



INSIGHT. EVIDENCE. INSPIRATION.



MOTIVATION & CAREER REPORT

Powered by the
Individual Directions Inventory™

Sample Report

ABC Company

Welcome to the Motivation and Career Report, powered by the IDI.

The Individual Directions Inventory™ (IDI) is a motivational assessment that measures areas that provide you with a sense of energy, personal satisfaction, and fulfillment.



The why, not the what.

Motivation does not necessarily reflect what you do behaviorally; motivation and behavior are not synonymous.

Our motivational characteristics originate from our early years and often reflect those early influences that shape us.

Motivation can evolve over time - life stage and life events can further condition what we find energizing and satisfying.



Your Motivation and Your Career.

MRG's Motivation and Career Report takes your unique motivational profile and places it in the context of your career. It is intended to provide awareness as to how your motivations have impacted your life and career choices, and allow you to make more informed choices moving forward.

This report will walk you through your motivational characteristics, how they interact, and what motivational biases may potentially exist for you. To achieve focus on your motivation and career, this report culminates by applying your motivational profile to three key aspects of your career choice:

- Organizational Culture
- Organizational Role
- Organizational Relationships

You likely prioritize your life, knowingly or unknowingly, based upon your motivational makeup. By gaining awareness about how this impacts and influences your decisions, this report will hopefully allow you to make choices that are relevant to you and allow you to engage in your career in ways that feel authentic and rewarding.

About the Assessment



No good & no bad.

The IDI is not an evaluative assessment. People are unique in their motivational characteristics - what energizes one person might feel less exciting to others. This report simply describes what is most relevant to you motivationally, but it does not measure what you are good or bad at. Therefore, high scores are not good, low scores are not bad, or vice versa. Remember this as you review your profile and as you reflect thereafter on its findings.



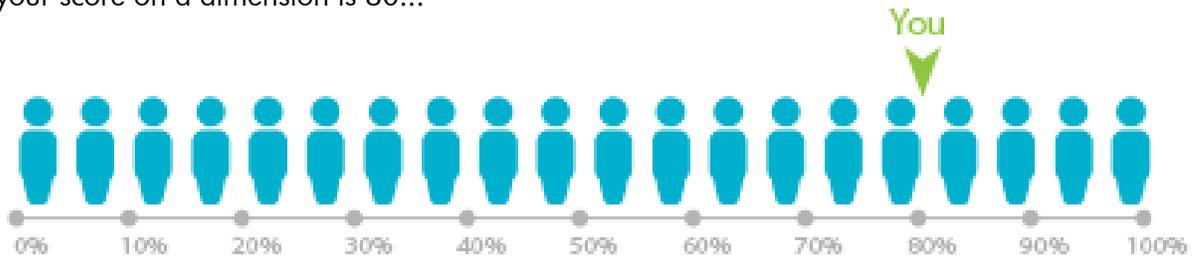
Your scores.

Your IDI scores reflect how much motivation you derive from a specific dimension in relation to others who have previously participated in the IDI. Your IDI scores are expressed as a percentile rank in comparison to that specific group.

The norm group used for your report is:
North America n=18532 (Nov2017)

EXAMPLE:

If your score on a dimension is 80...



Your IDI Profile

The IDI consists of 17 Dimensions, each of which represents an independent motivational element. These **17 dimensions are grouped into six Themes**. The dimensions within each cluster relate to a **common motivational theme**.

You likely prioritize your life, knowingly or unknowingly, based on these motivations.

Here, your unique motivational profile is **presented by IDI Dimension**. Pay attention to the fact the **IDI Dimensions** are presented by themes, indicating a common motivational element between the Dimensions. Thus, where you may have grouped scores on one side of the scale, this indicates a **strong or weak motivational preference for this theme**.

