

# PART ONE



## INTRODUCTION: GET ON YOUR PATH

**Premise:** You can live a more rewarding life and produce remarkable results.

**Path:** Use the “Pursuit of Passionate Purpose” formula.

**Outcome:** Knowledge of how to turn a good life into a great life and reap real rewards.

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# 1



# Pursuit Brings Real Rewards

**Premise:** There is a formula, a model, for success.

**Path:** Discover why and how to implement the formula.

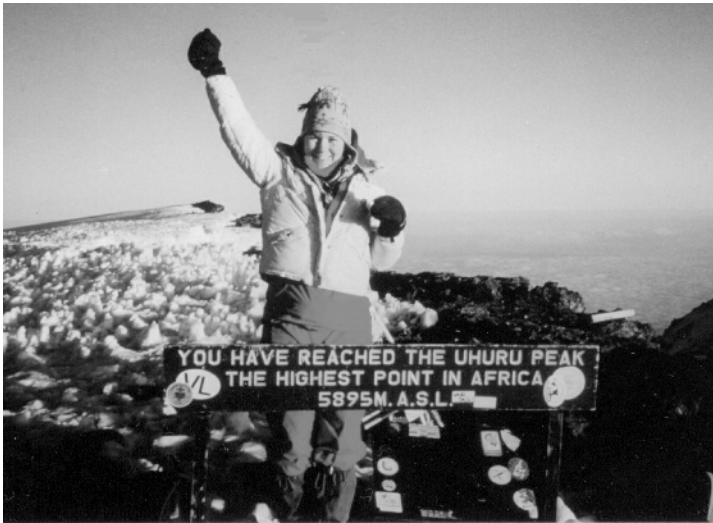
**Outcome:** Knowledge of how to effectively use this book.

The summit at 19,340 feet was in sight now. After another hour of persistent climbing, I breathlessly whispered, “*Yes!* Here is the summit of Kili-manjaro, the highest point in Africa.” Indeed, the Pursuit of Passionate Purpose formula helped me succeed on that five-day, arduous trek just as it had in other parts of my life. With my business card from Radish Communications Systems to represent the young venture I had cofounded and painstakingly nurtured, the moment was captured in a photo—my baby, Radish, and me on top of the world!

Fierce winds blew on Kili. Similarly, but unknown to me, the winds of change were furiously blowing in my professional life at home.

It had started nearly four decades earlier. I grew up in a large, blue-collar, Polish family in the suburbs of Chicago, with a solid education at St. Mary of Czestochowa Catholic School. As my personal foundation of core values took form, my determination also gained strength. My motto became: “If it is to be, it is up to me.”

Twenty years after that beginning, I was living my dream—or so I thought—climbing the career ladder in a Fortune 100 company. But I didn’t realize the price I would have to pay for my position as one of the highest ranked women in my division. The lack of a personal life and 60-hour workweeks were taking their toll. Behind my back, colleagues resented my promotions. My boss instructed me to act without integrity:



*On top of Mount Kilimanjaro at 19,340 feet, with my Radish business card, I began to feel the winds of change.*

“Kill Larry or Larry is going to kill you.” Then the company sent that boss, instead of me, to announce the new product I had worked on for three years. My head, the rational thinker, had dominated decisions to this point. Now my heart, the creative feeler, cried out, “What you really want is balance in life—deep connection with people and meaningful work in an environment where people can contribute and be rewarded to the fullest. Make changes. Follow your heart, in harmony with your head. Pursue passionate purpose.”

I was like many people today who hear the wake-up call and are searching for meaning. Hungry for practical solutions, these people are asking, **“What is the formula for getting what I want in work and in life? How can I live a rewarding life?”**

Similarly, the employers of these workers seek to improve productivity and generate superior results.

## **TURN THE WORST OF TIMES INTO THE BEST OF TIMES**

Especially in the worst of times, as Dickens<sup>1</sup> would say, when terrorism, war, economic downturn, drought, layoffs, bankruptcies, ethical tests, or other challenges surface, you need to ignite your passion.

