



SIMA®

System for Identifying
Motivated Abilities®

Motivated Abilities Pattern Basic Report

STEVE BENSEMA

This Motivated Abilities Pattern developed through the SIMA® Process is not valid unless certified by the SIMA® seal to the right of this paragraph. SIMA® is a Registered Service Trademark for the System for Identifying Motivated Abilities®.

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.

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 Motivational 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 gain understanding as you try different activities and become an observer of your own life. If you learn by participation, you will especially benefit from the Review Session with your SIMA Professional Coach, as your coach works through the material with you.

The System for Identifying Motivated Abilities (SIMA®) is the technology that assists SIMA International 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.

For electronic copies of your Motivated Abilities Pattern or your Autobiographical Form please contact the Antioch School at 515-292-9694.

If you have questions about the accuracy of your MAP, after going through your Review Session with your SIMA Coach, please feel free to contact your biographer: Caleb A. Keller, keller.caleb@gmail.com.

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

SECTION I: UNDERSTANDING YOUR PATTERN

This section includes an outline that uses concise descriptions to define your uniqueness as well as material to help you better understand how your Pattern works as a systematic whole.

SECTION II: A GLOSSARY OF YOUR PATTERN ELEMENTS

To further enhance your understanding, SIMA International has written a descriptive paragraph for each of your Pattern elements. While these paragraphs were not written specifically for you on the basis of your achievements, they 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 II.

SECTION I: A LOOK AT YOUR PATTERN

This section includes Part A, the individual elements of your Pattern in outline form, as well as Part B, a description of how your Pattern works as a whole.

PART A: MOTIVATED ABILITIES PATTERN

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PRIMARY RESULT: *What is the primary result you want to achieve?*

Realize the concept / establish yourself and others / make an impact

OPERATING RELATIONSHIPS: *What is your relationship to others?*

You work best with others as a:

Collaborative key resource

You prefer to be managed through:

Initial support

MOTIVATING CIRCUMSTANCES: *What circumstances motivate you?*

Your motivation is triggered by:

Opportunities
Needs

Factors that keep you motivated:

Participative
Causes
Social
Potential

The results you seek:

Uniqueness
Excellence
Growth, development

The recognition factors you desire:

Response
Personal recognition
Awards, badges, trophies

The structure you need:

Responsibilities

Working conditions that motivate you:

Spiritually sensitive
Supportive

MOTIVATED ABILITIES: *What abilities are you motivated to use?*

LEARNING

by doing, trying
by studying, reading
by participating in an activity
by observing others

INVESTIGATING

by interviewing, inquiring

EVALUATING

by assessing, identifying potential

PLANNING

in diverse ways

DOING

by overseeing a process

DEVELOPING

by building relationships
by adapting, modifying

OVERSEEING

by coordinating the performance of others
by facilitating, providing a way

INFLUENCING

by involving, getting participating
by challenging, confronting (?)

COMMUNICATING

by conferring, discussing

SUBJECT MATTER: *What subject matter recurs in your achievements?*

Values

Groups

Knowledge, understanding

Networks of people, systems

Concepts

Roles

Information, data, facts

Technology

Relationships

Expertise

PART B: UNDERSTANDING YOUR PATTERN

The Nature of the Motivational 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 Motivational 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.

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.

◆ **OPERATING RELATIONSHIPS: WHO YOU ARE; HOW YOU'RE MANAGED**

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. As well, how you prefer authority figures to exercise management over you.

◆ **MOTIVATING 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.

◆ **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 tangible, intangible, data people, sensory or mechanism subject matter through which and with which you prefer to work to get the job done.

