

Integral Leader-Follower Relationships Profile: Options in 4-D

Leader's Name _____ Team Member's Name _____

The general purpose of this Integral Leader-Follower Profile is to provide a semi-structured transformational approach to creative integral leader-follower training, teambuilding, and related organization transformation and development projects.

It is recommended that work team leader and members complete their respective profiles on site during the first segment of a team meeting. Also, that at least one full day be scheduled at a comfortable off-site facility for the initial meeting with follow-on meetings scheduled as needed.

There are no 'right or wrong' responses to the items on the profile. Also, it is not a test so you need not get caught up in trying understand what the author meant by certain words and phrases or right or wrong answers. What is important is the meaning you bring to it.

With a pencil, so you can more easily make changes when wanted, place two marks on each continuum: the first an X which indicates where you see yourself most of the time right now. The second mark will be ⊗ to indicate your intention for possible change. This is not to imply that you need to change your intention, i.e. you may want to continue with the belief and/or behavior you now have, and that's okay if it is contributing to your and your teams health, full functioning, and desired qualitative and quantitative results.

However, once every team member has had a chance to share their profiles, there may be responses on which team members as a whole may want to reach consensus. They may be items which would be the most beneficial to realizing the mission and intentions of the organization and the team.

Since the profile encourages healthful sharing of team strengths and desired improvements, it would usually be desirable to engage an organization transformation professional to facilitate the meeting. Chief values necessary to the success of such an exchange are mutual trust, empathy, understanding, and wise action.

Approximately 98% of the hundreds of corporate leaders and their work teams who have used this and similar 4-D tools have reportedly experienced greater depth of understanding of themselves, transcendence of unwanted blockages to their effectiveness, an expansion of consciousness of a wider range of healthful options available to them, a synthesis of dualities, and greater success financially and qualitatively in their respective professions and trades.

Integral Leader-Follower Relationships Profile: Options in 4-D

1st Dimension	100% of Time	75-99% of Time	50-74% of Time	25-49% of Time	0% of Time
Life-Cycle Relationship Options	<u>Always</u>	<u>Usually</u>	<u>Many</u>	<u>Few</u>	<u>Never</u>
When in a leadership role I use the following behavior(s):					
1. Leader-Executive (Grandparent)	_____	_____	_____	_____	_____
2. Leader-Manager (Parent)	_____	_____	_____	_____	_____
3. Leader-Colleague (Adult)	_____	_____	_____	_____	_____
4. Leader-Staff Assistant (Adolescent)	_____	_____	_____	_____	_____
5. Leader-Novice (Child)	_____	_____	_____	_____	_____
When I am in a follower role I use the following behavior(s):					
1. Leader-Executive (Grandparent)	_____	_____	_____	_____	_____
2. Leader-Manager (Parent)	_____	_____	_____	_____	_____
3. Leader-Colleague (Adult)	_____	_____	_____	_____	_____
4. Leader-Staff Assistant (Adolescent)	_____	_____	_____	_____	_____
5. Leader-Novice (Child)	_____	_____	_____	_____	_____

2nd Dimension
Leader-Follower
Communications Options

100%
of Time
Always

75-99%
of Time
Usually

50-74%
of Time
Many

25-49%
of Time
Few

0%
of Time
Never

When in a leader role I use the following behavior(s) with my team members:

1. I direct

Order

Tell

Sell (persuade)

_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

2. I participate

Question (with empathy)

Discuss (even-handedly)

Consult (suggest options)

_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

3. I am non-directive

Buy (agree)

Follow

Obey

_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

When in a follower role I use the following behavior(s) with my supervisor:

1. I direct

Order

Tell

Sell (persuade)

_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

2. I participate

Question (with empathy)

Discuss (even-handedly)

Consult (suggest options)

_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

3. I am non-directive

Buy (agree)

Follow

Obey

_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

**3rd Dimension
Leader-Follower Power
Options**

100%
of Time
Always

75-99%
of Time
Usually

50-74%
of Time
Many

25-49%
of Time
Few

0%
of Time
Never

When in a leader role I use the following behavior(s) with my team members:

