

The LIFO[®] Report

Highlights and Insights for Improving
Individual and Team Performance

Steve Treacy



February 6, 2006

**Provided by LIFO(r) Division
Business Consultants Network, Inc.**

Tel: 800 552-6446

Table of Contents

| | |
|--|-----------|
| Introduction to Your LIFO® Strength Management Report | 1 |
| Highlights | 2 |
| 1.Your LIFO® Survey Results | 2 |
| <i>Table and Graph</i> | 2 |
| 2.Your Success Patterns when Things are Going Well | 3 |
| <i>How You Like to Do Things</i> | 4 |
| <i>Your Strategies for Success at Work</i> | 5 |
| <i>How Others Can Get Through to You</i> | 7 |
| 3.Your Success Patterns under Stress or Conflict | 8 |
| <i>How You Like to Do Things</i> | 9 |
| <i>Your Strategies for Success at Work</i> | 10 |
| <i>How Others Can Get Through to You</i> | 12 |
| 4.Overcoming Your Blind Spots | 13 |
| <i>When Things are Going Well</i> | 13 |
| <i>Under Stress or Conflict</i> | 14 |
| Insights | 15 |
| 1.In-Depth Portrait when Things are Going Well | 15 |
| <i>With Staff</i> | 16 |
| <i>With Colleagues</i> | 16 |
| <i>Coping with Change</i> | 17 |
| <i>How You May Overuse Your Strengths</i> | 17 |
| <i>Your Blind Spots</i> | 18 |
| 2.In-Depth Portrait under Stress or Conflict | 19 |
| <i>Conflict Situations</i> | 19 |
| <i>Stressful Situations</i> | 19 |
| 3.Managing Your Strengths | 20 |
| <i>Moderating Your Excesses</i> | 20 |
| <i>When Things are Going Well</i> | 20 |
| <i>Under Stress or Conflict</i> | 21 |
| <i>Filling In Your Blind Spots</i> | 22 |
| <i>When Things are Going Well</i> | 22 |
| <i>Under Stress or Conflict</i> | 22 |
| 4.Getting Through to Others | 23 |
| <i>Widening Your Influence</i> | 23 |
| <i>When Things are Going Well</i> | 23 |
| <i>Under Stress or Conflict</i> | 24 |
| <i>Aligning Your Intentions, Behavior, and Impact</i> | 25 |
| 5.How Others Can Get Through to You | 26 |
| <i>When Things are Going Well</i> | 26 |
| <i>Under Stress or Conflict</i> | 26 |
| How to Use Your LIFO® Strength Management Report | 27 |
| The LIFO® Training Story | 28 |



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., and Allan Katcher, Ph.D. in 1967 - 1968 based on the work of Erich Fromm, Carl Rogers, and Abraham Maslow. It is distributed around the world by BCon LIFO® International, Inc., a subsidiary of Business Consultants, 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.

