



27

Motivations



Achieve Potential

You are motivated to identify and bring to fruition undeveloped resources and possibilities



Advance

You love the experience of making progress as you accomplish a series of goals.



Be Central

You are motivated to be a key person who holds things together and gives them meaning and/or direction.



Be Unique

You seek to distinguish yourself by displaying some talent, quality or aspect that is distinctive and special.

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Motivations



Collaborate

You enjoy being closely involved with others in contributing to common goals and vision.



Comprehend and Express

You are motivated to understand, define, and then communicate your insights.



Demonstrate Learning

You are motivated to learn how to do something new and to show that you can do it.



Develop

You are motivated by the process of building and developing from start to finish.



Do it Right

You consistently set up or follow certain standards, procedures and principles.



Establish

You are motivated to lay secure foundations and to be foundational.



Excel

You are motivated to give your absolute best as you exceed performance and expectation.



Experience the Ideal

You are motivated to give concrete expression to certain concepts, visions, or values that are important to you.



Explore

You are motivated to press beyond the existing limits of your knowledge and experience to discover what is unknown to you.



Finish

You are motivated when you can look at a final or finished product and know that you have met the objective you set out to accomplish.



Gain Ownership

You are motivated to acquire what you want and exercise ownership or control over what is yours.



Improve

You consistently seek to make things better and enhance them.



Influence

You are motivated to influence someone's thoughts, feelings or behaviors.



Make an Impact

You seek to shape and make an impact in the world around you.



Make it Work

You are motivated to fix something that is broken or functioning improperly.



Make the Grade

You are motivated to measure up to standards and thereby gain acceptance into a group or team.



Mastery

You are motivated to gain complete command of a skill, subject, procedure, technique or process.



Meet Needs

You identify and fulfill needs, requirements and expectations.



Meet the Challenge

Your sense of achievement comes in looking back over challenges you have met.



Organize

You want to set up a smooth-running operation.



Overcome

You focus on persevering through difficulties, oppositions or disadvantages.



Shine the Light

You are motivated to capture the attention and interest of others.



Take Charge

You are motivated to be in charge of your own destiny, areas and activities.

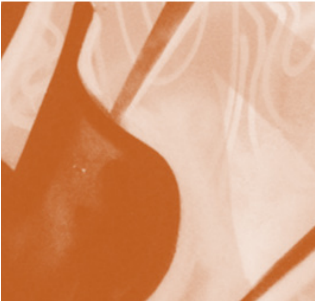


Motivation Families

TruMotivate motivations are not intended to label people into particular “types”, rather it is just the opposite. The motivations are part of a pattern that are revealed repeatedly when an individual is experiencing the satisfying stories that they have done well, this recurring pattern can be identified and mapped, and our focus is on the uniqueness of each individual rather than labelling into a group or type.

Each of the 27 motivations are unique “results” that people find meaningful and are “driven” to accomplish. We find them by looking at stories of activities that are satisfying, enjoyable or give a sense of accomplishment.

To help us “keep track” of the 27 motivations, we have clustered them into Motivational “Families.” The 27 different individual motivations tend to “break into, or cluster” around a similar theme or “focus” of the motivation and we call these “Families.” There are 5 Families, each with a different focus. Each Family has 4- 7 individual motivations in it.

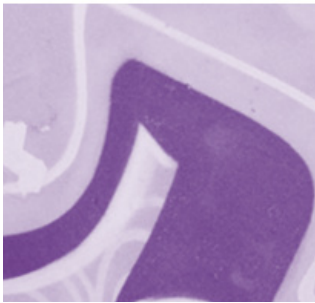


Change Agent

Influence ~ Improve ~ Make an Impact

Make it Work ~ Achieve Potential.

People with motivations in the Change Agent family want to have a definite effect upon the world around them. They want to stand back from their work and see that they have made a clear difference. They need to be in environments that are open to change.

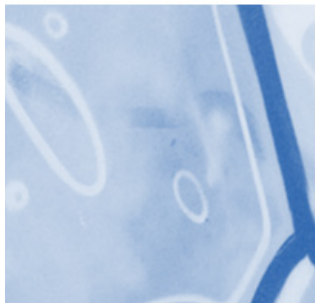


Purpose

Collaborate ~ Finish ~ Meet Needs ~ Make the Grade

Establish ~ Meet the Challenge ~ Do it Right

People with motivations in the Purpose family direct their energy toward the task of accomplishing well-defined objectives. Achieving goals is of primary importance to them. They identify tangible results and show competence in progressing to completion.

