

Appendix B

Continuum of Human Functioning in the Workplace

- | | |
|----------------|---|
| < 25 | <ul style="list-style-type: none">▪ 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 |
| 25–35 | <ul style="list-style-type: none">▪ Has difficulty staying employed▪ 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 |
| 35–50 | <ul style="list-style-type: none">▪ Makes decisions and takes actions based more on feelings than principles or facts▪ 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 |
| 50–60 | <ul style="list-style-type: none">▪ 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 |
| 60–75 | <ul style="list-style-type: none">▪ Distinguishes clearly between feelings and intellect and makes decisions based on facts and principles▪ 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 |
| > 75 | <ul style="list-style-type: none">▪ Has not yet been observed in humans |

Source: Fox, Leslie Ann., and Katharine Gratwick Baker. *Leading a Business in Anxious Times: A Systems Approach to Becoming More Effective in the Workplace*. Chicago, IL: Care Communications Press, 2009, p. 113. Adapted from Murray Bowen, *Family Therapy in Clinical Practice*. Lanham, MD: Rowman & Littlefield, 2004.