



TEN MOST COMMON POLARITIES

This summary serves as both a reference sheet and an exercise in leadership development.

What follows are the ten most common polarities in all organizations. Of course, many others exist, but they are most often alternate shades on these primary colors.

As you become more aware of polarities in general, you will be able to recognize and name the polarities unique to your context.

Polarities are not only organizational, they are personal. Individual personalities tend to prefer different poles. A personality profile can often be expressed as a polarity map. For example, an Enneagram EIGHT will prefer **direct** vs. **indirect** communication. A SEVEN will tend to prefer exploring **new ideas** vs. **due diligence**.

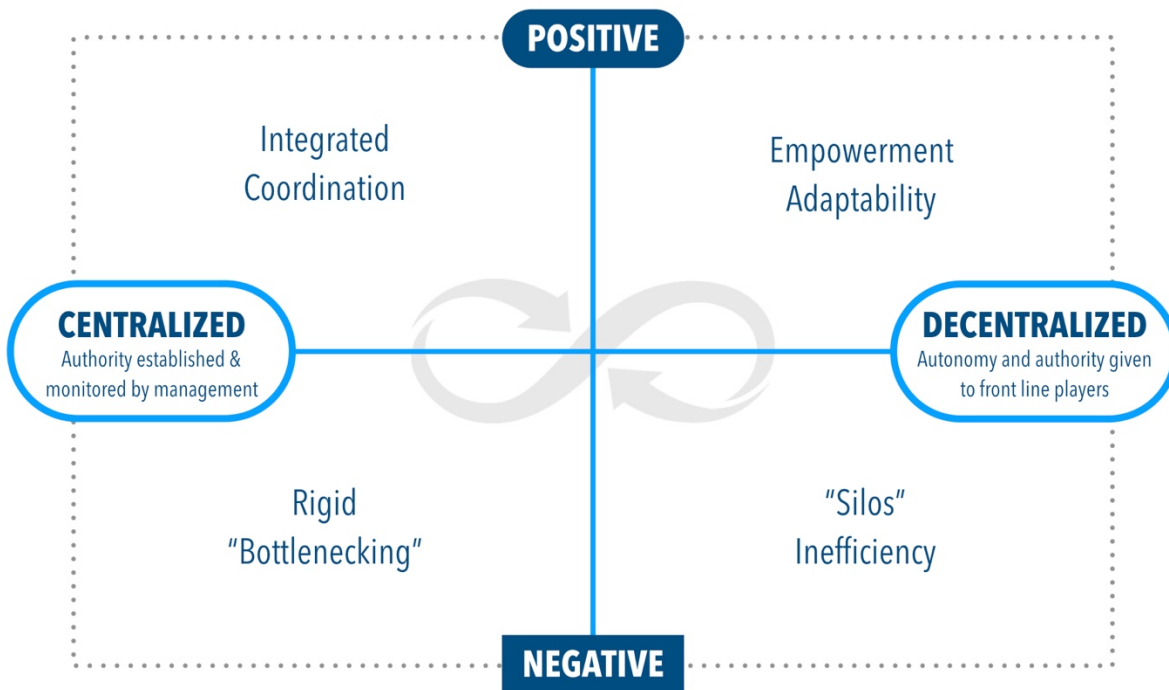
The unique polarities within the leader or leaders will heavily influence the polarities an organization prefers and those it avoids.

