

IMPROPER BEHAVIOR at work

training workshop

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Training plan

IMPROPER
BEHAVIOR IN THE
WORKPLACE

HOW TO ARRANGE
COOPERATION WITH
EMPLOYEES

YOUR
HARD
SITUATION

DISCRIMINATION

SEXISM

MOBBING

DEFINITIONS

CHARACTERISTIC

REASONS

COUNTERACTION

CONSEQUENCES

PROCEDURE

Inappropriate behavior in the workplace

Everything you do has meaning and consequences

DISCRIMINATION

Discrimination

(łac. *discrimino* – I distinguish)

This is the treatment of people on the basis of: gender, race, ethnic origin, religion, nationality, denomination, age, worldview, disability or sexual orientation

in a less favorable way than other persons in a comparable situation



DISCRIMINATION

CONSTITUTION OF THE REPUBLIC OF POLAND

Art. 32.

Everyone is equal before the law. Everyone has the right to equal treatment by public authorities. No one may be discriminated against in political, social or economic life for any reason.

Art. 33.

Women and men in the Republic of Poland have equal rights in family, political, social and economic life. In particular, women and men have equal rights to education, employment and promotion, to equal remuneration for work of equal value, to social security and to hold positions, perform functions and obtain public honors and distinctions.

DISCRIMINATION

LABOR LAW

protects people employed under an employment contract

IMPLEMENTATION ACT (UE)

protects people employed under other contracts

DISCRIMINATION

LABOR CODE

(employment under an employment contract)

Prohibition of worse treatment, among others, due to:

- SEX
- BREED
- NATIONALITY
- ETHNICITY
- RELIGIONS
- CONFESSION
- AGE
- POLITICAL BELIEFS
- TRADE MEMBERSHIP
- SEXUAL ORIENTATION
- WORKING TIME (full time / part time)
- TYPE OF AGREEMENT (definite / indefinite period)
- OTHER

ACT.

(for the implementation of certain EU provisions on equal treatment- non-employee employment)

Prohibition of worse treatment because of:

- SEX
- BREED
- NATIONALITY
- ETHNICITY
- RELIGIONS
- CONFESSION
- WORLDVIEW
- DISABILITY
- AGE
- SEXUAL ORIENTATION

REASONS FOR DISCRIMINATION

STEREOTYPES

BALD PEOPLE
WORK SLOWLY



PREJUDICE

I DON'T WANT TO HAVE
BALD PEOPLE ON MY
TEAM



DISCRIMINATION

EVERY BALD PERSON
I TREAT IT WORSE

TYPES OF DISCRIMINATION

DIRECT DISCRIMINATION

INDIRECT DISCRIMINATION

MOLESTATION

SEXUAL HARASSMENT

ENCOURAGING OTHERS TO BREAK THE RULE OF EQUAL TREATMENT



FORMS DISCRIMINATION

DIRECT DISCRIMINATION

Refusal to employ someone due to a previous criminal record, despite the lack of a statutory requirement for a clean criminal record for a person to be employed in the offered position.

Refusal to employ a person over 50 years of age as an accountant/accountant.

The director does not promote a woman to a management position because he thinks that as a woman she will not be able to cope with this male team.

An employee refuses to work together with a colleague who is of Roma nationality. He loudly expresses his opinion that such people cannot be trusted.

FORMS OF DISCRIMINATION

INDIRECT DISCRIMINATION

Refusal of promotion only due to the employee's frequent sick leave resulting from the illness of his children.

The employer introduces an obligation for people employed in the store to wear company clothing, which is available in a narrow range of sizes.

In the job advertisement, the Manager included information that they were looking for a management assistant (FEMALE).

FORMS OF DISCRIMINATION

MOLESTATION

Any undesirable conduct that has as its purpose or effect the violation of an individual's dignity and the creation of an intimidating, hostile, degrading, humiliating or offensive environment.

Making fun of a disabled person.

Commenting on a senior employee's work (TEMPO).

