

SIZE
Success

EMPOWERING HUMAN RESOURCES

Hannes Sieber

**Communication and
Social Effectiveness**

Testpages

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Communication and Social Effectiveness

Test pages

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Version 1.7 – 2007

3-927323-18-7

978-3-927323-18-6

www.sizesuccess.com

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Test papers

Introduction

Hello and welcome to

"Communication and Social Effectiveness"

the SIZE Success Reader, and to invite you to learn all about the exciting SIZE Success Personality and Communication model.

It's new, easy to understand, has a scientific base and can be applied to real life straight away.

The SIZE Success model will help you to identify where your strengths, gifts and talents lie, enabling you to establish contact with others more quickly and to communicate your "message" more effectively.

In this reader, there are many opportunities for you to develop and extend the SIZE Success personality and communication model to meet your own requirements.

At the beginning of each section, there is a short story from the daily lives of Elisabeth and Andy. Following this, one of the concepts of the SIZE Success model is then explained in detail.

If you want a quick overview of the chapter content, you will find a brief summary at the end of each chapter, highlighted in grey as shown here:

**This is the summary.
For the fast reader ...
Or if you prefer it short and compact!**

I have marked special instructions or things to note as follows:

Please use the SIZE Success Reader

in the way that you find most convenient, useful and instructive. You do not need to work through the reader from beginning to end, although it will of course make most sense if you do.

Have a flick through the pages and when you find something that particularly interests you, stop and read that section.

If you want to take as many practical, concrete suggestions as possible from this reader to use in your daily life, work through the exercises, checklists and issues to think about what interests you.

They have to following format:



What I want to achieve with this reader ...

for myself

.....

.....

.....

.....

for my business life

.....

.....

.....

.....

with regard to contact and communication with others in general

.....

.....

.....

.....

You can of course get started straight away and enter your notes here



Test pages

You can enter all of your notes, thoughts and ideas directly in the reader and turn it into a personalised learning companion on your journey through the SIZE Success model.

If you would like to do this in a more structured way that gives a good overview, you will find a table on page 108 where you can enter your own additions to the model.

Your personal evaluation

In most chapters you can make your own assessment on which of the personality traits are most applicable to you and in what order. You can then perform your own personal evaluation on page 101.

The assessment section looks like this:

- Statement 1
- Statement 2
- etc.

You can enter numbers 1-6 in the circles according to how much the statements apply to you. Put a 1 next to the statement that most applies to you and a 6 next to the statement that least applies to you.

For example:

- ② A Statement
- ④ Something more specific
- ① Important
- ⑤ This is fun
- ③ Lets get to the end
- ⑥ The end

👉 **Quick reference overview**

On page 107 at the end of the reader, you will find a general overview, showing the key concepts of the SIZE Success Model in a table. This provides a quick overview as well as showing the information in a structured format.

So, have fun with the SIZE Success Reader. I hope that it helps you to learn lots of information and increase your knowledge, and that you enjoy using the reader and find the impetus to apply many of the principles to your business and personal life.



SIZE Success Personalities

It's Saturday morning at "Leshmo's Discount Giga-Pick". There are lots of car parks, lots of cars, lots of special offers, lots of people, some jostling, pushing and shoving, loudspeaker announcements, employees with pallets full of new "giga picks" and customers with unwieldy shopping trolleys and long shopping lists.

Elisabeth, who we will meet quite often in this reader, is still trying to finish her weekly shop. Near the tinned meat section she sees Ellie with her daughter Michaela. They both live in the same block as Elisabeth.

Michaela is about five years old. She makes a grab for something and takes one of the tins of fish off the shelf. Ellie tells Michaela off, who starts crying. They carry on down the aisle. Michaela takes something else off the shelf – vegetables this time. Ellie shouts at her again, Michaela cries and Ellie smacks her. Michaela bawls her eyes out. Three aisles away, a similar scenario is playing out. Rosie is with her daughter Dawn, who is about 6 years old. Dawn is trotting along next to the shopping trolley and having a good look at the shelves. Spying the washing powder she grabs a particularly colourful packet. Rosie takes it slowly from her and carefully puts it back on the shelf. Dawn cries. Rosie gives her a consoling cuddle and talks to the little girl in an obviously calming manner.

And what's happening over there by the dairy section? Elisabeth sees Karen there with her son Christian. Christian is also about 6 years old. They are strolling along the shelves with their shopping trolley. Christian takes a four-pack of "Kiddie Feast" and wants to put them in the trolley. Karen takes the colourful packet and studies the information on the back. Then she gives the "Kiddie Feast" back to Christian, who puts them in the trolley.

What has happened here? Why do these mothers all react so differently?

Different people have different reactions! Of course, they all depend on the particular situation, on past events, on the family situation, etc.

We are all surrounded by innumerable factors that influence our thoughts, feelings and actions every second of our lives. We are exposed to a range of stimuli which continuously have an effect on us and provoke reactions from us.

We experience in ourselves and in others a flexible and adaptable part of personality that can react appropriately to ever-changing situations. This is a part of us that perceives reality without filtering it and experiences the associated thoughts and feelings.

On the other hand, we experience in ourselves and in others parts of personality that appear to be relatively constant. In these cases, the situation and the possible triggers are generally not im-

portant – our reactions, thoughts and feelings are roughly the same. This is typically the case in stressful situations, when we are under external pressure or when we push ourselves and create our own pressure.

We therefore also have a second part to our personality, which responds with established reactions. These are behaviour patterns, thoughts and feelings that are known to us, are typical for us and, among other things, form our personality.

It is this second part that allows us to draw up a personality "map" of people's specific attributes, characteristics and behaviour patterns. This map helps us with orientation and to achieve access to others.

Such maps are an aid to orientation in the same way as geographical maps, but they are not reality.

A map can be very useful when planning a trip. We can see the distances, main roads, major junctions, hills, lakes, major rivers, etc. We can estimate the travelling time and even have a reasonably good idea of fuel consumption.

Some people can even plan their sandwich breaks in advance using maps.

As we all know, maps are not reality. If we trace our finger along the map across the Channel to France, then further south to the Cote d'Azur, maybe to Cannes or Monaco, the millionaire's playground, we are not "really" there!



The same is true of the SIZE Success personality map. These personalities help us with orientation. They are useful for giving us an idea about others as people and they give us hints on how to find access to other people in order to make contact with them.

A good map has a legend – an explanation of the symbols and colours used. The SIZE Success personalities also have specific "symbols" and categories.

These categories describe typical characteristics of the personality. In the SIZE Success Personalities Model, we will consider and describe:

- **Perception of reality**
How do I recognise "reality"?
How is the recognition of "reality" affected by different personalities?
- **Beliefs and doctrines**
What beliefs do I continually reinforce in myself?
What beliefs are typical for the different personalities?
- **Contact behaviour and "doorways"**
How do the six personalities establish contact?
How do I reach the different personalities by the most direct route?
- **Communication**
What patterns of communication are there?
How do I communicate successfully with the six different personalities?
- **Characteristics and strengths of the personality**
What are the typical characteristics and strengths of the six personalities?
How can I use my strengths and talents productively?
What are the typical, characteristic features of the six personalities?
How do I recognise the personalities in everyday life?
- **Needs and motivation**
What gives me psychic energy and motivation?
What are the needs of the six different personalities?
- **Contentment at work**
What do I need to be happy in my work?
What factors do the six personalities have in common and what factors are different for each to achieve contentment at work?
- **Behaviour under stress**
How do I behave when I have little psychic energy and I experience stress?
How do different people react under stress?
What are people's typical stress patterns?

