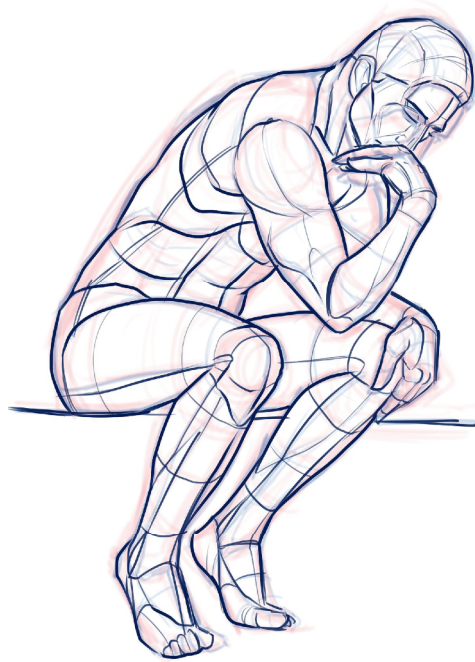




Lifelong Fulfillment

Take Charge of Your Life!

James H. Boswell



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A Resource and Workbook

James H. Boswell

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This book is dedicated to all seekers of truth and their quest for answers. The author owes everything to the individuals and organizations who contributed to the author's own quest for wisdom.

Go to the website for Tools, Resources, Frequently Asked Questions, Contacts, and News about Lifelong Fulfillment.

Vision without action is just a dream,

Action without vision is just activity,

Vision and action can change the world.

- Anonymous

The first step to progress is recognizing there is an opportunity

- Anonymous

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PART ONE

INTRODUCTION

1. THE OPPORTUNITY OF A LIFETIME

How do you live a full balanced life in the brief course of a hundred years? Whom and what do you study, read, emulate, and work toward to achieve fulfillment? How do you judge your choices: by gut instinct, scientific methods, philosophy, dictum, or religion? Who and what are credible authorities, those teachers, authorities, and inspirations you can trust?

From birth to death, we *homo sapiens* have an opportunity to pursue values and actions that result in a life well lived. Those that are interested in living life to its fullest will find start to finish help in the information and processes presented in this book. There is information here that is pertinent for everyone regardless of age, sex, economic circumstances, or nationality. This is for people who find themselves floundering in a current lifestyle, one they favor but one in which they never quite achieve the results that they expect. It's for those people who struggle with constraints and resources to their plans. It's for the retiree. And it's for people without any lifestyle plan and those that think planning a life isn't even possible. Each and every one can move towards productive life long goals that result in fulfillment and happiness. Whatever your situation is, the choice of lifestyle is a decision you can make and implement!

Everyone comes into the world and their individual circumstances without much control. Everyone faces a difficult time investing in changes to their circumstances to develop and grow a preferred lifestyle. This book articulates an empirical point of view that can support your progress towards fulfillment. Most simply put, how do you determine what you want and how you can get there? You can capture that opportunity.

Empirical

- originating in or based on observation or experience empirical data
- relying on experience or observation alone often without due regard for system and theory, an empirical basis for the theory
- capable of being verified or disproved by observation or experiment empirical laws
- of or relating to empiricism

Merriam-Webster

One of the challenges of life is gaining some control over the process of setting goals and delivering meaningful results. Everyone talks about being happy; it's such a popular catch all for fulfillment that it is written into the US Constitution. We have the right to pursue happiness, though **without a commensurate proven methodology to do so**. How we define happiness and how we get there is up to us, each and every individual. What's current or popular isn't necessarily a good metric for how we should conduct our lives. Religion, social norms, and other influences are not enough either. The challenge of lifestyle control occurs in the face of exceptional white noise distractions, amidst revolutions in the truths we honor, where popularity trumps all, and where the mediocrity of the average may dominate our thinking.

Our lives seem woefully lacking in integrated goal setting and development processes, key parts of which are left to the individual with initiative to pursue to the best of their own abilities. Already overloaded, primary school education doesn't deliver enough skills in economics, critical thinking, asking probing questions, and how these skills operate in the wider world. How many students do you know who receive basic instruction in buying, selling, or managing a checking or savings account in school? How many of those students are taught to integrate core disciplines like math, psychology, and business? Everyone talks about biology, chemistry, engineering, English, and other siloed specialties, but not many talk about goals, research, planning, and costing that makes these fields effective together. So, do you know the way to Pareto? Are you average or divergent in your thinking? Read on and let's find out.

Most self help publications provide point solutions, not a comprehensive approach. The tools and heuristic processes you are reading about here draw on well established principles and processes you can trust to deliver the results you seek, and the assurance of your control in pursuing a fulfilling lifestyle.

Heuristic, *adjective* heu·ris·tic \hyü-'ri-stik\

- involving or serving as an aid to learning, discovery, or problem-solving by experimental and especially trial-and-error methods, *heuristic techniques, a heuristic assumption*
 - of or relating to exploratory problem-solving techniques that utilize self-educating techniques (such as the evaluation of feedback) to improve performance, *a heuristic computer program*
 - serving to indicate or point out; stimulating interest as a means of furthering investigation,
 - encouraging a person to learn, discover, understand, or solve problems on his or her own, as by experimenting, evaluating possible answers or solutions, or by trial and error: a heuristic teaching method,
 - of, relating to, or based on experimentation, evaluation, or trial-and-error methods,
- Merriam-Webster and www.dictionary.com

The process of identifying and pursuing your preferred lifestyle relies on multidisciplinary principles and processes that are in wide use elsewhere than in personal development, especially business, psychology, and economics. You can use the dependable information, principles, and processes to answer the questions you need answered. Mature and dependable facts, figures, tools, and concepts may include others' work and where that occurs such authoritative sources are cited for you to pursue in your own personal research directly. From college right through retirement, individuals should find the information in this book beneficial. The author is responsible for the strategic vision and recommendations made for the lifestyle development process, and any errors that may result. Feel free to ask yourself "what is in it for me", "if not this method, then what method", and "if not now, then when"? Take control of your life! It's never too late!

The book is organized so as to provide an overview in *Part One*, to review prerequisite information in *Part Two* through *Part Four*, and then to build a lifestyle plan in *Part Five*. Prerequisites can be postponed temporarily as the reader sees fit, though not neglected.

2. WHY LISTEN TO ME?

Why this, and why now? The author has pursued this process of enlightenment for some fifty years during a period of unprecedented worldwide change and evolution, and through success, failure, and experience has developed this umbrella **strategy for attaining the lifestyle of one's fervent desire. Exercising control over your life is finally available to everyone.**

I am probably much like you in that I have struggled to find my way in life, never quite confident of my directions and actions, especially early on when young. Looking back, I can only assume I received the best contemporary information, guidance, and training from my parents, coaches, teachers, university, and employers. Nevertheless, it has always been up to me to choose, and I found initially I lacked the knowledge and tools to weigh things and make good choices.

Consequently, this has made me vigilant in pursuing information, tools, and logical integration of diverse disciplines so as to inform my choices and empower my lifestyle and fulfillment. It has taken over five decades and multiple iterative plans to achieve this. Some background may help further qualify my experience and credentials for you.

I am a Baby Boomer, the first of three children. My origins are in the Southwest United States, particularly San Antonio and Albuquerque. My parents had the benefit of college, trade school, military service, and dual careers in education and air traffic control. They were very education and experience oriented in terms of child development, and didn't exercise a lot of influence on me with regards to religion, career, or duty, only some advice from time to time. I began earning decent grades from 4th grade onward and got to experience some of the US by age 18.

I completed a Bachelor of Science degree during the Vietnam War years, a controversial time for everyone. My formal interests of the time were biology, chemistry, and math though I had an appreciation for literature, music, hard science fiction, and business. I worked part time to finance college; this combined with parental support and academic scholarships got me through. When I wanted to pursue an MS in Industrial Engineering I ran out of the resources, so I pursued opportunities or employment that would underwrite "on the job training" and follow on education. As a result, I joined the US Navy.

After six years in service and still single, a military career no longer seemed to fit. I did serve with some exceptionally talented and energetic officers and enlisted personnel, and I learned a lot that I use even to this day. But I really needed a way to translate my military experience into civilian terms that were attractive to employers, so I opted for a quantitative MBA at the University of Arizona. It was interesting to me to see the university hire ex business executives back into the MBA program to teach and coach, because it integrated the separate classroom disciplines like Accounting, Finance, Personnel, and Operations into a comprehensive solutions approach.

18 months later, in a troubled climate for employment, I joined Hewlett-Packard Boise, Idaho to work in purchasing and master scheduling. It was a great place to learn the business, to talk to peers, engineers, and marketing, and a good company to its employees. It had high potential for growth. I worked with semiconductor companies that supplied integrated circuits for our products, which was an industry of interest to me post-MBA. I eventually found myself frustrated with doing the same thing week to week, month to month, without relief. Accustomed as I was to change and challenges, I worked myself into doing some software development on our Master Scheduling program concurrent with scheduling the factory floor. It wasn't long before discussions with semiconductor suppliers resulted in an offer from Advanced Micro Devices in Santa Clara, CA.

With a couple hundred million a year in revenue and a growing worldwide demand for their products, AMD was the place to be! They recruited the best talent, they paid well, and they shared the success of the company with their employees. AMD is where employee training really did shine, especially in the areas of psychology, sales, marketing, advertising, and business development. Talent could mature in this environment. I began to see how all the different disciplines it took to make business a success could be merged together to deliver strong informed solutions, and I began to wonder why this couldn't apply equally to individuals like myself. I was a "business" of sorts after all. It was a characteristic of the semiconductor industry that it moved fast, paid and incentivized well, and that individuals managed their own career progress with or without their company's cooperation. A modest risk, high reward

situation, in a growing market. I progressed from sales operations, to marketing, to direct sales, and management with AMD, LSI Logic, Hitachi Semiconductor, Sharp Microelectronics, and Paradigm Technologies in domestic and international roles. I maintained networking contacts where insights and referrals had real value, and with bosses, peers, customers, and friends as we all pursued our respective careers. Some 15 years after graduation, I transferred with my wife to the suburbs outside Chicago, IL.

Paradigm Technologies was bought and its excess employees terminated, which included me. This wasn't the first time I had endured separation from a company, but circumstances were different now. The center of gravity in semiconductors was in California, Massachusetts, Arizona, Texas, and Idaho, and I was in Illinois. We didn't want to move from Chicago just yet. The maturing of the semiconductor industry had commoditized a lot of semiconductor products, and reductions in employee expenses refocused companies on younger and cheaper talent. In response, I shifted my personal focus to small and medium businesses in higher value products and services like embedded software systems, GIS software tracking, public key encryption systems, and outsourced product engineering services during the next 10 years. I wasn't the only one; others in technology business preceded or followed me in these critical career evolutions.

These experiences, and especially the formal and informal training and coaching I received, helped me establish my own personal business methodologies for success, and later on for fulfillment. I was skeptical at first like any rational person would be, but a succession of plan initiatives proved the value of good planning and execution. Now days, this type of thinking is a habit that delivers results consistently.

3. CRAFTING A NEW VISION

If your interest is to develop a new vision of your life, one that has high probability of delivering happiness, fulfillment, and empowerment, then this is it. This process of development is iterative and will last the rest of your life as you mature and as your goals change. Every time the results

will be entirely personal to you, and devoid of preconceptions, habits, obsolete concerns, and undue risks.

Key areas of focus are found in table below. As you can see, you will come to appreciate the toolkit, the process, and the ability to answer questions like, “how do I do research”, “what is an authoritative source”, “how can I manage change”, and “do I really have to understand economics”? As an example of the toolkit, in the Johari Window exercise, you will come to appreciate the challenge of “you don’t know what you don’t know” and how to resolve this deficit. You are investing in yourself, your own most precious resource, and everyone benefits from it: you, your family, and all who come in contact with you.

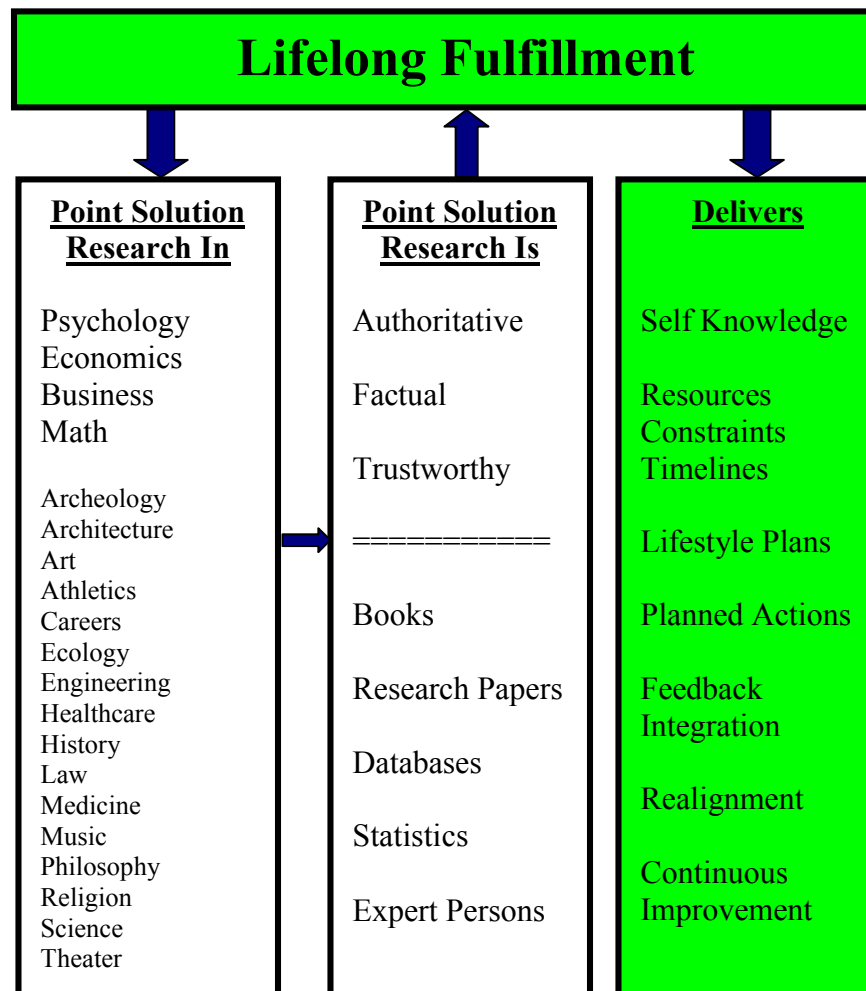
Know Your Self	Suspend Personal Filters	Explore and Experiment	Truths & Tools	Development	Results
Who You Are Today	Prior Experience	Archeology Architecture Art	Secure factual and logical, benchmarked foundations advocated by <u>experts</u> found in books, online, and in person, including:	Weigh the Facts for Truth	A Known Self
What You Want	Cultural Norms	Athletics Business Ecology Economics Engineering History Law Music Philosophy Psychology Religion Science Theater	• Local, International, National	ID Strengths, Weaknesses, Opportunities, Threats	Known Desires
Resources You Have	Institutions*		• Conventional & Radical	Research	Informed Choices
Deficits You Have	Media	Activities	• Accepted & Controversial	Prioritize	Happiness
	Religious Dogma		• Deductive & Intuitive	Work the Process:	Fulfillment
	Rules, Regulations, Laws		• Old & New	• Set Goals, Tactics • Measure Progress • Repeat the Process • Implement Continuous Improvement	Empowerment
	Unqualified Advice				

*Institutions: government, schools, universities, coaches, church/synagogue/mosque, clubs, associations, boy/girl scouts, neighborhood, etc.

Renaissance in Retirement, Jim Boswell, 2019

4. HOW RESEARCH WORKS IN LIFESTYLE PLANNING

There are lots of specific and credible point solutions a person can access to address interests and questions. A book about breaking existing habits in favor of new behaviors is a good example of a focused point solution. Logically, it would be one of many point solutions you may want in your total lifestyle development plan. Point solutions often deal more with the *what and why* of the subject, not so much with the *how it gets done* and *how it adapts to inevitable change*; this is where this book's processes excel. Point solutions are the information that supports the total lifestyle development plan that we will discuss. Point solutions can be found in books, research papers, databases, statistics, and with people that are expert in specific disciplines. Valid point solutions are authoritative, factual, and trustworthy. The following diagram provides a way to think about how point solutions and lifestyle planning work together.



For instance, let's assume you are out of touch with worldwide economic developments. All you know is what you hear on the news, in the press, and on TED. So we look for books, data, analyses, and experts' point solutions to improve our knowledge.

Starting with a Google query for "worldwide economics" online and you get back these sources on page one,

- International Monetary Fund (IMF, www.imf.org), World Economic Outlook Database, Oct 2021, available for download free
 - World Bank (WB, www.data.worldbank.org), 2022 International Debt Statistics, Oct 2021, and Data For Better Lives, Nov 2021 available for download free
 - Organization for Economic Co-Operation and Development (OECD, www.stats.oecd.org)
 - Federal Reserve Bank of Dallas (www.dallasfed.org) and US 2020 Census for USA
- A query for "worldwide economics" online and you will get
- 20 pages of books to choose from on Amazon
 - 78 books and 25 audio books on Libby in the Southern California Library system
 - **Factfulness**, Hans Rosling on world economics from trusted data sources from the Recommended Reading of this book, and
 - **Is the world getting better or worse? A look at the numbers**, Steven Pinker on TED, from trusted data sources from Recommended Reading of this book
 - And a query online for "world economics experts" and you get
 - www.economist.com as a reference channel to economics experts, and
 - www.economics.harvard.edu as a reference for institutional economic experts

In a few minutes you have connected with a multitude of research information that you can access. These are credible resources that share raw data and analyses. Given such a wealth of information, it is time to dial down to finer economic specifics and see what is offered and how it can be used to satisfy your immediate interests. You might want to consult an expert or practitioner for advice, steerage, or referrals as well. In any case, now you can begin the reading

and research you need to do with confidence. You will use this process repeatedly in lifestyle plan development. Read on!

5. DENISE

Denise became an early, accidental and informal practitioner of lifelong fulfillment initiatives starting with her departure from Long Island, NY after high school graduation. She didn't have much in the way of resources or support towards launching her new life in Vermont. But she did have a good grounding in self confidence, some good work habits, and principled integrity courtesy of her parents, particularly her first generation Italian American father who was a self employed entrepreneur after returning from World War II.

By the turn of the century, Denise had reached a cross roads. In her early 40s, she was the main bread winner in a family of four, wife, and mother to a son in high school and daughter starting college. All the responsibility with none of the joy. And there was simply no way forward without change.

The second year of the new millennium saw Denise in southeast New Mexico. She shipped her horses out to the rural property she had purchased working with local realtors over the phone. She also purchased a vacant house on Main Street in the same fashion. She, her son Darin, and a friend drove out in time to move in and accept delivery of the livestock. Before leaving, Denise sold everything but what she estimated she needed to live and work in her new environs. No one was particularly confident in her plan, but Denise had done it before and she wasn't bothered by other's opinions. Her friends in Vermont were shocked but supportive and very impressed with her resolve. Her son thought "it was a great move". And her family sent her sister to visit shortly after the move to report back to the parents.

Can't you just imagine the caravan headed west? Denise recruited a junior corporate executive with some accrued vacation to drive a 16' U-Haul truck to New Mexico. This was a first for the single Vermont native, who convinced himself that he could make some really hot deals at

Johnnies Junk Yard in New Mexico on some hard to get 1982 junk parts for his developing car collection. He dressed Vermont chic with Ralph Lauren polo shirts, jeans, and hiking boots and he told jokes he thought were funny, though not so much. Kind of like having a noisy puppy dog on a leash that you keep for company. Denise communicated between vehicles by walkie-talkie. Her son Darin loved the trip, especially some time off on Beale Street in Memphis, Tennessee where the blues rules. Don't laugh, Denise has the pictures.

Coming from the restaurant and food world, Denise thought Italian might sell real well in the small Mexican American and Anglo community she adopted. There was modest industry in town and ranching everywhere in the surrounding territory. She pursued the configuration of the retail space she bought on Main Street for the purpose. Restaurateur friends donated surplus equipment to her enterprise when she inquired. One offered, "I'll come out and help set up the pizza shop when you are ready". Locally, she hired the best plumber and renovator in town to get the café ready, coincidentally also for local knowledge and Ted has continued to be a good friend to her ever since. Son and daughter came out to help get things started for an opening in November.

So to recap, its small town standards and east coast methods coming together. Its 3 concurrent mortgages to satisfy. Everything and everyone is new for Denise. She doesn't know many but her realtor and plumber. It's a lot to take in. Not much wiggle room either.

For some reason Mexican Americans seemed to think Italians and Mexicans are brothers beneath the skin. Spanish and Italian are similar, no? So, follow on to a discussion of the need for some help moving equipment in and around the restaurant kitchen with a local, the next morning at 8:30 am, 8 gents in 6 pickup trucks, all of Mexican American origins, show up and the job is done in no time at all! Denise subsequently came to know those volunteers and their families as few others could. A few disagreements with the Mayor and Police Chief did ensue around signage, sidewalks, and such, not that those regulations were understood or administered accurately or within collective memory. Her persistence prevailed nevertheless.

After the initial opening business dropped off, so Denise got in the habit of talking with customers about what they wanted on the menu, which changed four times in the first year of operation. One customer said “I’ll have a Supreme” when Denise didn’t know what a “supreme” was for locals. The next week when she did know, “The Supreme Pizza is back by popular demand at the Café” hit the tear sheet advertisements. Branding, free food sample distribution, and competition with other restaurants were also pursued. The pizza oven ran hot and hard. Daily specials were available. Locals especially liked garlic knots made from pizza dough. The lunch crowd was serviced fully and swiftly. And the coffee flowed. Friday nights were important for local laborers and families to relax, to eat, drink, talk, and visit. The Café also supported community efforts, like the train wreck clean up crews, with food and drinks. And when a big tractor-trailer rig dumped tomatoes on the highway, Denise got a fire truck load of tomatoes on her front porch that day, because “hey, you’re the only Italian we know”. Six days a week, year in, year out. She was in business!

Four years later and maybe a little tired, it was apparent to Denise that she was working too hard for too little and could not achieve her objectives at the Café. She closed the restaurant, sold the building, and worked sequentially as Finance Director for the county, Director of a special needs facility, and in sales for insurance. In that time period, she married, moved to and then returned from Tucson, AZ, and built and remodeled her home. Employment opportunities seemed to be narrowing as she approached 50, and Denise was hearing “too old, too experienced, or wrong sex” for work at “cog in the machine responsibilities” from prospective employers. The message might have been disguised in policy or administration vernaculars, but the message was clear. The ageism was a surprise and a disappointment; it certainly didn’t coincide with the equality image America projected on behalf of itself and to the world at large. These ‘my way or the highway” encounters with potential employers led to her return from Tucson in search of work with engagement, some balance and control, and increased responsibilities, working in insurance sales. Denise did a lot of insurance business in supplemental social security and medical insurance, disability, and long term care. She advised a lot of seniors and soon to be seniors about the intersections of government and private insurance programs. And she was astounded to see how so many knew so very little of vital importance; they just seemed lost. Seniors moving to retirement didn’t seem to have plans, contingencies, or the underlying facts to be

prepared. Her business evolved from sales to include this education. She developed a growing frustration on behalf of her clients and on her own behalf for the retirement conundrum – what do I do now, where, how, and when at my age?

With this wealth of experience, Denise left employed situations for part-time, semiretired self employment at 62, while sacrificing medical care coverage in the process. At the time, Medicare and Social Security were 3 and 4 years off respectively. So, time and circumstances came to a head to raise existential questions about what the next 30 years might hold for her. Could she be who she wanted moving forward and have some confidence and security in the plans she might hatch? Who would she support and who would support her, and in what geography, New Mexico, Maryland, or Vermont? What about her existing domestic situation? And just what was retirement about anyway?

The local junior college had a program for seniors hosted by a PhD psychologist that looked to have some potential to help her. It offered Denise a more formalized approach to retirement planning and achieving the good life than anything else she currently knew. Over several years she attended lots of creative aging classes and workshops looking for overall and point solutions applicable to her situation. For instance, she discovered she was ESTJ in the Myers-Briggs Personality Type test and, along with other psychology assessment tools, came to understand more about the dimensions of her interests, style, strengths, and risk tolerance. She came to know herself better than ever before.

The Supervisor, ESTJs (extravert, sensing, thinking, and judging) are hardworking traditionalists, eager to take charge in organizing projects and people. Orderly, rule-abiding, and conscientious, ESTJs like to get things done, and tend to go about projects in a systematic, methodical way.

Denise came to appreciate the processes of discovery, analysis, prioritization, experimentation, and continuous progress management as it applied to her individual situation. She experimented with leaving New Mexico altogether only to find it fitted her better than other alternatives. She sold a home and bought another home. She spent quality time with grandkids, son, and daughter. She ask subject matter experts about specific initiatives she contemplated, and friends and family about her overall objectives. She found where her aspirations intersected successfully with her

economic resources. She volunteered in community institutions and activities. And Denise learned the values of having the right priorities and being persistent.

It took a lot of work and soul searching. These days Denise has extended visits with the grandkids and friends and relatives on the eastern seaboard for part of the year and resides in right-sized accommodations in rural New Mexico with friends the rest of the time. She drives a relatively new truck between destinations when not flying. She has a great dog to share her adventures. Along the way she did give up horse ownership, something near and dear to her heart. She works when and how she likes, in her first love, doing culinary projects. She plays pickle ball. She serves as her own contractor and interior designer on her new home. She travels and vacations with friends. And at the end of the day, she can sleep soundly knowing she can have confidence in her newfound vision.

PART TWO

Who Are You?

6. SELF INVENTORY

Whatever stage of life you have attained, you have arrived here with certain resources, resolve, training, education, perspective, and skills. You may have only a few of these if you are young, or many if you have lots of life experience. Let's suspend belief for now and assume that up to now you have **not** had trustworthy guidance concerning your education, training, perspectives, culture, and skills, and you have deferred to what has been offered with best intentions by parents, teachers, education institutions, work, government, and environment. A **suspension of accumulated beliefs without a factual basis** will be your optimum starting point for creating a strategic vision for your life. So please, suspend the disbelief, prejudice, and dogma for now. It will be worth your while moving forward.

The unexamined life is not worth living – Socrates

It's a good idea to take a self inventory to understand who and what you are before the imposition of any outside vision. Who are you? What do you want out of life? How do you want to live your life? What is important to you? How does your acculturation to date influence your thoughts? Think of it in terms of what you feel is right or wrong, worthy or frivolous, **what you personally value without any external influence**. Let your inventory be strictly about YOU, independent of your circumstances and environment as much as possible. Don't limit yourself to strictly the reasonable, but do articulate even the outrageous dreams you may have. Be brutally honest.

