

Life Orientations

LIFO® REPORT

HIGHLIGHTS AND INSIGHTS FOR IMPROVING INDIVIDUAL & TEAM PERFORMANCE

Discover **Your** Strengths and Personal Styles

Sample LIFO(r) Full Online Report

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LIFE ORIENTATIONS

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Introduction to Your LIFO® Strength Management Report

The LIFO® Approach to Success at Work

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

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

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

About Your LIFO Survey Results

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

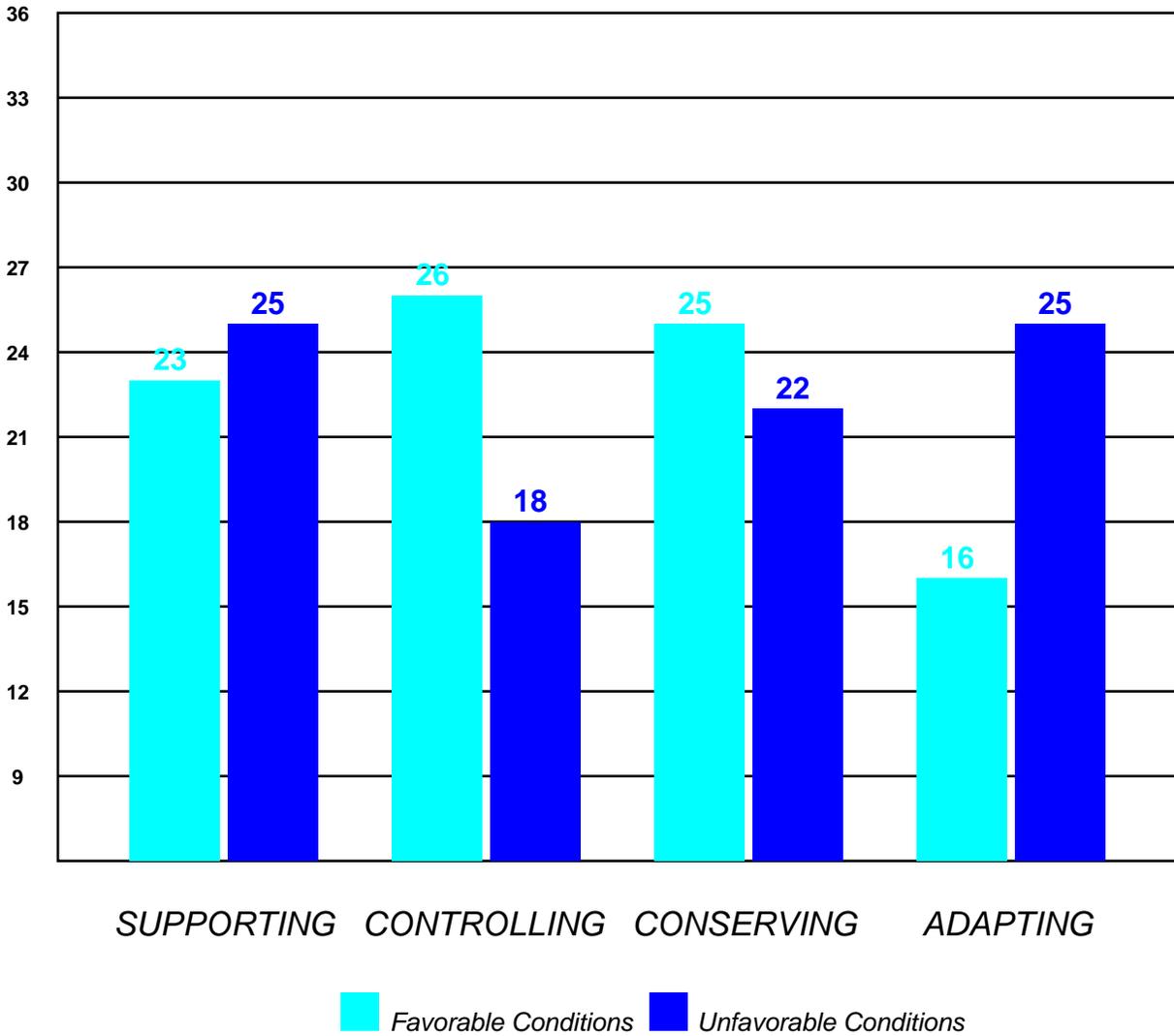
Your preferences are indicated by numbers ranging from 9 to 36. All numbers within three points of the highest number indicate your most preferred styles. All numbers within three points of the lowest number indicate your least preferred styles.

