

Addendum

Interpersonal Styles and *The Interpersonal Target™*

As one might expect, there are numerous interpersonal styles, some of which are more distinctive than others. Each particular style (a) consists of a particular set of general or overall interpersonal behavior patterns, and (b) involves a particular orientation to relating with other people.

People's interpersonal styles are influenced by many environmental (external) and personal (internal) factors. Some of the external factors that can be most influential are:

- a. parents' and relatives' abilities (skills, knowledge, experience), ego states, life positions, values, personality traits, expectations, and resulting interpersonal styles;
- b. social norms exercised by peers;
- c. educational systems; and
- d. religious organizations.

One's own personal factors, which have usually been influenced by external factors to a significant degree, include: abilities, needs/drives, values, personality traits, goals, and expectations. They also include ego states, life positions, interpersonal dimensions, and approach orientations. Largely because different types of people have been influenced in different ways and to different degrees by both external factors and their own personal traits, they have different interpersonal styles.

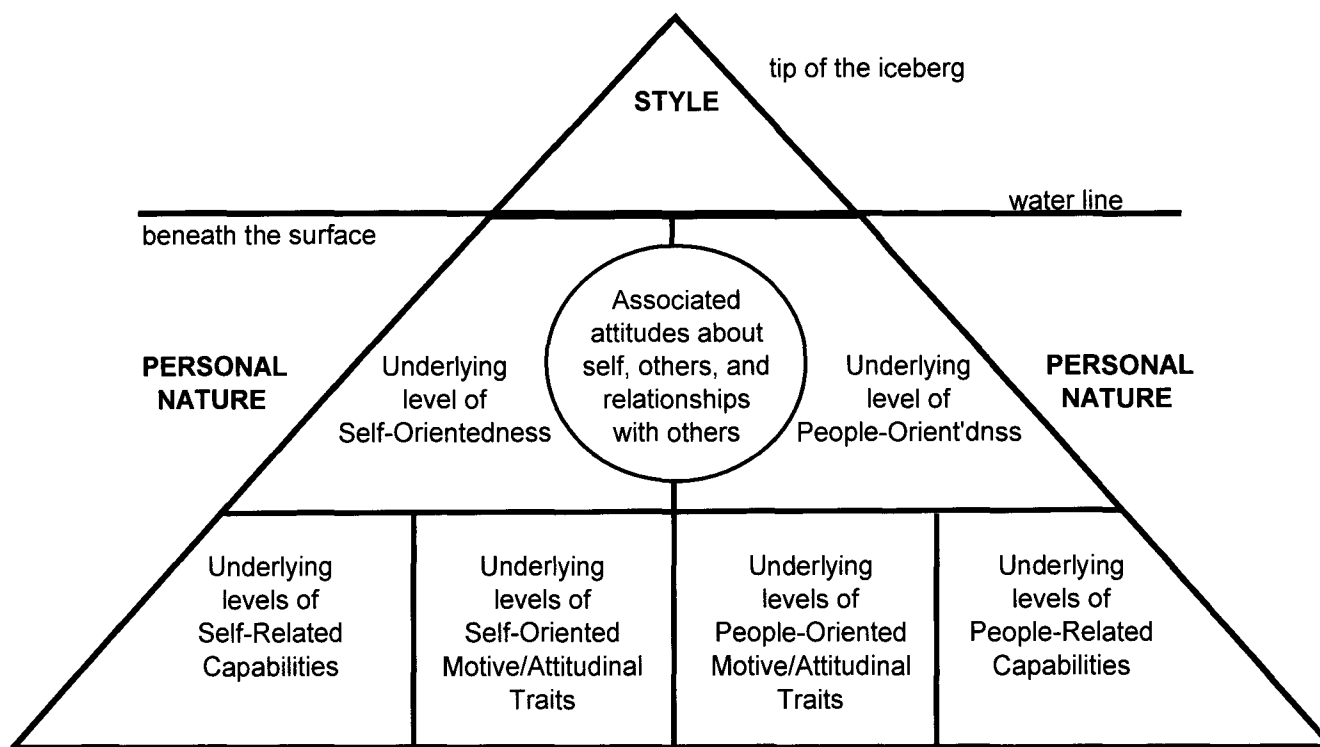
This section does two things. It describes various interpersonal styles in terms of (a) associated attitudes and behavior patterns, and (b) associated or underlying ego states, life positions, and approach orientations. It also describes and explains the styles in terms of underlying levels of groups of personal traits.

Before we can describe interpersonal styles in terms of the behavior patterns and underlying traits involved, we must first introduce you to our model, *The Interpersonal Target™*. To do so, we will discuss (a) the basic concepts that underlie its design, (b) the four basic groupings of traits shown on it, (c) how to prepare it for interpretation, and (d) how to interpret what it indicates about an individual's tendency to use a particular interpersonal style.

We should point out that we do not discuss how a person who has a particular style developed the underlying traits and orientations. This can best be done by an expert who is able to review an individual's trait profile and discuss the individual's background in detail. Nonetheless, having identified your own predominant style, and understanding the associated or underlying trait levels, ego state, life position, and behavior patterns, you should be able to read this addendum and develop a fairly good understanding of who you have become and why you behave toward others as you do.

[Note: To understand and use *The Interpersonal Target™*, one should already have (a) read *Chapter 2* entitled *The Individual: A System of Characteristics*, (b) filled out the Personal Inventory Format in that chapter, and (c) taken the standardized psychological tests that measure levels of the values, needs/drives, and personality traits discussed in that chapter. Abbreviated trait descriptions are provided on pages 6-2 through 6-9 of Chapter 6.]

Figure 6.9: Relationships Among Underlying Personal Influences on an Individual's Interpersonal Style



Copyright © 1976, 1984, 2012, 2020 by R.D. Cecil and Company

Introduction to The Interpersonal Target™

Underlying Concepts

People's basic or predominant interpersonal styles directly result from influences exerted by existing levels of personal characteristics that make up their "natures"—characteristics such as needs/drives, knowledge factors, skills, attitudes, values, and personality traits. [Because the formation or development of existing levels of people's characteristics has previously been influenced by environmental factors, it can be said that environmental factors indirectly influence people's interpersonal styles.]

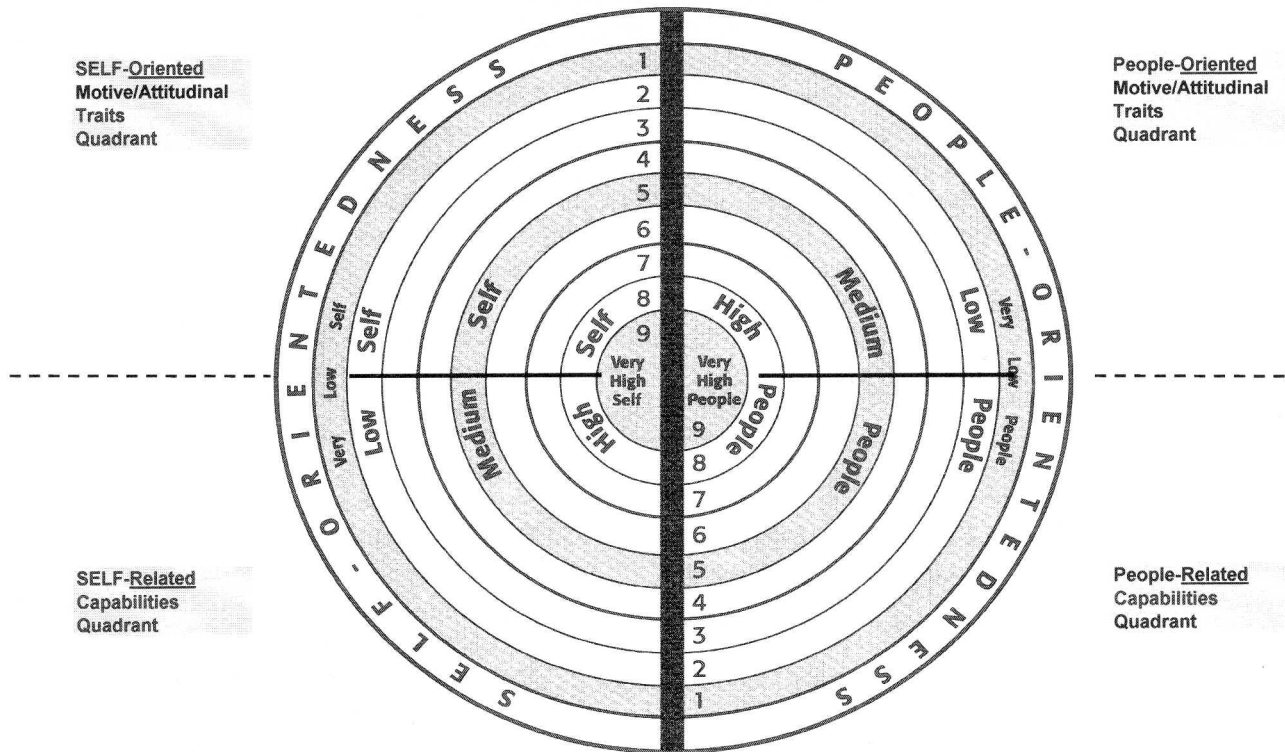
One way to relate people's interpersonal styles with their personal natures is to picture icebergs afloat in the ocean. (See *Figure 6.9* above). Like the tips of icebergs, people's styles are the very small parts visible above the surface. Their personal natures—the larger parts by far—lie more or less hidden beneath the surface.

Another way to look at relationships between people's personal characteristics and interpersonal styles is to think of the icebergs as pyramids. As shown in *Figure 6.9*, people's styles are (internally) influenced by their natures. Underlying their natures, in turn, are their levels of two major, interacting "orientations":

Self-orientedness: The overall level of one's *self orientation* is a combination of (levels of) concern for, attention to, and ability to satisfy one's own needs, motives, and goals. It reflects self-assertiveness with respect to one's identity, individuality, and personal gratification.

People-orientedness: The overall level of one's *people orientation* is a combination of concern for, attention to, and ability to sense and to deal both conscientiously and benevolently with the needs and feelings of others. It can be more or less equated with one's "communal-ity"—that is, one's sense of community, interdependence, and need to interact with others in a caring and sharing manner.

Figure 6.10: The Interpersonal Target™ (Simplified Version)



Copyright © 1976, 2000, 2021 by R. D. Cecil & Co.

Attitudes regarding one's self, others, and one's relationships with others tend to be associated with different combinations of levels of self- and people-orientedness.

Underlying people's levels of self- and people-orientedness are their levels of specific personal characteristics. These characteristics can be divided into four groups:

1. Self-oriented motive/attitudinal traits;
2. Self-related capabilities;
3. People-oriented motive/attitudinal traits; and
4. People-related capabilities.

In this section we discuss how different styles are underlain to a very great extent by (a) different combinations of levels of self-orientedness and people-orientedness, and (b) different combinations of levels of specific self-oriented and people-oriented characteristics.

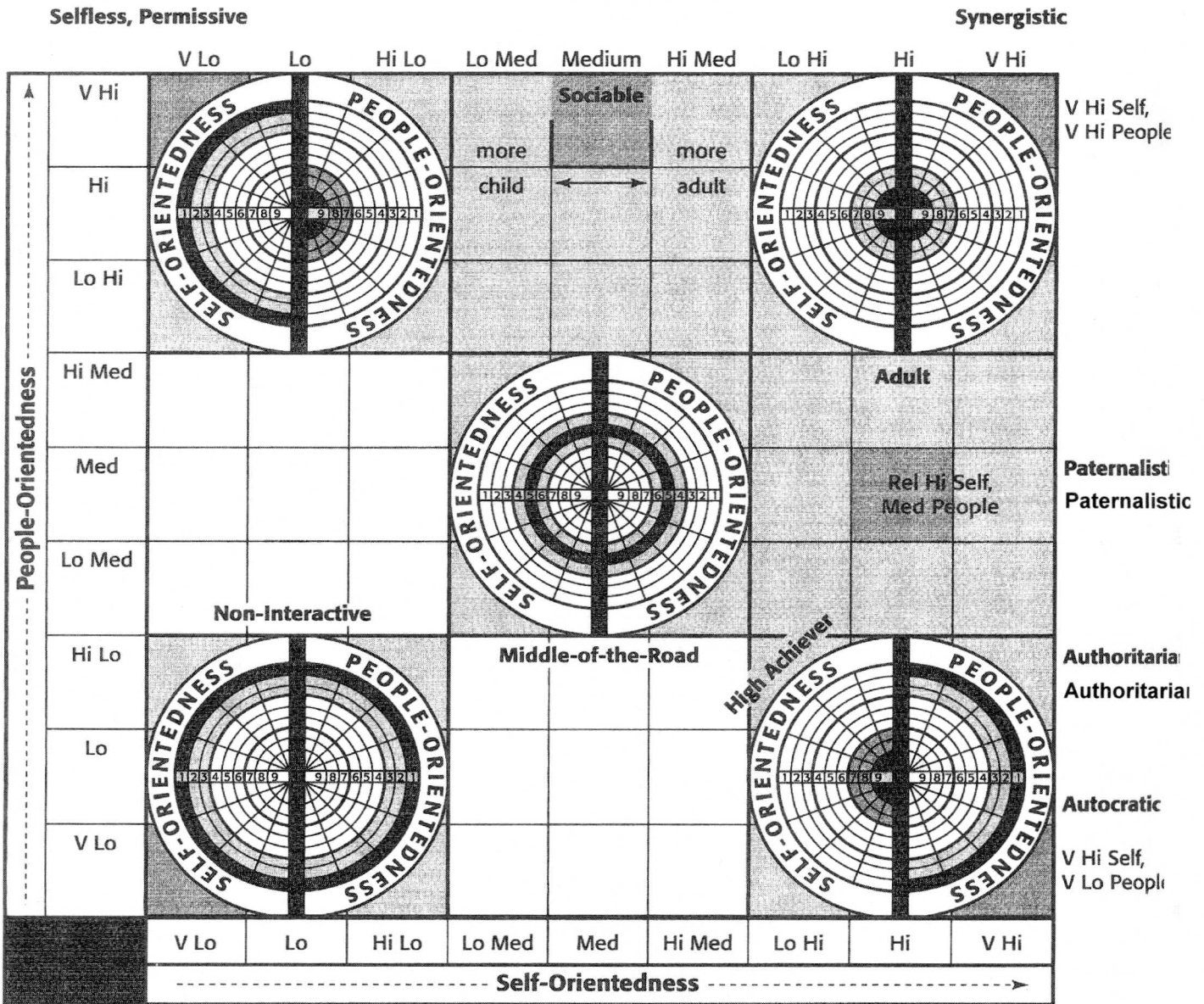
We had several reasons for designing *The Interpersonal Target*™ to account for the influences of both motives and capabilities on people's interpersonal styles.

First, people's interpersonal behavior is affected not only by their overall levels of concerns for themselves and others, but also by their self- and people-related capabilities. For example:

Some people are highly motivated to behave in a more selfless, people-oriented manner, but they are not really able to do so as effectively as they might. In effect, the people-orientedness of their behavior is limited by an inadequate overall (averaged) level of people-related capabilities. Even so, their high level of concern for others cannot help but be reflected in their behavior, thereby making up for their low level of capabilities to some extent. Normally, therefore, their actual behavior tends to be less people-oriented than their high level of concern for others, but more people-oriented than their lower level of people-related capabilities.

Other people may be able to behave in a highly people-oriented rather than self-oriented manner, but they are not really motivated or inclined to do so. In effect, their low concern for people limits the use of their interpersonal capabilities. Even so, their overall high level of people-related capabilities is bound to be reflected in their behavior, thereby making up for their low level of concern for people to some extent. Normally, therefore, these people's actual behavior tends to be less people-oriented than their high overall level of capabilities, but more people-oriented than their much lower level of concern for others.

Figure 6.11: Distinctive Interpersonal Styles on a Grid Framework



Second, people's attitudes about themselves, others, and their relationships with others are affected not only by drives, values, and attitudinal traits, but also by capabilities such as social insight and interpersonal sensitivity.

Third, people's motive/attitudinal traits and capabilities tend to influence each other. For example: The higher one's concerns for people, the greater the probability that one will develop one's interpersonal skills. Conversely, the greater one's interpersonal skills, the higher the probability that one will experience positive feedback from others and will develop positive attitudes regarding people and relationships with them.

