

Process Communication Model®

Your Key To Me Profile

By Taibi Kahler, Ph.D.
John Johnson



John Johnson

<355158, PC 73, BC 80 , v10>

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This personalized profile report is intended for use only in individualized consulting and counseling settings. It may not be used for training or teaching of the methodologies underlying the report.

Dear John Johnson ,

This profile will have a wealth of information for you. Your individualized report will identify not only your potential failure patterns, but also why they might occur and what you can do to turn them into potential success patterns. It will cover and discuss subjects including:

- > your unique personality structure
- > your character strengths
- > your perceptual frames of reference and your ability to shift to another's viewpoint
- > the personality parts that you use to be directive, logical, nurturing, or playful
- > your interactive preferences
- > your Psychological Needs – motivators to personal and professional success
- > your unique distress patterns that could sabotage your personal and professional success
- > your own plan of action to a healthy, happy, quality lifestyle.

You know what you want from life and others and you have the charms and influence to get it. That doesn't mean that you have developed your confidence and abilities to the point that all your dreams will come true automatically! You have a good grasp of your strengths and weaknesses, but maybe you can benefit from some focused direction.

The bottom line is that you can take charge of your life by actualizing the information you will be given into a daily, weekly and monthly success plan. Use this profile to unlock and resolve any last, lingering self-styled roadblocks to achieving your ultimate dream.

Understanding yourself and becoming all you can become is a worthwhile cause and wanting others to become all they can become is a noble cause. I believe your investment of time and energy in studying this report will make a significant impact on you and will be of great value to those whose lives you touch.

In this profile you will have the opportunity to gain a valuable ability to deal with those who think or believe differently from you and you'll acquire some excellent methods for relating to people who have a different set of values or standards.

I invite you to get comfortable, relax, and enjoy yourself as you read. Find a soft chair and some tranquil music and indulge yourself for a while. You are worth it. You certainly have spent enough time and energy giving to others.

You possess the ability to invite others to feel at ease and be comfortable. You create harmony around you. Now it's time to be just as sensitive to your own needs.

Find your own quiet space where you can concentrate, settle in and read this at your leisure. Take the time to read each section of your profile several times and mark or check the points that interest you most. Please pay particular attention to the section on Psychological Needs and motivators and be sure to complete your own Action Plan as it will give you excellent direction.

As you turn the pages you'll discover greater insights and find clearer direction.

You are going to have fun with this one! We are talking about getting a total picture here, the nice and the not so nice. It's going to be like looking in the mirror first thing in the morning, hair dishevelled and face not fixed. The 'real' us.

I know you will get a charge out of some of your characteristic strong and weak points and will want to identify immediately what will help you get where you want to go the fastest. That's what this is for, to give you a better understanding of yourself and of how to interact with others who may see things quite differently from your spontaneous point of view.

So, will you turn the page and start taking in the facts in your profile.

Sincerely,
Taibi Kahler, Ph. D.

What is Your Profile?

Success is a subjective concept. Some very unhappy people appear successful when judged by external criteria such as money, status or power, while others are happy and productive in life situations that some onlookers would judge as unsatisfactory. For each of us, achieving personal or professional success involves mastering the art of winning. Winners are not perfect people without faults or problems. Winners are people who are committed to learning who they are and what they want. They lead their lives in a way consistent with their personal and professional goals and desires.

Because our goals and desires may change during different phases of our lives, becoming a winner is a process. Winning involves ongoing self-awareness and willingness to accept who we are at each point in our lives. More specifically, winning involves:

- > **STEP 1: Setting goals that are personally challenging**
- > **STEP 2: Reaching those goals**
- > **STEP 3: Enjoying our accomplishments**

It doesn't matter what goals we set, so long as they challenge us and allow us to develop our potential. It is important to set attainable goals so that we can experience success and it is good to be able to enjoy our successes. If we omit any one of these three steps we will not experience success, regardless of our accomplishments. Your Profile can help you achieve personal and professional success by increasing your awareness of the strength and failure potentials that are most active in your personality right now.

The Hologram Effect

A hologram consists of hundreds of thousands of independent images, each of which portrays a complete object from a slightly different angle. Combined, these images create a three-dimensional display. When we view the entire display, we “get the complete picture”.

Observing people is like observing holograms. When we perceive a person, we “get the whole picture” of an entire personality, consisting of separate units of behavior linked in sequences or patterns. Some patterns are natural, healthy and constructive. Others are learned, negative behaviors that we exhibit under distress.

These patterns are noticeable to ourselves and to others, even if they are not apparent in our current behavior or activity. This explains why people often know instinctively if we are honest, trustworthy, exciting, dull, hostile, successful or competent even before we have demonstrated the specific characteristics.

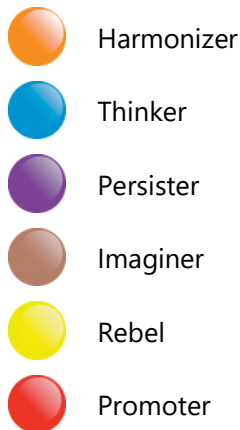
Your common sense or instinct is actually based on your behaviour, so be careful not to judge yourself negatively. As you learn more about yourself, your strengths and your weaknesses, you will unlock your potential for increased personal and professional satisfaction.

This individualized profile will open new insights as to why you slip into negative, non-productive behaviors, what they mean, and most importantly, how to replace them with what your unique personality structure requires.

The Six Personality Types

Your Profile Report draws its theoretical base from a research model of the personality called the Process Communication Model® developed by Taibi Kahler, Ph.D. A brief explanation is provided here to give you a context for your personalized report.

There are six distinct personality types:



One of these is our foundation or “Base” type and this is set either at birth or very early in our life. Once this Base Personality Type is set it will remain your Base for a lifetime. In other words, whatever our basic Personality Type is, we will always be strongest in the characteristics and behaviors of that type. Additionally, we have characteristics of all of the other five types.

