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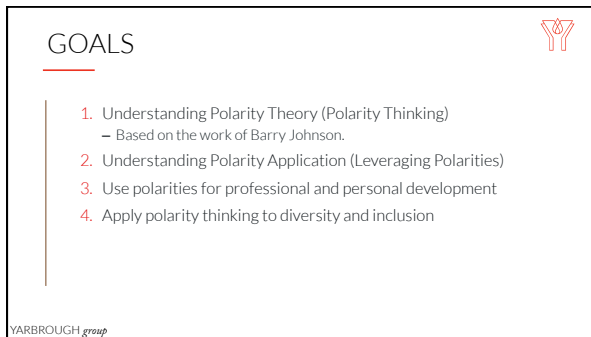
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## #FAKEGOALS



1. Fixing every issue you've ever experienced
2. A personal plan that will work for ever and ever
3. 5 Quick tips for a work/life balance that work for everyone
4. Funding for every project forever

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## EXPECTATIONS OF THE GROUP



1. Show up
  - Stay here.
  - Save email for outside the room.
2. Say what you need.
3. Pay attention to what has heart and meaning to you.
  - Keep the "balcony" in mind.
4. Help pull apart assumptions and clarify language.

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## AGENDA



- Welcome and Introduction
- Polarity Thinking
- Mapping a Polarity
- Seeing/Naming Polarities
- Action Steps + Early Warnings
- Closure

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READY?  
Let's go!



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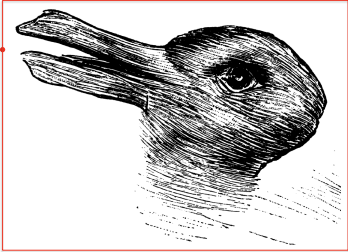
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WHAT DO YOU SEE?



○ —

Once you see both, you  
could only argue both.



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WHAT DO YOU SEE?



○ —

Image of?  
Age?  
Class?

Language Clarification



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## POLARITIES EXPLAINED

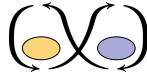
### Polarities:

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.



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## WHY BOTHER?



1. Personal Awareness and Goal Setting
2. Sustainable Strategies
3. Helps you understand and navigate systems/relationships
4. Achieve your preferred future **faster** and **sustainably**.

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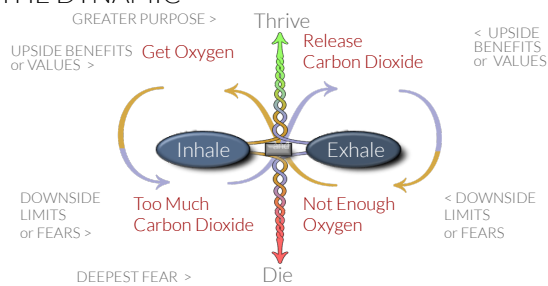
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## THE DYNAMIC



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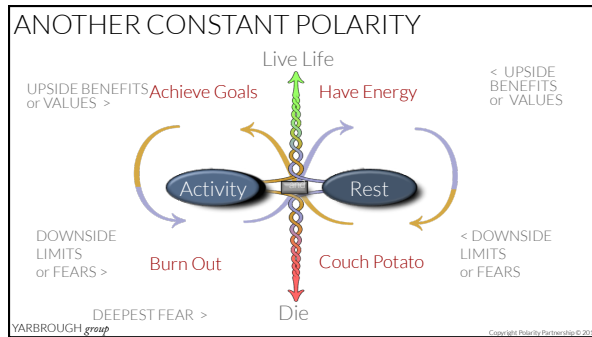
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## MAPPING CANDOR + DIPLOMACY

Walking the map  
Action Steps + Early Warnings (next slide)



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### ACTION STEPS + EARLY WARNINGS



1. Action Steps
  - How do YOU want to keep yourself in the UPSIDE?
2. Early Warnings
  - How will YOU flag yourself that you are starting to get the DOWNSIDE?
  - They are called EARLY for a reason.
  - What are you willing to have happen?
3. They do you NO GOOD if there is no way to know if they are happening.

**S.M.A.R.T.**  
**S**pecific  
**M**easurable  
**A**ctionable  
**R**easonable  
**T**ime-bound

*Write down one personal action step for Candor and one personal action step for Diplomacy. What will you do to keep yourself in the upside?*

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### EXAMPLES YOU MAY FIND FAMILIAR



SWOT/Internal Factors & External Factors (Albert Humphrey)

Serving & Leading (Robert Greenleaf)

Introversion & Extraversion (Carl Jung)

[Action & Reflection]

[Intent & Impact]

[Freedom & Equality]

Power & Love (Adam Kahane)

Vision & Current Reality (Robert Fritz)

[Stability & Change]

[Planning & Execution]

[Work & Home]

[Mission & Margin]

[Centralization & Decentralization]

Assertive & Cooperative (Thomas Kilmann)

Internal & External Individual & Collective (Ken Wilbur)

[Short-term & Long-term]