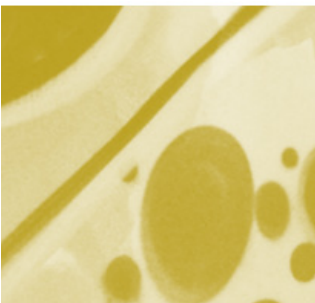


Process

Explore ~ Experience the Ideal ~ Organize

Demonstrate Learning ~ Advance ~ Develop

People with motivations in the Process family want to be involved from start to finish. They enjoy the stages of growth. They enjoy the process as a part of the results rather than merely a “means to an end.”



Performance

Be Central ~ Shine the Light ~ Excel ~ Be Unique

People with motivations in the Performance family seek contrast between their performance and that of others. They strive to reflect something extraordinary or distinctive about themselves.



Power

Gain Ownership ~ Comprehend and Express ~ Overcome

Mastery ~ Take Charge

People with motivations in the Power family want to exercise control of situations, people, themselves, things or knowledge. They tend to look for challenges or problems which allow them to exhibit the strength of the personal force and capabilities.

ALL 27 Motivations

 Full Descriptions of all
27 Motivations.

ACHIEVE POTENTIAL

Description: You are motivated to identify and bring to fruition undeveloped resources and possibilities.

Characteristics:

- Don't judge by the cover: You can see beyond the surface qualities to one's underlying potential.
- Searching for value: You are motivated when you find value in places others have overlooked.
- Bring out the best: Your energy is focused around drawing out and realizing possibilities.
- Shed light: You enjoy bringing discoveries to light and seeing them used by others.

Ways You Contribute In the World:

- Helping others become all that they were created to be
- Perceiving and uncovering what is hidden or unknown to others
- Seeing in others what they can't see themselves
- Dreaming that is based in reality and probability

Work Environment: Ideal (High Fit)

- A company that is in early stages with much promise
- An organization that promotes possibility thinking and ambition
- A role that allows one to explore, uncover and discover
- Work culture that "brings out the best in people"
- Mentoring, personal and professional growth are highly valued and executed

Work Environment: Challenging (Low Fit)

- A mature company with a well-established business model and market
- A role that focuses on refining, reengineering or reposition what already exists
- An organization that is scaling through acquisition, cost strategies, or distribution strategies

ADVANCE

Description: You love the experience of making progress as you accomplish a series of goals.

Characteristics:

- Take the next steps: You are motivated by moving from one step to the next logical step forward.
- The path is clear: You concentrate on what holds potential for advancing toward goals.
- Improvement focused: You are driven to accelerate improvements.
- Push momentum: You provide movement through problems and processes.

Ways You Contribute In the World:

- You bring new ideas and possibilities to the world
- Create new trends and movements
- You get things rolling and build momentum
- Figure out the way forward when things are stuck and stale

Work Environment: Ideal (High)

- A place where you grow and go to the next level
- A company that is innovating and cutting edge with products/services
- Where there is a vision to the future
- A culture that is goal driven and forward moving

Work Environment: Challenging (Low)

- Company that sees itself as timeless and unchanging
- A place where upward and forward movement is not rewarded
- A culture where products and services are commoditized

BE CENTRAL

Description: You are motivated to be a key person who holds things together and gives them meaning and/or direction.

Characteristics:

- Trustworthy: You feel a sense of satisfaction when needed or called upon at critical times.
- Reliable: You desire to be the “go to” person.
- Hub of the wheel: You gravitate toward positions near or at the working core of the organization.
- Key: You like to be key for people, especially by helping them navigate through difficulties.

Ways You Contribute In the World:

- You go above and beyond by providing direction
- You build momentum
- Play a critical role in organizational success
- Take on roles and risks that others shy away from

Work Environment: Ideal (High)

- Companies where there is a heavy orientation around project work
- Leading work that is team focused for best results
- Opportunity to lead projects and give direction to people and tasks
- A place where one can be key and standout in their work.

Work Environment: Challenging (Low)

- One of many doing the same tasks
- Authoritative or “flat” organizations
- Where everything is collaborative: work and decision making

BE UNIQUE

Description: You seek to distinguish yourself by displaying some talent, quality or aspect that is distinctive and special.

