

# **The LIFO<sup>®</sup> Report**

Highlights and Insights for Improving  
Individual and Team Performance

## **Richard Stevens**



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 **BCon LIFO<sup>®</sup> International**  
A Subsidiary of Business Consultants, Inc.  
6100 Center Drive, Suite 660  
Los Angeles, CA 90045  
[www.bcon-lifo.com](http://www.bcon-lifo.com)

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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., 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.

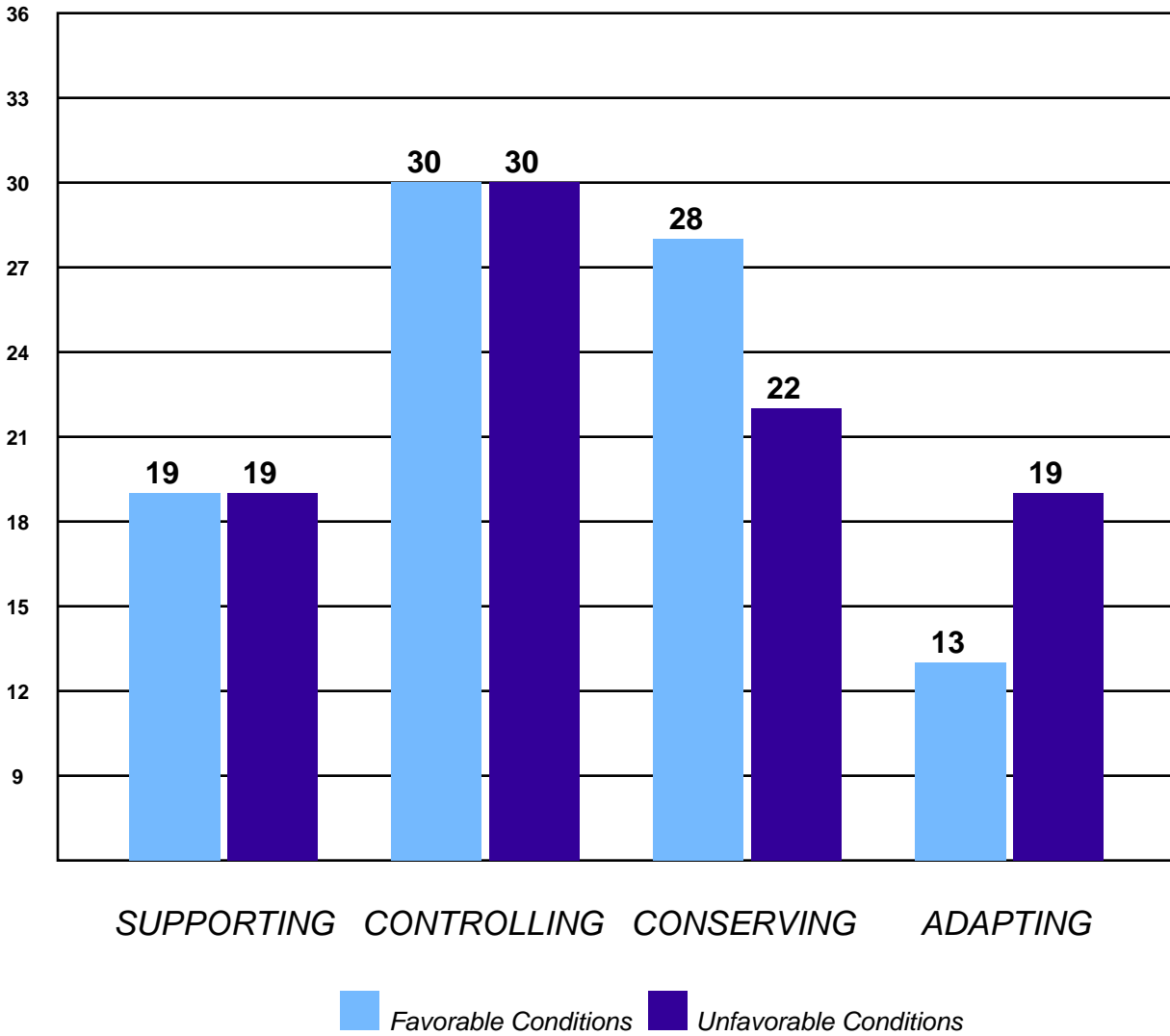
The survey explores your success pattern under two sets of conditions: favorable when things are going well and stressful when you are experiencing conflict or adversity. Half of the people who take the survey have the same success pattern under favorable and stressful conditions. The other half have a different success pattern under stressful conditions, because they have found that a different pattern works better for them.



