Facilitative leadership polarities - roles and qualities

Focusing

(future oriented)

Helping people to plan, to find direction and clarity, to think and strategise about how to get to the future they want, to prioritise

Qualities – concentration, thinking, analysing – earth and fire temperament

Inspiring

(future oriented)

Helping people, (communities, organisations) to find inspiring visions or images of the future to guide their work or lives, to find meaning in their work or lives, hope in themselves.

Qualities – imagination, creativity, story-telling (future stories) – fire and air temperament

Challenging

(future oriented)

Speaking up, positively confronting what is not working, telling the truth, breaking boundaries, asking tough questions, taking risks

Qualities – courage, respect, positivity, questioning – fire, earth and air temperament

Supporting

(present oriented)

Nurturing, empathising, giving comfort, bringing security and safe spaces.

Qualities – empathy, kindness, listening – water and air temperament

Energising

(present oriented)

Helping people to find energy and motivation in what they are doing now. Helping them to remove those things like sexism and racism, oppressive leadership, or poor working conditions that de-energise

Qualities – openness, lack of prejudice, ability to create rhythm – air and water temperament

Grounding

(past oriented)

Helping people, to learn from their experience, to value their history, to accept their mistakes and to forgive and be more thoughtful, so that they may more freely learn.

Qualities – reflection, calming down, objectivity, forgiveness – water and earth temperament