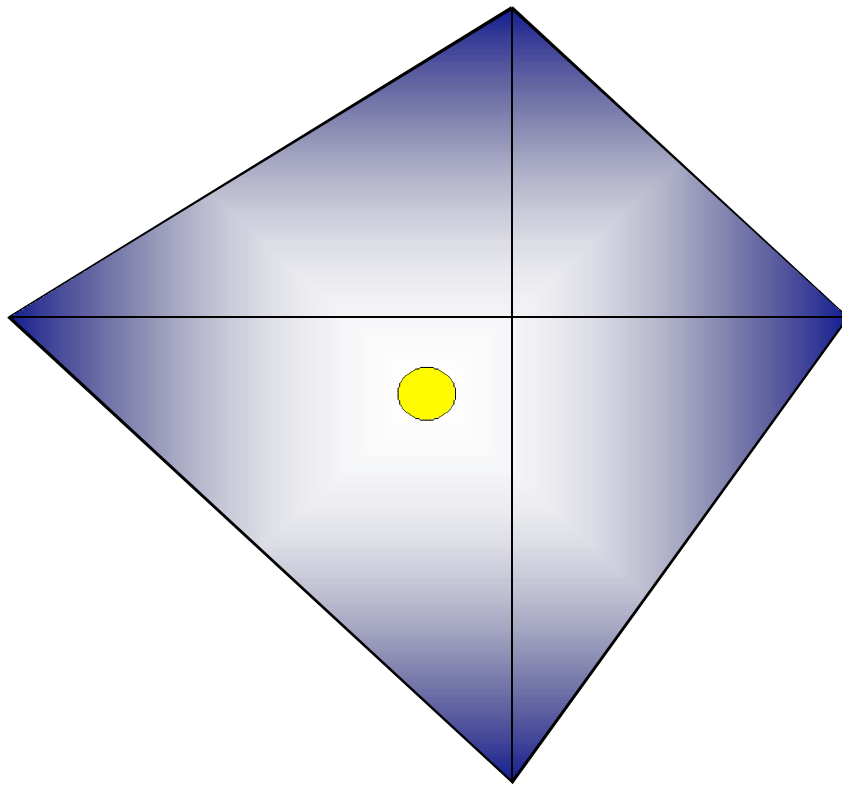


# “I OPT”

(Input Output Processing Template)

## EMOTIONAL IMPACT MANAGEMENT REPORT



This report has been prepared for:

**Sample Person**

10/23/2008

# “I OPT” EMOTIONAL IMPACT MANAGEMENT REPORT

Prepared for: **Sample Person**

Date Prepared: 10/23/2008

Your “I Opt” Survey indicates that you use a Relational Innovator (RI) style in navigating your life. The “relational” part refers to a strategy of seeing relationships (i.e. connections) between things that do not naturally go together. It is a natural “out of the box” kind of thinking. The result is that you have a stream of ideas that often represent clear breaks with what has existed in the past.

The “innovator” part refers to applying new ideas to real issues. Your ideas often carry a promise of major gain. As with any new thing, they carry risk. You see the promise more vividly than this risk and probably are a bit of an optimist. This optimism probably causes you to willingly offer new ideas. However, you are likely to qualify these new ideas with appropriate caveats and considerations.

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 have a role. You cannot experience an event unless you notice it (input). If you do 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 doing things. For example, your dominant RI style generates ideas quickly. People who are positively impacted will see you as able to create options and ideas. A “feeling” that you are “quick witted” is a likely outcome.

Exactly the same behavior can be seen another way by someone negatively impacted. Your ideas will often be incomplete. Negatively impacted people can “feel” that you are careless, hasty or imprudent. The same behavior can have different interpretations.



