

Polarity Partnerships' Mission

Enhance our quality of life on the planet
by supplementing
“OR” thinking with “AND” thinking



Summary Introduction



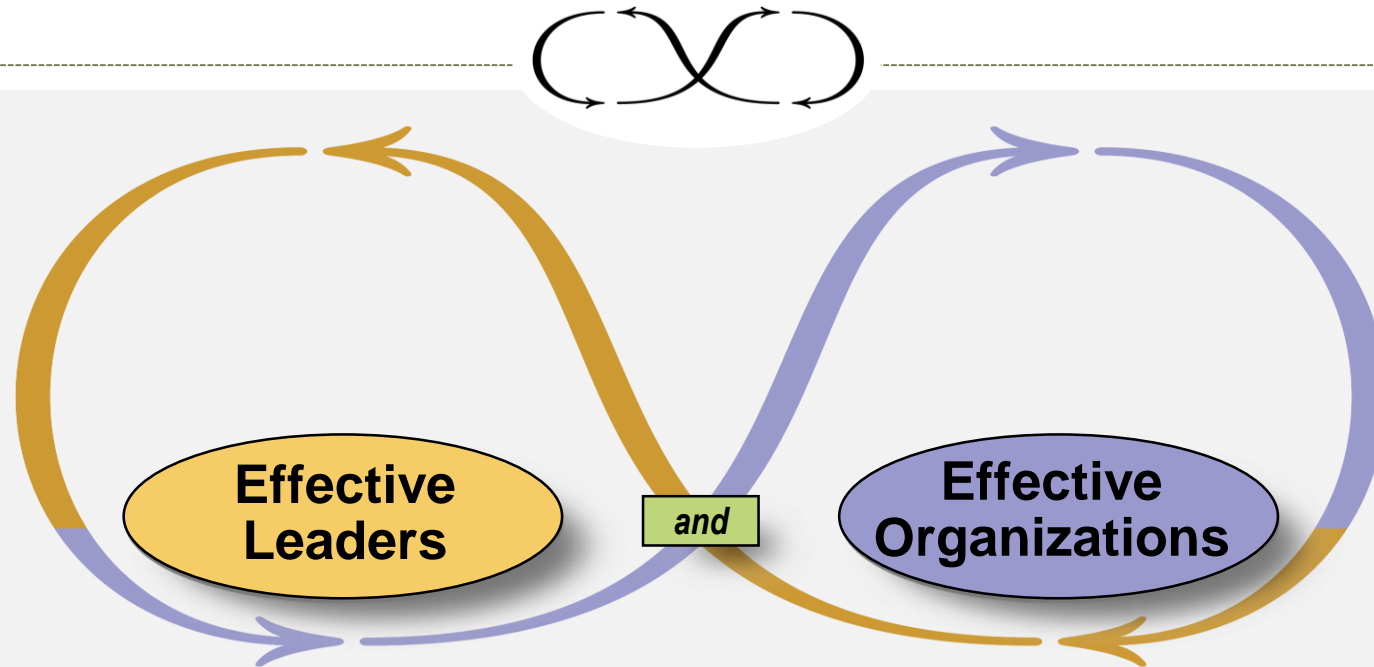
Polarities are:

- Interdependent pairs
(aka – Paradox, Dilemma, Tensions)
- Energy systems in which we live and work.

Why bother?

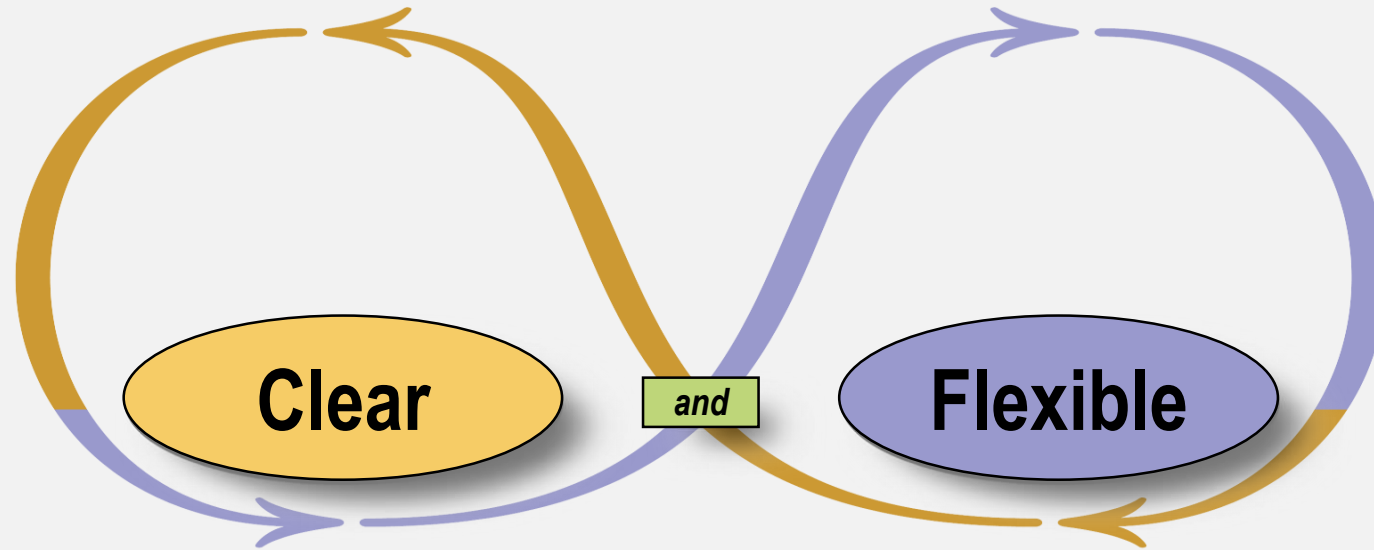
- Effectively address resistance to change
= *faster and more sustainable.*
- Effectively address polarized conflict
= *vicious cycles to virtuous cycles.*

Polarity Reality

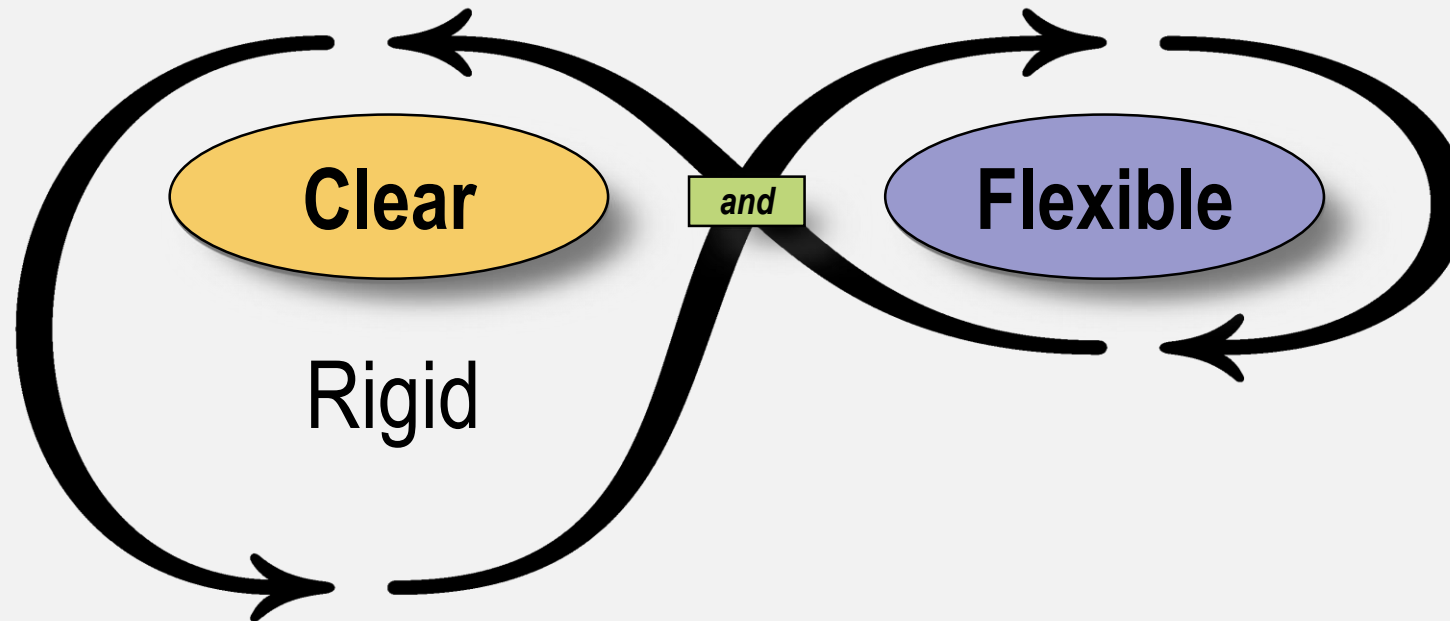


Leaders and organizations that leverage polarities well outperform those who don't.