# Highlights

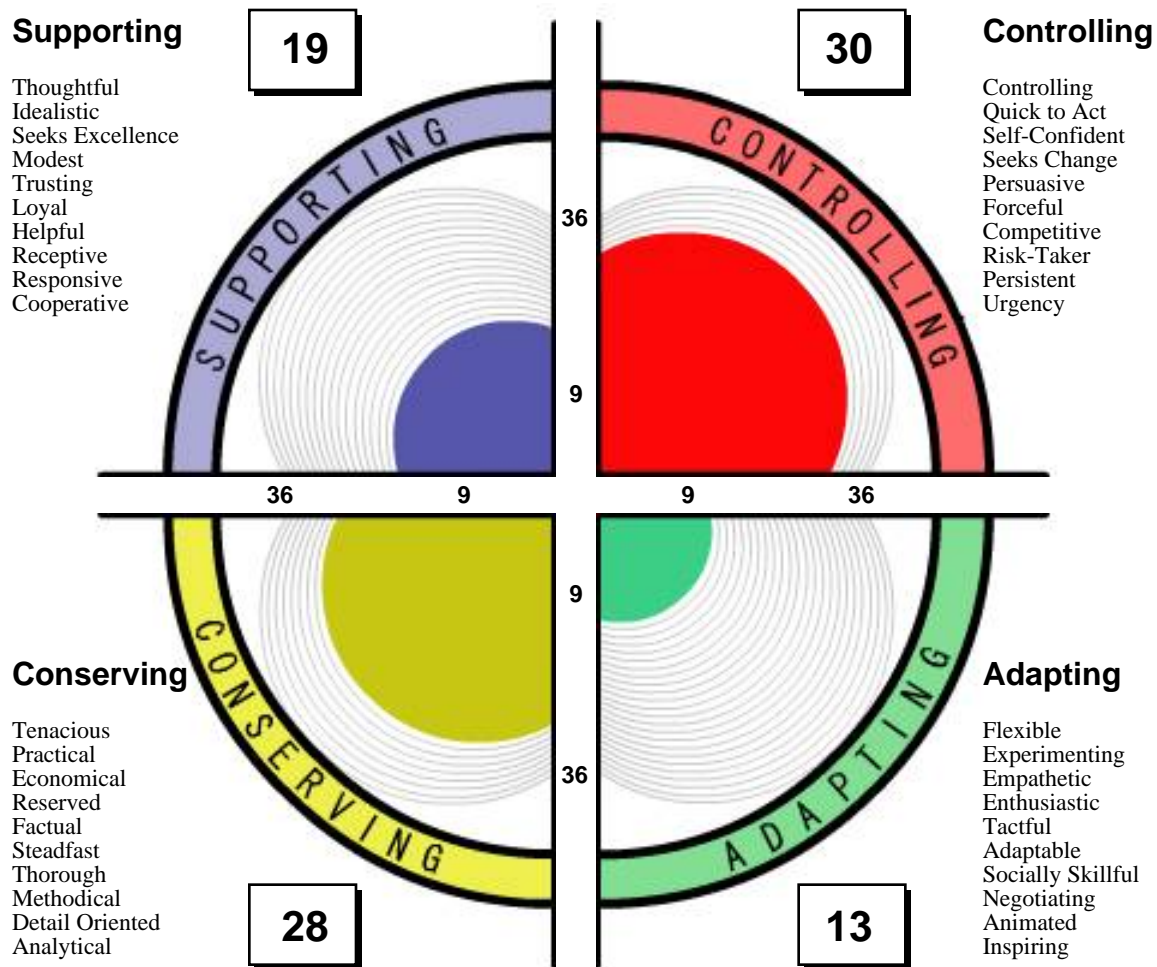
## Your LIFO® Survey Results

Style	Favorable	Unfavorable
Supporting	19	19
Controlling	30	30
Conserving	28	22
Adapting	13	19



