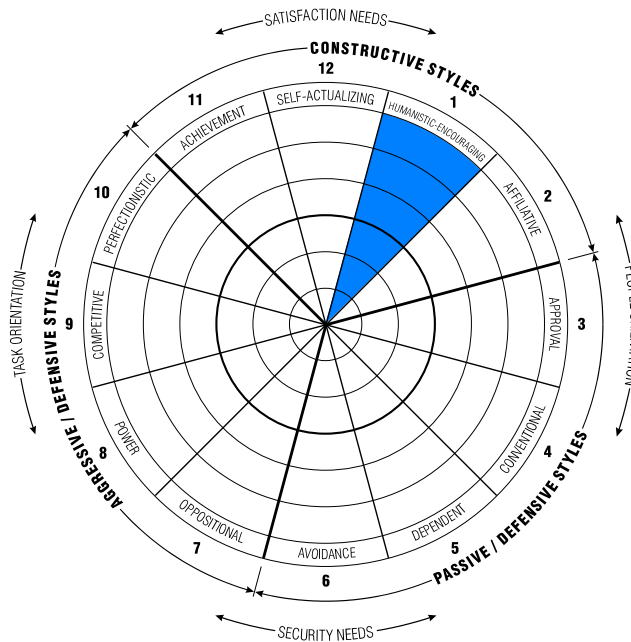


# The Humanistic-Encouraging Mindset

## Attitudes, Values and Beliefs for Working Effectively with People



### Humanistic-Encouraging

One o'clock position

**Style Description: inclusive, nurturing, develops others, resolves conflicts**

Measures our investment in people, our tendency to care for others, and our ability to encourage them to improve. Humanistic-Encouraging people are accepting of themselves, and accept others for who they are – without question or criticism. This acceptance enables people to grow the most and take greater responsibility for themselves.

## **Humanistic-Encouraging Mindsets - You Are A Supportive Leader and Understanding Coach**

Your high score on the Humanistic-Encouraging scale indicates that you have a special way of relating to people and can sustain healthy relationships. You tend to care about others and are capable of inspiring them toward growth and improvement. This approach is likely to work well for you and provide personal satisfaction. You see yourself as a “people” person inasmuch as you can appreciate the strengths in people and enjoy learning about them. The patience and sensitivity you are likely to demonstrate when dealing with people makes you a sympathetic, understanding coach in even the most difficult situations. You demonstrate a mature, advanced form of human functioning. You are particularly skilled at working with others and helping them to grow, improve and assume increased responsibility.

You typically take an unselfish approach to life, often putting the needs and concerns of others before your own. Although you look for the best in people and tend to accept them for who they are, you also believe in their potential to become even better. Your overall respect for people leads most others to respect you in return. You see yourself as the ultimate “people” person inasmuch as you appreciate people in all their diversity and gain pleasure from learning about and being supportive of others. Out of your love of and respect for people comes your desire to help build pride and confidence in them. One of your most unique characteristics is your ability to provide opportunities for others to grow and expand their horizons. You are likely to find this approach very effective as well as personally satisfying.

You take an unselfish approach to life, frequently putting the needs and concerns of others before your own. Because you are genuinely interested in people, you are able to care about others (and yourself!) in a meaningful way. Your belief in people, their potential and their essential goodness leads you to have faith in their ability to improve themselves. Your demonstrated concern for people leads most to accept you easily and completely.

Your keen sense of objectivity dictates that you do not project your inner needs and fears upon others; instead, you are uniquely able to see people and things as they are. Your capacity to accept others without being judgmental will enable you to encourage many people during difficult or critical times in their lives. Your willingness to take time with others makes you an excellent leader, manager or teacher.

### **What Does High Humanistic-Encouraging Look Like?**

A strong mindset on the Humanistic-Encouraging scale indicates that these characteristics may describe you:

- You devote considerable time and energy toward guiding and helping others.
- You ask insightful questions to encourage people to think for themselves and solve their own problems, rather than merely giving advice.
- You have developed advanced listening skills, being attuned to the words, tone and body language of others.
- You consistently communicate the strengths you see in others.
- You inspire and motivate people as they work to develop their skills.
- You take a nurturing, supportive approach to relationships showing sensitivity to the need of others.
- You demonstrate thoughtfulness and consideration when dealing with people.
- You can be an excellent leader, manager or teacher.

