Activating Paradoxical and Polarity Leadership Strategies to Achieve Quality Global Health

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“Leadership is mindful, insightful caring, ever vigilant of its authenticity in being of service to others within a community of practice that lifts everyone to higher levels of morality, growth, focused towards achieving shared goals and personal aspiration.”

Paradoxical Leadership and Polarity Management Skills

Problems to solve versus polarities to manage

http://www.polaritypartnerships.com/
Missing Logic https://www.missinglogic.com/
The Squiggle Sense

The squiggle sense exposes a basic truth that both complementary aspects and their dynamics are required for understanding. If you see things like:

- yin and yang
- organism and environment
- nature and nurture
- mind and body
- friend and enemy
- living and dying
- creation and annihilation

...as mutually related and inextricably connected, as being complementary, you are using your squiggle sense.

If you see them as mutually exclusive contraries, us versus them, nature versus nurture, mind versus body, or if you overemphasize one extreme over the other, you are not using your squiggle sense.

The Squiggle Sense and Competing Values

Creativity as Core of Core Competencies
Relationship Development
Leadership Strategies for Change
Strategic Agility Paradoxical Leadership Practices

- Value paradoxes as vital ingredients of high performance.
- Proactively identify and raise tensions.
- Avoid traps of anxiety and defensiveness.
- Consistently communicate a both/and vision.
- Separate efforts to focus on both sides of a paradox.

Paradoxical Leadership Tensions

- **Compromise**: contradictory elements resolved through integration of options and common ground.
- **Tradeoff**: competing choices with advantages and disadvantages no clear preference maximize advantages and limit disadvantages.
- **Paradox**: contradictory and interrelated elements that exist simultaneously and persist over time. Leverage synergies of opposing elements.

Paradoxes of Group Life

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Integrated Competing Values Leadership Behaviors

- Autonomous engagement
- Practical vision
- Teachable confidence
- Caring confrontation

Horizontal & Vertical Leadership Development

Leadership is a function of horizontal (acquisition of information, skills and competencies) and vertical development (developing more complex and sophisticated ways of thinking).


Problems to Solve: Polarities to Manage

• One right answer
• "If I am right my opposition is wrong"

2 or more right answers that are interdependent
"I and my opposition are not only both right, we are each dependent on the other’s truth over time"
Polarities

- Individual
- Inhale
- Planning
- Stability
- Centralized
- Individual responsibility
- Uniqueness
- Team
- Exhale
- Action
- Change
- Decentralized
- Organizational responsibility
- Connectedness
Polarities to Manage

- Directive and participative decision making
- Frankness and diplomacy
- Stability and change
- Conditional and unconditional respect
- Work life and personal life
- Responsibilities at work and home
Polarity Management

• Beyond either / or
• Considers both/ and
• Benefits and limits of each
• Not static situation
• Shifting emphasis from one to the other
• Breathing
Polarity Management Principles

- Include key stakeholders
- Define the difficulty
- Map the polarities
- Understand how polarities work
- Gain and maintain both upsides
- Minimize both downsides
- Assess, monitor and course correct

- Explore wins and losses
- Explain and clarify value
- Guard against downsides
- Detail assurances
- Create system policies practices and communications
Knowledge Work Questions

✓ What concepts, ideas, tools, techniques or resources are most useful?
✓ How can the information be used?
✓ Why is the information important?
✓ Why care about the information?
References and Resources


References and Resources

• Missing Logic https://www.missinglogic.com/


