

Table of Contents

Chapter 1: Personal Development and Your Future

Preparation	1-1
Start Now and Begin to Use These Preparation Steps.....	1-1
What Are the Objectives and Power of Personal Development?	1-3
Inputs to Successful Performance in Any Role	1-3
Problems in Our Society.....	1-7
What We Call “Psycho-Synergy”	1-8
Topics This Book Covers.....	1-9
Postscript on the Future.....	1-10
How This Will Change Our World	1-11
The Paradox of Better Minds	1-12
The Ultimate Instrument for....Everything	1-13
The Book’s Structure	1-13
Tips for Instructors	1-14

Chapter 2: The Individual: A System of Characteristics

How to Use This Chapter to Fill in a Personal Inventory	2-2
Specific Personal Characteristics	2-3
Brain Mechanisms.....	2-3
Neurological Mechanisms	2-3
Basic Needs and Drives.....	2-5
Abilities and Aptitudes.....	2-12
Knowledge and Experience.....	2-16
Physical Characteristics.....	2-18
Values.....	2-20
Valued Matters	2-20
“Coping Values”	2-22
Interpersonal Values.....	2-23
Personality Traits.....	2-25
Interests	2-30
Personal Goals (and Plans).....	2-22
Dynamics of the Model in Figure 2.2.....	2-37
Summary	2-38
Personal Inventory Fill-In Format.....	2-43

Chapter 3: Personal Motivation (Personal Goal Setting and Planning)

Introduction	3-1
Recommendations	3-2
What Motivates Us?	3-2
Basic Principles of Personal Motivation Methods	3-4
Phase 1: Know Thyself	3-7
Phase 2: Goal Orienting Behavior	3-7
Phase 3: Means Orienting Behavior	3-13
Summary	3-21
A Final Major Perspective.....	3-25
Postscript to Parents and Teachers	3-25
Personal Goal Setting and Planning Fill-In Formats	3-27 to 3-51

Chapter 4: Thinking: Further Developing Capabilities

Introduction	4-1
Recommendations.....	4-1
Part 1: Actions to Take Regularly/Continually to Improve or Compensate for Factors That Affect How Well We Think	4-3
Reviewing What You Already know.....	4-3
General.....	4-3
Enhancing Conscious Awareness of Problem-Solving (and Other Thinking) Situations.....	4-4
Increasing Knowledge and Use of the Analytic Approach.....	4-5
Increasing Repertoire of Knowledge and Experience.....	4-6
Further Developing Mental (Logical) Abilities	4-7
Adjusting or Compensating for Values, Personality Traits, and Interests	4-8
Increasing Motivation	4-9
Time.....	4-11
Environment	4-11
Physiological Factors.....	4-11
Begin to Solve Anticipated Problems.....	4-11
Summary of Part 1	4-11
Part 2: A Systematic Analytic Approach	4-12
Recommendations.....	4-12
Reviewing What You Already Know	4-12
General.....	4-13
Phase 1: Preparation	4-13
Phase 2: Problem Definition, Reduction, and Analysis	4-15
Phase 3: Formulate Alternative Solutions (or Plans).....	4-24
Phase 4: Hypothesis Testing and Selection (Decision Making)	4-29
Phase 5: Implementing Solution(s) (or Plans)	4-35
Summary	4-37
Relationships Among Methods.....	4-39

Chapter 5: Learning: Further Developing Capabilities

Purposes.....	5-1
Recommendations.....	5-1
Part 1: Actions to Take Regularly/Continually to Improve or Compensate for Factors That Affect How Well We Learn	5-2
Reviewing What You Already Know	5-2
Factors That Influence Learning and How to Control or Influence Them.....	5-3
Increasing Awareness of Learning Situations.....	5-3
Using a Systematic Approach for Structuring Your Own Learning Situations	5-5
Increasing Knowledge and Experience.....	5-5
Improving (Further Developing) Learning Abilities	5-6
Increasing Motivation	5-6
Modes of Learning.....	5-6
Methods of Learning.....	5-7
Improving the Influences of Motive-Attitudinal Traits	5-8
Physiological Factors.....	5-9
Environment	5-9
Time.....	5-9
Summary of Part 1	5-9
Part 2: A Systematic Learning Approach	5-11
Purposes.....	5-11

Recommendations	5-11
Reviewing What You Already Know.....	5-12
Phase 1: Preparation	5-13
Phase 2: Acquisition.....	5-15
Phase 3: Simultaneous or Immediate Reinforcement.....	5-16
Phase 4: Subsequent Reinforcement	5-21
Summary of Part 2.....	5-21
Summary of Chapter 5	5-21
General	5-21
Relationships with Other Methods	5-23
Addendum: Studying for and Taking Examinations	5-25

