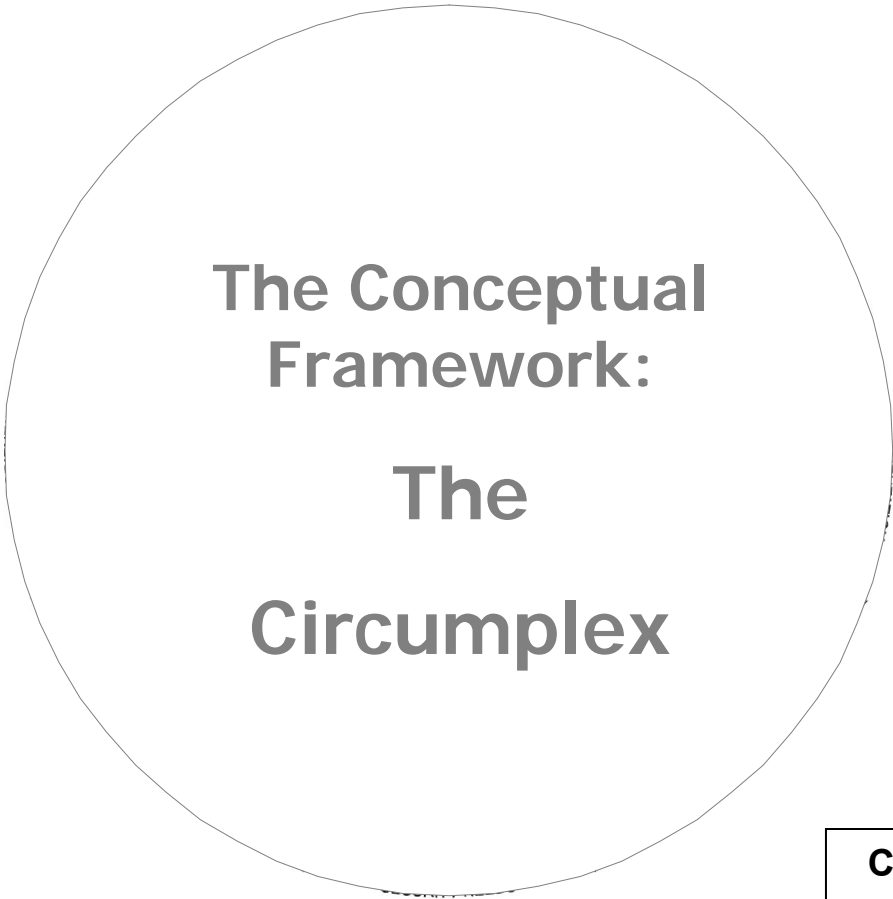


The Circumplex

--In Other Words

Dr. Robert A. Cooke
CEO – Human Synergistics International
2011

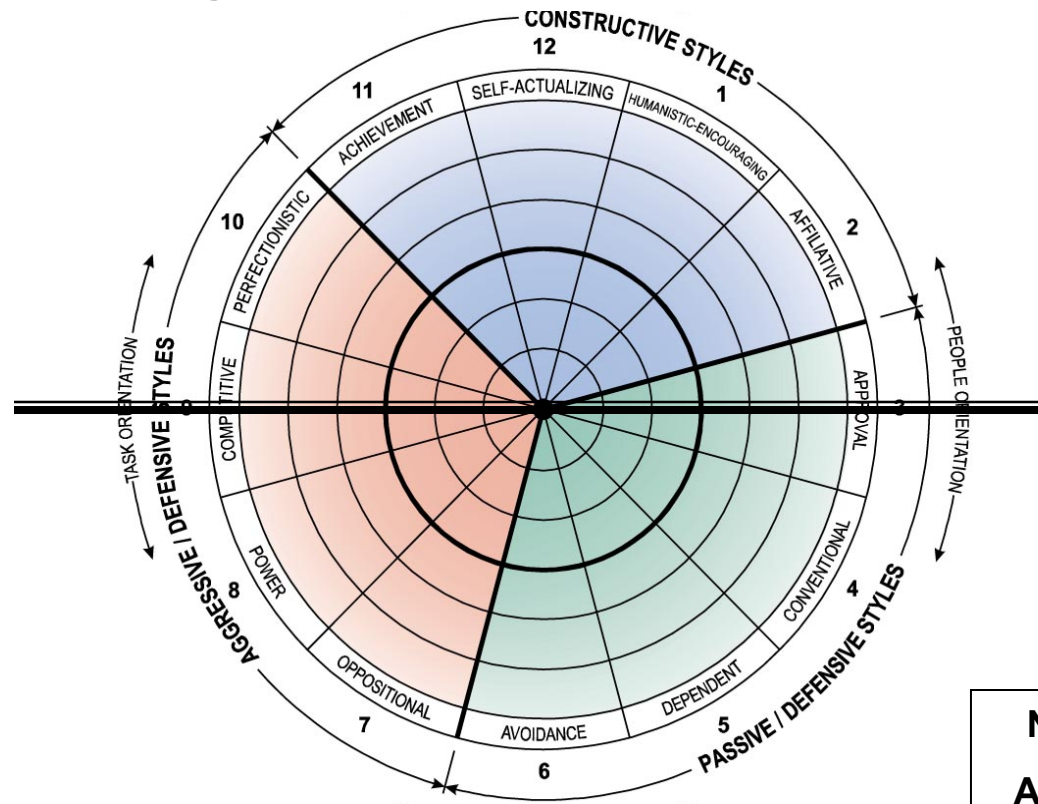




**The Conceptual
Framework:
The
Circumplex**

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

Higher-Order Satisfaction Needs

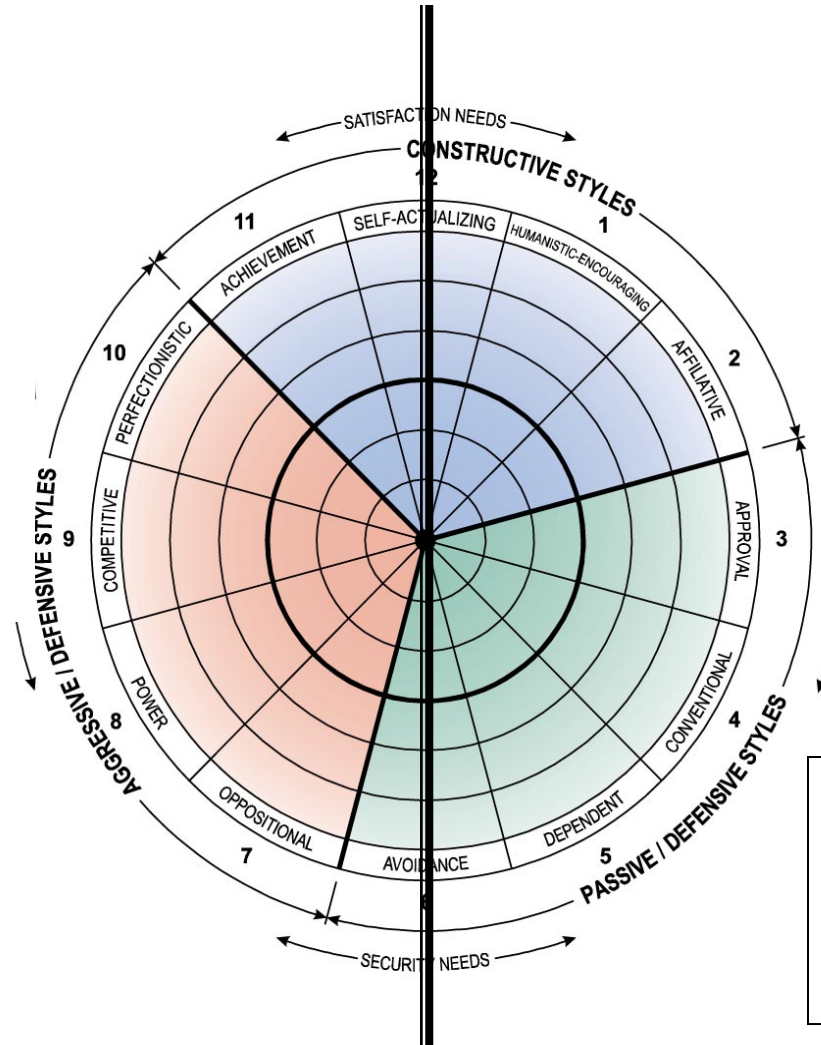
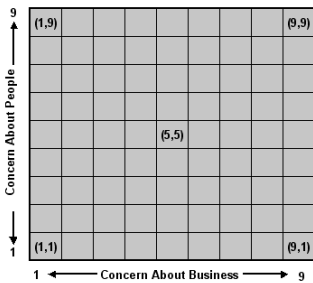


Needs Hierarchy from Abraham Maslow (1944)

