CARRIE BAUGH’S SELF-ASSESSMENT PAPER

Introduction

It is late October 1988—an exciting time in my life. A time of expanding opportunities, continuing growth, and impending change. Indeed, I am approaching another major crossroad in my life’s journey, which involves making choices along many dimensions: family, lifestyle, and career perhaps being most important.

Given the above context, my self-assessment paper has become a critical tool to help me in this decision-making process, for a variety of reasons. First, I have forced myself to articulate major, recurring life themes—develop them, support them, and examine them. Do they “feel” right; are they “representative”? Second, the themes helped me identify groups of values that I find important: family, personal identity, and control, for example. These values explain why I’ve made the choices I have in the past. This point leads to my third, and perhaps most important, reason: this paper has helped me begin to establish goals, particularly professional goals, that are compatible with my personality and values.

In order to help illustrate the emerging, albeit somewhat incomplete, picture of this person named Carrie Baugh, I have divided my themes on several levels. The first chart shows my personal assessment of the importance of each theme. I have discovered 22 major themes, which I believe cover a wide variety of my attributes. Next to each theme, I have described an overall “value” it represents.
THEMES LIST

1. Family is my source of strength and support. (Personal Identity)
2. Carrie values her independence and family over having lasting friendships. (Personal Identity)
3. Although independent, Carrie needs contact with people. (People Oriented)
4. Carrie wants to maintain a balanced lifestyle. (Control)
5. Carrie wants to be seen as special and talented. (Achievement Oriented)
6. Carrie enjoys competition and thrives on challenges. (Achievement Oriented)
7. Carrie seeks to learn from new situations. (Diversity)
8. Carrie consults those people she trusts and respects, then makes her own decisions. (People Oriented)
9. Carrie strives to improve herself. (Achievement Oriented)
10. Carrie is practical. (Personal Identity)
11. Carrie sets goals, then works hard to accomplish them. (Achievement Oriented)
12. Carrie enjoys jobs that utilize both people skills and quantitative analyses.
13. Carrie tends to make unstructured environments more structured. (Control)
14. Carrie is results oriented. (Achievement Oriented)
15. Carrie likes to feel in control of her time and actions. (Control)
16. Carrie has a hidden passion for performing. (Achievement Oriented)
17. Carrie enjoyed living in San Francisco, and likes the culture and diversity of a larger city. (Diversity)
18. Carrie enjoys helping others. (People Oriented)
19. Carrie enjoys participating in sports. (Diversity)
20. Carrie enjoys playing the piano. (Diversity)
21. Carrie tries to be tolerant of different types of people. (Control)
22. Carrie dislikes long commutes to work. (Control)
23. Carrie believes in working extra hard to accomplish her goals. (Control)
Grouping My Life Themes

Five major groups of values have emerged from my life themes: Personal Identity, People Orientation, Control, Achievement Orientation, and Diversity. As described on the second chart, each value group seems to focus on a limited number of characteristics. (For example, I categorized themes focusing on family, independence, or being practical under Personal Identity.) Although some themes might overlap into several categories, these five values are of central importance to me.

Finally, my third chart provides a different cut of the data, listing the actual life themes under each value group.

My life themes can be categorized into five major groups: Personal Identity, People Oriented, Achievement Oriented, Control, and Diversity.

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<th>PEOPLE ORIENTED</th>
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<td>- Relationships</td>
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<th>ACHIEVEMENT ORIENTED</th>
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<td>- Goal Setting</td>
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LIFE THEMES AND VALUES CLUSTERS

PERSONAL IDENTITY

Family is my source of strength and support. Carrie values her independence and family over having lasting friendships. Carrie is practical.

PEOPLE ORIENTED

Although independent, Carrie needs contact with people. Carrie consults those people she trusts and respects, then makes her own decisions. Carrie enjoys helping others. Carrie tries to be tolerant of different types of people.

CONTROL

Carrie wants to maintain a balanced lifestyle. Carrie tends to make unstructured environments more structured. Carrie likes to feel in control of her time and actions. Carrie dislikes long commutes to work.

ACHIEVEMENT ORIENTED

Carrie wants to be seen as special and talented. Carrie enjoys competition and thrives on challenges. Carrie strives to improve herself. Carrie sets goals, then works hard to accomplish them. Carrie is results oriented. Carrie has a hidden passion for performing.

DIVERSITY

Carrie seeks to learn from new situations. Carrie enjoys jobs that utilize both people skills and quantitative analyses. Carrie enjoyed living in San Francisco, and likes the culture and diversity of a larger city. Carrie enjoys participating in sports. Carrie enjoys playing the piano.
DEVELOPMENT OF LIFE THEMES

The next section provides my life themes and supporting data. After each theme label, I have noted in parentheses the number of supporting data points, the number of instruments used, and the number of disconfirming pieces of data.

INSTRUMENTS

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<tr>
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<td>STYLE</td>
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<td>LEADER</td>
<td>Leadership Reports</td>
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</table>

I also have a few themes “I just KNOW” are true about me, although the data I generated did not necessarily uncover them. Since some of these themes might prove useful in choosing among future career and lifestyle alternatives, I will list them here:

- Carrie can be terribly stubborn.
- Carrie is prideful.
- Carrie generally tries to avoid direct conflict in her relationships.
- Carrie sees the positive side to most situations.
- Carrie enjoys working in teams.
1. **CARRIE ENJOYS PARTICIPATING IN SPORTS.** (17, 6, 0)

SUPPORTING EVIDENCE:

WI, 2  Jake and I were playing catch when I was about five.
WI, 4  I was smart, though, and good in sports.
WI, 8  My friends and I would go to the neighborhood school pool every day.
WI, 25  ...and became very active in sports.
WI, 26  My freshman and sophomore years, I played volleyball, softball, & badminton.
WI, 27  (Tennis) was a game I loved to play...I played #2 singles...
WI, 42  I played a lot of tennis...
WI, 100 We found out we both played tennis and started playing together after work.
WI, 128 During the summer, we took up golf, played a lot of tennis...
WI, 135 But he comes down every weekend, and we play golf together.
WI, 139 My favorite activities were sports, especially volleyball and tennis.
WI, 147 And playing a lot of tennis.

