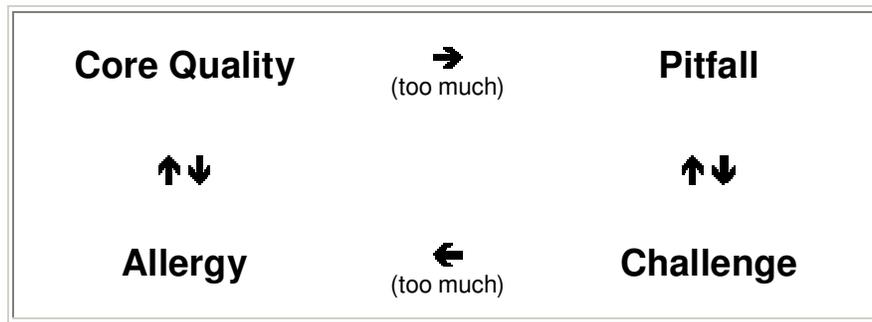


Daniel Ofman's Core Qualities

Each individual has positive qualities. Searching for these positive traits and strengthening them will empower the individual. Ofman's theory on core quadrants presents a method for identifying and strengthening each individual's positive characteristics. Ofman's core quadrant framework includes four concepts: *Core Quality*, *Pitfalls*, *Challenge* and *Allergy*. The relationship of the four concepts is shown in the following figure.



Each concept is explained in the following sections.

Core Qualities

A core quality is an individual's specific strength, talent, or how others often recognize him or her in the workplace. To the person him- or herself, it is often a matter of course: “. . . anyone can do it.” An inherent (core) quality can either be suppressed or developed.

Examples of core qualities include: Decisiveness, being considerate, carefulness, courage, orderliness, flexibility

Pitfalls

A pitfall results from the *amplification* of a core quality. A pitfall represents 'too much of a good thing'. When a core quality goes too far, the strength is exaggerated. The pitfall may tend to be perceived as a weakness compared to the core quality.

Examples:

Helpful becomes meddling.

Careful becomes fussy.

Flexible becomes capricious.

Yet, there is a positive quality behind every amplification. The underlying core quality can be found using a pitfall (negative label) as the basis for the search.

Examples of core qualities underlying a pitfall include:

Someone who acts inflexibly may have decisiveness as a core quality.

Someone with an unyielding attitude may be an enterprising person at the core.

[Note: A pitfall labels behavior; it does not define a trait. An individual is not inflexible—he or she just behaves inflexibly.]

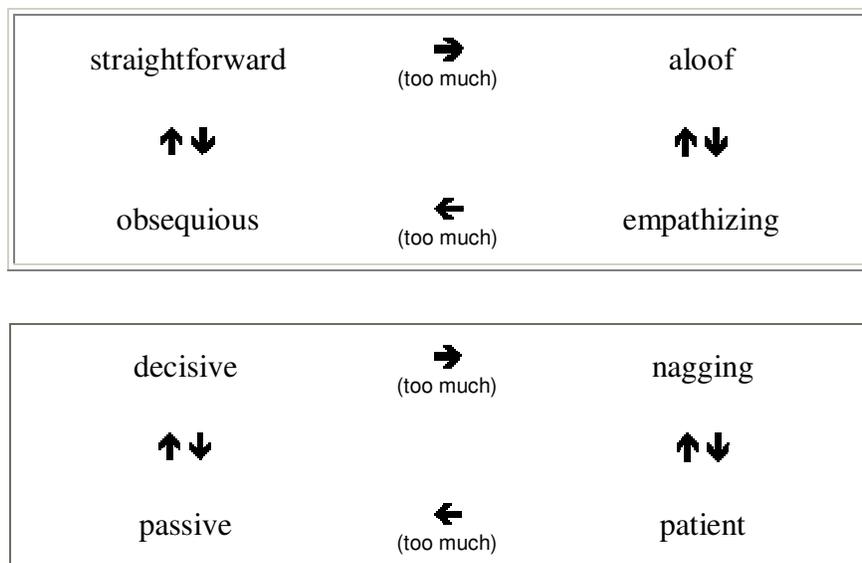
Allergy

The core qualities can also be used to identify potential conflicts with the environment. *People tend to be allergic to too much of their own challenge in other people.* The Allergy is a combination of 'too much of a good thing' of the challenge as well as the negative opposite of the core quality.

An example of an allergy is:

The negative opposite of the core quality decisiveness is passivity. Too much patience may also degenerate into passiveness.

The more people are confronted with their own allergy, the greater the risk they run of ending up in their own pitfall. For example, the decisive individual starts nagging in response to too much passivity in another individual. Example of two core quadrants:



Challenge

A challenge is the positive opposite of a pitfall. Having identified the *Pitfall* (exaggerated core quality) and the *Allergy*, one can begin looking for the *Challenge*.

For example, in a nagging person, the positive opposite is patience (and the core quality decisiveness).

In a capricious person, the challenge is orderly behavior (and the core quality flexibility).

The core quality and the challenge are *complementary qualities*. The objective for maximum effectiveness is to strike a balance between the two. If the challenge is underdeveloped, the core quality must be improved to establish the balance. For example, it is not necessary to become less decisive, but to develop more patience, resulting in patient decisiveness without nagging.

In the second situation, the aim is to establish a balance between flexibility and orderliness.

Implications of Encounters Using the Core Quadrant Framework

- What happens when two similar people, e.g. two decisive individuals, meet? They often will respect each other. In certain circumstances, however, they can turn out to be two nagging people. When this occurs, they will often identify each other's pitfalls.
- What happens when two opposites meet? Many times the result is contempt, a behavior that appears in an individual when confronted with his or her Allergy. That confrontation makes the individual vulnerable, tending to drive behavior toward his or her own Pitfall. Awareness of the behavior and the nature of a "pitfall" may help the individual identify his/her Pitfall in a given situation.
- People are usually allergic to the 'too much of a good thing' they themselves need most their own (Challenge). When this is the case, they can learn from people with whom they have a hard time getting along. A relevant question in a situation where one is dealing with an individual whose behavior we do not like is: "What was he/she sent to teach me (about myself)?"
- When an individual encounters someone to whose behavior triggers an Allergy, one option (to annoyance or rejecting the person) is to consider the Allergy-causing behavior to be 'too much of a good thing' of the other's Core Quality—making it the individual's Pitfall. By looking at the allergy-causing behavior from this perspective, the core quadrant concept may serve as an instrument for an individual to help the other person find the core quality behind that pitfall. If this is successful, that core quality may represent a perfect basis of cooperation with one's own core quality.

Core Quadrants/Strengths and Pitfalls in the Resource Guide

Using Ofman's concept, Patrick Merlevede created a number of core quadrants for the iWAM motivational and attitudinal patterns. Some appear in the Ofman framework such as in the "Operating Factors" Group.

For some patterns, the concept of a core quadrant is much harder to apply because there are three or more patterns in the category. Here, we substituted a "Strength and Pitfall Analysis." (See, for example, Extended Patterns Group/Relationship Sorting category.) The Strength & Pitfall Analysis includes only the potential strength and the potential pitfall for each pattern. Including this kind of analysis provides additional content for the iWAM user in building relationships with and improving the performance of individuals, teams, and organizations