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INTRODUCTION

Have you ever wondered why people with the same education, experience, and skills end up with such different accomplishments? Why do two people so alike end up with one bounding up the corporate ladder and the other struggling? Has your own career advancement stagnated despite your delivery of high-quality work? Are you sabotaging your success with a lack of communication skills, a poor self-image, or the subconscious conveyance of personal perceptions and biases? What about at home? Why are some people "better" at relationships than others?

In this book, we outline the factors that propel careers and personal lives and those that create victims of failed relationships and personal inertia. First, we will present a primer on personality types so that you can immediately start communicating more effectively in the workplace and at home. We will take some time then to layer in complexity, addressing some of the subtler factors that affect relationships and perceptions. We will explore the formation of one's self-image, how it can help or hinder your interactions, and how it often precludes objectivity. Next, we will introduce the concept of transference, through which we address nuances and biases. We will apply the concept of transference to evaluate how individual biases are formed and applied (first degree transference); to explore the implications of the transference from one person to another of an image one person has formed (second-party transference); and finally, to take into account the transfer of an image to a group (third-party transference). We offer several case studies to help you put it in practice. Through examples and quizzes, you can learn how to apply the concepts properly and objectively in both a workplace setting and in your personal life. Finally, we will put it all together to help you create and promote your own personal brand.

Because perceptions are influenced by factors other than verbal communication and body language, we have incorporated appendices to address a few of these topics. In the first segment, we hope to help you better understand corporate culture, how it can affect your interactions and relationships, and whether or not you have found the right "fit." In another annex, we address the influencing power of physical characteristics and behaviors. This topic is often left unaddressed for fear of breaking a taboo on the subject. There is no "right" or

"wrong" answer in this regard, but it is vital that you understand its potential impact. And, finally, given the rise and power of social media marketing, we offer a section on managing your personal online identity.

The Art of Communication

"Failing" in personal relationships and in the corporate world is much easier than some of us might think, but it is even easier to become a "dead ender." Simply put, in the corporate context, "dead enders" are people who won't get fired, but who are heading nowhere. They won't get the big promotion or the big project that will allow them to shine; they will simply stay where they are, period. In a personal sense, "dead enders" are people who are socially inept and don't even realize that they are. They generally "fly under the radar" and never develop the types of meaningful connections and relationships about which everyone dreams.

To fully understand this phenomenon, one needs to understand the dynamics of human interaction. Core personality components and positive interactions lead to growth and success while poor people skills doom many. Why? Often, we are defined by the attitudes and perceptions others have of us. What are the people dynamics that decide our fate? Before we address this question, we must understand our own personality type as well as the personality types of those we work with most closely.

Categorizing the entire population into five personality types is an obvious over-simplification but an effective one nevertheless. This simplification will make it easier for you to apply personality typing, particularly considering that people exhibit both dominant and alternate types and that those types can shift over time and circumstances. Once you have developed some level of mastery of the basic types, you can overlay other factors onto your initial assessment to create a more complex depiction of your subject.

Transference

Positive perceptions go a long way toward moving us forward, while negative perceptions hold us back. But how are these perceptions born? How are they shaped, and how can they be changed? More often than not, these perceptions are a function of human interaction.

These interactions create perception, and through an intricate process of transference, a person's image is molded. What is transference? Simply stated, it is when you, another person, or a peer group agree on who and what you are – be it

through your actions, through others' opinions of you, or merely through groupthink. An image of you is developed (right or wrong) and shared with others. If the image is good, you're golden. If the image is poor, you have a problem.

Understanding transference and putting it to work can give you a competitive edge and help you create a professional presence. Image management mastery is perhaps one of the most challenging skills, largely because it requires tremendous self-awareness and because, until it becomes second nature, mastering it requires attentiveness (a second stream of conscious thought) at all times.

Your Personal Brand

Whether your objective is simply to form an expression of yourself ("the academic," "the rocker," "the info geek," "the athlete") or whether you have more targeted pursuits, image matters. It affects our relationships and our opportunities, and it can have a powerful effect on our self-image. Image and perceptions are mutually reinforcing, be that in a positive sense or negative. If you aren't happy with the direction it's going, you have to force a reversal, which isn't something accomplished quickly or easily.

We mustn't delude ourselves to think that our image is something we control. A person's image is formed by others' perceptions. You can, however, influence those perceptions, and consistency is key. Personal branding, or impression management, is a process by which you influence others' perceptions through your interactions with them and others and, really, through every means of expression. The theory "is framed around the presumption that the other's perceptions of you or your organization become the reality from which they [sic] form ideas and the basis for intended behaviors."[i]

Personal branding is the culmination of all of our interactions and positive or negative transference in the complicated web of relationship of which we are a part. It is the mastery of ourselves and our relationships that furthers us to thrive!

Let's Begin

The coming pages will show how important relationships are to success, how they can define failure, and how transference can make or break your career. They will provide tools for creating more positive communications within your work group, or even at home, that will lead to healthier and stronger relationships. These strong relationships and strong support structures will help you achieve the success you deserve. Let's begin.

THE ART OF EFFECTIVE COMMUNICATION

Chapter 1
A Primer on Personality Types

"All truths are easy to understand once they are discovered; the point is to discover them." ~Galileo[ii]

Individual success at the workplace is to a large extent a product of one's aptitude for developing positive and effective relationships and nurturing them over the course of their careers. This requires understanding the personalities of the people we work with as well as understanding our own behaviors and traits. There are five basic personality traits, or ego states, that individuals exhibit over the course of their interactions. While individuals typically display one predominant state over their lifetimes, the other four states are also present within an individual. These four other states act in a similar fashion to recessive genes in the body and lie dormant the majority of the time. However, people may exhibit different states in different situations, or their state may evolve over time and circumstances. Thus, to avoid oversimplifying the complexity of human character, these types should not be applied too rigidly. For example, your boss may be completely emotionally removed and methodical towards his employees at work, while exhibiting a nurturing disposition at home.

The five personality states identified in this book are: EGO, CARE, FACT, FLOW and WHIM. As each of their names suggest, these personality types highlight the interpersonal tendencies that an individual exhibits. People who find themselves exhibiting an active EGO state, for example, are very ego-driven and self-centered. While oftentimes strong leaders, they can be critical, intimidating, and demanding. CARE types, on the other hand, are concerned

with the well-being of those they care about. They are known to be great nurturers and almost too kind and generous. As the name implies, FACT types are mainly concerned with ideas and facts. They can sometimes be emotionless and introverted because they usually lack strong communication skills. FLOW types are ideal followers; however they sometimes fall prey to inefficient groupthink, preferring to "go with the flow," for fear of standing out. They can be almost blind in their devotion and in their desire to follow, and they rarely offer a genuine opinion. WHIM types are the most carefree in the spectrum of personality states. They remind us of children with their never-ending curiosity and need for fun and entertainment.

Each of these personality states embody very different characteristics, which in turn lend themselves to either complimentary or clashing relationships. In examining the potential for a positive relationship between different personality states, it is imperative to understand the underlying characteristics of the individuals interacting and to recognize how these traits are likely to influence the exchanges that take place. Each of these personality types are likely to cultivate either positive or negative workplace relationships based on how they perceive their counterparts to complement their career objectives and to reinforce their self-image. Given that different personality types have significantly differing goals and highly varied self-images, one must adapt his or her behaviors during interactions with different personality states to produce successful relationship outcomes. This represents the importance of adapting "the art of communication" and eliminating conflict in order to foster an efficient and winning work environment.

The EGO Type

EGO types can be intimidating to other personality types for various reasons. Corporate EGO types can be very vocal at times with their criticisms, judgments, and demands – potentially creating a tense work environment. EGO types are generally excessively ambitious and may exhibit opportunistic behavior such as criticizing, backstabbing, and serious displays of one-upmanship in front of others. Interactions between corporate EGO types can be emotionally charged due to this career-affecting behavior.

EGO types often evoke fear or disdain from those beneath them in a corporate setting because of their "loud roars" and their often abrasive manner. In some instances, EGO types challenge people in positive ways by pushing them to work harder and serving as role models for tenacity and strength. In other cases, they appear as a threat, particularly to those who exhibit some of the

same tendencies and traits. Regardless of how talented an individual may be, if he or she cannot function in a team environment, career advancement to a senior management position is unlikely; that person may forever acquire the label of being difficult to work with.

EGO Types in History

Many important historical figures were EGO types. It is easy to see how their strong, resolute character, large ambition, and ability to stand out allowed them to rise to leadership positions. Names like Alexander the Great, General Patton, and Margaret Thatcher are all synonymous with EGO-like behaviors and attitudes. One of the most representative EGO types in history was Napoleon Bonaparte: general, ruler, Emperor of France, and King of Italy.

Although primarily famous for his military exploits, every aspect of Napoleon's life and character was marked with EGO-like tendencies. From a very young age, Napoleon realized the importance of forging key alliances in order to advance his goals. He befriended people like Augustin Robespierre (brother of revolutionary leader Maximillian), who would advance his military career and thus perpetuate his success.[iii] He wisely realized that his success was dependent not only on himself but also on his ability to work well with others. Through such alliances, Napoleon was able to capture the crown of France and rule over much of Europe, North Africa and the Middle East.

Napoleon was known as a brilliant military tactician. He was ruthless but stealthy, aggressive but cerebral. He frequently used concealment as a tactic, waiting for the right time to strike. He was praised for his impeccable sense of timing and was feared for his callousness. Like a lion in battle, he spared no one – such as his storming of Jaffa: with men, women, and children falling victim to three days of pillage and massacre.[iv] It was precisely this emotionally disconnected and overly ambitious attitude towards war that won him battles in Italy, Spain, Austria, and Egypt. However, it also led to his humiliating retreat in Russia and his eventual downfall at Waterloo.

Napoleon's fall from grace teaches us a valuable lesson about EGO types. One must be wary of one's own ambition. Self-confidence is a good thing if it doesn't become a delusion of grandeur. The EGO type's aggressive nature and the fear they instill in most people provides them the leeway they need to accomplish their goals. If we turn to Napoleon's success, we see that he was most successful when he had the cooperation of his allies and the respect of his subordinates. He lost this strong foundation when his insatiable desire to add to

his empire led him to ignore logic and to fight poorly planned battles. We must remember that even the mighty lion is not invincible and falls prey to smaller but at times more prepared and determined beasts.

Another historical figure who embodied the EGO type was Empress Catherine II of Russia, better known as Catherine the Great. The most influential ruler of Russia since Peter the Great, Catherine was often referred to as an enlightened despot for her strong-handed policies and strong-willed character. Although she was born into German nobility, Catherine had what would then have been considered an unorthodox education by Russian standards. With an unconventional upbringing and no ties to Russia, Catherine seemed a poor choice of a wife for the Grand Duke Peter, future emperor Peter III and nephew of Empress Elizabeth.

Even at age sixteen, however, Catherine set her sights on becoming the ideal Russian woman and empress. She spent countless hours studying the language and perfected it at remarkable speed – allegedly contracting pleurisy while staying up in her freezing bedroom in the middle of the night to learn the language.[v] She readily converted to the Russian Orthodox religion, much to her father's dismay and to the liking of the Russian people.[vi] She learned to carry herself with the dignity, decorum, and poise that her future role required, winning the hearts of her people to the point where she attained an almost iconic status. Her propriety was contrasted by her husband's poor leadership and alienation of the Russian public.[vii]

When Empress Elizabeth died, the shortcomings of Catherine's husband as ruler and man became more evident to the Russian people, while Catherine's devotion to the Russian crown strengthened her following. Much like a lion approaching unsuspecting prey, Catherine learned to be patient and to approach her victims inconspicuously, waiting for the right time to strike. Catherine also recognized the importance of not working alone. She forged alliances (and allegedly affairs) with members of the army and with influential thinkers of the time, such as the writer and philosopher Voltaire.[viii] This prepared her for eventual rule.

Her opportunity to strike came when Peter, increasingly unpopular with his people due to his great admiration for all things Prussian, grew tired of her and reportedly ordered her arrest. She then humbly appealed to the Russian army for support because she feared for her life and received a warm welcome. Her cause received approval not only from the army but from Russian subjects everywhere, even among members of the Russian Orthodox clergy.[ix] As the

backing for Catherine became more powerful, the Emperor saw the futility of a struggle and peacefully abdicated the throne to his wife.

Less than a week later, Peter III died suddenly. It has been contended that Catherine might have had something to do with his demise, but that remains a much-debated topic to this day. If true, this theory serves as confirmation of Catherine's EGO-like tendencies, revealing that she was cold-blooded when it came to achieving her goals. Unlike Napoleon, however, she was able to maintain her status as empress because she exercised prudence and checked her personal ambition.

How to communicate effectively with a predominately EGO type

The key to communicating effectively with an EGO type is to exhibit confidence balanced with submission. The moment an EGO type notices weakness of character or a lack of conviction in a person's words, he or she will take advantage of the opportunity or dismiss the individual and his or her message altogether. One must master the skill of stroking the EGO type and avoiding the appearance of threat but also without appearing small-minded, weak-willed or phony. Body language plays a key role in interactions with EGO types. If your body language expresses confidence and alertness, it sends a clear message that even though you might take orders from an EGO type or verbally give in to their demands or criticisms, you are a person worthy of respect and will not fold under their pressure.

History provides a great example of this if we turn once again to Napoleon. One of the only people Napoleon ever saw eye to eye with was Josephine de Beauharnais, his lover and first wife. Many speculate that he was enamored with Josephine because she had an incredibly strong personality. A popular anecdote about their wedding night is illustrative. Josephine had a pet dog named Fortune, whom she adored. The evening of their nuptials, Josephine allegedly brought the animal to bed, but Napoleon flatly refused to allow the dog to sleep with them. She responded that if the dog didn't sleep on the bed, then neither would she. Her resolve was so obvious to Napoleon, he gave in to her demands.[x] The EGO type received EGO type treatment and was thus subdued. Subsequently, Napoleon, Josephine, and Fortune shared a bed whenever he wasn't in battle and away from home.

It is important to underline, however, the tremendous risk that Josephine took by behaving in such a way. We must keep in mind that Napoleon could have easily refused to let the dog sleep with them and

Josephine would have been left in a completely vulnerable position. The bigger EGO (Napoleon) could have "devoured" the smaller one (Josephine). Although this was a "battle" won by Josephine, the "war" was definitely Napoleon's for the taking. Josephine proved to be intelligent at picking her battles and remained in Napoleon's good graces because she was willing to give in to the majority of his demands. Moreover, Josephine proved to be such an adept follower of her husband that she even consented to a divorce because she was unable to produce him an heir.

Interacting with people who are predominately in an EGO state can be challenging due to their bold character. One must be aware of their aggressive tendencies and, in many cases, their voracious appetite for victimizing or disposing of others. To survive an EGO type, one must be wary of how he or she will react to three different possible approaches. In the workplace, if you approach the EGO type in complete submission, you can expect to fall prey to their criticisms, judgments, and tirades. Essentially, you will keep your job but may be mercilessly victimized because of your inability to elicit respect. You may, however, achieve positive results in the short run because the EGO type will not see you as threat. Career advancement in such a situation, however, may prove difficult because the EGO type will not deem you as worthy of being part of his team and may be reluctant to promote you or provide special assignments that can allow your talents to be showcased.

The second and most successful way to deal with an EGO type is by what we call intelligent submission. In theory, you are completely obedient to the person's demands while cultivating a mentor-like relationship. In doing so, you stroke his or her ego while maintaining a sense of personal dignity. If an EGO type identifies you as a non-threat with dignity, he or she will actually respect you and invite you to become part of the team. If you play your cards right, you may even move past merely surviving an EGO type to actually growing under their leadership. Catherine the Great practiced intelligent submission for years before she became empress by being a devoted wife and extremely loyal subject to Empress Elizabeth. She grew under an exemplary EGO type (the Empress) and became one in her own right by cultivating favorable relationships and quietly preparing for her day in the sun.

The last way to approach an EGO type is one that may provide mixed results in the short term but will undeniably lead to open conflict in the long run. This was Josephine's method with Napoleon on their wedding night. By openly challenging him, she succeeded in achieving her goal, but how many times did Josephine dare openly challenge Napoleon and how many times did

she actually succeed? With an EGO type of Napoleon's caliber, chances are that he would "eat her alive" after a series of confrontations, because such a circumstance would threaten his ego and create a "kill or be killed" scenario

The CARE Type

CARE types are the complete opposite of EGO types, which can be either positive or negative depending on the circumstances. They are extremely accommodating to everyone's needs, sometimes giving themselves second priority. Because of their accommodating nature, CARE types are often exploited. They are generally liked by their peers because of their pleasant disposition, but they can appear (and oftentimes are) insincere, which can make them frustrating individuals with whom to work.

CARE types can usually be found in all industries but especially in people-centric fields. They love interacting with others and are in their element when in a position to mentor, guide, or train others. They have a friendly disposition and generally keep their door open to encourage visitors.

As a manager or boss, a CARE type's nurturing disposition can result in both encouragement and frustration. They often praise their employees, sometimes before they have had chance to review their work, because they naturally want to support them and to ensure their well-being. For an employee, this can be helpful because it boosts self-confidence. Under the tutelage of a CARE type, weaker personality types may find just the amount of assurance they need to develop and mature. While rewarding at times, the fostering nature of CARE types also has the potential to cause problems in the workplace. Measuring one's performance under the management of a CARE type can be incredibly difficult because mistakes and poor performance are rarely pointed out and corrected. Under a CARE type, one may labor under the false impression of doing a stellar job and be surprised about never receiving a much-expected promotion or pay raise. This in turn can breed an unhealthy work environment and have serious long term consequences.

In a team environment, CARE types have difficulty saying "no" to a request. It is therefore fairly common to see colleagues take advantage of the CARE type's kindness by foisting off work they should be doing themselves. Much as children take advantage of a more lenient parent, colleagues play on the CARE type's inherent need to nurture.

The CARE Type in History

Numerous CARE types have earned a place in history as a result of their nurturing ways, including great philanthropists, religious figures, civil rights activists and other humanitarians. Many CARE types are widely admired and respected. We will now examine two CARE types that exhibited nurturing behavior towards the people under their care, but who did so in very different ways. Mother Teresa of Calcutta is one of the great humanitarians of history. Through the years, her name has become synonymous with words like love, compassion, and kindness. Born in Macedonia to a family of Albanian decent, Agnes Gonxha Bojaxhiu felt a strong attraction to missionaries and their work from a very early age. She said she heard God's call to a life in the Church at the age of twelve.[xi]

Agnes began her life as a nun in Ireland under the order of the Sisters of Loreto. After learning English, she moved to Darjeeling, in the foothills of the Indian Himalayas to begin her novitiate. When she took her first vows, she assumed the name of Teresa in honor of the patron saint of missionaries[xii] and promptly began her missionary work by moving to Calcutta. There, she taught children at the Loreto convent school. She became progressively worried and disturbed by the poverty she witnessed all around her.[xiii] She felt she was doing the best she could to help, but it was hard to truly understand the people to whom she ministered. One day, on the way to a spiritual retreat, she felt what she later described as the "call within the call." She claimed that God spoke to her and said that she was to leave convent life and to help the poor by living among them. This, of course, meant that she had to leave the comforts of the convent for a difficult and trying life. It is reported that during her first year as an independent nun, she, alongside many of the poor she intended to help, had to beg for food and supplies.[xiv] Mother Teresa was willing to undergo self-sacrifice to promote the well-being of the people about whom she cared. Her desire to nurture others and to help was so powerful that she soon caught the attention of people everywhere, including the Indian Prime Minister, Jawaharlal Nehru.[xv]

Two years after she left the Loreto convent, Teresa received permission from the Vatican to start a congregation called the Missionaries of Charity. The mission of the organization was to care for, as she herself stated, "the hungry, the naked, the homeless, the crippled, the blind, the lepers, all those people who feel unwanted, unloved, uncared for throughout society, people that have become a burden to the society and are shunned by everyone."[xvi] The

Missionaries of Charity began as a small one-center operation with thirteen volunteers and quickly became the global phenomenon that it is today with over 500 missions and 4,500 nuns in over 100 countries, helping hundreds of thousands of people.[xvii] Over the years with the Missionaries of Charity, Mother Teresa raised global awareness of the need to provide care for the less fortunate and forgotten. She eventually received international recognition and numerous awards – among them the Nobel Peace Prize. Her legacy lives on because she taught others to look within themselves and to connect with their nurturing state whether active or dormant.

Our second example of a CARE type in history hails from the same country where Mother Teresa lived and worked the majority of her life: Mahatma Gandhi, major spiritual and political leader of the Indian Independence movement. Like Mother Teresa, Gandhi impacted the lives of thousands, if not millions, of people with his hands-on commitment to positive change and activism. His CARE type nature shined through in all of his efforts and teachings, and as a result, he inspired many people around the world to reach within themselves to see good in others.

Mohandas Karamchand Gandhi was born in 1869 as the son of the Chief Minister of Porbandar and his wife. They were members of the business caste and were, therefore, more privileged than most of the people in the rest of their nation. Heavily influenced by his family to become a barrister (a type of lawyer), Gandhi studied law in London and began his career as a lawyer when he was hired by an Indian firm in South Africa for one year to attend to the needs of the Indian community in the region.[xviii] It has been speculated that his years in South Africa were the reason for his later activism in the field of human rights. While living there, Gandhi was exposed the terrible racism and dreadful living conditions experienced by his fellow countrymen and black nationals and became inspired to ameliorate the situation in any way that he could. After years of service in South Africa, Gandhi moved back to India in 1915 where he would live out the rest of his life.[xix]

Back home, he became a well-known political figure as well as a spiritual leader for the masses. He encouraged his fellow countrymen to embrace their Indian identity and one another and to strive for independence from the British by using nonviolent means. Much like Mother Teresa, he felt that (in his own words), "the best way to find yourself is to lose yourself in the service of others."[xx]

Gandhi took the responsibility that came with being such a high profile political and spiritual leader very seriously. He was heavily committed to the ideals that he preached and became famous for his resolute stance against non-violence. In order to accomplish his goals without employing popular means like violent protesting, Gandhi would go on hunger strikes for weeks at a time, travel to small villages on foot promoting his message of "non- cooperation" rather than that of "civil disobedience," and he willingly went to jail more than once. Much like Mother Teresa, Gandhi chose a life of simplicity and of humble means, and rather than focusing on acquiring material riches, he worked on his spiritual wealth. His message to his people and to the world was one of love. He believed that in order for his people to achieve their long-awaited independence and for the British to "quit India," they would have to learn to love and respect each other. He said, "Whenever you are confronted with an opponent, conquer him with love."[xxi]

After all, what good was getting the British out if their social institutions remained? Most people in history, when faced with situations similar to his, chose to revolt using violent means in order to overthrow or defeat their enemies. Gandhi, however, was true to his word; he tried, even with the British, who had brought so much unhappiness to his people, to "conquer them with love" and never resorted to aggression.

Gandhi's CARE type nature taught the world many valuable things about politics, cultural identity, and the human spirit. One of the most valuable lessons that Gandhi imparted on his followers, however, had to do with accountability. When he said, "Be the change you want to see in the world,"[xxii] he challenged every individual to take action in the face of injustice rather than remaining concerned but uninvolved.

Both Mother Teresa and Gandhi exemplified CARE types to a degree that will be very hard to replicate because most people lack the moral convictions and strong determination that they both possessed. They were willing to risk their well-being for the well-being of others and will thus be remembered as arguably the two greatest humanitarians of modern history.

How to effectively communicate with a predominately CARE type

Communicating with CARE types can be relatively easy because they are experts at making those they live, work, and play with feel comfortable. They constantly make an effort to provide a nurturing environment and go to great

lengths to be helpful to others. These characteristics, combined with a CARE type's approachability, often make them excellent mentors and managers.

To communicate effectively with a CARE type, it is important to acknowledge his or her role as such. One must approach him or her with a sense of humility and respect. One must seem eager to listen and to learn from them and must be willing to let them "grab the reigns" to a certain extent. Asking questions and using phrases like, "in your experience…" or "what would you do?" can prove extremely productive in establishing a relationship with them. One must also be wary of interrupting a corporate CARE type because it is a sign of disrespect that makes them feel unappreciated. Eliciting constructive criticism from a corporate CARE type can be difficult because it is not in their nature to make those they care for feel uncomfortable. However, to keep a relationship between two people truly honest, critical exchanges must occur. The most efficient way to initiate a conversation with a CARE type is to state first how valuable you think their opinion is and then diplomatically move them toward giving you an answer with phrases like "if you had to pick one thing that I can improve…" or "it would sure mean a lot to me if you could tell me what areas I need to work on…." It is this kind of honest and productive approach that leaves no choice but to elicit the sought answer and is a sign of a mature individual and a forward thinking employee, family member, or friend.

If you portray yourself in this way and use the outlined techniques, you are likely to earn a CARE type's regard, and he or she will feel the necessary kinship to consider you worthy of protection. In fact, if a CARE type considers you part of his group, he or she will seek to defend you if you are threatened.

The FACT Type

Corporate FACT types are typically viewed as symbols of wisdom. FACT types in the office are usually the introspective people who enjoy managing information. They often receive labels like "techie" or "go-to-guy" because of their strong problem-solving abilities and expert knowledge in technical fields. FACT types rely on their technical abilities to compensate for their shortcomings in other dimensions, namely underdeveloped communication skills. Because of this, they usually prefer highly specialized fields that don't require these skills. Contrary to popular stereotypes, FACT types are not limited to science and technology jobs but can be found in all professions. FACT types can be counted on for their reliability, precision, focus, and depth of knowledge in their respective fields. They hate making mistakes because a large part of their ego

and self-worth depends on their ability to perform well and to solve problems. This tends to make them very cautious, but they can be excellent teammates if fellow coworkers lack these qualities.

FACT types in the office often enjoy working with the door closed. They are more private and do not like to socialize unless it is absolutely necessary. Their detached behavior is sometimes interpreted as arrogance, and they come under scrutiny by coworkers or bosses as a result. Taking the time to understand the motivation behind such behavior will show that, for the most part, FACT types tend to like being on their own not because they think they are superior but rather because they feel inadequate. They lack good communication skills and are hesitant to engage in conversation as a result. Remember, they are used to being good at what they do.

Dealing with FACT types can be rewarding but also frustrating. Identifying a FACT type is relatively simple. However, knowing how to communicate effectively with them is much more difficult.

The FACT Type in History

Generally speaking, FACT types, because of their solitary dispositions, have made history mostly in fields not requiring much interaction between people. Many successful FACT types can be found in science, where research can oftentimes be accomplished largely alone. Marie Curie is an excellent example of a stereotypical FACT type who found success in various scientific fields. We must be careful, however, not to limit this type to the world of scientific research, as they can be found in virtually all fields. Warren Buffett, for example, is well known for his FACT-like tendencies and quirks and has proven to be one of the most successful businessmen in history. In the following, we will examine individuals and their FACT-like tendencies to further enhance our understanding of their position in the workplace.

Marie Curie was a pioneer in the truest sense of the word. A woman of fierce determination, Curie accomplished many historical "firsts." She was the first person to discover the properties of radioactivity; the first woman to win a Nobel prize; the first twice-honored Nobel Laureate (still the only person to have achieved this recognition in two different fields of science); the first female professor at the prestigious Sorbonne; and the first woman in France to complete a doctorate degree, among many other accomplishments.

Curie was born in Poland during its Russian occupation. Her parents – no strangers to adversity – imparted to her the importance of learning and a good education.[xxiii] Her love of knowledge was clear at a very early age; it has been reported that she skipped sleep and meals to study as a teenager. Marie was so preoccupied with learning that she did not socialize outside of her family. Education and accomplishment were always her priorities, and she received no pleasure from social interaction if it was not related to these goals.[xxiv]

After dabbling in different fields, she soon found her affinity to be in the worlds of science and mathematics. She eventually moved to Paris and found success as a physicist and chemist, specializing in the magnetic qualities of metals. She, along with her husband Pierre, discovered two new elements (radium and polonium), which revolutionized the scientific community. Pierre, like Marie, was a FACT type and was very understanding of her obsession with knowledge. They both relished their time in the laboratory, where Marie felt her greatest sense of accomplishment. In her own words, "it was under this mode of quiet living, organized to our desires, that we achieved the great work of our lives...."[xxv]

Although a patent for the process of discovering radium alone could have earned them enough money to live comfortably, "like many of their colleagues in Paris, they believed scientists should spend as little energy as possible on personal financial matters, devoting their lives to pure scientific research for the benefit of all humanity."[xxvi] They, therefore, decided not to patent the radium - isolation process, which benefitted their fellow scientists by reducing the cost of research on radioactivity. Pierre and Marie's achievements might not have brought them financial rewards, but it did bring them unwanted fame. Marie relished her independence and constantly felt trapped by her status as a public figure, hindering her ability to work peacefully and effectively in her laboratory. As a true FACT type, she was quoted as saying that people should, "be less curious about people and more curious about ideas."[xxvii] However, she realized that her fame could benefit advancements in her newly invented field of radioactivity, so she reluctantly fulfilled her social obligations, even if she never felt as comfortable in society as she did alone in her laboratory.

Marie Curie's life was filled with great moments of achievement, grief, and scandal (after her husband died, she reportedly had an affair with a married man). The one thing that remained constant, however, was her loyalty to her desire for knowledge and FACT-like tendencies, even though other FACT types in her shoes might have been tempted to change as a consequence of their newly acquired fame. Albert Einstein, her contemporary, phrased it best when he said,

"Marie Curie is, of all celebrated beings, the only one whom fame has not corrupted."[xxviii]

Another FACT type who has enjoyed tremendous success and has undoubtedly found a place in history is Warren Buffett, the third wealthiest man on earth according to Forbes magazine (2011). He, too, could afford to live in the lap of luxury, but Buffett is well known for his unpretentious and frugal lifestyle (except for his love of flying on his corporate jet). He has lived in the same five bedroom house for over fifty years and gives himself a yearly salary of only about $100,000 when the average compensation for CEOs of companies like his Berkshire Hathaway is in the millions.[xxix]

Like Curie and most FACT types, as a child, Buffett showed that he possessed a tremendously curious mind. He began working at his father's brokerage firm when he was just 11 years old. By then, he already had an extremely keen understanding of business and mathematics and wanted to see it put to good use. He began studying capital markets and made his first stock purchase the same year[xxx] – an action that would forever change his life. As he grew older, Buffett involved himself in several small ventures and proved to be a successful entrepreneur.

This intellectual curiosity and drive were largely responsible for Buffett's early success; however, his incredibly methodical approach to business, his commitment to reason, and his unwillingness to follow crowds is what has really made him successful in the long run. Warren is a processor; his behavior is consistent with his views; and he has never given into convention. He has expressed his ideas on the matter by saying, "a public opinion poll is no substitute for thought."[xxxi] He approaches possible acquisitions in a very methodical and logical way, rarely following market trends or predictions. He is so set on his personal logic that he virtually ignored the internet boom of the 1990's because he claimed that he couldn't "see" where the companies were going! Instead of getting carried away by this new speculative phenomenon, Buffett stuck to his way of reasoning, something that saved him billions when the technology market crashed.

Buffett has claimed that, "risk comes from not knowing what you're doing."[xxxii] Like other FACT types, Buffett knows that if he prepares correctly for the time to strike (in his case, to acquire a company) his likelihood of achievement is high.

Buffett has proven himself over and over again through the years as a wise corporate FACT type. *Time Magazine* voted him one of the 100 most influential people in the world; President Barack Obama awarded him the Presidential Medal of Freedom, and *Foreign Policy*'s 2010 report named him, along with Bill Gates, as the most influential global thinker.[xxxiii] What is most impressive about Buffett is how much he has achieved with such a simple formula: stick to your logic and do not let other people's behavior influence your decisions. His very private approach to decision making and his sometimes puzzling decisions prompted one of his employees to say, "I could easily spend a lot of time trying to analyze Warren if I didn't consciously try not to… There are certain mysteries you just have to accept."[xxxiv] It appears that, when you are good enough to be proclaimed "the Oracle of Omaha," the isolation of a FACT type is no hindrance to success!

How to communicate effectively with a predominately FACT type

While FACT types exhibit tremendous knowledge, they typically have limited communication skills. Whenever prompted to speak, they usually have intelligent thoughts but may not be able to verbalize them effectively. This can make communication efforts awkward on both sides. There are, however, several ways to improve communication with a FACT type.

The first principle is to have an open mind. One mustn't assume that a FACT type is uninterested in a conversation simply because he or she does not contribute to it. Reluctance to speak is likely due to insecurity. Engaging in behavior that undermines or ignores them will make the FACT type even more uncomfortable. Interrupting them is probably the worst mistake because it serves as a direct challenge to their intellectual prowess. By interrupting a FACT type, you are basically sending the signal that you are uninterested in what they have to say: This is the ultimate insult.

