



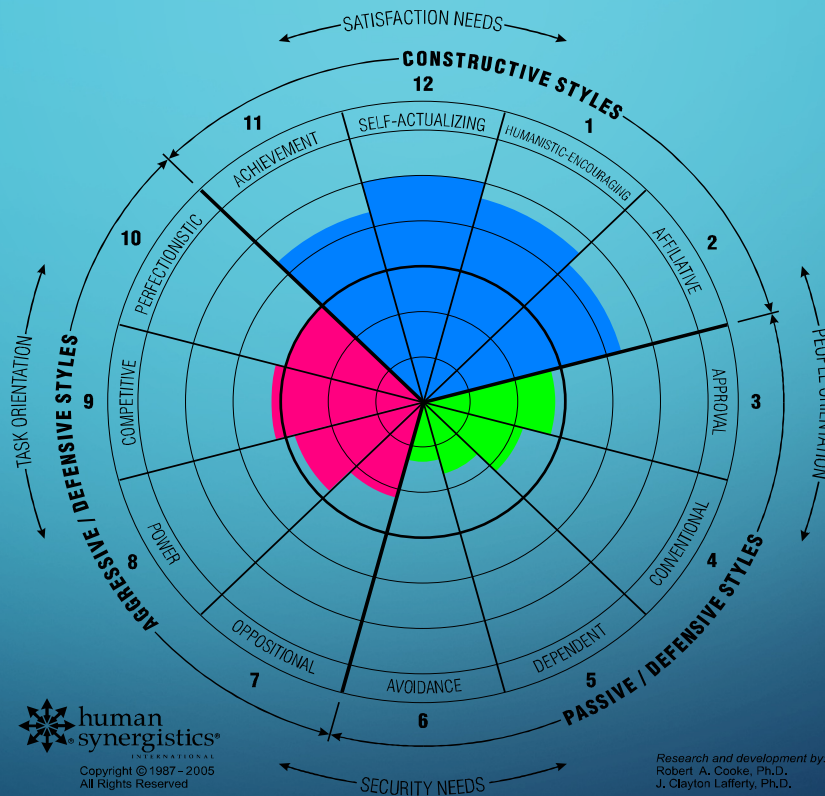
BirdsEye – Culture Leaders Network Webinar

Aligning with LSI Leadership Style Belief Systems

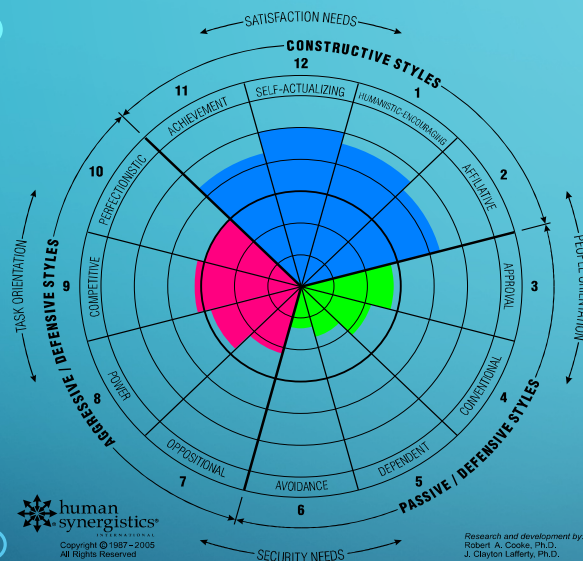
Frank Gallant and Craig Kennedy



The Power of the Constructive Leadership Styles



LSI Constructive Leadership Styles



Achievement-Oriented

Focused on excellence, goal-setting, continuous improvement and working together.

Self-Actualizing

Visionary, authentic, and growth-driven, non-judgmental, values aligned, problem solving and inspiring innovation.

Humanistic-Encouraging

Nurturing, supportive, empowering and emotionally intelligent.

Affiliative

Relationship-driven, fostering trust, respect, teamwork, co-operation and belonging.

When leaders integrate all four Constructive styles, they unlock maximum leadership potential, driving performance, engagement, and long-term success.



The Power of the Constructive Leadership Styles Belief Systems

A **belief system** is a deeply held set of values, assumptions, and internal truths that shape how we perceive ourselves, others, and the world around us.

In leadership, our belief system influences how we interpret challenges, respond to stress, relate to others, and define success.

When aligned with the Constructive thinking styles of the Life Styles Inventory (LSI) by Human Synergistics, a belief system becomes a powerful foundation for intentional, effective leadership.



What It Means to Have a Belief System (in LSI Terms)

To “have a belief system” means:

- Holding core guiding principles that influence your thoughts, actions, and decisions.
- Using those principles to filter experiences and interpret meaning.
- Drawing on those beliefs to create a sense of internal consistency and purpose.



Why Belief System Alignment Matters in Leadership

When your internal beliefs support **Constructive styles**, you:

- Lead with integrity and intention.
- Foster engaged, psychologically safe teams.
- Make decisions based on clarity and shared purpose, not fear or ego.
- Are resilient and self-aware, especially during challenge or conflict.



The Achievement Mindset – Core Beliefs

1. Personal Effort Leads to Success

- Belief that consistent effort, learning, and improvement drive meaningful achievement - not luck or entitlement.
- Focus on personal responsibility and goal-setting.