The inventories, described in detail later in the book, are:

- Myers-Briggs Personality Typing,
- Values Inventory of Strengths (VIS),
- Three Dimensions of the Good Life,
- Dominance, Influence, Steadiness, and Compliance (DISC) Personality Types, and
- Risk Tolerance.

The principles and processes discussed here are designed to challenge your current vision of yourself, then to assist and augment the development of your strategic vision and actions with your newly acquired self knowledge. For instance, if you gravitate to leadership by testing, it is unlikely you will challenge yourself to pursue artistic expression as a primary career, but might find management interesting. Your challenge going forward is **to test your personal inventory thoroughly** and to use it to facilitate effective planning and execution.

The development of **strategic vision is re-iterative**, because individuals change their minds and circumstances during a lifetime. Needs and wants also change periodically throughout our lives. So everything you examine for your initial strategic vision is eligible for re-examination at a later time when you sense your vision is out of synchronicity with your life, or when previously dependable actions fail to deliver the results you have been accustomed to seeing. Gayle Sheehe's **Passages** clearly illustrates lifestyle evolution that changes over time, and consequently the need for re-examining one's priorities periodically.

Save the self inventory exercises until you have completed the book. The self inventory is complete when you feel the results describe YOU in as many dimensions as possible. If you feel out of touch, then now might be the time for refocusing your strategic vision based on your renewed personal inventory, all of which we will cover in later chapters.

7. LIFESTYLE VALUES

First and foremost, what are your motivations? Do you know the value you place on health, wealth, security, family, human connections, and such? Recent psychological research provides some perspectives on how individuals live their lives in pursuit of happiness, meaningfulness, or psychological richness. This can help you determine your inclination to pursue one or more of these values over the course of your life.

What is your definition of The Good Life? Let's look at three dimensions of the good life focusing on happiness, meaningfulness, and psychologically rich lifestyles. S. Oishi and E. Westgate did the research and analysis to bring this into focus as recently as 2021.

8. THREE DIMENSIONS OF THE GOOD LIFE

	<u>A Happy Life</u>	<u>A Meaningful Life</u>	<u>A Psychologically Rich Life</u>
Key Features	Comfort Joy Security	Significance Purpose Coherence	Variety Interest Perspective Change
Facilitators	Money Time Relationships Positive Mindset	Moral Principles Consistency Relationships Religiosity	Curiosity Time Energy Spontaneity
Outcomes	Personal Satisfaction	Societal Contribution	Wisdom
Measurement	Life Satisfaction Positive Affect	Meaning in Life Subjective Meaning	Psychologically Rich Life Psychologically Rich Experience

A Psychologically Rich Life: Beyond Happiness and Meaning, Shigehiro Oishi, UVA, and Erin C. Westgate, UF

	<u>A Happy Life</u>	<u>A Meaningful Life</u>
Focus	Focuses On the Present A "Taker"	Connects past, present, future via self reflection A "Giver" About personal identity and expression More worry, stress, anxiety involved

Some key differences between a happy life and a meaningful life, Baumeister, Vohs, Aaker, Garbinsky, Journal of Positive Psychology, August 20, 2013

Not to prejudice your deliberations about your own priorities, but previous work in this discipline concentrated on happy and meaningful, so newer personality testing now includes the psychologically rich lifestyle, which not every authority agrees with. It reveals a multinational population priority for happiness as a goal, followed by meaningful, and then psychologically rich. In the USA, 62.2% prefer happiness, 24.7% prefer meaningful, and 13.2% prefer the rich lifestyles. Most other countries that were sampled also follow these trends. Korea is slightly different from the dominant trend, with 69.9% happiness, 14.4% meaningful, and 15.8% rich

respectively. The top ten ‘free form descriptions of the ideal life’ across various nations portrays similarities and differences that may also inform your preferences, with data as follows:

Top 10 Most Frequently Mentioned Words in Free Descriptions of an Ideal Life

Priority	USA	India	Japan	Angola
1	Job/work	Family	Job/work	Family
2	Family	Happy/happiness	Self	Healthy
3	Money	Job/work	Marriage	Stable
4	Time	Money	Family	Job
5	Able	Peace/peaceful	Person	God
6	Children/kids	People	Children	Me
7	Healthy/health	Healthy/health	Favorite	Happiness
8	Having	Time	Time	People
9	Love	Needs	Age	Love
10	Happy	Children/kids	Hobby	Parent

An excerpt from **A Psychologically Rich Life: Beyond Happiness and Meaning**, Shigehiro Oishi, UVA, and Erin C. Westgate, UF
Details of the Oishi/Westgate study can be pursued from the appendices.

In addition, the article **Perspective-changing experiences, good or bad, can lead to richer lives** by Sujata Gupta, Science News, September 1, 2021 provides a fuller discussion of this topic and its implications.

You are likely to see words that resonate with you in the three lifestyles, so how do you decide your priorities? So, let’s do a little simple scoring of your interests, outcomes, and measurements on a scale of 0 (worst, don’t agree) to 10 (best, agree) in the following table. If you don’t know, score it a 5. These “features”, “outcomes”, and “measurements” are the overall personal characteristics important for you in achieving your goals, but not yet the specific results you are drawn to pursue. It is preferred to get honest scores of lifestyle features, outcomes, and measurements independent of the resources necessary to achieve them. “Facilitators” are in some respects constraints and may prejudice honest scores in the other three categories; so, you can wait until later in the book to address these aspects. Be as true to your personal convictions and personality as much as possible to achieve the best differentiation, so not just 0s, 5’s, and 10s scores if you please. Total your scores, the largest of which should provide an informal assessment of your preferred lifestyle objectives. High scores in the lifestyles that are not your

primary lifestyle focus (highest total) may also tell you something. Do you live in the moment? Are you a volunteer? Do you bore easily? Do the results feel right when they are tabulated; are they real for you? In any case you will now know **how you want to live going forward**.

	Happy	Score	Meaningful	Score	Rich	Score
Key Features	Comfort	7	Significance	8	Variety	5
	Joy	7	Purpose	9	Interest	8
	Security	6	Coherence	8	Perspective Change	5
Facilitators	Money		Moral Principles		Curiosity	
	Time		Consistency		Time	
	Relationships		Relationships		Energy	
	Positive Mindset		Religiosity		Spontaneity	
Outcomes	Personal Satisfaction	9	Societal Contribution	7	Wisdom	8
Measurement	Life Satisfaction	9	Meaning in Life	10	Psychologically Rich Life	6
	Positive Affect	5	Subjective Meaning	10	Psychologically Rich Experience	8
TOTALS		43		52		40

The author's example demonstrates a personal interest in the Meaningful Life (52) over Happy or Rich. Table from **A Psychologically Rich Life: Beyond Happiness and Meaning**, Shigehiuro Oishi, UVA, and Erin C. Westgate, UF

9. PERSONALITY TYPES

There are tools that can help you clarify your thoughts during self inventory. For free or at modest expense you can avail yourself of these and get feedback about yourself. For instance, psychological profiling helps to identify trends, attitudes, and gut instincts about living in the world and provides insight towards your self inventory. A partial list of appropriate tools can be found in the **TOOLS** chapter. You can also perform self inventory by exploring the breadth and depth of the following topics: philosophy, religion, your interests, what makes you happy or merely content, mental and physical lifestyle balance, appetites, what offends you, what brings you joy, and so on. You are looking to get a well rounded vision of yourself, as complete an inventory in as many areas as possible because in the end you will looking to be true to yourself. Integrity is key. So, tell yourself the unvarnished truth.

Primary tools are Myers-Briggs, VIS, and DISC in order to understand your underlying personality traits and strengths. This becomes input to all specific life style planning, since it represents who, what, and how you are. It is easier and more meaningful to work on these traits and strengths than to do trial and error or be something you are not.

Personality Assessments

Myers-Briggs Personality Types (16 Types)

Values Inventory of Strengths (24 Dimensions)

Dominance, Influence, Steadiness, and
Compliance (DISC)

Risk Tolerance

Myers-Briggs Personality Types

The system of personality types proposed by Carl Jung (1921) and later refined by C. Myers and I. M. Briggs has become an extremely widely used personality theory in self-help, business management, counseling and spiritual development contexts, but it is not commonly used in academic research where, like all type theories, it is treated skeptically. The system produces 16 personality types on the basis of four dichotomies or dimensions: Introvert/Extravert, Sensing/Intuition, Feeling/Thinking, and Judging/Perceiving. The system is used in the Myers Briggs Type Indicator and Keirsey Temperament Sorter instruments, among many others (www.myersbriggs.org, www.truity.com). Some examples of personality types are as follows:

- **The Commander, ENTJs**, are strategic leaders, motivated to organize change. They are quick to see inefficiency and conceptualize new solutions, and enjoy developing long-range plans to accomplish their vision. They excel at logical reasoning and are usually articulate and quick-witted. They occur in 2 to 5 percent of the population. They are most compatible with The Healer, INFP and The Composer, ISFP.

- **The Provider, ESFJs**, are conscientious helpers, sensitive to the needs of others and energetically dedicated to their responsibilities. They are highly attuned to their emotional environment and attentive to both the feelings of others and the perception others have of them. They occur in 9 to 13 percent of the population. They are most compatible with The Architect, INTP and The Craftsperson, ISTP.
- For instance, if you were The Supervisor, ESTJ, you belong to 8% of the population, you would be compatible with ISTJ, ESFJ, ISFJ, ENTJ, INTJ, and ISTP or 45% of the population.
- Myers-Briggs personality types can be used to inform relationship and work preferences.

Explore personality types and your own type further with,

- Dr. Little, PhD, a leading authority in the field, has this to say about personalities:
Who Are You Really? The Puzzle of Personality,
www.ted.com/talks/brian_little_who_are_you_really_the_puzzle_of_personality
- Take the test yourself: Myers-Briggs Type Indicator (MBTI), www.typelogic.com

Values Inventory Assessment of Strengths

The VIA Inventory of Strengths (VIA-IS), formerly known as the "Values in Action Inventory," is a psychological assessment measure designed to identify an individual's profile of 24 positive character strengths. It was created by Christopher Peterson, PhD, and Martin Seligman, PhD, well-known researchers in the field of positive psychology. It weighs an individual's relative strengths in the six virtues of Wisdom, Courage, Humanity, Justice, Temperance, and Transcendence to assess individual strengths in 24 dimensions like Fairness, Perseverance, Kindness, and Bravery (www.viacharacter.org). The top five priority strengths are the Pareto dimensions you portray most readily to the world, and the ones we will focus on as we work on lifestyle development. To explore VIA-IS further, go to

- Listen to Martin Seligman,
www.ted.com/talks/martin_seligman_on_the_state_of_psychology?language=en
- Take the test yourself: Values Inventory Assessment of Strengths, www.viacharacter.org

Dominance, Influence, Steadiness, and Compliance (DISC) and Success Insights Wheel

This tool is based on Dominance, Influence, Steadiness, and Compliance behavior assessments developed by William Marston, and covers how you deal with problems, how you deal with people, how you deal with pace, and how you deal with procedures. It is a good indicator of your style, your introversion or extraversion, whether you prefer methodical or fast paced approaches, and your task or people focus. There are twelve characteristic styles that describe the composite test results. The DISC results can help you understand your core behaviors, how you interact with others, to recognize DISC styles in others, and to communicate and work effectively. Explore the world of DISC,

- DISC Personality Types, 2018, www.discprofiles.com
- TTI Success Insights Wheel, Dec 2013, YouTube
- Take the test yourself: DISC, www.discpersonalitytesting.com

10. RISK TOLERANCE

This concept is very popular in finance and business and it has a place in your self knowledge base. In the simplest of terms it relates to concepts like conservative, radical, and moderate behaviors you may favor. It has to do with how much risk you are comfortable engaging in so as to effect a certain amount of return or result, which in financial linguistics is called Return on Investment (ROI). In any endeavor you undertake you will have an inclination to choose between the following:

- Low risk and low returns
- Medium risk and medium returns
- Higher risk and higher returns
- Highest risk and higher returns

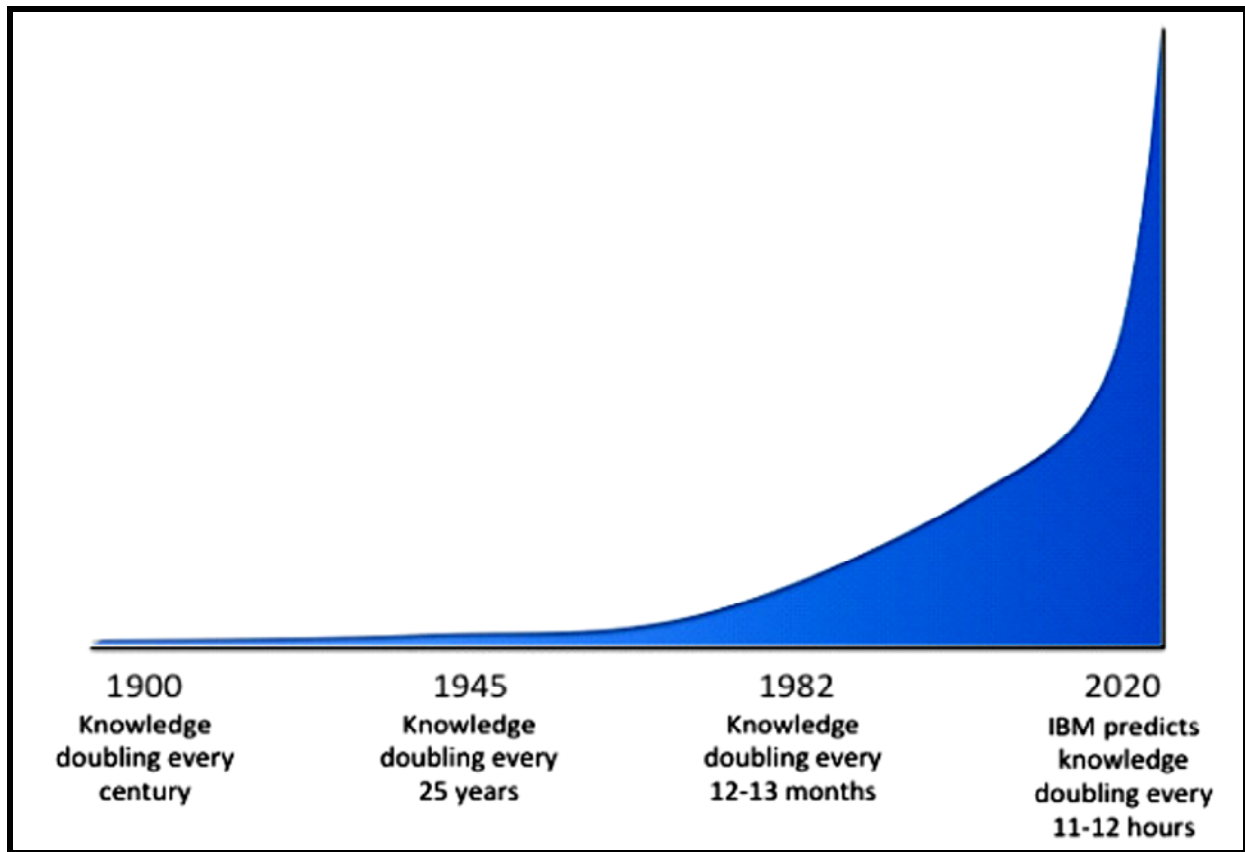
For details on risk tolerance consult NIST SP 800-160 Vol. 1 from ISO Guide 73, www.csrc.nist.gov. There are tests for your risk tolerance at every financial website but this isn't particularly informative if you are not an investor, which some of you will not be. If you have a stock broker they can help you with your financial risk tolerance. For now, an informal assessment is much better for our purposes. Which of the risk profiles best describes your thought processes and what you really do in real world situations?

Part Three

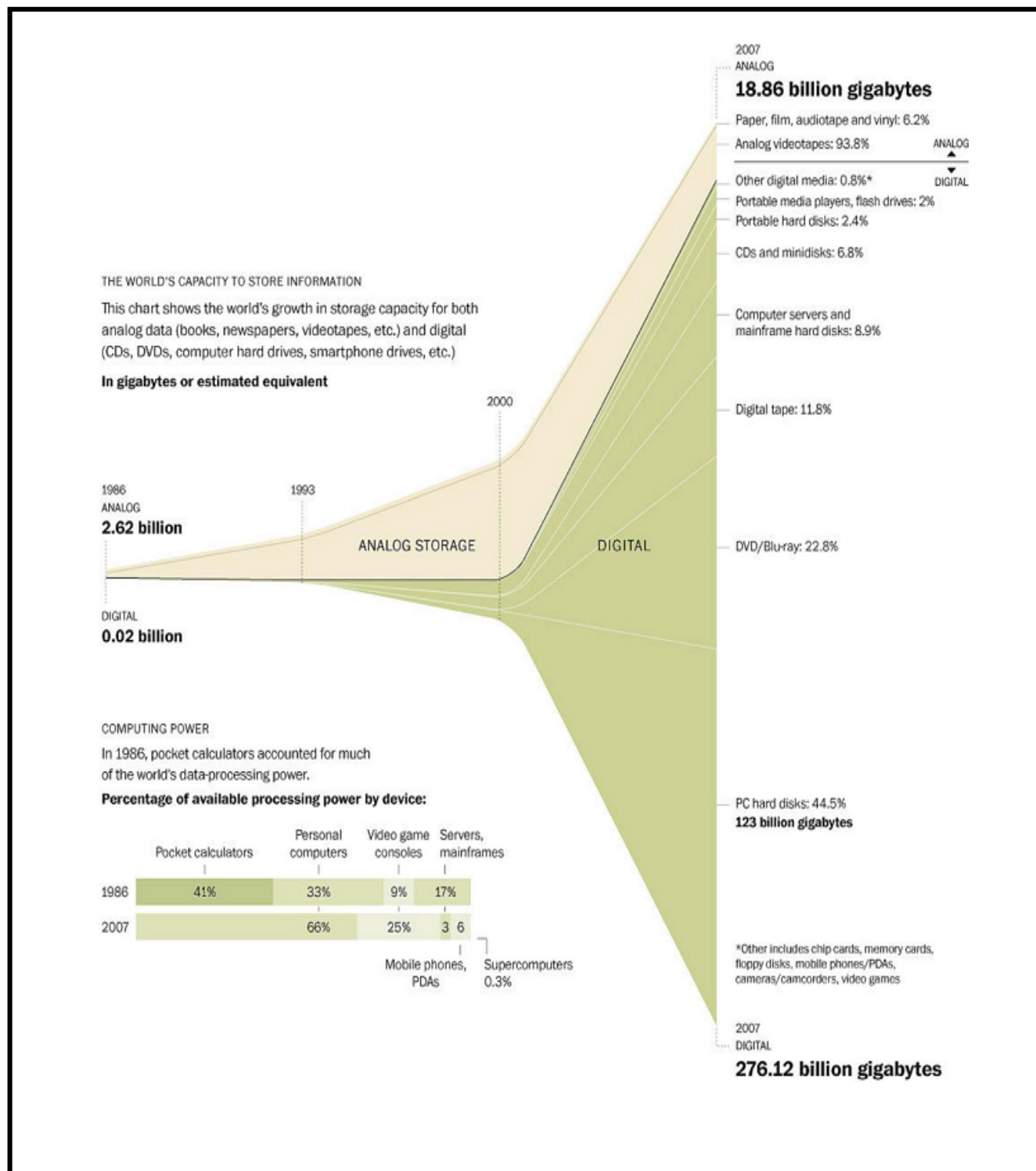
What's Environment Got To Do With Anything?

11. EXPLOSIVE INFORMATION

When information proliferates, how can we respond and winnow it down to what is personally meaningful? It's a never ending question in our quest for Lifelong Fulfillment. Information is exploding at an exponential rate. Continuous learning is required to keep one's knowledge and career viability up to date. Follow on graphs put this in perspective.



The coming knowledge tsunami, Marc Rosenberg

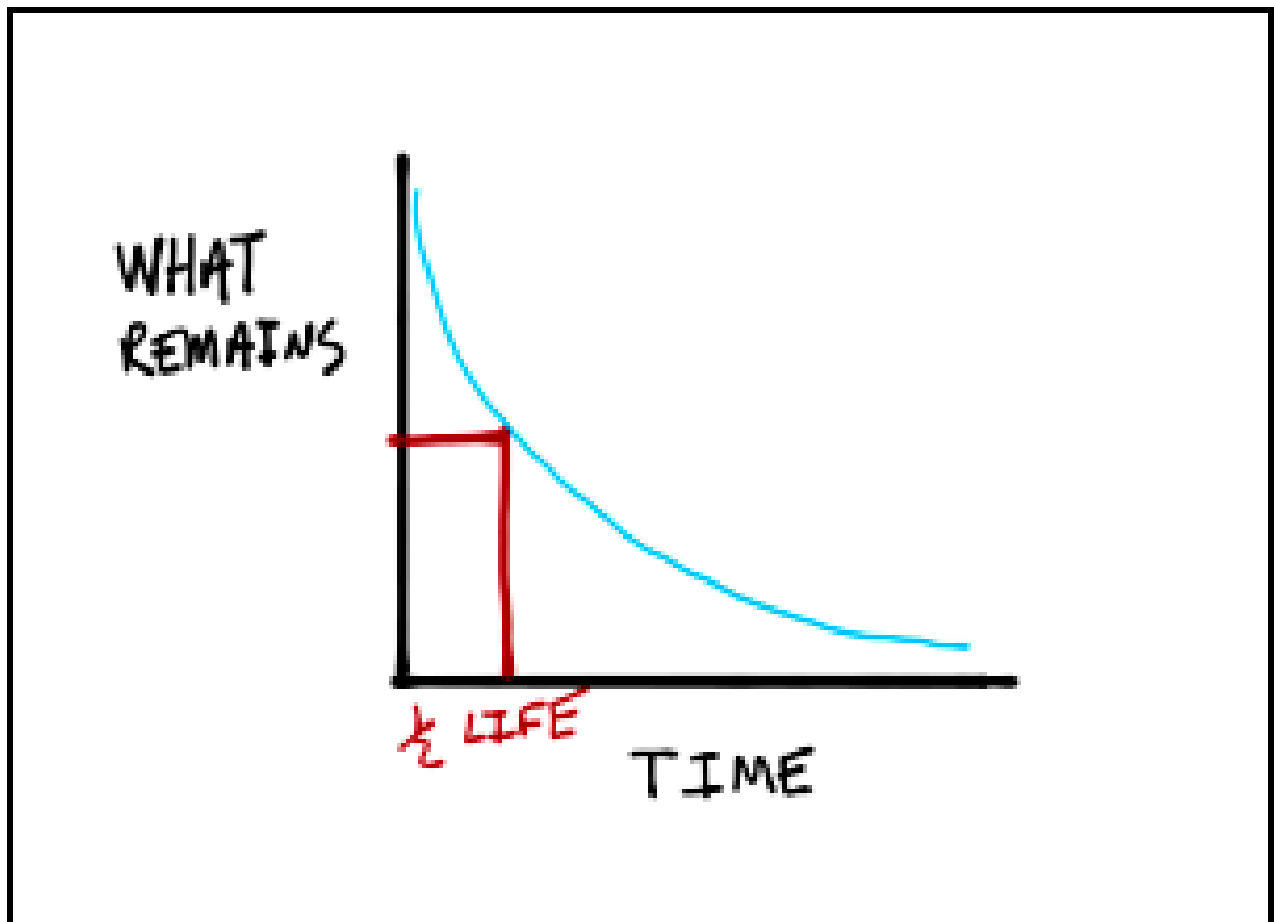


Washington Post, February 11, 2011; **The World's Technological Capacity to Store, Communicate, and Compute Information**, Martin Hilbert and Priscila Lopez, University of Southern California published in Science

12. THE HALF LIFE OF KNOWLEDGE

And the knowledge we gain doesn't last very long before it is invalid or superseded. The half life of knowledge is now 2 to 3 years before it must be refreshed!

"The half-life of knowledge or half-life of facts is the amount of time that has to elapse before half of the knowledge or facts in a particular area are superseded or shown to be untrue" (Wikipedia)



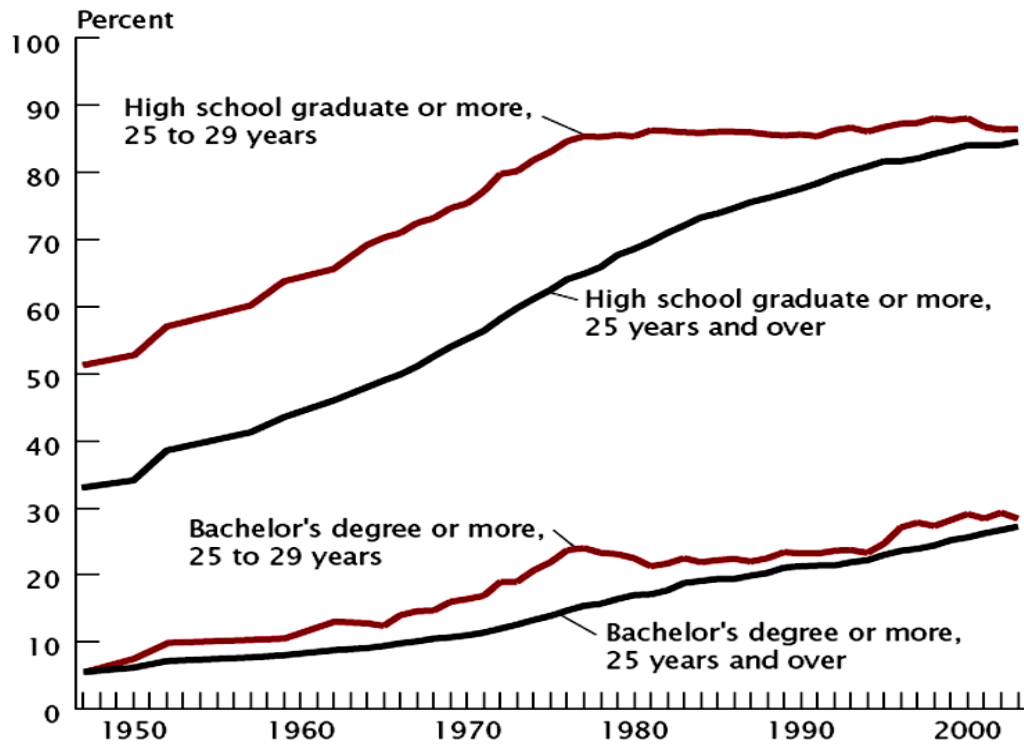
These references provide more specifics:

- **The Half-Life of Facts: Why Everything We Know Has an Expiration Date**, Samuel Arbesman, www.halflifeoffacts.com
- **Half Life: The Decay of Knowledge and What to Do About It**, Shane Parrish, 2018 provides a good example, <http://fsblog/2018/03/half-life/>, as follows:
“While figures for the half-lives of most knowledge-based careers are hard to find, we do know the half-life of an engineering career. A century ago, it would take 35 years for half of what an engineer learned when earning their degree to be disproved or replaced. By the 1960s, that time span shrank to a mere decade ... Modern estimates place the half-life of an engineering degree at between 2.5 and 5 years.”
- It could take 10-20 hours of study per week to keep up an engineering degree according to **Modern Workplace Learning**, 2020, Jane Hart

13. EDUCATION PERSPECTIVES

Lifestyles of individuals often hinge largely on education and training. Above a high school education, significant financial resources are required to continue, those coming from parents, individuals, organizations who employ you, or some combination of all of them. Education is often a prerequisite to getting hired, and certainly to increasing earning power, to knowledgeable behavior, and to the comprehension, fulfillment, and control everyone wants over their lifestyles. And the minute we pause or stop our education initiatives, the facts we have at hand begin to erode rapidly. Continuous education is a rational expectation under the circumstances.

