

## Motivated Abilities Pattern<sup>®</sup> for

# Dave Peters

This report describes your Motivated Abilities Pattern, or MAP<sup>®</sup>. Your MAP<sup>®</sup> is the instinctive way that you naturally function. It's how you do life. Your MAP<sup>®</sup> is the most important information there is to gaining an essential understanding of you.

Your MAP<sup>®</sup> was developed using the System for Identifying Motivated Abilities (SIMA<sup>®</sup>), a proprietary assessment of SIMA<sup>®</sup> International, Inc, of which The Giftedness Center is a member. SIMA<sup>®</sup> is not a test or an inventory, but a guided interview process that pinpoints the key elements of a person's inborn motivation. More than five decades of research and use stand behind the SIMA<sup>®</sup> approach.

Using SIMA<sup>®</sup>, we can help you discover countless ways in which you naturally function. For example: how you prefer to learn; how you make decisions; how you relate to other people; what kinds of things you most like to work with; even the circumstances in which you thrive.

And SIMA<sup>®</sup> only looks at strengths. It doesn't try to surface flaws, failures, or things that you don't like about yourself. It brings to light what your *best* contribution can be, and therefore the life and career directions that best fit you.

## INTRODUCTION

Your Motivated Abilities Pattern (MAP®) is probably the most important personalized career-related information available. It not only describes your motivation, but also predicts how you will perform in the future. Your MAP® unearths the particulars of your motivational makeup and the overall purpose that excites and drives you. In preparing this report, we did not use standardized tests or computer algorithms, because the level of detail and accuracy that your MAP® presents could be achieved only through customized autobiographical analysis.

Since 1961, when SIMA® and the MAP® process were developed, no two MAP®s have ever been discovered to be identical. Though other people might share some of the same MAP® as you, the combination of particulars and the manner in which you use them is unique to you. By developing an understanding of *your* MAP®, you will be better equipped to select career and avocational pursuits in which you find success and satisfaction.

## REPORT OUTLINE

- SECTION I. YOUR MOTIVATED ABILITIES PATTERN (MAP®) is comprised of the following sections:
- A. CENTRAL MOTIVATIONAL THRUST – the purpose for your activities, the source of your satisfaction, and the result that gives your work meaning
  - B. ABILITIES – the specific abilities you are motivated to use
  - C. RECURRING SUBJECT MATTER – the content with which or through which you are motivated to work
  - D. RECURRING CIRCUMSTANCES – the environment in which you want to operate
  - E. RELATIONSHIP – the manner in which you relate to other people
- SECTION II. MAP® GLOSSARY – each element defined in general terms

**SECTION I**

YOUR MOTIVATED ABILITIES PATTERN

**MOTIVATED ABILITIES PATTERN (MAP®) SUMMARY**  
**DAVE PETERS**

**A. What is the Primary Result you want to achieve?**

COMPREHEND, UNDERSTAND AND REDUCE TO EXPRESSION OR APPLICATION / MAKE AN IMPACT, MAKE A DIFFERENCE, IMPROVE, HELP

*You love to figure things out and then create something from your understanding that will benefit others.*

**B. What are your Motivated Abilities?**

|                 |    |  |
|-----------------|----|--|
| LEARNING        | by | reading, studying / by observing, noticing, attending to, looking at the details / by doing trying, practicing, teaching yourself  |
| INVESTIGATING   | by | asking, interviewing / by researching / by experimenting, testing  |
| EVALUATING      | by | analyzing, detecting patterns / by discerning, reading people, empathizing / by appraising usefulness, assessing worth, critiquing / by deciphering, figuring out / by reflecting, pondering, making connections |
| CONCEPTUALIZING | by | imagining, playing out fantasy, seeing it in your mind's eye   |
| ORGANIZING      | by | classifying, categorizing  |
| CREATING        | by | conceiving, originating, inventing   |
| DEVELOPING      | by | extending, adding to, working through the steps / by building relationships, befriending / by coaching, mentoring  |
| PRODUCING       | by | crafting, making   |
| OVERSEEING      | by | leading, showing the way (if no one else will)   |
| INFLUENCING     | by | involving, including, getting participation, recruiting / by counseling, connecting with / by nurturing, encouraging   |
| TEACHING        | by | instructing / by demonstrating, showing, modeling  |
| COMMUNICATING   | by | explaining, making clear / by discussing, interacting, sharing / by speaking publicly  |

**C. What Subject Matter recur in your achievements?**

|                                   |                      |
|-----------------------------------|----------------------|
| VALUES                            | DETAILS, PARTICULARS |
| KNOWLEDGE, UNDERSTANDING, INSIGHT | WORDS, NAMES         |
| PRINCIPLES, FUNDAMENTALS          | GROUPS               |
| STORIES, HISTORY                  | INDIVIDUALS          |
| MATERIALS                         | EMOTIONS, FEELINGS   |
| ANIMALS                           | TECHNIQUES, SKILLS   |
| COLLECTIBLES                      | ROLES                |
| DEVICES, TOOLS                    |                      |

**D. What Circumstances do you find to be satisfying?**

|   |   |
|---|---|
| <b>What triggers your motivation?</b>   | CURIOSITY, SOMETHING NEW WITH CONCEPTUAL APPEAL<br>PERSON IN NEED<br>PROBLEM TO SOLVE, CHAOTIC SITUATION  |
| <b>What factors keep you motivated?</b> | TIME TO LEARN, EXPLORE, CREATE  |
| <b>What results do you seek?</b>        | FINISHED PRODUCT, COMPLETION<br>PRACTICAL APPLICATION OF WHAT YOU KNOW AND HAVE LEARNED<br>RESPONSE, EVIDENCE OF IMPACT<br>EFFECTIVENESS, IMPROVEMENT, BENEFICIAL RESULT FOR OTHERS |

**What other environmental factors motivate you?**

AUDIENCES, LEARNERS  
 PERSONAL GROWTH (for both self and others)  
 QUALITY, MASTERY, SENSE OF CARE PUT INTO IT  
 SPIRITUALLY ORIENTED  
 TEAM, GROUP, PARTNER

**E. How do you work best with people?**

INDIVIDUALIST (SOMETIMES SOLITARY, SOMETIMES STARRING)  
 DIRECTIVE, COLLABORATIVE FACILITATOR

**How do you prefer to be managed?**

HANDS-OFF

## ABOUT YOUR MOTIVATED ABILITIES PATTERN (MAP®)

Your MAP® describes essential motivations that have been and will consistently be true throughout your life. By understanding your MAP®, you can accurately predict how you will perform in the future, and you can target those situations, environments, and relationships that provide a “good fit” for you.

It is important to recognize that your MAP® does not address the degree to which you possess the following qualities, nor does it take into account the fact that you are likely to develop within each of the these areas:

|                       |   |
|-----------------------|---|
| <b>PROFICIENCY:</b>   | The level of skill expected or required for any particular role, responsibility, project, or task           |
| <b>CHARACTER:</b>     | The ability to act appropriately and with integrity regardless of circumstances                             |
| <b>MATURITY:</b>      | The ability to appreciate others for who they are and to treat them with respect, regardless of differences |
| <b>COPING SKILLS:</b> | The ability to successfully handle stress, change, opposition, or adversity                                 |
| <b>DISCIPLINE:</b>    | The ability to complete present tasks that hold future—rather than merely immediate—rewards                 |

## SECTION II

### MAP® GLOSSARY

This section contains standardized definitions of the MAP® elements listed in SECTION I. Many of the definitions include practical advice which you will want to consider in order to find a work environment that best accommodates your motivation. Because these paragraphs are standardized, some of the descriptions and examples will apply to you and some will not. The words “might” and “perhaps” are used to make it clear that the descriptions are not dogmatic statements.

