



## **Oxor Titanium Imposition™ Resolving Conflict or Applying what is necessary. Your definitive resource.**

Conflict is either when someone is doing something they should not or not doing something that they should. Necessity is when you must apply the pressure.

**Method: Pick the quadrant and pattern and impose the way the other person wants or what they require 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 part of 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. And you sometimes you must apply the pressure, so it is handy to know what you are up against which is why you are reading this here at [oxor.com.au](http://oxor.com.au).

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.

### **Step 1. Avoid what annoys or bothers all. This applies to ALL patterns.**

**These are called the Oxor ANTAGONISERS™.  
Mess these up and you have shot yourself in the foot already!**

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.

**Step 2. Take into account what specifically attracts or bothers the imposee as you know their pattern.**

**These are called the Oxor  
FOUR COAXING POSITIONS™ of the imposee.**

**CP1™ - TIMING.** This is the use of timing to coax. It is understanding when it is best to make arguments and how to choose the right moment. Oxor™ is amazed at how many own goals cause failure by not taking this into account!

**CP2™ - FACTS, DATA and LOGIC.** This is the use of logical reasoning or evidence to coax. It is the art of using facts, figures and sensibility to connect ideas and coax. It is the cornerstone of Total Quality Management.

**CP3™ - EMOTION.** This is the use of emotion as a means to coax and connect with a person's humanity and deeply held feelings.

**CP4™ - CREDIBILITY, TRUST and REPUTATION.** This is looking to earned credentials, lived experiences and qualifications.

**Step 3. Know what will get the imposee to pay attention to you. These are called the Oxor ATTENTION GRABBER FACTORS™.**

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

**This is correct imposition  
or taking the necessary action!**

**And it gives you the greatest chance of success.**

## Overall premise method for High Ds:

A High 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, do the correct coaxing positions, allow for what to avoid, pressure, fear and how they will deal with conflict:

### 1. Director – ESTJ

**Know the ONE WORD positive descriptor: EXPERIENCED.**

**Know the ONE WORD negative descriptor: SELF-RIGHTEOUS.**

**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.

They 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 your claims.

It is important to respect their experiences and to ask about them.

They enjoy discussing things about which they have first-hand 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.

**Know these POSITIVE COAXING POSITIONS™.**

- ↑ They believe that results matter more than feelings, theories or claims. You should act accordingly.
- ↑ They like credibility, facts and data and logic. You should act accordingly.
- ↑ They want to see outcomes, metrics and results that can be quantified. You should act accordingly.

- ↑ They are bossy and directive and they have a gift for creating an aura of authority and practical know-how. You should act accordingly.
- ↑ Their tough-mindedness can make them seem credible and people may find themselves agreeing simply because they seem so confident and grounded. You should act accordingly.
- ↑ They can quickly scan the environment, spot potential opportunities or roadblocks and then present a plan of action. You should act accordingly.

**Know these NEGATIVE COAXING POSITIONS™.**

- ↓ They are often so focussed on the results that they can forget the emotional components of persuasion. You should act accordingly.
- ↓ They may not be as good at connecting with people on a personal level which can make them seem distant or even intimidating. They also may struggle to listen well; instead, jumping to conclusions or retorting with verbal arguments that only leave the other person feeling invisible. You should act accordingly.
- ↓ Sometimes they can also get too competitive about their arguments which can make it difficult for them to really win anyone else over. You should act accordingly.
- ↓ Never use emotion.
- ↓ Be aware that, if they are a customer, they will want a discount or equivalent for the most miniscule or trivial fault in your product or service. You are advised that pushing them on to your most loathed competitor is a good long-term move.

**Avoid these ANTAGONIZERS™:**

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.

Time: Be on time; the Director hates lateness.

**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 the ONE WORD positive descriptor: DOMINEERING.**

**Know the ONE WORD negative descriptor: UNYIELDING.**

**Know these ATTENTION GRABBER FACTORS™:**

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

They 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.

They 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, strategizing and figuring out long-range goals and objectives.

