

UNIVERSAL TRANSLATOR REFERENCE SHEET

	Postmodern Worldview	Modern Worldview	Traditional Worldview	Imperial Worldview
Worldview description	The world is a diverse web of interrelationships where humans and other life depend on each other for survival and wellbeing	The world is a fairly level playing field of nearly unlimited possibility where winners take all	The world is an ordered existence under the control of a higher authority and ultimate Truth	The world is a jungle where the strongest and most cunning survive, gain power, and satisfy their desires
Core Motivational Drivers (values)	Personal growth and development, connection, diversity, contribution	Achievement, success, status, opportunity, winning	Order, stability, security, self-sacrifice, Truth (as defined by tradition)	Personal power, respect, freedom from constraint, dominance
Primary Concerns	"Making a difference", creativity, cultivating relationships, fostering fairness	Being "at the top of their game," achieving strategic goals, personal autonomy	Living "the one true way," fitting in, fulfilling duties, preserving tradition, doing the "right" thing	Being "top dog", breaking free from limits, gratifying desires
Goals and Desires	Being self-aware, having peace of mind, building a diverse community, promoting human rights	"Getting ahead," living "the good life," advancing, receiving recognition, winning	Faithfully follow rules and dictates of respected authorities, sacrifice for future reward	Gaining control, being strong, breaking free from limits
APPROPRIATE LEADERSHIP STYLE	Collaborative Leadership	Strategic Leadership	Authoritarian Leadership	Autocratic Leadership
How to Communicate	Use the language of sensitivity and diversity. Use storytelling and dialogue. Speak to desire to make "big picture" choices. Emphasize personal growth, human welfare, or environmental sustainability. Allow time to process feelings.	Use the language of "achievement" and "success". Relate to increased competitive "edge". Emphasize person's status as member of elite group.	Use the language of practicality and moral certitude; always be polite. Acknowledge willingness to make personal sacrifices; emphasize future security. Frame in terms of what is "right" and "good".	Use the language of strength, independence and dominance. Tie decisions to their self-interest and enhanced control, personal power, or "glory". Avoid abstract reasoning.
To Influence	Acknowledge person's perspectives and feelings. Tie to "greater good." Use storytelling and dialogue.	Frame in relation to elite achievement. Appeal to status.	Refer to authority and tradition. Be tactful and polite. Focus on action.	Use "alpha-dog" power plays. Connect to self-interest (personal gain).
To Motivate	Point to opportunities to learn, grow, and connect in meaningful ways. Highlight ways to "make a difference."	Offer financial incentives, perks, recognition, and status. Create competition.	Invoke authority, "the truth" and doing "the right thing." Emphasize belonging to a worthy "cause". Fear and guilt also work well.	Offer immediate payoffs, challenges and dares. Tie back to getting respect, clout, and power.
Constructive Feedback	Frame as your own subjective personal experience. Allow time for them to share feelings. Focus on opportunity to enhance the "we".	Frame in terms of negative impact on credibility (status), a threat to their success, and negative future financial impact.	Always give constructive feedback in private. Frame feedback in relation to following the rules. Refer to duty and the need to be disciplined and do the work "right".	Show respect while also being in authority (if you are the boss). Keep it short, immediate and limited to the task at hand. Focus on behavior (not attitudes).
Positive Feedback	Acknowledge individual and support teams. Look for "multiple bottom lines," emphasizing personal growth and development.	Acknowledge results of individual's strategies (approaches). Connect performance to incentives and greater success.	Acknowledge group efforts. Point to specific behaviors. Frame in relation to following rules and doing it "right".	Acknowledge personal power. Use language of respect. Emphasize heroics.

* Note: the values colors are used here to refer to worldviews and not Wilber's altitude colors which refer to stages. See footnotes to *Leadership Rosetta Stone* article for nuance.