



Oxor Titanium Imposition™ Resolving Conflict The definitive resource

Conflict is either when someone is doing something they should not or not doing something that they should.

Method: Pick the quadrant and pattern and impose the way the other person wants to be imposed upon.

This is the Titanium Rule: “Do unto others according to their druthers - as they would like you to do”. We learn what people’s druthers are by observing them, asking questions, watching mannerisms, noticing how they are dressed, reading their cues, noticing preferences they have etc. This is working out their Disc behaviour pattern.

The aim is to obtain willing agreement. This technique gives you the best chance. But there are cases where it will fail – look how full the courts are.

The Oxor Titanium Imposition™ can fail if the other person is not rational or has some sort of mental impairment or you have ignored this guide.

1. Avoid what annoys or bothers all.

The following applies to ALL patterns.

These are called the 10 MAXI-DISLIKES™.

1. Do not make loud chewing noises.
2. Do not take up space in crowded aisles so that nobody else can get through.
3. Do not be a bad driver – this is very difficult for some.
4. Do not make throat clearing noises.
5. Do not speak in the third person.
6. Do not pick your nose.
7. Do not be rude.
8. Do not have a limp handshake.
9. Do not make up nicknames for other people and use them without permission.
10. Do not look over others’ shoulders when they are using their phone or computer.

2. Avoid what specifically annoys or bothers the imposee as you know their pattern.

These are called the MINI-DISLIKES™.

3. Know what will get the imposee to pay attention to you.

These are called the ATTENTION GRABBER FACTORS™.

4. Combine the overall premise method and fine tune it with the specifics shown for your imposee.

This is correct imposition! And it gives you the greatest chance of success.

Overall premise method for High Ds:

A D takes direct aggressive approach which may result in “I win / you lose”:

- Avoid right / wrong debates by stating differences without judgment
- Ask what to seek out the real issues
- Ask what would be necessary to achieve “win / win”
- Do not ramble
- Wrap up indicating what everyone has committed to do

Get their attention, allow for what to avoid, pressure, fear and how they will deal with conflict:

1. Director – ESTJ

Know these ATTENTION GRABBER FACTORS™:

Recognise pragmatism. They want there to be a point to every conversation. They want to do something with what they are learning or talking about. Extrapolating about theories or concepts just for the sake of it can interest them now and then, but they will quickly want to get back to realistic, concrete information.

Appreciate people who are down-to-earth, grounded and straightforward. A lot of pretentious, superfluous language tends to turn them off.

Decisions are based on facts, personal experience and authority and they will not be persuaded unless you have facts or experience to back up their claims.

Important to respect their experiences and to ask about them.

Enjoy discussing things about which they have firsthand knowledge.

Be frank, assertive and direct.

Do not waste their time, beat around the bush or try to win approval by emotional appeals.

Talk about a new skill you have learned, a new way to organise something or a problem you are trying to solve.

Ask for their advice, especially when it comes to planning or problem-solving.

Be literal, explicit and linear – do not jump around all over the place.

Do not make exceptions or show biases as the Director values justice and fairness.

Avoid these MINI-DISLIKES™ for each pattern *in addition to the MAXI-DISLIKES™:*

Emotional Volatility: Do not be unpredictably dramatic or emotional as this will stress out the Director.

Pity: Do not indulge in self-pity or elicit pity from the Director.

Procrastination: Do not procrastinate; the Director cannot stand it.

Under Pressure: Sticks to the agenda; pays out on shoddy work or service and differing views.

Fears: Being made to look publicly foolish, taking risky shortcuts.

How they will deal with conflict: Directors often do not mind conflict and will approach it head on. They enjoy taking control of most situations and will often attempt to fix things themselves. They are not afraid of arguing with people and are often rather aggressive individuals. They are perfectly capable of handling conflict and will shut the situation down however they feel it is necessary. They do enjoy keeping harmony in their household, but only if everything is running efficiently.

Attitude to conflict: The Director will compete as the Director is practical, realistic and decisive and will be forceful in their handling of conflict. You have been warned.

2. Developer – ENTJ

Know these ATTENTION GRABBER FACTORS™:

Attracted to conceptual, theoretical conversation. They want to extrapolate or envision future possibilities and innovative solutions.

Tend to respond to scholarly language and precise words. They are curious and non-traditional and enjoy coming up with original solutions to problems.

Debate does not scare them and it appeals to them more than gracious conversation.

Enjoy arguing a topic until the truth is discovered and they are usually able to have friendly discourse and arguments without feeling emotionally disrupted.

Very important to get to the point in a conversation.

They hate feeling like they are wasting time so they can quickly become irritated if the conversation is overly detailed or focused on mundane, day-to-day experiences.

They enjoy problem-solving, strategising, and figuring out long-range goals and objectives.

They like debate, playing the devil's advocate or troubleshooting complex projects.

Has a philosophical nature which tends to show up when relaxed and in a pressure-free environment. During these times anything from theology to music to life after death is fair game for conversation.

Avoid the MINI-DISLIKES™ for each pattern in addition to the MAXI-DISLIKES™:

Pity: Do not resort to emotional appeals. Developers hate emotional manipulation especially if you make them feel helpless or vulnerable.

Procrastination: Do not procrastinate; the Developer will become restless and irritated. With the Developer, should you not know the best decision to make, try to give them a time or date that you will get an answer to them. They will at least know when the procrastination is over.

