Figure 1. *Leadership Agility: Riding Our Elevator to Positively Influence Ourselves and Others*
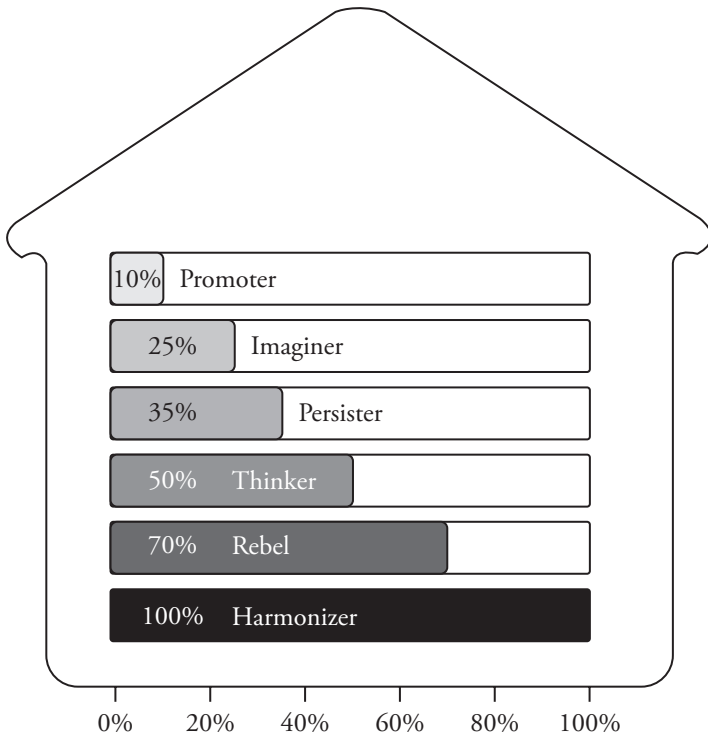
Figure 2. *Kayla's PCM Profile*

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Table 1: The Six Kahler Types, Perceptual Frames of Reference, and Typical Words and Phrases

Personality Type	Perceptual Frame of Reference	Typical Words and Phrases to Look For
Thinker	Thoughts	I think, options, data, time frames, who, what, when, where, facts, information
Persister	Opinions	I believe, in my opinion, we should, respect, values, integrity, admiration, commitment, dedication, trust, virtue
Harmonizer	Emotions	I feel, I am comfortable with, happy, sad, love, care
Rebel	Reactions	I like it, I hate it, I want it, I don't want it, Wow!, sounds like fun
Imaginer	Inactions	I imagine, not sure, wait for more direction, hold back, easy pace, my own space, need time to reflect, don't want to rock the boat
Promoter	Actions	Let's go, make it happen, go for it, the bottom line, do it

Table 2: The Six Kahler Types, Character Strengths, What They Prize, and Hidden Bias