Characteristics:

- Self-expression: You like to put your personal stamp on things.
- Extraordinary: You even do ordinary differently. You look for ways to put a different spin on old ideas.
- Non-conformist: You seek to stand out and not fit into the status quo.
- One of a kind: You aren’t OK with the off the-shelf solution. You look for that diamond in the rough.

Ways You Contribute In the World:

- Innovator
- Unafraid to go against the grain
- You see beauty where others don’t
- You have cutting edge ideas

Work Environment: Ideal (High)

- Autonomy/Flexibility
- Room to be creative or innovative
- Opportunities to stand out
- Value new, novel, and different

Work Environment: Challenging (Low)

- Highly structured
- High Volume
- Process Oriented
- One of many people

COLLABORATE

Description: You enjoy being closely involved with others in contributing to common goals and vision.

Characteristics:

- Moving forward: You have a desire to further the interest of the group and help realize its objectives.
- Satisfaction: You experience satisfaction in knowing that the group accepts you and that your contribution is important.
- Values: You deeply value fellowship, camaraderie, and teamwork.
- Importance: You prefer working together versus alone.

Ways You Contribute In the World:

- Help to clarify the vision/mission of the team or group
- Find ways to incorporate individuals into teams/groups
- Encourage and model the value of community
- Build relationships and bring people together

Work Environment: Ideal (High)

- There is a lot of group and team work
- Work that promotes social/relational environment
- There are shared goals, vision and collaboration
- Communication and continuity are essential

Work Environment: Challenging (Low)

- Independent work environment
- Specialists and specialties
- Authority and rank are important
- Highly segmented environment

COMPREHEND AND EXPRESS

Description: You are motivated to understand, define, and then communicate your insights.

Characteristics:

- Always learning: You commit yourself to continuous learning.
- On the way to mastery: You value developing knowledge, expertise and wisdom in your chosen field.
- Apply your wisdom: You express and demonstrate the things you've learned.
- High on communication: You feel that comprehension is incomplete until you put it into coherent words, pictures, or other symbols.

Ways You Contribute In the World:

- You communicate complexities with simplicity and clarity
- Push the boundaries between the known and unknown
- Live out and model what you believe
- Develop Models and theories to make sense of the world

Work Environments: Ideal (High)

- Learning is defined as part of the work
- There is opportunity to either write, speak/present what you know
- High degree of expertise and knowledge required in the work
- Conceptual work that requires application and integration

Work Environment: Challenging (Low)

- Where the work is simple or could be monotonous
- Personal expression and communication are not essential
- Knowledge and learning are not vital to the work or service

DEMONSTRATE LEARNING

Description: You are motivated to learn how to do something new and to show that you can do it.

Characteristics:

- Show and tell: You enjoy developing knowledge or skill to the point of proficiency, then demonstrating that proficiency.
- On to the next level: You are motivated to learn or develop basic skills as quickly as possible.
- Being the example: Your energy comes in teaching, showing, modeling and living out what you've learned
- New is always good: You're always learning new things, trying new things, and doing new things.

Ways You Contribute In the World:

- Inspire others to try new things
- Mentor through relationship and modeling
- Put ideas into practice
- Create beautiful expressions of what is in the mind

Work Environment: Ideal (High)

- Learning and personal growth are part of the environment
- Environment where there is application of the learning in the work
- Where there is opportunity to present findings and outcomes
- Part of the work is in the teaching and modeling what has been comprehended
- Learning is ongoing and continual

Work Environment: Challenging (Low)

- Where there is less flexibility for change
- Work is highly defined and structured
- Individualism isn't highly valued or necessary
- Limited ability for promotion and advancement

DEVELOP

Description: You are motivated by the process of building and developing from start to finish.

Characteristics:

- Putting the pieces together: You love to see how all the parts come together to make the whole.
- The journey is just as important as the destination: You enjoy each part of the process, from beginning to end. It's more important to you than just the outcome.
- You finish: You want to be involved from vision or idea through completion.
- Connect the dots: You can connect complex processes and improve them to complete a project.

Ways You Contribute In the World:

- Advance civilization
- Build from scratch and create something from nothing
- Create buildings and spaces for people and spaces
- Bring together things that are separated or disconnected

Work Environment: Ideal (High)

- Opportunity to engineer a product or process
- Company where you take a product from conception to completion
- A role where you take a complex process to a platform
- A culture that goes from the blackboard to the blueprint

Work Environment: Challenging (Low)

- The work is focused on fixing or improving from what exists
- Where things remain either unresolved or unfinished
- The work is simple, straight forward and well established

DO IT RIGHT

Description: You consistently set up or follow certain standards, procedures and principles.

