**REVIEW 12.3: Motivation and Work**

Tonya wants to apply her knowledge of psychology in a corporate setting, so she is taking courses in **1** psychology. She already knows that she doesn't want to work in human factors psychology, but now she must decide whether she wants to help match workers to skills as a(n) **2** psychologist, or she may want to help motivate workers and improve an organization's infrastructure, as a(n) **3** psychologist.

Tonya must also consider which type of work makes her feel happiest, most focused, and most involved, in other words, experience **4**.

For example, she may feel happiest analyzing a job, scripting questions, and training interviewers to avoid the interviewer **5** and perform a **6** interview that will pinpoint potential employees' strengths.

She may prefer working directly with employees, focusing on their **7** by encouraging them to attain a high standard, and attempting to increase employee **8** by finding ways for them to feel involved and satisfied with their work.

Part of Tonya's work in motivating employees would involve teaching managers effective management techniques. She would encourage managers to choose an appropriate **9** style, harness **10** strengths, and set specific, challenging **11**.

In selecting a leadership style, managers must choose between goal-oriented **12** leadership or group-oriented **13** leadership, and work toward managing with self-confident charisma.

The most successful leaders tend to have a **14** of a goal, an ability to **15** it clearly, and enough optimism and faith in the group to **16** others.

Answers may be found in the Appendix at the end of this booklet.