As natural born processors, FACT types may spend more time processing information they hear and will offer their opinion only when they have gathered their thoughts completely. This is precisely why other means of communication, such as email, may be more effective. FACT types feel safer communicating in writing because it relieves the pressure of being rushed and being "on the spot" in front of peers or managers.

When communicating in person, FACT types tend to focus on the facts being exchanged in a conversation, not the people involved. They are great listeners and often use silence to control situations, unlike extroverts who tend

to fill silence with small talk because it makes them feel uncomfortable. When communicating with FACT types, one must avoid small talk and try to be as direct as possible. Even then, one must be prepared to receive answers like "I'll think it over" more than once. However, for the most part, when a FACT type makes up his or her mind, it is difficult to get them to change it.

The FLOW Type

FLOW types are highly social beings who rely on being part of a group to feel comfortable and secure. They typically follow the crowd and constantly check to make sure that their fellow FLOW types are with them. This band-wagon approach has its advantages, but it can also prove detrimental to a FLOW type's career.

Being the ideal follower can bring many benefits under the right conditions. Not going against the current and not challenging rules usually guarantees staying in the good graces of managers and peers who are satisfied with the status quo. FLOW types tend to fare relatively well because their intrinsic desire to follow a leader will lead to few points of contention with the boss, especially when dealing with aggressive EGO types. FLOW types, however, are commonly subject to being exploited, as they are viewed as vulnerable and easily influenced.

Managing FLOW types can be positive if one is not looking to work with free thinkers. In a structured and highly bureaucratic environment that is more task oriented than idea oriented, they are ideal because they are diligent and do not question the system. But who will get the promotion? Many times, the best and most loyal follower of the manager will receive the desired position. However, when it comes to promoting someone to management, when the call is for an individual who has exemplified leadership and has the ability to make decisions on his or her own, FLOW types rarely fit the bill.

When FLOW types are left on their own, outside their comfort zone, they will have a strong negative reaction. Thus, while promoting a FLOW type might seem beneficial in the short run because it will not disturb the corporate status quo, it might prove disastrous in the long term by creating a stale environment void of innovation and "thinking outside the box." This is particularly true in today's dynamic world of innovation, market-movers, and high-speed communications, a world that prizes creativity and "thinking on one's feet."

Looking for FLOW types that have made history is an inherently difficult task because their very nature prevents them from assuming leadership roles or individually standing out in particularly important situations. However, as we have made it a point to underline the fact that FLOW types find power in numbers, we apply this perspective in addressing their role in history. Our first example of FLOW types in history is in a traditional role of obedient soldiers. In our second example, we see what happens when FLOW types band together for a cause and successfully bring about social change.

When looked at objectively, soldiers are conditioned to embody all of the characteristics of the ideal FLOW type. They have been disciplined to follow specific protocols and regulations by an authority figure and have put their trust in the leaders that they follow. Soldiers are taught to follow without question, knowing that it might mean risking their lives in the process.

Soldiers learn to function as an individual unit within a group. Although military tactics have changed drastically with the passing of time, fighting generally remains group activity, and soldiers find safety in numbers. Soldiers tend to find comfort in knowing that they are part of a team, even when deployed alone or dispersed.

The effectiveness of a military unit depends on every individual, seen or unseen, playing their part to the fullest extent and contributing to the unity of the whole. Soldiers are rewarded for how effectively they play their role. This translates into loyalty and discipline as well as to submissiveness to their senior officers both in training and in battle.

Our second example exhibits the power and influence FLOW types may yield when unified for a cause. Although many of the daughters, sisters, and wives involved in the movement for universal suffrage during the 18th and 19th centuries in the United States were probably obedient law-abiding citizens with a high regard for the government they were able to collectively exhibit behavior that most would likely have individually shied away from. This unified front eventually earned them the right to vote under the Nineteenth Amendment to the United States Constitution.

"The suffragist movement in the United States was an outgrowth of the general women's rights movement that officially began with the Seneca Falls Convention of 1848. Several leading figures in the antislavery movement had also begun to question the political and economic subjugation of women in a

society that claimed to be a democracy."[xxxv] At Seneca Falls, they adopted the philosophy that women are equal to men and should be regarded as such in the eyes of all members and institutions that composed their society. They also felt that women should have the right to preach, to be educated, to teach, and to earn a living as a consequence of the equality that they stated that existed.[xxxvi]

With a strong belief system already in place, the women behind the suffragist movement had to organize themselves in order to make their wishes come true. Under the leadership of Susan B. Anthony and Elizabeth Cady Stanton, the people behind the movement (initially divided into one group approaching suffrage at a state level and another at the federal level) united with the formation of the National American Woman Suffrage Association.[xxxvii] With the coming together of the two groups and a more united front, these traditionally submissive and obedient members of society (remembering that these were women before the feminist movement of the 1960's and 1970's) started a wave of positive social change. However, "the efforts of the women's suffrage organizations met with determined resistance. By seeking a voice in politics, women were challenging the conventional belief that women's proper sphere of influence was domestic, while men properly dominated the public sphere, including the political process."[xxxviii] They found opposition even among women themselves that was based on the belief that women had the ability to influence policy through their husbands, brothers, and fathers at home and, therefore, had no need to meddle in affairs in the public arena.[xxxix]

Realizing that a unidirectional approach towards their goal was not going to be successful due to the lack of widespread support, the women of the suffrage movement changed their tactics in order to appeal to even the most traditionally-minded opponents. "They began to argue for women's suffrage within the framework of traditional views about women's proper role in society. Rather than focusing on issues of justice or equal rights, they argued instead that women would bring their moral superiority and maternal instincts into the often brutal arena of politics."[xl] This approach made the movement seem less radical and controversial to the public and, when joined to the fact that women were willing to be a part of and had been a key to the success of the American war effort during 1917 and 1918, it seemed only natural that women be allowed to participate in a collective effort to improve society by helping elect officials.

Little by little, the women of the suffrage movement won battles that would eventually lead to their victory in 1920 when Tennessee became the

thirty-sixth state to ratify the Nineteenth Amendment. After years of rallying, picketing, hunger strikes, parades, lectures, and arrests, this stereotypically FLOW type group proved to everyone, and more importantly to themselves, that they were worthy of being regarded as equal to men under the law of their beloved nation.

How to communicate effectively with a predominately FLOW type

Communicating with a FLOW type can be a very one-dimensional process. While providing information to them is simple enough and "bringing them on board" with different issues proves easy, eliciting a response other than what one wants to hear may prove difficult. FLOW types are conditioned not to question authority, and "thinking outside the box," much less actually voicing their thoughts, can be extremely difficult. They fear falling out of favor with the boss or their peers and being left alone.

FLOW types, it should be emphasized, are generally genuine in their desire to follow. There is no point in being frustrated when a FLOW type fails to provide original thought or input. Many FLOW types believe strongly in the leadership they have chosen to follow. In political elections, for example, millions of people behave like FLOW types and participate in long and sometimes inconvenient campaign and voting processes because they feel strongly about the leadership of a particular party or candidate.

This does not mean, however, that FLOW types lack the ability of being individual thinkers. They are often afraid to voice their own ideas because they are accustomed to functioning under a specific protocol, and they become fearful of standing out and making themselves vulnerable. The most effective way to approach communicating with a FLOW type is by making them feel at ease. It is very important to provide a nurturing environment to make a FLOW type feel relaxed and more willing to open up. This can be accomplished by making them feel like you are partnering with them and that they are part of a bigger unit or team. Using words like "we" and "us" will facilitate this process and make communication more effective.

The WHIM Type

Corporate WHIM types can be dynamic figures in the workplace. They have a propensity to have effusive personalities and tend to be very social with their peers, subordinates, and superiors. Like the other personality types, they are found in all industries; however, they generally fare best where creativity is

required and bureaucracy is kept to a minimum. They are likely to be those responsible for "spicing things up" in their environment because they bore easily and are always looking for the next thrill.

Because WHIM types often engage in what we consider to be childlike behavior (playing games, joking around, etc.), it is very easy for us to think of them as existing only among the younger generation of employees in an office. However, WHIM types of all ages engage in highly social and playful behavior.

With this playful nature, WHIM types sometimes lack an awareness of propriety. Because they view things in a lighthearted way, they sometimes find it difficult to distinguish between appropriate and inappropriate office behavior. Their curiosity and inquisitiveness can cross the threshold of propriety with a question or comment to one of their colleagues.

WHIM types may "push the limits," which can lead to both positive and negative results: positive when it showcases properly channeled high energy levels yielding spectacular results, but negative when it serves as a symbol of disregard for authority and angers those around them.

WHIM Types in History

WHIM types are known for being creative types who generally enjoy doing things their own way. In life and in business, they are known to be on the eccentric side and generally bring attention to themselves through their ever-present desire to "push the envelope." We will now explore the lives of two famous WHIM types to illustrate that even unconventional rebel types can succeed if they channel their energies in a productive way. The first WHIM type we will examine is Sir Richard Branson, well-known entrepreneur and founder and CEO of The Virgin Group.

Like many of the other public or historical figures previously cited, Branson began his long list of accomplishments at a very young age. He started his first business venture at age 16.[xli] He was never a very good student, but he started a successful student magazine and then added a mail order record operation to his up-and-coming empire that quickly grew to a chain of record stores and eventually the Virgin Music Label and others.

Like other WHIM types, Branson is known for his playful nature. He has a famous sense of humor and has repeatedly shown he is not afraid of making a joke at his own expense if it means a good laugh. He is also well

known for creatively launching and running all his ventures. He dons bizarre costumes at almost all of the openings and is not afraid of cross-dressing or nudity. He shaved his famous beard and wore a wedding dress to his launch of Virgin Brides, a one-stop wedding planning shop for women.[xlii] He also did a "Full Monty" with only a pack of Virgin Soda covering his privates as a marketing stunt for that venture. This fearlessness has contributed to his iconic status in Britain.

Branson's track record as a businessman teaches us a good lesson about WHIM types in general. His creativity, energy, and curious spirit have made him tremendously successful. He is reportedly worth about $4 billion[xliii] and runs the Virgin Group of more than 300 individual companies.[xliv] While the group as a whole has been successful, many of Branson's ventures have not equaled the success of his airline and music label. In fact, many of his ventures have struggled. His rail business has had infrastructure and on-time problems. His soft drink, Virgin Cola, had less-than-stellar performance, attempting to enter an already entrenched and highly competitive market.[xlv] This lackluster performance has been attributed to Branson, in very WHIM-like fashion, pushing limits that weren't meant to be pushed. Some say his ventures have been poorly researched and have been unsuccessful because they do not fill a void in the market. It is impossible to be in all places at once, but Branson never seems to stop trying.

WHIM types are usually remembered in history for being great innovators or great dreamers. Their success is determined by the ability to channel their creative energies and visions in a practical way. With more incredible ventures in the works, Branson may prove once again that dreamers, if given the right resources, are the most incredible achievers.

Another illustrative example of a successful WHIM type is Madonna, who according to The Guinness Book of World Records (2000), is the most successful recording artist of all time. However, much like Branson, Madonna is a renaissance woman, who can claim success as a song writer, actress, author, producer, fashion designer, film director, dancer, and musician. Since the 1980's, Madonna's has become a household name because she continuously finds ways to make news. In a way that parallels Branson's ability to create vast brand awareness for the Virgin name, Madonna has made her name and her image a very successful "brand," staying creative and often "reinventing" herself.

Like many of the other historical examples, Madonna did not have an easy rise to fame. She left her hometown of Bay City, Michigan for a life of

uncertainty in New York because she had a dream of becoming an entertainer. In her own words, "when I came to New York it was the first time I'd ever taken a plane, the first time I'd ever gotten a taxi cab, the first time for everything. And I came here with $35 in my pocket. It was the bravest thing I'd ever done."[xlvi] Much like other WHIM types, Madonna enjoys pushing limits and is fearless, as was proven by her solo voyage to New York at such a young age (she was 20).

Madonna's rapport with the media personifies the WHIM approach to relationships, whether professional or personal. She never plays by anybody else's rules and has an almost capricious relationship with reporters, photographers and fans. She is an expert at keeping people "on their toes" by reportedly having mastered the art of coquetry. She is sometimes overly showy and exhibitionist (as with her 1992 coffee table book titled *Sex*, a compilation of racy photographs and tales taken and written about the subject) and at others, very private and discrete (as with her wedding and move to England). She never shies away from sensitive issues like religion or politics and has actively pursued polarized reactions from her critics and fan base by openly exploring topics like war, materialism, interracial relationships, and sexuality in her songs and videos.

Madonna's success owes much to her WHIM personality. If she had conformed to social rules and propriety, she wouldn't be who she is today. Madonna has undeniably influenced pop culture for almost 30 years and keeps going strong because she hasn't let go of the curiosity and ability to dream big that characterize WHIM types.

How to communicate effectively with a predominately WHIM type

The key to communicating with a WHIM type lies in one's approach to the conversation. An incorrect approach can lead to a lack of cooperation or even being written off completely. Openness and balance, as well as being fresh and lighthearted, are keys to keeping the WHIM type interested. However, it is also important to underline those items to be taken seriously and which are not open to playful interpretation. Finally, one mustn't "talk down" to a WHIM type because you risk hurting their egos and, therefore, their willingness to work with you.

Because WHIM types enjoy testing themselves and their limits, another way to communicate, and therefore motivate, them is by presenting information as a sort of challenge. This will pique their curiosity and their desire to learn, and they may become willing participants of whatever you are proposing, be it

a conversation or an activity.

Another helpful tool that facilitates communication with WHIM types is transparency. Clarity about the who? what?, where?, and why? of a situation reduces opportunities for wandering and exploring on their own (which might potentially get them into trouble). Making them aware of the consequences of projects, or simply their own actions, increases accountability and awareness and should reduce the chances of inappropriate behavior that could jeopardize the task at hand.

A final point to keep in mind when communicating with a WHIM type is never to underestimate their intelligence. Just because they like to make light of things doesn't mean that they don't understand them. Like children, WHIM types have unlimited potential for learning and storing information, making them very capable of doing tasks of all sorts. By making WHIM types feel like you are investing in their intellectual promise and capabilities, you are playing to their ego and are more likely to see positive results. If and when you do, it is also important to reward WHIM types adequately as they rely on supportive behavior to fully develop.

Chapter 2
Conflict Among the Types

"Understanding is the first step to acceptance and only with acceptance can there be recovery." ~J.K. Rowling[xlvii]

The Art of Communication

Now that we have explored the five ego states, we are ready to begin a discussion about how they interact with one another. Relationships are the result of extended communication between two or more people. Communication is affected by factors such as context and circumstance and, most importantly, by the dispositions of the two people involved. These dispositions are determined by which ego state is active in each party during the interaction.

Taking into account the characteristics of the various personality types, we may think we can guess that some interactions are, by nature, easy or difficult. One may expect that two people who exhibit the same active states to communicate efficiently because they share many traits and similar ways of processing information. However, this is not always the case, as was mentioned during our examination of the EGO type. In fact, there is more to efficient communication than meets the eye.

Good relationships are founded on efficient communication. The *Merriam-Webster Dictionary* defines "efficient" as "productive without waste" and defines "communication" as "a process by which information is exchanged between individuals through a common system of symbols, signs, or behavior." For the purposes of our discussion, we find both definitions wanting, and so we must tailor the definitions to better suit our context.

While the dictionary definition of "efficient" is by no means incorrect, it is inadequate because it does not elaborate on the concept of waste. When we think of "waste" in terms of communication, we must consider all the items included in a conversation that are not conducive to the establishment of a good relationship. For example, for FACT types, "waste" would constitute anything that does not communicate the task or idea being discussed. Small

talk would probably rank number one on their list of wasteful behaviors, while for the more sociable CARE or WHIM types, it might prove necessary to establish rapport. Now that we have expanded on the definition of "efficient," let's turn to "communication."

The *American Heritage Dictionary's* definition of "communication" as "the art and technique of using words effectively to impart information or ideas" seems more appropriate than the *Merriam-Webster* definition. Communicating effectively with different types of people is truly an art because it requires cultivation and study. If done well, it can be incredibly powerful. However, it requires more than the use of words. As we will see, the effective transmission and interpretation of body language in communication is just as important as the words we utter. So, for our purposes, we will define "efficient communication" as "the art and technique of using words and body language effectively to impart information or ideas without waste and tailored specifically to the needs of the receiving party, while also satisfying one's own needs."

Looking at the great leaders in history, most, if not all, were in one way or another great communicators. In fact, the man who won the "Great Communicator" title was none other than Ronald Reagan, one of the most popular American presidents of the twentieth century. While his policies, intellect, and abilities as president are still a topic of debate, Reagan's charisma, charm, and ability to reach his vast audience are almost undisputed. Reagan was an expert at making the American public feel that they could relate to him and him to them. He used simple language and always presented himself as a "teammate" rather than a "leader." He was aware of his limitations and was candid about them, gaining the respect of the American people while successfully promoting his political agenda.

Ted Koppel of NBC News phrased it best when he said, "Ronald Reagan has this wonderful communicator's ability to convey to the public: 'I know you're smarter about some things than I am, and I know there are some things we both perhaps don't understand as well as we'd like.'"[xlviii] This, "I'm with you, and I know I'm not perfect but we're in this together" attitude adopted by Reagan made him a powerful communicator because it successfully played to the egos of the five active personality states in one form or another. An EGO type didn't feel threatened; a CARE type appreciated the sense of kinship he elicited; a FACT type welcomed the self-deprecating honesty; a FLOW type gladly followed his clear vision; and a WHIM type liked the implicit promise of being a partner in a great adventure.

Effective Communication and the Origin of Conflict

Effective communication is the foundation for a sound relationship. In the workplace, mastering the skill of efficient communication with one's superiors, coworkers, and employees leads to bright career prospects and great chances for success. Having defined efficient communication and discussed its importance, we will now examine what it means for our five personality types.

In the previous chapter, we outlined different techniques or approaches to facilitate effective communication with people actively exhibiting each of the personality types. Let us quickly recapitulate and expand on what to expect from each type and on their wants and needs. Then, we will proceed to better understand what approach to take when communicating with each to ensure the establishment of a positive relationship.

Active Ego State	What to Expect	Needs and Wants from You
EGO	Aggressiveness, judgmental behavior, territoriality, patronizing gestures, condescending tone	Respect, confidence, intelligent submission, alert and open body language
CARE	Nurturing disposition, kind gestures, encouragement, comfortable environment, positive support	Respect, willingness to be "taken care of," curiosity, admiration
FACT	Fact-based or task-oriented approach, straight-forwardness, methodical rationale, neutral body language	Respect, fact-based or task-oriented approach, straight-forwardness, stability, neutral body language
FLOW	Submission, bandwagon behavior, few questions, passive gestures and body language	Respect, leadership, direction, vision, clear and assertive body language
WHIM	Fun, creativity, pushing of limits, carefree approach, playful behavior, curiosity, impatient body language	Respect, a challenge, expandable limits, a teammate or accomplice, a reaction

As the table shows, a need for respect is found in all five ego states. It is imperative that we are conscious of this fact because, although certain types (especially CARE and FLOW types) may prove easy and tolerable to disrespect, respect is a very essential human need. Considering the FLOW type, we must remember that this type's power lies in numbers. For example, if an EGO type treats many FLOW types without respect, regardless of how powerful that person may be or how afraid the FLOW types might be to challenge him or

her, they may eventually tire of being mistreated and, while they are unlikely to fight, they might look in another direction for leadership.

We can expect EGO types to be controlling, judgmental, and aggressive (although we must be careful not to interpret these as entirely negative traits). The EGO type's nature and role calls for these characteristics because they often find themselves in the position of driving for new territory or having to defend themselves through intimidation. They may use an elevated tone of voice and patronizing gestures and words to elicit compliance from the person with whom they are talking. They frequently use words and phrases such as "you ought," "you should," and "isn't it obvious that…?"

Typical EGO Type Statements

At the Office
- "Just one time, I'd like to not have to edit something that you give me."
- "I asked for this two weeks ago and you're giving it to me now?"
- "If we were in the business of quality control, you would be the first person fired."

At Home
- "Listen, honey, green just isn't your color. Get over yourself."
- "What?! You behind the wheel? Oh, no. That's not going to happen."

EGO types, however, expect to be treated in a very different manner than they use with others. Their overinflated self-image and ego lead them to expect to be treated with the utmost respect and reverence. They view each individual exchange critically, and they generally see positive exchanges as having one of two outcomes. One is "predator meets prey." The second has better long term implications because it leaves room for the cultivation of a relationship: The EGO type meets a person worthy of being part of his or her "team," someone whom he or she respects and who is intelligently submissive. In other words, to effectively and efficiently communicate with an EGO type, one must not be afraid or intimidated by them but instead recognize their power and indicate a desire to become part of their team. If you are a FACT type, for example, instead of approaching each exchange with a person of this sort by merely focusing on communicating facts (as is likely to be most comfortable for

you), we encourage you to feed the ego, appear submissive with your words and body language, and be confident (but not arrogant) in your field of expertise. This will make him or her feel at ease, establish meaningful rapport, and garner respect for yourself.

By nature, CARE types are open to conversation with whomever appears to require guidance. You can expect an encouraging environment when communicating with a CARE type as they relish opportunities to mentor. Much like EGO types, CARE types like to be in control of situations; however, unlike EGO types, this need or want doesn't arise from a feeling of being threatened or a need to dominate but more by the need to nurture and protect.

Typical CARE Type Statements

At the Office
- "Great job on the report. You must have stayed up all night!" (before reading it)
- "I know we are always asking too much from you, and you never complain."
- "I don't know how this organization can thank you enough."

At Home
- "I know you're swamped with work, so I don't mind cooking again tonight."
- "I understand if you have to work late. Just call and let me know that you're okay."

You will notice when communicating with a CARE type that he or she will rarely have his or her arms crossed and will exhibit body language that is encouraging. With this in mind, one must appear receptive to such physical and emotional "coddling" because it positively feeds their persona. CARE types need to feel needed, and we must be aware of this when trying to communicate with them. Even when you fully understand your task, it is wise to ask questions. That allows the CARE type to appear competent and "in their element." One must be careful not to appear too helpless, however, because it may push their nurturing instincts into overdrive, and they may become too coddling or overprotective. This tends to be a problem when CARE types communicate with overly weak FLOW types who rarely show or say anything

other than what the other person wants to see or hear.

FACT types are perhaps the easiest to communicate with because they require almost no emotional investment. One can expect a FACT type to be straightforward and fact oriented. They can see people for who they are, but they have no interest in becoming intimate with them. This is precisely why they feel uncomfortable with small talk and conversation that is unrelated to the task at hand. FACT types are neither intimidating nor submissive (as can be observed in their neutral body language and word choice). However, getting the hang of communicating with them may at first prove tricky; many people are used to being emotionally invested in conversations and relationships.

Typical FACT Type Statements

At the Office
- "Do we have enough in the budget to complete Phase II on time?"
- "If we rework the plans, and I give you adequate support, can we complete the project by Wednesday?"
- "I'd like to have our two best people working on this, if it won't affect the other project."

At Home
- "Honey, where is the gas bill? It's due tomorrow."
- "I noticed that the tire pressure on your car is getting low. It will affect the gas mileage."

Society's rules work against FACT types. After all, aren't we taught at a young age that an effective conversation begins by "breaking the ice" and establishing rapport with light topics unrelated to the main topic of discussion? FACT types expect to receive what they give, so truly understanding a FACT type means communicating by replicating their approach to the conversation.

Truly communicating with a FLOW type can sometimes be a herculean task. It is easy to order them around, but eliciting an honest two-way exchange can only be achieved if they feel completely comfortable. They innately look for outside leadership and guidance and can't be expected to be creative or

spontaneous. This is the result of their fear of change, of being alone, and of standing out. You can expect a FLOW type to be completely submissive and to participate in "bandwagon-like" behavior and groupthink. Their body language may be similar to that of a child receiving orders or being scolded by a parent. They rarely make eye contact and often choose to be on the periphery of discussions both verbally and physically.

Encouraging a FLOW type to provide honest feedback may be difficult, especially if approached the wrong way. Making them feel safe is crucial. Creating a nurturing environment by constantly giving praise for individualistic behavior (as insignificant as it may be) goes a long way toward this end. All FLOW types have individual thoughts and opinions: They are simply afraid to voice them.

Typical FLOW Type Statements

At the Office
- "Anything you say. You're the boss!"
- "I can't believe he said that to you! Everyone should have followed your instructions."
- "I don't know what we would do without you."

At Home
- "We've eaten fish twice this week, but if you're craving it again, I don't mind."
- "Which would you like me to take: Route 66 or 495?"

Perhaps the most entertaining, and yet frustrating, type with whom to communicate is the WHIM personality. You can expect constantly different and volatile interactions with them because of their need for distraction and change. They may encourage you to be more creative and to push your own limits as they naturally engage in this type of behavior. They can be overly alert and overly expressive with their body language. Whether your reaction to this is positive or a negative depends on you. If we understand a WHIM type's behavior and see it as more of an expression of their needs and wants, it is relatively easy to engage them in conversation and to relate to them. They embody many of the traits that most of us had as children.

Remember that WHIM types are easily bored. Keeping information fresh is important for a successful exchange with them because it challenges them in a positive way. We must be careful about imposing too many constraints or limits on them because they often have a rebellious streak. It is best to present yourself as a partner and willing participant in whatever "mission" it is that the two of you must carry out, whether it is a large project or a simple conversation. Also keep in mind that WHIM types are accustomed to eliciting strong reactions (both positive and negative) and will be disappointed with unemotional responses. After all, as George Bernard Shaw said, "The worst sin towards our fellow creatures is not to hate them, but to be indifferent to them; that's the essence of inhumanity."[xlix]

Conflict is a Choice

Now that we have been familiarized with what to expect from a person in each ego state and what they need and want from an interaction, we can better tailor our approach to each individual. Effective communication is born out of an extended compromise between two or more parties. Although two people may present different active states when they interact, if they are aware of what to expect from the other, as well as their own needs and wants, they are better equipped to adapt their word choice, tone, and body language accordingly. If this adaptation is successful, a harmonious exchange between the

two parties occurs. For example, when quintessential FACT type managers communicate with typical WHIM type employees, the former need to be aware that their way of rationalizing or presenting ideas may prove boring to the latter. A much more effective approach would be to present new projects or tasks as fun challenges. However, the need of FACT type managers for stability and structure means that they should provide clear limits to WHIM types. Managers can give themselves and their employees a set of constraints that will satisfy both. Employees will be motivated by new and challenging tasks but will also clearly understand where and when "letting loose" is allowed. In this way, the more creative and carefree WHIM types are not moved to overstep boundaries because managers allow no "wiggle room." Managers, in turn, will be satisfied because they have set clear parameters for achieving expected results without fully compromising his or her employee's freedom or creativity. A mutual compromise has been reached, and communication lines are likely to remain open between the two. Once a successful exchange has occurred between two people, a foundation has been laid for a fruitful long term relationship. We must be aware that relationships in general are very different from each other, and that sometimes, all it takes is one meaningful (whether good or bad) exchange between two people to make or break a relationship. The more positive exchanges occur between two people, the more likely that their relationship will be a structurally sound and long-lasting one.

With all this said, however, we must not turn a blind eye to the fact that people who express certain active dominant states get along better with those exhibiting specific active states and not others. Such harmonizing exchanges occur when these personality types find their wants and needs satisfied by some of the characteristics displayed by a person in a different state. The key word to describe such exchanges is balance: One person's needs and wants are to a certain extent balanced by the other's manifestations of their active ego state.

Conflict arises between two people when communication is inefficient. We already explored the meaning of "inefficient" and how it relates to communication among the five personality states. We identified it to refer to a situation in which the needs and wants of one of the parties in an exchange are not adequately addressed by the other party. People may have differing ideas about specific ways to approach problems or situations, but there is always a way to present one's view without threatening that of another person and to adapt one's behavior to fulfill the identified needs and wants of the other's active ego state. In other words, conflict as we present it is a choice.

Chapter 3
Mastering Communication:
The Fifteen Possible Exchanges

"The newest computer can merely compound, at speed, the oldest problem in the relations between human beings, and in the end the communicator will be confronted with the old problem, of what to say and how to say it."
~Edward Murrow[1]

By looking at each individual type of exchange, we will further our understanding of how individual exchanges can lead to the formation, strengthening, weakening, or demise of a relationship. In the following, we will explore the fifteen possible interactions in which our five active states can participate. We will identify the exchanges as being harmonious-and-balanced, relatively-balanced-but-unstable, or unbalanced-and-biased.

Harmonious-and-balanced transactions occur when both parties accomplish what they initially set out to do and engage in an exchange that fulfills both their expectations and their inherent personality type's needs and wants. Continued transactions of this sort build lasting relationships as both parties trust and respect each other.

Relatively-balanced-but-unstable transactions are the most common type of transaction. They are labeled as such because, although they do not result in immediate major conflict, they are unstable in the long run. They are like a chair with one leg that is half an inch shorter than the other three. You might be able to sit on the chair for a while, but due to the lack of stability, you won't choose to remain in the chair for an extended period of time, or you will develop a back ache!

Unbalanced-and-biased transactions are those that occur when one or both parties involved in an exchange is unable or unwilling to fulfill the needs and wants of the other. Unbalanced transactions have the potential to be relationship-ending and should be avoided. Hopefully, with the tools we present in this book, you will be armed to do this effectively and will master the art of communication to the extent where you can mitigate, or even eliminate, your unbalanced transactions.

EGO vs. EGO

Exchanges between EGO types are generally unbalanced because they are highly emotionally charged due to the two large egos at stake. EGO types do not like to be challenged directly and will respond aggressively if approached in such a manner. This is due to the fact that their needs and wants are rarely satisfied by other EGO types given their inherent need for submission and reverence. However, there are occasions when EGO vs. EGO exchanges can be harmonious. In most cases that fall under this category, both parties involved engage in EGO type activities together, like the criticism or judgment of a third party. A great example occurs in a corporate setting when two executive EGO types discuss a topic that will serve to feed both of their egos equally in a non-threatening manner. For example, discussing topics such as the inadequacy of the younger generation or of another department in their company can lead to the strengthening of a relationship because it establishes a sense of kinship between the two people involved. In this context, they are able to set aside their aggression and exhibit their team oriented tendencies.

In a scenario with an EGO type boss managing an EGO type employee, there is a possibility that the boss will feel threatened by the employee and will go out of his or her way to exert authority in an even more aggressive manner. The EGO type employee, however, rather than being subdued by this display of authority might try to circumvent his or her manager or in the event that they cannot, will be so resentful of being treated poorly that he or she may begin bad-mouthing the manager to their peers.

Remembering Catherine the Great, an EGO type boss managing an EGO type employee can also provide for an excellent and harmonious relationship if the relationship is viewed as a mentoring one. The younger EGO type receives favor being part of the EGO type boss' team and is content to wait his or her turn to lead.

In a situation in which two EGO types find themselves as peers, the results can be either good for their organization or harmful. A rivalry between these two will most likely develop and will bring about either higher quality work or serious displays of one-upmanship and a compromised product. The environment in which these two individuals find themselves is key to determining which of the two options will result. For example, if both EGO types are peer traders in a trading firm where their performance determines their commission, their desires to shine will probably bring the company good

results. Their individual efforts will bring in more revenues and the organization will benefit from having them around. If, however, these two find themselves in an environment that fosters close teamwork and only limited opportunities for one to stand out, like at a factory, the more destructive behaviors are likely to be brought forth by both parties, and their self-focused behavior may prove unbeneficial for the company.

EGO vs. CARE

EGO and CARE types each possess characteristics that make them prone to harmonizing or balanced transactions. Simply possessing such characteristics, however, doesn't mean that they will manifest themselves during an exchange between the two. Interactions between these two ego states can actually lead to relatively-balanced-but-unstable exchanges for a variety of reasons and also have the potential to be explosively unbalanced.

In the event that the EGO type is the boss and assumes an aggressive and forward role and is capable, the CARE type may willingly nurture the EGO type's behavior. The CARE type easily identifies the EGO type's need to be in control but isn't threatened by it. This reaction is largely determined by how skilled the EGO type is and the level of aggression exhibited on his or her part. Everyone, regardless of how nurturing they may be, reaches a breaking point when dealing with unwarranted condescension, and continuous aggression becomes too much to handle. The EGO type boss will most likely view his CARE type employee as a valuable addition to team projects given the employee's good people skills, but he would probably discourage individual assignments, interpreting the CARE type employee's willingness to help others as a weakness.

If the CARE type is boss to an EGO type subordinate, chances are that he or she will identify the latter as a good candidate for individual projects rather than team projects because of the employee's instinctual bias towards glory-seeking behavior. An EGO type employee may look at his or her boss as being too emotional and overly concerned with "people problems" rather than task-related ones. The relationship, however, may prove to be a good one because the CARE type may be willing to cater to the EGO type's need for recognition and attention as long as he or she is capable and willing to work.

