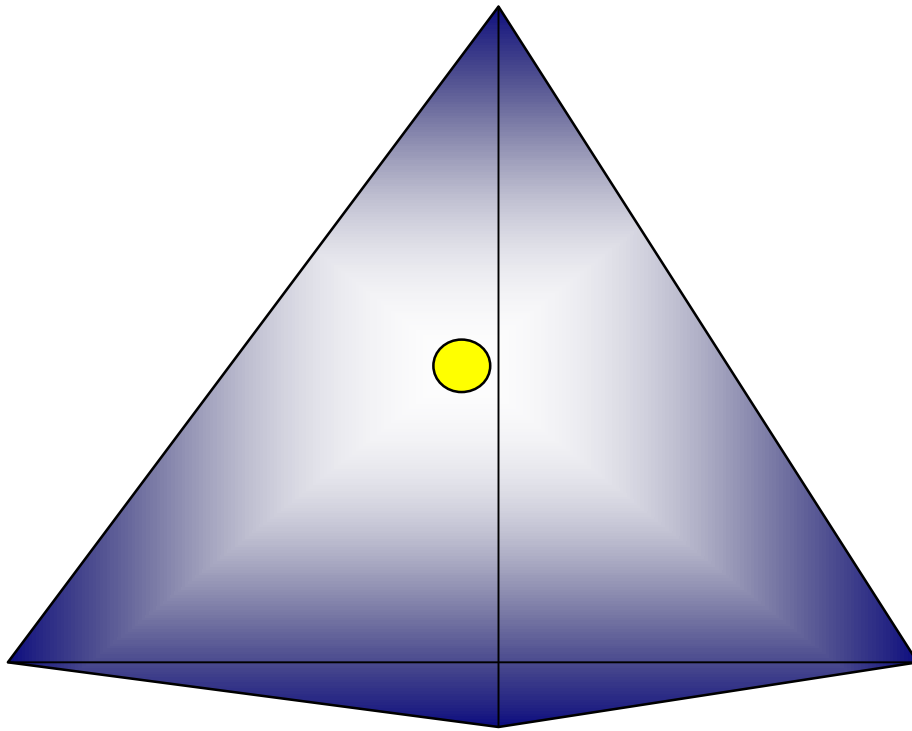


# “I OPT”

(Input Output Processing Template)

## EMOTIONAL IMPACT MANAGEMENT REPORT



This report has been prepared for:

# **“I OPT” EMOTIONAL IMPACT MANAGEMENT REPORT**

Prepared for:

Date Prepared:

Your “I Opt” Survey indicates that you use the Reactive Stimulator (RS) style in navigating your life. The “Reactive” part refers to a strategy of sensitivity to current conditions. This puts you in an ideal position to take advantage of transient opportunities. It also helps to ensure that negative situations are not allowed to fester from inattention.

The “Stimulator” part refers to an “action” orientation. You are not content with noting the existence of a situation. The condition stimulates you to action. You are likely to be quick to resolve an issue or to attempt to secure an opportunity that presents itself. You are probably prepared to move on less than full information and rely on your speed to correct any missteps that result from early action.

Other people use different strategies. We all have different homes, drive different cars, and associate with different friends. You chose your strategy because it works for you in your life. Others chose ones that work for them. We all tend to become committed to our way of doing things. It becomes the “right” way.

Judging something as “right” introduces a moral dimension. These choices become the way something “should be” done. When things are not done the “right” way people experience emotions—biochemical bodily reactions. These responses give rise to feelings. Your actions generate emotions and feelings in the minds of others. These will then guide their responses and thus can affect your future. It is to your advantage to manage this situation.

## Emotions and Feelings

Emotions are biochemical bodily responses to an event. They are not controllable. They just happen. They are nature's way of telling you to pay attention. Neutral events do not trigger bodily responses. This means that there are no neutral emotions. They are positive or negative. Positive emotions attract us and negative ones repel us.

“I Opt” strategic styles do not cause emotions, but they do have a role. You cannot experience an event unless you notice it (input). If you notice it, you have to interpret what it means (process). Then you have to decide what to do about it (output). Your interpretations of these bodily responses are called “feelings.”