2. High Standards Are Motivating, Not Threatening

- Setting challenging but realistic goals fuels engagement, motivation, and pride.
- Standards are seen as aspirational, not punitive.

3. Success Is Measured by Growth, Learning, and Excellence

- Achievement thinkers value progress, competence, and mastery — not just "winning" or being better than others.
- Competition is with oneself, not against others.

4. Problems Are Challenges to Solve, Not Threats to Avoid

- Obstacles are viewed as opportunities for innovation and growth.
- Failure is interpreted as data for learning, not as a reflection of personal worth.

5. Purpose and Meaning Matter

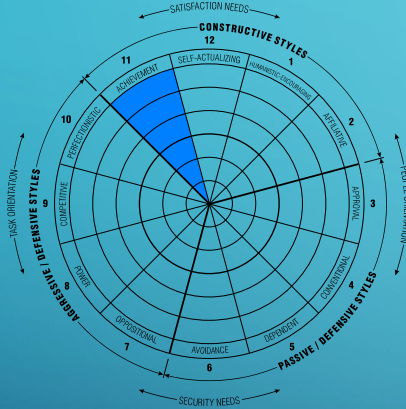
- Achievement is tied to meaningful goals, not just external rewards.
- Leaders strive for personal excellence aligned with deeper purpose, not empty performance metrics.

In LSI Leadership Terms:

- Achievement-based thinkers believe that effort, learning, and meaningful goals lead to genuine success — and that mastery and progress are lifelong pursuits.

The Achievement Mindset – Core Beliefs

The Achievement-based thinking style is one of the most critical Constructive styles — highly correlated with personal effectiveness, leadership success, and healthy organizational cultures.



Motivation – Inner drive to accomplish meaningful goals.

Optimism – Confidence that effort leads to success.

Focus – Energy directed toward purposeful action.

Pride (Healthy Pride) – Satisfaction from personal excellence.

Curiosity – Eagerness to learn, adapt, and improve.

Summary:

Achievement-based thinkers are energized by motivation, optimism, focus, healthy pride, and curiosity — emotions that drive goal pursuit, resilience, and excellence.



The Self-Actualized Mindset – Core Beliefs

1. Growth Is a Lifelong Journey

- Belief that personal growth, learning, and evolution never stop.
- Life is seen as an ongoing opportunity for becoming one's fullest, truest self.

2. Authenticity Matters More Than Conformity

- Being true to your own values, vision, and integrity is more important than pleasing others or fitting into external expectations.
- Leadership is an expression of who you are, not just what you do.

3. Creativity and Originality Are Essential to Fulfillment

- True success involves thinking creatively, taking risks, and innovating.
- Leaders value flexibility, new ideas, and self-expression over rigid rules.

4. Awareness and Mindfulness Are Keys to Growth

- Belief that self-awareness — knowing your thoughts, emotions, and behaviors — is critical for personal development.
- Reflection, mindfulness, and conscious living are prioritized.

5. Meaningful Connections Build a Meaningful Life

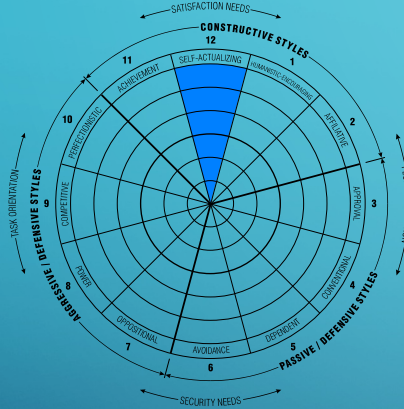
- Relationships are based on authenticity, empathy, and shared growth, not control or image management.
- True connection requires being real and vulnerable, not perfect.

In LSI Leadership Terms:

- High Self-Actualizing leaders model personal wholeness, curiosity, resilience, and authentic motivation.
- They empower others not by dominating or micromanaging, but by inspiring self-expression and self-trust.

The Self-Actualized Mindset – Core Beliefs

The Self-Actualizing thinking style is one of the highest-level Constructive Styles — deeply connected to authentic leadership, resilience, creativity, and personal fulfillment.



Core Emotions Behind Self-Actualizing:

- Curiosity
- Wonder
- Optimism
- Openness
- Self-trust
- Calmness

Summary:

Self-Actualized thinkers believe in living authentically, growing continually, and expressing themselves fully, while also valuing creativity, inner peace, and deeper meaning over external measures of success.



The Humanistic Mindset – Core Beliefs

1. Every Person Has Innate Worth and Potential

- Belief that every individual matters and has the capacity to grow, contribute, and succeed.
- Leadership begins with respect for the dignity of each person, regardless of current performance or status.

2. Growth Happens Best in a Supportive Environment

- Encouragement, not criticism, is the fuel for development.
- People thrive when they are believed in, listened to, and celebrated for effort and progress.

3. Empowering Others Strengthens Everyone

- Leadership is not about control, but about uplifting others to reach their own best.
- Success is seen as shared, not zero-sum; when one person grows, the team or community grows too.