AFFILIATING

Building close connections to others by giving and receiving emotional support, belonging to groups, and/or being spontaneously open about your feelings

ATTRACTING

Drawing positive attention from others in the form of respect and recognition, and/or the visibility of being the positive center of attention

PERCEIVING

Experiencing and understanding the world of thoughts, ideas and information through creativity and/or being rational and analytical

MASTERING

Achieving a level of mastery over your world through striving to be the best, persisting against all odds, and/or being thorough, efficient and orderly

CHALLENGING

Overcoming opposition in your world through outmaneuvering challenges, being overtly competitive, and/or taking charge

MAINTAINING

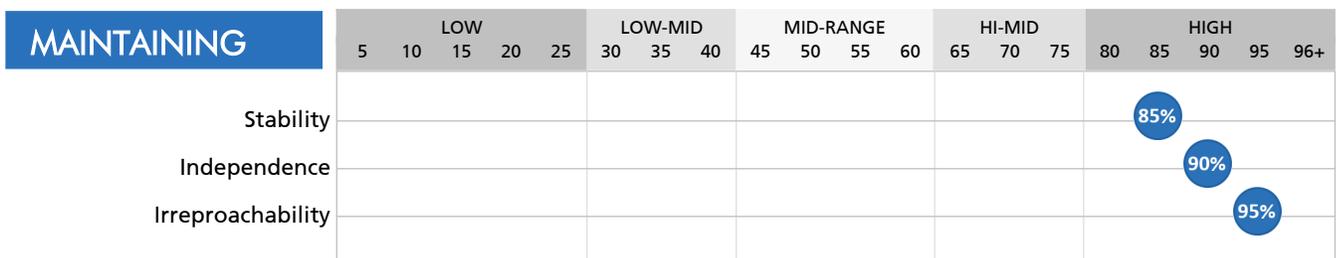
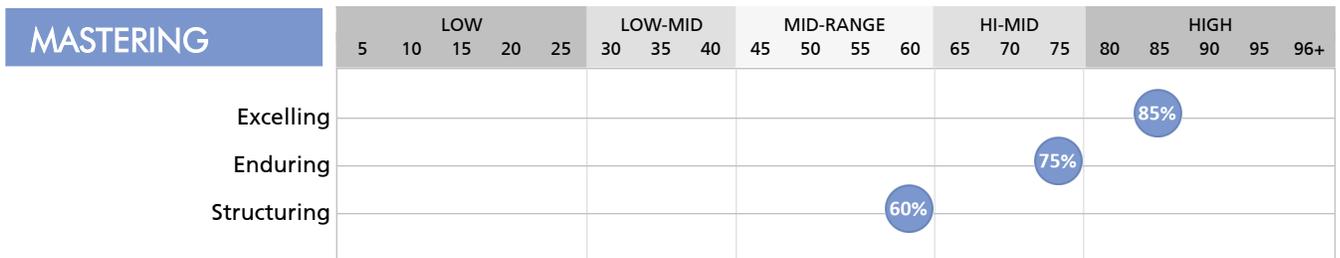
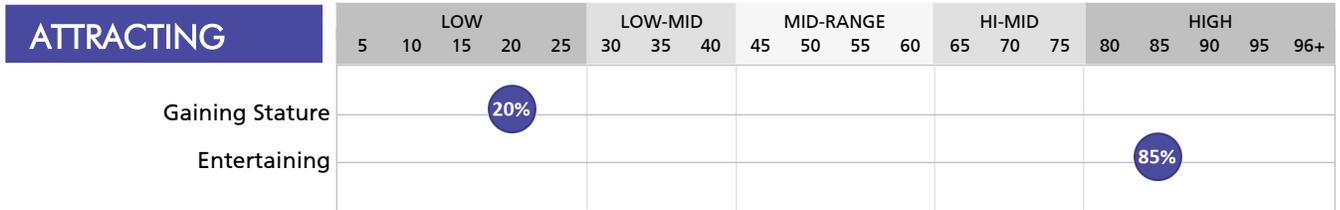
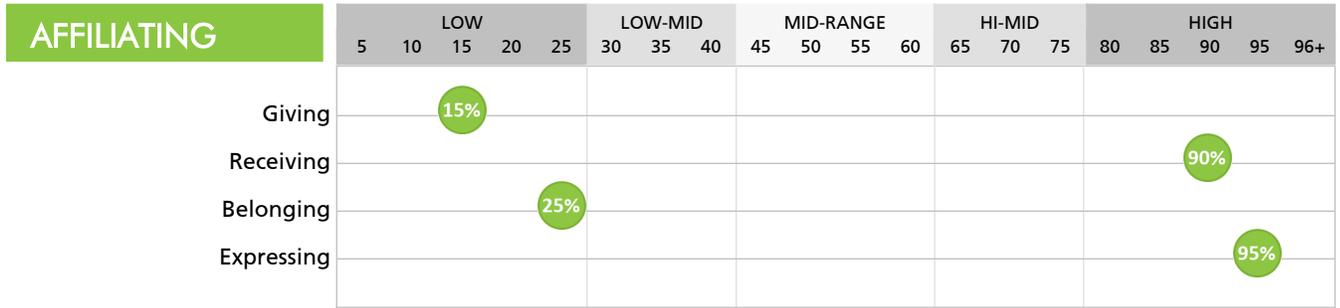
Maintaining the boundaries in your world by ensuring predictability, being independent, and/or striving to live beyond reproach