Laziness: Never be seen as lazy and, more importantly, never complain that others get paid more because that was earned through hard work. Be seen as proactive.

Under Pressure: Works alone to complete tasks; is belligerent if individualism is threatened or challenging opportunities disappear.

Fears: Boredom; loss of control.

How they will deal with conflict: Developers definitely do not mind conflict at all, and often see it as an opportunity to grow. They face these challenges head on and might even take a little bit of pleasure in them. If someone is challenging the Developer, they will not be afraid to stand up against that person at all. At the same time, Developers enjoy hearing what people have to say and

do enjoy the chance to hear other people's opinions. Discord is not something that makes a Developer uncomfortable, since they spend most of their lives taking on new challenges and hurdles.

Attitude to conflict: The Developer will compete and may collaborate. Developers are decisive and quick to assume the leadership role in a conflict. They will want the facts and then make a quick decision. They will be the bully. You have been warned.

3. Results – ESTP

Know these ATTENTION GRABBER FACTORS™:

Recognise that this type is usually friendly, responsive and realistic.

Will respond to rich storytelling and colourful anecdotes.

Attracted to easy-going, pragmatic people who have a sense of adventure and fun. They like to ask and explore solutions to real-world issues and problems and, while they can enjoy theoretical conversation, they prefer it to have a practical application.

As experiencers and realists, they enjoy brainstorming fun activities, opportunities and possibilities in the real world.

Bear in mind that they detest being lectured, controlled or talked over.

You will find the Results very animated, charming and action-oriented and tend to be extremely down-to-earth and direct.

Attracted to good-natured, lively conversations that are filled with humour or friendly debate.

Recognise that it is extremely important that there is a pragmatic outcome to any kind of in-depth discussion.

Talking just to talk is rarely interesting. Get right to the point.

Appeal to their desire for action, experience and opportunity.

Avoid the MINI-DISLIKES™ for each pattern in addition to the MAXI-DISLIKES™:

Drama Queens: Nothing annoys a Results more than someone who constantly seeks drama or creates a crisis just to get attention. Do not do it! Be seen as easy-going; show common-sense.

Complaining About the Same Thing Repeatedly: The Results absolutely loathes people complain about the same situation or event repeatedly and do not do anything to solve the problem. You will have real trouble on your hands if you become passive-aggressive when the Results tries to offer a solution. Passive-aggressive is indirect resistance to the demands of others and an avoidance of direct confrontation.

Micro-Managing: Never micro-manage. The Results cannot stand having a helicopter manager/spouse/parent dictating everything they do or constantly “checking up” on them.

Under Pressure: Becomes critical and fault finding; resists participating with a team; may overstep boundaries.

Fears: Others will take advantage of them; slowness, especially in task activities; being a pushover.

How they will deal with conflict: Results folk do not enjoy conflict with their loved ones and will often attempt to keep the peace. They value the people closest to them and truly do not want to be

disliked by them. When it comes to strangers though, Results folk will sometimes snap on people who are frustrating them. They often approach conflict in the moment and will attempt to smooth things over later on. They do not overthink the situation and will often just react to how they are feeling in that present moment.

Attitude to conflict: The Results will compete and may collaborate. Results people are far too energetic and busy to let someone else sort out conflicts. They will do it themselves, but will be bored by facts. You stand warned not to beat about the bush.

4. Inspirational – ENTP

Know these ATTENTION GRABBER FACTORS™:

Attracted to conceptual, theoretical conversation. They want to extrapolate or envision future possibilities and innovative solutions.

Tend to respond to scholarly language and precise words. They are curious and non-traditional and enjoy coming up with original solutions to problems.

Debate does not scare them and it appeals to them more than gracious conversation.

Enjoy arguing a topic until the truth is discovered and they are usually able to have friendly discourse and arguments without feeling emotionally disrupted.

Bring up something novel, original, or off-the-wall. They are attracted to things that are new and different.

Will want to venture into uncharted territory and explore theories, possibilities new solutions and discoveries.

Try not to go overboard with all the nitty-gritty stuff (but know your facts) as they hate being overloaded with details.

Give them time to debate or ask questions.

Avoid the MINI-DISLIKES™ for each pattern in addition to the MAXI-DISLIKES™:

Suck-Ups: Do not overly-flatter other people, especially those in authority, as this really annoys the Inspirational. Inspirational are rebels who believe in truth over good impressions.

Tradition: Being innovative, the Inspirational hates doing things the way they have always been done. Change and transformation is their oxygen and everything can be looked at from a different perspective.

Argument-Stiflers: Inspirational thrive on debate so do not shut one down especially if you assume there is bad intent. Recognise that Inspirational enjoy a friendly argument and rarely instigate one out of meanness or anger. Less attracted to small talk or a re-hashing of old experiences. Phrases like, “This is the way it’s always been done”, or “If it ain’t broke don’t fix it” will tend to annoy your Inspirational.

Under Pressure: Becomes manipulative, quarrelsome or belligerent.

Fears: Weak behaviour; loss of social status.

How they will deal with conflict: Inspirational do not mind conflict and may even spend time seeking it out. They absolutely love any chance to debate something and are great at making their

opinions known. They often see arguments as an opportunity to learn or even educate others. Inspirational truly enjoy debating various topics with people, which often makes them completely at ease with conflict. If they feel like someone is being foolish though, the Inspirational will find them extremely easy to ignore or they will simply shut them down, with pleasure.

