

# GOING AFTER BELIEFS

Our self-talk is the product of firmly established belief structures. It may be irrational, but it seems logical and consistent to us in the moment.

To unearth a core belief about worth or safety is to find the foundation of our belief structure. Then we can work on a new structure that serves us better.

To find out more about our core beliefs, we can use these questions (finding a friend to coach us really helps):

## Questions

- What am I telling myself about this situation? (The first thought that comes to mind)
- If that were true, why would it upset me? Why would it be a problem?
- If that were true, what would it say about me? What would it mean for me?

# STRUCTURE OF CHARACTER

The basic question is “Do we live our life primarily out of love or fear?” The Leadership Circle Profile™ measures the extent to which we “have made a pact with the dark presence in our life.”

**Behavior Patterns, Qualities and Skills:** Personal qualities, talents, and skills developed in pursuit of the primary strategy.

## Compulsive Needs and Strategies:

Conscious and unconscious habitual behaviors and tactics organized by belief structures; primary ways of achieving a sense of safety and personal worth.

**Belief-Ego Structure:** Map of reality; beliefs and memories that form a person’s deep structure and basic driving force; relate worth and safety to attaining something outside the self; caricature of the true self; separate from others.

**Spirit-Soul:** Essential spiritual nature that animates the body; is aligned with good; source of wisdom, inner knowing, and purpose; free, creative, and deeply connected to others.



# THREE CHARACTER STRUCTURES

People tend to organize their character structure in three directions.

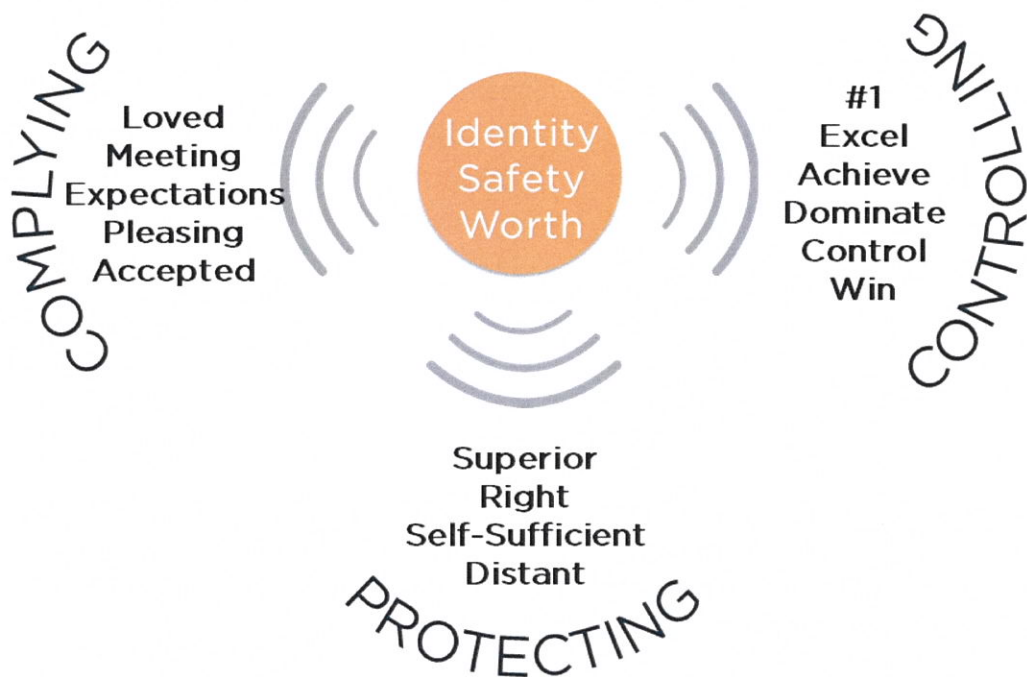
The existential issues we face growing up in a seemingly dangerous world of giants are, "How can I survive?" and "Am I worthwhile?"

The way we answer these two questions determines the direction we take in organizing our character structure.

The core delusion of each type is linking certain behaviors or personal qualities to worth and safety.

\*Karen Horney

## THE REACTIVE CHARACTER STRUCTURE



# BEHAVIORAL STRATEGIES

Each type forms beliefs that have them compulsively tied to some set of the following behavioral strategies.

