

THIS IS WHAT MOVES YOU.

This is what makes you tick—what gets you out of bed in the morning. Based on your stories of success, we've mapped out your motivational blueprint so you can gain new insights into why you do what you do, and how you can leverage your motivations to deepen your sense of meaning, joy, and productivity in your work.

Here's what you'll find in this report to help you do this:

- **Your Core Motivations: In-Depth Analysis**
- **Your 4-Step MCORE Development Plan**
- Your Achievement Stories
- Motivational Profile (By Rank)
- Motivational Profile (By Identity)
- Appendix A: Identity & Theme Descriptions
- Appendix B: The Power of Your Core Motivations
- Appendix C: How You Responded

Below you'll find your top three core motivations. The first two sections, bolded above, are the essential part of your report. If you want to discover the motivational blueprint in your story, and gain a renewed sense of productivity, fulfillment, and purpose in your life, then you'll need to work through these two sections. The remaining sections will help you dive more deeply into your entire motivational blueprint. Now, go discover what moves you, and put it to work!

YOUR CORE MOTIVATIONS:



Bring to Completion



Advance



Overcome

YOUR CORE MOTIVATIONS: IN-DEPTH ANALYSIS

Below is a detailed description of your top three core motivations. As you read these, think about how each motivation plays out in your life.



Bring to Completion

Your motivation is satisfied when you can look at a finished product or final result and know that your work is done and that you have met the objective you set out to accomplish. Your sense of achievement comes in completing that project or specific, defined effort. You start out with an idea or picture of how or where you want to end up, and then focus your energy and efforts around doing what is necessary to get there. With your final objective clearly defined, you plan how you will proceed or work within the structures of an established plan. It is likely that you plot out or review the steps you will follow and think about how to handle each step and the difficulties it might present. You think about the materials, equipment, and people you will need or the arrangements that must be made. Once the effort is launched and the pieces begin to come together, you tend to get caught up in the momentum and absorbed in the push to complete the job.

MOTIVATIONAL POLARITIES

Positive behaviors/attitudes

- Highly objective focused and purposeful
- Making things happen and achieving results
- Can be relied upon to be efficient, methodical and to keep projects on track and the momentum going
- Following through to completion point, sticking with it, until the job is finished.

Negative behaviors/attitudes

- Being annoyed at interruptions or any changes of plan that take them off course
- Unable to relax, driven to achieve and continually having to meet new objectives
- Not seeing the big picture or the 'forest for the trees'
- Excessive focus on completing the job can lead to mistakes or a lack of attention to detail

YOUR CORE MOTIVATIONS: IN-DEPTH ANALYSIS

Continued



Advance

You love the experience of making progress as you accomplish a series of goals. Your narrative moves forward from one milestone or stage of accomplishment to the next. You concentrate on those things that hold the potential to advance those purposes and lead to ultimate objectives. You naturally facilitate or inspire progress and / or achieve forward movement through your direct, continuing effort. Your stories may include moving up through the ranks of an organization. Grades or ratings may mark your progress to higher levels of knowledge, understanding, or skill. Your personal strengths are projected toward change, improvement, and the acceleration of development. You are apt to enjoy disposing of problems and checking off stages of progress, whether by yourself or with others. An operation, cause, or mission where there are real needs and problems to address is better for you than a smooth-running operation that runs around in cycles. An environment where progress is rewarded and you have opportunity and freedom to move forward is clearly right for you.

MOTIVATIONAL POLARITIES

Positive behaviors/attitudes

- Visionary, combining ideas with action, leading to growth
- Future and goal oriented with an ability to make things happen
- Creating momentum and energy around progress
- Getting the work done, completing and moving on quickly to achieve more

Negative behaviors/attitudes

- Always striving onwards, so have difficulty enjoying the present
- Dislike of maintenance activities
- Prone to the 'Peter principle' of over-promotion, when advancement is the goal in itself which leads to job mis-fit
- Ruthless in moving on fast and 'shaking the dust off' their feet

