

Online Report for



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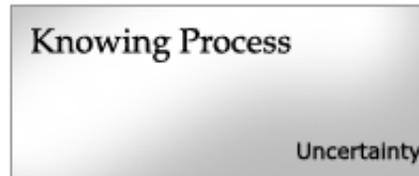
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Reducing Uncertainty

The interpretations of the Personality Factor Profile begin a "knowing process," the process of knowing ourselves, that can reduce uncertainty about who we are and what we can do.



Most of us have some knowledge about ourselves. However, this tends to be in bits and pieces. Few people have a comprehensive view of themselves, and for good reason. Continual response to new experiences evolves us over time.

We're not the same people we were when aged 14... 24... 44... or 64. And while we may hold a clear image of ourselves, each person we interact with and each situation that we confront engages a different aspect of our personality and potentially develops it further. This process of change can be noticeably observed and described in as little as six month intervals.

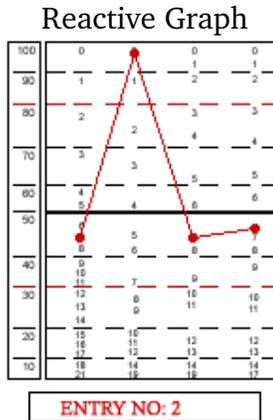
Personality Factor Profile Interpretation

The Personality Factor Profile Interpretation differs from other personality interpretations in very important ways, as we will see. The greater life's demands on us, the greater is our opportunity to increase self-knowledge through the "knowing process."

- We invite you to learn about the different parts of personality and how they work together. Because if we know how our personalities work we can also know how to make them work better.
- We invite you to reach beyond the comfortable limits of what you may want to know about yourself and be open to careful consideration of your limitations, as well as your strengths. Only in acknowledging both is it possible to take control of our work lives.
- Finally, we ask that you consider key people in your present work environment with whom sharing certain aspects of this interpretation could make a difference in your working relationship. Then, we ask that you consider sharing information about yourself with them.

Acknowledging Roots

When people move toward or against Manager, he moves in a counter reaction to them and to the events they create. A temperament reaction in one person often provokes a temperament reaction in another and as this happens things can go downhill quickly. When Manager *reacts* to people and situations it is implied that he takes quick action, perhaps without conscious thought. In contrast, when Manager *responds* to people and situations the implications are of more thoughtful and considered action.



The Reactive Graph. This graph indicates temperament characteristics and is reflective of Manager's Reactive mode the oldest, most predictable and familiar mode of personal behavior. When others move against Manager it is this mode of response that they see.

Temperament is the . . .

- Least changeable aspect of Manager's personality.
- Foundation on which he builds successive layers of behavior that are acceptable in various situations.

Manager's temperament . . .

- Is identified as **ESFP** or Extraverted, Sensing, Feeling, Perceiving. This type makes up 13% of the total population.
- In *Reaction* mode is one of the most warm and enthusiastic. Similar to those whose careers include: public relations, all levels of education, nursing and social work.

Temperament Characteristics Identified for Manager

- Appears open to the environment---smooth, witty, charming, clever.
- Avoids being alone; seeking the company of others whenever possible.
- Can be generous to a fault; gives assistance to all, often without expectation of return.
- Maintains accurate data about the people who surround him, gaining information through effortless and continuous observation.
- Uses sincere sympathy in assisting others, but often is too easy in matters of discipline.
- May appear too abrupt and quick-spoken when rushed by people and events; remains caring and sensitive even though it is not as visible.

Recognizing Genetic Type

Each person is born with a general predisposition to a specific temperament type. As our lives progress and we react to various situations, changes in our behavioral responses are made. Reaction is a less conscious, natural form of behavior compared to proaction which involves the intentional selection of motives and behavior. Each person has a temperament pattern that is uniquely one's own.

Manager's identified **temperament type** is **ESFP**. This temperament is:

Expenditures of Energy **EXPRESSIVE**
More Action before Thought
Breadth Interaction Extraverted (E)
Social External
Multiplicity of Relationships

Private Depth
Internal Less *Thought before Action*
Quiet **Introverted (I)**
Conservation of Energy **(CONCENTRATION)**
Limited Relationships

Experience
Fact More Enjoyment
Practicality **Sensing Sensible**
Realistic Perspiration
Details

Fiction Less **Overview** *Inspiration*
Hunches **INTuitive** **Ingenuity**
Speculation **Imagination** **Anticipation**

Analysis Justice
Laws Less **Onlooker** Criticism
Objective Thinking
Impersonal **Long-term View**

Humane **Participant**
More Personal Appreciation
Feeling Subjective Sympathy
Extenuating Circumstances
Immediate View

Decisive *Plan Ahead*
Less **Run One's Life** Settled
Fixed **Judging** Closure
Decision-making **Decided**

Flexible
Gather More Data **Adapt As You Go**
More Tentative **Open Ended**
Pending Perceiving
Let Life Happen **TREASURE HUNTING**

Tapping Into Temperament

The **predominant mode** of the temperament **ESFP** is **extroversion**. It is used the most frequently and intensely and has many facets. For example, Manager's natural tendency is to assertively express himself when faced with an issue. However, this expressiveness may take on many forms, including social activity and using a public format.

