

BirdsEye Webinar

Understanding the Human Mindset

In this session, we'll explore the landscape of your personal thinking patterns. You'll discover how your unique mindset influences leadership, decision-making, and organizational culture.

Get ready to gain insights into your mental approach.

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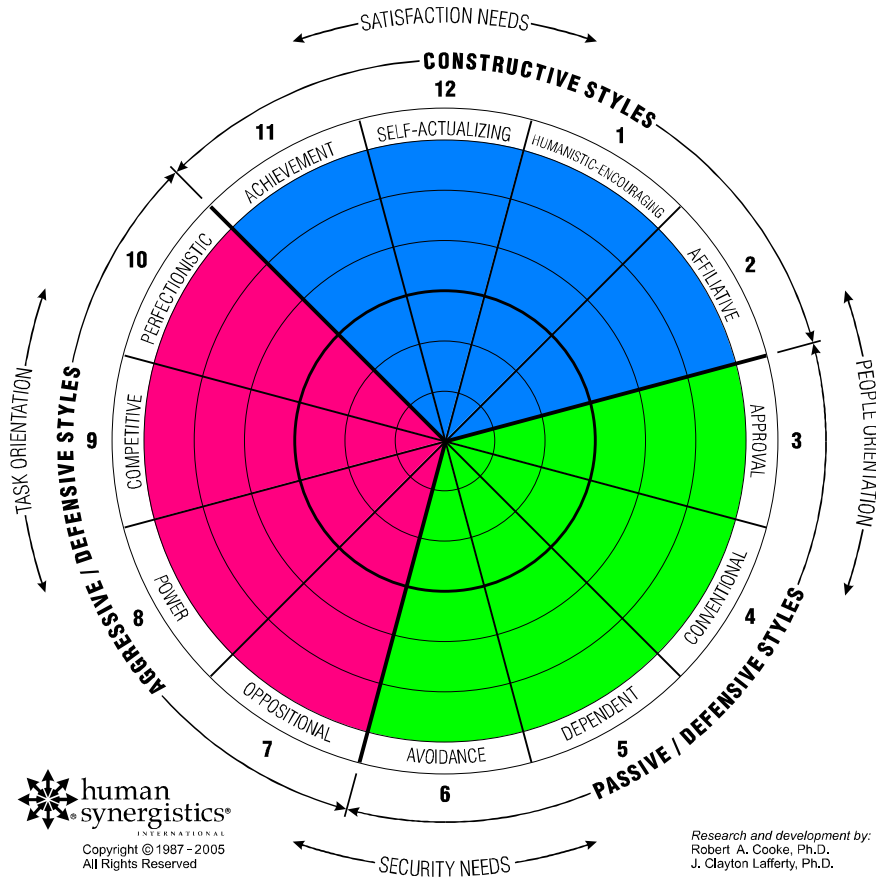


Understanding the Human Mindset

Human Synergistics Circumplex

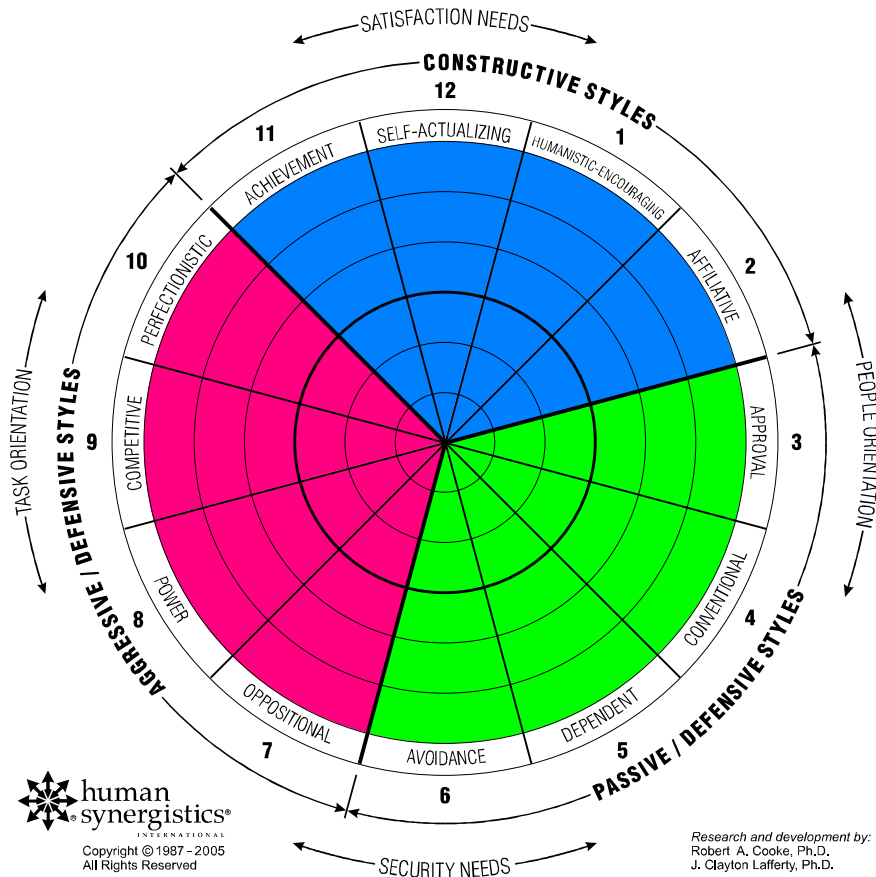
“In Other Words”

Adapted Presentation by Dr. Robert Cooke
CEO and Director of Human Synergistics International