## **Humanistic-Encouraging Thinking: High Range 65% and Above (Most Effective)**

The Humanistic-Encouraging scale measures our interest in people, our tendency to care about others, and our ability to encourage them to improve. Humanistic-Encouraging people are accepting of themselves, and accept others for who they are – without question or criticism. In fact, those scoring higher on this scale have unconditional positive regard for others. This absolute acceptance enables people to grow the most and take greater responsibility for themselves. Humanistic-Encouraging individuals believe they can assist others in fulfilling their potential by providing a supportive climate that inspires self-improvement. Humanistic-Encouraging styles are positive, healthy and effective.

Those who use this style are sensitive to people's needs, and will devote energy to counselling and coaching others. They have a refined knowledge of people, and demonstrate maturity and consideration when dealing with others. Humanistic-Encouraging people gain satisfaction through seeing others grow and typically form meaningful relationships. Their willingness to take time with people makes them excellent leaders, managers and teachers.

You believe that you can help people improve, and enjoy guiding and supporting their efforts. Because this style represents the most effective use of such human relations skills as listening and demonstrating genuine concern for others, your score indicates that you tend to use these skills regularly and proficiently. Seeing the best in people is important to you. In fact, your ability to combine an acceptance of others as they are with the inspiration and encouragement they need to become even better is what makes you a valuable mentor, manager, coworker, and friend.

## **Humanistic-Encouraging Thinking: Medium Range 35% - 65% (Less Effective)**

If you score closer to the 65%, you often demonstrate concern for others and can be supportive of them. Because you generally try to encourage people in their efforts to improve, others probably see you as inspirational. You recognize the value of positive feedback and frequently use it as a motivator.

If you score closer to the 35%, you are somewhat less skilled at encouraging others. While you may be friendly and able to sustain healthy relationships, you may not consistently support people. Although your human relations skills may not be as fine-tuned as they could be, scoring in this range indicates that you can improve things.

## **Humanistic-Encouraging Thinking: Low Range Under 35% (Least Effective)**

You could be placing unnecessary limits on your relationships. Because your approach to people tends to be somewhat detached, you may have difficulty encouraging others. You are frequently uncomfortable relating to people, and often choose to work alone. Your tendency to become preoccupied with your own problems can make it hard for you to demonstrate concerns for others' needs.

“There are many people who have never seen a loving person,  
or a person with integrity, courage or concentration.”

- Erich Fromm

## **The Humanistic-Encouraging Style in Leadership**

People have many expectations about what leadership is supposed to be, the most common being some variety of tough or demanding behaviour. This stereotypical view of leadership is at best distorted and at worst very expensive: It costs organizations dearly in terms of relationships, human resource issues and financial.

When asked to describe the most effective leadership they know, most people will describe a person who demonstrates a predominantly Humanistic- Encouraging style. When these same leaders are asked to describe the individual who was most responsible for their own development, most once again describe a Humanistic-Encouraging leader.

As a leadership style, Humanistic-Encouraging is highly underrated. In many organizations, it is not yet fully appreciated; it may receive lip service, but seldom full commitment.

Although widely perceived as a soft and undisciplined approach to leadership, the Humanistic-Encouraging style is actually demanding: Its practitioners take a realistic, yet people-centered approach. The good news is that over the years, we have seen a slow evolution to this style in the general philosophy of leadership.

## **Your Humanistic-Encouraging Style on the Job**

Your high score places you among the most effective leaders - those who consistently achieve superior bottom-line performance while taking great care of the people around you. It is important that you recognize the effect you can have in leading an organization toward a better way of doing things. Since you can accept others as they are, we expect that individuals who work with you are positively affected not only as colleagues, but as people.

A major belief arising from the Humanistic-Encouraging style is that people work harder toward self-set goals than they do toward imposed goals. Instead of using threats and provoking fear as a means of motivation, you are likely to teach associates to set their own goals by asking questions designed to encourage insightful thought.

