# The Circumplex --In Other Words

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2011









The Conceptual Framework:

The

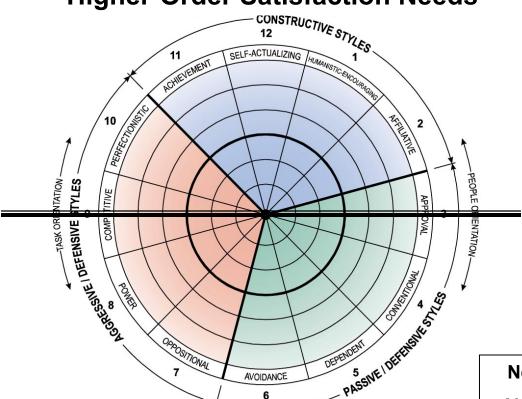
Circumplex

Cooke & Lafferty (1987)
based on
Louis Guttman (1954)
Timothy Leary (1957)



### Satisfaction versus Security Needs

### **Higher-Order Satisfaction Needs**



The state of the s

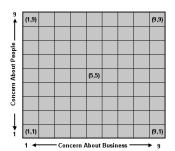
**Lower-Order Security Needs** 

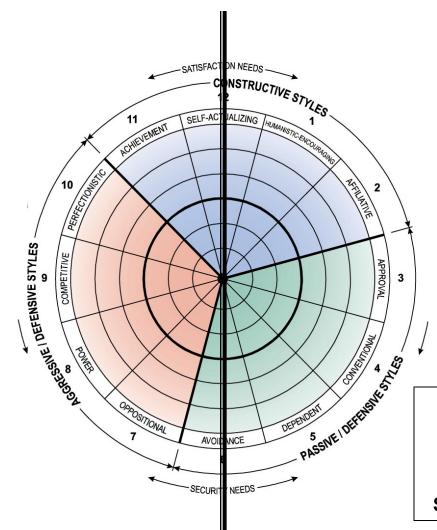
Needs Hierarchy from Abraham Maslow (1944)



### Task versus People Orientation

# Task Orientation





People Orientation

**Leadership Factors from** 

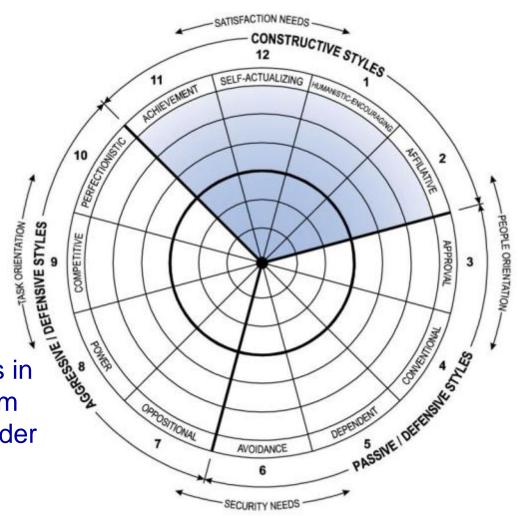
Hemphill & Coons Stodgill (1957) Blake & Mouton (1964) Seashore & Bowers (1966)



### The Constructive Styles

- Achievement
- Self-Actualizing
- Humanistic-Encouraging
- Affiliative

Interacting with others and approaching tasks in ways that will help them to meet their higher-order satisfaction needs.

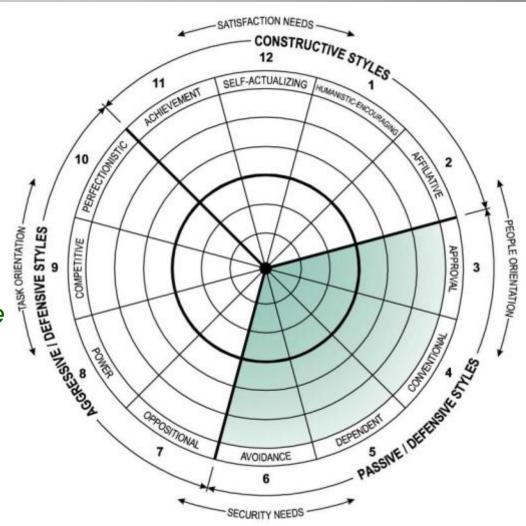




### The Passive/Defensive Styles

- Approval
- Conventional
- Dependent
- Avoidance

Interacting with *people* in self-protective ways that will not threaten their own *security*.