**A**

## **THE CENTRAL MOTIVATIONAL THRUST**

Your Central Motivation Thrust (sometimes called your motivational “payoff”) is the most dynamic element in your MAP®. The other aspects of your motivation are shaped by or are projections of your Central Motivational Thrust. This is the pervasive drive evident in each of your most satisfying achievements. You will attempt to perform every task by manifesting this Thrust—whether or not others think yours is the best approach. If you cannot fulfill your Central Thrust in your career, you will seek to satisfy it in some activity outside of work. If that is the case, your satisfaction and productivity on the job will suffer. Since you will probably spend most of your adult life in work-related activity, choose those opportunities that encourage (or at least allow) you to function in accordance with your Central Motivational Thrust.

## COMPREHEND, UNDERSTAND AND REDUCE TO EXPRESSION OR APPLICATION

### MAKE AN IMPACT, MAKE A DIFFERENCE, IMPROVE, HELP

Two descriptors combine to capture the essence of your core motivational drive. *The first one focuses on understanding, defining, and communicating your insights into complex, difficult, or puzzling matters.* You tend to fix an analytical attention on a wide variety of subjects. Technical concepts, scientific theories, philosophical and ethical problems, cryptic or figurative expressions, or complicated processes are among the types of subjects you might enjoy working with. You delight in exploring, probing, and sorting out complexities. Your greatest satisfaction comes when you are able to demonstrate your understanding of the item in some form of expression.

You are probably equipped with a strong ability to deal with the abstract. Learning tends to be a continual activity for you. You enjoy plotting the boundaries of a subject and studying the principles, concepts, and main streams of thought that structure its content. It is likely that you spend a good deal of time reading and doing research. You might investigate background information and data or examine the interpretations and observations of others. Although your pattern might be closely oriented toward technical, logistical, or planning concerns, your approach here is similar. Working from an analysis of principles and concepts, you note and define how the various parts or elements relate to the function of the mechanism as a whole. In both cases, comprehension leads to expression. The process of putting your understanding into coherent words, pictures, or other symbols might even serve to clarify and sharpen your insights. Expression is a type of complexity you tend to enjoy for its own sake. Perhaps you simply like to articulate your thinking to your friends or colleagues; however, you might be drawn to formal settings in which you lecture, explain, or instruct. Educational settings might be ideal for you. It could be that you are interested in articulating your understanding in writing or through the creative arts—music, painting, sculpture, poetry, or drama. Regardless of the exact form of expression you use, you will find some way to demonstrate your comprehension.

As you consider career choices, look for the kind of work that will tap your strengths and allow you to satisfy your motivation. Assignments and responsibilities that require you to deal with principles and concepts on a continual basis are ideal. Look for groups, organizations, and operations that have plenty of problems and needs in areas like research, training, communication, or planning. It might be important for you to have a job that provides you with a constant supply of new and different problems or questions. In general, your career should focus on involvements that emphasize your ability to comprehend and communicate.

*A second aspect of your core drive is the way you are motivated to exert a shaping influence on materials, activities, people, or organizations.* You seek to make an impact or personal mark on objects, the thoughts and actions of others, projects or events, or the structural mechanisms around you. Your satisfaction comes when you are able to stand back from your efforts and know that you have made a distinct impression through your involvement and influence.

Your motivation might be stirred by the potential of a lump of clay, an empty canvas, or a blank piece of paper. A room full of eager students or a group of new recruits to be molded and taught might stimulate your energy and enthusiasm. You might get involved with a troubled person who needs counseling and encouragement. A team that needs leading or a gathering of people to fire up with enthusiasm for a plan or a cause could be a focus for your efforts. Planning and organizing social events, professional seminars, or recreational programs might be ways you express your motivation. Perhaps you enjoy setting policies or regulations for an organization or developing its administrative or production systems. In general, you gravitate toward involvements that call on you to create, develop, produce, or influence in a way that allows you to imprint your distinctive signature on people, things, or activities.

Your responsibilities and assignments should allow you the freedom to handle things in your own way. You seek to exercise personal control over the elements of a process and the procedures that yield a finished product of some kind. Setting your own goals, working with your own hand-picked team or group, or setting up your own timetables and schedules are some of the ways you might exert your control. Perhaps you have a specialty or expertise that makes

you indispensable in meeting specific needs or solving problems. In any work environment, it is important for you to be able to get a tangible result or finished product through your direct efforts.

Although you will seek to exert your shaping influence and make your mark under any circumstances, there are some situations you should definitely avoid. In general, tasks and roles that isolate you from results or products tend to frustrate your motivation. Again, you want to be in a position to exert your shaping influence. Stay clear of support roles in which you function invisibly behind the scenes or in which your work blends indistinguishably with the efforts of a group. The requirement to work mechanically in a prescribed manner and to carry out a boss's directions down to the last detail will also tend to frustrate you. You should also avoid project involvements in which it is likely that outside interference will alter or disrupt the plans you have laid out.

You should watch out as well for managerial positions that isolate you from having a shaping influence over your people or the creative/developmental aspects of the project or program at hand. Avoid assignments in which you are likely to be transferred out of the action in midstream or in which you must wade through a lot of red tape to get a "go-ahead" on your proposals.

**B****MOTIVATED ABILITIES**

The list of abilities in your MAP® is not meant to be a comprehensive catalog of everything you *can* do. You certainly have additional capabilities that are not described in this report. But the ones identified and described here are the core strengths that you most naturally and consistently choose to use. If circumstances require you to use those other abilities for which you are not motivated, you may perform in an acceptable manner, but your interest in your work will likely suffer.

## LEARNING

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

### by reading, studying

Studying and reading are your particular approach to learning. When you want to know something, you probably go straight to the library or a bookstore. You seek knowledge and understanding by reading books and other printed materials. Note-taking, underlining key passages, or outlining chapters might be methods you employ to distill the important information and ideas from a text. It is possible that you go over material several times, varying reading speed or specific focus, to help you absorb and digest it completely. You probably take pleasure in books and in reading them as much for their own sake as for the knowledge you gain from them. The delight in good writing and the ideas it stimulates might be an equal part of the satisfaction you experience in reading and studying. A work environment that requires you to learn by reading and studying is clearly right for you.

### by observing, noticing, attending to, looking at the details

Your learning is accomplished through observing and examining. You seek a first-hand exposure to your subject. This might imply closely observing how to execute a particular technique or procedure. Similarly, you might pursue a knowledge and understanding of people by watching their behavior. It could be that you examine machinery to find out how it works. In any event, reading or listening to explanations is not enough for you. You want to learn through your own observations, by examining people or things in action or in real situations. This ability might be a constant factor for you, or it might be activated by a requirement to resolve complex needs and problems. Look for a work environment that will make use of your powers of observation and provide you the time to learn in this way.

### by doing, trying, teaching yourself

You learn best by 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 might 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 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 might 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.

## INVESTIGATING

An ability to investigate is part of your motivational design. You are stimulated by problems, questions, or considerations that require you to observe or study things and to find out facts, details, principles, etc., that are not immediately evident or obvious. You enjoy digging beneath the surface to bring to light information that allows you to get to the heart of a matter. The right circumstances for you will provide the freedom and encouragement to exercise your investigative ability.

