

Paradoxical Leadership:

Unleash Your Inner Parks & Recreation Mastermind

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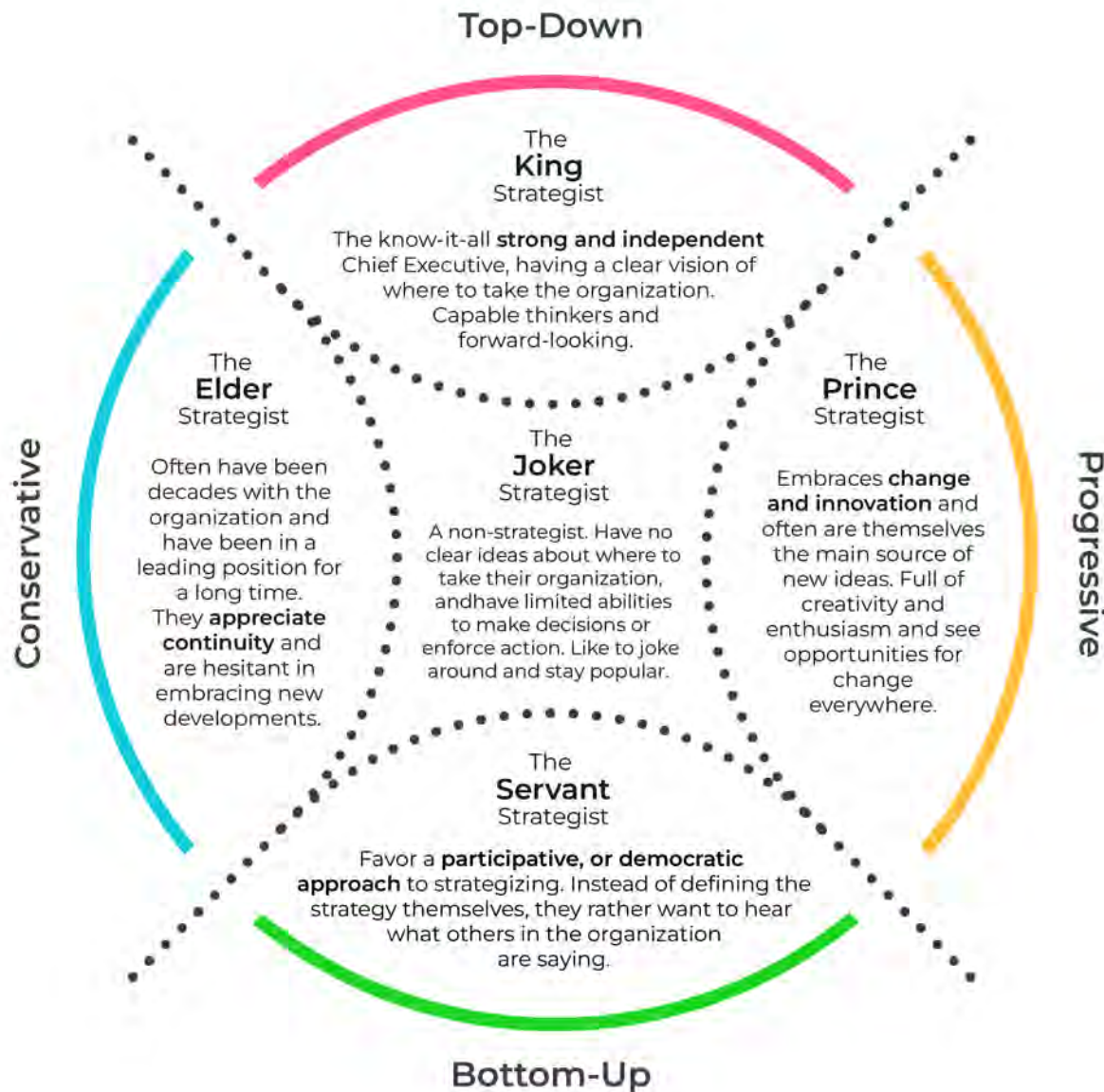
Objectives

- Learn your strategic style and how to enhance it
- Learn the importance of embracing the challenges of paradox in your teams
- Examples of positive team outcomes when paradox tensions are faced

“The test of a first-rate intelligence is the ability to hold two opposing ideas in mind...and still retain the ability to function.” ~F. Scott Fitzgerald

What is your strategic style?

