

# Reawakening Your Passion for Work

by Richard Boyatzis, Annie McKee, and Daniel Goleman



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# Reawakening Your Passion for Work

*In every person's life, the time comes to take stock. The process is almost always painful and messy – but five practical strategies can help guide you and give your life new direction and meaning.*

LAST SEPTEMBER, as millions of people around the globe stared in disbelief at television screens, watching the World Trade Center towers crumble to the ground, many of us realized that accompanying the shock and sorrow was another sensation – the impulse to take stock. The fragile nature of human life, exposed with such unbearable clarity, compelled people to ask a haunting question: “Am I really living the way I want to live?”

We all struggle with the question of personal meaning throughout our lives. September 11, 2001, brought the issue into focus for many people all at once, but the impulse to take stock comes up periodically for most of us in far less dramatic circumstances. The senior executives who read this magazine, for instance, seem to struggle with this question at the high point of their careers. Why? Many executives hit their professional stride in their forties and fifties, just as their parents are reaching the end of their lives – a reminder that all of us are mortal. What's more, many of the personality traits associated with career success, such as a knack for problem solving and sheer tenacity, lead people to stick with a difficult situa-

tion in the hope of making it better. Then one day, a creeping sensation sets in: Something is wrong. That realization launches a process we have witnessed – literally thousands of times – in our work coaching managers and executives over the past 14 years.

The process is rarely easy, but we've found this type of awakening to be healthy and necessary; leaders need to go through it every few years to replenish their energy, creativity, and commitment – and to rediscover their passion for work and life. Indeed, leaders cannot keep achieving new goals and inspiring the people around them without understanding their own dreams. In this article, we'll look at the different signals that it's time to take stock – whether you have a nagging sense of doubt that builds over time until it's impossible to ignore or you experience a life-changing event that irrevocably alters your perspective. Then we'll describe some strategies for listening to those signals and taking restorative action. Such action can range from a relatively minor adjustment in outlook, to a larger refocusing on what really matters, to practical life changes that take you in an entirely new direction.

## When to Say When

When asked, most businesspeople say that passion – to lead, to serve the customer, to support a cause or a product – is what drives them. When that passion fades, they begin to question the meaning of their work. How can you reawaken the passion and reconnect with what’s meaningful for you? The first step is acknowledging the signal that it’s time to take stock. Let’s look at the various feelings that let you know the time has come.

**“I feel trapped.”** Sometimes, a job that was fulfilling gradually becomes less meaningful, slowly eroding your enthusiasm and spirit until you no longer find much purpose in your work. People often describe this state as feeling trapped. They’re restless, yet they can’t seem to change – or even articulate what’s wrong.

Take the case of Bob McDowell, the corporate director of human resources at a large professional-services firm. After pouring his heart and soul into his work for 25 years, Bob had become terribly demoralized because his innovative programs were cut time and again. As a result, his efforts could do little to improve the workplace over the long term. For years he had quieted his nagging doubts, in part because an occasional success or a rare employee who flourished under his guidance provided deep, if temporary, satisfaction. Moreover, the job carried all the usual trappings of success – title, money, and perks. And, like most people in middle age, McDowell had financial responsibilities that made it risky to trade security for personal fulfillment. Factors such as these conspire to keep people trudging along, hoping things will get better. But clinging to security or trying to be a good corporate citizen can turn out to be a prison of your own making.

**“I’m bored.”** Many people confuse achieving day-to-day business goals with performing truly satisfying work, so they continue setting and achieving new goals – until it dawns on them that they are bored. People are often truly shaken by this revelation; they feel as if they have just emerged from a spiritual blackout. We saw this in Nick Mimken, the owner of a successful insurance agency, who increasingly felt that something was missing from his life. He joined a book group, hoping that intellectual stimulation would help him regain some enthusiasm, but it wasn’t enough. The fact was, he had lost touch with his dreams and was going through the motions at work without experiencing any real satisfaction from the success of his business.

High achievers like Mimken may have trouble accepting that they’re bored because it’s often the generally positive traits of ambition and determination to succeed that obscure the need for fun. Some people may feel guilty about being restless when it looks like they have it all. Others may admit they aren’t having fun but believe that’s the price of success. As one manager said, “I work to live. I don’t expect to find deep meaning at the office; I get that elsewhere.” The problem? Like many, this man works more than 60 hours a week, leaving him little time to enjoy anything else.