YOUR CORE MOTIVATIONS: IN-DEPTH ANALYSIS

Continued

3

Overcome

Your motivation focuses on overcoming and winning out over difficulties, disadvantages, or opposition. Determination, persistence, and a competitive spirit tend to be among your natural traits. You enjoy exerting a sustained, all-out effort to prevail over problems, difficulties, obstacles, handicaps, or adversaries. Your narrative may feature achievements like getting your degree while working full-time and supporting a family. Despite a painful injury, you might gut it out and perform well in an athletic contest. You might strive to handle demanding job responsibilities despite a lack of experience, inadequate skills or educational background. Perhaps there's a story where you work to prove the validity of an idea or plan of yours that others have scoffed at. You may have politicked heavily to overcome opposition to one of your proposals. In any case, you are motivated to struggle with the forces and factors working against you until you win out over them

MOTIVATIONAL POLARITIES

Positive behaviors/attitudes

- Often achieving against seemingly insurmountable odds
- Confronting difficult situations head on
- Getting departments, teams or tricky business issues unstuck
- Identifying and overcoming the key obstacles to success

Negative behaviors/attitudes

- Always finding something else to overcome, not content with routine activities or the mundane
- High level of stress and pressure is often present in their lives
- Strongly competitive
- Creating difficulties when none are present

APPLICATION

EXERCISES TO OWN YOUR MOTIVATIONAL BLUEPRINT

You've read about your Core Motivations. Now you might be wondering, "What next?" Well, we suggest you start right here.

Knowledge of your Core Motivations is interesting and valuable by itself, but this understanding becomes even more valuable when applied to real-life issues and concerns. Below, you'll find four application exercises for you to work through on your own or with the help of your MCore Coach. Going through these exercises will help you to gain deeper self awareness and put you in better position to accurately predict how you will perform in the future. This will empower you to target those situations, environments, and relationships that provide a "good fit" for you.

1

OWN YOUR CORE
MOTIVATIONS

2

CREATE YOUR CORE
MOTIVATION
STATEMENT

3

IDENTIFY YOUR
MOTIVATIONAL ENERGY

4

IDENTIFY THE SHADOW
SIDE

EXERCISE 1

OWN YOUR CORE MOTIVATIONS

1. Please take out a green, yellow and red highlighter.
2. Review your MCORE report and the explanation of your top three core motivations.
 - Use the green highlighter to mark the statements in the explanation that bring clarity about your actions and motivations.
 - Use the yellow highlighter to mark the statements that moderately resonate with you.
 - Use the red highlighter to mark the statements that do not apply to your motivation.

If you are working with a coach, once this is complete please send a copy to your coach so he/she may answer any questions you may have regarding your top three core motivations.

EXERCISE 2

CREATE YOUR CORE MOTIVATION STATEMENT

Your top three Core Motivations can be described separately, but in the practice of your life they are integrated. In this exercise we encourage you to create a single statement that pulls together your top three Core Motivations.

Your Core Motivations

Write your top three motivations below.

Words That Resonate

Using Exercise 1, choose words from the descriptions of your Core Motivations that especially resonate with you and write them in below.

#1 CORE MOTIVATION	
#2 CORE MOTIVATION	
#3 CORE MOTIVATION	

Now, create your own integrated statement:

I AM FUNDAMENTALLY MOTIVATED TO _____ AS I
(insert words from #1)
 _____ AND _____
(insert words from #2) (insert words from #3)

EXERCISE 3

IDENTIFY YOUR MOTIVATIONAL ENERGY

Use the first column in this chart to write down activities you're highly motivated to do, and those for which your motivational energy is low. Then, go to your Motivational Profile (By Rank) of your report that shows the ranking of your MCORE themes. In column two write down those themes that correspond to the energizing and draining activities. If you are working with a coach, then once you are done, print, scan and e-mail to your coach prior to your review session.

Activities & Your Motivational Energy For Them	MCORE Themes
<p>ENERGIZING</p> <p>What activities do you do that are part of your work, personal relationships or leisure activities that energize you?</p>	<p>Which of your top themes account for your interest in these activities?</p>
<p>DRAINING</p> <p>List initiatives or activities that provide you with a low level of satisfaction. These may be things that are obligations or expectations.</p>	<p>Which themes connect with your experience of low energy or motivation?</p>

EXERCISE 4

IDENTIFY THE SHADOW SIDE

Each Core Motivation is positive and good but also has a potential “shadow side”—a negative manifestation of the gift—that can occur if the motivation is not properly managed. The “shadow side” typically happens when people overemphasize their Core Motivations or neglect responsibilities that are “off the radar screen” of motivation. Identifying these “shadow sides” is the first step to managing them! In the first column write your top three Core Motivations. Then, in the second column capture some ways that you might be expressing them in unhealthy or ineffective ways.