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

Highlights

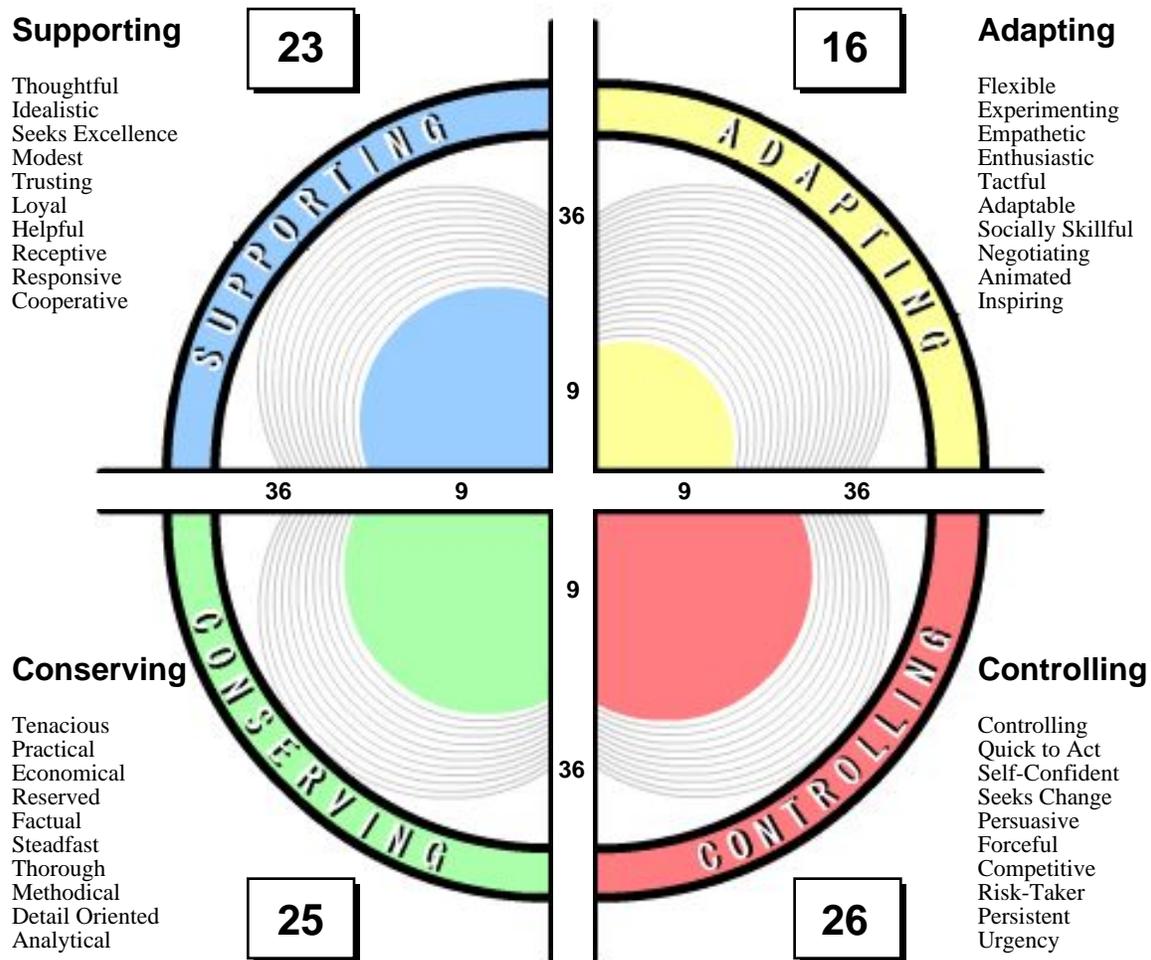
Your LIFO® Survey Results

Style	Favorable	Unfavorable
Supporting	23	25
Controlling	26	18
Conserving	25	22
Adapting	16	25



Your Success Patterns When Things are Going Well

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



How You Like to Do Things

Steady and dependable, you take pride in your work and are out to prove you can meet any challenge. While you personally want to make your mark, you are a loyal team player and can share the glory. You approach tasks on the basis of logic and reason. When faced with a dilemma, you try to be as objective as possible and act in a way that meets your own needs, but also serves the interests of the organization. You can be demanding of others and, at times, harsh and critical when other people let you down or fall short of your expectations.

My Notes

Your Strategies for Success at Work

1. Quantity: How Much?

Not afraid to work hard, you try to produce to your fullest capacity and can drive others to produce at optimum output, too. You like to use your logical powers to organize a task so that the maximum possible work results. Your single-minded desire for efficiency sometimes frustrates others; you do not work well with people who are overly sociable or who don't share your belief in "work first, and then play."

