

outward coolness and businesslike approach of the workplace. Probably even before working, you had already developed a pretty good sense of what's seemly and unseemly, of what you show in public and in private. So to dredge up your innermost drives and fears at this stage and then to confront and relate to them may be a bit uncomfortable.

- *Men vs. women.* Historically, our culture has differentiated between how men vs. women have been allowed to acknowledge feelings. Women have always been given an edge here. So, for men particularly, these considerations have been kept alien indeed, especially by their role models in the workplace. While some of us grow up comfortable with confronting our conscious (and unconscious) feelings, some of us—men, and women, too—have a hard time getting in close touch with them. Asking you to do that now seems alien and uncomfortable, like talking a foreign language. You don't recognize feelings since you've held them at bay for so long.

- *Work personalities.* Another factor that makes it difficult to accept the existence of such motivating forces as Status, Usefulness, Affection, and the deeper meanings of Money is the fact that we all develop different work personalities, based on which personal needs are most important to us.

*'Achieving, Affiliating, or Influencing* are the basic motivations that shape our styles and personalities at work (described in detail later in this chapter). Depending on which are your dominant motivators—concrete achievement or personal affiliation or influence and power—the needs for Affection, Status, Usefulness, Recognition, Affirmation, or Money will each be weighed with greater or lesser meaning.

Since the goal of this book is to put you in touch with yourself *and* with your co-workers to discover how and why we all communicate as we do and how to do it better, it's important to gain some general information about how *all* of us operate. So let's continue with more of our basic work habits.

What do we all do to keep each other from knowing about our inner needs and motivators? We design a public image to make us look like we're fine, have no problems, are in control and strong and *certainly* not needy. We want to look independent and self-sufficient, in control. Let's see how, and *if*, it works.