Jean Ford Knight
presents
The ACT System Training
(Basic 12-hour Workshop)
VERSATILITY

The Effort To Please More People While Keeping Your Own Objectives Intact.

DOING UNTO OTHERS AS THEY WOULD BE DONE UNTO...
Your Feelings promote Thinking...which results in Behavior...and Your Behavior impacts the Feelings of others, which prompts them to Think and Behave in response. So, how much of the problem am I?
Behavior Can Be Evaluated By Three Separate Dimensions

THE THREE DIMENSIONS OF BEHAVIOR ARE

- ASSERTIVENESS
- RESPONSIVENESS
- VERSATILITY

Behavioral Recognition Model
<table>
<thead>
<tr>
<th>Style</th>
<th>Strengths</th>
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<td>Driver</td>
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<td>Exacting</td>
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<td>WEAKNESSES</td>
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<tr>
<td><strong>DRIVER</strong></td>
<td>PUSHY</td>
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<td>HARSH</td>
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<td>DOMINATING</td>
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<td>UNSENTIMENTAL</td>
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<td><strong>EXPRESSIVE</strong></td>
<td>MANIPULATIVE</td>
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<td>EXCITABLE</td>
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<td>UNDISCIPLINED</td>
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<td>WISHY-WASHY</td>
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<td>SUBMISSIVE</td>
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<td><strong>ANALYTICAL</strong></td>
<td>STUFFY</td>
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<td>CRITICAL</td>
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<td>INDECISIVE</td>
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<td>PICKY</td>
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<td>STRENGTHS</td>
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<tr>
<td><strong>DRIVER</strong></td>
<td>DETERMINED EFFICIENT DECISIVE PRACTICAL</td>
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<td><strong>EXPRESSION</strong></td>
<td>AMBITIOUS STIMULATING ENTHUSIASTIC DRAMATIC</td>
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<tr>
<td><strong>AMIAABLE</strong></td>
<td>SUPPORTIVE DEPENDABLE AGREEABLE WILLING</td>
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<tr>
<td><strong>ANALYTICAL</strong></td>
<td>SERIOUS INDUSTRIOUS PERSISTENT EXACTING</td>
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</tbody>
</table>

Any Strength Taken To An Extreme Can Become A Liability
What Lack of Versatility Looks Like...

- And your cry-baby, whiney opinion would be…?

- Do I look like a people person?

- This isn’t an office. It’s hell with fluorescent lighting.

- Sarcasm is just one of the services we offer.

- Am I supposed to care about that?
If I throw a stick will you leave?

Does your train of thought have a caboose?

Allow me to introduce my selves.

Well, this day was a total waste of makeup.

Stress is when you wake up screaming and realize you haven’t fallen asleep yet.
Can I trade this job for what’s behind door #1?

Nice perfume/aftershave; must you marinate in it?

How do I set a laser printer to stun?

I thought I wanted a career; turns out I just wanted paychecks.

I started out with nothing and still have most of it left.
The ACT System

If you answer “yes” to any of the following questions…

the use of **Affective Communication Training** could cause you to re-think, re-evaluate and re-define your approach in most situations.
1. Are you frustrated working with people who seem to understand and agree one minute, then when it comes to a showdown, what they say they heard, is not what you think you said?  
   Yes  No  Not sure

2. Are you tired of trying to figure out what it takes to motivate certain people?  
   Yes  No

3. Do you have to get really mad before you lash out at someone?  
   Yes  No

4. Are you tired of having your intelligence insulted by the games you have to play with certain people?  
   Yes  No  I'm a game player myself
5• Are there certain people who really push your buttons and you hate dealing with them? **Yes**  **No**

6• Do you have two employees that don't get along, and your effort to correct the problem has only made things worse? **Yes**  **No**  **Who Cares?**

7• In this ever changing world is it difficult to stay abreast of the changes? **Yes**  **No**

8• Do you believe that change affects certain people more than others? **Yes**  **No**  **Maybe**
9. Can you recognize in advance which people will be affected more by change? Yes  No  I’d Like To!

10. Is there a method to assure that two people will communicate better? Yes  No  How?

11. When two people are working together, is there a possibility of resistance and a destructive attitude, on both their parts, even when they are trying to reach the same goal? Yes  No

12. Do you know when the trainee/client has grasped the information...or is faking it? Yes  No
13• Do you know how to convince others that it is time to take action? Yes No

14• Do you know how to make yourself completely understood by everyone on your staff as well as those other important placed peers? Yes No

15• Has your request for information been ignored by a co-worker, peer, or subordinate? Yes No
1. Do you ever have to remind people that the customer is not the enemy?  Yes  No

2. Do you have to be concerned about keeping confrontation in the workplace and out of the newspaper?  Yes  No  Not my problem

3. Does it ever become an issue when you try to solve a customer complaint but in the process you disenfranchise a peer or subordinate?  Yes  No
1• With a certain person, every instruction becomes an argument.

