

# **The LIFO® Report**

Highlights and Insights for Improving  
Individual and Team Performance

## **Sample Full Report**



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# **Introduction to Your Strength Management® Report The LIFO® Approach to Success at Work**

Life Orientations® Training is an applied behavioral science system that fosters success for individuals and teams. It improves individual productivity, interpersonal communication, and collaborative teamwork.

It begins by identifying the individual's basic orientation to life, or behavioral style. Based on this foundation of self-knowledge, it offers powerful strategies that enable individuals and groups to be more successful in their work and more influential when dealing with key people.

Life Orientations Training, or LIFO Training for short, was created by Stuart Atkins, Ph.D. in 1967 - 1968 based on the work of Erich Fromm, Carl Rogers, and Abraham Maslow. Popularized around the world by Allan Katcher, Ph.D., it is now distributed in more than 30 countries by Business Consultants Network, Inc.

## **About Your LIFO Survey Results**

The results of the LIFO Survey show your relative preference for four basic orientations to life, or behavioral styles. These preferences make up your success pattern—the special way you go about being as successful as you are and point to what you can do to move up to even greater levels of success.

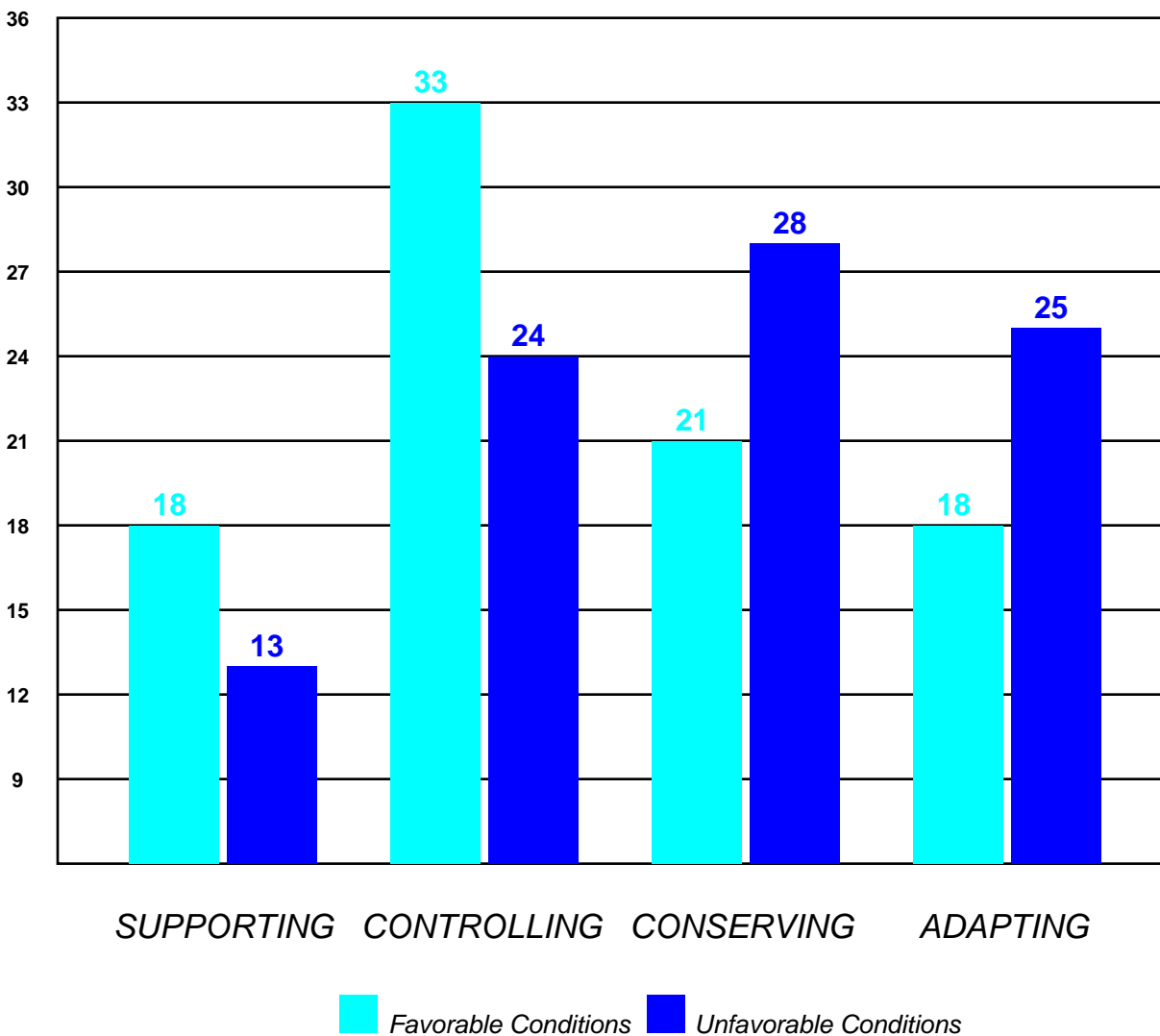
Your preferences are indicated by numbers ranging from 9 to 36. All numbers within three points of the highest number indicate your most preferred styles. All numbers within three points of the lowest number indicate your least preferred styles.

The survey explores your success pattern under two sets of conditions: favorable when things are going well and stressful when you are experiencing conflict or adversity. Half of the people who take the survey have the same success pattern under favorable and stressful conditions. The other half have a different success pattern under stressful conditions, because they have found that a different pattern works better for them.

