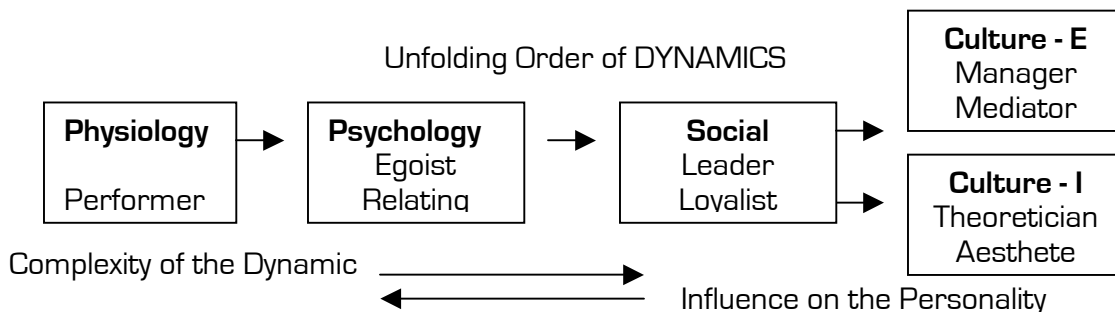


## Why you are You!

The diversity of normal people within any culture speaks to the developmental potential and complexity of the normal personality. It is not difficult for people to scan their family or friends and determine certain areas where people are similar and other areas where people are dramatically different. As we look at others we can learn to see the different emphasis on some dynamics over others. Additionally, we have to add the specific content of their dynamics and all this comes together to ultimately create a unique individual. The dynamics do not precipitate into a solid mass and create a person who does not change. However, certain structural manifestations occur and the individual becomes more or less consistent over time. As time moves on, most people, unless they make a radical change or experience a significant trauma, seem to become more "like themselves." The adage that it is difficult to teach an old dog new tricks or he is set in his ways, attests to the common observation that most people solidify rather than remain flexible and open to develop new potential.

The early dynamics have the most potent impact upon the personality but their force is spread over the remaining dynamics. The latter dynamics are more complex and diverse but have less impact upon the personality. However, they allow for the broadest range of differences among people. Developmentally, as people age they seem to change less and the reason for this is quite simple. If one considers a child of two, he will double his life experiences within the next two years. Consequently, minor events will have a significant impact upon how he views and interacts with the world. As he becomes comfortable with an operating style, he tends to interpret future events in ways that are similar to his early views. Therefore, as his personality takes shape and structure, new events are interpreted by existing structures. Hence, personal growth is not linear (in terms of any event having an impact) but it is heavily weighted toward the front end of one's life. Therefore, increasing solidification of the personality takes place as one ages and then one becomes less open to personality modification.

Recall that the dynamics unfolded in the stages starting from physiology, to ego development, to social, and finally into the four cultural dynamics. Hence, the early dynamics, because they allow the child to interact with his environment, have the most impact and will color the individual for the rest of his life. Therefore, even if a person primarily uses the cultural dynamics in interacting with his environment, there are still very strong undercurrents from his early dynamics. While these undercurrents may be covered over by a social and cultural morass, they are nonetheless present. Since the dynamics unfold in a common fashion, a person's utilization of the dynamics suggests a certain innate complexity.



As a person moves up the dynamic continuum toward the cultural end, his behavior becomes more complex to determine. For instance, if the person primarily emphasizes the external cultural power dynamic (i.e., Manager), you can guess that there is a social, an ego, and a physiological dynamic underneath that cultural dynamic but it may not be very obvious. Hence, when things are highly predictable without stress or more consistent with what the person has experienced in the past, he is more likely to act as an automaton. On the other hand, if he is under stress, cannot interpret the situation, or things change; he will rapidly move to a different dynamic and its manifestation will be translated by his cultural dynamic. However, the cultural dynamic is not the driving force in that situation.

For instance, consider a person who emphasizes the Manager, and finds himself in a highly conflictual situation but underneath his ego is inadequate (Egoist) and socially he is a covert tyrant (Leader). He realizes that crushing others to relieve his anxiety is socially unacceptable because both his superego (e.g., It is morally wrong to crush others) and his persona (e.g., It will make me look bad), will not accept this as a way to discharge his aggression. However, he may become tyrannical in his behavior when his superior is not present and since there is no one to sanction his behavior except subordinates, he shouts out rules and orders. However, even though they may appear to be coming from the Manager, indeed they are coming from an earlier dynamic. That is, the origin may be from the Egoist (e.g., I will not look inadequate in my boss's eyes) or the Leader (e.g., my subordinates should take pleasure in working for me and they should be loyal).

