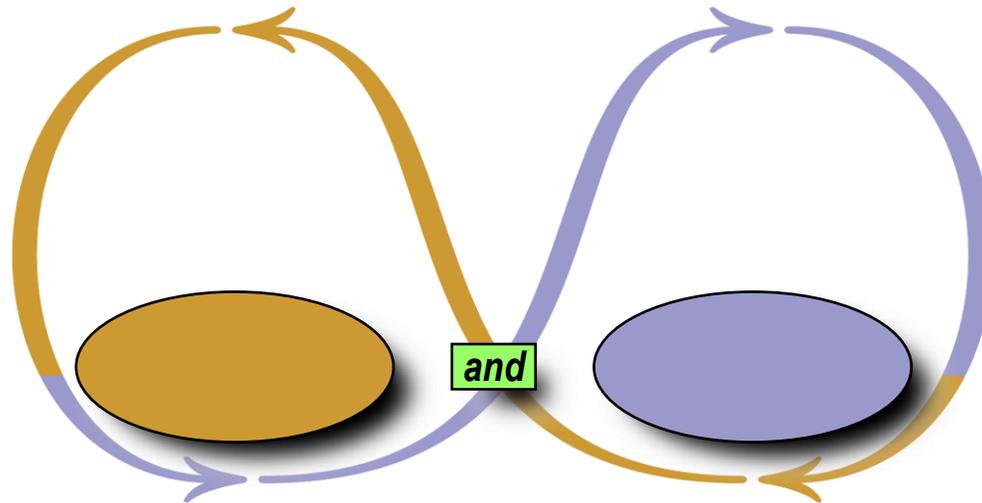


# Polarity Management



Presented by: Rabbi Shoshana Boyd Gelfand

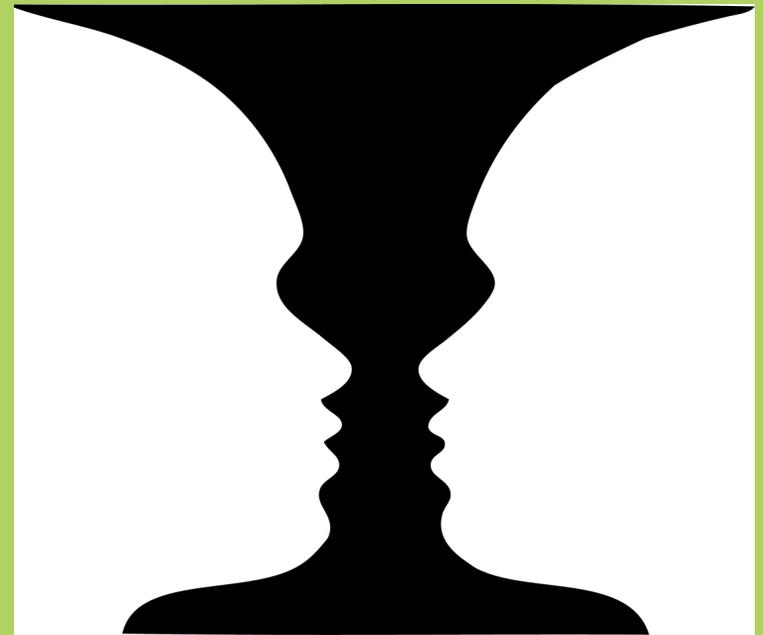
This material is based on work by Barry Johnson and Polarity Management Associates

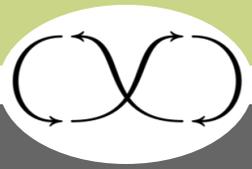
# Agenda for Today

- What are polarities? How do they work?
- “Seeing polarities” exercise
- Mapping polarities
  - “Watch one”
  - “Do one”
- Gallery Walk

# Definition of a Polarity

- Ongoing problem with . . .
- Two (or more) correct answers . . .
- That are interdependent





Is the challenge ongoing? If so, there is a good chance you are dealing with a value, competency and/or objective that has an interdependent opposite.

### **Problems to solve have:**

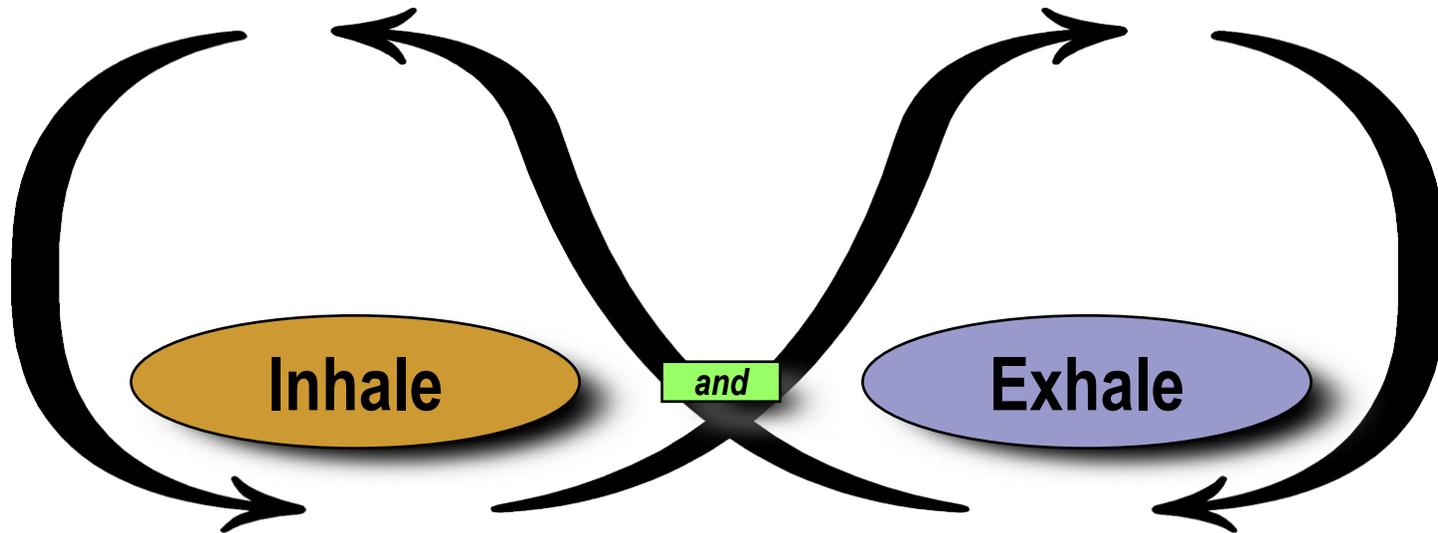
Independent “right” answers/solutions. Choose one and you’re done.

### **Polarities to leverage have:**

Two or more “right” answers/solutions that are interdependent and need each other over *time*. *Choose one and it’s a set-up for a hard swing, a fix that will fail, today’s solution becoming tomorrow’s problem and “I told you so’s...”*

*Get  
Oxygen*

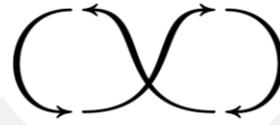
*Clean out  
Carbon Dioxide*



*Too much  
Carbon Dioxide*

*Too little  
Oxygen*

# Polarities: The Definition



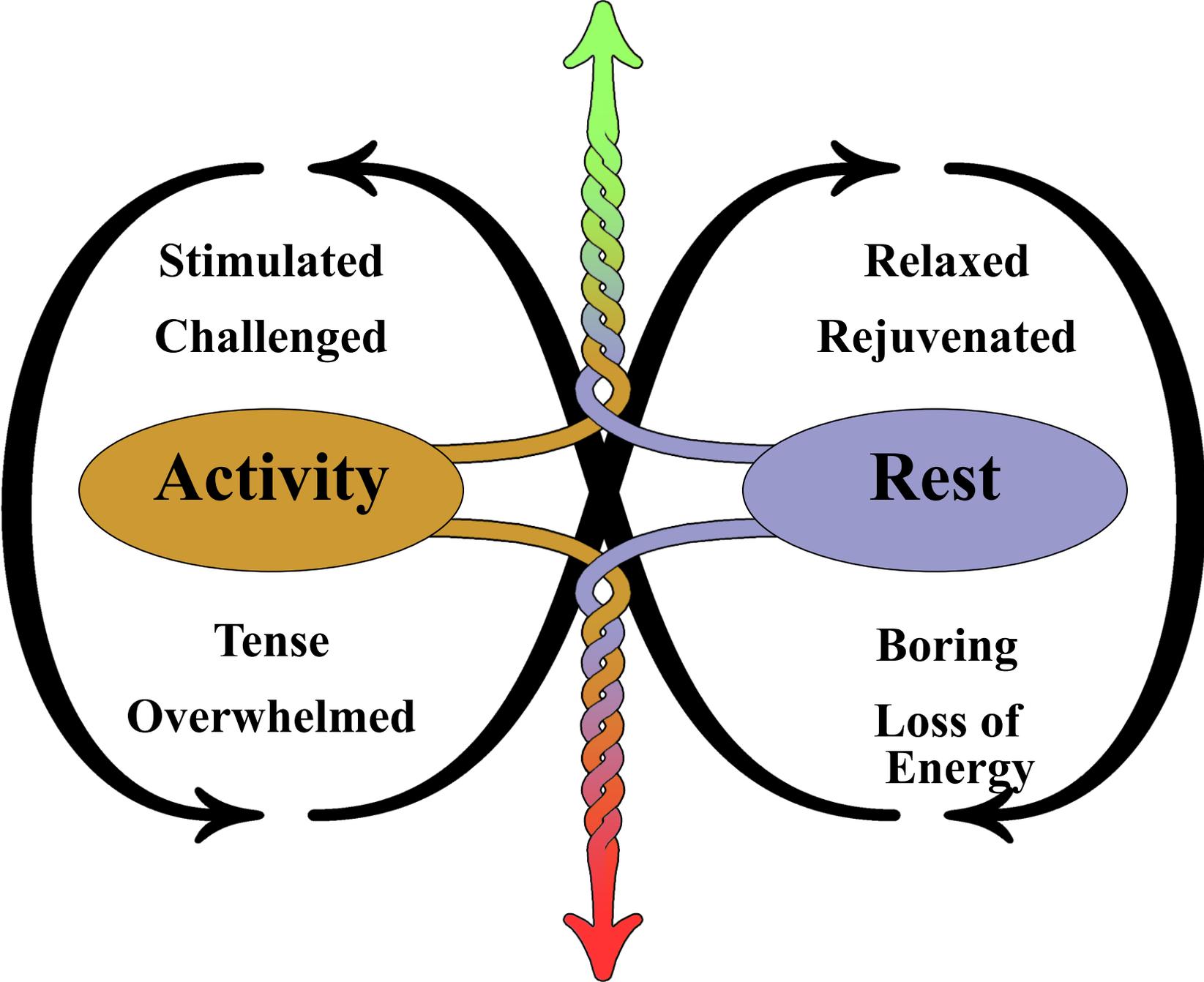
## Also Known As...