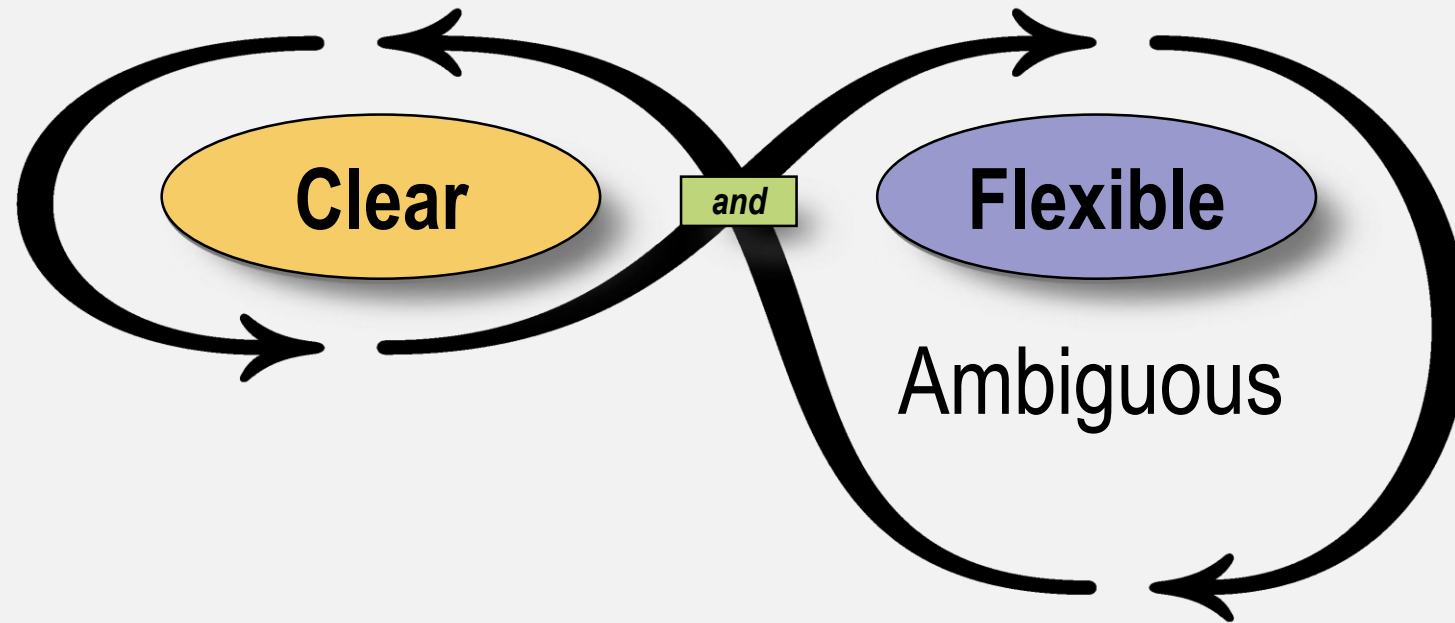
Effective Leadership



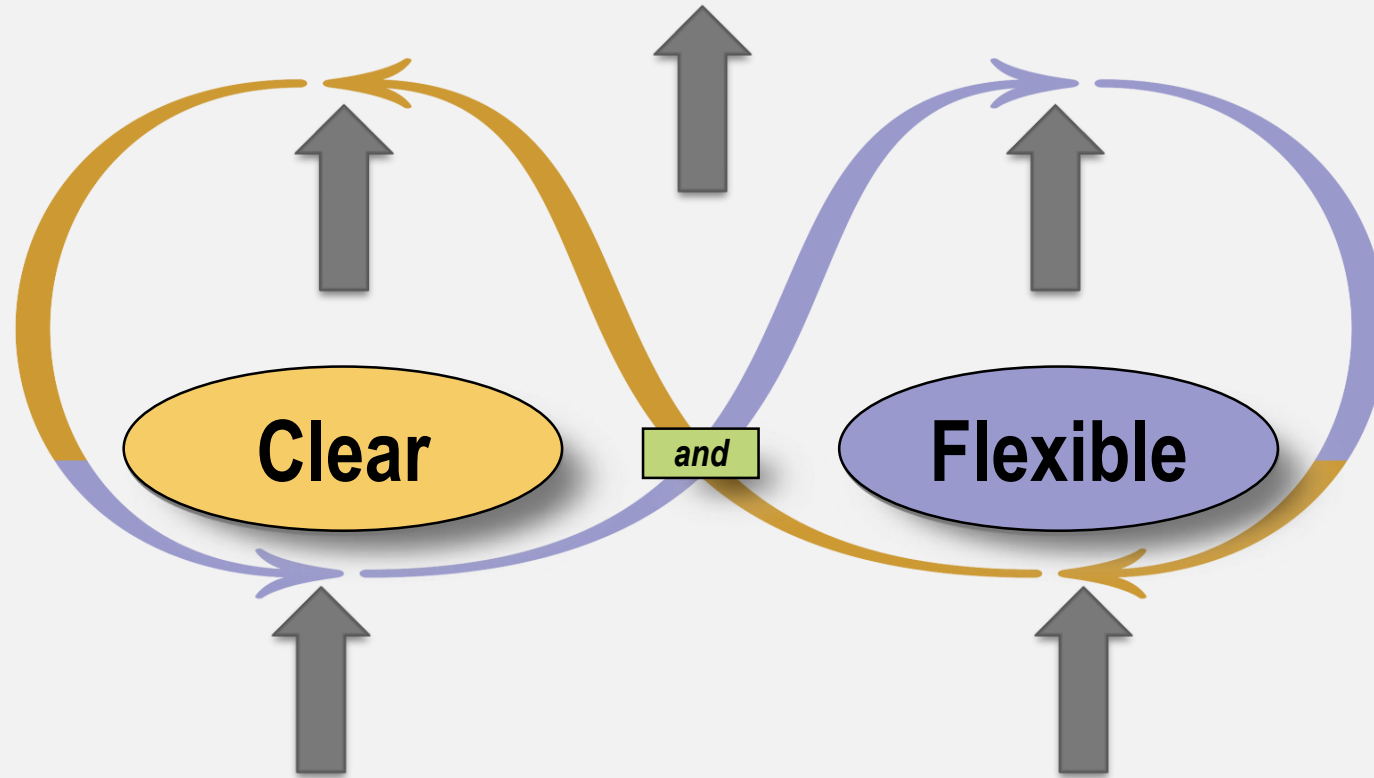
Effective Leadership



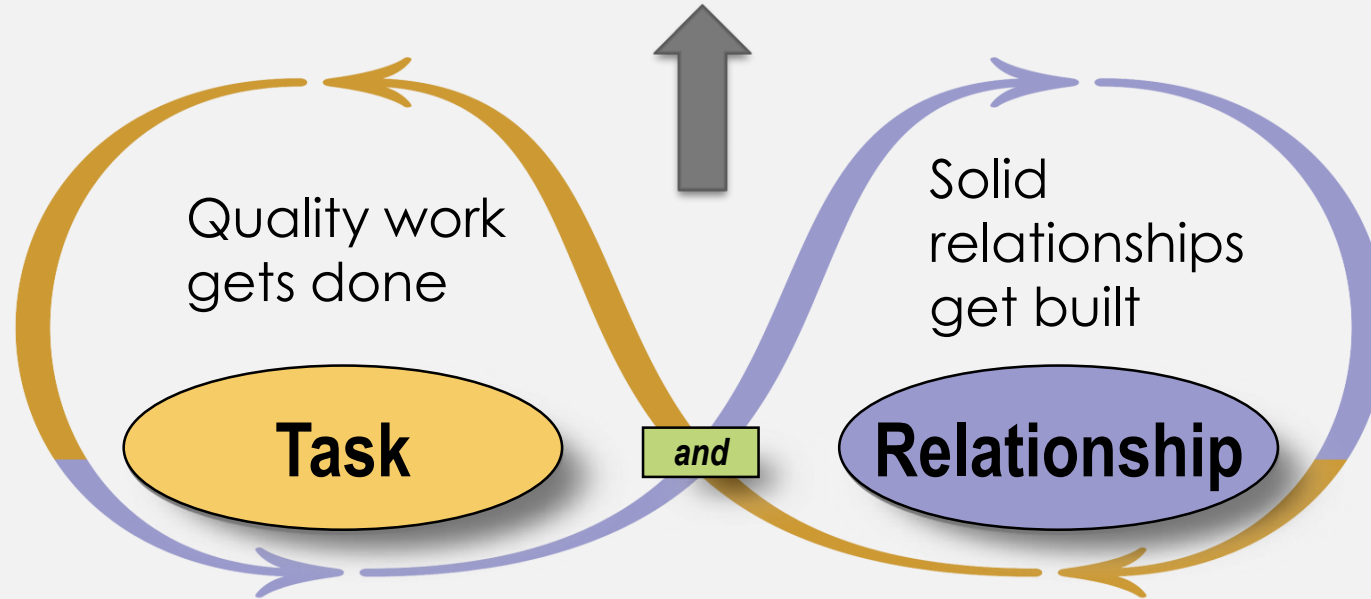
Effective Leadership



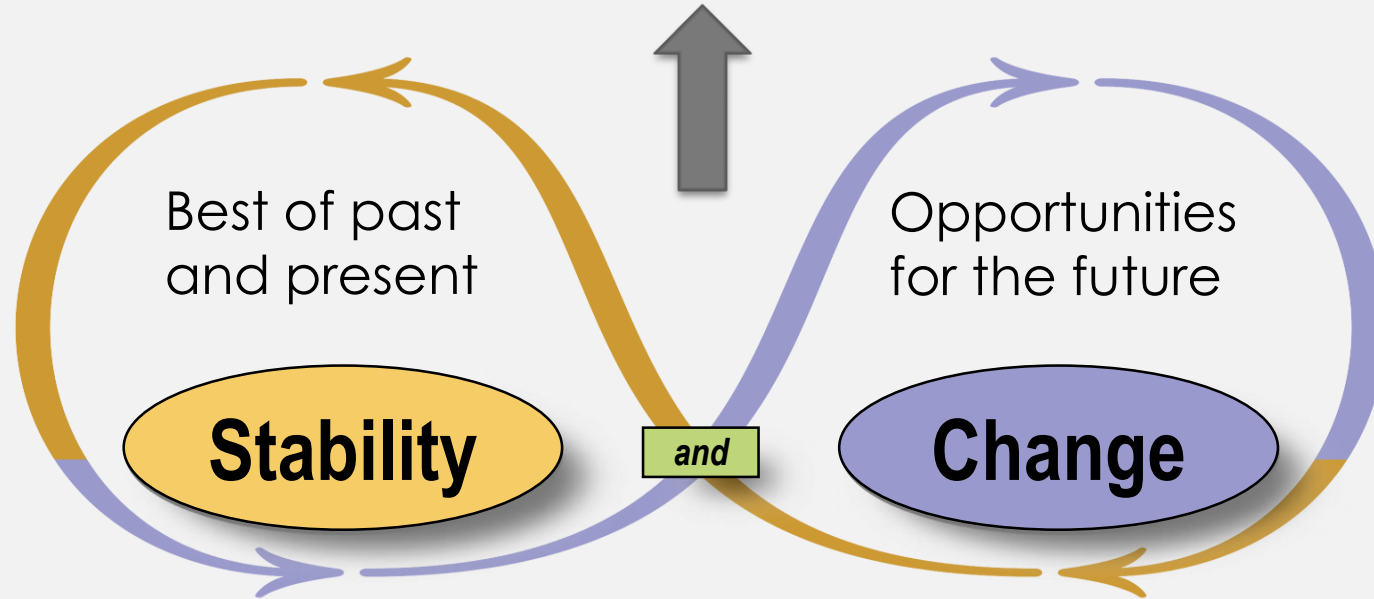
Effective Leadership



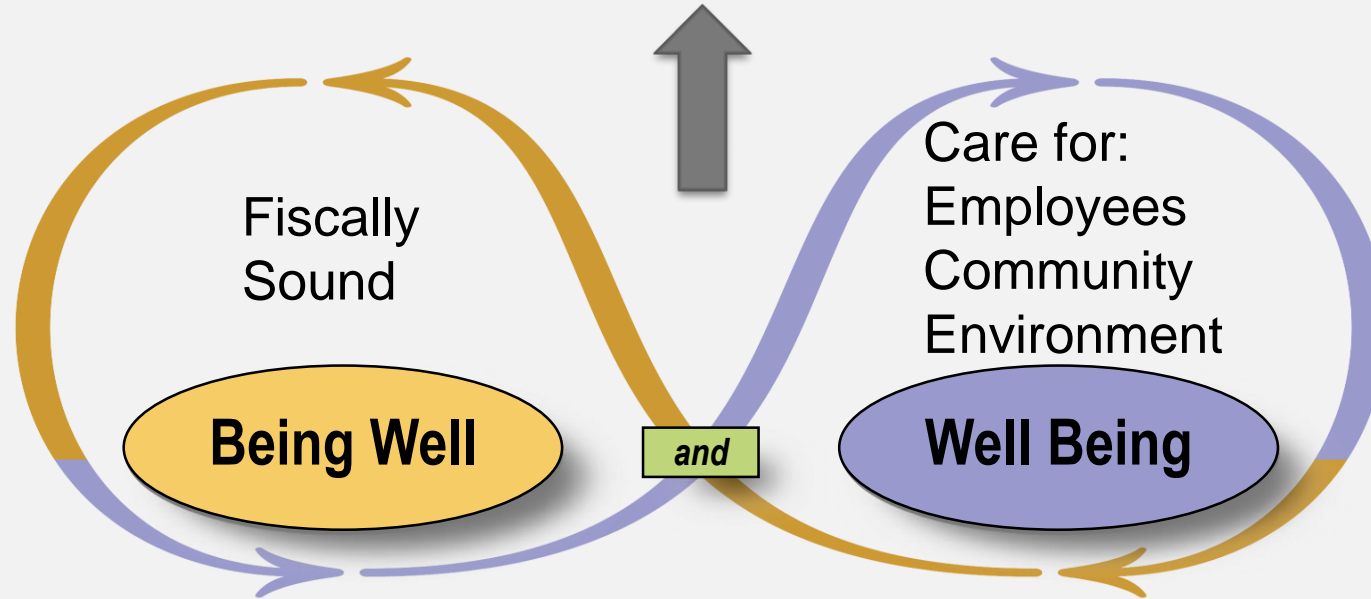
Effective Leadership



Thriving Organization



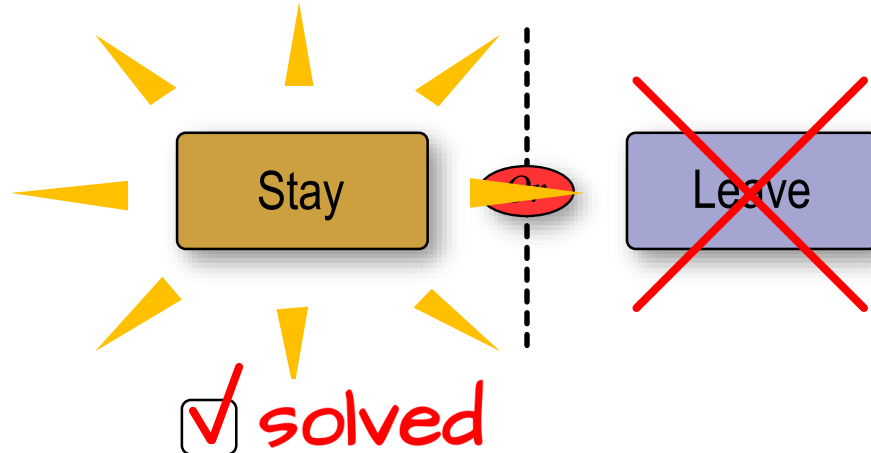
Thriving Natura



Problem *And* Polarity