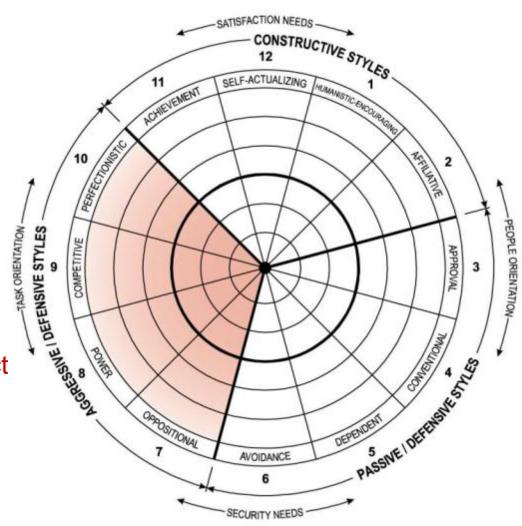




### The Aggressive/Defensive Styles

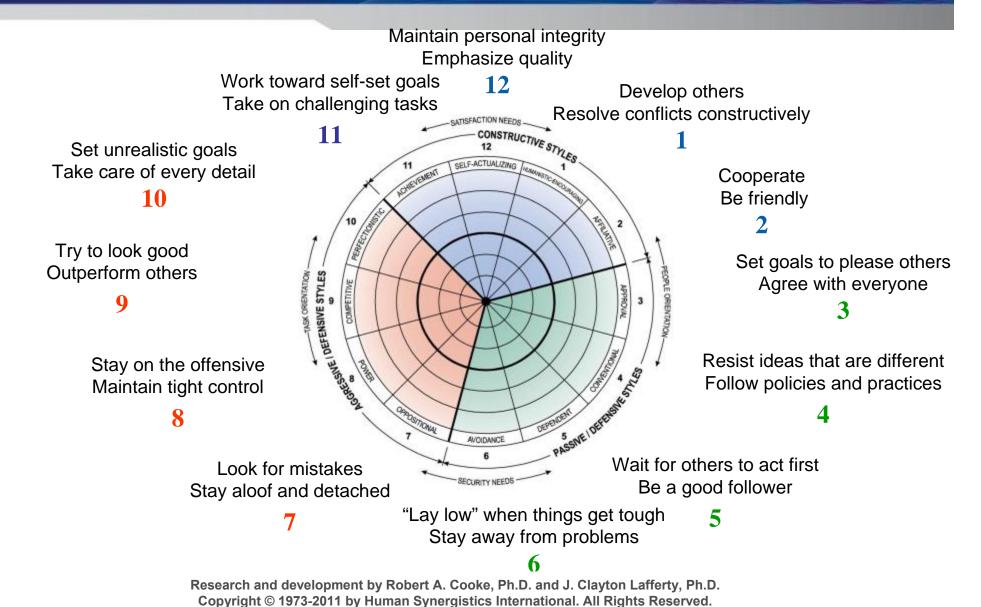
- Oppositional
- Power
- Competitive
- Perfectionistic

Approaching *tasks* in forceful ways to protect their status and *security*.