### by asking, interviewing

Your investigative ability involves getting information from people. You like to find things out by asking people questions. This might entail formally interviewing others or just picking their brains in casual conversation. You might, for instance, get the facts about an incident by carefully questioning eyewitnesses. Perhaps you come up with the information you need to solve a problem by chatting with an expert on the golf course or at a party. It could be that your inquiries aim at probing the character and inner thoughts of people. Your investigative skill might well include an excellent sense of how to phrase and time a question. You might

be highly successful at creating an atmosphere in which people open up and freely share their ideas and insights. The right working circumstances will allow you to learn from others in this way. There should be an opportunity for you to gather information and knowledge by asking questions of others.

by researching

Your investigative ability focuses on in-depth research. You are motivated to go after data and information in an exhaustive manner. You tend to want to know as much as possible about a subject, or at least to examine it through the critical perspective of a number of differing points of view. The goal of your research might be the revision or formulation of theories, concepts, or policies. Perhaps gathering information is, for you, an essential first step in the planning or decision-making process. Books and other library sources might be the research tools you use to hunt down the facts. Your investigative activities might, however, involve laboratory experiments or scientific field study. The possibility of finding a new angle or new data tends to spur you on to keep covering the same ground over and over. Your objective might be pure exploration and learning for its own sake, or you might be driven by some immediate and practical purpose. In any case, you are drawn to situations in which you can exercise your talent for research. Be sure there is ample requirement for this form of investigation in the work you choose for yourself.

by experimenting, testing

You are motivated to investigate through trial-and-error experimentation. Formal experiments or exploratory tinkering satisfies your fascination with the fundamental physical, mechanical, or organizational principles behind things. You tend to be naturally curious about how things are put together and what makes them tick. It is likely, however, that your investigative efforts are sustained by some practical need or problem. You might want to fix or improve the performance of a piece of equipment or machinery. Perhaps you explore the practical applications of the natural properties of some organic substance. You might shuffle the people around in an operation to find out which individuals work best together. In any case, you seek to answer questions by trying out different adjustments, angles, or ideas to produce a range of reactions or results. As a consequence, you gain a wealth of information and insight. Look for career involvements that allow you the time and freedom to gather data by subjecting a material, process, or piece of machinery to a variety of stimuli or conditions.

## EVALUATING

Your motivation features an enthusiasm for evaluating and for drawing conclusions. You like to examine things, people, phenomena, or information, 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 analyzing, detecting patterns

The strength of your evaluative ability lies in analysis. You enjoy breaking things down or dissecting them into their constituent parts. You want to lay all the elements out before you, examine them, consider the characteristics of each, and come to a definitive understanding of how the parts relate to each other and to the whole. An important aspect of your desire to analyze is investigation. In fact, it may be that you take apart intricate mechanisms simply to see how they work. You might enjoy digging beneath the surface of written text or the obvious facts of outward appearances to discover underlying assumptions or designs. However, it is probable that the investigative stage of analysis is just the first step toward modifying or repairing something or achieving some applicable understanding. For example, you might enjoy sorting through complex data to find an answer to a technical or scientific problem. Your analytical talents might be applied in any number of ways. In general, career activities that involve problem solving, documentation, or analytical decision making will provide a proper outlet for your evaluative ability.

by discerning, reading people, empathizing

Your evaluative ability is characterized by a capacity for empathy and shrewd discernment. You enjoy reading people or sounding them out to determine how they feel or what they think. With little more to go on than a facial expression, body posture, or a tone of voice, you are able to come to a clear sense of what is going on inside a person's head. You might frequently find yourself acting as a counselor or confidante. On the other hand, your type of evaluative ability might serve well in a negotiating or bargaining process. The ability to see through appearances might allow you to anticipate what another person will do or say and enable you to exert subtle control over a situation. Your ability to stand in another's shoes indicates an interest in situations in which the needs, problems, or expectations of people predominate, or in which there is a demand for the kind of discernment that leads to effective strategizing and decision making in dealing with others.

by appraising usefulness, assessing worth, critiquing

Identifying potential and determining value, importance, or merit is the focus of your evaluative ability. Judging the worth or significance of things tends to be an almost involuntary response for you. It is likely that you seek to set a value on virtually anything that captures your attention, and it is probable that you often develop, utilize or apply those ideas, mechanisms, objects, or other resources you consider to be of high potential. Your judgments may be the result of a quick but expert once-over, or your approach might be more methodical or probing. Perhaps the qualities you notice relate to monetary or market value. It could be you apply a moral point of view to appraise people and their attitudes or behavior, or to evaluate social, cultural, or business trends. It could be that you consider design, fashion, music, architecture, etc., from an aesthetic perspective. You might want to examine the practicality of an idea or a plan. The possibilities are limitless. Suffice it to say you enjoy passing judgment on the worth of things. The right career position for you might require frequent value judgments, projections of cost effectiveness, or a concern for quality or authenticity.

by reflecting, pondering, making connections

You are motivated to evaluate by taking time to reflect and think things over. You don't want to come to quick conclusions, much less make snap decisions. A well-considered response is what you're after. The way in which you "think things over" is subtle and not easily defined. Often you're working with mere impressions or perceptions, which you allow to germinate in your mind. As they do so, you might test them for their validity, reality, fairness, and/or connectedness to other information. You may play "what if" scenarios with the material you are pondering, or try to anticipate its implications for the future. You may combine the matter at hand with other facts and/or factors you're aware of. You may wait to see what thoughts, feelings, ideas, or impressions suggest themselves by the concern you are reflecting on. In truth, a great deal of your thinking is likely taking place unconsciously, cooking away in the background as you devote your conscious mind to more immediate concerns. Regardless of the exact process by which your reflection works, you have come to rely on the fact that sooner or later, insight will dawn and you will experience an "aha" moment. Once that breakthrough takes place, you move forward having settled your mind and gained confidence as to what you should do and/or how you should think about the situation going forward. As you consider career settings, look for environments that allow you to spend time pondering decisions and reactions, rather than having to come to quick or immediate conclusions.

**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 might 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, playing out fantasy, seeing it in your mind's eye

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 along which your imagination 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 might draw upon your personal memory or your knowledge of real people, places, or events, you might 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 might also productively apply it in creative endeavors. Perhaps you are a fiction writer, film maker or a painter. You might dream up TV 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 organizing structures from scratch or to make an impact on the efficiency and/or effectiveness of the existing order of things.

by classifying, categorizing

Your organizing efforts focus on classifying and categorizing. You are motivated to recognize or develop criteria that descriptively or conceptually group items in a class or category. Your ability might be applied to virtually any subject matter: natural phenomena, filing systems, cultural artifacts, marketing data, etc. You might, for instance, determine to which budget certain business expenditures should be charged. You might be a researcher interested in classifying a newly discovered bacterial organism. With a close attention to detail, you like to identify and analyze the distinguishing characteristics of particular things, facts, elements, or ideas and to sort each one into an appropriate general class. Regardless of whether you work from established criteria or devise your own, the key to your ability is a talent for spotting similarities and differences in detail. The groupings you create might be based on function, quality, shape, style, or any other common denominator. You enjoy imposing a logical order on things. The right working environment for you will include a continual need for the creation and/or maintenance of categories and classifications.

## **CREATING**

Your motivation is expressed in part through your ability to create. You enjoy translating your ideas, your impressions, or your experience into forms or tangible results that are distinctive and original. You want to bring into being things that are unique. The right working circumstances will allow you the time and independence to work with your own ideas and with materials of your own choosing. You want to be able to focus your efforts on producing unique objects or creations, or to introduce imaginative angles that have a transforming effect on things.

by conceiving, originating, inventing

Your creating ability expresses itself in a desire to come up with things that are completely original. You enjoy conceiving new ideas. Your fertile mind is always playing with possibilities, impressions, angles, or associations as you strive to hit upon a coherent idea that is fresh, novel, or different. You might enjoy being the source of an innovative marketing scheme or the theme for an advertising campaign. Perhaps you introduce designs that become the hallmark of your company. You might come up with concepts that lead to a change in educational methods, modes of production, or management practices. It could be that you originate new systems that restructure the administration of an operation. In any case, you seek to conceive original ideas. As you consider career possibilities, look for a fluid, unstructured environment that encourages creativity and new ideas.

