www.DAU.edu

WELCOME!
WE'LL START AT 1100

Defense Acquisition University

Certification Training

Knowledge Sharing

Continuous Learning

Mission Assistance

Abby Straus
413-687-4433
straus@maverickandboutique.com

Your attention please!

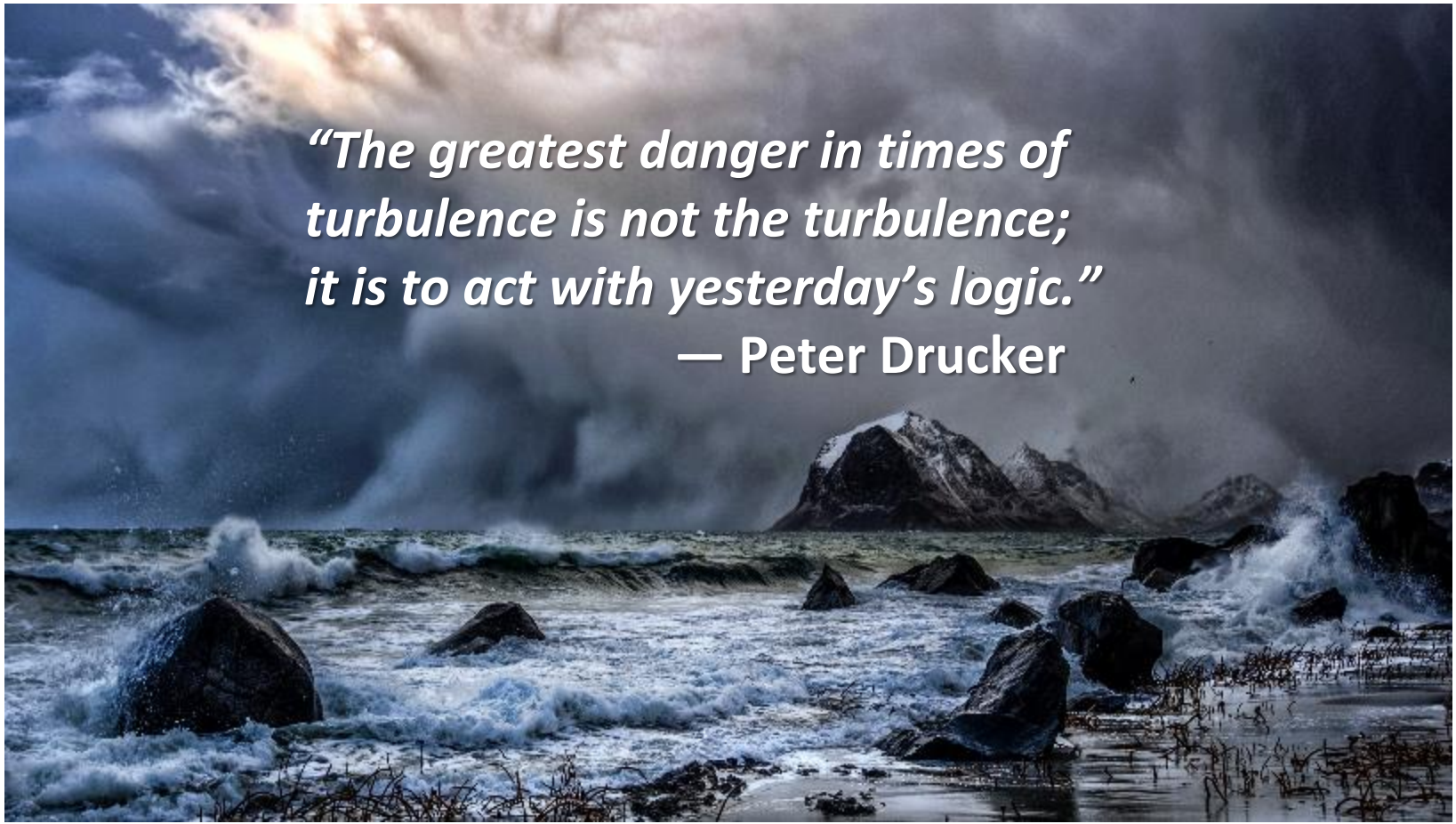
Some housekeeping items:

- 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 unclassified conversation.