Emotions can cascade. For example, some event occurs that does you some harm (alarm, insult, rejection etc.). You might interpret it as a hostile act. This can give rise to another emotion (bodily response)—perhaps anger. Processing this new emotion can lead to still other emotions. Anger may lead to feelings of betrayal. Betrayal can lead you to experience feelings for revenge. You experienced some external harm. The other emotions and feelings in the cascade are your creation.

What can happen to you, can happen to others. Your decisions and acts are “events” in the lives of others. These events can start cascades. The direction, intensity and duration will be affected by the “I Opt” style of the person you affect. Their response will then become an “event” in your life. An enduring cycle of cascading responses—either positive or negative—can easily arise.

## Your Effect on Others

Your biochemical bodily response is set by nature. Your “I Opt” profile is set by you but is likely on “automatic.” Managing your emotional impact depends on becoming aware of your “automatic” tendencies.

Your “I Opt” strategy is your way of getting things done. For example, your RS style is typically fast. People who are positively impacted will see you as being alert and attentive. A “feeling” that you are responsive is a likely outcome.

Exactly the same behavior can be seen another way by someone negatively impacted. Your tendency to act without full information can be seen as impetuous. This can give rise to “feelings” of irresponsibility. The same behavior can have different interpretations.



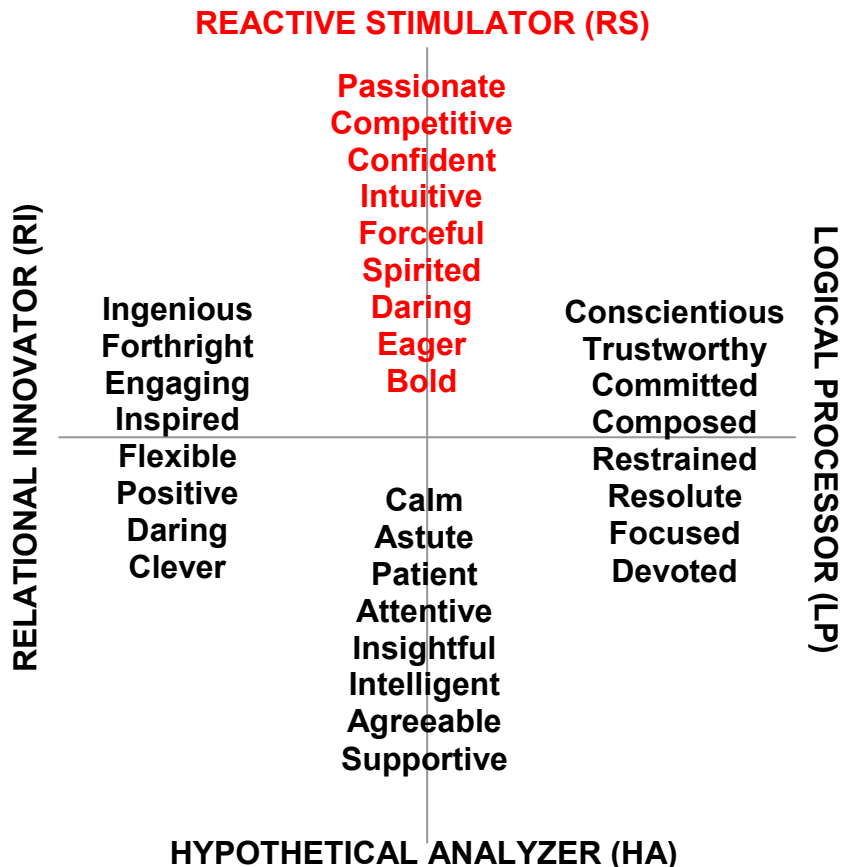
**ACTION ITEM**

Other behaviors can produce similar results. For example, your tendency to focus on tangible outcomes can cause others to “feel” that you are a results oriented person. With equal ease, your stance can be viewed as naive. This can give rise to feelings of superficiality or shallowness. Again, the same behavior can give rise to opposing interpretations.

Any behavior can be framed in positive or negative terms. Graphic 1 shows examples of positive attributes that others can ascribe to you. It also shows those you can ascribe to others. There are many more qualities that lie at less intense positive and negative levels. Emotional Impact Management involves controlling the direction and intensity of emotions generated by these attributions.