## 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 which accommodate this ability include responsibilities and assignments that encourage and require development activities.

### by extending, adding to, working through the steps

Adding to or extending what exists is the focus of your developing ability. You want to take things a logical step further to improve them or to make them more complete. Whether you focus your attention on structures, systems, markets, or some other concern, you tend to see more possibilities, more angles, and more potential than others see. Your motivation may be sparked by an opportunity to expand into new territories or undertake new ventures.

Perhaps you are quick to come up with ways to fill the need for more space or to increase the capacity of systems to handle larger or more complex work loads. You want to broaden and enlarge the application of existing structures, mechanisms, or organizational units. Your ultimate objective may be to enhance efficiency, profits, or your own prestige or reputation. The right working circumstances will encourage growth by addition or extension and require the kind of changes that expand what is in place.

### by building relationships, befriending

It is likely that you put a good deal of time and effort into building friendships and establishing rapport with various people, such as your co-workers, bosses, clients, or neighbors. You might seek to get to know others by making a point of engaging them in conversation or by inviting them to share in an activity with you. 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 cultivate relationships might also be expressed through an interest in fostering or repairing relationships between other people or groups. You may often find yourself trying to resolve 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 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 circumstances will present you with the opportunity to exercise this people-oriented aspect of your motivation.

### by coaching, mentoring

Your motivation expresses itself in a desire to work with individuals or groups for the purpose of helping them develop their potential. You enable them to improve in specific areas or prepare them for particular challenges or competitions. You want to identify and bring out the best in people by helping them attain their highest possible level of skill, confidence, and achievement, whether or not you are always able to help them win or otherwise succeed. It is possible that you also strive to enhance their strength of character. You take people from one stage of proficiency to another in areas important to their interests or careers. Your methods will vary according to the needs and personalities of your students and the nature of the skills to be learned. You often introduce a series of step-by-step procedures that, if followed carefully and done in conjunction with your availability and expertise, will culminate in measurable improvement or progress. The right work environment will draw upon your ability to develop others by coaching them.

## PRODUCING

An ability to produce things is one of your motivational strengths. You like to focus your efforts on a process that ends in a finished product of some kind. Whether you work with your hands, simple tools, or sophisticated machinery, you enjoy applying your talents to the task of building, shaping, or manufacturing objects or structures. The right working environment will provide you with the opportunity to work through specific procedures, methods, or techniques in order to turn materials into a finished product.

by crafting, making

Your producing ability focuses on crafting and making things. You enjoy producing through a practiced, exacting skill. You might work in a craft shop with other professional artisans, but you may just as easily exercise your motivation while cooking and serving a meal in your kitchen, or spending time at home working on amateur hands-on projects. Although you might make personal choices in the use of materials or techniques, you tend to conform to accepted standards of quality or excellence. Your efforts are marked by a close attention to the precise execution of details. It is likely that you give considerable care to refining or polishing your work until every detail of the final product comes out perfectly. The distinctive properties of the materials and tools you work with are probably an important concern for you as well. You might be fascinated by their inherent characteristics and by the range of effects you can create with them. It could be that you apply your expertise in this area to add creative touches that make your final product somehow unique or distinctive. The right working environment will give you the time and freedom to produce things that meet your standards of quality and craftsmanship.

**OVERSEEING**

Your motivation features an ability to oversee the activities of others. You enjoy being in a position in which 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 leading, showing the way if no one else will)

Your overseeing ability is characterized by a desire to lead others by communicating some vision, idea, or dynamic course of action that inspires them to follow you in the direction you set. Drawing upon a clear understanding of an objective and on your experience in the tasks at hand, you want to show others what must be done and how to go about it. You enjoy being in the thick of things and participating in the action with subordinates. Your efforts as a leader might involve instructing others in the skills and methods necessary to execute a task. It could be that you move others in the direction you want by setting the right example. Perhaps you point out to them the pitfalls to be avoided or the difficulties to be expected. It is likely that you also seek to instill a sense of confidence in others and to motivate and encourage them on to success. You might include others in your planning activities to help develop a sense of common commitment and teamwork. The right working circumstances will put you in a position to show others the way and challenge your experience and expertise by requiring you to meet needs and overcome obstacles.

**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 that will result in a change in the behavior, attitude, state of mind or point of view of other people. The right working circumstances will put you in a position in which you have an opportunity to exert your influence on others.

by involving, getting participation, recruiting

You are motivated 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 might express your influencing ability. By making a special effort to include them in conversations or social activities, you help people get their feet on the ground in new situations. You might 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.

by counseling, connecting with

You want to counsel people who are wrestling with important questions. You instinctively help others deal with problematic thoughts, feelings, or behaviors affecting their work, lives, or relationships. Personalities of all kinds trigger your curiosity. The complexities of unconscious motivations tend to engage you. You may be captivated by human development. You wish to combat the destructive forces that produce pathological thinking, feeling, and behavior. It may be that you want to help others win their struggles with addiction, depression, abuse, and related self-defeating ideas and interactions. You probably have a natural ability to listen, and you welcome having people approach you with their concerns. Each unique person presents a new opportunity to study human personality and to extend care. It is likely that you are able to empathize with others — to imagine what they are going through and feel what they are feeling. You may enjoy gathering, comprehending, and sharing information that will help the individuals or groups you counsel. Look for work that requires you to counsel and help others solve their problems.

by nurturing, encouraging

Nurturing and encouraging others is the strength of your influencing ability. You want to reach out to individuals or groups that have needs, problems, or handicaps and to influence their attitude in ways that will foster growth and development. It is likely that you have the kind of optimistic nature that always emphasizes the positive side of things. You tend to be quick to note a person's good points, progress, or potential. You might have a talent for working with learning disabled children or people with physical handicaps. Perhaps, you have the knack for saying just the right thing to convince a person to stick out the grind or shrug off the disappointments along the road to success. It could be that you are the type of person who boosts morale when the pressure is on and the whole office is up to its eyeballs in work. Depending on the situation, your approach might be light-hearted, subtle, or direct and forceful. Whatever your method, you want to animate people and bolster their efforts by instilling a sense of courage, spirit, or hope. The right career involvement will include working with people in a way that encourages and nurtures them to work to attain their goals or to ride out the storm.

## 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 knowledge, understanding, or skills. You want to make an impact on people by awakening their interests and heightening their awareness and/or enabling them to deal effectively with tasks and responsibilities. Circumstances that allow you to foster the growth and development of others through teaching are clearly right for you.

by instructing

Your teaching ability focuses on instructing others. For you, coherent and clear discourse is the key to effective teaching. You enjoy formal and orderly communication that allows you to impart your knowledge and your thoughts on a subject. You tend to move through your material topic-by-topic to gradually build toward a comprehensive presentation of an entire subject. Perhaps you rely heavily upon outlines and notes compiled from your own research. You might, however, speak from memory, improvising examples as you go along. Regardless of your method and your subject matter, you strive for a delivery that is articulate and that flows from point to point with a logical continuity. The right circumstances will involve working with a fairly mature group who are interested in gleaning ideas (and information) from a clear and intelligent presentation, rather than in being spoon-fed information or learning by drills or exercises.

by demonstrating, showing, modeling

Your teaching ability focuses on presenting the key points of a subject in a visual way. You enjoy providing illustrative examples or demonstrations that allow others to literally see what you are trying to teach them. You might use charts, displays, or diagrams to visually

lay out or break down key details or facts. You might use models or actual objects to give people a clear picture of what you are talking about. It could be that you enjoy creating these visual aids yourself. Perhaps you have others watch you as you run through the steps of a process or task and point out crucial details. You might employ this method spontaneously in the normal course of activities, or you might spend a good deal of time developing formal demonstrations. Regardless of your actual methods, you enjoy working through information or a process in a way that all can see. The right working circumstances will provide you with the opportunity to teach in a visually-oriented manner.

