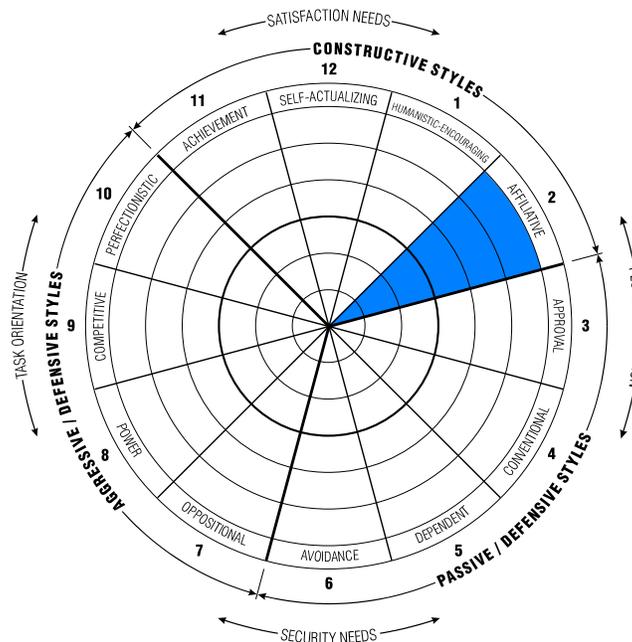


The Affiliative Mindset

Attitudes, Values and Beliefs for Working Effectively with People



Affiliative

Two o'clock position

Style Description: friendly, warm, trusting

Measures our degree of commitment to forming and sustaining satisfying relationships. This style represents a need for social interaction and interpersonal contact. Affiliative people seek out, establish, value, and maintain close reciprocal associations with others. These individuals appreciate people and enjoy being in the company of others. In fact, they tend to be most comfortable when among those with whom they have established strong emotional and social ties.

Affiliation Mindsets - You Are Committed To Forming And Sustaining Satisfying Relationships

A person with a high score has a propensity to work in groups as a team player. They are very trusting of others and able to interact and communicate in group settings with ease. They see people as more important than things, and will pay close attention to how the team gets along and generally favours actions that are good for the team. They are flexible and willing to play a variety of team roles. They stay in touch with people and would consider themselves “well networked.” They are able to find middle ground on most subjects and encourage discussion and debate, and can develop good formal and / or informal sources of information.

Family, personal and business relationships are all equally important to affiliative people. Others tend to see them as warm, trusting and socially skilled. They share their thoughts and feelings easily, and help others to feel important, included and worthwhile.

People with strong Affiliative motivations and skills indicates that they have developed a strong positive value system around their relationships with others. They tend to be most effective and comfortable when they are in the company of others, and will strive to improve and maintain those relationships that are important to them while being warm and diplomatic to others.

Being Affiliative, you have a genuine concern for and appreciation of people. In fact, you work harder than most people at establishing genuine, mutually supportive relationships and place high value on teamwork and collaboration. You tend to base decisions upon feelings of affiliation. You are usually tactful and considerate of people and feel it is important to express your liking of others. Others typically like, trust and respect you.

You are a warm person who is open and trusting of others and socially skilled. You accept others easily and are most comfortable in the context of established relationships. You have a strong sense of commitment and loyalty to your close friends, and fully expect your commitment and loyalty to be reciprocated. Seen as trustworthy and genuine by others, you share ideas and feelings very easily.

At work, you typically like to work in groups and believe that personal satisfaction is an important factor in achieving high productivity. You will value teamwork, cooperation, communication, sharing, and participation. To be most effective, you will need to balance your considerable “people” skills with a concern for completing projects in a timely manner; otherwise, you may have difficulty encouraging and sustaining productivity.

What Does High Affiliation Look Like?

A strong mindset on the Affiliative scale indicates that these characteristics may describe you:

- You value relationships above all else and have a need to build relationships that are genuine and reciprocal.
- You are open and cooperative within established relationships.
- You have strong, well-developed social skills.
- You are able to share thoughts and feelings easily.
- You understand the basics of neuroscience and importance of safe space for social engagement, interpersonal connection / bonding, constructive play and various forms of intimacy.
- You tend to use genuinely felt praise and friendliness to motivate others.

Affiliative Thinking: High Range 65% and Above (Most Effective)

The Affiliative scale measures our degree of commitment to forming and sustaining satisfying relationships. This style represents a need for social interaction and interpersonal contact. Affiliative people seek out, establish, value, and maintain close associations with others. In fact, they tend to be most comfortable when among those with whom they have established strong emotional ties. Family, personal and business relationships are all equally important to affiliative people. Others tend to see them as warm, trusting and socially skilled. They share their thoughts and feelings easily, and help others to feel important, included and worthwhile.

