

The Coordinator

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## **The Coordinator**

Coordinators integrate themselves with special services. What they do should lead to good results for the benefit of all involved. They perceive facts critically and sense what is important for their team. They communicate with the aim of coordinating tasks well.

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**

**The Coordinator**  
**Motivational Type**

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## **1. The personality**

We humans differ because we set different priorities in life and orient ourselves in individual ways. The analysis of deep motivation shows what is most important.

In the 'coordinator' type of motivation, the strongest forces emanate from the basic needs for recognition and belonging.

Both relate to relationships with other people. Coordinators want both to belong and to be sensed as an individual.

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

## **1.1 The inner team**

We humans have free will, which means we can make decisions. To do this, we need alternatives. Our unconscious gains its energy, which we consciously sense as feelings, from various opposites.

Do we want to fit in or be sensed as something special?

Do we want to move forward quickly or would we prefer to take one step at a time?

Do we take a cool and rational approach or do we prefer to be warm-hearted and emotional?

Every personality sets its own priorities, usually from birth.

In our dreams and mental images, we can sense these opposing forces as persons or personality traits.

C.G. Jung described them as archetypes, which have been sensed in this way by people across cultures at all times. For example, the type responsible for communication in Greek mythology is Hermes, the messenger of the gods, in Norse myths it is Loki and the Romans knew Mercury, the bearer of news. This deity is responsible for the communicative side. Our need for belonging is vital because we would not survive alone.

Another example is Thor, Mars or the Greek god of war, Ares, who represent the sometimes quick-tempered, assertive side. We also need this orientation, because without taking sufficient care of ourselves, we would soon perish.

Translated into an easy-to-understand scenario, we can imagine the most important gods as an inner team and speak of the basic needs that gather there when we have to make important decisions.

In order to be able to live, we have to fulfill different and even contradictory conditions. In deep motivation, we speak of the basic needs.

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We have the choice between these extremes:

- Either we seek **belonging** in a circle of fellow human beings: We cannot and do not want to live alone.

- or we keep our distance so that we are sensed as an individual and find **recognition**.

- Either we have a secure foothold for our **safety**: We need to sense danger in time and react.

- or we strive forward in haste, for **enforcement**: We want to take care of ourselves, go on adventures and develop our skills.

- Either we are cool and curious about **rationality**: We want to recognize reality.

- or we use **empathy** to warmly empathize with our neighbors.

For a coordinator, recognition and belonging have the highest priority. We can outline the inner team like this:

Let's assume these gods were to meet in an old knight's hall and sit down at a table, then they would probably take these positions at the coordinator.

At the head sit the representatives of the basic needs of recognition and belonging. These two are in the chair.

They are confronted by the orientation needs of empathy and cognition.

The opposing poles of safety and force sit opposite each other and watch out for each other in order to avoid possible damage to safety - or, from the point of view of enforcement, unnecessary blockages.

The coordinator's task is to lead this inner team and moderate it if necessary.

This only works if there are common goals and values that are supported by everyone involved, because that is where everyone

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comes into their own.

If the coordinator succeeds in convincing all personality traits of their intentions, there is a peaceful atmosphere in the inner team and all forces can unfold.

It is in the sense of all basic needs if they are integrated and contribute to the common work, because they bring different experiences and skills that can benefit everyone.

- Recognition (blue) strives for the best, compares and evaluates alternatives. It makes suggestions for action.
- Belonging (yellow) ensures common ground through coordination. It takes care of communication.
- Safety (green) is an attentive observer. It recognizes risks and ensures order and reliability.
- Enforcement (red) fights to achieve goals. It has visions and takes spontaneous action when we can win something.
- Rationality (black) analyzes situations and ongoing change processes. It wants sensible solutions.
- Empathy (white) wants to empathize with the target scenario and help shape it. It wants to act responsibly.

A future scenario is sought with which all six opposing basic needs are satisfied and which fits the coordinator's personality and self-image. This situation is consciously perceived as inner peace or deep relaxation.

## **1.2 Self-awareness**

We perceive what the unconscious transmits to the conscious mind. These can be feelings or thoughts. Sometimes it is sounds or words, occasionally images or scenes. Sometimes we become aware of a smell or a taste, we suddenly stand up, look somewhere, something touches our skin or we consciously feel warmth or cold.

Most coordinators look to the right when they are seeking contact with a person or a group, and to the left when they want to 'look away' from them, perhaps to clarify something with themselves.

The six basic needs favor different sensory channels:

- Seeing: Enforcement likes vision.
- Hearing: Belonging prefers the auditory channel.
- Thinking: Recognition talks to itself.
- Touch: Safety wants to grasp.
- Tasting: Empathy seeks good taste.
- Motor skills: cognition wants to be able to comprehend everything.

What we perceive of ourselves appeals to our senses and relates to our basic needs.

We come into the world seeking recognition. This also means that we need to draw attention to ourselves so that we can be cared for.

A little later, we learn to differentiate between mother, father, siblings and strangers. We want to belong, to be part of our family, because we would die if we were left alone. We have to communicate and adapt.

In this way, the coordinator's first experiences with the two basic needs that are usually of the greatest importance to him throughout his life are formed at an early age.

