Career Manual 1
How to Find Your Best Career Match

5 Easy Career Tests to Do Right Now!

1. Work Style Preferences
2. Work Values
3. Personality Style
4. Central Motivations
5. Multiple Intelligences

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About the Author

Mary Joan Coultas - M.Div. M.A. C.C.C. is a licensed, Career Counselor with a Masters in Counseling Psychology.

She is a writer, researcher, teacher, and counselor whose goal is to inspire others to enjoy their lives. One of her personal joys in life is helping others find their Life Purpose, their Passion.

We gratefully acknowledge the pioneering contributions of these giants in the field of education and career counseling, who have gone before us, and upon whose shoulders we stand.

Dr. John L. Holland for his Holland Codes and Personality Typing
Dr. Donald E. Super for his work in Career Development Theory
Katherine Cook Briggs - co-creator of the Myers-Briggs Personality Test
Isabel Briggs Myers - co-creator of the Myers-Briggs Personality Test
Richard Nelson Bolles creator of the 'What Color is Your Parachute?' books
Dr. Howard E. Gardner for his Theory of Multiple Intelligences.
This is the Introduction to Planet Earth that we all should have received upon our arrival here.

Welcome to Planet Earth

There is nothing that you cannot be or do or have. You are a Magnificent Creator.

And you are here by your powerful and Deliberate wanting to be here.

Go forth giving thought to what you are wanting . . . Attracting life experience to help you decide what you want. And once you have decided, giving thought only onto that.

Most of your time will be spent collecting data. Data that will help you decide what it is you want.

But your real work is:
To decide what you want and then to focus upon it. For it is through focusing upon what you want That you will attract it.

That is the process of creating.

Be easy with this, have fun. There is nothing you are supposed to do, Only that which you want to do.

Esther Hicks from "The Secret"
- Original Version 2007
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How to Use This Book

Congratulations on making an excellent choice, in beginning the process of getting to know yourself better! You are embarking on a Journey that will lead you to a place you will never want to leave - Your **Dream Career**.

This Career Manual - "**How To find Your Best Career Match: 5 Easy Career Tests to Do Right Now!**" is **Part 1** of a two part set in this **Career Assessment Self-Help Program**. It is designed to make the process of testing yourself, as easy as possible. It covers 5 Revealing Career Tests, that will give you the information you need to make one of the most important decisions of your life - which Career or Job is right for you.

The 5 sections in this manual can be done in any order. You do not need anyone to interpret or analyze them. The results you gather here will inform you of your particular needs for a Career or Job. When you begin **Part 2 - The Career Exploration Phase**, you will be using those needs - your particular needs - to help you select the best career for you.

You may find it helpful to **print out the test pages to work on**, so you can have your results to refer back to later when you begin your **Research in Part 2 - "Tips & Strategies for Career Exploration - How to Claim Your Dream Job - A Research System That Really Works!"**

The five **Career Tests** here will reveal your preferred **Work Environment**, your Highest and Lowest **Work Values**, your **Personality Type**, your **Main Motivators**, and the **Intelligences** you have developed a preference for using in your life. All this information is important to know about yourself, in order to pick the right job for you. And each will be carefully explained as you come to them.

These tests are the ones that I, as a Career Counselor, have used in my office when testing my clients. They are **easy to work through**, and **easy to understand**.

Extensive hyperlinks in both manuals make it **easy to move around**. There is also a **Glossary of Terms** provided, giving the meaning of terms being used here. With time, links change. If you cannot access a link. Don't be deterred. **Try searching on the keyword in your browser**. You'll eventually find a related link.

In the Personality Section, once you find your 4 Letter Personality Code, you will be referred to a website which holds information about your Personality Style or Type. The information on that site is the best I have found on the internet.

My wish is that you move through this guide confidently, enjoying the process of gathering information about yourself, that will be useful in identifying the most suitable work for you.

Cheers!

*Mary Joan*
Discovering Who You Are Using The 5 Career Assessment Tools

In this section you will find . . .

1. Links to each of the 5 Career Assessment Tools
2. A brief description of each one
3. Who created it
4. How it can benefit you
5. Why you can trust these tests

1. **YOUR WORK STYLE PREFERENCES**

Your Work Style identifies your work environment preferences. It describes the way you approach and handle work. Identifying your Work Style Preferences will help you decide on the kind of work environment that would best suit you.

**Dr. John Holland,** (1914-2008), when he was a psychologist at Johns Hopkins University, identified 6 work style preferences: Realistic, Investigative, Artistic, Social, Enterprising, and Conventional. You will be learning more about these as you work through the **Work Style Preferences Inventory**.

Dr. Holland’s theory has been used for over 50 years. He determined that one of these areas will be dominant in the way we live our lives, and function in the workplace.

You will soon learn what each of these 6 Work Style Preferences means.

2. **YOUR WORK VALUES**

Your Work Values are what you value most about work, in terms of your preferred work settings, and how you like to interact with people. Your work values give you important clues as to the kind of work and work conditions you’d do well in.

**The Work Values Inventory,** created by **Dr. Donald Super,** (1910–1994) an internationally recognized career development specialist, is now a classic used in the Career Assessment Process.

3. **YOUR PERSONALITY TYPE**

Your Personality Type or Personality Style is that indefinable something that everyone can see sparkling around you. According to the most well–known personality type test
— The Myers–Briggs Type Indicator (MBTI), there are 16 personality types. We all have one of these 16 types of personality. You will find out what yours is here. Many people are amazed at the accuracy of this test.

In my opinion, no one has been able to evaluate and describe Personality Type better, than this American mother–daughter team – Katherine Briggs and Isabel Briggs Myers. Their research, is a fascinating and highly accurate look, into how we see the world.

It’s worth getting to know your personality type on the Myers–Briggs Personality Scale. You will not only understand yourself better, but also your family, friends, and your co–workers.

4. **YOUR NATURAL MOTIVATORS**

Your Natural Motivators are what makes you tick. Yes, they are usually hidden in plain view. They are the passion or energy behind your interest in something. They are what get you excited, or make you enthusiastic about doing the work you love.

Motivations were first investigated by Richard Nelson Bolles, and presented in his perennial book "What Color is Your Parachute?" He has been a foremost authority in the Field of Career Counseling for the past 40 years.

Your motivators will tell you what kind of work you should seek out. The good news is that there are many different jobs that need the same motivators. Your jobs may change, but your motivations will, most likely, remain the same throughout your life.

If you are in a job that you love, you may not know why you got into it. But you will know why, after you finish this Career Assessment Process.

If you are in a job that you can't stand, after you've done this assessment, you should have a good idea why it doesn't fit you.

You must be motivated to enjoy the work you do, otherwise you'll come to hate it, become bored with it, and possibly feel like you are wasting your life. That's why many people decide to change jobs. There is nothing wrong with changing jobs.

You will spend at least a third of your life on the job, why not do something you like?

5. **THE MULTIPLE INTELLIGENCES YOU FAVOR**

In school we are rewarded for two types of Intelligences:

1. having a logical, orderly or mathematical mind, and
2. having a linguistic mind, or a sense of how to use language, so that you could string words together into clear, grammatically correct and meaningful prose.
In 1983, a neuro-psychologist named, Dr. Howard Gardner came out with his Theory of Multiple Intelligences, and the world of education hasn't been the same since.

Now, we know that, in addition to the two main types of intelligences emphasized in school, there are at least six more types of intelligence, that we use all the time. And two more are under study. Research has shown that we will develop a preference for using one or more of these, and the others will play a secondary, but nonetheless important roll, in how we think and solve problems, in our everyday life and work-life.

WHY SHOULD I TRUST THESE TESTS?

➢ You are doing a self–assessment, here. And no one knows you better than you know yourself. You are your own best judge of what suits you.

➢ No career assessment can tell you something you do not already believe, or know about yourself. All any assessment can do, is point out your gifts, talents, preferences and abilities.

➢ All the career assessments on this site have their roots in strong research, with many years of professional use, behind career tests like them.

➢ All of the assessment results are based on your own best judgment of your preferences. This is a most reliable way of testing, because you know yourself best.

IN SUMMARY . . .

What we are doing here, is gathering, confirming and organizing the information you know about yourself, and building it into a useful data profile of you.

These career assessment tests are giving you an opportunity to think about yourself in an organized way.

Once you have this information printed out and at hand, you will feel more confident and clearer about the decision-making process, and be well on your way to finding your own Best Career Match.

Ready to Discover Your Work Style Preferences?
Discovering Your Work Style Preferences

In this section you will find . . .

1. What are the 6 Work Styles?
2. The Benefits of Knowing Your Work Styles
3. The Work Style Preferences Inventory
4. A Detailed Description of the 6 Work Style Preferences

What Work Styles Are

Work Styles describe work patterns that we develop in our early life, that tend to stay with us throughout our lives. They point to the kind of work environment, that is most suitable for us. Here, we will look for one dominant and two supporting preferences. See a detailed description of these Work Style Preferences Descriptions.

The 6 Work Styles are:

1. Realistic
2. Investigative
3. Artistic
4. Social
5. Enterprising
6. Conventional

The Benefits of Knowing Your Personal Work Style

We get along easier with people who are more like us. There are fewer conflicts. It is a known fact that people with similar Work Styles tend to gather in certain types of work environments.

For example:

- Researchers tend to have a strong Investigative Work Style.
- Construction workers tend be more Realistic in their preferences.
- Successful Sales People score high on an Enterprising Work Style.

When you know what your preferences are, you might want to look at the jobs, that people with your work style preference, are drawn to.
Work Style Preferences Inventory

In taking this inventory you will be focusing on the truth of each statement for yourself, rather than the Work Style itself. Just consider each statement as honestly as you can. Usually the first impression that comes to mind is the most accurate.

It is important to get an accurate read on yourself, without being distracted or influenced by knowing which Work Style the statements refer to. That is why each section is not identified until Part II.

Instructions for taking this inventory

1. There are 15 statements in each section.
2. Read through the statements without trying to determine what the Work Style is
3. Place a ‘1’ by those you agree with. Leave the others blank.
4. Total the number at the end of each section.
5. Rank your scores in Part II.
6. Take your Top 3 Scores and go to Part III
7. Form your 3 Letter Holland Code

PART I

SECTION 1

_____ I am of a practical mindset
_____ I like to be frank and straightforward with people
_____ I prefer to be physically active and like to move around
_____ I'm fascinated by machines
_____ I would prefer being outside rather than sitting at a desk all day.
_____ Operating equipment comes naturally to me
_____ I love to take things apart & fix them
_____ I easily solve mechanical problems
_____ I play in or have played in a sport
_____ I am called or have been called athletic
_____ I prefer to use my hands
_____ I like tinkering with the mechanics of things
_____ I prefer having instructions laid out step-by-step
_____ I can be stubborn and hardheaded
_____ I can enjoy working with plants and/or animals.

_____ TOTAL for Section 1
SECTION 2

_____ I am analytical
_____ I prefer to mull things over in my mind
_____ I like to understand the theory behind things
_____ I like to investigate - to drill down to the bottom of things
_____ When I research I leave no stone unturned
_____ I like to explore ideas
_____ I'm comfortable working independently
_____ I am attracted to technical and/or scientific magazines
_____ Learning new software is easy for me
_____ I love to learn new things
_____ I am curious
_____ I like to evaluate my options
_____ I can be quite critical
_____ I am precise and pay attention to detail
_____ I have a logical, scientific mindset.

_____ TOTAL for Section 2

SECTION 3

_____ I have an active imagination
_____ I like to get involved in creative activities
_____ I approach my life intuitively
_____ I am innovative in my thinking
_____ I can easily become emotional
_____ I am idealistic
_____ I am a non-conformist and inclined to go my own way
_____ I am sensitive
_____ I like to be original
_____ I am open-minded
_____ I can be impulsive in making decisions
_____ As much as possible, I prefer to be independent
_____ Some people could see me as having an unusual or eccentric lifestyle
_____ I can design things
_____ I can use varying forms of media to be creative such as, sound, words, movement.

_____ TOTAL for Section 3
SECTION 4

_____ I learn best from being with people
_____ I am a helpful person
_____ I am idealistic
_____ I am outgoing and extroverted
_____ People find me sympathetic and understanding
_____ I like to comfort others and be kind to them
_____ I like teaching, or would like to teach
_____ I have a talent with verbal communication
_____ I could be a good mediator
_____ I like to co-operate
_____ I am responsible and reliable
_____ I consider myself a team person
_____ Others find me friendly and approachable
_____ Others sometimes say that I have a healing effect on them
_____ I like to keep others informed.