Those who score in the high range tend to be most effective and comfortable in the company of others. You generally strive to improve and maintain those relationships that are important to you. You value teamwork, cooperation and mutually rewarding relationships. You express your liking for people, and because you are tactful and considerate of others' feelings, they tend to like you in return. To be most effective, these leaders balance their considerable people skills with a concern for completing projects in a timely manner to ensure high levels of productivity from the team.

Here are a number of practical skills of highly affiliative people, they know...

- how to be more **inclusive** of people and / or staff.
- how to build and invest in two way **reciprocal relationships**.
- how to **build, maintain and / or repair trust**.
- how to effectively providing people and / or staff with the **autonomy and freedom** to do their work.
- how to act in **respectful and considerate** ways.
- how to actively **listen** and be attentive to the needs and values of others.
- ability to **build a consensus, collaborate** and work together effectively with others.
- receptivity to giving and receiving **interpersonal feedback**.
- how to effectively **resolve conflicts** selecting the most effective approach to conflict resolution.
- how to send and receive messages, reduce noise and **effective communicate**.

Affiliative Thinking: Medium Range 35% - 65% (Less Effective)

If you score closer to the 65%, you are basically a friendly person who enjoys people. You are able to establish warm, trusting relationships with those who interest you. If you score closer to the 35%, relationships tend to be moderately important to you. Although you may not avoid entering into relationships, you are less likely to initiate them.

Affiliative Thinking: Low Range Under 35% (Least Effective)

You tend to be reserved and detached. Because others probably find you difficult to approach, it may be hard for you to initiate and build satisfying relationships. Your score could also indicate that you avoid relationships because you fear being hurt and may have issues with being vulnerable and trusting others. You tend to be uncomfortable sharing your feelings and thoughts; in fact, you may be suspicious of those who do. Others may find it hard to get to know you. This may cause you to miss out on the encouragement and support for a strong network of friends can provide.

The Importance of Affiliative Social Engagement and Safe Space

When we feel safe, the social engagement system unites the neural regulation of the face and voice with the heart and the breath, bringing us into functional calm and increases our connection with others. This system allows us to be micro attuned to the voices, faces, and gestures of others. Through this system, we literally wear our hearts on our faces and inner voices. We then can form the reciprocal bonds for working and playing effectively with others.

With these various techniques that rely on interpersonal rhythms, visceral awareness and the primary use of vocal and facial communication, we attempt to reorganize the perception of danger and the capacity to manage emotional engagement. It is important to understand how both bodily states and mental constructs dynamically interact with environmental and emotional triggers. It is then helpful to understand why... a kind face, a soothing tone of voice and constructive motives (intent) can dramatically alter the entire organization of the human organism – that is, how being seen and understood can help shift people out of disorganizing and fearful states. (that promote passive and / or aggressive states of defensiveness)

The self regulatory development starts with a primitive behavioural inhibition system, progresses beyond the evolution of a fight-flight system and, in humans, culminates in a complex social engagement systems mediated by facial gestures and vocalization. According to Dr. Stephen Porges, this evolutionary development allows social interaction to stabilize physiological arousal by means of facial expressions, speech, and prosody. When the environment is appraised as being safe, the defensive limbic structures are inhibited. This makes it possible to be socially engaged with calm visceral states.

When the systems break down, as we witness particularly under conditions of stress, when we are asked to step out of ones comfort zone and/or under pressures to perform, the social vagus no longer can stabilize the organism. The physiological cohesion that forms the basis of interpersonal neurobiological communication between different organisms breaks down, and the phylogenetically “older systems” will be recruited to regulate metabolic output to deal with environmental challenges. As long as people feel threatened (aggression, fear, distrust or an unsafe environment) they can not meaningfully engage with others and will resort to more primitive fight-or-flight behaviour (mobilization mediated by the sympathetic nervous system) to ensure safety and survival.

Pro-social behaviour is considered voluntary pro-active social behaviour, and is intended to benefit the other, resulting in a social behaviour that ensures a positive impact on leaders, staff and/or the workplace culture as a whole. From a leadership effectiveness perspective, the pro-social behaviour triggers neurophysiological circuits that not only support and affect regulation and social interaction between the leader / staff but also promote health growth and restoration in self and others. It is essential the engagement from the “leader / leader” and / or “person / person” is pro-social as it promotes constructive thinking styles and behaviour.