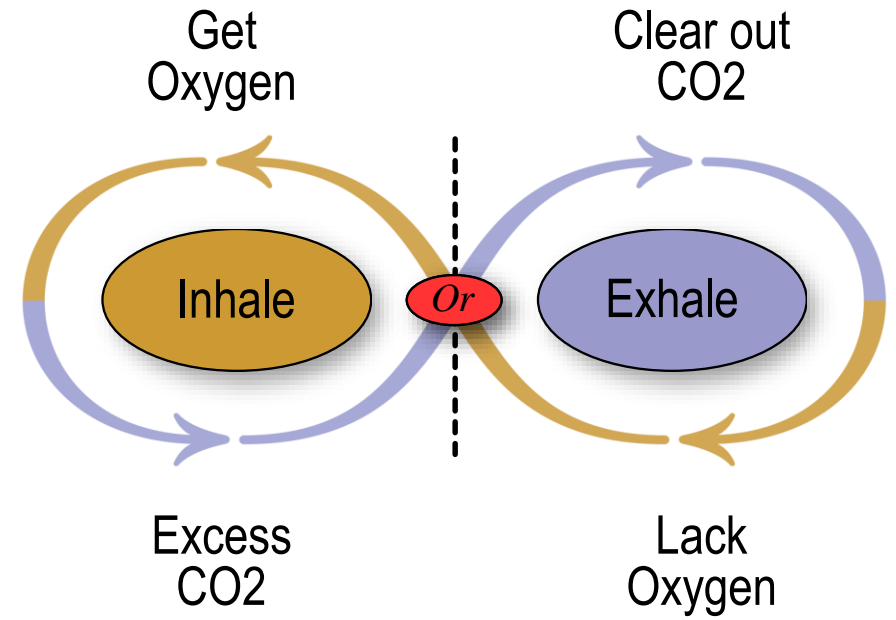
A problem

requires *Or*-thinking.



A polarity

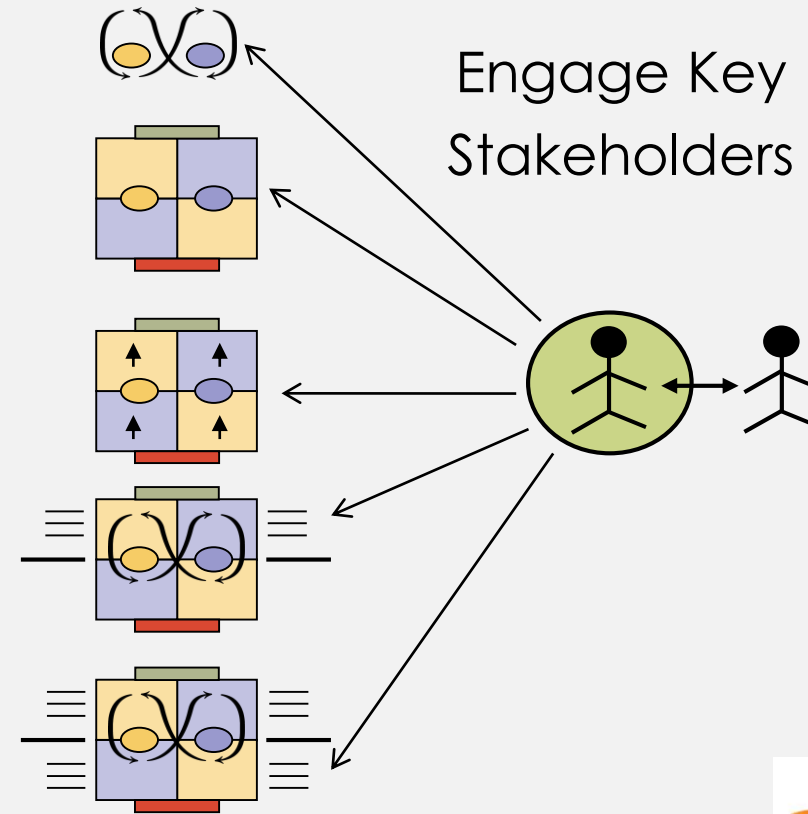
requires *And*-thinking.



The 5-Step Process

Polarity Partnerships has developed a 5-Step process to leverage polarities which integrates the Polarity Map™ and the Polarity Approach for Continuity and Transformation (PACT™)

- S** Seeing
- M** Mapping
- A** Assessing
- L** Learning
- L** Leveraging



Why Bother?