FIGURE  Playing tennis, baseball, or golf.

DD  Mark and I played 16 holes of golf; it was really enjoyable.

S/C  High interest in athletics.

LIFE  A major theme under leisure activity is golf and tennis.

CARDS  Physical activity a third-tier aspect. Recreational a second-tier aspect.

CONTROVERTING EVIDENCE:

None.
2. CARRIE WANTS TO MAINTAIN A BALANCED LIFESTYLE. (4, 4, 0)

SUPPORTING EVIDENCE:

WI, 167 The ideal future for me is one where Mark and I successfully balance our lives with leisure, work, and family. Balance is very, very important to me, especially because it is so easy for me to focus my energies in one direction and plow right on through.

FEEL I included only those cards that I really valued and that would represent a potential tradeoff to me. I wanted to drive home the importance of balancing the key aspects of my life. I wanted to illustrate balance (cards).

CARDS Added Balance aspect card to first tier.

LIFE Mobile was created to show need for balance between family, career, leisure, and personal development.

CONTROVERTING EVIDENCE:

None.
3. CARRIE IS RESULTS ORIENTED (8,5,0)

SUPPORTING EVIDENCE:

WI, 26 (Learning tennis) First, it was competition against myself to get better; then it was to make the team and play singles my first year.

WI, 32 Tim Stevens, our teacher, helped us prepare for the AP exam, which could get you college credits if you scored high enough.

WI, 50 ...I had decided to really apply myself at Stanford--go all out! I wanted to see how well I could do if I really went for it. If I did the same as last quarter, then I knew the extent of my abilities and could adjust accordingly.

WI, 203 I think the business world knows better, and values the results it gets from its good people...

LSI Converger: can find practical uses for ideas and theories. Active Experimentation (39) and Abstract Conceptualization (36) strongest attributes. Results oriented.

D&Co. Carrie always meets deadlines. Resourceful in recognizing and acting on opportunities to reduce supervisor’s workload. (Gets what needs to be done accomplished.)

FEEL 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. (WI)

CARDS Under professional aspect, list: achieving a goal, tackling a challenge, finishing a task.

CONTROVERTING EVIDENCE:

None.
4. CARRIE IS PRACTICAL. (13,4,1)

SUPPORTING EVIDENCE:

WI, 5 Especially math; she made it all seem easy and important to know.
WI, 9 Then I’d snap back into reality, realizing I still had to finish up some homework for that day.
WI, 32 Tim Stevens, our teacher, helped us prepare for the AP exam, which could get you college credits if you scored high enough.
WI, 38 All in all, given the scholarship money, it would have cost my family the same to send me to UC Davis or Stanford.
WI, 50 ...I had decided to really apply myself at Stanford--go all out! I wanted to see how well I could do if I really went for it. If I did the same as last quarter, then I knew the extent of my abilities and could adjust accordingly.
WI, 68 I started Macy’s right away, having many a student loan to pay back.
WI, 89 (D & Co.) I was the practical one that got the work done...
WI, 114 Harvard was so expensive; I just didn’t know if it would be worth the extra investment...
WI, 115 The clincher came when Darden offered me a full scholarship...Darden it was.
WI, 149 Part-time jobs: loved having spending money, or at least contributing to my college expenses.

LSI Converger: can find practical uses for ideas and theories. Active Experimentation (39) and Abstract Conceptualization (36) strongest attributes. Results-oriented.

M/B Sensing: Prefers concrete ideas, the tangible here-and-now; may get impatient with theory. Equally Perceiving and Judging: gathers information, then makes decisions based on “facts.”

D&Co. Carrie always meets deadlines. Resourceful in recognizing and acting on opportunities to reduce supervisor’s workload. (Gets what needs to be done accomplished.)

CONTROVERTING EVIDENCE:

WI, 9 I used to daydream a lot, mostly up there wowing the audience with my dramatic entry, romantic flirtations, or sexy singing voice. (Not very practical at all!!)
5. CAROL WANTS TO BE SEEN AS SPECIAL AND TALENTED. (18,5,0)

SUPPORTING EVIDENCE:

WI, 4 I was smart, though, and good in sports...Mom said “not to worry about those stupid girls in class--they’re just jealous.”

WI, 6 By 7th grade...my confidence level really grew. A few reasons come to mind--I was chosen to be a cheerleader, some boys had crushes on me, and I finally had begun to master the piano.

WI, 7 ...My friends thought it was neat that I could play songs they heard on the radio. (piano)

WI, 9 Used to daydream a lot, mostly up there wowing the audience with my dramatic entry, romantic flirtations, or sexy singing voice.

WI, 25 And once I starting racking up accomplishments, I began to thrive on it. I think recognition and respect are very important to me. I liked being in the spotlight.

WI, 54 I felt that I did have the ability to excel at school...I did well throughout my career at Stanford, and was proud of my academic achievement.

WI, 58 I also hated the thought of being a “groupie.”

WI, 86 I was sort of a favorite of the firm in a lot of ways.

WI, 89 And I really got a good reputation as a hard worker and good team player.

WI, 119 Back to working hard, learning a lot, and becoming a “star.” Reaching for the top.

WI, 121 For the first time in my life, I had to deal with feeling average.

WI, 122 He (Mark) kept telling me I was special...

WI, 131 Senior VP liked my work at Sallie Mae. (needed that recognition and positive feedback.)

WI, 181 Phi Beta Kappa at end of my Junior year; a recognition of accomplishments.

