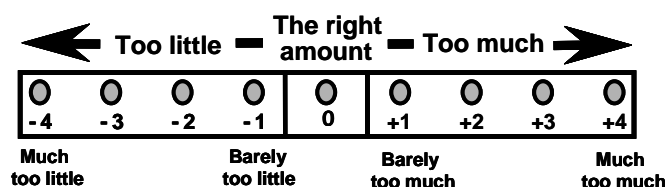
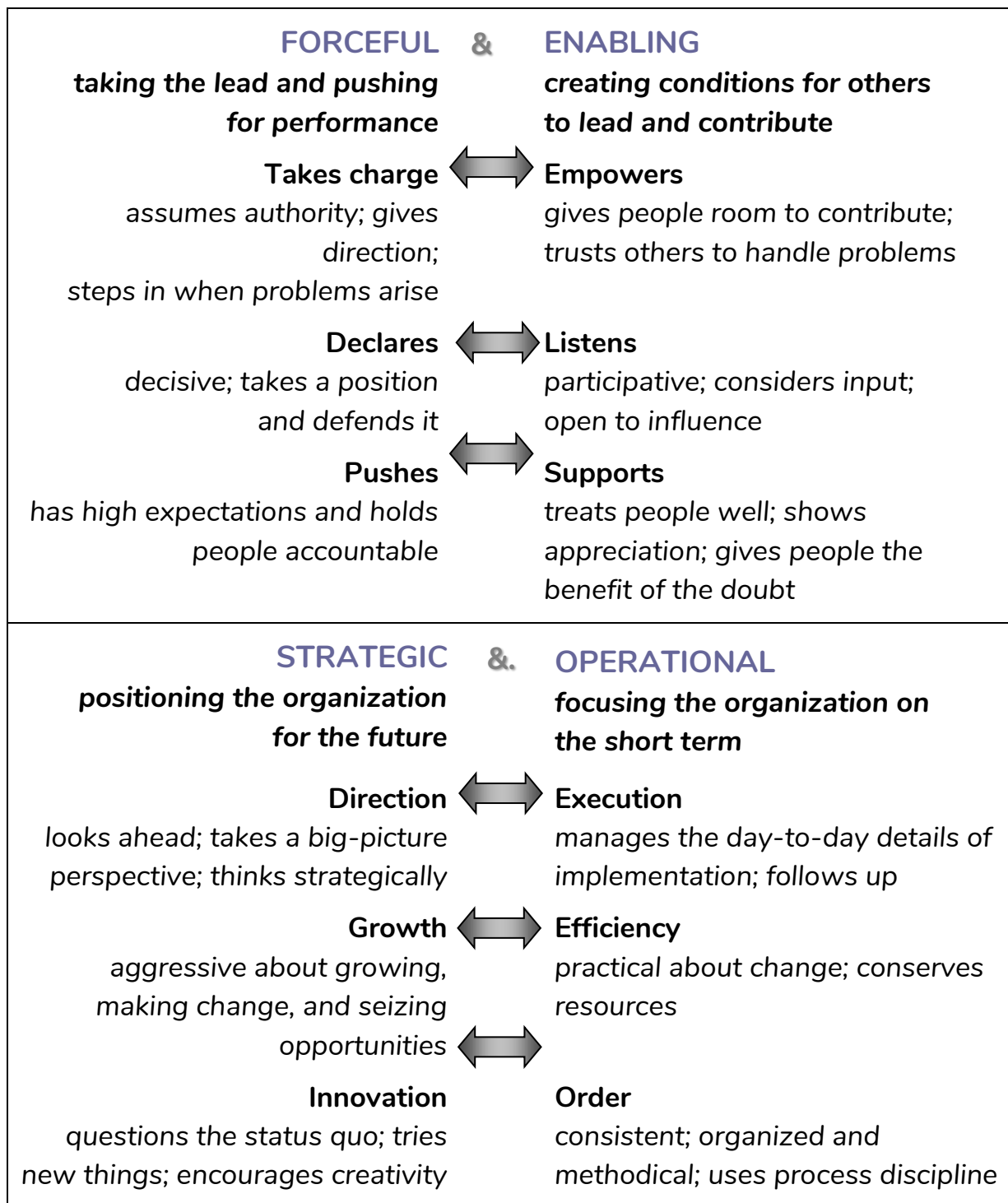


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Simple truths. Consistently applied.

