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WELCOME!
WE'LL START AT 1100

DAU
Defense Acquisition University

Certification Training

Knowledge Sharing

Continuous Learning

Mission Assistance

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☰ Turn Conflict Into High Performance with Polarity Thinking

Some housekeeping items:

- Stay fully engaged for the whole session.

- Close email and other applications entirely. Silence your phone and notifications.

- Mute yourself when you're not talking.

- Leave your video on.

- Move into Gallery View if you're not already so you can see others.

- Please remember that we are on open channels so only <u>unclassified conversation</u>.

Topics We'll Address Today

1. What polarities are and why are they are important

2. Seeing polarities

3. Mapping polarities

4. Assessing polarities

5. Learning from polarities

6. Leveraging polarities: strategy for success
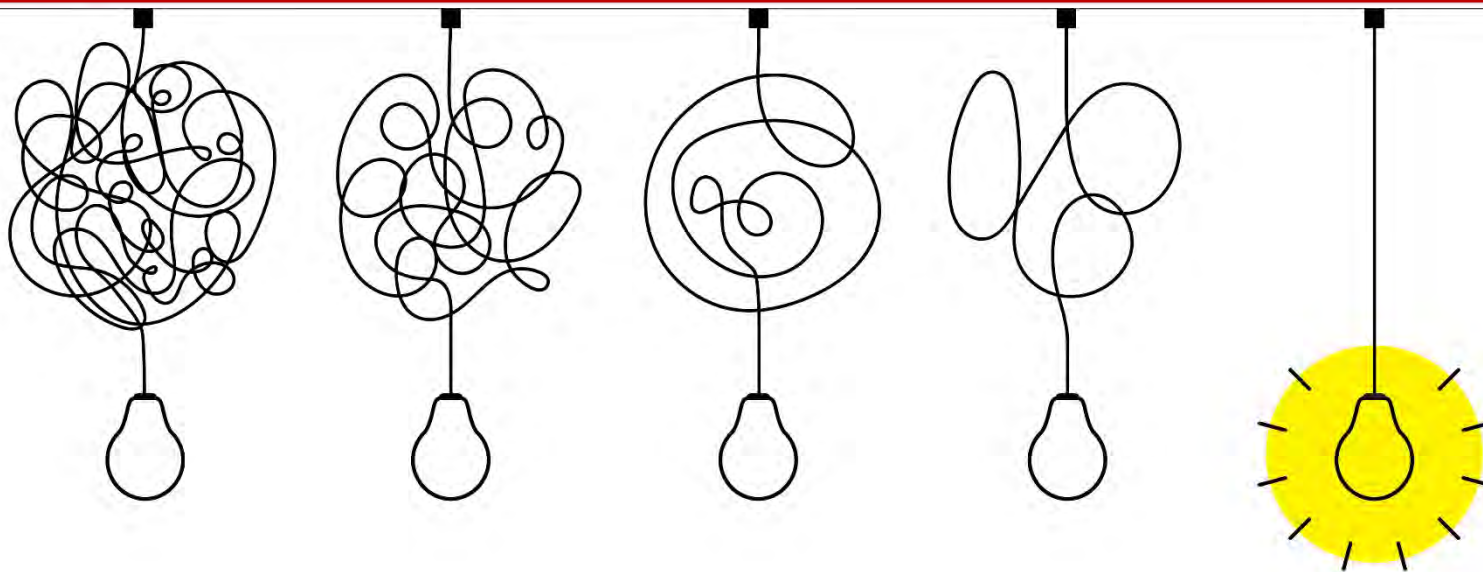
7. Identifying polarities around us

8. Recap

"The greatest danger in times of turbulence is not the turbulence; it is to act with yesterday's logic."
— Peter Drucker
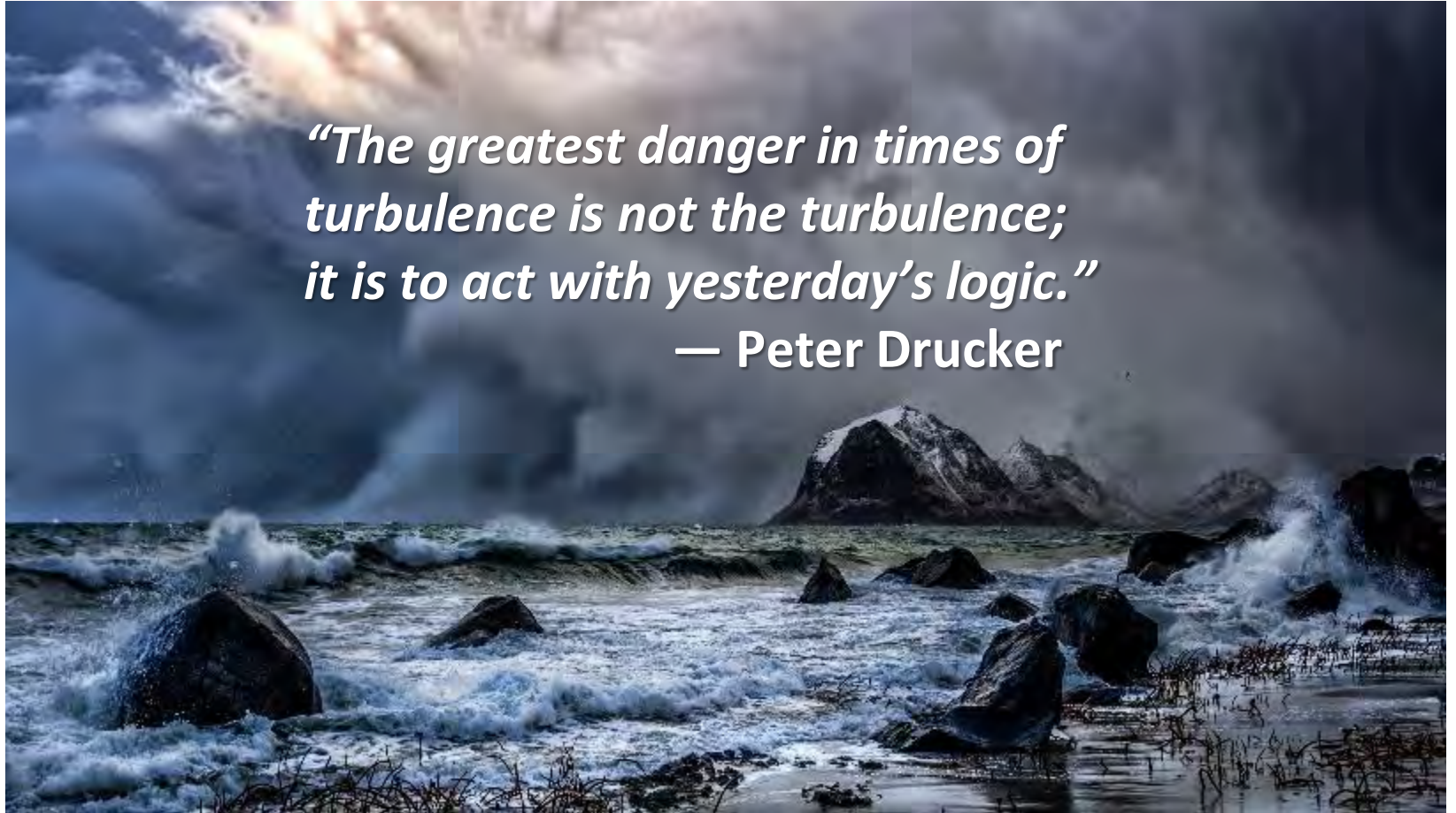
If we're…(fill in the blank), we'll be able to "solve" every problem with one "right" answer or solution.

