



SIMA®
MAP
MOTIVATED ABILITIES PATTERN®

Linda Nelson

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PEOPLE MANAGEMENT • 450 N. Main St. • Stillwater, MN • 55082 • (651)351-7214

This report presents what many agree is probably the most important personal and career related information you can have about yourself. It could not be derived from tests or computer matches. It required roughly 14 hours of individualized reflection both on your part as well as People Management's.

Though you may be similar to others in some of the abilities you possess, your total combination of gifts is unique, especially as those gifts manifest themselves in the details of your motivated activities. It is our experience that no two person's achievements are the same and for that reason no two Motivated Abilities Patterns® are the same as well. The more you understand the details of your own uniqueness, and how your gifts work together as a system, the better planning and decision-making you can do for your career, ministry, educational and lifelong goals.

PLEASE NOTE: Your unique motivation will influence the way you assimilate the information contained within this report. If you are one who learns through reading and research, you will enjoy the written report format and derive understanding almost immediately. If you learn through doing and trying, you will appreciate the application and exercise section. If you learn participatively, you may prefer to work through the material with your consultant.

The System for Identifying Motivated Abilities (SIMA®) is the technology that assists People Management in determining your Motivated Abilities Pattern®. The process does not utilize psychological testing or in any way try to explain the origin of, or causes behind your Motivational Pattern. We have made no attempt to get at your underlying emotional, mental, or attitudinal makeup. SIMA® is a behavior-based tool for explaining and predicting individual motivation.

To help with the understanding and application of your Motivated Abilities Pattern® (henceforth referred to as your Pattern), we have divided this report into three sections.

SECTION I: A LOOK AT YOUR PATTERN

This section includes a customized summary as well as an outline that uses concise descriptions to define your uniqueness.

SECTION II: UNDERSTANDING, INTEGRATING AND APPLYING YOUR PATTERN

This section will help you connect and apply the components of your Pattern to your life and work. We have provided text, exercises and questions for you to work through on your own or with the help of your People Management consultant.

SECTION III: A GLOSSARY OF YOUR PATTERN ELEMENTS

To further enhance your understanding, People Management has assembled out of its manuals those paragraphs which help explain each of your Pattern elements. While these paragraphs were not written specifically for you from your achievements and experience, these can assist you in understanding your Pattern and its elements.

On occasion, variations that are due to your uniqueness are discovered. If this is true in your case, the variations will appear in SECTION I (perhaps with an explanatory line), but may not be in SECTION III.

SECTION I: A LOOK AT YOUR PATTERN

This section includes a customized summary and displays, in outline form, the individual elements that describe your uniqueness.

MAP SUMMARY FOR

LINDA NELSON

There are dominant themes that recur throughout your achievements. The summary below highlights some of the essential elements in your unique Motivated Abilities Pattern®. This summary is a synthesis of your pattern elements written in a free-flowing series of statements that describe what we've discovered about you and your MAP®.

- You like to demonstrate your competence in a number of areas by ensuring accuracy, honing down to a level of correct detail, making it right. You want to exemplify right competence so that you can make the team. You want to be a part of relationships, groups and organizations, and to earn a reputation for the unique role which you play on the team.
- You change your position on the team only after having righted the existing one. You competently establish the right working procedures for an existing position. You earn respect for the values of commitment, confidence, trust and honesty which you establish in your longstanding roles.
- You not only establish your own ability to perform the role faithfully over time, but you also establish new protocols, methods and practices which make for a more efficient operation of the position. Given the data or numbers that you are required to account for or arrange, you will set about organizing the information by systematizing it. You also might find the right technology or tools that will help you to establish the right working environment.
- Once you have righted an existing position, met its requirements, used it as a vehicle for fulfilling needs, in short, demonstrated your competence in executing the details which you are responsible for, you will further establish the competence of the position by training other team members. You like to walk people through the steps which you have systematized and to show them the functions of the concepts which you have visualized, decided on, arranged and operated with.
- Although you take your role on the team or within the relationship seriously, you understand that the concept of the role is defined by the overall social goodness which comes from being with other people. By fulfilling the requirements and meeting your responsibility you show that a structured context provides a fun and sociably agreeable environment; it makes for an interesting team.
- As you demonstrate your rightness for your role, for instance, as a mother, you want to extend your influence within that role. You are “everybody’s mom.”

- Your primary relational style is that of a directive facilitator. You want to make sure that your team's needs are met in exactly the right way. Your team may need an accountant to balance the books. So, you will orchestrate all of the new systems that need to be arranged so that the books can be more efficiently ordered. Your volunteer organization may need a president who will decide where things are headed. So, you will establish a routine structure--rules and regulations--that will help people to keep focused on the common goals.
- Although the precise help which you give to others often depends on the requirements of your position, you also facilitate others by entertaining and involving them in the team which you have put together and directed. You like to imagine scenarios which will satisfy the social instincts of your team members and the audience/public with whom you collaboratively serve. After visualizing such scenarios, you direct how your vision is to be enacted. When you relate to others within your motivational pattern you say, "this is how you will be served, or this is how you will be entertained."
- You often are compelled to learn new skills because you seek to demonstrate your competence in untried areas. You like the challenge of becoming involved in groups that you have had no previous contact or association with and then showing that you can assist the group's efforts by either righting them or fitting in the correct way. You learn how to be competent in an untried area. You show that you are ready to take on the challenge of an assigned position by trying it out and practicing the requisite skills until they are done correctly. You also learn by participating with others. You like to come along side and absorb all of the tacit knowledge that other team members teach you.
- As a participative representative you seek to competently represent your understanding of the team's goal's and service portfolio. You do this by selling your wares in a participatory way. You want to involve others in the experience of the organization or group which you are representing. You exchange competencies by comparing your self and the other representatives to objectively-defined right standards.

LINDA NELSON
MOTIVATED ABILITIES PATTERN OUTLINE

PRIMARY RESULT

YOU WANT TO PROVE COMPETENT AND REPRESENT THE RIGHT WAY,
ESTABLISHING AND MAKING THE GRADE/MAKING THE TEAM AS YOU GENERATE
PARTICIPATION.

OPERATING RELATIONSHIPS

You work best with others as a/an:

DIRECTIVE FACILITATOR
PARTICIPATIVE REPRESENTATIVE

You prefer to be managed:

COLLABORATIVELY

MOTIVATING CIRCUMSTANCES

Your motivation is triggered by:

NEEDS
GOAL, VISION
CHALLENGES, COMPETITION

The factors that keep you motivated and interested:

UNIQUENESS, CREATIVE FACTORS
VALUE - COST CONCERN

The results you seek:

EFFICIENCY POTENTIAL
EXACT, PRECISE, CORRECT

The recognition factors that are important:

VISIBILITY
RESPONSIBILITY

The degree of structure/definition that you need:

REQUIREMENTS, DIRECTIONS
ROUTINE MEETINGS, EVENTS

The working conditions or environments that motivate you:

STRUCTURE, ORDER: RULES, REGULATIONS
SOCIAL INTERACTION: BELONGING

MOTIVATED ABILITIES

| | |
|-----------------|--|
| LEARNING | by doing, trying by participating in an activity |
| EVALUATING | by accounting, figuring, calculating, balancing by comparing to right standards |
| CONCEPTUALIZING | by imagining, pretending, visualizing |
| ORGANIZING | by systematizing, establishing protocols |
| PLANNING | by arranging exact details by practicing, getting ready |
| DOING | by operating, working from an agenda |
| DEVELOPING | by refining, simplifying the process |
| PERFORMING | by making a production, performing |
| OVERSEEING | by monitoring, providing checks and balances by orchestrating, coordinating |
| INFLUENCING | by convincing, persuading by involving, entertaining |
| TEACHING | by training, walking people through, explaining systemic functions |