_____ TOTAL for Section 4

SECTION 5

_____ People see me as self-confident
_____ I can be quite persuasive when I want to be
_____ I consider myself ambitious
_____ Some have even called me domineering
_____ I see myself as an organizer of activities and events
_____ I have no problem talking before groups
_____ I am quite capable of initiating projects when I want to
_____ I am comfortable making decisions affecting others
_____ I could enjoy running for office
_____ I could easily win leadership awards
_____ I tend to be optimistic
_____ Some might call me an exhibitionist, at times
_____ I enjoy excitement
_____ I am a natural at sales, selling information, products or services
_____ People say I have a take-charge attitude.

_____ TOTAL for Section 5
SECTION 6

_____ I would rather stay in the background behind the scenes
_____ I work well within an established system
_____ I am an excellent organizer
_____ I enjoy following orders and/or carrying out detailed tasks
_____ I don't put much stock in imagination
_____ I pride myself in keeping accurate records
_____ I prefer to follow clearly defined procedures
_____ I am comfortable being methodical
_____ I am proficient with computers
_____ I tend to make lists
_____ Taking notes makes sense to me
_____ I pride myself in being conscientious
_____ I prefer to take instructions rather than take the lead
_____ Some have called me inflexible at times
_____ I make an effort to be well groomed.

_____ TOTAL for Section 6

PART II

Ranking Your Top 3 Work Styles

- Write in your totals for each section
- Then Rank your Top 3

_____ SECTION 1  REALISTIC
_____ SECTION 2  INVESTIGATIVE
_____ SECTION 3  ARTISTIC
_____ SECTION 4  SOCIAL
_____ SECTION 5  ENTERPRISING
_____ SECTION 6  CONVENTIONAL

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PART III

Finding Your Dominant & Supporting Work Styles

➢ You Have Now Completed the Work Style Preferences Inventory.
➢ Your top score is your Dominant Work Style.
➢ The two scores just below your top score, are your Supporting Work Styles.
➢ Write the names of your Work Style Preferences below.

My Top 3 Work Style Preferences are:

#1_________________ #2 ________________ #3 ________________

Congratulations!

In finding your Work Style Preferences, you have taken the first step in gathering some valuable information about yourself, that will be very helpful in finding the kind of work that is a natural best fit for you.

Keep your worksheets together, so that you can refer back to them, later. All of the information you are gathering now about yourself will be useful when it comes time to choose your "Field of Interest".

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Work Style Preferences Descriptions

We all have preferences in the way we approach work. The 6 Work Style Preferences are described below by the quality or attribute that is most characteristic of them.

1. Those with a **Realistic Work Style** are “**DOERS**”.
2. Dominant **Investigative Work Styles** tend to be “**PROBLEM-SOLVERS**”.
3. **Artistic Work Styles** see themselves as “**CREATORS**”.
4. **Social Work Styles** are inclined to be “**HELPERS**”.
5. **Enterprising Work Styles** enjoy being “**PERSUADERS**”.
6. **Conventional Work Styles** can be characterized as “**ORGANIZERS**”.

**THE DOERS**

People with a dominant **REALISTIC WORK STYLE** like to move around physically. Sitting at a desk all day is not their idea of a great job.

They like to tinker with machines, tools, objects that require the use of mechanical skills, motor coordination, and involve using the physical body more than the mind.

They can be found in anything from construction to personal training, where they are surrounded by athletic equipment, or in landscaping work taking care of plants, or working in any number of jobs with animals, tools, equipment.

People with a Dominant Realistic Preference want work focused on "action solutions" rather than tasks depending on verbal or interpersonal skills. They are fine with repetitive actions as long as they know what’s expected of them, and they can see results.

Be clear with your instructions to them, show them step-by-step exactly what you want. They take a concrete approach to problem-solving. They have no patience with people who talk abstract theory to them.

But if you want to get a job done, look for someone with a Realistic Work Type. They take pride in getting the job done. They are “**Doers**”. The opposite of the Doers is the “** Helpers**”.

**THE PROBLEM SOLVERS**

People with a dominant **INVESTIGATIVE WORK STYLE** prefer to think rather than to get involved in major physical activity, to organize and understand rather than to persuade. They are oriented toward getting to the bottom of things. Curious and observant, they will evaluate and analyze, and figure out what makes things tick.
They like to work behind the scenes, independently investigating what has their attention at the moment. But the moment they have found the solution, they are off in search of another problem to solve.

These are the “Problem Solvers” of the world. They are found in any kind of work that involves observing, analyzing, understanding and reaching a solution to a problem.

It could be computer technology, dental health, telecommunications, transportation, medicine, psychology, whatever happens to fascinate and tweak their interest. They spend most of their time in the world of possibilities. The opposite work style to Investigative is an ‘Enterprising’ work style.

THE CREATORS

People with a dominant ARTISTIC WORK STYLE are fascinated with expressing themselves through a creative medium. It can be writing, painting, acting, dance, music, photography, design, film, computer animation — the form the media takes is determined by whatever catches their interest.

They are driven to create through an innovative, intuitive, imaginative focus that expresses what they know from their inner being. They contribute to the world and connect with others through this artistic expression. Structured situations cramp their creativity. They are sensitive and more emotional than any other Work Style.

Fitting into society and following what everyone else is doing, is a low priority with them. They are independent thinkers and may even be seen as eccentric by some. They need an unstructured environment that allows them the freedom to be creative.

They are here for one thing, and that is to express their creativity, not to please the majority, or to fit in. They are “The Creators”. The least compatible work style to Artistic is a ‘Conventional’ work style.

THE HELPERS

People with a dominant SOCIAL WORK STYLE seek out jobs in service or helping occupations, where they can teach, counsel, inform, lead, motivate, coach, guide, protect, advise, mediate, plan, develop or entertain using their language skills.

They are “The Helpers” in society. They gravitate to the helping professions and can be found in health care, home care, education, industries that provide a service, wherever they see a need to serve others in a helping role.

They are outspoken and independent, but also work well on teams. They thrive in positions that permit close interaction with people, so they can use their skill with words.

Their work style is people-oriented and they are approachable and friendly, comforting and kind. They are less likely to be found in an intellectual argument, and they don’t like a lot of physical activity. The opposite of this Work Style is the ‘Realistic’ work style.
THE PERSUADERS

People with a dominant ENTERPRISING WORK STYLE are gifted in the use of words. They like to use this skill in persuading others. These are “The Persuaders”. They value prestige and status in society and many are found in public office.

They have quick minds and make decisions easily. They have no problem with public speaking, and can easily think on their feet. They are assertive, self-confident, ambitious and like to be ‘The Boss’.

They enjoy excitement and are open to risk taking. They are natural leaders, influencing, managing and promoting their opinions through their personal power.

They do well in sales, business management, organizational leadership, wherever they have the opportunity to shine in the public eye.

They naturally use their persuasive powers to make lots of money. The opposite of this Work Style is the ‘Investigative’ work style.

THE ORGANIZERS

People with a dominant CONVENTIONAL WORK STYLE are comfortable with rules and regulations. They love to work within established systems such as government, civil service, the public service, the law, accounting, and education.

They are traditionalists, who like to preserve the past. They are natural-born organizers, and pride themselves in their consistency, caution, and orderliness. They have been called “The Organizers” of the workplace, and strive to make things run smoothly.

They prefer to work with data, having a clerical and numerical facility, and great attention to detail. They like to take notes, make lists, and keep accurate records. They relish creating detailed plans to be followed.

They are efficient, sociable, and co-operative. They prefer structure, order and stability, to ambiguity and change, in both work and interpersonal situations.

They tend to be methodical, and not to spend much time in the world of imagination. They are not known for adapting easily to change.

They place value on prestige or status, and especially obeying the Rule of Law. The opposite of Conventional is an ‘Artistic’ work style.

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Discovering Your Work Values

In this section you will find . . .

1. **What are work values?**
2. **The Benefits of Knowing Your Work Values.**
3. **Susan and Jeff: Two different experiences in the same job: Archivist.**
4. **Sam and Karen: How their work values shaped their career choices.**
5. **The Work Values Inventory**

What are Work Values?

Work Values are what you value most about work, in terms of: your preferred work environments, as well as the kinds of interactions you like to have with people on the job.

For example, how much *Independence* or *Self-Determination* you are given in doing a job are work values. These values can differ from one workplace to another. Another ‘Work Value’ is *Variety* - that is, how much variety you have in the work you do. Some employers assign more variety to a job than others. You need to know if that's a strong work value for you.

You can find out what work values are associated with a job by looking at the job description, talking to employers and/or workers, and asking them questions like: "How much independence do you have in doing this job?" If you know what you are looking for, you can also glean information by observing a job being done. You can see why it's so useful to know which work values are important to you.

Be aware that the same job can be defined differently by different employers. Each employer will specify how they want the work done. You will find a list of 25 common Work Values in the **Work Values Inventory** below.

The Benefits of Knowing Your Work Values

- Being aware of the values, that are important to you, will make it easier to choose which job is right for you, to choose work that is comfortable for you.
- Knowing both your **highest** and **lowest** values are important. This will allow you to evaluate each work situation to see if it has your highest values, and avoid those that incorporate your lowest values.
- If you don't know your values, you can end up in a job that is constantly irritating you, and therefore, sabotaging your efforts to do a good job.
Susan and Jeff

Two different experiences in the same job: Archivist

Susan and Jeff had two different experiences of the same job because of the difference in their work values. You can see here how important an awareness of your work values becomes in choosing a job. Most people have no conscious awareness of what their work values are, and they therefore, enter jobs blindly. When a job doesn't feel right, and you don't know why, chances are it's because your work values don't match the ones in the job.

Here you will learn what work values are, and you will recognize the ones that are important to you. Then you can purposefully look for jobs that match your unique set of work values.

Susan's Experience as an Archivist

Susan took a job that the boss said required a lot of detail work in the archives. Only, she didn't realize the archives was a small, windowless room in the basement of the office building, with poor lighting and bad air quality. She felt constantly oppressed by shelves of books and file folders towering over her, and pressured by stacks of unorganized boxes on the floors waiting to be sorted. Not only that, she seldom saw anyone all day long. When someone did venture down into the archives, they didn’t talk to her, or hang around very long. She felt isolated and alone.

Susan missed the social interaction with people. She also found she needed space and lots of room to move around. At the end of a long day, sitting in that cramped room by herself, she was exhausted and depressed. Her most important values of physical movement, working in pleasant surroundings and daily interaction with co-workers were lacking.

Jeff's Experience as an Archivist

On the other hand Jeff, who was hired shortly after Susan moved to another job, liked being left alone all day without any interruptions. Driven by an insatiable curiosity for rummaging through old archival material, and discovering little known information, he dreamed of one day, writing a book on the material he was sorting through.

His most important values of intellectual stimulation, knowledge, and independence were being satisfied. For Jeff, the days flew by, and he couldn't wait to get to work each morning. He had found his dream job.
Sam and Karen
How Work Values Shape Our Career Choices

In this section you will find . . .

- **Sam's Story**
- **Sam's Ideal Workplace**
- **Karen's Story**
- **Karen's Ideal Workplace**

Sam and Karen ended up in the same career but each had a very different experience because of the different values they brought to the job. Follow their stories and see what happened.

**Sam’s Story**

In looking at Sam's work values, we begin with his top priority all through school, to **make a lot of money** and find **respect in the community**. His parents - immigrants from China - supported the family by running a produce store. They always saw doctors as wealthy people who had beautiful homes and lots of prestige in the community. They passed on this family value to their son.

**SAM’S VISION**

Sam latched on to this belief in elementary school. He didn't question it. He saw himself opening a big practice, patients filling his waiting room, and his bank balance growing as a result. He knew he would be able to afford a shiny black Mercedes, and a home in the best part of town. The title and the respect that went with it, was an added incentive.

Sam was lucky in the sense that he did well enough in school to get into Pre-Med at university. If you asked Sam why he wanted to be a doctor, he'd say: "Being a doctor is all I ever thought about from the time I could talk".

**GETTING ACCEPTED INTO MEDICAL SCHOOL**

For a brief moment, while waiting to hear back from the Medical Schools he'd applied to across the country, he wondered what else he might do, if he wasn't accepted into Medical School. Sam had an **Enterprising Work Style**, he was a natural leader and had a quick mind, and a personal presence, he could have done many things. But an acceptance came through at the last minute and he was swept up in the excitement.

**ACHIEVING HIS DREAM**

Sam sweated through seven long years to get his MD, followed by a grueling three years interning in a general hospital. Through it all he never lost focus of his dream to make money and find respect in the community.
When he opened his practice, he found he was indeed in demand, many sick people sat in his waiting room. He bought the black Mercedes, got married, started a family and acquired a mortgage in an upscale neighborhood. His father was proud of his son, "The Doctor" and proudly showed him off at family gatherings.