## Highlights

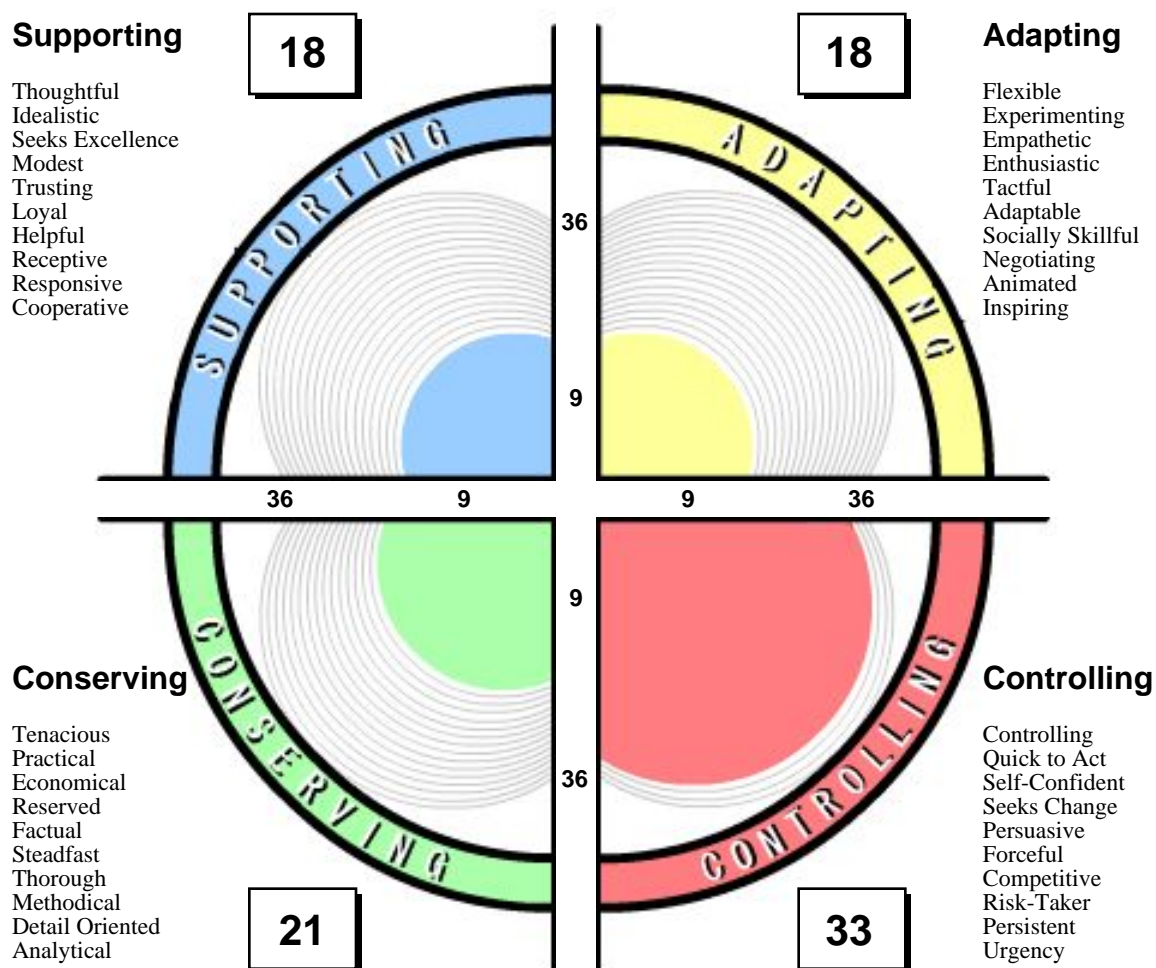
### Your LIFO® Survey Results

Style	Favorable	Unfavorable
Supporting	18	13
Controlling	33	24
Conserving	21	28
Adapting	18	25



## Your Success Patterns When Things are Going Well

This chart represents your survey results under favorable conditions. The size of each section indicates how frequently you use the strengths of each of the four basic behavioral styles—the larger the area, the more you prefer using them. As you can see, you use the strengths of all four styles. You have your own special mix of how frequently you use them.





## How You Like to Do Things

Fast-acting, forceful, competitive and self-reliant, you are constantly on the go, emphasizing action, results, competence and winning. A quick decision maker, you act more on hunches and impressions than on a prolonged study of the facts. You are lively and active and constantly seek new challenges. You take the bull by the horns and enjoy wrestling with tough problems. Your style with people is very direct and you get impatient with people who clown around or stand in your way. You seldom hesitate to tell people what you want, and you expect to get it.

### My Notes



# Your Strategies for Success at Work

## 1. Quantity: How Much?

From your CT perspective, you see it as a challenge to produce as much as you possibly can. Dissatisfied with ordinary performance, you take pride in producing bigger and better results—results that go beyond what others have accomplished. When you set out to do something, you do it in a big way. You thrive on challenges and opportunities to demonstrate your competence. Therefore, you like projects in which you can show high impact results. Then, once the results are achieved, you're on to the next project.

## 2. Quality: How Good?

Because you find satisfaction in demonstrating your competency by getting quick results, you sometimes promote superficiality and are willing to accept quality that meets the minimum standards. It's more important to you to do a job and get on with the next one than to pursue quality as an end in itself. In problem solving, you will act on the first acceptable solution rather than analyzing deeper for a higher quality solution. If high quality is essential, you may need other people to check your work for important details you may have overlooked in your eagerness to finish the job.

## 3. Time: How Fast?

You impart a sense of urgency to assignments, striving to accomplish tasks quickly and with no wasted effort. You love to race against the clock and show you can do the impossible. Watch out if your work calls for slow and deliberate concern, because you are not comfortable working at this pace, tending to see even non-urgent situations as requiring emergency effort. In a true emergency, however, you feel comfortable mobilizing people and initiating swift and decisive action.

## My Notes



## Your Strategies for Success at Work

### 4. Priorities: What's Important?

Bottom-line results are your number one priority. Although very good at following an assignment through to completion, you are flexible; so, if a more urgent priority comes along, you will move right on to it. Personal recognition is very important to you. If given a chance to shine, you jump to show your stuff. At times, you may step on other people's toes en route to achieving your objectives, but results are more important to you than keeping people happy.