Isolating a person among employees due to his or her different political views.

FORMS OF DISCRIMINATION

SEXUAL HARASSMENT

Any undesirable conduct of a sexual nature towards a natural person or relating to gender, which has the purpose or effect of violating that person's dignity, in particular by creating an intimidating, hostile, degrading, humiliating or offensive environment.

An employee frequently comments on a colleague's appearance and how he likes her, despite her objections.

Sexual jokes made directly to a colleague, to which she reacts with embarrassment.

The manager always takes advantage of the situation and passionately hugs his subordinate.

He also often tells her to dress more attractively. He ignores the employee's clear opposition.

FORMS OF DISCRIMINATION

ENCOURAGING OTHERS TO BREAK THE RULE OF EQUAL TREATMENT

Encouraging others to engage in discriminatory behavior or ordering such behavior towards other employees.

The manager, joking and having fun, promises the employee a promotion, provided that she persuades another employee to change his political views.

Encouraging other employees to make fun of an overweight employee.

A group of employees very often play unpleasant jokes on one of their colleagues just because he is a follower of a different religion. The manager often witnesses these situations and does not react.

IS THIS
DISCRIMINATION?

Can hugging be considered molestation?

Can staring be considered molestation?

IS THIS
DISCRIMINATION?

Who must prove sexual harassment?

ALLEGED VICTIM

EMPLOYER

JUSTIFY

PROVE

RESPONSIBILITY for sexual harassment at work

LABOR LAW

THE PENAL CODE

COMPENSATION

JUDGMENT

The employer is also criminally liable if it was not he who committed the harassment, but allowed this type of pathology to occur in the workplace under his control.

Article 218 § 1 of the Penal CodeThe penalty is a fine, restriction of liberty or imprisonment for up to two years.

A persistent or even malicious violation of employee rights is, for example, tolerating signs of gender discrimination in the company or turning a blind eye to sexual harassment.

SEXISM

Sexism

(z ang. *sexism, sex*)

prejudice or discrimination based on gender.

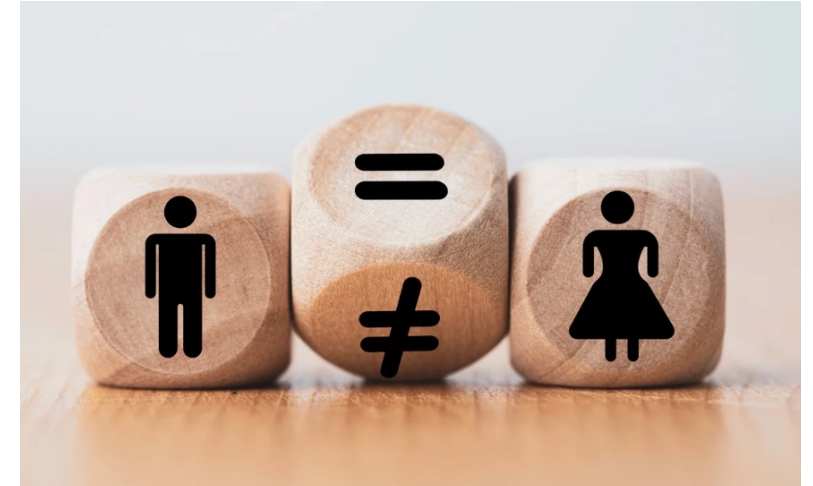
Sexism generally involves an ideology that assumes that one gender is inferior to the other.



SEXISM

Give examples of sexist behavior in the workplace.

- Sexually suggestive remarks
- Erotic jokes and even solicitation
- Crude comments about appearance
- Pointing out perceived incompetence
- Pay inequality
- Limiting promotion due to stereotypes and beliefs
- Requests to make tea



EGEISM

Egeism
(*ageism*)

Discrimination and holding irrational views and superstitions about individuals or social groups based on their age.



What is mobbing?