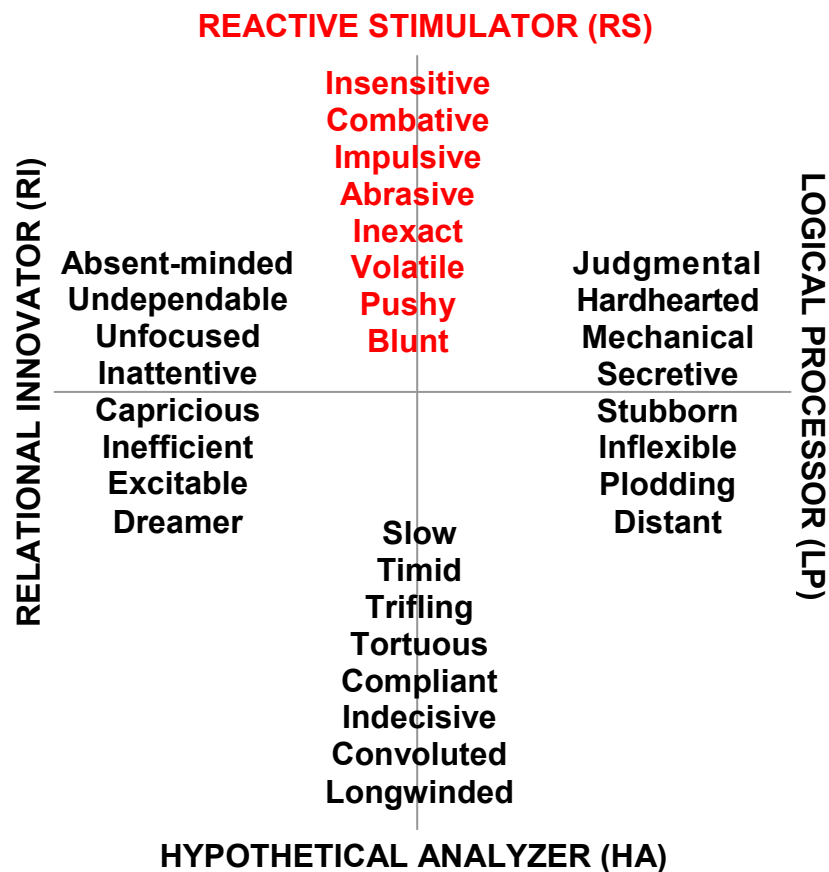
**GRAPHIC 1**  
**EXAMPLES OF POSITIVE ATTRIBUTES**  
**ASSOCIATED WITH “I OPT” STRATEGIC STYLES**  
*Reactive Stimulator (RS) in Red*



The qualities listed under each style are not exclusive to it. Any style can exhibit any quality. However, your information-processing approach makes the attribution of certain qualities more probable. For example, you tend to see solutions quickly. People will see your sensitivity to these outcomes. They could interpret this as “perceptive.” They might feel that you are highly focused.

Your behavior can also be interpreted in a less favorable light. Graphic 2 shows examples of negative attributes that others can ascribe to you. It also shows those you can ascribe to others. Again these are not exclusive to a style, just more probable.

**GRAPHIC 2**  
**EXAMPLES OF NEGATIVE ATTRIBUTES**  
**ASSOCIATED WITH “I OPT” STRATEGIC STYLES**  
*Reactive Stimulator (RS) in Red*





It is important to understand that these are extreme examples. There are many more positive but less favorable attributions. There are also many more negative but less severe attributions. The most severe negatives are likely to come from people who are committed to a strategic style that shares neither your unpatterned input nor your action output strategy. In your case, it is the Hypothetical Analyzer (HA) style. This is the one directly opposite yours on the same axis. Even then, you are likely to see it only when they see you as having negatively impacted their interests.

You may not “see yourself” in the negative attributes described in Graphic 2. The severest judgements are rare because the likelihood of working with someone completely different from you is low. Milder differences are more common and will result in milder judgements. For example, instead of insensitive you might be viewed as inconsiderate or injudicious. It is likely that you may recognize some of these milder forms of the negative attributions from your past interactions with others. Intensity may vary but the exposures are real.

### Managing Your Impact

Your environment is constantly changing. New demands arise. New people enter your network and others leave. Global conditions in which you work can change the importance of the things you are doing. This constant flux is why you have to actively manage your impact on others. People who your actions emotionally effect will affect your future. If you do nothing, you are leaving your future to a roll of the dice.