**“I’m not the person I want to be.”** Some people gradually adjust to the letdowns, frustrations, and even boredom of their work until they surrender to a routine that’s incompatible with who they are and what they truly want. Consider, for instance, John Lauer, an inspirational leader who took over as president of BFGoodrich and quickly captured the support of top executives with his insight into the company’s challenges and opportunities, and his contagious passion for the business.

But after he’d been with the company about six years, we watched Lauer give a speech to a class of executive MBA students and saw that he had lost his spark. Over time, Lauer had fallen in step with a corporate culture that was focused on shareholder value in a way that was inconsistent with what he cared about. Not surprisingly, he left the company six months later, breaking from corporate life by joining his wife in her work with Hungarian relief organizations. He later admitted that he knew he wasn’t himself by the end of his time at BFGoodrich, although he didn’t quite know why.

How did Lauer stray from his core? First, the change was so gradual that he didn’t notice that he was being absorbed into a culture that didn’t fit him. Second, like many, he did what he felt he “should,” going along with the bureaucracy and making minor concession after minor concession rather than following his heart. Finally, he exhibited a trait that is a hallmark of effective leaders: adaptability. At first, adapting to the corporate culture probably made Lauer feel more comfortable. But without strong self-awareness, people risk adapting to such an extent that they no longer recognize themselves.

**“I won’t compromise my ethics.”** The signal to take stock may come to people in the form of a challenge to what they feel is right. Such was the case for Niall Fitzgerald, now the cochairman of Unilever, when he was asked to take a leadership role in South Africa, which

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was still operating under apartheid. The offer was widely considered a feather in his cap and a positive sign about his future with Unilever. Until that time, FitzGerald had accepted nearly every assignment, but the South Africa opportunity stopped him in his tracks, posing a direct challenge to his principles. How could he, in good conscience, accept a job in a country whose political and practical environment he found reprehensible?

Or consider the case of a manager we'll call Rob. After working for several supportive and loyal bosses, he found himself reporting to an executive – we'll call him Martin – whose management style was in direct conflict with Rob's values. The man's abusive treatment of subordinates had derailed a number of promising careers, yet he was something of a legend in the company. To Rob's chagrin, the senior executive team admired Martin's performance and, frankly, felt that young managers benefited from a stint under his marine lieutenant-style leadership.

When you recognize that an experience is in conflict with your values, as FitzGerald and Rob did, you can at least make a conscious choice about how to respond. The problem is, people often miss this particular signal because they lose sight of their core values. Sometimes they separate their work from their personal lives to such an extent that they don't bring their values to the office. As a result, they may accept or even engage in behaviors they'd deem unacceptable at home. Other people find that their work *becomes* their life, and business goals take precedence over everything else. Many executives who genuinely value family above all still end up working 12-hour days, missing more and more family dinners as they pursue success at work. In these cases, people may not hear the wake-up call. Even if they do, they may sense that something isn't quite right but be unable to identify it – or do anything to change it.

**"I can't ignore the call."** A wake-up call can come in the form of a mission: an irresistible force that compels people to step out, step up, and take on a challenge. It is as if they suddenly recognize what they are meant to do and cannot ignore it any longer.

Such a call is often spiritual, as in the case of the executive who, after examining his values and personal vision, decided to quit his job, become ordained, buy a building, and start a church – all at age 55. But a call can take other forms as well – to become a teacher, to work with disadvantaged children, or to make a difference to the people you encounter every day. Rebecca Yoon, who runs a dry-cleaning business, has come to consider it her mission to connect with her customers on a personal level. Her con-

stant and sincere attention has created remarkable loyalty to her shop, even though the actual service she provides is identical to that delivered by hundreds of other dry cleaners in the city.

**"Life is too short!"** Sometimes it takes a trauma, large or small, to jolt people into taking a hard look at their lives. Such an awakening may be the result of a heart attack, the loss of a loved one, or a world tragedy. It can also be the result of something less dramatic, like adjusting to an empty nest or celebrating a significant birthday. Priorities can become crystal clear at times like these, and things that seemed important weeks, days, or even minutes ago no longer matter.