Simplified Version of The Interpersonal Target™

Figure 6.10 (page 6-57) is a simplified version of our model. It depicts a target that has been split in half so as to indicate the two major underlying aspects of any individual's interpersonal nature: the *self-orientation* and the *people-orientation*. The left half is divided into three broad levels of self-orientedness (low, medium, and high) and nine narrower levels ranging from "very low" (1) on the

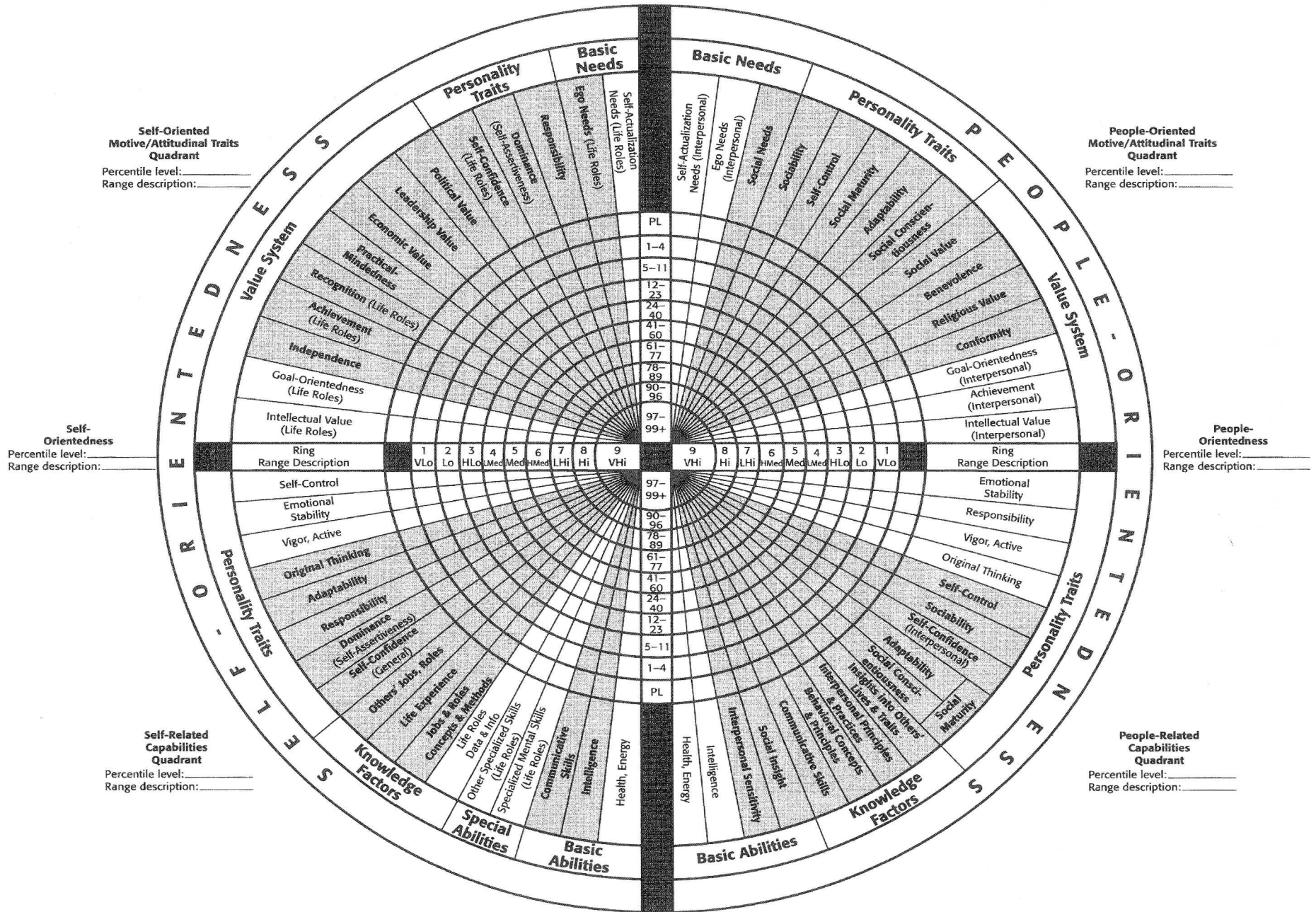
outside of the target to "very high" (9) in the center (the bulls-eye). The right half, representing people-orientedness, is divided in the same manner.

Five very distinctive styles—and many styles in between—can be described and explained in terms of this model. They can also be described in terms of a grid framework, which, as shown in **Figure 6.11** (facing page), indicates the various styles we will be discussing in terms of points at which particular levels of self- and people-orientedness intersect. (Because there are numerous degrees of highs, mediums, and lows, all possible combinations of levels of self- and people-orientedness cannot be shown in these figures.)

It is important to keep in mind that the styles we will be discussing are distinctive. A particular individual's style may be (a) one of these distinctive styles; (b) closer to one or the other of these styles; or (c) somewhere between two or more of these styles. *Therefore, we caution readers not to stereotype people and make the mistake of thinking about their own or others' interpersonal styles as necessarily being one of the distinctive styles under discussion.*

Figure 6.12: The Interpersonal Target™ (Expanded version)

Copyright © 1976, 2006, 2021 by R.D. Cecil and Company. All rights reserved. Reproduction or use without express written consent is prohibited.



Describing and Explaining Styles in Terms of Personal Characteristics

Self-Oriented and People-Oriented Motive/Attitudinal Traits and Capabilities on the Target

Figure 6.12 (opposite page) is the expanded or full version of *The Interpersonal Target*.™ To derive it, we have superimposed selected personal characteristics on the simplified version in **Figure 6.10**. Some of these characteristics have been designated as motive/attitudinal traits, some as capabilities, and some as both. Most of these traits influence or relate to the self-orientation or to the people-orientation, but some influence or relate to both orientations.

Target characteristics have been placed in four quadrants, each of which contains a particular category of personal characteristics:

1. Self-oriented motive/attitudinal traits appear in the top left quadrant.
2. Self-related capabilities appear in the bottom left quadrant.
3. People-oriented motive/attitudinal traits appear in the top right quadrant.
4. People-related capabilities appear in the bottom right quadrant.

[Note: Those who are familiar with *The Managerial Target*® will notice that we have substituted the terms “self-oriented” and “self-related” for the terms “task-oriented” and “task-related.” They will also notice that certain characteristics on *The Managerial Target*® have been replaced with more appropriate characteristics. The relationships between these two models may already be obvious. Managerial and leadership styles are, in most cases, directly related to interpersonal styles. For example, the level of one’s “self-orientation” largely underlies the level of one’s “task-orientation.”]

Self-Oriented Motive/Attitudinal Traits

Characteristics that in some way influence, relate to, or reflect an individual’s “concern for and attention to (self-centered) self-fulfillment” include:

Needs/Drives: ego and (self-centered) self-actualization needs.

Values: the economic and practical-mindedness values; the political and leadership values; the needs/concerns

for achievement, recognition, and independence (in vocational and avocational areas); goal-orientedness (in vocational and avocational areas); and the intellectual (theoretical) value (as applied in vocational and avocational areas).

[We use the term “vocational” to refer to occupational or job pursuits, while using the term “avocational” to refer to hobbies and recreational pursuits.]

Personality traits: self-confidence (in vocational and avocational areas); dominance (self-assertiveness); and responsibility.

Based on our own and others’ studies, observations, and experience, we consider ten of these characteristics to be “key traits.” These are denoted by capital letters and shaded wedges on the Target.

Self-Related Capabilities (or “Inputs”)

Characteristics that in some way influence, relate to, or reflect an individual’s ability (or inability) to satisfy self-centered needs, motives, and goals include:

Basic mental and physical abilities: academic intelligence; communicative/persuasive skills; and general health and energy.

Specialized mental abilities (vocational and avocational): specialized mental skills such as mechanical visualization, mechanical comprehension, and clerical speed and accuracy.

Other specialized skills (vocational and avocational): for example—the abilities to operate certain equipment or to process information relating to vocational or avocational pursuits.

Knowledge factors (vocational and avocational): data/information relating to vocational and avocational pursuits; concepts and methods involved in vocational/avocational pursuits; experience relating to vocational and avocational pursuits; and knowledge of the roles or responsibilities of other people involved in one’s vocational and avocational pursuits.

Personality traits: self-confidence; self-assertiveness (dominance); responsibility; adaptability (flexibility/tolerance); original thinking; vigor/active; emotional stability; and self-control. These traits are included among capabilities for two reasons. First, they reflect psychological capabilities as well as motives and attitudes. Second, they are generally defined as “tendencies to behave in certain ways.” Thus, they contribute

to one's ability (or inability) to behave in a manner that brings about (self-centered) personal fulfillment.

Based on our own and others' studies, observations, and experience, we consider ten of these characteristics to be "special capabilities," and have denoted them as such on the Target with capital letters and shaded wedges.

People-Oriented Motive/Attitudinal Traits

Characteristics that in some way influence, relate to, or reflect an individual's "concern for people" (concern for and attention to the fulfillment of others' needs, feelings, and goals) include:

Basic needs/drives: social needs; (interpersonal aspects of) ego needs; and (interpersonal aspects of) self-actualization needs.

Values: the social and benevolence values; the religious value; recognition (with respect to interpersonal matters); goal-orientedness (with respect to interpersonal relationships); achievement (with respect to interpersonal matters); and the intellectual value (with respect to interest in interpersonal matters).

Personality traits: social conscientiousness; adaptability; social maturity (mature relations); self-control; and sociability.

Based on our own and others' studies, observations, and experience, we consider nine of these characteristics to be "key traits," and have so denoted them on the Target with capital letters and shaded wedges.

People-Related Capabilities (or "Inputs")

Characteristics that in some way influence, relate to, or reflect an individual's ability (or inability) to relate effectively with others include:

Basic mental and physical abilities: interpersonal sensitivity (e.g., the ability to empathize with others); social insight; communicative skills; intelligence; and health and energy.

Knowledge factors: behavioral concepts and principles; interpersonal principles and practices; information/insights regarding others' (family's, friends', teammates', co-workers') characteristics, goals, problems, and behavior.

Personality traits: social conscientiousness and adaptability (which underlie social maturity); (interpersonal) self-confidence; sociability; self-control; original think-

ing; vigor/active; responsibility; and emotional stability. Personality traits have been included among people-related capabilities for essentially the same reasons they were included among self-oriented capabilities. First, they reflect psychological capabilities as well as motives and attitudes. Second, being "tendencies to behave in certain ways," they affect one's ability (or inability) to relate effectively with others.

Based on our own and others' studies, observations, and experience, we consider eleven of these characteristics to be "special capabilities," and have so denoted them on the Target with capital letters and shaded wedges.

Again, all Target characteristics listed in the four categories above—plus a few other traits—are defined in the first few pages of Chapter 6.

Note: Inasmuch as interpersonal behavior is phenomenally complex, different experts tend to describe or define behavior patterns in different terms. Largely for this reason, psychological traits and their definitions are not particularly standardized. Many of the traits (terms) used on *The Interpersonal Target*TM have been selected from several widely used psychological measurement instruments. Traits found in other good measurement instruments, however, could also have been used, since many correspond with, or are closely related to, the traits we have used on the Target. Therefore, because complex behavior can be described or defined using different terms, it must be acknowledged that there is some room for discussion regarding Target traits and their definitions.

Preparing *The Interpersonal Target*TM for Interpretation

By using the expended version of the Target, various levels of specific characteristics can be associated with various levels of self- and people-orientedness, and, thus, with various interpersonal styles. Those who wish to use this model to analyze their traits and gain insight into themselves and their relationships with others should follow the procedures outlined below.

So that individuals will use this model wisely and effectively, its use should be put into proper perspective before we continue.

We believe that, in its present stage of development, *The Interpersonal Target*TM is a highly advanced, sophisticated model for gaining insight into personal character-

istics' influences on interpersonal behavior. Even so, we are the first to acknowledge that what it shows about an individual's nature and interpersonal style tendency is not necessarily accurate. This, however, is understandable when one considers the complexity of interpersonal behavior. The personal and external influences on interpersonal behavior are many, complex, difficult at best to identify and understand, and difficult to measure and judge accurately. Consequently, it is virtually impossible to determine exactly which combinations of which levels of which characteristics underlie particular aspects of particular interpersonal styles. As a result, *The Interpersonal Target™*, like any model, cannot relate personal characteristics to various styles with 100% accuracy, certainty, or reliability. How effectively it is used, therefore, largely depends upon a user's (a) understanding of Target concepts, (b) ability to judge human characteristics and behavior accurately, (c) awareness and consideration of Target limitations, and (d) ability to interpret what the Target indicates about an individual's nature and style tendency.

We say this neither as an apology nor as a disclaimer. We say it to (a) alert Target users to the fact that the model does have limitations, and (b) impress upon them the importance of familiarizing themselves with Target concepts and procedures.

Phase 1: Determining Trait Levels and Recording Them on the "Trait Assessment Worksheet"

Essentially, this initial phase involves performing several basic steps for each trait listed on the "Trait Assessment Worksheet/Trait Profile" (Chapter 2).

First: Determine the trait level, expressing it as a number from 1 ("very low" or the lowest possible level) to 99 ("very high" or the highest possible level). [All trait levels on the Target are expressed in this manner. With the exception of basic needs/drives, the number is a "percentile." A percentile figure indicates an individual's "rank" within a certain population (group of people), some of whom are probably higher in the particular trait and some of whom are probably lower.]

Second: Record the particular trait's (percentile) level in the appropriate column on the Trait Assessment Worksheet.

Phase 1 is probably the most important of the entire procedure, because the accuracy and validity of what the Target indicates about an individual's nature and interpersonal style tendency largely depend upon the accuracy and

validity of trait level determinations. This phase is also the most difficult and time-consuming to perform, especially if the first of two methods is used.

The first method, which can be used to determine the level of any trait on the worksheet, is to make personal assessments (judgments or estimates). The second method, which can be used to determine the levels of most traits on the Target, is to obtain "raw scores" from standardized psychological measurement instruments and translate them into percentile levels (using tables in the test manuals and in the Supplementary Manual available from R. D. Cecil and Company). It should be pointed out that some traits on the Target require personal assessments because there are no standardized instruments for measuring them. This applies to most knowledge factors, some specialized abilities, and some basic abilities. On the other hand, standardized instruments for measuring needs/drives, values, and personality traits are available—to those who are qualified to administer them.

We recommend using scores from standardized measurement instruments whenever possible. Test scores are generally more accurate and reliable because they are designed to (a) be impersonal and unbiased, (b) minimize distortion or falsification, (c) be valid and reliable, and (d) alleviate errors in judgment that can be made by self-assessors.

The accuracy and validity of personal assessments largely depend upon one's (a) understanding of traits and how they relate to each other; (b) objectivity (which is a function of self-honesty); (c) understanding of "self," and (d) observation and understanding of others' traits and behavior (with which one's own can be compared).

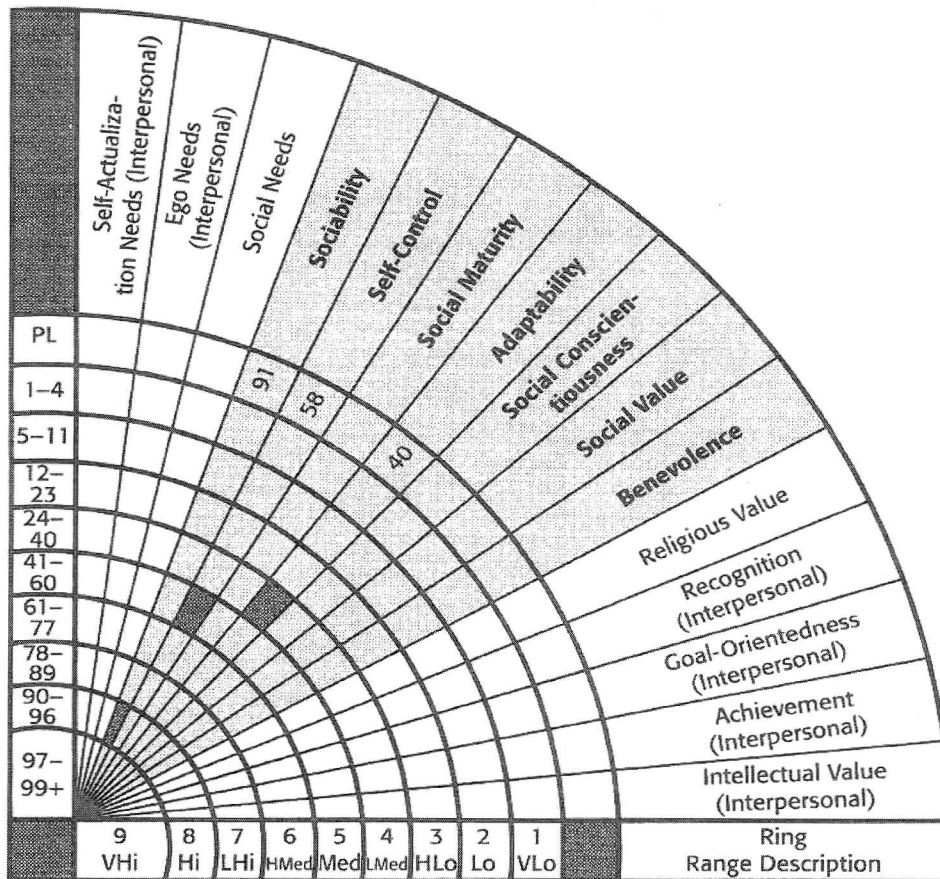
Total objectivity and self-honesty are found in few human beings. Therefore, one must be careful not to make several common errors when making self-assessments.