Chapter 6: Interpersonal Relations: Further Developing Capabilities

Table 6.1: Descriptions of Specific Personal Characteristics.....	6-2 to 6-5
<u>Part 1: Basic Personal Characteristics That Influence or Relate to</u>	6-6
Interpersonal Behavior	
Basic Needs or Drives	6-6
Values That Relate to Interpersonal Behavior.....	6-11
Seashore's Interpersonal "Dimensions"	6-11
Ego States and Associated Life Positions	6-13
Behavior of Additional Types of People.....	6-18
<u>Part 2: The Initiation, Development, and Maintenance Phases</u>	6-20
of Relationships	
The Approach and Initial Interaction Phase	6-20
Relationship Formation or Development Phase	6-28
Relationship Maintenance Phase.....	6-28
Dimensions and Specific Traits Involved in	6-28
Development and Maintenance Phases	
Environmental Influences on Relationships' Initiation,	6-29
Development, and Maintenance	
<u>Part 3: Interpersonal Styles</u>	6-31
<u>Part 4: Behavior in Social Groups</u>	6-33
Dynamics of Group Formation.....	6-33
Membership Phenomena	6-33
Norms and Sanctions for Maintaining Groups	6-37
Factors That Determine the Degree of Influence Exerted	6-38
<u>Part 5: Interpersonal Conflicts: Symptoms, Types, Sources, and Resolution</u>	6-40
Symptoms of Interpersonal Conflicts	6-40
Types of Interpersonal Conflicts	6-40
Causes of Interpersonal Conflicts.....	6-40
Conflict Resolution (Solving Interpersonal Problems)	6-43
Conflict Resolution Styles.....	6-43
Concluding Remarks	6-46
Relationships with Other Methods	6-46
<u>Addendum to Chapter 6: The Socialization of Children</u>	6-49
The Development of the Capacity for Empathy	6-49
The Imprinting (Learning) of Basic, Socially-Oriented Values	6-50
and Behavior Patterns	
Development of an Identity and Self-Image	6-51
Development of the Ability to Make Moral Judgments.....	6-52

Chapter 7: Communication

Introduction	7-1
What You Can Learn from This Chapter.....	7-1
Recommendations.....	7-2
Definition, Objectives, and Modes of Communication	7-2
Factors That Influence Communication, and Advance/Ongoing.....	7-3
Actions to Take to Improve Communication Processes	
Symptoms of Faulty Communications	7-5
Senders' and Receivers' Responsibilities for Effective.....	7-7
and Ineffective Communications	
Styles of Communication.....	7-7
Phases and Steps of a Systematic, Analytic Approach to Communication	7-7
Summary.....	7-13
How Senders Can Contribute to More Effective Communication Processes	7-13
How Receivers Can Contribute to More Effective Communication Processes.....	7-13
Relationships Among Communication, Problem Solving, Learning,.....	7-13
and Other processes	

Chapter 8: Behavior Modification

Purposes.....	8-1
Recommendations.....	8-1
Reviewing What You Already Know	8-2
How Your Characteristics and Behavior Have Already	8-3
Been Modified by Reading This Book	
A Behavior Modification Model.....	8-4
Bringing About (or At Least Influencing Various Possible Degrees of).....	8-5
Modifications in Traits and Behavior	
Basic Needs and Drives	8-5
Abilities and Aptitudes	8-5
Learned Abilities or Skills	8-7
Physical Characteristics	8-8
Value System (Valued Matters).....	8-9
Personality Traits	8-10
Other Attitudinal Characteristics	8-13
Summary.....	8-13
Relationships Among the Methods in This and Previous Chapters	8-15

Chapter 9: Time Management

Recommendation	9-1
Introductory Definitions and Basic Concepts	9-1
<u>Part 1: Wasting Time: Symptoms, Ways, and Causes</u>	9-3
<u>Symptoms of Wasting Time (Ring D)</u>	9-3
<u>Cycle-Perpetuating Results: Emotional and Physical Stress (Ring E)</u>	9-4
<u>Ways That Many People Waste Time (Ring C) Beyond the Basics</u>	9-4
<u>Major Causes of Wasted Time (Ring B)</u>	9-9
<u>Basic, Underlying Causes of Wasted Time (Ring A)</u>	9-
The Analytic Approach to Managing Time	9-
<u>Part 2: How to Manage Time and Make More Effective Use of It</u>	9-13
Major Perspective	9-13
Stop, Think, and Plan How You Will Manage (and Save) Your Time From Now On	9-13

