Compass

Going Ballistic!

"Sticks and stones might break my bones but words can never hurt me." Common Misconception

There's something about corporate life that seems to encourage a kind of cowardice. Messages get scrubbed before sharing even the simplest tidbit. Meaning gets rendered to an absolutely ambiguous vanilla. I learned to replace every "you" with something less direct and less potentially threatening, to amputate anything over three syllables, and to consider splitting words with two syllables, as well. Communication in the modern corporation is nearly oxymoronic, replaced with spin, deliberate multiple entendre, and bull shit buzzwords. Content-free prose, elevating neither eyebrow or blood pressure, is the ideal. It guarantees an even if mediocre keel.

One client has assigned to all their project managers the formal accountability for being courageous. Most aren't. Most understand too well the cost of courage in their corporate society, especially with the continuing threats of merger, right sizing, and interdepartment competition. Rocking the boat easily becomes an injunction against making waves. Sticks and stones might break bones, but unlike words, they usually leave a reputation intact.

"So, what would happen if you leveled with your project sponsor?" I asked one hopeless-sounding project manager.

"He'd go ballistic!" she exploded. "In the first place, he insisted that we quote him a completion date and budget before validating the project objective. Now that we've defined the requirements and considered some alternative architectures, neither target makes sense. But my boss has ordered me to continue marching toward those ends, just as if we were going to make them. I think even my sponsor knows we can't make these deadlines, but both of our performance bonuses are tied to them. I think my boss thinks that my sponsor will discover some operational barrier to meeting these targets and back down first. If we can just keep moving forward, we won't lose our bonuses."

Against this game of schedule chicken, courage has about as much chance of affecting an outcome as a water balloon does against tectonic shift. A courageous charge against the opposing defenses will yield at best posthumous admiration. It's a fool's mission! The resulting hunkering stance looks like cowardice. Even if it isn't cowardice, it has the same stalemating effect.

"Well," I replied sympathetically, "your sponsor is just responding in kind." "Responding in kind?" my deadlocked client wondered, scrunching her nose with confused annoyance. "I've never blown up at him! Why do you say he's simply responding in kind?"

"Because ballistic behavior encourages ballistic responses," I explained. "It's like the Cold War strategy called MAD, Mutually Assured Destruction, which for decades kept the world on the edge of nuclear conflagration. If I threaten ballistic action with you, you have to threaten it back or forfeit your role in the game." "But I didn't threaten my sponsor with ballistic behavior and I didn't start out playing any game," my frustrated counterpart insisted!
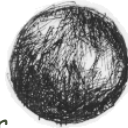
Ballistic

The threat of ballistic behavior is traditional corporate conduct. Ballistic comes from an ancient Greek word meaning 'to throw' (ballien). Project is also a concept rooted in another ancient Greek term meaning to throw (pro-jacere). And in the above story, both par-

ties started "throwing" or "projecting" from their earliest encounters. Each innocently lobbed words that meant something different than what either intended. Why would either suspect that they were creating the No Man's Land dividing their community?

The sponsor "threw" the expectation that the project manager could determine cost and schedule without due diligence. The project manager 'threw' back a response, as if she could compete without ultimately destroying herself in this game. Now the project, the project manager, and the sponsor are captive to an irrational game of Mutually Assured Destruction, where any attempt to level with the "other side" seems likely to yield only ballistic responses. So, each side waits out the other, hoping their opponent will either forfeit or expose themselves and take the more destructive hit. In the mean time, everyone loses.

When the ancient Greeks used the term *ballien*, they referred to catapult-like throwing machines and their *pro-jacere* described throwing spears! Their opponents were in view, down wind, down hill, and looking into the sun. Most targets these days are out of our field of vision at the start. What hope do stone chucking and spear throwing strategies have in our world?

"What hope do stone chucking and spear throwing strategies have in our world?"