Figure 1.
**Educational Attainment of the Population
25 Years and Over by Age: 1947 to 2003**



Note: Prior to 1964, data are shown for 1947, 1950, 1952, 1957, 1959, and 1962.
Source: U.S. Census Bureau, Current Population Survey and the 1950 Census of
of Population.

Education in the US has increased in total numbers, in higher education, and in proportion of population as it delivered on economic growth, increasing technology, and education availability.

In the above graph for the year 2000, for those 25 and older,

- High school and higher graduates are approximately 85% of population, a 265% growth since 1950,
- College and higher graduates are approximately 25% of population, a 500% increase since 1950

Often, in traditional careers **education determines incomes**. If you are more interested in the numbers, they line up this way in terms education by individuals, by income, by unemployment courtesy of the 2020 US Census* and the US Bureau of Labor Statistics** as follows:

<u>Education Level</u>	<u>Unemployment % in 2020**</u>	<u>Median Weekly Income in 2020**</u>	<u>Quantity @2020*</u>
PhD	2.5%	\$1885	4,683,000
Professional	3.1%	\$1853	3,387,000
Masters	4.1%	\$1545	23,857,000
BS/BA	5.5%	\$1305	55,791,000
Associate Degree	7.1%	\$938	25,463,000
Some College	8.3%	\$877	44,109,000
High School	9.0%	\$781	70,199,000
< High School	11.7%	\$619	24,682,000
Totals			252,117,000

A good discussion of education and income transitions is found in **HELPING ADULT LEARNERS MAKE THE TRANSITION TO POSTSECONDARY EDUCATION** by Judy Alamprese, Abt Associates, Inc.,
(www2.ed.gov/about/offices/list/ovae/pi/AdultEd/transpost.pdf).

14. ECONOMICS

Besides birth, death, and taxes, the one issue we all deal with is economics. Home, food, fuel, medicine, and transportation are everyone's concern regardless of whether one is urban or rural, rich or poor, old or young. It's ideal to also have discretionary funds in savings for contingency expenses, for entertainment, for insurance, to maintain yourself, and to invest to grow additional personal resources. Power of choice accrues to economic success, including prestige, opportunity, independence, mobility, and longevity. If you want experience, material wealth, self-determinism, or just fun it helps to have the economic resources to pursue your goals. A sufficient income is a person's initial goal whatever their circumstances.

In order to prosper one has to reinvest continually in resources that support their economic growth. Discretionary income can be a significant resource multiplier. For instance, if you work

for \$50,000/year and you have an investment of \$10,000 that produces 4%/year, then you have \$50,400 to spend each year. If you invest some salary every year, say \$5000/year, your earnings in the same investment could grow from \$50,400 to \$50,600 to \$50,800 and so on. If you get a raise to \$75,000 and put 10% in investments at 4%/year, then year 4 would be \$51,100.

Increasing base income, increasing the investment yield well above inflation, continuous investing, and contributing more base income to investments are ways to grow your resources.

Another way to secure and increase one's resources is to have multiple streams of income beyond salary and investment income. This can be in the form of consulting, royalties from a book, hobby income, real estate commissions and proceeds, or public service. If proceeds are invested, these funds also generate income that grows your resource pool. It can also create a portfolio effect that mitigates risk when an income that cannot grow is offset by an income that can grow. A multiple income portfolio is best for balancing the risk of good and bad times. Historically, we know they happen, just not when and at what magnitude.

It pays to be conversant in basic economics. We can not pursue all relevant economic concepts here, so you may want to investigate these yourself:

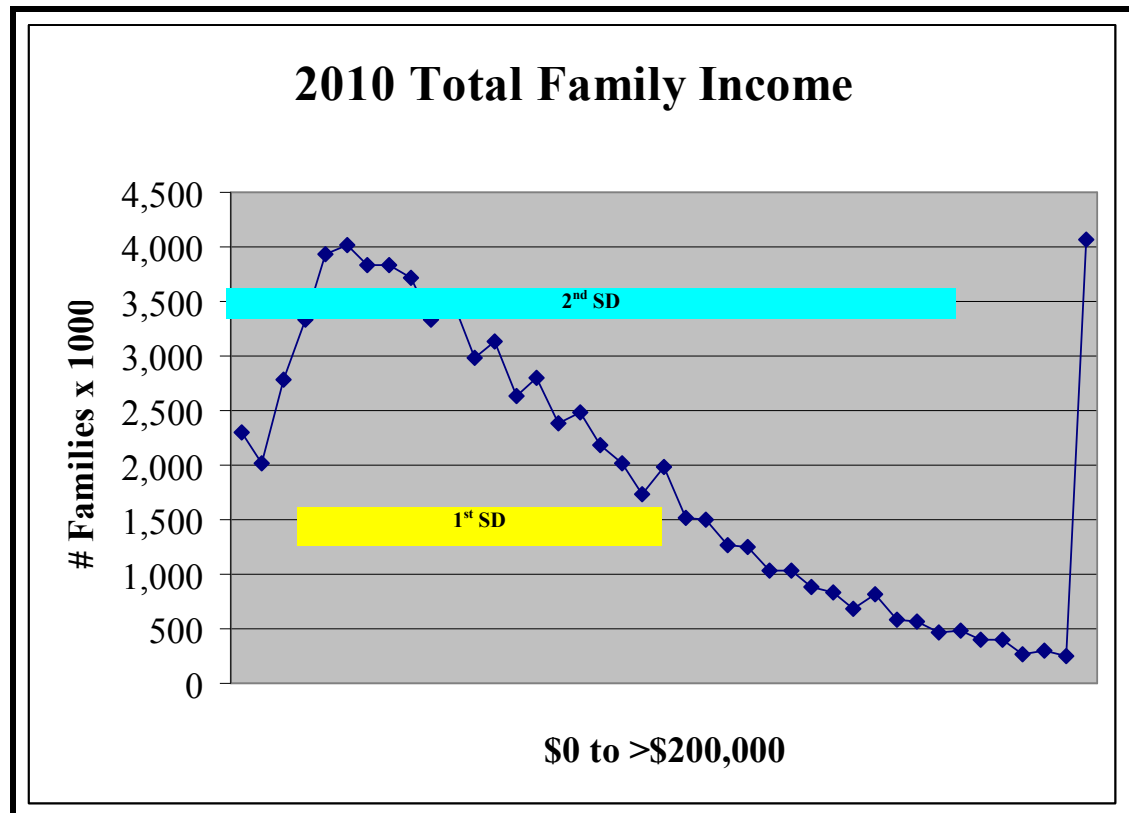
Assets	Budget	Debt	Cash Flow
Credit Factoring	Debit	Expense	Credit
Depreciation	Equity	Income Statement	Income
Inflation	Net Worth	Risk Management	Profit
Portfolio Risk Management	Strategy	Sunk Cost	Input/Output Control

Business tactics you should know about include:

Pay Yourself Immediately	Don't Pay Others Any Sooner Than Required (Float)
Take Prompt & Payment Discounts	Ask for Payment Terms
Manage Income (input) and Expenses (output)	Negotiate Your Major Purchases

15. INCOME

US incomes looked like this in 2010:



Population in 2010: 309.3 million, (3.89 individuals/family)

Family Census: 79,559,000 families, Income Range: \$0 to >\$200,000+

1st Standard Deviation (68%), 2nd Standard Deviation (95%)

Source: www2.census.gov/programs-surveys/cps/tables/finc-01/2011/finc01_001.xls

In addition, US incomes look like this in 2020:

- Measurable US incomes, for the US population of 326,195,000, total \$12.7 trillion dollars in 2020.
- Adjusted to 2020 values, wages have only doubled (2.06x) in the last 30 years since 1970; this is a growth rate of 2.06%/year, about half of the average inflation rate of 3.94%/year during the same period.
- Any income not increasing at the 4%/year rate doesn't maintain the same purchasing power; consequently, purchasing power has declined significantly during this period.

- Our source data for this information is the U.S. Census Bureau, Current Population Survey, 1968 to 2021 Annual Social and Economic Supplements (CPS ASEC).

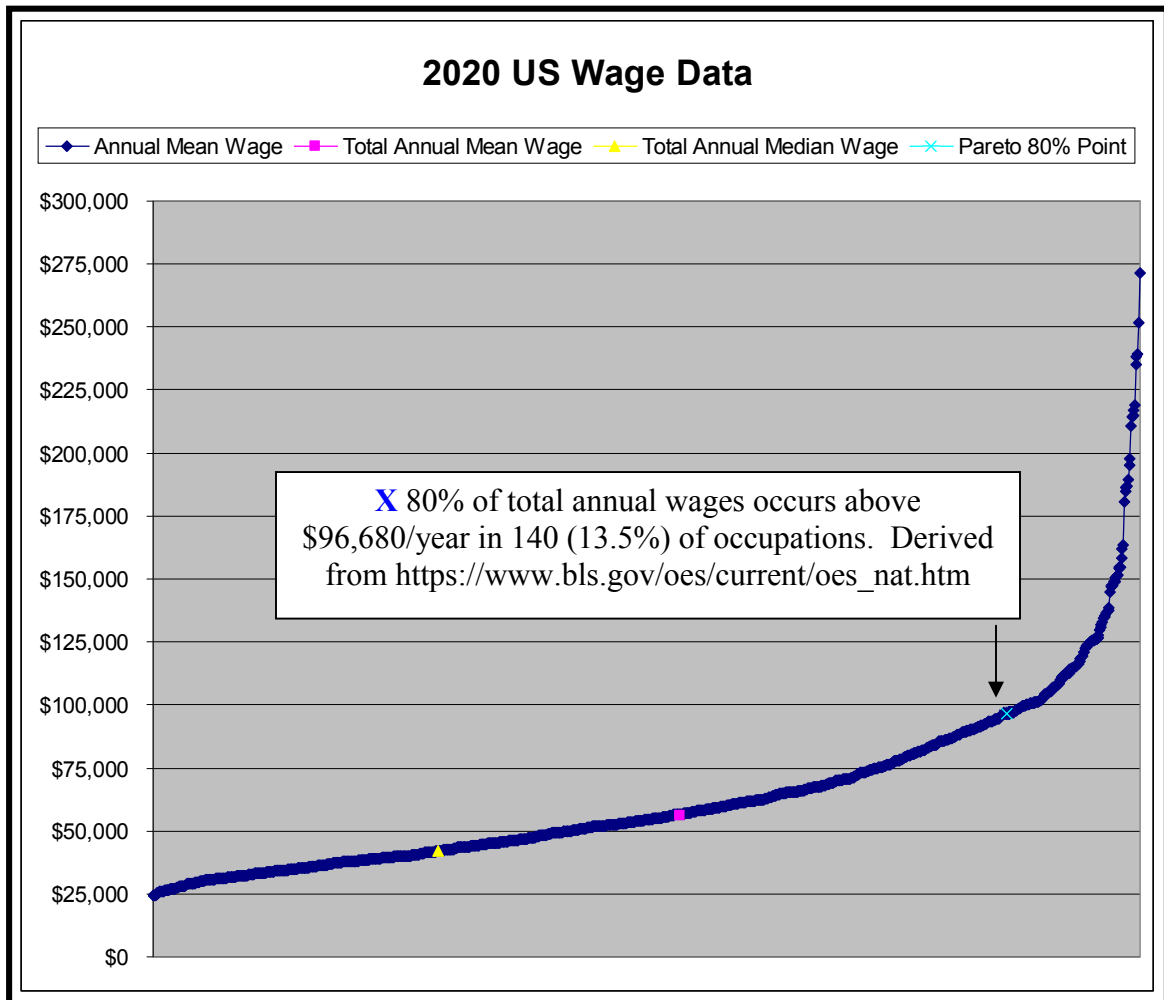
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May 2020 National Occupational Employment and Wage Estimates

<u>Occupation title</u>	<u>Employment*</u>	<u>Median hourly wage</u>	<u>Mean hourly wage</u>	<u>Annual mean wage*</u>
All Occupations	139,099,570	\$20.17	\$27.07	\$56,310

www.bls.gov/oes/current/oes_nat.htm

* Quantities to a Relative Standard Error (RSE) of +10%



In the two graphs above, 2020 Bureau of Labor statistics show 139 Million of 326 Million US citizens are employed, about 42.6% of the US population.

- There are 1036 individual Annual Mean Wage occupation listings ranging from \$24,300/year to \$271,440/year.
- A mean is an average derived as the sum of all wages divided by the number of wage data entries, and it is \$27.07/hour for all occupations.
- A median statistic sums the highest value and the lowest value and divides by two to create a half way point between each extreme, and it is \$20.17/hour for all occupations.

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Examples of Bureau Labor Statistics wage data available to the public are:

<u>Occupation title</u> <u>(click on the</u> <u>occupation title to</u> <u>view its profile)</u>	<u>Level</u>	<u>Employment</u>	<u>Employ</u> <u>ment</u> <u>Relative</u> <u>Standar</u> <u>d Error</u>	<u>Employment</u> <u>per 1,000</u> <u>jobs</u>	<u>Median</u> <u>hourly</u> <u>wage</u>	<u>Mean</u> <u>hourly</u> <u>wage</u>	<u>Annual</u> <u>mean</u> <u>wage</u>	<u>Mean</u> <u>wage</u> <u>Relative</u> <u>Standard</u> <u>Error</u>
All Occupations	total	139,099,570	0.10%		\$20.17	\$27.07	\$56,310	0.10%
Cooks, Fast Food	detail	544,420	2.10%	3.914	\$11.72	\$11.68	\$24,300	0.50%
Anesthesiologists	detail	28,590	5.90%	0.206	<u>-5</u>	\$130.50	\$271,440	1.90%

Let's assume you prefer to investigate the tabled Anesthesiologists information. From the tabulated data at the US Bureau of Labor Statistics, click on the [Anesthesiologists](#) link, and you will have detail data including:

- Range of Salary: \$136,180 to \$406,700/year +/-10%

- Employment numbers by Industry – industries where the most anesthesiologists are employed (physician offices), industries where the most are concentrated (physician offices), and industries where the most top pay is found (Outpatient Care Centers).
- Geographic Information – employment numbers by state (CA highest), highest concentration of jobs by state (NV highest), mean annual wage by state (CA highest), and the same statistics by areas within states (NY, TN, NY,....)

It takes only the top 140 of the 1036 total occupations to drive 80% of annual mean wages in the US. The top 20 income producing occupations are:

#	<u>Occupation</u>
1	Anesthesiologists
2	Surgeons, Except Ophthalmologists
3	Obstetricians and Gynecologists
4	Orthodontists
5	Oral and Maxillofacial Surgeons
6	Physicians, All Other; and Ophthalmologists, Except Pediatric
7	Psychiatrists
8	Prosthodontists
9	Family Medicine Physicians
10	General Internal Medicine Physicians
11	Chief Executives
12	Dentists, All Other Specialists
13	Nurse Anesthetists
14	Airline Pilots, Copilots, and Flight Engineers
15	Dentists
16	Pediatricians, General
17	Dentists, General
18	Aircraft Pilots and Flight Engineers
19	Computer and Information Systems Managers
20	Architectural and Engineering Managers

www.bls.gov/oes/current/oes_nat.htm

With these education and income data sources you can access, you are now in a position to begin thinking about what work or career you might want to consider. This can be fitted to your known preferences, talents, psychology, and thinking leading to an interesting and viable income strategy in which you can excel.

16. INFLATION

Inflation is where each year the purchasing power of any worldwide currency decreases. If something costs \$1.00 this year and inflation is 3.0%, next year the same item will cost \$1.03. The purchasing power of the \$1.00 has been reduced to \$0.97. There is also a compounding effect for year by year loss as 97 cents declines to 94, then to 91, then to 88.8 cents over 4 years, and so on. As of December 2021, inflation varies among the world's nations from 0.1% in Japan to 1198% in Venezuela; there are very few nations that have appreciation, but a few do. The US is running 6.8%/year inflation in December 2021, well above the rate a couple of years previously when it was 2.5 to 3.0% per year. There are lots of reasons for the increase including the ongoing COVID 19 pandemic, supply chain disruptions, shortages, and unemployment. In 2023 we have experienced some of the highest inflation in recent memory, about double the average of the last couple of decades.

Inflation devalues any money you have that isn't put to work making more money. A savings account at 0.45% Annual Percentage Rate (APR), a Certificate of Deposit (CD) at 1.0% Annual Percentage Rate (APR), and money in your bureau drawer at 0.00% interest are losing purchasing power in December 2021 while inflation is at 6.8%/year. If you don't have investments, if you don't get a raise at work this year, or if you don't accrue profits on a sale this year that together achieve at least 6.8%/year or more growth, then you are losing purchasing power. Oddly enough though, if you spend everything you make each month and have nothing left over from your income, you lose no purchasing power on the nothing you have. It isn't unusual to see incomplete homes in the developing world positioned right next to the construction materials that are purchased each month with discretionary net income the owners may have. When home owners are hard pressed to qualify for financial assistance, this approach avoids the costs of inflation and gets the project completed efficiently over a somewhat longer time period.

Inflation erodes the value of something you simply buy and hold. Depreciation may dominate loss of value more than inflation since it accounts for wear and tear, declining performance over time, and resale value, for example in automobiles. An exception can be seen in some homes, antiques, collectables, and property that do go up in value faster than the inflation, often due to scarcity of supply.

In summary, inflation hurts when static 2020 income is what is used in 2021 to buy groceries, gas, pay for schooling, pay the dentist, and pay the mortgage. If you are feeling the pinch in your finances, then inflation may have something to do with it. Labor unions and the US government are both well indoctrinated in inflation, as evidenced by them building a cost of living allowance (COLA) into their employment contracts and social security payments to account for the annual loss of purchasing power. Their actual rates of increase rarely meet actual annual inflation, so it becomes a contentious issue from time to time to re-equalize lost purchasing power for the worker and retiree.

17. EMPLOYMENT GROWTH

It's best to know what industries are growing, declining, or static when it comes to deciding where you will work. Not to deter anyone from doing anything they enjoy, this is just to inform the career decision with the economic realities. Will your skills be in progressively high demand? Will you be waiting on those ahead of you in order to advance? It is not just about today's professional incomes but where will they trend during the course of your career. In a snapshot and forecast for 2018 to 2028, the top twenty growth industries are forecast to achieve 1.1 to 4.0% compound growth per year:

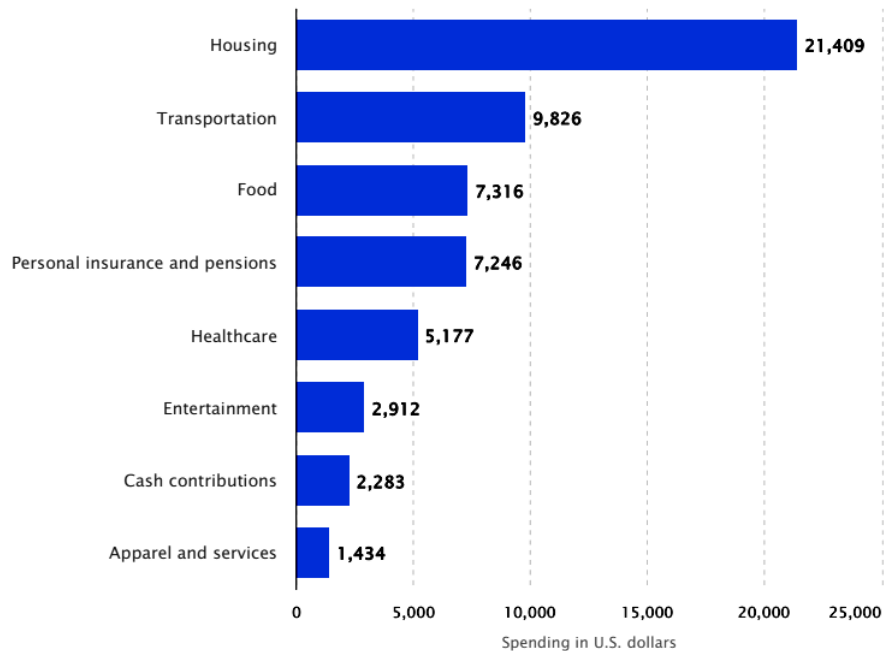
#	Occupation
1	Home Healthcare Services (for Boomers, adding 713,700 additional positions, at 4.0% CAGR to \$115B in 2028)
2	Outpatient Care Centers
3	Individual & Family Services
4	Other Information Services
5	Offices of Other Health Practitioners
6	Medical & Diagnostic Laboratories
7	Computer Systems Design & Related Services
8	Forestry
9	Other Ambulatory Care
10	Software Publishers
11	Management, Scientific, and Technical Consulting Services
12	Data Processing, Hosting, and Related Services
13	Office Administration Services
14	Support Activities for Mining
15	Warehousing & Storage
16	Other Educational Services
17	Other Professional, Scientific, and Technical Services
18	Offices of Physicians
19	Elementary & Secondary Schools
20	Junior Colleges, Colleges, Universities, and Professional Schools

The 20 Fastest Growing Industries for 2021 and Beyond, Jan 2, 2020, Tim Robinson, Seek Capital, www.seekcapital.com/blog/fastest-growing-industries/;
www.bls.gov/emp/tables/industries-fast-grow-decline-employment.htm

18. COST OF LIVING

Cost of living is the expense of everything essential to your livelihood, like food, shelter, medical care, transportation, and so on. If you have a modest income and the cost of living is high where you live, it's a problem. If you have a modest income and the cost of living is low, you have more discretionary income to spend on entertainment, vacation, education, and saving for retirement. The graphs demonstrate the details of US cost of living data.

Average annual expenditures of all consumer units in the United States in 2020, by type
(in U.S. dollars)



Statista Research, December 9, 2021, www.statista.com

And, for those who appreciate the details,

<u>Cost of living per Month</u>	<u>One person</u>	<u>% Total</u>	<u>US Rank of 197 Nations</u>	<u>Family of 4</u>	<u>% Total</u>
Total with rent	\$1951	100	10 th	\$4414	100
Without rent	\$742	38	23 rd	\$2437	55
Rent & Utilities	\$1209	62	9 th	\$1976	45
Food	\$505	26	22 rd	\$1313	30
Transport	\$95	5	38 rd	\$252	6

- At \$1951/person, the US is 2.04 times more expensive than the world average
- US cost of living is 10th highest of 197 worldwide nations.
- **Cost of Living in the United States**, www.livingcost.org

Observations we can make from the data include:

- Above data does not include some essential expenses. What about healthcare, insurance, and pensions? Rather than amend the observations by adding these now, we will leave that for your own personal analysis at another time.
- It is inefficient to live alone since there are higher fixed costs for one individual. For instance on average Rent & Utilities is \$1209/person for one, nominally 2.4 times more expensive than \$494/person for a family of four. Other expenses show more or less the same trends. So maybe roommates and family situations are viable alternatives that control expenses at different points in your life?
- Including US taxes at 10%, a single person needs to make \$25,750/year just to cover expenses. Including US taxes at 10%, a family of four needs to make \$58,250/year just to cover expenses. Neither of these numbers provides anything for discretionary spending.
- These initial figures are likely not to account for any company benefits package which may vary from nothing to 30% of salary for health insurance, vacation, paid leave, sick leave, and 401K matching. A single person at their wage probably has little in the way of benefits, whereas a family at about \$60,000/year is likely to have significant benefits that need to be considered in their financial planning.
- With a Net Disposable Income goal of 20%, these figures would be \$30,904/year for one person and \$69,918/year for a wage earner with a family of four with 10% taxes included. Remember you haven't added in healthcare, insurance, pensions not covered by a benefits plan, so add this on. If you want more discretionary dollars than this model provides, then the wages must go up from here.
- A reminder. With 70% of the US economy coming from consumer spending and the resulting pressure on consumers to buy, discipline in spending habits is required.