4. Listening and Empathy Are Core Leadership Skills

- Belief that genuine listening, understanding, and empathy create connection, trust, and loyalty.
- Emotional intelligence and relational skills are as valuable as technical skills.

5. Positive Reinforcement Creates Real Change

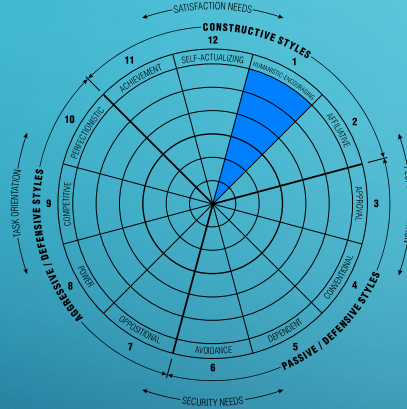
- Focus on affirming strengths, celebrating small wins, and offering encouragement rather than focusing only on mistakes or shortcomings.
- Change happens more through appreciation and guidance than criticism and punishment.

In LSI Leadership Terms:

- Leaders high in Humanistic-Encouraging are seen as approachable, supportive, compassionate coaches, who bring out the best in others through trust and encouragement.
- They are relationship-centered, yet goal-supportive.

The Humanistic Mindset – Core Beliefs

The Humanistic-Encouraging thinking style is one of the Constructive styles — centered on growth, empathy, coaching, and interpersonal empowerment.



Core Emotions Behind Humanistic-Encouraging Thinking:

- Warmth
- Empathy
- Optimism about others
- Patience
- Compassion

Summary:

Humanistic-Encouraging thinkers lead by believing in people's worth, supporting their growth, and creating a culture of empathy, recognition, and empowerment.



The Affiliative Mindset – Core Beliefs

1. People Are Inherently Valuable

- Belief that *every individual has worth* regardless of status, mistakes, or differences.
- Respect and dignity are seen as fundamental rights for everyone.

2. Relationships Are Critical for Success – Leaders Foster Connectivity

- Strong, trusting, and supportive relationships are essential for personal, team, and organizational effectiveness.
- Collaboration and emotional safety matter as much as technical performance.

3. Open Communication Builds Trust

- Being genuine, approachable, and transparent builds deeper connections.
- Sharing and listening openly are keys to psychological safety and team resilience.

4. Mutual Support Strengthens Everyone

- Helping others grow, succeed, and belong strengthens the whole system.
- Leadership is not about dominance; it's about uplifting and empowering others.

5. Differences Are Assets, Not Threats

- Diversity of thought, background, and perspective is valued and celebrated.
- There's a belief that inclusion makes teams smarter and more adaptable.

In LSI Leadership terms:

- High affiliative leaders foster emotional connection and loyalty.
- They lead with heart and humanity, while still holding clear expectations and mutual accountability.

The Affiliative Mindset – Core Beliefs

The Affiliative thinking belongs to the Constructive styles — it centers on building strong, trusting, and emotionally safe relationships.

Warmth - A genuine emotional openness toward others; friendliness, approachability.

Trust - Confidence in others' goodwill and intentions; feeling safe to connect.

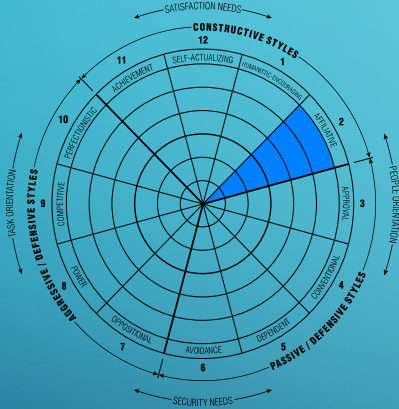
Appreciation - Valuing others' contributions, uniqueness, and presence.

Empathy - Emotional resonance with others' feelings and experiences; caring about their well-being.

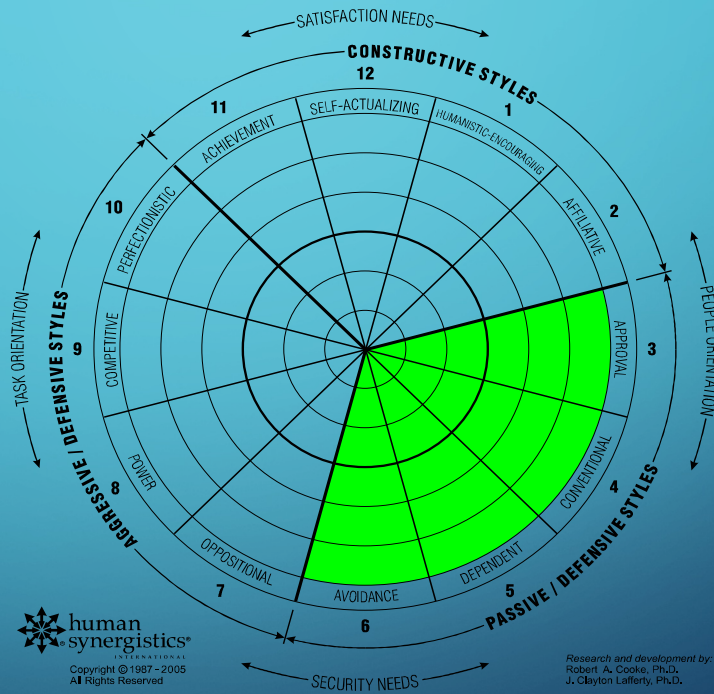
Belonging - Feeling connected, accepted, and included within a group or community.