### 5. Expectations: What Do You Require from Others?

To get along with your Controlling Taking orientation, subordinates are well advised to discover your objectives and meet them, for you get very impatient with others who slow you down or create delays or distractions. Generally not sympathetic to excuses, you want the job to get done without elaborate explanations. In fact, you want your subordinates to take initiative and make strong recommendations. However, once you make a decision yourself, you do not want resistance to it. You desire to be kept informed.

My Notes



## How Others Can Get Through to You

### Others Should

- Show you how you can win.
- Give you a chance to show your competence.
- State their points quickly and directly.
- Provide resources to help you reach your goals.

### Others Should Not

- Waste your time.
- Appeal to high-minded, idealistic principles that are irrelevant to your needs.
- Try to impress you with their charm. You're mainly concerned with results, not pleasant relationships.
- Go over plans in a drawn-out, detailed manner.

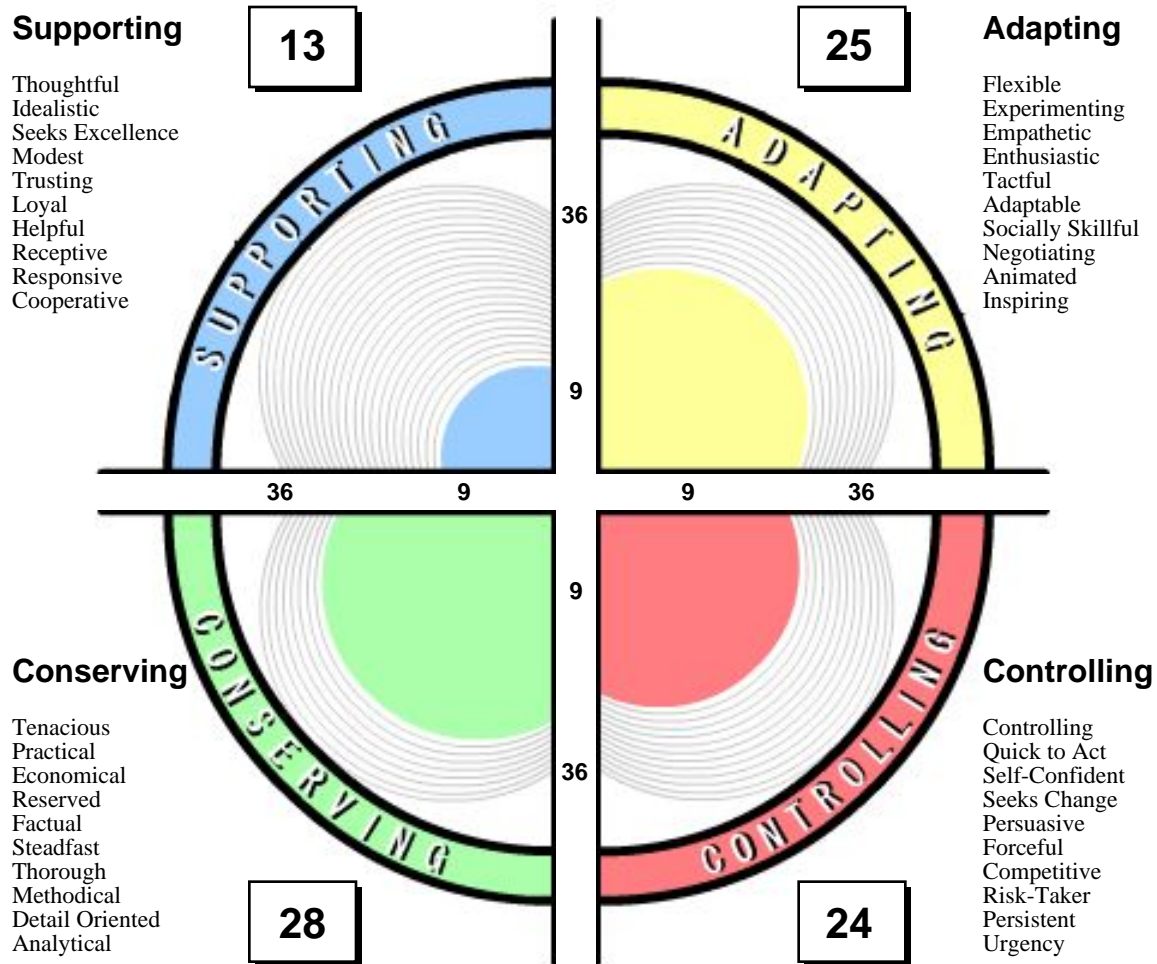
### Questions You Want Answered

- What's the advantage to me?
- What are the obstacles and opportunities?
- Who's in charge?
- What's the bottom line?

### My Notes

## Your Success Patterns Under Stress or Conflict

This chart represents your survey results under unfavorable conditions. The size of each section indicates how frequently you use the strengths of each of the four basic behavioral styles—the larger the area, the more you prefer using them. As you can see, you use the strengths of all four styles. You have your own special mix of how frequently you use them.





## How You Like to Do Things

When faced with stressful problems, you like to analyze how others will be affected before taking action. You want to come up with a sensible, well-defined solution that will reduce stress for everyone involved. Sensitive and concerned about others' feelings, you like to take a logical approach to solving problems that takes into account others' wishes and interests. Even in dark and distressing moments, you enjoy reassuring people and encouraging them to think rationally about the positive outcomes that can be produced by solving problems step-by-step.

In conflict situations, you are willing to study all the issues carefully to ensure that a solution that is acceptable to everyone can be found. You are flexible and willing to compromise in order to resolve conflict, as long as the other side is reasonable and the bargain makes sense. You like to present your arguments calmly and logically, with warmth and respect for the other person's perspective. You are willing to persist in working together to iron out many details in order to achieve a harmonious outcome.

