Contents

List of Professional Development Activities vii
Acknowledgments viii
About the Author x

PART I. UNDERSTANDING POLARITY THINKING
Chapter 1. Introduction: Let’s Put Our Differences to Work for Us 2
Chapter 2. Getting Unstuck in Education 7

PART II. THE BIG PICTURE OF POLARITY THINKING IN EDUCATION REFORM
Chapter 3. Leveraging Education Goals: Academic Success AND Whole Child Success 32
Chapter 4. Ensuring Effective Teachers: Evaluation as a Measure of Effectiveness AND a Guide for Professional Growth 53
Chapter 5. A Math Wars Truce: Mastery of Knowledge AND Mastery of Problem Solving 78
Chapter 6. Making Diplomas Meaningful: Standardization AND Customization 105

PART III. PUTTING THE SMALL POLARITY THINKING TOOLS TO WORK
Chapter 7. Introducing Polarity Thinking to Your Team 130
Chapter 8. Guiding Your Team Through Polarity Thinking 140
Chapter 9. Using Polarity Tools to Explore Initiatives and Opposing Experts 156
<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>Working With Common Polarities in Education</td>
<td>172</td>
</tr>
<tr>
<td>11</td>
<td>Students and Polarities: A Tool for Critical Thinking</td>
<td>190</td>
</tr>
<tr>
<td>PART IV</td>
<td>A CLOSER LOOK AT WHY WE BELIEVE WHAT WE BELIEVE</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Carl Jung, Neuroscience, and the Truth That We’re Wired to Develop Different Viewpoints</td>
<td>212</td>
</tr>
<tr>
<td></td>
<td>Conclusion: Moving Beyond Polarization in Education</td>
<td>243</td>
</tr>
<tr>
<td>Appendix A</td>
<td>A PACT Process Case Study</td>
<td>246</td>
</tr>
<tr>
<td>Appendix B</td>
<td>Chapter 9 Reading: How Do We Help Students Succeed?</td>
<td>252</td>
</tr>
<tr>
<td></td>
<td>References</td>
<td>256</td>
</tr>
<tr>
<td></td>
<td>Suggestions for Further Reading</td>
<td>265</td>
</tr>
<tr>
<td></td>
<td>Index</td>
<td>266</td>
</tr>
</tbody>
</table>
List of Professional Development Activities

Activity 2.1: Using Polarity Thinking to Analyze a Failed Initiative 52
Activity 5.1: Mastering Calculations and Mastering Mathematical Thinking 99
Activity 7.1: A Forty-Five-Minute Introduction to Leveraging Differences 131
Activity 8.1: Mapping by Moving Through a Polarity 142
Activity 9.1: Reading With the Lens of Polarities 159
Activity 9.2: Mapping Any Article 161
Activity 9.3: Incorporating Polarity Mapping in a Book Discussion 163
Activity 10.1: Demonstrating Respect 179
Activity 10.2: Point of View Debate 182
Activity 11.1: Student Discipline 195
Activity 11.2: On-Your-Feet Arguments 199
Activity 12.1: Reflecting on Biases 239