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Interpersonal Technology Inventory

*Summary Explanation and Your Inventory Results*

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The term, Personal “Style,” represents our natural preferences for certain behaviors over others as we engage in many of the activities of daily living: interacting with others, making decisions, and implementing our plans. These preferences tend to be traits we can fairly easily identify, and as such, they provide a point of commonality in an increasingly diverse world where we may know little about other people’s history, experience, or cultural background; it is a place to start in our understanding of self, and an opportunity to develop a positive connection with others.

Whether you are establishing team roles, managing the daily demands of the workplace, or dealing with conflict, your personal Style comes into play. The more experience you have with taking “Style” into consideration in a variety of situations, the more likely you are to recognize the influence of Style in your moment-to-moment interactions.

Let's look at the elements that make up what we call **Style**. The overarching structure of the Interpersonal Technology® system begins by identifying four broad domains of behavior that encompass many of the activities of daily living.

These **Four Domains of Behavior** are referred to as: **People, Path, Product, and Pace**.

**People** (the Relationship factor) – Refers to how we like to engage with others and how we prefer for them to interact with us. It includes the largely unconscious responses and signals we receive from other people, as well as the external cues from the environment that ultimately influence our interaction strategies.

**Path** – Has to do with how we like to give and receive information and how we like to analyze and process that information to make decisions and solve problems.

**Product** – Has to do with how we go about turning a decision into an end product. It is the Implementation factor. It's about how you like to get things done.

**Pace** – Is our individual comfort level with the tempo, rhythm and rate at which we move through the other three domains of behavior. Each of us has a natural cadence or pace at which we operate most effectively.

### **Self-Motivated Other-Motivated**

**Thinking**

**Feeling**

**Choicing**

**Dreaming**

**Active**

**Pensive**

Within each of the four Domains of Behavior (People, Path, Product, Pace), there is a continuum of behaviors we refer to as "**Skills**." There are two opposing Skills on opposite ends of the Continuum of Behaviors:

In the **People** domain the two skills are:

In the **Path** domain the two skills are:

In the **Product** domain the two skills are:

In the **Pace** domain the two skills are:

While each of us has a natural tendency or comfort toward one or the other of each of the sets of skills, we each have the capacity to utilize every skill when the need arises. The Interpersonal Technology system helps you to develop an awareness of "how much," or, "where you tend to lean" in terms of a preferred skill. So imagine it as a percentage of how much you rely on a particular skill rather than an all-or-nothing.

## **Defining the "Skills"**

### **The PEOPLE Domain: The Self-Motivated and Other-Motivated**

# Skills

The Self-Motivated Skill—People who are more “Self-Motivated” get their **direction from within**, they are **self-directed**, and have their **own internal compass** that helps guide their behavior. They have **an internal frame of reference** so they go inward to consider their thoughts, opinions, and feelings. Self-Motivated people tend to be **independent**, to have **strong opinions**, to **trust their own logic** and thought process, and they **like to make impact or provoke thought**. Self-Motivated people respond to internal promptings or “self” prompts.

The Other-Motivated Skill—People who have a natural preference toward the Other-Motivated skill **direct their energy and focus outwardly**. They have a more **external frame of reference**, so thoughts, opinions, and feelings are considered in concert with information they are receiving from other sources in their environment. Other-Motivated people are **highly attuned to their external environment** and their **energy and focus is more inclusive and relational**. They actually draw energy from the people and connections in their environment. **Flexibility and a need for affiliation with others stem naturally** from their external or “other” motivation.

**Note:** Self-Motivated does not mean selfish or necessarily shy. Sometimes Self-Motivated styles will be very verbally or outwardly expressive. The difference is that the Self-Motivated behavior will have more to do with provoking thought or making impact, whereas the Other-Motivated behavior has more to do with making a personal connection and building relationships.

## Non-Verbal Behavior Associated with the Self-Motivated and Other-Motivated Skills

Through observation of routine behaviors and non-verbal behavioral cues, you can learn to identify someone else’s Skill preferences or Style when you are engaged in conversation with them.