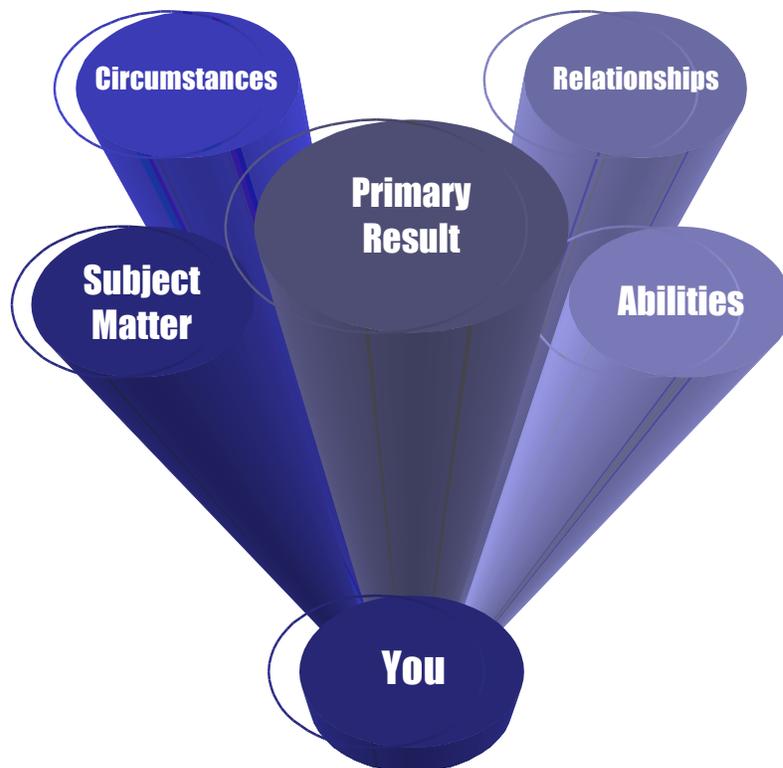
UNDERSTANDING YOUR PATTERN

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.



SECTION II: GLOSSARY OF YOUR BASIC PATTERN ELEMENTS

Understanding your Pattern depends upon knowing the meaning of each word. In the forty plus years we have been researching motivational behavior we have developed a Dictionary of all the terms used in the many motivational Patterns we do. In the next section we have pulled out of that Dictionary definitions of the particular terms that constitute your Motivated Abilities Pattern.

These dictionary terms do not describe you exactly, as they have been generalized to make them comprehensive.

Please use this Dictionary of terms carefully, ignoring any generalization that is not true of you and interpreting each general category in a way that is consistent with who you are.

THE PRIMARY RESULT

This is the most dynamic factor of the whole Pattern 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.

Realize the concept / establish yourself and others / make an impact

You are motivated to give concrete expression to certain concepts, images, or roles. You want to live out your ideas and ideals and to live up to a self-image or role you adopt or are cast in. These intangibles might take a variety of forms. Perhaps your political beliefs, moral and spiritual values, philosophical outlook, or attitudes toward work are what you seek to give concrete expression to. It is likely that your lifestyle, occupation, place of residence, associates, and the nature of your relationships with others reflect these concepts. In general, you want your life to reflect as closely as possible the way you think it should be lived and your actions to reflect the kind of person you think you ought to be. You take satisfaction in the process of striving to realize these ideals, especially in those moments when you feel they are actually coming to life.

The source of the concepts, ideals, or roles that capture your interest might be novels or movies, or the life and/or writings of actual heroes, saints, sages, celebrities, or great historical figures. A parent, boss, coach, best friend, or co-worker might be the person who sparks your imagination and inspires you to emulate him/her in your own life or work. You might be inspired by the traditions and way of life of a particular society, culture, or historical era, or the goals and code of ethics of a particular profession. Certain qualities or models of excellence in a specific work or craft might embody ideals that you strive for in your own efforts.

It is important for you to concentrate on functioning in a role, assignment, or responsibility that involves you in a process of transforming what is intangible or abstract into some concrete form or expression. Perhaps you enjoy digging the meaning out of an axiom, parable, or principle and applying it to your own life, or refining or adopting it in some form of creative communication. You might have an analytical talent for uncovering and interpreting what is essential and central to a concept. Development, production, research, or advertising projects might be an outlet for this talent. Your values will most likely be distilled and expressed through some art, craft, trade, or profession, or through dedication to a particular cause or mission in life.