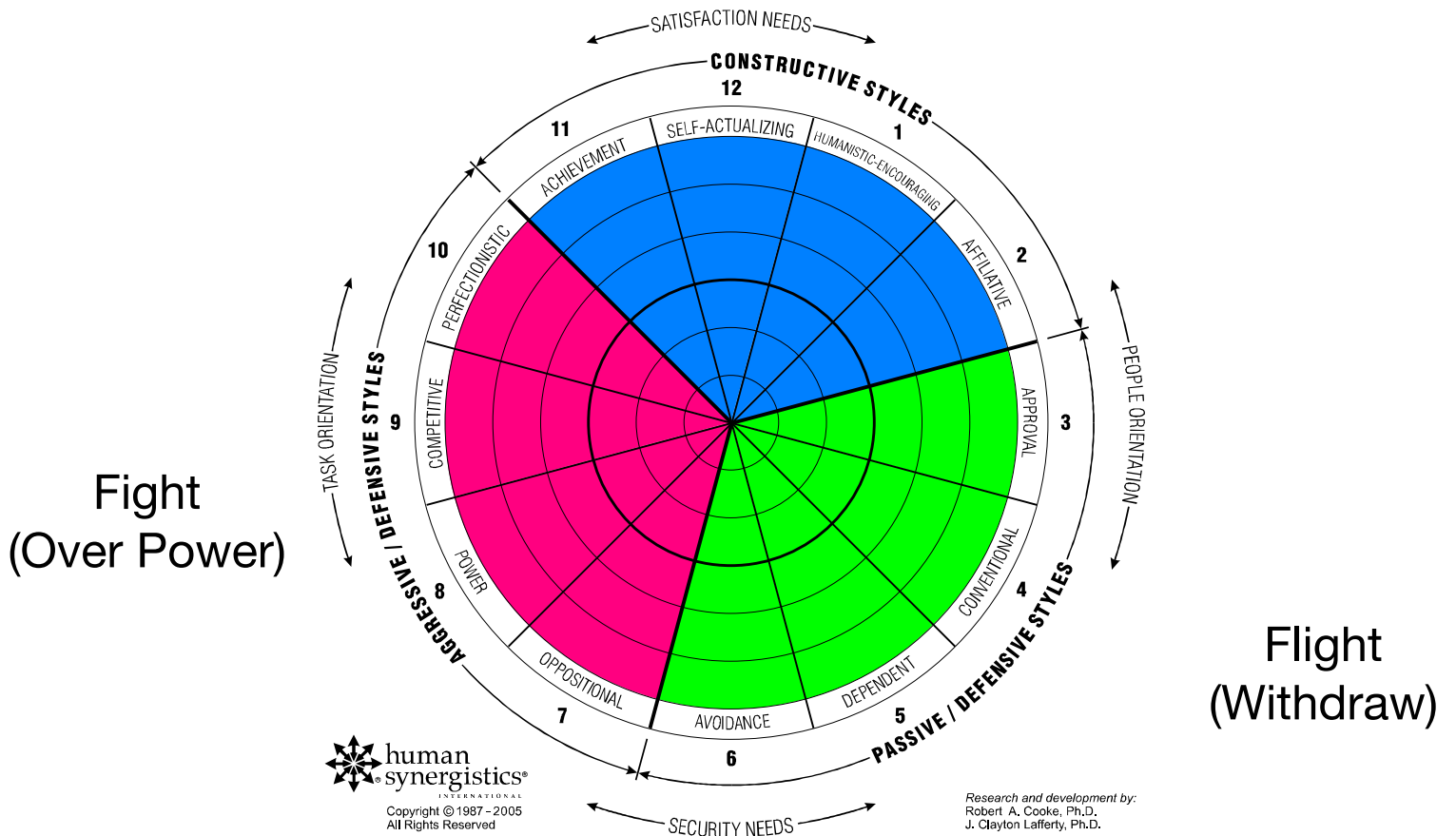
Constructive

Aggressive /
Defensive



Passive /
Defensive

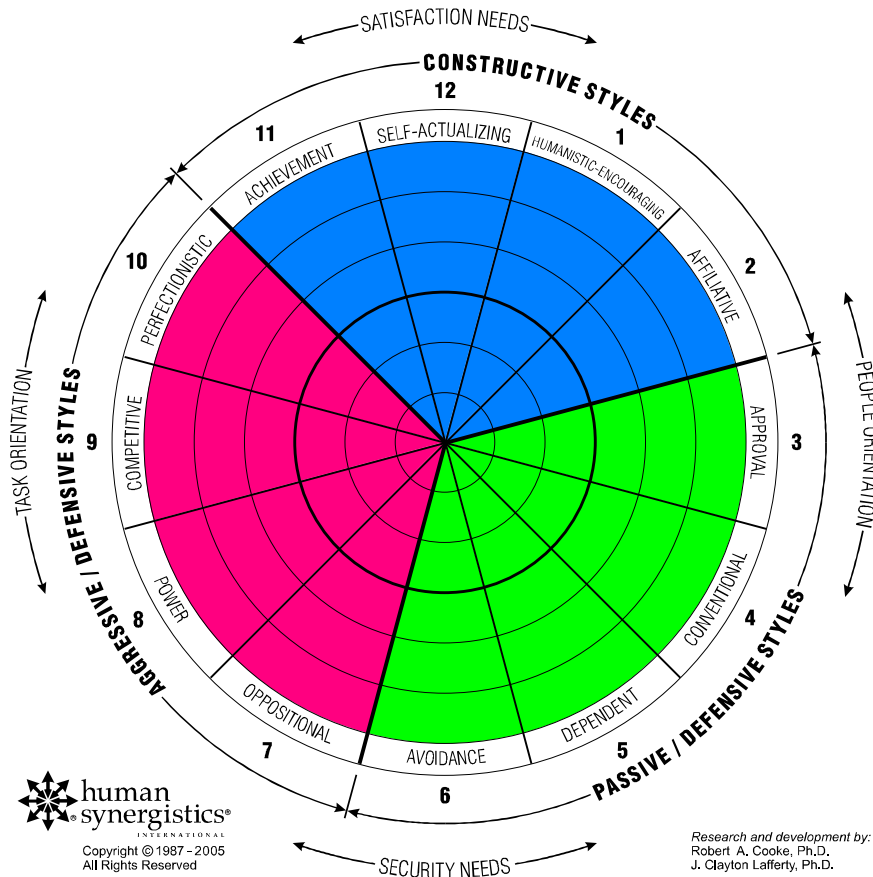
Engaging (Working With)



Fight
(Over Power)

Flight
(Withdraw)

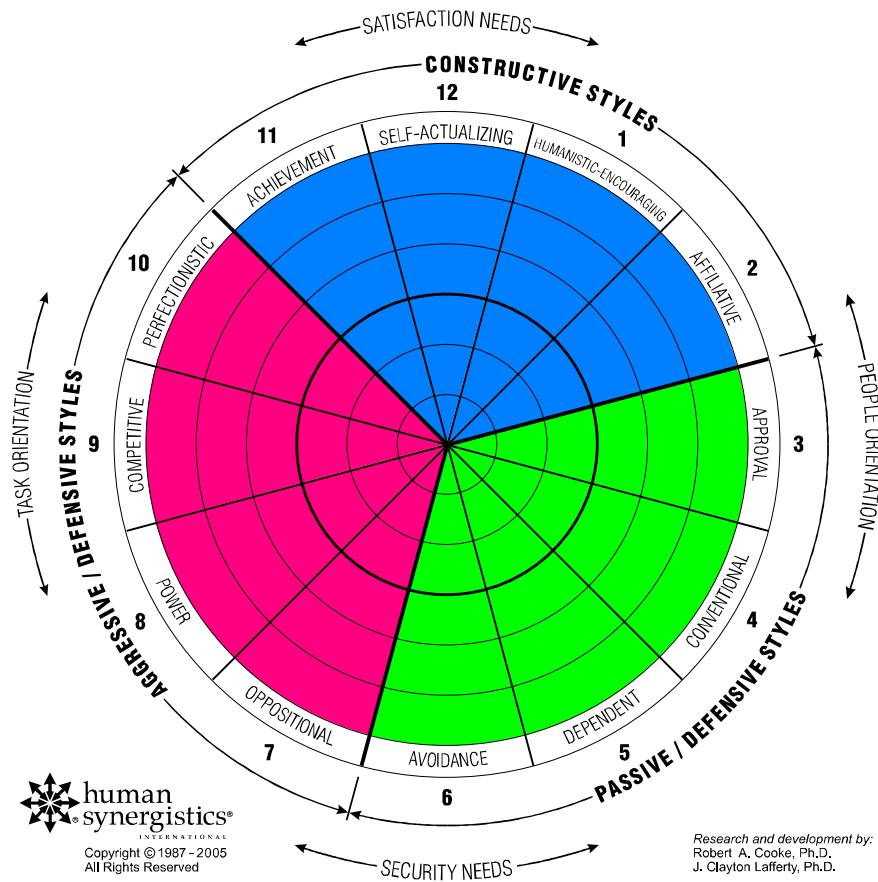
Safety & Trust (Open, Vulnerable and Authentic)



Fearful
(Does Not
Trust Others)

Fearful
(Does Not
Trust Self)

Self-Enhancing

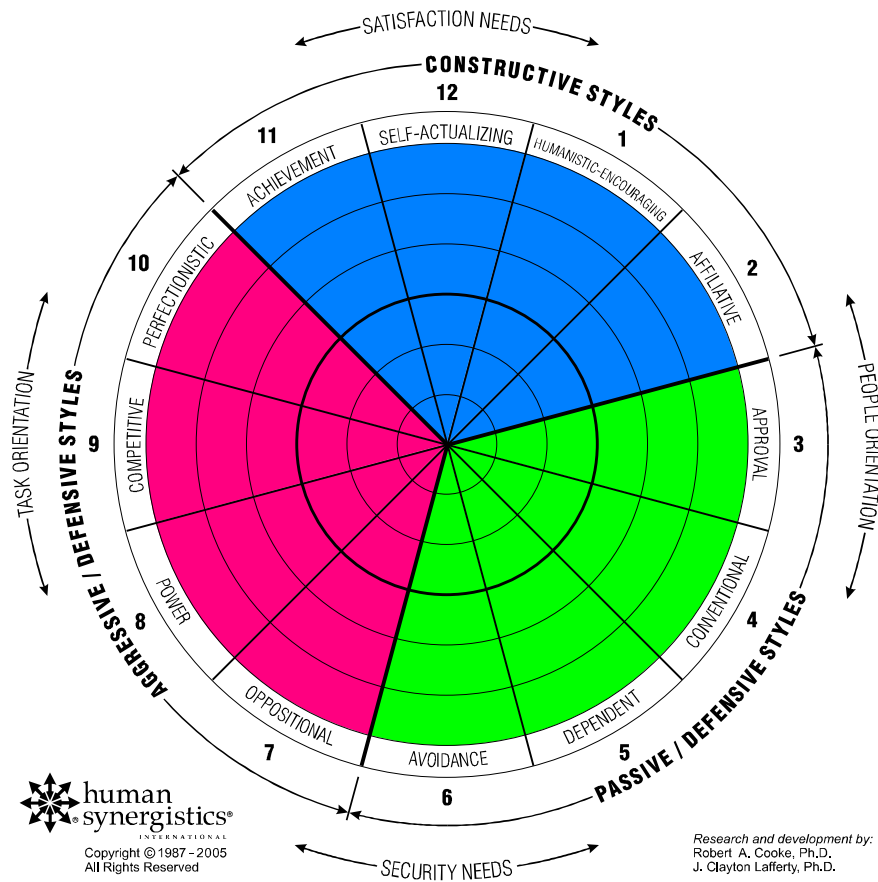


Self
Promoting

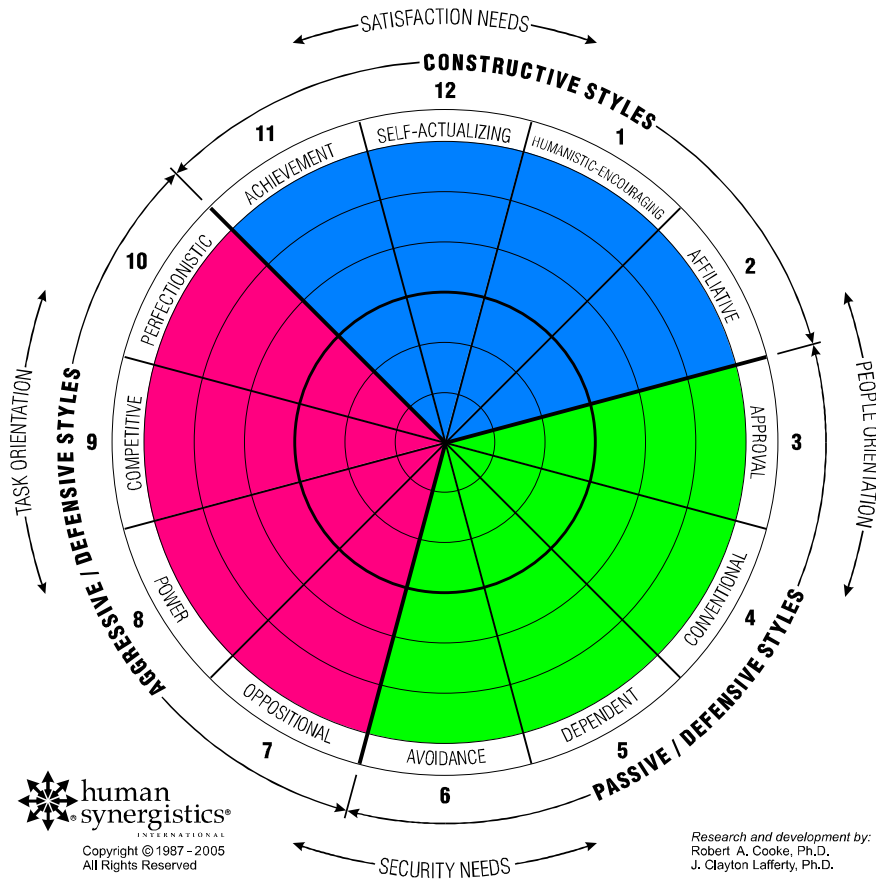
Self
Protective

Profile Clusters From
Cooke & Rousseau
(1983)

