

Baugh Relationship Index - General Style Scales

Interpersonal Motives	Belief	Safety Needs	Safety Maneuvers	Conflict Needs	Conflict Maneuvers
Leading	I am responsible for thinking for others and getting them to do the right thing.	Be in control, be on top, make decisions, be right.	Think for others and advise, interrupt, change the subject, solve problems, take care of others.	Get others to do it my way, make others feel bad, dominate, self-righteous.	Find fault, blame, punish, intimidate, prove others wrong.
Relying	Others are responsible for keeping me feeling good.	Support, reassurance, advice, others to try hard.	Don't think, ask for advice, apologize ask for assurance.	Make others feel guilty. Make others be responsible.	Whine, blame those who let them down, be helpless.
Attaching	I am responsible for making others feel good.	Appreciation, avoid conflict and criticism.	Please others, comply, inhibit wants, be nice, follow rules.	Control anger, self-blame to avoid conflict, feel guilty when failing to make others feel good.	Be passive to escape conflict, feel hurt or fearful as a control.
Detaching	If I get too involved with others, they can make me feel bad and control me, so I maneuver to keep boundaries.	Avoid closeness, hide inner-self, don't get involved, keep clear boundaries.	Joke, tease, stay busy, cover feelings, don't influence or be influence.	Don't feel bad, make others responsible, don't be pushed around.	Find fault, block feelings, resist, don't care, sarcasm.

Interpersonal Styles	Goal	By
Competing	To get results.	Authority, power, meeting challenges, leadership, dominance, accomplish tasks, impatience, problem solving.
Harmonizing	To be in control of self and environment.	Establishing security, controlling emotions, defending the status quo, stabilizing environments, being easy going, detaching in conflict, listening to others, doing one's job.
Expressing	To influence others.	Verbal skills, people contacts, popularity, helping others, excitement, enthusiasm, entertaining, motivating.
Thinking	To keep self and environments organized.	Following rules and directions, and standards, self-criticism, attention to details, quality control, analyzing, worrying, being systematic, detaching mistakes.

Low scores	Description
Leading	These persons are non-assertive, especially if Attaching and Harmonizing scores are high. They let others take advantage and may store their anger. Later they may act in passive-competing ways, or stifle it and turn anger on themselves. They need assertiveness training.
Relying	These people are often prideful and arrogant. They have little understanding or appreciation for dependent persons. "Quit whining and do something, solve your problems, take an aspirin and go back to work" is their attitude.
Attaching	These individuals may have a difficult time expressing affection or being attentive to the needs of others. They are more likely to be the producers in a group rather than enjoy serving others.
Detaching	Low detachers have weak boundaries between themselves and other people. Sometimes these weak boundaries extend into activities. They get enmeshed in other people's lives and find it hard to know where their responsibility stops. They may not know when to quit working or when to stop other activities.
Competing	These individuals are usually slow decision makers. They are cautious and careful in dealing with life.
Harmonizing	This type of person is restless, impatient, alert, mobile, open to change, and quick to act on opportunities. They are easily excitable and may get involved in so many activities that they cannot complete them all.
Expressing	These persons are reserved, especially with people they don't know. They feel self-conscious and may be emotionally controlled. They usually prefer to work alone and appreciate facts and logic.
Thinking	Those low in Thinking are usually high in stubbornness, sometimes obstinate. They can be sarcastic. Their need for independence often results in rebellion.

Core Elements

	Competing	Expressing	Harmonizing	Thinking
Attaching	Outspoken - Assertive and interested in people. They like to figure out the needs of others in order to get them to "act in their own best interest" - whether they want to or not.	Outgoing - Talkative and expressive. They may rescue others, and are always ready to help.	Cooperating - Avoid conflict at all costs. Others may describe them as pleasing, accepting, and amiable.	Inhibiting - Suppress their personal wants and practicing self-control.
Relying	Demanding - Wants others to treat them fairly and comply with their wants and needs.	Free-Spirited - Puts few limits on their behavior. Their charming style insures that people will like them and care for them.	Agreeable - Easy-going and calm. They invite cooperation by cooperating. These people need reassurance and are slow to make decisions.	Compliant - passive in relationships. They are naturally pessimistic, and worry.
Leading	Commanding - Actively seeks positions of authority. If at the bottom of an organization, they will be moving up (or moving out).	Convincing - Can "sell" others on products, ideas, themselves, or on doing things their way.	Coaching - A gentle leader. Any control is directed toward tasks and not toward the people involved.	Conscientious - Serious and convinced that their beliefs are correct.
Detaching	Unyielding - Often independent and resistant to any demands made on them by others.	Playful - Joking and fun-loving. Although they are "people-oriented," intimacy, closeness, or self-disclosure may make them feel uncomfortable.	Patient - Tolerant and tones down their feelings. They are willing to put up with discomfort, having a need to appear strong in order to cover up weaknesses.	Reserved - Dispassionate and analytical. They are often detached and theoretical. They need time alone to recharge themselves.