2. Quality: How Good?

Because quality is very important to you, if you set out to do something well, you cannot rest until you have completed it thoroughly and up to your high standards. If an assignment is not an important one, you will do satisfactory work. But, for any priority of at least moderate importance, you take personal responsibility to see that it is done the best possible way. You sometimes aren't aware of how your need for excellence and precision impacts others; your actions for achieving quality goals may be seen as discounting your relationships.

3. Time: How Fast?

Though you encourage others to be quick, you don't rush into tasks until you have employed the necessary time and effort to figure out the best approach. Once you're set on a plan, however, you charge ahead and don't let anybody stand in your way. You want to put the project behind you as quickly as possible and move on to the next challenge.

My Notes

Your Strategies for Success at Work

4. Priorities: What's Important?

Your priority is to become known as an effective problem-solver whom people can count on. When given an assignment, you want to devise the best way of doing it to prove your effectiveness. Because you don't see your job as a popularity contest, you are not overly concerned with how much people like you personally, but care very much that you are respected. It is more important to do your best and systematically demonstrate competence.

5. Expectations: What Do You Require from Others?

Because you expect subordinates to deliver on all commitments and pull their weight as part of the team, you push people to do a lot, yet try to be fair and reward good performance. You have little tolerance for uninvolved people who haven't done their homework. Ultimately, you judge subordinates by the bottom line: What specifically are they contributing? When people fall short of your expectations, you don't mince words, but let them know exactly where you stand. In your zeal, you can neglect to attend to the needs of others who don't have your drive and who may need more encouragement.

My Notes

How Others Can Get Through to You

Others Should

- Show how their ideas fit in logically with your plans.
- Approach you with well-thought-out, hard-hitting proposals.
- Acknowledge your integrity and your abilities.
- Deliver on all commitments they make, including seemingly minor details.

Others Should Not

- Appear wishy-washy or too eager to compromise.
- Question your ideals or dedication.
- Challenge you unless they're prepared for a long argument.
- Try to charm or sweet-talk you when they're not prepared with the facts.

