



LSI

HISTORY AND KEY RESEARCHERS

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Key Theories and Influencers of the Circumplex:

Circumplex History

The Human Synergistics (HS) circumplex provides both the foundation for and link between the assessments included in the HS' multi-level Performance Improvement System. The HS circumplex was originally developed by Dr. J. Clayton Lafferty, the company's founder, during the early 1970's. It builds on the ideas and research of several people, including Albert Ellis, Karen Horney, Timothy Leary, Norman R.F. Maier, Abraham Maslow, David C. McClelland, Carl Rogers, and Henry Stack Sullivan, as well as Lafferty's own work as a clinical psychologist.

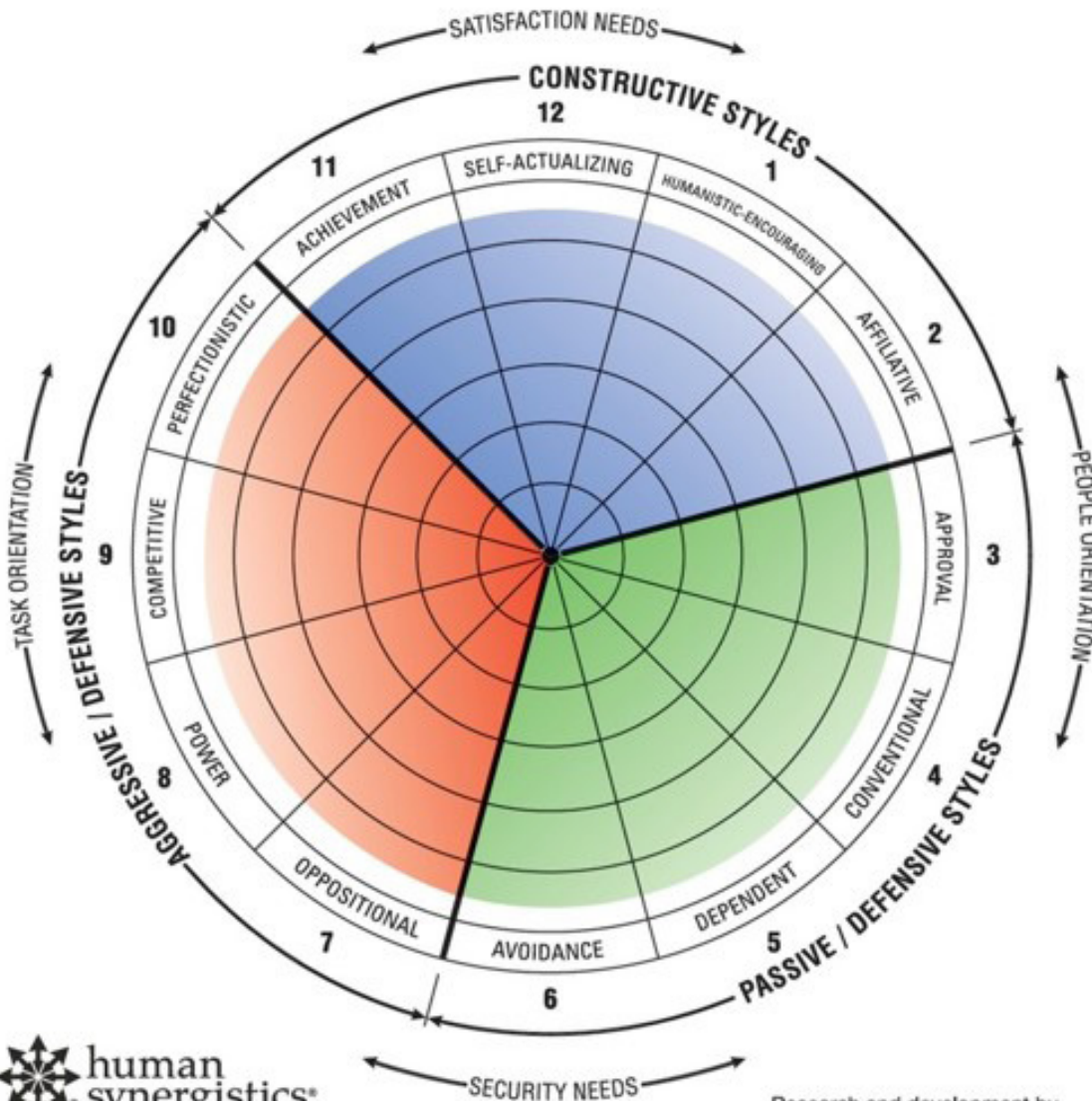
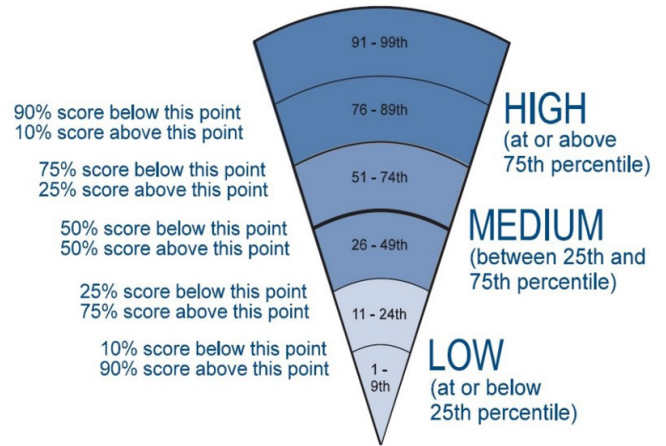
The HS circumplex was initially designed for the Life Styles Inventory™ (LSI), a survey that provides respondents with feedback on their self-concept or self-image. Lafferty asserted that people's self-images are shaped by their patterns of thinking—including their thoughts about how others see them (e.g., Sullivan), their perceptions of what they are versus what they think they should be (e.g., Rogers, Horney), and their beliefs about themselves (e.g., Ellis). Those who have healthy relationships with others and realistic views of themselves generally have positive self-images that enable them to strive toward self-actualization and become all that they can be. In contrast, those who have unhealthy interpersonal relationships, unrealistic standards of what they should be, or irrational and self-defeating beliefs about themselves have negative self-images that, in turn, prevent them from realizing their true potential (because they don't have a realistic understanding of what their true potential is). Thus, monitoring and modifying personal thinking styles is an important strategy for the growth, development, and realization of one's true potential—and the HS circumplex provides the means for making this process more tangible.

