

Josh, This is from the Control Therapy Lecture 37-41

<https://controlresearch.net/support-files/CONTROL-THERAPY-LECTURE-TEMPLATE.pdf>

. This describes the modes of control (assertive and yielding and how to use them. 3 pp on assertive; then 3 pages on yielding

MODES OF CONTROL

slide

- *Does a sense of control always involve making changes to meet your needs and desires (an assertive, change mode of control)?*
- *Can it sometimes involve learning to accept and be at peace and in harmony with “what is” (a yielding, accepting mode of control)?*

*courage to change
the serenity to accept*

--Reinhold Niebuhr.

end slide

Overview. The second part of a Control Profile is the four modes of control. This work, developed in the late 1970's (*cf Precision Nirvana, 1978*), involves four scales on the SCI (Scales 4 to 8) which reflect characteristic cognitive and/or behavioral styles of responding to control-related issues: positive assertive (change), positive yielding (acceptance), negative assertive (overcontrol), and negative yielding (too little control or helplessness).

An **assertive, change mode of control** can be positive (striving for excellence, self-improvement) or negative (overcontrol, perfectionism). Similarly, a **yielding, accepting mode of control** can be positive (at peace with self, gratefulness for what you have) or negative (passivity, helplessness). This gives us the following four-quadrant model—as shown below.

The positive assertive scale (quadrant one) measures an individual's self-description in terms of ability to use an active, altering mode of control to change the environment, others, and/or oneself. It includes descriptive words and phrases such as 'decisive,' 'communicating needs,' and 'leading.' The positive yielding mode (quadrant two) involves knowing when a sense of control can better come from letting go of active control. Its descriptive words include 'patient,' 'trusting,' 'accepting.' Negative assertive (quadrant three) is sometimes referred to as "overcontrolling." It involves efforts at active change, pushing inappropriately, often in an aggressive or hypervigilant manner, based on inaccurate (sometimes even irrational) assumptions such as the notion that continuing active assertive efforts (in certain uncontrollable situations) will eventually lead to the desired outcome even when so far such efforts have failed or only made things worse. Descriptive words include 'dogmatic,' 'aggressive,' 'manipulative.' The fourth mode of control, negative yielding (quadrant four), involves thoughts and behaviors that reflect a sense of helplessness and lack of control when in fact control might be realistically asserted. Descriptive words include 'indecisive,' 'manipulated,' 'timid.'

start slide

A FOUR-QUADRANT MODEL OF MODES OF CONTROL

<p>POSITIVE ASSERTIVE</p> <p><i>Assertive, Change Mode of Control</i></p> <p>(Quadrant One: Q1)</p>	<p>POSITIVE YIELDING</p> <p><i>Yielding, Accepting Mode of Control</i></p> <p>(Quadrant Two: Q2)</p>
<p>NEGATIVE ASSERTIVE</p> <p><i>Overcontrol</i></p> <p>(Quadrant Three:Q3)</p>	<p>NEGATIVE YIELDING</p> <p><i>Too Little Control</i></p> <p>(Quadrant Four: Q4)</p>

end slide

Let me ask you to free associate to the term “control”... what comes to mind? For some, it may be terms like “empowerment” and “taking charge.” These are clearly Positive Assertive Quadrant One; for others, terms like manipulation, control freak, coercion, power trip might arise, which represent Negative Assertive, Quadrant Three. What we often find in this exercise is that all of us have both positive and negative associations with the term control, and these can be understood in a more nuanced way by distinguishing between positive assertive and negative assertive.

Now, please take a moment to free associate about the opposite of control—i.e, lack of control. For example, terms like helpless, vulnerable, and powerless are characteristic of Negative Yielding, Quadrant Four. Interestingly, when we think of the **opposite** of control, in our culture, we often think of quadrant four, negative yielding terms, which is why the quadrant two box, positive yielding control, often remains empty in this exercise.

Positive Yielding: The Way of Water. A frequently asked question is “*Isn’t positive yielding/acceptance, even though you call it positive, really passivity or fatalism, a kind of giving up?*” To answer this question, it can be helpful to make a distinction between negative yielding (quadrant four) and positive yielding (quadrant two). For example, in the philosophy of Lao-Tzu, the highest form of control is symbolized by water, which, when confronted by an immovable rock, does not try to bulldoze through the rock, but accepts the rock’s position,

yields and goes around. Lao-tzu points out that this “way of water” is actually very powerful—witness the way water eventually wears away rocks.

Another example is the Chinese story of the origins of the philosophy of Judo, which is purported to have been discovered while watching snow fall on two different trees. A larger tree stood solid, strong, and unyielding while the snow piled upon its branches. After a while the snow became so heavy that the branches cracked under the weight. Meanwhile, the smaller tree also grew heavy with snow, but its branches were limber and merely bowed and yielded to the greater weight, gradually bending to the ground, casting off the snow, and returning to their original position. The smaller, more flexible branches survived the winter; the tree that yielded proved the stronger in the end.

