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LIFO® REPORT

## HIGHLIGHTS & IN-DEPTH PORTRAIT

FOR IMPROVING INDIVIDUAL & TEAM PERFORMANCE

Discover Your Strengths and Personal Styles

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PREPARED FOR

**FULL REPORT\_ SAMPLE**

SURVEY DATE: NOV 19, 2014

PRESENTED BY

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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., principal author of the Life Orientations Survey, along with his business partner Allan Katcher, Ph.D. in 1967 - 1968. It is based on the work of Erich Fromm, Carl Rogers and Abraham Maslow, and is owned and distributed around the world by Business Consultants, Inc. (BCon) of Japan. Visit the LIFO® global website at [www.LIFOGlobal.com](http://www.LIFOGlobal.com).

### 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.

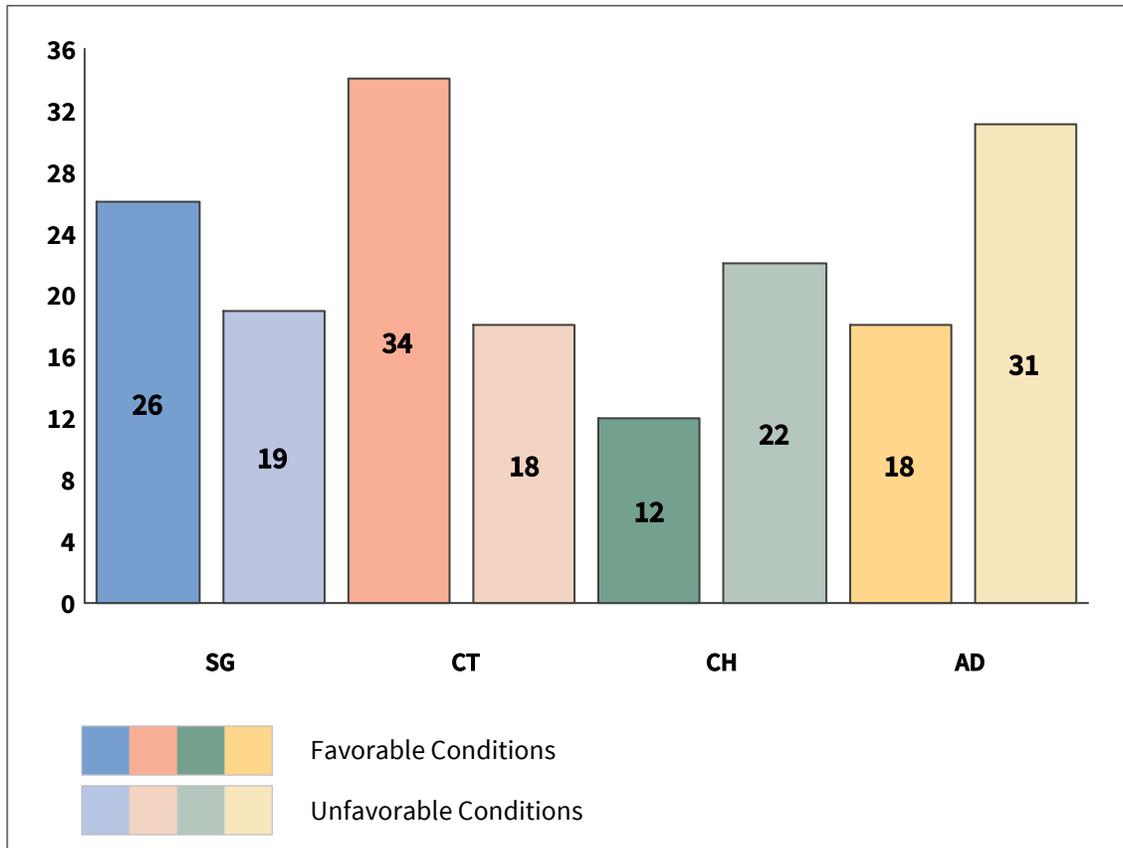
Your preferences are indicated by numbers ranging from 9 to 36. All numbers within three points of the highest number indicate your most preferred styles. All numbers within three points of the lowest number indicate your least preferred styles.