Attitude to conflict: Compete and may collaborate. Inspirational have a reputation for finding ingenious solutions to conflicts, but they do want to solve problems quickly. Prepare for a debate, though.



Overall premise for I:

An I tends to avoid direct open conflict:

- Recognise their discomfort with conflict or loss of approval
- State issue with facts, without criticism of them as a person; ask who questions if required
- Limit their attempts to minimise problem or side-track the discussion; get back on the subject
- Wrap up the discussion with a clear statement of what is going to happen, not tell them what to do and when. Affirm your relationship with them

Get their attention, allow for what to avoid, pressure, fear and how they will deal with conflict:

5. Persuader – ENFJ

Know these ATTENTION GRABBER FACTORS™:

Recognise a preference for responding to imaginative, dramatic language. This does not mean they are necessarily dramatic people, but they instantly stop and take notice when someone is talking about something that seems to overflow with meaning and significance to them.

Attracted to metaphor and big-picture, futuristic ideas and possibilities.

Appreciate people who reference their values, their concern for others and personalise communication with questions and empathetic language and use diplomacy and tact.

Give a chance to speak rather than hijacking the entire conversation.

Intimacy and empathic connection are what Persuaders want in a conversation. Meaningful, authentic conversations draw them in like a magnet.

Want to know your deepest feelings, your opinions and the psychology of what makes you tick.

Want to discuss the future implications of things that are happening today and explore personal goals and plans.

Usually big proponents of personal development so conversations about growth, spirituality, psychology and human potential tend to excite.

Avoid the MINI-DISLIKES™ for each pattern *in addition to the MAXI-DISLIKES™*:

Being Talked Over: Persuaders think carefully about their words and are often eloquent communicators. What they cannot tolerate is having their thoughts and statements “talked over”, especially by someone who gives a tone of superiority or is condescending.

Red Herrings: Stay on topic. Persuaders become flustered and irritated when people detract from the original point of the conversation merely to create a distraction or avoid the fact that they might be wrong.

Trolling: Wreaking havoc on people’s moods and emotions just to get a buzz is a major turn-off for the Persuader as the Persuaders like to do whatever they can to show respect to people. Trolling goes against their very nature, so do not do it.

Under Pressure: Becomes indecisive and is easily persuaded; becomes organized to look good.

Fears: Fixed environment; complex relationships.

How they will deal with conflict: Persuaders enjoy keeping harmony and because of this they might attempt to find ways to remedy a situation. They want to make sure that everyone is kept happy and truly do not want to make enemies of anyone. Persuaders will often work to say the right thing in order to keep everyone getting along. This sometimes backfires when they accidentally say too much in a given situation. They simply do not want people to get angry over pointless things and will do what they can to keep everyone in good spirits. This does not mean Persuaders are pushovers, they are actually far from it. They stand up for what they truly believe in but are often good at finding diplomatic ways to express what they believe.

Attitude to conflict: The Persuader will compete and also will collaborate. Persuaders are very difficult to handle in conflict as they are quick-thinking and able to see all possibilities. They are almost unbeatable so you need to be *very well prepared*.

6. Appraiser – ESFJ

Know these ATTENTION GRABBER FACTORS™:

Recognise pragmatism. They want there to be a point to every conversation. They want to do something with what they are learning or talking about. Extrapolating about theories or concepts just for the sake of it can interest them now and then, but they will quickly want to get back to realistic, concrete information.

Appreciate people who are down-to-earth, grounded and straightforward. A lot of pretentious, superfluous language tends to turn them off.

Decisions are based on facts, personal experience and authority and they will not be persuaded unless you have facts or experience to back up their claims.

Important to respect their experiences and to ask about them.

Enjoy discussing things about which they have firsthand knowledge.

Appraisers are friendly and attentive and are usually very easy to talk openly with.

Drawn to conversations where people are freely sharing their opinions, emotions and feelings.

Like being asked for advice about interpersonal issues and usually have a fair amount of wisdom to share in this area.

Being polite is a must so do not use rude or harsh dialogue.

Love to be confided in and to help when someone feels stumped about a relationship.

Like to offer solutions and enjoy discussing projects, activities and plans as they are very practical.

Avoid the MINI-DISLIKES™ for each pattern *in addition to the MAXI-DISLIKES™:*

Laziness: The Appraiser tends to be hard-working and goal-oriented. Picking up the slack for people who procrastinate or refuse to carry their weight is exasperating. It's especially bad if these same people incessantly complain about not getting the rewards that others are receiving for their hard work.

Lack of Respect for Space: Appraisers do not like mess from visitors or room-mates and who do not clean up after themselves. Do not leave piles of dirty dishes or clothes unless you want to be branded disrespectful and inconsiderate.

Wishy-Washiness: If you say you are going to do something then do it. Do not shirk or alter plans at the last minute.

Under Pressure: Becomes restless, critical, and impatient.

Fears: "Loss" or "failure"; others' disapproval.

How they will deal with conflict: Appraisers definitely are not fans of conflict and will often work very hard to maintain harmony. They would much prefer that everyone get along and become anxious and uneasy when things become too heated. They are perfectly capable of standing up for themselves and are even more capable of standing up for the people they care about. If the Appraiser feels like someone is being cruel to someone close, this will often bring out a more aggressive side of their personality. In general, Appraisers prefer to keep the peace and will often find just the right words to ensure that everyone is getting along.