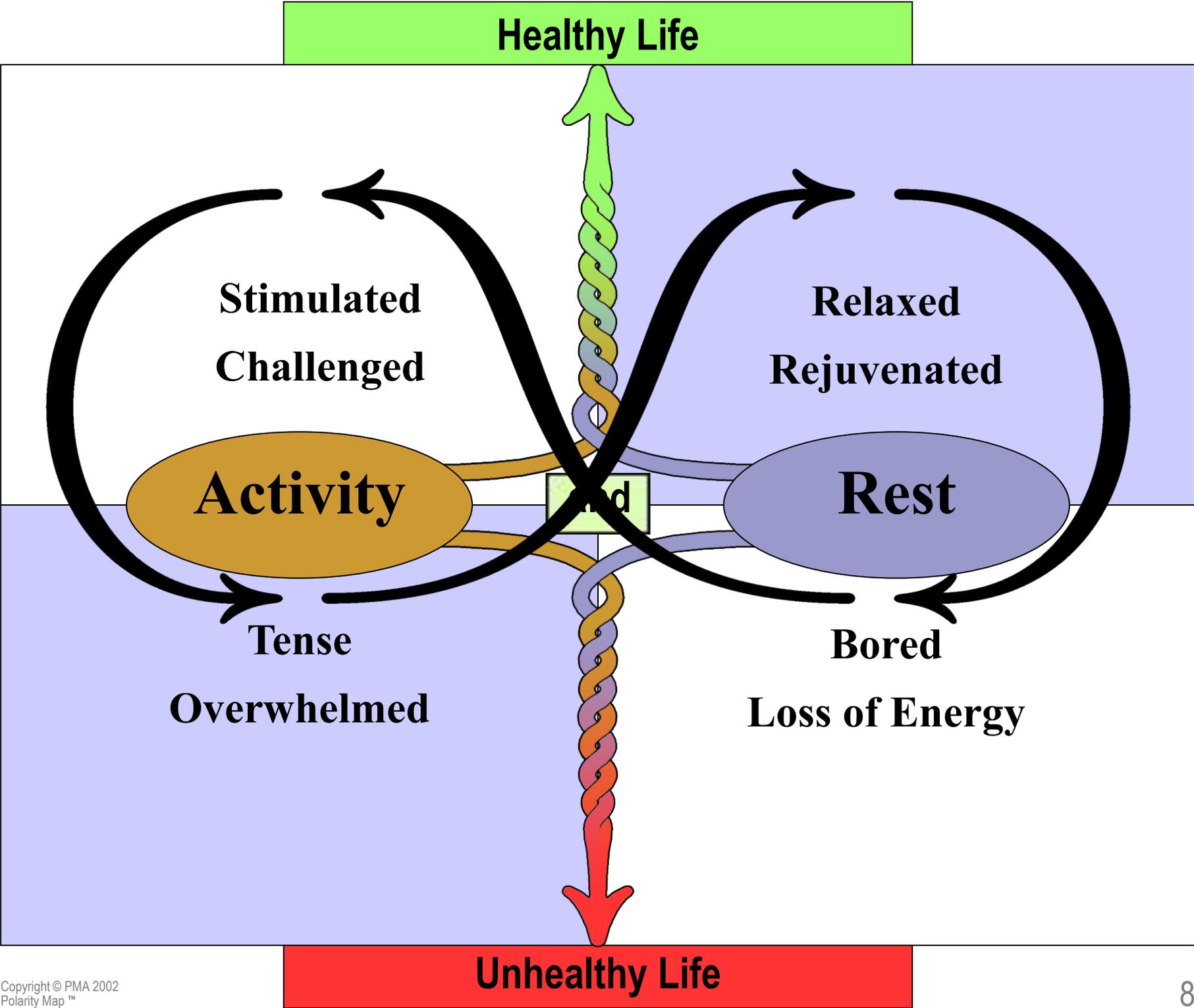
- Paradoxes
- Wicked Problems
- Opposite Strengths
- Chronic Tensions
- Dilemmas
- Contradictions
- Dualities
- Dichotomies

Interdependent pairs of Values,  
Competencies, and/or Objectives  
that Support Each other  
And a Greater Purpose



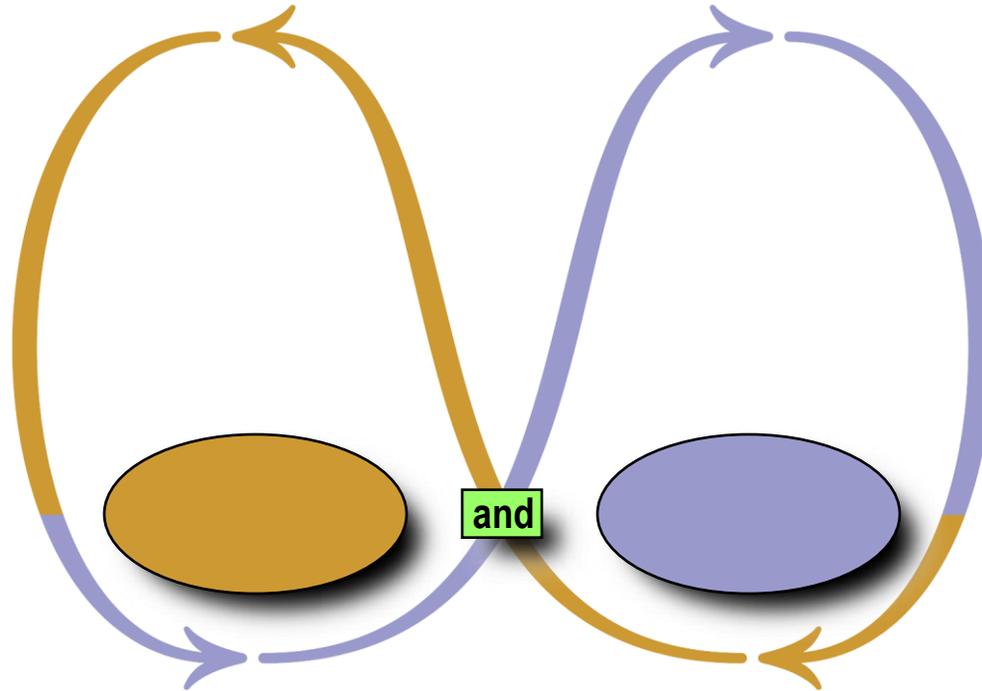
# Synergy Arrows represent Virtuous And Vicious Circles