Effectively address:

Resistance to change
= *faster and more sustainable.*

Join me in this situation:

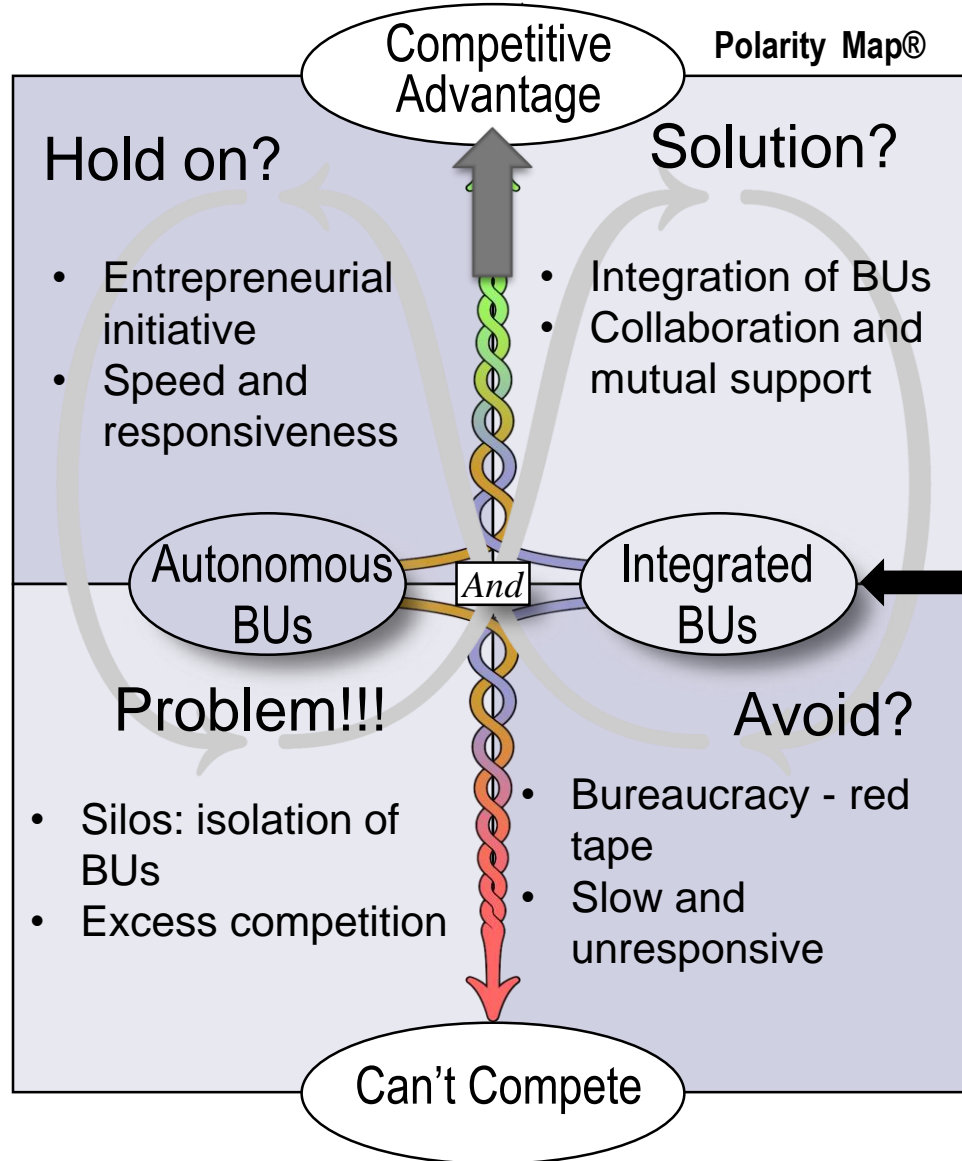


- Phone call – US based multi-national company
- Located in 46 countries
- On the call: COO, CIO, Design Team Leader
- Focus: 4 Day Leadership Development for top 200 leaders
- Theme: “Leading Through Values.”

5 Seconds per quadrant in chat

Positive results from doing a good job of allowing autonomy for your BUs are... →

Negative results from over-focusing on Aut. BUs to the neglect of Int. BUs are... →



Positive results from doing a good job of integrating your BUs are... ←

Negative results from over-focusing on Int. BUs to the neglect of Aut. Bus are... ←

From:
And, Volume 1 Chapter 5

Action Steps

1

- Entrepreneurial initiative
- Speed and responsiveness

- Integration of BUs
- Collaboration and mutual support

Action Steps

2

Early Warnings

4

- Silos: isolation of BUs
- Excess competition

- Bureaucracy - red tape
- Slow and unresponsive

Early Warnings

3

Competitive Advantage

Polarity Map®

Autonomous BUs

And

Integrated BUs

Can't Compete

From:
And, Volume 1 Chapter 5

Key Points

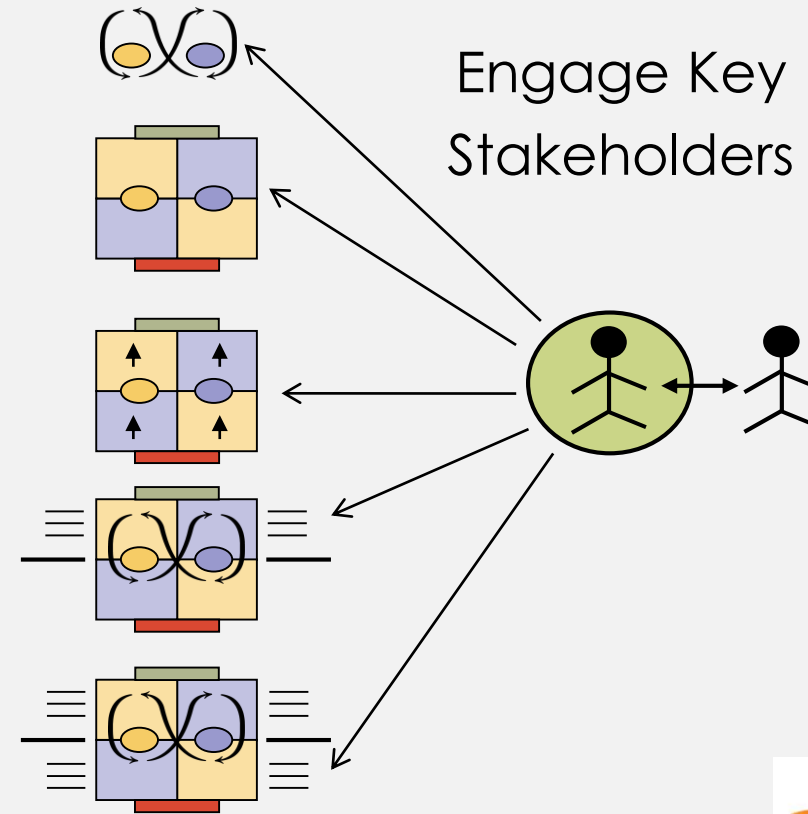


1. Every change effort is part of an infinity loop energy system. Polarity energy is at play.
2. Having all the “power” and all the “alignment” in a change effort is not enough to overcome the misdiagnosis of treating a polarity as if it is a problem to solve.
3. If you want to guaranteed the failure of a change effort, tie it to one pole of a polarity.
4. If you want success, tie it to both poles of a polarity. That polarity will always be available to leverage because polarities are indestructible.

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Polarity Partnerships has developed a 5-Step process to leverage polarities which integrates the Polarity Map™ and the Polarity Approach for Continuity and Transformation (PACT™)

- S** Seeing
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- L** Learning
- L** Leveraging



Why Bother?



Effectively address:

Polarized conflict

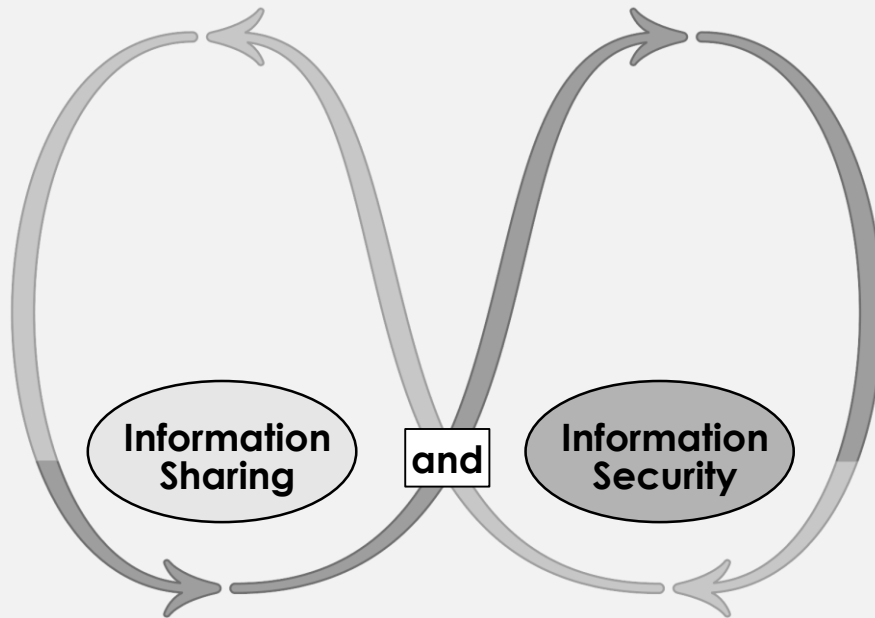
= *go from vicious cycles to virtuous cycles.*

Dave Wennergren Deputy CIO DOD



What did Dave do?

He Started by Seeing



AMERICAN UNIVERSITY
WASHINGTON, DC

School of Public Affairs > Public Administration & Policy >
Past Recipients of the Roger W. Jones Award for Executive Leadership

Past Recipients-2012

Thomas L. Mesenbourg Jr.

