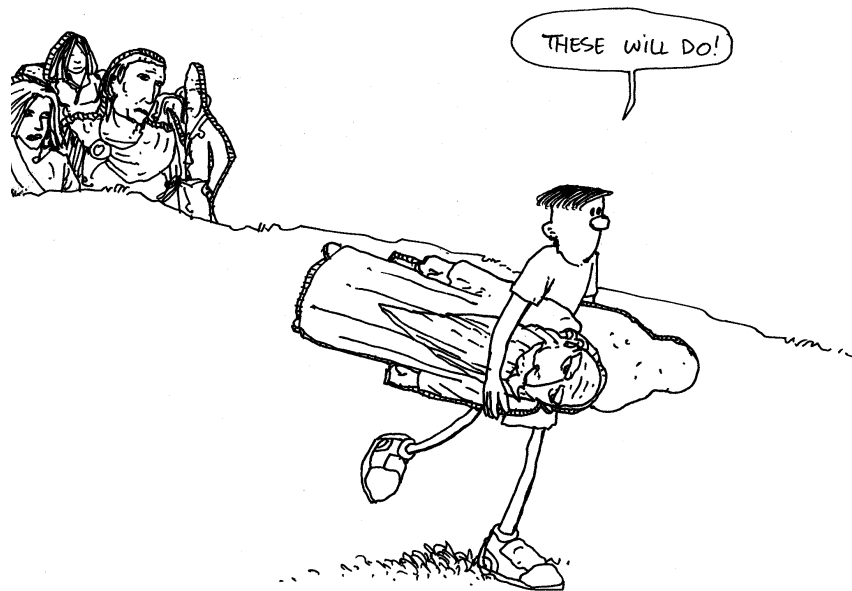


Dynamics as Personality Styles

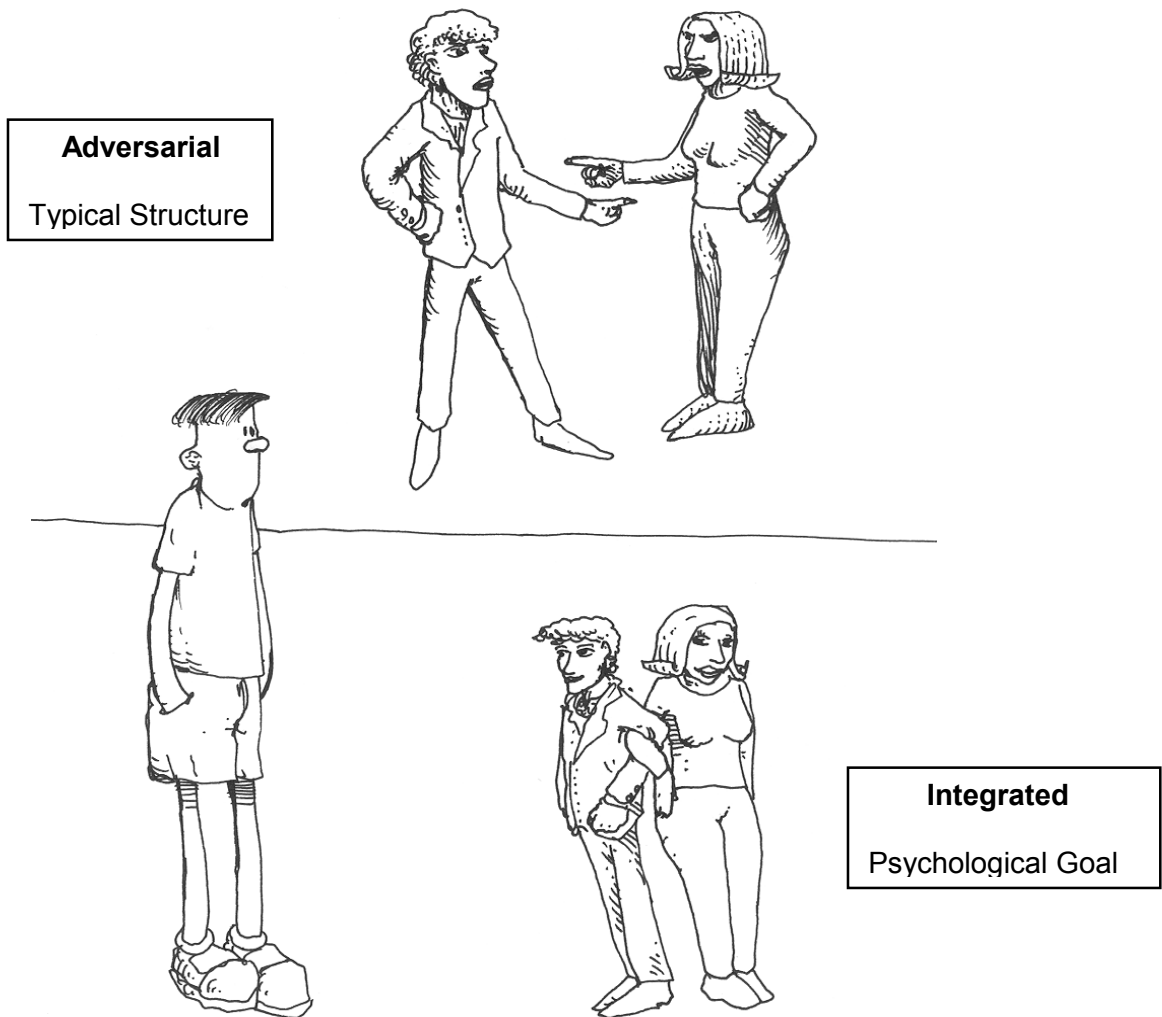
All nine of the dynamics unfold to some degree in all people. Furthermore, the unfolding of each dynamic influences the development of the other dynamics. This is a very complex interactive process that creates not only unique individuals, but forms the basis of similarities. An ideal personal psychological goal would be to refine each dynamic and improve its effectiveness so that one may better interact with one's environment. In this way one could potentially lead a richer and ultimately more fulfilling life. However, this is truly an ideal since most people never embrace this difficult task but instead manifest a couple of major dynamics and the remaining dynamics achieve minimal to moderate development. At that point their personality style or psychological structure becomes synonymous with a few major dynamics and they take over or monopolize their entire personality. For those majority who succumb to this fate, their potential is limited, the remaining dynamics may atrophy and the person becomes significantly more predictable, more rigid, less unique and not near as intricate.



