

Online Report for



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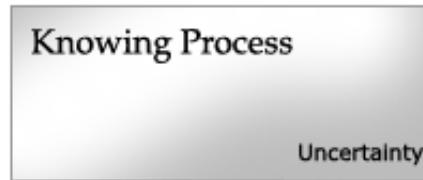
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Reducing Uncertainty

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

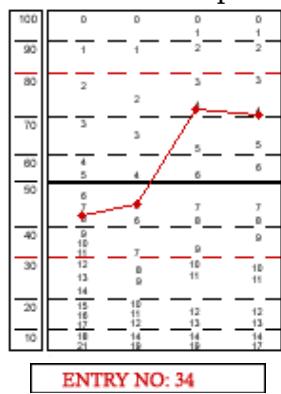
The Personality Factor Profile Interpretation differs from other personality interpretations in very important ways, as we will see. The greater life's demands on us, the greater is our opportunity to increase self-knowledge through the "knowing process."

- 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 Timothy, 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 Timothy *reacts* to people and situations it is implied that he takes quick action, perhaps without conscious thought. In contrast, when Timothy *responds* to people and situations the implications are of more thoughtful and considered action.

Reactive Graph



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

Temperament is the . . .

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

Timothy's temperament . . .

- Is identified as **ISFJ** or Introverted, Sensing, Feeling, Judging. This type makes up 6% of the total population.
- In *Reaction* mode involves servicing and ministering to individual's needs---very loyal. Similar to those whose careers include: nursing, general medical practice, middle management and administrative jobs.

Temperament Characteristics Identified for Timothy

- Works devotedly to meet his objectives.
- Lends stability to any project or group.
- Appears loyal, considerate, perceptive, and concerned with how other people feel.
- Complains about being intruded upon, but ultimately his high sense of duty compels him to do what needs to be done---without complaint.
- Allows himself to be "used" by others but, more often than not, this results from a high sense of obligation and allegiance, coupled with his strong values.
- Suffers, at times, from being misunderstood and undervalued; recognizes that his contributions are taken for granted.

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.

Timothy's identified temperament type is ISFJ. This temperament is:

<p><i>Expenditures of Energy</i></p> <table border="0"> <tr> <td>Breadth Interaction</td><td>Less</td><td>Action before Thought</td><td>EXPRESSIVE</td></tr> <tr> <td colspan="2"></td><td>Extraverted (E)</td><td></td></tr> <tr> <td>Social</td><td></td><td>External</td><td></td></tr> <tr> <td colspan="4">Multiplicity of Relationships</td></tr> </table>	Breadth Interaction	Less	Action before Thought	EXPRESSIVE			Extraverted (E)		Social		External		Multiplicity of Relationships				<p>Private Depth</p> <table border="0"> <tr> <td>Internal</td><td>More</td><td>Thought before Action</td></tr> <tr> <td colspan="2"></td><td>Introverted (I)</td></tr> <tr> <td colspan="3">Conservation of Energy (CONCENTRATION)</td></tr> <tr> <td colspan="3">Limited Relationships</td></tr> </table>	Internal	More	Thought before Action			Introverted (I)	Conservation of Energy (CONCENTRATION)			Limited Relationships		
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Tapping Into Temperament

The **predominant mode** of the temperament **ISFJ** is **introversion**. It is used the most frequently and intensely and has many facets. For example, Timothy's natural tendency is to withdraw when faced with an issue. However, this withdrawal may take on many forms, including seeking total privacy or the company of a few intimate associates.

Extroversion is used less frequently by those of the **ISFJ** temperament, but those periods of socialization 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, Timothy may well recognize the mannerisms since a number of them show up in his proactive selections as well.

Introverted Sensing	Uses a quiet time of reflection that conserves energy but provides the enjoyable outlet of good hard work---all designed to experience the notion of fact supporting conclusions. <i>Sensing</i> , the mode to move Timothy to a sensible position, is a satisfactory time of deliberate action.
Extraverted Feeling	Uses a social interaction where thoughts are exchanged but the <i>Feeling</i> mode ignites an outward display of hope and optimism. Timothy helps to create a spirit of immediate goodwill where people appreciate their differences and yet, vow to move toward a human vision---living and working together.
Introverted Thinking	Uses private time alone or with a small group of associates to objectively analyze factual data. Timothy makes conclusions on an impersonal basis and reviews the long-term results within the existing rules and regulations as part of the <i>Thinking</i> mode.
Extraverted INtuition	Uses an outgoing expression of action that creates expenditures of energy. Here, Timothy employs the <i>INtuitive</i> mode with a combination of speculation and imagination. Interaction results in the movement geared to imagination beyond the existing use of procedure.