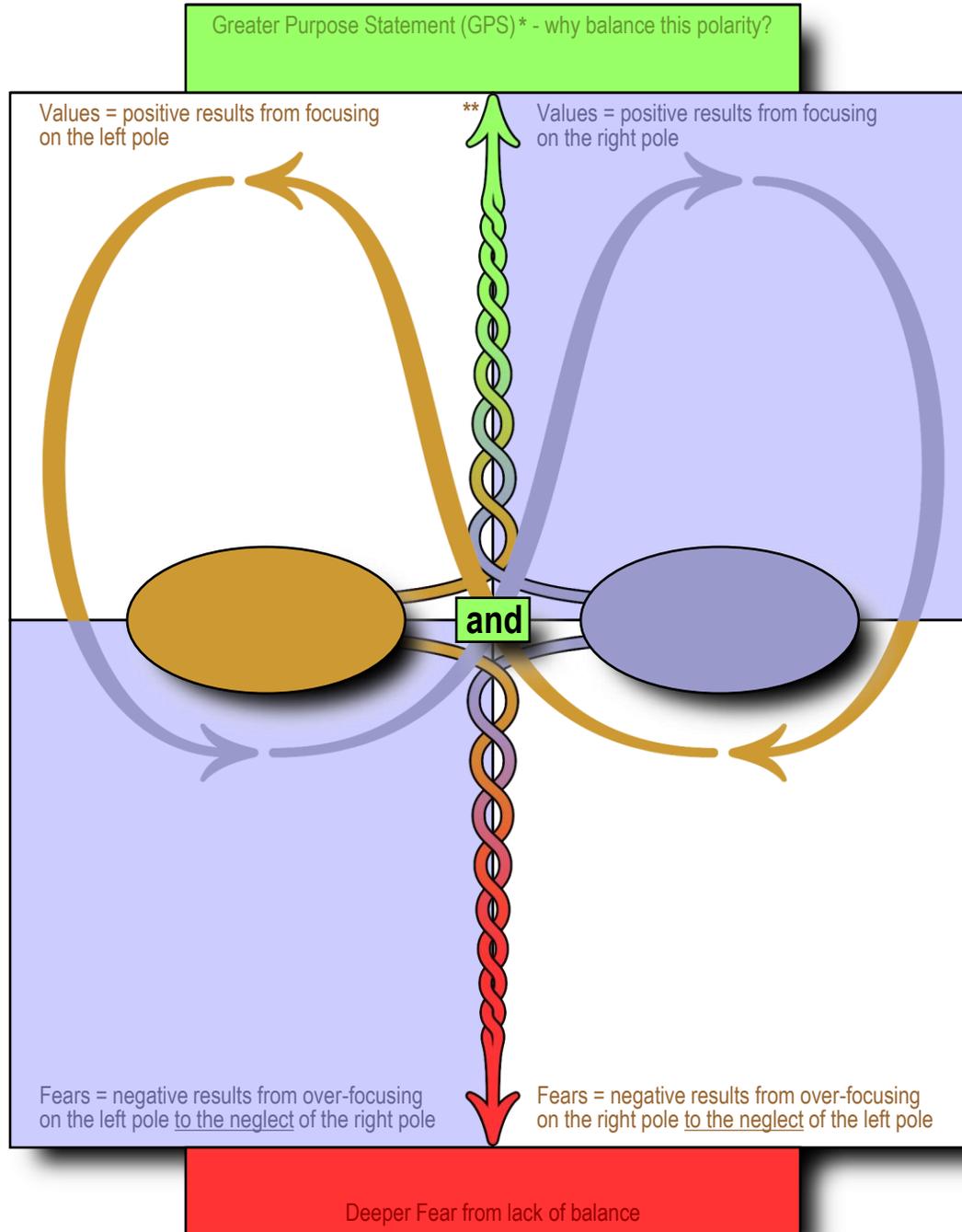


# See It

\*



# Map It



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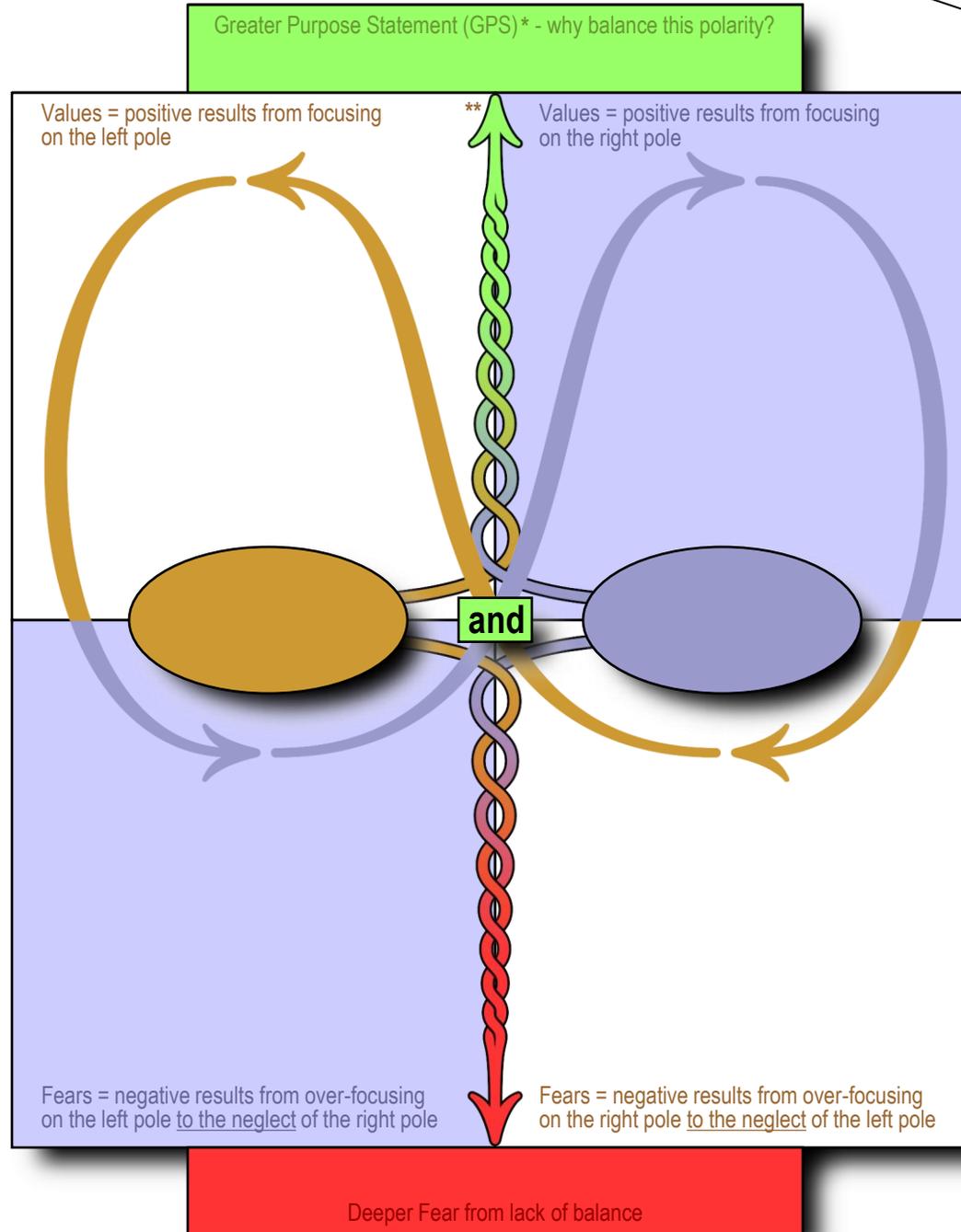
# Leverage It - Action Steps

## Action Steps

How will we gain or maintain the positive results from focusing on this left pole?  
What? Who? By When? Measures?

## Action Steps

How will we gain or maintain the positive results from focusing on this right pole?  
What? Who? By When? Measures?



## Early Warnings<sup>\*\*\*</sup>

Measurable indicators (things you can count) that will let you know that you are getting into the downside of this left pole.

## Early Warnings

Measurable indicators (things you can count) that will let you know that you are getting into the downside of this right pole.

Polarity Map. © 1992, 2000 Polarity Management Associates, LLC. Thanks to John Schwaninger, The Schwaninger Leadership Center / \*\* Thanks to De Wit & Meyer BV / \*\*\* Thanks to Todd Johnson, Rivertown Consultants

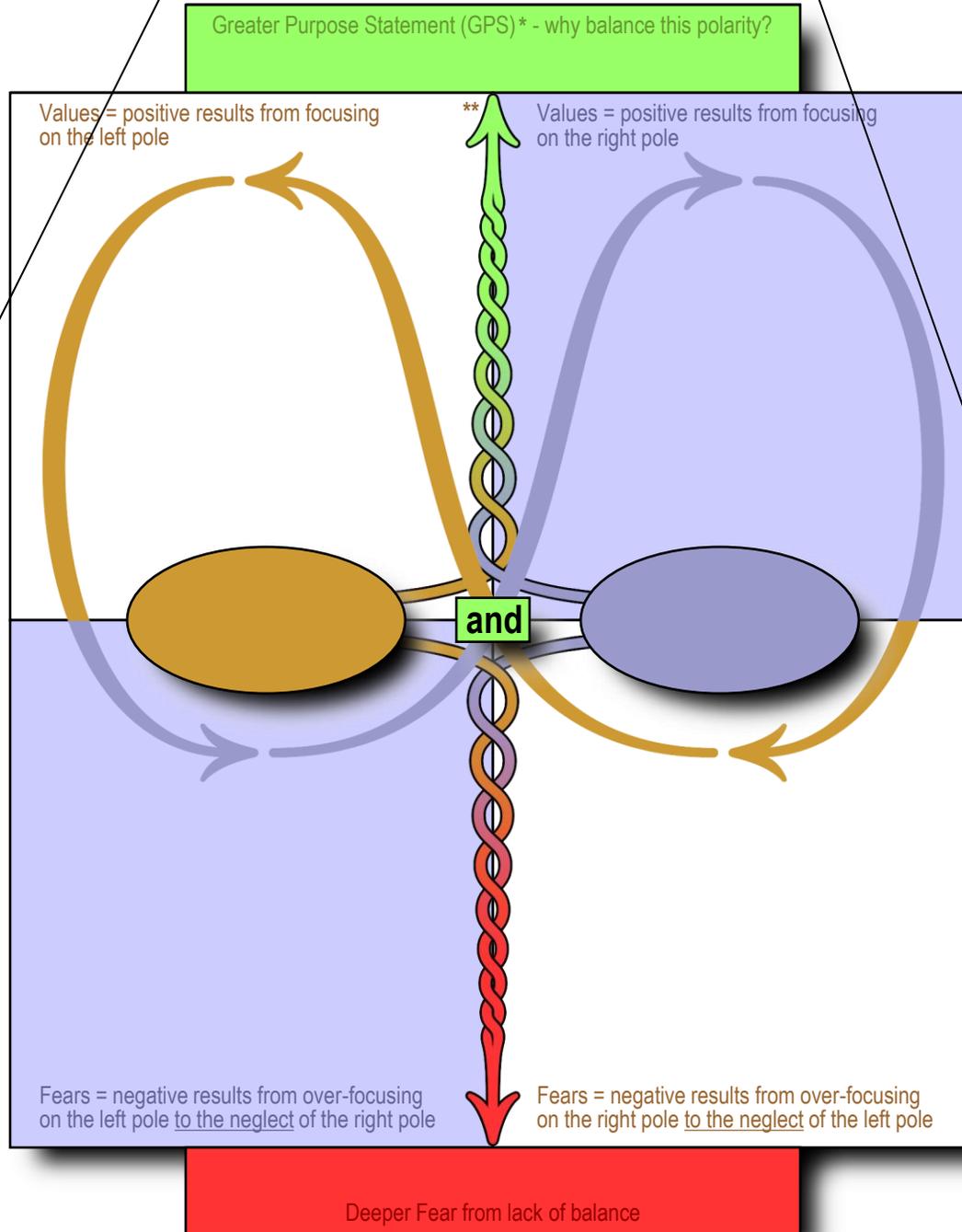
# Leverage It - Early Warnings

## Action Steps

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Measurable indicators (things you can count) that will let you know that you are getting into the downside of this right pole.