Unsolvable Problems

- Dilemmas

- Dualities

- Paradoxes

- Tensions

- Adaptive problems

- Wicked problems

- Polarities

- Ongoing conflict

- Divisiveness

- Blame

- Lack of engagement

- Failure to get results

Polarity Thinking
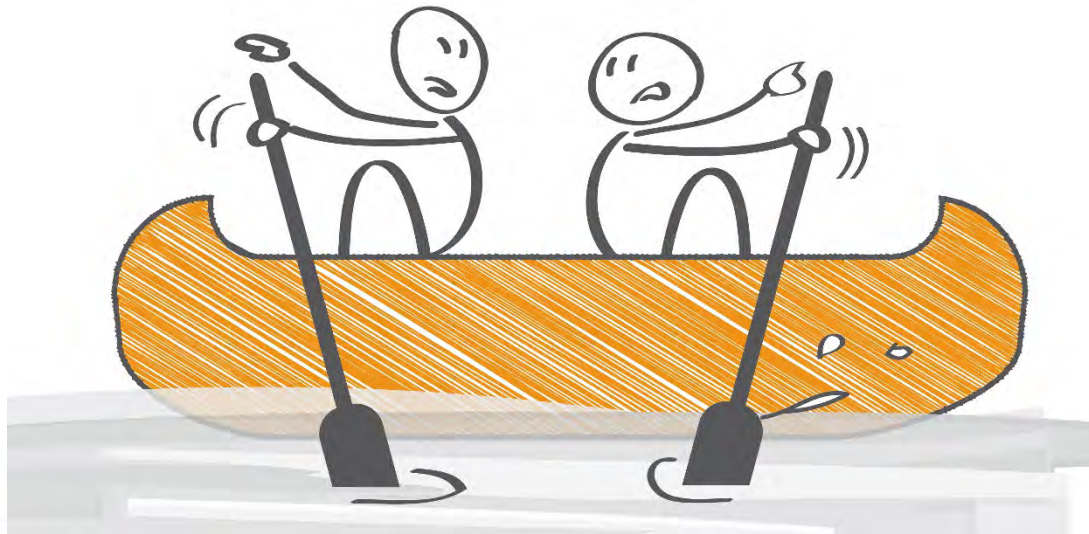
A tool for leveraging opposing viewpoints to get results AND improve relationships.

