

LMR Profile	Linear-active	Multi-active	Reactive
Listening and speaking	Talks half the time	Talks most of the time	Listens most of the time
Planning	Plans ahead step by step	Plans grand outline only	Plans with general principles
Directness	Polite but direct	Emotional	Polite and indirect
Connections	Uses official channels	Seeks out top or key person	Uses connections
Feelings	Partly hides feelings	Shows feelings	Hides feelings
Tasks and action	Does one thing at a time	Does several things at once	Reacts to partner's actions
"Face"	Dislikes losing face	Has good excuses	Must not lose face
Job/people orientation	Job-oriented	People-oriented	Relationship-oriented
Expressing disagreement	Confronts logically	Confronts emotionally	Never confronts
Interruptions	Rarely interrupts	Often interrupts	Does not interrupt
Truth	Puts truth before diplomacy	Has flexible truth	Puts diplomacy before truth
Patience	Sometimes impatient	Impatient	Patient
Body language	Limited body language	Unlimited body language	Subtle body language
Facts	Uses mainly facts	Puts feelings before facts	Statements are promises
Social / professional	Separates social and professional	Mixes social and professional	Connects social and professional

Plot: Countries

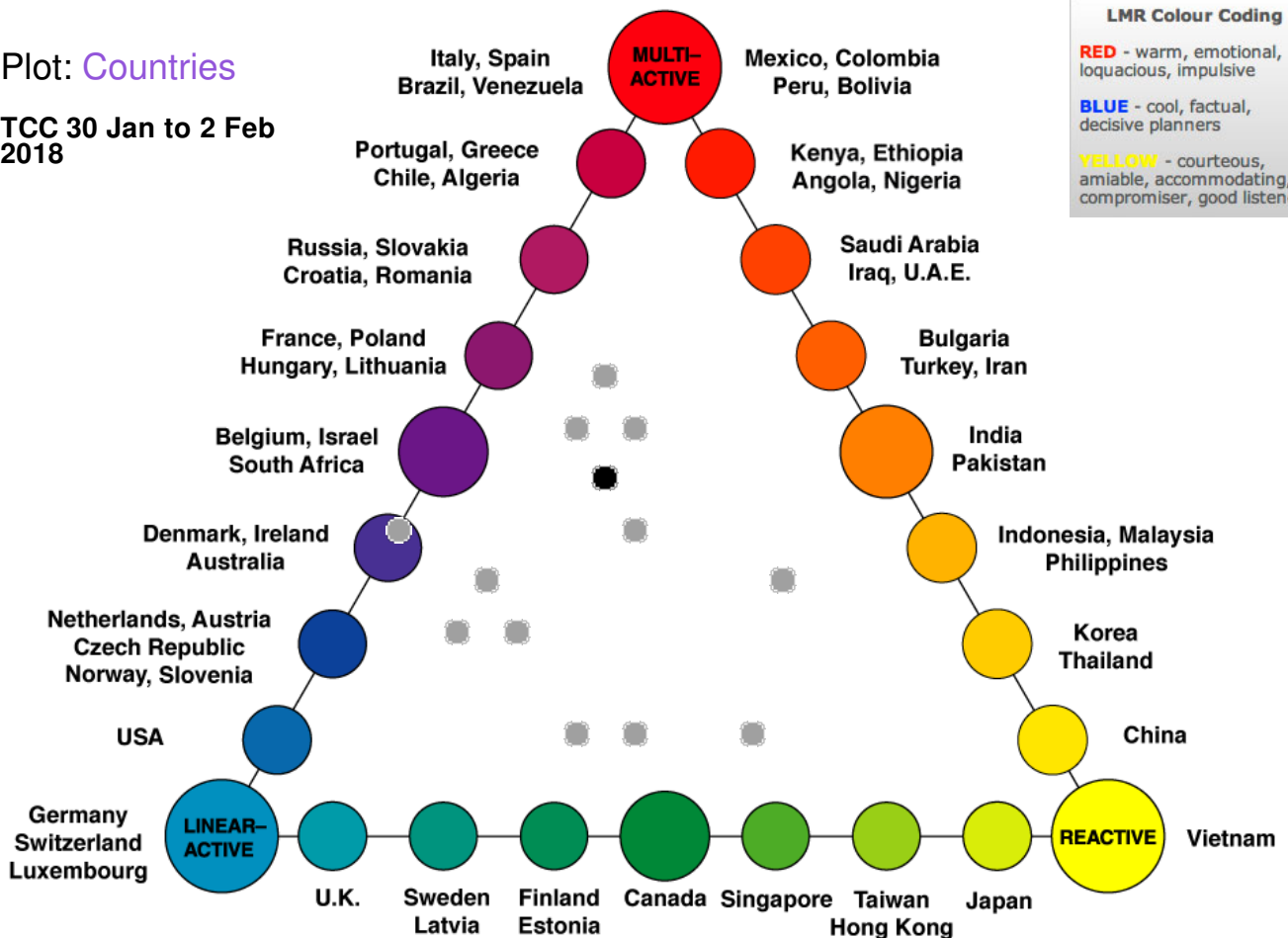
TCC 30 Jan to 2 Feb 2018

LMR Colour Coding

RED - warm, emotional, loquacious, impulsive

BLUE - cool, factual, decisive planners

YELLOW - courteous, amiable, accommodating, compromiser, good listener



Plot: **Types**

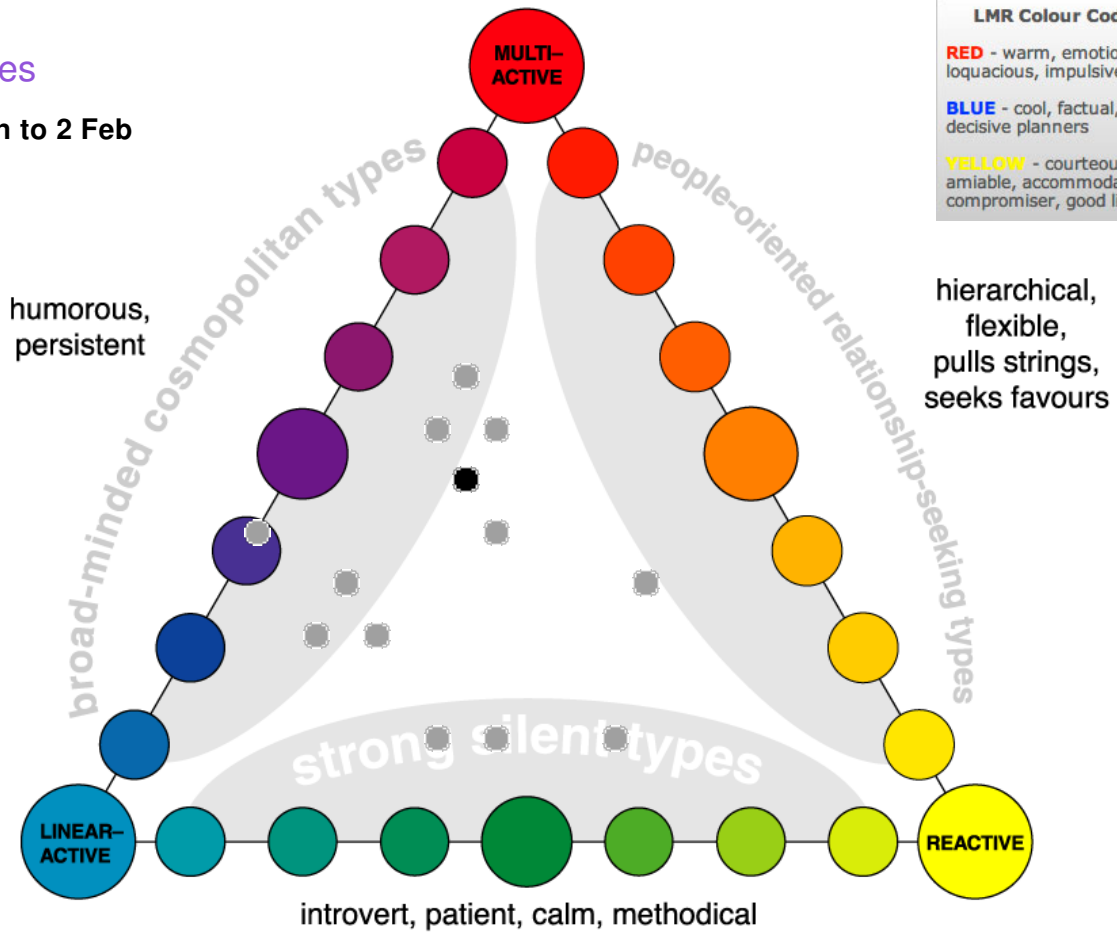
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Plot: **Mediators**