The first step in managing your impact on others is to know yourself. Your dominant RS strategic style causes you to process information in a particular way. This in turn gives rise to some predictable results. The stronger your RS style, the more likely you are to subscribe to these postures.

**You are fast.** You have a natural sense of urgency. You are likely to see the speed of resolution is a major component of success.

**You are intense.** You can shift between issues but work intensely on one issue at a time. This maximizes the chance of discharging it quickly.

**You value results.** You look for issue resolution and are willing to sacrifice perfection to get it. This probably reflects itself in a high volume of task completions.



**You are confident.** You seldom question your ability to do things. You believe that one way or another you can do almost anything.

**You are flexible.** Your focus is on results. How you get them is secondary. You can use any means at hand to resolve issues you face.

**You see opportunity.** Obstacles seldom loom large. Gains are seen vividly. The focus on potential gains generates high energy.

Your life experience has already taught you that others do not fully subscribe to your way of doing things. You have also discovered that some people who do not share your perspective are very successful.

What you may not fully realize is that everyone with whom you deal is successful. At minimum, their approach has allowed them to survive and prosper sufficiently to be a factor in your life. At least sometimes their approach is going to be the right one for a particular situation. Even if you do not agree with their goals or approach, they deserve your respect. They are different, not necessarily “wrong.”

### **Managing the Initial Event**

Emotions always start with an event. Your initial position on an issue can launch a cascade—either positive or negative. It is to your advantage to attempt to launch a positive sequence. You can do this by managing some of your likely “automatic” postures. The most relevant of these can include:

**Optimism:** You tend to exude optimism. Failure does not deter you. You are willing to try different things until something succeeds. You see this as a rational course. Others may see it as incurring unnecessary losses that could be prevented with a bit of forethought.

**Speed:** You put value on the rate at which things are done. One way you realize this is to use shortcuts and expedient methods. You view the tradeoff between speed and perfection as acceptable. Others may not.

**Risk:** Your optimism, confidence and quick reaction tends to compromise accurate risk assessment. While you are not deterred by this condition, others may find your behavior threatening.

These postures are not bad. If you are interacting with people who have a high RS commitment, they may be seen positively. If the group is weighted toward a less aggressive strategy they can launch negative cascades. Some strategies that can help to limit the possibility of a negative cascade are:

**Restraint:** Your probable willingness to act without hesitation can suggest irresponsibility to some people. Asking “why” questions can suggest a serious consideration. Asking “how” questions might suggest a concern for accuracy. These strategies can combine to create a more tempered posture.

**Equivocation:** You move much faster and more confidently than most people. Framing your comments with phrases like “it may be possible” or “X might be worth considering” can allow others to voice their concerns more easily. Allowing a bit of uncertainty may make you appear both accessible and well reasoned.

**Judgement:** Consider timing your response speed to the to its value. If little or no benefit is gained from fast action, consider curbing your tendency to react quickly. This may help people see you as less hurried and abrupt.

People will tend to judge you by the effect you are having on them. If they judge you as harming their position, they will be inclined to launch a negative cascade. If they see you as helping, a positive cascade is more probable. Using these strategies and similar strategies can help others see you in a positive light.

### Managing the Long-term Cascade

Most issues do not resolve quickly. They tend stretch out over multiple interactions and meetings. Not every part of this stream of interactions will yield to your favored RS style. When the RS style is not applicable, you are likely to revert to your next most favored style, the innovative Relational Innovator (RI) style. The interplay of your primary RS and secondary RI styles produces a “Changer” pattern.

“Changer” is used in the sense of altering present conditions. Your ability to generate new options (RI) combines with a willingness to act quickly (RS). The probable result is change that can affect all involved. This pattern of behavior is likely to be a major influence in the long-term emotional cascades that you create.