Mobbing is a type of aggression

Mobbing- definition

Mobbing

are actions or behaviors

*which are persistent and long-lasting harassing or
intimidating an employee*

*and they aim to
humiliation,
Isolating
or eliminating him from the team of colleagues.*

*Mobbing causes the injured person to have a lower
assessment of their professional suitability.*



Mobbing- definition



Reasons for mobbing:

1. Acts or conduct involving or directed against an employee occur.
2. The actions or behavior involve harassment and intimidation of the employee.
3. The actions or behaviors are persistent and long-lasting.
4. The above-mentioned actions or behaviors cause the employee to underestimate his professional suitability, cause or are intended to humiliate or ridicule the employee, isolate him or eliminate him from the team of colleagues.

Mobbing takes place if all of the conditions indicated in Art. 943 § 2 of the Labor Code the conditions have been met cumulatively. The absence of any of them excludes the recognition that mobbing has occurred. (judgment of the Supreme Court of October 10, 2012, reference number II PK 68/12).

Is there mobbing behavior?

Exercise 2.

Analyze the situations described below and consider whether these behaviors constitute mobbing:

The employee violates his duties.	Conflict between employees in equivalent positions from one team.
Applying control and supervision over the performance of work by employed persons.	Conflict between an employee and his superior. Difference of opinion on the method of operation in a specific order.
Justified criticism of an employee's work.	Conflict during an integration meeting between the director and one of the employees.
Working conditions that do not meet occupational health and safety requirements.	Sending urgent e-mails by the supervisor to employees after working hours and on days off.
Hiding important information that is needed by the employee.	The subcontractor of services blames the manager of the commissioning company for mobbing.

Mobbing

CONDITIONS

- *Closed environment*
- *Duty dependence*
- *Hierarchical structure*

MOBBER

- *Boss*
- *Member of the Board*
- *Supervisor*
- *A colleague from work*
- *Group of people from work*
- *Subordinate*

MOBBER BEHAVIOR

- *Regular*
- *Long lasting*
- *Systematic*
- *Humiliating*
- *Persistent*
- *Unequal treatment*
- *Deteriorating self-esteem*
- *Spreading false information*
- *Giving irrational tasks*
- *Continuous underestimation of the employee's competences*
- *Taking advantage of the position/position*

VICTIM'S FEELINGS

- *Experiencing psychological violence and even life*
- *Feeling of unequal treatment*
- *Deteriorating self-esteem*
- *Health damage, treatment by specialists*
- *Anxiety, depression*
- *...*

Mobbing- types



VERTICAL

The victim is a subordinate, and the mobber is a manager, employer or other representative of the management staff



HORIZONTAL

A mobber is usually a group of co-workers to which the victim of mobbing belongs or depends



ENTERING

The victim is a superior and the mobber is a subordinate or a group of subordinates

Signals of mobbing



VERTICAL

The victim is a subordinate,
and the mobber is a
manager, employer or other
representative of the
management staff

Operating in secret
1:1 situations

Isolating the victim
Inducing others to isolate the victim

Signals of mobbing



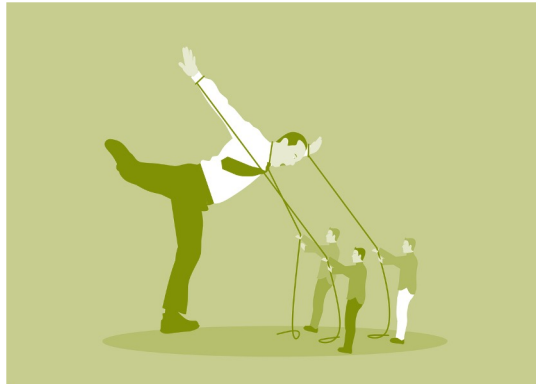
HORIZONTAL

A mobber
is usually a group of co-
workers to which the victim
of mobbing belongs or
depends

Usually several people are mobbers,
a conspiracy of silence

The employer may not be aware

Signals of mobbing



ENTERING

The victim
is a superior and the
mobber is a subordinate or
a group of subordinates