Timothy'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:

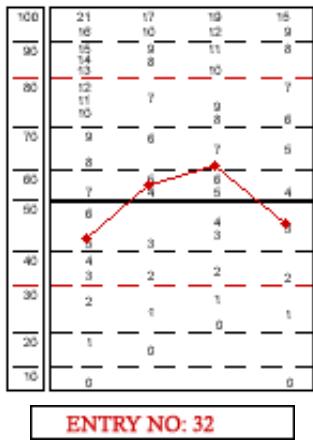
$$\text{Timothy's Temperament} = \text{IS} + \text{EF} + \text{IT} + \text{EN}$$

--- or ---

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

Developing Strategy

Proactive Graph



Proactive Graph. This graph represents potential new direction for Timothy. 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 Timothy'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. Supportive "S"	30%
2. Interactive "I"	27%
3. Directive "D"	21%
4. Corrective "C"	21%

Using Tactics

Target Area: S

Timothy's primary target area, **Supportive S**, is where he expends the greatest energy, approximately 30%. His objective in a work environment is to cooperate with others for results. He desires to have security and to satisfy needs that include:

- Expressing his sincere feelings.
- Rejecting "far reaching" opinions which conflict with his ideas.
- Being recognized as essential to team efforts.
- Justifying his demands on others.
- Developing trust relationships by anticipating the behavior of others.

Target Area: I

Timothy devotes approximately 27% of his energy on his second target area, **Interactive I**. He gives considerable attention to collaborating with others to merge diverse ideas and will attempt to:

- Encourage and inspire individuals to greater success.
- Use verbal communication to describe what "can be."
- Encourage fellow group members in ongoing efforts to relate.

Target Area: D

Timothy expends approximately 21% of his energy on his third target area, **Directive D**. He anticipates that a natural work environment will be potentially challenging and stressful. He:

- Seeks to join in with others to form a formidable opposition, if needed.
- Desires to overcome obstacles through sheer determination.
- Uses a predetermined strategy to occasionally operate independently from others.

Target Area: C

Timothy spends approximately 21% of his energy on his fourth target area, **Corrective C**. He gives less attention to the environmental elements that tend to be argumentative and where there is conflict regarding tradition and standard operating procedures. He:

- Seeks to justify his personal integrity on quality efforts.
- Demonstrates insightfulness through an individualistic approach.
- Resists attempts to join with others where he believes differently.

Reaffirming Intentions

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

Timothy's Intentions	Weight %	Rank
Develop Harmony: Timothy intends to share ideas and feelings with others---to find a balance.	26	1st
Desire to Please: Timothy intends to make others happy and satisfied---gain acceptance.	20	2nd
Acknowledge Facts: Timothy intends to investigate---to get to the bottom of things.	13	3rd
Have Fun: Timothy intends to seek entertainment and pleasure---to relax and enjoy.	11	4th
Be Free to Act: Timothy intends to develop a variety of new interests---to do what he wants.	9	5th
Proceed with Caution: Timothy intends to avoid danger or harm---to watch his step.	7	6th
Hope to Create: Timothy intends to turn his discontent into positive ideas---to use novelty.	5	7th
Taste Success: Timothy intends to be rewarded for his efforts---to keep his eye on the prize.	4	8th
Gain Power: Timothy intends to exercise control and authority---to take charge.	3	9th
Take a Risk: Timothy intends to move beyond the limits that confine others---to take chances.	2	10th

Making Changes

The following interpretations provide a snapshot of the drama and the dynamics of Timothy's work personality. They reflect the choices that he is currently making---his proactive behavior. The interpretations indicate whether change is presently occurring.