Catapults and spears have one common property, though, the throwing mechanisms have no influence on their missile once it is released. Because of this property, ballistic projects make all of their promises up front, expending their planning and targeting resources at the beginning, when they have the least information about the effort. Sponsors accuse ballistic projects of over-promising and under delivering because they assume them capable of foreseeing complications when they really cannot. Furthermore, repetition of such experience cannot improve ballistic strategies much. We know as much about cannonball trajectories today as Galileo knew about them in the sixteenth century. The physics: angle, mass, force, and gravity, are as simple as they are inexorable. Ballistics that work within simple situations can't help but fail under more complicated ones.

"Seems to me that you're both throwing stones at the sun," I concluded. After I explained these perspectives, my client had another question. "What, short of starting Anti-Ballistic Missile treaty negotiations, can I do about this situation now that we're staring each other down.

Crossing No Man's Land

"The one thing I'm convinced of," I responded, "Is that the ballistics are no longer the problem. They might have started out as the problem, but simply changing strategies won't have much effect now. Besides, the ballistic behavior is more likely just a resonance of the corporate culture. I mean the sponsor's not your enemy, even though the rules of engagement say that he is."

"If he's not the enemy, who is?" she complained. "My management? My team? Me?" "I don't know for sure, but I think it's a pretty good bet that you're your own worst enemy in this situation," I cautiously proposed. "Me!!? After all I've sacrificed for this project, you accuse ME of being the enemy?" "Going ballistic, are we?" I said, narrowly avoiding a poorly-aimed, almost playful slap.

"The problem isn't the problem, coping is the problem." Virginia Satir

This organization, and thousands like it, unself-consciously engage in ballistic behavior. The ballistic behavior is problematic but the unself-consciousness, their strategy for coping with the effects of their futile ballistics, is the real problem. It's as if the organization and everyone in it becomes a cannonball with each new initiative, unable to make even tiny mid-course corrections between launch and target. Roles are defined and played with MAD passion toward what too often seems like Mutually Assured Destruction. Each engages with ballistic tactics, plotting to outsmart each other with the dumbest of strategies. This, of course, isn't lost on either party, further reinforcing less than generous assessments of their counterpart. In so doing, each, in pursuit of success, shuts off the one thing that might really insure their success.

"...plotting to outsmart each other with the dumbest of strategies"

How does this make any sense? It doesn't. The way to stay engaged when the terms of engagement don't make any sense is to simply go unconscious. Shutting down your judgement resolves the current problem of coping with the futility.

"But staying conscious is not so easy when you're on the brink of the unthinkable, eyeball to eyeball across a No Man's Land," my desperate client replied. "Exactly," I smiled. "Let's step back from the brink for a moment."
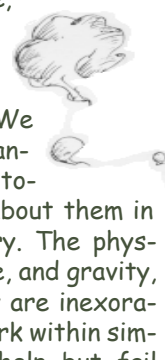
Generosity and the Gentle Art of One Downsmanship

"What's the most generous interpretation you might make of your sponsor's behavior?" I continued. "Hummm," she considered, "I've never thought of asking that question before. Let's see. He's responding to unreasonable expectations from his management committee." "And what's the most generous interpretation your sponsor could make about your curious behavior?" I poked. "Oh, I think I see where you're going with this," she wrinkled her nose in curiosity this time. "We're both responding to exactly the same threat."

"Really?" I said, feigning incredulity. "How could you be enemies if you're both responding to the same threat?" "How did you do that?" She looked genuinely puzzled. "You just took the chief adversary out of my project." "No I didn't," I replied. "You did."

My client succeeded in transforming her perspective by doing one, tiny, courageous, unthinkable thing. When stalemated, eyeball to eyeball across a No Man's Land, she considered the one thing that she would never do. She thought one unthinkable thing.

In a culture steeped in ballistic behavior, considering your competitor with generosity is an unthinkable thought because the object of ballistics is to demolish your opponent, not to ennoble them. Thinking such unthinkable thoughts can emphasize the real nature of your relationship, too often hidden in the shadows of overly convincing role playing. Putting a human face on an otherwise evil adversary breaks the binding rule of the ballistic game, but more importantly, it disrupts the coping strategy that keeps YOU responding ballistically. The next thing you know, you'll be finding opportunities for making mid-course corrections!