**WHAT WENT WRONG?**

But the money wasn't coming in fast enough. Sam began to resent the long lines of patients, the time they took, their constant complaints. He felt trapped. He had little time for himself. He toyed with opening a practice in Plastic Surgery, but decided he didn't want to spend any more time in school. Things weren't working out the way he'd expected. How do you think Sam could change things to make them work for him?

**Sam's Ideal Workplace**

**SAM'S WORK VALUES: ECONOMIC RETURNS, PRESTIGE, LIFESTYLE**

The main thing to remember is that no matter what choices we make, we learn from them. And most times we can change our choices or modify them to make them work for us.

Let's look at what Sam really needs. He needs a career with a lot of potential for making money. This would point towards doing something that has making money as its main goal.

Perhaps Business - either working for himself or for an organization. It should also be something that brings prestige and status to his family.

And he also wants to be able to have a more leisurely lifestyle, than his parents had working in their store all the time. Working for himself might not give him this freedom. However, he has a strong desire to achieve, and will work hard if his knows the rewards are there.

**WHAT CAN SAM DO NOW?**

Sam needs to do a little Career Planning and Assessment. It's not too late for him. In order to get through medical school, he had to have perseverance and persistence in spite of the difficulties. It is much harder to change direction in mid-stream. However, he has the power to do it. The real question now is: Does he have the will?

His values came from his family. His parents struggled all their lives to earn a living in their own store. His father wanted to see his son do better than himself. The best, most prestigious career he could think of was a medical doctor.
PLEASING OTHERS VS. FINDING ONE’S OWN WAY

Sam wanted to please his father, and he knew the whole family would be able to hold up their heads a little higher if he became a doctor. So, in a way, he sacrificed himself to bring his family the prestige they wanted.

Sam’s enterprising orientation was towards making a profit which would give him a freer lifestyle. He saw being a doctor more like a business.

To him the helping aspect was low on his list of Work Values. His Highest Work Values were pointing toward impressing other people and gathering around him the symbols of status and prestige.

He loved the title that came with this type of work, and looked forward to the respect in the community that being a doctor would bring him and his family. And he wanted to please his father, who dreamed of having a doctor in the family.

Notice how easy it is to confuse the values of those we love, or want to please, with our own.

OTHER CHOICES OPEN TO SAM

If Sam had been more aware of his Work Values, he might have made other choices. But it's never too late. He is flexible, enterprising, persuasive, and able to make his life happen. He may eventually leave medicine, but he will always have the title of Dr. before his name. He has achieved his father's dream and raised the status of his family.

TIME TO FOLLOW HIS OWN DREAM

Sam is now clearly aware of his work values and how these affect his choices. His new choices will take into consideration such things as his passion, what really excites him, his personality style, his motivators, and the work environment he prefers. The choices are many and can take him in different directions.
Karen’s Story

Karen also chose to become a Medical Doctor. But her story has a happier outcome. As you read her story below, notice how her work gives her real satisfaction and sustains her energy, even as she faces difficult decisions on a daily basis.

Karen's work values began to form early in her life. She remembers when her grandmother, who had a bedroom downstairs in their house, had a stroke while going down the stairs, and landed at the bottom with a broken hip.

She was only 8 years old, when it happened. She remembers coming home after school and searching through the house for Grandma, and then finding her barely conscious. She had been there all day. She couldn't get up. She couldn't move. She was cold and pale and weak when

Karen found her. But she also saw the look of love and relief and trust in Grandma's eyes when she knelt down beside her.

SAVING GRANDMA'S LIFE

Karen ran and phoned 911 and was told to make Grandma comfortable and not to move her. While she waited for the paramedics to arrive, she got a pillow to put under Grandma's head. She got a glass of water and dabbed her lips to keep them moist, because Grandma couldn't drink from a glass. She put a blanket around her to try and keep her warm. When her mother got home, after the paramedics had arrived, she hugged Karen and told her "You saved Grandma's life". How good it felt to be able to help someone in need!

She remembers going to the hospital and seeing the nurses and doctors in their white uniforms. They were friendly and efficient and smiled at the brave little girl who had saved her Grandmother's life. Karen grew up feeling capable, and confident in her ability to help others. She had compassion for the sick, the elderly and those in trouble. She wanted to help them.

SAVING A TODDLER'S LIFE

When she was twelve, she was on her balcony on the back of her house, watching a party next door, when she saw a toddler fall into their pool. She quickly realized that no one was watching, they were all ignoring what had happened.

Karen raced over and pointed out the child lying in the water face down. Someone jumped in and brought his lifeless body up and laid it on the side of the pool. But no one knew what else to do while waiting for the ambulance to arrive.

Karen had learned First Aid as a Girl Scout and was able to take charge applying what she'd learned. Again she saw that look of gratitude in the mother's eyes. The toddler survived.
LICENSABLE TO HEAL

Karen could hardly wait to finish medical school and graduated at the top of her class. Becoming a doctor gave her a license to help people. Every day brought her more opportunities to help heal the sick and suffering.

At the end of a day, she would come home tired, but with a wonderful feeling of satisfaction inside. Thinking back over the day, she'd recall the faces of those she was able to comfort, to bring some relief, some hope to. Her patients sent her thank you cards and gifts of appreciation. Her work was her life, her bliss.

Karen's Ideal Workplace

HOW KAREN'S WORK VALUES SHAPED HER CAREER CHOICE

Karen seemed to be unaware of her work values. But she was lucky. She was people-oriented and her passion to help people was focused into the health field early on. Karen’s work values were: helping others, achievement, and flexibility.

Her values were developed through a series of events in her early life, where she was in a position to help when no one else could. She experienced her own power to make a difference in people's lives. Can you recall times in your life when you were able to influence others, or to help them in some way? How did that make you feel?

As a young girl, Karen had experienced the deep personal satisfaction of helping people in need: her grandmother and a neighbor's child.

She learned First Aid skills and spontaneously applied them in a practical setting. She was alert and adaptable to the challenges of life around her, and responsive to the demands of health crises. Health care seemed like a natural choice for her. Looking back on incidents like these in our lives can often point out a career direction.

Karen can have a long and productive career as a doctor. She may never choose to move out of that field, because all of her Highest Work Values, are being supported and expressed, in and through her work.

OTHER OPTIONS

With more awareness of her Work Values she may have considered other fields of interest, that required the same qualities and her choices would have been broader. For example, she may have explored her interest in helping people in emergency situations, and become a Paramedic. Her interest in Health Care could have taken many directions - and it still can. The door is not closed on any avenue she may wish to explore. Research into the different kinds of jobs that Health Care professionals do, can turn up other possibilities that Karen may choose to follow in years to come.
Your Ideal Work Environment

You need to know both your Highest and your Lowest Work Values. Your highest work values tell you what to look for in a job, and your lowest work values will tell you what to avoid in a job. If you find a job that emphasizes your lowest work values, you will know that you will be at a disadvantage in that job, so you would avoid any jobs that have those work values as a dominant part of them.

When you have the two lists of your highest and lowest work values, use the descriptions in the table below to write out a description of Your Ideal Work Environment. Describe what you want and what you don't want in your work environment.

Going through this exercise is a great help in focusing yourself, so you are consciously aware of which types of jobs compliment your Work Values, and are therefore most suitable for you.

The Work Values Inventory

Instructions for taking this inventory

➢ Read the description of each Work Value and think about how important you consider each one to be for yourself, on the job.
➢ Enter a score, between 1-5, in the corresponding block in the Score Column.
➢ When you are finished, highlight or circle those Values with your highest scores. This list will give you your Highest Values and Your Lowest Values.

Rank these 25 work values on level of importance according to this scale

1 - Not Important – it doesn’t enter the picture in looking at work
2 - Somewhat Important – nice to have, but could do without it
3 - Important – it is important, but other things can take priority over this
4 - Very Important – up there with your higher values but not your highest
5 - Highest Importance – you would not consider a job without this in it.

<table>
<thead>
<tr>
<th>SCALE</th>
<th>WORK VALUES INVENTORY</th>
<th>SCORE</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCOMPLISHMENT</td>
<td>Work that gives me a feeling of achievement in doing a job well, and/or producing significant results.</td>
<td></td>
</tr>
<tr>
<td>BEAUTY</td>
<td>Work where I’m appreciating or dealing with beautiful things or people, and/or contributing to bringing beauty, balance &amp; harmony to the world.</td>
<td></td>
</tr>
<tr>
<td><strong>TEAM PLAYER</strong></td>
<td>Work that is done as part of a well-functioning team.</td>
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<tr>
<td>-----------------</td>
<td>-----------------------------------------------------</td>
<td></td>
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<tr>
<td><strong>CONTROL</strong></td>
<td>Work which permits me to be in a decision-making, management capacity, responsible for planning and laying out work for others to do, in order to meet desired goals.</td>
<td></td>
</tr>
<tr>
<td><strong>COMPETITION</strong></td>
<td>Work that is highly competitive with concrete win-lose outcomes.</td>
<td></td>
</tr>
<tr>
<td><strong>CREATIVITY</strong></td>
<td>Work that allows me to develop new ideas, design new systems or products, to think ‘outside the box’.</td>
<td></td>
</tr>
<tr>
<td><strong>DIVERSITY</strong></td>
<td>Work that provides an opportunity to do different types of tasks, that is not routine or repetitive, and may have a wide range of duties.</td>
<td></td>
</tr>
<tr>
<td><strong>ENVIRONMENT</strong></td>
<td>Work that is carried out under pleasant physical conditions, or in a location that I find desirable.</td>
<td></td>
</tr>
<tr>
<td><strong>ETHICAL COMMITMENT</strong></td>
<td>Work, that requires me to have a high degree of commitment to conforming to a predefined code of ethics.</td>
<td></td>
</tr>
<tr>
<td><strong>EXCITEMENT</strong></td>
<td>Work that allows me to experience a high degree of emotional stimulation, and excitement during the performance of it.</td>
<td></td>
</tr>
<tr>
<td><strong>FINANCIAL GAIN</strong></td>
<td>Work that pays well and enables me to afford material rewards.</td>
<td></td>
</tr>
<tr>
<td><strong>FLEXIBILITY</strong></td>
<td>Work that requires me to be highly adaptable to ever changing work requirements.</td>
<td></td>
</tr>
<tr>
<td><strong>HELPING OTHERS</strong></td>
<td>Work that is involved in directly helping others: physically, emotionally, mentally, or spiritually.</td>
<td></td>
</tr>
<tr>
<td>INTEGRITY</td>
<td>Honesty, good character, caring whether you do a good job, fairness in dealings with others, decency.</td>
<td></td>
</tr>
<tr>
<td>--------------------</td>
<td>-----------------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>INTELLECTUAL</td>
<td>Work at which I’m acknowledged as an expert, recognized as having intellectual command of a body of</td>
<td></td>
</tr>
<tr>
<td>STIMULATION</td>
<td>knowledge.</td>
<td></td>
</tr>
<tr>
<td>KNOWLEDGE</td>
<td>Work which challenges me to be always learning new things.</td>
<td></td>
</tr>
<tr>
<td>PHYSICAL</td>
<td>Work that makes physical demands on my body, requiring me to be in top shape, and physically active</td>
<td></td>
</tr>
<tr>
<td>CHALLENGE</td>
<td>much of the time.</td>
<td></td>
</tr>
<tr>
<td>POWER</td>
<td>Work that allows you to play a significant role in deciding the progress and/or outcome of other</td>
<td></td>
</tr>
<tr>
<td></td>
<td>people's lives.</td>
<td></td>
</tr>
<tr>
<td>PRECISE WORK</td>
<td>Work that requires me to be very precise, accurate and careful about details, where there is no</td>
<td></td>
</tr>
<tr>
<td></td>
<td>room for miscalculation.</td>
<td></td>
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<tr>
<td>PRESTIGE</td>
<td>Work which gives me standing in the eyes of others, generates respect, being looked up to, because</td>
<td></td>
</tr>
<tr>
<td></td>
<td>of my position on the job.</td>
<td></td>
</tr>
<tr>
<td>SECURITY</td>
<td>Work that assures me of having a job even in difficult economic times.</td>
<td></td>
</tr>
<tr>
<td>SELF-DETERMINATION</td>
<td>Work which permits opportunity for independent thinking, for working in my own way, as quickly or</td>
<td></td>
</tr>
<tr>
<td></td>
<td>slowly as I decide, without direct supervision.</td>
<td></td>
</tr>
<tr>
<td>SOCIABILITY</td>
<td>Work that brings me into social contact with others with whom I can form lasting friendships.</td>
<td></td>
</tr>
<tr>
<td>WAY OF LIFE</td>
<td>Work that gives me the time and freedom to live the lifestyle I choose, and does not take over my</td>
<td></td>
</tr>
<tr>
<td></td>
<td>leisure time.</td>
<td></td>
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</tbody>
</table>
WORKING ALONE | Work that permits me to spend a good deal of time by myself.