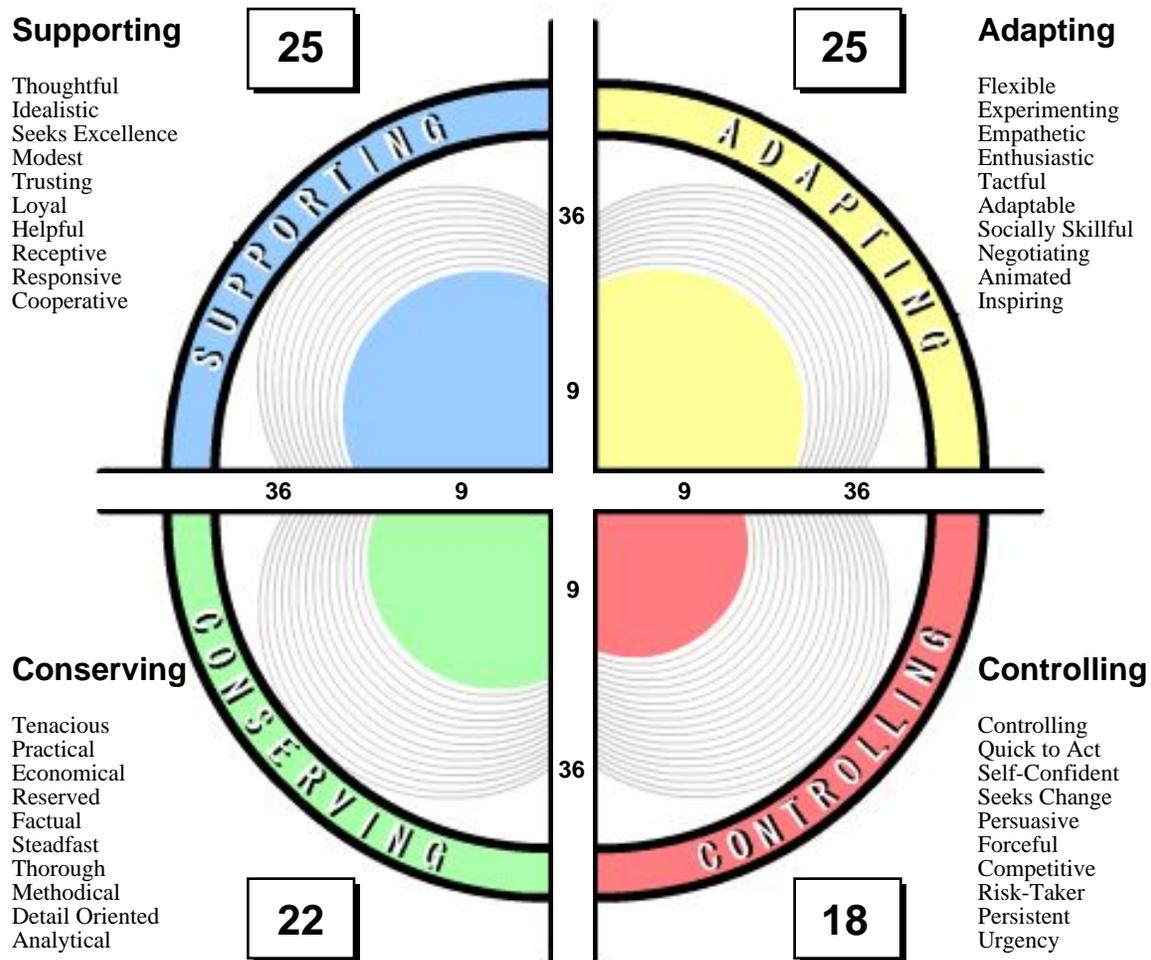
Questions You Want Answered

- How can I show my competence and superior reasoning?
- How can I produce top quality work and get it done on time?
- Why is this Important, and what's the payoff?
- Who's doing what, and is this the best way to organize the project?

My Notes

Your Success Patterns Under Stress or Conflict

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



How You Like to Do Things

You prefer to handle stressful situations by both researching the problems and their causes and soliciting help from staff and outside experts. Your first step is likely to be identifying issues and considering possible approaches; you then like to plan an organized way of handling matters. While preferring proven methods, you are willing to entertain novel approaches should the tried and true ones fail. You watch morale closely, providing encouragement and praise as needed and communicating hope for eventual success. You allow the solutions to emerge rather than taking charge and directing everyone to assigned tasks.

You do not care to engage in heated argumentation, generally preferring to take a friendly, fair, and objective approach to deal with conflict and disagreement. You listen carefully to opponents, try to understand how things look from their point of view, and address differences in information and understanding in a logical way, hoping to influence others to go along with your views. You are perfectly willing to give others what they want, providing that they make their requests in a respectful way, provide good reasons, and do not ask you to betray your values. Alternatively, you may seek solutions that provide mutual satisfaction. You prefer communicating empathetically and addressing your opponents' concerns. However, if you are attacked in an emotional way, you may simply disengage from conflict, fall silent, or hang on stubbornly on to your own position.

My Notes

Your Strategies for Success at Work

1. Quantity: How Much?

It is important to you to meet your obligations and make dedicated efforts to assure that productivity is maintained despite obstacles. You may use your social skills to influence others to go along with you, emphasizing the importance of fulfilling responsibilities and maintaining a good reputation. You are likely to feel unduly concerned about difficulties and blame yourself for problems that limit the volume of your output. Under stress, you are likely to closely monitor both schedule and budget issues.

2. Quality: How Good?

Placing a strong emphasis on quality, you are likely to feel that you and your staff must meet very high standards. However, you also understand that difficult circumstances can interfere with that goal so you are likely to be sympathetic when factors beyond their control interfere with the quality of others' output. When stress is intense, you may become very exacting in your expectations, believing that maintaining the highest standards of excellence will provide an extra assurance of success.

3. Time: How Fast?

You may feel torn between your desire to respond as quickly as possible to problems and your concern to take sufficient time to do the job right. If you are taking on unfamiliar responsibilities or tasks, you are more likely to emphasize the latter. In these situations, your desire for additional information and expertise may slow you down. Your concern about how significant others will evaluate you and your work may also drive you to move more rapidly than you prefer, especially if you think that the situation is not being managed very well.

My Notes

Your Strategies for Success at Work

4. Priorities: What's Important?

Meeting others' goals and expectations and maintaining your reputation are of paramount importance to you. To do so, you want to perform tasks accurately so you can provide the best possible product or service. You are likely to monitor progress with control systems and to be attentive to detail. It is highly important to you to impress others favorably in order to gain their liking and approval.

5. Expectations: What Do You Require from Others?

You expect people to meet their obligations, perform their tasks in a dedicated and conscientious manner, work cooperatively, and maintain harmonious relationships with everyone. Adhering to policies, schedules, and budgets is necessary to gain your approval. Loyalty to you and the group is also important. You want team members to identify with the group and be proud of its accomplishments. You also desire that others communicate closely with you and one another and are aware of organizational politics.

My Notes

How Others Can Get Through to You

Others Should

- Invite you in a friendly and respectful manner to offer your ideas about how problems can be solved.
- Emphasize benefits to the organization, employees, and customers.
- Deliver neat, organized and completed staff work, especially if stressful problems threaten to disrupt establish policies and procedures.
- Demonstrate willingness to listen and compromise in order to resolve conflict.