For example, following a grueling and heroic escape from his office at One World Trade Center last September, John Paul DeVito of the May Davis Group stumbled into a church in tears, desperate to call his family. When a police officer tried to calm him down, DeVito responded, "I'm not in shock. I've never been more cognizant in my life." Even as he mourned the deaths of friends and

colleagues, he continued to be ecstatic about life, and he's now reframing his priorities, amazed that before this horrific experience he put duty to his job above almost everything else.

DeVito is not alone. Anecdotal evidence suggests that many people felt the need to seek new meaning in their lives after the tragedies of last September, which highlighted the fact that life can be cut short at any time. An article in the December 26, 2001, *Wall Street Journal* described two women who made dramatic changes after the at-

tacks. Following a visit to New York shortly after the towers were hit, engineer Betty Roberts quit her job at age 52 to enroll in divinity school. And Chicki Wentworth decided to give up the office and restaurant building she had owned and managed for nearly 30 years in order to work with troubled teens.

But as we've said, people also confront awakening events throughout their lives in much more mundane circumstances. Turning 40, getting married, sending a child to college, undergoing surgery, facing retirement – these are just a handful of the moments in life when we naturally pause, consider where our choices have taken us, and check our accomplishments against our dreams.

Interestingly, it's somehow more socially acceptable to respond to shocking or traumatic events than to any of the others. As a result, people who feel trapped and bored often stick with a job that's making them miserable for far too long, and thus they may be more susceptible to stress-related illnesses. What's more, the quieter signals – a sense

*Many people confuse achieving day-to-day business goals with performing truly satisfying work.*

of unease that builds over time, for example—can be easy to miss or dismiss because their day-to-day impact is incremental. But such signals are no less important as indicators of the need to reassess than the more visible events. How do you learn to listen to vital signals and respond before it's too late? It takes a conscious, disciplined effort at periodic self-examination.

## Strategies for Renewal

There's no one-size-fits-all solution for restoring meaning and passion to your life. However, there are strategies for assessing your life and making corrections if you've gotten off course. Most people pursue not a single strategy but a combination, and some seek outside help while others prefer a more solitary journey. Regardless of which path you choose, you need time for reflection—a chance to consider where you are, where you're going, and where you really want to be. Let's look at five approaches.

**Call a time-out.** For some people, taking time off is the best way to figure out what they really want to do and to reconnect with their dreams. Academic institutions have long provided time for rejuvenation through sabbaticals—six to 12 months off, often with pay. Some businesses—to be clear, very few—offer sabbaticals as well, letting people take a paid leave to pursue their interests with the guarantee of a job when they return. More often, businesspeople who take time off do so on their own time—a risk, to be sure, but few who have stepped off the track regret the decision.

This is the path Bob McDowell took. McDowell, the HR director we described earlier who felt trapped in his job, stepped down from his position, did not look for another job, and spent about eight months taking stock of his life. He considered his successes and failures, and faced up to the sacrifices he had made by dedicating himself so completely to a job that was, in the end, less than fulfilling. Other executives take time off with far less ambitious goals—simply to get their heads out of their work for a while and focus on their personal lives. After a time, they may very happily go back to the work they'd been doing for years, eager to embrace the same challenges with renewed passion.

Still others might want to step off the fast track and give their minds a rest by doing something different. When Nick Mimken, the bored head of an insurance agency, took stock of his life and finally realized he wasn't inspired by his work, he decided to sell his business, keep only a few clients, and take sculpture classes. He then went to work as a day laborer for a landscaper in order to pursue his interest in outdoor sculpture—in particular, stone fountains. Today he and his wife live in Nantucket, Massachusetts, where he no longer works *for* a living but *at* living. He is exploring what speaks to him—be it rock sculpture, bronze casting, protecting wildlife, or teaching

people how to handle their money. Nick is deeply passionate about his work and how he is living his life. He calls himself a life explorer.

In any event, whether it's an intense, soul-searching exercise or simply a break from corporate life, people almost invariably find time-outs energizing. But stepping out isn't easy. No to-do list, no meetings or phone calls, no structure—it can be difficult for high achievers to abandon their routines. The loss of financial security makes this move inconceivable for some. And for the many people whose identities are tied up in their professional lives, walking away feels like too great a sacrifice. Indeed, we've seen people jump back onto the train within a week or two without reaping any benefit from the time off, just because they could not stand to be away from work.