To assist in your profile review, this report is color coded by IDI Theme. The IDI Dimensions within each theme will always be denoted by:

AFFILIATING
MASTERING

ATTRACTING
CHALLENGING

PERCEIVING
MAINTAINING





You have **MORE** personal energy for the following IDI Dimensions, indicating you are likely to be strongly attracted to and enjoy engaging in activities that are associated with these dimensions.

EXPRESSING

Sharing and showing feelings, being emotionally spontaneous and expressive

RECEIVING

Accepting and appreciating help, support, affection, and generosity

ENTERTAINING

Having charisma, livening up situations, showing off talents, being highly visible and entertaining, making people laugh

EXCELLING

Achieving at the highest level, setting challenging goals, having very high aspirations, demanding the best out of self and others

ENDURING

Being persistent and tenacious, showing determination, demonstrating willpower and stamina

IRREPROACHABILITY

Having absolute certainty about personal principles, being beyond reproach, always doing the right thing, attempting to never be in the wrong

INDEPENDENCE

Being self-sufficient and self-reliant, having freedom from interference, ensuring there is little dependence on others

STABILITY

Ensuring predictability and consistency, seeking security, being cautious, taking steady, solid courses of action

[* The above descriptions define the IDI Dimensions. The descriptions are not unique to you.](#)



You have **MODERATE** personal energy for the following IDI Dimensions, indicating you are likely to have moderate or situational attraction to and somewhat enjoy engaging in activities that are associated with these dimensions.

INTERPRETING

Taking a rational approach, analyzing and understanding why, being a logical thinker, being stimulated intellectually

CREATING

Thinking in original ways, being an innovator, being highly creative and imaginative, exploring offbeat perspectives, doing new things

STRUCTURING

Being efficient, organized and thorough, seeking perfection, attending to details, being meticulous and orderly

MANEUVERING

Keeping options open, changing direction rapidly, taking advantage of opportunities, figuring out other people's angles

WINNING

Having a strong desire to compete and win, being triumphant and forceful, hating to lose



You have **LESS** personal energy for the following IDI Dimensions, indicating you are likely to be weakly attracted to and avoid engaging in activities that are associated with these dimensions.

BELONGING

Being accepted by a group, working as a team, expressing loyalty, and being in partnership

GIVING

Providing comfort and being supportive, caring, sympathetic, helpful, and generous

GAINING STATURE

Being socially skilled, experiencing recognition and respect, being well-known and esteemed by others

CONTROLLING

Being influential, taking command or control, being in charge, leading, holding power

[* The above descriptions define the IDI Dimensions. The descriptions are not unique to you.](#)

Your Motivational Interactions

While all 17 dimensions have their own scores, none of them exists on its own. **Your motivations** - particularly the strongest and weakest - are **interacting with each other all the time**, influencing the way you respond to your world.

Here, we explore **how your strongest and weakest motivations combine** and interact to shape the way you experience the world around you.

How Your Strongest Motivations Interact with Each Other

Your Strong Motivations

EXPRESSING: Sharing and showing feelings, being emotionally spontaneous and expressive

RECEIVING: Accepting and appreciating help, support, affection, and generosity

ENTERTAINING: Having charisma, livening up situations, showing off talents, being highly visible and entertaining, making people laugh

ENDURING: Being persistent and tenacious, showing determination, demonstrating willpower and stamina

EXCELLING: Achieving at the highest level, setting challenging goals, having very high aspirations, demanding the best out of self and others

INDEPENDENCE: Being self-sufficient and self-reliant, having freedom from interference, ensuring there is little dependence on others

IRREPROACHABILITY: Having absolute certainty about personal principles, being beyond reproach, always doing the right thing, attempting to never be in the wrong

STABILITY: Ensuring predictability and consistency, seeking security, being cautious, taking steady, solid courses of action



RECEIVING

EXPRESSING

Your openness in expressing your feelings is likely to make it easier for people to give you the support and help you desire.