Others Should Not

- Demand that you take immediate action before you have a chance to study the situation.
- Refuse to participate or decline to offer their ideas about how problems can be solved.
- Behave in an unfriendly, critical, aggressive, or demeaning way.
- Ask you to go against your values.

Questions You Want Answered

- What is the best way we can handle the situation?
- What can be done to protect our reputation?
- How can we justify what we're doing?
- How can we get everyone involved to help deal with the problem?

My Notes

Overcoming Your Blind Spots

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

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

Questions You Need to Ask More Frequently:

When Things are Going Well

Adapting

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

My Notes

Questions You Need to Ask More Frequently:

Under Stress or Conflict

Controlling

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

My Notes

Insights

In-Depth Portrait when Things Are Going Well

You approach your work in a dedicated, thoughtful, and self-possessed manner. A strong desire to achieve positive outcomes for yourself and others guides your work, and you are likely to work towards your goals by planning carefully and then working your plan. If given adequate time, you prefer to engineer plans that have well delineated budgets and thoroughly coordinated schedules. You like to follow your plans throughout the lifecycle of a project, ensuring compliance through regular progress reviews.

Self-assured and practical when your knowledge and experience are relevant, you are likely to become more cautious when venturing into unknown territory. You do not like to make errors or have things go awry. However, you are willing to take calculated risks to achieve worthy or substantial goals that are likely to benefit many people. To minimize risk in the pursuit of your goals, you are likely to employ sound research and forethought, complemented by intuition and deductive reasoning.

Overall you are dedicated to your work and approach relationships in a business-like manner. You manage your time carefully, avoid distractions, and work hard to meet your goals according to schedule. However, if you have to choose between maintaining the quality of your output and meeting a deadline, you are likely to opt for quality, assuming that any job worth doing is worth doing well and that achieving lasting quality is worth the temporary inconvenience of readjusting schedules.

With Staff

Staff members are apt to find you concerned, fair, and somewhat formal. You have high standards and expect them to present you with completed, high quality work rather than unresolved problems or unfinished work. You expect staff to be proficient in their areas of responsibility, fully informed, and able to justify what they are doing. You are willing to delegate to people who have demonstrated their competence and will provide guidance and help as needed to those who make good use of it. Your directions tend to be clear and explicit, your feedback direct, and your performance reviews thorough. You want your staff to keep you fully informed of their progress, and you prefer not to be surprised by unanticipated problems. To earn your support, staff members need consistently to display dedication, loyalty, responsibility, integrity, timeliness, and accuracy.

With Colleagues

You enjoy contributing your knowledge, expertise, and drive to collaborative projects. You want meetings to be well organized and task-oriented, and it is important to you that they address significant issues that are meaningful and relevant to the needs of the organization. You don't feel much need to socialize, and you have little interest in being the center of attention. You want to be sure that everyone concerned has the occasion to contribute. When others present ideas, you are likely to press for more information, question the validity of statements unsupported by facts, and request clear recommendations for action steps.

Coping with Change

You are likely to respond favorably to change initiatives if they are well-planned, relevant to the mission and needs of the organization, and supported by higher levels of management. You don't like to be surprised by sudden changes and you dislike change that seems arbitrary or poorly designed. You are comfortable taking a leadership role in driving a change effort when you can see tangible benefits for the organization and have the authority and resources to make it happen. When managing change, you may become quite involved in planning, assigning responsibilities and tasks, and monitoring progress. However you are not likely to invest much effort in developing strategies to ensure acceptance or in determining people's reactions.

How You May Overuse Your Strengths

At times you may become so preoccupied with details and procedures that you lose your awareness of broader issues. Overly high standards, combined with an excessive commitment to doing things the "right" way, may cause you to be overly critical, undermining others' morale and making them feel that nothing will satisfy you. As a result, others may feel that you don't have confidence in their intelligence, understanding, or competence.

Your concern for objectivity and your desire to follow established policies and procedures may create the impression that you don't care about others' personal issues and feelings. Your drive and determination to succeed may lead you to over-manage or over-control situations. As a consequence, others may feel that their freedom is too restricted and they don't have as many developmental opportunities as they would like.

You may spend so much time reviewing, studying, and planning that you don't respond in a timely fashion to fast-moving opportunities or to people who expect action. In addition, you may also take on more projects than you can comfortably handle, making it hard for you to manage your priorities and subjecting you to increased risk of burn-out.

