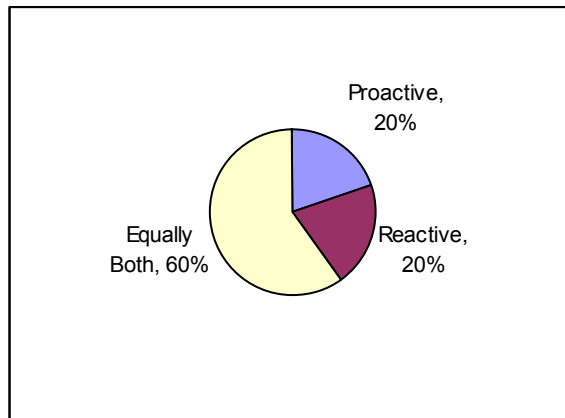


Lab Profile Pattern Summary: *Motivation Traits*

Level (of Activity)

Does the person take the initiative or wait for others?

Reactive: 20% of the population in a work context; these individuals are motivated to wait, analyze, consider and react; at the extreme, they may be routinely late in meeting deadlines and making necessary decisions.



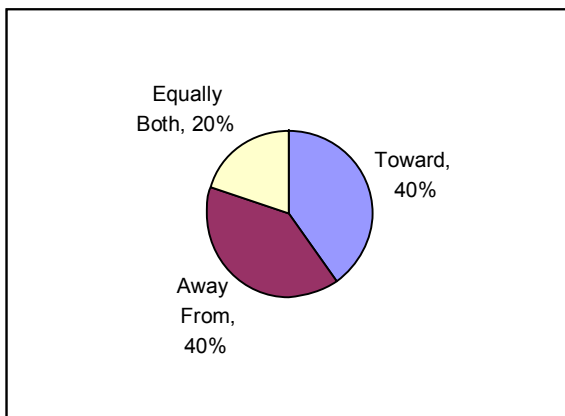
Proactive: 20% of the population in a work context; these individuals act with little or no consideration; they are not motivated by waiting or analyzing; at the extreme, they may make poor decisions because they may not always take the time for sufficient analysis.

Criteria

These words are the person's labels for rightness and appropriateness in a given context. These words will incite a positive response.

Direction

Is this person's motivational energy focused on goals or problems to be dealt with or avoided?



Away From: 40% of the population in a work context; these individuals focus on what may be or is going wrong; at the extreme, they may not juggle multiple demands well since they are motivated to "put out fires" and not "stay the course."

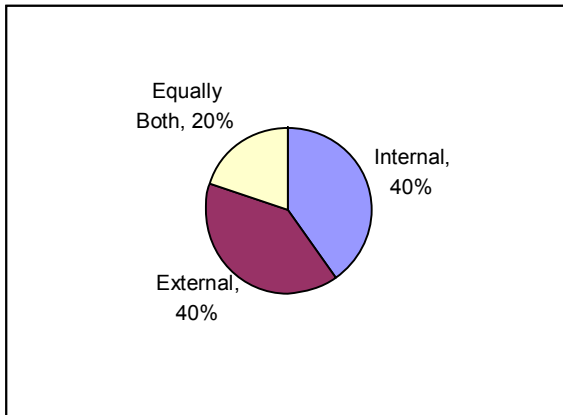
Toward: 40% of the population in a work context; these individuals are motivated to achieve or attain goals; at

the extreme, they may have difficulty recognizing obstacles since they keep their "eye on the goal"; they are good at managing priorities.

Lab Profile Pattern Summary: *Motivation Traits*

Source

Does this person stay motivated by judgments from external sources or by using their own internal standards?

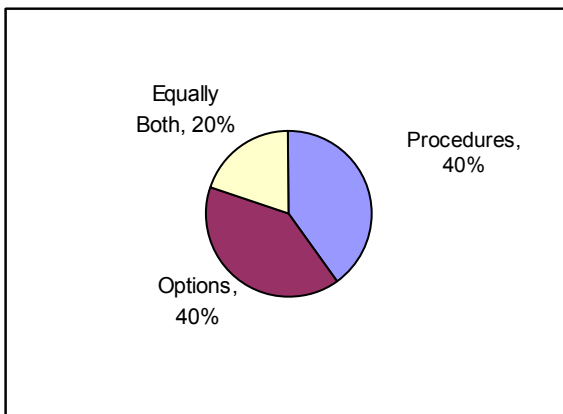


External: 40% of the population in a work context; these individuals need outside feedback to know how well they are doing; in the absence of feedback, they may feel “why bother?” They work best in customer/client service areas since they will adapt their behavior based on external feedback; at the extreme, they may have difficulty holding standards as supervisors; they view mere information as requests.

Internal: 40% of the population in a work context; these individuals decide based on their own internal standards; they do not give feedback, nor do they care about feedback given to them; they make good managers since they can hold standards; however, they may not necessarily adapt their behavior based on external feedback; they view requests as mere information.

Reason

Does this person continually look for alternatives or prefer to follow established procedures?



Options: 40% of the population in a work context; these individuals are compelled to create new procedures and systems and therefore may expand the scope of projects unnecessarily; they will be unable to follow procedures (even their own); they excel at thinking up new and alternative ways of doing things; but, at the extreme they may have difficulty in implementing these new and alternative ways of doing

Procedures: 40% of the population in a work context; these individuals prefer to follow set ways; they may be temporarily “stumped” when they have no procedure to follow; they are good at maintaining and finishing projects; they may have difficulty

Lab Profile Pattern Summary: *Motivation Traits*

brainstorming new or alternative ways of doing things things.
since they think there is a “right” way to do things.

Decision Factors

How does a person react to change and what frequency of change do they need?

Sameness: 5% of the population in a work context; these individuals want their world to stay the same; they will initiate change every 15 to 25 years; they may be antagonistic towards inevitable change.

Sameness with Exception: 65% of the population in a work context; these individuals prefer situations to evolve slowly over time; they need major change every 5 to 7 years; they may accept change if it is presented as familiar to what came before it.

Difference: 20% of the population in a work context; these individuals want change to be constant and drastic; major change every 1 to 2 years; they will champion change, but they may change (themselves and/or their organization) too swiftly or too often.

Sameness with Exception and Difference: 10% of the population in a work context; these individuals like evolution and revolution; they want major change about every 3 years.