Time Management (Time-Saving) Personal Practices and Policies for the Short Term	9-15
“Take 10”	9-15
Time Management Tips.....	9-18
Summary	9-24
General	9-24
Relationships With Other Processes.....	9-24

Chapter 10: Summary and Synthesis

Purposes	10-1
Recommendations	10-1
Reviewing What You Have Already Learned.....	10-1
What You Have Learned and Accomplished	10-3
Establish Personal Goals and Plans.....	10-3
Make a Habit of Using the Analytic Approach.....	10-5
Increase Repertoire of Knowledge and Experience	10-5
Further Develop Thinking Abilities	10-8
Modify or Compensate for Other Personal Characteristics.....	10-8
Further Develop Implementation Skills	10-8
Final Perspectives on Relationships Among the Information	10-9
and Methods Covered in Previous Chapters	

Appendix A: Major Theories of Motivation and Behavior

Early Theories Regarding Emotions and Instincts	A-1
Early Theories Regarding Motivation and Personality	A-1
Behaviorist Theories	A-2
Gestalt School of Thought.....	A-2
Neurophysiological Theories	A-3
Basic Systems.....	A-3
Brain Structures, Areas, and Functions	A-3
Need/Drive Theories	A-4
Trait Theories	A-4
Balance Theories	A-4
Reinforcement Theories	A-4
Instrumentality Theories	A-5

Appendix B: Brain Structures, Functions, and Processes

Purposes	B-1
Recommendations	B-1
Reviewing What You Already Know	B-1
General	B-2
Mental Activity	B-3
Sensations (Sensitivities).....	B-3
Memory, Learning, and Recall.....	B-3
Interpretation	B-4
Conscious Awareness and Perception.....	B-5
Thought	B-6
The Switchboard Operator	B-8
Recap.....	B-11
Perspectives on Interrelationships and Interdependencies	B-12

**Appendix C: The Process of Mental Development:
How Your Brain Becomes Your Mind**

Initial Perspectives.....	C-1
Recommendations.....	C-1
Reviewing What you Already Know.....	C-2
General Preview.....	C-3
Forming Visual Perceptual Abilities.....	C-3
Forming Patterns or “Sets” of Neurons That Represent	C-4
(Constitute) Abilities for Sensory-Motor Coordination	
Interpreting and Recording	C-6
Forming Verbal Interpretation and Speech Abilities	C-6
Learning to Comprehend Language	C-6
Forming the Abilities for Speech.....	C-7
Vocabulary and Interpretation	C-9
Additional Perspectives	C-9
Forming Abilities for Reading.....	C-10
Comprehension of Graphic Symbols.....	C-10
Motor Activity in Reading.....	C-11
Additional Behavioral Sets (of Interconnected.....	C-11
Neural Patterns Constituting Abilities)	
Thinking.....	C-12
Logical Reasoning	C-13
Developmental Phases	C-14
“Keeping the Balls in the Air”	C-17
Recap and Additional Perspectives.....	C-17
Pointers for Parents.....	C-19
Recommendations for Adults	C-21

Figures, Tables, and Exhibits

Chapter 1: The Needs for Developing Life Skills

Table 1:	Median Lifetime Earnings by Educational Attainment.....	1-4
Table 2:	The Use of Basic Abilities to Learn and Think.....	1-6

Chapter 2: The Individual: A System of Characteristics

Exhibit 2.1:	Approximated Distribution of a General Population.....	2-2
Figure 2.1:	The Individual: A System of (Interacting) Characteristics	2-3
Figure 2.2:	Synthesized Model of Personal and External Factors..... That Influence Motivation and Behavior	2-4
Figure 2.3:	Maslow's Hierarchy of Needs	2-6
Figure 2.4:	Cause/Effect Relationships Between Abilities and Other Characteristics	2-13
Figure 2.5:	Cause/Effect Relationships Between Knowledge/Experience..... and Other Traits	2-17
Figure 2.6:	Cause/Effect Relationships Between Physical Traits and Other Traits	2-18
Figure 2.7:	Cause/Effect Relationships Between Values and Other Characteristics.....	2-20
Figure 2.8:	Cause/Effect Relationships Between Personality Traits	2-25
	and Other Characteristics	
Figure 2.9:	Cause/Effect Relationships Between Interests and Other Characteristics	2-31
Exhibit 2.2:	Interest Areas and Underlying or Related Personal Characteristics	2-32
Figure 2.10:	Cause/Effect Relationships Between Goals and Other Characteristics	2-34
Figure 2.2:	Synthesized Model of Personal and External Factors..... That Influence Motivation and Behavior	2-36
Intercorrelation Table	2-40	
Personal Inventory Fill-In Formats	2-43 through 2-46	