## COMMUNICATING

Your motivational pattern features an ability to communicate. You enjoy conveying information, concepts, thoughts, or emotions in words or pictures that will enable people to understand your point or your thoughts. Whether your message is aimed at an audience of listeners, viewers, or readers, you strive to effectively transmit what you have to say by formulating it in the words, style, and/or format that will cause people to react as you want them to. The right working circumstances will allow you to make an impact on the minds and efforts of people through the power of effective communication.

### by explaining, making clear

Your particular style of communicating reveals itself in a strong concern for articulating and explaining. You seek to exercise a command over language that will allow you to present in thorough detail the full dimensions of a thought or the intricacies of a mechanism or process. You might unravel complex matters point-by-point, spell out the reasons behind a particular point of view, or come up with just the right words to clear up an ambiguity or misunderstanding. Your main concern is that you get the point across so that others understand what you are saying. You are not necessarily interested in teaching in any real way or influencing others to change their minds. The right working circumstances will offer the opportunity to make information or ideas clear through precise and thorough explanations.

### by discussing, interacting, sharing

You enjoy communicating by conferring and discussing. You seek out situations in which people get together formally or informally to talk over problems, make plans, or exchange ideas and information. Whether you act as a resource or reap the benefit of the opinions or expertise of others, you find free-flowing discussions both stimulating and valuable. The right working circumstances will allow you to sit down with individuals or small groups of people and share your thinking in give-and-take sessions. An environment in which people keep their ideas to themselves or in which discussion is discouraged by working conditions or policy is definitely wrong for you.

### by speaking publicly

The spoken word is the focus of your communicating ability. You enjoy speaking publicly and giving oral presentations in which you communicate information, beliefs, opinions, proposals, or policy positions to a gathering of people. The setting of your presentations might be as large as a convention hall or as small as a conference table. Perhaps, you broadcast your message over the radio or television. What you have to say might appeal to the interests or concerns of a committee of decision-makers, the members of an organization, the residents of a neighborhood, or the public at large. Regardless of the purpose of your presentation, the act of communicating through speech is central for you. Although you might use charts, graphs, or slides to complement the spoken word, you rely first and foremost on your voice and modulations in tone, pace, and emphasis to get your point across. Whether you speak from an outline, notes, or a full script, you probably spend a good deal of time rehearsing your delivery and carefully developing your presentation to its maximum effectiveness. Look for the kind of career responsibilities that will include frequent occasions to practice the art of public speaking.

**C****RECURRING SUBJECT MATTER**

This section of your MAP® includes descriptions of the things, mechanisms, intangibles, and other content with which you are motivated to work. It is essential that the parameters of your job allow you to work on, with, or through these kinds of subject matter. Otherwise you are likely to divert your attention to tasks that will better accommodate your motivation.

## VALUES

You want to operate in a way that allows you to adhere to values that are personally and/or professionally important to you. You probably hold all of your decisions and actions up to the standards of your well-defined convictions or code of ethics. You might strive to make an impact on the religious beliefs or moral condition of other people. You might want to play a role in determining and/or regulating the ethics of members of your profession or your industry. It could be that your values move you to become involved in promoting patriotism, respect for traditional institutions, or a traditional way of life — or, possibly, a radically non-traditional lifestyle. An environment in which you are able to work with or through values that are consistent with your own is clearly right for you. Avoid situations in which a reluctance to compromise yourself would keep you from being successful.

## KNOWLEDGE, UNDERSTANDING, INSIGHT

You are motivated to gain knowledge and understanding. To you, knowledge might mean a comprehensive grasp of both the details and the principles involved in an operation, issue, or plan. You might seek an understanding of philosophical or theological concepts. It could be that you strive to gain a conceptual understanding of the fundamental principles behind natural phenomena. An intimate familiarity with the skills and techniques of a craft or art might be the kind of knowledge you pursue. You might seek to acquire knowledge for its own sake, or you might want to put it to some practical use. In either case, the right working circumstances will provide you with the time and opportunity to accumulate knowledge and develop understanding.

## PRINCIPLES, FUNDAMENTALS

You are motivated to deal with principles and fundamentals. You tend to want to approach an assignment, problem, or consideration by focusing on the fundamentals and working from basic assumptions, natural laws, or mechanical principles. You might develop financial or marketing strategies based on fundamental economic principles. It is possible that you seek to solve engineering problems through an application of the laws or facts underlying the performance of machines or the behavior of materials. It could be that you experiment with physical or chemical principles in an effort to harness or exploit them for practical purposes or simply to satisfy your curiosity about them. Look for career involvements that require you to think about and operate with fundamental principles.

## STORIES, HISTORY

You look for opportunities to introduce stories, and perhaps storytelling, into life and work. You likely appreciate the very structure of good narrative — captivating start, plot development, and appropriate closure — as well as its power to interest, instruct, or amuse the listener or reader. You may be a teacher using gripping fictional or real-life stories to hook into the lives of young people. It could be you are a philosopher or anthropologist exploring human experience as expressed in myth. You might like to dig into the historical background of a sport, social organization, traditional discipline etc., and acquire its lore. If you are a politician you might use humorous anecdotes to endear yourself to potential voters or tell inspiring stories that promote the virtues of public service. If you are a preacher you know that an effective story holds the power to disarm, entertain, teach, and inspire. You may be a born comedian drawing on stories to stir up laughter, or a counselor using a poignant case study of healing. You could be an investigative reporter, digging out the narrative behind the facts and headlines. Telling stories might be your favorite form of conversation. Whatever your calling, look for opportunities to harness the power of story, narrative, or myth in your work.

## **MATERIALS**

You enjoy dealing with materials and supplies. Building with lumber, concrete, steel, or other construction materials might interest to you. Assembling or machining parts in a manufacturing process could be how you handle materials. You might process raw materials such as timber, animal hides, or iron ore. You might enjoy working with clay, stone, cloth, or paint in artistic or craft activities. It could be that you are involved in finding, purchasing, supplying, or distributing materials. You may be the one who makes sure the storeroom is well stocked with everything from paper to plywood, and your first step when tackling a project might be to gather and lay out necessary supplies. Regardless of your exact involvement, you want to work with tangible resources. Look for career involvements that feature a constant exposure to materials.

## **ANIMALS**

You are motivated to work with animals. You might be interested in breeding and raising livestock, or in training horses, dogs, or marine mammals. It is possible that the field of animal behavior fascinates you, and you want to study animals in their natural habitat. Wildlife management, veterinarian practice, or research might be likely career choices for you. It could be that you want to provide for the needs of stray or abused animals by running a shelter. Although working with animals might not be a direct source of livelihood for you, be sure that your career allows you time and opportunity to pursue your interest in them.

## **COLLECTIBLES**

You are motivated to collect things. You love to acquire and care for items that you value or that hold your interest. You are driven to search for and obtain just those pieces that enhance the worth of your collection or complete your set. Your collection might have primarily sentimental or historical value, or you might view it as an intentional investment you hope to someday sell for a profit. You enjoy watching your collection grow in size and value, and you take whatever steps you deem necessary to assure its safety. You might store your valuable items in a vault or safety deposit box, but it's just as likely that you arrange and display them in a way that demonstrates the effort and care you have invested in your hobby. The right working circumstances will allow you to work with collectibles in some way or will provide you with time to pursue your interest in them as an avocation.

