# Leadership Culture Map™

**Feedback**

- We avoid feedback. We value face-saving over directness.
- Feedback is around task performance. Feedback focuses on norms and standards.
- We have routine systems for feedback aimed at key competencies and objectives.

**Risk**

- Ideas are dismissed if they risk group cohesion. Only people with power may take risks.
- We collect and analyze data to justify risks. We value technical expertise in assessing risk.
- Risk-taking is driven by ambition to achieve personal and group goals. We are territorial.

**Conflict**

- We avoid open arguments. Conflict is resolved politically or by authority.
- Conflict is resolved by experts with the right answers. Conflict results in winners and losers.
- Peers negotiate with independent goals. Managers resolve conflicts for functional success.

**Decisions**

- Those with power dominate key decisions. Decisions align with tradition and custom.
- Key decisions are based on expert knowledge or follow technical rules.
- We advocate for our own positions. Decisions are reached through influence and compromise.

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**Leadership culture development**

Transcend and include the columns from left to right.

- **Mutual feedback**
  - We seek disruptive feedback from outside. We engage feedback that challenges the status quo.
- **We**
  - We take transformational risks for our mission and to shape our larger society.
- **Open disagreements**
  - We use conflict to transform ourselves and to generate something new. Open disagreements lead to public learning.
- **We**
  - We are empowered to make decisions interdependently. Societal impact is an important factor in decisions.