Chapter 3: Personal Motivation (Personal Goal Setting and Planning)

Figure 3.1:	Goal- and Means-Orienting Behavior.....	3-6
Figure 3.2:	Example of Travel Goals and Plans.....	3-8
Table 3.1:	Highest Educational Levels and Associated Lifetime Earnings.....	3-11
Figure 3.3:	Phase 2, Step 6 Worksheet Example.....	3-12
Table 3.2:	Definitions and Examples of Personal Goals and Plans.....	3-14
Figure 3.4:	Simple Examples of Personal Goals and Plans Relationships	3-15
Table 3.3:	The Analytic Approach (Process) for Personal Motivation	3-22
	(Personal Goal Setting and Planning)	
Figure 3.5:	The Management and Leadership Functions and Process	3-24
Figure 3.6:	The Personal Life Management Functions and Process	3-24
Personal Goal Setting and Planning Fill-In Worksheets	3-27 through 3-51	

Chapter 4: Thinking: Further Developing Capabilities

Figure 4.1:	Factors That Influence Thought.....	4-2
Figure 4.2:	Advance/Ongoing Activities for Continually Improving	4-10
	Problem-Solving and Decision-Making Processes	
Figure 4.3:	Major Phases of a Systematic Approach to Problem Solving.....	4-13
Exhibit 4.1:	An Abbreviated Checklist of Factors That Influence Organizational Behavior.....	4-14
Table 4.1:	Mental Constraints and Their Effects on Think-Work.....	4-16
Figure 4.4:	Example of a Multiple-Choice Decision in Problem-Solving	4-20
	and Problem Prevention or Situation Improvement Cases	
Figure 4.5:	Many Factors Affecting a Student (but not all)	4-22

Table 4.2: Examples of Decision-Making Criteria	4-24
Exhibit 4.2: Limited List of Various Possible (Preventive/Remedial) Solutions	4-25
(Activities) Aimed at Discouraging Teen Drug Use	
Figure 4.6: Simplified Gantt (Bar) Chart of Drug Prevention/Remediation Activities	4-26
Figure 4.7: Example of a Hybrid Network or “Planning Diagram”	4-28
(for Preparing a School Course)	
Figure 4.8: Simplified Example of a Decision Tree	4-30
Exhibit 4.3: Simple Example of a Table of Advantages and Disadvantages.....	4-32
Exhibit 4.4: Example of a Comparison (Decision-Making) Matrix	4-33
Table 4.3: Problem-Solving Phases and Steps – and Their Beneficial Effects.....	4-36
Table 4.4: Relationships Among the Managerial Process, Personal Goal Setting.....	4-38
and Planning, and the Analytic Approach to Problem Solving	

Chapter 5: Learning: Further Developing Capabilities

Figure 5.1: Factors That Influence Learning	5-4
Figure 5.2: Actions for Enhancing Personal Factors That Influence Learning.....	5-10
Figure 5.3: Basic Phases of a Systematic Approach to Learning	5-13
Table 5.1: Elements of a Systematic Learning/Memory Approach —	5-20
and Their Beneficial Effects	
Table 5.2: Relationships Among the Managerial Process, Personal Goal Setting and Planning,.....	5-22
the Analytic Approach to Problem Solving, and the Learning Process	

Chapter 6: Interpersonal Relations: Further Developing Capabilities

Table 6.1: Descriptions of Specific Personal Characteristics	6-2 through 6-5
Table 6.2: What Hurts People and What Makes Them Feel Good	6-8
Figure 6.1: Interaction “Apparel”	6-9
Figure 6.2: Parent, Adult, and Child Ego States and Related Life Positions	6-14
Figure 6.3: Interpersonal Styles (on a Grid Framework)	6-14
Table 6.3: Ego States and Associated Aspects/Dimensions/Traits/Styles	6-16 and 17
Table 6.4: Traits, Dimensions, and Ego States Involved in Approaching Others.....	6-22 and 6-24
and in Developing and Maintaining Relationships (Parts 1 and 2)	
Figure 6.4: (a) Scenario 1 (John and Mary)	6-26
Figure 6.5: Scenario 2 (Bart and Carl).....	6-27
Figure 6.6: Relationships Among Underlying Personal Influences and	6-30
an Individual’s Interpersonal Style	
Figure 6.7: Distinctive Interpersonal Styles on a Grid Framework	6-32
Table 6.5: Distinctive Interpersonal Styles and Related Traits and Behavior	6-34,35,36
Table 6.6: Symptoms of Interpersonal Conflicts	6-41
Table 6.7: Types and Causes of Interpersonal Conflicts	6-42
Table 6.8: Conflict Resolution Styles or Approaches.....	6-44
Table 6.9: Relationships Among the Managerial Process, Personal Goal Setting and Planning, the	6-45
Analytic Approach to Problem Solving, the Learning Process, and the Conflict Resolution Process	
Figure 6.8: Aspects of, and Processes Involved In, the Socialization Process	6-48

