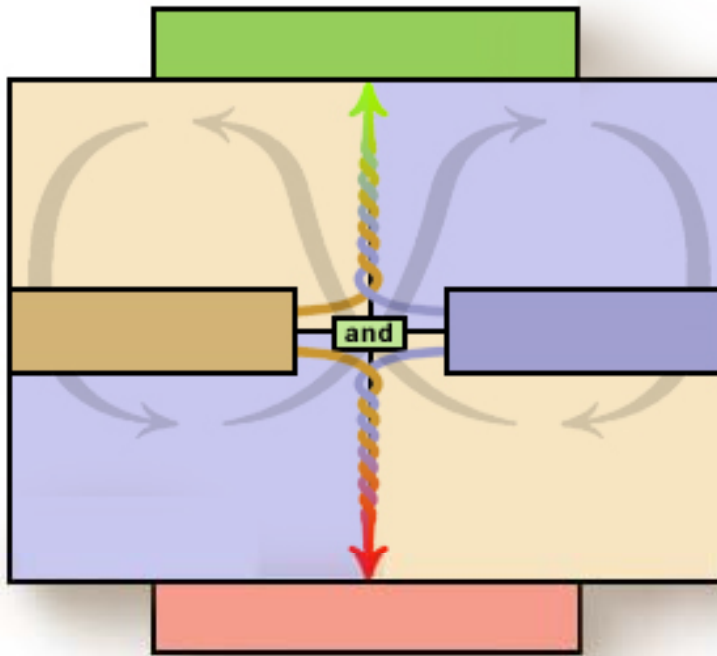


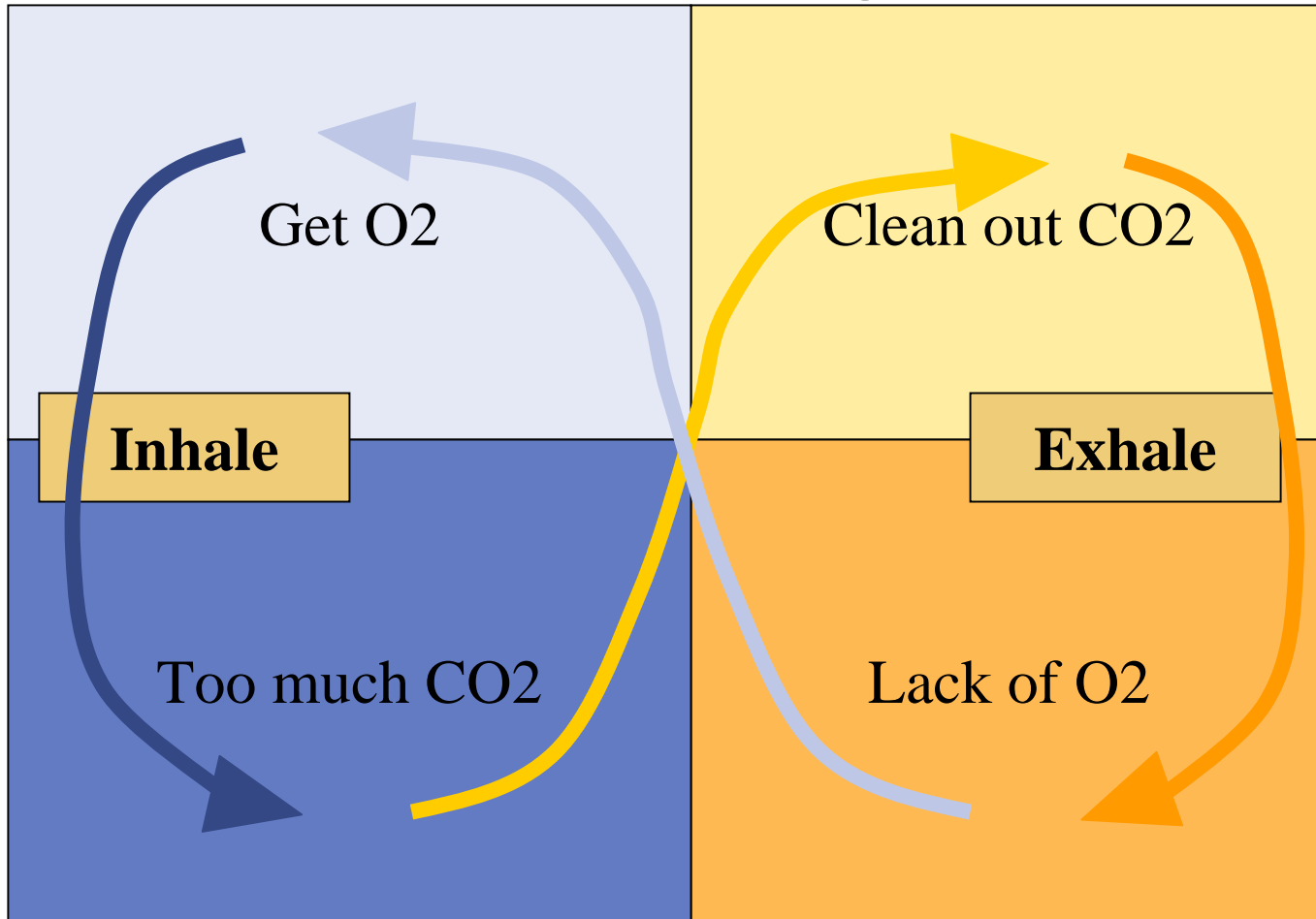
Welcome to

Polarities: Managing Unresolvable Issues

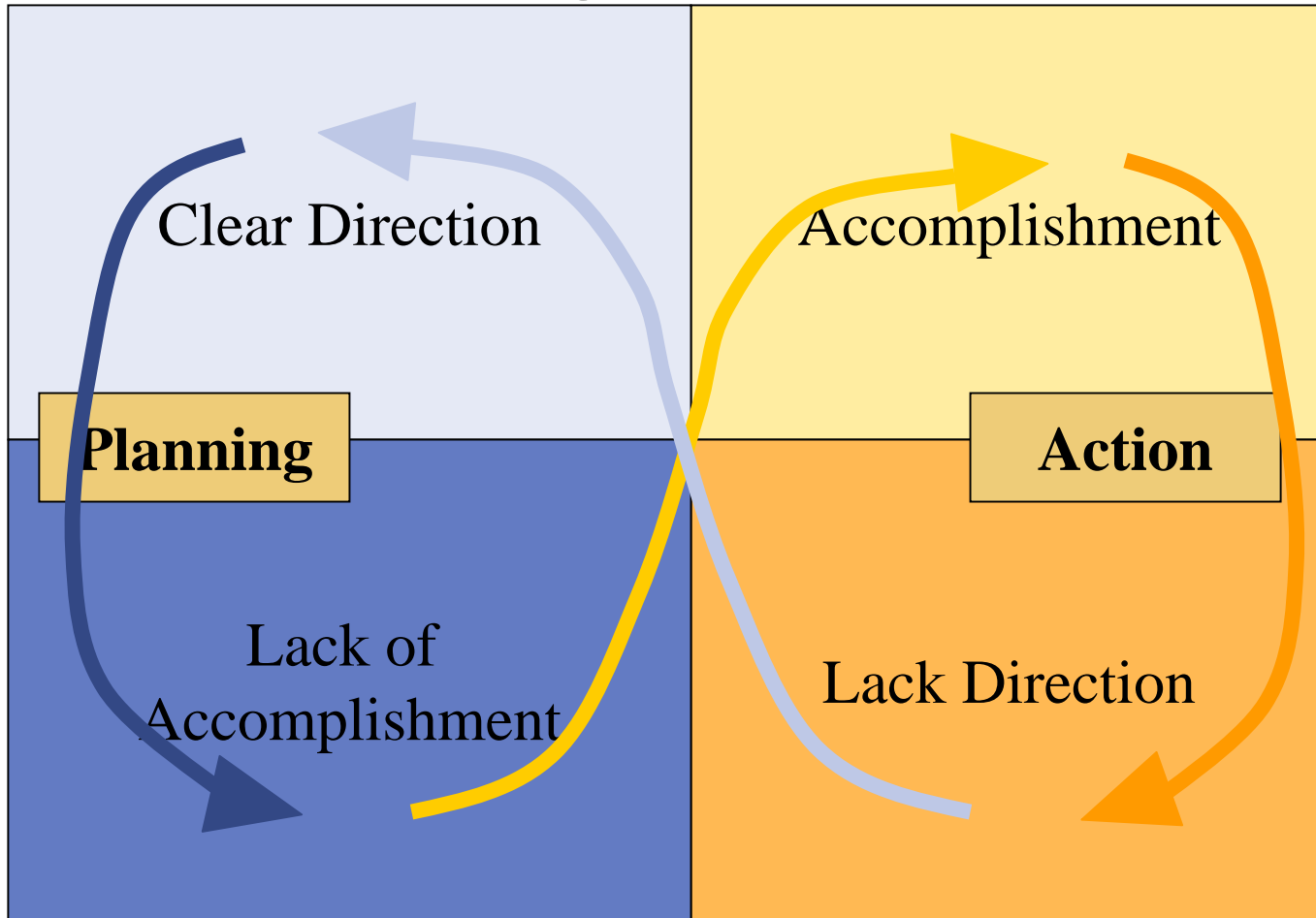


David J. Falk
Mediation Services
Winnipeg, MB
Canada

