



# 8 WAYS OF BEING.

How to adjust your view on a situation to manage your motivation.

**WANT TO KNOW YOUR  
WAYS OF BEING?  
Take your Apter motivational  
styles inventory.**

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Understanding ourselves is the key to our development. However, it is in understanding our being, that the secrets of the reasons for our thoughts and actions reside: What impulses drive our choices? How do our motivations impact those around us?

Vice versa, understanding others and especially the reasons that dictate their choices or their actions can favour the success of relationships between individuals or within groups of people.

We all recognise that it's human nature to be complex and changing. Isn't it surprising, how exciting it can be when you're scared, like when taking a ride on a roller coaster or playing a dangerous sport like cycling or bike racing or even canyoning or skydiving? Do you sometimes find an activity boring when it usually distracts or relaxes you (such as reading, Sudoku, or crosswords...)?

The key idea of Reversal Theory (the scientific basis of the Apter method and Apter motivational styles inventory ©) is that our experience of reality is shaped by a series of alternative views on the world, determined by the state of mind we are in: a combination of four mental states. More precisely, there are four pairs of states and we "switch or reverse" from one state to its opposite over time. This allows us, among other things, to adapt. This also explains why we can be changeable and even, contradictory.

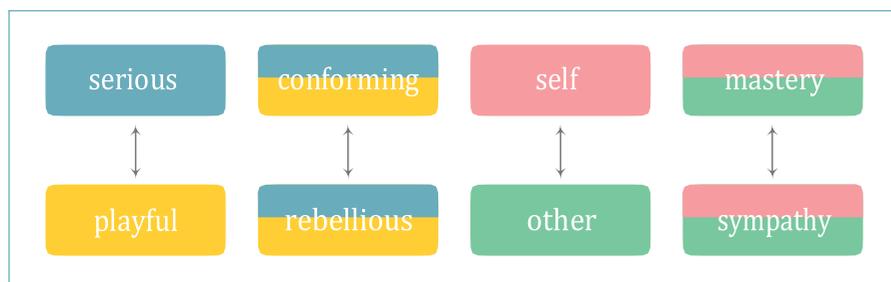
apter  
SOLUTIONS

# THE FUNDAMENTALS

## We react in different ways to the same events depending on the moment

We are inconsistent and changing. We react to different events in different ways, depending on the mood of the moment. And therefore, according to our state of mind: a combination of mental states motivates us to act, to react and to feel in different ways.

These states are "organised" into four pairs of opposite states:



At any moment, at least one of the two opposite states are active and determines our perception of the moment.

Overtime, each of us experiences these eight states, however, at different frequencies and durations. This characterises us in terms of personality and the Apter motivational styles inventory (AMSI©) allows us to better define it.

Effectively, having a good mental health requires that we broaden our motivations (or mental states). In other words, we develop our mental flexibility to better enjoy life and to better our coping skills.

In which situations are they more suitable? How are they perceived by others?

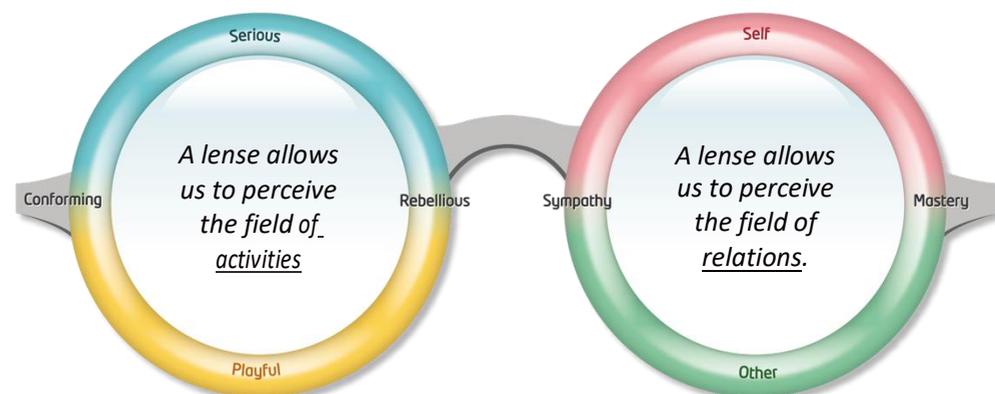
In the long term, knowing them better is also a guarantee of success or happiness: you'll gradually be able to learn to no longer be subjected to unpleasant situations. You can then choose which state is fit to put yourself into to change the situation or adapt to it.