- Circa 2020, everyday US Cost of Living Expenses are:

Lunch Menu	\$13.90
Dinner in a Restaurant, for 2	\$55.80
Fast food meal, equiv. McDonald's	\$7.98
Beer in a Pub, 0.5 L or 16 fl oz	\$4.96
Cappuccino	\$4.40
Pepsi / Coke, 0.5 L or 16.9 fl oz	\$1.95

1 bedroom apartment in Downtown, 40 m2 or 430 ft2	\$1252
Cheap 1 bedroom apartment, 40 m2 or 430 ft2	\$989
3 bedroom apartment in Downtown, 80 m2 or 860 ft2	\$2084
Cheap 3 bedroom apartment, 80 m2 or 860 ft2	\$1670
Utility Bill one person, electricity, heating, water, etc.	\$104
Utility Bill for a Family, electricity, heating, water, etc.	\$160
Internet plan, 50 Mbps+ 1 month unlimited	\$63.30
Mortgage Interest Rate for 20 Years	3.86%
Apartment price to Buy in city Center, 1 m2 or 10 ft2	\$4724
House price to Buy in Suburbs, 1 m2 or 10 ft2	\$2661

Local transport ticket	\$2.16
Monthly ticket local transport	\$64.60
Taxi Ride, 8 km or 5 mi	\$17.40
Gas / Petrol, 1 L or 0.26 gal	\$0.71

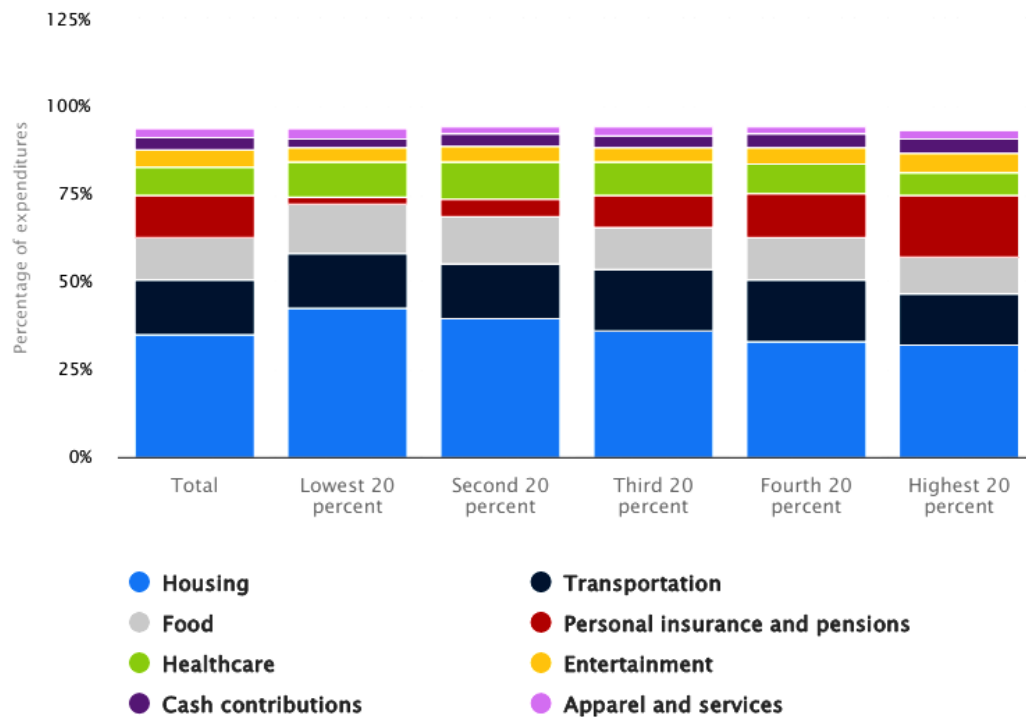
Milk, 1 L or 1 qt	\$0.90
Bread, 0.5 kg or 1.1 lb	\$2.66
Rice, 1 kg or 2.2 lb	\$3.69
Eggs, x12	\$2.50
Cheese, 1 kg or 2.2 lb	\$11.20
Chicken Breast, 1 kg or 2.2 lb	\$9.22
Round Steak, 1 kg or 2.2 lb	\$13
Apples, 1 kg or 2.2 lb	\$4.33
Banana, 1 kg or 2.2 lb	\$1.71
Oranges, 1 kg or 2.2 lb	\$3.99
Tomato, 1 kg or 2.2 lb	\$4.08
Potato, 1 kg or 2.2 lb	\$2.39
Onion, 1 kg or 2.2 lb	\$2.39
Water, 1 L or 1 qt	\$1.21
Coca-Cola / Pepsi, 2 L or 67.6 fl oz	\$2
Wine (mid-priced), 750 mL bottle	\$12.70
Beer, 0.5 L or 16 fl oz	\$2.67
Cigarette pack	\$8.55

Cold medicine, 1 week	\$8.35
Hair Shampoo	\$5.08
Toilet paper, 4 rolls	\$3.61
Toothpaste, 1 tube	\$1.88

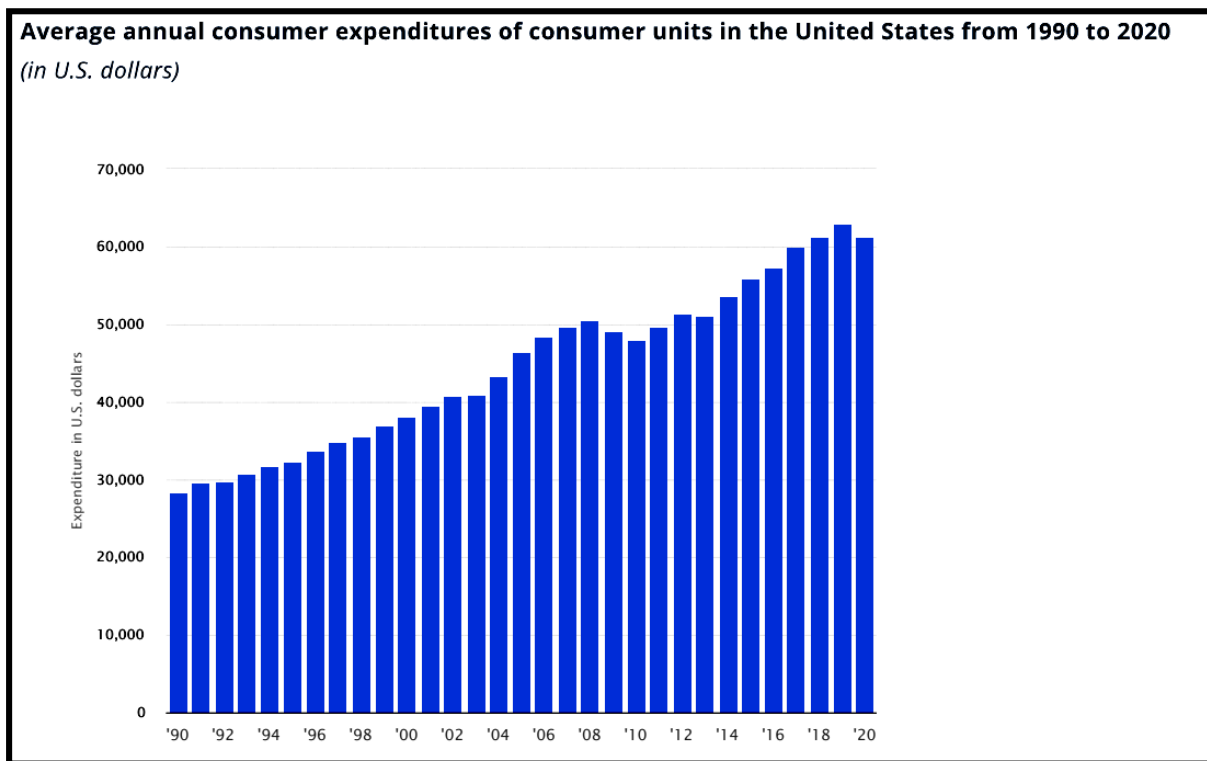
Gym Membership, 1 month	\$41.30
Cinema Ticket, 1 person	\$12
Doctor's visit	\$111
Haircut, simple	\$16.80
Brand Jeans	\$45.20
Brand Sneakers	\$79.30
Daycare or Preschool, 1 month	\$1012

Cost of Living in the United States, www.livingcost.org

Percentage of average annual consumer expenditure on major components income quintiles



Statista Research, December 9, 2021, www.statista.com (above, below)



US Cities with the Lowest Cost of Living in 2021, Joe Roberts, 2021, www.move.org/lowest-cost-of-living-by-us-city/

In Wichita, KS, median yearly income is \$30,563, annual cost of living is \$14,628, and so net discretionary income is \$15, 935 or 52% of income. Whereas, in Irvine, CA, median yearly income is \$55,484, annual cost of living is \$36,744, so net discretionary income is \$18,740 or 34% of income. These figures do not include taxes. It pays to remember there are different state tax rates based on income, so Wichita, KS will result in less taxes being paid. Details on 74 US cities are available at www.move.org.

Weighing the data, further exploration shows the monthly cost of living in New Mexico is \$1487/month, 76% of the national average \$1951/month, and 55% of the most expensive state, New York at \$2708/month. Living in Albuquerque, NM is \$1442/month, Santa Fe more, and rurally less. It would be cheapest overall to live in Wyoming though, all things considered.

Internationally, a quick look at other nations provides some perspective: Panama cost of living is \$1091/month, Mexico \$678/month, Canada \$1702/month, Columbia \$573/month, China \$752/month, Russia \$657/month, and Belize \$890/month. If you are free to live elsewhere then there are other options for the cost of living you will pay. This is not a recommendation and these figures are not known to include the cost of local, state, and national taxes.

19. DISCRETIONARY INCOME

Discretionary Income is Income minus Expenses after Taxes, though before tax data may be what is reported in the data you will see. You can figure out federal, state, and local taxes with a little homework. Discretionary income is the measure of resources that can be put into investments, college funds, retirement funds, vacations, a rainy day fund, other nonessential activities, a lot of these being what we might want for our preferred lifestyle. It is a safety net should things not go as planned as well.

Dan Schulman, President and CEO of PayPal is leading the industry in paying his employees more than what the market dictates for a living wage, where there is little or no Net Disposable Income. Employees in this situation are constantly worrying about what will happen when they get sick or the car breaks down because they do not have the savings from their miniscule net disposable income to address their needs. After research, discussion, and weighing alternatives, Paypal implemented a system to achieve 20% of wages paid as net disposable income. This way employees can feel more secure, they are likely to work harder, and they are likely to continue with the company longer. Not a bad metric for your own deliberation. For details read **PayPal Grew Its Profits 28 Percent – By Raising Workers’ Wages**, Minda Zetlin, January 10, 2021, Inc. Magazine.

20. THE INCOME STATEMENT

The Income Statement is a handy way to weigh your income, expenses, net income, and benefits. It allows you to clearly identify each component of income, benefit, and expense and to see the net disposable income. It accounts for taxes using either a forecast or by last year's actual numbers. You can use this worksheet to simulate any particular set of variables at any point in time. It will identify where you spend less or more than US benchmark averages, and focus attention on potential issues like spending beyond your means, not saving enough, and forecasting impending changes in your economic circumstances. It's a great planning tool for individuals and families. For further details go to www.corporatefinanceinstitute.com. A full page income statement is available in **WORKSHEETS** for you to fill out.

We will again look at an Anesthesiologist who in this case earns a median salary of \$272,000 per year plus benefits. Currently she banks about 5% of her gross salary pre-tax in a 401K investment plan and receives a matching amount from her employer. She and her husband head a family of 4 and lead an average economic lifestyle. The following example of their Income Statement is offered for your consideration. The family makes about \$273,430/year on salary and investments. She earns another \$81,600/year in benefits for her service which includes healthcare insurance, vacation, sick leave, and a modest amount of profit sharing. The family expenses total \$207,945/year, leaving a net disposable income of \$65,485/year. Combined with benefits their net wealth has increased \$147,085 over last year.

THE INCOME STATEMENT WORKSHEET

<u>Statement Category</u>	<u>Amount (\$/Yr)</u>	<u>Comment*</u>	<u>US BM+</u>
Employment Income	272,000	Gross Wages + Commissions	
Investment Income	1,430	Avg. of Portfolio	
Self Employment Income	0	Outside work.	
Gifts, Trusts	0	When paid.	
Inheritance	0	When paid.	
TOTAL INCOME	273,430		
Health Insurance		\$s Emplr contributes	
Other			
Profit Sharing		When/How?	
Vacation/Sick/PTO		Inc in Emp Income?	
TOTAL BENEFITS	81,600	30% of Emp Income?	
401K Investments	10,665		
Cash & Incidentals	5,365		4%
Clothes	3,355		2.5%
Entertainment	6,710		5%
Food	17,100		12.7%
Insurance–Health, Auto, Home.....	16,800	Health at/out of Emp	12.5%
Medical/Dental	12,100		9%
Rent/Mortgage	49,650		37%
Taxes – US, State, Local	50,000	28% of Emp Inc is the US Mean. Your tax?	
Transportation	22,800		17%
Utilities- gas, electric, internet, cable,	13,400		10%
TOTAL EXPENSES	207,945		
NET DISPOSABLE INCOME	65,485	Total Income – Total Expenses	20%????
PLUS BENEFITS	147,085	NDI + BENEFITS	

Example of a Personal Income Statement Worksheet

*notes on employment occupation, investment/gift/trust/inheritance details,

+US Benchmarks: % of income for family of 4

???? – the PayPal benchmark

You should run your own current income statement at your earliest convenience. It will help you identify success and stress points in your current economic circumstances. Moreover, it will help immensely with planning your next economic moves. Save the worksheet for your lifestyle planning found later in the book.

21. BACK IN THE DAY

You can't live your personal life based on the status quo. Whatever your circumstances, things were different back in the day and you have to adjust accordingly to live in the now. Change is the only constant. Things do change, often dramatically, and so must we.

Look at how things have changed in the US since 1980 (www.thepeoplehistory.com),

- Mount St. Helens erupted in Washington.
- John Lennon was shot and died.
- The popular video arcade game "Pac-Man" was released.
- Ronald Reagan was elected as the President.
- The United States boycotted the 1980 Olympics in Moscow.
- A new house cost \$68,714.
- Average income per year was \$19,170.
- A gallon of gas was \$1.19.
- An average new car was \$7,210.
- The Amiga 500 computer with Color Monitor cost \$849, and
- During the decade of the 1980s MTV, AIDS, Internet, IBM PC, mobile phones, global warming, Sandra Day O'Connor on the Supreme Court, and the collapse of communism premiered.

Our lives in 2020, after two human generations, aren't remotely similar. MTV is defunct, AIDS is under control, and PCs, tablets, and phones are everywhere. The average car price in 2020 is \$45,000 and an average house runs \$389,400. It's been 40 years since 1980. If inflation were 3%/year, overall prices would have quadrupled since 1980; and a house would cost \$274,856? But it is \$389,400! Do you discern some inflation in the numbers, maybe some unwarranted exuberance? Are you convinced now of the value of education, career choice, and economics to remain prosperous in a changing environment?

Here is another snapshot of innovation and change. Silicon Valley in the 1980s was a mindset, a destination, and a commitment to business out of the ordinary. It was a world unto itself and a constant surprise to its establishment clients, initially mostly military, industrial, and business. Later on it put technology in the hands of ordinary people as you well know.

Leveraging the invention of the silicon transistor, the innovators of Silicon Valley challenged conventional wisdom and practice to create an entirely new market economy, and with that a different view of the creative process, risk and reward, and lifestyle fulfillment. Companies that evolved from the founding organizations embraced innovation and tempered it with the best of business practices. Advanced Micro Devices was just such a place that I knew personally, presided over by Jerry Sanders, a former salesman for the original Fairchild Semiconductor. AMD employees were encouraged to attend executive management development training focused on interpersonal communication, speaking skills, personality types, consultative selling, and strategic account development. The details of these disciplines introduced employees to psychology, mathematics, probability, empathy, and quantitative methods for use in business, with overflow potential into one's own personal life. It rounded out existing technical skills for better engagements with customers. Personal and professional development classes at other technology companies in Silicon Valley's became the norm.

Executives at AMD also thought differently about employees as stakeholders. There, and in other Silicon Valley companies, employees shared in the growth and success of the company they helped to build. In addition to 401Ks, insurance, and vacation, management implemented profit sharing, incentive stock options, education subsidies, and other loyalty programs that served to reinforce and reward employee participation. Goals and rewards were shared by all, so it wasn't unusual to see individuals going the distance to make progress happen and innovating along the way. Some employees worked long hours, some traveled extensively, some focused on making their products and services preferred among their customers over their competitors' offering. Everyone collaborated for mutual benefit. This was the age when 1000ppm quality began improvement to parts per billion everywhere. Internal manufacturing under statistical quality control standards became information that was shared with customers, and it inspired

confidence in products that could ultimately make or break a client's products, management, and company. Early access to technology design plans became a hallmark of customer relationships.

At the same time, demand for talent at new technology companies was rapidly expanding. Personal growth was mainly a function of pursuing increased sales, responsibilities, and management. Current employers worked hard both to hire the best talent in sufficient quantities and to promote qualified talent whenever possible. However, individualized personal growth in technology businesses could be internal or external. New technology companies looking for growth could hire more effectively by acquiring the existing talent in Silicon Valley companies with similar benefits and more responsibilities, more compensation, and more career path opportunities. And employees looking for growth not readily available in their companies could find good opportunities in new technology companies. Such recruitments frequently had strategic compensation that made early critical hires wildly successful. Another trend in personal growth was for new technology companies to be founded by experienced technology company entrepreneurs and supported with talent in their networks when they left their original employment. The 30 year career celebration and gold watch were a thing of the past. In 1980, AMD was a company with \$200 Million in sales; by 2020, AMD's sales were \$9.75 Billion/year with a market capitalization of \$110 Billion. I like to think there was some method to their "madness" of the time. Today these practices are common place among technology companies.

PART FOUR

TOOLS

22. TOOLS

You will need tools to discover, build, and live your lifestyle plan. Some of these you may already have in your skills set, while some may be entirely new to you. For the purpose of our discussion we will look into highly effective tools from any and all disciplines. We are looking to master the right core tools, not every tool that is available. Beyond this, you are free to add tools as you see fit, preferably after completing your first lifestyle plan. Tools aren't especially inspirational, but absolutely essential to the work of lifestyle development; so, please be patient as this all comes together.

23. DEVELOPING CONFIDENT PLANS

Is What You Think You Know Fact or Fiction?

What can you know for sure? Will the information we seek be accurate and dependable? Will it change over time, and if so, how much? What can I trust for my lifestyle planning? To know something as an absolute truth takes lifetimes and a precision and dedication of focus that no one individual can afford to undertake given our short lifetimes. The half life of facts denies the thought that information in any form in any discipline is completely knowable or true over time. Not a comfortable thought, is it? Well, don't panic just yet.

There is a disconnect between what humans regard as accepted fact and the truths we can draw in real time directly from current authoritative sources. We humans spend a lot of time and dedication trying to bridge the gaps in our understanding with the pursuit of religion, philosophy, the paranormal, mathematics, physics, and astrology, and such. To get to resolution and clarity, we espouse, argue, investigate, test, vote, and subsequently adopt the ideas we hold dear as facts. In an effort to systematize our truths, humans also use formal and informal processes like the scientific method, aesthetics, discourse and argument, and mathematics to insure that conclusions we make are valid. Or should we simply accept what we are taught, trained, and coached by authorities in our lives to believe is truth? I would say not.

Listen to experts and ask questions.

Don't give credence to the inexperienced, the inexperienced, and the merely opinionated.

In practical terms, the problem here is that humans are imperfect and we can be wrong despite all our best intentions. We exercise a lot of effort to shield ourselves from our own imperfection. Your skepticism is entirely appropriate. And over time we can see the errors we make and adjust our positions to the truth of a situation. These are areas we will concentrate on so that we can plan and live our lives to the fullest.

- You must discard the tendency to accept the truths you think you know already and entertain new fact based insights. Whether current accepted truths are right or wrong, these have not yet been sufficiently proven enough to include them in your efforts to define and develop a more fulfilling lifestyle plan. You must agree to retest and reexamine purported truths and incorporate more relevant information you don't currently have on hand.
- When you are doing research, you will be looking for lots of point solutions that support your strategic plan. In doing research, learning, and training, use multiple authoritative sources whenever possible. This helps test for valid data, tools, and information you can use with confidence. Multiple sources allow you to converge on commonly agreed truths with less risk of being outright wrong. If multi-sourcing isn't possible, you can suspend making conclusions for a time or risk a sole source conclusion; it's your choice.
- Probability and statistics are powerful tools to help discern the best available truth. You will use data in this form quite a lot. Having said probability and statistics, you now know that most of the things discussed are not black and white, but high probability or tested facts and procedures that emulate reality in a dependable fashion are desirable. To operate in the gray zone, this is a key understanding.

- Despite your best efforts you won't be able to achieve absolute surety or total information access, so you will rely on the Pareto and other principles and feedback systems to keep your vision as clear, timely, accurate, and effective as it can possibly be.

Since you don't know everything, you will need to know how to research, weigh, plan, and measure lifestyle development. You will need approaches to secure and judge information you find and determine its value. Compared to what was available last century, research information since 2000 has become more readily available and plentiful on the internet. You don't need to spend all your time in libraries with pen and paper or in formal classes and conferences. This doesn't mean you won't have to read a book from time to time or work some ideas and numbers on paper. This empowers you to ask questions and get answers relevant to your life, more so than ever before. It is no longer appropriate to simply assume things with so much evidentiary information available.

The business criteria of Return on Investment (ROI) is probably one of the best tools for evaluating the value of the information you have found and how it applies to your work. ROI is the definitive metric for actions you plan to take. It speaks to the **efficiency** of what information you find, and actions you are considering. If you derive a lot of benefit for a little investment of time, attention, and money, it's pretty effective for you to pursue it. If you only get a modest benefit relative to the resources expended, then you need to look elsewhere. In economic terms, if I invest a dollar and a year later I realize \$1.50, then the ROI for that period is +50%/year. That is a good return if you consider that average stock investment portfolio returns +6%/year or returns \$1.06 at the end of a year. Not everything can be judged by numbers, but ROI can be informative when working in other terms you can monetize, where you can assign a dollar value. At a gut level you should also be able to think in terms of time, cost, savings, benefit, or return even when you don't have actual numbers with which to work. This skill will develop over time and serve you well.

How do we think about authoritative information? Let's start with two standards, the Scientific Method and Statistical Significance. These speak to the validity of authoritative information. They both rely in proving the "truth" of their findings or assertions. The Scientific Method is

rigorous in testing its conjectures before agreeing to its validity, so under this system information is generally trustworthy and identifiable. If a PhD physicist has done her research, proposed a solution or hypothesis, and has then tested the validity of the assertion enough times and ways to assure its validity, it is as trustworthy as can be found and appropriate for people to treat as fact. Moreover, if the PhD has published this information as a peer reviewed article, then the community of PhD physicists in her professional focus area are assumed to agree. Any dissent will be clearly identified and communicated. In the real world, the scientific method has been used to validate a century of proposals in the Standard Model of matter (quarks, protons, neutrons, electrons, antiparticles, photons, etc.), and many of the proposals have been verified by testing with high energy particle collisions at places like CERN in Switzerland and SLAC in California. If the Scientific Method is faithfully followed, then we can have confidence in the results obtained.

In other areas where a hypothesis cannot be definitively and scientifically tested it may be mathematically tested for consistency, it may receive test simulation, it may undergo trials, or it may be implemented and the statistics of its performance to expectations measured. The measurement of results may infer or prove the hypothesis statistically trustworthy or inaccurate. When inaccurate, new hypotheses will be entertained and tests run until statistically significant results indicate agreement with the new hypothesis and its application. In psychology, proposed models in this field of endeavor are tested on human volunteers and organizations that complete surveys, undergo exams, respond to interviews, and endure parametric monitoring of physical responses. Results are statistically screened for their validity and how they conform to the proposed models. In weather prediction computer simulation of algorithms describing weather performance has been found meaningful and this is what we see in the news. It might be fair to say in general we can trust information and people who work following these principles like engineering, chemistry, biology, psychology, forecasting, economic theory, sociology, medicine, business, and elsewhere, where they are focused on achieving predictable and dependable results year in, year out. There will always be exceptions and controversy in science and statistics which you will have to learn to recognize and adjudicate for yourself.

You will need to get in the habit of insisting on factual information and access to the quality data that supports it, whatever the topic of research is. Any credible authority will furnish this without question; otherwise, they don't qualify as credible and worthy of your time and attention. You need to learn how to view and ask cogent questions of the data to get a clear picture of what is being proposed as fact. Underlying statistics have to come from reliable and unbiased sources like the US Bureau of Labor Statistics, The World Bank, the International Monetary Fund, the 2020 US Census, and scientific test data. If data is interpreted differently by multiple authorities that are assumed to be qualified, then you can't decide the discrepancies unless you are an authority in the subject matter being examined. Maybe it's just too early for consensus. If something isn't easily available from authorities, you don't need to avoid developing your own facts from credible data if you can. You can also move forward without resolution of every data point if no progress is possible. With information exploding, plans must be iterative and timely to remain valid. Hans Rosling, author of **Factfulness** and an acknowledged expert in the population, health, and incomes, is superb at demonstrating how to assess, evaluate, and work with fact based information while avoiding emotional and perceptual traps along the way. It's definitely worth a read!

Conflict Resolution with Authoritative Sources

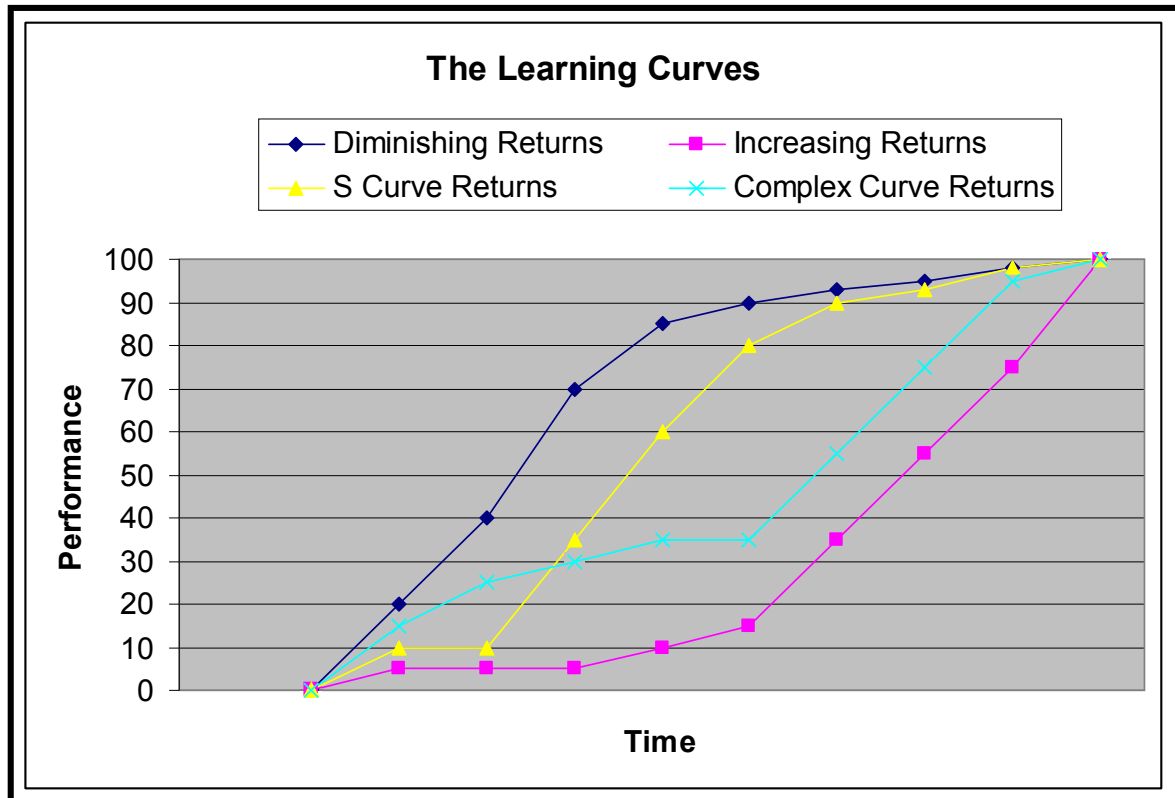
The following cases provide perspective on the work of research, identifying and weighing authoritative sources, drawing conclusions, and the occasional irresolvable issue.