SUBJECT MATTER THAT RECURS IN YOUR ACHIEVEMENTS

VALUES: ENDURING COMMITMENT, CONFIDENCE, TRUST, HONESTY, RESPECTABILITY

CONCEPTS: IDEAS AND UNDERSTANDING

DETAILS, ACCURACY

NUMBERS, REPORT INVOICES

MONEY, BUDGETS

INFORMATION, DATA, FACTS

PEOPLE - GROUPS, BOARDS, ORGANIZATIONS, TEAMS

RELATIONSHIPS

TECHNIQUES

SYSTEMS, NETWORKS

METHODS, BEST PRACTICES

ROLES: TREASURER, PRESIDENT, DIRECTOR

SECTION II: UNDERSTANDING, INTEGRATING AND APPLYING YOUR PATTERN

The purpose of this section is twofold. You will first move through a series of exercises designed to educate you about the nature, components and “systemness” of your Pattern. Then, you will use those insights to help you integrate and apply your unique Pattern components. Your Pattern is a detailed and useful tool that is interesting and valuable in and of itself, but it becomes even more valuable to you when it is applied to your real-life issues and concerns. To be of the greatest benefit, it must be understood.

PART A: UNDERSTANDING YOUR PATTERN

The Nature of the Motivated Abilities Pattern

Critical to understanding the significance of the Pattern, is comprehending its pervasive nature. Based on tens of thousands of individuals, we have found that a person's Motivated Abilities Pattern® is:

ENDURING Your Pattern emerges early and remains constant throughout life. We have seen no evidence it can be changed, added to or subtracted from in its fundamental character. Values and lifestyle can and do change, but your essence as described by your Pattern does not. This does not mean your Pattern is static. In fact, it is probably the central area for growth and development. What you do motivationally in small measure as a child, you do largely as an adult, precisely because of development within the design of your Pattern.

IRRESISTABLE Regardless of environment or circumstance, your Pattern will express itself somewhere in your life. If your work will not permit its expression, you will pour out these rich gifts into your non-work life. Use of your Pattern is the essence of meaningful life to you.

If your job in any way accommodates your Pattern, you will perform that job in accordance with your Pattern and not with what an objective examination of the job indicates (e.g., an innovator will innovate; a doer will continue to perform the details; a person who seeks recognition will concentrate on what gets attention from others).

INSATIABLE You will never satisfy your motivation in a final way, regardless of how often you have had a chance to express it or how many achievements you have accomplished.

EXPLANATORY Once you read the Pattern of a person, you begin to understand why they perform as they do and where that person finds joy and frustration. Many individuals do not even have the words to describe why they work and move in the way they do, while others have a higher awareness of their system of gifts and motivations. Regardless, your Pattern explains your reactions to the world around you as well as what you are truly working to accomplish through your efforts.

PART A: UNDERSTANDING YOUR PATTERN

Pattern Components

The information included in your Motivated Abilities Pattern® is divided into five separate categories to describe five very different aspects of your system of motivations and gifts.

◆ **PRIMARY RESULT: WHY YOU DO WHAT YOU DO**

The central purpose evident in the way you work; the results that you consistently strive to fulfill in your work or activities. The Primary Result is the source of satisfaction and passion in your achievements.

◆ **MOTIVATED ABILITIES: HOW YOU DO WHAT YOU DO**

The resource of specific abilities you are internally motivated to use. These are the abilities that come naturally to you, those that you use without conscious decision or awareness.

◆ **SUBJECT MATTER: WHAT ENGAGES YOU**

The tangibles, intangibles or mechanisms through which and with which you prefer to work to get the job done.

◆ **CIRCUMSTANCES: WHERE/WHEN ARE YOU ENGAGED**

The elements and conditions that engage your motivations from the world around you. We are all made to work in a specific and unique environment that is revealed in our achievements.

◆ **RELATIONSHIPS: WHO ARE YOU AROUND OTHERS**

How you prefer to work with those around you, this is the natural role or roles you were made to play when engaging with others.

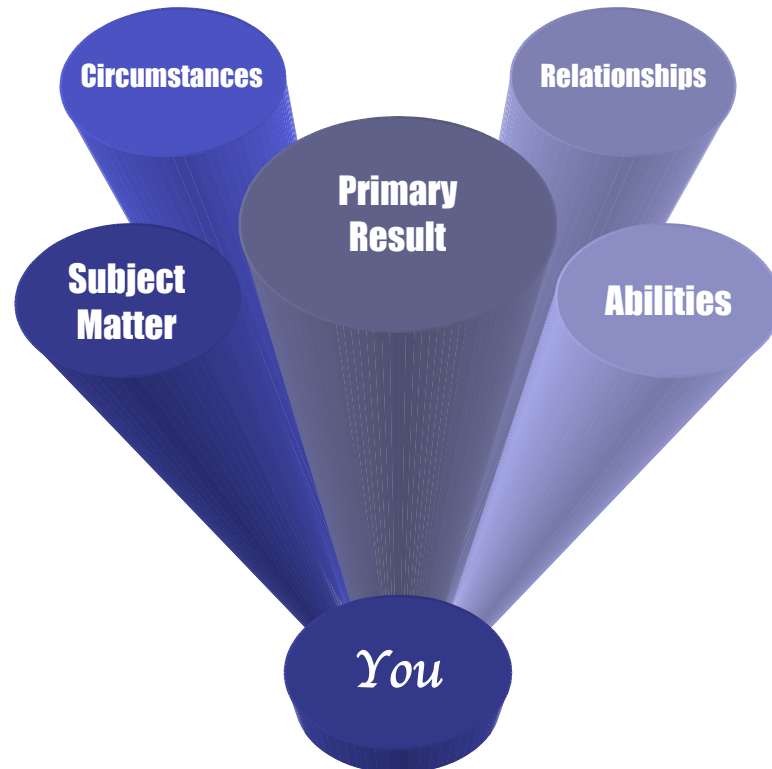
PART A: UNDERSTANDING YOUR PATTERN

Pattern Systemness

Your Pattern operates as an integrated system and reflects a high degree of design. All of the elements in your Pattern are working together when you are at your best. As a unified system, each element will be productive to the extent that the other elements are being fulfilled. For example, you will not be able to shine if you are operating in a job that does not include the Subject Matter or some other essential portion of your Pattern. The effectiveness of any element in the Pattern drops off proportionately as other elements are omitted or limited.

Another important aspect of Pattern “systemness” is the critical role of the Primary Result. All elements of the Pattern work together at all times to help accomplish your Primary Result. The irresistible nature of your Pattern means that in all that you do you are trying to engage your Pattern, to accomplish this end or purpose.

The elements of each of the five categories work together distinctively in everything you seek to accomplish.



PART B: INTEGRATING YOUR PATTERN

Exercise One

Integrating Pattern Elements Into Your Ideal Job Description

OBJECTIVE: To create, from the elements in your Pattern, a single statement that describes what would be an ideal job for you.

DIRECTIONS: Using your Pattern outline, the glossary and the guidelines below, develop a paragraph that synthesizes the elements of your Pattern into a single statement. Use whatever filler words make it flow and communicate your strengths in a clear, easily understood manner. In its finished form it should look something like the following paragraph:

EXAMPLE: *A job working with people, ideas, and logistics, using my abilities to learn about new things and organizing ideas into something that can grow where conditions of the work allow me to take on a new challenge, with some difficulties that push me to get results as well as a response from those I am helping and where I can relate as a spearheading key contributor who appreciates some direction initially. And which leads to my meeting challenges to bring about new ways of doing things and gauging my efforts through the response of those with whom I'm working.*

A JOB WORKING WITH... (Insert your subject matter. You may be more specific than Pattern elements if you wish).