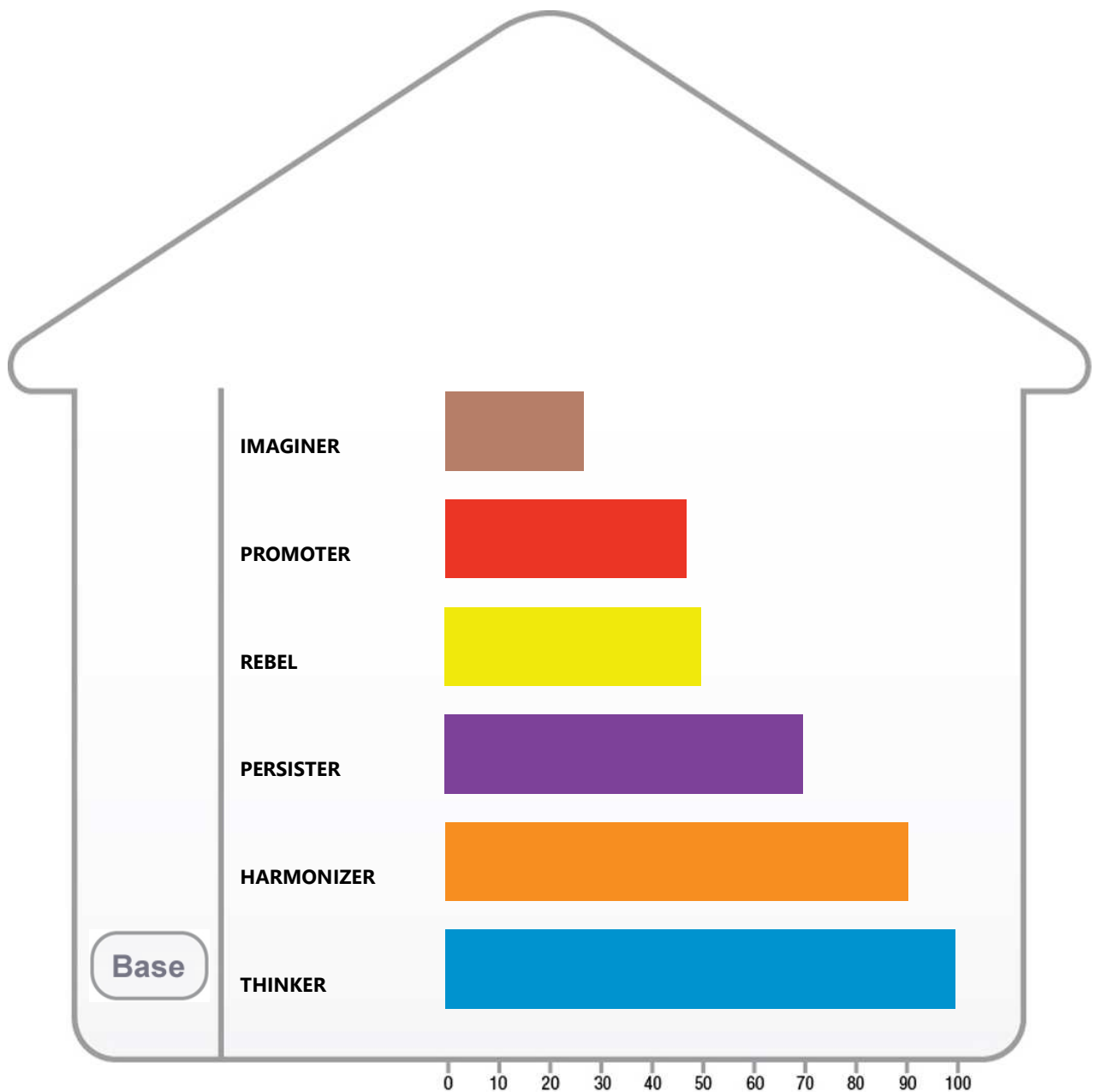
No one type is better or worse, more or less smart, more OK or less OK than any other. And, each type has strengths and weaknesses, positive attributes and under stress, potential negative behaviors.

We are OK. Sometimes under stress when we don’t get enough of the specific form of positive attention that we each uniquely need, we then “put on a mask”, show predictable negative behavior, and begin to sabotage our personal and professional lives. While this behavior is negative and most often undesirable, we are still OK. The more we know about ourselves and our needs, the more ways and means we have to generate positive energy. It is a knowledgeable person who knows his or her strengths. It is a wise person who knows his or her weaknesses and what to do about them.

To understand this model better, it is useful to think of a person’s personality as a six floor “condominium”, where each floor is a different Personality Type.

Sample

Personality Condominium



Personality Condominium Explanation

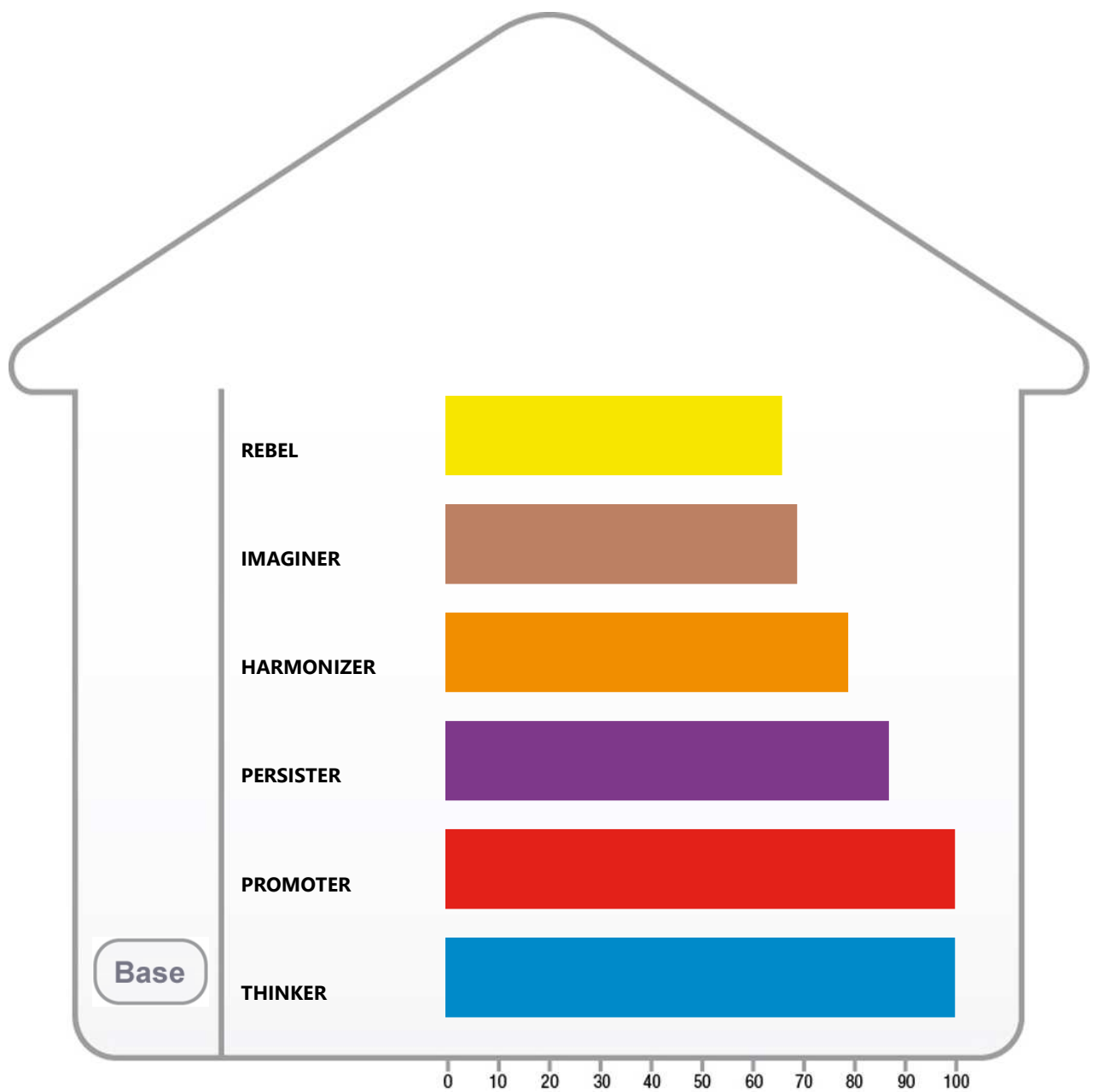
This example provides us with the following information¹ :