- Case 1. One of the popular energy initiatives that has a following is using hydrogen as fuel as an alternative to polluting petroleum. In **The Hydrogen Economy**, 2002, Jeremy Rifkin discusses the replacement strategy and the making, storage, and uses of hydrogen as a preferred fuel for electricity generation and transportation. It's a very interesting proposition. However, a year later in 2003 Mark Eberhart, PhD wrote **Why Things Break**, pointing out that hydrogen embrittles almost all metals with which it comes in contact, making its storage in robust and secure metal pipelines and containers like steel a potentially risky implementation. What's up in 2020? Have misters Rifkin and Eberhart talked? Are we stuck without a solution? And is that why Electric Vehicles (EVs) are the hot topic in 2020? We may not be the experts, but we would like to know if possible.

- Case 2. Other energy initiatives which can help idle out of date, inefficient, and carbon producing power plants, include wind and solar which are renewable resources that can tie directly into the power grid. This proposition encounters difficulties with reliance on the aged power grid of North America, the inconstancy of the solar and wind electric generation (day vs night, wind or no wind), and the needed storage facilities (batteries) for subsequent usage. Popular electrical vehicle strategy includes using the aggregate of individual vehicle batteries as a storage facility for the national power grid, resulting in a very tightly coupled energy generation and storage strategy we don't have today. A good solution here is a difficult call to make, what with the fragmented information the general public has, the individual, corporate, and government ownership and collaboration issues, and the limits of our knowledge. Is this relevant to my interest in an EV? What happens if the power grid fails? I have questions, questions, questions And, do my interests hinge strategically on this?
- Case 3. In the press of December 2021, a number of articles on the expense of operations for electrical vehicles over gas and diesel vehicles pointed out a higher total cost of ownership expense in electrical vehicles. In May 2020, Roberto Baldwin of **Car and Driver** reported EV premium expenses of 119% to 139% for the Mini Electric and the Hyundai Kona Electric respectively over 3 years of ownership compared to similar gas vehicles. Expenses were the purchase price, maintenance, depreciation, fuel or energy costs at 15,000 miles/year, all of this exclusive of the \$7500 EV federal tax credit. In July 2020 **National Resources Defense Council** using National Renewable Energy Laboratory data essentially agreed with the average higher costs of electric vehicles, but amended these conclusions for presumed and forecast economies of scale in EV manufacturing that lowers vehicle prices, variable gas prices by state, national tax rebates, state incentives, and declining pollution. For me, it's hard to judge with so much unsubstantiated quality, forecast, and quantity data. What's the right set of variables to weigh the benefits and timing? How and when do we reach crossover in total cost of ownership? What do these and other sources have to say about hydrogen? What about the efficiencies of charging stations in rural geographies (97% of US land area, 60 million people or 19% of the population)? Won't gas and diesel still have a role in rural

transportation? Lots of facts, questions, and priorities to understand to arrive at an informed opinion, right? It seems we can't conclude anything definitively and consensus isn't evident just yet.

24. THE LEARNING CURVE



Performance in % of peak performance. Time in hours, days, months, or years.
Derived with information from **Learning Curve: Definition, Theory (Graphs), and Example**, October 5, 2021, Katherine Quan, www.gettingpeoplerright.com

The learning curve concept hinges on the expectation that it takes people time to master the task at hand, and that the results will improve over time, sometimes quickly, sometimes slowly, as people approach peak performance. It was conceptualized by psychologist Hermann Ebbinghaus in 1885 to measure efficiency and to forecast costs. It assumes:

- The time required to complete a given task will decrease the more times the task is performed.
- The steeper the slope of the curve, the faster the learning and cost reductions are.

Some individuals may be faster or slower adapting, so the curve is a model average of expectations. In the above simplified diagram, the 50% performance occurs at different times, which means the diminishing curve followed by the S curve returns may be faster than increasing and complex curves are expected to be; though the specifics will vary on a case by case basis. In business, products and services plans are based on reaching peak performance as quickly as possible, with the understanding that the expenses like raw materials, manufacturing, distribution, may be more at the start than when everyone is doing their jobs perfectly. During start up profitability may suffer. Over time profit margins should improve with higher volumes and reductions in costs.

Types of Curves

- **Diminishing returns learning curve** – tasks that are quick to learn and early to plateau.
- **Increasing returns learning curve** – tasks that are difficult to learn at first and increase later.
- **S-curve** – tasks that may be difficult to learn initially, followed by significant progress, after which performance plateaus.
- **Complex learning curve** – is the learning curve of a longer period of time in which temporary mastery is thought to be achieved, only to uncover more available progress.

Benefits of the learning curve in business

- Managers can forecast the breakeven point and production costs of manufacturing a product which is important to further investment decisions, other possible initiatives, and critical resource allocation.
- Managers can identify the time it takes to complete tasks, distinguish high performers and candidates for more training, set the expectations for new team member performance, and measure performance against industry competitors.

Constraints of the learning curve

The learning curve establishes an upper limit to performance, so business as usual won't break through it; only new options or initiatives can. The curve focused on one goal, product, or

process may inhibit further innovation, induce unintended narrowing of focus, and sacrifice overall market performance in this and other products and services a company might offer.

The learning curves of life are very similar to those well know in business. Individuals follow learning curve performance in most all endeavors.

25. LEARNING RETENTION

If you are simply reading this book your retention will be about 10% of the information presented. It's a good start, but far from what you will really need. If you choose to actually practice the principles and processes in an initial lifestyle plan you can achieve something approaching 70% mastery of the materials presented according to The Learning Pyramid. Coincidentally, you will likely wind up reading and using concepts from other point solutions to make your plan, thereby mastering them at 70% retention as well. If you choose to train others you may approach 90% mastery of the subject matter. There is no substitute for practicing what you learn for information to be fully understood and easily retained.

26. THUMB RULES

Here are some thumb rules from various sources you ought to consider adopting as your own. They will help you to stay focused and effective.

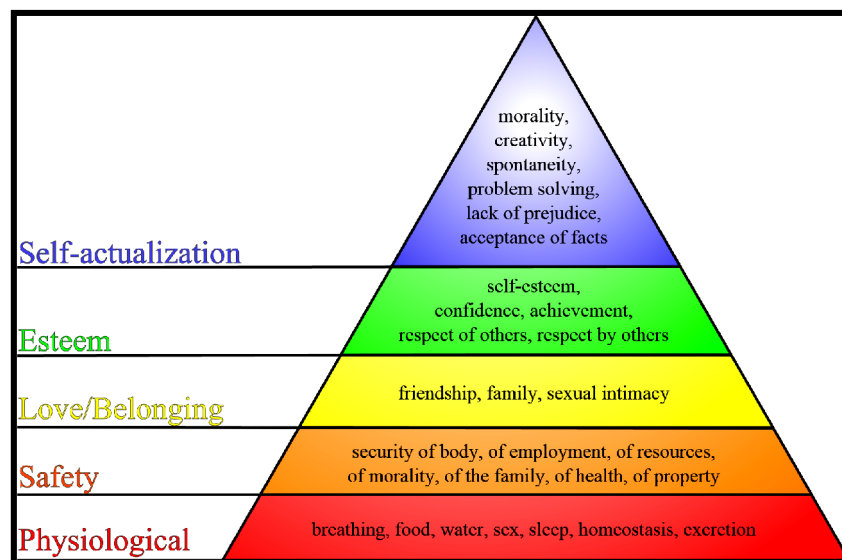
Motivations. What are yours?	Networking with people is powerful.
Pareto, not Perfection! Perfection is the enemy of sufficient/adequate – this is wasteful, concentrating attention on the last 20% of return of an investment	Allow for failure and pocket the hard won knowledge and experience for next time.
Manage Risk and Reward. What's your risk tolerance?	Do SMART Goals Specific, Measurable, Attainable, Relevant, Timely

Character Matters! What's Yours?	Don't hurt yourself with bad decisions or irresponsible fiscal management.
Are You Adaptable?	Expect the unexpected, so have a priority Plan A, a backup Plan B, and emergency Plan C.
Invest discretionary disposable income as a priority.	Influence, Acculturation, Indoctrination. What about yours?
Rewards – money, but also plaudits, promotions, time off, benefits, participation, self determination. What's your preference?	Invest now! Never forget the advantages of compound interest.
What's In It For Me (WIIFM) <u>must</u> always be answered by you for others and by you for yourself	Invest to do better every day
Six Sigma guarantees dependable quality results	It is not what you have, but what you do with what you have that counts
You will encounter Fear, Uncertainty, and Doubt (FUD) . How will you manage it?	Keep your own counsel and integrity. Learn to think for yourself.
Total Cost of Ownership - a better measurement criteria.	Lead time to money or satisfaction – shorter is always better.
You may encounter Buyers Remorse , but not so badly with good planning	Life styling is a long term iterative endeavor.
Communications are 55% body language, 38% volume/pitch, and 7% words. Phone, internet, and face masks eliminate body language, and some volume/pitch inputs.	Measure everything in Return on Investment (ROI) and Time , including endeavors that return qualitative or non-quantifiable results.
Everything is Negotiable – do you know how?	No Procrastination
What is your Value Proposition? (to company, family, community, nation)	Pay yourself first, always.
Follow your Conscience	Persistence is everything. Don't get discouraged, keep plugging.

Input/Output Control – delivers on income/effort versus expenses/rewards.	The Portfolio Effect Manages Risk & Reward
Critical Thinking – are you doing it?	Sources of Power – personal, relationships, position, knowledge, task. What's yours?
Are You Situationally Aware?	Strategy vs Tactics – which is it?
Fact or Fiction – which is it?	Trustworthy Authorities – who?
Listen to your gut reactions , ... there may be some wisdom there, not readily apparent to rational thought	You Don't Know What You Don't Know – so work on it.
You can only <u>control what you do.</u>	Failures are integral to progress

27. MASLOW'S HEIRACHY OF NEEDS

Maslow proposed a hierarchy of needs that humans follow in their lives, ranging from the basic needs of food and shelter, to advanced needs of fulfillment and self actualization. Each level of attainment depends on the lower level being satisfied. That's why seminars provide breakfast or serve coffee and pastries and fruit before they engage the audience with concepts, processes, and data. One doesn't think well with a growling stomach. If your house gets flooded by a hurricane, then your attention is not available for other unrelated initiatives. You are busy dewatering your home and getting a loan to pay for repairs. The concept is well demonstrated in the pyramid and definitions below. Consult available resources for further details.



- **Fulfillment** - the actual or felt satisfaction of needs and desires, or the attainment of aspirations
- **Satisfaction** - fulfillment of one's wishes, expectations, or needs, or the pleasure derived from this. Same as achievement, contentment, gratification, realization, joy, peace of mind, pleasure, well-being, bliss, at ease, glad, replete, or serenity

28. X, Y, Z MANAGEMENT THEORY

XYZ management theory articulates the progression of employee management thought and practice from primitive measures used to control results in an uneducated workforce to the empowerment of an educated and trained workforce to participate in their work. This follows Maslow's hierarchy very closely. In its Z state employees are achieving fulfillment at work. Businesses like Alcoa and Starbucks practice YZ management styles.

- X: employees dislike and avoid work, so management controls, motivates, and supervises the workforce
- Y: under conducive conditions employees are self-motivated, enjoy work, and seek opportunities to excel
- Z: management promotes employee loyalty, concern, and security in and out of work
- For more, go to **Management Theory: X, Y, Z and Maslow**, Scott Byorum, 2015, www.static1.squarespace.com

29. MATHEMATICS FOR EVERYONE

Statistics

Statistics are the result of scientific, empirical, and big data accumulation and subsequent analysis for facts, trends, and predictions that can be used to inform plans and actions. They can discern consumer trends, inform economic decisions, and prove or disprove hypotheses. It's quite important to you in your quest for accurate lifestyle development resource data.

- **Average** – is the sum of all numbers together divided by the number of numbers.
 - Take 1, 4, 10, 20 (4 numbers)
 - The total is 35
 - The Average is $35/4$ or 8.75
 - So, if you drive 12 miles, 15 miles, 20 miles, and 24 miles in subsequent trips, your average driving distance is 17.75 miles per trip.

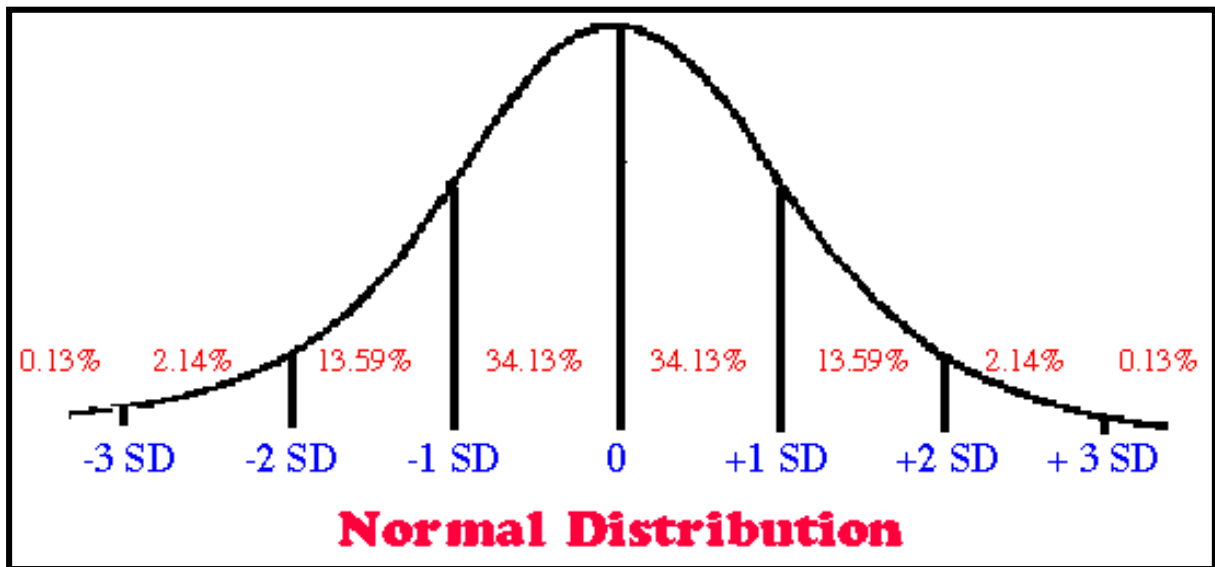
- **A Weighted Average** – is each number times it's frequency of occurrence added together and divided by the number of numbers.
 - Take 1, at 5 times; 4, at 2 times, 10, at 2 times, and 20, at 1 time (4 numbers)
 - Total product is $1 \times 5 + 4 \times 2 + 10 \times 2 + 20 \times 1$ equaling 53
 - The Weighted Average is $53/4$ or 13.25
 - So, if you bought 2 chairs at \$10/chair, and 15 other different items (for \$55.20) and spent \$75.20 total, the weighted average is \$4.42/item

- **A Median – the middle of a series of numbers**
 - Take 1, 4, 10, 20
 - Add 1 and 20 to get 21
 - Divide by 2 and get 10.5 as the median, so of our whole numbers 10 is the closest to median

The Normal Curve

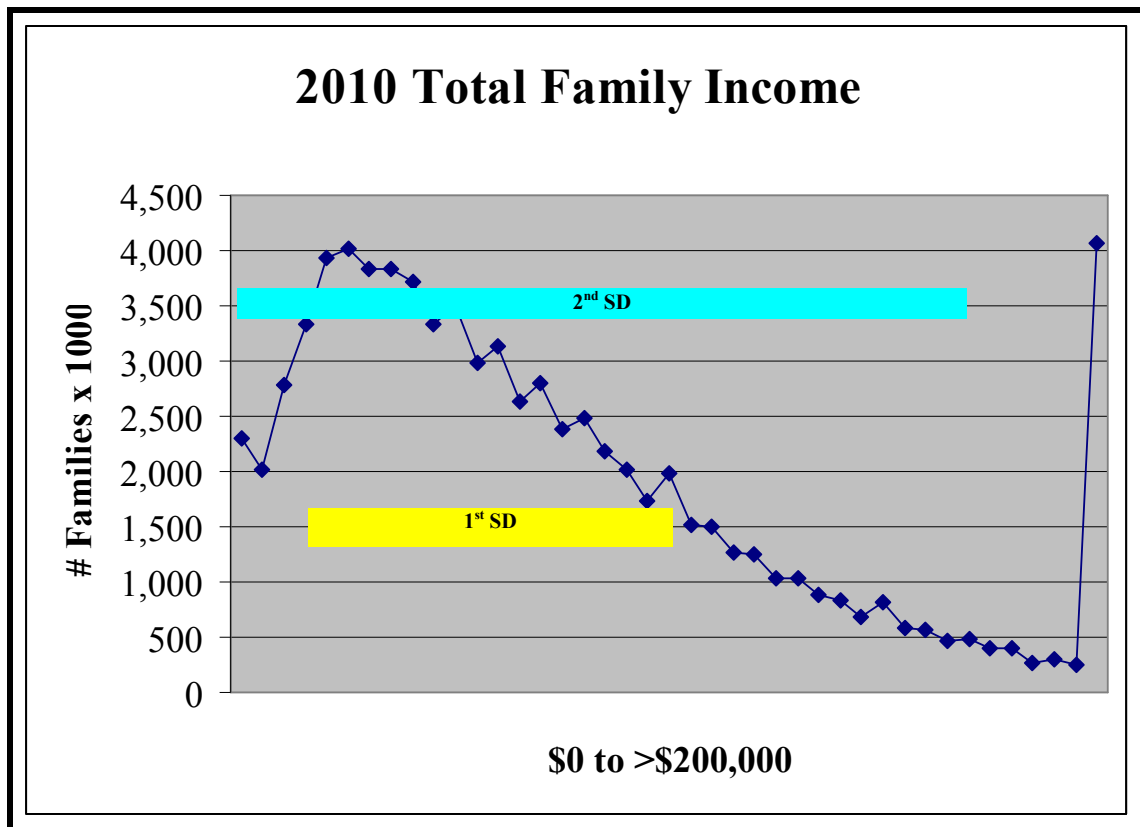
Normal Curve – where do you fit? Is it relevant to you?

The normal curve is defined as a bell-shaped curve showing the frequency distribution of all the values measured; it is also called Gaussian curve, probability curve, or bell curve.



The area under the curve represents the probability of occurrence within the population tested. The probability distribution statistics in the normal curve can be skewed to low/left, high/right, or middle/central values. The ideal normal curve is symmetrically distributed around a center *mean/median/mode* value such that 50% of all data is below the median and 50% above the median. The *standard deviation* measures the spread of data values. One standard deviation, and the most likely occurrence, will account for 68% of all the data located immediately above and below the median. Two standard deviations accounts for 95% of all data, and three standard deviations accounts for 99.7% of all data. Any outliers to the extreme left or right of the median account for the remaining .3% of data, which some of us fondly call "the lunatic fringe". Six sigma (standard deviations) represents 99.9996% of all data, a concept used widely in reliable lean manufacturing.

To demonstrate the normal curve application, **2010 Total Family Income** from our earlier discussion, is a left skewed normal curve of income (the x axis) to the number of families (the y axis) earning said income, with the 1st (68%) and 2nd (95%) standard deviations of the population as shown.



Population in 2010: 309.3 million, (3.89 individuals/family)
 Family Census: 79,559,000 families, Income Range: \$0 to >\$200,000+
 1st Standard Deviation (68%), 2nd Standard Deviation (95%)
 Source: www2.census.gov/programs-surveys/cps/tables/finc-01/2011/finc01_001.xls

In mathematics, the normal curve is a powerful tool for explaining much of what we observe.

Another way of putting the normal curve in words is

- 1) the majority of any population will behave in a similar fashion, and
- 2) a minority of a population may pursue unconventional behaviors at the extremes of the majority population behaviors.

Most people look to have full lives, adequate employment, opportunity for growth and success, and meaningful social engagements. In the United States this is the Middle Class as government and institutions see it. Some individuals live in circumstances that are privileged, fortuitous, and powerful on the edge of the normal curve. In the United States at the time of this writing this constitutes the top 2.5% of the population, people with money, power, influence, and

independence. About 25% of the population lives in want, poverty, denial, without adequate opportunities for fulfillment. So the Middle Class is approximately in the 1st standard deviation of 68% or less, which is where institutions often concentrate their attention.

To recapitulate, the Normal Curve often represents the statistical distribution of events or measurements, for instance, people's weights, IQ scores, opinions, and so on. On occasion, many considerations can be related or reduced to a normal curve analysis that can clarify what is mainstream normal, what/where your thinking is relative to others, and the probability of outcomes based on history applied to the present. It can be an optimizing tool to anticipate results and to focus your efforts.

White Noise

There are distractions in life that defocus, delay, and confuse our progress. The less of this we encounter the better so that we can stay focused. In conversation, it can be small talk distractions from productive discussions. For the hearing impaired, it can be the background noise in a restaurant overriding your companion's voice. In the hyper connected communication environment we have today, entertainment, internet, and email produce huge volumes of content that can distract from the acquisition of the exact information of interest. White Noise has to do with the **ability to distinguish a specific signal from surrounding background noise**. If noise is high, it is hard to hear the signal. Eliminating noise can help us discriminate in favor of information and communications that advance our agenda and don't dissipate our valuable time and resources with irrelevancies.

Strategic Inflection Point

Also known as a tipping point, a strategic inflection point is when performance turns significantly in or away from an existing direction we favor. Reaching a halfway point on the Learning Curve where diminishing returns kick in is a strategic inflection point. Accelerating

profits with a new strategy can be a strategic inflection point. A completion of an MBA could be a strategic inflection point empowering your income. It is important to understand when and how these occur.

Strategic Inflection Point – When Things Change

Jack looked the doctor in the eye searching for some sign of doubt, but there was none. Years of living had exacted their toll, and to continue living, much less the quality lifestyle he favored, would require him to undergo surgery, chemotherapy, and follow on diagnostics for cancer. His research on the doctor assured Jack that the doctor had the experience and judgment to know what he was talking about and the competence to put things right. His gut couldn't agree with the verdict just delivered in the examination room, but his intellect remained cool and calm as things were explained. Jack darted questioning eyes at Marjorie in disbelief. In 10 minutes, life as they knew it had changed.

On further reflection days after the doctor's diagnosis, and after a few tears for innocence lost, Jack remarked to Marjorie that this was just another point in his life that demanded change, not the end of the road. Regrets, well of course there were regrets! But when everything was said and done, there was very little in Jack's lifestyle choices that could have led to his condition, and he got the regular screenings periodically as recommended. "It's just normal wear and tear of the preceding 60 years" he postulated; and his own research validated his conclusion. Time to go to work! He had the skills, training, and determination to refocus his lifestyle constrained by the new realities of his situation and still be happy and fulfilled. In his life to date, Jack had learned and practiced the essential habits and perspectives that would allow him to remain in charge of his life under almost any circumstances.

The Pareto Rule

Pareto, Not Perfection – 20% of effort delivers 80% results.
Perfectionists must give up the rest.

The Pareto Rule, also known as the 80%/20% rule, is truly powerful in helping us think about situations, investments, “common sense”, and optimizing our time, resources, and returns. In summary, it states that 20% of returns are delivered by 80% of investments/activities/focus, and **80% of returns are delivered by 20% of investments/activities/focus**. 80% returns should be our focus always. It behooves us to invest wisely with our limited lifetime, resources, finances, and knowledge. In most instances, it refutes any pursuit of perfection. It could be said that if you take care of the big things, the little things won't matter. **So, we need to seek the high return found in the 20% of available investments of our precious resources.** The thought process is informative and effective in many circumstances.

The Pareto Rule can greatly improve your time and resource management. It encourages you to respect your time, talents, resources, and to achieve amazing results with what you have. It clues you in to what others consider of paramount importance and lets you satisfy their needs with priority focus. It improves your efficiency and that of everyone who works with you.

Vilfredo Federico Damaso Pareto, (1848 – 1923) was an Italian civil engineer, sociologist, economist, political scientist, and philosopher. He was also the first to discover that income follows a **Pareto** distribution, which is a power law probability distribution. The **Pareto** principle was named after him, and it was built on observations of his such as that 80% of the land in Italy was owned by about 20% of the population. (Wikipedia)

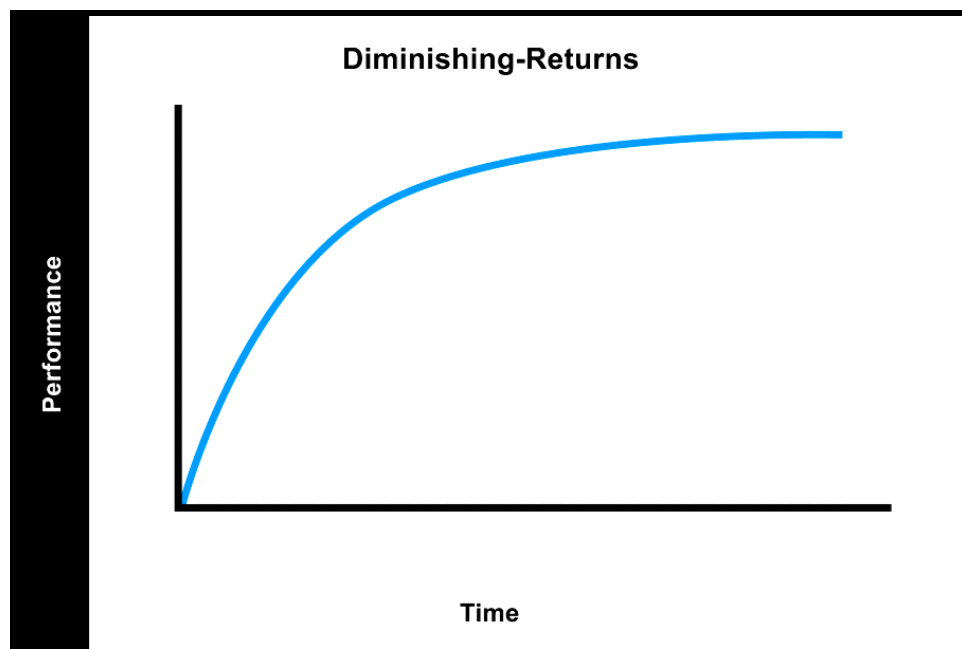
Let's try applying Pareto to real life. If we have dominant market share in widget sales against all our competition, say 50%, and we know enough to identify other customers we don't service who have high annual widget demand and will pay the higher prices we like to charge, then we can grow sales and profits with incremental sales to these customers and sacrifice less profitable and lower volume demand from some of our existing customers. We can also reduce our transaction costs with a smaller, more select client base.

