

Leadership Competencies
come in pairs

and are

interdependent

Challenge AND Support

Candor AND Diplomacy

Confidence AND Humility

Data Driven
Decisions AND Instinct/Experience
Driven Decisions

Empowerment AND Control

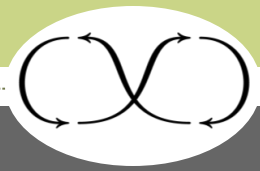
Visionary AND Pragmatic

Structured AND Flexible

Advocate AND Inquire

Task AND Relationship

Plan AND Execute



System Polarities
show up in
strategic objectives that
support organisations

Centralized Coordination	AND	Decentralized Initiatives
Recognize the Individual	AND	Recognize the Team
Competing with Others	AND	Collaborating with Others
Continuity	AND	Transformation
Enriched through Differences	AND	Strengthened by Commonalities
Care for My Part of the Organization	AND	Care for the Whole Organization
Respect for Every Person	AND	Rewards Based on Performance
Get the Task Done	AND	Nurture Relationships
Take Care of Existing Business	AND	Develop New Products & Services