- A. *Capabilities*: Those who have very positive self-images tend to over-estimate the levels of their capabilities, while those who are very introspective and self-critical tend to under-estimate them.

Many if not most people do not like to think of themselves as having "average capabilities," even though some of their capabilities may in fact be average. Consequently, they can tend to assess levels that are somewhat higher than average.

- B. *Values*: Rather than assessing their values at true or realistic levels, many individuals are inclined to assess them at levels that would be considered desirable by other people (whose views may be important to them for one reason or another).

Figure 6:13: Examples of Assessment and Estimated Data Filled In on the Target



Copyright © 1976, 1984, 2000, 2021 by R.D. Cecil & Co.

C. *Personality Traits*: People in general have a tendency to assess the levels of their personality traits within the *medium* or *average* range, believing either (a) that this is about where their levels should be, or (b) that being too much higher or lower would indicate some degree of abnormality.

Phase 2: Adjusting Worksheet Data and Recording It on the Target

Once the levels of all characteristics on the Worksheet have been determined or estimated, each of the following steps should be performed according to instructions in the Supplementary Manual.

Step 1: “Fine-tune” the levels of traits—especially those for which we have made a distinction between an

“vocational/ avocational level” on one hand and an “interpersonal level” on the other. (This applies, for example, to self-actualization needs, the achievement and goal-orientedness values, and self-confidence.)

Step 2: Review worksheet data, looking for any traits whose levels are significantly out of line with understandable patterns or intercorrelations found among other important traits, and adjust the data accordingly.

Step 3: Transfer worksheet data to the Target—as shown in *Figure 6.13* above.

This step involves the following sub-steps: (1) write the percentile level of a trait in the “PL” (Percentile Level) ring where the trait wedge intersects that ring; and then (2) shade the area of the wedge that corresponds to the percentile range within which the percentile level lies.

Phase 3: Computing the Overall (Percentile) Level of Each Target Quadrant

The overall level of a quadrant” is defined as the weighted average of the respective levels of the characteristics in the quadrant.

Weights Assigned to Characteristics

Characteristics in each of the four quadrants are assigned weights based on their relative importance in terms of (a) the significance of their influence on self- or people-orientedness, and (b) the extent to which they are indicative of a tendency toward a particular interpersonal style. Thus, a weighted average (rather than a simple arithmetic average) is used to take into account the differences in importance of the various traits. Accurate weighting, however, is extremely difficult if not impossible, largely because relationships between personal characteristics and self- and people-orientedness are so complex.

Nevertheless, we have adopted a weighting system that we consider to be fairly realistic, and, therefore, satisfactory—even though, under some circumstances, it may not produce the most accurate indications of an individual’s nature and style tendency. Based on our own and others’ studies, observations, and experience, we are presently assigning the following weights:

Key Self- and People-Oriented Motive/Attitudinal Traits (key traits in the two top quadrants) are each assigned a weight factor of five (5). We consider them to be five times as influential and indicative as the other motive/attitudinal traits, to each of which we give a weight factor of one (1).

Special Self- and People-Related Capabilities (special capabilities in the two bottom quadrants) are each assigned a weight factor of two (2). We consider them to be twice as influential and indicative as the other capabilities, to each of which we give a weight factor of one (1).

Computational Procedure

The following is the quickest procedure for computing a quadrant’s “overall level.” This procedure should be performed for each of the four quadrants in its turn.

Step 1: Add the percentile levels of all key traits or special capabilities in the quadrant.

Step 2: Multiply the sum obtained in step 1 by the appropriate weight factor (5 for key motive/attitudinal traits; 2 for special capabilities).

Step 3: Add the percentile levels of the remaining characteristics in the quadrant. (Since the remaining characteristics in all four quadrants each have a weight factor of 1, there is no need to multiply by a weight factor.)

Step 4: Add the results of steps 2 and 3.

Step 5: Compute the quadrant’s overall percentile level by dividing the results of step 4 by the total number of weights in the quadrant.

- For the *self-oriented motive/attitudinal traits quadrant*, divide the sum obtained in Step 4 by 54 [(10 X 5) + 3].
- For the *people-oriented motive/attitudinal traits quadrant*, divide the sum obtained in step 4 by 55 [(10 X 5) + 5].
- For the *self-related capabilities quadrant*, divide the sum obtained in step 4 by 27 [(10 X 2) + 7].
- For the *people-related capabilities quadrant*, divide the sum obtained in step 4 by 28 [(11 X 2) + 6].

Step 6: Record the overall quadrant level (expressed as a percentile figure from 1 to 99) in the space provided next to the quadrant. Write the descriptive term for this percentile level in the space provided directly below.

Relationships Between the Levels of Characteristics in a Quadrant and the Quadrant’s Overall Level

The following is a statement of the basic relationships between the levels of certain characteristics in a quadrant and that quadrant’s overall level:

An individual’s overall quadrant level depends upon the levels of all characteristics in the quadrant, but particularly upon the levels of the more heavily weighted characteristics. Obviously, the higher the levels of all quadrant characteristics—particularly the key traits or special capabilities—the higher the individual’s overall quadrant level.

These basic relationships are reflected in all three of the following examples.

Example 1: A particular individual’s level of “concern for and attention to self-centered fulfillment” is

almost certain to be within, say, the high (90th to 96th percentile) range if (a) that individual's levels of key self-oriented motive/attitudinal traits fall within that range (or, more likely, are all grouped within and close enough around that range so that their average level lies therein); and (b) that individual's levels of most other self-oriented motive/attitudinal traits are not significantly lower.

Example 2: A particular individual's level of "concern for and attention to people" is almost certain to be within, say, the very low (1st to 4th percentile) range if (a) that individual's levels of key people-oriented motive/attitudinal traits fall within that range (or, more likely, are grouped within and close enough around that range so that their average level lies therein); and (b) that individual's levels of most other people-oriented motive/attitudinal traits are not significantly higher.

Example 3: A particular individual's level of overall "people-related capability" is almost certain to be within, say, the average or medium (41st to 60th percentile) range if (a) that individual's levels of special people-related capabilities lie within that range (or, more likely, are distributed evenly enough within, above, and below that range so that their average level lies therein); and (b) that individual's levels of most other people-related capabilities are distributed evenly enough within, above, and below that range so that their average level is not significantly higher or lower.

Phase 4: Computing the Overall (Percentile) Levels of Self- and People-Orientedness

An individual's "overall level of self-orientedness" can be defined as the weighted average of his or her level of the two self-related quadrants. Similarly, an individual's "overall level of people-orientedness" can be defined as the weighted average of his or her levels of the two people-related quadrants.

Weights Assigned to Quadrants

While both motives and capabilities exert important influences on interpersonal behavior, it is our judgment that motive/attitudinal traits (as a group) are more important than capabilities (as a group). This judgment is based upon our own and others' observations and studies—especially those of experts such as Maslow, Herzberg, Mc-

Clelland, and Drucker (see References for Chapter 6)—which indicate that motivational factors are the primary personal influences on behavior. Consider these points:

- A. Regardless of the levels of an individual's capabilities, he or she must be sufficiently motivated to use them. It is motivation that transforms available capabilities into applied capabilities.
- B. One's motivation influences the manner and spirit in which, the degree to which, and the efficiency and effectiveness with which one uses his or her capabilities.
- C. In general, people tend to behave in ways that reflect their motive/attitudinal traits to a greater extent than the levels of their capabilities.
- D. In general, the extent to which higher levels of motive/attitudinal traits compensate for lower levels of capabilities appears to be greater than the extent to which higher levels of capabilities tend to compensate for lower levels of motivational factors.

Because interpersonal behavior is so complex, it is virtually impossible to determine the relative importance of motive factors (as a group) and capabilities (as a group). Nevertheless, we have adopted a weighting system that we consider to be satisfactory—even though, under some circumstances, it may not produce totally accurate indications of an individual's nature and style tendency. Based on the opinions and considerations mentioned above, it is our view that motive/attitudinal traits (as a group) are twice as important as capabilities (as a group). This is tantamount to saying that interpersonal behavior is two-thirds due to motivation and attitudes and one-third due to ability.

At present, therefore, we are assigning a weight factor of two (2) to each of the motive/attitudinal traits quadrants, while assigning a weight factor of one (1) to each of the two capabilities quadrants.

Having said this, we should hasten to make two additional points: Weighting motive/attitudinal traits quadrants twice as heavily as capabilities quadrants seems to be most appropriate for explaining existing interpersonal behavior tendencies. With respect to altering interpersonal behavior patterns, however, we would put more emphasis (weight) on improving capabilities. This is because (a) behavior can usually be altered more easily and effectively than attitudes (especially in the short term), and (b) improving knowledge, skills, and purposeful behavior helps bring about an improvement in attitudes (through positive feedback from greater success).

Computational Procedure

To determine an individual's "overall level of self-orientedness" and "overall level of people-orientedness," we use the following procedure. This procedure should be performed for each Target hemisphere (side of the Target) in its turn.

Step 1: Multiply the overall percentile level of the motive/attitudinal traits quadrant by 2.

Step 2: Add the overall percentile level of the (corresponding) capabilities quadrant to the result obtained in Step 1.

Step 3: Divide the result obtained in step 2 by "3" (the total number of weights given to the two quadrants — $2 + 1$). The result is the overall level of self-orientedness or people-orientedness expressed as a percentile level.

Step 4: Record the overall level of self- or people-orientedness in the appropriate space provided next to the Target. (The overall level can also be indicated on the Target by circling the appropriate percentile range block on the horizontal scale that separates the top and bottom quadrants.)

Relationships Between Quadrants' Levels and Overall Levels of Self- and People-Orientedness

The following is a statement of the basic relationships between the overall levels of the top and bottom quadrants and the overall levels of self- and people-orientedness.

An individual's overall level of self-orientedness (or people-orientedness) depends upon the overall level of concern for self-centered gratification (or concern for people) and the overall level of self-gratification ability (or people-related ability), but particularly upon the level of concern (motivation), since it is more important and is given more weight. Obviously, then, the higher the overall levels of both top and bottom quadrants—particularly the motive/attitudinal traits quadrant—the higher the individual's overall level of self-orientedness (or people-orientedness) and the greater the probability that he or she will actually behave in a highly self-centered (or people-oriented) manner.

These basic relationships are reflected in all three of the following examples:

Example 1: An individual's level of people-orientedness is almost certain to be within, say, the low high (78th to 89th percentile) range, and the individ-

ual will tend to behave in a rather highly people-oriented manner, if (a) his or her level of concern for and attention to people (weighted average of the levels of people-oriented motive/attitudinal traits) lies within the low high range; and (b) his/her overall level of people-related ability (weighted average of the levels of people-related capabilities) is either equally high, slightly higher, or not significantly lower.

Example 2: A person's level of self-orientedness is almost certain to be within, say, the low (5th to 11th percentile) range, and the person will tend to behave in a manner that is not particularly self-centered, if (a) his or her level of concern for self-gratification (weighted average of the levels of self-oriented motive/attitudinal traits) lies within the low range; and (b) his or her overall level of self-related ability (weighted average of the levels of self-related capabilities) is either equally low, slightly lower, or not significantly higher.

Example 3: An individual's level of people-orientedness is almost certain to be within, say, the low average or medium low (24th to 40th percentile) range, and he or she will tend to behave in a manner that is nearly medium or average in people-orientedness, if (a) his or her level of concern for and attention to people (the overall level of the people-oriented motive/attitudinal traits quadrant) lies within the low average or low medium range; and (b) his or her overall level of people-related (interpersonal) ability (the overall level of the people-related capabilities quadrant) is either the same, not too much higher, or not too much lower.

Phase 5: Interpreting What *The Interpersonal Target*™ Indicates about an Individual's Interpersonal Style Tendency

Before we proceed with a discussion that will help Target users to understand, explain, assess, and predict an individual's interpersonal style in terms of self-centeredness and people-orientedness, several points should be made very clear.

External (environmental) forces or factors such as the natures of jobs, social norms and sanctions, styles of others with whom one has contact, the nature and structure of an organization, and various institutions (religious, governmental, economic, etc.) all influence a person's interpersonal style in some way and to some degree. They can also influence the levels of that person's characteristics over a period of time. *The Interpersonal Target*™, how-

ever, does not take these influences into account—at least not explicitly. It only indicates a person’s levels of specific characteristics, groups of characteristics, and overall self- and people-orientedness at a given point in time. It does not (cannot) explicitly indicate the manner in which or extent to which external factors may have influenced or may be influencing these levels.

Thus, what *The Interpersonal Target*TM indicates, essentially, is an individual’s *tendency* toward a particular interpersonal style. Because it does not indicate whether this tendency is being reinforced or overridden by external influences, however, it does not necessarily prove that the style indicated is actually that being used by the individual. Nevertheless, by indicating *how that person could tend to behave in the absence of contravening or modifying influences (as though the person were behaving within a vacuum)*, the model can help one to understand, explain, assess, or predict an individual’s style.

Below are eight prominent headings. Three of these headings deal with only one particular style. The five other headings each deal with two basically similar styles, one of which is slightly more extreme or distinctive than the other. In all, therefore, we describe and discuss thirteen styles. For each style, we do the following:

First, we provide a basic description of the style.

Second, to help Target users determine whether or not an individual’s Target profile indicates a tendency toward that particular style, we specify the percentile level ranges of self- and people-orientedness that underlie a definite tendency toward that style. We also discuss the levels of significant underlying personal characteristics.

Third, we describe the style in terms of the following: (a) the associated/ underlying primary ego state and life position; (b) the ego enhancement and defense mechanisms used; (b) the associated interpersonal dimensions; (c) behavior associated with the approach, development, and maintenance phases of relationships; and (d) basic behavior in groups.

Fourth, we relate the managerial/leadership, parental, marital, occupational, and typological tendencies of those who have the nature and behavioral tendencies described.

In doing all of the above, we are attempting to interrelate the interpersonal phenomena previously discussed (in Chapter 6) and associate them with overall patterns of behavior.

Although there are eighty-one possible combinations of the Target’s nine ranges of self-orientedness and nine ranges of people-orientedness, we will not be discussing all of them. The remaining combinations of levels of ori-

entations lie between, and in many cases border, the styles we will be discussing. Again, we must caution readers not to stereotype themselves and others as necessarily being one of the more distinctive types of people.

As we discuss the various styles, we will often express underlying combinations of levels of self- and people-orientedness in an abbreviated, bracketed notation—such as [6,4]. In all cases, the overall “ring level” of self-orientedness is placed ahead of the comma; the overall “ring level” of people-orientedness is placed after the comma. Thus, [6,4] means the person is in the 6th range/ring of self-orientedness (the 61st to 77th percentile range) and is in the 4th range/ring of people-orientedness (the 24th to 40th percentile range). To remember which level comes first in the notation, think of “Self/People” or “S/P.” Or, as most people do, think of “(your)self first.”

As you read about each of these styles, you might want to check or circle any behavior patterns that apply to you. After having read about all the styles, you might then want to ask yourself several questions: Does one of these sound just like me? Or am I somewhere between two or more styles? Do I tend to act one way most of the time (do I have a primary style), but act another way some of the time (do I have a back-up style that I use when my primary style doesn’t work so well)? Based on my personal characteristics, do I have a definite tendency toward one particular style—but actually use another because of strong external influences on my behavior? What are the implications of my answers? How does my behavior affect other people’s fulfillment, my interpersonal relationships, and my own fulfillment?