A situation in which an exchange between these two active ego states may not be harmonious-and-balanced is when the two employees are peers and third parties are involved. The fate of this particular type of exchange depends on

the relationship between the CARE type and the third party. If the CARE type has a good relationship with the third party and the EGO type exhibits the same amount of aggression towards both, the CARE type may not tolerate the EGO type's aggression and will respond defensively, as his need to protect his kin makes him less willing to condone unwarranted aggression.

EGO vs. FACT

At first glance, this interaction seems to be harmonious. The FACT type is able to provide the intelligent submission that the EGO type requires, if it means accomplishing the task at hand. FACT types generally have a good grasp of what they have to offer other types in order to communicate well. However, the real question lies in whether or not the FACT type is willing to step out of his or her comfort zone to provide it. As we have repeatedly shown, if that means advanced social interaction, chances are, he or she will be reluctant to provide it. When dealing with EGO types, FACT types may be comfortable appearing submissive to advance their agenda and to fulfill their needs and wants. Of all the personality types, it is no surprise that they are the most adept at intelligent submission. The peculiar thing about this dynamic is that the FACT type is actually transmitting ulterior messages to the EGO type and not the other way around! The FACT type is effectively manipulating the EGO type into thinking that he or she is submissive when he or she is really not. In instances like this one, verbal and visual cues are crucial to fully understand the dynamic between people exhibiting these states.

In the event that an EGO type is the boss of a FACT type, one possible major point of contention must be considered. This point of contention may be the result of a difference in priorities. Consider, for example, an EGO type boss who has her mind set on doing something in a particular way. The FACT type is the expert on the technical "know how" to actually go about accomplishing this task and feels that it cannot be done the way that the boss wants. Knowing that he is correct and that he has the technical authority to back it up, the FACT type approaches his boss. Rather than recognizing the validity behind his words, the FACT type's boss, a strong EGO type, may feel that the FACT type is threatening her authority by speaking up. If her priority is her own agenda, as is often the case with EGO types, then this exchange will likely lead to a conflict. However, if she is willing to set her ego aside and if she recognizes the importance of finishing the task the right way, then the relationship will not suffer. Furthermore, the EGO type might even get a boost to her ego after a job well done if she allows the FACT type to intervene and

design a new strategy.

If there is a reversal in roles, such that the FACT type is the EGO type's boss, there is limited potential for open conflict as long as the EGO type feels that her efforts are being recognized. Because FACT types find it more difficult to connect with others on a personal level and may be uncomfortable giving praise or showering EGO types with the attention that they crave, there is a chance that they may feel unappreciated. However, if they perform well, they are likely to receive positive reinforcement from FACT types in performance-related and less personal ways such as positive performance reviews, raises in pay, and promotions.

As peers, an EGO type and a FACT type will probably settle into different roles when placed in a team environment. The EGO type may look for roles that allow for leadership and more personal exposure while the FACT type will probably be more comfortable with doing work "behind the scenes."

EGO vs. FLOW

This exchange proves harmonious-and-balanced on a superficial level. In FLOW types, EGO types find the submission that they crave from others. They are never second-guessed, and they have the power to express their prowess to whatever extent they see fit. The FLOW type's role as a perfect follower enables the EGO type to make decisions and to feed his or her ego. This dynamic can provide positive results in terms of accomplishing tasks and projects but doesn't do much for the establishment of a close relationship between the parties. Both parties may be content to play their naturally assigned roles, but being the complex human beings that we are, even this proves unsatisfying. This relationship doesn't have positive long term prospects because even the weakest of the weak tire of exploitation, and people eventually bore of constantly ordering others around.

If an EGO type finds him or herself in a position in which they are subordinate to a FLOW type, the possibility for unbalanced exchanges increases. This is due to the fact that the EGO type may become resentful that they are in a position where they have to "take orders" from a person whom they probably consider weaker. They may become vocal in their criticism and may share their frustration with their peers. They must be wary, however, because being openly critical of one's boss can be especially damaging to one's career.

One must also consider the circumstances in which a FLOW type is likely to have been promoted. Chances are, if this is the case, it because he or she has a good relationship with higher management and they are in a company where following protocol and rules is important. This makes FLOW types valuable in the company because they will not question the vision established by executive-level management, and they are typically loyal employees, making it a terrible idea to cross them willingly.

EGO vs. WHIM

The interaction between EGO types and WHIM types has the potential of being one of the most surprising types of exchanges that we will examine. It can bring forth the negative aspects of both parties involved, but it can also produce surprisingly positive results. This is because WHIM types partake in behavior similar to that of EGO types. They do not like limits and definitely do not like being told what to do. They feel like the masters of their own destiny and, as such, can appear endearing to an EGO type. He or she may see him or herself personified in them. However, like with any relationship between two people with strong personalities and an unwillingness to compromise, results can be disastrous in the long run, compelling us to categorize this exchange as somewhere between a relatively- balanced-but-unstable relationship and an unbalanced-biased one.

If the EGO type is in the position of power, he or she, as stated earlier, may see much of him or herself reflected in the WHIM type and may therefore be more willing to put up with typical WHIM type antics than with those of other personality types. However, after a while, they may feel challenged or annoyed and may become critical and judgmental. The WHIM type may react by becoming resentful towards the EGO type because they may feel that they are being targeted and constrained.

When the WHIM type is a manager to an EGO type, exchanges are likely to be unbalanced-and-biased. This is due to the fact that WHIM types tend to be a lot more carefree, creative, and spontaneous than EGO types and may, therefore, view the EGO type as being as too self-involved to be a good employee. EGO types will probably view their bosses as unorganized, unfocused, and unwilling to recognize their abilities. This makes for a very challenging relationship and a high propensity for conflict.

An exchange between peers showcasing these two types of personalities can actually be similar to that between two EGO types. Just as with two EGO

types, the environment in which the WHIM type and the EGO type work has a weighty impact on the nature of the final product of an exchange between the two. For example, if both work at an advertising firm, the WHIM type may feel more at home developing a campaign while the EGO type might enjoy presenting the campaign to prospective clients.

CARE vs. CARE

Relationships between CARE types tend to be harmonious-and-balanced by nature. Conflict among CARE types is avoided as much as possible such that exchanges are likely to be positive. These are what we like to consider the "soccer mom" types who enjoy nurturing activities and helping others. They can be seen exchanging everything from cooking tips to advice on how to write a particular report because they relish their roles as mentors and teachers. However, both parties need to have the opportunity to play mentor-teacher, or the relationship will sour.

One of the most important considerations when examining exchanges between two CARE types in the workplace is that their nature calls for concern of the other's emotional well-being. They may therefore find themselves unwilling to push each other to do things if doing so makes one of them feel uncomfortable. This can hinder their business success as sometimes progress comes from adversity. We grow when we are challenged, and if we are never challenged, we don't develop the ability to adapt or evolve.

Another instance in which an exchange between two CARE types runs the risk of becoming unbalanced is when they compare things that are dear to them, such as their children or "protégés" at work.

CARE vs. FACT

CARE types and FACT types generally get along well because both are averse to conflict. FACT types perceptively comprehend that they must play the part of pupil to a willing mentor. Just as when they interact with EGO types, the FACT type fulfills his or her own wants and needs by addressing those of the CARE type, pretending to be more helpless than he or she really is. One of the only situations in which an exchange between these two parties will become unbalanced-and-biased is when the CARE type "over nurtures" the FACT type and makes him or her uncomfortable by being too coddling. CARE types are emotive beings who are comfortable expressing emotion; this can be overwhelming for the more reserved and sometimes emotionally-stunted FACT

types. This discomfort can easily manifest itself in unbalanced exchanges and harm the relationship, especially if the CARE type is the boss.

If the FACT type is the boss to the CARE type, he or she may feel inadequate leading a person who is so emotionally oriented. FACT types tend to communicate on a very impersonal level that could leave a CARE type unsatisfied. However, the CARE type may actually understand that the FACT type operates "on a different frequency" and will try to nurture the relationship in a different, job oriented way.

CARE vs. FLOW

FLOW types generally appear to be the most profoundly appealing to CARE types because they seem the most helpless. Their exchanges and interactions tend to be harmonious since the FLOW type's desire to be led and be taken care of appeals to the CARE type's nurturing nature. Both CARE types and FLOW types, however, must be wary of falling too deeply into their natural roles: Such complacency can lead to the stunting of growth on the part of the FLOW type. It may become even more difficult for a FLOW type to exhibit independent thinking under such circumstances, making personal fulfillment and career advancement unlikely. They might feel comfortable enough to voice their own thoughts and opinions but, having become so accustomed to being "taken care of," they may feel no need to share them.

If the FLOW type is the CARE type's manager, he or she may find him or herself falling into their natural role as a follower to this strong but gentle type of person. FLOW types are usually unsure when making decisions on their own and would probably seek advice or guidance from someone non- threatening like a CARE type. The CARE type, unlike many of the other types, would probably not look upon the FLOW type as being weak and would likely treat him or her with respect, recognizing the FLOW type's quiet strength. Exchanges would likely be harmonious-and-balanced.

CARE vs. WHIM

Exchanges between these two types are usually relatively-balanced-but-unstable. CARE types try to avoid conflict as much as possible. This becomes especially handy when they are engaging in an exchange with a WHIM type because WHIM types are experts at trying one's patience and pushing one's limits. CARE types, much like EGO types in the initial stages, will find a WHIM type's playful disposition endearing and will admire their sense of

freedom and creativity. Because their nurturing nature compels them to accommodate such behavior, conflict doesn't usually arise in the short run. However, a WHIM type, when catered to, is never satisfied. He or she may keep pushing until the CARE type becomes uncharacteristically intolerant and behaves more like an EGO type, possibly hindering the relationship.

When the WHIM type is the CARE type's boss, however, he or she may treat them like they would a FLOW type. They may choose to treat the CARE type with less respect than they would some of the "less accommodating" types, like EGO types or others like themselves. The CARE type, under WHIM leadership, would probably treat his or her boss with the utmost respect and would probably make excuses for the WHIM type's sometimes uncaring ways, in characteristic CARE fashion, by attributing them to insecurity. This characteristic behavior of CARE types would probably make exchanges between these two types relatively harmonious-and-balanced.

FACT vs. FACT

This is generally regarded as the most harmonious-and-balanced of exchanges. This is due to the fact that FACT types tend to keep their emotions private and do not like expressing them hand in hand with their thoughts. In the workplace, this is the ideal interaction to have because it will lead to a strong relationship based on common goals. By keeping personal matters out of a relationship, FACT types learn to trust each other's ability to reason and to accomplish objectives. The result is a bond of professional respect.

FACT types must be wary, however, when they work in people-centric industries; while they may get along "famously," the way they interact with each other may not necessarily translate well to their peers or clients. These two may be able to communicate well with each other but may be inadequate when communicating their joint ideas to others. This is why even FACT types at work need to develop the necessary skills to establish personal relationships, and a good way to start is by "pushing the envelope" with each other.

A FACT vs. FACT exchange in one's personal life is likely conducive to fewer arguments as both parties approach matters in a rational and methodical manner. This does not necessarily provide a strong foundation for a profound relationship where the sharing of emotions is not only important but necessary. What is the use of balanced exchanges if they aren't meaningful?

FACT vs. FLOW

Interactions between FACT and FLOW types, much like those between EGO and FLOW types, are only superficially harmonious and are thus classified as being relatively-harmonious-but-unstable, especially in the long run. A FACT type may be initially pleased with a FLOW type's willingness to do or say anything that he or she wants. However, their essential need and want for straightforwardness and rational, individual thinking may not be fulfilled, leaving them terribly unsatisfied when attempting a real conversation.

We must keep in mind that the way that a FACT type reacts to such a situation is worlds apart from the way that an EGO type would react. An EGO type would aggressively "eat the sheep alive" while a FACT type would remain quiet and simply exclude them from activities or, if he or she is in a position to pass judgment on them, would surprise them with a negative review come evaluation time. That way, they avoid the rush of emotions associated with direct conflict.

When a FLOW type is managing a FACT type, the relationship will probably be a product of relatively balanced transactions. The FLOW type will have no problem delegating all technical authority to the FACT type and would probably be more comfortable with him or her "taking the reins."

The FACT type, on the other hand, may develop a slight resentment towards his or her FLOW type boss as FACT types generally respect and communicate well with those who have strong, technical backgrounds or are capable of independent thinking. Faced with the FLOW type's inability to do so, he or she might become frustrated. In this case, it would probably be very difficult for him or her to value judgments made by the FLOW type manager, which could lead to unbalanced exchanges.

FACT vs. WHIM

The fate of this exchange, once again, rests in the hands of the FACT type's ability to mold his or her behavior to fit that of the WHIM type. If neither FACT nor WHIM changed their approach to a conversation or exchange, the result would inevitably be an unbalanced-and-biased transaction. However, if approached correctly, such an exchange can prove satisfactory to both parties involved and can thus be labeled as harmonious-and-balanced.

If the WHIM type is the manager of the FACT type, then the power lies

in the more emotive of the two (the WHIM type), and the situation is unlikely to be unbalanced-and-biased. A WHIM type is likely to view the FACT type as "a good technician" and to entrust him or her with important work but is unlikely to develop a strong personal relationship with the FACT type, thus reducing his or her opportunity for career advancement.

FLOW vs. FLOW

Due to their natural flocking behavior, FLOW types usually engage in harmonious-and-balanced exchanges. They are averse to change unless it is brought about by the leadership that they have chosen to follow and rarely disagree among themselves. They often find themselves participating in groupthink and are blissfully unaware of conflict around them. They typically operate among groups of people with similar views and values.

In the event in which a FLOW type is the manager of another FLOW type, the direction of virtually everything that is accomplished can usually be attributed to the FLOW manager's boss; the FLOW type is simply following orders. This arrangement works especially well in certain industries in which maintaining the status quo is important and following the rules outlined by senior management is key.

FLOW vs. WHIM

Much like with children in a school yard, the end result of this exchange lies largely in the hands of the more dynamic and lively WHIM type. WHIM types relish feeling like the ring leaders of a group and will behave accordingly. However, whether they appreciate their followers is a different question.

Some WHIM types may feel a certain sense of loyalty to their "crew" while others may use them as mere outlets for distraction, making them do things that they wouldn't ordinarily do on their own. They are fully aware of the power that they have over such eager followers and are sometimes corrupted by such power, ignoring the FLOW type's needs and wants. These interactions are thus relatively-balanced-but-unstable.

With a FLOW type manager, a WHIM type would likely have a hard time accepting their authority, much as EGO types do. This is due to the fact that they don't have much in common with FLOW types. Therefore, their relationship rests on the WHIM type's willingness to acknowledge that they are, in fact, under the management of the FLOW type, whether they like it or

not. Exchanges in this scenario will probably be emotionally charged on the part of the WHIM type and may cause conflict, as the exchanges serve as an expression of the WHIM type's underlying frustration at being led by someone they feel doesn't possess the character traits necessary for leadership.

As peers, WHIM types can get FLOW types into trouble because, when the WHIM type feels like being mischievous, FLOW types will follow. However, WHIM types are often crafty enough to get away with doing things and to allow FLOW types to take the fall, knowing that the FLOW type would never dare "tell on them" if they were in a situation in which they got caught.

WHIM vs. WHIM

When WHIM types interact, they partake in exchanges of all sorts given their unparalleled dynamic characters. Sometimes they engage in harmonious transactions, especially when they have something to do that fulfills their shared needs and wants. A great example of this is when colleagues decide to leave work early because it is a beautiful day and they want to play a round of golf. When WHIM types are "on the same page," they have the ability to communicate in an enviable manner. Their energy levels are high, and they infuse conversations with a refreshing force, leaving observers to marvel at the synergy created by the two.

However, because WHIM types are naturally volatile and capricious, finding a point of agreement between two people of this type can be very difficult. When two WHIM types disagree, they can make each other and those around them miserable because of their unwillingness to compromise.

IMAGE MANAGEMENT MASTERY

Chapter 4
Your Self-Image

"Self-suggestion makes you master of yourself.
Regardless of who you are or what you have been, you can be
what you want to be." ~W. Clement Stone[li]

Issues of image have been analyzed and described in many different ways by numerous specialists. The underlying connection among all definitions, however, lies in the fact that they are in one way or another a measure of self-worth and the worth of others, usually born out of our past experiences and how those experiences affect our current judgment. Our self-image is derived from our childhood experiences and environmental conditions. The way we view others is undeniably influenced by our past experiences and by the way we see ourselves. If both of these factors are positive, then we are more likely to view others in a good light. We are more likely to approach them with a good attitude and open disposition (which are two of the most necessary elements for the establishment of a good relationship), and in turn, they are likely to view us in a good way. As you can see, our self-image starts a process of sorts, which if understood, can provide the key to successful relationships at work and at home.

What happens when we first encounter an individual? Better yet, what happens when we work with an individual that we don't quite know how we feel about? The answer to this question, among other things, lies in how we feel about ourselves and what we think others feel about us.

When looking at our relationship with ourselves and our relationships with others and how they affect our self-image, we must remember that "no relationship exists in isolation. All of our interactions with one or more people take place in a variety of contexts – families, friendships, communities, teams, organizations, society at large, and increasingly, the global context."[lii] No one relationship is isolated from being influenced by the others, and as such, we

must examine the three main relationship factors that influence our "overall image": our self-image, our image of others, and others' group image of us. Our self-image and our perception of others undeniably play a role in our interactions with people and can thus affect the most relevant factor in the workplace: how others see (and eventually label) us.

How Self-Image is Formed

Your self-image and perception of others are things that are deeply connected to your past. As children, we rely on our parents, siblings, family members, and friends to form a perception of what is good and bad in ourselves. We receive positive reinforcement for certain behaviors and actions and are heavily reprimanded for others. The one thing that remains constant, however, is our need for attention and affection. Depending on who our influencing figures are, we are conditioned to behave a certain way because we feel the need to satisfy this primal urge. This need for affection or reinforcement manifests itself in different ways.

Positive reinforcement is incredibly valuable and has the ability to improve our relationships with ourselves and with others. The more positive reinforcement that you receive, the more likely you are to have a positive self-image and view of others. Negative reinforcement like putdowns, criticism, degradation, ridicule, discounting, punishment, and scolding serve the complete opposite purpose and can be very harmful to a person. It continuously hurts our ego and self-perception and can prove extremely detrimental to our health if not balanced by positive reinforcement.
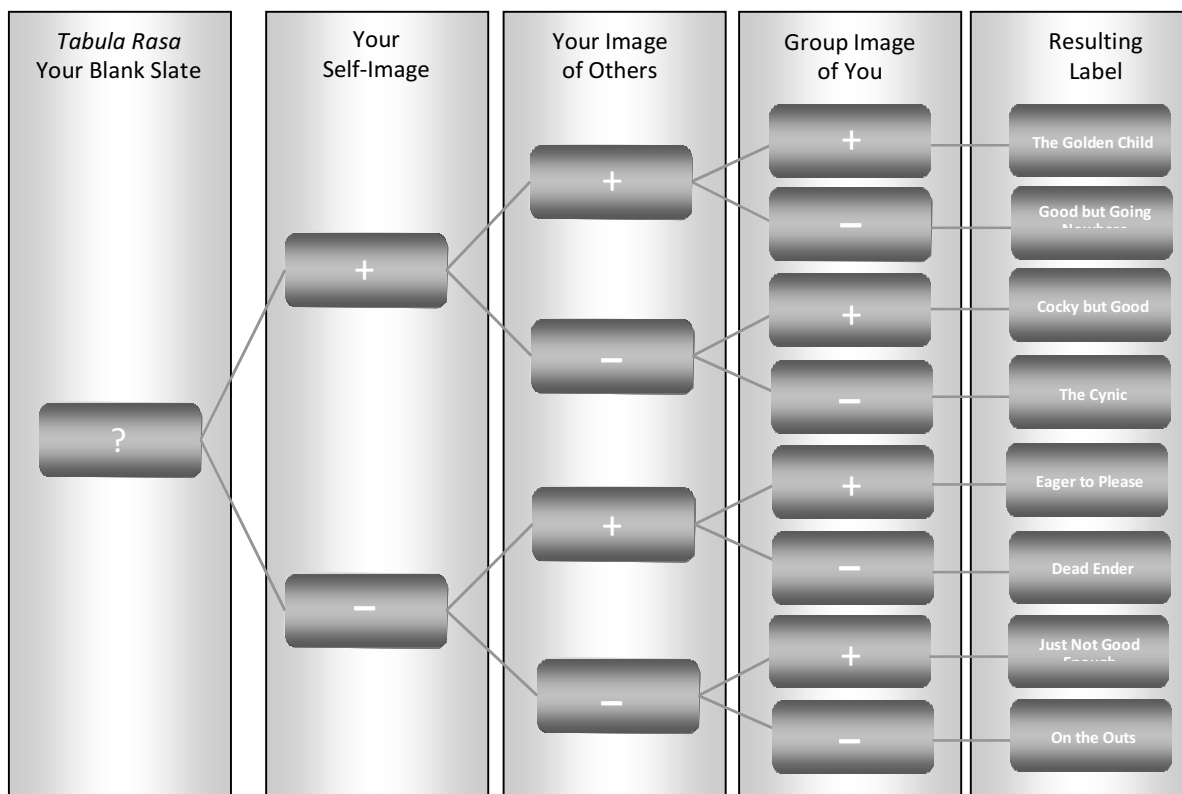
As is also the case with positive reinforcement, it usually takes more than one instance of negative reinforcement to solidify a person's opinion or life position. In spite of this, there are occasions where one bad experience is enough to solidify the way you feel. Due to their damaging nature, the different manifestations of negative reinforcement can be responsible for a lot of broken relationships and irreparable conflict both in the workplace and in our personal lives. However, when faced with the possibility of negative reinforcement or of no recognition, many people who are insecure will pick the former because it is at least an acknowledgement of their existence and, as such, doesn't hurt their egos as much as indifference does. For example, a child who has a negligent parent will purposely decide to get in trouble in order to receive some attention, even though in his case, the attention will most likely be negative. He is so starved for acknowledgment that he doesn't care what form it takes.

"Good" boys and girls receive more positive attention and reinforcement and more physical, mental, and emotional nurturing. They learn to tailor their behavior to achieve this most desirable effect and strive to continue being "good" in order to ensure that they will keep receiving attention. Generally speaking, those who have received a lot of positive reinforcement in their youth from their various influencers tend to have healthy and positive self-images.

"Bad" boys and girls, on the other hand, receive a lot of negative reinforcement and are conditioned to change their habits in order to conform to society's standards. They have the choice to either change their ways or to rebel and build a protective shield around themselves. Even though they may seem fine from the outside, children who have received a significant amount of negative reinforcement usually grow up to be adults with a negative perception of themselves and a cynical approach to life. It can therefore be natural for them to end up mirroring those very negative traits that made them feel inadequate when they were young. As we have just shown, the patterns of our behavior, whether good or bad, undeniably influence the way we end up viewing ourselves and others.

Your Place in the Workplace

Now let's explore the mechanics of our perceptions of ourselves and others and how others' perceptions of us affect how we are viewed in the workplace. The following diagram visually outlines what we will discuss in the coming pages.

Tabula Rasa Your Blank Slate	Your Self-Image	Your Image of Others	Group Image of You	Resulting Label
			+	The Golden Child
		+	−	Good but Going Nowhere
	+		+	Cocky but Good
		−	−	The Cynic
?			+	Eager to Please
		+	−	Dead Ender
	−		+	Just Not Good Enough
		−	−	On the Outs

As you can see, there is a question mark that represents our initial position. This point represents people when they have a Tabula Rasa, or blank slate. This can be indicative of all of us during our childhood or simply someone who has had a drastic change in their lives that makes them feel like a new person. The positive and negative about being in this state is the fact that it represents us when we are at our most open-minded and are most easily influence. We are susceptible to all sorts of situations and people at this point and count on interactions with others in order to develop a sense of who we are. As previously discussed, positive and negative reinforcement play an enormous role in this. If we receive positive reinforcement, we will start viewing ourselves in a positive way and will proceed to the first branch of the diagram towards the box with a plus sign (+) in it. For purposes of keeping the discussion realistic, we must also point out the fact that, as humans, we tend to pass judgment on ourselves and each other relatively quickly. We are often egocentric and are heavily influenced by our peers, particularly by those we hold in high esteem. Because of this, many of us actually start our journey in what we consider here to be the second step because we have already developed either a positive or a negative self-image. Once we are sure of who we are, we always feel compelled to pass judgment on others. Our brain is "hardwired" to categorize everything in our lives because associations make memories easier to store and to utilize in the future. Chances are, if we meet somebody similar to ourselves, we will believe that they are "OK" just because we feel a sort of kinship with them due to the existence of certain shared elements like values, ideas, or things as trivial as sense of style and way of speaking (just as the opposite applies to those people who are very different from us). However, those with a true positive self-image and an optimistic outlook generally do not feel threatened by those who are different.

Once we have our opinion of others ingrained in our brains, our interactions with them are affected by our newly acquired stance on their character. Each exchange that we have with a person helps them learn more about us and enables them to derive an opinion of our character as well. A general perception of who we are is created when individuals who share positive relationships amongst themselves share their opinions about our character, independent of our involvement. This takes us to the last stage in the process where, again, the result can be positive or negative: We acquire a label with which we may or may not be pleased. If you are pleased with your label, this is the last destination in your personal journey for a promising future. On the

other hand, if you aren't pleased, there are a couple of things you can focus on in order to improve your situation and eventually reach a point of satisfaction. We will discuss these actions later. For now, let's better understand how we arrived at our current labels.

As you can see, we have identified eight different end results that can be arrived at using our methodology. We have given each of these results a label that we believe best fits a person in that particular state. Keep in mind that they are by no means a full representation of all the labels that one can acquire in the workplace but a mere symbolical representation of how we arrive at any label. Let us now look more closely at each one in order to further our understanding of the process.

The Golden Child

We begin our examination with the "golden child" label. We do so because it is the end result that represents the ultimate paradigm. It is the case in which we have the healthiest view of ourselves and of others, and it proves incredibly rewarding in the long run due to the positivity and goodwill that it brings to our lives. This is the ideal position in the workplace because it makes you easy to work with due to the fact that you are secure in yourself, are willing to communicate openly with others, genuinely value and appreciate their input, and are likely to get along agreeably with your fellow coworkers, managers, and subordinates. It is the result of receiving constant positive reinforcement and is a status relatively hard to damage. There are instances, however, when we may fall victim to a loss of "golden child" status. These are mostly circumstantial in nature rather than a matter of character but nevertheless remain a possibility.

It takes a mature and secure individual to truly deserve this label. It requires you to be forward thinking and extremely open-minded, even with people who you ordinarily would discount immediately. By cultivating your status by infusing it into all of your relationships in the aforementioned way, you are building a strong foundation for positive transference, and it makes you likely to succeed in your career.

Good but Going Nowhere

The next label we will examine is "good but going nowhere." As you can observe in the diagram, this person has a positive self-image and a positive image of others, but for some reason elicits negative feelings from the very

people he likes. This is the typical case of a person who is an extrovert, but who has limited social intelligence. He or she is always responsible for the "awkward" comment or of making someone feel uncomfortable. The worst part is that he or she usually doesn't even realize it! People who achieve this end result are labeled as "good but going nowhere" because much of our success in the corporate world is dependent upon our relationships with others. It is not enough for us to like ourselves and to like others if the feeling isn't mutual. If this is the unfortunate scenario in which a person finds himself, he will likely propagate plenty of negative transference and not even be aware of it, thereby hindering his chances of succeeding.

Cocky but Good

Those who fall under the "cocky but good" label deem themselves better than the people with whom they have relationships but manage to remain in their good graces nevertheless. Common factors that make people feel this way are intelligence, ability, talent, looks, and commitment. They are viewed in a positive light by their peers because they are likeable and do not "turn off" others with their cockiness as it is considered either well-founded or harmless. CARE types commonly fall into this category: They channel feelings of superiority in a beneficial way by nurturing others, nevertheless thinking that others aren't capable of "surviving" on their own. These CARE types generate goodwill towards themselves as they appear to be especially committed to others' interests. People in this category and in the previous "golden child" one generally make the most appropriate leaders because they are self-confident and are well-liked by their peers; therefore, they have the capability of being highly influential people.

The Cynic

People labeled as "the cynic" think very highly of themselves but very low of everyone else, eliciting negative reactions from others. The sense of superiority felt by those who possess this label harms the establishment of a relationship because they exhibit their sense of superiority in the way that they treat others. Although "the cynics" have accomplished the crucial step of developing a positive self-image, it is this same high self- esteem that keeps others at bay. EGO types can sometimes find themselves personified by this particular label because of the way they act and the reactions that behavior educes from others. EGO types are easily angered by others when they view them as inferior and therefore treat them very poorly. They are unable to see

that their too-aggressive behavior may alienate them from others and even prevent them from getting ahead in the corporate world.

We'll now move on to those who travel through the second major branch of our diagram: People with a negative self-image. Under this label, we find people who feel less capable or less important than others. This approach to life is brought about by a sense of inferiority that is sometimes instilled in us by our parents when we are younger. It could be argued that it is the result of hearing variations of "that's bad" too many times. It is the product of receiving too much negative reinforcement from an important and influential person. The first label that we will examine in this family is "eager to please."

Eager to Please

People who are labeled "eager to please" are just that: They see themselves as inferior to their peers, and they overcompensate by being especially accommodating. This effort on their part is rewarded by their peers with positive feelings, goodwill, and positive transference up to a certain degree of effectiveness. After all, how could you not like someone who is sincere in their attempt to please and who thinks the world of you? The question is, would you recommend them for a position that required strong leadership? It is no surprise that some FLOW types follow this perception pattern. If propelled to a leadership position, "eager to please" types are often reluctant leaders and have difficulty adjusting to leadership positions due to their poor self-image.

Dead Enders

Probably the most misunderstood of all labels, "the dead ender" can be one of the most frustrating as well. Like those who are "eager to please," "dead enders" feel inferior to their peers but have a positive image of others. Unlike "eager to please" individuals, they do not benefit from the esteem of their colleagues and peers. This can be especially frustrating for them as they readily attribute it to their own perceived shortcomings, reinforcing or further deteriorating their negative self-image. Life at work can turn out to be very exasperating because it is nearly impossible for "dead enders" to climb the corporate ladder. They do not benefit from self-confidence or receive any votes of confidence from others.

Just Not Good Enough

Those who fall into the classification of "just not good enough" are the

people you feel sorry for in the office. They have a negative image of themselves, a negative image of others, and yet they are generally liked, albeit out of sense of pity at their deep insecurity. They benefit from weak positive transference because of this but are not likely to succeed. The issues of self-worth that plague them and their relationships with others inhibit their ability to lead with confidence.

On the Outs

The direst path one can travel on our diagram and in life is that of "on the outs." In this path, our inner child becomes thoroughly convinced of her "badness" and resigns herself to never being "good" enough to warrant the attention or affection of their parent type. Unlike the "dead ender" and the "eager to please," this person feels that the parent type is incapable of positive reinforcement. This designation oftentimes results from growing up in an environment under the tutelage or care of an EGO type. There may be a feeling of inferiority that is so powerful, it is almost contagious. It compels one to desire to run away from the source of such negativity and, as such, can be very damaging to relationships. Nobody likes to feel constantly embarrassed or uncomfortable, so they usually turn inwards. People who approach life in this way are generally depressed and find it hard to attribute any good qualities or actions to themselves or others.

Changing Your Label

If you find yourself in a situation you find undesirable, and if you are committed to changing it, we encourage you to actively turn inwardly and study the *why?* behind your situation in as objective a fashion as you can. If you are able to rationalize what it is that triggers these negative thoughts and attitudes, with restraint, you can restore yourself to the initial neutral state, the Tabula Rasa, which we previously discussed. From there, with every action and every choice, you can prove to yourself and others that you have worth, value, and dignity.