Summary:

Affiliative-based thinking is fueled by warmth, trust, appreciation, empathy, and belonging — emotions that drive deeper connection, loyalty, and mutual growth.



Passive Defensive Mindset – Core Beliefs





The Approval Mindset – Core Beliefs

1. My Worth Depends on Being Liked by Others

- Belief that acceptance and praise from others define personal value.
- Fear of disapproval or rejection leads to people-pleasing behaviors.

2. Maintaining Harmony is More Important Than Expressing My Needs

- Conflict is seen as dangerous or damaging.
- Better to agree, comply, or remain silent than to risk upsetting others.

3. Others' Opinions Are More Important Than My Own Judgment

- Heavy reliance on **external validation** to feel secure.
- Difficulty making independent decisions without checking what others think or expect.

4. Avoiding Disapproval is Safer Than Taking Risks

- Taking bold stands, asserting boundaries, or showing disagreement feels risky and unsafe.
- Risk aversion dominates behavior, even at the cost of authenticity.

5. Being Pleasant is Key to Being Accepted

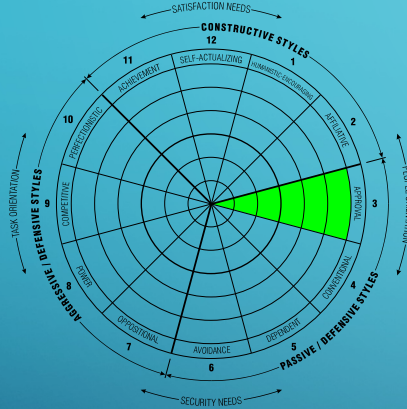
- Emphasis on being nice, agreeable, and helpful — sometimes at the expense of authentic self-expression or personal boundaries.

In LSI Leadership Terms:

- Leaders high in Approval thinking are often warm, considerate, and eager to help, but can struggle with assertiveness, boundary-setting, and authentic leadership.
- Fear of disapproval can prevent clear decision-making, innovation, and honest feedback.

The Approval Mindset – Core Beliefs

The Approval thinking style belongs to the Passive/Defensive cluster. It revolves around seeking acceptance, avoiding conflict, and prioritizing others' opinions over personal needs or goals.



Key Emotional Drivers Behind Approval-Based Thinking:

- Anxiety (about rejection)
- Guilt (for saying no or disappointing others)
- Fear (of conflict or confrontation)
- Hope (that being liked will ensure safety)

Summary:

Approval-based thinkers believe that their safety, acceptance, and worth depend on pleasing others, avoiding conflict, and staying in alignment with external expectations.



The Conventional Mindset – Core Beliefs

1. Following Rules and Norms Ensures Safety and Success

- Belief that the safest and best way to succeed is by strictly adhering to established rules, procedures, and expectations.
- Deviating from norms feels risky and dangerous.

2. Change and Innovation Are Threats, Not Opportunities

- New ideas, change, or different perspectives feel threatening because they could disrupt stability and invite failure or criticism.
- Stability is prized over creativity or risk-taking.

3. Approval Comes From Doing Things "The Right Way"

- Acceptance, praise, and belonging depend on meeting external expectations perfectly.
- Success is linked more to conformity than to independent thinking or innovation.

4. Tradition and Authority Should Not Be Challenged

- Established hierarchies, customs, and historical methods are respected and preserved.
- Questioning authority or traditions feels disrespectful, risky, or inappropriate.

5. Standing Out Can Be Dangerous

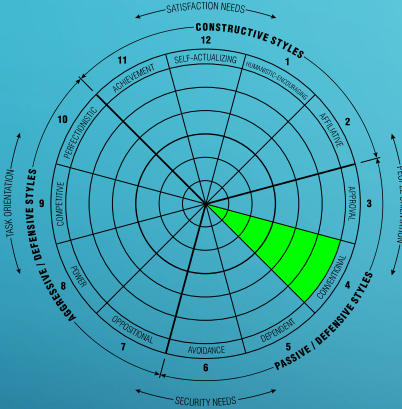
- Being "different" or "too noticeable" (positively or negatively) is risky.
- Safer to blend in, stay within norms, and avoid drawing attention.

In LSI Leadership Terms:

- Leaders high in Conventional thinking are often stable, dependable, and compliant, but they can limit flexibility, innovation, and adaptation, particularly during times of change.

The Conventional Mindset – Core Beliefs

Conventional thinking belongs to the Passive/Defensive cluster. It revolves around conformity, safety through tradition, and minimizing risk by aligning tightly with rules and norms.



Core Emotional Drivers Behind Conventional-Based Thinking:

- Anxiety (about standing out or being wrong)
- Fear (of rejection or punishment)
- Loyalty (to tradition and authority)
- Caution (about risk and change)
- Desire for acceptance and belonging

Summary:

Conventional thinkers believe that success, safety, and belonging are achieved by following rules, meeting external expectations, avoiding risk, and maintaining tradition — often at the expense of innovation or authenticity.