## **DEVICES, TOOLS**

You work through instruments, devices, and/or tools — those implements you can use in order to perform tasks that you enjoy. You might find satisfaction in the precise results you are able to obtain by using instruments to take measurements or perform tasks. Perhaps you employ devices when monitoring a process or operating a machine. You might use or program computers. You might enjoy construction or maintenance projects in which you use hammers, wrenches, drills, or other tools. It is possible that you play musical instruments. Whether you use a calculator, scalpel, sewing needle, paintbrush, golf club, barometer, screwdriver, compass, stapler, pulley, guitar, or spatula, you manipulate tools in order to get things done. It is important that you have opportunities to use instruments, devices, and/or tools in your work.

## **DETAILS, PARTICULARS**

You like to deal with details and particulars. You want to handle the smallest elements involved in a job, operation, or project. You might figure job estimates item by item or closely scrutinize accounts. You might diagnose mechanical problems by checking out each component or overseeing 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.

### **WORDS, NAMES**

You enjoy working with words. It is likely that you are a wordsmith with a concern for the style, precision, and ingenuity with which you put your thoughts or feelings into words. You might take pleasure in the distinctive qualities of words, such as sound, vividness, or figurative implications. Whether you work with the written or spoken word, you tend to enjoy the potential impact words can make on people. You might want to use words to influence others' actions or attitudes. Words might be a vehicle through which you seek to stimulate the imagination of your listeners. It could be that you place a central importance on the precise meaning of words as you present information or explain concepts to others. The right circumstances will provide you with the opportunity to work with or through words.

### **GROUPS**

You tend to be a group-oriented person. Working with or through groups of people is a strong element in your motivation. You might 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 be important for you. The group might 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.

### **INDIVIDUALS**

You enjoy working with people on a one-on-one basis. Rather than merely as a context or instrument of your efforts, people tend to be a primary focus in your work. You might seek to develop their individual talents by teaching or managing them in a highly personalized way. You might want to influence the way individuals think and act. It could be that you are interested in collaborating with other individuals and joining your unique talents with theirs on specific projects. The right working environment will provide you with frequent contact with people and the freedom to relate to them as individuals.

### **EMOTIONS, FEELINGS**

Emotions are a recurring subject matter in your achievements. You enjoy having opportunities to express your feelings and/or to somehow exert an impact on the emotions of others. You want to operate not merely by your mind and will, but also according to your heart, the affective center of your being. Perhaps you are a coach, teacher, or minister who uses emotion to touch hearts, rouse up courage, trigger repentance, inspire others to give their best, and so on. You might be an artist who draws upon feeling to craft a poem, a painting, or a song and who intends that the viewer or listener be emotionally impacted through your work. It could be that your evaluating motivation is characterized by an intuitive sense of situations, events, or persons. Perhaps you are a counselor seeking to restore emotional health to your patients as you draw from them joy, sorrow, fear, hate, or love. You might be a leader who gets the most from your subordinates by appealing to their emotions. Look for career situations in which you will be able to work with the affective dimension of human nature.

### **TECHNIQUES, SKILLS**

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 or manual details of a craft, trade, or art, or task. You might spend hours practicing your technique in a sport like tennis, skiing, or fly-fishing. You might be a craftsman or

artist who masters or develops special methods for creating distinctive effects, forms, or designs. 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 effectual way to achieve a specific result or to get a job done.

## **ROLES**

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, selecting your own words, actions, and facial expressions in order to satisfy the requirements and sense of image that goes with playing the role. Your close observation of those around you, particularly experts and critical authorities, provides clues to their response to you. Your role might change with your situation, yet you will consciously determine how to perform your role to best demonstrate competence, realize an ideal, or display your growing expertise.

**D****RECURRING CIRCUMSTANCES**

This section identifies the specific circumstances within which you are motivated to work. The presence of these conditions will prove highly energizing for you. Conversely, their absence will likely frustrate you—so much so that in some cases you may try to alter your work environment in order to make it more compatible with your MAP®.

**What triggers your motivation?****CURIOSITY, SOMETHING NEW WITH CONCEPTUAL APPEAL**

You have an appetite for new and different experiences. You want to function in an environment in which you will be exposed to new people, ideas, activities, or processes. It is likely that you seek exposure to different cultures and life-styles. The right career situation will challenge your preconceptions and test your ability to adapt to the unfamiliar or the unexpected. You tend to enjoy pushing beyond the limits of your knowledge and experience. It is possible that you like the sense of fresh possibilities or new vistas opening up before you. You might find satisfaction in mastering situations or subject areas that enable you to feel that you have conquered new territory. This aspect of your motivation might be accommodated by a position that requires understanding and skill in many phases or levels of a process or operation. It could mean that you should meet and deal with clients, customers, co-workers, and others who have a variety of personal and/or professional backgrounds and diverse points of view. You might enjoy roles that require you to travel to various places. In any case, the opportunity to experience or deal with things that are unlike those you have previously encountered is important to you.

**PERSON IN NEED**

Your abilities and attention are sharply focused in circumstances in which there are needs to fill. You might take the responsibility to see to it that sufficient materials, supplies, manpower, or finances are available. It is possible that you provide others with the tools, technical advice, or assistance necessary to complete a job. It could be that filling the emotional, physical, or spiritual needs of people is the means by which 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 stimulates your motivation. A steady flow of needs is an important element in your right work environment.

**PROBLEM TO SOLVE, CHAOTIC SITUATION**

You enjoy working in problematic situations. You want to apply your intelligence, expertise, or skill to the task of untangling crossed wires, eliminating obstacles, or resolving conflicts that stand in the way of effective progress or success. The problems you face might be technical, logistical, or procedural. The trouble might be rooted in a management policy, a scheme of organization, or the attitudes and behavior of subordinates. It could be that you seek to help individuals work out their personal problems. Because you are strongly motivated as a problem-solver, you should avoid environments in which everything is squared away, running smoothly, and trouble-free.

**What factors keep you motivated?****TIME TO LEARN, EXPLORE, CREATE**

Your motivation is best accommodated by environments that allow you sufficient time to learn, evaluate, analyze, and gain a solid understanding of or skill level with whatever you are working on. You have a core drive to learn, and that just takes time. You want to be confident that you know what you need to know, and that you own that understanding through deliberate, focused effort. Your aim might be to do in-depth research of pertinent facts and/or figures. It could be that you want time to develop skills that you will later put to use. You might even want to study certain topics in order to gain a conceptual grasp of everything involved in a project or assignment. Regardless of the form your learning takes or what topic or subject area it is applied to, you require sufficient time for that learning to occur.

**What results do you seek?****FINISHED PRODUCT, COMPLETION**

You function well in assignments, responsibilities, and projects in which you produce a finished product of some kind. You enjoy activities in which you progress towards a tangible end — something created, crafted, produced, or constructed. You might like to look at what is completed and know it came about as a result of your skill and effort. It could be that the appearance and quality of an object in its finished state are important elements in the satisfaction you derive from having produced it.

**PRACTICAL APPLICATION OF WHAT YOU KNOW AND HAVE LEARNED**

You enjoy circumstances in which you can utilize knowledge, skills, or other resources in order to obtain goals, generate products, or achieve results. What you know, what you can do, or what you have is particularly important to you when you can make use of its practical application. It is likely that you prize information, experience, or formal education that helps you earn a living, complete a task, turn a profit, or increase your net worth. You are probably interested in using resources in a variety of ways and for multiple benefits. Look for career opportunities that allow you to use your learning, expertise, available tools, or materials.

**RESPONSE, EVIDENCE OF IMPACT**

You want others to respond to you and to what you do, say, produce, or own. It's likely that you are motivated to draw a positive reaction from people. You probably enjoy it when people express their appreciation for your help or for a job well done. You might like to hear admiring comments about your possessions, performance, or skill. It is possible, however, that you might be satisfied with any kind of response at all. You might, in fact, enjoy shocking people, causing them to raise an eyebrow, turn their heads and stare or rant and rave in protest. In any case, the right working circumstances will involve you in activities or situations in which you have the opportunity to draw a response from others.