Self-Centered, Utilitarian Style(s) [High Self-Centeredness, Low People-Orientedness]

Table 6.10 (pages 70-72) summarizes the characteristics and behavioral tendencies associated with the styles described in this section. As shown in the table, the basic “high self, low people style” includes the “very high self, very low people” (or “autocratic/dictatorial”) style and the less extreme “relatively high self, relatively low people” (or “authoritarian”) style. Since the two “sub-styles” are basically the same and differ only in degree, they can be described together.

Basic Description of HS,LP

These interpersonal styles can also be called the following: the selfish styles; the success-oriented styles; the “high assertiveness, low responsiveness” styles; the controlling-taking styles; the competitive styles; the win-lose styles (in terms of conflict resolution); and the dominant-hostile styles.

People who use these styles can be described as follows: dominators; users; exploiters; takers; competitors; results-seekers; disciplinarians; drivers; blamers; and attackers. They can also be described as (a) emotional, evaluative, and judgmental; (b) suspicious, aggressive, hostile, and vindictive; (c) superior; (d) “macho”; and (e) conservative.

Although these styles are used by many people who have dominant roles or positions, individuals having the natures discussed below are most likely to use them—regardless of the influences of positions, roles, or environmental circumstances.

Underlying Levels of Orientations and Specific Traits

Underlying Levels of Self- and People-Orientedness

As shown in the bottom right corner of *Figure 6.11*, an individual will have a tendency to use one of these two styles if (a) his or her level of self-orientedness lies within the very high, the high, or the low high range (ring 9, 8, or 7), which can be considered “highly self-centered”); and (b) his or her level of people-orientedness lies within the very low, the low, or the high low range (ring 1, 2, or 3). As also shown in *Figure 6.11*, nine combinations of these ranges or rings are possible.

It should be apparent that an individual will have the greatest or most definite tendency to behave in a self-centered, non-people-oriented manner if his or her level of self-orientedness lies within the very high range (ring 9, the 97th to 99th+ percentile range) and his or her level of people-orientedness lies within the very low range (ring 1, the 1st to 4th percentile range). This [VHi, VLo] combination of levels underlies the pure autocratic/dictatorial style. It must be pointed out, however, that only a few people are so high in self-orientedness and, at the same time, so low in people-orientedness. Actually, this combination can be considered uncommon, because the levels of so many underlying characteristics must be extremely high or extremely low. Thus, most of those who behave in a “rather

autocratic” manner have combinations of (percentile) levels of self- and people-orientedness that are in the less heavily shaded ranges/rings. (In the bottom right-hand corner of *Figure 6.11* the [VHi, VLo] combination is heavily shaded, while the less autocratic combinations are more lightly shaded.)

Naturally, as the level of self-centeredness decreases and/or the level of people-orientedness increases, the tendency to behave in another manner (style) increases. Thus, someone who is “relatively high self, relatively low people” would tend to use the somewhat “softer” and less extreme authoritarian style. Such people can possess the combinations of levels of self- and people-orientedness that are indicated by the less shaded (five) ranges in the lower right corner of *Figure 6.11*.

Note: The medium-shaded combinations are in a “fuzzy area” between the autocratic and authoritarian styles. Determining which style a person uses often involves making a judgment based on at least two considerations: (a) the person’s behavior patterns; and (b) where the person’s percentile levels of self- and people-orientedness fall within the particular ranges or rings involved. Take, for example, a person having a [Hi Self, Lo People] combination. We would consider the person to be an autocrat if he or she (1) generally behaves in a slightly more autocratic than authoritarian manner; (2) has a level of self-orientedness that is at the 94th, 95th, or 96th percentile (each of which is higher than the 93rd percentile at the middle of the eighth ring and is fairly close to the 97th percentile, which is the lowest in the ninth ring); and (3) has a level of people-orientedness that is at the 7th, 6th, or 5th percentile (each of which is lower than the 8th percentile at the middle of the second ring and is fairly close to the 4th percentile, which is the highest in the first ring).

Underlying Levels of Specific Personal Characteristics

Those who behave in an autocratic manner are high to very high in the economic and political values, practical-mindedness and leadership values, self-confidence, and dominance. Those who behave in a less autocratic, but still authoritarian manner tend to be relatively high (low high to high) in the same traits.

Those who behave in an autocratic manner tend to be low to very low in the social and benevolence values, adaptability, social conscientiousness, social maturity, and self-control. Those who behave in a less autocratic, more authoritarian manner tend to be relatively low to low in the same traits.

Table 6.10: Distinctive Interpersonal Styles and Related Traits and Behavior

STYLE:	SELF-CENTERED, UTILITARIAN		ACHIEVEMENT-ORIENTED	PATERNALISTIC
	Autocratic	Authoritarian		Nurturing
Self-Orientedness People Orient'ness	Very High Self, Very Low People	Relat'vly High Self, Relat'vly Low People	High Self, Medium-Low People	High Self, Medium People
Other names for style	High Assertiveness, Low Responsivness Controlling-Taking; Competitive; Dominant-Hostile; Win-Lose		Hi Assertiveness, Md-Lo Respons'ness	Hi Assertiveness, Med Responsiveness
Description of individual	Dominator, user/exploiter, taker, competitor, results-seeker, driver, disciplinarian, blamer, attacker; superior, self-centered/selfish, emotional, evaluative, judgmental, suspicious, aggressive, hostile, vindictive, "macho," conservative; dictator; controller		Achiever; thinker, innovator; creative, rational, preoccupied and somewhat distant, somewhat judgmental and temperamental	Self-assertive, but understanding, car- ing, supportive, and fairly benevolent; somewhat evaluative and judgmental
Ego state(s)	Very critical parent	Critical parent	Part adult, part critical parent	Nurturing parent
Ego tends to revolve around . . .	Power, authority, influence over others		Knowledge and skills	Others being like self
Life position	I'm very OK, you're definitely not OK	I,m OK, you're not OK.	I'm Ok, you're not particularly OK.	I'm OK, you're fairly OK.
Significant traits *	Hi to Very Hi Self-confidence Self-assertiveness Economic and Political values Decisiveness Lo to Very Lo	Rel. Hi to Hi Rel. Lo to Lo	Rel. Hi to Very Hi Achievement value Self-confidence Original thinking Goal-orientedness Low to Medium Social/Benev. values Soc'l conscien'ness Adaptability Social maturity Sociability	Rel. Hi to Hi Self-confidence Dominance Decisiveness Low Med. to Hi Med. Social/Benev. values Soc'l conscien'ness Adaptability Social maturity Self-control Original thinking
Interpersonal dimensions *	Active in Initiative One up in Status Independent Low Self-disclosure Hidden Expectations Distant in Connection Competitive Emotional Generates Conflict		Somewhat Active One up Independent Med. Disclosure Somewhat Open Somewhat Distant Competitive Somewhat Stable Can gen. Conflict	Rather Active Rather One Up Rather Independent Fairly Disclosing Fairly Open Fairly Intimate Rather Competitive Somewhat Emotional Moderates Conflict
Description of individual's relationships	Many superficial, utilitarian; few close and mature. Poor developer and main- tainer of close, mature relationships		Most superficial, some close. Fair devel./maint.	Some superficial, some close. Good devel./maint.
Managerial or leadership style tendency	Hard X (9,1) (Very High Task, Very Low People)	Theory X (Rela'ly High Task, Rela'ly Low People)	Somewhat "X" (Rela'ly High task, Med-Low People)	Soft X to Mid-Road (Rela'ly Hi Task, Medium People)

* Estimated (ranges of) levels.

PEOPLE-ORIENTED, PERMISSIVE		SOCIABLE	"SYNERGISTIC"	
Very Permissive	Rela'ly Permissive	Affiliative	Vry Adult / Rel Syn	Synergistic
Very Low Self, Very High People	Rela'ly Low Self, Rela'ly High People	Medium Self, High People	Rela'ly High Self, Rela'ly High People	High Self, High People
Low Assertiveness, High Responsiveness Supporting-Giving; Accomodating; Submissive-Warm; Yield-Lose		Med. Assertiveness, High Responsiveness	High Assertiveness, High Responsiveness Adapting-Dealing; Participative; Assertive-Warm; Win-Win	
Pleaser, supporter, giver, accomodator, suppressor, yielder, follower; amiable, emotional, warm, responsive, insecure, dependent, submissive, highly socialized, conformant, altruistic, benevolent, pro- tective, conscientious, shy, liberal, agreeable, helpful, caring		Warm, amiable, responsive, affilia- tive, associative, personable, support- ive, adaptable, adjusted, happy	Coper, self-actualizer, thinker, communi- cator, achiever, developer, team player & builder, integrator, positive stroker, influencer, confronter; mature, optimistic, realistic, self-assured, assertive, interactive, responsive, supportive, expressive, even-handed, involved, participative	
Very compliant child	Compliant child	(Socially) Adjusted child	Adult	Synergistic
Benevolence, kindness		Number of Friends	Social and intellectual maturity	
You're very OK, I'm not OK.	You're OK, I'm not very OK.	I'm fairly OK, you're OK.	I'm pretty much OK, so are you.	I'm OK, you're OK.
Hi to Very H Social and Benevolence values (Religious value) Dependence Needs for Support/Approval Conformity Social conscientiousness Self-control	Rel. Hi to Hi	Rel. Hi to Very Hi Sociability	Rel. Hi to Hi	High
Lo to Very Lo (Social) Self-confidence Self-assertiveness Economic and Political values	Rel. Lo to Lo	Hi Avg to Hi Self-confidence Self-assertiveness Soc'l Conscien'ness Benevolence Adaptability Social maturity Emotional stability Self-control	Self-confidence Self-Assertiveness Social conscientiousness Benevolence Responsibility Adaptability Social maturity Original thinking Emotional stability Self-control	
Passive in Initiative One down in Status Dependent Rather low Disclosure Rather Hidden Expectations Rather Distant (wants intimate) Non-competitive Emotional Avoids Conflict		Active Fairly equal Status Interdependent Rather Disclosing Rather Open Intimate Rather Collaborative Emotional Avoids Conflict	Active in Initiative Equal Status Interdependent Self-disclosing Open Expectations Intimate Collaborative Emotionally Stable Moderates Conflict	
Close with a few, some superficial. Fairly effective developer and maintainer.	Close with some, some superficial.	Many acquaintances, close with many. Good devel./maint.	Many acquaintances; select number of close, mature relationships. Very good developer, best maintainer.	
Permissive (1,9) (Very Low Task, Very High People)	Permissive Tend'cy, but can be Authoritarian	Fairly Permissive (Md Tsk, Hi Peopl)	Synergistic, Team/Participative, (9,9), Y (Rel. High Task, Rel. High People)	(High Task, High People)

STYLE:	MIDDLE-OF-THE-ROAD		NON-INTERACTIVE	
	Mid-Road	Rather Adult	Withdrawn	"Defeated"
Self-Orientedness People Orient'ness	Medium Self, Medium People	Above Avg Self, Above Avg People	Very Low Self, Very Low People	Rela'y Low Self, Very Low People
Other Names for Style	Med. Assertiveness, Med. Responsiveness Conserving-Holding	Above Avg Assert., Above Avg Response. Win Some-Lose Some	Low Assertiveness, Low Responsiveness Submissive-Hostile; Non-Coping; Lose-Leave	
Description of Individual	Compromiser, balancer; consultive, changeable, even-handed, fairly mature, anxious about criticism and censure		Introvert, avoider, isolationist; hurt, insecure, submissive, suspicious, with- drawn, apathetic, indecisive, evasive, pessimistic; not coping well with others and life in general; fears criticism and rejection	
Ego State(s) Ego Tends to Revolve Around . . .	Between Critical Parent and Compliant Child	Between Nurturing Parent and Adjusted Child	Very put down Compliant Child	Rebellious Child (when "one down" & can't dominate)
Life Position	I'm somewhat OK, you're somewhat OK.	I'm fairly OK, you're fairly OK.	I'm Not OK, you're n	I'm somewhat OK, you're not OK.
Significant Traits	<u>Lo Med. to Medium</u> Self-confidence Self-assertiveness Social and Benevolence values Economic and Political values Social conscientiousness Adaptability Social maturity Original thinking Responsibility Emotional stability Self-control	<u>Medium to Hi Med.</u>	<u>Relatively Low to Very Low</u> Self-confidence Dominance Sociability Adaptability Social maturity Emotional stability Rather Low Conformity Benevolence Soc'l conscien'ness Responsibility Self-control	
Interpersonal Dimensions	Fairly active in Initiative Fairly equal Status Fairly Interdependent Fairly Disclosing Fairly open Expectations Fairly Intimate Fairly Collaborative Fairly Stable Moderates Conflict		Passive in Initiative One down in Status Dependent Low Disclosure Hidden Expectations Distant Non-competitive Emotional Avoids Conflict	
Types relationships develops and maintains	Many acquaintances; fair number of close, mature relationships. Fairly good developer and maintainer.		Few acquaintances; even fewer close, mature relationships. Least effective developer and maintainer.	
Managerial or leadership style tendency	Middle-Road (5,5) (Medium Task, Medium People)		Non-Manager (1,1) or Non-Leader	Non-Manager (when feels "less OK" and can't control)

Although these individuals can be low in interpersonal abilities such as social insight, communicative skills, manners, and tact, many are actually high. When they are high in these abilities, they tend to use them to their own advantage.

Underlying Ego States and Life Positions

An *autocrat's* primary ego state is that of the very critical parent. His or her associated life position is "I'm (very) OK, you're (definitely) not OK." Such a person is very likely to come from the very undersocialized child state or from the very rebellious child state—especially when he or she feels more OK than others and is in a role or position that facilitates domination or control of others.

An *authoritarian's* primary ego state is that of the critical parent. His or her associated life position is "I'm OK, you're not OK." Such a person is likely to come from the undersocialized child state or the rebellious child state—especially under the circumstances mentioned above.

You can zero in on where most people are "coming from" by first assuming that, in most cases, their ego needs and self-images are the primary motivators of their behavior. Then, determine what their egos revolve around. Basically, the egos of these people revolve around power, control, and being "right."

Associated Behavior

The following behavior patterns generally apply to both sub-styles. The autocrat's behavior, however, is slightly more extreme in frequency and/or intensity than the authoritarian's behavior.

Ego Enhancement and Defense

- Measures how OK or successful he or she is (relative to other people) in terms of (a) economic (financial/material) success; (b) power, authority, control, influence, or aggressiveness; and (c) position or status.
- Primarily uses negative/dysfunctional means for enhancing ego and feeling superior to others (rather than using positive/functional means):
 - Identifies with those who are powerful and/or economically successful.
 - Criticizes, blames, and ridicules others.
 - Dominates/intimidates others.
 - Manipulates/uses others.
 - Outcompetes others.

- Gets "one up" on others.
- Applies double standards to others.
- Tends to hurt and alienate others.
- Primarily uses the following ego defense mechanisms:
 - Denies, suppresses, and rationalizes mistakes or problems.
 - Projects blame on others.
 - Aggressively takes out anger and frustrations on others.

Interpersonal Dimensions

- Is active in terms of initiative.
- Likes to be "one up" in terms of status.
- Is independent.
- Is "high" in disclosing strengths and successes, but is "low" in disclosing weaknesses, vulnerabilities, mistakes, or failures.
- Tends to hide real (selfish) expectations and intentions.
- Is rather distant in terms of connection.
- Is most competitive of all types of people with respect to resources.
- Is relatively stable emotionally.
- Has a tendency to generate conflict (because, of all types of people, has the greatest tendency to hurt others' egos).
- Is about average in time contact.

Behavior Associated with

Approach, Development, and Maintenance Phases

- Is a Type 1 (self-centered, utilitarian, success-oriented) approacher.
- Has many superficial acquaintances and utilitarian relationships.
- Has few relationships that are both close and mature.
- Is one of the least effective types of people at developing and maintaining close, mature relationships.

General Behavior Patterns

- Is self-confident, decisive, and gets things done.
- Tends to be preoccupied with acquiring (traditional) symbols of status (economic success, power, position).
- Judges others' OK-ness in terms of (a) their economic success, power, authority, influence, position, aggressiveness, and/or status, and (b) whether or not they display appropriate deference to him/her.
- Compulsively competes for attention and recognition.
- Tends to be a political maneuverer.
- Will use own position, power, authority, influence, and/or financial resources to intimidate, punish, or get revenge on others.