Self-Confident



Doing Good



Looking
Good

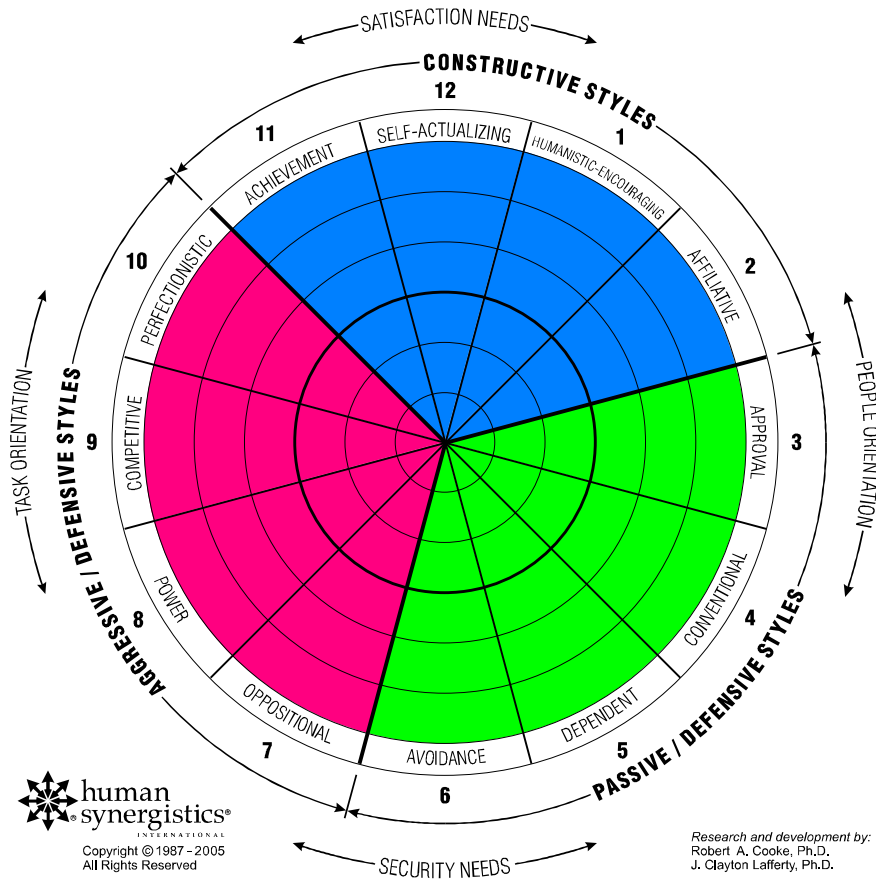
Being Good

Eric Berne
Games People Play
(1964)

Enhancing

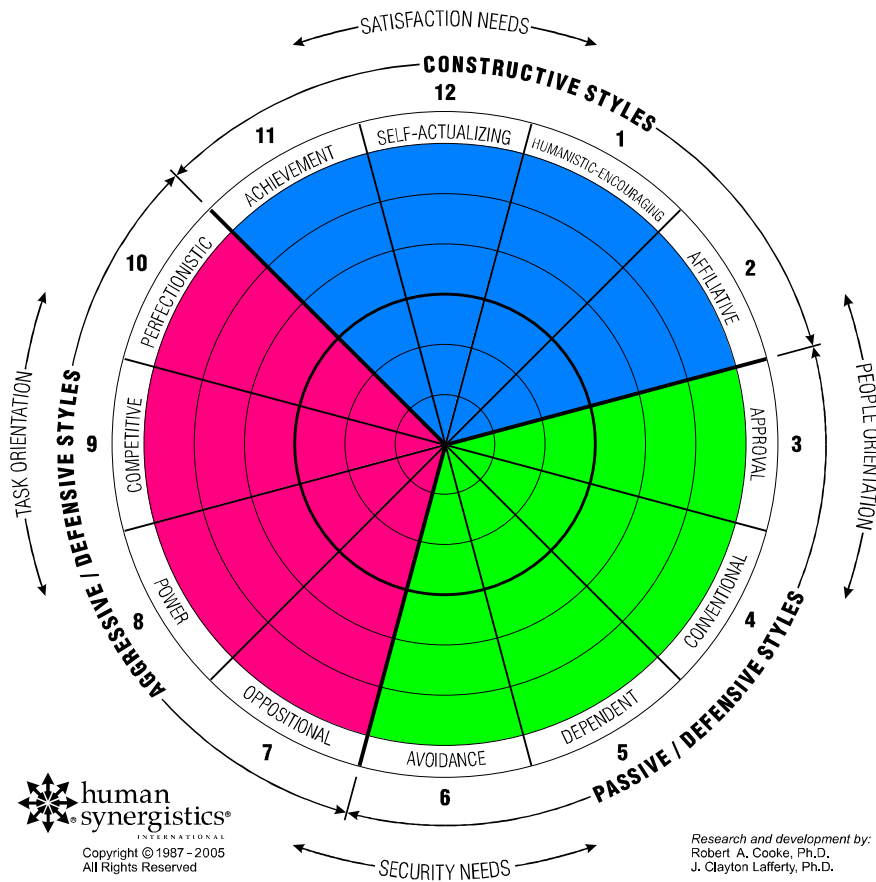
Sending

Receiving



Models

Sending

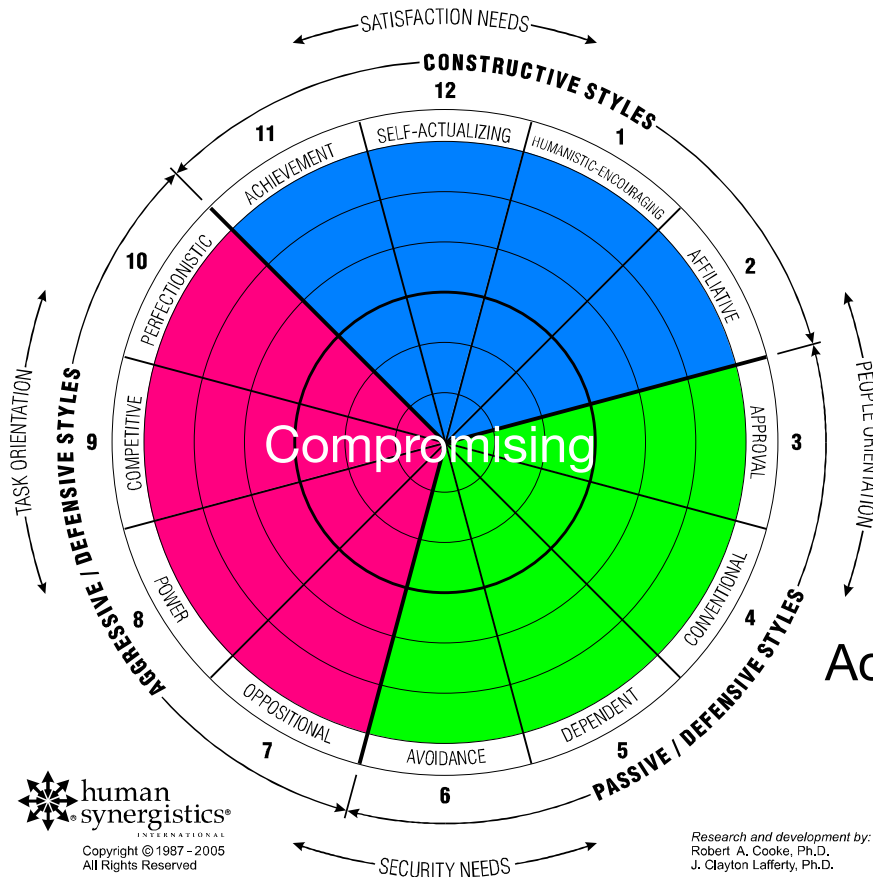


Receiving

Eric Berne
Games People Play
(1964)

Collaborative (Problem Solving)

Competing
(Forcing)



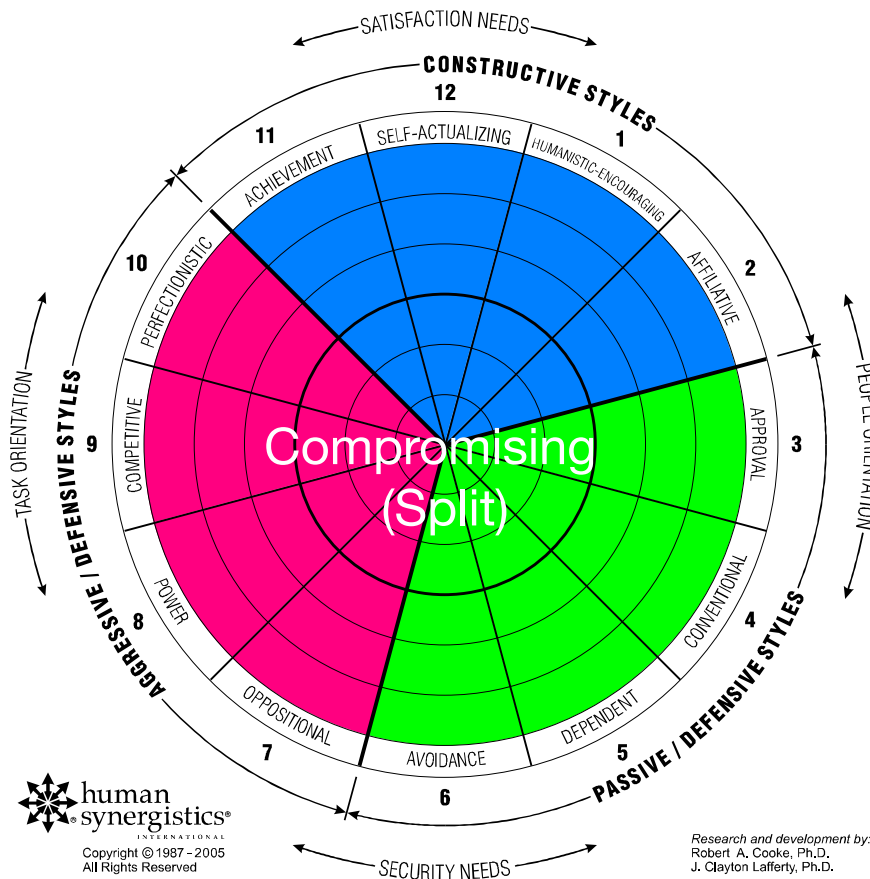
Accommodating

Avoiding

Collaborative
(Win / Win)

Competing
(Win / Lose)

Accommodating
(Lose / Win)



Avoiding
(Lose / Lose)

