Authority versus Control Matrix

(Visual Model — excellent for graphic insertion)

This is a 2×2 framework.

AXES

Vertical Axis: Use of Power
Low → High

Horizontal Axis: Orientation
Control → Stewardship

Quadrant 1: Passive Drift

Low Power / Low Stewardship

- Avoids conflict
- Inconsistent standards
- Cultural ambiguity
- Problems fester

Quadrant 2: Domination

High Power / Control Orientation

- Fear-based compliance
- Micromanagement
- Suppressed dissent
- Short-term performance spikes

Quadrant 3: Permissive Culture

Low Power / High Empathy

- Nice but ineffective

- Accountability avoided
- Standards unclear
- Emotional exhaustion

Quadrant 4: Steward Leadership

High Power / Stewardship Orientation

- Clear expectations
- Dignity preserved
- Conflict addressed
- Growth expected

Matrix Insight Statement

Authority is necessary.
Control is optional.

The difference lies in motive and method.