

GET WIRED FOR  
**Prosperity**<sup>™</sup>

Online Learning  
Study Guide

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Styles 1 – The Fundamentals



**MARKET FORCE**<sup>®</sup>  
*Upgrade your humanware.*



# Introduction to This Workbook

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This study guide is intended to enhance and deepen your online learning experience by providing you with a summary of the primary themes and points in this course.

This document provides a summary of the first course in a series of five Market Force learning experiences:

- **Styles 1 – The Fundamentals**
- Styles 2 – Personal Development
- Styles 3 - Building Better Relationships
- Styles 4 – Identifying & Working Better With Other Styles
- Breakdown Recovery

## Introduction to Styles

### Overview

The two primary types of communication we have are:

1. **External**, as in conversations we have with others, and
2. **Internal**, as in the dialog we keep contained within our own minds.

The Styles framework focuses on the internal or *unspoken conversations* we all have.

Ultimately, Styles is about understanding (1) your own behavior under pressure and (2) other peoples' concerns in order to improve your reputation, advance your career and create success.

### Two Foundational Claims

**Foundational Claim #1:** Business is a people problem

- Business itself is simple, but it's the people who complicate things.
- Think about how many of the challenges at work every day are related to the human breakdowns you experience, as opposed to a lack of skills or clear business threats, including:
  - o Errors
  - o Miscommunications
  - o Misunderstandings
  - o Misinterpretations
  - o Motivation problems
  - o Upset feelings

**Bad News About People:** There is no cure for the human condition!

**Good News About People:** The fact that there is no cure for the human condition actually makes people predictable, especially under pressure.

**Foundational Claim #2:** The game of business is for identity.

- Think of your identity as a publicly-traded stock. At any point, its share price is based on the collective perception of others of how much it's worth. So, just as a stock price can go up or down over time, your identity does as well.

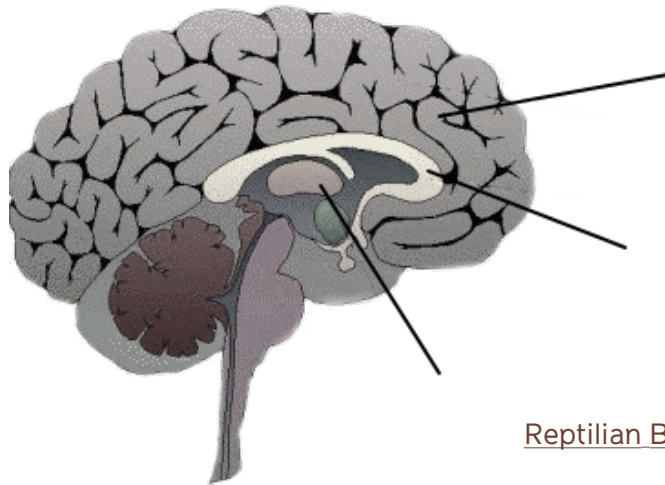
In business, the measurement of your identity is the assessment people have about how much value you create for them combined with how much they trust you. That's the formula!

$$\boxed{\text{VALUE}} + \boxed{\text{TRUST}} = \boxed{\text{IDENTITY}}$$

When we lose the ability to differentiate between "actual pressure" (a threat to one's life) and "business pressure" (a threat to one's identity), we fall into predictable habits. Using our predictable habits in situations where that response isn't warranted can do real damage to the value and trust that make up our identity.

## Introduction to Styles

### The Neuroscience



Neocortex: rational thought, art, science, culture, the game of business.

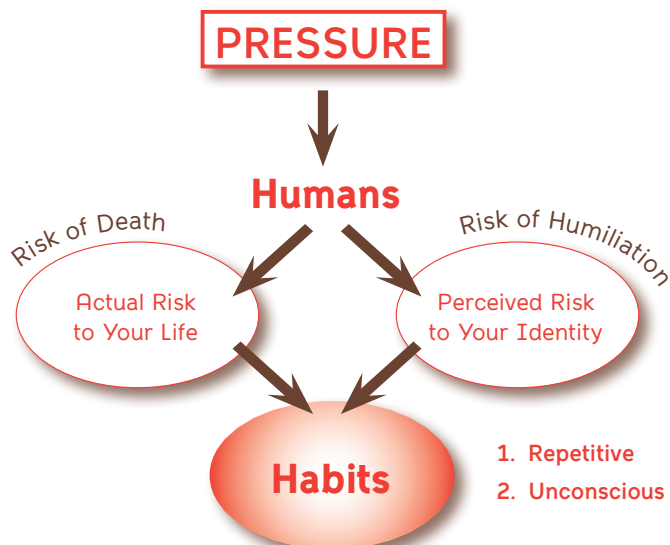
Limbic System: emotions, bodily functions (ie, heart rate, sweat glands)