Lower-Order Security Needs

**Task
Orientation**

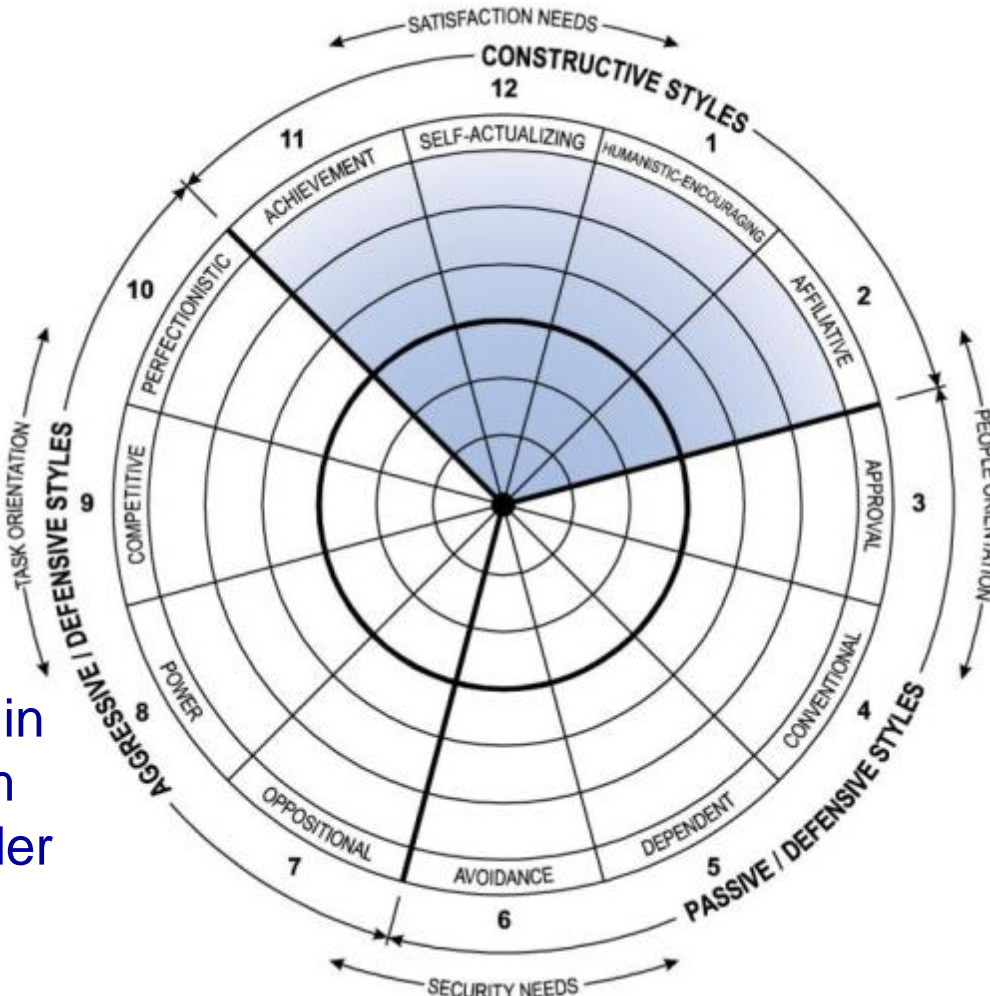
**People
Orientation**



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

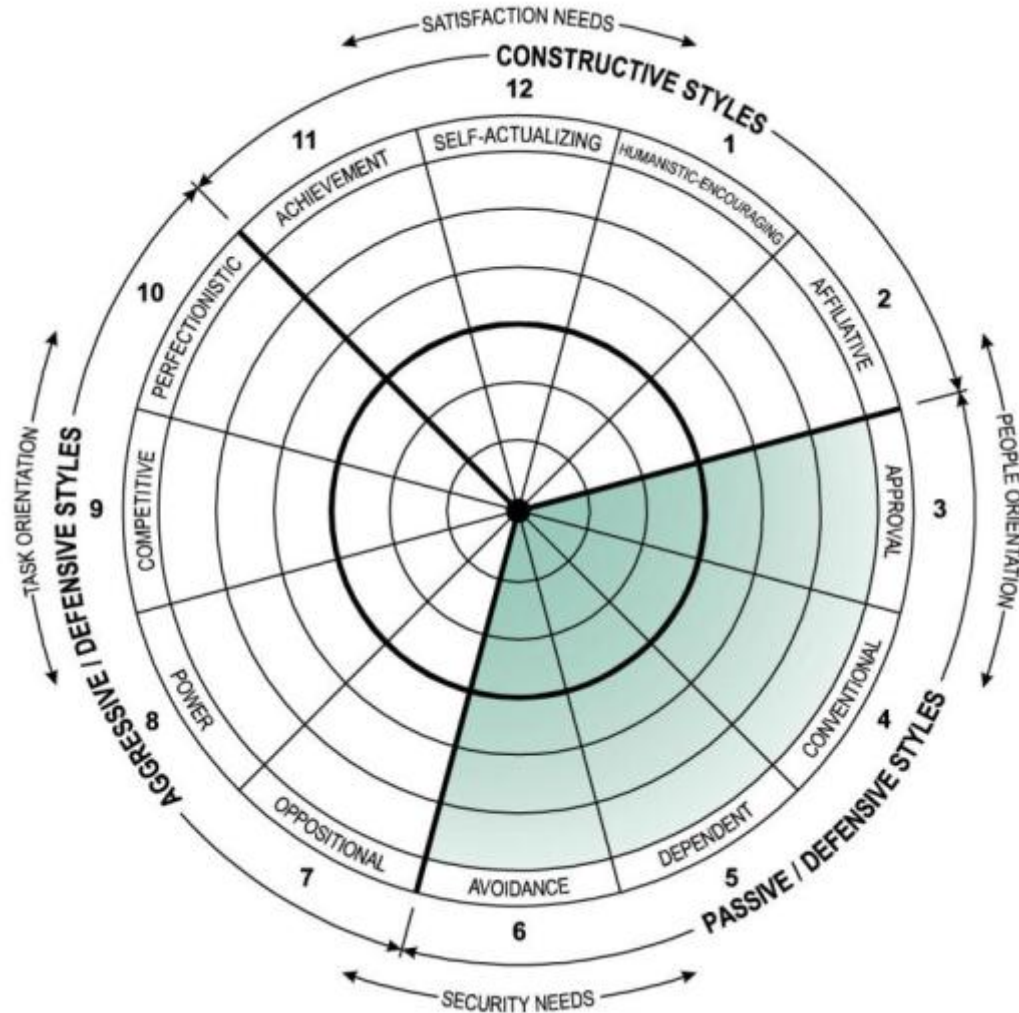
- Achievement
- Self-Actualizing
- Humanistic-Encouraging
- Affiliative

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



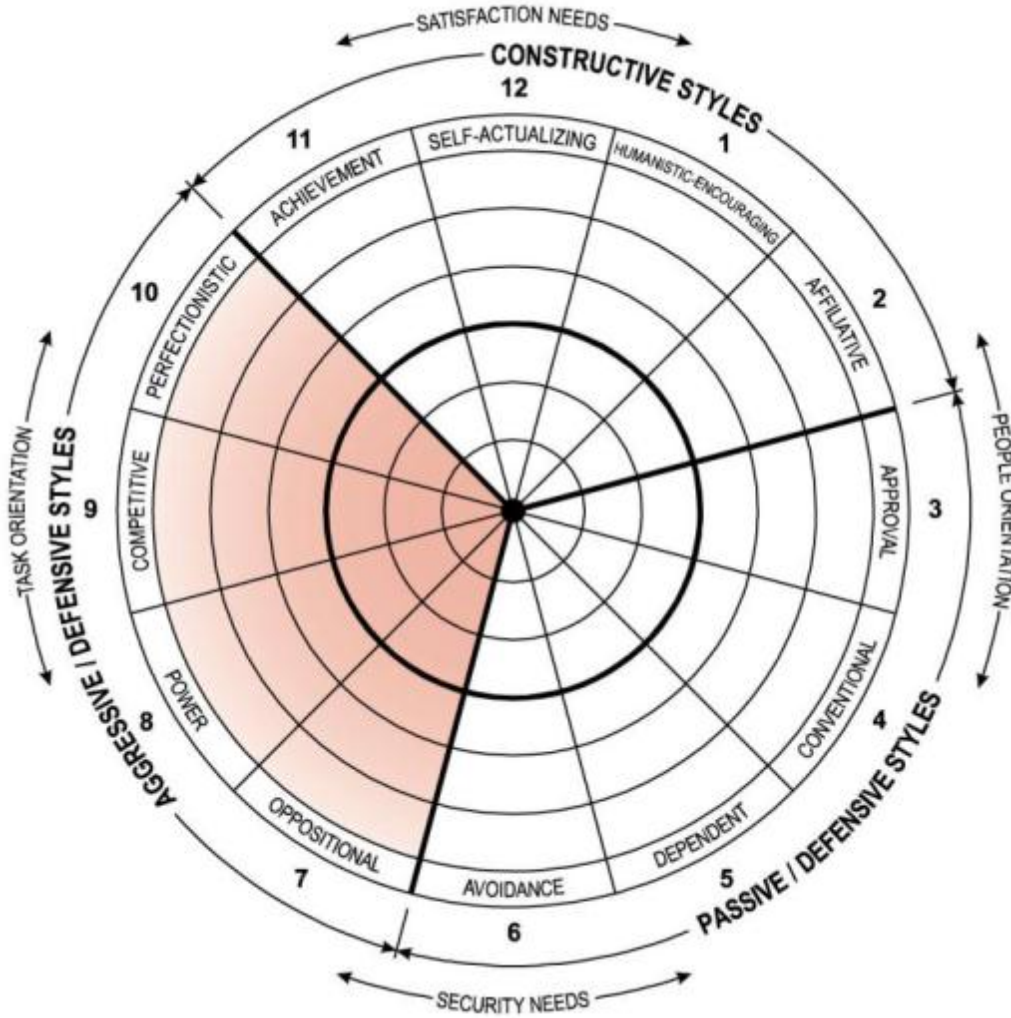
- Approval
- Conventional
- Dependent
- Avoidance

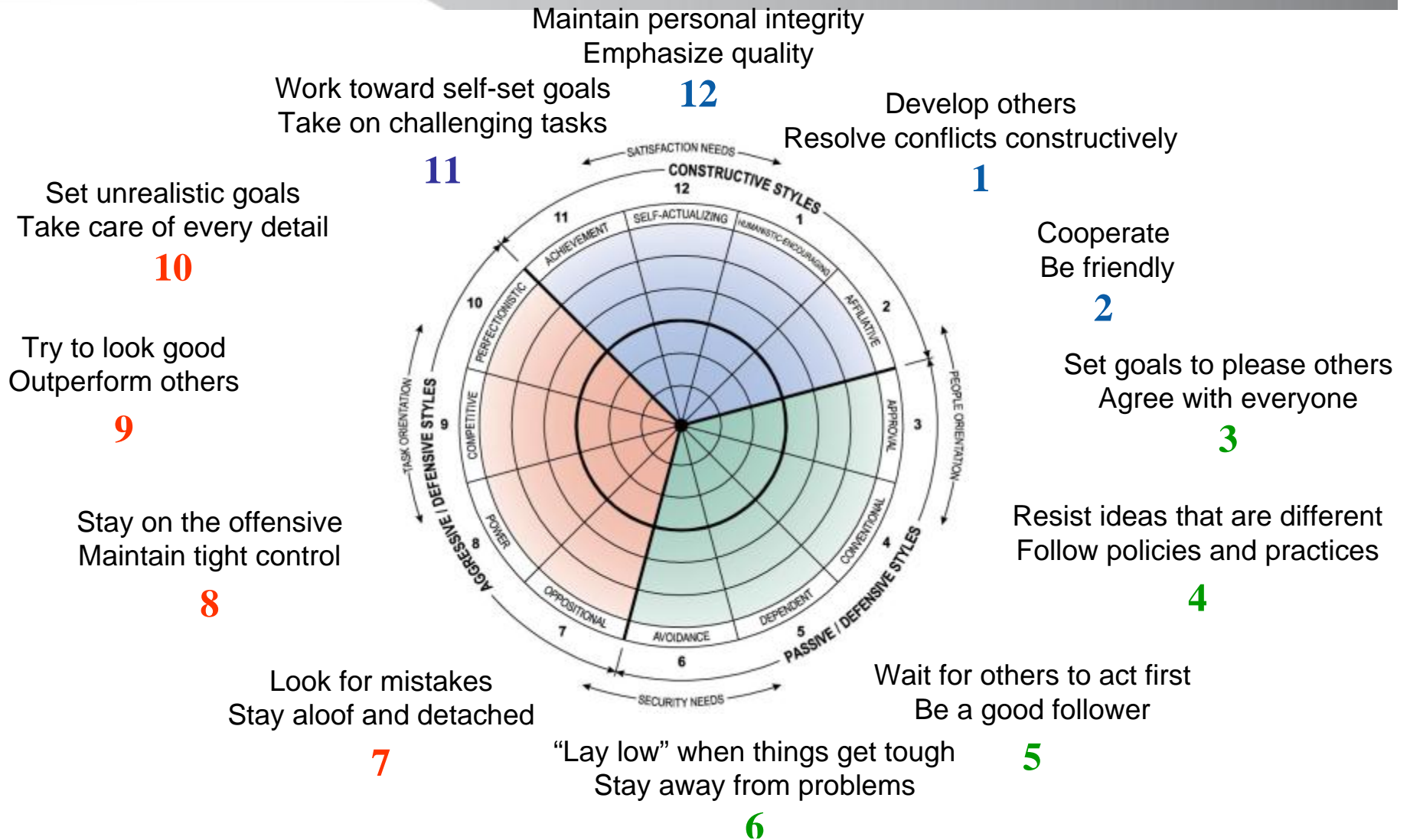
Interacting with *people* in self-protective ways that will not threaten their own *security*.



