

star performers operate much like free-agent athletes, going from team to team in search of the best financial deal. If you enjoy team sports such as football, where you specialize at a particular position and glory in a well-executed play, you might be best suited to the specialized meritocracy of an academy. In school, you're probably very conscious of your own grades, but enjoy participating in task forces and group assignments.

Those in clubs strive to fit in and do things for the good of the group. In sports, you might prefer soccer or lacrosse—team sports where you need to know how to play a number of positions on the field and where individual glory is less probable. In an academic setting, you're probably more concerned with your group's overall grade than with your own. You have a

need to belong.

Sonnenfeld describes those suited for the difficult, unfriendly environment of the fortress as "lone wolves"—indifferent about belonging, oblivious to individual stardom and unconcerned about future security. These are the types who pursue rigorous, unpopular subjects in college—Mandarin Chinese, say, or non-Euclidian geometry—simply for the inherent difficulty.

"There's no room for a dreamer in a fortress," he says. "Those suited for the fortress like the challenge of rearranging the system. The academy-

and club-types work within the system. The baseball-team players like to create their own system where there is no system at all."

Spencer Clements, an M.B.A. student at Rice University in Houston, got a good look at himself during internships at Trammell

Crow Co. and Arthur D. Little Inc. before graduating from Texas A&M University. After then working almost a year as a buyer at Marathon Oil Co., he's decided that a baseball team is where he belongs.

"I know I won't fit into a typical corporation, where they pat me on the back after six months or a year and give me an 8% raise, then repeat that process every year or so until I retire and get a gold watch at 60," says Clements, 25. "Marathon Oil was very structured, and I didn't enjoy it. I want to get into real estate where it's deal- or project-oriented, and I can make it or lose it on my own."

"I want a company where they give me all the responsibility I can handle and then some, and maybe even a piece of the deal. If I don't perform, I'm out. That's okay with me," he adds. "I'm motivated by challenge and money. My M.B.A. will be my safety net, so I can afford to roll the dice now."

In contrast, Jodi Goldwyn, 23, a 1988 marketing graduate from Emory, has reached a much different conclusion about herself. She interned in public relations at Macy's—a clas-

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