Key Attributes of the Affiliative Pro-Social Domain

Adults who are optimally regulated in the pro-social domain will demonstrate the following key attributes;

- The ability to help regulate others and to co-operate with others;
- A sense of honesty, both with themselves and others;
- The ability to put the needs and interests of others ahead of their own;
- The ability to co-regulate with others to ensure a calm state for both parties; and
- The desire to “do the right thing” and the conviction to act on their values.



Growing the Affiliative Style

[https://podcasts.apple.com/au/podcast/108-growing-the-affiliative-style/id1371885437?
i=1000487735106](https://podcasts.apple.com/au/podcast/108-growing-the-affiliative-style/id1371885437?i=1000487735106)

Affiliative Behaviours Defined

Core Thinking Patterns for Individual, Team and Organizational Effectiveness

An Affiliative Culture...

Characterizes organizations that place a high priority on constructive interpersonal relationships. Members are expected to be friendly, open, and sensitive to the satisfaction of their work group. An Affiliative culture can enhance organizational performance by promoting open communication, good cooperation, and the effective coordination of activities. Members are loyal to their work groups and feel they “fit in” comfortably. Affiliative thinking measures our degree of commitment to forming and sustaining satisfying relationships. This style represents a need for social interaction and interpersonal contact.

Affiliative people seek out, establish, value, and maintain close associations with others. These individuals appreciate people and enjoy being in the company of others. In fact, they tend to be most comfortable when among those with whom they have established strong emotional and social ties. Family, personal and business relationships are all equally important to affiliative people. Others tend to see them as warm, trusting and socially skilled. They share their thoughts and feelings easily, and help others to feel important and worthwhile.

Organizational (OCI) Behaviours of Affiliative-based Thinking

- Share feelings and thoughts
- Treat people as more important than things
- Motivate others with friendliness and praise
- Deal with others in a friendly, pleasant way
- Cooperate with others
- Be tactful,
- Be open, warm
- Show concern for people
- Use good human relations skills
- Think in terms of the group’s satisfaction

Group (GSI) Behaviours of Affiliative-based Thinking

1. An emphasis is placed on getting along as a group.
2. There often is a friendly exchange and sharing of preliminary thought and “rough” ideas.
3. The discussion feels relaxed and open.
4. People really listening to each other.
5. Members actively look to each other for ideas, insights, and opinions.
6. Opportunities exist for cooperation and teamwork to be maximized.

Individual (LSI) Behaviours of Affiliative-based Thinking

Cooperative, Relates well to others	Sees best in others	Thinks people more important than things	Genuine concern for people
Friendly	Sincere	Good at interpersonal relations	Trusted by others
Helpful	Warm, open	Tried to help others	Leads because liked by others
Pleasant	Relaxed, at ease with people	Likes to share feelings thoughts	Accepts change easily
Diplomatic, tactful	Liked by others	Judgment influenced by liking for people	Likes to include others in activities

The Affiliative 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 Leadership Assessment to Initiate Change in Your Affiliative 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 are like now, and what causes 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.
- Identify 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 or an LSI 360 will do little to advance your desire to improve yourself in the Affiliative area. To receive the fullest benefit from the inventory, devote some time to interpreting your LSI and / or your LSI 360 scores (by reading your customize leadership assessment report), thinking about what you have learned, and setting goals around what you desire 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.

Affiliative Mindset Change Guidelines

1. Acknowledge and accept 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 (via feedback or on an LSI 360 assessment.) You are worthwhile because you are 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 Affiliative 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 are feeling under confident.
5. Practice using more effective Affiliative 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 Affiliative Mindsets - Action Planning Worksheet

Step 1: My score for the Affiliative Thinking Style is _____ (percentile)

Step 2: My score on Affiliative means I tend to believe that:

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) _____

Ideas / Behaviours You Might Have Learned _____

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

Personally

Positive Consequences

Self-Defeating Consequences

Professionally

Positive Consequences

Self-Defeating Consequences

Step 5: Consider how your life would be different if you change your behaviour to be more Affiliative.

What are Some Positive Differences?

What are Some Negative Differences?

Step 6: Changing your Affiliative behaviours

Changing your Affiliative 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?

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.