The Gentle Art of One Downsmanship, this ability to step down and elevate the apparent adversary, is one strategy for becoming a bit more aware of ourselves and our imprisoning roles. Casting an adversary in an unthinkable role can help us become more aware of just how unimportant these roles are, anyway. This awareness is what's lost in ballistic strategies. With awareness, anything becomes possible. Without it, we're just the same old cannonball following an age old trajectory.

I don't want to suggest that generosity is the one best strategy for dealing with ballistic behaviors. All One Best Strategies are ballistic suggestions. What other unthinkable things might you consider? See our UnthinkableThings discussion on our Heretic's Forum. <http://pc.wiki.net/UnthinkableThings>

What if your generosity isn't reciprocated? Sounds like a topic for the next issue of Compass! das

Appreciations

Mark Gray for the quick lesson in Medieval physics.

Ghada Ijam for testing the waters.

Robert Glass for publishing Maturity.

Ray Steele of Ball State's CICS Program for warm welcomes.

Cathy Howard for generosity.

Jerry and Dani Weinberg for the continuing dialogue.

Antoinette Hubbard for the introductions!

Wilder Schmaltz for the graphics and **Kathy Carey** for the copy editing. das

David's Notes

Robert Glass has most generously published two of my stories. I've enclosed in this issue a sample of his fine newsletter **The Software Practitioner**. He's offering a special subscription deal. Take him up on it!

I'm also enclosing in this issue a second issue of the **PSL Insighter**. This is the general circulation newsletter about Weinberg and Weinberg's Problem Solving Leadership workshop, for which I am a faculty member.

Reasonable Expectations

Here's my list of expectations a vendor might set. Details next time!

1- It's not going to turn out the way we think it will turn out.

2- How we respond to discovering the depth of our initial naïveté will be the key to our eventual success.

3- You can have exactly what you want but never exactly how you thought you'd get it.

4- No one can help you as much as you can help yourself. das

About *Compass*

Compass is published periodically by *True North pgs, Inc.*, and is distributed free of charge to a project-oriented community.

Compass is a navigation tool for continuing your process of improving your project experience. *Compass* shares stories and insights to serve as the basis for you to provide more effective leadership to yourself and to your project's community. We enable each other to improve the quality of our project experiences through sharing our stories and our insights.

David A. Schmaltz, President
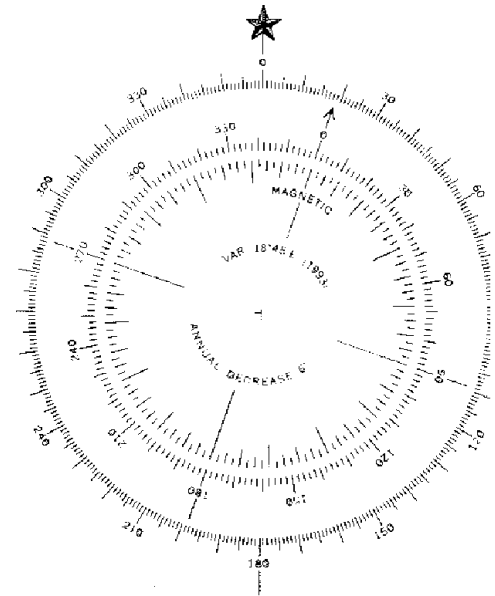*True North pgs, Inc.*
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"You are
the most powerful
project management tool
you will ever use."

Does Your Project Need Managing or Mastering?

When a manager meets a project, they "manage" it!

Managing, from the Latin root 'manus,' meaning *hand*, is about overseeing and exercising hands-on control. Management focuses upon regulating through planning and tracking.

Project Managers control processes to achieve results; conceiving plans and enforcing compliance around them, as if the end were the sum of the means.

When a **Master** meets a project, they "master" it!

Mastering, from the Latin 'magister' meaning *great teacher*, is about gaining a thorough understanding and becoming proficient in actual use. **Mastering** is about learning and doing.

Project Masters believe that thorough understanding, theirs as well as their community's, achieves results, so they elicit cooperation by planning together.