They like debate, playing the devil's advocate (to a lesser degree than the Inspirational) or troubleshooting complex projects.

Possess 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.

**Know these POSITIVE COAXING POSITIONS™.**

- ↑ They have a knack for presenting authoritative and logical arguments. They will appreciate the same.
- ↑ They can quickly scan the environment, spot potential opportunities or roadblocks and then present a plan of action. They will appreciate the same.
- ↑ They use timing together with facts, data and logic. They will appreciate the same.
- ↑ They are able to combine big-picture ideas with strategies for immediate execution in a persuasive way. They will appreciate the same.
- ↑ They naturally solicit other people's points of view and aim to make a good impression. They will appreciate the same.
- ↑ They are dictatorial and commanding, but maybe not as much as they appear. They know that they cannot get anywhere if they lack people skills or emotional understanding; but they will quickly grow impatient if peoples' emotions and values are not subject to reasoned analysis. They will appreciate the same.

**Know these NEGATIVE COAXING POSITIONS™.**

- ↓ They are very goal-oriented and focused. If they are trying to persuade someone of something and are getting nowhere, they will quickly grow impatient. Do not ramble.
- ↓ Do not change the subject or be emotional in ways that are not rational.
- ↓ Be warned that they may also struggle to show sensitivity to the emotional needs of others and may say things inadvertently that seem condescending or insensitive. While they often cultivate a basic understanding of peoples' emotions and how to work with them, the finer

art of tactfulness and patience can still be a challenge for them. Thus, the emotional style of persuasion is not what should be emphasised.

**Avoid these ANTAGONIZERS™:**

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 the ONE WORD positive descriptor: SHALLOW.**

**Know the ONE WORD negative descriptor: INSINCERE.**

**Know these ATTENTION GRABBER FACTORS™:**

Recognise that the Results is usually friendly, responsive and realistic.

They will respond to rich storytelling and colourful anecdotes.

They are 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.

They are 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 for them. Get straight to the point.

Appeal to their desire for action, experience and opportunity.

**Know these POSITIVE COAXING POSITIONS™.**

- ↑ They are some of the most skilled when it comes to the importance of timing. Seizing an opportunity at the right time is one of their gifts. They will appreciate the same.
- ↑ Their wit and charm make them great communicators and natural storytellers, which helps them to persuade with emotion. They will appreciate the same.
- ↑ They not only amass loads of facts to back up their claims, but they also enjoy making a good impression and have a gift for “reading the room.” They will appreciate the same.
- ↑ While many other thinking patterns struggle to connect with others’ emotions, they know how to make a personal connection with their audience. This is especially helpful when trying to get people on board with an idea or plan. They will appreciate the same.
- ↑ Simultaneously, they use logic and factual data to shore up their arguments and make them more convincing. They will appreciate the same.
- ↑ Known for their charm and cleverness, they have a way of persuading people that is both entertaining and effective. They will appreciate the same. Do not be dull or boring.

**Know these NEGATIVE COAXING POSITIONS™.**

- ↓ They can get so caught up in the process of trying to win people over that they bend certain facts or manipulate evidence to make their case. This can be damaging both to the validity of their argument and to the trustworthiness they have with others.
- ↓ They have difficulty listening; instead, they may be more inclined to look for opportunities to interject their own ideas. This can lead people to feel unheard and frustrated.
- ↓ Overall, they struggle with the credibility mode of persuasion. They tend to care less about credentials and qualifications and more about the practicality of proposals.



**Avoid these ANTAGONIZERS™:**

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 the ONE WORD positive descriptor: HYPER.**

**Know the ONE WORD negative descriptor: EDGELORD.**

**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 ever scare them and it appeals to them more than gracious conversation. They are the debater par excellence.

They 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.

They 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.

