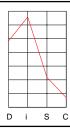
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Telephone (515) 278-1292 FAX (515) 270-0694	06-19-2002



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



How Paul Tends to Communicate

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



--Continued--

Re	elating to People and Environment (Continued)
	Tends to be impatient, have difficulty listening to long narratives, preferring people to "get to the point"
_	Tends to be a selective listener, hearing and storing information as it fits his perception
	Tends to be uncomfortable with other people's emotional displays, wanting to "fix" the situation or deal with it more "rationally"
	May tend to undervalue the importance of frequent, quality communication in maintaining work relationships
<u>Hc</u>	ow Paul Tends to Make Decisions
	Tends to use an emotional approach to decisions basing them on a "gut-feeling"
	Tends to be optimistic in expectations of people and situations
	May respond impulsively and not take enough time to gather information
	May unrealistically expect the best, failing to consider possible negative consequences
	May avoid making decisions which involve interpersonal conflict, losing approval, or "looking bad"
	Tends to be quick, decisive, independent and firm
	Tends to be bottom-line oriented, assessing the short-term impact
	May tend to take higher risks than are comfortable for others, believing that the potential for big payoffs justify the risk
	May fail to consider long-term consequences and fail to think through all the factors in complex situations
Ho	ow Paul Tends to Manage Time
	Tends to prefer open-ended structures and flexible schedules
	May spend more time on people and processes than on tasks
	May have difficulty limiting time spent with people, getting behind schedule on completing activities
	May be chronically late
	Others may become frustrated and angry at his poor time management
	May provide less structure and predictability than is comfortable for others
	May want to keep time more loosely structured and fail to commit to a schedule, which may not meet others' planning needs
	Tends to operate with a sense of urgency, taking short-cuts wherever possible



--Continued--

Re	elating to People and Environment (Continued)
	Tends to take pride in efficient solutions that allow him to pack a lot into a day
	May underestimate time involved in some activities, resulting in cutting things short, potentially missing deadlines
	May be critical of others who do not share his sense of urgency or move at the same fast pace
	Tends to be impatient with others who desire a more leisurely pace
<u>Hc</u>	ow Paul Tends to Solve Problems
	Likes to involve others in the problem-solving process by "bouncing ideas" off them or "brainstorming"
	Tends to approach problem-solving on a personal, emotional basis and may become impatient with a more methodical approach
	Tends to prefer simple, practical, easy-to-implement solutions
	May have difficulty involving others in the problem-solving process because of his impatience and desire for immediate solutions
<u>Hc</u>	ow Paul Tends to Handle Stress
	Tends to seek out opportunities to enjoy life, to have fun
	May experience stress from too much of a good thing
	Tends to be able to forget about negative situations in the past, focusing on positive expectations for the future
	Reduces the buildup of stress by becoming emotionally expressive and "blowing off steam"
	May find environments of chronic hostility and pessimism very stressful
	Reduces stress by interacting with others: laughing, talking, attending social events
	May find appreciation and affection from others to be very effective in reducing stress
	May become worn-out from too many social commitments, especially during holiday seasons
	Tends to seek out demanding, challenging, fast-paced environments and may not notice the negative impact on his health or relationships
	Tends to perceive the environment as being somewhat antagonistic, requiring an aggressive or defensive stance on his part
	May be so strongly driven to achieve results that he fails to set realistic limits for himself
	May need to work on letting go of the need to control his environment and other peoples' actions in order to reduce his stress



--Continued--

Relating to People and Environment (Continued)

- May have difficulty taking adequate time to recover from illness or injury due to a self- imposed sense of urgency
- ☐ May choose a high level of variety and change, finding predictable routines more stressful than change



Relating to People and Environment Worksheet

After reviewing this section, evaluate the appropriateness and effectiveness of these behaviors based on the needs of the current environment. Use your knowledge of the situation and your direct experience with Paul's behavior to develop strategies for reinforcing those behaviors that are most effective and modifying those that are least effective. It may be helpful to use a simple formula of Start, Stop and Continue. Identify what behaviors Paul needs to START using more of, STOP using so much of, and CONTINUE using to be effective in this environment.

What would be the most effective behaviors for Paul to use in communicating with others in this environment? (start, stop, continue)
Given the specific nature of this environment, what decision-making behaviors would be most effective for Paul to use? (start, stop, continue)
3. What time management behaviors would be most effective for Paul to use in this environment? (start, stop continue)



Relating to People and Environment Worksheet

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



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