

Navigating Leadership: In the Lifeboat

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Material based on work of Barry Johnson, PhD, Founder of Polarity Partnerships, LLC

Today's Objectives

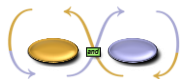
- Honor your earned wisdom – what got you here...
- Discover what is needed to raise leadership capacity even higher
- Be more intentional in your actions through reducing potential "blind spots"
- Tap into the natural tensions within groups
- Take collaboration to a higher level and faster
- Support change efforts so they are more acceptable and sustainable

Polarities

Paired values (often competing) that need each other over time in order to achieve a greater purpose



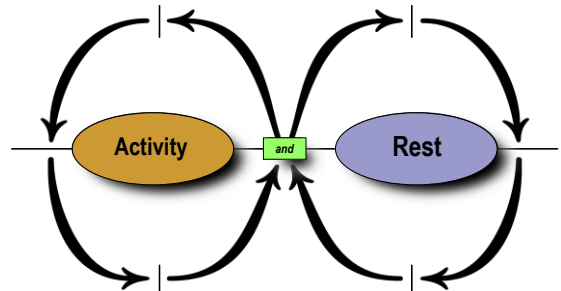
Infinity



Is the ongoing nature of polarities... an energy system which is never ending.

Positive results from focusing on Activity

Positive results from focusing on Rest



Negative results from too much focus on Activity and no Rest

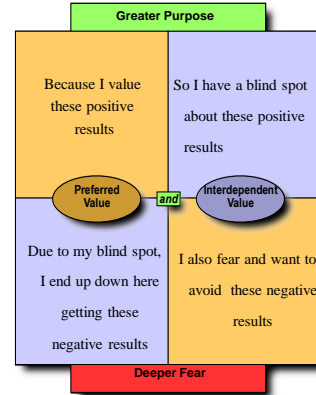
Negative results from too much focus on Rest and no Activity

Polarity Maps

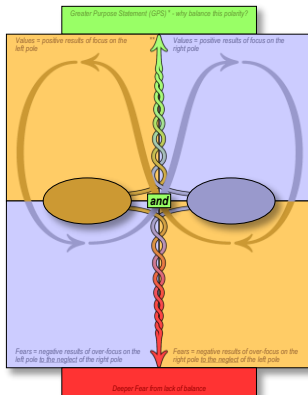


- Serve as a “wisdom organizer”
- Provide a container to understand complexity more concretely
- Make visible multiple points of view (*strengths and potential weaknesses*)
- Show the connection and interdependence between views
- Increases “Agility to Change”

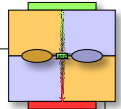
Strength becomes a Weakness without both Over Time



Synergy Achieves a Greater Purpose & Generates New Potential



Mapping Tips



- Poles should be neutral or positive.
- The diagonal quadrants will be opposites.
- Quadrants should be evenly populated.
- If the content in the left quadrant is the same as the content in the right quadrant, distinguish why the content belongs in each quadrant.
- Your **Greater Purpose** is VERY attractive
- Your **Deeper Fear** should also be EXTREMELY objectionable.

Polarity Principles

To manage dilemmas, paradoxes, you recognize that...

- Two alternatives that are interdependent, meaning you can only focus on one pole for so long before you are required to focus on the other pole, like *inhaling and exhaling?*
- Need each other over time
- Indestructible – no matter your preference

Typical Uses of Polarity Management

- Leadership Feedback and Development
- **Teacher and Student Development**
- Diversity and Cross-Cultural Issues
- **Conflict Resolution**
- Strategic Planning
- **Change Management**
- Coaching
- Organizational Assessment
- Leadership Styles, e.g., Gender Differences

Unleashing the Positive Power of Differences: Polarity Thinking in Our Schools www.janekise.com

Responsibility for Learning Student *and* Teacher

Achievement
Academic *and* Whole Child

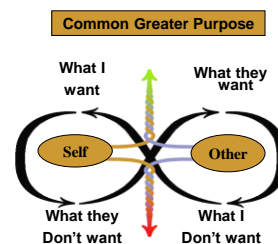
Teacher Evaluation
Measurement Model *and* Growth Model

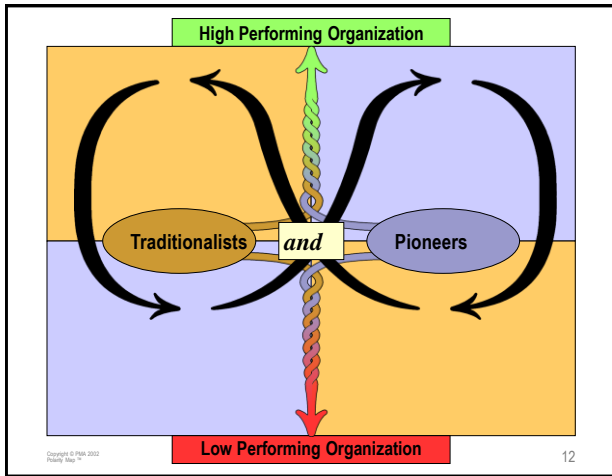
Diploma Requirements
Standardization *and* Customization

Reading Instruction
Teach Reading Skills *and* Choice Reading

Classroom Norms
Each Person's Rights *and* Each Person's Responsibilities

Managing Tension Collaboratively



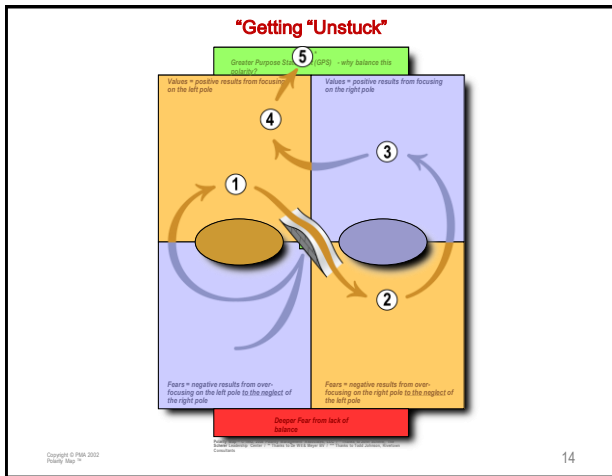


Value of Differences


<u>Traditionalists</u>	<u>Pioneers</u>
<ul style="list-style-type: none"> - Honor the past - Celebrate successes - Strong connection to core purpose - Risk adverse 	<ul style="list-style-type: none"> - See what "can" be - Seek to try different approaches - Recognize the need for change - Will take risk to improve

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Learn more...



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