



3) What current constraints do you want to honor and acknowledge? Constraints could be financial or geographical limitations or physical disabilities or handicaps that affect your employability. For example, maybe you don't want to move to your dream city while your elderly parents need your help (motivator is **to live close to your parents**), or you need to keep your present income until your children are through college (motivator is **to earn enough income to pay for college tuition**). Or maybe you need to keep stress down due to a chronic illness (motivator is **low-stress work**).

“JOB FROM HELL” EXAMPLE

I'd be punching a time clock, with exactly 15 minutes for breaks¹ and a half hour for lunch at exactly noon. I'd get one week of vacation a year,² when my boss told me to take it. I'd work under incredibly close supervision,³ with the boss watching my every move.

I'd be working with machines and not allowed to talk or work closely with other people.⁴ When the machine breaks down, I'm expected to know how to fix it by myself.

The only time I get to talk to others is when I make cold-call sales calls to prospective customers, all of whom are complete strangers to me.⁵ I only talk to them once, and most of what I tell them is half-truths or outright lies⁶ in an effort to get them to buy my product.

The rest of my time is strictly “by the book”—there are lots of rules, and I'm forced to follow every one of them⁷ to the letter. The work is boring and repetitive⁸ and requires very little actual thought and absolutely no creativity. My work place is noisy and affords no privacy⁹—it's as if I live in “cubicle land.” I have to sit at a desk most of the day and am not allowed to get up and move around.¹⁰

The people I work with are a bunch of jerks. They have no emotional sensitivity and no interest in hearing about any ideas outside their own¹¹ very small frame of reference. Their idea of a great life is to make loads of money by any means possible, whether ethical or unethical, and then go spend it getting drunk and racing snowmobiles.

I have to make and sell a product that means nothing to me¹²; in fact, I really think most people would be better off without it. The work is very detail-oriented¹³ and I can't afford to neglect a single detail. There's no one I can delegate any of the detail work.

There is not one redeeming social quality¹⁴ in the work I do. There's lots of pressure from the boss to produce more and produce it faster.¹⁵ Furthermore, the atmosphere here is chaotic; nothing is ever in its proper place, and nobody ever seems to know what the hell is going on.

I live in a northern climate¹⁶ where there is snow and ice most of the year. I have to commute¹⁷ an hour each way through heavy traffic in a rather ugly industrial district in order to get to my job.

¹ flexible time

² leisure time

³ autonomy

⁴ work closely with people, not things

⁵ work with people I know

⁶ personal integrity

⁷ task freedom

⁸ variety

⁹ privacy

¹⁰ freedom of movement

¹¹ coworkers with emotional sensitivity and outside interests and similar values

¹² product meaningful to me

¹³ big-picture focus

¹⁴ redeeming social values

¹⁵ calm, relaxed, organized work environment

¹⁶ warm climate

¹⁷ short, pleasant commute