USING MY ABILITIES TO... (Insert your motivated abilities, i.e. investigate for facts, analyze their significance, improvise a solution, organize others involved, oversee development, control, etc.).

WHERE CONDITIONS OF THE WORK ARE/ALLOW OR REQUIRE... (Insert your circumstances with additional words as needed to make it understandable).

AND WHERE I CAN OPERATE AS... (Insert how you work with others, your operating relationships, i.e. member of a team, as an individualist, in a leadership role, etc.).

AND WHICH LEADS TO... (Insert your primary result, i.e. a finished product, a chance for advancement, recognition, development, control, etc.).

IDEAL JOB DESCRIPTION (Take advantage of this space to collect all of these concepts into an understandable ideal job description for yourself).

PART B: INTEGRATING YOUR PATTERN

Exercise Two

Understanding Your Career and Personal Development Issues

- OBJECTIVES:**
1. To identify current career or personal development and concerns.
 2. To make use of the information in your Pattern to better understand the areas that you have identified.

DIRECTIONS: List several specific concerns you are facing at the present time. Areas of concern may include:

CAREER: Job fit; relationships with subordinates, peers or superiors; difficult demands or decisions; opportunities or moves; long term development or advancement; vocational passion and purpose.

PERSONAL: Personal and family relationships, avocational activities, hobbies, community involvements, etc.

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Each of the areas you identified can be related to some aspect of your Pattern. The following questions will help you move through each section of your Pattern. Use these questions to begin thinking through your concerns. You may wish to write out your thoughts or perhaps share or discuss them with someone. Please note that the capitalized words refer to the portion of your pattern in which you will find the information.

QUESTIONS:

1. How does my PRIMARY RESULT impact on my satisfaction, frustration, success or failure related to this issue?

2. How does the way I prefer to RELATE to others impact upon this issue?

3. Do the circumstances surrounding this matter contradict, conflict with or parallel the CIRCUMSTANCES in which I am most motivated? What is missing? What is present?

4. Am I able to use my MOTIVATED ABILITIES (i.e. do what comes naturally), or am I required to use abilities I do not naturally possess?

5. Does the SUBJECT MATTER I enjoy working with and through impact on this matter?

PART B: INTEGRATING YOUR PATTERN

Exercise Three

USING YOUR COMPELLING STRENGTHS POSITIVELY

OBJECTIVE: To help understand the dichotomy of the use of your pattern in positive and negative ways. You may find it helpful to discuss this exercise with your People Management consultant.

Your stories have revealed how your motivation is evident in your achievements. You have chosen the times when your Pattern has come out positively and you have accomplished something about which you have been proud or felt that you did well.

Accomplishments through your motivation are only one side to your Pattern. Your pattern will also be revealed negatively in certain situations and decisions must be made as to how you will direct your efforts. It is important for you to determine when you are using your pattern as a detriment to your work or relationships instead of an effective tool.

Take some time to answer each of the following questions.

1. Record some examples of the misdirected or compulsive use of your pattern.

2. What are 2 - 3 areas of concern your examples may point to?

3. How have other people interpreted or reacted to these areas of concern?

4. What will you need to do to improve these areas of concern and redirect your giftedness?

5. What steps can you take for future self-awareness in these areas?

6. How can you build more accountability into the areas of concern?

SECTION III: MAP® GLOSSARY OF YOUR ELEMENTS

This section contains an explanation of the five parts of your MAP® discussed briefly in SECTION ONE and each element within those parts. These paragraphs have been assembled out of People Management's manuals and contain definitions of varieties of possible manifestations and some general career advice. Because they are general, some statements will describe manifestations that will fit you well and sometimes will not. For this reason, the words "may" and "perhaps" are frequently used to make it clear that the descriptions are not dogmatic statements.

THE PRIMARY RESULT

This is the most dynamic factor of the whole MAP® since the other elements radiate from or are projections of the Primary Result. This element is very important to you because it is the singular result you seek to achieve in activities that represent something you believe you did well and enjoyed.

This is the central, very special drive evident in all your achievements. You will attempt to perform every job in accordance with your Primary Result, regardless of what others may see as more urgent needs. If you find that you are not fulfilled at work, you will pour out your gift in some activity outside your career, where you can gain that missing sense of satisfaction.

YOU WANT TO PROVE COMPETENT AND REPRESENT THE RIGHT WAY, ESTABLISHING AND MAKING THE GRADE/MAKING THE TEAM AS YOU GENERATE PARTICIPATION.

You are motivated to learn how to do something and to show that you can do it. You like to develop your knowledge or skill to the point of proficiency, then demonstrate that proficiency in performing some task or responsibility. Your motivation is expressed in an emphasis on development activities. It is likely that you take pride in your ability to adapt to new situations and to learn or develop the basics as quickly as possible. You tend to view new or different assignments, involvements, or projects as opportunities to display your potential and your capability. After demonstrating your competence in one area, and proving your capability to yourself or to others, you may begin looking around for other skills or subjects to tackle.

Your learning abilities are key factors in your motivational pattern. Whether the nature of your work is theoretical, technical, physical or manual, people-oriented, or some combination of these areas, it is likely that you have cultivated a rather wide-ranging body of knowledge or skills. Although you may do a lot of studying and background reading, your interest is most sharply focused when you can try out or do the thing you want to learn. You may also exhibit enthusiasm for practicing a skill, for trying it again and again, correcting your mistakes or your approach until you get it right. The example of experts, models, or established approaches might be important, or at least helpful in your learning process.

Having learned something, you demonstrate your skill. This can mean a variety of things. You may appear before an audience and speak, perform or answer questions. You might work in a department where others view you and watch you perform. You may measure or 'demonstrate' your proficiency by comparing what you do to some standard, formula, or model. You might accomplish the same thing by getting good grades, winning the response of an interested boss, or gaining a sense of acceptance from others. But whether you affirm your own competence or require the affirmation of others, it is necessary for you to demonstrate the learning and development that you have gone through.

You may also project this motivation on other people, functions or the organization with which you work. If this is the case, it is likely you gain some satisfaction in watching other people or things develop. You take the person or item through stages of development that are similar to your own learning/development activities. You gain satisfaction in watching someone or something become proficient, effective, whole.

As you make decisions about your next career move, be careful to avoid long, drawn out involvements. Stay clear of areas which lack a sense of challenge for you, and where the boredom of a routine will tend to sap your motivational energies. The opportunity to develop proficiency and 'do your stuff' should be central to any involvement. There should be ample opportunity for you to have your competence confirmed by tangible results.

Another side of your motivation is manifested as you seek to function in a way that is consistent with certain standards and principles that you bring to all your efforts and involvements. You refer to these standards as guides as you progress through a job,

assignment, responsibility, or creative activity. In your mind, the success and/or validity of your own work and the work of the people around you is measured by how well it matches your criteria. In short, you are motivated to do things the "right" way.

The standards you adhere to may be learned and commonly acknowledged criteria of correctness, propriety, or excellence in your profession, your trade or the society in general. There is probably a quality of permanence to them. On occasion you may develop ideals that are exclusively your own and calculated to serve as an expression of your individuality and distinctiveness. Regardless of where your standards, principles, or ideals come from, they are a focal point of your motivation.

Keep these factors of your motivational pattern in mind as you make career choices. Look for circumstances that allow you sufficient time and freedom to feel right about what you produce or about the way you perform or serve. Avoid situations where you are constrained to move quickly in the face of deadlines, haphazard expectations, or conflicting requirements and assignments.