1. The Base Personality Type is **THINKER** (first floor).
2. By age seven, most people will have the order of their floors, their unique personality structure, set, and it is not likely to change in sequence throughout life. This person's order, then, is **THINKER, HARMONIZER, PERSISTER, REBEL, PROMOTER, and IMAGINER**.
3. This particular order (one of 720 possible combinations) lets us know that this person is able to experience the world and demonstrate the behaviors of a **THINKER** intuitively or with a conscious decision quite easily. With **HARMONIZER** second and with an energy reserve of about ninety percent, this person can easily and quickly move up into the **HARMONIZER** frame of reference to experience the situation or person in his or her foreground. **IMAGINER** is found on the sixth floor with a potential energy reserve of about twenty percent. This indicates that this person seldom experiences **IMAGINER** perceptions, strengths, motivations, skills and behaviors. Consequently, this person is not likely to understand or perhaps even accept **IMAGINERS** in his or her life.
4. The relative amount of energy available on each personality floor gives us an idea about how long this person would be able to desire or tolerate a situation or person requiring the dynamics of that Personality Type.

¹ As these are probably only personality terms for you now, we ask for your patience, as we will be giving life to each term soon with definitions, descriptions, and examples.

John Johnson

Your Personality Condominium



Your Character Strengths Explanation

Throughout your life your Thinker character strengths of being logical, responsible and organized have served you well.

You have many obvious strengths that can be of inestimable value, especially in a professional atmosphere where such skills are considered to be essential. Most evident are your abilities to be responsible, logical and organized. When learning about something or someone new, your head goes to work to identify and categorize. This is a legitimate method of establishing order in your life and business and you make it work well for you. You are very capable when it comes to arranging schedules, following up and initiating projects.

Use your talents to their fullest! You can help others in many valuable ways. You are goal oriented; this will aid you in teaching others how to plan ahead and then to follow through. As you expect the best and give encouragement, your example will be remarkably convincing.

In personal situations your THINKER approach can help you organize your life and family in a manner that allows you time to relax (if you'll let yourself). You are responsible and you can make it clear to those around you that you expect the same from them; with excellent results. People know that they can depend on you to follow through on your words. You are also fair and reasonable, qualities that are greatly appreciated.

You have the talents to make your home a place of order, a haven from disorganization and inconsistency. Because you can think and plan logically, you can arrange your family's schedule clearly and sensibly. You can plan ahead for variations and remain calm. You enjoy seeing results, so use your talents creatively in the home environment to develop a hobby where you can see results. Keep an upbeat atmosphere by praising family members and letting them know you enjoy appreciation for your achievements too.

With your PROMOTER abilities to be adaptable, persuasive and charming, nothing can hold you back. In fact, you don't let much stop you and you don't want others to lag either.

You can be self-reliant and enjoy the variety of an entrepreneurial lifestyle. You have the ability to be the perfect host or hostess at meetings and have the power to persuade people to see things your way. You know how to accommodate different viewpoints as well. You are versatile and intriguing and can make a difference in countless lives if you will continue to develop your potential.

The center of attention at any gathering, the PROMOTER in you has a certain quality that draws others to you. Use your charm and persuasive abilities to activate people. Motivate family and friends by being

encouraging and adaptable in your approach. You have the capability to be very influential whether it is business or pleasure. Be patient with the details of life and keep others focused on the bottom line. With a solid belief in an endeavor, you can't be stopped!

The PERSISTER part of you is dedicated, observant and conscientious and what better qualities could you ask for in a business situation? You have the ability to give your opinion, usually a very firm one, and your beliefs sustain you through even the worst critique session. You can share with others without hesitation and your presentation will be believable. Once you are committed to something, you are faithful and your sincerity shines through.

You are attentive to your surroundings and very little gets past your discerning eye. This is important because your ethics demand that you choose carefully those things that are in line with your high set of standards. You bring out the best in people because you expect a high level of performance from them. Continue to hold firmly to your ideals but be receptive to the values of others. There is always more to be learned!

You are recognized for your high standards and dedication to them. People know that when you give an opinion, you truly believe in it. The PERSISTER in you is sincere and that quality shines through in every aspect of your life. You can see the potential in people and desire to help them reach it. Your influence is direct and focused and often gets the results you are seeking. When it comes to your personal and family life you are discerning and insightful and feel responsible for making sure that all is well. The level of devotion you have is admirable and beneficial to many!

The HARMONIZER in you is compassionate, sensitive and warm. The qualities you have in your HARMONIZER floor are a big plus when it comes to benefitting yourself and others. People enjoy doing business with you because you make it a pleasant experience. They are able to open up and share their concerns because you are responsive and giving. Your empathic nature makes it possible for you to relate to the needs of others, whether it is to give them a boost of confidence, to reassure them that they can succeed, or to celebrate a happy occasion. Continue to develop these strengths, they are genuinely valuable.

Your strong HARMONIZER floor makes you a natural for having many friends, of all varieties. They sense that you will take the time to listen to them. Because you appreciate recognition and acceptance, you can freely share it with others. When conflicts arise between family members or friends, both sides may turn to you to understand and resolve the problem. You can do it with sympathy and sensitivity in a manner that is supportive and agreeable.

The IMAGINER part of your personality is imaginative, reflective and calm. Although you are introspective and often seem reserved, you have an innovative mind. Write down the ideas you have

and follow up on them. You can come up with excellent business techniques; concepts that need your patience to develop.

You need the time and space to come to your own conclusions. Family and friends know that you are un-demanding and open to suggestions and appreciate your relaxed attitude. You can concentrate on a task for hours if necessary and your patience is indeed a virtue. Develop your talents by determining a plan and then following it. Take your time in determining what it is you want to accomplish and then make sure you go all the way. Believe in yourself and you will succeed!

The REBEL part of your personality is spontaneous, playful and creative. You aren't afraid of being different. In fact, you may look for the unique and unusual. You have an enthusiasm about you that draws people to you. You have abilities to share your success with anyone who "gets it". You can help them by blending your creativity and humor with solid business advice. A combination like that is bound to generate some serious interest!

The fun-loving REBEL in you is light-hearted and creative. You can use these excellent traits to your advantage and to the advantage of others. You can show people how to have a good time! Your carefree approach to life is contagious. Be yourself but be patient with those who aren't quite as excited!