**Find a program.** While a time-out can be little more than a refreshing pause, a leadership or executive development program is a more structured strategy, guiding people as they explore their dreams and open new doors.

Remember John Lauer? Two years after Lauer left BFGoodrich, he was still working with Hungarian refugees (his time-out) and maintained that he wanted nothing to do with running a company. Yet as part of his search for the next phase of his career, he decided to pursue an executive doctorate degree. While in the program, he took a leadership development seminar in which a series of exercises forced him to clarify his values, philosophy, aspirations, and strengths. (See the sidebar "Tools for Reflection" to learn more about some of these exercises.)

In considering the next decade of his life and reflecting on his capabilities, Lauer realized that his resistance to running a company actually represented a fear of replicating his experience at BFGoodrich. In fact, he loved being at the helm of an organization where he could convey his vision and lead the company forward, and he relished working with a team of like-minded executives. Suddenly, he realized that he missed those aspects of the CEO job and that in the right kind of situation—one in which he could apply the ideas he'd developed in his studies—being a CEO could be fun.

With this renewed passion to lead, Lauer returned a few headhunters' calls and within a month was offered the job of chairman and CEO at Oglebay Norton, a \$250 million company in the raw-materials business. There he became an exemplar of the democratic leadership style, welcoming employees' input and encouraging his leadership team to do the same. As one of his executives told us, "John raises our spirits, our confidence, and our passion for excellence." Although the company deals in such unglamorous commodities as gravel and sand, Lauer made so many improvements in his first year that Oglebay Norton was featured in *Fortune*, *BusinessWeek*, and the *Wall Street Journal*.

Another executive we know, Tim Schramko, had a long career managing health care companies. As a diversion,



he began teaching part-time. He took on a growing course load while fulfilling his business responsibilities, but he was running himself ragged. It wasn't until he went through a structured process to help him design his ideal future that he realized he had a calling to teach. Once that was clear, he developed a plan for extricating himself from his business obligations over a two-year period and is now a full-time faculty member.

Many educational institutions offer programs that support this type of move. What's more, some companies have developed their own programs in the realization that leaders who have a chance to reconnect with their dreams tend to return with redoubled energy and commitment. The risk, of course, is that after serious reflection, participants will jump ship. But in our experience, most find new meaning and passion in their current positions. In any event, people who do leave weren't in the right job—and they would have realized it sooner or later.

**Create “reflective structures.”** When leadership guru Warren Bennis interviewed leaders from all walks of life in the early 1990s, he found that they had a common way of staying in touch with what was important to them. They built into their lives what Bennis calls “reflective structures,” time and space for self-examination, whether a few hours a week, a day or two a month, or a longer period every year.

For many people, religious practices provide an outlet for reflection, and some people build time into the day or week for prayer or meditation. But reflection does not have to involve organized religion. Exercise is an outlet for many people, and some executives set aside time in their calendars for regular workouts. One CEO of a \$2 billion utility company reserves eight hours a week for solitary reflection—an hour a day, perhaps two or three hours on a weekend. During that time, he might go for a long walk, work in his home shop, or take a ride on his Harley. However you spend the time, the idea is to get away from the demands of your job and be with your own thoughts.

Increasingly, we've seen people seek opportunities for collective reflection as well, so that they can share their dreams and frustrations with their peers. On his third time heading a major division of the Hay Group, Murray Dalziel decided to build some reflection into his life by joining a CEO group that meets once a month. In a sense, the group legitimizes time spent thinking, talking, and learning from one another. Members have created a trusting community where they can share honest feedback—a scarce resource for most executives. And all gain tangible benefits; people exchange tips on how to fix broken processes or navigate sticky situations.

**Work with a coach.** Our own biases and experiences sometimes make it impossible for us to find a way out of a difficult or confusing situation; we need an outside perspective. Help can come informally from family, friends,

and colleagues, or it can come from a professional coach skilled at helping people see their strengths and identify new ways to use them. We won't discuss more traditional therapy in this article, but it is, of course, another alternative.

