

## The Manipulation Game

### The Manipulation at Work Module

#### Introduction:

The skills taught in *The Manipulation Game* modules can and should be utilized in your work life. In fact, those skills can very easily change the way you work, the way you interact with your coworkers, your supervisor, your peers, and even your clients. If you internalize the skills taught in *The Primary Module* and in this *Manipulation at Work* module, you will almost certainly find work becoming easier while simultaneously increasing your level of professional success.

Before we consider the skills this module will teach, it is necessary to explain what types of skills this module will **not** teach. First, this module is focused on the skills necessary for employees and supervisors in a work organization. This means that if you are the owner of your own business, this module will not be focused on the skills you need to maintain or grow your business. Nevertheless, the skills taught in this module, especially in the relationships section of this module may be extremely helpful to you while engaging in the task of growing or maintaining your business. Still, this module is not written with you in mind, but rather primarily considers the needs of employees and supervisors in an organization they generally do not own.

This module also will not consider how to escape the daily grind of work for pay. Certainly, I recognize that there is a huge Valero many people in trying to escape the kind of life that exists in the average forty hour work week. I believe that if you master all of the skills outlined in the various *Manipulation Game* modules, you will have the necessary skill set to escape work, eventually, if that is, indeed, your end goal. For most, however, the first step to escaping this kind of life is having an incredibly high degree of success in their professional lives. This module only considers that first step: success at work. It does not consider how to escape work.

It's important to realize that there are some specific rules and requirements that you must keep in mind while utilizing manipulative tactics at work. If you do not, your manipulative tactics are simply doomed to fail. This module will first go into those rules and requirements in depth.

This module will teach you how to use specific manipulative skills to greatly strengthen the relationship you currently have with your coworkers, your supervisors, your clients, and your peers. If done right, you may even find that the relationships that are currently quite difficult for you will become so easy that you will begin to enjoy them. (If you're thinking that there's no way you could possibly ever have an enjoyable relationship with your boss, then this module is exactly what you need.)

Finally, this module will consider some specific skill sets that might be necessary while engaging in manipulation at work including when and how to use apologies and a brief outline of how to engage in the art of betrayal at work, should you decide such betrayal is, ultimately necessary.

We shall begin by considering the specific rules you must keep in mind while engaging in manipulation at work.

## Chapter One: The Rigid Rules of Manipulation at Work

There are three rigid rules with respect to utilizing manipulative tactics at work. They are rigid, as the word implies, because there is just no way of getting around these rules. If you do not remember them, or fail to consider them, then your manipulative tactics will fail before you even begin to employ them. These three rules are the rule of competence, the rule of dangerousness (which subdivides into two rules), and the rule of narcissism. This chapter shall consider each of these rules in turn.

**The Rule of Competence:** The rule of competence states simply that in order to begin effectuating any manipulative tactics at work you must have previously demonstrated a minimum level of competence in your position. Frankly, this rule is a rule of common sense. Still, it makes sense to go over it, because this rule is *essential* to effective manipulation.

To put it very simply, no matter how good you are at manipulation tactics, you cannot begin to utilize them the first day on the job. You *must* establish that you are capable of performing the work, and you must be able to establish that you are at least in the top half of performers in your position. If you cannot do this, then the only thing you can really do is change occupations to find a job that suits

you more fittingly. No one will listen to you or take you seriously unless you have accomplished this minimal level of competence.

You may be surprised to read that you only need to be in the top fifty percent of performers in order to begin effectuating your manipulative tactics at work. This, however, is the case. If you are minimally effective, then you can utilize your skills not only to maintain your position, but often to move up the ranks in your position at your chosen occupation. This is so because manipulative tactics are actually **more** valuable to you at work than becoming one of the top tier performers. We know this inherently. This is why the person who is a mediocre salesman gets promoted because he has managed to make friends with the supervisor. Again, the manipulative tactics are more important than a high level of success in your occupation, but they are not more important than acquiring a minimal level of success.

The length of time it takes to acquire this minimal level of competency varies wildly from occupation to occupation. For salespersons, often you will have established you have the basic the moment you successfully complete a big, successful sale. For lawyers, it will often take a minimum of one year of successfully completing your tasks and billing an appropriate amount of hours. Other occupations run the gamut from a very short time to prove oneself to a very long time. To further complicate matters, there are also sub-

pocketed of each industry that may have different time frames. For instance, some sales position may require you to make two to three big sales before you have established competence. Smaller law firms may only require six months to establish competency. My best advise is to ensure that you have reached the minimum level of competence by estimating the time frame in which it would take to acquire that level of competency in your specific organization, and then adding three months just to stay safe.

Remember, you must not engage in your manipulative tactics until you have proven your competence. If you do try to do this, you will be immediately disliked, and your manipulation will have failed before it even began. This will happen because you will be seen as someone who is overstepping their role, and this is a major faux pas in almost any work organization. Therefore, establish your competence first, engage in your manipulation second.

**The Rule of Dangerousness:** The Rule of Dangerousness is actually a sub-divisible rule because there are two parts to the rule. The first part of the rule says that no matter how good you are at the *Manipulation Game*, there will always be an inherent danger in engaging in manipulative tactics at work. If you go back to *The Primary Module*, you will recall that one of the keys to effective manipulation is secrecy. Therefore, there is always at least some danger that you could be found out. In order to engage in manipulation at work you

must accept this danger. Failure to accept this danger will result in an inability to engage in the manipulative tactics necessary because you will be too fearful of the outcome of being caught. You must accept that some risk of being caught is necessary and unavoidable.

The second aspect to the Rule of Dangerousness is more personal. It says that in order to be an effective manipulator, especially at work, you must fully believe that, with respect to all of the people at work, there is, in fact, no one who is more dangerous than you. Once you realize that you are capable of succeeding no matter what life throws at you, then the fear of being found out will be significantly diminished, almost to the point of not mattering at all. This will be so because even if you are found out, and even if you are eventually fired due to being found out, you will have no fear of that. You will simply know that you can take your skill set to a competitor, or even work for yourself, and be as successful as you are in your current position. Once you accept your own dangerousness, you will become far less fearful, and far more successful at manipulation at work.

**The Rule of Narcissism:** The Rule of Narcissism will look familiar because it is actually the same rule from *The Primary Module*. It is so important, however, that I felt it best to remind you of the rule in this section of the manipulation at work. The Rule of Narcissism says quite simply that everyone is a narcissist, and that proper

manipulation begins with this basic understanding of the nature of human beings.

At work, this rule plays out in a few ways. First, the Rule of Narcissism dictates that you must treat everyone as their Specific Orientations dictate to maximize your effectiveness as a manipulator. Remember, each person is a unique combination of various Major and Minor Orientations. You utilize those Orientations to manipulate each of your targets.

Second, people will, generally, not notice your manipulative tactics unless those tactics affect those people personally. This means that it will be pretty easy to maintain your secrecy- people aren't going to notice your manipulations against others. So, for instance, if you talk to your boss in the way you would talk to a person with the Helper Personality Orientation, and you speak with a subordinate like you would talk to a person with a Loyalist Personality Orientation, those two people are never going to talk about this with one another. They simply won't notice. People only notice the way you treat them, not the way you treat other people.

Third, it is important to remember that most people, being narcissists, will try to manipulate you with their specific Orientations, rather than your own. A wise *Master Manipulator* will let

them-and even allow them to believe that the manipulator has the same orientations as the person trying to manipulate you.

A wise *Master Manipulator* remembers these three rigid rules because they are necessary to effective manipulation. They must be understood and followed before effectuating any manipulative tactics at work, or your manipulations will be doomed to fail before you even begin utilizing them.

Once you have internalized the three rigid rules, you can begin manipulating those at work. In order to do so, you must consider the relationship those people have towards you. You also must consider them as individuals- and their specific Orientations. We will consider how to effectively do that with respect to Personality Orientation in the next chapter.

## **Chapter Two: The Manipulation Game at Work: Personality Orientation**

### **Section 1: Supervisors and Personality Orientation**

When it comes to manipulation at work, the most important key is understanding the role of the person you are manipulating. You would not want to manipulate your supervisor the same way that you would want to manipulate your subordinate. Nor would you want to manipulate a peer the same way you might try to manipulate a client or a customer. There are, essentially, four types of work relationships that must be analyzed: (a) bosses or supervisors, (b) subordinates, (c) peers, and (d) customers or clients. This chapter shall consider each of those types of relationships in turn. We shall start with bosses or supervisors, continue to subordinates, then peers, and finally we shall discuss customers or clients.

**Bosses/Supervisors:** Of all the people you imagined successfully manipulating when you first purchased this module, I imagine your boss was either at the very top, or near the very top, of the list. The good news is that, provided you have taken care of the three rigid rules of manipulation at work, you will find yourself perfectly capable of manipulating supervisor(s). The bad news, of course, is that you do have to analyze their specific orientations in order to be able to successfully manipulate them. Further, you may not have enough comfort to ask your supervisor about his or her specific Orientations.

You will, therefore, have to turn to subterfuge questions- many of which can be found in *The 201 Subterfuge Questions Module*.

For your boss, I strongly recommend analyzing and understanding the core six Orientations discussed in *The Primary Module: Personality Orientation, Ethical Alignment Orientation, Gender Orientation, Temporal Orientation, Sensory Orientation, and Outcome Orientation*. If you become truly friendly with your boss, then it is appropriate and acceptable to consider the more minor orientations such as the Astrological Orientation or the Elemental Orientation.

If you choose to manipulate your supervisor without becoming super friendly with him or her (which is perfectly possible and even suggested), I recommend you do not worry about those more minor orientations. Doing so will breed a type of faked familiarity- which would immediately flag your actions to your supervisor, and would put you at risk for violating the precondition of secrecy.

The major difference between manipulating your supervisor and manipulating a general person is that, with rare exceptions, you want to err on the side of Positioning yourself as the Head Slave with the supervisor. This is so even if the supervisor's Personality Orientation strongly suggests that they would most easily be manipulated from the position of the Master. Really, this is just common sense. If you make your supervisor feel as if you are

supervising them, rather than the opposite, they will view you as dangerous- and you will have undermined your desire to maintain secrecy. [There may be a confusion here- because in the previous chapter I told you that you must consider yourself dangerous. There is no conflict here, however, because while you want to believe you are dangerous, you do not wish for anyone else to know that you think this about yourself- especially not your supervisor.]

This means, essentially, that even if the Personality Orientation of your supervisor strongly suggests you should take on the role of the *Master*, you will only do so if you are absolutely certain that this will be most effective for your particular boss. However, I do not mean to suggest that it is never appropriate to take on the role of the *Master* with your boss- it may be appropriate if the following standards are met:

(1) Your Supervisor's Personality Orientation strongly suggests that he or she would be best manipulated from the role of the *Master*. For instance, if you are absolutely certain your supervisor is a Loyalist.

(2) As you begin to manipulate your supervisor from the Position of the *Master*, you notice a palpable reduction in your supervisor's anxiety or stress. If this happens, you have likely guessed correctly,

and you can feel safe to continue manipulating your supervisor from the position of the Master.

If, rather than noticing a palpable decrease in your supervisor's stress or anxiety levels you notice an increase, or if there is no change whatsoever, step back and return to the position of the *Head Slave*. Remember, if the Personality Orientation suggests that the *Master* position would be the best position to manipulate the target, it does not follow from this that it is the only Position in which to manipulate the target. [There is only one Personality Orientation, The Challenger, that absolutely requires you to pick a specific position to manipulate your target. Luckily, with the Challenger, the required Position is the Head Slave Position.] It is perfectly plausible, for instance, to manipulate the Loyalist from the position of the Head Slave. While, generally, this will not be the best position for the Loyalist- it might be the best position for a Loyalist supervisor, especially if that Loyalist is already on high alert because of feelings of anxiety or inadequacy.

If you have read *The Personality Deep Dive Module*, you will know that the Head Slave or Master is merely the Position from which you manipulate your target- and this Position determines whether or not you push the target past the confines of their trap- or allow them to stay within their specific Personality Orientation.

I have used the example of the Loyalist supervisor to provide an illuminating example. If you have a supervisor whose Personality Orientation suggests, in itself, that the supervisor is best manipulated from the Head Slave Position, then you will, obviously, manipulate your supervisor from the Head Slave Position.

Of course, it does you little good to know the difference between how you would manipulate your supervisor as compared to other people if you cannot discern your supervisor's unique Orientations. Of those Orientations, as you have learned, the Personality Orientation is always paramount. While you may be able to ask some of the questions outlined in *The 201 Subterfuge Questions Module* to certain supervisors, depending on their personalities, others will be less approachable. This presents a difficult problem.

Luckily, each of the nine Enneagram Personality Orientations will result in divergent managerial styles. If you can analyze those styles, you can make an educated guess about the Personality Orientation of your specific manager. These educated guesses are very likely to be correct. Further, if the manipulation recommended for that Personality Orientation works, then you have confirmed that your supervisor has the Personality Orientation that you previously assessed.

So, then, it becomes necessary to analyze the management style that each Personality Orientation is likely to possess. It should be further be noted that some Personality Orientations are significantly more likely than others to become bosses or supervisors in the first place. As we analyze the management style that each Personality Orientation will most likely exhibit, we will also touch on which of the nine enneagram personality orientations are likely to be supervisors, and which are much more likely to remain employees. We shall consider each Personality Orientation one at a time, starting with the Type One Perfectionist and ending with the Type Nine: Peacemaker.

**Type One: The Perfectionist:** The Perfectionist supervisor is likely the type of supervisor who is always asking for just a little bit more from his or her subordinates. No matter how much this supervisor gets, it is, generally, not going to be enough. As a result, this supervisor has a much higher rate of turnovers than other personality types. This happens, in large part, because this type of supervisor often gets bogged down in irrelevant details that annoy his or her subordinates, causing them to decide to leave for other locations. Perfectionist supervisors usually excelled in the role prior to earning their positions as a supervisor. However, as a supervisor, they often struggle to motivate people- because they don't understand that other people are not motivated the way that they are motivated. Generally, this type of supervisor is not well-liked and

may even be hated by his or her subordinates, but, even those who deeply dislike the supervisor will begrudgingly admit that he or she does exhibit a high degree of competence in the work itself.