- A strategist is person skilled in planning action or policy – or has the skill to formulate and implement your organization's strategy.
 - Who are you picturing?
- There are five types...which one are you?
 - The King
 - The Servant
 - The Elder
 - The Prince
 - The Joker



How To Become A Master Strategist

1. Incorporate structured reflection into your routine.



Reflecting in a structured way helps you analyze facts and processes, and translate them into future hypotheses and actions.

2. Think unconventionally, and not automatically.



Thinking unconventionally enables you to seek outside of a predetermined range of significance to discover solutions.

3. Understand the needs of other people.

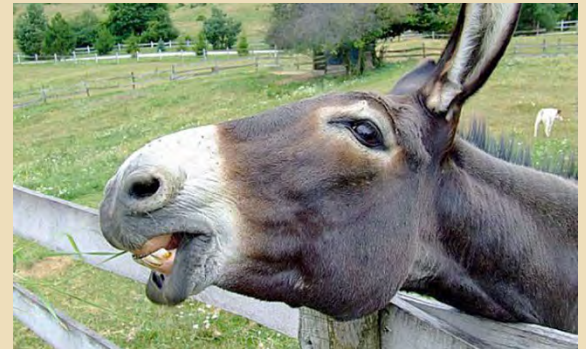


Being persistently curious, stretching your mind to learn, unlearn and relearn creates the best master strategy.

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Let's Define Paradox

- We have dilemmas in life that have opposing options that beg us to make a choice.
 - The paradoxes are persistent contradictions that lurk within these dilemmas
 - Past/future
 - Stability/change
 - Centralization/decentralization



What is the Paradox Mindset?



- Instead of choosing between "either/or" options, a paradox mindset emphasizes "both/and" thinking to integrate opposing demands and find innovative solutions....change from a problem solver to managing polarities.
- It involves recognizing that tension and conflict between opposing elements are natural and can be a source of growth and creativity when managed effectively...It's not if you face tension, but how.


Show it with...

1. Openness to Contradictions
2. Flexibility
3. Long-Term Thinking
4. Resilience



Importance...

1. Fosters creative problem-solving. It moves people beyond compromise to solutions that combine the best of both worlds.
2. Enhances collaboration by openness to diverse perspectives
3. Demonstrates adaptability and can build trust amongst the teams you lead
4. Builds sustained relevance as you become good at navigating evolving stakeholder needs



Your Turn...

Let's practice scenarios to put
the Paradox Mindset in Action

Find Your Mule



Find Your Mule

- Focus on solutions that balance rather than polarize. Reframe the question.
- Stay grounded in action, rather than being paralyzed by indecision.
- Combine strengths from both sides to achieve a more resilient outcome.





Scenario 1

Conservation vs. Accessibility

Scenario: A park district is considering building a paved trail to improve accessibility for individuals with mobility challenges. However, the construction could disrupt sensitive habitats and wildlife corridors.



Scenario 2

Program Variety vs. Budget Limitations

Scenario: A recreation center wants to expand its offerings to include diverse programs such as yoga, coding classes, and art workshops. However, budget constraints mean not all proposed programs can be funded.



Scenario 3

Tradition vs. Innovation

Scenario: A popular annual event at the park has been running for decades, but attendance has started to decline. Staff members suggest introducing new activities or rebranding the event, which some community members oppose.



Scenario 4

Public Demand vs. Resource Sustainability

Scenario: With a surge in park visitors, the community is requesting additional amenities like restrooms, playgrounds, and picnic areas. However, the increased usage risks overtaxing the park's natural resources.



Scenario 5

Equity vs. Revenue Generation

Scenario: The district's new sports complex has the potential to generate significant revenue through premium memberships and private events. However, community members worry this will limit access for lower-income families.

Scenario 6

Safety vs. Visitor Freedom

Scenario: After a series of minor accidents, the district considers enforcing stricter rules, such as limiting off-leash dog areas or banning certain recreational activities like kayaking in certain zones. Some visitors feel these measures would detract from their experience.

Scenario 7

Seasonal Staffing vs. Year-Round Needs

Scenario: The district struggles to retain skilled seasonal employees, particularly lifeguards and park maintenance workers, who leave for year-round opportunities. Full-time staffing isn't feasible due to budget constraints.



Scenario 8

Community Preferences vs. Environmental Best Practices


Scenario: Many residents enjoy large, manicured lawns in public parks, but maintenance (e.g., mowing, watering) conflicts with environmental initiatives like converting turf to native prairie.



