

# PROCESS COMMUNICATION®

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Being in sync



# New challenges, new talents

## WORKING TOGETHER

In recent times technological progress has changed the face of organisations by providing immediate access to information. New forms of communication now fill our TV and computer screens.

Despite these widespread advances, the corporate world is still a matter of very real people, who through their talents, training, experience and especially their personalities; truly enhance the capabilities of their companies. Today people are indeed the most valuable asset for any corporation.

Current technological and economic challenges demand mobilisation; both as individuals and as groups. New leaders are appearing to steer the most strategic projects within matrix style organisational structures and task force teams, in which hierarchy plays only a minor role. To meet the challenges of the new commercial markets work groups are formed and dissolved at a rapidly increasing rate. Time in which to establish contact and become familiar with people has become very short. Inspiring others, giving meaning, uniting a team to capitalise on the strengths of its members and managing tensions in the workplace are all necessary

abilities required of the modern manager. Whilst managers may be aware of the risks of stress, employees are also eager to learn how to better resist pressure.

Self-knowledge, self-management, understanding others and better relationship management will inevitably relieve much of this pressure; especially if everyone, whether a manager or not, were able to contribute by having their skills enhanced in these important and vital areas. Being able to effectively approach an interpersonal relationship challenge and to ask for or offer help if needed is an indicator of strength, though sadly many managers and employees do not see things this way. Top athletes know how to regulate the intensity of their effort; then to recuperate to prepare for the next challenge when in individual competition; or the importance by being an effective part of the group, when taking part in team activities. So employees and managers in the twenty-first century need to know how to bring their performance to a peak, both as individual and team players.

What business can afford to go without these skills today?



Mathias, age 47 – ***Business Unit manager in a service industry***

"I have observed considerable changes in how work is organised in recent years. It is no longer a matter of whether people will be able to work together as a team or not, because teamwork has become mandatory. Many companies are matrix systems in which each department's action is connected to the entire system. Departments no longer call themselves divisions since the reality is quite the opposite: now it is about uniting people from different disciplines to work on projects with shared ownership. Steering projects of this type requires new skills; like knowing how to assume leadership roles without necessarily having any hierarchical relationship. This change has been so rapid that we still need to support our employees in the acquisition and application of this type of skill. An operation like this requires both relational and situational intelligence. We want people who are capable of working independently, who are prepared to be part of a team or to manage one for a period in order to create added value. Employees who feel good about themselves and comfortable with each other are priceless assets to a business. As managers and directors, we have our share of responsibility in this; the example must be set at the top".



# What is Process Communication® ?

## A COMMUNICATION MODEL

Taiibi Kahler PhD introduced Process Communication® in the United States in 1978, and was developed in part through research conducted in the 1970's whilst he was working with NASA. (See *paragraph on NASA below*). The Personality Profile Inventory was introduced in 1982. A major strength of PCM is that it provides a high degree of behavioural predictability. The model does not categorise people, but rather shows how all the possible personality types are in each of us, organised in our own unique order. It offers valuable methods for enhancing communication across the different personality types. Personality is composed of a unique, mixture of six personality types and we can observe multiple aspects of personality, including behavioural traits, perceptual preferences, individualised motivators, unique ways of communicating, & predictable, observable behaviour under stress. With knowledge and understanding of these behaviours we can improve the quality of our business and private relationships by facilitating the individualisation of our style of communication and leadership including our method of conflict management. With knowledge of PCM it is possible to monitor communication interaction by interaction, to facilitate avoidance of miscommunication with clearly defined strategies to restore communication, where it has been broken. This relevant and efficient model has rapidly grown in Europe to become an essential business tool.

**The predictability of distress behaviour** is one of the most valuable tools in the Process Communication Model® arsenal. As a result of Dr. Kahler's observations, we know that behaviour under normal and severe stress is highly predictable. The model then provides precise methods to enhance better self-management and better management of our interpersonal relationships even under stress. Because distress behaviours are very predictable, observation of these patterns is another valuable tool for assessing personality. Each personality type has its own way of behaving depending upon the nature and intensity of the stress to which they are subject. These six predictable, observable, and reversible behavioural sequences provide insight into understanding and managing interpersonal relationship difficulties and therefore, enhancing our efficiency both at work and outside of it.

People who use the Process Communication Model® benefit from a whole range of practical tools specifically designed for successful everyday management of communication.

Whether with employees, clients, partners, or colleagues; our business relationships become smoother, teams more motivated; team members accept ownership of projects and cooperate together contributing to team synergy and increased productivity with reduced stress levels.

### Quality instruction

The Process Communication Model® offers keys for better understanding personalities and providing practical communication tools. Teaching this model requires expertise and may only be undertaken by certified PCM trainers. Coaching using this model requires expertise and must only be delivered by certified PCM Coaches. The Kahler Communication companies active throughout Europe ensure a training curriculum for any coach or trainer who wishes to receive Process Communication® certification. A list of certified coaches, trainers and master trainers is available on the site [www.processcom.com](http://www.processcom.com).