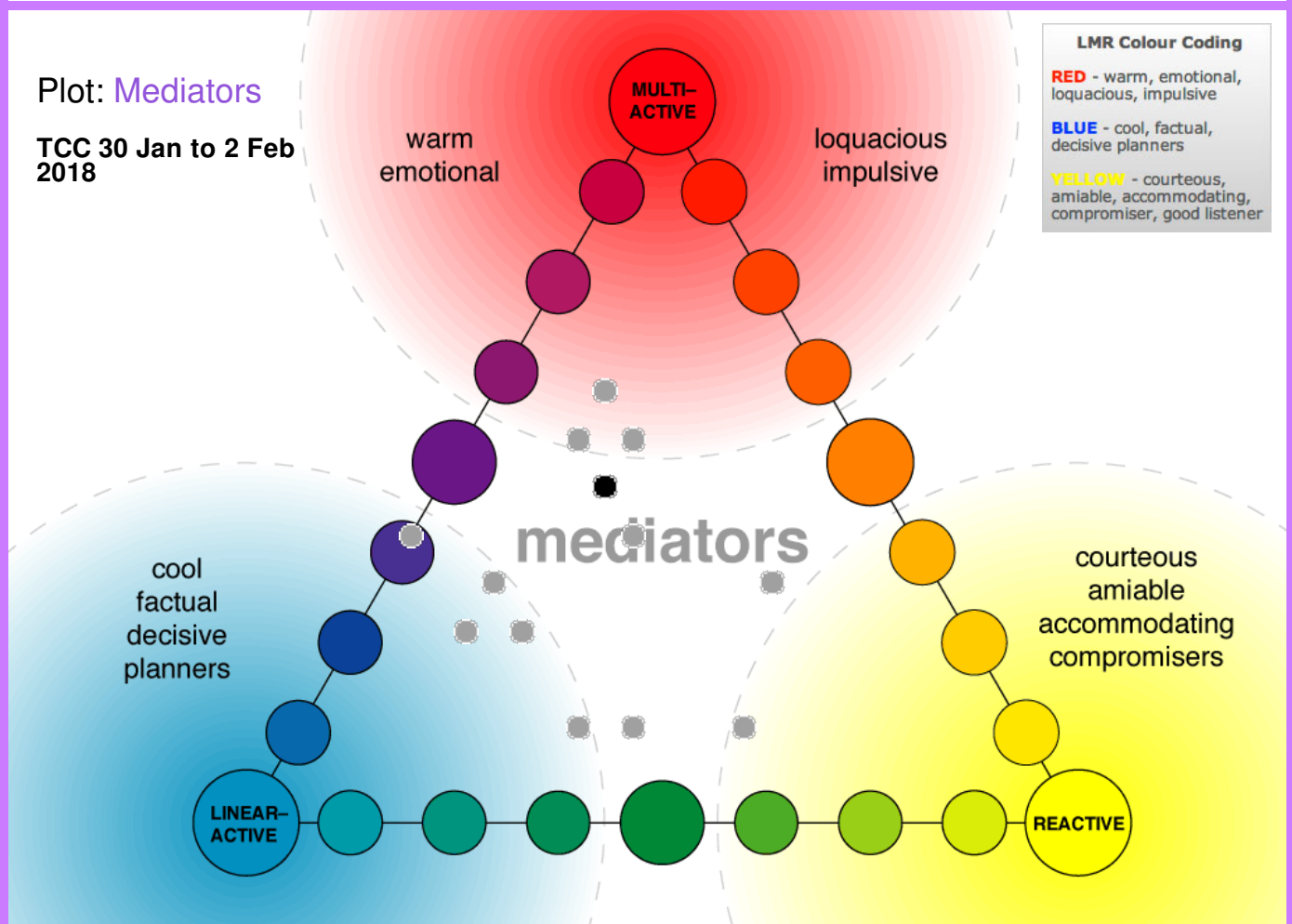
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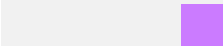
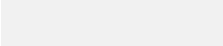
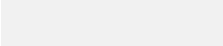


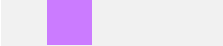

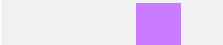
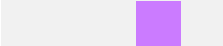
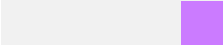
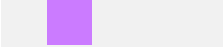
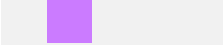
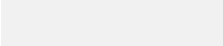
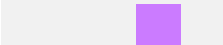
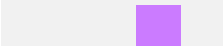
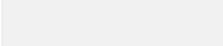
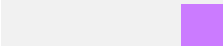