| Personality Type	Character Strengths	What They Prize	Hidden Bias
Thinker	Logical, responsible, organized	Data and information	People who don't think clearly
Persister	Conscientious, dedicated, observant	Loyalty and commitment	People who aren't committed
Harmonizer	Compassionate, sensitive, warm	Family and friendship	People who don't care about others
Rebel	Spontaneous, creative, playful	Spontaneity and creativity	People who are boring
Imaginer	Imaginative, reflective, calm	Privacy and their own space	People who want to interact all the time
Promoter	Adaptable, charming, persuasive	Self-sufficiency and adaptability	People who don't take initiative
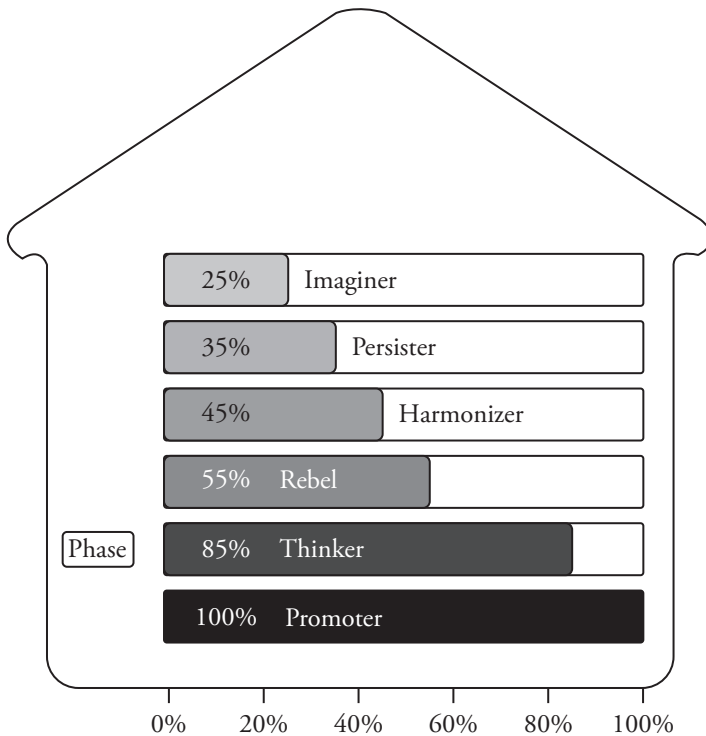
Figure 3. *Pauline's PCM Profile*
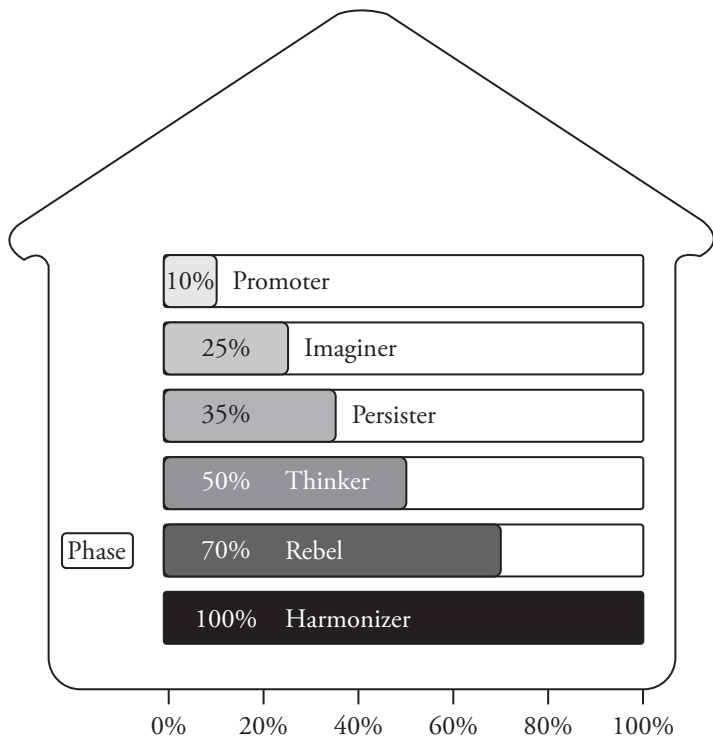
Figure 4. *Kayla's Personality Profile with Phase Floor*

Table 3: Personality Phase Types, Phase Issue, Positive Modus Operandi, and Dilemma

Personality Type	Phase Issue	Positive Modus Operandi	Dilemma
Thinker	Grief	I am a natural planner.	It is my duty to fix things, plan things out, and be sure that there are no surprises. Because of the unpredictable nature of the world, and of people, I lose control of life. Losing things (including time spent) is sad.
Persister	Fear	I am a natural protector.	It is my duty to protect my family, my company, my employees, and my constituency. Because of the unpredictable nature of the world, and of people, I can't always fulfill my duty perfectly. This is frightening.
Harmonizer	Anger	I am a natural caregiver.	It is my duty to show compassion, nurture others, and promote harmony. Because of the nature of humanity, people do mean things, sometimes even on purpose. I feel angry about that.
Rebel	Responsibility	I am a natural funster.	It is my pleasure to enjoy life, play with others, and create new things. Because I make mistakes, and because the world wants to count on me, I experience expectations. I feel responsible and it's very uncomfortable and restrictive.
Imaginer	Autonomy	I am a natural dreamer.	I relish the vast wonder of my imaginative mind and freedom to go there. Because I have to get things done and because people often leave me alone, I feel the pull to get out of my imagination, get into the real world, and get moving. I feel very uncomfortable with this kind of autonomy.
Promoter	Bonding	I am a natural doer.	I take great pride in my self-sufficiency to make things happen and take care of business. Because the world doesn't always move at my pace and people want to get close to me, I feel tied down. Being emotionally reliable and present with another person is very uncomfortable.