If you want to use this as a development exercise, Follow these steps:

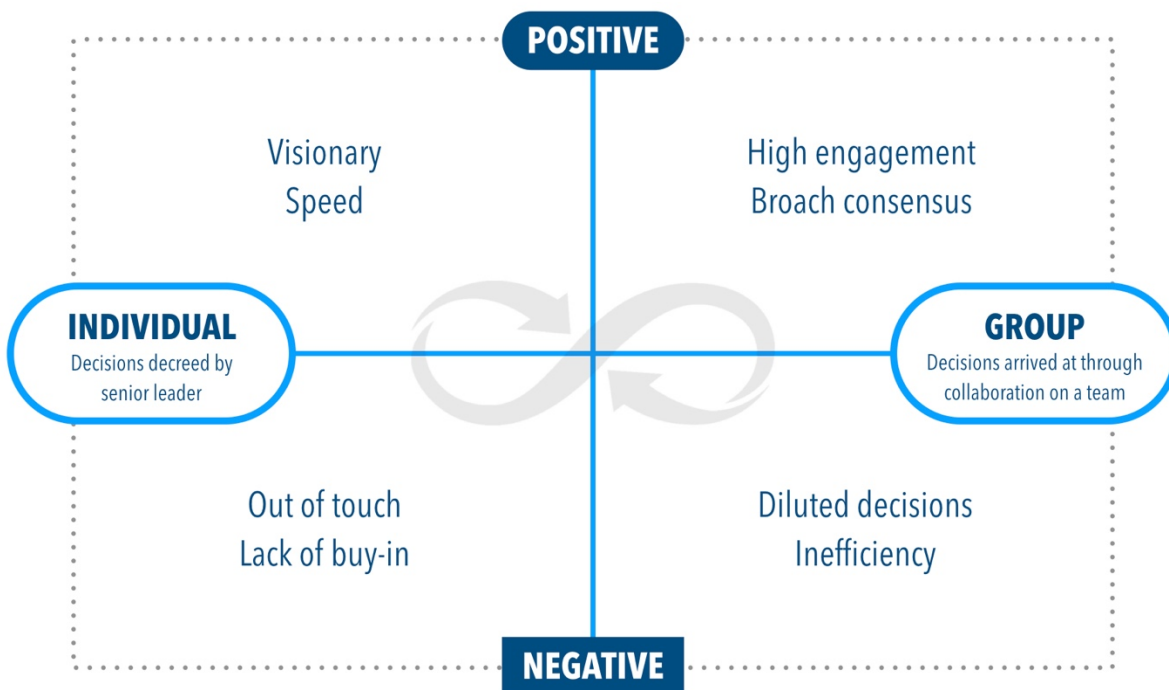
- 1) In each of the maps below, circle the polarity you tend to prefer most often.
- 2) Note, which, if any, polarities you have no preference for either way.