RECEIVING

ENTERTAINING

You enjoy roles that allow you to show off your talents and entertain people, and you feel most comfortable doing so when people like you and support your efforts.



RECEIVING

EXCELLING

You have high ambitions and set challenging goals. In striving to reach these, you like being in settings where you know that people will encourage and assist you.



RECEIVING **STABILITY**

You feel most comfortable dealing with people who are not only supportive, but also steady and reliable.



RECEIVING **INDEPENDENCE**

For you, the ideal situation is feeling that others like and accept you and will be supportive when you need them to be, yet will allow you to remain free and unencumbered.



RECEIVING **IRREPROACHABILITY**

You enjoy being surrounded by helpful, supportive people, especially when they support and reinforce the principles you believe in strongly.



EXPRESSING **ENTERTAINING**

You enjoy being in settings where your natural liveliness and spontaneity will be appreciated and affirmed.



EXPRESSING **EXCELLING**

You have high standards of excellence and aspirations, and are likely to be quite open and intense in expressing your feelings about the need to achieve them.



EXPRESSING **STABILITY**

You find more satisfaction in expressing yourself when you are around people or in environments that are relatively predictable and consistent.



EXPRESSING **INDEPENDENCE**

You enjoy being self-sufficient and independent, and you are likely to be quite open in expressing your feelings of opposition when others try to place limits around you.



EXPRESSING **IRREPROACHABILITY**

You gain satisfaction from expressing the strong feelings you have about your personal views and principles.



ENTERTAINING **EXCELLING**

It is important for you to feel that your role is highly visible. You use your ability to attract positive attention to further your efforts to achieve challenging goals.



ENTERTAINING **STABILITY**

Within a group of people that you know, you can be quite witty and affable. However, you are less likely to take many risks with people you do not know well.



ENTERTAINING **INDEPENDENCE**

You feel best when you have others' attention, they are enjoying themselves, and you've accomplished this independently, without the help of others.



ENTERTAINING **IRREPROACHABILITY**

You are attracted to situations where your motivation to be visible and entertain others allows you to demonstrate the set of principles you ascribe to.

					
EXCELLING	STABILITY	EXCELLING	INDEPENDENCE	EXCELLING	IRREPROACHABILITY
<p>You have high aspirations and expectations for yourself and these are likely to include being reliable and consistent. You are likely to take relatively few risks to achieve your goals.</p>		<p>You feel best when you have the freedom to work in accordance with your own high standards. You will resist lowering these even if other people or institutions push you to do so.</p>		<p>It is likely that your high aspirations and standards are intertwined with your strong principles. Behaving correctly may be an aspiration in and of itself.</p>	
					
ENDURING	STABILITY	ENDURING	INDEPENDENCE	ENDURING	IRREPROACHABILITY
<p>You are likely to be tenacious and determined in pursuing your goals, and you will feel most comfortable doing so in settings that are stable and predictable.</p>		<p>You enjoy roles and challenges that send you off on your own for long periods of time to accomplish a worthwhile objective, especially if you have set the objective yourself.</p>		<p>You are likely to show great determination and courage in refusing to compromise your values and principles.</p>	
					
STABILITY	INDEPENDENCE	STABILITY	IRREPROACHABILITY	INDEPENDENCE	IRREPROACHABILITY
<p>You prefer your world to be stable and predictable, and allow you to operate freely without interference from others.</p>		<p>You are likely to feel most secure when your world is predictable and stable and you can act in accordance with the principles that are important to you.</p>		<p>Your principles and beliefs are important to you. These standards are an internal code, an extension of yourself that is not likely to change because of input from others.</p>	

Stronger Motivations + Weaker Motivations

Your Strong Motivations

EXPRESSING: Sharing and showing feelings, being emotionally spontaneous and expressive

ENDURING: Being persistent and tenacious, showing determination, demonstrating willpower and stamina

IRREPROACHABILITY: Having absolute certainty about personal principles, being beyond reproach, always doing the right thing, attempting to never be in the wrong

RECEIVING: Accepting and appreciating help, support, affection, and generosity

EXCELLING: Achieving at the highest level, setting challenging goals, having very high aspirations, demanding the best out of self and others

STABILITY: Ensuring predictability and consistency, seeking security, being cautious, taking steady, solid courses of action