Usually the easiest way to tell when this phenomena has occurred, is the emotionality increases. That is, the person is less comfortable using an earlier dynamic, is less assured of the outcome but feels compelled to get closure, resolve the situation, and reduce his stress. Therefore, the energy to accomplish the job is not just one of rules and structure (Manager) but "goes through this dynamic" so it must be more powerful or aggressive. In the above case, if the Leader was the "driving dynamic" the person may just want to crush the people and not feel guilty. If it was the Egoist, he may be afraid that his boss will find him inadequate to manage so to save face he will manipulate or do whatever he must to avoid embarrassment. The point is that even if you know what dynamic(s) a person tends to use, you may be fooled. But remember, where there is excess energy, there is an earlier dynamic operating underneath.

### ***Reviewing the Dynamic Connections***

The first dynamic or the Performer, sets the tempo or the energy level of the person. Some people are intense and energetic while others are casual and laid back. This has a far reaching impact upon how one approaches his environment whether it is people, concepts, emotions, or anything else. A moderate level of energy may be seen as a normal position. Of course, this is eventually culturally evaluated as being good or bad. For instance, in some Eastern cultures, the more laid back, reflective individual was historically held in high regard. In Western or highly competitive active cultures, the more intense and aggressive individual was held in higher regard. Consequently, the culture will inadvertently pass judgment on what energy level is most key to success or a positive sense of self-esteem.

From this base comes the Egoist which is balanced by the Relating dynamic. The Egoist allows one to develop an ego that has power, stands out and creates a self-concept that can be anything from extremely powerful and grandiose to inadequate and pathetic. Again we see the impact of cultural influences. In Eastern cultures that historically emphasize the group over the individual, the emphasis on the Egoist is low and less critical than it is in Western cultures that emphasize a person's self-concept, their self-esteem, and promote a rugged sense of individualism.

The balancing dynamic or the Relating, promotes attachment and develops the rudimentary concept of love directed at others rather than at one's self. In societies or situations where these types of positive and collaborative relationships are important, the growth of the Relating dynamic is supported. On the other hand, in situations where individualism, self-confidence, and a solid self-image with minimal dependency is critical, the Egoist is held in higher esteem. How these two manifest themselves, the resolution of the paradox between the two dynamics, and ultimately the importance of these dynamics in the functioning of the individual, leave a clear influence on how that person operates through much of his life. How one resolves the tension between these two dynamics can result in **Mature love**. The basic assumption is that all true forms of mature love must be based upon a self love as well as a love for another.

As the person moves into the social arena, he can either take charge through the Leader dynamic or he can give to others and support their efforts through the Loyalist dynamic. Rather than focusing on the person and "what is inside", the focus is on his ability to operate and exist in the social arena. Hence, if the society downplays social relationships, this dynamic pair may be less critical. Of course, if the society downplays social relationships and the individual unfolds in isolation, no one would know about him anyway. Therefore, like it or not, all people are strongly influenced by the social dynamics and the cultural interpretation of those dynamics.

For instance, certain societies expect men to lead and women to be more docile. As the child grows up, potential stereotypical behaviors are supported or punished based upon sex and the authorities interpretation of the culture. In addition, the connection with the previous dynamics allows for and influences the manifestation of the social dynamics. For instance, if a person emphasizes the Leader, he can do it in a number of ways. If he is grandiose, he may be less concerned about others and only see them in terms of what they can do for him. If he is inadequate, but still expresses the Leader, he may cover up his inadequacy by being overtly ruthless and tyrannical in his approach. If he is intense, he can be intense in his leadership style, or if he is laid back, he can be more casual and supporting. Or if the Relating dynamic has a strong influence it may dictate the degree to which he feels comfortable giving to others and supporting their growth. It becomes clear that there are many possible combinations that arise just from the few dynamics presented so far and these in turn will support a leadership or a following style.

The resolution of the two social dynamics results in some sense of **Social-confidence**. All people must interact with others and operate in some type of social setting. Hence, how they get along with others, their relationships, how they meet their social needs, how they treat others and how others treat them are important factors in a person's sense of social-confidence. While people have a near infinite possibility for

a social and personal style, many needs are met in the social arena. Hence, meeting these needs and impacting others helps to create a sense of who we are.

Continuing to move up the developmental continuum, there is an emphasis on either the internal or the external world. If the emphasis is on the internal world, the child concentrates on the internal cultural dynamics. If the emphasis is external, the opposite occurs and the child's focus is toward the external aspects of his culture. Assuming an external orientation, the child can focus on an intellectual self-control or an emotional fitting in with others. If the need to control his own behavior relative to some standard is strong and there is an intellectual focus, one emphasizes the Manager. If the emphasis is on the situation and an empathic response rather than the standards at all costs, the Mediator is emphasized.

