

# IDENTITY FACTOR

## EXAMPLES IN THE WORKPLACE

*Identity* produces endless variations on the three archetypal stories. Obviously, all of us have used all three of these stories in our lives, but **only one of them has been running the show** for virtually our whole lives. When these stories are revealed, work becomes more and more simply the expression of the individual's true talent, free of identity issues.

How the individual story-variations play out in the workplace is the focus of working with The Identity Factor®. Here are two relatively simple examples of using The Identity Factor® in consulting within a business environment:

### Example 1:

**Company:** Single source industrial filtration supply company

**Outcome:** Double the company's sales revenue

#### Identity Factor® Structure:

The Managing Director is an entrepreneurial *Warrior*, who needs *control and results* and is angry that he can't get his sales force to increase sales.

The entire sales force was "sales-engineers": *Seeker* engineering experts, who *feel safe (Seeker-identity need)* only in their extensive, detailed knowledge of filtration.

One *Achiever* Customer Service Manager, with a background in sales.

**Identity Factor® Analysis:** *Achievers* are usually the backbone of *growing* a business, because of their enthusiastic *identity-talent for connection* and outcome-oriented approach to committing to achieving a target. *Seekers* in sales generally rely on product knowledge and technical expertise, but will seldom sacrifice their need for time-intensive, detailed accuracy of information to the demands of meeting sales targets.

#### Identity Factor® Consultation:

1. Hire five primarily commission-based *Achiever* "account executives" under one *Achiever* sales manager, who had been the Customer Service Manager.
2. Convert two *Achiever* administrative secretaries with their *identity talent for connection* to Customer Service (point of contact), who field and distribute incoming service calls to the engineers, relieving the engineers of administrative detail.
3. Focus the *Seeker* talent and expertise of the engineers exclusively on solving technical questions and problems that only they could handle.

**Identity Issues:** *Seeker* engineers will initially be outraged that the business is represented on the phone by "incompetent" 22-year-old sales people with one week's product training. Conversely, the new *Achiever* sales team will have little respect for the *Seeker* engineers' expertise, who talked a good game, but obviously couldn't get the sales job done. These identity issues are completely predictable, and must be handled immediately in Identity Factor® training.

#### Final Result: (4 months and 2 Identity Factor® trainings later)

1. **Identity issues were exposed and removed.** Then, the two groups worked harmoniously, with mutual respect for each other's talents, as the two groups finally understood that both *Seeker and Achiever identity-talents* were necessary to the business, and that both *identity-needs* were detrimental to the business, and needed to be removed.
2. **Attitudes of disrespect, gossip, anger, frustration, and some actual (passive/aggressive) sabotage of sales, etc., ceased.**
3. **The Warrior Managing Director learned that awareness can be as powerful as action,** and learned to respect the power of *Seekers'* knowledge when appropriately focused in the area of technical problem-solving.

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Once these identity issues are exposed and removed, people happily turn their attention to expressing the true *identity-talents* in the service of the outcomes of the business—very much like artists or athletes, who perform at their highest level out of love for their art or sport.

### Example 2:

**Outcome:** Recruit a personal assistant for a Managing Director of a group of diverse businesses

#### Identity Factor® Analysis:

The Managing Director is a *Warrior*, who needs a personal assistant to completely dedicate herself/himself to taking charge of organizing his life.

His current personal assistant is intelligent, competent and helpful, but has rules about the length of her workday, procrastinates with tasks she doesn't feel competent about doing, nit-picks whether something is actually her job or someone else's, etc.—*Seeker-identity* issues that anger the *Warrior* MD.

**Identity Factor® Solution:** Interview for, and hire an experienced *Achiever* (moving *TOWARD identity*) person who also has a *TOWARD strategy*. I call this strategy, a *Helpful Achiever*, because taking pride in doing-whatever-it-takes to be *helpful* is a powerful *strategy* for filling the *Achiever's need for respect and recognition*.

**Identity Issues:** Since *Helpful Achievers* need lots of acknowledgement (but never get enough until their identity issue is removed), be prepared to consistently acknowledge them for a period of time until the Identity Factor® training can remove the *identity-need*. Also, watch for overload, because pride usually prevents *Helpful-Achievers* from asking for help, although sometimes the *Helpful Achievers* will aggressively *demand* help from others in the boss' name.

**Result:** A *Helpful Achiever-identity* was hired, and thrives on the variety of schedule, loves the challenge of organizing her boss, for whom her outcome was to quickly become indispensable. Through Identity Factor® training, she has learned to remove her *identity-need for recognition*, and know when and how to ask others for help when she is overloaded.

Some other simpler examples: (note: *Identity-strategies* are included in these examples)

1. A *Successful Achiever* account manager learned he didn't have to exaggerate his results to impress his *Warrior* manager, who only wanted to know the facts, and had been "disgusted by his lies." *Warriors* are famous for their instincts about lying.
2. A *Righteous-Warrior-identity* Managing Director of a PR firm finally communicated to her employees that her demand to see all outgoing written material was not about spying on them (the *Seeker* employees were particularly paranoid about her "controlling behavior"), but about being armed with all the information when going into client meetings.
3. A *Specialist Seeker* discovered that delegating work did not mean others would think he was incompetent, and he stopped his tendency to procrastinate and conceal that he was behind in his work.
4. A *Competent Seeker* found that hiding his fears about the cash-flow only served to anger his *Powerful Warrior* Managing Director, thus making the *Seeker* even more fearful. The *Warrior* would have gladly helped him negotiate more overdraft privileges with the bank.
5. A *Diplomatic Warrior* quit his job, because all he really wanted to do was live a simple, peaceful life of comfort with his family in the country, rather than endure the stress of being an Operations Director of a high tech motor sport company.
6. A *Righteous Warrior* Managing Director of a telecommunications company began to trust his instinct to hire the right people with his knowledge of the Identity Factor®, and discovered he didn't, in fact, "have to do everything himself to get the job sorted properly."

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7. A *Unique Achiever* designer discovered that the drama she created was not only painful, but actually gave her pleasure, because of all the attention she got. When she gave up her identity story, she still got plenty of respect for her artistic talent.
8. A *Competent Seeker* suddenly got depressed, left work, went on anti-depressants, because she believed everyone thought she was incompetent. In point of fact, she was extremely competent and reliable at work, but began thinking she was an incompetent wife, and began projecting her personal life into the office. She learned that until the *Seeker identity-need for safety and security* is removed, a *Competent Seeker* will tend to generalize one aspect to its whole life. Now she is once again a valuable member of the team, holding up high standards of competence and excellence.
9. A young *Powerful Warrior* was ready to quit a company until I suggested he be given special projects that had finite duration, because once something is no longer challenging to a *Warrior*, it loses interest. (That's why most *Powerful Warriors* have their own companies, or jobs in which they have plenty of autonomy and variety.) Additionally, *Powerful Warriors* usually learn rapidly, because they only learn what they need to learn to produce the result.

