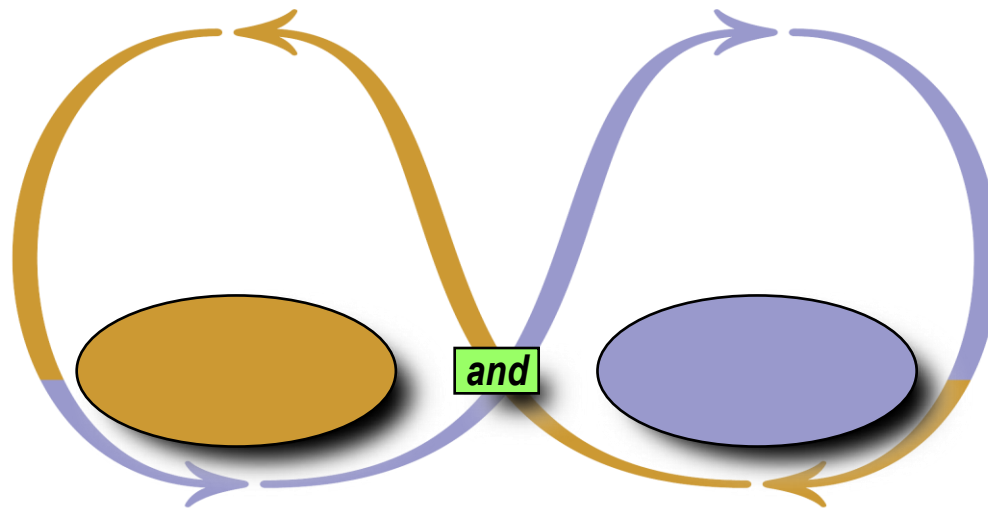


Polarity Management

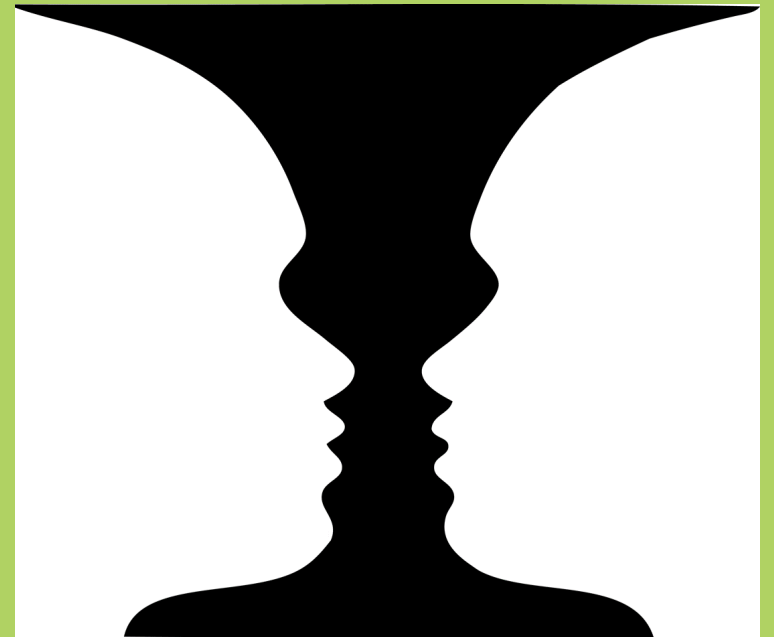


Presented by: Rabbi Shoshana Boyd Gelfand

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

Leveraging Polarities

- Action steps / Early Warning Signs
- Organisational (system) polarities
- Managing polarities when others won't cooperate



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
בּוֹרֵא פְּרִי הַגֶּפֶן
בְּרוּךְ אַתָּה יי אֱלֹהֵינוּ מֶלֶךְ הָעוֹלָם
אֲשֶׁר קִדְּשָׁנוּ בְּמִצְוֹתֶיךָ וּרְצָה בָּנוּ
וְשַׁבַּת קִדְּשׁוֹ בְּאַהֲבָה וּבְרָצוֹן הִנְחִילָנוּ
זְכוֹרֵנוּ לַמַּעֲשֶׂה בְּרֵאשִׁית
כִּי הוּא יוֹם תְּחִלָּה לַמִּקְרָאִי קֹדֶשׁ
זְכוֹר לִיציאת מִצְרַיִם
כִּי בָנוּ בַּחֲרָתְךָ וְאוֹתָנוּ קִדְּשָׁתָּ מִכָּל הָעַמִּים
וְשַׁבַּת קִדְּשָׁךְ בְּאַהֲבָה וּבְרָצוֹן הִנְחַלְתָּנוּ
בְּרוּךְ אַתָּה יי מֶלֶךְ הָעוֹלָם מְקַדֵּשׁ הַשַּׁבָּת