- Oppositional
- Power
- Competitive
- Perfectionistic

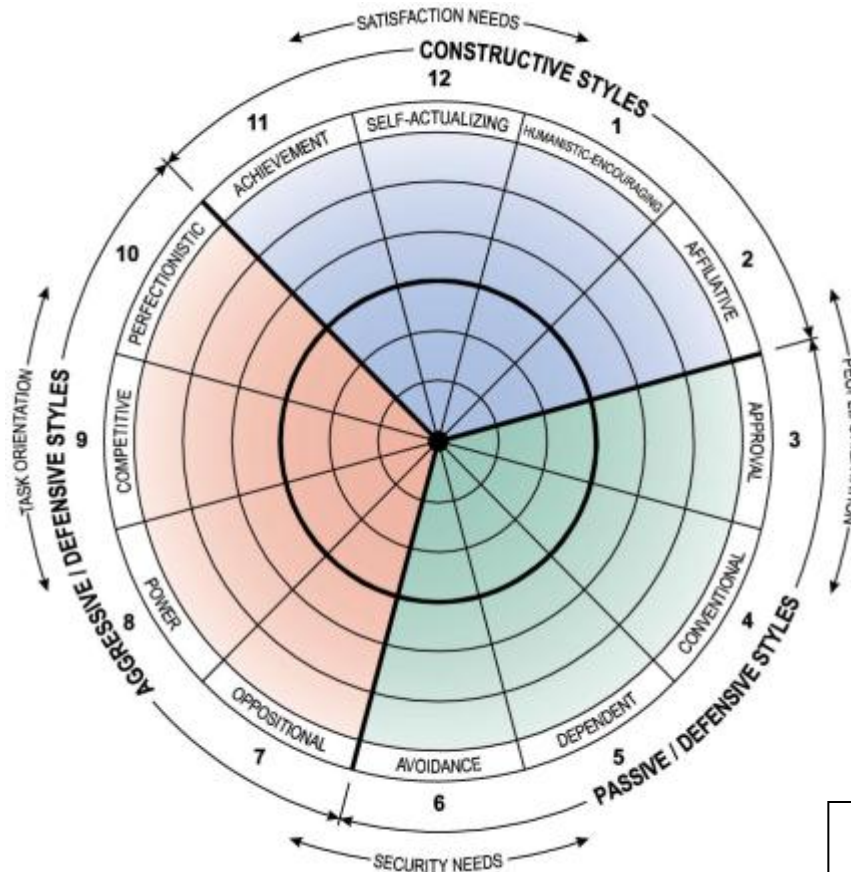
Approaching *tasks* in forceful ways to protect their status and *security*.





