Preface

I wrote this book and the stories (cases) out of a desire to show people a more holistic view of executive lifestyles. It's one thing to describe a person's career. You can begin with their resume and then fill in some of the blanks to learn more about how their stepping stones or assignments led to success — or despair. I always found those descriptions deficient. I wanted to know more. I wanted to know how a person organized his or her life to make success possible.

Later, as I began consulting with a variety of people and companies all over the world, I learned that the single most common challenge people everywhere face was balancing work, family and personal life. As new technology came on, the trend intensified. When you can carry your cell phone into the bathroom or the theater or on vacation, when and how does one set boundaries? Where does work end and family life or personal life begin? How do successful people establish those boundaries? How do they create life structures that support the enormous energy and commitment needed to run large organizations? These were some of the questions I've been asking.

Surely a part of my fascination grew out of the fact that I was born into a tiny mountain mining town, population less than 500, in central Idaho. My father had converted a chicken coop into a two room "house" situated on a piece of property covered with four foot high sage brush on the floor of the Big Lost River Valley. I grew up playing in the dirt, learning to shoot rabbits and deer, driving tractors during haying time, picking potatoes, baking in the sun and shoveling snow higher than I stood tall.

When we moved to the big city, Boise, as I entered first grade, I was aware that I was the country bumpkin. Smart, but clearly country. I got good grades in school, my parents divorced, my mom and I survived somehow until she remarried Mr. Clawson, I was adopted (gaining my third last name in life), and I went away to California to college where I saw for the first time, people of privilege and wealth. As my formal and informal educations progressed, (slowly I realize in retrospect) I became more and more curious about how people were able to

BALANCING YOUR LIFE - Executive Lessons for Work, Family and Self
© World Scientific Publishing Co. Pte. Ltd.
http://www.worldscibooks.com/business/7192.html

do so much with their lives. Was it birthright? Was it intelligence? Was it undeviating devotion to something? Was it faith? Was it a good partner? (I couldn't imagine that since marriage was for me by then a very bad thing.) At one point, I applied, and to my surprise got into the Harvard Business School (HBS), and a new life began.

At HBS, a remarkable man took me under his wing. He had been on the cover of *Time* Magazine as one of the country's best professors, so I was at once honored and terrified. He was patient and taught me a lot. One of his lessons delivered while walking down the hall one day, was that socio-economic transitions were the most difficult. I could certainly identify with that. At Harvard, my head was spinning most of the time. My classmate had grown up on Long Island with the *Wall Street Journal* as the source of daily dinner conversation. I'd grown up, on that map of the world that originates with Boston as the hub of the universe and China a tiny speck on the far horizon, somewhere in the distant middle ground, in a nameless, clueless place where we talked about watching the test pattern on the new fangled television and how best to field dress a deer.

My first exploration into the topic of the links between professional and private was an interview with my step-uncle, then the retired CEO of Puget Sound Power and Light. He'd come to Idaho to visit us on occasion, driving up in his baby blue Mercedes 350 SL, which impressed me greatly. "Someday," I thought. When we visited his home in Seattle for family reunions, I discovered that he lived in a beautiful, ecologically advanced house with high earthen berms to manage the heat overlooking Lake Sammamish. His seemed like a charmed life. He and his good wife, Leora, were kind enough to let me document their lifestyle. This first case exploring not just the career of, but the *life* and career of a chief executive officer appears as the last story in this volume.

Over the subsequent 30 years, I've collected more case stories about how people manage the whole of their lives, not just the professional aspects. Sometimes people are nonplussed that anyone would want to know such things. Jackie Woods and Donna Dubinsky, two very successful business women, wondered why anyone would want to read about their life stories.

Even if you interview and inquire about the personal, not private, side of life, people tend to tell you only the positive and laudable things. They seldom talk about how they manage conflicts with their spouses or their kids. They seldom

BALANCING YOUR LIFE - Executive Lessons for Work, Family and Self
© World Scientific Publishing Co. Pte. Ltd.
http://www.worldscibooks.com/business/7192.html

mention how they manage their sex lives. They don't talk much about how they planned their personal finances. Occasionally they will give little snippets into their health — how much they exercise from time to time or how they manage their eating habits, but often not much.

It seems that many executives, or perhaps it's just people in general, draw a big line between what's professional (and therefore public) and what's personal (and therefore private). In my consulting and writing, though, I've tried to extend that continuum to include the "private." So not everything we do is private — we do lots of things that are personal, not professional, but that would be legitimate for students of management success to explore and learn from.