Take a moment and think if there is an example in your own life when positive yielding/acceptance might be a wise course of action: “the serenity to accept.” Western expressions that emphasize this mode include: don’t make a mountain out of a mole hill: in other words, keep a perspective on what is important, and be able to let small things go. In terms of body self-image, for example, might there not be wisdom at a certain point in life in developing self-acceptance of who we are (e.g., our height!); or giving way to a driver who has seized the right of way unfairly in a situation which otherwise might result in an accident. Sometimes, to yield and accept in a situation can show great wisdom, and decrease our pain and suffering, in a way not at all related to fatalism or giving up in a negative sense. Positive yielding can decrease stress and unnecessary suffering, and increase calmness, serenity, and a positive sense of control.

The modes of control can be both a goal and a means to the goal. Just for clarification, it should be highlighted that utilizing a positive mode can be both a goal, and a technique. For example as a goal, a client might say, “I want to clearly and nonreactively express my dislike of the way my mother in law belittles me. I want to do this with calmness, yet firmness, using right speech.” This is a therapeutic goal framed primarily in positive assertive change terms. The intervention to achieve this goal might include role playing, relaxation techniques, and practicing right speech to improve communication with mother-in-law, techniques involving both positive assertive and positive yielding modes of control in the service of reaching the chosen goal.

Cultural and Gender Sensitivity.

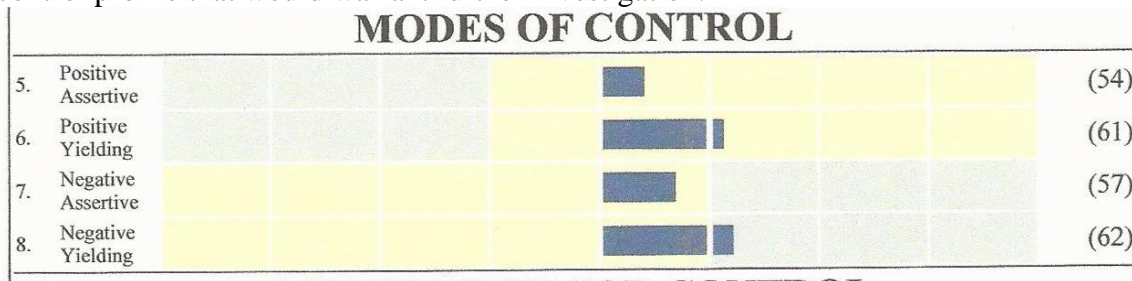
It is also particularly important to be sensitive to issues of culture and gender in terms of how we assess whether control actions are viewed positively or negatively.

For example in the United States, the active, assertive mode of control is emphasized, such as in the aphorism, “The squeaky wheel gets the grease.” In Japan, a more yielding, accepting mode of control involving group harmony is often emphasized, such as in the aphorism, “The nail that sticks out gets pounded” or “The person who raises their voice first loses the argument.”

Further, have you experienced or can you think of examples where the same assertive behavior might sometimes be viewed or labeled differently depending upon whether it was done by a man or a woman (e.g., leadership, positive assertive quadrant one versus bossy, controlling, quadrant three?). Conversely, can you think of examples where positive yielding and acceptance might be seen as healthy wisdom and restraint in a woman, and as inappropriate passivity and timidity in a man?

Mode profiles: clinical.

You can see in the slide below the modes aspect of a control profile. This is the same subject whose *overall sense of control* we saw in a previous slide. This person has a high positive yielding sense of control (in a good way) but also a high negative yielding score as part of his control profile that would warrant further investigation.



Research on the four clinical groups discussed earlier, that the modes can help distinguish between different clinical disorders. For example, the generalized anxiety disorder group had the highest negative assertive quadrant three, the depressed group the lowest positive assertive quadrant one; and the borderlines group the lowest positive yielding quadrant two score.

Content analysis of mode speech.

It is helpful to listen to client speech (as well as one's own) for examples illustrating the four different modes.

Below is a slide showing

EXAMPLES OF CONTROL SPEECH FOR THE FOUR MODES OF CONTROL

QUADRANT 1—POSITIVE ASSERTIVE: ACTIVE, ALTERING, MODE

1. *Active Assertive Positive.*

This refers to words that show instrumental activity in a positive way toward the accomplishment of something—goal oriented, self-starter, independent. They involve a concept of doing, of activity, of motion.

EXAMPLES: I am going to go on a diet to try to lose weight.
I'm working hard to influence my senator to vote to ban CFC.

QUADRANT 2—POSITIVE YIELDING: LETTING GO, ACCEPTING MODE

2. *Yielding, Letting Go Positive.*

This refers to the positive aspects of acceptance, yielding, softness, gentleness, and nurturing. There is more a sense of stillness here, of quiet, of softness, of being.

EXAMPLES: I am able to accept that I am never going to lose weight.
I have learned to accept that I can never change her.

QUADRANT 3—NEGATIVE ASSERTIVE: OVERCONTROL

3. *Active (Overassertive) Negative (Overactive/Overcontrol).*

This refers to too much activity, too high control, a sense of aggressiveness, a certain ruthlessness, a Machiavellian quality, a high agitation, an insensitivity, and a selfishness.

EXAMPLES: I am unable to delegate responsibility and end up trying to control everything.
She is an overprotective parent.

QUADRANT 4—NEGATIVE YIELDING

4. *Overyielding, Negative (Too Little Control).*

This refers to too low activity, a mushiness, an overpassivity, a diffuseness, undifferentiatedness, helplessness, and hopelessness.

EXAMPLES: I accepted his offer, but then felt like a victim.
I let everybody boss me around.
