

Manager	Bully
Leader	Bully, coward
Decisive	Random, impulsive
Has a good appreciation of short, medium and long term needs, goals and strategy	Rigidly short term, often no more than 24 hours
Accepts responsibility	Abdicates responsibility
Shares credit	Plagiarises, takes all the credit
Acknowledges failings	Denies failings, always blames others
Learns from experience and applies knowledge gained from experience to improve business, communication, language and interpersonal skills	Has a learning blindness, cannot apply knowledge gained from experience except how to be more devious, manipulative, and how to better evade accountability
Consistent	Inconsistent, random, impulsive
Fair, treats all equally	Inconsistent, always critical, singles people out, shows favouritism
Respectful and considerate	Disrespectful and inconsiderate
Seeks and retains people more knowledgeable and experienced than self	Favours weaker employees, recruits henchmen and toadying types
Values others	Unable to value, constantly devalues others
Includes everyone	Includes and excludes people selectively
Leads by example	Dominates, sets a poor example
Truthful	Economical, uses distortion and fabrication
Confident	Insecure, arrogant
Behaviourally mature	Behaviourally immature
Emotionally mature, high EQ (emotional intelligence)	Emotionally immature, very low EQ (emotional intelligence)
Good interpersonal skills	Poor interpersonal skills
Good etiquette	Poor etiquette
Balanced objectivity	Exclusive self-interest
Cares about staff, the business, etc	Cares only about self
Respects clients	Is contemptuous of clients
Gets on well with people at all levels and from all backgrounds	Identifies only with clones of himself or herself
Assertive	Aggressive
Delegates	Dumps
Builds team spirit	Divisive, uses manipulation and threat
Uses influencing skills	Alienates, divides, creates fear and

	uncertainty
Motivates	Demotivates
Listens, guides, instructs	Tells
Has high expectations (that staff will do well)	Has low expectations of everybody
Shares fairly	Controls and subjugates
Shares information freely	Withholds information, releases selectively, uses information as a weapon
Always strives for clarity	Revels in confusion, divide and rule etc
Allows and trusts people to get on with the job	Constantly interfering, dictating and controlling
Only addresses genuine performance issues and then focuses on performance and behaviour	Makes false claims about alleged underperformance and focuses on the person, not behaviour or performance
Focused on the future	Obsessed with the past
Respected	Loathed
Sets a good example	Sets a bad example
Has good moral code and moral integrity	Amoral behaviour, no integrity
Has honesty and integrity	Exhibits hypocrisy and duplicity
Rarely uses the disciplinary procedures	Frequently imposes verbal warnings and written warning without justification