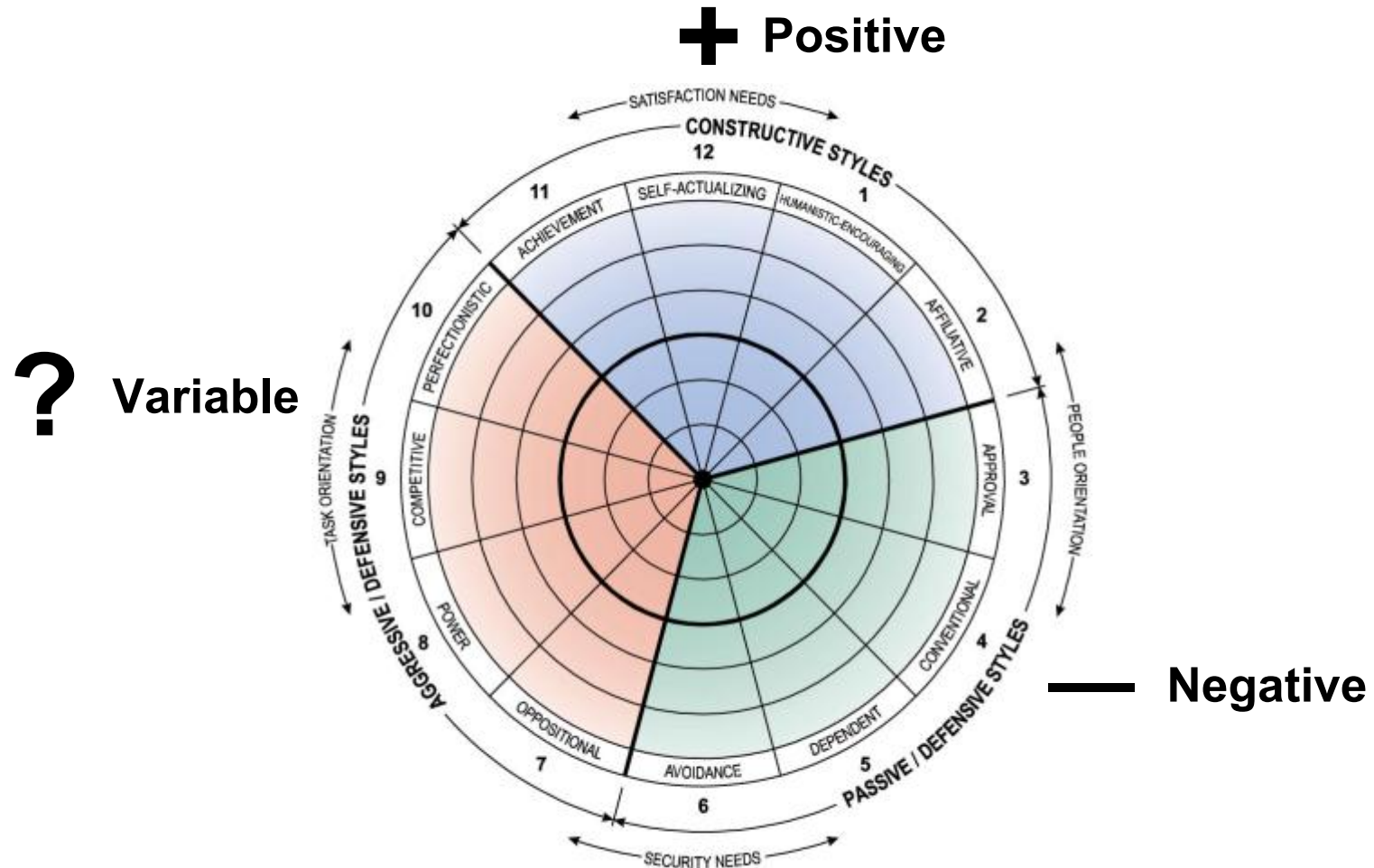
Constructive

**Aggressive/
Defensive**

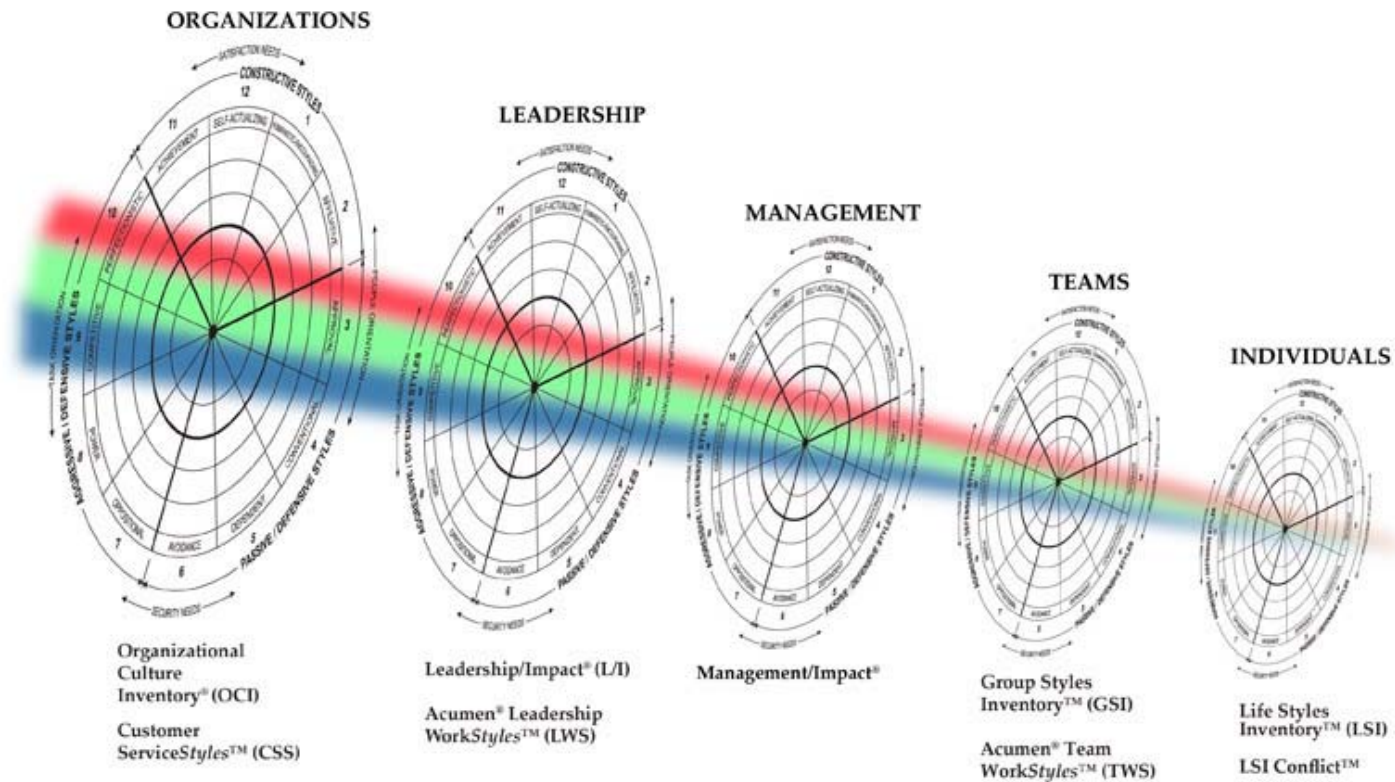


**Passive/
Defensive**

**Profile Clusters from
Cooke & Rousseau (1983)**

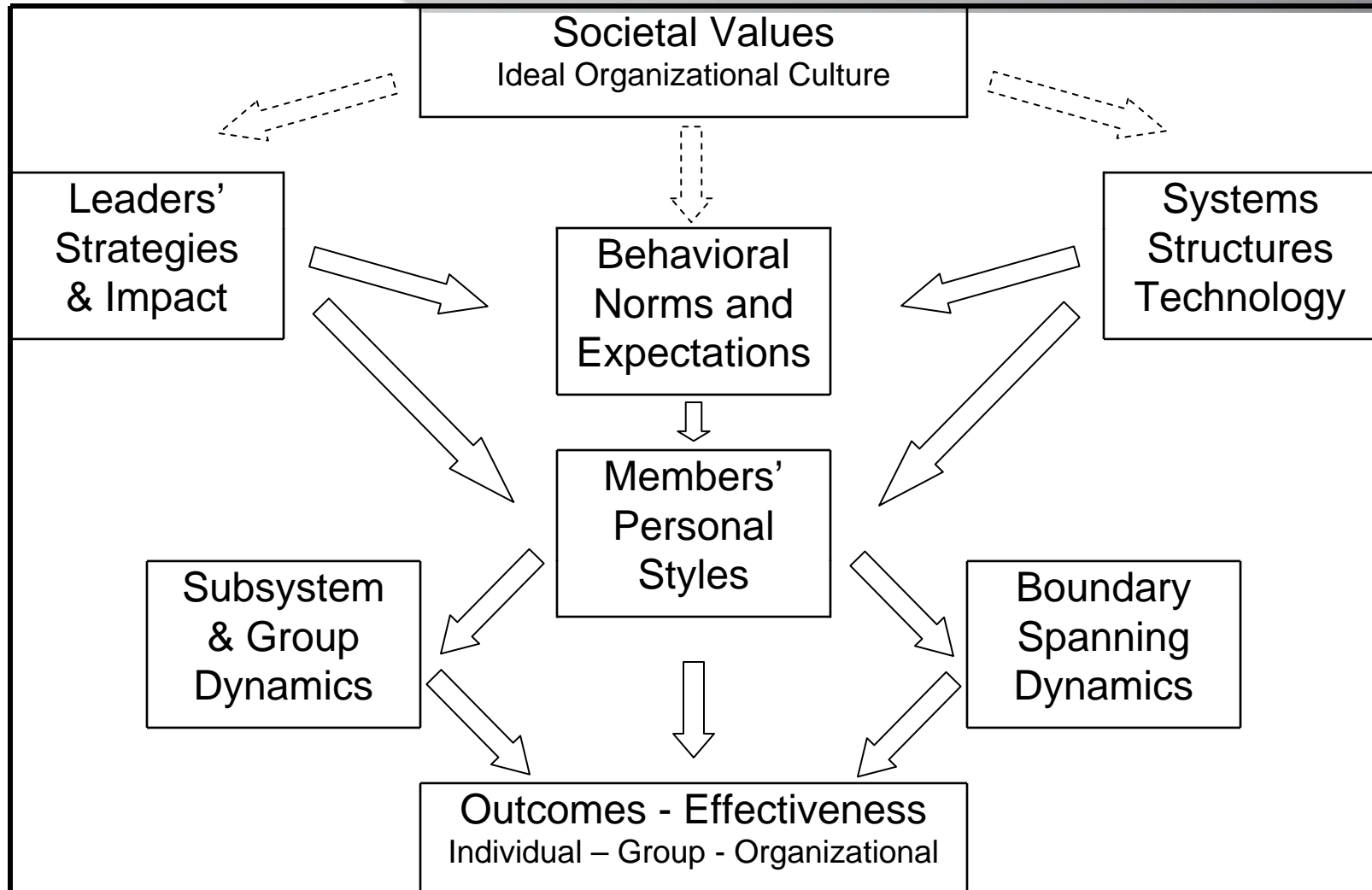


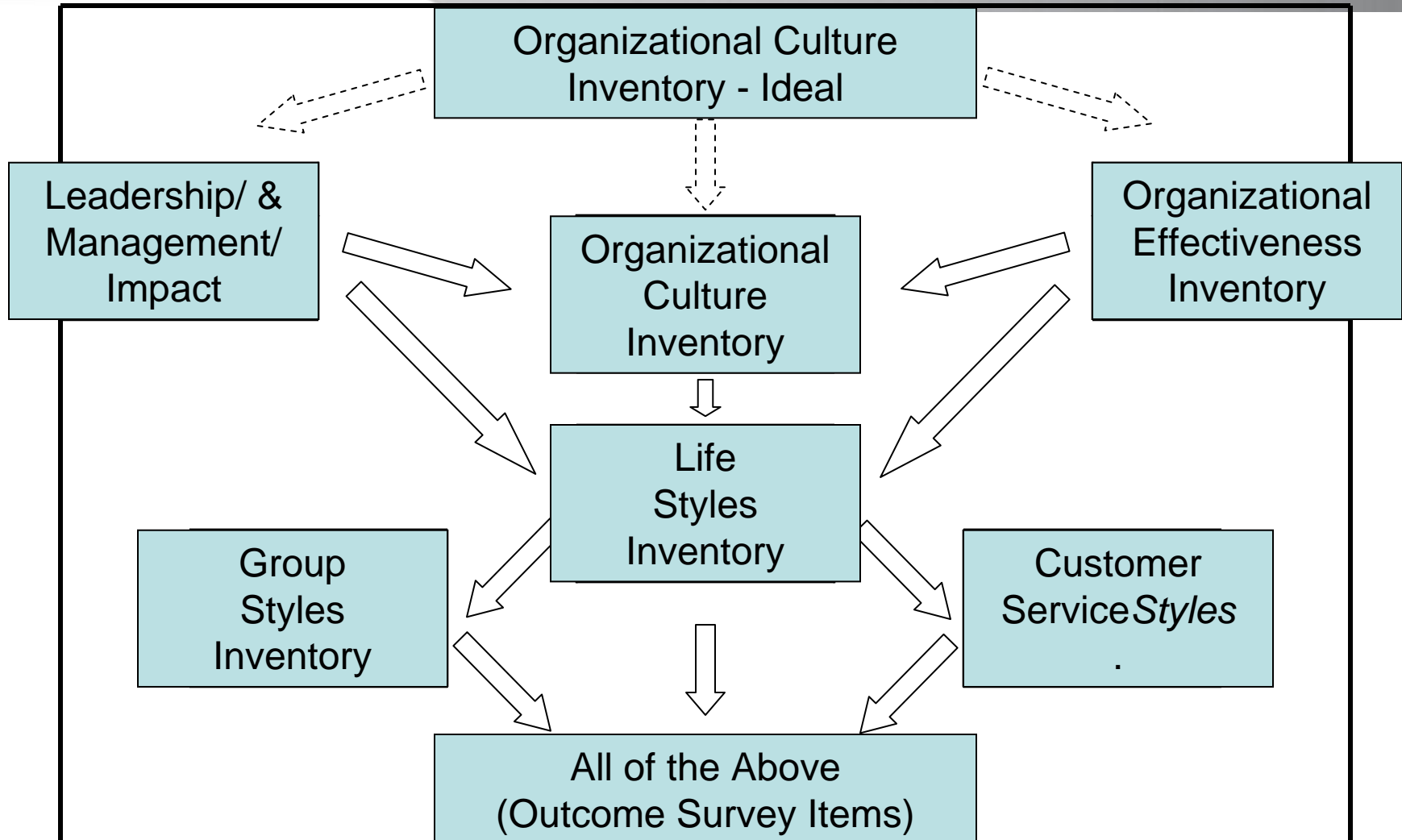
Integrated Multi-Level Diagnostic System