### My Notes



# Your Strategies for Success at Work

## 1. Quantity: How Much?

You prefer working with a steady pace in a structured situation in which output can be counted on. At the same time as you focus on output, you strive to have people feel good about working together. Rather than quantity as a singular goal in itself, it is important to you that work is done accurately and reliably. Unless there is a logical reason to increase output, you would rather keep goals moderate. From your point of view, productive systems and harmonious relationships ultimately create the highest output and productivity.

## 2. Quality: How Good?

Cautious about taking risks, so long as the work is being performed up to adequate standards, you are not likely to take the initiative and try to innovate. More comfortable sticking to the tried-and-true, you do not want to risk upsetting people or encountering unanticipated problems that would be disruptive. You care very much about the quality of the work you produce, and as long as you are working with an effective team of people, who get along well, and if there is a logical set of procedures for accomplishing your tasks, you contend that producing high-quality work will be inevitable.

## 3. Time: How Fast?

Under stress, your tendency is to take your time to make sure that procedures are followed thoroughly and completely. You would rather not rush through a task and end up with errors that could have been avoided with a little more planning and patience. As a result, you spend a good deal of time planning and conferring with others before taking action. You calculate that other people will go along with a plan if their wishes are taken into consideration, which will save time in the long run. However, this can become excessive under stressful conditions and lead to indecision.

My Notes



## Your Strategies for Success at Work

### 4. Priorities: What's Important?

Reducing the disruption from problems and keeping things running smoothly is high on your list of priorities. Even with pressure in a situation, you like to help people feel comfortable with each other. You want them to see the workplace as a place where people have positive relationships with each other while they get the work out. Your flexibility and ease with people, however, does not preclude a tough, systematic set of procedures for accomplishing objectives, especially in difficult circumstances.

### 5. Expectations: What Do You Require from Others?

While you enjoy pleasant conversation and social contact, you still want your subordinates to be serious and to think things through before voicing their opinions and making recommendations. If you assign a task, you want exactly that task accomplished, but you do allow for some creative flexibility if the other person can make a strong logical case. You try to treat subordinates well, and you expect them in turn to exhibit courtesy and an upbeat attitude in their dealings, even though they are facing tough obstacles.

My Notes



## How Others Can Get Through to You

### Others Should

- Explore all the facts and examine how others will feel before recommending action.
- Minimize sudden changes that will disrupt relationships.
- Explain logically how you can gain acceptance for a proposed solution.
- Analyze alternatives and stay flexible so everyone can be satisfied.

### Others Should Not

- Urge a quick solution without considering options or how others will react.
- Try to influence you with high-pressure tactics or moralistic judgments.
- Criticize you or condemn others for not solving the problem more quickly.
- Force you to act before you have planned how to ensure acceptance.

### Questions You Want Answered

- How can we work well together despite the stressful situation?
- Who do we have to win over with our facts, figures, and logical arguments?
- What are all the elements of the plan and how does it work?
- Have all the alternatives been examined by everybody?

### My Notes

## Overcoming Your Blind Spots

Almost everyone has at least one least preferred style which represents a missing perspective: a blind spot. This blind spot causes us to overlook valuable information when planning, problem solving and decision making. To gain access to that missing information, you need to answer the questions that are characteristic of your least preferred style(s). These questions are listed below.

To widen your perspective and increase your information when planning, problem solving, and making important decisions, answer the questions below that you seldom ask:

### Questions You Need to Ask More Frequently:

#### *When Things are Going Well*

##### **Supporting**

- What is the good and fair thing to do?
- What is the ultimate importance of this?
- Does this meet the highest standards of quality?
- How can we accomplish it in the best way?

##### **Conserving**

- Are we taking this one step at a time?
- Does this pass the test of logic and reason?
- Have we covered all the bases?
- Is the task organized in the most reasonable and consistent manner?

##### **Adapting**

- How can we work together in harmony?
- Can everyone feel good about this decision?
- Can we make changes if people don't like it?
- Will this bring us together or drive us apart?

##### **My Notes**



## Questions You Need to Ask More Frequently:

### *Under Stress or Conflict*

#### **Supporting**

- What is the good and fair thing to do?
- What is the ultimate importance of this?
- Does this meet the highest standards of quality?
- How can we accomplish it in the best way?

#### **My Notes**



## Insights

### In-Depth Portrait when Things Are Going Well

Overall, you approach your work and relationships with great dynamism and enthusiasm. You enjoy your work the most when you are involved in new assignments and challenged by difficult tasks. Achievement coupled with a fast and busy pace are highly satisfying to you.

It is important for you to feel that you can make decisions regarding your areas of responsibility. You are happiest when you are not expected to observe many rules and regulations and can quickly get a go-ahead, or at least a stimulating argument in response to proposals you make. Recognition and reputation are important to you, and you want your performance to be measured by results and rewarded in ways that you prefer.

You enjoy a diverse range of activities that include finding or creating new opportunities, starting and leading new projects, putting ideas into effect, drawing quickly on your own and others' experiences to solve problems, and searching out what you need to learn and finding ways to learn it quickly. You are energized by obstacles and rarely feel stumped by them—you like finding ways to break through barriers, convincing others of your ideas, and persuading people to work with you.

Experience, a sensing of circumstances and their implications, and intuition are usually the primary bases for your decision-making. You form convictions readily, except in areas beyond your expertise, and you prefer to move swiftly to implement your decisions.

For you, the passing of time triggers a sense of urgency. While generally on top of major events, you may find it difficult to manage all the tasks that you take on without the assistance of others to keep track of pertinent details.

Your marketing interests are broad-based, generally more tactical than strategic and more likely than not consumer-centered. Competitive situations stimulate your interest and involvement. You are likely to take risks to capture promising opportunities. However, you are more likely to generate ideas than to develop the detailed plans necessary to bring them to fruition.



