Appendix B

Continuum of Human Functioning in the Workplace

- Is unemployed or underemployed
- Is unable to qualify for most jobs due to physical, mental, or social problems (e.g., substance abuse, criminal activity)
- Is unable to maintain cooperative relationships
- Experiences frequent incidences of business or workplace failures
- When employed, is unable to consistently meet workplace standards of performance and job requirements
- Has difficulty staying employed

< 25
- Changes jobs frequently due to relationship and performance issues
- Exhibits unclear thinking; communicates poorly; or is overly defensive, confrontational, or irresponsible
- Tends to absorb the anxiety in the system, frequently being blamed or blaming others for workplace problems
- Makes decisions and takes actions based more on feelings than principles or facts

25–35
- Is periodically dogmatic, authoritarian, overly compliant or accommodating, or rebellious
- Has sporadic relationship problems with managers, employees, and coworkers
- Escalates anxiety in the system during times of stress and overreacts to threats or challenges

35–50
- Is generally capable of clear thinking, communicates reasonably well, and acts consistently on values and principles
- Can generally tolerate the stresses common in the business world
- May be hesitant to express beliefs for fear of offending others
- Is aware of the difference between feelings and intellectual principles but is still sensitive to anxiety in the relationship system
- Distinguishes clearly between feelings and intellect and makes decisions based on facts and principles

50–60
- Freely states beliefs without attacking for the enhancement of self, having to defend against the attacks of others, or distancing from others in the system
- Is autonomous in thinking but collaborates effectively with team members and takes responsibility for self
- Is self-aware and aware of impact on others
- Is free to choose between emotional closeness and goal-directed activities and can derive satisfaction from either

60–75
- Has not yet been observed in humans

> 75
- Has not yet been observed in humans