Reptilian Brain (Amygdala): survival instincts

### Under Pressure

- Neocortex receives serotonin, and two effects from serotonin are to make you feel numb and happy.
- Your Amygdala gets two drugs:
  1. Adrenaline – which speed things up
  2. Dopamine – which lowers inhibitions (found in alcohol)
- Result: the most primitive part of your brain is told, *"do whatever you want, as fast as you can!"*

### The Pressure Model



Humans are the only animals that deal with two types of risk – actual and perceived. When we confuse these, we can fall into “Survival Habits” which have two elements: (1) repetitive and (2) unconscious. Learning Styles can remove element #2 and help us make better choices when faced with perceived risk to our identities.

## Survival Strategies

### In Nature

While people experience two types of pressure in the world (and confuse them), other animals only experience ONLY actual pressure. By observing their survival behaviors, we are able to learn a lot about ourselves. There appear to be four survival strategies in the animal kingdom:

- Dictate**     Take charge of the situation  
*Examples: Beaver, Rhinoceros*
  
- Migrate**     Move away from pressure  
*Examples: Deer, Antelope, Birds, Whales*
  
- Tolerate**     Outlast the threat with protection or disguise  
*Examples: Buffalo, Porcupine*
  
- Hibernate**   Pull back and allow the risk to pass  
*Examples: Tortoise, Bears, Rodents, Snake*

### In People

When we as human beings are under pressure, we are prone to acting very much like animals. Once our biology is triggered, we too automatically employ the same survival strategies to manage pressure as do animals.

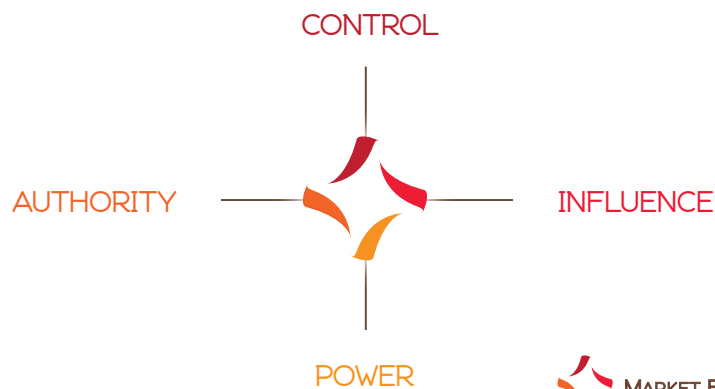
Style	Survival Strategy	Core Concern	Internal Dialog
Control	Dictate	Certainty	"Whoa, I am not certain about where things are going so I need to jump in and <b>control</b> the environment."
Influence	Migrate	Freedom	"Hey, I am starting to feel fenced in and restricted by everyone around me, and I need flexibility to <b>influence</b> my environment."
Power	Tolerate	Stability	"Please don't rock the boat – let's just stay the course, <b>power</b> through what we have to do and things will work themselves out."
Authority	Hibernate	Security	"Okay, there's so much information being thrown around and I need to be an <b>authority</b> on the topic before I make a decision."