Introversion is used less frequently by those of the **ESFP** temperament, but those periods of privacy facilitate balance. Carl Jung explained this when he introduced the temperament functions: Thinking **T**, INtuition **N**, Sensing **S**, Feeling **F**.

While there are overlaps or slight changes described in the sequence below, Manager may well recognize the mannerisms since a number of them show up in his proactive selections as well.

| | |
|--------------------------|---|
| Extraverted Sensing | Uses a public gathering, attended by people with varied backgrounds to express the <i>Sensing</i> function. Manager is at ease in dealing with facts and details---all designed to carry a sense of realism and practicality. |
| Introverted Feeling | Uses personal time alone or with a small group of associates to demonstrate an array of <i>Feeling</i> . In this private setting, Manager appears comfortable in expressing a depth of sympathy for causes and individuals, extending quiet appreciation, and sharing common values. |
| Extraverted Thinking | Uses a public format and social activity with a wide-spread interaction of ideas and a significant expenditure of energy. Here, Manager employs the <i>Thinking</i> mode with frequency, analyzing facts in an attempt to arrive at logical thought, while encouraging others to critique the analysis. |
| Introverted INtuition | Uses private time or a small group discussion with close friends to employ <i>INtuition</i> , anticipating and projecting possibilities for motivation which have future implications. |

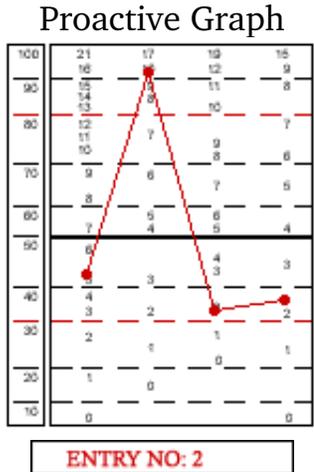
Manager's use of time and unique way of solving problems related to people and things is instructive. His temperament equation is a reference point of what to expect in his individual and group efforts:

$$\text{Manager's Temperament} = \text{ES} + \text{IF} + \text{ET} + \text{IN}$$

--- or ---

$$\begin{array}{cccc} \text{Extraverted} & & \text{Introverted} & & \text{Extraverted} & & \text{Introverted} \\ \text{Sensing} & + & \text{Feeling} & + & \text{Thinking} & + & \text{INtuition} \end{array}$$

Developing Strategy



Proactive Graph. This graph represents potential new direction for Manager. When he assumes a proactive mode, he moves toward others, contributing to the new, rather than following the dictates of the old.

- Proactive means a *voluntary* assumption of responsibility; the selection of attitudes, intentions, and behavior; the conscious direction of activity.
- The effect of proactive behavior on individual tasks is to facilitate accomplishment and to increase work contributions.
- The effect of proactive behavior on people is to expedite team work and to improve overall morale.
- The **D I S C** ordinates in the Proactive Graph indicate Manager's perception of the challenges in the current situation and his selection of key target areas---see the table below.
- The following table indicates the probable intensity of energy he devotes to each target area.

| Strategy | |
|--------------------|--------------------|
| Target Areas | Probable Intensity |
| 1. Interactive "I" | 49% |
| 2. Directive "D" | 21% |
| 3. Corrective "C" | 16% |
| 4. Supportive "S" | 14% |

Using Tactics

Target Area: I Manager's primary target area, **Interactive I**, is where he expends the greatest energy, approximately **49%**. His objective is to shape the environment by bringing others into partnership to accomplish results. He desires to be accepted and to satisfy needs that include:

- Enjoying himself.
- Understanding others' feelings.
- Relating to people.
- Repressing anxiety by keeping in motion.
- Providing unlimited time and effort.

Target Area: D Manager devotes approximately **21%** of his energy to his second target area, **Directive D**. He anticipates an occasional part of his environment as potentially argumentative and stressful and will:

- Seek to win over others.
- Drive to overcome obstacles through sheer determination.
- Use a predetermined strategy to occasionally operate independently from others.

Target Area: C Manager expends approximately **16%** of his energy on his third target area, **Corrective C**. He anticipates an occasional part of the environment as somewhat argumentative and feels the need to manage conflict. He:

- Seeks to enhance quality of effort by adhering to high standards.
- Demonstrates insightfulness.
- Sets an example for being careful and accurate.