Project Masters focus on results, believing that there are many ways to achieve any outcome. They never mistake a means for an end.

Project Masters control by helping people discover their project within this project, removing obstacles, and then getting out of their way.

Masters recognize managing as one way of leading projects. **Masters** manage when managing makes sense, like when they have a blueprint for achieving their result. When they don't have a blueprint, they **Master**. Managers see projects as opportunities to manage. **Masters** see projects as opportunities for achieving their results.

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Lame Excuses for Not Attending *M*astering *P*rojects *W*orkshop

"Too busy! No schedule time to figure out where I'm going."
(This is an actual client quote!)

"I'm already a certified Project Management Professional."
(Quote from one PMP participant:
*"There is nothing in MPW that's covered in the PMP qualifying study!
This is not a criticism of MPW."*)

"We're going to methodology training first."
(MPW is methodology-independent. It helps you better use whatever method you employ.)

"I'm not a Project Manager and I don't aspire to be one. I just have to manage projects along with the rest of my job(s)!"
(Join the club. This makes you like 80% of MPW attendees!)

"The project management techniques that have enabled the government to bring all of those DOD projects in on time, on budget, and on spec are plenty good enough for me!"
(How do Department Of Defense projects get so tangled? MPW shows what you might do instead.)

"We're going to MS Project training instead."
(Scheduling is not the essence of project management, just the most easily automated. By the way, did you know MS Project's scheduling algorithm is wrong? MPW explains.)

"We're looking for a simple, cookbook approach."
(Are you preparing a simple meal?)

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*T*rue *N*orth pgs, Inc announces:

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18 for 18!
Attempts to Build a Common Software Architecture Fail

Robert L. Glass

There's a lot of talk these days about component-based development, product-family architectures, design patterns, and other approaches whose primary goal is to reuse elements of a software organization's past in the course of building its future. But unfortunately, to date most of those discussions have been just talk, little more. Why?

The Software Engineering Institute (SEI), as part of a "lessons learned in technology adoption" thrust, recently set out to attempt to answer that question. They executed a study at a Fortune 100 company that had undertaken serious architecture-reuse attempts.

The bottom line of the SEI study was that there had been 18 attempts to develop a reusable architecture for a family of similar systems, all 18 of which had failed! That statistic is so awesome that it bears repetition - in spite of a corporate thrust toward reusing architectures, the company was 18-for-18 on the failure side! Once again, the obvious question is "Why?"

The SEI found that the company had tried two very different approaches, neither of which had been successful:
1. Building commonality in the course of normal project work.
2. Building commonality as a separate effort, with technology transfer at the end.

THE SOFTWARE PRACTITIONER

Architectural Renewal
How to Spend $200M and Get Virtually Nothing In Return!

by Hans Wegener
Credit Suisse, Postfach 100, 8070 Zürich, Switzerland

Abstract: How can it happen that a company spends more than $200 Million without getting anything substantially back? We present the story of a major software architecture overhaul in a large corporation that lasted more than three years and has still not had a tangible effect. The particular organizational setup and history, and the technological approach, are shown to be the most important causes. Some recommendations are given on how to avoid such situations.

1. Introduction

About three years ago a large company in Switzerland (whose identity is hidden by the author) started a strategic project to transform its operational systems from a centralized host architecture into a distributed object system based on component technology. At around the same time a large competitor, also from Switzerland, started a similar effort. The two by then ranked first and third in the Swiss market in terms of share and were considered to be some of the world's most important institutions in their field. As is the case for most large organizations, both had reached a point where a major overhaul of their operational systems was considered inevitable.

The one corporation was different from the other players in the country; it had outsourced almost its entire IT staff to a company it had founded. That move turned out to be unwise, at least on this scale.

Management discovered that it had lost control over the fate of the systems that sustained the very survival of the company. Not so much because management could not decide what was done—it owned the spin-off. But the company did not have the knowledge and expertise to assess the directions its IT was taking and to assure a controlled development of the overall architecture.