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

### 1. Your LIFO® Survey Results

	Favorable	Unfavorable
Supporting Giving (SG)	26	19
Controlling Taking (CT)	34	18
Conserving Holding (CH)	12	22
Adapting Dealing (AD)	18	31
<b>Total</b>	<b>90</b>	<b>90</b>



## 2. Your Success Patterns

### When Things Are Going Well

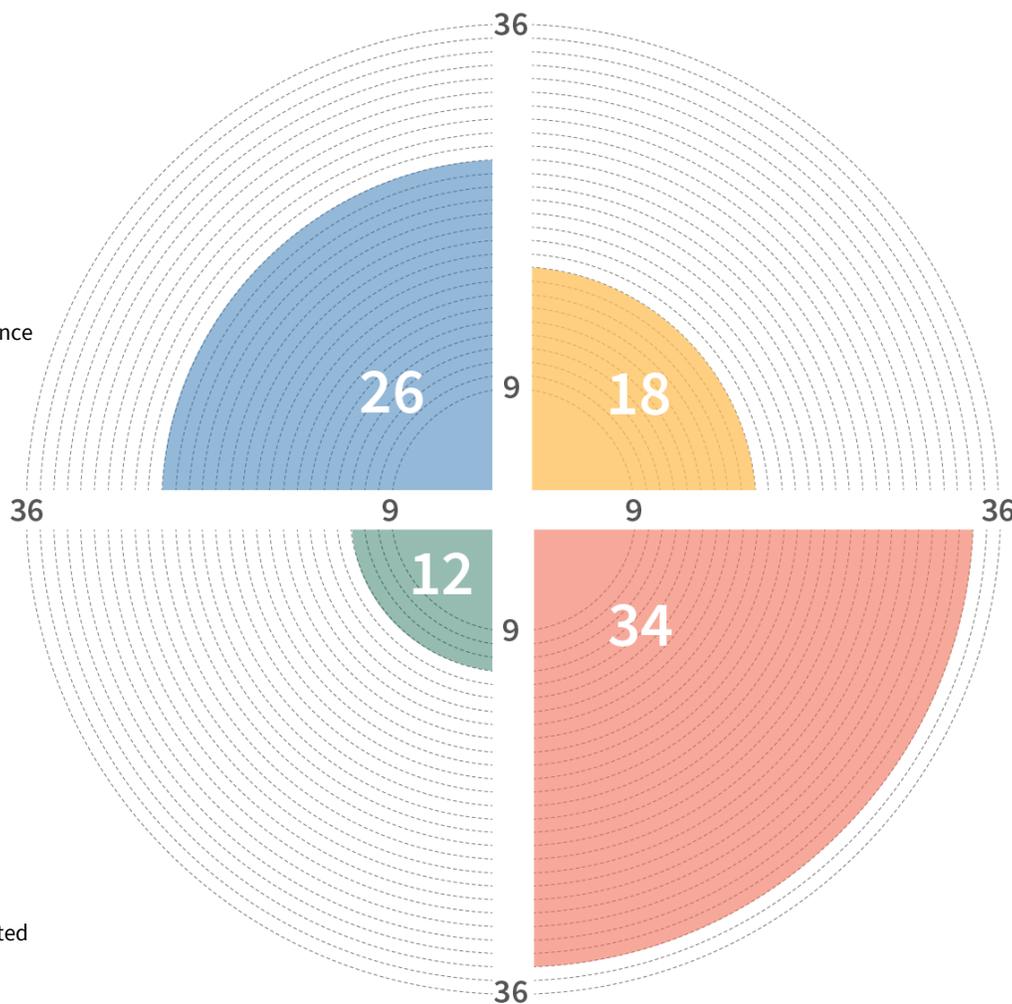
This chart represents your survey results under favorable conditions. The size of each section indicates how frequently you use the strengths of each of the four basic behavioral styles the larger the area, the more you prefer using them. As you can see, you use the strengths of all four styles. You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

#### Supporting Giving

- Considerate
- Idealistic
- Modest
- Trusting
- Cooperative
- Helpful
- Receptive
- Responsive
- Seek excellence
- Loyal

#### Adapting Dealing

- Flexible
- Tactful
- Sociable
- Empathetic
- Enthusiastic
- Adaptable
- Inspiring
- Experimental
- Negotiating
- Animated



#### Conserving Holding

- Tenacious
- Practical
- Economical
- Reserved
- Factual
- Steadfast
- Thorough
- Methodical
- Detail-oriented
- Analytical

#### Controlling Taking

- Directing
- Quick to act
- Confident
- Seek change
- Persuasive
- Forceful
- Competitive
- Risk-taking
- Persistent
- Urgent

## How You Like to Do Things

Very action-oriented, you thrive on challenges and try to do your best work. It is important to you to be seen as competent and dedicated. You fight for what you want and believe in, and are not afraid of challenge and confrontation. Eager to compete and strive for high goals, you can sometimes intimidate others whose aspirations are more modest. While you foster a sense of family spirit, others have to earn their place in the family by hard work and top results.