1. Originate	_____	_____	_____	_____	_____
2. Experiment	_____	_____	_____	_____	_____
3. Produce	_____	_____	_____	_____	_____
4. Evolve	_____	_____	_____	_____	_____
5. Love-Heal	_____	_____	_____	_____	_____
6. Preserve	_____	_____	_____	_____	_____
7. Damage	_____	_____	_____	_____	_____
8. Diminish	_____	_____	_____	_____	_____
9. Destroy	_____	_____	_____	_____	_____
10. Recycle	_____	_____	_____	_____	_____

When in a follower role I use the following behavior(s) with my leader:

1. Originate	_____	_____	_____	_____	_____
2. Experiment	_____	_____	_____	_____	_____
3. Produce	_____	_____	_____	_____	_____
4. Evolve	_____	_____	_____	_____	_____
5. Love-Heal	_____	_____	_____	_____	_____

3rd Dimension (Cont'd)

**Leader-Follower Power
Options**

<u>100%</u>	<u>75-99%</u>	<u>50-74%</u>	<u>25-49%</u>	<u>0%</u>
<u>of Time</u>	<u>of Time</u>	<u>of Time</u>	<u>of Time</u>	<u>of Time</u>
<u>Always</u>	<u>Usually</u>	<u>Many</u>	<u>Few</u>	<u>Never</u>

6. Preserve	_____	_____	_____	_____	_____
7. Damage	_____	_____	_____	_____	_____
8. Diminish	_____	_____	_____	_____	_____
9. Destroy	_____	_____	_____	_____	_____
10. Recycle	_____	_____	_____	_____	_____

**4th Dimension
Psyche
Thinking Function**

1. I like to structure my time so as to relate my past to the present and my projected future.	_____	_____	_____	_____	_____
2. I am discontent with my life if it is not proceeding at the pace I like.	_____	_____	_____	_____	_____
3. I love history and I tend to use historical stories and analogies.	_____	_____	_____	_____	_____
4. I have a significant place or special function in history.	_____	_____	_____	_____	_____
5. I consider the logical conceptualizing of ideas to be the primary basis of my life.	_____	_____	_____	_____	_____
6. I let my head guide my heart because ideas generate feelings, and not the reverse.	_____	_____	_____	_____	_____

4th Dimension (Cont'd) Psyche Thinking Function	100% of Time <u>Always</u>	75-99% of Time <u>Usually</u>	50-74% of Time <u>Many</u>	25-49% of Time <u>Few</u>	0% of Time <u>Never</u>
7. I need to know the reason for things as they exist.	_____	_____	_____	_____	_____
8. I fantasize or visualize debates to work through my problems.	_____	_____	_____	_____	_____
9. I like everything to proceed in a logical orderly way.	_____	_____	_____	_____	_____
10. I have a deep love for justice.	_____	_____	_____	_____	_____
11. I feel especially vulnerable to being aroused emotionally because I may not be able to control my feelings.	_____	_____	_____	_____	_____
12. I make mistakes in human relations because I fail to perceive how others feel about things.	_____	_____	_____	_____	_____
13. I choose to ignore the feelings of others because I feel awkward in dealing with them.	_____	_____	_____	_____	_____
14. I consider it essential to make plans and make them happen.	_____	_____	_____	_____	_____
15. I am concerned about being on the right path in life and moving in the right direction.	_____	_____	_____	_____	_____
16. I value proportion and evenness and delight in the proper proportion of things in art, music, architecture, music, et cetera.	_____	_____	_____	_____	_____

4th Dimension (Cont'd)
Psyche
Thinking Function

100%
of Time
Always

75-99%
of Time
Usually

50-74%
of Time
Many

25-49%
of Time
Few

0%
of Time
Never

17. I construct systems which integrate at a higher level apparent conflicts between polar opposites of a lower level.	_____	_____	_____	_____	_____
18. I am intolerant of ambiguity.	_____	_____	_____	_____	_____
19. I have excellent organization ability.	_____	_____	_____	_____	_____
20. I need agreement and approval.	_____	_____	_____	_____	_____
21. I desire to make an impact on the world.	_____	_____	_____	_____	_____
22. I am known by others to give sound advice and I enjoy providing it.	_____	_____	_____	_____	_____
23. I like power and love to argue "to score points."	_____	_____	_____	_____	_____
24. I wish to see my enemies totally annihilated.	_____	_____	_____	_____	_____
25. I am analytic and reason by a process of comparing and eliminating.	_____	_____	_____	_____	_____
26. I love books and have lecturing abilities.	_____	_____	_____	_____	_____
27. I am highly verbal and believe words are powerful.	_____	_____	_____	_____	_____
28. I revere language and delight in discourse in which there is a meeting of minds.	_____	_____	_____	_____	_____

4th Dimension (Cont'd)
Psyche
Thinking Function

100%
of Time
Always

75-99%
of Time
Usually

50-74%
of Time
Many

25-49%
of Time
Few

0%
of Time
Never

- 29. I enjoy analyzing things in a logical way.
- 30. I get satisfaction from integrating ideas and concepts.