When you initially do your unbiased assessments, Pareto is your guide. Not everything is equally important, and you need some priority focus to get the picture of where you want to spend your time, attention, and resources. Take a moment to hear more on the Pareto Rule from Brian Tracey, at <https://www.briantracy.com/blog/personal-success/how-to-use-the-80-20-rule-pareto-principle>.

Point of Diminishing Returns

Point of Diminishing Returns – a next incremental investment returns less than the one before

Often a given amount of investment delivers different results over time. Early investments of time, money, and attention can be very rewarding because the results can be so great, and progress so quick. Later on, an equivalent investment nets less of a return as it begins to reach maturing results. Early success simply wanes over time. But each new initiative you undertake can provide another opportunity to accelerate returns.



Learning Curve: Definition, Theory (Graphs), and Examples, *October 5, 2021, Katherine Quan, www.gettingpeopleright.com*

For example, let's say you can invest \$100 in stock today and expect to have \$106 at the end of the year. But the forecast for the stock shows its growth slowing, so year two would only generate 5% and year three would only generate 3.5%. This is a declining return. This looks like a maturing business without much in the way of new initiatives that produce growth with new product or service introductions, new cost reductions, or new sales. It would be much better to have a stock with a forecast of 6% in year one, 6.5% in year two, and 8% in year three. Such an increasing forecast recognizes something new in the business that is creating growth.

In everyday life we encounter similar circumstances. Let's say you are a "do it yourself handyman" and you choose to buy and install new cabinets in your laundry room. The big jobs of design, specification, purchase, and installation are major investment milestones in getting the cabinets installed and if you do these it saves you a lot of money. But when it comes time for you to do final touch up, repair, and fine tuning of the cabinets, these jobs can take lots of time, effort, and attention for very little return except the satisfaction of knowing it is perfectly installed, operational, and to your spouse's specification. This is the 80% of work delivering the last 20% of value we advise you to ignore with the Pareto principle. It would be so much easier to walk away after the primary installation was done, but you probably wouldn't be content to stop short of perfection in this particular instance.

You can think of everything you do in this same way, including your investments in family, career, financial security, healthy lifestyle, and elsewhere at a time when you will be looking for some balance among conflicting demands on your resources. When you are doing well toward some goal, ask yourself if incremental investment there will return the same amount of satisfaction as your initial investment, or should you be looking at another new initiative for large gains in satisfaction? There comes a point where incremental investment in an ongoing initiative gets you nothing appreciably more in results, right in line with the diminishing point of returns concept, so it does not merit much more of your attention. It is at maturity and you need something else to fuel return on investment and satisfaction?

By the way, do you recognize "cash cow" maturity when you see it? The term applies to a product, service, or activity that has reached its peak performance and continues to deliver the

same performance year by year. Razor blades are a good example, where the cash cow is the blade and the shavers are where innovation creates new growth opportunities. In another instance, M&Ms might qualify as a cash cow by giving its company a steady income in one line of chocolate products. But if the company initiates a new chocolate product, its overall chocolate business is likely to grow, resulting in something better than just a cash cow performance. Basic groceries, gasoline, electricity, natural gas, property taxes all might qualify for the moniker “cash cow” from the seller’s perspective.

30. MANAGING RISK

High risk, high reward, right? Low risk, low reward. And everything in between. First of all, if you risk nothing you are doing nothing except surviving. If you are risk insensitive, it is kind of like gambling where the odds are slim that you will achieve the high return you want. If you are risk sensitive, you are not likely to capitalize on reasonable opportunities that might have a possible potential of failure. Most of us fall in the middle with some aversion or tolerance that guides our choices, consciously or not. Here are some techniques to help with risk management in all your initiatives at driving the lifestyle of your choice.

The Portfolio Effect

A Portfolio can help reduce the risk of bad outcomes by distributing the total risk over several simultaneous initiatives at different rates of return. It is widely used in investment strategies to assure a weighted average return over multiple investments. It works as follows:

<u>Portfolio Elements</u>	<u>Investment Dollars</u>	<u>Risk</u>	<u>Forecast ROI</u>	<u>Amount Purchased</u>	<u>Absolute Result</u>
Stock A	\$30	High	10%	30%	\$3.00
Stock B	\$20	Medium	6%	20%	\$1.20
Stock C	\$50	Low	3%	50%	\$1.50
Totals	\$100		5.70% avg	100%	\$5.70

In this example there are three stock alternatives that have 3 probable results; the risk is high, medium, and low for commensurate returns of 10%, 6%, and 3% respectively. We can spread the risk proportionally over the three in different stocks when we buy in accordance with our risk tolerance to provide more assurance of attaining a more dependable result. If we buy 30% in Stock A, 20% in Stock B, and 5% in Stock C with our \$100 investment capital our forecast weighted average performance will be about 5.7%/year, better than Stock C alone, about the same as Stock B, and less than the risky Stock A.

Portfolios can be established in purchases, actions, and even the choices of multisource authoritative information resources. Blend the risks to your risk tolerance criteria and then act accordingly. Portfolios are our friends if we use them.

An ABC Strategy

An ABC strategy is nothing but a portfolio of sequential actions at different risk levels, one in which all effort goes into the A strategy unless it fails, then into the B strategy unless it fails, and lastly into the C strategy. An ABC Strategy can reduce risk with preplanned B and C strategies in case of the decline or failure of the original A or B strategy. An A strategy is the most preferred, a B strategy is a backup to the preferred solution, and a C strategy is for when all else fails in the A and B strategies. Since most strategies have more than one goal you automatically have a portfolio of objectives to work with, each of which can have a B backup and a C crisis action plan for each individual objective. ABC strategies build your confidence that in any given circumstance you have a viable solution.

If you are carrying clothes, tools, water, and such in your car and you have a breakdown, you have a B strategy for a problem that you cannot fix. If your available tools don't get the job done, if your cell phone doesn't work, then you can grab your water, change to hiking boots and walk to the next available service station. If there isn't any help close by, but you have a friend who lives about 5 miles distant, he/she can help you with your C strategy solution.

In lifestyle planning it is best to have at least a B plan, and for some critical objectives a C plan.

Cost Averaging

If the initiative you pursue will have different expenses over time, investing periodically as prices rise or fall averages the expenses for the total initiative. Obviously, if prices are increasing there is some urgency to investing as soon as possible. If prices are in decline, look to be patient before investing to keep costs to a minimum. This will improve return on investment.

By way of example, let's say you invest \$100 in a stock today at 6% return, then \$100 in the same single stock in 90 days at 5% return, and \$100 in the same single stock in 180 days at 4.5% return. You have cost averaged all the stock purchases to \$91.67/stock and the return to 5.17%/year. This is Dollar/Value Cost Averaging. Dollar/Value Cost Averaging would instead wait for the share price to decline to invest, much more in line with investing wisely. Obviously it is best to do \$100 at 6%, \$100 at 6.5%, and \$100 at 7% for a 6.5% average.

PART FIVE

LIFESTYLE DEVELOPMENT

31. LIFESTYLE DEVELOPMENT PROCESSES

As mentioned previously, parts of this complete process are derived from authoritative sources in business, mathematics, psychology, and other disciplines. When we integrate these point solutions with the lifestyle development process, it goes as follows:

- **Determine Who You Are and What You Want**
- **Identify Likes & Wants, Dislikes & Demotivators**
- **Access Strengths, Weaknesses, Opportunities, and Threats (SWOT)**
- **How Do I Determine What I Don't Know? (Johari)**
- **Brainstorm Preferred Interests, Activities, and Relationships**
- **Evaluate Resources and Constraints**
- **Develop Priority Plan Objectives**
- **Experiment, Test, Research, Learn**
- **Integrate Results Into Revised Objectives**
- **Live the Vision Plan**
- **Refresh the Objectives**

32. WHO YOU ARE, WHAT YOU WANT

This book is not here to influence your decisions about what works for you; only you know what is best. It does not advocate one choice over another, it has no position on any given issue, it is not blessed with omniscient foresight, nor can it anticipate your individual unique circumstances. It does present alternatives for you to consider. Your path is yours to determine, and we hope to help you with that.

What are you likely to be happy doing? When are you most miserable? Where would you like to live, what language do you want to speak, what life ways do you want to pursue? What personal desires do you have relative to work, family, children, enlightenment, and fulfillment? You should be able to articulate a good number of these desires clearly and verify that they mesh with the personality testing tool results. Results will detail your objectives, your starting point, and what it will take to achieve your strategic vision. Full page worksheets for all the lifestyle planning procedures are in **WORKSHEETS** appendices; print them for use as needed.

Since lifelong fulfillment is a continuous and repetitive process starting in early adulthood and lasting through retirement, there will be multiple versions of your plan at strategic junctions in your life, like education and career pursuits, marriage, establishing a home, divorce, death, retirement, and the like. **Save your worksheet and other materials for reference**, since you will need them as you go forward. It might be best to establish a file or binder for your materials.

Personality traits, types, styles, and strengths inform you **who you are**. They calibrate your existing self knowledge and recognize core values that temper all further lifestyle developments to come. It improves brainstorming with a fresh appreciation of self. To accomplish this you will need to complete the assessments found in the book and its appendices as follows:

Myers-Briggs Personality Type, tests for 1 primary personality type

1. **Go to <https://openpsychometrics.org/tests/OEJTS/>.** Take the 15 minute test and print it out. Hold it for reference.
2. The Results of the Myers-Briggs Type Test identifies your personality type as ____ (like INTJ). Take notes on the ***numerical scores*** you get as well in case they do not print out well.
3. The Myers-Briggs Personality Type description (like ENTJ=Commander) can be found online at www.personalityperfect.com/dating-the-16-myers-briggs-personality-types/ or in **TOOLS** appendix at the back of the book.
4. **Now, match your Type to Work and Relationships.** Print it out. Hold it for reference.
 - a. <https://www.truity.com/search-careers/personality-type> **matches your Type to Preferred Work.** Print. Hold it for reference.
 - b. <https://www.massmatch.com/MBTI-2.php> **matches your Type to Preferred Relationships.** Print. Hold it for reference.
 - c. Log the results to your Personality Profile Worksheet.

Values Inventory Assessment of Strengths – tests for 24 personality strengths

1. **Go to www.viacharacter.org.** Take the 30 minute test. Print it out! Hold it for reference.
2. The details of your 24 Character Strengths Survey Results can be found online or in **TOOLS** at the back of the book. Print it. Hold it for reference.

3. Prioritize your Character Strengths 1 through 24, with 1 being the highest priority for you.
4. Log the top 5 priority results to your Personality Profile Worksheet.

Three Dimensions of the Good Life, 1 primary type

1. Decide your preference of **Lifestyle Values**. The worksheet for this exercise is in **WORKSHEETS**. Hold for reference.
2. Log the results to your Personality Profile Worksheet.

Dominance, Influence, Steadiness, Compliance (DISC) Personality Type, 1 priority style

1. Go to www.discprofiles.com or www.discpersonalitytesting.com and take the test. Print out the results. Hold for reference.
2. Log the results to your Personality Profile Worksheet.

Risk Tolerance, 1 priority style

1. Take the risk tolerance test at www.investright.org/informed-investing/know-yourself/test-your-risk-tolerance/
2. Decide what your risk tolerance is:
 - a. Low risk and low returns
 - b. Medium risk and medium returns
 - c. Higher risk and higher returns
 - d. Highest risk and highest returns
3. Log the results to your Personality Profile Worksheet.

Having determined who and what you are and logged it to your Personality Profile Worksheet, you are now ready to distill this knowledge into a strategic vision for your life.

Personality Profile Worksheet

Myers-Briggs (1 Type)

_____ - _____

Preferred Work _____

Preferred Relationships _____

Values Inventory Assessment of Strengths (VIA) (Pareto Top 20% of 24)

1. _____
2. _____
3. _____
4. _____
5. _____

My Good Life Dimension (1 Type)

Dominance, Influence, Steadiness, Compliance (DISC) (1 Priority Style)

Risk Tolerance (1 Inclination)

What does your Personality Profile Worksheet say about you? On the career side, if you find your interests more cerebral and quantitative, you might be thinking about mathematics, science, or engineering. If your passion lies in creative endeavors, you might be weighing a life in marketing, communications, or performance art. Do you see a trend? You can use your profiles to determine a group of likely careers and lifestyles from which to choose. Do your initial results ring true? It goes without saying that exact results are not a realistic expectation, but a strong trend and attraction is a very real probability.

Do a sanity check on all the results. Do they have the ring of truth as regards to who you think you are, how you feel, what you hold dear? Do your strengths, styles, DISC, and risk behavior sound right? If that's so, it's great that it reflects you faithfully, at least the Pareto priority 20% that will deliver the 80% of desired results. If not, that is also fine, because we must look for what we can know right now which may be incomplete or in a state of flux. If there are major disconnects with your sense of self, you might want to re-evaluate the initial results this way and make a few changes before we proceed further. If you are satisfied with the recommendations, for now you can proceed with the lifestyle development process directly.

If still not satisfied, you can re-evaluate your initial career results now or defer the re-examination till later when more and better information comes to light during the lifestyle development process. When it is appropriate, here is some guidance on validating career results. Feel free to use your intangibles and your relative weighting of priorities to assist in distilling a group of careers and lifestyles to a manageable few using the Pareto criteria. You can conduct a reality check on your finalist candidates by reading up on what these individual careers and lifestyles do, where they happen, what training and education are required, how long it takes to engage, what resources it may take, and the rewards of such a life. If initial career candidates don't resonate with you, look at a secondary selection and read up on them to determine their appropriate fit. When you finally have a qualified candidate list that you like, you can talk them over with friends, counselors, and people in those particular endeavors to get different perspectives on the career, lifestyle, and your engagement in them.

33. LIKES & WANTS, DISLIKES & DEMOTIVATORS

This is a strategic benchmark on the lifestyle plan details you will develop. To identify motivational components that you value, again focus on what makes you happy, what fulfills you, and what aggravates, demoralizes, and depresses you. These can be in terms of people, processes, activities, and environment, basically anything. On a blank sheet of paper, identify ten in each category. Prioritize the ten with priority 1 being the best of likes/wants and priority 1 being the worst of dislikes/demotivators, and so on. You now have two items in each category that are Pareto priorities, or **two to do, and two to avoid**. Write them into your worksheet. Hold on to this for your records.

LIKE/WANT DISLIKE/DEMOTIVATE WORKSHEET	
<p><u>Likes & Wants</u> <u>In Pareto Order</u></p> <p>1. _____</p> <p>2. _____</p> <p>3. _____</p> <p>4. _____</p> <p>5. _____</p> <p>6. _____</p> <p>7. _____</p> <p>8. _____</p> <p>9. _____</p> <p>10. _____</p>	<p><u>Dislikes & Demotivators</u> <u>In Pareto Order</u></p> <p>1. _____</p> <p>2. _____</p> <p>3. _____</p> <p>4. _____</p> <p>5. _____</p> <p>6. _____</p> <p>7. _____</p> <p>8. _____</p> <p>9. _____</p> <p>10. _____</p>

34. STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT)

The origins of the SWOT analysis technique is credited to **Albert Humphrey**, who led a research project at Stanford University in the 1960s and 1970s using data from many top companies. The goal was to identify why corporate planning failed.
(www.rapidbi.com/swotanalysis)

Let's use this business technique to look for anything strategic that could affect our brainstorm deliberations. Create the SWOT four block pattern on a clean sheet of paper. SWOT dimensions to consider would include health, IQ, financial resources, education, transportation, employment, intuition, emotional control, maturity, people network, knowledge, work experience, self awareness, friends, family, acquaintances, habits, optimism, persistence. Identify five detailed items in each of the four categories on a clean sheet of paper, such as education, money, patience, age, etc. Prioritize the five items in each SWOT category and you will find **one item in each category is your Pareto focus**. This will inform and qualify your brainstorm work which follows. Log this information into your SWOT worksheet. Retain it for records.

THE SWOT WORKSHEET PARETO PRIORITIES

Strengths

1. _____
2. _____
3. _____
4. _____
5. _____
- ... _____

Weaknesses

1. _____
2. _____
3. _____
4. _____
5. _____
- ... _____

Opportunities

1. _____
2. _____
3. _____
4. _____
5. _____
- ... _____

Threats

1. _____
2. _____
3. _____
4. _____
5. _____
- ... _____

35. WHAT I DON'T KNOW

More to the point, it's about **What I Don't Know And Something I Can Do About It**. We all have blind spots in our knowledge and working on those using the Johari Window makes us less ignorant, ineffective, and at risk. What you don't know is strategic and cuts across everything.

The Johari window is a technique designed to help people better understand their relationship with themselves and others. It was created by psychologists Joseph Luft (1916–2014) and Harrington Ingham (1916–1995) in 1955, and is used primarily in self-help groups and corporate settings as a heuristic exercise. Luft and Ingham named their model "Johari" using a combination of their first names. (Wikipedia)

Common knowledge can be something we all share (arena). But, all of us need to interact with others to understand things of which we are ignorant or ill informed (blind spot and unknown). To do this you will need to give reciprocal access to others so they may prosper from the interchange equally (façade). It happens over coffee, in the subway, and in the car going to work and school. It helps to have the outgoing habit, to be a good listener, to deliver cogent information, and to be patient. The unknown to all is tackled by research, reading, engaging authoritative sources, and learning the art of critical thinking. Knocking on the door of unknown is a lifetime pursuit. If you are effective in these endeavors, you will find the information you need to make wise decisions.

- Create the Johari Window Worksheet, a four block pattern on a clean sheet of paper, as follows:
 - 1) things known to you and others (ARENA),
 - 2) things known to you and not to others (FAÇADE),
 - 3) things known to others and not to you (BLIND SPOT), and
 - 4) things unknown to others and to you (UNKNOWN).

- Identify 5 items in each of the four categories of Prioritize the 5 items in each window.
- Prioritize the 5 items in each category. The **number one item in each window** identifies what you need to work on to achieve optimal awareness.

Depending on how you translate who you are and what you want, the Johari Window will identify information you may need to develop to succeed.

A generic example might look like:

Johari Window

		Known to self	Not known to self
Known to others	Known to self	1. My history, family, roots, profession, .. 2. My façade 3. My preferences?	1. How I am perceived in word and deed by others. 2. Resources I might benefit from 3. Information I don't know 4. How others can help me 5. Discontent, stress, ...
		Arena	Blind Spot
Not Known to Others	Not Known to self	1. My current, confidential status 2. My elation, depression, anxiety 3. How others can help and support me 4. My need for change	1. How to develop, prioritize, plan, act, and operate my life for fulfillment. 2. My current self, status, resources 3. Alternative methods to get what I want
		Façade	Unknown

THE JOHARI WINDOW WORKSHEET PARETO PRIORITIES

Known to Self
Known to Others

1. _____
2. _____
3. _____
4. _____
5. _____
- ... _____

ARENA

Not Known to Self
Known to Others

1. _____
2. _____
3. _____
4. _____
5. _____
- ... _____

BLIND SPOT

Known to Self
Not Known to Others

1. _____
2. _____
3. _____
4. _____
5. _____
- ... _____

FACADE

Unknown to Self
Known to Others

1. _____
2. _____
3. _____
4. _____
5. _____
- ... _____

UNKNOWN

36. BRAINSTORM

Brainstorming is a method of generating ideas without limit, constraint, prejudice, judgment, or discussion. The word dates from 1861 to 1945 according to Merriam Webster dictionary. It detours around the human tendency to snap judgment, disagreement, and intellectual conflict. The brainstorming is yours alone to do without reliance on anyone or anything else. As hard as it may be, this is the point at which you must discard your acculturation, indoctrination, peer pressures, prejudices without proof, and listen to your inner voice, your gut, and your intuition. It is alright to feel you know nothing of substance and that your inclinations might be considered unworthy based on criteria you have known up to now. That was then, this is now, so let it go. It is imperative you articulate your vision without censure to get the most insight out of the process.

Set yourself up in a quiet space without interruptions, well rested, and comfortable. Now, imagine up to twenty ideas, activities, possessions, investment, enrichment, or desires that are important to you. No limits, no constraints, no judgments allowed. Ask yourself what will make you the most happy and fulfilled. Write them down on a clean sheet of paper. When you are satisfied, prioritize the items on a scale of 1 to 20, with 1 being the most valued. No time limit is important here, so you can weigh and reweigh the items until you are satisfied. Now we invoke the Pareto Rule and designate the **top 4 items in your list as your focus**. Log this to your Brainstorm worksheet in the left hand column. Keep your brainstorm work and priority designation workup for records; they will come in handy later. Keep the Brainstorm worksheet as well.

Now is a good time to brainstorm a preliminary version of what it would take to deliver on the Top 4 Pareto brainstorm items, the tactical resources, constraints, and timelines necessary to deliver each brainstormed goal. These should be real and definite and follow SMART (Specific, Measurable, Attainable, Relevant, Timely) guidelines as much as possible. Don't fret if resources, timing, and constraints appear beyond you right now, because it is expected for them to take

time, energy, and resources to address even beyond developing this, your first vision of fulfillment. Be realistic in your assessments. Up to 5 resources, constraints, or timelines (RCT) in order of Pareto priority would be appropriate for each idea. Use the same brainstorm and Pareto priority processes from before on a clean workup page to capture your RCTs and transfer your results to the Brainstorm Worksheet. If RCTs seem large but there is lots of time to achieve them, then this probably isn't a disqualifying issue. If RCTs are numerous and diffuse, or the timing is urgent and resources are not, then this could be a valid disqualifier of the idea. Are there any crippling issues at this first estimate, especially in priority 1 or 2 position? For every crippling issue that disqualifies a brainstormed item, replace it with the next brainstormed item in the Pareto priority list if you want. For instance if brainstorm priority #2 is disqualified, put #3 in its place and test its qualification against resources, constraints, and timelines. Do this until you have **4 Pareto priority brainstorm items** that seem reasonable. Log resources, constraints, or timelines results to the right column of the Brainstorm worksheet.

It's reality check time again. How does this brainstorm list feel? Is it consistent with your "knowns" so far? Will it make you happy to achieve these objectives? If you really aren't satisfied with the brainstorm list, take some time off, and decompress; then, do the brainstorm and RCT identifications again.

BRAINSTORM WORKSHEET PARETO PRIORITIES

<u>Priority Brainstorm Ideas (4 of 20)</u>	<u>Resources, Constraints, Timelines</u>
1. _____	1.1 _____ 1.2 _____ 1.3 _____ 1.4 _____ 1.5 _____
2. _____	2.1 _____ 2.2 _____ 2.3 _____ 2.4 _____ 2.5 _____
3. _____	3.1 _____ 3.2 _____ 3.3 _____ 3.4 _____ 3.5 _____
4. _____	4.1 _____ 4.2 _____ 4.3 _____ 4.4 _____ 4.5 _____
5. _____	to be identified if necessary

Now you know better what you want and what it will take to make it happen. You have objectives you value, you have focus, and you have thoughts about how to make it happen. It's time to look at strategic resources and constraints and make a plan.

37. RESOURCES & CONSTRAINTS

On a clean sheet of paper make two columns for **strategic resources and constraints**. In light of the brainstorming just completed, this is an opportunity to strategically evaluate overall resources and constraints. Resources can be money, time, connections, family, friends, scholarships, internships, collegiate and professional degrees, experience, personal capabilities, desire, and so on. A resource you don't have is a constraint. There are other types of constraints to consider like physical limitations, emotional intelligence, enthusiasm, perseverance, know how, and the all important Return on Investment consideration. Anything you think is resource or constraint is legitimate to consider. Identify up to 20 in each category and prioritize them based on importance on a clean sheet of paper. You then create **4 or so Pareto priorities in resources and constraints** with which to work. Transfer these onto your Resources and Constraints worksheet.

RESOURCE & CONSTRAINTS WORKSHEET PARETO PRIORITIES	
<u>Resources</u>	<u>Constraints</u>
1. _____	1. _____
2. _____	2. _____
3. _____	3. _____
4. _____	4. _____
5. _____	5. _____
6. _____	6. _____
7. _____	7. _____
8. _____	8. _____
9. _____	9. _____
10. - 20 included	10. - 20 included

38. PLANNING AND EXECUTION

Now it's time to draft a plan to reach the brainstorm objectives, to confront constraints, to leverage resources, to fill in our lack of experience and knowledge, to experiment, and to refine goals and processes based on the feedback from our initiatives. This can be quick or take a considerable amount of time, whatever is necessary to create a clear and well detailed plan. Your plan may call for more development beyond a preliminary stage to secure the quality specifics you need to turn a plan into action. A modest example is tabled here for reference. The worksheet is in the worksheet appendix.

Steps to follow are:

- **Identify Your Top 4 Objectives** from brainstorming. Log it on your Lifestyle Planning Worksheet.
- **Identify any strategic or tactical constraints** pertaining to the objectives that you developed from Brainstorm RCTs and Resources and Constraints. Log it on your Lifestyle Planning Worksheet.
- **Identify the research, knowledge, and experience required** in detail to support your objectives. If unknown, you will need to investigate these requirements. Log it on your Lifestyle Planning Worksheet.
- **Draft your plan with actions and dates** to reach your objectives. Log it on your Lifestyle Planning Worksheet.
 - Goals should be **SMART** (Specific, Measurable, Attainable, Relevant, Timely). For details, **What Are SMART Goals?**, Rocco, 2018, www.goalsetting.org/smartgoals.
 - Goals should have fallback positions when operating to an **ABC Strategy**.

Here is an example of a plan for skydiving and a PhD during retirement with all the plan components. This model can work for your individual plan development too!

LIFESTYLE PLAN WORKSHEET					
<u>Objectives</u>	<u>Resources</u>	<u>Constraints</u>	<u>Research</u>	<u>Action Plan</u>	<u>Date</u>
1. Skydive	physically fit	training	read up to qualify interest	Graduate Jump School	1/1/2020
	adventuresome	accreditation	talk to jump school and graduates	4 Jumps	4/1/2020
	have car, will travel	\$2,000	(tbd)	10 Jumps	4/1/2021
2. Get a PhD	Consuming Interest?	no time for spouse/children?	Where, What, When, Why, How?	Develop the Plan	1/1/2020
	Friend in the PhD Business?	30 months	Return on Investment?	Apply & Matriculate	5/1/2020
	Working in the field already?	\$30,000	After the degree?	Finish Training, and Engage Work	5/1/2022
3.					
4.					