In PCM, Phase issues represent the connection between a particular Phase in a person's personality and the emotional issue that is relevant for them at that time in their life. Modus operandi represents the basic approach to life of that personality type. The dilemma is caused by a mismatch between the Phase issue and modus operandi of that personality type.

Table 4: Personality Phase Types, Phase Issue, and Cover-up Behavior

Personality Phase Type	Phase Issue	Cover-up Behavior
Thinker	Grief	Rigid micromanaging, obsessive and compulsive behavior around even the smallest issues of time management, orderliness, and money, and a critical attitude around how lazy and stupid everyone else is
Persister	Fear	Suspicious preoccupation, problems with trust, self-righteous arrogance, and pessimism
Harmonizer	Anger	Losing confidence and self-esteem, taking things too personally, getting depressed, and turning anger on self instead of expressing it assertively
Rebel	Responsibility	Blaming, complaining, sarcasm, and anything else to avoid taking ownership for feelings and behaviors
Imaginer	Autonomy	Avoidance, isolation, and a sense of insignificance
Promoter	Bonding	Negative drama and manipulation to push people away and position self as superior as a way to avoid feeling close

Phase issues and cover-up behavior are correlated. Cover-up behavior is often a sign that a person is not dealing authentically with their Phase issue.

Table 5: Personality Phase Types, Phase Issue, and Affirmations

Personality Phase Type	Phase Issue	Affirmations
Thinker	Grief	It's okay to feel sad when you lose time, opportunity, and relationships. Contrary to what you might think, grieving these losses is the key to regaining your effectiveness as a leader. It's okay to get help if you can't do it on your own.
Persister	Fear	It's okay to feel afraid when you care deeply about protecting your people and organization. Contrary to what you might think, authentically experiencing this fear without attacking anyone is the key to regaining your integrity as a leader. It's okay to get help if you can't do it on your own.
Harmonizer	Anger	It's okay to feel angry when people behave inappropriately to you or the people you care about. Contrary to what you might think, expressing this anger authentically and assertively is the key to regaining your compassion as a leader. It's okay to get help if you can't do it on your own.
Rebel	Responsibility	It's okay to take ownership over things, even if you make mistakes. Contrary to your impulses, owning up to your behavior is the key to regaining your creativity as a leader. It's okay to get help if you can't do it on your own.
Imaginer	Autonomy	It's okay to make autonomous decisions. Claiming your power is the key to regaining your imagination as a leader. It's okay to get help if you can't do it on your own.
Promoter	Bonding	It's okay to get close to the people on whom you depend, as frightening as it might feel. Contrary to your impulses, this is the key to gaining the loyalty and support of your team. It's okay to get help if you can't do it on your own.

Affirmations are self-statements that give permission and guidance around authentic expression of Phase issues. This can often reduce or eliminate the cover-up behavior.