Interdependent pairs of values or ideas
that need each other over time for success.
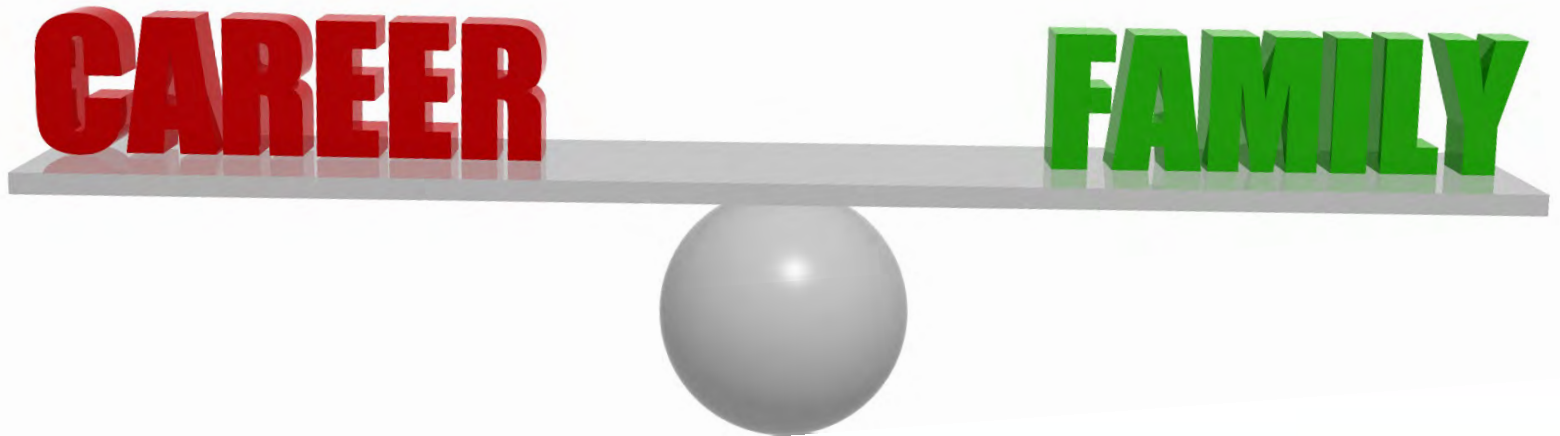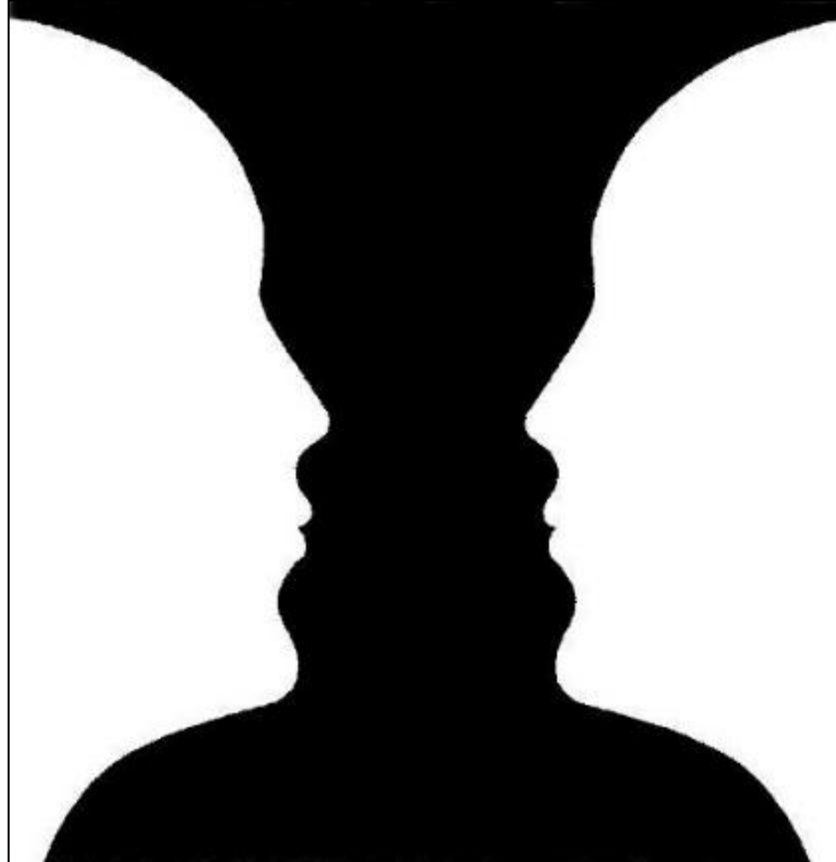
GREATER PURPOSE > Successfully compete in a marathon

VALUES/UPSIDES> Increased strength and conditioning

Rejuvenated body and muscle growth *< VALUES/UPSIDES*

Activity AND Rest

Body exhausted
FEARS/DOWNSIDES> Muscle strain and injury

Out of shape
Muscle atrophy *< FEARS/DOWNSIDES*

DEEPER FEAR > Out of the running
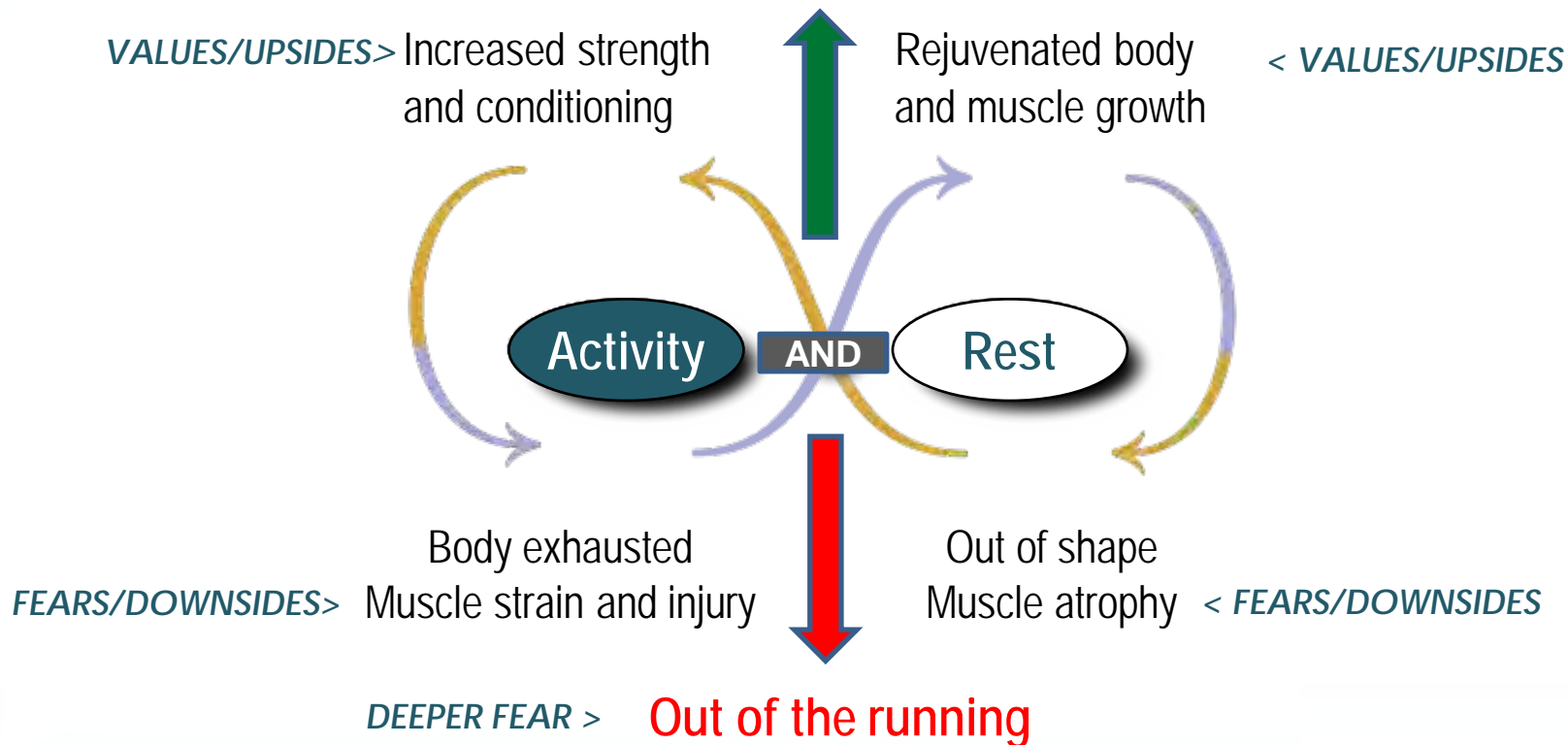
Polarities Use "AND" rather than "VS"