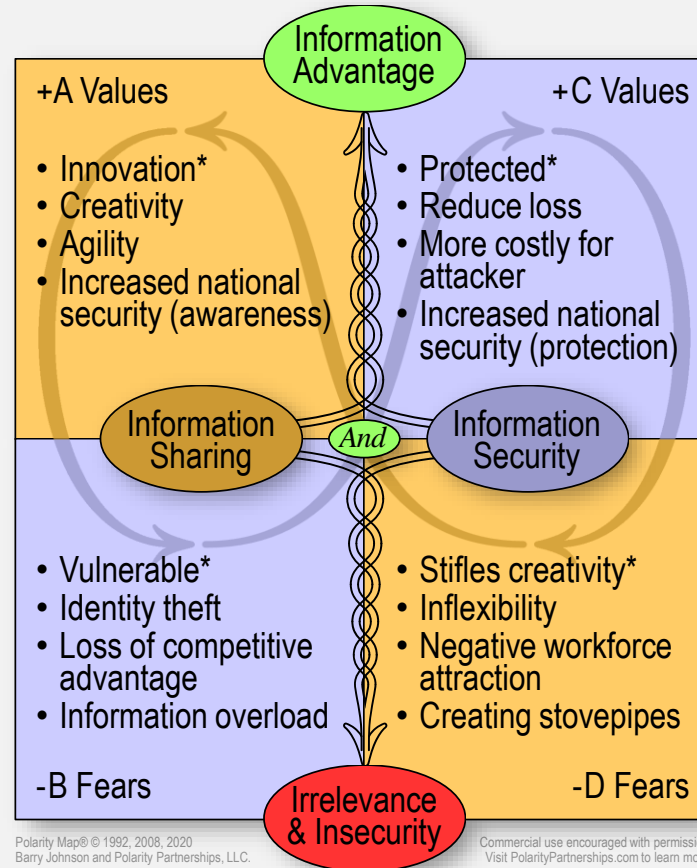
Acting Director
U.S. Census Bureau

David Wennergren

Assistant Deputy Chief Management Officer
U.S. Department of Defense (DOD)