STYLE Strong, positive responses. Friends’ view of self is equal to or greater than perceived self 77% of the time. Scored 4 or 5 in cheerful, takes lead, praises, calm, listens well, easy to talk to, tolerant, willing to learn, and adapts. (Shows wants to be seen as special.)

S/C Moderately high social theme and high artistic theme: cheerful, popular and achieving, yet independent, original and intense.

D&Co Rated outstanding on interpersonal skills, professionalism, and initiative. Positive attitude, pleasant and friendly. “Fabulous” team player.

CARDS Under marital, familial, and professional, included: being praised.

CONTROVERTING EVIDENCE:

None.
6. CARRIE ENJOYS PLAYING THE PIANO. (6,4,0)

SUPPORTING EVIDENCE:

WI, 6 ...and I finally had begun to master the piano.

WI, 7 When I was around 12, I could start to play most things I wanted to... I actually enjoyed my lessons and trying to master tough classical songs.

WI, 139 The piano has always been an important part of my life as well. It is an essential way for me to express my feelings and work out things in my head.

S/C Moderately high in Music/Drama.

CARDS Under recreational theme, list hobbies. (playing the piano has always been a major personal hobby.)

LIFE Leisure theme included piano.

CONTROVERTING EVIDENCE:

None.
7. CARRIE LIKES TO FEEL IN CONTROL OF HER TIME AND ACTIONS. (20,7,0)

SUPPORTING EVIDENCE:

WI, 7  
Mom and I had this deal, where she’d set the timer for one hour, and I’d practice until I heard the buzzer. It worked well, most of the time. After playing...I would sneak into the kitchen and move the timer up five minutes...I guess even back then I needed to feel in control of my time and destiny.

WI, 34  
I was ambivalent about going, because I didn’t know if I had been accepted, and didn’t want to fall in love with the school and then be turned down.

WI, 50  
I wanted to see how well I could do if I really went for it! If I did the same as last quarter, then I knew the extent of my abilities and could adjust my time accordingly.

WI, 65  
Now, I wanted to enjoy doing whatever I wanted to, without worrying about someone else’s feelings. I wanted to find a job in San Francisco; that much I knew.

WI, 74  
As a result, inventories piled up, no one knew which store had what merchandise!...Every function done in the Buying Office was so ad hoc, it was scary...Very few people wanted to implement controls.

WI, 82  
There was freedom on how you spent your day for the most part...and it was a small, growing company with only four levels.

WI, 101  
But it was irritating that D & Co. could also control our personal lives.

WI, 114  
For some time, I had been meaning to try a new place. If I had gone to UCLA or Berkeley, chances are I would have never left California.

WI, 129  
They gave me enough freedom to work through my summer projects as I saw fit, yet held me accountable and questioned me as if I was a full-time employee--I loved it!

WI, 152  
I never felt there was a system to the madness, which bothered me greatly...Too “seat of the pants” for me; I need to see the reasoning behind the madness.

WI, 156  
I also didn’t mind the detailed nature of the work, as long as I had the freedom to organize and plan my part of the task, and especially...I could see where we were going with it and what the “big picture” was.

WI, 167  
I don’t want the important things in life to pass me by, meanwhile being unaware of what’s important anyway.
WI, 171 I’ve decided to give up the promotion possibility, quit, and start my own business while I’m at home raising our children. (control my destiny, enjoy life)

WI, 194 Turning points are places of opportunities; only I, individually, can really choose the route I take.

FEEL The only thing is that I knew exactly how I was going to spend my time...I try to work extra hard during the week so I can spend little time during the weekend on school (DD).

CARDS Marital: making time for each other. Balance: using energy and resources wisely, plan ahead where want to be.

PDT Strong autonomy preference. (3.14 versus class average of 2.80)

FIRO-B Rarely expresses control, occasionally wants it. (On an individual level, not over others). (eC = 1, wC =3)


DD I’m trying to keep on a morning schedule...in order to have a full day to prepare for classes and work on other activities.

CONTROVERTING EVIDENCE:

None.
8. CARRIE CONSULTS THOSE PEOPLE SHE TRUSTS AND RESPECTS, THEN MAKES HER OWN DECISIONS (13,5,1)

SUPPORTING EVIDENCE:

WI, 20  Mary and I have always used each other as sounding boards...
WI, 32  Mrs. Church, my English teacher for two years, also wrote one (letter of recommendation). I loved her! She had gone to Stanford and encouraged me to apply.
WI, 34  Our librarian, Kristie Powers, also had attended Stanford...decided to take me on a visit...I already knew I’d love it...and my mind (was) made up that if I got in to Stanford and could afford it, I’d go.
WI, 51  And it came down to chemistry versus economics. I agonized over it, talked it over with my parents, and finally realized I had to enjoy my work. So I dropped chemistry...
WI, 76  It was time to start looking for a new job...Kim was always telling me how neat D & Co. was, and how I would be so perfect for the job...So I talked to one of the partners...to talk over business opportunities...I was offered a job!
WI, 104  When it came time to talk about business schools, Mark was such a tremendous help.
WI, 115  Darden it was. Not too many people could believe that I had turned down Harvard, but I did not find it difficult...Although very supportive, Mark wanted me to make my own decision.
WI, 187  Shows decisions at life’s turning points made by first consulting with family and close friends, then making own decisions. (5/5 entries)
WI, 192  Generally, my way of deciding...was to gather information, discuss possibilities with people who I trust and respect, then ultimately make my own decision.
S/C  Social Theme moderately high--solves problems by discussion with others. And extroversion high (37)--preference for people versus ideas. But, high on Artistic--need for individualistic expression. Combined, seems to indicate people involvement but ultimately believes in an individual’s choice of action.
M/B  Extrovert: discusses ideas with people. Perceiving/Judging: gathers information, then decides. Slightly more feeling: relates well with people.
FEEL  So much of it depends on the people I’m with, and how much I value their input and reactions (PDT).
STYLE  Current, desired, and acquaintances’ perceived self scored between 4 and 5 on: takes lead, listens well, easy to talk to, trusts others, and adapts. Shows that interacts well with people.