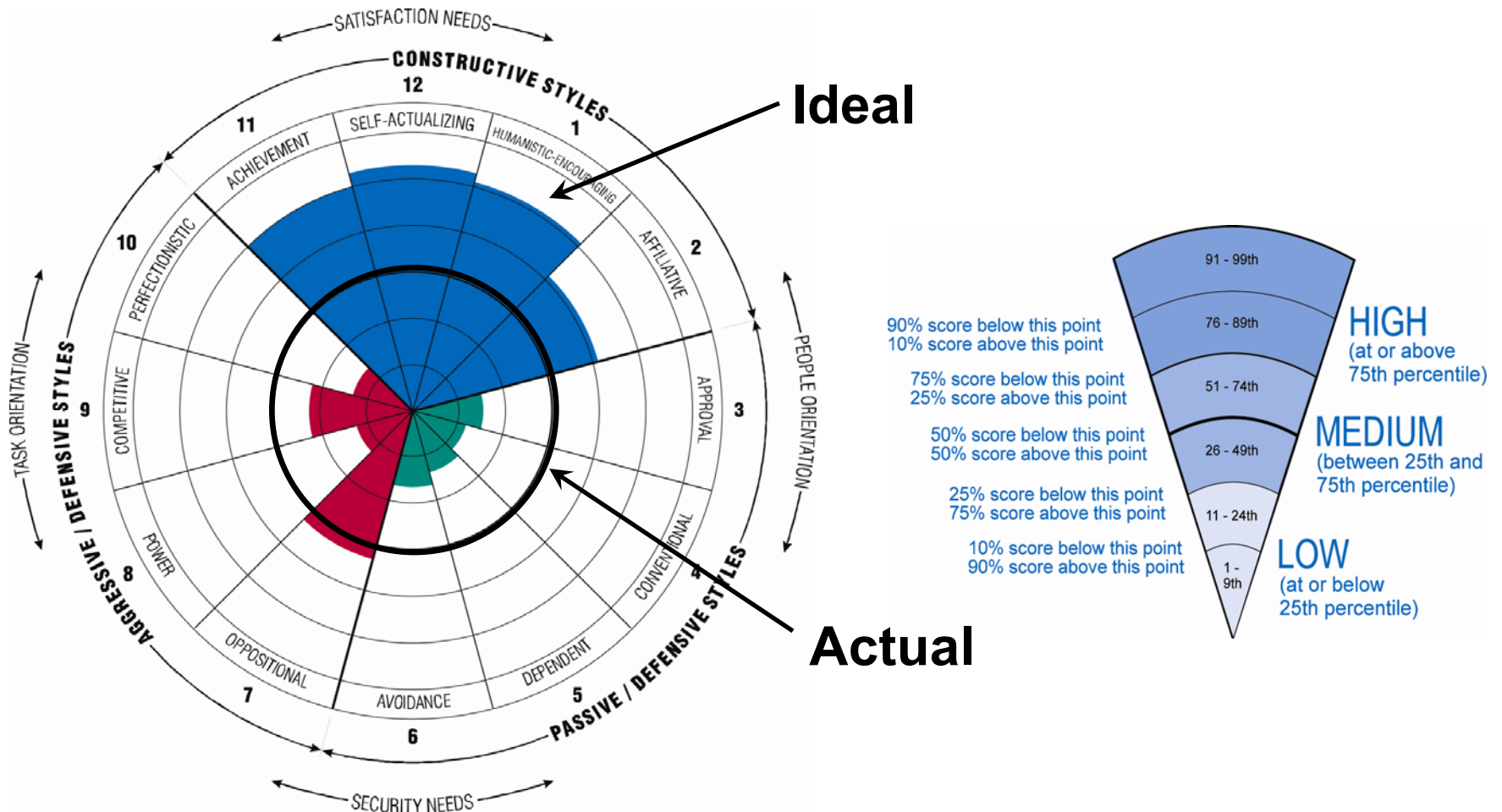


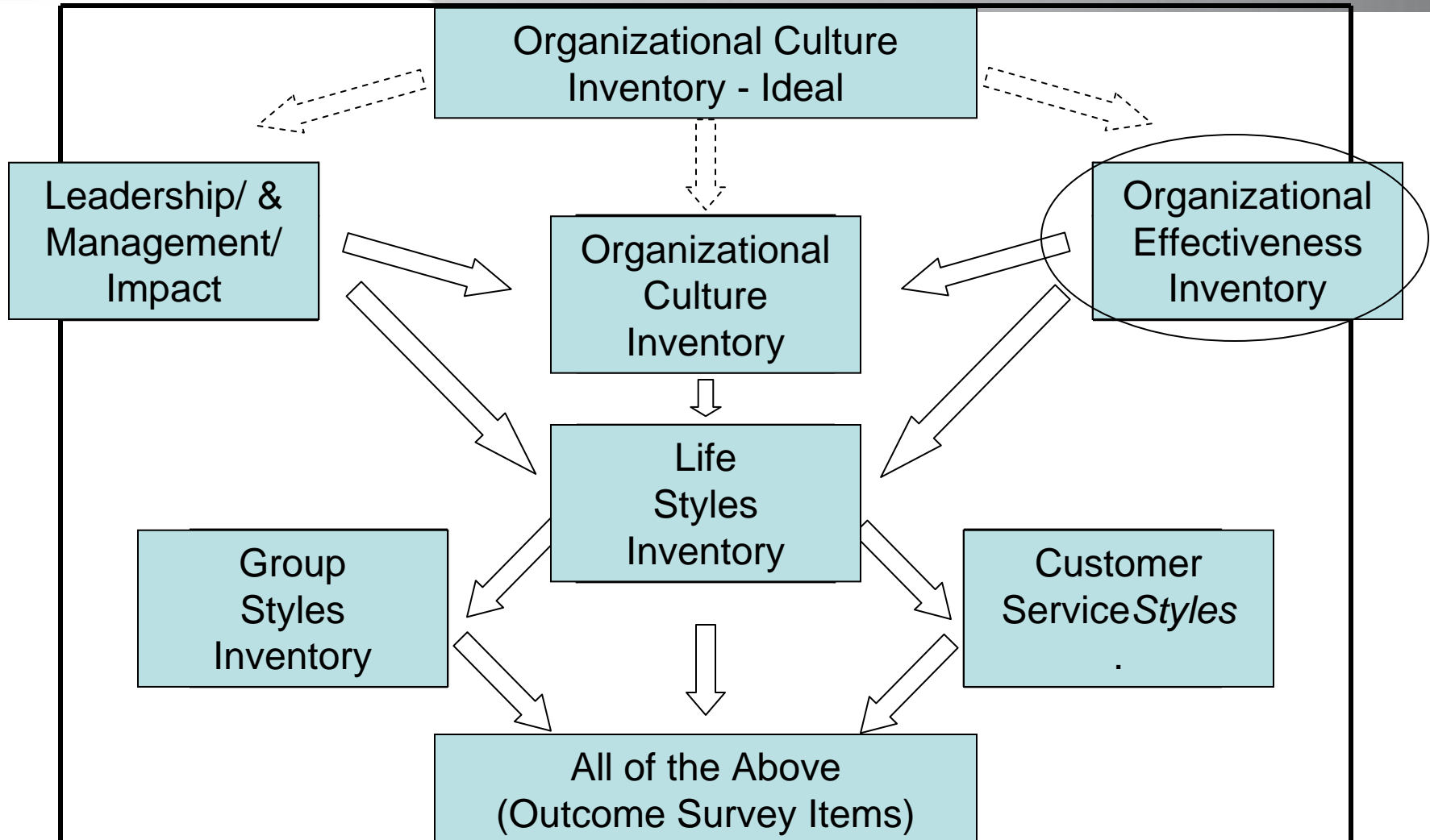
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Research and development by Robert A. Cooke, Ph.D. and J. Clayton Lafferty, Ph.D.
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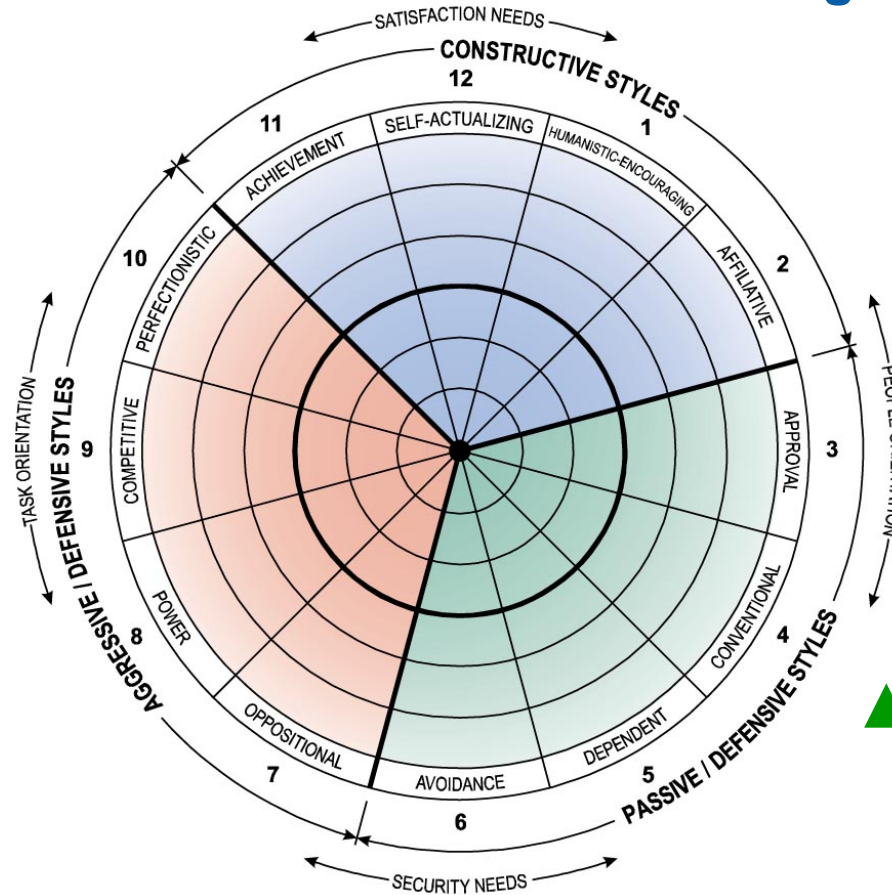






Goals are...

- ▲ Set Jointly ▲
- ▲ Challenging ▲



▲ Unrealistic ▲

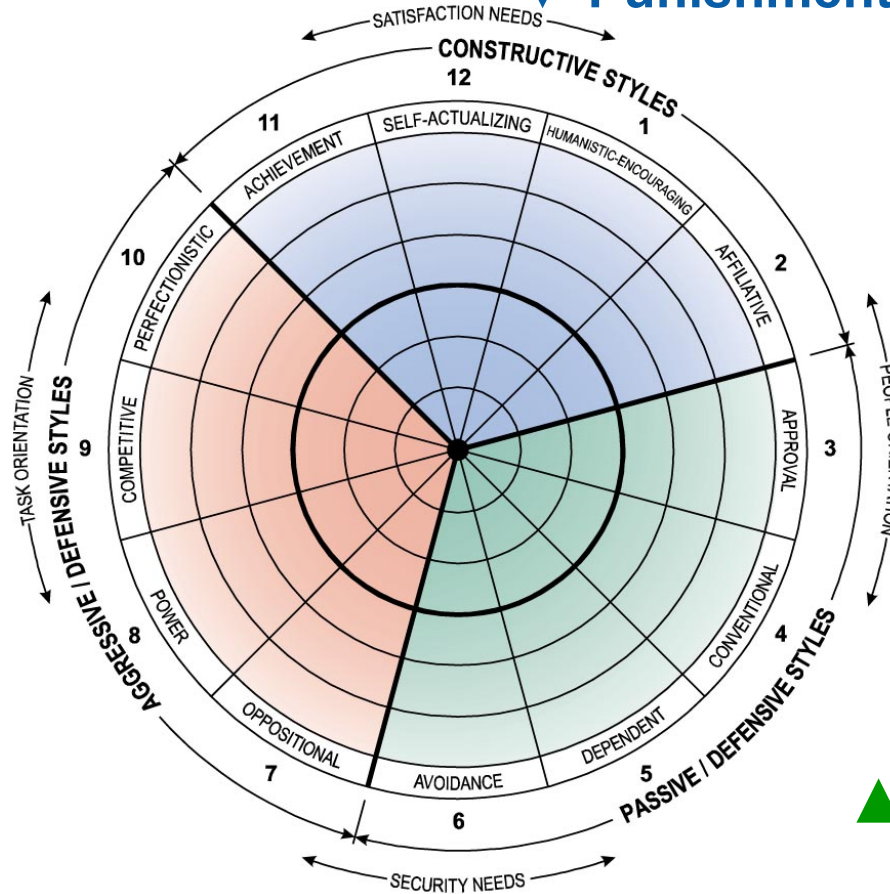
▲ Ambiguous ▲

▲ Easy ▲

Reinforcement

▲ Reward ▲

▼ Punishment ▼



▲ Reward ▲

▲ Punishment ▲

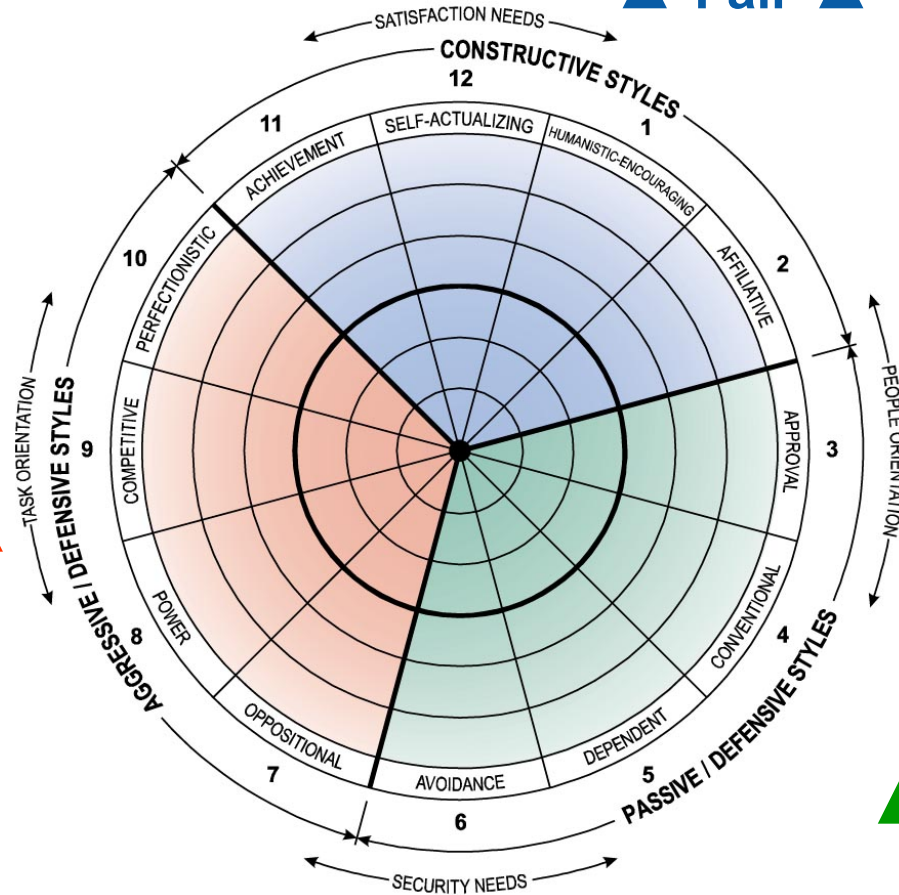
▼ Reward ▼

▲ Punishment ▲

Appraisals are...