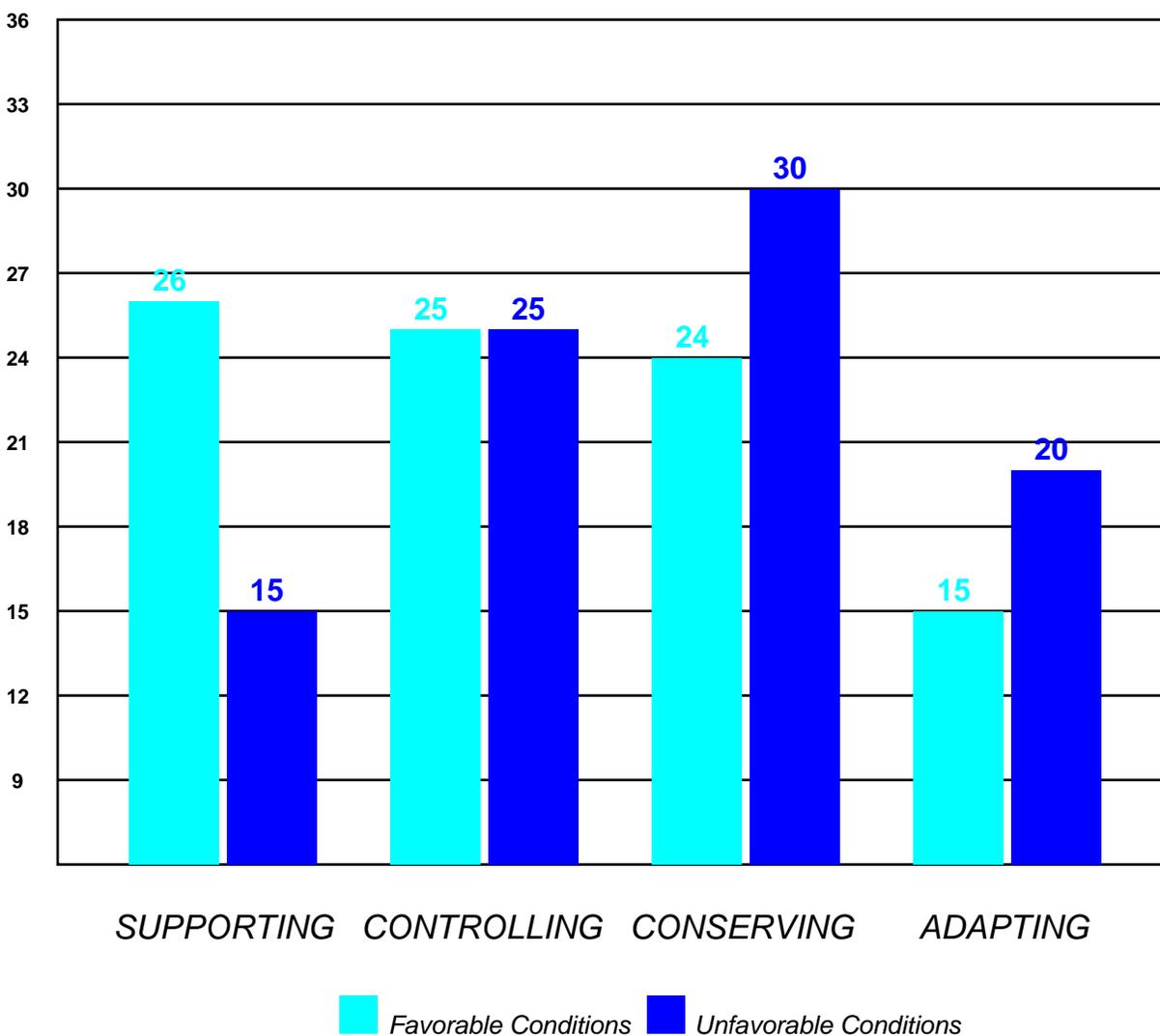
Your preferences are indicated by numbers ranging from 9 to 36. All numbers within three points of the highest number indicate your most preferred styles. All numbers within three points of the lowest number indicate your least preferred styles.