The Perfectionist Personality Orientation is very likely to maintain a position of power and become a boss. They are also, by far, the most likely to wear out their welcome in their supervisory role.

**Type Two: The Helper:** The Helper supervisor generally reveals his or her nature by trying to do too much. Often, they won't delegate enough. Other times, they will delegate, but only until something goes even slightly wrong, and then they will take the task over themselves. More often than not this Personality Orientation tries to do so much that they are unable to keep up with their work. This may, at times, make them seem unreliable, and subordinates under this supervisor will either slowly lose confidence in the Helper's managerial skills or, depending on their own Personality Orientations, will begin to take advantage of the Helper's nature as they begin to realize that the Helper supervisor will step in if they make a mistake—thus eliminating any true need for personal responsibility. Helper supervisors, given their inclinations, will often begin to age arbitrarily quickly once they take on a supervisory role for the reasons outlined above.

Helpers are likely to be made supervisors because they have a natural tendency to take on a lot of responsibility, which can be

easily confused for managerial competence. They are unlikely to get fired because they do much work to maintain the health of the organization in which they work. However, they are quite capable of burning themselves out, and are, therefore, very likely to resign their positions. Even if they do not resign, over time, they often develop a resentfulness against their employees, which a *Master Manipulator* can easily, if he so chooses, use to his own ends.

**Type Three: The Achiever:** With an Achiever supervisor, you will be looking at a supervisor who could easily be seen as a general. These supervisors excel at motivating the troops, and they consider all of their subordinates those troops. Achievers are also excellent at pushing a project through to its conclusion. They are further revealed by two unique struggles endemic to the Achiever supervisor. First, the Achiever supervisor never tolerates someone having the same level of competence as them in their workplaces. If you see your supervisor as the single most competent individual in your organization, then it is likely your supervisor is, indeed, an Achiever supervisor. The Achiever also struggles to admit any fault when things go wrong- and will often just shift his or her focus to the next project rather than analyzing a failed one. If you feel your boss is both extremely competent, and totally incapable of admitting mistakes, then you are probably dealing with an Achiever supervisor.

The Achiever, due to their extreme level of drive, is very, very likely to be a manager, a boss, or a supervisor. They are also very likely to be well-respected, capable, and long-tenured supervisors. Notably, they tend to be more likely to be long tenured in a type of environment where success can be measured: such as in sales. Achievers are very likely to be managers, to be good managers, and to enjoy being managers. They are also, unfortunately, prone to making more than a few enemies along the way.

**Type Four: The Individualist:** The Individualist supervisor usually excels at finding what might be missing in both themselves, in clients, and in others. Unfortunately, this tendency to see what's missing in themselves, their subordinates, and in the world, makes the Individualist a bit too moody to be an effective manager. Further, because they see the world in terms of what's missing, they struggle to maintain positivity, and are often extremely inefficient in managing a team for this reason. You will know an Individualist supervisor because they will be excellent at finding problems and sometimes incompetent at discovering solutions.

As you might expect, very few Individualists ever actually become supervisors or bosses. Those who do often struggle to find footing in their role. It is unlikely that your supervisor is an Individualist, as this Personality Orientation is very rarely found in supervisory roles. If they are found in supervisory roles, it is usually in art-

related industries such as interior design, where they, unfortunately, can cause as many problems as they solve.

**Type Five: The Observer:** The Observer supervisor is the type of manager who mostly ignores managing people, and instead, focuses almost entirely on managing the data that may be relevant in his or her role. They are not good at motivating people, naturally, and are, further, both a bit shocked and annoyed at the need to do so. If your supervisor is an Observer, you can expect that there will be little to interpersonal meetings with staff. You can further expect them to be a little confused, and even irritated, if people request a lot of them in any kind of social situation. However, they will also be extremely rational, logical, and focused during a crisis. If you're supervisor reminds you of Mr. Spock from Star Trek, then you are almost certainly dealing with an Observer.

Lucky for you, given the difficulty associated with manipulating this particular Enneagram Personality Orientation, they are, by far, the least likely to take on the role of a boss, manager, or supervisor. For one, most Observers are generally uninterested in these roles- and consider them to be too stressful. Secondly, many Observers simply do not exhibit any of the key characteristics necessary to establish that they should be given the opportunity to be a supervisor or a boss.

**Type Six: The Loyalist:** The Loyalist supervisor will almost always be revealed by the Loyalist's fear. This supervisor will almost always be focused on what could go wrong. You will know a Loyalist supervisor because this type of supervisor will be almost incapable of pursuing risks. He or she will appear deeply pessimistic, overtly cautious, but steadily reliable. This type of supervisor will react immediately to problems, but will be extremely reticent to react to any potential opportunities.

The Loyalist is the second least likely of all nine types (second only to the Observer) to take on the role of a supervisor or a boss. This Personality Orientation obsesses with playing it safe and often finds it much more comfortable to be a lower level employee than a boss or supervisor. Generally, you will find Loyalists as long term employees who, while oftentimes intelligent enough to pursue larger roles and more responsibility, will nevertheless remain content as an employee. Finally, some Loyalists who do become supervisors or bosses, ultimately find the role tiring and exhausting and often look for a "second-in-command" who, in truth, is really the true leader. If your boss has a subordinate close to him that people fear more than your actual boss, then the boss is very likely a Loyalist. Of course, that may mean that you have to focus your manipulative tactics to the person who is second in command, rather the boss, which would require you to analyze that person's Personality Orientation.

**Type Seven: The Enthusiast:** The Enthusiast supervisor will almost always be excited and exuberant at the beginning of a work project, but will generally run out of energy and enthusiasm near the end of a project- especially when the project starts to have too many "balls in the air". Many Enthusiast supervisors will even have a tendency to begin a new project, rather than finish the old project, once the new project seems shinier and more exciting than the now-tedious previous project. The Enthusiast supervisor excels at getting his or her team excited about projects, especially in the beginning, but can become frustrated when his or her team members don't share the same level of enthusiasm for the project.

You will often find Enthusiast supervisors, especially in work realms that rely heavily on excitement, drama, or intrigue. For instance, you are very likely to see an Enthusiast supervisor in the world of party planning, the world of wedding planning, hospitality, and other related occupations. They will be significantly less likely to be supervisors in more mundane work environments like law firms or human resources, but you may still find a few.

**Type Eight: The Challenger:** Challenger supervisors are very protective of their team. This form of protectionism reveals this supervisor's Personality Orientation. Generally, if you feel extremely well protected by your supervisor or your boss, there is an extremely high likelihood that you are working under the guidance of a

Challenger. If you need further confirmation, Challengers are extremely unlikely to engage in any subterfuge activities when managing- they don't make suggestions, or try to manage by dropping subtle hints. Rather, they are extremely direct, forceful, and they exhibit a high degree of personal strength.

Their weakness is that they generally refuse to exhibit or acknowledge any vulnerabilities in themselves or in their team. If your supervisor seems unable to understand his or her own limitations, then you are very likely dealing with a Supervisor who is a Challenger. Some Challengers are so good at hiding their vulnerabilities that even their team is unaware of any weaknesses in their style. If you feel like your boss has no weaknesses, or at least none come to mind, it is extremely likely that you are dealing with a Challenger supervisor.

Challengers are exceptionally likely to be supervisors or bosses. They tend to be so good at rallying their subordinates that, not unlike a talented general, they will also have some very loyal employees. They also tend to focus on the big picture, so they make excellent supervisors or bosses, but they do have a blind spot towards their own vulnerabilities and the weaknesses of their team. Generally, they focus almost entirely on strengths.

**Type Nine: The Peacemaker:** The Peacemaker supervisor, generally speaking, is so uniquely in tune to the needs of his or her subordinates that the Peacemaker often doesn't seem like much of a manager, but rather comes off as someone providing support to all of the other members of his or her team. If you think of your boss as a therapist, or as a buddy you can talk to about your problems at work, it is very likely you are dealing with a Peacemaker supervisor. If you cannot clearly articulate the priorities of your boss in your own mind, then you are also likely dealing with a Peacemaker supervisor. This is so because this type of supervisor has a strong tendency to focus on what's important to everyone else, rather than on what's important to the Peacemaker. If your boss does not seem to have any enemies, even among his or her subordinates, then you are very likely dealing with a Peacemaker. Finally, given their natural tendency to support the needs of their subordinates, the turnover rate will, generally, be much lower than average for a boss with this particular Personality Orientation.

Peacemakers are often excellent bosses and supervisors, but because society, unfortunately, struggles to see value in those leader who are not overt in their leadership style, it is very common for the Peacemaker to be overlooked with respect to being promoted, especially internally. They do, however, excel at leading when given the opportunity.

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Once we determine the Personality Orientation of our supervisor, we then must determine what we are going to do with that information. We shall consider how we should manipulate a supervisor with each Personality Orientation. To make it easy, we shall further assume you have already established yourself as your supervisor's second-in-command. As before, we shall begin with the Type One Personality Orientation: The Perfectionist and continue through all nine Personality Orientations until we reach Type Nine: The Peacemaker. Each Personality Orientation supervisor will secretly want this type of support, but, generally speaking, none of them will ever vocalize their desire for this type of support. This means that you must be provide this support covertly, and be extremely careful not to violate the pre-condition of secrecy.

**Type One: The Perfectionist:** If your boss happens to be a supervisor, he or she will need a second-in-command who supports their need for precision. Generally, they are especially appreciative of someone who not only supports their strict sense of standards, but actually insists on a higher standard than they set personally. This, essentially, takes some of the pressure of the supervisor. Of course, the difficulty with this tactic is that it will likely make you disliked by your peers. Only you can decide if helping your Perfectionist boss in this way is worth the price you will pay.

**Type Two: The Helper:** The Helper supervisor, more than anything, needs to know that his or her efforts are being appreciated. This is so because they often do far more than the average boss. Helper supervisors can slowly build resentment because they do more for their subordinates than is often reasonable, and, as often as not, they do not feel that their efforts are appreciated. As your boss's second-in-command you will make sure he or she knows just how much every one appreciates his or her efforts, even if they do not vocalize that appreciation.

**Type Three: The Achiever:** The Achiever supervisor, more than anything else, wants a second-in-command that takes care of the mundane details that do not interest or excite the Achiever. If you are the second-in-command for the Achiever, your best bet to truly assist your supervisor is to manage those mundane details that are necessary to get the job done. You will, however, want to allow your Achiever supervisor to believe that he or she is the main reason for any successes- even if you know that a lot of the success came from the little details you addressed without being asked.

**Type Four: The Individualist:** The Individualist supervisor has a secret fear that they are not going to be efficient or capable at the job of managing others. Therefore, your best bet for the Individualist supervisor is to simply advise them that they are doing a good job. Be wary, however. The Individualist supervisor is so sensitive to the

idea that they may not be a good boss, that if you tell them they are doing a good job overall, they may become suspicious of you. So, rather than tell them that they are a good supervisor, point out little things they did well. This will go under the Individualist's natural radar, and it will help them trust you.

**Type Five: The Observer:** If you happen to have a boss who is an Observer, it is more likely than not that they are finding the people management part of the job time-consuming, exhausting, and downright tedious. The best way to truly help an Observer supervisor, then, is to solve problems between people without having to get the Observer supervisor involved. If you are doing it right, people will begin to come to you, rather than the Observer supervisor, whenever there is any conflict between coworkers. This will alleviate a lot of pressure for the Observer supervisor. However, given their nature, they may not notice that you are doing this for them unless you tell them. Do not bore the Observer supervisor with the details- just tell them that there was a conflict you resolved. Likely, you will notice your Observer supervisor visibly relax when you explain that you resolved the conflict. That is exactly the reaction you want.

**Type Six: The Loyalist:** Generally, the Loyalist supervisor is desperately looking for a leader, a boss to follow. Be aware that some Loyalists do not look for a boss in the guise of a person, but rather in the form of a concept; like a guiding light or Northern star. If

your Loyalist supervisor is following a person, then you simply do all you can to make your supervisor look good in front of that person. If they are already following a concept, you will want to make sure they know that you are heavily aligned with that concept as well. If your Loyalist supervisor is not following either a person or a concept, then what they desperately need from their second in command is to help them find that concept or guiding light.

*Master Manipulators* sometimes learn to position themselves as that person, even if they are not the boss. Other times, *Master Manipulators* will help their supervisor to find that guiding concept they need, and will play a heavy hand in choosing the relevant concept. There is a lot of room here to set your own agenda. Generally, Loyalists are, by far, the most likely to be supervisors who are actually letting an employee underneath their station make the actual decisions for just this reason.

**Type Seven: The Enthusiast:** The Enthusiast supervisor, generally, needs someone to help keep the enthusiasm going when they begin to waver on their enthusiasm. As they tend to lose their enthusiasm as projects linger, your best bet, as their second-in-command is to take over that project with a similar enthusiasm as the Enthusiast supervisor had at the beginning of the project. This will allow the Enthusiast supervisor to expend their natural Enthusiast energies on

new ideas, while trusting you to manage and maintain ideas and projects that have been in the works for some time.

**Type Eight: The Challenger:** The Challenger supervisor, first of all, will never admit to needing anything whatsoever. However, they do have a significant need that you can fill as their second-in-command, even if they would never admit it. Challengers struggle with active listening, and therefore, they often need a second-in-command who understands what the other members of the company or organization are thinking and saying. The Challenger Supervisor will need you to bring this to his or her attention, especially when things are becoming difficult among other members of the organization. The Challenger supervisor will appreciate you most if you can bring this information to them in a bite-sized, easily digestible form. They will not want to know the details of any inter-office conflict. They will simply want to know that there is a conflict and what needs to be done to address said conflict as quickly and efficiently as possible.

**Type Nine: The Peacemaker:** Due to the peacemaker's natural tendency to lead from behind, the Peacemaker supervisor will need his or her second-in-command to be willing to remind others that the Peacemaker is, in fact, the boss. This can be done subtly or overtly. All that matters, if you wish to be the Peacemaker supervisor's second in command, is that the task gets done. This action will significantly alleviate your Peacemaker supervisor's stress, and will, almost

immediately, raise his or her opinion of you as their second-in-command.

