

The Feelings Record

After each self-assessment instrument that you have been asked to take, we have asked you to make an entry in your Feelings Record. We asked you to note your mental and emotional reactions to each instrument and to record any other contextual factors that may have affected your scores, the data you generated from each instrument, or your reactions to them. Now, we want to consider how we might go about using that information.

Throughout the self-assessment process, we have used a variety of instruments. Some have been very structured, some have been very unstructured. Some have been very objective in nature, others have been very subjective. Your reactions to the structure, focus, content, and administration of these various instruments are data that are helpful to you in understanding how you respond to a variety of situations, emotionally and mentally. If, for example, you felt frustrated by the instructions for the Lifestyle Representation, which were very ambiguous, you might draw a tentative inference that you do not enjoy unstructured assignments. On the other hand, if you thoroughly enjoyed the highly structured interpersonal style inventory, you might infer that you enjoy structured situations. Both bits of evidence and their related inferences might be drawn together into a theme that might read something like this: "This is a person who prefers to work in structured situations."

The process we will use for analyzing and interpreting the data contained in the Feelings Record is very similar to that which we used in analyzing the written interview. That is, we ask you to consider

the data and the context in which it was generated and look for patterns. You may find some new patterns suggested by the Feelings Record data, or you may find data that will provide support for patterns you have seen in the written interview or in the other instruments.

The written data contained in the Feelings Record provides some insight into your emotional side. Admittedly, it is not a perfectly accurate or detailed description of your emotional side, but it does ask you to consider not only how you think and how you behave, but also how you feel in a variety of situations, and that is an important part of our experiencing of our work and of our ability to function in various jobs.

The Feelings Record also provides information about contextual factors that may have biased or slanted or prejudiced the data you generated at various points along the way. This information will help you to qualify, to modify, and to clarify more accurately the inferences you draw from those various sets of data.

Exercise

To help you gain skill in analyzing your own feelings record, we have included a copy of Steven Taylor's Feelings Record and Carrie Baugh's Feelings Record (see cases, pp. 168-174). Note that Steven and Carrie used some instruments not in this book. That's okay; it's the feelings we're interested

in here, not the content of those other instruments. Consider the following questions in relationship to Steven's and Carrie's Feelings Record:

1. How did Steven and Carrie respond emotionally to unstructured assignments?
2. How did they each respond emotionally to structured assignments?

3. What contextual factors relating to Steven's and Carrie's experiencing of the various self-assessment instruments may have affected their responses?
4. How should Steven and Carrie take all these things into account in interpreting their other data?
5. What new themes, if any, are suggested by Steven's and Carrie's Feelings Record?

STEVEN TAYLOR'S FEELINGS RECORD

The Figure Test

At first, a feeling of curiosity about what sort of analysis we would do on these. Then I wondered why the figures seemed to be deliberately asexual. I laughed a bit as I wrote down ideas, thinking that a couple of my thoughts would seem crazy to the class. I think I looked forward to hearing the laughter, and laughing at my imagination. I tried to think up as many as I could.

As I answered each question, I tried to take a number of perspectives.

Cognitive Test

The LSI test showed me as an active learner and someone who senses and feels his way through problems. I guess that applies, because I didn't even read the instructions carefully and rated the questions in reverse order (4 - - - 1 instead of 1 - - - 4). I was very conscious of the columnar format of the test, and I may have balanced my answers to some degree. I often think of myself as a "jack of all trades" rather than as a specialist. I think back to yesterday in a meeting of my field-project team. When my team asked me to take primary responsibility for the financial portion of the study, I made my agreement conditional on being able to assist with the study of medical approval processes in foreign countries.

I think one of the reasons I yearn to have my own business is to avoid being pigeonholed. I can't stand repetitive mental tasks.

Having now read the remainder of the McBer pamphlet, I am beginning to wonder about the direction I'm taking towards my longer term goal

of owning an international business. My direction at present is to explore different industries and build personal capital (\$) through a job in investment banking or venture capital. I realized toward the end of my summer work at Smith that I wanted a chance to do more hands-on problem solving. Financial modeling and negotiating with and selling to bankers and investors is abstract and removed from the operating functions of business. The course I excelled in last year was OPERATIONS. Consulting is the high-brow road to doing more operational work, but maybe I should be thinking about more truly "hands-on" jobs where I'm directly responsible for day-to-day management. That course begins to scare me off because of the big-company implications. I *will not* go back to a large, hierarchical corporation. I've been down that road and it ain't me!