## Style Characteristics

CHARACTERISTIC	CONTROL	INFLUENCE	POWER	AUTHORITY
<b>SURVIVAL</b>				
Strategy	<i>Dictate</i>	<i>Migrate</i>	<i>Tolerate</i>	<i>Hibernate</i>
Concern	<i>Certainty</i>	<i>Freedom</i>	<i>Stability</i>	<i>Security</i>
Greatest Fear (I will die if...)	<i>Others know that I don't know</i>	<i>I have to do what others say</i>	<i>I am not included</i>	<i>I have to decide</i>
<b>COMFORT ZONE</b>				
Learn New Information	<i>Thinking</i>	<i>Talking</i>	<i>Doing</i>	<i>Reading</i>
Relationship to Time	<i>5 Years</i>	<i>In the Moment</i>	<i>90 Days</i>	<i>The Past</i>
"Go To" Phrase	<i>Should</i>	<i>Could</i>	<i>Have To</i>	<i>Should Have</i>
<b>BUSINESS STRENGTHS</b>				
Natural Business Position	<i>Marketing</i>	<i>Sales</i>	<i>Production</i>	<i>Administration</i>
Ownership of a Project	<i>System</i>	<i>Mission</i>	<i>Structure</i>	<i>Standards</i>
Leadership Focus	<i>Intention</i>	<i>Mood</i>	<i>Alliance</i>	<i>Confrontation</i>
<b>POTENTIAL WEAKNESSES</b>				
Emotion in a Breakdown	<i>Arrogance</i>	<i>Impatience</i>	<i>Frustration</i>	<i>Indifference</i>
Confuses w Accomplishment	<i>Having Ideas</i>	<i>Relationships</i>	<i>Replication</i>	<i>Reflection</i>
Will Sacrifice For	<i>Being Right</i>	<i>Being Free</i>	<i>Having Work to Do</i>	<i>Having an Impact</i>
<b>50/50's</b>	<i>Offense (Creational)</i>		<i>Defense (Preservational)</i>	
Position on the Field				
Making Progress	<i>Thought</i>	<i>Action</i>	<i>Action</i>	<i>Thought</i>
Core Contribution	<i>Vision</i>	<i>Velocity</i>	<i>Structure</i>	<i>Quality</i>
<b>BUILDING TRUST</b>	<i>Competence Sincerity</i>	<i>Sincerity Competence</i>	<i>Sincerity Competence</i>	<i>Competence Sincerity</i>

### How a Map Helps

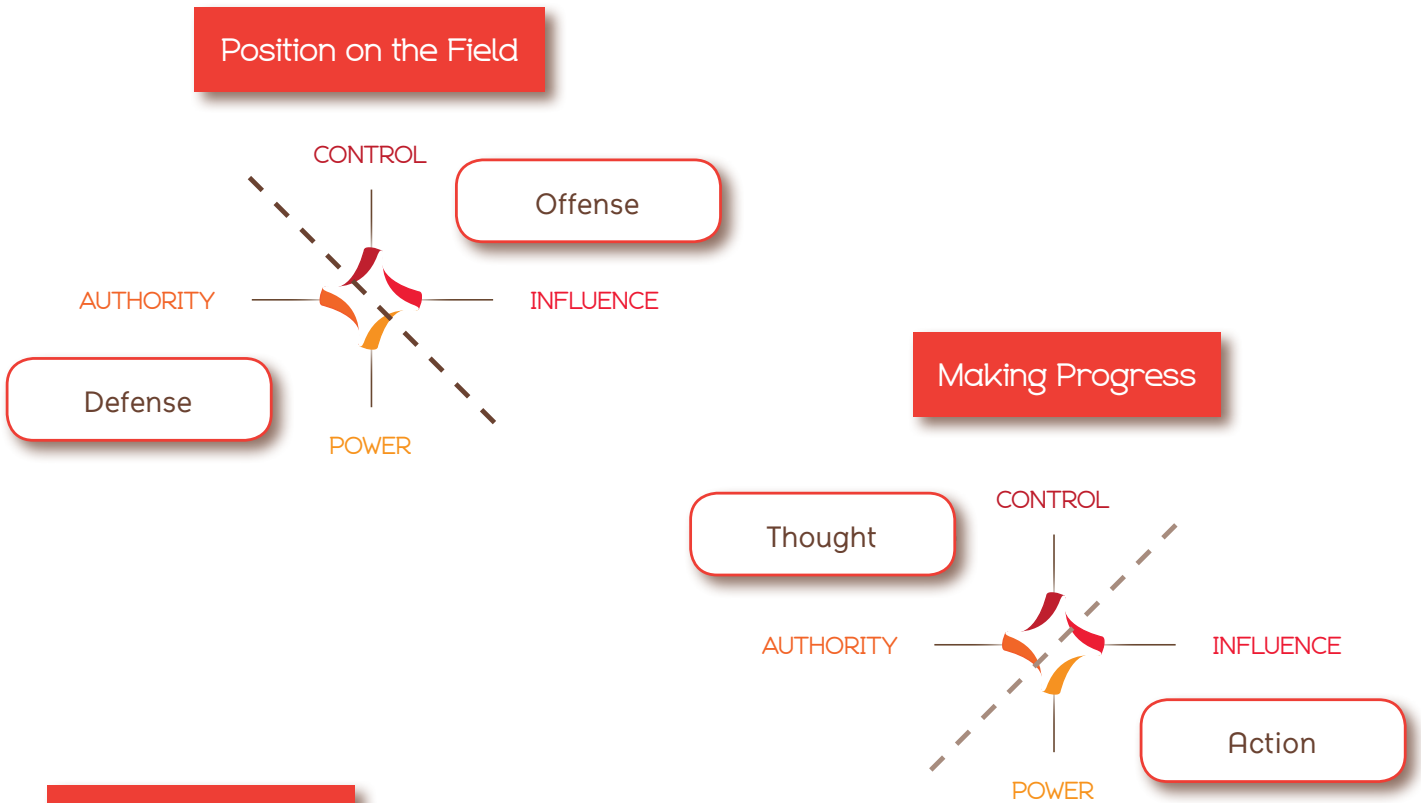
1. It creates a common language
2. It simplifies the game