▲ Developmental ▲

▲ Fair ▲

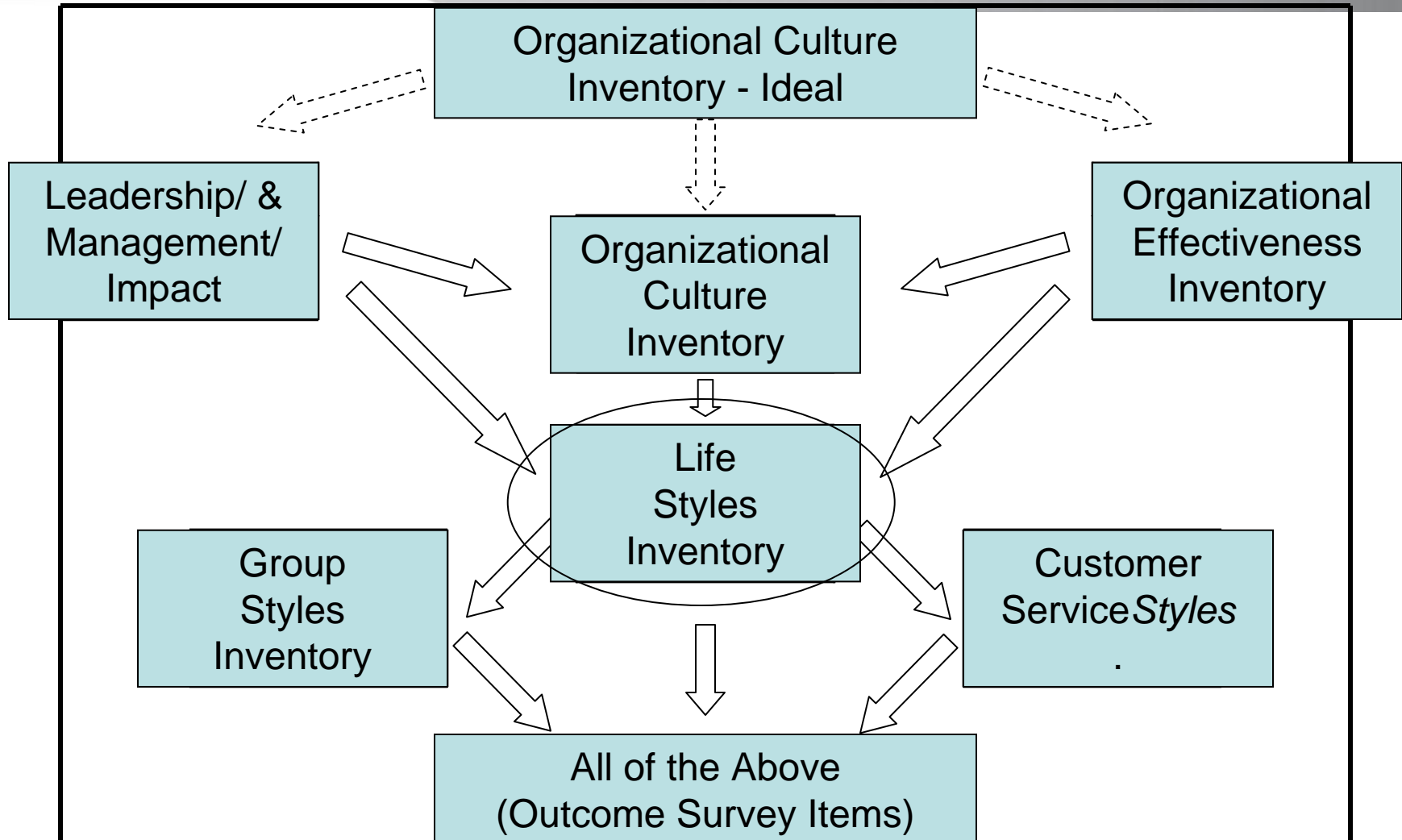


▲ Comparative ▲

▲ Linked to Punishment ▲

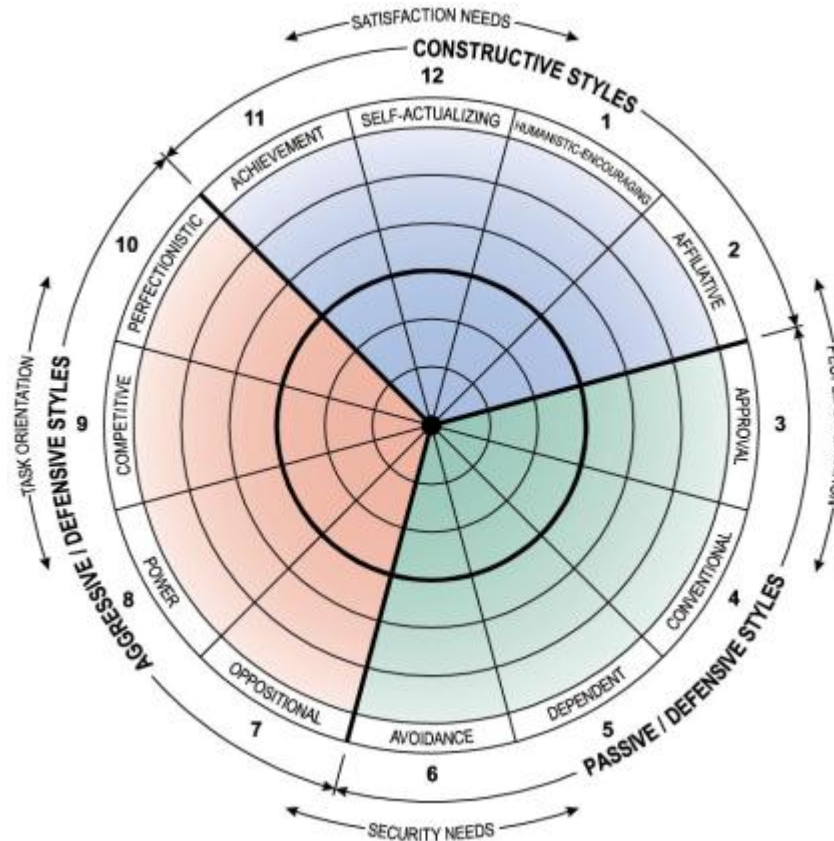
▼ Fair ▼

▲ Subjective ▲



Self-Enhancing

Self-Promoting

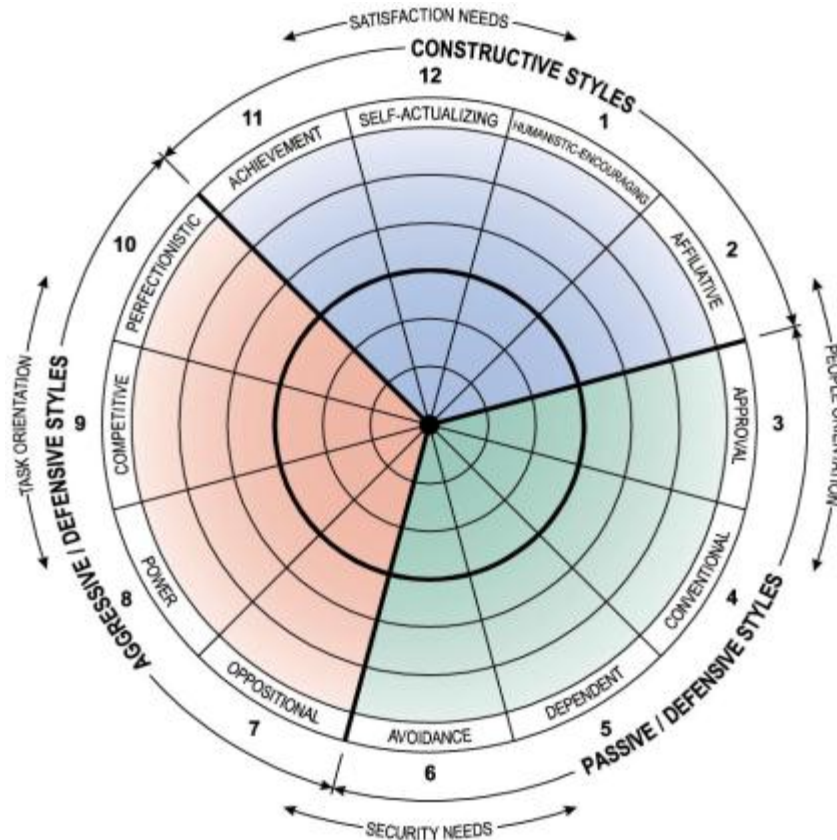


Self-Protecting

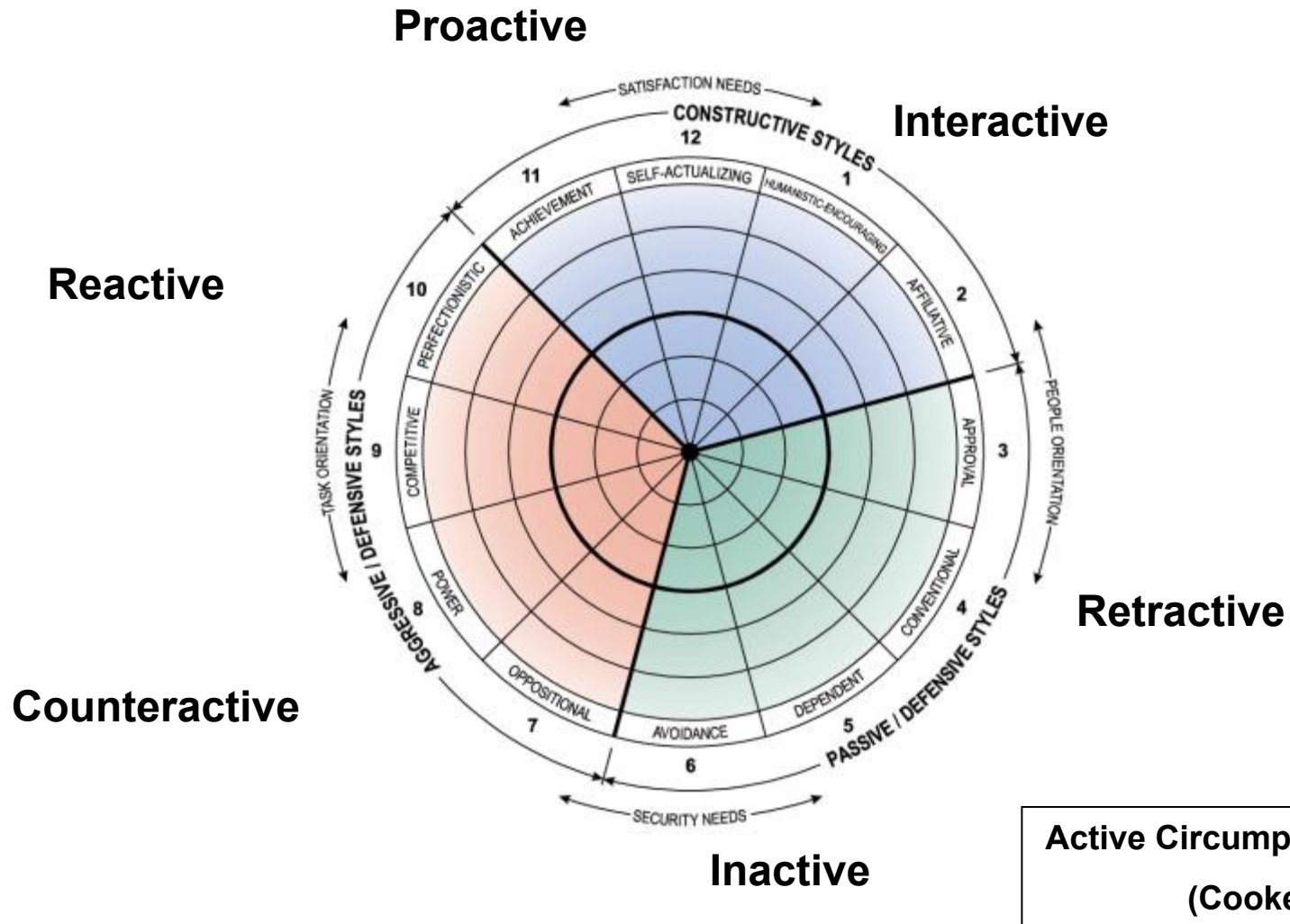
**Life Styles Inventory
Self-Development Guide
(1983)**

