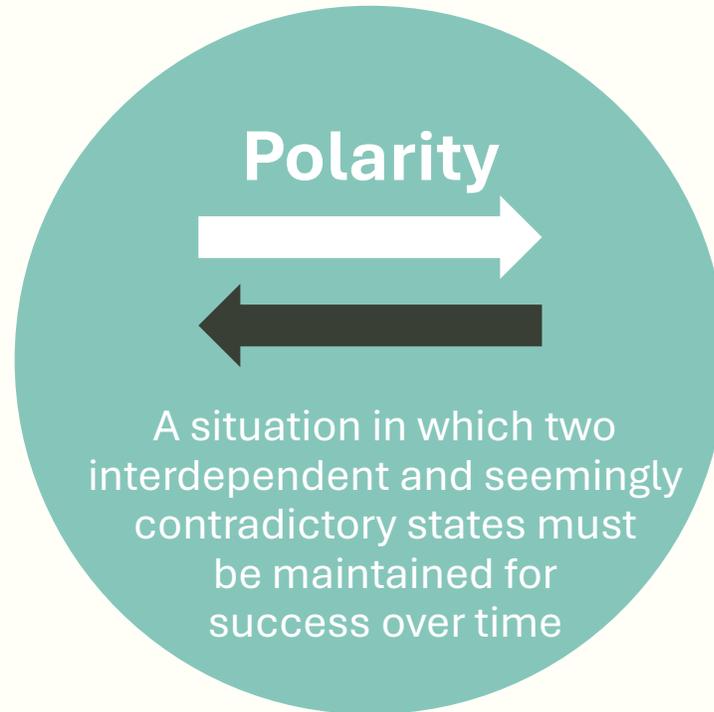
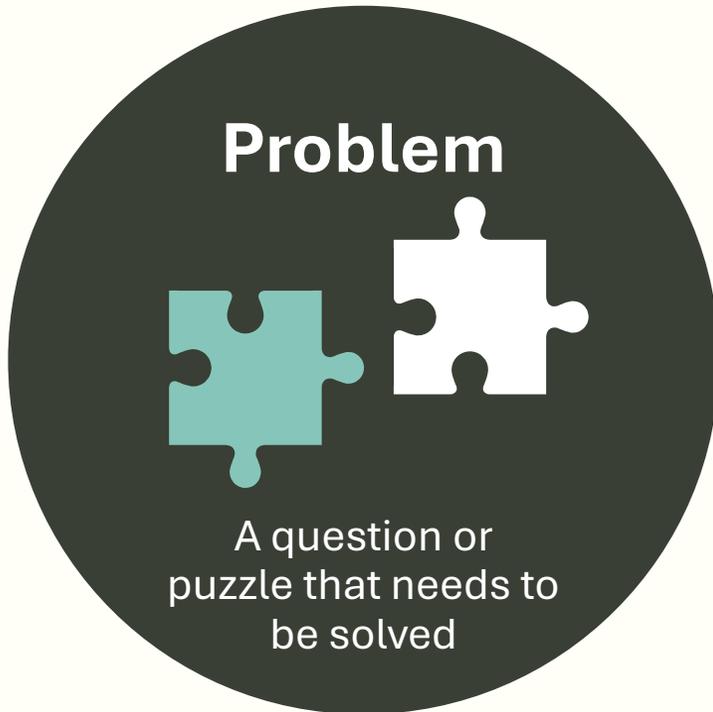




HANDOUTS

Navigating Complexity with a Strategic Mindset:
Leading with Polarities.

A mindset shift and practice



How do you know?

- One **solution** = **issues**
- **Competing demands**
- **No agreement** on a solution
- Not a lasting **fix**

What are example tensions or polarities?

In organisations

Short-term : Long-term
Stability : Change
Big picture : Details
My part : The whole
Costs : Quality
Results : Process
Safety : Risk

In leadership

Direction : Empowerment
Confidence : Humility
Action : Reflection
Candour : Tact
Implementation : Planning
Challenge : Support
Structure : Flexibility

At ART

Timeliness : Procedural fairness
Consistency of outcomes : Context-sensitive decision making
Independence of the Tribunal : Constructive engagement with decision - making
Public transparency : Privacy/protected information
Standardised case management : Flexibility across jurisdictions and cohorts
Early triage and prioritisation : Equity of access
Change and reform momentum : Operational stability

Polarity Map | Structure

Action Steps

How will I gain/maintain positive results from focusing on Pole A? (e.g., what, who, by when, measures?)