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

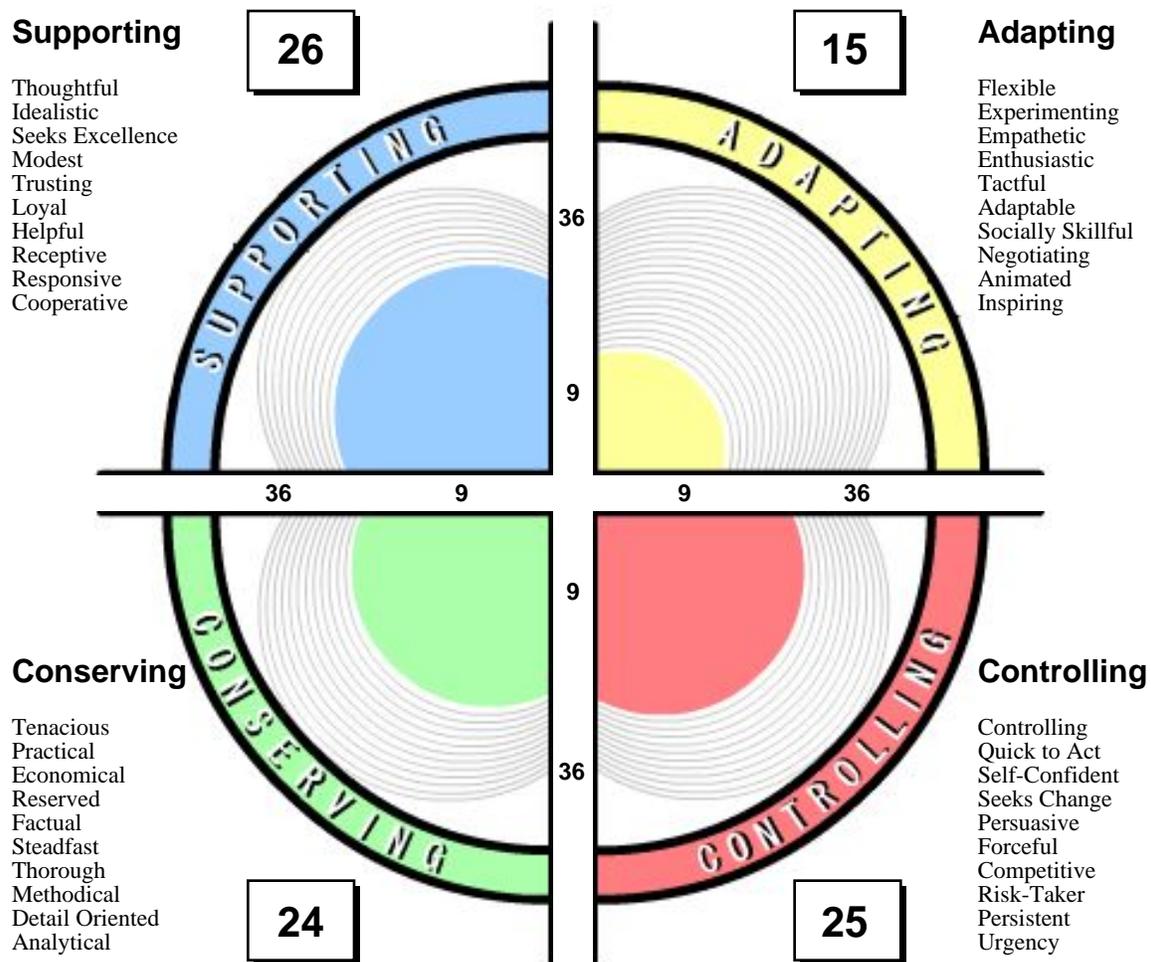
Your LIFO® Survey Results

| Style | Favorable | Unfavorable |
|-------------|-----------|-------------|
| Supporting | 26 | 15 |
| Controlling | 25 | 25 |
| Conserving | 24 | 30 |
| Adapting | 15 | 20 |



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.