### **Cultural Norms and Behaviors**

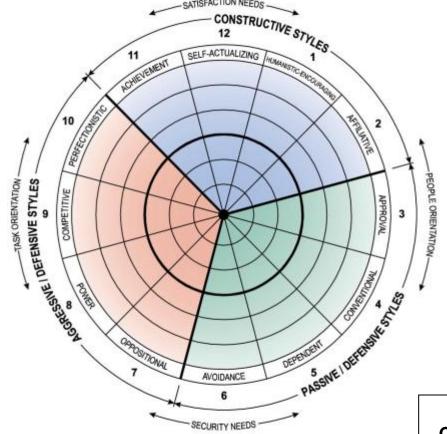




## Conceptual Framework: The Circumplex Clusters

### Constructive

Aggressive/ Defensive

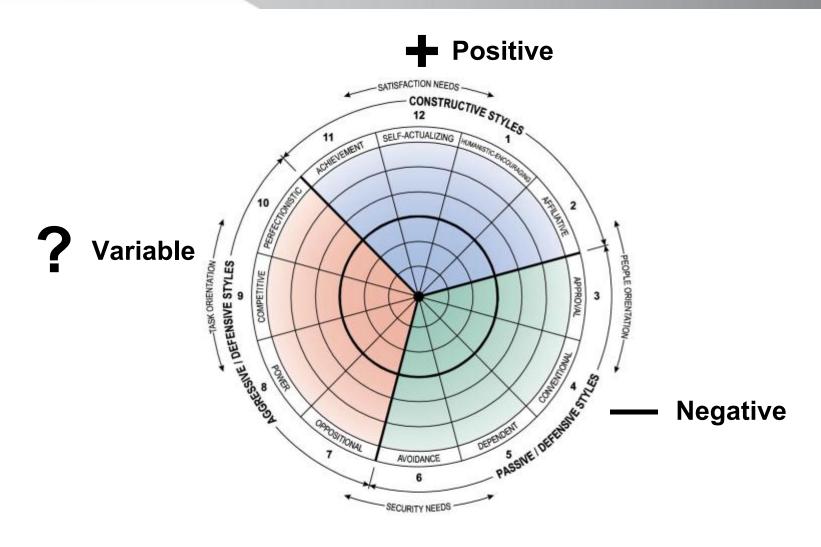


Passive/ Defensive

Profile Clusters from Cooke & Rousseau (1983)

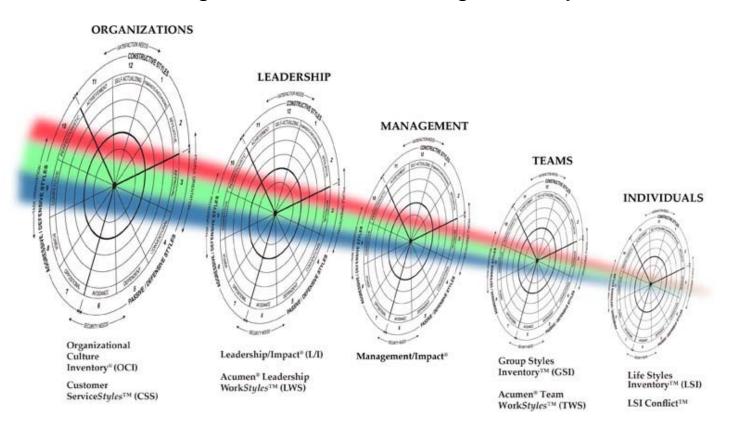


### Impact on Outcomes across Levels





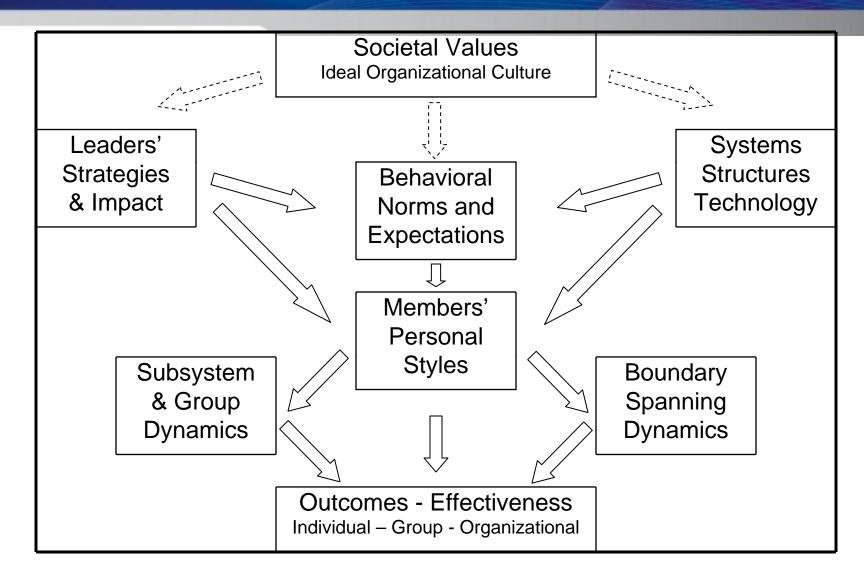
### Integrated Multi-Level Diagnostic System