39. LIVE THE LIFE OF YOUR DREAMS

You have the vision and plan established at this point. Congratulations! Now you have to work the plan to see how your actions generate expected results, mediocre results, or failure. You will practice how to feedback your results to the plan you developed to confirm or deny the plan initiatives being right for your ongoing lifestyle development agenda. If something works, carry on. If it fails, postmortem the results, causes, and effects as it makes sense to you and where it failed to measure up to your expectations. Was your planning at fault, an assumption invalid, or your action inadequate? Fix the plan or keep the plan as is. As actions proceed as planned, progress and momentum will build. You will begin to see how you can reach your goals. Periodically and at the juncture of major life events, it is appropriate to re-evaluate your plan from the bottom up and discard what isn't relevant or workable and to add new initiatives that are now important to you. The process is outlined for you below.

- **Work the Plan**

- Start on one high priority objective, scale up from there to multiple objectives working all at once. If priority #1 is constrained but still important, move to #2 and work that instead for now. Revert to #1 as soon as possible and resolve the constraint. Be flexible and persistent.
- Experiment, Try Things Out, Get Some Coaching, Do Research, Self Educate. Ask an expert, talk to practitioners, read authoritative sources.
- Don't overreact to successes and failures. Have some patience. It's part of the process. If your initial vision feels wrong, rerun the development process again and see if things change to other priorities that you can embrace.
- Be persistent and persevere to generate steady progress. Work your initiatives.
- Celebrate your successes.
- Live and Work the Plans

- **Conduct Progress Checks and Reintegrate Your Plan as Necessary**
 - 3 months after you finish your initial plan, and periodically thereafter
 - Reality Check! Is this making me happy and fulfilled? Does the process work?
 - Things you like, don't like, what to keep, what to drop
 - Write it down! Retain and file for reference.
 - Refocus the plan objectives, strategies, and tactics at whatever stage of the process as needed
- **Reset the Process at any Point**
 - Use the Brainstorm Techniques to Re-evaluate and Re-prioritize Objectives
 - Delete and Add Priority Pareto Objectives as Appropriate
 - Change the Timing of the Priority Pareto Objectives as Required
 - Reset, especially at major life milestones, like marriage, moving, divorce, etc.
 - Reset, when it stalls, hits a point of diminishing returns, or just feels wrong
 - Write it down! Retain the old and new lifestyle plan information and file them for reference later. Your files should contain all your incidental background research as well.

- **Document Your Revisions**

- Use the following feedback table to focus on your progress, evaluations, revisioning, and documenting the changes to your Lifestyle Plan. Save it for files and subsequent additional feedback. Now you truly have a closed loop process between lifestyle development, objectives, pursuits, and revisioning

<p align="center">GENERAL, PERIODIC, AND STRATEGIC FEEDBACK (List, then Pareto Priority)</p>

- | |
|---|
| • |
| • |
| • |
| • |
| • |
| • |
| • |
| • |
| • |
| • |
| • |

<p align="center">SPECIFIC LIFESTYLE PLAN FEEDBACK</p>

<p align="center">Issues with Existing Objectives, Resources, Constraints, Research, and Actions (Pareto Priority The Issues)</p>

1.

Issues:

- | |
|---|
| • |
| • |
| • |
| • |

2.

Issues:

- | |
|---|
| • |
| • |
| • |
| • |

3.

Issues:

- | |
|---|
| • |
| • |
| • |
| • |

4.

Issues:

- | |
|---|
| • |
| • |
| • |
| • |

40. RESEARCH

Research is designed to empower you to develop, plan, and live the life of your dreams. You won't already know everything you need to know. Things will change over time so refreshing your knowledge and vision will be imperative. Research, though a somewhat daunting word, can be an intriguing and captivating exercise as you pursue your interests and see your efforts bear fruit. Your sources may be friends, family, or trusted advisors as you attempt to identify things unknown to you within the Johari windows. Without a doubt authoritative sources in books, libraries, on line, in podcasts, at lectures, and in trainings can figure prominently in your research. Hosted activities in or out of a group format is an interesting alternative. Formal continuing education may be a good fit. You will find the second hand marketplace for authoritative information in books and publications is often quite good. If you need to try on a sport, a hobby, or a possible preferred activity to see if it is right for you, second hand is also a great way to experiment when you are not so sure about your passions.

Your interests are unique to you and should not be sidetracked for reasons of nonconformity, unconventionality, or peer pressure. There is no one right solution for everyone. You will find most authoritative works, information, and research is narrowly defined, useful but limited in scope for our purposes. Often the information you gather may lack insight into application of the information you have gained. The application and integration are your challenge to remain true to your interests.

To repeat, it is not a good idea to rely on just a single authority, rather to engage multiple authorities looking for convergence and validation of their expert information. It may serve your purposes to look at contrarian views as well so your use of the information will be well rounded, informed, and at minimal risk of adherence to false information. The bibliography of this book may help get you started in different disciplines.

For instance, in **Abundance** by Peter Diamandis and Steven Kotler, the authors address the human propensity to focus on negative information at the expense of positive information, and the lack of ready access to current and relevant information of a positive nature in our daily lives.

Because our attention is commanded by our biological “fight or flight” reactions, bad news always trumps good news for our immediate attention; it’s a survival imperative. And since bad news outsells good news, most of the easily available news outlets respond to this imperative by providing mainly bad news. Can you even imagine all the information we are missing? Moreover, can you imagine all the positive results that are being achieved when you look at current performance, among them reductions in illiteracy, poverty, and infant death worldwide, the numbers being well beyond our everyday expectations. And Diamandis and Kotler also introduce us to a future of exponential progress in critical areas that leads to worldwide abundance. So, in keeping with our multiple authoritative and trustworthy resource standards, you can validate much of this same information from 1) **Is the world getting better or worse? A look at the numbers**, Steven Pinker on TED and 2) **Factfulness, Ten Reasons We’re Wrong About the World and Why Things Are Better Than You Think**, Hans Rosling, 2017. Now that is information worth having in one’s own resource portfolio!

41. TESTING BY EXPERIMENT

Try It Out! Whether it is skydiving, fishing, art appreciation, or travel you need to give it a try. Whatever may intrigue you, try it, alone, with a friend, or in a group. After working through the lifestyle development process, how will you know if your vision is valid unless to test it? You should honestly evaluate if it feels right, so don’t let logic or prejudice get in the way. When you experiment, keep expectations realistic and don’t be too attached to the results early on. From here keep what works and discard what you are negative or neutral about. Feedback your experimental findings to your planning and execution process. Try to be patient with how long some things take because you are on a learning curve, and it gets better from here as you work the plan.

42. CLOSED LOOP OPERATIONS

Only you know you, so you own the development process and results. You may be directed to accomplish bits and pieces of the process by formal methods and institutions like school, but this doesn't relieve you of the responsibility for integrating the entire process and vision. It is alright to reach out for consultation and listen to advice, just don't let it overwhelm your preferences. From brainstorming to experimentation to incorporating the results into future initiatives, you will develop goals, test to verify your thinking and feeling, feedback the results, and adjust your vision accordingly. Along the way you may make new friends, you will definitely learn something new, and you will enjoy the results and the sense of progress. You have to work the process. It is iterative, so work it start to finish whenever and for whatever reason you feel it is warranted. Often this is around critical life events like graduations, career decisions, marriage, children, and retirement. It is advisable not to do everything at once because it is frequently just too much to manage. Stay Pareto and time focused to achieve the best results from a narrower set of priorities. Early successes in lifestyle development will demonstrate that the goals you developed validate your vision of the good life. Carry on!

43. THINK OUTSIDE THE BOX

Conventional thinking and planning are fine, but they may not be sufficient to your needs. You need to get comfortable with thinking outside the box. Here are a few radical but effective examples to get you started thinking about creative solutions you can pursue in a lifestyle plan. As an exercise, these initial ideas were developed in about 2 hours online. **These are not recommendations**, rather examples of the questions and answers that can be accessed with research when we keep an open mind. The good news is you can do this too!

The Cost of Children

First off, let's assume you choose marriage and to not go it alone. Married folks save about 25% over singles in cost of living, for rent, food, taxes, cable TV, and phones. The dual income with no kids (DINK) marriage is by far one of the richest lifestyles (TD Ameritrade)

possible. Marrieds start saving earlier and more, so they have more resources overall, and for the rearing children. For details consult **The Cost of Being Married Versus Being Single**, Tom Van Riper, Forbes, July 25, 2006 or **Journal of Marriage and Family**, July 26, 2019.

It is good to have resources, because 17 years of child expenses will total \$233,610 on average, or \$13,742/year in 2021. Expenses break down as 29% for housing, 18% for food, 16% for childcare and education, 15% for transportation, and 9% for healthcare. Add to this average college expenses of \$87,800 (public) to \$199,480 (private) for a 4 year degree and you are pushing \$300,000 to \$500,000 total per child. It is an expensive undertaking. About 60% of millennial parents underestimate the costs and the costs do continue to grow. For details go to **How Much Does It Cost to Raise a Child in America in 2021**, Evangelina Chapkanovska, July 15, 2021, www.spendmenot.com and college expenses at www.investopedia.com.

It's a quick perspective for you to consider if you are interested in the subject.

A Licensed Electrician's Income

What if you decide not to pursue college now or ever? How about a practical profession that never lacks demand? The annual mean wage for electricians from the 2020 US Bureau of Labor Statistics is \$61,550/year, and they are only 1% of the 139M employed in 2020 doing that type of work. The top earnings are around \$80,000/year, and the bottom earnings around \$43,000/year. Best incomes are in NY, AK, IL, HI, NJ, MN, OR, CA, WA, MA. Lowest incomes are in AR, NC, SC, FL, SD, AL, AZ, MS, ID, and NB. A state license is required for most work. For particulars go to www.ziprecruiter and Andrew DePietro at Forbes, November 14, 2019 for more perspectives.

On occasion, I certainly wished I had a paycheck profession to rely on.

Reducing Transportation Costs

Now this lines up nicely with the current interest in reducing carbon emissions and global warming. Annual transportation costs are about \$9826/per year or 17% of the cost of living according to www.statistica.com. AAA Newsroom reports \$9561/year in 2020 based on 5 year 75,000 mile average statistics (newsroom.aaa.com), nominally at \$.6374/mile. How can we reduce this?

Stop driving! Or drive less. How about a bicycle that costs \$250 up front and maybe \$25/year in maintenance? Total cost over 5 years is \$375, after which you can get a new bike! How about an ebike, 70% of which sell for \$600 to \$4000 and require electricity charging at \$29.38/year? Total cost over 5 years for a \$3000 ebike and charges are \$3416.90, about 7% of the equivalent cost of automobile transportation (www.ecocostsavings.com, www.ebikeshq.com). How about monthly mass transit at \$64.60/month on average or a taxi ride of 5 miles for \$17.40/ride? Total cost over 5 years would be very competitive even with individual demand variation taken into account.

But I just can't stop driving! How about all inclusive subscription auto services that run \$400/month to \$3000/month depending your needs and interests? How about a metropolitan BMW service for \$1099/month? Maybe a borrow plan for EVs, available at 3, 6, and 9 month intervals at prices of \$400 to \$500/month (www.joinborrow.com)? More 2021 details can be referenced at www.carinsurancecomparison.com.

This is just the tip of the ice berg in this arena. What do you think?

Up Cycling

I live rural and upcycling is a cherished institution here. I do it because I like to, not because I have to. Maybe it is right for you too? Let's say that because you are handy and hard to please, you want to build a fence, a garden wall, or some outdoor furniture yourself. Everything you see that you can buy in stores or online gives you ideas of what will work, but they will cost a lot of money that could be used better elsewhere. And you would have to install or assemble the purchased product anyway or pay for the assembly service. Have you ever thought of pallets, measuring 48"x40", made of wood? They are made to withstand heavy loads and rough treatment, they are ubiquitous in manufacturing, shipping, and warehousing and they are cheap or free for the taking. Check out www.upcyclethat.com. Just right for the fence you want to build, right? Check out your local sources and go for it.

44. REFRESH YOUR VISION

Hopefully your first plan works as expected for a time. At some point this will change. Something will happen. You will be fired, move to another town, lose a loved one, or encounter declining fortunes along the way. These are probably **strategic inflection points** indicating a re-examination of your last plan is warranted to get back on track. Maybe you just feel a malaise of spirit, say a lagging interest in the results you achieve. You may have reached the **point of diminishing returns** and are **overwhelmed by the white noise** in your life. You need to figure it out, write it down, and come to grips with the reality of the situation and whether it warrants a re-think of the plan. Maybe right now expenses are overcoming income and the plan balance is lost. This can't continue indefinitely. Time to refresh the plan.

You can jump back to any part of the lifestyle planning process to address any part or all of the current plan. Brainstorm if you need to, but more likely you will be in the resource and constraints development arena. Ask yourself if the issue lies in Likes/Dislikes, Resource & Constraints, SWOT, or Lack of Knowledge areas and go there to reevaluate and reset as needed. If the problem is limited, you may need to do some research and re-planning on just that item. For instance, if family goals are being met, but you see income and expenses going out of balance, then concentrate on that. You may need that promotion at work but not if it makes you move across the country. You might have to get your needed promotion by moving to another company in your area. Maybe you can reduce expenses in some fashion? Your spouse might also have something to contribute to income and expenses, so don't plan it alone, right?

If you work the process and weigh the Pareto information deliberately then you should be able to establish a better balance. In the extreme you may find a move cross country beneficial in a number of ways. Or maybe you can just move from operations where you are salaried to sales where there is salary and commissions. There are options from which you can choose. If you do this you are back in balance and working on the revised plan with high expectations of success.

45. YOUR FIRST LIFESTYLE DEVELOPMENT PLAN

The First Personal Lifestyle Development Plan is ideally for every mature student, especially juniors and seniors in college and others of this age grouping. At the end of your senior year in high school and college you will arrive at a strategic inflection point where everything will change for you. You will have received the best of experience, training, and education available from family, teachers, and coaches. You may have some political, religious, civic, or institutional indoctrination as well to consider. You may have a little money saved up, a college degree nearing completion, some idea of what you like, some work experience, and a lot of questions. That's okay, because questions are good, both now and later on.

On the Maslow's Hierarchy of Needs, you are mostly at the base of the pyramid at this point, in search of security, food, a place to live, and the money to make it all work. Maybe some fun too! That is by definition your Pareto focus for a while. You are in early days, the fulfillment of higher levels on the Maslow pyramid will come somewhat later.

That's exactly how it was for me as well. When I graduated high school in the late 1960's, I was fortunate to have a lot of the basic building blocks to build and live a primitive plan. I had a lot of exposure to school events and activities, summer camps, travel, libraries, museums, sports, and different cultures growing up in Texas and New Mexico. I wasn't overly indoctrinated in religion, career, or duty, more of a uninformed recipient of parental and counselor advice. As a junior I attended a National Science Foundation research apprentice program at University of Colorado's Mountain Research Station north of Nederland, CO, where I worked a year later in facilities. I guess I was a geek well before the word came into common usage. I was well traveled by graduation including California, Canada, Georgia, and the Rocky Mountain states. My mother died when I was 17, so, without counseling, grief and confusion reigned for a time. Dad remarried a year later but neither my sisters nor I could embrace a step parent.

Like others, I was at risk to be drafted for the War in Vietnam. I never got the call. I began to be disillusioned and distrust what adults said, values they professed, and the incomprehensible actions they took as individuals, institutions, and governments. It just didn't square with human

rights, forgiveness, acceptance, tolerance, and respect for one's neighbors and the environment that I knew to be important. I was disillusioned.

At the time I didn't have the knowledge of tools and processes as presented in this book, those would happen later with education and experience. So, I departed for college at Southern Methodist University as a confused teen without a clear vision of career, family, income, and geography objectives – only just a notion of learning enough to be able to make good decisions.

Let's return now to your first plan. Your plans can't hinge only on your IQ, grades, education, and training. Without integrating what you do know now with what you don't know now but can learn, you can't create a reliable plan that delivers results you care about. **You don't know what you don't know** either, so the lifestyle development process and data you work with are essential to fill in the unknowns so your plan won't fail or be inefficient. Try out the Johari window exercise using your own perspectives and use these to improve what and how much you know. You probably have a gut instinct for who and what you are, but you do have room for lots of exploration of yourself in psychological terms. You will want to take the psychological profile tests described in the book if you haven't already. You will want to think about your tolerance for risk as well.

Start reading and augment your critical thinking skills. The research topics covered in the book are the starting points that will clue you into income, expenses, economics, business principles, mathematics, and some useful thumb rules relevant to personal development. The bibliography gives you a starting point to expand on this initial information in scope and depth. By way of experiment, it might be smart to read, view, and engage some new information. Maybe you should try setting yourself a modest trial problem or a proposition; then, try doing research to figure what alternatives there are that appeal to you. Practice your factual decision making. Develop confident conclusions from your research. Start asking: "what can I trust", "who can I trust", "what is reliable", "what is biased", and "is it valid for my priority goals"? Share your findings with friends, family, teachers, and experts for their perspectives, which may or may not augment your own insights. Ask recognized authorities.

Finally, work through the Lifestyle Development Processes to gain experience in the project workflow, your personal inclinations, your priority goals, and your action plans for getting to your objectives in light of constraints and resources. A couple of weeks after you have completed this, ask yourself if it still seems right. If so, great! You can work the plan. If not, determine what doesn't fit and re-work this through the part of the process you need to reach a better conclusion.

At the very least, when you are a junior or senior in college, it might be time to initialize or rework your plan once again. Also, if and when you marry, go to graduate school, move, take a career position, and so on. Or whenever you just feel the need. Bon voyage!

46. RENAISSANCE IN RETIREMENT

By 2007 the evolution of Jack's employment in high technology had run its course. Helen was working for an offshore manufacturer with responsibilities in Massachusetts, while Jack still lived and worked out of the Chicago suburbs. Inevitably it seems, conflicts of purpose arose, something that is probably always a risk in dual income no kid families. So Jack and Helen went their separate ways. No fault, no foul. Jack was engaged by an Indian technology company in engineering services, a business that could not be maintained, much less grow, and traveling all the time. He was working hard and not winning much business. And Jack's father was ailing back home in Arizona. His immediate supervisor was a hard charging, 40 something Indian national assigned to the US market, about 20 years his junior in experience. Jack liked his moxy and energy. Difficult though it was, he convinced his boss of the ugly truth of their business and his own personal trials, so his boss could fire Jack for lack of performance against goals that Jack knew they would never achieve and on which Jack could not waste any more of his own personal focus. The company laid off most of his department the following year. Jack's Dad passed less than 12 months later.

Jack put his life in storage and left Illinois for Oklahoma, where he took some time to travel, read, decompress, and write. On a self directed sabbatical, he motorcycled the Columbia Gap and the Tail of the Dragon in Tennessee, and floated the Grand Canyon with a group of friends from Lee's Ferry to Phantom Ranch at Bright Angel Creek, something he had always wanted to do.

After a few months Jack moved on to Fort Collins, Colorado and invested some of his resources in small business consulting training, tools, and networks so he could carry on doing small and medium business development for clients. Jack enjoyed this kind of work in previous endeavors and felt he had a flair for it, especially in sales, marketing, and operations where entrepreneurs were often weak. He had lived the challenges himself during his time at turnarounds and startups in Chicago. He also thought consulting could ease him into a retirement in three to five years down the line. Boy, was Jack wrong! He ran head long into the economic crisis of 2007-2008. As a result, no small or medium business owner was going to spend anything to improve his or her business even though they desperately needed the help. Owners chose instead to hold everything as it was until things returned to normal. No sale, thank you very much Jack! After 18 months of diligent market development it was clear to Jack there would be no change for a long time coming. There was some upside in this though, because he had networked with lots of product, service, and consulting providers residing in Northern Colorado, people who had insight on the local economy. Jack would never forget, that it was one of them who after talking the situation over, said, "why don't you retire"? He missed the strategic wisdom of that comment from someone who knew him only to realize his oversight later. It would cost Jack another 2 years before it became a reality.

In the interim, Jack did a bit of retail employment for a while only to find that his tolerance for it and their tolerance for him were lacking and temporary at best. So at 58 years old, Jack was essentially unemployable, three times divorced, unencumbered, and dislocated. If that isn't a challenge he didn't know what was! And he wasn't the only one in such a state; his contemporaries were living in similar circumstances. Jack just couldn't see retiring yet. It was a strong habit, a way of life, and a mindset he couldn't shake and it would cost a bit more by the time he reached a reluctant acceptance. So, Jack chose to decompress, travel, and clear his head

for a year. He still had resources. He was healthy. He would survive. But mere survival wasn't going to be enough for him.

Jack sensed he could use all the techniques he had been taught and used to such great effect for business and career to chart a new course for his life, and that is exactly what he did. So Jack asked himself the questions about who Jack was, what could make him happy, what he wanted to do, where to do it all, how to do it, and so on. Jack took all the personality tests. He conducted financial research on western states, like cost of living, taxes, and employment. He investigated lifestyles in the various states. And Jack answered critical questions like, "if not here, then where", "if not now, then when", "where can one escape white noise", "who honors seniors", and "how much is enough". He got savvy about time to satisfaction so he would enjoy results before he was too old to care.

He did the brainstorming and Pareto focus work. And Jack experimented with some measure of abandon. He worked at a country club, volunteered his services, helped his neighbors, implemented Little Free Libraries in his town, and worked on civic boards, town councils, and at the local junior college. Along the way he was hired, fired, quit jobs, and had done work without remuneration. There were successes and disappointments, but Jack had learned what he needed to know to continue on towards fulfillment.

PART SIX
IN CONCLUSION

47. THE CALL TO ACTION

You now have the basic information, tools, and process to develop and execute your lifestyle preferences. When it is warranted, you can always improve things in scope, depth, and timing as you develop and redevelop your plans and actions. After ten days of leisure, it is usually best to rework your initial lifestyle development plan again in a quiet place so as to validate and refine your initial solutions. Keep working the ongoing process throughout your entire life. You can pass it on to a friend in need. You can master your vision of a fulfilling life. Congratulations!

One of the things I'm very glad I did was to share my process and insights with my fellow seniors courtesy of the local junior college. An overview of *Renaissance in Retirement* was presented to them, and based on subsequent demand, a hands on workshop was conducted for seniors like myself who had "lost their way". You are holding all that information and more in your hands right now. Moreover, *Renaissance in Retirement* confirmed in the strongest possible terms the importance of having a personal methodology for change that delivers happiness and fulfillment. Sharing your goals, insights, and process with others only improves your own lifestyle vision.

The only way to fail at Lifelong Fulfillment is to do nothing. The total process can be reduced to incremental use, it can be segregated by your personal focus, and it can contribute to priority point solutions. When you have more experience with the processes, more comprehensive performance is possible. Initially your solutions will be lower on the Maslow's Hierarchy of Need, narrower, and more focused. Later on your solutions will be built on your successes and with a focus on the top of pyramid priorities of self actualization. However you choose to implement Lifelong Fulfillment, it will deliver more certain results than you can possibly achieve with blind faith, impulsive trial and error, or passive acquiescence.

If you care to let me know how your quest for **Lifelong Fulfillment** goes, drop me a line. I appreciate any feedback you care to provide. Here's wishing you the best of luck!

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Thanks you, one and all!

WORKSHEETS

THREE DIMENSIONS OF THE GOOD LIFE

	<u>Happy</u>	<u>Score</u>	<u>Meaningful</u>	<u>Score</u>	<u>Rich</u>	<u>Score</u>
Key Features	Comfort		Significance		Variety	
	Joy		Purpose		Interest	
	Security		Coherence		Perspective Change	
Facilitators	Money		Moral Principles		Curiosity	
	Time		Consistency		Time	
	Relationships		Relationships		Energy	
	Positive Mindset		Religiosity		Spontaneity	
Outcomes	Personal Satisfaction		Societal Contribution		Wisdom	
Measurement	Life Satisfaction		Meaning in Life		Psychologically Rich Life	
	Positive Affect		Subjective Meaning		Psychologically Rich Experience	
TOTALS						

Name: _____

Date: _____

A worksheet to determine preferences for Happy, Meaningful, and Rich lifestyles. **A Psychologically Rich Life: Beyond Happiness and Meaning**, Shigehiro Oishi, UVA, and Erin C. Westgate, UF. Score 1 (lowest) to 10 (highest) for each feature, facilitator, outcome, and measurement. High features, outcomes, and measurement, with modest facilitators is not uncommon.