Using these different categories and typical personality traits, we can identify six different personalities that can clearly be differentiated from one another. We can do this on the SIZE personalities map, but also in a much clearer sense in "real life".

The six personalities

Sensitive

The caring emotional person

Analyst

The conscientious thinker

Guardian

The watchful value-oriented

Creative

The humorous sociable person

Active

The active adventurer

Quiet

The highly imaginative observer

In summary:

SIZE Success differentiates between and describes six personalities:

Sensitive – The caring emotional person

Analyst – The conscientious thinker

Guardian – The watchful value-oriented

Creative – The humorous sociable person

Active – The active adventurer

Quiet – The highly imaginative observer

In the chapters that follow, you will gradually become more familiar with the characteristics and features of the different SIZE Success personalities. You will probably notice other typical characteristics and behaviour in yourself and in others, so here's a tip:

 **Always read and/or work through the description for all six personalities**

Then you will be able to draw your own conclusions and form your own ideas and hypotheses.

If you have only read and worked through two or three personalities you will probably submit to the temptation to recognise only the similarities to yourself and to overlook the bigger picture.

So, before you begin your journey of discovery through the six SIZE Success personalities, here's something to get you thinking.



Exercise

You may already have certain ideas about some of the characteristics of the individual personalities. Maybe you already have "pictures" of the personalities, or a feeling or mood for them. Or maybe you have some thoughts on the matter? Good, then as a start, why not record your "pictures" here. As drawings, keywords, however you want.

We'll continue on the next page!



Sensitive The caring emotional person	Analyst The conscientious thinker
Guardian The watchful value-oriented	Creative The humorous sociable person
Active The active adventurer	Quiet The highly imaginative observer

Test badges

Perception and Reality

Monday, 10:30 am. Elisabeth has already completed (or postponed) her most urgent tasks. Now she really has to make some progress with the Well-lax pro 90 F Plus project. The sales figures are not brilliant and there is little good news coming back from the Service Desk.

On the top of her pile is the message from Andy: "Hi Elisabeth. I've analysed the figures for the report period and listed them in the attached table. The first thing you can see is..."

And Andy goes on to describe in detail and with great precision where he sees the problems with the Well-lax pro 90 F Plus project. Elisabeth feels really weighed down by all the information. She puts the message with its many tables to one side.

Next she reads the memo from Ben. As well as all his basic notes, which Elisabeth has long been familiar with, he writes: "As I have mentioned previously, there are some fundamental values missing from the whole project. Well-lax pro 90 F Plus has no "mission", does not communicate a message, and does not stand out at all from the competition. As I identified at the start of this project, we need to..." Hmm, he is right about some things, but it's just the tone. Elisabeth always has difficulty with Ben's memos.

She realises that she hasn't heard from Rob yet. He always needs a bit of a prod. She calls Rob and reminds him to send back his thoughts from the service desk. It's a bit difficult talking to Rob: "Well, what do I think of Well-lax pro 90 F Plus, hmm...the customers, yes....? Yes, well, we need to wait until the market is ready for it. We can't force anything. Nothing at all here at the Service desk."

Elisabeth thanks Rob for his view on things and hangs up. She has always had a bit of a funny feeling about the Well-lax pro 90 F Plus project herself. Somehow she doesn't seem to have established a relationship with it, and she doesn't have any feeling for it at all. She does not feel really right about Well-lax pro 90 F Plus enough to be comfortable. No, she senses an uneasiness, an itch underneath her skin or something; it's just intuition. She can't find the right words to describe her perception and her feeling.

The morning passes by. At 11 am she gets a call from Michael: "What are you doing now about the whole Well-lax pro 90 F Plus issue? It seems to me that nothing is happening! No action at all on this project! What's Ben doing? And what about Andy's assessment? I want to see some results today!" Before Elisabeth can even answer, Michael has already hung up. He's always like that...sometimes she feels that Michael doesn't like her.

After this experience she can't stand being in the office on her own any more, so she goes down to the shop. In the lift she sees Carl from the Marketing department. He gives her a broad smile: "Hi there. I bet you've just had your daily rocket from Michael. Looks like it anyway...hee hee." Elisabeth tries to return the smile. She doesn't quite manage it...

Carl seems to take it all lightly: "Oh, don't worry about it. That stupid Well-lax pro 90 F Plus project. No-one likes it. It's got no kick to it! Really, just between us, in our department we had a good laugh about this heap of junk. The layout, the design – it's just not exciting! It's a load of rubbish, if you ask me..." Carl grins again and hops out of the lift.

Elisabeth is at a loss.

Different people can perceive the same situation in different ways. No-one perceives "everything". We all make an unconscious decision about what we perceive and what we want to perceive. There can be many reasons for this – whether we are more attuned to hearing or seeing; how loud or quiet or how conspicuous or not a stimulus is; how often a stimulus has an effect on us, what meaning it has for us and many other things. Our perception is also affected by our personality and can be strengthened or weakened.



Beliefs

Home time and finally a chance for Ben to indulge in his hobby and forget all about the Well-lax pro 90 F Plus project, for this evening at least. Ben is rehearsing with his friends in the band.

Not that he needs to rehearse, oh no, it's just for fun, he says!

As the double-bass player he provides the basic rhythm for the band. Or at least tries to. Sometimes this is open to debate.

Carl, his colleague is also there this evening. As a former professional musician, he gives the amateurs a few tips from his collected wisdom, or at least he likes to think so. He also plays the bass trumpet, or at least pretends to...!

Right now they are about to play a well-known piece from memory, without music. Ben hesitates – he can't think of a melody that he can play. Carl suggests "Gently falls the snow". Everyone knows that one and it's sort of still topical. Ha ha...!

Now Ben is annoyed: "No, no way! You can't play Christmas songs when it's not Christmas. It's virtually blasphemy..."

Nothing can calm him down. He's angry and he stays angry. All attempts to talk to him are pointless. He has his beliefs...

Carl gets himself a beer, a non-alcoholic one.

It is true that Ben has clear, defined and unshakeable beliefs. In this case about playing Christmas songs – when you can and can't do it. We can assume that he has other fundamental ideas and (life) beliefs that are important to him.



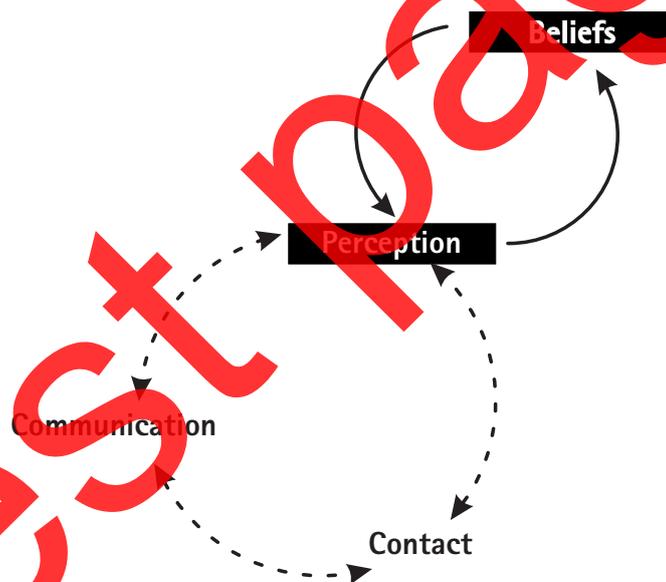
You probably already know yourself that most people have views, opinions and beliefs on a range of issues, which are pronounced to a greater or lesser extent and are sometimes deeply entrenched. Some people have more, others less.
We sometimes label these as prejudices.

