

Polarities and Paradox

Program Materials

Most course materials are included in the cost of tuition. Course materials will be distributed in digital format and accessible through [Canvas](#), Georgetown's learning management system.

Required Reading (subject to change per term)

The following books and articles will be used throughout the program.

- Smith & Lewis, *Toward a Theory of Paradox: A Dynamic Equilibrium Model of Organizing*, The Academy of Management Review, April 2011
<https://www.researchgate.net/file.PostFileLoader.html?id=569216897eddd3e4b48b4567&assetKey=AS%3A316263916605440%401452414601056>
- Smith, Lewis, & Tushman, *Both/And Leadership*, Harvard Business Review, May 2016 <https://hbr.org/2016/05/both-and-leadership>
- Emerson & Kayser, *Polarities: And — An Introduction*, Expected publication: June 2018
- Leslie, Li, & Zhao, *Managing Paradox: Blending East and West Philosophies to Unlock Its Advantages and Opportunities*, Center for Creative Leadership White Paper, November 2015 <https://www.ccl.org/wp-content/uploads/2015/11/Managing-Paradox.pdf>
- Emerson, *Navigating Paradox: The Power of Polarity Maps as a Sensemaking Tool*, Riverstone Endeavors White Paper, Expected Publication: March 2018

Updated 03/13/2018. Requirements subject to change.