- 3) In any map where you circled one over the other, perform the "polarity map" exercise for each.

Be honest with yourself. Learning to become aware of your tendencies is a critical path to development. As you see them, the "polarity map" exercise will create more balance and open up more possibilities in your leadership.

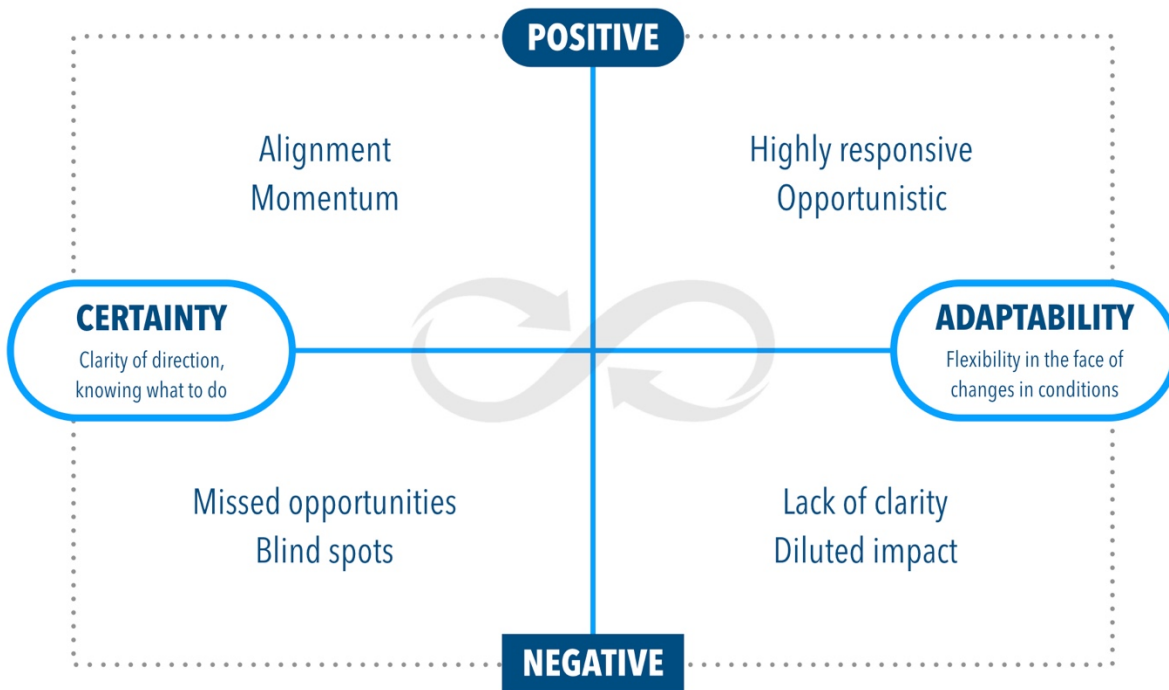
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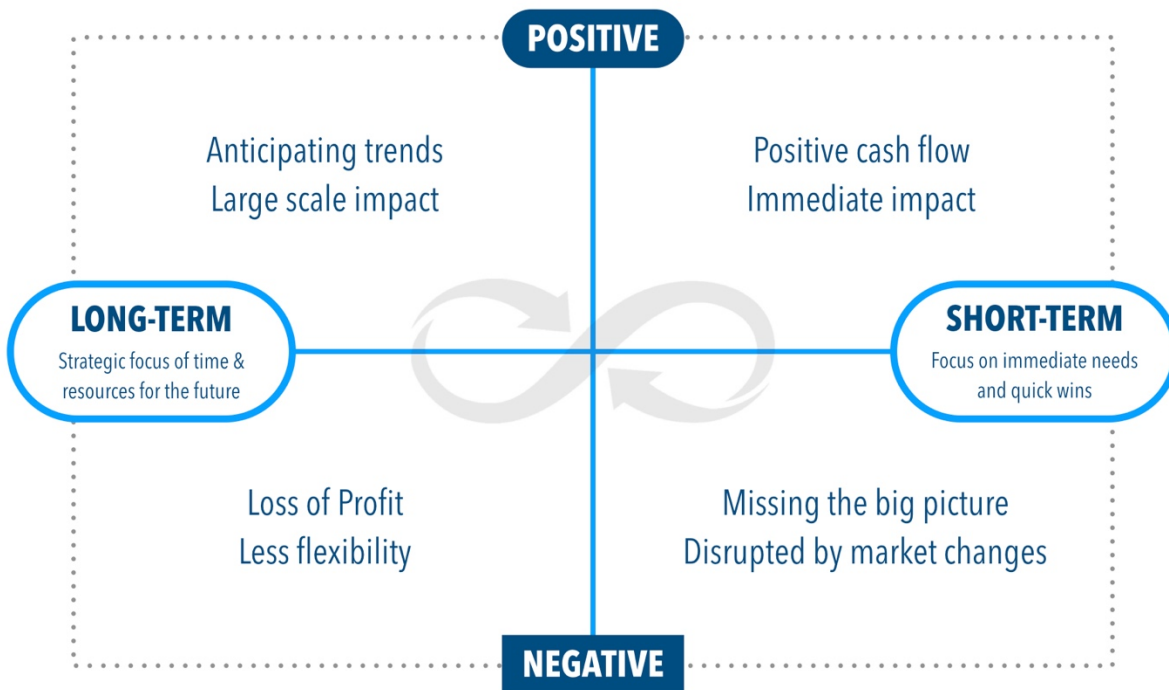