## Your Strategies for Success at Work

### 1. Quantity: How Much?

If a goal can be measured, you want to produce impressive numbers. You can be stern with anyone who holds up your progress. If you have a job to do, you try to see to it that it is achieved in an extraordinary manner. Only if you perceive there to be a negative trade-off between standards of quantity and quality will you ease up on your high production goals. Otherwise, it's full steam ahead. You escalate your output, testing to see how far you can go, and you keep inducing challenges for yourself and others.

### 2. Quality: How Good?

If you have a hand in producing something, you do not want it judged unfavorably. Though you care about monitoring the quality standards of all the work you oversee, you are not extreme in your concern. Your idealism is tempered with practicality and a need to accomplish objectives within reasonable, reachable time frames. Ideally, you strive to consider the balance of both quality and quantity in your planning.

### 3. Time: How Fast?

You like to work quickly and do not have to have every bit of information in your hands before making a decision. In fact, you get impatient with others who drag their feet and are afraid to take definite action. You see time as a valuable resource, and you want to accomplish a lot of important and worthwhile work in a short period.

### 4. Priorities: What's Important?

Although you value recognition for your achievements, to you it is not just for personal gratification but for other team members as well. When given an assignment, you want to fulfill it in a way that leaves no doubt in anyone's mind that you were responsible for doing an outstanding job. A go-getter, if you want something done, you are willing to use your influence to make it happen. Keeping people contented is not a top priority for you. You would rather be seen as effective and upstanding than as a nice person.

## Your Strategies for Success at Work

### 5. Expectations: What Do You Require from Others?

You want to be able to count on your subordinates to come through with results at all times and dislike excuses or rationalizations for why something can't be done. You rely on people knowing what they need to do and following through. Then you feel your trust is well placed. You don't want subordinates to challenge you inappropriately, but if you are not on the right course of action, you want to be informed. To you the bottom line is: "Can this person be trusted, and will they help me achieve my goals and the goals of the group?"

## How Others Can Get Through to You

### Others Should

- Be direct and hard-hitting in their communication.
- Let you know they value your achievements and contributions.
- Show you how their ideas lead to the results you want.
- Appeal to your principles and idealism as well as to your personal desire to win.

### Others Should Not

- Get bogged down in details that are not of central importance.
- Waste your time with long, convoluted explanations.
- Appear indecisive or wishy-washy.
- Question your motives or the relevance of your goals.

### Questions You Want Answered

- How can I make my mark and demonstrate my contribution?
- How is this important to me and to the organization?
- Are we doing the right things and doing them well?
- As a team, can we work at our highest potential and meet the challenges?