We all have eight different styles of motivation that we use more or less often and in dynamic, changing ways.

This combination gives us the feeling of being in a particular state of mind and helps us understand reality in a pleasant or unpleasant, motivating or stressful way.

These eight ways of being or mental states are organised in four opposite pairs in terms of values: what is important in a state, may not be in the opposite state and vice versa. It is this orientation that leads us to be satisfied or on the contrary frustrated.

To understand, imagine these motivational styles like a pair of glasses. Two lenses which allow us each to perceive a part of reality.



## Apter's motivational styles inventory (AMSI) ©



This inventory, built by Professor Michael Apter's team, has been validated scientifically. It highlights the relative importance you place on the eight motivational states. It offers a wide range of useful and enlightening tools, both for work and personal life. It will allow you to understand your motivational changes and enhance your performance in all situations, and more in particular when you're confronted to change or stress.

### What does "being in a motivational state" mean?

A motivational state is a way of perceiving reality at a given time. It determines what we will like or dislike, find important or not and how we will want to react to what is happening around us (or not).

It is therefore a way of being at a given moment: you can "be playful" during this evening and love this catchy music or hate another that annoys you, find it important to have fun, laugh and dance... Then at another time "being serious" and giving meaning to this meeting with friends or to this piece of music, finding it important to take time to have fun or on the contrary, "being jaded" and finding it sterile to waste time with uninteresting activities...

In any case, you "are" yourself, totally motivated or demotivated and perceive the situation in a given way, to the exclusion of the other.

The purpose of this report is therefore to help you answer the following questions:

1) DIVERSITY: DO I REALLY HAVE ACCESS TO ALL THE STYLES THAT ALLOW ME TO EXPERIMENT IN VARIOUS WAYS THE DIFFERENT SITUATIONS?

2) ADAPTATION: AM I ABLE TO BE IN THE RIGHT STATE AT THE RIGHT TIME TO BE MOTIVATED RATHER THAN STRESSED IN DIFFERENT SITUATIONS?

3) EFFICIENCY: WHAT SKILLS OR STRATEGIES CAN I DEVELOP TO BE MORE EFFECTIVE IN THIS OR THAT STYLE ?



► To take your AMSI test and find out your motivations: <https://aptersolutions.org/diagnostics/diagnostics-listes>

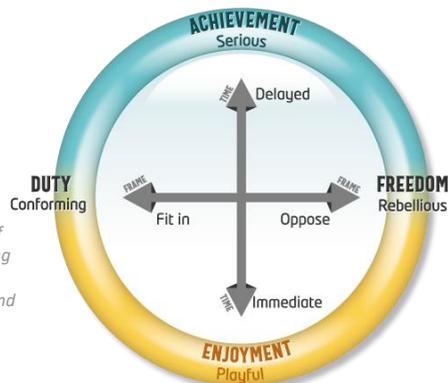
# DIVERSITY:

## FOUR WAYS TO PERCEIVE ACTIVITIES

**Style: Serious**

**Value: Achievement**

*Motivated by the pursuit of a goal, the progress towards or the achievement of a result. The action is perceived with regard to the importance of the goal to be achieved (meaning) or the consequences.*



**Style: Conforming**  
**Value: Duty**

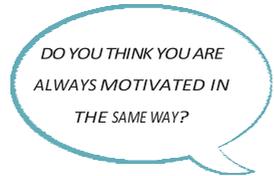
*Motivated by the feeling of belonging or that of agreeing with what is expected. The rules are seen as desirable and helpful.*

**Style: Rebellious**  
**Value: Freedom**

*Motivated by the pleasure of opposing, of being free, independent, different. The rules are perceived as restrictive, restrictive, or undesirable.*

**Style: Playful**  
**Value: Enjoyment in the moment**

*Motivated by the search for immediate pleasure. The activity is perceived in terms of the degree of excitement or stimulation it provides.*