- Is insensitive and impersonal.
- Can be aloof and difficult to approach.
- Is not especially interested in others' feelings, needs, goals, aspirations, or opinions (except to play on them in order to dominate or manipulate others).
- Neither expects nor encourages others to communicate their feelings, ideas, suggestions, or opinions (unless wants to use or play on them).
- Does very little if anything to accommodate others' feelings, needs, goals, or aspirations.
- Is critical of, and complains about, others.
- Seldom gives positive strokes to people (except to "butter them up" and play on their egos).
- Generally gives other people negative/depreciative strokes, especially when things go wrong.
- Is reluctant to share privileges and successes with others.
- Is inclined to accept, trust, and help few individuals—just those who are most like himself/herself.
- Tends to use the word "I" more than the words "you," "we," or "us."
- Is the most likely type of person to be antagonistic and belligerent toward others.
- Tends to regard self as being more competent and important than other people.
- Wants other people's plans and decisions cleared through him or her.
- Is verbally ascendant and dominates conversations.
- Is quick to challenge and debate others' facts, opinions, or ideas.
- Often tells others what to do and how and when to do it.
- Assumes his/her messages are being understood by others, and rarely attempts to determine if they are or not.

Interpersonal Maneuvers Tends to Use

- Especially when is in a dominant role/position, behaves in an outright dominating manner—and simply "rolls over other people" like a tank, making them submit.
- Uses maneuvers for setting up, enhancing, or maintaining dominance.
- When is not in a dominant role/position, can tend to use maneuvers associated with a forceful or hard-ball approach (involving self-assertiveness, threats, and intimidation).

Behavior in Groups

- When interacting with other group members, basically behaves in the ways already listed above (but will be-

have more amiably toward group members than toward outsiders).

- In work-oriented groups, will tend to assume or compete for a leadership role.
- Is likely to join groups in which (a) will have a high degree of status, or (b) will gain status through association.
- Tends to promote group norms that work to his or her advantage (e.g., that enhance or maintain own status).
- Is inclined to use more negative than positive sanctions.
- May oppose membership of those who have more status, influence, competence, etc.
- Handles interpersonal conflicts by dominating situations and trying to win rather than lose.

Managerial, Parental, Marital, and Occupational Tendencies

- As a manager, leader, administrator, or supervisor, tends to use either the autocratic style (the "hard Theory X" or "very high task, very low people" style) or the authoritarian style (the "softer Theory X" or "relatively high task, relatively low people" style).
- Is inclined to consider only (a) the "mechanical aspects" of work to be done, (b) organizational implications of decisions, and (c) economic and political matters involved—but not people or social phenomena.
- When under pressure or stress, when his or her needs are not being met, when his/her ego is being threatened, or when a subordinate, spouse, or child is making him or her look bad, will (a) blow up and yell, (b) throw tantrums, (c) bully people, (d) take verbal potshots at them, and (d) perhaps even physically abuse them.
- Needing to be in full control of a situation, does most of the goal setting, planning, and decision making.
- Has a short-term orientation.
- Seldom lets others know what is going on.
- Exerts role- or position-based power/authority (rather than either expertise- or personality-based influence).
- Tends to be an autocratic (very critical) or authoritarian (relatively critical) parent.
- If male, tends to be a "macho," chauvinistic, autocratic or authoritarian husband. If female, can be a domineering wife.
- Can be one of those politicians who (a) put the best possible face on all situations, whether good or bad; (b) exaggerate pros or cons of situations to suit their purposes; and (c) make numerous promises regardless of whether or not they intend to keep them.

- O Can be one of those businesspersons or salespersons who (a) are simply “out for big bucks”; (b) grossly exaggerate a product’s or service’s advantages; (c) hide a product’s or service’s faults or disadvantages; (d) intimidate customers; (e) manipulatively stroke their customers’ egos; and (f) will opportunistically take advantage of most people’s honest, trusting natures.

Such people are concerned more about their own egos, their own power or authority, their own career, financial or material success, their own need fulfillment, and their own goal attainment. Even though they tend to approach rather than avoid interpersonal situations, they do so in order to use other people to their own advantage. They may have learned how to behave well interpersonally, but they use their charm and polish to get around people and manipulate them. Although they see themselves as being OK and others as being not OK, they will make themselves feel even more OK by putting other people down in various ways. They do not practice the Golden Rule. They are the type of people who, in the process of enhancing or protecting their own egos, tend to hurt others in the ways mentioned earlier in Chapter 6.

Self-Oriented, Achievement-Based Style [High Self-Orientedness, Medium to Low People-Orientedness]

While highly self-oriented and not much more people-oriented than the authoritarian style, this style is not quite the same. In our view, it is self-oriented in terms of personal achievement rather than in terms of personal power or economic success.

Basic Description

This style can also be called the “high achievement, (fairly) low responsiveness” style.

The people who use this style are high achievers. They strive for excellence if not perfection. Some are more oriented toward achievement in scientific and other abstract or conceptual pursuits. These tend to be intellectuals, original thinkers, and innovators. Others are oriented toward achievement in, for example, the arts and athletics.

Rather than competing against others for power or economic success, high achievers compete against themselves and against existing standards. Such individuals (a) are usually preoccupied with their own activities; (b) tend to do things themselves and in their own way; (c) are very

organized, orderly, and systematic; (d) see themselves as being more competent than others; (e) sometimes act as though they were superior to others; (f) are rather self-assertive; (g) can be somewhat temperamental and distant; (h) can be rather critical of those who do not live up to their standards; and (i) often offend and irritate others.

Underlying Levels of Orientations and Specific Traits

Underlying Levels of Self- and People-Orientedness

As shown in toward the center from the bottom right corner of *Figure 6.11*, a person will have a tendency to use this style if (a) his or her level of self-orientedness lies within the very high, the high, or the low high range (ring 9, 8, or 7), and (b) his or her level of people-orientedness is medium to low and lies within the low average, high low, or low range (ring 4, 3, or 2).

Underlying Levels of Specific Personal Characteristics

Although this style overlaps the authoritarian style, the two styles are rather distinct because of significant differences in levels of certain traits.

Basically, high achievers are higher than any other type of person in the achievement value. They are also high in the need or concern for recognition. Compared to authoritarians, they (a) are lower in the economic and political values (and values having a positive correlation with them), but (b) may be just as high in the independence value. In other words, their egos and self-orientedness revolve around personal achievement rather than power and financial/material success.

In general, high achievers tend to be slightly higher than authoritarians in people-oriented characteristics such as the social and benevolence values, social conscientiousness, social maturity, and self control. They also tend to be higher in original thinking (independent, creative thinking). On the other hand, they tend to be lower in sociability. They may, however, be as low in adaptability.

Underlying Ego State(s) and Life Position

Especially in the cases of those who are more intellectually oriented, high achievers are part adult (thinkers) and part critical parent. Their associated life position

is “I’m Ok, you’re not particularly OK.” Such people can come from the little adult ego state.

Basically, these people’s egos and self-images revolve around their areas of expertise (skills, knowledge, experience). They tend to value being respected more than being liked.

Associated Behavior

Ego Enhancement and Defense

- Measures how OK or successful he or she is (relative to others) in terms of personal achievement, which proves his or her knowledge, competence, skills, or expertise.
- Is more inclined (than authoritarians) to use positive ego enhancement mechanisms (personal development; association; creative innovation or self-expression; problem-solving; mature interaction).
- Tends to be somewhat more benevolent (than authoritarians) in the use of negative enhancement mechanisms:
 - Will criticize, blame, and ridicule (but to a slightly lesser degree than authoritarians).
 - Will intimidate others with superior knowledge, skill, or expertise (rather than dominating with power or authority).
 - Is less inclined to manipulate people, but will use others in order to achieve something (but not in as selfish ways).
 - Will attempt to out-achieve others.
 - Will get “one up” on others by comparing personal achievements.
 - Can apply double standards to others.
 - Can hurt others (but is less inclined to do so vengefully).
- Primarily uses the following ego defense mechanisms:
 - Will mostly suppress, rationalize, and compensate.
 - Will occasionally deny and project.
 - Has a greater tendency to “undo” (than authoritarians).
 - Can tend to fantasize.
 - Will often take out own disappointments and frustrations on others.
 - Is more self-controlled and less aggressive (than authoritarians).

Interpersonal Dimensions

- Tends to be less extroverted (than authoritarians). In fact, many high achievers are rather introverted.

- Likes to be “one up” in terms of (expertise- or skill-based) status.
- Is independent.
- Is high in disclosing strengths and achievements, but is medium to low in disclosing weaknesses, failures, or mistakes.
- Tends to be fairly open regarding expectations and intentions.
- Is rather distant in terms of connection.
- Can be rather competitive with respect to resources.
- Is fairly stable emotionally.
- While can generate conflict, tends to help moderate it.
- Is average in time contact.

Behavior Associated with Approach, Development, and Maintenance Phases

- Is a Type 2 (self-oriented, highly achievement-oriented) approacher
- Has numerous superficial acquaintances and utilitarian relationships.
- Has a few close relationships (which tend to be more mature than those of authoritarians).
- Is not as effective as many other people at developing close, mature relationships.

General Behavior Patterns

- Has exceptionally high standards—particularly for self, but also for others.
- Strives for excellence—if not perfection.
- Judges others mostly in terms of their personal achievements.
- Can be stubborn.
- Tends to be preoccupied with own activities, thereby appearing to be somewhat insensitive, impersonal, and aloof.
- Is somewhat more inclined to accommodate others’ feelings, needs, goals, or aspirations (than autocrats/authoritarians).
- Will treat others well when takes the time to interact with them.
- Is inclined to accept, trust, and help a few individuals.
- Is somewhat insecure and seeks feedback from others (approval, affection, and recognition) as reassurance that he/she is competent, has done something exceptionally well, and is liked and respected.
- Not trusting others to do things as well as he or she can, tends to do things himself or herself (rather than assigning tasks and delegating authority to others).
- Tends to use the word “I” more than the words “you,” “we,” or “us.”

- Tends to be a “know-it-all” and has an opinion on nearly everything.
- Is not especially interested in others’ opinions, ideas, or suggestions.
- Is quick to challenge and debate others.
- Is rather easily irritated by less capable, efficient individuals.
- Tends to punish self and others for failures or mistakes.
- Is verbally ascendant and tends to dominate conversations.
- Can tend to tell others what to do and when and how to do it.
- Assumes messages are being understood by others, and rarely attempts to determine whether they are or not.

Interpersonal Maneuvers Tends to Use

- Tends to be “self-superiorizing” (says and does things to make self seem to be superior to others).
- Can be more inclined to soft-peddle personal power or authority by using the more rational maneuvers associated with the persuasive approach.
- Will intimidate others with own greater knowledge, expertise, skills, and/or achievements.

Behavior in Groups

- When interacting with other group members, will behave in ways already outlined above (and will behave more amiably toward group members than toward outsiders).
- Hogs conversations and can be boring.
- In work-oriented groups, will exhort members to accomplish tasks efficiently and effectively.
- Wants to share with others his or her opinion on how things should be.
- When group is doing something involving his or her area of expertise, will often try to project self into a greater leadership role (will try to become an ad hoc task leader).
- Seldom assumes or is accorded the role of a group’s social leader.
- Tries to handle interpersonal conflicts by asserting or using his/her expertise.

Managerial/Leadership, Parental, Marital, and Occupational Tendencies

- Tends to maintain the status quo.
- Tends to be one of those highly achievement-oriented managers, leaders, or supervisors whose managerial or leadership styles are most likely to be somewhat authoritarian (“relatively high task, relatively low people”).

- Is a fact-finder.
- Is precise, accurate, and attentive to details.
- Is organized, orderly, well-prepared, and systematic (goes step by step).
- Needs order and prefers to be in control.
- Exercises expertise-based influence, but can also exert role- or position-based power or authority.
- Is inclined to consider mostly task-related variables, but not individual characteristics, what’s going on socially, or power-related matters.
- Under stress, can become silent, may flee the situation, or may turn autocratic.
- Will become defensive and “pass the buck” when proven wrong.
- Tends to be one of those highly achievement-oriented, somewhat authoritarian parents who can be coming partly from the adult ego state and partly from the critical parent state.
- Can be found in almost all occupations, but is very likely to be a professional within his or her occupation (whether in the professions, sports, the arts, or the sciences).

The Paternalistic Style [High Self-Orientedness, Medium People-Orientedness]

Basic Description

This interpersonal style can also be called the “nurturing style” or the “high assertiveness, medium responsiveness style.”

Those who behave in this manner can be described as follows: self-assertive, emotional, and evaluative/judgmental, but also understanding, caring, supportive, and fairly benevolent. Such people (a) set limits and provide direction (in a manner that is less domineering than authoritarians); (b) behave more maturely toward others than do authoritarians; and (c) do not put others down as often or as hard as do authoritarians.

This style is used by some bosses, husbands, and parents who are in traditionally dominant positions or roles. The people most likely to use it are those who have the natures described below.

Underlying Levels of Orientations and Specific Traits

Underlying Levels of Self- and People-Orientedness

As illustrated in the middle of the right side of *Figure 6.11*, an individual will have a tendency to behave in a paternalistic manner if (a) his or her level of self-orientedness lies within the low high, the high, or the very high range (rings 7, 8, or 9), and (b) his or her level of people-orientedness lies within the high medium, medium/average, or low medium range (rings 6, 5, or 4). Nine combinations of these ranges or rings are possible—as shown in *Figure 6.11*.

As one will note in *Figure 6.11*, it is our view that the most distinctively paternalistic combinations of levels of self- and people-orientedness are “very high self, medium/average people” (more heavily shaded). *Figure 6.11* also indicates that certain combinations border on other styles. The “LoHi, Hi, and VHi Self, Lo Avg People” combinations (less heavily shaded) border on the authoritarian style. The “LoHi, Hi, and VHi Self, HiAvg People” combinations (also less heavily shaded) border on the adult (relatively synergistic) style. The “LoHi Self, Med/Avg People” combination borders on the middle-of-the-road style.

Underlying Levels of Specific Personal Characteristics

Paternalistic individuals are highly self-confident, self-assertive, and decisive. They are not quite as high as authoritarians in the economic and political values, and are not as high as high achievers in the achievement value. On the other hand, they are about medium or average in the social and benevolence values, social conscientiousness, adaptability, social maturity, and self control (which makes them higher in these traits than authoritarians).

Underlying Ego State and Life Position

Although the primary ego state underlying this style is that of the nurturing parent, people who use this style can also have some adult and some critical parent in them. The associated life position is “I’m OK, you’re fairly OK.”

Such people tend to come from the adjusted child state. They generally make the transition to the nurturing parent state when they take on the role of boss or parent.

Basically, these people’s egos and self-images revolve around helping others to become what they themselves already are. (“You ought to become like me, and I’m going to help you do so.”)

Associated Behavior

Ego Enhancement and Defense

- Measures how OK or successful he or she is (relative to other people) mostly in terms of economic success and power/influence, but also in terms of supportiveness of others and personal achievement.
- Uses negative enhancement mechanisms (but uses fewer less frequently and less harshly than authoritarians).
 - Identifies with those who appear to be more successful in various terms.
 - Can apply double standards to others.
 - Can be critical of others.
 - Can be manipulative (but is not a “user”).
- Uses some positive enhancement measures.
 - Tries to behave rather maturely toward others.
 - Can be creatively self-expressive.
 - Will attempt to solve problems, including those involving others.
- Uses the following ego defense mechanisms to some extent:
 - Denies, suppresses, and rationalizes mistakes or problems.
 - Sometimes projects blame on others.
 - Will sometimes take out anger and frustrations on others (but not to degree that authoritarians do).

Interpersonal Dimensions

- Is rather active in terms of initiative.
- Is mostly “one up” in terms of status.
- Is independent, but borders on interdependent.
- Is fairly self-disclosing (more than authoritarians).
- Is fairly open with respect to expectations concerning others.
- Is fairly intimate with respect to connection.
- Is fairly collaborative regarding resources.
- Is somewhat emotional.
- Generates some conflict, but will try to moderate it.
- Is about average in time contact.

Behavior Associated with Approach, Development, and Maintenance Phases

- Is a Type 3 (rather self-oriented, paternalistic) approacher.
- Has fairly numerous acquaintances.
- Has some relationships that are close and fairly mature.

General Behavior Patterns

- Judges others not only in terms of their financial/material success, power or influence, and status or position, but also in terms of (a) how they use these things, and (b) the degree to which they obtained them at others' expense.
- Is interested in others' feelings, needs, goals, aspirations, and opinions (to greater degree than authoritarians).
- Occasionally encourages others to express their feelings, ideas, and suggestions.
- Gives others negative feedback in a fairly well-meaning, constructive manner.
- Gives others occasional positive strokes.
- Tends to use the word "I" more than the words "you," "we," or "us" (but will use the latter words more often than authoritarians).
- Is rather supportive and protective of others.
- Can still tend to regard self as being more competent than others, and, therefore, plays the role of a nurturer.
 - Shows some concern for others' development (but not to the extent that people who use highly developmental styles do).
- Sets limits and provides direction for others.
- Monitors others' behavior so can help keep them on track.
- Is not as aggressive and argumentative as other self-oriented individuals.
- Is a fairly effective communicator.