The trick is to find career possibilities, roles, and duties that will provide you with an opportunity to realize concepts, fulfill an image or images, and attain ideals. You will tend to want some degree of control over the quality of what you do or produce in order to maintain the standards that are important to you.

Your achievements also reveal a motivation to establish and to be established. Among the things you might establish are foundations, connections, positions, purpose trajectories, organizational or legal precedents, or project launches. When communicating, you want to know that your logic is solid, categories are clearly delineated, language is carefully defined, and each point you make is well understood. You want to complete an effort according to a well-established purpose and plan. On a personal level, you want to pass the test, earn the grade, get the degree, procure the license, or achieve certification. You establish a foundation of knowledge or expertise. Your résumé is likely to state your proficiency

or mastery in a variety of categories. Just as you want to be trained, skilled, and accomplished, you prefer working with experts in the context of reputable, proven organizations. The language of your achievements may be filled with proper nouns and references to known people, places, and things.

You should seek career involvements in which your efforts focus on defined results of some kind, and in which there are clear requirements, standards, and specifications with which to fulfill your desire to establish. You want to be able to look back on any assignment or project and point to results that have endured. You want to build things that last, settle arguments, verify facts, document proceedings, and lay a solid foundation for future progress. Avoid settings in which goals and expectations are vague or poorly defined. Stay clear of situations in which you are likely to be reassigned before the plans, procedures, and results are established to your satisfaction.

Another side of your motivation is manifested as you 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.

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 cause could be a focus for your efforts. 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.

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. Stay clear of support roles in which you function invisibly, behind the scenes, or in which your work blends indistinguishably with 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. Avoid assignments in which you are likely to be transferred out of the action in mid-stream or in which you must wade through a lot of red tape to get a "go-ahead" on your proposals.

EVIDENCE FOR THE PRIMARY RESULT

“Once the creation was completed I would make up story lines in my mind and play them out.”

“My friends and I would play games outside for hours coming up with extravagant story lines and playing it all out.”

“While a senior in high school I organized a shoe drive that collected over 3600 pounds of shoes for Haitian refugees.”

“It was great to take a concept from infancy all the way to completion and see so many other people get behind a good cause. ... Something that is such a small thing in our culture made a huge difference to people in an impoverished area.”

“I was able to get into honors/AP math and science.”

“I was recognized as “The Greek Man of the Year” for my efforts with refounding a fraternity that was based on values and challenging the “frat boy” stereotype by striving to be “fraternity men” that were Men of Principle.”

“I asked if I could shape the house to be a “Christian fraternity” and they said I could.”

“It was one of the best experiences of my college career due to the opportunities it gave me to expand myself and begin to push my own personal development.

“One big piece of my role was around shaping the identity and character of the new chapter. I worked hard to make sure that our house was seen on campus as men that were leaders, scholars, and men of honor, character and integrity.”

“The most satisfying part of this experience was creating something that was larger than I was and would last beyond my tenure at the university. I tried to instill principles in the men that were in the house that would continue and not be lost.”

“It was so great to be a part of an organization that the focus was on people in need. ... I knew that by getting involved and serving that my time was making a difference in the lives of these families.”

“Worked my way to the supervisor of the high school program where I oversaw three other staff members and built relationships with groups of 30 students.”

“During my first full year I helped 24 clients buy or sell a house and was awarded into the RE/MAX Executive Club due to my level of commission earned. In my second year I helped 35 clients buy or sell a house and secured a commission level that will earn me the RE/MAX 100% Club and be in the top 10-15 Realtors in my area.”

“I had to do all of my pre-licensing classes (60 hours of pre-licensing plus 36 hours of

other related course work) and several other small steps to get my license."

"I am in an industry where I get to help people with the largest purchase/investment that most people make at a given time. I take pride in guiding people with good advice so that they can make the best decision for them and their family."

"I created curriculum for a high school small group and launched the group with 5-10 students."