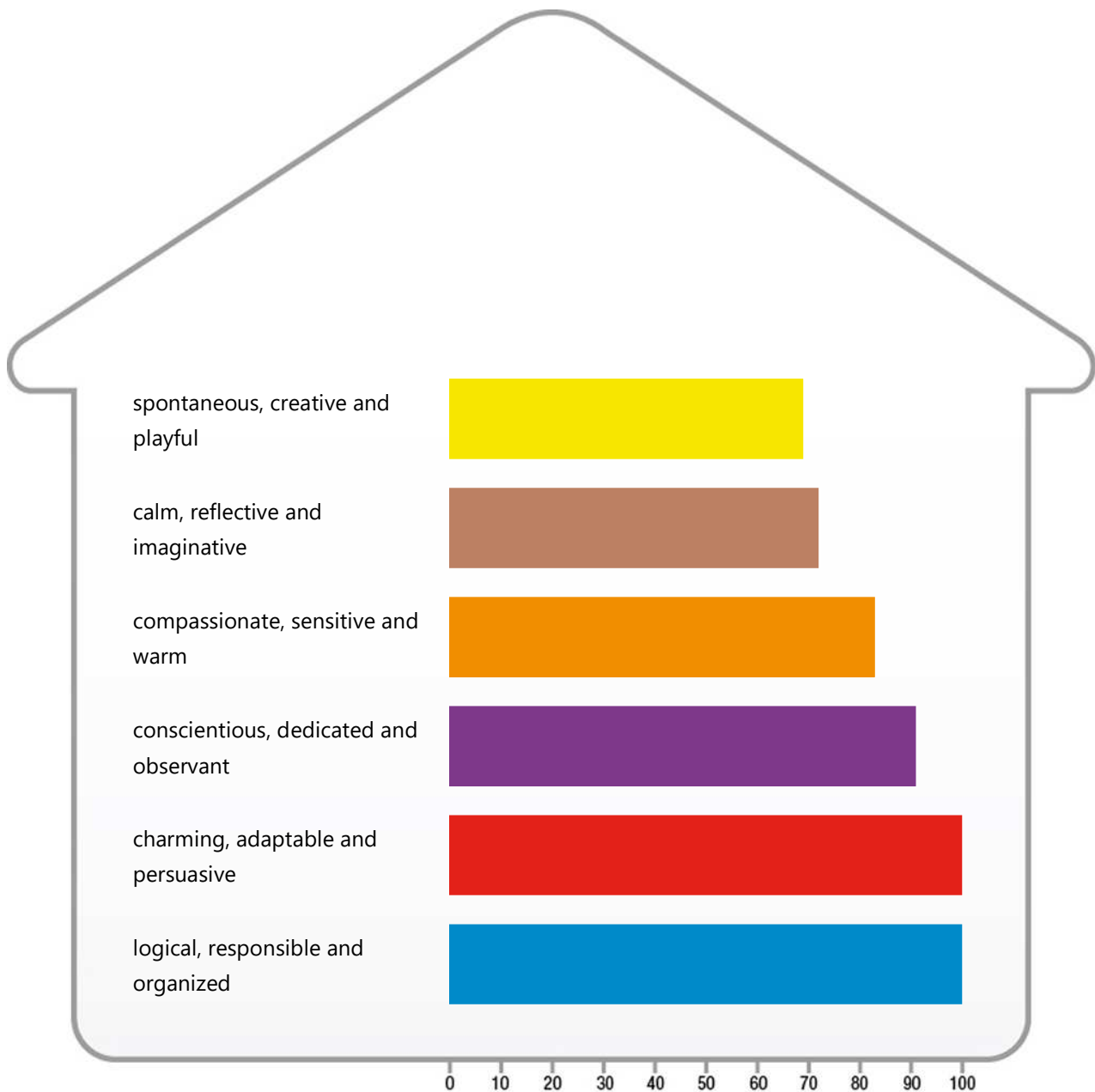
Caution: if you must be around Rebels for long periods of time or have responsibility to support or supervise this Personality Type, then you are more likely to move into distress, mis-communicate, and sabotage yourself, the potential positive relationship, and your mutual success goals.

You can deal better with Rebels by being more spontaneous, creative and playful yourself.

This requires, however, that you have the desire and the energy to do so. If you have the desire to commit to helping others and yourself communicate better and be more successful, satisfied, and happy, then as you read your profile, will you make a conscious decision to understand and use your Personality Profile information?

John Johnson

Character Strengths



Perception: The Ways We View The World

Perception refers to how we take in information. How we experience the world around us and how we go about “interpreting” people, situations and our environment depends upon our perceptual frames of reference.

There are six major perceptions, or ways of experiencing the world around us:



Thinkers think that if everyone is just logical, there will be fewer problems. Thinking can solve any conflict or problem. They want the facts. “I think....”



Persisters believe that values are essential virtues. They have strong opinions and have highly developed convictions in most areas of their lives. As they experience someone or something, they first have an opinion. “In my opinion...”, “I believe...”



Harmonizers feel first. To them if everyone really, genuinely cared about one another, we would have fewer problems in this world. “I feel...”



Imaginers await external stimulation, preferring time for reflecting and directions to encourage them into actions. “Just tell me what to do...”



Rebels don’t think first like a Thinker; don’t have opinions first like the Persister; don’t feel first like the Harmonizer; and don’t await directions like the Imaginer. Rebels first react - they like or dislike. Life has got to be fun. “Wow!” “Great!” or “I hate...”