### Confidentiality and ethics

Any person who decides to take the Process Communication® questionnaire is entitled to confidentiality regarding the resultant profile and professionalism on the part of the coach or trainer. A Personality Inventory and the Profile that accompanies it are delivered directly only to the coach/trainer to the individual. Profiles are only administered by a certified trainer or coach. After receiving the profile you will enter a dialogue with the certified PCM provider to enable professional and insightful interpretation & understanding of your profile. During group seminars, each participant can decide whether or not to share their profile with the other delegates and the vast majority share openly and gain from this process. The coach or trainer guarantees observance of best practices to ensure that no value judgments are made regarding the profiles. We do not encourage a labelling process and discuss personality types 'in' people rather than types 'of' people, because no one is simply a 'type'.

## A TOOL FOR UNDERSTANDING PERSONALITIES, ONE'S OWN AND THAT OF OTHERS

### The Personality Inventory

People who wish to use the Process Communication Model® will first complete a questionnaire which, once processed, will enable them to discover their personality structure. The teaching metaphor of a condominium (*in the USA a name for an apartment building*) helps in us to visualise the composition of each unique personality structure. One of the six personality types is located on each floor; the size of the floors indicating the level of energy available when the person wants to use the corresponding personality type. The metaphor of an 'elevator' illustrates the person's ability to reach all of the floors and use all of their resources.

#### The Base

The ground floor, called the Base, indicates the dominant, most highly developed personality type. Being able to identify another's Base helps us to use the most effective communication channel and perception to connect with that person.

#### The Phase

The concept of Phase provides keys to understanding what motivates people. Satisfying the psychological needs of the Phase affects our motivation on a day-to-day basis and so guides us on how to motivate self and others.

### The Process Communication® Profile

This personalised document of about forty pages contains valuable information for Process Communication Model® users.

Each section provides keys and suggestions for optimising our everyday management by showing us what personality strengths and indicators to monitor and account for and what psychological needs we need to attend to in order to avoid being overcome by stress.

### Some Process Communication® Profile sections

*Keys to success*

*Character strengths*

*Perceptual frame of reference*

*Your preferred interactions*

*Stress warning signs*

*Preferred Communication channels*

*Action plans*

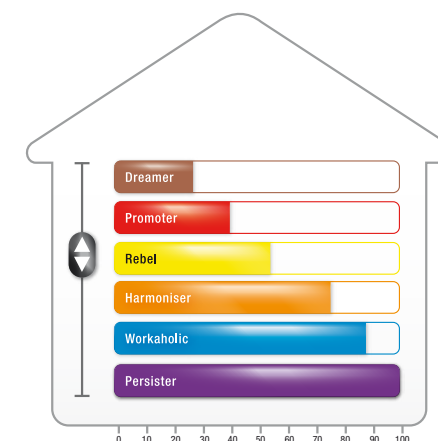
Preferred management styles for managing or being managed are also included.

### Objectives

- *Understanding our own personality structure in order to use all of our strengths and offer the best of ourselves*
- *Enhanced self-management in difficult situations and during inevitable periods of stress*
- *Accepting the personalities of others and adapting to them in order to form strong and durable working relationships as individuals and in teams*

### Example of a personality condominium

From among 4320 possible combinations





# The many applications of Process Communication®

The Process Communication Model offers a wealth of wide ranging tools to develop a variety of competencies within your organisation. The strength of this approach lies in the originality of the model's components, which enable you to adjust your training investment to match corporate strategy and your employees' needs.

- > **Management**  
Achieving excellence
- > **Sales relations**  
Taking performance to the next level
- > **Team building**  
Developing functional & competitive teams
- > **Team cohesion**  
Strengthening the bonds of cooperation
- > **Individual coaching**  
Raising awareness and fulfilling potential
- > **Team coaching**  
Maximising on the talents in the team
- > **Conflict management**  
Relieving tensions by managing conflict
- > **An aid in Recruitment**  
Making enlightened choices
- > **Staff Retention**  
Developing & motivating employees
- > **Internal trainers**  
Efficiently transmitting competencies

## **Coach or trainer certified in PROCESS COMMUNICATION MODEL®**

*Each year, Kahler Communication runs training programmes in Europe for training, coaching and recruitment professionals.*

*Certification follows a final examination which qualifies the individual to use the Process Communication Model® in training, coaching and as a recruitment/selection tool.*

*Only certified coaches, trainers and other professionals are authorised to use this model in coaching, training or in recruitment and their certification is verifiable on [www.processcom.com](http://www.processcom.com).*



### ***NASA The origins of Process Communication®:***

Dr. Kahler began his award-winning research on interpersonal communication and behaviour in the late 1960s and, in the 1970s, developed it into what became known as the 'process model.'

In 1978, Dr. Terry McGuire, NASA's Lead Psychiatrist for Manned Spaceflight, invited Dr. Kahler to demonstrate the efficacy of his model in connection with astronaut selection. After comparing notes on several candidates, Dr. McGuire hired Dr. Kahler, commenting that 10 minutes of using his approach revealed as much or more about a candidate than a standard psychological interview of several hours. This began an extended relationship with NASA (1978-96), during which Dr. Kahler worked with Dr. McGuire to incorporate the model into the astronaut selection, evaluation, training and management processes and during which time Dr. Kahler also translated the concepts underlying his model into behavioural terms. The predictability of PCM was essential to Dr McGuire because using it he was able to accurately predict astronaut distress in space, important in crew selection for men working under such extreme conditions. In 1982 Dr Kahler brought the Process Communication Model® to the business world to enable organisations to offer their people tools and an approach to communication, motivation, management, and stress management in the workplace. Since then the PCM approach has successfully benefitted well over a million people around the world.



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