ENTERTAINING: Having charisma, livening up situations, showing off talents, being highly visible and entertaining, making people laugh

INDEPENDENCE: Being self-sufficient and self-reliant, having freedom from interference, ensuring there is little dependence on others

Your Weaker Motivations

BELONGING: Being accepted by a group, working as a team, expressing loyalty, and being in partnership

GIVING: Providing comfort and being supportive, caring, sympathetic, helpful, and generous

GAINING STATURE: Being socially skilled, experiencing recognition and respect, being well-known and esteemed by others

CONTROLLING: Being influential, taking command or control, being in charge, leading, holding power

 		 		 	
RECEIVING	BELONGING	RECEIVING	GAINING STATURE	RECEIVING	CONTROLLING
<p>You like to have close relationships, but tend to form these with individuals rather than groups. You want others to be friendly and helpful to you because they really like you as a person.</p>		<p>You are not attracted to outward displays of rank or status. You want others to help and support you because they like you as a person, not because they see you as being prominent.</p>		<p>You are likely to enjoy the support and affection of others, especially those who take initiative and control of situations.</p>	

<div style="display: flex; justify-content: space-around;">   </div> <div style="display: flex; justify-content: space-between; background-color: #c6e0b4; padding: 5px;"> EXPRESSING BELONGING </div> <p>You prefer environments where you can show how you really feel without being constrained by group rules and expectations.</p>	<div style="display: flex; justify-content: space-around;">   </div> <div style="display: flex; justify-content: space-between; background-color: #4f81bd; padding: 5px;"> EXPRESSING GAINING STATURE </div> <p>You are likely to feel comfortable in settings where you can freely express yourself. You are not inclined to worry about what others might think or about gaining or losing their respect.</p>	<div style="display: flex; justify-content: space-around;">   </div> <div style="display: flex; justify-content: space-between; background-color: #c6e0b4; padding: 5px;"> EXPRESSING CONTROLLING </div> <p>You are likely to openly share your opinions and thoughts in an attempt to be understood, not in an attempt to influence or lead others.</p>
<div style="display: flex; justify-content: space-around;">   </div> <div style="display: flex; justify-content: space-between; background-color: #4f81bd; padding: 5px;"> ENTERTAINING BELONGING </div> <p>You have a great deal of interpersonal energy to attract attention and entertain others, but are likely quite selective about who you associate with on a deeper level.</p>	<div style="display: flex; justify-content: space-around;">   </div> <div style="display: flex; justify-content: space-between; background-color: #4f81bd; padding: 5px;"> ENTERTAINING GAINING STATURE </div> <p>You like roles that allow you to use your personality to divert people, but it is of relatively little importance to you whether these roles bring status and prestige.</p>	<div style="display: flex; justify-content: space-around;">   </div> <div style="display: flex; justify-content: space-between; background-color: #4f81bd; padding: 5px;"> ENTERTAINING CONTROLLING </div> <p>You enjoy livening things up and being the center of attention; however, you are not likely to do this in order to exert power or authority over others.</p>
<div style="display: flex; justify-content: space-around;">   </div> <div style="display: flex; justify-content: space-between; background-color: #4f81bd; padding: 5px;"> EXCELLING BELONGING </div> <p>You tend to set your own high standards rather than adopting those of a group, and you may prefer to work toward achieving these on your own rather than as part of a team.</p>	<div style="display: flex; justify-content: space-around;">   </div> <div style="display: flex; justify-content: space-between; background-color: #4f81bd; padding: 5px;"> EXCELLING GAINING STATURE </div> <p>You set very high standards for yourself, and are likely to view achievement as an end in itself rather than as a means for gaining recognition or rewards.</p>	<div style="display: flex; justify-content: space-around;">   </div> <div style="display: flex; justify-content: space-between; background-color: #4f81bd; padding: 5px;"> EXCELLING CONTROLLING </div> <p>You are likely more concerned with the demands and expectations you've set for yourself than influencing people or events. Your internal agenda is more important to you than having authority over others.</p>
<div style="display: flex; justify-content: space-around;">   </div> <div style="display: flex; justify-content: space-between; background-color: #4f81bd; padding: 5px;"> ENDURING BELONGING </div> <p>You like challenges which don't require you to join a group. You do not need a group or team to help you get through difficulty; you do that yourself, through sheer determination.</p>	<div style="display: flex; justify-content: space-around;">   </div> <div style="display: flex; justify-content: space-between; background-color: #4f81bd; padding: 5px;"> ENDURING GAINING STATURE </div> <p>You are steadfast in pursuing your objectives regardless of whether you will receive any formal recognition for them. You persevere with a task once you have started it.</p>	<div style="display: flex; justify-content: space-around;">   </div> <div style="display: flex; justify-content: space-between; background-color: #4f81bd; padding: 5px;"> ENDURING CONTROLLING </div> <p>You are more concerned with demonstrating willpower and persistence, than being in positions of influence or authority. You'd prefer working diligently on your own to leading people.</p>