Interpersonal Maneuvers Tends to Use

- If has a dominant role/position, tends to soft-peddle it.
- Primarily uses maneuvers involving rational and emotional persuasion (the sales approach).

Behavior in Groups

- When interacting with other group members, behaves in the ways outlined above.
- Will join a few socially-oriented groups.
- In work-oriented groups, supports others' efforts and gives advice and instruction.
- Uses negative sanctions, but also uses some positive, reinforcing sanctions.

- Contributes to a group's cohesiveness and morale, but is generally not the most active promoter of social activities and interactions.
- Handles interpersonal conflicts by asserting "smoothing over" solutions.

Managerial/Leadership, Parental, Marital, and Occupational Tendencies

- Is usually a paternalistic manager, leader, or supervisor, whose managerial/leadership style is "high task, medium people."
- When planning, problem-solving, or decision-making, will give much consideration to task-related and organizational factors and some consideration to individual and social factors.
- Is usually a nurturing, paternalistic father or maternalistic mother.
- Tends to be one of those spouses who attempt to nurture and improve their marital relationships by nurturing the other person involved.
- Can be found in all occupations.
- Does not have a counterpart in the Mok and Maccoby typologies.

The People-Oriented, Selfless Style(s) [Low Self-Centeredness, High People-Orientedness]

As shown in the top left corner of *Figure 6.11*, the styles that fall into the basic "low self, high people" category include the "very low self, very high people" or "very permissive" style and the less extreme "relatively low self, relatively high people" or "relatively permissive" style. Since the two differ only in degree, they can be described together.

Basic Description

These interpersonal styles are also called the following: the permissive or soft styles; the unselfish styles; the "low assertiveness, high responsiveness" styles; the supporting-giving styles; the accommodating styles; the yield-lose styles (in terms of conflict resolution); and the submissive-warm styles.

People who behave in these ways are often called the following: pleasers; supporters; givers; accommodators; suppressors; yielders; and followers. They can also be described in these terms: amiable; emotional; warm; respon-

sive; insecure; dependent; submissive; highly socialized; conformant; altruistic; benevolent; protective; and liberal.

These people are generally more concerned about others than about themselves. They are highly socialized (self-controlled, conformant, benevolent, and socially conscientious). They behave in a manner that says to others, “You’re OK, but I’m not sure that I am.” “I’m behaving nicely toward you so you’ll like me and let me know that I’m OK, too.” Thus, they approach interpersonal situations, but will do so with some caution.

It should be pointed out that the word “selfless” applies to this style up to a point. The behavior toward others is unselfish—especially when compared to the behavior associated with, for example, the autocratic and authoritarian styles. However, the unconscious motives underlying their behavior may not be quite so selfless. Having been highly socialized, these individuals’ egos tend to revolve around how altruistically, benevolently, and conscientiously they behave toward others. When they conform to high standards of interpersonal conduct, they feel good about themselves. When they do not conform to these standards, they feel guilty. (More than likely, they have internalized a strong tendency to feel guilt by having been made to feel guilty about non-conformant behavior when they were being highly socialized during childhood.) Thus, in order to feel good about themselves, not feel guilt, and “stroke their own egos,” they behave selflessly toward others. To the extent that this selfless behavior is ego-serving (ego-enhancing or ego-protecting), it is also selfish in a sense.

Although these styles are often used by many children and subordinates who are being dominated by others in positions/roles of authority, individuals having the natures described below are the most likely to use them—regardless of the environmental circumstances.

Underlying Levels of Orientations and Specific Traits

Underlying Levels of Self- and People-Orientedness

Figure 6.11 shows that an individual will have a tendency to behave in a highly people-oriented manner if (a) his or her level of self-orientedness lies within the very low, the low, or the high low range (ring 1, 2, or 3), and (b) his or her level of people-orientedness lies within the very high, the high, or the low high range (ring 9, 8, or 7). Nine combinations of these ranges or rings are possible.

Figure 6.11 illustrates that an individual will have the greatest or most definite tendency to behave in a highly people-oriented manner if (a) his or her level of self-orientedness lies within the very low range (ring 1, the 1st to 4th percentile range), and (b) his or her level of people-orientedness lies within the very high range (ring 9, the 97th to 99th+ percentile range). This heavily shaded combination of levels (at top left corner of *Figure 6.11*) underlies the very selfless or very permissive style. It must be pointed out, however, that there are only a few people who are so low in self-orientedness and, at the same time, so high in people-orientedness. Actually, this combination is very uncommon, because the levels of so many underlying characteristics must be extremely low or extremely high. Thus, most of those who behave in a very selfless and permissive manner have (percentile) levels of self- and people-orientedness indicated by the (eight) more lightly shaded combinations of ranges/rings radiating outward from the upper left corner in *Figure 6.11*.

Again, as the level of self-orientedness increases and/or the level of people-orientedness decreases, the tendency to behave in another manner (style) increases. Thus, someone who is “relatively low self, relatively high people” would tend to use the less extreme “relatively selfless or permissive style.” Such people can possess the five combinations of levels of self- and people-orientedness that are the least shaded in the top left corner of *Figure 6.11*.

Note: Determining whether a person is very selfless/permissive or relatively selfless/permissive involves making a judgment based on the person’s behavior and specific percentile levels. Take, for example, a person having a “low self, high people” combination. We would consider this person to be relatively permissive if he or she (1) generally behaves in a fairly permissive manner; (2) has a level of self-orientedness that is at the 11th, 10th, or 9th percentile (each of which is higher than the 8th percentile at the middle of the second ring and is fairly close to the 12th percentile, which is the lowest in the 3rd ring); and (3) has a level of people-orientedness that is at the 90th, 91st, or 92nd percentile (each of which is lower than the 93rd percentile at the middle of the eighth ring and is fairly close to the 89th percentile, which is the highest in the seventh ring).

Underlying Levels of Specific Personal Characteristics

Those who behave in a very permissive manner are high to very high in the social and benevolence values, social needs, dependence, conformity, the needs/concerns for support/approval, social conscientiousness, and self-

control. They can be relatively high in adaptability and social maturity (but not necessarily). Also, they can be rather high in the religious value. [We say “can be,” because some people high in the religious value are actually very selfish, non-benevolent, and authoritarian. The religious value basically reflects concerns for religious activities. Although religious upbringing can help develop high social and benevolence values (thereby causing the religious value to have a positive correlation with the social and benevolence values in the majority of cases), it does not necessarily reflect altruism and benevolence.] The somewhat less selfless/permissive individuals tend to be slightly lower (relatively high, or high to low high) in all these traits.

On the other hand, selfless/permissive and very selfless/permissive individuals have a tendency to be well below average in (social) self-confidence, self-assertiveness, and sociability. Unlike people having a more extroverted personality and affiliative style, these more introverted individuals approach others more to support, care for, protect, or help them than to establish active interpersonal relationships with them.

In general, highly people-oriented individuals tend to be well above average to high in interpersonal abilities such as psychological-mindedness, interpersonal awareness and sensitivity, social insight, communicative skills, manners and tact.

Ego State(s) and Life Position(s)

A very permissive individual’s primary ego state is that of the very compliant child. His or her associated life position is “You’re definitely OK, I’m not OK (but I’m trying to be).”

A slightly less permissive individual’s primary ego state is that of the compliant child. His or her associated life position is “You’re OK, I’m not very OK (but I’m trying to be).”

Basically, this person’s ego (self-image) revolves around being nice, kind, and benevolent to others, largely because of a deep desire to belong and be liked.

Associated Behavior

Ego Enhancement and Defense

○ Measures how OK or successful he or she is (relative to others) in terms of personal altruism, benevolence, morality, and social conscientiousness.

- Primarily enhances ego (lives up to highly socialized standards of behavior) by behaving unselfishly, benevolently, tolerantly, and supportively toward others.
- Is least inclined (of all types of people) to (a) criticize, blame, or ridicule; (b) dominate or intimidate; (c) manipulate or use people; (d) outcompete others; (e) get “one up” on others; (f) apply double standards; and (g) hurt others.
- Primarily uses the following ego defense mechanisms (largely because tends to be highly introspective and self-critical):
 - Is most inclined to “undo” (right the wrong or do penance).
 - Often sublimates, compensates, represses, and fantasizes.
 - Is least inclined of all types of people to be aggressive or belligerent.

Interpersonal Dimensions

- Tending to be rather introverted, is inclined to be passive in approaching others to establish active, sociable relationships (but is active in approaching others to help or support them).
- Is “one down” in terms of status.
- Is dependent.
- Given a relatively high level of insecurity, tends to be low in self-disclosure with most people.
- Is rather hidden with respect to intentions and expectations (even though he/she has no reason to hide them, because they are good or honorable).
- Especially at first, can be somewhat distant in terms of connection; but, wanting to be intimate, will become more intimate if develops trust in the other person.
- Is the least competitive of all types of people with respect to resources.
- Is highly emotional.
- Avoids and suppresses conflict.
- Is usually medium to long in time contact.

Behavior Associated with Approach, Development, and Maintenance Phases

- If a very selfless/permissive individual, is a Type 6 (people-oriented, selfless) approacher, and is more altruistic/ benevolent and introverted.
- If a relatively selfless/permissive individual, is a Type 7 (people-oriented, insecure) approacher, and is slightly less altruistic/benevolent—but is still rather introverted.
- Has some superficial acquaintances.
- Has just a very few close relationships, most of which are fairly mature.

- Is fairly effective at developing and maintaining close, mature relationships.

General Behavior Patterns

- Is sensitive, empathetic, warm, and fairly personable.
- Is likeable, loyal, and patient.
- Tends to be indecisive, gullible, and naive.
- Goes out of way to accommodate others' feelings, needs, goals, and aspirations.
- Judges others in terms of their morality, altruism, ethics, benevolence, and social conscientiousness.
- Is generally tolerant, permissive, and forgiving with respect to others' attitudes and behavior.
- Can be self-righteous and critical of others if is relatively low in adaptability/tolerance.
- Is inclined to accept, trust, and help people in general.
- Is submissive and unassuming.
- Gives people positive strokes; seldom gives negative strokes.
- Listens to others with sensitivity and compassion.
- Communicates honestly, but not always openly.
- Can be slow to risk getting involved in very close relationships—and tends to get involved in only a few of them.

Interpersonal Maneuvers Tends to Use

- Especially when in a non-dominant role/position, mostly influences others using moral/emotional persuasion.
- If in a dominant role/position, will soft-peddle power/authority and avoid its use.

Behavior in Groups

- When interacting with other group members, behaves in the ways outlined above (and interacts more amiably and trustingly toward group members than toward outsiders).
- Wants to be with other people, but approaches groups cautiously and rather timidly.
- Is a follower in work-oriented groups.
- Is a “yes person”—is agreeable, accommodating, tolerant, and submissive.
- Will sometimes assume the role of social leader in a socially-oriented group.
- Promotes harmony.
- Usually plays the role of “conscience of the group” (whether a work-oriented or socially-oriented group).
- Promotes norms involving selfless behavior.
- Uses positive sanctions to promote and reinforce people-oriented norms.

Managerial/Leadership, Parental, Marital, and Occupational Tendencies

- As a manager, leader, or supervisor, is most likely of all types of people to use the permissive (low task, high people) style.
- Tends to feel that is constantly under stress.
- In planning, problem-solving, and decision-making situations, will give much consideration to individual and social factors and implications, but very little consideration to task-related, economic, political, or organizational factors and implications.
- Is most likely type of person to be a permissive parent.
- Is most likely type of person to be a submissive, dependent, permissive spouse.
- Is also most likely type of person to be a submissive, dependent, subservient subordinate.
- Is most likely type of person to work in social service occupations (e.g., nursing, social work, the ministry).

The People-Oriented, Sociable Style [Medium Self-Orientedness, High People-Orientedness]

Although we have not devoted two columns to this style in *Table 6.10*, some who use this style are very sociable, while others are relatively sociable. Since differences in degrees of behavior associated with this style are not quite as significant as differences existing within several other basic styles, we will simply describe the basic style here.

Basic Description

This style can also be called the following: the affiliative style; the “medium assertiveness, high responsiveness” style; the “giving to get” style; the extroverted/benevolent style; and the warm, gregarious style.

People who behave in this manner can be described as follows: associators; socializers; affiliators; and country-clubbers. They can also be described as warm and friendly, easy-going, flexible, tolerant, supportive, conscientious, and socially adjusted.

Compared to those who use the previous style, socializers or affiliators are more self-oriented and are more “selfish in their people-orientedness.” Although they act somewhat more concerned about others than about themselves, they are actually concerned about behaving toward others in a manner that will elicit positive, ego-enhancing feedback.

Underlying Levels of Orientations and Specific Traits

Underlying Levels of Self- and People-Orientedness

The top middle area in *Figure 6.11* indicates that a person will have a tendency to behave in a highly sociable manner if (a) his or her level of self-orientedness lies within the low medium, the medium or average, or the high medium range (rings 4, 5, or 6), and (b) his or her level of people-orientedness lies within the low high, the high, or the very high range (rings 7, 8, or 9). Nine combinations of these ranges or rings are possible.

As one will see in *Figure 6.11*, the most distinctively sociable combination is “medium self, very high people,” which is heavily shaded at the top middle area of the grid. Three of the other eight combinations in the nine-square block (which are more lightly shaded) border on the relatively selfless/permissive style. Three more combinations border on the middle-road style. And three border on the adult and/or the relatively synergistic style. We call these other eight combinations “relatively sociable.”

Underlying Levels of Specific Personal Characteristics

Affiliative individuals’ high people-orientedness is due more to their high levels of social needs, (social) self-confidence, (social) self-assertiveness, and sociability (extroversion) than to their relatively high levels of the social and benevolence values, social conscientiousness, adaptability, social maturity, and self-control. In short, they are considerably more amiable but somewhat less altruistic and socially conscientious than people who use the previous style.

Affiliators’ medium or average self-orientedness is largely due to their medium or average levels of the economic, political, and achievement values and the values associated with them.

Ego State and Life Position

The primary ego state of these individuals is the (socially) adjusted child. More secure in their own self-image and in their relationships with others, their associated life position is “I’m fairly OK, you’re OK.”

Basically, these people’s egos (self-images) revolve around being liked and the number and quality of their Relationships.

Associated Behavior

Ego Enhancement and Defense

- Measures how OK or successful he or she is in terms of the number and quality of his/her acquaintances, friendships, and close relationships.
- When uses positive ego enhancers, mostly associates or affiliates with others and behaves rather maturely toward them.
- Sometimes enhances ego using two negative mechanisms—applying double standards and manipulating others (using friendship and humor).
- Is not inclined to utilize negative ego enhancers such as dominating, selfishly using, or hurting others.
- Primarily uses the following defense mechanisms:
 - Tends to rationalize, compensate, identify, repress, sublimate, and undo.
 - Will project (blame) and be (mildly) aggressive.

Interpersonal Dimensions

- Is active in terms of initiative.
- Is fairly equal in status.
- Is fairly interdependent.
- Is fairly self-disclosing.
- Is fairly open in terms of expectations.
- Is intimate in terms of connection.
- Is fairly collaborative regarding resources.
- Tends to be somewhat emotional.
- Is inclined to suppress conflict, but will moderate it when it occurs.
- Tends to take a short time with respect to time contact.

Behavior Associated with Approach, Development, and Maintenance Phases

- Is a Type 8 (relationship-oriented) approacher.
- Has many acquaintances and friends.
- Has numerous close and fairly mature relationships.
- Is fairly effective at developing and maintaining close, mature relationships.

Other Behavior Patterns

- Is particularly warm and gregarious, and seeks happiness through relationships.
- Is nice (socially conscientious and benevolent) to others.
- Judges others based on how warm, friendly, and nice they are.
- Constantly interacts with others on a personal basis.
- Is easy to approach.

- Is rather sensitive to others' feelings, needs, goals, and aspirations.
- Is rather empathetic and sympathetic.
- Is interested in others' ideas and opinions.
- Is a good listener.
- Has a good sense of humor; is usually happy and optimistic.

Interpersonal Maneuvers Tends to Use

- If is in a dominant role/position, will usually soft-peddle his or her power or authority.
- Most often uses maneuvers associated with the sales approach.
- Will counter others' maneuvers in order to minimize interpersonal problems.