The Dependent Mindset – Core Beliefs

1. Others Know Better Than I Do

- Belief that authority figures, superiors, or experts are more capable of making the right decisions.
- Own judgment is seen as less valid or trustworthy.

2. Approval and Permission Are Necessary Before Acting

- Belief that taking independent action is risky unless it's explicitly endorsed.
- Constantly seeking approval, reassurance, and validation before moving forward.

3. Safety Comes From Following Instructions Exactly

- Trusting in rules, norms, and expectations to avoid mistakes.
- Independent thinking feels dangerous; sticking to given paths feels safer.

4. Mistakes Are Too Costly to Risk Taking Initiative

- Fear that personal mistakes will lead to punishment, disapproval, or humiliation.
- It's better to wait for direction than risk making a wrong move.

5. Success Depends on Pleasing Authority Figures

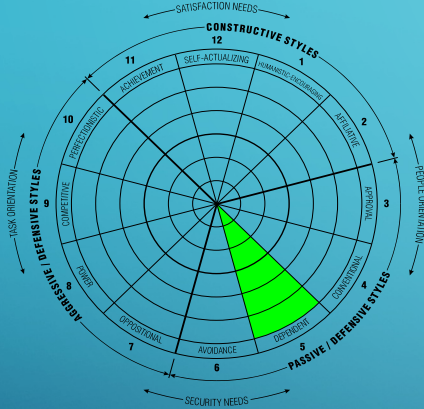
- Leadership and success are tied to pleasing others, compliance, and being seen as "good" or "obedient" rather than self-directed accomplishment.

In LSI Leadership Terms:

- Leaders (or team members) high in Dependency thinking may seem eager to please, loyal, and rule-following, but they often struggle with decision-making, innovation, leadership initiative, and resilience under change.

The Dependent Mindset – Core Beliefs

Dependency thinking is part of the Passive/Defensive cluster. It is driven by fear of failure, low self-trust, and a belief that others must provide direction, protection, and validation.



Core Emotional Drivers Behind Dependency-Based Thinking:

- Fear (of making mistakes alone)
- Anxiety (about disappointing authority figures)
- Insecurity (about own judgment or abilities)
- Guilt (for stepping outside expectations)
- Hope (that others will protect or rescue)

Summary:

Dependency thinkers believe that they must rely on others for direction, validation, and success — that personal initiative is too risky and that safety lies in compliance and deference.



The Avoidance Mindset – Core Beliefs

1. Mistakes Are Dangerous and Must Be Hidden

- Belief that any mistake or failure will lead to judgment, punishment, or humiliation.
- Safer to avoid situations where failure might happen.

2. It's Safer Not to Be Seen Than to Be Criticized

- Visibility brings risk — attention could expose flaws or create pressure.
- Laying low, staying quiet, and avoiding center-stage is seen as protection.

3. Uncertainty is a Threat, Not an Opportunity

- Fear of the unknown drives procrastination, hesitation, or refusal to engage.
- Change and challenge are viewed as sources of danger, not growth.

4. If I Don't Commit, I Can't Fail

- Avoidance often feels like "self-protection": If I don't fully try, I can't be fully responsible for the outcome.
- Withdrawal is used to pre-empt feelings of failure or disappointment.

5. Emotional Safety Comes From Inaction

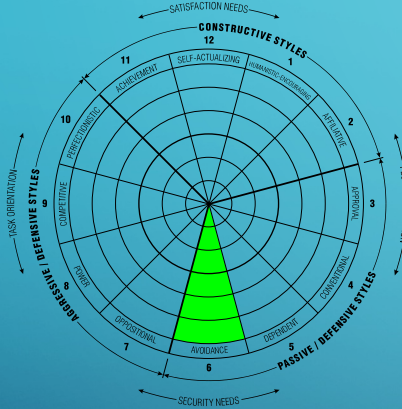
- Doing nothing feels emotionally safer than risking rejection, failure, or criticism.
- Disengagement is seen as the best shield against emotional pain.

In LSI Leadership Terms:

- Leaders high in Avoidance thinking may appear cautious, indecisive, or disengaged.
- Teams may experience confusion, lack of direction, or missed opportunities because key actions are delayed or avoided entirely.

The Avoidance Mindset – Core Beliefs

Avoidance thinking belongs to the Passive/Defensive cluster. It is rooted in fear of failure, fear of judgment, and a belief that hiding, delaying, or withdrawing is safer than confronting challenges directly.