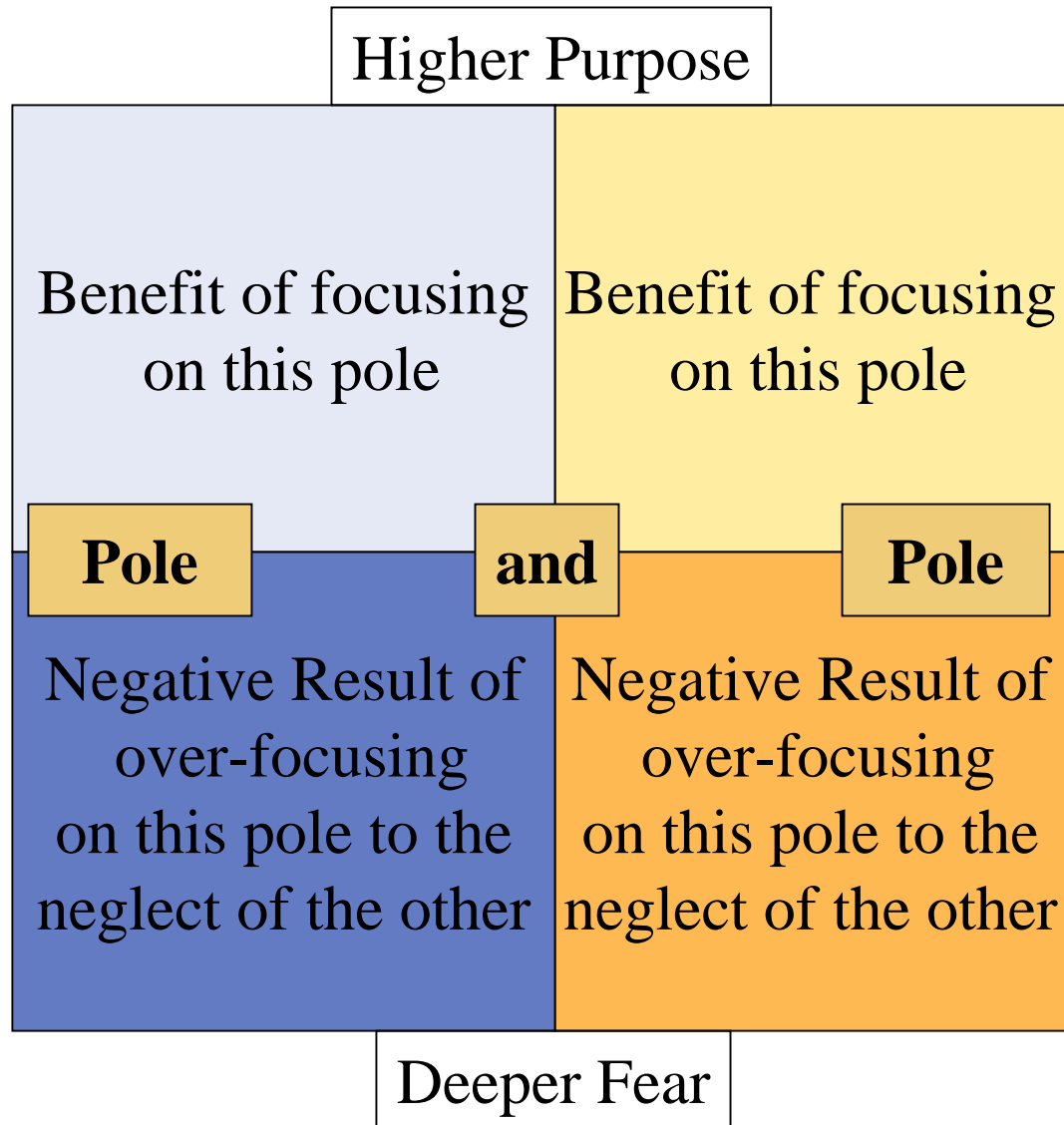
Breathing



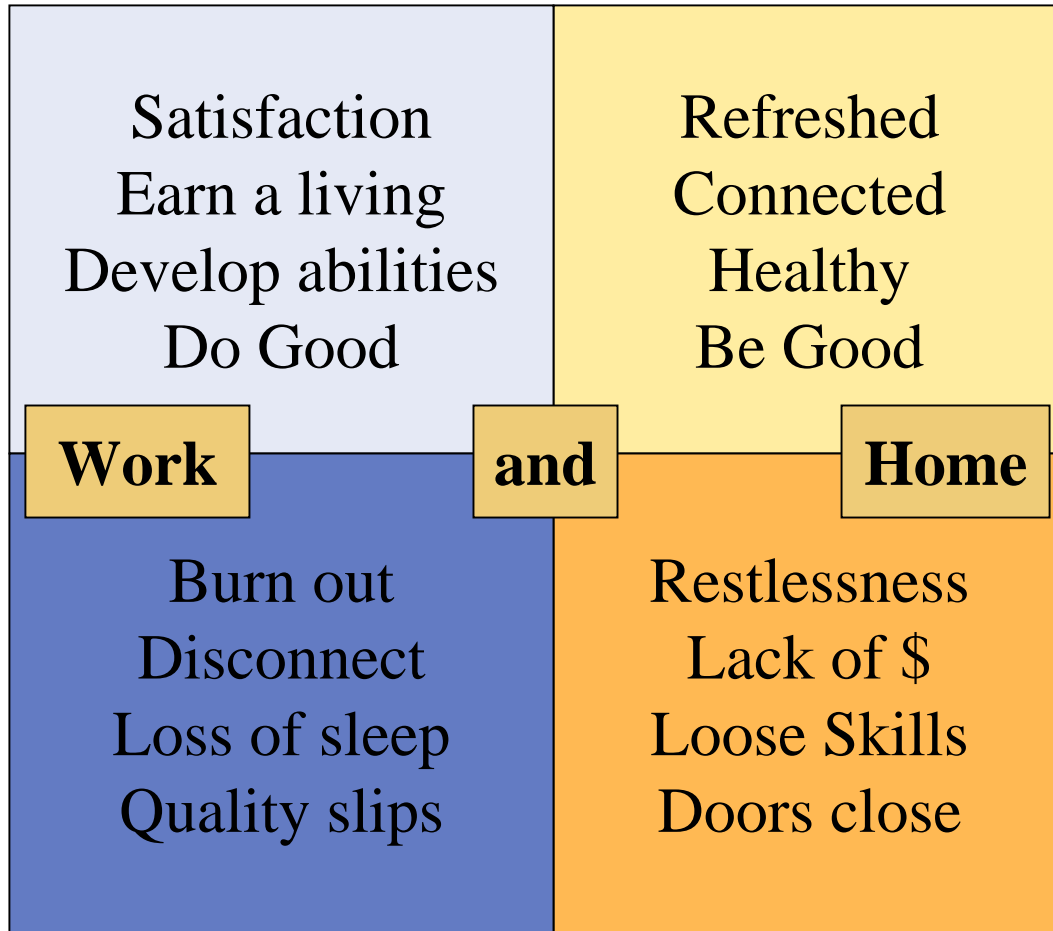
Planning and Action



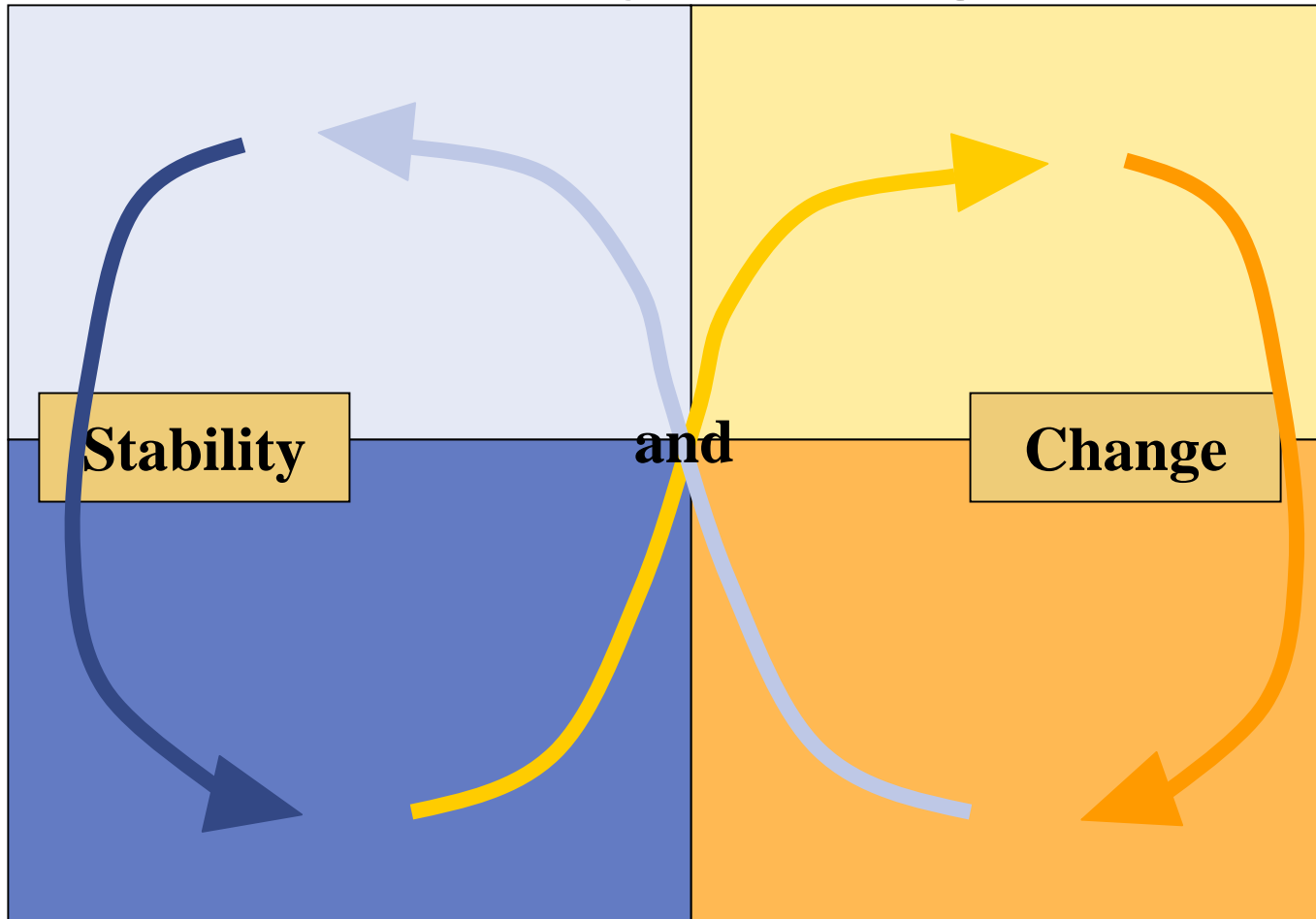
Basic Elements

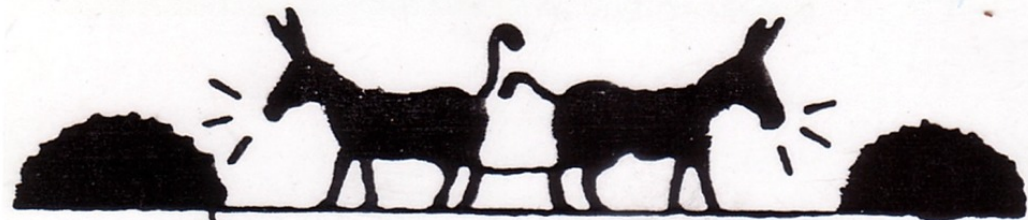


Work - Home

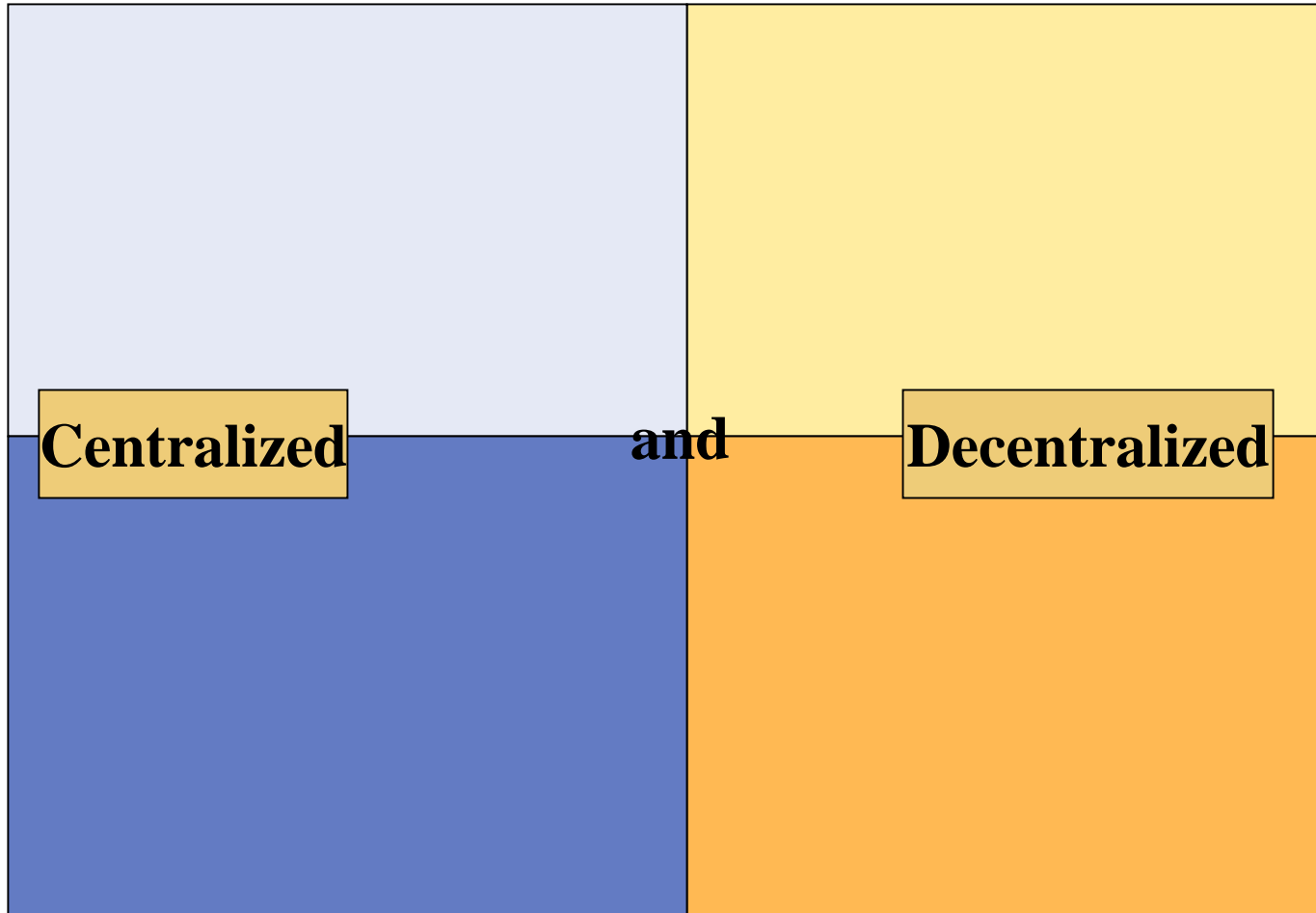