ACTIVITY *AND* **REST**

Poles are always *positive or neutral*.

OTHER EXAMPLES

Structure **AND** Flexibility

Work life **AND** Family life

Strategic view **AND** Tactical view

- Cost AND _____

- Provide direction AND _____

- Planning AND _____

- Confidence AND _____

- Freedom AND _____

- Develop our organization AND _____

Polarities in acquisitions

Strategy	• Short term AND Long Term • Continuity AND Change
Innovation	• Continuous Improvement AND Breakthrough Innovation • Efficiency AND Effectiveness
Risk	• Risk mitigation AND Opportunity Creation
Stakeholder Management	• Taking care of the organization AND Taking care of the customer • Getting the job done AND Building relationships
Commercial/contract	• Prescribed AND Adaptive • Trust AND Compliance
Leadership	• Technical skills AND Relationships skills • Providing direction AND Inviting participation
Coordination	• Centralized AND Decentralized
Requirements	• Reducing cost AND Increasing quality
Delivery	• Planning AND Implementation

- Support AND Challenge

- Confidence AND Humility

- Providing direction AND Inviting participation

- Inquiry AND Advocacy

- Technical leadership AND Adaptive leadership

- Strategic view AND Tactical view

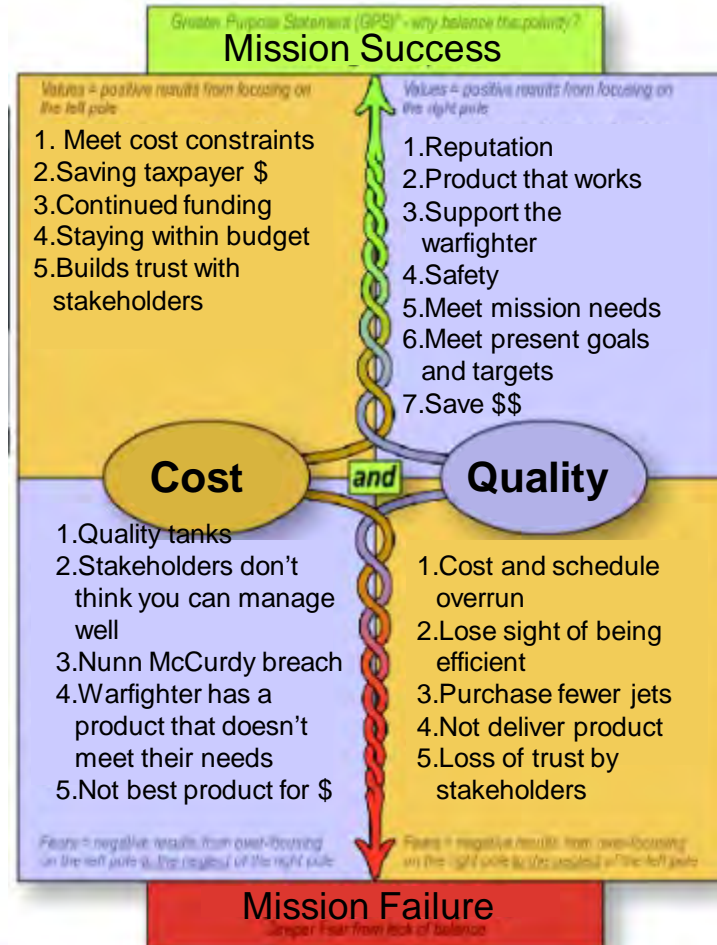- Develop your people AND Develop your organization

Action Steps

1.Item 1

Action Steps

1.Item 1

Early Warnings

1.Item 1

Early Warnings

1.Item 1

Greater Purpose Statement (GPS)* - why balance the polarity?

Mission Success

Values = positive results from focusing on the left pole

1. Meet cost constraints
2. Saving taxpayer $
3. Continued funding
4. Staying within budget
5. Builds trust with stakeholders

Values = positive results from focusing on the right pole

1. Reputation
2. Product that works
3. Support the warfighter
4. Safety
5. Meet mission needs
6. Meet present goals and targets
7. Save $$

Cost and **Quality**

1. Quality tanks
2. Stakeholders don't think you can manage well
3. Nunn McCurdy breach
4. Warfighter has a product that doesn't meet their needs
5. Not best product for $

1. Cost and schedule overrun
2. Lose sight of being efficient
3. Purchase fewer jets
4. Not deliver product
5. Loss of trust by stakeholders

Fears = negative results from over-focusing on the left pole & the neglect of the right pole

Fears = negative results from over-focusing on the right pole & the neglect of the left pole

Mission Failure

Deeper Fear from lack of balance

Almost always		Almost always
Often		Often
Sometimes		Sometimes
Seldom		Seldom
Almost never		Almost never
———————		———————
Almost never		Almost never
Seldom		Seldom
Sometimes		Sometimes
Often		Often
Almost always		Almost always

Greater Purpose Statement (GPS)® - why balance the polarity?