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Communication	Linear-active	Multi-active	Reactive
Listening and speaking	Talks half the time	Talks most of the time	Listens most of the time
Directness	Polite but direct	Emotional	Polite and indirect
Interruptions	Rarely interrupts	Often interrupts	Does not interrupt
Expressing disagreement	Confronts logically	Confronts emotionally	Never confronts
Truth	Puts truth before diplomacy	Has flexible truth	Puts diplomacy before truth
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Facts	Uses mainly facts	Puts feelings before facts	Statements are promises
Feelings	Partly hides feelings	Shows feelings	Hides feelings
Leadership		1 2 3 4 5 6 7	
Authority	Rebellious attitude to authority		Respectful attitude to authority
Status and rank	Status comes from family, age and seniority		Status comes from effort and ability
Discipline	Prefers strictness and discipline		Prefers permissiveness and self-discipline
Supervision	Prefers to direct own activity		Prefers to be directed by others
Privileges	Equal rights		Privileges
Power displays	Low-key power		Open power displays
Hierarchy	Hierarchy works best		Inequality should be minimised
Teamwork		1 2 3 4 5 6 7	
Individualism	Collective		Individualist
Group decisions	Group decisions		Individual decisions
Teamworking & independence	Prefers an independent role		Prefers a close team role
Competitiveness	Prefers to co-operate		Prefers to compete
Young rebels	Youthful rebellion		Young people follow the lead of elders
Dependence	Dependence is acceptable		Personal independence is necessary
Setting boundaries		1 2 3 4 5 6 7	
Use of time	Precise timekeeping is necessary		Flexibility in timekeeping is acceptable
Rules	Rules followed, bad ones changed		Rules accepted but not always followed
The rule of law	Flexible approach to the law		Rule of law
Conformity	Non-conformist / Eccentric		Conformity strongly preferred
Authorities	Authorities serve citizens		Authorities guide and instruct citizens

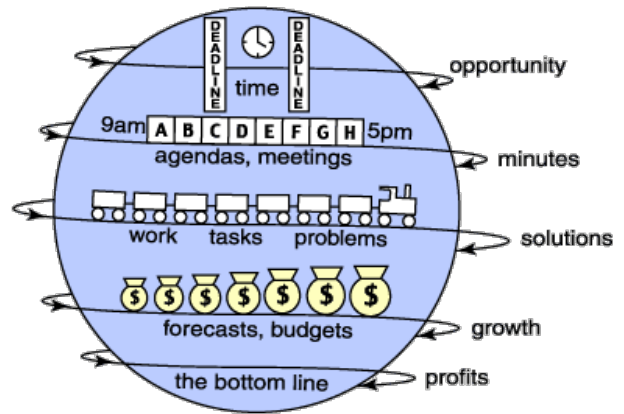
Work/life balance LMR	Linear-active	Multi-active	Reactive
Social / professional	Separates social and professional	Mixes social and professional	Connects social and professional
Job/people orientation	Job-oriented	People-oriented	Relationship-oriented
Connections	Uses official channels	Seeks out top or key person	Uses connections
Work/life balance Values		1 2 3 4 5 6 7	
Family	Life centres around the family		Life centres around work
Work	Needs motivation to work		Finds work motivating in itself
Control of one's environment	Seeks control over events		Lets events happen in their own way
Humour at work	Humour at work		No humour at work
Self-sacrifice	Values self-sacrifice highly		Self-sacrifice is unhealthy & unnecessary
Science, tech. & machines	Human interests should come first		Scientific interest should come first
Management LMR	Linear-active	Multi-active	Reactive
Tasks and action	Does one thing at a time	Does several things at once	Reacts to partner's actions
Planning	Plans ahead step by step	Plans grand outline only	Plans with general principles
Management Values		1 2 3 4 5 6 7	
Information	Share information cautiously		Information-sharing
Commitments & contracts	Meets all contracts and commitments in full		Seeks flexibility in fulfilment of contracts
Gender	Men should hold all the high positions		Women should hold all the high positions
Bureaucracy & regulation	Accepts heavy bureaucracy		Rejects heavy bureaucracy
Protocol	Minimises the formalities at meetings		Emphasises the formalities at meetings
Risks	Risk-taking		Risk-averse
Mistakes	Sees value in mistakes		Sees mistakes as a sign of weakness
Miscellaneous LMR	Linear-active	Multi-active	Reactive
"Face"	Dislikes losing face	Has good excuses	Must not lose face
Patience	Sometimes impatient	Impatient	Patient
Miscellaneous Values		1 2 3 4 5 6 7	
Achievements	Targets must always be met		Targets are less important than human interests
Problem solving	Solves problems rationally and logically		Solves problems instinctively
Foreign people & experiences	Prefers to stay with own nationality when abroad		Mixes mainly with locals when travels abroad
The future and the past	Future-oriented		Traditionalist / focussed on history