Characteristics:

- Draw in the lines: You measure the success of your work by how well it matches the right way.
- Standards-based: You draw upon clear standards as guides, progressing through a job, assignment, responsibility, or creative activity.
- Demand clarity: You are driven by precision and clarity and have an aversion to vagueness.
- High integrity: You are principled in your own character and behavior.

Ways You Contribute In the World:

- You model and exemplify character and commitment
- Your work is precise, reliable, and predictable
- If you can't do it right, you don't do it at all
- Set the standard for social change and social justice

Work Environment: Ideal (High)

- The individual role is well established and defined
- There is an emphasis on detail, data, and process
- The organizational culture promotes measuring outcomes
- The company has highly defined values and beliefs

Work Environment: Challenging (Low)

- A role that is fluid, requires high degree of flexibility and adaptability
- A company where the products or services don't require precision and standards
- The culture is highly creative, open ended, visionary and inspiration driven

ESTABLISH

Description: You are motivated to lay secure foundations and to be foundational.

Characteristics:

- Better with time: You are interested in producing what endures and stands the test of time.
- Completion: You complete initiatives according to well-defined purposes or plans.
- Others build on your ideas: You will lay foundations of expertise so others can build on your ideas
- Reputation matters: You need to work with what is proven and reputable.

Ways You Contribute In the World:

- You leave a legacy that impacts future generations
- Build people's confidence and provide assurance in the face of uncertainty
- Solve problems that are foundational and/or core to humanity
- You are seen as the answer to the problem or the solution to the issue

Work Environment: Ideal (High)

- Building or creating something that will last
- A place where loyalty and longevity are valued
- Roles, accountability, authority are concretely defined
- Process, Planning/Handbooks are highly valued

Work Environment: Challenging (Low)

- Dotted line relationships and lack of organizational structure
- Work that is cross functional and multi-dimensional
- Relational influence is essential to outcomes and input
- Environments where decision making is open-ended and collective

EXCEL

Description: You are motivated to give your absolute best as you exceed performance and expectation.

Characteristics:

- In it to win it: You thrive on competition; you want to win!
- Perfectionist: You are motivated to go above and beyond people's expectations.
- Above and Beyond: You embrace challenges that give a clear shot at going beyond the requirements of work, responsibility, or position.
- Never Settle: You seek superlatives-you want to be the best, the fastest, the most.

Ways You Contribute In the World:

- Demonstrate the value and contribution of high performance
- Break through perceived limitations and barriers
- Set a standard for meaningful and healthy competition
- Raise the bar on quality and set new standards

Work Environment: Ideal (High)

- Clear reward when exceeding expectations
- A competitive culture
- An opportunity to stand out
- Quality is the standard

Work Environment: Challenging (Low)

- Work that isn't graded
- The measure is meeting a standard
- There is lack of recognition
- Products and services that are value oriented
- Products or services that are economical or inexpensive alternatives

EXPERIENCE THE IDEAL

Description: You are motivated to give concrete expression to certain concepts, visions, or values that are important to you.

Characteristics:

- Meaning and purpose are important: Living out ideals and realizing vision brings you deep fulfillment.
- Live life the right way: You want your life to closely reflect how you think and feel it should be lived.
- Making intangibles real: You enjoy transforming what is intangible or abstract into a tangible form of expression.
- Practical dreamer: Making the ideal real.

Ways You Contribute In the World:

- Help to innovate in ways that make life richer
- You drive social change which leads to social justice
- Model and integrate the living out of values
- You make big dreams come to life

Work Environment: Ideal (High)

- Organizations where vision and ambition are highly developed
- Companies that create practical applications for ideas
- A culture with a highly developed set of values that are lived
- Organizations that create practical outcomes for the disadvantaged

Work Environment: Challenging (Low)

- Ideas and knowledge are the set primary end result
- Highly developed and proven systems and processes
- Organization where the products and/or services are tangible, well understood and set in place

EXPLORE

Description: You are motivated to press beyond the existing limits of your knowledge and experience to discover what is unknown to you.

Characteristics:

- Curious as a cat: You are inquisitive and adventuresome.
- On to the next thing: You are eager to see new things and discover new possibilities.
- Not the status quo: You are driven to gain cutting edge knowledge and discover new techniques.
- Don't see limits: You seek opportunities to explore virtually anywhere and everywhere.

