

# Online Report for



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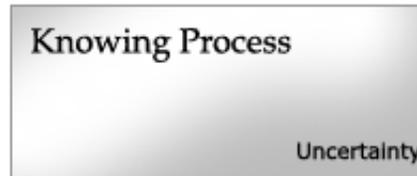
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## Reducing Uncertainty

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 us, we move 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 we *react* to people and situations it is implied that we take quick action, perhaps without conscious thought. In contrast, when we *respond* 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 one's Reactive mode the oldest, most predictable and familiar mode of personal behavior. When others move against us it is this mode of response that they see.

**Temperament is the . . .**

- Least changeable aspect of personality.
- Foundation on which we build successive layers of behavior that are acceptable in various situations.

**Your temperament is . . .**

- Identified as **INTP** or Introverted, INtuitive, Thinking, Perceiving. This types makes up 1% of the total population.
- *Reaction* mode to solve complex problems that require the application of intellect. Similar to those whose careers include: writers, artists, entertainers, research scientists, computer programmers, and lawyers.

### Temperament Characteristics Identified for You

- Struggle to fit all the pieces together into a complete picture that keeps expanding with the continual discovery of new pieces.
- Become your own greatest critic; take pride in being the first to knock down your own theories or to correct yourself with a better word or improved idea.
- Accept a mental challenge to think through every stage of a task at hand, from fixing a leaking faucet to writing a business letter.
- Exhibit high powers of concentration that others find difficult to interpret.
- Often desire life to conform to a theoretical model.
- Need intellectual work with opportunity for mastery---removing any hint of drudgery.

## 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.

Your identified **temperament type** is INTP. This temperament is:

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

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

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

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

---

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

*Humane Participant*  
**Less 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 **INTP** is **introversion**. It is used the most frequently and intensely and has many facets. For example, your 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 **INTP** 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, you may well recognize the mannerisms since a number of them show up in your proactive selections as well.

**Introverted Thinking** Uses private time alone or with a small group of associates to objectively analyze factual data. You make conclusions on an impersonal basis and review the long-term results within the existing rules and regulations as part of the *Thinking* mode.

**Extraverted INtuition** Uses an outgoing expression of action that creates expenditures of energy. Here, you employ the *INtuitive* mode with a combination of speculation and imagination. Interaction results in the movement geared to imagination beyond the existing use of procedure.

**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. *Sensing*, the mode to move you to a sensible position, is a satisfactory time of deliberate action.

**Extraverted Feeling** Uses a social interaction where thoughts are exchanged but the *Feeling* mode ignites an outward display of hope and optimism. You help 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.

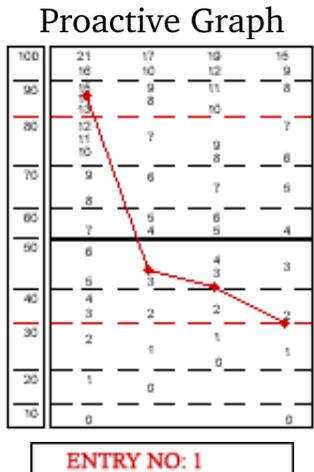
Your use of time and unique way of solving problems related to people and things is instructive. Your temperament equation is a reference point of what to expect in your individual and group efforts:

$$\text{Your Temperament} = \text{IT} + \text{EN} + \text{IS} + \text{EF}$$

--- or ---

$$\begin{matrix} \text{Introverted} \\ \text{Thinking} \end{matrix} + \begin{matrix} \text{Extraverted} \\ \text{INtuition} \end{matrix} + \begin{matrix} \text{Introverted} \\ \text{Sensing} \end{matrix} + \begin{matrix} \text{Extraverted} \\ \text{Feeling} \end{matrix}$$

## Developing Strategy



**Proactive Graph.** This graph represents potential new direction for you. When you assume a proactive mode, you move 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 your perception of the challenges in the current situation and your selection of key target areas---see the table below.
- The following table indicates the probable intensity of energy you devote to each target area.