## 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

Oriented to the bottom line, you pride yourself in being on top of all situations and knowing what you are doing. When making a decision, you thoroughly study the facts and then try to make the most rational choice. After a decision is made, your mind is hard to change. You fight vigorously to defend your point of view and are at home with facts and figures. At times, you can be criticized for neglecting the human element. Sometimes argumentative, you love to win, so you harness your logical powers to back up your position.

### My Notes



## Your Strategies for Success at Work

### 1. Quantity: How Much?

Although very concerned with production, you have one reservation—you will not rush in and start producing before you are sure you are on the right track. Once you've figured out how to work most efficiently, there is nothing you want more than to see the work humming along at the highest possible rate. You view problems as challenges, and by working at maximum output, you can show your mastery of the task.

### 2. Quality: How Good?

The quality of the decision process is every bit as important as the quality of the work product. You feel challenged to devise the most logical, well-reasoned way of doing things. Once you have figured out a method of working, you charge ahead full blast. You take a practical approach to quality—things only need to be as good as necessary, so that they work and are timely. You have a tendency to get caught up in the projects you are working on and, while striving to reach your immediate goals, you may miss the impact of your actions on the future.

### 3. Time: How Fast?

A methodical approach that accelerates to a quick conclusion is your work style. You believe in thoroughly researching a project before initiating it. Once you have made up your mind, however, you let nothing stand in your way. After doing your homework, you do not waste any time. In fact, you can get rather irritated with people who drag their feet and stand in the way of progress. Then, once you have solved a problem, you are eager to move on to the next one.

My Notes



## Your Strategies for Success at Work

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

The bottom line is a priority—has the task been approached thoroughly and systematically, and is this method producing results? Another priority is organization—everything should be in its place and all work should be carried out logically and systematically. Since you base your decisions on objective facts and figures, your subjective impact on people is secondary.

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

Subordinates should be precise, unemotional and keep personal problems from interfering with work. They are expected to produce top results because you want to work with those who will help you win. You like subordinates to be prepared before approaching you with a proposal, and you want plans presented strictly in terms of the costs and benefits so you can construct your own conclusions.

My Notes



## How Others Can Get Through to You

### Others Should

- Get straight to the point.
- Complete their homework before approaching you with a proposal.
- Show confidence that they know what they are doing and can come through with results.
- Persuade by using logical and systematic analyses.

### Others Should Not

- Do anything to threaten your sense of control.
- Try to fool you with incomplete work—you will catch them.
- Engage in small talk or otherwise waste your time.
- Try to influence you with emotional appeals or idealistic and impractical ideas.