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

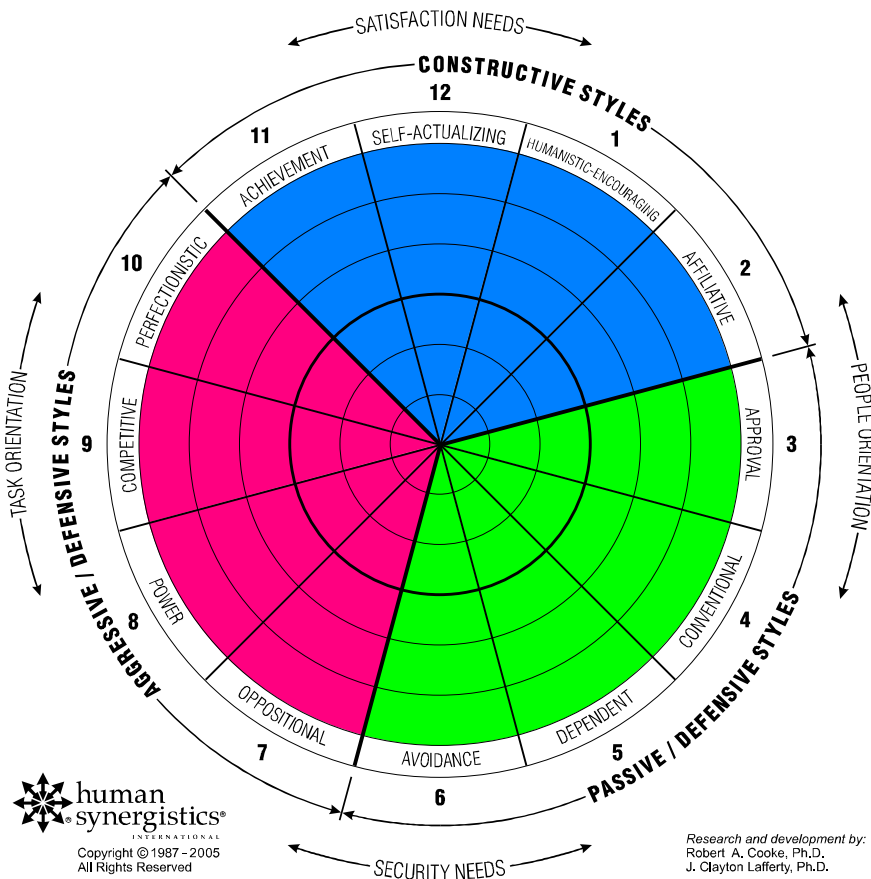
Proactive

Interactive

Reactive

Counteractive

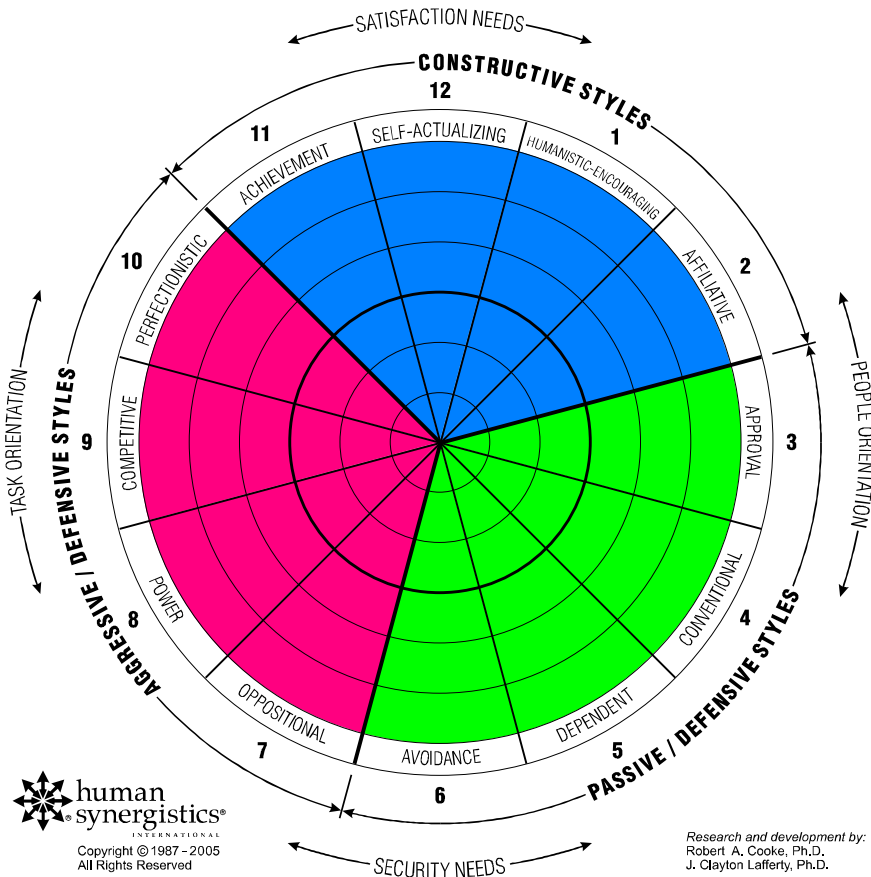
Retractive



Inactive

In Balance with Group and Organization

Superordinate
to Group and
Organization

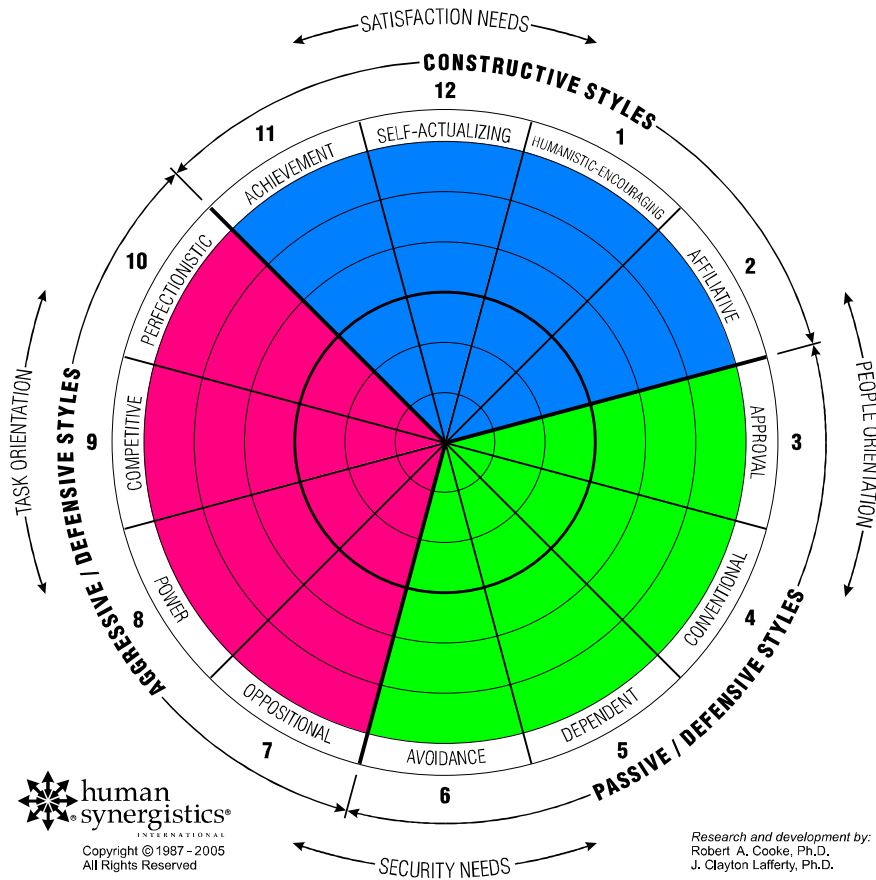


Subordinate
to Group and
Organization

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

Complementary With

Contrasting
To



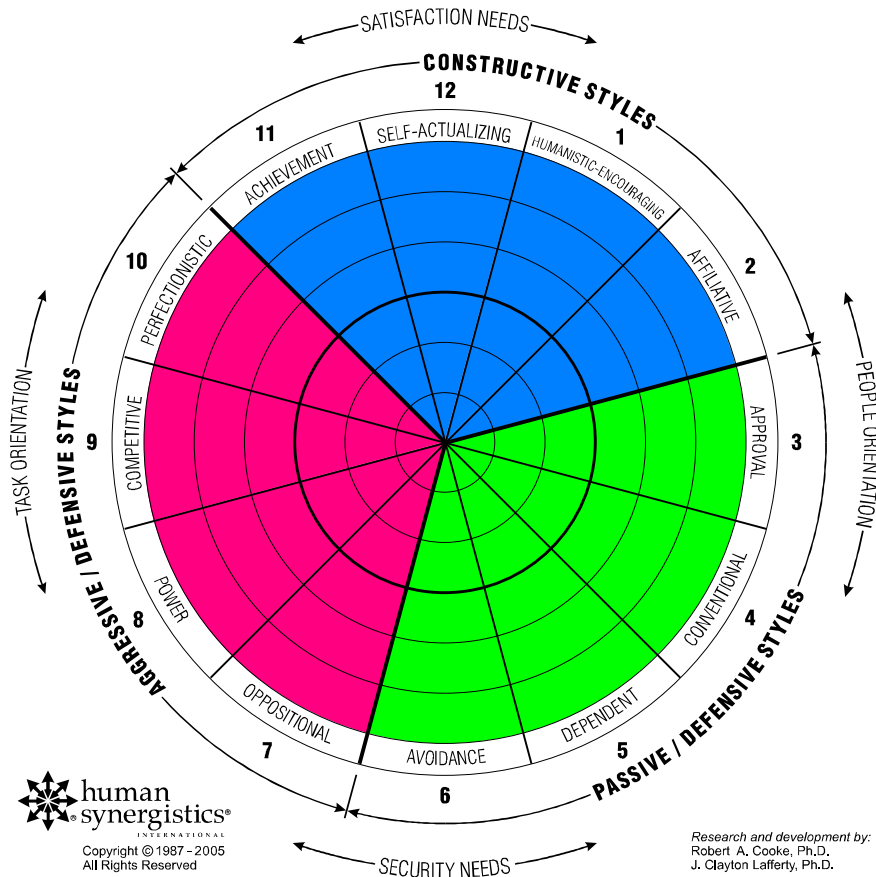
Blending In

Gestalt Psychology and
Perception
(Edgar Rubin, 1915)