Boycotting a superior's decision

Refusal to follow superior's orders

Mobbing – development phases

1. Preparatory phase.

2. Escalation (victim's fight)

3. Intensification of the mobber's aggression

4. Degradation of the victim

1. Preparatory phase.

2. Escalation (victim's fight)

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Mobbing – development phases

1. Preparatory phase.

Conflict is the most common cause of mobbing.
A well-managed conflict can be a positive signal influencing the development of teams, but a poorly understood/managed conflict may generate a further course of events, especially if the victim is exposed to the wrong person(s) who takes it as a point of honor to get back at them, punish them or show the so-called places in line.

MOBBER BEHAVIOR

interest in the victim,
first mobbing behavior,
burdensome cooperation,
picking on,
searching for weak points,
looking at the victim,
ostracism,
giving signs and signals of conflict,
planning further conflicts, purposeful actions,

VICTIM'S BEHAVIOR

He tries to resolve the misunderstanding amicably, but later realizes the futility of his actions, especially when he encounters opportunism and ostracism from the other side of the conflict. However, at this stage he is unable to realize the threat to his professional position in the organization and define his actions as a manifestation of mobbing.

1. Preparatory phase

2. Escalation (victim's fight)

3. Intensification of the
mobber's aggression

4. Degradation of the victim

Mobbing – development phases

2. Escalation (victim's fight)

Open mobbing behavior while defending the victim. Mobbing behavior undertaken at this stage often encounters resistance and attempts to defend itself on the part of the victim, which in turn usually contributes to enraging the opponent and escalating mobbing activities. As a result of the harassment experienced, questioning of attitudes, behaviors and attempts to isolate oneself from the group, grievances and accusations, slander and accusations, the mobbed employee begins to feel the first more serious psychosomatic ailments such as: stomach pain, fear of work, anxiety, insomnia, headaches, which may lead to increased sickness absence.

MOBBER BEHAVIOR

Attempts to ridicule the employee, gossip, obstructing the performance of official duties, the sole purpose of which is to discredit the employee in the eyes of other members of the organization. Active actions aimed at "proving" his theses, he uses every opportunity to present the victim in a bad light, as a money-maker, a rebel, a wise man, a strange person and even a mentally ill person. The theses he puts forward are not completely reflected in the real situation, they are very "exaggerated".

VICTIM'S BEHAVIOR

The first fears and lower self-esteem, the victim realizes his situation and becomes subordinated to the mobber. He tries to defend himself against the aggression of his persecutor by talking to the mobber, he consults his co-workers about the course of action, but he usually finds neither understanding nor help. Typically, co-workers at this stage try to convince the victim that he or she is exaggerating the situation or that the mobber is "having a bad day today" as an explanation for the bully's behavior.

1. Preparatory phase.

2. Escalation (victim's fight)

3. Intensification of the
mobber's aggression

4. Degradation of the victim

Mobbing – development phases

3. Nasilenie agresji mobbera

Mobbing activities are intensifying.

The mobber's actions are often understood and even supported by other co-workers. For some, the victim's behavior may seem at least strange, irrational and antisocial. Theories disseminated for a long time by a mobber may seem accurate to other employees and properly describe the person.

MOBBER BEHAVIOR

Isolation from the group, not allowing information, degradation in the motivation system, excessive control of the employee's work and behavior, constant and persistent criticism of work (often also private life), attributing to the victim the mistakes of others, not allowing the victim to speak, interrupting the statement, complaining and reporting the victim to higher-level superiors, ridiculing the victim's external appearance, discrediting, ostentatiously ignoring, overloading with too many responsibilities, other ideas of the mobber...

VICTIM'S BEHAVIOR

Worsening of the victim's medical conditions. The victim loses self-esteem, looks for guilt in himself, has the impression that the members of the organization are conspiring against him, feels emptiness, senselessness, helplessness, irrationality of the situation. The victim should draw the employer's attention to the occurrence of mobbing. A reasonable and responsible employer should take specific actions to eliminate mobbing and punish the perpetrator.