Decision Making: Timothy shows unchanging quickness to make decisions.		Conviction: Timothy shows unchanging self-confidence now when confronting others.
	Deadlines: Timothy shows greater intensity in pushing for immediate results when pressure occurs.	
	Persuasiveness: Timothy shows a greater degree of verbalization when attempting to influence others.	
Caring: Timothy shows an unchanging degree of expressing concern and empathy for others.		Delegating effort: Timothy shows an unchanging degree of effort in delegating to others or sharing tasks when it counts.
	Appraisal: Timothy shows an unchanging degree of effort in closely monitoring personal work standards.	
	Seeking Guidance: Timothy shows a greater degree of reliance on others who are considered more expert or skilled in their task, particularly when the chips are down.	

Sounding the Alarm

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 Timothy's potential over extensions and their meanings.

Putting Self first? At the present time it appears that he is not using extended behavior to manipulate others and gain personal advantage.		Retreating? At the present time it appears that he is not using extended behavior to delay confrontations that would reduce uncertainty in crucial areas.
	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.	
	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.	

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 Timothy to "manage" impressions and increase others' receptivity.

For First Impressions:

The key word to describe Timothy is---*unifying*. He reveals a tendency to:

- Reflect a calm, thoughtful manner in selecting areas of interest.
- Respond more readily to tasteful and aesthetic expression.
- Willingly take time to console people; sharing own personal problems.
- Merge personal interest with institutions of home, work, and spiritual emphasis.
- Seek to use diplomatic skills.

For Secondary Impressions:

The key word to describe Timothy is---*companionable*. He reveals a tendency to:

- Rely upon the strength of "protective" friends; expect others to offer assistance.
- Manage life at a steady and purposeful pace.
- Cultivate long-term friendships; nurture deeper relationships with loyal and close work associates.
- Make others dependent upon his advice and good will.
- Help others receive equal opportunity.

Connecting

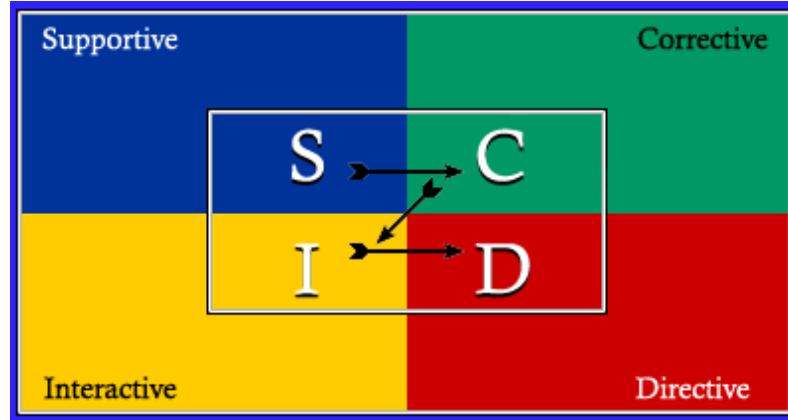
Integrative Graph



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 Timothy'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 Timothy expresses and their priorities---his Z-Path.

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



Emerging Beliefs

The *Emerging Beliefs* highlighted below underlie Timothy'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 Timothy'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.