Strategy	
Target Areas	Probable Intensity
1. Directive "D"	48%
2. Interactive "I"	21%
3. Supportive "S"	18%
4. Corrective "C"	13%

## Using Tactics

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**Target Area: D** Your primary target area, **Directive D**, is where you expend the greatest energy, approximately **48%**. Your objective is to shape the environment and overcome opposition in order to gain results. You desire to be self-reliant and to satisfy needs that include:

- Asserting yourself.
- Testing your abilities against others.
- Earning respect.
- Being feared for your determination.
- Fighting with equal vigor for survival and success.

**Target Area: I** You devote approximately **21%** of your energy on your second target area, **Interactive I**. You give 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: S** You expend approximately **18%** of your energy on your third target area, **Supportive S**. You give average attention to sustaining cooperation in order to accomplish tasks. You attempt to:

- Minimize conflicts and assist others.
- Follow through on specific tasks to ensure high performance.
- Demonstrate mutual dependency.

**Target Area: C** You spend approximately **13%** of your energy on your fourth target area, **Corrective C**. You give less attention to the environmental elements that tend to be argumentative and where there is conflict regarding tradition and standard operating procedures. You:

- Seek to justify your personal integrity on quality efforts.
- Demonstrate insightfulness through an individualistic approach.
- Resist attempts to join with others where you believe differently.

## Reaffirming Intentions

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The list below indicates your habitual ranking of intentions in percentage descending order.

<b>Your Intentions</b>	<b>Weight %</b>	<b>Rank</b>
<b>Gain Power:</b> You intend to exercise control and authority---to take charge.	25	1st
<b>Taste Success:</b> You intend to be rewarded for your efforts---to keep your eye on the prize.	16	2nd
<b>Take a Risk:</b> You intend to move beyond the limits that confine others---to take chances.	15	3rd
<b>Be Free to Act:</b> You intend to develop a variety of new interests---to do what you want.	11	4th
<b>Hope to Create:</b> You intend to turn your discontent into positive ideas---to use novelty.	10	5th
<b>Acknowledge Facts:</b> You intend to investigate---to get to the bottom of things.	7	6th
<b>Desire to Please:</b> You intend to make others happy and satisfied---gain acceptance.	6	7th
<b>Proceed with Caution:</b> You intend to avoid danger or harm---to watch your step.	5	8th
<b>Have Fun:</b> You intend to seek entertainment and pleasure---to relax and enjoy.	3	9th
<b>Develop Harmony:</b> You intend to share ideas and feelings with others---to find a balance.	2	10th

## Making Changes

<p>This interpretation provides a snapshot of the drama and the dynamics of your work personality. They reflect the choices that you are currently making---your proactive behavior. The following interpretations indicate whether change is presently occurring.</p>		
<p><b>Decision Making:</b> You show unchanging quickness to make decisions.</p>		<p><b>Conviction:</b> You show unchanging self-confidence now when confronting others.</p>
	<p><b>Deadlines:</b> You show greater intensity in pushing for immediate results when pressure occurs.</p>	
	<p><b>Persuasiveness:</b> You show a greater degree of verbalization when attempting to influence others.</p>	
<p><b>Caring:</b> You show an unchanging degree of expressing concern and empathy for others.</p>		<p><b>Delegating effort:</b> You show an unchanging degree of effort in delegating to others or sharing tasks when it counts.</p>
	<p><b>Appraisal:</b> You show an unchanging degree of effort in closely monitoring personal work standards.</p>	
	<p><b>Seeking Guidance:</b> You show 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. <b>D I S C</b> 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 your potential over extensions and their meanings.</p>		
<p><b>Putting Self first?</b> At the present time it is possible that you may be using extended behavior to manipulate others and gain personal advantage.</p>		<p><b>Retreating?</b> At the present time it appears that you are not using extended behavior to delay confrontations that would reduce uncertainty in crucial areas.</p>
	<p><b>Losing Trust?</b> At the present time it appears that you are not using extended behavior to cast suspicion on those considered to be a threat.</p>	
	<p><b>Becoming Rigid?</b> At the present time it appears that you are 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 you to "manage" impressions and increase others' receptivity.