These beliefs have a practical application. They help us in our daily lives, because they dispense with the need to think about many things. Some things are as they are and we have our own fundamental philosophy on them, our "parental messages" and our beliefs. Just like Ben won't play Christmas songs after Christmas.

How do we get these beliefs?

There is a relationship between our perception of the world and our beliefs. From our early childhood, we prefer to perceive those things that correspond to our beliefs and fundamental philosophy, and we often suppress the things that don't correspond. We then experience all the "corresponding" perceptions as confirmation of our beliefs. Our beliefs then have a direct effect on our perception and so on.

In this "cycle" we are constantly finding confirmation of our own beliefs and suppressing anything that does not correspond to them.



The content of our beliefs and the "strength" of them vary greatly from person to person. We can however, differentiate between three fundamental areas.

Contact

What a hectic day! Andy has already had a whole day full for stress, appointments, phone calls, urgent jobs, the Well-lax pro 90 F Plus project, and now he's got to run over to Michael and pick up the new DVDs. He bumps into Elisabeth in the corridor.

"Hi Andy, back from your holiday already? Nice to see you again!" says Elisabeth. "So, how was Portugal? Did you have a nice relaxing time? How are things today? You've got a great tan – it looks like you had a proper holiday..." "Yeah, yeah! I've got to go over to Michael quickly..." Andy replies and has already disappeared around the corner.

Elisabeth is slightly taken aback, shakes her head and goes into the canteen.

On the second floor she passes Herbert on the Service desk. He is on the phone and seems quite engrossed in the conversation.

"...yes of course that's inclusive! Yeah, sure! No problem. Tomorrow morning by 11 at the latest. Yes, you can count on it; I give you my word. No problem, anytime for one of our best clients. Sure, of course. Yeah, thank you! Bye!" Herbert puts down the receiver and flashes a friendly grin at Elisabeth, making a sweeping gesture with his hands. Then the telephone rings again.

Elisabeth continues on her way, deep in thought.

"Sometimes contact with other people works," she thinks, "and sometimes it doesn't. I wonder why that is."

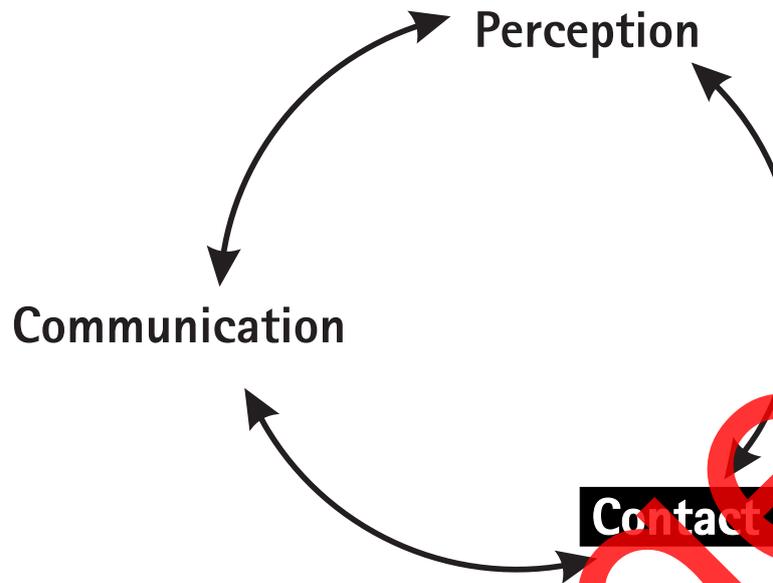
We all recognise situations like this from our business and personal lives. Sometimes it's almost automatic to establish contact with other people, sometimes it requires effort and sometimes it just doesn't work at all.

What is contact?

Being in contact means something like being on the same wavelength as other people. Each partner is set to both send and receive – a reciprocal sending and receiving. Only when the send and receive "channels" are set to the same frequency is there contact with others. This does not always require words; we can also establish contact with other people without words in a non-verbal manner. I can show the other person what "frequency" I am currently set to through appropriate facial expressions, gestures and body language.

Many people seem to think that contact is something that happens (or doesn't happen) almost automatically. People often have difficulty in establishing contact with other people because they think "it" should happen by itself. Or they simply hope that the other person will tune in to their frequency using their contact behaviour.

And then there are other people, as we will see later, who do not have any problems at all in establishing contact with others. They can establish contact with anyone at any time.



So, contact doesn't just happen by itself!

We have to invest a certain amount of energy in finding the right "frequency" in order to connect with other people. Or put more simply, we need to make a bit of effort to be open to others! We need to use energy to establish contact with others.

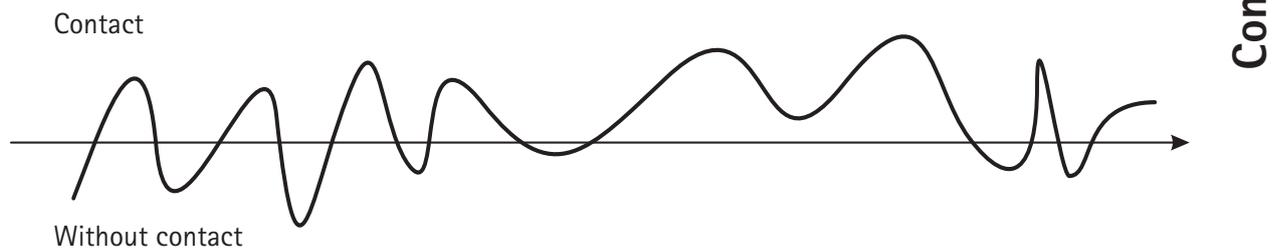
We have to want the contact, otherwise nothing will happen. If we are closed and have retracted our antennae, we will not perceive very much and will not be able to establish contact.

Establishing contact with others is therefore a deliberate act into which we need to invest energy – the amount varies according to the personality.

Contact itself, the state of being in contact with one another, is therefore a process in which we constantly need to retune ourselves to the same frequency as those around us. We do not remain in continuous contact with others, as if switched on like a light bulb.

On the contrary, it is a continual process of establishing contact with others and then breaking contact again.

We can imagine this as follows:



We are not always in contact with others. During the course of an everyday encounter, or even in a more intensive discussion, we establish contact with people and break contact again. We then establish contact again and break contact again... It's quite "normal" and is quite an ordinary occurrence.

OK, so now back to the question:

How do we establish contact with others?

Well, there are many different procedures, methods and even tricks for achieving this. The most important thing is that we find the "right" doorway!