WORKING UNDER PRESSURE | Work that requires me to be on the alert all the time, never knowing what will happen next, in unpredictable and possible life and death/emergency situations.

My Top 5 Work Values
#1 ______________________
#2 ______________________
#3 ______________________
#4 ______________________
#5 ______________________

My 5 Lowest Work Values
#1 ______________________
#2 ______________________
#3 ______________________
#4 ______________________
#5 ______________________

Back to the Table of Contents
My Ideal Work Environment

Use the space below or a blank sheet of paper to describe your Ideal Workplace or Work Environment. Writing this out will solidify the image in your mind.

Instructions for Writing Your Ideal Work Environment Description

➢ Get your scores from the Work Values Inventory above, and look through them.
➢ Look at both your highest scores and your lowest.
➢ Your lowest scores will tell you what you don't want in your Ideal Work Environment – in other words the types of things you need to avoid.
➢ Now, write out a description of your ideal work environment using this list.
➢ Keep this description of Your Ideal Work Environment to refer back to.

NOTE: Make sure these really are your values and not someone else's values.
Which Personality Type Are You?

In this section you will find . . .

1. What are Personality 'Styles' or 'Types'?
2. How can Personality 'Typing' help us?
3. 8 FAQs on Personality Typing
4. The Personality Test

What are Personality 'styles' or 'types'? 

**Personality Styles** are psychological types, that predispose us to act in predictable ways, due to how our personality perceives and interprets the world around us.

**Personality Style** is a more recent way of referring to **Personality Type**. It's a matter of preference which one you use. So 'type' and 'style' will be used interchangeably here. It can be fun to find out which type you are, and to see which types your friends and co-workers are.

Over the past 40 years, these Myers-Briggs Personality Styles have been proven, time and time again, to be accurate predictors of how we are likely to react in typical life situations.

Large corporations routinely budget to have their employees tested for their personality styles. They schedule workshops to help them learn how to work together better, based on the Myers-Briggs Personality Typing.

When co-workers know what's important to other personality styles, become familiar with their world view, they start to understand why certain types react the way they do. As a result they are likely to get along better with each other, and employee morale and efficiency on the job improves.

"Whatever the circumstances of your life, an understanding of personality type can make your perceptions clearer, your judgments sounder, and your life closer to your heart's desire."

Isabel Briggs Myers

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How can personality typing help us?

➢ We don't always know why we react the way we do. Knowing how your type is likely to deal with particular circumstances, can help you decide if a job is right for you.

➢ It also alerts you to the types of personalities you may have problems getting along with on the job, and shows how to take action to make communications smoother.

➢ Familiarizing yourself with personality styles, can give you insight and understanding, into how other personalities are likely to react.

➢ Knowing your personality style, can help you choose your friends, co-workers, perhaps even your spouse or partner.

When we look at personality, we are looking deep into ourselves and learning how personality shapes our view of the world, and therefore why we behave the way we do.

Knowing the characteristics of each personality style, helps us to understand and appreciate the differences between people.

Back to the Table of Contents
FAQs on Personality Typing

In this section you will find . . .

1. What will I learn about myself from knowing my type?
2. How is our Personality Type determined?
3. Can I trust this Personality Test?
4. Where does this kind of test come from?
5. How can I know what Personality Types other people have?
6. How can knowing Personality Type help in dealing with our personal problems?
7. Does our Personality Type ever change?
8. How does Personality Typing help in the workplace?

FAQ 1. What will I learn about myself from knowing my type?

Your type will tell you: how you make decisions, solve problems, deal with stress, learn new things, balance work and play time, and cope with change, as well as your unique communication style in relationships.

It will show you what your strengths and weaknesses are, so you can use them to best advantage, in your personal life and in the workplace.

Learning about our Personality Type helps us to understand why certain aspects of life are easy for us, and others are a real struggle.

FAQ 2. How is Personality Type determined?

Each personality style or type is rated in terms of four preferences.

- E = EXTRAVERSION ......................................................... I = INTROVERSION
- S = SENSING ................................................................. N = INTUITION
- T = THINKING ................................................................. F = FEELING
- J = JUDGING ................................................................. P = PERCEIVING

You will find that you fall along the line, somewhere in between each of these four scales, leaning more to one side than the other.

You will get a four-letter code, based on where you rate yourself along the lines between these four preferences, by answering a set of questions designed to find out where you are on each scale.
FAQ 3. Can I trust this Personality Test?

The test we are talking about here is called the Myers-Briggs Type Indicator Test. Known as the 'MBTI', for short, it is the most reliable and valid personality test available today. It is used by most professional career counselors. It has been around for 40 years. Normal people will consistently fit a particular Personality Type or Style throughout their lives.

FAQ 4. Where did this kind of test come from?

The research on personality type was done by, an American mother and daughter team - Katharine Cook Briggs (1875-1968) and Isabel Briggs Myers (1897-1980). Their work spanned two lifetimes.

In 1923 Katharine and Isabel came across the writings of psychologist, Dr. Carl Gustav Jung. His ideas on the theory of psychological type made sense to them, and later, during World War II, they decided the information could help people make better work-life choices, at a time when women, for the first time in the U.S. were entering the workforce, in large numbers.

They believed that when we understand our individual differences, we can see that seemingly random responses in our behavior, and the behavior of those around us, are actually quite consistent, being due to basic differences in the ways individual personality styles prefer to use their perception and judgment.

Their research on 'personality type' is incorporated into 16 Personality Profiles, which you'll learn about after you get your 4-letter code from the test below.

FAQ 5. How can I know what Personality Type another person is?

When you read through the descriptions of the 16 personality types, you'll start to notice people in your life who closely resemble them. With time, as you become more acquainted with the differences in the way other types see things, you'll start to recognize them around you everywhere you go. It's like having a secret key that reveals a whole new way of seeing things.

FAQ 6. How can knowing Personality Type help in dealing with our personal problems?

Knowing the characteristics of our Personality Type, and being familiar with the other types, teaches us:

- not to be down on ourselves, when things don't work out the way we want
- to realize that many of our personal quirks really come from our personality style
- that many of the difficulties we have getting along with people, arise from the different perspectives of opposite Personality Types.
FAQ 7. Does our Personality Type ever change?

The research behind the Myers-Briggs Personality test, tells us that personality typing, in normal people, rarely changes over the course of a lifetime, unless they experience a major catastrophic event in their lives.

For most people their personality just deepens and matures.

When you realize that Personality Typing is fixed and doesn't change through life, you can see how important it is to find people with personality types:

➢ whom you can get along with
➢ who balance your weaknesses
➢ who understand where you are coming from and
➢ whom you can enjoy being with.

This applies not only to the workplace, but to our private lives too.

Of course, in families, it isn't always possible to select whom you are related to. But you will see how your personality type will naturally draw you closer to some family members than to others.

With people whose personality types are radically different from your own, it pays to understand their personalities, in order to make it easier to get along together.

FAQ 8. How does Personality Typing help in the workplace?

Certain personality types tend to be found in certain jobs because they do really well in those jobs. The job works with their personality.

If you get into a job or occupation where you are constantly frustrated with the people around you, and the work you are doing, it might be wise to step back and ask yourself, "Does this job really suit my personality type?"

As you get to know the various personality types, you will start to recognize the types that are drawn to the same line of work. That's one cue to where you may find a compelling and satisfying career.

Ready to Take the Personality Test?
Personality Test

Here is a quick and easy Personality Test to determine your type. One of the advantages of this Questionnaire, is that you can also do it with your family, your friends, and your co-workers, to find out which type each one of them has.

Knowing which personalities you are dealing with, is a big help in getting along with people. Eventually, you may become so good at this typing process, that you will be able to recognize types and their characteristics without having to go through the test.

At the end of this test, you will get a four letter code based on how you answered the questions, which are designed to find out where you stand on each of the four scales here.

E = EXTRAVERSION................................................ I = INTROVERSION
S = SENSING........................................................ N = INTUITION
T = THINKING....................................................... F = FEELING
J = JUDGING........................................................ P = PERCEIVING

When you know your 4 Letter Code, you will be able to read a description of your personality type.

Instructions for the Personality test

1. Read the questions and answer them thoughtfully more from a personal point of view, than a workplace point of view.
2. Test yourself on your knowledge in the Section called: Checking Your Knowledge
3. Decide which side of the 4 scales you lean toward, for example: on Scale 1 - Extravert or Introvert.
4. At the end of this test, you will have your 4 Letter Personality Code
5. You will then read your detailed Personality Type description.
Personality Test
Scale 1 – Extraverts (E) – Introverts (I)

Question: When you need to recharge, do you prefer . . .
To be with people? Or To be by yourself?

Extraverts . . .

➢ Have a high energy that recharges by being around other people.
➢ Will choose to go some place where they can talk to or be around people.
➢ If they can’t do that, they may call someone, or even several people, and spend time talking on the phone.
➢ Tend to talk a lot, and even think out loud.
➢ Like to be involved in a lot of activity, multi-tasking several things at a time.

Introverts . . .

➢ Have a quiet energy, that needs to withdraw from or minimize their interaction with people in order to recharge.
➢ Are comfortable spending time alone, or with a pet.
➢ Find that dealing with other people when trying to recharge, is draining for them.
➢ Introverts like reading, watching TV or taking a walk in nature when their energy is low.
➢ Have a quiet energy, and tend to listen more than talk.

CHECKING YOUR KNOWLEDGE:

Now that you know the difference between a Introvert and an Extravert, answer these.
1. At parties, who would you find doing most of the talking?
   The introverts or the extraverts.
2. Who would be sitting back listening to the talkers?
   The introverts or the extraverts.
3. Who would be more private and take longer to get to know?
   The introverts or the extraverts.
4. After a party, who would be more likely to go home exhausted?
   The introverts or the extraverts.
5. Who would be more likely to be so charged up after a party, that they might not be able to go to sleep right away?
   The introverts or the extraverts.

Check which one you are.

An Extravert _____ An Introvert ______
Question:
When you are trying to understand some new information, do you . . .

Prefer to have as much detail and factual information as possible about it? Or
Prefer to get the gist of it, to see the broad picture first, and let the pieces fall into place later?

SENSORS

➢ Need to gather as much detail as possible – the facts and specifics.
➢ Are more task oriented and focused on getting the job done according to requirements.
➢ Talk in a straightforward way about what is, not about what might happen “if”.
➢ Like to keep on track and stay focused on the task.
➢ Want to take the “tried and true” way of doing things.
➢ Focus on “getting the job done”.

INTUITIVES

➢ Like to stand back to get the bird’s eye view – to see the big picture.
➢ Ask questions like: “Where are we going with this?”
➢ Focus more on the people doing the task, than the task itself.
➢ Relationships, connections with the team, are key to them.
➢ Look for patterns and possibilities, want to find creative ways of doing the job.
➢ Prefer to run or manage ‘long-term’ projects.

CHECKING YOUR KNOWLEDGE

Now that you know the difference between a Sensor & an Intuitive, see if you can answer these questions.

1. In taking a course, who would prefer it to be a course on factual material?
   Sensors or Intuitives

2. Who would prefer to take a course on something theoretical, abstract/conceptual?
   Sensors or Intuitives

3. Who gets along better with people who are down to earth, practical and realistic?
   Sensors or Intuitives

4. Who prefers to be with people who like to come up with new ways of doing things?
   Sensors or Intuitives.

Check which one you are.
A Sensor ______ An Intuitive ______
Scale 3 Thinkers (T) – Feelers (F)

Question:
When you have to make a decision about something, which do you trust more . . .

A mental evaluation of it – having thoroughly and systematically analyzed it? Or your instinctive or gut feelings about it?

THINKERS
➢ Make decisions based on objective, and impersonal logic – what clearly makes the most sense.
➢ Are direct and honest – no fudging on the issues.
➢ Tend to see the cause and effect down the road.
➢ Will look at it with a critical and reasoning eye.
➢ Are motivated by achievement.

FEELERS
➢ Make decisions based on how they feel about the choices.
➢ Take into consideration how others will feel about their decisions.
➢ See things through their personal value system.
➢ Can easily get their feelings hurt.
➢ Are motivated by appreciation from others.