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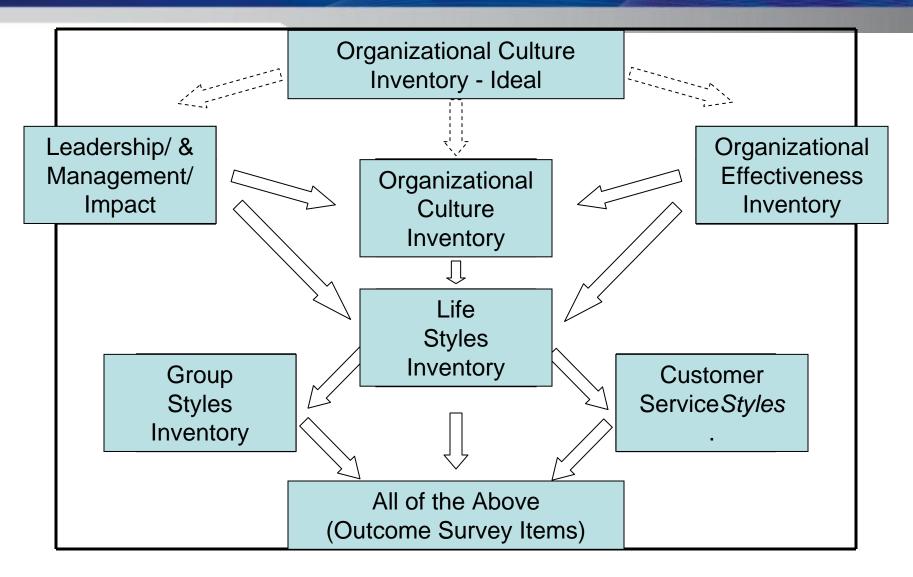