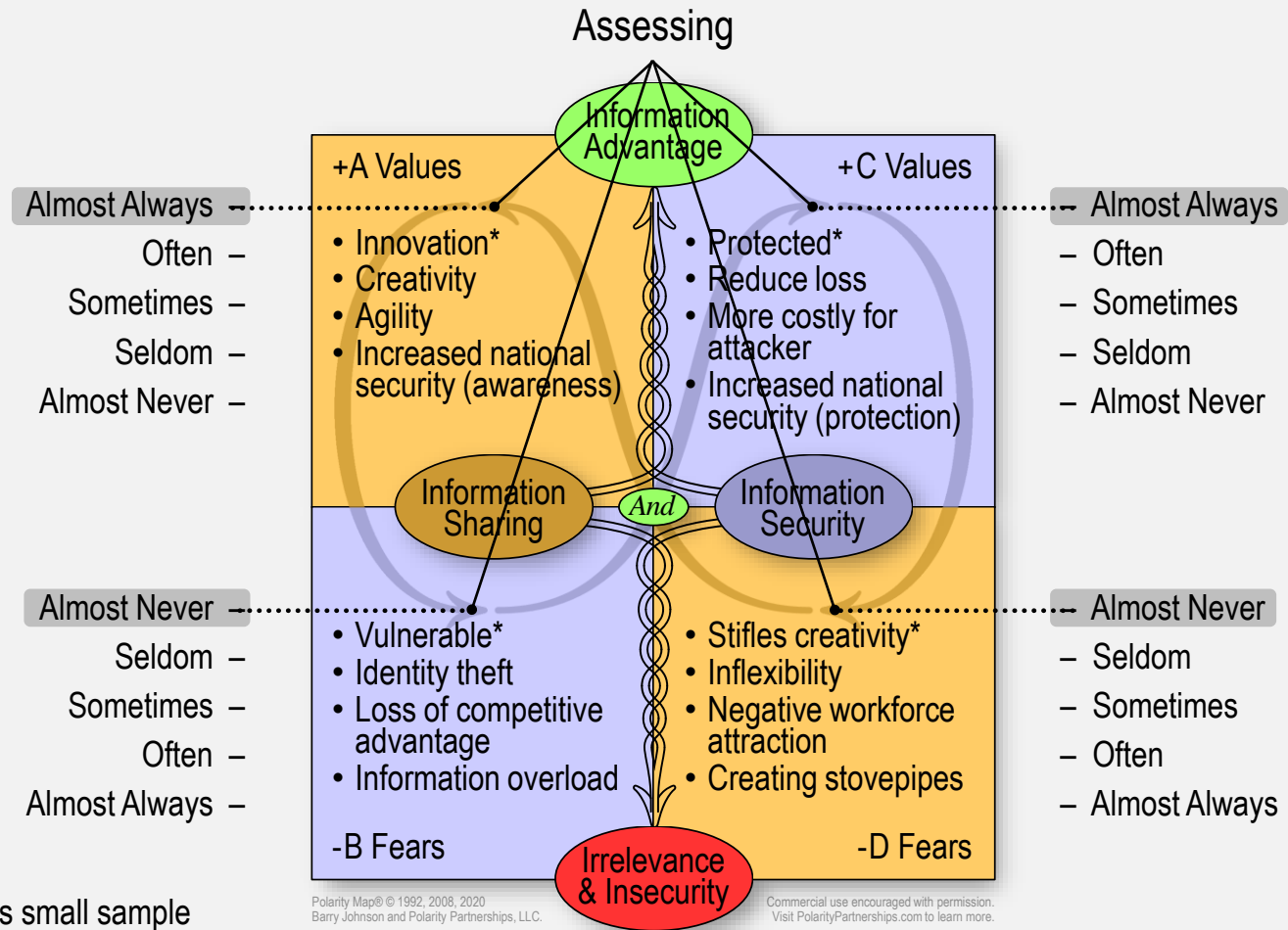


Mapping



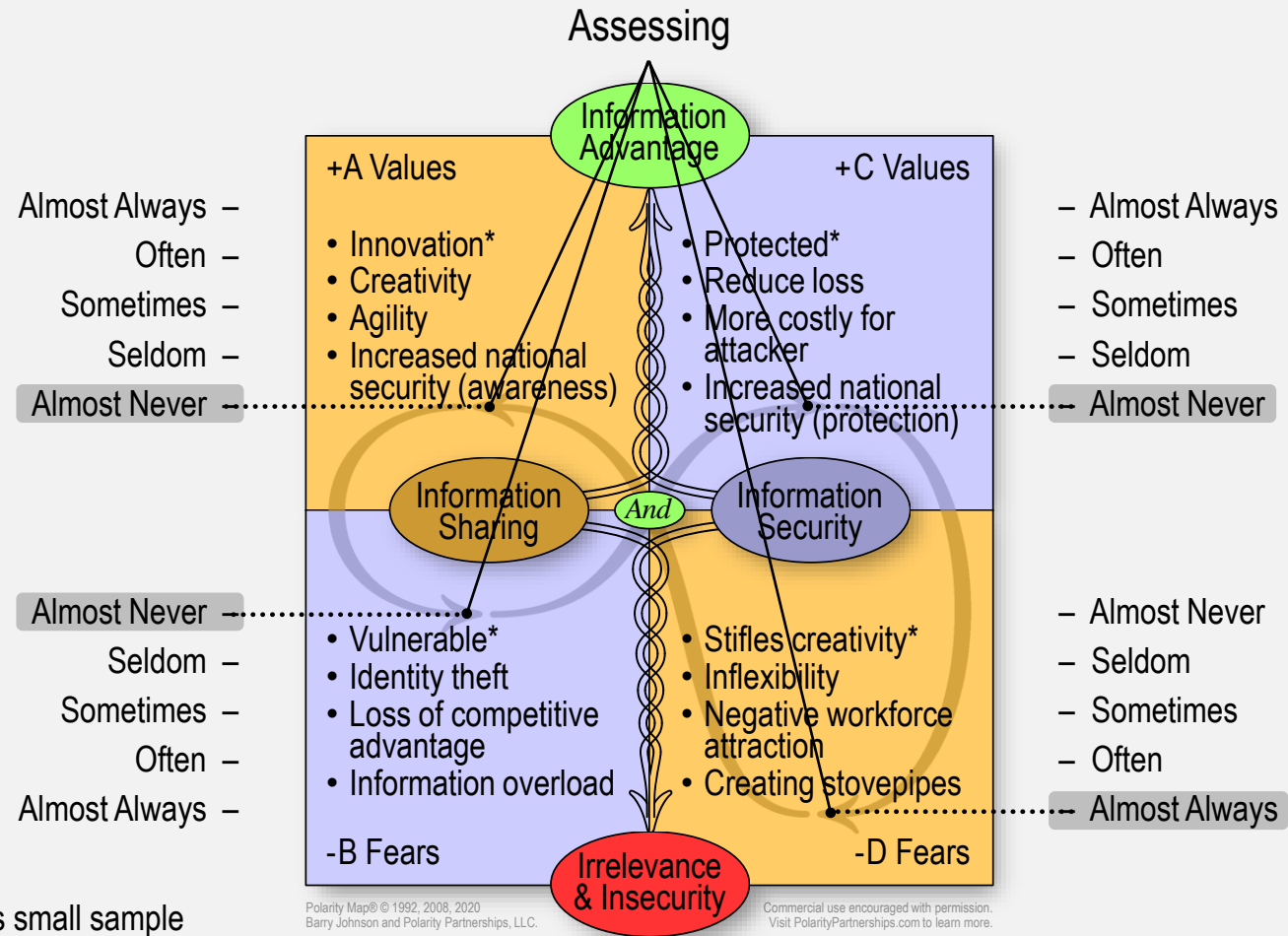
*Content is small sample

From:
And, Volume 1 Chapter 23



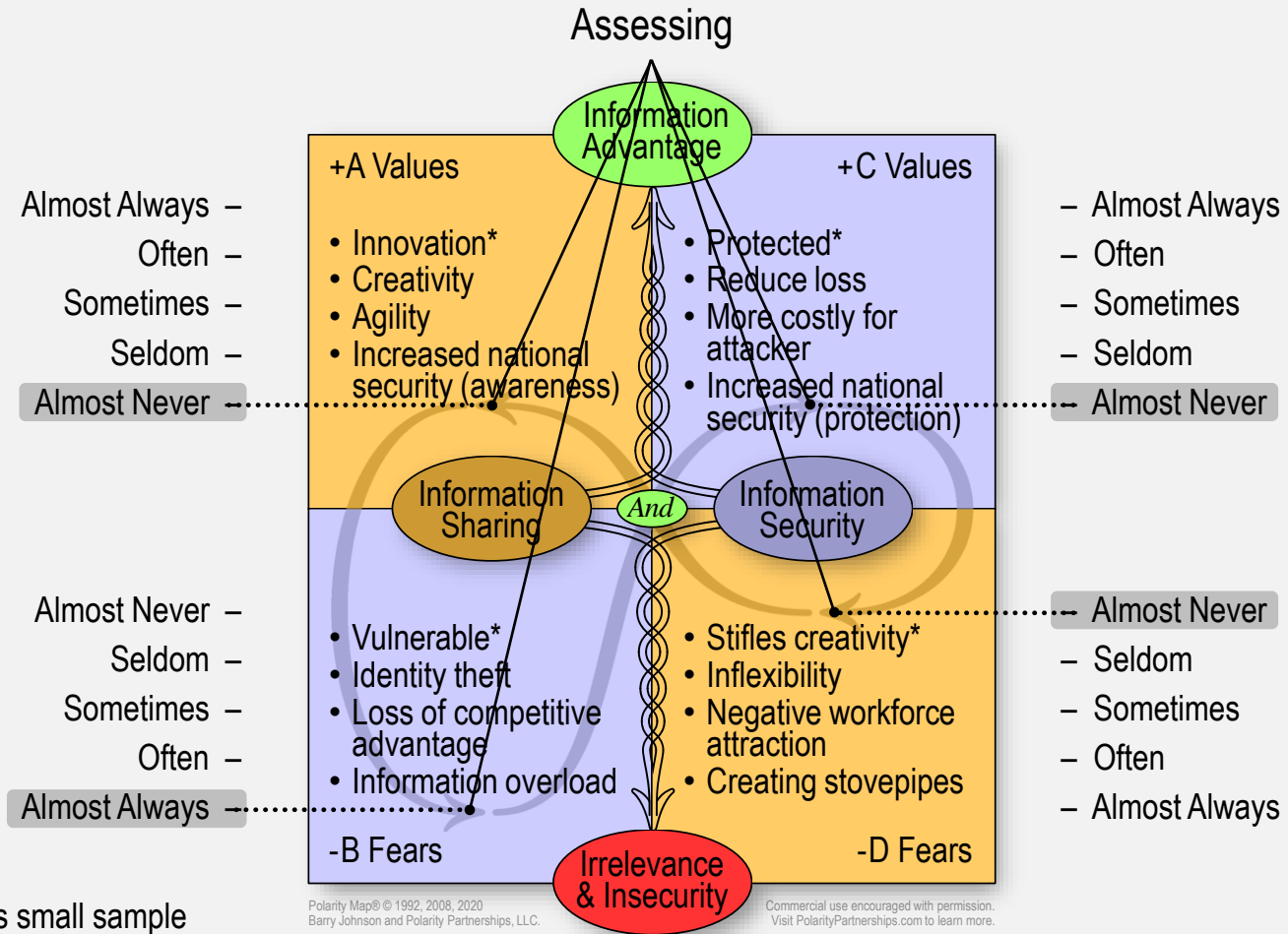
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From:
And, Volume 1 Chapter 23



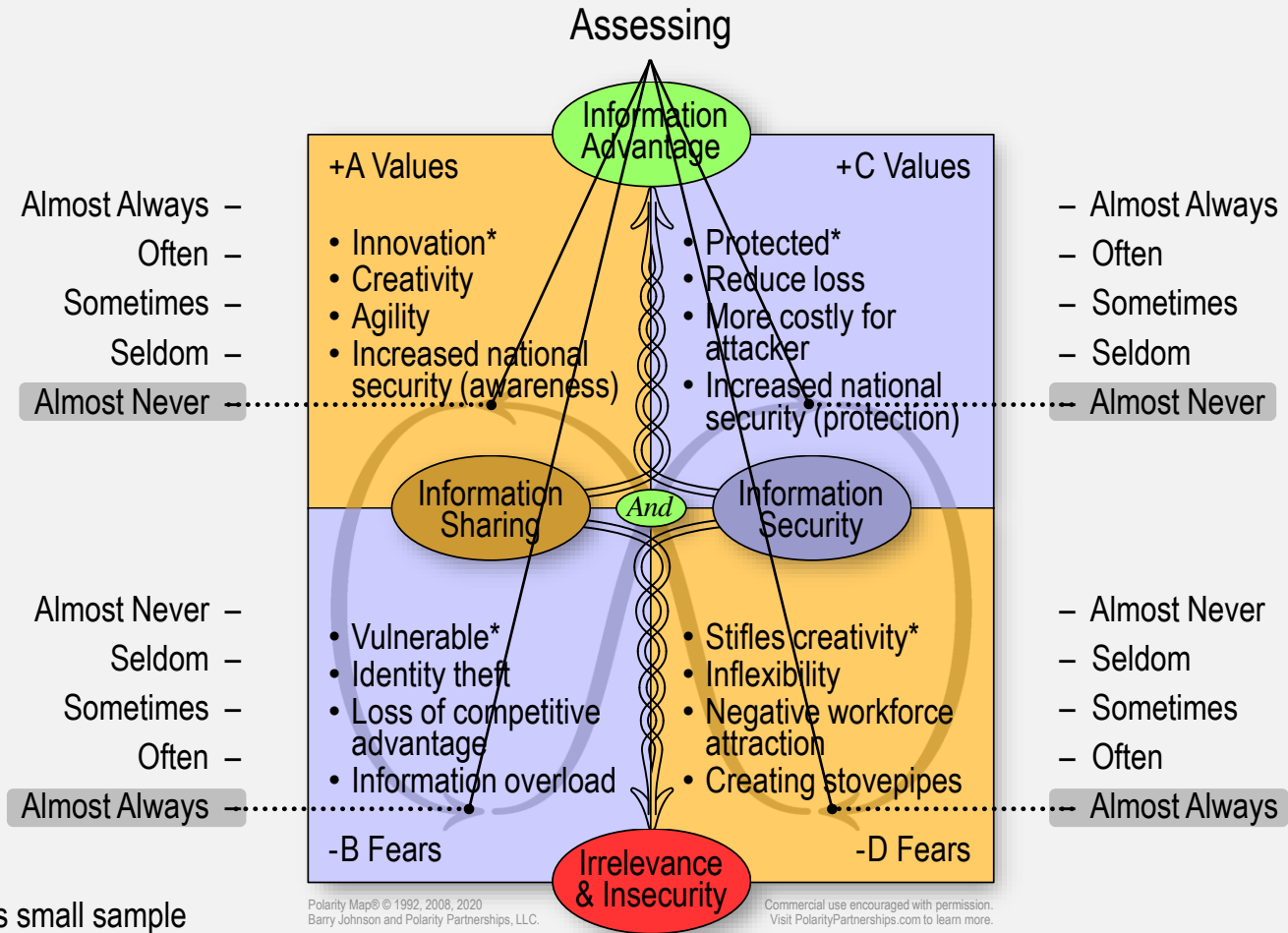
*Content is small sample

From:
And, Volume 1 Chapter 23



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From:
And, Volume 1 Chapter 23



*Content is small sample

From:
And, Volume 1 Chapter 23

Leveraging: Action Steps

Action Steps +A

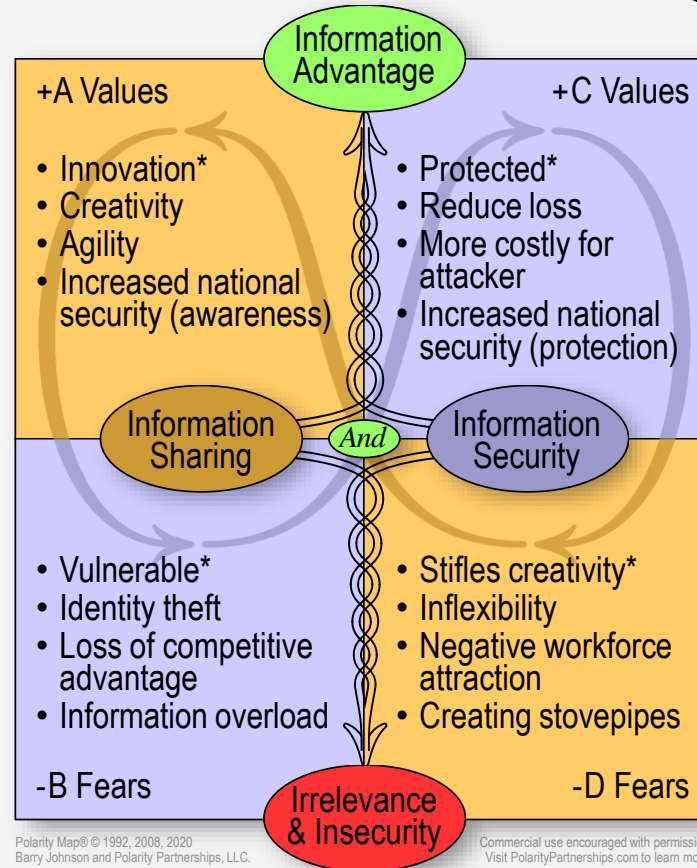
How will we gain or maintain the positive results from focusing on this left pole?
What? Who? By When? Measures?

1. Marketing* (understand imperative to share)
2. Training (how / why to share)
3. Integrate security solutions into sharing activities

Action Steps +C

How will we gain or maintain the positive results from focusing on this right pole?
What? Who? By When? Measures?

1. Marketing* (understanding the value of security)
2. Training (practicing good security hygiene)
3. Providing good security tools



*Content is small sample

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From:
And, Volume 1 Chapter 23

Leveraging: Early Warnings

Action Steps +A

How will we gain or maintain the positive results from focusing on this left pole?
What? Who? By When? Measures?

