

Preservation of
stability



Change

**Paradox of reciprocal
empowerment**

Tension: Empowering vs.
centralizing

Content: A paradox of organizing

Paradox of dynamic community

Tension: Welfarism vs. paternalism

Content: A paradox of belonging

Paradox of mutual growth

Tension: Qualifying vs. controlling

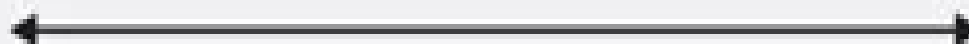
Content: A paradox of learning

**Paradox of structured
improvisation**

Tension: Muddling through vs.
improvisation

Content: a paradox of adapting

Internal
demands



External
demands

First Of Paradox 4

Jin-Ying Zhang



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