Scenario 9

Rapid Growth vs. Cultural Preservation

Scenario: A growing community necessitates the rapid development of new parks and facilities. However, longtime residents fear losing the small-town feel and cultural identity of existing spaces.



Scenario 10

Event Popularity vs. Park Preservation

Scenario: A successful music festival hosted in a park draws large crowds and generates significant revenue but leaves behind damage to the grounds and infrastructure, requiring costly repairs.

The Paradox Mindset at CWPDP

Yankee Park Tennis Courts



Renovation of the Grant Park Barn



BILL YECK & FOREST FIELD PARKS



Refund Policy

24

It's convenient

The flexibility to register and pay at your convenience, anytime, from anywhere.



It saves time

In less than five minutes, you can setup your account and enroll for your program.



It's easy

Three simple steps, and you'll be enrolled in the program of your choice.



It's environmentally friendly

No need to use gas driving over to register in person. And it saves paper.

or Centerville-Washington Park District. **In person registration begins one day later than online registration.**

Registration and Refund Policy

Residents may register members of their family and one other resident family.

New!

If a program is canceled by the Park District, you will receive a full refund. If you can no longer attend a program, you may cancel seven days prior to the program's start date to receive a full refund as household credit or back to the original payment method. **Cancellations made less than seven days prior to the program's start date will be offered a 50% household credit.** Cancellations made during or after the program are not eligible for a refund.

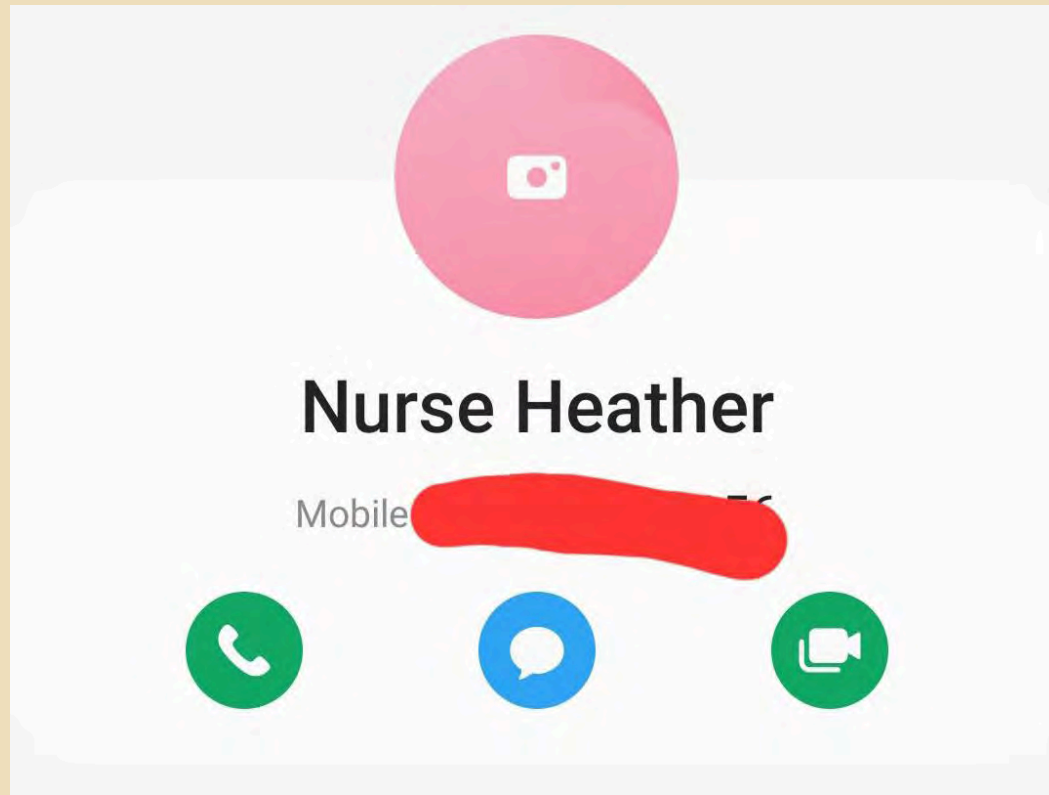
Access for All

We are committed to providing programs, services and facilities that ensure inclusive and adapted access for all. Please contact us if you require any additional modifications or support because of a disability.