CONTROVERTING EVIDENCE:

PDT  Strong preference for autonomy: 3.14 versus class average of 2.80. Strong predisposition toward solitude: 3.0 versus class average of 2.73. But I felt uncomfortable with test. See FEEL entry above.
9. CARRIE ENJOYS JOBS THAT UTILIZE BOTH PEOPLE SKILLS AND QUANTITATIVE ANALYSES. (9,5,1)

SUPPORTING EVIDENCE:

WI, 51  Now, a subject that intrigued me was economics. It made a lot of sense to me, based on my math background, and combined sociology, psychology, and math.

WI, 74  I was expecting to use both qualitative and quantitative skills at Macy’s--working with people but also with budgets, projections, control system. (Macy’s not a fit, because too unorganized and not enough quantitative side.)

WI, 89  I learned a lot about cost models during that project. It was a small team of four people... I got a reputation as a good team player. (shows elements of technical and people skills)

WI, 96  By then, I was supervising newer staff and enjoying the work...

WI, 154 People worked quite hard, and were young and aggressive. I enjoyed many of my peers... I also didn’t mind the detailed nature of the work...as long as I could see where we were going with it.

LSI  Converger: strength in problem solving and decision making. Somewhat CE (28): relating to and sensitive about people. Learns from both people and logic. Tend toward converger, but some accommodator: tries to balance logic with relating to people.

S/C  High Artistic and moderately high Social. Usually expresses herself well and gets along with others. Strong Extroversion (37). Intense.

M/B  Extrovert: interested in variety and working with people. Sensing: prefers concrete, factual experiences. Works well with details. Perceiving and Judging: gathers information, then makes decisions. (Seems to combine both people and analytical skills.)


CONTROVERTING EVIDENCE:

PDT  Predisposition toward solitude very strong: 3.0 compared to class average of 2.73. (I felt uncomfortable with this test, as explained in my feelings record.)
10. CARRIE ENJOYS HELPING OTHERS. (12,7,1)

SUPPORTING EVIDENCE:

WI, 22  ...and took advantage of his (Dad’s) summer off to build it (cabin)--with the help of my family and friends. We all learned how to make cupboards, nail in sheetrock, build a chimney, put in a toilet.

WI, 70  I did have a man come in to buy make-up for his show...who was I to judge...He bought a ton of stuff, thanking me for my kindness.

WI, 133  It’s also nice being supportive for the first years. I really want to help make a difference for them...as a first-year section advisor, I am looking forward to helping them become integrated into Darden.

WI, 138  Daydreamed about being a missionary, a politician, a doctor. I really wanted to help people with my actions...Everyone deserves to be treated with warmth and dignity.

WI, 145  (RA) ...my favorite activities were when groups of us planned big social events, like a Casino Night to benefit the children’s hospital...

WI, 157  If you didn’t fit in, you were put on the awful jobs. I tried to help those people if I thought they had potential (D & Co.).

M/B  Feeling a strong trait: warmth, empathy are important.

D&Co.  Outstanding interpersonal skills; able to motivate others; pleasant, friendly, and flexible.

S/C  Moderately high interest in teaching, social service. Administrative Index shows like or indifferent toward 80% of different people types.

FIGURE  50% of total responses people oriented.

CARDS  Familial: being able to help, protect.

Professional: teaching people.

Societal: Helping people, making a real difference in my community.

STYLE  Self-reports show average of between 4-5 on listens well, tolerant.

CONTROVERTING EVIDENCE:

PDT  Predisposition toward solitude: 3.0 versus class average of 2.73. (Feelings record shows I felt uncomfortable with this test.)
11. CARRIE TRIES TO BE TOLERANT OF DIFFERENT TYPES OF PEOPLE. (8,5,0)

SUPPORTING EVIDENCE:

WI, 70 I did have a man come in to buy make-up for his show...he was obviously a homosexual...Who was I to judge?...He bought a ton of stuff, thanking me for my kindness.

WI, 71 I’ve always tried to accept or at least be tolerant of people different than I am...You have to try to look at each person for his or her good points and qualities.

WI, 84 She (Kim) drove a lot of people crazy, because she’d start talking about things not related to each other or get silent all of a sudden. But she definitely had her good qualities. I consider Kim one of my closest friends.

WI, 157 If you didn’t fit in, you were put on the awful jobs. I tried to help those people if I thought they had potential (D & Co.).

M/B Feeling a strong trait; warmth, empathy are important.

D&Co. Rated outstanding on interpersonal skills; able to motivate others; pleasant, friendly, and flexible.

S/C Administrative Index shows like or indifferent toward 80% of different people types.

STYLE Self-reports average between 4-5 on: listens well, tolerant.

CONTROVERTING EVIDENCE:

None.
12. CARRIE HAS A HIDDEN PASSION FOR PERFORMING. (14,8,0)

SUPPORTING EVIDENCE:

WI, 6  I was chosen to be a cheerleader...seems so funny to me now--running around yelling silly little cheers and performing little dance steps.

WI, 7  ...and my friends thought it was so neat that I could play songs they heard on the radio (piano).

WI, 9  Daydreaming, mostly wanting to be an actress or singer, up there wowing the audience with a dramatic entry...

WI, 25  I think recognition and respect are very important to me. I liked being in the spotlight.

WI, 31  The football team was let out of practice, and they had lined up to watch our match. They were pretty supportive, and I felt the cards were in my hand. (I had an audience to play to.)

WI, 99  ...I spent part of the time flirting with Mark, poking him in the stomach about how much he ate.

WI, 124  People got a big kick out of my red silk petticoat under my wedding gown...it let some of my personality come through--a little mischievous, but always in fun. (Liked the attention.)