**Know these POSITIVE COAXING POSITIONS™.**

- ↑↑ They are enthusiastic, convincing and self-confident. They will appreciate the same.
- ↑↑ In a similar way to the Results, they can usually read people fairly easily and have a certain charm and humour that makes them appealing. They will appreciate the same.
- ↑↑ While many other thinking patterns struggle to be aware of social nuances, they notice them fairly quickly and can adjust as needed. This makes them one of the only thinking patterns who naturally excels in the emotional mode of persuasion. This gives them an edge when working with people who need to be emotionally influenced in order to agree to something. They will appreciate the same.
- ↑↑ When persuading, they can easily stir the heart or bring up dozens of reasons why their course of action should be adopted. It is easy for them to brainstorm on the spot and come up with clever ideas to get people's attention. They thrive on getting into debates and love the thrill of intellectual sparring; so they are not afraid to challenge conventional wisdom in a persuasive way if needed. They will appreciate the same.

**Know these NEGATIVE COAXING POSITIONS™.**

- ↓↓ If conflict or disagreements arise, they tend to focus more on competition than cooperation. They may focus on “out-arguing” the other person which can quickly turn people off and lose them the persuasion battle. They are difficult to work with and debate you into submission. They are sneaky and have no issue using selected facts.
- ↓↓ They may also occasionally blurt out insensitive things in the heat of the moment, focusing on logical critique rather than how that critique could hurt someone's feelings.
- ↓↓ They can also struggle to stay focused, jumping from one idea to another and losing their audience in the process.

**Avoid these ANTAGONIZERS™:**

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

Tradition: Being innovative as 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: Inspirationals thrive on debate so do not shut one down especially if you assume there is bad intent. Recognise that Inspirationals enjoy a friendly argument and rarely instigate one out of meanness or anger. They are less attracted to small talk or a re-hashing of old experiences. Phrases such as: “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:** Inspirationals 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. Inspirationals 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.** Inspirationals 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:

A High 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, do the correct coaxing positions, allow for what to avoid, pressure, fear and how they will deal with conflict:

### 5. Persuader – ENFJ

**Know the ONE WORD positive descriptor: INTERFERING.**

**Know the ONE WORD negative descriptor: MANIPULATIVE.**

**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.

They are attracted to metaphor and big-picture, futuristic ideas and possibilities.

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

Give them 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.

They want to know your deepest feelings, your opinions and the psychology of what makes you tick. Many are uncomfortable with this.

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

They are usually big proponents of personal development so conversations about growth, spirituality, psychology and human potential tend to excite them.

**Know these POSITIVE COAXING POSITIONS™.**

- ⇓ They are masterful persuaders by name and by nature. They will appreciate the same.
- ⇓ They have a knack for understanding what people want and need and then finding ways to explain how their proposed solution meets that need. They will appreciate the same.
- ⇓ This can be especially effective when they connect in an emotionally resonant way with the individuals with whom they are trying to persuade. They have a keen intuition for reading body language and facial expressions that can give them insight into how to shape their words and arguments in the most effective way. They will appreciate the same. However, being interfered with is not everyone's cup of tea.

- ⇓ Their natural warmth helps create an environment conducive to persuasion. They are often described as being like a beacon of hope, inspiring others with their passionate convictions and higher-minded values. They will appreciate the same. However, they are narky when their message is criticised as they are so used to getting their own way.

**Know these NEGATIVE COAXING POSITIONS™.**

- ⇓ They can sometimes get carried away in the heat of the moment and come off as overly pushy. Their charismatic energy can be interpreted as trying to bulldoze over other people's opinions, which is not conducive to persuasion. You need to be aware of this.
- ⇓ They are naturally concerned with big-picture ideals but less concerned with facts, data and logic. When called upon to back up their claims with cold, hard facts they may temporarily lose their focus or struggle to bring the facts back to the forefront of their mind; if they ever knew them.
- ⇓ They lead from the heart but can sometimes struggle to logically express their opinions. Even if in private they have analysed the logic of something they may struggle to explain their logic to others in the heat of the moment when the pressure is on. You have your work cut out with the Persuader.

**Avoid these ANTAGONIZERS™:**

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 Persuader 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 the ONE WORD positive descriptor: TRUSTFUL.**

**Know the ONE WORD negative descriptor: SHEEP.**

**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 your claims.

It is 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 it is very easy to have open conversations with them.

