

<i>Action Logic</i>	<i>Key Characteristics</i>	<i>Leadership style associated with each Action Logic</i>
 OPPORTUNIST	<p><i>Wins any way possible.</i> Self-oriented; manipulative; 'might makes right'.</p>	<p>Short term horizon; focus on concrete things; deceptive; rejects feedback; externalises blame; distrustful; fragile self-control; possibly hostile humour or be 'happy-go-lucky'; views luck as central; views rules as loss of freedom; punishes according to 'eye for eye' ethic; treats what they can get away with as legitimate. Seeks personal advantage: takes an opportunity when it arises.</p>
 DIPLOMAT	<p><i>Avoids overt conflict.</i> Wants to belong and create harmony; obeys group norms; rarely rocks the boat.</p>	<p>Observes protocol; avoids inner and outer conflict; works to group standards; speaks in clichés and platitudes; conforms; feels shame if they violate norms; seeks membership and status; loyalty is to immediate group, not distant organisation or principles. Attends to social affairs of group and individuals. Provides supportive social glue and avoids hurting others, face-saving essential.</p>
 EXPERT	<p><i>Values logic and expertise in service of doing things well.</i> Searches for improvement and rational efficiency in self and in processes.</p>	<p>Regards their way of seeing things and their reality as the only valid reality. Interested in problem solving; chooses efficiency over effectiveness; perfectionist; may be dogmatic; critical of self and others based on their belief system; accepts feedback only from 'objective' experts in their own field; values decisions based on the incontrovertible facts. Consistent in pursuit of improvement. Strong individual contributor.</p>
 ACHIEVER	<p><i>Seeks to meet strategic goals.</i> Delivery of results by most effective means. Success and action focused.</p>	<p>Feels like an initiator, not a pawn; mid-term goals; future is vivid and motivating; effectiveness and results oriented; adopts rather than creates goals; seeks to find ways around problems in order to deliver. Welcomes behavioural feedback; blind to the existence of own shadow and the flip to their strengths; feels guilt if does not meet own standards. Begins to appreciate complexity and systems; seeks increasing mutuality in relationships; may be driven and adaptable.</p>
 INDIVIDUALIST	<p><i>Explores own unique contribution.</i> Holds relativistic position with fewer fixed truths.</p>	<p>Increasingly questions own assumptions, the assumptions of others and the system. Focus on self and less on goals/achievements; increased understanding of complexity, paradox and working through relationships; deepening personal relationships; takes on different roles in different situations; attracted by change and difference more than by stability and similarity; increasingly aware of own shadow and flip to their strengths. More questioning / exploring in many domains of life. Innovative and freer in their thinking.</p>
 STRATEGIST	<p><i>Seeks personal and organisational transformations.</i> Brings fluidity to their life – moving from position to position and adapting self to world in pursuit of stable values.</p>	<p>Recognises importance of principle, contract, theory and judgement - not just rules and customs; creative at conflict resolution; process oriented as well as goal oriented; sits more easily with paradox, contradiction and uncertainty; aware that what one sees depends upon one's world view; high value on individuality, unique market niches, particular historical movements; enjoys playing a variety of roles; witty, existential humour (as contrasted to prefabricated jokes); aware of dark side of power and may be tempted by it - may misuse their own abilities and manipulate others.</p>
 ALCHEMIST	<p><i>Generates personal and social transformations.</i> Interplay of awareness, thought, action and effect. Transforming self and others.</p>	<p>Seeks participation in historical / spiritual transformations; creator of events which become mythical and reframe situations; anchoring in inclusive present, seeing the light and dark in situations; works with order and chaos; blends opposites, creating 'positive-sum' games; exercises own attention continually; researches interplay of institution, thought, action and effects on outside world; treats time and events as symbolic, analogical, metaphorical (not merely linear, digital, literal), involved in spiritual quest, often helps others in their life quests. Often at the edge of society or sometimes central to controversial change.</p>