### **For First Impressions:**

The key word to describe you is---**determined**. You reveal a tendency to:

- Ignore pessimistic information.
- Attract attention by doing the unusual or unexpected.
- Use confrontation as a welcome diversion from boredom or monotony.
- Respond easily to anything that provides stimulation.
- Select data that enhances personal belief.

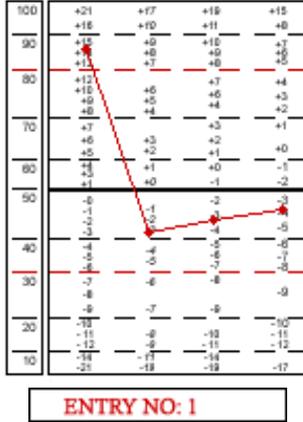
### **For Secondary Impressions:**

The key word to describe you is---**self-willed**. You reveal a tendency to:

- Act with harshness and occasional severity.
- Pit yourself against disbelievers.
- Desire authority and important assignments.
- Expect others to listen carefully and to respond in a timely fashion.
- Appear self-centered and lacking in empathy.

## Connecting

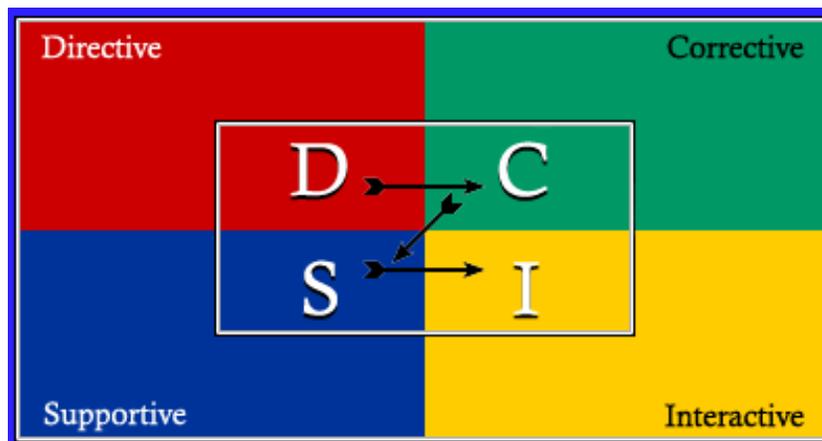
### Integrative Graph



**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 your 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 you express and their priorities---your Z-Path.