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Table 6: Personality Base Type, Preferred Communication Channel, and Implications for Leadership

Personality Base Type	Preferred Communication Channel	Implications for Leadership
Thinker	Requestive *Asking*	The Requestive channel is a mode of communication that uses questions and answers to exchange data and information. Thinker Base types prefer to be asked about their thoughts. They prefer a Democratic leadership style that invites their ideas. Using the Directive channel with them can invite stress and miscommunication.
Persister	Requestive *Asking*	The Requestive channel is a mode of communication that uses questions and answers to exchange data and information. Persister Base types prefer to be asked about their opinions. They prefer a Democratic leadership style that invites their opinions. Using the Directive channel with them can invite stress and miscommunication.
Harmonizer	Nurturative *Caring*	The Nurturative channel is a mode of communication that uses empathy and validation to invite someone to feel nurtured and cared for. Harmonizer Base types prefer to be nurtured for who they are as a person and share feelings. They prefer a Benevolent leadership style focused on how people are feeling. Using the Directive channel with them can invite stress and miscommunication.
Rebel	Emotive *Playing*	The Emotive channel is a mode of communication that uses playful exchanges to keep things lively and upbeat. Rebel Base types want to have fun and enjoy humor. They prefer a Laissez-Faire leadership style allowing them the freedom to be creative. Using the Directive channel with them can invite stress and miscommunication.
Imaginer	Directive *Telling*	The Directive channel is a mode of communication that uses directives to elicit behavior. Imaginer Base types prefer to be told what to do. They prefer an Autocratic leadership style that clarifies directives then allows time and space to execute. Using the Requestive channel with them can invite stress and miscommunication.
Promoter	Directive *Telling*	The Directive channel is a mode of communication that uses directives to elicit behavior. Promoter Base Types prefer to be told what to do. They are activated by an Autocratic leadership style that gets to the point and makes things happen. Using the Requestive channel with them can invite stress and miscommunication.

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Table 7: Positive Motivational Needs for Each Phase Type

Personality Phase Type	Phase Needs*	Details
Thinker	Recognition of productive work	Recognition of productive work means you thrive on achievement. You need to be productive and efficient. Planning and accomplishing tasks is intrinsically rewarding. You enjoy solving problems using your logical thinking skills.
	Time structure	Time structure means you value time and how it is spent. It is important for you to use your time efficiently and productively.
Persister	Recognition of purposeful work	Recognition of purposeful work means knowing you are doing what matters. Your work is a reflection of your values, so you are motivated when you can see evidence that you have contributed to advancing what's most important.
	Conviction	Conviction needs are about respecting your core beliefs and values. This happens each day when you make decisions about what you will and won't do.
Harmonizer	Recognition of person	Recognition of person means you need to know you are unconditionally appreciated for who you are as opposed to what you do. You love serving your team and organization when there's a safe, supportive, and friendly environment.
	Sensory	Sensory needs are about feeding the senses. You recharge by nurturing yourself with things that feel good, smell good, sound good, taste good, and look good.
Rebel	Contact	Contact means interacting with novel and stimulating things in order to get your creativity flowing. Movement, play, and unexpected interactions fuel your brain and give you energy.
Imaginer	Solitude	Solitude is about having unstructured and uninterrupted time to yourself with no expectations. In a crowd, or in a park, you can retreat to a quiet place inside to recharge.
Promoter	Incidence	Incidence involves a lot of action in a short period of time. Risk, excitement, and challenge are energizing.

* PCM Profiles provide extensive detail on specific strategies for meeting Phase needs. To obtain your own PCM Profile, visit SeeingPeopleThrough.com.

Table 8: Environments that Naturally Energize and
Challenge Each Phase Type

Personality Type	Energizing Environments	Challenging Environments
Thinker	Situations with clear structure, guidelines, chain of command, feedback, and linear flow	Situations with little structure, unclear chain of command and information flow, lack of feedback, large groups, emotional nuances, instability
Persister	Situations requiring ethical standards, moral authority, visioning the "right course"	Situations with shifting "rules of engagement," gray areas, contradictory data, and emotional nuance
Harmonizer	Sensitive situations with emotional nuance, requiring empathy and compassion	When asked to "be tough," "act like a man," or discouraged from talking about family and emotions or adding a personal touch at work
Rebel	Rapid change, with unpredictable external situations, when creative and flexible solutions are required	Rigid procedures, prescribed discipline, linear project flow, expectations, preaching
Imaginer	Low-stimulation environments, working alone, repetitive tasks, hands-on work	Situations with lots of people and conversation, emotional nuance, rapid-fire discussions, typical meetings
Promoter	Unpredictable fast-paced situations, when stakes are high and resourceful problem-solving is required	Slow pace, deliberate and structured problem-solving, lots of analysis, prescribed procedures, low-risk, emotional nuance