ACTION ITEMS

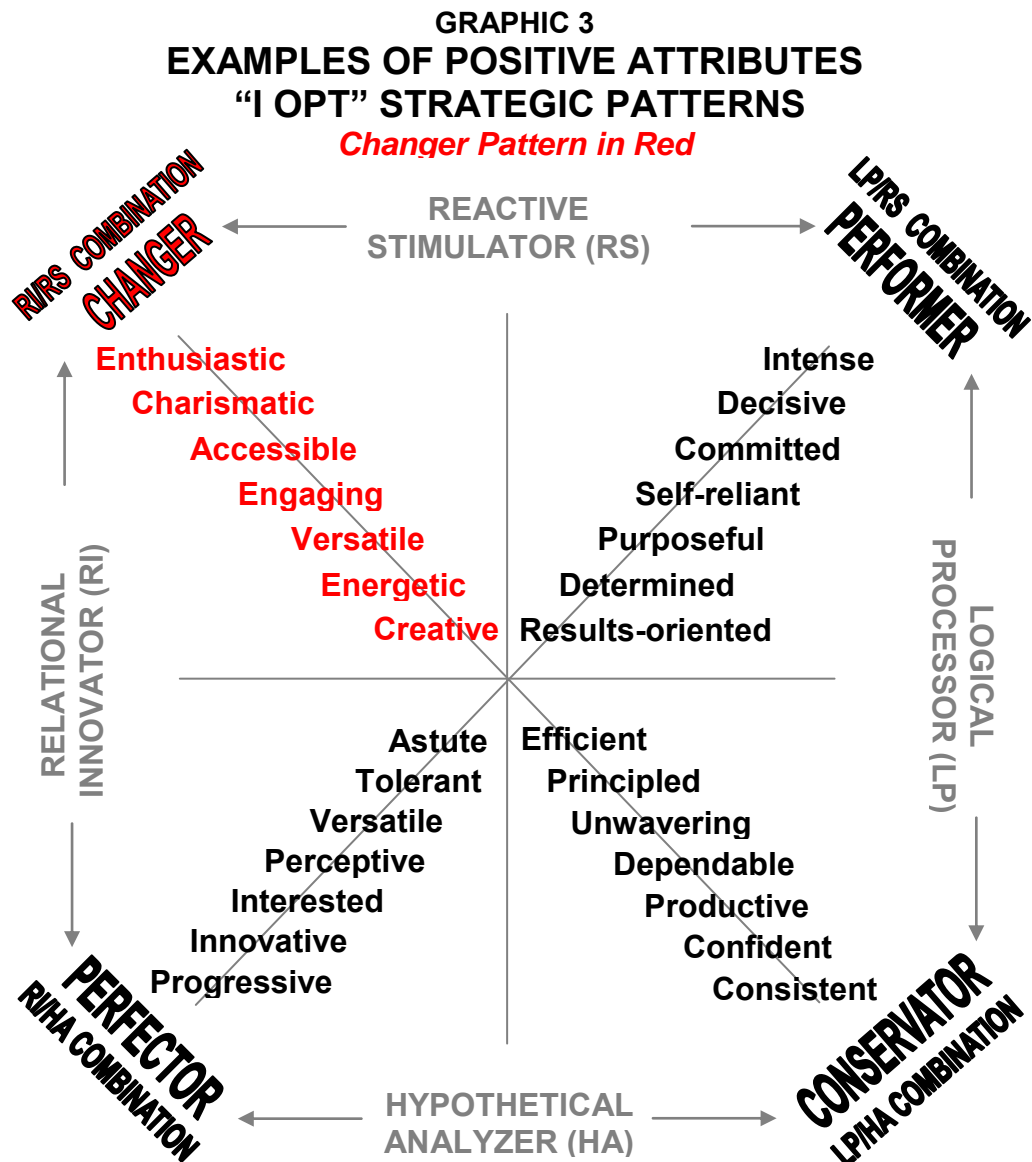


ACTION ITEM



Your Changer pattern is the result of the interplay of the two strategic styles that you use most frequently. If one does not work in a situation, you are most likely to use the other. Alternating between these styles magnify their commonalities. For example, both styles use an instinctive strategy. People will see you as spontaneous in both idea generation and action. They are likely to infer you are dynamic personality.