Attitude to conflict: The Appraiser is accommodating, collaborative and compromising. Appraisers are warm-hearted types and very cooperative. They will want to maintain good relations after the conflict is resolved. Generally, you will not get into much conflict with your Appraiser.

7. Promoter – ENFP

Know these ATTENTION GRABBER FACTORS™:

Recognise a preference for responding to imaginative, dramatic language. This does not mean they are necessarily dramatic people, but they instantly stop and take notice when someone is talking about something that seems to overflow with meaning and significance to them.

Attracted to metaphor and big-picture, futuristic ideas and possibilities.

Appreciate people who reference their values, their concern for others and personalise communication with questions and empathetic language and use diplomacy and tact.

Give a chance to speak rather than hijacking the entire conversation.

Brainstorm. Will want to extrapolate, hypothesise and explore many possibilities and connections. Challenge their creativity and acknowledge their unique perspectives and ideas.

Want options and they hate being limited.

Try not to impose a lot of rules or structure on the conversation if you can.

Appeal to their sense of the possible and their enthusiasm for the future and the theoretical.

Novelty and originality will excite.

Avoid the MINI-DISLIKES™ for each pattern in addition to the MAXI-DISLIKES™:

Being Micro-Managed: Freedom-loving Promoters enjoy space and creativity to accomplish tasks to their standard. Being around rigid rule-enforcers and overly-attentive managers makes them feel that they are not free to imagine, innovate and do what they do best. Sometimes, however, you have to micro-manage your Promoter if you want anything finished due to chronic unreliability.

Promoters are extremely difficult so you can expect some trouble if history is any guide.

One-Word Responses: Avoid this unless you are extremely busy. The Promoter does not like doing all the heavy-lifting in a conversation.

Being Told How They Feel: If a Promoter is describing their feelings to you, it is best to practice actively listening. Do not tell them how they feel or that what they are feeling is invalid.

Under Pressure: Becomes careless and sentimental; is disorganized.

Fears: Loss of social acceptance and self-worth.

How they will deal with conflict: Promoters dislike conflict, especially when it is with people they truly care for. They do not want to burn any bridges and truly want people to like them for who they

are. They will often attempt to pick their battles and only approach conflict when they feel they must stand up for their beliefs. Promoters are certainly not pushovers and are perfectly capable of standing up for themselves. They simply do not enjoy arguing with people, especially people who can potentially say cruel or hurtful things. They want to get along with others and prefer to look towards the more positive aspects of life. They are not naturally violent people and prefer to maintain discussions in a more relaxed way as long as they remain rational. They do not like being held to account.

Attitude to conflict: The Promoter will compete and may collaborate. The Promoter is quick-thinking and able to see all possibilities. They are almost unbeatable and can be exceptionally difficult, especially when held to account, so you need to be *very well prepared*.

8. Counselor – ESFP

Know these ATTENTION GRABBER FACTORS™:

Recognise that this type is usually friendly, responsive and realistic.

Will respond to rich storytelling and colourful anecdotes.

Attracted to easy-going, pragmatic people who have a sense of adventure and fun. They like to ask and explore solutions to real-world issues and problems and, while they can enjoy theoretical conversation, they prefer it to have a practical application.

As experiencers and realists, they enjoy brainstorming fun activities, opportunities and possibilities in the real world.

Bear in mind that they detest being lectured, controlled or talked over.

Enthusiastic and drawn to conversations that are filled with humour, colour and excitement.

Talk about experiences, outings or opportunities they should enjoy.

Use humour and storytelling, so mention anything funny or out-of-the-ordinary that happened in your day.

Mix up conversation with activity and do not beat around the bush or drone on.

Like tact and politeness, but not with too much formality.

Avoid the MINI-DISLIKES™ for each pattern in addition to the MAXI-DISLIKES™:

Pretentious Behaviour: The Counselor is down-to-earth and is quick to sniff out arrogance no matter how eloquently someone tries to conceal it. Keep it to yourself that you are smarter, classier or more sophisticated than someone else. Be careful about probing too deeply into their personal lives if you do not know them very well.

Fake Smilers: Be authentic. They hate fake smilers.

Narrow-Mindedness: Do not be quick to judge or who be unwilling to see outside of a limited perspective as your Counselor will become exasperated.

Under Pressure: Becomes overly flexible and intimate; is too trusting without differentiating amongst people.

Fears: Pressuring people; being accused of causing harm.

How they will deal with conflict: Counselors definitely do not enjoy conflict and will often do whatever it takes to keep the peace in a situation. They want to have fun and arguing will often disrupt their enjoyment of life. When you attempt to push your Counselor around, they will often

become upset and try to find ways to avoid this. They truly dislike arguing and are often good at avoiding conflict as much as possible.

Attitude to conflict: The Counselor will be accommodating, collaborative and compromising. Counselors are friendly and generally full of common sense. If you have one on your team, consider appointing them the mediator as they are good at that.



Overall premise for the High S:

An S tends to avoid aggression, hostility or conflict:

- State the need to resolve the conflict in order to maintain harmony and stability in the relationship; do not be confrontational
- Ask how to draw out uncomfortable issues; can also ask when, what and where questions
- Ask them what they would need to resolve the issue in a way that is reasonable and effective

Get their attention, allow for what to avoid, pressure, fear and how they will deal with conflict:

9. Specialist – ISFP

Know these ATTENTION GRABBER FACTORS™:

Recognise that this type is usually friendly, responsive and realistic.