Lafferty focused on 12 styles or patterns of thinking in particular that reflect:

- a concern for either task or people
- an orientation toward either higher-order needs for growth and satisfaction or lower-order needs for security and safety.

Work by Cattell, Stogdill, Blake and Mouton, and others on leadership and group interaction demonstrate the importance of concern for both task and people to achieving effectiveness within organizational or group settings. On the other hand, the research of both Maslow and Sullivan highlights the importance of distinguishing between the types of needs that underlie thinking and behaviour in order to understanding their impact.

The 12 specific styles that fit this two-dimension framework were most strongly influenced by the work of Horney and McClelland on needs, Leary on personality, and Maier on leadership styles. Louis Guttman's "radex" approach to measurement and Leary's application of this approach were particularly important in that they prompted Lafferty to think about the relationships among the 12 LSI styles and how those relationships might be visually communicated using the circular diagram.



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Following the approach described by Guttman, Lafferty organized his 12 styles in a circle so that the styles located next to one another are more similar and positively correlated than the styles that are placed further apart. However, the HS circumplex was new and distinct from Leary's "circular continuum of the interpersonal variables of personality" in a number of important ways, including:

- The HS circumplex and the LSI are oriented toward managers and people within organizations, whereas Leary's circular continuum is oriented toward abnormal psychology.
- The styles and their placement around the HS circumplex are different from that on Leary's circular continuum.
- Some styles on the HS circumplex are more desirable and effective than others, whereas all of the styles on Leary's circular continuum are equally desirable/undesirable.
- The extensions on the HS circumplex indicate the extent to which each style is manifested (by the person, group or organization), whereas the extensions on Leary's circular continuum indicate whether the manifestations of each style are more positive or more negative.