Timothy's Preferred Task Functions

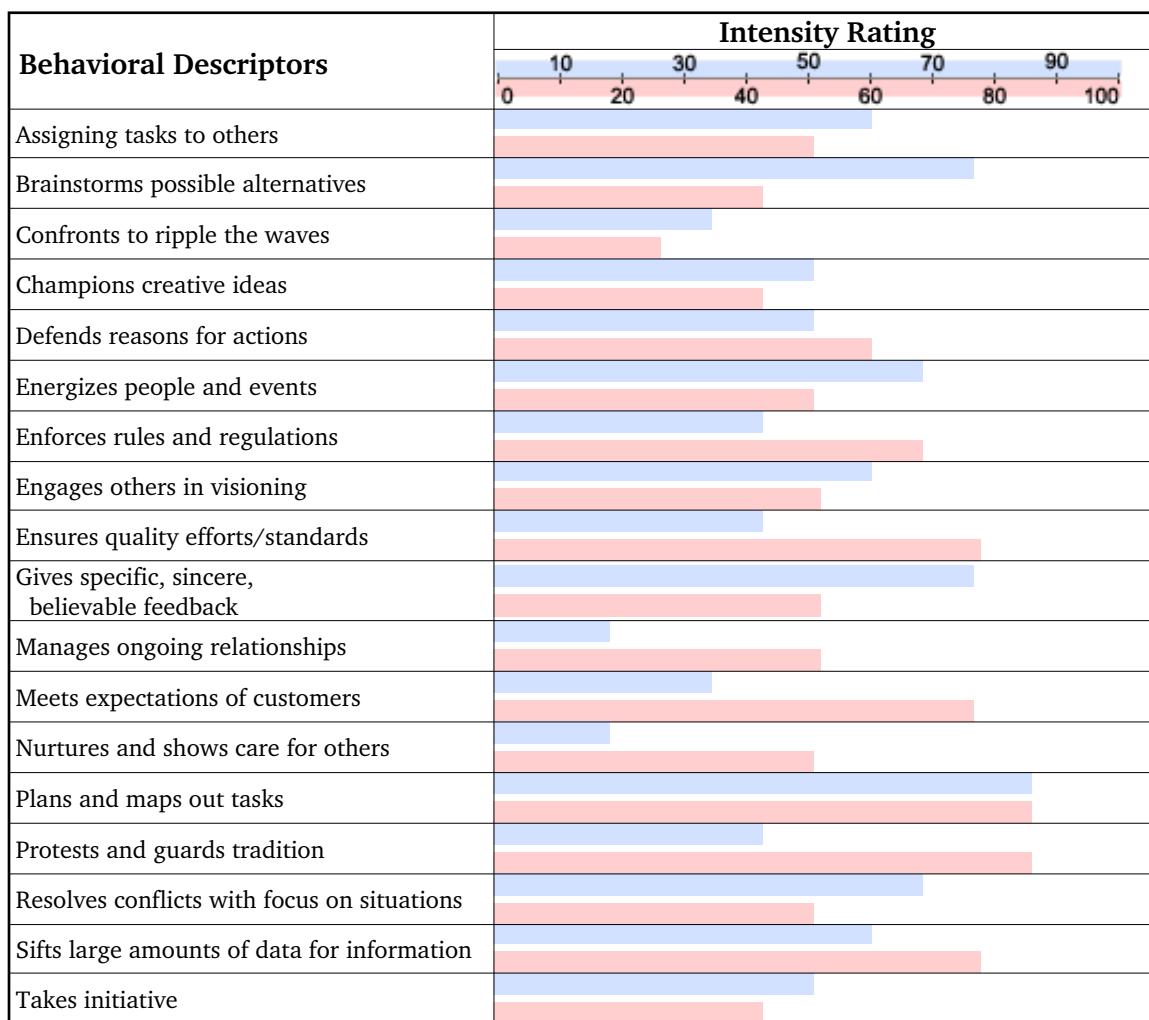
- Thinking a problem through, as in considering the consequences of various solutions.
- Following through on plans or orders, as in meeting deadlines.
- Operating equipment, as with computers, calculators.

Timothy's Task Approaches

- Seeks technical knowledge.
- Develop a routine and maintain a consistent pace.
- Assumes unpleasant responsibilities without complaint.
- Relies heavily on people, products, or ideas that have worked in the past.
- Earns respect.
- Achieves success through diligence.
- Gathers data to support conclusions.
- Seeks security in being certain about ideas.
- Questions, compromises, and arrives at a consensus.
- Prefers to share responsibility and have others make final decisions.
- Plans before promising.
- Demonstrates unwavering loyalty to close associates.

Leading

To lead and so show the way in a specific situation may include direction, inspiration, example, or standard setting. Awareness of Timothy's leadership tendencies shown below will enable him to take on the mantle of leadership under the appropriate conditions. Timothy'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. Timothy'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, Timothy:

- Is steadfast and reliable.
- Emphasizes the credibility of past performance.
- Place high priority on benefits and service.
- Uses a highly structured presentation, often speaking from script.
- Implements systematic procedure.

