

The Strategist

Leseprobe

## **The Strategist**

Strategists act wisely. If you want to reach a certain place, you should know exactly how to get there. When you know what can happen, you take precautions. Without losing sight of the goal, strategists want to be attentive to all details. This makes good planning and implementation possible.

This book describes their particular strengths and competencies. It shows what is important to be satisfied with oneself and one's life.

## **Christoph Hofmański**

Before Christoph Hofmański (born 48) founded his consulting company under the name "Kommunikationsmanagement" in 1988, he worked as a marketing manager in an international IT company. During this time, the discussion about emotional intelligence began to become more audible. Guided by the question "What is a certain behavior good for?", Hofmański interpreted the bi-polar dimensions of personality psychology as existential, conflicting basic needs. This gave rise to the construct of "deep motivation" in the mid-1990s. In the work of the last 25 years, there has been a growing realization that we can better understand people if we bring the construct of basic needs into a multi-layered model that captures the "flow of energy" from drivers to situational behavior. Practical use in many coaching sessions motivated Christoph Hofmański to develop TwentyFive.

**Christoph Hofmański**

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## **Motivational Type**

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## 1. My personal profile

The result of analyzing my depth motivation says that my type is the 'strategist'.

The Sense.Ai.tion GmbH documentation provides a brief overview:

[link][<https://doc.senseaition.com/twentyfive/portraits>]

Strategists act wisely. If you want to reach a certain place, you should know exactly how to get there. If you know what can happen, you take precautions. Without losing sight of the goal, strategists want to be attentive to all the details. This makes good planning and realization possible.

**Relationship:** As a complement to their own personality, it is important for strategists to have someone by their side who takes care of communication with the environment and orientation, while ensuring that the paths to common goals are realized in a well-planned manner. Freedom of action and sensing risks are important for the need for enforcement and safety. Anything that happens spontaneously and unpredictably is perceived as a hindrance. Permanence is also important for the partnership. You have to be able to rely on each other. Strategists need consistency

and enough space for themselves.

**Decisions:** A strategist looks at various alternatives when making decisions. How can I better realize my vision? They look at potential successes, profits, speed, independence and progress.

Before making a final decision, he wants to consider. What risks could arise and what will prove itself in the long term? Topics are experience, guarantees, sustainability, potential risks, continuity.

**Career:** Most strategists strive in their professional career to have a permanent job in a strategically oriented company whose existence is as secure as possible in the long term. To be successful, they want to be able to make as many decisions as possible themselves. It is important to be able to freely organize their work on the basis of target agreements and clear framework conditions. They prefer fixed organizational structures and work guidelines and need personal feedback. An environment that practices risk management and focuses on sustainability could provide a permanent home.

Successful strategists use the special experiences and skills that match their personality, such as attentiveness, reliability and assertiveness. Both goal-oriented thinking and sensing potential risks are important for strategic action.

**Learning:** A strategist learns by devising solution strategies for concrete examples. Through practical experimentation, they build up basic rationality or skills, which they consolidate through repetition, classification systems and categorization. Pictures and films (visualization of problems and strategies) as well as self-written (paper) documentation and tangible models (haptics) are helpful.

**Motivation:** Strategists are positively motivated when they work on new projects on the basis of strategically good planning. To do this, they need freedom, experience and a reliable environment.

If they want to achieve something, they use their attention, planning skills and assertiveness. Depending on the situation, the need for belonging, rationality, empathy and recognition may also become apparent. In most cases, however, the desire to achieve something in a well-established way that will bring about lasting improvement has the highest priority.

**Well-being:** A strategist is doing well when their most important needs are being served: Being able to develop freely, doing what is important in the moment without hindrance, experiencing adventure and enjoying success. Being secure, recognizing risks early on, protecting and preserving everything important, ensuring continuity, reliability and order. Above all, he needs the freedom to determine his own actions in everyday life and the attentive sensing of the current situation in order to be able to react quickly if necessary.

When strategists want to achieve something, they use their organizational talent and assertiveness. Depending on the situation, the needs for belonging, rationality, safety and recognition may also become apparent. In most cases, however, the desire to realize something that brings positive development for everyone involved has the highest priority.