Your Blind Spots

Serious and direct, you don't care to spend much time on idle talk or personal matters, preferring to get down to business as quickly as possible. Focused on ideas, tasks, and results, you may overlook other's feelings, desires, and opinions and may be overly sparing in your praise and encouragement. You may minimize the value of warm, friendly relationships, demonstrating more concern about being right than being liked. You also may not demonstrate much flexibility or see the importance of innovative ideas when you encounter obstacles.

In-Depth Portrait Under Stress or Conflict

Conflict Situations

While you may respond to disagreements in a variety of ways, you prefer discussing differences of opinion in a fair and objective way. You have little interest in becoming involved in strong emotional exchanges. You tend to listen and acknowledge an opponent's view. If a deadlock occurs, you are willing to negotiate until a mutually satisfactory compromise can be found.

You tend to avoid intense conflicts if possible. You are likely to react to coercive and threatening assertions by retreating into silence, sometimes appearing to concede. You experience strong tension in this situation, until some resolution occurs that allows for amiability to be restored.

Stressful Situations

Your initial reaction to a highly stressful situation tends to be relatively objective—gathering information, analyzing causes and possible action steps, and engaging others in problem-solving efforts. You take action only after you are assured that an appropriate solution that is acceptable to everyone had been found. You want to obtain consensus and commitment from others before embarking on any particular path.

Managing Your Strengths Moderating Your Excesses

When Things Are Going Well

To counterbalance your tendency to become absorbed in details and procedures, periodically take time to evaluate what is most important to you and to the organization. Then review your activities to see how closely you are acting in accord with your priorities. Renegotiate your responsibilities as needed.

To curb your tendency to be overly critical, look for adequate solutions, rather than the very best. Recognize that the same result can be achieved in a variety of ways, identify imperfections that you will tolerate, and express appreciation for the special set of strengths that each person you work with contributes to the group.

To demonstrate more care and concern for others, discuss their interests, not yours. Treat their feelings and desires as important facts that need to be included in your analysis. Ask them to share with you what they want to get out of their work, and then discuss how you can help them get more of it.

To reduce your response time, set deadlines, prioritize your tasks on a daily basis, and skip lower priority tasks if necessary. Periodically meet with others to discuss strategies and action steps. Delegate some decision-making to others, giving them sufficient authority to implement their decisions without checking back with you. Reduce the number of projects that you take on, focusing on just those few with the greatest potential return.

Under Stress or Conflict

You can control your tendency to engage in excessive analysis by giving yourself a deadline for taking action. Demonstrate greater trust in your own judgment and experience, recognizing that you will never have all the information you need to eliminate risk entirely.

When you delegate tasks, communicate your expectations concerning outcomes but give people greater freedom in the manner in which they choose to meet them. Stay focused on the big picture. Instead of breaking big problems down into smaller problems and working on them one at a time, look for the pivotal issues, the big problems, or the centers of greatest influence and deal with those first.

Demonstrate greater independence from others' opinions by taking action first and observing their reactions later. Base your decisions more on what will be good for you and less on what will be good for others. Be as fair and generous with yourself as you are with others.

To curb your tendency to yield too much too fast, maintain your commitment to a "win-win" resolution in which both parties get what they want by helping one another get what they want. Write down your objectives and the reasons why it is in the other party's interest to enable you to get what you want.

Filling In Your Blind Spots

When Things Are Going Well

Spend some time socializing, waiting for cues from others that their social needs have been met, before getting down to work. Actively express interest in other's concerns, whatever they may be. Point out the successes and contributions of others more frequently, even if they are small. Express more appreciation for the special strengths that others bring to their work, and encourage them to modify procedures as they see fit as long as their work products meet expectations for quality and timeliness. When you encounter blocks to progress, brainstorm alternative paths with colleagues or staff and try a variety of strategies to achieve your goals.

Under Stress or Conflict

When confronting a crisis, consider dramatic departures from established ways of doing things. Entertain the possibility of doing things that you have never done before rather than falling back on what has worked in the past.

When you are tempted to avoid disagreement, recognize that addressing conflict liberates energy and stimulates creativity. Without attacking the other party's views, summarize the differences as you see them and ask the other party to do the same. Seek agreement concerning the issues over which you disagree, so both parties feel freer to consider alternative solutions.

When confronted with pressing problems, take a break to review your key goals. Clarify what you really want instead of settling too soon for what you think is a reasonable outcome. Determine your priorities and share them with others early in your discussions. Set deadlines, skip lower priority items if necessary, and look for allies who will help you stay committed to your goals.

Getting Through to Others

Widening Your Influence

When Things Are Going Well

Before making a presentation to a group or key person, research the interests of your audience. Find ways to connect and spend more time explaining how your recommendations will help them get what they want and less time describing the details of your proposal. To sustain morale and encourage others, acknowledge their contributions and praise their achievements more frequently.

