

# The Man Matrix

## The “Real” Man



The Rock

The Rock



The Boss

The Boss



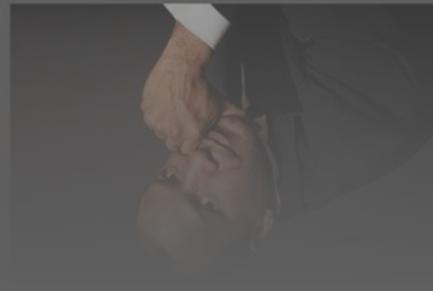
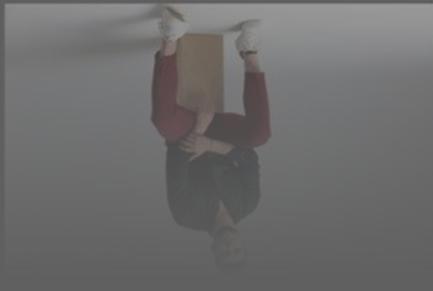
The Champion

The Champion



The Great Leader

The Great Leader



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## Disclaimer

THE MAN MATRIX is an attempt to create a different set of axes on which to evaluate and assess men’s behaviour. It accepts the validity of individual men’s neurological and psychological makeup as something that does not need to be changed. It aims to generate a set of distinctions between men based on personality styles, along with a broader understanding of men’s psychospiritual development process—both for men themselves, and for women seeking to understand men.

The language and pronoun use focuses on cis-heterosexual men and assumes the interest of cis-heterosexual women, for reasons explained elsewhere. It may equally be used by parents, friends or colleagues of those men, and by people of any gender who find it useful and relevant.

The information in this report is intended as a reference, or map, that offers a particular way of assessing the landscape. No statement purports to be the absolute truth. It should be viewed holistically and as a means for supporting individual growth, not as “evidence against” nor as a means to “alter him”. You are invited to treat it in that way and to use it with intelligence and compassion.

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## PERCEPTION

## How people see you

PEOPLE’S FIRST impression of you will most likely be physical. And it probably won’t be your beauty and elegance that strikes them, so much as some variation of strength, solidness, and a low centre of gravity. If you’re tall, you probably won’t be lean, but big and imposing. Tall or short, and even in the odd case when you’re more slightly built, you’ll give the impression that you’re rooted to the ground in some way. If someone had to imagine trying to push you out of their way, they’ll quickly realise that they’ll have better luck with a tree. In a crowd of people you’ll be the one that nobody messes with or tries to shove out of their way. *Good luck to them.* That will be the air that you give off.

Your personality will match your physical presence. You’ll be down-to-earth, and proud of your tell-it-like-it-is, no-airs-and-graces approach to life and people. You’ll wonder out loud why people are so sensitive and need to beat around the bush so much. Why can’t they just be straightforward, the way you are? Your dress style will most likely be just as no-nonsense. You certainly won’t be a dandy.

To say that you’re determined will be an understatement to the point of being sarcastic. If someone describes you as determined, they’re probably using it as a euphemism for stubborn.



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Your response would be, *Why beat around the bush like that, why don’t you just say it?* Indeed, it will be difficult, if not impossible, for anyone to provide you with any kind of explanation that makes a difference to your thinking. Not only on the subjects just mentioned, but on almost any matter.

If you think something, it stays thunk. It even makes that sound when it comes out of your mouth. Thunk. Because you will speak it. You will say what you think. And you’ll believe that if it arose in your head and came out of your mouth, then it must be true. Thunk. Yes, you stand on your right to be right like nobody else. You totally believe that everybody should just do things the way you tell them to. Then everything will be fine. You like to be in control and tell people what to do.

Indeed, the word “do” will feature strongly in your vocabulary, and your solutions to everything, even complex political issues, for example, will be entirely practical. If there are riots in the streets, you won’t be found talking in the abstract about what people’s grievances might be, and what might have caused them. You’ll be more like, “Here’s what the government should do...” There’s the word “do.” Or, if you’re on the side of the rioters, you’ll have some suggestion for what they should *do* instead to resolve the issue that they’re protesting about.

## BLIND SPOT

## Why you drive people crazy

**The “Real” Man** Every man’s strength, when he overplays his hand, becomes a weakness. You’re no exception. Your certainty can—and more often than not, will—show up as stubbornness. However, yours is not the academic stubbornness of the “Learned” Right Man, nor the moral stubbornness of the “Strict” Right Man. Your stubbornness is based on nothing other than the fact that the thought, idea or decision arose in your own mind. Think. Therefore, it is so. There is no other possibility. There can be no other way. You will defend it to the death, and the people opposing you will give up when they realise that. Having a debate or discussion with you can therefore be exhausting, exasperating, even totally disheartening.

Your need to control the way things are done can have a similar effect on the people who work with or for you. There is evidence that people who are micromanaged experience the same levels of cortisol—the stress hormone—in their brains as soldiers in the trenches during World War I. Psychologically, people need autonomy as much as they need fresh air to breathe. They need to feel that they’re involved in making decisions—at least some decisions. Most often, people would rather be involved in the decision, and get it wrong, than be told what to do all the time. This may be the hardest thing for you to see, accept, and apply.

If you look at things systemically, you might find that you take up all the “confidence” space, “decision” space and “certainty”



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space in any given system, and thereby leave no room for others to express those things. Let’s put this another way: would anyone dare make a joke in the presence of a professional comedian? Precisely. So, whether it’s the family system or your team at work, you’re likely to so dominate those spaces—confidence, decision-making, certainty—that there’s no room for anybody else to even find those things in themselves, let alone express them. So, you might get angry that your kids aren’t developing those qualities. In the workplace you might find it frustrating that it’s all up to you. Yet you might not see the way in which, by so dominating those areas, you create and reinforce a state of learned helplessness. It’s a self-fulfilling prophecy, and you’re the prophet.