### **Connections between Systems Levels**



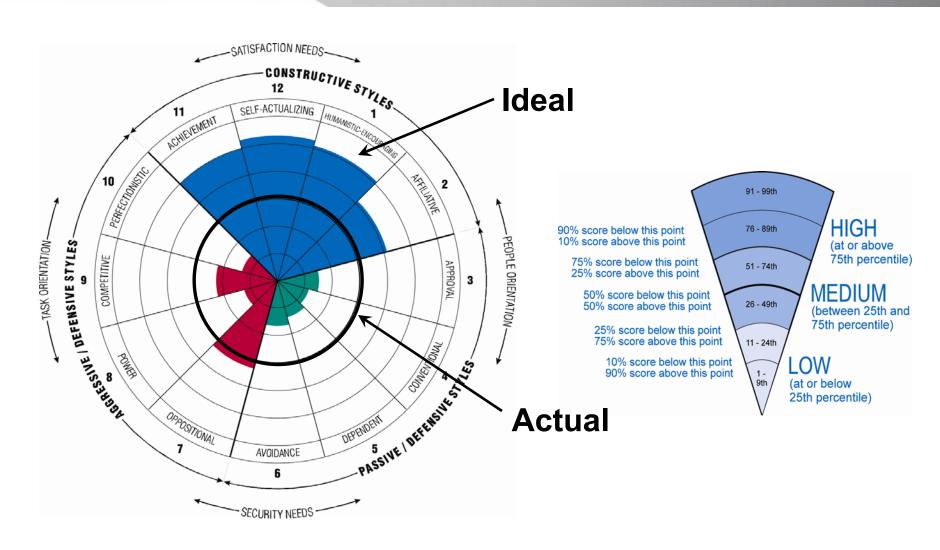


### **Integrated Diagnostic Tools**



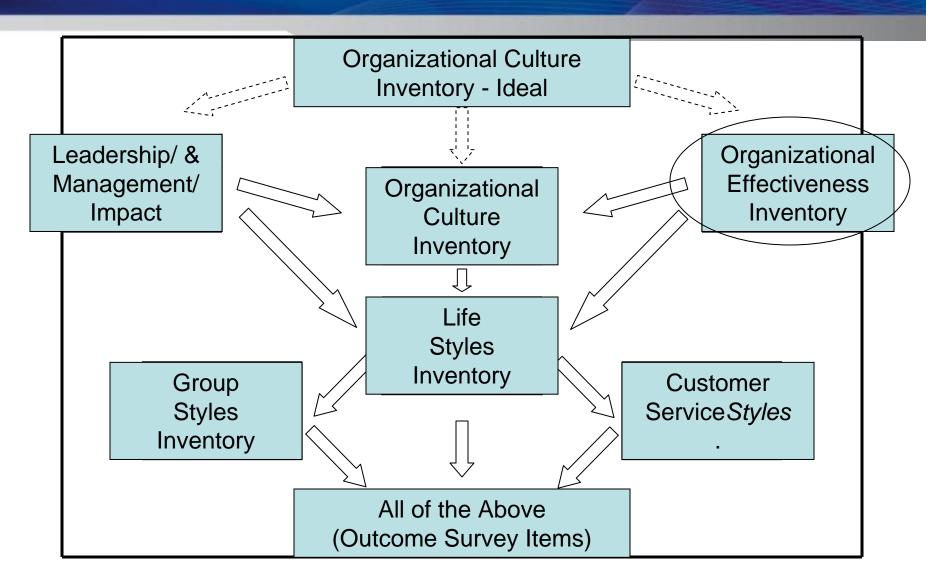


### **Ideal versus Actual Culture**



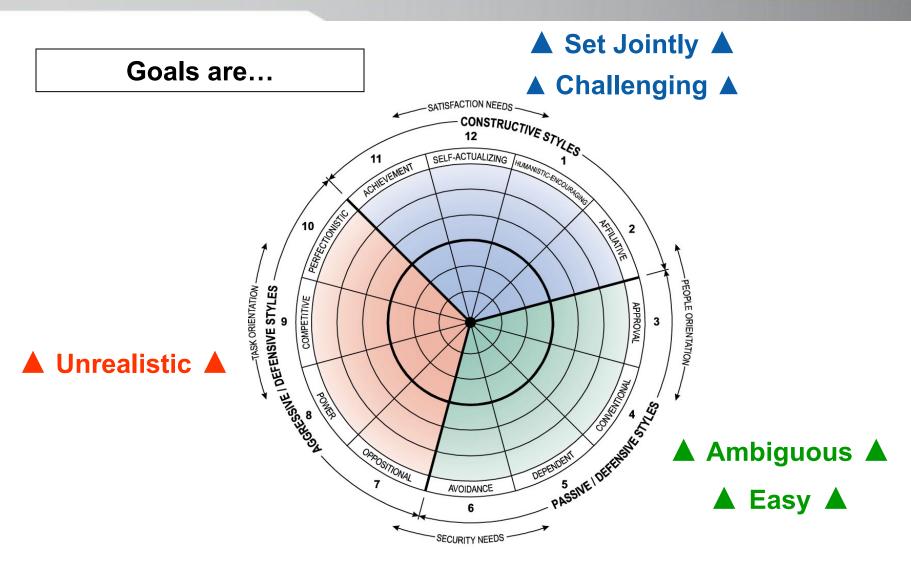


### Levers for Change



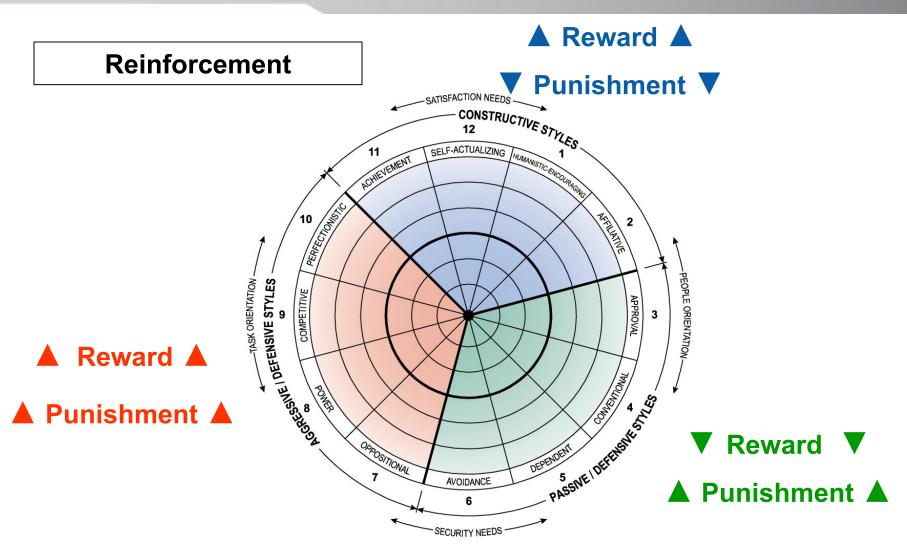


### Goal Setting → Culture



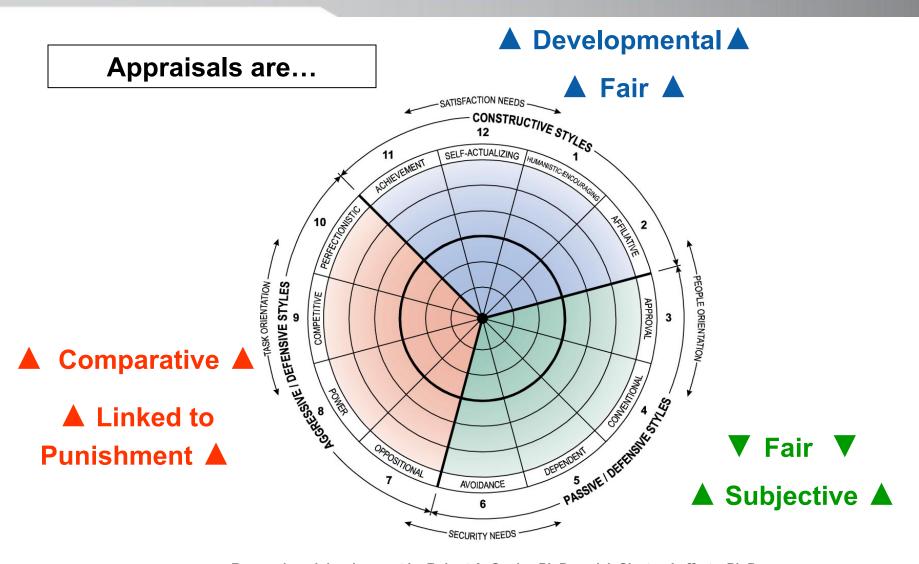