Stability Change

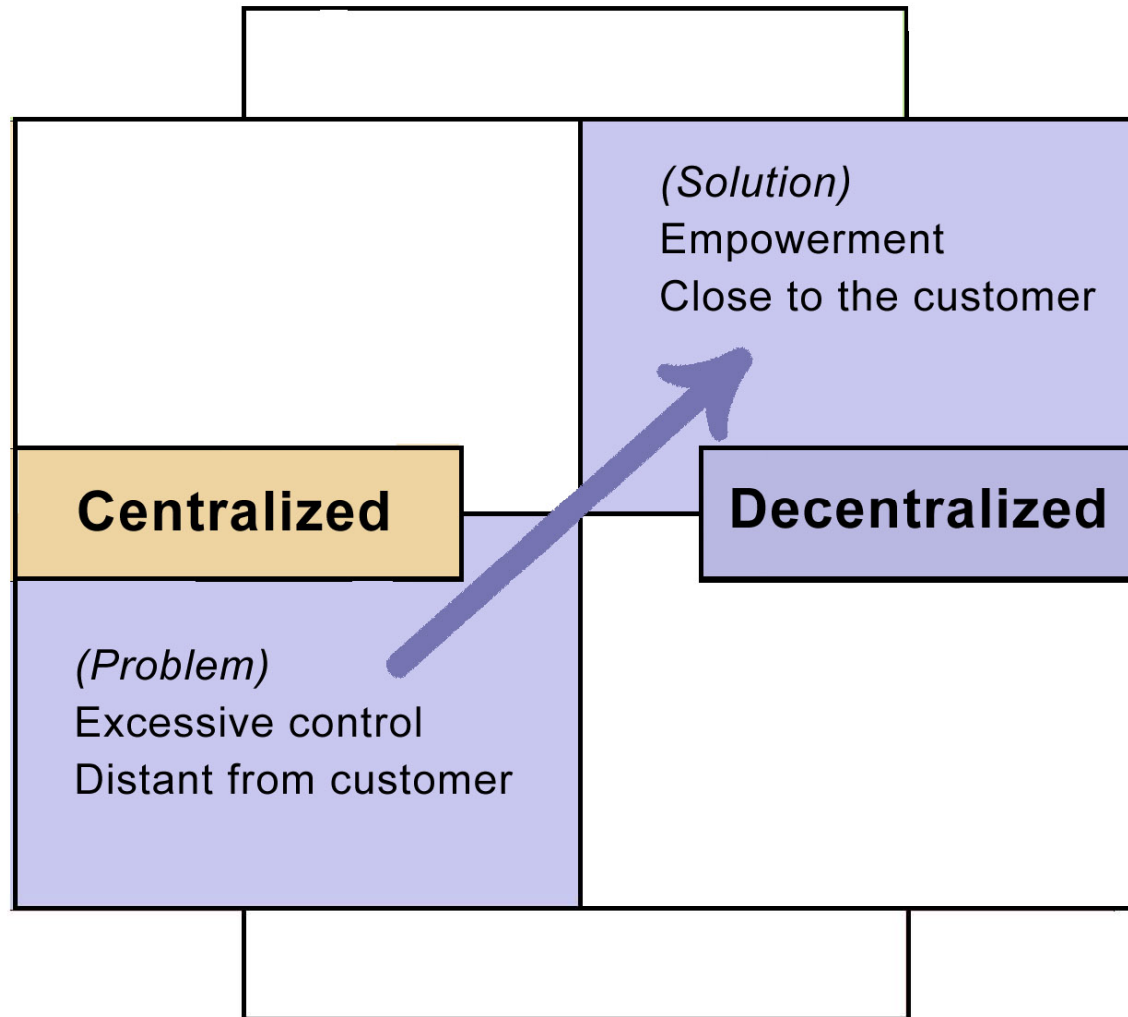




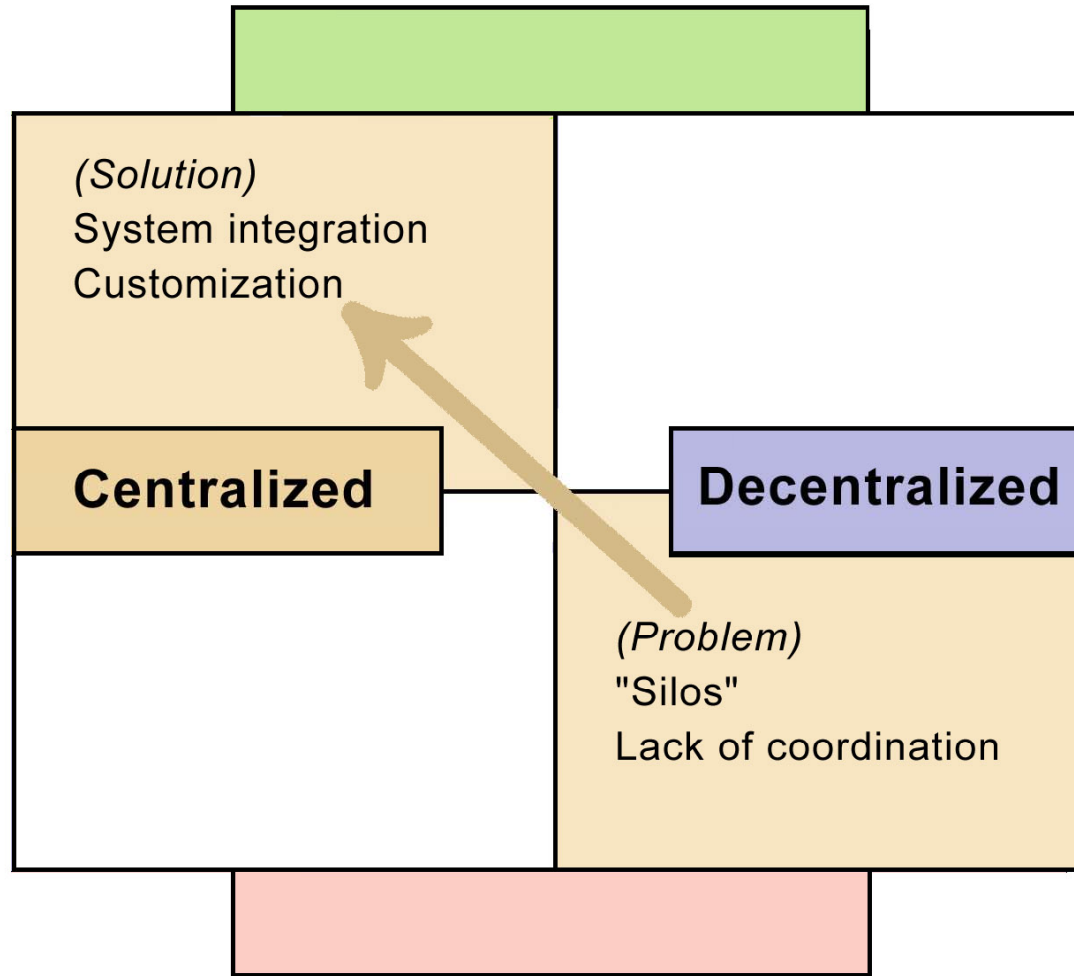
Centralized Decentralized



Problem with problem-solving

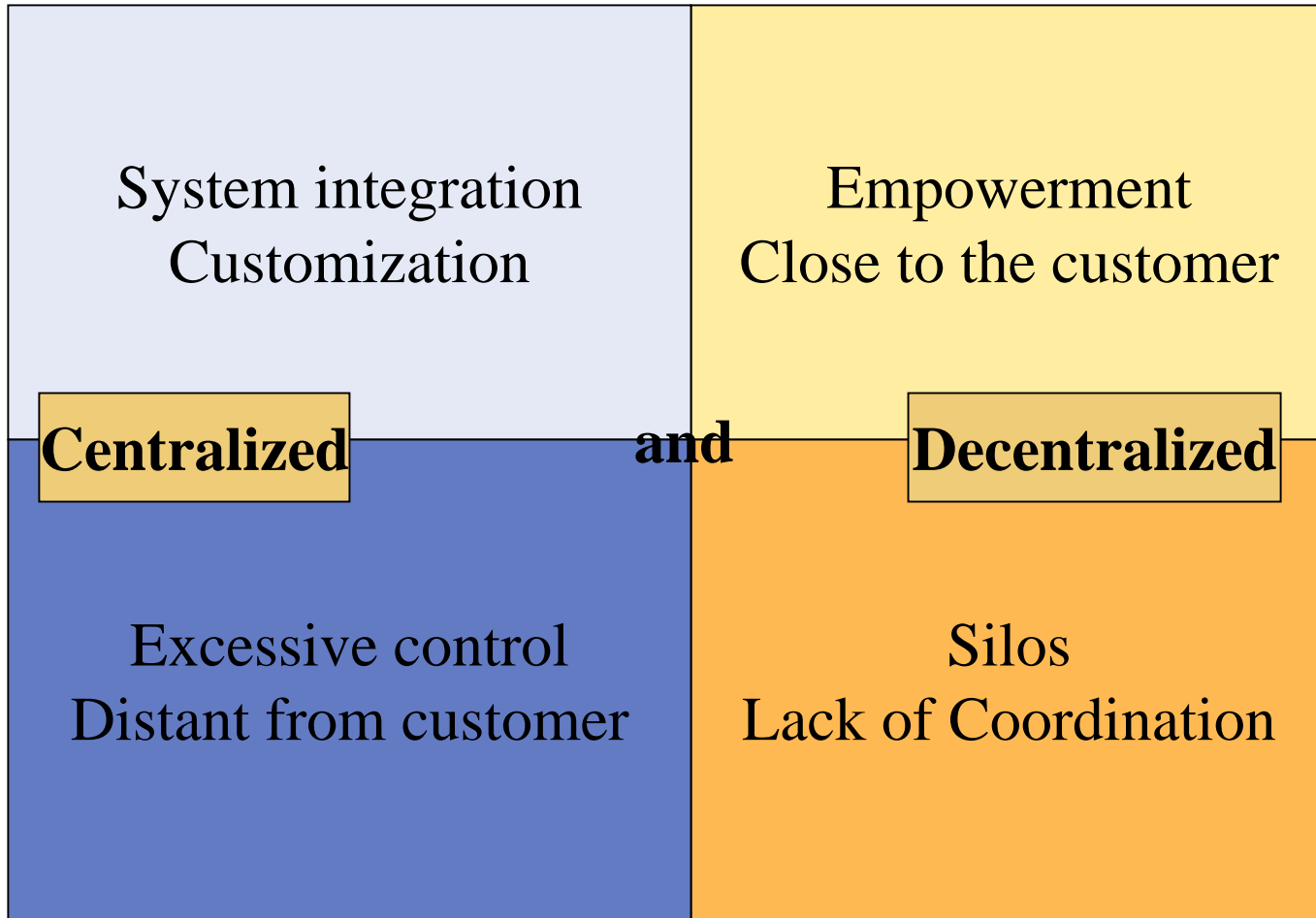


Swinging Pendulum (trends)