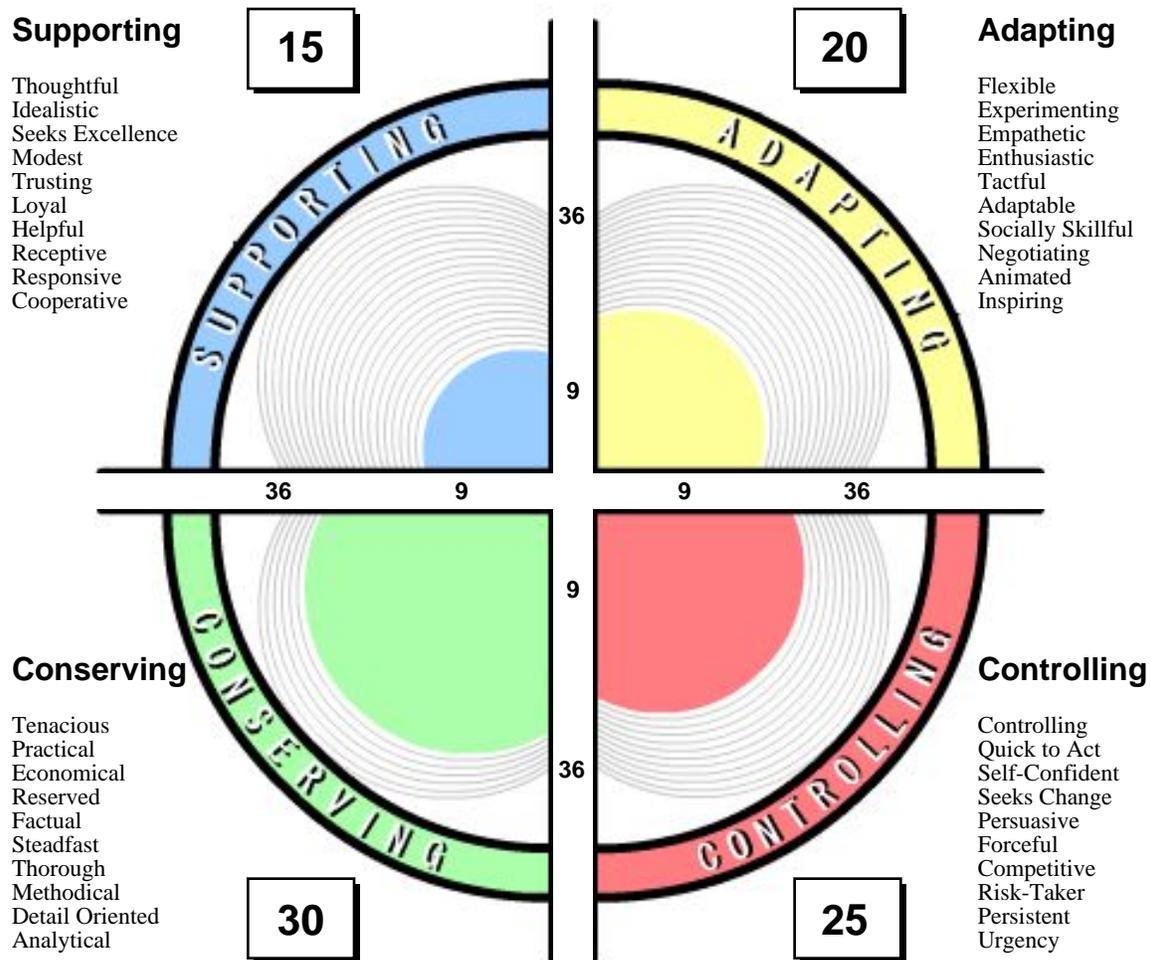
Questions You Want Answered

- 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

When unanticipated problems disrupt your plans, your first impulse is to analyze your situation and evaluate your options. It makes sense to you to spend a little extra time identifying your alternatives and examining their pros and cons so that you can put together a solution that you are confident will work. Once you have determined the most sensible solution, you like to take strong action. Systematic and persistent, you implement your plan with determination and a steadfast commitment to following through until the job is done. You like to put procedures in place that ensure that the same problems will not arise again. Once your plans are accepted, you are willing to organize others to carry them out.

You can take on complex problems because you believe you can resolve them through a tough-minded, analytical approach that will search out a practical solution. Tenacious and confident, you are strongly motivated to press on until you succeed. You deal with conflict logically, preferring to use your reason and powers of persuasion rather than appeals to emotion or abstract principles. If you feel your position is under attack, you will protect your interests from exploitation and are likely to wear down your opposition with a steadfast, confident commitment to your own point of view.

