

CIRCUMPLEX BEHAVIOUR SCAN 360° PRODUCT OVERVIEW

Behavioral research suggests that the most effective people are those who understand their strengths and weaknesses, which allows them to develop strategies to meet the demands of their environment. The *Circumplex Behaviour Scan 360°* (CBS360) is an evidence-based interpersonal circumplex tool that scientifically measures the full range of interpersonal behaviours, providing insight into how an individual interacts with others. This insight empowers an individual to create measurable behaviour change linked to improved performance.

The CBS360 is an evidence-based, scientifically rigorous assessment of interpersonal behaviour styles, designed for all individuals within an organisation. With the CBS360, individuals get insight into their current interpersonal behaviours and how they would ideally like to interact. Feedback from their higher-level manager/s, peers, direct reports, and other stakeholders—that is 360° feedback—provides a clear picture of how others experience their behaviour.

INTERPERSONAL BEHAVIOUR— THE BUILDING BLOCK OF RELATIONSHIPS

Interpersonal behaviour is about the interactions between two or more people. Being aware of our interpersonal behaviour and understanding how it impacts others is central to being effective in our families, groups, and organisations. The quality of our interpersonal behaviour determines the quality of our relationships, and the quality of our relationships determines the quality of the systems and organisations we live and work in. Identifying, measuring, and changing interpersonal behaviour provides clear markers on the journey to better leadership, teamwork, and individual contribution. Personality researchers have identified two dimensions

of this interpersonal interaction: *Agency* (or striving for social dominance/control or influence—*getting ahead*) and *Communion* (or striving for affiliation/belongingness to an ‘in-group’—*getting along*). These two dimensions are the basis of one of the most well known conceptualisations of interpersonal theory—the *Interpersonal Circumplex*. The CBS360 is an integrative, comprehensive, and continuous model of interpersonal behaviour styles.

THE CBS360 INTERPERSONAL BEHAVIOUR STYLES

The Agency dimension on the CBS360 is positioned on the vertical or y-axis, and the Communion dimension is positioned on the horizontal or x-axis. These two axes further divide the circumplex into four quadrants, which in turn are each divided in half, forming octants of eight equally spaced scales in a circular structure around the circumplex, representing eight different interpersonal behaviour styles. Mathematically the midpoint of each of these octants must be at 45 degrees of the midpoint of the adjacent octants.

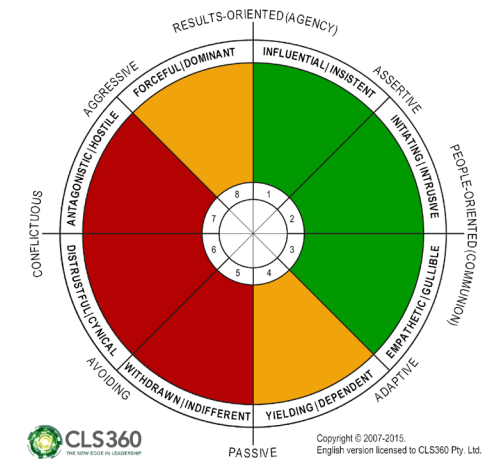
The upper-right quadrant, *Assertive*, includes behaviours high in both Agency and Communion. The upper-left quadrant, *Aggressive*, and left side of the

interpersonal circumplex represent the negative or darker side of our interpersonal behaviours. The lower-left quadrant, *Avoiding*, includes behaviours that are low in Communion and low in Agency. The lower-right quadrant, *Adaptive*, is related to interactions that are characterised by agreeable behaviours.

The styles on opposite poles of the axes are negatively related; styles on orthogonal (right angle) poles are unrelated; while styles next to each other are closely related. Each style differs in its degree of Agency and Communion. All forms of these eight interpersonal behaviour styles can in turn be viewed as a specific blend of the two basic dimensions of Agency and Communion.

The CBS360 circumplex style names follow the nomenclature given to the interpersonal circumplex by its early developers; that is, the first name represents the style at the ‘normal’ level of behaviour and the second name describes the style at the more extreme level of behaviour. For example, octant #1 is Influential I Insistent, which signifies Influential as normal behaviour and Insistent as extreme behaviour.

The CBS360 enables participants to receive true 360° feedback on styles and behaviours through self-assessment and assessment by others.





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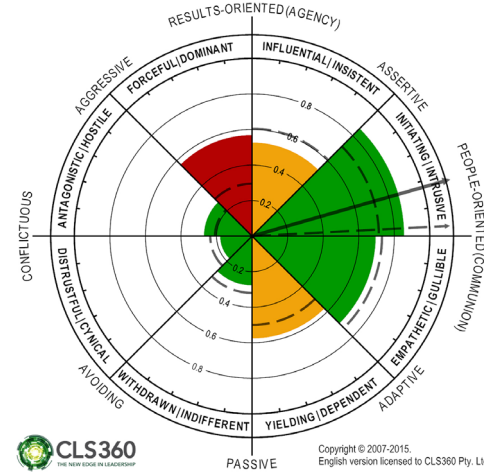
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8 INTERPERSONAL BEHAVIOUR STYLES

INFLUENTIAL INSISTENT	Individuals try to take the lead in conversations, meetings, etc.; they take charge by coordinating tasks (e.g., a meeting or workshop) or by trying to convince others they are right.
INITIATING INTRUSIVE	Individuals try to help others by offering assistance, giving advice, etc. They give their opinion in a calm and respectful way. This style creates trust and people feel safe when it's used.
EMPATHETIC GULLIBLE	Individuals demonstrate a willingness and capacity to listen, ask a lot of (open-ended) questions, and express empathy.
YIELDING DEPENDENT	Individuals show a willingness to yield, give in, or follow too readily.
WITHDRAWN INDIFFERENT	Individuals are passive and avoid contact with others.
DISTRUSTFUL CYNICAL	Individuals show they do not trust other people or their actions. Those using this style often use pessimistic and negative phrases to express themselves.
ANTAGONISTIC HOSTILE	Individuals are insensitive or offensive in their interactions with others. Very often this behaviour is triggered by angry feelings (e.g., irritation, frustration, or anger).
FORCEFUL DOMINANT	Individuals put pressure on others through their choice of words, intonation, speed, or body language to get the things they want.

A defining feature of the CBS360 is the arrow or vector, which represents the direction and strength of the individual's use of all eight styles combined. The vector tells a lot about an individual's overall behavioural repertoire and flexibility to use these behaviours. The vector is a combination of the two axes—Agency, the vertical axis, and Communion, the horizontal axis.



FULL 360° VIEW

The CBS360 enables individuals to receive true 360° feedback on their interpersonal behavioural styles through self-assessment and assessment by others. A unique characteristic of the CBS360 is that individual rater feedback is displayed. Raters can choose to be anonymous.

Circumplex Results Summary from CBS360 Feedback Report