Timothy's Motivational Strategy

He will ask in a matter-of-fact manner. He expects decision makers to progress steadily toward a decision as the facts unfold and the relationship develops. When he attempts to convince others based on the nature of his personal content, he succeeds in this manner:

- Obtains moderately high success in selling tangibles.
- Attains medium 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. Timothy 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>Project observable energy and more confidence into the presentation for this person.</p>	<p>Interactive "I"</p>  <p>Respond to the "I" person's friendliness; adapt to the unstructured attitude and environment.</p>
<p>Supportive "S"</p>  <p>Make the presentation in a firm, reassuring manner. Emphasize what is impressive about the ideas expressed by the "S" person.</p>	<p>Corrective "C"</p>  <p>Firmly present the essential facts and figures. Answer all questions confidently. Don't be intimidated by this person's questions and skepticism.</p>

Being Influenced

The factors listed below influence Timothy'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.

Worst Fear	Confidence Builder	Value
Receiving criticism and disapproval.	Being recognized for adhering to high standards.	Appreciation, knowledge, security, stability.
Choices	Attitude to Change	Information Preference
Desire limited options.	Only when the need is there---and the price is right.	Press for specific and factual information.
Planning Needs	Risk Quotient	Detail Preference
Emphasizes specific designs; determines the importance of measurable results; avoids rash and impulsive statements.	Views failure as an option, then slowly commits.	Assumes responsibility; delegate only to the highly skilled.
Time Concentration	Time Intensity	Increase Receptivity
Needs uninterrupted thinking time.	Weighs and measures responses.	Demonstrates built-in provisions to correct possible mishaps related to product or people limitations.
Improve Relations	Decision Mode	
Expects a track record that merits ongoing dialogue; emphasizes experience, stability, and reliability.	Acts slowly and firmly.	

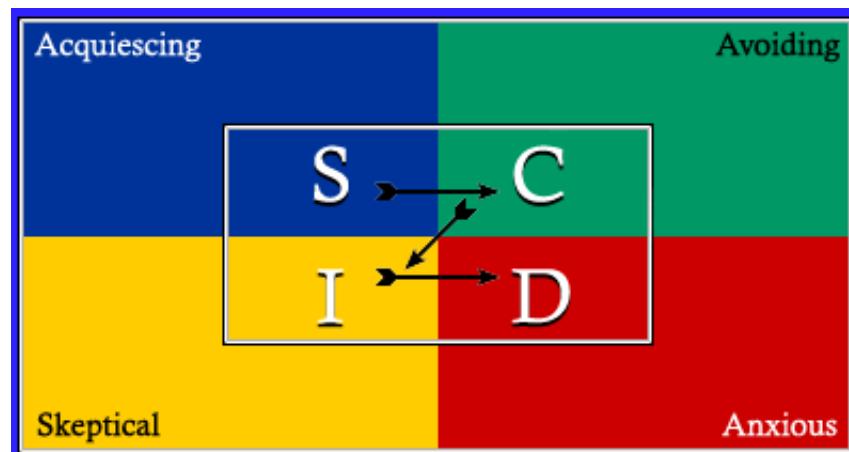
Encountering Opposition

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, Timothy will want to avoid overextending his behavior.

Timothy's Response to Opposition

The key word to describe Timothy is---*consistent*. He tends to:

- Compromise; use a reasoned approach, drawing upon past experience and lessons learned.
- State his personal position only when answers are readily available.
- Use direct and sincere expression.
- Seek a position that is acceptable to all.
- Keep negative feelings within; fear reprisals.
- Display a desire for a peaceful and problem-free solution.
- Overextend behavior; may use the nonproductive modes of the **Z-Pressure Path**.



The sequence begins when Supportive behavior **S** is overextended into a nonproductive mode and becomes *Acquiescing*. Increased pressure may eventually trip the switch to the next mode---*Avoiding*, then to *Skeptical* and finally to *Anxious*. 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 Timothy's cards by the prioritized behavior sequence **SICD**. But it is not the cards so much as how they are played. Prevention of overextended behavior is best. Each of Timothy'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 Timothy 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 Timothy's present state in the shaded boxes.

