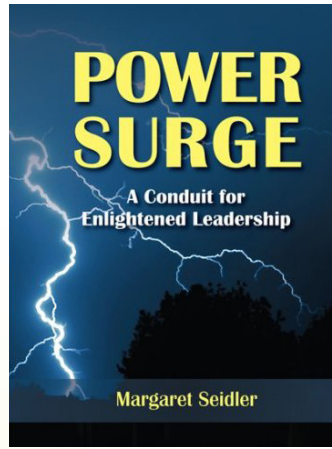


Power Surge: A Conduit for Enlightened Leadership, Seidler, Margaret, HRD Press 2009.

Reviewed by Anne Sturdivant, Ph.D.

Note: Author **Margaret Seidler** is a former member of MNODN. She moved to Charleston in 2001. Margaret happens to be in town for the May 5th monthly meeting so will be participating in the monthly Clinic for Members at 3:00 and available for a book signing before and after the 4:30 – 6:30 meeting, which is on *Collaborative Design and Change Leadership* in an Architecture Firm with John Pfluger, Design Leader at Cunningham Group Architects, and Cino Adelson. Please come.



that would alert each leader to polarity imbalance.

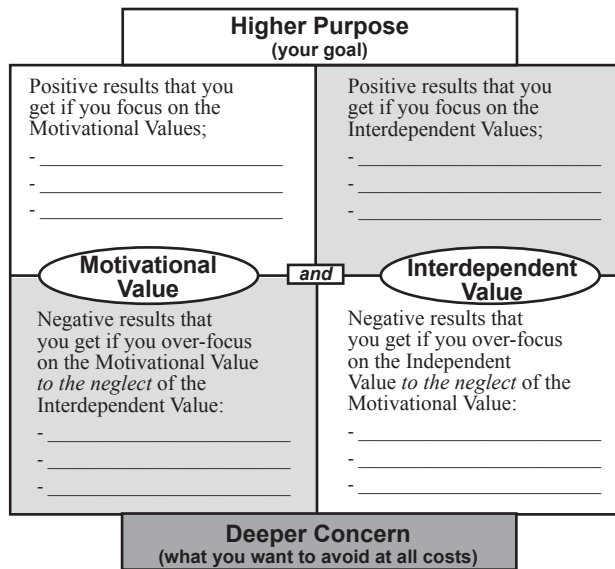
The remainder of the book helps readers analyze their own interdependent values as leaders and be more intentional in managing and balancing them over time to avoid or minimize experiencing negative results. For ongoing support and learning, Seidler recommends joining an interactive community of leaders set up on line for this purpose.

The Appendix provides an extensive list of values, definitions, and interdependent values to also support leaders in their own application, learning, and growth.

Seidler does an extremely good job of walking readers through the concepts of polarity management; she's clear and methodical in her approach. She does an equally good job moving from concept to application, first using the public utility leaders and then to readers' application to themselves. Her writing style is practical and in plain English, which is enhanced by her use of personal examples and authentic description of her own struggles with balancing interdependent values.

In *Power Surge: A Conduit for Enlightened Leadership*, author Margaret Seidler provides a clear explanation and application of use of Polarity Management in the context of a seemingly real public utility leadership team facing a potential Force 4 hurricane. The book uses this context to explain Seidler's approach and then empowers readers to apply it to the case and themselves as leaders.

Following the compelling story of the leadership team in hurricane preparation mode, Seidler describes briefly and clearly how polarities work and how they show up in the main leader of the utility company. This analysis includes explanation and use of the four-quadrant Polarity Management Map below.



Since the book is new, it remains to be seen if leaders will take the time to use this book for their own growth and learning. It's certainly short, practical, and important enough. The opening utility story is a page turner, so that may capture enough initial interest for leaders to pick up and stay with the book. *Power Surge* is also extremely usable for OD practitioners, coaches, and leader development specialists to inform their work with leaders and use as a coaching methodology. In the "buy – don't buy" dilemma we often face, I'd say it's a "buy."

For the utility leader, the polarities she's trying to manage are humility and confidence. However she over-focuses on humility, neglects confidence, and ends up getting exactly what she doesn't want – unsureness, unclear expectations, and lack of organizational results. The point is to achieve an ongoing balance between humility and confidence, thinking both/and not either/or.

Following this grounding in polarity management, Seidler invites readers to coach the remaining leadership team of four by analyzing the polarities each leader is struggling to balance, naming suggested action steps, and providing early warnings



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