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You may be thinking that the above is fine if you like your boss, but what if you hate your supervisor? Good point. Let's consider what we would do if we hated our boss. Go back to the middle of page 24 of this module, and do exactly what you would do if you actually liked your boss. Did you think it would be different!? No, you are a *Master Manipulator*. If you don't like your boss, the last thing you would want is for your boss to be aware of this fact. In fact, the best thing you can do is to make it seem like you like and respect the boss, even when, in reality, you want nothing to do with your supervisor. When it comes to mastering manipulation, there is no difference between how you treat a good boss and a bad boss. The difference, instead, is in how you will treat your peers. We shall consider how that plays out in the next section of this Chapter.

## **Section 2: Peers and Personality Orientation**

The way you treat your peers, generally, is going to depend on whether or not you like, respect, and trust your boss. If you like, respect, and trust your boss, then you will only need to be available to your peers, to be cordial with them, and to make sure to stay out of any form of drama or conflict that may occur in your work setting. Since this is obviously very easy to do for the *Master Manipulator*, there is not much sense on focusing on the requirements with your peers if you happen to like your supervisor.

Instead, we will spend the majority of this section talking about how to interact and engage with coworkers if you have a boss you simply cannot tolerate. In that instance, you will want to slowly, but surely, ensure that your coworkers have more loyalty to you than they have to your supervisor. Ultimately, your End Game should be having more people in your organization who trust, respect, and will follow you than will follow your supervisor. This is especially important if, ultimately, you plan to betray your supervisor. [Betrayal is beyond the scope of this module, but it is considered thoroughly in *The Betrayal 101 Module*.] Even if you do not plan to betray your supervisor, it is in your interest to make sure your peers respect you more than they do your supervisor.

In effectuating that goal, there is nothing more important than understanding your peers' Personality Orientations. While it is possible to more accurately determine the personality orientations of your peers utilizing the tools in *The 201 Subterfuge Module*, it is not always practical to utilize those tools in a work setting. We shall, therefore, consider both how each Personality Orientation is likely to reveal itself among your peers, and second, what each of your peers likely needs from you, based on their Personality Orientations, so that they can feel a greater degree of respect for you than your supervisor. As before, we shall begin with the Perfectionist and continue through to the Peacemaker.

**Type One: The Perfectionist:** The Perfectionist peer will generally be revealed when one of your peers offers criticism or insight into your work, when you did not ask for such criticism or insight. It is the type of criticism or insight that most non-manipulators will often find off-putting. The *Master Manipulator* knows that this type of criticism is offered by the Perfectionist because he or she is authentically trying to be helpful.

Your perfectionist peer needs you to be thankful about his or her criticism, even if it does not feel to you like that criticism was warranted. Often, this natural criticism (which the Perfectionist sees more like "reporting" than criticism), leads the Perfectionist to face anger or dismissal. If you can accept the criticism, you will

immediately gain the respect and admiration of your perfectionist peer. The *Master Manipulator* will view the Perfectionist's critique as an opportunity, rather than an annoyance.

**Type Two: The Helper:** The Helper peer, as the name implies, will be revealed when one of your peers is taking on a bit more responsibility than their fair share. They may do so in terms of the actual workload, or they may take on more responsibility in terms of listening to workplace drama and supporting the emotional needs of other workers.

If you wish to win over a Helper peer, your responsibility will become one of the only people, if not the only person, who steadfastly refuses to add any burdens onto this individual. The Helper will automatically come to respect you if you make this an ironclad rule, as the Helper naturally suffers from taking on too many burdens. A note of warning: It is not in your interest to remove a burden from your Helper peer, unless he or she specifically asks you to. Some Helpers will resent you should you attempt to remove one of their burdens. This is so because the Helper peer sometimes personally identifies with the assistance they are giving to their co-workers and friends.

**Type Three: The Achiever:** The Achiever peer will be that peer who is only interested in achieving something that others have not

achieved. For this reason, they are usually revealed in the items they do not care about. While everyone wants to do well, the Achiever looks at doing well as his or her *only* goal. They have no interest, generally, in company politics, and they are so focused on achieving their goals, that they find anything outside of this to be a waste of time.

In order to win over an Achiever, you must acquire a level of competence in the work that is higher than that of your supervisor, but very slightly lower than that of your Achiever peer. [This does not necessarily mean you must have less competence than your Achiever peer. The *Master Manipulator* would be careful, however, to never allow his Achiever target to believe the *Master Manipulator* is more competent than the target.] This is a difficult task because you have to occupy such a specific level of competence, and for that reason, many *Master Manipulators* will choose to earn the loyalty of Achievers last, if at all. Note: Due to their very nature, most Achievers don't remain employees, but rather will either become supervisors or start their own businesses. [More often than not, you will not have an Achiever peer you need to win over, but if you do, they can be exceedingly difficult to thread the needle between impressing them enough to earn their respect, but not impressing them so much that they begin to view you as a threat.]

**Type Four: The Individualist:** You will know a peer is an individualist when they are striving, almost relentlessly, to be seen and accepted for something beyond the confines of the work itself. An Individualist salesperson, for instance, won't be excited about making the sale. Instead, they will be excited about the unique and clever way they managed to land the sale. Oftentimes, they will prioritize their uniqueness over their success. For instance, an Individualist salesman may eschew a sales tactic that has proven to be extremely effective in favor of their own unique sale idea or concept, even if they have no proof their idea will be effective. For the Individualist, it is not just about results, but also about how their particular personality branded those results- leading to successes that are more personal than other Personality Orientations might need.

In order to win over an Individualist, you simply understand that they must be valued for the uniqueness of their contributions, rather than the contribution itself. If you are clever enough to see the Individualist's need for the validation of their creativity, you will immediately win the Individualist's loyalty.

**Type Five: The Observer:** The Observer usually stands out in that they are extremely socially awkward. Generally, they are the peer that you know would be unable to handle certain social situations. For instance, they might be the lawyer in the office you know cannot handle litigation. They might also be the salesperson in the office,

who, while capable of handling one-on-one sales, could never be trusted to manage multiple clients at once. The Observer, by nature, is a rare Personality Orientation and most work settings only have one or two people in this category. Generally, this is the easiest Personality Orientation to pick out, and you may already know who, if anyone, from your work fits this Personality Orientation.

Winning over an Observer is usually very easy. All one has to do is engage the Observer, and then allow the Observer to exist in a quiet space where the *Master Manipulator* will patiently wait for the Observer to lead the conversation. This will help the Observer feel safe, and since the Observer is not used to being invited anywhere socially, it will usually mean a lot to the Observer. Unfortunately, they are easy to win over for a reason. Generally, peers with an Observer Personality Orientation have little, if any, value in terms of office politics, or in terms of allowing you to progress at work. They are often ignored because they have so little power, and so little interest in power. More often than not, they will have no effect whatsoever if you decide, ultimately, to engage in the act of betraying your boss. Still, it doesn't hurt to have as many people as possible on your side.

**Type Six: The Loyalist:** Your Loyalist peers usually have a long tenure at work. They tend to anticipate problems, and generally create systems to prevent problems in the future. Generally, the Loyalists

are people who undervalue themselves to a degree. The result of this is that they can often hold a position for far longer than they would otherwise hold said position. Fear limits their opportunity far more than their actual skills or talents. Long-tenured employees, especially those who seem like they could excel with more responsibility, are very likely to to be Loyalists.

A Loyalist is only loyal to one person or entity. For this reason, it is very possible that a Loyalist will have a high degree of loyalty to the supervisor you do not like. For this reason, the Loyalist presents a real danger for you as a *Master Manipulator*. If he or she senses that you are actively working against the organization or the boss, then he or she may blow the whistle, and you will be violating the Precondition of Secrecy. For this reason, it is heavily recommended that you attempt to secure the Loyalists' approval last of all of the Personality Orientations, unless you are absolutely certain the Loyalist has no loyalty to your supervisor(s).

You can win over a Loyalist by helping them deal with their fear. Often, the best way to do this is outside of work. Inviting the Loyalist to anything outside of their comfort zone can do a lot to get them to believe in you. You may find many things exist outside of the Loyalist's comfort zone, and just having a social meeting with a coworker outside of work might qualify in itself.

**Type Seven: The Enthusiast:** The Enthusiast is the kind of peer that gets excited about the office party. Actually, an Enthusiast gets excited about any kind of party. You will know that you are dealing with an Enthusiast due to their exuberance, their desire to make work a little bit more fun, and their generally upbeat attitude, as long as things are going their way. When things are not going their way, you will be able to tell you are dealing with an Enthusiast because they will struggle to manage their emotions during those time periods. Finally, you will know an Enthusiast by his or her extreme aversion to boredom.

In order to win over an Enthusiast, the most important thing you can do is attend and enjoy the party, especially if your Enthusiast peer was the one who planned and organized the party. It is also valuable to invite them to your own party now and again, if you can make that work. So long as the Enthusiast knows that you are ready for the party, you will find yourself in high esteem in the eyes of the Enthusiast. Further, you will get further by complimenting the Enthusiast's party than you will be complimenting the Enthusiast's work. That is, unless, of course, the work *is* the party for the particular Enthusiast in question.

**Type Eight: The Challenger:** Challengers are pretty easy to spot in the wild. They will be the coworkers who, generally, want to be left alone unless and until they find something that is truly,

egregiously unfair or inappropriate. Then, they will respond with force and conviction. Generally, Challengers will have no concept of office politics, preferring to focus on getting the job done, and rising to any challenges they feel warrants their attention. They are straight forward and powerful. Everyone will know not to mess with this individual because you simply don't mess with a Challenger.

The Challenger's unique strength is power and assertiveness. This means that, perhaps more so than all of the other Personality Orientations, you want the Challenger on your side. In order to get a Challenger on your side, you will need to use your own force and power. You must show them that you are not afraid of conflict. That means that, as awkward as this may be for your own Personality Orientation, you will want to call them out for something that they have done, in your view, incorrectly. This *will* lead to an argument, but hold your ground, and the Challenger will view you as an ally forever. Buckle under the Challenger's response, and you will have to start an argument with the same Challenger at a different time, if you should wish to win their respect. If done correctly, you need only do this once, and the Challenger will have a deep respect for you that may go deeper than his or her respect for the boss or for the company.

**Type Nine: The Peacemaker:** The name of the game for the Peacemaker is quiet and peaceful coexistence. This means that if your peer is a Peacemaker, he or she will be very unlikely to reveal their

true nature without some pressure from you. That pressure must come in the guise of real, or imagined, conflict. The Peacemaker, as the name implies, will do anything to maintain peace. This means they can seem inauthentic, believing one thing one day, and another thing the next. If your coworker is willing to shift their opinions, and those opinions shift in response to a desire for peace, then you are dealing with a Peacemaker. In addition, you are likely dealing with a peacemaker if the individuals's actions always seem to support the people around them, rather than the Peacemaker's own selfish interests. (The difference between the Peacemaker's selflessness and the Helper's is that the Helper helps others to be liked, and the Peacemaker helps others to maintain peace and a sense of safety in the environment around them.)

The key to winning over a Peacemaker is to serve the Peacemaker's needs. You will want to be the only one in the work environment who does something to help the Peacemaker, whatever that might be, rather than placing burdens on the Peacemaker. This will immediately differentiate you from your peers, and will cause the Peacemaker to immediately become loyal to you, because it is so contrary to his or her experience with everyone else in the work environment.

While similar, this is slightly different from what you need to do for the Helper. The goal is never to burden the Helper. With the Peacemaker, you may add some burdens from time to time, as long as you

also take on some burdens yourself. This is so because the Peacemaker is used to others taking advantage of his or her peaceful nature. You must be an exception. You must be the one coworker who relieves your Peacemaker coworker of at least one of his or her burdens. In addition, you must never cause conflict that the Peacemaker notices or feels.

\* \* \*

We have discussed how to win over your peers for each of the nine Enneagram Personality Orientations. As you will recall, winning over your peers is most essential when you are in the unfortunate situation of disliking your boss or your supervisor.

If you dislike your boss, you must never let them know. Then, you slowly begin to win over your coworkers until you have as much power as your supervisor. This must be done slowly. It must be done covertly. If you utilize the tools in this module and its companion modules, you will be capable of acquiring this power. From there, you can either keep working with a deeper sense of security, leave your job knowing that you have many people who deeply support you at your old job, or, should it become necessary, betray your boss. (We will not analyze betrayal in depth in this module. Should you wish to learn more about the art of betrayal, you can find that information in *The Betrayal 101 Module*.) For now, it is enough to know that acquiring allies is the first step in the art and act of betrayal.

We have now discussed how to utilize the Personality Orientations to manipulate both supervisors and peers. Obviously, however, some of you reading this will have reached a level in your career where you are actually acting as a supervisor, much more so than you are acting as an employee. You will, therefore, need to understand how to use Personality Orientations to manipulate your subordinates. We will consider how that is done in the next section of this chapter.

### **Section 3: Subordinates and Personality Orientation**

If you are a boss or a supervisor, then you should understand that there is always a risk that there is a *Master Manipulator* among your subordinates. There is always a risk that this *Master Manipulator* will be slowly trying to win over his or her peers in a bid to either undermine your authority, or worse yet, betray you. In order to mitigate this risk, you must understand what your employees need from you. Even if there is, currently, no such risk at your organization, that risk can always develop. Finally, even if that risk never develops, it is still in your interest to know what each employees Personality Orientation says about what they might need from you. If you can match your actions to your employees' needs, you will foster a better work environment, maintain good talent for longer, and be much, much more successful as a manager.

I recognize that you might think that most supervisors go through years and years of supervisory duties without being betrayed. You may never have a problem with a *Master Manipulator* attempting to orchestrate a full-scale betrayal against you. Certainly, it is relatively rare that there is a betrayal to the point where a supervisor loses their position and is usurped by a former employee. (Although it is certainly possible.) However, little betrayals happen **all the time**. Little betrayals can include an excellent employee leaving to work for a competitor, an employee warning other

potentially excellent employees not to work for you, or an employee simply undermining your position in front of other employees. If you master the skills outlined in this Module, you will not even have to worry about any form of betrayal, no matter the size.