S/C  High interest in the arts. Moderately high in music/drama, public speaking, law/politics, and adventure. Extroverted score very high (37)

LIFE  Creativity in creating mobile. (Something to “show off.”)

FIGURE  Singing “I’ve got to be me.” In a dramatic scene of a play. Even distribution between people and environment (50/50).

FEEL  Lots of choices--there are a lot of things I would like to do, but don’t necessarily have the talent (singing, for example). (S/C) (I listed activities that require performances.) I did a mobile...If had time, I wanted to do something more elaborate. (LIFE)

CREATE  Compared to class average, scored 136 versus 122 (12% higher on creative).

M/B  Extroverted.

D&Co.  Carrie works very well with the client. (Likes having an audience.)

CONTROVERTING EVIDENCE:

None.
13. CARRIE ENJOYED LIVING IN SAN FRANCISCO, AND LIKES THE CULTURE AND DIVERSITY OF A LARGER CITY. (13,5,2)

SUPPORTING EVIDENCE:

WI, 1        San Francisco is home, a city that holds such wonderful memories, truly a sense of love for its tolerance, beauty, and culture, so strongly drawn to come “home” to San Francisco.

WI, 33       He (Dad) always talked about it; how I loved San Francisco—wouldn’t that be fun?

WI, 65       I wanted to find a job in San Francisco (after graduating from Stanford); that much I knew.

WI, 66       He (Arthur) was so interesting—talking about the history and excitement of the city.

WI, 81       And we could watch the outside activities (in SF), which I always found interesting—so many different types of people and buildings.

WI, 103      ...and enjoying all the magic of San Francisco in winter.

WI, 146      During my days working in SF - (time) was spent enjoying the city life. Mark and I loved going out to dinner, and finding special little neighborhood restaurants that were gems.

WI, 147      Also attended musicals that came to town... Since each part of the city has a unique flavor to it, we used to spend a lot of evenings and weekends exploring different shopping areas, dancing spots, parks, etc.

WI, 168      It’s five years from now, and Mark and I are living in a SF area suburb...

FIGURE       Environment Active 40.5% of all responses. People and environment responses split 50/50. Shows like variety, activity.

S/C          Moderately Strong Social Theme. Highly Extroverted (37). Administrative Index shows like or indifferent towards 80% of different people types.

M/B          Extroversion.

STYLE        All “self”s” between 4-5 for: tolerant, trusts others, and adapts. (Shows like diversity and am people oriented.)

CONTROVERTING EVIDENCE:

PDT          Strong predisposition toward solitude: 3.0 versus class average of 2.73.

WI           Descriptions of grime in city while working at Macy’s.
14. FAMILY IS MY SOURCE OF STRENGTH AND SUPPORT, (20,3,0)

SUPPORTING EVIDENCE:

WI, 10  I also liked to be alone and with my family.
WI, 11  I come from an extremely tight-knit, open, intensely loving family. My parents...have always sacrificed to give us “the best.”
WI, 14  Family is her #1 priority. She fiercely guards it...She (Mom) felt each of our little pains and triumphs, and always pushed us toward excellence.
WI, 15  Given the strong support Mom’s always had for most things I’ve done.
WI, 16  Mom was there, protecting me, until I was able to do that.
WI, 19  We (sister Mary) are very close, probably closer than I am to any other woman.
WI, 20  Mary and I have always used each other as sounding boards or to let off steam. I feel like I could tell her anything.
WI, 22  Well, my family has always been my source of strength. And when I come back from being home, I somehow feel renewed.
WI, 41  ...and Mom and Dad had breakfast waiting when we got home.
WI, 71  I’ve always tried to accept or at least be tolerant of people different than I am...My dad is certainly that way...
WI, 104  Mark (husband) was excited about this new adventure; incredibly supportive.
WI, 105  I knew Mark would make me happy forever...I knew we’d grow together.
WI, 115  Although very supportive, Mark wanted me to make my own decision and did not pressure me one way or the other.
WI, 122  Throughout first year, Mark was so wonderful; he kept telling me I was special...that he loved me unconditionally.
WI, 139  Of course, family was all important.
WI, 158  I’m sure it’s obvious that they (my family) are all important to me and my source of strength in so many ways.
WI, 159  My sister is my best friend.
WI, 160  My husband, Mark, is precious to me. He’s an attractive mix of so many of the qualities I wanted in a spouse.
CARDS  Two strongest aspects: marital, family. (first tier) Marital: growing together, feeling loved and happy. Family: being close, feeling loved. (Value family and marriage above other aspects of my life.)
LIFE  Mobile shows family theme. Family is “job 1.”

CONTROVERTING EVIDENCE:

None.
15. **ALTHOUGH INDEPENDENT, CARRIE NEEDS CONTACT WITH PEOPLE.** (23,7,3)

**SUPPORTING EVIDENCE:**

**WI, 7**  
When I was around 12, I could play most things I wanted to, and my friends thought it was so neat that I could play songs they heard on the radio.

**WI, 10**  
Although I really liked my friends, I also liked to be alone and to be with my family. I’ve always fought off...feeling pressure to think like my friends...I have very few close friends and tons of acquaintances whom I enjoy having fun with.

**WI, 23**  
...I was so excited by the prospect of meeting so many new people...I loved the sense of freedom I felt...

**WI, 33**  
I figured I’d go to UC Davis...a lot of my friends went there. (However, I chose Stanford.)

**WI, 42**  
It was probably one of my most lazy summers; I wanted to enjoy my family and friends before heading off to school.

**WI, 47**  
...But I remember my first quarter as being more about developing new friendships and becoming comfortable in the new setting.

**WI, 49**  
I also knew I had not completely applied myself, given I spent a lot of time getting to know my classmates.

**WI, 55**  
One thing about us that was really different was Tom’s need to be part of a group and go along with their ideas, and my need to remain independent, for the most part, from our friends...