### 3. Your Success Patterns Under Stress or Conflict

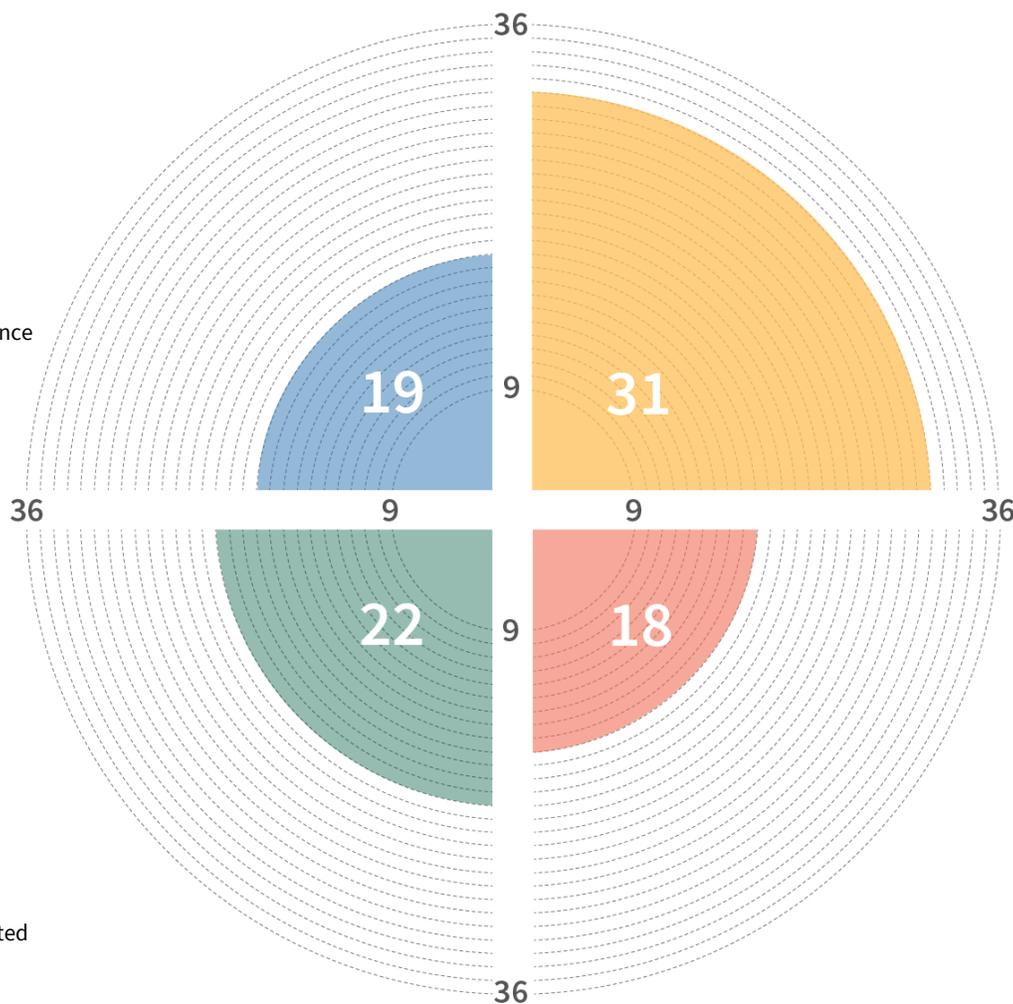
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## How You Like to Do Things

You are concerned about morale and try to keep spirits up with encouragement and an optimistic outlook. As pressure rises, you can use humor to keep things from getting too intense and threatening. You like to use a light touch to diffuse tensions. Diplomatic and careful of people's feelings, you seek ways to solve problems that don't create greater pressure. You also actively try to find alternative solutions, experimenting with innovative approaches and showing sensitivity to others' feelings and reactions. Your staff is likely to find you willing to listen to suggestions and interested in developing possible solutions based on their ideas.

When conflicts arise, you look at both sides of the argument and communicate your understanding of the other person's position. Flexible and friendly in your approach, you strive to reach solutions that are mutually satisfying. You like to avoid taking a position that may alienate the other person. Above all, you want to discuss differences tactfully, avoiding remarks that may precipitate negative emotional reactions. You like to use the nuances you perceive in your opponent's remarks to encourage them to accept your points.

## Your Strategies for Success at Work

### 1. Quantity: How Much?

Pressure for productivity causes you a lot of concern. Although you feel that quantity of output may be important to maintain your team's reputation and your own, you believe emphasis should be placed on teamwork. In the long run, you feel that if you can get the team behind you, productivity will take care of itself, so you try to motivate others through example and encouragement rather than criticism or force. You like to devote your efforts to assuring that morale is high and that people are cooperating with each other. At the same time, you may be quite interested in exploring creative ways to improve output.

### 2. Quality: How Good?

You are concerned about how others view the results of your team's efforts, desiring to impress them with the quality of the output. Appearance and usability are very important to you, as you are sensitive to what pleases others. You are attentive to complaints and are willing to adapt your products or services to address them. You are also concerned about the quality of relationships within your group, between your group and others in the organization, and with customers.

### 3. Time: How Fast?

You derive the most satisfaction from time spent talking with people. This allows for a more relaxed pace at work. However, if higher levels of management, customers, or associated work groups expect you to meet demanding time requirements, you try to increase the tempo of activity to satisfy their concerns while still trying to maintain a pleasant atmosphere for people. Under the pressure of deadlines, you may have to control some distractions so you can manage your time efficiently. In conflict situations, you prefer to take time to make sure there is understanding and good will. High pressure to resolve disagreements immediately is likely to make you very uncomfortable.

