

POLARITY MAPPING

- We have provided this Polarity Mapping Worksheet to deepen your understanding about the principles and elements that are contained in the Polarity Map®.
- Don't worry about getting your Polarity Map® *right*. The purpose of this worksheet is to give you some structured support in creating a Polarity Map® that helps you to see more of the whole reality surrounding a critical issue or reality that is important to you.

SEEING YOUR POLARITIES

1. Think about some essential issues present within your Organization:

What are the most exciting possibilities?

What are the most difficult, chronic problems?

2. Choose one possibility/problem to work on:

With this issue, your Organization is or should be moving FROM...

And is or should be moving TO...

COMPLETE YOUR POLARITY MAP®

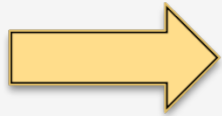
1. Review the Sample Polarity Map®
(immediately following these instructions)
2. Convert your “FROM _____ TO _____”
statement into two pole names for your
Polarity Map®. *Both Pole names need to
be neutral or positive.*
3. Fill in the blank Polarity Map® provided

Sample Polarity Map®

Greater Purpose Statement (GPS) - Why leverage this polarity?
Greater Purpose: Effective Leader

Upsides

Positive results gained from focusing on this left pole?



Upsides

Positive results gained from focusing on this right pole?