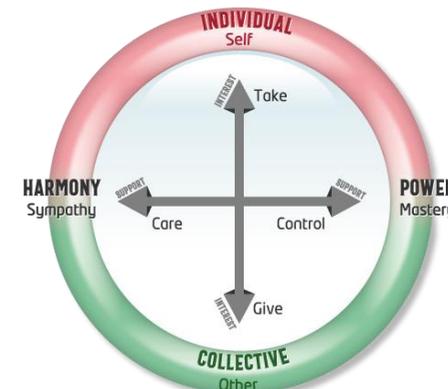


## AND FOUR WAYS TO EXPERIENCE RELATIONSHIPS

**Style: Self**

**Value: Individualism**

*Motivated by our own needs or interests, we perceive things in terms of the impact they have on us as individuals.*



**Style: Sympathy**  
**Value: Harmony**

*Motivated by affection, caring, we perceive interactions in terms of the quality of the relationship.*

**Style: Other**  
**Value: Altruism**

*Motivated by the needs and interests of others (the individual, the group, the team, society, etc.), we perceive things in terms of the impact they have on the other person(s) or others (the collective).*

**Style: Mastery**  
**Value: Power**

*Motivated by being competent, or in a position to control things, we perceive interactions in terms of power relationships.*



# SERIOUS / PLAYFUL

## The field of Goals – Means

### The destination or the route

In the waking state, we are constantly aware of having a goal and of being engaged in an action leading us to achieve it. The resulting objectives and actions give meaning or flavour to our lives. Sometimes it's the purpose and the meaning that matters, and sometimes it's the fun of the action itself.

When playing cards, you may at times feel that it is the pleasure of playing or spending time with friends that is important. At other times, it's winning the game that we think is more important. Often times we do things, not because they are pleasant in themselves, but because they lead to a result important enough to justify our efforts.

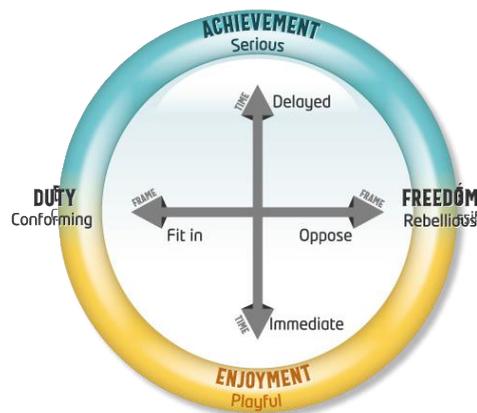
Completing a tax refund form is normally not something fun to do in itself, but we do it anyway because we believe it's important to be reimbursed for the tax in question.

It's possible to focus either on the end, the goal, or on the means or even, let's put it differently, to appreciate the destination or the journey. In the first case, we prefer delayed pleasure, while in the second, immediate pleasure.

At work, we distinguish between result and process. According to the terminology of the reversal theory, these two mental states are called the Serious state and the Playful state.

**Style: Serious**  
**Value: Achievement**

*Motivated by the pursuit of a goal, the progress towards or the achievement of a result. The action is perceived with regard to the importance of the goal to be achieved (meaning) or the consequences.*



**Style: Playful**  
**Value: Enjoyment in the moment**

*Motivated by the search for immediate pleasure. The activity is perceived in terms of the degree of excitement or stimulation it provides.*

A man in a dark suit is shown from the chest up, aiming a bow with a white arrow. He has a serious expression and is looking directly at the camera. The background is a plain, light-colored wall.

## SERIOUS

**BASIC MOTIVATION: ACHIEVEMENT**  
The feeling of progressing towards a goal

In this state, we are focused on the future and value what makes sense, whether the present moment is pleasant or not.

The action we take is motivated as a way to get to the goal. It is only a "how" while the goal is the ultimate motivation. If the action is pleasant, it is a plus, if not, too bad: it will be supported by the importance of the stake that represents the result of the action. Satisfaction arises from accomplishing or reaching the destination, regardless of the path taken to get there.

In this mental state, positive and pleasurable sensations are a relief, relaxation and the feeling of accomplishment. Negative or unpleasant sensations include anxiety or the feeling of being overwhelmed by lack of progress.