Ways You Contribute In the World:

- Expand societies knowledge and quest for the unknown
- Push the boundaries and comfort zone for the common good
- Fuel people's imaginations
- Expand horizons

Work Environment: Ideal (High Fit)

- Work that involves being outward bound / on the move
- A job that involves taking some risks of the unknown
- Environments where research is a core function
- A job that includes adventure, travel, discovery

Work Environment: Challenging (Low Fit)

- A role that is highly prescriptive
- A company where the path to success is well established and routine
- An environment where autonomy and independence are not essential elements

FINISH

Description: You are motivated when you can look at a final or finished product and know that you have met the objective you set out to accomplish.

Characteristics:

- Done and done: You delight in completing specific, well-defined efforts.
- End in mind: Envisioning where you want to end up, then focusing energy on what is necessary to get there motivates you
- Check it off the list: You thrive on planning how to proceed or work within the structures of an established plan.
- Past informs future: You're spurred on by looking back and seeing all that you have accomplished.

Ways You Contribute In the World:

- Encourage the value of persevering to the end
- Carry the load across the finish line
- Find joy in completing what others leave undone/ loose ends
- Help focus people towards the future

Work Environments: Ideal (High)

- Project Oriented
- Clear definition around completion
- Checklist leading to a final result
- Well defined plan/outline toward the goal
- Opportunity to review/reflect on completed work

Work Environment: Challenging (Low)

- Not clearly defined beginning and end
- Work is ongoing and never ending
- Absence of goals leading to outcomes
- Linear path is not typical

GAIN OWNERSHIP

Description: You are motivated to acquire what you want and exercise ownership or control over what is yours.

Characteristics:

- Build it up: Your focus is on saving, collecting, gathering, or building up
- Enjoy the spoils: Feelings of achievement come when you are able to enjoy what you've gained.
- Plan to scale: You set rules and realities around what you own
- Ownership matters: Defining the boundaries between what is "mine", "yours", and "ours" is important to you.

Ways You Contribute In the World:

- Demonstrate the value of hard work and ownership
- By sharing the fruits and rewards of their labor
- Model the value of taking care of something or someone
- You raise the value of property, goods or services

Work Environments: Ideal (High Fit)

- One where you can become an owner or investor in the business
- You as the Small Business Owner.
- A company that is a partnership of shared interests and revenue
- A culture that promotes individual control over a significant part of the business

Work Environment: Challenging (Low Fit)

- A company that is publicly owned and controlled
- An organization that is a privately, family owned and operated
- A culture that would not allow a vested interest or shared revenue in the profit

IMPROVE

Description: You consistently seek to make things better and enhance them.

Characteristics:

- On the lookout: You will find something to revise, remodel, rearrange, or refine.
- Broad qualities: You have extensive skills in a variety of environments.
- Expert: You will find something to revise, remodel, rearrange, or refine.
- Always improving: You have a drive to make things better.

Ways You Contribute In the World:

- Improves the morale of people
- Creates greater efficiency and effectiveness
- Sets the example to press beyond the status quo
- Attentive to the environment and restoration

Work Environment: Ideal (High)

- A place where you can grow your skills and capabilities
- Where you can mature and develop as an individual
- An environment where you can take things to new levels of functionality and development
- Where management is mentoring and investing in employees

Work Environment: Challenging (Low)

- A large organization with highly developed processes
- An environment with a strong sense of tradition and a way of doing things
- An industry company where the products or services are already highly developed
- A place where the product is a "value play" (Ikea)

INFLUENCE

Description: You are motivated to influence someone's thoughts, feelings or behaviors.

Characteristics:

- Engaging others: You engage and influence people (or other living things that can be influenced).
- Help push through: You are sensitive to the dynamics of behavior and adept at getting through to people.
- Reaction matters: You are interested in a short-term or long-term response
- Persuasive: You like to evoke a change in thoughts, feelings, or behavior.

Ways You Contribute In the World:

- Promote a way of seeing a new reality
- Change minds and hearts
- Bring continuity and unity to ideas
- Promotes favorable impressions and outcomes

Work Environment: Ideal (High)

- Sales is a critical component
- The flow of interaction and ideas matter
- Persuasion is a part of the predominant culture
- Organizations where there is openness to change the allowing of new ways

Work Environment: Challenging (Low)

- Highly established culture and values
- Mass production/High automation
- Process and procedure oriented
- Product or service is (essential/necessary) commoditized

MAKE AN IMPACT

Description: You seek to shape and make an impact in the world around you.