For that reason, a team of some twenty specialists was built up to define and ensure a set of standards that controlled the architecture at enterprise scale. At the center of concern were not only the operational systems (host, middleware and databases) but also emerging technologies (Intranet and Internet, distributed objects and components). In order to provide appropriate backing the standards body became the bank's sign-off authority.

In December 1997 the two competitors announced their intent to merge. The merger became effective in July 1998, making the renamed company the world's biggest player at that time and with some 65,000 employees in terms of organizational size. The IT departments of the two suddenly faced a challenge not ever met before: There were two entirely incompatible host systems that ran the businesses. Should they be reconciled, or should one wait until the strategic projects would deliver the new platform? How should the two strategic projects be merged into one and proceed further? The decision was particularly difficult due to the fact that it was early 1998. The Euro conversion had not yet been mastered, and the Y2K problem was not yet solved, either.

The final decision of top management was to migrate the legacy data and applications from the host systems of one to those to the other within a timeframe of 18 months, i.e. in parallel to the Euro and Y2K efforts. To my knowledge this was an unprecedented challenge, since migrations at this size are utterly hard.

Today, in early 2000, the company has

*Special Issue on
Software Architecture*

Maturity

"As a tool for understanding psychological maturation, learning theory is straight-forward, clear, remarkably simple, and wrong." – Clifford Anderson, MD; *The Stages of Life*

by David A. Schmaltz, tn@ix.netcom.com

I've become increasingly interested in the curious interpretations people make of the term "maturity". The certifying associations seem to subscribe to the Learning Model, believing that maturity is created by an accumulation of information. The behaviors associated with maturity in the accumulation of knowledge model seem more like the behaviors a compulsive adolescent might imitate to appear mature rather than the behaviors mature adults adopt. Some of the common "mature" behaviors I see on projects attempting to exhibit maturity are: compulsive check listing, insisting upon strictly objective evaluation criteria, holding themselves accountable for predicting unpredictable futures, holding themselves responsible for explaining every difference between expected and actual, expecting work to unfold cleanly, linearly, and satisfyingly. What behaviors might a well-adapted, psychologically mature adult exhibit instead?

In animal and human development, "maturity" means reaching a place where change is minimized. In this world, maturity heralds decline and death. I suppose it used to be possible to accumulate enough knowledge to permanently satisfy the need for acquiring more knowledge. But people who stop learning these days soon become dinosaurs, so work or process maturity cannot be based upon accumulating a critical volume of knowledge. Learning must be continuous.

"The more adapted the system, the less adaptable the system." Fisher's Fundamental Formula

Real maturity must be about adaptability. It's about people better coping with the essential, unavoidable crises common to all projects. Sometimes this means being able to cope with not being able to resolve these crises. These crises are not problems because they have no discrete solution (they might have many solutions, no solution, or some number of partial solutions). These crises are essential because the project connects to its real mission by wrestling these to the ground. Avoiding these crises often yields some form of poor adapting.

The classic project crises are:

The Context Crises: This is where the project manager first comes to grips with their own roles and responsibilities on the project. It is also where they discover "what's in it for me." Then they come to grips with the nature of the project and the nature(s) of the project's sponsoring organization. They define the project's context by answering three ques-tions: Where Am I?, Where's The Project?, and Where's the Organization? Failing to cope with these crises leaves the project out of context. An out of context manager will manage "as ifs" rather than what's really there.

A project initiation document's assumption section often shows out-of-context thinking. Immature managers assume away known, permanent, unavoidable conditions. "We assume that all decisions affecting this project will be made in a timely manner, so as to not encumber progress." When in the history of the universe was any project so provisioned? Never! I call these "Flat Earth-Benevolent God" assumptions. Would you buy an SUV that had been engineered to operate assuming a flat earth and a benevolent God? I don't think so. Even if God IS benevolent, the earth is not flat — and it won't be flat. Mature managers call these as they are because they are connected to how it is. Immature ones seem unable to accept the world as it presents itself, projecting idealized, flat earth, "how it is supposed to be" notions instead.