This is by no means an effortless process. It requires involved participation to see results, but it is well worth the effort. You see, once we have taken ourselves away from a displeasing label and head towards the "blank slate" starting point, it becomes easier for us to conquer the biggest obstacle in our path towards "the golden child": that is, our ego. As we can see in the following diagram, we need to reverse the process we examined before in order

to achieve this. However, every time that we hit a point on the way where negativity rears its ugly head, we must back track to the previous step.
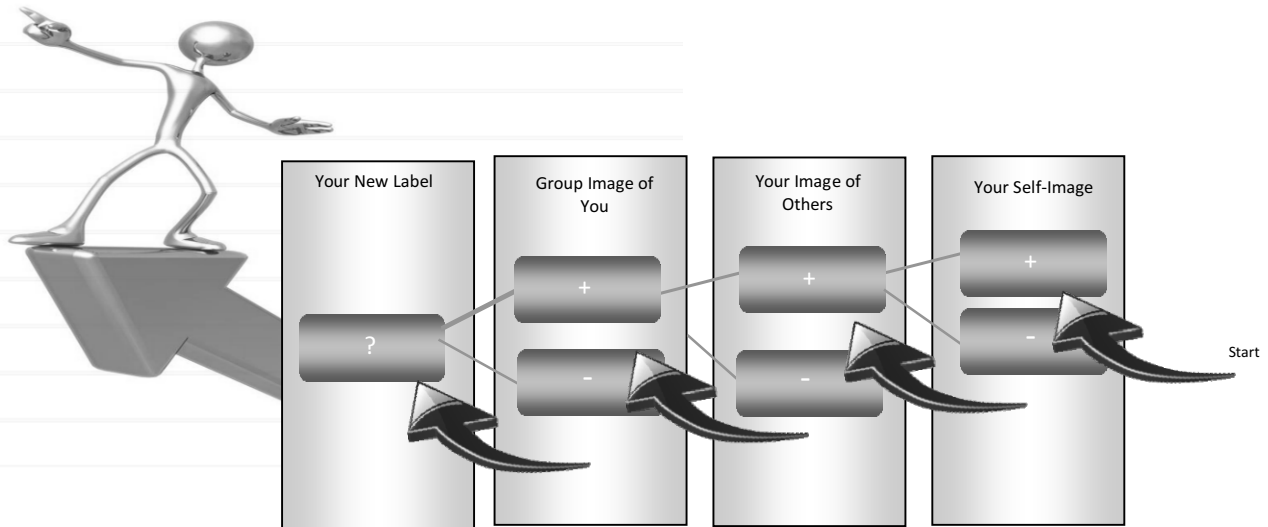
Let's imagine for example that you have been labeled as "just not good enough." In order to fight your way to a new label, you must begin with self-examination and by improving your own opinion about yourself. For example, in the "just not good enough" instance, you must change others' perspectives of you. Even though in this particular case you benefit from the goodwill you elicit in others, you must change the *reason* why they hold you in their regard. Instead of being worthy of their pity, you need to show them that you are capable of achieving things and of acting confidently (even if you don't believe it yet). Once you have accomplished your goal, you will see that your opinion of them has more than likely changed for the better. If their regard comes from a place of admiration rather than of pity, it is worth a lot more and can have a very positive effect on your perception of your peers and of your own self- worth. You will feel less compelled to judge others, and by refusing to pass judgment on others, it becomes easier to be less judgmental of yourself. Moreover, it becomes less complicated to see the brighter side of people and situations because that view is not skewed by a sense of insecurity but is instead overpowered by the motivation to acquire a new label.

You now have the tools to identify how you may have been labeled at your workplace, to understand why you have been labeled as such, and to take the conscious steps to change your label. Next we will explore how perceptions – ours and others' – directly impact the process we just outlined.

Chapter 5
Transference

"Who you are speaks so loudly I can't hear what you are saying."
~Ralph Waldo Emerson[liii]

Transference refers to "the redirection of feelings, desires, personal image, and perceptions of others, especially those unconsciously retained from childhood,"[liv] toward ourselves and others. This definition provides valuable insight into the fundamental concept of transference because it speaks of an unconscious shift of feelings (and indirectly of thoughts) from one person to another. We must not ignore that our personal image and our perceptions of others are redirected from one source to another. This transference occurs with the people you encounter daily in the workplace and in your personal life.

For example, let us consider Claudia, an individual who had an overly aggressive EGO type parent with whom she has shared a difficult relationship since her youth. Claudia always felt underappreciated by her father and felt that nothing she did would be enough to win his affection. In her new job, Claudia has a boss that exhibits characteristics similar to those of her EGO type father. Even though her boss has never raised his voice at her nor been particularly critical of her work, Claudia has never felt comfortable at work. Her negative feelings towards her father were subconsciously transferred to her boss.

Claudia's Transference to Her Boss

Reminds her of her EGO type father

(-)

Claudia   EGO type Boss
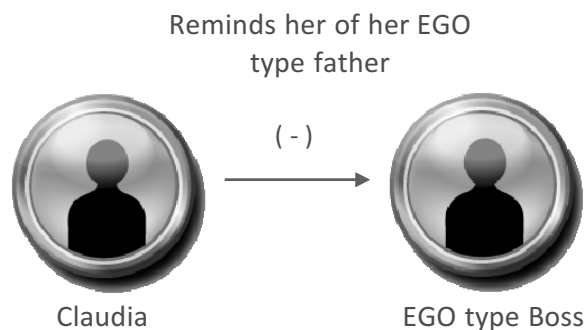
In a similar scenario, suppose that Claudia has a considerate CARE type boss and that her friend Peter (who holds a position one level senior to hers) is the one under the management of an aggressive EGO type who, in this case, treats him very poorly. Since her first day of work, Claudia has heard Peter complain about the situation and has watched him become more and more miserable as the days go by. A year into the job, Peter, tired of his situation, changes departments. Claudia's boss encourages her to apply for the open position that Peter left behind because he thinks that she would be great at it. Remembering all the negative things that Peter used to say about his old boss, she is hesitant apply. Although Claudia has never met Peter's former boss, she decides to stay at her current position and wait for another position to come available. She doesn't feel prepared to work for such a difficult character.

This shows us that Peter successfully transferred his strong feelings against his old boss to Claudia. She, in turn, was (justifiably or not) turned off by a new opportunity to advance her career: She transferred her perception of dealing with her father (who exhibited similar characteristics to what she had heard about Peter's boss) to a possible future prospect and saw a bad fit.

Peter's Transference to Claudia

Claudia starts to dislike Peter's boss
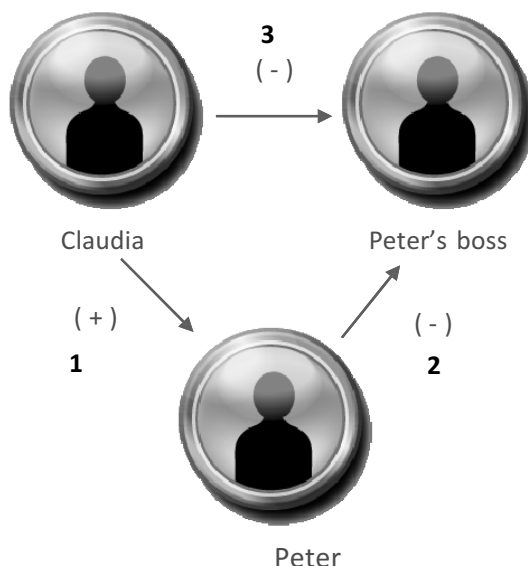
As evidenced in this example, direct contact among all parties is not necessary for such a shift to occur. More often than not, this shift influences a person's career path or life choices drastically without a person even being aware of it! For example, suppose that, six months later, Claudia and Peter were both assigned to the same project, with Peter serving as Claudia's manager. Suppose further that Claudia discovers that Peter is unmotivated and lazy. He had never exhibited these traits in front of her; previously, their relationship had been contextually very different, and as friends, Peter had been great. Her opinion of him in a professional sense slowly changed to a negative one.

This would likely compel Claudia to wonder about Peter's old boss, whom she still has never met. Was there a chance that she wasn't as terrible as Peter said she was and that she was rightly unsatisfied with Peter's consistently mediocre performance and laziness? This forced Claudia to come to the realization that she may have forgone a great opportunity to advance her career because she was overly receptive to Peter's transference and passed judgment without really considering the consequences. Claudia made a choice that significantly changed the path of her career the previous year without knowing.

Claudia's Now-Uncertain Perception of Peter's Boss

Claudia is no longer sure that Peter's boss is what he made her out to be
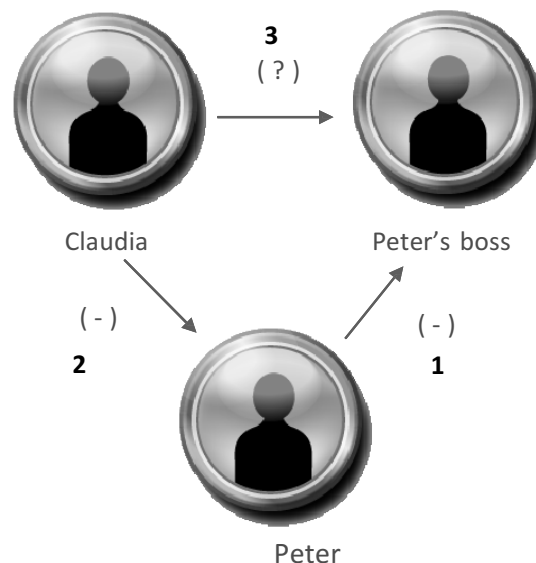
We can experience transference in two separate forms (positive and negative) and in varying degrees. Transference is deemed positive or negative by taking into account the end result of the previously mentioned subconscious shift. The previous examples were both of negative transference; however, positive transference can be just as powerful and life-changing. For example, two people (Rashid and Marie) have a good working relationship based on trust, and a third party (Luis) has a similarly positive relationship with Rashid. If Marie is introduced as Rashid's friend, chances are that Luis is likely to have a good impression of Marie even before meeting her. Luis transfers to Marie the positive feelings he associates with his friendship with Rashid. The opposite would apply if Luis had a negative relationship with Rashid.

Rashid, Marie and the Positive Transference to Luis

Marie benefits from transference created by her relationship with Rashid
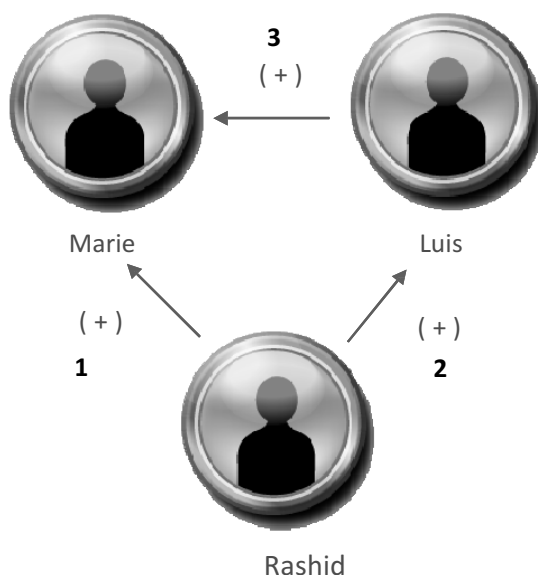
Within the two different types of transference, we find varying degrees. Remember that the stronger the transference, the potentially greater and more far-reaching the consequences. By examining the different types of transference, we will hopefully impart on you the importance of every relationship (even those to which you pay little attention) and what to do when you have compromised yourself (or have been compromised by others) as a consequence of negative transference.

First Degree Transference

The first type of transference that we will examine is called "first degree transference" or "direct transference." First degree transference occurs when a person's actions (or lack thereof) define who they are in the eyes of another person. The person's character, values, and human qualities aren't taken into account; a person is evaluated on what they do, rather than on who they are or why they have acted as they have. For example, Abhishek is a new colleague, and you are passing in front his office, where you see him dozing off in his chair. Subconsciously, you make a mental note of it. The next time you see Abhishek, he shows up five minutes late to a meeting.

<u>You Form a Negative Impression of Abhishek</u>

You perceive Abhishek to be lazy because you believe he was dozing off at work
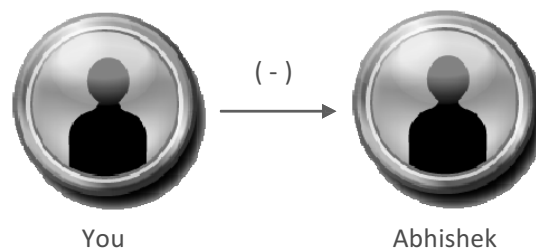
Combining your initial perception of Abhishek from the previous incident with your new observation, you form an image of Abhishek as being lazy and unmotivated, even though these are the only two encounters that you have ever had with him (keeping in mind that the first time can hardly be counted as an encounter because you merely observed him from a distance).

Consider, then, that you find out, six months later, that Abhishek is severely hypoglycemic and thus becomes dizzy and disoriented when his blood sugar drops. It turns out that the day you saw him "napping," he was actually recovering from a drop in blood sugar, having skipped lunch to help his manager with an urgent request; he took five minutes to close his eyes and regain his focus. Also, the day he was late for the meeting, his boss (the manager running the meeting) asked him to deal with a pressing phone call two minutes before the meeting started, more than justifying his tardiness. You feel ashamed because you had already written Abhishek off by transferring your perception of what you believed his actions indicated about his character, and you were

wrong. Suddenly, you go out of your way to make sure that you get to know him better and are incredibly polite and forthcoming. Abhishek, accustomed to your usual cold behavior, is puzzled by your sudden change of heart, believes you are insincere, and doesn't trust you. Through first degree transference, you effectively managed to ruin a relationship before it even started!

The Damaged Relationship with Abhishek

You feel guilty when you discover the truth about Abhishek; you suddenly start being nice to him; Abhishek is suspicious of your change in behavior

1 (+)

(-) **2**

You   Abhishek
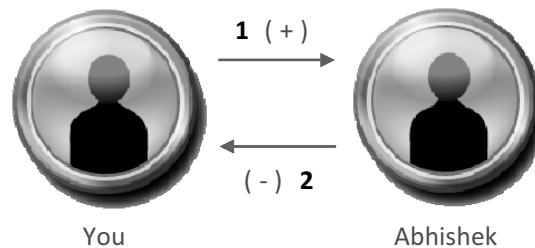
In the workplace, first degree transference is usually the most damaging when a person in a position of power has a bad experience with a subordinate. This could occur when the subordinate produces a substandard product, delivers the product late, or is complained about by others (justifiably or not). If this happens repeatedly, the supervisor becomes inclined to label that employee as a "going nowhere."

Instead of seeing the employee for what he is and balancing the negative with his or her good qualities, the supervisor sees him or her as a compilation of all the disappointments caused by their inadequate performance. This image of incompetence has transferred from one particular project (or several) to every situation that calls for their consideration. As such, they will be less likely to receive substantial projects or assignments in the future.

FACT types tend to be most susceptible to adopting first degree transference because it is a product of their own rationale, rather than that of others. The only opinion that counts is theirs. For them, actions speak louder than words, and since they are notoriously uncomfortable with verbal emotional expression, to them, this may seem like the most adequate way to form an opinion.

Transference is a process that is sequential. For example, after you have made up your mind about someone and given them a label, it becomes only natural for your opinion to be shared with others, either directly or indirectly. Their actions have helped you label them, and more likely than not, if faced with the opportunity to share this "knowledge" with others, you are apt to transfer this label to whomever you are speaking. This is the natural progression from first degree transference to second degree transference.

Second Degree Transference

As its name indicates, "second degree transference" is not merely the result of direct transference as it incorporates another person into the mix. The "Rashid-Marie-Luis" example of transference that we used at the beginning of this discussion is a wonderful case in point because it shows how Rashid- and-Marie's and Rashid-and-Luis' positive relationships influenced Luis's perception of Marie. Even though Marie and Luis have never interfaced before, they are likely to approach each other with an open mind and warm regard because they are aware of the positive relationship each has with Rashid. Each of them is likely to transfer their positive image of and positive feelings towards Rashid on to the other and will probably succeed in establishing pleasant rapport.

We must remember, however, that although the result of this particular exchange was positive transference, this is not always what we will experience. Unfortunately, negative transference tends to be stronger than its positive form. Because we are naturally inclined to be protective of ourselves, allowing someone to get "in our good graces" is harder than not letting them close. This makes it easier for us to discount or dislike someone without knowing them and very difficult for us to change our minds, even if they eventually prove us wrong with their actions.

Second degree transference has enormous consequences in the workplace because, like first degree transference, if experienced with the right people, it can propel or hold back your career. If you experience positive second degree transference with a hiring manager that was borne out of a good relationship with your current boss, for example, you are more likely to get hired for that new position. The opposite is true for any negative relationships that you cultivate at work, so you must be wary of your words and actions to ensure that you will not end up a "dead ender."

The tricky thing about second degree transference is that it works even without our knowledge of its existence. If you think about it, when was the last

time that you heard two people have a completely candid conversation about you, knowing that you were listening? This is yet another reason why you must try to cultivate sincere positive transference in everything that you do. However, if you do find yourself in a position in which you feel that someone hasn't given you a chance to prove yourself or has "written you off" undeservedly, you have more than likely become a victim of second or third degree negative transference. Transference is a sequential process; to remedy your situation, you must engage in the process that we previously described.

Third Degree Transference

"Third degree transference" (also known as "group transference") has the farthest reaching implications. Much like second degree transference, it has the power of affecting your life and career without your direct involvement and without your knowledge of it occurring. Third degree transference involves the third step in the process of label acquisition: the "they" factor. The "they" in this particular case is indicative of a group or team of people that are directly or indirectly connected to you. They have passed judgment on you in a positive or a negative way and, depending on the relationship they share with each other, have embraced or dismissed you based on transference alone. Your environment may influence the degree to which people are prone to engage in groupthink, but in any case, you run the risk of being discounted unfairly by many simply because they share a strong bond with a person who dislikes you or misinterpreted your behavior.

This often occurs in situations in which there is a significant change in the work environment. We are creatures of habit and as such, enjoy the comfort of knowing the people who surround us and what to expect from each day. A great example of this is when there is a change in leadership or in organizational structure in a team driven environment. People tend to feel a sense of loyalty to those with whom they have worked in the past and are generally averse to new people and new ways of doing things.

Chapter 6
Mastering Transference

"Watch your thoughts, for they become words. Watch your words, for they become actions. Watch your actions, for they become habit. Watch your habits, for they become your character. Watch your character, for it becomes your destiny." ~Patrick Overton[lv]

Understanding transference as a concept is easy; understanding the causes and implications of transference can be hard. Wrapping our mind around the fact that sometimes our poor image has been caused by factors and relationships for which we are not directly responsible can be discouraging for anyone. However, just as we may find ourselves the victims of negative transference, we can also find ourselves enjoying the perks and opportunities brought about by positive transference.

The key to solving problems that may arise as a consequence of negative transference is a thorough analysis of the complex web of interpersonal relationships that surround you. It will not suffice to merely focus on your relationships (whether good or bad) with the people with whom you interact frequently. You must look at who the people that you have relationships with have relationships with and how those relationships may be affecting you. Once your image has been transferred from one person to another and yet another, attempting to remedy the situation by trying to improve your relationship with the first person will not be enough. You must trace the path of the transference and focus on the individuals responsible for its propagation. Although accomplishing this may prove difficult, since it usually requires time and hard work (and may necessitate that you step outside of your comfort zone), it may bring some unexpectedly positive results. Imagine the possibilities if you successfully approach each individual that has been, in one way or another, responsible for propagating negative transference about you. If you didn't have a relationship with them before and you manage to establish a positive one, you have just created an advocate for you who will likely help in spreading positive transference about you. This person, now a direct contact, has contacts of his or her own and has thus added a new layer of contacts that may possibly advance your career.

You are the only person responsible for the type of transference that you elicit from others. Two of the easiest ways to perpetuate positive transference is to overlook no one and to be honest. Be mindful of people's feelings and remember the small things that nobody else do. Treat even the most junior person in your office with the utmost respect. Avoid telling lies, especially about others. People appreciate honesty. Getting caught in a lie is one of the easiest ways to create negative transference for yourself, and given the absence of trust, the resulting negative perception will be one of the more difficult to reverse.

In the event that you are faced with a problematic situation that doesn't directly involve you, it is wise to assume a neutral position. If people want to "vent" to you, be a good listener but nothing more. Albert Einstein worded it best, "If 'A' equals success, then the formula is 'A' equals 'X' plus 'Y' and 'Z', with 'X' being work, 'Y' play, and 'Z' keeping your mouth shut."[lvi] If you do feel inclined to give an opinion, try to focus on the facts of the situation rather than the people involved.

Remember, too, that just as it takes two to create conflict, it takes two for things to be resolved. Taking the initiative to solve a problem is usually appreciated and responded to in a positive way. Unfortunately, not everyone is going to like you. Learn to be comfortable with that. If the relationship is an important one, you may have to be more diligent with your efforts or more strategic with your approach. We will discuss this in more depth in Chapter 9. Note, however, that a relationship doesn't necessarily have to be friendly to be functioning. Consider your aims and be open-minded as to how you achieve them. You are the master of your own destiny, and the responsibility is yours.

In summary, the more positive transference you are able to generate, the more doors you open for yourself (and others will open for you) in the future. It is important to be proactive about disseminating a positive image of ourselves and about mitigating the damage of anything negative that may be circulating. As we stated earlier, conflict is a choice; we have control over whether we want to create, partake in, avoid or address it. Transference, on the other hand, is a reality: It will happen even if we do not want it to. That said, we can influence whether our experience with it will be positive or negative and what direction we allow our life and relationships to follow.

TEST YOUR KNOWLEDGE

Chapter 7
Case Studies

"The bitterness of studying is preferable to the bitterness of ignorance" ~Unknown

Transference is an ongoing process that is an intrinsic part of our lives; it affects our relationships both directly and indirectly. We begin to experience transference very early on in our lives, and it helps shape us into the adults that we become, sometimes without our knowledge of it occurring. Transference is a critical factor in the formation of our self-image and can have consequences beyond those that we can fathom. Because of this, the following case studies explore transference in all facets of our lives, not merely as it occurs in the workplace.

Understanding transference as a concept is easy; however, understanding how it manifests itself in our lives may prove a bit more thought provoking. We generally find ourselves in situations like those that follow, but we do not identify them as such. We hope that you will be able to relate to some of the examples that we provide and thus further grasp the practical applications of transference.

The cases we have used are incorporated into the life story of the Smith family. While fictitious, the cases are based on actual people and events we have encountered. As you get to know and follow the lives of the individual members of this family, you will be able to identify cases of transference unfolding. After each section of their tale, you will find a short quiz to help you incorporate the material on communication and conflict, self-image, and transference into your expanding knowledge database.

Case Study #1 – Hunter

Hunter Smith grew up an only child in the Upper East Side of Manhattan. His father was a very successful investment banker on Wall Street, and his mother was a devoted kindergarten teacher. Hunter's parents had a functional relationship as their personalities complemented each other well: Hunter's father was an EGO type who knew how to tone down his EGO type behavior at home, and his mother was a CARE type who lived and breathed to care for her family and tend to her husband's and child's needs. She realized how hard her husband worked to give them the luxurious lifestyle that they had, and she showed her appreciation of his sacrifice by making his life at home as carefree as possible. Both mother and father adored their son and doted on him more than most parents do; theirs had been a high risk pregnancy due to a medical condition experienced by Hunter's mother. Seeing Hunter as something of a miracle, and satisfied to be parents, they decided not to try to have more kids (because it meant risking mom's life) and thus focused all of their energies on little Hunter.

Hunter was a very happy child growing up. He learned to idolize his father in the way that many little boys do, even though his father was rarely home. Hunter saw that his father was a "great man" in more ways than one: He elicited the respect of virtually anyone that they encountered in a social setting, and he was a natural leader even among other powerful men. Although he was sometimes too tough on him, Hunter loved and respected his dad more than anyone else in the world. He loved and respected his mother, but through their constant interaction quickly realized that her love was unconditional and that, in her eyes, he could do no wrong. He misinterpreted her strong inclination to cater to his needs and wants and her nurturing disposition as weakness that contrasted heavily with his strong image of his distant father.

As a result of these perceptions, Hunter grew up always trying to make his dad proud in everything that he did: He became a great student and athlete and always received nothing other than positive feedback from his teachers and coaches. He developed a strong desire to please anyone he saw as an authority figure as he subconsciously associated their approval with that of his father. The approval of those who were more like his mother mattered less because it seemed more easily attainable with less of an effort.

Hunter was consistently the best student in his class. Since starting his formal education, he excelled in all subjects and had a thirst for knowledge unparalleled by that of his peers. He began attending an exclusive private school

near his house when he was only four years old and continued his studies there until he graduated. He wasn't particularly outgoing or popular, but he was well-liked by all of his teachers given his strong intellectual promise and fervent desire to learn.

From a very young age, Hunter was made aware of the fact that he was different from his peers. He won all sorts of academic awards and was constantly praised by his mother (and sometimes his father) and teachers for his exploits in all scholarly fields. As time went by, Hunter's reputation as a star student eventually earned him preferential treatment from his teachers. By merely seeing his name on a particular project, test, or essay, they would immediately assume that it was stellar work from their star student. On the few occasions that he turned in less-than-excellent work, his teachers assumed that he must have been under unusual circumstances and would approach him to see if everything was okay while giving him high marks nevertheless.

Hunter noticed that, at school, even when he didn't particularly try his best, he would still reap the results of the good reputation that he had cultivated for so many years. You see, his teachers had come to expect such excellent work from him that their high expectations blinded them from acknowledging the sometimes average work that he occasionally turned in. Because of this, Hunter became progressively lazier his senior year of high school yet still graduated as valedictorian of his class.

His desire to excel in everything, and his often egocentric ways, made him successful at virtually anything he tried but never afforded him the opportunity to learn the value of humility or the danger of a big ego. In his eyes, he wanted to be an even "greater" man than his father. He believed that, by merely trying, he could achieve anything he wanted. He developed great ambitions and extravagant dreams with nothing to guide him toward the healthy pursuit of realistic and sustainable goals.

The person he loosely modeled his life after (his father) was never there to teach him about the dark side of success and the importance of keeping a level head. His father could have guided him in the right direction, but unfortunately for Hunter, his father was never home to do so. Instead, Hunter was raised by his mother, an overly nurturing spirit, so preoccupied with compensating for her husband's absence in Hunter's life that she rarely disciplined her child when he was out of line for fear of harming him psychologically. In her eyes, Hunter's sometimes egocentric and selfish behavior was simply a defense mechanism and was nothing to be punished.

Hunter struggled to make meaningful and lasting friendships. He had many acquaintances but had a hard time keeping friends because his ego prevented him from trusting others completely and distracted them from his more positive qualities. Hunter was aware of the fact that he didn't have many close friends but saw his situation as a result of his being more mature than his peers and not the product of one of his shortcomings. He did, however, feel lonely. He looked forward to going to college because he felt that there he would finally find people of his "caliber" and that he would make close friends.

At a time when most people around him were trying to find themselves, Hunter found himself extremely comfortable in his own skin. He knew that he wanted to pursue a career that would bring him more prestige than his father's, so he pursued a double major in political science and economics at a prestigious Ivy League university with the hopes of becoming a politician or a prominent public figure. He quickly rose to the top of his class, and he was well-known among his peers. He was heavily involved in extracurricular activities, and as a result, he had the opportunity to meet many different types of people. He exemplified self-confidence and charisma to an unusual degree and was a well-known figure in his university.

He developed close relationships with those of his professors that he looked up to as he subconsciously transferred his desire to please his father onto his relationships with them and was thus very open and agreeable in their presence. He trusted his professors in a way that he trusted no one. Because of this, he spent a lot of time with professors in the departments of his majors and became the "golden boy" in both fields. His reputation amongst the staff was so great that he was regularly invited to special graduate seminars, even as an undergraduate and even by professors he had never had. As a senior, Hunter was asked to teach undergraduate freshmen.

Hunter wasn't fulfilled by his personal relationships with his contemporaries because their bonds were very superficial. However, he thought he had found tremendous success when it came to dating. His charisma and success made him a very attractive potential mate and compelled women to be interested in him. They were drawn to his strength of character and felt that his confidence was rooted in his success rather than in his overinflated ego, so they actively pursued him. He became a "serial dater" and was never seen with the same woman for longer than three weeks. Hunter was never willing to commit to a serious relationship and therefore ended his relationships before they reached a point at which he could get emotionally invested and attached. He felt that his

inability to keep a relationship was a consequence of his not having found the right girl and actually embraced his reputation of being a womanizer as he felt the association gave him a sense of being in control.

However, the day finally came when he found the "right" girl for him in his comparative politics class. The professor had assigned all the students in his class to gather into groups for a team project, and Hunter was placed in a group with four of his peers. He usually didn't like working with others because he had trouble accepting the fact that his individual performance reviews were going to be affected by the performance of others. In this particular case, however, Hunter actually found himself glad to have been assigned a group project because a girl named Christine, whom he found very attractive, was one of the people in his group.

Christine was a beautiful girl whom he had seen many times before; she was a member of some of the same extracurricular organizations Hunter had joined. He had been captivated by her unusual beauty and by the graceful way that she carried herself. She had long black hair and big, round, blue eyes. Even though he was usually attracted to WHIM types who were very social (clearly something she was not), there was something about Christine that had caught his eye, and he had no idea what it was. He did know, however, that she was a shy girl who generally kept to herself, and he could tell that she was intelligent from the comments and observations that she made in class.

When the professor called his name in the same group as Christine's, Hunter was thrilled to finally have a chance to get to know the girl who had captivated him in such a special way. They began working on their project immediately, and Christine proved to be even better in reality than he had envisioned. She was funny, witty, and just as, if not more, intelligent than what she had seemed before. They worked hand in hand for three weeks to complete the project, and every day spent with her was a wonderful one for him. As the project deadline was approaching, and after some serious courage-building, Hunter decided to make his move and ask her if she wanted to go out for coffee with him after class. Thinking that it was project-related, she said yes and met him a couple of hours later at the coffee shop on campus.

When they met, she saw that he was wearing different clothing and had obviously showered and worn cologne. He also had no books with him and seemed a bit nervous when they first started speaking. Although initially uneasy herself after realizing that his intentions for grabbing a cup of coffee had been different than those she had expected, after a couple of minutes together,

Christine found herself thoroughly enjoying Hunter's company. They talked about anything and everything, and after four hours, they established a strong connection. Her guard had willingly come down and made the afternoon one of the most enjoyable ones that Hunter could remember.

Christine was impressed by Hunter's confidence and charm and was pleasantly surprised that her possibly disastrous and practically blind date had worked out nicely. She realized that "the big man on campus" was actually a genuinely nice and charming guy. Hunter was ecstatic: He still couldn't believe that he had managed to catch the attention of the girl it seemed that he had been waiting for his whole life! On his way home, Hunter was practically dancing in the streets thinking of where and when their next date would be.

Hunter and Christine saw each other in class the next day and were shy around each other the way people are when they see each other after a good first date. When class ended, Hunter nervously approached Christine, and after some semi-uncomfortable small talk, asked her if she wanted to go out again. She demurely replied that she would, and they happily went out to dinner that night. At dinner, Hunter surprised himself at how candid and openly self-deprecating he could be in front Christine. Even though he was trying to do his best to impress her, he felt completely comfortable talking about his flaws, bad habits, and terrible temper. Hunter didn't feel that Christine's liking him was contingent on his merits and success. He could finally be himself because "himself" was good enough. All those things that he would have been so nervous to share because they could potentially scare her away actually made her like him more.

Their relationship continued to blossom after the project was completed. Hunter was a great boyfriend. He was very caring, and his actions showed Christine that he really had feelings for her. He would often bring her flowers or chocolates for no reason, helped her study when she had a big exam, encouraged her to run for student body treasurer, and nursed her back to good health when she caught a terrible case of the flu.

Things seemed as though they couldn't get better. Then, two months after their first date, Christine's attitude towards Hunter abruptly changed. She rarely answered his calls and was never at her usual "hangout spots." Completely puzzled by her change in behavior, Hunter went to her apartment in search of answers. Unfortunately, he caught Christine as she was leaving for class, so their exchange was very brief. She quickly apologized and said that she was very sorry but that their relationship could never work out. She couldn't offer him a concrete

reason as to why it couldn't, but she was adamant about the fact that she foresaw no relationship exceeding a friendship developing between them at the time.

Completely distraught by her drastic and unexpected decision, Hunter went home and tried his best to figure out why she had acted the way that she had. Regardless of how much thought he gave the matter, he never figured out why a relationship with so much potential had come to such a fateful and abrupt end. Luckily for him, he thought, graduation was only six months away, and he would have the opportunity to start over in a new place with new people and forget about the relationship that couldn't be. Who cried over something that lasted only two months anyway?

What Hunter never found out in relation to the Christine affair could have actually helped him out in the future. You see, Christine ended their relationship before it got serious because she had been heavily influenced by her best friend to do so. Her best friend Katherine had heard some nasty rumors spread about Hunter around campus and was worried about Christine. She learned of his reputation as a womanizer and about his inability to commit to relationships, and she became progressively nervous about her friend's budding relationship.

To address her worries, Katherine talked to one of Hunter's ex-girlfriends whom she had met freshman year in a seminar. In a subtle fashion, she brought up Hunter's name in conversation to see what type of reaction it would elicit from her friend. Seeing that her facial expression had changed to one of disgust, she asked about their relationship in hopes of learning something about the guy she'd been hearing so much about lately. The two women quickly became close, and Hunter's ex-girlfriend began confiding in Katherine about her past with Hunter. Left embittered by Hunter's inability to commit to a relationship with her, she spoke very poorly of him and even "creatively elaborated" (and outright lied) about him to Katherine. Upset to hear this but happy to have uncovered her perceived truth about Hunter, Katherine told Christine everything that she had heard. Due to the nature of the claims about him, trusting her best friend blindly, and acknowledging that she had truly only known him for two months, Christine decided to end things with Hunter before she got too emotionally invested in the relationship.

