Four Levels of Leadership (‘Flame’ model)

**Action**
- Symptoms
- Events, Pattern
- Observable behavior
- Actions and words

**Structure**
- Formal and informal rules and decision rights
- Feedback processes and policies
- Physical limits
- Mental models

**Tone**
- Atmosphere
- Mood
- Quality of character
- Quality of energy and atmosphere
- Network of Relationships

**Identity/What is the IDEAL?**
- Center
- Self-Image
- Quality of presence
Diagnosis and Design of Systems

Direction of Diagnosis

Identify Symptoms
Map the Structures
Name Tone
Identity

Action
Structure
Tone
Identity

Direction of Design
## Flame Matrix: Inquiring Into the Gap

**Action Modes**

<table>
<thead>
<tr>
<th>Action Mode</th>
<th>Description</th>
<th>Current Situation</th>
<th>Unrealized Potential</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Events</strong></td>
<td>Directly observable events and results</td>
<td>What are the symptoms we see?</td>
<td>What actions will we take?</td>
</tr>
<tr>
<td><strong>Patterns</strong></td>
<td>Patterns of behavior over time</td>
<td>What are the patterns that we see over time?</td>
<td>What patterns will we see?</td>
</tr>
<tr>
<td><strong>Systemic Structures</strong></td>
<td>Formal and informal policies and rules governing the flow of information, feelings and physical material</td>
<td>What structures are influencing/creating these patterns?</td>
<td>What structures need to be transformed? What structures need to be in place to reach a &quot;tipping point&quot;?</td>
</tr>
<tr>
<td><strong>Mental Models</strong></td>
<td>Images guiding how we see the world and take action in it</td>
<td>What mental models are present in this situation? About us? About others? About the task/ situation?</td>
<td>What mental models need to be transformed? What mental models need to be in place to ensure this vision is realized?</td>
</tr>
<tr>
<td><strong>Intention &amp; Vision</strong></td>
<td>Intentions and dreams / aspirations of desired future state: expressed as a picture</td>
<td>What are the attitudes-in-use?</td>
<td>What’s our vision, our picture of the future?</td>
</tr>
<tr>
<td><strong>Identity</strong></td>
<td>Quality of energy, possibility and safety; atmosphere</td>
<td>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 &amp; safety?</td>
<td>What kind of atmosphere and tone needs to be here for this identity to emerge?</td>
</tr>
<tr>
<td><strong>Presence</strong></td>
<td>My/our identity in this situation/system</td>
<td>Who am I/we in this situation?</td>
<td>Who do we/I want to be?</td>
</tr>
</tbody>
</table>

*Adapted from Daniel Kim and Diane Cory © 1995*