Your motivation is also oriented toward goals, specific results, and group involvements. Your achievements reveal a particular interest in goals that relate to acceptance into a group in which you want to be a member or participant. Your goal might be to make the first string, to be elected to an important committee, to become a part of a certain social circle, to qualify for some honorary society, or to acquire a high level position in a company. Regardless of the exact nature of the group or organization, the status that comes with belonging to it, as well as the importance of your position within it, are key factors in the goals you choose to shoot for.

Your goals vary according to the group you seek admittance to and recognition from. The qualifications for it might include a certain grade average, sales volume, or income level. A successful track record on the job might be the ticket. In addition to the explicit requirements, you may also be adept at identifying the subtle, unspoken requisites. It is likely that you change your own style to better conform to the norms of the group. You probably move quietly and cautiously at first as you get a feel for the tone of the group. You may also be interested in proving your willingness to serve the group and go above and beyond the call of duty for its sake. Whatever methods you employ, you strive to be recognized as worthy to be part of the group.

As you search for a place that is right for you in the career world, bear in mind that the possibility for upward mobility is an important criteria. Look for work situations where there is plenty of opportunity for promotion and advancement, where service and merit are rewarded, where there is a hierarchy of work and status.

YOUR RELATIONSHIP TO OTHERS

Emerging from your achievements is a certain kind of relationship you maintain with people. For example, you may want to work alone, you may wish to work in collaboration with other people, you may want to be the star or leader, or have some other role.

Your particular way of operating with people is quite significant vocationally, since you will strive to maintain that kind of relationship regardless of the level and type of position in which you might function.

DIRECTIVE FACILITATOR

You are motivated to relate to others as a facilitator. In general, this means you provide the actual or concrete things necessary for others to reach goals and achieve success. These facilities might include tools, funds, materials, work space, organizational or time structures, arrangements, or whatever is needed or required to further the ease, even, the enjoyment with which an effort, operation, or endeavor is carried out.

As a facilitator, you are more concerned with the benefit of your contribution to others than with how that contribution reflects your own distinctive role. Whether you function behind the scenes as a subordinate or out in front of an effort in a highly visible position is not as important to you as doing what is necessary. In fact, you may be quite adaptive in moving from one kind of role to another. The exact nature of the role you take on is usually determined by the needs and goals of the people or group with whom you are working.

There are a variety of styles of facilitating that might describe how you are personally motivated. It could be that you like to be directly involved in setting up and/or adjusting a work environment. You might serve a broad range of functions as you strive to create an atmosphere that helps others to concentrate and work productively. You might make materials easily accessible, improve lighting or the arrangement of working space, regulate the flow of work to keep it at a manageable pace. In this capacity you might act as a facilitator for a single person or a whole department.

Perhaps you are what we call a door-opening facilitator. In this case, you tend to concentrate on helping specific individuals. Without being directive, you like to provide exactly what is needed for a person to move toward his or her own goals. You might find yourself buying gifts like books, tools, or equipment or leading people into activities or experiences that help to further their interests or channel their natural talents into a particular area. You might, for instance, help someone to start a small business by arranging bank loans, setting up contacts with suppliers, or steering the first customers in his/her direction. You tend to think of others in terms of their interests and motivations and what you can do to promote their success or fulfillment.

You should identify career opportunities where your efforts will focus on providing for the tangible needs of a group or organization and which will allow you to function in a variety of roles oriented around helping others to be more effective and satisfied in their work.

You are also motivated to relate to others in a directive manner. You therefore seek to function through subordinates, assistants, associates, and even bosses, in precise ways.

You want the people you work with to think and perform in a manner you identify as correct, appropriate, or most useful. You want people to carry out the effort in the exact manner you specify.

Having complete control over an operation or an effort from beginning to end is an ideal situation for you. In many cases, you want to make sure things come out according to plan.

The duration and frequency of your personal intervention will depend upon the complexity of the activity or the extent of your trust in individuals to carry out your wishes. In any event, you make sure your thoughts, words, and purposes are adhered to, whether you are physically on the scene or not.

Career involvements where you are provided with the time, freedom, the right people to get the job done the way you want are what you should look for. Avoid managerial responsibilities that isolate you from direct control over details or that require you to supervise people who are inclined to persist in doing things their own way.

PARTICIPATIVE REPRESENTATIVE

You relate to others as a representative. You want to speak and act on behalf of others. The point of view, position, and best interests of the person, group, or organization you represent tend to define the nature of your work, your thinking, perhaps, even your sense of identity.

Your activities as a representative may involve you in matters that are political, legal, economic, moral, or scientific in nature. You may function as a lobbyist, fund-raiser, public defender or prosecutor, salesperson, negotiator, missionary, public relations officer, etc. It is possible that your function might actually include a combination of several such roles.

Regardless of your exact focus, you tend to get deeply involved in learning about who or what you represent and in familiarizing yourself with the nature of what you must communicate to others. A sense of responsibility to be precise and faithful to the truth may be the driving force behind this learning process. It could be that you want to be able to speak with authority and a sense of personal conviction about what you represent.

As a representative, you seek to communicate with others in a way that will leave others with a strong and positive impression. Whether your audience is a judge or jury, a client, a possible convert or recruit, the random public, or whatever, you seek to influence people to respond in thought and/or action that in some way serves the interests of those you represent.

Along with speaking for others, you may also strive to present yourself as a personification or exemplar of the ideas, ideals, organization, or group you represent. You may symbolize, portray, or in some way act out what you want to communicate. Throughout your involvement, there is a sense that you are responsible to the authority by which you are delegated or sanctioned to act as a representative. Part of your motivation may be a wish to perform faithfully on behalf of people who depend on you and the success of your efforts.

Look for career opportunities where you are entrusted with the role and function of a representative.

You also seek to share in an effort with others as a participant. You prefer informal involvements which give you the freedom to move in or out of an activity, as opposed to

highly structured team activities that oblige you to perform in a prescribed manner. You may even like to work on your own, behind the scenes in a supporting role; however, you still want what you do to be part of a larger effort.

You tend to prefer to work more or less in common with everyone else. It is not characteristic of your motivation for you to seek to change the course of events or directly effect the success of an endeavor by putting to use some special skill or expertise. This is not to imply, however, that you want your contribution to merge indistinguishably with the efforts of others. In fact, you like the idea of having your own job to do, and you want to feel that your efforts have value in the whole effort.

The right career involvement will give you the sense that you are participating with others in a common effort but in a way that is your own. Avoid situations that require team membership or a highly structured involvement. Also stay clear of responsibilities that require you to impose your views on others or make them perform in lock-step fashion.

MANAGEMENT STYLE: COLLABORATIVELY

You function most effectively under a manager who treats you as an equal, who works with you in a collaborative fashion. You want to be able to sense that you and your boss are involved in a joint effort. The right boss will show an open-minded and genuine interest in your ideas and suggestions as well as willingly offer his/her advice and support whenever you need it.

RECURRING CIRCUMSTANCES

There are certain circumstances or conditions within which you are motivated to work. These elements trigger you into motivated action or are conditions which enable you to work most effectively. Often, these elements, once recognized and introduced into your work, transform what seems like a wrong fit into a motivating situation (given compatibility of other factors).

Your motivation is triggered by:

NEEDS

Your abilities and attention are sharply focused in circumstances where there are needs to fill. You may take the responsibility to see to it that sufficient materials, supplies, manpower or finances are available. Perhaps, you provide others with the tools or technical advice necessary to complete a job, or you may pitch in and lend a hand with the work. It could be that filling the emotional, physical or spiritual needs of people is how you express this aspect of your motivation. In general, you enjoy being useful or helpful, if not indispensable, as you step in and provide others with assistance, guidance, support or tangible resources. The opportunity to make a real difference to the effectiveness and success of an operation or to the well-being of individuals (perhaps, even an entire community) stimulates your efforts. A steady flow of needs is an important element in your right working environment.