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and

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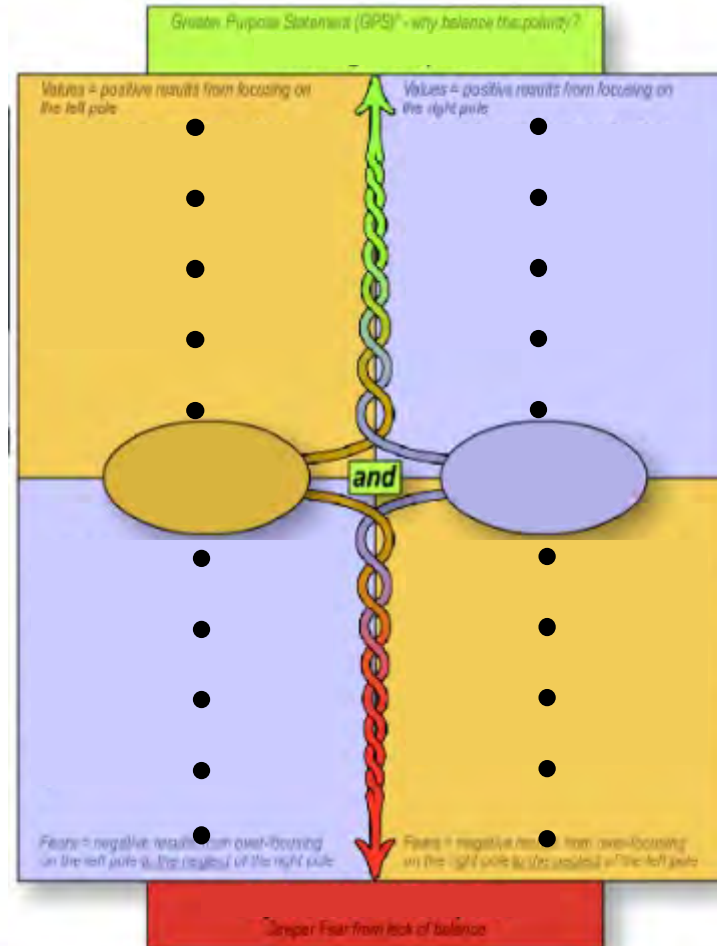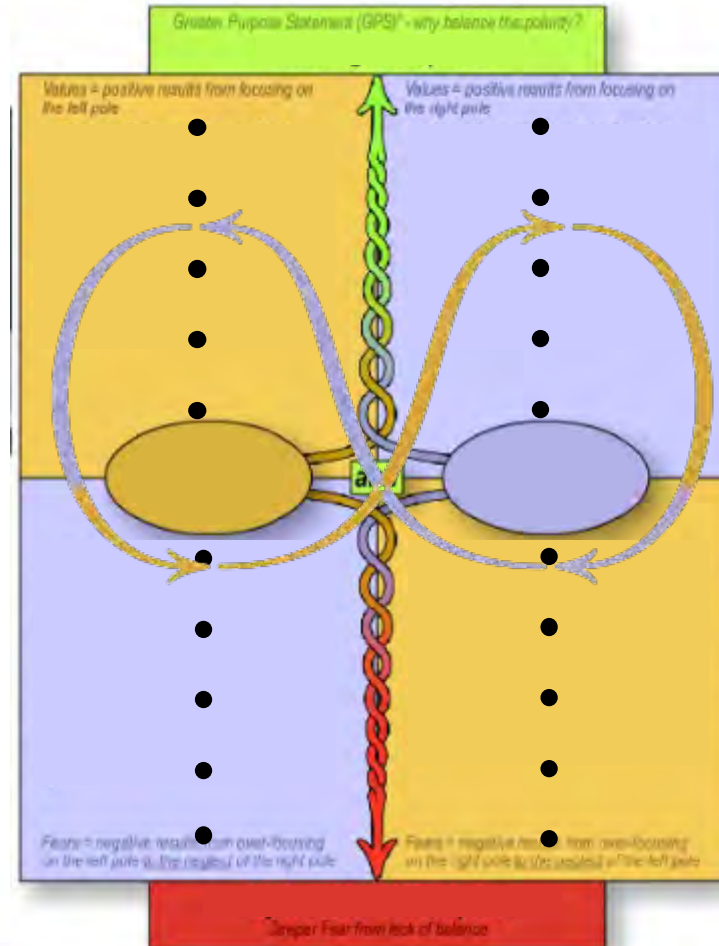Almost never

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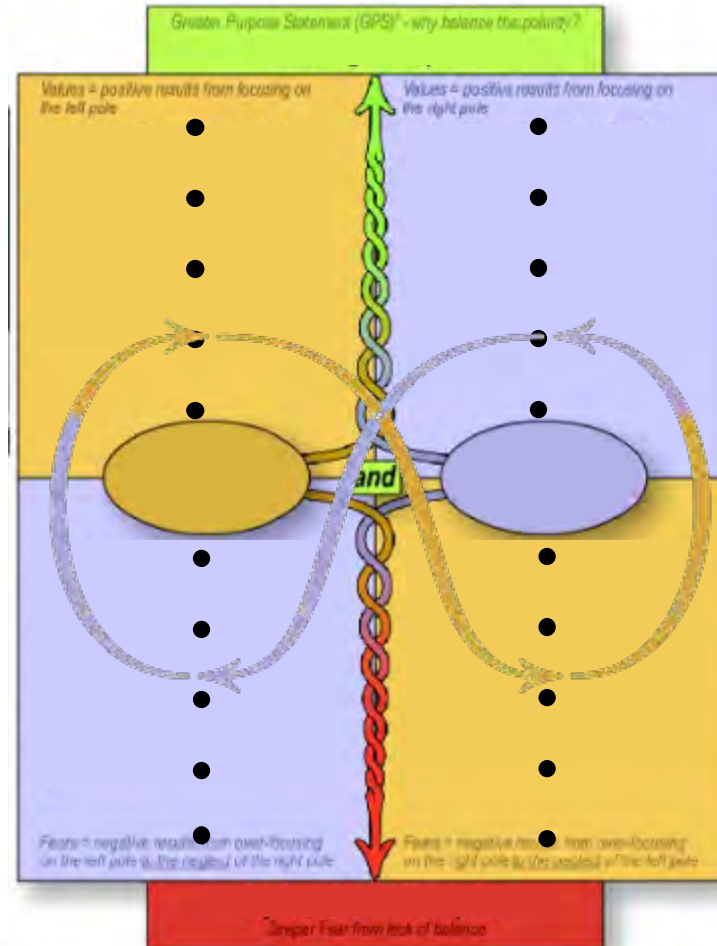
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_____

