



Both/And Leadership: Transcending Polarization

Wexner Heritage Alumni
Welcome!

Session 1: Re/Introducing the Role of Tension to Our Lives

Norms for Our Learning Community

- Cameras On. Rename yourself with name and Wexner cohort/city
- Mute yourself when not speaking - raise digital or real hand.
- Curiosity over criticality: be open to learning about a new topic and to learning from one another. “Rightspotting” over “wrongspotting” allows us to expand our thinking. Ask each other questions.
- Try new things as a learner (speak up or “3 before me”)
- Confidentiality (share ideas but no identifiers, unless with permission)
- “Dan l’chaf zechut” - assume positive intent and take responsibility for impact
- Begin and end on time
- Nosh if not distracting



in agreement

"Creature of Discomfort"

- Leadership educator and researcher Brené Brown recently posted this quote by author and researcher Adam Grant, commenting:

**"Be awkward.
Like no one is watching."**

Becoming a creature of discomfort can unlock hidden potential in many different types of learning. Summoning the nerve to face discomfort is a character skill—an especially important form of determination. It takes three kinds of courage: to abandon your tried-and-true methods, to put yourself in the ring before you feel ready, and to make more mistakes than others make attempts. The best way to accelerate growth is to embrace, seek, and amplify discomfort.

- ADAM GRANT

Hidden Potential: The Science of Achieving Greater Things

- Structure<>Flexibility
- Continuity<>Change
- Short Term focus<>Long term focus
- Big picture <> Details
- Compete <> Collaborate
- Integration <> Differentiation
- Inward focus <> Outward focus
- Focus on results <> Focus on process
- Exude confidence <> Exude humility
- Action (dance floor) <> Reflection (balcony)
- Candor <> Diplomacy
- Exude competence <> Exude warmth
- Go fast <> Go slow
- Work <> Rest
- Individual <> Collective
- Learning <> Knowing
- Depth <> Breadth
- Customize <> Standardize



Paradox

A paradox is something with two opposite meanings that don't seem to make sense together, but also *only* make full sense when those opposite things are brought together.

Both sides are *necessary* to be successful.

So, a paradox is two things that are simultaneously in contradiction *and* interdependent.

The world was created in ...

**Rabbi Eliezer:
"Tishrei!"**



OR

AND

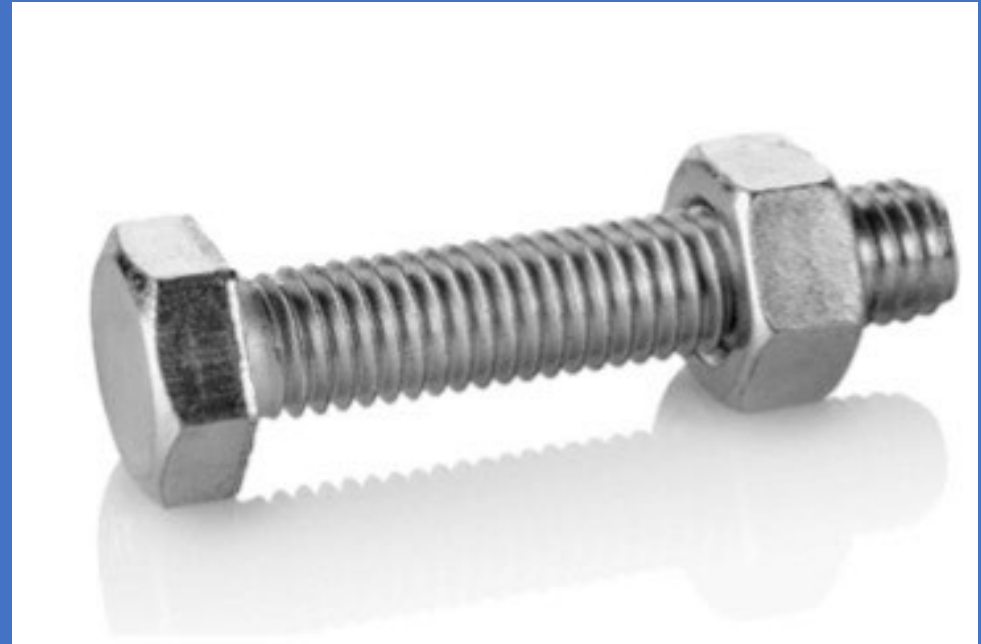
Rabbi Yehoshua: "Nissan!"



“What united R. Eliezer and R. Yehoshua is that neither rabbi called for the adoption of a calendar with but a single new year. They argued over which was primary and which secondary. To its credit, Judaism incorporated both. The newer holy days of Rosh Hashanah and Yom Kippur did not overwhelm the older pilgrimage festival of Passover. Together, both sacred seasons express the fullness of human need. In the spring, we join with family and friends to celebrate the rebirth of our people. Nature and history converge in a burst of new vigor, hope and creativity. We have a need to belong, to attach our lives to something greater and more lasting than ourselves, to find meaning beyond the self. But the self is not to be denied. It must find some sacred solitude within the totality of community and peoplehood. And so, we gather again in the fall against the backdrop of a natural world that is beginning to wither in order to contemplate what the passage of time means in our own lives.”



Rabbi Dr. Ismar Schorsch (Chancellor of JTS, 1986 - 2006)



Interdependent: inextricable, we compromise both if we over or under value one or the other part of the pair

Persistent: never goes away. When all goes well, the tension *endures*. So, the paradox cannot and should not be resolved, i.e. choosing between them. The pair must be managed/navigated.

Contradiction: opposing forces, moving in conflicting directions

Interdependent Persistent Contradictions, or "IPCs":

Paradoxes that lurk within our presenting dilemmas, showing us that there is no choice to be made, but rather an enduring situation of two important truths that needs to be navigated.

Looking Ahead...

Step 1: Notice



Step 2: Navigate



As you read the Both/And book, continue to consider:

- What are the tensions you're experiencing as a leader? In your life, personally?
- How does the framework of both/and thinking affect these tensions?
- How do you lead team culture and community through both/and principles and practice?



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Vote!



See you next month!

**Session 2: From Either/Or to Both-And
with Dr. Wendy Smith
Wednesday November 13, 2024 (8-9:30pm ET)**