The Circumplex
--In Other Words

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2011
The Conceptual Framework: The Circumplex

Higher-Order Satisfaction Needs

Lower-Order Security Needs

Needs Hierarchy from Abraham Maslow (1944)
Leadership Factors from
Hemphill & Coons
Stodgill (1957)
Blake & Mouton (1964)
Seashore & Bowers (1966)
- 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.
- Oppositional
- Power
- Competitive
- Perfectionistic

Approaching tasks in forceful ways to protect their status and security.
Cultural Norms and Behaviors

1. Cooperate
   Be friendly
2. Try to look good
   Outperform others
3. Resist ideas that are different
   Agree with everyone
4. Wait for others to act first
   Be a good follower
5. “Lay low” when things get tough
   Stay away from problems
6. Look for mistakes
   Stay aloof and detached
7. Set unrealistic goals
   Take care of every detail
8. Work toward self-set goals
   Take on challenging tasks
9. Try to look good
   Outperform others
10. Set goals to please others
    Agree with everyone
11. Maintain personal integrity
    Emphasize quality
12. Develop others
    Resolve conflicts constructively

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Conceptual Framework: The Circumplex Clusters

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Impact on Outcomes across Levels

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Integrated Multi-Level Diagnostic System

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Levers for Change

Outcomes - Effectiveness
Individual – Group - Organizational Boundary
Spanning Dynamics
Subsystem & Group Dynamics
Members' Personal Styles
Behavioral Norms and Expectations
Systems Structures Technology
Leaders' Strategies & Impact

Societal Values
Ideal Organizational Culture
Organizational Culture Inventory - Ideal
Leadership/ & Management/ Impact
Organizational Culture Inventory
Life Styles Inventory
Group Styles Inventory
Customer Service Styles
All of the Above (Outcome Survey Items)

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Goals are...

- Set Jointly
- Challenging
- Unrealistic
- Ambiguous
- Easy
Appraisals are...

- Comparative
- Linked to Punishment
- Developmental
- Fair
- Subjective
Managing Uncertainty

Seeking Risk

Avoiding Risk

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In Balance with Group and Organization

Superordinate to Group and Organization

Subordinate to Group and Organization

Status Levels from Group Styles Inventory Guide (Cooke & Szumal)

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Collaborating (Problem-Solving)

Competing (Forcing)

Compromising

Accommodating

Avoiding

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

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Optimistic

Anxiety

Depression

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