### **Reinforcement** → Culture



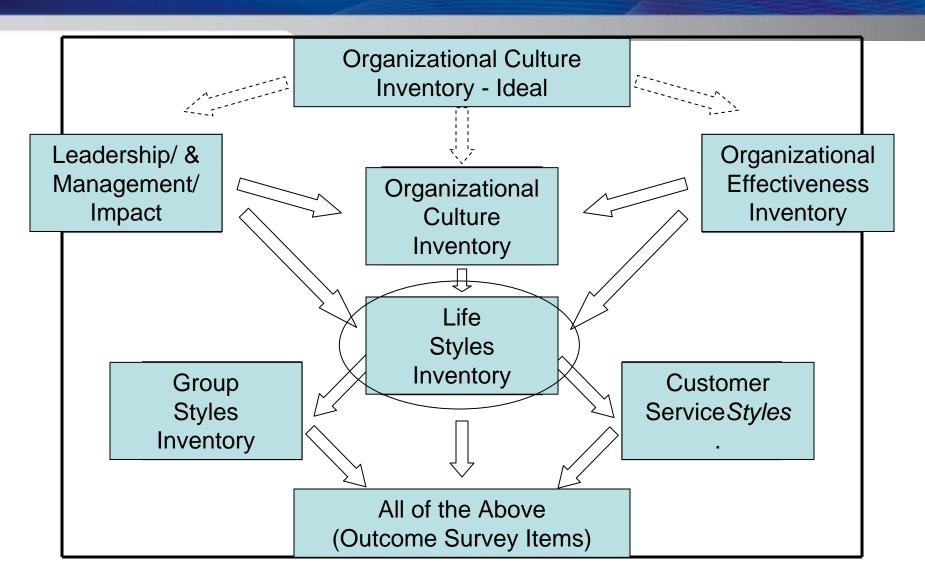


### Performance Appraisal → Culture





### **Personal Styles**

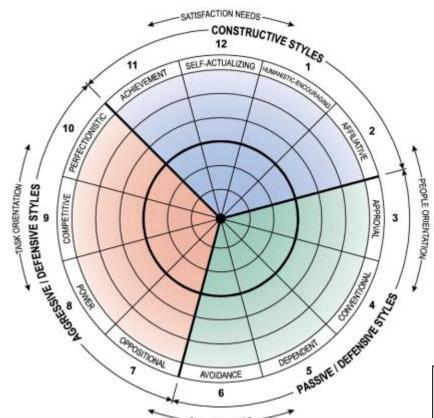




**Self-Promoting** 

### Culture → Personal Needs/Motivators

### **Self-Enhancing**



### **Self-Protecting**

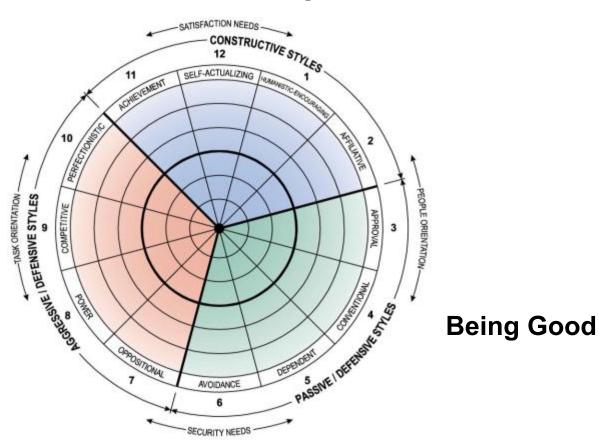
Life Styles Inventory Self-Development Guide (1983)