Target Area: S Manager spends approximately **14%** of his energy on his fourth target area, **Supportive S**. He gives less attention to sustaining cooperation in order to accomplish tasks. He attempts to:

- Minimize conflicts and assist others when they request help.
- Follow through on specific tasks but delegate details when possible.
- Be active and alert to new opportunities for advancement.

Reaffirming Intentions

The list below indicates Manager's habitual ranking of intentions in percentage descending order.

| Manager's Intentions | Weight % | Rank |
|---|----------|------|
| Be Free to Act: Manager intends to develop a variety of new interests---to do what he wants. | 20 | 1st |
| Have Fun: Manager intends to seek entertainment and pleasure---to relax and enjoy. | 18 | 2nd |
| Develop Harmony: Manager intends to share ideas and feelings with others---to find a balance. | 15 | 3rd |
| Taste Success: Manager intends to be rewarded for his efforts---to keep his eye on the prize. | 12 | 4th |
| Gain Power: Manager intends to exercise control and authority---to take charge. | 10 | 5th |
| Desire to Please: Manager intends to make others happy and satisfied---gain acceptance. | 8 | 6th |
| Take a Risk: Manager intends to move beyond the limits that confine others---to take chances. | 7 | 7th |
| Acknowledge Facts: Manager intends to investigate---to get to the bottom of things. | 5 | 8th |
| Hope to Create: Manager intends to turn his discontent into positive ideas---to use novelty. | 3 | 9th |
| Proceed with Caution: Manager intends to avoid danger or harm---to watch his step. | 2 | 10th |

Making Changes

| | | |
|---|---|--|
| <p>The following interpretations provide a snapshot of the drama and the dynamics of Manager's work personality. They reflect the choices that he is currently making---his proactive behavior. The interpretations indicate whether change is presently occurring.</p> | | |
| <p>Decision Making: Manager shows unchanging quickness to make decisions.</p> | | <p>Conviction: Manager shows greater self-confidence now when confronting others.</p> |
| | <p>Deadlines: Manager shows greater intensity in pushing for immediate results when pressure occurs.</p> | |
| | <p>Persuasiveness: Manager shows an unchanging degree of verbalization when attempting to influence others.</p> | |
| <p>Caring: Manager shows an unchanging degree of expressing concern and empathy for others.</p> | | <p>Delegating effort: Manager shows an unchanging degree of effort in delegating to others or sharing tasks when it counts.</p> |
| | <p>Appraisal: Manager shows an unchanging degree of effort in closely monitoring personal work standards.</p> | |
| | <p>Seeking Guidance: Manager shows a greater degree of reliance on others who are considered more expert or skilled in their task, particularly when the chips are down.</p> | |

Sounding the Alarm

| | | |
|--|---|---|
| <p>Strengths can become weaknesses if they are taken too far. For example, a healthy competitiveness becomes a weakness if it is overextended and becomes cut-throat rivalry. D I S C ordinates at the extreme top or bottom of the graphs, outside the dotted lines, are warning signals. In the Reactive Graph, they suggest an unconscious overreaction. In the Proactive Graph, they suggest an over-response to a new situation. In the Integrative Graph, they suggest that going on red alert may be a habit. Here are a few examples of Manager's potential over extensions and their meanings.</p> | | |
| <p>Putting Self first? At the present time it appears that he is not using extended behavior to manipulate others and gain personal advantage.</p> | | <p>Retreating? At the present time it appears that he is not using extended behavior to delay confrontations that would reduce uncertainty in crucial areas.</p> |
| | <p>Losing Trust? At the present time it appears that he is not using extended behavior to cast suspicion on those considered to be a threat.</p> | |
| | <p>Becoming Rigid? At the present time it appears that he is not using extended behavior, tending toward a perfectionism that others find difficult and even absurd.</p> | |

Corrective attitude options are discussed in the interpretation for the Integrative Graph.

Managing Impressions

People make decisions based in part on their impressions of others. Individuals vary in their ability to recognize the image they are creating. For example, some people are highly skilled in projecting a favorable first image but oblivious to succeeding impressions. Every work organization desires to have employees who convey a favorable image to clients and to one another---the first time.

A good first impression in selling situations can be critical. On the other hand, a first impression in the hiring situation is always incomplete and often misleading. Clients and colleagues will see a different picture based on repeated contacts in different situations with a particular employee. The following information will enable Manager to "manage" impressions and increase others' receptivity.

For First Impressions:

The key word to describe Manager is---*zestful*. He reveals a tendency to:

- Discover joy in living; replace worry with optimism and hope.
- Show flexibility when dealing with solutions to problems.
- React spontaneously; believe time restraints are for others.
- Desire to form friendships with authority figures.
- Seek new contacts; develop routine graciousness and courtesy.