If aspiring managers and leaders cannot learn from the personal side of those who've gone before them, they'll waste a lot of time and energy re-inventing the wheel when it comes to successful life structures. Sure, you say, but there are so many variations, how could anyone be a role model. I agree, and that's why I wanted to assemble a cluster of alternatives so that the reader could pick and choose, learn and incorporate, surprise and suppress, or just add to the richness of their mental maps about how people manage to organize their lives to be productive.

All of the people included in this volume have been very productive — and by some measures successful, even very successful. But what does successful mean? We'll explore that issue in Chapter 3. Most who write and publish about the successful choose the *very* successful, what Gladwell calls the "outliers." The sales of such volumes and magazines suggest that people in general are fascinated by the rich and famous. Yet most of us are not likely to get there.

What about the successful-but-not-celebrity category? What have they learned about effective strategies for building more than a successful career, a successful *life*? This exploration might take us away from executives in the private and public sectors, say into religion or the arts. Here though, and since I've been teaching at graduate schools of business for 30 years, we'll focus on management executives that are closer to home.

I'd like to have included more stories. As I write this, I'm working on the next story/case in this series and wishing it were done and could be included here. Perhaps in the next edition if there is one.

BALANCING YOUR LIFE - Executive Lessons for Work, Family and Self
© World Scientific Publishing Co. Pte. Ltd.
http://www.worldscibooks.com/business/7192.html

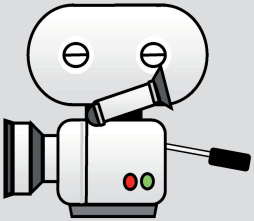
The Case Stories

There are 20 stories included here. In business school, we call them "cases." They come from different countries, different professions, include both men and women, and represent different stages in life (see Chapter 2). Some of them have become very wealthy, others have become very powerful, others have become both. Some are single, some are married, some are divorced, some have had life-long spouses. Some have had children, some have not. Some of their stories focus a bit more on the professional side of life (see Chapter 1), while some focus more on the personal side of life. Some are disguised, most are not. Some of them are famous, others you will not likely have heard of — although in their region or professional circles, most are well known. Some are healthy, others have had heart bypass surgery. Some are fit, some are overweight. Some have learned from their past chapters in life, some seem to struggle with the same issues decade after decade. Some have lived traditional lives in the sense of one working person and a supportive spouse and doing what others have asked them to do. Others have carved their own path out of the woods and blazed their own trails. Some are involved in public politics, others in corporate politics. Some are entrepreneurs, some are academicians. In one case, Mr. and Mrs. Tom Curren, we get the benefit of the views of both spouses. Some live traditional lifestyles with one main home and a family structure. Others split their time between summer and winter homes in exotic places. Some travel so frequently, it's hard to know where they are at any given moment.

Some of the stories here are structured around chronological events in their lives, often leading up to some kind of career decision. The decisions are left in the cases with the intent of helping you get more "into" their stories and the challenges they face. In some cases, I'll provide an epilogue, often not. Other stories are structured around a week's time log. The week seems to me to be the basic building block of life. Seldom can one fit every aspect of life into a single day. If you only exercised or spoke to your spouse once a month, clearly that would not be sufficient. So the 168-hour week seems to be the cinder block of time with which we build the structure that will be one day of our lives. These week-long time logs give one a very good, perhaps more detailed picture of what people actually do compared with their sometimes faulty or biased recollections.

Several of the cases are supported by CD-ROMs containing video clips of interviews with the subjects or their work associates and in some cases members of

BALANCING YOUR LIFE - Executive Lessons for Work, Family and Self
© World Scientific Publishing Co. Pte. Ltd.
http://www.worldscibooks.com/business/7192.html



their families. These videos give one a deeper insight into the subjects' minds, style, communication patterns, and personality. These CD-ROMS are available for purchase from Darden Business Publishing. https://store.darden.virginia.edu/ I've designated the cases that have accompanying CD-ROMs with the image to the right for your convenience.

One of the challenges I wrestled with was how to organize the stories. Should it be organized from young to old? By sector (politics, business, academe)? By lifestyle type? In the end, I chose a hybrid of all of these, trying to find stories that seemed to build on one another. That said, please don't feel the necessity to read from front to back. To help you think about different ways to read the stories, I'm providing a dynamic map below so you could chart different paths through the stories if you wanted to.