Just as exercise strengthens your muscles, adversity strengthens who you are and stimulates stronger flow of spirit. And that is why the worst of times—when adversity strikes—can become the best of times.

Your challenge, and the challenge of all organizations, is to keep that human life force flowing. But how?

The pursuit of meaningful intention ignites passion. The primary purpose of this book is to help you live a great life with the rewards you desire.

***The pursuit of passionate purpose, as well as its attainment, and relationships along the way bring the real rewards in life.***

## RESEARCH OVERVIEW

This project began because people kept asking me how I had accomplished certain remarkable things. Combining these inquiries with an unshakable calling to help others, I examined what had delivered results and brought real rewards in both my business and personal life. I also wanted to know if others had produced positive outcomes using similar methods. This led to the key question: What distinguishes those who find and fulfill a passionate purpose from those who don't?

After reviewing others' work and not finding the answer, I designed and undertook a rigorous, multiyear, research study to answer the question. The project goal was to distill a systematic and practical approach that others could use to get all they want in life. To ensure substantive conclusions, I collected data from a representative sample of adult Americans using one-on-one interviews and written surveys. The participants represented both genders from various occupations, ethnic and age groups, and geographic locations, with a range of personal and professional purposes. As I incorporated the wisdom of more than 80 research participants—those who had found and pursued passionate purpose and those who had not—success strategies and a step-by-step process emerged.

I derived conclusions from extensive analysis of all the data. Not every participant stated every point summarized here, and a few provided inputs counter to these conclusions. The findings of this study, however, are consistent with the majority of the data. All personal stories and quotes in this book, unless otherwise noted, are from my research participants.

## ABOUT PASSIONATE PURPOSE

Passionate purpose is an intention or goal pursued with passion—intense enthusiasm, zeal, fervor, and interest.<sup>2</sup> As a purpose connected to the Pursuer’s values and gifts, it is significant. The more meaningful the purpose, the more intense is the passion and the more noteworthy is the impact.

### What It Is

There is a human need for purpose. In *Man’s Search for Meaning*,<sup>3</sup> Viktor Frankl reports, “Man actually needs the striving and struggling for some goal worthy of him.” Joseph Campbell in *The Hero with a Thousand Faces*<sup>4</sup> writes that nearly all cultures carry a common myth about the hero’s journey. The hero leaves home in service of a worthwhile purpose, encounters obstacles and hindrances, eventually succeeds, and returns home to be of further service. Kenneth Thomas<sup>5</sup> explains, “We seem to need to see ourselves as going somewhere—as being on a journey in pursuit of a significant purpose.”

Passionate purposes and pursuit toward them are as varied as snowflakes—some are grandiose and others are quite modest. Some are professional; others are personal. Only you can choose a meaningful purpose. Although the examples in this book focus more on business-oriented endeavors, the concepts apply to all areas of life.

The word *purpose* in this book encompasses a range of aspirations, from a grand reason for living to narrow objectives. Purpose is used interchangeably with the terms *aim*, *target*, *goal*, and *intention*. You can make an impact and reap real rewards whether you align your passion with a core purpose, broad intention, or smaller goals. Some people recognize an enduring purpose that is the overall “why” of life, and others do not. Still, most people agree that having purpose is important and that purpose brings meaning to life.<sup>6</sup>

Almost everyone needs and wants a reason to get out of bed in the morning.<sup>7</sup> Some people, called *Passionate Pursuers*, find and commit to a worthwhile purpose, keep the fire burning during the pursuit, and continue until they produce results. *Seekers* may strive for a long time to discover it. Still others, *In-between’ers*, are taking a break.

Passionate purpose optimally engages your whole self, or *spirit*, in the pursuit. Spirit, your source for intuition and insights, is built from three energy centers of the self:

1. *Head* (intellect, mind, or cognition) stems from mental effort, logical thinking, talking, and imagination.
2. *Heart* (passion) emanates from desire, emotions, and feelings.
3. *Hands* (body) can spring from physical exertion, body sensations, touch, taking action, and doing.