# Polarity Map®

## Action Steps

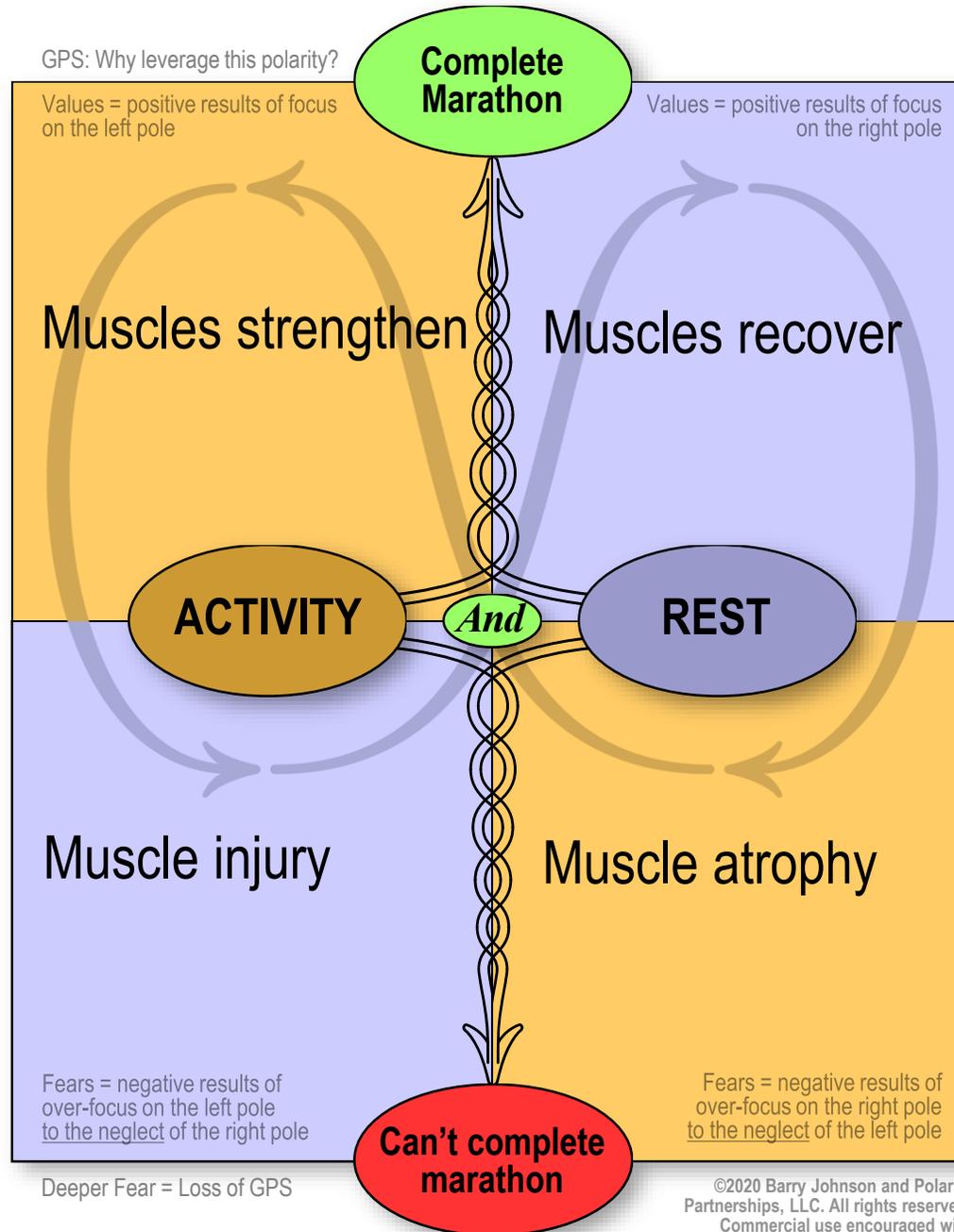
How will we gain or maintain the positive results from focusing on this left pole? What? Who? By When? Measures?

- Run further each workout day
- Push to 80% capacity for part of each run

## Early Warnings

Measurable indicators (things you can count) that will let you know that you are getting into the downside of this left pole.

- Achilles tendon twitches
- Need to ice leg mid-workout



## Action Steps

How will we gain or maintain the positive results from focusing on this right pole? What? Who? By When? Measures?

- Ensure rest day between training sessions
- Take multi-vitamin and drink water during breaks

## Early Warnings

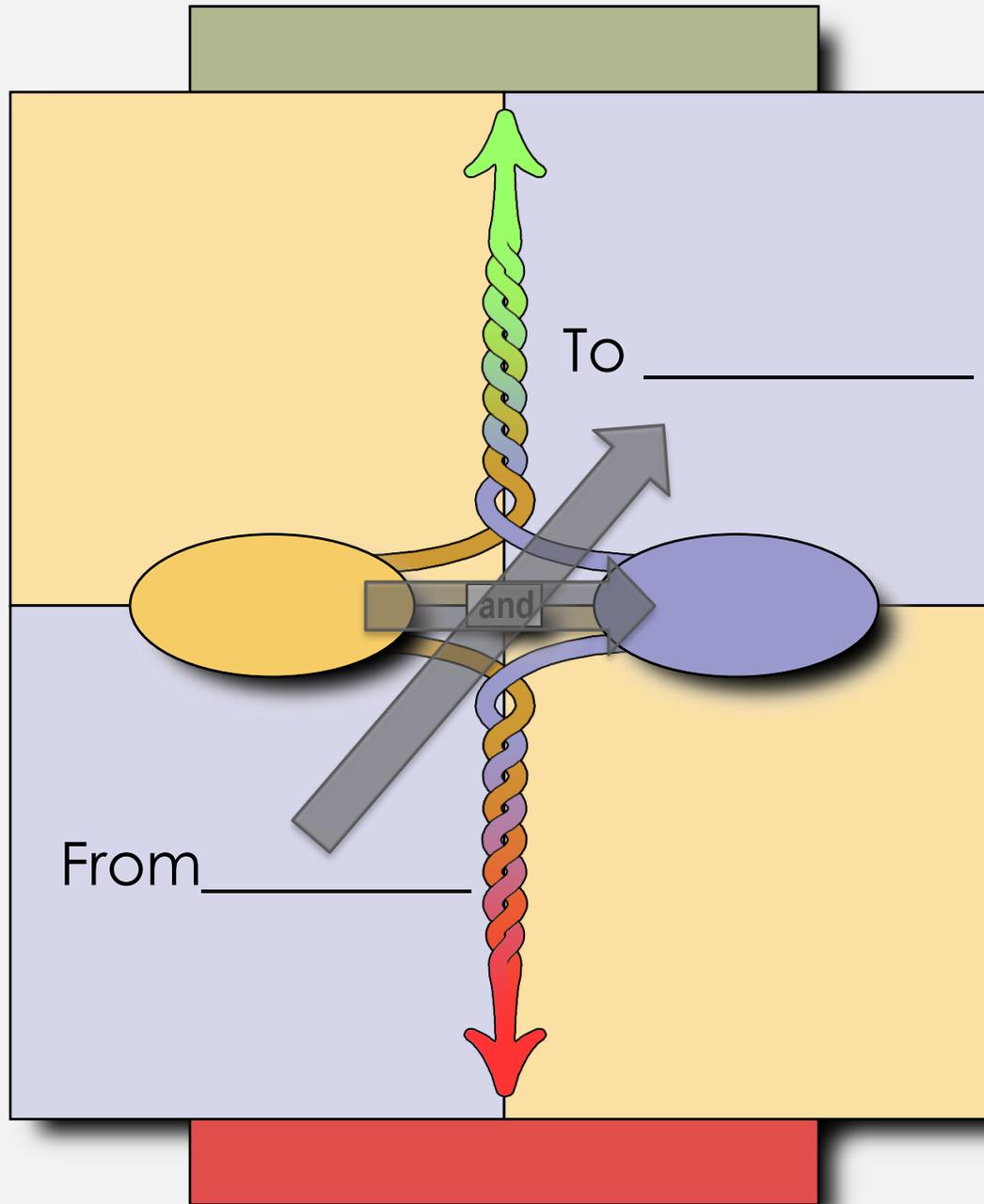
Measurable indicators (things you can count) that will let you know that you are getting into the downside of this right pole.