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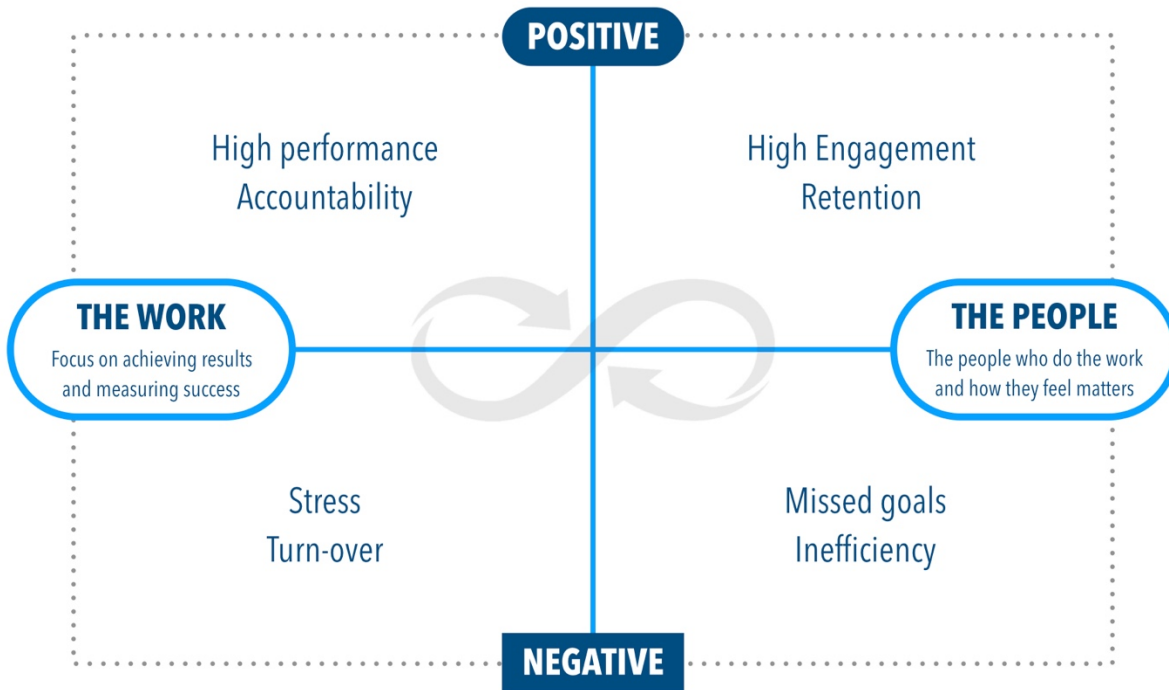
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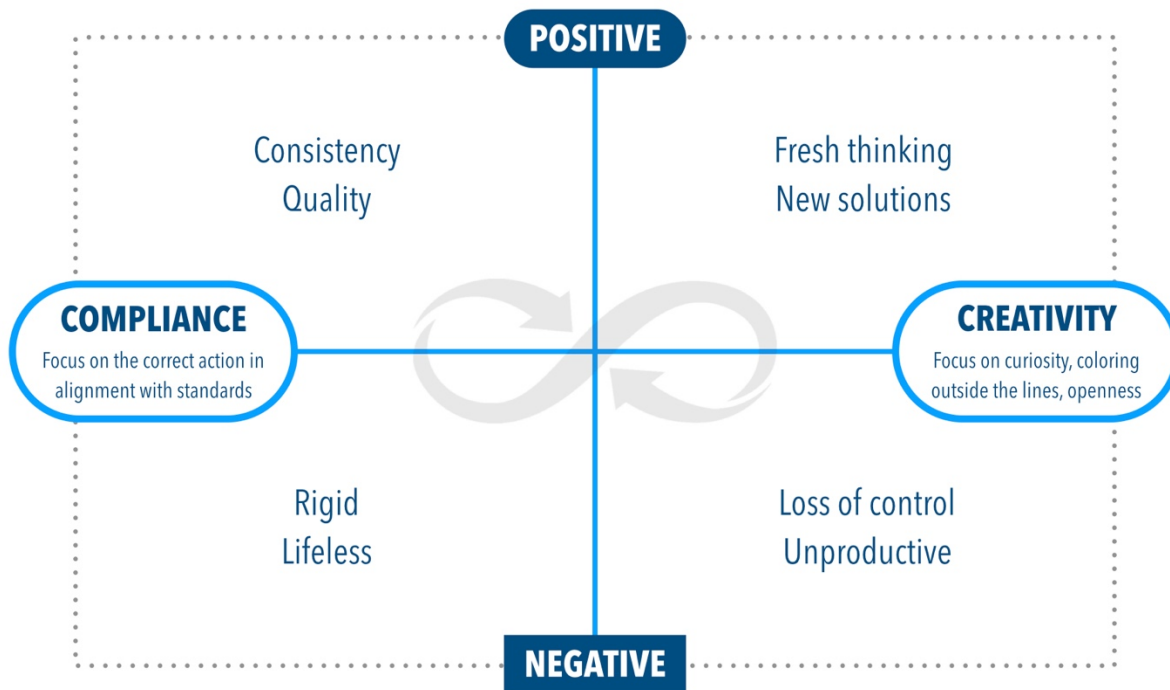
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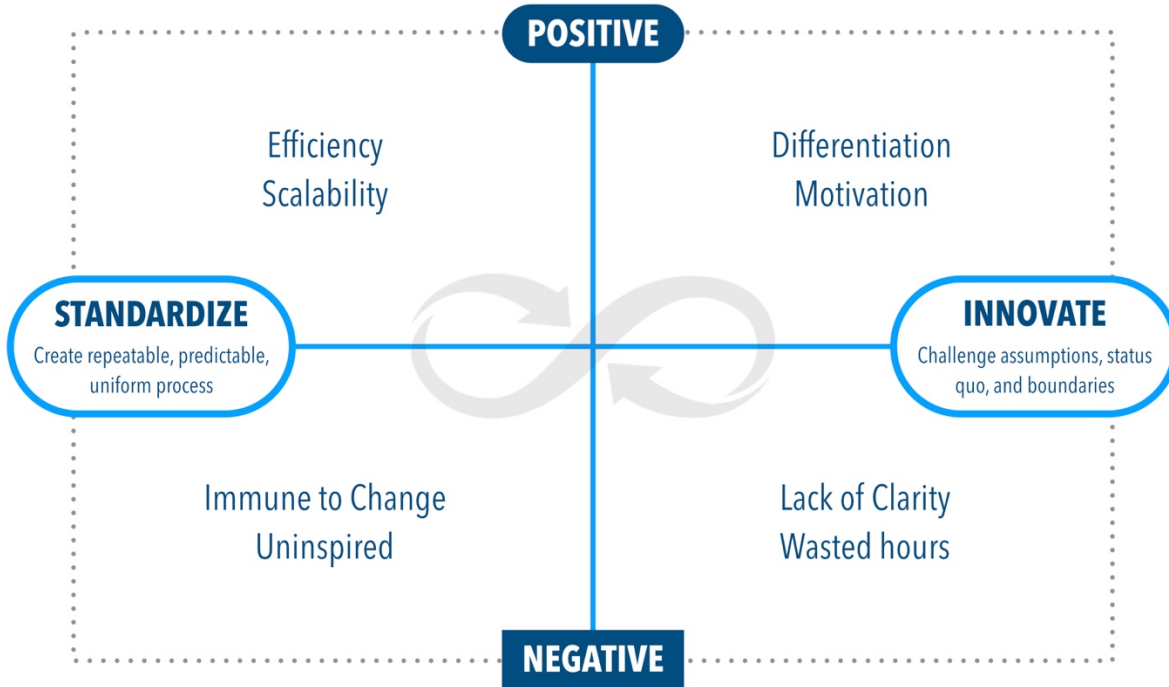