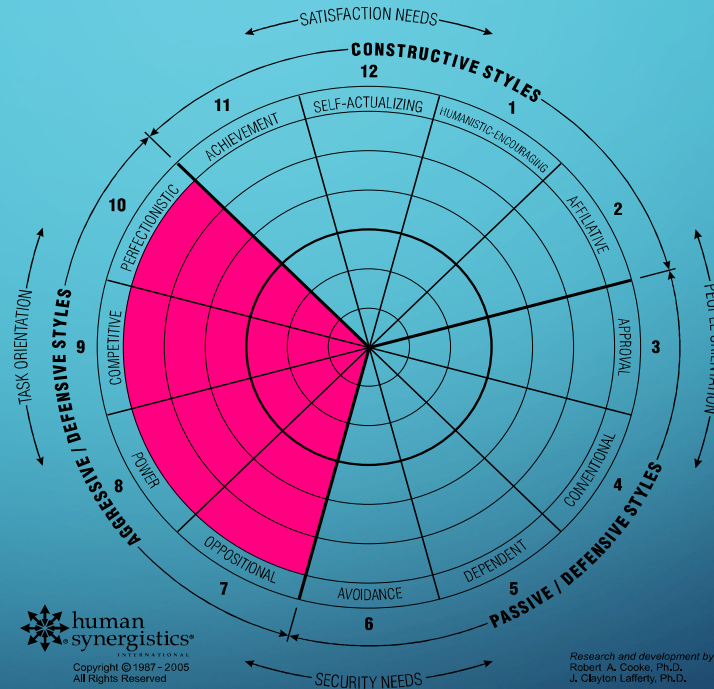
Core Emotional Drivers Behind Avoidance-Based Thinking:

- Fear (of failure, rejection, exposure)
- Anxiety (about making the wrong move)
- Shame (linked to imperfection)
- Powerlessness (feeling like effort won't change outcomes)

Summary:

Avoidance thinkers believe that stepping back, delaying, or staying invisible protects them from criticism, shame, and failure — but it also stifles growth, learning, and meaningful success.

Aggressive Defensive Mindset – Core Beliefs





The Oppositional Mindset – Core Beliefs

1. Questioning and Criticizing Protects Me

- Belief that scrutinizing, challenging, and pointing out flaws is essential to avoid being taken advantage of, made vulnerable, or looking foolish.

2. Trust is Dangerous and Must Be Earned (Rarely)

- Core assumption that people are often wrong, incompetent, or untrustworthy.
- Trust is extremely limited and must be constantly tested.

3. Skepticism Shows Intelligence

- Belief that disagreeing, doubting, and finding what's wrong demonstrates critical thinking, strength, and competence.
- Agreement or acceptance can feel naive or weak.

4. It's Safer to Defend Than to Open Up

- Operating mode is defensive and guarded: it's better to find problems first than to risk being criticized later.
- Vulnerability is seen as a threat, not a strength.

5. Conflict Sharpens Thinking and Protects Standards

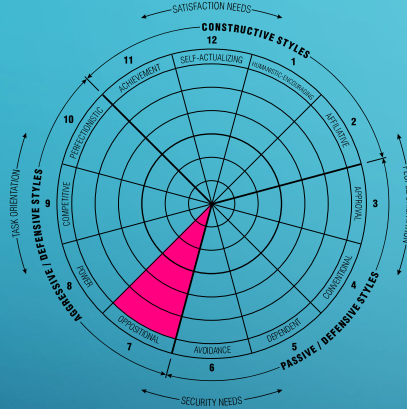
- Belief that challenging others sharply is necessary to "keep standards high" or "keep people honest".
- Oppositional behavior is rationalized as "tough love" or "realistic expectations."

In LSI Leadership Terms:

- Leaders high in Oppositional thinking can stimulate debate and spot flaws, but often suppress collaboration, innovation, and psychological safety — because people feel attacked or demoralized rather than empowered.

The Oppositional Mindset – Core Beliefs

Oppositional thinking is part of the Aggressive/Defensive cluster. It's driven by skepticism, fear of vulnerability, and the belief that questioning, resisting, or finding flaws is necessary for survival or self-protection.



Core Emotional Drivers Behind Oppositional-Based Thinking:

- Fear (of being wrong, vulnerable, or betrayed)
- Anxiety (about loss of control or mistakes)
- Distrust (of others' motives or abilities)
- Irritation (at perceived incompetence or weakness)
- Defensiveness (guarding against criticism)

Summary:

Oppositional thinkers believe that constant skepticism, criticism, and resistance protect them from mistakes, vulnerability, and betrayal — but it can isolate them and create unnecessary friction.



The Power Mindset – Core Beliefs

1. Control Equals Security

- Belief that maintaining control over people, processes, and decisions is essential for personal success and safety.
- Losing control feels dangerous or humiliating.

2. Status and Authority Define Worth

- Self-esteem and identity are tied to rank, influence, and authority.
- Power thinkers often feel they must prove superiority to maintain respect.

3. Strength Means Dominating Others

- Belief that assertiveness, aggression, and toughness are signs of strength.
- Kindness, vulnerability, or collaboration may be seen as weaknesses.

4. The World is Competitive and Adversarial

- Success is a zero-sum game: for me to win, others must lose.
- Suspicion of others' motives is common; trust is conditional and limited.

5. Fear is an Effective Motivator

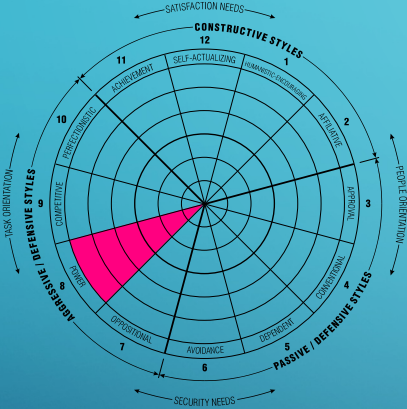
- Belief that fear, pressure, or intimidation are acceptable tools to drive performance.
- People need to be kept in line to deliver results.