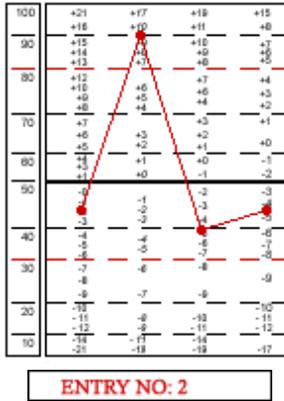
For Secondary Impressions:

The key word to describe Manager is---*approval*. He reveals a tendency to:

- Claim a wide sphere of personal influence.
- Select appropriate moods to fit each situation.
- Appear active, talkative, friendly, or agreeable.
- Project an air of being relaxed, needed, and appreciated.
- Prefer to work with those who exhibit independence.

Connecting

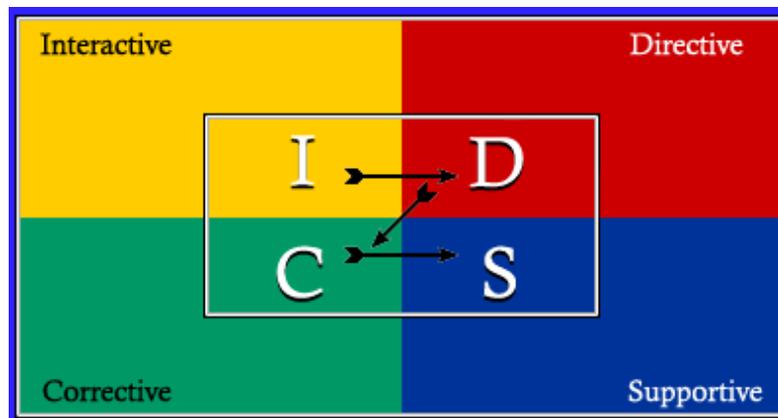
Integrative Graph



Integrative Graph. This graph indicates common ground that has been forged between one's individual preferences and the expectations of others.

- The process of connecting with others is a complex two-part action. We react when others move toward us and we respond when moving toward others.
- This graph represents a combination of Manager's Reactive and Proactive modes.
- The position of the ordinates, **D I S C**, in the graph are translated in the table below to demonstrate the needs Manager expresses and their priorities---his Z-Path.

| Behavior Factor | Priority | Need |
|---------------------|----------|-----------------|
| "I" --- Interactive | 1st | Persuade Others |
| "D" --- Directive | 2nd | Take Action |
| "C" --- Corrective | 3rd | Be Accountable |
| "S" --- Supportive | 4th | Complete Tasks |



Emerging Beliefs

The *Emerging Beliefs* highlighted below underlie Manager's current choices in the work situation.

| Personal Beliefs and Decision Making | Personal Beliefs and Dealing with People | Personal Beliefs and Handling Tasks | Personal Beliefs and Adhering to Standards |
|---|---|---|--|
| Take Charge Want the final say; use facts and logical arguments to overpower others; willingly respond to competition; accept challenges; look out for number one. | Generate Enthusiasm Stimulate others; stand out in some way---energy, charm, popularity; use humor to sell self; motivate people by presenting ideas in a compelling fashion. | Support Others Stress loyalty; appreciate team effort; do for others when they find difficult to do; pay attention to details; take complaints seriously. | Be Precise and Accurate Think things through before acting; meet forceful demands with clear answers; use hard facts to prove a point; avoid being in the wrong. |
| Get Immediate Results Take the initiative; make clear, concise decisions based on the needs of the situation; ward off opposition; make personal decisions without the influence of others. | Offer Praise Encourage others when something positive happens; soothe feelings to keep people together; seek out those with fervor and spark; rely upon friends in a tight situation. | Complete Tasks Work steadily and patiently; dislike urgency and the pressure of deadlines; follow through on personal commitments; be dependable and responsive; create needs to fulfill. | Take A Reasonable Position Consider the feelings of others but use logic in how others' needs are best served; make up own mind through fact and detail; follow high personal standards. |
| Give Direction Act quickly and confidently in becoming more powerful and influential as an individual; state what needs to be done; challenge opposing comments. | Try Differently Change tactics when faced with difficulties; promote discussion; persuade others to view options; exert vigorous efforts; expect others to respond. | Find Comfort Level Seek way to fit into a team effort; keep things in order; stay calm; questions efforts that require personal change; be practical and reliable. | Try Harder Deliberately set high standards; exhibit intensity in satisfying others' expectations; focus on details in controlling quality; make idlers uncomfortable. |
| Use Available Resources Search for workable solutions; assist others in developing decision-making skills; use power constructively; give in only to bold and respected leadership. | Involve Others Listen for and seek out ideas; show willingness to assist others; allow people opportunities to express themselves; use conciliatory language. | Seek Rewards/Security Set a pace and stick to it when personal effort is recognized; insist that the responsibilities be clearly defined; expect credit to be shared equally. | Act Carefully Outwardly comply with requests from respected individuals; tune out uncontrollable events; seek situations free of antagonism but retaliate when pushed too hard. |
| Accept Direction Maintain fairly strong convictions but yield a bit when other firmly state their opinions; improve chances by remaining close to decision-makers; tolerate differences of opinion. | Talk Strong Challenge those who limit freedom of speech; seek clear lines of communication; give others feedback and expect them to accept it; win support through sincerity. | Push Others Display "righteous" anger when others give up; insist that team members have equal skills; double-check opinions of others but compliment them when their conclusions are verified. | Monitor Rules Test old and new ideas with experience and known facts; use good judgment in interpretation of rules; help others see the error of their ways; encourage self-discipline. |
| Weigh Pros and Cons Test the waters before leaping; take calculated risks; work hard for special people; avoid being seen as ambitious; plan a deliberate course of action. | Think Logically Express thoughts carefully with guarded words; turn off emotionally when others are too critical; set aside period for thought and reflection. | Respond Quickly to Change Search for new challenges; appear realistic about own abilities; show versatility; move into high gear; exercise choice; delegate tasks when possible. | State Unpopular Positions Conceal negative feelings but make demands when necessary; criticize those who stifle new ideas; justify actions as upholding truth and justice. |
| Exercise Caution Ask for firm, timely decisions; come to terms with whatever happens; work within prepared guidelines; conceal real feelings unless trust is established. | Work Alone Use silence to express displeasure; keep people at a distance; question those in authority; develop faith in own ideas as a form of security. | Move Quickly Seek unstructured situations; view group functions as a waster of time; often act on the spur of the moment; show discontent; be restless and mobile. | Act Independently Pinpoint the weakness or failure of a system to measure up; permit others to learn from making mistakes; function without close supervision. |