In the serious state, we can contribute to the performance of the team by:

- planning, giving direction and meaning;
- assessing risks realistically;
- thinking strategically;
- seeing a situation as a whole or as the bigger picture.

A close-up shot of a person's hands playing a guitar. The focus is on the fretboard and the strings. The background is blurred, showing other people in a dimly lit setting, possibly a concert or a club.

## PLAYFUL

**BASIC MOTIVATION: ENJOYMENT**  
The pleasure of doing something pleasant in itself

In the PLAYFUL state, we are focused on the present and place importance on immediate pleasures, no matter what sense it may have or the consequences that follow.

We conduct our actions for the pleasure of doing so. If they have a long-term interest, that's fine, but that's not what's important in this state.

Pleasure can be sensual (like eating, drinking), physical (sporting activity) or intellectual (reading, studying). The PLAYFUL state promotes spontaneity, impulsivity, risk-taking, a spirit of adventure. In this mental state, positive sensations include excitement, fascination and high levels of energy. Negative feelings, weariness, depression or lack of interest.

In the playful state, we can contribute to the performance of the team by:

- showing energy and enthusiasm;
- being creative, innovative;
- being passionate and arousing interest in the activity;

### Identify the reversal

*1/ You are working on a project which should have important implications for your service in the near future. At times, you are so absorbed in your work that you forget the ultimate stake of the project.*

*2/ After a more than lavish meal, you ask for the dessert menu. Suddenly, you find yourself thinking about your last health check and decide to give up dessert. The waiter arrives at your table with a trolley overflowing with desserts all as tempting as each other. You take a chocolate mousse with extra whipped cream.*

*Answers on the back cover.*

# CONFORMING / REBELLIOUS

## The field of Rules

### How do I experience rules?

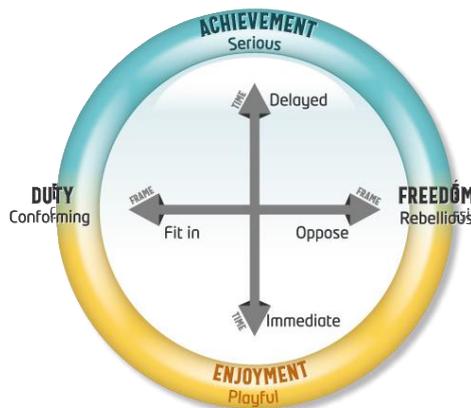
In this area, the term "rules" refers to all the things that govern what you force yourself and what you allow yourself to do.

This includes expectations, conventions, habits, etiquette and status quo. We have rules for everything we do: we cannot escape them. They exist even when we choose to ignore them. Think of all the groups to which we belong to and that have rules: work groups, schools, clubs, religions, families, teams, communities and neighbourhoods. At times, they give us a pleasant feeling of belonging. Sometimes they make us feel like we're trapped.

While most of the time we are happy to do what is expected, there are also times when any rule seems so restrictive, stuffy and makes us want to break free. This motivational state is the Transgressive state, in which we want to run away from the rules, be different, do things our own way, oppose and challenge conventions, enter into confrontation, even quibble. The other mental state is the Conforming state, in which we seek to fit in, "get into the mould", adapt, just "go with" and "go in the direction of the wind".

### Style: Conforming Value: Duty

Motivated by the feeling of belonging or that of agreeing with what is expected. The rules are seen as desirable and helpful.



### Style: Rebellious

#### Value: Freedom

Motivated by the pleasure of opposing, of being free, independent, different. The rules are perceived as restrictive, restrictive, or undesirable.



## CONFORMING

**BASIC MOTIVATION: DUTY**  
Doing what is right and good

Our motivation is experienced in terms of normality and fluidity and the rules as guarantees that things go well, "as it should be".

They can be explicit or implicit, directive or conventional, moral or practical, light or serious. In this mental state, we accept the rules and can even appreciate their enlightening, reassuring or structuring virtues. We all spend a lot of time making sure we comply with social conventions, even if we are not always aware of it.

Positive or pleasant feelings include a sense of belonging to the group and the comfort of doing a good deed, the pleasure of being on the "good side" or agreeing with what one believes to be right or good.

Negative or unpleasant feelings include embarrassment or uneasiness for not agreeing with what is considered right or good or what is expected of us.