### **Why It Is Important**

A passionate purpose is one of the best gifts you can give yourself and others. You experience joy and build self-confidence in your ability to make a meaningful difference while living a rewarding life.

*There is one quality which one must possess to win, and that is definiteness of purpose, the knowledge of what one wants, and a burning desire to possess it.*

NAPOLEON HILL, *Think and Grow Rich*<sup>8</sup>

Having a clear purpose about which you are passionate is essential for getting what you want in work and life. With the pursuit of purpose comes fulfillment, and from that experience comes meaning and a feeling of success. Not only the individual benefits—businesses, families, churches, and organizations gain positive results when people align personal passion with organizational purpose.

In reading *Good to Great*,<sup>9</sup> I asked myself, “How do you turn a good life into a great life?” Jim Collins writes, “It is impossible to have a great life unless it is a meaningful life. And it is very difficult to have a meaningful life without meaningful work.” Then I realized this study, which had absorbed me for over five years, really was exploring that critical question. The pursuit of passionate purpose is the quest to make a meaningful difference as your life’s work. This book shows you *how* to transform a good life into a great life.

How do you measure success in the pursuit of passionate purpose? You have to define it by what you believe is meaningful. Likewise, you define greatness individually—but at the broadest level, it means a life that delivers what you want and find meaningful. These are your real rewards.

### **How Pursuing Passionate Purpose Feels**

It feels great. Pursuit of passionate purpose is the quest of a meaningful goal that you care about deeply. It is the course of action or path you take on the

journey to a desired destination. In the optimal pursuit, you reap what Kenneth Thomas<sup>10</sup> calls intrinsic rewards of meaningfulness, choice, competence, and progress that create more motivation for the pursuit. These are also real rewards from the pursuit. You may also experience what Mihaly Csikszentmihalyi<sup>11</sup> calls *flow*—a state of focused concentration where you become so involved in the activity that nothing else seems to matter. There is a sense of delight and deep satisfaction.

## THE SUCCESS FORMULA

In interviewing people from all walks of life, I asked, “What brings meaning to your life?” There were many responses, but the majority essentially said:

- Love (deep, caring relationships with the interconnected web of life including people, animals, nature, and spirit)
- Meaningful work (a worthwhile way to contribute, grow, and make a difference)

My research affirms what others have said through the ages: The pursuit of passionate purpose and relationships along the way bring meaning to life.

A “two-four-six rule” is the basis for successfully pursuing passionate purpose and reaping real rewards. The *two-step* formula is:

1. Follow the proven *four-stage* process.
2. Apply *six* success strategies.

Consider this metaphor. Think of the pursuit of passionate purpose as a journey to a desired destination:

- The process is the step-by-step path you take to get from point A to point B. Your whole self—head, heart, and hands—becomes a unified vehicle to get you where you want to go. Your hands (body) serve as the engine. Your heart (passion) is the fuel. Your head (intellect, mind, or cognition) is the navigator guiding you along.
- The strategies are the principles of operation and lubrication that keep the vehicle working efficiently and moving forward on the journey. They can also act as catalysts to convert your vehicle from a bicycle into a sports car or rocket ship. Bring the proper people and