Polarity Map®

Action Steps

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

Early Warnings

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

GPS: Why leverage this polarity?

Values = positive results of focus on the left pole

- Solidarity with the Jewish people
- “You are my treasured people” – special Covenant with God
- Expressing unique identity and purpose of Jewish people

EXODUS
(particular)

And

GENESIS
(universal)

Values = positive results of focus on the right pole

- Solidarity with all human beings
- “All people made in God’s image” – equality
- Cooperation and connectedness with all people

- Xenophobia (fear of the “other”)
- Triumphalism (I am better)
- Isolation

Fears = negative results of over-focus on the left pole to the neglect of the right pole

Deeper Fear = Loss of GPS

Loss of Purpose

Fears = negative results of over-focus on the right pole to the neglect of the left pole

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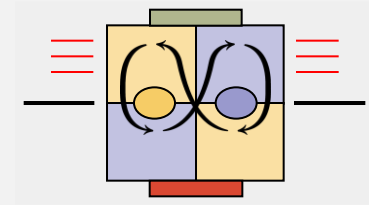
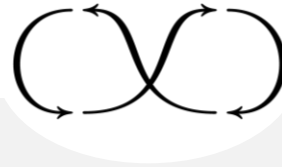
Action Steps

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

Early Warnings

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

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

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.

GPS: Why leverage this polarity?

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Action Steps

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

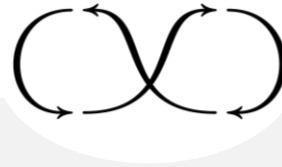
- Statement on website that our community holds all human life sacred
- Develop shared social action project with local Church
- Create curriculum for Hebrew School about Jewish social responsibility

Early Warnings

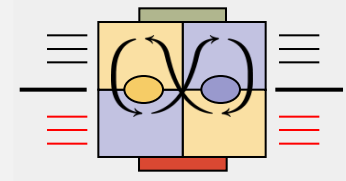
Measurable indicators (things you can count) that will let you know that you are getting into the downside of this right pole.

- Abandoning my responsibilities to my family/people – *Kol Yisrael aravim ze le ze*
- Conformity / Uniformity
- Loss of unique purpose/identity

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
- Less than 20% of tzedakah campaigns going to “universal” causes
- Decrease in invitations for our clergy to join with other faith groups on shared initiatives

GPS: Why leverage this polarity?

Values = positive results of focus on the left pole

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Loss of Purpose

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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
- Less than 80% of tzedakah campaigns going to “Jewish” causes
- Increase in questions and complaints about our community’s commitment to the Jewish people and Israel