The Identity Crises: This is where vision, scope, critical success factors, and high-level risks are identified, where the initiating bright idea is transformed into a reasonably manageable set of objectives. Failing this will leave the project without target and/or boundaries. Also resolved is the who's-us/who's-not-us question, the identification of the Project's Community. Also resolved here is the initial schedule, the shared project model. These three elements, the target, the community, and the shared model create the project's "identity."

Identity-less projects are easy to spot. They are often unable to discuss some unmentionable something. The unmentionable is often about the sponsoring organization's unrealistic expectations. Immaturity usually exhibits the inability to talk about these "not supposed to be discussed" issues. The most mature find their voices in spite of the threatened thunder and lightening- not to blame but to acknowledge, not to stymie but to enable successful adaptation.

The Mid-Life Crises: These are the "Oh my God, everything's falling apart" experiences that occur at some time(s) on every project no matter how well the original context and identity are set. These are the noises the project makes as it learns more about its mission and its possibilities. These experiences usually feel like bad things, like somebody screwed up. Typical mid-life crises include: The Requirements Crisis, where it's acknowledged that the requirements translate into a really different project than the vision

suggested, The Design Crisis, where the design conflicts with some aspect(s) anticipated in the requirements or the vision, and so on. Each of these force a revisit back to the project's context and identity, which is a painful process — made even more painful if these experiences are interpreted as problems rather than as normal dilemmas or if the context or identity crises were poorly coped with the last time through.

The bottom line is that you get better projects not by avoiding these experiences but by getting better at recognizing them, acknowledging them, and adapting to them. Since they offer previously unimagined possibilities, they hold great potential within them when we can recognize their emergence as choice points rather than as cues to punish ourselves for not guessing that this would happen. This is why maturity can never be measured by on-time, on-budget, on-spec criteria. A project that comes in on time, on budget, and on spec probably didn't learn anything and, like a compulsive adolescent, is usually left wondering why no one acknowledges how grown up they've become.

Real maturity brings more choices, not fewer. We can't get smarter if we can't embrace this natural process by which the world teaches us. I think we should ditch the present notions of process maturity and pursue instead the more practical target of adaptability. Becoming more adaptive yields what I think we really want from our search for maturity. We want to be able to see the world as it is and to find our place there. We want to be able to talk about what needs talking about — including even what we're not supposed to mention — so we can represent our own perspective and understand differing ones. We want to be able to acknowledge when it's turning out other than expected, not so we can punish those who caused it, but so we can adapt to reframe a satisfactory objective from the ashes of our unavoidable naiveté.

Real maturity acknowledges how naive we were, not how smart we are.

David A. Schmaltz is the founder of True North project guidance strategies, Inc, a Portland, Oregon-based brief consulting and real-world focused training firm. He is the author of the Mastering Projects Workshop and This Isn't A Cookbook, both works focused upon applying adaptive techniques in the real world. He is also a faculty member for the Weinberg and Weinberg Problem Solving Leadership Workshop. His website is www.projectcommunity.com.

UP AN ANGRY RIVER

Real-Life Adventures in Temperament Watching

© Norman L. Kerth, 2000
nkerth@acm.org

One of the ideas we study in PSL is the notion that people approach problem solving in many different ways. In particular, others are likely to go about solving problems in ways that might baffle you. These approaches are baffling because they aren't the approaches you favor. Yet, left to run their course, each will most likely provide good-enough results; though, from your perspective, maybe not as elegant as what you would have produced. These baffling approaches, as well as the one you favor, fall into categories that can be studied, recognized, and utilized to advantage. These approaches are called temperament types and are described with four generalizations:

1) the Catalyst will gravitate to strategies involving people; empowering people and working for people-oriented concerns,

2) the Scientist will focus on abstract concepts; theories and the big-picture systems,

3) the Industrialist will appreciate business-like approaches to problem solving, and

4) the Trouble Shooter will find fast and expedient solutions to the immediate problems at hand.