The "right" doorway is the one which has the greatest probability of causing the other person to react and enable us to establish contact with them.

If we have an idea of the personality of the other person, we can use the SIZE Success "map" to find out what their preferred doorway is.



Quiet people use the following words more often than the other personalities: think, ponder, don't know exactly, listen, understand, alone, think about, hold back, calm, quiet, peace, time, isolation, wait, think about it, form myself a picture of it, I can't imagine, I need more time, don't get excited, etc.

Six communication styles

These six different communication styles are our "tool box" for communication. We can select from the communication styles and use the one that we consider to be the most successful in a specific situation with a specific person. We can be very flexible in our choice of communication style if we are full of energy and are not under pressure or stressed. You can read more about stress on page 85.

If we are stressed, our energy is depleted and we tend to work with just one communication style. This is generally the style that belongs to our particular personality. This may not however be the style that the person we are talking to "needs". Misunderstandings and conflicts are therefore common in stressful situations.



When can we use which communication style?

This depends on many factors: the person you are talking to, content, time pressure, stress factors, etc. Below are some reference points that we can use for orientation when selecting the appropriate communication style.

Sensitive caring style

Advantageous

For Sensitive

If it concerns the exchange of feelings and sensations.

If I want to find out more about the other person as a whole.

If I want to achieve and strengthen closeness to the other person.

If I want to communicate my messages with more feeling.

In situations, where we want to help, support and take care of others.

At accidents, in emergencies.

Difficult

For Actives, Quiets and Creatives

If I need or want to discuss factual information.

If we need to do something quickly and actively.

Informative analytical style

Advantageous

For Analysts

Can be used for almost all the personalities if we are in contact.

If we want to exchange factual, objective information.

If it concerns the collection, arranging and structuring of information.

If we need to examine issues of content, tasks and problems.

If we want to test objective conditions or facts and to avoid prejudices.

Difficult

For Actives

If I want to turn to someone as a person.

If my human side needs to be seen.

In the initial/contact phase with personalities other than the Analyst



What communication style could you have used to be more successful in this situation/with this colleague?

.....

What's stopping you from using a different communication style next time?

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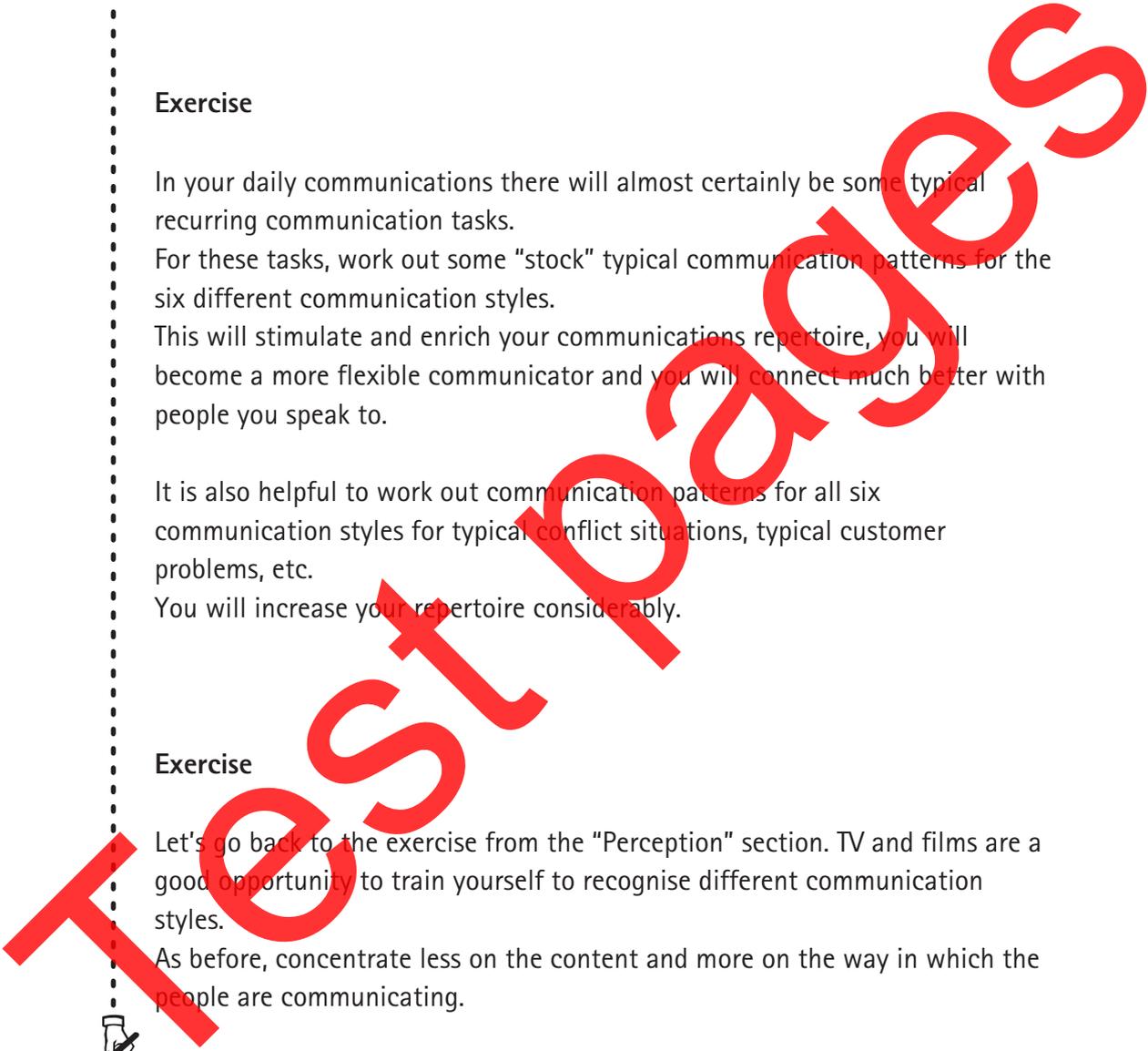
Exercise

In your daily communications there will almost certainly be some typical recurring communication tasks. For these tasks, work out some "stock" typical communication patterns for the six different communication styles. This will stimulate and enrich your communications repertoire, you will become a more flexible communicator and you will connect much better with people you speak to.

It is also helpful to work out communication patterns for all six communication styles for typical conflict situations, typical customer problems, etc. You will increase your repertoire considerably.

Exercise

Let's go back to the exercise from the "Perception" section. TV and films are a good opportunity to train yourself to recognise different communication styles. As before, concentrate less on the content and more on the way in which the people are communicating.



My personal assessment

What is my preferred communication style?

Rank the six communication styles below from 1 to 6 in the order in which they most apply to you.

- Sensitive caring style
- Informative analytical style
- Informative value-oriented style
- Playful reactive style
- Direct active style
- Direct passive style



Characteristics and Strengths

Elisabeth and Andy meet up again at lunchtime.

"Hi!" says Andy, "Sorry I was a bit abrupt with you this morning."

He tries to smile.

"Oh, don't worry about it", replies Elisabeth. "You were lost in thought weren't you?"

"Yes, I was a bit..." He makes an effort. "Do you know what I'm always asking myself?"

"No, tell me!" Elisabeth smiles at him encouragingly.