Ralph selects his major dynamics and leaves the others behind

As critical as working on each and every dynamic is to the development of the person, this is not the whole picture as one strives toward selfhood. Recall that all dynamics, with the exception of the first, are in direct conflict with their diametrically opposing dynamic. Thus every power dynamic is balanced by an opposing bonding dynamic. The primary power dynamic (i.e., Performer), which is the exception, is opposed by one's immediate environment. Hence, one must not only refine each dynamic to stand alone but one must resolve the intrinsic conflict between the pairs and attempt to create a synthesis or coalition of the two where they function in a more collaborative and complementary fashion.

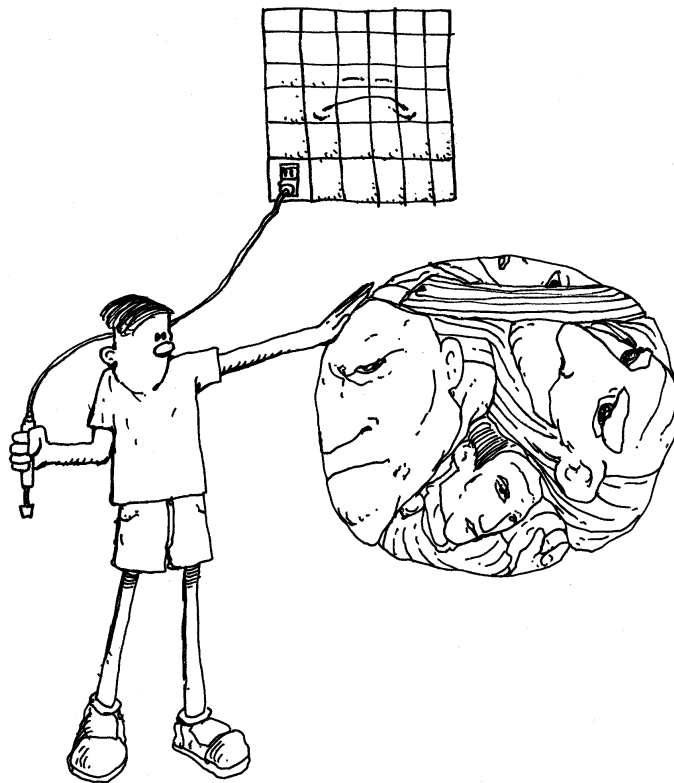
Consequently, there are two parallel forces where one must refine each dynamic in and of itself and also work to integrate the disparate pairs into a higher order synthesis. One process is to separate each dynamic as an entity and more deeply define the dynamic by using it as a tool or method to interact with one's environment. The complimentary process is to minimize the differences between the power and bonding dynamics and strive to integrate them into a unified whole. This is partially achieved as the person expresses both the power and bonding dynamics with equal ease and moves between them unconsciously and without emphasizing either dynamic. Of course the ultimate human goal is the final integration of all nine dynamics into a complete synthesis, where the person has access to extremely fine shades of dynamic meaning but his efforts are always natural.