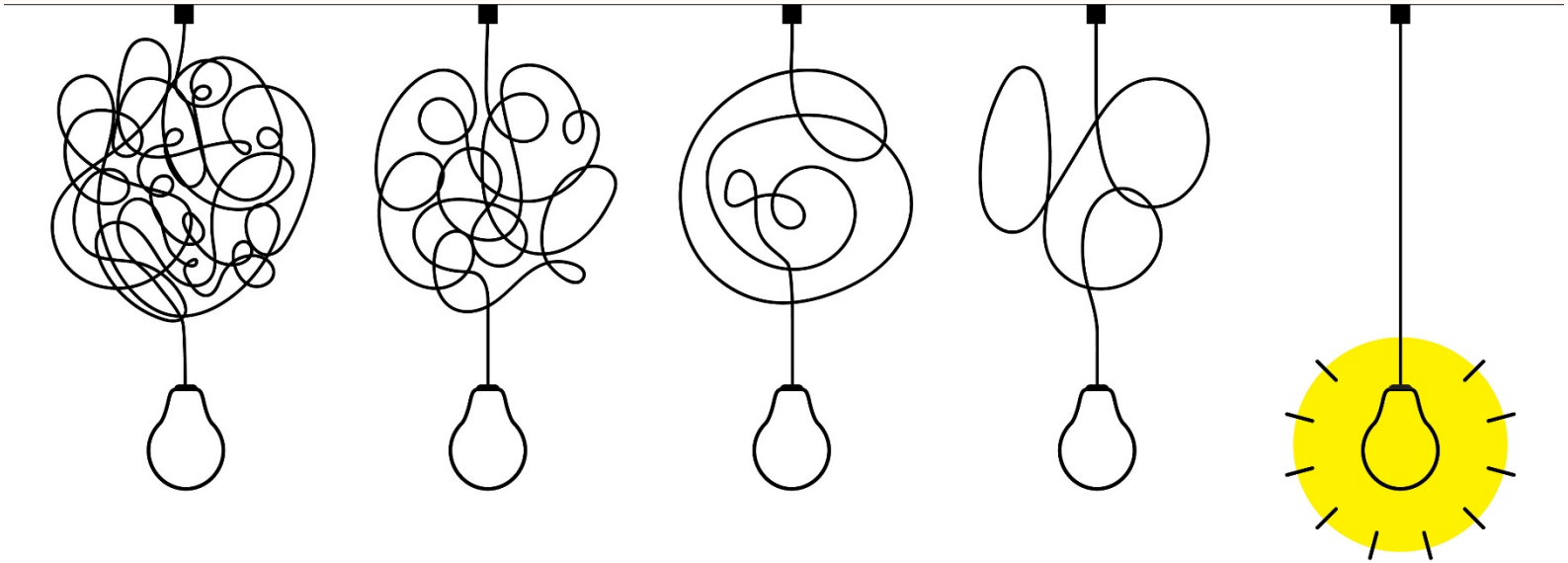
Topics We'll Address Today

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

Wisdom for complex times



A common logic



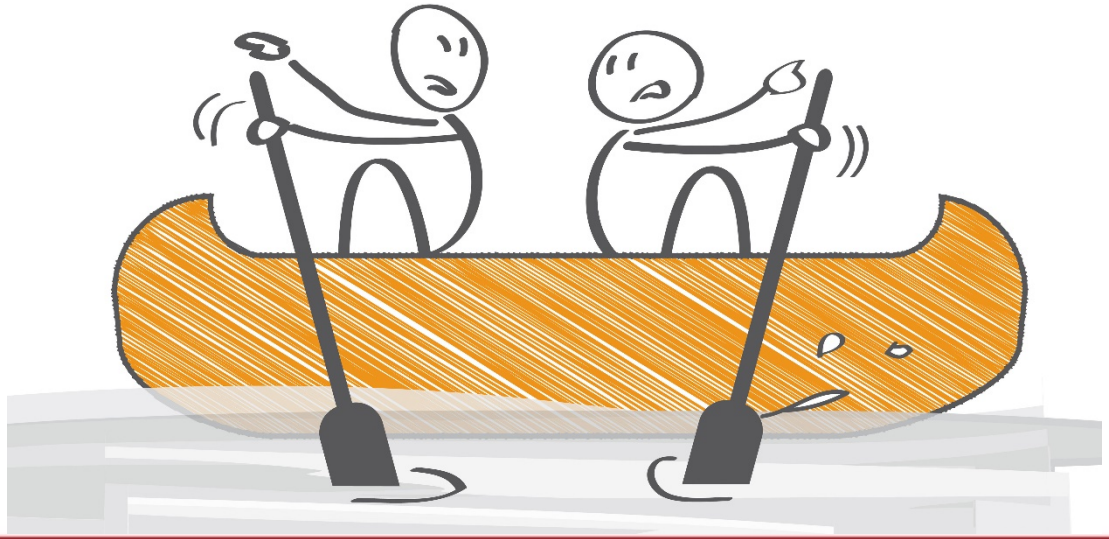
If we're…(fill in the blank), we'll be able to "solve" every problem with one "right" answer or solution.

Unsolvable Problems

- Dilemmas
- Dualities
- Paradoxes
- Tensions
- Adaptive problems
- Wicked problems
- **Polarities**

Unsolvable Problems

- Ongoing conflict
- Divisiveness
- Blame
- Lack of engagement
- Failure to get results