Concentrating on Tasks

Decisions such as applying, hiring, career path, assignments, and team composition can be facilitated by using the following information about Manager's preferred task functions and task approaches. This knowledge can also enhance his ability to succinctly verbalize his contributions, reducing uncertainty and increasing appreciation for what he can do. Team members who share similar information learn to work with one another more quickly; the team gains in both cohesiveness and productivity.

Manager's Preferred Task Functions

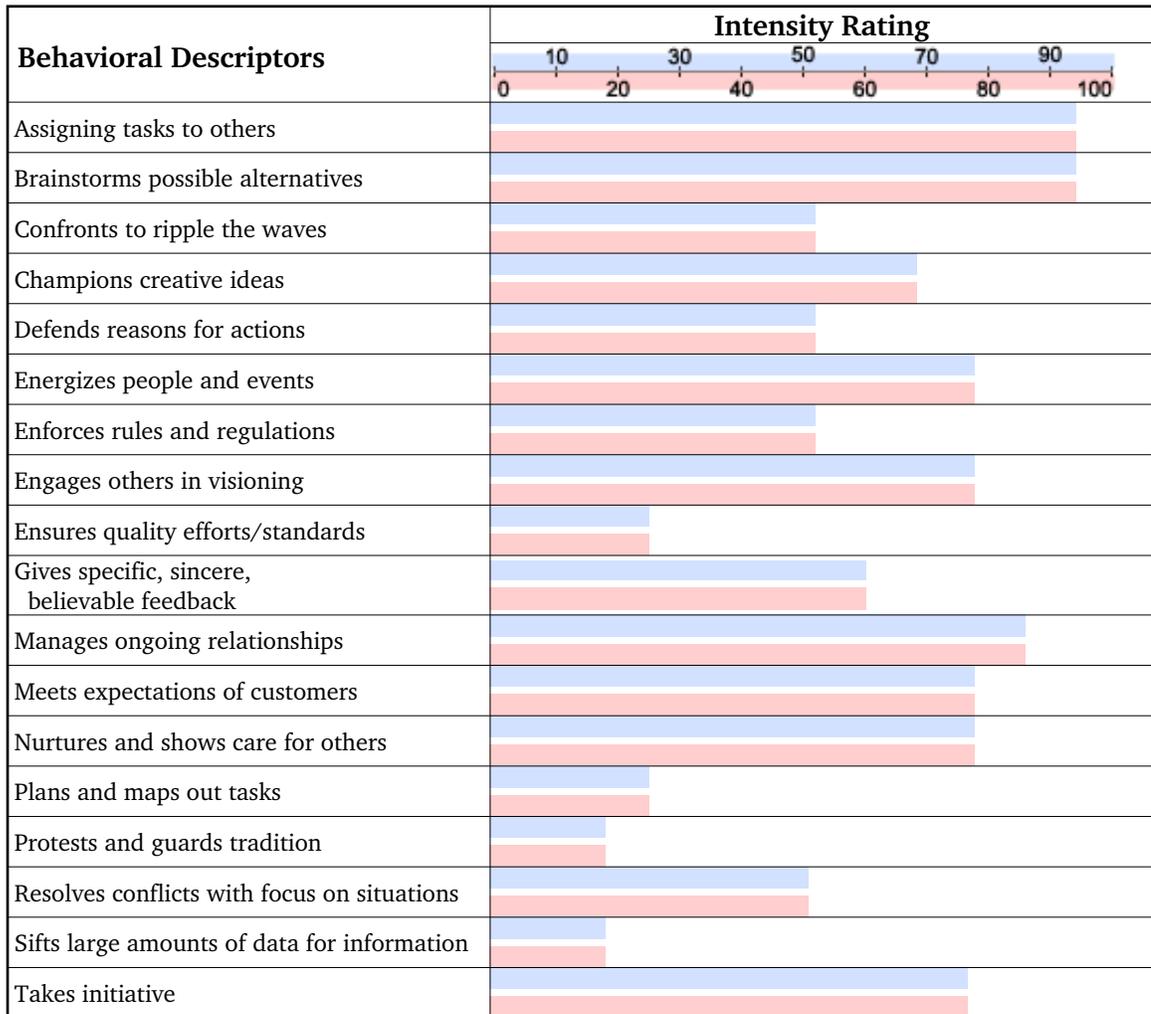
- Promoting, as in making inspirational speeches, counseling, and supporting others.
- Acting on gut reactions, as in exploring a hunch, deciding on the basis of interpretation.
- Drawing people out, as with eliciting unspoken fears.