Ralph sees the distinction within each pair and wonders how they might be integrated

This almost impossible goal stated in other terms is a drive to fuse the ego components into one whole but paradoxically continue to develop, to the fullest extent possible, each individual dynamic. At this point the superior person becomes whole and interacts not as a particular dynamic but as a unified whole. One may ask where

and how these dynamics become more refined and the differences between them blend into composites. The integration effort requires an increasingly difficult journey to plumb the depths of the unconscious and bring those hidden elements or fears into conscious awareness for each dynamic. Hence, any particular dynamic grows by making conscious what was unconscious. The differences disappear by resolving the basic paradoxes within and between dynamics. The ego, which is the conscious "you", grows by symbolically taking from the Self, which is not only the ego but the entire unconscious matrix. You can directly use the ego but you may not directly use the Self. As the ego becomes a larger part of the Self, by replacing unconscious issues with a conscious understanding, your ego grows and becomes more refined. You are not inflating your ego (i.e., the Egoist dynamic) but you are refining your understanding of who you are so you have greater control of yourself. This is the source of all growth.



Ralph taps into the unconscious matrix (Self), developing his ego and growing personally.

As one can see not only is there a need to develop the ego which is mostly conscious but to include more unconscious material from the Self. However, since the ego is a subset of the Self, it never becomes fully integrated since some regions of the unconscious never become conscious (e.g., defense mechanisms and archetypes). Put another way, the part (Ego) can never fully understand the whole (Self). Hence, our potential development is limited. But don't despair, most people seldom get anywhere

near this ideal point but instead become synonymous with the two or three dynamics which they display with great regularity.

In summary, the human ideal is an integration of the personality dynamics regardless of the cultural or societal values associated with the dynamics. That is, the goal is not to exclude parts which are considered "inappropriate or bad" from a cultural perspective but to drive toward total Self knowledge and embrace all dynamics. The chance of any person fully differentiating each dynamic, then fully integrating all nine dynamics and also making the unconscious processes, conscious is inconceivable. Hence, the goal is not to reach the endpoint but to start the long journey and manifest as much of your potential as is possible. This process is known by various names such as individuation, self-actualization, transcendence or total human integration. It is not a realistic endpoint but our projection of what this state could be is the creation of man's gods. They are omnipotent, omniscient and omnipresent and our anthropomorphic concepts of god are a manifestation of this ideal. However, for humans, ideals or our gods become the perfect forms which cradle our goals and give meaning to our lives.

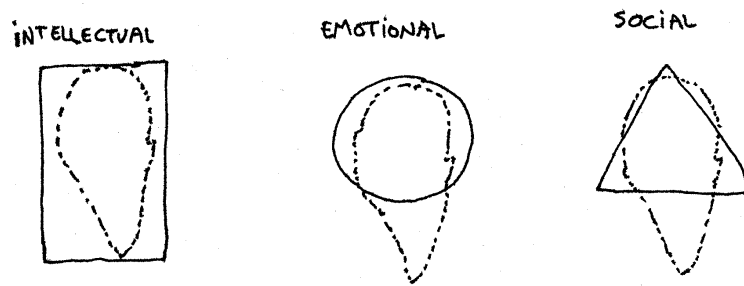
Usually, most people do not differentiate each dynamic to a greater and greater degree while simultaneously working on integrating all of the dynamics. The more usual approach is to "select" a few dynamics and use these for interacting with the total environment, regardless of context or the circumstances. Hence, the person develops an overt style and people characterize that person as being a dynamic (e.g., he is "a leader type and under pressure he becomes a tyrant so he must be a Leader"). People intuitively use their own understanding of this dynamic as a benchmark to judge or predict the behavior in others. For example the leader's main concern is fear of domination so he would translate many people encounters as a struggle between "ruling versus being ruled". Additionally, since his "personality type" (e.g., a Leader) is a second stage dynamic his primary concern is interacting in the social arena, so most of his efforts will unfold in a social setting.