## **1.1 The inner team**

Every personality sets its own priorities, usually from birth. For the strategist, enforcement and safety are most important. Both are vital needs, we also speak of basic needs.

**Enforcement:** If you want to live, you have to grow, provide for your livelihood, open up new opportunities and try something that was not possible before. Those who forgo these basic needs will not even learn to walk, let alone start a family later on. We love positive change. It is about developments that can lead to recognizable success. 'It' wants us to constantly experience something new. Repetition is boring. Stagnation is decline. The Enforcement god loves challenges.

**Safety:** Everything new involves risks. Those who put themselves in danger will perish in it. Those who do not take care of their own lives will quickly lose them. You have to be vigilant and thoughtful if you want to get through life in one piece. It's about sustainability. We strive for continuity and reliability. Everything that is important or could become important should be protected. We should be alert at all times so that we can recognize and avoid risks at an early stage. The god of safety loves consistency.

**Recognition:** If you want to come into your own, you have to set yourself apart from others in some way. You have to take care of yourself (this begins shortly after birth with a powerful cry) and show that "you are there". An acclaimed star is the best way to show that you exist. Nevertheless, self-reference often has an introverted effect. We want to be and remain recognizable as a special person. This need hates uniformity and wants to stand out from the crowd. What others do is to be viewed critically. The recognition god wants to be proud of himself.



**Belonging:** As social beings, we live in dependence on parents, partners, entrepreneurs, etc. Without a common language and coordinated behaviors, we would not be able to integrate - and would have no chance to live as total outsiders. This need for belonging supports communication: we want to belong and this motivates us to conform. What others do and how they act influences our actions. The belonging god wants to feel at home in the community.

**Empathy:** The best thing is to empathize with other people or the environment to such an extent that we understand them 'from the inside out'. In relation to ourselves, this means that we want to be loved as we are (our feelings). The first experiences of mutual empathy happen even before birth: we feel completely safe. Empathy motivates us to treat each other openly, without prejudice, trustingly and responsibly. We want to experience the good core in every person and become one with them. The empathy God wants peace.

**Rationality (cognition):** As small children, we begin to differentiate between ourselves, our parents and strangers. This requires a certain inner and outer distance. The need for cognition is just as existential, because without sensing the way via the senses, we would be helplessly lost. This need serves our rational orientation. We want to perceive reality clearly and, if possible, scientifically correctly so that we can make the best, sensible decisions. The God of rationality wants the truth.

We can imagine how these inner forces wrestle with each other to determine what is best for us in which situation. These basic needs are personified in our fantasy world

We can imagine them as strong gods in an inner team, sitting together at a large table and discussing with each other.

The bosses in the strategist's inner team are enforcement (red) and safety (green).

Enforcement finds it good to have Knowledge (Black) at his side, because he can think logically and find rational ways to reach his goal.

Safety looks after itself and its fellow human beings. It uses empathy (white), which has a sense of how our actions affect us and those around us.

This need for empathy requires closeness and belonging (yellow) provides it.

Cognition, on the other hand, likes to be alone in order to focus on the important things.

This also fits very well with the need for recognition (blue), which prefers sensing others from an objective, critical distance.

**A strategist wants to create something that will last.**

The inner team could look like this:

- Red has a thirst for adventure and new things.
- Green takes care of planning and organization.
- Black researches and analyzes feasibility.
- White provides ideas and pays attention to humanity.
- Blue compares alternatives and possible improvements.
- Yellow takes care of communication.

A distribution of tasks is not yet an agreement.

These 'deities' in our soul do not allow themselves to be told what to do, not even by the need to assert themselves.

As long as the inner team has not reached agreement on goals and paths, our consciousness will be confused by these conflicting voices and moods.

This is intended to motivate the thinking ego to provide moderation so that we can agree on common goals and paths.

We are looking for a future scenario that satisfies all six opposing basic needs and fits our personality.

## *The Strategist*

Which topics can the strategist's inner team agree on?  
We can choose one of these, or a combination of them:

Body (fitness, strength ...)  
Soul (balance, stability ...)  
Spirit (finding meaning, faith ...)