## Your Strategies for Success at Work

### 4. Priorities: What's Important?

When faced with stressful problems, it is most important to you to maintain good relationships, as you want to feel that people like you and are pleased with the results of your work. The people you work with often matter to you more than the actual work that needs to be done. You value smooth, agreeable relationships and prize having your work well regarded by higher levels of management. In challenging situations, you want to keep your options open, remain flexible, and do what is needed to ensure that others are pleased with the outcomes.

### 5. Expectations: What Do You Require from Others?

You expect subordinates to approach problems cooperatively and to be good team players. You also want them to be flexible and to explore innovative solutions. It is important to you that others are aware of the organizational politics and social implications surrounding problems and disagreements, and you want them to share with you everything they know about the wishes and reactions of key people. You expect the people you work with to be aware of the desires and intentions of customers, personnel from other departments, and higher management levels so they can respond appropriately to their concerns.

## How Others Can Get Through to You

### Others Should

- Respond to problems in a friendly and cooperative manner.
- Maintain a positive outlook and make constructive recommendations for how problems can be solved.
- Indicate how new approaches can help.
- Indicate their willingness to compromise in order to resolve differences.

### Others Should Not

- Ignore how others are affected by problems.
- Criticize you or condemn others for not solving problems more quickly.
- Cause you or the group to lose status because of what others say or do.
- Concentrate only on facts and figures and ignore feelings.

### Questions You Want Answered

- How can we work more smoothly to get the situation under control?
- How can we get people to accept our approach to improving the situation?
- How can we ensure that everyone will be satisfied with our solution to the problem?
- Will this bring us together or drive us apart?

## 4. 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

##### Conserving Holding

- Are we taking this one step at a time?
- Does this pass the test of logic and reason?
- Have we covered all the bases?
- Is the task organized in the most reasonable and consistent manner?

## Questions You Need to Ask More Frequently

### Under Stress or Conflict

#### Supporting Giving

- What is the good and fair thing to do?
- What is the ultimate importance of this?
- Does this meet the highest standards of quality?
- How can we accomplish it in the best way?

#### Controlling Taking

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

## INSIGHTS

### 1. In-Depth Portrait when Things Are Going Well

Dynamic, entrepreneurial, and creative, you rely heavily on intuition and experience to assess situations and make decisions. It is important to you to achieve results of significant scope, bringing benefit to both the organization and to people. At the same time, you want to act in a manner that is consistent with your ideals and values.

You do not like to waste time, preferring to get down to business as quickly as possible. Variety and challenge are important to you. Energetic and helpful, you are responsive to requests for advice and guidance. You thoroughly enjoy the give and take involved in the lively exchange of ideas. Interested in expanding your skills and influencing others to do the same, you desire, even expect, respect and acknowledgment for your contributions.

You take pleasure in displaying personal responsibility and professional integrity. You tend to be informal in your planning, done in consultation with others, with details left to be worked out later or by others to whom the task is delegated.

You tend to accept the first alternative that seems attractive rather than systematically exploring the features, benefits, and risks of alternatives before acting. Yet you are swift to correct your course if the path chosen proves unproductive.

## With Staff

Staff members are likely to appreciate your consultative managerial style. You invite input and feedback but retain final decision-making power for yourself. Hardworking, loyal, and competent subordinates receive your considerable trust. Due to your informal, action-oriented managerial style you may not express your expectations in great detail, but you nonetheless use high standards to evaluate staff performance.

## With Colleagues

Colleagues are likely to find you an energetic, involved, and expressive team player who expects a lot and gives a lot. You tend to play an active role in group meetings, particularly if the focus is developing strategies and devising action plans that can be implemented quickly. You are less interested in detailed analysis or lengthy discussions, preferring to focus on bottom-line issues and benefits. You enjoy playing a leadership role, and others are likely to support you due to your collaborative style and participative approach to planning and decision making.

## Coping with Change

You are likely to support change if it is in line with the long-range goals of the organization and will benefit the majority of the people involved. You are particularly energized if you can play a significant role in planning and initiating the change, but you may resist arbitrary changes that are imposed without consultation. You prefer changes that are practical and can be readily implemented. You are unlikely to be very interested in all the details of a complex, long-term change initiative and would prefer that others manage them.