Table 9: Positive Phase Needs, Early Warning Signs, and Negative Attention Distress Behavior

Positive Phase Needs	First Degree Early Warning Signs*	Second Degree Negative Attention Distress*
Recognition of productive work Time structure	**I must be perfect to be worthwhile** You will experience a compulsion to show how perfectly you can think.	**Overcontrolling** You will believe that you are worthwhile and others are not worthwhile because they are lazy, stupid, disorganized, and/or irresponsible. As a result, you will attempt to exert more and more control to make people and things do what you want.
Recognition of purposeful work Conviction	**Others must be perfect to be worthwhile** You will experience a compulsion to correct the imperfections in others.	**Pushing Beliefs** You will believe that you are worthwhile and others are not worthwhile because they lack moral character and don't care enough about what's important. As a result, you will attempt to push your beliefs on people in order to protect them.
Recognition of person Sensory	**I must please you to be worthwhile** You will experience a compulsion to keep the peace at any cost.	**Making Mistakes** You will believe that others are worthwhile, and you are not worthwhile because you are undeserving. As a result, you will lose confidence in yourself and make mistakes that invite criticism from others.
Contact	**I must try hard to be worthwhile** You will experience needing to make extra effort to think clearly.	**Blaming** You will believe that you are worthwhile, and others are not worthwhile because it's their fault, not yours. As a result, you will avoid responsibility for your behavior and feelings.
Solitude	**I must be strong to be worthwhile** You will experience detaching from your thoughts and feelings, as if they aren't part of you.	**Withdrawing** You will believe that others are worthwhile, and you are not worthwhile. You may withdraw, avoid people, and isolate.
Incidence	**Others must be strong to be worthwhile** You will experience an urge to make others more self-sufficient.	**Manipulating** You will believe that you are worthwhile, and others are not worthwhile because they are weak. So you maneuver situations to take advantage of people.

* PCM describes three predictable and observable degrees of distress. The first degree of distress is the early warning sign. Second degree is when people get their needs met negatively. Third degree, characterized by depression and despair, is common for all types and is not listed on this table. PCM Profiles provide extensive detail on specific behaviors characterizing the distress for each type. To obtain your own PCM Profile, go to SeeingPeopleThrough.com.

Table 10: The Irony of Intent

Positive Phase Needs	Negative Phase Needs	Negative Intent (Modus Operandi)	Sacrifices	Intensifies the Phase Issue
Recognition of productive work **Time structure**	Overcontrolling	Control *The intention is to prevent any unexpected outcomes*	Morale and effectiveness	More **loss** of time and opportunity
Recognition of purposeful work **Conviction**	Pushing Beliefs	Power *The intention is to command absolute authority*	Respect and integrity	More **fear** of unknown threats
Recognition of person **Sensory**	Making Mistakes	Martyrdom *The intention is to smother people with help, then get rejected*	Self-esteem	More **angry** about all I've given and being taken advantage of
Contact	Blaming	Provoking *The intention is to get a negative reaction*	Spontaneity	Forced to be **responsible**
Solitude	Withdrawing	Isolation *The intention is to be left alone*	Imagination	No one is coming, only you can exercise **autonomy** to take the next step
Incidence	Manipulating	Supremacy *The intention is to dominate*	Glory	Ultimately, relationships and **bonding** are necessary for success

Each personality Phase type's primary intention is to get positive psychological needs met. In distress they attempt to get those very same needs met negatively. The self-justified modus operandi is an unconscious negative intention that leads inevitably into failure by reinforcing self-sabotaging sacrifices. As a result, the Phase issue is presented even more intensely.