THE INCOME STATEMENT WORKSHEET

<u>Statement Category</u>	<u>Amount (\$/Yr)</u>	<u>Comment*</u>	<u>US BM+</u>
Employment Income		Gross Wages + Commissions	
Investment Income		Avg. of Portfolio	
Self Employment Income		Outside work.	
Gifts, Trusts		When paid.	
Inheritance		When paid.	
TOTAL INCOME			
Health Insurance		\$s Emplr contributes	
Other			
Profit Sharing		When/How?	
Vacation/Sick/PTO		Inc in Emp Income?	
TOTAL BENEFITS		30% of Emp Income?	
401K Investments			
Cash & Incidentals			4%
Clothes			2.5%
Entertainment			5%
Food			12.7%
Insurance–Health, Auto, Home.....		Health at/out of Emp	12.5%
Medical/Dental			9%
Rent/Mortgage			37%
Taxes – US, State, Local		28% of Emp Inc is the US Mean. Your tax?	
Transportation			17%
Utilities- gas, electric, internet, cable,			10%
TOTAL EXPENSES			
NET DISPOSABLE INCOME		Total Income – Total Expenses	20%????
PLUS BENEFITS		NDI + BENEFITS	

Name: _____ Date: _____

Example Personal Income Statement Worksheet

*notes on employment occupation, investment/gift/trust/inheritance details,

+US Benchmarks: % of income for family of 4

???? – the PayPal benchmark

PERSONALITY PROFILE WORKSHEET

Myers-Briggs (1 Type)

Preferred Work _____

Preferred Relationships _____

Values Inventory Assessment of Strengths (VIA) (Pareto Top 20% of 24)

1. _____
2. _____
3. _____
4. _____
5. _____

My Good Life Dimension (1 Type)

Dominance, Influence, Steadiness, Compliance (DISC) (1 Priority Style)

Risk Tolerance (1 Inclination)

Name: _____

Date: _____

**LIKE/WANT & DISLIKE/DEMOTIVATE WORKSHEET
PARETO PRIORITIES**

**Likes & Wants
In Pareto Order**

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

**Dislikes & Demotivators
In Pareto Order**

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Name: _____

Date: _____

**STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (SWOT) WORKSHEET
PARETO PRIORITIES**

Strengths

1. _____
2. _____
3. _____
4. _____
5. _____
- ... _____

Weaknesses

1. _____
2. _____
3. _____
4. _____
5. _____
- ... _____

Opportunities

1. _____
2. _____
3. _____
4. _____
5. _____
- ... _____

Threats

1. _____
2. _____
3. _____
4. _____
5. _____
- ... _____

Name: _____

Date: _____

THE JOHARI WINDOW WORKSHEET PARETO PRIORITIES

Known to Self
Known to Others

1. _____
2. _____
3. _____
4. _____
5. _____
- ... _____

ARENA

Not Known to Self
Known to Others

1. _____
2. _____
3. _____
4. _____
5. _____
- ... _____

BLIND SPOT

Known to Self
Not Known to Others

1. _____
2. _____
3. _____
4. _____
5. _____
- ... _____

FACADE

Unknown to Self
Known to Others

1. _____
2. _____
3. _____
4. _____
5. _____
- ... _____

UNKNOWN

Name: _____

Date: _____

BRAINSTORM WORKSHEET PARETO PRIORITIES

Priority Brainstorm Ideas (4 of 20)

1. _____

2. _____

3. _____

4. _____

5. _____

Resources, Constraints, Timelines

1.1 _____

1.2 _____

1.3 _____

1.4 _____

1.5 _____

2.1 _____

2.2 _____

2.3 _____

2.4 _____

2.5 _____

3.1 _____

3.2 _____

3.3 _____

3.4 _____

3.5 _____

4.1 _____

4.2 _____

4.4 _____

4.4 _____

4.5 _____

to be identified if necessary

Name: _____

Date: _____

RESOURCE & CONSTRAINTS WORKSHEET
PARETO PRIORITIES

Resources

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____
13. _____
14. _____
15. _____
16. _____
17. _____
18. _____
19. _____
20. _____

Constraints

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____
13. _____
14. _____
15. _____
16. _____
17. _____
18. _____
19. _____
20. _____

Name: _____

Date: _____

LIFESTYLE PLAN WORKSHEET

<u>Objectives</u>	<u>Resources</u>	<u>Constraints</u>	<u>Research</u>	<u>Action Plan</u>	<u>Date</u>
1.					
2.					
3.					
4.					

Name: _____ Date: _____

GENERAL, PERIODIC, AND STRATEGIC FEEDBACK
(List, then Pareto Priority)

-
-
-
-
-
-
-
-
-
-

SPECIFIC LIFESTYLE PLAN FEEDBACK

Issues with Existing Objectives, Resources, Constraints, Research, and Actions
(Pareto Priority The Issues)

1.

Issues:

-
-
-
-

2.

Issues:

-
-
-
-

3.

Issues:

-
-
-
-

4.

Issues:

-
-
-
-

Name: _____

Date: _____

TOOLS

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- **MYERS-BRIGGS TYPE INDICATOR (MBTI)**, www.typelogic.com, www.truity.com
 - **The Healer, INFPs** are imaginative idealists, guided by their own core values and beliefs. To a Healer, possibilities are paramount; the realism of the moment is only of passing concern. They see potential for a better future, and pursue truth and meaning with their own flair.
 - **The Mastermind, INTJs** are analytical problem-solvers, eager to improve systems and processes with their innovative ideas. They have a talent for seeing possibilities for improvement, whether at work, at home, or in themselves.
 - **The Counselor, INFJs** are creative nurturers with a strong sense of personal integrity and a drive to help others realize their potential. Creative and dedicated, they have a talent for helping others with original solutions to their personal challenges.

- **The Architect, INTPs** are philosophical innovators, fascinated by logical analysis, systems, and design. They are preoccupied with theory, and search for the universal law behind everything they see. They want to understand the unifying themes of life, in all their complexity.
- **The Champion, ENFPs** are people-centered creators with a focus on possibilities and a contagious enthusiasm for new ideas, people and activities. Energetic, warm, and passionate, ENFPs love to help other people explore their creative potential.
- **The Commander, ENTJs** are strategic leaders, motivated to organize change. They are quick to see inefficiency and conceptualize new solutions, and enjoy developing long-range plans to accomplish their vision. They excel at logical reasoning and are usually articulate and quick-witted.
- **The Visionary, ENTPs** are inspired innovators, motivated to find new solutions to intellectually challenging problems. They are curious and clever, and seek to comprehend the people, systems, and principles that surround them.
- **The Teacher, ENFJs** are idealist organizers, driven to implement their vision of what is best for humanity. They often act as catalysts for human growth because of their ability to see potential in other people and their charisma in persuading others to their ideas.
- **The Protector, ISFJs** are industrious caretakers, loyal to traditions and organizations. They are practical, compassionate, and caring, and are motivated to provide for others and protect them from the perils of life.
- **The Composer, ISFPs** are gentle caretakers who live in the present moment and enjoy their surroundings with cheerful, low-key enthusiasm. They are flexible and spontaneous, and like to go with the flow to enjoy what life has to offer.
- **The Inspector, ISTJs** are responsible organizers, driven to create and enforce order within systems and institutions. They are neat and orderly, inside and out, and tend to have a procedure for everything they do.
- **The Craftsperson, ISTPs** are observant artisans with an understanding of mechanics and an interest in troubleshooting. They approach their environments with a flexible logic, looking for practical solutions to the problems at hand.
- **The Provider, ESFJs** are conscientious helpers, sensitive to the needs of others and energetically dedicated to their responsibilities. They are highly attuned to their emotional environment and attentive to both the feelings of others and the perception others have of them.
- **The Performer, ESFPs** are vivacious entertainers who charm and engage those around them. They are spontaneous, energetic, and fun-loving, and take pleasure in the things around them: food, clothes, nature, animals, and especially people.
- **The Supervisor, ESTJs** are hardworking traditionalists, eager to take charge in organizing projects and people. Orderly, rule-abiding, and conscientious, ESTJs like to get things done, and tend to go about projects in a systematic, methodical way.
- **The Dynamo, ESTPs** are energetic thrill seekers who are at their best when putting out fires, whether literal or metaphorical. They bring a sense of dynamic energy to their interactions with others and the world around them.

<u>JMB Personality Type</u>		<u>% Pop</u>	<u>Priority Personality Preferences</u>
INFP	The Healer	4.4%	ENFP, INFP, ENFJ, INFJ (16.5% pop)
INTJ	The Mastermind	2.1%	ESTJ, INTJ, ISTP, ENTJ (18% pop)
INFJ	The Counselor	1.5%	ENTP, ENFP, INFJ, INFP, ENFJ (19.7% pop)
INTP	The Architect	3.3%	ENTP, INTP, INTJ (8.6% pop)
ENFP	The Champion	8.1%	INFJ, INFP, ENFJ, ENFP, ESFJ (29% pop)
ENTJ	The Commander	1.8%	ESTJ, ISTP, ENTJ, ENFJ, INTJ (20.5% pop)
ENTP	The Visionary	3.2%	ENTP, INTP, INFJ (8% pop)
ENFJ	The Teacher	2.5%	ISFJ, ENFJ, ENTJ, INFJ, ENFP, INFP (32%..)
ISFJ	The Protector	13.8%	ISFJ, ENFJ, ESTJ (25%...)
ISFP	The Composer	8.8%	ESFP, ISFP (17.3%..)
ISTJ	The Inspector	11.6%	ESTJ, ISTJ, INTJ, ISTP, ESTP (32.1%..)
ISTP	The Craftsperson	5.4%	ESTJ, ISTJ, ENTJ, ESTP (26.4%..)
ESFJ	The Provider	12.3%	ESTJ, ENFP (16.8%..)
ESFP	The Performer	8.5%	ESTP, ISFP (13.1%..)
ESTJ	The Supervisor	8.7%	ISTJ, ESFJ, ISFJ, ENTJ, INTJ, ISTP (44.9%..)
ESTP	The Dynamo	4.3%	ISTJ, ESTP, ISTP, ESFP (29.8%..)

- **On Other Personality Assessments**, www.openpsychometrics.org
- **Values Inventory Assessment of Strengths**, www.viacharacter.org
 - **Appreciation of Beauty & Excellence** Noticing and appreciating beauty, excellence, and/or skilled performance in various domains of life, from nature to art to mathematics to science to everyday experience. VIRTUE CATEGORY: TRANSCENDENCE
 - **Bravery** Not shrinking from threat, challenge, difficulty, or pain; speaking up for what's right even if there's opposition; acting on convictions even if unpopular; includes physical bravery but is not limited to it. VIRTUE CATEGORY: COURAGE
 - **Creativity** Thinking of novel and productive ways to conceptualize and do things; includes artistic achievement but is not limited to it. VIRTUE CATEGORY: WISDOM
 - **Curiosity** Taking an interest in ongoing experience for its own sake; finding subjects and topics fascinating; exploring and discovering. VIRTUE CATEGORY: WISDOM
 - **Fairness** Treating all people the same according to notions of fairness and justice; not letting feelings bias decisions about others; giving everyone a fair chance. VIRTUE CATEGORY: JUSTICE
 - **Forgiveness** Forgiving those who have done wrong; accepting others' shortcomings; giving people a second chance; not being vengeful. VIRTUE CATEGORY: TEMPERANCE
 - **Gratitude** Being aware of and thankful for the good things that happen; taking time to express thanks. VIRTUE CATEGORY: TRANSCENDENCE
 - **Honesty** Speaking the truth but more broadly presenting oneself in a genuine way and acting in a sincere way; being without pretense; taking responsibility for one's feelings and actions. VIRTUE CATEGORY: COURAGE
 - **Hope** Expecting the best in the future and working to achieve it; believing that a good future is something that can be brought about. VIRTUE CATEGORY: TRANSCENDENCE
 - **Humility** Letting one's accomplishments speak for themselves; not regarding oneself as more special than one is. VIRTUE CATEGORY: TEMPERANCE
 - **Humor** Liking to laugh and tease; bringing smiles to other people; seeing the light side; making (not necessarily telling) jokes. VIRTUE CATEGORY: TRANSCENDENCE

- **Judgment** Thinking things through and examining them from all sides; not jumping to conclusions; being able to change one's mind in light of evidence; weighing all evidence fairly. VIRTUE CATEGORY: WISDOM
- **Kindness** Doing favors and good deeds for others; helping them; taking care of them. VIRTUE CATEGORY: HUMANITY
- **Leadership** Encouraging a group of which one is a member to get things done and at the same time maintain good relations within the group; organizing group activities and seeing that they happen. VIRTUE CATEGORY: JUSTICE
- **Love of learning** Mastering new skills, topics, and bodies of knowledge, whether on one's own or formally; related to the strength of curiosity but goes beyond it to describe the tendency to add systematically to what one knows. VIRTUE CATEGORY: WISDOM
- **Love** Valuing close relations with others, in particular those in which sharing & caring are reciprocated; being close to people. VIRTUE CATEGORY: HUMANITY
- **Perseverance** Finishing what one starts; persevering in a course of action in spite of obstacles; “getting it out the door”; taking pleasure in completing tasks. VIRTUE CATEGORY: COURAGE
- **Perspective** Being able to provide wise counsel to others; having ways of looking at the world that make sense to oneself/others. VIRTUE CATEGORY: WISDOM
- **Prudence** Being careful about one's choices; not taking undue risks; not saying or doing things that might later be regretted. VIRTUE CATEGORY: TEMPERANCE
- **Self-Regulation** Regulating what one feels and does; being disciplined; controlling one's appetites and emotions. VIRTUE CATEGORY: TEMPERANCE
- **Social intelligence** Being aware of the motives/feelings of others and oneself; knowing what to do to fit into different social situations; knowing what makes other people tick. VIRTUE CATEGORY: HUMANITY
- **Spirituality** Having coherent beliefs about the higher purpose and meaning of the universe; knowing where one fits within the larger scheme; having beliefs about the meaning of life that shape conduct and provide comfort. VIRTUE CATEGORY: TRANSCENDENCE
- **Teamwork** Working well as a member of a group or team; being loyal to the group; doing one's share. VIRTUE CATEGORY: JUSTICE
- **Zest** Approaching life with excitement and energy; not doing things halfway or halfheartedly; living life as an adventure; feeling alive and activated. VIRTUE CATEGORY: COURAGE

<u>Virtues</u>	<u>Strengths</u>
Transcendence	Hope
Transcendence	Appreciation of Beauty and Excellence
Transcendence	Spirituality
Transcendence	Gratitude
Transcendence	Humor
Wisdom	Creativity
Wisdom	Judgment
Wisdom	Perspective
Wisdom	Love of Learning
Wisdom	Curiosity
Courage	Perseverance
Courage	Zest
Courage	Bravery
Courage	Honesty
Humanity	Love
Humanity	Kindness
Humanity	Social Intelligence
Justice	Fairness
Justice	Leadership
Justice	Teamwork
Temperance	Prudence
Temperance	Self-Regulation
Temperance	Forgiveness
Temperance	Humility

- **Renaissance in Retirement**, Jim Boswell, November 2019 @Creative Aging, Inc, ENMU Ruidoso, NM. “You Can Energize Your Life in Retirement! This workshop will coach you through the tools and processes to develop your vision for a fulfilling retirement and show you how to achieve your individual goals. Following Renaissance in Retirement principles, this is a “hands on”, interactive workshop in which you will establish you own personal plans for immediate implementation.”

RECOMMENDED READING

PSYCHOLOGY

- **13 Things Mentally Strong People Don't Do**, Amy Morin, 2014
- **Adversity Quotient**, Paul Stolz, 2000, www.peaklearning.com
- **Assessment of Adult Personality**, Lewis Aiken PhD, 1997
- **Authentic Happiness, Using the New Positive Psychology to Realize Your Potential for Lasting Fulfillment**, Martin Seligman, PhD, 2002
- **Conversations With God**, Neal Walsch, 1996
- **Finding Meaning In the Second Half of Life, How to Finally Really Grow Up**, James Hollis, 2005
- **Forgive For Good**, Fred Luskin, 2003
- **Getting the Love You Want**, Harville Hendrix, 1988
- **Grit**, Angela Duckworth, 2016
- **How Can I Get Through To You**, Terrence Real, 2002
- **How to turn grit into a lifelong habit** – Angela Duckworth, a TED Business Podcast
- **I Don't Want To Talk About It**, Terrence Real, 1997
- **Learning Curve: Definition, Theory (Graphs), and Examples**, 2021, Katherine Quan, www.gettingpeoplerright.com
- **Living Without A Goal**, James Ogilvy, 1995
- **Management Theory: X, Y, Z and Maslow**, Scott Byorum, 2015, www.static1.squarespace.com
- **Many Lives Many Masters**, Brian Weiss, 1988
- **Men Are From Mars, Women Are From Venus**, John Gray, 1992
- **Mindset, The New Psychology of Success, How We Can Learn to Fulfill Our Potential**, Carol Dweck PhD, 2006
- **Mindware, Tools for Smart Thinking**, Richard Nisbett, 2015
- **Outliers**, Malcolm Gladwell, 2008
- On 360-Degree Feedback, www.360-degreefeedback.com
- On 40 Developmental Assets, www.search-institute.org/assets/
- On Common Careers for Personality Types, www.personalitypage.com/careers.html
- On Herrmann Brain Dominance Instrument, www.hbdi.com
- On Human Synergistics, www.humansyn.com
- On Keirsey Temperament Sorter, www.wilderdom.com/personality/personalityLinks.html#Keirsey
- On Maslow's Hierarchy of Needs, www.wikipedia.org
- On Stages of Change Model, Prochaska and DiClemente, www.prochange.com
- On Team Management Profile (TMP), www.tms.com.au
- On Team Management Systems, Margerison & McCann, www.tms.com.au
- On Transaction Analysis, Parent-Child Interactions, Eric Berne, www.simplypsychology.org
- **Originals**, Adam Grant, 2016
- **Passages**, Gail Sheehy, 1974
- **Perspective-changing experiences, good or bad, can lead to richer lives**, Sujata Gupta, Science News, 2021
- **Please Understand Me, Character & Temperament Types**, David Keirsey & Marilyn Bates, 1978
- **Power VS Force**, David R. Hawkins, 1994
- **Predictably Irrational**, Dan Ariely, 2008
- **Range, Why Generalists Triumph In A Specialized World**, David Epstein, 2019
- **Rebuilding, When Your Relationship Ends**, Bruce Fisher, 1981

- **Refire! Don't Retire**, Ken Blanchard and Morton Shaevitz, 2015
- **Social Cognition and Emotion Lab**, Erin C. Westgate, University of Florida, <https://doi.org/10.1037/rev0000317>, www.erinwestgate.com
- **Swamplands of the Soul, New Life in Dismal Places**, James Hollis, 1996
- **The Advanced Personality Test & Career Report**, www.careerplanner.com/AdvancedPersonalityTypeCareerReport.cfm
- **The Best Jobs For Every Personality Type**, www.businessinsider.com/best-jobs-for-every-personality-2014-9
- **The Change Cycle: The Secret to Getting Through Life's Difficult Changes**, Lillie Brock, Mary Ann Salerno, 1994
- **The Eye of The I: From Which Nothing Is Hidden**, David Hawkins, 2001
- **The Five Love Languages**, Gary Chapman, 1992
- **The Four Agreements, A Toltec Wisdom Book**, Don Miguel Ruiz, 1997
- **The Middle Passage, From Misery to Meaning in Midlife**, James Hollis, 1993
- **The Power of Now, A Guide to Spiritual Enlightenment**, Eckhart Tolle, 1997
- **The Truth About You**, Arthur Miller & Ralph Mattson, 1977
- **The Undoing Project**, Michael Lewis, 2017
- **The unexpected habits of original thinkers**, Adam Grant, a TED Business Podcast
- **Think Again**, Adam Grant, 2021
- **True Colors - Training that makes a Good team Great!**, www.truecolorsworkshops.com/shop/
- **Understanding the Enneagram, The Practical Guide to Personality Types**, Don Riso, 1990
- **What Color is Your Parachute?**, Richard Bolles, 2016
- **What Makes You Not a Buddhist**, Dzongsar Jamyang Khyentse, 2007
- **Why Men Don't Iron**, Anne & Bill Moir, 1999

HISTORY

- **A People's History of the United States**, Howard Zinn, 2015
- **Blowout**, Rachel Maddow, 2019
- **Boomerang**, Michael Lewis, 2011
- **Connections**, James Burke, 1978, on YouTube
- **Drift, The Unmooring of American Military Power**, Rachael Maddow, 2012
- **Guns, Germs, and Steel, The Fates of Human Societies**, Jared Diamond, 1997
- **Nothing Like It In The World, The Men Who Built The Transcontinental Railroad 1863-1869**, Stephen E. Ambrose, 2000
- **Rocky Mountain Warden**, Frank Calkins, 1971
- **Samurai William, The Englishman Who Opened Japan**, Giles Milton, 2002
- **Tailspin, The People and Forces Behind America's Fifty Year Fall**, Steven Brill, 2018
- **The Big Score**, Michael Malone, 1985
- **The Innovators**, Walter Isaacson, 2015
- **The Man Who Walked Through Time**, Colin Fletcher, 1968.

BUSINESS AND ECONOMICS

- **Abundance**, Peter Diamandis and Steven Kotler, 2012
- **A Field Guide to Lies**, Daniel Levitin, 2016
- **Aftershock**, Robert Reich, 2010, on YouTube
- **Basic Economics**, Thomas Sowell, 2014
- **Bull By the Horns**, Sheila Bain

- **Carpe Manana**, Peter Pritchett, www.pritchett.net/product/carpe-manana
- **Differentiate or Die**, Jack Trout, 2020, on YouTube
- **Effective Negotiating**, Chester L. Karrass, 1998
- **Evil Geniuses**, Kurt Andersen, 2020
- **Learning Curve: Definition, Theory (Graphs), and Examples**, 2021, Katherine Quan, www.gettingpeopleright.com
- **Naked Economics, Undress the Dismal Science**, Charles Wheelan, 2010
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- On Negotiating, www.karrass.com
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- **Reckless Endangerment**, Grechen Morgenson & Joshua Rosner, 2011
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- **The Complete MBA for Dummies**, Kathleen Allen & Peter Economy, 2011
- **The Counselor Seller**, Wilson Learning, www.global.wilsonlearning.com
- **The Employee Handbook for Organizational Change**, Price Pritchett & Ron Pound, 1990
- **The Millionaire Next Door**, Thomas Stanley, William Danko, 2000
- **The Paradox of Choice: Why More is Less**, Barry Schwartz, 2009, and on TED
- **The Seven Habits of Highly Effective People**, Steven Covey, 1989
- **Weapons of Math Destruction, How Big Data Increases Inequality and Threatens Democracy**, Cathy O'Neil, 2016
- **Why the secret to success is setting the right goals**, John Doerr, 2018, on TED and YouTube

PERSONAL DEVELOPMENT

- **13 Things Mentally Strong People Don't Do**, Amy Morin, 2014
- **360-Degree Feedback**, www.360-degreefeedback.com
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- **Move from Striving to Thriving**, The Positive Psychology Workbook for Challenging Times, Bruce Smith, 2021
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- **Nudge, Improving Decisions About Health, Wealth, and Happiness**, Richard Thaler and Cass Sunstein, 2008
- **On Gleicher's Formula for Change**, Richard Beckhard and David Gleicher
- **Personal Profile System (DISC)**, Performax Systems International, Inc., <https://internalchange.com/wp-content/uploads/PPSMOPO-232.pdf>
- **Situational Leadership**, Leadership Studies, Inc., Ken Blanchard, www.kenblanchard.com
- **Stupid Things I Won't Do When I Get Old**, Steven Petrow, 2021
- **Team Management Systems & Profile** - Margerison & McCann, www.tms.com.au
- **The Advanced Personality Test & Career Report**, www.careerplanner.com/AdvancedPersonalityTypeCareerReport.cfm
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- **How Not to Be Wrong**, The Power of Mathematical Thinking, Jordan Ellenberg, 2014
- **Digging Into the Past, An Autobiography**, Edwin H. Colbert, 1989
- **Faster Than The Speed of Light**, Joao Magueijso, 2003
- **For the Love of Physics**, Walter Lewin, 2011
- **Lost In Math, How Beauty Leads Physics Astray**, Sabine Hossenfelder, 2018
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- **Naked Statistics, Stripping the Dread from the Data**, Charles Wheelan, 2013
- On learning interactively online, www.brilliant.org
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- On science intersections with life, www.edge.org
- **Physics For Future Presidents**, Richard Muller, 2008
- **The Fellowship**, Gilbert, Bacon, Harvey, Wren, Newton and the Story of a Scientific Revolution, John Gribben, 2007
- **The High Frontier: Human Colonies in Space**, Gerard K. O'Neill, 1977
- **The Population Bomb**, Population/Resources/Environment, Paul R. Ehrlich, 1968
- **The Seven Daughters of Eve**, Bryan Sykes, 2001
- **The World Without Us**, Alan Weisman, 2007
- **Virus Hunter, Thirty Years Battling Hot Viruses Around the World**, C. J. Peters and Mark Olshaker, 1997
- **Why Things Break**, Mark Eberhart, 2003

CONTRARIAN VIEWS

- **Confessions of An Economic Hitman**, John Perkins, 2016
- **Essentialism**, Greg McKeown, 2014
- **Evil Geniuses, The Unmaking of America**, Kurt Andersen, 2020
- **Digital Minimalism**, Cal Newport, 2019
- **Hegemony or Survival**, Noam Chomsky, 2003
- **Hormegeddon, How Too Much of A Good Thing Leads to Disaster**, Bill Bonner, 2014
- **Ishmael**, Daniel Quinn, 1992
- **Myths, Lies, and Downright Stupidity**, John Stossel , 2006
- **On Behavioral Economics**, www.behavioraleconomics.com
- **On Finance, Business, Government**, Frontline
- **On Leading Edge Current Events**, www.ted.com
- **Rule By Secrecy**, Jim Marrs, 2000
- **Survival With Style**, Bradford Angier, 1972
- **The Decline of Men**, Guy Garcia, 2008
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- **The Monkey Wrench Gang**, Edward Abbey, 1975
- **The Pinball Effect**, James Burke, 1996
- **The Story of B**, Daniel Quinn, 1996
- **Weapons of Math Destruction**, Cathy O’Neil, 2016
- **Why Democracies Fail** - Louis Paquette,
www.ted.com/talks?sort=newest&topics%5B%5D=behavioral+economics

RETIREMENT

- **Age Power, How the 21st Century Will be Ruled by the New Old**, Ken Dychtwald, PhD, 1999
- **Life Reimagined, Discovering Your New Life Possibilities**, Richard Leider and Alan Webber, 2013
- **Retire and Thrive**, Robert Otterbourg, 1999
- **Understanding Men’s Passages, Discovering the New Map of Men’s Lives**, Gail Sheehy, 1998

BIOGRAPHY

After stints in US Navy submarines, semiconductors, electronics, and consulting, Jim Boswell retired to an active lifestyle with his wife in rural New Mexico. Along the way, he acquired a BS, MBA, AInstIB and AAG consulting certifications, and the requisite expertise and experience for this treatise, an unfailing interest in the future, and a compulsion to live with purpose. As a charter member of the lunatic fringe, welcome to his vision!

This Is The Real Deal!

Everyone deserves the greatest of personal fulfillment in life and to live the life of their dreams. With exploding information, constant changes everywhere, and the economic imperatives of life, fulfillment can be a hard objective to attain.

Lifelong Fulfillment is a strategic approach to fulfillment with a tactical execution program that uses time tested procedures and point solutions to provide lifestyle alternatives for every individual. It teaches you how to understand who you are and what you want out of life; the necessary financial, educational, and incidental information you need; how to identify and utilize authoritative point solutions; and how to master a robust and dependable process to deliver the results that you want. It is an custom, anytime, anywhere resource for life!

Reviews of Lifelong Fulfillment

- Very good. Many don't have a life plan, this helps.
- Absolutely! Relevant to all ages, especially the Pareto 80/20% concept.
- Good to have a plan, to do the exercises. Look forward to trying it out.
- Interested in the process, study, and follow up sessions.
- Not so intimidating when you break down the changes.
- Excellent! A knowledgeable, engaging, presenter.

- *Renaissance in Retirement* at **Creative Aging**,
Eastern New Mexico University, Ruidoso, NM



A LIFETIME OF VISION IN ACTION

After a career in submarines, semiconductors, electronics, and consulting, Jim Boswell now lives with his wife in rural New Mexico. He holds a BS, MBA, and AInstIB and AAG business consulting certifications. He retains an unfailing interest in the future, and a compulsion to live with purpose.