Interpersonal Style

Passing out the forms felt very strange, like inviting friends to my wake. But I also felt a lot of curiosity and anticipation; I think that underneath my independent exterior I am more concerned about what others think about me than I let on. Before I look at the data, I'm particularly curious about the following items:

Needs Support	I do, but do I seek it?
Helps Others	I want to, but I'm not certain if I achieve this.
Defensive	Used to be more so—reality check.
Praises	I think I don't do this well.
Keeps Promises	I do, but Darden life is pressured; how often have I gone back and changed plans?

Special Entry

I talked on the phone today with a partner of the firm I worked for this summer. The purpose of the call was to evaluate my performance; I had not had a chance to speak with Bob before I left (he was away the last week of my stint).

Bob said he thought my performance was “overall, very strong,” and that he would “strongly consider hiring me back and wanted to keep in active touch through the school year.”

He said that my forte was a “great maturity—you know when to talk and when to shut up, which is unusual.” He also said that I knew how to work on what was important, which was even more rare in his experience.

Bob said he didn’t want to overemphasize deficiencies, but an area to work on was “technical skills.” I pressed him, and he said that I needed to concentrate on more completeness and thoroughness in my work. He said that he thought my analytical skills were more than adequate, that I had the judgment and insight to see what things are missing from an analysis, whether it be my own or somebody else’s that I’m reviewing.

My reaction to this was a little bit of disappointment, but followed by the thought that he actually gave me a very positive review.

I was particularly happy to hear that he thought that I knew when to “talk and when to shut up.” That’s a skill I’ve been trying to work on, so it was nice to have the encouragement.

I took the “technical” comment to mean that I’m not as focused on depth in my analysis as I need to be. That’s something I’ve heard before, but evidently have yet to overcome. I wonder how important it is to overcome; I guess I really wonder if there is a cost to becoming more detail oriented. Having said (written) that, I feel a bit sheepish. There is certainly nothing inherently wrong with being thorough in my work!!!

Predisposition Test

I often hesitated when filling this one out! The test is worded in the third person, which caused me to think more about the answers for “people in general,” as opposed to what I would do. For instance, question 17, “The least possible governmental and social controls are best for all.” That situation is only best for those who are prepared for such a society, the strong and the skilled. That situation would not be best *for all*, so I disagreed, in spite

of the fact that I myself might come out ahead in a truly laissez-faire world.

Once again, I chuckle at my puffed-up self-view!! At least I’m becoming more aware of it!

Survey of Leadership

I believe that I took this test last spring in a slightly different three-part version. Going through the test, in part I I noticed that I was setting priorities in the same manner as with the value sort, but without being able to see whether I was being consistent in my ranking. I also stopped up short a couple of times when I started to answer. Then I remembered the Vision, Commitment, and Management model from first-year Organizational Behavior! I tried not to bias the remainder of my responses, although my personal feeling is that I am much better at creating a vision and, hopefully, a vision that begins to garner commitment. Often, I think that I may be at my best when communicating a vision, rather than cheer-leading or deliberately whipping up others’ commitment to the vision. I take great satisfaction from those few moments when I am able to show someone a vision that they could not previously see or discern for themselves. The test was repetitive, and I definitely felt some resentment as I moved through the final part of those first fifty questions.

Survey of Management Style

I took this test after we talked about it in class today, and after taking the other version yesterday. I much preferred the scaled readings of my tendencies to the repetitive yes-no approach of the other version. I definitely blurred the line between what I have always done and what I’ve been trying to do more of over the past two years. That is, I have become more focused on what the firm needs to do, and what my priorities should be in order to move the firm in that direction. My work over the past two summers was the first time I have been able to influence not only my work but the direction of the enterprise, and I have been indescribably happier in my work as a result of my personal influence. I’ve also been much, much more motivated and much more sensible in my approach to the work. When I feel I’m making a positive contribution, office politics and what others think of me in general become less important, and I’m able to focus all the more on improving myself and improving the enterprise. If the test elicits this sort of outpouring, it is of use whether or not the data is useful on its own!

24-Hour Diary and Lifestyle Diagram

One of the most surprising elements of drawing the diagram was that I see my world almost entirely in terms of people, or at least I see the core of my world that way.