"It was a great experience being able to spend time in prayer and studying in order to put together a cohesive study that helped other people learn more about the scriptural concepts around establishing their faith. ... I enjoyed being able to lead the discussion and help lead the students towards a greater understanding of what their faith meant and how it was supposed to be practiced."

"While working for Target.com I recreated an integral process for my division that reduced a regular task from 20 minutes per execution down to under 5 minutes per execution."

"By putting the fixes in place that I created it not only took my time down significantly, but it also pulled in other information that the people after me would need in order to set the items up in our systems which saved them significant time as well."

"I have been trying to think intentionally through the idea of legacy building with my kids and being intentional with that. I look forward to the day when I can pass that Bible along to him and have him continue with it."

"I have been married for about four and a half years and my wife and I have been continually growing in that time. We have begun to learn what it means to have a lasting relationship by learning what our roles are and to be on the same team with important decisions such as raising the children."

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.

Collaborative key resource

You like to gather information, knowledge, tools, or materials and be ready to provide support or supplies when others call upon you. You enjoy being relied upon as a key resource. You might specialize in providing technical support by applying your expertise in design, maintenance, or production efforts. It could be that your knowledge of a particular topic is useful to others in evaluating problems and in formulating strategies to deal with them. You might enjoy giving advice or personal support to individuals.

It is possible that you focus on filling tangible needs. You might develop or procure the tools, materials, or equipment necessary for a specific project or event. You might anticipate needs and build up and maintain inventories in order to keep an operation running efficiently.

Although you prefer to be called upon or assigned before giving advice, providing materials, or applying your special skills, you want your contribution to be important and sought out. You enjoy being key to the success of a project or operation by filling a need, and you want others realize the value of the resources you contribute and to rely on you to provide them. You do not need to be involved in actual implementation or ongoing administration.

Your preferred means of relating to others also includes a desire to combine your efforts with those of others. 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 talent for drawing people out of themselves, spurring them into action, and making them feel wanted and important. Look for career involvements in which a lot of initiative is required, and there is a need to recruit manpower and support.

Management style: initial support

You function most effectively under a manager who provides you with direction and support at the outset of a new assignment. After orienting, training, and/or encouraging you, the right boss will leave you alone to carry out the task or assignment as you see fit. With the goals and/or guidelines established, you want to have the freedom to determine your own methods or strategies and to exercise discretionary control over your area of responsibility.

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:

Opportunities

You want to be situated in settings in which you are likely to encounter openings and opportunities. You tend to want to move up, to be newly challenged, or to face a greater degree of responsibility; therefore, you are always on the lookout for options that suggest a path to the goals you have in mind. It's likely you have an entrepreneurial or opportunistic side to your personality. You might be aiming for a higher salary or greater status. You might be looking for new markets to move into, or it could be that you are interested in broadening your professional experience and expertise. In any case, look for an environment that features a range of opportunities to consider and take advantage of.

Needs

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.

The factors that keep you motivated and interested:

Participative

You want to be involved in cooperative endeavors in which people unite their efforts, ideas, and talents. Because you want to work in an environment that encourages participation, you should look for opportunities in which people are willing to cooperate with each other, communicate openly, and contribute their share to an activity.

Causes

You want to be involved in environments in which your efforts benefit a cause of some kind. Your cause might be political, social, religious, or moral in nature. You might get involved with political campaigns, food banks, or shelters for the homeless. You might act upon your religious convictions by participating in evangelistic activities. It could be that you get behind community development projects or fund-raising campaigns. It is important that your professional activities provide you with the knowledge that your efforts are furthering a cause that you support.

Social

You enjoy situations in which your association with others is not structured solely around the purposes of your work; rather, you want your work environment to provide you with social interaction, and the opportunity to build or widen your social network. You enjoy opportunities for co-workers to get together after hours for recreational activities, parties, or other informal functions. You might view the social aspects of your work environment as an opportunity to make contacts and build relationships that will help you to do your job more effectively. Perhaps you are on the lookout for the potential inherent to the new relationships you form. Look for an environment where it is possible to relate to others on a social level.