Engage others through more frequent brainstorming sessions. You are likely to stimulate more innovative ideas by following a less structured format without a rigid agenda. When others present ideas, explore and build on them instead of criticizing them. To encourage open dialog, express your reactions in terms of your personal feelings rather than impersonal judgments of others' ideas.

Under Stress or Conflict

To increase your influence with others, assert your position more strongly and express your feelings with greater intensity. State your points quickly and directly, demonstrating greater enthusiasm and confidence even if you feel inclined to behave in a more subdued manner. When presenting a proposal, begin by describing the payoffs of what you propose and then highlight the key points of your case. Give supporting detail later as requested, or include it in a separate document or an appendix.

When you see that you have a difference of opinion with someone, address the situation promptly. Explain that you want to clear the air, encourage the other party to share their thoughts and feelings, acknowledge what you have heard, and share your own ideas, desires. Express more of your feelings about how important your ideas and projects are to you personally and rely less on the logical presentation of facts and principles.

In stressful situations, state your decisions more firmly and share less of the thinking behind your decisions. Give more direct instructions and fewer recommendations, suggestions, and requests. When you affirm your point of view more forcefully in these ways, you will be perceived as more in control, which is likely to ease tension for others.

Aligning Intentions, Behavior, and Impact

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

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

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

Your Tabulated LIFO® Survey Results

Favorable Conditions				
	Supporting	Controlling	Conserving	Adapting
Intention	8	6	11	5
Behavior	6	9	7	8
Impact	9	11	7	3
Totals	23	26	25	16

Unfavorable Conditions				
	Supporting	Controlling	Conserving	Adapting
Intention	8	4	7	11
Behavior	8	7	6	9
Impact	9	7	9	5
Totals	25	18	22	25

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

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

Possible Interpretations in Favorable Conditions

Supporting

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

The 1 point gap between your Impact subtotal and your Intention subtotal suggests that your Supporting impact is more or less in line with your intentions. However, your Impact subtotal is 3 points higher than your Behavior subtotal. This suggests that your Supporting words and actions influence people more strongly than you would expect.

Others may perceive you to be acting in a more Supporting way than you do because your Supporting behavior may be more frequent or intense than you realize. You may give off non-verbal cues that communicate stronger Supporting intentions despite the lower frequency of your explicit Supporting behaviors. It is also possible that your reputation or position causes people to overinterpret or misinterpret your actions so they see your behavior as more Supporting than you do. Since your survey results suggest that your impact on others is in line with your intentions, the gap you perceive between your behavior and your impact may not be a cause for concern.

Controlling

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

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

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

Conserving

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

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

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

Adapting

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

Your Impact subtotal is in line with your Intention subtotal even though your Behavior subtotal is 3 points higher. This suggests that your impact on others corresponds with your intentions even though you exhibit more Adapting behavior than you intend to.

You may be over-relying on Adapting behaviors due to habit, assumptions about how a person in your role should behave, or a belief that acting in this way will be more acceptable to others. However, you apparently feel that the actual intensity of your Adapting intentions gets through to others. It is also possible that you demonstrate these behaviors more frequently because you feel that they are not as effective as you would like for some reason, such as a lack of skill, influence, or authority on your part or a lack of receptiveness from others. Hence you believe you have to exert more effort in order to produce the impact you want.

Possible Interpretations in Unfavorable Conditions

Supporting

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

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

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

Controlling

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

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

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

Conserving

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

The 2 point gap between your Impact subtotal and your Intention subtotal suggests that your Conserving impact is more or less in line with your intentions. However, your Impact subtotal is 3 points higher than your Behavior subtotal. This suggests that your Conserving words and actions influence people more strongly than you would expect.

Others may perceive you to be acting in a more Conserving way than you do because your Conserving behavior may be more frequent or intense than you realize. You may give off non-verbal cues that communicate stronger Conserving intentions despite the lower frequency of your explicit Conserving behaviors. It is also possible that your reputation or position causes people to overinterpret or misinterpret your actions so they see your behavior as more Conserving than you do. Since your survey results suggest that your impact on others is in line with your intentions, the gap you perceive between your behavior and your impact may not be a cause for concern.

Adapting

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

Your Behavior subtotal is in alignment with your Intention subtotal, but your Impact subtotal is 6 points lower than your Intention subtotal. This suggests that the frequency of your Adapting behaviors is in line with your intentions, but the impact of these behaviors is less than you would like.

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

How Others Can Get Through to You

When Things Are Going Well

You will be more receptive to others if they offer practical recommendations for action that are supported by sound reasoning and documented facts. You appreciate a sincere, serious, and straightforward approach that shows a commitment to doing what's best for everyone involved.