Non-verbal behaviors common to the Self-Motivated skill: The hallmark of the Self-Motivated person’s non-verbal behavior is an expression of their internal independence. They do not give a lot of non-verbal feedback to let you know what their internal state is; **their body language reflects their internal independence**.

They **won’t necessarily nod in response to your conversation** (in order to give you instant feedback on how it’s going), and they may not smile in response to your smile. (Ex: a “good morning” greeting in the AM, depending on the internal state of the Self-Motivated person, may or may not be returned with a smile.)

They will unconsciously **adopt an independent body posture from yours**, and if you change your posture, they will change theirs to remain non-synchronous with you. They will remain non-synchronous until you reach a point of agreement or have established credibility with them.

Non-verbal behaviors common to the Other-Motivated Skill: The person who has a tendency toward Other-Motivated behavior will:

Do a **lot of nodding** during your conversation in order to make sure you know they are connected with you and following. They **will smile in response to the smiles of other people**, and make **eye contact** with everyone in their immediate surroundings. They **seek connection with their environment and with the people in it**, so they are eager to engage with others verbally and non-verbally.

Another way Other-Motivated people will unconsciously attempt to connect, is to **match your body posture early on**, and then will remain synchronous with you even as you unconsciously change your own

posture. (In a group, they will match the body posture of the people closest to them in proximity, or the person or people they are most aligned with or wanting to make connection with.)

When we begin to develop a greater awareness of these unconscious signals we are sending and receiving, it becomes incoming information we can use to improve our communication.

## The PATH Domain: The Thinking and Feeling Skills

The Thinking Skill– The individual who has a natural affinity for the Thinking skill prefers to use their left-brain to move through the **decision-making process in a linear, logical fashion**, gathering the facts, recording the data, making comparisons, **and analyzing the information** in a way that results in something that, if asked, he/she could walk you back through the process in sequential way to demonstrate exactly how they got from point A to point F, by moving sequentially from A to B to C, and so on. It is what we consider to be a **rational** form of decision-making.

The Feeling Skill– The individual whose preference is for the Feeling skill, has a more **global approach** to the process. The information gathering process begins for them by **engaging the right-brain functions** and **utilizing the entirety of their experience base** to feel or **intuit** what the decision should be. The process uses information from numerous subcenters of the brain, and even neural cells found in the digestive system to piece together what we sometimes call “a gut decision.” It is a process that is very difficult for the individual to share with another person. Breaking it into pieces and walking you through it might look like a chaotic mix of unrelated pieces of information, but research evidence shows the Feeling skill is a valid approach to decision-making, and learning to trust that we sometimes “know without knowing why we know,” is still valid.

## Non-Verbal Behavior Associated with the Thinking and Feeling Skills

The body language associated with these two skills reflects the different cognitive functions that are occurring:

Non-verbal behaviors common to the Thinking Skill: When someone is engaging in the **Thinking skill**, the body language is associated **with limiting movement** in order to maintain focus on the analytical process.

They will keep their arms in close and **gestures small**, their **facial affect will remain flat**, without obvious evidence of the internal thought process that’s occurring. They will maintain a **reserved demeanor**, and will tend to use **precise language** because facts and accuracy are important to them. When they are processing information, they **may leave short periods of silence**, and are generally unaware of the time that has elapsed while they go into their heads to process or analyze.

Non-verbal behaviors common to the Feeling Skill: Non-verbal behaviors associated with the **Feeling skill** look very different than the Thinking skill process. Non-verbal behaviors using the Feeling skill are intended **to stimulate the senses** and light up the right side of the brain. When someone is engaging in the Feeling skill, they will **move their body, use large gestures, and show animation on their face** and in their language. They are comfortable with appropriate touch and may keep less distance between you when they are in conversation. Feeling people enjoy the “Ah Ha” moments that their thought process gives them, and they **may include you in their process by talking it out spontaneously** until all the pieces come

together for them in that “ah ha” moment. When they arrive at a conclusion, they will use more feeling language about their decisions. The movement, the verbal exchanges, and the feeling language are all ways to create access to the riches of their experience base and intuitive senses.