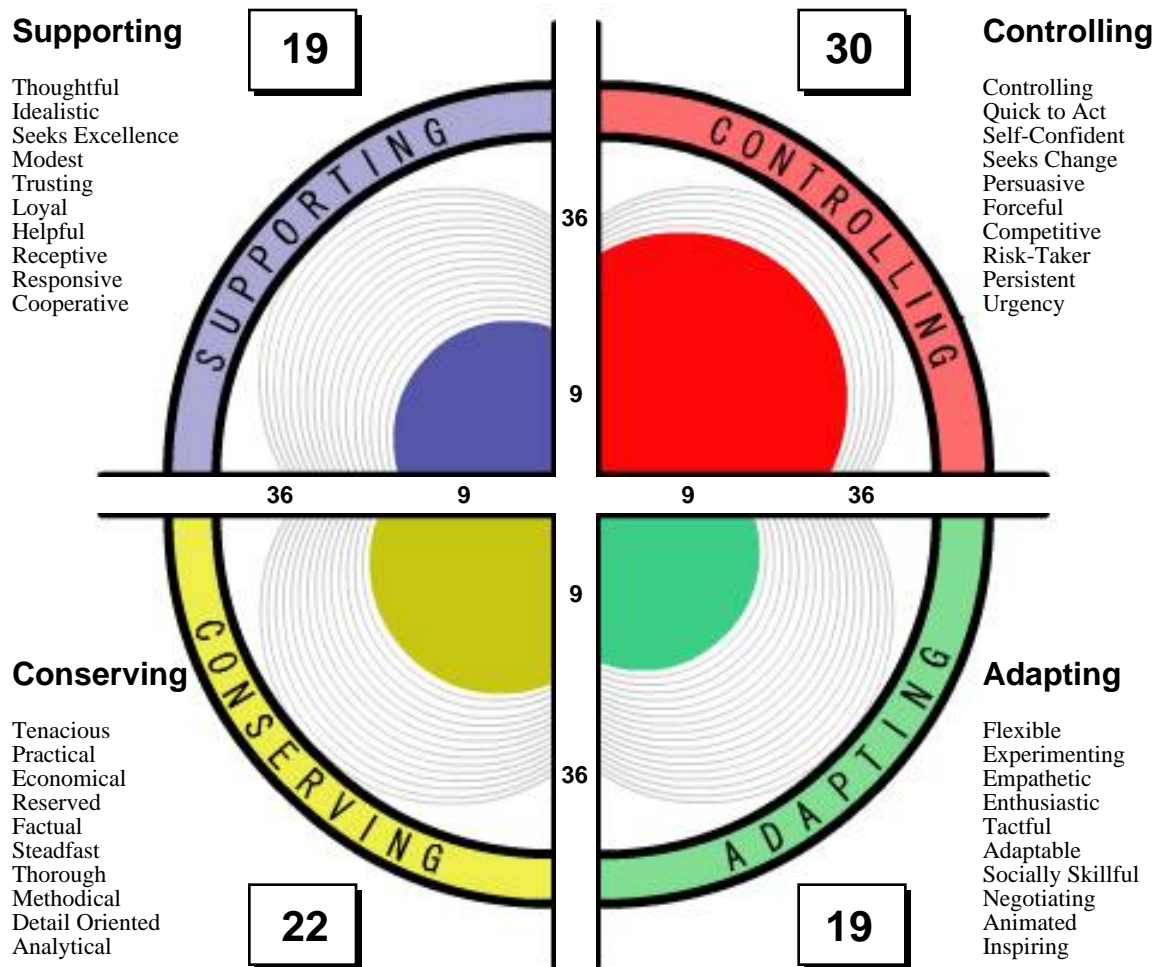
### Questions You Want Answered

- How can the problem be solved in the most logical, effective manner?
- What are the goals, and can they be measured?
- How can I achieve results and show my competence?
- What's the next challenge?

### 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

You prefer responding to stressful situations by taking bold action based on well-considered plans. Your sense of urgency is tempered by a desire to think things through so your exposure to risk is minimized. You have confidence in your problem-solving abilities, and you like to break problems down systematically into manageable parts and attack them one by one. When problems arise, you can lead others to develop procedures to follow that ensure the same problems will not arise again.

You believe you can resolve most problems by taking a tough-minded, analytical approach that will find a solution. Forceful and tenacious, once you take charge you are strongly motivated to press on until you succeed. You prefer confronting conflict instead of smoothing it over, and you like to use your powers of persuasion to win arguments. If you feel your position is under attack, you are likely to protect your interests from exploitation by wearing down your opposition with a steadfast commitment to your own point of view.

### My Notes



## Your Strategies for Success at Work

### 1. Quantity: How Much?

When you are under pressure to produce, you act energetically to meet the increased demand. Yet your intense effort is tempered by a strong desire to set up operational systems to handle the increased load before you plunge ahead. You want to acquire the resources, set up procedures, and iron out problems so you can sustain a high and steady output under pressure. You are very concerned with bottom-line results and work hard to maximize efficiency.

### 2. Quality: How Good?

In stressful situations you view quality as something more than just ensuring that the end product meets technical specifications. You are apt to concentrate your energies on improving the production system, believing that a well-designed system will inevitably produce high quality output. Because of your drive to excel, you are also likely to view quality from a competitive perspective, comparing your output to that of other colleagues, business units, or companies. Your intense focus on the technical and procedural components of quality may cause you to discount or overlook the human factors that often play an important role in sustaining a high quality operation.