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

They 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.

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

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

**Know these POSITIVE COAXING POSITIONS™.**

- ⇓ They have a knack for getting others' points of view and making them feel included. They will appreciate the same.
- ⇓ They are not ones to force their perspective or demand that others comply with their ideas. Instead, they look for consensus. Their natural empathy and emotional insight can be a valuable asset in any persuasive dialogue, as they're able to read other people's emotions and adjust their approach accordingly (pathos). They will appreciate the same.
- ⇓ At the same time, the Appraiser is surprisingly detailed for a High I and down-to-earth. They will use facts, lived experiences and sources to prove that they know what they are talking about (credibility).

**Know these NEGATIVE COAXING POSITIONS™.**

- ⇓ They are good at making space for others, they also can be stubborn about their values. If people do not eventually agree with them, they can become frustrated and may make value judgments on the people in question. This can result in them losing credibility with individuals because they feel “ganged up upon” by the Appraiser who may have gathered others who share their point of view. You need to be aware of this.
- ⇓ They may also slip into using logical fallacies to back up their assertions as they can sometimes be too wrapped up in the emotion of it all to remember to stay objective.

- ⇓ They may struggle to let go when their opinion is not respected or agreed upon; they may become passive aggressive as a response which could only lose them more influence. This is handy to know.

**Avoid these ANTAGONIZERS™:**

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 is 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 roommates who do not clean up after themselves. Do not leave piles of dirty dishes or clothes unless you want to be appropriately 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 they 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 the ONE WORD positive descriptor: CREATIVE.**

**Know the ONE WORD negative descriptor: FLEETING.**

**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.

They 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.

**Know these POSITIVE COAXING POSITIONS™.**

- ⇓ They are master persuaders and motivators in their own right. With their natural enthusiasm, optimism and bubbling charisma, they know how to win over an audience and get them on board with inspiring new ventures. They will appreciate the same.
- ⇓ They often come up with creative solutions or possibilities that have not been considered before and they love nothing more than exploring new ideas and opportunities. They will appreciate the same.
- ⇓ They have a knack for quickly understanding individual circumstances and boiling down complex concepts into understandable terms that anyone can appreciate. They know how to read an audience and tailor their arguments to be persuasive, which can make it easier for them to sway people over to their way of thinking. They will appreciate the same.

**Know these NEGATIVE COAXING POSITIONS™.**

- ⇓ They can have so much conviction about their values that they can come off as too preachy or one-sided. They bulltish. They can become 200% toxic when their wacky ideas are challenged. They use selected facts.
- ⇓ They can be so passionate about their opinions that they forget to consider other perspectives, which can make it difficult for them to reach a middle ground.
- ⇓ They have an unquenchable thirst for novelty and exploration; this means that they may get easily distracted by new ideas and opportunities, which can make it hard to stay on target. They have a micro attention span.
- ⇓ This can make it hard for them to persuade others to go on any kind of a long-term commitment with them.
- ⇓ They may lose track of details or specifics as they focus more on the big picture. This can trip them up during arguments or debates, when facts or metrics might be demanded.



⇓ They are serially unreliable and are always late.

**Avoid these ANTAGONIZERS™:**

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 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 listen. 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 the ONE WORD positive descriptor: PARTY.**

**Know the ONE WORD negative descriptor: SELFISH.**

**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.

They are 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.

They like tact and politeness, but not with too much formality.

**Know these POSITIVE COAXING POSITIONS™.**

- ⇓ They tend to know how to make a good impression on others emotionally. They can quickly read a room and amp up the energy and excitement for whatever idea they're ready to pose. They will appreciate the same.
- ⇓ They are able to use their wit and charisma to make arguments seem more exciting or inviting, even when discussing difficult subjects. At the same time, ESFPs value authenticity so they come across as trustworthy and “real” rather than being manipulative. They will appreciate the same.
- ⇓ In a similar way to the Appraiser, they value consensus and want to get people's buy-in on ideas and possibilities. They hate being forceful or pushy and instead try to get people excited and eager to try something new or consider their point of view. They will appreciate the same.