Potential

You should work in circumstances in which you focus your efforts on possibilities and potential. You enjoy recognizing and utilizing untapped potential in a person, object, idea, or situation. You should have the opportunity to find and extract usefulness or value from unlikely or previously undiscovered sources. The right context will allow you to deal with unknown quantities, to take chances, to go out on a limb and pursue what you perceive to be promising possibilities. Avoid circumstances that force you to always stick with what is certain and to play it safe and straightforwardly.

The results you seek:

Uniqueness

You tend to thrive in an environment that is in some way unusual or that allows you to actively express your own uniqueness. You might 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 even a bit eccentric. You might be one of a relatively few practitioners of a craft or occupation, or you might be 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 might 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.

Excellence

You are motivated to perform the tasks, functions, or assignments of your work and other involvements in an outstanding way, far exceeding the expectations placed upon you; in short, you want to excel. It is likely that you measure your own success against the work of your peers—you want to exceed their efforts in a way that sets you apart. You are keenly aware of the standards for work, production or success in

any activity that you are a part of—and you are motivated to greatly exceed these standards. It could be that doing so in the face of difficulty or hardship is especially satisfying for you. Look for opportunities that allow you not only to succeed, but to excel.

Growth, development

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.

The recognition factors that are important to you:

Response

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.

Personal recognition

You want to function in an environment in which you will receive personal recognition for your efforts and your accomplishments. For you, recognition might simply mean being informally singled out before a group for the quality of your work, or for the importance of your contribution to the success of an endeavor. You might like to see your name in the company newsletter. It might give you satisfaction to be appointed to a committee, governing body, or honorary group in recognition of your achievements and personal worth. Regardless of the exact form of the recognition, the right working environment will provide some means by which you can have your achievements openly acknowledged by others.

Awards, badges, trophies

You like working or performing for an organization that recognizes superior accomplishments by presenting top achievers with awards, trophies, plaques, or

badges. Although you might take satisfaction in other forms of recognition — bonuses, promotions, mention in the company newsletter — tangible and permanent acknowledgements of your achievements hold a special appeal for you. It is likely that you display them for others to see. You might hang them up on the wall, set them up on your desk, or sew them on a jacket. In any case, they serve as a testimony to what you have accomplished, as well as to the practice, study, or effort that it took to win them.

The degree of structure/definition that you need:

Responsibilities

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, assignment, or role. You enjoy having a particular arena in which you are held accountable. It is likely that you want people to recognize it as your personal territory and to appreciate your special talent for meeting its demands. Look for roles and involvements in which others depend on you to perform tasks and make decisions that are clearly defined as your responsibility.

The working conditions or environments that motivate you:

Spiritually sensitive

You prefer to operate in settings that engage and energize you — and others' — spiritual sensitivity. 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.

Supportive

You function best in an environment in which people are ready and willing to assist each other. You want to know that you can count on your boss or your co-workers if you need help with a problem, or if you need an extra hand with your work. It is likely that you are quick to give advice, guidance, or assistance to others and to volunteer to help out in areas that are not necessarily your responsibility. The sense that everyone is pulling together to reach a goal might be part of your attraction to this type of environment. You might also enjoy situations in which people are supportive on a more personal level — a caring, family-like atmosphere in which

people tend to look after each other. The right work environment will put you among people who will freely give you their support and accept support from you.

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 particularly powerful desire to learn. You enjoy gaining deep 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. Whether your primary interest is in learning about something, or in learning to do something, the right environment will provide you with time and opportunity to learn.

by doing, trying

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 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 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.

by studying, reading

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 participating in an activity

Your learning ability is excited through direct exposure to an activity, program, course of study, process, or opportunity. 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 might 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 are 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 that you can learn something.

by observing others

Your learning is accomplished through observing how others go about doing a thing. 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, mere reading or listening to explanations is not enough for you. You want to learn through your own observations of things, 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.

