

The Leadership Balance Model

		Level of Confidence Instilled	
		Low	High
Level of Challenge Instilled	High	<p>The “merciless” manager Staff feels . . .</p> <p>Stretched</p> <p>Overwhelmed Pessimistic</p>	<p>The “effective” manager Staff feels . . .</p> <p>Inspired</p> <p>Optimal performance Most engaged</p>
	Low	<p>The “hands-off” manager Staff feels . . .</p> <p>Detached</p> <p>Ineffective Least engaged</p>	<p>The “nice” manager Staff feels . . .</p> <p>Complacent</p> <p>Satisfied Maintenance mode</p>