## COMPLYING

Meeting conventional expectations  
 Fitting in  
 Submitting to others' needs  
 Playing by the rules  
 Pleasing  
 Belonging

## PROTECTING

Critiquing  
 Correcting  
 Arguing  
 Finding fault

## CONTROLLING

Excelling  
 Achieving  
 Winning  
 Controlling  
 Dominating  
 Competing

## COMPLYING MEANS BEING:

Sensitive  
 Protected  
 Needed  
 Taken care of  
 Liked  
 Loyal  
 Loved  
 Respected  
 Etc.

## PROTECTING MEANS BEING:

Right  
 Superior  
 Intellectual  
 Rational  
 Unemotional  
 Skeptical  
 Aggressive  
 Etc.

## CONTROLLING MEANS BEING:

Aggressive  
 Strong  
 Tough  
 Invulnerable  
 Right  
 On top  
 Number one / One-Up  
 Better / more than others  
 Etc.

Each character structure has its strengths and gifts. The inherent flaw in each structure is the bargain we make with life that links being a certain way to inherent worth and safety. This bargain leads to over development of certain traits and under development of others.

# CLAIMING YOUR TRUE GIFT/ HARVESTING THE SHADOW

COMPLYING	Claiming Your True Gift	Balancing Qualities and Skills
Conservative	Loyalty and fidelity to the organization's purpose. Champion of values and preserver of heritage.	Challenging the status quo, continuous improvement. Stretching self and organization to new opportunities and levels of performance.
Pleasing	Love for self and others. Willingness to give of oneself in service to others' needs	Saying no, asserting yourself, taking your stand, willingness to be unpopular.
Belonging	Builder of community and organization, committed purpose.	Independence. Championing directions that are counter to the status quo.
Passive	Mastery through self-selected goals. Non-attached, vision directed self-mastery.	Achievement for the enjoyment of it. Asserting yourself. Leading, being a creative force in your own and the organization's future.
PROTECTING	Claiming Your True Gift	Balancing Qualities and Skills
Distance	Wisdom through detachment, care and reflection.	Engagement. Self-confidence and assertion. An active group member.
Critical	Discernment through being inquisitive and challenging limited thinking.	Supporting and encouraging others. Valuing what is best about the other's position.
Arrogance	Strength of character without the need for credit. Mentoring others into their own "bigness."	Egolessness. Willingness to be unseen and unnoticed so that others can grow into their greatness.
CONTROLLING	Claiming Your True Gift	Balancing Qualities and Skills
Perfect	Constant pursuit of continuous improvement balanced with acceptance for things/people as they are. Desire to create outstanding results.	Gentle treatment of self and others. Acceptance of self and others. Detachment from the outcome. Stepping back that others may learn and grow.
Driven	Willingness to work and risk for what you love. Doing whatever it takes to realize your deepest longings.	Receptiveness. Slowing down to reflect and renew. Bringing wisdom into action.
Ambition	Desire to create outstanding results. Personal energy to pursue worthy results.	Loyal fellowship, collaboration, mutuality in relationships. Stepping back that others may learn and grow.
Autocratic	Service through personal strength, persistence, and influence. The integrity to do what is needed even if it is controversial.	Sensitivity to self and others. Respect and care, willingness to experience and share vulnerability-intimacy. Loyal fellowship and collaboration.
	As you let go of the compulsive linkage to safety and identity, you not only come into the true form of your giftedness, you become free to cultivate the opposite (shadow) side of yourself.	For controlling types that have overdeveloped the masculine side, they now engage and develop the feminine. Complying types assert the masculine parts of themselves.

# THE CENTRAL DYNAMIC OF PATRIARCHY

Patriarchy is the convenient marriage of expansive-controlling types managing dependent complying types. The people at the top are looking down at their shadow and the people at the bottom are looking up at their shadow, each blaming the other. This is a source of the deep trust issues that always seem to exist between the levels.

The culture is a hologram of our character structures. As organizations grow, they tend to look like this: Expansive types at the top and dependent types at the bottom. The more dependent I am looking up, the more controlling I need to be looking down.

In this organization, caution and control abound. Expansive types are looking up and playing politics to advance their career, while looking down and controlling. Dependent types are trying to keep their heads low and survive.