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



## Emerging Beliefs

The *Emerging Beliefs* highlighted below underlie your 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
<b>Take Charge</b> Want the final say; use facts and logical arguments to overpower others; willingly respond to competition; accept challenges; look out for number one.	<b>Generate Enthusiasm</b> Stimulate others; stand out in some way---energy, charm, popularity; use humor to sell self; motivate people by presenting ideas in a compelling fashion.	<b>Support Others</b> Stress loyalty; appreciate team effort; do for others when they find difficult to do; pay attention to details; take complaints seriously.	<b>Be Precise and Accurate</b> Think things through before acting; meet forceful demands with clear answers; use hard facts to prove a point; avoid being in the wrong.
<b>Get Immediate Results</b> 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.	<b>Offer Praise</b> 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.	<b>Complete Tasks</b> Work steadily and patiently; dislike urgency and the pressure of deadlines; follow through on personal commitments; be dependable and responsive; create needs to fulfill.	<b>Take A Reasonable Position</b> 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.
<b>Give Direction</b> Act quickly and confidently in becoming more powerful and influential as an individual; state what needs to be done; challenge opposing comments.	<b>Try Differently</b> Change tactics when faced with difficulties; promote discussion; persuade others to view options; exert vigorous efforts; expect others to respond.	<b>Find Comfort Level</b> Seek way to fit into a team effort; keep things in order; stay calm; questions efforts that require personal change; be practical and reliable.	<b>Try Harder</b> Deliberately set high standards; exhibit intensity in satisfying others' expectations; focus on details in controlling quality; make idlers uncomfortable.
<b>Use Available Resources</b> Search for workable solutions; assist others in developing decision-making skills; use power constructively; give in only to bold and respected leadership.	<b>Involve Others</b> Listen for and seek out ideas; show willingness to assist others; allow people opportunities to express themselves; use conciliatory language.	<b>Seek Rewards/Security</b> 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.	<b>Act Carefully</b> Outwardly comply with requests from respected individuals; tune out uncontrollable events; seek situations free of antagonism but retaliate when pushed too hard.
<b>Accept Direction</b> 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.	<b>Talk Strong</b> 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.	<b>Push Others</b> 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.	<b>Monitor Rules</b> 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.
<b>Weigh Pros and Cons</b> Test the waters before leaping; take calculated risks; work hard for special people; avoid being seen as ambitious; plan a deliberate course of action.	<b>Think Logically</b> Express thoughts carefully with guarded words; turn off emotionally when others are too critical; set aside period for thought and reflection.	<b>Respond Quickly to Change</b> Search for new challenges; appear realistic about own abilities; show versatility; move into high gear; exercise choice; delegate tasks when possible.	<b>State Unpopular Positions</b> Conceal negative feelings but make demands when necessary; criticize those who stifle new ideas; justify actions as upholding truth and justice.
<b>Exercise Caution</b> Ask for firm, timely decisions; come to terms with whatever happens; work within prepared guidelines; conceal real feelings unless trust is established.	<b>Work Alone</b> Use silence to express displeasure; keep people at a distance; question those in authority; develop faith in own ideas as a form of security.	<b>Move Quickly</b> 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.	<b>Act Independently</b> 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 your preferred task functions and task approaches. This knowledge can also enhance your ability to succinctly verbalize your contributions, reducing uncertainty and increasing appreciation for what you can do. Team members who share similar information learn to work with one another more quickly; the team gains in both cohesiveness and productivity.

### Your Preferred Task Functions

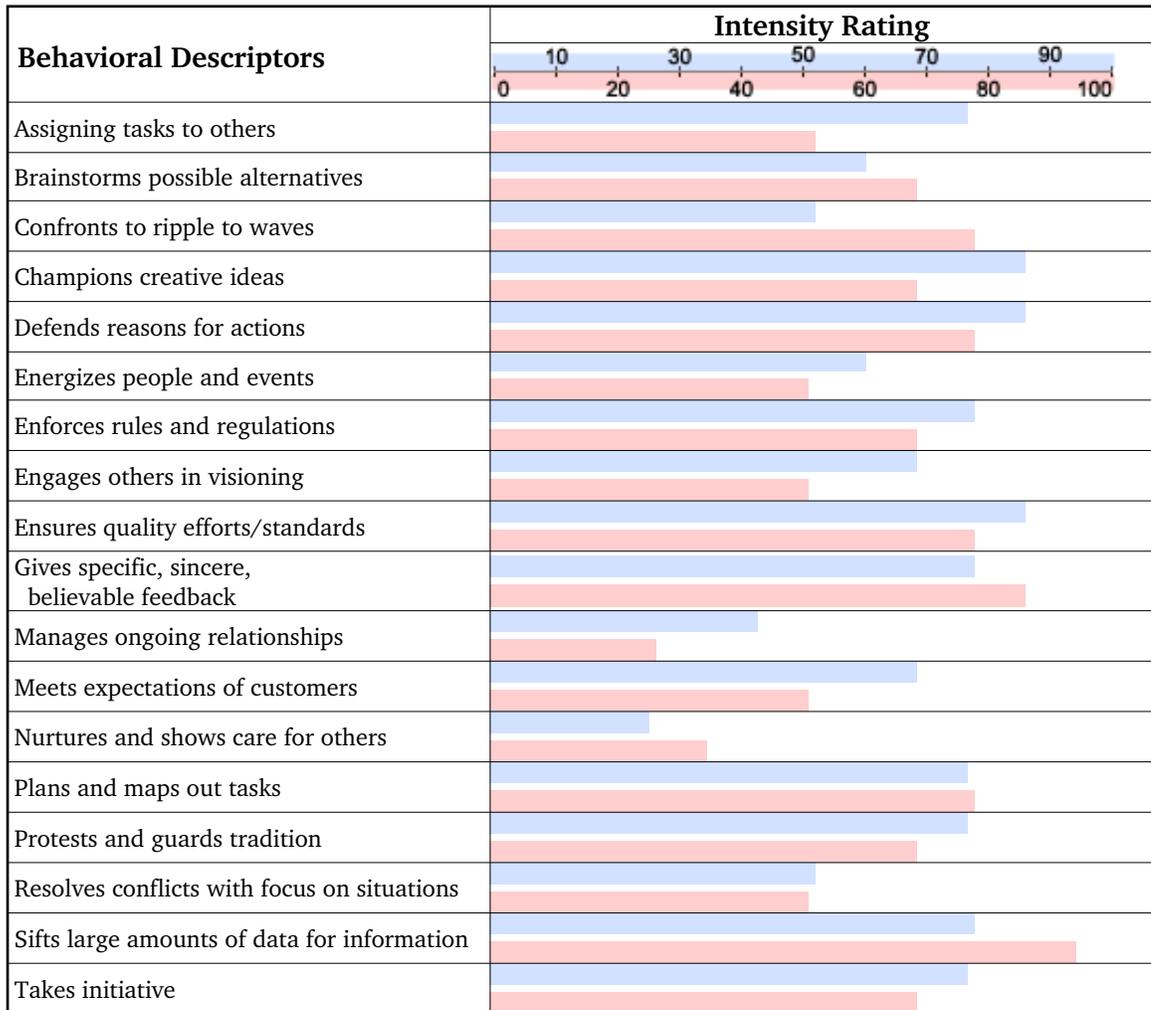
- Imagining, as in figuring out new ways to do things.
- Distinguishing important from unimportant, as with examining proposals.
- Showing foresight, as in planning ahead, predicting consequences.