Early Signals

Indicators that will let me know that I'm getting into the downside of Pole A

Positive Features

The UPSIDES of focusing on Pole A

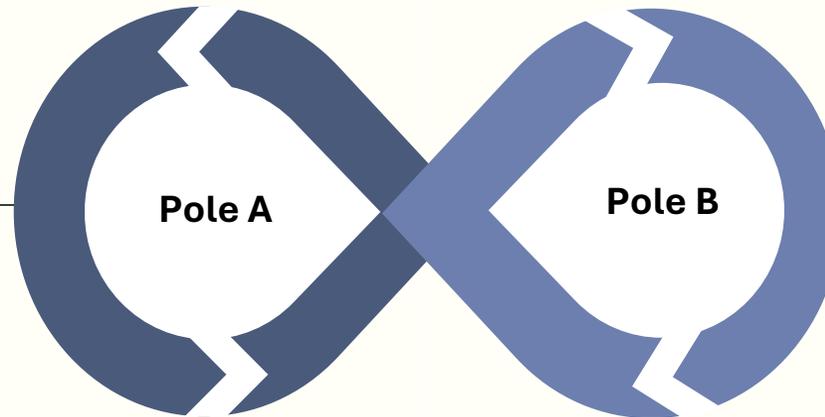
Creates problems when overdone

Negative Features

The DOWNSIDES of focusing on Pole A at the expense of Pole B

Greater Purpose Statement (GPS)

Why bother to leverage this Polarity?



The UPSIDES of focusing on Pole B

Creates problems when overdone

Positive Features

The DOWNSIDES of focusing on Pole B at the expense of Pole A

Negative Features

Action Steps

How will I gain/maintain positive results from focusing on Pole B? e.g., what, who, by when, measures?)

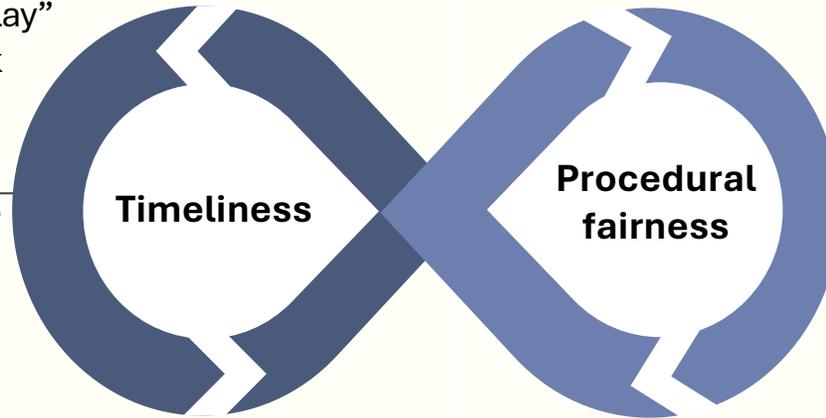


Early Signals

Indicators that will let me know that I'm getting into the downside of Pole A

Polarity Map Example

Greater Purpose Statement (GPS)
 Deliver lawful, high-quality merits review that the public can trust, while keeping matters moving so outcomes are timely and the system remains sustainable.



Positive Features

At its best

- Reduced personal and financial uncertainty for applicants/respondents
- Backlog reduced; fewer matters "urgent by delay"
- Less last-minute work improves quality

Creates problems when overdone

Negative Features

At its worst

- Parties feel rushed or unheard; more complaints/escalations
- More late evidence due to lack of readiness
- Parties might disengage if they feel speed is prioritized over substance

Positive Features

At its best

- Parties can fully present their case
- Staff/members make better judgments with fuller context
- Fewer downstream complaints

Creates problems when overdone

Negative Features

At its worst

- Matters drag on due to repeated opportunities/unclear boundaries
- Excessive hearings/correspondence
- Delays become unfair in themselves

Action steps

- Triage pathway: fast-track only when criteria explicit
- Front-load readiness (e.g. evidence checklist)



Signals

- Increased party confusion ("I did not understand what was needed")
- Increased requests for extensions/late evidence applications

Action steps

- Define "reasonable opportunity" and apply consistently
- Help parties early to meet requirements then hold milestones



Signals

- A growing "long tail" of aged matters with no clear next step
- Hearing lists clogged with cases that could have been resolved
- Repeated extensions are the norm

Summary

Navigating Complexity with a Strategic Mindset: Leading with Polarities

BOTH/AND THINKING IN PRACTICE - How do we get the upsides of both while avoiding predictable downsides?

Map → Inquire → Design → Manage

MAP 01	INQUIRE 02	DESIGN 03	MANAGE 04
Name and map the polarity. Why is it important to manage this polarity ; What are the upsides of each pole ? What are the downsides if overdone	Strategic pause to check my mindset and biases	Identify early warning sides that will help us realise we have drifted to the downsides of each pole. Come up with 2 to 4 actions to stay on the upside of the pole	Review warning signs (measurable and monitored) Put in place rebalancing responses and capture your learnings

Transfer to teams: building strategic thinking habits

Short team routine leaders can use in 10-15 minutes to help their team build strategic thinking habits



**Name the tension
we're in (2 poles)**



**What are we currently
over-weighting ?**



**What's the higher goal
we're serving ?**



**What is one small
experiment we'll run in the
next fortnight to test our
thinking ?**

On which topic in the next 2 weeks would it make sense to involve your team in exploring strategic thinking and both/and thinking