Organisational Case Study

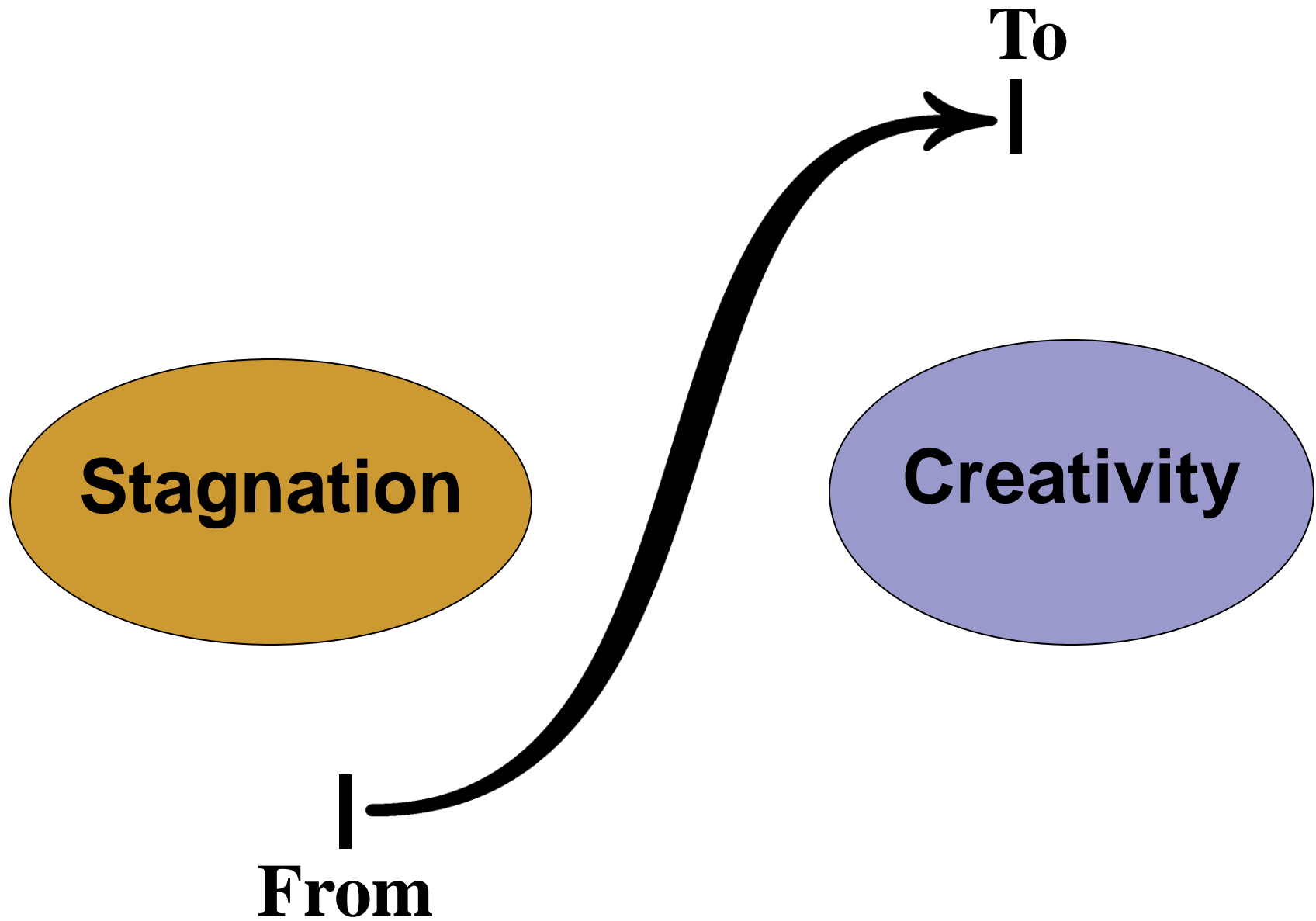