You must work, therefore, to earn the loyalty of each and every one of your subordinates. If you hold their loyalty firmly, none of their peers will be able to wrestle that loyalty from you. [In addition, none of your competitors will be able to lure any of your best workers away.] In order to earn the loyalty of your workers, you must consider the Personality Orientation of each of your workers. In order to maintain their loyalty, each and every Personality Orientation needs something slightly different from you. As we have done in the previous sections, we shall consider the Perfectionist Personality Orientation first, and thereafter, continue through all of the Personality Orientations until we reach the Type Nine Peacemaker. [For each personality orientation, we will be assuming that we are dealing with an employee that you would prefer to retain.]

**Type One: The Perfectionist:** The Perfectionist, as the name implies, will rarely make mistakes. When they do mistakes, they are often their own worst critics. This means that if your Perfectionist employee makes a mistake, the best thing you can do as their supervisor is minimize it, overlook it, or otherwise shrug it off. If you should wish to retain their loyalty, you must be willing to help a

Perfectionist fix his or her mistake without passing, or even appearing to pass, any judgment whatsoever.

Most supervisors, unfortunately, will be so surprised when their Perfectionist employee makes a mistake that they will articulate that surprise. This is a terrible strategy that will immediately alienate your Perfectionist employee! They are so busy punishing themselves, that they will immediately even view a passing comment about their mistake as an additional, unnecessary punishment.

Do not worry about the Perfectionist taking advantage of you when you immediately forgive their mistakes. They are simply too internally hard-wired to avoid making mistakes for you to worry about them taking advantage of you in this way. Trust them, and they will return that trust with a deep level of loyalty.

Due to their very nature, it is unlikely that you will face betrayal from a Perfectionist. However, their attention to detail and dedication make them worthwhile allies should you face betrayal from a different employee.

**Type Two: The Helper:** The Helper needs you to run interference for them against some of their needier coworkers. This is so because the Helper is, by nature, is quietly feeling overburdened by her peers, as he or she continuously takes on either more and more of

their work or more and more of their personal problems. The Helper struggles to establish boundaries and can started to feel a bit drowned by the problems of her peers. In order to assist them, the Helper needs a supervisor who is willing to tell others to leave the Helper alone so that he or she can attend to the actual work.

Many supervisors will miss this need in a Helper, and will tend to accidentally view the Helper as a gossip, a troublemaker, or drama stirrer. The wise supervisor pays a bit more attention and will begin to notice that the Helper is doing none of these things, but, instead, is generally just listening to others engage in these activities. The Helper struggles to set boundaries, and, therefore, will become extremely loyal to any supervisor who ensures that the Helper's peers do not take advantage of his or her nature.

The Helper is unlikely to be the ringleader in any form of betrayal against a supervisor. However, the Helper's nature makes it so he or she is often very well-liked by many of her peers. This means that if a potential betrayer is able to obtain the Helper's loyalty, it is very possible that this betrayer would also, by extension, gain the loyalty of many of the people who have come to rely upon the Helper. For this reason, it is important to make sure that any Helpers employees are totally loyal to you.

**Type Three: The Achiever:** Your Achiever employee will need you to do two things. First, the Achiever will need you to establish goals to meet or pass. Once one goal is passed, they will need to be set another goal. Generally, it is wise to allow the Achiever a lot of say in establishing these goals, as these individuals will usually set lofty goals for themselves. Second, the Achiever needs you to acknowledge when he or she meets a goal, but not to overdo this acknowledgement. The minute an Achiever feels that they have achieved all they can in their position, they begin to get restless.

Many supervisors miss the nature of the Achiever, and instead of pushing them, tend to leave them alone. The Achiever can be an extreme workaholic, so many supervisors make the mistake of thinking their Achiever employees don't need much from their supervisor. However, the wise supervisor will understand the Achiever's need to meet and surpass goals. With respect to an Achiever, you want to think of yourself as a coach, constantly setting the next benchmark for your player-employee to meet. If you can do this consistently, you will have earned the loyalty of your Achiever employee.

If Achievers get bored, they may set their sites on a new opportunity, or even on your position. Achievers are, therefore, extremely likely to betray you, as compared to the other employee Personality Orientations. You should note, however, that many

Achievers choose not to be employees, and therefore, you may not have a lot of Achievers among your subordinates.

**Type Four: The Individualist:** The Individualist employee needs, more than anything, reassurance from their supervisor. Individualists want to be understood for who they are, and they want to be valued for their unique contributions. In reassuring an Individualist it is in your best interest to highlight their unique contributions, rather than their end results. For instance, you should consider complimenting them on the way they landed a sale, especially if it was a clever or unique way, rather than congratulating them solely on the sale itself.

The mistake most supervisors make with their Individualist employees is to believe that the Individualist sees value in doing the work itself. Remember, your Individualist employee finds value in the unique ways they go about the work. The work itself has a minimal value to this kind of employee.

The Individualist's emotional nature makes it unlikely that they will ever actually betray their supervisor. However, the Individualist has a great degree of value to the would-be betrayer because the Individualist excels at creating authentic connections between people. The would-be betrayer will want to use the special talents of the Individualist to help him or her connect with the other employees in

an authentic and unique way. In short, the Individualist makes an ideal general for someone who wants to betray you. For this reason, a supervisor should prioritize obtaining the loyalty of any Individualist employees working for them.

**Type Five: The Observer:** The Observer needs their supervisor to leave them entirely alone, unless there is a problem that the supervisor absolutely must address through the Observer.

The mistake most managers will make with the Observer is that they will simply do too much supervising. Generally, any form of supervision will only stress the Observer out, and therefore, any active management is only recommended when correction is absolutely essential. A wise manager will leave the Observer to his or her own devices, because that is the way that the Observer works best.

The chances of a betrayal coming from an Observer are so small that a wise supervisor doesn't even worry about such an occurrence. Further, when it comes to betrayal from other sources, the Observer's value is almost non-existent. When it comes to office politics, the Observer is generally ignored. The Observer also happily ignores any office politics unless those politics directly effect the observer in some noticeable way. If you are to be betrayed, it will almost certainly not be by an Observer. In addition, the Observer will not serve the needs of any would-be betrayer because the Observer simply

lacks either the interest or the skills to be useful to that end. For this reason, there is no reason to bother guaranteeing the Observer's loyalty. Managing the Observer well, however, can help your Observer employee excel in his or her role, and can certainly help you retain the Observer's services.

**Type Six: The Loyalist:** The Loyalist needs their supervisor to push them towards facing their fears. In order to get the best from your Loyalist employees, you will want to make sure that you help them face their fears slowly without ever accidentally becoming one of their fears. You help the Loyalist employees face their fears by encouraging your Loyalist employees to take risks and to take on new challenges. You avoid making yourself the object of the Loyalist's fear by making sure you never treat the Loyalist like a student in school. Insofar as you come off like a Principal, you will have lost your Loyalist's loyalty, and, in time, more likely than not, their services.

Unfortunately, due to the Loyalists nature, the mediocre supervisor often tries to manage a Loyalist through fear. This seems, at the surface, to have excellent results. However, it breeds a powerful resentment that can be used by your enemies against you. Loyalists are extremely common employees because their nature usually makes them employees, even when they have the intellectual resources to excel as a supervisor or an entrepreneur. One Loyalist is unlikely

to make much difference if someone seeks to betray you. However, if you are mismanaging one, then you are likely mismanaging all your Loyalists. Like pawns on a chess board, the sheer number of Loyalists can make them extremely dangerous should someone else win their collective loyalties.

Loyalists are extremely unlikely to be the architect of any betrayal against you. This is so due to their inherently fearful nature. However, they are the quintessential foot soldier. You, therefore, want to make sure that your Loyalist employees have the deepest faith in you. As noted, you effectuate that goal by guiding them to face their fears, but making sure you never exist as one of those fears. Once you do that, your Loyalists will, as often as not, create a force that will protect you by sheer numbers because any would-be betrayer will have to win over this block of employees before he or she can make a move. For this reason, managing Loyalists appropriately is absolutely essential if you wish to protect yourself from betrayal. Plus, if you are able to manage Loyalists effectively they are likely to give you many years of loyal service.

A Final Note: When Loyalists become extremely stressed, or possibly extremely angry, they naturally become like Achievers. This means that if you make a Loyalist angry enough, he or she could actually reach a level of stress where they do become likely to betray

you. This is just one more reason it is important to obtain the loyalty of your Loyalist employees.

**Type Seven: The Enthusiast:** The Enthusiast needs their supervisor to notice when their interest in a project starts to wane. Ideally, a supervisor can help the Enthusiast reclaim a bit of their natural positivity when a project starts to wind down by simply reminding the Enthusiast what was exciting about the project in the beginning. You will notice an Enthusiast because they will be the ones most excited at the beginning of a large project, but will start to waver in the middle of said project, or near the end. The ideal manager for an Enthusiast steps in here and helps the Enthusiast see why the project remains exciting- even after the luster of its novelty has waned with time.

Unfortunately, most supervisors will expect an Enthusiast's enthusiasm to last throughout, and will, foolishly, express dissatisfaction when their Enthusiast employee's natural tendency to lose interest starts to reveal itself. This does nothing but further deteriorate the Enthusiast's enthusiasm for the project, and, ultimately, the job. Instead, the wise supervisor will notice the waning interest of the Enthusiast and will gently remind the Enthusiast why the project was exciting in the beginning, and why it remains exciting.

Enthusiasts are not very likely to betray you because the Enthusiast is, by nature, more interested in synergy than conflict. Generally, Enthusiasts are the kind of people who will be looking for "win-win" situations. They will not see betraying you as a "win-win" situation, and will, therefore, have little interest in pursuing that avenue. On the other hand, a would-be betrayer will definitely be able to utilize the Enthusiasts unique ability to synergize the unique skills of the various other team members and to quickly and efficiently motivate others. The Enthusiast, then, should be seen as the best second-in-command that could be available to a possible betrayer. It is, therefore, essential that you earn the loyalty of any Enthusiast team members. They are powerful enemies, and you must not let any potential betrayer earn their loyalties.

**Type Eight: The Challenger:** The Challenger needs to see his supervisor as a force of justice and fairness. You will know this because the Challenger is the employee that you will hear it from if he or she perceives that you made a decision contrary to the interests of your employees. The Challenger needs to see the supervisor as a force for protecting the other employees. (Ironically, the Challenger will not need to see you as a force that protects him or her. They feel perfectly capable of protecting themselves.) When a Challenger meets unfairness, especially against those the Challenger sees as innocent victims, the Challenger is likely to respond like an agitated bear!

Generally, the Challenger is not a problem as an employee until provoked. It is when they are provoked that the average manager loses their loyalty by responding in kind. Instead, you will want to retreat against the Challenger's rage, in the moment. If you meet the Challenger directly a power battle will ensue in which you will either lose the Challenger's loyalty when you defeat the Challenger in this battle, or, alternatively, the respect of your other employees should the Challenger defeat you. Instead, diffuse the situation, wait for calm, and talk to the Challenger one-on-one later. You may find the Challenger to be right once you do that. Or, alternatively, you may be able to convince the Challenger to see it your way, which will either gain you an ally or, if the Challenger was already an ally, strengthen the Challenger's loyalty to you.

The Challenger, like the Achiever, is very likely to be an employee who ultimately betrays you. While the Achiever will betray you because the Achiever believes you are holding them back, the Challenger will betray you because the Challenger feels a duty to fairness and justice and has come to believe that he can only achieve those items if the Challenger succeeds at getting you out of the way. Due to the fact that the Challenger is more interested in justice and fairness than success, the Challenger is much more likely to betray an evil, vindictive, intolerant, or otherwise ineffective supervisor. If you are a good supervisor, you are unlikely to deal with betrayal from

a Challenger. However, most supervisors believe they are much better than average. As a *Master Manipulator* you will know that this is mathematically impossible, and you will use all the skills taught in this module to make sure you are, in fact, an excellent supervisor.

**Type Nine: The Peacemaker:** The Peacemaker needs to see their supervisor as a reliable ally in their ongoing pursuit for peace. This means that, in order to obtain the loyalty of the Peacemaker, you must do what you can to eliminate unnecessary drama in the workplace. Of all the personality orientations, the Peacemaker can often be, by far, the most relieved when you remove a toxic employee from the work environment. A wise manager does what can be done to minimize the effect of toxicity on Peacemaker employees.

The common mistake that supervisors make with Peacemakers is to help the Peacemaker to engage with the drama that is occurring in the workplace. This has the effect of deteriorating the Peacemakers' morale. Remember, your Peacemaker employees are not trying to solve the workplace problems- nor are they trying to win any conflicts that might have arisen. Rather, they view the conflict itself as the true enemy. Understanding this will help you to earn the loyalty of your Peacemaker employees.

Betrayal is not very likely to come from a Peacemaker because, by their nature, they hate the inherent conflict in betrayal. However, if

a betrayal is in the works, the Peacemakers will begin to abandon ship. If you have a period where you begin to lose a lot of your Peacemaker employees, be aware that this often signals one of two things. It can signal an upcoming betrayal. It can also signal that there is a problematic employee creating problems that you have either failed to notice, or failed to address.

Similarly to Loyalists, Peacemakers have value for a potential betrayer, not in their specific skill set, but rather by their sheer numbers. (With respect to Personality Orientations, both Loyalists and Peacemakers have a much higher likelihood of occurring than the other personality orientation types. In testing, generally about 32% of respondents have been found to be either Loyalists or Peacemakers.) In addition, similarly to Loyalists, if you foster an environment where one Peacemaker is inclined to be disloyal to you, by allowing or accepting chaos, you have created an environment where you can easily lose the loyalty of all of your Peacemakers.

\* \* \*

Now that we have considered how to manage each of the nine Personality Orientations, it might be useful to draw an analogy as to how all of these personalities can interact if you ultimately find yourself facing betrayal.