You may be difficult to get through to when your approach is deemed to be a problem. If you get feedback from your wife or partner about the way you treat the kids, for example, your two responses are likely to be, firstly, that you do so much for them—*I bend over backwards for them!*—and secondly, that they should just toughen up and deal with it, the way you had to, the way everybody does. After all, is there any other way to be? You won’t want to know that there might be another way. You might give the same response to feedback from your line manager or from the HR person at work following a complaint about your approach. In both cases, you might scare off your challenger, which by the way is not a victory.

## DEVELOPMENT

## Your journey through the four stages of maturity

**The “Real” Man** The journey to maturity for every man involves the establishment of the ego and its inevitable dark side, or shadow, followed—hopefully—by the integration of that shadow. As described in the Man Matrix introduction, a man’s shadow effectively contains the data belonging to that one element of life that he tries to avoid or escape from, and which he tries to deny in himself. For the “Real” Man, the thing that you’re trying to avoid is any form or sign of weakness in yourself and, tied to that, any loss of control of a situation to other people.

As a child, you may have experienced having to take care of yourself—and possibly your siblings and even a parent—from very young. You will have discovered that if you’re forceful enough, you get your way, even with adults, and that became your modus operandi. You probably tested your approach on your siblings and perfected it on the bullies in the schoolyard. You’ll have learned that there’s no room in that setup for even a hint of vulnerability, weakness, or uncertainty, not even towards yourself, and that you can crowd it out by sheer force of will, and by not thinking twice.

As an adult, you’ll continue to avoid any such vulnerability by asserting your authority as quickly and as absolutely as you can. This will provide the theme for your rebellion during the red stage, and for your criticism of the world during your



white stage. For example, you’ll criticise people who you believe are soft, wishy-washy and indecisive, and who therefore beat about the bush and don’t say what they mean or do what they say. Any such weak or indecisive behaviour by yourself will not be permitted or, in the unlikely event it ever occurs, denied.

As you mature, you’ll subconsciously gather evidence that proves you wrong—yes, wrong. In other words, you’ll accumulate data as a result of contradictory life experiences that the world is different from your childhood universe. At first, you won’t pay too much attention to this data, but eventually it will start to break through. You’ll have some undeniable feedback from life in the form of people or experiences—things that happen. Something in you will recognise that you no longer need to defend yourself in the way that you did back then. In other words, it’ll gradually dawn on you that you can acknowledge your own vulnerability, and that of others, and you’ll still be OK. If you accept and integrate this shadow data, you’ll progress to the point where your strength comes from understanding vulnerability, and not denying it.

In short, the great arc of your journey is going to be one of accepting the reality of people’s vulnerability, including your own, and recognising that one’s strength is not diminished, but can instead be enhanced, by its presence.

Invite people to support your growth by sharing this information.



**“Will you be my unicorn?”**



**What “I’ll alter him” shifts you can (and shouldn’t) expect from me**

**The “Listening” Sensitive Man** As my partner, colleague, parent or friend, you’ll probably recognise and hopefully appreciate my forthrightness and that awesome protective “provider” power that is my hallmark. Yet, you might sometimes wish that I would somehow miraculously transform into a more sensitive, creative, reflective, flexible and perhaps even socially sophisticated version of myself. These “missing” elements may lead you to compare me negatively with the types of men that do demonstrate those patterns of behaviour.

For example, you might wish that I would be more willing and able to allow challenge and feedback from others, as the “Listening” Sensitive Man would, instead of just batting it off instantly. You probably also wish that I would not only allow feedback, but actually take it in and process it, and let some of it stick, which the “Strict” Right Man might do. Or if I could only recognise analogy and engage in abstract reasoning, which is the domain of the “Creative” Sensitive Man, instead of reducing everything to a practical answer. There’s a lot here. You might like me to have even a reasonable level of doubt, perhaps not quite as much as the “Cautious” Ideas Man, but close. And finally, you might desperately wish I would read social cues and respond with greater subtlety and charm, which is a key trait of the “Winning” Best Man.

The bottom line is, I’m not going to “change” into any of those types of men. In fact, the more you try to “alter” me, or in other words try to get me to “change into” one of those types of men, the more likely I am to dig in my heels and resist.



That said, you might have a point, and so I might learn to take on one or two of those men’s behaviours from time to time. Yes, I might try being less certain that if an idea arose in my own mind, it must be the absolute truth. I might allow feedback and even take it on, and let other people lead, and not say things that don’t need to be said, and learn that none of these is a life-or-death matter.

While there’s some of this I could start doing right now, it will happen naturally as a result of maturity. It’s what the process of integration is all about. After all, maturing and integrating is about becoming less one-sided. It’s about not treating every situation in the same way, based on my own fears, but instead treating each situation on its own merits. So, if you’re supporting me on that journey, you can drop a few hints along the way, and be patient. :)

Meanwhile, here are some things I’m going to keep doing, as well as things I’ll consider doing more of, and doing less of:

**Things I’ll keep doing:**

**Things I’ll do more of:**

**Things I’ll do less of:**

## Get the full report!

Get the full report to learn more about:

1. How you see the world (your dominant worldview);
2. Why people like you (your gifts / offerings);
3. Your core fear (the underlying driver of much of your behaviour);
4. A full 8-page report on your journey through the four stages of maturity;
5. Two more “handouts” containing information you can share with others:
  - a. What you look for in a partner / colleague / friend and what they can do to “win you over”;
  - b. What you can ask of others to support you on your journey to maturity;
6. Plus a set of self-coaching questions.

**Yes, take me there!**



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