Linear-active cultures

Linear-active people tend to be task-oriented, highly organised planners who complete action-chains by doing one thing at a time, preferably in accordance with a linear agenda. They prefer straightforward and direct discussion, sticking to facts and figures which they obtain from reliable, often printed or computer-based sources. Speech is for information exchange and they talk and listen in equal proportions. They are truthful rather than diplomatic and do not fear confrontation, adhering to logic rather than emotions. They partly conceal feelings and value a certain amount of privacy. They are results-oriented and like to move quickly forward, compromising when necessary to achieve a deal.

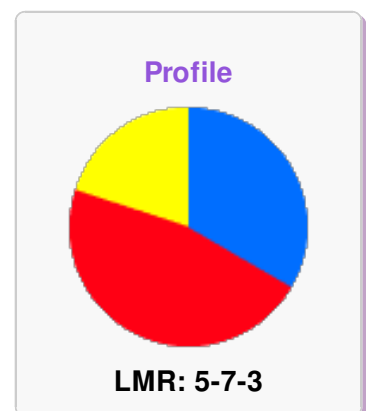
They believe that good products make their own way and sometimes fail to see that sales are made in many parts of the world based on relationships. Linear-active people normally use official channels to pursue their aims; they do not have a strong inclination to use connections, take short cuts or to sway people through presents or under-cover payments. They are normally law-abiding and have faith in rules and regulations to guide their conduct. They honour contracts which they have signed and do not unduly delay payment for goods or services received.

When doing business they are keen on punctual performance, good quality and reliable delivery dates. They dislike mañana behaviour and over-loquacity. They are process-oriented, brief on the telephone and respond quickly to written communication. Status is gained through achievement, bosses are often low key, money is important. Rationalism and science dominate their thinking more than religion.



Linear-active attributes: 5

Listening and speaking	Talks half the time
Connections	Uses official channels
"Face"	Dislikes losing face
Job/people orientation	Job-oriented
Interruptions	Rarely interrupts

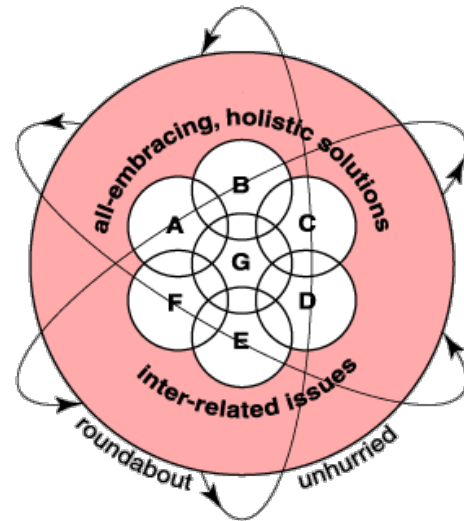


Multi-active cultures

Multi-active people are loquacious, impulsive humans who attach great importance to feelings, relationships and people-orientation. They like to do many things at the same time and are poor followers of agendas. Conversation is roundabout and animated and they try to speak and listen at the same time. Interruptions are frequent, pauses in conversation are few. Multi-active cultures are uncomfortable with silence and seldom permit or experience it.

In business, relationships and connections are seen as more important than products. The former pave the way for the sale of the latter. Relationships are best when they are face-to-face; they cannot be maintained over a protracted period simply by correspondence or phone calls. Written communication has less effect with multi-active cultures than oral. They are extremely dialogue-oriented and wish to obtain their information directly from people. They trade in rumour and gossip and show less respect than linear-active people do for official announcements, rules or regulations. They have limited respect for authority, but accept their place in their own social or company hierarchy. They like strong bosses, who are also expected to protect them.