It would be very unusual to find only one dynamic being continually emphasized. Most people will emphasize either the power or bonding dynamics as well as a primary stage (i.e., physiological, egoic, social or cultural). That is, they will pick a general arena and emphasize the appropriate dynamics. Hence, power might be the primary focus with an egoic emphasis. The person would then emphasize the Egoist and would struggle with its counterpart dynamic (i.e., Relating). Then secondarily one might move toward social situations and emphasize the Leader or away from social interaction and accentuate the introverted cultural dynamic in the form of the Theoretician. This combination of dynamics would "represent" much of his personality.

Typing might be a good analogy of the typical process whereby a person concentrates on a few dynamics and becomes those dynamics. When a person first learns to type, he has ten fingers available for use. He can refine the capability of each finger in an increasing way and to be skilled, the fingers must learn to play together so that each finger can unconsciously type and not worry about which finger is responding to which keys. However, poor typists, select one, two or possibly more fingers and utilize these to type all the letters. That is, they are fast with these fingers and the others seem to get in the way. Hence, by analogy there is a concentration on certain dynamics that become more refined and in essence define the total personality. This is

how the person interacts in all spheres of his life whether they are social, intellectual, emotional, spiritual or aesthetic.

Obviously, certain dynamics are better equipped to operate in a given sphere of life. Hence, as one concentrates on developing a particular dynamic at the expense of others, his ability to use this dynamic increases and when he is in an appropriate life sphere his sophistication seems apparent. For instance, if one spends most of his time working on the Theoretician dynamic, he does very well in school and people are usually impressed with his ability. However, when he tries to use the Theoretician in an emotional or social setting, he comes off as being awkward, intellectual, stilted and quite unsophisticated. Hence, his social ability to relate to others and understand their feelings (i.e., bonding not power dynamics) will be more analytical and intellectual rather than appropriately emotional and sensitive.

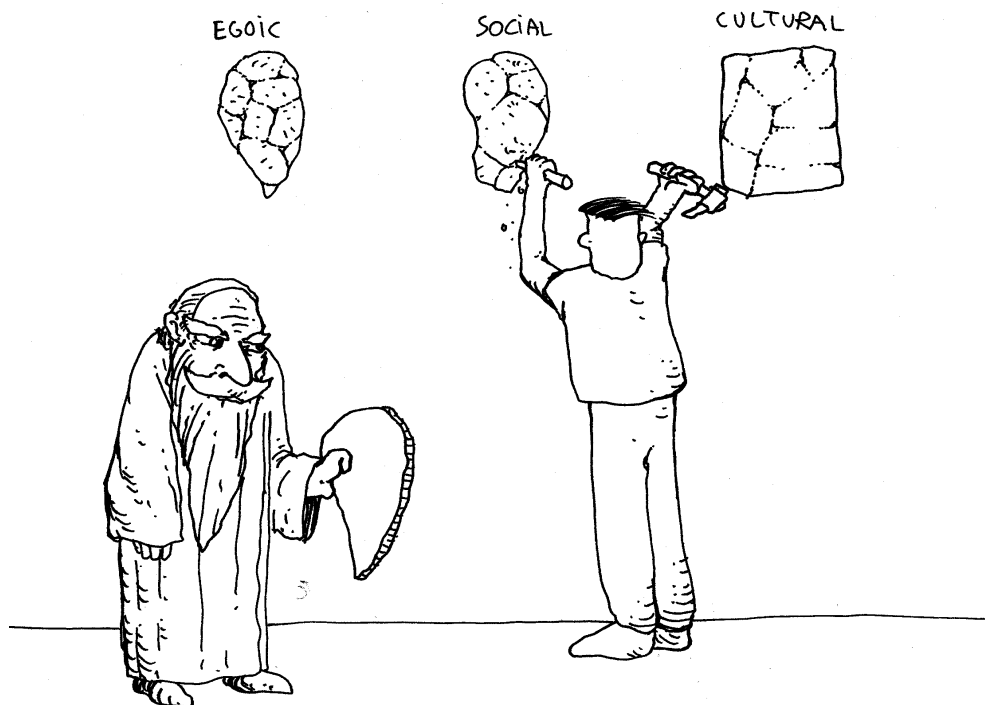


Theoretician
fits well in some life spheres and not very well in others.

Ralph finds that his major dynamic works well in some settings and poorly in others

Another less common alternative is to utilize most dynamics but find that all are in various states of poor development. That is, rather than differentiate them into finer shades of meaning and capability, each is kept at a more primitive state and is utilized in an almost fixed fashion. Continuing with the typing analogy, some people may learn to use all ten fingers but each finger is relatively unsophisticated and has not been "well practiced" on an individual basis. Hence, relative to those who have concentrated on individual exercises for each finger, your use is unsophisticated. So while a person uses all of his fingers or dynamics, the ability of each finger or dynamic is very marginal. Consequently, while he may use the appropriate dynamic in the appropriate life sphere or setting, the sophistication and depth of that dynamic is not very developed.