## Performance Characteristics

### Using 50/50s

The following two “either/or” distinctions (called “50/50s”) allow us to better understand each Style’s core contribution to a team.



### Core Contributions

<b>Control:</b>	Offense	+	Thought	=	<b>Vision</b>
<b>Influence:</b>	Offense	+	Action	=	<b>Velocity</b>
<b>Power:</b>	Defense	+	Action	=	<b>Structure</b>
<b>Authority:</b>	Defense	+	Thought	=	<b>Quality</b>

## Styles and Trust

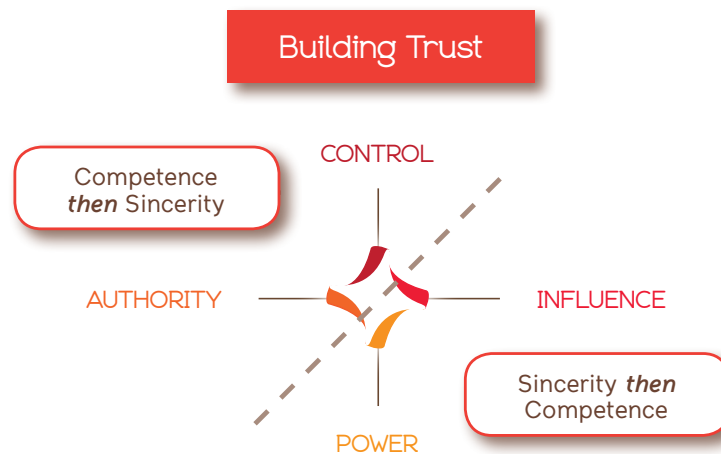
### Understanding Trust

Trust is not something that's earned nor is it something that's given. Trust is actually built, and it is built over time, and needs to be regularly reinforced.

Trust is comprised of two very specific elements, namely *sincerity* and *competence*. Even if your language for these is a little bit different, most people agree with the major categories here.

- Sincerity is the trust when you are considering whether you like someone, whether they appear authentic, and whether you feel that they will have your back.
- Competence is the part of trust when you are looking at whether you believe they have the ability to do what they are saying they can do, whether you think they have the necessary skill set to do the task, and whether you feel they will follow through.

Make no mistake, everybody needs both – but which one comes first?



### The Platinum Rule

There are two ways we can go about building trust with others – we can follow either The Golden Rule or The Platinum Rule.

**The Golden Rule**  
Treat other people how YOU want to be treated.

**The Platinum Rule**  
Treat other people how THEY want to be treated.

Following the Platinum Rule means learning to value what is important to the other person so that you build trust in the order that is most comfortable to them. The approach will dramatically increase the amount of trust you are able to create with others.



*"PROGRESS IS OFTEN*

*EQUAL TO THE DIFFERENCE BETWEEN  
MIND AND MIND SET."*

- NARAYANA MURTHY, FOUNDER, INFOSYS



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