I find it useful to draw an analogy to the game of chess. The Observer has little to no effect on betrayal, so the Observer will be ignored for this analogy. The King will, more often than not, be played by either an Achiever or a Challenger. It is possible, of course, that some other Personality Orientation will orchestrate your betrayal, but it is significantly more likely with these two Personality Orientations.

The Enthusiast should be seen as the the Queen. While the Enthusiast is somewhat unlikely to be the main culprit in an act of betrayal, the Enthusiasts incredible talents give the Enthusiast an incredible amount of power in the game. The Enthusiast is, by far, the most powerful Personality Orientation when it comes to the art of betrayal.

The Perfectionists should be seen as the rooks. Generally, at least in professional chess, in the beginning of the game, the rooks stay on their original plane. However, they are considered the second most powerful weapon in the game. The Perfectionists work much this way. Due to their nature, they are likely to hold onto loyalty when given the option to betray their supervisor. However, be wary. If a would-be betrayer earns the Perfectionist's loyalty, they will also earn the Perfectionist's skills. This is not only helpful in effectuating the actual act of betrayal. It also helps the potential

betrayers feel safe about his or her ability to undertake the task of the work, once you have been thoroughly ousted by the betrayal.

The Individualists and the Helpers should be seen as Knights and Bishops. They are powerful allies, and can have a major effect on the people around them. Their unique talents will make them extremely effective generals. Ignore their needs, and you could find them utilizing those talents against you.

Peacekeepers and Loyalists make up the pawns. At first, this might make you think that, like the Observer, there is no real risk to overlooking these personality orientations. However, these personality orientations, together, very often make up, approximately one-third of any given work force. Further, if you are failing to keep the loyalty of one Loyalist, you are likely failing to keep the loyalty of all of your Loyalists. The same is true of Peacemakers. Therefore, based on their sheer numbers, it may actually be more important to earn the loyalty of these workers- even if, each one, independently wouldn't have a lot of power that a would-be betrayer could utilize to his or her own ends.

We have now considered Personality Orientation as it relates to supervisors, coworkers, and subordinates. We have yet to consider the most important group: clients or customers. As you would expect, understanding your client's Personality Orientation can help a great

deal with both obtaining new customers and retaining old ones. We will consider how in the next section of this Chapter.

#### **Section 4: Clients and Personality Orientation**

Every client you have ever met has his or her own Personality Orientation. Utilizing their Personality Orientation will help you speak to them in a way that will foster their loyalty, increase their happiness with your services, and cause them to be much, much more likely to say positive things about you and your place of business. With respect to sales, understanding Personality Orientation can be key to multiplying your conversion rate. As we have done in previous sections, we shall consider how this can be done for each Personality Orientation. We shall begin with the Perfectionist and continue through all nine Personality Orientations to the Peacemaker.

For each Personality Orientation, we shall consider first, how each Personality Orientation will reveal itself with respect to your clients or customers. From there, we shall discuss the type of mental image you want to project for each personality orientation in order to maximize your effectiveness in sales and in customer relations. Then, we will discuss how to best serve each specific Personality Orientation if they are a current or returning client. Then, we shall consider what to do for each Personality Orientation if you are trying to make a sale.

**Important Note:** If you happen to be in a business where part of the business model is having significant amounts of time with your

individual clients, you will not want to use the upcoming paragraphs. Instead, you will want to utilize the recommendations of *The Primary Module* and *The Personality Deep Dive Module* because those modules analyze manipulation to a greater degree of depth. Unfortunately, manipulating to the level of depth required by those modules takes time. Most businesses do not have the luxury of spending significant amounts of time on each individual client. The below paragraphs should be utilized for the types of businesses that do not allow you to spend significant periods of time with customers and clients.

**Type One: The Perfectionist:** The Perfectionist customer will be that customer who always finds the little items to worry about. This can be frustrating for the salesman and downright infuriating for a customer service representative.

If, however, you wish to make the sale or retain the customer [and with this Personality Orientation, sometimes, you might not], you must listen to all of this minor details, fix what you can, and admit when something cannot be fixed. It is helpful to frame yourself as an **Assistant Inspector** with the Perfectionist, helping them by acquiring all of the relevant information, providing it to them, and letting them make a choice. You may want to think of yourself as the Watson to the Perfectionist's Holmes.

Annoyingly, the Perfectionist will often ask questions until the Perfectionist finds the flaws in whatever you might be offering. Do not panic, but admit the flaw, and explain why this flaw is necessary. To the Perfectionist, this is just due diligence. They are not challenging you. You will need to provide the Perfectionist with more details than any of the other Personality Orientations. If you take it personally, it merely suggests that you might have something to hide. When making a sale, provide a little pressure, but not an overt amount, when the Perfectionist is no longer looking for flaws. This is the point at which the Perfectionist wants you to sell them.

**Type Two: The Helper:** The Helper client is the kind of client that seems to be making decisions for more than just the Helper personally. Generally, the Helper is thinking about all of the various persons who might be affected by his or her decision. This might slow the process down a bit. However, if you can assist the Helper to see how the decision is best for all of the people it might affect, you will find it much easier to sell to the Helper.

The Helper's unique desire to please all the people in his or her life takes up a lot of mental space. So much, that there is rarely, if ever, room for the salesman. This type of client is the type who believes, generally, that the customer is *always* right, except in the most extenuating circumstances. For this reason, with the Helper you want to take on the mindset of a **Butler**. The Helper wants to serve the

people in his or her life, and to make the sale, you must serve the Helper. It might be helpful to think of yourself as the Alfred to the Helper's Batman.

The Helper takes times to sell, but you will know when it's time to make your move when the Helper begins to ask questions that are about his or her needs, rather than about the needs of others. This is your signal that the Helper's deepest concerns have been addressed, and that it is time to become a little more aggressive in your approach.

**Type Three: The Achiever:** The Achiever client has a tendency to view every purchase as an opportunity as a way to either simplify his or her internal quest, or to aid the quest in some other significant way. For this reason, the Achiever will, generally, be the type of customer whose questions will be almost entirely related to the pure utility of the items being sold. For instance, they will be less inclined to ask if the tie looks good on them, and far more inclined to ask if the tie will be effective for its intended purpose; whether that purpose is impressing a date or appearing intimidating at a board meeting.

With the Achiever, there is *never* an appropriate time to become more aggressive with your sales technique. Perhaps more than any other Personality Orientation, you will have the best results while doing

the least. This actually makes Achievers a difficult Personality Orientation for most salespeople to master. This is so because people find it extremely difficult to do nothing. For the Achiever your best bet is to simply lean back and let the Achiever to all the work for you. If you do this, more often than not, they will simply sell themselves.

As for the mindset to acquire, the best bet is a Quiet Quest-Giver. I recommend thinking of yourself as the old man in the original Legend of Zelda game. You'll notice that the old man does little more than giving a sword to the hero of the story. This is by design. With the Achiever, less is often more.

**Type Four: The Individualist:** The Individualist customer is going to be extremely concerned with how whatever your selling speaks to their authenticity. They are likely to say things like, "Do you think this is me?", "Does this fit with my sense of style?", "I just don't feel anything when I drive this one", or "It just feels off." The Individualist cares about whether what you're selling fits their pre-conceived notion of their personal essence. Given their nature, they will expect your sales technique to be personally tailored to them.

When it comes to selling to the Individualist, the best mindset to acquire is that of an Art Curator. You will want to think of your Individualist customer sort of like a gallery. Your task will be to

match the items or services that you are offering to the Individualist' "gallery".

You will want to acquire clues from the Individualist's demeanor and the Individualist's questions. By nature, the Individualist reveals a lot about themselves, to someone who is paying attention. If you can master the art of matching your items or services to the Individualist's sense of self, you will find the Individualist coming to trust your instincts. Don't be surprised if this leads to many future sales.

**Type Five: The Observer:** The Observer doesn't care about flash. The Observer isn't interested in many of the things that the other personality orientations often prioritize. They are the kind of customer who often doesn't care about the color or style of the car. They, generally, only want to know what's under the hood. Or, alternatively, if we are still talking about cars, they will want to understand specifically how the care meets their specific needs.

With the Observer, it is rarely about the personal connections necessary to sell to other customers. This makes this particular Personality Orientation very difficult to sell. Often, salespeople will sense that they are too difficult and won't even try. This leads the Observer to make decisions without the aide of a salesperson. This

can be beneficial to the Observer, but does no good for you you, if you are trying to make a sale.

For the Observer, the best mindset to utilize is that of a **Teacher**- someone who is willing to help the Observer understand just what's "under the hood" of the decision. It might be helpful to think of yourself as Ms. Frizzle from the kid's series *The Magic School Bus* and to think of your Observer client as the Arnold, that one character who never wanted to go on the adventures outlined in the book. This also means that many Observers won't engage with you unless you show them value first. If you have an extremely quiet or socially resistant client, try going into detail about the intricacies of how your product or services work. If this causes the potential client to open up, you are very likely to have come across an Observer.

If you can engage an Observer, they are likely to ask you follow up questions about functionality. If you are selling a service, rather than a product, they may ask you questions about fit and pragmatic value. When the Observer stops asking such questions, it is time to gently ask for the sale. Do not utilize aggressive sales techniques with the Observer. They will find this overwhelming, and will, generally, retreat if confronted with this kind of overt social interaction.

The Observer is a tough sell, but they can be sold. You simply have to follow these steps: (1) engage the Observer by explaining functionality only, (2) answer any follow up questions the Observer may have after you engage them, (3) gently ask for the sale, and (4) throughout your interactions, abandon any overt sales techniques that might work on the other personality orientations.

**Type Six: The Loyalist:** The Loyalist customer makes himself known by his or her negativity. The Loyalist, more than any other Personality Orientation, is likely to lead the conversation with his or her objections to the possible sale. If the first thing you hear from your potential client is a reason why the deal can't be closed, you are very likely dealing with a Loyalist.

To maximize your success rate with Loyalists, you must understand that they are governed by fear. They lead with their objection, for instance, as a way of alleviating their fear of wasting your time. They want you to know from the beginning that the transaction may not go your way, so that, if time or opportunity is short, you can help a customer who will be likely to buy. From the beginning, the Loyalist's fear is dictating the conversation. This means that to maximize your success rate with Loyalist, you will want to take on a mental role of a **Guide**. Remember, the Loyalist is afraid. Your job is to show them a path to your product or service that isn't overshadowed by fear or to establish why the value of your service or product overwhelms the fear

that the Loyalist carries in his or her heart. It may be helpful to think of yourself as the Rafiki to your client's Simba- helping the client to see the value of moving forward-instead of hanging back.

When the Loyalist client has no more objections, he or she will be silent for a few moments. In the silence, the Loyalist is looking for more objections. You will be able to tell because the Loyalist will not be meeting your eyes as he or she goes through this process. Many salespeople will try to rush the sale here, but, instead, wait. If you rush, the Loyalist will believe that there is some fear to worry about- that he or she has not considered. Why else would you be working so hard to close the sale? [Of course, there are other reasons- but remember- people are narcissists and the Loyalist believes you also think like a Loyalist.] If you wait, the Loyalist will either come up with an objection that they have finally found, and you will have to get through that. Or, they will meet your eyes with continued silence. If it's the latter, ask for the sale. The Loyalist is ready.

**Type Seven: The Enthusiast:** The Enthusiast is usually the most obvious personality type to salespersons because Enthusiasts make excellent salespeople. The Enthusiast will have exuberance, and will be waiting for you to excite them with a bit of flash and showmanship. Don't be afraid to give it it to them! This is the key to selling for

the Enthusiast. Make them excited for the deal, and you can have them practically begging you to let them accept your deal.

When it comes to mind set, you are best served by acquiring the mental position of the **Hype Man**. It might be helpful think of yourself as the San Pancho to your client's Don Quixote. Let your client get excited, but make sure the excitement, and the spotlight, stays on your client. Keep the spotlight on the client for long enough, and the sale will make itself.

When the Enthusiast takes a step down from the hype, that may be when it is time to discuss the terms and more mundane components of the deal. This will seem obvious to most salespeople. The Enthusiast, if allowed the proper space to project his or her enthusiasm, is usually one of the easier Personality Orientations to sell. Simply give them the stage, be excited for their process, and wait for the sale to happen naturally.

**Type Eight: The Challenger:** You will know you are dealing with a Challenger client or customer because they will be most interested in the extremes of what you have to offer. For instance, they will be, by far, the most interested in the fanciest car you have to offer if you are selling cars. If you're selling suits, they will be most interested in the fanciest and most expensive suit you have to offer. Same with jewelry. Be alert, however. I don't mean to suggest that the

Challengers will always select this item. Sometimes, the pragmatic realities of their respective worlds will stop them from making the big, fancy purchase. You will notice, however, that this type of customer will become far more animated when you are talking about the best, most expensive, or otherwise most superlative thing you can offer. When you notice this tendency in a client, you have come across a Challenger.

When it comes to a mindset, you will want to think of yourself as someone who really pushes the Challenger to make a big sale. In order to do that, you're best bet is to paint a mental picture for your customer. You want them to imagine themselves utilizing your product or service for something big and grandiose. You will want to think yourself as a **World Builder**- a visionary artist outlining a picture that your Challenger client can visualize.

For the Challenger, there is no wrong time to become aggressive about trying to make a sale. In fact, many Challengers will feel insulted if you don't try to sell them, and sell them big. For this reason, the Challenger can be quite fun to sell. Once you are certain you are dealing with a Challenger, be aggressive. This is the best way not only to make a sale, but to make the biggest sale that works for the Challenger.

**Type Nine: The Peacemaker:** The Peacemaker, ironically, is revealed by the fact that this is the Personality Orientation that, before you even open your mouth, considers you an enemy. If you've ever had an interaction with a client where everything you did backfired, you were probably dealing with a Peacemaker. Why? Because Peacemakers detest conflict. No matter how you slice it, sales is a form of conflict. (Of course, everyone detests pushy salesmen, but the peacemaker has particular animosity towards *all* salespeople.) This means that rapport must be built with the Peacemaker before anything else. You must begin by getting to know the person. You may also wish to establish from the jump that you find salespeople pretty slimy yourself. Perhaps a little white lie- (and the only lie accepted and recommended by *The Manipulation Game Modules*), but an excellent way to build rapport with a Peacemaker.