These dynamics differ from the social dynamics because rather than the "force of the personality" dictating social behavior there is an introject of cultural rules, orders and expectations which act as benchmarks to guide and focus a person's behavior. A strong emphasis on moral and social rules develops the superego and/or persona. All people must relate to some degree in "a structured external world" or culture, however it may be defined. Consequently, all people develop a superego and persona. Some will emphasize the importance of the situation, the feelings of those involved and react in a bonding, supportive and collaborative fashion with others. This orientation is one of harmony and feeling rather than rules, structure, and protocol. One is dictated by the head, stressing logic, and analysis. The other is dictated by the emotions stressing feelings and concepts that promote harmony and well being. The balance between these two dynamics results in a sense of personal **Integrity** where each person has the option to interpret the rules of his culture (they were made by people so they are not infallible and absolute) and choose to act solely by those rules or in a compassionate fashion, modifying those rules.

If there is an emphasis on an internal cultural as opposed to an external cultural orientation, the child moves toward the Theoretician or the Aesthete. If a need for power and control is of greater importance and drive, then the Theoretician is emphasized. If passion and affect is more influential, the Aesthete will dominate. Again, culture influences the manifestation of these dynamics and will act to restrict a person's options. Certain individuals at certain times in history or in a given class, are rewarded for exhibiting certain types of behaviors. However, the resolution of these two dynamics where one balances the Heart with the Head leads to a sense of **Wisdom**. Integrity appears in the external world, wisdom is personally known and felt.

The overall development is that each dynamic builds a foundation for the next dynamic stage and yet is retroactively influenced by the unfolding of all dynamics. This is a pretty chaotic and extremely complex process. However, at any point in time the personality can be frozen, analyzed and the component parts teased out. Those components that are more manifested in overt behavior, tend to remain as the stronger dynamics and gain in power and influence over the personality. Hence, for most people three or so dynamics and their interaction define most of their personality and relationship with the world at large.

Whatever side they emphasize, whether it be bonding or power, the other side will be inferior in its manifestation. Additionally, if a person emphasizes the earlier

dynamics, his behavior will be easier to read and will appear to be more predictable. The ultimate being the Performer which can create a person who is intense and expresses a great deal of activity in whatever they do. This behavior seems to be the bottom line of all their behavior whether it is intrapsychic, interpersonal, or even cultural. That is, they throw themselves into life and actively engage.

### ***Dynamic Energy, Vectors and Stress***

Another way of looking at these dynamics and their interaction and focus is to form a matrix composed of the "type of energy" and where that energy is directed. First the type of energy is a "desire to master or relate to a situation" so there is an investment of energy in one of three basic forms:

1. CONTROL Over      Desire to master or control
2. ENERGY Focus    Desire to invest in or contain
3. FEELINGS toward    Desire to emotionally invest in

Then given the energy source or type there is "vector" or something that this energy is directed toward. There are three basic vectors:

1. SELF                      Focus on the Self
2. OTHER                    Focus on Others
3. CULTURE                  Focus toward the Culture/World

Together, the type of energy and the vector would form a matrix of the nine cells and each would contain a dynamic:

VECTOR	Type of Energy		
	Control Over	Energy Focus	Feelings
SELF	<b>(Manager)*</b>	<b>Performer*</b>	<b>Egoist*</b>
OTHER	<b>Leader*</b>	Loyalist	Relating
CULTURE	<b>(Theoretician)*</b>	(Mediator)	(Aesthete)

\* Indicates the Power Dynamics  
The Cultural Dynamics are in (Parentheses)

It follows that if you know your dynamics or those of another you can "sum" the emphasis and get a reading of that emphasis on type of energy" (e.g., Control Over) or "vector" (e.g., Self). That is, you could put your "percent use" of each dynamic in each

cell and sum in any direction. In essence you could talk about your primary energy type and primary focus regardless of the your dynamic constellation.