GOAL, VISION

You want to function where your efforts are directed toward a clearly defined and predetermined end. You may establish the goal yourself, or it may be set by others. It is important, in any case, that your focus and direction are clear and that you know exactly what you are shooting for. The strategies, procedures or methods to achieve the objective may be laid out by someone else or left entirely up to you; however, the target must be drawn before you can act with any assurance. The right working circumstances will involve you in assignments, projects or activities that focus around well-defined goals. Shifting requirements, vague responsibilities or unclear objectives will clash with your motivation.

CHALLENGES, COMPETITION

You function well in situations where you are challenged or tested in some way. Your motivation is triggered by the opportunity or the need to put your knowledge, skills, prowess or strength of character on the line and to prove your capability and your effectiveness. Examinations, tasks, assignments or contests that place specific and exacting demands upon you tend to bring forth your best efforts. You enjoy stretching yourself in the face of possible defeat or failure and coming up with whatever it takes to succeed. The right working circumstances will feature challenges that stimulate your interest and encourage you to put forth a persistent effort. On the other hand, working circumstances where everything is routine or simple will tend to drain your motivational energy.

The factors that keep you motivated and interested:

UNIQUENESS, CREATIVE FACTORS

You tend to thrive in an environment that is in some way unusual or which allows you to actively express your own uniqueness. You may enjoy being part of a group, organization, project or endeavor that is distinctive, special or unconventional. You might want to get

involved on your own in activities that are out of the ordinary, rare or, perhaps, even a bit eccentric. Perhaps, you are one of a relatively few practitioners of a craft or occupation or an expert in an obscure field of study. It could be that you are motivated to create original designs, ideas, or works of art. The freedom to uninhibitedly express your individual flair, point of view or personal style may be what you are looking for. In general, the right working circumstance will put you in a position to demonstrate your uniqueness. You are likely to be frustrated by an environment that emphasizes mass production, conventional ideas, or conformity with norms or standard practices.

VALUE - COST CONCERN

You are motivated to work in an environment where there is a need to exercise shrewd judgment in matters of finance. You enjoy exerting your authority over questions of cost and value. Perhaps, you shop around or negotiate to obtain goods, services or credit at the lowest possible price. It could be that you evaluate the cost of products, materials, resources, etc. in terms of their usefulness, quality or durability. You may enjoy the challenge of running things on a shoe-string budget. The financial stability and profitability of an operation tend to be a dominant concern for you. The right career involvement will feature specific requirements for the efficient use and control of funds and focus your efforts on regulating or advising others on matters of value, cost control and budgetary constraint.

The results you seek:

EFFICIENCY POTENTIAL

You like to function in an environment where efficiency is an important factor of success. Whether you are in charge or you are meeting the expectations and requirements placed upon you by others, you want to get things done with a minimum of time, effort and expense. In most of your efforts, there is an attempt to streamline, to cut the fat, to eliminate the superfluous. It is likely that you strive to reduce routine or repetitious tasks to a system in which there is no wasted motion. If you have a project or an operation to run, efficiency is probably the chief criterium you use in planning it. You want to make the best potential use of manpower, time, materials and money.

EXACT, PRECISE, CORRECT

You strive for precision in your work and you tend to demand the same from others. You function best under conditions where there is a need to be accurate and exact. You enjoy involvements where close attention to details, and the precise execution of techniques, plans, or procedures is crucial to the success of your efforts. You might excel in a quality control function or in a regulative role of some kind. You might focus on developing exacting strategies or standards. Perhaps, you are a craftsman. Regardless of your exact role, you should look for situations where there is a demand for accurate or precise results.

The recognition factors that are important:

VISIBILITY

You like to be visible in a way that makes you stand out from the crowd. You may lead a team effort or occupy some other key position in an organization or group. Perhaps, you have special skills, talents or expertise that allows you to capture people's attention or interest. It could be that the signs and symbols of your membership in an association with a particular group, idea or life-style are the means by which you seek to gain notice. You may seek a more extensive exposure through the mass media or advertising. The prospect of your face, name or voice becoming instantly recognizable to the general public may be satisfying for you. Whether your visibility is limited to your own organization or community or is national in scope, this form of recognition should be a focal point of any career involvement.

RESPONSIBILITY

You tend to view your work in terms of the responsibility it places upon you. You have a strong need to feel answerable to others. It is important for you to be entrusted to supply the knowledge, skill and effort necessary to perform a task or assignment or to fulfill a particular role. You enjoy having a particular arena or area in which you are held accountable. It is likely that you want people to recognize it as your personal territory as well as to recognize your special talent for meeting its demands. Look for roles and involvements where others depend on you to perform tasks and make decisions which are clearly defined as your responsibility.

The degree of structure/definition that you need:

REQUIREMENTS, DIRECTIONS

You are motivated to work in an environment where you can focus on clear requirements. You want to know, or be able to determine, what is needed, expected or required in order to successfully meet the demands of a position, plan, assignment or task. The requirements may be spelled out for you in a manual, a list of specifications, instructions from a supervisor or a statement of policy. On the other hand, you may enjoy the investigating and evaluating involved in figuring out what is necessary to obtain a desired result. In any case, whether you function in a contributor or a managerial role, you focus your efforts on the requirements involved. The right situation for you will either provide you with clear-cut requirements or allow you to define and establish them on your own.

ROUTINE MEETINGS, EVENTS

You perform well in environments where procedures and practices are a matter of routine. You like to work through an established, unvarying system. Knowing the routine gives you the certainty that you are doing what should be done. The work may involve a great deal of

complexity and considerable skill; however, it does not require you to deal with variables or contingencies. The demands are the same each time and you are able to meet them with a machine-like efficiency. The sense of getting better and better at a task through repetition may be what you enjoy about a routine. If you are in a position of authority, a scripted approach may also assist you in guiding or supervising others.

The working conditions or environments that motivate you:

STRUCTURE, ORDER: RULES, REGULATIONS

You tend to operate best in a structured environment where you know exactly what to do and when and how to do it. Set schedules, clear deadlines, and well-defined requirements and goals allow you to focus your abilities and perform with maximum effectiveness. You may enjoy the sense of progress that comes with moving step-by-step through a process or a set of procedures. You may find a certain security in working for a boss who is consistent in the demands he/she makes upon you and carefully regulates your work load. On the other hand, it could be that you want to have the freedom to develop plans to structure and schedule your own efforts. In either case, you will work best in a structured circumstance.

SOCIAL INTERACTION: BELONGING

You enjoy frequent involvement in situations where your association with others is social in nature, rather than structured solely around the common goals and purposes of your work. The involvement in which you function, as well as the nature of the work you do, should allow some freedom to talk and interact with others on a person-to-person level. A working environment conducive to making friends and where co-workers tend to get together after hours for recreational activities, parties or other social functions is also attractive to you. In addition, you may see the social aspects of your working environment as an opportunity to make contacts and build relationships that will help you to do your job more effectively. Look for an environment where it is possible to relate to others on a social level.

MOTIVATED ABILITIES

You possess many capabilities. What marks the following specific abilities is that they are motivated, which means you do not tire of using them and they represent strengths. If you are forced by circumstances to use abilities which are not motivated, you may perform in an acceptable way, but at a level far below your potential.