After much thought and consideration, Hunter convinced himself that the reason that things hadn't worked out with Christine was because he had let his guard down and shown her his more vulnerable side. He effectively hadn't been "good enough" for her, and while it made him sad, he felt relieved that his view of

the world and relationships had only been changed temporarily and that his original view had actually been reinforced by their breakup: He would always have to strive to earn people's love, and regardless of how hard he tried, they would never be satisfied. That's why it was better to not get too involved with others. If he trusted and loved only himself, he knew he would never be let own. He quickly went back to his "serial dating" and in his eyes, finished college on a high note.

Hunter learned a lot in college and grew in many ways during the four years that he was there. He didn't, however, identify the fact that he was emotionally immature for his age. His relationship with Christine had showed him that his fear of commitment was borne out of a very profound sense of insecurity when it came to pleasing those people (or that person) that he cared about deeply. He had successfully hidden behind the several layers of self-confidence he had gained from his continued success in the other aspects of his life. However, instead of doing some soul searching and working on improving his situation on a deeper level, he chose to remain in denial and focused on his work since it provided a sense of satisfaction that helped him feel good about himself.

Hunter became so accustomed to being the star student that it was only natural for him to strive to be the best at work. He graduated and quickly found a job at a high-profile nongovernmental organization where he planned to spend the rest of his career. Not surprisingly, he was one of the most notable new hires during training and, with his superior intelligence and strong work ethic, quickly jumped onto the "radar screen" of many managers in the organization.

The "whiz kid" was soon a topic of conversation within the organization, and Hunter promptly started his speedy climb up the corporate ladder. He became the "go to guy" for his peers and for managers who were looking to accomplish difficult projects or tasks and who wanted the quality of the work to be remarkable.

Much like in high school, pretty soon everything that Hunter was involved in found success. He was often asked to collaborate on projects that he wouldn't even have time for but could never turn them down because he felt that he would be letting his peers or managers down if he did. Much to his own surprise, he mastered the art of delegating responsibility to others and of overseeing projects rather than doing them himself because he had no other choice. Because people had great expectations of him, Hunter received credit for things even though he readily admitted that they weren't his doing.

Hunter's "golden boy" image even worked against him when he tried to credit others with work. Whenever he highlighted others' work, people assumed that he was just being modest and that the superior quality of the work in question was actually a result of his efforts. You see, Hunter's name became synonymous with excellence, making it nearly impossible for any of the people he collaborated with (or had seemed to have collaborated with) to benefit from a job well done.

Given his strong reputation, self-confidence, and ability to produce exceptional results, Hunter was promoted to middle management after only three years. At least that's why he thought he had been promoted. In reality, when Hunter applied for the promotion that he eventually received, he was only one of three highly-capable individuals being considered. What he didn't know was that the other two candidates had more experience in the organization than he and were probably better-suited for the position. They were introverts however, who hadn't cultivated the types of relationships with upper management that Hunter had and as such hadn't had any advocates to speak on their behalf come promotion time. You see, Hunter was a brilliant "office politician," always presenting himself as a humble man who loved the work he was doing and who was just trying to do his job. He always treated managers with the utmost respect and made certain to ask lots of questions in order to offer them the opportunity to showcase their knowledge.

Hunter benefited from one of his relationships in particular and received the promotion he wanted due to the intervention of one of his superiors. His manager felt compelled to talk to the hiring manager on Hunter's behalf and put in a good word. Hunter's manager and the hiring manager had been colleagues for over ten years and had become close personal friends. It was, therefore, no surprise that a positive reference from a friend meant more to the hiring manager than what the other candidates, whom he didn't know, told him during an interview.

Sitting comfortably in his position as a manager, Hunter became progressively egotistical and was enamored with the idea of having power. In his eyes, he was finally becoming the man that he wanted to be and was finally reaching a level of corporate success that would impress even his father or other "great men." As time went by, his self-confidence turned into cockiness, and he started rubbing his subordinates the wrong way. He became demanding, critical, judgmental, and aggressive and gave people plenty of reasons to complain amongst themselves.

Just like in high school and college, Hunter had trouble establishing meaningful connections with his peers and subordinates at work. He felt superior to them and felt that they had to strive to earn his trust and esteem. However, nothing was ever good enough in his book, and because of this, he inadvertently isolated himself from his peers. Everyone below him in the "corporate food chain" feared and loathed him while everyone above him, whom he went out of his way to please, remained highly impressed.

Hunter had no idea that his subordinates had such a negative image of him because he was so out-of-touch with everything that was going on in his office at the levels below his own. He never realized that he was a favorite topic of conversation among administrative staff and that his temper had made him infamous even among staff with whom he had never interacted. He was under the impression that he had a good relationship with his assistant Sheila but was entirely mistaken. Sheila hated coming to work every day because she knew that it meant having to interact with Hunter. She couldn't bear the thought of having to be nice to a man who was so critical and demanding of her and who never showed any appreciation for her hard work. However, her job was what kept her children fed, so she couldn't leave it. Hunter felt that his relationship with Sheila was functional because they always managed to accomplish everything they set out to do. She followed orders well, was efficient and polite, and never took a day off.

Two years into his term in middle management, Hunter decided to apply for a promotion into a management position in a different division. Hoping his great performance track record and his close contacts in upper management would suffice to get him the job, he confidently applied and expected to interview within a week of having sent his application. His assistant, when hearing the news, quickly shared it with her friends in their division, and soon everyone knew that "Heartless Hunter" was on the "hunt" for a promotion.

After he didn't hear back in the timeframe that he had expected, Hunter called the hiring manager's assistant to see if perhaps they hadn't received his application. To his surprise and dismay, his application had been received and rejected. Confused and disappointed, Hunter sought an explanation. He asked a friend of his who was close with the hiring manager to see why he hadn't been hired and was surprised to learn the reason why: Hunter was told that the manager had heard that Hunter was difficult to work with and that he wasn't prepared to take on someone who was going to cause trouble in the organization. Feeling in his heart that there was no way that it could be true, Hunter believed the manager had just given his friend a "smokescreen" answer and

hadn't disclosed the real reason. However, not knowing the hiring manager personally and not wanting to press his friend to keep prying on his behalf, Hunter knew that he was in no position to find out the "real" reason, and he let the issue go, just as he had in college when Christine had broken up with him.

Little did Hunter know that his failure to receive the promotion he so badly wanted was partly due to the poor relationship (unbeknownst to him) that he shared with his assistant. In this case, as with Christine, Hunter's prospects of achieving a desired result were hurt by his reputation (again, unbeknownst to him) among a certain group of people (or a particular person). The negative image created in people's minds by his reputation spread by word of mouth to key influencers in the lives of the people he was trying to impress. This negative reputation damaged both his prospects of a positive relationship with the girl of his dreams and his anticipated promotion.

You see, Sheila was best friends with Margareta who was very close to Mei, the hiring manager's right hand. The very day Sheila found out that her boss was applying for a promotion, she called Margareta and told her how she hoped that Hunter would get the promotion, leave her department, and thus leave her alone. Margareta, having heard the details about his promotion and having sat through years of her friend's rants about how rude and demanding her boss was, couldn't resist the temptation to call Mei and let her know that she ran the risk of having to work with the most unpleasant person in her office if her boss hired Hunter. Fearing the worst, Mei mentioned to her manager that she had heard rumors about Hunter being difficult to work with and about his lack of good downward and lateral people skills. Thus Mei successfully prevented Hunter's promotion.

Ironically enough, when Sheila heard that another manager had been hired for the job, she was devastated. She had already started to imagine what life would be like working for someone more pleasant and had already gotten used to the idea that she wouldn't have to deal with Hunter anymore. Sheila knew that Hunter was qualified for the job for which he had applied and that he had many high-level advocates whom, from Sheila's point of view, Hunter had successfully tricked into thinking that he was a selfless person who always put their organization first. Sheila wanted to get rid of Hunter so badly that she wasn't mindful of what she shared with others, and it blew up in her face when the rumors she started were precisely that which thwarted his departure.

After the whole promotion fiasco, Hunter decided to keep his head up and focus on his work and his ever-changing personal life. At work, things

finally got back to normal when a new project was assigned to him that required extensive work with government officials in a particular country in Eastern Europe. Excited to be able to leave the work environment, which had become quite stale around him, Hunter looked forward to traveling for a couple of months and getting away from everything and everyone. He was happy to hear that the only other person going with him on mission was his boss, a man whom he respected and admired very much and with whom he had a great mentor/mentee relationship.

Over the first thirty days of their mission, negotiations with the government were proceeding exactly as Hunter had envisioned. At the negotiations table, Hunter and his boss complemented one another as though they had been a team for years. His boss handled all strategic issues with the government and would cede the floor to him on all technical issues.

As the project agreement began drawing to a close, the Prime Minister voiced an objection pertaining to one of the key conditions of the agreement to which the government was required to adhere. The Prime Minister was adamant that the government would not budge from their position, and Hunter's organization was steadfast that the agreement could not be completed without that conditionality included. The two parties were at a standstill. Seeking a resolution, Hunter and his boss scheduled a meeting with the Prime Minister.

When they arrived at the Prime Minister's office, the security officers informed them that the Prime Minister had requested that Hunter attend the meeting alone. Hunter and his boss spent several minutes attempting to explain to them that, if only one individual were welcome in the meeting, it would be best for Hunter's boss to attend given his seniority within their organization. The security officers would not budge, however, and since it was their last shot at saving the deal, Hunter's boss insisted that Hunter go ahead without him.

Hunter's meeting with the Prime Minister went very well, and he ended up saving the multimillion dollar project. Excited to share the news with his boss, Hunter called him immediately after everything was settled. Hearing the good news, his boss was relieved to see the end result of the meeting and congratulated Hunter on a job well done. When they returned home at the end of their trip, news had already spread that Hunter had saved the day, and he received a warm welcome even from those who didn't like him because they couldn't help but be impressed by his work.

Hunter's boss was approached by another manager who inquired if Hunter could participate in one of her projects even though it was in a different division. Hunter's boss knew that the project was very important and knew that, after the one they had just completed, Hunter had a relatively empty plate. However, feeling resentful towards Hunter because his success had overshadowed his own work, Hunter's boss claimed that Hunter was extremely busy and would thus be unavailable for the project. The assignment went to someone else, and Hunter unknowingly lost a great opportunity to further showcase his skills.

Things in the office, however, did not resume normally after Hunter's return. New projects were being discussed and assigned within their division, and Hunter was offered only those that offered limited exposure. Despite his stellar performance on the last project, Hunter was assigned a relatively unimportant assignment. His boss still felt insecure about the event that occurred when they were overseas. Not realizing any of this, Hunter happily went back to work and to the "serial dating" that he enjoyed so much. However, after a couple of months, Hunter started realizing that he was no longer receiving any of the important projects in the division. He was overlooked time and again until, finally, he decided to be proactive and talk to his boss about it.

He approached his boss right after a meeting, and instead of making accusations as he would have liked, Hunter chose the "high road" and told his boss that he felt prepared to be given more responsibility. He elaborated by presenting his track record and noting that his past successes were indicative of his abilities and therefore indicators of the capacity that he had to take on more important and more complex projects.

Instead of hearing the reply that he wanted from his boss, Hunter once again found disappointment. His boss claimed that there just wasn't any room in the division for error because of their limited budget and that he was unwilling to risk having someone with limited experience, like Hunter, handle the sizeable projects that the division had in store.

Angered and distressed by his boss's reply, Hunter went home early that day to ponder his next move. Feeling that there was more to what his boss had told him, he correctly guessed that staying in his division wasn't for him if he wanted to advance quickly within the organization. He had burned a bridge with his boss; how?, he didn't know, but he wasn't willing to stick around and find out.

Banking on his reputation for having saved the project in Eastern Europe, Hunter appealed to one of the managers in another branch of the organization. The manager, although not involved in the Eastern Europe project and having worked in a completely different division, had been the one in charge of auditing the resulting negotiation between Hunter and the Prime Minister. Audits were required as per the company's system of checks and balances to ensure that each individual project would prove beneficial to the people of the client country.

Fortunately, Hunter's appeal didn't fall on "deaf ears." In fact, the manager had been so impressed by Hunter's work in Eastern Europe that she offered to find him a place as a manager in her branch. After speaking to Hunter's current boss, the manager offered Hunter a job promotion into her department. Hunter was happy but was confused to hear that his old boss spoke very highly of him to his new boss; Hunter decided to not dwell in the past and didn't bother to think about the discrepancy between his boss's words and actions.

Unbeknownst to Hunter, his boss was actually relieved that Hunter sought to leave his division. He couldn't hold anything against him because he was a spectacular employee, but he couldn't help but feel undermined by Hunter's rapidly "rising star." So, when he was approached by Hunter's new manager about potentially hiring him away, Hunter's boss encouraged the move as best as he could, feeling that his authority would be less threatened that way.

Once again, in his new post, Hunter found himself settling into his old routine, making many friends in management but few amongst his peer group and subordinates. He continued "serial dating" and was content with how his life was playing out. Little did he know that that was all about to change dramatically with the arrival of a new hire….

Quiz #1

1. Through years of_____Hunter gained the reputation for being a star student amongst his teachers.

   a. First Degree Transference

   b. Second Degree Transference

   c. Third Degree Transference

2. Who was the key influencer in Christine's decision?

3. What type of transference prevented Hunter from having a relationship with Christine?

    a. First Degree Transference

    b. Second Degree Transference

    c. Third Degree Transference

4. Hunter's _____ qualities made his subordinates fear him.

    a. FLOW type

    b. WHIM type

    c. CARE type

    d. EGO type

    e. FACT type

5. Sheila felt that the best way to address Hunter was to agree with him at all times and follow his every demand. What was Sheila's predominant personality state in her interactions with Hunter?

    a. WHIM type

    b. EGO type

    c. FLOW type

    d. CARE type

    e. FACT type

6. Using the format of the diagrams we provided in Chapter 5, diagram the transference that got Hunter his first promotion.

7. Sheila was thought to have a negative self-image and a negative image of others, but the group held a positive image of her. Her resulting image would be:

   a. The Cynic

   b. Cocky but Good

   c. Just Not Good Enough

   d. On the Outs

   e. Eager to Please

8. Hunter gained a strong reputation with the Prime Minister in Eastern Europe through his work with the Prime Minister's chief of staff. This is an example of:

   a. First Degree Transference

   b. Second Degree Transference

   c. Third Degree Transference

9. Hunter's boss was resentful after Hunter saved the multimillion dollar project because he felt threatened, likely indicating what personality type?

   a. EGO type

   b. CARE type

   c. FACT type

   d. WHIM type

   e. FLOW type

10. Most managers in the organization collectively held a good view of Hunter, as evidenced by one's attempt to select him for a new project and another's decision to hire him in a different department. Hunter's positive image among the members of that group was probably the result of positive:

    a. First Degree Transference

    b. Second Degree Transference

    c. Third Degree Transference

Case Study #2 – Theresa

Theresa was born on New Year's Day in a hospital in the suburbs of a big city on the east coast. She was the first born to Edward and Julie White and was also the first born of the new generation of Whites. She was named Theresa in honor of Edward's late mother who had passed away the year before. As the first child of her generation, she was doted on by the entire family and was quickly identified as the new queen of the White household. Edward and Julie were extremely caring and devoted parents to their daughter. Julie was a stay-at-home mom, and Edward was a top-level executive at the company where Hunter worked. Edward had worked there his entire career, and even though his job required constant travel and long working hours virtually seven days a week, Edward always made time for his daughter because he knew how important it was for her to have his influence in her life.

Theresa was a cheerful child who lived in a strongly united home, and when she was two years old, the birth of her brother Thomas made the White household what seemed to be the happiest in the world. Julie and Edward were careful to make sure that Theresa still received a lot of attention after Thomas was born, conscious of the fact that she could develop self-image issues and jealousy toward her sibling if she felt that she had been replaced. Because of this, Theresa learned to love her brother dearly from a very early age and developed a very close bond with him. Three years later, Julie became pregnant again, and this time she instilled in Theresa the importance of playing an active role in her siblings' upbringing as a positive role model, even though she was only five years old. Theresa became a very dutiful and responsible little girl who loved the idea of being her mother's "little helper" and who took her "parenting" duties very seriously.

Theresa's life, and her role as caretaker, inevitably changed only five months after the birth of her sister Jennifer when her father was involved in a serious car crash. Edward lost the use of both of his legs, thrusting his stay-at-home wife and children into a difficult situation. He was no longer able to do many of the little things that many take for granted, things that had previously defined his relationship with his kids. He could no longer occasionally drive them to soccer practice or run around the backyard with them on weekends.

Seeing how distraught Julie was, dealing with the emotional strain and the temporary financial burden, Julie's parents encouraged the family to move in with them. Edward was reluctant to do so; after months of rehabilitation and physical therapy, he would be able to go back to work and would be able to resume supporting his family financially. However, he realized that his handicap status put a strain on the family in other ways, so he eventually gave in. He had always had a wonderful relationship with Theresa's grandparents and realized that his kids deserved a more stable environment than what he could provide at that point in their lives.

After selling the house where they lived so happily, Theresa's family moved in with her grandparents and started a new chapter in their lives. Their new home was better suited for Edward because it was a single story and required minimal adjustments with ramps to make going from room to room easier for him. After some time, life resumed a level of normalcy again, and pretty soon, the family was happy again.

As she grew older, Theresa spent most of her time with her grandmother, a very strong CARE type, and started becoming a lot like her. You see, after Edward's accident, Julie decided to get a master's degree and quickly found a job at a nearby university, entrusting her children to the care of their grandmother. Julie realized that the crash could have taken Edward's life, leaving her and her children financially stranded. They had been incredibly lucky that Edward had not only survived but that he would be able to work again.

Now that they lived with her parents, Julie knew that the children would be well cared for; after she graduated, she quickly found a job nearby and devoted her days to her new career. She felt comfortable leaving her kids at home because she knew that her mom and dad would be fantastic influences in their lives, particularly due to their strong morals.

Theresa's grandmother was an extraordinary human being. She was the type of person that elicited respect from virtually everyone she encountered and

was an important figure in their community. She was a natural leader who, instead of intimidating people into submission, would inspire them to follow her by eliciting their admiration. She was influential in the community: She held various leadership positions in community organizations of all sorts, and the number of people she encountered on a regular basis was higher than normal. She would usually take Theresa and her siblings to these meetings, thinking that they would benefit from seeing social responsibility in action.

She served as a mentor for those who were less fortunate and frequently aided people who needed her advice or help in their home. She was always available for her grandchildren and made sure to make them feel like her number one priority amongst the many that she had. She went to great lengths to instill similar views in them and found herself particularly successful when it came to Theresa. Theresa admired her grandmother more than she admired anyone else. She felt a special connection with her, and while she couldn't describe it, she knew it was there. When she saw how much her grandmother enjoyed helping others, she saw that there was more to "helping others" than what she had previously thought. It wasn't merely a duty; it was a path to personal fulfillment.

Given this new understanding, and highly influenced by her grandmother's nurturing spirit, Theresa came to be especially helpful around the house. She took very good care of her siblings and, as the years went by, was responsible for teaching them a great deal: from how to tie their shoes to learning how to add, subtract, and multiply before they were taught it in school. She tried to instill in her siblings the same values that had been instilled in her by her grandmother and was, for the most part, successful (although never to the level that she wanted). Her brother and sister understood the importance of helping others but never embraced the concept as a necessary component of a happy life.

By the time she was a teenager, Theresa was almost a carbon copy of her grandmother. She blossomed into an accomplished young woman who was well liked and respected by her peers in high school because she was pleasant with everyone. She didn't have many close friends since she was always busy, but she was one of the few kids in school about whom no one could say anything substantially negative. Her agreeable nature prevented her from behaving badly or from having issues with her peers and teachers. However, her seemingly perfect nature also made her easy prey for jealous girls her age. Although she wasn't particularly physically attractive or popular, Theresa's comfort in her own skin and pleasant disposition contrasted heavily with the self-doubt and

insecurity often experienced by girls at that age, even those more popular or more beautiful.

While nothing truly damaging could ever be said about Theresa given her niceness to everyone, the most powerful girl clique in her class managed to create some ill will toward her by spreading nasty, false rumors about her. They attacked Theresa from every angle they could conceive: for being a "goodie two shoes with dark motives," for being "too involved" in community service and "not enough" on her social life, for "thinking that she was too pretty," and so on. These girls felt so threatened by Theresa that they had no issue raising these false accusations against her.

To make matters worse, Theresa was completely unaware of what was going on around her. She was so devoted to her studies and extracurricular activities that she was rarely part of the "rumor mill" and never discovered the rumors being spread about her. In addition, when her peers heard what was being said about her, many of them didn't believe any of it because they believed in Theresa's genuine character and correctly identified the other girls as just being jealous. The clique, infuriated by the lack of response they sought from Theresa, decided to attack where they knew it would hurt her the most – her family.

One afternoon, as she was picking up the mail on the way home, Theresa noticed a letter addressed to her mother without a return address. Thinking that it was odd but deciding to make nothing of it, she put it on the kitchen table to make sure that her mother would read it when she got home. A few hours later, while Theresa was doing her homework, Julie called her downstairs to the kitchen where she was reviewing some budget plans for the next year. When Theresa came downstairs, she noticed that the envelope she had put on the table earlier was open and that whatever her mother was reading had really upset her. Worried, Theresa quietly sat down across from her mother and waited for her to speak.

Several minutes passed before either one of them uttered a word, and as time progressed, Theresa became more and more worried about what could possibly be going on. Julie finally broke her silence by handing Theresa the letter in question. "Read this," she said, "I want to know what you think." Imagining the worst and shaking, Theresa took the letter from her mother's hands and read it out loud. The letter was addressed to her mother and hadn't been signed. It spoke of Theresa in ways that neither of them could ever imagine. It defamed her character in every way imaginable and basically stated that she

was a shame to their family. It attacked the way she dressed, claiming that her conservative wardrobe was just a ploy to "hide her real self under all those layers of clothes"; it referred to her hard work at school as "a waste of time because she was never going to amount to anything"; and it referenced her role as president in the community service club as being, in their words, "indicative of a guilty conscience."

Although the letter spoke of no specific incidents and could point to no anecdotal evidence to support the preposterous claims being made about Theresa, it was enough to upset Julie to the point that she was in tears. She knew that nothing written in the letter was true, but she felt deeply hurt and saddened for her daughter because she knew how it would make her feel inside.

Theresa had a hard time reading the letter because she saw the reaction it elicited from her mother, but more importantly, she had trouble coming up with a reason why anyone would feel compelled to write it. She had no known enemies, and she liked virtually everyone in her school, so no suspects came to mind. The more she thought about it, the more frustrating it became for her and the more helpless it made her feel.

Luckily for Theresa, her mother told her that she didn't believe a word that was written in the letter and that she had only been upset by the fact that someone wished to harm her daughter in such a way. They decided to bury the issue and never speak of it again; giving it attention was what the person who sent the letter wanted, and pleasing them was not an option.

Theresa went back to school and behaved as if nothing had happened. This further infuriated the clique of girls that hated her so much. However, feeling like they could do nothing else to hurt her without getting in trouble, they decided to move on to another easier-to-affect target: Holly, the girl who had won the reputation for being the most promiscuous girl in their class. Because it was easier to feel morally superior to Holly, the girls finally found an outlet for their insecurities and no longer felt the need to bother Theresa and her family.

Theresa went on to graduate with honors from high school and enrolled in a local university so that she could live at home and help her mother and grandparents take care of her siblings. Academically, she was a great student, but for some reason, she struggled in classes that required math. A brilliant essayist, she couldn't multiply five by six, so she found herself in the library and in professor's offices during office hours regularly. However, in other classes,

whenever she had to do a presentation in front of her peers, she was the type of student that would have the nicest visual aids, most practiced presentation, and an extra touch, like food or handouts for her peers. It was, therefore, no surprise that she was usually the most sought-out student come group project time.

In every group project that Theresa had ever had, much like her grandmother, she assumed a leadership role because of her nurturing personality and strong work ethic. She was good at delegating responsibilities but was also attentive to the needs of her teammates. The fact that she was so willing to help, however, sometimes worked against her. People mistook her kindness for weakness and took advantage of her willingness to help others by pretending to be helpless whenever they felt lazy. Because of this, in group projects, Theresa consistently worked harder than her peers.

As part of her business administration minor, Theresa was forced, much to her dismay, to take some math and accounting courses. Although she loved studying and generally didn't mind devoting extra time to math to work on improving her weakness, she dreaded accounting more than any other class she had ever taken. Most of her friends were also math-phobic and had majored in the social sciences since these majors required only low-level math courses. Determined to study at least one form of business, however, Theresa decided to tackle a business administration minor and forced herself to cope with the fact that she had to take accounting.

During the first exam of the semester, Theresa felt as though her world was crumbling. Everything that she had studied for the previous week no longer made sense to her. She handed in an exam booklet one day with a very strong feeling of foreboding. She was convinced that she had done very poorly. Sure enough, the next week, as the professor was handing back the exams, he said to her, "better luck next time" and handed her booklet with a big red "D" on the cover. The guy next to her, a shy introverted type whom she had noticed only once before, received praise from the professor and was proudly handed a booklet with an "A+" on the cover. Ashamed of her grade and worried that he would see it, Theresa quickly flipped over the book. She also didn't bother to review her mistakes for fear of embarrassing herself further. Over one bad test score, she quickly began making plans to drop the class to avoid lowering her grade point average.

As the professor moved away from their section, however, the guy sitting next to her, who had never spoken in class and who had kept to himself, spoke to her for the very first time. He shyly introduced himself as Vincent and

offered to help her out by going through the exam with her so that she wouldn't make the same mistakes in the future. She was hesitant to do so but admired the fact that a guy who was so shy had "come out of his shell" just to help her. Vincent and Theresa met the following day in the library and went through the test together in a couple of hours. For the first time, Theresa actually found herself understanding accounting concepts and was highly impressed by Vincent's teaching abilities. At the end of their meeting, however, she told him that, although his help had been much appreciated, she was thinking of dropping the class to avoid jeopardizing her high grade point average. Having none of it, Vincent made a bet with her. He pointed out that the next exam would still be within the "drop period," and he bet that, with his tutoring, she could improve her score by at least twenty points on the next exam. If she won the bet, she could make him do the most embarrassing thing that she could conceive.

Feeling that she was in a win-win situation with this fascinating character, Theresa accepted the bet. For three weeks, she and Vincent met at the library every day after class to review the day's lesson. The night before the second exam, they met again for an emergency session during which Vincent reassured Theresa that she "knew her stuff" and made her feel confident about the exam the next day. The next afternoon, they both left the classroom feeling as though they had done well. The two had come to enjoy each other's company, so they went out for coffee afterwards to relax and spend time together.

The next time they saw each other, both were extremely pleased with Theresa's exam score. She had, in three weeks, gone from receiving a "D" to a "B+"! Seeing the positive results, both were thrilled to keep working together to see how much better Theresa's score could improve. By the end of the semester, and after four exams, Theresa had brought her class average up to a "B+". Very pleased when she saw her final grade, she began to wonder about Vincent's motives for helping her. After much thought, could come up with nothing. Curious to find out why he had devoted so much time with nothing in it for himself, she asked him.

She was surprised to hear him say that he had helped her because he thought she was gorgeous and he wanted the opportunity to get to know her better. Although Theresa had never felt ugly, she knew she wasn't necessarily a beautiful girl either. Because of this, Vincent's seemingly sincere words struck a chord in her heart. For the first time, she felt as though she may actually be beautiful and liked the feeling it gave her. Not accustomed to being the nurtured one, Theresa was attracted to Vincent's candid response. It revealed a part of his personality that she had overlooked. She appreciated realizing that, all this time,

she had been the one "taken care of" and was thus receptive to his advance.

Vincent and Theresa kept in touch over winter break and started dating at the beginning of spring semester. They had a healthy relationship for about two months; Theresa relished being in the position of being "looked after" and enjoyed Vincent's attentiveness to her needs. About nine weeks into their relationship, however, Theresa started feeling suffocated by Vincent's constant doting. She missed feeling as though she had things under control and that she was useful to others. She wanted to find her lost sense of autonomy and told Vincent that she needed some space.

Always receptive to her needs, Vincent never made a fuss over her insistence upon spending more time on her own and her desire to devote more of her energies to the things that had occupied so much of her time prior to their relationship. However, when they were apart, he would constantly call to "check up" on her and was not happy until he knew exactly what she was up to at all times.

You see, Vincent mistook Theresa's need for him in accounting class for Theresa's need for a constant "knight in shining armor" type in her life. He enjoyed being able to help her in a time of need and grew accustomed to the idea of being her solution for everything. Because he met Theresa under the circumstances that he did, he never realized that it was more in her character for her to take care of him than the reverse, so he treated her in a manner consistent with his beliefs.

Theresa ended up breaking up with Vincent and remained single for the remainder of her time in college. She decided that she wanted to grow as much as she could as a person in the two years remaining at school. She threw herself into her academics and developed a strong interest in extracurricular activities in fields such as the arts and intramural athletics. However, her one true love was the community service club as it allowed her to feel good about falling into her natural role as a "helper" again.

As she did in high school, Theresa graduated college with honors. Confused about what she should do with her degree, she decided to apply for jobs in many different fields. She interviewed with many different organizations where she thought her major could be of use. For some reason, however, Theresa had trouble landing her first job, even though she was a great entry level candidate.

Much like her grandmother, Theresa was blessed with what most would

say were "wonderful genes." She was a girl who looked significantly younger than her age, and as a woman, such a characteristic could "come in handy later," even though she wasn't a "stunner" by any means. She would occasionally receive compliments from other women on her beautifully clear skin and bright round eyes. She was content with her appearance and, as a consequence, had almost effortlessly established the self-confidence many young women lack at her age. She would occasionally get teased by her family members and friends for having a "baby face," but she never felt ill-at-ease with looking younger than her age. She figured it would come in handy when she got older.

Theresa had never had a problem with her physical appearance until she landed her first job after college. She took a job, at the very bottom of the corporate "food chain," working for a high-powered environmental lobbying group. She basically worked as the assistant to another assistant of one of the mid-level managers in the organization. Having been told that the ascent up the corporate ladder was relatively speedy and that everyone had to "pay their dues," she willingly performed menial tasks all day long and received low pay.

Because she started work during the summer months, Theresa was trained alongside some of the freshly-hired summer interns. Many of them looked much older than she did, and much to her dismay, during the first weeks of work, Theresa found herself constantly reminding others in the office that she was a new hire and not an intern. Hoping her situation would change at the end of the summer, she was displeased to find that her situation remained the same in October. Her biggest disappointment came when she found out that an opportunity for an internal promotion had recently been filled by another, less competent person who started at the same time that she did. Saddened and hurt, she approached her manager and asked why she hadn't even been informed of the opportunity. After investigating the matter, he told her that the promoting manager wasn't aware that there were other candidates: The promoting manager thought that she was an intern.

Although Theresa's appearance wasn't a characteristic that could be considered negative, it successfully derailed her career path (at least temporarily) by preventing her from getting her first promotion. A few months later, she was again passed over for a promotion. This time, however, it was completely her fault. Even though she had proven herself time and again to her managers and peers, Theresa made a fatal mistake that eventually led her to leave the company.

You see, more often than not, you can tell a lot about a person not only by the way they treat you or other people they know, but by the way they treat

those they don't know. Theresa was the quintessential, promising, young, professional woman poised for corporate and social success. She had made a good name for herself in her first couple of months on the job. Her peers and managers quickly noticed her caring nature and willingness to help others, including everyone from the janitor to the vice president of her division. She was also known to have impeccable manners and always a smile on her face.

After the first couple of months at her new job, Theresa was identified as being very talented in the art of mediation and was afforded the opportunity to interface daily with clients and with top-level executives. As a member of the client management team, Theresa and her teammates, more than anyone else, represented the company in the eyes of their clients. As such, they were expected to be perfectly polished and abundantly prepared in both formal meetings and informal gatherings. Without trying too hard, Theresa was incredibly successful at building a lasting good first impression with clients and, because of this, was frequently sent to functions where she would serve as the "face" of her company.

One day, when asked to meet with her manager and a group of clients at an unfamiliar restaurant, Theresa changed her career path without even knowing it. She had spent the entire night before awake and throwing up in her bathroom from food poisoning she contracted from bad sushi she had on a date. Although she was still physically not well and in no condition to meet clients, she knew that this meeting would be crucial to the advancement of her career, and she made the heroic effort to get up in the morning and go to work.

As they were waiting for their food to arrive, Theresa started feeling unusually dizzy and wasn't being her usual cheerful and charming self. The waitress in charge of their table came around with their drinks and accidentally spilled a couple of droplets of red wine on Theresa's shirt as she was serving the table. Reaching her breaking point and without hesitation, Theresa yelled at the waitress in a way that could never have been justified by the offense. Immediately feeling a rush of guilt overcome her, she apologized profusely trying to explain to the waitress that it wasn't a big deal and that she had overreacted because she was having a bad day. The waitress was nothing but gracious and actually made Theresa feel guiltier, realizing that she had offended a genuinely nice person.