Personal Style Inventory

I took a test called Briggs-Myers when I was moving from New York to San Francisco and changing jobs. That test showed my profile as ENTJ, while this one has come out INFJ. I'm surprised that I would come out as an introvert on any test. I've always thought that my extrovert tendencies completely outweighed my more introspective tendencies. My mood is more thoughtful tonight as we wrap up a three-day weekend of golf, Foxfield (popular horse races), and then sunshine today. From here out, the pace picks up sharply with recruiting swinging into full tilt and our field project cranking up. Things to do are weighing on my mind tonight.

Sandi just called. We've been strained lately, and I'm sure that is also affecting my mood. She has asked me for some time away, which I gladly gave her, but I'm missing her more than I expected to. That leads me inevitably into exploring my feelings about our relationship and where we are headed. I think we are reaching the decision point.

No Particular Test

It's 7 a.m., and I've just woken up with a revelation about the unease I've been feeling of late. This is an entry about general feelings rather than anything inspired by a particular exercise, but I think it may help in the overall analysis.

I feel as though my life has begun to careen towards a conclusion which I'm not controlling, and rather than putting things into order, I have been avoiding the issue. Number one issue avoided has been my relationship with Sandi. I haven't made the deep personal commitment that she deserves. Instead, I've been acting as though my relationship with her is no bigger or smaller a part of the puzzle than my work, Darden, and my relationships (non-romantic) with other people. I've been justifying this by reasoning that my relationship with her needs to be balanced against her needs for independent growth and the other parts of my life. I think I've had that backwards. I can balance those other things against my relationship with Sandi, my parents, and my brothers only so long as I can also support those other relationships. In the MBA world it sounds

corny, but for me my love for those people and theirs for me in return must be first in my life if I am to live a fulfilled life. I haven't been giving those people the consideration they deserve, and as a result I've felt shortchanged here.

This morning's revelation also included understanding that the reason I've felt as though Darden and my career have only received cursory attention is that I am unable to give it the maximum focus I'm capable of until I feel that I'm first giving the love that I should to those who I'm closest to. A second factor is that I've allowed the short-term Darden case mentality to block me from hitting course objectives, instead focusing on the case at hand. This approach works in the chip-shot driven world of the classroom, but it doesn't fulfill my objectives in coming here. Darden is a deliberate exercise in overassigning tasks in order to force the student into choosing his or her priorities and teaching the student to live with the chosen priorities regardless of whatever priorities the school or classmates may try to impose. Hah!! I wonder whether Darden would agree with that statement. I wonder if the administration will agree with it enough to put it in admissions materials or admit it in an admissions interview. If sorting those priorities and living my life in terms of my priorities is what I learn while at Darden, I'll be doing all right. This is a tough way to get at that basic truth, but can someone who hasn't gotten through to that truth understand that the journey is worth it, or that in many ways "the journey is the reward." (Our accounting professor quoted "an eastern philosopher" yesterday—I'm getting philosophy from my accounting professor?). End of soliloquy, class calls me!

Life Values Card Sort

I'm going through a period of enormous emotional strain right now, and I haven't been open about it. About four or five weeks ago, Sandi told me that she felt like she needed some time "at home" to catch up on fixing up her apartment and generally feeling like she actually lived there. We had spent the summer split between her place and my subtle and weekends traveling various places. Then, two weeks ago, the axe fell, as they say, and she told me that she felt that we weren't right for each other and that we should break up.

I was emotionally destabilized; it was like having a great weight descend upon me, that this had been building up and I had refused to see it developing. I fought; I told her I couldn't accept the conclusion. I still think that, in spite of the strain of the past two

years of living apart, we will never forgive ourselves if we don't see our relationship through to marriage and a life together.

Writing this out is interrupting the card sort, as I began to try to sort the MARITAL, EMOTIONAL, PROFESSIONAL, and PARENTAL cards into a priority. Writing something like this also shows me what root problems lie behind my emotional strain.

The root problem here is that I am having tremendous difficulty forgiving myself for being insufficiently attentive to Sandi's needs and for having had relationships with other women during the times we've been apart. None of the others have been more than substitutes for the love and warmth of Sandi and me, but the guilt of these other associations has affected the passion of my relationship with Sandi. I think this is probably one of the root troubles.

Sandi said something last week which just came back to me. She said that I still had her on a pedestal, that I wasn't being realistic about who she was and what our lives together would be like. She thinks that my hopes for a life with her are based on an idealistic view of our relationship.