**Know these NEGATIVE COAXING POSITIONS™.**

- ⇓ They can struggle to see the far-reaching implications of their ideas. They can often be too focused on the excitement to remember that there may be deeper consequences they need to prepare for which are facts, data and logic. They come across as fact free.
- ⇓ They tend to think “in the moment” and can struggle with long-term planning which could make them appear less organized when trying to present an idea in a persuasive way.
- ⇓ As they want everyone to be on board with a course of action, they can struggle to make forward movement if there are any people who disagree. They can get “caught in the weeds” of trying to get everyone on board and forget about their agenda or make too many modifications to make it worthwhile.

**Avoid these ANTAGONIZERS™:**

Preentious 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:

A High 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, do the correct coaxing positions, allow for what to avoid, pressure, fear and how they will deal with conflict:

### 9. Specialist – ISFP

**Know the ONE WORD positive descriptor: ADRENALINE.**

**Know the ONE WORD negative descriptor: IRRATIONAL.**

**Know these ATTENTION GRABBER FACTORS™:**

Recognise that this pattern 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, they 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.

**Know these POSITIVE COAXING POSITIONS™.**

⇓ They convince others by action more than words. Quiet and autonomous, they typically do not like being pushy about anything. They will appreciate the same.

⇓ Instead, they have a quiet power that should not be underestimated. Their silence and piercing gaze can speak volumes in and of itself, and their natural sense of authenticity and personal ethics can influence others without them even realizing it. They will appreciate the same.

- ⇓ When they really want to persuade someone to take their side, they will appeal to someone's independent sense of self or values. They may also know how to inspire someone emotionally without seeming manipulative or cloying. Sincerity is their strong suit. Tapping into someone's unique human experience and reaching them on an emotional plane is something they have the capacity to succeed at. They will appreciate the same.
- ⇓ They are big fans of modelling values and behaviour they want others to adopt rather than pushing their agenda down someone else's throat. They will appreciate the same.

**Know these NEGATIVE COAXING POSITIONS™.**

- ⇓ They can have a hard time convincing others if they are coming from a very different position on certain values.
- ⇓ Personal values are deeply important to the Specialist and they will not pretend to persuade or “charm” anyone.
- ⇓ They are often uncomfortable with confrontation or differences of opinion; they often think up amazing arguments or comebacks long after the opportunity has closed for them to present them.
- ⇓ They hate change; especially if it is sudden.

**Avoid these ANTAGONIZERS™:**

Being Labelled: The Specialist is a true individualist who believes 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 is 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 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 the Oxor Method™ so do not let on that you do.



## 10. Investigator – INFJ

**Know the ONE WORD positive descriptor: GENUINE.**

**Know the ONE WORD negative descriptor: CODEPENDENT.**

**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 are 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 their beliefs, even by using facts.

**Know these POSITIVE COAXING POSITIONS™.**

- ⇓ They value diplomacy and empathy in relationships and, if they are trying to make a point, they usually prefer to do it in a gentle and non-confrontational way. They have a unique ability to tap into peoples' emotions and win them over with their calmness, understanding, and sincerity. They will appreciate the same.
- ⇓ Building rapport, making a good impression and creating a feeling of trust are essential for the Investigator. They may also use metaphors and analogies to demonstrate their points in a way that is thought-provoking and unique. They will appreciate the same.
- ⇓ As an intuitive, they will bring peoples' attention to the bigger picture; they may paint a mental picture of a future that others can achieve if they take a certain course of action. They will appreciate the same.

**Know these NEGATIVE COAXING POSITIONS™.**

- ⇓ They may have difficulty cultivating the assertive attitude needed for persuasion. They tend to be more comfortable expressing their points in a quiet, non-confrontational way; but if they are too passive or do not express themselves authoritatively enough, it can lead to people dismissing or disregarding their arguments.
- ⇓ They can struggle to hold onto a lot of specific details and facts. As an intuitive, they are more focussed on the forest than the trees; the big picture over the details.
- ⇓ If they are trying to win an argument, they may get lost when asked to recount very specific factual details. While they may have spent a great deal of time reading and studying the facts, retaining all the specific details can be a struggle and they can wind up feeling flustered and unfocused. They dismiss facts that collide with beliefs.