**WI, 65**  
Senior year was a good time. I felt so free and independent, and actively avoided any inkling of a serious relationship.

**WI, 120**  
My section was tremendous! What a remarkable group of people, in my eyes. I really enjoyed hearing the class discussions every day.

**WI, 121**  
I should care about what I think of what I said, and how my classmates respond, not the professors...

**WI, 129**  
I had gone to Sallie Mae... The people I worked with, on a whole, were tremendous--very bright, hardworking, and open to your opinions.

**WI, 145**  
However, I also enjoyed visiting the dorm friends on a more personal level--finding out what made them tick and how they viewed Stanford.

**WI, 195**  
I’ve become more independent...But I’m basically a people-oriented, fun-loving, energetic person.
STYLE On average, self rated 4 to 5 on: takes lead, praises, cheerful, listens well, easy to talk to, tolerant, trusts others, willing to learn, and adapts. (Shows I interact well with people.)

DD Mark and I just got back from the study group get-together. It was actually a lot of fun, more than I thought...We called Jen and Paul, our friends in San Francisco, to find out how life is going...

S/C Moderately High Social and High Artistic theme. Strong extroversion (37). Need for individualistic expression, yet sociable and gets along well with others.

M/B Extroverted.

FIGURE 50% of all responses People. Shows enjoy being with people.

FEEL 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.

Other Written Interview paragraphs that support this theme include: 58, 73, and 86.

CONTROVERTING EVIDENCE:

PDT Predisposition toward solitude 3.0 compared to class average of 2.73.

DD I tried to read ahead for BP, but I ran into too many people! That always happens when I go to Darden to study--so many distractions.

LIFE Themes are family, work, leisure, and balance. (No mention of friendships, social activities, except possibly under leisure.)
16. **CARRIE VALUES HER INDEPENDENCE AND FAMILY OVER HAVING LASTING FRIENDSHIPS.** (15,8,2)

**SUPPORTING EVIDENCE:**

WI, 10 Although I really liked my friends, I also liked to be alone and with my family...I have very few close friends and tons of acquaintances...but I’ll commit to very few. It is something I’m working on--not letting friendships come and go.

WI, 19 Although there is somewhat of an age difference, we are very close-- probably closer than I am to any other woman (sister Mary).

WI, 65 Senior year was such a good time. I felt so free and independent, and actively avoided any inkling of a serious relationship.

WI, 159 My sister is my best friend.

WI, 162 As I mentioned, friends tend to come and go throughout different stages of my life.

WI, 163 Unfortunately, Cindy and I grew apart after high school.

WI, 165 We grew apart in a sense, because I didn’t like to party as much as she did, and she thought I was judging her...

WI, 166 ...He is one of the few people I keep in touch with, even now...I think Ken and I will always be special friends, even if we don’t see each other a lot.

**CARDS** First-tier themes: Family, Identity; fourth-tier: Social. “Still think as an individual” is third most important attribute under professional.

**PDT** Preference for Autonomy (3.14) and Solitude (3.0) very strong. (Scores are probably exaggerated.)

**S/C** Artistic theme high. Strong need for self-expression.

**FIRO-B** Equally expresses and wants inclusion.

**FEEL** ...But I feel closely tied to very, very few (friends). (FIRO-B)

**FIGURE** Singing “I’ve got to be me.”

**LIFE** Areas identified: family, individual, leisure, work, balance. But no social or friendship theme individually.

**CONTROVERTING EVIDENCE:**

**S/C** Moderately High Social theme. Strong extroversion (37). Administrative Index shows like or indifferent toward 80% of different people types. However, doesn’t prioritize different preferences or who choose to socialize with (i.e., family versus friends).

**M/B** Extroverted.
17. CARRIE SETS GOALS, THEN WORKS HARD TO ACCOMPLISH THEM. (16,6,0)

SUPPORTING EVIDENCE:

WI, 25  I enjoyed organizing stuff, as well as working hard to see something done.

WI, 26  First, it (tennis) was competition against myself, to get better; then it was to make
the team and play singles my first year...I had a goal...

WI, 27  It was a game I loved to play and had some penchant for! And I made my goals.

WI, 40  (Stanford acceptance) I felt like all I had worked for--all the focus on school and the
discipline--paid off.

WI, 50  I wanted to see how well I could do if I really went for it.

WI, 54  The hard, focused work paid off that semester; I pulled off one B+ and four A’s.

WI, 92  Promotions were coming up in June...People told me I had a great chance at making
it in 1 1/2 years, given the work load of the last case.

WI, 97  I had always intended to go back (to business school), and it seemed that I needed to
learn more about managing... I spent my entire two-week vacation filling out
applications, perfecting them.

WI, 107  We’d been working hard, as usual. I really wanted to leave with all the loose ends
tied up, and worked about 12 hours a day to do so.

WI, 133  First-year grades at Darden good; hard work paid off after all.

WI, 167  Balance is very important to me, especially because it is so... easy for me to focus my
energies in one direction and plow right on through.

DD  I looked at my calendar and noted today’s “to do’s”...Our plans for today include
golf, a block of time for me to do some work... (I mention goals in 7 out of 11 entries
(64%). Scheduled day’s activities in morning both days. (Likes to set goals to
accomplish during the day.)

D&Co.  Stays motivated, has strong drive. Organized, always meets deadlines. Rated
outstanding on initiative.

CARDS  Under professional, listed achieving goals, tackling a challenge, planning ahead as
attributes.

FEEL  I am in a routine at school...I try to work extra hard during the week so I can spend
little time during the weekend on school. (DD)

LIFE  Career theme shows: challenges...winners. (Interpret as like to set goals to achieve
and meet them.)

