

Dilemma Management

Dilemma Management

What

A framework for breakthrough thinking in the face of a dilemma—two (or more) conflicting, apparently unresolvable points of view

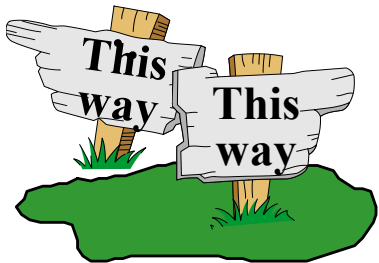
Why

- To avoid *either/or* thinking
- To facilitate the discovery of breakthrough strategies that:
 - Achieve the positives of both points of view
 - Minimize the negatives of each



Typical Leadership Dilemmas

- Alignment vs. empowerment
- Long-term vs. short-term
- Creative insight vs. a disciplined process
- Stability vs. change
- Centralized vs. decentralized
- People vs. productivity
- Revenue growth vs. cost containment



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When

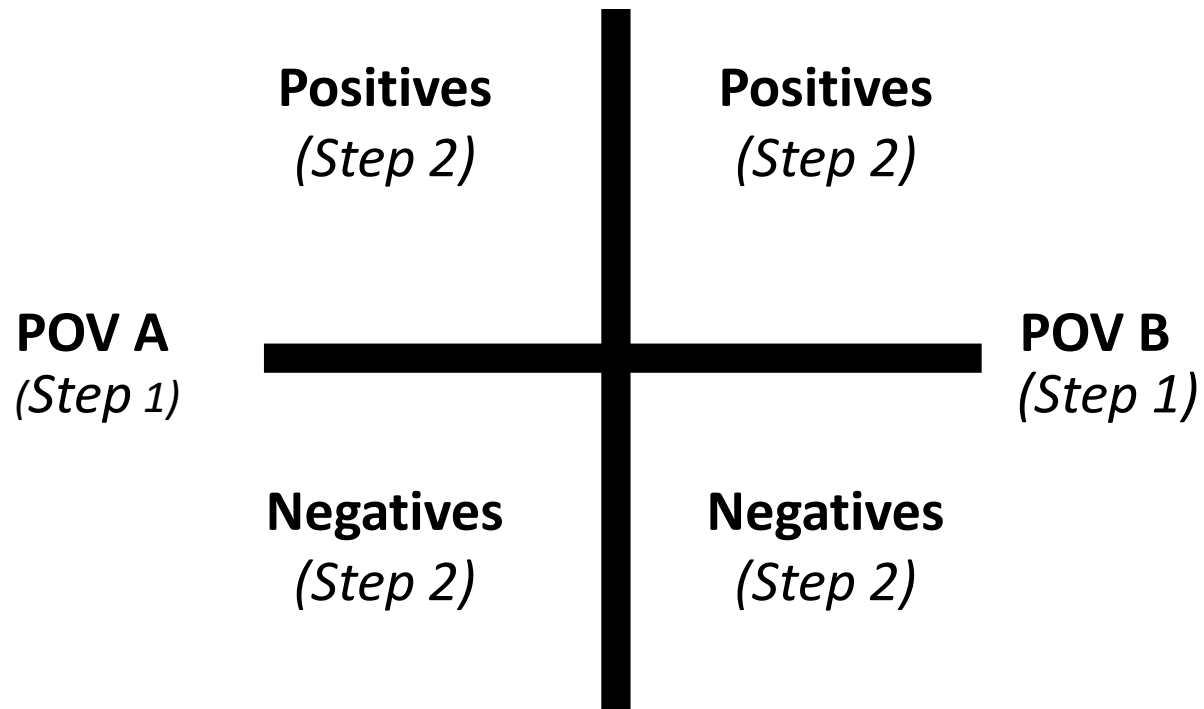
You're facing a situation in which:

- Two opposing but interdependent forces exist
- Each has a set of positives and negatives
- The tension between the two is ongoing
- No single clear-cut course of action will resolve the tension