## How You May Overuse Your Strengths

Enthusiastic and energetic, you may respond too quickly or impulsively without exploring alternatives or taking into account the implications of your actions for others. Because you enjoy challenges, you may take on low priority projects or difficult problems just for the sake of demonstrating your mastery.

You may take on too many projects and then delegate key responsibilities without adequate supervision or systematic follow-through. You are liable to trust others more than is warranted and not see the need for checks and balances. If people do not meet your high standards, produce less than you expect, or violate the trust you place in them, you are likely to feel keenly disappointed and may become angry and hypercritical.

In meetings and discussions, you may dominate others, cutting off the flow of important ideas, or try to force action when none is needed.

## Your Blind Spots

You do not like to work within tightly organized boundaries or routines and may not organize your resources or time very carefully. You tend to take on many different projects, jumping from one to another, rather than completing them one at a time. You also tend to overlook finer details, preferring to focus on the larger picture. This can result in errors as well as loss of time.

Although you care about others, you probably do not demonstrate a great deal of sensitivity to feelings. As a result, you may at times appear to be lacking empathy or tact. Since you like to get straight to the point without mincing your words, you can sometimes impress others as blunt, abrupt, or unfriendly. You also may not see much value in complimenting others or praising their achievements, so people may think that you don't appreciate their contributions.

## 2. In-Depth Portrait Under Stress or Conflict

### Conflict Situations

You exhibit heightened flexibility and sensitivity to others when faced with interpersonal conflict, criticism or disagreement. You usually remain open and receptive to other people's viewpoints and strive to keep tension levels low through use of humor and friendly remarks. Throughout, you try to respond to the nuances and subtleties you perceive in your opponent's communications. You are usually tactful and diplomatic in responding to needs and concerns.

If conflict becomes intense and appears insoluble, you strive for a compromise that provides mutual satisfaction. You work hard to keep communication channels open and do everything you can to preserve the relationship, even yielding to the other person if necessary.

### Stressful Situations

Your characteristic reactions to high pressure, stress, and organizational crises is to maintain morale and an active, experimental and optimistic attitude. You take time to encourage staff and reassure them of positive outcomes. You take care to avoid creating additional pressures. You try to lower tension by use of humor so everyone will maintain a healthy perspective on problems. Overall, you are highly active in trying to find alternative solutions, eager to experiment with new and creative approaches, and sensitive to people's feelings and reactions. You are almost always willing to listen to suggestions.

When stress is acute, your responsiveness may be diffused in many efforts. Your activities could appear aimless, despite the variety of efforts you are undertaking. Your forecasts could be unrealistically positive and, if results are not forthcoming, cause some lack of credibility. You may squander valuable time by contacting everyone who is involved repeatedly rather than attempting to assess thoroughly what is involved and developing a detailed plan.

### 3. Managing Your Strengths

#### Moderating Your Excesses

##### When Things Are Going Well

Before you jump into action, research your options, examine the practicality of your ideas, and investigate how receptive others are likely to be. When tempted to take on a challenging project or assignment, consider whether it is the most productive use of your talents and whether you have sufficient time to invest. When other people come to you with problems, express confidence that they can find solutions on their own and refer them to other sources of help whenever possible.

When you delegate responsibilities to others, make your performance expectations clear and set up periodic reporting systems so you can monitor their progress. Invest more time in considering how things could go wrong and put in place safeguards to catch and correct errors.

If people fall short of your expectations, acknowledge what they have accomplished and discuss with them what they need in order to meet your expectations in the future instead of berating them for failing to measure up.

To curb your tendency to dominate conversations, encourage others to express their ideas. Listen to what they have to say, confirm that you have understood, and incorporate their ideas into your plans.

## Under Stress or Conflict

To help resolve conflict, express your ideas and feelings more directly and explain the evidence and reasoning that underlie your position. Stay with tense situations rather than avoiding them or trying to smooth them over. To secure greater cooperation from others, state your opinions and recommendations with greater confidence, placing more attention on the facts of your case and less attention on others' reactions. Make explicit commitments to resolving substantive differences rather than simply minimizing the appearance of conflict.

In stressful situations, cut back on tension-relieving remarks, such as jokes and asides, so people feel that you are addressing the issues with the level of seriousness that they deserve. Express greater time urgency and demonstrate more awareness of the practical realities of the situation so everyone can remain focused on resolving the problems promptly.