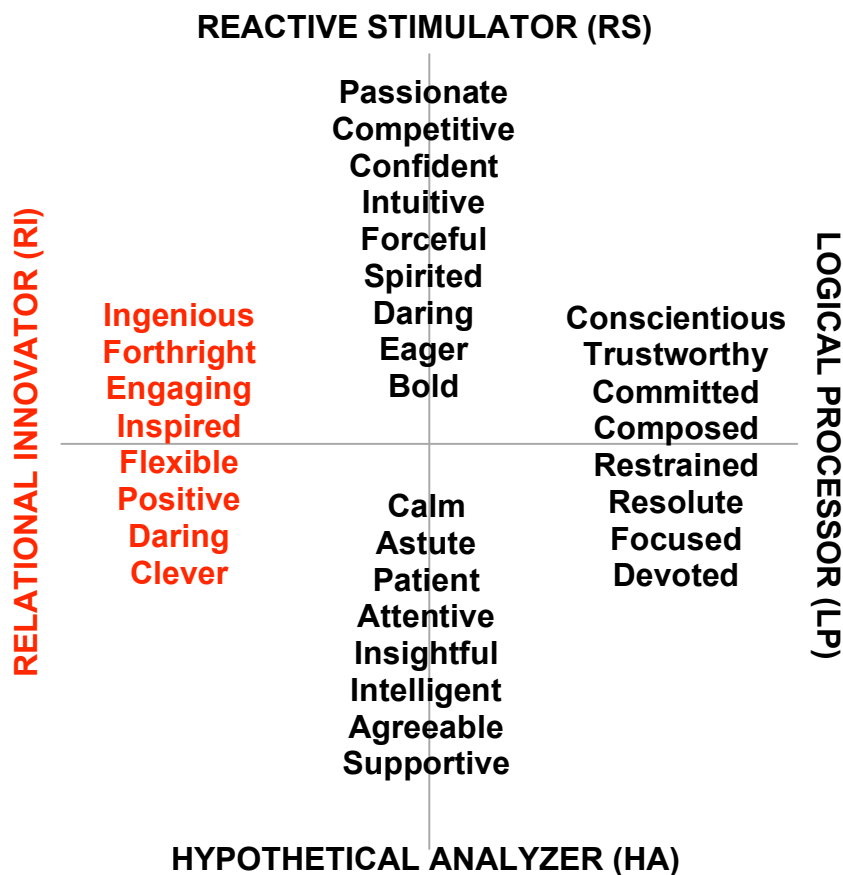
**ACTION ITEM**

Other behaviors can produce similar results. For example, your tendency to focus on the long run can cause others to “feel” that you are a forward thinking visionary. With equal ease, your stance can be viewed as fanciful whimsy. This can give rise to feelings of impracticality or foolishness. Again, the same behavior can give rise to opposing interpretations.

Any behavior can be framed in positive or negative terms. The 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. Impact management involves controlling the direction and intensity of emotions generated by these attributions.