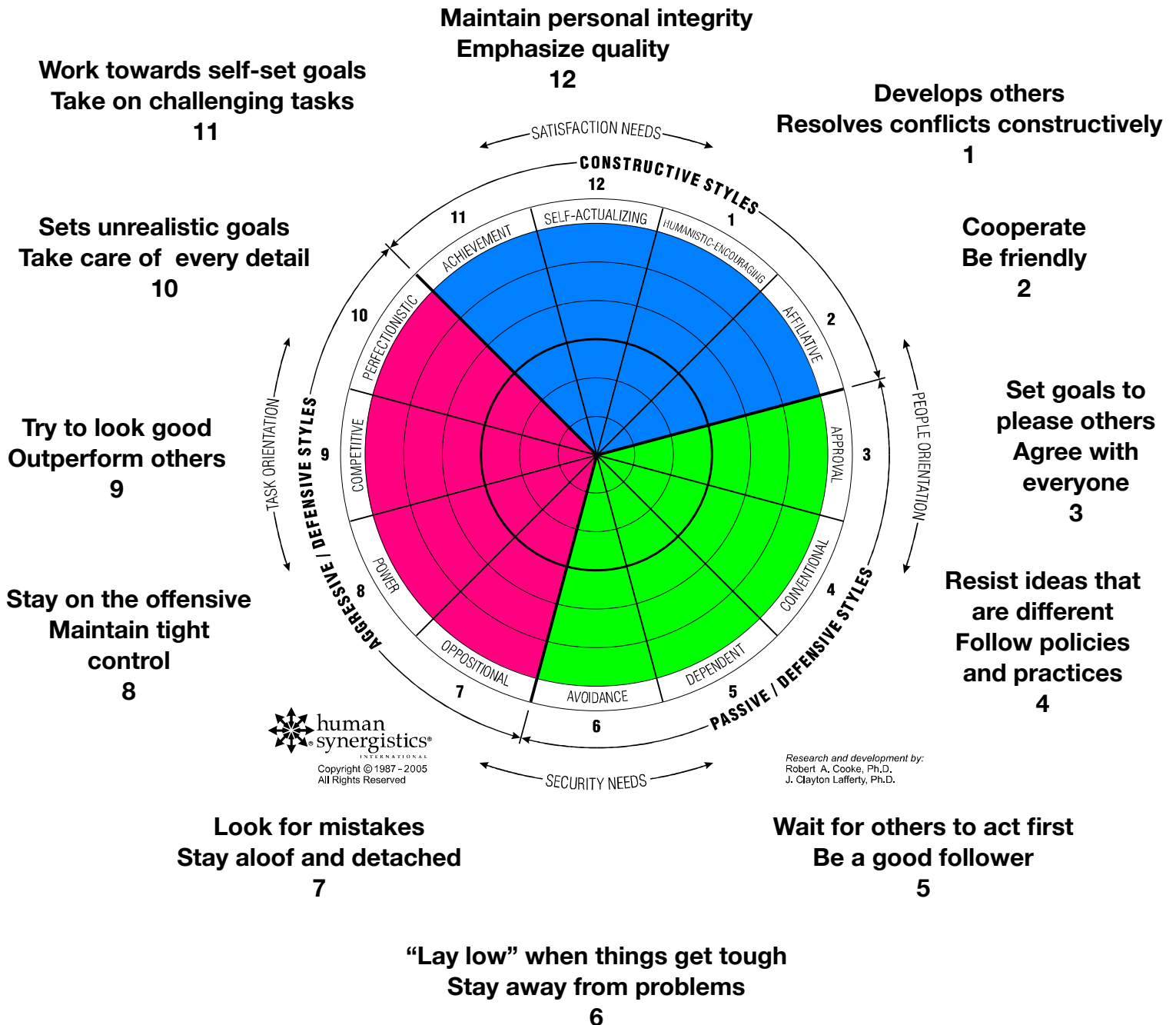
Purpose
(Why?)

Outcome
(What?)

Process
(How?)



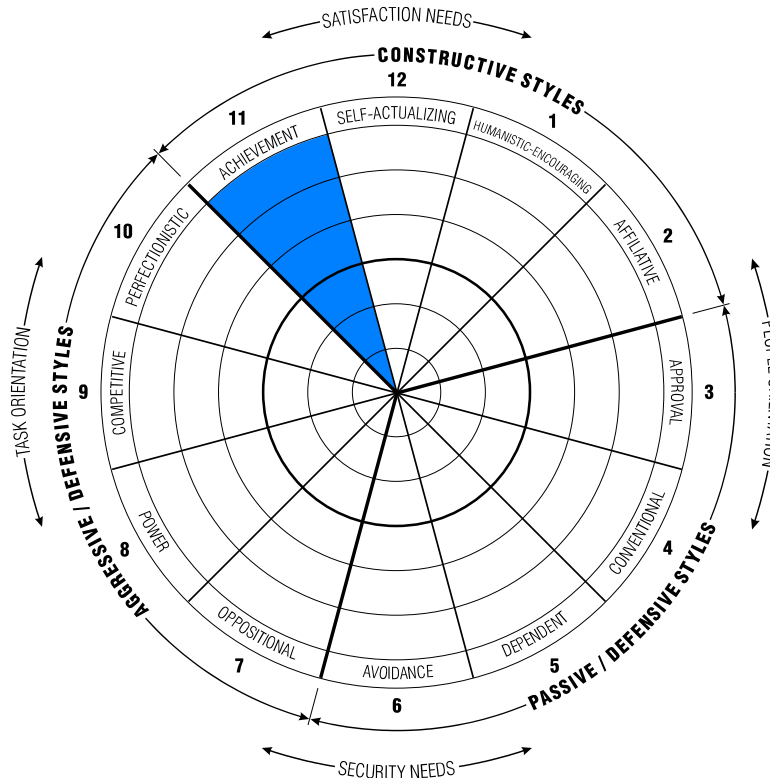
Status Levels from
Group Styles Inventory Guide
(Cooke & Szumal)



LSI Leadership Framework

Achievement Mindset

11 O'clock



Achievement

Eleven o'clock position

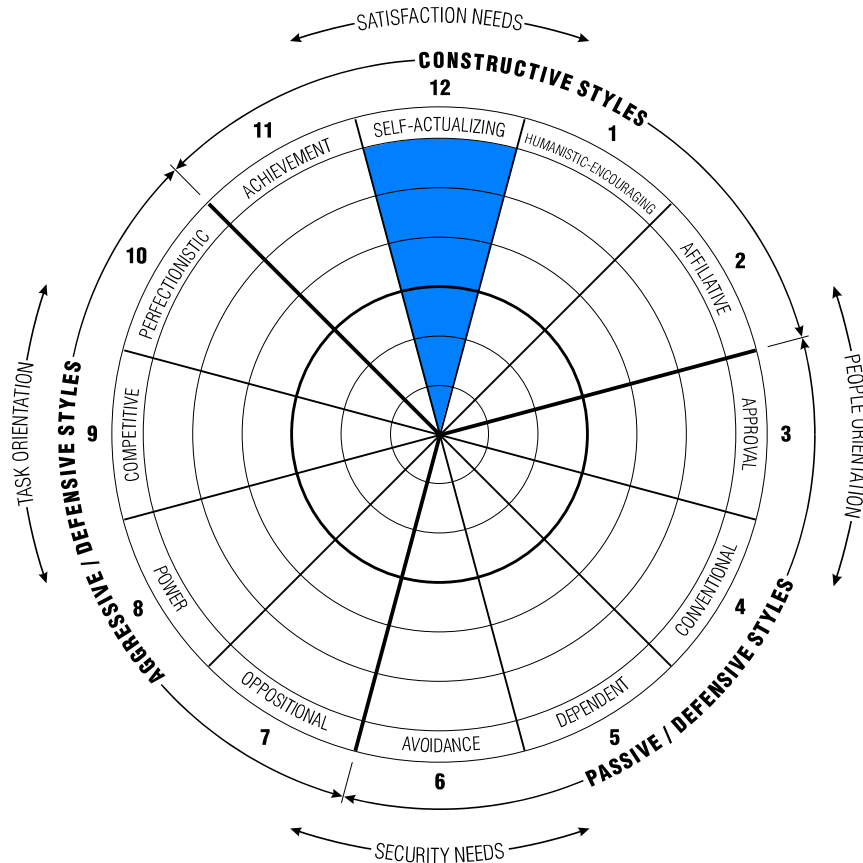
Style Description: self-set goals, shared responsibility, takes on challenging tasks

Measures a way of thinking that is highly associated with personal effectiveness. Scores for this style indicate our interest in, as well as our proficiency at, attaining high-quality results on challenging projects. In many ways, the Achievement style characterizes the most constructive approaches to work. Achievers are motivated to succeed by their own values and beliefs. They know they can improve things, and do not hesitate to act on this knowledge. Achievers tend to find their work highly rewarding. They are most interested in getting the job done and in doing it well. These individuals often possess the skills necessary for effective planning and problem-solving.

LSI Leadership Framework

Self-Actualized Mindset

12 O'clock



Self Actualized

Twelve o'clock position

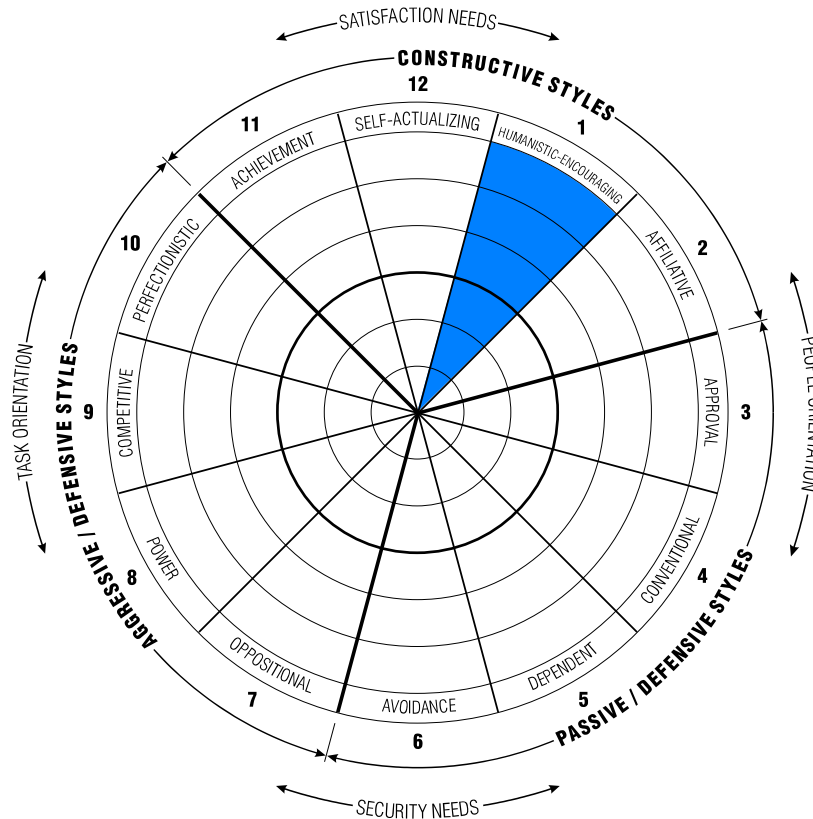
Style Description: enthusiastic, creative, confident and compassionate

A person with a high score is confident of personal abilities. They have a broad range of knowledge and interests. They actively pursue self-development, growth, and learning opportunities, and are typically energetic, enthusiastic, and articulate. They use a direct communication style, and demonstrate an emphasis on the “value” of activities and results. Meaning and purpose are important motivational influences to the self-actualized mindset. They tend to explore and like to try new things, and are inquisitive. They know themselves, their strengths and weaknesses and fundamentally accept themselves without shame and blame - comfortable on their own skin and prepared to be visible. They will generally be non-judgmental of self and others and are capable of listening and learning well.