In the Conforming state, we can contribute by:

- endeavouring to follow or defend the procedures; conducting or participating in standardized, formalized operations
- (project mode);
- promoting quality improvement actions; promoting values of decorum or ethics.



## REBELLIOUS

**BASIC MOTIVATION: FREEDOM**  
Feeling free and not limited, even liberated

In this mental state, our motivation is experienced in terms of opposition and the rules are experienced as restrictions or as confinement. Faced with authority, we can become distrustful, transgressive, revolted or simply useless, uncooperative. As a group, we can be different, unconventional, eccentric. Opposition can take funny, amusing forms and we can show ourselves to be mocking or mischievous.

Positive or pleasant feelings include the feeling of freedom and independence. Negative or unpleasant feelings include the frustration of being coerced, prevented, the feeling of injustice in the face of certain rules.

In the Rebellious state, we can contribute by:

- questioning unclear or unfounded claims or judgments;
- being critical when needed; promoting change;
- being creative and encouraging innovation.

### Identify the reversal

*3/ You're invited to a very formal meeting and you know that you should be dressed in a suit. You go there in a "sport" attire. The facilitator draws attention to your difference during the introduction and you feel embarrassed.*

*4/ You have a polite conversation over the course of an evening. Someone expresses a political opinion to which you are radically opposed. You are filled with legitimate indignation and start to counter this point of view.*

*Answers on the back cover.*

# SELF / OTHER

## The field of Orientation

### Who do I do it for?

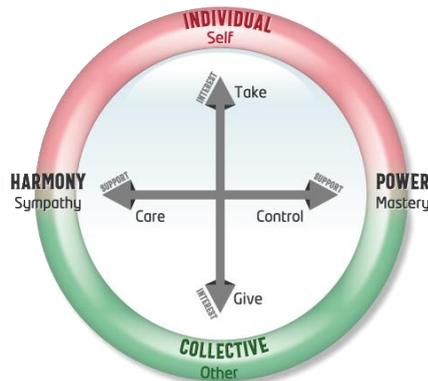
In this area, the main question is the following: is your motivation oriented towards yourself or others? I'm doing this for myself, for a friend, for my spouse, for the chief, for the business, for the team... for whom? Who am I most attached to at this moment?

When we consider the result of an action, first in terms of the impact on our self, we are then in the motivational state Self. When we evaluate the result of an action, first in terms of impact on something or someone else, we are then in the motivational state of Others.

In the Self-Oriented State, we are sensitive to the need to ensure that our personal needs are met. This state can be expressed in many ways, including the willingness to take responsibility for our actions as well as the manifest and healthy interest in receiving attention. In the Other-Oriented state, we are sincerely sensitive to others and ready to do anything we can to help them. This can take the form of emotional support or practical help.

**Style: Self**  
**Value: Individualism**

*Motivated by our own needs or interests, we perceive things in terms of the impact they have on us as individuals.*



**Style: Other**  
**Value: Altruism**

*Motivated by the needs and interests of others (the individual, the group, the team, society, etc.), we perceive things in terms of the impact they have on the other person(s) or others (the collective).*



## SELF

### BASIC MOTIVATION: INDIVIDUALISM

Do the best you can for yourself

The results obtained are first appreciated in terms of impact on oneself: how do they affect us personally?

We strive to derive personal satisfaction from these results. This mental state can be expressed in various ways including personal ambition, seeking attention, taking personal responsibility or paying attention to our honour.

Positive or pleasant feelings include feeling, gratitude and satisfaction for a job well done. Negative or unpleasant sensations include resentment, a feeling of loneliness and isolation when, through excessive self-care, you eventually detach yourself emotionally from others.

In the Self-Oriented State, we can contribute by:

- taking personal responsibility;
- maintaining a healthy work-life balance;
- realisation of one's personal ambitions.



## OTHER

### BASIC MOTIVATION: COLLECTIVENESS

Do the best you can for others

The results obtained are first appreciated in terms of the impact on others: how does this affect them?

This state can be expressed in a number of ways, including helping others learn or act for the good of the team rather than for ourselves. In this state, we can identify ourselves with someone else or with an object external to ourselves - a football team or the group to which we belong.