Manager's Task Approaches

- Uses whatever resources are available.
- Believe that new situations demand new methods.
- Gravitates toward tasks requiring interpersonal skills and a positive attitude.
- Believe in maintaining a happy, friendly atmosphere.
- Lets efficiency take care of itself.
- Vies for attention, seeking center stage.
- Shares advice, materials, and success with others.
- Establishes immediate rapport with people through emotional appeal and persuasiveness.
- Encourages others to speak out.
- Finds it difficult to discipline others.
- Avoids an "eye for an eye" approach.
- Depends on the goodwill of others for assistance.

Leading

To lead and so show the way in a specific situation may include direction, inspiration, example, or standard setting. Awareness of Manager's leadership tendencies shown below will enable him to take on the mantle of leadership under the appropriate conditions. Manager's Leader Profile consists of intensity ratings--frequency of use--for 18 Behavioral Descriptors under two conditions: first, his usual leadership tendencies ■ , and second, his leadership tendencies under pressure ■ .



Following

Team work requires the ability to follow---to move with others along a prescribed path. Manager's Follower Profile consists of intensity ratings frequency of use for 18 Behavioral Descriptors under two conditions: first, his usual following tendencies █, and second, his following tendencies under pressure █.



Influencing Others

Motivation is internal and invisible. Only results attest to its presence or absence. Motivation speeds decisions, raises morale, and expedites tasks. When motivation is lacking, progress slows. The ability to work with each person's individual differences is the single most important factor in creating a positive motivational environment.

To Motivate Others, Manager:

- Puts people at ease.
- Shows interest; exudes charm and self-confidence---talking, joking, making many promises.
- Dismisses objections as unimportant.
- Gives others a reason to believe.
- Emphasizes the potential of a bright future.

Manager's Motivational Strategy

He will tell, more than ask, but in an expressive, accepting manner. He expects decision makers to decide quickly based on relationship. When he attempts to convince others based on the nature of his personal content, he succeeds in this manner:

- Obtains low success in selling tangibles.
- Attains high success in selling intangibles.

Increased Effectiveness

Research shows that facial expressions provide important cues to identifying and working with other people based upon their individual differences. Manager may optimize his motivational strategy by adapting his approach to the specific needs and wants of others. If he assesses a person as being primarily motivated by one of the four factors illustrated below, then he can follow the corresponding guideline.

| | |
|--|---|
| <p>Directive "D"</p>  <p>Avoid telling jokes and making small talk; stay very business-like and don't waste time.</p> | <p>Interactive "I"</p>  <p>Place a time limit on socializing with this person; avoid being carried away and forgetting to state the purpose and deadlines time limits .</p> |
| <p>Supportive "S"</p>  <p>Show caution; avoid being overly friendly. This person's trust must be earned. Socialize a bit but stick to the facts and figures.</p> | <p>Corrective "C"</p>  <p>Refrain from storytelling or socializing. Focus on the hard data and documentation. Respect this person's opinions; request feedback.</p> |