Table 11: Steps for Seeing People Through When Distress Occurs

Step	Skills to Develop	Self-reflection Questions
1. Know your own distress	Recognize situations and interactions that invite you into distress. Become intimately aware of your typical distress behaviors.	• What situations require character strengths that are least developed in my personality? How do I respond? • When and where am I exposed to challenging environments? (See Table 8.) • What are my Phase (and Base) warning signs and negative attention behaviors? (See Table 9 and your personal PCM Profile.) • What do my peers, employees, and friends see when I am in distress?
2. Meet your needs	Recognize your Phase (and Base, if different) motivational needs. Develop habits and skills for meeting your needs in healthy ways every day.	• What are my Phase (and Base) motivational needs? (See Table 7 and your personal PCM Profile.) • How will I respond to distress by arranging to get my needs met positively? Who will I ask for help? • How will I proactively meet my needs positively every day? Who will I ask for help?
3. Recognize distress in others	Recognize situations and interactions that invite others into distress. Become intimately aware of others' typical distress behaviors.	• What situations require character strengths that are least developed in my employees, peers, family? How do they respond? • When and where are they exposed to challenging environments? (See Table 8.) • What are their Phase (and Base) warning signs and negative attention behaviors? (See Table 9. Ask to see their personal PCM Profiles.) • What do I see when they are in distress?
4. Feed others' needs	Recognize others' Phase (and Base, if different) motivational needs. Develop habits and skills for meeting others' needs in healthy ways every day.	• What are the Phase (and Base) motivational needs of my peers, employees, family? (See Table 7. Ask to see their PCM Profiles.) • How will I respond to their distress by offering their positive needs? • How will I proactively offer their positive needs every day?

Use the self-reflection questions in this table to guide your response when distress occurs. Apply these steps in order. Leaders cannot recognize and respond positively to others' needs when they are in distress, so steps 1 and 2 are always a priority. Refine as needed.

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Table 12: Driver, Examples, and Self-affirmations for Each Personality Type

Personality Type	Driver (Belief)	Examples	Self-affirmations
Thinker	Be Perfect	Overexplaining and overdetailing. *"What I meant to say, considering the options, is…"* *"Here's a list and three attachments."* *"I've put together a spreadsheet to review our options."*	• I am smart and I can think clearly. • When I stop talking, I won't lose control. Instead, I will gain the opportunity to learn what people really want to know. • Instead of being the expert, I can be a resource.
Persister	You Be Perfect	Asking complicated, rhetorical questions and pointing out what's wrong. *"Do you really think that was the best approach?"* *"I noticed you missed a spot."* *"Don't you believe we should call her first?"*	• I am dedicated and committed. • If I pay more attention to what's working, I'll get more of it. • If I'm a role model instead of a judge, I will have a greater impact.
Harmonizer	Please You	Becoming tentative. *"If it's okay, could we maybe turn down the music?"* *"I'm fine with whatever anyone else wants to do."* *"I guess, if you don't mind."*	• I am a caring, valuable person. • My needs and feelings matter just as much as everyone else. How people respond to me doesn't define me. • I can be a cheerleader instead of a peacekeeper.
Rebel	Try Hard	Can't think or articulate clearly. *"What? I don't get it."* *"Huh? This is hard."* *"What were we supposed to do?"*	• I am a creative person who can think clearly. • It's okay to ask for what I want and seek clarity. • I can use my creativity to find a solution and follow through.
Imaginer	Be Strong	Experiencing detachment from own thoughts and feelings. *"It occurred to me that…"* *"One wonders…"* *"It seems scary."*	• I am an imaginative person who can think clearly. • It's okay to tell others what's in my head. • It's okay to ask for time and space to reflect.
Promoter	You Be Strong	Expecting others to fend for themselves and toughen up. *"That's what happens when you wait too long."* *"If you can't hunt with the big dogs, stay on the porch."* *"You got this, right?"*	• I am a person of action who can make things happen for others. • Transparency takes bravery, and I can do this! • I can get more done by bringing others alongside me.