Usually it is enough to get by, but the person's performance in any life sphere is mediocre because people only have so much energy to put into self-development. For example, you may appropriately use the Theoretician dynamic in an intellectual exercise and the Mediator in helping to resolve a conflict between people. However, you might not have performed as well as a person who "specialized" in using a particular dynamic and has a greater degree of talent. While your overall use may be more appropriate, it is highly unlikely that all of your dynamics are developed to as great a degree as those of a person who only develops his Theoretician dynamic. However, in a situation that only deals with social conflict your approach will be "better" but you will not do as well as the "only Theoretician person" in an intellectual exercise.



Ralph "forces" many life situations to conform to his major dynamic or Theoretician

Most people are composites of a few dynamics that are preferred, over-used and have become solidified into a quasi permanent structure or style. As a person becomes more at ease with a particular dynamic and utilizes it more often, he finds that his preferred dynamic(s) seems appropriate in many different life situations. That is, even though it may not be the best dynamic, he is so comfortable using it that he will bend the life sphere to accommodate his preference. After continued use of a few dynamics, the others move into the background or remain unconscious and become inferior for conscious use. Other dynamics become more refined, sophisticated, over-used and solidify the person. The selection of what dynamics to emphasize or use is seldom a conscious choice for anyone. Typically, it is related to one's physiology, early childhood upbringing (e.g., some dynamics work well and met needs while others seem to fail), life traumas (e.g., one uses a major dynamic and suffers a life trauma which causes them to change dynamics) and culture (e.g., Western cultures support power dynamics for boys and bonding dynamics for girls).

As stated above, concentrating on a few dynamics is typical and is often reinforced by a person's environment. The advantage of this developmental approach is that the person becomes fairly sophisticated and astute in certain life spheres and is capable of interacting with his environment and meeting his needs. The disadvantage is that the inferior dynamics will exert an increasing unconscious influence on the person and his ability to interact with his environment. Hence, as certain dynamics atrophy from lack of use, part of the individual starts to die in the sense that it goes back into the unconscious matrix or never emerges in the first place. This prevents the person from striving toward the developmental ideal which is refining all dynamics. That is the ultimate psychological goal and is the only way to achieve a full integration of the Self.

Instead the individual may become a rigid structure or personality style, who is fixated and limited in his ability to grow beyond a certain point. He may or may not experience psychological difficulties depending upon his values, his personal insight, his own struggle for meaning and which dynamics are utilized in his quest for wholeness. Ironically, society is seldom concerned about this process and supports the marginal development of the individual because it allows for a better collective control by society. For example society often "forces" people into certain social roles (e.g., mother) and professional roles (e.g., engineer) that emphasize some dynamics at the expense of the others. Therefore, society rewards lopsided individual development but achieves a societal balance where each person may suffer developmentally.

What follows in the next two chapters is a discussion of each dynamic, not as a process but as a psychological structure or personality style that influences and shapes the personality and usually fixes one's ability to interact with his environment in very specific ways. Very few people are pure structures (i.e., only one dynamic) since it would be extremely difficult to survive in most complex environments which demand some type of performance in several life spheres. However, most people emphasize the power over the bonding dynamics or visa versa and then pick a few dynamics and supplement them with a weak dynamic from the non-dominant side (e.g., Bonding).

As you review these structures, you will notice certain dynamics seem to define you and other people that you know, quite well. You will also see dynamics that are alien to your nature and seem far from the mark of anyone you may know. If your insight is fairly good, those dynamics that fit you best are most likely your dominant dynamics. If

your insight is poor, your spouse and friends could collectively tell you what dynamics you emphasize. Rest assured though, they will not want to tell you any more than you want to hear. And for all people, those dynamics that you find most alien are probably unconscious and may be a source of either personal problems or life spheres where you are uncomfortable so you avoid them or use a less effective dynamic.

The following format is used to outline and describe all of the dynamics: Under each dynamic, there are eight (1 - 8) concepts that place each dynamic within the whole personality. The next seven concepts (9 - 15) "define the nature and origin of each dynamic as if it was a "singular entity." Overall, these 15 descriptors describe each dynamic as if it was a fixed Personality Style.