### Your Task Approaches

- Get things done quickly.
- Project strong views on what should be accomplished.
- Reach objectives by any and all means.
- Identify a symbol or enemy to be confronted and overcome.
- Achieve high personal performance.
- Take advantage of opportunities.
- Relish difficult situations.
- Set priorities; give orders; hold people accountable.
- Measure results; rewards and punishes.
- Resist the slower, more deliberate path of cooperation.
- Prefer win-lose situations.
- Demonstrate fast reaction time and ability to move decisively.

## Leading

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



## Following

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

- Speak forcefully.
- Employ concise logic and a precise choice of words.
- Use expert testimony and visual aids with authority.
- Ask for a firm commitment.
- Make others a bit fearful at times that your favors will be withdrawn.

### **Your Motivational Strategy**

You will tell, more than ask, in a strong, direct manner. You expect decision makers to decide quickly based on key data and perceived benefits and results. When you attempt to convince others based on the nature of your personal content, you succeed in this manner:

- Obtain high success in selling tangibles.
- Attain 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. You may optimize your motivational strategy by adapting your approach to the specific needs and wants of others. If you assess a person as being primarily motivated by one of the four factors illustrated below, then follow the corresponding guideline.

<p style="text-align: center;"><b>Directive "D"</b></p> <p style="text-align: center;"></p> <p>Avoid a fight for control. The "D" is a person who is direct and forceful.</p>	<p style="text-align: center;"><b>Interactive "I"</b></p> <p style="text-align: center;"></p> <p>Project more friendliness than usual; tone down the business-like attitude.</p>
<p style="text-align: center;"><b>Supportive "S"</b></p> <p style="text-align: center;"></p> <p>Slow down; provide assurances by presenting more details and being friendlier. Give the "S" person an opportunity to digest the facts. Refrain from overpowering this person with innovative ideas.</p>	<p style="text-align: center;"><b>Corrective "C"</b></p> <p style="text-align: center;"></p> <p>Present an abundance of proof and facts, making sure that all questions are answered. Slow down and avoid being pushy.</p>