CHECKING YOUR KNOWLEDGE
Now that you know the difference between a Thinker and a Feeler, see if you can answer these questions.

1. Who would more often let their head rule their heart?
   Thinkers or Feelers

2. Who would more often let their heart rule their head?
   Thinkers or Feelers

3. Who would rather work under someone who can be sharp-tongued but is always consistently logical?
   Thinkers or Feelers

4. Who would rather work under someone who is easy going and considerate of others, but not always consistent in their decisions?
   Thinkers or Feelers.

Check which one you are.
A Thinker ______ A Feeler ______
Scale 4 Judgers (J) – Perceivers (P)

Question: When you are going on a personal vacation, do you prefer . . .

To carefully research and plan it, and know exactly what you are going to do each day? Or To just wing it, and “see what happens”?

JUDGING TYPES

➢ Are structured and prefer to plan.
➢ Are very time-conscious.
➢ Like to have things clear and settled in their minds and know where they’re going.
➢ Tend to be orderly and productive.
➢ Are motivated by organization and control.

PERCEIVING TYPES

➢ Like variety and change.
➢ Typically are unaware of “clock” time.
➢ Like to take a “wait and see” approach.
➢ Tend to be flexible, spontaneous and non-conforming.
➢ Are motivated by freedom.

CHECKING YOUR KNOWLEDGE

Now that you know the difference between a Judger and a Perceiver, see if you can answer these questions?

1. Who would prefer to be in a structured, orderly, and fairly predictable environment? Judgers or Perceivers

2. Who would prefer to be keep their options open, and “go with the flow”, relishing the experience? Judgers or Perceivers

3. Who would prefer to have a “book of rules and regulations” to go by, so they can be sure of what to do in every situation? Judgers or Perceivers

4. Who would like to have a lot of change happening, so they never get bored? Judgers or Perceivers.

Check which one you are.

A Judger _______ A Perceiver _______
FINDING YOUR MYERS-BRIGGS PERSONALITY TYPE CODE

Your code is formed from the first letter of each of your choices.
If you checked Extrovert – Intuitive – Feeler – Judge

Your code would be a four letter combination like: ENFJ

**Note:** 'Intuitive' uses the second letter 'N' in the word 'Intuitive', because I is already taken by 'Introvert'.

**My 4 Letter Personality Type Code is: ______________**

PERSONALITY TYPE DESCRIPTIONS

For this part of the test, you will need to go to another site. The site is called **PersonalityPage.com** and it's the best place on the internet, to find information about these Personality Types. If you go directly to the link below, there should be no charge for access to the information available there. They only charge for taking the test on their site.

So, now that you have your 4 Letter Code, go to "A Description of the 16 Personality Types" at: [http://www.personalitypage.com/high-level.html](http://www.personalitypage.com/high-level.html)

This will take you to a page where you'll find thumbnail descriptions of the 16 Personality Types.

Below each thumbnail description you will see a link that says: "Click 'here' for a detailed description . . ."

Match your 4 letter code with the one on this page. Read the short thumbnail description and then click on the link at the bottom to go a Detailed Description of your Type.

Read *The Portrait of Your Type*.

**Up Next Your Natural Motivators?**

[Back to the Table of Contents]
Your Natural Motivators
Discovering What Makes Your Heart Sing

In this section you will find . . .

1. How Can I Keep Motivated at Work?
2. Finding the Secret Motivators in Every Job
3. Can You Guess What Their Main Motivators Are?
4. Natural Motivators Inventory

How can I keep motivated at work?

If you are bored at work, worn out at the end of the day, and see your work as a never-ending pile of to-do's that stress you out, it may be that you are in the wrong type of work.

Paula is a talker, who thrives on social interaction. She loves her job as a Sales Rep for Optimum Health Products. She has regular contacts whom she visits each month, and they look forward to seeing her. They love her bright smile, and the energy and enthusiasm she brings to her work.

Before she got this job, however, Paula spent 10 years sitting in a cubicle, in an insurance company, processing insurance applications. She couldn't wait for the weekends, when she was finally free to socialize.

After the company downsized, and she was laid off, one of her friends told her about the Sales Rep job. Since she didn't have any other prospects, she decided to apply. She breezed through the interview, and was hired on a handshake.

Her first month on the job, she discovered a whole other side of the work world - a new exciting world, where she blossomed because of her social skills. She now loves her job, and has become a Top Sales Rep in the company. For her, the work is effortless and natural, and the performance bonuses keep rolling in.

Finding the Secret Motivators in Every Job

Every job has built-in motivators, triggers that tap into your personal motivators, and make it easy for you to do the job. The secret is to find out what yours are, and then match them to the right job for you.

Working in a job where you can be yourself is a joy, because it brings out the best in you. Your skills are valued, people appreciate you, time flies, and you advance easily.
Career Manual - Part 1
5 Easy Career Tests to Do Right Now!

Most occupations incorporate more than one type of motivator, and you need to know what they are. **Do you know what your Natural Motivators are?** When you know what motivates you, you can match them to the right job for you.

If you can find a type of work that uses 2 or 3 of your motivators, you'll have won the lottery in terms of finding a Perfect Job Match!

Here, you can discover what drives you, what fascinates you, what type of work energizes you. Your eyes will be opened, as to what to look for in a job that's right for you. Once you know that, you can really get going. . .

**Guess what the main motivators are for these people?**

1. **Susan is a singer.** It brings her great joy to *touch the hearts* of those who hear her sing. She has a great voice, that people love to listen to. Possible jobs: singer, doing voice-overs, giving presentations, working in the entertainment field. **Check out Motivator #7 below.**

2. **Terry easily 'takes charge'** wherever he is. He just naturally knows how to bring out the best in people, and they trust his judgment. He has managed several successful projects. Project Management is a natural for him. **Look at Motivator #2 below.**

3. **Selena, a petite powerhouse, has a strong desire 'to take on major challenges',** and overcome obstacles where the odds are stacked against her. She has an insatiable desire to prove that she can do it. Soon, she will follow her dream to strike out on her own, and travel the world, taking on the challenges of working overseas in a developing country, for a non-profit organization. There, she sees herself helping others with major challenges. **Perhaps Motivators #17 and #15 are at work here.**

4. **Donna has a natural bent 'to organize'.** Whenever her company needs someone to promote an event or a party, Donna's exciting ideas and sparkling enthusiasm gets everyone motivated. A **good organizer** is needed everywhere. Donna will find many doors open to her. **Would Motivator #14 fit Donna?**

**Ready to find out what *your* Natural Motivators are?**

*Back to the Table of Contents*
Natural Motivators Inventory

Your Natural Motivators are what make you tick. People usually recognize them by the Chief Reward associated with them. They are the clues to finding a 'Job' that consistently excites you and sustains your interest in it. Whether you have only one or several key motivators, these will be unique to you.

This is by no means an exhaustive list of all the motivators that energize our lives. Now that you know how to spot them, by their chief reward. You may become aware of other motivators in your life.

How to take the Natural Motivators Inventory

1. Scan the list of 22 motivators below.
2. Score them from - Cool to Hot - based on how you feel about them.
   - 'Hot' - This is a big part of my life
   - 'Lukewarm' - I can take it or leave it
   - 'Cool' - Doesn't really affect me
3. Score them quickly, first impressions are the most accurate.

FIND YOUR "RED HOT NATURAL MOTIVATORS"

1. TO OWN/POSSESS - (Knowledge/Skill/Money/Things/Power/)
   Desire to acquire or own it, whether it be: possessions, property, family, business, power, people. Chief reward: "This is mine."
   ![](chart)

2. TO TAKE COMMAND/BE IN CONTROL - (OthersThings/Organizations)
   Desire to take charge, stand at the top of the ladder - where you can decide how things will be done. Chief Reward: "My decisions are crucial here."
   ![](chart)

3. TO WIN/OVERCOME - (Adversity/Adversaries/Opposing Views)
   Desire to fight the wrong-doers, root out the old guard, come against entrenched obsolescent or antiquated ideas. Chief Reward: "I beat them."
   ![](chart)
4. TO INITIATE/DEVELOP - (Structures/Mechanics/Technology)
Able to see a need and to create something where before, there was nothing.

Chief Reward: "I developed it."

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5. TO STAND OUT/OUTSHINE/DISTINGUISH ONESELF - (Above Others/in Sports/Arts)
Desire to be the first, the fastest, the most incredible, the most outstanding, the most beautiful, the coolest, better than all the rest . . .

Chief Reward: "They noticed me."

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6. TO GRASP THE OPPORTUNITY/CAPITALIZE ON THE POTENTIAL OF
(Situations/Events/People/Things)
Sees the potential in raw talent, knows a hot product before it hits the big time, recognizes a trend before anyone else sees it . . .

Chief Reward: "I saw the potential in it before anyone else, and brought it into reality."

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7. TO INFLUENCE BEHAVIOR/GET A REACTION - (from Others/Through Others)
Wants to impact emotionally animals, people, groups, whom they come in contact with.

Chief Reward: "They were touched."

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8. TO BE RECOGNIZED/TO ATTRACT ATTENTION
- (from Peers/those in Authority/the General Public)
Desire to stand on the podium and receive the adulation of a cheering crowd, to be in the public eye, to take center stage, to bathe in the limelight . . .

Chief Reward: "People know who I am."

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9. TO MAKE BETTER/ENHANCE - (Work/Organizations/Personal situations)
Makes what is acceptable better, what is better - exceptional; increases the value of . . .

Chief Reward: "I improved on it."

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10. TO MEASURE UP/SUCCEED - (As established by Others or the System) Gains access to the Inner Circle, the American Express Gold Card Club, joins the exclusive country club, the executive dining room, the old boys' network; to have the equivalent of a star on the Hollywood Walk of Fame. . .  
Chief Reward: "I made it!"

11. TO EXCEL EXPECTATIONS/FULFIL NEEDS OF - (The Situation/The Group/The Moment) Meticulous attention to the requirements, defined specifications, timetables, meeting the customer's expectations, fulfilling the orders from the top . . .  
Chief Reward: "I have impressed them."

12. TO MAKE IT OPERATIONAL/MAKE IT MORE USEFUL - (Things/Systems/Setup/Organization) Repairs what is broken, updates the outmoded, comes out with a new design . . .  
Chief Reward: "I made it work."

13. TO PERFECT/BECOME THE EXPERT - (Field of Knowledge/Skill/Tools) Refines the crude and unsophisticated, achieves command of a process, procedure, skill, allowing total control over the unpredictable . . .  
Chief Reward: "I am the expert."

14. TO INNOVATE/IMPLEMENT/ORGANIZE - (New Business/Team/Product Line) Initiates a new venture, or project, becomes the team leader; implements a new product line, launches a new business endeavor; organizes the party.  
Chief Reward: "I made it happen."

15. TO PREVAIL/BE PERSISTENT - (Over Obstacles/Handicaps/Unknown Odds) Attempts the seemingly impossible. Keeps going in the face of all obstacles. Rick Hanson's Man in Motion Tour of the world in a wheelchair. Terry Fox runs across Canada (on one leg) for Cancer. Sir Edmund Hillary is the first to climb Mt. Everest. Chief Reward: "I broke through the invisible wall. "

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16. TO BLAZE THE TRAIL/ TO EXPLORE - (Science/Technology/Culture/Ideas)
Moves beyond accepted boundaries, established limits. The Wright Brothers first to fly an aircraft, Marconi sends the first telegraph, Neil Armstrong becomes the first man to walk on the moon.

Chief Reward: "To boldly go where no one has gone before."

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17. TO BE OF SERVICE - (People/Organizations/Causes) Volunteers on the soup line, serves in public office, tends the wounded, helps those in need.

Chief Reward: "To contribute to making the world a better place."

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18. TO CHANGE/INFLUENCE - (Material/Policy/People) Wants to leave a legacy, to be the means of lasting change, to transform the status quo. Martin Luther King's "I have a dream. . ." speech, John F. Kennedy's "Ask not what your country can do for you; but what you can do for your country. . ."

Chief Reward: "I will be remembered."

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19. TO DISCOVER THE TRUTH/ TO GET TO THE HEART OF THE MATTER
- (Information/People/Science/Spirituality)
Wants to know the authentic background, that lies behind everything, to get at the real truth, the core of the matter. Investigative journalists, scientists, researchers.

Chief Reward: "I know what's behind it all. I know the truth."

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20. TO PUT THE PIECES TOGETHER - (Technology/Products/Information/People)
To see the big picture, to form the whole from the pieces. Mystery writers, forensic experts, coroners, research investigators who look for the pieces that make up the puzzle of how, what, why.