## **The PRODUCT Domain: The Choicing and Dreaming Skills**

The 3rd domain of behavior is the **Product** or Implementation domain. Once you’ve made a decision to do something, how do you prefer to go about implementing that decision? How do you move from the decision point to actually determining the next series of actions to see the project forward? There are two skills or preferred approaches here: Choicing and Dreaming.

The Choicing Skill – For the individual who prefers the Choicing skill, once a decision has been made to do something, he/she will want to move fairly quickly to **shrink the options and move toward closure**. If there are numerous potential paths, they may want to consider 2 or 3 options, pick the one that seems most practical, and try to drive the process forward. They are **task-oriented and results-driven**.

The Dreaming Skill – People who prefer the Dreaming skill, on the other hand, see the initial decision point as just the beginning of **a new opportunity for exploration**. Rather than looking for closure, they begin to **expand the options**, to consider all the possibilities, and do not want to be pushed to limit any option until they have had time to adequately dream or explore the potential of every option. They are **creative, concept-oriented, energized by ideas and theory**, and will, if given the time, come up with a plan or an option that may have been missed without the extra time spent in reflection and exploration of ideas. Although working with the dreamer can sometimes feel like they are deliberately dragging out the process of implementation, without their contribution some of the greatest inventions may never have been conceived.

## **Non-Verbal Behavior Associated with the Choicing and Dreaming Skills**

Non-verbal behaviors common to the Choicing Skill: Aside from recognizing the Choicing preference through observing someone’s routine approach to implementation, you can observe **body language consistent with the desire for closure**. They will stand in a way that appears they are **well grounded, with knees locked back on a stable base**. When walking, they tend to strike the heels of their shoes a little more firmly, and you may hear the click of their heels as they move down the halls. They will **use downward gestures to demonstrate closure**, may use their fingers to indicate limiting of options, and will **use downward inflection in their voice** to close off or limit further exploration. The practical and pragmatic nature of the Choicing person even extends to his/her language and speaking style, where you will hear them use **language that indicates a need for results**.

Non-verbal behaviors common to the Dreaming Skill: The body language of the person in a Dreaming mode **will demonstrate their desire not to be pinned down**. They tend to stand more on the balls of their feet, **may lean forward** as they speak or **shift their body** forward and back or from side to side. When speaking, they will **talk with an upward inflection** at the ends of sentences, and will **make upward gestures with palms open** in order to indicate an openness to options and new ideas.

## **The PACE Domain: The Active and Pensive Skills**

There are two preferences in the Pace factor: Active or Pensive. We call this Domain of Behavior, the **“Influencing Factor,”** because the degree to which an individual expresses an Active or Pensive skill plays a large part in how all the other skills (People, Path, and Product) look to the outside observer.

The Active Skill – If someone is highly Active, they have a **need to see activity occurring** and to create activity within their own environment. They will be **quick to respond**, and **quick to lose patience if the pace feels too slow**. You will not fail to recognize the Active person because you can hear them at work: they **walk faster**, they move faster, **they talk louder** – there is **evidence of them at work**.

The Pensive Skill – This person moves through life with **grace and apparent calm**. They need time to be reflective and are more comfortable making **measured responses**, and deliberate, well thought out moves. They like to **create a strategy before they jump in**, and they need a little extra time to do that. This doesn't mean that the Pensive person is expending less energy than the Active person; it is just focused energy, rather than the more obvious external energy occurring with the Active skill.

The Pensive person may, in fact, be generating an equal or greater amount of work product, but may be overlooked by the more Active person who claims more attention by their outward energy. The Pensive person will **speak in quieter tones, move slower, with less jerky body movements**, and will appear more controlled and relaxed, even if on the inside they are highly stressed.