1. Name: of each Dynamic which can become a **Personality Style**.

2. Concept: The "concrete" manifestation of each dynamic (e.g., Superego in Manager).

3. Stage: What stage triggers the dynamic.

Stage 0:	(pre-consciousness or physiology)
Stage 1:	the Egoic or Psychological
Stage 2	the Social.
Stage 3	the Cultural (Introverted and Extraverted).

4. Expression: The major driving force of the dynamic or its primary motivation.

5. Paradox: The paradox or conflict that drives the dynamic. This is the basic struggle that gives each individual dynamic its balance.

6. Emotion: The most primitive but powerful emotions arise from the earliest dynamics and the most complex and refined emotions arise from the latter ones. The expression of emotions is so varied because it is a composite of the basic "emotional atoms" of each dynamic as well as the repressed emotions.

7. Antithesis: There is a Meta-conflict or unifying process in all life forms. It is between Power (aggression or death) and Bonding (love or life). The overall life force is a dynamic equilibrium of both and every dynamic has a power or a bonding focus.

The antithesis is the opposite dynamic that counteracts, modifies or balances the stated dynamic. A power dynamic, with the exception of the Performer, always has as its antithesis a bonding dynamic. The same applies for the bonding dynamics since one cannot exist without the other. The Performer dynamic's antithesis is the environment itself.

8. Fear: The major fear, pain or anxiety that underlies the dynamic. Avoidance of this fear becomes the driving force or motivation that forces each dynamic to manifest itself. The fear is what the dynamic tries to overcome.

The next section is a description of the Dynamic as a Personality Style and illustrates how a person might act if he was made up of only of this one dynamic. Of course, this is an extraction and reification, so it would be highly improbable to find a person who was composed of one overt dynamic and the others were unconscious. However, when one views a dynamic in isolation, it is easier to see how the motivations, fears and conflicts that underlie the dynamic manifest in actual overt behavior.

All dynamics will exhibit the following additional descriptions:

9. Origin: This is a "likely development or supporting environment" that caused the dynamic to become primary or a critical manifestation in a person's life.

10. Unconscious Conflict: This is a statement characterizing the unconscious conflict that dominates the person and hence, defines much of his striving. It directs, modifies and gives power to the person's action.

11. Neurotic Conflict: This is the more conscious conflict that seems to drive the person's behavior. With some insight the person may be able to recognize this conflict as creating and maintaining some of their behavior.

12. Primary Motivations: Motivation is separated into two major areas suggesting that there is a healthy or mature component and a pathological or stressed component that motivates much of a person's behavior. The degree of mature behavior to stressed behavior is related to the person's degree of adjustment.

A) Mature: The usually desired manifestation or goal of each dynamic.

B) Stressed: The stressed which may be positive (e.g., to protect the person) or negative (e.g., pathological response to a benign environment).

13. Sophistication of Dynamic: The persons ability to differentiate and integrate the dynamic to produce healthy behavior. The higher the degree of sophistication the greater the manifestation of mature, evolved and productive behavior.

A) Mature: Overt traits if the dynamic was integrated to this point. This is the healthiest level and indicates a "striving toward". Seldom, if ever, does anyone reach this pinnacle, since it's the goal of personal development.

B) Normal Sophistication: Traits that are the more typical manifestation, with both positives and negatives appearing depending upon environment, physiology and other factors (e.g., a chance to develop and grow).

C) Diffuse or Unsophisticated: Traits that are typical of stress and regression either due to fear, external trauma, or inadequate development. Typical of either a fixation or a lack of development, which is another name for psychopathology (i.e., psychological maladjustment to an environment).

14. Emotions: Defines the characteristic emotions that the dynamic plays out. These are the emotional factors that help discriminate among the dynamics in use. It gives a much fuller definition to concept six stated above.

15: Relationships: An example of how the dynamic interacts in a major social sphere of power (e.g., relationship with authority) and bonding (e.g., spousal relations)

A) Authority: How the dynamic, as a personality style, relates to those in authority or accepts authority.

B) Spousal: How the dynamic, as a personality style, relates to one's spouse. What do the private and personal relationships look like.

The best way to understand a person's behavior would be to understand the person's composite makeup. That is, if it was possible, it would take the following form:

Name of Dynamic	% of Dynamic	Conscious Expression		
		Mature (M)	Normal (N)	Diffuse (D)
1-Performer	A%	Ma * A%	Na * A%	Da * A%
2-Egoist	B%	Mb * B%	Nb * B%	Db * B%
3-Relating	C%	Mc * C%	Nc * C%	Dc * C%
..				
..				
9-Aesthete	I%	Mi * I%	Ni * I%	Di * I%
Total =	100%	Mature %	Normal %	Diffuse %

For example, using the above chart the person may have 20% of the Performer dynamic (i.e., A%) and it may be composed of 25% that is Mature (i.e., 5% of the total - which is 25% times 20% = $Ma * A\%$), 50% that is Normal (i.e., 10% of the total) and the remainder is Diffuse. This would continue in this fashion until the entire person was allocated in all possible combinations. Then if you understood the person's makeup where the sum total would be all that he is and you understood any event, you could predict his behavior.