Another thing she said, although this was two weeks ago, when she told me that she wanted to break up, was that she believes that if I really thought that we should be married I would have asked her by now. I had been planning to ask her the following weekend, when we were going to be in New York together. She didn't come up to New York; instead, she went to her parents' farm to be with them. Sandi and I met in New York, and I had hoped to take her back again to the restaurant we went to the night we met, for our six-month anniversary together. But I didn't get that chance, not yet.

Her feeling that I've put her on a pedestal is probably related to my guilt over having seen other women while I've been seeing Sandi. Incidentally, she knows about these other relationships. She has also had at least one (and I think *only* one) relationship during our time together. Neither Sandi or I have seen anyone else while we've been living in the same town; it has been during the bicoastal time and when I was in London two summers ago. But our mutual guilt has now contributed to tearing us asunder. I also think that the guilt and mistrust of self has made it hard to let ourselves be happy together. *That* is what needs to be overcome!

I think that Sandi and I trust each other, and each of us believes the other to be a wonderful person and loves the other very much. It is a matter of loving ourselves as much as we love each other. I miss her in huge amounts, palpable amounts, and I find it difficult (I find it impossible) to imagine my life without Sandi next to me, as a partner in coming to understand more about the world and the role I play in that world. I'm still smitten with her like I was in the fall of 1985, for better or worse, and I pray that at the end of this difficult time she finds that she shares those feelings.

Self-Assessment Exercise

I have a difficult time finding contradictory evidence for themes I have created. This is *much* more difficult than finding supporting evidence.

I wonder how much of this comes from my "judging" nature, as shown by the MBTI, and how much comes from the strength of the themes I've found so far?

CARRIE BAUGH'S FEELINGS RECORD

The Figure Test

This was fun! I felt rather silly; so many silly, mischievous thoughts came to mind. I enjoyed just letting the ideas flow to my mind. I found myself rejecting some and not writing them down—mostly because they were pretty farfetched. I could see and hear the actions/scenarios. I enjoyed this exercise.

Inventory Test

Lots of choices—there are a lot of things I would love to do, but don't necessarily have the talent (singing, for example). But I did not necessarily provoke a strong feeling. I felt this exercise covered the range of interests I have, both inside and out of a work situation.

Prepared by Lori Wilson and Jim Clawson. Copyright © 1990 by the Darden Graduate Business School Foundation, Charlottesville, VA. UVA-PACS-066

Cognitive Style

I feel like I'm being categorized again, just like when I took the Myers-Briggs test at Sallie Mae this summer. So much depends on WHAT I am learning, who I'm with, and the amount of creativity a task requires.

I feel great. Happy, secure with my abilities at Darden.

I wonder if I am choosing answers as a reaction to an understanding of the Myers-Briggs test. Aren't we more diverse and complicated than this? (As human beings, both thinkers and feelers?)

I wonder if my answers would change if I took this at home and was thinking about my family/husband.

Cycle of Learning

Wow! It feels right. I wish I wasn't so "lopsided," but I know I am. I am relieved to see my "feeling" side up there. It is important to me that I do not lose this aspect of myself as I get engrained in a business framework.

Value Cards

I felt I had to put all the blue cards somewhere, which was fine, since I value all of them to some degree. At first, I tried to do the same with the white cards, but there were too many I wanted to add on my own and too many that were meaningless and unimportant to me. So I included only those cards that I really valued and that would represent a potential tradeoff to me.

The orderings were relatively easy, but the entire time I could see major potential future conflicts. When push came to shove, would I still hold true to them? When I do have children, that will become my number one or two priority, and it means that many other aspects of my life I can juggle now won't be so easy then.

Overall, I didn't agonize all that much over the aspect rankings, but more so on the value rankings.

Meta-Programs

The questions were very easy for me to answer. No real reaction to any of them, except my husband is the opposite from me on trusting someone: You have to earn his trust. But he's more sympathetic to shortcomings than I am. I wish I was more like that sometimes.

FIRO-B

With most of the questions, I wanted to explain what I meant by my answer. I am funny about wanting to be friendly and open with most everyone, but I feel closely tied to very, very few. And I like group activities, but not all the time. It's a real balancing act for me. I like to be alone, but I'm certainly not a loner; I need people very much.

I was hoping I was being consistent on the questionnaire.

Predisposition Test

Many of the questions depend on what I'm doing: I think I can take on different roles depending on if I'm at home or at work or school, etc. So much of it depends on the people I'm with, and how much I value their input and reactions.