Carefully scrutinize time management and financial resources to avoid budget and schedule crises. Try to make decisions at a faster tempo to avoid being overwhelmed by circumstances.

## Filling in Your Blind Spots

### When Things Are Going Well

Since you have a tendency to get involved in many things and like to respond to challenges and new problems, you risk losing focus. To counter this tendency, periodically review your goals and prioritize your activities accordingly. Be more selective in the projects that you take on and don't take on major new projects until you have completed or successfully handed off older projects.

To keep yourself organized and to ensure that important details aren't overlooked, use checklists and written plans. Work more closely with administrative assistants if possible and delegate routine activities and details to staff members who are more systematic and organized.

To demonstrate a greater awareness of others' concerns and feelings, show more interest in what they are doing. Don't rush to get down to business but spend some time socializing first. Be on the lookout for verbal and nonverbal cues that others are experiencing difficulties. Ask more questions, show curiosity, listen to what they have to say, and acknowledge their feelings.

### Under Stress or Conflict

When pressures mount, consider your options in light of the values and goals that are central to the organization's purpose and mission. Write down your goals, share them with your colleagues, and ask them to help you stay focused on achieving them. Allocate more time for analysis and planning and, once you have made your plans, make only minor changes. Once you get going with something, stick to it until it is done. Explain to your staff the outcomes that you want to achieve, set clear objectives with explicit assignments and responsibilities, and give them prompt, constructive feedback if you believe that their actions are not in line.

Practice saying "no" to little things. State what's important to you early on in your conversations, and be more direct. Make straightforward recommendations instead of hinting about your preferences.

## 4. Getting Through to Others

### Widening Your Influence

#### When Things Are Going Well

Since you tend to assume that other people share your views, you are likely to benefit from asking more questions to verify whether you understand their points of view. Take time to explore others' feelings, attitudes, concerns, and beliefs. Then incorporate what you have learned and address their concerns when you speak with them. For important presentations, rehearse with trusted colleagues or staff members who are more aware of your audience's attitudes, feelings, desires, and opinions. Then revise your approach based on their feedback and recommendations.

When giving instructions and explanations, provide more detail and make sure your presentations are organized. To encourage more creativity and collaboration, give positive feedback more frequently. If you are unsatisfied with others' performance, give them time to describe the situation from their own perspective. Then acknowledge their achievements and discuss what they can do to improve their performance.

## Under Stress or Conflict

Guard against "going along to get along," because, if you lack real commitment, your lack of follow-through may cause people eventually to see you as untrustworthy or undependable. Avoid agreeing with others simply to avoid conflict. Express your perceptions and opinions more clearly and directly, and maintain your position even if it feels uncomfortable for you. People will respect you more when you take a strong stand and back down less easily. If you are criticized or corrected, focus on learning how you can improve your performance rather than indulging in feelings of embarrassment or resentment.

Before you yield to pressure and change your position or plans, analyze your reasons for doing so. Be prepared to explain the logic behind the change to those who may favor more continuity or persistence. When trying to persuade others, rely less on emotion and enthusiasm and more on principles, facts, and logic.

## 5. Aligning Intentions, Behavior, and Impact

A significant factor in getting through to others is the congruence, or consistency, between behavior on others. When there is a high degree of congruence, people find it easier to relate 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.

### Your Tabulated LIFO® Survey Results

#### Favorable Conditions

	SG Supporting Giving	CT Controlling Taking	CH Conserving Holding	AD Adapting Dealing
Intention	10	10	4	6
Behavior	8	12	4	6
Impact	8	12	4	6
<b>TOTALS = 90</b>	<b>26</b>	<b>34</b>	<b>12</b>	<b>18</b>

#### Unfavorable Conditions

	SG Supporting Giving	CT Controlling Taking	CH Conserving Holding	AD Adapting Dealing
Intention	6	3	10	11
Behavior	8	5	5	12
Impact	5	10	7	8
<b>TOTALS = 90</b>	<b>19</b>	<b>18</b>	<b>22</b>	<b>31</b>

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.

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 Interpretation in Favorable Conditions

### Supporting Giving

Your survey results suggest that you frequently intend to act in ways that are characteristic of the Supporting style. It appears that you place a relatively high 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 high 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.