**EFFECTIVENESS, IMPROVEMENT, BENEFICIAL RESULT FOR OTHERS**

Your motivated abilities are activated by an opportunity to impact the effectiveness of people, events, or operations. You like to function in situations in which there is a potential for improving or for maximizing results. The right environment will feature needs, problems, or objections that allow you to demonstrate your capability to bring about a desired result. You might design a marketing or advertising campaign that boosts slumping sales. It is possible that you enjoy training or managing people in a way that increases their productivity. You might use your planning and organizing abilities to tighten up the administrative systems of an operation and improve its profitability. In any case, you thrive in an environment in which you can focus your efforts on improving results.

**What other environmental factors motivate you?****AUDIENCE, VIEWERS, LISTENERS**

You tend to come alive in front of an audience. You probably enjoy the fact that people focus their attention on what you do or say. The sense of rapport, warmth, or appreciation communicated by an audience's response to you might be what you find satisfying. It could be that you have the ability to play upon the thoughts and emotions of a crowd. In any case, the opportunity to perform, speak, demonstrate, or produce in front of an audience of viewers or listeners should be a feature of any assignment or career you undertake.

**PERSONAL GROWTH (for both self and others)**

You come alive in situations in which you have an opportunity to promote progress, to nurture potential, and encourage growth. The focus of your efforts might be on your own personal growth or on the development of other people, of activities, projects, or operations. You might

start out as a novice in some trade, sport, field of study, or business and gradually increase your skill, expertise, and effectiveness as you move closer to the realization of your potential. It could be that you enjoy teaching, coaching, or counseling others in a way that furthers their personal development. Construction or artistic projects might be the kind of development activities you prefer. In any case, you want to function in situations in which there is opportunity to experience or encourage growth and development.

#### QUALITY, MASTERY, SENSE OF CARE PUT INTO IT

You want to operate in circumstances in which there is a commitment to high standards of quality in production, performances, or services. To that end, objective standards, grades, or other established specifications are readily identified and serve as benchmarks against which work and workers are evaluated. You probably use any means to achieve the desired level of quality. It could be that you meet specifications by carefully handling details in a prescribed way. Your concern for quality might be reflected in the materials and tools you choose to work with, or in the long hours you put into completing a job. Avoid circumstances in which shoddiness is the rule, standards are low, or tight deadlines or budgetary constraints might require you to compromise standards of excellence.

#### SPIRITUALLY ORIENTED

You prefer to operate in settings that engage and energize the spiritual sensitivities of yourself and others. You want your associates to see beyond the mere physical makeup of things and to recognize their spiritual nature, their relationship to higher realities, or their qualitative significance. You enjoy making connections between regular work activities and their deeper meaning, and it is likely that you hope that your co-workers share this same interest. You probably want your organization to put priority on moral values as opposed to simply economic ones. You might want your colleagues to appreciate the wisdom found in using prayer or spiritual intuition to make decisions. Perhaps you appreciate settings that follow some kind of liturgical calendar or allow you to set aside time for prayer, church attendance, and other spiritual disciplines. It is important that you function in circumstances where you have opportunity to develop your spiritual life.

#### TEAM, GROUP, PARTNER

You want to function within the context of a group, team, or organization. Your "team" might be a business association, fraternal organization, committee, athletic team, department, or informal gathering. Whether you play a supporting role or serve as a leader, you enjoy being caught up in the shared interests, activities, and goals of a group. You should avoid responsibilities and assignments that will isolate you from people, prohibit you from contributing to the success of a group, or require you to function on your own.

**E****YOUR RELATIONAL STYLE**

You are motivated to relate to others in a specific, consistent manner—regardless of your official status, role, or function. It is critical that the conditions of your job are conducive to the expression of your relational style.

### **INDIVIDUALIST (SOMETIMES SOLITARY, SOMETIMES STARRING)**

You want to function in an individualistic way. You might prefer activities in which you can function independently and demonstrate your own style and effort. It is important that you are allowed to produce results that clearly reflect your own work—even when you function as part of a team.

Whether you work alone or with others, you are satisfied with your work for its own sake. You tend to follow your own sense of the right way to do things, and you maintain your individualistic manner regardless of your position or status within an organization. When forced to work in an environment that emphasizes teamwork, you will tend to carve out your own niche and focus on your own responsibility or role.

As an individualist, *you sometimes go apart from others and work in a solitary way*. It is likely that you appreciate solitude not so much because it removes you from social life, but because it enables you to retain steadfast commitment to those tasks that so capture your interest. You do not want to be distracted by other people from doing what you love.

Another characteristic of your role as an individualist is that you occasionally end up as a star. That is, the limelight falls on you, and you assume a performer-to-audience relationship with any other people who might be around you. A team activity might provide an occasion to score winning points or lead the way through adversity. You might be drawn to formal situations in which you speak or in some way perform before a real audience. When working with others in a group setting, when functioning with just one other person, or even when working alone, you sense that others are observing you. You might want to display certain skills, a distinctive style of speaking or moving, or a special understanding, insight, or expression.

A good career will include situations in which you are encouraged to be a star and attract the attention and thoughts of others. Avoid environments in which others will criticize you or otherwise react negatively whenever you attempt to play the role of a star.

### **DIRECTIVE, COLLABORATIVE FACILITATOR**

You are motivated to facilitate the success of others by providing that which is necessary for them to effectively reach their goals. The facilities you supply might include tools, funds, materials, work space, organizational structures, information, or arrangements. You strive to provide whatever is needed to increase the ease and enjoyment with which an endeavor is carried out.

As a facilitator, you are more concerned with the benefit of your contribution than with the degree to which your efforts reflect your own distinctive role, status, or skill. The exact nature of the role you take on is usually determined by the needs and goals of the people you work with, thus you are probably quite adaptive in moving from one kind of role to another.

There are a number of means through which you might function as a facilitator. You might like to be directly involved in setting up or adjusting a work environment in order to create an atmosphere that helps others to concentrate and work productively. You might make materials easily accessible, improve lighting, alter the arrangement of work space, or regulate the work flow.

You might prefer to focus on helping specific individuals. You might buy gifts like books, tools, or equipment in order to further an individual's interests or development. By arranging bank loans, setting up contacts with suppliers, or establishing a customer base, you might help someone start a small business. 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 in which you will be able to provide for the needs of individuals or of an organization.

Notwithstanding your desire to facilitate others' growth and progress, *you tend to relate to people in a directive manner*. That means you seek to function through your subordinates, assistants, associates, and even superiors, in precise ways.

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

Your ideal job will grant you complete beginning-to-end control over an operation or an effort. You usually 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 on the extent of your trust in individual subordinates to carry out your wishes. In any event, you make sure that others adhere to your thoughts, words, and purposes, whether you are physically on the scene or not.

You should look for jobs in which you are given the time, the freedom, and the right people to get the job done the way you want. 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.

In facilitating and directing people, *you also collaborate with them*. The focus of your collaboration might be an activity or program that you originate out of an intense personal interest, a project started by someone else, or an endeavor initiated by a group to which you belong.

You possess a skill for drawing people out of themselves and into action. You enjoy making others feel wanted and important as you get them to participate and contribute their energy and talent. Look for career involvements in which a lot of initiative is required, and where there is a need to recruit manpower and support.

#### **BEST MANAGED WITH: HANDS-OFF MANAGEMENT**

You function most effectively under a manager who allows you to exercise independent control over your specific area of responsibility. The right boss will give you the freedom to set your own priorities and to initiate and schedule your own activities. You also want to be able to determine for yourself the methods, procedures, and strategies through which you work to fulfill tasks, assignments, or objectives.