Characteristics:

- Make a difference: You want to see that you've made a distinct impression or real difference.
- Seek creative freedom: You desire freedom and control to shape things as you see fit.
- Deeply connect with people: You're encouraged when you see change in people's behavior.
- World changer: You are an agent of change.

Ways You Contribute In the World:

- Create life-changing products and services
- Bring restoration and transformation
- You mentor, shape, and influence the development of others
- Introduce ideas that make an impression

Work Environment: Ideal (High)

- Organizations that have people as the object of product and/or service
- Companies that are bringing high degree of change
- Individual expression and creativity are welcomed
- Where the company vision is ambitious and well-articulated

Work Environment: Challenging (Low)

- Where the company is focused on tasks and process
- Focus on manufacturing and automation
- There may not be room for creative freedom and expression

MAKE IT WORK

Description: You are motivated to fix something that is broken or functioning improperly.

Characteristics:

- Figure out the how: You are fascinated by how something or someone works or functions.
- Solution focused: You hold a practical, “let’s fix-it” approach.
- Improvement-driven: You thrive on making things better.
- Get to the bottom of it: You place less focus on routine maintenance, and more focus on trouble-shooting activities.

Ways You Contribute In the World:

- Restore to what is pristine
- You increase efficiency and effectiveness
- Fix the biggest and most important issues or obstacles the world faces
- Bring creative solutions to problems and challenges

Work Environment: Ideal (High)

- Focus on fixing or improving people and relationships
- Problem solving role where things are broken
- Repairing or revamping is part of the service and product
- High regard for customer service

Work Environment: Challenging (Low)

- Throw away concept or starting over
- Replacing is the focus instead of Restoration
- Organization isn’t self-aware or forthright of problems/issues
- Company where the products are simple, non-mechanical, rugged

MAKE THE GRADE

Description: You are motivated to measure up to standards and thereby gain acceptance into a group or team.

Characteristics:

- Standards-driven: You will strive to measure up to high standards.
- Team first: You are attentive to what it takes to make and be part of the team.
- Level up: You are motivated to achieve a certain level of rank or status.
- Together is better: Belonging to a group is a key motivator for you.

Ways You Contribute In the World:

- Model high standards in your work and life
- Promote high performing teams/groups
- Devoted to the common good and shared identity among people
- Identify and demonstrate group requirements and norms

Work Environments: Ideal (High)

- Where products and services meet high customer standards
- A company where elite and high performing teams are valued
- Organizations that rate and measure performance
- Company where the brand and product are perceived as elite/best in class

Work Environment: Challenging (Low)

- A company where you start at the bottom and work your way up
- A culture that is not rank or status oriented
- A workplace where many people play the same role

MASTERY

Description: You are motivated to gain complete command of a skill, subject, procedure, technique or process.

Characteristics:

- Motivation to learn: You have a persistent motivation to learn a specific skill or discipline.
- Extreme detail: You are driven to have a flawless grasp and execution of the intricacies and details of a subject.
- Practice makes perfect: You are continuously practicing and refining.
- Aim to succeed: Your goal is often to achieve perfection.

Ways You Contribute In the World:

- Demonstrate the power of high performance
- Model the value of laser focus and clear commitment.
- Encourage people to learn and become proficient
- You inspire people by demonstrating total excellence and expertise

Work Environment: Ideal (High)

- Where precision and high level of competency are required
- A company where comprehension and complete knowledge are valued
- A culture where refinement and continual learning is necessary
- The environment where the goal is perfection and striving for the ideal

Work Environment: Challenging (Low)

- A company that doesn't require high degrees of knowledge and expertise
- An organization where individual uniqueness and contribution aren't important
- Cultures that require team work and collaboration for the best outcomes

MEET NEEDS

Description: You identify and fulfill needs, requirements and expectations.

Characteristics:

- A willing ear or hand: You are compelled to act when people need advice, information, or emotional support.
- First responder: You are responsive when action must be taken in the face of unforeseen developments.
- Learn first: Upon entering a job, project, or new assignment, you make an effort to learn.
- Up for the challenge: You welcome being called upon when someone's in need.