Andy puts his tray down and sits down. "Well, I'm always wondering why people are so different? Today I went to see Michael to get the new DVDs...I really don't understand him!"

Elisabeth is interested. "What happened, then?"

"Well, first he wants to know something, so I tell him but he's already changed topics. He seems to me to be really volatile! Quite different to you..."

"Hmm, what would you say about me then?" Elisabeth grins again.

"Well, err," Andy is embarrassed, "You're more human, more personal. You have time for conversation and you can empathise with other people So, now it's your turn. What do you think about me?"

"Well, I can't really say definitely like that. We don't really know each other all that well. I often feel that you are very exact with everything. You want to analyse everything and sometimes you're even a little pedantic..."

We'll leave those two to continue philosophising for now. Elisabeth and Andy are right of course. Different people means different personalities, and different characteristics, strengths and talents.

The SIZE Success personality model distinguishes between six personalities, each with their own characteristics and attributes, strengths and talents. As previously mentioned, this is of course a "map" and not reality.

The individual personalities described here are unlikely to be found in their pure form in real life. Each of us is a mixture of different personalities, with one or two predominating traits.

The different mix of the personalities influences our behaviour and determines our strengths, abilities and talents. We are characterised by the personalities.

Knowledge of the characteristics, strengths and talents of the different personalities is useful on two counts:

To get to know and understand ourselves better.

To understand other people. To learn more about their behaviour patterns and to understand people who have different characteristics and behaviour patterns to us.

Sensitive

Characteristics

The personality of the Sensitive is marked by the following characteristics: caring, warm-hearted, understanding, supportive, sympathetic and sociable.

Relationships are important to them and they can approach people openly and warmly, and show and share their feelings. They are cooperative, adaptable, patient, accommodating and benevolent.

They understand people and things more through feeling and intuition than through thought. For them, the relationship is more important than the facts. They are good at creating a harmonious atmosphere and looking after the physical and mental well-being of other people. They generally look after themselves very well and take care of their own needs.

They are very adaptable and are able to integrate and even subordinate themselves. Sensitive people value security and harmony and they are well equipped to build and maintain relationships.

As far as decision-making is concerned, they are very good at considering emotional aspects. They are approachable and feel comfortable when they are surrounded by friendly people, who they can be there for and whose needs they can attend to. They can give others the feeling of being lovable and important. Humanity and warmth are also at the forefront of their way of working. They have an inimitable feeling for their surroundings, which they perceive using all their senses.

Strengths

Sensitive people are kind, charming, warm-hearted and care about other people's feelings. They are communicative and approach others openly and warmly and they show their feelings. They have a marked social orientation and a preference for activities that involve other people. They like working in jobs where they can be useful to other people by educating, teaching, training, looking after and caring for them.

In contact and in company they have a talent for breaking the ice and establishing contact. They need to win the agreement of other people and to "court" them. Another strength of the Sensitive is empathy. They show a great capacity for understanding and they have the ability to perceive the feelings and perspectives of others. They also have a need for long-term relationships and have the ability to maintain and build on these relationships. They have a sense for individual differences and the perception of these differences.

Sensitive people have the need and ability to invest in other people and they find it very satisfying. They contribute to creating a climate of mutual support; they look for compromises and bring people together in a sense of trust.

They are conciliatory, diplomatic and good at cooperation. They approach others openly and warmly and contribute to creating a good group atmosphere.

Approach to tasks and problem-solving

Sensitive people like to get a feel for their tasks and to understand solutions. They approach things in an instinctive manner and invest their energy in feelings. The feelings and needs of those involved are sometimes more important to them than the factual content of the results. In a team the Sensitive can introduce and address the feelings, both positive and negative, that are related to the type of problem.

Sensitive people would assess themselves as follows:

I enjoy being with other nice people and I get on very well with most people. I can already sense how another person is feeling and naturally I am happy to look after them. It is also true that others are happy to come to me when they have any problems that I can help them with. I really have the feeling that most people like and value me.

Analyst

Characteristics

The following characteristics are typical of Analysts: they are conscientious, responsible, reliable, logical and well organised. To others they may seem to be more restrained, down-to-earth, serious and rational. They also have a sense of duty, are achievement-oriented and strive for perfection. They are clever, serious, rational, perseverant and productive.

In their tasks, they are purposeful and structured; they plan for the long term and try to improve methods until they are perfect. They are exact and precise and normally have excellent specialist knowledge.

Psychological needs

Elisabeth and Andy are still deep in conversation when someone knocks three times on the table. Carl is standing there with his tray. "Stick 'n' Chew" he groans with a grin. "One of my favourite meals, you know!" He sits down. "And what have you two got? Oh, I see, the grilled sausage, hmm, cremated sausage I'd say!" He laughs heartily.

But before Elisabeth and Andy can say anything, Herbert arrives at the table. "Hi everyone! How are you?" he asks, putting his tray on the table and sitting down. "It's hot today! Don't know what it's going to be like this afternoon..." Herbert takes a big gulp of his cherryade.

"Oh no, Rob. Come over here and sit with us!" calls out Carl, who has just seen Rob at the serving counter. Rob is a little hesitant in moving, but comes over to the table. "Hello," he says, but nothing else and then sits down. "What did you get?" asks Carl. "Oh, the chicken lasagne. Hey, us two are the flying squad!"

"Hmm, another example of our differences," says Andy. "Everyone has their preferences..." "What did he say?" asks Carl "Is he ill?" "Oh, don't be silly, we're talking about differences, about how people like different things!" explains Elisabeth. "Riiight and how do you like it then?" Carl says tongue in cheek and raises his eyebrows.

"You and your word games," says Herbert and looks questioningly at Andy and Elisabeth. "That sounds interesting. What is it about exactly...?" "We were just talking about differences..., like what meals we prefer!" explains Andy. "Oh, I understand!" interrupts Carl again, "I love things that are unusual, special and spicy. Nice and hot. I also like eating fried locusts, they're tasty..." "And that's why you're having chicken stew today" counters Rob dryly. The others laugh.

"I like things that are more delicately seasoned, mild, something well-balanced. Something that makes me feel good when I am eating it," says Elisabeth. "Same goes for me," says Herbert. "I want to have a pleasant feeling while I'm eating and afterwards. Just nothing overdone." "Well, I prefer to cook my own meals," says Andy. "Then I know what's in it and can determine the exact quantities and ingredients. And I'm a good cook. Well that's what people I've cooked for say. What about you Rob?" Rob puts his fork down slowly and has a think.

Carl butts into the conversation again: "What do you think Michael's having....I'm guessing freshly scrambled eggs a la Tunisie on a toasted panini!" Everyone at the table laughs.

Let's leave this happy bunch at the table. They don't yet know what lies ahead of them this afternoon. We'll look at the needs and motives of people with different personalities.

Needs are part of our human existence – both physical and psychological needs.

Our physical needs include the need for oxygen, respiration, heartbeat and circulation, nourishment, excretion, rest and sleep. We need to satisfy our bodily needs regularly and adequately in order to maintain our physical health and capacity. We can of course do without some of our needs being satisfied for a certain length of time, or even live "unhealthily", without noticing an immediate effect. In the long term, however, neglecting our physical needs affects our energy balance. Our physical energy is reduced, we have reduced capacity and in the longer term we become physically ill.