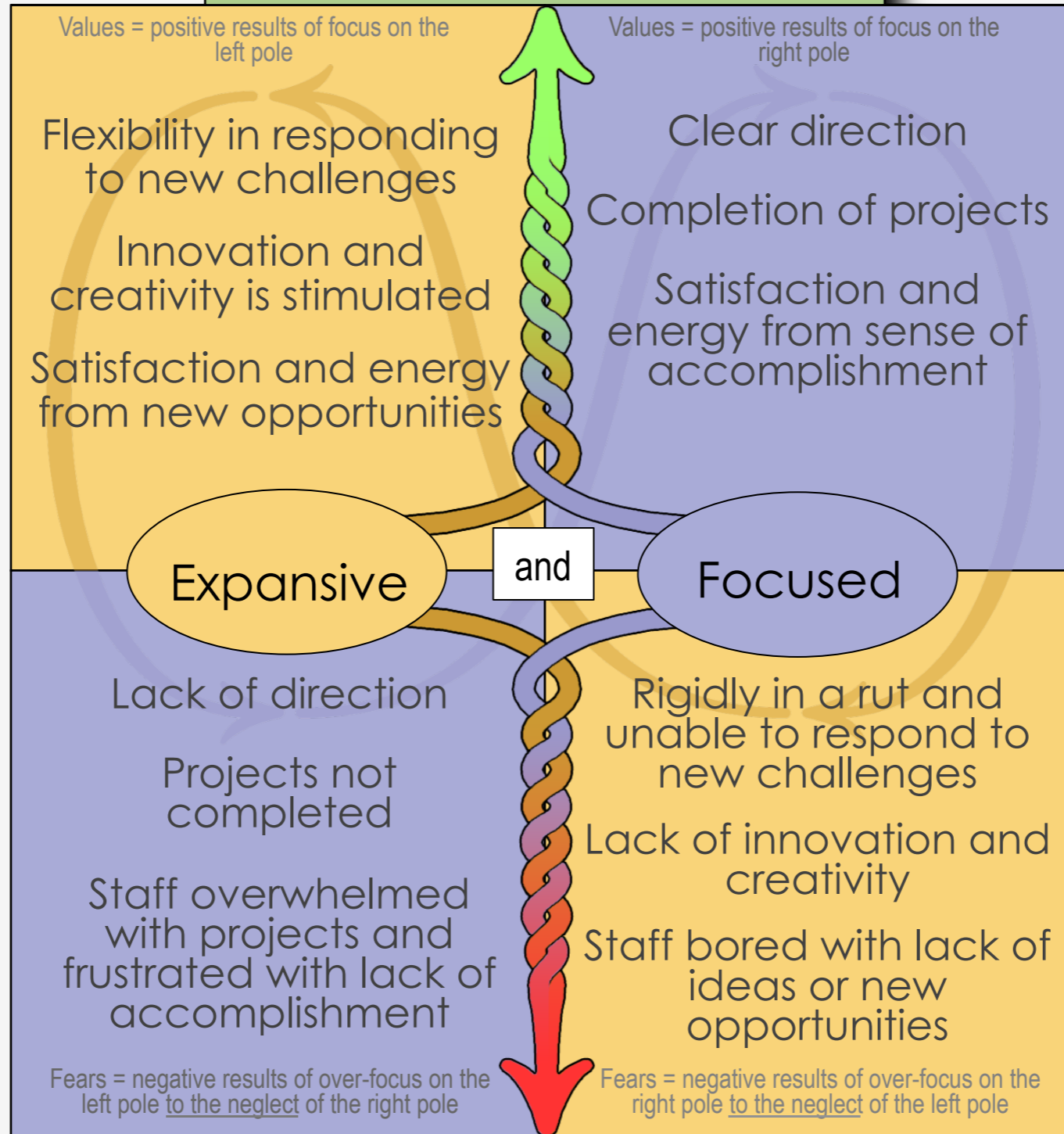
Downsides

Negative results from over-focusing on this left pole to the neglect of the right pole?