Family Foundation – generation gap

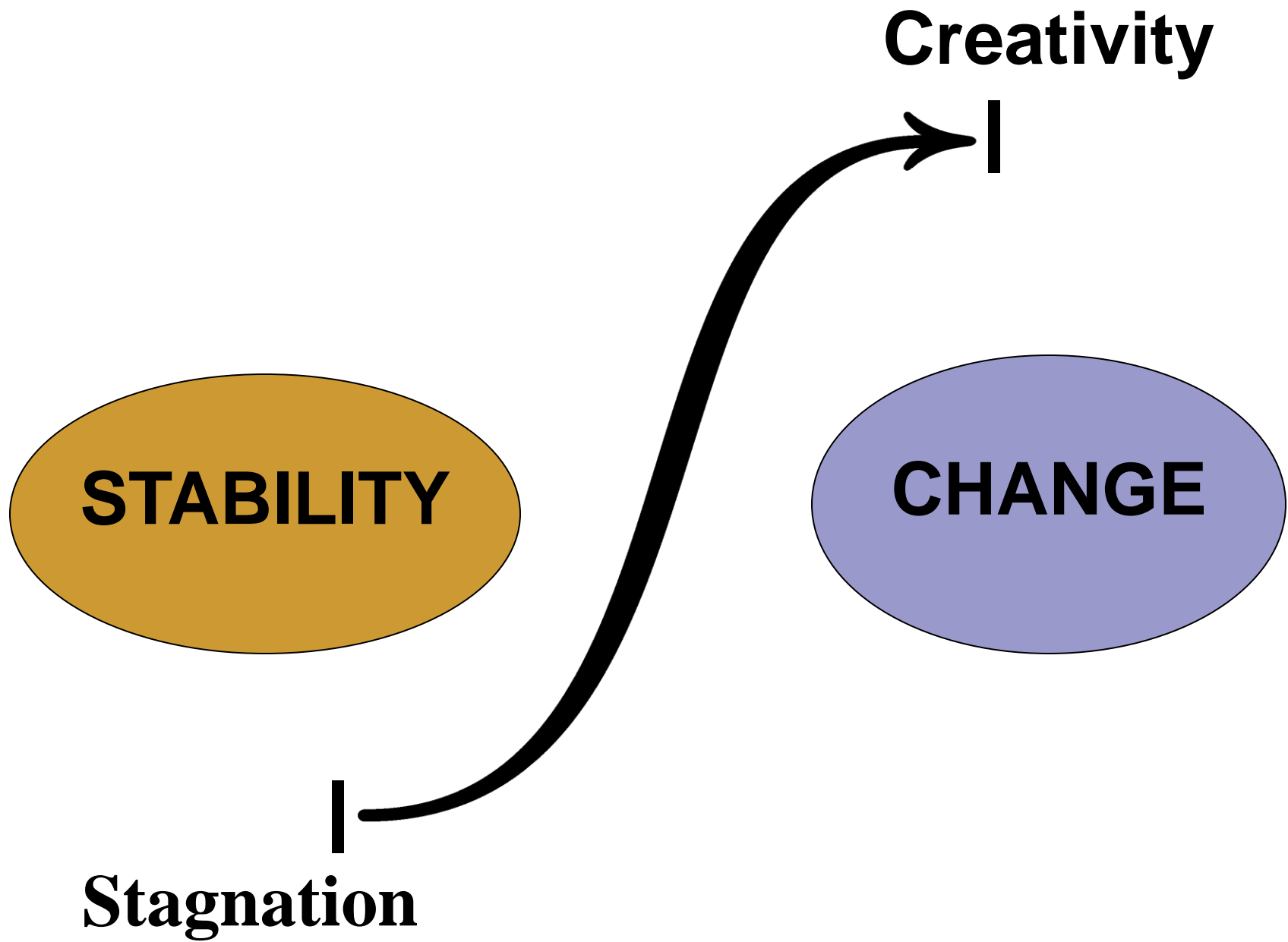
Moving from:

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

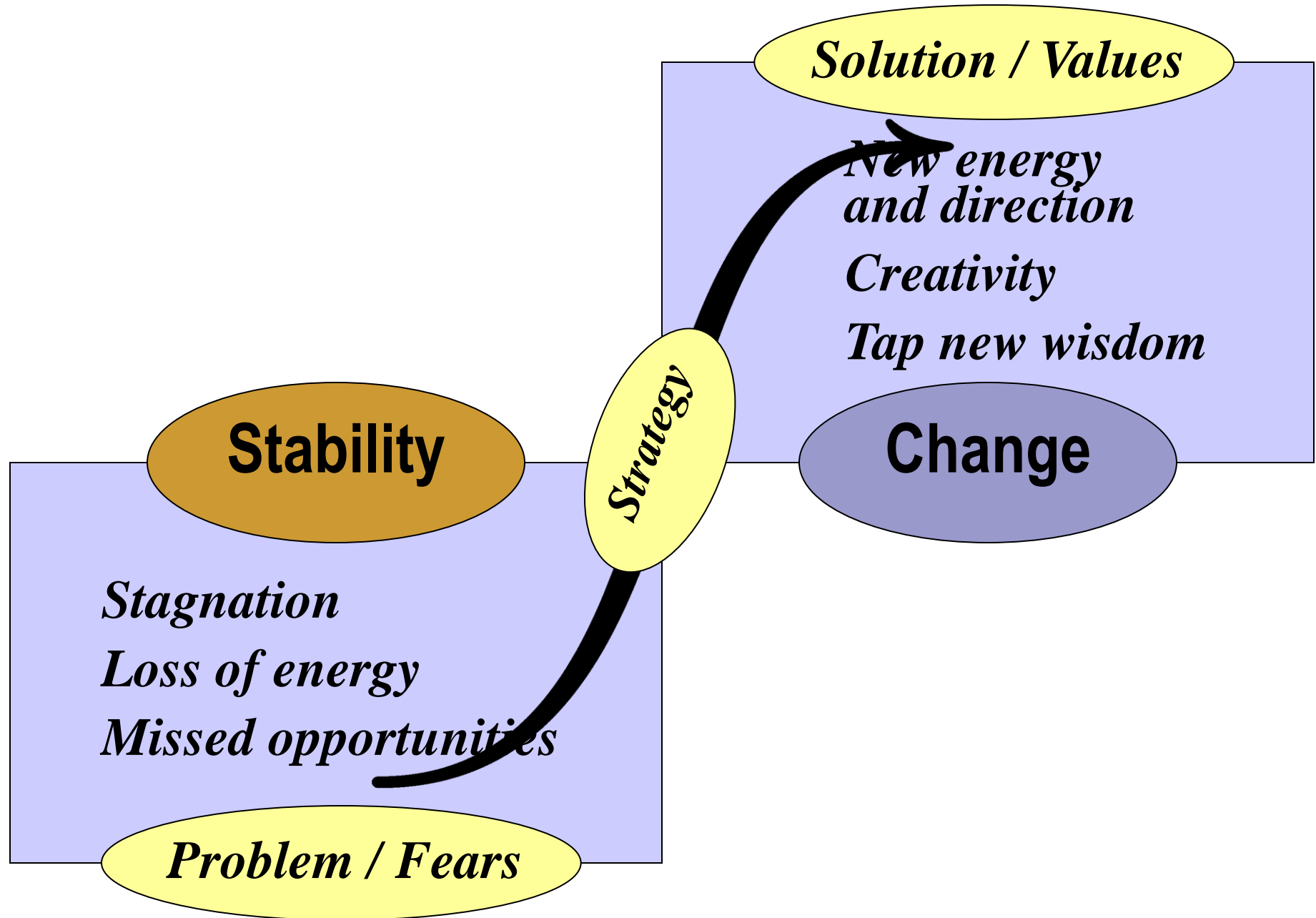
Moving to:

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

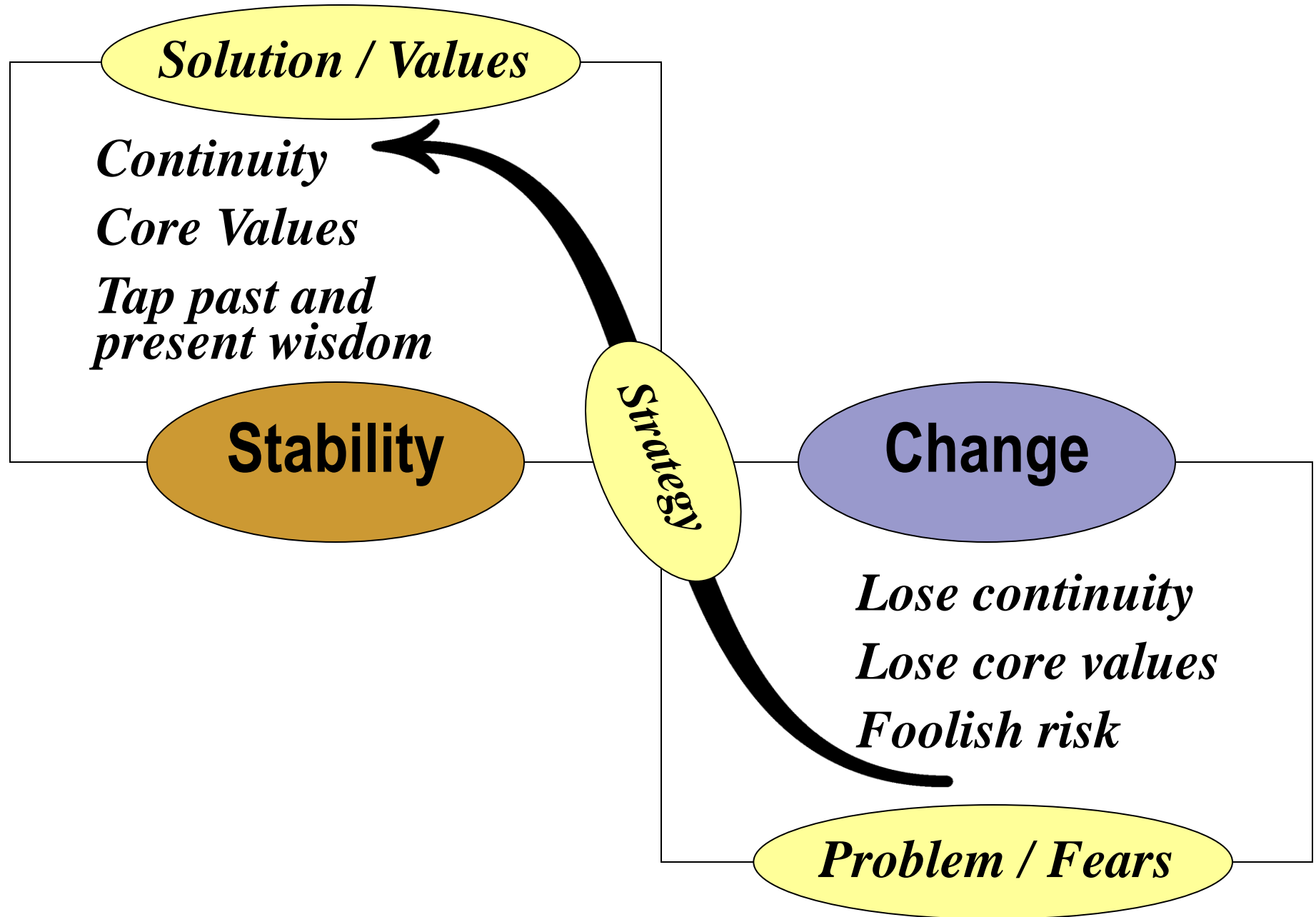




“Either/Or” Point of View Going After Change



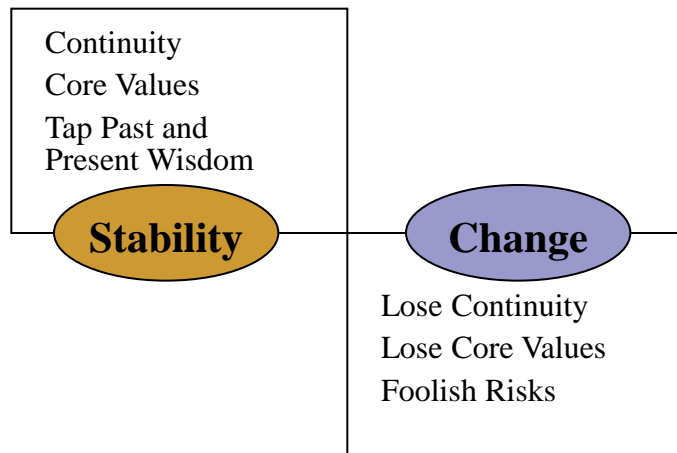
“Either/Or” Point of View Going After Stability