- Breathless after warm-up session
- Unable to maintain time progress

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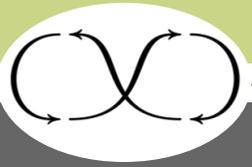
Action Steps

Action Steps

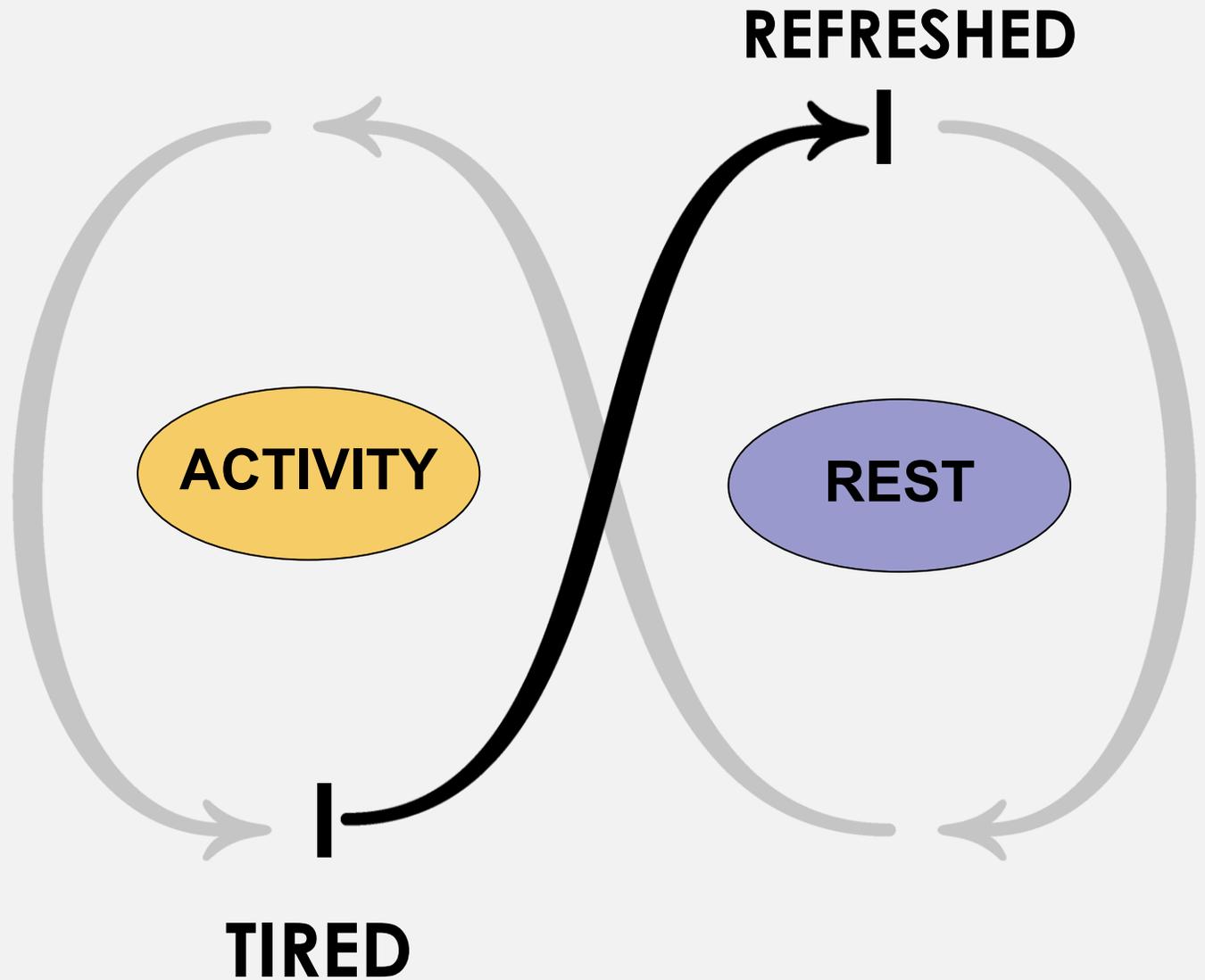


Early Warnings

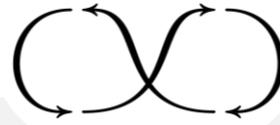
Early Warnings



# NEUTRAL NAMES FOR POLES



# Practice Seeing What's Missing



Fill in the other possible Pole name. Use your intuition to “see” the interdependency with another value pole. (NOTE: There may not be one “right” due to a contextual perspective.)

Example: Structure AND \_\_\_\_\_. HINT: Ask yourself if Structure alone is enough or if it was overvalued, what would you need? Possible answers for pole names might include: Flexibility, Openness, or Innovation

Focus on Individual AND \_\_\_\_\_

Focus on my needs AND \_\_\_\_\_

Task AND \_\_\_\_\_

Planning AND \_\_\_\_\_

Participative AND \_\_\_\_\_

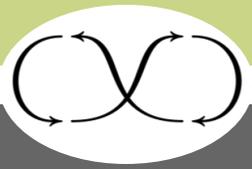
National Interests AND \_\_\_\_\_

Confidence AND \_\_\_\_\_

Quantitative AND \_\_\_\_\_

Inclusive AND \_\_\_\_\_

Support AND \_\_\_\_\_



Leadership Competencies

Come in Pairs

and are

Interdependent

Challenge AND Support

Candor AND Diplomacy

Confidence AND Humility

Data Driven  
Decisions AND Instinct/Experience  
Driven Decisions

Empowerment AND Control

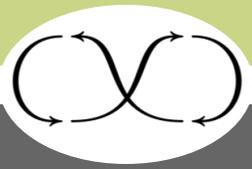
Visionary AND Pragmatic

Structured AND Flexible

Advocate AND Inquire

Task AND Relationship

Plan AND Execute



Rabbi Simcha  
Bunim  
(1765-1827)

Confidence  
AND Humility

**Rabbi Simcha Bunim of Przysucha said that every person should have two slips of paper in their pocket.**

**On one should be written:**

***- The world was created for me.***

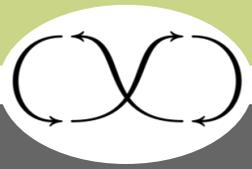
**On the other should be written:**

***- I am but dust and ashes.***

**The trick is to have the wisdom to know which slip of paper to read at the right time.**

# Polarity Map <sup>®</sup>





Leadership Competencies

Come in Pairs

and are

Interdependent

Challenge AND Support

Candor AND Diplomacy

Confidence AND Humility

Data Driven  
Decisions AND Instinct/Experience  
Driven Decisions

Empowerment AND Control

Visionary AND Pragmatic

Structured AND Flexible

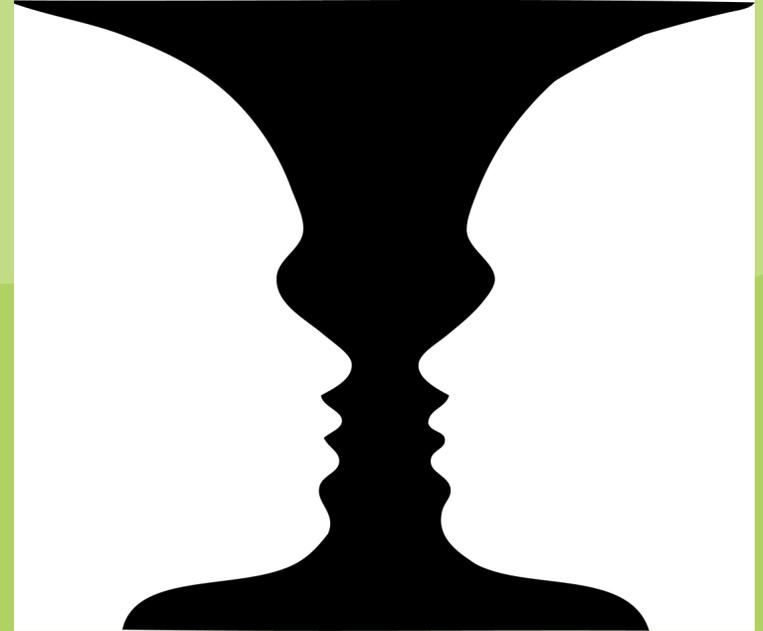
Advocate AND Inquire

Task AND Relationship

Plan AND Execute

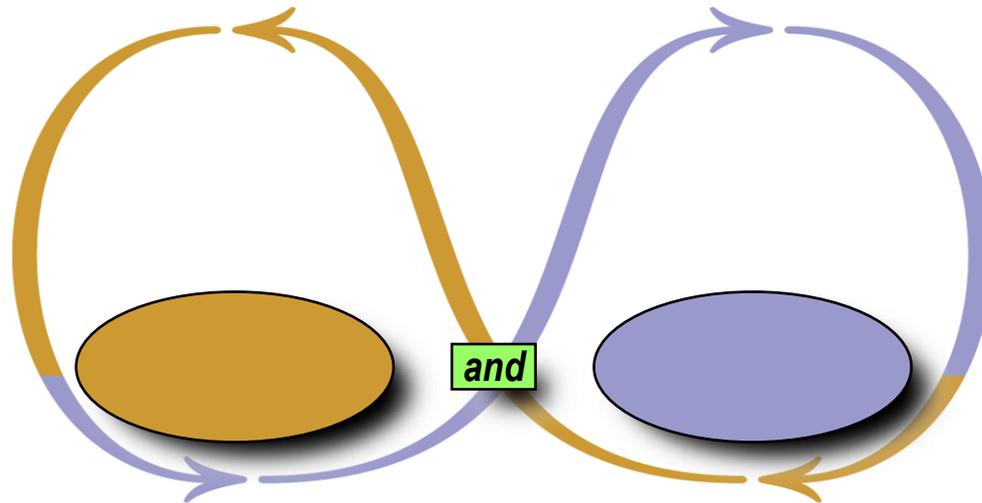
# Go Polarity Spotting

*The opposite of a correct statement is an incorrect statement, but the opposite of a profound truth is another profound truth.* – Niels Bohr