LEARNING

You are endowed with a desire to learn. You enjoy gaining knowledge, understanding, or skill. A joy in learning for its own sake may characterize this part of your motivation, or the learning process for you may be stimulated by a need or a desire for proficiency or mastery. The right environment will provide you with time and opportunity to learn.

by doing, trying

Your method of learning involves getting directly involved in doing the thing you want to learn. You want to try your hand at particular skills, techniques or procedures. It is likely that a challenge to your capabilities is a strong element in your motivation to learn. You may briefly observe others doing what you want to learn how to do, but you are quick to jump in and have a go at it yourself. Immediate setbacks or failures do not usually discourage you. You persevere and work your way along by trial and error until you sense that you are getting it right. Sports, manual skills, and crafts are particularly well-suited to your type of learning ability. Mastering the operation of equipment or machinery may be another way you express your motivation. The net result of your efforts is to gain an effective grasp of the thing you set out to learn. The right environment will provide the challenge, occasion and encouragement to test your potential by trying out new skills and unfamiliar tasks.

by participating in an activity

Your learning ability is excited through direct exposure to an activity, program, course of study, process, etc. The activity and your participation in it trigger your motivation to learn. By immersing yourself in the experience, you gain new insights, new skills, or greater understanding. You might, for instance, learn a great deal by exchanging ideas with your peers at professional conferences or training seminars. You may enjoy working on projects or assignments that expose you to skills you have never tried before or areas of knowledge that are new to you. It could be that you absorb a lot of knowledge and broaden your perspectives through travel experiences. Perhaps, you learn best when you are involved in a formal course and able to focus on an established syllabus. In any case, you learn through being actively involved, through doing something or experiencing it directly. Your working environment should feature exposure to involvements through which you can learn something.

EVALUATING

Your motivation features an enthusiasm for evaluating and for drawing conclusions. You like to examine things, information, phenomena, people, etc. and to come away with a clear sense of their meaning, their nature, or their implications. You want to piece together the significance of details, facts, or figures and/or to puzzle out underlying principles and concepts. Through your examination and thought, you seek to arrive at definitive conclusions. The right working circumstances will provide you with frequent opportunity to fix an evaluative attention on matters and to form a clear understanding of them.

by accounting, figuring, calculating, balancing

Figuring and calculating are the strength of your evaluative ability. You seek to work toward exact quantitative or predictive determinations. You may enjoy working with numbers to solve engineering problems or to make cost estimates or budget projections. Perhaps, you are interested in analyzing trends and adding up all the data to see what things are leading to in the future. It could be that your calculations are a form of planning through which you determine needs in the area of supply, staffing or some other crucial factor. When you are finished working through your information, you want to know how it will all total out, how events will turn out, or how plans will work. The right working circumstances will allow you to deal with information in a way that will lead to understanding through figuring and calculating.

by comparing to right standards

Your particular evaluative ability involves making comparisons to recognized or fixed standards. You want to determine how things measure up to established criteria. Standards set by your boss, by custom, by popular taste or some other form of authority tend to dominate your thinking. Perhaps, you are interested in testing the quality or safety of products. You may enjoy examining the legality of certain actions or practices. Regardless of the specific nature of the standards you employ in your work, you prefer an environment where grades, ratings, specifications or models are established reference points. In making career choices, look for circumstances that require a close adherence to standards or the necessity to pass judgments based upon them. You should probably avoid overly flexible situations where there are few fixed standards or where standards are haphazardly enforced.

CONCEPTUALIZING

Your motivation is empowered by an ability to conceptualize. Your natural impulse is to move toward a perspective from which distinct impressions, principles, insights or facts resolve into a logical or imaginative whole. The act of thinking may be for you a form of architecture or design through which you shape mental constructs. Perhaps it is the sense of piecing together a puzzle that attracts you to the conceptual realm. The prospect of finding or of creating conceptual order, unity, or pattern is an absorbing challenge for you. The right working circumstances will involve you in responsibilities that require you to deal with the big picture by thinking and acting on the conceptual level.

by imagining, pretending, visualizing

Your ability to conceptualize springs from your creative imagination. You enjoy giving free rein to your imaginative powers and wandering down the paths of thought it leads you. You are able to experience in vivid detail--to see, to hear, to feel--a world made up of images and sensations generated in the depths of your own mind. Although you may draw upon your personal memory or your knowledge of real people, places or events, you might well enjoy fantasizing about things far beyond the boundaries of conventional reality. Perhaps, you have a talent for mixing together different elements of the ordinary world in ways that create startling and provocative new images and ideas. Although you probably exercise your imagination

for your own entertainment, you may also productively apply it in creative endeavors. Perhaps, you are a fiction writer, film-maker or a painter. You might dream up T.V. commercials. A work environment that is fluid and provides new outlets for your imagination and creativity is right for you.

ORGANIZING

Your motivation includes an ability to organize. You enjoy arranging or structuring different elements into an organic whole or a systematic, functioning order. You want to give your attention to the interdependent relationship of the parts, the elements, and/or the people that go into a whole operation, project, activity, or design. The right working circumstances will allow you to build on the efficiency and/or effectiveness of the existing order of things.

by systematizing, establishing protocols

An enthusiasm for creating systems and procedures is a feature of your motivational pattern. You express your organizing ability by ordering the components of a task or operation into a systematic process. By integrating various elements or parts into an effective functional interdependence or an efficient sequence of actions, you seek to establish a means to achieve consistent results. You may devise prescribed ways of doing things. Perhaps, you formulate a set of quality controls, fail-safe regulations or operating requirements in an effort to eliminate errors or waste. Regardless of whether your systems are designed for implementation by people or machines, you tend to seek some degree of efficiency, effectiveness and profitability from them. Look for a work environment that accommodates your desire to establish and work through systems.

PLANNING

You are motivated to meet up-coming needs, challenges, or objectives by exercising your ability to plan. You enjoy looking ahead and devising an appropriate method, procedure, or program of action through which you can deal with expectations, demands or possible contingencies. You want to plot out the means necessary to achieve an end. The right working circumstances will allow you the time and opportunity to plan and prepare for what lies ahead of you.

by arranging exact details

Planning for you consists of arranging details and scheduling. You like to sit down and compile a list of all the things that need to be done and to work out a schedule for completing the tasks and projects ahead of you. By making lists and marking out time blocks, you arrange the details of what to do, where to go, and who to meet. You may take a particular satisfaction in checking off each item as you complete it. Although this type of planning is useful in virtually any kind of endeavor, it is especially relevant in arranging for events and group activities and in setting up project schedules. Along with time considerations, budgetary matters, priorities, and a concern for a logical step-by-step ordering of your efforts may add another level of

complexity to your plans. The right working environment will be structured and ordered enough to allow you a sense of control as you arrange details and schedule activities.

by practicing, getting ready

Planning for you means practicing and preparing to meet a specific challenge in your immediate future. You want to be ready to prove yourself. Perhaps, your professional status and reputation are on the line. It could be that your prowess at a certain skill or your knowledge of a subject is being tested. You might prepare for an athletic contest or some other form of competition. Regardless of the exact nature of the challenge, you take a methodic approach to preparing for it. The demands put upon you determine how you go about planning to meet them. You may put yourself through a series of drills, practice exercises or rehearsals. Perhaps, you do research to come up with the facts and figures you need or spend long hours organizing notes or drawing up graphs and charts. Your planning may involve working out a schedule for yourself that will gradually build you up to peak form or to a complete understanding of what you need to know. The kind of environment that will harness and satisfy your ability to plan will contain plenty of occasion for you to be tested and challenged and provide sufficient time to prepare.