2• Every project appears to end up with a whiner, a complainer, and a dictator on it. Ugh..

3• A staff member who tries to change the priorities.

4• A staff member that changed the process but you weren’t informed.

5• Those long Staff meetings, with the whiner, complainer and dictator, but no one has a better solution.
6. Volunteers who do the job but try and take over.

7. Volunteers who are very nice but just get in the way.

8. A boss who doesn't understand that what they want, can't be done (in their time frame).

9. Employees who have wonderful people skills and wreck every machine they touch.

10. People who have great technical skills but walk on relationships.
11• Customers who are hostile or appear to be violent.

12• Having to deal with the mental fall-out of others when the organization is going through so much change.

13• Having to deal with your additional stress when your department is going through great change.

14• Dealing with all of your employees in a fair and impartial way, when you are under the gun.
15• Delegating projects that you keep getting back, those that come back late or not at all.

16• Receiving an unexpected, negative reaction from someone after you gave them feedback that you thought was constructive and non-threatening.

17• Feeling out of control and knowing others around you may be feeling the same.
The ACT System
Behavioral Style Indicator/2

I would describe myself as:
- go along
- willing, easy
- strong-willed, controlled
- take charge

D C B A

- quiet (until I know you)
- talkative (most often)

D C B A

- supportive
- consenting, compromise
- placate, pacify
- challenging
- question, dispute
- cock sure, argue

D C B A
I would describe myself as:
compliant, mild 
peace-loving

dominant, bossy
commanding

asks questions
makes statements

cooperative
not demanding
agreeing, uniting

competitive
lock horns, rival
contentious
I would describe myself as:
introverted ........................................ extroverted
D          C                   B                   A

slow, studied & patient .................. fast-paced & impatient
D          C                   B                   A

non-assertive
cautious, yielding

tactful & tolerant ..................................... absolute & dogmatic
D          C                   B                   A

Totals: ____  ____  ____  ____  ____  ____
BEHAVIORAL STYLE MODEL

FEELING
THINKING
BEHAVING
I would describe myself as:

- eyes serious or severe
- (more formal)
- talks only business
- reserved, private
- conservative, self-contained
- 1

- eyes friendly & attentive
- (more casual)
- shares personal feelings
- kind, friendly
- 2

- 3

- 4
The ACT System
Behavioral Style Indicator

**I would describe myself as:**

<table>
<thead>
<tr>
<th>Uses facts &amp; logic for decision making</th>
<th>Uses opinions &amp; feelings to make decisions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
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<td>3</td>
<td>4</td>
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</tbody>
</table>

| Non-responsive, cool                  | Responsive, warm                          |
| Deliberate, remote                    | Warm-hearted, tender                      |
| 1                                     | 2                                         |
| 3                                     | 4                                         |

| Non-emotional, rational                | Emotional, spontaneous                    |
| Deliberate, impartial                  | Impetuous, demonstrative                  |
| Prudent                                | Melodramatic                              |
| 1                                     | 2                                         |
| 3                                     | 4                                         |

Totals: ______  ______  ______  ______  ______
Summary Of Evaluation
(Totals from Behavioral Style Indicator/2)

Carry the *Totals* forward from Page 2 and circle the letter with the highest number... likewise, circle the numeral with the highest number.

Number of: D C B A

1 2 3 4

Check the appropriate square for your Behavioral Style ID —
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<th>4</th>
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**OTHER TEAM MEMBERS’ STYLES**

- **Analytical**
- **Driver**
- **Amiable**
- **Expressive**
Assertiveness
The Effort We Make To Influence the Actions Or Options of Others

Less Assertive (Ask)
- Avoid Risks
- Easy-Going
- Leans Back
  - Moderate Voice Emphasis
  - Doesn’t Press for Decision
  - Mild Temperament
  - Slow Movement
  - Low Voice Volume
  - Slow Voice Speed

More Assertive (Tell)
- Takes Risks
- Impatient
- Leans Forward
  - Strong Voice Emphasis
  - Presses for Decision
  - Forceful Temperament
  - Fast Movement
  - High Voice Volume
  - Fast Voice Speed
**ASSERTIVENESS**