Behavior in Groups

- Promotes/fosters close, informal, friendly relations within social groups.
- Is often accorded the role of social leader by members of socially oriented groups.
- Often plays roles such as the group's clown, entertainer, and tension-reducer.
- Actively recruits new members into groups.
- Will use more positive than negative sanctions to foster, enforce, and reinforce group norms.

Managerial/Leadership, Parental, Marital, and Occupational Tendencies

- As a manager, leader, or supervisor, he or she tends to use a somewhat permissive/affiliative (medium task, high people) style.
- In planning, problem-solving, and decision-making situations, gives most consideration to social phenomena, some to the people involved, but less to tasks and to economic/practical and political/power factors.
- Primarily exercises personality-based influence, rather than role-/position-based power/authority or expertise-based influence.
- Tends to be a nurturing, paternalistic parent.
- Tends to be a warm, interactive, and possibly nurturing spouse.
- Is the genuinely friendly, nice type of person that can be found in all occupations.

The Non-Interactive Style(s) [Low Self-Orientedness, Low People-Orientedness]

The bottom left corner of *Figure 6.11* shows the position of non-interactive individuals. However, as shown in *Table 6.10*, the basic non-interactive style can be broken down into two sub-styles. But here the difference between the two is not only a matter of one being less extreme than the other, but is also a matter of why an individual uses the basic style. The “non-interactive, introverted style” is used by those who are highly introverted and/or interpersonally ineffective by nature. On the other hand, the “non-interactive, defeated style” tends to be used by those who, having failed to interact successfully under certain circumstances, and having been “beaten down,” have given up, become passive, and “crawled into a shell.” Because behavior patterns exhibited by both types of people are so similar, the two “styles” can be discussed together.

Basic Description(s)

These styles are also called the following: the avoiding or withdrawing styles; the “low assertiveness, low responsiveness” styles; the submissive-hostile styles; the lose-leave styles; the non-coping styles; and the negativist styles. We sometimes call them the “ostrich styles.”

Those who behave in these ways can be described as avoiders and isolationists. They can also be described in these terms: introverted; apathetic; indecisive; compliant; submissive; hurt; suspicious; evasive; and pessimistic. They fear rejection and avoid separation and hopelessness. These symptoms indicate that such people are probably not coping well with others—or even with life in general.

Although these styles are used by some dominated children and adults, individuals having the natures described below are the people most likely to use them.

Underlying Levels of Orientations and Specific Traits

Underlying Levels of Self- and People-Orientedness

Figure 6.11 shows that a person will have a tendency to behave in a non-interactive manner if (a) his or her level of self-orientedness lies within the very low, the low, or

the high low range (ring 1, 2, or 3), and (b) his or her level of people-orientedness lies within one of the same three ranges/rings. Nine combinations of these ranges/rings are possible.

Figure 6.11 makes it apparent that an individual might have the greatest or most definite tendency to behave in a non-interactive manner if his or her levels of self- and people-orientedness were both within the very low range (ring 1, the 1st to 4th percentile range). Theoretically, this heavily shaded combination (in the bottom left corner) would underlie a very non-interactive style.

It must be pointed out, however, that virtually no one is so low in self-orientedness and, at the same time, so low in people-orientedness—especially by nature. This combination is virtually impossible, because the levels of so many underlying characteristics must be so unusually low. In fact, many of the traits in which a person would have to be low have negative or reverse correlations. For example, a negative or reverse correlation usually exists between the economic and political values on one hand, and the social and benevolence values on the other. (In other words, most people’s economic and political values tend to be relatively low when their social and benevolence values are high—and their social and benevolence values tend to be relatively low when their economic and political values are high.) This simply means, for example, that relatively few healthy, normal people will be so low in all four important self- and people-oriented values as to be in the heavily-shaded box in the bottom left corner. Thus, most of those relatively few people who are non-interactive by nature possess combinations of levels of self- and people-orientedness indicated by the more lightly shaded squares in the bottom left corner of **Figure 6.11**.

Most interestingly, however, there are more people who *behave* non-interactively than are non-interactive *by nature*. Those who do not tend to behave this way by nature are actually higher in self- and/or people-orientedness. They may have given up trying to establish and maintain relationships for one or more of the following reasons:

- a. their attempts to approach others and establish relationships have not been reciprocated;
- b. they have been dominated, depreciated, hurt, and driven into withdrawal by an authoritarian boss, spouse, or parent;
- c. their relationships have become extremely unrewarding or dissatisfying, and they are not in a position to terminate them; and/or
- d. their efforts to develop and maintain relationships have been thwarted by unconducive circumstances.

Another possibility should also be acknowledged. It could be that a “defeated non-interactive” has combinations of levels such as those that border the top of the nine-square block or the right side of that block. Such a person is so close to being “low self and/or low people” by nature that his or her interpersonal attitudes and capabilities may not be adequate for developing and maintaining functional, satisfying relationships. Therefore, the individual’s nature could be a partial cause of the circumstances mentioned above. Because environmental circumstances often cause “interpersonal defeat,” we refer to the style used under these circumstances as the “defeated style.”

Underlying Levels of Specific Personal Characteristics

Non-interactive introverts tend to be low in personality traits such as self-confidence, self-assertiveness, sociability, adaptability, social maturity, and emotional stability. They also tend to be in the low range in the self-oriented economic and political values and in the people-oriented social and benevolence values—one set of which is normally higher than the other.

Non-interactive “defeated individuals” can be relatively low in the same personality traits, but they may be slightly higher in self- and/or people-oriented needs and values. If they are “defeated rebels,” they can be low in traits such as conformity, benevolence, social conscientiousness, responsibility, and self-control.

Ego States and Life Positions

The *non-interactive introvert’s* primary ego state is the very compliant (but “put off”) child. His or her associated life position is “I’m not OK, you’re not OK.”

The *non-interactive defeated person’s* primary ego state can be the rebellious child. His or her associated life position is also “I’m not OK, you’re not OK.”

These people feel powerlessness and despair. They feel unable to control their lives and to fulfill their own needs.

Associated Behavior

Ego Enhancement and Defense

- Employs few if any positive ego enhancement mechanisms.
- Since is insecure and withdrawn, rather passively employs negative enhancers:

- o Will apply double standards.
- o Will sometimes criticize, blame, ridicule, and otherwise hurt others.
- o Having been unsuccessful and having become withdrawn, does not usually attempt to dominate or outcompete others.
- o May occasionally manipulate others.
- O Is most inclined to use ego defense mechanisms:
 - o Mostly denies, projects, and rationalizes.
 - o Compensates, sublimates, represses, fantasizes, and regresses to a greater extent than most other types of people.

Interpersonal Dimensions

- O Is passive in terms of initiative.
- O Is distant in terms of connection.
- O Is low in self-disclosure.
- O Is “hidden” with respect to expectations and intentions.
- O Is insecure and “one down” in terms of status.
- O Tends to be neither competitive nor collaborative with respect to resources.
- O While is inclined to be dependent by nature, does not behave dependently because seldom interacts with others.
- O Is emotionally unstable (full of anxieties).
- O Tends to avoid conflict—and actually minimizes it by not interacting with others.
- O Takes a long time to develop the very few relationships that he or she has.

Behavior Associated with

Approach, Development, and Maintenance Phases

- O Not wanting to elicit negative feedback from others, the “introverted non-interactive” is a Type 11 (non-) approacher.
- O When does approach others, the “defeated non-interactive” is a Type 5 (self-centered, insecure) approacher.
- O Develops few acquaintances and even fewer close relationships.
- O Only develops (non-threatening) relationships with those whom he or she trusts most.
- O Is ineffective at developing and maintaining close, mature, on-going relationships.

General Behavior Patterns

- O Is inclined to repress feelings toward others.
- O Judges others in terms of how well they treat him or her.
- O Tends to be a loner.
- O Is relatively uncommunicative.

- O Does not display any particular feeling of responsibility regarding others’ feelings or well-being.
- O Is inclined to trust only those who seem competent and could, if asked to do so, help him or her maintain the status quo.
- O Does not let other people know where they stand with him/her.

Interpersonal Maneuvers Tends to Use

- O Often defensively counters others’ maneuvers.
- O Because may have gotten to the point of not caring about the consequences of such behavior, may threaten and intimidate in a vindictive, vengeful manner.

Behavior in Groups

- O Being a loner, the non-interactive introvert tends not to join groups.
- O If is a “defeated non-interactive,” may join groups whose main norms revolve around rebelling against and/or getting even with those whom they perceive as having treated them badly.
- O If/when either type is a member of a group, will tend to behave in the ways mentioned above (but will interact more amiably and trustingly toward group members than toward outsiders).
- O Does not make waves by voicing opinions.

Managerial/Leadership, Parental, Marital, and Occupational Tendencies

- O If is a “non-interactive introvert,” is most likely type of person to be a non-manager or non-leader, who uses the “low task, low people” style.
- O If is a “defeated non-interactive,” is more likely to be an authoritarian (high task, low people) if is placed in a managerial or leadership position (where can control, get “one up” on, and get back at others by using position-based authority).
- O Can be authoritarian (critical) or even autocratic (very critical) when becomes a parent.
- O Is inclined to abuse position-based authority by getting others (subordinates) to do personal tasks or errands.
- O Is most likely to be the husband or wife who (a) is most “one down” in the relationship (is the least loved), (b) has tried to relate more effectively in order to minimize problems and negative feedback, (c) has finally given up trying, and (d) simply does not want to make matters any worse.
- O Can be found in all occupations—especially where (a) the job is insignificant, frustrating, or otherwise unsatisfying; and/or (b) the boss is very authoritarian.

The Middle-Road or “Average” Style [Medium Self-Orientedness, Medium People-Orientedness]

This is called the middle-of-the-road style because, as shown in the middle section of *Figure 6.11*, it is directly between the authoritarian and permissive styles.

Although we have not devoted two columns to this style in *Table 6.11*, some who use it are “very middle road,” while others are “relatively middle road.” Since degrees of middle road behavior are not quite as important as degrees of some other basic styles, we will simply discuss the basic style here.

Basic Description

This style is also called the following: the “medium/average assertiveness, medium/average responsiveness” style; the conserving-holding style; and the compromising or balancing style.

People who use this style can be called balancers and compromisers because they attempt to achieve a balance between self-orientedness and people-orientedness. They tend to be performers and workaholics. They can also be described as consultive, changeable, and anxious about criticism.

The most likely people to use this style have the natures described below. Others, however, may behave in a middle road manner if organizational and environmental factors are conducive. More important, those who have a middle road nature can use other styles when non-personal factors influence them to do so. This is why more people use the authoritarian, relatively permissive, somewhat non-interactive, and relatively synergistic styles than are authoritarian, permissive, non-interactive, or synergistic by nature.

Underlying Levels of Orientations and Specific Traits

Underlying Levels of Self- and People-Orientedness

Figure 6.11 indicates that a person will have a tendency to behave in a solid mid-road manner if (a) his or her level of self-orientedness lies within the low average, the average/medium, or the high average range (ring 4, 5, or

6), and (b) his or her level of people-orientedness lies within one of the same three ranges or rings. Nine combinations of these ranges or rings are possible.

Figure 6.11 makes it apparent that an individual will have the most definite tendency to be “right smack in the middle of the road” if his or her levels of self- and people-orientedness both lie within the average or medium range (ring 5, the 41st to 60th percentile range). This is the nature of the individual we will be describing below.

As the levels of self- and/or people-orientedness either increase or decrease (from the most heavily shaded square), the tendency to behave in a distinctively middle road manner decreases and the tendency to behave in another manner increases. Therefore, as shown in *Figure 6.11*, combinations of levels of self- and people-orientedness that are also in the “medium self, medium people” area can be considered “relatively mid-road.” One can also see in the figure that these combinations border on other basic styles. The three “medium self, low average to high average” combinations border on the sociable style. Combinations to the immediate right of the mid-road block are partly in the paternalistic style. The “low average self, high average people” square borders the relatively permissive style. And so forth.

As discussed several times before, determining which style a person is most inclined to use can involve making a judgment based on consideration of (a) behavior patterns, (b) specific percentile levels of self- and people-orientedness, and even (c) specific percentile levels of specific traits. Examples:

1. If a “high average self, low average people” individual (a) behaved in a more authoritarian than middle road manner, (b) were above the middle percentile of ring 6 in self-orientedness, and (c) were below the middle percentile of ring 4 in people-orientedness, we might consider the individual to be “borderline authoritarian.” Such a person could easily behave in an authoritarian manner if he or she were in a dominant role or were placed in a supervisory/managerial/ leadership position.
2. If a “low average self, high average people” individual (a) were well below the middle percentile of ring 4 in self-orientedness, (b) were well above the middle percentile of ring 6 in people-orientedness, but (c) still behaved in a more mid-road than permissive manner, we would consider the person to be middle-of-the-road. Even so, such a person could easily behave in a more permissive than mid-road manner if he or she were in a non-dominant role or were placed in a subordinate position.

Underlying Levels of Specific Personal Characteristics

The behavior of middle-roaders reflects a balance between (a) levels of self-centered economic, political, and achievement values that “average out” somewhere between low average/medium and high average/medium, and (b) levels of people-oriented social, benevolence, and religious values that average out somewhere between low average/medium and high average/medium.

Their other values and their personality traits, which individually may be somewhat higher or lower than medium or average, also tend to average out either in or very close to the broad average or medium range.

Similarly, their levels of self- and people-oriented capabilities average out at levels either in or very close to the low medium to high medium range.

These people are not entirely selfish—nor are they entirely selfless. They are the majority of people, who are neither all good nor all bad.

Ego State(s) and Life Position

Middle-roaders’ ego states vary depending on (a) their combinations of levels of self- and people-orientedness, and (b) whether they are in dominant or non-dominant roles/positions.

Examples:

1. A person having a “medium self, medium people” combination would tend toward the critical parent state when in a dominant role or position or when feeling more OK than others, but would tend toward the compliant child state when in a subordinate position or when feeling less OK than others.
2. A person having a “low average self, high average people” combination would tend toward the compliant child ego state, while the person having a “high average self, low average people” combination would tend toward the critical parent state.
3. The person having a “high average self, high average people” combination would have some nurturing parent, some adjusted child, and some adult in him/ her.

In general, a middle-roader’s associated life position is “I’m fairly OK, you’re fairly OK.”

Associated Behavior

Ego Enhancement and Defense

- Measures how OK or successful he or she is in terms of his/her highest values or interests and greatest strengths.
- Will use most ego enhancement mechanisms—both positive and negative—at one time or another.
- Will use most ego defense mechanisms at one time or another.

Interpersonal Dimensions

- Is medium in initiative (is an ambivert).
- Is fairly equal in terms of status.
- Is somewhat interdependent.
- Is medium in self-disclosure (to most people).
- Is medium in disclosing expectations or intentions (to most people).
- Is medium in terms of connection (with most people).
- Competes for resources to an average extent (is fairly competitive).
- Is fairly even-tempered and stable emotionally.
- Sometimes generates and sometimes avoids conflict, but will usually try to moderate it when it occurs.
- Tends to take an average or medium amount of time with respect to time contact.

Behavior Associated with Approach, Development, and Maintenance Phases

- Is a Type 9 (balanced) approacher.
- Has numerous acquaintances.
- Has an average number of close relationships, most of which are fairly mature.
- Is a good developer and maintainer, but not the best.

General Behavior Patterns

- Is moderately sensitive/attentive to the needs, feelings, goals, and aspirations of others.
- Judges others largely on whether or not they achieve a reasonable balance between selfishness and selflessness.
- Behaves in a manner that keeps tensions low.
- Strives to be accepted by others as one of the group.
- Will usually give others positive strokes.
- Will deliver retaliatory negative strokes when depreciated or otherwise hurt by others.
- Uses the natures of relationships with others to measure his or her own interpersonal performance.

Interpersonal Maneuvers Tends to Use

- If is close to being adult/synergistic, will primarily use maneuvers associated with the “salesman’s approach.”
- If is close to being authoritarian, and if feels equal to or more OK than those around him/her, will be inclined to use maneuvers associated with establishing, enhancing, and maintaining dominance—in addition to using maneuvers associated with the sales approach.
- If is close to being permissive, and feels less OK or is in a less dominant position than those around him/her, will be inclined to use more moral and emotional persuasion—in addition to using maneuvers associated with the sales approach.