[Justice & Mercy]

[Internal focus & External focus]

Preserve Core & Stimulate Change (Jim Collins & Jerry Porras)

[Activity & Rest]

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### SEEING AND NAMING POLARITIES



Should our organization strategy be grounded in reality or have an aspirational vision? →

Should I focus on my work or take care of my life at home? →

Do we take care of the employees or take care of the customers? →

Do we focus on data or rely on our gut? →

Should we identify and use group norms or individual preferences? →

Is it better to conditionally respect each other or unconditionally respect each other? →

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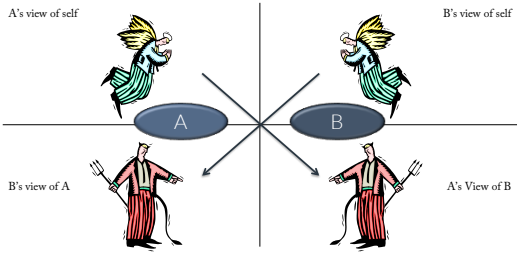
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### TYPICAL POLARIZING CONVERSATION

A's view of self

B's view of self

B's view of A

A's View of B

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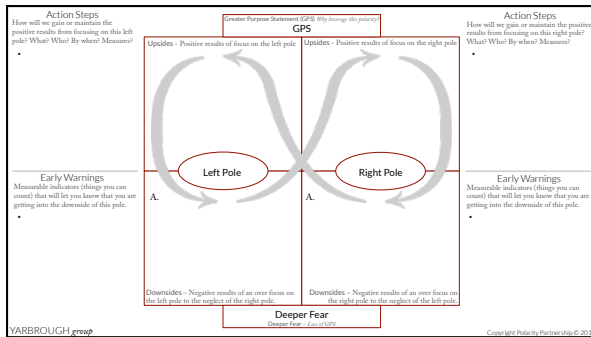
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### SOME D+I POLARITIES...

- ∞ Confidence + Humility
- ∞ Candor + Diplomacy
- ∞ Risk + Safety
- ∞ Protected/Safe + Vulnerable
- ∞ Self + Other
- ∞ Access + Boundaries
- ∞ Expert + Learner
- ∞ Stability + Change
- ∞ Survive + Thrive
- ∞ Protect + Challenge
- ∞ Differences Matter + Differences Don't Matter
- ∞ Masculine + Feminine
- ∞ Conditional Respect + Unconditional Respect
- ∞ Inclusion + Autonomy
- ∞ Inclusion + Discernment
- ∞ Discernment + Acceptance

**Others? And many more...**

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### EXERCISES IN YOUR BOOKLET

- Naming Polarities
- Problem to Solve or Polarity to Leverage

There for you to practice.

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## KEY POINTS

- Greater Purpose Statement (GPS) is necessary to keep clarity. Deeper Fear helps get the worry out in the open.
- Both poles are important.
- Poles are interdependent opposites that need each other over time in order to sustain the system.
- Leveraging a polarity ≠ Same amount of time spent on both poles
- If you over focus on one pole to the neglect of the other, you will get the downside of the focused pole. The reverse is also true.
- To move out of the downside of either pole, you must focus on the upside of the opposite pole.
- The oscillation is ongoing...the natural tension between is unavoidable, unsolvable, and indestructible.
- Action Steps and Early Warnings need to be S.M.A.R.T.

S.M.A.R.T.

Specific

Measurable

Actionable

Reasonable

Time-bound

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## MAPPING A POLARITY

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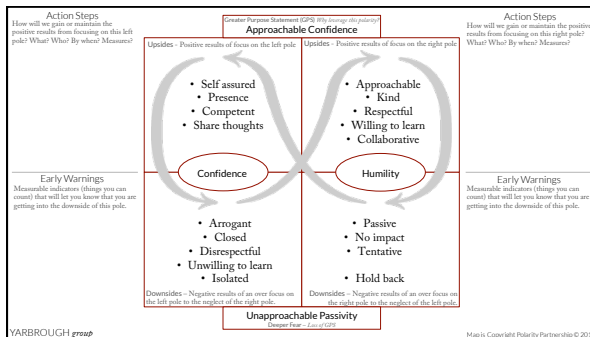
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## PRESENTING YOUR MAPS



1. The upside of this pole is...
2. If we over focus on that pole to the neglect of the other we'll get...
3. The correction is to the upside of the other pole...
4. And if we over focus on this pole to the neglect of the other, we'll get...

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## MAPPING A POLARITY



1. See it/Name it
  - What polarity is up for us?
  - To what greater purpose?
  - At risk to what deeper fear?
2. Map it
  - Qualities
    - What do the upsides and downsides evoke?
  - Statements
    - What do the upsides and downsides mean?
    - Themes
3. Learn and Leverage
  - Action Steps + Early Warnings
    - Can be personal or for the group

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# THANK YOU!

Lindsay Burr  
Cherie Buckner-Webb

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O: +1.303.449.7107



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