Will respond to rich storytelling and colourful anecdotes.

Attracted to easy-going, pragmatic people who have a sense of adventure and fun. They like to ask and explore solutions to real-world issues and problems and, while they can enjoy theoretical conversation, they prefer it to have a practical application.

As experiencers and realists, they enjoy brainstorming fun activities, opportunities and possibilities in the real world.

Bear in mind that they detest being lectured, controlled or talked over.

As the Specialist is gentle but passionate, will appreciate being asked their opinions without the person asking seeming pushy or overbearing.

Be specific and explicit as they do not like beating around the bush or getting overly abstract.

Ensure there is a practical purpose to the discussion as the Specialist is a realist otherwise you will see them get frustrated.

Confide, ask for advice or share an experience. Often enjoy talking about their favourite songs or TV shows because these things are usually very special to them and give them a way to express their values indirectly.

Like it if you affirm their values and show compassion and courtesy.

Avoid the MINI-DISLIKES™ for each pattern *in addition to the MAXI-DISLIKES™:*

Being Labelled: The Specialist is a true individualist who believe that each person is completely unique and should never be put in a “box”. Never ever tell a Specialist that you use the Oxor Method™ which is all about putting people in 16 boxes. Oxor has never had a Specialist use this system so it’s the Specialist who is missing out and we know it and they do not.

Hypocrisy: The Specialist believes in practising what they preach and it infuriates them when people criticise others for behaviour the Specialist already emulates.

Disrespect for Personal Space: Do not barge into a Specialist’s room or office, make a mess in their area and do not clean it up. Never ever encroach on their physical space unless you want to drive the Specialist crazy.

Under Pressure: Becomes adaptable to those in authority and thinks with the group.

Fears: Change, disorganization.

How they will deal with conflict: Specialists truly dislike conflict and will often attempt to do whatever they can to keep the peace. They will always stand up for what they truly believe in and will not avoid conflict if they feel like someone is attempting to control them or their feelings. Specialists simply want to enjoy life and dislike making people angry or upset. They have strong internal morals, which often guide them when it comes to conflict situations.

Attitude to conflict: The Specialist will be avoiding, accommodating or compromising.

Specialists are sensitive types who dislike disagreements and conflicts and will not want to force their opinions on others. They would not use this system so do not let on that you do.

10. Investigator – INFJ

Know these ATTENTION GRABBER FACTORS™:

Recognise a preference for responding to imaginative, dramatic language. This does not mean they are necessarily dramatic people, but they instantly stop and take notice when someone is talking about something that seems to overflow with meaning and significance to them.

Attracted to metaphor and big-picture, futuristic ideas and possibilities.

Appreciate people who reference their values, their concern for others and personalise communication with questions and empathetic language and use diplomacy and tact.

Give a chance to speak rather than hijacking the entire conversation.

Focus on the big picture to avoid your Investigator tuning out of nitty-gritty, day-to-day topics or small talk.

Show the larger perspective of your interaction, focussing on personal goals or future possibilities.

Ask for ideas about a project you are working on or their insight into your theories or relationships.

Appeal to their creativity and let them extrapolate or predict. They enjoy imagining and envisioning, and they're very good at seeing connections, themes, and patterns.

Punctuate with regular pauses so that they can process everything you are saying without feeling pressured to make a quick response.

Recognise that it will be nigh on impossible to alter beliefs, even by using facts.

Avoid the MINI-DISLIKES™ for each pattern *in addition to the MAXI-DISLIKES™:*

Hasty Generalizations: Avoid as the Investigator is always looking for more context to a situation or event and to believe that each has layer upon layer of meaning. Hasty generalisations are extremely frustrating to your Investigator.

One-Upmanship: Do not constantly have self-seeling motives, brag, outdo or attempt to have the “upper-hand” in a conversation as your Investigator will spot the pattern and let it grate on their nerves.

Interruptions: The Investigator is not good at multi-tasking, but is skilled at quietly delving into a subject or idea in depth and with extreme focus. Being interrupted causes major stress as your interruption can cause loss of all connections in their mind completely. They will bark at you, so now you are prepared.

Under Pressure: Tends to internalize conflict; holds on to grudges.

Fears: Involvement with the masses; responsibility to sell abstract ideas.

How they will deal with conflict: Investigators are often excellent at finding a way to resolve different conflicts. They are especially good at reaching understanding between people who are struggling with miscommunication. Investigators however, do not enjoy conflict most of the time and will do whatever they can to smooth things over. They are extremely empathetic individuals, which can make this type of discord extremely unsettling for them. They may simply attempt to bend to other people in order to avoid too much of a problem in the situation. They are great at finding the right things to say in order to avoid burning bridges or causing lasting damage between people. Only when the Investigator holds something at a vital internal value, will they be prepared to approach things in an argumentative way. They especially are not afraid of conflict when it comes to defending someone close or someone who is being bullied.

Attitude to conflict: The Investigator will be compromising, accommodating and collaborating. The Investigator wants to understand people and how to get the best out of a situation so conflict is an anathema to them. You will probably see some tactless behaviour, however. Watch out for being “door slammed”.

11. Agent – INFP

Know these ATTENTION GRABBER FACTORS™:

Recognise a preference for responding to imaginative, dramatic language. This does not mean they are necessarily dramatic people, but they instantly stop and take notice when someone is talking about something that seems to overflow with meaning and significance to them.

