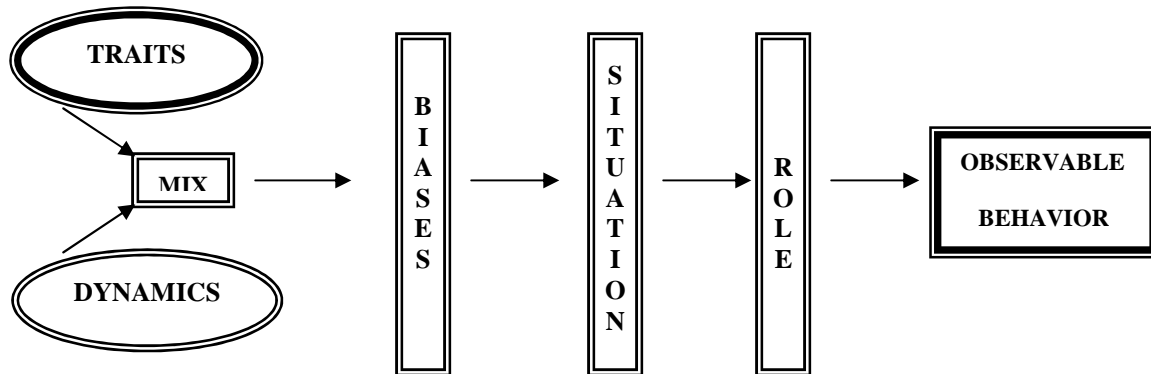


Relationships of the Factors in your Digital Couch



1) **TRAITS** are overt behaviors that others witness in social situations and take the form of behavior patterns like Dominance, Warmth, Extraversion, Rule-driven and Openness. There are 30 TRAITS in the MEP (1 -30), 2 Regression scores (Management and Leadership) and 2 Value scores (Relativism and Absolutism). These factors tend to be more overt than Dynamics but depend upon the Biases.

2) **DYNAMICS** are underlying motivations that drive your behavior toward certain goals. It may be Egoism (doing things that make you look good), Loyalist (joining something that you need to feel part of), Theoretician (seeking an intellectual pursuit where you feel control) or any of the other 6 dynamics.

When Dynamics are frustrated you exhibit **DEFENSES**. The defenses associated with the above dynamics are Suspicion (question motives of others to protect yourself), Anxiety (signal that your security is threatened) and Obsessiveness (reworking something to eliminate anxiety). There are also 6 additional Defenses.

MIX is the balance between Dynamics and Traits and determines which is the major driver of behavior. Some people exhibit a Trait regardless of their motivation. For example, they are always aggressive regardless of the value of the setting. Others first assess the setting to see if it is important (i.e., the issues content is personally motivating) and then they exhibit the Trait. Your MIX score is found in Biases Section and is the DYNAMIC USAGE (DU) or how much you use Dynamics. The remainder is your Trait usage. Both add to 100%.

Example: Mike is aggressive at home, work or with friends. He will argue most points. He is very competitive and is willing to butt in. Mary, an engineer, is aggressive when it centers on her area of technology otherwise she is more accepting. Mike and Mary have the same Trait dominance score but Mike has a low DU (is TRAIT driven) and Mary has a high DU (is DYNAMIC driven so she analyzes the IMPORTANCE and then REACTS).

BIASES: This affects what you normally show to others. For example, as you become more Socially Covert (change your behavior depending on the situation) or show an Ideal Employee bias (change based upon a culture), you are harder to read (less willing to show overt psychological behavior).

SITUATION is when a person reads the specific setting (e.g., superior present vs. only friends; being praised vs. criticized) and then decides to produce or constrain their overt behavior (Traits you see in reaction to a situation). They in essence “may override” their personality. Some people modify their behavior based on situation. Others don’t. A High Socially Covert score picks up this tendency.

Example: Marcia is aggressive toward her subordinates and deferential around her superior. Bill is very open with his subordinates and “too open” (not politically astute) with his superior. Marcia is Socially Covert, Bill isn’t. Mike drops his more profane vernacular and “prankster attitude” at work (High Ideal Employee) whereas Susan seems the same at work as when she is having a beer with her friends (Low Ideal Employee).

ROLE: is when a person feels they must respond with “prescribed behavior” that is characteristic or expected in a certain social role (e.g. subordinate, superior, father), functional role (e.g., sales, accounting), professional role (e.g., attorney, physician) or in a given culture/setting (e.g. company culture, church). Rather than situational, it is more long lasting (e.g., a persona or **ROLE** or façade that a person “shows” when in role). A High Ideal Employee picks up this tendency. This is also found in those with a high Manager Dynamic score where a person strives to control their behavior relative to some Norm set (can be socially acceptable or undesirable) and their capacity to do this is related to their self-esteem.

Example: Sue does not modify her behavior and believes “what you see is what you get” so she is herself in most settings. Robert is so aware of his role that people at work feel he is too staid and formal and try to joke with him that he should “lighten up” and be himself. Robert has a high Ideal Employee, Sue does not.

Mary always wanted to be a physician and made extreme sacrifices to achieve her goal. She is formal in the role, insists others should call her doctor, is very tough on medical students for “not living up to her expectations” and is a caricature of the role even in informal settings where others even mock her behind her back. Mary has a very high Manager dynamic where the physician role “defines who she is and what is valuable to her.”

Mike teaches at a small junior college and had a very promising career at an Ivy League school but gave it up because it was too confining and did not offer “academic freedom.” He has a very high Manager dynamic and feels strongly that he is an anarchist and must always display this behavior or he is giving into the establishment and his self-concept is based on being a renegade. He also has a low Socially Covert and Ideal Employee score.

General Interpretation Principles

- **Trait** scores between 40% to 60%, usually suggest the situation drives the behavior
- High/low **Trait** scores usually drive behavior (e.g., aggressive, extraverted)
- **Traits** may conflict (aggressive and warm) making behavior more complex
- **Traits** are easier to see but are almost always motivated by Dynamics (e.g., intellectual feel)

- **Dynamics** are always present and “trump” traits in stressful/unusual situations.
- Low **Dynamic** usage suggest less environmental reading (e.g., always aggressive)
- High **Dynamic** usage suggest situation scrutiny first (if important show primary Traits)
- Frustration, stress and situation novelty cause **Dynamic** focus and **Defenses**

- High **Socially covert** makes a person hard to read (consciously hide Traits – outcome driven)
- High **Ideal Employee** covers over Traits in “work setting” (hide Traits to fit in)
- High **Deny Dynamics*** make a person difficult to read where he/she is coming from
- High **Deny Defenses*** makes a person difficult to understand when they are under stress
- High **Psychology Overt** makes a person look like, “what you see is what you get.”

- **Situations** are always open for multiple interpretations (I thought you were...)
- **Situations** have components from Problem solving, personality, social and communication
- Low stress **Situations** are usually driven more by **Traits**
- High stress **Situations** are usually driven more by **Dynamics** and **Defenses**
- All **Situations** are influenced by group dynamics (other personalities)
- Some **Situations** have primarily a cognitive component on how to act (e.g., buying a car)

- **Roles** can fit the personality or be inconsistent with the personality
- The greater the **Role** discrepancy, the greater the stress
- **Roles** can be major components of self-esteem (e.g., component of the Manager Dynamic) giving one a caricature/persona feel.