## **With Staff**

As a manager, you emphasize performance, achievement, and results. You are a quick worker and expect the same of others. You set goals and demonstrate commitment and persistence in achieving them. From your perspective, rewards should primarily be related to the attainment of results. You make clear decisions when your staff needs them, but you also expect them to make their own decisions.

Staff members will generally find you energetic and enthusiastic, providing broad outlines to guide them and allowing them to fill in the details. You are willing to delegate important matters and responsibilities to proven employees, trusting them to provide the backup that you require and expecting them to be highly productive with minimum direction.

## **With Colleagues**

When working with colleagues, you want to see accomplishments. You focus on the bottom line and may show little patience for discussing details, analyzing options, and planning back-up strategies. You frequently communicate a sense of urgency to complete tasks quickly. Colleagues usually find you a sociable, eager, and active participant who pushes for quick and decisive action on the issues at hand. You like to see the group involved in many activities and look for ambitious projects.



## **Coping with Change**

When there is a sudden call for change, your initial reactions are favorable if you see immediate pay-offs and are participating in or initiating it. However, you may resist change if you do not see how it ties in with your interests. Your best strengths for coping with change are your initiative, energy, and drive to do new things. Key factors that influence you to get involved in a change effort include whether or not you have a choice about it, whether it will allow you personally to get results, whether the timing seems good to you, and whether you will be able to stay in control. When you have difficulty putting a change into effect, you are likely to persist with your efforts and try some troubleshooting but lose interest if you don't see results soon.

## **How You May Overuse Your Strengths**

In excess, your enthusiasm may cause you to dominate and cut off the expression of important data from others. You may respond too impulsively and overwhelm people with a sense of urgency, not allowing them the chance to consider all the issues and facts and to digest matters fully before they are forced to make a decision.

Your eagerness to accomplish many things and sense of urgency may cause you to take on too many tasks yourself, under-delegating responsibilities and diffusing your energy.

Your self-confidence, quickness, and willingness to take risks may lead you to behave in ways that others find overbearing, even arrogant at times. Your enterprising nature can sometimes lead you to act opportunistically, overlooking long-term strategies or general operating principles in order to realize immediate gains.

Your eagerness for change and fascination with new projects may lead you to take on so many responsibilities that you overlook important details or lose interest in older projects that don't generate much excitement.



## Your Blind Spots

Your energy, zeal, and drive for achievement are strong, yet assistance from others may be necessary when dealing with routine administrative matters and organizational work, since these are unlikely to attract your interest. You may also greatly benefit from some analytical support that will help you to evaluate your options, research details, and plan solutions to complex problems. Developing clear priorities and setting focused action plans can help prevent you from scattering your attention and energy.

At times, you may discount the importance of maintaining quality standards in your drive for quick results, and you may sacrifice ideals for practical rewards that can be achieved here and now.

You also may overlook the value of being receptive and responsive to others, as their needs, wants, and interests may not seem very important to you.



## **In-Depth Portrait Under Stress or Conflict**

### **Conflict Situations**

You are likely to respond to conflict calmly and rationally. You strive to keep discussions issue-related, objective, and diplomatic. You are able to see all sides of an argument, prefer to maintain a cordial, optimistic atmosphere, and favor collaborative discussion over open conflict. You are likely to become more reserved when others display an overly emotional or forceful manner, preferring to refrain from responding until they have calmed down. You are apt to hold steadfastly to your position, undeterred by their emotionality, and to re-engage in dialog once you see that there is renewed openness to discussion.

If you sense that you may be alienating others, you are apt to back off and work towards a compromise with tact and sensitivity, especially if the others demonstrate willingness to work towards a "win-win" resolution. You seldom impose your views on an unreceptive audience and may show considerable flexibility in order to find a solution that the other side finds acceptable.

### **Stressful Situations**

In stressful situations, you prefer to keep discussions fair-minded and friendly, based on logic and goodwill rather than strong opinions or pressure tactics. You are quite willing to explore a variety of solutions, and you may frequently query others to explore causes and to learn more about the reactions of the other people involved.

While you may not always express it, you strongly prefer to find low-risk, cost-effective solutions that have already been proven and have a high probability of being accepted. You are less likely to embrace idealistic or visionary solutions, as you see them as impractical and untested. You are also unlikely to champion solutions that require quick, forceful action based on limited information.



## **Managing Your Strengths Moderating Your Excesses**

### **When Things Are Going Well**

To counteract your tendency towards over-controlling people and situations, encourage others to express their ideas and try to influence them through persuasion, not coercion. Instead of viewing others' ideas competitively, consider how you can incorporate their recommendations into your plans. Express respect for others' feelings. Acknowledge their contributions to your success and affirm the importance of their work.

Make plans that consider more than one alternative and be selective in your choice of projects. Look for ways that you can get others to take on responsibilities instead of taking them on yourself.

When evaluating opportunities, carefully calculate the risks, considering worst case outcomes. Aim for reasonable instead of maximum gains, look for important steps or details that you may have missed, and consider your alternatives first—think now, act later.



## **Under Stress or Conflict**

To curb your tendency towards excessive reserve or emotional distance, express your feelings about how important your ideas and projects are to you personally and ask others about their feelings. Discuss their interests before you present your own and integrate their concerns into your proposals or recommendations.

Set time limits on research and analysis. Decide in advance when you are going to make a decision, and then trust your judgment even if you feel you don't have quite enough information. State your opinions early and stick to them, even in the face of resistance or opposition. Instead of conceding, look for ways that you and the other party can both achieve your respective goals.

Ask yourself, "What's the bottom line? What is the final result that we want out of this?" Look for simpler, more direct ways to get what you want.



## Filling In Your Blind Spots

### When Things Are Going Well

Try to be more explicit in defining your expectations of others, particularly when dealing with subordinates. Being more specific with them will help clarify their tasks and avoid misunderstandings. It will also be helpful for you to increase the give-and-take in discussions and to allow others a chance to express their views. More listening will help—especially if you reflect back the substance of what has been said so others know that you have heard them.