Attracted to metaphor and big-picture, futuristic ideas and possibilities.

Appreciate people who reference their values, their concern for others and personalise communication with questions and empathetic language and use diplomacy and tact.

Give a chance to speak rather than hijacking the entire conversation.

Do not overburden them with lots of details or expect immediate answers as the Agent needs time for reflection, revision and imagination in interactions.

Spike their curiosity by talking about psychology or spirituality, without being pushy and ask their thoughts about things even if you are not interested.

Be non-judgmental and curious about how they see the world. They are deeply passionate, but may not always show it until they trust someone deeply.

You can often get a conversation going by asking them about their favourite books, movies or songs. They often have favourite stories or songs that express their inner values in some way.

Show open-mindedness and gentleness in your approach.

Avoid the MINI-DISLIKES™ for each pattern *in addition to the MAXI-DISLIKES™:*

Phony Behaviour: Do not talk behind someone’s back, suck up to authorities or be inauthentic if you want your Agent on side. Your Agent values sincerity so manipulation or fakery is to be avoided. Never mock one of their principles or values.

Being Told to “Hurry Up”: The Agent needs time to decide on everything from relationships to the flavour of the ice cream. Do not back your Agent into a corner or force a premature decision or you will make them stressed and frustrated. This is easier said than done.

Assumptions About People: The Agent believes that every individual has unique traits, dreams, strengths, and weaknesses. Your Agent will be exasperated that the Oxor Method™ has them, or anyone else, “figured out”. Your Agent will not be interested in this method and not realise that it is actually in use on them.

Under Pressure: Becomes persuasive, using information or key friendships if necessary.

Fears: Dissension; conflict.

How they will deal with conflict: Agents do not mind conflict as long as people are expressing themselves in healthy and calm ways. If someone is becoming overly aggressive or shouting, the Agent is likely to become bothered by this. They do not mind having a disagreement with someone, as long as they are allowed to state their opinion fairly. They will often completely avoid dealing with someone who is becoming too worked up and will simply step away from the situation. They do not enjoy when things become too heated and might become upset over this. Agents are sensitive individuals, who simply enjoy when people are honest with them but not in an unnecessarily cruel way.

Attitude to conflict: The Agent will be collaborating, compromising or accommodating. The Agent is the most adaptable of the personality types and will try everything to resolve a conflict. They will see possibilities where others cannot.

12. Achiever – ISTP

Know these ATTENTION GRABBER FACTORS™:

Recognise that this type is usually friendly, responsive and realistic.

Will respond to rich storytelling and colourful anecdotes.

Attracted to easy-going, pragmatic people who have a sense of adventure and fun. They like to ask and explore solutions to real-world issues and problems and, while they can enjoy theoretical conversation, they prefer it to have a practical application.

As experiencers and realists, they enjoy brainstorming fun activities, opportunities and possibilities in the real world.

Bear in mind that they detest being lectured, controlled or talked over.

Do not burden your Appraiser with lots of interaction as they get burned out if overloaded.

Get straight to the point and make sure you have logical reasons to back up your claims.

Ask for practical solutions; impart knowledge with real-life experience to back it up. Use humour and friendly banter to keep the interaction lively.

Very important to listen carefully when they speak, because they have usually put a lot of thought into what they are going to say and are very sparing with their words.

Important to be conscious of their time and the fact that they tend to quickly tire of long iterations unless they are very invested in the relationship or subject matter.

Avoid the MINI-DISLIKES™ for each pattern *in addition to the MAXI-DISLIKES™:*

Assumptions About Their Thinking: If you really want to get on an Achiever’s nerves, tell them what they are thinking or act like you have got them “all figured out”. This will appear as arrogant and the assumptions are nearly always way off the mark. Unless you have picked their pattern. Never let on to an Achiever.

Complaining: Never complain to your Achiever especially if you, as the complainer, are not looking for logical solutions. You will lose your Achiever's respect.

Rambling: Do not ramble. Get to the point. Your Achiever hates people who beat around the bush or meander through long stories that have no relevance to the current situation.

Under Pressure: Becomes frustrated and impatient; becomes more of a "do-er" and less of a "delegator".

Fears: Others with competing or inferior work standards affecting results.

How they will deal with conflict: Achievers are not afraid of conflict, but they will often avoid it at any cost. They prefer to keep the peace, mostly for their own sake. They enjoy being alone and dislike when people attempt to push their problems onto them. Achievers are logic minded individuals and might be good at finding ways to solve whatever problem is at hand. If they feel like they can fix the issues, then they will definitely attempt to do so. If people are simply being overly emotional though, the Achiever will step away from the situation quickly.

Attitude to conflict: The Appraiser will be compromising or accommodating. The Achiever is tolerant and flexible and will use facts, not feelings, when it comes to managing conflict. Be prepared for that.



Overall premise for the High C:

A C tends to initially withdraw from open conflict but may become defensive or aggressive:

- State the issue calmly, logically and factually citing specific behaviour; do not refuse to explain details
- Ask why type questions and what they would need to resolve the conflict on a “win / win” basis
- Recognise their need to think about the situation before responding and schedule a time to have a follow up discussion

Get their attention, allow for what to avoid, pressure, fear and how they will deal with conflict:

13. Practitioner – ISFJ

Know these ATTENTION GRABBER FACTORS™:

Recognise pragmatism. They want there to be a point to every conversation. They want to do something with what they are learning or talking about. Extrapolating about theories or concepts just for the sake of it can interest them now and then, but they will quickly want to get back to realistic, concrete information.