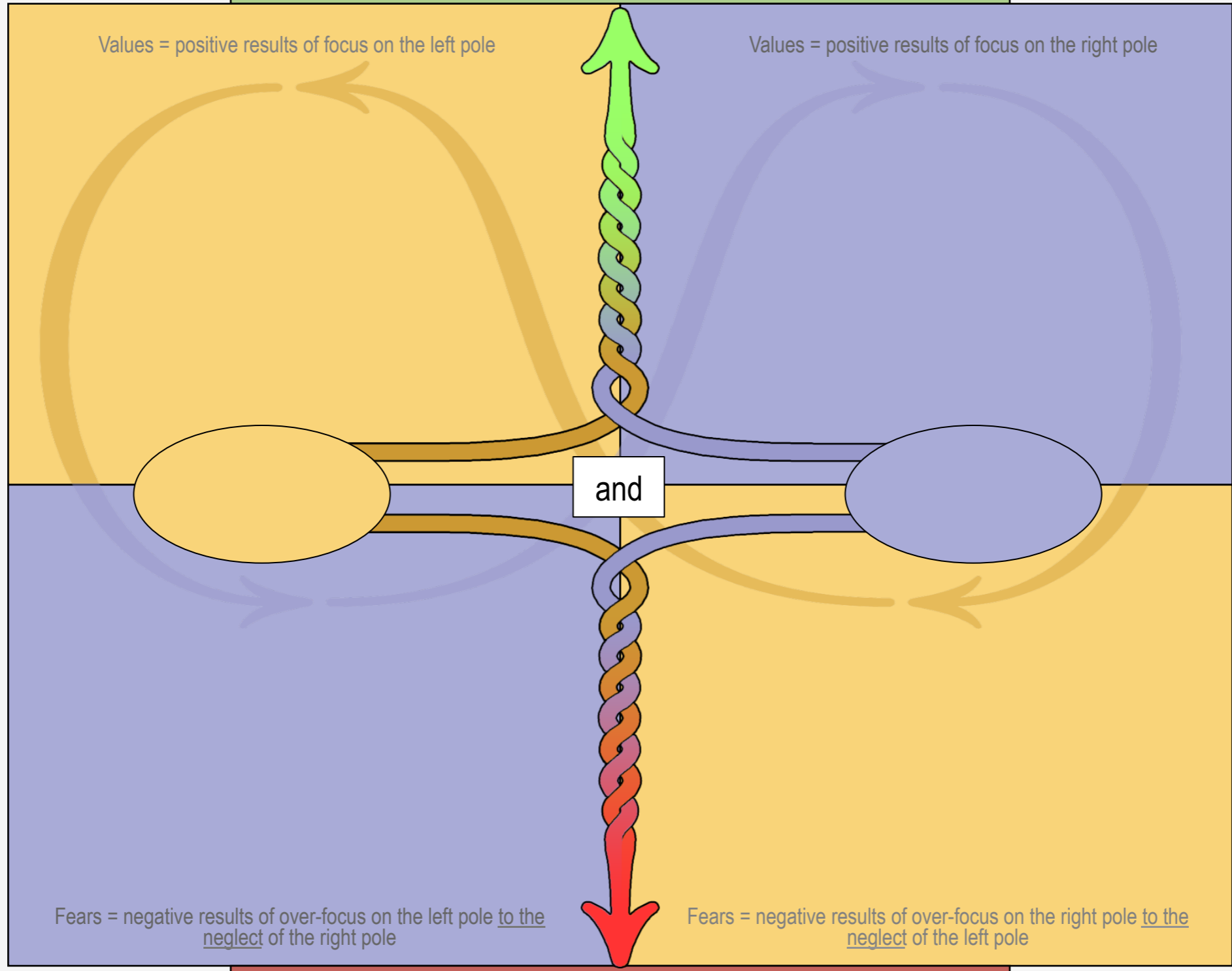
Downsides

Negative results from over-focusing on this right pole to the neglect of the left pole?



Deeper Fear: Ineffective Leader
Deeper Fear = Loss of GPS

Greater Purpose → *Greater Purpose Statement (GPS) - Why leverage this polarity?*



Upsides
→
Enter Positive results gained from focusing on this left pole

Upsides
←
Enter Positive results gained from focusing on this right pole

Downsides
←
Enter Negative results from over-focusing on this left pole to the neglect of the right pole

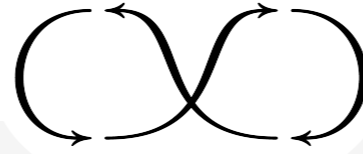
Downsides
←
Enter Negative results from over-focusing on this right pole to the neglect of the left pole

Deeper Fear → *Deeper Fear = Loss of GPS*

AFTER YOU HAVE IDENTIFIED YOUR UPSIDES AND DOWNSIDES...

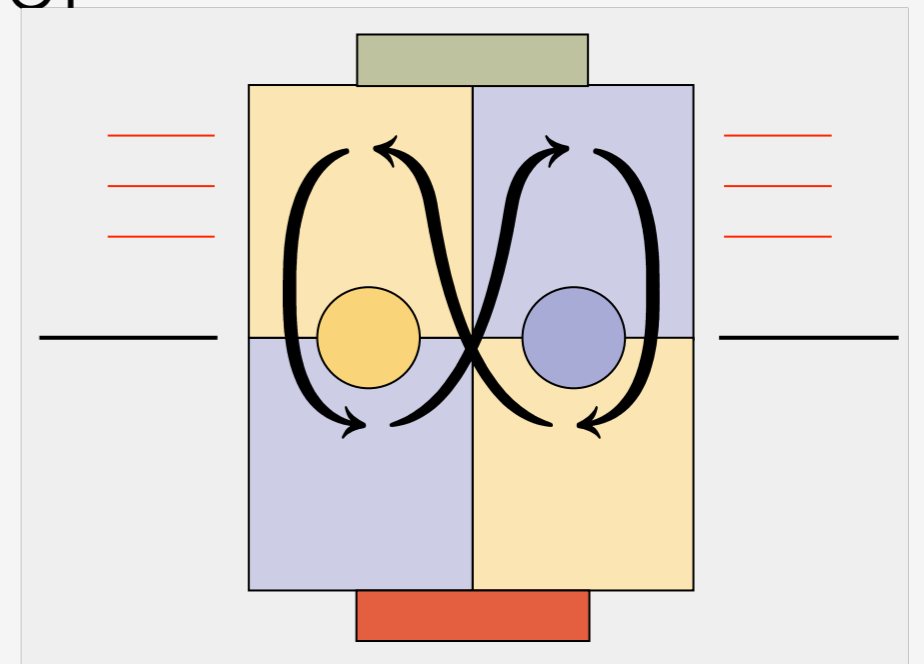
1. Review criteria for good Action Steps and Early Warning Signals (following these instructions)
2. Review the Sample Polarity Map® containing Action Steps and Early Warnings
3. Create your Action Steps and Early Warning Signals and transfer all your content (Upsides & Downsides, Action Steps & Early Warning Signals) into the blank Polarity Map Polarity Map® provided

