

Brief Definitions of the iWAM:

“People who urge you to be realistic generally want you to accept their definition of reality”

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The previous chapter provided an overview of the motivational and attitudinal patterns in the iWAM. This chapter contains a brief description or definition of what a high score on a particular pattern means. Descriptions or definitions of the forty-eight patterns help the test-taker or professional interpret the results of an iWAM test. The forty-eight patterns are grouped into sixteen (16) clusters, each of which is also labeled.¹

Operating Factors

The 16 *operating factors* are presented as binary patterns. For each pair, the first scale is defined in a regular font; *the other scale in italics*. The definitions are for high scores on the pattern.

Action Level: (a) Initiation vs. (b) Patience and Reflection

- a. This person has a tendency to initiate, to start things.
- b. *This person has a lot of patience and will tend to react.*

Action Direction: (a) Goal Orientation vs. (b) Problem Solving

- a. This person is motivated to focus on a goal and to maintain that focus over time.
- b. *This person tends to focus on what could go wrong and is motivated to find and solve problems.*

Evaluation Reference: (a) Individual Motives vs. (b) External Reference

- a. This individual wants to make the decision. Internals provide their own motivation.
- b. *This person needs decision advice from or the decision to be made by someone else.*

Task Attitude: (a) Alternatives vs. (b) Procedures

- a. This person is always looking for a better way; an alternative.
- b. *This person is motivated to follow the specified procedure.*

Task Orientation (Scope): (a) Breadth vs. (b) Depth

- a. This person likes to work with the big picture and thinks about large 'chunks' of information.
- b. *This person has a narrower focus and tends to want to focus on details.*

Communication Sort (Interaction): (a) Affective vs. (b) Neutral

- a. This person responds to people and their communication with nonverbal signals.
- b. *This person is motivated to focus on the content of the communication (the words or the message). This individual (if low on Affective) does not give nonverbal signals as part of his/her communications because they prefer privacy with regard to such things).*

Work Environment Type: (a) Group Environment vs. (b) Individual Environment

- a. People who score high want a lot of contact with people and like to have them around constantly.
- b. *People who are high in this pattern tend to want to work or be alone.*

Work Assignment Type: (a) Sole Responsibility vs. (b) Shared Responsibility

- a. People high in this pattern tend to want sole responsibility for the work they perform.
- b. *This person wants to share the responsibility with others and will often be motivated to work in a group or team setting.*

Need for Change (Relationship Sorting)

These patterns indicate an individual's orientation to *change*:

Sameness): This person prefers that everything to remain the same (status quo).

Evolution: This individual tends to want things to evolve over time; will tend to want to improve things; and adapts to change easily.

Difference: A person high in this pattern must have change constantly or frequently and is comfortable with big change.

Basic Motivation

These scales are based on McClelland's theory of and work in basic motivation.

- Power:** This person is motivated by situations where they have power, authority, and control over people and things.
- Affiliation:** This person is motivated by situations where people like them, where they can participate in taking care of other people, and where they can be a part of the group. How others feel about them can be motivating.
- Achievement:** This person is motivated by situations where they can achieve. High achievers tend to care about competency and may well be competitive in the work environment. Achievers may also want to be recognized for what they have achieved.

Distribution of Energy (Work Approach)

These patterns indicate how one wants to *distribute the available time and energy* with respect to tasks:

- Use:** This person is motivated to begin the task; may take action without planning or thinking through the project.
- Concept:** This person wants to understand or to develop an idea or theory; will want time to think things through.
- Structure:** This person is motivated to organize the resources, to make lists, and to identify relationships involved in the work.

Orientation in Time (Temporal Processing)

These patterns indicate how individuals are oriented in time:

- Past:** A person high on this pattern tends to concentrate on the past and to be critical when the present is not consistent with experiences or standards of the past.
- Present:** This person is motivated to concentrate on the present—the 'now'—and tends to be practical in terms of work orientation.
- Future:** This person likes to concentrate on the future and tends to be a dreamer or "conceptualizer"; may be motivated to do things like long-range planning or future invention.

Respect for Norms (Rule Structure)

Identifies how the individual is likely to be oriented to and to deal with personal and formal rules in a relationship or an organization.

- Assertive:** People know the policies and rules and are willing and able to tell others know what they should do.
- Indifference:** People low in this pattern have rules for their own lives and think that rules are important.
- Compliance:** People who are high in this pattern are sensitive to the rules in a context and may even need others to tell them the rules and policies to follow. When they know the rules, they are excellent examples of what the rules define as good conduct. **Tolerance:** People know the rules and policies for themselves but do not feel it is appropriate for them to impose those rules on others. People who are high in the pattern are motivated to deal with people who have rules very different than their own.

Convincer Patterns

The following patterns indicate how a person is convinced. The first four represent the *channels* by which they gather information; the second four are related to how the person *processes* those data in order to be convinced.

Convincer Channels

- Seeing:** People want to be able to see something in order to be convinced.
- Hearing:** People want to hear about something in order to be convinced.
- Read:** People want to read information or instructions in order to be convinced.
- Doing:** People must actually do it in order to be convinced about something.

Convincer Processors

- No. of Examples:** People high in the pattern must have the data a particular number of times in order to be convinced.
- Automatically:** High Automatics only need a small amount of or partial information and they project the rest of the information. Then, they decide based on the sum of their data plus their projections.
- Consistency:** People high in Consistency are never quite convinced. They need to get information a number of times or every single time to remain somewhat convinced.
- Period of Time:** People high in this pattern need to have the data remain consistent for period of time for them to be convinced. They typically want to think things over before being convinced.

Interest Filters

Interest Filters indicate what the individual needs to work with or to interact with in a role or job in order to feel fulfilled and successful. It is what must be in the environment or part of the job for the person to be satisfied.

- People:** A high People person likes to work with people and their feelings
- Tools:** A high Tools person works best with tangible tools and instruments.
- Systems:** A high Systems person likes to work with processes and systems.
- Information:** A high Information person likes to work with facts and knowledge.
- Money:** A high Money person is concerned about money and/or about keeping score.
- Place:** A high Place person is concerned about geographic or social/political position.
- Time:** A high Time person is concerned about managing time, managing schedules, and making deadlines.
- Activity:** A high Activity person tends to need activity and action.

Conclusion

These descriptions are by no means complete. They simply provide a first look at definition of each pattern when the score is high. Subsequent chapters will elaborate on the basic definitions presented here.