Just as we need to satisfy our physical needs, we also have to look after our psychological needs. These psychological needs include the need for sensory stimulation, attention, recognition and affection, as well as the need for a time structure. These different psychological needs are closely related to one another and are required to varying degrees by the different personalities. Not everyone has the same needs and, as we will see later, needs vary greatly and people sometimes even have opposing needs.

In order to be full of energy, we need to actively take care of our different psychological needs. Adequately satisfying these needs gives us energy and figuratively speaking recharges our internal battery.





To summarise:

Sensitives want to be recognised as people and liked. They feel well when they can live and work in pleasant surroundings.

Analysts want recognition for their performance. They value structure and punctuality.

Guardians want recognition for their values, opinions and convictions. They also want recognition for performance.

Creatives want stimulation, change and incitement. They value greatly if they can be the centre of attention.

Actives want challenges, excitement and action. They strive for power, prestige and quick success.

Quiets want to retreat, be on their own, have distance. They want to have space for their own thoughts and imagination.



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When you have found your "energy charger", you can reflect on what it means for you:

What would you like to do?

What could you do to make sure that you actually do the things that you really want to do but currently don't?

Are there other things that do you good and would recharge your batteries?

Are there still things that you currently "prohibit" yourself from doing but that would be really good?

Exercise

We are all receptive to other people's messages that help to satisfy our psychological needs.

Find the three most important things that someone has to say to you to charge you with energy and motivate you.

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Test pages



Exercise

You almost certainly know someone in your private or business life who you would like to have better contact with or who you would like to motivate to do something. Try to think of three messages here that you could share with this person in order to "charge" them with new energy.

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My personal assessment

What order are my psychological needs in?

Rate the different needs from 1 to 6 according to how relevant they are to you.

- For people to pay attention to me, value and like me as a person.
- To receive recognition and praise for achievement.
- Recognition and respect for my values and beliefs.
- Excitement, change and humorous contact.
- Challenges, action and quick results.
- Withdrawal, being alone and following my own ideas.

Contentment at Work

Michael is having lunch. He glances over to Millbrocz and quickly reads the menu. Always the same boring food, he thinks while putting his mobile to ,silent', reading his mails and texting a quick message to Evelyn.

Ben comes to join them, asks Michael if the seat next to him is still free and sits down. "Always these exotic dishes" Ben complains as he reads the menu. "In my view this new cook is completely the wrong choice! He has absolutely no idea what we expect in terms of food here! If one was to ask me, I could tell them what ..."

"I have to do something about this Andy fellow", Michael interrupts. "Do you know him?"

"Nice bloke, really but so weak and watery. No motivation. I ask myself what I have to do to get him moving and have really tried everything: company car, bonus system, promotion to the new office in Mexico ... but nothing seems to work with this Andy fellow."

Even before Ben can reply, Michael orders his food: Salad surprise Elaine with caviar for starters followed by curried scampi and rice, 'frutta exotica'. Ben is stunned.

Elisabeth and Andy are also still in the dining room. As all the others have returned to work, Elisabeth and Andy have a great time together. Elisabeth listened carefully to Andy's experiences with Michael.

"Do you know, he practically never gives any praise or recognition. You can do all you like, you never hear a word from him. All he does is come up with new stuff all the time, like the other day with this strange story of a new office in Mexico. I wonder if that posting should have been my punishment ... And then the new bonus system. Another quick fix and not thought through at all. Quite unjust as well, really. You would have had to boast about your results at work. Its just not mine, really!"

Elisabeth feels a little sorry for Andy. Such a nice chap, such a difficult boss. She is glad, that she is well liked in her department, that she is liked by everyone. That gives her such joy in her work and she is very content with her place of work.

We have now travelled quite some way through the SIZE Success model. Different personalities with different ways of perception, different patterns of communication and in contact with others, different skills, qualities, and different psychological needs.

Obviously, these differences also apply to the six personality types at their place of work. Nothing hugely, new, of course, however, in the reality of every day working in organisations it is often the case that employees are not managed as individuals, but given a standardised system of management. Often the only alternative to this is: "I manage my staff the way I like to be managed." However, what is suitable for one personality type may not be helpful in dealing with the other five!

This is true in an environment where – regardless of type of business – it is assumed that there is only one way of achieving sustainable profits: namely to create a working environment into which talented employees can be attracted and in which they can be sustained and developed. It is not without good reason that organisations think of all sorts of ideas to get their staff to stay. There are no end of bonus-systems, share-incentives, competitions ... and, and, and

In reality, the question one has to ask is:

Do these incentives achieve what they are to achieve? Is it really possible to attract talented employees and keep them long term through employing these mechanisms?

The central question is:

What is really important for the motivation and contentment of staff?



Stress patterns

Michael has had enough of the whole thing now! He's going to make this Well-lax pro 90 F Plus thing work today or get shot of it. At any rate, it can't go on like this.

It's now 4.30pm. Michael has arranged the meeting at short notice and everyone is now entering the conference room. It's hot today and time is pressing ... and really it's beer-garden weather today.

Michael gets straight to the point: "Good afternoon! As you know I have asked you to come here to make some progress on the Well-lax pro 90 F Plus project. I have some, but not all, of the reports from you. In short, this won't do. You can't do things like this. I expect results from you here and now!" Michael sits down.

"Well, in my opinion, and I have already voiced this in several memos, there is no message we can communicate with this and we have no mission in the marketplace." Ben is agitated. "I am firmly convinced that people in this company are quite deliberately, and I want to stress this, quite deliberately working against me and my department! I don't want to spend a long time detailing the mistakes made by other departments on this project, typical mistakes..." and then he does lecture for a long time and in detail on the mistakes of others. He becomes increasingly angry and raises his voice.

Elisabeth interrupts: "Ben, please! Calm down...Attacking each other won't help. None of us has a good feeling about this project, do we? I don't even know what to think about it myself any more. How does everyone else here feel about it?" Elisabeth looks around bemused. "It is about all of us here, isn't it? We're all making an effort..., I've done everything I..., it's not down to me personally...?" She sits down and looks bemused.

Herbert tries to rescue her: "Elisabeth, no-one meant you personally. It was not a criticism of you! Michael doesn't mean it like that..."

"No, Herbert I want to do the job properly and I can't put up with any more of your personal sensitivities. You've all wasted enough energy on that already. And anyway your performance on the service desk has hardly been amazing!" Herbert's face goes red.

"Now hang on a minute here!" Carl has leapt to his feet. "We have been putting in a tremendous amount of effort from morning until night. Free time has become a foreign concept to me! My girlfriend hardly recognises me these days! But what you are asking here is completely impossible. The whole thing has no sparkle to it; it's a lame duck and nothing else! And who was it that started this nonsense...?"

"That's enough Carl! Sit down if you haven't got anything sensible to say!" says Michael, noticeably calm. Carl stands up, puts his documents away and runs out of the conference room. Most people watch him go, appalled. Carl comes back, stands in the doorway and shouts, "We'll see what works here and what doesn't! You'll...!" The door slams shut. The temperature in the conference room is almost at boiling point.

Andy tries to calm things down a bit. "Please, let's just stick to the facts and get back to the matter in hand. I have analysed the whole thing and produced a 60-page report. I didn't get any feedback, by the way. I'm not sure if you've all read it. So I would like to talk about some of the key aspects of it now. I also don't know if you understood the details..."