### 3. Time: How Fast?

You like to seize opportunities and move quickly to solve problems, but not so quickly that your efforts become disorganized. As time pressure mounts, you are apt to feel an urgent need to focus on obtaining the resources and developing the procedures that will allow you to work at a sustained rapid pace. Until you feel prepared, you are likely to take a slower, more cautious approach. You like to look before you leap, but once you are sure of yourself and know exactly what you are doing, you move quickly and expect others to keep up with your pace.

My Notes



## Your Strategies for Success at Work

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

When faced with stressful problems, it is important to you to demonstrate your competence as an effective problem solver. You want to feel in control and to be in charge. You don't want to be accused of shying away from challenges or failing to succeed. You believe it is important to define problems clearly, develop a rational plan of attack, and produce tangible results that can serve as a measure of your success. You are committed to overcoming all obstacles on your path through a vigorous, disciplined, and well-organized campaign. In conflict situations, you exhibit an intense desire to win and value facts, logic, and determination as important ingredients of success.

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

You expect colleagues and staff to tackle challenges with vigor, determination, and discipline. You want them to study a problem until they understand it thoroughly, devise a logical plan of attack, and then act decisively. You are distrustful of impractical dreamers and time-wasting clowns who don't focus on solving problems in the here-and-now. You expect people to take initiative but they must be prepared to justify their decisions with sound logic and plenty of facts if asked. In conflict situations, you expect others to argue their positions clearly, to provide you with ample information and commonsense explanations, and to appeal to reason rather than use emotional appeals, high-pressure tactics, or political maneuvering.

My Notes



## How Others Can Get Through to You

### Others Should

- State their points quickly, directly, and logically.
- Offer to help, letting you take a leadership position and following your plans.
- Explain how bold action now will help you to keep what you've already got.
- Demonstrate their competence and willingness to shoulder their share of the problem.

### Others Should Not

- Challenge your leadership role or dismiss your plan for solving the problem.
- Change the approach without consulting with you.
- Become sentimental about the costs of progress or appeal to emotions instead of logic.
- Focus on feelings and intentions instead of facts and results.

### Questions You Want Answered

- Do we thoroughly understand all the factors contributing to this problem?
- What are the results we want to achieve in this situation?
- How can we solve this problem most efficiently?
- What are the challenges and opportunities for me?

### 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?
- How can we ensure changes go smoothly and are accepted?
- 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?
- What are the long-term implications for everyone?
- How can we accomplish it in the best way?

#### **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**



## Insights

### **In-Depth Portrait when Things Are Going Well**

You tend to approach situations in an organized and energetic way. Stimulated by challenges, you typically assess situations with a combination of intuition and analysis. You trust your judgment and experience but may be careful about acting prematurely. You strongly prefer to focus on achieving primary organizational goals, and you like to do so in an integrated and coordinated manner. Before jumping into action, you want to understand the requirements of the situation and analyze the risks involved in various approaches. Once you have explored the facts and alternatives, you tend to rely on a systematic approach to press ahead quickly.

You like to be involved in a variety of activities, preferring to feel a solid sense of accomplishment through completion of projects. Understanding goals, purposes, and plans in detail is important to you, and you prefer to have control systems in place to monitor activities on a regular basis.

Accuracy is also important to you, and you may spend time double-checking for errors or omissions. You may work at a slower pace to ensure that tasks are done correctly. While you are likely to respond quickly when you see an urgent need or rapidly developing opportunity, you prefer a more measured pace for making decisions and completing tasks under normal conditions.

If involved in marketing, you enjoy planning, researching, strategizing, and assessing alternatives. You are likely to emphasize marketing operations over customer issues.



## **With Staff**

With staff, you emphasize the importance of effective performance while providing a highly structured environment. You like to give explicit instructions and provide well-defined roles, policies, and procedures. You delegate readily and frequently follow-up on the progress of assignments. You may invite staff to participate in problem-solving discussions, communicating frequently about issues and your expectations. You want employees to demonstrate competence, responsibility, and thoroughness in completing their work.

