



Figure 1. A visual comparison between the communication circumplex (left) and the Leadership Circumplex (right). Note: the original Dutch words used in these circumplexes have been translated to English for the reader's reference.

The diagram on the left is the communication circumplex: The interpersonal circumplex is represented here in verbs instead of adjectives.² To make the interpretation easier, a colour code has been added that is based on a traffic light metaphor: Behaviours in the green zone will probably be accepted by others. However, behaviours in the red zone mean *be careful*, because problems are likely to arise. The diagram on the right is the Leadership Circumplex. The colour codes green and red have the same meanings as in the diagram on the left, but we have added orange (flashing light = danger!), which indicates that these styles must be adopted with caution. It is possible to combine these two circumplexes with each other. For example, someone who exhibits a lot of behaviour from the *eighth* octant of the communication circumplex (forcing, dominating, and demanding) will, of course, be regarded as dominant or directive on the Leadership Circumplex. And so, it is to be expected that leaders who meet the *ideal image* (by often adopting the Coaching and Participative styles in the Leadership Circumplex) will exhibit a lot of behaviour from the second and third octants of the communication circumplex (e.g., offer help, support, and show empathy).

Furthermore, leadership styles are not much different from the average, *day-to-day* interpersonal behaviour at work or in a private context. This can be seen by comparing the position of the vectors

² In the original Kaiser Foundation circumplex (the old Leary's rose) the researchers worked on the basis of adjectives e.g., dominant, demanding, agreeable, or hearty.