Positive or pleasant feelings include the feeling of being virtuous, generous, modest with regard to the success of others. Negative or unpleasant feelings include guilt for not helping others enough as well as compassion for the humiliation felt by those you care about, when they fail.

In the Other-Oriented State, we can contribute by:

- being trained or advising others;
- being sensitive to the needs of others; demonstrating modesty and selflessness to encourage team spirit.

### Identify the reversal

*5/ You race with a friend to see which of the two of you swims the lake the fastest. You're winning but, looking back, you realise your friend is in trouble. You go back to help him out.*

*6/ You are in a conversation and passions flare up quickly. Some rather harsh words are exchanged. You suddenly feel less inclined to be right or wrong and more attentive to what your interlocutor feels.*

*7/ You took care of a sick person and you find yourself feeling resentful, then decide that it is time now that you do something for yourself.*

# MASTERY / SYMPATHY

## The field of Interaction

### Power or Caring?

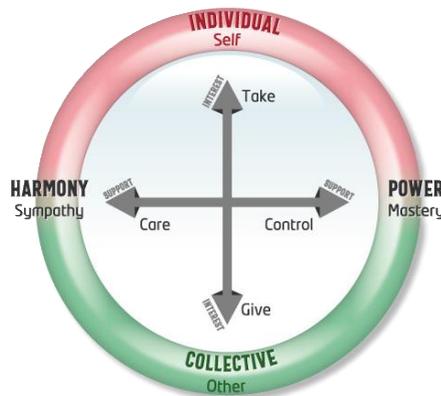
At any moment we interact with something. This "something" can be another person, an object, a group of individuals, a situation or a task. There are two fundamentally different ways of experiencing these situations.

In one of them, the Mastery state, everything is about power. We want to be in a position to control our interactions: it is about being responsible, winning, feeling strong. In the other state, Sympathy, it is more about caring and loving. These are friendship, attraction, intimacy, sensitivity and other senses related to feelings.

In the Mastery state, our interactions are transactions, that is, we are sensitive to winning or losing, dominating or being dominated. In the Sympathy state, interactions focus on building or nurturing the relationship. We are concerned with emotional contact with others.

### Style: Sympathy Value: Harmony

*Motivated by affection, caring,  
we perceive interactions in  
terms of the quality of the  
relationship*



### Style: Mastery Value: Power

*Motivated by being  
competent, or in a position  
to control things, we  
perceive interactions in  
terms of power*



## MASTERY

### BASIC MOTIVATION: CONTROL AND POWER

We develop the interaction in terms of gains and losses

In this state, all interactions are seen as a struggle.

We can also interact with an object and, in this case, we will seek to take control of it. Likewise, when faced with a problem or task, we will try to solve or master it.

We can also interact with others and try to dominate them, considering this kind of interaction first as a competition. In this state, we tend to consider others as impersonal objects suitable for use. Positive or pleasant feelings include feelings of pride and triumph.

Negative or unpleasant feelings include feelings of humiliation and “losing face”.

In the Mastery state, we can contribute by:

- Demonstrating determination and self-confidence;
- showing will to progress, to learn;
- being courageous in the face of trials;
- taking responsibility.



## SYMPATHY

### BASIC MOTIVATION: CARE AND BENEVOLENCE

We develop the interaction in terms of construction and relationship maintenance

In this state, all interactions are considered in terms of cooperation and harmony.

We value factors like sensitivity, tenderness and kindness. We see dealing with others as ways of giving and receiving. The main challenge is to be kind and to appreciate others.

Positive or pleasant feelings include feelings of loving, caring for or being loved, to be considered humanly. Negative or unpleasant sensations include the feeling of neglecting others or of being neglected yourself.

In the Sympathy state, we can contribute by:

- building harmonious relationships;
- providing emotional support;
- cooperating with others;
- being open to the expression of feelings...