Being Influenced

| | | |
|---|---|---|
| <p>The factors listed below influence Manager's decisions to buy-in to an idea, a service, or to participate---in short, to become motivated. This information can assist him and others to understand what helps or hinders his motivation and productivity.</p> | | |
| <p>Worst Fear</p> <p>Failing to attract others.</p> | <p>Confidence Builder</p> <p>Providing leadership; receiving unquestioned loyalty.</p> | <p>Value</p> <p>Public contact, recognition, status/prestige, variety.</p> |
| <p>Choices</p> <p>Require multiple options.</p> | <p>Attitude to Change</p> <p>Welcome change enthusiastically; want the latest.</p> | <p>Information Preference</p> <p>Responds well to auditory and visual stimuli that are real and graphic.</p> |
| <p>Planning Needs</p> <p>Projects an on-going big picture that can prevent problems; backs up his imaginative goals with practical implementation.</p> | <p>Risk Quotient</p> <p>Joins in for excitement and adventure.</p> | <p>Detail Preference</p> <p>Delegates "thing" related details to others.</p> |
| <p>Time Concentration</p> <p>Demonstrates flexible time span; enjoys long conversations.</p> | <p>Time Intensity</p> <p>Appears lenient, easy going.</p> | <p>Increase Receptivity</p> <p>Shares his enthusiasm for life; listens to himself talk about his interests; gives himself credit for past accomplishments.</p> |
| <p>Improve Relations</p> <p>Expects high energy level in others; prefers independent people; welcomes those who make his life more full and lively.</p> | <p>Decision Mode</p> <p>Commits early; delays full action.</p> | |

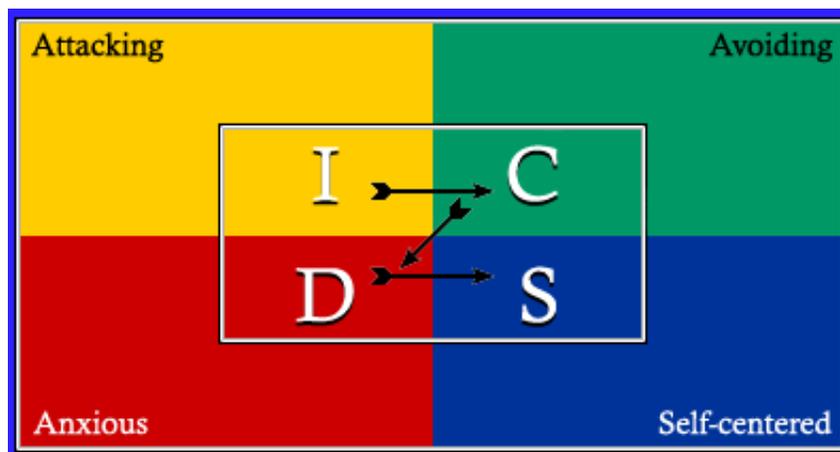
Encountering Opposition

Opposition can and should be expected---and valued. The push to oppose resistance can strengthen us. Encountering opposition raises our stress level and leads to additional energy. This energy can be used to prove the worth of an idea, fine tune a procedure, uphold standards, exert leadership, or sharpen persuasive efforts. Individuals with less experience tend to use this energy in *reaction* modes that may or may not fit the situation. Those who learn from experience broaden their *response* range: fight, flight, or punt. In all cases, Manager will want to avoid overextending his behavior.

Manager's Response to Opposition

The key word to describe Manager is---*winsome*. He tends to:

- Avoid; believe that conflict hurts people.
- Argue that setbacks---if indeed they exist---are only temporary.
- Use wit and charm to fend off criticism.
- Involve himself in situations that, at times, are beyond his capabilities or strength reserves.
- Look for outside confirmation of his ability.
- Display a new and increasingly firm course of action.
- Overextend behavior; may use the nonproductive modes of the *Z-Pressure Path*.



The sequence begins when Interactive behavior I is overextended into a nonproductive mode and becomes **Attacking**. Increased pressure may eventually trip the switch to the next mode---**Self-righteous**, then to **Anxious** and finally to **Self-centered**. Each failure leads to a step increase in tension. However, the *Z-Pressure Path* is not inevitable. This behavior sequence can be prevented or interrupted at any point as we will see.

Using Attitude Intervention

"We are what we do." What we become over time is a reflection of our responses to life experiences. Each person is dealt some cards---a predisposition to react in a specific way. Here, we represent Manager's cards by the prioritized behavior sequence **IDCS**. But it is not the cards so much as how they are played. Prevention of overextended behavior is best. Each of Manager's "behavior cards" is paired with a conscious corrective attitude. Even if a new form of opposition gives rise to an overextension of behavior, he can take remedial action by using attitude intervention.