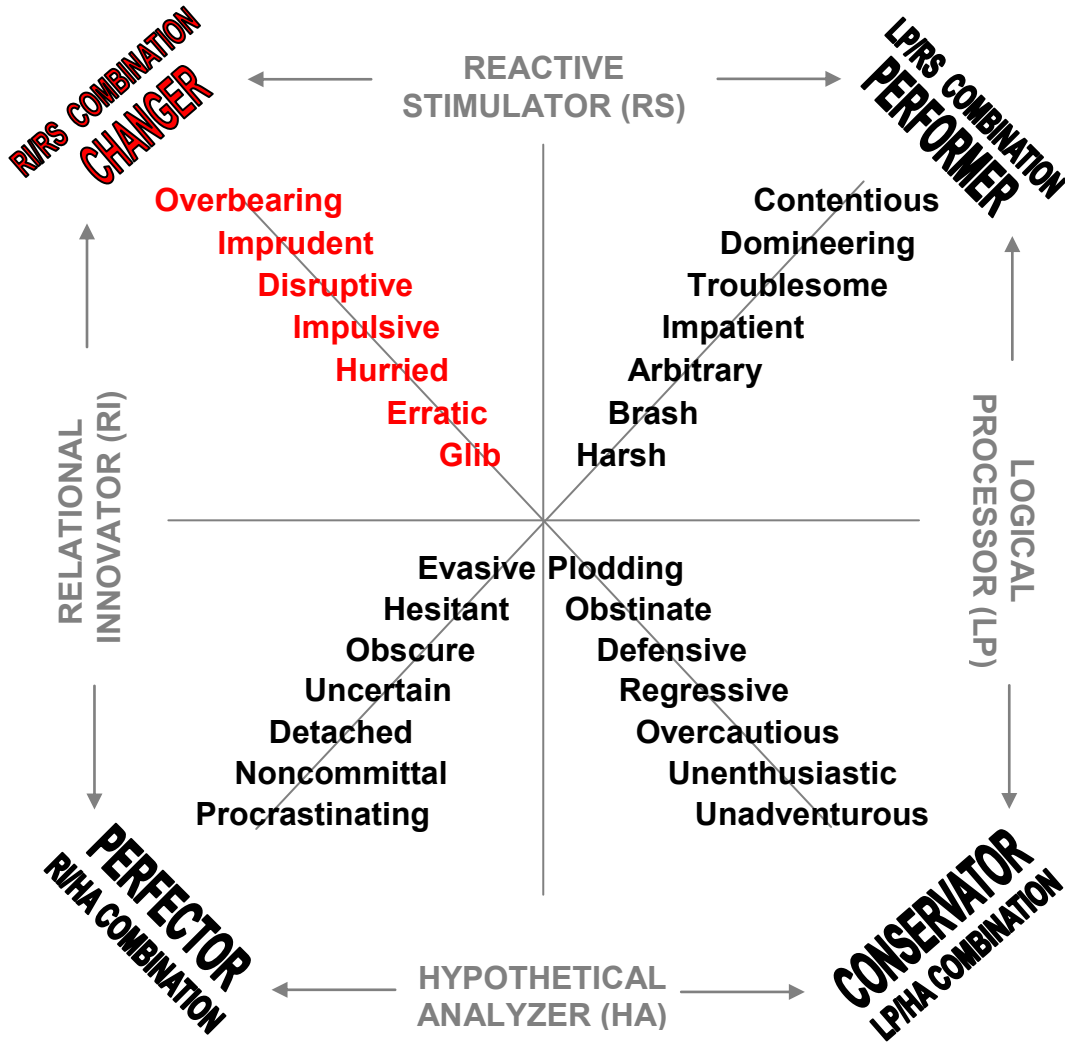
People will also infer relationships in the distinctions between your styles. When in your RS mode you focus on doing things—an action orientation. Your secondary RI is focused on new options—a thought based activity. This combination produces an innovative stance. People can see you as a creative innovator. Graphic 3 shows some of the positive attributions that can be made based on your strategic pattern.



Exactly the same behaviors can be interpreted in a negative manner. Graphic 4 shows some of the more extreme inferences that can be made. As was the case with strategic styles, the greater the difference in patterns the more severe are the likely inferences. This principle is applied to you and is applied by you toward others.

**GRAPHIC 4**  
**EXAMPLES OF NEGATIVE ATTRIBUTES**  
**“I OPT” STRATEGIC PATTERNS**

*Changer Pattern in Red*



It is easy to see how emotions and feelings can arise from these attributions. These attributions are not necessarily consequences of behavior—either yours or those of someone else. They are elections that you and others choose to make. They are at least partially based on emotions that are experienced or created.



People remember. Your posture on the initial event will set up expectations for your likely stance in following transactions. If the event was positive, the following transactions will have a positive bias. If it was negative, an unfavorable bias is likely. The first step in pattern management is to remember your earlier posture.