The Effort a Person Makes
To Sway and Direct the Actions and
Thinking of Others

---

**LESS CONTROLLING**
(AGGRESSIVE)

- Cautious
- Mild
- Middle-of-the-Road
- Thinking Is Reserved
- Quietly Tolerant
- More Lenient
- Held in Check
- Apprehensive
- Dutiful

**MORE CONTROLLING**
(AGGRESSIVE)

- Bold
- Strong
- Left-or-Right
- Thinking Is Open
- Loudly Tolerant
- Less Lenient
- Outspoken
- Optimistic
- Unyielding
RESPONSIVENESS
The Effort a Person Puts Forth to Control Their Feelings and Emotions

LESS RESPONSIVE (CONTROL)

Few Gestures
Cool, Distant
Poker Face
Facts and Logic
Calm

MORE RESPONSIVE (EMOTE)

Many Gestures
Warm, Friendly
Smiles, Frowns
Opinions and Feelings
Excitable
RESPONSIVENESS
The Natural Restraint Associated With One’s Feelings and Emotions

MORE
RESTRAINT

Mannered
Gracious
Unassuming
Precise, Correct
Reserved
Listens

LESS
RESTRAINT

Joyful, Cheery
High-Spirited
Likes Socializing
Life-of-the-Party
Jovial, Funny
Guideline for Recognition

How Responsive Is The Person?
How Assertive Is The Person?

NON-RESPONSIVE

NON-ASSERTIVE

ANALYTICAL

amiABLE

RESPONSIVE

ASSERTIVE

driver

EXPRESSIVE
Guideline for Recognition

How Responsive Is The Person?

NON-RESPONSIVE

Reserved, unresponsive
Poker face
Actions cautious or careful
Wants facts and details
Eyes harsh, severe or serious

Limited use of hands, clenched tightly, folded or pointed
Limited personal feelings, story telling or small talk
Preoccupied or vigilant

NON-ASSERTIVE

ANALYTICAL

DRIVER

AMIABLE

EXPRESSIVE

ASSERTIVE

RESPONSIVE
Guideline for Recognition

How Responsive Is The Person?

- Non-Responsive
  - Analytical
  - Amiable
- Responsive
  - Driver
  - Expressive

Animated, uses facial expressions
Smiles, nods, frowns
Actions open or eager
Little effort to push for facts
Friendly gaze

Hands free, palms up, open
Friendly gestures
Shares personal feelings
Attentive, responsive, enjoys the relationship
Guideline for Recognition

How Assertive Is The Person?

NON-ASSERTIVE

Few uses of voice to emphasize ideas
Expressions and posture are quiet and submissive
Deliberate, studied or slow in speech
Indifferent handshake
Asks questions more often than makes statements
Vague, unclear about what is wanted
Tends to lean backwards

Analytical
Driver
Amiable
Expressive
Responsive
Non-Responsive

Guideline for Recognition
How Assertive Is The Person?
Guideline for Recognition
How Assertive Is The Person?

- **Non-Responsive**
  - **Analytical**
  - **Driver**
- **Responsive**
  - **Amiable**
  - **Expressive**

**Assertive**
- Emphasizes ideas by tone change
- Expressions are aggressive or dominant
- Quick, clear or fast-paced
- Firm handshake
- Makes statements more often than asks questions
- Lets one know what is wanted
- Tends to lean forward to make a point
A. To Get Their Attention
B. To Maintain Their Attention
C. To Get Their Commitment

LESS RESPONSIVE
(Control)

LESS ASSERTIVE

A. Principles and Thinking
B. Accurate
C. Solid Evidence

MORE ASSERTIVE

A. Actions and Conclusions
B. Efficient
C. Options With Probabilities

MORE RESPONSIVE
(Emoting)

A. Feelings and Relationships
B. Agreeable
C. Assurances & Guarantees

A. Dreams & Intuitions
B. Stimulating
C. Testimonials and Personal Incentives
<table>
<thead>
<tr>
<th>Analytical</th>
<th>Driver</th>
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<tbody>
<tr>
<td><strong>How</strong></td>
<td><strong>What</strong></td>
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<tr>
<td><strong>Amiable</strong></td>
<td><strong>Expressive</strong></td>
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In a stressful situation, Affective Communication Training will help you keep a stiff upper lip when you feel like you are walking on your tongue.
Dear Lord…

SO FAR TODAY, GOD, I’VE DONE ALL RIGHT.
   I HAVEN’T GOSSIPED,
   HAVEN’T LOST MY TEMPER,
   HAVEN’T BEEN GREEDY, GRUMPY, NASTY,
   SELFISH OR OVER-INDULGENT.
   I’M THANKFUL FOR THAT.
   BUT IN A FEW MINUTES, GOD, I’M GOING
   TO GET OUT OF BED, AND FROM THEN ON,
   I’M GOING TO NEED A
   LOT MORE HELP.