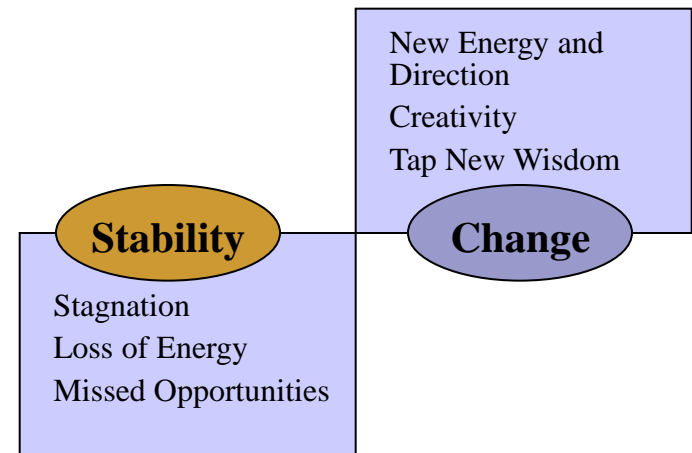
Capitalizing on Both Points of View



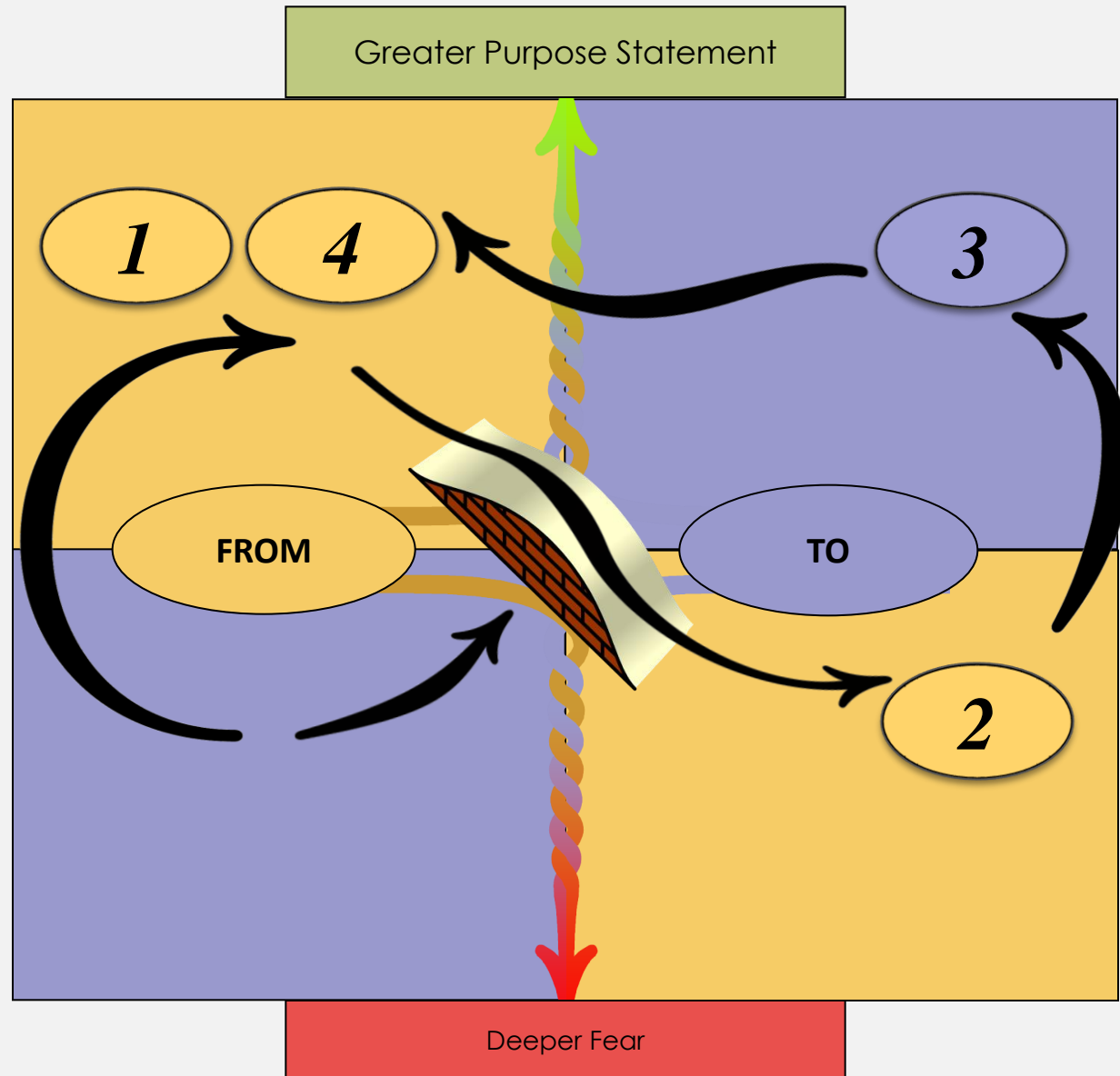
Stability Centered Point of View



Change Centered Point of View



The Getting Unstuck AND Unhooked Process



GETTING UNSTUCK