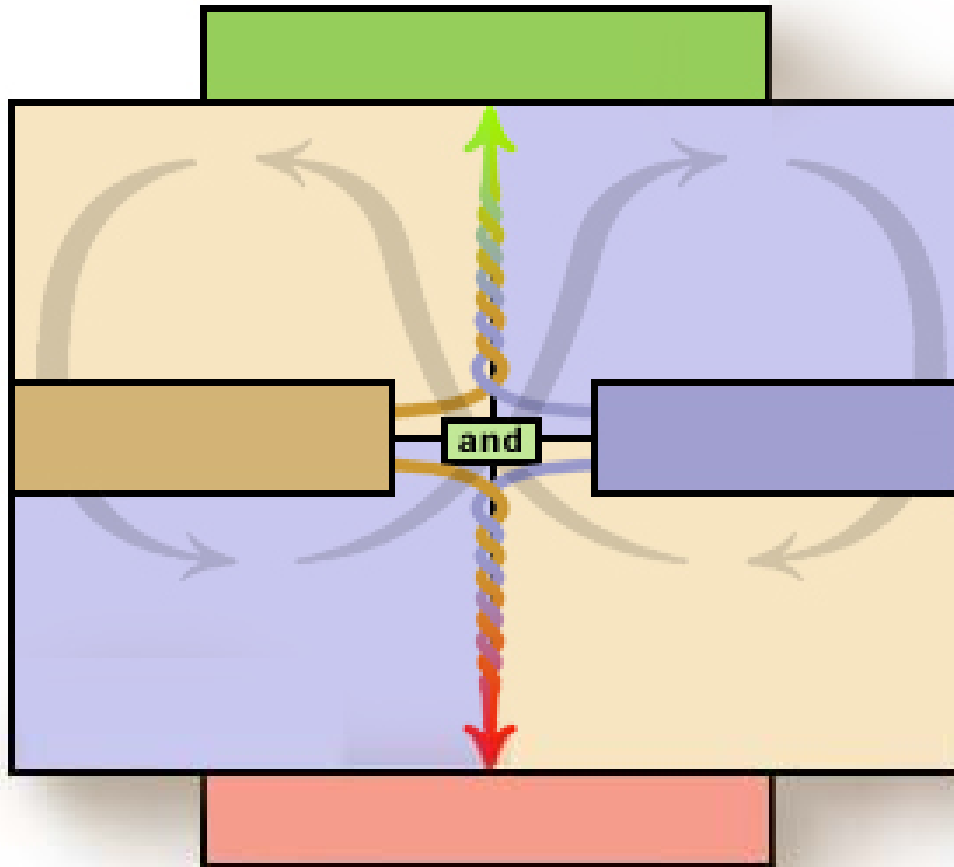


Polarity / Paradox Map[®]

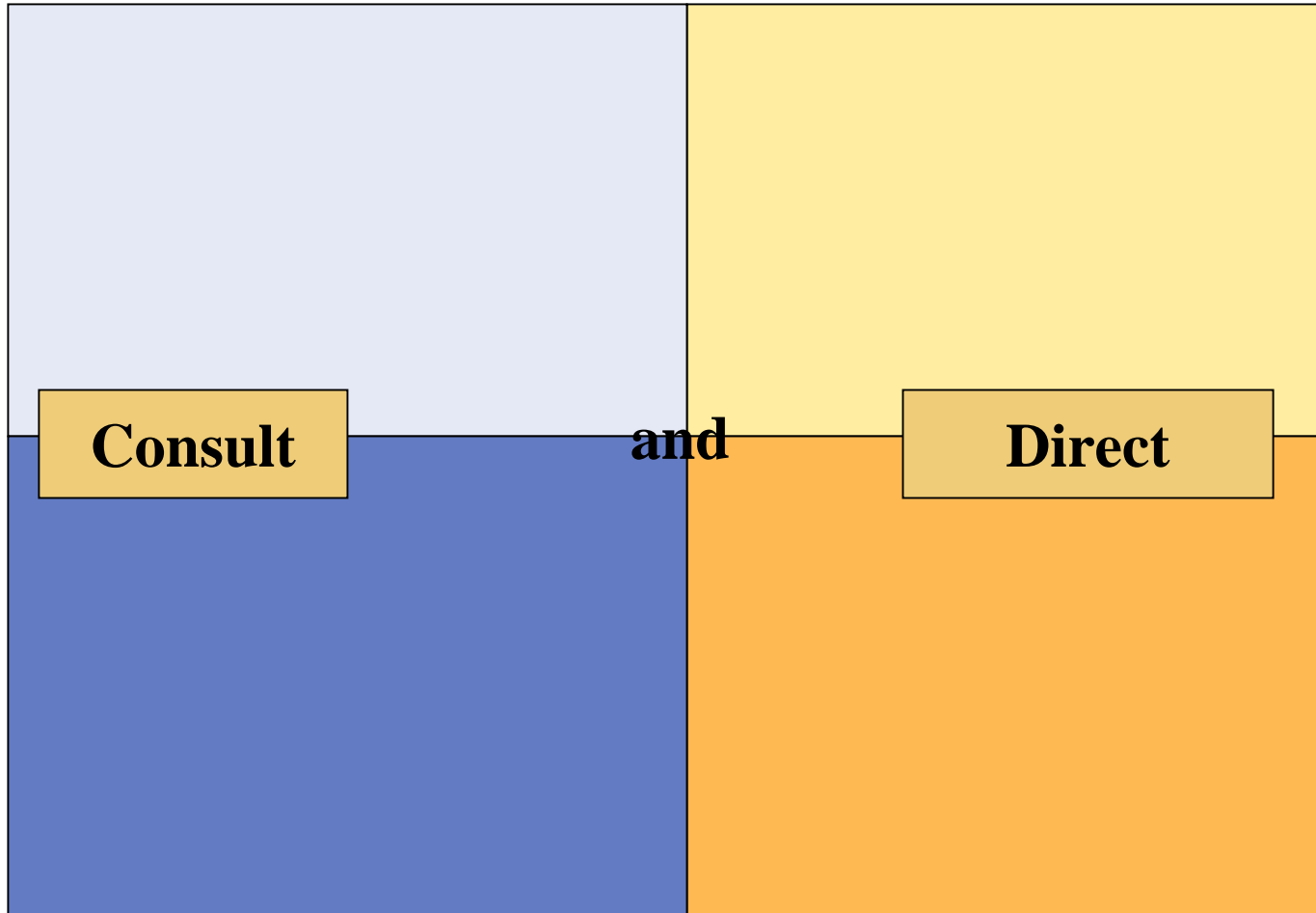
Centralized Decentralized



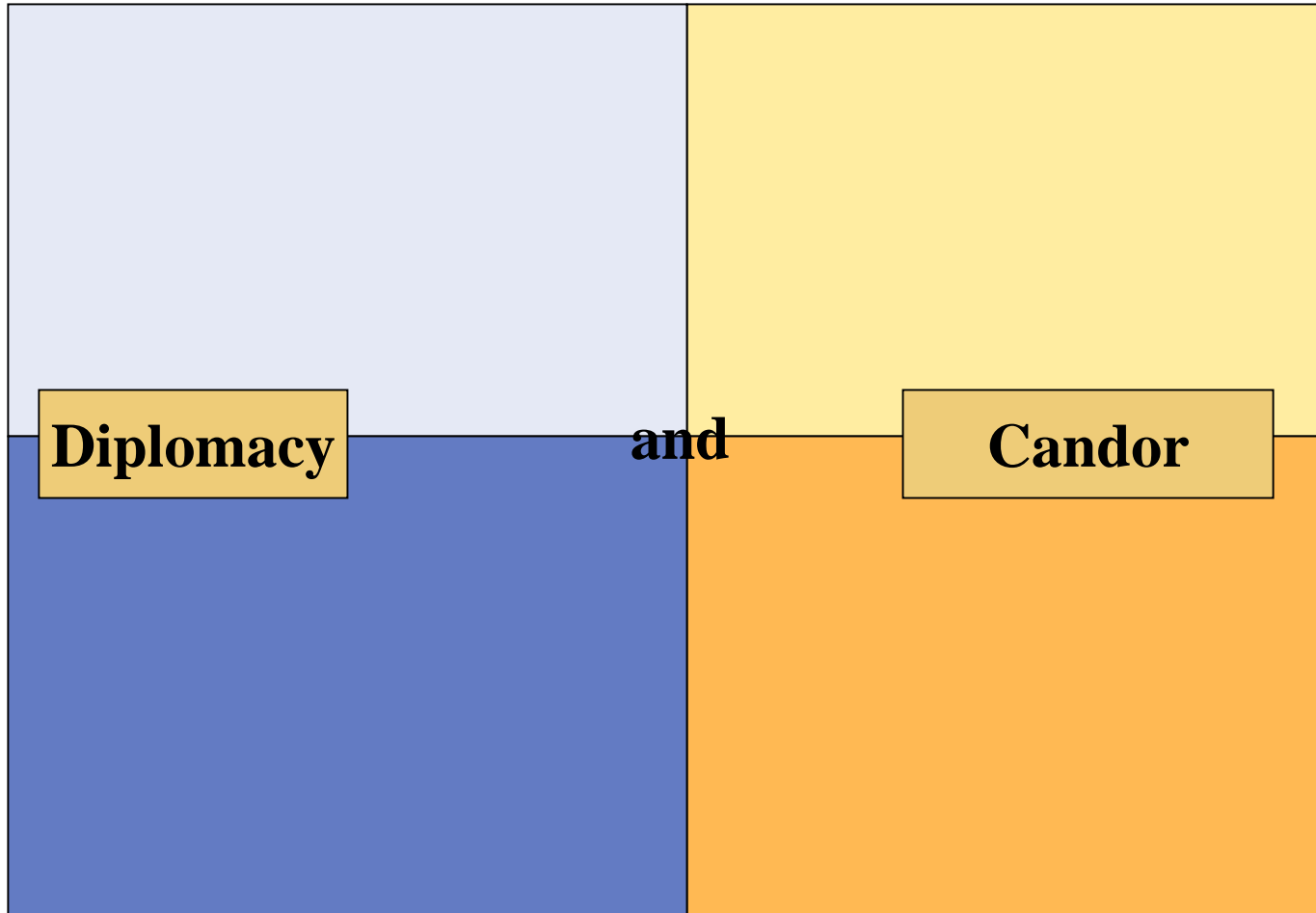
Well managed polarity



Leadership



Feedback



You know it is a polarity if...