AMEN
Communicating with the Relationship AMIABLE
(Works alone. Impresses others by being a great team member.)

1. Start with a personal comment......Don’t rush straight into the problem/situation.
2. Show interest in them as people......Ask about their concerns.
3. Patiently draw out personal preferences......Put down your pencil and listen.
4. Present your case softly, non-threateningly........Don’t push them for quick response.
5. Ask “why and how” questions to draw out their opinions......Don’t argue the facts.
6. If you disagree, look for hurt feelings......Don’t demean or scold.
7. Move casually, informally......Don’t be abrupt, speak fast or move fast.
Communicating with the Thinking-Oriented ANALYTICAL
(Works alone and carefully. Impresses others with precision and thoughtfulness.)

1. Hold the meeting in a quite, private place……Don’t be casual, informal, loud.
2. Be on time, be prepared, stick to business……Don’t ramble on.
3. Make a written, organized presentation of your needs or concerns……Don’t be vague.
4. To build credibility, list pros and cons to any suggestion you make……Don’t be personal.
5. Provide solid, tangible, practical evidence…Don’t use someone’s opinion as evidence.
6. Be specific about your expectations…Don’t fail to follow through on commitments.
7. Set dead-lines……Don’t rush the decision-making process but be persistent.
Communicating With The Action-Oriented DRIVER
(Works fast and alone. Impresses others with individual effort.)

1. Be clear, specific, brief, and to the point......**Don’t** ramble on, or waste time.
2. Stick to business......**Don’t** insist on building a personal relationship.
3. Present the facts logically, repeat the rules often......**Don’t** allow things to get personal.
4. Be specific about the issue(s)......**Don’t** leave loopholes, cloudy issues or argue.
5. If you disagree, take issue with the facts......**Don’t** let it reflect on them personally.
6. Always deal with their options and alternatives......**Don’t** present ready-made decisions.
7. Promise only that which you know you can deliver on — deadlines, ability, results......**Don’t** say “maybe” or “I’ll try.”
Communicating With The Intuitive-Oriented EXPRESSIVE (Works fast. Impresses others by the ability to do many things at once.)

1. Start the meeting on time, get to the bottom-line quick......Don’t lecture.
2. Ask for their opinion/ideas regarding people/problem......Don’t be impersonal.
3. Keep interactions stimulating, fast moving......Don’t drone on about facts and figures.
4. Offer special, immediate and extra incentives for deciding now......Don’t push them.
5. Layout deadlines, requirements and penalties......Don’t be judgmental about their choices.
6. Leave time for relating, socializing......Don’t leave decisions open-ended.
7. Let them talk and vent their frustrations......Don’t ever talk down to them.
Behavior Is Identifiable, Recognizable and Predictable

- ASSERTIVENESS
- RESPONSIVENESS
- VERSATILITY

Focus on the Future

<table>
<thead>
<tr>
<th>How — <strong>Method</strong></th>
<th>What — <strong>Results</strong></th>
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<tbody>
<tr>
<td><strong>Why</strong> — Personal</td>
<td><strong>Who</strong> — Attitude</td>
</tr>
<tr>
<td><strong>Who</strong> — Attitude</td>
<td><strong>Why</strong> — Personal</td>
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</tbody>
</table>

Focus on the Present

<table>
<thead>
<tr>
<th>How — <strong>Method</strong></th>
<th>What — <strong>Results</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Why</strong> — Personal</td>
<td><strong>Who</strong> — Attitude</td>
</tr>
<tr>
<td><strong>Who</strong> — Attitude</td>
<td><strong>Why</strong> — Personal</td>
</tr>
</tbody>
</table>
I would describe myself as:
cordial & pleasant .................................... warm & fuzzy
1 2 3 4

calm .......................................................... excitable
1 2 3 4

stoic, somber ........................................... animated, spirited
intense, restrained .................................... lively
1 2 3 4

task-oriented ........................................... people-oriented
1 2 3 4
Time-Frame Needs of the 4 Styles

DRIVER
- Conclusions and Action
- Problem
- Action
- Options with Probabilities

EXPRESSIVE
- Dreams and Intuitions
- Problem
- Action
- Testimony with Incentives

AMIABLE
- Feelings and Relationships
- Problem
- Action
- Guarantees with Assurances