Chapter 7: Communication: Further Developing Capabilities

Table 7.1: Communication Modes.....	7-2
Figure 7.1: Main Sender and Receiver Steps in a (One-Way) Communication Process	7-3
Figure 7.2: Advance and Ongoing Activities for Continually Improving Communication Processes	7-4
Table 7.2: Symptoms and Causes of Faulty Communications	7-6
Table 7.3: Symptoms of Faulty Communications and Sender and Receiver Responsibilities for.....	7-8
Preventing Them	

Table 7.4: Communication Styles and Relationships with Interpersonal/Managerial Styles and Types/Modes of Communication	7-10
Table 7.5: Phases and Steps of a Systematic Communications Approach	7-11
Table 7.6: Relationships Among the Managerial Process, the Analytic Approach to Problem Solving, the Learning Process, the Conflict Resolution Process, and the Communication Process	7-12

Chapter 8: Behavior Modification

Figure 8.1: Synthesized Model of Personal and External Factors That Influence Motivation and Behavior	8-2
Table 8.1: Behavior Modification Phases and Steps – and Their Beneficial Effects	8-14
Table 8.2: Relationships Among the Managerial Process, Personal Goal Setting and Planning, the Analytic Approach to Problem Solving Process, the Learning Process, the Communication Process, and the Behavior Modification Process	8-16

Chapter 9: Time Management

Figure 9.1: Wasting Time: Causes, Ways, and Symptoms	9-2
Table 9.1: Time Management Process Phases and Steps	9-14
Exhibit 9.1: A Sample “Take 10” Daily Scheduling Format.....	9-16
Table 9.2: Relationships Among the Managerial Process, Personal Goal Setting and Planning, the Analytic Approach to Problem Solving, the Learning Process, the Communication Process, the Behavior Modification Process, and the Time Management Approach	9-22 & 23

Chapter 10: Summary and Synthesis

Figure 10.1: Summary of Advance and Ongoing Activities for..... Continually Improving All Processes	10-2
Figure 10.2: Goal- and Means-Orienting Behavior.....	10-4
Table 10.1: Advance and Ongoing Self-Improvement.....	10-6 & 7
Table 10.2: The Phases and Steps of Structured Processes Covered in	10-10 through 10-13
Chapters 3 Through 9	

Appendix A: Major Theories of Motivation and Behavior

No figures, tables, or exhibits.

Appendix B: Brain Structures, Functions, and Processes

Figure B.1: Conceptual Illustration of Major Brain Areas	B-2
Figure B.2: Sensory Information Is Interpreted	B-4
Figure B.3: Interpreted Sensations Gain Conscious Awareness and Attention.....	B-5
Figure B.4: Thought = Information Being Juggled Between Memory and..... Reasoning Areas	B-6
Figure B.5: Major Areas Effect an Integrated Response Under Conscious Control	B-7
Figure B.6: Subconscious Integration of Stimuli and the Effecting of..... Ideomotor and Conditioned Responses	B-9
Figure B.7: Conceptualized Model of Basic Mental Activity	B-10

Appendix C: The Process of Mental Development: How Your Brain Becomes Your Mind

Figure C.1: Conceptual Model of a Hierarchy of Neuronal Patterns Representing	C-4
Sensory-Motor (Eye-Hand) Coordination for Focusing Senses on Objects	

Figure C.2: Steps 1 through 3	C-7
Figure C.3: Steps 1 through 5	C-8
Table C.1: Vocabulary for Description.....	C-9
Figure C.4: Steps 1 through 7	C-11
Figure C.5: Illustrations of Deductive and Inductive Logic	C-13
Table C.2: Characteristics of Things	C-14
Figure C.6: Conceptual Model of the Mental Development Process.....	C-16