4th Dimension (Cont'd)
Psyche
Feeling Function

- 1. I like to re-experience the same emotions again.
- 2. I am slow to change and accept whatever is new.
- 3. I am highly emotional and consider emotions the primary basis of life.
- 4. I need to be experiencing some emotion or I don't feel alive.
- 5. I find it difficult to interrupt an on-going emotion.
- 6. I am insensitive to others when overwhelmed by my feelings, since the presence of my strong emotions tends to obliterate all other considerations.
- 7. I am able to express my feelings accurately through words, facts, music, et cetera.

4th Dimension (Cont'd)

**Psyche
Feeling Function**

**100%
of Time
Always** **75-99%
of Time
Usually** **50-74%
of Time
Many** **25-49%
of Time
Few** **0%
of Time
Never**

8. I am highly sensitive to emotional climates and can feel emotions not yet strong enough to be recognized or defined by others.	_____	_____	_____	_____	_____
9. I am socially sensitive, delicate, and diplomatic.	_____	_____	_____	_____	_____
10. I am an excellent “therapist”.	_____	_____	_____	_____	_____
11. I am able to master my feelings and maintain social presence in difficult circumstances.	_____	_____	_____	_____	_____
12. I am perceptive about what others are feeling, even perceiving their yet unconscious feelings.	_____	_____	_____	_____	_____
13. I easily get my feelings hurt and then indulge in self-pity.	_____	_____	_____	_____	_____
14. I am mortified when I misperceive someone else’s feelings.	_____	_____	_____	_____	_____
15. I feel that without human relationships life has no meaning.	_____	_____	_____	_____	_____
16. I make friends easily.	_____	_____	_____	_____	_____
17. I give intimacy and love high value in my life.	_____	_____	_____	_____	_____
18. I need others to demonstrate their affection for me.	_____	_____	_____	_____	_____
19. When I am in love I am quite capable of ignoring undesirable behaviors in my loved one.	_____	_____	_____	_____	_____

4th Dimension (Cont'd) Psyche Feeling Function	100% of Time <i><u>Always</u></i>	75-99% of Time <i><u>Usually</u></i>	50-74% of Time <i><u>Many</u></i>	25-49% of Time <i><u>Few</u></i>	0% of Time <i><u>Never</u></i>
20. I nurture others; and am self-sacrificing, tender-hearted, and sympathetic toward them.	_____	_____	_____	_____	_____
21. I feel involved in the eternal cycles of nature and humans, and am able to accept death.	_____	_____	_____	_____	_____
22. I have a reverence for life and do not want to harm any being.	_____	_____	_____	_____	_____
23. I believe my intellect is guided by my emotions; my heart rules my head.	_____	_____	_____	_____	_____
24. I like to joke and tease people.	_____	_____	_____	_____	_____
25. I lack an analytic detached view of things.	_____	_____	_____	_____	_____
26. I believe we learn by empathizing with others.	_____	_____	_____	_____	_____
27. I have a strong feeling that youth is the time for romance and strong emotions.	_____	_____	_____	_____	_____
28. I worry and anticipate the future pessimistically.	_____	_____	_____	_____	_____
29. I am warm and enchanting.	_____	_____	_____	_____	_____
30. I am sensitive and responsive, giving others a sense that they are cared for.	_____	_____	_____	_____	_____