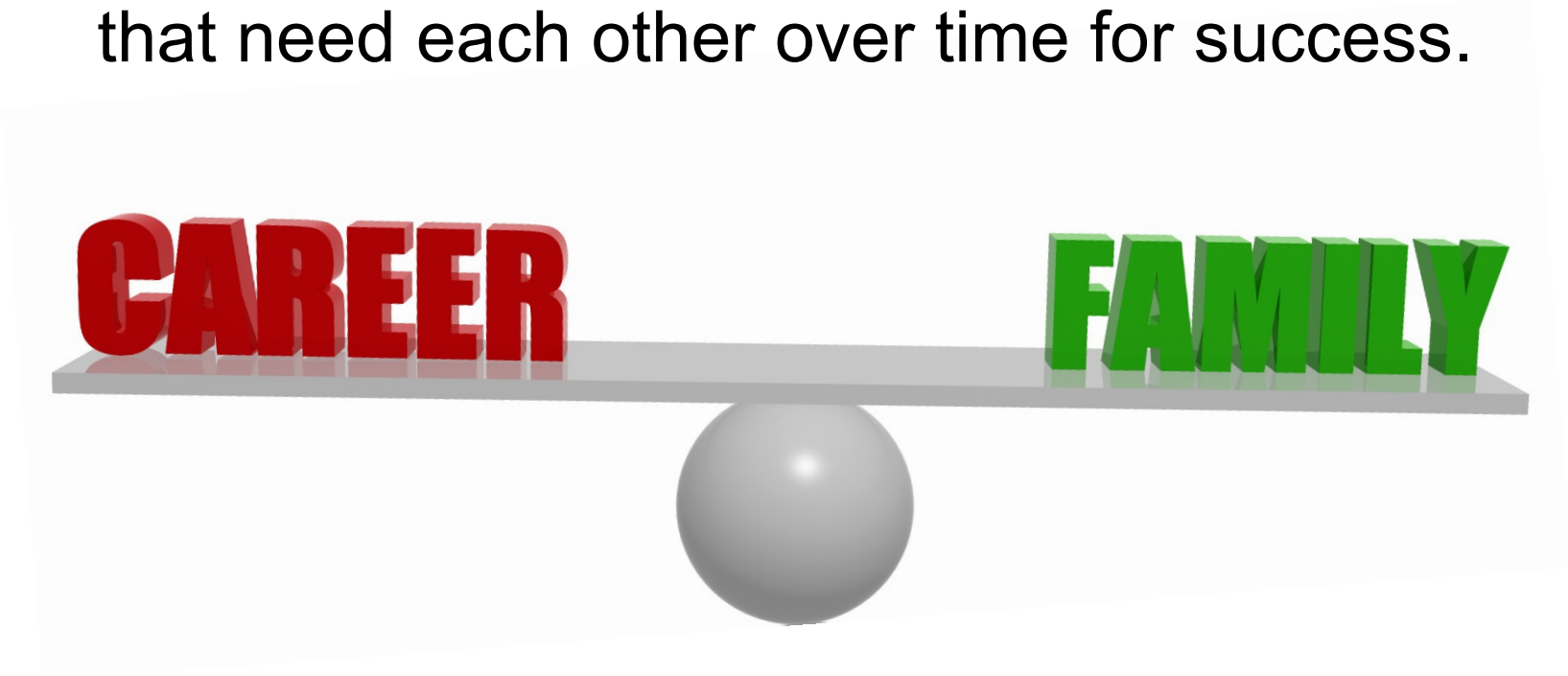


Polarity Thinking

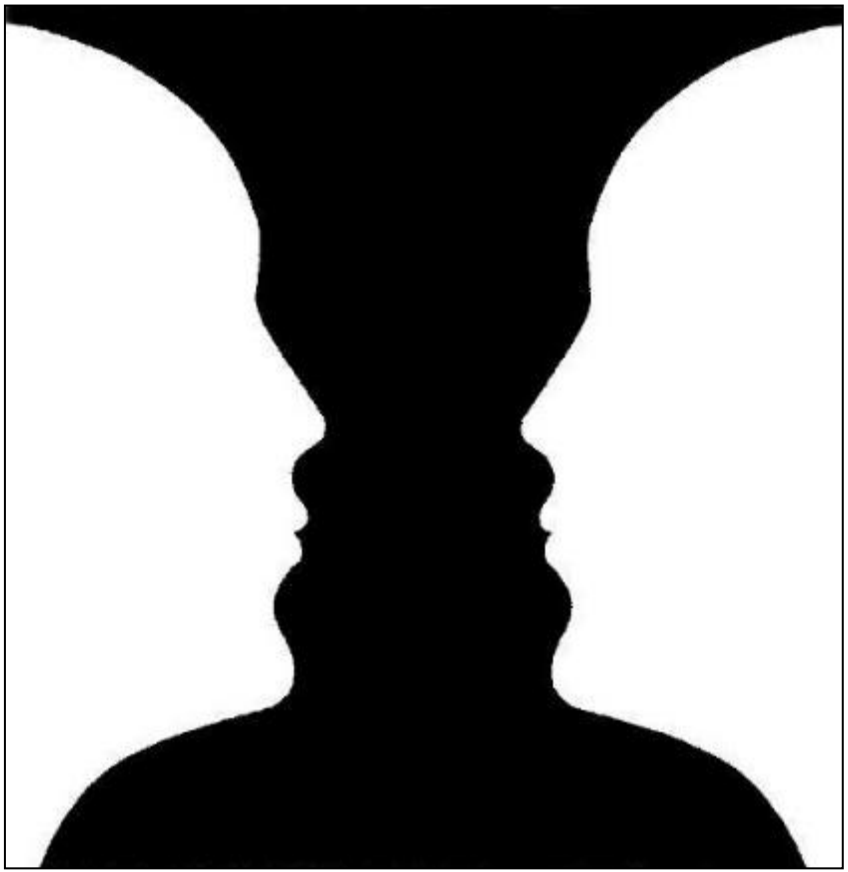
A tool for leveraging opposing viewpoints to get results AND improve relationships.

Definition of polarities

Interdependent pairs of values or ideas that need each other over time for success.



Seeing polarities: a visual illustration



Seeing polarities: the dynamic

Polarities Use “AND” rather than “VS”

Poles are always *positive or neutral*.

