



Change Leadership Certification

using Polarity Approach to Continuity and Transformation (PACT™) Process



In-Person Online Option

Leading change is about working intentionally with the change polarity (paradox, dilemmas) and supporting people to navigate the tensions between the two poles, investigating the assumptions embedded within them, and facilitating spaces for these tensions to be grappled with while moving forward to the preferred future.

BSEA and Polarity Partnerships work together to bring you tools and processes that help you become more adept at recognising and managing these tensions. Our tools include;

1. A Polarity Map® – a simple yet robust model providing a picture of how the change polarity looks
2. Polarity approach – a way to combine your tacit wisdom about polarities with our map and principles so you can see them more clearly and leverage them more effectively
3. Cloud-based Evaluation and Polarity Resource Portal

The Polarity Approach to Continuity and Transformation (PACT™) Process

PACT is an organisational change and development approach informed by a complexity perspective. It sets to help you make sense of the experience of being in the midst of change. Unlike many change models that presume clarity of foresight or hindsight, PACT focuses on the essential uncertainty of participating in change events as they happen and enquires into the creative possibilities of such participation. PACT encourages participants to live with the immediate paradoxes and complexities of organizational life, where they must act with intention into the unknowable.

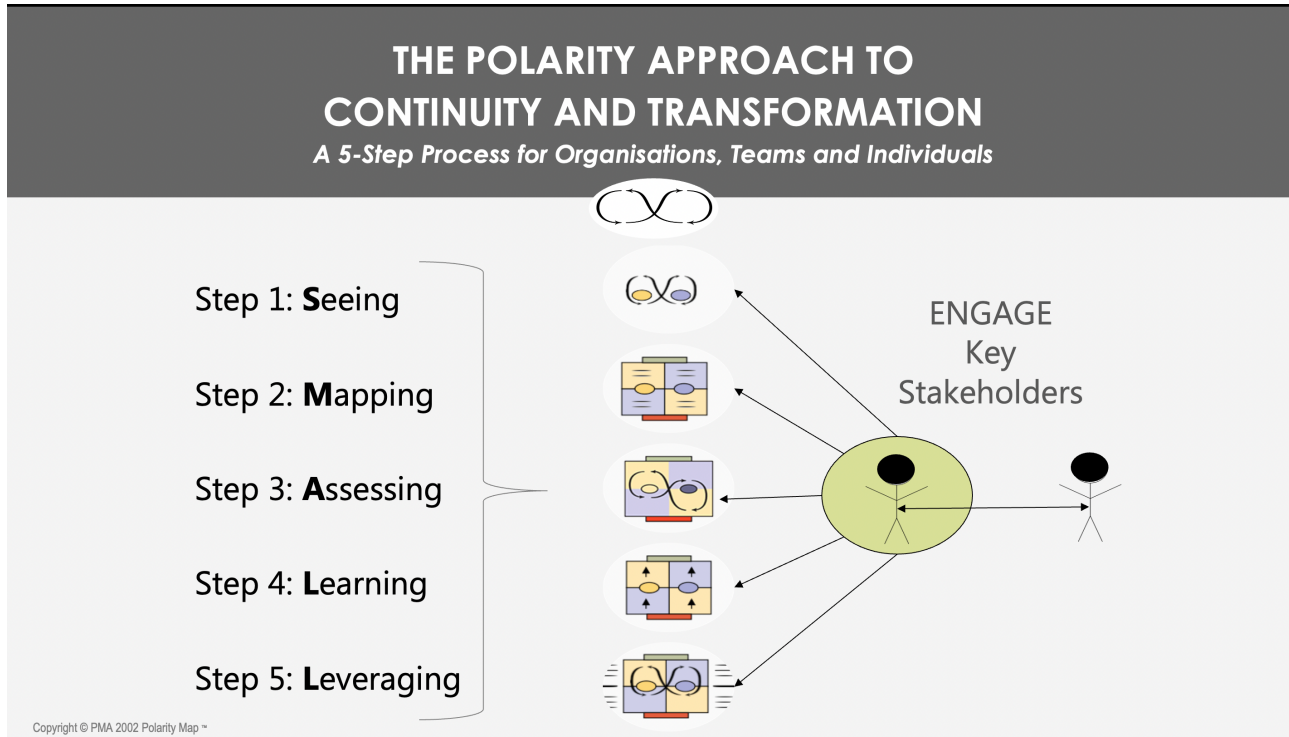
You will learn how to identify polarities also called paradox/wicked problems/dilemmas and how to use "both/and" Polarity Thinking™ to leverage complex and critical challenges that all leaders, teams, and organizational systems face. You will use Polarity Thinking™ concepts, practices and tools (including the Polarity Map® and the Polarity Assessment™) and gain experience leading change in your organization.

Anchored in the paradoxical theory of change, polarity management and complexity theories, the PACT approach is applicable to any 'problem'/dilemma/polarity/paradox/wicked problem that is not solvable, including:

- Culture Change
- All strategic change – strategy and transformation implementation, IT transformation project, goals and objectives implementation, balanced scorecard and performance measurement etc.