Around the table, the mood has calmed down a little, there are a few whispers and murmurs. Andy doesn't let himself be distracted. "...from Row F10 on page 43, at the bottom right, we have..., if you quickly compare that with diagram K29 on page 22..."

"Andy, please, this isn't helping! I want results, not diagrams!" Michael has stood up again.

"OK, If you don't understand what this is actually all about, then I'll leave it. Sometimes I wonder if I am the only person here who can think properly and understand the facts." Andy angrily stuffs the pages back into his folder.

Michael is still stood up. "Thank you, that's enough, really! I expect your suggestions by 9pm. And even if it means we have to work through the night, tomorrow morning we will have a new marketing concept so that can have a press conference at 11am with a completely new press kit. What's up with you Rob?"

Rob has said nothing the entire time, but anyone who knows him, even just a little, knows that he wants to get out of here.

And now he has made his presence felt and given Michael a signal.

"Well-lax pro 90 F Plus cannot work in the marketplace! We have forgotten to say and describe what it is, why people need it and who would want it."

Amazement spreads through the room, then murmuring. Everyone is talking, documents are put back on the table, Michael decides to have a five-minute break and runs to his office, already on the telephone.

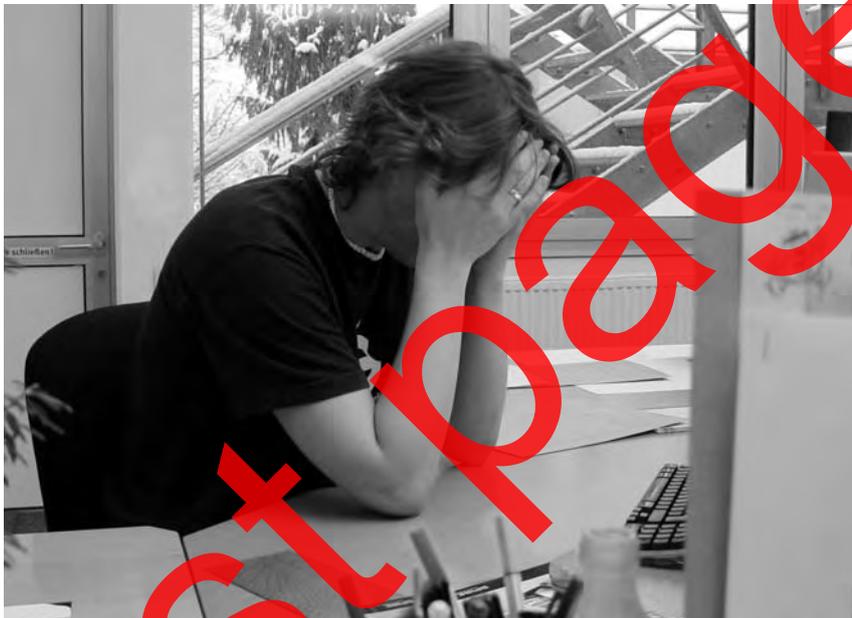
Rob also withdraws.

Oh dear, things are getting uncomfortable here now. Thankfully this is only a story and this kind of thing doesn't really happen. Not in your company, your workplace or your family! Or does it?

OK, let's look at the facts:

An important aid to interacting with ourselves and others is the stress patterns in the SIZE Success personality model. These stress patterns show the largely predictable behaviour patterns of the six personalities. They are a clear indication that we do not have enough energy and that our batteries are running down or are even empty. So we try to satisfy our needs with these stress patterns, but in a more negative way for both us and others. Stress patterns are therefore a warning sign for us and other people that our needs are no longer in balance.

👉 **Our stress patterns are an attempt to satisfy psychological needs – but in a more negative way.**



Stress patterns "betray" a lot about another person's personality. We can usually adapt ourselves to other people and to situations in a variety of ways. We can disguise and fake our behaviour and we can act completely differently to how we actually are. The same does not apply to stress patterns. Very few people can disguise their stress patterns. When we are stressed, we show all the characteristics that are typical for the stress pattern of our personality.

👉 **Stress patterns give an obvious indication of personality.**

Who am I?

Andy is waiting for Elisabeth. He stretches his legs a little and looks over to the entrance every now and again.

And of course the events of this afternoon and evening are running through his head: How the meeting that Michael started with such great ceremony escalated because no-one knew what Well-lax pro 90 F Plus actually is! Madness ...

Ben, Rob, Herbert, who he gets on well with, Carl, who is a bit too peculiar, and of course Elisabeth...

All different personalities, he thinks. How have they all become what they are today? What influences might have played a part in this? Is it all upbringing, as some psychologists think? Or is it just how you were born? Or both?

So deep in thought is he that he almost misses Elisabeth, who has crossed the road and is looking around.

"Hi! You look like you're thinking about something veeery important," says Elisabeth, smiling at Andy.

"Well, yes," he replies, "I don't know if it's that important, but...well, all day, and mainly since the meeting this evening, I have been wondering why people are so different, react so differently and behave so differently..."

Elisabeth is still smiling, "Oh, so that's it. I can give you a book about that. It's an interesting reader with a blue cover. You can find out a lot in there. Come on, let's go to my car!"

Andy smiles too, inwardly. He knows all about the blue book...

Let's say goodbye to these two, who we can be sure will have a nice evening, and turn our attention to the reader.

Hopefully you have had an entertaining and interesting journey through this reader. You have become familiar with the six personalities and you know the contact behaviour, communication patterns, strengths, talents and needs of the different personalities and their stress patterns.

And now, like Andy in our example, you are wondering how we have become what we are. How the different personalities come into being, whether development can be influenced by upbringing, etc., etc.

Well, I cannot give you a definitive answer to these questions here, because I do not know one. Perhaps because no one knows one.

What we do have are suppositions and hypotheses about what influences have affected the development of the different personalities. The descriptions that follow are just that: ideas and explanations.

There are basically two different assumptions.

One is that our personality is largely predetermined by hereditary and genetic factors.

The other is that we come into the world as people who are very easily influenced and our early experiences, up to the age of six, our upbringing and our parents have a very strong influence on the character of our personality.

👉 **Two different assumptions:**
Personality is either inherited or it is learned.

Which of them is "right"?

It is probably not all that important to answer this question here.

The "truth" may lie somewhere in between. And there is no doubt that we are influenced by our existence in this world and by our environment. Which of these influences has the greatest influence on us and the decisions we then come to make about ourselves, about others and about the world, will be quite different for each individual.



Sensitive

The development of the sensitive personality is probably encouraged when a child comes into the world with a sensitive disposition.

Further development can be intensified if the parents or parental figures show little capacity for understanding the needs of the small child and look after them according to a strict regime.

But the opposite may also be true:

The small child is showered with affection and does not learn to make sacrifices. It is unable to explore the boundaries of its own personality and does not develop much, but remains instinctively dependent on the parents. Some Sensitive people also confirm that as children they experienced an intense feeling of dependency and the accompanying anxiety.

The separation of actions and feelings takes place between the ages of three and six in a person's development. For Sensitive people it has been difficult to complete this process in their development.