The information provided below indicates the extent to which Manager may be presently using one or more overextended modes of behavior. Here's how it works:

- Consider the Productive Mode Behavior Sequence in the second column.
- Note the potential result of overextending each behavior in the third column.
- Study the desired attitude for keeping each behavior in a productive mode in the first column.
- Note Manager's present state in the shaded boxes.

| Productive Mode Desired Attitude | Productive Mode Behavior Sequence | Non-Productive Mode Overextended Behavior |
|---|--------------------------------------|--|
| <i>Self-controlled</i> Directing one's energies by force of will. | "I" Interactive | <i>Attacking</i> Unleashing an angry, personal verbal assault. |
| <i>Reassuring</i> Reinforcing courage; bolstering confidence. | "D" Directive | <i>Anxious</i> Feeling weighed down by a foreboding uncertainty that lacks visible cause or solution. |
| <i>Analytical</i> Examining all parts of a situation objectively; putting aside all preconceived ideas. | "C" Corrective | <i>Self-righteous</i> Projecting self as blameless and morally upright in disposition and conduct. |
| <i>Self-examining</i> Evaluating one's motives against an ideal standard. | "S" Supportive | <i>Self-centered</i> Placing self above all else; thinking solely or primarily of one's own self interests. |

Taking Effective Control

Change often causes a temporary imbalance when our limitations have more impact than usual. Even under normal circumstances, people often have a better idea of their strengths than of their limitations. Understanding our limitations is a vital part of developing tools for growth and increased success---for taking effective control.

Potential Limitations

Manager's potential limitations form a pattern in which he tends to:

- Give little attention to routine matters unless pressured.
- Oversimplify answers, occasionally forcing others to sort fact from fiction.
- Experience difficulty in managing time expenditure.
- Fail to undergird emotional appeal with a reasoned approach, often telling people what they want to hear.
- Approach reserved individuals with an overly familiar manner, becoming talkative when pressed by others to be specific.

Strategies for Increased Effectiveness

Manager will take greater control of his work life when he understands his need to:

- Concentrate on the task, particularly repetitive procedural operations.
- Meet time obligations, spending less time with those who are similar in behavior.
- Be objective in decision making; search for specific factual data more often than the input of friendly colleagues.
- Meet objections head on; empathize with the other person's concern; probe and clarify the concern; respond; check at a later time to see if the concern has been resolved.
- Recognize that others are often unprepared to finish the tasks that are left undone.

Experiencing Existing Events

Until this point Manager's response to the Personality Factor Profile has been interpreted descriptively---in the language of science. Science focuses on the parts: observing, identifying, measuring, categorizing, analyzing, and describing. Scientific language is quantitative and does not reach the inner experiences.

However, Manager's response to the Personality Factor Profile can also be interpreted depictively---in the language of poets and philosophers. In this interpretation, the focus is on the whole rather than the parts, using language to evoke memories, arouse feelings, stimulate thought, probe meaning, and ponder direction. Depictive language is qualitative and provides a glimpse of where he may be going.

The present is a quicksilver moment, between past and future, in which we make decisions. Manager's experience with existing events is still being processed internally; the meaning still coalescing; the final shape not yet determined.

insight

Your cup overflows
what you sought, you have received
what you hoped, you have realized

the image

Glasses raised
a toast
to a
new
beginning

beginning

When you first approached this situation, you hoped to find someone who was dependable and trustworthy. In your judgment, the goal could not be achieved by your individual effort alone.

Fully aware of the importance of others, you attempted to select those who knew where they were going and why.

As you revolved around the individual at the center of this situation, you were attentive to needs and desires. But you considered that doing for another was doing for yourself.

You were a team. What affected one affected all. It was important that all should gain. And you have gained. You drink a toast to a new beginning.

becoming

And now the reward has been achieved. The sacrifices have not been in vain. You find great satisfaction in knowing that

faith has been validated
hope has been realized
trust has been strengthened

Life opens before you invitingly. There are new things to be experienced, mysteries to unfold. Places to go. People to meet. You welcome it all with open arms and drink thirstily.

looking ahead

Your joy is communicated to others. Now you become the center of the group. As the circle enlarges, the possibilities increase.

You may move away from earlier influences. However, combining the past and the present can be advantageous. Should opposition occur, that linkage will weaken.

For a time, you can focus on yourself and on what makes you happy. It is pleasant not to be at another's beck and call---however positive it was in the past.

Exhilarating in an unexpected freedom of spirit, you enjoy a sense of release. It is a time for self-indulgence. And you have earned it.

Making your own decisions will be rewarding. However, your inexperience will show. Expect some mistakes. You are developing your own inner resources.

You may feel mysteriously drawn to certain relationships that may be puzzling, and perplexing. Different from what you have known in the past, they radiate danger and excitement. They promise gratification of your senses.

This situation offers you the opportunity to enjoy your rewards. You can, however, drink too many toasts. Sometimes the "getting there" is more enjoyable than the "getting."

in brief...

changes you choose

You are becoming expansive and self-directing . . . seeking uncommon experiences and new horizons. Becoming convinced that you can make firm decisions when you have the facts . . . increasing in confidence, feeling better about yourself.

Becoming self-motivated . . . believing that you have learned from others, doing things on your own now, knowing that others believe in you. You are seeking to show the effects of strong influences . . . hoping to show the confident part of you.

moving toward fulfillment