Lafferty's original conceptual of the HS circumplex showed four clusters of styles, which corresponded to the "Task/Satisfaction," "People/Satisfaction," "Task/Security," and "People/Security" dimensions. However, based on the research carried out by Dr. Robert A. Cooke, the HS circumplex was modified in 1983 to reflect the three "clusters" of styles that were supported by Cooke's analyses:

Constructive styles, which are located at the top of the circumplex.

These styles reflect balanced concern for both task and people that are motivated by higher-order needs for growth and satisfaction (includes Achievement, Self-Actualizing, Humanistic-Encouraging, and Affiliative styles).

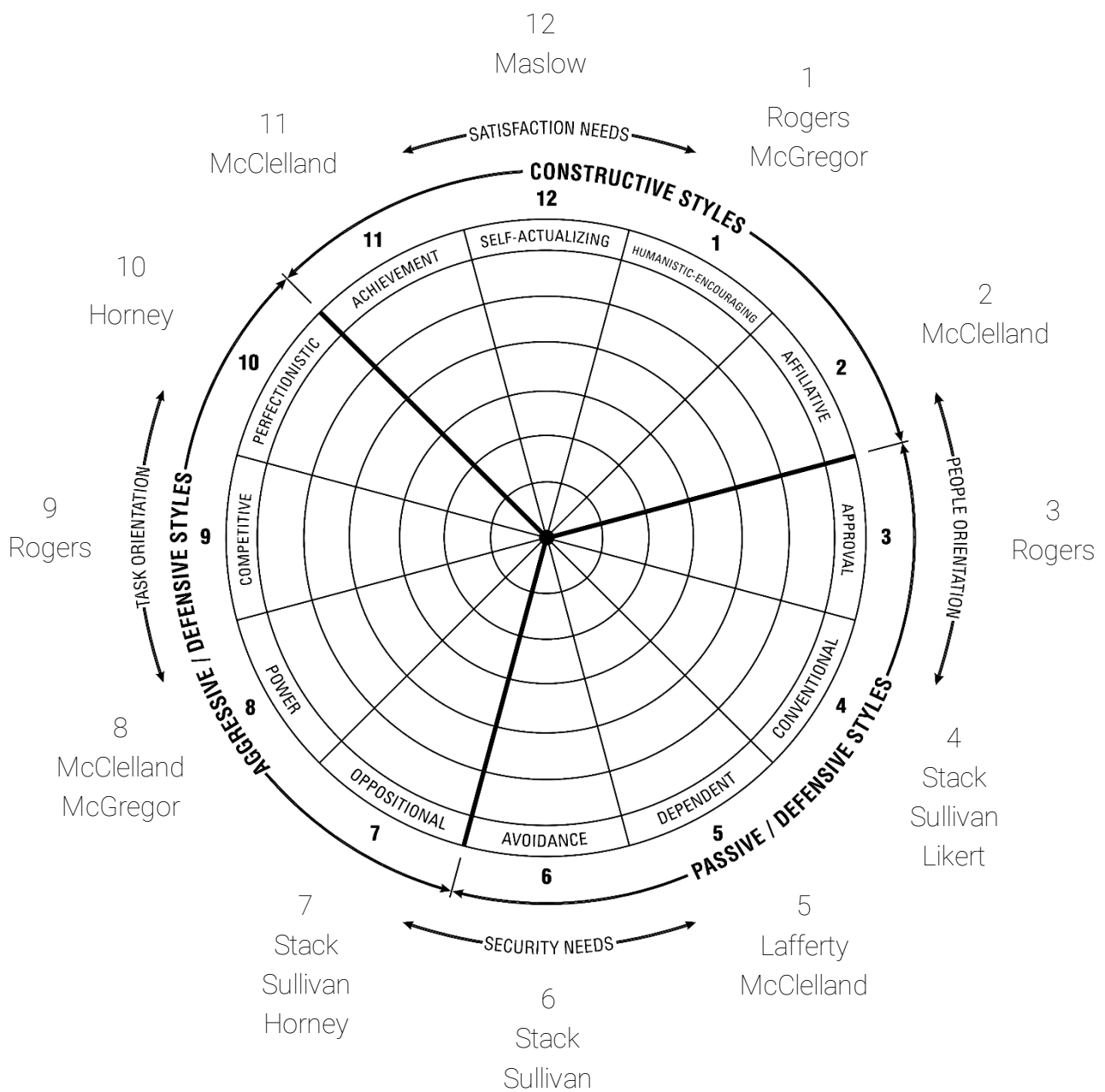
Passive/Defensive styles, which are located on the lower right side of the circumplex. These styles emphasize a concern for people that is driven by lower-order needs for security and safety (includes Approval, Conventional, Dependent, and Avoidance styles).