1. The difficulty is ongoing (ie breathing)
2. There are two alternatives that are interdependent (ie inhale and exhale)
3. It is necessary, overtime, for you to have both upsides
4. If focusing on one upside to the neglect of the other will eventually undermine your efforts to achieve the higher purpose

The Leader

Clear / Flexible

Directive / Participatory

Critical Analysis / Encouragement

Conditional Respect / Unconditional Respect

Management of Tasks / Leadership of People

Work Styles

Individual - Team

Task - Relationship

Accuracy - Completion

Competition - Collaboration

Planning - Taking Action

My Job - My Place

Organizational

Part - Whole

Cost - Quality

Centralized - Decentralized

Innovation - Standardization

Client focus - Staff focus

Past/Present - Future

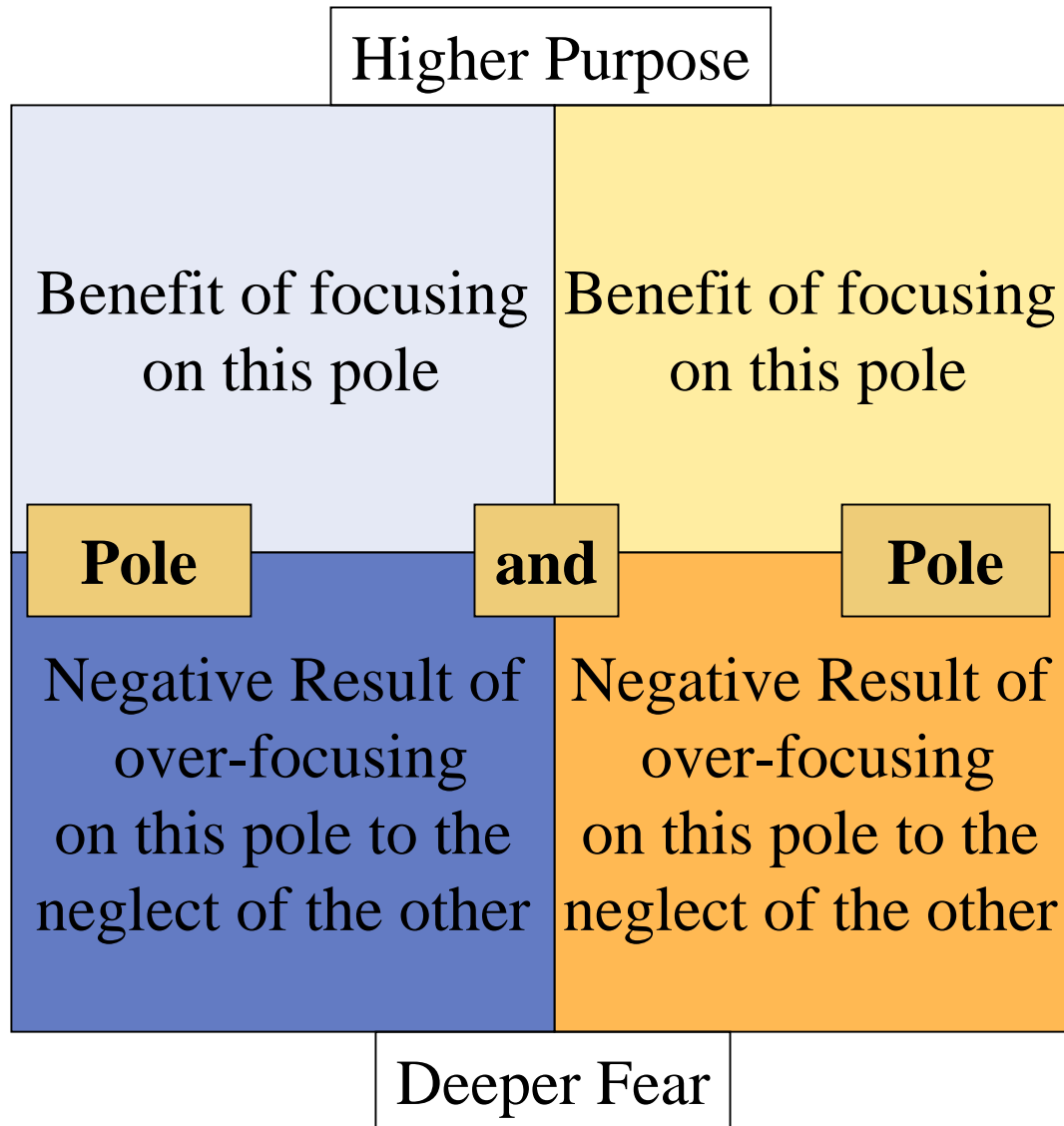
Stability - Change

Municipal Polarities?

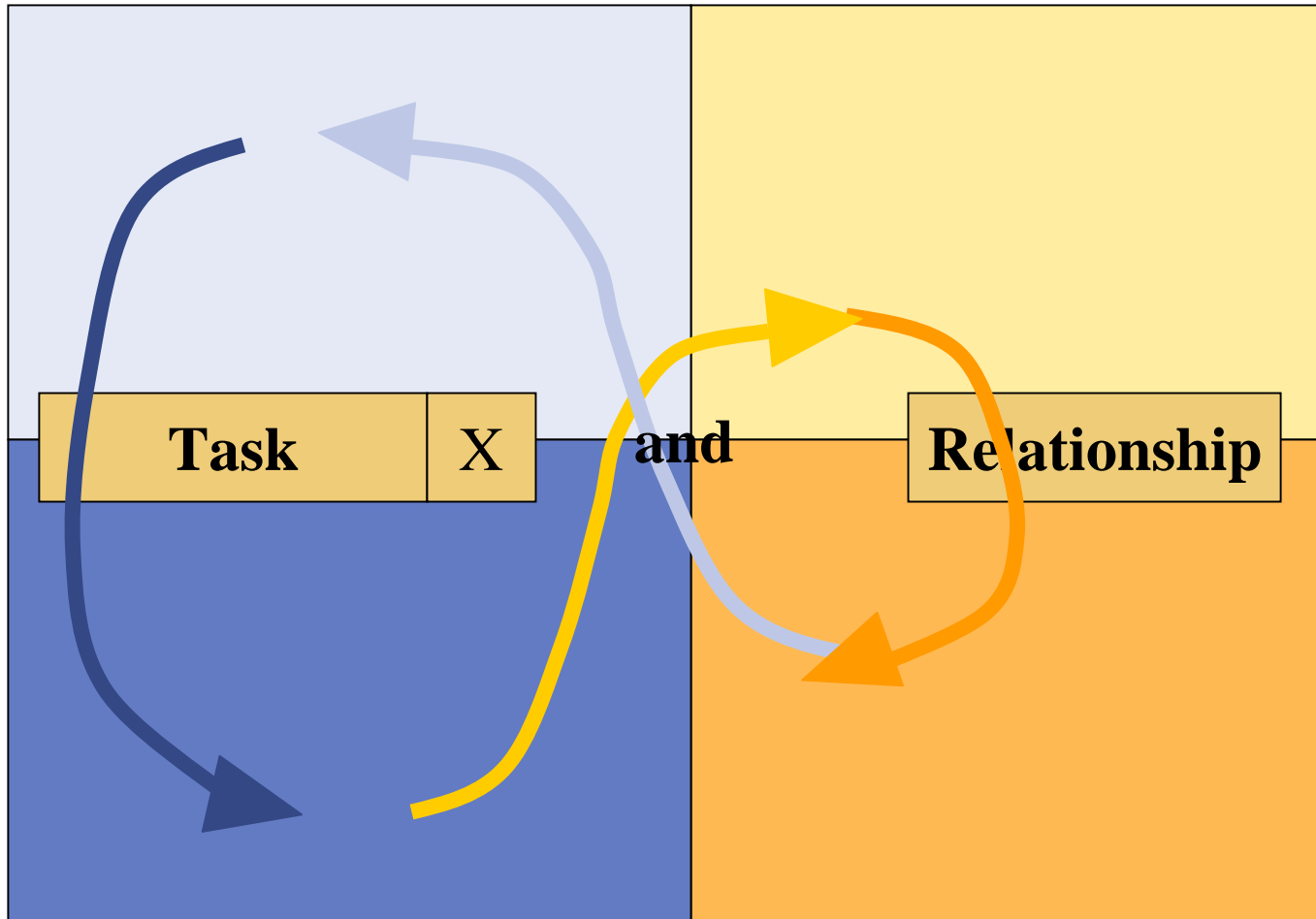
What are some on going,
seemingly unresolvable issues
that you see:

1. Within your council/administration?
2. Within your municipality?

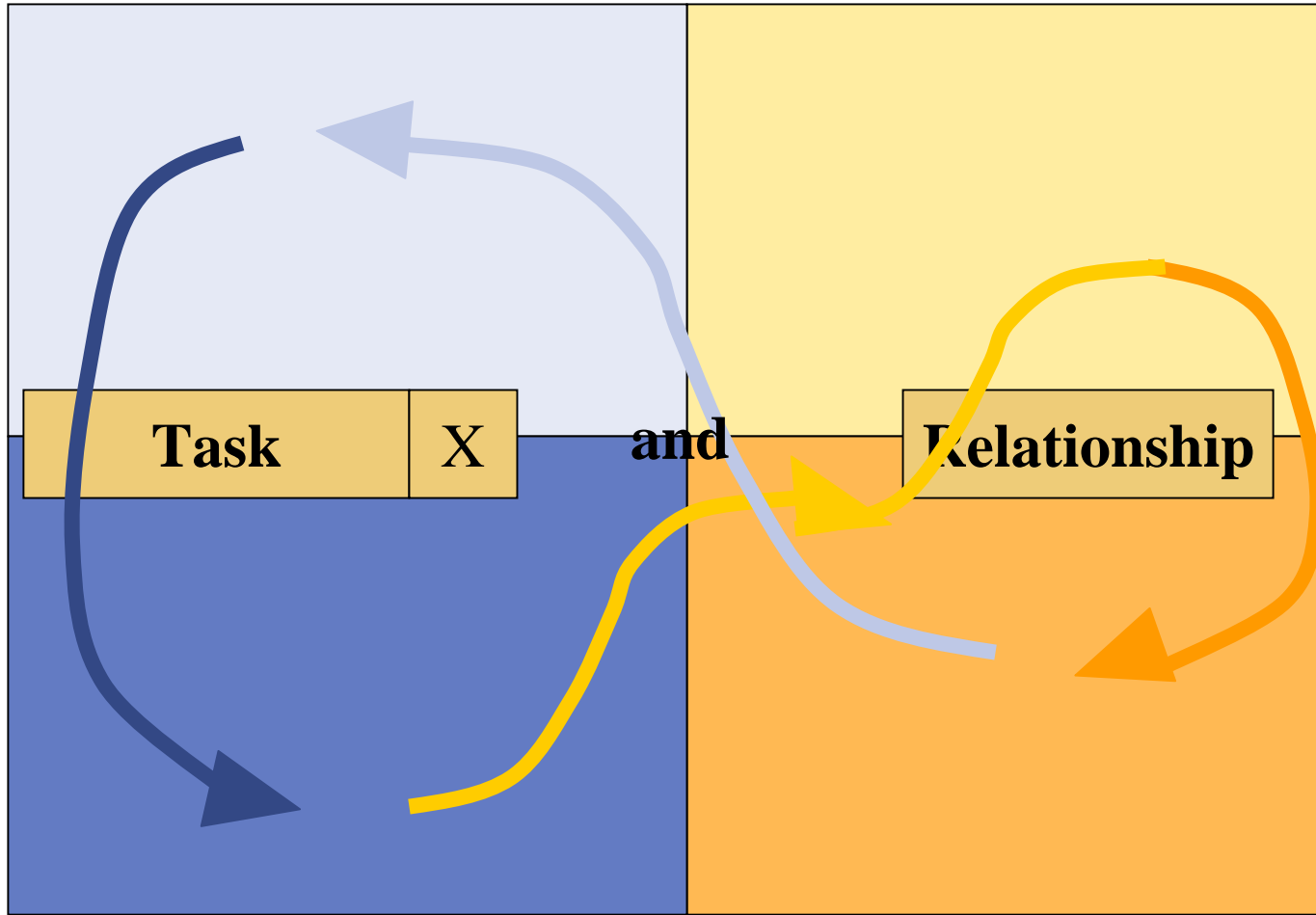
Your Example



Balance/Imbalance



The Learning Curve



Perspectives

Your Value	My Value
My Fear	Your Fear

Unproductive Arguments

What do we meet?

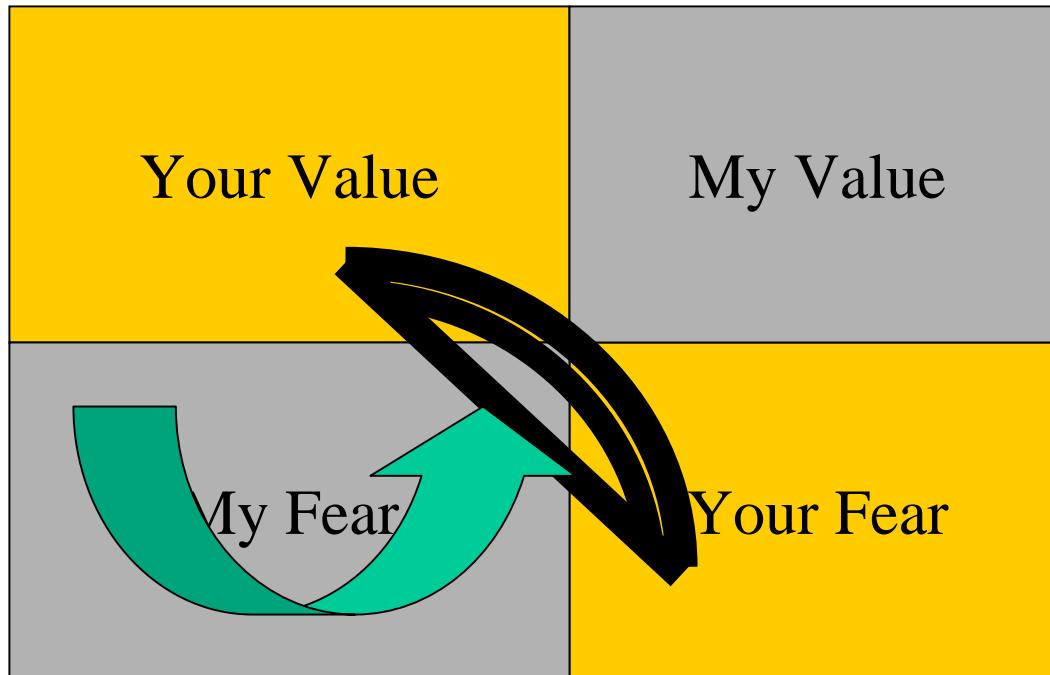
MY VALUES or your values

What do we address

MY FEARS or your fears

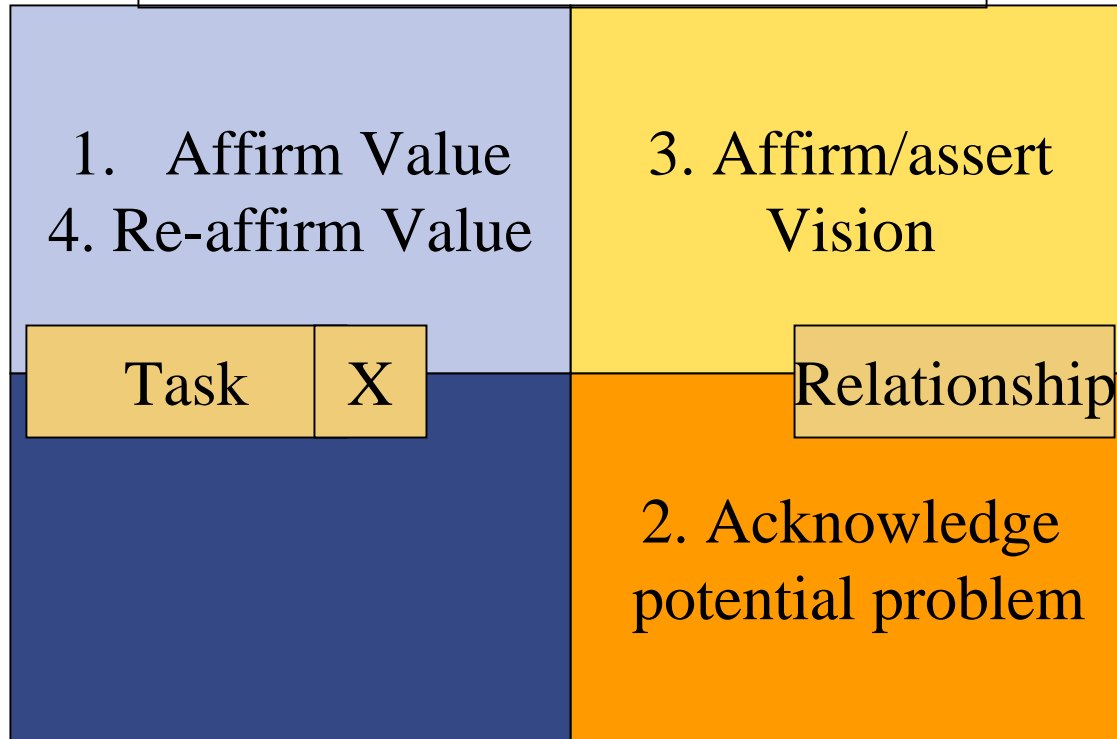
**An “either or” approach leads
to inevitable power struggles**

ROAD BLOCKS



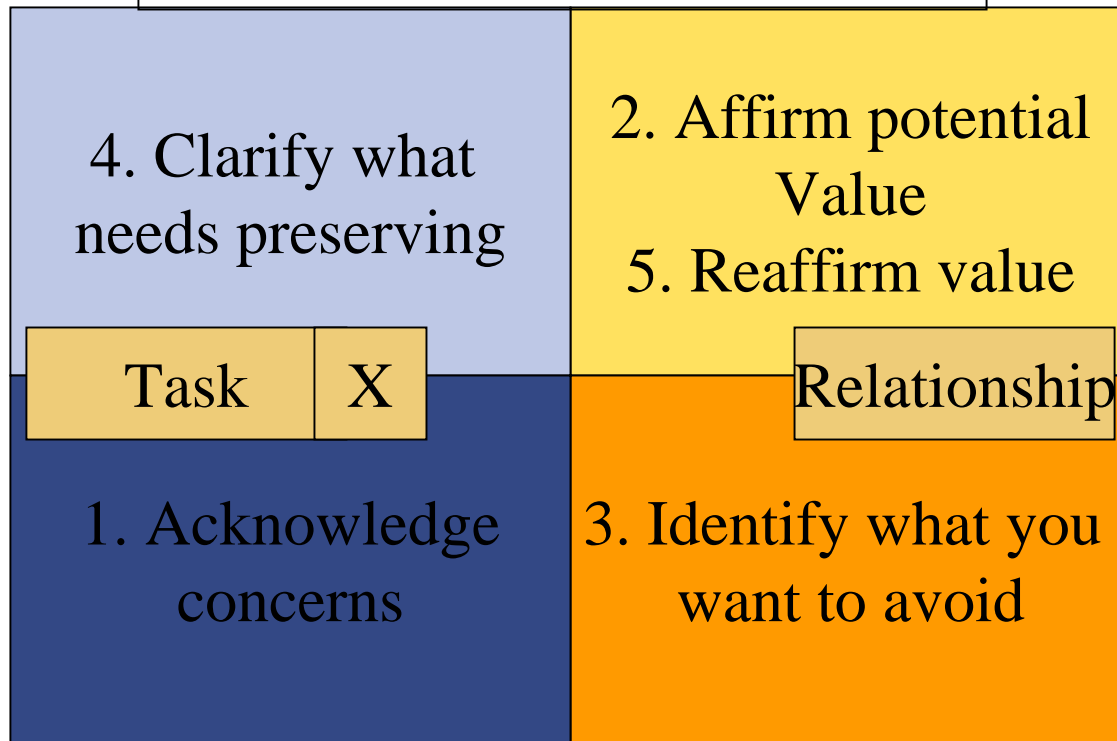
Advocate for Change

5. So that we can achieve higher purpose



Defender of Status Quo

6. So that we can achieve higher purpose



Action Steps

- Identify issues and Stake holder
- Build the polarity map
- Understand the dynamics of polarities
- Create action plans for both poles
- Identify early warning signs
- Monitor the polarity