## The Skills Combine to Make Eight Unique Styles

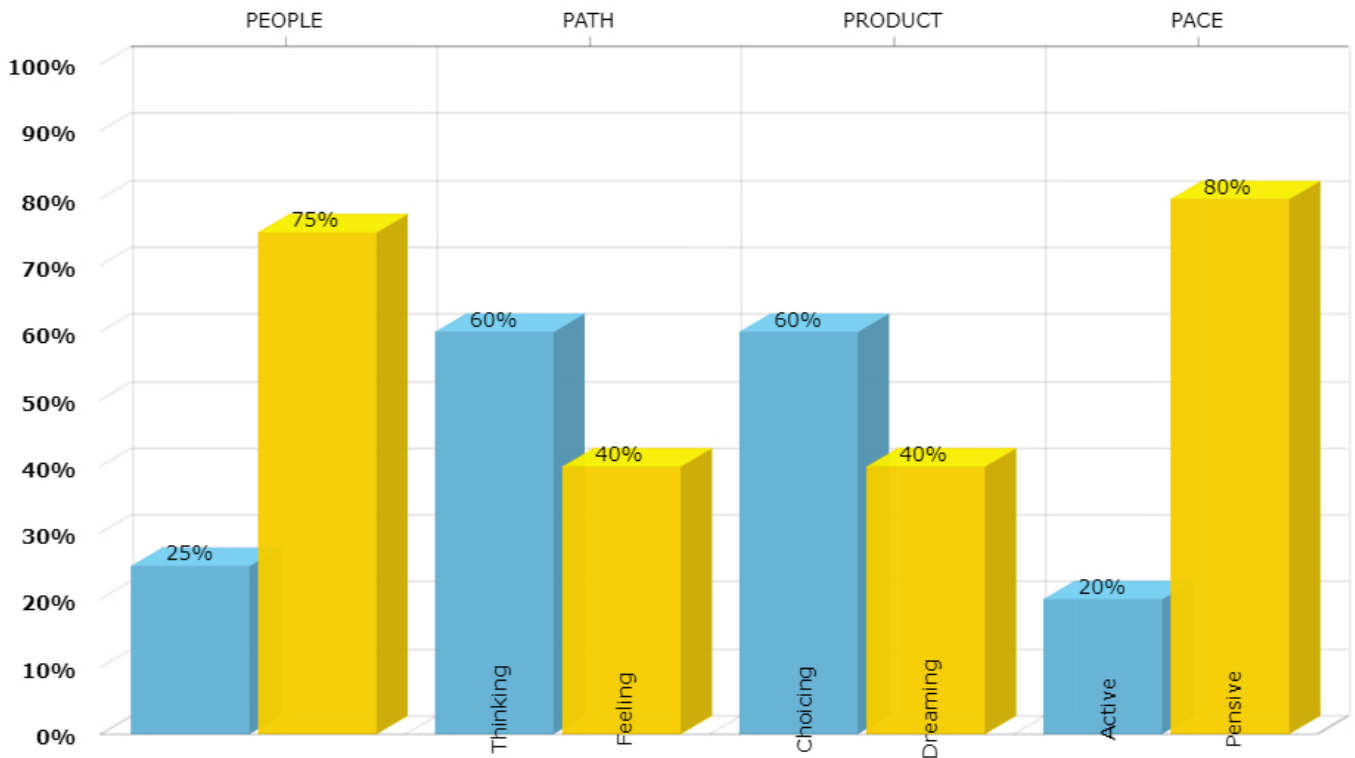
When you combine an individual's People, Path, and Product spheres, and the influencing factor of Pace, it results in a unique Style you can learn to recognize by noting consistent patterns of behavior and observing non-verbal cues.

The Interpersonal Technology<sup>®</sup> system uses a "tree" format to identify, first the Skills, and then the unique Styles that follow as a natural consequence of various Skill combinations. If you can identify first whether someone is Self- or Other-Motivated, and then whether they prefer to make decisions using the Thinking skill or the Feeling skill, and then ask whether they act on those decisions by seeking closure or by expanding options (Choicing and Dreaming), then you arrive at one of eight unique Styles.

If you look at the results of your personal inventory below, you will see a bar graph with the Four Domains of Behavior at the top (People, Path, Product, and Pace) and the two Skills associated with that Domain of activity labelled below (Self-Motivated and Other-Motivated, Thinking and Feeling, Choicing and Dreaming, and Active and Pensive). Each of the bars for the two Skill pairings add up to 100%, and represent an indicator of how much you tend to rely on one Skill over the other. In the lower left-hand corner is your resulting "Style." You can read more about your personal Style below your chart.

