

# Mastering the Human Dynamic

## Transforming Managers into Leaders through Interpersonal Acumen

The Pathwise program on **Mastering Human Dynamics** is an advanced training program for managers to learn an integrative toolset for managing high-performance teams, whether direct or indirect employees. Clients gain mastery in three key leadership competencies:

**Interpersonal Awareness & Effectiveness** – The ability to understand the spoken and unspoken behavior of self and others in order to more effectively manage complex situations.

**Systems Thinking** – The ability to perceive the whole of complex human situations, and act more effectively rather than reducing problems to isolated individuals.

**Executive Maturity** – The ability to be less reactive in stressful situations, and understand and act more effectively to other people's behavior under stress.

Throughout our program, our clients become experts in managing conflict, motivating employees, and handling complex situations under pressure.

### WHAT MAKES THE MASTERING HUMAN DYNAMICS PROGRAM DIFFERENT?

The whole is greater than the sum of its parts. Each participant learns new tools, practices these tools with the other program participants, integrates the tools in the workplace between each session and fine tunes their skills on the job. Our clients complete our program with a fully-integrated and enhanced ability to manage high performance teams with less stress and greater cooperation.

- Learn from faculty advisors who have significant years of **management experience**, as well as **PhDs** in Psychology.
- Learn to **accurately assess** and understand more quickly what makes people 'tick' without having to utilize personality tests or ask personal questions.
- Learn and integrate the most powerful tools from psychology through their **practical use** in a business context.

### The Pathwise Open

Select participants are invited to attend an initial two-hour session to learn these essential skills:

**Suspension of Attention** the process of suspending ordinary reaction-attention in the face of complex situations.

**Transference Analysis** the process of seeing one's own and other's typical reactions and counter reactions.

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*Learning how to listen to transference has made it so that I can understand exact client needs before they do. You can't imagine how much new business has relied upon this alone.”*

--Greg Hatch, Director  
Cisco

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*I have already seen improvements in my ability to effectively communicate and develop others. The suspending attention class gave me a focused awareness that I hadn't experienced before.”*

--Mary Peterson, Manager  
Microsoft

### Want to Attend an Open?

To attend a Pathwise Open call **425-888-9790** or email **kim@pathwisemanagement.com**

The fee for the Pathwise Open is \$55 per participant.

Corporate Pathwise Open group rates are available.

## The Ten Essentials of the Pathwise Program

Participants meet monthly in cohorts (learning groups) centrally located in Seattle or at their corporate offices. In the cohorts, clients learn advanced tools for perceiving and influencing the subtle, yet complex behavior occurring in their work environment. Participants also receive a one-on-one coaching session each month to discuss and work through specific work-related situations.

The advanced tools learned in the **Mastering Human Dynamics Program** include:

### 601 – Suspension of Attention

You will expand your ability to understand why people behave the way they do and how to better influence them. There is a hierarchy to perception that has a direct influence on the effectiveness of action. Learn how to differentiate between higher and lower **levels of perception**, and how to access and sustain more strategic levels of perception.

### 602 – Transference Analysis

Learn how to navigate the unspoken but powerful, **relational dynamics** that can lead you to greater success with clients, co-workers, managers, and employees. Understanding transference can help you to better perceive how the dynamics of others can affect you, and can create counter-productive reactions in you. With this knowledge, you can then learn to respond to others in ways to reach your desired results.

### 603 – Dialectic

Learn the principles and structure of the **Socratic mode of thinking and discourse**, to elicit the maximum creativity, contribution, and motivation from people during decision making and in meetings. Gain mastery of the methods and tools of this disciplined inquiry for facilitating discovery meetings, open communications, question and answer sessions, and technology, product, and organizational design. You will learn how to facilitate and participate in ways that create more highly effective meetings.

### 604 – Cognitive Development

Building upon the material in 601, we explore how motivations and manageability shift dramatically depending upon one's stage of cognitive maturity. Understand the concept of **psychological age** and learn appropriate ways of engaging people in order to obtain optimal results. Learn how to assess, predict, and influence behavior based on understanding a person's stage of cognitive development.

### 605 – Psychodynamic Personality Types

Human behavior can be predicted and influenced based on understanding personality types. Learn how to quickly **perceive these patterns**, simply by your experience of them, in order to have more effective interactions. This tool can also be utilized to hire the best-matched talent for your company. This course includes an investigation into one's own personality type.

### 606 – Resistance & Defenses

Human **resistance patterns stop progress**. These resistance styles are related to personality types. Learn how to quickly assess the resistance patterns a person uses and how to manage and remediate them, or overcome them to attain mutual goals. In this class, you will learn the primary resistance patterns by type, including an exploration into your own.

### 607 – Advanced Listening

Advanced listening creates the capacity to motivate and understand at the level of a top caliber leader. Learn how advanced listening compels others to provide you with exact information, and allows you as the listener to improve your capacity to **hear and comprehend** more of the available information. This includes simultaneously listening to and understanding the cognitive, emotional, non-verbal, and unconscious modes of communication.

### 608 – Human Motivation

You will learn about the phenomenon of **intrinsic motivation**. You will be able to concretely categorize and discern the most powerful mechanisms of motivation, and you will become more effective at motivating others.

### 609 – Systems Thinking

Systems Thinking is a way of understanding complex **problems in organizations** that cannot be reduced to single individuals or processes. People instinctively attempt to solve problems in terms of simplified cause and effect relationships. This style predominates in management behavior today. Learn to understand the basic tools of the systems approach and recognize systems behavior in common situations. This session will provide you with the tools to perceive and intervene strategically in highly complex business problems.

### 610 – Archetypes

Archetypes are the **universal human interaction patterns** that play themselves out within every organization and group of people. The archetypes operating in organizations arise out of the accidental formation of typical human situations that have occurred throughout over two million years of human evolution. The archetypes collectively mobilize the **instinctive part of the brain**, and can compel entire organizations to follow the directions dictated by the archetypes themselves. Often the direction of archetypes can be destructive if it is not understood and managed. Learn how to perceive and categorize the archetypes operating in your organization, and how to identify and mobilize more productive and useful ones, which will help you attain shared organizational goals and objectives.