Framing the Dilemma

How

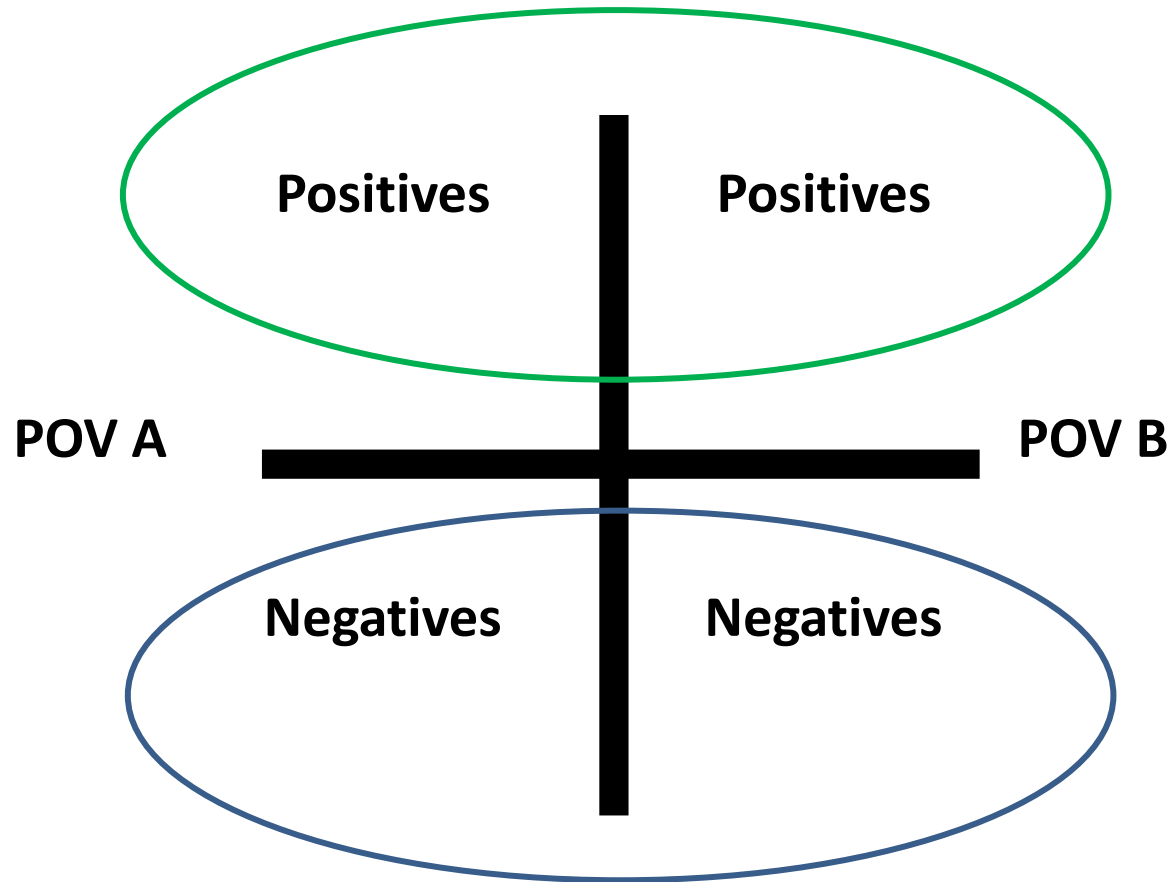


POV=Point of View

Framing the Dilemma

How

How might you maximize this (above the line)...



...while minimizing this (below the line)?



Leadership Dilemmas: How Will We Balance ...

- Planning and doing
- Bottom line results and development of people
- Tactical focus and strategic focus
- Cost containment and revenue growth
- Centralization and decentralization
- Focusing long term and getting near term results
- Coaching task skills and coaching people skills
- Command/control and involvement
- Change and stability

Exercise: Dilemma Management

Purpose

Practice using the dilemma management tool to help address personal leadership challenges

Instructions

- In your groups, choose one of the critical dilemmas from the list provided, or choose one of particular importance to a business unit represented in your group
- Use the tool to begin framing inquiries
- Be prepared to share your analysis with the group