Looking

Good

### Culture -> Personal Objectives

### **Doing Good**



### Culture → Activity Patterns

### **Proactive Interactive** Reactive AGORESSIVE | DEFENSIVE STYLES -Retractive Counteractive AVOIDANCE **Active Circumplex Clusters Inactive** (Cooke, 2000)

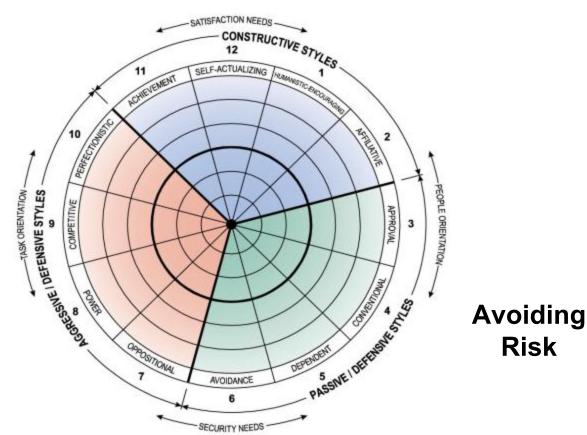
**Risk** 



Seeking

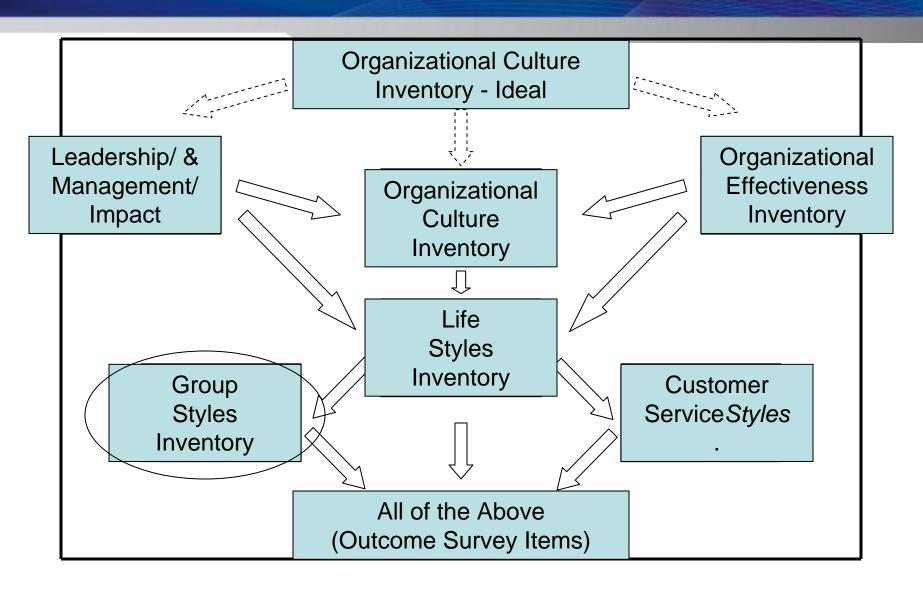
**Risk** 

### **Managing Uncertainly**





### **Group Styles and Processes**

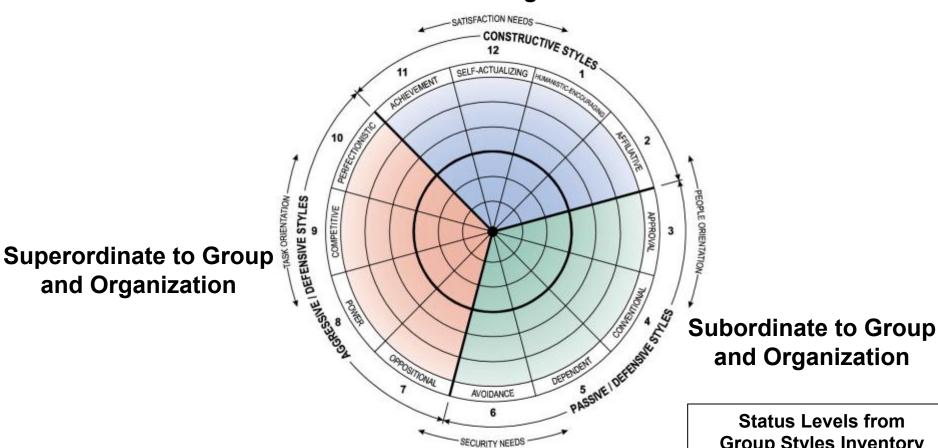




and Organization

### Personal Status in Groups

### In Balance with Group and Organization



**Group Styles Inventory Guide (Cooke & Szumal)** 

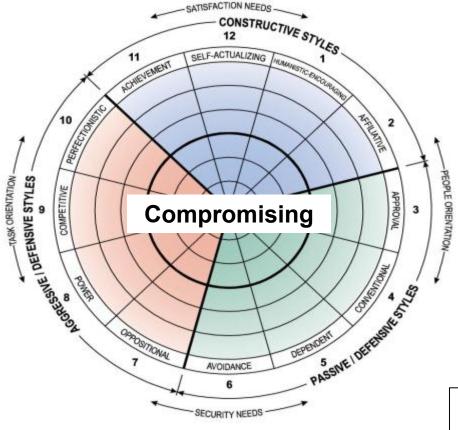