LSI Leadership Framework

Humanistic-Encouraging Mindset

1 O'clock



Humanistic-Encouraging

One o'clock position

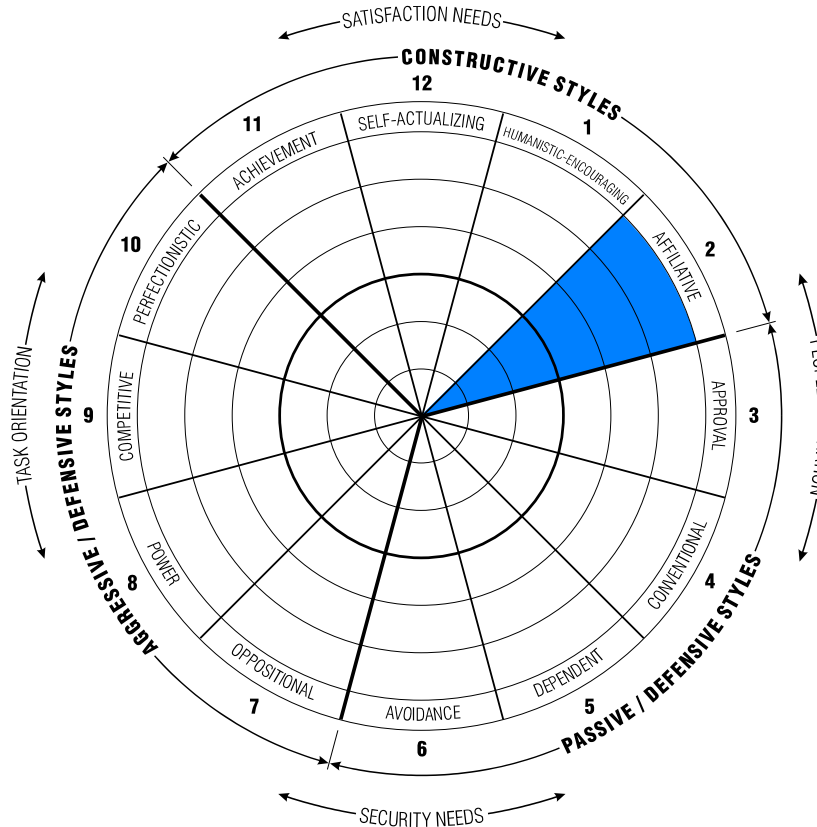
Style Description: inclusive, nurturing, develops others, resolves conflicts

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.

LSI Leadership Framework

Affiliative Mindset

2 O'clock



Affiliative

Two o'clock position

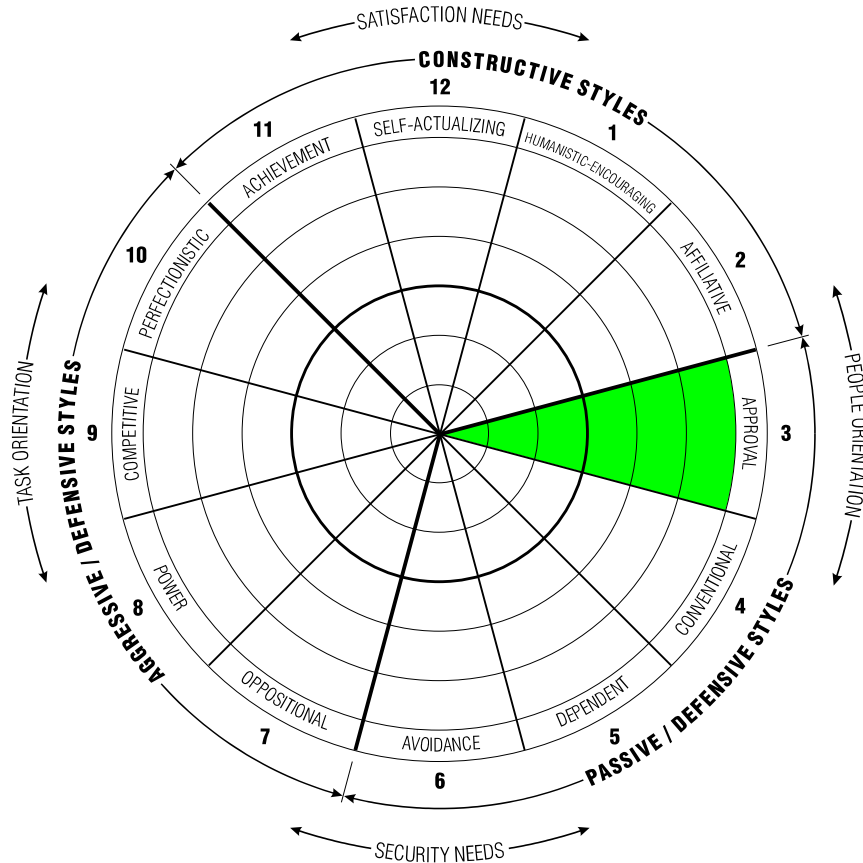
Style Description: friendly, warm, trusting

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.

LSI Leadership Framework

Approval Mindset

3 O'clock



Approval

Three o'clock position

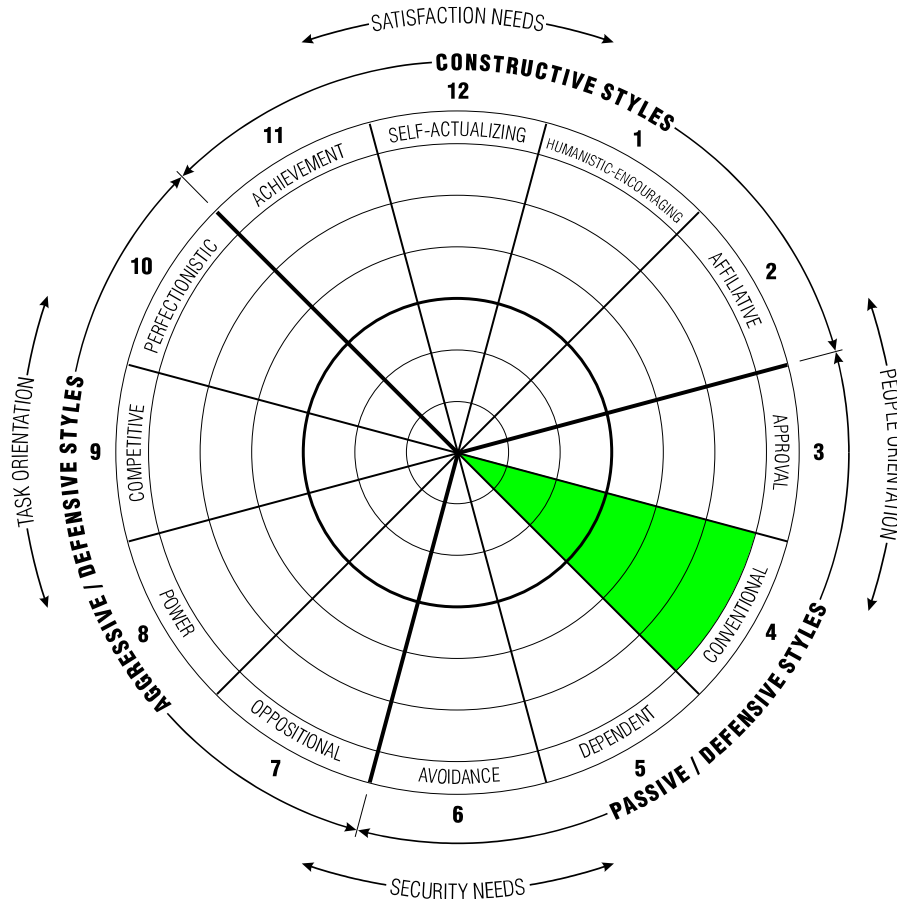
Style Description: please others, agreeable, over-optimistic and spoil people with kindness

Measures our need to be accepted by others to increase or sustain our feelings of self-worth. While our desire to be approved of is natural, problems occur when approval-seeking becomes a need, and ultimately our standard way of interacting with others. When we need approval, we typically try to please everyone but ourselves. An excessive need for approval is essentially an “emotional give-away” - in the interest of being liked and accepted, we “give away” our beliefs, values, needs, goals, sense of personal worth, direction in life, and ability to make our own decisions.