CRITERIA FOR GOOD ACTION STEPS

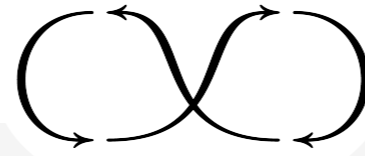


Actions Steps

- Start with what you are doing now to get the upside of each pole?
- What should you start doing?
- Have to be “Actionable” – Within your control, have a name, date and other specifics by it.
- High Leverage Action Steps support both Pole’s upsides. Super High Leverage Action Steps support upsides of multiple Polarities.

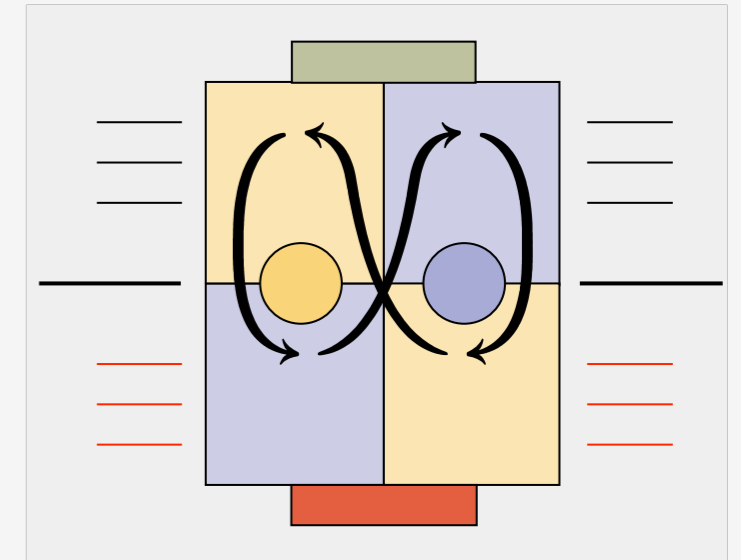


CRITERIA FOR EARLY WARNING SIGNALS



Early Warnings

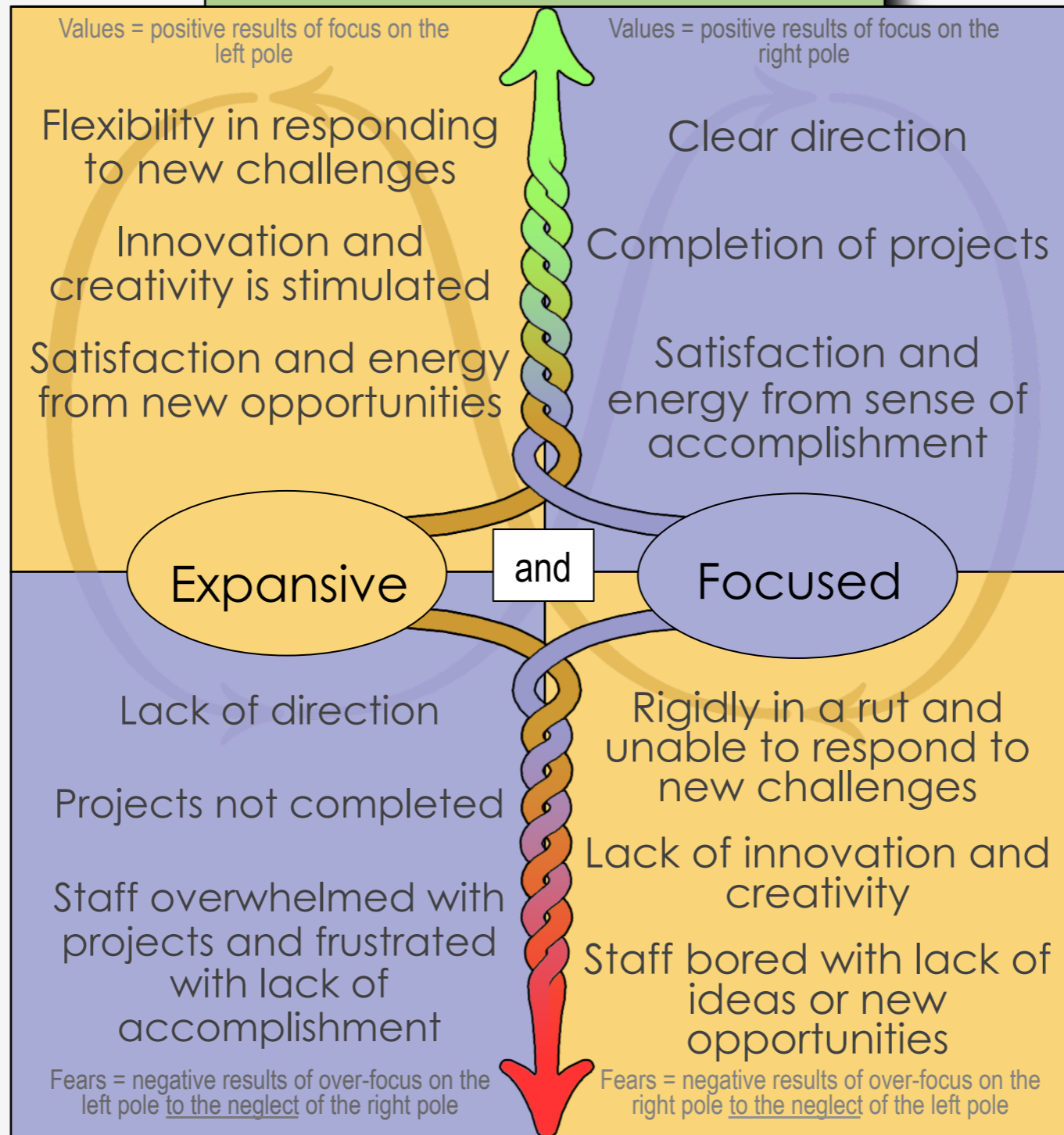
- How will you know early that you are getting into the downside of each pole?
- Must be measurable – something you can count. Begin with, “Increase in...” or “Decrease in...”
- Can be “Comments like, _____”
- You cannot have the same Early Warning for both poles – you must be able to identify why you are in the downside of one pole as opposed to the other. Low Morale -- might appear as Early Warnings for both downsides. “Low Morale because...”



Sample Polarity Map®

Greater Purpose Statement (GPS) - Why leverage this polarity?

Effective Leader



Ineffective Leader

Deeper Fear = Loss of GPS

Action Steps

How will we gain or maintain the positive results from focusing on this left pole? What? Who? By When? Measures?

- A. Encourage people to be creative in implementing projects.
- B. Recognize new ideas and efforts to try something different.
- C. Use mistakes as learning opportunities.

Early Warnings

Measurable indicators (things you can count) that will let you know that you are getting into the downside of this left pole.

- A. Increase in questions about direction or outcomes desired.
- B. Increase in number of projects.
- C. Decrease in on-time completions.

Action Steps

How will we gain or maintain the positive results from focusing on this right pole? What? Who? By When? Measures?

- A. Provide clear, overall direction for projects.
- B. Define and recognize good work and address work not up to standard.
- C. Limit the number of projects and concentrate on timely completion.