Chief Reward: "I solved the puzzle. Now we can see the whole picture."

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21. TO FIND OUT HOW THINGS WORK - (Things/Processes/Systems/the World)
To explore the workings of, to take apart and see how and why they work. Archeologists exploring past civilizations, scientists exploring the Human Genome, any individual, who undertakes to learn something totally new to them.

Chief Reward: "I now know how it works."

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22. TO PROTECT AND WORK IN CLOSE HARMONY WITH NATURE
- (Animals/Plants/Insects/Aquatic Life)
To understand, preserve, communicate and spiritually connect with Nature. Jane Goodall's work with communicating with chimpanzees. Dian Fossey's work to understand, and protect endangered species like the Gorillas.
Chief Reward: "I connected. I bridged the gap and made a difference."

1  2  3  4  5  6  7
Cool   Lukewarm   Hot

Your 3 Hottest Natural Motivators

#1 ________________________________
#2 ________________________________
#3 ________________________________

Making Your Personal Motivators Work for You.
Now that you know your Natural Motivators, you are that much more aware of how well a job will fit you. Make your Personal Motivators work for you. Choose jobs that incorporate your motivators, and your days will fly by. You will excel at your work, and feel lucky to have a job that motivates you and that you enjoy doing.

Up Next Your Multiple Intelligences?
Discovering Your Multiple Intelligences

In this section you will find . . .

1. What are Multiple Intelligences?
2. Where did this concept of Multiple Intelligences come from?
3. Two New Intelligences Making Their Debut
4. How can this information help you?
5. How do we develop our preferences?
6. How do we know which intelligences are needed in a job?
7. How can we develop and strengthen those we are weak in?
8. Descriptions of the 8 Intelligences
9. 60 Ways to Boost Your Intelligences
10. The Multiple Intelligences Inventory

What are Multiple Intelligences?

"Intelligence", in the past, has been defined as the ability to reason, to plan, to solve problems, to understand ideas, use language, and as a result, to learn new things.

However, this limited definition of 'Intelligence' only takes into account two of the 'Multiple Intelligences' that we now know are available to us. What were those two intelligences?

'Linguistic' and 'Logical-Mathematical' Intelligences are the two intelligences we are all familiar with, because they were taught and tested in the school system, and used to measure IQ. It looks like IQ may soon be an outmoded way to measure intelligence. Why? Because it's now clear that there are other forms of intelligence that are just as important, which haven't been taken into consideration. And the world needs all of them.

Where did this concept of Multiple Intelligences come from?

The term "multiple intelligences" was coined by psychologist Dr. Howard Gardner, in 1983, to include six other intelligences we use everyday. He recognized that we all tend to develop a preference for certain intelligences over others, and to use these more than the others, as our preferred ways of learning, thinking and operating in the world.

There is now a list of eight intelligences: Linguistics, Logical-Mathematical, Visual-Spatial, Kinesthetic, Musical, Interpersonal, Intrapersonal and Naturalist Intelligence - plus two more.
Two New Intelligences Are Making Their Debut

Recently, however, Dr. Gardner expanded these eight, to include two more: Existential Intelligence and Moral-Ethical Intelligence. But not enough is known about these yet, to be able to measure them. So we will focus on the eight that have been formally declared, up to now.

How can this information help you?

Well, if you were one of those people who was mathematically challenged, or had difficulty with grammar or writing essays, you can take heart. You most likely favor a different kind of intelligence, that wasn't emphasized in the School System. Now is your chance to find out which of all these intelligences you excel in.

How do we develop our preferences?

We develop a preference for certain ways of learning and thinking, through a combination of: our genes, and our cultural and social upbringing, that is, the kind of encouragement, we received from our family and friends, while we were growing up.

Our preferences for certain types of intelligence, are developed through imitation and modeling, as we see others using these ways of thinking and acting to solve problems in their everyday lives.

As we grow up in our families and go through school, we come to favor certain intelligences and use those over and over. Knowing which of these you are strongest in can help you find work you're best suited to.

How do we know which intelligences are needed in a job?

We bring who we are into our careers and jobs. Once you know what your unique intelligences are, you can look for jobs that put the emphasis on those.

Different Multiple Intelligences are used in different jobs. Guess what kind of intelligence a guitar-player needs? What about a gymnast, or a hockey player? What kind of intelligence does a cartoonist need? Knowing what kind of intelligences you have developed a preference for, will allow you to look for jobs where those intelligences are needed.

For example, if you knew you had a highly developed artistic intelligence, but couldn't sing a note, or play a musical instrument, would you look for work in the 'Field of Music'? If you did, you'd be at a major disadvantage, and you'd soon find that out. You would be much more successful, following your natural intelligence into the 'Field of Art'.

And if you had a highly developed 'naturalist' intelligence, it would make more sense to look for work doing something related to nature, or the environment.
How can we develop/strengthen those we are weak in?

Some people are able to use a number of these intelligences equally well, but that is rare. In school the emphasis may be on doing well in math and languages. But if these are not your strengths, be aware of the kinds of intelligences that you are strong in.

The most important thing is not to feel inadequate, if the intelligences you excel in, are not the ones being rewarded where you happen to be at the moment. Understand how intelligences develop, and value yours.

Find work that capitalizes on your particular intelligences. That's where your gifts will be valued, and where you will find fulfillment. You will find out in Part 2 of this Career Program how to research jobs that need your intelligences. You may likely find others in that workplace with intelligences similar to yours. That would be a nice bonus.

But if you want to increase or enhance your strengths in any of these intelligences, you could try the suggestions at: 60 Ways to Boost Your Intelligences. However, remember, it's not always easy to grow in an intelligence that's not natural for you. You can't force it.

If it doesn't work out, that's Ok too. Focus on your strengths and make the most of those. Our intelligences define who we are. Recognize yours and value who you are.

You might also take a look at the Career-Chart below to see how intelligences are linked to various job types.

Back to the Table of Contents
The 8 Multiple Intelligences Described

School Systems are just now beginning to recognize the Multiple Intelligences that were introduced to the world of education by Dr. Howard Gardner, in 1983. Below you'll find a brief description of eight of them.

8 TYPES OF MULTIPLE INTELLIGENCES

1. **Linguistic**
2. **Logical/Mathematical**
3. **Visual/Spatial**
4. **Bodily/Kinesthetic**
5. **Musical**
6. **Interpersonal**
7. **Intrapersonal**
8. **Naturalist**

**LINGUISTIC INTELLIGENCE**

This is the ability to use words and language with ease. These people think in words rather than pictures. They appreciate the subtle shades of meaning among words. For example they would distinguish between spilling something - "intentionally", "deliberately" or "on purpose".

They also have a strong appreciation of the rhythms, and sound of words, and are fascinated with the different ways they can use language to persuade, entertain, inform, comfort, motivate, manipulate or control others around them.

**LOGICAL/MATHEMATICAL INTELLIGENCE**

This is the ability to use reason, logic and numbers. These thinkers are good at seeing patterns and relationships and making connections between pieces of information. They are critical and relentless questioners.

They easily grasp the intricacies of complex problems and are attracted to computers and brain-teasers that draw on their reasoning abilities.

They need things to make sense logically and can get quite annoyed when things don't make sense. They enjoy the challenge of systematically and analytically working through a difficult problem to it's logical conclusion.
VISUAL-SPATIAL INTELLIGENCE

This is the kind of intelligence you call into play, when you are parallel parking your car on a busy street. It comes to the fore, when you are trying to find your way in unfamiliar territory, as you visualize or imagine in your mind’s eye, a map of where you are, and where you want to be.

This is also the intelligence you use when you are reading a novel, or hearing someone tell a story for the first time. It creates a movie of the characters and story action in your mind.

You often hear people say they were disappointed in the movie version of the story, because it didn't match the one they had created in their imagination, upon reading the book. It's the ability to form a mental 3D model of the spatial world and to manoeuvre and operate using that model.

BODILY/KINESTHETIC INTELLIGENCE

This is the kind of intelligence we use when you co-ordinate your mind with your body. It is especially highly developed in athletes, dancers, gymnasts, circus performers — people who use the body in precise and exacting ways.

For example, those who win at sports, are able to quickly make their bodies move, and do what they can imagine them doing in their minds. Athletes and entertainers who are strong on this kind of intelligence are highly paid for their skills. Notice that two kinds of intelligence are combined here: Kinesthetic and Visual-Spatial.

MUSICAL/ACOUSTIC INTELLIGENCE

Musical Intelligence is more than what you might think. It's the ability to use sound and make it work for you. It refers to the type of intelligence that learns and remembers better, from hearing information as in lectures, audio books. It is found in people who are sensitive to sound, and can discriminate fine nuances of sound vibration, such as those who can detect, what kind of bird is singing, from the sound it makes.

It is also found in those who have a facility for languages, who can reproduce the accent of the native speaker. They can pick up a language and sound like native speakers. On the other hand, it can apply to those who are easily disturbed by discordant sounds in their environment.

You'll find those with "musical/acoustic intelligence" in the Music Field, but it is also used in other fields. Can you think of other ways to use this intelligence?

People with this intelligence know how to change the tone of their voice for effect. It also applies to those who can't hold a note themselves, but know how to appreciate music.

Musical Intelligence notices non-verbal sounds in the environment that others barely hear: the sounds of nature, the sound of a leaking tap, a buzzing fly - even the sound of silence.
INTERPERSONAL INTELLIGENCE

Interpersonal Intelligence is another familiar multiple intelligence which is easily recognized. People who do well in sales, politics, public speaking, and the entertainment industry — all have a gift for handling people.

They may not know how they do it, but they have a highly developed sensitivity or insight into how people feel, and they can use that intelligence to manipulate, persuade, entertain, comfort, please, or control people in negative or positive ways.

This intelligence is found in very sociable people who are naturally skilled at working with groups or on teams.

INTRAPERSONAL INTELLIGENCE

Intrapersonal Intelligence has been misunderstood for many years. It gives a person a deep knowing about subtle aspects of people, situations, and things around them.

This kind of intelligence is extremely discriminating, noticing any change, and being consciously or unconsciously aware of the inner workings of anyone or anything they come in contact with. They can express that intelligence through writing, music, art, movement, even through the Fields of Spiritual and Psychic Experience.

This is the most private of all the multiple intelligences. They prefer to flow their way through life, sensing and knowing intuitively the best response in any situation.

They tend to be quiet, reflective, and not to talk a lot. They are very much at home in the field of Alternative Health Care, or any type of work that uses their special intelligence.

NATURALIST INTELLIGENCE

People with a highly developed Naturalist Intelligence are drawn to work with some aspect of nature. They have a special awareness of their environment. They instinctively recognize, understand and appreciate the patterns and relationships they see in nature.

They have the ability to pick out details about birds, animals, stones, clouds, trees and plants, that others never see. They understand animals, how the weather works, and can cultivate beautiful gardens.

They may show unusual interest in subjects like biology, zoology, botany, geology, meteorology, paleontology, astronomy, archeology and even anthropology.

This kind of intelligence is highly developed in people who depend on nature for their survival. But it is becoming more valued today, as we become increasingly sensitive to the needs of the natural environment around us.
HOW WE DEVELOP OUR INTELLIGENCES

The family has a strong influence on the way our multiple intelligences develop. Look what happens in these examples . . . .

**The Kinesthetic Sports Oriented Family**

What kind of intelligence do you think a child who grows up in a family, where body movement is important, will develop?

From the time Sasha is old enough to participate, he is given a skateboard and joins his brothers in developing his technique. His parents jog every morning. On weekends they attend "The Game".

He also sees neighbors and friends at the games he goes to. They all watch sports on TV, and talk about sports celebrities.

In summer, they go camping, swimming and canoeing, at the lake. In winter, it's skiing, hockey, tobogganing. Everyone he knows is active in some form of movement.

A child who grows up in this environment has a kinesthetic intelligence modeled for her/him everyday. It is natural for them to have a tendency to be strong in Kinesthetic intelligence.

Of course, as with anything, there are exceptions. We all know of the person who grows up in a family where they just don't seem to fit in.

They prefer a different kind of intelligence than all the others in their family. They will experience a lot of pressure to conform to the type of intelligence that is dominant in the family.

If you know of someone like this, you can do them a real favor by encouraging them and helping them to appreciate their different kind of intelligence. So they don't feel so isolated and lose their self-confidence.

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The Technologically-Minded Computer-Oriented Family

Contrast that with Harry, who grows up in a family where computers are on everyone's mind. He sees them being taken apart, sees parts piled up in boxes, and cables everywhere.

He sees computer magazines lying around his home, hears people brag enthusiastically about their triumphs in finding new ways to do things on the computer. He sees and experiences their excitement as they share and help friends with computer problems.