When Bob McDowell, the HR director, stepped out of his career, he sought out a variety of personal and professional connections to help him decide how to approach the future. Working with an executive coach, McDowell was able to identify what was important to him in life and translate that to what he found essential in a job. He could then draw clear lines around the aspects of his personal life he would no longer compromise, including health and exercise, time with his family, personal hobbies, and other interests. In the end, he found his way to a new career as a partner in an executive search business—a job he'd never considered but one that matched his passion for helping people and the companies they work for. What's more, his soul-searching had so sparked his creativity that in his new position he combined traditional organizational consulting with the search process to discover unusual possibilities. Instead of a typical executive search, he helps companies find employees who will bring magic to the business and to the relationships essential to success.

What did the coach bring to McDowell's self-reflection? Perhaps the chief benefit was a trusting, confidential relationship that gave him the space to dream—something executives shy away from, largely because the expectations of society and their families weigh on them so heavily. Like many, McDowell began this process assuming that he would simply narrow his priorities, clarify his work goals, and chart a new professional path. But to his surprise, his coach's perspective helped him see new opportunities in every part of his life, not just in his work.

Sometimes, however, the coach does little more than help you recognize what you already know at some level. Richard Whiteley, the cofounder of a successful international consulting firm and author of several business best-sellers, felt that he wasn't having as much fun as he used to; he was restless and wanted a change. To that end, he began to do some work on the side, helping businesspeople improve their effectiveness through spiritual development. He was considering leaving his consulting practice behind altogether and concentrating on the spiritual work—but he was torn. He turned to a spiritual leader, who told him, “Forget the spiritual work and concentrate on the work you've been doing.” Only when forced to choose the wrong path could Richard recognize what he truly wanted to do. Within a few months, Richard had devoted himself to writing and speaking almost exclusively on spirituality and passion in work—and he's thriving.

**Find new meaning in familiar territory.** It's not always feasible to change your job or move somewhere new, even if your situation is undesirable. And frankly,

many people don't want to make such major changes. But it is often easier than you might think to make small adjustments so that your work more directly reflects your beliefs and values – as long as you know what you need and have the courage to take some risks.

Back to Niall FitzGerald, who was confronted with the decision over whether to live and work in South Africa. A strong and principled person as well as a good corporate citizen, FitzGerald eventually decided to break with company culture by accepting the job on one unprecedented condition: If over the first six months or so he found his involvement with the country intolerable, he would be allowed to take another job at Unilever, no questions asked. He then set forth to find ways to exert a positive influence on his new work environment wherever possible.

As the leader of a prominent business, FitzGerald had some clout, of course, but he knew that he could not take on the government directly. His response: Figure out what he *could* change, do it, and then deal with the system. For example, when he was building a new plant, the architect showed FitzGerald plans with eight bathrooms – four each for men and women, segregated by the four primary racial groups, as mandated by law. Together, the eight bathrooms would consume one-quarter of an entire floor.

FitzGerald rejected the plans, announcing that he would build two bathrooms, one for men and one for women, to the highest possible standards. Once the plant was built, government officials inspected the building, noticed the discrepancy, and asked him what he planned to do about it. He responded, “They’re not segregated because we chose not to do so. We don’t agree with segregation. These are very fine toilets...you could have your lunch on the floor...I don’t have a problem at all. You have a problem, and you have to decide what you are going to do. I’m doing nothing.” The government did not respond immediately, but later the law was quietly changed. FitzGerald’s act of rebellion was small, but it was consistent with his values and was the only stand he could have taken in good conscience. Living one’s values in this way, in the face of opposition, is energizing. Bringing about change that can make a difference to the people around us gives meaning to our work, and for many people, it leads to a renewed commitment to their jobs.

For Rob, the manager who found himself reporting to an abusive boss, the first step was to look inward and admit that every day would be a challenge. By becoming very clear about his own core values, he could decide moment to moment how to deal with Martin’s demands. He could determine whether a particular emotional reaction was a visceral response to a man he didn’t respect or a reaction to a bad idea that he would need to confront. He could choose whether to do what he thought was right or to collude with what felt wrong. His clarity al-

## Tools for Reflection

Once you’ve lost touch with your passion and dreams, the very routine of work and the habits of your mind can make it difficult to reconnect. Here are some tools that can help people break from those routines and allow their dreams to come to the surface again.