Overall, I didn't have too much of a reaction to this test. I have pretty much remained open to the potential usefulness of all the tests so far.

Interpersonal Style Inventory

I am very curious to note consistencies and differences; I wish I had marked work versus school versus old friends. I think it will prove to be very helpful and insightful. I feel very comfortable with the exercise. Many times, I'm my own harshest critic, and I am pretty open about who I am and how I feel about stuff.

24-Hour Diary

It was a great exercise. The only thing is that I knew exactly how I was going to spend my time. I am in a routine at school, focusing on school work and preparation during the weekdays, and focusing on Mark and our relationship on the weekend. I try to work extra hard during the week so I can spend little time during the weekend on school. My routine has pretty much been this way while I've been here. I do think my attitude has changed, so I spend very little time worrying about making it through Darden, as compared to last year's struggle to become one of the better students here.

Lifestyle Diagram

I did a mobile. It felt like I was back in kiddiegarden. If I had time, I wanted to do something more elaborate. All in all, however, it was interesting and

a fun representation. I wanted to drive home the importance of BALANCING the key aspects of my life. During the different phases of my life, different aspects became more or less important. However, the WORK, FAMILY, and INDIVIDUAL INTERESTS groups have always been pertinent.

I wanted to illustrate balance and the important themes that have always been in my life. Wanted to choose adjectives that illustrate how I feel. My life is indeed an evolution of these same themes.

Leadership Traits and Skills

Of all the leadership tests we've taken so far, this one considers a variety of leadership areas and qualities—energy, persistence, cooperation, etc. So many of the other tests were so LIMITING about what leadership is. I think there are so many possible mixes of people's traits that make up good leadership. I am dissatisfied with all the research I've read concerning leadership. I think there are some other concepts that we're all missing, but I'm not sure what they are. This test listed more of the things I identify with than ones that talk about garnering commitment and persuasion.

Myers-Briggs

This was VERY interesting. I took the Myers-Briggs test at Sallie Mae this summer. I'm an ESTJ according to that sitting. I took it at work. Here, I took the test at home, and the questions were considered in the context of work and social life, not just work, as was the Sallie Mae test.

The outcome was quite a bit different—ESFP/J, which I think more accurately reflects my actual tendencies. In my prior field, I have had to focus more on EST attributes, but I worked at doing that. Especially as a woman, I wanted to downplay feeling and intuition, and show that I was as analytical and judgmental as any man in my field. I'm worried about the implications, especially given my Campbell Interest Survey outcome—Artist/Social tendencies. I am curious to note how much is my perception of what I had to do to become successful versus my natural abilities and tendencies overall.

Written Interview

I enjoyed going through my life story—so many neat opportunities. I feel so privileged, given all the wonderful people in my life—family, friends, even

acquaintances. I really could have written more, but I think this brings out my essence.

It was an exhausting process, but very enjoyable! It also helped me see where I've been and get a perspective on what's important and achievable in your life. Sometimes, you've got to go with an option and make the best of it. You can always choose another course if it does not work out. But you have to push yourself and try new things. If you don't, you have stopped trying to improve.

Survey of Behavioral Characteristics

This tool was a lot more interesting to me than the leadership survey, mostly because the statements made were easier to relate to and to interpret. I also thought it considered a lot more areas than the narrow view some of the other tests seemed to perpetuate.

Survey of Managerial Style

This survey was interesting, although a little repetitive; again, I felt like a lot depended on the level of my job—as I get higher in a firm, my focus changes on what is important. I think that it is important to think of the different roles you *like* to play or be in when answering these sorts of questions.

Survey of Leadership Style

This was not the most useful tool by any means. I felt like this tool was obviously trying to test my interest in being a persuading, group-oriented person, someone tied to her own ideas, etc. One major problem I felt was to answer the questions given the lower level positions I've held or what I'd do as a company leader. I decided to answer as a company leader. This tool seems too repetitive, and most of the questions depend on interest and opportunity within an organization to make such decisions.

I do not lend too much importance to whatever this tool is supposed to measure, because it does not take into account different roles we play and at what level we have responsibility and involvement in the company we will join.

NOTES:

1. Found tools useful, insightful, or interesting 15/17 total (88% of the time).
2. "I have pretty much remained open to the potential usefulness of all the tests so far."

3. I think a lot of the info in my feelings records will emerge as patterns when combined with the other tools. I will reserve my other inferences until then.

INFERENCES:

Carrie is a person who:

1. Seeks to learn from different situations.