In LSI Leadership Terms:

- Leaders high in Power thinking may appear decisive and strong, but tend to undermine psychological safety, limit team learning, and create defensive organizational cultures.
- Over time, morale, trust, and innovation suffer under power-driven leadership.

The Power Mindset – Core Beliefs

Power thinking belongs to the Aggressive/Defensive cluster. This style is rooted in dominance, control, and status-seeking, often at the expense of collaboration and trust.



Core Emotional Drivers Behind Power-Based Thinking:

- Anxiety (about loss of control)
- Fear (of vulnerability)
- Anger (toward perceived weakness or opposition)
- Pride (in dominance or toughness)
- Distrust (of others' intentions)

Summary:

Power-based thinkers believe that dominance, control, and superiority are necessary for safety, respect, and success — often creating rigid, fear-driven environments.



The Competitive Mindset – Core Beliefs

1. Self-Worth Depends on Outperforming Others

- Belief that being better than others (smarter, faster, more successful) is necessary to prove personal value.
- Winning is prioritized over growth or collaboration.

2. Life is a Zero-Sum Game

- The assumption that if someone else succeeds, it diminishes my success.
- There is a scarcity mindset: there are only a few “winners” and many “losers”.

3. Mistakes Are Threats to Status

- Belief that errors or weaknesses must be hidden, denied, or blamed elsewhere.
- Vulnerability is unsafe — it might lower one's ranking or reputation.

4. External Validation Is Essential

- Worth is measured by external achievements: awards, titles, recognition.
- Praise and admiration from others are critical drivers of motivation.

5. Relationships Are Competitive, Not Collaborative

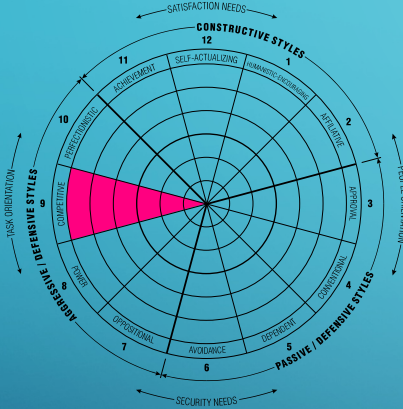
- Interpersonal interactions are often subtly (or overtly) competitive:
“Who’s smarter?” “Who’s more influential?” “Who’s ahead?”
- Cooperation may be seen as strategic rather than genuine.

In LSI Leadership Terms:

- Leaders high in Competitive thinking can be driven, energetic, and goal-focused, but may create high-pressure, low-trust cultures if overused.
- Fear of failure and constant comparison can block innovation, collaboration, and sustainable success

The Competitive Mindset – Core Beliefs

The Competitive thinking style is classified under the Aggressive / Defensive cluster. It reflects a belief system centered around comparison, external validation, and winning over others.



Key Emotional Drivers Behind Competitive Thinking:

- Anxiety (about losing status)
- Pride (in external success)
- Fear (of failure or inadequacy)
- Pressure (to constantly outperform)

Summary:

Competitive thinkers believe that personal value depends on being better than others, and that success is a limited resource to be fought for and protected.



The Perfectionistic Mindset – Core Beliefs

1. Mistakes Equal Failure and Shame

- Belief that any mistake — even small — is a personal failure.
- Errors are catastrophic and must be avoided at all costs.

2. Self-Worth Depends on Perfect Performance

- Value and acceptance are earned through faultless achievement.
- There's little room for vulnerability, learning, or being "good enough."

3. There Is Always a Right (Perfect) Way

- Belief that there is a single correct way to do things — and it must be followed precisely.
- Innovation, flexibility, or “good enough” solutions often feel unsafe.

4. Criticism is Dangerous (and I Must Avoid It)

- Fear of criticism leads to over-preparing, overworking, and reluctance to delegate.
- Feedback is often internalized as a personal attack, not as helpful growth information.

5. Self-Criticism is Necessary for Improvement

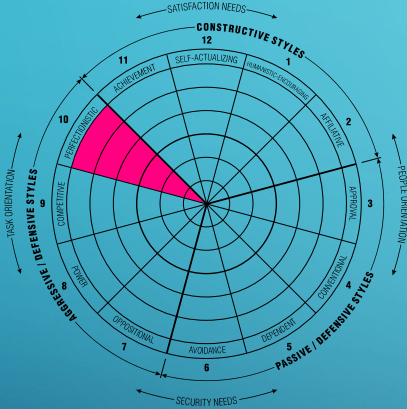
- Internal dialogue often harsh: *"I should have done better."* *"Nothing I do is ever enough."*
- Belief that **being hard on oneself** is the only way to maintain high standards.

In LSI Leadership Terms:

- Leaders high in Perfectionism often achieve technical excellence and meticulous quality, but can burn themselves (and others) out, struggle with delegation, and create environments of fear and over-caution.

The Perfectionistic Mindset – Core Beliefs

Perfectionistic thinking falls under the Aggressive/Defensive cluster. It's driven by fear of mistakes, intense self-criticism, and a belief that flawless performance equals worth.