- Affiliation is about slowing down and taking time for people. (not to do or talk about tasks, just them as people)
- Affiliation arises around shared feelings. Make a special effort to express how you feel.
- Take an increased interest in just one person and work at getting to know him or her. Ask open-ended questions that express an interest in what the person thinks.
- Hone your communication skills. Communication involves listening as well as talking - and listening is far more important. Concentrate on improving both skills.
- Take the initiative in social settings. Instead of waiting for someone to approach you, take the risk of introducing yourself first and starting a conversation.
- Communicate that you are sociable by using expressions that indicate a feeling of friendship and affiliation. Smiling at others, touching when appropriate, looking at others: All are ways of expressing affiliation.
- To build on the strengths of your affiliative abilities, take a course on building better interpersonal skills. There is an entire body of knowledge that addresses teamwork, cooperation and participation. Learn more about this area as a way to expand your skills and interests. Explore an excellent book by Robert Axelrod *called The Evolution of Cooperation*.
- Look for opportunities to interact with others, both at work and in your personal life. Stretch yourself by striking up a conversation with at least one new person every day.

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 Affiliative?

- 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 honest 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? _____

Additional Techniques for Rewiring the Affiliative Mindset

Think of how you behave (or once behaved) in trying to build a relationship with a romantic partner. To build a strong relationship, you try to be understanding, thoughtful, considerate, sensitive to feelings, and supportive. All of these adjectives apply equally well to what is needed to build a strong and healthy bond in all relationships. Fortunately, there are some key principles of building reciprocal relationships that apply in both personal and professional life. Here are some of our favourite recommendations;

1. Go First.

To be deserving of a relationship, you must show signs that you are willing to give to the relationship in order to develop forms of reciprocity. Go first! When you give a favour you start to influence the interest in a relationship and you communicate you are willing to be the first to make an investment in the relationship. Does it feel risky? It should, because it is. It is about taking the risk of rejection. Therefore learning to risk and invest interpersonally increases one's internal motivations to be affiliative.

2. Illustrate Contribution, Don't Talk About It.

To ensure another's belief in you, you must demonstrate, not assert. What you claim about yourself will always be received with various levels of openness, trust and scepticism pending on the experience people have had with others trying to develop relationships. A primary goal of any relationship-building activity is to create opportunities to demonstrate that you have something to contribute to others.

3. Invest in the Abundance Mentality.

People need to grasp the sense of reward for cooperating and bonding with others. We need to, in a deep sense, make a commitment to the abundance mentality, the paradigm that there is plenty out there for everyone. A good deal of people are deeply scripted in what is called the scarcity mentality. They see life as having only so much, as though there were only one pie out there. And if someone were to get a big piece of the pie, it would mean less for everyone else. The abundance mentality flows out of a deep sense of personal worth and security. It is the paradigm that there is plenty out there and enough to spare for everybody. A character rich in integrity, maturity, and the abundance mentality has a genuineness that goes far beyond technique. In the end, we build relationships that invest in each other and develop high levels of trust.

4. Listen For What's Different, Not For What's Familiar.

At the core of earning someone's trust is to convince them that you are dealing with them as an individual. The natural tendency for most of us is to listen for the things we recognize and have met before, so that we can draw upon past experiences to use the words, approaches, and tools that we already know well. It's the way most of us work, but it doesn't always serve us well. Before you can help and connect with someone, you need to understand what's on their mind. You must create situations where they will tell you more about their interests, issues, and needs. Only by finding out more about the individual can you decide if you want a deeper relationship. By finding out more about them you can discover how to truly appreciate and learn what the person responds to.

5. When You Need Help, Ask For It.

Frequently, people feel they need to project an aura of complete mastery in order to win another's trust. Nothing could be further from the truth. Helping each other is a duet, not a solo performance. It is more often the case than not that you and others will need to ask for help in solving problems. What makes relationships reciprocal is that you have goals you would like to accomplish and someone has something to offer. If you have joint problems, you are keeping the focus on the problem or issue, and worrying a lot less about how you "appear." You are inviting each other to problem solve: a sure path to building trust and a healthy relationship.

6. Show An Interest in the Person and Their Projects / Life.

There is no more certain way to make somebody think you are fascinating and enjoyable to be with than to keep them talking about themselves, their motives and their goals. If you want a relationship with someone, you must find out what they like. The better you understand them, the more you will be able to find the right thing to say that will be both helpful and acceptable and will result in a stronger bond. An important part of trusting is having the feeling that "this person understands me, my goals and my interests" and there is a difference in being polite and being genuinely interested.

7. Show Appreciation

Everyone wants to be appreciated. There are few things more destructive to reciprocal relationships than feeling that someone has been taken for granted. Expressing appreciation to people who invest in you and your goals goes a long way to cementing a relationship bond!