# Interpersonal Technology Inventory

## SKILLS

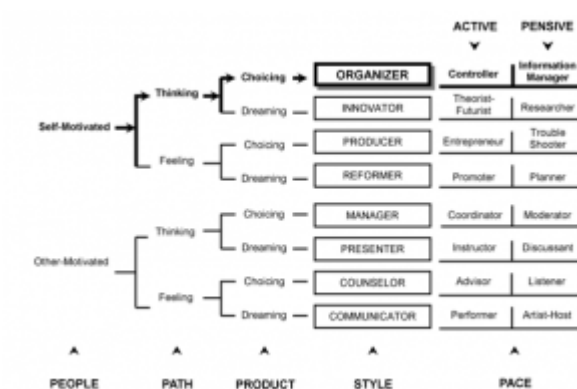


STYLE:  
ORGANIZER-INFORMATION MANAGER

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# THE ORGANIZER

## Tracing the Tree



## Skill Dominance

The three major skills that combine to produce the Organizer style are:

*Self-Motivated* – when engaging in relationships

*Thinking* – when making decisions or solving problems

*Choicing* – when implementing tasks

## Preferred Pace

The degree of intensity with which the Organizer expresses these three skills will be influenced by the Pace factor: *Active* or *Pensive*.

*Active* – When Organizers are more Active, they are more likely to function in the role of controller. In seminars we sometimes use whimsical characters to demonstrate a point. In the case of the Organizer that figure has been symbolized by a referee, because the Organizer/Controller will tell you when you are “out of bounds.” This will take the form of keeping others on schedule, meeting deadlines, and ensuring consistency.

*Pensive* – When Organizers are more Pensive, they can be described as an information manager. They function somewhat like an auditor, tracking and managing by monitoring information or e-mail. If policies and procedures are not in place, they will institute them.

## TEN KEY WORDS

Logical	Steady
Reserved	Pragmatic
Thorough	Analytical
Policy Maker	Rule Keeper
Dependable	Detailed

Major Driver: Practical results

## Distinguishing Characteristics of the Organizer Style

As you have learned, the combination of Skills produces Style. The following behavioral descriptions will help you recognize the Organizer style. Below, there is an overview for those first wanting the broad perspective, followed by more detailed, in-depth information.

***Factual Clarity:*** Since the Organizer’s way of understanding the world is based on a logical assemblage of facts, insistence on clarity is fundamental. Anything that appears to get in the way of a clear path to a logical conclusion will be challenged immediately. Sound reasoning without undue fanfare or unnecessary complication is a highly valued commodity.

***Hard sell, strong allies:*** You will have to prove your case to a person who habitually takes a doubters position in order to ensure sound decisions. Organizers will ask you hard questions; they will be comfortable letting you know they doubt your position, and will expect you to prove its merit. However, if you pass the test of their judgment and they become convinced of the value of your position, they can become strong supporters who have an enduring loyalty. I have come to appreciate this approach of Organizers because it



lets me know where I stand.

***Sense of Schedule:*** Organizers often seem uncanny in their ability to predict how long a particular project will take to complete. Their strong connection with practical reality and their logical approach work together to make them good predictors of time.

***Timeliness:*** Organizers expect professionals to be on time. If you are a more creative type for whom time is less important and you are consistently late, you will be diminished in the Organizer's eyes. There is no reason in their mind for people not to adhere to schedules, and failure to do so will usually be met with a comment about being punctual, or a look that says volumes.

***Detail and Accuracy:*** One of the special gifts that genetics seems to grant to Organizers is the ability to spot errors. It is as if their eyes are drawn directly to the error on page eight of your report. If you have too many simple errors such as typos, it can cause the Organizer to doubt the validity of your ideas. In the same vein, the Organizer wants information in sufficient detail for them to have all the facts. Anything less is not acceptable.