With a Peacemaker, you want to take the **Buddy** position in terms of making a sale. It may be helpful think of yourself as the Barney Rubble to your client's Fred Flintstone. What matters is making sure that you allow the Peacemaker to feel safe confiding his or her needs to you, while simultaneously making sure that the Peacemaker feels like the main character in the interaction.

You are ready to close the sale with most Peacemakers when they say something about liking you. They may say, "You know, you're not so bad." Or they might say, "I get a good feeling about you." Still,

others will just give you a look that says that they are enjoying the interaction, and it doesn't feel like they're being "sold" at all. When you hear those words, or see that look, it's time to ask for the sale. Don't pressure a Peacemaker- don't forget their internal, deep-seeded hatred of conflict. But it's not pressuring if you've done the work to be their **Buddy**, and you're simply asking for the sale. You'll want to try to keep it as casual as asking your best friend if he or she wants to go see a movie. If you can master this skill, you can master selling to a Peacemaker.

\* \* \*

We have now discussed how to treat each Personality Orientation when it comes to sales or customer service. While it should probably go without saying, these tools should be utilized in conjunction with the other tools that you have been taught in terms of customer service, or making sales. Analyzing Personality Orientation can be extremely helpful for sales, but it is not enough, in itself, to make you a successful salesperson. For that, you will need to rely on the other things that you have learned. Of course, once you master those skills and add mastering the analysis of Personality Orientation, you can take your sales skills to the next level. Teaching you those specific sales skills is beyond the scope of this module. It would take too much time. Besides, those skills are taught in thousands of online courses currently on the internet.

Now, that we have considered Personality Orientation, let's consider the other Major Orientations and how you can utilize them for supervisors, peers, subordinates, and, where appropriate, customers. We shall consider the other Major Orientations in the next chapter.

### **Chapter Three: The Manipulation Game at Work: Major Orientations**

Of course, as always, the *Master Manipulator* knows that Personality Orientation is, by far, the most important of the Major Orientations. Nevertheless, the other Major Orientations can be used effectively for manipulation at work. For the Major Orientations, other than Personality Orientation, we shall consider Ethical Alignment Orientation, Gender Orientation, Temporal Orientation, and Outcome Orientation. For all of these, we will consider supervisors, coworkers, and subordinates. Where appropriate, we will also consider customers or clients. It is not always prudent to consider customers because, unlike with Personality Orientation, often you will get no clues whatsoever about your client's other Major Orientations.

#### **Section 1: Ethical Alignment Orientation**

You will recall from *The Primary Module* that Ethical Alignment Orientation, generally, is all about course-correction when your manipulations have proven to be ineffective. Luckily, at work, this is usually a bit simplified. As work is, by its very nature, stressful, it will be exceedingly rare to come across any supervisors, coworkers, or subordinates who have reached their Security Integration. Instead, if you find your specific manipulations are not working, you can be almost certain that you have accidentally classified your target with

their Stress Orientation, instead of their Primary Personality orientation.

For instance, if you are trying to manipulate your supervisor in the way that you would, generally, manipulate a Perfectionist, and you find this wholly ineffective, this likely means that your supervisor only appears to be a Perfectionist. This is occurring exactly because your supervisor is not, at his or her core, a Perfectionist, but rather an extremely stressed Enthusiast. Change your manipulation tactics to the ones that work for the Enthusiast, and you will almost certainly find that your manipulations will start to work immediately. If, instead, you have analyzed your supervisor as a Loyalist, but your manipulations have been ineffective, you are likely dealing with a very stressed Peacemaker. The key is simply to look at the Personality Orientation you have assumed, and thereafter, change your assumption to whatever Personality Orientation becomes that original Personality Orientation when stressed. You can simply utilize the Enneagram chart freely available on Wikipedia to do this analysis.

This task can be done with supervisors, coworkers, and peers. Unfortunately, except in rare instances, you will not have sufficient time to undertake this task with most clients or customers. However, if you find your attempts at rapport or at sales crashing and burning, there is nothing to risk by simply assuming that your customer is stressed, and switching to the Personality Orientation that when

stressed becomes the Personality Orientation that you have guessed you client possesses. (You were crashing and burning anyway, so you have nothing to lose at this point.)

Ethical Alignment Orientation, generally, is just a course correction for Personality Orientation. Nevertheless, it must be considered a major orientation, as it is extremely important to be able to course correct, if you have accidentally made the wrong assumption about your target's Personality Orientation.

## **Section 2: Gender Orientation**

While it may be politically correct to pretend that you should treat men and women exactly the same in the work place, the *Master Manipulator* simply knows better. Men and women are different. Therefore, they must be treated differently. This is true for supervisors, coworkers, and subordinates.

You will recall that *The Primary Module* outlines that everyone has both a masculine and a feminine side. This remains true, but in order to speak about this Orientation more manageably in this module, we will assume that women are very feminine at work and men are very masculine. Just remember, that you may have to switch the way you utilize this Orientation if you discover that your male boss is mostly

feminine, or, as may be more common because it is more acceptable, you discover your female boss is actually mostly masculine.

So, how do you treat a woman supervisor differently than a male supervisor? Well, put simply, you have to analyze the supervisor's emotional make up more than you would analyze the male supervisor's emotional make up. With men, it is often sufficient to just tell them what is happening or your relevant thoughts. They, generally, just want the information. With women supervisors, you will want to consider both what you are telling them and the means by which you are telling them. This means that you must be more careful with female managers. With male managers, you can quickly recover if you accidentally misjudge their Personality Orientation, or their mood. With female managers, this can set you back. Therefore, you should begin your manipulations more slowly, more carefully, and with much more care when it comes to female supervisors.

With peers, the story is much the same. With males, directness works very well, and will likely win you many friends without much effort. With female coworkers, you will want to be a bit more careful (especially if you happen to be a woman, as women are notoriously hard on one another). The manipulative tools remain the same, between women and men, but mistakes are harder to recover from with women. In addition, it takes longer to repair relationships with women. For that

reason, manipulation with female coworkers should be undertaken more slowly and cautiously.

When it comes to subordinates, this particular orientation gets a bit tricky. This is so because, as a manager, you want to do what you can to eliminate, or at a minimum minimize, resentment from your subordinates. This, unfortunately, can be difficult with members of the opposite sex.

If you are a male supervisor, it is very easy to cause resentment in female subordinates because it is incredibly easy to seem like you are prioritizing male subordinates, simply because they are easier for you to understand. This may be understandable to you, and to the other men in your organization, but it can look like favoritism at best, and sexual discrimination at worst. In order to rectify this issue, the best thing you can do is know your female subordinates Personality Orientations, so you can tailor how you talk to them.

In addition, it is necessary to make a conscious effort to make sure you are spending as much time working on developing your female talent as your male talent. As a man, you don't think about equalizing time like that. Trust me when I tell you that your female subordinates definitely think about this, analyze it, and at times, even obsess over it.

Finally, it is necessary to consider the different way women talk as compared to how men generally speak. Women have a tendency to respond to the questions they think you are hinting at, instead of the questions you actually ask. For instance, if you say to a saleswoman, "Why didn't you make that sale?", she might respond about her difficulty at home, or feeling unsupported in her role. You really only wanted to know why she failed to make that specific sale, but instead, she told you why she's struggling with sales generally. This is because she believes your original question is actually hinting at that deeper question.

You *can* deal with this by insisting on having women respond only to the question you're actually asking, instead of the one they are anticipating, but this can cause some friction. It's generally smarter to be a little more underhanded. You do this by asking follow up questions that lead back to your original, intended question. For instance, in the example from the above paragraph, you could simply ask, "And how did that effect this particular sale?" Finally, as annoying as it can be for some male supervisors to deal with this type of interaction, it may help to remind yourself that when your female subordinates respond in this type of matter, you sometimes obtain additional, useful information that you might not have been able to obtain from your male subordinates.

If you are a female supervisor, the truth is that you are working against biology when it comes to your male subordinates. Men, from the day they are born, simply listen to other men better than they listen to women. You know the trap. If you address this directly, you will be seen as being overtly critical. If you ignore it, you may be seen as weak. It may seem like there is no way to win. However, if managed correctly, you can definitely influence your male subordinates just as effectively as you can influence your female subordinates.

First, you will want to know your male subordinates' respective Personality Orientations. If you do this, you will likely already be ahead of the game. Second, you will want to be extremely direct with your male subordinates. Generally, women have a tendency to talk one step down in conversation whereas men always say what they mean. If you can practice doing the latter, while also knowing your subordinates' Personality Orientations, you can be an extremely effective manager for your male subordinates- perhaps even more so than their female counterparts.

You do this by saying exactly what you need and want from your male subordinates, rather than by making suggestions. This will help your male subordinates trust you, while also helping them to view you as direct, effective, and efficient. It may take some time to learn to talk like this, as you have a natural tendency to hint about what you want, rather than to say so directly [at least, in terms of how men,

generally, think]. However, the value of of speaking in this manner to your male subordinates cannot be understated as it can absolutely maximize your effectiveness as a leader with your male subordinates.

You may worry that learning to talk to men in this way will cause you to treat your female subordinates to become resentful because they will notice that you are talking to men in a different way than you are talking to them. The *Master Manipulator* knows this fear is unlikely to come to pass. People are narcissists. Your female subordinates will hardly notice the way you talk to your male subordinates as long as you continue talking to your female subordinates in ways they understand, and continue to match the needs of your female subordinates' specific Personality Orientations.

Now that we have considered Gender Orientation, we shall continue on to the most overlooked of the Major Orientations, Temporal Orientation, in the next Section of this Chapter.

### **Section 3: Temporal Orientation**

You will recall from *The Primary Module*, that Temporal Orientation is the easiest orientation to overlook. However, if you can remember that everyone is differently oriented to time, then you can maximize the effectiveness of your manipulations. This is true, generally, and also true at work. The best practices for utilizing

Temporal Orientation depends on whether you are talking about supervisors, coworkers, or subordinates. As you will see, utilizing Temporal Orientations at work is extremely hierarchal.

Remember, that there are only three Temporal Orientations: past, present, and future. Every person will either primarily thinks about their life in terms of how their past effects them, in terms of how their present will effect their future, or, thinking about neither the present or the past, but living only in the present moment.

If your Temporal Orientation matches the Temporal Orientation of your target, there will be little to no moves that can be made in terms of manipulation with Temporal Orientation. In that event, the *Master Manipulator* simply ignores Temporal Orientation. The rest of this section will, therefore, only be applicable if there is a conflict between your Temporal Orientation and that of your intended target. How you utilize that conflict depends on whether you are dealing with a supervisor, coworker, or subordinate.

With supervisors, you want to know your supervisors Temporal Orientation, and make a conscious, continuous effort to maintain their Temporal Orientations in all of your conversations. If your supervisor is constantly talking about the stories of his or her past (commonly known as the "old war story" supervisor"), then you want to be focused

solely on his or her past, as well as your own. This will help your supervisors connect with you, and increase your boss's trust in you.

With coworkers, you always want to know the coworker's Temporal Orientation as well as your own. Then, you will want to carefully analyze who you believe has more power in the organization in which you both work. If you are certain that your coworker has more power, you will want to consciously remain in his or her Temporal Orientation. If you have more power, you want to mostly stay in your own Temporal Orientation, except at such times when you are increasing your manipulative hold on this particular target. If this coworker has more power, then you will want to consciously stay in their temporal orientation at all times.

With subordinates, you will want to know their Temporal Orientation, but remain in your own at all times, except those precise moments when you are either trying to more deeply manipulate a subordinate or when you are asking a subordinate to do more than you would normally ask of them.

The rationale for this rigid hierarchy of Temporal Orientation manipulation ties back to the fact that it is, by far, the easiest Major Orientation to overlook. It also harkens back to a key concept from the core module: the absolute need for secrecy in the art of manipulation. Since Temporal Orientation is so easy to overlook, you

can shift the way you manage Temporal Orientations and there is an almost zero percent chance that anyone will notice.

The effect of this is that when you stay in your supervisor's Temporal Orientation, they will like you more, because you are acting more like them, without having any idea why they are, in fact, finding you more likable. In fact, it will happen so organically, they won't even notice. This is also true of those coworkers who have more power than you in the organization.

As for those with less power, or your subordinates, the exact opposite will happen. They will, without knowing why, begin to respect you more, because you've shifted the Temporal Orientation to your preferred temporal mindset. They will, without even realizing it, begin to respect you more- because they will sense you setting an agenda that they cannot detect. Since it is highly unlikely they will detect this type of manipulation, you can utilize this manipulative tactic with very little risk of causing resentment with your coworkers or your subordinates. At least at work, Temporal Orientation manipulation is powerful because it is so devastatingly difficult to detect.

Now that we have consider Temporal Orientation, we shall consider the next Major Orientation, Sensory Orientation, in the next Section of this Chapter.

#### **Section 4: Sensory Orientation**

Sensory orientation, as you will recall from *The Primary Module*, refers to each individual's preferred sense, their preferred way of interacting with the world. Some individuals focus on visual pleasures, others on the pleasures of taste, and still others on the audio pleasures, or kinesthetic pleasures.

As you might expect, this Orientation plays a much bigger role in romantic relationships than in work relationships. Nevertheless, it is still useful to analyze the Sensory Orientations of your supervisor, your coworkers, and your subordinates. However, this particular Orientation is, more often than not, most helpful when it comes to customers or clients- as it can instantly deepen rapport.

There is no reason to differentiate between supervisors, coworkers, and subordinates in this section, as the value of knowing the Sensory Orientation is the same for each group. If you know and utilize the person's Sensory Orientation, whether with a supervisor, coworker, or subordinate, you will instantly cause any of these individuals to like you more. In addition, you can utilize the target's Sensory Orientation to maximize your effectiveness when trying to manipulate or persuade your target. You do this by utilizing the imagery related to the specific sense that is most meaningful to

the specific target. This is, in fact, no different than the manipulative tactics recommended in the main module.