Polarity Examples

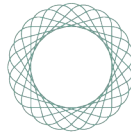
Dr. Sandra Hill, President
Dr. Joel M. Rothaizer, CEO
Clear Impact Consulting Group
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Model Behaviors

| FORCEFUL | ENABLING |
|-------------------------------|-------------------------------------|
| Takes Charge | Empowers |
| 1f. In control | 1e. Empowers people |
| 2f. Assumes authority | 2e. Gives people room |
| 3f. Gives direction | 3e. Hands-off |
| 4f. Steps in | 4e. Trusts people |
| Declares | Listens |
| 5f. Decisive | 5e. Participative |
| 6f. Takes stands | 6e. Relies on input |
| 7f. Speaks up | 7e. Open to influence |
| 8f. Doesn't back down easily | 8e. Receptive to push-back |
| Pushes | Supports |
| 9f. Pushes people hard | 9e. Shows appreciation |
| 10f. Expects a lot | 10e. Treats people well |
| 11f. Direct when dissatisfied | 11e. Sensitive to people's feelings |
| 12f. Holds people accountable | 12e. Gives the benefit of the doubt |

| STRATEGIC | OPERATIONAL |
|------------------------------|--------------------------------|
| Direction | Execution |
| 1s. Future-oriented | 1o. Short-term focus |
| 2s. Thinks strategically | 2o. Tactical |
| 3s. Big-picture perspective | 3o. Attention to detail |
| 4s. Anticipates change | 4o. Follows up |
| Growth | Efficiency |
| 5s. Aggressive about growth | 5o. Conservative about risk |
| 6s. Launches many changes | 6o. Practical about change |
| 7s. Bold moves | 7o. Incremental change |
| 8s. Entrepreneurial | 8o. Efficient |
| Innovation | Order |
| 9s. Questions the status quo | 9o. Goes by the book |
| 10s. Embraces change | 10o. Stays with tried and true |
| 11s. Open to new ideas | 11o. Organized |
| 12s. Encourages innovation | 12o. Process-oriented |



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Polarity Examples

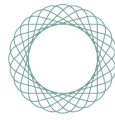
| | |
|---|---|
| Part & Whole <ul style="list-style-type: none">• Individual & Group• Individual & Team• Individual & Organization• Individual & Community• Individual & Country• Individual & World• Team & Department• Team & Organization• Department & Division• Department & Organization• Organization & Community• Organization & Society | Self & Other <ul style="list-style-type: none">• My Interests & Your Interests• My Interests & Team Interests• Our Interests & Their Interests• Our Team & Other Teams• Our Department & Other Departments• Organizational Needs & Customer Needs• Care for Self & Care for Others• True to Self & Loyalty to Others |
| Communication <ul style="list-style-type: none">• Inquiry & Advocacy• Listening & Declaring• Prudence & Transparency• Diplomacy/Respect & Candor• Receptive & Expressive | Agency & Communion <ul style="list-style-type: none">• Independence & Dependence• Differences & Commonalities• Individual Action & Collaborative Action• Asserting & Accommodating• Need to be autonomous & Need to belong• Differentiation & Integration• Individual Responsibility & Contextual Responsibility• Individual Effort & Group Effort• |

| | |
|---|--|
| Attitude <ul style="list-style-type: none"> • Optimism & Realism • Courage & Caution • Excited & Reserved • Compassion & Detachment • Confidence & Humility • Humor & Seriousness • Knower & Learner • Certainty & Doubt | Active & Passive <ul style="list-style-type: none"> • Participation & Observation • Activity & Rest • Action & Reflection |
| Leadership Versatility <ul style="list-style-type: none"> • Operational & Strategic • Forceful & Enabling • Management & Leadership • Consistency & Change • Ordered & Flexible • Control it Myself & Empower Others • Planning & Implementing • Directive decisions & Participative decisions • Detail & Big Picture • Directing & Allowing • Structure & Freedom • Process & Results | <ul style="list-style-type: none"> • Take Charge & Empower • Short Term & Long Term • Challenge & Support • Clear & Flexible • Mandatory & Discretionary • Fairness & Special Treatment • Task & Relationship • Consistent & Adaptable • Present Focus & Future Focus • Growth & Preservation • Taking Responsibility & Allowing Others to take Responsibility • Incremental Change & Transformation • Directive & Emergent • |
| Thinking Styles <ul style="list-style-type: none"> • Objective & Subjective • Linear & Nonlinear • Absolute & Relative • Spontaneous & Disciplined • Dynamic Solutions & Linear Problem Solving • Received Knowledge & Examined Knowledge • Principled & Practical • Planned & Spontaneous • Discernment & Intuition • Knowing & Mystery | Inner & Outer <ul style="list-style-type: none"> • External Features & Internal Qualities • Intrinsic Reward & Extrinsic Reward • Internal & External • Subjective & Objective |