Aggressive/Defensive styles, which are located on the lower left side of the circumplex. These styles emphasize a concern for task that is driven by lower-order needs for security and status (includes Oppositional, Power, Competitive, and Perfectionistic styles).

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Key Researchers



The following gives an overview of the key researchers, which influenced Clay Lafferty in the development of the Circumplex. A list of references is available in the LSI Self-Development Guide.

Dr. Abraham Maslow, 1908 - 1970

In 1951, Maslow served as the chair of the psychology department at Brandeis for 10 years, where he met Kurt Goldstein (who introduced him to the idea of self-actualization) and began his own theoretical work. It was also here that he began his crusade for a humanistic psychology - something ultimately much more important to him than his own theorizing.

One of the many interesting things Maslow noticed while he worked with monkeys early in his career was that some needs take precedence over others. Maslow took this idea and created his now famous hierarchy of needs. Beyond the details of air, water, food, and sex, he laid out five broader layers: the physiological needs, the needs for safety and security, the needs for love and belonging, the needs for esteem, and the need to actualize the self, in that order.

Dr. Carl Rogers, 1902 – 1987

Roger's theory is a clinical one, based on years of experience dealing with his clients. He has this in common with Freud, for example. Also in common with Freud is that his is a particularly rich and mature theory - well thought-out and logically tight, with broad application.

Not in common with Freud, however, is the fact that Rogers sees people as basically good or healthy - or at very least, not bad or ill. In other words, he sees mental health as the normal progression of life, and he sees mental illness, criminality, and other human problems, as distortions of that natural tendency.

The entire theory is built on a single "force of life" he calls the actualizing tendency. It can be defined as the built-in motivation present in every life form to develop its potentials to the fullest extent possible!

David McClelland, 1917-1998

David McClelland in his 1961 book, "The Achieving Society" proposed that humans are motivated by 3 needs. The need for Achievement or nAch, the need for Power or nPow, and the need for Affiliation or nAff. Uday Pareek, an Indian Psychologist, who worked with McClelland, added the need for Extension or nExt to the list.

- N Ach: The desire to drive or excel in whatever one does. It is the inner urge to do things better and better or more and more efficiently than before; to strive constantly to achieve self-set standards.
- N Pow: The desire to influence, or have impact on others; it urges one to acquire control of others and prestige.
- N Aff: The desire for or need to be liked and accepted by others; it is the drive to form and maintain meaningful relationships with others.
- N Ext: The drive to help others in need. It does not refer to one's "helping" others as a means of satisfying one's other needs; it is an urge to help others purely as a function of one's realization that the other person needs help and that one is capable of providing the help.

McClelland contends that the motive profile of a person can change both as a function of one's life course as well as formal training. He has demonstrated with abundant evidence that formal training can increase nAch and that individuals with a high need for achievement tend to have higher productivity than those without. In this sense he proposed that needs are not instinctive but are learned.

Harry Stack Sullivan M.D., 1892-1949

Harry Stack Sullivan (1953) developed the concept of a “self-system”, which is an individual's collection of self-perceptions. The self-system actively protects one from information that would cause one to re-evaluate all pre-existing self-perceptions. It does this through a process of “selective inattention”. Part of this process is taking evasive manoeuvres that allow one to maintain congruence between one's interpersonal world and one's self-perceptions. If the behaviour of others disconfirms one's self-perception, this produces anxiety, which one will attempt to reduce. Such evasive manoeuvres include avoiding or opposing certain situations that would result in behaviours in others that disconfirms one's self-system and consequently forcing others to give way to them, regardless of their own wishes. He saw that individuals have a need to keep their behaviour in line with their self-perception and perception of others.