***Work and Play:*** More than any other style, Organizers delineate work and play. Work is work and play is play, and the two do not mix. This explains why they are more serious at work than some of the other styles, and it also explains why they are confused by people who feel it is OK to have fun during the workday.

***Rules are Rules:*** For the Organizer, having a clear set of standards, policies, and guidelines is very important. If these are not in place, they will do what it takes to gain a sense of order and structure.

***Guardian of the Status-Quo:*** Organizers will accept change only after the value of the proposed change has been clearly demonstrated. Otherwise, they will insist that change for change's sake is not a valid reason for altering current practice.

***Practical and Pragmatic:*** Organizers are quick to tell you that they take the common sense approach. They value the practical way of doing things. They are pragmatic, in the sense that they look for a solution for a particular problem in a particular situation, and when they find a solution, they are quick to use it. They are more inclined to the immediate rather than to looking for long-term solutions that will work in a wide variety of circumstances.

***Cost Conscious:*** When making a proposal, Organizers are the ones who want to know the cost early on. They are not interested in waiting until the end of a proposal to hear information about cost. As managers, they will control expenditures more tightly than any of the other styles. Organizers feel that a financially conservative approach is the wisest course of action.

## **Organizer Indicators – Detailed Information**

***Communication Factors:*** A number of significant things about the Organizer's communication expectations are important for you to know:

- They prefer written information so they can consider it fully before discussing it.
- They practice an economy of words in talking with you. They will generally not elaborate or give details unless asked for them.
- They require highly specific answers to questions and will call your hand on anything less.
- They do not enjoy much social conversation and will generally keep that to a minimum.
- They will not give you many non-verbal signals about what is going on with them. (I will elaborate upon this below in the section on non-verbal behavior.)

- They are put off by an emotional presentation.

## Non-Verbal Indicators

The Organizer's non-verbal signals reflect their skill preferences. Recognition of the cues sent by this style can be very helpful aids in your style identification.

***Being still while deciding:*** The *Thinking* skill is engaged when the Organizer moves into the decision-making or problem-solving mode. The result is a decrease in movement. This will take several forms:

- Limited gestures, sometimes limited to the movement of hands and fingers
- Crossing the arms in order to limit movement
- Clasped hands

***Lack of facial expression:*** When engaging in independent thinking, the Organizer often has virtually no expression, or put another way, maintains a fixed expression that gives no signals about their response. This is referred to in non-verbal literature as a "flat affect." This behavior often prompts others to assume the Organizer is being critical or judgmental. When told about this reaction, Organizers are usually surprised, and report that they were only thinking about what they were hearing.

***Adopt an independent posture:*** It is important for Organizers, at even an unconscious level, to maintain their sense of independence. One of the ways they do so is by refusing synchrony (mirroring of body positions), which indicates connection rather than independence. Thus, if someone comes into their presence and seeks to make connection by mirroring their posture, they will automatically move into a different body position.

***Walk/Stance:*** The *Choicing* skill influences the Organizer's walk and typical stance. As a result, you see some of the following behaviors.

- A crisp walk with the foot hitting the floor heel first. This is related to what can be describe as a "military walk."
- When they stop, the feet will be solidly planted on the floor, with little or no shifting of the feet.
- A stance that is erect, somewhat tense, with arms held close to the body.

***Preferring distance:*** Organizers tend to want a greater amount of physical space than some of the other styles. As an example, they will often move forward to shake hands, and then unconsciously step back slightly to gain that extra little bit of social distance they need.

***Voice tone:*** The Organizer is more inclined to speak in a monotone manner, with emphasis on the end of sentences when they want to make a point. This lowering of inflection is a form of anchoring to emphasize when a choice has been made or a conclusion reached.

***Slightly more formal presentation:*** The seriousness with which Organizers approach work is reflected in the manner in which they present themselves. This includes the following behaviors:

- Fewer smiles
- More serious facial expression
- Fewer verbal interchanges

## The Maturity Factor

With each style, there are times when individuals may not express their style in the most mature manner, leading to a misuse of their abilities. This usually occurs when a person overvalues or overuses their preferred skill sets; beyond that, it is also a function of maturity, intelligence, and experience. I have chosen some of the more typical examples of the Organizer's misuse of skills to help you understand the more negative expression of the style.