Our unconscious is very fast. After one breath we know more about ourselves and our fellow human beings than after an hour of careful thinking.

This speed has a disadvantage. It is based on our experiences and uses striking generalizations. On the one hand, this is helpful when we want to drive a new car of a brand we are not yet familiar with. On the other hand, it can end horribly when we laugh at a gunman running amok because we think he's just joking with us.

Sometimes it makes sense to pause for a moment before implementing a spontaneous idea and think about it slowly.

Kahnemann described this change.

*Wikipedia: Thinking, Fast and Slow is a book by Daniel Kahneman that summarizes the research he conducted over several decades, largely together 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.*

System 1 goes with belonging. It reacts to moods and the feelings of 'family members'. It unconsciously analyzes the external situation in relation to expectations and experiences. It quickly delivers a judgment, sometimes even a prejudice.

System 2 is better suited to recognition. We want to make the best of a situation and weigh up alternatives. To do this, we talk to ourselves in our thoughts. This takes longer, but brings better results.

This math problem has become well known: *'I bought a bat and a ball for €1.10 yesterday. The bat was €1 more expensive than the ball. How much was the ball?'*

The quick thinking immediately comes up with the answer: *'10 cents'*.

This is wrong, because the bat was one euro more expensive, in this case it should have cost 1.10.

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We switch on slow thinking when the result is relevant to us. Bat minus ball = €1.00; bat plus ball = €1.10. This results in an equation of  $0.10 \text{ cents} / 2 = 5 \text{ cents}$ .

Our recognition side doesn't have to deal with this. It doesn't matter to them how much money this guy paid for what.

What is relevant is what makes our lives and those of our fellow human beings more pleasant, because it provides for us now and for the future.

Our feelings show us what is important at the moment. This expresses our basic needs and shows whether they are being provided for too much or too little.

With the coordinator, recognition and belonging together determine what is important. It can happen that we give them too much time and space:

- Too much recognition makes us only pay attention to ourselves. We are as proud as a peacock, but suspect that something is wrong.
- Too much belonging makes us conform too much to our fellow human beings. We literally bathe ourselves in a sense of togetherness.

When they don't see eye to eye, there's constant stress. We feel torn back and forth. A carousel of thoughts often starts, which can deprive us of sleep.

But we can also 'overfeed' our other basic needs:

- Too much safety makes us stay or hide. We are afraid of being attacked or feel thwarted. We can clench our fists and visualize our goals.
- Too much enforcement makes us act wildly. We go through the wall with our head. Now we should look down and take a deep breath.
- Too much empathy makes us 'melt away' and we forget

space and time. In this dream-like state, we should stand up, move around and focus on things in our surroundings.

- Too much cognition makes us react coldly. We feel that we are erecting a barrier. This is when calm is needed, at least a phase in which we pay attention to our feelings with our eyes closed.

**We are satisfied** when we can expect all of these basic needs to be satisfied for the foreseeable future. We feel an inner peace.

**Hungry:** The feelings of anxiety are unpleasant and we usually don't realize it because it seemed unbearable when we were a small child.

Most people try to drown out their fears through destructive behavior.

They would rather fight demons, people of other faiths, poor achievements or work until they drop than allow the painful feelings to take hold.

Fears actually 'only' want to challenge us to finally take care of ourselves.

It's that simple.

Basic needs don't require much.

Our personal disposition can schedule enough time for all sides in our daily or weekly planning.

At the coordinator are relevant:

- Recognition: being an individualist, cultivating hobbies, special clothes, jewelry, tattoos, reading, inventing, doing things alone

- Belonging: togetherness, talking to each other, playing, doing sports, working together in good teams and celebrating

When the two gods are satiated, we take care of

- Enforcement: sports, adventures, visualizing goals
- Safety: health, order and regularity
- Rationality: reading, researching and analyzing

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- Empathy: eating, drinking, enjoying and 'switching off'

Everything in its own time.

If we take care of ourselves regularly and completely, the inner team learns that all parts are important. We will be more and more satisfied with ourselves and our lives.

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### 1.3 Two souls

Goethe wrote a lot about the bipolarity of the soul. In the first part of Faust it says:

*Two souls dwell, alas, in my breast, one wants to separate from the other.*

At this point he is referring to the choice between physical and spiritual needs. But it is particularly about the struggle between philosophy (rationality and knowledge) and the pursuit of becoming emotionally one with others and enjoying the moment (empathy and belonging).

Every person is caught between several extremes and we have to decide again and again.

In the case of the coordinator, the tension between recognition and belonging is great. It is a question of right or left. Do I fit in or do I go my own way?

You can't do both at the same time.

It is part of human nature that we carry all these natural conflicts within us and we have the freedom to decide according to the situation.

Unfortunately, we rarely realize that we are not forced to do anything, but that no matter what it is, an entity in our soul decides.

We call it the self.

Whether we spend the freezing cold and sad time as a homeless person or let ourselves drift towards burnout in an effort not to make mistakes, these are our own decisions.

It is a fact of life:

Humans are self-determined from the moment a new organism forms from an egg and sperm.

I myself am what has developed from my first cell over the years.

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