After the incident, Theresa regained her composure and tried to make light of the situation, but it was clear that her clients had been made uncomfortable by her reaction. Her manager was visibly disturbed by the events that had occurred and shot her a very disapproving look. He was shocked that

she had it in her to be so mean. Even though her behavior in that particular instance was inconsistent with her character and by no means telling of who she was as a person, her guests felt that it was indicative of an unflattering part of her personality that she kept hidden. This realization transferred to the group's image of the company as a whole. After all, what type of company hires an individual who is unstable but great at hiding it? As a matter of fact, during the remainder of the lunch, everyone was reluctant to talk to Theresa, and she was not able to bring them on board with her company for the next year. Her company eventually lost the account, and Theresa's sure-shot path towards a speedy promotion came to an abrupt end.

After she was declined for the second promotion, Theresa figured that she would be better off working somewhere else. She felt that the time and energy she had invested in the lobbying group should have paid off by then such that moving to "greener pastures" was probably a good career move at that point. She applied to various nongovernmental agencies but received no offers, even though she felt qualified for all the positions for which she had applied.

Frustrated and sad, Theresa went to her grandmother for advice, knowing that she could count on her for a solution, or at least a different perspective on the matter. When she told her grandmother her troubles, her grandmother told her that everything happens for a reason and that she shouldn't worry. She advised Theresa to keep looking for a new job and that, soon enough, something would come up.

Interestingly enough, Theresa's grandmother knew some very senior people at some nongovernmental organizations, to which she suggested Theresa apply. As a matter of fact, Theresa's grandmother was close personal friends with most of the decision makers at these organizations! Of course, she chose not to mention it to Theresa because she knew that Theresa wouldn't accept any "personal favors." Theresa's grandmother made a couple of calls the next day, being certain to mention that Theresa was unaware of her involvement. A week after their talk, she called Theresa to see how she was doing and was pleased to find that Theresa had been called in for interviews in four organizations (of which two were run by friends of hers). Theresa was nervous when telling her the news, so her grandmother made sure to reassure her and wished her luck.

Theresa interviewed the entire following week and had already determined her top two options by that Friday. She had carefully analyzed the corporate cultures of all the organizations at which she interviewed, and she identified a health organization as her top choice. Fortunately (or

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unfortunately) for her, one her grandmother's closest friends was a senior vice president at this organization, and Theresa was given a strong internal recommendation, making her stand out from the other candidates.

After three rounds of interviews, Theresa landed what she thought was the job of her dreams. She was hired to be a consultant in one of the regional offices and felt that her new job would afford her the opportunity to help make a difference in thousands of people's lives. Theresa relished the idea. Getting out of bed had never been easier!

However, soon after she was hired, word got out that Theresa had been hired because someone had "called in a favor," and her reputation at work suffered. Everything that she did was judged more critically by her managers and peers since they felt that she had been given an unfair advantage due to her connections and not her skills. Theresa therefore needed to prove her value as an employee time and again by consistently performing at the highest level possible and by trying to keep a low profile in the office.

After months of struggling in vain to be accepted by her peers, she finally confronted one of her coworkers when he was giving her a hard time about a particular project. When she asked him about it, he replied that it was due to the fact that he "didn't like people who were opportunists and who counted on mommy and daddy to get them their jobs." Theresa considered his comments unfair and invalid, and was infuriated by them. She approached her closest friend in the office and told her what had happened.

Much to her surprise, her friend told her that she wasn't surprised and that she knew that many of their coworkers that felt the same way. She told Theresa that there had been a rumor floating around the office about her landing her job through a personal favor owed by some member in senior management to a family member of hers and that she was the least qualified of the people who were interviewed. Confused, Theresa approached her manager who told her that the decision to hire her was based in part on a strong internal recommendation she had received from a top-level executive in the organization. She also told Theresa that she shouldn't focus on that, however, because she was just as qualified as the others she had interviewed and that the recommendation had merely given her an "edge" above the competition.

Angry and hurt, she went to the family home that night and confronted her father about it, thinking that it had been he who had intervened in her favor. He rightfully denied any involvement but tried to ease her troubles by

discussing the situation with her on a rational level. He was aware of her grandmother's involvement in the matter and felt that Theresa needed to look at this from another perspective. As they spoke, Theresa's grandmother came into the room where they were talking and explained to Theresa what she had done. Indignant, Theresa told her grandmother that she would like to be left alone with her father and that she was thoroughly disappointed by her lack of faith in her.

When her grandmother left, Edward showed Theresa that her grandmother's intentions had been in the right place and that Theresa had no right to be mad at her. He asked her what the big deal was if her grandmother had "gotten her foot in the door." After all, what Theresa did when she was "inside" the company was completely up to her. She would be the only person responsible for her success, and rather than be angry that there was someone willing and able to help her, she should feel blessed that she had a person who cared so much and had "gone out on a limb" for her.

Even though she wasn't completely comfortable with her position and the new information she had received the night before, Theresa chose to go back to work with an open mind. When she got there, however, she couldn't shake the feeling that she didn't deserve to be there, and she was unable to concentrate. She found herself overanalyzing her actions and words for fear of retribution from her coworkers and managers and soon became terribly unhappy. Although she had understood the logic behind everything her father had said to her the night they spoke, she couldn't shake the feeling that she felt like maybe she didn't deserve to be there. After all, in her eyes, all people were equal, so who was she to have received preferential treatment?

It was at that point that Theresa realized that she had to leave the organization. She felt that she would have to accomplish something meaningful on her own before she could ever feel comfortable having someone make things easier for her. As a measure of self-worth and a reassurance that she was the strong woman she felt she was, she knew that landing her next job would have to be the fruit of her labor alone. She handed in her two weeks' notice and began her new job hunt.

To start, she looked at many of her old applications and researched whether the ones that she had liked had any availability in which she might have an interest. Much to her disappointment, the pickings were slim. Having worked in the field of international economic development and genuinely enjoying the subject matter that such a job entailed, she realized that working at

an international organization similar to the one she had left was probably going to be the best "fit" for her professionally and personally.

After weeks and weeks of searching with no results, Theresa turned once again to her family for advice. By then, her father had retired from his position at one of the biggest nongovernmental organizations in the world and had successfully built a consulting firm with the knowledge and connections he had gained at that organization. When he retired two years earlier, Edward left behind a great name, and as a former senior vice president, many connections in all levels of management. He had become a very successful businessman in a short period of time. His knowledge and expertise were regularly sought after by governments, private institutions, and nongovernmental organizations all over the world. His list of clients grew daily, and he experienced the type of success that few people do in such a short amount of time.

Initially, when hearing about his daughter's struggle to find a new position, he was tempted to ask one of his former colleagues for help. However, after hours of discussion, he realized that her quest for autonomy really was important to her, and that if he ever intervened, she would interpret it as a worse offense than that committed by her grandmother months before.

He told her to apply for a job at his previous firm because he knew that they usually hired many people at that particular time of the year. Hearing none of it, Theresa told him that he was crazy to have even suggested that she apply there knowing how she felt, but he made such a compelling argument that she eventually had to admit was valid. Edward swore that he wouldn't get involved and argued that White was a very common last name and that he had anyway had no direct connections with any of the people who would be hiring for entry-level positions. He encouraged Theresa to do some research about possible job openings and to pursue them if she thought that they could be a "good fit" professionally.

Sure enough, three days later, Theresa saw an opening that seemed like something she would love to do. She decided to follow her father's advice and applied. Much to her surprise, during her final interview, a member of senior management came into the office where she was interviewing. Interrupting the interview, he briefly asked the hiring manager something about a project that he was working on, and then he decided to stay and observe the remainder of the interview. He was interested in Theresa's calm and confident demeanor, and when she introduced herself as Theresa White, he asked (even though he knew it was a long shot) if she was related to Edward White. She was caught off guard

by the question but promptly said that she had no idea who that was and moved on with the conversation.

Confident that the interview had gone well, Theresa went home content with herself and almost certain that she had landed the job. She knew that she would be hearing from them in a matter of days. Sure enough, the very next day, she received a phone call from her soon-to-be manager telling her that she had gotten the job. Proud of herself for having landed the position with no help, Theresa looked forward to the following Monday as it would be her first day of work, and in her eyes, the first day of a new life.

Theresa quickly settled into her new position and thoroughly enjoyed the nine hours a day that she spent at work. Everyone in the office was very pleasant, and her peers had made her feel welcome and comfortable from Day One on the job. With her natural ability to make people feel at ease around her, Theresa quickly made friends with people in all departments. Word quickly spread about the "valuable new addition" to the division, and soon enough, virtually everyone in the branch knew about Theresa.

Because Theresa's division was relatively small in size, limited in budget, and mainly composed of people who had been there for years, Theresa saw a year pass before anyone new came to the office. Eugene, the new guy, was brought in to help streamline and rework the budget system which was deemed inefficient by senior management. Everyone was excited to have a new member on board but were generally disappointed when they saw that he made no effort to get to know any of his coworkers on a personal level.

For as long as he could remember, Eugene had been a shy guy. The middle child in a family of three children, Eugene always felt that the spotlight eluded him. He became comfortable living in the shadow of his older and younger siblings. He was the typical FACT type who found himself in books and whose interests were primarily in activities that required him to be by himself or with limited interaction with others.

Eugene excelled in school and pursued a college degree as a mathematician with a minor in finance. He specialized in applied mathematics with a concentration in efficiency modeling, and he indeed possessed the necessary tools to develop a better and more efficient budget system. He was undoubtedly the most knowledgeable person in the office of fifty people and was regarded as the expert in his field, particularly as no one really understood any of the high-level mathematical equations that he used to justify the changes

he implemented.

Because of his shy nature, Eugene usually avoided conversations involving anything other than work, and even approached work-related conversations reluctantly. In fact, in the mornings, Eugene avoided passing in front of the "break room" on their floor, knowing that it was usually full of people who came to work early to "chit chat" in order to get their day started on a positive note. He believed himself to be so socially inadequate around others that he would go to great lengths to avoid people and situations that might make him feel bad about himself. The people in Eugene's office, however, interpreted his elusive behavior to mean that he of thought himself as superior, rather than inferior, to them. They interpreted him working with his office door closed as a sign of arrogance rather than insecurity, and they saw his inability to communicate on a personal level as indifference rather than fear. The group thus incorrectly labeled Eugene as a self-centered and arrogant man and excluded him from social activities taking place outside the workplace, something that inevitably made him feel even more like an outcast thus justifying his low self-image (socially).

Luckily for Eugene, his reputation as an outcast appealed to Theresa's CARE type nature. Because Theresa was more intuitive than most of her coworkers, she correctly identified Eugene's behavior as consistent with that of someone who is extremely insecure rather than that of an arrogant person. Day in and day out, she would approach Eugene in an attempt to make friends with him, and although she was unsuccessful for the first couple of weeks, they began to form a relationship. She focused on asking him questions that would allow him to showcase his expertise and feel good about himself.

Theresa's relentless persistence won Eugene over in the end. Their friendship even proved beneficial in the long run as it slowly changed their peers' opinion about him. Although the group at first discounted their friendship as Theresa's "charity work" with the outcast, they eventually realized that behind the closed door to his office was a terribly shy and insecure man – quite the opposite of the egotistical and self-important man they had thought him to be.

Seeing the positive results that she had achieved with Eugene, and always on the lookout for people to help, Theresa set out to improve the image of one of the most controversial people in the office. There was a man named Hunter about whom she had heard both excellent and terrible things. Although he worked in a different division, she also happened to see him at the coffee shop almost every day during her coffee break….

Quiz #2

1. Theresa's father Edward "always made time for his daughter because he knew how important it was for her to have his influence in her life." This is indicative of a _____ personality type.

    a. FACT

    b. WHIM

    c. EGO

    d. FLOW

    e. CARE

2. Theresa's mother Julie had a negative self-image, was well-regarded by her peers and family, and had a very high opinion of others (such as her mother). You could say she was:

    a. Just Not Good Enough

    b. On the Outs

    c. Dead Ender

    d. Eager to Please

    e. Good but Going Nowhere

3. When a clique of jealous girls at Theresa's high school initiated false rumors about her, most of her peers did not believe them. For those who weren't personally close to Theresa but who had formed an image of her from the collective general statement about her nature, they were influenced by _____.

    a. First Degree Transference

    b. Second Degree Transference

    c. Third Degree Transference

4. When Theresa's mom, Julie, read the anonymous letter, she "didn't believe a word of it." This can be attributed to the fact that Theresa spent years proving herself and creating positive_____that worked in her favor.

    a. First Degree Transference

    b. Second Degree Transference

    c. Third Degree Transference

5. Holly, "the most promiscuous girl" in Theresa's class, was the next target for the clique of girls. Holly had a negative self-image, a poor image of others, and was perceived in a negative light by the group. She would be best described as:

    a. A Dead Ender

    b. The Cynic

    c. On the Outs

    d. Good but Going Nowhere

    e. Just Not Good Enough

6. Vincent mistook Theresa for a_____rather than seeing her strong CARE type nature.

    a. EGO type

    b. FACT type

    c. WHIM type

    d. FLOW type

7. Vincent had a positive self-image and a positive image of others. However, his introverted qualities were likely to evolve into a negative group image if he were a candidate for a senior management position later in life. This suggests that he is:

    a. Good but Going Nowhere

    b. A Dead Ender

    c. Eager to Please

    d. The Golden Child

8. Vincent's "constant doting" and "extra attention" towards Theresa suggests that he was predominately a _____ relationship with her.

    a. FLOW type
    b. CARE type
    c. WHIM type
    d. FACT type
    e. EGO type

9. Theresa's prospective clients gained a poor image of her company after the restaurant incident. The group associated her behavior with that of the organization. Their assessment of Theresa is an example of _____, while their collective assessment of the rest of the company as a result of Theresa's actions is an example of _____.

    a. Second Degree Transference; First Degree Transference
    b. Second Degree Transference; Third Degree Transference
    c. First Degree Transference; First Degree Transference
    d. First Degree Transference; Third Degree Transference

10. Theresa's prospective clients gained a poor image of her company after the restaurant incident. The group associated her behavior with that of the organization. Their assessment of Theresa is an example of _____, while their collective assessment of the rest of the company as a result of Theresa's actions is an example of _____.

    a. Second Degree Transference; First Degree Transference
    b. Second Degree Transference; Third Degree Transference
    c. First Degree Transference; First Degree Transference
    d. First Degree Transference; Third Degree Transference

11. Theresa's grandmother's use of her contacts to assist Theresa in landing a job is an example of _____ in action.

   a. First Degree Transference

   b. Second Degree Transference

   c. Third Degree Transference

Case Study #3 – The Courtship

Five months into his new post, Hunter heard talk about an amazing new hire named Theresa who supposedly worked miracles in her division. He had never seen this Theresa but was mildly curious to find out who she was. However, being principally preoccupied with work, he never really made an effort to meet her. Besides, he wasn't one to socialize too much with women in the office for fear of being labeled a womanizer or flirt. Hunter was not as careful about his associations with women who were not employed by the organization, thus providing fodder for many office rumors.

One day, when he least expected it, Hunter met the famous Theresa at the coffee shop. He had accidentally left his credit card on the counter in front of the cashier, and she had apparently been behind him in line and had seen it. After getting herself a cappuccino, she approached him at the table where he was sitting, explained what had happened, and handed him his card. She said she couldn't have helped but notice that his name sounded familiar and asked him if he worked at her organization. When he said that he did, she introduced herself and asked if she could have a seat at his table.

Hunter reluctantly said yes despite the fact that he didn't find Theresa to be beautiful or interesting. He kept in mind that he shouldn't "judge a book by its cover" and that maybe she would be able to advance his career (even if she did look like a sixteen year old). He was careful not to be too friendly because he didn't want to waste his energies if she wasn't going to be useful to him.

Theresa, on the other hand, was obviously happy to have finally found a legitimate opportunity to approach Hunter in the coffee shop. She wanted to see if he really was as terrible as everyone had made him out to be. The two talked for a good fifteen minutes, during which time Theresa learned more about Hunter's current and pas positions as well as a little about his interests and hobbies. She was surprised that he didn't ask her many questions about

herself but figured that it was a reflection of his trying to impress her rather than his self-absorbed nature.

Being as intuitive as she was, Theresa quickly saw and identified the characteristics of Hunter's personality that made him an easy target for others to dislike him. He was loud, very formal, self-assured, and a bit cocky. However, she correctly interpreted those things as manifestations of a deep sense of insecurity rather than of an enormous ego. She immediately saw that he felt the need to prove himself; why? she didn't know, but she was dying to find out. It would only be years later that she would finally realize that Hunter was who he was partly because of his relationship with his father.

It was only in the elevator, when Theresa pressed the button for the floor where her division was located, that Hunter realized that he had just met the woman about whom everyone had been talking. Seeing her under a different light and feeling as though he had gotten to know her, Hunter didn't know what all the fuss was about.

From that day forth, however, Hunter and Theresa ran into each other at the local coffee shop almost every day. Although they didn't have time to talk every time, they eventually forged a strange form of friendship. Theresa looked forward to running into Hunter because she genuinely liked him and wanted to learn more about him. Hunter, on the other hand, found Theresa to be a slight nuisance but a great listener. Because she allowed him to do most of the talking during their brief encounters at the coffee shop, Hunter started looking forward to seeing Theresa. These encounters with her afforded him the opportunity to talk about his favorite topic of conversation: himself.

Theresa continued to hear mostly negative things about Hunter almost every week from her peers, contrasted by positive reports from his managers. Hunter had rapidly become one of the favorite topics of conversation in the office gossip. Theresa chose to ignore most of the negative things that were said about Hunter, believing they weren't based on facts and were more of a product of malicious gossip that she didn't want to hear. In her eyes, little by little, she was seeing the real Hunter, not the egotistical, socially inept and power driven manager that everyone painted him out to be. Her Hunter was the highly misunderstood victim of office politics, and as their friendship grew, so did her feelings for him.

One day, the dynamic of the relationship between Theresa and Hunter drastically changed without her knowing it. During one of their afternoon chats

at the coffee shop, Theresa spoke to Hunter about her father. She told him about the accident that had changed her father's life, and she shared with him the vast admiration that she had developed for him due to his strong work ethic and tenacity, despite his handicap.

Theresa never told Hunter who her father was or that he had worked at their organization for that matter, but her acknowledgement of her father's physical condition and her last name were enough for him to correctly identify Theresa as Edward White's daughter. The Edward White story had become a popular anecdote in the organization as managers told their subordinates the story to motivate them to overcome seemingly impossible obstacles. Edward White was an icon, and his success since retirement was also well-known within the organization. He had unknowingly become a role model for employees of the organization and was greatly admired by none other than Hunter.

With this new information, Hunter began seeing Theresa under a new light. He had never found her to be physically attractive or particularly intelligent, but now that he knew that she was Edward's daughter, those things didn't seem to matter as much. As time went by, he and Theresa got closer and closer as friends, and the more he found out about her family, the more enamored he became with Edward White, the icon. Hunter became obsessed with achieving the level of success that Theresa's father had achieved and soon began viewing her as a possible means to his ultimate goal. Theresa became attractive in his eyes because he saw the possibility of a bright future in her, facilitated by her father. He began daydreaming of one day becoming the head of Edward's company and building his own "business empire." He had known from a very early age that he wanted to be successful and felt that the years he had invested weren't affording him the type of success that he longed for at the pace that he desired.

Hunter saw the opportunity to ensure his success in his present workplace and to improve his standard of living significantly in Theresa's father, through his many great relationships and impeccable reputation. Feeling that a union with Theresa was probably going to be the easiest and fastest way to get what he wanted, he made up his mind to pursue Theresa in a romantic way.

Hunter slowly changed his behavior towards Theresa in order to hide that his heart wasn't in the right place. He became more flirtatious with her and soon started asking her out to dinners. On their outings, he would share very personal information with her to create a sense of intimacy between them. Finally getting to know the intricacies of his character, Theresa felt as though she had

slowly but surely accomplished the first step toward her goal of improving Hunter's reputation in the office. Theresa was very excited to see that Hunter was finally opening up to her in a more profound sense, and more than once found herself thinking about him romantically. Each time she caught herself, however, she would quickly dismiss those thoughts from her head. She figured that a guy like Hunter – a man who was great looking, successful, charming, and strong – would probably never look at her in that light.

More and more, her true feelings for Hunter showed themselves until one day they were confirmed by an incident that occurred in the office. Late on a Friday afternoon, Hunter got into an argument with one of his peers over the budget plan for one of their regional offices. Things got heated, and Hunter lost his temper and threw his colleague out of his office. Even though many people had already gone home for the weekend, word spread around the office like wildfire. As he walked out of his office to go home, all the way to the elevator, Hunter felt that people were staring at him.

The weekend came and went without incident, and both Hunter and Theresa looked forward to going back to the office. It was going to be a relatively easy week for each of them. Hunter had a dentist appointment that Monday morning, so he got to the office an hour and a half late. When he sat down, turned on his computer, and looked through the memos on his desk, he noticed that he had been summoned in writing to meet with the ombudsman that afternoon at three o'clock. Knowing that such summons were never the bearers of good news, Hunter braced himself for the worst and anxiously awaited his meeting.

When he walked into the ombudsman's office, he assumed the meeting would be geared toward the incident with his colleague the week prior. He had already prepared himself for that discussion and was confident that he would come out unscathed in the end. He was completely caught off guard and surprised when the ombudsman handed him a document to read.

Apparently, someone had written an anonymous complaint about him that referenced incidents that had occurred throughout his time at the organization, incidents that allegedly involved several different individuals. The letter led both the ombudsman and Hunter to the conclusion that it had been the work of more than one person, and as such, it became a serious cause for concern. It meant that Hunter had crossed multiple people at the organization to the point at which they felt compelled to resort to the intervention of the ombudsman.

Although the letter was anonymous and no one was supposed to know who had written it or that a letter had been written in the first place, word quickly spread around the office. Speculation surrounding Hunter's future became the "hot topic" of conversation, and he could hear people whispering around him and looking at him in a disapproving way all day long. Accusations started flying, people started hypothesizing about the contents of the letter, and pretty soon, the rumors about Hunter got out of hand. He had gone from being "the guy who not many people liked but who was good at his job" to "the horrible monster who victimized his peers and subordinates whenever he had the chance."

Catching wind of the new rumors, Theresa was dismayed. She knew that Hunter was disliked by her peers, but she never knew how much resentment they harbored for him. How could people say such hurtful things, especially when he was simply misunderstood? Remembering her own experience with an anonymous letter, how it had been sent to her family with the primary intention of hurting her and her loved ones, and feeling that there was no basis for its claims, Theresa quickly made up her mind that Hunter had been victimized by jealous peers, much as she had been in high school. In an attempt to help, she invited him to lunch the following day to discuss the situation.

Theresa calmly informed Hunter of the new rumors that were circulating and asked him if they had any legitimate basis. Desperate to improve his situation, Hunter confided in Theresa, telling her everything that happened the previous Friday and how he felt that the events that occurred that day had been the reason for the letter. He told her that he was confused and hurt and had no idea what could be done to salvage his reputation within his division.

Theresa immediately started to work on improving Hunter's reputation in the office. She subtly dropped hints to her coworkers about Hunter's charitable activities (even though every penny he had ever donated he had done so for tax purposes) and shared other positive information about him with her peers. Theresa was so talented at reading people that she knew exactly how to present this information to each of her peers in order to make it impactful. While Hunter was nowhere close to being liked by the end of her "crusade," he wasn't considered the savage that the rumors made him out to be.

Theresa's fervor in her campaign to improve Hunter's reputation caught the attention of others – and her own. It was then and there she realized that the reason she felt so passionate about his defense was that she was in love with him. During their one-on-one time, she had seen how wonderful and caring Hunter

could be and was therefore shocked and appalled to hear many of the things being said about the man she had come to care for so greatly. She was in love, but she never felt that her love would be reciprocated. Instead, she focused on cultivating a meaningful friendship with him, especially now that he was being more and more sensitive to her needs and had become better at not worrying about making himself vulnerable around her.

Theresa was still absolutely clueless that Hunter was changing his behavior as necessary to accommodate a romantic relationship with her. He talked less about himself and focused conversations on her. She interpreted the change in his behavior as an expression of genuine interest in her, increased comfort around her, and the beginnings of his "emotional guard" coming down. Fortunately for Hunter, that is exactly how he wanted her to feel. He put his energy into making her believe in his sincerity and hoped that she wouldn't doubt his intentions when he approached her in a more obviously romantic fashion in the future.

Hunter's reputation was further improved by Theresa informing her peers of his kind treatment of JiHo, an unpopular new hire on their floor. When no one in the office made an attempt to get to know JiHo better, Hunter had reached out (with Theresa) to welcome him and treat him nicely.

JiHo, through an exchange program and a scholarship, came to America to study at a big state university in South Dakota. He realized that he was very lucky to have been afforded the opportunity to study abroad, and he made the most of his education. He was a straight "A" student and made Dean's List all semesters. His excellent academic record, knowledge of four languages, and stellar recommendations enabled him to find a job relatively easily.

During his college years, even though his financial situation was a bit strained, Ji-Ho never had to worry about having enough money for food or about what he ate: He worked for the cafeteria and enjoyed the perks of being a cafeteria employee (mainly the free food). Tired of eating typical American (especially cafeteria) food, and now that he was in a more cosmopolitan city and earning a living, JiHo was pleased to have more of a choice regarding what he ate. He missed his native dishes like kimch'i and was thrilled that he was finally able to afford them.

However, because he had been under financial strain for so long, JiHo remained mindful of how he spent his money even after he started working. This prompted him to bring lunch to work every day rather than buying it at a

nearby deli or restaurant. For him, this was a good way of saving money, and he enjoyed his homemade, native dishes almost daily.

Just like his other coworkers, JiHo would bring his lunch to the kitchen on his floor and eat it in the small sitting area. In the beginning, JiHo ate with four or five of his colleagues and received many questions about his food. Little by little, the number of coworkers that shared lunch with him dwindled until he was left eating alone almost every day. JiHo didn't understand why his coworkers had suddenly decided to eat at their desks and felt isolated by their change in behavior.

JiHo didn't realize that he was the only Asian working on his floor and that his lunch was completely different from that of his peers in appearance, taste, and smell. Because the smell of his food was something that he had grown up with, he didn't think that it could be considered unpleasant by those who hadn't been exposed to it. Unfortunately for him, and surprising for an international organization, he was surrounded by people who proved intolerant of his food.

JiHo's peers considered his food to have an unpleasant odor and appearance and preferred not to be around the kitchen when he was there. They disliked the odor and carrying it away on their clothing. The unpleasant experience of being in the kitchen with JiHo created a negative image of him in the office: He was associated with the foreign and unpleasant smell of his food. Unaware of this, JiHo became progressively lonelier and never found out why.

Theresa usually grabbed lunch at a nearby deli, but when her doctor put her on a highly regulated diet that required her to prepare food at home, she ended up eating in the office kitchen for three weeks. At this point, she and Hunter were very close friends, so she figured she would be able to convince him to join her occasionally on her quest to lower her cholesterol. She had heard about "the weird guy in the kitchen" and, from what people said, had always assumed he would be unpleasant to be around. However, true to her CARE type nature, Theresa quickly became friends with JiHo.

Realizing that he possessed the characteristics of a person who was very lonely, she decided to help him out. She told Hunter about JiHo and brought Hunter to lunch at the office kitchen the next day. Hunter and JiHo shared a passion for cars and they hit it right off. Pretty soon, the three became inseparable come lunch time. Both Hunter and Theresa loved JiHo's native dishes and never understood why anyone would ever say the types of things people said about JiHo in the office.

As time went by, Theresa fell more deeply in love with Hunter. He, on the other hand, unbeknownst to her, was still very much enjoying single life outside the office. He was planning on "making his move" on Theresa soon and wanted to "see if he could get it out of his system."

One day, however, Hunter met a woman at his gym whom he was convinced was the perfect woman for him. She reminded him a lot of Christine, his college girlfriend, and no matter how hard he tried, he couldn't find fault in her. He knew that his relationship with her could never go anywhere given his personal ambition guiding him in the direction of a relationship with Theresa. Still, he couldn't resist asking her out.

Sarah was a lovely woman. She was gorgeous, educated, witty, ambitious, and a joy to be around. She appealed to Hunter both physically and mentally. They enjoyed many of the same activities, and he greatly admired her strong character yet gentle disposition. She was the perfect companion, and her playful and whimsical nature entertained Hunter even when he was in a bad mood.

After only a few months of dating her, Hunter realized that he had fallen in love with Sarah. For the first time in his adult, post-college life, he felt as though he could spend the rest of his life with one woman and was actually considering doing so with Sarah. She had "turned his world upside down" by teaching him how to love and be loved. He woke up every day with a smile on his face and couldn't wait to go home after work to share time with his girlfriend. Sarah was the first woman he ever took home to introduce to his parents. She was the first woman who had ever inspired in him the want to be a father. She was "the one."

That, however, all changed one night in late June when he and Theresa found themselves working late due to the looming end of the fiscal year. Hunter was especially stressed since the bulk of the budget office work for the next year was decided in a very short time span that time of year. As a manager, Hunter was expected to keep control of hectic situations.

Hunter had been pretty much "in his own world" the entire day. He had skipped lunch because he was so busy and hadn't realized that he had skipped dinner as well. With the stress, he hadn't felt hungry and he was working so late that all the delis and restaurants around the area were already closed. Even if he wanted to eat, he wouldn't be able to until he went home. Theresa, ever conscious of Hunter's needs, noticed this and had bought him a sandwich when she went downstairs to get dinner for herself. On her way up, she passed

Hunter's office right as he was meeting with some of his staff, so she chose to wait a couple of hours before taking him his food.

Reaching a point of complete exhaustion, Hunter decided to close the door to his office and have some "down time" for five minutes to clear his head of what had seemed a never ending stream of numbers. He felt frustrated that, at this point in his life, he was still doing what he thought was back breaking work for others when he should have others doing it for him. He was tired of being a simple manager. He was tired of the budget division. He was tired of being taken for granted by his peers and managers. He was no longer willing to take it. He wanted more from life, regardless of what he had to do to get it.

He heard a knock on the door and reluctantly invited whoever it was to come in. When he saw Theresa walk in with his favorite sandwich and drink from the deli around the corner, he felt his mind clear up. Almost as if it had been divine intervention, Hunter decided then and there that the time had come for him to change the tone of their relationship. After all, how bad could life be marrying and living with a woman who could not only advance his career, but who was also willing to go out of her way to take care of him so well? The fact that he didn't love her or that he wasn't physically attracted to her seemed but a mere inconvenience when he weighed it against his ambitions.

He realized that, if he wanted to achieve his goal of becoming the next Edward White, he would have to become a part of the Edward White family. Even though every bone in his body felt that what he was doing was wrong, he knew that he would have to break up with Sarah that evening. Clearing his head of all the drama that was to come, he decided to focus on Theresa, and after a brief, flirtatious conversation she left his office to get back to work.

Exhausted and sad, he went home that evening to find that Sarah had cooked him a special dinner. Seeing her was difficult, but he knew what he had to do. He did his best to hide his emotions and proceeded with his plan.

The next four hours were the longest four hours of his life. As soon as he walked through the door, Sarah knew that there was something wrong. She tried to comfort him but soon found herself in need of being comforted. Hunter had decided to break up with her, and she felt completely blind-sighted by his rash decision. The worst part for her was that he couldn't even give her a reason why he felt they wouldn't work out. His demeanor towards her was cold and emotionless.

She begged and pleaded to no avail and, after four hours, gave up and went home. She swore to herself that she would never speak to him again and erased his number from her phone. Feeling confused and disoriented, she felt that she need some time alone to "pick herself up." She decided to take a week off from work and went to a hotel in the Costa Rican rainforest to restore her life balance in nature.

Hunter, on the other hand, didn't have the luxury of taking time off to let his wounds heal. Although he hadn't behaved like he was, he was heartbroken, and at times, he regretted his decision. He stopped going to his favorite restaurants because they reminded him of Sarah, and he completely threw himself into his work life in an attempt to forget what he had done.

Life at work didn't really change much, and he soon remembered why he had felt so fed up with everything that fateful day that he decided to break up with Sarah. Luckily for him, his relationship with Theresa hadn't changed much over the time that he had dated her. They were still very close, and increasingly, he could see that Theresa was interested in him in a romantic way. He realized that it was time to make his move.

Completely nerve-racked and anxious, Hunter asked Theresa on a date and was surprised and relieved when she said yes. He knew that all the plans he had made for his future rode on her answer, and he approached the conversation very seriously. Thus began the Hunter and Theresa love story, and after only six months of serious dating, Hunter asked Theresa to marry him. They were married the following summer on the anniversary of the day that she brought him dinner in his office….