When a staff or team member has a problem you readily offer help, yet also encourage self-responsibility and independent thought. This approach can greatly reduce your workload because it empowers subordinates to attempt to solve problems themselves first, involving you only when absolutely necessary.

You promote trust, confidence and respect in your staff and team members and have probably developed an effective team or sets of teams around you. You are more knowledgeable than most about people because you genuinely care; you sincerely want to help others to reach their full potential.

In leadership, the Humanistic-Encouraging style is a personally satisfying way to relate to others and to accomplish a great deal in the process. Now that you have developed this style, the interpersonal rewards should be great enough to sustain your behaviour, even in an environment that may not always reward it.



### **Growing the Humanistic Style**

[https://podcasts.apple.com/au/podcast/107-growing-humanistic-encouraging/id1371885437?  
i=1000487018679](https://podcasts.apple.com/au/podcast/107-growing-humanistic-encouraging/id1371885437?i=1000487018679)

## **Humanistic-Encouraging Behaviours Defined**

*Core Thinking Patterns for Individual, Team and Organizational Effectiveness*

### **An Humanistic-Encouraging Culture...**

Characterizes organizations that are managed in a participative and person-centered way. Members are expected to be supportive, constructive and open to influence in their dealings with one another. A humanistic culture leads to effective organizational performance by providing for the growth and active involvement of members who, in turn, report high satisfaction with and commitment to the organization.

Humanistic-Encouraging thinking measures our investment in people, our tendency to care for others, and our ability to encourage them to improve. Humanistic-Encouraging people are accepting of themselves, and accept others for who they are – without question or criticism. This acceptance enables people to grow the most and take greater responsibility for themselves.

### **Organizational (OCI) Behaviours of Humanistic-Encouraging-based Thinking**

- help others grow and develop
- resolve conflicts constructively
- take time with people
- be supportive of others
- be a good listener
- help others think for themselves
- give positive rewards to others
- involve others in decisions affecting them
- encourage others
- show concerns for the needs of others

### **Group (GSI) Behaviours of Humanistic-Encouraging-based Thinking**

1. ensuring communication is supportive and constructive.
2. actively helping one another to understand the nature of the decision/problem and the key issues.
3. helping others crystalize their ideas.
4. building on ideas offered by other members.
5. getting thoughtful feedback on your ideas and suggestions.
6. showing a genuine concern for people's doubts and reservations.

### **Individual (LSI) Behaviours of Humanistic-Encouraging-based Thinking**

|                                   |                                   |                                        |                                     |
|-----------------------------------|-----------------------------------|----------------------------------------|-------------------------------------|
| Humanistic                        | Develops others                   | Thinks of others                       | Sees others as basically good       |
| Thoughtful / likes to help people | Makes others think for themselves | Enjoys teaching others<br>Good teacher | Willing to take time with people    |
| Understanding                     | Supportive of others              | Patient with people                    | Enjoys settling disputes            |
| Considerate                       | Popular leader                    | Trusted by others                      | Respects confidences                |
| Encourages others                 | Knows others' needs               | Good listener                          | sought out by others for assistance |

## **The Humanistic-Encouraging Mindset - What Can You Change?**

You can't always change or influence the people around you, but you can control your reactions to them. These reactions originate in your *thoughts*, or the way you perceive and process information and experiences. Your thoughts are powerful resources; what you think defines who you are and what you do in every aspect of your life. By modifying what you think, you can change how you behave.

### **Using the LSI to Initiate Change in Your Humanistic-Encouraging Mindset**

Completing and reviewing your LSI / LSI 360 is the vital first step in the process of changing your behaviour. The inventory has undergone over 45 years of extensive research, and has been established as a valid, reliable way to help you take an objective look at yourself.

You can use the LSI to:

- Understand what you were like now, and will cause you to be that way.
- Recognize the consequences of your behaviour and how it affects yourself and others.
- Pinpoint your own unique strengths, as well as any "stumbling blocks" to your effectiveness.
- Identifying more constructive ways of thinking and behaving.
- Decide what aspects of your behaviour you want to change.
- Develop a specific strategy to help bring those changes about.