DOING

The thrust of your motivation is expressed in part through your ability to execute tasks or specific functions. You enjoy rolling up your sleeves and using your hands and/or your mind to get things done. You want to have hands-on exposure to and direct involvement with action-oriented work. The right working environment will allow you to take an active part in making things happen and in producing results.

by operating, working from an agenda

Your doing ability features a desire to produce results through the use of machinery or equipment. You enjoy witnessing the effect you can bring about by extending your intentions, judgments or your hand by way of a machine or vehicle. You may want to operate a payloader, crane or some piece of heavy equipment. Perhaps, you enjoy running a printing press or an automatic loom. In any case, you want to be at the controls and to manipulate the levers, gears, switches or dials to direct a machine through its paces and get the job done. Career involvements that put you in a position to produce results by operating machinery are clearly right for you.

DEVELOPING

The nature of your motivation includes a desire to develop things, ideas or people. You are fascinated with the potential of resources and the evolution of possibilities. By careful handling of key elements and variables, you enjoy promoting progressive, step-by-step movement toward a fuller expression of potential. Working circumstances that accommodate this ability include responsibilities and assignments that encourage and require development activities.

by refining, simplifying the process

Your developing ability focuses on the process of reducing matters or materials to their essential terms or forms. You enjoy cutting away the extraneous or superfluous to get at what is important or necessary about ideas, data, policies, etc. It is satisfying for you to break down a complexity into its elements and define its essence. When applied to a skill, object or material, your motivation is to improve or perfect it by honing it to a fine edge. You may strive to influence or educate others by precise communication. Perhaps, you work to streamline an operation or plan by bringing key elements or angles into sharp focus. The right working circumstances may include a responsibility to meet needs or solve problems. You may act as consultant and shed light on complex and confusing issues, establish new priorities or clear the way for fresh starts. In any case, be sure that your work includes opportunities to refine and clarify what already exists.

PERFORMING

Your motivation includes a performing ability. You enjoy opportunities to display to an audience the special skills and talents that you have developed. You are drawn to situations that put you in the limelight and allow you to capture the attention of others with the quality, style, or effectiveness of your performance. The right environment will provide you with frequent opportunities to demonstrate your talents to others and to draw a response from them or to win admiration or recognition for a given performance.

by making a production, performing

Your performing ability is expressed through the arts. You enjoy demonstrating your creative talent and your skill in an artistic medium before an audience. Your motivation to make an impact on others through the performance of a role, a piece of music or a dance is strong. Perhaps, you enjoy the power that the arts give you to move others to laughter or tears. The ability to awaken a sense of the sublime and the beautiful through a performance may be what gives you pleasure. It could be that the opportunity to display your technical virtuosity is what you enjoy most about performing. You may want to establish your uniqueness in the eyes of others through the boldness and originality with which you interpret a well-known work. Regardless, it is clear that you like to be on stage and you thrive on the response of an audience. Look for opportunities to express yourself through the performing arts.

OVERSEEING

Your motivation features an ability to oversee the activities of others. You enjoy being in a position where you are responsible for the efforts and the actions of other individuals or groups of people and for the success of an entire operation, function, or endeavor. You seek to realize the goals and purposes of an operation by supervising the people involved in it. The right circumstances will put you in a position to implement plans, procedures, and policies by overseeing others.

by monitoring, providing checks and balances

Your overseeing ability expresses itself in a concern to keep a watchful eye on the performance of an operation and/or the people in it. Responsibilities that require you to oversee and maintain compliance with set standards or requirements, regulations or expectations are attractive to you. You enjoy being the person who checks procedures and details to make sure they are being handled properly. Your concern may be with the working methods and behavior of people. It could be that you focus your attention solely on matters relating to safety, security or regulatory policies. You might observe people and note suspicious behavior or violations of law, policy or proper procedure. In any case, you want to be the person who sees to it that performance is consistent with expectations, that all the elements are right or that work is proceeding on schedule and according to plan. The right career involvement for you will include responsibility for monitoring activities in a somewhat structured setting where goals are clear, standards and policies well-defined, and systems established.

by orchestrating, coordinating

You express your overseeing ability through coordinating the performance of others. You enjoy being at the center of an activity where you can cover all the angles, duties and tasks involved in a project or operation. Although you may occupy a position of official authority, you tend to exercise your responsibility in a participatory manner. You take a particular satisfaction in bringing together the talents and energies of others and working along with them to accomplish a common purpose. Rather than confront others to get a job done, you prefer to encourage their efforts and to win their cooperation and support. It is important, however, that you be the person who deploys people and delegates tasks in order to meet all the requirements of an assignment or project. You want to be able to have a sense of regulative control over the progress of activities and their final outcome. Goals, objectives and results tend to be the primary concern of your efforts to coordinate others. The right working circumstances will put you in a visible position where you have direct or indirect control over the activities and performance of others.

INFLUENCING

Your motivation includes an ability to influence others. You enjoy being able to affect the thoughts and actions of others. You want your ideas, words, expressions, or actions to make an impression on people that will result in a change in their behavior, attitude, state of mind, or point of view. The right working circumstances will put you in a position where you have an opportunity to exert your influence on others.

by convincing, persuading

You enjoy influencing others by convincing and persuading them. You are in your element in situations that provide an opportunity to win people over to your point of view. The challenge of making a conquest by the force of an argument is difficult for you to resist. You may, for instance, work on the minds of a jury to plead the

guilt or innocence of a defendant. Perhaps, you seek to present a group of decision-makers with a convincing argument for adopting a certain plan or course of action. It could be that you want to get people to see the truth of your own moral, religious or political position. Your approach may be to rely on the simple weight of facts or evidence to prove your point, or you may seek to sway people's minds through powerful logic. It is possible, however, that you work subtly and play on psychological factors that will bring people around to your way of thinking. In any case, your influencing skill comes out where there is a need to change the attitudes or thinking of a person or a group. Circumstances that accommodate your powers of persuasion will best suit your motivation.

by involving, entertaining

Your motivation to influence others appears in your achievements as a desire to involve people in activities, programs or causes. You enjoy mustering the troops and building up participation. There is a strong sense of fellowship and team spirit in the way you draw others into the fold. You enjoy making others feel wanted and important as you share your interest and excitement about a project with them. Recruiting new members for an organization is one way you may express your influencing ability. Perhaps, you help people to get their feet on the ground in new situations by making a special effort to include them in conversations or social activities. Or, you may be the type of person who makes things happen by firing up enthusiasm for a project or activity and getting people to throw their collective support into it. Look for situations that require a steady influx of new people or increased involvement on the part of those already on the scene. Focus on positions and assignments that include activities with a sense of mutual interest and common effort.

TEACHING

The nature of your motivation is expressed in part through a gift for teaching. You enjoy communicating what you know to others in a way that furthers the development of their own knowledge, understanding, or skills. You want to be in a position to make an impact on the minds of people that will awaken their interests and heighten their awareness and/or enable them to deal effectively with future tasks and responsibilities. Circumstances that allow you to foster the growth and development of others through teaching them are clearly right for you.

by training, walking people through, explaining systemic functions

The key to the success of your teaching lies in your ability to prepare people to perform certain tasks or responsibilities. You enjoy bringing your students or trainees through a series of practice or simulation exercises that progressively build their mastery of proper techniques, set procedures or essential information to the point where it comes as second nature to them. Repeated behavior or patterns of thinking are key to your methods. Perhaps, you train people how to use equipment or machinery, or drill them in emergency procedures. You might seek to enhance their performance by requiring them to solve problems typically encountered in

their jobs. Your teaching may take a form as straight-forward and narrowly focused as rote drilling or as open-ended as role-playing or simulation games. Regardless, your objective is to systematically discipline the bodies and/or minds of your students to perform or respond in specific ways. The right working circumstances will, therefore, emphasize structure and methodic development toward well-defined curricular goals.