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Many levels where we can learn from polarities

- Individual

- Team

- Organization

- Stakeholder

- Community

- Society

Action Steps

1. Choose industry partners carefully
2. Choose contract type carefully
3. Market research (ind. Est.)
4. Det constraints
5. Monitor/contract reports on spending
6. Know what your max budget is over what period
7. Monthly spend plan reviews
8. EVM 9. Continued reporting

Early Warnings

1. Poor quality/breakages
2. When you can't pass a test in the lab
3. Plans lack sufficient detail
4. See increase in failures
5. Unable to deliver the product
6. Gripes from the warfighter
7. Deficiency reports
8. Unhappy customer, fewer orders
9. Sustainment costs will be higher

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Mission Failure

Deeper Fear from lack of balance

Action Steps

1. Choose industry partners carefully.
2. Describe performance specs/details
3. Set up meetings with vendors
4. Research and test
5. Preliminary testing
6. Utilizing modelling
7. Ask the warfighter
8. Feedback loop in test phase
9. Warranty or replacement/repair contract

Early Warnings

1. Start running out of money and have to go to other depts.
2. Congress will be on you
3. Budget cuts and funding gets slashed
4. Not meeting milestones (ultimately stop work)
5. Poor customer feedback, struggling to meet contract requirements
6. Not delivering on time
7. EVM

Polarity™ Map

Information Advantage

Action Steps (left)

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
4. Implement Intel Community Information Security marking (IC ISM) standards
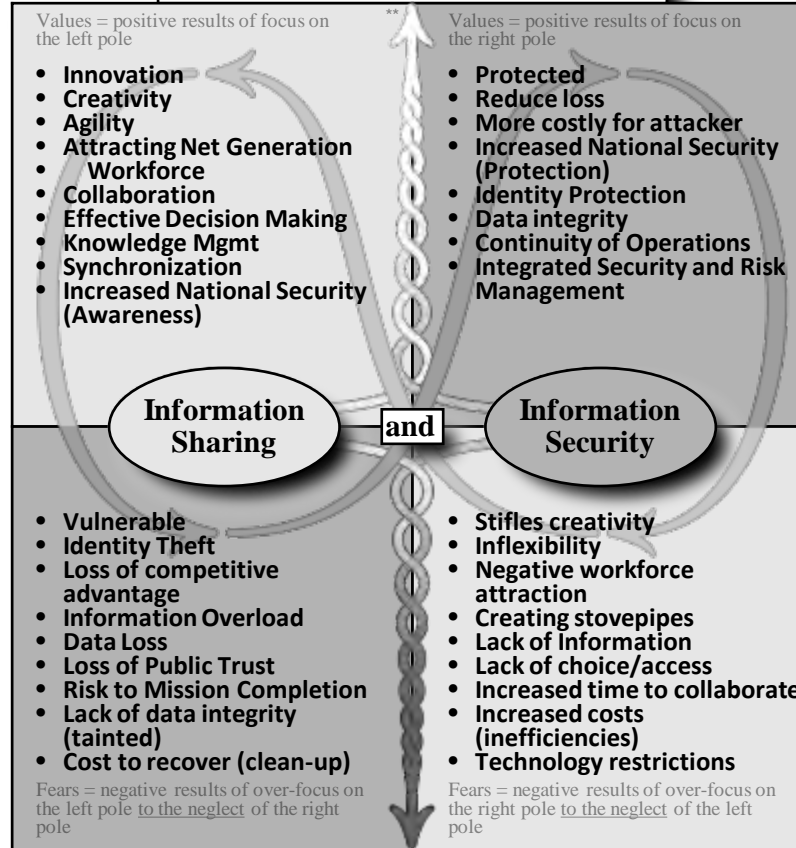5. Implement good governance and oversight
6. Implement ABAC

Action Steps (right)

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
4. Implement good governance and oversight
5. Develop better metrics to measure security vulnerabilities
6. Implement ABAC

Values = positive results of focus on the left pole

- **Innovation**
- **Creativity**
- **Agility**
- **Attracting Net Generation Workforce**
- **Collaboration**
- **Effective Decision Making**
- **Knowledge Mgmt**
- **Synchronization**
- **Increased National Security (Awareness)**

Values = positive results of focus on the right pole

- **Protected**
- **Reduce loss**
- **More costly for attacker**
- **Increased National Security (Protection)**
- **Identity Protection**
- **Data integrity**
- **Continuity of Operations**
- **Integrated Security and Risk Management**

Information Sharing and Information Security

Early Warnings*** (left)

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

Early Warnings (right)

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
3. Access to information denied

- **Vulnerable**
- **Identity Theft**
- **Loss of competitive advantage**
- **Information Overload**
- **Data Loss**
- **Loss of Public Trust**
- **Risk to Mission Completion**
- **Lack of data integrity (tainted)**
- **Cost to recover (clean-up)**