Additionally, using a similar matrix as the one above, one would expect a person's defensive structure to be similar to his "mastery" focus. That is, since one has a particular approach to the world that emphasizes certain dynamics one would also expect to see those same dynamics resurrected when things go wrong. Hence, when something goes wrong and the person experiences stress, he will find a way to cope with the situation and reduce his stress. Therefore, the form of energy used will also dictate a type of "coping response". Recall that the three forms of energy were and if stress enters the picture they become:

#### **Impact of energy sources under stress**

- |                 |  |
|-----------------|--|
| 1. Control Over | Desire to master or control → <b>Aggression</b>    |
| 2. Energy Focus | Desire to invest in or contain → <b>Anxiety</b>    |
| 3. Feelings     | Desire to emotionally invest in → <b>Hostility</b> |

Now when things go wrong in these spheres, the vector for the energy remains the same and following takes place:

1. Control over: Since one is blocked from mastering the situation, one becomes **Aggressive** and directs his energy to the  
**Thwarted control** apparent source of the difficulty. Aggression is a reaction to an inability to control or subdue.

a) SELF: The aggression is sublimated in ideal work where the person feels a sense of mastery and control. His  
**Compulsive** aggression is now reduced since he feels more in control. Hence, he "throws himself into his work".

b) OTHER: The aggressive impulses are directed toward others in an attempt to control them and crush their spirit.  
**Anger** Anger can be the first offense when a person starts to feel out of control

c) CULTURE: The aggression is intellectually and socially displaced or even denied. You may still do what you want (i.e.,  
**Passive-aggressive** exercise control) and deny your behavior or you may  
**Somatic Concerns** "stuff your angry overt feelings."

2. Energy Focus  
**Thwarted energy**  
(General Anxiety)

The energy is invested to prevent an unknown thing from happening. The manifestation is **Anxiety** and the goal is to expend energy to prevent feeling bad, or get anxious and you "flee the situation."

a) SELF:  
**Impulsive**

The anxiety is repressed and comes out in activity where the person feels that if he keeps going and is active nothing bad will happen or if he stops he will have to face his fear.

b) OTHER:  
**Anxiety**

The anxiety is free floating and is a fear that others will somehow hurt you, reject you or abuse you in some fashion.

c) CULTURE:  
**Obsessive**

The anxiety is repressed and the problem is constantly reworked to find the solution and reduce the anxious feelings. It must have a solution.

3. Feelings:  
**Thwarted Feelings**

The energy is the feeling of **Hostility** that is directed toward someone or something. Aggression is a physical desire to injure whereas hostility is a feeling of hate that may be anything from disgust to arrogance.

a) SELF:  
**Suspicion**

The hostility is personally felt so I am suspicious that someone wants to do something to me or hurt me. Hostility is thinly veiled aggression or controlled aggression where one is afraid to overtly act.

b) OTHER:  
**Suffocation**

The hostility is turned into its opposite where the person "showers the person with attention and love" but really harbors hostile/hateful feelings toward the person. The more you "love" (suffocate) them, the less likely they can do anything to you.

c) CULTURE:  
**Depression**

The hostility is directed toward the self for having feelings, being vulnerable, empathic or fearful that one will never adjust to an otherwise beautiful world. This is also anger (aggression) turned against the self and you "hate" yourself and who you are.

Together these defenses can be represented in the same matrix given above for the dynamics but the energy is now turned into its stressful counterpart. This can now generate some "psychiatric diagnoses" that fit with the dynamics.

## Stressors in the Dynamics turned into Psychiatric Diagnoses

VECTOR	Stressful Energy Resulting in:		
	AGGRESSION	ANXIETY	HOSTILITY
SELF	Compulsive	Hypomanic	Narcissist
OTHER	Psychopath	Anxiety Neurotic	Hysteria
CULTURE	Passive Aggressive Somatic Concerns	Obsessive	Depressive

One may look to their "primary dynamics" to find their particular defensive style or one can also look to their "known defensive style" to determine what dynamic may be ineffectual in coping with stress. In other words, the dynamics that are the least emphasized are often where people fall down and feel a sense of stress.

### *Utility of the Model*

In summary the utility of this model, even though it is complex, is robust. That is, what may appear to be crazy, unusual, or strange behavior emanating from someone we know or thought we understood, will make sense most often if it is interpreted using this model. Additionally, this model could be used in any number of situations:

1. It could be used on a personal basis where the individual looks into himself, attempts to understand his personality and decides what he likes/ dislikes about himself. By better understanding himself, he may be able to influence his development.
2. Another possibility is to use the model in intimate social relationships. For instance, between spouses where there is a difference of opinion, philosophy or style. By understanding the different dynamics and how they interact, it can clarify opinions and promote a better understanding. Hence, you can develop methods for working on personality conflicts or even irreconcilable differences.
3. Use it in the business world. By evaluating leadership styles, that are usually found on the power side, one can talk about promoting positive relationships or even reconciling disconnects between superiors and subordinates. Give an individual feedback about his style and allow for some corrective action.
4. This model should have a dramatic impact on the diagnosis/treatment of neurotic problems. Most psychological problems and many interpersonal problems stem from the manifestation of these dynamics. Rather than using a diagnostic code that is static and gives a label; one can understand the movement of the dynamics.
5. Used for fun, by gaining insight into why you are you which is pleasurable.