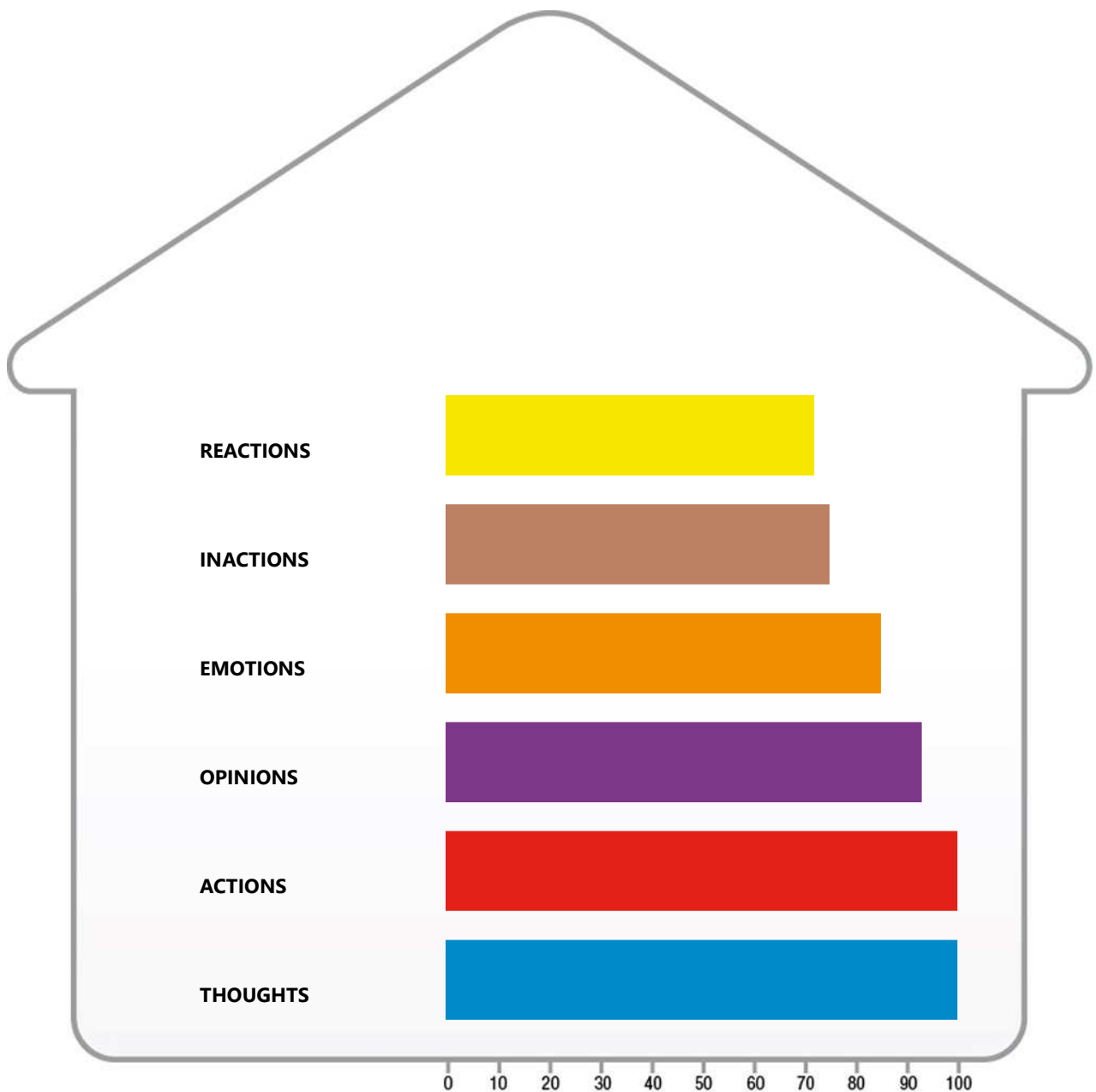


Promoters respond to reality through actions. “Do it.”, “Go for it.”

Listening to our verb choices, to those of others along with other phrases, confirms how we all “present our perceptual interpretation” and often our bias about reality.

John Johnson

Perceptual Frames of Reference



Your Personality Perceptions

As a THINKER, you experience life most often through your thoughts. You have always relied on your ability to gather the facts and make logical decisions. No matter the content of the reality presented to you in your life, your mind naturally gravitates to wanting to understand, figure out, make sense of, or draw a conclusion from.

Also you are able to easily shift into other ways of experiencing the world around you. You have strong perceptual ability available in your Promoter, Persister, Harmonizer, Imaginer and Rebel floors.

You can experience reality through your PROMOTER actions by making things happen, taking risks, physically moving, or taking action for immediate bottom line results.

You can experience reality through your PERSISTER opinions by filtering considerations through your belief systems, making good judgment based on strong values and commitments to what is right, and dedicating yourself to practicing what you preach.

You can experience reality through your HARMONIZER emotions by letting yourself feel about the situation, being more empathic and sensitive to the feelings of others around you, and allowing yourself to experience fully your senses of seeing, hearing, tasting, touching, and smelling.

You can experience reality through your IMAGINER inactions by pausing and reflecting, taking your time, letting your mind wander occasionally, and by letting other people take the initiative or lead.

You can experience reality through your REBEL reactions by allowing yourself to have fun by responding quickly and playfully to situations, expressing what the "child in you" likes and doesn't like, and by enjoying the here and now.

Your Interactive Preferences

The term “interactive preferences” refers to the general tendency and ability to be alone, with one other person, on the fringe of a group, or actively involved in a group.

You will function at your best when you work in an environment where you can spend much of your time alternating between one-to-one contact and time working alone.

You also will function well when spending time on the fringe of groups, where you can freely drop in and out of various group situations, meeting different needs with each group.

You have the ability to function well in group situations, especially in groups that support you and function as a team, or groups you identify with and in which you feel a sense of belonging.

Your Personality Parts

There are four distinct sets of behaviors that people can experience and demonstrate reflecting positive use of their internal energies. These are called "Personality Parts" and they are like muscles with observable functions.

- > People who have the ability to take in facts, sort out data and give or request information in an unemotional way have strong COMPUTER parts.
- > People who are nurturing, warm and emotionally supportive have strong COMFORTER parts.
- > People who are playful, fun and authentically feel their emotions have strong EMOTER parts.
- > People who can be firm and directing, able to take charge and give commands without threats or attack have strong DIRECTOR parts.

You will function at your best when you work in an environment where you can spend much of your time exercising your Computer, your Director, your Comforter, or your Emoter.

Personality Phase

Some people experience what is called a “Phase change” in their lives. This Phase shift often explains the major personality change we sometimes notice in others and ourselves.

A Phase change is a movement to and experiencing of the next “floor” of a person’s personality condominium, to the extent that the Personality Type and accompanying behaviors of that floor become of great importance and relevance to the person. Specifically, the person is now motivated by the predictable Psychological Needs of that Phase floor.

The current Phase of an individual will determine what motivates him or her both personally and professionally.

The Base Personality Type, however, always remains our “home base”. Character strengths, perceptions, interactive preferences and personality parts of the Base Personality Type will always be strongest for the individual.

About two-thirds of the population in North America experiences one or more Phase changes at some point in their lives. About ninety-nine percent of the time, this shift to the next floor’s Personality Type and most importantly, experiencing the new, foreground Psychological Needs, follows a period of long term, intense distress that the person resolves or works through.