Fears = negative results of over-focus on the left pole to the neglect of the right pole

- **Stifles creativity**
- **Inflexibility**
- **Negative workforce attraction**
- **Creating stovepipes**
- **Lack of Information**
- **Lack of choice/access**
- **Increased time to collaborate**
- **Increased costs (inefficiencies)**
- **Technology restrictions**

Fears = negative results of over-focus on the right pole to the neglect of the left pole

Irrelevance and Insecurity

Deeper Fear from lack of leverage

Action Steps

Measures we can put in place that let us know we are getting results on the left pole.
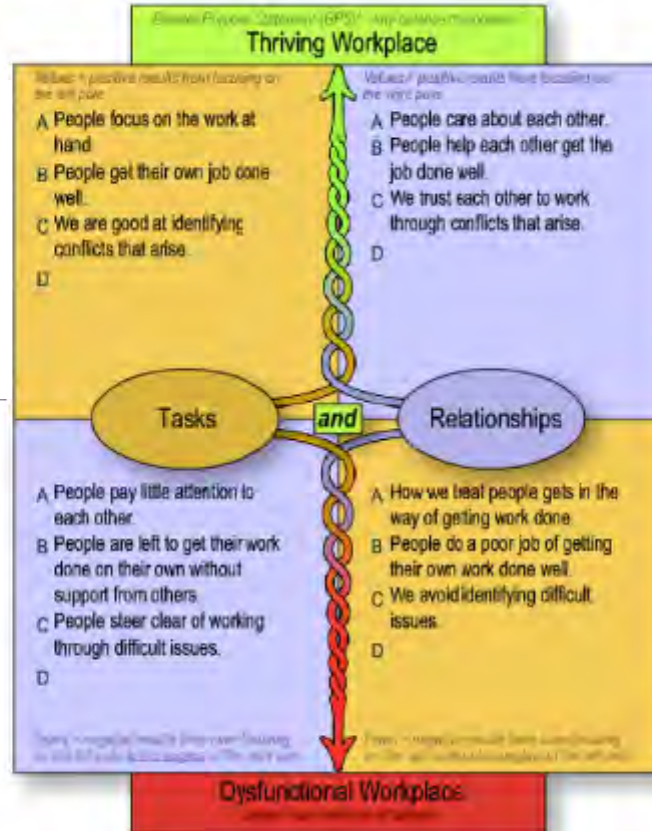*What? Who? By When? Measure?*

1. Establish clear tasks, quality standards and deadlines for completion.
2. Meet weekly with team members to be sure everyone understands what they are expected to do, when and how
3. Reward employees for quality performance delivered in a timely manner.
4. Measure how well employees

Early Warnings

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

1. People resist supporting one another.
2. People won't ask coworkers for help when they need it.
3. People say they are not interested in participating in team building or company social events.
4.

Thriving Workplace

Values + positive results from focusing on the left pole

A. People focus on the work at hand
B. People get their own job done well.
C. We are good at identifying conflicts that arise.
D.

Values + positive results from focusing on the right pole

A. People care about each other.
B. People help each other get the job done well.
C. We trust each other to work through conflicts that arise.
D.

Tasks *and* **Relationships**

A. People pay little attention to each other.
B. People are left to get their work done on their own without support from others
C. People steer clear of working through difficult issues.
D.

A. How we treat people gets in the way of getting work done
B. People do a poor job of getting their own work done well.
C. We avoid identifying difficult issues.
D.

Dysfunctional Workplace

Action Steps

Measures we can put in place to maintain the position (results from focusing on the right pole)
What? By When? Measure?

1. Sponsor events for people to get to know one another.
2. Provide team building events twice a year.
3. Measure how well employees "build and maintain healthy work relationships" on performance reviews.
4. Reward employees for developing and maintaining healthy working relationships.
5.

Early Warnings

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

1. Employees say they don't know what they are expected to do.
2. Performance numbers start to decline.
3. When asked, employees cannot articulate how well they are performing against goals and objectives.
4.

Identifying polarities: 4 lenses

1. Is the difficulty ongoing, like breathing?
   - yes = probably a polarity to leverage
   - no = probably a problem to solve

2. Are there two alternatives that are interdependent, meaning you can only focus on one pole for so long before you are required to focus on the other pole, like inhaling and exhaling?
   - yes = probably a polarity to leverage
   - no = probably a problem to solve

3. Is it necessary, over time, for you to have both identified upsides?
   - yes = probably a polarity to leverage
   - no = probably a problem to solve

4. Will focusing on one upside to the neglect of the other eventually undermine your efforts to move toward your higher purpose?
   - yes = probably a polarity to leverage
   - no = probably a problem to solve

1. Where should the team go for lunch today? Diane likes Tai. Michael really wants Italian.

2. How do we work with our supplier to get what we need on this job and keep relations intact for the next one?

3. Which of these designs will give us the greatest reliability based on the specs provided?

4. My husband said he's not comfortable with my working late so many days a week.

Breakout conversation:

In your small group, identify one to three polarities that you're dealing with now (or will have to deal with). They can be at work or elsewhere in your life. Make notes of the following:

1. The poles of each polarity

2. The greater purpose of each polarity (*Why manage this polarity?*)

3. The deeper fear (*What will happen if you don't manage this polarity?*)

Please note your room # and appoint a spokesperson for when we reconvene.

Either/or   AND   Both/and

1. Polarities are interdependent pairs of ideas or values that need each other over time for success

2. They are everywhere and ongoing

3. They all have the same dependable dynamic

4. We can map polarities to understand and leverage them

5. Using action steps and early warnings, we can create a mini strategic plan to realize our greater purpose

- What from today do you resonate with?

- What issues are at play in our world today that might benefit from a polarity perspective? How might you bring that perspective to bear, even in a small way?