**Reflecting on the Past.** Alone and with trusted friends and advisers, periodically do a reality check. Take an hour or two and draw your “lifeline.” Beginning with childhood, plot the high points and the low points – the events that caused you great joy and great sorrow. Note the times you were most proud, most excited, and most strong and clear. Note also the times you felt lost and alone. Point out for yourself the transitions – times when things fundamentally changed for you. Now, look at the whole. What are some of the underlying themes? What seems to be ever present, no matter the situation? What values seem to weigh in most often and most heavily when you make changes in your life? Are you generally on a positive track, or have there been lots of ups and downs? Where does luck or fate fit in?

Now, switch to the more recent past and consider these questions: What has or has not changed at work, in life? How am I feeling? How do I see myself these days? Am I living my values? Am I having fun?

lowed him to stay calm and focused, do his job well, and take care of the business and the people around him. In the end, Rob came out of a difficult situation knowing he had kept his integrity without compromising his career, and in that time, he even learned and grew professionally. He still uses the barometer he developed during his years with Martin to check actions and decisions against his values, even though his circumstances have changed.

Another executive we’ve worked with, Bart Morrison, ran a nonprofit organization for ten years and was widely considered a success by donors, program recipients, and policy makers alike. Yet he felt restless and wondered if a turn as a company executive – which would mean higher compensation – would satisfy his urge for a new challenge. Morrison didn’t really need more money, although it would have been a plus, and he had a deep sense of social

Do my values still fit with what I need to do at work and with what my company is doing? Have my dreams changed? Do I still believe in my vision of my future?

As a way to pull it all together, do a bit of free-form writing, finishing the sentence, “In my life I... and now I...”

**Defining Your Principles for Life.** Think about the different aspects of your life that are important, such as family, relationships, work, spirituality, and physical health. What are your core values in each of those areas? List five or six principles that guide you in life and think about whether they are values that you truly live by or simply talk about.

**Extending the Horizon.** Try writing a page or two about what you would like to do with the rest of your life. Or you might want to number a sheet of paper 1 through 27 and then list all the things you want to do or experience before you die. Don’t feel the need to stop at 27, and don’t worry about priorities or practicality—just write down whatever comes to you.

This exercise is harder than it seems because it’s human nature to think more in terms of what we have to do—by tomorrow, next week, or next month. But with such a short horizon, we can focus only on what’s urgent, not on what’s important. When we

think in terms of the extended horizon, such as what we might do before we die, we open up a new range of possibilities. In our work with leaders who perform this exercise, we’ve seen a surprising trend: Most people jot down a few career goals, but 80% or more of their lists have nothing to do with work. When they finish the exercise and study their writing, they see patterns that help them begin to crystallize their dreams and aspirations.


**Envisioning the Future.** Think about where you would be sitting and reading this article if it were 15 years from now and you were living your ideal life. What kinds of people would be around you? How would your environment look and feel? What might you be doing during a typical day or week? Don’t worry about the feasibility of creating this life; rather, let the image develop and place yourself in the picture.

Try doing some free-form writing about this vision of yourself, speak your vision into a tape recorder, or talk about it with a trusted friend. Many people report that, when doing this exercise, they experience a release of energy and feel more optimistic than they had even moments earlier. Envisioning an ideal future can be a powerful way to connect with the possibilities for change in our lives.

mission and commitment to his work. He also acknowledged that working in the private sector would not realistically offer him any meaningful new challenges. In our work together, he brainstormed about different avenues he could take while continuing in the nonprofit field, and it occurred to him that he could write books and give speeches. These new activities gave him the excitement he had been looking for and allowed him to stay true to his calling.

It’s worth noting that executives often feel threatened when employees start asking, “Am I doing what I want to do with my life?” The risk is very real that the answer will be no, and companies can lose great contributors. The impulse, then, may be to try to suppress such exploration. Many executives also avoid listening to their own signals,

fearing that a close look at their dreams and aspirations will reveal severe disappointments, that to be true to themselves they will have to leave their jobs and sacrifice everything they have worked so hard to achieve.

But although people no longer expect leaders to have all the answers, they do expect their leaders to be open to the questions—to try to keep their own passion alive and to support employees through the same process. After all, sooner or later most people will feel an urgent need to take stock—and if they are given the chance to heed the call, they will most likely emerge stronger, wiser, and more determined than ever. 

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