Productive Mode Desired Attitude	Productive Mode Behavior Sequence	Non-Productive Mode Overextended Behavior
<i>Deliberative</i> Giving careful thought to decisions; weighing the consequences of actions.	"S" Supportive	<i>Acquiescing</i> <i>Assenting; yielding one's position; complying rather than cooperating.</i>
<i>Self-controlled</i> Directing one's energies by force of will.	"I" Interactive	<i>Attacking</i> <i>Unleashing an angry, personal verbal assault.</i>
<i>Analytical</i> Examining all parts of a situation objectively; putting aside all preconceived ideas.	"C" Corrective	<i>Self-righteous</i> <i>Projecting self as blameless and morally upright in disposition and conduct.</i>
<i>Reassuring</i> Reinforcing courage; bolstering confidence.	"D" Directive	<i>Anxious</i> <i>Feeling weighed down by a foreboding uncertainty that lacks visible cause or solution.</i>

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

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

- Occasionally prejudge others on appearance and presence, eliminating those who, if given an opportunity, might be worthwhile companions.
- Put others on the defensive to avoid unpleasant questions regarding his high standards.
- Stifle conversations by making opening statements of personal belief, creating discomfort for those who have dissenting opinions.
- Wait for things to unfold, seeking ways to become useful to others, hoping to be viewed as essential in their plans.
- Suffer, at times, by being misunderstood, undervalued, and taken for granted.

Strategies for Increased Effectiveness

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

- Assert himself; challenge the expectation that he should relinquish personal interests.
- Recognize that, at some point, it may be hopeless to reform the "lost sinner;" avoid conducting rescue/rejection games without end.
- Accept criticism without being overly sensitive.
- Develop greater receptivity to change; avoid secrecy in planning.
- Confront those who are difficult; encourage disagreement in a collaborative manner.

Experiencing Existing Events

Until this point Timothy'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, Timothy'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. Timothy's experience with existing events is still being processed internally; the meaning still coalescing; the final shape not yet determined.

insight

Change is afoot. You are wary and resistant.

the image

A new scent on the wind
Head up
the antelope tests air
tense muscles

beginning

In the beginning, this was a peaceful situation. You knew what to expect and what was expected. Things were predictable.

You valued the comfort of the predictability. Leaving the situation for a short period of time, you were confident that it would be the same when you returned. There was a peacefulness in the sameness.

It was the slow lane, sometimes the moderate lane, but rarely the fast track. You lived your life in a measured and continual flow.

Stress and pressure were at a minimum. Goodwill was at a maximum. Some practices and procedures were elevated to the level of ritual.

becoming

In the situation you had

*simplicity and warmth
close friends
shared feelings*

and satisfaction. All this you valued.

But change had come like a thief in the night and taken what you valued. There is outrage, sadness, and demoralization.

Feelings are still shared. But they are dominated by worry and speculations:

<i>what he said</i>	<i>who might leave</i>
<i>who might come</i>	<i>what she said</i>
<i>who might stay</i>	<i>who might rise</i>

At times, you herd together for comfort. But there is a scent of danger in the air and self-survival is strong. The antelope scatter.

looking ahead

Rumors will persist. Here, there, rippling through the brush, gasping for air, grasping for the truth. Announcements will be made. Whether they are conflicting or congruent, interpretations will vary: The result of an unpredictable environment.

Excitement will persist. Speculations will increase. Instant sages will arise and spout their most recent opinion. What people do and say will stand out in bold relief, if not in clarity.

You may feel reluctant to leave the excitement even as you bemoan the loss of your peace. Not only do you feel a need to stay in close contact to protect yourself, but the time is also stimulating and out of the ordinary.

The former period will be enshrined and used as a point of comparison during the subsequent period of adjustment. Practices and procedures, particularly those that had become rituals, will be strongly defended.

During this time, it is wise to separate fact from fiction, fact from speculation. Seek information from a knowledgeable source. Once armed with facts, you act

*avoid assuming that others know what is in your mind
refrain from letting others speak for you completely
decide what is essential to retain
contemplate how you can fit into the new situation
determine how you can benefit the new goal*

And speak out on your own behalf

You will discover that much can be changed that you thought inviolate---not without pain on your part. But without lasting harm. Remember that the herd can provide comfort and safety. But the individual must still take responsibility for self.

in brief...

changes you choose

You are becoming dependent...relying on those in a decision-making role, hoping for a continued security. Becoming worried...feeling the peace and harmony of the situation diminish, observing elements of change, speculating about the results.

Becoming less communicative...trying to safeguard what you presently have, watching to see which way events unfold, searching for the best path in an unpredictable situation, protecting yourself. You are seeking what you consider as the only way out...believing that options are few.

moving toward protection