***Overestimate the value of the practical:*** There is no doubt that one of the major contributions an Organizer makes in the work place is an infusion of common sense and practicality. However, when they refuse even to acknowledge the contribution of creative and innovative input, Organizers can become counterproductive.

***Refusal to enter into meaningful discussion:*** The fierce independence of the Organizer can lead to a refusal to engage in meaningful dialogue with those around them. When this is allowed to happen, both parties lose. This refusal of meaningful dialogue also surfaces in personal relationships. It can be described as stonewalling.

***Refusal to decide in a timely manner:*** Insisting on their own personal timetable for making decisions can result in the Organizer being out of sync with the rest of the organization. Regrettably, they may underestimate the importance of cooperation with others.

***Harsh critique:*** Sometimes Organizers can cross the line with their comments, which often take the form of quick verbal thrusts that can be critical or bitter. These harsh comments are often followed by a refusal to elaborate or explain the comment. They feel the comment should speak for itself.

***Long-term sacrifice:*** The drive for practicality and pragmatism can cause a less-than-mature Organizer to sacrifice long-term interest in lieu of short-term gains.

# THE ORGANIZER

## Skill Combinations:

The combination of skills helps us understand style behavior in a fuller and richer manner than is the case when considering the skills separately. The following are some of the key skill combinations of the Organizer style.

***Self-Motivated and Thinking*** – This combination makes for a strong sense of comfort with independent thinking. This suggests that the person will naturally prefer thinking through things alone before discussing them with others. They will be very comfortable with their ability to arrive at sound conclusions. Finally,

they can take a strong position in the face of differing opinion.

*Thinking* and *Choicing* – This combination results in a natural tendency to develop logical policies and procedures. Organizers will find it second nature to seek sound, practical approaches when solving problems. They will produce orderly, sequential processes when developing organizational structure. This combination will encourage using vigorous analysis for development of any methods and processes.

*Self-Motivated* and *Choicing* – This combination of skills makes the Organizer a great defender of the practical approach. They are comfortable challenging new and different ideas, and they feel an obligation to dispute issues based on cost, efficiency, and productivity. This combination may cause them to overlook others' subjective reactions to such a strong pragmatic approach.

## **If You Are Interacting With An Organizer Style: Non-Verbal Tips**

The Organizer is turned off by high emotional expression, and will often discount such behavior as weak and unstable. You will get a better reception by exhibiting independence in your interactions. You can maximize your effectiveness with an Organizer by observing the following:

- Do not enter into synchrony too early in the negotiation; lack of synchrony is a test of your strength.
- Limit your movements and gestures, since the Organizer primarily receives information and makes decisions through the Thinking path. Too much movement is distracting.
- Exhibit clear *Choicing* behavior by using downward gestures, and by lowering the inflection on the final syllable in your sentences.

## **Do's and Don'ts**

### **Do**

- discuss concrete results
- work from a defined policy
- pay attention to bottom line issues
- double check information to be presented
- strive for accuracy

### **Don't**

- introduce sudden change into a negotiation
- attempt to force a decision too early
- be intimidated by the Organizer's lack of facial expression
- be overly verbal; allow some silences
- be late
- ignore rules, policy, or procedure

## **Some Well Known Organizers**

Richard Nixon

Hillary Clinton

Queen Elizabeth

Al Gore

Angela Merkel

Kevin O'Leary\*

\*Shark Tank's "Mr. Wonderful"

## **Common Professions for Organizers**

Accounting

Engineering

Managing Manufacturing Enterprises

## **For Further Information**

To learn more about your Personal Style and the Styles of other people you live and work with, you may purchase the book, *Interpersonal Technology: The Art and Science of Personal and Professional Effectiveness*, by Dr. James A. Gwaltney, from Amazon ([www.Amazon.com](http://www.Amazon.com)) or Barnes & Noble ([www.bn.com](http://www.bn.com)), or you may contact Mentor Management, Inc. at 214-827-5325 to arrange an in-depth presentation by one of our consultants.