Financial Assistance

We hope to provide park experiences for all members of the Centerville and Washington Township community. Financial assistance is available for residents to participate in Park District programs. Visit cwpd.org/forms/ for more information.

Program Accommodations



Pavement Repair and Replacement

Entrance Drive and Parrish Entrance

Main Parking Lot

Facility Lots and Drive

Activity Center	From	To	Surface Type	Length	Width	SY	Rating	Current Repair Process	Current Unit Price
Main Parking Lot	entrance drive	back of lot	Asphalt			5,175	65	Crack Seal to Hold / Mastic One	\$1.15
Facility Lots and Drive			Asphalt			2,215	55	2" Asphalt Mill and Overlay	\$20.25
Walking Path - Trail			Asphalt	2,700	9.0	2,700	95	Crack Seal (finish repairs at back of park)	\$1.15
						2,700		Asphalt Rejuvenator	\$1.40
Sidewalks	Far Hills	main parking lot	Concrete	900	4.0	400	A	Good Condition	
Facility Walkway			Concrete			770	A	Good Condition	
Baseball Diamond #1			Concrete			236	B	Powerwash / Seal	
Baseball Diamond #2			Concrete			45	B	Powerwash / Seal	
Baseball Diamond #3			Concrete			71	B	Powerwash / Seal	
Shelter			Concrete	42	35.0	163	A	Good Condition	
Surrounding Area			Concrete			1,100	A-	Good Condition	
Pickle Ball Courts			Asphalt	160	120.0	2,133	C+	Rite-Way Crack Repair	\$25.00
			Cracks If	900		2,133		Surface Coloring	\$10.00
			# of courts	3		2,133		Surface Striping	\$800.00
Walkway Around Courts			Concrete	52	6.0	35	B	Powerwash / Seal	

Centerville-Washington
PARK DISTRICT

At Your Agency...

- What is in your mission, vision, values, goals objectives or cultural values that help reinforce your purpose and make opposing tensions easier to take on?
- CWPDP Vision: To become the outdoor recreation destination of choice for the community we serve.

At Your Agency...

“The art of walking upright here
Is the art of using both feet.
One is for holding on.
One is for letting go.”
~Glenn Colquhoun

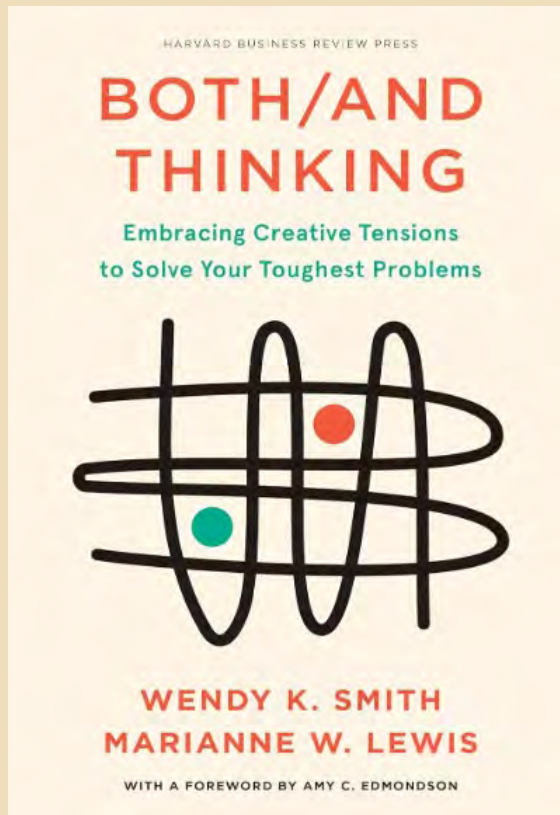
- We need to help our teams shift their thinking to embrace a paradox mindset – managing tensions can take you beyond “compromise” and “tradeoffs” to a higher place than you otherwise would be.

At Your Agency...

Paradox Mindset Inventory
Take the quiz:



Resources:



[What Type Of Strategist Are You? 5 Types And Their Pros And Cons](#)

[How to Embrace The 4 Leadership Paradoxes](#)

[Five Paradoxes of an Innovation Culture - Government Executive](#)

[Embracing the Paradoxes of Leadership | INSEAD Knowledge](#)

[Why Agile Leaders Need To Be Master Strategists And Three Ways To Get Started | ACESENCE](#)

[Mindset shifts to make to be a both/and leader](#)

OPRA wants your feedback.
Please fill out the session evaluation:



Scan Me!