



Life Style Inventory Leadership Effectiveness Circumplex Defined

Humanistic-Encouraging - The 1 O'clock Position

Measures our investment in people, our tendency to care for others, and our ability to encourage them to improve. Humanistic-Encouraging people are accepting of themselves, and accept others for who they are – without question or criticism. This acceptance enables people to grow the most and take greater responsibility for themselves.

Affiliative - The 2 O'clock Position

Measures our degree of commitment to forming and sustaining satisfying relationships. This style represents a need for social interaction and interpersonal contact. Affiliative people seek out, establish, value, and maintain close associations with others. These individuals appreciate people and enjoy being in the company of others. In fact, they tend to be most comfortable when among those with whom they have established strong emotional and social ties. Family, personal and business relationships are all equally important to affiliative people. Others tend to see them as warm, trusting and socially skilled. They share their thoughts and feelings easily, and help others to feel important and worthwhile.

Approval - The 3 O'clock Position

Measures our need to be accepted by others to increase or sustain our feelings of self-worth. While our desire to be approved of is natural, problems occur when approval-seeking becomes a need, and ultimately our standard way of interacting with others. When we need approval, we typically try to please everyone but ourselves. An excessive need for approval is essentially an “emotional give-away” - in the interest of being liked and accepted, we “give away” our beliefs, values, goals, sense of personal worth, direction in life, and ability to make our own decisions

Conventional - The 4 O'clock Position

Measures our tendency to act in a conforming way. While some conformity is necessary in life, too much can be restrictive. The conventional style represents a preoccupation with adhering to rules and established procedures, maintaining a low profile, and “blending in” with our particular environment to avoid calling attention to ourselves. When we rely on established routines to determine how we do things, we risk losing our sense of uniqueness and individuality.

Dependent - The 5 O'clock Position

Measures the degree to which we feel our efforts do not count. Dependent behavior originates in a need for security and self-protection: dependent people typically feel that they have very little control over their lives. This type of behavior may be long-standing, or due to temporary life changes such as a new job, a promotion, an illness, or the break-up of a close relationship. When dependent behavior occurs as a result of a temporary life change, the feelings of dependency tend to diminish as the particular situation is resolved.

Avoidance - The 6 O'clock Position

Measures our tendency to use the defensive strategy of *withdrawal*. We do this by hiding our feelings, or by shying away from situations we find threatening. We may use this behaviour when we face something different, such as a new environment or a problem we have no experience in solving. Whether or not avoidance behaviour becomes extreme depends upon the nature of what we perceive as threatening. Avoidance-orientated people feel a strong need to protect themselves by steering clear of anything that threatens them. These individuals prefer to stay well within their self-imposed “comfort zones,” and do so by playing it safe and avoiding risks.

Oppositional - The 7 O'clock Position

Measures our tendency to use the defensive and aggressive strategy of disagreeing with others, and to seek attention by being critical and cynical. While clarifying and refining ideas by asking probing questions can be a valuable skill, oppositional people often use it destructively. Instead of using questioning techniques to gain information or improving something, oppositional people typically choose to verbally assault others to gain feelings of importance and self-satisfaction. Oppositional people typically love to argue. A strong need for recognition prompts them to respond to others with skepticism and sarcasm. This behaviour may mask a fear of getting too close to people. By behaving in ways that cause others to become defensive, oppositional individuals can succeed in pushing people away.

Power - The 8 O'clock Position

Measures our tendency to associate our self-worth with the degree to which we can control and dominate others. Individuals who seek power are motivated by a need to gain prestige, status and influence: they achieve false, temporary feelings of self-worth by striving to be “in-charge” at all times. Power-seekers typically lack confidence in others, and believe that force, intimidation and coercion are necessary to get results. Power-orientated motives prevent the formation of healthy relationships: in fact, those who consistently seek power tend to experience an increasing sense of alienation from others. The true sense of “power” that comes from knowing how to do the job, from being respected by others, and from getting results *is not* what is measured on this scale. Rather, the Power style is characterized by a need to control merely for its own sake, to establish feelings of self-importance

Competitive - The 9 O'clock Position

Measures our need to establish a sense of self-worth through competing against and comparing ourselves to others. While it is largely encouraged and accepted as a measure of success, competitive behaviour *is not* an effective predictor of achievement in business, sports, or life in general: in fact, studies have shown that people who come out ahead in competitive situations focus on *performance excellence*, or the *process* of doing well, rather than on the end result of winning. Competitive people compete to overcome doubts about themselves and their abilities. Competitors attach their sense of self-worth so securely to winning and being seen as “the best” that they set up “all or nothing” situations for themselves. They tend to see most everything as a contest, and consistently strive to “beat” others, regardless of the consequences. Competitive people risk becoming so preoccupied with winning that they are distracted from the task at hand, and easily lose sight of their values and beliefs.

Perfectionistic - The 10 O'clock Position

Measures the degree to which we feel a driven need to be seen by others as perfect. A dramatic difference exists between the act of perfecting something and the concept of perfectionism. Rather than working to make things the best they can be, perfectionists *need* to seek flawless results. They perform at a very high level to attain feelings of self-worth. Perfectionism originates in a fear of failure: perfectionists tend to believe that unless they are “perfect,” they are nothing. Although we frequently think of perfectionism as a contributing factor in attaining excellent results, it is actually self-defeating. Perfectionists typically work unceasingly on tasks and set unrealistically high performance standards. Since their drive for perfection practically guarantees failure, these individuals tend to remain dissatisfied with even their best work. Nothing is ever good enough for perfectionists.

Achievement - The 11 O'clock Position

Measures a way of thinking that is highly associated with personal effectiveness. Scores for this style indicate our interest in, as well as our proficiency at, attaining high-quality results on challenging projects. In many ways, the Achievement style characterizes the most constructive approaches to work. Achievers are motivated to succeed by their own values and beliefs. They know they can improve things, and do not hesitate to act on this knowledge. Achievers tend to find their work highly rewarding. They are most interested in getting the job done and in doing it well. These individuals often possess the skills necessary for effective planning and problem-solving.

Self-Actualizing - The 12 O'clock Position

Measures a way of thinking that results in the highest form of personal fulfillment. Becoming self-actualized is the final step in one's growth and maturation process. This style is characterized by an unusually high acceptance of self, others and situations “as they are.” Self-actualized people are creative and imaginative, and take a unique approach to life. Individualistic by nature, self-actualized people have a strong interest in working to become everything they are capable of being. They have a healthy sense of self-worth, a strong curiosity about people and things, and an acute awareness of both their own actions and others' feelings.

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