

Steps in the Basic Exercise

- Polarity or tension is identified and named
- In groups, brainstorm the positives for each end of the polarity one at a time, making the best possible case
- Groups then complete the out of balance problematic alternatives
- Groups can then potentially combine or compare their work
- Individuals may self-identify their preferred spot on the continuum, and their perception of the current state of the tension
- Conversation can then focus on responding to the tension

Responding to Key Tensions	
Potential strategies	Specific tactics
Recognize tension, still prefer one side while accepting the tradeoffs (preference may be temporary, with a focus on nimbleness and adaptation)	
Recognize tension, seek balance (which may mean moving in one direction or the other, seeking compromise)	
Recognize tension, seek to transcend or integrate tension through innovation (seeking win-win)	
Recognize tension, allow different groups to seek alternative ends	
Disagree with tension	

Polarity Management Worksheet

The Case for _____
When things go very well...

The Case for _____
When things go very well...

When _____ dominates too much

When _____ dominates too much

Polarity Management Worksheet

How formal should the relationship between the city and neighborhoods be?

The Case for Formality
When things go very well...

The Case for Informality
When things go very well...

When Formality dominates too much

When Informality dominates too much

Polarity Management Worksheet

The Case for Unity
When things go very well...

The Case for Diversity
When things go very well...

When Unity dominates too much

When Diversity dominates too much

Polarity Management Worksheet

How formal should the relationship between the city and neighborhoods be?

The Case for Formality
When things go very well...

The Case for Informality
When things go very well...

When Formality dominates too much

When Informality dominates too much