**Avoid these ANTAGONIZERS™:**

Hasty Generalizations: Avoid these 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-seeking 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 any 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 the ONE WORD positive descriptor: COMPLICATED.**

**Know the ONE WORD negative descriptor: IRRELEVANT.**

**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.

They 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.

**Know these POSITIVE COAXING POSITIONS™.**

- ⇓ They win people over with their sincerity, insight and passion for their cause. They are often able to tap into a person's deep emotions and get them to see things in a new way. They will appreciate the same.
- ⇓ The emotional mode of persuasion is one they can wield with astounding power. But they assume that all people respond to emotion, which is not the case. By understanding the natural human elements, needs and passions that drive people, they can craft arguments that stir the soul, sometimes. They will appreciate the same.
- ⇓ They can also demonstrate patience with a wide range of beliefs and ideas and allow everyone to get a say at the table. They naturally want to create a sense of collaboration and openness for people to share ideas and express their values. The patience and authenticity that they bring into an argument or debate can be very persuasive even if it is less “in-your-face” than other persuasive styles such as that of the Persuader. They will appreciate the same.

**Know these NEGATIVE COAXING POSITIONS™.**

- ⇓ They can and do struggle to express themselves with absolute certainty and clarity. They tend to be more comfortable in their own minds, which can make it difficult for them to stay focused on a lot of back-and-forth argument or deliberating.
- ⇓ Additionally, they can get flustered when they are asked to recall lots of facts, metrics and figures to defend their positions. They often need to take a step back and look at the big picture before remembering any details.

- ↓ They may struggle to stick with one opinion or argument for too long; they may waffle back and forth as new ideas come into their mind, which can make it difficult to stay on point and get anyone else on board.
- ↓ They actually live in La La Land. They are the idealist of all idealists. There are more of them in Australia than any other pattern.
- ↓ If the situation calls for action, you will be up against a person who is lazy, miserable and a chronic complainer about everything.

### **Avoid these ANTAGONIZERS™:**

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 way 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 patterns and will try everything to resolve a conflict. They will see possibilities where others cannot.



## 12. Achiever – ISTP

**Know the ONE WORD positive descriptor: HANDYMAN.**

**Know the ONE WORD negative descriptor: APATHETIC.**

**Know these ATTENTION GRABBER FACTORS™:**

Recognise that this pattern 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.

It is 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.

It is 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.

**Know these POSITIVE COAXING POSITIONS™.**

- ↑ They like facts, data and logic and timing forms of persuasion. They will appreciate the same.
- ↑ They have a way of voicing their opinion that is both straightforward and compelling. No beating around the bush, sugar-coating or appealing to emotion for the Achiever. They will appreciate the same.
- ↑ They have an organized storehouse of information in their mind and they can use to back up their arguments. Where another pattern might bluster on for half an hour trying to persuade someone of a particular point of view, the Achiever might simply blurt out one sentence so well-crafted and fine-tuned in its logical accuracy that it stops the other person in their tracks. They will appreciate the same.
- ↑ When they argue, they avoid logical fallacies and focus on relevant facts that are difficult for anyone to refute. They also focus on opportunities in the present moment, rather than worrying about hypotheticals that might never occur. They will appreciate the same.

**Know these NEGATIVE COAXING POSITIONS™.**

↓ They can be so focussed on the facts that they miss out on the more subtle cues in communication like emotions or values. They can seem a bit cold or uncaring because of this, which is often unintentional.

↓ They may also have trouble connecting with others on a personal level – something that can be essential in getting someone to see their point of view.

↓ They tend to devalue the power of emotional argumentation and may be dismissive of arguments that are not grounded in logic.