Behavior in Social Groups

- Is competitive with others, but not to the point of antagonizing them.
- Will consult others before making decisions that affect them.
- If trusts people, will express feelings, ideas, suggestions, and opinions rather openly.
- Listens to others to find out what they are thinking and how he or she is coming across to them.
- Is inclined to tell others what thinks they want to hear.

Managerial/Leadership, Parental, Marital, and Occupational Tendencies

- As a manager, leader, or supervisor, is most inclined to use the middle-road or “medium task, medium people” style.
- Exercises mostly role-/position-based power/authority, but also exercises some expertise-based and personality-based influence.
- Tends to value money and material things more than power.
- Is a mid-road parent, who, depending on the circumstances and on his or her combination of self- and people-orientedness, can be mid-road or can be slightly more authoritarian, nurturing, permissive, or adult/synergistic.
- As a marital partner, both gives and takes.
- Can be found in all occupations.

‘Average people’ tend to be good bosses, parents, spouses, friends, and co-workers—but not necessarily the best. They sometimes behave in a selfless manner, but they usually behave in a somewhat more self-centered manner. In general, however, they try to balance the fulfillment of their own needs, feelings, and aspirations with those of other people, so that their own will not be fulfilled at too great an expense to those of others.

The Synergistic Style(s) [High Self-Orientedness, High People-Orientedness]

While this general style is in the top right corner of *Figure 6.11*, *Table 6.10* indicates that we associate two sub-styles with it: the “adult or relatively synergistic style” and the “very synergistic style.” The differences between these sub-styles involve degrees of behavior and levels of specific characteristics. Both sub-styles, however, involve a well above average balance between self-orientedness (individuality) and people-orientedness (communality). This, in our view, makes them the most effective interpersonal styles.

Basic Description

These styles are also called the following: the participative or team styles; the “high assertiveness, high responsiveness” styles; the collaborative styles; the adapting-dealing styles; the win-win styles (in terms of conflict resolution); and the dominant-warm styles.

People who behave in a synergistic manner can be described as follows: thinkers; communicators; developers; integrators; team-builders; influencers; positive strokers; and confronters (with respect to conflict resolution). They can also be described as self-assured, assertive, responsive, supportive, optimistic, realistic, and expressive.

Underlying Levels of Orientations and Specific Traits**Underlying Level of Self- and People-Orientedness**

As illustrated in *Figure 6.11*, an individual will have a tendency to behave in a more or less synergistic manner if (a) his or her level of self-orientedness lies within the low high, the high, or the very high range (ring 7, 8, or 9), and (b) his or her level of people-orientedness lies within one of the same three ranges. Nine combinations of these ranges or rings are possible.

One might think that an individual would have the greatest or most definite tendency to behave in a synergistic manner if his or her levels of self- and people-orientedness were both within the very high range (ring 9). However, to be “very high self, very high people” by nature, an individual would have to be very high in almost all Target

traits. As we will explain below, this is virtually impossible. In fact, being very high in certain traits is generally considered to be dysfunctional if not undesirable.

Still, it is possible for someone to be highly synergistic if (a) he or she usually behaves in a highly synergistic manner, and (b) his or her levels of self- and people-orientedness fall within the shaded areas of the following three combinations:

1. the “high self, very high people” combination, where the level of self-orientedness is above the middle percentile in the 8th ring, and the level of people-orientedness is below the middle percentile in the 9th ring;
2. the “high self, high people” combination, where the level of self-orientedness is above the middle percentile of the 8th ring, and the level of people-orientedness is above the middle percentile of the 8th ring; or
3. the “very high self, high people” combination, where the level of self-orientedness is below the middle percentile of the 9th ring, and the level of people-orientedness is above the middle percentile of the 8th ring.

We should be quick to point out that very, very few individuals have the combinations of levels mentioned above.

We consider a person to be Adult or Relatively Synergistic if (a) he or she usually behaves in a relatively synergistic, adult manner, and (b) his or her levels of self- and people-orientedness fall within any of the eight squares in the top right corner (not the heavily shaded square) of *Figure 6.11*.

Underlying Levels of Specific Personal Characteristics

The following points, which involve levels of specific traits, explain certain statements made above.

First: No human being can be “perfect.”

Second: It is unlikely that people can be very high in social, ego, and self-actualization needs at the same time.

Third: Combinations of very high levels of various valued matters are incompatible, and, thus, improbable. As we pointed out earlier, a negative or reverse correlation exists between the social value (a selfless value that has a positive correlation with benevolence) and the economic and political values (self-centered motives that have a mutual positive correlation and also have positive correlations with the practical-mindedness and leadership values). In

other words, when the social and benevolence values are high, the economic and political values (and correlative values) tend to be relatively low—and when the economic and political values are high, the social and benevolence values tend to be relatively low.

Because these values are among the most significant determinants of an interpersonal style, and because they cannot all be equally high, it is virtually impossible for an individual to be very high in both self- and people-orientedness at the same time by nature (due to motive/attitudinal traits, at least).

Fourth: Even if valued matters could all be equally high, being very high in most of them can be considered compulsive, dysfunctional, or undesirable. Examples:

- a. Being very high in the social value is often associated with being a goody-goody or having a martyr complex.
- b. Being very high in the political value is associated with arrogant, insensitive, domineering, manipulative behavior.
- c. Being very high in the economic value is associated with selfish, money-grubbing, status-conscious, materialistic behavior.

Fifth: Being high in some personality traits is incompatible with being high in others. For example: A negative or reverse correlation tends to exist between self-control and traits such as vigor, dominance, and sociability. (This means that, when self-control is high, the other traits tend to be relatively low—and when the other traits are high, self-control tends to be relatively low.) On the other hand, a positive correlation tends to exist between self-control and traits such as social conscientiousness and responsibility. (This means that, when self-control is high, the other traits’ levels also tend to be relatively high—and when self-control is low, the other traits’ levels also tend to be relatively low.) Therefore, if self-control is high, then vigor, dominance, and sociability are likely to be relatively low, while social conscientiousness and responsibility are likely to be relatively high.

Sixth: Even if all personality traits could be very high, being so high in a personality trait is often associated with compulsive, abnormal, dysfunctional, or undesirable behavior. Examples:

- a. Very high self-confidence is associated with an inability to recognize that one is not perfect and that there is room for self-improvement. It is also associated with cockiness and arrogance.
- b. Being very active (physically and/or mentally) is associated to some extent with a lack of self-control and frenetic activity.

- c. Very high sociability (extreme social extroversion) is often associated with insincere, phony, untrustworthy behavior.
- d. A very high level of dominance (self-assertiveness) is often associated with overly aggressive, unrestrained, socially unconscientious, domineering behavior.
- e. Very high social conscientiousness is sometimes associated with compulsive, somewhat self-destructive unselfishness.
- f. Very high responsibility is associated with compulsively keeping one's nose to the grindstone (being a workaholic).
- g. Very high social conscientiousness and responsibility are associated with being irritated by, critical, intolerant, and suspicious of, and antagonistic toward others (especially when these levels are not balanced by a fairly high level of adaptability).
- h. Very high adaptability (flexibility) is sometimes associated with indecisiveness, vacillation, and inconstancy of purpose.
- i. Very high original thinking is often associated with indecisiveness and impracticality.
- j. Very high emotional stability and self-control are often associated with a very dull personality and lifestyle.

For most if not all personality traits, then, it is better (more functional) to be relatively high than to be very high.

Seventh: It is very difficult for an individual to acquire or develop very high levels of specialized skills. It is even more difficult for an individual to acquire all the knowledge necessary to be very high in any knowledge factor on the Interpersonal Target.

Eighth: Whereas self-centered ego needs can be tempered by self-awareness, adaptability (self-honesty), self-control, and worthwhile socially-oriented motives, few if any human beings can keep their egos under control all the time. Thus, these needs often lead people to believe that they are just as capable as, if not more capable than, other people. Also, when confronted by the conflicts that constantly occur between their own and others' egos and wills, individuals tend to protect and strengthen their own egos—often at the expense of others' feelings and need fulfillment. Equally important, people's egos stand in the way of personal development and improvement. Their egos (and their defensiveness or relatively low adaptability) are largely responsible for their saying to themselves, "I'm OK the way I am, and don't really need or want to change." In fact, *in all our experience working*

with people in the areas of personal, managerial, leadership, and organization development, their own egos have seemed to be the most significant obstacles to improvement.

Keys to Synergistic Behavior

By explaining why it is virtually impossible to be very high in self- and people-orientedness at the same time (especially based on motive/attitudinal traits)—and why combinations close to the top right corner of **Figure 6.11** are also extremely hard if not virtually impossible to find—we do not mean to suggest that people cannot behave in a (highly) synergistic manner. Neither are we suggesting that people cannot attain the relatively high combinations of self- and people-orientedness. Nor are we suggesting that it is useless to try to develop synergistic attitudes and behavior patterns. On the contrary. In fact, the point we wish to emphasize here is that everyone can stand some improvement. *The Interpersonal Target™* provides a bulls-eye at which to aim.

In our view, interpersonally synergistic individuals have the following profile:

- A. They have matured out of the ego need level and have become self-actualizing.

They no longer compare themselves more favorably with others in order to feel OK. Instead, they accept themselves (and others) as they are, but make an effort to become what they have the potential to become.

- B. They have a well above average balance between self-ish and selfless motives.

In other words, their overall levels of self- and people-oriented motive/attitudinal traits (a) are both higher than average or medium (higher than ring 5), and (b) are not too far apart.

How can someone having these overall levels of motive/attitudinal traits behave in a more synergistic than affiliative, mid-road, or paternalistic manner? The answer lies in the next point.

- C. Their self- and people-related *capabilities* have been developed to high or very high levels (either by themselves or by others).

Their self- and people-related knowledge factors and skills are very high. Their personality traits are relatively high (rather than very high).

High to very high overall levels of self- and people-related capabilities are often high enough to compensate for somewhat lower levels of self- and people-oriented

motive/attitudinal traits and pull overall levels of self- and people-orientedness up to one of the more synergistic combinations.

- D. They have purposefully used and practiced synergistic behavior patterns to the point where their use has become a habit.

In other words, they have consciously tried to use these behavior patterns in all interpersonal situations. As a result, they have become accustomed to them, have learned how to make them work, and have become comfortable with them. Also, they have experienced more positive feedback through their use and have learned to appreciate the difference they can make.

Ego State(s) and Life Position(s)

The adult or relatively synergistic individual is mostly adult, but can also be part nurturing parent and part adjusted child. The life position associated with these (interacting) ego states is “I’m pretty much OK, you’re pretty much OK.”

The very synergistic individual behaves more in what we have called the synergistic ego state. He or she can come from the little adult state—or even from the adjusted child or nurturing parent states—but, in our view, would be more likely to have been a synergistic child (brought up in a synergistic environment wherein social and mental development were equally emphasized). The associated life position is “I’m OK, and you’re OK, but both of us can become even more OK by helping each other develop our potentials to the fullest.”

Associated Behavior

Ego Enhancement and Defense

- Has developed a healthy ego (self-image/identity) and a high degree of self-confidence by developing the attitudes and capabilities necessary for interacting successfully with others.
- Primarily enhances ego using positive methods (personal development, self-expressive creativity, association, problem solving, and conscientious behavior toward others).
- Aware of having a human ego, tries hard to . . .
 - control it (and not employ negative ego enhancement mechanisms that put others down and make oneself feel more OK);
 - be honest with self (and not employ defensive mechanisms); and
 - be sensitive to others’ egos and feelings.

Interpersonal Dimensions

- Is active in terms of initiative.
- Is high in self-disclosure.
- Is open in expressing expectations and intentions.
- Is intimate with regard to connection.
- Is equal in terms of status.
- Is collaborative regarding use of resources.
- Is interdependent.
- Is emotionally stable (but not so stable as to have a dull, lifeless personality).
- Moderates conflict.
- Requires relatively little time to develop a relationship.

Behavior Associated with Approach, Development, and Maintenance Phases

- The adult or relatively synergistic individual is a Type 9 approacher, who possesses an above average to relatively high balance between the self and people orientations.
- The highly synergistic individual is a Type 10 approacher, who possesses a high balance between the self and people orientations. He or she approaches others in order to establish mutually beneficial relationships that will help both parties cope more successfully with life and the environment.
- Has many acquaintances and friends.
- Tends to develop mature, on-going relationships.
- Is very close and intimate with a select number of people, and maintains these relationships in a mature, on-going manner.
- Is the most effective developer and maintainer of mature relationships (partly because of balanced motives and partly because of well-developed interpersonal knowledge, skills, and behavioral tendencies).

General Behavior Patterns

- Interacts frequently with others—whether on a professional or a personal basis.
- Analyzes others’ motives and attitudes to increase own understanding of and sensitivity to them.
- Demonstrates a consciousness of and consideration for others’ needs, feelings, goals, and expectations.
- While both judges others and evaluates their behavior to some extent, tries to do the following:
 - accept others as they are;
 - help them to develop their potentials; and
 - refrain from imposing personal standards, attitudes, and expectations on them.
- Controls emotions and is consistently understanding, reasonable, tolerant, and congenial.

- Before doing something, tries to anticipate (a) whether the effects on others will be positive or negative, and (b) how the behavior will affect relationships with others over the long term.
- Talks with others to discover how each party can help the other cope with life and fulfill needs and goals.
- Uses words like “we,” “you,” “us,” and “let’s” more than the word “I.”
- Is more concerned about what’s right than who’s right.
- Gives support, encouragement, or guidance when others want it; accepts others’ support, encouragement, or guidance when needs it.
- Earns others’ respect and trust by —
 - treating each as a unique individual;
 - not showing favoritism;
 - acknowledging his or her own mistakes and weaknesses; and
 - being tactful, considerate, and trustworthy.
- Helps others feel free to express their ideas, suggestions, opinions, feelings, and complaints openly and honestly by —
 - expressing his/her own to them openly, honestly;
 - being easy to approach, even when under pressure;
 - being willing to give sympathetic help on others’ personal problems;
 - listening to others and showing respect for what they have to say;
 - disagreeing without being disagreeable;
 - maintaining free-flowing, effective two-way communication with others.
- Confronts interpersonal conflicts with other people and attempts to resolve them together.

Interpersonal Maneuvers Tends to Use

- Is a persuader or influencer rather than maneuverer.
- In influencing and persuading others, will use measures associated with the sales approach—but will do so in a rational, reasonable, fair, sensitive, give-and-take manner.
- If has power will not flaunt or abuse it; instead, will share it with others.

Behavior in Groups

- When interacting with other group members, behaves in the ways outlined above (but, like most people, can tend to be more congenial toward group members than toward outsiders).
- In most groups, exerts expertise- and personality-based influence rather than exerting role- or position-based power.

- In work-oriented groups, does not automatically assume the role of task leader; instead, either (a) “waits in the wings” to accept the role should it be offered voluntarily by other members, or (b) volunteers to take on the role if, because of expertise or experience, he or she might be the most appropriate choice.
- In socially-oriented groups, tends to join other members in according the role of social leader to the most affiliative member.
- Promotes group cohesiveness and morale.
- Is conscious of the group’s norms and attempts to influence them in ways that are beneficial to the group and its individual members.
- Uses positive rather than negative sanctions to promote and reinforce the group’s norms.

Managerial/Leadership, Parental, Marital, and Occupational Tendencies

- As a manager, leader, administrator, or supervisor, tends to use either the relatively synergistic style (the “relatively high task, relatively high people” style) or the highly synergistic style (the highly task- and people-oriented style).
- Exercises mostly expertise-based and personality-based influence, and seldom exerts role/position-based power or authority.
- In planning, problem-solving, and decision-making situations, will consider all types of factors that may be operating: task-related, individual, social, organizational, and outside (external, environmental).
- Tends to be a synergistic parent, who develops his or her child’s mental, social, and physical potentials.
- Tends to be a loving, caring, sensitive, reasonable, and tolerant spouse.
- Can have any type of occupation.

These individuals definitely follow the Golden Rule: they treat others as they themselves would like to be treated. But they go one step further. They also follow the Platinum Rule—attempting to treat others as those others would like to be treated. Of all types of people, they are the most conscious of themselves, others, and the natures of their relationships with others. They use both their hearts and minds to develop and maintain functional relationships.

Keep in mind that, although individuals may be medium to high in important drives, values, and personality traits, they can still behave in a highly self- and people-oriented manner. However, the lower the major traits involved, the more those individuals may have to stop and think about what they are doing and how to actually

behave in the most synergistic manner.

Also remember that the styles described above represent distinctive types of people. Everybody is different—even though they may fit into a general type. One must look at each person as an individual—an individual who has particular levels of many specific traits.