### **Moving from Thought to Action**

Merely completing the LSI / LSI 360 will do little to advance your desire to improve yourself in the Humanistic-Encouraging area. To receive the fullest benefit from the inventory, devote some time to interpreting your LSI / LSI 360 scores (by reading your customize leadership assessment report), thinking about what you learned, and setting goals around what you want to change.

Below are some helpful change guidelines to assist you, followed by a thorough plan of action you can complete to most effectively direct your efforts.

### **Humanistic-Encouraging Mindset Change Guidelines**

1. Acknowledge and except all aspects of yourself. Remember, the question is not "am I a good or bad person?" but rather "what is preventing me from being more effective in the Affiliative area, and what can I do to improve?"
2. Recognize that your sense of self-worth *is not* connected to your LSI scores or the impressions others have of you on an LSI 360 assessment. You are worthwhile because you were a human being - tying your self-worth to outside factors can limit your ability to make positive changes in your behaviour.
3. Specifically define what you want to change about being more Humanistic-Encouraging and why. Clearly describing an aspect of your behaviour, stating the problems it creates for you, listing why you want to change it, and detailing the actions you plan to take will properly focus the change process.
4. Increase your confidence by concentrating on what you do well. Overcome your preoccupation with failure by focusing on your successes. Make a list of all you do well, and read it when you were feeling under confident.
5. Practice using more effective Humanistic-Encouraging behaviours in your mind. These "practice sessions" will gradually begin to affect your real-life performance in 1:1 or group interactions. Picture yourself deliberately changing what you decided to change. Then, imagine yourself as you will be after successfully making the change.

## Changing Humanistic-Encouraging Mindsets - Action Planning Worksheet

**Step 1:** My score for the Humanistic-Encouraging Thinking Style is \_\_\_\_\_ (percentile)

**Step 2:** My score on Humanistic-Encouraging means I tend to believe that:

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### Step 3: Significant Influences

We think and behave as we do because we have been influenced by significant people and situations in our lives. Consider *your* life: try to identify and isolate the influences you've experienced that may be associated with the style.

Significant Person (or situation) \_\_\_\_\_

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Ideas / Behaviours You Might Have Learned \_\_\_\_\_

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**Step 4:** Consider the consequences of using the style and list them as indicated below.

#### Personally

##### Positive Consequences

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##### Self-Defeating Consequences

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#### Professionally

##### Positive Consequences

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##### Self-Defeating Consequences

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**Step 5: Consider how your life would be different if you change your behaviour to be more Humanistic-Encouraging.**

**Some Positive Differences**

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**Some Negative Differences**

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**Step 6: Changing Your Humanistic-Encouraging Behaviours**

Changing your Humanistic-Encouraging behaviour involves changing your mind regarding some ideas you hold around how you value and interact with people. Consider what you will have to give up and what you will gain. What cherished ideas must you challenge? Go back to your LSI leadership report and review both the words and statements that identify this style and your responses to them.

How would you like things to be different? (There are additional suggestions below)

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**Becoming More Effective: Continuing To Improve**

To further increase your effectiveness, you might consider strengthening your use of some of the behaviours described in this section or use the following suggestions as guidelines.

- Think about qualities you admire in someone who was in some way responsible for your own growth and development.
- Recognizing the difference this person made in your life will help you understand the value of developing this style.
- Increase your interest in those around you.
- Listen attentively, ask questions and get to know people.
- Solicit ideas and feedback. Ask others what they think.
- Learn to accept people for who they are. Acknowledge and appreciate their unique qualities.
- Put yourself in someone else's place. Listen to other points of view.
- Be open about your feelings and thoughts. This encourages others to be open in return.
- Talk less and listen more. Learn to ask for help.
- Seek out opportunities to coach and teach others, at work or in your personal life.
- Give more of yourself and take more time with people.
- Provide sincere appreciation to others for the things they do for you. A note of thanks can go a long way.
- Select one person and concentrate your efforts on encouraging him or her. Notice the difference it makes in that person's life, as well as in your own.