**Avoid these ANTAGONIZERS™:**

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 High 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, do the correct coaxing positions, allow for what to avoid, pressure, fear and how they will deal with conflict:

### 13. Practitioner – ISFJ

**Know the ONE WORD positive descriptor: CARING.**

**Know the ONE WORD negative descriptor: PASSIVE-AGGRESSIVE.**

**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.

They enjoy 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.

**Know these POSITIVE COAXING POSITIONS™.**

- ↑↑ They know how to build relationships with people and support them emotionally. They can be persuasive by virtue of their loyalty and genuine caring. They are also very good at listening to others and trying to get in their shoes, which can help them to know which emotions to tap into to make their case. They will appreciate the same.

- ↑ Additionally, they have a knack for using facts and real-life examples in ways that are palatable and easy to follow, making complex topics easier to understand. They will appreciate the same.

**Know these NEGATIVE COAXING POSITIONS™.**

- ↓ They often have difficulty speaking up, so they may not be as assertive as other patterns when trying to persuade someone.
- ↓ They do not like arguing in most cases and will back out of conflict or conversation when they start to feel overwhelmed or receive 0.0001g of criticism. They hold on to grudges forever less one day.
- ↓ They can get derailed if the other person is throwing a lot of theory or fast logic back at them. Too many details or arguments too fast can trap them in a state of analysis-paralysis. In these situations, they often develop the perfect counter-argument in the shower later, but cannot quite get the words out in the exact moment they want to.
- ↓ Thus, the use of facts, data and logic mode of persuasion can be hard for them to tap into in heated or stressful moments, despite being a High C.

**Avoid these ANTAGONIZERS™:**

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. Be late at your own peril. 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 Practitioners 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. Or they back out; terminate the discussion.

**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 extremely Passive-Aggressive, which they would deny, so you have been warned.





## 14. Objective Thinker – ISTJ

**Know the ONE WORD positive descriptor: CORRECT.**

**Know the ONE WORD negative descriptor: PEDANTIC.**

**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.

They 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 industrial quantities of facts or experience to back up your claims.

Important to respect their experiences and to ask about them.

Enjoy discussing things about which they have firsthand knowledge.

They 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.

**Know these POSITIVE COAXING POSITIONS™.**

- ↑↑ They are masters of the facts, data and logic styles of persuasion. They care about logic and verifiable evidence. Who can argue with facts? That is what they believe. They will appreciate the same.
- ↑↑ And they also believe that facts “don’t care about your feelings.” The ISTJ will rely on concrete evidence, empirical logic and personal or historical experience and qualifications to convince someone of the soundness of their argument. They will appreciate the same.

**Know these NEGATIVE COAXING POSITIONS™.**

- ↓↓ The saying “a spoonful of sugar helps the medicine go down” is something that the Objective Thinker could take on board. Sometimes they are so blunt in their delivery that they push people away.
- ↓↓ They may miss out on the emotionality that is behind other peoples’ beliefs and opinions and wind up offending or offending people rather than getting their buy-in. Learning the emotional style of persuasion takes much more of a concerted effort for an Objective Thinker, especially one who is ignorant of the Oxor Method™.



**Avoid these ANTAGONIZERS™:**

Unexpected Change: Your Objective Thinker would 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 their 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: They are particularly 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 Objective Thinker 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 the ONE WORD positive descriptor: OVERTHINKER.**

**Know the ONE WORD negative descriptor: PRETENTIOUS.**

**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.

They 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.

**Know these POSITIVE COAXING POSITIONS™.**

- ↑ They use facts, data and logic to persuade complemented by truth and imagination. They will appreciate the same.
- ↑ Depending on the situation, they may appeal to someone's sense of possibility or their love of truth and reason. In a persuasive argument, they will use their thorough understanding of the subject to convince people. They will appreciate the same.
- ↑ They usually know every detail about the subject of their interest, so it is not hard for them to back up their claims with specifics. It is also easy for them to see the big picture and how random bits of data are connected; so they can point out possibilities, connections and insights that others may have missed. They will appreciate the same.
- ↑ Their ability to think outside the box and logically formulate theories can make them more effective in argument than many people realize. They will appreciate the same.