4th Dimension (Cont'd) Psyche Sensing Function	100% of Time <u>Always</u>	75-99% of Time <u>Usually</u>	50-74% of Time <u>Many</u>	25-49% of Time <u>Few</u>	0% of Time <u>Never</u>
1. I focus my entire attention on the present moment, here-now.	_____	_____	_____	_____	_____
2. I do not have desires for the future, or know what I like until I experience it.	_____	_____	_____	_____	_____
3. I like to preserve the present in as concrete a form as I can, e.g. diaries and letters, as evidence of past experience.	_____	_____	_____	_____	_____
4. I have an intense sense of the temporary nature of things and am fascinated with death.	_____	_____	_____	_____	_____
5. Sensual love-making is a vital part of my life.	_____	_____	_____	_____	_____
6. I like variety and mobility.	_____	_____	_____	_____	_____
7. I delight in the sensual world & love physical comforts & tasks.	_____	_____	_____	_____	_____
8. I communicate by means of my senses and trust only the evidence presented by my senses.	_____	_____	_____	_____	_____
9. I enjoy being sexually sensitive and skillful.	_____	_____	_____	_____	_____
10. I learn best from trial and error.	_____	_____	_____	_____	_____
11. Factual data is the only reliable basis for action.	_____	_____	_____	_____	_____
12. I distrust words alone -- seeing is believing.	_____	_____	_____	_____	_____

4th Dimension (Cont'd) Psyche Sensing Function	100% of Time <u>Always</u>	75-99% of Time <u>Usually</u>	50-74% of Time <u>Many</u>	25-49% of Time <u>Few</u>	0% of Time <u>Never</u>
13. I hold to a view of morality which says that a behavior may right in some situations and wrong in others.	_____	_____	_____	_____	_____
14. I am motivated by powerful desires rather than logical goals.	_____	_____	_____	_____	_____
15. I am contemptuous of intellectuals.	_____	_____	_____	_____	_____
16. I desire new skills and enjoy learning and perfecting them -- particularly physical, manual tasks, and solving technical problems.	_____	_____	_____	_____	_____
17. I have athletic ability and enjoy sports.	_____	_____	_____	_____	_____
18. I feel close to and respect my physical environment.	_____	_____	_____	_____	_____
19. I sense the expression of divine forces in Nature's cycles.	_____	_____	_____	_____	_____
20. I like to take charge and give orders to others.	_____	_____	_____	_____	_____
21. I insist in self-control in myself and in others.	_____	_____	_____	_____	_____
22. I am independent; I have a "don't fence me in" attitude.	_____	_____	_____	_____	_____

4th Dimension (Cont'd)

**Psyche
Sensing Function**

100% of Time <u>Always</u>	75-99% of Time <u>Usually</u>	50-74% of Time <u>Many</u>	25-49% of Time <u>Few</u>	0% of Time <u>Never</u>
---	--	---	--	--

23. I consider social structures and processes very important; I understand how they work and respect them.	_____	_____	_____	_____	_____
24. I find it difficult to keep from manipulating “weak people.”	_____	_____	_____	_____	_____
25. I love challenges and appreciate crises because they are exhilarating peak experiences which call for bold decisive action.	_____	_____	_____	_____	_____
26. I view life as a game and I like playing roles, even taking on different roles to fulfill different objectives.	_____	_____	_____	_____	_____
27. I love mysteries and magic.	_____	_____	_____	_____	_____
28. I want to know quickly whether I have “gotten thru” to others and how they are responding.	_____	_____	_____	_____	_____
29. I am viewed by other people as magnetic and vital.	_____	_____	_____	_____	_____
30. I know what will please others and give them a heightened sense of their own beauty, intelligence, charm, et cetera.	_____	_____	_____	_____	_____

**4th Dimension
Psyche
Parasensing Function**

1. I view the relevant future as a far-reaching one; life goes on beyond biological death.	_____	_____	_____	_____	_____
--	-------	-------	-------	-------	-------

. 4th Dimension (Continued)	100%	75-99%	50-74%	25-49%	0%
Psyche	of Time	of Time	of Time	of Time	of Time
Parasensory Function	<u>Always</u>	<u>Usually</u>	<u>Many</u>	<u>Few</u>	<u>Never</u>
2. I am concerned about my mind-body health and am doing my my best to manage it.	_____	_____	_____	_____	_____
3. I am optimistic -- I have great faith in the future.	_____	_____	_____	_____	_____
4. I believe my vision of our Source of life, humans, nature, etc., is the primary basis for human identity and personality.	_____	_____	_____	_____	_____
5. Until one has a conscious vision life has no center.	_____	_____	_____	_____	_____
6. I am concerned with the health of our society and ecosystem.	_____	_____	_____	_____	_____
7. I am in awe of life in general.	_____	_____	_____	_____	_____
8. Social roles and status differences do not seem meaningful, but I tolerate their existence.	_____	_____	_____	_____	_____
9. I find it hard to believe that people can be motivated by sexual desire just by itself.	_____	_____	_____	_____	_____
10. I have an active imagination.	_____	_____	_____	_____	_____
11. I verbally mix up quotations, metaphors, and references.	_____	_____	_____	_____	_____
12. I am interested in spiritual and/or religious matters.	_____	_____	_____	_____	_____
13. I handle conflicts by trying to find a way to agree to disagree and walk on as friends.	_____	_____	_____	_____	_____