# Polarity Management

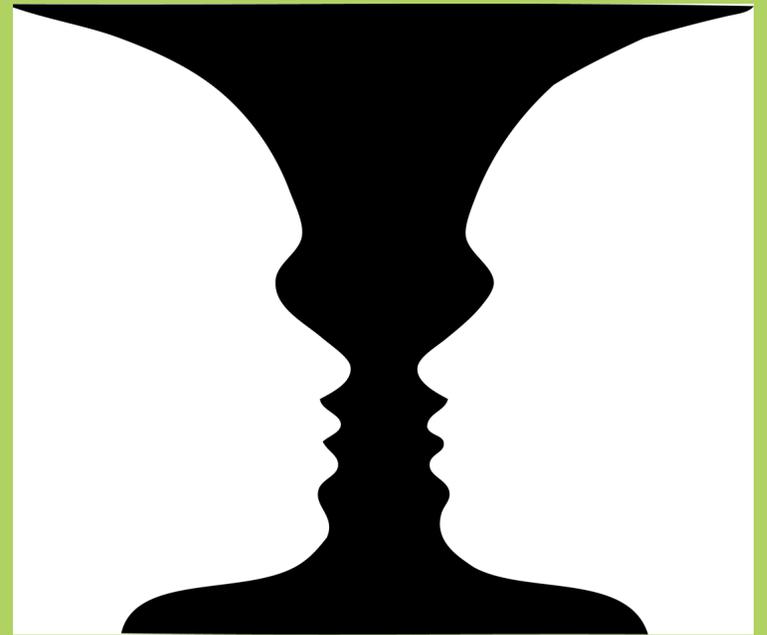


Presented by: Rabbi Shoshana Boyd Gelfand

This material is based on work by Barry Johnson and Polarity Management Associates

# Agenda for Today

- Polarities in the Jewish imagination – part/whole
- Organisational (system) Polarities
- Action Steps / Early Warning Signs



# Friday Night Kiddush

## English Text

Blessed are You, Lord our God, Ruler of the Universe, who creates the fruit of the vine.

Blessed are You, Lord our God, Ruler of the Universe, who sanctified us with commandments and desired us, and gave us the holy Sabbath with love and pleasure, as an inheritance, a remembrance of the act of Creation.

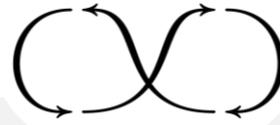
For the Sabbath is the first of the holy festivals, a remembrance of the Exodus from Egypt. For You have chosen us, and made us holy from all the nations, and You gave us as an inheritance Your holy Sabbath with love and pleasure;

Blessed are You, Lord, who sanctifies the Sabbath.

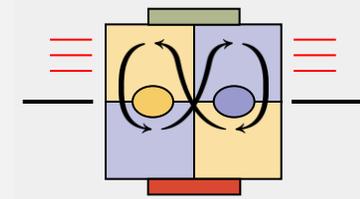
## Hebrew Text

בְּרוּךְ אַתָּה יי אֱלֹהֵינוּ מֶלֶךְ הָעוֹלָם  
בוֹרֵא פְּרֵי הַגֶּפֶן  
בְּרוּךְ אַתָּה יי אֱלֹהֵינוּ מֶלֶךְ הָעוֹלָם  
אֲשֶׁר קִדְּשָׁנוּ בְּמִצְוֹתֶיךָ וּרְצָה בָּנוּ  
וְשַׁבַּת קִדְּשׁוֹ בְּאַהֲבָה וּבְרָצוֹן הִנְחִילָנוּ  
זְכוֹרֵנוּ לַמַּעֲשֵׂה בְּרֵאשִׁית  
כִּי הוּא יוֹם תְּחִלָּה לַמִּקְרָאִי קִדְּשׁ  
זְכוֹר לִיציאת מצרים  
כִּי בָנוּ בַּחֲרֵת וְאוֹתָנוּ קִדְּשָׁתָּ מִכָּל הָעַמִּים  
וְשַׁבַּת קִדְּשֶׁךָ בְּאַהֲבָה וּבְרָצוֹן הִנְחַלְתָּנוּ  
בְּרוּךְ אַתָּה יי מִקְדֵּשׁ הַשַּׁבָּת

# Leveraging the Polarity

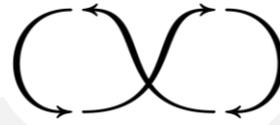


## Actions Steps Criteria

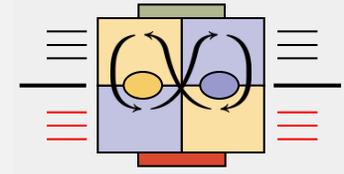


- What are you doing (or will you do) to get the upsides of each pole?
- Start with “What are you doing now?” *before* you create new action steps
- Must be “actionable” – ideally put a date!
- High Leverage Action Step = Serves both upsides

# Leveraging the Polarity



## Early Warnings



- How will you know early that you are getting into the downside of each pole?
- Must be measurable. Begin with, “Increase in” or “Decrease in”
- You cannot have the same Early Warning for both poles  
“Low Morale” might appear as Early Warnings for both downsides. “Low Morale because...”

# Polarity Map®

## Action Steps

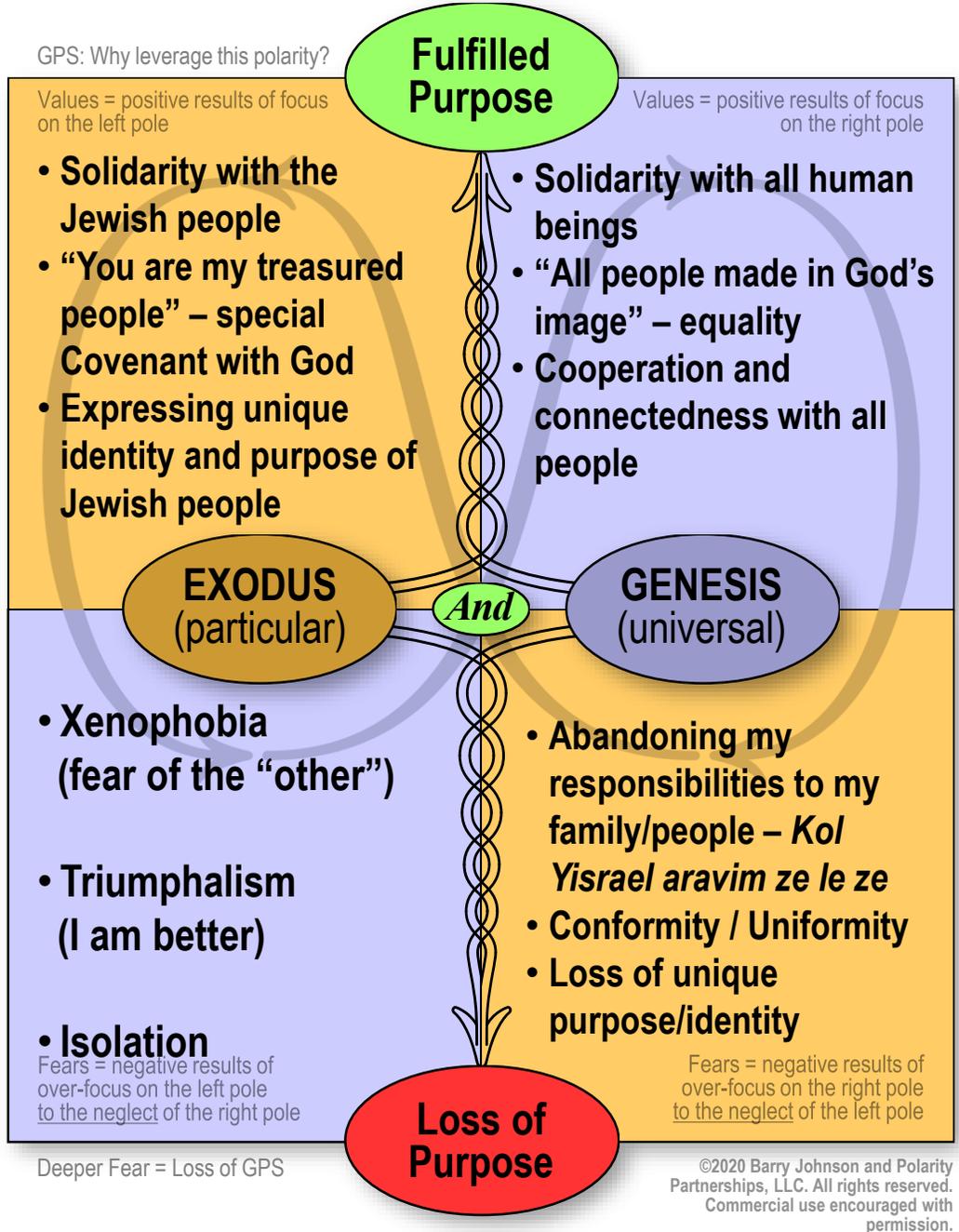
How will we gain or maintain the positive results from focusing on this left pole? What? Who? By When? Measures?

- Statement on website that our community is proud of the unique Jewish contribution to society
- Define and use the word “covenant” in our communications
- Create curriculum for Hebrew School about Jewish solidarity (*Kol Yisrael aravim ze le ze*)

## Early Warnings

Measurable indicators (things you can count) that will let you know that you are getting into the downside of this left pole.