**Step 7: What barriers now exist to making this change?**

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_

**Step 8: How can you overcome these barriers? Try to *challenge your assumptions* about your behaviours.**

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_

**Step 9: What will you gain by making this change and becoming more Humanistic-Encouraging?**

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_

**Step 10: What do you plan to do to bring this change about?**

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_

**Step 11: Seeking Support**

Depth psychologists know that our capacity for growth relates to our ability to internalize and take personal responsibility for the following three parts of our lives –

- a) Insight** (self awareness and internal motivation to grow and transform is essential here - LSI mindset assessment helps by providing a language and framework);
- b) Endurance** (courage and alignment with your core values helps here);
- c) Action** (moral strength and motivation to grow / learn helps here).

Seek support for your change efforts. Ask one or two trusted family members, friends or work members for their help. Solicit feedback from them on your progress.

With whom will you share your intentions and plans to change? \_\_\_\_\_

How can they best assist you? \_\_\_\_\_

**Step 12: Accountability** - By what date do you intend to take action? \_\_\_\_\_

## **Building on the Humanistic-Encouraging Style (Additional Suggestions)**

A key characteristic of this style is a curiosity about people — a real fascination with the nature of human beings. People with high Humanistic/Encouraging scores have a strong, genuine interest in people and feel a pervasive sense of wonder about what people are capable of doing.

This style is not difficult to develop: It requires only that you change a lot of preconceived ideas about what actually drives people to do the things they do. You might do this by giving some thought to what motivates human behaviour, and by discarding any tendency to prejudge others. Such judgments prevent you from really getting to know people. Since most people love to talk about themselves, you can gain a wealth of information by showing more than a casual interest in what they have to say. If you want to impress people, make it a priority to really listen and ask open-ended questions.

Developing this style provides some real benefits in the area of leadership capability. How do leaders who can accurately predict the feelings of their followers get that way? In a word, they listen. They are genuinely interested. They have stepped outside of their own concerns long enough to get to know the people around them. If you tend to favour a “caste system” - only talking to certain people and not to others - try to break that habit. Such thinking keeps you in very narrow circles and severely limits your opportunities to get to know a wide variety of people. Make it a point to extend the horizons of your contacts and relationships.

Next step, challenge any ideas that stop you from growing and from expressing a greater sense of curiosity. First, try getting to know people who interest you. This will help you build confidence in initiating interactions. The most important behaviour you can demonstrate is genuine interest. Try not to simply act as “the interviewer”; you will come off as contrived. Simply strive to make your interactions true “person-to-person” exchanges. We learn as children to mind our own business. This carries over into adulthood, when we are often discouraged from demonstrating our curiosity about people. The fact is that most people welcome the opportunity to talk about their feelings and ideas.

If you may have a history of closing yourself off from human contact, continue to invest in developing the Humanistic/Encouraging style, don't be too concerned with opening up to others. Do so only if it feels right. If not, stick to demonstrating your curiosity and interest in others. This is a way of showing people that you like and appreciate them: It can, and usually does, have pleasant consequences. People grow under this style of leadership. That's why the most accurate way to describe a leader who exhibits the Humanistic/Encouraging style is EFFECTIVE. This style produces a way of thinking that permeates nearly all of your choices. It is, therefore, a kind of compass that guides your behaviour.

Those who are characterized by the Humanistic/Encouraging style assume the following:

1. People are capable of growing and genuinely want to be effective.
2. Support, understanding, problem-solving and encouragement are far better leadership tools than blame, chastisement and belittlement.
3. Asking questions makes people think about what they are doing and helps them to see things differently. Asking questions also leads others to take ownership of their actions and enables them to guide their own efforts more effectively.

One can best lead others by teaching, training and coaching them to success. The greatest thing one can do for people is to give them the opportunity to be responsible for themselves. This includes allowing them to set their own goals, coaching them to high standards that are self-imposed, and providing them with situations from which they can learn to be more effective. Some see this style as weak. This is not true. Working for a Humanistic/Encouraging leader is very demanding. Individuals work harder under this style of leadership, but gain stronger feelings of success and effectiveness than under any other style of leadership.