<div style="display: flex; justify-content: space-around;">   </div> <div style="display: flex; justify-content: space-between; background-color: #0056b3; color: white; padding: 5px;"> STABILITY BELONGING </div> <p>You prefer environments that are predictable and consistent, and are less likely to associate with people or groups that disrupt this stability.</p>	<div style="display: flex; justify-content: space-around;">   </div> <div style="display: flex; justify-content: space-between; background-color: #0056b3; color: white; padding: 5px;"> STABILITY GAINING STATURE </div> <p>You would rather have a modest but stable world than risk instability in pursuit of recognition or prominent positions.</p>	<div style="display: flex; justify-content: space-around;">   </div> <div style="display: flex; justify-content: space-between; background-color: #0056b3; color: white; padding: 5px;"> STABILITY CONTROLLING </div> <p>You prefer environments that are predictable and consistent, and don't have a strong motivation to be influential or exercise authority. You may dislike all the directions a leadership position pulls you in.</p>
<div style="display: flex; justify-content: space-around;">   </div> <div style="display: flex; justify-content: space-between; background-color: #0056b3; color: white; padding: 5px;"> INDEPENDENCE BELONGING </div> <p>You are not particularly interested in joining groups - you prefer to be on your own. You are unlikely to be attracted to groups that emphasize togetherness.</p>	<div style="display: flex; justify-content: space-around;">   </div> <div style="display: flex; justify-content: space-between; background-color: #0056b3; color: white; padding: 5px;"> INDEPENDENCE GAINING STATURE </div> <p>For you, it is much more important to feel comfortable with yourself than to have the good opinion of others. You are not particularly concerned about what others think of you.</p>	<div style="display: flex; justify-content: space-around;">   </div> <div style="display: flex; justify-content: space-between; background-color: #0056b3; color: white; padding: 5px;"> INDEPENDENCE CONTROLLING </div> <p>You may feel most comfortable when you have a good deal of freedom to work on your own, and you are not burdened with the responsibility of having to tell others what to do.</p>
<div style="display: flex; justify-content: space-around;">   </div> <div style="display: flex; justify-content: space-between; background-color: #0056b3; color: white; padding: 5px;"> IRREPROACHABILITY BELONGING </div> <p>You are not especially influenced by groups, regardless of whether they accept your ideals. You feel that it is better not to belong than to compromise your principles.</p>	<div style="display: flex; justify-content: space-around;">   </div> <div style="display: flex; justify-content: space-between; background-color: #0056b3; color: white; padding: 5px;"> IRREPROACHABILITY GAINING STATURE </div> <p>You are more concerned with living your life with integrity and by a certain set of principles than with gaining the respect of others. Not deviating or violating your personal code is what's most important.</p>	<div style="display: flex; justify-content: space-around;">   </div> <div style="display: flex; justify-content: space-between; background-color: #0056b3; color: white; padding: 5px;"> IRREPROACHABILITY CONTROLLING </div> <p>Living life with integrity and by a certain set of principles is likely more important than having power or influence over people and events. You likely prefer to concentrate on your own life.</p>

Potential Motivational Biases

Motivational bias is the inclination for or against something.

We are all human - and **we all make errors when evaluating our own and others' behavior.** Those errors are often based on our motivational makeup.

Your stronger and **weaker motivations may lead to certain biases** in mindset, decision-making, feeling, and behavior. These **motivational biases are normal**, and they don't necessarily indicate a problem - but they do lead to **differences in expectations** and perspectives, and those differences can cause challenges.

Here we describe how your motivational makeup may lead to particular biases. The motivational **biases named here represent possibilities, not certainties.** It is up to you to determine which might be most relevant.