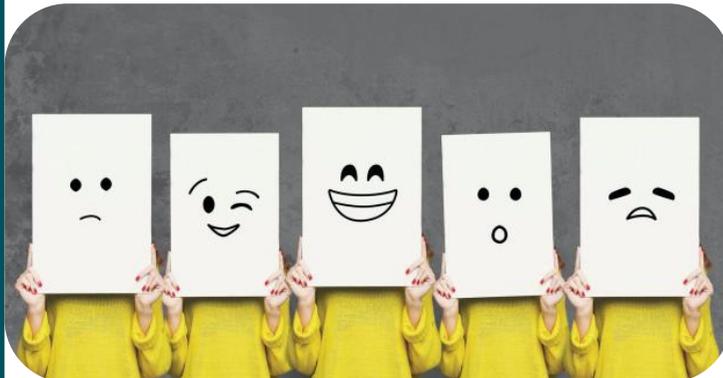
### Identify the reversal

*8/ You give negative feedback to one of your employees who isn't performing well. You focus on the best way to solve the problem. During the meeting, your employee burst into tears. You feel sorry for him and start showing empathy.*

*9/ You have just been introduced to a new colleague. You suggest getting to know each other over lunch. After which, you two go back to the office and start discussing next year's sales forecast.*

*Answers on the back cover.*

# BE IN THE RIGHT STATE AT THE RIGHT TIME



## AMSI

### A measure of the time spent in each state

Are you wondering how the scale of Apter motivational styles can correctly measure considering the fact that we are all changeable and inconsistent?

Actually, there is a form of consistency in our inconsistency - we tend to spend more time in some states than in others. AMSI is an instrument that measures these trends and highlights what it can mean for us, both in the office and at home.

Your AMSI report allows you to take a first step on this path which is your personal development. But you can't stop at the first step. To be more effective and more psychologically fit, you must:

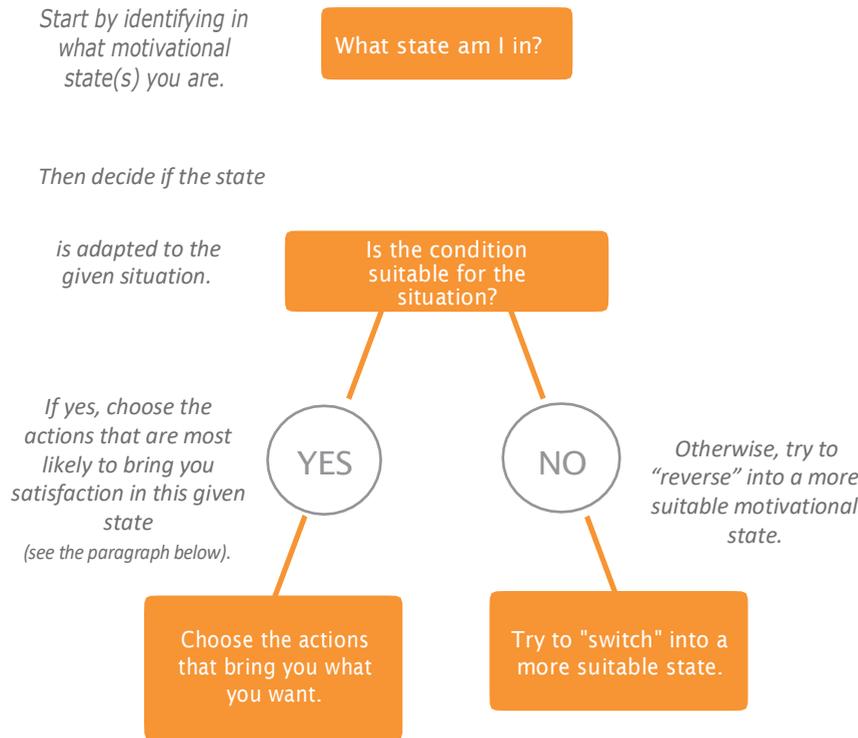
- be in the right state at the right time - the state best suited to the situation;
- experience each of the eight states over time;
- be good at expressing each state - act in a way that satisfies the foundations and desires of each state.

- ▶ To take your AMSI test and know your motivations:  
<https://aptersolutions.org/diagnostics/diagnostics-listes>

# AMSI

## A measure of the time spent in each state

### How can we use this information to be more effective?



### Make the most of each state

Think of how you typically get satisfaction in a given condition. For example, when you feel Rebellious, how do you go about satisfying your need to break the rules? You probably have a strategy or plan that works for you. How clear and effective is it? Do you use outdated methods such as those you used as a teenager? Are they still effective? Do you have clear strategies in each of the eight states, even for those in which you spend little time?