Your appreciation of all these approaches can help you more effectively lead a team during your next stressful, problem solving

endeavor. Let me give you a real-life example:

I live in a floating home on the Willamette River. The 1996 flood created a crisis situation there. The river was to crest four feet higher than the tops of the pilings in my moorage! The prognosis was clear. If the river pushed the moorage to the tops of the pilings, the attached houses would be dragged underwater and destroyed. If we freed the homes from the moorage before the pilings were topped, they might float downriver without being broken apart, landing who knows where.

Confronted with this emergency and these poor choices, our waterborne neighborhood joined together to save our community.

Early in the crisis, I began to notice heroic actions emerging according to temperament type. I found temperament type observation useful in understanding what was going on in the moorage and, as a result, it helped me better understand how I could contribute my best skills.

Calalysts Coach and Counsel

The Catalysts worked with the neighbors as they dealt with their emotions. When first told

that you have forty minutes to evacuate, and that you might lose your house, the emotions are disorienting: fear, anger, denial, numbness, irrelevance, super-reasonableness, and disbelief. The Catalysts helped people work though these emotions, guiding them to develop plans -- what to save, what to protect in their home, where to stay, who to call for help moving items, etc.

Scientists Observe and Plan

The Scientists began calculating how high the river might come and when it would crest. They were interested in identifying the forces at work on the moorage and in understanding where the dock was most vulnerable. They pointed out that the integrity of the moorage was much greater while it held together and that once the moorage started coming apart, it would quickly disintegrate. The Scientists also realized that we needed to free the moorage from the pilings before the piling tops were reached, or else the force of the water would simply shatter the homes. Convincing us that homes floating down the river had a better chance of surviving, the Scientists proposed getting some tug boats to be "on-hand" to catch the homes as they floated free of the moorage. Unfortunately, all of the local tug boats had been claimed by the US Coast Guard to aid handling the crisis.

None were available. So, the Scientists' recommendations, while sound in theory, were impossible to directly implement.

Trouble Shooters Cut Through

While the Scientists analyzed and postulated, the Trouble Shooters were on the dock watching the "cool stuff float down the river." They reported seeing a five hundred gallon propane tank, an entire patio (with lights and barbecue intact), and much old growth timber, which must have grown beside the river for a hundred years before being felled by this raging water. One of the Trouble Shooters, hearing the Scientists suggesting tug boats, picked up his cellular phone, and called some friends with tugs in Astoria, arranging for them to come the seventy miles up river. "They will be 'on-hand' tomorrow, a few hours before the river crests!" he shouted before going back to watching the "cool stuff float down the river."

Industrialist Gets Contracts

An Industrialist asked the Trouble Shooter about the contract negotiated with the tugs. Contract? There was no contract! The Industrialist called back the tug operators and locked them into a contract holding them available until we released them.

They agreed to work for us, twenty four hours a day, at 125% of their normal rate. Two days later, they would be turning down offers of five times their normal rate. The Industrialist also contacted insurance companies to see which actions taken to save the moorage might invalidate our coverages.

No Paddle Needed!

The Catalysts, Industrialists and Scientists left the moorage as we lost power and sun light. The Trouble Shooters stayed on. The following morning, I arrived at the moorage to see that the river would reach the top of the pilings if it rose a mere three more feet! There was a tremendous mass of activity on the dock! During the night, the Trouble Shooters had called a building moving company. Fifteen of their heavy-duty welding machines were now on the dock. Somewhere, they had scrounged lengths of twelve inch diameter pipe that could fit inside the fourteen inch pilings. Workers were frantically welding twelve inch pipe on top of each piling, increasing their height! They had also winched the tug boats from Astoria up against the homes, leaving their engines running to reduce pressure on the moorage pilings.