Your Core Motivations

What are the “Shadow Side” issues you face associated with these Core Motivations?

#1 CORE MOTIVATION

#2 CORE MOTIVATION

#3 CORE MOTIVATION

YOUR ACHIEVEMENT STORIES

Instance/activity that provided you deep satisfaction.

Put myself through college.

Describe what you actually did.

Worked nearly full time to pay for college while taking a full load. I had to manage my schedule very closely and be very disciplined. I was able to well and get the degree I wanted which opened up new opportunities.

What about the activity was particularly enjoyable or satisfying to you?

Knowing I could persevere though something difficult and accomplish a big goal.

YOUR ACHIEVEMENT STORIES

* You ranked this story as most significant.

Instance/activity that provided you deep satisfaction.

I coordinated a big project at work.

Describe what you actually did.

I was chosen to lead a project at work that involved creating a new product for a client organization. I organized the team, assessed the needs of our client and broke the project up into phases. I monitored progress on all aspects and kept things on track. We delivered the product successfully on time and under budget.

What about the activity was particularly enjoyable or satisfying to you?

Coordinating the efforts of a group so that we could accomplish something important together.

YOUR ACHIEVEMENT STORIES

Instance/activity that provided you deep satisfaction.

Helped coach my son's basketball team to a championship season

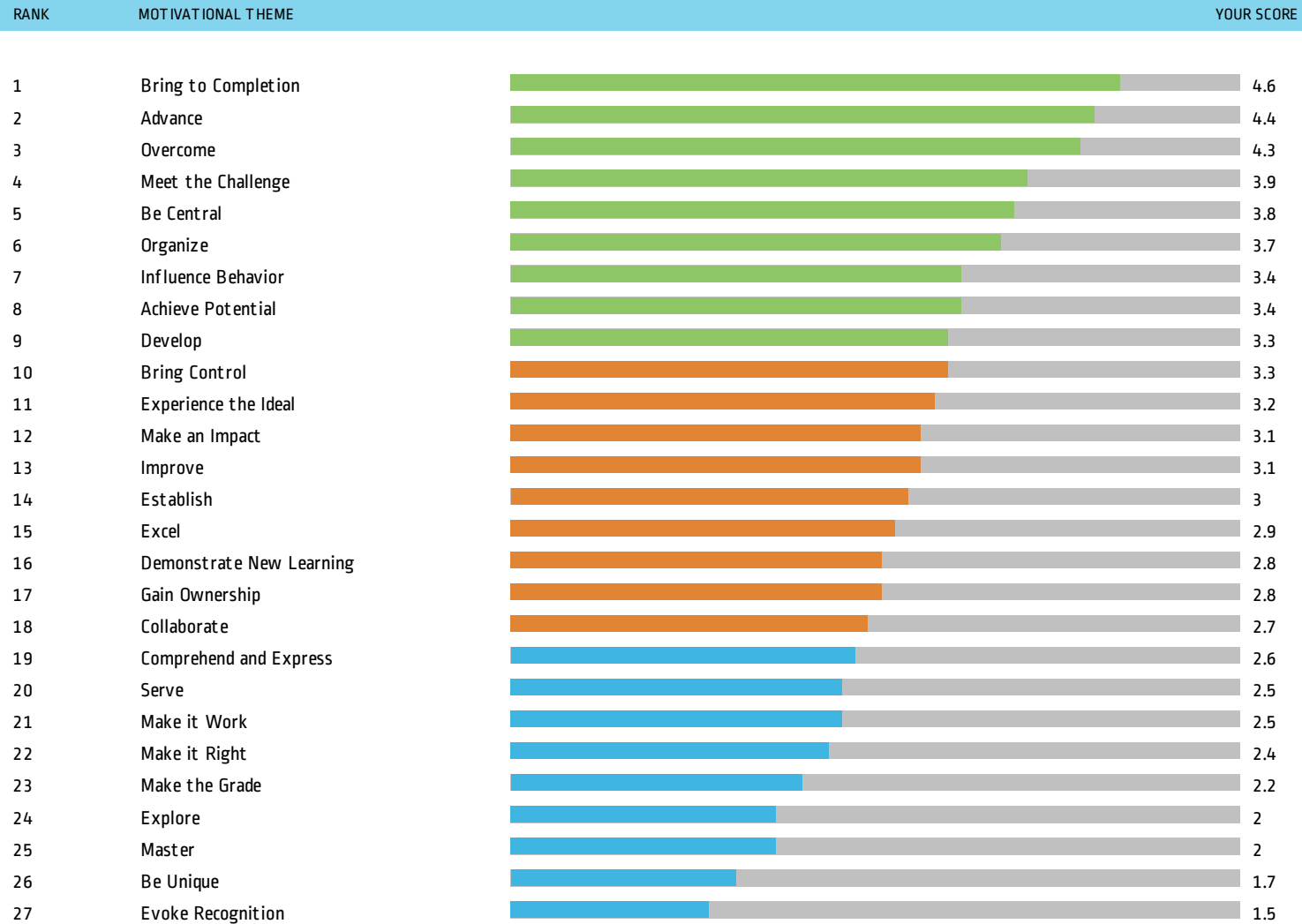
Describe what you actually did.