My Notes



Your Strategies for Success at Work

1. Quantity: How Much?

When there is pressure to increase production, your first concern is to make sure that you have a well-organized system for meeting the demand. You want to invest your time in developing a durable, fault-free production system and then to increase your output to a sustainable high volume. You dislike large variations or unpredictable changes in production levels, preferring to maintain a steady, well-run operation based on accurate forecasting that consistently meets its targets.

2. Quality: How Good?

You tend to see high-quality output as a logical result of well-organized and carefully managed work systems that are designed to meet detailed specifications. When you encounter quality problems, you are likely first to troubleshoot the system to correct inefficiencies or flaws. If you are under pressure to solve a quality problem, you can set very high standards for yourself, perhaps even higher than the situation requires. These standards are apt to focus more on the internal consistency of your production processes than on how the end products are evaluated by customers or users. People can sometimes be bothered by your extreme attention to detail and your low tolerance for error, feeling that a less exacting approach would be good enough to get the job done.

3. Time: How Fast?

You tend to approach problem solving at a relatively slow and deliberate pace, cautious at first to make sure you understand all the aspects of the problem and have a logical plan in place. Then you are likely to work quickly for as long as it takes to resolve the problem so you can move on to another high priority task. You want to use your time efficiently, and you believe that thorough analysis and planning at the beginning will enable you to accomplish your goals much more rapidly than jumping in impulsively before you are fully prepared. You have a penchant for logic and order and do not want to waste time dealing with crises that could have been avoided through better planning.

My Notes



Your Strategies for Success at Work

4. Priorities: What's Important?

It is important to you to feel that your work is well organized and under control, so you approach problems with a determination to solve them thoroughly and completely. Detail-oriented, goal-driven, and persistent, you like to plan your work and work your plan. You don't like sudden surprises or unanticipated problems and will work hard to avoid them. You value a stable, information-rich environment in which you are in charge and can use your knowledge to your advantage. Very practical, you have trouble with idealists who don't approach problems in a logical and systematic manner.

5. Expectations: What Do You Require from Others?

When dealing with stressful problems, you expect colleagues and staff to do their homework and be thoroughly prepared to defend their proposals. You like people to take initiative, provided they don't put forward impractical, unresearched ideas or plans that depart too much from conventional practices. You want subordinates to follow through and tie up loose ends. Basically, you want people to help you solve the problems that are preventing you from achieving your goals and not depart from what is expected of them. In conflict situations, you expect people to keep their emotions in check and negotiate based on sound logic and accurate data rather than high-pressure tactics, abstract principles, or personal favors.

My Notes



How Others Can Get Through to You

Others Should

- Use reason backed by plenty of facts to show how you can solve the problem.
- Explain how you can reduce risks and protect yourself from further loss.
- Point out opportunities to take action in order to preserve what you have.
- Link proposed solutions to past, proven successes.

Others Should Not

- Disregard costs and practical issues required to solve the problem.
- Change the approach without consulting with you.
- Try to influence you through lofty principles, emotional appeals, or concern for others.
- Try to inspire you with an idealized vision of the future once the problem is solved.

Questions You Want Answered

- How has this problem been solved before, and how well did the solution work?
- What factors are contributing to this problem and how can we manage each one?
- Does this solution meet the test of logical reasoning and can it be implemented economically and efficiently?
- Have all the alternatives been thoroughly explored?

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

Supporting

- 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?

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

You tend to remain calm and composed during conflict or criticism. You are likely to fight for your position in an objective, non-emotional manner, using supportive documentation and logical reasoning. You are likely to avoid intense arguments unless personally attacked. During emotional conflict, you tend to wait until the atmosphere is restored to order before restating your position. You seldom concede unless to superior logic or data; you are not likely to concede to maintain peace or to protect relationships. You seldom engage in negotiation or compromise, but rather aggressively defend your viewpoint.