Sometimes people who are later Sensitive have decided in their development to "escalate" their feelings until the other person does what they want. Even if they were not successful with this tactic, they did in any case receive a lot of attention.

Another aspect of the development of Sensitive people may be that they did not receive much affection for their thoughts or actions, but instead received affection for being well behaved, kind and entertaining. Their thoughts and achievements were probably not taken seriously or valued.

Sensitive people have learnt during their development that it is more important to feel valuable as a person than to receive affection for their thoughts and actions. As adults, they once more experience that they are valued more for being kind than for being competent.

Analyst

Analysts may come into the world with obvious vitality. Their personality develops when the child begins to learn about the world through reactions and defiance. The parents may have reacted to the child's behaviour by becoming angry and tried to curb this behaviour through punishment. This results in the little Analyst blocking out carefree interaction with the world.

Generally speaking, a stricter, harsher upbringing with strict rules encourages development into an Analyst. Lively, aggressive, expressive and changing impulses have been too quickly and too harshly choked, punished or suppressed.

These experiences have taught the Analyst to be hard on themselves. They neglect their own wants and needs and have little zest for life.

Insights – Implementation

There were turbulent times after that memorable meeting on a hot summer's evening. For a long time the cohesion of the entire company was precariously balanced.

The turnaround came when most people realised that the Well-lax pro 90 F Plus project could also be a challenge for them.

That they really wouldn't be able to get anywhere if everyone kept going back to the old patterns.

They brought in an adviser for the team and together they focused on the successful marketing of Well-lax pro 90 F Plus.

Carl made lots of very creative suggestions. The killer idea was his suggestion to sell Well-lax pro 90 F Plus as anti-ageing tutorial software and as an e-book. His other suggestions, to incorporate the whole thing into a mobile phone with hot whirlpool functions was rejected however by the engineering department because the water costs were too high.

Ben ensured compliance. His extensive research with the associations and organisations and his profound knowledge of trademark and copyright law were particularly valuable. During meetings, he supported the adviser in keeping order and in focusing on what was really important.

Herbert strengthened his contacts with clients. It was thanks to him that from now on customers' needs were better incorporated in the project. This resulted in important improvements, such as the "silent reader" and the "relationship clarifier". Herbert also took on the task of encouraging all those involved to have contact between meetings. The barbecue he organised in his garden became legendary and even Ben and his band played there.

From this point on, Rob had proper peace and quiet for formulating ideas and doing his work. Sometimes, although not often, you could see Carl and Rob sitting together laughing. Then it was time for the project to take a new direction.

Thanks to Andy, the project was managed almost perfectly. No details were overlooked and everyone was able to rely on the schedules. Andy documented every step for quality management and sometimes he was so engrossed that he hardly even had time for Elisabeth.

Elisabeth was there for everyone. With her friendly and open disposition, she was always able to resolve conflict and tension and get everyone back round the table together. Along with Herbert, she looked after service and customer care. She also played no small part in the company being named the following year as one of the 20 most customer-friendly companies by "Consumer King" magazine.

Michael acquired fresh capital in his own unique way and was still the driving force, even though he was able to be more restrained in meetings.

Two years have now passed. What has happened to those involved?

Michael founded two new companies and is now doing great business in China and Korea with the Senag Ultra-3.

Carl has left the company and is now self-employed. He has developed a trendy agency for "intelligent musicians" and is also building carports.

Ben meets up with Michael whenever he is in China. Ben is there to organise the company according to (his) new and strictly confidential mission. This time though, it's going to be done right, as he stresses.

Elisabeth and Andy have started seeing each other more often and want to move in together soon.

Herbert continues to enjoy his job on the service desk, because he can help others, he says. And he is pleased that the Well lax story had a happy ending. Oh yes, and he's promised to be the godfather to Elisabeth and Andy's child when that day comes.

And Rob? Since this project, Rob has been working in development. He mostly goes unseen and unheard until he comes out with a great suggestion which Michael immediately markets.

And now it's time to say goodbye to Andy and co.

And time to summarise your own findings from the SIZE Success Reader – if you want to. Now you know what your preferred kind of perception is, what type of contact you prefer, what your qualities, strengths and your psychological needs are.

Using the range of impressions, information, knowledge and experience gained from the exercises, you can put together your own individual "programme" to use in real life.

The following questions may help you to do this.

My findings from the SIZE Success Reader



What did I feel comfortable with?
What parts of the reader gave me a good feeling?
What would I like to feel better about in the future?

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What are my findings?
What was the most important information for me?
What conclusions/decisions can I take from this?

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What information in the reader has strengthened my views?
What information might prompt me to change my opinions?
What issues might I rethink my views on?

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Test pages



What did I like best in this reader?
Which topics did I find the most fun?
What new ideas did I spontaneously have about what I could still achieve with the reader?

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What am I going to implement straight away from this reader?
What am I going to do differently from before?
What has the reader given to me?

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What picture do I have after reading about this SIZE Success model?
What ideas can I now form about the six personalities?
How can I use my findings from this reader to create new freedom?

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Test pages

	Sensitive	Analyst	Guardian	Creative	Active	Quiet

Test pages

👉 For your additional thoughts ...

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Testpapier

About the Author

Hannes Sieber

Managing director and owner of SIZE Success and Sieber Dialog.

Longstanding experience in various leadership positions in the caring sector.

Educated and qualified in Psychology, Psychiatry, Psychotherapy, advising organisations. Studied social and education sciences.

Further studies in TZI (topic centred interaction), Bioenergetics, Life-Energy-Therapy, Psychodrama and Sociometrics.

Further Training as a Transactional Analyst focussing on Transactional Analysis in Organisations (CTA).

Running his own business as Consultant, Entrepreneur and Trainer since 1983.

Since 1996 developed SIZE Success as a synthesis of practical concepts of Transactional Analysis, Bioenergetics and classical developmental psychology. Developed the SIZE Success model of personality and communication and the corresponding SIZE Success Profiles and Analyses of Potential.

Focuses on further developing the SIZE Success Model and its instruments and educating Managers, Trainers and Consultants.

Author of numerous books and articles.

Sabine Stritch BSc, MCIPD

Having worked as managing director of the German Training Academy, Germany's premier venue for educating facilitators and developing leaders for some fourteen years, Sabine went into partnership with the founder of SIZE Success a new model of personality and communication with which she worked initially in Germany with blue chip clients.

Recently she has introduced the SIZE Success model of personality and communication into the UK. This model is used to gain insights into self and impact on others and identifies effective ways of influencing and motivating others as well as exploring personal stress factors and how to avoid them. She has worked extensively with this model on leadership programmes for a large public organisation in the UK in partnership with Roffey Park Institute.

She is also interested in aspects of drama-based learning and psychodrama in development workshops. She has worked with a theatre director on leadership programmes, giving quite 'out of the box' perspectives on organisations and organisational life, as well as creating 'whole event' role-plays where participants get experience of implementing various leadership/facilitation methods within the frame of a fictitious organisation and the opportunity to experiment with relevant tools and frameworks.

Her other passion is coaching and one to one development work which allows a hugely person centred and very effective way of development and to which the SIZE Success model gives an effective framework.

Sabine is in charge of SIZE Success UK. Visit our web-site on www.SIZESuccess.com for further information and how SIZE Success can work with you.

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