Appreciate people who are down-to-earth, grounded and straightforward. A lot of pretentious, superfluous language tends to turn them off.

Decisions are based on facts, personal experience and authority and they will not be persuaded unless you have facts or experience to back up their claims.

Important to respect their experiences and to ask about them.

Enjoy discussing things about which they have firsthand knowledge.

Will enjoy one-on-one conversation much more than group chatter as they are conscientious and reserved and feel most comfortable when a conversation is polite, but intimate.

Enjoys discussing relationships, plans and shared experiences. They appreciate people who are specific, literal, and considerate.

Keeping the volume of your voice down and taking regular pauses, so that they can consider what you are saying, is important.

Ask them about their experiences, hobbies and current projects.

Respect values and their personal space.

Avoid the MINI-DISLIKES™ for each pattern *in addition to the MAXI-DISLIKES™:*

Erratic Schedules: Be very aware that your Practitioner becomes extremely stressed by frequent or unexpected change. Thrust your plans on them at the last minute will cause frustration and becoming overwhelmed. Give time to digest. It is especially bad if the plans are permanent or life-changing (a sudden move, a new job, changed processes, etc...)

Prideful Tactlessness: Your Practitioner will not be impressed if you “tell it like it is” in a completely disrespectful way. Your Practitioner will know the difference between kind-hearted truth and brash insensitivity and will choose compassion over blatant disregard.

Interruptions: Give your Practitioner peace and quiet when they are working on a project to avoid stress. At home and in the workplace, it is important for everyone to have courtesy about noise, phone calls and your Practitioner's personal space.

Driving: Do not drive recklessly with your Practitioner in the car. Your Practitioner is the exceptionally careful driver.

Under Pressure: Becomes restrained; is sensitive to criticism.

Fears: Harm to those close; no recognition as an "expert".

How they will deal with conflict: Practitioners definitely dislike conflict and prefer harmony more than anything else. They are always working to keep their environment peaceful and calm. They want to make their loved ones happy and will often see it as a failure if they cannot do so. If people are arguing in their group, Practitioners might even blame themselves for not being able to keep everyone at peace with each other. They often take the responsibility on themselves to ensure that everyone is getting along and feeling happy.

Attitude to conflict: The Practitioner will be compromising, accommodating and collaborating. Practitioners want to operate in a harmonious environment, so they will do anything to resolve conflict. They can be Passive-Aggressive, so you have been warned.

14. Objective Thinker – ISTJ

Know these ATTENTION GRABBER FACTORS™:

Recognise pragmatism. They want there to be a point to every conversation. They want to do something with what they are learning or talking about. Extrapolating about theories or concepts just for the sake of it can interest them now and then, but they will quickly want to get back to realistic, concrete information.

Appreciate people who are down-to-earth, grounded and straightforward. A lot of pretentious, superfluous language tends to turn them off.

Decisions are based on facts, personal experience and authority and they will not be persuaded unless you have facts or experience to back up their claims.

Important to respect their experiences and to ask about them.

Enjoy discussing things about which they have firsthand knowledge.

Appreciate people who are conscientious and direct as your Objective Thinker is reserved, strong-willed and precise.

Very important to respect their personal space and listen attentively when they are speaking.

Enjoys topics that have a practical purpose and especially enjoy being asked their opinion on how to solve a problem. They tend to have hobbies that they are passionate about and will appreciate being asked to share about those.

If you are trying to win an argument, be sure to use facts and logic to back up your claims. Do not expect to win them over through emotional appeals or "gut" feelings.

Recognise that your Objective Thinker likes an environment whereby you listen when they speak.

Avoid the MINI-DISLIKES™ for each pattern *in addition to the MAXI-DISLIKES™:*

Unexpected Change: Your Objective Thinker will like to know what to expect and when to expect it. Do not impose spontaneously and make your Objective Thinker adapt to your whims or lack of planning unless you want to stress them out. Long-lasting uncertainty can have very adverse effects on well-being.

Sugar coated Remarks: Serve it up direct. Emotional appeals and insincere flattery are no way to win your Objective Thinker over.

Invasiveness: Do not encroach on personal space, pepper them with texts and phone calls or over-schedule your Objective Thinker's time as that is frustrating for your Objective Thinker.

Show ponies: Uncomfortable around loud, showy people.

Under Pressure: Becomes worrisome.

Fears: Irrational acts; ridicule.

How they will deal with conflict: Objective Thinkers definitely avoid conflict when they can, since they prefer to keep things peaceful and relaxed. They are hard-working individuals and dislike when people attempt to bring foolish drama into their lives. Objective Thinkers are not afraid of standing up for themselves though and will do so if they feel it is necessary. They will attempt to avoid conflict with strangers, since they see no point in arguing with them. With people close to them though, the Objective Thinker will approach the conflict by trying to remedy the situation.

Attitude to conflict: Your OT will be collaborative and accommodating. The Objective Thinker is practical and logical and will want to see a conflict resolved. Always use facts.

15. Perfectionist – INTP

Know these ATTENTION GRABBER FACTORS™:

Attracted to conceptual, theoretical conversation. They want to extrapolate or envision future possibilities and innovative solutions.