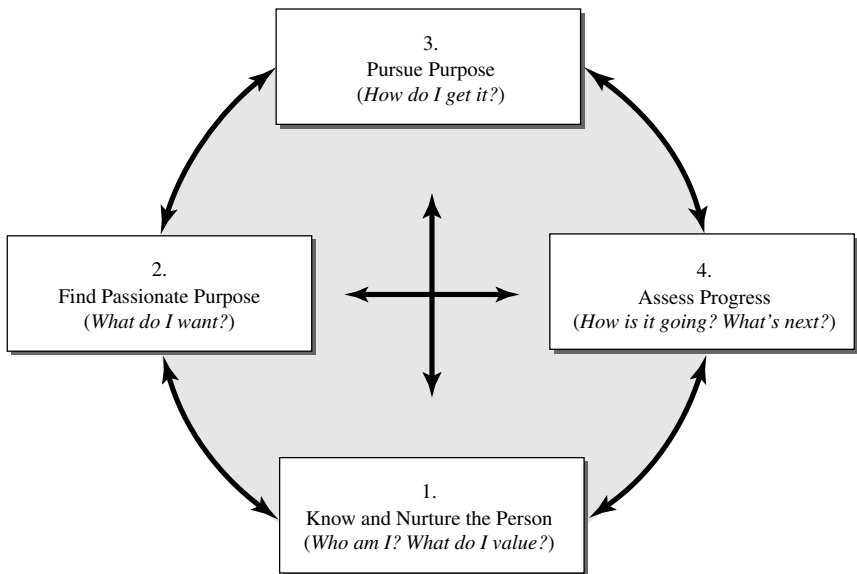
the rest of the interconnected web of life along as your travel companions and support crew who provide encouragement, stimulation, and all kinds of help.

### Follow the Proven Process

First, discover what you value and your unique gifts—what you are passionate about. Next, find a worthwhile purpose that aligns with your passion. The purpose gives focus and passion fuels your pursuit. In pursuing the purpose, you may need to change, grow, and accept as your journey unfolds. Eventually, you assess progress. If you have achieved your goal or done everything possible to reach it, you continue the cycle of your life by reaffirming what you value and determining what is next. If not, you continue the pursuit, perhaps with some adjustments.

This iterative, ongoing process, shown in Figure 1.1, has four stages of development:

1. *Know and Nurture the Person* (exploring who I am and what I value).
2. *Find Passionate Purpose* (determining what I want and do not want).



**Figure 1.1** Four phases in the Pursuit of Passionate Purpose.

3. *Pursue Purpose* (establishing how I get it).
4. *Assess Progress* (evaluating how things are going and what is next).

The circular graphic is intentional in representing the process. The hoop<sup>12</sup> or *mandala*,<sup>13</sup> which means “magic, sacred circle” in Sanskrit, can be found in all cultures and periods of time as a symbol of wholeness. As one of the essential shapes of creation, it corresponds to the cycle of life.

In following this process, you are on the hero’s journey,<sup>14</sup> universally found in myths and reality. You initially build a core foundation at home (know the person), then go off to engage in a worthwhile cause (find and pursue passionate purpose), overcome obstacles, eventually succeed, and then come back home to be of service to the greater community (assess progress and begin the cycle again).

Although movement is typically clockwise, movement between stages can be multidirectional. It is possible to jump on the pursuit at any stage and even move between stages while skipping one. You may start helping a worthy cause (pursuing someone else’s purpose) without determining that it is your own aim or that you are passionate about it. Later, it becomes your own purpose, and as an unexpected consequence you get to know yourself better. The late David Hawkins, professor emeritus of philosophy, said, “We need to explore the relationship between means and ends. Purposes grow out of situations. One may find the pursuit first and then this brings the purpose.”

### ***My Path***

My story illustrates this four-stage process. Although I did not realize it at the time, I started the *Assess Progress* stage as challenge after challenge arose in the corporate setting. Finally, when my boss made the product announcement without me, I decided to make changes. I took an educational leave of absence to explore through an eye-opening adventure trip to the South Pacific who I was and what was important to me. I embarked on the *Know and Nurture the Person* stage. Seeing children, families, and wildlife in Australia, New Zealand, and Fiji, I realized that I had been neglecting an important part of myself—my need for deep connections to people, being close to nature, and having a family. But how could I balance my heart and head? During the *Find Passionate Purpose* stage, I found what appeared to be the answer. I quit the company and moved to Colorado to be close to the outdoors, good friends, and a possible spouse. In addition, I started my consulting firm and enrolled in a PhD program. Immersed in

the *Pursue Purpose* stage, I was now following my heart, in harmony with my head, while pursuing passionate purpose.