## **With Colleagues**

With colleagues, you enjoy taking a leadership role and providing structure to meetings and task assignments. You are apt to press for planned, coordinated activities, expecting time spent together to be used productively. You prefer a factual basis to making decisions and tend to analyze proposed solutions carefully, as you want to take action on the basis of a thorough understanding of the issues.



## **Coping with Change**

You are willing to support change when you clearly understand the need for it or have been involved in initiating the change proposal. You like to be highly involved in detailed planning and implementation, preferring well organized plans and logically sequenced action steps. You are not likely to plunge ahead without considering what can be done to reduce risks. You typically get others involved in change efforts by presenting a thorough understanding of the plan and then proceeding with some caution.

## **How You May Overuse Your Strengths**

Your concern for accuracy and thoroughness may lead you to spend excessive time on planning and detail. Your low tolerance for vagueness and imprecision may cause you to be overly critical, dissuading others from sharing partially formed ideas that could be of value. You may also at times become overbearing, focusing exclusively on your own ideas and goals while disregarding the needs and interests of others. As a result, you may impress people as overly demanding, never satisfied, and unwilling to compromise in order to get along.

In your quest to provide detailed, systematic explanations, you may make task assignments overly tedious and others may feel that you cannot be pleased. In an effort to manage all details, you may become too controlling, causing others to feel you don't trust their capabilities. Your desire to control costs may reduce your support for projects that require sustained development before they can realize a return on the investment.



## Your Blind Spots

Your tendency to consider business issues from an objective, "facts-and-figures" perspective may lead you to minimize the importance of other peoples' opinions and feelings. When interacting with others, you may overlook the need for tact and diplomacy due to your preference for a no-nonsense approach that doesn't waste time on social niceties. Confident in your own analytical and persuasive abilities, you may not see much value in evaluating the acceptability of your plans and ideas before plunging into action. At times you may also impress others as lacking in flexibility, spontaneity, or warmth.



## **In-Depth Portrait Under Stress or Conflict**

### **Conflict Situations**

When opposed, you are likely to fight for your views with vigor and confidence. You tend to arm yourself with facts and information in order to make a determined effort at convincing your opponents. You develop logical and well-supported arguments with relevant facts and information, confront directly, probe the quality of your opponent's thinking, critically assess weak points, and address the important issues head-on.

Highly competitive, you want to win, although you may back off in key relationships and moderate your position so as not to alienate others. You enjoy the give-and-take of argumentation and expect others to be bold and outspoken. You are likely to be convinced only by stronger, more persuasive argumentation supported by accurate and well organized facts.

### **Stressful Situations**

Quick to act, you deal with emergencies and crises as soon as possible. You tend to gather as much information as can be readily assembled, prioritize your strategies and tasks, and institute organized and coordinated attacks on problems.

Actively involved, you like to monitor results very closely, expecting to be immediately apprised of any changes and ready to give new commands and directives as required. You assert what you believe is the proper course of action and press for rapid implementation.



## **Managing Your Strengths Moderating Your Excesses**

### **When Things Are Going Well**

You are likely to achieve greater productivity by delegating more tasks and supervising operational details a little less closely. Encourage more brainstorming, and as you do so refrain from criticizing or arguing against others' ideas, even if they seem poorly formed. Express greater support for others' ideas and take a more hands-off approach to managing the way in which goals are achieved, as this is likely to encourage more initiative from staff members and give you more time for other priorities.

To win support for your ideas, spend more time listening to others. Confirm that you understand their points of view before stating your own. Give fewer orders and direct commands and offer more recommendations, suggestions, and requests.

Although you are likely to establish sound procedures, examine them periodically to see if they can be streamlined, modified, or eliminated. This is likely to increase the speed with which your organization can respond to opportunities, problems, and changing circumstances.



## **Under Stress or Conflict**

To control your tendency to become combative or stubborn, look for common ground. Attempt to gain agreement on the underlying principles that will guide your negotiations instead of arguing over specifics. Stop attacking the other party's position and defending your own. Instead, communicate your desire to find a "win-win" solution, identify issues where you are more willing to concede, and demonstrate greater flexibility. Seek alternate paths to your goals and easier solutions to the problems.