Early Warnings

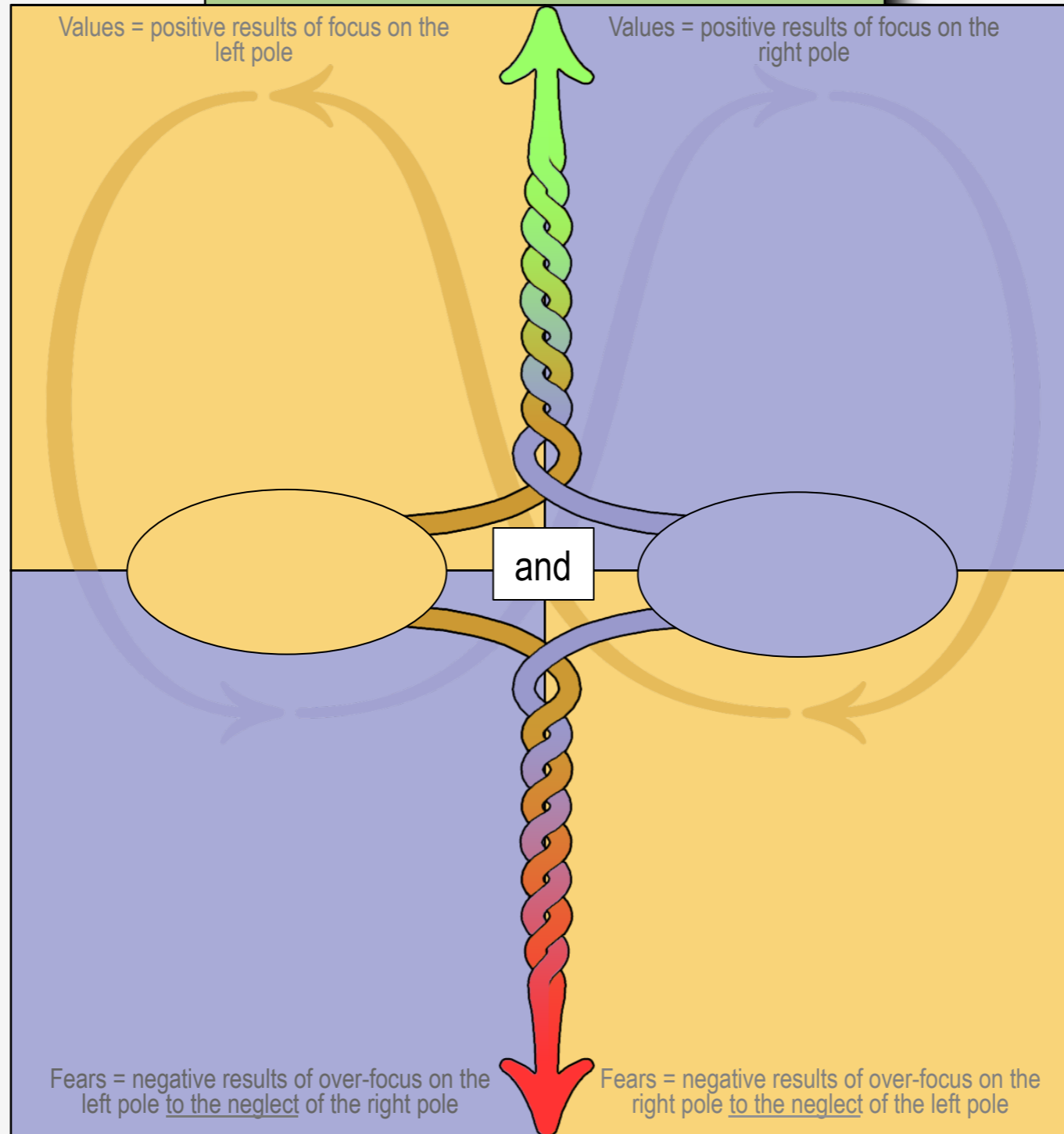
Measurable indicators (things you can count) that will let you know that you are getting into the downside of this right pole.

- A. Decrease in new ideas and new projects.
- B. Increase in complaints about leadership not being responsive to new ideas.
- C. Increase in statements of concern about making mistakes.

Action Steps

How will we gain or maintain the positive results from focusing on this left pole?
What? Who? By When? Measures?

Greater Purpose Statement (GPS) - Why leverage this polarity?



Action Steps

How will we gain or maintain the positive results from focusing on this right pole?
What? Who? By When? Measures?

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