However, a distinction can be made when it comes to clients and customers. Essentially, Sensory Orientation will help you become a much better salesperson or customer service representative. This is so because very few other salespeople or customer service representative will know how to utilize this tactic. Your job will be to look for clues from how the client talks. Once you realize they are thinking visually, you will sell through visual imagery. If you determine that they speak through motion- for instance mentioning where they see themselves going with your item or service- then you will immediately begin to talk in this same sensory language. This alone will help you increase your sales and improve your relationships with customers.

There may not be a lot of difference between how you utilize Sensory Orientation in every day manipulation as compared to manipulation at work. Nevertheless, there is still a great deal of value in outlining the Sensory Orientation of your supervisor, coworkers, and subordinates. Most importantly, by far, is that Sensory Orientation analysis can be extremely valuable when dealing with customers and clients because it can improve your relationships with customers and maximize your sales effectiveness.

In the next and final Section of this Chapter, we shall consider the last of the Major Orientations: Outcome Orientation.

### **Section 5: Outcome Orientation**

The good news about Outcome Orientation, when it comes to manipulation at work, is that, of all the Major Orientations, this orientation is, by far, the most industry specific. If you are a lawyer, for instance, almost everyone at the law firm is going to be a pessimist. Risk Managers? Financial Analysts? Pessimists. If, instead, you are a salesperson, almost everyone on the sales team is going to be an optimist. Party Planning? Marketing? Optimists.

While being a realist is, generally, very rare across the general population, you will find a higher percentage of realists in highly mechanical occupations like carpenters, pilots, architects, and engineers.

Outcome orientation is industry specific, but it is not universal. For instance, you may, on occasion, come across an optimistic lawyer. It is also possible to come across a pessimistic salesperson. It is just rare. As for realism, even in industries with a high percentage of realists, realists still remain a minority. This means that while you can make an educated guess about your target's Outcome Orientation based on your shared industry, this is only the

starting point of the analysis. If you find that your target seems to "zig" when other members of the team "zag", consider that you may have come across someone whose outcome orientation is misaligned to his or her work.

Usually, but not always, this means they are a poor fit for the organization and will be struggling. Other times, these individuals can be killing it at their respective positions. An optimistic lawyer, for instance, can do a lot to stand out from other lawyers- who are, by their very nature, deeply pessimistic. However, someone with a mismatched Outcome Orientation to their specific industry, is almost never existing in the middle ground: not really struggling, but also not really excelling.

Finally, while I have stated that there are only three Outcome Orientations, the *Master Manipulator* knows that, despite having only three categories, this is really a scale. There are people who are deeply pessimistic, and those who are mildly pessimistic. The same goes with optimism. Realism is an exception because it exists as the sweet spot between the two other outcome orientations. Therefore, realists are just realist- you cannot be mildly or deeply realistic. You're either a realist or you are not.

Now, that we understand how Outcome Orientation works, we can consider how to utilize it in our chosen profession(s). We should

consider it for, first, supervisors, then coworkers, then subordinates, and, finally, for clients or customers.

*Supervisors:* If your supervisor is a pessimist, you will want to anticipate problems, and warn your supervisor before these problems fester and become more problematic. If you can solve them yourself, and outline for your supervisor that you have done so, all the better. This will help your supervisor trust you, and will cause him or her to begin to rely on you.

When it comes to possible opportunities at your chosen profession, it is often best to pursue those quietly without informing your supervisor. Once you make the relevant opportunity work, you can present it to your manager- which will further cause your supervisor to trust your skills. If you present the opportunity before you pursue it to the pessimistic supervisor, they are likely to only find problems and potential pitfalls. This can kill your momentum. For that reason, I recommend pursuing these opportunities without your supervisor's knowledge.

**Important Note:** If you pursue an opportunity and it blows up in your face (which is certainly possible), you will likely have to bring it to your supervisor's attention. If this occurs, and you want to maintain your relationship with your pessimistic supervisor, you will

have little choice but to engage in the Apology Game. (The Apology Game is outlined in Chapter Six of this Module.)

If your supervisor is an optimistic, you will want to do the reverse of what you would do if your supervisor is a pessimist. When you come across a problem, you will want to quietly and efficiently deal with the problem yourself if you can. You should only alert your optimistic supervisor once you have fixed the problem, or you have determined that you simply cannot fix it without your supervisor's assistance. This is so because the optimistic supervisor would prefer, if at all possible, to avoid thinking about problems. The optimistic supervisor is, unfortunately, usually annoyed by how much of their job actually entails dealing with these pitfalls and problems. If you can be the one employee who only presents opportunities to your optimistic supervisor, this supervisor will very quickly come to like you.

**Important Note:** If the problem you find is unfixable without the aid of the supervisor, **and** was your fault, then you will, again, have to engage in the Apology Game. With an optimistic supervisor, do not engage in the Apology Game unless both things are true, or the optimistic supervisor will begin to think of you as weak and ineffectual.

On the other hand, you will want to bring opportunities to your optimistic supervisor's attention just as soon as you discover them.

The optimistic supervisor delight in pursuing opportunities and wants to be involved as quickly as feasible. Many workers make an error here. They think, erroneously, that their supervisor may steal the opportunity and take the credit for it themselves. While this \*might\* happen, the optimistic supervisor doesn't even think in this way. Rather, the optimistic supervisor is excited for the opportunity for the sake of the opportunity and doesn't even think about credit. [They have this in common with *Master Manipulators* who could care less who gets credit for any given successes.] If you find an opportunity and pursue it successfully without informing your optimistic supervisor, you run the risk of your supervisor feeling betrayed and becoming resentful. So, advise your optimistic supervisor about any opportunity you may be pursuing, just as soon as you discover it.

The realist supervisor (please remember that this is very rare) wants you to get him or her involved, if and only if the problem or opportunity is currently beyond your skill set. With a realist supervisor, you should make no distinction between opportunities and problems, as the realist supervisor wants you to understand your own strengths and limitations, and make a call from there about whether to get your supervisor involved. Obviously, there is a greater degree of self knowledge required while dealing with a realist supervisor for this reason.

**Important Note:** For the realist supervisor, you will have to engage in the Apology game if you *significantly* overestimate your abilities and make a mess of either a possible problem or possible opportunity before getting your boss involved.

*Coworkers:* If you have a pessimistic coworker, you will want to ask for their assistance, if at all, only with problems. If you notice an opportunity, a pessimistic coworker will often have a knack for destroying that opportunity before it comes to fruition. When it comes to problems, I only recommend engaging a pessimistic coworker if that coworker is, for some reason, uniquely capable of taking on the problem. For instance, if the problem exist in your pessimistic coworker's area of expertise. If your pessimistic coworker is not uniquely situated to address the specific problem, you run too high of a risk that their pessimism could actually make the problem worse.

Similarly, with an optimistic coworker, you will want to engage them, primarily, with opportunities. An optimistic coworker might find extra or alternative ways to approach the opportunity if you ask for their assistance. You will generally want to avoid asking the optimistic coworker for help with a problem as there is too high a likelihood of your optimistic coworker becoming resentful of the need to attend to the problem.

With a realist coworker (again, remember this is very rare), you can feel free to ask for help with both an opportunity or a problem. This is so because the realist will immediately assess either an opportunity or a problem, and give you a realistic, dependable take on the magnitude of the problem or the opportunity. If the problem is such a magnitude that the realist coworker feels the need to get involved, that's what he or she will do. If the realist coworker believes the opportunity to be of such a nature that it would be beneficial to get involved, that's what he or she will do.

Do not worry about the realist coworker stealing your idea or making the opportunity look like his or her idea. This could happen, but the realist does not think in this way, but rather, only wants to get the job done. (Again, this is something that, as a *Master Manipulator*, you have in common with your realist coworker. You will not need one idea to get ahead in work, anyway, as your manipulative tactic will do that job for you.) If the realist feels you can handle it, he or she will simply say that.

*Subordinates:* If you are the supervisor, the reality is that you will not get to decide, generally, what is brought to your attention. You will know, by experience, that the items not brought to your attention can be a huge headache. This means that your goal should be to foster an environment where your subordinates bring the items to your attention that need to be brought to your attention, but attend

to the things that do not need to be brought to your attention on their own.

The best way to make this happen is to attempt to be a realist supervisor, as much as possible. If you are a realist, your most competent employees, at least, will generally attend to the problems they can handle on their own and only involve you when something truly big- whether that's a problem or opportunity- is happening. If you become a realist, then your best employees will likely follow suit, and many problems will be handled without you even having to know about them. You should be aware, however, that even if you become a realist, only your best and most capable employees will also become a realist. Generally, the percentage of realists working under you will always remain very small.

Unfortunately, the fact that you are trying to be a realist does not mean that all of your employees will be doing the same. Be aware that your pessimistic employees will be bringing your attention to many more problems than you actually need to put your eyes on. At the same time, they will be missing opportunities right in front of them, because they are too busy focusing on the problems. With your pessimistic employees your job is to send back the problems you reasonably believe they can handle- by simply telling them to attend to it themselves. In fact, I recommend that you send back any problem that you are ninety percent (90%) certain that employee can fix

themselves. You will also have to actively encourage your pessimistic employees to look for opportunities, or they will find few, if any, opportunities on their own.

With your optimistic employees, you will, generally, only get advised of problems if they are truly devastating and need your prompt attention. For optimistic employees, I recommend only sending back about ten percent (10%) of the problems brought to your attention. You should only do this if you are absolutely certain that the employee can attend to the problem without your assistance. Unlike pessimists, optimists are very likely to just attend to a problem without your input if they can do so. This means that you should get less problems brought to your attention by optimistic employees, but most of them will truly and authentically require your prompt attention.

When it comes to opportunities, you may also find many of your optimistic employees pursuing these opportunities without getting you involved. This may frustrate you, but you must remember that these optimistic employees are not intentionally leaving you out of these opportunities. Instead they just don't want to add additional burdens to you. So, if you want to be apprised of the opportunities, you will want to make sure you vocally encourage not only your optimistic employees, but all of your employees, to share these potential opportunities with you.

This will actually work in two directions. It will cause your optimistic and realist employees to share the opportunities that they may already be pursuing. It will also cause your pessimistic employees to begin looking for such opportunities. You, as a *Master Manipulator*, benefit in both directions.

*Customers/Clients:* When it comes to pessimistic customers or clients, the name of the game is going to be hand holding, and there is no way around it. Generally, if you notice that your client or customer is very pessimistic, this means that you will want to not only explain away the fears they articulate, but also have a plan to deal with fears that they may not have brought to your attention. Do not necessarily tell your clients about those plans, as it is possible they will never think about a particular fear that you might have imagined. However, you still need to be prepared because if they come up with a fear-based objection that you hadn't considered, your failure to anticipate this fear can easily, from the viewpoint of a pessimist, to a belief that you are not prepared enough to be trusted.

As always, never utilize a Major Orientation in a way that is contrary to the needs of the target's Personality Orientation. However, this is unlikely to be a problem because, generally, certain personality orientations are far, far more likely to be pessimistic than others. (Those personality orientations include Perfectionists, Helpers, Individualists, Loyalists, and Peacemakers).

When it comes to optimistic clients, you will want to do the opposite. Don't even think about fears or objections until the client brings them to your attention. Then, you will want to either authentically be shocked or surprised by the articulation of that fear, or, alternatively, you may want to act a bit shocked and surprised. The optimistic client wants you to be an optimist too (Remember: Everyone's a Narcissist). This means you must present yourself as someone who, by nature, doesn't worry very often, and is not particularly burdened by fear.

As with the pessimistic clients, you will *never* want to do something that is contrary to your client's personality orientation. However, this will also be unlikely, as there are certain Personality Orientations who are far more likely to be optimists. (This includes Achievers, Challengers, and Enthusiasts.)

Finally, with the realist client, you will want to simply be wholly authentic. If the objection actually surprises you, act surprised. If the Objection doesn't surprise you, then don't act surprised. Instead, you will simply be even-keeled, like a very boring librarian. Remember, the realists are exceedingly difficult to manipulate, and therefore, your best bet is being pure authenticity.

Remember, you must never do anything that is contrary to your target's Personality Orientation. And, like before, this is unlikely to be a problem because there is only one Personality Orientation likely to be a realist (The Observer.)

(You may note how all of these things are interconnected. For instance, you will find that there are far more pessimists than optimists or realists in the world. You will also find realists to be the most rare of all three. It's not surprising, then, that the Observer, studies find, is the least common Personality Orientation. In addition, the generally pessimistic Personality Orientations completely outnumber the generally optimistic Personality Orientations in the total percentage of the population.

Most testing finds that Observers make up about 5% of people, the more optimistic personality types together, make up about 30% of the general population, and the remaining, generally pessimistic, Personality Orientations make up the remaining 65%. I expect this is somewhat consistent with what you have already encountered in your own life.

We have now considered how Outcome Orientation can be utilized for effective manipulation with supervisors, coworkers, subordinates, and customers. In the next Chapter, we will turn our attention to the only mid-major orientation: Astrological Orientation.

## **Chapter Four: Astrological Orientation**

You may recall that the primary way to utilize Astrological Orientation is to pepper in adjectives specific to your target's Astrological sign into your manipulative tactics. You should also remember that Astrological Orientation is the only Transitional Orientation. It is not quite important enough to be considered a Major Orientation, but, at the same time, it is much more valuable to understand than any of the Minor Orientations. This makes Astrological Orientation the only Transitional Orientation.

At work, Astrological Orientation is transitional in two ways. First, it is naturally transitional as it is the orientation between the major orientations and the minor orientations. Second, because the information necessary to utilize this form of manipulation is often so accessible, I strongly recommend that beginners begin by utilizing this orientation at work prior to any of the Major Orientations.

At most companies, you can either know or determine the birthdays of your supervisor, your coworkers, and your subordinates. Even if you cannot, there is nothing awkward or rude or risky about asking the people about their birthdays, or even asking more directly about their astrological sign. From there, all you have to do is look up the nature of the astrological sign, and begin peppering in adjectives and phrases specific to each person's astrological sign. Or, for even

better results and less work, you can simply purchase *The Astrological Manipulation Module*, where all of the signs have been analyzed for you.