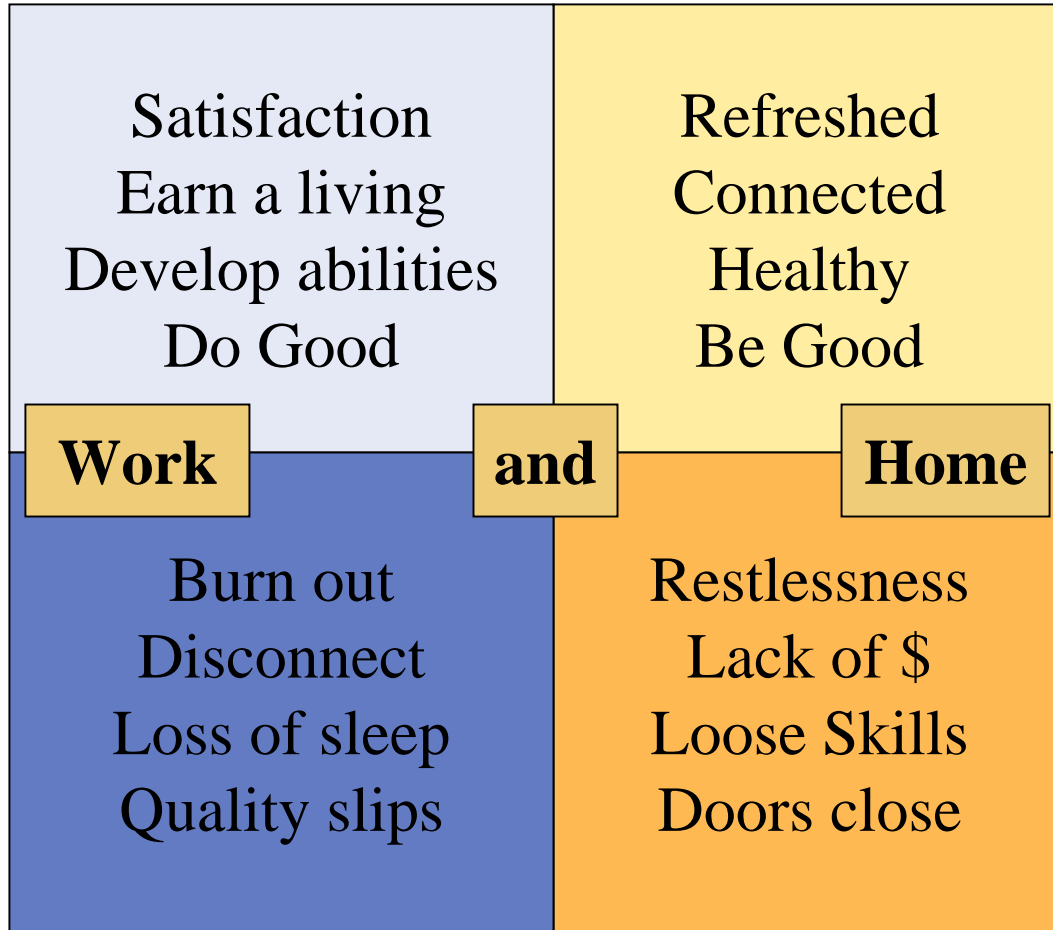
Work - Home

ACTION STEPS

- By Laptop
- Hire assist
- 2nd car
- PM training

WARNING SIGNS (early)

- Miss Tue
- Need Chiro
- 3+eve



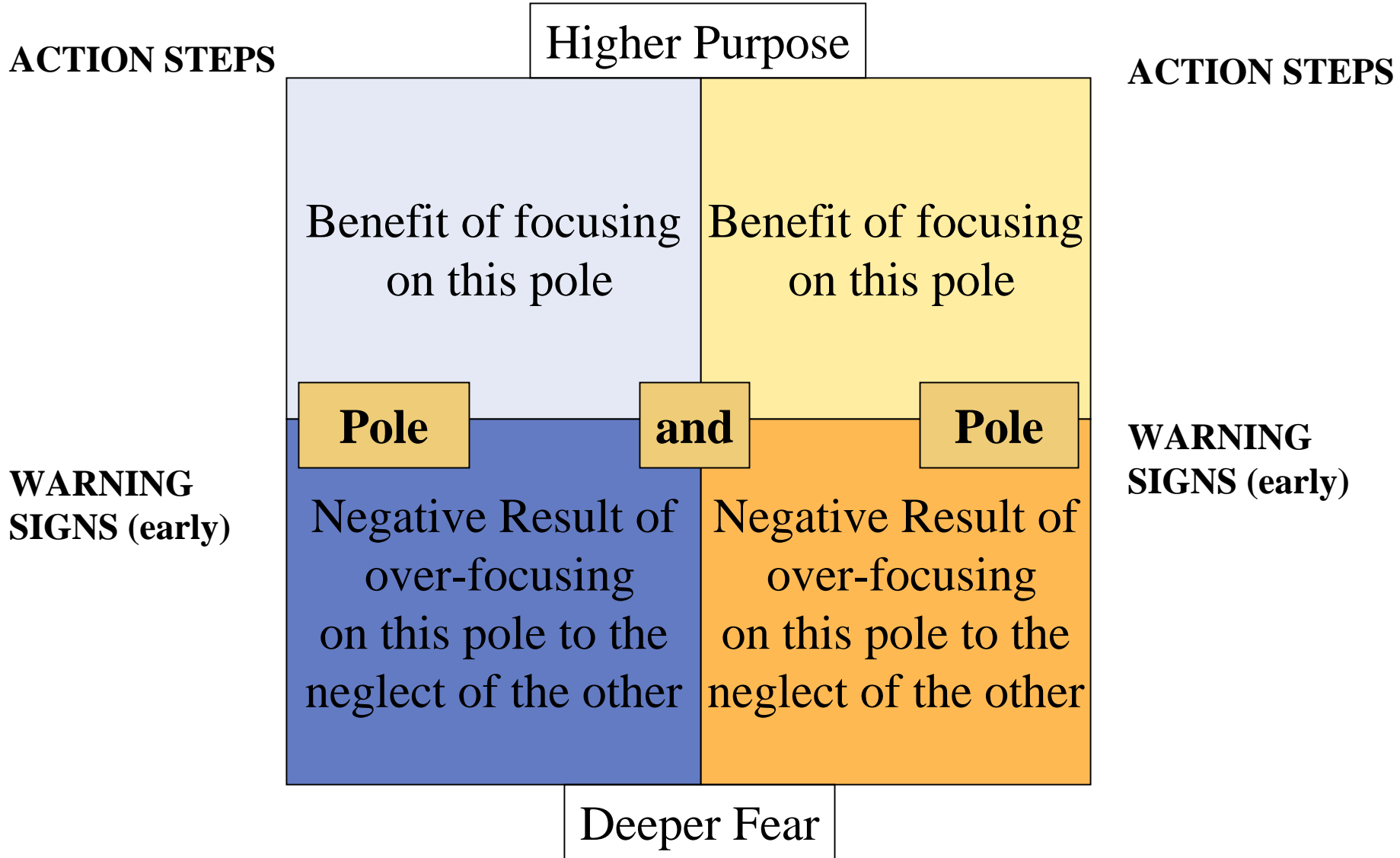
ACTION STEPS

- Tue night
- Coach B.Ball
- Learn to Kite
- Massage

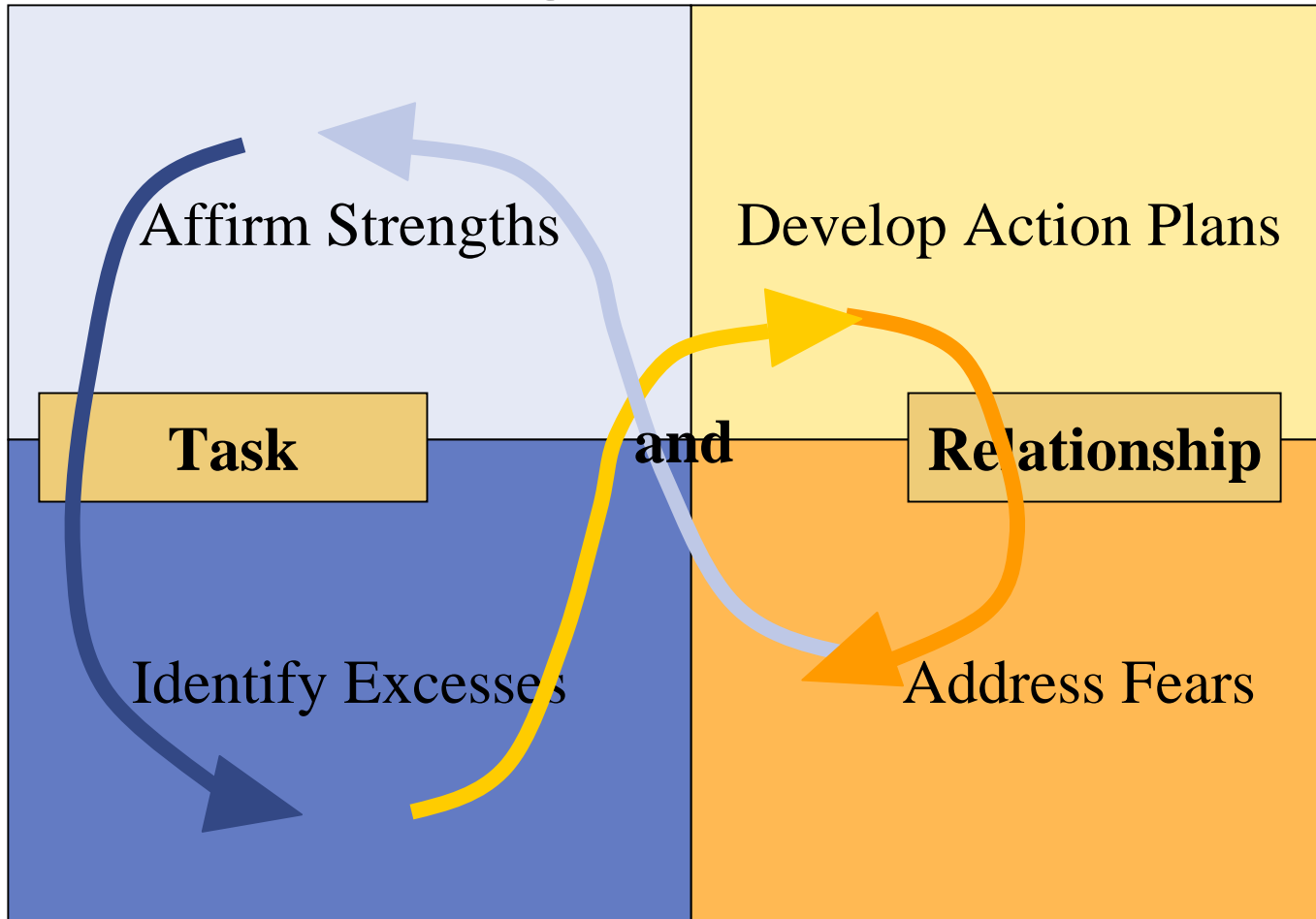
WARNING SIGNS (early)