Tend to respond to scholarly language and precise words. They are curious and non-traditional and enjoy coming up with original solutions to problems.

Debate does not scare them and it appeals to them more than gracious conversation.

Enjoy arguing a topic until the truth is discovered and they are usually able to have friendly discourse and arguments without feeling emotionally disrupted.

Will enjoy a thought-provoking interaction that makes them do some mental gymnastics as they are creative and analytical.

Loves troubleshooting a problem, coming up with an innovative solution, tossing ideas around with other people as these kinds of things all excite them.

Recognise that they are often interested in technology, philosophy, hypothetical scenarios or an eclectic mixture of books, movies, and music.

Be absolutely sure to respect their privacy when you are interacting with them because they hate to be interrogated or put on the spot emotionally.

Avoid the MINI-DISLIKES™ for each pattern *in addition to the MAXI-DISLIKES™:*

Straw-Man Arguments: If you are going to have conflict with your Perfectionist, then you must come very prepared because your Perfectionist is the master in the art of logical debate. At all costs

avoid logical fallacies and straw-man fallacies – i.e. you argue that a person holds a view they actually do not believe.

Vague Social Media: You will be branded an attention seeker should you not be clear with what you put on social media. This is not what you want. You must avoid vague and passive-aggressive posts. Passive-aggressive is indirect resistance to the demands of others and an avoidance of direct confrontation.

Encroaching on Physical Space: Your Perfectionist needs more personal space than most and will feel anxious or irritated unless your Perfectionist has made it totally clear that it is okay. e.g. children, pets, partners. This applies to reading a book, scrolling through the phone or otherwise absorbed in thought. Probing into their personal life is a major no-no unless you already have a great deal of trust established.

Under Pressure: Becomes tactful and diplomatic.

Fears: Antagonism.

How they will deal with conflict: Perfectionists often have a very logical way of approaching conflict and will attempt to assess the situation. They will often observe for a bit in order to figure out what exactly is going on. Perfectionists will analyse the conflict and attempt to find a fair way to resolve the situation. They will almost always use a logical approach and hope to find the best way to mend things. They are often rather skilled at figuring out what needs to be done, as long as they are willing to share this with others. Oftentimes the Perfectionist will simply let the conflict slide when it pertains to themselves, especially if they think it will not occur again.

Attitude to conflict: Your Perfectionist will be accommodating and compromising. The Perfectionist will use logic and facts to solve problems but is not great dealing with people. This is why they can sometimes be ‘the customer from hell’. You have been warned.

16. Enhancer - INTJ

Know these ATTENTION GRABBER FACTORS™:

Attracted to conceptual, theoretical conversation. They want to extrapolate or envision future possibilities and innovative solutions.

Tend to respond to scholarly language and precise words. They are curious and non-traditional and enjoy coming up with original solutions to problems.

Debate does not scare them and it appeals to them more than gracious conversation.

Enjoy arguing a topic until the truth is discovered and they are usually able to have friendly discourse and arguments without feeling emotionally disrupted.

The best way is to challenge their intellectual curiosity. They want their imagination engaged and they want to take apart theories and plans and make sense of them.

Recognise that complexity is intriguing to them and they enjoy in-depth discussions about how things will likely play out in the future.

Keep things logical with your Enhancer and give them plenty of time to think over responses to your questions.

Recognise that they are more focussed on the big picture than the nitty-gritty details of everyday life although that can get their hands dirty if the issue fits in with the overall objective.



Avoid the MINI-DISLIKES™ for each pattern *in addition to the MAXI-DISLIKES™*:

Baby Talk: If you want something from your Enhancer, whatever you do, DO NOT resort to cute or infantile language or engage in small talk.

Emotionally-Charged Decision-Making: Your Enhancer will be as unbiased as possible in their decisions. Your Enhancer does not mind playing the “bad guy” if it means they are being fair and just. People who make decisions based on emotions and unreliable feelings totally get on the nerves of your Enhancer.

Neediness: Your Enhancer is the most self-sufficient and autonomous of all. Do not encroach on your Enhancer’s personal space and time unless you know them very well. Bombarding your Enhancer with text messages, emojis and rants must be avoided. One tip: Call or bombard your Enhancer repeatedly about every little thing on every issue will not only get on their nerves but your spot in their queue will be adjusted southbound.

Mediocrity and Loyalty: Never get yourself in the situation where your Enhancer sees you or your modus operandi as mediocre. If you breach loyalty, you run the risk of being 'door slammed'. You might just as well not exist anymore.

Under Pressure: Becomes bored with routine work; sulks when restrained; acts independently (lone wolf).

Fears: Lack of influence; failure to achieve their standards.

How they will deal with conflict: The Enhancer will often avoid conflict, especially if they feel like it is a waste of their energy. They are not afraid of conflict, but simply do not want to participate in it. This is especially the case if the conflict seems overly emotional, since Enhancers are not fans of these types of situations. They prefer to make decisions logically and will not mind a situation that they see a logical solution for. They will often keep a completely calm exterior while they attempt to figure out the best way to solve the problem or crush the conflict.

Attitude to conflict: The Enhancer will be avoiding, collaborative or compromising. The Enhancer is the sceptical one and generally has very high standards so it could be hard for them to have a conflict resolved and they might not care. Be especially careful if you are taking an Enhancer on over an issue that involves loyalty, mediocre behaviour, as they see it, or nonsensical rules. You have been warned.