To enhance the professional development of your staff, present your own ideas after they have had a chance to share their thoughts. When preparing reports or presentations, pay extra attention to structure and detail.

To minimize others' resistance, learn to give non-critical feedback that focuses on what you want rather than what you dislike, so that it is palatable and can be used effectively. When used in conjunction with praise and encouragement, this kind of helpful, constructive criticism will be easier to accept. Increasing the use of positive feedback will also help increase the morale of your subordinates and co-workers and help foster a greater sense of team spirit.

### Under Stress or Conflict

In stressful situations, take a more collaborative approach to problem-solving and demonstrate greater commitment to teamwork. Find practical ways to support others' values, goals, and desires. At the same time, assert your point of view early on, stick to it, and look for ways to get what you want out of the situation while you are working to help others get what they want.

Although you may prefer practical, down-to-earth solutions that others are likely to accept, vigorously pursuing a larger, bolder, and loftier vision may be more energizing to others and may inspire you to give the extra effort necessary to resolve a challenging problem. Ask yourself what you would do if you knew you could not fail, demonstrate more energy and enthusiasm for what you want to achieve, and look for ways to give greater direction to others.



# Getting Through to Others

## Widening Your Influence

### When Things Are Going Well

To increase your influence with others, explain your expectations more carefully and concretely to ensure that there are no misunderstandings. Schedule time in your busy schedule to allow others to ask you questions, express their opinions, and provide you with feedback. Although you may sometimes feel that it is a waste of your valuable time, listening and exchanging ideas will make it easier for you to persuade others and may help generate new ideas that you would not have come up with on your own.

You tend to express your opinions first and forcefully, but you may find it useful to let others express their thoughts first, especially if you want to support their development. When you feel impatient with others' interest in facts and details, you will find it much easier to influence them if, instead of minimizing their concerns, you invest time in structuring your points logically, analyzing the alternatives, and supporting your case with concrete facts and additional data.

When you feel the need to provide corrective feedback to others, begin your discussion by praising their achievements and conclude by expressing confidence in their abilities. Be more encouraging and less demanding. This will increase their morale and willingness to comply.



## Under Stress or Conflict

To resolve disagreements more effectively, express your recommendations with greater confidence and enthusiasm, and back them up more concisely. Give briefer presentations that emphasize bottom-line consequences and only highlight the methods or processes that you recommend to produce them.

To get greater respect and compliance from your staff, state your expectations more clearly and define their responsibilities more precisely. To generate new ideas and increase commitment, engage in structured problem-solving discussions. First gain consensus about the final outcomes you want to achieve, and then brainstorm a variety of strategies. There is no need to criticize ideas that you don't like, but at the same time don't agree to incorporate every suggestion into your plans.

Under difficult conditions, take more time to delegate tasks and check others' progress more frequently. Include others in solving problems. Taking a more assertive and confident leadership role is likely to help you resolve crises more rapidly.



## Aligning Intentions, Behavior, and Impact

A significant factor in getting through to others is the congruence, or consistency, between our intentions to act a certain way, the way we actually behave, and the impact of our behavior on others. When there is a high degree of congruence, people find it easier to relate to us. They sense that our thoughts, words, and actions are all in alignment. They feel confident that what we say and do is in keeping with how we think and feel. They may not agree with us, but they feel that they understand us clearly.

Your LIFO® Survey subtotals shown in the table below can help you to gain insight into the congruence of your communications. There are columns in the table for each of the four basic styles—Supporting, Controlling, Conserving, and Adapting—under both favorable and unfavorable conditions. The Intention, Behavior, and Impact subtotals in the first three rows of each column are added together to obtain the Totals, which indicate your overall relative preference for each of the four styles.

A difference of **three or more points** between any of the subtotals for a particular style may indicate that there is some incongruence in your communications with respect to that style. In these cases, it can be illuminating to take a look at the subtotals for the other three styles. For example, if your Controlling Intention subtotal were high but your Impact subtotal were low, your Adapting impact might be high. This could mean that you often steer the course of what's happening by using personal charm to win people over. Examining the relationships between the styles may stimulate insights or suggest corrective actions you could take to become more congruent in your communications.

### Your Tabulated LIFO® Survey Results

Favorable Conditions				
	Supporting	Controlling	Conserving	Adapting
<b>Intention</b>	6	10	7	7
<b>Behavior</b>	6	12	4	8
<b>Impact</b>	6	11	10	3
<b>Totals</b>	<b>18</b>	<b>33</b>	<b>21</b>	<b>18</b>

Unfavorable Conditions				
	Supporting	Controlling	Conserving	Adapting
<b>Intention</b>	7	6	7	10
<b>Behavior</b>	3	8	10	9
<b>Impact</b>	3	10	11	6
<b>Totals</b>	<b>13</b>	<b>24</b>	<b>28</b>	<b>25</b>

Some possible interpretations of your survey results follow. Keep in mind that these interpretations are just **possibilities**, not proven facts. Numerous other factors may be at work. Use these explanations and interpretations as starting points to gain a greater understanding of your communication patterns. Remember that your LIFO® Survey results are based on your reactions to the survey items. Others may see you differently. Your impact may be different from what you think.

To increase the accuracy of your self-understanding, discuss your communication patterns with people who know you and ask for their feedback.



## Possible Interpretations in Favorable Conditions

### **Supporting**

Your survey results suggest that you only occasionally intend to act in ways that are characteristic of the Supporting style. It appears that you place a relatively low priority on behaviors such as helping others achieve their goals, working collaboratively to achieve the best outcomes for everyone, and creating a trusting, cooperative team spirit. Other relatively low priorities may include holding yourself and others to high standards, inviting others to offer suggestions and ideas, and doing what is best for everyone rather than pursuing more narrow objectives.

Your Behavior and Impact subtotals are in line with your relatively low Intention subtotal.