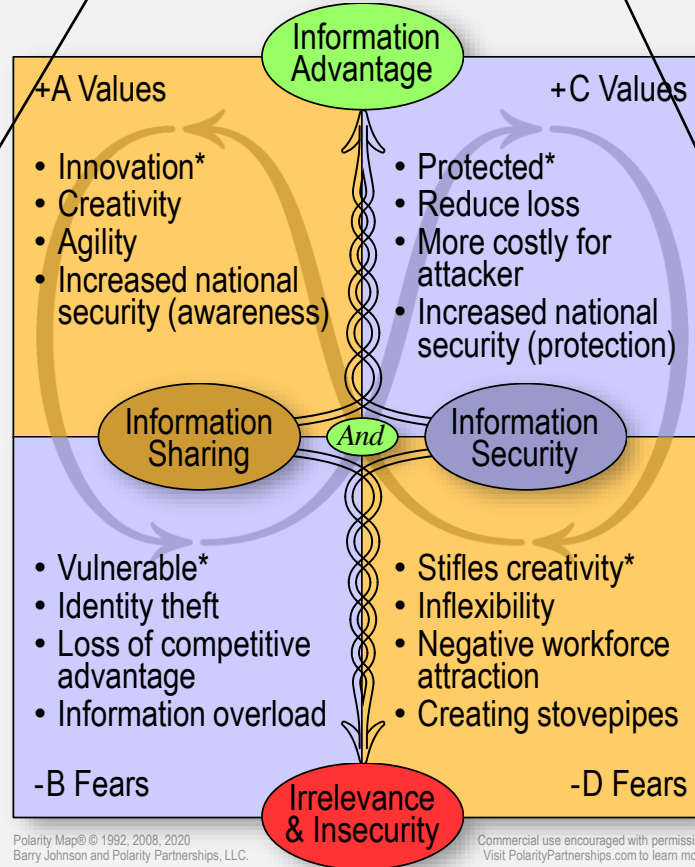
1. Marketing* (understand imperative to share)
2. Training (how / why to share)
3. Integrate security solutions into sharing activities

Early Warnings -B

Measurable indicators (things you can count) that will let you know that you are getting into the downside of this left pole.

1. Loss of Personally Identifiable Information (PII) up*
2. Successful Intrusions / Data exfiltrations up

*Content is small sample



Action Steps +C

How will we gain or maintain the positive results from focusing on this right pole?
What? Who? By When? Measures?

1. Marketing* (understanding the value of security)
2. Training (practicing good security hygiene)
3. Providing good security tools

Early Warnings -D

Measurable indicators (things you can count) that will let you know that you are getting into the downside of this right pole.

1. Information in newly fielded systems not visible / accessible outside of the enclave*
2. Time to get required information up

From:
And, Volume 1 Chapter 23

Seeing Polarities in the ATD Goals

*We accomplish our mission by focusing on the following goals:
Provide quality, cost-effective training designed to increase individual and organizational productivity and enrichment.*

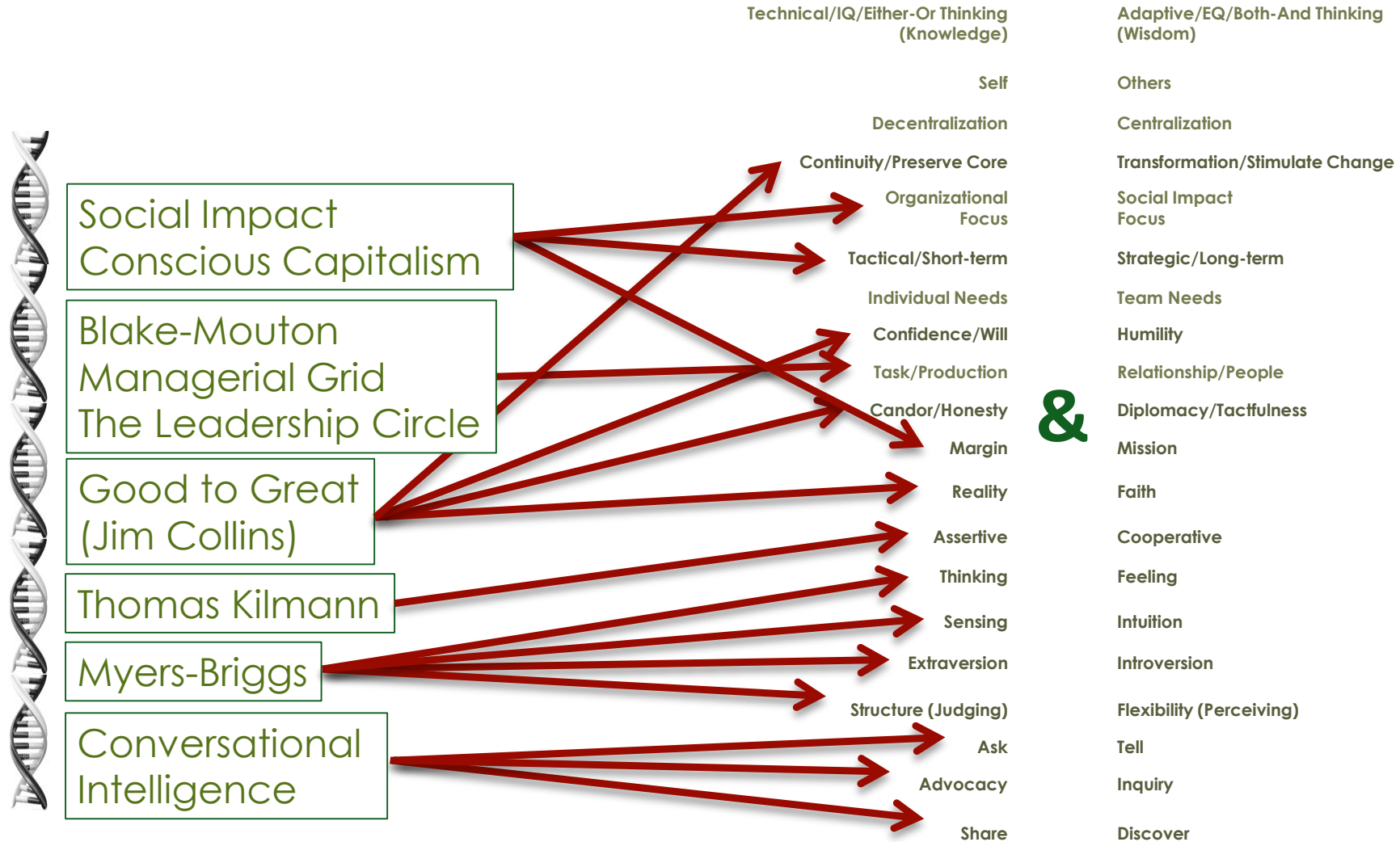
In the Chat:

What polarities are implicit in ATD's Goals?

TIPS:

- 1) Both Poles of the Polarity must be neutrally or positively named.*
- 2) Use "And" as the conjunction
(because they are interdependent – not an "Or")*

COMMON POLARITIES ENCOUNTERED BY LEADERS, TEAMS, ORGANIZATIONS





Write in the chat.

SUMMARY

ONE APPROACH FOR VERSATILE NEEDS AT SCALE

Effectively address resistance to change

= *faster and more sustainable.*

Effectively address polarized conflict

= *vicious cycles to virtuous cycles.*

Make a lasting difference

in leadership, team, and organizational strategies to navigate challenges in:

Leadership

Team/Organization Effectiveness

Change

Conflict

Communication

Culture

Diversity, Equity, and Inclusion

Complexity

INDIVIDUAL AND ORGANIZATIONAL WELL-BEING
THROUGH A POLARITY LENS
TAKEAWAY—CHAPTER 33

WORK
(INDIVIDUAL RESPONSIBILITY)

AND

HOME
(INDIVIDUAL RESPONSIBILITY)

WORK
(ORGANIZATION RESPONSIBILITY)

AND

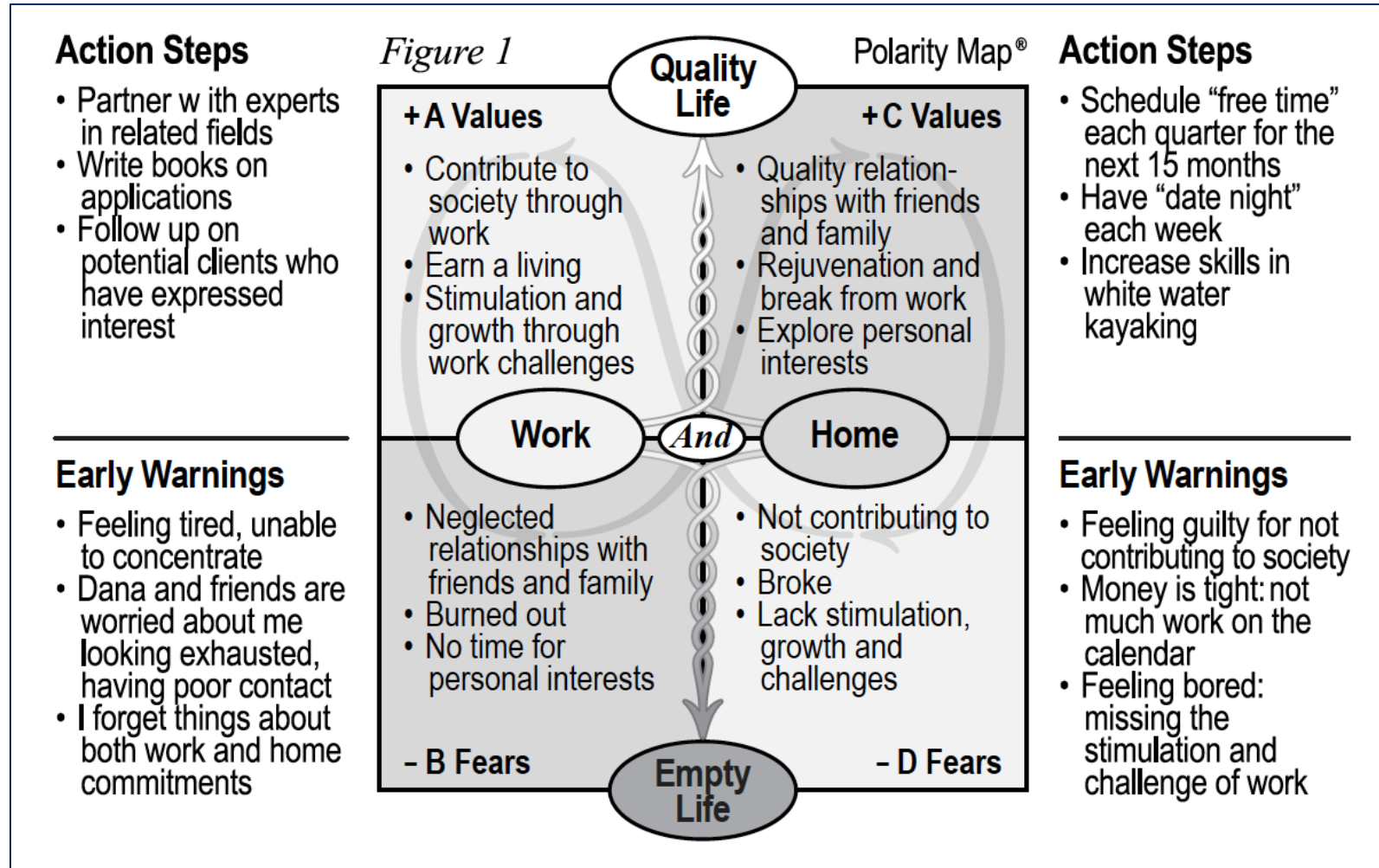
HOME
(ORAINZATION RESPONSIBILITY)