## **PUTTING YOUR PATTERN IN PERSPECTIVE**

Examine the following material carefully in order to better understand what your MAP® does and does not reveal about your strengths and motivations. The implications of your MAP® are addressed to equip you to make practical use of this material.

## YOUR MOTIVATED ABILITIES PATTERN® — ITS NATURE

In order to understand the significance of your MAP®, you need to appreciate its qualities as described below. Based on the thousands of Motivational Patterns we have studied since People Management's inception in 1961, we have found that a person's MAP® is:

**UNCHANGING** Your MAP® is first manifested when you are quite young, and it remains constant throughout your life. There is no evidence to suggest that its fundamental character can be altered. Values and lifestyle can and do change, but your essence, as described by your MAP®, does not. This does not mean that your MAP® is static. Indeed, it is the primary area in which you will focus on intentional growth and development. What you do motivationally in small measure as a child, you do in large measure as an adult. Thus you demonstrate the development which continues to occur within the context of your MAP®.

**IRRESISTIBLE** Regardless of the environment or circumstances within which you work and live, your Motivational Pattern will express itself somewhere in your life. If your work will not permit its expression, you will manifest your MAP® in your non-work-related activities and involvements. Only when operating in accordance with your Motivational Pattern will you be truly satisfied and effective.

For that reason, you will attempt to perform your job in accordance with your MAP®—and not necessarily according to an approach that an objective examination might indicate would be “best.” For example, if you are motivated to innovate, you will not want to use prescribed processes, even if prescribed processes are expected. Likewise, if you are motivated to collaborate, you will attempt to collaborate even if your employer expects you to function alone. Or if you seek recognition, you will concentrate on doing that which gets you noticed instead of that which keeps you working anonymously behind the scenes.

**MOTIVATING** When operating within the context of your MAP®, you will find ongoing satisfaction in what you do. You will be energized, and you will want to continue doing that which you love. Since your MAP® is unchanging, you will enjoy manifesting it every day of your life. You will not become bored or unmotivated when you fulfill the conditions of your motivational design.

**EXPLANATORY** By understanding your MAP®, you (or someone you show your MAP® to) can understand the reasons behind your behavior, priorities, and goals. This insight into your motivation is an unparalleled foundation upon which effective, predictive team-building and conflict resolution can be accomplished.

## HOW TO USE A MAP®

Your MAP® is an observable manifestation of your very essence—the motivational “skeleton” that gives you form and substance. Though a MAP® is most often developed for the purpose of making career decisions, your MAP® has implications for every aspect of your life. As part of your innate design, your MAP® is *intrinsic*: you do not leave it at work when you go home at the end of the day, nor do you leave it at home when you go on vacation.

For that reason, it’s important to learn to appreciate the various interrelationships among your MAP® elements. Like a puzzle, your Pattern can be understood only when each piece is connected to the others. Taken out of context, any given MAP® element will be only so much gibberish lacking definition, focus, and purpose. But when all the elements are viewed together in their entirety, your Pattern becomes a symphony of self-expression that works like this:

Your **Central Motivational Thrust** compels you to use  
 your **Motivated Abilities**, which work on, with, or through  
 your **Subject Matter**, and do so within  
 your **Motivated Circumstances** and  
**Relational style**.

Just as you would never think of disconnecting your hands from your arms, your feet from your legs, or any organ, limb, or tissue from your brain, you should avoid thinking about any one of your Pattern elements in isolation and concluding, “Ah, I have this element. It is enough.” It is only when you operate within the context of *your whole MAP®, not its individual “parts,”* that you will experience profound joy, success, and effectiveness.

Your MAP® is a description of your unique and *permanent* motivational design. It’s a cruel fallacy (though unfortunately common) to believe that people can redefine themselves to fit any given position or situation (“You can be anything you want to be”). Though you will certainly grow, mature, and increase in knowledge and expertise, the essence of your motivation will never fundamentally change. To expect that it will or should change will only lead to frustration. Thus it is essential that you not put yourself in situations that require you to be other than you are. If you are a loner, for instance, don’t expect to function effectively as a collaborative team member. If you are driven to overcome obstacles, avoid work that is problem-free. If you are compelled to make an impact, don’t go to work for an organization that reveres the status quo and frowns upon your desire to make your mark.

When considering a new job, project, role, or commitment, evaluate your options through the grid of your MAP®. Ask pointed questions in order to ascertain the degree to which the assignment in question will allow you to fulfill your Central Motivational Thrust by using your Motivated Abilities to work with your preferred Subject Matter, within your ideal Circumstances and Relational style. You may even want to show your MAP® report to your superiors and thus equip them to make informed decisions about your placement and responsibilities within your team or organization. If they’ll use your Pattern as a basis for giving you assignments and promotions, they will reap the reward of your most fervent efforts and your enduring job satisfaction.

When operating in a manner consistent with your MAP®, you will take satisfaction in your work, and you will perform with enthusiasm, interest, and vigor. Conversely, when forced to function in roles, tasks, or environments that are not compatible with your inherent motivational makeup, you will likely become frustrated, bored, and/or ineffective. You will inevitably be disappointed and unmotivated when you are forced to operate in a way that directly contradicts your MAP®.

Having said that, it is inevitable that you will occasionally find yourself in situations that require you to temporarily suppress your motivation. That's fine; just be aware that that is what you are doing, and that you have good reason to do so—for a time. If you are expected to deny your MAP® indefinitely, you will become increasingly frustrated, and you will likely attempt to shape your environment to better suit your motivation.

Avoid temptations to “re-interpret” (i.e. misinterpret) your MAP® or try to “add” elements to it that are not truly a part of your innate design. For instance, if you have an ability to build by constructing, don't automatically assume that you also have the motivation and ability to conceptualize and/or design. Instead, look at your MAP® to see if that is the case.

Likewise, don't make snap judgments from your MAP® about the kinds of roles or jobs that your Pattern suits you for. For example, just because you have an ability to persuade others, that doesn't necessarily mean you'll have a knack for retail sales. You have to read your MAP® in its entirety and appreciate the cohesiveness of your underlying motivational drive. Your Pattern is a unified whole. That means you'll be productive in the application of a given MAP® element to the degree that your other motivational factors are being fulfilled.

As described above, your MAP® is “irresistible.” That means if it is left unchecked, you will invariably concentrate on doing whatever is indicated in your Pattern. So if you (and anyone you show your MAP® to) read your MAP® with that understanding in mind, you will gain a better understanding for why you perform as you do.

By familiarizing yourself with the MAPs® of the people you work and associate with, you'll better understand the motivation behind their behaviors. You'll also be better equipped to respond to, work with, manage, and relate to others with a greater degree of effectiveness and understanding.

As you evaluate the MAPs® of other people, don't assume that those who possess “impressive” MAPs® with numerous Motivated Abilities and/or Subject Matter are capable of doing “everything” that might be asked of them. No matter how potent an individual's MAP® might appear, areas that are not included in their motivational makeup are *not* areas of strength for them. The Pattern describes the parameters within which an individual will work successfully and contentedly. High productivity and job satisfaction can be achieved only by using MAPs® as a basis for making life-changing decisions.

**SIMA IS NOT A PSYCHOLOGICAL ASSESSMENT**

The System for Identifying Motivated Abilities (SIMA®) does not attempt to measure, account for, or explain possible psychological causation for your behavior. Your MAP® makes no attempt to explore your underlying emotional, mental, or attitudinal makeup. In preparing your MAP®, no grades have been assigned to you, no attempt has been to compare you against any “norms” of a population, and no classification system has pigeonholed you according to a “type” of personality.