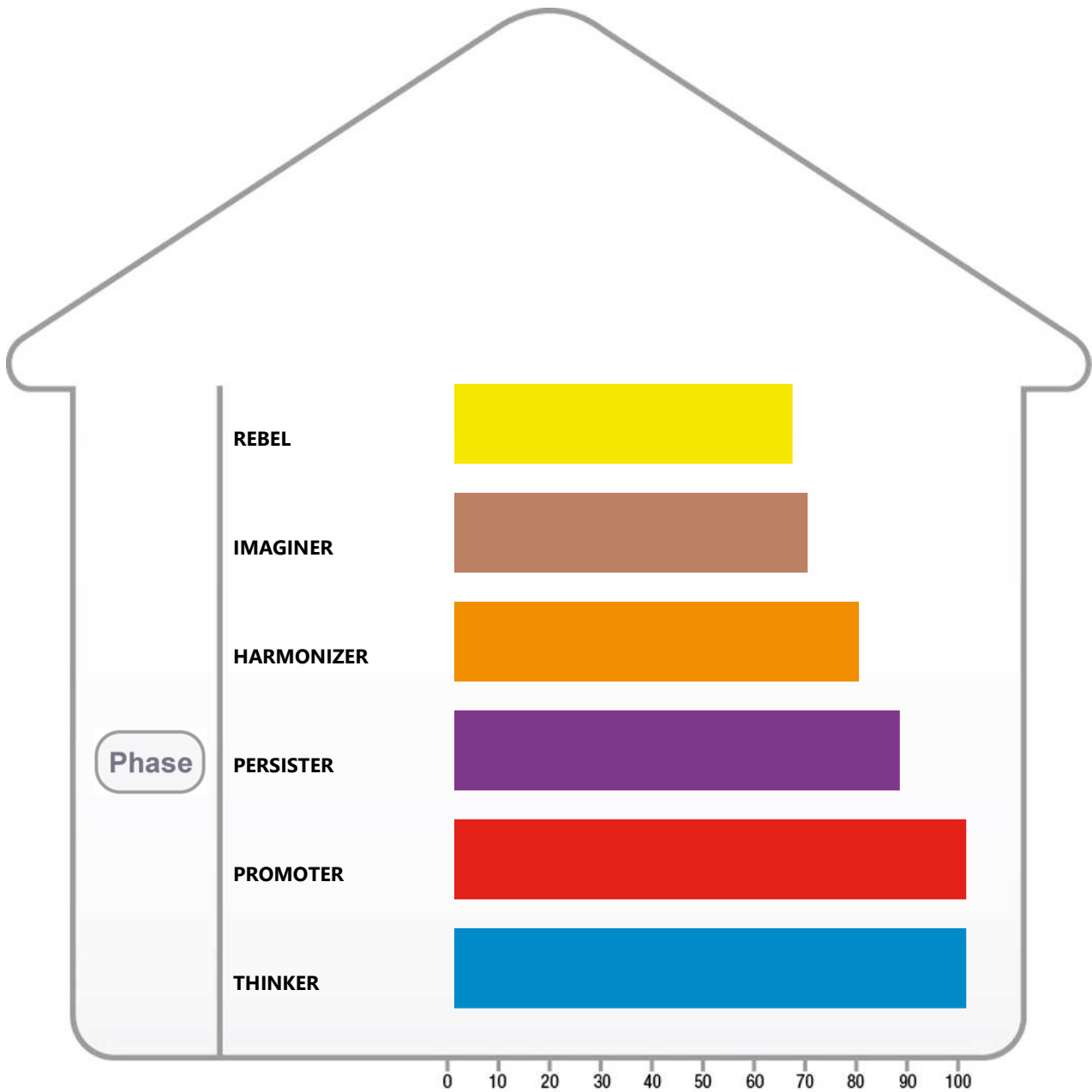
This is not necessarily a growth model. The “goal” is not to have as many Phases as possible, but rather to learn how to satisfy the Psychological Needs positively of our Phase in order to have a balanced, happy, successful, distress-free quality life.

If a person “needs” to Phase, then with or without awareness he or she will experience distress to the degree that long term, intense emotional and perhaps even physical pain results. When this is resolved and the underlying issue is experienced, the person will Phase, have relief and subsequently have new psychological motivators in his or her foreground.

Phases last anywhere from about two years to a lifetime. If one experiences more than one Phase change, the previously experienced Phase Personality Type, other than the Base Personality Type, is referred to as a “stage”.

John Johnson

Personality Phase



Psychological Needs

Psychological Needs are powerful desires that motivate each of us to want certain things and to act in certain ways. Once our physical needs are met (air, water, food, shelter, etc.), our Psychological Needs become our primary motivators.

The most important Psychological Needs to be satisfied are those of our Phase. These are primary and crucial. Next most important to our well-being are the Psychological Needs of our Base. For those people who have experienced a stage, those related Psychological Needs are also important to be attended to.



Thinker Phase

Recognition of Work and Time Structure



Persister Phase

Recognition of Work and Conviction



Harmonizer Phase

Recognition of Person and Sensory



Imaginer Phase

Solitude



Rebel Phase

Contact

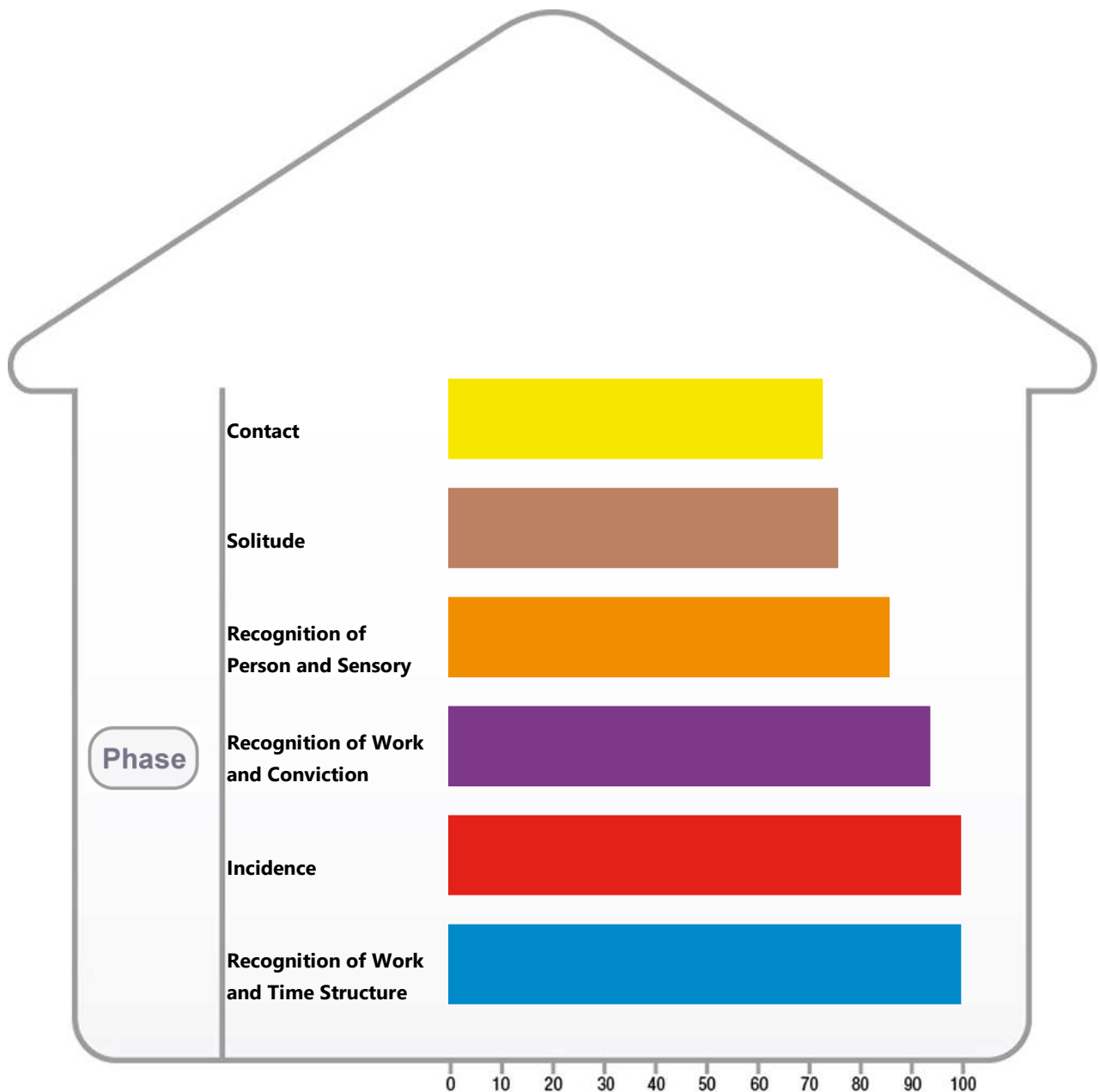


Promoter Phase

Incidence

John Johnson

Psychological Motivators



Your Phase Needs

Since your Phase is Persister, your most important, current Psychological <NeedsIsAre> Recognition of Work and Conviction.