To guard against taking on more than you can manage, review your long-term goals and the final outcomes that you want from the current situation. Look for shortcuts and simpler solutions. Be more cautious about taking on challenges and less willing to solve other people's problems.



## Filling In Your Blind Spots

### When Things Are Going Well

To round out your view of things, express interest in what others are doing, ask them for their opinions, and acknowledge their feelings. Instead of simply saying what is on your mind, first consider the likely impact of your statements and then try to express your point of view in a more tactful and considerate way.

Even though you may be confident that your approach is well-founded on an accurate analysis of the facts, research how others are likely to react before proceeding. Consider what you can do to make your plans more acceptable to others, modify them to eliminate potential objections, and remain flexible when implementing them so you can adjust your course of action as you learn more. Also consider how you can add more warmth, humor, or fun to your work so others will find it more enjoyable to work with you.

### Under Stress or Conflict

Before embarking on a solution, consider a variety of alternatives. Check your assumptions, seek input from others, and ask for continuing feedback to help you stay on target.

To promote the exchange of information and ideas, spend less time explaining your ideas and more time asking questions, listening, and discussing other people's ideas. Treat other people's feelings as important facts and express your feelings about how important it is to you to solve the problem. Show more interest in what others are doing, thinking, and feeling. Encourage them to share their proposals and make a serious effort to integrate their ideas into your plans.

Consider leading generalized discussions in an informal manner to clarify objectives and procedures and explore new and different approaches to problems. Doing so is likely to make others feel more comfortable offering you ideas and constructively contributing toward team efforts.



# Getting Through to Others

## Widening Your Influence

### When Things Are Going Well

To increase your influence with others, invite them to help you set goals, brainstorm new ideas, and develop alternative approaches to solve problems. Demonstrate your commitment to meeting their needs as well as your own and respond to their wishes whenever possible. When presenting your point of view, show interest in their reactions and allow time for them to share their points of view. When formulating policies and procedures, involve others who will likely be affected by any changes and demonstrate concern about issues that may be raised.

When people do not follow your instructions or meet your performance standards, instead of criticizing what they did wrong, review the outcomes you expect them to produce and ask them for their ideas about how they can improve their performance. Engage in more collaborative problem-solving and offer more praise and encouragement to reinforce desirable performance.



## **Under Stress or Conflict**

To increase your influence under stress or conflict, actively seek out input, advice, and guidance from others. Show more interest in what others are doing and how they are feeling. Express yourself with greater tact. When others share problems with you, express concern and empathy without offering advice or trying fix things for them. Let them take the lead so you can support, instead of direct, their problem-solving efforts.

Demonstrate greater flexibility and be more open to compromise and negotiation. Explore possibilities and experiment with alternative approaches. Place a greater emphasis on teamwork and collaborative problem-solving.



## 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	6	11	7	6
Behavior	7	9	11	3
Impact	6	10	10	4
<b>Totals</b>	<b>19</b>	<b>30</b>	<b>28</b>	<b>13</b>
Unfavorable Conditions				
	Supporting	Controlling	Conserving	Adapting
Intention	7	6	5	12
Behavior	7	12	8	3
Impact	5	12	9	4
<b>Totals</b>	<b>19</b>	<b>30</b>	<b>22</b>	<b>19</b>

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.



## Aligning Your Intentions, Behavior, and Impact

### Favorable Conditions

People should have little difficulty understanding you when you communicate in a Supporting Giving or Controlling Taking manner. Your words, feelings, and behaviors are in synch with each other.

However, you are likely to be seen as more interested in detail and desirous of greater accuracy than you intend, largely because you evidence a lot of Conserving Holding behavior. When combined with high Controlling behavior, it may be easy for people to feel that taking a Conserving Holding approach is of critical importance to you.

Your Adapting Dealing communications may create some misunderstandings. You want to be more approving and empathetic than is evident in your behavior. Thus some people may feel that you are somewhat distant, less interested in them personally than you really feel.