1. Preparatory phase.

2. Escalation (victim's fight)

3. Intensification of the
mobber's aggression

4. Degradation of the victim

Mobbing – development phases

4. Degradation of the victim

Mobbing behavior towards the victim is becoming the norm.
All this can lead to serious depression, family problems or even suicide attempts. Long-term harassment causes the employee to become unable to work effectively. He is also usually perceived by other employees as not very useful and effective.

MOBBER BEHAVIOR

Continuous and persistent harassment in every field of cooperation, isolation and persistent proof of lack of usefulness. Sidelining, mental and even physical violence. Negative periodic evaluations of an employee that give rise to the possibility of dismissal.

VICTIM'S BEHAVIOR

The victim reflects on his/her situation and events, which results in an intervention by the employer related to transfer to another position or a settlement between the conflicting parties or termination of the employment relationship. At this stage, the victim is physically and mentally exhausted and therefore seeks specialist help in the field of psychiatry and psychology. At the same time, seeks legal advice in connection with the fear or justified belief that the victim is at risk of dismissal from work.

1. Preparatory phase.

2. Escalation (victim's fight)

3. Intensification of the
mobber's aggression

4. Degradation of the victim

Mobbing behavior

Behaviors that interfere with communication

- Restriction of the ability to speak by a superior
- Constant interruption of speech
- Colleagues limiting your ability to speak
- Reacting to comments by shouting or loudly inventing and railing against others
- Constantly criticizing the work you do
- Constant criticism of private life
- Telephone harassment
- Verbal threats and threats
- Written threats
- Limiting contact with degrading, humiliating gestures and looks
- All sorts of allusions, without being clearly expressed directly

My comment/experience

Mobbing behavior

Impacts that disrupt social relations

- The supervisor's avoidance of conversations with the victim
- Not being given the opportunity to speak up
- In the room where the victim works, moving to a place away from colleagues
- Forbidding colleagues from talking to the victim
- Treated like air

My comment/experience

Mobbing behavior

Działania mające na celu zaburzyć społeczny odbiór osoby

- Speaking ill behind a person's back
- Spreading rumors
- Attempts to ridicule
- Suggesting mental illness
- Referral for a psychiatric examination
- Ridiculing disability or disability
- Parodying the way one walks, talks or gestures in order to ridicule a person
- Attacking political or religious beliefs
- Jokes and mockery of private life
- Mocking nationalities
- Forcing to perform work that violates personal dignity
- Falsely assessing commitment at work
- Questioning the decisions you make
- Calling the victim using lewd nicknames or other expressions intended to humiliate him
- Sexual advances or verbal advances

My comment/experience

Mobbing behavior

Activities that influence the quality of your life and professional situation

- Not giving the victim any tasks to perform
- Picking up work previously assigned to be done
- Ordering pointless work to be done
- Giving tasks below his skills
- Always bombarded with new work to be done
- Orders to perform tasks that are offensive to the victim
- Giving tasks that exceed the victim's capabilities and competences in order to discredit him

My comment/experience

Mobbing behavior

Actions that have a detrimental effect on the victim's health

- Forcing to perform work harmful to health
- Threatening with physical violence
- Use of minor physical violence
- Physical abuse
- Contributing to costs in order to harm the injured party
- Causing psychological damage in the victims' place of residence or workplace
- Sexually motivated activities