Table 13: Trust Question and Trust-building Tips for Each Phase Type

Personality Phase Type	Trust Question	Trust-building Tips
Thinker	Can I count on you?	• Provide them with plenty of data, time frames, and an outline of what you plan to do. • Follow through on what you say you will do, and keep them apprised of pertinent information. • Execute important steps in a timely manner.
Persister	Can I count on you?	• Ask for their opinions, hear their vision and share yours. • Demonstrate your loyalty to the bigger picture. • Follow through on your promises and commitments.
Harmonizer	Am I safe with you?	• Listen to their feelings, show you care about them as a person. • Avoid judgment. • Show them you like them for who they are and will support them emotionally, even when there is pushback.
Rebel	Am I safe with you?	• Be open to new ideas, encourage trial and error. • Avoid micromanaging or preaching at them about what they should or shouldn't do. • Accept them the way they are and give them an open space to experiment and create.
Imaginer	Can I count on you?	• Use explicit commands to elicit their imagination, for example, "Tell me what's on your mind." • Tell them exactly what you want them to do, then leave them alone to do it. • Give them the space and time to imagine new possibilities. • Don't expect them to socialize and brainstorm.
Promoter	Can I count on you?	• Cut to the chase and focus on immediate action. • Give them exciting, time-sensitive, mission-critical tasks. • Keep things moving and avoid getting bogged down in details.

Appendix

Use this guide to develop your own Process Communication Model Leadership Design. For the most accurate assessment of your own personality structure, go to SeeingPeopleThrough.com to obtain a personalized PCM Key to Leadership Profile. Use the information from your profile to assist you in filling out the worksheet below. If you don't have a PCM Profile, use the Resource Guides in each chapter to make your best guess as to your personality structure and current Phase. A downloadable version of this worksheet is available at SeeingPeopleThrough.com.

Would you prefer to work through this with the help of a PCM Certified Professional? Find one near you by visiting SeeingPeople Through.com.

MY PCM PERSONALITY STRUCTURE

Use the table below to indicate the order of the six Kahler personality types in your personality condo, starting with the Base at the bottom, moving up in decreasing order of importance and energy for you. Indicate how much energy you have in each floor (0–100 percent). Below the table, indicate your current Phase floor and corresponding Phase motivational needs. Consider Tables 1, 2, and 6 as guides.

Personality Type in Me	My Energy in This Floor

My current Phase floor is: _____.

My Phase motivational needs are: _____.

PART 1: MY PERSONALITY ROLE MODELS

In this table write in the six personality types in you, in the same order as your personality structure. For each personality type in you, identify a role model in your life who epitomizes the positive qualities of that type. Describe what you've learned to appreciate about that type from this role model, and how it serves you in leadership. Consider Tables 1, 2, and 6 as guides.

Personality Type in Me	My Role Model	What I Appreciate about This Type	How It Serves Me in Leadership

PART 2: MANAGING MY DISTRESS

In the tables below, identify your Phase and Base distress, being specific about observable behaviors that others can see, and you can recognize. Explain how it impairs you as a leader, and how you will manage it going forward. Consider using Tables 5, 7, 8, 9, 11, and 12 as guides.

My Phase is: _____.

My Phase Distress Behaviors	How My Phase Distress Impairs Me as a Leader	How I Will Manage My Phase Distress

My Base is: _____.
If Base and Phase are the same, skip this section.

My Base Distress Behaviors	How My Base Distress Impairs Me as a Leader	How I Will Manage My Base Distress

PART 3: MY DAILY ACTION PLAN FOR BEING SELF-FULL

Describe how you will positively meet your Phase and Base needs in a healthy way every day. Keep it realistic, including things you can actually do every day without compromising your relationships or responsibilities. Where appropriate, indicate who you will ask for help.

My Phase is:_____
My Phase Motivational Needs are:_____

How I Will Meet My Needs	Who I Will Ask for Help

My Base is:_____
My Base Motivational Needs are:_____
If Base and Phase are the same, skip this section.

How I Will Meet My Needs	Who I Will Ask for Help

PART 4: MY PERSONAL MISSION STATEMENT

Create a personal mission statement that leverages your unique personality to make a difference in the world.

My Personal Mission Statement

_____
_____
_____
_____