

T2 Qualifying people for the cross-cultural workplace  
**THE PCM- PROCESS COMMUNICATION MODEL – USEFUL BENEFITS FOR  
INTERNATIONAL MANAGEMENT DEVELOPMENT**

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The PCM was founded in the 70s by American Psychologist Taibi Kahler, based on scientific studies. Following the tradition of Transactional Analysis, it describes a model of different personality adaptations/styles.

What is it for?

A system for

- ❖ personal improvement
- ❖ client assessment
- ❖ personnel development
- ❖ team building

In the Intercultural Training field PCM can be designed to:

- ❖ Understand different culture-based behaviours and stress patterns
- ❖ Develop a "landscape" of communication patterns for oneself and colleagues
- ❖ Help to develop one's own personality, leadership skills and management styles, international business collaborations, multicultural team building and project management
- ❖ Reduce pressure as a result of mis-communication and misunderstandings

How does the PCM work?

The personality adaptations described in the PCM are not connected to any culture, age group or educational background. Nevertheless different cultures show their communication channels, psychological needs and driver behaviours with different relative intensity.

Assumptions:

- ❖ Humans show 6 different personality types (*Workaholic, Reactor, Persister, Dreamer, Rebel, Promoter*)
- ❖ Each person carries inside ALL personality types but to a different distinction
- ❖ One person's strongest personality type defines their character strengths, psychological needs, perception preferences, management style, communication channel, traits and distress sequences.

Examples:

Personality Type:	<i>Workaholic (Thinker)</i>	<i>Reactor (Feeler)</i>
Character strengths:	Responsible, logical, organized	Compassionate, sensitive, warm
Psychological needs:	Appreciation of work, time, structure	Appreciation of person
Perception preferences:	Thinks first, categorizes people and things	Feels first, loves harmony
Management style:	Democratic	Benevolent
Communication channel:	Requestive	Carrying
Traits:	Ability to think logically	Ability to nurture, be empathic
Distress sequences:	Expects himself to be perfect, overcontrols, rejects others	Overadapts, invites criticism, gets rejected

What does the Process Communication Model look like?

Personality Type	Character strengths	Psychological needs	Perception preferences	Management style	Communication channel	Traits	Distress sequences
Workaholic (Thinker)	Responsible logical organized	Appreciation of work, time structure, accomplishments : "...well done."	Thinks first, categorizes people and things, loves facts	democratic	Requestive	Ability to think logically; takes in facts and synthesizes them	1. Expects himself to be perfect, 2. Overcontrols: "I'm ok...you're not ok." 3. Rejects others
Reactor (Feeler)	Compassionate sensitive warm	Appreciation of person: "Do you like me for me for my fake?" Sensory, sensitive	Feels first, loves harmony, cares for others	benevolent	nurturative	Ability to nurture, be empathic and to give to others. Good at creating harmony	1. Overadapts, pleases others to be accepted 2. Invites criticism "I'm not ok ...you're ok." 3. Gets rejected
Persister (Believer)	Dedicated Observant conscientious	Appreciation of work, conviction, belief: "I value your opinion."	Judges first, evaluates everything being biased	democratic	requestive	Ability to stand for opinions, beliefs, judgements	1. Expects others to be perfect 2. Crusades, fights for and pushes beliefs: "I'm ok ... you're not ok." 3. Forsakes others
Dreamer (Dreamer)	Reflective imaginative calm	Solitude, requires having private time and space	Reflects first, is motivated externally	autocratic (passive)	directive (passive)	Ability to be introspective, works well with things, tasks. Usually very adept with work requiring handicraft skills	1. Pressure feeling of having to be strong. 2. Feels shy, inadequate Withdraws: "I'm not ok...you are ok." 3. Gets left out: "Nobody told me what to do."
Rebel (Rebel)	Spontaneous creative	Playful physical contact,	Reacts to people and	laissez faire	playful	Ability to play and enjoy the present	1. Delegates inappropriately 2. Gets kicked, becomes

	playful	stimulating fun environment: "It's great here."	things with likes and dislikes				angry, blames others: I'm ok ...you're not ok. 3. Criticizes: "I'll show you."
Promoter (Do-er)	Persuasive adaptable charming	Requires action and much excitement within a short period of time	Action-oriented	autocratic (active)	directive (active)	Ability to be firm and direct	1. Others shall fend for themselves. Doesn't adequately support people. 2. Bends, breaks the rules, vindictive, manipulates: I'm ok...you're not ok. 3. Rejects and abandons others.