Based on your motivational profile, you may...

AFFILIATING

- ...assume that people have limited need for empathy
 - ...underestimate other people's need for support
 - ...assume that other people understand your need for support
 - ...interpret others' lack of support as lack of caring
 - ...assume that others don't need a great deal of interpersonal connectivity to the team
 - ...interpret being with people all the time as feeling claustrophobic or exhausting
 - ...assume that other people are comfortable having an open exchange of feelings
 - ...interpret those who value their privacy as having something to hide
-

ATTRACTING

- ...assume that other people don't need positive recognition or validation
 - ...interpret the need for positive recognition as a sign of weakness
 - ...assume that other people are comfortable being in the limelight
 - ...interpret those who prefer a low-key demeanor as being interpersonally disengaged
-

PERCEIVING

Your profile identified you are less likely to have biases associated with these motivators

MASTERING

- ...have a "never good enough" mentality
 - ...interpret those who do not share your ambition as being less invested in success
 - ...assume that other people should be as persistent as you are
 - ...interpret giving up as an admission of defeat
-

CHALLENGING

- ...interpret directive leaders as having a "command and control" approach
- ...underestimate how much people expect you to assume individual responsibility and make things happen

Based on your motivational profile, you may...

MAINTAINING

- ...assume that people value predictability
- ...overestimate other people's need for advance notice and predictability
- ...interpret support from others as interference or control
- ...overestimate how comfortable people feel in situations where they have to operate autonomously or in isolation
- ...interpret scenarios where you are influenced by others' values as times when you let yourself down
- ...sometimes prone to a rigid and unwavering mindset

How to work with your biases

We all have conscious and unconscious biases. Biases can be associated with positive inclinations, such as the sense that someone is trustworthy, and biases can be associated with negative inclinations, such as the sense that someone is selfish. When biases limit our ability to be effective or to work constructively with others, there are strategies we can employ to mitigate their potential impact.



Understand your internal and external triggers and your patterns of reaction. Whether internal (feeling overwhelmed, tired, emotional) or external (hard decisions, time constraints, conflict, certain individuals), triggers can increase the chances that your biases will influence your thinking or actions. What is your response pattern to these triggers (e.g., when this happens, I often do this)? How have your motivational biases prevented you from breaking these patterns?

Look at your past decisions for insights into how your biases influenced your thinking and your actions. What patterns emerge?

Take time to get to know people and to learn how you can best interact with them.

Think about times **when you have experienced someone else's biases** directed toward you.

Ask trusted individuals how they may have experienced your biases.

Notice when you are thinking and working too quickly to catch your biases. Stop and take three deep breaths to slow yourself down.

Notice how you talk to yourself, the stories you tell yourself, and notice the thoughts that repeat in your mind. Reflect on what role your biases may have in influencing these narratives.

Work on **recognizing the distinction** between times when you make a well-thought out, considered response and an automatic response.

Invite different perspectives. Ask people questions like, "How would you handle this?" or "How would you recommend I improve my response or way of engaging?"

Your Motivation & Your Career

Take some time to reflect upon the **motivations you find most and least energizing**. As you think about the next move in your career, it is important to **make choices that are relevant to you** and that allow you to **engage in your role in a way that feels authentic and rewarding**.

In order to make the best choices, it is important to **blend the findings of the assessment with your own direct experiences**. As you do so, it is also helpful to reflect upon specific aspects of career choices so that you can **evaluate potential opportunities against your own considered criteria**.

Here, we will help you focus on three key aspects of your career choice: organizational culture, role, and relationships.

Career Aspects Overview



Organizational Culture

Every organization has its own way of getting things done - its own set of values, mindsets, and practices. **Finding a compatible cultural fit** can be very motivating, and it makes it easier to **sustain a long term sense of fulfillment** in your work. Knowing your own individual preferences can help you **understand what to look out for in a new environment**, what questions to ask in interviews, and what types of culture you might want to avoid.



Role

There are reasons why **some roles work for us and others do not**. When you understand these reasons, you can more carefully **evaluate the quality and relevance of future opportunities**. Your role comprises various activities that you will be doing regularly. When those **activities are well aligned with what you find personally rewarding**, you may find it easier to be **productive, energized, and satisfied** in your work.