To Sullivan, the critical consideration in understanding personality is interpersonal relations – relationships between a person and each other important person in his or her life.

Sullivan held that all of our needs and development occur in relational dyads, beginning with a mothering two-person relationship and culminating in our selection of a sexual partner. He believed we have as many personalities as we have interpersonal relationships. Together with this idea, he defined personality as the relatively enduring pattern of recurrent interpersonal situations, which characterize a human life.

He perceived himself as a psychoanalyst, but like others, backed away from Freud's psychosexual ideas. We get the term significant other (SO) from Sullivan, which he defined as those people whom are most meaningful in our lives. It is self-defined. Sullivan believed that without SOs, there could be no development of a self-system – a part of personality that is entirely born out of influences of SOs on our feelings of well being. These SOs may be real or imaginary. Either way, they influence our self-esteem either positively or negatively.

Similar to Freud's idea of tension among the three structures of personality, Sullivan held that in personality development, we must learn to reduce two tensions:

1. Physical needs – just like Freud's idea of hunger, thirst and sex
2. Interpersonal anxiety – a tension that is alleviated in relationships with SOs or in feelings of well being.

These needs seek satisfaction, such as oxygen, food, water, warmth, comfort, etc.

Sullivan adopted Horney's idea that infants are born powerless and therefore dependent upon others for security. To Sullivan, this dependency revolves around a mothering one – a significant relatively adult personality whose cooperation is necessary to keep the infant alive. This may or may not be a biological mother. The mothering one addresses the infant's need for tenderness – refers to relief from various tensions; not just love per se.

Rensis Likert, 1903–1981

Rensis Likert was most well known for his development of a scale, which could be used to measure attitudes. He also studied the effects of managers' basic orientation towards their role on their behaviour.

Early in his tenure at the Division of Program Surveys, Likert realized that more reliable methods for obtaining information from individual respondents were required. The standard practice of the day among government agencies was to use a reporting form that specified only the types of information desired; interviewers were given free rein to ask whatever questions they thought best to obtain that information. This uncoordinated practice of interviewing was highly susceptible to interviewer bias. To avoid or reduce such bias, the Division of Program Surveys adopted formalized questionnaires that interviewers were instructed to follow without deviation. Likert also introduced the concept of open-ended questions as part of these interviews. In contrast to forced-choice questions which offer a limited set of response options, this approach allows the respondent to answer the question in his or her own words. These and other interview techniques pioneered by Likert have since become standard practices for survey research (Campbell 1988).

Likert Scaling is a unidimensional scaling or "summative" method. Likert scales measure a concept of interest on a number line. These contain a set of items, all of which are considered approximately equal in attitude or value loading. The subject responds with varying degrees of intensity on a scale ranging between extremes such as agree-disagree, like-dislike, or accept-reject. The scores of the position responses for each of the scales are summed, or summed and averaged, to yield an individual's attitude score. The main advantage of a Likert scale, lies in the greater variance obtained. The disadvantage as with all scaled, is the vulnerability of this variance to biasing response sets (e.g. the over-rater or the under-rater).

In 1946 the University of Michigan extended and Likert accepted an offer to establish an interdisciplinary institute for research in the social sciences. Likert used this opportunity to found the Institute for Social Research (ISR). He directed the ISR until his retirement. Although the ISR was not the first such institute in the United States, its structure and interdisciplinary approach distinguished the ISR from those that preceded and followed it (Campbell 1988). To achieve cross-disciplinary involvement, the ISR was located administratively outside the established schools and departments of the University of Michigan. The members of the ISR's research staff held their primary appointments within the institute, rather than the teaching departments of the university.

Dr. Karen Horney, 1885 - 1952

Karen Horney was a German born American psychoanalyst who broke with Freudian theory by stressing needs over sexual and aggressive drive and called for alterations in what she considered a male-biased view of feminine psychology. She was disqualified by the New York Psychoanalytic Institution for her anti-Freudian views.

Karen Horney analysed the ways in which an individual moves towards, against and away from others and the world around him/her. These "flows" are reflected in healthy attitudes of extroverted interest, assertiveness to overcome obstacles, and reflection upon results. If these flows become compulsive behaviour however, neurotic depression, aggression and introverted withdrawal may result.