The PERSISTER need for Recognition of Work motivates you to be goal and achievement oriented. You take pride in most everything you do. If something is worth doing, it certainly is worth doing well. You are not likely to devote your time and energy to a project unless you believe in it and are proud to be involved in it.

The PERSISTER need for Conviction motivates you to have strong beliefs and opinions. It is important for you to lead a life consistent with these beliefs, values and opinions. Whenever possible you are likely to want to exercise your influence, impacting upon the growth and direction of others. You will resonate with others who share your high standards of integrity, dependability and trust.

Involving yourself in circumstances where others acknowledge you with respect and admiration is of particular gratification in meeting your conviction need.

Base Needs

Although these Phase Psychological Needs are vital to your personal and professional well-being, it is important to be aware of how to get your Base Psychological Needs met regularly.

The THINKER need for Recognition of Work motivates you to be goal and achievement oriented. You take pride in your ability to think and perform, willing to work hard to reach your goals. Achievement is important to you. You know when you have done a good job. Affirmation from significant others about your accomplishments is welcomed.

The THINKER need for Time Structure motivates you to plan your time efficiently and organize your time so that you are in control of your schedule. You want to be prompt and expect others to be as well.

Knowing deadlines, preparing and planning in advance and efficiently coordinating time frames are important to you. You are likely to have time related rituals. Once locked into such rituals, most any interruption is an intrusion.

Stage Needs

Furthermore, having phased more than once, you need to attend to your stage Psychological Needs as well.

Negative Psychological Needs

Psychologists have long researched and validated a common sense observation of human behavior; negative attention is better than none at all.

The results of the research done on creating your profile indicates that people do strive for negative attention.

The negative attention that they strive for is exactly the opposite of the positive attention they want, but do not arrange to get.

This single discovery is the key to why this model can accurately predict how and why someone will sabotage his or her professional and personal life. This self-destructive behavior may be done consciously or unconsciously.

Once we know a person's Phase, then we know the Psychological Needs that motivate the person. When these needs are not satisfied positively, then the person will strive to meet these very same needs negatively, with or without awareness, in an attempt to cope and survive.

Sequences of distress are then very predictable, according to the Personality Phase and Personality Type of the person. Furthermore, the degree of distress can be identified to alert the person of the extent of the self-sabotage that is occurring.

Under normal circumstances, as the person is not sufficiently satisfying his or her Phase Psychological Needs positively, then observable non-productive negative behaviors will surface. These form a distinct distress sequence pattern unique to the person's Personality Phase.

On rare occasions, a person will display the distress sequence pattern of his or her Base Personality Type. When this happens, the distress that is experienced relates to specific psychological issues of their Base Personality type.

Phase Distress Sequence

We are all OK. Sometimes we get into negative, non-productive and self-sabotaging behavior in order to cope and survive. However, this is only negative behavior and not the real person inside. It is like wearing a mask. If our hands are dirty, we wash them, we don't cut them off. If we get into "masked" behavior, we don't need to reject ourselves or someone else as not being worthy.

Persister **Phase**

RECOGNITION OF WORK & CONVICTIONS

Doorway of Distress ^{1st}



"You have to be perfect to be worthwhile."

- Focuses on what is wrong instead of what is right
- Asks complicated questions

Basement ^{2nd}



Pushes Beliefs

- Preaches, negatively crusades
- Opinionated, righteous
- Verbally attacks others who don't believe the same

"I'm OK - You're not OK."

Cellar ^{3rd}



Payoff

- Forsakes others

"They don't have any commitment."

Your Phase Warning Signals

In your PERSISTER sequence of distress you are likely to begin by focusing on what someone has not done or done imperfectly, rather than praising him or her for what was accomplished. You might withhold praise or recognition of others and their work until they do it perfectly. This invites people to believe "I can never be perfect enough in your eyes."

In your PERSISTER basement of distress, you are likely to verbally attack others from a "you" position. At this time you will probably experience yourself as superior to others or triumphant as you become more critical of other people's lack of dedication, loyalty, dependability, or belief in you or the organization.

You may begin to push beliefs, crusading for what you are convinced is right, just, fair or correct. You may lecture or preach at others about their lack of conviction or commitment. You are most likely sabotaging your mission, harming relationships, and losing respect with your masked attitude of "My opinion is the only right (true) one." You may not hear constructive feedback at this time, interpreting it instead as hostile criticism.

In your PERSISTER cellar of distress you might ultimately sabotage your personal or professional relationships by forsaking others: "They don't have the right values." Or, "I refuse to be associated with a company that doesn't practice what it preaches."

Note: If you are seeing yourself with many of these warning signals, and have been experiencing yourself intensely and for some considerable time in your PERSISTER basement, expecting others to be perfect and then crusading or preaching at and verbally attacking people who don't agree with your position, then it might be wise to allow yourself to feel any fear that may be unresolved. To regain your balance be sure to follow your Action Plan.

Your Experienced Phases

Furthermore, since you have already experienced a Phase change, it is very likely you can look back in your life and be able to identify when and under what circumstances. Since your previous Phase was Promoter, then you very likely experienced expecting others to be strong and fend for themselves and then manipulating by ignoring or breaking the rules, most likely culminating in abandoning someone special. You Phased through this Promoter sequence of distress most likely by allowing yourself to experience bonding with someone who is very important, rather than manipulatively abandoning them.

And before that, your Phase was Thinker, and you likely experienced having to be perfect and then over-controlling people and criticizing them for not thinking clearly, most likely culminating in rejecting someone special. You Phased through this Thinker sequence of distress most likely by allowing yourself to experience grief and loss, rather than angrily attacking others who can't think.

Your Phase Negative Psychological Needs

Almost all negative, masked, distress behavior is nothing more than a warning sign that a Psychological Need is not getting met positively.

If you satisfy your requisite Psychological Needs in positive, healthy ways by following your Profile™ Action Plan, then almost all of your non-productive, negative, self-sabotaging behavior is likely to stop.

Listed for you here are your Persister Psychological Needs along with some representative warning signals of typical accompanying negative behaviors.

Need: Recognition of Work

- > Working too hard and experiencing "burn out".
- > Over-detailing projects.
- > Expecting too much from others.
- > Pushing with the attitude, "If I don't do it, it won't get done."

Need: Conviction

- > Assuming that I always know best.
- > Verbally attacking people who don't believe the way I do.
- > Becoming prejudiced or righteous.
- > Becoming suspicious and distrusting of colleagues.
- > Crusading.
- > Limiting conversations to opinions about religion, current events, or politics.