Past (success stories, military...)  
Present (attention, organization ...)  
Future (plans, strategies ...)

Individual (sport, training ...)  
Partner (reflection, supporter ...)  
Group (distribution of tasks, responsibilities ...)

A possible idea could result from the combination 'soul-present-group'.

### **Stable emotional relationships through an organization in which tasks are distributed appropriately**

Enforcement: Yes. This will get us to our goal faster.  
Safety: Yes. It can be organized safely.

Empathy: Yes, so everyone gets a chance.  
Rationality: Yes. The assignments make sense.

Belonging: Yes, so everyone comes together regularly.  
Recognition: Yes. Everyone does what they do best.

The better we succeed in integrating all emotional aspects, i.e. all conflicting basic needs, into a project, the more energy we feel for this task.

## 1.2 Feelings

We have ideas we can think about and evaluate.

God has given us the mind so that we can make sensible decisions.

Kahnemann has researched and described it.

*Wikipedia: Thinking, Fast and Slow is a book by Daniel Kahneman that summarizes several decades of research, much of it conducted with Amos Tversky. The central thesis is the distinction between two types of thinking: the fast, instinctive and emotional system 1 and the slower, more reasoned and logical system 2.*

In the strategist, the strongest emotions emanate from the need for enforcement and safety. Enforcement thinks intuitively and quickly. Safety wants to understand and thinks slowly and confidently.

However, both systems described by Kahnemann receive their information from the unconscious. System 1 supplies system 2 with information.

Some strategists perceive feelings as diffuse, difficult or impossible to understand expressions from the depths of their brain.

Pleasure, harmony, fun or joy are okay.

But fear, anger, hate, loneliness, sadness, despair and even euphoria can make us feel insecure and are usually incomprehensible.

What does the unconscious want from us?

We can understand feelings as special messages with which one of the six members of the inner team wants to make us aware of something.

## *The Strategist*

If we want to be satisfied with our lives, we should know what messages the fast emotional system is sending us. And what it does.

Feelings can be formulated as thoughts. The conscious mind can cope better with this.

It's about whether we do too much, enough or too little for our care.

**Too much** can mean that we are not balanced. The other side is put under pressure if their needs are ignored.

- Too much enforcement leaves us sensing no risks. We put our head through the wall, which can be painful.

- Too much safety makes us pause or hide. It slows down our powerful action.

- Too much empathy makes us 'melt away' and we forget space and time, which doesn't necessarily end well.

- Too much rationality hinders our empathy. We behave in a matter-of-fact to ice-cold manner and become unsympathetic.

- Too much belonging pays too little attention to our own interests. We are in the middle of things, but forget ourselves.

- Too much recognition makes us only pay attention to ourselves. We stop sensing our fellow human beings.

**We are satisfied** when we can expect good saturation for basic needs in the foreseeable future.

**Hungry:** The point is that we become aware of our emotional hunger so that we can take action early on to provide for the necessities of life.

Basic needs don't require much. There is a lot of food available in our culture.

## *The Strategist*

The strategist first takes care of

- Enforcement (freedom of movement for our adventures),
- Safety (order and regularity),

And then for

- Knowledge (available almost at will thanks to the internet),
- Empathy (times of leisure in your free time),
- Recognition (time for hobbies),
- Belonging (meeting up with friends).

If we are insecure despite everything, then it can be assumed that experiences from earlier times make us doubt that we can take good care of ourselves.

Recognition: We remember moments when no one took care of us.

Safety: We remember health problems and injuries.

Belonging: We remember times when we were left alone.

Enforcement: We remember situations in which we felt trapped.

Rationality: We remember many questions that no one could or wanted to answer.

Empathy: We remember how we felt guilty because we couldn't help our loved ones.

These are mostly childhood memories and our unconscious draws on them in stressful situations. It looks for the worst in order to find solutions that will secure our lives.

When a car is coming towards us, there is no time for slow thinking. Even recent experiences will not help. So we jump to the side.

Once we have calmed down, we can mentally process the situation.

Either way, we will probably be glad that we have feelings to guide our actions.

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## **Ende der Leseprobe**

Das vollständige Buch finden Sie bei Amazon.

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