Quiz #3

1. Hunter's preconceived notions of Theresa were a result of all the talk that he heard in the office. To see if his peers were right, he allowed her to sit at his table. This is an example of _____.
   a. First Degree Transference
   b. Second Degree Transference
   c. Third Degree Transference

2. Theresa insisted on ignoring the gossip about Hunter because she wanted to forge an opinion based on _____ .

    a. First Degree Transference

    b. Second Degree Transference

    c. Third Degree Transference

3. Theresa's friendship with Hunter, a man who was disliked by most people in his office, put her at risk of a negative image from some of her coworkers through _____ .

    a. First Degree Transference

    b. Second Degree Transference

    c. Third Degree Transference

4. JiHo had a non-emotive, businesslike approach to life and work. He was very smart and talented but was not viewed as a social adept. This suggests that he is a _____ personality type.

    a. FLOW

    b. EGO

    c. WHIM

    d. CARE

    e. FACT

5. Before meeting Hunter and Theresa, JiHo had a positive self-image but had gained a negative image of others and was not well perceived by his peers. This is an example of someone who is:

    a. Good but Going Nowhere

    b. Cocky but Good

    c. A Cynic

    d. A Dead Ender

    e. On the Outs

6. Please diagram how Edward began to care for his son in law. Keep in mind that Theresa was his favorite daughter.

7. When JiHo got to know Theresa and Hunter, he change his perception of others from negative to positive, but he was still not yet recognized in a positive way by the group. This altered his state to someone who is:

   a. Good but Going Nowhere

   b. Cocky but Good

   c. A Cynic

   d. A Dead Ender

   e. On the Outs

8. Theresa's decision to bring Hunter food from his favorite deli when he was working late is an example of her_____personality type:

   a. Dominant/Active

   b. Dormant/Recessive

9. Is Hunter's depiction as "nerve-racked and anxious" when he asked Theresa out typical of his dominant EGO personality type?

   a. Yes

   b. No

10. Theresa's decision to accept Hunter's marriage proposal illustrates that:

   a. First Degree Transference in this case was more powerful than Third Degree Transference

   b. Second Degree Transference in this case was more powerful than powerful than First Degree Transference

   c. Third Degree Transference in this case was more powerful than Second Degree Transference

Case Study #4 – Marriage and Life Thereafter

Hunter and Theresa were married on the tenth of July in a quiet ceremony with only their families and close friends in attendance. Hunter had originally planned to have a lavish wedding that everyone would admire but chose to respect Theresa's desire to have a more intimate ceremony. She had a legitimate and compelling reason: Her grandmother had been diagnosed with moderate Alzheimer's disease such that a large ceremony with many unfamiliar people could potentially result in a confusing and upsetting situation for her rather than the joyous occasion it was meant to be. Considering how close Theresa was to her grandmother, Hunter didn't have the heart to say no to her request to have a small ceremony in consideration of her grandmother. His life was officially going to change for the better that day, so he didn't mind making that small concession.

Married life for Hunter and Theresa proved very rewarding in the beginning. The tradeoff of a happy-but-difficult life with Sarah (her family wasn't wealthy or influential so they would have had to work for everything they wanted) for an easy-but-superficial one with Theresa had seemed to pay off well. Hunter found himself rather enjoying all the little things that being married to Theresa brought to his life. At home, she truly made him feel like a king with her constant pampering, keeping the house spotless, cooking him special dinners, and rubbing his feet after a long day at work. She started going to a gym to stay in shape and always made sure that her hair and nails were done so that she would never be caught in a situation where her physical appearance might be an embarrassment to her husband. She felt that a man of his caliber usually married someone better looking than she.

After only a month of being married, however, those little things stopped being appreciated. You see, Hunter had expected his life to change dramatically when he married Theresa. He expected Edward to move them into a big house and immediate offer for him to join his consulting company. Much to his dismay, Edward was a strong supporter of merit-based rewards. Although he liked Hunter, before intervening financially, he felt that Hunter should first prove himself to him – but more importantly, to his daughter.

Stuck in his one-bedroom apartment and now having to share his closet, his food, and his television, Hunter became progressively unhappy being married to Theresa. Life with her was slowly panning out to be completely different than what he had expected – a huge disappointment. Had he really left the love of his life for this?!

Theresa began to notice a change in Hunter and didn't understand the cause. She was trying her best to be a dutiful wife and couldn't figure out why her husband was unhappy at a time when most people are still "in the honeymoon period" of their relationship.

Instead of being the sweet and caring person that she had fallen in love with, he was slowly becoming aggressive, judgmental, and highly critical of her. He was angered by little things that she felt were ridiculous. One night, for example, they went to dinner with a friend of his from college and his wife, meeting at a steak house Hunter's friends had suggested. Not in the mood for meat, Theresa ordered a salad. Hunter glared at her when she made her order and told the waiter that she actually wanted the filet mignon. Knowing that she wouldn't eat it and temporarily angered by her husband's audacity, she politely smiled and told the waiter that the salad was fine.

That tiny exchange between husband and wife quickly set the tone for the rest of the evening, and on their way home, Hunter unleashed on Theresa. He called her an embarrassment and told her that she had made him look like an idiot in front of their friends. Although she was hurt by his words, Theresa kept quiet and told herself that Hunter was just overly stressed and was taking it out on her. Sadly for her, exchanges like this one became more and more commonplace between them, and soon, these exchanges practically defined their relationship.

Eight months into their marriage, Theresa became pregnant with their first child, and their relationship issues were put "on hold." Ecstatic but also nervous, about a week after getting the news, both Hunter and Theresa started

madly shopping for just about anything and everything they thought their baby might need. Theresa's CARE type nature naturally made her prone to such behavior, but the fact that they were both going to be first time parents and were totally inexperienced made both of them overcompensate. Hunter loved the idea that there would be, in his words, "a little piece of himself" running around, and he wanted to make sure that he or she had the best of everything imaginable. His EGO personality also supported his need to provide the best things for all to see.

Theresa was happy to see Hunter's initial excitement with her pregnancy and hoped that having a child together would strengthen the bond that had begun to weaken early on in their marriage. She couldn't wait to hold her baby in her arms and to teach Hunter how to take care of an infant. Deep in her heart, she felt that Hunter loved her and would love her baby. All his shortcomings and faults would be overshadowed by the birth of their child, and they would learn to live and grow as a happy family.

As Theresa's pregnancy went along, however, Hunter began to have mixed feelings about it. He was happy to have a child but also felt that a child would serve as something that would tie him to Theresa even more. She had become the personification of all of his unfulfilled dreams, and as such, he had come to resent her. He had expected her to be his vehicle to success, but she had proven to be nothing other than a hindrance and a reminder of his failure. He hoped that a grandchild would inspire Edward to help them out and held on to that thought because he felt it was the only way that he could permit himself to keep living the lie that he had perpetuated. Life was changing all around him, and hopefully, this time, change would be for the better.

Luckily for both Hunter and Theresa, the announcement of a soon-to-be-born grandchild did motivate Edward to purchase a house for them. He felt that their one-bedroom apartment wouldn't be suitable for their growing family and that his grandchildren deserved to have the best things that he could offer. They moved into their new house just two weeks after Theresa found out she was pregnant, and Hunter finally began to see some of the results that he had initially expected from their union.

Seeing just how big Edward's soft spot was for his daughter and for their unborn child, Hunter realized that he could probably get more from his father-in-law if he was smart about it. He purposely began treating his wife better and one night, over dinner, shared with her some of his frustration. Hunter told Theresa that he was unhappy with the fact that, with his salary, he wasn't ever

going to be able to provide for his family the way he wanted to, the way she deserved, and the way to which she was accustomed. He told her that he knew that she and their child deserved more than he could and that he was considering taking a second job in order to be able to adequately provide for them.

Fearing that Hunter he would be isolated from their family if he took a second and that he would miss out on precious time with their child, Theresa told him not to worry and that she would speak to her father about it to see if anything could be done on his behalf. Sure enough, Hunter's plan worked, and three weeks later, he was a full-time manager at Edward's consulting firm. Although he hadn't been hired as a high-level manager as he had expected, his salary drastically improved, and to ensure his success, he was hired into the most promising team in the company. Things changed for Hunter with the coming of their child, and they were bound to change even more for Theresa.

For a long time before she got married, Theresa was the "golden girl" in her office. Since her start at the organization, she had made a great reputation for herself and, with her devotion to her work and her pleasant disposition, quickly climbed the corporate ladder. Theresa enjoyed the high esteem of her colleagues and managers and came to know many of them on a personal level. Because of this, everyone in the office also knew that Theresa and Hunter had a very active family life and that they spent most of their time outside of work with Theresa's family, who lived nearby. From the first day that she started to work there, her office was full of pictures of her grandparents, brother, sister, husband, nieces, and nephews so even those who didn't know her (which were few in number) grasped that she was heavily family oriented from just glancing at her workspace. She purposely avoided putting up pictures of her parents for fear of having someone recognize her father and call her out in front of her peers.

When Theresa married Hunter, everyone in the office was thrilled that a great person like Theresa had found the happiness that they all felt that she deserved. They also believed that she had successfully changed Hunter for the better. She kept up the good work at the office so her "golden girl" image was still very much intact despite the radical changes in her personal life and priorities.

After the birth announcement to the family and to everyone at work, Hunter wanted Theresa to quit her job and focus on being in the best shape possible for the arrival of the baby. He wanted others to see him as being more than capable of taking care of his family and needed to be the sole provider of the household in order to do so. What would people say if they saw Theresa

working? Ever concerned with the way he was perceived by others, he put pressure on her to quit. Reluctant to do so, she decided to compromise by taking extended leave from work for longer than the usual time period before and after the birth of the baby.

When she became pregnant, everyone in the office was naturally thrilled to hear the news. They found it typical that Theresa decided to take a long maternity leave (a month before she was due) as they knew how important the health and happiness of her baby would be to her. She also left a detailed plan of what she expected to be accomplished in her absence and brilliantly delegated her responsibilities to her peers and subordinates in the division. Although this proved very efficient, when she left the office, her presence was greatly missed by all of her colleagues.

As time went by, however, Theresa's absence from the office became less and less noticeable. Her peers learned to divide her responsibilities amongst themselves. Jonathan, one of her peers, had informally taken over her position as "golden boy," and the environment in their place of work remained as pleasant as it had always been. When they heard news that Theresa was coming back, everyone was pleased to hear the news but confused as to what her responsibilities would be since they had collectively absorbed her duties without overextending themselves. When Theresa came back to work, she expected everything to be the same as it was prior to her departure. However, although she received a warm welcome from her fellow coworkers, managers, and subjugates, she immediately noticed that she had lost her status as the "golden child" of the office and had become just another employee.

Satisfied with her life at home because of her child, but rather unhappy with her new and very unfamiliar position as no longer irreplaceable, Theresa decided that maybe her husband was right to have asked her to stay home, and she decided to quit. Her priorities had shifted, and she was reminded that it was her duty to take the necessary steps to patch up her marriage and to care for her child. Remembering her past experience, she realized that she never really got to know her mother as well as she would have liked, precisely because her mother was at work while she was growing up. Theresa also didn't want to have her child grow up alone in day care because her grandmother couldn't take care of him. Albeit two completely different situations, Theresa realized that she was actually being given the opportunity to care for her son without any restrictions, and looking at things from this perspective, she actually started looking forward to her new role as a stay-at-home mom.

The birth of Bo changed Theresa and Hunter's relationship temporarily. Happy with his new position at work and therefore more likely to "stop and smell the roses," Hunter briefly stopped being so critical of his wife. He actually gave himself the time to admire and appreciate how devoted Theresa was, not only to him but also to his son.

Theresa felt that the birth of their son had brought out a new side of Hunter that she found endearing. He was more attentive to her needs and had proven to be a father who wasn't afraid to be "hands on." For the first time in the years that she had known him, he was putting the needs of someone else before his own. Initially thinking that she would be in charge of rocking Bo to sleep late at night, changing diapers, and bathing him, she was pleasantly surprised that Hunter sometimes volunteered to help with these activities, especially as it was completely out of his character.

Ambition can be a scary thing though. Only six months after the birth of his son, Hunter began feeling the "itch" again for what in his mind were "bigger and better things." He was no longer happy with his mid-level management job and salary and began dreaming about a better job, a bigger house, and a faster car. Even the thrill of being a new parent was slowly wearing off. He loved his son with all his heart, but he no longer felt compelled to help Theresa with any of the less-than-glamorous aspects of being a parent that he had been so willing to help out with before.

To say that Bo grew up spoiled would be a terrible understatement. Not only was he Hunter and Theresa's first child, he was also the first grandchild in both families. He was treated like a prince and doted on constantly. Each time both families were together, the individual family members would "compete" for Bo's attention. He started believing that he was worthy of everyone's attention because his family was so willing to give it to him. He was the star of the family and became aware of the fact at a very young age. All three houses were littered with pictures of him chronicling every meaningful and not-so- meaningful event in his life. Always pushing limits and never getting in trouble for it, he realized that he could get anything from his parents –even the most ridiculous things, only by asking.

Like most children when they reach the age of five, Bo began formal schooling. His parents chose to put him in a private kindergarten where they felt he would receive the best available education. Although Theresa, in particular, was reluctant to see him go off to school in the mornings, she felt that he would greatly benefit from the company of other children his age. She

and Hunter were considering having another child and, before taking that step, wanted to see how Bo adapted to being around other kids.

Two weeks after he began school, Theresa received a call from Bo's teacher at school, asking her if it was possible for them to meet that afternoon. Concerned, Theresa went to the school about half an hour before the scheduled time. When she finally had the chance to speak with Bo's teacher, she was very tense and couldn't wait to see why she had been called in. Bo's teacher, Carol, told her that Bo was having trouble adapting to school life, and that in order to address this issue, she needed to learn more about him and his family life at home. She asked Theresa a series of questions, and after some conversation, they realized that Bo's problems at school stemmed from the fact that he was an only child. Because of his status as an only child, he wasn't familiar with concepts like sharing, compromise, and that he couldn't get anything he wanted by just asking for it – like he could at home.

After assuring Theresa that Bo's behavior was consistent with that of an only child and not indicative of something more serious, Theresa went home and shared her thoughts on the meeting with Hunter. They decided that having another baby would be a good idea, not only because they wanted one, but also because it would help Bo adapt to the idea of not being the center of attention all the time. Although neither of them would ever admit it, they also wanted to have another child because they both saw in them the opportunity for a positive change.

You see, Hunter and Theresa's personal relationship had continued to deteriorate over the years. She noticed that he was no longer interested in her as a woman and merely treated her as the mother of his child. Two years after Bo's birth, she noticed a real change for the worse in Hunter when he got promoted to a high-level management position. He had become distant and detached. She noticed when they went out in public that he was distracted by other women – women who looked nothing like her. Was it possible that he wasn't attracted to her anymore? She shared her feelings with her mother and was told that it wasn't reason for worry. Apparently, all men were built like that. Besides, what was the harm in looking? For the sake of her emotional stability and for their child, Theresa chose to look the other way.

She longed for the days when Hunter had been attentive with her and hoped that, with the coming of a second child, she could at least experience Hunter's tenderness again like she had during the first months of her pregnancy and after having given birth to Bo. She refused to give up on Hunter because she

still believed that, deep down inside, he had it in him to be a good husband and father.

Hunter looked forward to having another child because he felt it would help him come one step closer to the helm of the White empire. With a second child, he would consolidate his position as a member of the family and would probably receive some of the perks he had when Theresa was pregnant with their first child. In his way of reasoning, putting up with Theresa was merely an inconvenience that seemed less and less important as the years went by.

They had a chat with Bo the following day, inquiring how he would feel about having a baby brother or a baby sister and gauging how much work they would have to do to prepare him. As expected, he didn't react very well to the news but progressively came to terms with the idea when he realized it wasn't something he had a say in.

For the first time, at age six, Bo grasped that his life at home wasn't a reflection of the world outside. He wasn't treated like a "prince" everywhere and couldn't understand why. How was it possible for him to be so special at home and so average outside? He had been emotionally spoiled by his parents, and the consequences of their attitude towards him would affect him the rest of his life.

Rather than teaching him a valuable lesson about sharing attention and improving his sense of family and of belonging to something larger and more important than himself, the birth of his sister Bridget actually reaffirmed Bo's views of himself and the way that he expected to be treated. When Bo was born, both Theresa and Hunter were first-time parents and were especially excited at the prospect of having a baby. This was something with which they were completely unfamiliar.

They overcompensated for their lack of experience and ended up spoiling Bo because of their eagerness to be good parents. When Bridget was born, however, they were a lot more comfortable with parenting and didn't feel the need to shower her with the attention and material things that they had with Bo. For every five photo albums filled with Bo's pictures, there was only one of Bridget. They learned from their mistakes with their first born and were determined not to repeat them with Bridget.

When Bridget came home from the hospital, life for the Smith family changed forever. Hunter was pleased to find his mother- and father-in-law waiting for them in the living room. He knew he would be able to have a long chat with Edward about his new responsibilities and his duties to the family.

Since these types of chats had usually been symbolic of positive changes in his life (such as promotions and financial gifts) Hunter was naturally excited to see Edward that day. Sure enough, after doting on Bridget until the women of the family decided to take her to her new room, Edward asked Hunter to pour him a drink.

Thus began the conversation that Hunter had been waiting so long to hear. Edward began by expressing how happy he was to have a new addition to the family and how he looked forward to seeing "the little ones" grow up. He went on by saying that he was tired and that the time had come for him to "pass the torch" to the next generation. He told Hunter that he was very pleased with his work and that he was wondering if he would be interested in gradually taking over his position as CEO. He had already discussed his gradual retirement and approved his nomination of Hunter with the rest of the Board; all that was left to make it official was Hunter's acceptance.

Hunter was ecstatic. His day had finally come. All those years of hard work and sacrifice had finally paid off. He was on top of the world, and there was nothing anyone could do to take that away. Very pleased with himself and happy to have a new child, Hunter accepted Edward's offer. They solidified their agreement with a simple handshake and joined the ladies in the dining room for lunch.

After the Whites left, Hunter and Theresa spent some time together chatting about the baby and their future plans. The little ray of hope that was left inside of Theresa glowed brightly when she noticed that Hunter was in high spirits and heard the news of his promotion. Hunter, on the other hand, was eagerly planning what he would do once he was CEO of the White family consulting firm. He envisioned a summer home, lavish vacations, a new watch and car…. The possibilities seemed endless!

Conscious of Bo's feelings but careful not to over pamper him again, Theresa and Hunter each tried to spend some individual "one-on-one" time with him. However, with a newborn to care for, they couldn't offer him the attention that he received before Bridget's birth. Because he was so young and unable to truly internalize what this meant in terms of his behavior, he interpreted this change in his life as a reflection of his lack of effort to call attention to himself. In order to "win" back his parents' attention, he started misbehaving at home and in school. He developed a WHIM personality and put it to good use when he realized that being naughty was the easiest way to get the attention he had been given before, even though in this case it usually wasn't of the positive sort.

Whenever he got in trouble, though, his EGO type would come out as a defense mechanism. Bo also noticed that his mother was a lot more lenient with him than his father. So, much like his father had when he was a child, Bo became enamored with the idea of winning his father's attention and love.

By the time that Bridget was old enough to develop a basic understanding of relationships, Bo was in middle school. He had become the class clown of his grade and was constantly in trouble. Bridget, on the other hand, was developing into a FLOW type. Much like her brother, she craved her parents' attention but went about getting it by trying to please them with her blind obedience. Bridget was jealous of the fact that Bo received so much attention and thought that the only way she could compete with him was by being as perfect as she could be. By pleasing her parents, teachers and peers, she felt that she would finally stand out in the way that Bo did, and she would no longer be hurt by the lack of albums, home videos, and pictures of her in the house.

Both children developed a sort of antagonistic relationship toward each other because of this constant feeling of competition among themselves. They could be very mean to each other even though they cared deeply for one another. They were both strong-headed, and when it came to dealing with each other, each put him- or herself and his or her needs first. In the end, it was Bo who suffered more for adopting this type of behavior.

Bo's grades suffered in school not only because he wasn't a dedicated student but also because of his bad reputation. Unhappy with his behavior, his teachers began to evaluate his work negatively because they felt it was a reflection of his character and, as such, unsatisfactory. Although he was actually quite intelligent, and although the quality of his work was good when he decided to actually do the assignments, he was never given a chance: It came from Bo. Teachers were often overly critical, and students became wary of working with him on group projects, even though he actually performed well in group settings. He had become almost a carbon copy of Hunter as a child, but absent the establishment of a glowing track record, he struggled.

Bridget, on the other hand, excelled in school much like her father and mother had. However, following Bo's footsteps into a new school was never easy. Everyone thought that she would probably be trouble because she was Bo's little sister. Unlike many of her fellow classmates, Bridget wasn't given a clean slate at the beginning of her middle school and high school tenures. Being Bo's younger sister worked against her. Teachers shuddered when seeing her

name on class registration sheets as they had a good idea of what they could expect from a member of what seemed to them was a troubled family. Bending over backwards to prove them wrong, Bridget worked extremely hard, becoming a model student, to earn herself the great reputation that she eventually graduated with.

Bridget was every parent's dream as a child and young adult. She was responsible, obedient, good in school, well-mannered, and very polite. One could even say that she was "too good." Bo suffered further by his sister's success, watching her become the center of attention of the family and slowly but surely taking away his "throne" as the favorite. Both were fighting for the same thing, but each did so in very different ways, and her approach seemed to work better than his. Not only was Bridget getting the type of attention that he had previously enjoyed and now wanted from his parents, she was also very good at making him look bad.

Instead of exhibiting the complicity that many sibling pairs share when it comes to answering to their parents, Bo and Bridget had an antagonistic relationship. Bridget felt that by showcasing how good she was in comparison to her brother, maybe, just maybe, she would be just as loved as she felt he was for being the first born. She frequently "told on him" whenever he was naughty and eventually earned the nickname "Reuters" because of this bad habit of hers.

The relationship between brother and sister wasn't helped by the very obvious emotional separation between the parents. Hunter and Theresa's relationship had deteriorated such that they slept in separate bedrooms and engaged in conversation only when necessary. Although it saddened Theresa to see what had become of her relationship, the thought of leaving Hunter never crossed her mind: Destroying her family wasn't an option. Ironically enough, while Hunter didn't care for his wife, the thought of divorcing her never crossed his mind either because it meant losing everything he had worked so hard to get.

He became more and more aggressive and critical both at work and at home, creating tense environments in both places. He had developed a complete disregard for authority and felt rather invincible. Theresa, on the other hand, had become almost the shell of the person that she once was. She no longer felt self-assured and confident, and although it killed her, she resigned herself to the realization that things between Hunter and her were never going to improve. She found strange credit card charges that he couldn't explain; he went on business trips more often than her father ever did; and he

started working out every day with a trainer. All the signs were there. Their romance was dead.

In order to keep going, Theresa shifted the energy that she usually spent trying to improve her marriage completely toward her kids. Her sole purpose in life became providing for them the best that she could. She became so incredibly focused on caring for her kids that she stopped caring about herself. Desperate for advice or reassurance, she once again tried to speak to her mother about her marital issues.

Once again, her mother told her that these types of behaviors were not all that uncommon among married men. However, seeing how unhappy Theresa was, her mother raised the idea of a temporary separation or divorce. Shocked that her mother would even venture in that direction – she knew how important Theresa's family was to her – Theresa gave up trying to find sense in her situation. She went home that day and cried for the last time over her failed marriage.

Life went on and as the days went by, Theresa became progressively more bitter. She saw Hunter under a new light and, for the first time, realized just how egocentric and selfish he could be. She came to resent him and decided that she was no longer going to be the accommodating and caring wife that he had come to take for granted. Much to his surprise, when he yelled at her, rather than just staying quiet like she usually did, she started to yell back. She became openly critical of him when they weren't in front of the children, and she let him know that she had had enough neglect and abuse.

Things in the Smith household radically changed yet again. Theresa's resentment for her husband grew so great that it began to affect her relationship with her son. She loved Bo dearly but saw so much of Hunter in him that she subconsciously began to distance herself from him. His walk, his demeanor, his attitude. Everything. She couldn't understand his rebellious personality and gave up trying to discipline him. She noticed that he and Hunter got along famously and that Hunter had taken extra care to take their son under his wing and, in his words, "teach him how to be a real man." If this meant that Bo was going to become like Hunter, she didn't want to be around for it. Father and son were inseparable, and because of this, slowly but surely, Bo started treating his mother in the way that he had become accustomed to seeing his father use with her. Theresa was devastated but knew there wasn't much she could do to change him. She couldn't handle being hurt even more, so she stepped away from one of the people she loved the most.

Her relationship with Bridget, however, grew stronger every day. In her, she found a loyal daughter, companion, and friend. Bridget finally found the attention and love that she had been craving for so long from her mother but never really understood why her father was so uncomfortable with being affectionate towards her. She was perfectly aware that her mother and father had a bad relationship, but she never had the courage to broach the subject with either of them. She developed many of the CARE type tendencies that had defined her mother, and they survived their emotionally charged environment at home by clinging to each other.

Life for the Smith family continued. Hunter realized his dreams and lived every day what he perceived to be a fulfilling life. Theresa finally found comfort and peace by becoming apathetic toward her husband and by caring for her daughter. Bo and Bridget each settled into their natural roles and grew accustomed to their situation at home. Hunter chose to start a lie the day he decided to marry Theresa. Unfortunately for his wife, and later for his children, they chose to continue living it.

Quiz #4

1. Hunter's behavior immediately after the birth of his son would best be characterized as which personality type?
   a. FLOW type
   b. EGO type
   c. WHIM type
   d. CARE type
   e. FACT type

2. Do you think that all the unconditional attention Bo received as the first-born contributed to his EGO type personality with strong WHIM type tendencies?
   a. Yes
   b. No

3. Because his parents provided him all the love they could give, as an only child, Bo developed a very strong self-image, generally regarded others positively, and was well-regarded by his family and grandparents. What

label would he earn with these characteristics?

a. Good but Going Nowhere

b. The Cynic

c. On the Outs

d. Cocky but Good

e. Golden Child

4. With the birth of his sister came serious doubts and insecurities that caused Bo to lose self-confidence and, eventually, to develop a negative self-image. His view of others remained the same, but his behavior caused him to lose the respect of many of his peers and the majority of his teachers. As a result, Bo's previously acquired label would change to

   _____.

a. Eager to Please

b. Dead Ender

c. Just Not Good Enough

d. On the Outs

e. Good but Going Nowhere

5. Which of the following factors do you think contributed the most to Bridget's personality type?

a. Her lack of intelligence

b. Her desire to gain her parents approval

c. Her parents' respective personality types

d. The fact that she was the youngest child in her family

6. Before he set foot in their classes, Bo had developed a reputation amongst his teachers of being a problem child. This is an example of:

a. First Degree Transference

b. Second Degree Transference

c. Third Degree Transference

7. What would the initial poor perception of Bridget among the school teachers (due only to her status as Bo's sister) constitute in terms of transference?

    a. First Degree Transference

    b. Second Degree Transference

    c. Third Degree Transference

8. Using information from Chapter 3, how would you categorize the majority of the exchanges that you witnessed between Hunter and Theresa?

    a. Relatively-balanced-but-unstable

    b. Harmonious-and-balanced

    c. Unbalanced-and-biased

9. As she tired of being mistreated, Theresa slowly but surely let out her dormant_____type personality.

    a. FLOW

    b. FACT

    c. EGO

    d. CARE

    e. WHIM

10. Diagram the change in Bo and Theresa's relationship as a result of Theresa's relationship with Hunter.

Chapter 8
Case Study Analysis

"Analysis does not set out to make pathological reactions impossible, but to give the patient's ego freedom to decide one way or another." ~Sigmund Freud[lvii]

The narrative in the previous chapter was written to illustrate how the various concepts we discussed in this book affect our every-day lives. The quizzes at the end of each section were designed to steer your way of thinking away from the storyline and toward the processes occurring behind the events you witnessed. While it's easy to lose ourselves in the idea that our lives are merely a sequence of events, we must understand that every action that we take, every relationship that we forge, and every situation in which we find ourselves are tied together in one way or another by the concepts we have presented.

In the following, you will find a more profound analysis of the "transference novella" you just read. Hopefully, some of the things that will be discussed may have crossed your mind during your reading. If so, you can be confident that you have internalized the material presented in the book and that you are better prepared for what will hopefully be a new beginning for your relationships at home and in the office. If not, hopefully this will serve as a guide for how to look at what is going on around you under a new and more discerning light.

In Chapter 1, we identified the five different personality types and encouraged you to identify yourself in each one. You may have felt an affinity for a particular one of the five – this is your dominant, or active, state. However, just as most of us possess many of the characteristics embodied by each of the different types, the characters in our narrative did too.

For example, Hunter, as he was depicted, was a very strong dominant EGO type. He was aggressive, demanding, proud, strong, and egotistical. His personality was a result of his being catered to so much by his mother and his desire to emulate his father. His primary concern was always himself. His relationship with Theresa was like many EGO vs. CARE types: relatively-balanced-but-unstable in the long run. Theresa's nurturing spirit wasn't threatened

by Hunter's antics, and so she was willing to condone much of his behavior. She saw his attitude as a reflection of deep insecurities rather than an EGO type personality. As time went by, however, she tired of being mistreated by her husband and eventually realized that their differences in character would never permit them to be the happy couple she always dreamed they would be.

However, in certain instances, Hunter did showcase his other, dormant personality types. In his relationship with Christine, for example, he showcased CARE type sensibilities by caring for her when she was sick and by encouraging her to pursue an activity that he knew she would enjoy. With the birth of his children also came a temporary change in his attitude toward his wife, and once again, he allowed his CARE type characteristics to come to light.

At work, Hunter exemplified two different personality types. By looking deeper than what is readily available to the reader, one can actually infer that Hunter was surprisingly and paradoxically both his dominant EGO type and an intelligent FLOW type. With his managers and those above him on the corporate ladder (as well as with Theresa's father), Hunter practiced intelligent submission much like Catherine the Great did with Empress Elizabeth. They recognized him as having great potential because he was very intelligent and was always accommodating. With the boss that he accompanied to Eastern Europe, for example, he willingly embraced the role of mentee, knowing that he could benefit from such a position. He was a good follower and served as a resource more than a source of leadership. As a result, he and his boss became a great team.

Things went sour, however, when the Prime Minister catapulted Hunter into the dominant position during negotiations and therefore undermined his manager's authority, causing the manager's ego to be bruised. Unfortunately for Hunter, his boss was also an EGO type. Seeing that Hunter had EGO type potential, he immediately started to feel differently about him and approached their relationship in an EGO vs. EGO fashion. He felt that they clashed, and he used his authority to try to limit Hunter's opportunities by assigning him projects of lesser value.

Hunter, on more than one occasion in the story, lost his label of "golden boy" among the people whose opinions mattered. Amongst his peers and subjugates, however, he never really earned it. His aggressive and dismissive behavior and egotistical tendencies made him hard to like. In the beginning, his exceptional abilities enabled him to gain a relatively good reputation, or label, in the office. At that time, Hunter was viewed by his peers as being "cocky but

good." He had a positive self-image, a negative image of others, and due to his exceptional work, was viewed positively by the team. His peers were willing to overlook his negative qualities because he was turning in stellar work. However, as we stated in Chapter 4, people acquire images or labels through positive or negative reinforcement of their actions. In Hunter's case, his quality work proved insufficient when measured against his EGO type tendencies; this eventually earned him the label of "the cynic" at work. After all, his self-image and image of others remained unchanged: He would always be his own first priority. It was precisely this attitude that caused his peers and subjugates (Sheila, his secretary, for example) to start disliking him and to be more willing to propagate negative transference about him in the workplace.

Hunter's personality type, behavior, and image were starkly contrasted by his wife's. Theresa was a dominant CARE type whose values and behavior were a result of her upbringing. She had learned to care for and cater to others at a very young age. With her father's accident came a new life with her grandparents and the subsequent influence of her strong and very giving grandmother. She learned to enjoy caring for others and grew to be a considerate and compassionate person. Theresa's CARE type nature defined the majority of her relationships both at home and at the office. She was an excellent daughter, sister, mother, wife, and coworker. She made her mother's life easier by helping raise her brother and sister; she proved to be a devoted older sibling and a great role model for the family. Later on, when she was married and had her own children, she lived and breathed for her family's well- being. In the office, she repeatedly made efforts to improve the lives of others, and it was with this particular characteristic of hers that she approached Hunter in the coffee shop that fateful day.

By looking more closely at Theresa and her relationship with her college boyfriend Vincent, we can see just how dominant her CARE type nature was. The circumstances under which they met caused Theresa to express characteristics more in line with her dormant FLOW type personality. She willingly allowed Vincent to "take the reins" and briefly relished not being the "nurturer" of the two because it was nice to receive such readily available and kind help.