The coach needed help with offensive plays. I stepped in as assistant coach and taught the kids one basic play with a few variations. I ran drills and taught them how to move through the play and how to respond to different defensive scenarios. They went from no offensive strategy to running the plays effectively by the end of the season. This helped them to leverage their talent and end up in first place.

What about the activity was particularly enjoyable or satisfying to you?

Seeing the kids learn and really improve in their offense and seeing them go from not playing as a team to playing really well together as a team and enjoying that.

MOTIVATIONAL PROFILE (BY RANK)



UNDERSTANDING YOUR
MCORE SCORES:

MEAN SCORES (SCALED FROM 1-5)

1 = NOT SATISFYING 5 = MOST DEEPLY SATISFYING

THEME RANKING

● TOP ● MIDDLE ● BOTTOM

MOTIVATIONAL PROFILE (BY IDENTITY)

IDENTITY	MOTIVATIONAL THEME	YOUR SCORE
THE ACHIEVER	THE ACHIEVER	4.3
	Bring to Completion	4.6
	Advance	4.4
	Overcome	4.3
	Meet the Challenge	3.9
THE VISIONARY	THE VISIONARY	3.2
	Achieve Potential	3.4
	Experience the Ideal	3.2
	Make an Impact	3.1
THE OPTIMIZER	THE OPTIMIZER	3
	Organize	3.7
	Develop	3.3
	Improve	3.1
	Establish	3
	Make it Work	2.5
	Make it Right	2.4
THE TEAM PLAYER	THE TEAM PLAYER	2.7
	Influence Behavior	3.4
	Collaborate	2.7
	Serve	2.5
	Make the Grade	2.2
THE KEY CONTRIBUTOR	THE KEY CONTRIBUTOR	2.7
	Be Central	3.8
	Bring Control	3.3
	Excel	2.9
	Gain Ownership	2.8
	Be Unique	1.7
THE LEARNER	THE LEARNER	2.4
	Demonstrate New Learning	2.8
	Comprehend and Express	2.6
	Explore	2
	Master	2

UNDERSTANDING YOUR
MCORE SCORES:

MEAN SCORES (SCALED FROM 1-5)

1 = NOT SATISFYING 5 = MOST DEEPLY SATISFYING

THEME RANKING

● TOP ● MIDDLE ● BOTTOM

APPENDIX A: IDENTITY & THEME DESCRIPTIONS

IDENTITY : THE ACHIEVER

You are driven to move forward and persevere to complete challenging objectives.

MEET THE CHALLENGE

Your sense of achievement comes in looking back over a challenge you have met or a test you have passed.

OVERCOME

Your motivation focuses on overcoming and winning out over difficulties, disadvantages, or opposition.

BRING TO COMPLETION

Your motivation is satisfied when you can look at a finished product or final result and know that your work is done and that you have met the objective you set out to accomplish.

ADVANCE

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

IDENTITY : THE KEY CONTRIBUTOR

You are driven to highlight your personal and often outstanding contribution. Clear about differences between yourself and others, you tend to be competitive and want to control outcomes.

EVOKE RECOGNITION

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

BRING CONTROL

You want to be in charge and in control of your own destiny.

BE UNIQUE

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

BE CENTRAL

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

GAIN OWNERSHIP

The nature of your motivation is expressed through efforts to acquire what you want and to exercise ownership or control over what is yours.