Of course this is in theory only, since it is next to impossible to say a person exhibits 35% of the Performer and of that 25% is mature, 50% is normal and 25% is diffuse. However, people with reasonable self-insight will be able to see their primary dynamics and may be able to get a rough feel for how mature, normal and diffuse they are for each dynamic. A word of caution is that those with less mature dynamics may find it more difficult to effectively judge the maturity level of those with greater maturity. That is because those with inferior or underutilized dynamics often cannot recognize these as being primary dynamics in others (e.g., a primary Leader may find it hard to recognize a Loyalist) and harder still to recognize the other bonding dynamics.

In any event, this is a very useful way to think about yourself and others. By way of illustration lets look at a concrete example. A good approximation of the model would be an analysis of the book's protagonist, **Ralph**:

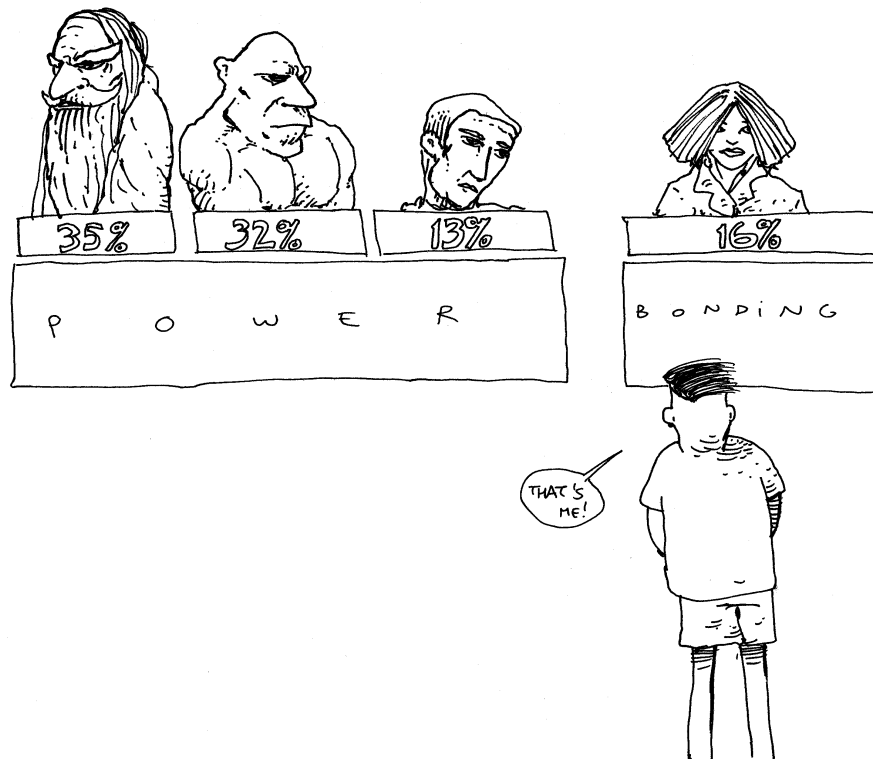
Stage	Power Dynamics	%	Bonding Dynamics	%
Physiology	1. Performer	32%		
Psychological	2. Egoist		6. Relating	
Social	3. Leader	13%	7. Loyalist	16%
Culture - Extravert	4. Manager		8. Mediator	
Culture - Introvert	5. Theoretician	35%	9. Aesthete	4%
TOTALS =		80%		20%

Ralph's primary emphasis is **Power** so he has more problems with the bonding dynamics and finds it harder to see these issues and relate in a loving fashion. His primary connection is **Cultural** (Dynamic 5) with the concept of **Mind** being the most developed and is expressed through a "need for Control of". Secondarily he is connected to **Physiology** (Dynamic 1), so he is very energetic and expresses this through **Activity**. Balancing his dynamic on the power side, is the **social bonding** dynamic (Dynamic 7) that creates **Other trust**. It is individually balanced with Dynamic 3 which creates Self trust. Hence his greatest overt struggle is most likely within the Social arena (Dynamics 3 and 7) and his personality focus is one of a highly energetic mind that seeks to control events around him.