LSI Leadership Framework

Conventional Mindset

4 O'clock



Conventional

Four o'clock position

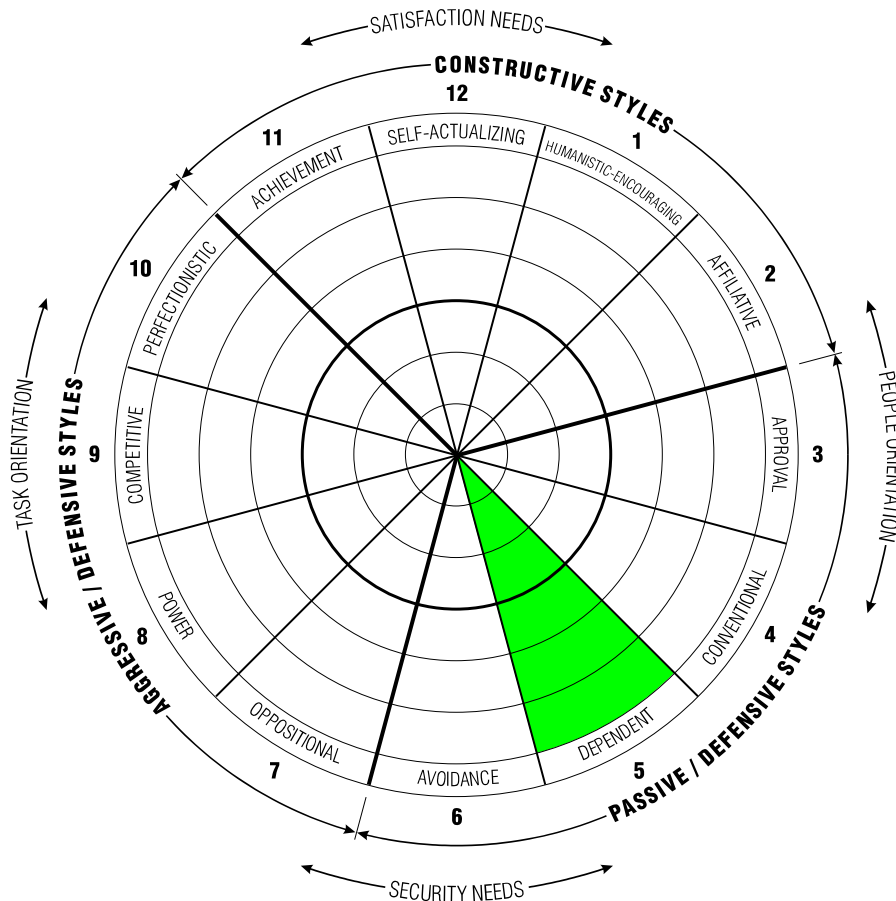
Style Description: predictable goals, conforming, supports status quo

Measures our tendency to act in a conforming way. While some conformity is necessary in life, too much can be restrictive. The conventional style represents a preoccupation with adhering to rules and established procedures, maintaining a low profile, and “blending in” with our particular environment to avoid calling attention to ourselves. When we rely on established routines to determine how we do things, we risk losing our sense of uniqueness and individuality.

LSI Leadership Framework

Dependent Mindset

5 O'clock



Dependent

Five o'clock position

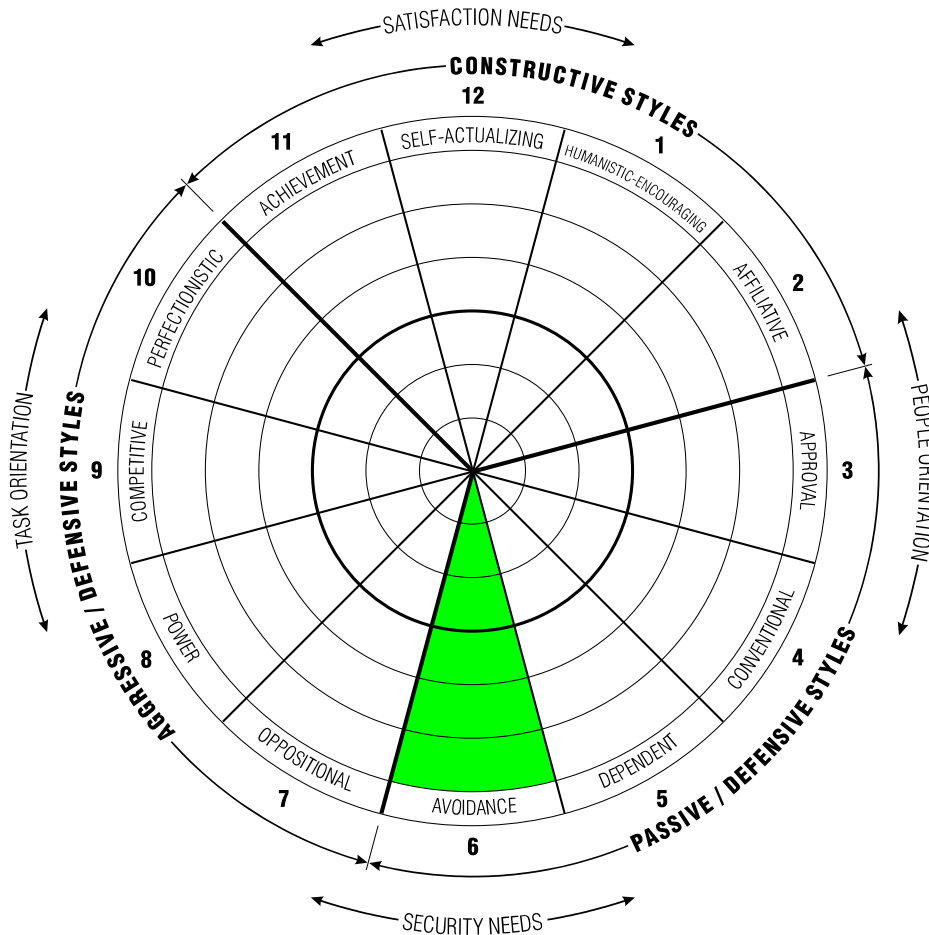
Style Description: compliant, follower, relies on others, doesn't challenge others

Measures the degree to which we feel our efforts do not count. Dependent behaviour originates in a need for security and self-protection: dependent people typically feel that they have very little control over their lives. This type of behaviour may be long-standing, or due to temporary life changes such as a new job, a promotion, an illness, or the break-up of a close relationship. When dependent behaviour occurs as a result of a temporary life change, the feelings of dependency tend to diminish as the particular situation is resolved.

LSI Leadership Framework

Avoidance Mindset

6 O'clock



Avoidance

Six o'clock position

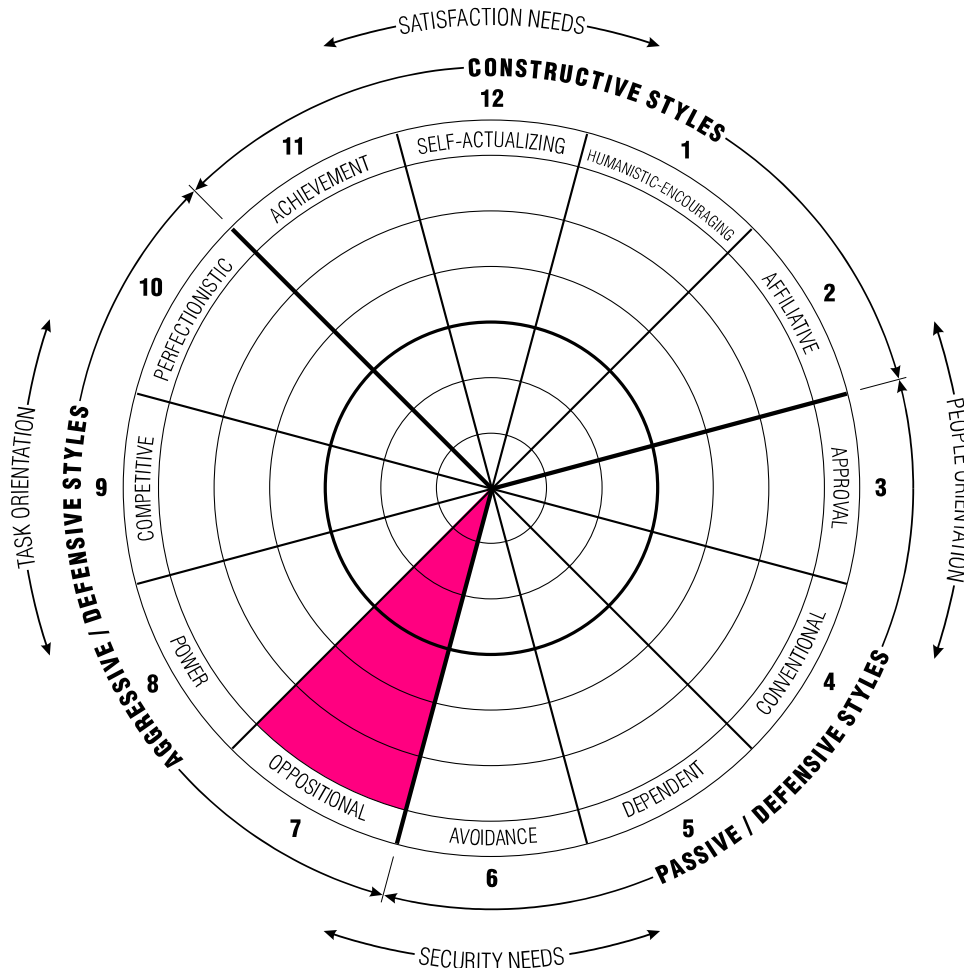
Style Description: non-committal, withdraw and isolation, leaves decisions to others

Measures our tendency to use the defensive strategy of *withdrawal*. We do this by hiding our feelings, or by shying away from situations we find threatening. We may use this behaviour when we face something different, such as a new environment or a problem we have no experience in solving. Whether or not avoidance behaviour becomes extreme depends upon the nature of what we perceive as threatening. Avoidance-orientated people feel a strong need to protect themselves by steering clear of anything that threatens them. These individuals prefer to stay well within their self-imposed “comfort zones,” and do so by playing it safe and avoiding risks.