OTHER EXAMPLES

Structure **AND** Flexibility

Work life **AND** Family life

Strategic view **AND** Tactical view

Seeing Polarities: Identify the other pole

- Cost AND _____
- Provide direction AND _____
- Planning AND _____
- Confidence AND _____
- Freedom AND _____
- Develop our organization AND _____

Polarities in acquisitions

Polarities in leadership

- 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

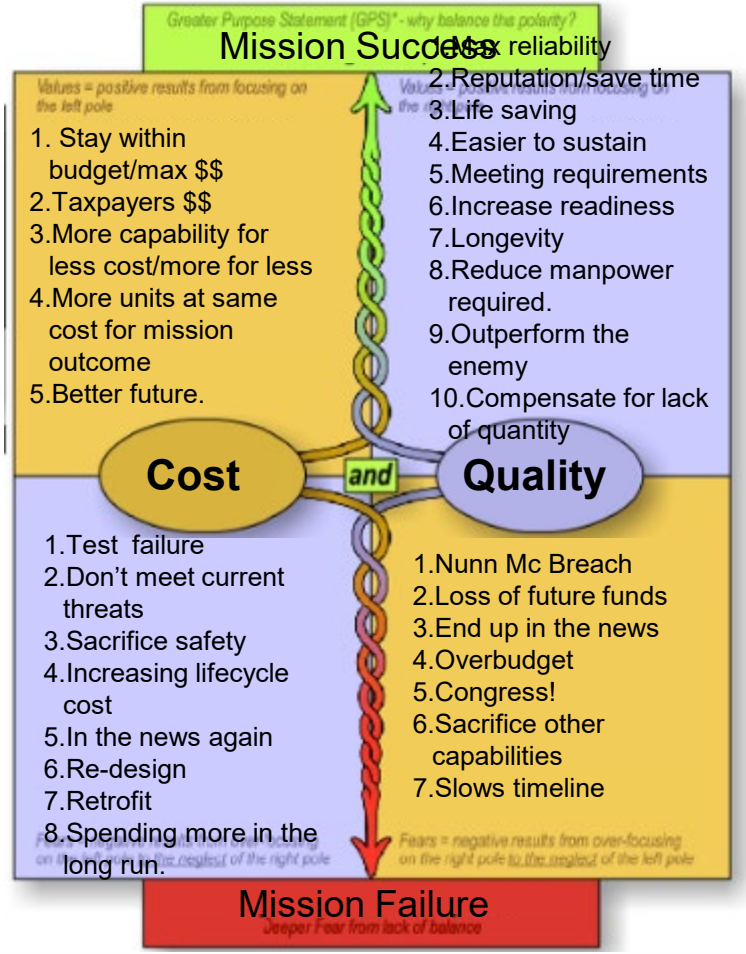
Mapping a polarity

Action Steps

1.Item 1