| | |
|--|--|
| Relating to Others <ul style="list-style-type: none"> • Appreciative & Evaluative • Conditional Regard & Unconditional Regard • Harmony & Discord • Competing & Collaborating • Inclusion & Exclusion • Accepting & Challenging • Learner & Teacher • Initiator & Follower • Heating Up & Cooling Down | Convergent & Divergent <ul style="list-style-type: none"> • Simplicity & Complexity • Focused & Expansive • Make a Commitment & Keep Options Open |
| Same & Different <ul style="list-style-type: none"> • Diverse & Homogenous • Innovation & Tradition • Rules & Flexibility • Creative & Standardized | Work Product <ul style="list-style-type: none"> • Cost & Quality • Aesthetics & Functionality • Efficiency & Quality • Efficiency & Effectiveness |
| | Other <ul style="list-style-type: none"> • Centralized & Decentralized • Thinking & Feeling • Managing Job & Managing Career • Vision & Reality |

Drawn from different sources including Barry Johnson, Margaret Seidler, Beena Sharma & Susanne Cook-Greuter and our own work

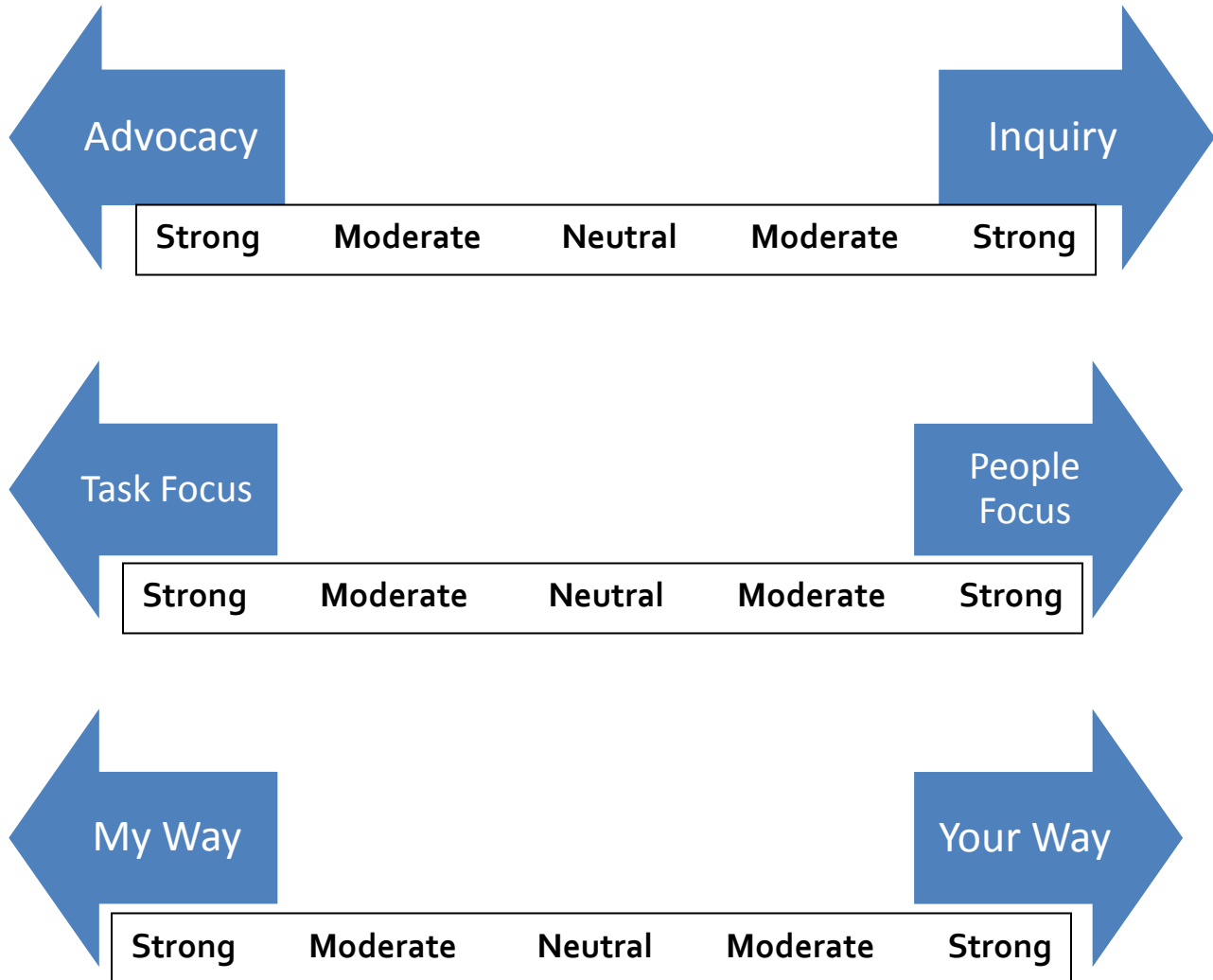
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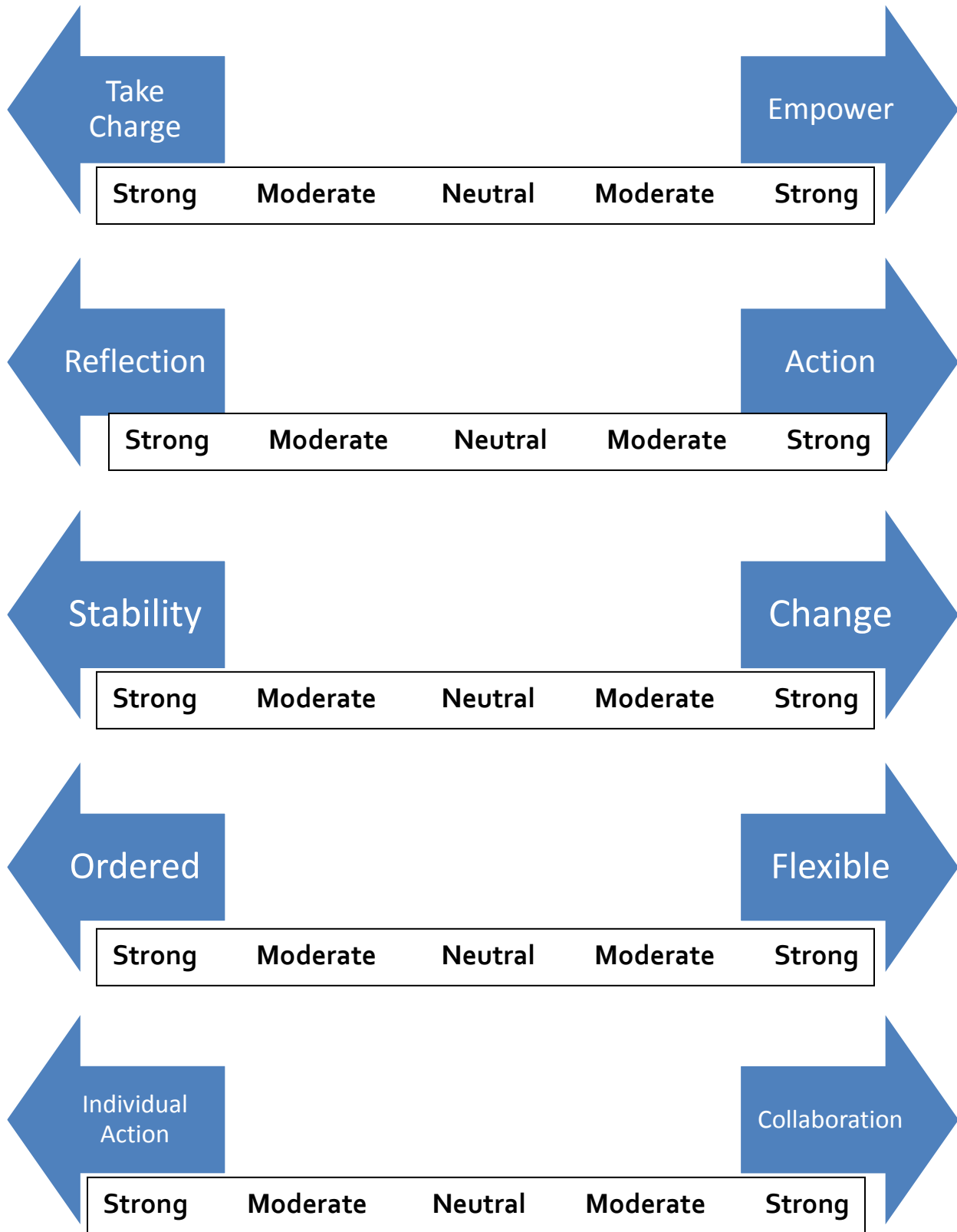
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Polarity Self-Assessment: Bias or Privilege



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