His father is a systems analyst, his mother is a webmaster. His big brother plays video games on the computer all the time. His sister has an avatar, tweets and networks with her friends on the internet in social networking groups.

Everyone in the house has one or more computer-related device for uploading, and downloading and listening to music. There is a lot of emotion focused around computers, cameras, ipods, iPhones... all things technological.

Computer jargon begins to roll off his tongue early, from the time he can talk. When Harry reaches the age when he is able to use fine motor skills with his fingers, he isn't out playing with the other kids. He spends most of his time in front of a computer, playing video games. He lives in a virtual world.

Playing to him means computer interaction - he plays online with the kid down the street who is at home, sitting in front of his computer. Everyone in his world talks about computers, plays, surfs, and socializes on the computer.

What Multiple Intelligences is Harry likely to develop?

Depending on the emphasis in his family, Harry could develop: logical-mathematical, visual-spatial, musical, possibly a linguistic intelligence- depending on how much language is part of his computer experience. It all depends on how the family lives and moves in their digital world, and how he is encouraged in his computer usage as he grows up, and interacts with his friends.

Ready to Discover Your Intelligences?

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Multiple Intelligences Inventory

Instructions on How to Take This Inventory

The Brain learns to think using at least 8 difference multiple intelligences. We all have these 8 intelligences developed in us to some degree.

This Multiple Intelligences Inventory will help you to discover which of these intelligences you have developed a preference for, in your life.

The Sections in Part I below are not named, to allow you, if you so choose, to take this test in a fun way, without being influenced by knowing the Intelligence it refers to. Follow the directions closely.

1. Read through the statements under each Section in PART I.
2. Tick off those you agree with. Leave the others blank.
3. Work quickly, the first impression that comes to mind, is usually the most accurate.
4. At the end of each section, total the number of items you have ticked.
5. PART II will give you the key to the Intelligence for each section.
6. Rank your intelligences from highest to lowest in PART III - My Intelligences Profile.

PART I

SECTION 1

_____ I enjoy writing and keep in touch with friends by letters and email.
_____ I am good at remembering details.
_____ I enjoy word games such as Scrabble and Crosswords.
_____ I enjoy reading, books, magazines, and surfing on the internet.
_____ I'm pretty good at spelling.
_____ I enjoy learning the meaning of new words.
_____ I like journaling my thoughts and ideas.
_____ I can easily explain things, when necessary.
_____ When I buy something new, I read the instructions before using it.
_____ Taking notes helps me remember and understand.

_____ TOTAL FOR SECTION 1
SECTION 2

_____ I am organized and have an orderly mind.
_____ I pride myself in being a good problem solver.
_____ Disorganization and disorder can really exasperate me.
_____ I tend to look for patterns in things.
_____ I like instructions to be laid out in a step-by-step methodical way.
_____ I am skeptical of anything that can't be explained logically.
_____ When fixing something, I will sort through the pieces to see where they fit.
_____ Troubleshooting is natural for me.
_____ I look for things to make sense, if they don't I may dismiss them.
_____ Brain teasers are enjoyable for me.

_____ TOTAL FOR SECTION 2

SECTION 3

_____ While reading a story, I'll have a video of it running in my head.
_____ I am fascinated by Interior Decoration.
_____ I could really get into Arts & Crafts.
_____ When on a trip, I prefer following a map, rather than written directions.
_____ I enjoy Movies, YouTube, TV, Videos, anything I can sit back and watch.
_____ Painting, drawing, photography appeal to me.
_____ When trying to remember something, seeing it in a visual form really works.
_____ In trying to analyze or fix something, I find diagrams, graphs, & charts helpful.
_____ I can easily visualize and solve 3D puzzles.
_____ I have a big imagination, and love DayDreaming.

_____ TOTAL FOR SECTION 3

SECTION 4

_____ I'm task-oriented, a Doer, who likes to get the job done.
_____ I enjoy working with my hands.
_____ Sports, working out, any form of physical activity is important for me.
_____ It is natural for me to gesture with my hands when talking.
_____ Modeling it for me, is better than explaining how to do it in words.
_____ I can enjoy dancing.
_____ I like working with tools and any kind of equipment.
_____ Inactivity is more tiring to me, than being very busy.
_____ In a group, I'm known to fidget, tap my fingers, play with a pencil, move around.
_____ In trying to fix something, I'll handle the pieces to get a feel for them.

_____ TOTAL FOR SECTION 4
SECTION 5

_____ I like having soft background music playing, when I'm doing something.
_____ I notice sounds in my surroundings, that others may not consciously notice.
_____ My body likes to move to the rhythm of music.
_____ I would like to play a musical instrument.
_____ I often find myself humming, singing, or whistling.
_____ I appreciate poetry that rhymes.
_____ Discordant sounds can distract me from what I'm doing.
_____ I find the sounds of nature, energizing, uplifting and relaxing.
_____ I easily pick up foreign accents, pitches and voice tones.
_____ I sometimes hear music playing in my mind.

______ TOTAL FOR SECTION 5

SECTION 6

_____ I love to be out in nature.
_____ I am keenly aware of environmental issues.
_____ Categorizing helps me create order in dealing with new information.
_____ I believe in recycling, and practice it in my personal life.
_____ I strongly support our country's National Park System.
_____ I have a special connection with animals.
_____ I take a special delight in the orderly classification of plants, animals, birds, rocks.
_____ In fixing something, I'll look around for a prop in the environment to assist me.
_____ I like to have reminders of nature, such as plants, or animals around me.
_____ I really enjoy flowers, trees and tending a garden.

______ TOTAL FOR SECTION 6

SECTION 7

_____ I learn best in socially supportive groups.
_____ I like to join groups, clubs, or organizations.
_____ I equally enjoy serious debate or a friendly chat.
_____ If something breaks, I'll find someone to fix it for me, or help me fix it.
_____ In groups, I have no problem volunteering as a leader.
_____ I'm good at sensing how others feel.
_____ I consider myself more of a 'collaborator' than a 'individualist'.
_____ I care about people, especially my friends.
_____ Relationships are more important than making my point at the expense of others.
_____ When necessary, I'm easily able to put others at ease.

______ TOTAL FOR SECTION 7
SECTION 8

_____ I trust my intuition or gut feeling about things.
_____ I find that I can be strong-willed, independent and opinionated, at times.
_____ I learn best when I have an emotional attachment to the subject.
_____ I prefer not to be in large groups of people.
_____ Social injustice and fairness are emotional trigger points for me.
_____ I like to journal my thoughts and ideas.
_____ I want to know the reasons underlying an effort, before taking part in it.
_____ When something agrees with my value system, I will support it wholeheartedly.
_____ I like to be socially responsible and take part in social causes.
_____ In trying to fix something, I may first consider if it's really worth the trouble.

_____ TOTAL FOR SECTION 8

Key - Identify Each Section Here

Section 1 – LINGUISTIC INTELLIGENCE
Section 2 – LOGICAL-MATHEMATICAL INTELLIGENCE
Section 3 – VISUAL-SPATIAL INTELLIGENCE
Section 4 – BODY-KINESTHETIC INTELLIGENCE
Section 5 – MUSICAL INTELLIGENCE
Section 6 – NATURALIST INTELLIGENCE
Section 7 – INTERPERSONAL INTELLIGENCE
Section 8 – INTRAPERSONAL INTELLIGENCE
PART IV

My Multiple Intelligences Profile
Rank your multiple intelligences below, from most to least preferred.

1 ____________________________________
2 ____________________________________
3 ____________________________________
4 ____________________________________
5 ____________________________________
6 ____________________________________
7 ____________________________________
8 ____________________________________

CONGRATULATIONS!

By completing Part 1 of the Career Assessment Program, you have taken the first step in gathering valuable information about yourself, that will be helpful in finding the kind of work that is a natural best fit for you.

Keep your results, so that you can refer back to them during The Career Exploration Phase in Part 2.

If you would like to enhance the intelligences that you scored low on, look at 60 Ways to Boost Your Intelligences in the next section.

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60 Ways to Boost Intelligences

In this section you will find ways to .

1. Boost Your Linguistic Intelligences
2. Boost Your Logical-Mathematical Abilities
3. Boost Your Visual-Spatial Abilities
4. Boost Your Body-Kinesthetic Abilities
5. Boost Your Musical Abilities
6. Boost Your Interpersonal Abilities
7. Boost Your Naturalist Abilities
8. Boost Your Intrapersonal Abilities

How much can you improve your Intelligences?

Any intelligence can be enhanced or strengthened. It only depends on how much time you are willing to give to practicing using it. In this section you will find many ideas that will increase your intelligence in a particular area.

Pick one that you are low on, and select some of the exercises suggested here. Play with the activities like kids do. Soon you will have access to more of the intelligence you want to boost.

Boosting Your Linguistic Intelligence

1. Play a word game like Scrabble with someone with highly developed linguistic ability.
2. Do crossword puzzles and other word puzzles in the newspaper.
3. Spend time in libraries or book stores and browse through books, periodicals and magazines.
5. Read versions of the great classics of literature. Then download or rent the movie version. How did the movie differ from the original story?
6. Really listen to the language used in popular songs.
7. Help someone with a writing project.
8. Read Reader's Digest especially the section where you can add one new word to your conversation everyday.
5 Easy Career Tests to Do Right Now!

9. Write poetry and share it with someone you trust to appreciate it. Submit your work to a publisher.
10. Strike up an email or snail mail correspondence with someone you know in another city.
11. Practice explaining things to someone you know, and ask them how you did.
12. Try using new words in your conversation that you are unaccustomed to using.

Boosting Your Logical-Mathematical Intelligence

1. Make a list of scientific terms you don't understand and look for explanations.
2. When you are shopping, try to calculate the amount of the bill before the cashier rings up your purchases.
3. Pick a scientific discovery and research when it was made. e.g. that earth revolves around the sun and not vice versa.
4. Learn how to play chess.
5. Work with someone else who likes to figure out answers to math problems.
6. Gift yourself with $500,000 and build a virtual stock portfolio. Track your stocks daily.
7. Turn to the Science Channel on TV.
8. Estimate how many vehicles will pass a certain point on the street in the next 5 minutes. How will the time of day affect your observations.
9. Guess how many SUVs will pass you on the street today compared to other cars.
10. Guess what the ratio of red cars to blue cars are on the road today.
11. Read a mystery story, and try to figure out the ending from the clues given.
12. Play video games requiring logic to solve puzzles.

Boosting Your Visual-Spatial Intelligence

1. Learn how to use computer graphics applications.
2. Look at collections of photographs by famous photographers. Ask yourself what makes them special.
3. Look at maps and globes of the world, and try to see relationships.
4. Tell a story, using pictures only.
5. Think about how you'd redecorate your room, apartment or your home. Draw sketches of your ideas.
6. Look at clouds, buildings, landscapes, and see different shapes and outlines in them.
7. Design yourself a business card.
8. Think about how you'd get from one place in your town to another. What direction would you give to someone else? What are the important visual landmarks?
9. Take a fresh look at your favorite films or videos. What colors are important? What camera tricks were used to create the special effects?
10. Learn how to paint, or draw. Practice doodling.
11. Put up your own website.
12. Use emoticons in your emails.

Boosting Your Body-Kinesthetic Intelligence

1. Sign up yourself and your pet for Obedience or Agility or Field Trials courses. And practice everyday.
2. Learn to tap dance, line dance, square dance, the Tango, Spanish dancing, Latin American, African dance.
3. Take a martial arts class.
4. Learn to figure skate, or join a field hockey team or the curling team.
5. Play tennis, badminton, pool.
6. Take a sign language course.
7. Take up a sport you've never done before: horseback riding, bowling, skateboarding, skydiving, parasailing, white water rafting.
8. Get a Do-It-Yourself Book. Watch Do-It-Yourself Home Decorating Progs on TV.
9. Learn to change a tire, or change the oil in your car. Practice this skill.
10. Undertake a project in your garden. Use only hand tools to do the job. Avoid using power tools.
11. Every time you see a dog or cat stretch, do the same.
12. Take a craft course like woodworking, get involved in a hands-on project.

Boosting Your Musical Intelligence

1. Call a friend on their birthday and sing happy birthday into their answering machine.
2. Sing in the kitchen, Sing in the shower, Sing in the car.
3. Take music lessons on an instrument you've always wanted to play - drums, saxophone, the harp, trombone.
4. Take a walk in the woods, and listen to the sounds of nature, a waterfall, the different bird calls, the sounds of silence.
5. Go to a Karaoke Club with friends and join in.
6. Visit music sites on the Internet and read what people are saying about different kinds of music.
7. Go to free concerts and recitals, hear local jazz, blues, country singers at community centers, neighborhood houses, churches, etc. Let the rhythm, the beat of the music get into your bones.
5 Easy Career Tests to Do Right Now!