Competing

(Forcing)

### **Conflict Resolution in Groups**





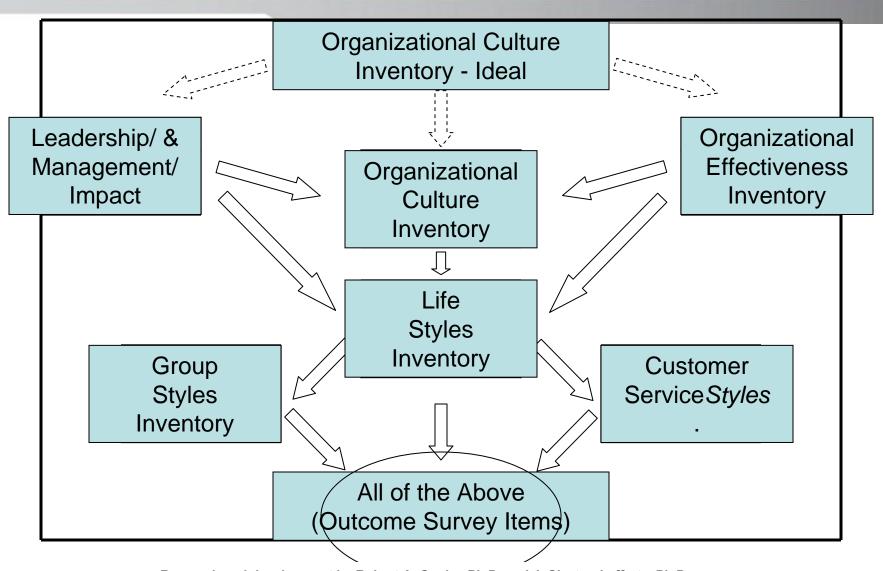
**Accommodating** 

**Avoiding** 

Conflict Styles from Kenneth Thomas and Ralph Kilmann (1974, 2009)











Ineffective

and

Successful

# SUCCESSFUI CONSTRUCTIVE STYLES 11 SELF-ACTUALIZING APPROVAL A

**Effective** 

and

Ineffective and Unsuccessful

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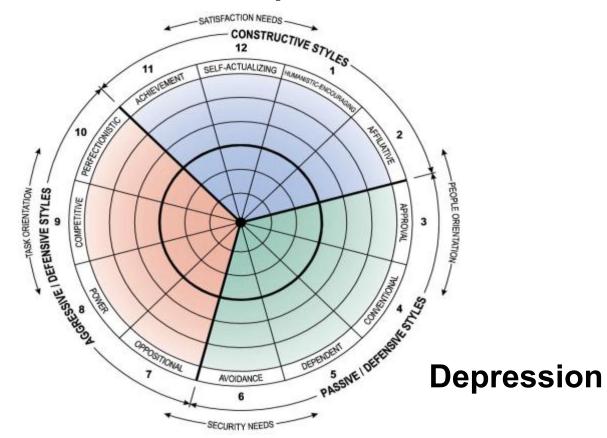
AVOIDANCE

SECURITY NEEDS

**Anxiety** 

### Styles and Individual Well-Being

### **Optimistic**



**Volatility** 

### Styles and Organizational Performance

### **Sustainability**