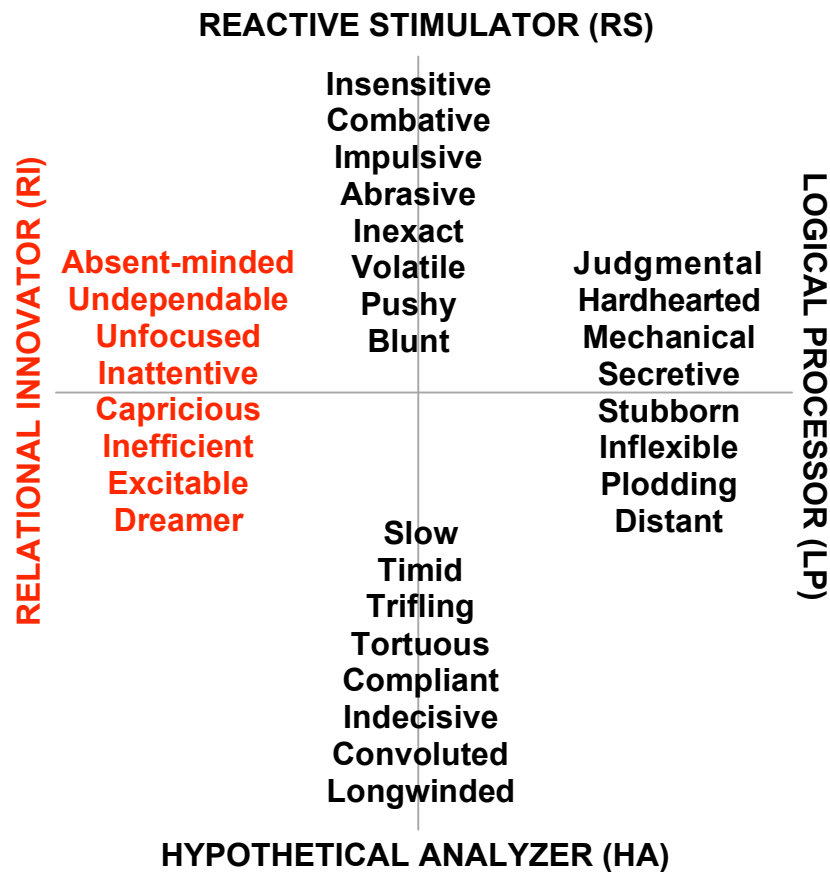
**GRAPHIC 1**  
**EXAMPLES OF POSITIVE ATTRIBUTES**  
**ASSOCIATED WITH “I OPT” STRATEGIC STYLES**  
*Relational Innovator in Red*



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 unusual relationships. Your ideas are likely to be unexpected and groundbreaking. They can interpret this as “brilliance.” They might feel that you are inherently creative.

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**  
*Relational Innovator 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. In your case most severe negatives are likely to come from people who are committed to a strategy that favors quick action focused on immediate objectives. Your broad vision may seem a little speculative to them.

You may not “see yourself” in negative attributions described in Graphic 2. The severest judgements are rare. This is because the likelihood of working with someone completely different from you is not high. But less marked differences are not. Milder differences between you and others result in milder judgements. For example, instead of dreamer you might be viewed as a bit unrealistic, impractical or eccentric. 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 on Graphic 2 are real.

### Managing Your Impact

Your environment is constantly changing. New demands arise. New people enter you 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 controlling your impact on others is to know yourself. Your dominant RI and strong secondary HA and LP strategic styles causes you to process information in a particular way. This in turn gives rise to some predictable results. The stronger your RI and HA styles, the more likely you are to subscribe to these postures.

**You are disciplined.** You do not skip over difficulties. You can accept expedient options but probably favor methodically thinking through issues.

**You want certainty.** You are willing to work to make sure that “all bases are covered” and are willing to invest in realizing this objective.

**You value understanding.** You want to know “why.” You can act spontaneously but would rather spend the effort to understand before acting.



ACTION ITEM

**You are attentive.** Your strategy depends on accurate information. You listen to others. You carefully evaluate what they say. You can take early decisive positions but do so only with sufficient cause.

**You seek perfection.** Your ideal is faultless logic and compelling rationale. You are quick to uncover weakness in plans and proposals.

**You see broadly.** You understand different perspectives. You are unlikely to see things in “black and white.”

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 controlling some of your likely “automatic” postures. The most relevant of these can include:

**Focus:** You are likely to take an expansive view. You see implications that may not be apparent to others. This can cause you to enlarge an issue beyond its current scope. Those seeking immediate solution of an issue may see this as unnecessary speculation.

**Speed:** You see all dimensions of an issue. This can lead you to spend time devising ways to offset improbable outcomes or develop overly detailed procedures. Others might see this stance as a wasteful use of time.

**Risk:** You value certainty. Your ideal is to know the ultimate outcome before you take any action. This takes time. The inherent delays imbedded in this approach can make you seem somewhat over-cautious.