To get through to you, others should:

- Demonstrate mastery of the issues and present well organized proposals.
- Seek advice about critical issues and check immediately if there are any questions or misunderstandings.
- Provide you with clear expectations, avoid sudden changes in plans, and meet deadlines.
- Refrain from appealing to your emotions, even if they are in a higher managerial position.

Under Stress or Conflict

You are more receptive to others when they focus on issues that are important to the future of the organization, consider the impact of their recommendations on others, and support their point of view with sound logic and plenty of facts. You are most comfortable when people show an interest in collaborative problem-solving and maintain a cheerful, optimistic attitude even when facing difficult problems.

To get through to you, others should:

- Discuss issues calmly and rationally, explaining the logical reasons that support their point of view.
- Use a friendly, cordial, and respectful approach, acknowledging the value of people's feelings as well as facts.
- Demonstrate willingness to settle differences via an acceptable compromise.
- Give you time to examine the data and consider your options before making a decision.

How to Use Your LIFO® Strength Management Report

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

Here are four basic ways you can use this report:

Empowering Yourself

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

Improving Relationships

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

Developing Better Group Interaction

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

Integrating New Members

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

Additional Learning Opportunities

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

The History of LIFO®

In 1967, first the LIFO® Survey originated as a positive and structured tool to supplement organizational development efforts and group dynamics training. The LIFO® Survey helped people to understand their behavioral preferences, as well as how to improve themselves, and improve relationships by studying the interaction of each other's personal styles and strengths.

Responding to the feedback and research provided by groups, Dr. Stuart Atkins, principal author of the Life Orientations Survey, developed the instrument along with his business partner Dr. Allan Katcher, and with consultant Dr. Elias Porter. It was based on the work of Erich Fromm (including productive and unproductive character orientations, and that strengths can become weakness when overused), Carl Rogers (Client-centered Counseling, congruence between what people think, feel, say and do, which led to the LIFO® concept of the congruence between intention, behavior and impact), and Abraham Maslow (self actualization theory and Humanistic Psychology).

People were fascinated with the non-threatening, easy-to-accept interpretation of their survey results and were delighted with the objective way in which they could now talk to each other about their strengths and behavioral styles, as well as to manage behavior more effectively. After the positive experience of classifying their behavior, the respondents wanted to know what they could do with their newfound self-awareness and understanding.

To answer these questions, Dr. Atkins created the Life Orientations Method to go beyond analysis of the LIFO® survey results to include six developmental strategies for performance improvement: Confirming, Capitalizing, Moderating, Supplementing, Extending, and Bridging. Atkins and Katcher also focused on the fit of the LIFO® Survey with other instruments such as Hersey & Blanchard's Situational Leadership, Dr. Will Schutz's FIRO-B (now Element B), which were other instruments used in Dr. Atkins's and Dr. Katcher's various programs.

To simplify and aid memory, the Life Orientations trademark was shortened to "LIFO® Method", using a contraction of Life Orientations. Atkins and Katcher soon found the demand for the LIFO® Survey and the LIFO® Method outstripped their delivery capacity, so they started licensing organizational trainers in the LIFO® Method and developing workbooks to accelerate learning.

In 1977, Dr. Katcher began to focus his LIFO® practice internationally. Influenced by Peter Drucker (Strength Development and Strength Management), he expanded on the work, modifying the questions in the LIFO® Survey to tailor them to specific training topics such as sales, leadership, executive coaching, teambuilding, and for organization development applications. Today the LIFO® Method includes many topic-specific surveys including Leadership Styles, Selling Styles, Coaching Styles, Stress Management Styles, and Learning Styles.

By appointing agents in many countries, Katcher spread the LIFO® Method to over 30 countries in many different languages and created a worldwide network of LIFO® practitioners and agents.

Dr. Atkins' LIFO® programs in the United States included Fortune 500 companies, small business, government agencies, religious organizations, universities, and hospitals. The programs emphasized the developmental strategies applied to management training, teamwork, individual productivity, and communications. He named this developmental emphasis LIFO® Training.

To date, over nine million people in 20,000 organizations have used the LIFO® Method and LIFO® Training worldwide. One of the earliest agents, Business Consultants, Inc. (BCon) grew to be among the largest consulting firms in its country, Japan, and one of the largest users of LIFO® Training in the world. In 2001, Business Consultants, Inc. purchased the two LIFO® companies, Allan Katcher International Inc. and Stuart Atkins Inc. in order to integrate the worldwide reach and expertise of both companies. In 2009, BCon appointed The Schutz Company as the LIFO® agent for the United States, and the manager of the LIFO® business for the Americas, Europe, Australia, and New Zealand.