Had I arrived? My journey brought me back full circle to the *Assess Progress* stage with the next set of challenges. Could I consult, be a serious student, and nurture a relationship? This tale continues throughout the book.

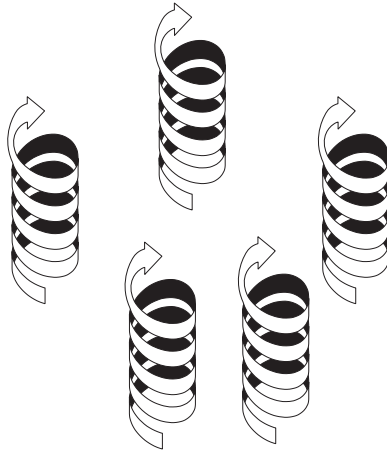
### ***Pursuits over Time***

Over time, this circular process can be viewed as a continuous, upward spiral as shown in Figure 1.2. The ascending movement depicts the passage through eras of life.<sup>15</sup>

While some people have a passionate purpose that consumes their entire existence, others pursue simultaneous passionate purposes part-time, as shown in Figure 1.3. Professor Hawkins continues, “The idea of *a* purpose seems unduly restrictive. Life can have many purposes—commitments, involvements, and interests. Sometimes one is dominant, sometimes another.”



**Figure 1.2** Evolution of the pursuit over time.



**Figure 1.3** Simultaneous pursuits of passionate purpose.

## Apply Success Strategies

There is more to the successful pursuit than following the four-stage process. Success requires using six vital strategies throughout the journey.

### 1. *Polarity Strategy*

Polarities, or opposites, exist in all of life—including in ourselves. My participants mentioned tension between their head and heart, between making a difference and making a living, between family and work. In pursuing passionate purpose, there is a polarity between the purpose (or intent) and the results (or impact). The Polarity Strategy is about integrating all parts of a person, organization, or system. Instead of seeing a polarity as a problem to solve, effective Passionate Pursuers honor opposites in life and allow dynamic movement between interdependent poles. The synergy of two or more poles working together in harmony is stronger and more stable than the efforts of just one side.

### 2. *Attraction Strategy*

Effective Passionate Pursuers attract what they want by maintaining a broad intention, while thinking, feeling, and taking action to get it. They direct the energy of their head, heart, and hands and encourage other people and resources in the web of life to help attain the purpose. In seeking a desired outcome, you need to be clear about what you want, visualize getting it,

believe you will get it, talk as if you have it, feel passionately about getting it, and take action to attain that purpose while being flexible and open to the possibilities. Heart energy or passion about the outcome is the most vital. The Attraction Strategy means holding a broad intention and opening to opportunities that are everywhere, while thinking, feeling passionately, and taking action to get what you want.

### **3. Persistence Strategy**

Persistence is the act of steadily pursuing purpose despite hindrances or obstacles. Effective Passionate Pursuers mindfully persevere with focused determination toward their goal using a divide-and-conquer approach. Once committed to a clear purpose or destination, they divide the journey into parts and conquer the whole, piece by piece. Working with unremitting will toward a portion until they make some progress, they establish a positive feedback loop. The outcome is real rewards—tangible results, positive feedback, and a stronger self with more confidence and passion, which fuels the next pursuit stage.

### **4. Allowing Strategy**

Allowing is also called surrender, nonresistance, letting go, or equanimity. Effective Passionate Pursuers maintain clarity about *what* they want, while they allow *how* they get it to unfold. They are receptive to options and without attachment to a certain outcome, yet they remain persistent. The Allowing Strategy is about surrendering, without interference, to the natural flow, instead of struggling and resisting.

### **5. Connections Strategy**

The most effective Passionate Pursuers are connected to the web of life. This support network includes the self and the right people, animals, plants, spiritual forces, and environment. Participants in my study agree that proper people are the greatest energizer for their pursuits and improper people are the biggest hindrance. It is vital to build relationships with and bring along on life's journey the *proper* people and support web, which serve as positive forces. Bring the proper people along and lessen the impact of the improper ones.