When conflict is prolonged, you may become overly involved with documenting your position and fail to recognize others, lack of appreciation for excessive detail. You tend to be inflexible, strongly adhering to your opinions without allowing others a chance to contribute. You may withdraw from a heated debate altogether. By withdrawing, you are likely to be perceived by others as lacking concern or involvement, and causing frustration among participants expecting validation of their input.

Stressful Situations

When facing crises or emergency situations, you are likely to remain cool, take stock of the situation, analyze it carefully, and weigh the alternatives. You may request a considerable amount of information from subordinates, or gather it yourself, relying on proven methods; you are not likely to experiment or risk using new approaches. You want to understand the causes of a situation to prevent future occurrences, rather than immediately resolving it. You prefer to proceed through organized processes, setting priorities and progressing in a step-by-step manner.



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

In conflict situations, find concrete ways of demonstrating that you care about the other party's welfare and happiness. Express interest in finding a "win-win" solution instead of assuming at the outset that the situation is a win-lose game. Ask more questions, listen more, and argue less. Demonstrate a greater willingness to compromise and give tangible evidence of your flexibility.

If the situation seems complex, restrain your impulse towards prolonged, detailed analysis. Consider a moderate number of alternatives and set a time limit on the decision making process. When tempted to fall back on tried-and-true solutions or strategies, consult with colleagues who have diverse points of view. Be open to their ideas and include their contributions in your plans.



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 encountering stressful problems, treat other people's feelings as important facts that need to be incorporated into your analysis and response. Ask people for their opinions, reactions, and suggestions. Accept that your well-reasoned analysis is just one of several ways of looking at the situation. Invest more time in communicating and collaborating with others. Instead of taking problems on yourself, find ways to involve other people and invest time in providing them with the information, skills, and resources they need to do a good job. Seek to empower others more and to control them less.

During stressful situations, seek advice from expert sources to provide fresh perspectives instead of initiating tedious searches for data. In conflict situations, recognize that you may accomplish more, and get it done more quickly, if you seek the middle ground instead of sticking stubbornly to your position. Express appreciation for the positive points in the other party's position and demonstrate flexibility in negotiating a resolution of your differences.



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

In conflict situations, assert your convictions with greater feeling and become more attentive to the emotional aspects of a situation. You are likely to find active listening helpful, allowing others to provide input and validating their positions.

When encountering conditions of crises or stress, emphasize teamwork, delegate without over-supervising, and collaborate with team members. These strategies are likely to reduce your stress level and increase staff commitment. You may find it beneficial to request ideas from others; this will increase their involvement and allow you increased opportunity to identify and manage problems. You are likely to gain appreciation and respect from others by expressing ideas or solutions in a more confident and self-assertive manner without ignoring their input.

Aligning Your Intentions, Behavior, and Impact

A significant factor in getting through to others is our congruence—the consistency between our intentions to act a certain way, the way we actually behave, and the impact of that 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. This gives them a higher degree of confidence that what we say and do is in keeping with how we think and feel.

Your Tabulated LIFO® Survey Results

| Favorable Conditions | | | | |
|-------------------------------|-------------------|--------------------|-------------------|-----------------|
| | Supporting | Controlling | Conserving | Adapting |
| Intention | 10 | 6 | 10 | 4 |
| Behavior | 9 | 9 | 6 | 6 |
| Impact | 7 | 10 | 8 | 5 |
| Totals | 26 | 25 | 24 | 15 |
| Unfavorable Conditions | | | | |
| | Supporting | Controlling | Conserving | Adapting |
| Intention | 5 | 8 | 11 | 6 |
| Behavior | 5 | 8 | 11 | 6 |
| Impact | 5 | 9 | 8 | 8 |
| Totals | 15 | 25 | 30 | 20 |

Your LIFO® Survey subtotals shown in the above table can help you to gain valuable insight into the congruence of your communications. Notice there are columns in the table for each of the four basic styles under both favorable and adverse 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 relative preference for each of the four styles.