Week-Long Time Logs

4. Charles Nelson
12. Tom Curren

Business Executives

4. Charles Nelson
5. Hassan Shahrasebi
6. Tetsundo Iwakuni
9. Donna Dubinsky
11. Walt Shill
12. Tom Curren
14. Jackie Woods
15. Bob Johnson
16. James Harold Clawson

Government Executives

6. Tetsundo Iwakuni
10. Ed Norris

Academicians

8. Erika James

Entrepreneurs

7. Dee Dee Fisher
9. Donna Dubinsky

Chief Executives

9. Donna Dubinsky
10. Ed Norris
14. Jackie Woods
15. Bob Johnson
16. James Harold Clawson

Corporate Career Paths

9. Donna Dubinsky
11. Walt Shill
12. Tom Curren
14. Jackie Woods
15. Bob Johnson
16. James Harold Clawson

Women

7. Dee Dee Fisher
8. Erika James
9. Donna Dubinsky
13. Judy Moore Curren
14. Jackie Woods

BALANCING YOUR LIFE - Executive Lessons for Work, Family and Self
© World Scientific Publishing Co. Pte. Ltd.
http://www.worldscibooks.com/business/7192.html

Service Industry	Manufacturing	Consultants
4. Charles Nelson	7. Dee Dee Fisher	11. Walt Shill
5. Hassan Shahrasebi	9. Donna Dubinsky	12. Tom Curren
6. Tetsundo Iwakuni	15. Bob Johnson	**Finance**
10. Ed Norris	16. James Harold Clawson	4. Charles Nelson
11. Walt Shill	**International/non-USA**	
12. Tom Curren	5. Hassan Shahrasebi	
14. Jackie Woods	6. Tetsundo Iwakuni	

If you find any of these categories of interest, you can read through the book in the sequences suggested to see how different people in the same category have tried to structure their lives.

In the end, though, the value in these stories lies in the subjects' willingness to share with us how they do things. If we can see what people do, think about our own situation, and then pick and choose the parts we want to emulate and the parts we want to leave off, we'll be better armed to create a life structure that will work for us. Life doesn't give us a guarantee of that, of course. As you'll see in Chapter 3, one might just as well end up frustrated and bitter as content and at peace. How you structure your life will have a huge impact on that outcome. Realistically, once you're "there", wherever there is, you can't go back and re-structure the past. Forearmed is forewarned.

My purpose in life is to help people find themselves. I've been working at this, beginning with my own confusions for most of my life. I wasn't able to articulate that perhaps until I was about 35, but once that focus came clear, I was able to do and enjoy so much more. My hope is that you'll be able to see parts of yourself in the mirrors provided by our subjects here.

Acknowledgements

First of all, I'm grateful to the individuals who were willing to have me come and record and write up their life stories. And to get behind the scenes a little and

BALANCING YOUR LIFE - Executive Lessons for Work, Family and Self
© World Scientific Publishing Co. Pte. Ltd.
http://www.worldscibooks.com/business/7192.html

reveal a bit about how they manage their whole lives, not just their professional lives. If there are elements in these stories that surprise you, I hope your first reaction will not be one of judgment and criticism, rather of gratitude to these people for sharing their lives with us, with you, so that we/you can learn from them. What a great blessing.

I am also grateful for the skilled and dedicated co-authors and co-researchers over the years who've contributed their talents to the cases. These include Maki DePalo, Catherine Lloyd, Lindsay Houser, Greg Bevan, Jason Clifton, Christopher Allen and Gerry Yemen.

Thank you, again, posthumously, to my friend and mentor, Anthony G. "Tony" Athos for his support, patience, coaching, and guidance. I remember him fondly.

Thanks to the Harvard Business School and the Darden Graduate School of Business Administration who at various times supported the development of the cases employed herein.

Thanks to my wonderful wife of 31 years, Susan, who puts up with more than I can imagine to allow me to write and be who I am. And she still says, to my complete amazement, that she adores me. I can't figure it out.

Thanks to Max Phua and Shujuan Lim at World Scientific for their interest in a volume of this nature. In fact, I was shocked one day to get an inquiry out of the blue from Max asking if I'd be interested in doing a book on executive lifestyles. Was he reading my mind? Was he another of Charlaine Harris' telepathic "supes"? All along the way, Max and his colleagues have been very supportive and professional and, most of all, pleasant to deal with. He truly understands Pine and Gilmore's notion of an experience economy. Thanks, Max.

James Clawson
Charlottesville, VA 22901

BALANCING YOUR LIFE - Executive Lessons for Work, Family and Self
© World Scientific Publishing Co. Pte. Ltd.
http://www.worldscibooks.com/business/7192.html