

## Polarity Thinking™ Bibliography

References for implementing Polarity Thinking – below are recent books that provide application and examples of Polarity Thinking in action.

**Anderson, Kathy.** Polarity Coaching: Coaching People and Managing Polarities. Amherst: HRD Press, 2010. *Seven case studies showing coaching applications and how to use the polarity map as a wisdom organizer and action-planning tool.*

**Johnson, Barry,** Polarity Management: Identifying and Managing Unsolvable Problems. Amherst: HRD Press, 1994. *Johnson shares a number of case examples in which the shift from seeing an issue as a problem to solve to managing it as a polarity added real value for individual leaders and for organizations.*

**Johnson, Barry & Roy M. Oswald.** Managing Polarities in Congregations: Eight Keys for Thriving Faith Communities. Alban Institute: 2009. *Eight key polarities common to faith communities, well defined and with suggestions for how to manage them.*

**Seidler, Margaret.** Power Surge: A Conduit for Enlightened Leadership. Amherst: HRD Press, 2008. *Seidler has the most extensive list of values pairs available. This book provides the “how to” in helping leaders supplement their strengths and keep them from becoming vulnerabilities.*

**Schuman, Amy, Stacy Stutz, John L. Ward.** Family Business as Paradox. New York: Palgrave MacMillan, 2010. *Applies polarity management to the paradoxes of family run businesses.*

References on Polarities as important - Several books have been written that indicate leaders and organizations that manage polarities/dilemmas/paradox well outperform those that don't.

**Collins, James C. and Jerry I. Porras.** Built to Last: Successful Habits of Visionary Companies. New York: HarperCollins, 1994. *Authors identify the "Genius of the 'AND'" as a central variable that distinguished the "Gold" companies from the "Silver" companies. The whole book is based on managing the polarity of “Preserve the Core & Stimulate Progress.” This could also be seen as the generic Stability & Change polarity.*

**Collins, Jim.** Good to Great: Why Some Companies Make the Leap...and Others Don't. New York: HarperCollins, 2001. *The “Genius of the ‘And’” continues as an important variable in this book and is identified as a key characteristic of leaders moving companies from Good to Great. There are 10 polarities identified as central to becoming a level 5 leader.*

**Dodd, Dominic and Ken Favaro.** The Three Tensions: Winning the Struggle to Perform Without Compromise. John Wiley and Sons, 2007. *Authors interview executives from 200 companies and identify 3 important tensions (polarities) central to their organization's effectiveness: Profitability & Growth; Today & Tomorrow; and, The Whole & Its Parts.*

**de Wit**, Bob and Ron Meyer. Strategy Synthesis: Resolving Strategy Paradoxes to Create Competitive Advantage. London: Thomson, 1999. *de Wit and Meyer identify 10 paradoxes (polarities) which are at the heart of strategic management.*

**Elsner**, Richard and Bridget Farrands. Lost in Transition: How Business Leaders Can Successfully Take Charge In New Roles, London: Marshall Cavendish Limited, 2006. *Authors identify 8 tensions (polarities) which, when managed well, contribute significantly to being successful in new jobs.*

**Fletcher**, Jerry and Kelle Olwyler. Paradoxical Thinking: How to Profit From Your Contradictions. San Francisco: Berrett-Koehler, 1997. *“After more than fifteen years of studying thousands of detailed examples of people performing at their best, Fletcher and Olwyler have found that individuals are always paradoxical when performing optimally and that each person has a particular combination of contradictory and paradoxical (polarity) qualities that work together to produce that person’s best work.”*

**Hammett**, Peter, Unbalanced Influence: Recognizing and Resolving the Impact of Myth and Paradox in Executive Performance. Davies-Black Publishing, 2007. *Ten years of executive research indicates the importance of paradox in executive performance.*

**Hampden-Turner**, Charles. Charting the Corporate Mind: Graphic Solutions to Business Conflicts. New York: The Free Press, 1990. *Hampden-Turner has written several books on the advantage of managing dilemmas. His research shows that those companies that manage key dilemmas well outperform those that don't.*

**Hampden-Turner**, Charles and Alfons Trompenaars. Building Cross-Cultural Competence: How to Create Wealth from Conflicting Values. Chichester: John Wiley & Sons, 2000. *Hampden-Turner and Trompenaars identify 6 dilemmas (polarities), which must be managed to support cross-cultural competence.*

**Handy**, Charles. The Age of Paradox. Boston: Harvard Business School Press, 1994. *Handy builds on his earlier work, The Age of Unreason, to assert the balancing of paradoxes (polarities) at the heart not just of effective personal and organizational life, but of our survival as a world community.*

**Hickman**, Craig R. Mind of a Manager: Soul of a Leader. New York: John Wiley & Sons, 1990. *Support for the benefits of paradoxical thinking also show up in Hickman's book the title of which is a fundamental polarity in leadership.*

**Hofstede**, Geert. Culture’s Consequences: Comparing Values, Behaviors, Institutions, and Organizations Across Nations. London: Sage Publications, Ltd., 2001. *Hofstede identifies 5 dimensions (polarities) of national culture to help us tap national differences as a resource.*

**Johnston**, Charles M. Necessary Wisdom: Meeting the Challenge of a New Cultural Maturity. Seattle: ICD Press, 1991. *Johnston identifies 5 key polarity domains within culture and asserts the importance of understanding and bridging polarities. Managing polarities are at the heart of wisdom and cultural maturity and how we “must learn to think and act if our future is to be a healthy one.”*

**Martin**, Roger. The Opposable Mind: How Successful Leaders Win Through Integrative Thinking. Boston: Harvard Business School Press, 2007. *Drawing on research and interviews, Martin shows that truly successful leaders are skilled at holding two opposing ideas at the same time and reaching a synthesis that contains elements of both, but improves on each.*

**Pascale**, Richard Tanner. Managing on the Edge: How the Smartest Companies Use Conflict to Stay Ahead. New York: Simon & Schuster, 1991. *Pascale identifies “managing contention better” as the key variable that separated the 14 companies that kept their “excellent” rating from the 29 that did not when looking at the 43 companies identified in the book In Search of Excellence.*

**Quinn**, Robert E. Beyond Rational Management: Mastering the Paradoxes and Competing Demands of High Performance. San Francisco: Jossey-Bass, 1988. *Quinn asserts that mastering paradox (polarity) is the central to high performance.*

**Quinn**, Robert E. Building The Bridge As You Walk On It: A Guide for Leading Change. San Francisco: Jossey-Bass, 2004. *Quinn identifies 8 polarities as “The fundamental state of leadership.”*

**Sisodia**, Raj, Jag Sheth, and David B. Wolfe. Firms of Endearment: How World Class Companies Profit from Passion And Purpose. Wharton School Publishing, 2007. *The authors discovered that the key indicator for whether a company is a great investment is the degree to which it manages the polarity of taking care of the stockholders & the stakeholders.*