8. Trade CDs with friends and relatives and make an effort to listen to a wider range of music: rap, rock, classical, folk, choral and nature sounds. Aim for at least an hour a week.
9. Learn more about the lives and careers of famous musicians today's and yesterdays stars.
10. Make up your own lyrics to familiar tunes.
11. Watch a scary movie (or romantic, or thriller flick) and try to be conscious of the background music they use and how it enhances the emotional high you are experiencing.
12. Be consciously aware of the sounds in your immediate environment wherever you go.

Boosting Your Interpersonal Intelligence

1. Get in the habit of introducing yourself to others. A good place to mix with people is in the Food Court of a Mall or people sitting on park benches. Approach people who are sitting alone and introduce yourself saying: "Hello, I'm Jim/Judy. May I join you." Be careful who you approach.
2. Offer to work on a community project. Keep a journal of all the things that happen to you on this project.
3. Thank people who serve you in stores, banks, restaurants, wish them a good day.
4. Speak to the security guards on the doors of banks, stores, if they look like they could use a word of recognition.
5. Give someone a compliment about a task that they have accomplished. Notice something about the task that you particularly like.
6. When you feel an emotion, learn to express it in a non-threatening way.
7. Watch body language. What does it tell you about the person who is doing it?
8. Find a book on body language and study it.
9. Tell someone you know about a time they did something for you that you remember and appreciate.
10. Take a course in Conflict Mediation. Use the techniques you learn to resolve issues in your workplace.
11. Communicate non-verbally.
12. Join a group and look for ways to contribute to group discussion.

Boosting Your Naturalist Intelligence

1. Go for a hike or nature walk. Use binoculars to get a closer look at the wildlife and other surroundings.
2. Get a CD or Sky Chart on Astronomy and learn more about the planetary constellations and the galaxies.
5 Easy Career Tests to Do Right Now!

3. Get into reducing, re-using, and recycling your garbage.
4. Develop your knowledge of birds with a bird book that will help you identify them, learn about their habits and migration patterns. Invite birds to your window with a bird feeder.
5. Plant a small garden, weed and water it and watch it grow. What kinds of pests do you need to watch for.
6. Look for environmentally safe ways to protect your plants from pests.
7. Collect herbs and dry them. Use them for infusing teas. Study how herbs are used to treat various ailments.
8. Observe the color combinations you see in nature. Try dressing in those colors.
10. Subscribe to a Nature Magazine.
11. Search for websites that address environmental concerns.
12. Think about how you can help promote the protection of the environment.

Boosting Your Intrapersonal Intelligence

1. Decide on a simple goal for today, the end of the week, the month. Write it down. Achieve it. Record the outcome. If you fall short, set another goal and try again to reach it.
3. Do something different for yourself. Change your routine. Rearrange your apartment. Change your hairstyle or hair color.
4. Notice when someone around you looks a little lost. Try being nice to them.
5. Be a mentor to someone. Meet with them regularly. Work out a plan together to help them in some way or just spend some time together and be interested in what they like.
6. Read articles on healing, self-improvement, New Age information on the Internet. Try to understand the new mindset.
7. Read about your Dream Job. Do one thing to move towards it? Do it. Practice moving towards it.
8. Read Eckhart Tolle's "A New Earth: Awakening to Your Life’s Purpose". Practice being present and living in the moment.
9. Be calm, spend some time in meditation. Try yoga to strengthen your focus.
10. Think about your day: Did you miss an opportunity to help someone? Could you have been nicer or more thoughtful and less aggressive in your interactions?
11. What did you learn today? At the end of each day: Keep a journal about your thoughts and feelings for each day.
12. Practice spending a quiet day by yourself, without talking very much to anyone.
Multiple Intelligences Career Chart

This Career Chart gives a Short List of some common careers or occupations associated with the 8 Multiple Intelligences we have been talking about. You will notice some of these careers are listed under more than one intelligence. That's because almost every career uses a blend of several intelligences.

Your Goal:

To match your Primary Intelligence to a job that uses more of that intelligence than other intelligences.

Instructions on How to Use This Career Chart

➢ Read through the lists under each intelligence
➢ Check the ones that you believe you could enjoy doing
➢ Total the number checked in each column
➢ The columns with the highest totals are Primary Intelligences you use.

Notice the kinds of careers that fall under each of the intelligences you are high in.

For Example:

George has a strong Interpersonal Intelligence. He will bring that to any line of work that he's interested in. Some types of work, however, will use this intelligence more than others. Those are the careers George needs to focus on.

Which Intelligences are Dominant in Each Job?

The list shown on the Career Chart is intended as a guide, to give you an idea of the kinds of jobs or careers, you can expect to find under each kind of intelligence. Once you get the idea, you can easily recognize which jobs are dominant in which intelligence. It's really a matter of using one's Common Sense, when looking at work types.

By now, you should now have an idea of which intelligences you tend to use in your everyday life. Trust your own inner guidance, and use this Career Chart as a General Guide.
## CAREER CHART

<table>
<thead>
<tr>
<th><strong>VERBAL-LINGUISTIC</strong></th>
<th><strong>LOGICAL-MATHEMATICAL</strong></th>
<th><strong>VISUAL-SPATIAL</strong></th>
<th><strong>BODY-KINESTHETIC</strong></th>
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<tbody>
<tr>
<td>attorney</td>
<td>accountant</td>
<td>architect</td>
<td>actor</td>
</tr>
<tr>
<td>comedian</td>
<td>auditor</td>
<td>artist</td>
<td>athlete</td>
</tr>
<tr>
<td>curator</td>
<td>computer analyst</td>
<td>computer programmer</td>
<td>carpenter</td>
</tr>
<tr>
<td>editor in publishing</td>
<td>computer technician</td>
<td>engineer</td>
<td>computer games</td>
</tr>
<tr>
<td>historian</td>
<td>database designer</td>
<td>film animator</td>
<td>designer</td>
</tr>
<tr>
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<td>detective</td>
<td>graphic artist</td>
<td>craftsperson</td>
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<td>economist</td>
<td>interior decorator</td>
<td>dancer</td>
</tr>
<tr>
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<td>engineer</td>
<td>photographer</td>
<td>firefighter</td>
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<tr>
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<td>lawyer</td>
<td>mechanic</td>
<td>forest ranger</td>
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<td>mathematician</td>
<td>navigator</td>
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<td>network analyst</td>
<td>outdoor guide</td>
<td>mechanic</td>
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<td>physician</td>
<td>pilot</td>
<td>personal trainer</td>
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<td>physicist</td>
<td>sculptor</td>
<td>Phys Ed teacher</td>
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<td>researcher</td>
<td>strategic planner</td>
<td>physical therapist</td>
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<td>statistician</td>
<td>surveyor</td>
<td>surgeon</td>
</tr>
<tr>
<td>language translator</td>
<td>bookkeeper</td>
<td>urban planner</td>
<td>yoga instructor</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>MUSICAL</strong></th>
<th><strong>NATURALIST</strong></th>
<th><strong>INTERPERSONAL</strong></th>
<th><strong>INTRAPERSONAL</strong></th>
</tr>
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<td>air quality specialist</td>
<td>actor</td>
<td>actor</td>
</tr>
<tr>
<td>choir director</td>
<td>anthropologist</td>
<td>administrator</td>
<td>artist</td>
</tr>
<tr>
<td>conductor</td>
<td>astronomer</td>
<td>communications manager</td>
<td>career counselor</td>
</tr>
<tr>
<td>disc jockey</td>
<td>botanist</td>
<td>cruise director</td>
<td>consultant</td>
</tr>
<tr>
<td>music comedy actor</td>
<td>dog trainer</td>
<td>customer service rep</td>
<td>criminologist</td>
</tr>
<tr>
<td>music critic</td>
<td>environmental lawyer</td>
<td>dental hygienist</td>
<td>energy healer</td>
</tr>
<tr>
<td>sound editor</td>
<td>farmer</td>
<td>group mediator</td>
<td>futurist or trend</td>
</tr>
<tr>
<td>music lawyer</td>
<td>gardener</td>
<td>human resources manager</td>
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<td>writer</td>
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In Conclusion

Now that you have finished working through Part 1 of this Career Assessment Program, "How To find Your Best Career Match: 5 Easy Career Tests to Do Right Now!" You should have a pretty good idea of the kind of environment you'd like to work - or maybe play - in, what your personality type is, what motivates you, which intelligences you prefer to work with, and which work values are important to you.

Next comes the Career Exploration part of the program. You will find that in Part 2: "Tips & Strategies For Career Exploration - How to Claim Your Dream Job - A Research System That Really Works!"

This is where you do your Job Research, to find out what's out there in the workplace, that matches your needs. This job research should lead you to your "Field of Interest". Once you have identified the 'Field' you want to work in, you will be choosing an occupation or Job in your Field of Interest. We call this your Dream Job.

Career Exploration begins broad and then narrows down to a few select areas. It involves looking at the kinds of occupations or 'Fields of Interest' that interest you, and finding something that triggers an emotional reaction. It can be bliss or revulsion, as in the case of having a Passion for Justice, where you fight for the underdog, because you hate how they are taken advantage of.

When you find something that makes you sit up and take notice, that you have a passion for, you will have identified your 'Field of Interest'.

There will be one Job within your Field of Interest, which will maximize your individual gifts and talents, at this time. You will claim this as your Dream Job.

At last, you'll be on-track to doing something you can enjoy, that you'll love doing - something that you'd do even if you weren't paid. You will have found a Career - that will last a Lifetime.

Part 2 gives you the system that will take you smoothly step-by-step through the Research Phase. You'll know exactly what you are doing, and why. And I will accompany you along the way, sharing with you stories and examples of how it's all done.

See you in Part 2 . . .

Mary Joan

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GLOSSARY OF TERMS

BEST CAREER MATCH - a 'Field of Interest' - a Career Stream matching your gifts, personality traits, interests and motivators. It's something you want to stay in, get better at, are committed to with your whole being. Your Passion, your Life's Work.

CAREER - an occupation within a "Field of Interest" that allows you to move through a series of Jobs in that "Field", as you grow in skill, and competence. For example:

- **FIELD**: Health Services  **OCCUPATION**: Nursing  **JOB**: Clinical Nursing in Hospitals, Private Nursing, Teaching Nursing, Healthcare Manager, Medical Writer, Patient Advocate, Legal Nurse Consultant, Medical Equipment Sales.

- **FIELD**: Hospitality  **OCCUPATION**: Hotel Industry  **JOB**: Front Desk Clerk, Hotel Manager, Kitchen Management, Dining Room Host, Concierge, Guest Services Manager, Sales, Reservations, Spa Services, Housekeeping.

CAREER COUNSELORS help you make decisions and plans related to life/career directions. They work primarily in the workplace, but can also be hired to work within a school system. They help you get to know yourself, by providing Career Tests which point to the most suitable work to apply for, or training to take, to get ready for a career. They also coach and support you in your job search by teaching Job Hunting Strategies, Job Interviewing Skills, and Resume Preparation.

DREAM CAREER - a career that you have determined is the Best Career Match for you. It fits your personal needs: your preferred work style, your individual work values, your personality type, uses your natural motivations and capitalizes on your preferred intelligences. It survives all your research. It consistently excites you, and energizes you. And you can realistically train for this job.

FIELD OF INTEREST - Choosing a 'Field of Interest' or a 'Field of Work' (occupation) is as important as choosing the particular Dream Job you will do in that 'Field'. The work you do, is the golden thread that you will weave, all through the tapestry of your life. You need to get it right.

When you choose this focus area or career direction, through your Career Exploration Research, you are choosing more than a list of activities you will be doing, you are also choosing a 'Lifestyle'.

GUIDANCE COUNSELORS work exclusively within the School System. They must have teacher training. In the High Schools, they provide vocational guidance for students, to get them ready to transition from school to the workplace. They teach how to do Informational Interviewing, arrange for Job Shadows, visits to Open House Events, and Career Fairs. They may invite guest speakers to come in and talk to students about their jobs/careers. In addition they do vocational testing and personal counseling. Also called: 'School Counselors' or 'Vocational Counselors'.

OCCUPATION - one of many possible career streams that may fall within a Field of Interest.
GLOSSARY OF TERMS Cont'd.

**JOB** - a limited series of pre-defined tasks that an employee is paid to perform within a particular occupation. Job Descriptions are determined by the employer.

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