- Decrease in volunteers for our synagogue refugee drop-in centre
- Decrease in tzedakah campaigns for “universal” causes
- Decrease in invitations for our clergy to join with other faith groups on shared initiatives



## Action Steps

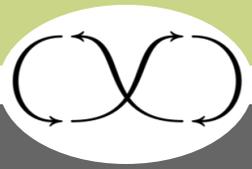
How will we gain or maintain the positive results from focusing on this right pole? What? Who? By When? Measures?

- Statement on website that our community holds all human life sacred
- Develop shared social action project with local Church
- Create curriculum for Hebrew School about Jewish social responsibility

## Early Warnings

Measurable indicators (things you can count) that will let you know that you are getting into the downside of this right pole.

- Decrease in people attending cross-community Jewish solidarity events
- Decrease in tzedakah campaigns for “Jewish” causes
- Increase in questions and complaints about our community’s commitment to the Jewish people and Israel

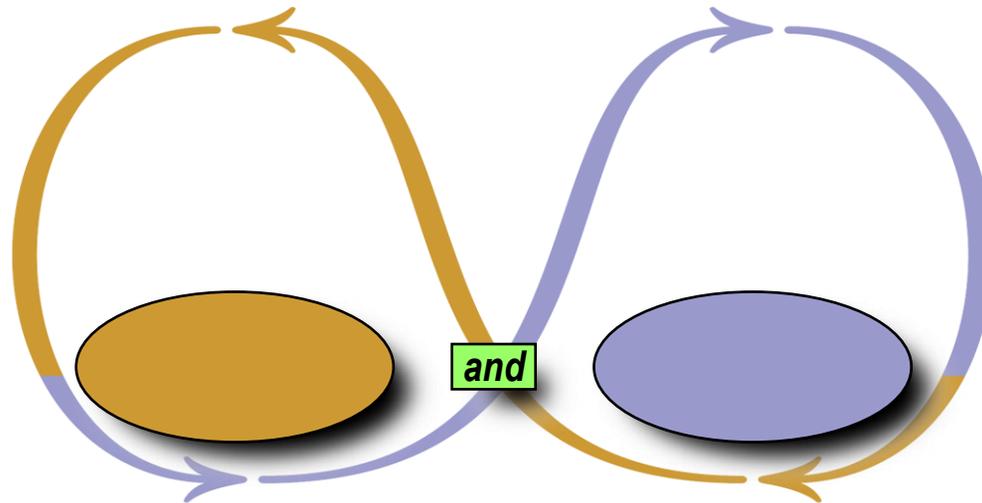


System Polarities Show  
Up in Our Strategic  
Objectives that Support  
Organisations

Centralized Coordination	AND	Decentralized Initiatives
Recognize the Individual	AND	Recognize the Team
Competing with Others	AND	Collaborating with Others
Continuity	AND	Transformation
Enriched through Differences	AND	Strengthened by Commonalities
Care for My Part of the Organization	AND	Care for the Whole Organization
Respect for Every Person	AND	Rewards Based on Performance
Get the Task Done	AND	Nurture Relationships
Take Care of Existing Business	AND	Develop New Products & Services



# Polarity Management

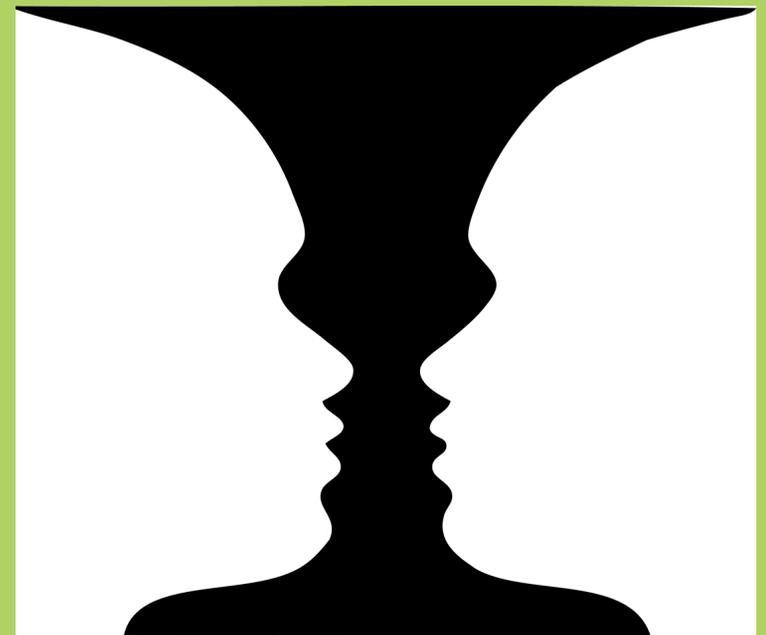


Presented by: Rabbi Shoshana Boyd Gelfand

This material is based on work by Barry Johnson and Polarity Management Associates

# Agenda for Today

- Managing polarities when others aren't aware (or won't cooperate!)
- How to use polarity thinking in your work/life
- Polarities in the big wide world
- Closing thoughts



# Organisational Case Study

## Family Foundation – generation gap

### Moving from:

- “old-fashioned, dated, establishment”
- “our parents way of doing things”

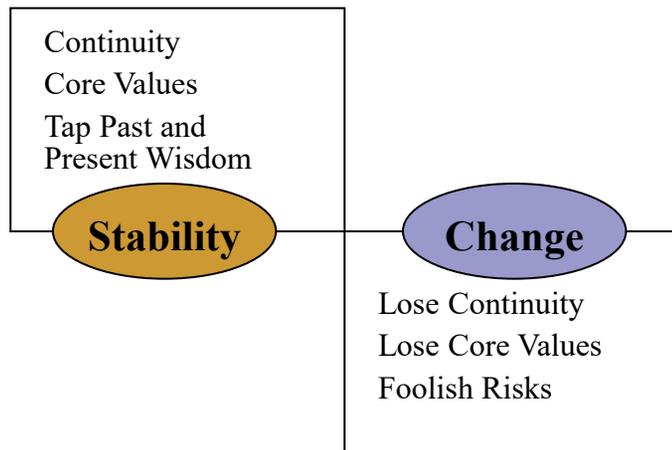
### Moving to:

- “cutting edge”
- “relevant to our generations’ issues/priorities”