## Being Influenced

<p>The factors listed below influence your decisions to buy-in to an idea, a service, or to participate---in short, to become motivated. This information can assist you and others to understand what helps or hinders your motivation and productivity.</p>		
<p><b>Worst Fear</b></p> <p>Being cheated out of a full life.</p>	<p><b>Confidence Builder</b></p> <p>Getting sustained results through your efforts.</p>	<p><b>Value</b></p> <p>Advancement, challenge, competition, independence.</p>
<p><b>Choices</b></p> <p>Desire many options.</p>	<p><b>Attitude to Change</b></p> <p>Relish the new and different.</p>	<p><b>Information Preference</b></p> <p>Dislike detailed information.</p>
<p><b>Planning Needs</b></p> <p>Clarify existing rules, regulations, or guidelines; may need help in making a clear and concise decision.</p>	<p><b>Risk Quotient</b></p> <p>Enjoy adventure; invest for high return.</p>	<p><b>Detail Preference</b></p> <p>Delegate non-stressful tasks to others.</p>
<p><b>Time Concentration</b></p> <p>Want quick answers; demonstrate short listening span.</p>	<p><b>Time Intensity</b></p> <p>Demand punctuality, easily angered.</p>	<p><b>Increase Receptivity</b></p> <p>Prefer an individualistic rather than a "team player" approach, focus discussion on your objectives.</p>
<p><b>Improve Relations</b></p> <p>Require people to suggest alternative plans; give a quick but not impulsive response; prepare for the unexpected.</p>	<p><b>Decision Mode</b></p> <p>Decide quickly; appear impulsive but guarded.</p>	

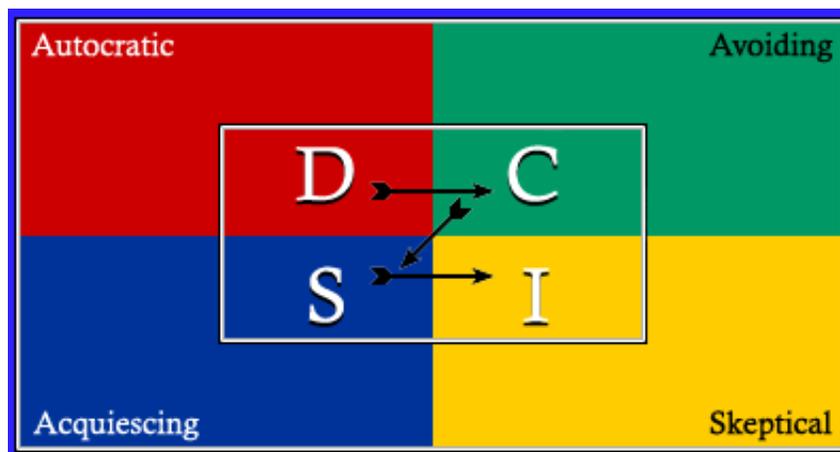
## Encountering Opposition

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, you will want to avoid overextending your behavior.

### Your Response to Opposition

The key word to describe you is---*discriminating*. You tend to:

- Confront; overcome opposition; dominate others; prove the superiority of your endeavors.
- Encourage a direct exchange on controversial issues.
- Remove petty misunderstandings.
- Refer to documentation and expert testimony.
- Develop a carefully designed problem to prove your belief.
- Display a willingness to take on complicated problems.
- Overextend behavior; may use the nonproductive modes of the *Z-Pressure Path*.



The sequence begins when Directive behavior *D* is overextended into a nonproductive mode and becomes *Autocratic*. Increased pressure may eventually trip the switch to the next mode---*Avoiding*, then to *Acquiescing* and finally to *Skeptical*. 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 your cards by the prioritized behavior sequence **DISC**. But it is not the cards so much as how they are played. Prevention of overextended behavior is best. Each of your "behavior cards" is paired with a conscious corrective attitude. Even if a new form of opposition gives rise to an overextension of behavior, you can take remedial action by using attitude intervention.

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

- Consider your 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 your present state in the shaded boxes.