As an individual grows, a sense of intrinsic separateness as "self" appears. This sense of separateness can cause conflict as the individual tries to conform, to belong to the herd whilst maintaining integrity and staying true to one's own view of what is right or wrong. This conflict only becomes a problem if one can't confront or experience comfortably, the confusion it creates; otherwise it could be handled and the situation viewed as part and parcel of the "game" of life. The flows or movements to counteract this conflict were described as: Reach toward, when rational this is togetherness or affinity - when neurotic it is dependence; Face-up against, when rational this is confront - when neurotic it is aggression; 2 way communication, when rational this is to interact, when neurotic it becomes an obsession.

If one direction has become compulsive, then the other flows are likely to become repressed. Over time these movements become a fixed pattern and when uncomfortable circumstances appear, or similar ones appear, the pattern is replayed automatically and the person does not realise he/she is dramatising reactively or that his/her true self is "asleep".

In summary Horney theorised that there are 3 basic orientations of how we relate to others: Compliant Orientation - the need for love, approval and affection; Aggressive Orientation - the need for power, strength and to manipulate others; Detached Orientation - the need for freedom, independence and self-reliance.

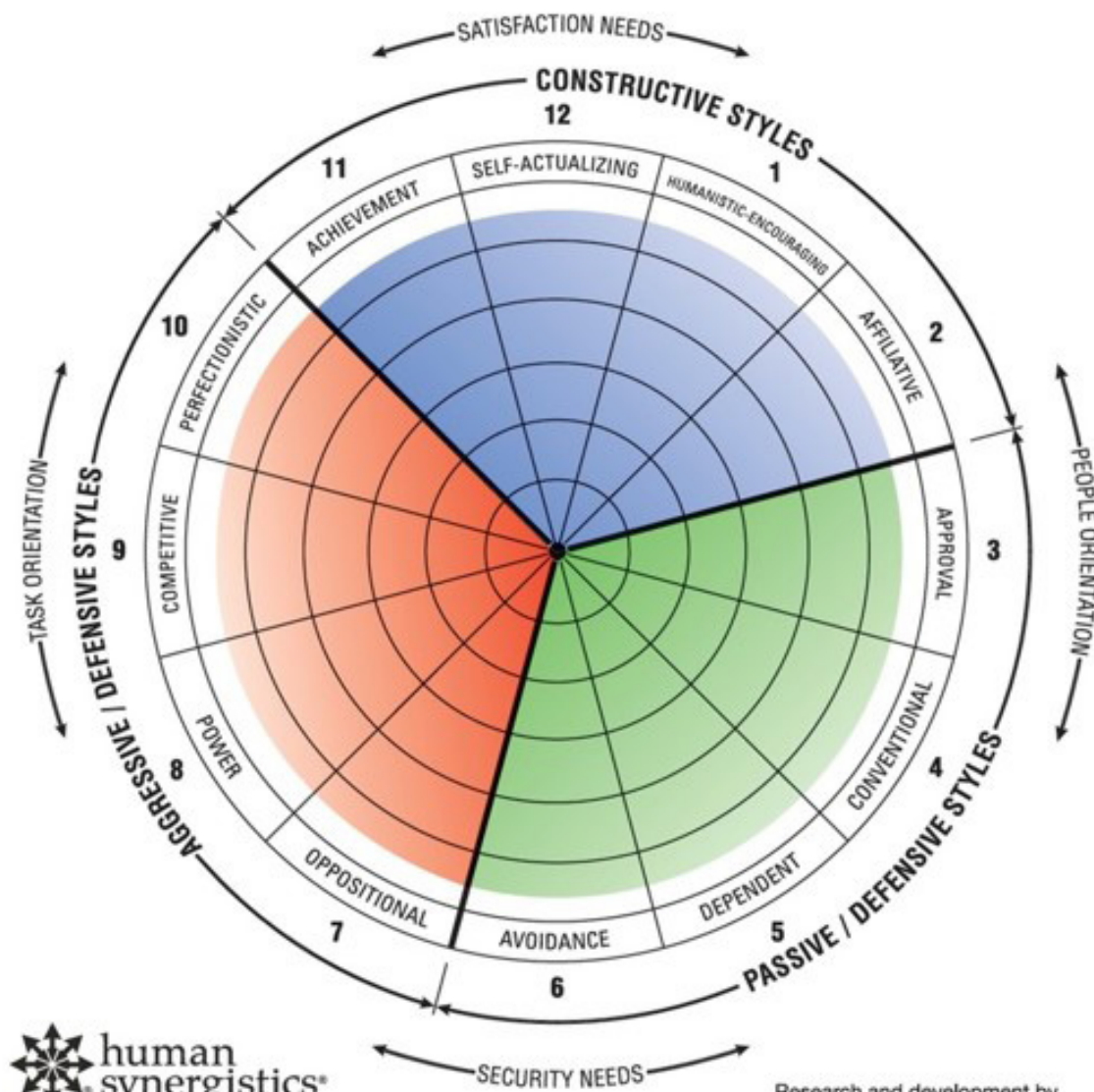
In the Horneyian approach, the goal of self-analysis is to bring about a basic change in the direction and quality of a person's life, a reorientation through self-knowledge, leading to a realisation of the person's potential for self-realisation. Horney's theory is perhaps the best theory of neurosis we have. First, she offered a different way of viewing neurosis. She saw it as much more continuous with normal life than previous theorists. Specifically, she saw neurosis as an attempt to make life bearable, as a way of "interpersonal control and coping." This is, of course, what we all strive to do on a day-to-day basis, only most of us seem to be doing all right, while the neurotic seems to be sinking fast.