LSI Leadership Framework

Oppositional Mindset

7 O'clock



Oppositional

Seven o'clock position

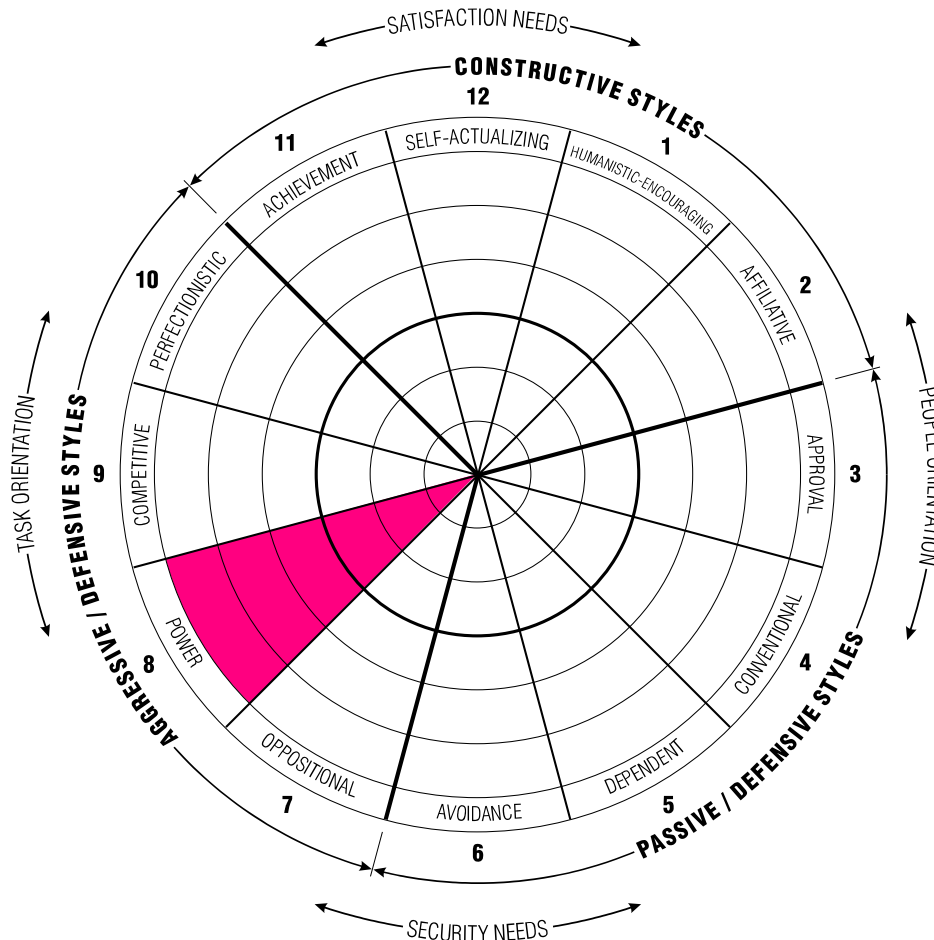
Style Description: distrustful, opposes new ideas, cynical, critical of others

Measures our tendency to use the defensive and aggressive strategy of disagreeing with others, and to seek attention by being critical and cynical. While clarifying and refining ideas by asking probing questions can be a valuable skill, oppositional people often use it destructively. Instead of using questioning techniques to gain information or improving something, oppositional people typically choose to verbally assault others to gain feelings of importance and self-satisfaction. Oppositional people typically love to argue. A strong need for recognition prompts them to respond to others with skepticism and sarcasm.

LSI Leadership Framework

Power Mindset

8 O'clock



Power

Eight o'clock position

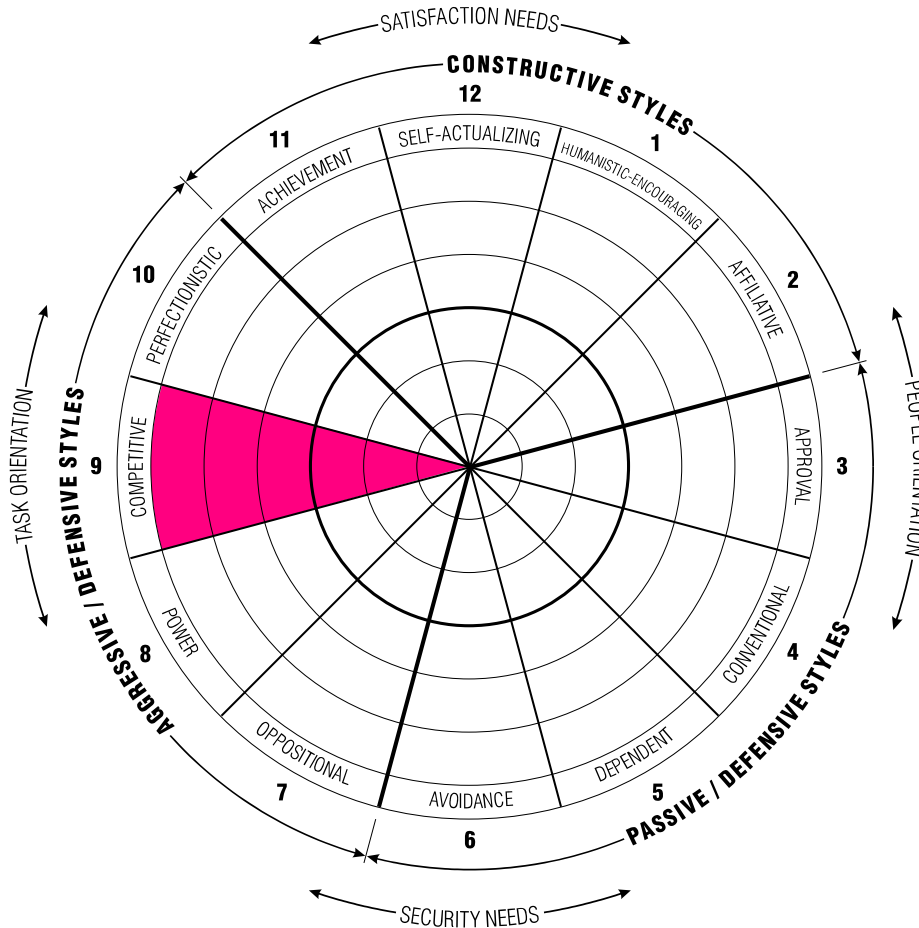
Style Description: controlling, abrupt, on the offensive, fearful of being vulnerable

Measures our tendency to associate our self-worth with the degree to which we can control and dominate others. Individuals who seek power are motivated by a need to gain prestige, status and influence: they achieve false, temporary feelings of self-worth by striving to be “in-charge” at all times. Power-seekers typically lack confidence in others, and believe that force, intimidation and coercion are necessary to get results. Power-orientated motives prevent the formation of healthy relationships: in fact, those who consistently seek power tend to experience an increasing sense of alienation from others. The true sense of “power” that comes from knowing how to do the job, from being respected by others, and from getting results is not what is measured on this scale.

LSI Leadership Framework

Competitive Mindset

9 O'clock



Competitive

Nine o'clock position

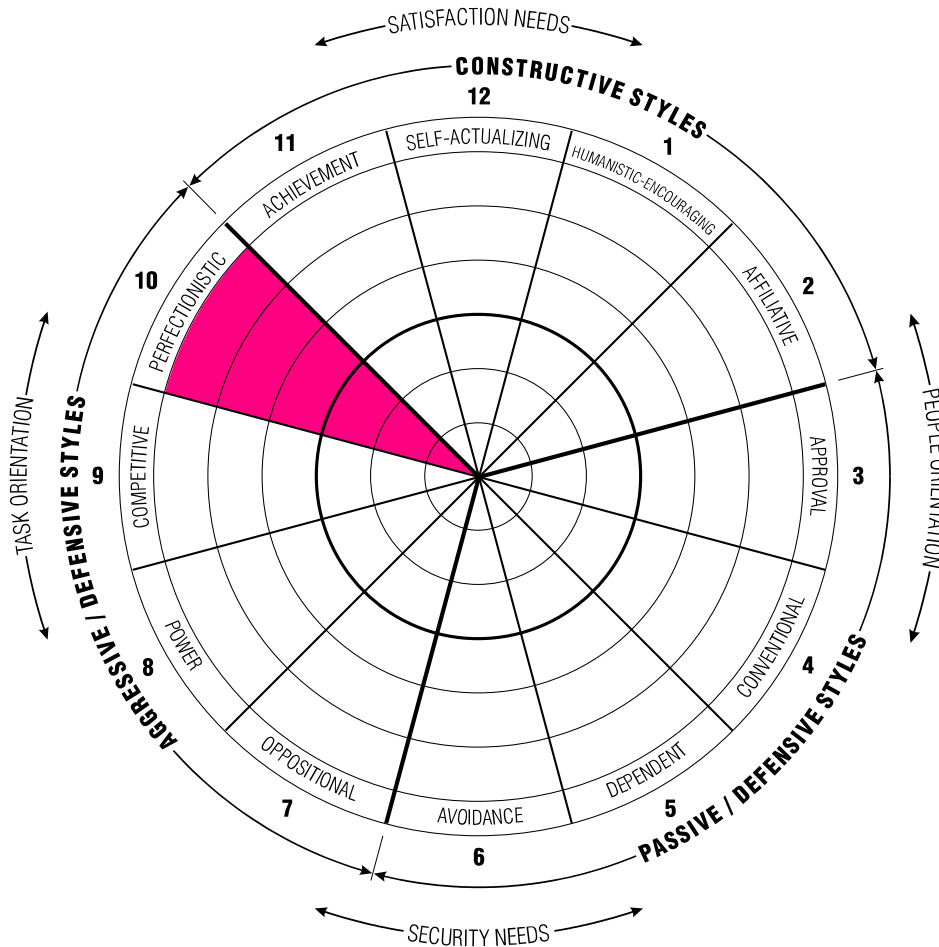
Style Description: competes rather than cooperates, strong need to win, boastful, reckless.

Measures our need to establish a sense of self-worth through competing against and comparing ourselves to others. While it is largely encouraged and accepted as a measure of success, competitive behaviour is not an effective predictor of achievement in business, sports, or life in general: in fact, studies have shown that people who come out ahead in competitive situations focus on performance excellence, or the process of doing well, rather than on the end result of winning. Competitive people compete to overcome doubts about themselves and their abilities. Competitors attach their sense of self-worth so securely to winning and being seen as “the best” that they often set up “all or nothing” situations for themselves. Competitive people risk becoming so preoccupied with winning that they are distracted from the task at hand, and easily lose sight of their values and beliefs.

LSI Leadership Framework

Perfectionistic Mindset

10 O'clock



Perfectionism

Ten o'clock position

Style Description: unrealistic goals, fear mistakes, tries to hard to prove self

Measures the degree to which we feel a driven need to be seen by others as perfect. A dramatic difference exists between the act of perfecting something and the concept of perfectionism. Rather than working to make things the best they can be, perfectionists need to seek flawless results. They perform at a very high level to attain feelings of self-worth. Perfectionism originates in a fear of failure: perfectionists tend to believe that unless they are “perfect,” they are nothing. Perfectionists typically work unceasingly on tasks and set unrealistically high performance standards. Since their drive for perfection practically guarantees failure, these individuals tend to remain dissatisfied with even their best work. Nothing is ever good enough for perfectionists.



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February 2025

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