Small differences between the subtotals in a column suggest that the congruence in your communications with respect to this style is high. Large differences suggest that the congruence is low.

If the congruence is low for a style, the intention to act in a certain way may be expressed by means of another style. For example, we might help others (a Supporting intention) by giving unsolicited advice (a Controlling behavior). Or perhaps we give direction to what's happening (a Controlling intention) through finesse, humor, and tact (Adapting behaviors).

A difference of more than three points between the Intention, Behavior, and Impact subtotals in any column may be significant. If there are any significant differences in your subtotals for a style, it can be illuminating to take a look at the totals for the other three styles. These explorations may trigger insights that you can use to become more congruent in your communications.

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 when people propose practical, well-designed solutions that have already been shown to work. You want people to focus on the tasks that need to be done and avoid risky or impractical ideas. You are more comfortable when people are serious, dependable, and business-like.

To get through to you, others should:

- Weigh the advantages and disadvantages of a variety of potential solutions and explain why their proposal is the best solution to the problem.
- Point out that action is needed to safeguard assets, preserve resources, or seize opportunities.
- Explain how risks can be controlled and costs minimized.
- Use sound logic to explain how their proposal will benefit the bottom-line.



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.bcon-lifo.com.

The LIFO® Story

How the LIFO® Method Began and Expanded Worldwide

The LIFO® Method originated in 1967 as a positive and structured tool to supplement organizational development, T-groups, and sensitivity training. These new group methods helped people learn how to improve themselves by studying each others' behavior, thoughts, and feelings. However, many participants objected to the method as too un-structured, personal, and embarrassing for people who work together.

Responding to these concerns, Dr. Stuart Atkins, with consultant Dr. Elias Porter, developed the Life Orientations® Survey and the Life Orientations® Method based on the work of Erich Fromm, Carl Rogers, and Abraham Maslow. In 1968, the Life Orientations® Survey was presented by Dr. Atkins and his partner Dr. Allan Katcher in the Human Factors in Management course at UCLA and with such diverse clients as the American Cancer Society, Mattel Toys, General Foods, U.S. Steel, and the State of California.

People were fascinated with the non-critical, 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. After the fun and surprise of classifying their behavior, they began to ask what they could do with their new-found self-awareness and understanding.

To answer these questions, Dr. Atkins extended the Life Orientations® Method beyond diagnosis to include six developmental strategies—Confirming, Capitalizing, Moderating, Supplementing, Extending, and Bridging—for performance improvement. To simplify and aid memory, the Life Orientations® trademark was shortened by Dr. Atkins to LIFO®, a contraction of Life Orientations.

Atkins and Katcher soon found the demand for the LIFO® Method outstripped their delivery capacity, so they started licensing organizational trainers in the LIFO® Method and developing workbooks to accelerate learning. In 1976, Katcher began to focus his LIFO® practice internationally, appointing agents in many countries, and focusing on executive coaching, teambuilding, and OD applications. Atkins directed LIFO® programs in the United States, with emphasis on the developmental strategies applied to management development, individual productivity, communications, and teamwork. He named this developmental emphasis LIFO® Training.

Since then, the LIFO® Method and LIFO® Training have been used by over 8 million people in 20,000 organizations in 28 countries. One of Katcher's earliest LIFO® agents, Business Consultants, Inc., Japan, grew to become one of the largest consulting firms in Japan and one of the largest users of LIFO® Training in the world. BCon, as it is also known, purchased Allan Katcher International, Inc., in 2000 and Stuart Atkins, Inc., in 2001 in order to integrate the worldwide reach and expertise of the two companies. The firms were merged in October 2001 to become BCon LIFO® International, a division of Business Consultants Network, Inc., which is now the sole source for the LIFO® Method and LIFO® Training worldwide.