### Adverse Conditions

While there is consistency between your Supporting Giving intentions, behavior, and impact, possibilities for misunderstanding may arise when you communicate in other ways.

Although you don't want to be overly forceful or argument-prone, your behavior and impact suggest a remarkable amount of intensity. You may be seen as coercive, defensive, or resistant to attending to other people's arguments. This impression may be further reinforced because you are likely to spend a lot of energy on expressing reasons, documenting your position, and focusing intently on details. The combination may lead others to feel that you are a difficult person to deal with unless they agree with you or are able to present facts and information that are more accurate than the ones you have presented.

The most striking discrepancies occur in your Adapting Dealing communications. While you want to be liked and to show others that you are concerned about their feelings and positions, little of your behavior supports these intentions. People will therefore tend to feel you are harsh and disinterested in maintaining good relations with them when disagreement occurs or high stress is experienced. They may perceive more Irritation and anger than encouragement and interest. The reality is that you may be more conciliatory than you appear.

## How Others Can Get Through to You

### When Things Are Going Well

You are more receptive to others when they are responsive to your requests, make well-reasoned presentations, and back up their opinions with solid information. You expect people to be well-organized and to support their positions with sound logic. They should not get too emotional and should get down to business without wasting time.

To get through to you, others should:

- Emphasize practicality, economy, follow-up, and expected outcomes.
- Provide accurate information and recommendations, and then give you time to consider your response.
- Take the initiative in accomplishing tasks and keep you up to date on progress.
- Provide information about significant events, allow for questions, and be clear in their directions.

### Under Stress or Conflict

You are most receptive to others when they get directly to the point and propose practical solutions to problems in a concise and well organized manner. You want them to focus on final outcomes and action plans. At the same time, you expect them to have thoroughly researched the situation and to be able to back up their recommendations with persuasive logic.

To get through to you, others should:

- Approach you with a confidence and enthusiasm, tempered by a calm and rational exposition of the rationale behind their proposals.
- Be prepared to debate issues and defend their point of view as they advocate their position.
- Show how opportunities can be extracted from problems while controlling risks and costs.
- Point out the actions that are required to preserve assets and resources.



## 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](http://www.bcon-lifo.com).

## The LIFO® Story

### How the LIFO® Method Began and Expanded Worldwide

The LIFO® Method originated in the late nineteen-sixties as a strength-based, structured tool to supplement organizational development, T-groups, and Sensitivity Training, which were rapidly gaining popularity. This popularity was due to the work of National Training Laboratories in Bethel, Maine, the Western Training Laboratory at the University of California, Los Angeles, and many independent behavioral scientists, trainers, and educators.

These new group methods helped people learn how to improve themselves by studying each others' behavior, thoughts, and feelings. With groups of strangers it was possible to give honest impressions of each other and useful suggestions for change. Many participants were embarrassed, however, and the organizations objected to these methods as too personal, unstructured, and risky for people who work together.

Responding to these concerns, in 1967 Stuart Atkins, with Allan Katcher and Elias Porter, developed the Life Orientations® Survey and the beginnings of the Life Orientations® Method based on the work of Erich Fromm, Carl Rogers, and Abraham Maslow. By early 1968, the Life Orientations® Survey received its maiden presentations by Atkins and 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 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, Atkins and Katcher extended the Life Orientations® Method into Life Orientations® Training, with six developmental strategies—Confirming, Capitalizing, Moderating, Supplementing, Extending, and Bridging. To simplify the language and aid memory, the Life Orientations® trademark was shortened to LIFO®, a contraction of LIFE Orientations.

Atkins and Katcher soon found the demand for LIFO® Training outstripped their delivery capacity, so they started licensing organizational trainers in the LIFO® Method and developing printed LIFO® Training workshop materials. In 1976, Katcher began to focus his LIFO® practice internationally, appointing agents in many countries, while Atkins directed his practice in the United States.

Since then, the LIFO® Method has 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 the largest user of LIFO® Method in the world. BCon, as it is also known, purchased Allan Katcher International, Inc., and Stuart Atkins, Inc., and merged them in 2001 into BCon LIFO® International, Inc., to combine the worldwide reach and expertise of the two companies.