Even though, at first, she was receptive to Vincent's thoughtful and caring approach to their relationship and toward her, his overprotective and coddling behavior challenged her natural role as a nurturer and actually brought forth her dormant EGO type to restore her to her natural, dominant CARE type state. Rather than nurture Vincent's want and need to nurture her, she

grew exasperated and, for the first time in a long time, put her wants and needs above anyone else's. She craved the balance that being a "nurturer" brought to her life, and she was unhappy with the new order of things. By breaking up with Vincent, she was able to return to her element.

As time went by, her CARE type behavior earned her many friends in the workplace and eventually earned her the reputation as the "golden girl" of her office. Raised by a very supportive family, she had a positive self-image; she usually held others in high esteem (sometimes even when they didn't deserve it); and as a result of her strong work and caring behavior, she earned the respect and esteem of her colleagues, managers, and subordinates.

However, just as Hunter lost his reputation as "golden boy" in his office, Theresa experienced a relative "fall from grace" as well. Returning to work after the birth of her first child, she still enjoyed the respect and admiration of her colleagues, but she had lost the title of "golden girl" since her worth as an employee was no longer what it used to be. Her colleagues still cared for and appreciated her, but the very nature of their work environment and the way that she handled her maternity leave made her an almost redundant figure in the office. In turn, she was no longer "untouchable."

Although Theresa never felt "untouchable" at the office, she felt very confident in herself and her abilities and therefore nurtured a positive self-image in that environment. At work and before her pregnancy, with her remarkable skill and great personality, she was viewed by her colleagues as being virtually "untouchable." Who would want to be at odds with the one person in the office who "could do no wrong" and who was tremendously mindful and respectful towards others? Unfortunately for Theresa, much of the positive group image of her was due to her skill at her job, and when those abilities where no longer appreciated, her image suffered. Luckily for her, however, she was ready to move on to a new chapter in her life and didn't mind the drastic change. Her self-image didn't suffer, and she remained confident in herself.

After years and years of Hunter's abusive behavior and abrasive manner toward her, she slowly began to show signs of a weakening of her self-image. She became depressed and constantly tried to find what it was about her or their relationship that dissatisfied Hunter so greatly. Rather than allow her husband's behavior to ruin her, and rather than keep catering to his every need as would be typical for her dominant CARE type personality state, she finally chose to defend herself. Her high self-esteem made her realize that her wants and needs weren't being fulfilled by Hunter, bringing out her dormant EGO

type. She eventually stopped caring about what Hunter thought or felt and started looking out for herself. This brought on constant EGO vs. EGO transactions, eventually creating a rift between mother and son as well. In the end, Theresa's naturally CARE type behavior changed because of the years of negative reinforcement that she received.

Her son, Bo, on the other hand, during the formative years of his childhood, received such positive reinforcement that he formed the idea of being "untouchable." In his view, he was the best thing that had ever happened to his mother and father (and they treated him as such). He was treated like a prince and grew up thinking that he was special. Much like Hunter before him, he grew to admire and want to emulate his father, interpreting his EGO type tendencies as measures of strength rather than of ego-driven behavior. The combination of having everything and wanting to be like his father instilled in Bo an active EGO type. For this reason, the only person with whom he showcased the FLOW aspects of his personality was his dad. Much like Hunter, he had little regard for his mother's feelings, knowing that her love was unconditional and that he could push the limits as far as he wanted.

Before the birth of his sister, Bo learned to expect things from people but never learned how to give or to share. As early as his first year of school, his teacher called Theresa in to meet with her over some concerns she had in regard to Bo's behavior. To a certain extent, Bo's antics were encouraged by the behavior of his parents at that particular point. Hunter, a very strong EGO type, saw himself reflected in his son. He liked the direction of his son's character because it reminded him of himself at his age. He found Bo's actions to be a reflection of a strong character, and he readily defended his son when he came under the scrutiny of others, such as his teachers.

The birth of Bridget changed Bo's life forever. He was no longer the center of attention even though Hunter and Theresa both tried to make him feel as special as he did before. Because this happened at an age where he was too young to understand what seemed to him a sudden change in his parents' behavior, he reacted by becoming rebellious. Bo noticed that the surefire way to get his parent's attention was by getting into trouble, and he started exploring the other, less rigid aspects of his personality. He cultivated WHIM-like tendencies because they gave him the results he was seeking. By pushing limits and being spontaneous and rebellious, Bo felt that he was compensating for the attention that he had lost to his sister. He preferred being yelled at to being ignored, so he kept pursuing his parents' attention in any way that he could.

However, with such attention also came negative reinforcement. In Bo's eyes, it was difficult to understand why and how he had gone from "prince" to "pariah" in such a short amount of time. Unfortunately for him, these changes in his and his parents' behavior caused him to develop self-image issues. Because of his young age and inability to interpret the circumstances, Bo went from having a positive self-image to a negative one. This change caused others to view him under a different light, which inevitably earned him the title of "dead ender," as evidenced by his teachers' views of him and his work.

The ironic and unfortunate thing about Bo's situation is that his feelings of inferiority were by no means justified or even offset by positive things experienced by his sister. Bridget also felt inferior.

At a very young age, she realized that her parents had spoiled her brother and were not planning on giving her the same treatment. Was it because they didn't love her that they had fewer photo albums? Why didn't she have the best of everything like he had? Was it her fault? Why had she not gained her parents' love and affection as her brother had? Unfortunately for Bridget, the reason her parents behaved as they did was the result of seeing what unconditional love, attention, and constant positive reinforcement (deserved and undeserved) did to their son. They learned to regulate their actions in order to prevent Bridget from becoming rebellious like her brother.

In response to this, Bridget decided to overcompensate by being as "good" as she could be, even if "good" meant telling on her brother to make him look bad in front of their parents. She became a model student and daughter, all in the hopes of drawing a contrast with her brother's behavior and receiving positive reinforcement as a result. She became an exemplary FLOW type with her parents and teachers, craving attention and realizing that she could achieve it by being obedient. Insecure in her standing, Bridget developed a negative self-image. She loved and respected her parents so much that she couldn't understand why they didn't "love her" the way she felt they should. Although she never felt like she did as a child again, Bridget successfully earned her parents' esteem and affection, leaving her with the very fitting label of "eager to please."

However, when it came to dealing with her brother, in her eyes, she always came first. Aspects of her dormant EGO type manifested in their relationship and prevented them from bonding on a deeper level. Continuous

EGO vs. EGO type exchanges produced an emotionally charged and antagonistic relationship.

Bridget's relationship with Theresa, on the other hand, only grew deeper and stronger as the years went by. In her mother, she finally found the refuge that she sought for all those years. Her mother was always attentive and caring toward her. Unlike with Bo, Theresa and Bridget learned to care for each other when Theresa's relationship with Hunter worsened. Rather than embrace his mother (who had always been there for him), Bo, like many boys do, decided to emulate his father. Unfortunately for his relationship with his mother, this meant that he soon became aggressive and abusive as well.

The negative change in the mother/son relationship was not only a result of Bo's loyalty to his father, but also a case of second degree transference. Bo's actions in the more recent part of his childhood were consistent with those of his father. Theresa had come to loathe Hunter so greatly that seeing her son behave in a similar fashion inevitably caused her to associate the negative feelings she had toward Hunter and his behavior with her son. Unwillingly, she transferred her feelings toward Hunter to her relationship with her son, resulting in a schism between mother and son.

While this particular relationship, and many others in the story, were either damaged or destroyed by transference, it is important to note that many were helped as well. A great example of this lies in Bridget's trajectory in school. Because she was Bo Smith's sister and the name Bo Smith had become synonymous with trouble, as a consequence of third degree transference, Bridget had to overcome preconceived notions that she was just like her brother. To counter these preconceptions, Bridget had to prove herself by working hard and being obedient. Luckily for her, first degree transference worked in her favor and slowly but surely changed her teachers' opinions about her. Her image changed as people began to associate her character with her actions rather than with those of her brother.

The examples of transference in the previous chapter also illustrate that transference is heavily dependent on circumstance. For example, in Hunter's case, if Sheila had known the outcome of her actions, she would have never spoken badly about him to her friend Margareta. However, unaware of how her words would harm not only Hunter but also herself, she confided in her friend.

Unfortunately for her, Margareta was close friends with Mei, the hiring manager's assistant, who minded Margareta's warnings about Hunter's personality. Had the circumstances been different, and were Margareta not friends with Mei, Hunter might have received the promotion he wanted so badly. He wouldn't have been a victim of second party transference, and Sheila would have been rid of her difficult boss.

This particular example illustrates the importance of cultivating good relationships with as many people as you can, regardless of title, position, or what you feel their sphere of influence may be. You may not have bad relationships with people who can directly affect your life, but the people with whom you don't get along, through transference, could close doors for you, even without your knowledge of it occurring.

The previous example also hints at certain aspects of the corporate culture where Hunter and Theresa worked. From Hunter's experience with Sheila; JiHo being avoided by his peers because of the smell of his food; and shy Eugene being rejected as arrogant, we can piece together a snapshot of the environment in which Theresa and Hunter worked. One can tell that the corporate environment in Hunter's division was very political. As his promotions (or lack thereof) revealed, most if not all of Hunter's career moves were decided more by who he knew rather than predominantly by his skill level. As a matter of fact, Hunter got promoted for the first time, even though he wasn't as qualified as the other candidates, simply because his manager had a good relationship with the hiring manager. Once again, second party transference dictated a crucial step in his career.

The fact that Hunter got ahead despite the great dislike of the majority of his peers and subjugates also speaks of his corporate culture. The lack of awareness among the ranks of managers in the organization as to Hunter's "real" personality and behavior hints at a possible problem in vertical communication. If Hunter's organization fostered an environment of open communication, the people involved in writing the anonymous letter to the ombudsman might never have felt compelled to do so. Their goal was to make management aware of Hunter's inappropriate behavior, without the consequences of crossing any of his "advocates." This leads one to wonder, if communication lines were truly open between differing levels in the company, would that fear exist?

Transference, the main pillar of this book, is not only dependent on the people involved but also the circumstances. The environment in which you

find yourself, whether at work or at home, can largely influence your actions as you react to the series of stimuli generated in and by a particular location or things. If you are pleased with your environment and get along well with others, chances are that you will experience and propagate positive transference both in your favor and in the favor of others. With this said, we encourage you to think about what your individual "transference novella" would say. We further encourage you to perform an analysis of the people involved in your life and the events of your present situation and your past.

FINAL THOUGHTS

Chapter 9.
Your Personal Brand

"Men often become what they believe themselves to be. If I
believe I cannot do something, it makes me incapable of doing it.
But when I believe I can, then I acquire the ability to do it even if
I didn't have it in the beginning."
~Mahatma Gandhi[lviii]

In this final chapter, we move from the tactical to the strategic. By now, you have an understanding of the nature of personality types and how to communicate effectively (verbally and nonverbally) with each type. You can also appreciate how your perceptions, judgments and biases (and theirs) affect your relationships, your opportunities, your choices, and thus your life. Empowered with this knowledge, you grasp that conflict is a choice. You can choose to adapt your behaviors, your habits, and eventually your thoughts to achieve more constructive exchanges and to build stronger relationships. So too, then, can you choose to be more strategic with your adaptations.

Like many of us, you may have been taught that all forms of self-promotion are bad; a demonstration of a lack of humility and modesty. "Manipulation," too, is deemed a bad word, but call it management – relationship management and impression management, in this case – and it takes on a whole new meaning. So hear this: Before you can effectively build a "powerful personal brand," you'll need to get comfortable with the concepts of self-promotion, relationship management, and impression management as proper, constructive tools. Certainly, arrogant self-promotion is harmful, and manipulation exacted with mal-intent is reprehensible. In contrast, subtle, truthful, artful self-promotion of earned accomplishments offered on occasion and with restraint can be a powerful tool to advance your positive public image. You might even find it rewarding to your self-image. Likewise, behavioral adaptation, a form of manipulation, if intended to facilitate more productive interactions, is not only skillful but noble. There is no substitute for hard work and the production of high quality results, but consider that only 20% of your

success is determined by how well you do your job while 80% is determined by your ability to manage relationships. Proper self-promotion can help convert your good works into a superior and enduring personal brand.

The most important element in building your personal brand is impression management. To do this effectively, you "must establish and maintain impressions that are congruent with the perceptions [you] want to convey to [your] publics."[lix]

Your Publics

While the population at large may constitute your audience, here we are talking about more targeted pursuits. Start first, therefore, by identifying your objectives and the steps (or sub-objectives) required to reach your ultimate goal. Who are the key decision makers along each step toward achieving your objectives? This is your target audience. Be mindful not to overlook the non-obvious power centers. These people don't necessarily hold the most important titles or have the biggest offices; they might not have offices at all.

Do you have direct connections with your key decision makers? Will you have the occasion, no matter how infrequent, to interact with them? Can you "manufacture" an opportunity for this interaction to take place? Note that, in some cases (dictated by the frequency and quality of your opportunities for interaction), you may want or need to make your case or your request promptly. If afforded numerous exchanges with your key decision makers, consider a more subtle approach, taking time to build a rapport, solidify your positive image, and possibly lay groundwork for your eventual request.

If you do not have direct relationships, consider whom you know (or can get to know) who might have access to or influence over these decision makers, individuals whose "spheres of influence" encompasses members of your target audience. Recall how Theresa effectively improved Hunter's reputation by promoting his kind deeds with regard to JiHo, or how her association with shy-guy Eugene improved his image in the workplace. Consider, too, the Marie-Rashid-Luis example in which Luis connected with Marie through Rashid's introduction. Who can you enlist to make introductions or to promote your good image or good works? If it sounds frustrating, make a game of it. How must

you navigate the corporate (or political) maze to get from point A to point B?

Although you will have identified only a selection of people as critical to your success or as part of your plan, remember that transference is working even without your knowledge. As such, you cannot simply dismiss or ignore those not identified as part of your target audience or your means to reaching them. Every choice you make and every action you take affects your image.

Another point to remember in reaching your target audience is the impact of Third Degree Transference – the influence of the group. Do your key decision makers belong to particular groups that might be more easily approached than attempting a "cold call introduction" on your own? Simply improving your overall image in the workplace will also have a positive effect through Third Degree Transference.

Your Brand

Once you have identified the important relationships you need to establish or foster, you must sculpt your message, both its content and its delivery. Start by defining how it is that you *want* to be perceived. You might find that this is driven primarily by your desire to express yourself. As such, you should next consider how you *need* to be perceived to accomplish your objectives. Finally, consider – honestly! – how you are *actually* perceived. Self- awareness and self-acceptance aren't easy, but it is important to be honest with yourself so that you can be authentic with others.

If your three images differ, consider what you need to do in order to bridge these perceptions. In refining your image, it might also be helpful to contemplate the *why* behind each perception. It is important that your ultimate definition be clear and firm in your mind: Consistency of thought and action is critical to establishing and reinforcing your positive public image.
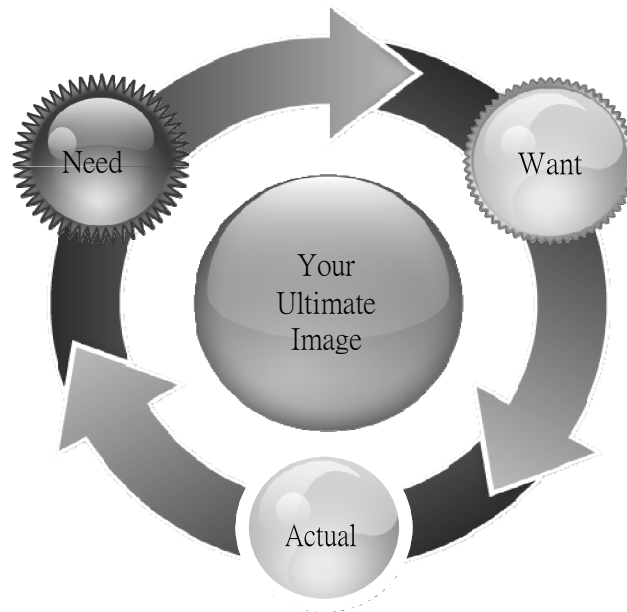
Understanding yourself is important. Your personality is multi-dimensional, and it is useful to understand the ego states that you may embody in different circumstances. It is equally important to understand how your ego states have changed over time and with the influence (good and bad) of other people throughout the course of your life. Remember that you predominately exhibit one of the five personality states that we covered, and because of that, you must be especially mindful of both the good qualities that your type naturally exhibits as a communicator and the pitfalls your type typically encounters.

The good news is that, if you are not pleased with what you have found out about yourself, there is hope; change is possible. In fact, change is inevitable, and you can shape that change by remembering the three key variables we identified as the determinants of whether you have a positive or negative resulting "overall image": your self-image, your image of others, and their group image of you.

Your personal metamorphosis will only

begin, however, if you are willing to embrace change and the possibly painful admittances about yourself that you may have to make in order to do so. Know that "good judgment comes from bad experience; experience comes from bad judgment."[lx] You are human. You are going to make mistakes. Face them and learn from them. Wisdom only comes after years of trials and failures. Embrace tough times because they teach you about your character, and never take yourself so seriously that you lose track of what is really important to you. Ralph Waldo Emerson worded it best when he said that, "Most of the shadows of this life are caused by our standing in our own sunshine."[lxi] Don't let the biggest obstacle to your success be you.

Improving oneself or one's image is by no means easy. When you first employ the lessons from this book, you will face the real challenge of a divided focus, like a second stream of conscious thought, as you carry on with your regular activities. If you understand and put into practice the material we have provided, if you take the time to deeply internalize the key points of each chapter and to apply these lessons with consistency and purpose, it should become second-nature, and you will see your successes unfold before you.

Hopefully, you have developed a deeper understanding of the dynamic world of relationships of which you are inevitably a part. We hope this book has provided you with empowering tools to navigate and manage these relationships, ensuring your success in the office and at home.
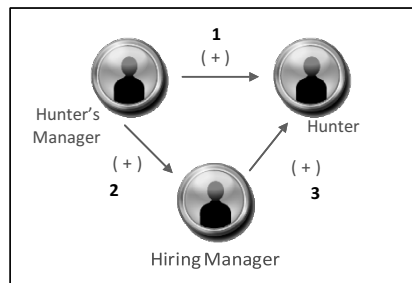
We wish you the best of luck on your journey.

ANSWER KEY

Quiz #1:

1. A

2. Katherine

3. B

4. D

5. C

6. Diagram:

7. C

8. B

9. A

10. C

Quiz #2:
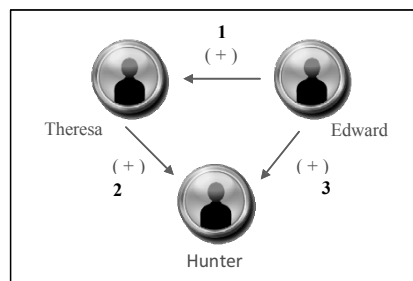
1. E

2. D

3. C

4. A

5. C

6. D

7. A

8. B

9. D

10. B

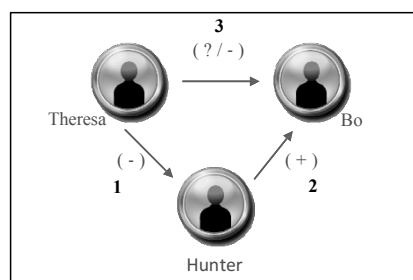Quiz #3:

1. C

2. A

3. B

4. E

5. C

6. Diagram:

7. A

8. A

9. B

10. A

Quiz #4:

1. D

2. A

3. E

4. B

5. B

6. Diagram:

7. C

8. B

9. C

10. C

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APPENDICES

Appendix A.

The Importance of Understanding Your
Company's Corporate Culture

It can be argued that more than rules and regulations, a company's culture is responsible for dictating the interactions among employees, with their superiors, and with their subordinates. Whether you are new to the working world, are changing companies, or have merely been promoted to another department within the same corporation, chances are your experience in your new role will be different than that in your old one. Corporate culture is composed of several factors that make the environment what it is. Everything ranging from the physical structure of the workplace to the way people dress affects the way one feels and interacts with others and can directly or indirectly influence your career path.

Virtually every company has a written set of core values and a mission statement to serve as guiding principles for employees to follow and for clients and investors to appreciate. These are generally publicly displayed, as a reminder of what the company stands for and how it should operate. These principles, posted on the wall and in manuals and online, are supposed to be reflected in the interactions among employees and other stakeholders. Furthermore, some companies also have a written code of acceptable conduct and dress that is meant to further an employee's understanding of what is expected of them in such an organization. Theoretically, the mission statement, value statement(s), and written code of conduct set the corporate culture and tone. They serve as tools for prospective employees to determine if they would be a "good fit" in such an organization. Unfortunately, these guides usually only serve to paint the picture of what a company should be or what it aspires to be and not necessarily what it is. It is unquestionably important, then, to learn to identify and understand the different expressions and manifestations of an organization's corporate culture so that you can tailor your behavior to optimize your career.

Cues to Help You Understand an Office's Corporate Culture

When we encounter a new environment, we naturally turn to our senses to gauge whether we are going to feel comfortable or not in this unfamiliar situation. We rely on our sight, smell, and sound to identify the familiar and the unfamiliar in hopes of making sense of them and identifying them as welcoming or threatening. Like animals in the wild, we evaluate our surroundings and tailor the way that we act in accordance with our perception.

Visual cues are probably the easiest to identify as they don't require other people and can be observed almost everywhere in an office. The structure of the workplace itself can tell you a lot about a company. If the workplace has many physical barriers between employees and office doors tend to be shut, you can deduce that the environment and communication are more formal. With such barriers in place, employees are less likely to approach each other – especially for non-work- related reasons – making it more difficult to establish close relationships. Such relationships are dependent upon continued interaction and the sharing of feelings and mutual trust. If a company is heavily technologically oriented, you can expect to see state-of-the-art equipment in abundance, and conversations among employees tend to be specialized in nature; Do not be surprised if they have the most sophisticated coffee machine that you've ever seen.

If you observe social areas, such as break rooms, exercise rooms or a company day care, it is safe to say that the company is trying to foster a comfortable environment for their employees and to make the workplace as agreeable and balanced as possible to ensure overall employee well- being. Google is a prime example of a company that embodies this nurturing environment both physically and culturally. Google itself describes its culture as one that strives to maintain a small company feel. It is employee centric and is therefore structured and decorated as such. You will find items in the lobby and hallways that promote a balanced life style for employees: a piano, rubber exercise balls, and bicycles, among others.[lxii] Because Google is considered a market leader in terms of innovation, it promotes communication among employees by organizing them into work clusters located in proximity to one another, facilitating the free flow of discussion. Google also engages in team building activities such as hosting roller hockey in the parking lot, to foster close personal employee relationships and a fun environment. Another great example is Google's "Innovation Time Off" policy under which employees are encouraged to spend up to 20% of their time pursuing "something that interests them."[lxiii] Because Google places innovation at the forefront of their business activities, they have sought to adopt innovative techniques and have embedded them in their company's culture to

support their corporate objectives.

Other visual cues to understanding an office's corporate culture include the way people dress. For example, you may be able to gauge whether the company is conservative or not. If you see virtually everyone around you wearing a suit, you might justifiably infer that the office is relatively traditionally minded and that employee behavior is expected to mirror this. If you see people wearing casual clothing, on the other hand, chances are that the environment is less rigid and structured. Employees will likely have more freedom in the way that they work and communicate.

Companies that are highly performance driven usually showcase employee awards in public areas, for all to see, as a way of encouraging their employees to want to overachieve. Looking at the bulletin board in the kitchen or social room (if there is one), you might see pictures, notices of a company function, or flyers for a gathering or sport, such as a company softball team. These may be indicative of an organization that actively promotes and fosters a team oriented environment, like the one at Google.

Auditory clues are the second best way to gather information about your environment because they provide information not only about employees themselves, but about the way that they communicate and interact. From conversations you partake in or that you overhear, you may pick up valuable information, such as the competitiveness of the environment or people's "real" expectations of you. For example, in certain industries or positions, you are compensated for a certain amount of hours of work per week but are expected by both the company and your coworkers to work more than that without pay. Sectors such as investment banking, for example, are heavily performance driven and highly competitive: You are looked down upon if you leave the office before night falls. Environments like these do not necessarily foster a balanced lifestyle, and one must be fully aware of this in order to prepare physically, mentally, and psychologically for such a challenge.

Another expectation that may come to your attention is your social commitment to your workplace. In some organizations, employees are expected to attend informal gatherings like happy hour or weekend get-togethers, even though they are not a part of the company's established rules and guidelines. Those who attend such events get ahead not only because of the added "commitment" to "company time" but especially for the opportunity these events create for the establishment of personal relationships. Those who don't attend usually struggle to establish warm relationships and are labeled as poor team

players even though they might be perfectly competent at work.

Different industries are known to embody different approaches to corporate culture. For example, more creatively oriented industries like marketing, advertising, and Internet startups tend to have a more informal culture due to their more inventive and imaginative nature. WHIM types gravitate toward these industries since the physical environment feels less confined. Communication is likely to be very open and informal, the physical office environment very pleasant (with bright colors and inviting furniture), and people's clothing more reflective of their personal taste than that of the company's. Such environments, however, only foster positive results when the right people are hired to work in them. If an unmotivated individual is hired to work in an organization more dependent upon self- motivation, productivity may suffer as he or she were distracted by the perks. Such an unorthodox approach to business can bring wonderful results if employee curiosity and energy are channeled correctly.

Sectors such as corporate finance, banking, law, and government, however, approach business in a more traditional way, and the workplaces reflect this. A strict sense of hierarchy can most likely be observed in everything ranging from the structure of the office to the preferred means of communication. There is usually a very clear distinction between the "corner office" and other physical spaces occupied by management and their subordinates.

Communication tends to be more formal in such industries, and there is a heavy emphasis on documenting communications. As was once observed by someone in the pharmaceutical industry, "One must never underestimate the importance of leaving behind a paper trail."[lxiv] People who enjoy structure, need clear guidelines and rules, and believe in keeping abundant records usually thrive in such environments. Although companies in such industries have been very successful in general, they are so concerned with doing things "by the book" that they sometimes breed a stale, bureaucratic, and apathetic environment.

At this point we must underline the fact that there is no such thing as "good" or "bad" corporate culture (except possibly in very extreme circumstances). It is what it is. You, however, may be a "good" or "bad" fit with that particular organization's culture and must either tailor your behavior or remove yourself to avoid becoming a victim of a "bad fit." The way you feel about yourself and the way you feel about others may be highly influenced by the corporate culture in your office. If you are unhappy in your work environment, you may be prone to more pessimistic behavior and may take a more cynical

approach to life and work: Negativity breeds negativity.

Understanding your environment will undoubtedly help you better understand and gauge how you and your actions are perceived by others and thus how you may come to be labeled. This, in turn, will affect the type of transference that you experience in the workplace, which has the potential to affect the rest of your career.

Appendix B.
The Influencing Power of
Physical Characteristics and Behavior

Although we are taught not to "judge a book by its cover," the reality is that you *are* judged by your physical characteristics and behaviors. Rightly so, these characteristics and behaviors reflect your *choices*, which therefore reflect your personality.

You can learn a lot about others by observing their choices in physical appearance. We caution you to treat these as data points and not to draw premature or superficial conclusions, but be mindful that others may not be as open-minded as it pertains to you. They may make immediate judgments based on your choices in physical appearance and behavior. What are your choices telling them about you?

- What style of dress do you choose? Conservative, trendy, revealing, mismatched, perfectly tailored, wrinkled?

- What do you choose to eat for lunch? Healthy foods, greasy foods, foods that give you foul breath

- Where do you choose to eat lunch? At your desk, at a café with colleagues, in the break room, or do you skip it altogether?

- What style have you chosen for your office décor? Barren, cluttered, a lot of personal mementos?

- What choice have you made in etiquette? Exemplary manners, willful indiscretion, or ignorant blunders?

The above list is by no means complete. The sampling, however, should raise your attentiveness and get you started thinking along these lines. Look at yourself and look around you. As you go through your day, take a moment to reflect on each choice you make. In particular, are there characteristics about you (an untidy office, disheveled appearance, or an impatient manner) that have become habitual, yet you believe aren't reflective of your "real self"? Are there behaviors for which you find yourself continually apologizing or making

excuses? We hate to break it to you, but if these traits have become habitual, they *do* reflect the "real" you. For that matter, what do those constant apologies and excuses say about you? If there are things you don't like about yourself, change them. Set a priority.

This is self-packaging, and it goes hand-in-hand with personal branding. It is your appearance, the way you carry yourself, the way you express yourself in the things you do and the choices you make. It's the politicians' power suit: the dark blue suit with the white shirt and the red tie, the traditionally cut, well-groomed hair, the practiced gestures and nods, the eye contact at all the right moments. Do you know someone who always wears a bow-tie? Only wears black? Only heels or tennis shoes or cowboy boots? Their consistency has etched the image on your brain, and as you can see, it works (whether they consciously chose the image or not). We can utilize self-packaging as a tool not only to feel good about ourselves – which alone can have a positive effect on our interactions – but it can also affect others' perceptions of us.

We've all heard the adage "dress for success." It's true, whatever your definition of "success" may be. In a professional context, consider how well your choices fit with your corporate culture, especially with different levels of your company. In a jeans-and-T-shirt environment, are the executives wearing collared shirts and slacks? Something that is "acceptable" only means that it is "okay," "satisfactory," or "good enough." "Appropriate," on the other hand, refers to that which is "suitable" and "proper." While your choices may be acceptable within your corporate culture, are they appropriate? And, most importantly, do you "look the part" you want to play.

Appendix C.

"On the Internet, Nobody Knows You're a Dog"[lxv]
Managing Your Online Identity

Image management has become exponentially more important to establish, manage, or do "damage control" on your personal brand in the global, online community. For those of you who have no interest in engaging in this online world, consider the relevance of the skills we present, then, to prevent an unintentional negative brand from being established. Our aim here is to raise your awareness about the information you are (or are not) presenting online and to rewire your thinking to prize honest self-promotion and to effectively manage your own successful public relations.

> "On the Internet, nobody knows you're a dog" is an adage which began as the caption of a cartoon by Peter Steiner published by *The New Yorker* on July 5, 1993. The cartoon features two dogs: one sitting on a chair in front of a computer, speaking the caption to a second dog sitting on the floor.[lxvi]

The online community is the new water cooler – and it's faster and farther reaching than ever! Even if you aren't personally engaged in social media, your family, friends, and co-workers probably are, and what might they be saying about you? What pictures are they posting? Suppose, as a joke, a friend posts an innocent photo of you that, taken out of context, appears indecent or embarrassing. This innocent-enough picture could be viewed and misconstrued by a hiring manager or potential love interest.

In this fast-paced, ultra-connected medium largely populated with user-generated content, complete strangers can form – and voice! – opinions about you, most of the time based on very little information. Judgments are hasty and reactive with a lot of emphasis on free speech and very little emphasis on concern or consideration for the subject on the other end. In your local (offline) environment, generally, "your reputation precedes you." The people who really know you know your character and are able to discern between fact and gossip. Consider the letter the clique of girls sent to Theresa's mother. What if that same letter were posted online?

Lives are being ruined by smears and gossip online. Private secrets are being broadcast to the world. College applicants are being denied because of Facebook and MySpace. In short, everything you thought you knew about reputation is gone. […] The Internet has revealed deeply personal secrets, changed lives, and destroyed families. Lies, rumors, and more can affect everyone from PTA moms to soccer dads…. [lxvii]

While we can't control everything being said about us online, we can certainly be judicial about the information we choose to make available to others online. Too, we can politely request that our family and friends refrain from posting information about us without our prior consent. They may need to be reminded, but eventually, they should come to understand.

Looking at your social media sites as online resumes may take the fun out of it, but there is certainly no fun in trying to combat horrible, false rumors. There is even a term, the Streisand effect, describing how "an attempt to hide or remove a piece of information has the untended consequence of publicizing the information more widely."[lxviii] It was termed such after American performer Barbra Streisand tried to suppress online photos of her residence.[lxix] Her efforts – and the photos of her residence – gained even greater publicity. After all, the legal means that we may employ create public records – fodder for the gossip news.

There are now entire companies devoted to cleaning up their clients' online images. While they can't necessarily prevent negative "news" from being published, and since efforts to suppress the news generally have the reverse effect, these company employ a different tactic. They flood the news with positive information and use programming tricks to ensure that the first many lines of results from an Internet search engine list this positive information. The negative news gets buried behind lines and links to positive stories. While the clean-up service exists, it is very expensive, and doing it yourself can be difficult, time-consuming, and still potentially costly.

Managing your online reputation in the first place is far easier than doing "damage control." Be vigilant about information being posted by others, even if well-intended. Be purposeful regarding the content you display. Be sensible and discriminating in choosing what information to post to the world. Assume that *everyone* has access: They probably do!

Endnotes to Appendices

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