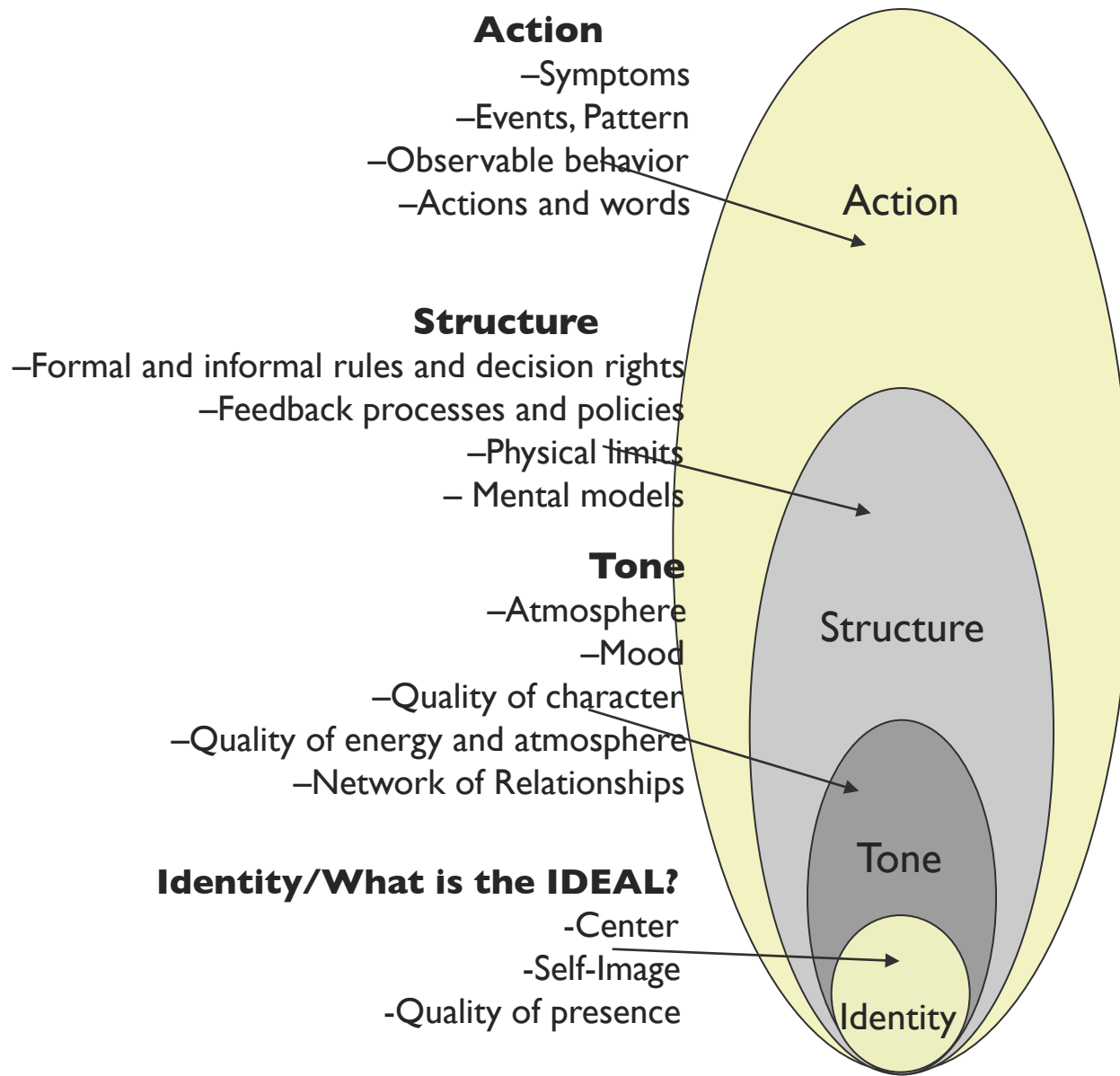
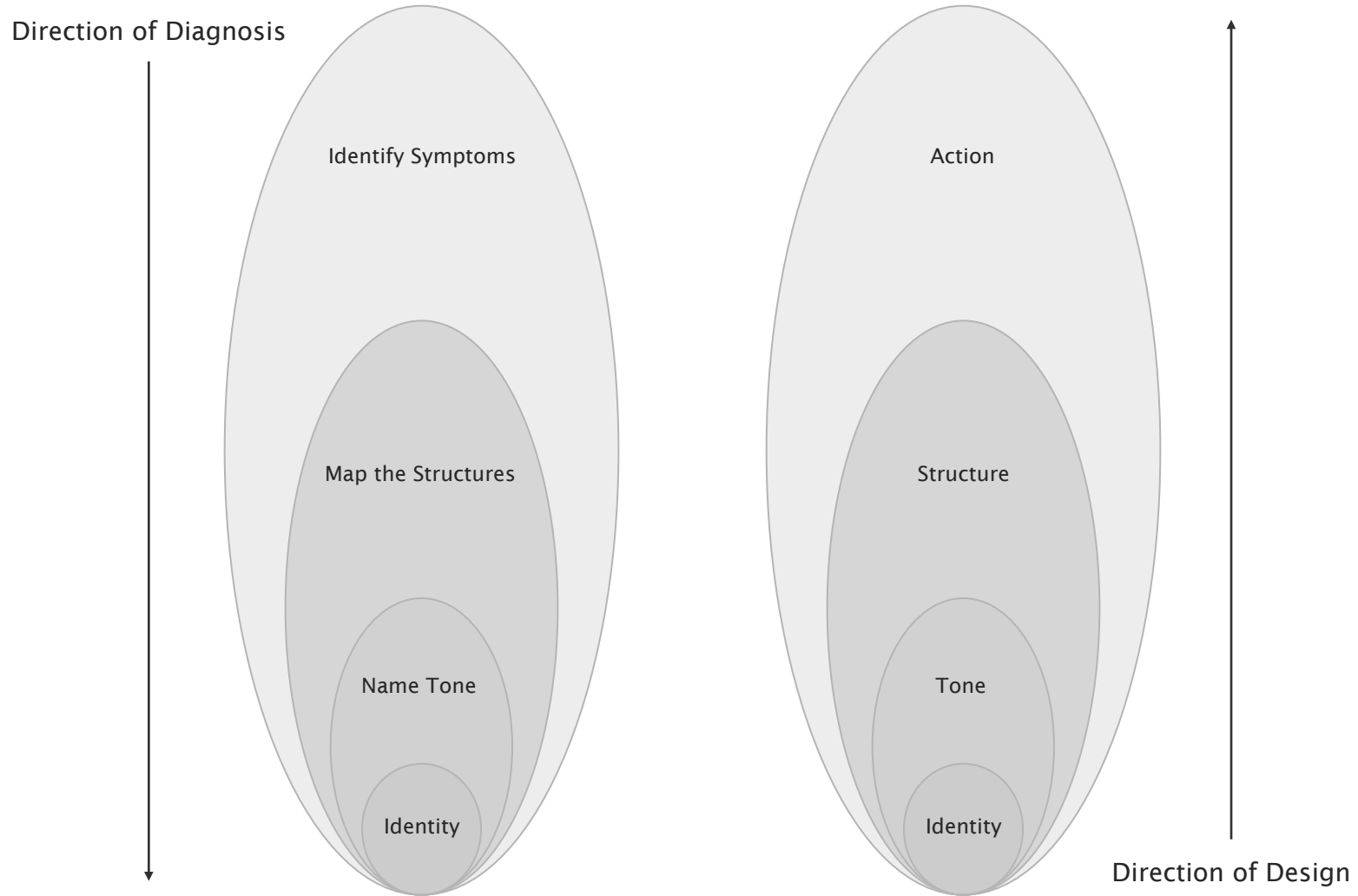