4th Dimension (Cont'd) Psyche Parasensing Function	100% of Time <u>Always</u>	75-99% of Time <u>Usually</u>	50-74% of Time <u>Many</u>	25-49% of Time <u>Few</u>	0% of Time <u>Never</u>
14. I enjoy complete freedom to act within healthful parameters.	_____	_____	_____	_____	_____
15. I have a charismatic aura that inspires others; I serve as a catalyst to help others change.	_____	_____	_____	_____	_____
16. I feel fully alive only when inspiring and helping others.	_____	_____	_____	_____	_____
17. I remember my dreams and watch them for creative ideas.	_____	_____	_____	_____	_____
18. I compete with others over who has the best religious beliefs.	_____	_____	_____	_____	_____
19. I dislike showiness and displays of phony feelings in others.	_____	_____	_____	_____	_____
20. I work on empathetic listening and understanding others.	_____	_____	_____	_____	_____
21. I am mindful of consequences resulting from my behavior.	_____	_____	_____	_____	_____
22. I have swift strong reactions to people, animals, and things.	_____	_____	_____	_____	_____
23. I am fluent and good-humored.	_____	_____	_____	_____	_____
24. I love to cheer up people and give them gifts.	_____	_____	_____	_____	_____
25. I want to be spiritual but I worry about being “normal”.	_____	_____	_____	_____	_____
26. I use both rational thinking and intuition in problem solving.	_____	_____	_____	_____	_____

4th Dimension (Cont'd)
Psyche
Parasensing Function

100%
of Time
Always

75-99%
of Time
Usually

50-74%
of Time
Many

25-49%
of Time
Few

0%
of Time
Never

27. Nature's truth as timeless, unchanging and stable in one way; evolving, dynamic in others.

28. I have experiences beyond my senses only I can see, hear, feel, smell, or taste.

29. While each of us seems separate on the surface, underneath it all we are all interconnected.

30. I am fun-loving.

Self-Manager's Task Process

1. I clarify my intentions, goals, or objectives of the following kinds

a. Creative (brand new ideas)

b. Innovative (ideas adapted from old ideas, designs, etc)

c. Preventive Maintenance (necessary to keep things from going astray)

d. Personal Education (skills, knowledge, personal growth)

2. I make definitive plans for achieving each objective.

3. I take action to achieve each objective and plan.

Self-Manager's Task Process (Continued)	100% of Time <u>Always</u>	75-99% of Time <u>Usually</u>	50-74% of Time <u>Many</u>	25-49% of Time <u>Few</u>	0% of Time <u>Never</u>
4. I have an early warning system for detecting problems which may take my plans off course.	_____	_____	_____	_____	_____
5. I view problems as challenges to be openly and actively solved (both financial and people challenges)	_____	_____	_____	_____	_____
6. I am open to feedback on my and my work team's performance	_____	_____	_____	_____	_____
7. I review my and my work teams performance with them.	_____	_____	_____	_____	_____

**Center Circle
Timeless Aware Source**

1. My silent timeless center gives me the freest and healthiest choices available to humans.	_____	_____	_____	_____	_____
2. I see myself as an ageless soul inhabiting a temporary body.	_____	_____	_____	_____	_____
3. I see my every perception, every interpretation of each perception, and responses thereto as options with consequences for health or ill for myself, society, & planet.	_____	_____	_____	_____	_____
4. I live in harmony with the laws and principles existing in Nature as created and evolved by our Source.	_____	_____	_____	_____	_____

5. I see myself as a vital constituent
of a vast 'ocean' blend of mind,
electromagnetic energy, air
(hydrogen, oxygen, etc.) and
the rest of Nature.



Copyright 1972; 2002; 2006 – Robert Wayne Johnston – OmniMind Constituents© . . . for integral self, social, and planetary health