Core Emotional Drivers Behind Perfectionism-Based Thinking:

- Anxiety (about imperfection)
- Fear (of criticism, rejection)
- Shame (after mistakes)
- Guilt (for not meeting impossible expectations)
- Pressure (to constantly do more, better)

Summary:

Perfectionistic thinkers believe that only flawless performance is acceptable, and that self-worth and success depend on meeting impossibly high standards without mistakes.



Strengthen Constructive Core Beliefs

1. Identify and Challenge Legacy Beliefs

Many defensive styles stem from outdated or fear-based beliefs (e.g., “I must be perfect to be accepted” or “I can’t trust others”).

Tip: Write down recurring negative thoughts or stress responses and ask, *“Is this belief helping me grow or keeping me safe?”*

Then reframe: replace with a growth-oriented belief like: *“I can lead effectively through progress, not perfection.”*



Strengthen Constructive Core Beliefs

2. Anchor Beliefs in Purpose and Values

Constructive leaders operate from an internal compass, not external validation.

Tip: Clarify your top 3 personal values (e.g., integrity, service, creativity).

Ask daily: *"How did I live out these values today?"*

This strengthens beliefs like:

"I lead best when I act in alignment with my values."



Strengthen Constructive Core Beliefs

3. Surround Yourself with Constructive Models

We become what we observe and internalize.

Tip: Intentionally seek mentors, peers, and content (books, podcasts) that reflect self-actualizing, achievement-driven, and humanistic mindsets.

This reinforces beliefs such as:

“Growth is ongoing,” and “Empowering others is a sign of strong leadership.”



Strengthen Constructive Core Beliefs

4. Practice Self-Reflection and Compassion

Constructive beliefs require self-trust and emotional honesty.

Tip: Regularly reflect on setbacks with curiosity, not criticism. Ask:

- *“What did I learn?”*
- *“What would a constructive thinker believe about this moment?”*

This builds the belief:

“I grow through reflection, not judgment.”



Changing Defensive Core Beliefs

1. Work to Name the Defensive Belief—Then Deconstruct It

Start by consciously identifying the defensive belief (e.g., “If I don’t control everything, it will fall apart” or “People will only respect me if I’m always right”).

Tip: Ask:

- *Where did this belief come from?*
- *What does it cost me or my team?*
- *What belief would serve me better as a leader?*

→ Replace with a constructive belief like:

“I can lead more effectively by trusting others and focusing on shared goals.”



Changing Defensive Core Beliefs

2. Interrupt the Defensive Loop with Constructive Self-Talk

Defensive styles (Avoidance, Approval, Perfectionism, etc.) often run on internal scripts of fear, control, or worthiness.

Tip: When you catch yourself acting defensively, pause and ask:

- *“What would a Self-Actualized or Humanistic leader believe right now?”*

→ Use constructive mantras such as:

“My value isn’t tied to being perfect—it’s tied to being real and growth-oriented.”



Changing Defensive Core Beliefs

3. Choose Response Over Reaction in Triggering Moments

Defensive beliefs often activate under pressure (e.g., criticism, failure, uncertainty).

Tip: Use techniques like box breathing, mindfulness, or the *8 & 37 Rule* to slow down your nervous system.

Then ask:

→ *“What’s the belief I want to lead from right now?”*

→ Example: Shift from *“I need to avoid conflict”* to *“Discomfort can create clarity and stronger relationships.”*



Changing Defensive Core Beliefs

4. Reinforce New Beliefs with Daily Constructive Action

Beliefs change when they're backed by action—not just thought.

Tip: Set micro goals aligned with Constructive styles
(e.g., give authentic feedback, delegate with trust, admit a mistake without shame).

Each action reinforces a new belief like:

→ *“I don’t lose credibility by being vulnerable—I gain trust.”*



8 & 37 Rule to Slow Down Nervous System

What Is the 8 & 37 Rule?

It refers to two intentional breathing practices:

- 8-second exhale: Helps signal safety to the body by activating the parasympathetic nervous system (rest-and-digest mode).
- 37 seconds of presence: A short, deliberate pause to anchor attention and allow your mind to reset, rather than react.



How to Practice the 8 & 37 Rule

1. Exhale Slowly for 8 Seconds

1. Focus on a long, controlled exhale through the nose or pursed lips.
2. This reduces cortisol, slows your heart rate, and signals calm.

1. Pause for 37 Seconds

1. Let yourself sit in silence or stillness.
2. Notice: What am I thinking? What am I feeling? What matters right now?
3. No judgment—just presence.



Why the 8 & 37 Rule Works

It engages your vagal brake, allowing the prefrontal cortex (your thinking brain) to regain control.

It gives you the space to choose a constructive response over a reactive one, especially when defensive styles (like Power, Avoidance, or Perfectionism) are triggered.

When to Use It

- Before or after a tough conversation
- When receiving difficult feedback
- During moments of overwhelm, anxiety, or emotional flooding
- To reset a defensive mindset and return to Self-Actualizing or Achievement-based thinking



BirdsEye Webinar # 4
May 2025

The Power of Constructive Leadership Styles
Focusing on
Alignment with LSI Leadership Style
Belief Systems

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