Key Theories and Influencers of the Circumplex: Task and People

Stogill (1963) - distinction between consideration & initiating structure

Blake & Mouton (1964) - distinction between concern for people & concern for production

Katz, Maccoby & Morse (1959) - distinction between employee-centred & production-centred



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Circumplex Influencers

John Langshaw Austin, 1911-1960

Austin, John Langshaw (1911-60), British philosopher, one of the prominent figures in 20th-century analytic and linguistic philosophy. Born in Lancaster, England, he was educated at the University of Oxford. After serving in British intelligence during World War II, he returned to Oxford and taught philosophy until his death.

Austin viewed the fundamental philosophical task to be that of analyzing and clarifying ordinary language. He considered attention to distinctions drawn in ordinary language as the most fruitful starting point for philosophical inquiry. Austin's linguistic work led to many influential concepts, such as the performative function of language. This arose from his observation that many utterances are the performance of some act rather than a report of its performance. Seven of his essays were published during his lifetime. Posthumously published works include *Philosophical Papers* (1961), *Sense and Sensibilia* (1962), and *How to Do Things with Words* (1962).

Dr. Kurt Lewin, 1890 – 1947

Kurt Lewin is universally recognized as the founder of modern social psychology. He pioneered the use of theory, using experimentation to test hypotheses. He exposed the world to the significance of an entire discipline—group dynamics and action research.

Unlike other philosophers, Lewin conducted many “action field research” studies to understand social problems. His concept of “field theory” developed from this approach with its assertion that human interactions are driven by both the people involved and their environment. Lewin focused particularly on the interactions among races and the influences that affect inter-group and intra-group relations. Ultimately, he wanted to identify the factors that could make diverse communities function without prejudice and discrimination. Another area of his research was in pursuit of finding out why groups are so unproductive.

Kurt Lewin is perhaps best-known for developing Force Field Analysis, using Force Field Diagrams. The classic force field diagram helps a group picture the “tug-of-war” between forces around a given issue. Usually, there is a planned change described at the top, and two columns below. Driving forces are listed in the left column, and restraining forces in the right column. Arrows are drawn towards the middle. Longer arrows indicate stronger forces. The idea is to understand and make explicit all the forces acting on a given issue.

Kurt Lewin was one of the first to conduct a systematic analysis of an issue fundamental to social and personality psychology, namely the relative contributions of personality and social environment to human behaviour. Additionally, Lewin strongly emphasized the complementarity of basic and applied research.

Dr. Timothy Leary, 1920 - 1996

His books and papers as a psychologist in the 1950s helped launch the emerging "Humanistic Psychology" movement with an emphasis on interpersonal relationships, multilevel personality assessments, group therapy, body/mind interaction, and a libertarian redefinition of the doctor-patient relationship.

