

The role we play in the problem

Space	Reality of the space	Predictable response	Familiar reality of the experience
Dominant	'Centred' , often unaware of their systemic impact; experience their world as 'normal' / 'the whole'	Assume universality , and that others threaten your world	Privileged, threatened , harried, appear insensitive , arrogant, blind to difference; define reality for all
Other	On the 'margins' , world defined by others, neglect, exclusion, invisibility	Withdraw, adapt superficially, or resist ; build 'survival cultures'	Discounted , powerless, second class, pr seen as angry , disruptive, difficult
Top	Overload and multiple inputs	Suck up responsibility – the blue dot	Burdened by circumstances
Top – founder (S5)	Ultimate responsibility , distanced from delivery	Issue pronouncements without grounding	Cut off, autocratic, irrelevant
Top – strategy (S4)	Uncertainty and ambiguity , no direct power	Aloof scenario-building, 'crying wolf'	'Nobody listens until it's too late'
Top – operations (S3) and audit (S3*)	Pressure to guarantee efficiency and compliance	Focus on problems, firefighting, clamp down with audits, metrics, controls	Distrusted and seen as heavy-handed , watchdog rather than enabler

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Middle (S2)	Crunch from both sides	Slide in between	Torn between them and them
Bottom / operations (S1)	Disregard and disempowerment, external demands and internal directives	Hold them responsible, put heads down and focus on delivery	Oppressed by them , firefighting, isolated from purpose
Citizen / customer	Neglect	Stay aloof and hold it responsible	Righteously screwed by the delivery system
Helper	Ignorance and multiple expectations	To be of immediate value as an expert or servant	Abused and misused

Leadership stands

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Dominant	'Centred', often unaware of their systemic impact; experience their world as 'normal' / 'the whole'	Assume universality , and that others threaten your world	Privileged, threatened , harried, appear insensitive , arrogant, blind to difference; define reality for all	Be a Dominant who decentres yourself, notices and values other worlds, deliberately learns from and integrates them
Other	On the 'margins' , world defined by others, neglect, exclusion, invisibility	Withdraw , adapt superficially , or resist ; build 'survival cultures'	Discounted , powerless, second class, pr seen as angry , disruptive, difficult	Be an Other who claims your own space and voice , communicates your world's value and insists on mutuality and co-creation for the benefit of the whole
Top	Overload and multiple inputs	Suck up responsibility – the blue dot	Burdened by circumstances	Be a Top who creates responsibility throughout the organisation
Top – founder (S5)	Ultimate responsibility , distanced from delivery	Issue pronouncements without grounding	Cut off , autocratic, irrelevant	Be a Top who connects across the system , enable distributed accountability to shared values
Top – strategy (S4)	Uncertainty and ambiguity , no direct power	Aloof scenario-building, 'crying wolf'	' Nobody listens until it's too late '	Be a Top who connects futures insights from and to delivery
Top – operations (S3) and audit (S3*)	Pressure to guarantee efficiency and compliance	Focus on problems, firefighting, clamp down with audits, metrics, controls	Distrusted and seen as heavy-handed , watchdog rather than enabler	Be a Top who connects with the realities of the other worlds to learn and build trust, who supports and develops strengths
Middle (S2)	Crunch from both sides	Slide in between	Torn between them and them	Be a Middle who maintains your independence of thought and action
Bottom / operations (S1)	Disregard and disempowerment, external demands and internal directives	Hold them responsible, put heads down and focus on delivery	Oppressed by them , firefighting, isolated from purpose	Be a Bottom who takes on responsibility not only for your condition but for the whole thing, articulating realities up and out
Citizen / customer	Neglect	Stay aloof and hold it responsible	Righteously screwed by the delivery system	Be a Citizen who gets involved in delivery processes and helps them work for you
Helper	Ignorance and multiple expectations	To be of immediate value as an expert or	Abused and misused	Say no to being of immediate value. Develop a co-learning relationship

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