Top 10 realities of all polarities – Brief Summary:

1. They are interdependent pairs that need each other over time and energy systems in which we live in and which live in us.

2. Polarities have been important in history and in our lives.

3. Polarities go by different names: Paradox, Dilemma, Tensions, etc.

4. Leaders, teams, and organizations that leverage polarities well outperform those who don’t.

5. Each polarity is an energy system, which flows around both poles in the shape of an infinity loop.

6. The polarity energy system is leverage-able. When this is done well, virtuous cycles are created, which leads to:
   - Increased speed
   - Attainability of desired results
   - Sustainability of desired results

7. When a polarity is seen as a problem to solve or one pole is empowered to the neglect of the other, a vicious cycle is created. When you over-focus on one pole, first you get the downside of the pole on which you over-focus, then you get the downside of the other pole as well.

8. All polarities contain two points of view, which are absolutely true AND they are a part of a pair of truths that need each other over time. To get “unstuck” seek first to understand the others’ truth and then supplement it with your own.

9. Polarity thinking uses AND to connect the two poles. Problem solving often uses OR. Leveraging Polarities AND Solving Problems is a polarity.

10. Being able to assess how well you are leveraging a polarity or set of polarities is essential to sustaining success.
Top 10 realities of all polarities – More thorough explanation:

1. Polarities are interdependent pairs that need each other over time – like inhaling needs exhaling; activity needs rest.
2. Polarities have been important in history and in our lives: History - Justice AND Mercy; Law AND Grace; or, Yin AND Yang show up in our religious traditions. Our lives - Our parents taught us to “share” which involves Taking care of ourselves AND Taking care of others.
4. Leaders and organizations that leverage polarities well outperform those who don't. Leadership Polarities include: Visionary AND Grounded; Self Assured AND Humble; Clear AND Flexible. Organizational polarities include: Centralized AND Decentralized; Mission AND Margin; Short Term AND Long Term.
5. Each polarity is an energy system, which flows around both poles in the shape of an infinity loop. Within that loop, there are two upsides, which are the positive results of focusing on each pole. There are also two downsides, which are the negative results of over-focusing on each pole. The natural, self correction from the downside of one pole is to the upside of the other pole – which will, over time, reach its own limits or downsides creating a need for the self correction to the upside of the original pole.
6. The polarity energy system is leverage-able by maximizing both upsides (using Action Steps) and minimizing both downsides (using Early Warnings). When this is done well, virtuous cycles are created, which leads to the Greater Purpose with:
   a. Increased speed
   b. Attainability of desired results
   c. Sustainability of desired results
7. When a polarity is seen as a problem to solve or one pole is empowered to the neglect of the other, a vicious cycle is created which undermines the person or organization leading toward its Deeper Fear. When you over-focus on one pole, first you get the downside of the pole on which you over-focus, then you get the downside of the other pole as well.
8. All polarities contain two points of view. Each contains an upside value and an equally powerful, diagonal downside fear. Both points of view are absolutely true AND they are a part of a pair of truths that need each other over time. To get “unstuck” seek first to understand the others’ truth and then supplement it with your own.
9. Polarity thinking uses AND to connect the two poles. Problem solving often uses OR in which you must choose the correct or best answer. Polarity thinking is a supplement to Solving Problems, not a replacement. Leveraging Polarities AND Solving Problems is a polarity.
10. Being able to assess how well you are leveraging a polarity or set of polarities is essential to sustaining success. The ability to measure multiple polarities simultaneously in large systems became available recently with the PACT™ (Polarity Approach for Continuity and Transformation), a polarity assessment tool and process.