### **6. Pack Strategy**

When you go on a trip, you typically pack a bag. Effective Passionate Pursuers use this success strategy to appropriately pack for the journey. They bring along essential energizers, such as their whole self and supportive

people, while ridding themselves of draining forces, such as discouraging people and limiting attitudes.

### ***My Path***

My painful corporate experiences helped me realize that I was out of balance. By moving into the right environment and deciding to honor all of me, the *Polarity Strategy* brought me a sense of wholeness. While holding a broad intention to find the real formula for getting all that I wanted in life, I opened to the possibilities. In applying the *Attraction Strategy*, I thought passionately about my envisioned outcome and took action to pull what I wanted toward me. Before long, the opportunities for a relationship, degree program, and consulting practice found me. With the *Persistence Strategy*, I “divided and conquered” by focusing and persevering on one piece at a time. This required me to practice the *Allowing Strategy*. I let go of attachment to my corporate management identity and learned to allow life’s journey to unfold. The *Connections Strategy* was at work—many people and spiritual forces helped me on this path. Through this part of my life’s journey, I learned about building trust with the proper people. In bringing my values and gifts along, and striving to remove the obstacles of my own impatience, fears, and polarity imbalance, I learned how to use the *Pack Strategy*.

### **The Most Important Lessons Learned**

My minister asked our congregation, “If you could put a note in the cookie jar to be read by your children’s children, what would you share as the most important lessons you have learned about life?”

This book is for the child within each of us that yearns to make everything possible out of life. And so, for our children and our children’s children, this is the note for the cookie jar:

Every person can live a more meaningful, satisfying life and produce extraordinary results. The pursuit of passionate purpose, not only its attainment, and relationships along the way bring the real rewards to life. Recognize success as maintaining integrity of effort as well as making your goal.

On your life’s journey, follow this proven four-stage process:

1. Get to know who you are—what you value and what are your gifts; then nurture all parts of you—head, heart, and hands—into the whole person you want to be.

2. Foster your passion, align it to meaningful purpose, and commit to it fully.
3. Pursue your purpose by developing and implementing a focused plan.
4. Appreciate your progress and make adjustments along the way.

Throughout the journey, apply these six strategies:

1. Honor opposites in life and encourage dynamic movement between them.
2. Envision broadly what you want and, while being open to all possibilities, direct your thinking, feeling, and doing energy to attract it toward you.
3. Persist with enjoyment in the process by dividing and conquering piece by piece until you reach your goal.
4. Surrender to and allow the natural flow of life without attachment to a certain outcome.
5. Make deep connections to the proper people and web of life and lessen the impact of the improper ones.
6. Find out what energizes you and what discourages you. Bring the energizers along and leave discouragers behind. Enjoy!

## ORGANIZATION OF THE BOOK

*Pursuit of Passionate Purpose* weaves my story with those of other individuals to illustrate the process and success strategies. The three concepts at the beginning of each part and chapter define its logical structure. This threefold logic is often used in Buddhism<sup>16</sup> to deepen understanding:

- **Premise:** The basic assumption supporting the contents.
- **Path:** The method of attainment.
- **Outcome:** The result or fruition.

Part One of this book lays the foundation and distinguishes those with passionate purpose from those without it. *Passionate Pursuers*, who have a different profile than *Seekers* and *In-between'ers*, effectively achieve their purposes.

The *two-step* formula for a rewarding business and personal life is then discussed in Parts Two and Three:

1. *Follow the Proven Process* explores how people move through four stages in pursuing passionate purpose.
2. *Apply Success Strategies* provides six principles of operation and lubrication that facilitate forward movement on the journey.

Part Four offers ways to use the approach to help others as well as yourself in various personal and professional pursuits. Look for boxes throughout the book with practical pointers to help you use the *Pursuit of Passionate Purpose* concepts.

This book offers a tested approach and practical suggestions to support your pursuits, whether personal or professional. My hope is that it will inspire and assist you in living your dreams.