CONTROVERTING EVIDENCE:  None
18. CARRIE TENDS TO MAKE UNSTRUCTURED ENVIRONMENTS MORE STRUCTURED. (15,8,1)

SUPPORTING EVIDENCE:

WI, 25 I enjoyed organizing stuff, as well as working hard to see something done.
WI, 52 Anyway, Tom went to the library to study every evening after dinner, from 6:00 to 11:00...He had a set routine...he got me going.
WI, 74 Every function done in the buying office was so ad hoc, it was scary...Very few people had systems skills or wanted to implement controls.
WI, 82 There was freedom on how you spent your day, for the most part. (But I wrote out To Do lists every morning, to help me structure my day).
WI, 90 ...(I) got things coordinated...But the senior on the case was pretty laid back and did not control the case very well. (I did not like not knowing what my responsibilities were relative to everyone else’s, and how the project would eventually fit together.)
WI, 129 They gave me enough freedom to work through my summer projects as I saw fit, yet held me accountable...I loved it! (Gave me freedom to structure work as I saw fit.)
WI, 152 I never felt there was any system to the madness, which bothered me greatly (Macy’s).
WI, 156 I also didn’t mind the detailed nature of the work, as long as I had the freedom to organize and plan my part of the task, and especially as long as I could see...the “Big Picture.”
FEEL The only things is that I knew exactly how I was going to spend my time (DD).
CARDS Under Balance: plan ahead, where want to be. Under Professional: planning ahead.
M/B Sensing: prefers concrete, structured environments. Perceiving/Judging: Gathers information, then decides. Practical. (Use of framework to make decisions.)
D&Co. Very organized, plans work well. Resourceful in acting on opportunities.
DD Sets objectives/goals in 7 out of 11 entries (64%). Schedules day in morning for both entries.
FIRO-B Rarely expresses control, but occasionally wants control. (eC 1, wC 3) (I would say control over own work and environment is more important to me than control over others.)

CONTROVERTING EVIDENCE:

PDT Tolerance for ambiguity average (2.86). Shows can work in an undefined environment. But strong for autonomy (3.14); like to control and influence my environment (i.e., add structure or framework to undefined environments).
19. CARRIE SEEKS TO LEARN FROM NEW SITUATIONS. (18,8,2)

SUPPORTING EVIDENCE:

WI, 23 Coming from a small catholic school, I was so excited by the prospect of so many new people.

WI, 46 From day one, I loved college. I felt I had so many opportunities to grow.

WI, 59 I enjoyed (RA interview) process and met a lot of new people I didn’t know.

WI, 77 I was offered a job. I started the Monday after Thanksgiving. I really was excited! (I was excited at prospect of new job, from Macy’s to Donaldson.)

WI, 80 D & Co. was one of the most interesting experiences of my life. I learned a lot about people and organizations...

WI, 94 But it was one of the best lessons I ever learned, and I am wiser for it.

WI, 97 I began thinking about business school,...I needed to learn more about managing... it was a very exciting time for me.

WI, 114 Darden...plus, it was a new part of the country to explore. For some time, I had been meaning to try a new place.

WI, 129 Sallie Mae was a wonderful experience...I felt I was doing something inherently worthwhile.

WI, 194 Turning points are places of opportunities; only I individually can choose the route I must take. If you get on a wrong street, you wait until you can make a U-turn and get back on track.

WI, 198 In all four situations, my expectations were positive, looking forward to a new opportunity to learn and grow and meet new people.

FIGURE Strong Environment/Active (40.5% of all responses). 50/50 between People and Environment. (Shows I like diversity.)

FEEL Lots of choices...There are a lot of things I would love to do...(S/C). I have pretty much remained open to the potential usefulness of all the tests... (PDT). So many neat opportunities. You can always choose another course of action if it doesn’t work out. (WI). Found tools useful, interesting 15/17 times (88%). (Therefore, sees values, insight in most situations.)


PDT Average tolerance for ambiguity (2.86). Can adapt to changing environments.
LSI  Strong concrete experience (28 versus class 26); strong active experimentation (39 versus class 36). Learns by doing; likes to experiment.

S/C  Administrative Indexes show 80% of the responses positive or indifferent towards different types of activities and also toward different types of people. (Therefore, likes most activities, open-minded about people, and sees situations as beneficial.)

STYLE  “Adapts well” rated 4-5 on average.

CONTROVERTING EVIDENCE:

FEEL  …I knew exactly how I was going to spend my time. I am in a routine at school (DD).

WI, 7  Even back then, I needed to feel in control of my time and destiny.
20. CARRIE ENJOYS COMPETITION AND THRIVES ON CHALLENGES. (17,6,2)

SUPPORTING EVIDENCE:

WI, 2    Being “Ms. I can do it all by myself,” I climbed up to get the ball...
WI, 7    I actually enjoyed my lessons and trying to master the tough classical (piano) songs.
WI, 26   And I loved it (tennis)! The action, the strategy involved, and the concentration it demanded--also, the competition! First, it was competition against myself to get better; then it was to make the team and play singles my first year...
WI, 27   I thrived on the competition--sizing the player up, and trying my hardest to reach every ball I could.
WI, 32   My favorite subjects in high school included math and science. The teachers were challenging...
WI, 50   I had decided to really apply myself at studying--go all out. I wanted to see how well I could do if I really went for it.
WI, 54   The hard, focused work paid off that semester...I felt that I did have the ability to excel at the school.
WI, 87   D & Co. allowed me to push myself and challenge my abilities.
WI, 89   And I built myself a reputation as a real go-getter on that case. I figured if I worked harder than everyone, got along, was a team player, stayed long hours, I would be rewarded for it...
WI, 119  ...Back to working hard, learning a lot...reaching for the top!
WI, 129  (Sallie Mae) They gave me enough freedom to work through my summer projects as I saw fit. (The work was challenging, and expectations high.)
WI, 196  Adversity makes me feisty...Since I’m so stubborn. It makes me fight that much harder not to succumb. I have overcome most troubles and will continue to try...
STYLE    Desired self is different than current self 73% of the time. (I want to challenge myself.)
LIFE     Under Career theme: challengers...winners.
D&Co.    Stays motivated, enthusiastic, has strong initiative, can successfully tackle intellectual challenges.
S/C      Extremely comfortable with academic challenge (37). High artistic--intense, expressive.