You evidently believe that your actions and your impact on others are consistent with the relatively low priority you place on Supporting behaviors.

### **Controlling**

Your survey results suggest that you frequently intend to act in ways that are characteristic of the Controlling style. It seems that you place a relatively high priority on behaviors such as quickly taking vigorous action to get results, seizing opportunities before they pass you by, and persuading others to follow your lead and help you achieve your goals. Other relatively high priorities may include taking risks to gain benefits, discussing issues in a straightforward manner without wasting time, and encouraging others to take initiative.

Your Behavior and Impact subtotals are in line with your relatively high Intention subtotal.

You evidently believe that your actions and your impact on others are consistent with the relatively high priority you place on Controlling behaviors.



## **Conserving**

Your survey results suggest that you regularly intend to act in ways that are characteristic of the Conserving style. It appears that you place a relatively moderate priority on behaviors such as maintaining order through well-organized procedures, building up resources to ensure a secure future, and making well-reasoned decisions based on thorough research. Other relatively moderate priorities may include relying on proven methods that have worked in the past, getting people to follow organizational policies, and making sure that plans are thought through before action is taken.

Your Behavior subtotal is 3 points lower than your Intention subtotal, but your Impact subtotal is 3 points higher than your Intention subtotal. This unusual combination suggests that you exhibit Conserving behaviors less frequently than you would like but that you believe your Conserving influence on people is more than you intend.

Perhaps you exhibit Conserving behaviors less frequently than you intend because you are not very comfortable using them to communicate your intentions; you simply may have not practiced them often enough. It is possible that you believe that you should respond with Conserving behaviors but your actions are actually influenced by other motives. Another possibility is that you underestimate both the strength of your intentions and the frequency or intensity of your Conserving behaviors. It is also possible that others overinterpret your Conserving behaviors because you have a reputation for this style or they expect this kind of behavior from people in your role.

## **Adapting**

Your survey results suggest that you regularly intend to act in ways that are characteristic of the Adapting style. It appears that you place a relatively moderate priority on behaviors such as making sure others are pleased and satisfied, creating a harmonious and enjoyable environment in which everyone gets along, and adjusting to changing circumstances to keep friction low. Other relatively moderate priorities may include experimenting with new ideas, communicating optimism about the future, and working to enhance your reputation and that of your team.

Your Behavior subtotal is in alignment with your Intention subtotal, but your Impact subtotal is 4 points lower than your Intention subtotal. This suggests that the frequency of your Adapting behaviors is in line with your intentions, but the impact of these behaviors is less than you would like.

The relatively low impact of your Adapting behaviors could be the result of some lack of familiarity or skill in using them. You may select inappropriate behaviors or utilize them ineffectively. Another possibility is that others misinterpret or overlook your Adapting behaviors due to role expectations or because you have developed a reputation for behaving in ways that are not characteristic of the Adapting style.



## Possible Interpretations in Unfavorable Conditions

### **Supporting**

Your survey results suggest that you regularly intend to act in ways that are characteristic of the Supporting style. It appears that you place a relatively moderate priority on behaviors such as building understanding in order to reduce conflict, resolving problems in ways that are fair to everyone, and adhering to ethical principles in order to achieve positive outcomes. Other relatively moderate priorities may include seeking help when problems arise, deferring to higher authorities, and making sure everyone appreciates the seriousness of the situation.

Your Impact subtotal is in line with your Behavior subtotal but is 4 points lower than your Intention subtotal. This suggests that you exhibit Supporting behaviors less frequently than you intend and, as a consequence, these behaviors have less of an impact than you want.

It is possible that you are not very comfortable using Supporting behaviors because you haven't practiced them frequently enough. Another possibility is that your Supporting intentions are not as strong as you think they are and your actions are influenced by other, stronger motives.

### **Controlling**

Your survey results suggest that you only occasionally intend to act in ways that are characteristic of the Controlling style. It seems that you place a relatively low priority on behaviors such as expending intense effort to overcome difficulties, clearing the air by confronting disagreements, and overcoming others' objections so progress can be made. Other relatively low priorities may include protecting yourself and your organization from exploitation, fighting hard for what you believe, and demanding that others prove their point in order to win your support.

There is not much of a difference between your Controlling Intention and Behavior subtotals or between your Behavior and Intention subtotals. However, your Impact subtotal is 4 points higher than your Intention subtotal, which indicates that you believe others perceive your behavior as more Controlling than you would like.

The fact that your impact appears to be more Controlling than you intend could be caused by a number of factors. You may be exhibiting Controlling behaviors more frequently than you realize due to habit, routine, or assumptions about how people in your position are supposed to behave. It is also possible that people perceive your behavior as more Controlling than you do because of your position or responsibilities. And finally, you may not be fully aware of the strength of your Controlling intentions or the intensity of your Controlling behaviors.



## **Conserving**

Your survey results suggest that you regularly intend to act in ways that are characteristic of the Conserving style in stressful situations or when you are experiencing conflict. It appears that you place a relatively moderate priority on behaviors such as maintaining a calm atmosphere and discussing differences rationally, using careful analysis to solve problems, and persisting in proven approaches to stay the course. Other relatively moderate priorities may include developing detailed plans to meet challenges, paying strict attention to schedules and costs, and relying on common sense and mutual respect to resolve conflicts.

Your Impact subtotal is in alignment with your Behavior subtotal, but your Behavior subtotal is 3 points higher than your Intention subtotal. This suggests that the impact you believe you have on others corresponds with the frequency of your Conserving behavior, but that you exhibit Conserving behaviors more frequently than you intend.

You may exhibit Conserving behaviors more frequently than you really want because you believe acting this way is more acceptable to others or you assume this is the way a person in your role should behave. It may also be due simply to old habits that are not always appropriate in your current situation but that you do not feel motivated enough to change.