<b>Productive Mode Desired Attitude</b>	<b>Productive Mode Behavior Sequence</b>	<b>Non-Productive Mode Overextended Behavior</b>
<i>Resourceful</i> Using inventiveness; being insightful and practical.	<b>"D"</b> <b>Directive</b>	<i>Autocratic</i> Unleashing an angry, personal, verbal attack.
<i>Believing</i> Relying on information sources.	<b>"I"</b> <b>Interactive</b>	<i>Skeptical</i> Demonstrating doubt and suspicion; questioning.
<i>Self-examining</i> Evaluating one's motives against an ideal standard.	<b>"S"</b> <b>Supportive</b>	<i>Self-centered</i> Placing self above all else; thinking solely or primarily of one's own self interests.
<i>Candid</i> Being straightforward; telling it like it is; communicating.	<b>"C"</b> <b>Corrective</b>	<i>Avoiding</i> Intellectualizing; retreating from emotional issues into logic.

## 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**

Your potential limitations form a pattern in which you tend to:

- Use information to control others.
- Cause trouble when out of the limelight.
- Resist participation as part of the team.
- Lose interest in a project once the challenge is gone.
- Urge others to battle, using both offensive and defensive tactics to annihilate contenders.

### **Strategies for Increased Effectiveness**

You will take greater control of your work life when you understand your need to:

- Extend empathy and understanding.
- Listen without interrupting.
- Use the objections of others as opportunities.
- Rethink the idea of persuasion as a "battlefield."
- Involve others as willing rather than compliant participants.

## Experiencing Existing Events

Until this point your 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, your 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 you may be going.

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

### insight

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Those who push into the unknown must have confidence in themselves. But always, they walk a fine line. The moment they believe they are invincible---as gods---they can be destroyed.

### the image

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The gun fighter  
more  
than a hired  
gun  
a mystique of  
invincibility

## beginning

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You dare the unknown. Probing past the frontiers of the present, you push aggressively into the future. You seek answers that will build for tomorrow.

Accustomed to the creative process, you find the challenges stimulating and exciting. You seek to be first in achieving the impossible.

You project an aura of confidence. Based on past successes, you have good reason to feel that you have superior ability.

Everyone has high expectations that you will prevail. That expectation rallies support and engenders enthusiasm.

You feel invincible.

## becoming

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You keep others from becoming too familiar with you. That protects your methods from imitation by others.

But you also use that distance to cultivate a mysticism about what you do and say. Your accomplishments take on an additional sheen of mystery.

Others respond by placing more faith in your abilities. In turn, you take on greater challenges and increase your efforts.

The momentum builds and the pressure continues to increase to live up to that faith. The expectation of invincibility becomes an invisible weight.

You have become a myth in your own time---and in your own mind.

## looking ahead

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You will continue to know pressure and stress. As the expectations of invincibility grows heavier, the number of risks will increase.

If you injure yourself, you will reflect in defeat. If you injure others, you will repent in defeat.

A successful risk will bring a brief period of vindication. You have proven yourself worthy of the trust that others have placed in you.

But that will be followed by another challenge and still another. You are caught in a self-perpetuating cycle. Your reputation is a dragging weight.

At times you will question what your true ability is---where is the line between mystique and talent? How much do you owe to your reputation and how much to your actual creativity?

Sooner or later, the momentum of your mystique will impel you into accepting challenges which neither you nor anyone could win.

Separating yourself from that image will be the first step. Be prepared for pain as you tear away the mask.

Stepping down from the image before others will be the second step. Be prepared for disdain. Feet of clay are never welcome.

Attempting to create without that mystique will be the third and final step.

Those steps liberate you from the tyranny of never making a mistake. You will know a freeing lightness that reinvigorates the creative process.

in brief...

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**changes you choose**

You are becoming a mystique . . .distancing yourself from others, preventing them from becoming too familiar, doing the unexpected, keeping people off balance and guessing. Becoming a believer in yourself . . .taking on responsibility that may be over your head, refusing to place limits on what you can do.

Becoming irritated with warnings from others...chiding them for their lack of vision. You are beginning to separate yourself from the image that people have of you . . .finding it difficult to admit human frailties.

moving toward superiority