CONTROVERTING EVIDENCE:

WI, 43   Perhaps my biggest fears were...surviving my classes.
WI, 48   I hated everything about chemistry; the students in there were more cutthroat than the average class, and the subject matter just didn’t click.
21. CARRIE BELIEVES IN WORKING EXTRA HARD TO ACCOMPLISH HER GOALS.
(13,5,0)

SUPPORTING EVIDENCE:

WI, 25  I enjoyed organizing stuff, as well as working hard to see something done.
WI, 26  I started playing at 6:00 a.m. before school and at practice after school, as well as at lunch.  (Tennis)
WI, 40  I felt like all I had worked for, all the focus on school and the discipline to avoid the parties and stuff, paid off.
WI, 50  I had decided to really apply myself at studying--go all out!
WI, 54  The hard, focused work paid off that semester; I just had to work harder, study longer than most people.
WI, 89  And I really got a good reputation as a hard worker and a good team player.
WI, 90  We had to commute to San Ramon five days a week (1 hour 30 minute drive) and worked on average until 10:00 p.m.
WI, 107  I really wanted to leave with all the loose ends tied up and worked about 12 hours a day to do so.
WI, 119  Darden has been quite an experience. I got there so excited! Back to working hard...
FEEL  I try to work extra hard during the week so I can spend little time during the weekend on school (and be with Mark then).  (DD)
DD  Mentions attaining goals in 7 out of 11 entries (64%). Describes days as good and full and exhausting.
D&Co.  Take-charge person, stays motivated. Drive and motivation strong. Rated outstanding on initiative. Attitude and commitment to work outstanding, high degree of concentration.
LSI  Converger, some accommodation. Likes to experiment; learns by doing. Good at problem solving. (May show need to get actively involved in work in order to perform well.)

CONTROVERTING EVIDENCE:  None
22. CARRIE DISLIKES LONG COMMUTES TO WORK. (5,2,0)

SUPPORTING EVIDENCE:

WI, 68  ...I commuted from home...It was a long commute, about 1 1/2 hours, with traffic.

WI, 80  This was a big deal. At Macy’s going on the underground moon was a drag. It was so dark and gloomy, and the ride took 30 minutes to an hour and 10 minutes, depending on who had stalled. I hated that tremendously. In contrast, the bus was crowded, but...we could take one of the express buses that took 15-20 minutes.

WI, 90  We had to commute to San Ramon 5 days a week (a 1.5 hour drive!), and worked on average until 10:00 p.m. It was horrendous.

WI, 127 We got to commute in and out together. It was lovely (took 15-25 minutes).

CARDS  Under Marital: making time for each other. (A short commute time is one way to add time.)

CONTROVERTING EVIDENCE:

None.
23. CARRIE STRIVES TO IMPROVE HERSELF. (10,5,0)

SUPPORTING EVIDENCE:

WI, 10  But I’ll commit to very few. It’s something I’m working towards improving about myself...

WI, 26  First, it was competition against myself to get better, then it was to make the team and play singles my first year, instead of doubles.

WI, 50  I had decided to really apply myself at studying--go all out! I wanted to see how well I could do if I really went for it!

WI, 97  I had always intended to go back (to business school), and it seemed that I needed to learn more about managing and business strategies.

WI, 121 I think it’s important to judge yourself by your own standards.

WI, 128 During the summer, I took up golf, played a lot of tennis, and made a concerted effort to read a lot, eat healthy foods, and exercise regularly. We were pretty good, all and all. (Trying to improve our health habits.)

FEEL  Many times, I’m my own harshest critic. (STYLE) But you have to push yourself and try new things. If you don’t, you have stopped trying to improve. (WI)

STYLE  Desired self different than current self in 73% of the categories. Acquaintance reports are at or between current self and desired self 77% of the time. Might show want to improve or might be too self-critical.

CARDS  Under Identity: Continual growth, learning.

DD  I played okay (golf). I’m getting there, slowly.

CONTROVERTING EVIDENCE:

None.
Conclusion

Overall, I feel quite confident about the accuracy of the themes represented here and their importance and relevance to my future lifestyle and career decisions. Unfortunately, due to the considerable time commitment involved in developing and supporting my themes, they do not represent an exhaustive list. However, the 23 themes I have presented here do at least touch on all the important dimensions.

I would like to address potential areas of conflict among themes and reconcile those differences. Perhaps the most obvious conflict occurs between the following themes:

“Carrie values her independence and family over having lasting friendships.”
 versus
“Although independent, Carrie needs contact with people.”

This is a conflict I have struggled with all of my life. Perhaps the themes are NOT so incompatible, however. I identify strongly with people and my surrounding environment. However, I also deeply respect each person’s individuality and unique perspectives. As such, I worry about allowing friendships to influence my personal beliefs or actions (those things I know in my heart are “right” for me). The consequence of this need for people versus need for independence manifests itself in my ability to enjoy interacting with most people and needing the attention, yet forming lasting, committed relationships with very few people outside my family. This makes sense, given the strong identity I derive from my family.

The second potential conflict is more easily explained.

“Carrie seeks to learn from new situations.”
 versus
“Carrie tends to make unstructured environments more structured.”

I absolutely love new opportunities and change. However, in order to perform well in those situations and get a lot accomplished, I need to set goals and give myself a framework within which to organize my work. However, I can easily change direction mid-course, then restructure my new environment accordingly.

In closing, I will sum up insights I have gained from this experience by paraphrasing my father’s wise advice: The only thing you really own is yourself; nurture your ideas, strive to continue to learn, have an impact, but never lose sight of who you are and what truly makes you feel happy. There is nothing you HAVE to do in this life.