Ways You Contribute In the World:

- Model selflessness and others centeredness
- Enrich the experience and lives of other people
- Inspire others through sacrificial contributions
- Demonstrate humility by putting others first

Work Environment: Ideal (High)

- Provide care and support to those around you
- Opportunity to engage with client and customers
- Organizations with a serving-based culture
- Organization where your work matters and makes a difference

Work Environment: Challenging (Low)

- Where the work isn't focused on or around people
- Highly individualized or specialized work environments
- The company's value or process has limited resources and/or opportunity to allow for serving/helping

MEET THE CHALLENGE

Description: Your sense of achievement comes in looking back over challenges you have met.

Characteristics:

- Come alive under pressure: You always come out on top when backed into a corner. Pressure has nothing on you
- Pressing on to succeed: You stretch yourself to succeed in the face of competitive situations and problems.
- Focus on deadlines: You are driven by a deadline, a test of skill or endurance as it gives you a clear constraint to finish.
- Sense of achievement: You feel achievement in having met the challenge, and the process was simply the means to get there.

Ways You Contribute In the World:

- Inspire people to do what is difficult/hard
- You model perseverance and commitment
- Push the boundaries of what is possible
- Motivate people through difficult circumstances

Work Environment: Ideal (High)

- Clearly defined goals
- Projects with deadlines
- Work that is difficult and demanding
- Expectations that are defined and outlined
- Competition is an important element

Work Environment: Challenging (Low)

- Lack of definition and detail
- Open ended environment
- Work that is either simple or routine
- Lacks standards to compare
- Work that is essentially ongoing and never ending

ORGANIZE

Description: You want to set up a smooth running operation.

Characteristics:

- Puzzle master: You enjoy the sense of potential in putting all the pieces together and making them work together successfully.
- In control: You are driven to maintain effectiveness and control over all the details.
- Stick to the plan: You will monitor the operation to make sure it is going according to plan.
- Rally the troops: You bring meaning and direction to people and processes.

Ways You Contribute In the World:

- Bring order and simplicity to a chaotic world
- Promote people working together in meaningful and orderly ways
- Bring attention to detail and important things that others may overlook
- Create flow or bring continuity resulting in meaning and beauty

Work Environment: Ideal (High)

- Highly structured and defined
- Value process and order
- Opportunity to bring meaning to people and tasks
- Where there is an opportunity to build a smooth-running operation

Work Environment: Challenging (Low)

- Chaotic in nature and essence
- Where controls are not necessary or valued
- Work is simple and straight forward
- Where the work is not impacting projects and/or people

OVERCOME

Description: You focus on persevering through difficulties, oppositions or disadvantages.

Characteristics:

- Up for the challenge: You aim to defeat oppositional forces.
- Give 120%: You are motivated to exert and sustain all-out efforts.
- Remove barriers: You will combat forces and factors working against you.
- Nose to the grindstone: Determination, perseverance and competitive spirit tend to be among your natural traits.

Ways You Contribute In the World:

- Inspire others to tackle the impossible
- Model the value of human perseverance
- Blaze a trail for others to follow
- Unrelenting in the face of fear

Work Environment: Ideal (High)

- Extreme challenge and difficulty
- High degree of problem solving
- Working on the “impossible”
- Perseverance and persistence are rewarded
- The vision/mission are defined as working against or for something

Work Environment: Challenging (Low)

- Work is easily done or accomplished
- Not critical or crisis oriented
- Doesn't involve high aspirations
- Low risk, minimal reward

SHINE THE LIGHT

Description: You are motivated to capture the attention and interest of others.

Characteristics:

- Enjoy the spotlight: Your focus is on gaining visibility.
- Bring others together: You identify angles that will enable you to attract others.
- Desire feedback: You are motivated by an audience's reaction to what you say and do.
- Call attention: You heighten the awareness of a purpose or cause of an individual or organization.

Ways You Contribute In the World:

- Draw-out and provide an appreciation for beauty
- Raise recognition for causes or the right companies
- You take on starring and inspiring roles
- Tap into the aesthetic and eternal to impact others

Work Environment: Ideal (High)

- A place where competition allows for striving and thriving
- A company that has a clear a defined audience
- Where marketing can be measured, and people can be moved
- Where the role has a performance element and or Public Relations element

Work Environment: Challenging: (Low)

- A place where the individual employee doesn't stand-out
- An environment where the contribution isn't easily measured
- A role that doesn't promote a key and central aspect
- A company that doesn't thrive on Public Brand and or Competition

TAKE CHARGE

Description: You are motivated to be in charge of your own destiny, areas and activities.