ANALYTICAL
- Principles and Thinking
- Problem
- Action
- Evidence with Service

✓ Get Attention
✓ Keep Attention
✓ Get Commitment
<table>
<thead>
<tr>
<th>ANALYTICAL</th>
<th>DRIVER</th>
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<tbody>
<tr>
<td><strong>AVOID</strong></td>
<td><strong>AUTOCRATIC</strong></td>
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<tr>
<td>Withdrawal from the conflict — Time to think</td>
<td>Over-control of the situation and action</td>
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<tr>
<td><strong>ACQUIESCE</strong></td>
<td><strong>ATTACK</strong></td>
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<tr>
<td>Quiet — Attempting to retain the relationship</td>
<td>Emotional, loud and personal</td>
</tr>
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</table>

**AMIABLE** | **EXPRESSIVE**
TENSION INDUCED “BACK-UP” BEHAVIOR

FLIGHT

FIGHT

LESS RESPONSIVE

ANALYTICAL

“AVERTER” (Withdrawing)

“AUTOCRAT” (Dictates)

LESS ASSERTIVE

MORE ASSERTIVE

DRIVING

AMIABLE

“ACQUIESCER” (Submits)

“ATTACKER” (Personal Attacks)

MORE RESPONSIVE

EXPRESSIVE
TENSION INDUCED “BACK-UP” BEHAVIOR

- FLIGHT
- FIGHT

LESS RESPONSIVE

MORE RESPONSIVE

LESS ASSERTIVE

MORE ASSERTIVE

ANALYTICAL

DRIVING

AMENABLE

EXPRESSIVE

“AVOIDER” (Withdraws)

“AUTOMAT” (Stales)

“ACQUIESKER” (Submits)

“ATTACKER” (Personal Attacks)
TENSION INDUCED "BACK-UP" BEHAVIOR

FLIGHT  FIGHT

LESS RESPONSIVE

ANALYTICAL  DRIVER

"AVOIDER" (Withdraws)   "AUTOCRAT" (Dictates)

LESS ASSERTIVE  MORE ASSERTIVE

AMIABLE  EXPRESSIVE

"ACQUIESCE" (Submits)   "ATTACKER" (Personal Attacks)

MORE RESPONSIVE
TENSION INDUCED “BACK-UP” BEHAVIOR

FLIGHT

FLIGHT

LESS RESPONSIVE

LESOR QUIET

MORE RESPONSIVE

MORE Assertive

MORE Assertive

MORE Assertive

MORE Assertive

Amiable

Expressive

Analytical

Driving

“AVOIDER” (Withdraws)

“AUTOMAT” (Rotates)

“ACQUIESCER” (Submits)

“ATTACKER” (Personal Attacks)
Affective Communication

Other Obstructions To Team Building

Dealing with any of these other occurrences means additional stress, aggravation and lack of productivity
You are affected — Directly or Indirectly \textit{(but you are affected)}

- **Rise**…Everyone up, shower & dress \textit{(one person is always late)}
- **Breakfast**…Some eat, some don’t \textit{(you don’t have time)}
- **Everyone brush** \textit{(you hope)}
- **School** \textit{(drop kids)}…Meeting with teacher makes your heart sink \textit{(definitely a relationship problem between them)} but what can you do?
- **Normal traffic** is bad enough…But you started late \textit{and} there’s a major wreck
➢ **Work**…Staff meeting, then a project meeting. Both meetings are too long, with little accomplished — one team member dragging their feet, deadline too short to begin with, key team member late, one out with sick child, one out with flu (*you feel sick yourself*), two members are crossing swords, another is not listening, one is arguing over the direction the project is taking, and one is asking for more information.

➢ **Lunch**…It’s somebody’s birthday, baby shower, bridal shower, going away party (*you wish they would all go away*)

➢ **Emergency** on the project you just finished, supplier didn’t deliver on time, computer crash holds up current project, overcharge on your MasterCard (*not your fault, but now your problem*), phone calls to make, phone calls to return, client meeting
5:15…Your kid(s) has ball practice, a game, dance class, music lesson, you or your child has a problem with the coach, the instructor, or both

No time to cook…Okay, pick up fast food…barely time for the kids to eat

Pack briefcase…Maybe you can work at home tonight

Unmentionables…Laundry, grocery shopping, dry cleaners, paying personal bills, family visits, yard to keep, car repairs…and the list goes on and on

You may be one of those people who doesn’t talk about stress…and you’re sick of hearing other people talk about it…but the truth be known, you may be responsible for creating stress in others.