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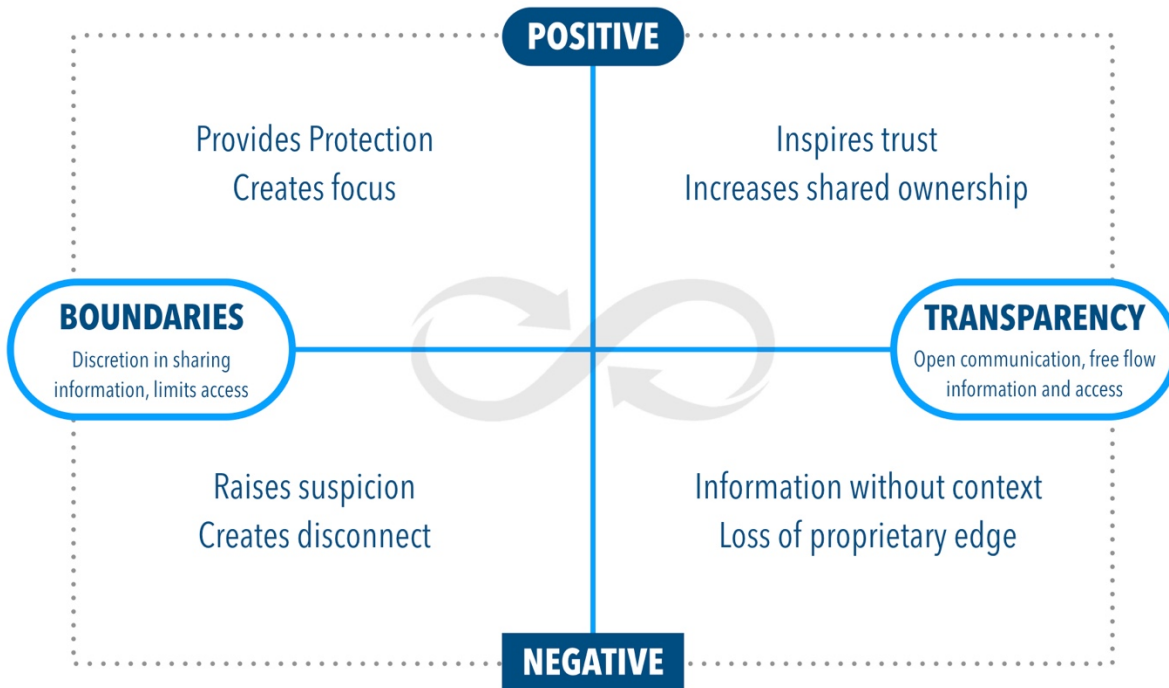
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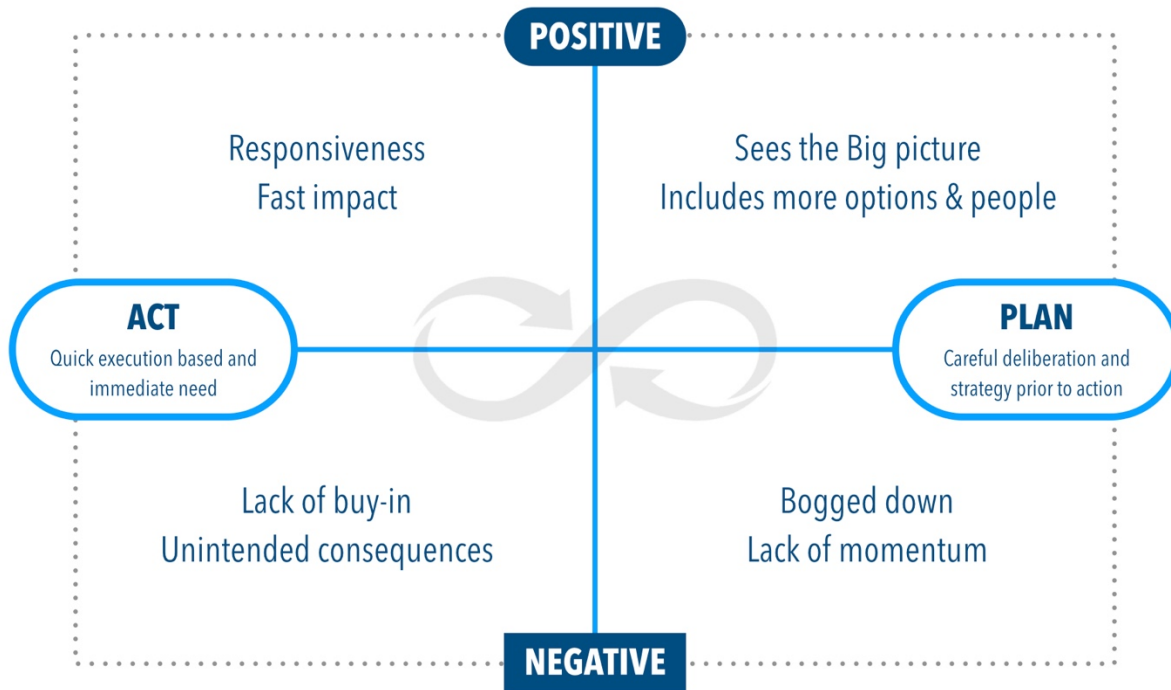
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