**Know these NEGATIVE COAXING POSITIONS™.**

- ↓ It is easy for a Perfectionist to logically formulate their arguments, but they may get frustrated when trying to express their logic to people who want rapid, authoritative responses.
- ↓ They are sceptical, even of their own ideas, and it is often easier for them to explain what is not true ahead of what is true. Thus, they are good at arguing the logic against something, but arguing the logic for something can be more challenging.
- ↓ They also struggle to engage with people and appeal to them on an emotional level. Understanding how to “charm” others or put across their ideas in an enthusiastic and

- ⇓ charismatic way can be a massive if not insurmountable challenge.
- ⇓ Never give any task to a Perfectionist that requires mechanical aptitude. They may well know the history of the screwdriver and recite a full biographical description of the inventor. But they will not know how to use it.
- ⇓ They are regarded as the extreme customer from hell. This because they are likely to be so well researched on your product or service that they will eat your gross profit while seeking answers to the 30 questions regarding the braces for their child. Pass them on to your most loathed competitor.

**Avoid these ANTAGONIZERS™:**

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. The Perfectionist will tear you to pieces.

Encroaching on Physical Space: Your Perfectionist needs more personal space than most and will feel anxious or irritated unless they have made it totally clear that it is okay. e.g. Children, pets, partners. This applies to when they are 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 another reason why they can sometimes be ‘the customer from hell’. You have been warned.



## 16. Enhancer - INTJ

**Know the ONE WORD positive descriptor: STRATEGIST.**

**Know the ONE WORD negative descriptor: DISMISSIVE.**

**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 rather than the nitty-gritty details of everyday life although that can get their hands dirty if the issue fits in with the overall objective.

**Know these POSITIVE COAXING POSITIONS™.**

- ↑ They will persuade people using facts, data and logic backed up with insight, and strategic know-how. They are the masters of strategy. They will appreciate the same.
- ↑ They keep their eyes on the big picture and are skilled at alerting others to potential opportunities – the use of correct timing as a weapon. They will appreciate the same.
- ↑ While people often (always) describe the Enhancer as cold and unfriendly, they actually value making a good impression and obtaining others' points of view. They know that in order to be effective they have to be able to have insight into other peoples' emotions and needs. But they are very poor at actually carrying this out. They will appreciate the same.
- ↑ When they persuade people, they try to take into account where other people are coming from while using logic and evidence to back up their position. They will quietly hear other people out but are never going to be persuaded via emotional appeals. They will appreciate the same.

**Know these NEGATIVE COAXING POSITIONS™.**

- ↓ Because the Enhancer is an intuitive first and foremost, they can sometimes struggle to recall specific sensory details or facts during an argument or appeal. While they may have spent an inordinate amount of time studying and learning, they care more about how facts connect to a bigger picture than the micro-specifics.
- ↓

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- ↓ Someone may ask an Enhancer to list specific data points and it can be difficult for them to recollect then on the spot without warning. They hate being put in that position and will immediately be plotting revenge against you.
- ↓ Simultaneously, they do not enjoy “charming” people and can often seem more stoic than they realize. This is particularly true as they have already classified the other person as an idiot or a fcukwit, or both. They are unlikely to exude the enthusiasm and gregariousness that is so convincing to many people.
- ↓ Thus, the emotional mode of persuasion can be difficult, or next to impossible, for them to master.
- ↓ Use the method – Be brief, be bright and be gone.
- ↓ The Enhancer is the ultimate strategist and behind the scenes is a truly excellent operator. Never put them on a team with no influence; they will be the smug rabblouser. Just ask the Queensland Justices Association. Put them in charge, give them the resources and let them do their thing. Never micromanage an Enhancer when you are implementing your plans.

### **Avoid these ANTAGONIZERS™:**

**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 or talk about celebrities etc.

**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. Being the “bad guy” can be a badge of honour. 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 patterns. 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 little 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 have never existed and you do 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 for which they see a logical solution. 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.