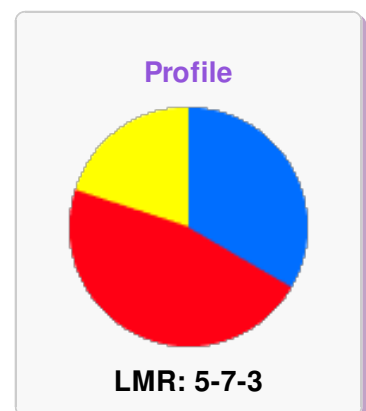
Multi-active people often are late with delivery dates and when paying for services or goods received. They are less interested in schedules or deadlines than linear-actives and often move only when they are ready. Procrastination is common, unpunctuality frequent. Their concepts of time and discourse are decidedly non-linear and they fail to understand the importance that timetables have for linear-active people.



Multi-active people are flexible and frequently change their plans; they often do this to accommodate other changes elsewhere. They do not plan in the same detail as linear-active people, but are good at improvisation and adept at handling chaos. They borrow and lend property rather freely. They are gregarious and inquisitive, valuing privacy less than company. They tend to be emotional and family-oriented. Often epicurean, they are less purient than linear-actives and adhere less to strict Protestant values. In business they use charisma, rhetoric, manipulations and negotiated truth. They are diplomatic and tactful and often circumvent laws and officialdom to take "short cuts". They entertain lavishly and give presents or undercover payments to secure deals and contracts. They set great store by compassion and human warmth.

Multi-active attributes: 7

Planning	Plans grand outline only
Directness	Emotional
Tasks and action	Does several things at once
Expressing disagreement	Confronts emotionally
Truth	Has flexible truth
Patience	Impatient
Body language	Unlimited body language



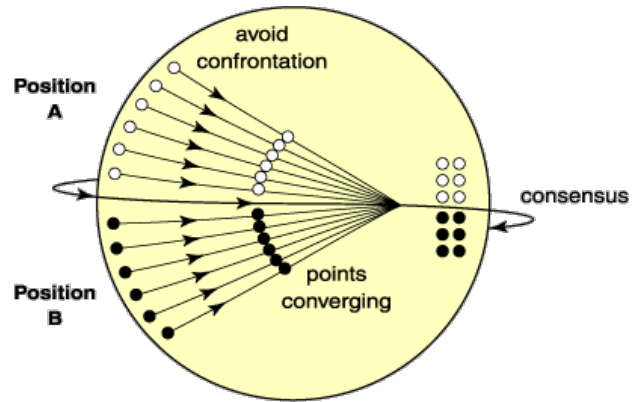
Reactive cultures

Reactive or listening cultures rarely initiate action or discussion, preferring first to listen to and establish the other's position, then react to it and formulate their own.

Reactive cultures listen before they leap. They are the world's best listeners inasmuch as they concentrate on what the speaker is saying, do not let their minds wander (difficult for Latins) and rarely, if ever, interrupt a speaker while the discourse/speech/presentation is going on. When it is finished, they do not reply immediately. A decent period of silence after the speaker has stopped shows respect for the weight of the remarks, which must be considered unhurriedly and with due deference.

Even when representatives of a reactive culture begin their reply, they are unlikely to voice any strong opinion immediately. A more probable tactic is to ask further questions on what has been said in order to clarify the speaker's intent and aspirations. Japanese, particularly, go over each point many times in detail to make sure there are no misunderstandings.

Reactive cultures are introvert, distrust a surfeit of words, and consequently are adept at non-verbal communication. This is achieved by subtle body language. People belonging to reactive cultures not only tolerate silences well, but regard them as a very meaningful, almost refined, part of discourse. The opinions of the other party are not to be taken lightly, or dismissed with a snappy or flippant retort. Clever, well-formulated arguments require, or rather deserve, lengthy silent consideration.



The American, having delivered a sales pitch, leans forward and says, "Well, what do you think?"

If you ask reactives what they think, they begin to think. Reactive people think in silence. Another American, asked the same question, might well jump to his feet and exclaim, "I'll tell you what I think!", allowing no pause to punctuate the proceedings or interfere with western 'momentum'. Oriental momentum takes much longer to achieve.

Reactive cultures not only rely on utterances and semi-statements to further the conversation, but they indulge in other oriental habits which confuse the westerner. They are, for instance, 'roundabout', using impersonal verbs ("one is leaving") or the passive voice ("one of the machines seems to have been tampered with"), either to deflect blame or with the general aim of politeness.

Reactive attributes: 3

Feelings	Hides feelings
Facts	Statements are promises
Social / professional	Connects social and professional