## **Adapting**

Your survey results suggest that you frequently intend to act in ways that are characteristic of the Adapting style in unfavorable conditions. It appears that you place a relatively high priority on behaviors such as experimenting with many approaches to find a solution acceptable to everyone, using a light touch to smooth over disagreements, and maintaining optimism about the outcome of conflict. Other relatively high priorities may include using humor and appreciation to keep tension low, assuring others that things will work out, and seeking solutions that enable people to save face.

Your Behavior subtotal is in alignment with your Intention subtotal, but your Impact subtotal is 4 points lower than your Intention subtotal. This suggests that the frequency of your Adapting behaviors is in line with your intentions, but the impact of these behaviors is less than you would like.

The relatively low impact of your Adapting behaviors could be the result of some lack of familiarity or skill in using them. You may select inappropriate behaviors or utilize them ineffectively. Another possibility is that others misinterpret or overlook your Adapting behaviors due to role expectations or because you have developed a reputation for behaving in ways that are not characteristic of the Adapting style.

## How Others Can Get Through to You

### When Things Are Going Well

You prefer that communications be straightforward and relevant, focusing on main objectives and bottom-line impacts more than substantiation and documentation. Others should exhibit confidence and enthusiasm and show you how you and your team can win.

Your receptivity to presentations and proposals will increase if you are given a chance to express your views and provide specific input, especially if the matter is of importance to you. To get through to you, others should:

- Avoid long, detailed reviews involving presentation of data and methodology.
- Provide well-defined limits and allow you the freedom to handle matters according to your own discretion.
- Approach you with confidence, assertiveness, and decisiveness to gain your respect.
- Provide direct feedback to keep you on track.

### Under Stress or Conflict

In situations of stress or conflict, you are more likely to be receptive when others take a calm, optimistic approach that is warm but not overly emotional. You want people to consider a variety of alternatives and to avoid pushing certain ideas too strongly.

To get through to you, people should:

- Explain how surprises can be kept to a minimum and how others' acceptance can be assured.
- Use a light, personable touch and demonstrate a willingness to try different approaches until everyone involved is pleased with the outcome.
- Keep you fully informed of changing circumstances as soon as possible.
- Maintain a positive outlook and demonstrate confidence that the problems can be resolved harmoniously.

## **How to Use Your Strength Management® Report**

This report describes your styles and strengths. It reflects the way you like to do things—what makes you as successful as you are. It also indicates what you and others can do to enhance your success.

### **Here are four basic ways you can use this report:**

#### **Empowering Yourself**

Periodically review your report to remind yourself of your strengths and uniqueness.

#### **Improving Relationships**

Share your report and discuss its implications with others to help them understand you better. Give them a copy of the guidelines for a successful relationship with you.

#### **Developing Better Group Interaction**

Set up a meeting to focus on the reports of each person involved. In the meeting, review each person's strengths and explore how the group can incorporate the views of all members.

#### **Integrating New Members**

Accelerate the integration of new members into your group by sharing reports. Discuss how the stylistic differences in the group create a wider perspective and greater balance in the group.

#### **Additional Learning Opportunities**

Contact your trainer, coach, or manager to find out about how you can extend your learning with the LIFO Method. It is used to support and enrich programs in team building, interpersonal communication, leadership development, problem solving, change management, strategic planning, performance appraisal, time management, diversity training, and executive coaching. You can also visit our website at [www.BConNetwork.com](http://www.BConNetwork.com).

## The LIFO® Training Story

### How the LIFO Method Began and Expanded Worldwide

The LIFO Method originated in 1967 as a positive and structured tool to supplement organizational development, T-groups, and sensitivity training. These new group methods helped people learn how to improve themselves by studying each others' behavior, thoughts, and feelings. However, many participants objected to the method as too un-structured, personal, and embarrassing for people who work together.

Responding to these concerns, Dr. Stuart Atkins, with consultant Dr. Elias Porter, developed the Life Orientations Survey and the Life Orientations Method based on the work of Erich Fromm, Carl Rogers, and Abraham Maslow. In 1968, the Life Orientations Survey was presented by Dr. Atkins and his partner Dr. Allan Katcher in the Human Factors in Management course at UCLA and with such diverse clients as the American Cancer Society, Mattel Toys, General Foods, U.S. Steel, and the State of California.

People were fascinated with the non-critical, easy-to-accept interpretation of their survey results and were delighted with the objective way in which they could now talk to each other about their strengths. After the fun and surprise of classifying their behavior, they began to ask what they could do with their new-found self-awareness and understanding.

To answer these questions, Dr. Atkins extended the Life Orientations Method beyond diagnosis to include six developmental strategies—Confirming, Capitalizing, Moderating, Supplementing, Extending, and Bridging—for performance improvement. To simplify and aid memory, the Life Orientations trademark was shortened by Dr. Atkins to "LIFO," a contraction of Life Orientations.

Atkins and Katcher soon found the demand for the LIFO Method outstripped their delivery capacity, so they started licensing organizational trainers in the LIFO Method and developing workbooks to accelerate learning. In 1976, Katcher began to focus his LIFO practice internationally, appointing agents in many countries, and focusing on executive coaching, teambuilding, and OD applications. Atkins directed LIFO programs in the United States, with emphasis on the developmental strategies applied to management development, individual productivity, communications, and teamwork. He named this developmental emphasis LIFO Training.

Since then, the LIFO Method and LIFO Training have been used by over 8 million people in 20,000 organizations in 28 countries. One of Katcher's earliest LIFO agents, Business Consultants, Inc., Japan, grew to become one of the largest consulting firms in Japan and one of the largest users of LIFO Training in the world. BCon, as it is also known, purchased Allan Katcher International, Inc., in 2000 and Stuart Atkins, Inc., in 2001 in order to integrate the worldwide reach and expertise of the two companies. In October 2001 the firms were merged to form Business Consultants Network, Inc., which is now the sole source for the LIFO Method and LIFO Training worldwide.