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, etcetera, 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 interviewing, inquiring

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 eye-witnesses. 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.

EVALUATING

Your motivation features an enthusiasm for drawing definitive conclusions regarding worth, quality, value, and/or meaning. You like to examine things, people, phenomena, or information and come away with a clear sense of their meaning, nature, or 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 assessing, identifying potential

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.

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.

in diverse ways

You approach planning in a multi-faceted way, according to the needs of the situation, employing a range of manifestations and abilities. To give your activities a strong sense of focus, it is likely that you set your goals and determine your ultimate end before you get too far in a process. But you're also willing to arrange details, logistics, and schedules so that everything is lined up in advance of a given event. You are something of a strategist, seeing the angles and knowing how to anticipate what the competition is doing. But you might also have the ability to lay out in detail the "blueprints" for a design, piece of equipment, administrative system, or transaction. It is important that your work environment accommodates planning. If you are forced to take action, participate in an event, or work on a process without having a chance to lay out plans, the expression of your motivation will be curtailed.

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 overseeing a process

You want to get things done by overseeing a process. With a final product or result clearly envisioned at the outset, you like to be responsible to see an operation through the steps, stages, or successive thrusts that bring it to completion. Being in a position to keep a close watch on details and procedures is attractive to you. Perhaps you conduct inspections or specific tests at various stages in a manufacturing process in order to check compliance with fixed standards or specifications. You might monitor the mechanical performance of machinery or equipment to see that every-thing is functioning properly. It could be that you enjoy supervising construction or installation projects. Any activity that involves fulfilling requirements and quality standards through a smooth and efficient execution of established procedures is compatible with your doing ability. What is important is that the end product or result reflects the steps that go into it. Look for work that puts you in charge of overseeing a process that ends in a tangible result.

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 building relationships

Your developing ability 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 coworkers, bosses, clients, neighbors, 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 circumstances will present you with the opportunity to exercise this people-oriented aspect of your motivation.

by adapting, modifying

The strength of your developing ability lies in your talent for adapting what exists to new or better uses. You seek to introduce changes that will result in improved quality, function, efficiency, or effectiveness. A pragmatic flexibility and resourcefulness characterizes your efforts. You tend to be quick to identify angles or features of objects, systems, processes, or procedures that lend themselves to modification. You might, for instance, adapt the structure or the nature of a production process to increase the volume or the quality of its output. Perhaps you modify the design of equipment or machinery to improve its safety or energy efficiency. It could be that you adapt administrative procedures to enable staff to handle work more quickly and with less risk of costly errors. In any case, you enjoy complex challenges that test your expertise, use your ability to come up with creative solutions to problems, or require you to overcome limitations. A work environment that is rather fluid and challenging and that requires you to be resourceful is clearly right for you.

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 coordinating the performance of others

You express your overseeing ability by 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 might 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 in which you have direct or indirect control over the activities and performance of others.

by facilitating, providing a way

You oversee a project or operation by facilitating its successful completion. You enjoy providing others with the ways and means to get things done. Responsibilities for the logistics and “how-to” of an operation are attractive to you. You like to make the jobs of others easier by setting up the activities, systems, and procedures that will provide for a smooth and efficient operation. You might improve working conditions, supply materials, arrange for particular programs or

training activities, or simply work to create an atmosphere in which there is a strong sense of purpose and team spirit. Once you have gotten a project rolling, you seek to keep it moving forward by standing by, ready to move quickly to fill any gaps that might develop. The right working circumstances will allow you freedom to move over the entire face of your particular area and to gather whatever is needed to facilitate progress toward completion.