- Visa Payment
- contracts in 3 month

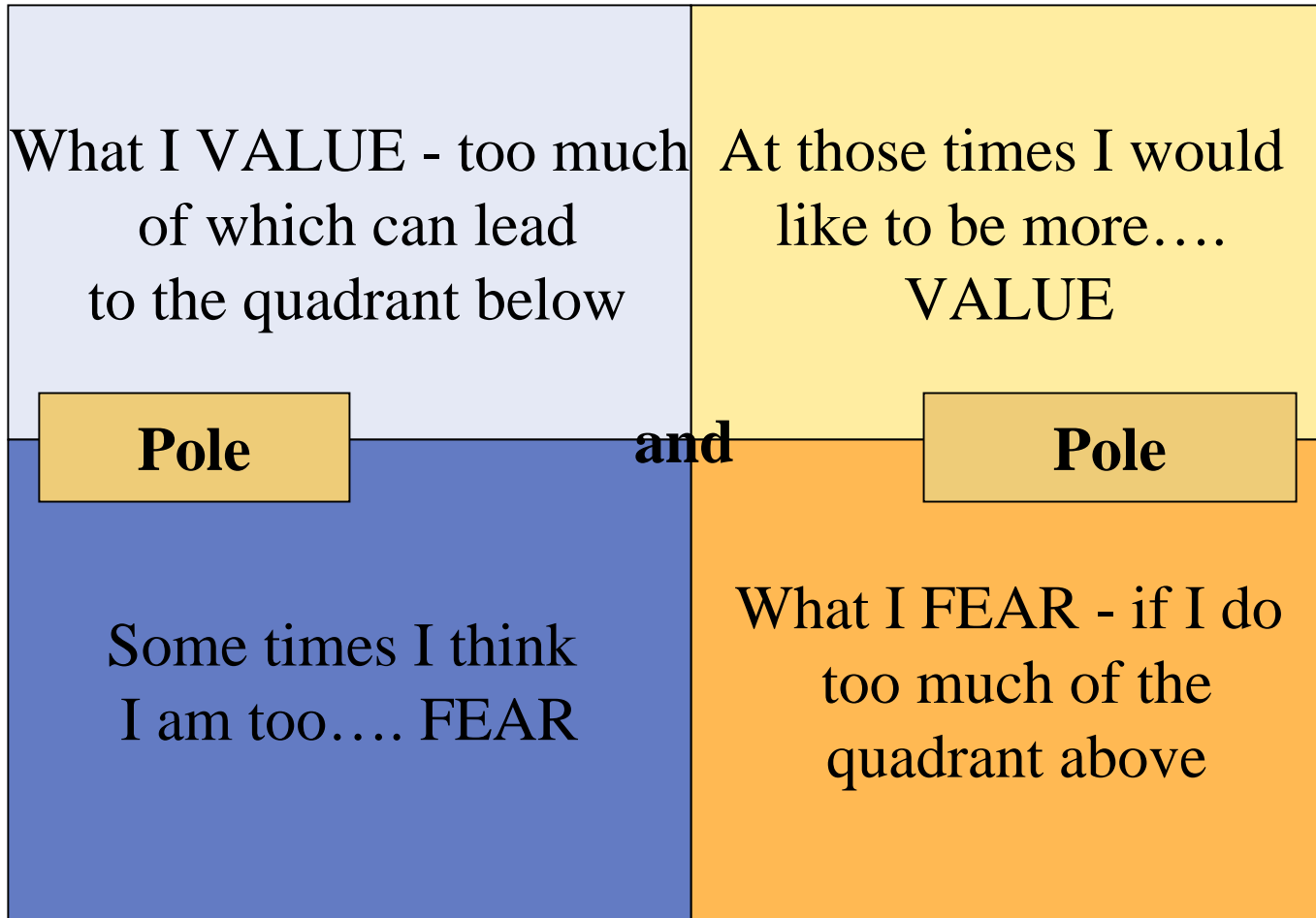
Your Example



Coaching Performance

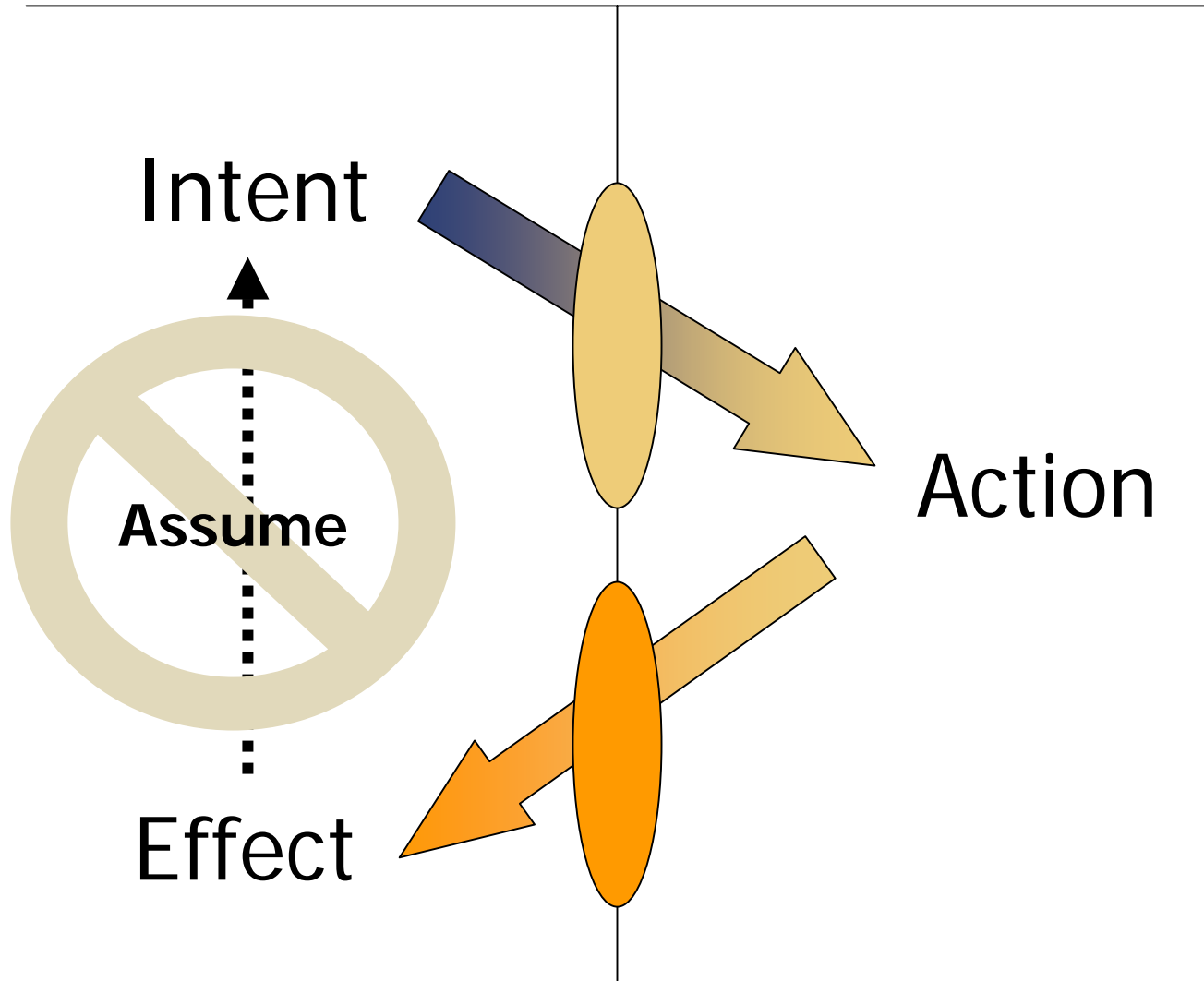


Personal Development



Private

Public



Intent

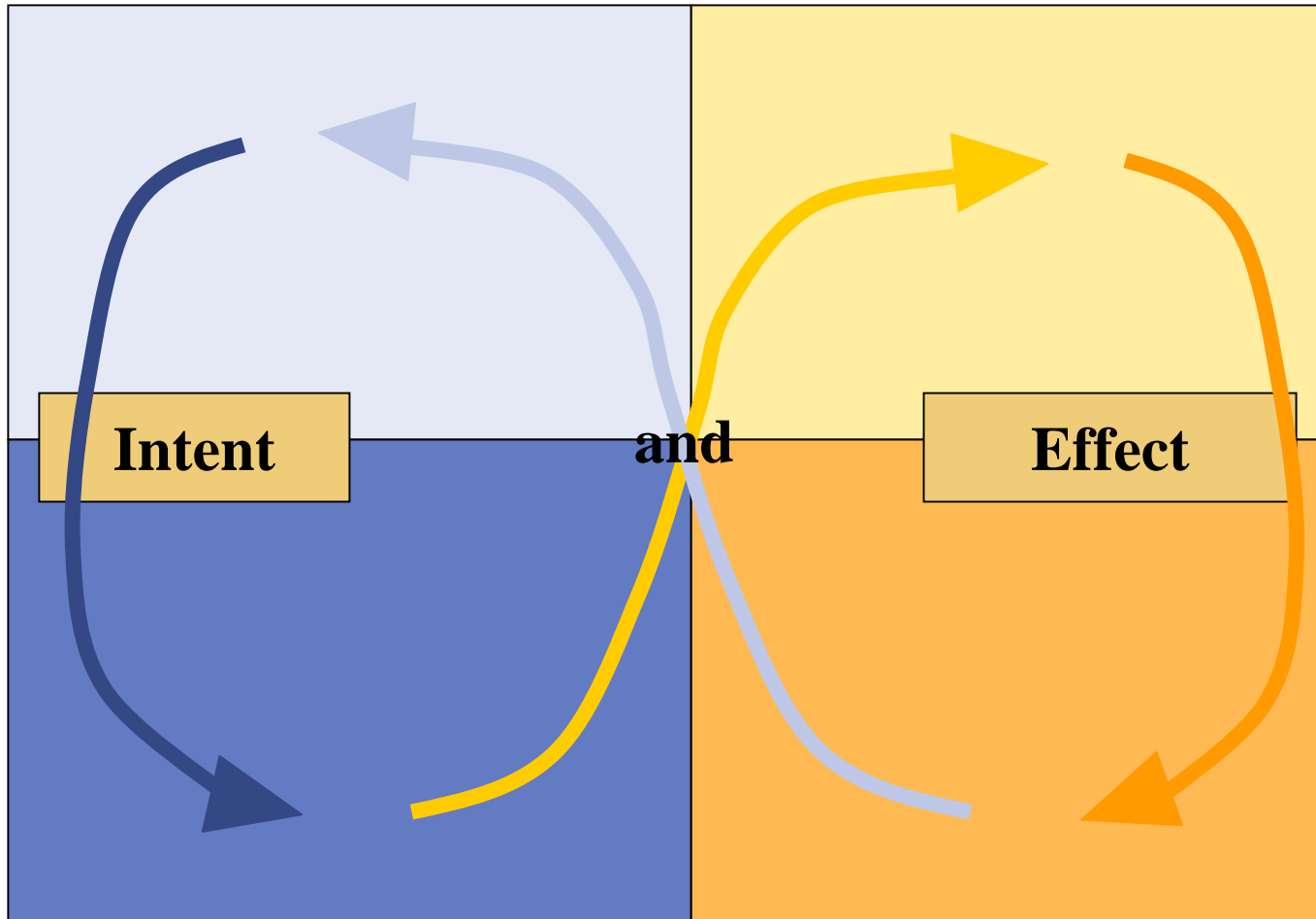


Assume

Effect

Action

Communication Polarities



QuickTime™ and a
YUV420 codec decompressor
are needed to see this picture.

Polarities: Managing Unresolvable Issues

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