Emotional Impact Management can apply to past behaviors. If the initial event was negative, your first step might be to acknowledge your earlier position. Do not assume that others saw it as a positive contribution. Frame your comments in terms of your attempt to play a constructive role. Do not be defensive. Rather cloak yourself as being sincerely interested in furthering the project in which you are participating.

These and other similar actions can help ensure that others see you in a positive light. Attributions and inferences are not necessarily permanent. Everyone has the ability to reconsider. An early initiative focused on ensuring that the past is being properly interpreted is always a wise action to consider.

### Managing Yourself

Most major issues will involve a series of exchanges between you and various members of the group. Your first task in managing the direction of this interaction is to manage yourself by understanding the effect you have on other “I Opt” styles.



Your response to tense situations will likely be to slip into assigning the negative attributes shown in Graphic 4. Resist this. Human beings have been geared over the eons to “read” each other. That is why we are effective in working in groups. You should assume that if you “feel” it inside, it will leak out and be “read” by others.



People tend to repay in kind. If you project a positive (or at least neutral) judgement you are likely to receive the same in return. The opposite also holds true. It is to your advantage and that of the group to bias the game in your favor. Withholding negative judgments will help you achieve the results that you value.

Managing your internal reactions can help to create a favorable atmosphere for both you and the group as a whole. This stance holds the probability of keeping negative cascades to minimal levels. It is good for you and for the group as a whole.

## Managing the Cascade

The principles applicable to the initial response apply to continuing relationships. A relaxed and considered posture can help, but these strategies can become increasingly difficult. As an issue moves toward resolution, the probability of negative cascades increases. Firmer positions and additional strategies are needed.

A way to stop a cascade is to put something in the mix that does not fit. Cascades feed when one behavior is consistent with a prior one. Introducing something “out of norm” puts up a barrier. It can cause others to rethink their position. If you are in a negative cascade, that is what you want to happen.

Your preferred posture is the Changer pattern. You are comfortable dealing with issues involving “what” might be done and “when” it can be accomplished. Resist the temptation to continue on that stream. Instead begin offering more observations on “why.” Focus on the reasons for a particular course. This will not come naturally to you, but it will cause others to question their negative inferences. This response just does not fit with the fast acting, decisive posture that they would be expecting.

You might also begin to focus on “how.” This involves focusing on the sequence of actions to accomplish the course being considered. For example, you might ask about the advisability of laying out a step-by-step process. Offer comments on its costs and benefits. Move the conversation toward your position in steps rather than suddenly. Once again, this type of response will just not fit with a negative cascade that expects a summary, already decided position on issues

A more general strategy is available if you can identify the specific people who you have experienced a negative reaction from in the past. This strategy is:

### MIRROR STRATEGY

**Adopt the methods being used by the person (or people) you are interacting with. Take on their speaking pace. Use the same gestures that they do. Modulate your voice in a similar pattern. Employ the same level of detail. If you can, assume their breathing pattern.**



ACTION ITEM



ACTION ITEM

The Mirror Strategy does not talk about what you say. It is focused on how you say it. By using the same patterns as the person you are communicating with you are “talking in their language.” This dramatically increases the odds that your voice will be heard and your views will be seriously considered. In addition, using this strategy could have the added benefit of breaking a negative cascade.

The Mirror Strategy sounds easy. It is not. It can be difficult to identify whom to mirror when multiple people are engaged. Even when you have acquired a target, mirroring them can be difficult. It will probably require you to leave your comfort zone. It will take practice to master.

If you can master the Mirror Strategy, the benefits can be high. You will begin to see positive returns almost immediately. Everybody thinks that they have the “right” way of doing things and by mirroring their behavior they will see that you are using their approach, even if your conclusions are different. The more skilled you become using the mirroring technique, the more success you will enjoy. It is worth the investment.

## **Summary**

Your preferred RS strategic style and Changer pattern are both valid and necessary postures in any organization. If they were totally absent, the organization would fail. You have a right to expect respect from other people.

However, your approach is not the “right” one for every situation. Every other strategic style and pattern is also valid and necessary. Without them, the organization would also fail. They have a right to expect respect from you.

Issues do not come with labels attached. We must work out which approach is most appropriate for a specific issue imbedded in the particular situation. Emotional Impact Management benefits both you and the group. Things will run smoother. More will get done. The environment will become more supportive. It is a technology that is worth your investment of time and energy. The payoff can be large for both you and for all of the groups in which you participate.