You could go on and draw more conclusions because of his emphasis on certain dynamics, what areas would give him the most problems (e.g., he has no emphasis on the egoic dynamics, numbers 2 and 6, so his self concept may be very ambiguous, a major defensive concern or even a none issue). In order to move to this next step you would have to understand the mix of his mature, normal and diffuse conscious expression within each of his dynamics. Then a clearer picture would unfold since it would give you a feel for how "confident" he was in using each dynamic. For instance:

Dynamic Number	Total % of Dynamic	Conscious Expression		
		Mature	Normal	Stressed
POWER				
1. Performance	32%	A%	B%	C%
3. Leader	13%	D%	E%	F%
5. Theoretician	35%	G%	H%	I%
BONDING				
7. Loyalist	16%	J%	K%	L%
9. Aesthete	4%	M%	N%	O%
TOTAL of Represented Dynamics	100%	47%	35%	18%

Most of Ralph's overt behavior is guided by dynamics 5 and 1, as stated above. Additionally 47% is mature, 35% is normal and 18% is diffuse. Hence, he is in pretty good shape for who he is [i.e. 82% is mature and normal]. Now you have a better feel for which dynamics he uses, what he avoids and of those dynamics he uses how integrated they are. Now you could read the "Dynamics as Personality Styles" in the next two chapters and get a good idea of Ralph's behavior. Overall, this is the strongest possible working model of Ralph's personality.

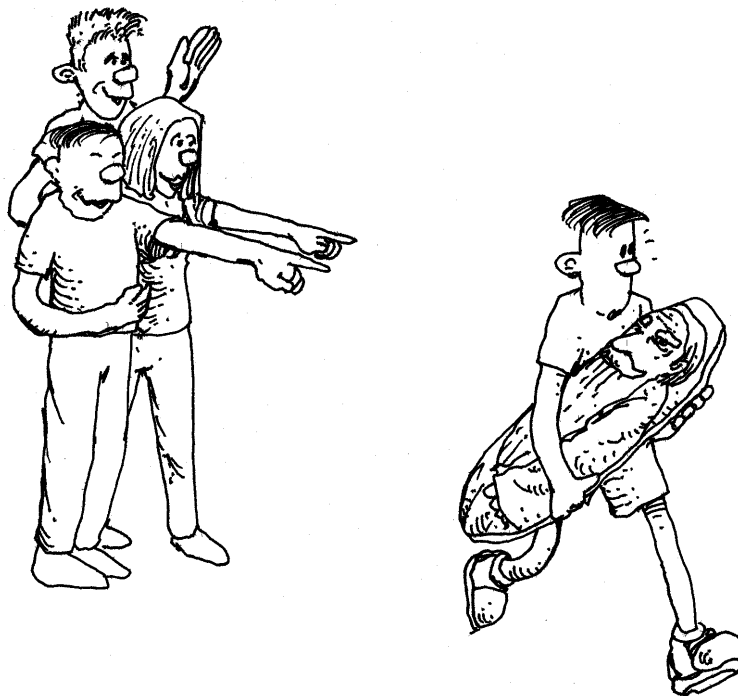


Ralph sees himself and now begins to understand his Personality

Now, once you know a situation and how stressful it might be for Ralph, you could predict his responses with a fair degree of accuracy. That is, the dynamics that he uses influence what he sees as important in any situation and those dynamics tell you how he reacts. The point of understanding a person's behavior is not to predict it with a mathematical sense of clarity, but rather it promotes a richer understanding of yourself, others and one's reactions in different situations.

There will be the skeptics who will say the degree of complexity is so high that the possibility of predicting any person's behavior is so low as to be not much better than chance. This is ludicrous, because if this was the case everyone would be forever surprised about his own behavior and the behavior of others. Whether we realize it or not we already have primitive behavior models and use them on a continual basis. Furthermore, many of us update and refine these models (perhaps not formally) and they often become more accurate unless they are based on our own distortions.

If this was not so, people's behavior would be random and could not be rational (i.e., we could not predict it at all and everything would be a surprise). What is offensive to most people is that some other person will "psychoanalyze" their behavior and be able to manipulate and control them. And the most scary and horrendous possibility is that someone may understand things about you that you don't even know! Well rest assured, this already happens on a daily basis. Ralph's purpose is to provide the intelligent and interested reader with a better model, or in any event, a model that explains some things about this delightful and complex creature called man.



Ralph, with a sense of vulnerability, leaves with his Self-model so others won't see him exposed