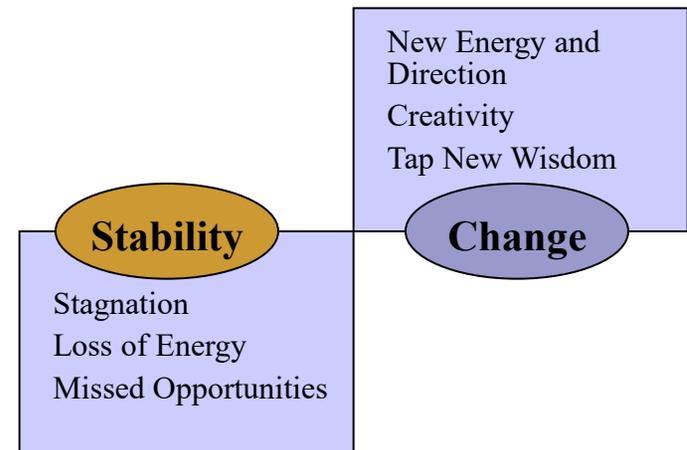
# Capitalizing on Both Points of View



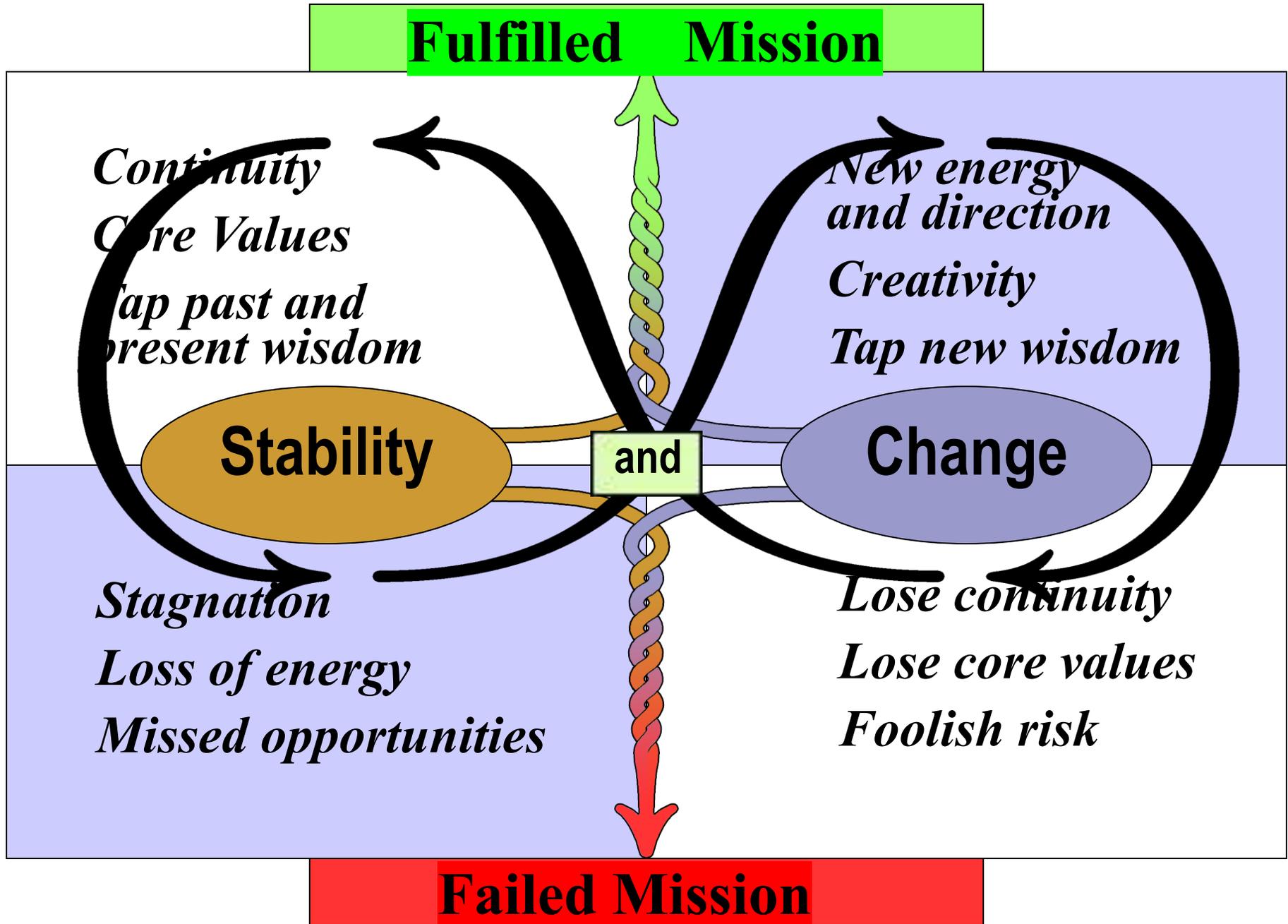
## Stability Centered Point of View



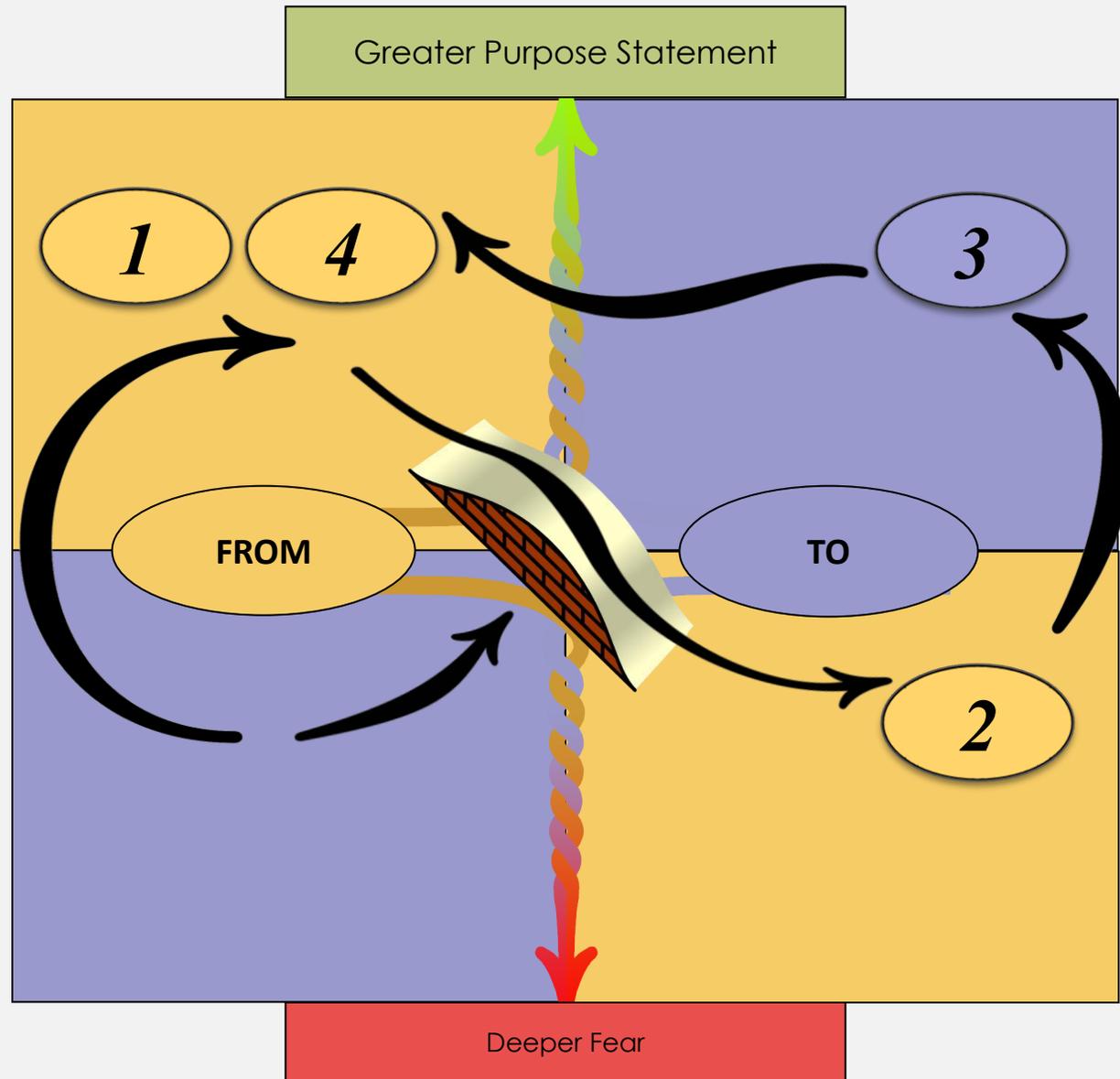
## Change Centered Point of View



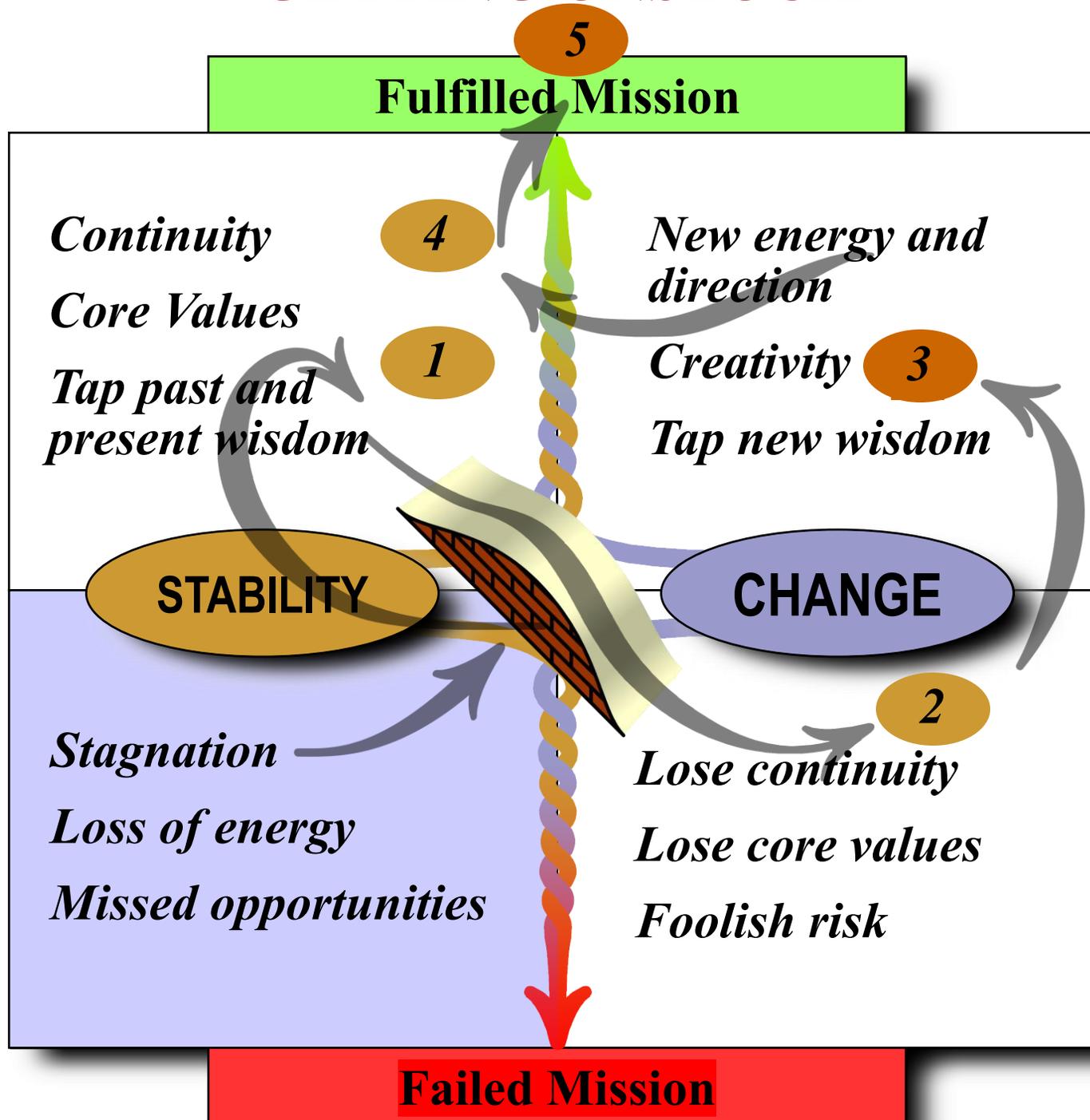
# Well Managed Polarity



# The Getting Unstuck AND Unhooked Process



# GETTING UNSTUCK



הִנֵּה מַה טוֹב וּמַה נְעִים שֶׁבֶת אַחִים גַּם יַחַד.

*Hineh mah tov umah na'im  
shevet achim gam yachad.*

“How beautiful it is when we walk  
together halfway”