You will be amazed at how easy this is to do. You will further be amazed at how easy this is to do without anyone noticing that you are doing it. Once you get used to doing this kind of manipulation, you will find it extremely easy to slip into the other, more difficult, forms of manipulation.

If you're hesitant about using any of the skills taught in this, or any of the other modules, you might find that manipulating with this Orientation first will help you get started. It's sort of like wading into the shallow end of the pool of manipulation. Once you get used to it, you can always go deeper into the manipulative tactics you need to get your way, not just at work, but anywhere.

One last word on Astrological Orientation. Unlike most of the other orientations, whether you are using this manipulative tactics on supervisors, coworkers, subordinates, or customers makes no difference whatsoever. The only difference you might notice is that this type of Orientation manipulation seems to be much more effective on people with a deeply feminine Gender Orientation than with those who have a more masculine Gender Orientation.

We have now considered the Transitional Orientation, Astrological Orientation with respect to work. In the next section, we will briefly consider some of the more Minor Orientations. In the chapters that follow, we will consider two key skills necessary relevant to manipulation at work: *The Apology Game* and *The Betrayal Game*.

## Chapter Five: Minor Orientations

The Minor Orientations outlined in *The Primary Module* included Elemental Orientation, Affection orientation, People Orientation, and Spiritual Orientation.

Attraction and Spiritual Orientation are irrelevant to work unless you are working in a religious organization of some kind. (In fact, utilizing either of these Orientations at work can be disastrous, and with Spiritual Orientation, possibly even illegal.)

As for People and Elemental Orientation, it is not necessary to learn these orientations for anyone who works with you. (Remember, Elemental Orientation refers to which of the four classic elements, fire, water, or earth, most appeals to a target. People Orientation refers to whether someone is more introverted or extroverted). However, it can be useful to get a sense of these Orientations for your supervisor, and the one or two co-workers who are closest to you.

The reason I only recommend utilizing the Minor Orientations for your immediate supervisor and the one or two coworkers who are closest to you is that these orientations simply aren't effective enough in the game of manipulation for you to bother learning them for anyone except those who are the closest to you in your work organization. Utilizing these two Minor Orientations can make these people like you

more, but there is no difference in the way you should utilize these Minor Orientations at work, as compared to how you should utilize them generally. The way they can be utilized is outlined more thoroughly in *The Primary Module*.

Finally, there is another Minor Orientation that is only relevant at work. That orientation is Balance Orientation, and it refers to where your target exists on the appropriate scale of what has come to be known as the work-life balance. You will want to, at all times, make it seem to your supervisor that you match *their* specific work life balance scale. Beginning manipulators will often believe that it is best practice to make the supervisor think that they believe in a higher work side to the balance than their supervisor. The pitfalls of this mindset are two-fold. (1) You will work a lot more, and (2) your supervisor will very likely become suspicious and view you as a threat. Remember, your supervisor naturally sees this Minor Orientation in a way that is a lot like driving on the Highway: the only correct speed is the speed at which your supervisor chooses to travel.

With coworkers, your job is to make them think that, whatever the acceptable work life balance is at your job, you believe that it should be shifted more heavily to the "life side" of the balance. This is so because it will make you more likable to your coworkers, and it

will make you inconspicuous, allowing you to more easily hide the manipulative tactics you are utilizing on the people around you.

If you are a supervisor, this Minor Orientation gets a bit tricky. If you lean too heavily onto the work side of the balance, your employees will quickly begin to resent you. If, on the other hand, you shift too heavily onto the life side of this balance orientation, your employees will begin to take advantage of you.

So what's to be done? You're going to want to split the issue. With your words, you will encourage your employees to to make sure that they take their personal time, their vacation time, and to put their family first. With your work expectations, you will put the organization first. So, you will insist on a deadline, for instance. On the other hand, you will bend over backward to make sure there is coverage for an employee to take his or her vacation, or attend an important life event.

In order to do this, obviously, you must make sure your expectations aren't so far into right field that your words ring hollow. Remember, you are the supervisor for a reason. Your employees may not be able to accomplish as much as you could when you were in your position. Here, it is valuable to have one or two employees who you can fully trust. You will want to ask them about the work load,

and if they complain, then you can dial the work load back if possible.

Sometimes, an external force will set the deadline. For instance, if you are working in a restaurant, then demand will be what sets the agenda for the evening. In that case, you will want to empathize with your employees' frustrations, as often that is all they want from you. (Notably, especially in the provided example, it will often be very easy to sympathize with your employees because you will be feeling just what they are feeling.)

If you cannot dial back your expectations, and they are, through no fault of your own, becoming too much to manage, then your best bet is to be even more vocal about the need for the life side of the work/life balance. Sometimes, all your employees will need is to believe that you understand what they are going through. Finally, if the work side of the balance truly becomes overwhelming, it may be time to either bring this problem to the attention of upper management, or begin looking for a new position.

We have now considered all of the Orientations relevant to work: the Major Orientations, the Transitional Orientation, and the relevant Minor Orientations. In the next two chapters, we shall discuss two skills the *Master Manipulator* might need at work. I call those tools *The Apology Game* and *The Betrayal Game*.

## Chapter Six: The Apology Game

The only people in the world who relish a good apology are *Master Manipulators*. Why? Because the *Master Manipulator* knows that an effective apology can reset the table, allowing them to save a failed manipulation. In addition, the *Master Manipulator* has learned that the average person puts far, far too much weight on apologies- becoming physically pained by having to give one- or holding up a beneficial financial settlement in order to obtain one. The *Master Manipulator* considers this foolish. The apology costs nothing, is, in fact, not physically painful, and does nothing for the *Master Manipulator's* bottom line. The *Master Manipulators* affection for apologies gives the *Master Manipulator* a great deal of power indeed.

The question then becomes, when would a *Master Manipulator* utilize an apology? The short answer is that the *Master Manipulator* will utilize an apology whenever the cost of the apology is significantly less than the value of the apology.

This, of course, means that there are a few times when a *Master Manipulator* will not apologize. The *Master Manipulator* will not apologize when there is, in truth, nothing to apologize about. Some supervisors can be a little bit overwhelming, and the average employee may find themselves apologizing many times due to the manager's nature. The *Master Manipulator* knows that this will deteriorate his or

her reputation over time, and, therefore, the *Master Manipulator* avoids apologizing in this situation.

The *Master Manipulator* refuses to apologize for being late, unless that lateness was entirely the responsibility of the *Master Manipulator*. If the *Master Manipulator* gets stuck in traffic, he thanks whoever he made wait for their patience, rather than apologize. On the other hand, if the *Master Manipulator* is truly at fault for some reason or other, he or she will be unafraid to apologize.

The *Master Manipulator* will apologize, and do so effectively (at least as far as the target can tell) in one of two situations: (1) the error was truly and authentically the *Master Manipulator's* fault, or (2) The *Master Manipulator* has revealed, whether accidentally or intentionally, some part of his or her manipulative scheme.

The *Master Manipulator* apologizes when something is authentically his or her fault precisely because the *Master Manipulator* knows that this is the only way to appear professional and effective. Nothing looks worse for the worker than a failure to take responsibility for his or her failings. This failure to take responsibility can be disastrous for any employee. The *Master Manipulator* knows this, and therefore, takes the appropriate step of apologizing to his or her supervisor, his or her affected colleagues, and, if applicable, his customer or client. This type of apology is thorough and authentic.

The *Master Manipulator* also apologizes when some part of his or her manipulative scheme has been revealed because the Master Manipulator knows that this is the only way to “reset” the table. Following this apology, the Master Manipulator will usually lay low for about two weeks. Thereafter, he or she will be free to re-engage with the same manipulative tactics that were being used before the game was revealed. The *Master Manipulator* not only knows that this is the best tool available to reset the agenda; he or she knows that this is often the only tool that will actually work.

The *Master Manipulator* often has a slight difficulty in this type of apology. As most people are not even mildly effective at manipulation, the *Master Manipulator's* discovered schema will, generally, only cause someone to become angry or frustrated. Since, they will not know what's really causing this anger, they won't necessarily know what's making them angry.

This means that in this type of apology, the *Master Manipulator* is not going to apologize authentically and thoroughly. To do so, would be the death of the manipulation, and most probably, the death of the *Master Manipulator* as an employee. Instead, the *Master Manipulator* is going to apologize for the feeling his manipulative tactics evoked. This apology is intentionally very limited, and is not authentic at all. It is only a means to an ends. The *Master Manipulator* knows this, but, if done correctly, the target will not be

aware of this apology's nature. After it is delivered, and a sufficient amount of time elapses, the *Master Manipulator* will be free to return to his or manipulative tactics, albeit the *Master Manipulator* will need to utilize far more caution for this particular target going forward.

Finally, it should be noted that there is no difference in terms of when an apology is needed for supervisors, coworkers, subordinates, or even customers. Nor is there any difference in terms of how the apologies should be delivered—except that it should be a little bit more formal with your supervisor than with your coworkers.

This is the Apology Game for the *Master Manipulator*, and if done correctly, it can be utilized with an surprising and incredible degree of effectiveness.

We have now considered the Apology Game at work. Now, it is time to consider the final topic of this module: Betrayal.

## Chapter Seven: The Betrayal Game at Work

Betrayal should be done cautiously, quietly, efficiently, and with devastating and deadly force. If, ultimately, you decide that you want to betray someone at your work, you must know the consequences for failure. Betrayal is a *Master Manipulator* vs. Target game of war. In the event that the *Master Manipulator* fails his attempts at betrayal, then the *Master Manipulator* will be destroyed, and the target will continue onward. To the onlooker, it will look as if the *Master Manipulator* has self-imploded. In truth, however, the *Master Manipulator* just missed his or her mark, and thereafter, was a sitting duck target for the *Master Manipulator's* target, who will, at that point, have no qualms about destroying the *Master Manipulator*- who will have, definitionally, revealed his or her hand.

Betrayal is such an art form that it has its own module, which you should read multiple times if you decide that betrayal is necessary at your place of work. This module can touch on the elements of betrayal, but a truly in-depth analysis is only available in *The Betrayal 101 Module*.

With respect to work, the *Master Manipulator* will, generally, not turn to betrayal unless it is fully, undeniable necessary. This is so because the game of betrayal is so dangerous, and the effects of a failed betrayal so disastrous. For this reason, I recommend that you

think critically about whether betrayal is truly necessary. If it is not necessary, I recommend that you don't utilize the manipulative tools necessary for betrayal. Further, betrayal requires a level of expertise that the majority of *Master Manipulators* never acquire.

If you decide that you do want to betray someone, the first key is deep level secrecy. They cannot know it's coming until you strike. You will need to utilize the blind spots specific to your target, which can only be found by a deep and thorough analysis of their Personality Orientation, further buttressed by an understanding of their other Major Orientations. *The Betrayal 101 Module* analyzes those blindspots for each of the nine Personality Orientations.

Second, you will need to make sure you have the power behind you, but making sure that more than half of the total power is on your side in your organization. Every Personality Orientation has a different level of power than the other Personality Orientations. This means that you will get more value, for instance, out of converting an Enthusiast than a Loyalist. You must be certain you have more than half of the total power, or your betrayal is doomed to fail, and your tenure at your organization will end quickly thereafter.

Once you have the manpower, you will need to quickly and efficiently dispatch the individual you wish to betray. (Generally, a supervisor, but really, it could be anyone.) You do this by showing

the supervisor, or alternatively his or her bosses, that the organization has lost confidence in his or her talents or leadership. If you can do that, your target will be in trouble.

At this point, you must move quickly to dispatch your target. This means that you can show no mercy. You cannot accept a situation in which your target is just demoted, because then this supervisor may be able to play the same game on you, and will be fully motivated to do so. In fact, you probably need to be even more cruel, and make sure the target's closest friends and allies are shown the door, too. You must leave no chance for rebuttal or revenge, or else you put yourself in danger.

The bitterness that follows a true betrayal is rarely worth it. Even if you are able to successfully remove those who are most loyal to your betrayed target, and those close to the target with a great deal of organizational power, there will always be those who may have been close to the ousted supervisor waiting to undermine your position. In addition, everyone, even those who agreed that the supervisor needed to be removed, will have seen your ruthlessness. This means that they may fear you, and become difficult to work with for that reason.

Extreme caution is urged with respect to betrayal of any form, and especially with respect to betrayal at work. However, I recognize

that in some toxic work situations, there may be no other choice. In that event, I recommend that you utilize *The Betrayal 101 Module* to analyze your target's inherent weaknesses and blindspots. I further recommend that you move quietly, slowly, and efficiently, until such time as you can make your move. Then, you must move quickly, forcefully, with devastating force, and without mercy.

Finally, before any of that, I recommend you consider whether your goals and your reputation would be better served by moving on from your current organization to an organization where you won't be tempted to engage in the dangerous game of manipulative betrayal.

If after all that, you decide betrayal is truly necessary, I can only wish you good fortune- as betrayal is the one element of *The Manipulation Game* that is, by far, the least predictable. I must warn you that you may do everything correctly, and still fail at your attempted betrayal, exposing yourself to termination, ridicule, and a significant decrease in your reputation.

Be cautious, be courageous, be merciless, and may luck be on your side.

## **Conclusion:**

We have now considered all the relevant Orientations for work, and how they can affect your workplace manipulations. We have also considered the rigid rules of work that must be understood before we utilize those relevant orientations. Finally, we have consider how to utilize two key concepts that may be relevant to work place manipulations: apologies and betrayals.

If you master the tools in this module, you will be a much more effective employee, a much more effective supervisor, and will even improve your skills with clients and customers. The value contained within this module can increase your successes at work a thousand fold. Use these tools carefully, and you can find yourself excelling professionally in a way that you had never considered possible before learning how to utilize the skill taught in this module.

Such is the power of *The Manipulation Game*.

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*The Manipulation Game- The Work Module by James Q. Frost*

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