Doing Good

Looking Good

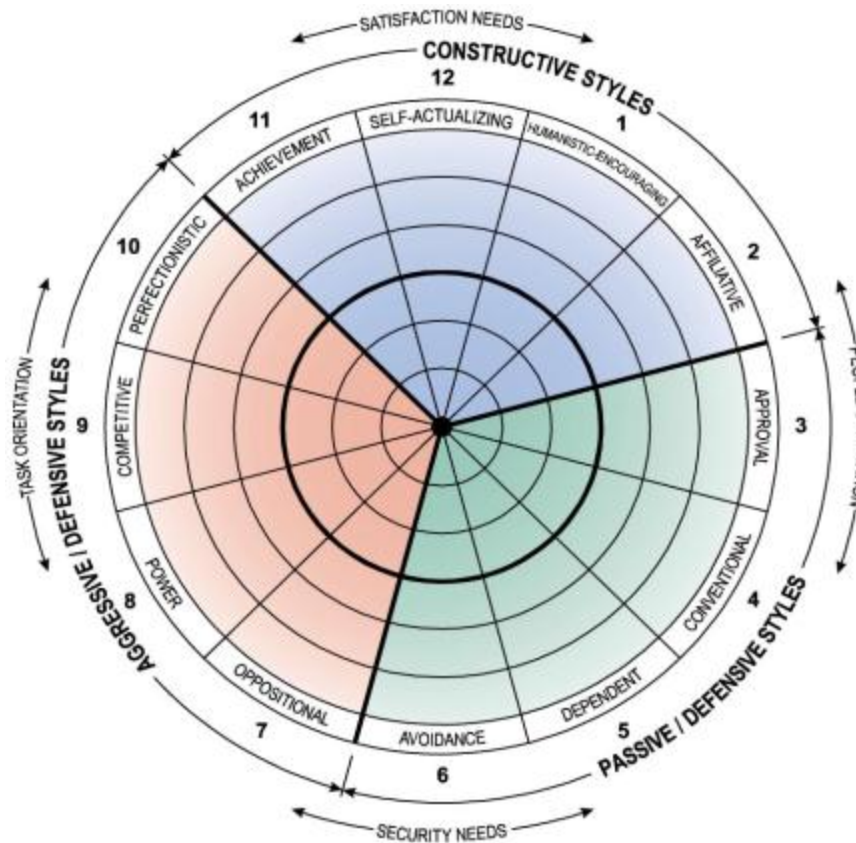


Being Good

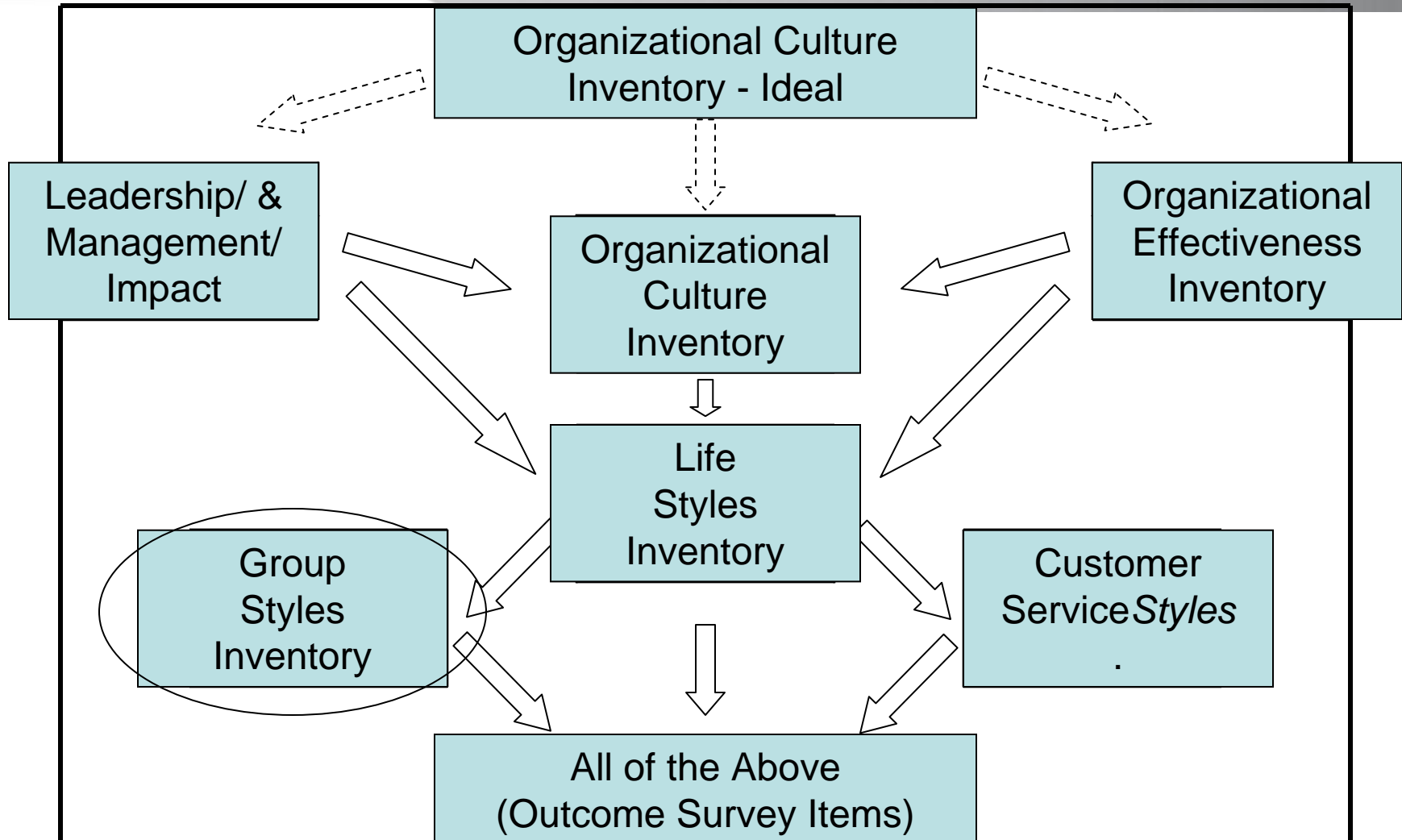


Managing Uncertainly

Seeking Risk

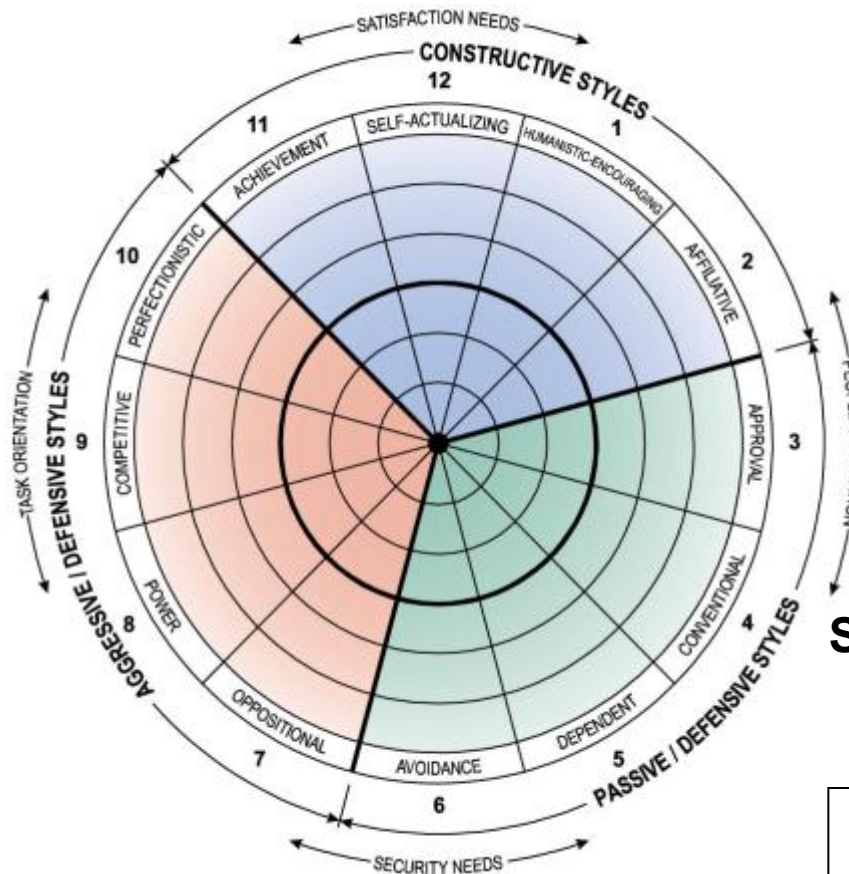


Avoiding Risk



In Balance with Group and Organization

Superordinate to Group and Organization

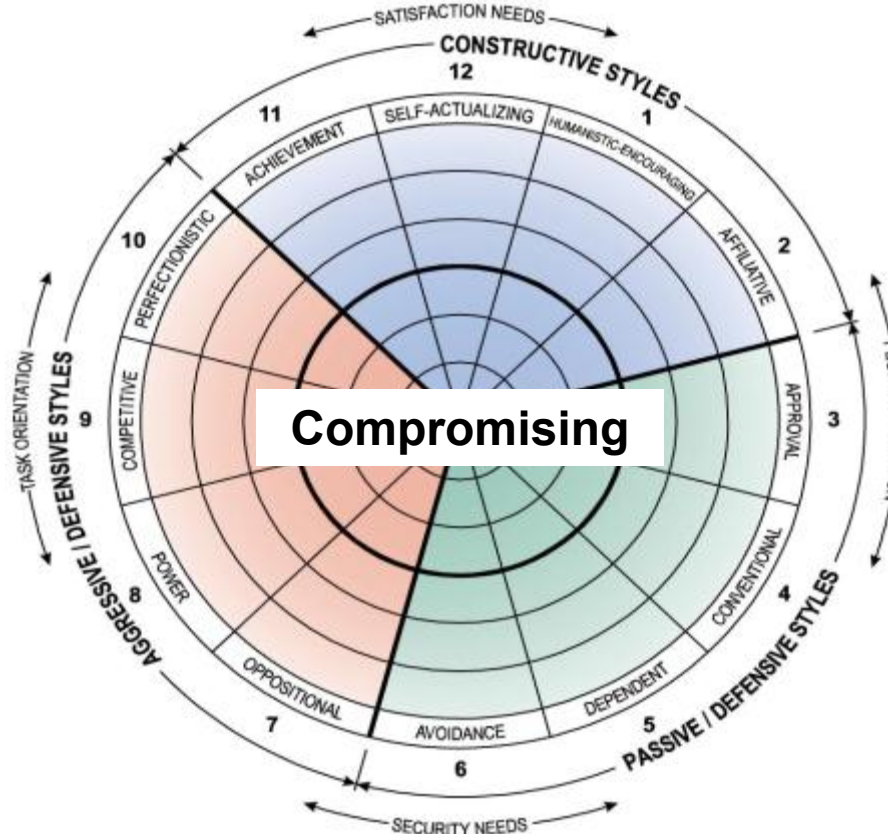


Subordinate to Group and Organization

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

Collaborating (Problem-Solving)