INFLUENCING

Your motivation includes an ability to influence others. You enjoy being able to affect the thoughts and actions of others. You might be a very good communicator, but your interactions with others usually go beyond an exchange of ideas or articulation of facts. 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

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 challenging, confronting

Your ability to influence others reveals itself when there is a need to directly challenge others and/or to call them into question. While it is likely that you seek to affect a definite change of behavior, you might be satisfied with the simple act of giving voice to your convictions even if it seems to make no difference. It could be that you enjoy opportunities to be forcefully oppositional in public settings, but you might prefer to quietly challenge others in private. You might find yourself reading the riot act to irresponsible or unproductive workers. You might draw attention to unethical behavior that is allowed or practiced by policy makers. You might take satisfaction in being the only person willing to address a widely-recognized problem. Perhaps you challenge the status quo by pointing out anachronisms, inefficiencies, or mismanagement of resources. The right circumstances will allow you the freedom and the opportunity to assert your will by confronting others.

COMMUNICATING

Your motivational pattern features an ability to communicate. You enjoy conveying information, concepts, thoughts, or emotions in words, pictures, and/or body language in what you hope is a clear and articulate fashion that will enable people to grasp your point or understand your thoughts. It is probable that you communicate in order to influence others, but this is not always the case. The right working circumstances will enable you to effectively transmit what you want to say whether your message is aimed at an audience of listeners, viewers, or readers.

by conferring, discussing

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. It could be that you also seek the intimacy and simple pleasure of togetherness that comes from close conversation. Perhaps you enjoy the rigor of spirited debate. Whether you act as a resource or participant or reap the benefit of insights from 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.

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

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

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 learn all about the people that you work with, for or over. 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.

Concepts

You are motivated to work with concepts. You are attracted to ideas that bring together isolated facts and particulars in a unified whole. You might enjoy coming up with a basic theme for an advertising campaign, and producing the graphics or copy that bring the concept to life. You might 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. Whether your work with concepts focuses on their formulation, analysis, or realization, it is clear that the right environment for you will involve working with concepts.

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. You might gather together isolated bits of information to shape up a report, develop a case, document a theory, or support a proposal. Determining sales or production targets, establishing engineering specifications, or estimating costs might 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 ongoing requirement to work with data.

Relationships

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 try to build relationships by engaging others 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 build a web of relationships, and enjoy being part of a network of friends or associates. Friendships that span continents or have lasted years might bring you deep satisfaction. You might often find yourself trying to resolve feuds 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. You might value relationships both for their own sake and for their potential to be useful to you down the road. 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.

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.

Networks of people, systems

You are motivated to work with or through systems or networks. You like the idea of people and procedures being unified into an interacting or interdependent network. Producing or obtaining consistent results on a routine basis might be part of the satisfaction you derive from working with systems. You might enjoy the feeling of having a whole operation under your control. You might take delight in expanding your network of friends or contacts, or in bringing people into your network. You might design and develop technical or administrative systems, or establish distribution networks. It could be that you delight in connecting people in your network with others in a way that forms a powerful or useful new association.

Whatever your specific function, the right working circumstances will feature some direct involvement with systems.

Roles

You are motivated to work through roles that are placed upon you or that 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.

Technology

Technology is a subject area in which you have a keen interest. It is likely that you view applied science as the key to fulfilling needs, solving problems, and advancing objectives in all areas of human activity and concern. You might pursue research aimed at technological breakthroughs in basic areas such as medicine, food production, communication, information systems, or energy sources. You might work to increase the efficiency and productivity of an operation by developing or planning implementation of technologies that revolutionize production methods, administrative processes, or research and engineering activities. It could be that you want to construct, program, operate, or service robots, computers, or other state-of-the-art, high-tech equipment. You probably know how to make the best use of the World Wide Web. Whatever the nature or the level of your involvement, it is clear that technology should be a central feature in your work environment.

Expertise

You enjoy applying your expertise to solving problems, producing results, or advising others. You want to use the skills and knowledge you have amassed through study, practice, or experience. You probably enjoy the fact that your expertise or proficiency in a certain area sets you apart from others and makes you particularly valuable. You might take pride in your ability to function effectively and confidently in the face of the unexpected, or to meet especially demanding requirements. It could be that you enjoy acting as a resource for others by coming up with the answers to tough questions or by knowing all the facts and angles. Look for career involvements in which your special capabilities and knowledge are needed.