Relationships

No matter what role or context we work in, the **quality of our working relationships has an enormous impact** on how well we adapt to a new opportunity. Each of us has unique expectations of relationships, but we rarely take the time to think specifically about what those expectations are. Getting a **clear understanding of your ideal working relationships** requires that you not only **understand your own needs, expectations, and interpersonal sensitivities**, but also understanding **what you expect of others**.



Organizational Culture

Let's start with your own experience. **Think about the different organizations and environments in which you have previously worked.** Then reflect on the questions below. Don't expect answers to come to you immediately; you may want to spend some time considering and reflecting on your answers. Try to be as specific and as tangible as possible. Think about and note specific experiences or moments that captured these feelings.

- Think about the organizational cultures in which you felt **most comfortable**. What was it about those environments that you really liked?
- Think about environments in which you felt **less comfortable**. What aspects of organizational culture were less appealing to you?

In terms of best cultural fit, your unique motivational profile suggests:

It is **very important** that the culture:

RECEIVING

Is supportive of and sensitive to the needs of people

EXPRESSING

Values those who show openness, transparency, and emotional expression

ENTERTAINING

Allows room for lively and extroverted characters

EXCELLING

Is goal-driven and has high expectations around achievement

ENDURING

Values those who show tenacity and who embrace major challenges

STABILITY

Is cautious and values predictability

INDEPENDENCE

Provides an environment where freedom and individual discretion is allowed

IRREPROACHABILITY

Has values that the individual is comfortable with

It is **less important** that the culture:

GIVING

Values those who help and support others

BELONGING

Embodies a sense of community and togetherness

GAINING STATURE

Values the importance of positive recognition and appreciation

CONTROLLING

Values those who take responsibility and who assume command



Role

Now let's think about the characteristics of the type of role that would really work for you. **There are reasons why some roles work for us and others do not.** Understanding these reasons will help you more carefully evaluate the quality and relevance of future opportunities.

Set aside job titles and conventional labels, and take some time to **reflect on the actual characteristics** of the role that would attract you most.

- What would a role offer that would be **most energizing** for you?
- What would a role offer that would be **less energizing** for you?

In terms of role fit, your motivational profile suggests:

RECEIVING

It is **very important** that the role:

Provides ongoing support and empathy from others

EXPRESSING

Allows openness and transparency of expression

ENTERTAINING

Provides opportunities for uplifting, positive visibility

EXCELLING

Is focused on the achievement of ambitious goals

ENDURING

Provides ambitious challenges that require personal tenacity

STABILITY

Involves adopting a cautious approach

INDEPENDENCE

Provides significant levels of personal freedom and autonomy

IRREPROACHABILITY

Is strongly aligned with personal values and beliefs

GIVING

It is **less important** that the role:

Allows opportunities to help and support others

BELONGING

Involves working with others in a spirit of community

GAINING STATURE

Provides an element of status and positive recognition

CONTROLLING

Involves assuming command & personal responsibility to make things happen



Relationships

Each of us has **unique expectations of relationships**, but often we have not thought clearly and specifically about what that means. The process does not simply entail **understanding your own needs**, expectations and interpersonal sensitivities, but also **understanding those of others**, so that you can integrate most effectively into a new environment.

Let's begin by asking the question of **what purpose relationships serve for us**. Remember that there is no right or wrong with this; people simply are different in their expectations. Consider the following questions:

- Think about past **work relationships that you really enjoyed**. What specifically made them so **natural and enjoyable**?
- Think about **work relationships that were less comfortable or enjoyable**. What was unique to those relationships that made them **less satisfying** for you?

In terms of relationship fit, your unique motivational profile suggests you would value relationships with people who offer the following:

It is **very important** that others:

RECEIVING

Provide ongoing support and empathy

EXPRESSING

Are comfortable with openness and emotional expression

ENTERTAINING

Understand the need for positive attention and visibility

EXCELLING

Appreciate those who are goal-driven with high expectations

ENDURING

Understand those who relish substantial challenges

STABILITY

Understand the need for a cautious and predictable approach

INDEPENDENCE

Provide freedom and individual autonomy

IRREPROACHABILITY

Accept the individual's commitment to their own values and beliefs

It is **less important** that others:

GIVING

Are receptive to ongoing support and empathy

BELONGING

Share a sense of togetherness and community

GAINING STATURE

Provide validation and positive feedback

CONTROLLING

Appreciate an individual need to take responsibility to drive things forward



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