The Trouble Shooters' plan worked! The moorage was saved! While the Catalysts planned a way to express gratitude, and the Scientists analyzed the long term limitations of the coupling between the

fourteen and twelve-inch pipe, an Industrialist stood back wondering, "Who's going to pay for all this?"
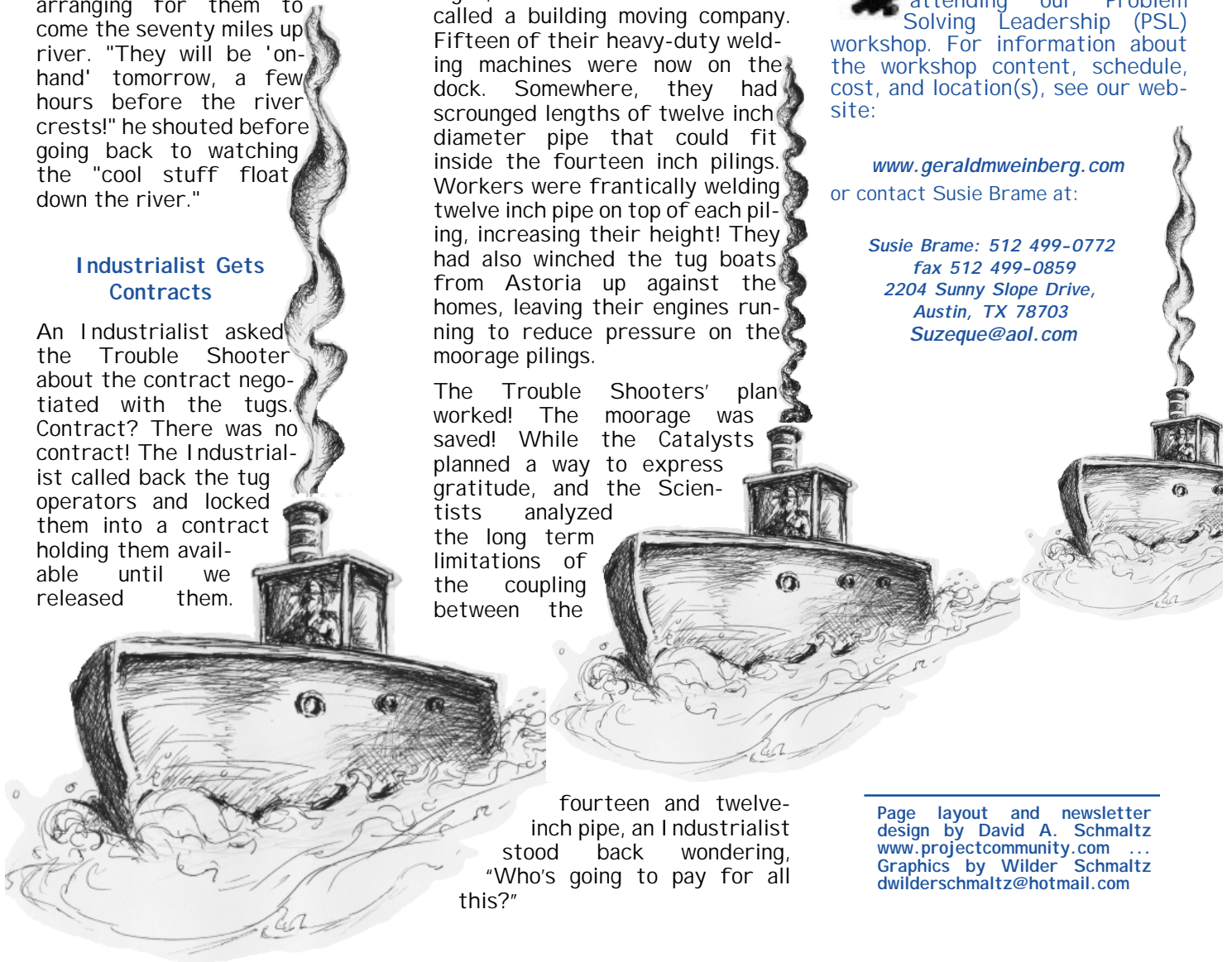
These behaviors were so pronounced that it was easy for me to recognize and understand the types. If you have not studied temperament watching, I strongly recommend it. PSL is a perfect place to get introduced to this most facinating and useful activity. Understanding temperament types is like being able to see activities through several different pairs of eyes. This awareness made me a much more effective participant in this neighborhood crisis. And, oh yea, it applies to the workplace, too!

About the PSL Insighter