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

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

## Controlling Taking

Your survey results suggest that you frequently intend to act in ways that are characteristic of the Controlling style. It seems that you place a relatively high 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 high priorities may include taking risks to gain benefits, discussing issues in a straightforward manner without wasting time, and encouraging others to take initiative.

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

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

## Conserving Holding

Your survey results suggest that you infrequently intend to act in ways that are characteristic of the Conserving style. It appears that you place a very low 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 low 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 Behavior and Impact subtotals are in line with your very low Intention subtotal.

You evidently believe that your actions and your impact on others are consistent with the very low priority you place on Conserving Holding behaviors.

## Adapting Dealing

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

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

## Possible Interpretation in Unfavorable Conditions

### Supporting Giving

Your survey results suggest that you only occasionally intend to act in ways that are characteristic of the Supporting style. It appears that you place a relatively low 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 low priorities may include seeking help when problems arise, deferring to higher authorities, and making sure everyone appreciates the seriousness of the situation.

The 1 point gap between your Impact subtotal and your Intention subtotal suggests that your Supporting Giving impact is more or less in line with your intentions. However, your Behavior subtotal is 3 points higher than your Impact subtotal. This suggests that you have to put a fair amount of effort into Supporting Giving behaviors in order to create the results you want.

Since the impact of your Supporting Giving behaviors seems to be more or less in keeping with what you want, the significant issue is the amount of Supporting Giving behavior you feel you need to exhibit in order to produce the desired impact. You may feel that your Supporting Giving behaviors are not as effective as you would like. This could be due to some lack of comfort behaving this way or sometimes behaving this way when it is not the most appropriate response to the situation.

It is also possible that others don't appreciate the value of these behaviors as much as you do or they misunderstand your intentions when you behave this way.

## Controlling Taking

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 Behavior subtotal is in line with your Intention subtotal but your Impact subtotal is 7 points higher than your Intention subtotal. This suggests that you utilize Controlling Taking behaviors as frequently as you want but you believe that these actions have more impact than you intend.

This may be because your Controlling Taking behaviors are more intense than you realize or you give off non-verbal cues that suggest your Controlling Taking intentions are stronger than they actually are. Another possibility is that you have a reputation for having strong Controlling Taking intentions or behavior due to things you have done in the past. It is also possible that people overinterpret your actions due to differences in culture, role expectations, or assumptions about what is appropriate in the situation.

## Conserving Holding

Your survey results suggest that you frequently 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 high 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 high 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.

Your Impact subtotal is in line with your Behavior subtotal but is 3 points lower than your Intention subtotal. This suggests that you exhibit Conserving Holding 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 Holding behaviors because you haven't practiced them frequently enough. Another possibility is that your Conserving Holding intentions are not as strong as you think they are and your actions are influenced by other, stronger motives.

## Adapting Dealing

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 3 points lower than your Intention subtotal. This suggests that the frequency of your Adapting Dealing 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 Dealing 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 Dealing behaviors due to role expectations or because you have developed a reputation for behaving in ways that are not characteristic of the Adapting Dealing style.

## 6. How Others Can Get Through to You

### When Things Are Going Well

You prefer that others approach you in a direct and straightforward manner, get down to business quickly, and state their expectations clearly. They should be prepared to respond to your questions confidently, demonstrating command of the subject being discussed.

To get through to you, others should:

- Make succinct presentations that summarize goals and action steps, and provide only a modest amount of background information unless asked.
- Show respect, ask for your opinions and help, and demonstrate an interest in collaborating with others.
- Demonstrate confidence and drive in the service of the organization's vision and mission.
- Involve you in discussions, invite you to participate in problem-solving, and answer your questions promptly.

### Under Stress or Conflict

You will be more receptive if people focus more on the social implications of problems rather than just the technical, organizational, or procedural. People should inform you as soon as possible about potential problems and keep you fully informed, particularly concerning problems that may affect the morale of the group or cause tension between group members.

To get through to you, others should:

- Avoid overemphasizing the seriousness of the problem.
- Spend at least some time socializing, even if the problem is urgent.
- Adopt an experimental, hopeful attitude.
- Explain how others feel about the problem and discuss how best to maintain group harmony.

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## 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.LIFOGlobal.com](http://www.LIFOGlobal.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® worldwide business.

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LIFO®

LIFE ORIENTATIONS

Strength Development Profile

Strength Excess Profile

Strength Management

Strength Development