



LEADERSHIP TRACTION®

Executive Coaching | Mentoring | Leadership Development | Career Acceleration

The One Hundred Jobs Exercise

From Getting Unstuck, Timothy Butler; Harvard Business School Press, 2007.

Step One: Select Your Twelve Most Exciting Work Roles

Reading through this list of one hundred occupational roles, select the twelve roles you instinctively feel would be the most exciting, engaging, and meaningful. Move rapidly through the list and use your first intuitive impression. Do *not* consider its financial rewards. Identify the twelve roles that would simply be most engaging. When you have selected your top twelve, rank them with number one being the work role you find most exciting.

List of Occupations

| # | Occupations | Preferences |
|----|--------------------------------------|-------------|
| 1 | Marketing Researcher | |
| 2 | Child-care worker | |
| 3 | Computer software designer | |
| 4 | Sports coach | |
| 5 | Manager at a manufacturing plant | |
| 6 | Salesperson in a retail store | |
| 7 | Social Services professional | |
| 8 | Salesperson for high-tech products | |
| 9 | Litigator (courtroom lawyer) | |
| 10 | Psychotherapist | |
| 11 | Manager of a retail store | |
| 12 | Public relations professional | |
| 13 | Advertising executive | |
| 14 | TV talk show host | |
| 15 | Theologian | |
| 16 | Speech therapist | |
| 17 | Newscaster | |
| 18 | Secretary | |
| 19 | Automobile mechanic | |
| 20 | Electrician | |
| 21 | Entertainer (singer, comedian, etc.) | |
| 22 | Optometrist | |



| | | |
|----|--|--|
| 23 | Professional actor | |
| 24 | Senior hospital manager | |
| 25 | Fine artist | |
| 26 | School superintendent | |
| 27 | Leader of a product-development team | |
| 28 | Religious counselor | |
| 29 | Financial analyst | |
| 30 | TV or film director | |
| 31 | Personal financial advisor | |
| 32 | Director of human resources | |
| 33 | Graphic designer | |
| 34 | Economist | |
| 35 | Business strategy consultant | |
| 36 | Homemaker | |
| 37 | Senior military leader | |
| 38 | Chief executive officer | |
| 39 | Librarian | |
| 40 | Research and development manager | |
| 41 | Real estate developer | |
| 42 | Music composer | |
| 43 | Veterinarian | |
| 44 | Advertising copywriter | |
| 45 | Senior manager of a manufacturing business | |
| 46 | Nurse | |
| 47 | Ship captain | |
| 48 | Research sociologist | |
| 49 | Manager of information systems | |
| 50 | Investigative reporter | |
| 51 | Medical researcher | |
| 52 | Chief financial officer | |
| 53 | Office manager | |
| 54 | Police officer | |
| 55 | Investment banker | |
| 56 | Manager of a restaurant | |
| 57 | Entrepreneur | |
| 58 | Vacation resort manager | |
| 59 | Electrical engineer | |
| 60 | High school teacher | |
| 61 | Professor of political science | |
| 62 | Theoretical physicist | |



| | | |
|-----|--|--|
| 63 | Computer systems analyst | |
| 64 | Fiction writer | |
| 65 | Newspaper editor | |
| 66 | University professor | |
| 67 | Military serviceperson | |
| 68 | Diplomat | |
| 69 | Venture capitalist | |
| 70 | Military strategist | |
| 71 | Logistical planner | |
| 72 | City planner | |
| 73 | Accountant | |
| 74 | Bank manager | |
| 75 | Architect | |
| 76 | Carpenter | |
| 77 | Manufacturing process engineer | |
| 78 | Firefighter | |
| 79 | Marketing brand manager | |
| 80 | Surgeon | |
| 81 | Investment manager | |
| 82 | Stockbroker | |
| 83 | Director of nonprofit organization | |
| 84 | Event planner | |
| 85 | Administrative assistant | |
| 86 | Credit manager | |
| 87 | Elected public official | |
| 88 | Motivational speaker | |
| 89 | Mayor of a city or town | |
| 90 | President of a community charity | |
| 91 | Real estate salesperson | |
| 92 | Professional athlete | |
| 93 | Clerical worker | |
| 94 | Foreign trade negotiator | |
| 95 | Bookkeeper | |
| 96 | Emergency medical technician | |
| 97 | Statistician | |
| 99 | Manager of a stock or bond mutual fund | |
| 99 | Proofreader | |
| 100 | Civil engineer | |

Step Two: Identify Underlying Themes

Looking over your list of twelve most engaging occupations, identify three-to-five “themes” that seem to tie together many of your occupational role choices. A theme does not have to apply for all of the choices on your list, but it probably should be present in several of them.

| # | Underlying Themes |
|---|-------------------|
| 1 | |
| 2 | |
| 3 | |
| 4 | |
| 5 | |

Step Three: Identify Dynamic Tensions

“Dynamic Tension” occurs when a theme applies to several occupations on your list, while other occupations seem to contradict that theme. List whatever Dynamic Tensions you notice and consider their implications, ideal job-wise.

| # | Dynamic Tensions | Implications |
|---|------------------|--------------|
| 1 | | |
| 2 | | |

Step Four: Pay Attention to Spontaneous Images

As you worked to identify your Underlying Themes and Dynamic Tensions, you possibly became spontaneously aware of some interesting and/or intriguing mental images. If you recall them, take a moment and write down every image that arose, as irrational or irrelevant as they might seem. If not, review your preferred Occupations, Underlying Themes, and Dynamic Tensions and notice what Spontaneous Images appear. Write every image down, as irrational or irrelevant as it may seem, along with what you believe each of them means.

| # | Spontaneous Images | Interpretation |
|---|--------------------|----------------|
| 1 | | |
| 2 | | |
| 3 | | |
| 4 | | |

Step Five: Discuss Your Findings

Review/Debrief your Findings with your coach or a trusted friend. Articulate your next steps.