Human Synergistics International’s Circumplex provides a way for leaders and managers to “see” the impact that they are having on people in their organization and, ultimately, their organization’s culture. Some of the styles that leaders and managers might promote and encourage contribute to effectiveness and productivity; others do not. Consequently, the feedback from L/I and M/I provide insights into what’s happening inside the organization and a clear direction for organizational, leadership, and management development efforts.

**Constructive Impact**
Encourage people to focus on meeting their needs for satisfaction through both the way they approach their tasks and their interactions with people

1. **12** Expect people to maintain their integrity and personal standards
2. **1** Encourage people to show concern for the needs of others
3. **2** Lead people to cooperate with others
4. **3** Expect people to go along” with others
5. **4** Pressure people to accept the “status quo"
6. **5** Require people to follow orders, even if they have a better idea
7. **6** Lead people to play it safe and wait for others to act first
8. **7** Drive people to act forceful
9. **8** Prompt people to turn the job into a contest
10. **9** Lead people to de-emphasize feelings and focus on the task
11. **10** Motivate people to strive for excellence

**Aggressive/Defensive Impact**
Drive people to focus on protecting their status and security through the way they approach their tasks

1. **11** Motivate people to strive for excellence
2. **12** Expect people to maintain their integrity and personal standards
3. **1** Encourage people to show concern for the needs of others
4. **2** Lead people to cooperate with others
5. **3** Expect people to go along” with others
6. **4** Pressure people to accept the “status quo"
7. **5** Require people to follow orders, even if they have a better idea
8. **6** Lead people to play it safe and wait for others to act first
9. **7** Drive people to act forceful
10. **8** Prompt people to turn the job into a contest
11. **9** Lead people to de-emphasize feelings and focus on the task

**Passive/Defensive Impact**
Require people to focus on maintaining their safety and security through their interactions with people

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