Characteristics:

- Leadership Style: You often maintain an assertive leadership style.
- Bring the order: You bring control and order to your environment and domain.
- Independence: You highly regard your independence.
- Authority: You have an authority and a capability to guide people and plans into action.

Ways You Contribute In the World:

- You guide people / groups through uncertainty or lack of direction
- Bring authority and clarity when it is badly needed
- Take responsibility and providing direction in the face of crisis
- Put your life and reputation on the line for the good of others

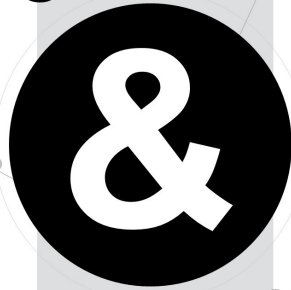
Work Environment: Ideal (High Fit)

- A company that requires strong leadership and directiveness in leading teams
- A role that requires precision and mastery over every element of the work
- An organization that allows for independence and definition around what you are in charge of or over

Work Environment: Challenging (Low Fit)

- A company where leadership is dispersed and shared
- An organization where dotted lines of relationship and personal influencing are necessary for decision and direction

Compare



Contrast

Compare & Contrast

Be Central vs. Collaborate

Be Central: This motivation causes the individual to naturally gravitate to a central or key role in an effort. They will move toward the working core of a team and will often prefer positions of authority. They want to guarantee the success of an effort and be the one who “hold things together.”

Collaborate: This motivation focuses on group involvements. The individual wants to be part of a team or group where people can work together for a common purpose. The satisfaction comes from being a participant that is accepted by the group and where their contribution is deemed important.

Be Central

You are motivated to be a key person who holds things together and gives them meaning and/or direction.



Collaborate

You enjoy being closely involved with others in contributing to common goals and vision.



Compare & Contrast

Overcome vs. Meet the Challenge

Overcome: This motivation has a focus on “getting over” obstacles, difficulties, disadvantages and opposition. There can at times be a sense of a “battle” against whatever the individual is overcoming. This can be oftentimes be described as “Meet the Challenge” on “steroids.”

Meet the Challenge: In this motivation the individual is energized by situations that call them to stretch or test themselves. They tend to come alive under the pressure of situations like tight deadlines, problems or tests. They enjoy looking back and realize they have been able to “pull it off.”

Overcome

You focus on persevering through difficulties, oppositions or disadvantages.



Meet the Challenge

Your sense of achievement comes in looking back over challenges you have met.



Compare & Contrast

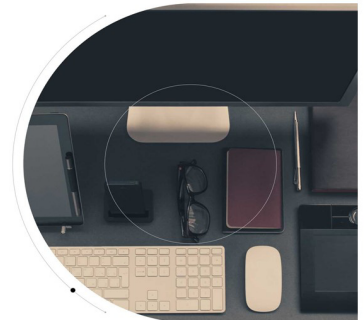
Organize vs. Do It Right

Organize: This motivation finds great satisfaction in putting the initial structure in place that is needed to help guarantee success. Once the structure is set, they also care about ensuring that the process “runs” well. There is a desire to both pull it together (organize) and then run it (operate it). This will often “show up” as liking to be involved at the beginning and all the way through to running and maintaining the effort.

Do (Make) it Right: With this motivation there is a focus on consistently following certain standards and principles. These principles or criteria become the standard that is used to measure the success or the validity of the effort. There is a drive to do things “the right” way and make sure the criteria is used as the standard consistently.

Organize

You want to set up a smooth-running operation.



Do it Right

You consistently set up or follow certain standards, procedures and principles.



Compare & Contrast

Comprehend and Express vs. Demonstrate Learning

Comprehend and Express: In this motivation the individual is very focused on “getting their mind” around a topic or area of interest. They are very comfortable with complexity and once they understand a topic or area they want to somehow describe, explain or communicate what they know.

Demonstrate Learning: In this motivation the individual is focused on learning a new skill, concept or idea and then somehow demonstrating or “showing” their competence. They are then happy to move on to a new skill concept, or idea to gain competence in.

Comprehend and Express

You are motivated to understand, define, and then communicate your insights.



Demonstrate Learning

You are motivated to learn how to do something new and to show that you can do it.





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