Polarity Partnerships Website
http://www.polaritypartnerships.com

Polarity Thinking Video with Cliff Kayser
https://youtu.be/IZxvEwWcd5I

Books
Polarity Management: Identifying and Managing Unsolvable Problems by Barry Johnson Ph.D.

Riding the Whirlwind: Connecting People and Organizations in a Culture of Innovation by Fons Trompenaars
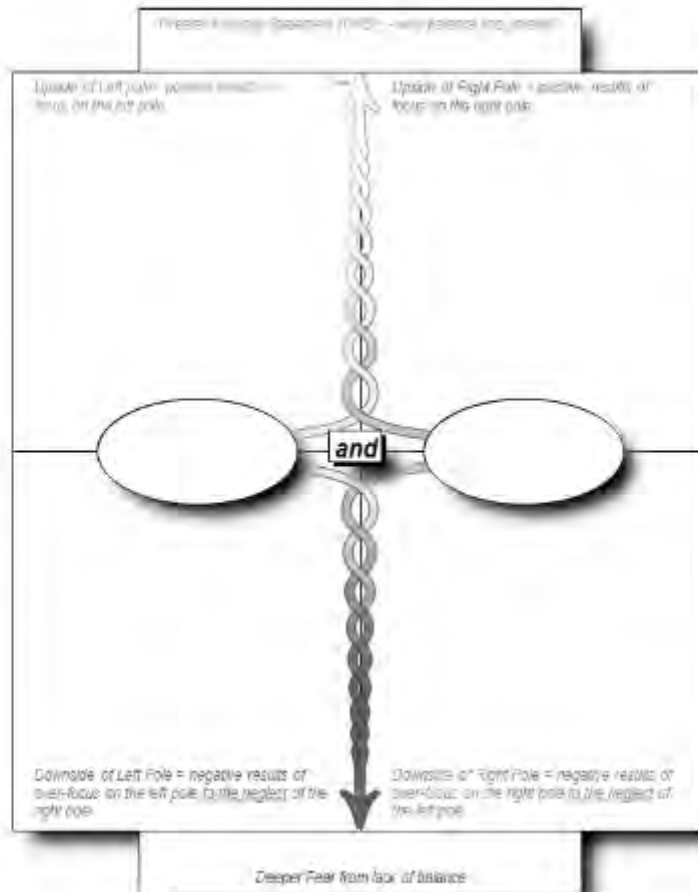
Problem or polarity? Some contrasts

Problem to Solve (either/or)	Polarity to Manage (both/and)
They are finite. There is and end point. They are solvable.	They are ongoing. There is no end point. They are not solvable. They must be managed together.
*In*dependent Alternatives	*Inter*dependent Alternatives
They can stand alone. There is no need to include an alternative for the solution to work.	Neither can stand alone. The alternatives need each other to optimize the situation over time.
Often contain mutually *exclusive* opposites: •Should we promote Bill? •What should we include in our customer survey? •When was the war of 1812? •Should we remove one level of management?	Always contain mutually *inclusive* opposites: •Individual and Team •Cost and Quality •Competition and Collaboration •Work and Home

1. Both poles are necessary.

2. They are interdependent opposites that need each other over time for sustainable success

3. If you over focus on one pole to the neglect of the other, you will anticipate or experience the downside of that pole. The reverse is also true.

4. To get "relief" from the downside of either pole, you must focus on the upside of the opposite pole.

5. The oscillation is ongoing…the natural tension between poles is unavoidable, unsolvable, indestructible and can be engaged to reach a goal. It's the same for all polarities.
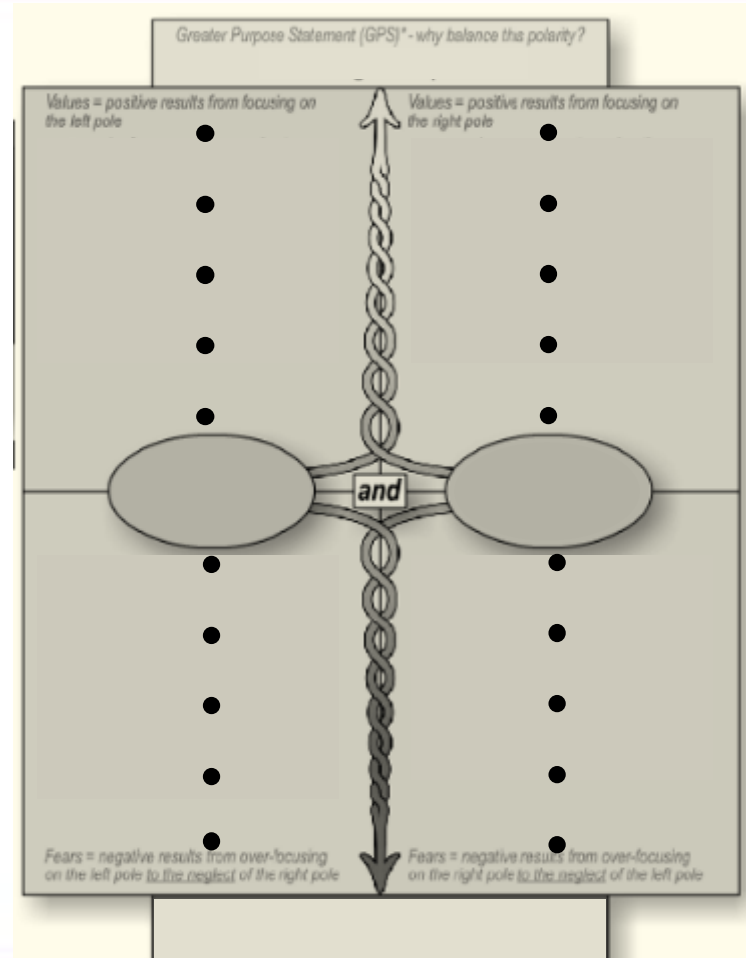
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Greater Purpose Statement (GPS)* - why balance this polarity?

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