- Facilitated individual change - coaching, mentoring and counselling etc.
- Employee appraisals including 360 degrees
- Teambuilding
- Performance
- Leadership
- Social change

P ACT™ is a 5-step process – *Seeing, Mapping, Assessing, Learning and Leveraging*



Seeing - In this first step, we learn to suspend own biases, assumptions and expectations to give room to self and others to appreciate the immediate paradoxes and complexity of our situation. This helps open the doors to seeing that reality has multiple perspectives leading to multiple explanations leading to multiple solutions as well as seeing how the individual, group or organization creates own difficulties by blocking expression of parts of itself. It is also about seeing an individual, team or organization and their polarities more completely and exploring lost contact and resistances in the dilemmas.

Mapping is a values and language clarification process that helps you organise the wisdom generated in Step 1. Using a Polarity Map, You are able to capture the Upsides (values/beliefs/ Positive Results of focusing on poles) and the Downsides (Negative Results of focusing on the Upsides of both poles and to agree on the Greater Purpose that answers question “Why it is important to leverage the poles of a paradox?”

The combination of the two realities contained in the poles supports engagement of key stakeholders (those who are influenced by or could influence the process for which you are building the map) in each step of the process.

In **Assessment** you involve different stakeholders representing the variety of perspectives in (and outside) the organisation to evaluate how well you are currently managing the change and the impact of your actions on your Greater Purpose.

You use Polarity Partnership's online assessment tool to get real-time results. This reporting assures there is no lag time in your assessment process, and results are immediately available.

Learning involves giving meaning to the assessment results. What have you learned from this process so far? How do you understand and interpret the results? What contributed to the results, whether positive or negative? Key stakeholders' presence enhances the richness of this step. What you learn from this step supports the actions you take in the next one.

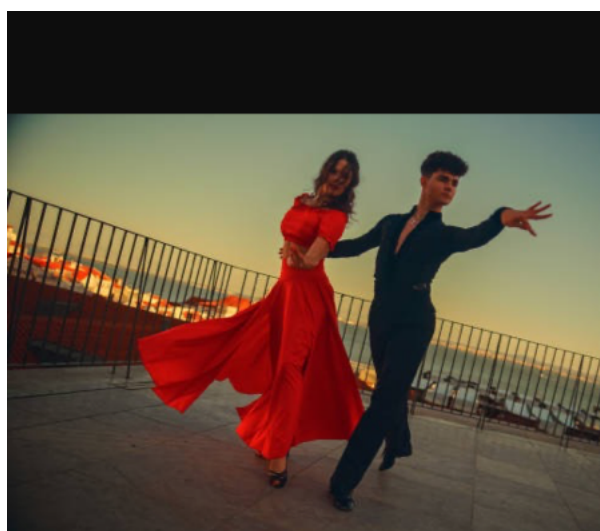
In **Leveraging**, you identify Actions you need to take to help people to safely interrupt patterns of behaviour that are not serving them and experiment with others more suitable to the change. Since both poles have their own particular values and strengths, reestablishing contact between them is the crucial first step in being able to use all their values and strengths in the best interest of the individual, group, or organisation. In this step you also revalidate Warnings, measurable indicators that let you know you are getting into the downside of one pole or the other. Here again, having key stakeholders present will improve the quality and quantity of the Actions and Early Warnings.

October 2022 Program Dates

Monday October 17 To Friday October 21	0900hrs – 1300hrs EAT
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Costing Options

Full Rate	US\$2,950
Early Bird Rate – <i>Payment received by 09 Sept 2022</i>	US\$ 2,350
Group Rate	US\$ 2,350



"Change occurs when we learn to live with paradox and have courage to continue to participate creatively in spite of "not being in control, not knowing and not sure of what the future holds"



Polarity Resource Portal

Our cloud-based Polarity Resource Portal provides best-in-class support for anyone wanting to learn and do more with change, Polarity concepts, practices and tools. A sampling of benefits include:

Step-by-step support in the 5-Steps of Seeing, Mapping, Assessing, Learning and Leveraging Polarities

Public and Personal Polarity Map® Libraries of common Polarity wisdom experienced across a broad range of contexts and industry sectors

Ready-To-Use and Customized Polarity Assessments for Individuals, Teams and Organizations

Tutorial Videos, Case Articles. Webinars and Podcasts

Check out the port at <https://assessmypolarities.com/>

Who Should Attend

This course is designed for people in private, public, religious and nonprofit-sector organizations who have an interest in managing change and complex and unsolvable issues to attain better results and minimize resistance.

Course Delivery

The course will be taught as a hands-on workshop using interactive lectures, practical examples, case studies, shared participant experiences, and practice sessions. The learning goals of the course are to: learn how to manage the most wicked problems in our environment.

Certification Requirements

Participants are required to complete the five-day training and to demonstrate comprehension and understanding by identifying and applying PACT™ to a change initiative in the organisation or in their personal life.



To Register/Inquire,
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