### Imagine yourself in this scenario

You are in the office having a friendly chat with colleagues, enjoying the cordiality of the moment and the intellectual stimulation it gives you when, suddenly, you get anxious thinking about a task that you have to accomplish by a given deadline. You want to stop the conversation immediately to get it done.

Sounds familiar? You started by being in the Playful state and then "reversed" into the Serious state. The first step is to recognise that this reversal was triggered by a sudden feeling of tension. Then ask yourself the question of whether being in the Serious state is the best solution. If the answer is yes, you need to find the best way to end the conversation and return to work without compromising good relationships with your colleagues.

**Alternatively:** you may find that there is enough time before the deadline and that you really need a break to clear your mind.

In this case, you will try to "switch" again into the Playful state...

### Manage your "reversals"

As described above, we spend our lives switching from one motivational state to another, experiencing a kaleidoscope of combinations in perpetual motion. It should be remembered here that one lives, at a given time, in only one of the two states within each pair. When you "reverse" from one state to another within a pair, you do it all at once. There's no gradual movement but an instantaneous passage

Unfortunately for us, changing states is not something we can always do voluntarily; we therefore "reverse":

- frustration: being in a state but unable to meet the need that it represents;
- satiety (or being sated): it seems that we reverse quite naturally once

we have simply remained in a state long enough. It can be a matter of seconds, minutes or hours, and the duration varies for each of us;

- the changing situation: a change in situation implies a change in the motivational state.

We can, however, learn to change our states indirectly. The solution often lies in the last reason stated above: we can change the situation we are in or we can perceive the situation differently.



## TECHNIQUES TO TRIGGER A REVERSAL

There are many techniques to help us bring about a “reversal”. In fact, we frequently use many of them in our daily lives. Here are a few...

### ACT AS IF YOU WERE IN THE DESIRED STATE

Telling a joke, for example, can get you and others into the Playful state. Raising your fist can help you feel powerful and get you into Mastery.

### THINK DIFFERENTLY ABOUT THE SITUATION

Reinterpreting a situation can make a reversal successful. Do you self-flog, do you feel unappreciated? Try to think of those who are worse than you.

### USE AN OBJECT TO CONDITION YOURSELF IN A GIVEN CONDITION

Do you have a small object that you can associate with a given state? Keep it in your pocket and take it in your hand when you feel the need to “reverse” in the state associated with the object. For example, something that you associate with success because you have been successful in carrying out a project. This can help you get into the Mastery state.

### VISUALISE IMAGES

Rather than an object, you can also use mental images to “reverse”. Think of something that would induce movement into each state. For example, a policeman at a crossroads to induce the Transgressive state, family members or a small cuddly animal to induce the Sympathy state, the tax refund form to induce the Serious state.

### RITUALS CAN ALSO BE USEFUL

Think of athletes and their preparation routines. For example, the routines of golfers before hitting the ball or the movements before tennis players serve. Can you create something similar for yourself? A routine to put you in a certain state of mind?

### CHANGE THE SITUATION

Finally, although it is not always possible to change the situation we're in, it remains the best solution when possible. For example, leave the office and go for a coffee, go to church, or go to a beauty salon.

Ideally, you should identify and practice the techniques that work for you.

This will allow you to assimilate them and use them when you need to “reverse”.

Answers to the questions “Identify the reversal”:

- |  |                             |
|--|-----------------------------|
| 1/ from Serious to Playful.              | 6/ from Sympathy to Mastery |
| 2/ from Playful to Serious then Playful. | 7/ from Self to Other.      |
| 3/ from Rebellious to Conforming.        | 8/ from Self to Other.      |
| 4/ from Conforming to Rebellious         | 9/ from Other to Self.      |
| 5/ from Mastery to Sympathy.             |                             |

**With thanks to members of the community of practitioners and researchers of Apter's International reversal theory, for their generous contributions.**

**We are thinking in particular of Sharon Carter, Andrew Kerry, Philip Lindsay, Jonathan Males, Steve Marshall, Hile Rutledge, Greg Shelton, Sue Snyder, Jennifer Tucker, Christophe Lunacek, Laurence Vandeventer and Frédéric Lincker.**



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