From:
And, Volume 1 Chapter 33

WORK (INDIVIDUAL RESPONSIBILITY)

AND

HOME (INDIVIDUAL RESPONSIBILITY)



From:
And, Volume 1 Chapter 33

WORK (ORGANIZATION RESPONSIBILITY) AND HOME (ORAINZATION RESPONSIBILITY)

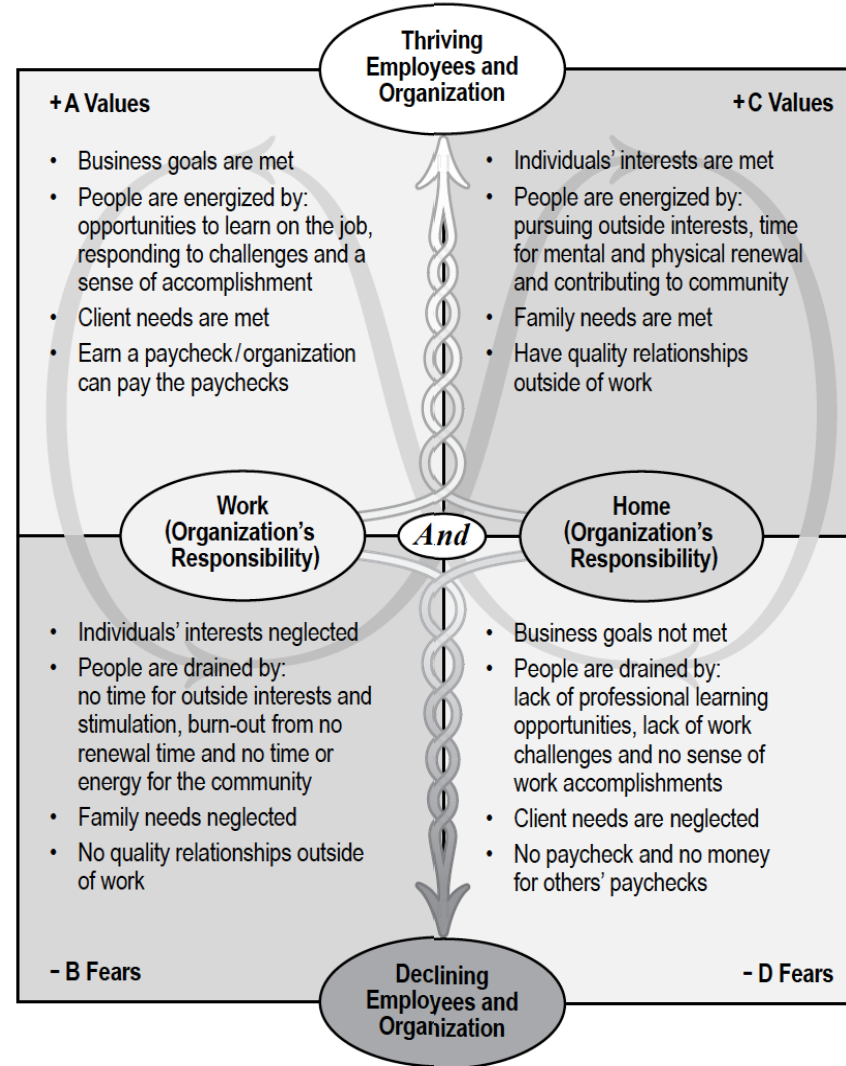
Figure 2

Action Steps

- Create clear projects with measurable outcomes
- Tie compensation to performance
- Align talents with responsibilities
- Create learning opportunities on the job
- Listen and respond to client needs

Early Warnings

- Increase in sick time
- More expressions of frustration with work
- Increase in complaints about being overwhelmed
- Increase in concerns of absence or neglect by partner / family



Action Steps

- Allow for planned vacations
- Allow time to pursue outside interests
- Provide recovery time after intense project completion
- Respect individual family needs and traditions
- Recognize work done in the community

Early Warnings

- Reduction in profit margin
- Clients complaining about neglect or poor service
- Increase in complaints about lack of accomplishment and boredom
- Paycheck reductions

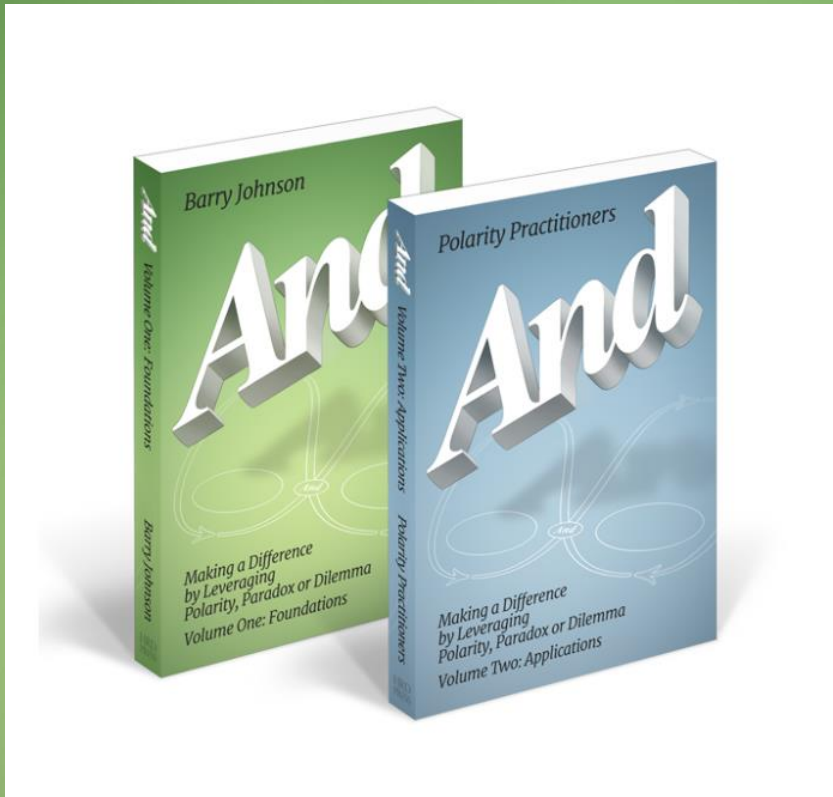
From:
And, Volume 1 Chapter 33

For a list of some common polarities, go to: www.polarityresources.com

SEE Our Public Polarity Maps®

The Polarity Resource Portal's Public Library of Polarity Maps® Describe Universal Interdependent Values, Competencies and Strategic Objectives that Individuals, Teams and Organizations Must Leverage to Achieve and Sustain Success

Care for Organization	AND	Care for Community	Challenge/Conditional Respect	AND	Support/Unconditional Respect
Data-driven Decisions	AND	People-driven Decisions	Continuity	AND	Transformation
Decentralize	AND	Centralize	Decentralizing	AND	Centralizing
Employee Interests	AND	Organization Interests	Individual	AND	Team
Margin	AND	Mission	Organization	AND	Customer
Short Term	AND	Long Term	Tasks	AND	Relationships
Team	AND	Whole Organization	Work	AND	Home
External Focus	AND	Internal Focus	Planned	AND	Emergent
Realities	AND	Possibilities	Centralize	AND	Decentralize
Desire to Stay the Same	AND	Desire to Change	Directing	AND	Empowering
Directive BPR	AND	Participative BPR	Horizontal	AND	Vertical
Information Security	AND	Information Sharing	Manual Processes	AND	Automated Processes
New Technology	AND	Existing Operations	On Site Support	AND	Remote Support
Organization Expertise	AND	Consultant Expertise	Organization Managed Updates	AND	Cloud Driven Updates
Standardized	AND	Configurable	Advocating for What You Believe	AND	Inquiring About What Others Believe
Combining the Best of Your Past & Present	AND	Envisioning Compelling Future Possibilities	Knowing the Outside Of Your Organization	AND	Knowing the Inside Of Your Organization
Planning for Your Future	AND	Being in Your Future Now	Providing Direction	AND	Inviting Participation
Organization Achieving Its Full Potential	AND	People Achieving Their Full Potential	Continuity	AND	Transformation
Feeling Competent	AND	Feeling Challenged	Insight from Past	AND	Foresight into Future
Participant's Expertise	AND	Faculty Expertise	Proven	AND	Cutting Edge
Theory	AND	Practice	Polarity Theory	AND	Polarity Practice
Candor	AND	Diplomacy	Confidence	AND	Humility
Give Freedom	AND	Hold Responsible	Intent	AND	Impact
Swift Decision Making	AND	Informed Decision Making	Tactical	AND	Strategic
Anticipate Customer Needs	AND	Respond to Customer Feedback	Develop Others	AND	Educate Yourself
Equip People	AND	Manage Costs	Give Freedom	AND	Hold Responsible
Unconditional Caring	AND	Conditional Respect	Cost of Service	AND	Quality of Service
Individual Competency	AND	Team Competency	Medical Care	AND	Whole Person Care
Part - Vertical	AND	Whole - Horizontal	Patient Safety	AND	Staff Safety
Patient Satisfaction	AND	Staff Satisfaction	Standardized Care	AND	Individualized Care



Contacts

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