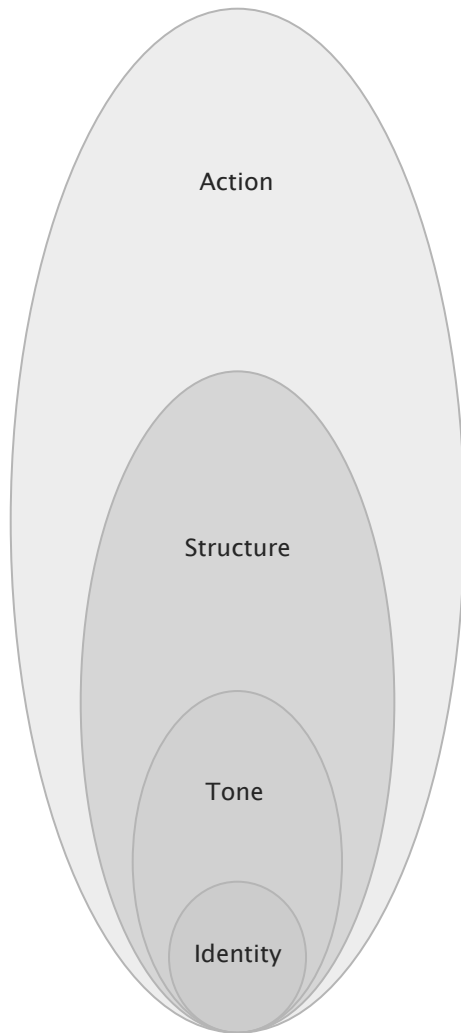
# Four Levels of Leadership ('Flame' model)



# Diagnosis and Design of Systems



# Flame Matrix: Inquiring Into the Gap



Action Modes		Inquiring Into the Gap	
Action Mode	Description	Current Situation	Unrealized Potential
Events <i>Reactive</i>	Directly observable events and results	What are the symptoms we see?	What actions will we take?
↑			
Patterns <i>Proactive</i>	Patterns of behavior over time	What are the patterns that we see over time?	What patterns will we see?
↑			
Systemic Structures <i>Design</i>	Formal and informal policies and rules governing the flow of information, feelings and physical material	What structures are influencing/creating these patterns.?	What structures need to be transformed? What structures need to be in place to reach a "tipping point?"
↑			
Mental Models <i>Reflective</i>	Images guiding how we see the world and take action in it	What mental models are present in this situation? About us? About others? About the task/ situation?	What mental models need to be transformed? What mental models need to be in place to ensure this vision is realized?
↑			
Intention & Vision <i>Imaginative</i>	Intentions and dreams / aspirations of desired future state: expressed as a picture	What are the attitudes-in-use?	What's our vision, our picture of the future?
↑			
Container <i>Participative</i>	Quality of energy, possibility and safety; atmosphere	What is the atmosphere and tone now? Is it coherent or fragmented? What is the quality of relationships among people? What is the quality of energy, possibility & safety?	What kind of atmosphere and tone needs to be here for this identity to emerge?
↑			
Presence <i>Generative</i>	My/our identity in this situation/system	Who am I/we in this situation?	Who do we/I want to be?