

I believe that the central leadership attribute is the ability to manage polarity.

Peter Koestenbaum

8 Polarities in “The Fundamental State of Leadership”

From *Building The Bridge As You Walk On It* by Robert E. Quinn

Spontaneous; Expressive	AND	Self-disciplined; Responsible
Compassionate; Concerned	AND	Assertive; Bold
Mindful; Reflective	AND	Active; Energetic
Principled; Integrated	AND	Engaged; Involved
Realistic; Questioning	AND	Optimistic; Constructive
Grounded; Factual	AND	Visionary; Hopeful
Confident; Secure	AND	Adaptive; Flexible
Independent; Strong	AND	Humble; Open

12 Leadership Polarities

From Polarity Management Associates

Conditional Respect	AND	Unconditional Respect
Task	AND	Relationship
Candor	AND	Diplomacy
Responsibility	AND	Freedom
Confidence	AND	Humility
Analysis	AND	Encouragement
Control	AND	Empowerment
Grounded	AND	Visionary
Structure	AND	Flexibility
Logic	AND	Creativity
Individual	AND	Work Group
Planning	AND	Implementation

10 Polarities in “Level 5 Leadership”

From *Good To Great* by Jim Collins

Self	AND	Organization
Willfulness	AND	Humility
Debate	AND	Unity
Candor	AND	Diplomacy
Reality	AND	Faith
Deep Understanding	AND	Simplicity
Discipline	AND	Entrepreneurship
Technology Fads	AND	Pioneering
Evolutionary	AND	Revolutionary
Preserve Core	AND	Stimulate Change

8 Leadership Polarities

From *Lost in Transition* by Richard Elsner & Bridget Farrands

To shake things up	AND	To preserve
To be open to events	AND	To be intentional about results
To develop bonds	AND	To keep distance
To seek help to learn about the organization	AND	To give value by showing how to succeed or avoid failure
To impose	AND	To facilitate
To go fast to perform	AND	To go slow to prepare
To clean out	AND	To develop
To support the team	AND	To serve the hierarchy and/or the wider organization

11 Important Organizational Polarities

From Polarity Management Associates

Centralized Coordination	AND	Decentralized Initiatives
Recognize the Individual	AND	Recognize the Team
Reduce Cost	AND	Improve Quality
Competing with Others	AND	Collaborating with Others
Stability	AND	Change
Celebrating Our Differences	AND	Celebrating Our Commonalities
Care for My Part of the Organization	AND	Care for the Whole Organization
Showing Respect for Every Person	AND	Showing Respect Based on Performance
Getting the Job Done (task)	AND	Building Relationships
Taking Care of the Organization	AND	Taking Care of the Customer
Work	AND	Home

7 Organizational Polarities

From *Managing on the Edge* by Richard Tanner Pascale

(Left column = the 7 areas of “Excellence” from *In Search of Excellence*)

Strategy.....Planned	AND	Opportunistic
Structure.....Elitist	AND	Pluralistic
Systems.....Mandatory	AND	Discretionary
Style.....Managerial	AND	Transformational
Staff.....Collegiality	AND	Individuality
Shared Values.....Hard Minds	AND	Soft Hearts
Skills.....Maximize	AND	Meta-mize

1 Organizational Polarity

From *Built to Last* by Collins & Porras

Preserve the Core AND Stimulate Progress

3 Organizational Polarities

From *The Three Tensions*
by Dominic Dodd & Ken Favaro

Profitability AND Growth
Today AND Tomorrow
The Whole AND The Parts

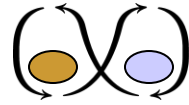
10 Strategic Management Polarities

From *Strategy Synthesis* by Bob de Wit & Ron Meyer

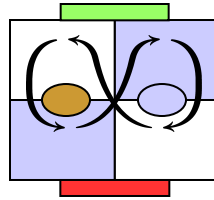
Logic AND Creativity
Deliberateness AND Emergentness
Revolution AND Evolution
Markets AND Resources
Responsiveness AND Synergy
Competition AND Collaboration
Compliance AND Choice
Control AND Chaos
Globalization AND Localization
Profitability AND Responsibility

Leveraging Polarity Energy Systems

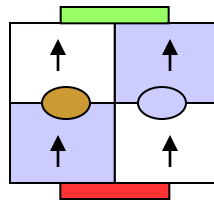
See It



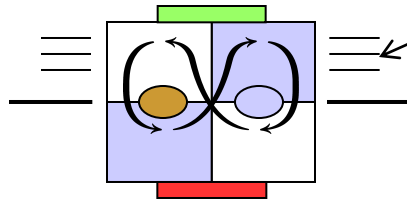
Map It



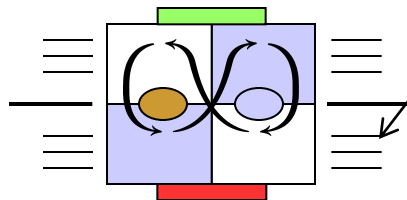
Tap It - #1 Assess Present Realities



Tap It - # 2 Action Steps



Tap It - #3 Early Warnings



Continue Tapping - #1, 2, 3

Include Key Stakeholders