My comment/experience

Reasons for mobbing

UNCLOSED CONFLICT

SUPERVISOR'S ERRORS

UNDERESTIGATION OF EMPLOYEES AND WORK RESULTS

DISTRUST TOWARDS SUBORDINATES

EXCESSIVE WORK CONTROL

LIMITING EMPLOYEE CONTACTS

AVOIDING TALKS WITH EMPLOYEES ABOUT DIFFICULT ISSUES AND PROBLEMS WITHIN THE TEAM

VISIBLE DIVISION BETWEEN THE BOSS AND EMPLOYEES

Reasons for mobbing

VICTIM OF MOBBING

PEOPLE WHO CANNOT COPE WITH THEIR ASSIGNED TASKS,
PEOPLE WHO EXPRESS OPINIONS CLEARLY, EVEN UNPOPULAR ONES
YOUNG EDUCATED EMPLOYEES,
PEOPLE OF PRE-RETIREMENT AGE NOT FITTING TO REJUVENATED TEAMS,
PERSONS EXPOSING IRREGULARITIES IN THE COMPANY,
PEOPLE WITH LOW SELF-ESTEEM,

**SUBMITTED
ATTITUDE**

Reasons for mobbing

MOBBER FEATURES

EXTREME EGO

A FEELING OF IRREPLACEMENT

OBJECTION IS TREATED AS A PERSONAL INSULT

RESPONSIBILITY ALWAYS ON THE SIDE OF THE VICTIM

DESTROYING OTHERS RAISES YOUR OWN SENSE OF WORTH

POWER IS THE ABILITY TO DOMINATE AND CONTROL OTHERS

AGGRESSIVE, IMPULSIVE, EXPLOSIVE, UNREFLECTIVE PERSON

**AGGRESSIVE
ATTITUDE**

WHAT ENCOURAGES THE USE OF MOBBING?

SENSE OF IMPUNITY

HIGH PROFESSIONAL POSITION

WANTING TO GET RID OF COMPETITION

Refrain from behavior that may
violate personal dignity.

The effects of mobbing

For the VICTIM

For COMPANY

For MOBBER

For STAFF



Compensation and redress because of mobbing

COMPENSATION

The aim is to compensate for the damage you have suffered as a result of your legally protected goods and interests being violated. You will be entitled to compensation if, due to the situations you have experienced, **you have suffered a specific financial loss** - e.g. loss of an allowance or raise. The amount of compensation depends on factors such as the actual damage suffered - what counts here are accurate calculations, invoices, earning potential in the future (e.g. quickly finding a job) and the so-called lost benefits (what you would have received if you had not been subjected to mobbing), costs of lawyers, specialists, medicines, etc.

SATISFACTION

You can make a claim if mobbing **has caused a health disorder** (a medically documented state of body dysregulation for more than 7 days). Medical documentation is a necessary condition for receiving this benefit. There is no single rate of compensation awarded. The courts determine them based on your calculations. They take into account the duration of mobbing, the health and social losses you have suffered, as well as your future health prognosis. Therefore, these amounts can be up to ten times your monthly salary.

Handling the situation reporting mobbing

Submit a complaint in writing to your employer.

Describe in detail the situations that you perceive as mobbing. Ask them to stop such activities and respond in writing.

Listen/read the report

Take care of confidentiality, space, and be patient. Gather information that may help you resolve the complaint.

Explain your complaint

Refer the matter to the anti-mobbing commission and wait patiently for clarification of the matter as well as conclusions and recommendations

Make a decision

Based on the conclusions and recommendations of the anti-mobbing commission, punish the perpetrator, pay compensation, change the WPA procedure, necessary processes to prevent mobbing in the future

Educate

Plan training for managers and employees to prevent mobbing

Court proceedings

- LAWSUIT BEFORE THE LABOR COURT
- BURDEN OF PROOF ON THE VICTIM'S SIDE
- EVIDENCE
 - victim's testimony
 - witness statements
 - Emails
 - SMS
 - audio recordings
 - video recordings
 - medical documentation
- EMPLOYER'S OBLIGATION – COUNTERACTING MOBBING (PREVENTION)
 - Anti-mobbing procedure
 - Anti-mobbing commission