These postures are not bad. If you are interacting with people who share your perspective, they may be seen positively. If the group is weighted toward a less thoughtful strategy they can launch negative cascades. Strategies that can help to limit the possibility of a negative cascade are:

**Target:** Focusing on the short-term aspects can increase your relevance and better command the attention of others. Build a broader view by expanding on the ideas of others. This allows them to feel a participation in your ideas. It increases the likelihood that they will support you.

**Results:** Starting with a simple, direct option can suggest a sense of urgency. You can step up the complexity later if the situation warrants. An adequate solution delivered now can be better than a perfect one later. Show that you understand the tradeoff between speed and precision.

**Balance:** Not everything merits investigation. Consider making snap decisions on things of minor consequence. Invest only in items worthy of your time. This can enhance your image as a decisive, responsive person.

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 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 RI style. When the RI is not applicable, you are likely to revert to your next most favored style, the thought oriented Hypothetical Analyzer (HA) style. The interplay of your dominant RI and secondary HA styles produces a “Perfector” pattern.

Perfector is used in the sense of refining ideas. It implies that your focus is on insuring that all advantages have been captured and all risks minimized. You value certainty and want to be sure that ideas work as expected. This pattern of behavior is likely to be a major influence in the long-term emotional cascades that you create.



ACTION ITEMS

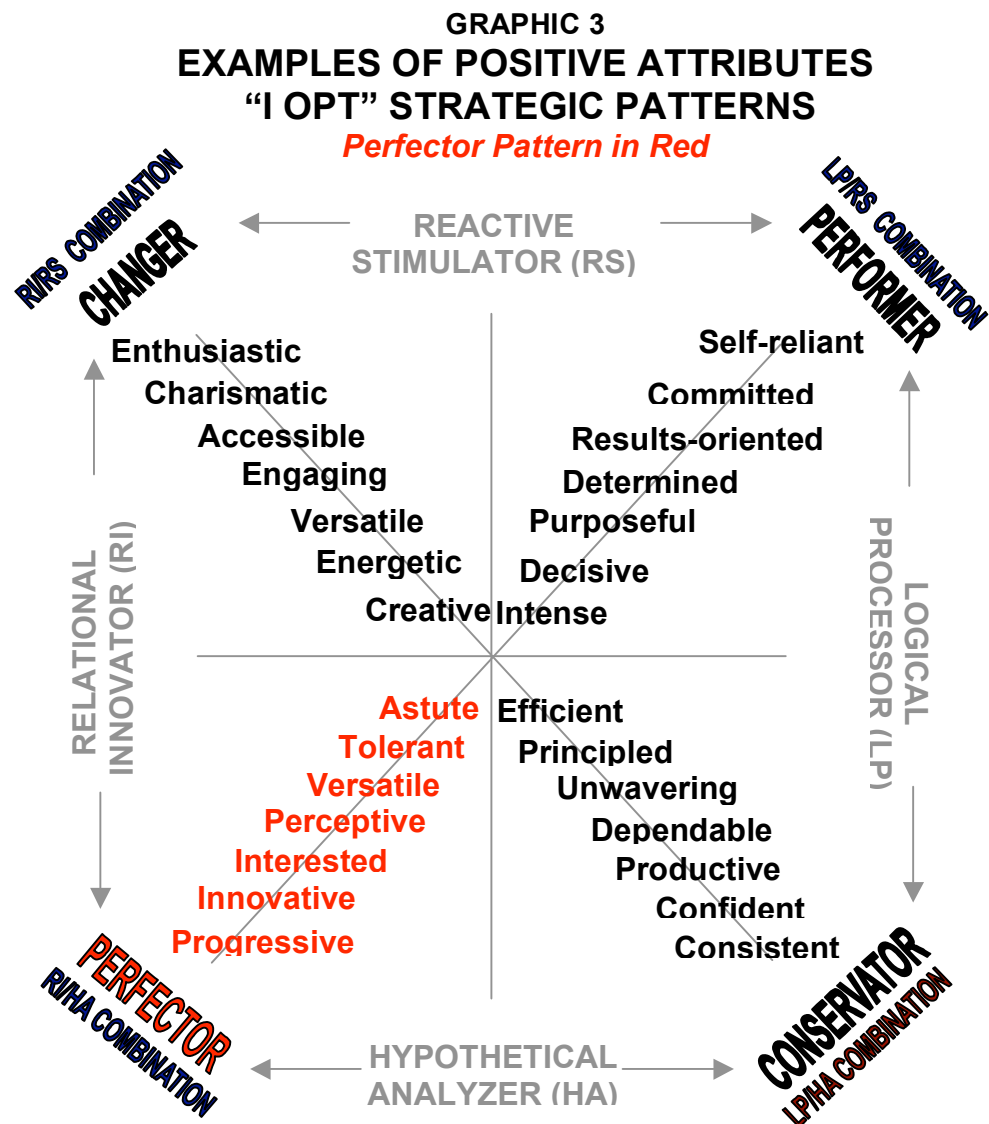


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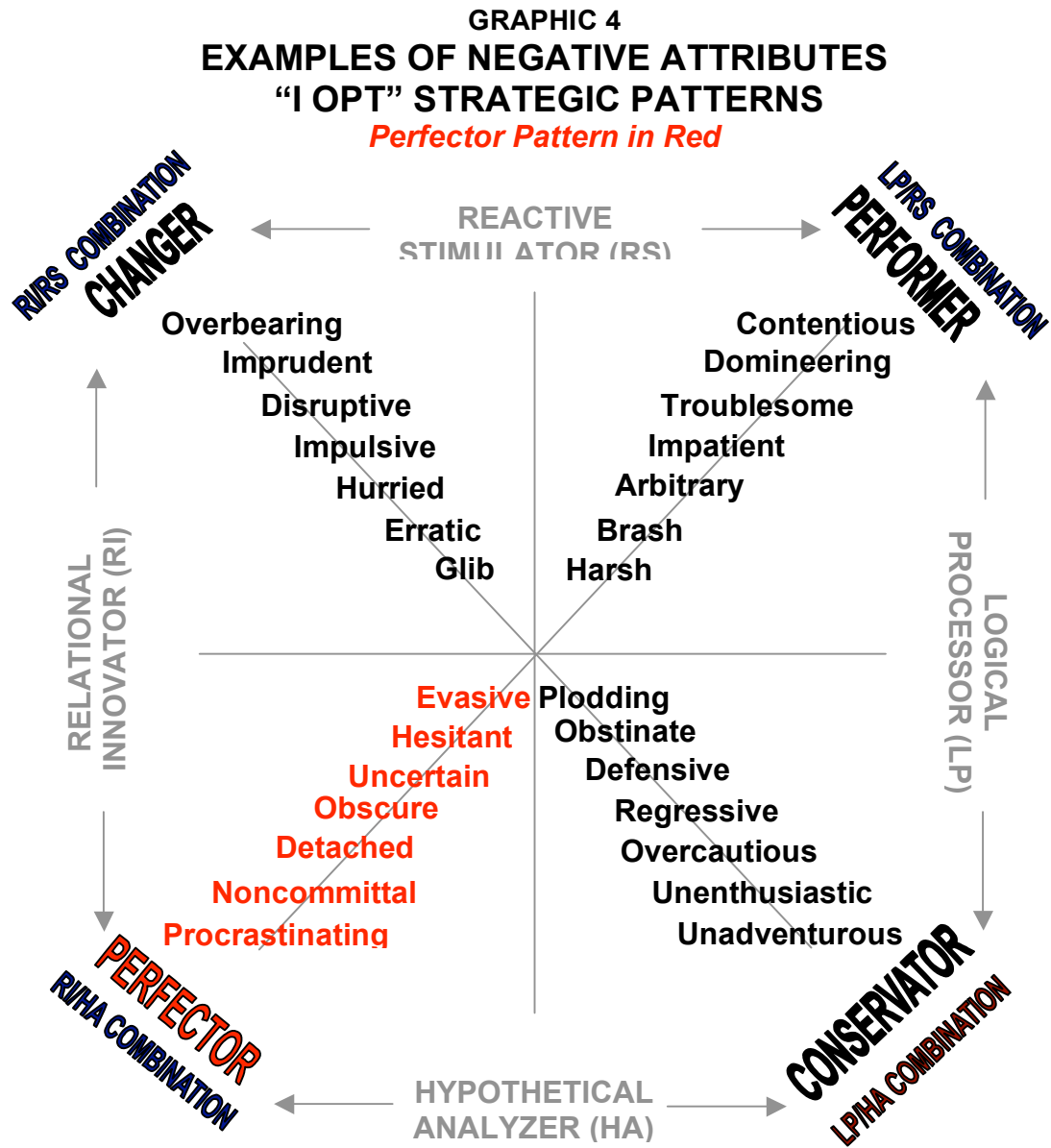