Base Distress Sequence

When we are experiencing base distress we no longer demonstrate the negative behaviors of our Phase, but rather experience and show the negative behaviors of our Base.

Thinker **Base**

RECOGNITION OF WORK & TIME STRUCTURE

Doorway of Distress ^{1st}



"I have to be perfect to be worthwhile."

- Over thinks for others
- Does not delegate well

*"I can do it better, faster,
and more efficiently."*

Basement ^{2nd}



Over controls

- Critical of others about fairness, money, order or responsibility
- Frustrated with others around thinking issues
- Verbally attacks from a "you" position

"I'm OK - You're not OK."

Cellar ^{3rd}



Payoff

- Rejects others

"They can't even think."

Your Base Warning Signals

In your THINKER sequence of distress you are likely to begin by not delegating well, rationalizing that you can do the work better, faster and more efficiently. Although this may be true, this is unproductive because others are not given a chance to grow personally or professionally.

In your THINKER basement of distress, you are likely to verbally attack others from a "you" position. You will likely feel angry, frustrated, or let down by others whom you experience as irresponsible or not doing their (fair) share. Your tendency will be to over control, take on more than you can handle, and attempt to get others to do things your way. The more you criticize, the more likely you are to alienate others and to fail personally or professionally.

You may become particularly irritated over budget or other monetary issues, time schedules, deadlines or policies, procedures and organizational issues.

In your THINKER cellar of distress you might want to reject friends or even your mate, or fire subordinates with the locked in view: "They don't even know how to think!" Or, you might quit angrily with the attitude of "These people don't know what they're doing!"

Note: If you are seeing yourself with many of these warning signals and have been experiencing yourself intensely and for some considerable time in your THINKER basement, over-controlling and verbally attacking people for not thinking clearly, then it might be wise to allow yourself to feel any grief or feelings of loss that may be unresolved. To regain your balance be sure to follow your Action Plan.

Your Base Negative Psychological Needs

Need: Recognition of Work

- > Verbally attacking people who don't think clearly and don't do their job well.
- > Becoming hypersensitive to poor money management.
- > Attacking or criticizing people who are irresponsible or don't do their fair share.
- > Avoiding family and intimacy by taking on too much responsibility. ("But I'm doing it for you.")
- > Having back problems, a heart attack or a stroke.

Need: Time Structure

- > Becoming uneasy without time goals, deadlines or commitments.
- > Being a slave to time frames.
- > Experiencing frustration with people who are not on time.
- > Having difficulty with relaxing ("wasting time").
- > Planning too much for the future rather than enjoying life now.

Action Plan

Your assurance of personal and professional satisfaction depends on knowing how to, and arranging to, get your Psychological Needs met positively.

First and foremost, satisfy your Persister needs on a daily, weekly and monthly basis.

Here are some suggestions regarding how you can satisfy your Persister **Phase** Psychological Needs in positive, constructive ways. By all means, feel free to elaborate or personalize these lists in whatever ways suit you.

Need: Recognition of Work and Conviction

It is important for you to lead a life consistent with your beliefs, values and opinions. Whenever possible, you like to exercise your influence, affecting the growth and direction of others. You need to be around others who share your high standards of integrity, dependability and trust. For example, you could meet your needs in the following ways:

PROFESSIONAL

- > Each day prioritize what you believe will be the best investment of your time to ensure quality expenditure of effort.
- > Reaffirm daily to yourself the value of your accomplishments even before you review your "to do" lists.
- > Make agendas for your meetings.
- > Reward yourself for dedicated service.
- > Earn and display any awards that you've received for accomplishing something you believed was important.
- > Display pictures of yourself with people whom you respect.
- > Review the mission statement of any organization over which you have influence to be sure that goals and objectives are consistent.
- > Share your work with others and enjoy their positive feedback on the quality of your labors.
- > Join a civic group.
- > Make suggestions to appropriate persons regarding your ideas for the organization's improvement.

- > Organize an office charitable contribution campaign, or get involved in an existing one.
- > Speak to local school groups about professional issues or business ethics.
- > Involve yourself with quality control projects.
- > Write a business article about good business principles or ethics.
- > Demonstrate your loyalty, commitment, and dedication to your organization in work and deed daily.

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PERSONAL

- > Share the personal importance of your successes and accomplishments with your family and friends.
- > Let your family or friends know that you need admiration and respect.
- > Create and display your favorite slogans, mottos and creeds.
- > Keep a journal of insights that you believe are important.
- > Join or increase religious activities.
- > Make a political contribution.
- > Teach and model your values and beliefs to [your] children.
- > Contribute to a worthy cause with time or money.
- > Involve yourself in community based activities.
- > Write a letter to the editor about an important issue.
- > Campaign on behalf of a candidate for election.
- > Become a leader of an organization that has a mission consistent with your beliefs.

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Action Plan

Your assurance of personal and professional satisfaction depends on knowing how to, and arranging to, get your Psychological Needs met positively.

First and foremost, satisfy your Thinker needs on a daily, weekly and monthly basis.

Here are some suggestions regarding how you can satisfy your Thinker **Base** Psychological Needs in positive, constructive ways. By all means, feel free to elaborate or personalize these lists in whatever ways suit you.

Need: Recognition of Work and Time Structure

You take pride in your ability to think and perform and you are willing to work hard to reach your goals. You prefer to set your own goals but can also work as a team player to accomplish something you believe in or accept as worthwhile. Achievement is important to you and you need not only to recognize your own work, but also to have others recognize your accomplishments. You additionally like to plan and schedule your activities and have your day proceed accordingly. You could arrange to get your needs met in the following ways:

PROFESSIONAL

- > Take time each day to set priorities and focus on doing what's most important.
- > Each day, recognize what you have accomplished before you set goals for the next day.
- > Make lists and cross items off as you complete them.
- > Reward yourself for tasks that you've completed.
- > Earn and display one or more certificates, plaques or awards for accomplishing something you wanted to do.
- > Set short, medium and long term goals and track your progress regularly.
- > Share your ideas with others.
- > Set priorities and follow them.
- > Work from "to do" lists.
- > Purchase and use a smart phone or tablet with an organizer.
- > Give yourself adequate time to be on time for appointments.
- > Be careful not to take on more projects than you have time for.

- > Take a time management course.
- > Be direct and honest about what you can and can't do. Dedication is admirable. Accomplishments with efficiency are more desirable.

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PERSONAL

- > Identify and firm up important personal rituals.
- > Explain time structure needs to family or friends and ask for their assistance or cooperation.
- > Schedule in some amount of "time to be cheerfully wasted" each day.
- > Structure regular time to be spent with family or friends. Plan how you want to use this time.
- > Plan your vacation.
- > Wear a watch and keep clocks in all important areas; office, kitchen, car, etc.
- > Set realistic "going to bed" and "getting up" times to allow for rest and relaxation.
- > Tell your family about your successes and accomplishments.
- > Create and display your own certificate for doing what is most important for you.
- > Keep a journal.
- > Learn to play a sport that you can enjoy playing well.
- > Paint, write, or engage in some other hobby or task where you can see immediate results.

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