How to cooperate with employees

MANAGER'S RULES

HONESTY

AUTHENTICITY

INTERNAL MOTIVATION

RESISTANCE TO STRESS

SELF-CONTROL OF EMOTIONS

COOPERATIONAL ATTITUDE

LISTENING SKILLS

ABILITY TO ASK QUESTIONS

THE ABILITY TO MOTIVATE OTHERS

TEAM BUILDING SKILLS

ANTI-MANAGER

- LACK OF SENSITIVITY, ROUGH BEHAVIOR
- COLDNESS, AROGANCE, RESTRAINCTIVITY, BREACHING SECRETS, ABUSE OF TRUST
- EXCESSIVE AMBITIONS, PLAYING POLITICS
- EXCESSIVE CONTROL, LACK OF DELEGATION
- INABILITY TO BUILD A TEAM
- SELECTION OF WEAK AND INEFFICIENT EMPLOYEES
- DIFFICULTIES WITH STRATEGIC THINKING
- LACK OF FLEXIBILITY
- OVER-DEPENDENT ON YOUR MENTOR

SCHEME OF WORK WITH EMPLOYEES

- **ASSIGNING TASKS**

- SMART GOAL
 - SPECIFIC
 - MEASURABLE
 - AMBITIOUS
 - REAL
 - TIME-DEFINED

- **MOTIVATION**

- CHALLENGES, AUTONOMY, RESPONSIBILITY
- APPRECIATION, DISTINGUISHMENT
- PRIZES, MONEY

- **CONTROL, ACCOUNTING**

- CLEAR RULES
- FEEDBACK
- ACCEPTANCE OF ERRORS
- SUPPORT

EFFECTIVE CONVERSATIONS WITH SUBJECTS

- CONSENT TO INTERVIEW
 - BEING PRESENT
 - TIME RESERVATION
 - APPROPRIATE CONDITIONS
- EXPLANATION OF INTENTION
- CONFIDENTIALITY, TRUST
- NO ASSUMPTIONS
- OPEN, DEEPENING QUESTIONS, QUESTION FUNNEL
- CLARIFICATION
- FEEDBACK INFORMATION
 - FACTS
 - MY EMOTIONS
 - DETERMINING THE SCENARIO

Assertive messages

“Just 'NO' is not assertiveness yet.”

quote from the web

ATTITUDES in social behavior

SUBMISSIVE



- Self-incrimination
- I'm weak
- I'm worse
- You are better
- You know better
- My opinion doesn't count
- I agree on everything
- I'm sorry for everything
- I reflect on my failures for a long time

ASSERTIVENESS



- I have my opinion
- I often share my opinion,
- I'm happy to share my ideas,
- I propose solutions without imposing,
- I'm part of the team
- My opinion is important
- I have advantages but also disadvantages,
- I make mistakes just like everyone else
- I agree if I accept,
- I can accept criticism

AGGRESSION



- **Only my opinion counts**
- **Others should listen to me**
- **There are always others to blame**
- **In a group I command and give orders,**
- **Others are worse than me**
- **My job is to control others**
- **I don't propose solutions, I create them.**
- **I often tell others what they must or should do,**

ASSERTIVE COMMUNICATION

1. First impression – the image of a strong, self-confident, independent person,
2. Non-verbal communication – handshake, gaze
3. Fit – open, friendly attitude, positive reception, inspiring trust,
4. Conversation – clarity, certainty of expression, appropriate emphasis and tone of voice, loud and clear,
5. „I” message - taking responsibility,
6. „YOU” message, impersonal speaking, generalization (business, management, them, others) - avoiding responsibility,

ASSERTIVE COMMUNICATION in difficult conversations

1. Preparing for the interview
2. Talking about facts
3. Setting boundaries, referring to principles, rules,
4. Broken record
5. Re-establishing boundaries
6. Trying to break/change
7. Closing the conversation

Difficult situations

Difficult manager situations

- Calmness/control of emotions
 - Listening
 - SilenceInquiring
 - Rules Reference
 - Conversation
 - A specific/decisive reaction
-
- Team/situation control
 - Employee comfort and safety
 - Keeping an eye on the atmosphere/rules
 - Summary of the situation in writing



Extraversion



Introversion

Sensing



i**N**tuition

Thinking



Feeling

Judging



Perceiving