RECURRING SUBJECT MATTER

This part of the Pattern reveals the content, the objects, the mechanisms with which you are motivated to work. Because you will attempt to shape or even distort your job to accommodate use of such subject matter, it is critical that your work requires or at least accommodates them. If not, job fit should be questioned and the possibility of introducing such subject matter into your job should be explored.

VALUES: ENDURING COMMITMENT, CONFIDENCE, TRUST, HONESTY, RESPECTABILITY

You want to operate in a way that allows you to keep faith with and to further adherence to values which are personally and/or professionally important to you. You probably hold all your decisions and conduct up to the light of a well-defined value system or a code of ethical standards. Perhaps, you strive to make an impact on the religious beliefs or moral condition of other people. You may want to play a role in determining and/or regulating the ethics of members of your profession or your industry. It could be that you involve yourself in promoting patriotism or respect for traditional institutions or a traditional way of life. A work environment where you are able to work with or work through values consistent with your own is clearly right for you. Avoid situations where a reluctance to compromise yourself would keep you from being successful.

CONCEPTS: IDEAS AND UNDERSTANDING

You are motivated to work with concepts. You are attracted to ideas that bring together isolated facts and particulars in a unified whole. Perhaps, you enjoy coming up with a basic theme for an advertising campaign or producing the graphics or copy that bring that concept to life. You may be interested in reading, analyzing and extracting the conceptual substance from creative, philosophical or scientific writings. It could be that you develop designs, models or proposals for new products, systems or programs. Regardless of whether you want to formulate, analyze or bring them to realization, it is clear that the right environment for you will involve working with concepts.

DETAILS, ACCURACY

You like to deal with details and particulars. You want to work at a level where you can handle the smallest elements involved in a job, operation or project. Perhaps, you enjoy figuring job estimates item by item or closely scrutinizing accounts. You may diagnose mechanical problems by checking out each component or oversee a production process by making sure all the "little things" are done correctly. It could be that you are concerned with the exact wording of agreements or public statements. Regardless of the specific focus of your efforts, you are at home working with details. Whether your involvement is constant or intermittent, the right working circumstances will allow you to get involved with details and particulars.

NUMBERS, REPORT INVOICES

Working with numbers is an area of interest for you. You tend to approach any task, project or problem from a quantitative angle. You enjoy getting the figures in front of you and using them as a basis from which to evaluate needs and requirements or upon which to build understanding of a plan. Perhaps, you make cost projections or figure production rates or needs in the area of materials and supplies. You might exercise your interest in numbers in establishing engineering or architectural specifications. It could be that you like to compile

statistics of some kind. In any case, the precise determinations and conceptual control obtained from working with numbers is satisfying to you. The right working circumstances will include activities that require you to work with numbers.

MONEY, BUDGETS

You enjoy activities that involve dealing with money in some way. Dollars and cents issues and money matters interest you. It is also likely that you measure your success by the effectiveness of your efforts to make a profit, minimize costs or manage money. Investing corporate funds or your own money may be one way you express your motivation. Perhaps, you are interested in budgetary planning and management or in accounting procedures. Negotiating wage or price agreements or credit terms might be an outlet for your interest in money matters. In any case, your achievements reveal that money is an important concern for you. Look for involvements where dealing with money is a part of your responsibilities.

INFORMATION, DATA, FACTS

You are motivated to get involved with the objective details of a matter. You want to be in a position to deal with a steady flow of information, data, facts. Perhaps, you gather together isolated bits of information to shape up a report or develop a case. You may go after the facts you need to document a theory or support a proposal. Determining sales or production targets, establishing engineering specifications, or estimating costs or material needs may be the focus of your work with data. It could be that you trouble-shoot problems by investigating and analyzing the facts involved. In general, you want to compile, evaluate, process or communicate data and facts. The right working environment will feature an on-going requirement to work with data.

PEOPLE - GROUPS, BOARDS, ORGANIZATIONS, TEAMS

You tend to be a group-oriented person. Working with or through groups of people is a strong element in your motivation. You may enjoy simply contributing your time and efforts to a group endeavor in which everyone pulls an equal weight. Formal responsibilities for facilitating, supporting or otherwise furthering the purposes of a group might, however, be important for you. The group may be an extension of your own control as you work through its members to perform tasks or pursue a goal. It could be that you enjoy speaking before groups of people and communicating with them in a way that influences their attitudes or behavior. Look for situations in which you can work within the context of a group.

RELATIONSHIPS

Your interest in people is expressed in actively building relationships. It is likely that you put a good deal of time and effort into making friends and establishing rapport with people: your co-workers, bosses, clients, neighbor, etc. You may seek to get to know and relate better to others by making a point of engaging them in conversation or by inviting them to

share in an activity or to come to your home. Perhaps you strengthen your bonds with others by offering them your help, by doing them favors, or by simply letting it be known that they can count on you in a time of need. Your desire to build relationships may also be expressed through an interest in fostering, firming up, or repairing relationships between other people or groups. You may often find yourself trying to smooth over a feud between co-workers or teammates or functioning as a liaison between departments or divisions. It could be that you express this ability in a role as a sales, service or public relations representative, or perhaps in a professional capacity, such as a marriage counselor, diplomat or labor relations officer. In any case, you want to work to develop strong, positive personal or working relationships. The right working circumstance will present you with the opportunity to exercise this people-oriented aspect of your motivation.

TECHNIQUES

Evidence from your achievements reveals an enthusiasm for learning or developing techniques and applying them in your work or activities. You have a strong interest in knowing exactly how to handle the technical details of a craft, trade or art, or how to execute the physical movements involved in performing a task. Perhaps, you spend hours practicing and polishing your technique in a sport like tennis, skiing or fly-fishing. You may be a craftsman or artist who works to master or develop special methods for creating distinctive effects, forms or designs with various materials. It could be that you strive simply to become an expert in the tricks of your trade or profession. In any event, you want to discover and be able to apply the most efficient and the most effectual way to achieve a specific result or get a job done.

SYSTEMS, NETWORKS

Working with or through systems or networks is an element in your motivation. You like the idea of equipment, people and procedures being unified into a regular interacting or interdependent mechanism/network. Producing or obtaining consistent results on a routine basis may be part of the satisfaction you derive from working with systems. Perhaps, you enjoy the feeling of having a whole operation under your fingertip control. You may be involved in the installation, maintenance and repair of mechanical or electrical systems. Perhaps, you design and develop technical or administrative systems or lay out distribution networks. It could be that you monitor, regulate or supervise the operation of a system. Whatever your specific function, the right working circumstances will feature some direct involvement with systems.

METHODS, BEST PRACTICES

Procedures and methods are an element in your motivational pattern. You like to work through proven methods and procedures or to be involved in developing or overseeing a step-by-step approach to accomplishing tasks. Knowing or establishing exactly how to proceed is an important concern for you. Perhaps, you enjoy the logical order, regularity and reliability of fixed procedures. Meeting the requirements of an exacting process may be part of your satisfaction. It could be that you take pride in doing a job in a traditional way. In

any case, a prescribed means to accomplishing things is a focus of your motivation. The right career involvement will have you working with or working through procedures and methods.

ROLES: TREASURER, PRESIDENT, DIRECTOR

You are motivated to work through roles which are placed upon you or which you define for yourself. Roles provide the context through which you relate to others. You tend to watch yourself as if from a distance, imagining your own words, actions and facial expressions in order to satisfy the requirements and sense of image that goes with playing the role. Close observation of those around you, particularly experts and critical authorities, provides clues to their response to you. Your role may change with your situation, yet you will consciously determine how to perform your role to best demonstrate competence or a growing expertise.