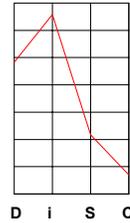




## Relating to People and Environment

*This section describes how Paul may tend to relate to other people and his environment based on his natural behavioral tendencies. Some of these behaviors may have been modified or eliminated by Paul due to his life experiences and his values system. Therefore, some items may represent only potential behaviors. Additionally, some of the behaviors may appear to be conflicting because of the range of responses possible for Paul, given the nature of his behavioral style. Review, discuss, and revise the list as appropriate.*



### How Paul Tends to Communicate

- Likes to communicate frequently in person or on the phone in an informal, friendly manner, covering a wide range of subjects
- Tends to be spontaneous, fast-paced, and emotionally expressive
- May feel most comfortable with people who respond to his emotional expressions
- Tends to be most comfortable in expressing positive emotions, using many superlatives - "Great!" "Fantastic"
- Likes to talk about his enthusiastic, optimistic plans and dreams
- May feel rejected by and/or uncomfortable with people who are more reserved in their expressions, both verbally and non-verbally
- May have difficulty in communicating negative information directly
- Other people may be unclear or confused as to the real issue or the seriousness of the problem because of his lack of directness
- May have difficulty being "tough" when situations require a direct, assertive approach
- May attempt to placate or cajole people who are arguing, without addressing the issues
- May have many discussions with people but fail to follow-up on the actions discussed
- Tends to approach all areas of his life with communicating as a priority, wanting to talk about everything
- May not be sensitive to other people's preferences in communicating, assuming that everyone likes to talk
- May behave in a way that other, more reserved people feel is intrusive
- Communicates in all forms: cards, notes, letters, and most of all, in person or by phone
- Tends to be direct, factual, bottom-line oriented
- Tends to avoid wasting time on small talk or social amenities
- Tends to tell others what to do, without being asked to do so
- May be so direct and forceful in communicating that others have difficulty asking questions, clarifying understanding, or pointing out problems
- May be perceived by others as blunt, cold, or uncaring because of his brief communication style
- May have difficulty expressing positive emotions, even though he feels them
- Tends to assume that others know how he feels, especially if he told them once in the past

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## Relating to People and Environment

--Continued--

### Relating to People and Environment (Continued)

- May be more comfortable in expressing his feelings through actions, assuming that others can decode the message
- Tends to be comfortable in expressing anger, sometimes using anger when sadness, hurt or fear would be a more accurate expression of his true feelings
- Tends to be impatient, have difficulty listening to long narratives, preferring people to "get to the point"
- Tends to be a selective listener, hearing and storing information as it fits his perception
- Tends to be uncomfortable with other people's emotional displays, wanting to "fix" the situation or deal with it more "rationally"
- May tend to undervalue the importance of frequent, quality communication in maintaining work relationships

### How Paul Tends to Make Decisions

- Tends to use an emotional approach to decisions basing them on a "gut-feeling"
- Tends to be optimistic in expectations of people and situations
- May respond impulsively and not take enough time to gather information
- May unrealistically expect the best, failing to consider possible negative consequences
- May avoid making decisions which involve interpersonal conflict, losing approval, or "looking bad"
- Tends to be quick, decisive, independent and firm
- Tends to be bottom-line oriented, assessing the short-term impact
- May tend to take higher risks than are comfortable for others, believing that the potential for big payoffs justify the risk
- May fail to consider long-term consequences and fail to think through all the factors in complex situations



## Relating to People and Environment

--Continued--

### How Paul Tends to Manage Time

- Tends to prefer open-ended structures and flexible schedules
- May spend more time on people and processes than on tasks
- May have difficulty limiting time spent with people, getting behind schedule on completing activities
- May be chronically late
- Others may become frustrated and angry at his poor time management
- May provide less structure and predictability than is comfortable for others
- May want to keep time more loosely structured and fail to commit to a schedule, which may not meet others' planning needs
- Tends to operate with a sense of urgency, taking short-cuts wherever possible
- Tends to take pride in efficient solutions that allow him to pack a lot into a day
- May underestimate time involved in some activities, resulting in cutting things short, potentially missing deadlines
- May be critical of others who do not share his sense of urgency or move at the same fast pace
- Tends to be impatient with others who desire a more leisurely pace

### How Paul Tends to Solve Problems

- Likes to involve others in the problem-solving process by "bouncing ideas" off them or "brainstorming"
- Tends to approach problem-solving on a personal, emotional basis and may become impatient with a more methodical approach
- Tends to prefer simple, practical, easy-to-implement solutions
- May have difficulty involving others in the problem-solving process because of his impatience and desire for immediate solutions



## Relating to People and Environment

--Continued--

### How Paul Tends to Handle Stress

- Tends to seek out opportunities to enjoy life, to have fun
- May experience stress from too much of a good thing
- Tends to be able to forget about negative situations in the past, focusing on positive expectations for the future
- Reduces the buildup of stress by becoming emotionally expressive and "blowing off steam"
- May find environments of chronic hostility and pessimism very stressful
- Reduces stress by interacting with others: laughing, talking, attending social events
- May find appreciation and affection from others to be very effective in reducing stress
- May become worn-out from too many social commitments, especially during holiday seasons
- Tends to seek out demanding, challenging, fast-paced environments and may not notice the negative impact on his health or relationships
- Tends to perceive the environment as being somewhat antagonistic, requiring an aggressive or defensive stance on his part
- May be so strongly driven to achieve results that he fails to set realistic limits for himself
- May need to work on letting go of the need to control his environment and other peoples' actions in order to reduce his stress
- May have difficulty taking adequate time to recover from illness or injury due to a self- imposed sense of urgency
- May choose a high level of variety and change, finding predictable routines more stressful than change

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## Relating to People and Environment Worksheet

--Continued--

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4. What problem-solving behaviors would be most effective for Paul to use in this environment? (start, stop, continue)

5. What strategies for handling stress would be most effective for Paul to use in this environment? (start, stop, continue)

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