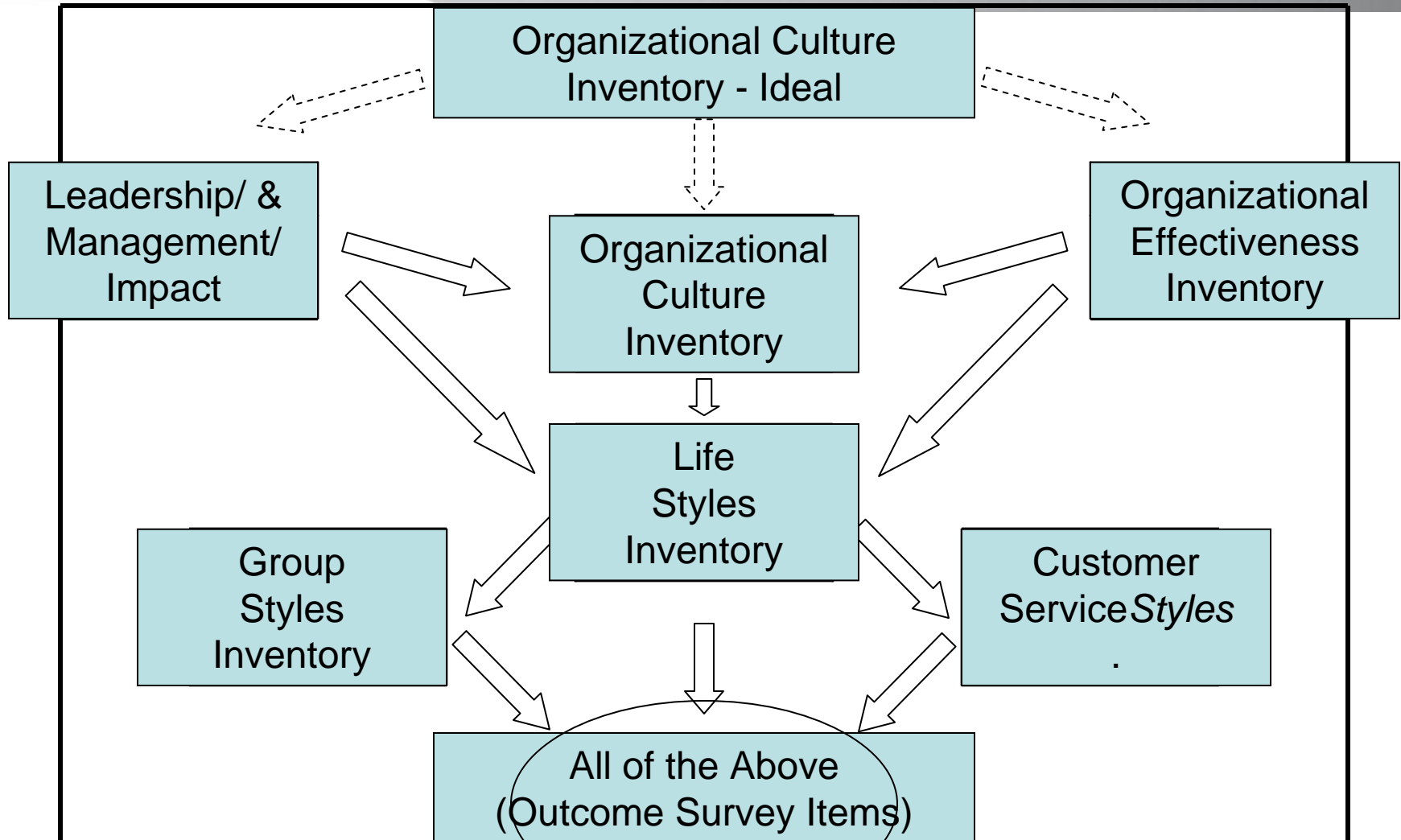
**Competing
(Forcing)**



Accommodating

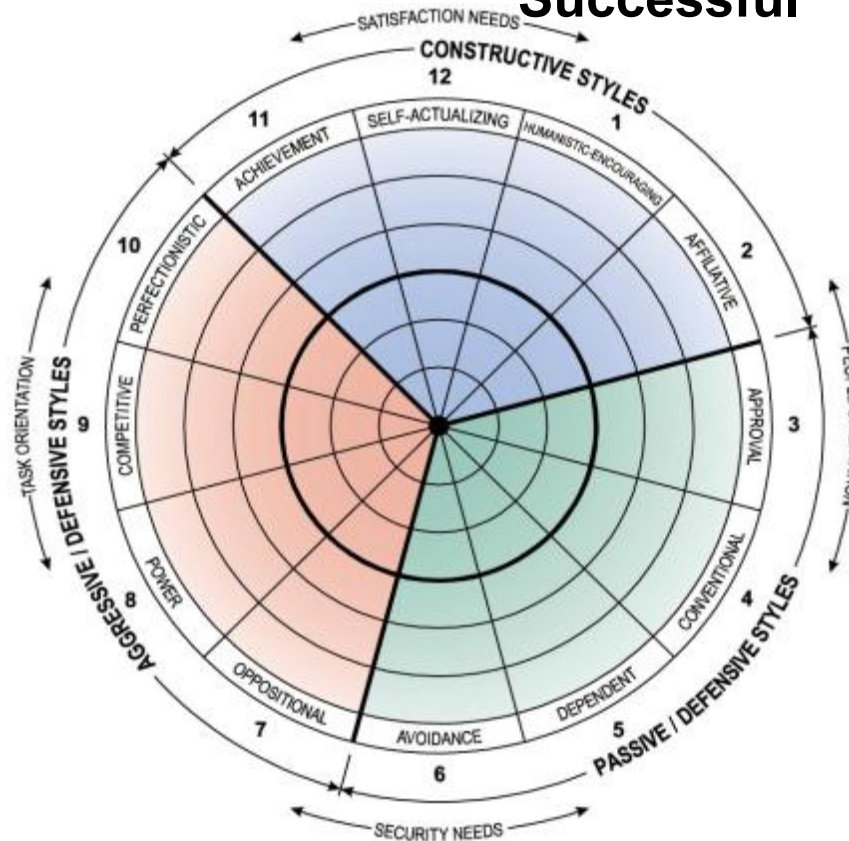
Avoiding

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



**Effective
and
Successful**

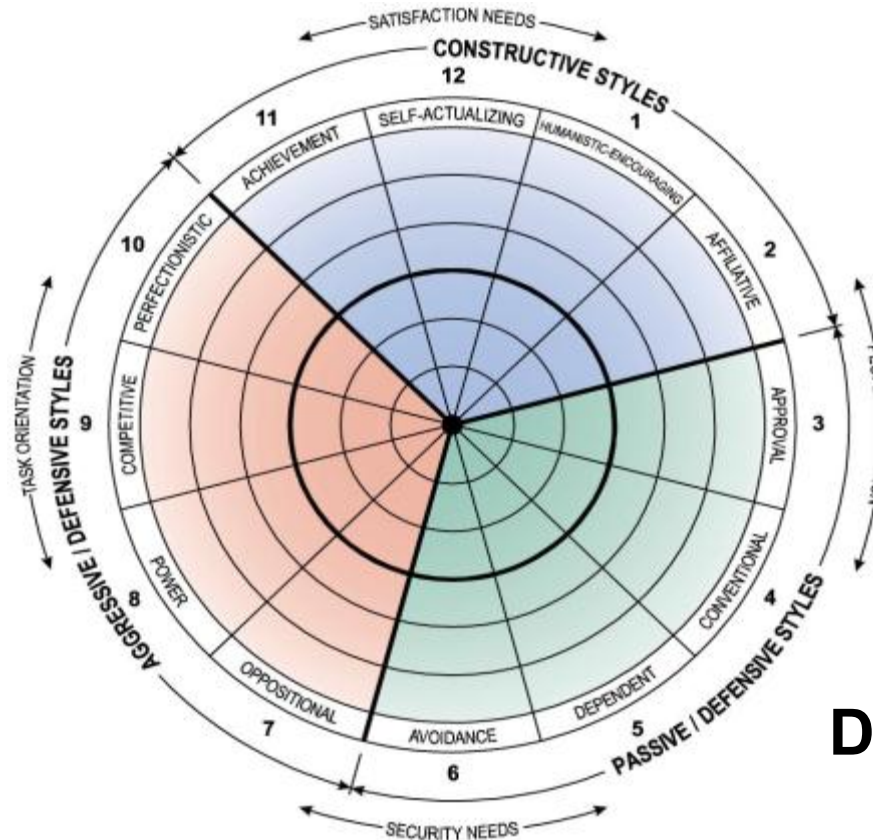
**Ineffective
and
Successful**



**Ineffective
and
Unsuccessful**

Optimistic

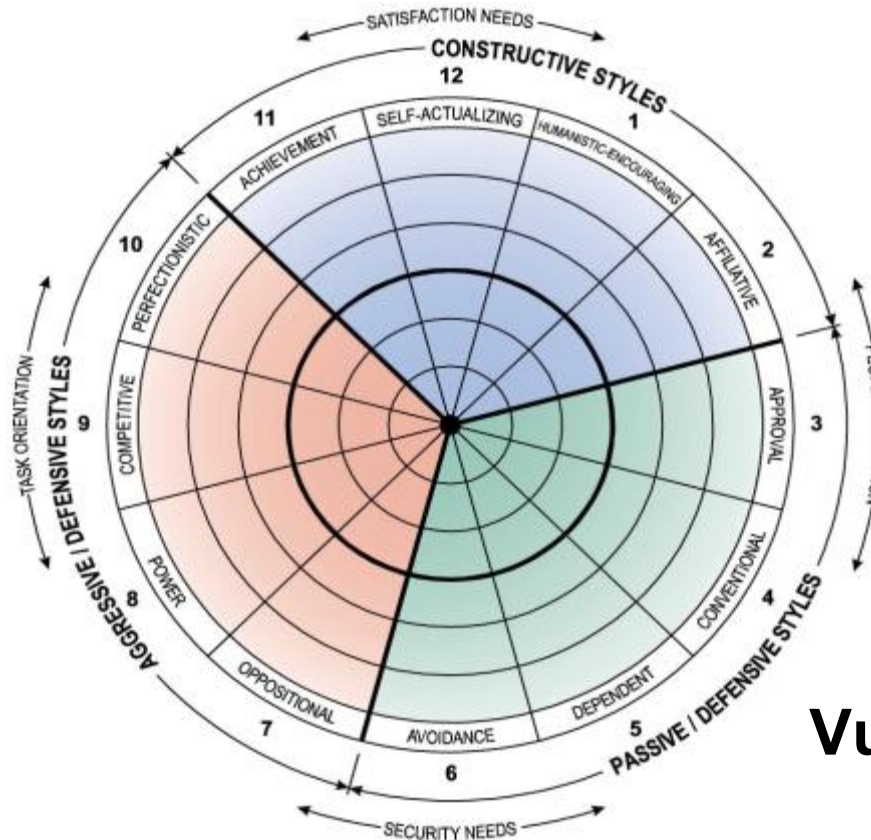
Anxiety



Depression

Sustainability

Volatility



Vulnerability