Your Perfector pattern is the result of the interplay of the two strategic styles that you use most frequently. If one does not work in a situation, you are most likely to use the other. Alternating between these styles causes their commonalties to be magnified. For example, both styles use a thought-based strategy. People will see consistency and may infer that you are intellectually oriented.

People will also infer relationships in the distinctions between your styles. For example, your RI uses unpatterned associations to come up with new ideas. Your HA uses structured methods (analysis, logic, etc.) to assess them. This mix produces well thought out plans. People can see you as committed to disciplined creativity. Graphic 3 shows some of the positive attributions that can be made based on your 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.



It is easy to see how emotions and feelings can arise from these attributions. These attribution are not the 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.

In addition to your dominant RI and HA styles, you also have substantial Logical Processor (LP) and instant action RS capacities. Your strong RI can combine with your RS capability to produce a secondary “Changer” pattern. People are likely to see a degree of willingness to quickly act on new ideas. Your strong HA can combine with your LP to produce a “Conservator” pattern. In this mode you put more emphasis on caution and certainty. These capacities, while less pronounced than your primary “Perfector” these capacities will be displayed and will temper both positive and negative cascades.

However, people having strong instant action-oriented patterns (Performer) may have reason to find fault with your approach. They can see it as slow and tedious. You can expect that negative attributions will tend to center over caution and speed. Providing assurances that you understand the urgency of the situation will go far toward minimizing this exposure.

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 insure 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 insuring that the past is being properly interpreted is always a wise action to consider.

## **Managing Yourself**

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



ACTION ITEM



ACTION ITEM



ACTION ITEM



**ACTION ITEM**

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.



**ACTION ITEM**

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. Your substantial rational abilities can be used to consciously withhold negative judgments. Or, you might want to try focusing your mind on something you like about the person or people. Your favorable attitude on this will also leak out as a positive influence

Controlling 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 tightened focus and a sense of urgency can help. But these strategies can become increasingly difficult. Firmer positions are needed as an issue moves toward resolution. These increase the probability of negative cascades. 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 Perfector. You are comfortable dealing with issues involving “what” and “why.” Resist the temptation to continue on that stream. Instead begin offering observations on “when” and “how.” Focus on whether the issue could be dealt with faster, with less complexity or by taking shortcuts. This will not come naturally to you. But it will cause others to question their negative inferences. These responses just do not fit with the rigorous, disciplined posture that they would be expecting.

A more general strategy is available if you can identify specific people who you can influence in a way that furthers your stance. This strategy is:



## MIRROR STRATEGY

**Adopt the methods being used by the person (or people) who you want to influence. 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.**

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 trying to influence 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 RI strategic style and Perfector 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. Emotional Impact Management benefits both you and the group. Things will run smoother. More will get done. The payoff can be large for both you and for all of the groups in which you participate.