His early work in psychology included interpreting the self-dynamic personality models of Henry Stack Sullivan, as discussed in *Maps of the Mind* by Charles Hampden-Turner. Shades of Sullivan's work influenced Leary's later major theoretical work known as the Eight Circuit Model regarding the evolution of consciousness (see Info-Psychology). This theory has been interpreted and embellished by Robert Anton Wilson, Antero Alli and others. "Women who seek to be equal with men lack ambition." - Timothy Leary

Dr. Rob Cooke

Robert A. Cooke is Associate Professor of Management at the University of Illinois at Chicago where he teaches Organizational Behaviour and Human Resource Management. He is also Director of Human Synergistics/Center for Applied Research in Arlington Heights, Illinois. Cooke was previously an Associate Research Scientist at the University of Michigan's Institute for Social Research and a Visiting Scholar at Stanford University. He received his Ph.D. in Organization Behaviour from the Kellogg Graduate School of Management, Northwestern University.

Cooke has served as Principal Investigator or Study Director on numerous research projects on organizational behaviour and management, change and innovation, and human subject experimentation. His research has been supported by such agencies as the National Science Foundation, the U.S. department of Labor, the National Center for Health Services Research, the National Institute of Education, and the National Commission for the Protection of Human Subjects. He has also conducted applied survey research projects for various corporations and government agencies including Ford Marketing Institute, U.S. Department of Agriculture, Merck & Company, the Federal Aviation Administration, and the Michigan Department of Mental Health.

Among his awards and honors, Cooke has been a National Defense Educational Act Scholar, a Commonwealth Edison Fellow, and a Rockefeller Foundation Fellow; his research has been selected for the William Davis Memorial Award for outstanding scholarly research and the Douglas McGregor Memorial Award for Excellence in the Applied Social Sciences

Dr. Albert Ellis, 1913-2007

Dr. Albert Ellis first articulated Rational Emotive Behavior Therapy (REBT) in 1955. REBT is a humanistic, action-oriented approach to emotional growth which emphasizes individuals' capacity for creating their own emotions; the ability to change and overcome the past by focusing on the present; and the power to choose and implement satisfying alternatives to current patterns.

Dr J. Clayton Lafferty, PH.D., 1928-1997

J. Clayton Lafferty was a professional psychologist and consultant. He was the creative force behind Human Synergetics International, the training materials publisher and management consulting firm he founded in 1970. He combined his professional knowledge, experience in working with hundred of organizations and thousands of individuals, and his own research to the development of the superior human development product.

Dr. Lafferty's background in clinical psychology, both practical and theoretical, and his knowledge of organizational and leadership in both ancient and modern cultures gave him a broad prospective for dealing with the problems currently facing our business and society in general.

Dr. Lafferty and his colleagues researched and developed a series of multi – level diagnostic instruments, perhaps of which the best known are the Life Styles Inventory™ (LSI 1&2) report development system.

Dr Lafferty worked with a wide variety of groups, including manufacturing, health care and customer products, communications, financial services and government agencies. He conducted seminars involving thousands of executives who used his systems to improve communication and team- building skills, leadership capabilities, and their capacity to motivate others. He had consulting relationships with top Fortune 500 companies, educational institutes and government agencies.

Dr.Lafferty was known as an engaging and popular keynote speaker among professional organizations and in house training programs concerning business leadership effectiveness and managing organizational change and stress. He received the 1983 American Society for training and Development Award for excellence in Professional Competency for his work with a Fortune 500 company, and appeared in the U.S Registry's "Who's Who in Leading American Executives" in 1991 as an honoured member.

His dedication to providing materials and programs that promote excellence in organizations has earned him an international reputation. Firms in Finland, England, Canada, New Zealand and Australia have established associate offices of Human Synergetics International in their countries

Dr. Lafferty attended Hillsdale College and earned his doctorate in psychology from the University of Michigan. He was a member of the American and the Michigan Psychological Associations serving as President of W.P.O, the American Management Association, and the American Society for Training and Development.

He passed away in 1997, at 67 years of age.



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