Motivating Forces

John lives by his own set of rules. This is someone who demands the freedom to carry out his own plan of action and adjust it as he sees fit. When he knows what he is doing, he has sufficient independence to act on his own. At other times, when he finds himself in a situation outside the realm of his experience, he is comfortable asking the opinions of those he respects. He is careful in choosing which goals to set for himself. Aware of his limitations, he avoids exceeding what he feels he can achieve. He can handle some discord, but if it goes on for long, you can expect him to become very unhappy. After a certain point, he is likely simply to walk away from the situation.

Personal Dynamics

Getting him to take a position and stick to it is a major undertaking. He would rather keep his options open and see if something bigger and better pops up. There are times when he may be viewed as somewhat flippant or capricious, as he often appears to make choices off the top of his head without carefully thinking them through. If he could be a little more pragmatic it might save him from making some errors of judgment. His ability to adapt to a wide variety of circumstances makes problem-solving smooth sailing for him. He simply does whatever needs doing at the moment, rolling with the punches and bouncing back as strong as ever. When it comes to accomplishing what he wants to get done, if the going is not too tough, he keeps plugging away. However, when faced with too many impediments, his energy tends to dissipate and he may not have the determination to see things through to completion.

Ego Strength

John may hesitate to take on new responsibilities and challenges if he can't be sure of succeeding in meeting them. His self-confidence should be sufficient, as long as life doesn't offer too many difficult challenges. Maintaining self-discipline and self-control takes a lot of willpower, of which he currently seems to be in rather short supply. His
attention may be easily diverted into more interesting activities than what was originally on the schedule. It's not an easy choice for him to make, but there may be times when he will bend his principles to some degree. More than likely, those times will be when he is feeling under pressure from his social group, and his conscience will probably suffer for it. It doesn't seem to trouble him too much if his accomplishments go unrecognized. A sense of personal pride seems to be enough reward for him. Living his life without a lot of fanfare, his self-esteem is well enough developed for him to know what he wants and how to get his needs met.

Defenses & Controls

Whether he is joyful, angry or upset, everyone around him knows it. He keeps his feelings in check as much as he can, but without an appropriate outlet, sooner or later those strong feelings will erupt in a burst of emotion. Slightly reserved at first, he is inclined to test the waters, one toe at a time, before rushing ahead. When he is sure of himself he is more comfortable venturing into new areas. He is not the envious type, but seems generally satisfied with what he has. He doesn't make a habit of collecting a lot of stuff just so he can say he has it. Although John has some concern about the way things look, he is probably not interested in devoting vast amounts of time and energy trying to make everything perfect. He knows when to quit.

Intellectual Style

Satisfied with readily accessible information, he is willing to accept what he is told without spending a lot of time searching out and analyzing the data. Even though his feet are on the ground, John occasionally escapes into a world of dreams for short periods. He is comfortable using his imagination, but doesn't get carried away with it. When there is disagreement or argument about a matter, he takes an impersonal stance and considers all the issues. That way no one can accuse him of not being objective. He prefers to maintain a conventional status quo and takes time to investigate innovative ideas before accepting them. When a concept seems to be founded in logic and common sense, he is open-minded enough to give it a chance. His interests are not only limited to physical pursuits. He has the capacity for participating in some stimulating mental activities and balancing them with more realistic functioning. When it comes to being original or innovative, he would rather conform to
the established order of things. He may not be interested in creating something entirely new.

**Communication Style**

Keeping a sense of humor helps him to see the lighter side of things. By refusing to take things too seriously, he can sometimes even help others overcome a bad mood. He is not exactly secretive, but when it is important to do so, he is likely to keep private information hidden. He knows where to draw the line between sharing and keeping quiet, using self-disclosure prudently. Although he is diplomatic and tactful in most situations, if he feels strongly about a matter, you can expect him to come right out and say what's on his mind. He is not the sort to bluntly say what is on his mind without first considering who he is talking to. If he knows that the other person is very sensitive he will usually be more diplomatic.

**Interpersonal Style**

He is quick to respond in emotional situations. His warm, open manner makes it easy to read what is going on inside him. Because he respects others' personal space, he also has a balanced view of his own place in the social structure. That is, he knows where to draw the line when it comes to contact. When he experiences painful incidents such as rejection, his responses are usually within a normal range. He might pull in his horns and hide for a while, but is able to work through difficult emotions within a reasonable time frame.

**Work Style**

He is the type who could walk around all day, looking for his glasses, when they are resting on top of his head the whole time. His absent-mindedness suggests someone who is more attracted to whole concepts than the nitty-gritty details. He seems to meander along, doing whatever comes next, rather than setting specific goals. Spending too much time on wishful thinking and not enough on acting, he quits before he has a chance to get ahead. By waiting for opportunity to knock on his door, rather than actively seeking it out, he may miss out on some good breaks. Fairly energetic and productive, he needs to get the work done before his vitality runs out. He will do
what is required, but probably not a lot more. He values supportive team-members, as well as finding opportunities to be supportive of others. He wants everyone to like each other, and when they do, he finds it easier to be a contributing member of the group. His outlook is essentially conservative, but that is not to suggest he is unwilling to explore new notions. He may not rush to embrace a daring idea, but is gracious enough to listen to other beliefs and consider making changes.