EXCEL

You want to excel or, at the very least, to do your absolute best as you exceed the performance or expectations of those around you.

APPENDIX A:

IDENTITY & THEME DESCRIPTIONS

IDENTITY : THE VISIONARY

You are motivated to make an impact according to what is possible or ideal. You craft a vision that represents what could be and then strive to bring that vision to concrete expression.

ACHIEVE POTENTIAL

Identifying and realizing potential is a constant focus of your activities.

MAKE AN IMPACT

You seek to make an impact or personal mark upon the world around you.

EXPERIENCE THE IDEAL

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

IDENTITY : THE TEAM PLAYER

You pay close attention to others, especially in group contexts, and want to be involved with and contribute to them. You take care of people, work to meet expectations, and influence the behavior of others.

COLLABORATE

You enjoy being involved in efforts in which people work together for a common purpose.

MAKE THE GRADE

You are motivated to make the grade and gain acceptance into a group in which you want to be a member or participant.

SERVE

You are motivated to identify and fulfill needs, requirements, and expectations.

INFLUENCE BEHAVIOR

You are motivated to gain a reaction or response from people that indicates you have influenced their thinking, feelings and behavior.

APPENDIX A:

IDENTITY & THEME DESCRIPTIONS

IDENTITY : THE OPTIMIZER

You are motivated to set up an operation on firm foundations and/or ensure that systems function well. You want to fix problems and make improvements.

ORGANIZE

You want to set up and maintain a smooth-running operation.

MAKE IT RIGHT

You are motivated to do things the "right" way.

IMPROVE

You are happiest when you are using your abilities to make things better.

MAKE IT WORK

Your motivation focuses on fixing something that has broken down or is functioning poorly.

DEVELOP

You are motivated to build and develop.

ESTABLISH

Your achievements also reveal a motivation to establish and to be established.

IDENTITY : THE LEARNER

You are motivated to explore and learn new things, gain mastery, and demonstrate your knowledge.

COMPREHEND AND EXPRESS

Your motivation focuses on understanding, defining, and then communicating your insights.

MASTER

Your motivation is satisfied when you are able to gain complete command of a skill, subject, procedure, technique, or process.

DEMONSTRATE NEW LEARNING

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

EXPLORE

Pressing beyond the existing limits of your knowledge and/or experience, you explore what is unknown and perhaps mysterious to you.

APPENDIX B:

THE POWER OF YOUR CORE MOTIVATIONS

Your motivational blueprint is truly unique.

Based on over 50 years of empirical research using SIMA® [System for Identifying Motivated Abilities], we have found that every person has a distinct pattern of motivation that is:

ENDURING

Your pattern emerges early and remains constant throughout life. Values and lifestyle can and do change, but the fundamental character of your unique motivational pattern does not.

IRRESISTABLE

Regardless of environment or circumstance, your pattern will express itself somewhere in your life. Use of your pattern is the essence of meaningful life and work to you.

EXPLANATORY

Your motivational pattern can help you understand why you perform as you do and where you find joy and frustration.

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.

APPENDIX B:

THE POWER OF YOUR CORE MOTIVATIONS

The Pattern in Your Stories

We have been working with people's 'stories' for over fifty years. These are achievement stories of people describing activities they have enjoyed doing and believe they have done well. We have found that there is a unique 'structure' in each person's story, a pattern in each person's achievements.

The Core Motivations in your MCORE Report are at the very heart of your pattern. They reveal:

WHAT MOVES YOU: The driving purpose—sometimes conscious but often sub-conscious—of your natural actions, preferences, and decisions.

WHAT MAKES YOU TICK: Why you get immersed in some activities but fail to engage in others.

WHAT MAKES YOU COME ALIVE: The results that you consistently strive to fulfill in your work and relationships.

Your Top, Middle, and Bottom Motivational Themes

Here's how to understand the differences between what we call your top, middle, and bottom themes:

TOP THEMES: These themes, especially the top three, energize and engage you. They are life giving.

MIDDLE THEMES: These themes only mildly engage you. You might draw on them to get the job done, but they are not life giving.

BOTTOM THEMES: These themes do not motivate you and you might perform them at a low level if required. Engaging in these themes tends to sap your energy.

APPENDIX C: HOW YOU RESPONDED

