

Margaret Seidler is Polarity Management® Associate based in Charleston, South Carolina. As an organization development consultant and master trainer, her professional experience ranges from organizational development work in corporations, community organizations, and a public utility to serving as staff in both houses of the South Carolina Legislature and planning and grants positions in county government.

Her interest in helping other professionals become more effective leaders began in the 1990s, when she recognized the need to improve her own leadership skills. At the time, she was working for a local electric and gas utility, and it was this experience that became the basis for the case scenario described in her book, *Power Surge*.

Her consulting practice focuses on creating higher organization performance by helping clients manage the complexities of organizational leadership through the use of Polarity Management® and other methodologies to build self-awareness and interpersonal skills.

Margaret holds a Master's degree in Public Administration and a Bachelor of Arts in Psychology from the University of South Carolina. She also completed graduate course work in Organization Development at the University of St. Thomas in Minneapolis, Minnesota. Since returning to her hometown of Charleston in 2001, she has presented at national and regional conferences for the American Public Power Association and Organization Development networks as well as written for several professional publications and served individual and corporate clients nationwide. Toastmasters International profiled her in its March 2004 magazine.

Margaret lives in Charleston with her husband Bob and is active in several business and non-profit organizations close to her heart.

Power Surge: A Conduit for Enlightened Leadership opens with a scenario in which the senior staff of an electric utility is reeling from the unexpected death of its long-time leader in the middle of hurricane season in the southeastern United States. Now they are trying to decide how to manage an impending crisis. A monster storm is headed for the coastal community, and if a direct hit, there will be major power outages, trees down and other emergency situations. We witness how the senior staff deals with the storm preparation and the cleanup effort. The newly promoted utility's executive director is unable to see that multiple perspective. The result will be disastrous for them, the employees and their community.

How can these sorts of leadership disasters be avoided? What is this **conduit** for transforming leadership? Each of us holds a set of beliefs or Motivational Values. These are defining beliefs, principles and standards which we hold dear. Motivational values drive what we think, say, and do and, ultimately, shape how we interact with others in our lives. Some Motivational Values are adopted during our early years at home with our families; others we incorporate through experience. Our Motivational Values make us unique and provide us the opportunity for great strength. This is where the paradox exists. Each Motivational Value that makes us strong also has the potential to make us weak. This happens because most of us view our Motivational Value as "the one right way" which causes a failure to see and benefit from a very different and supplemental Value.

After taking a glimpse into the utility's workplace crisis, step into the shoes of the four central characters, the leaders in the story, as a way to develop skills in using Polarity Management® methodology. Then, follow a step-by-step mapping process for self-discovery and an enlightened view of your own leadership. Polarity Management® helps us be more intentional and effective as leaders. If you identify and simultaneously tap the strengths of two Interdependent Values, you will achieve higher performance and be less likely to see your strengths turn into weaknesses.