Early Warnings

1.Item 1



Action Steps

1.Item 1

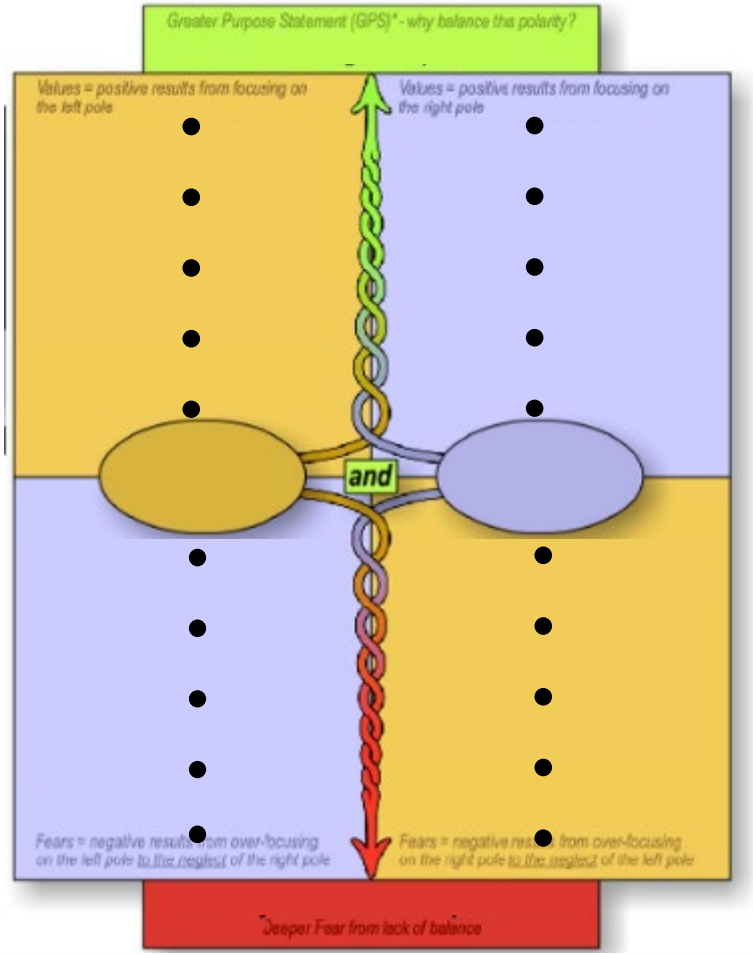
Early Warnings

1.Item 1

Assessing a polarity

Almost always
Often
Sometimes
Seldom
Almost never

Almost never
Seldom
Sometimes
Often
Almost always



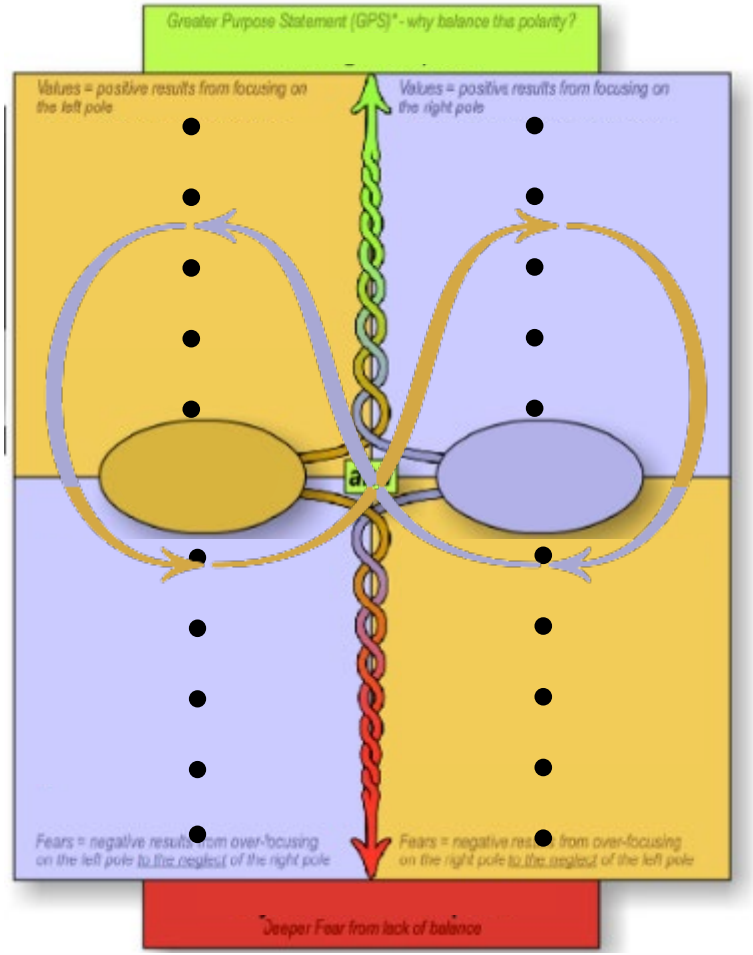
Almost always
Often
Sometimes
Seldom
Almost never

Almost never
Seldom
Sometimes
Often
Almost always

Assessing a polarity

Almost always
Often
Sometimes
Seldom
Almost never

Almost never
Seldom
Sometimes
Often
Almost always



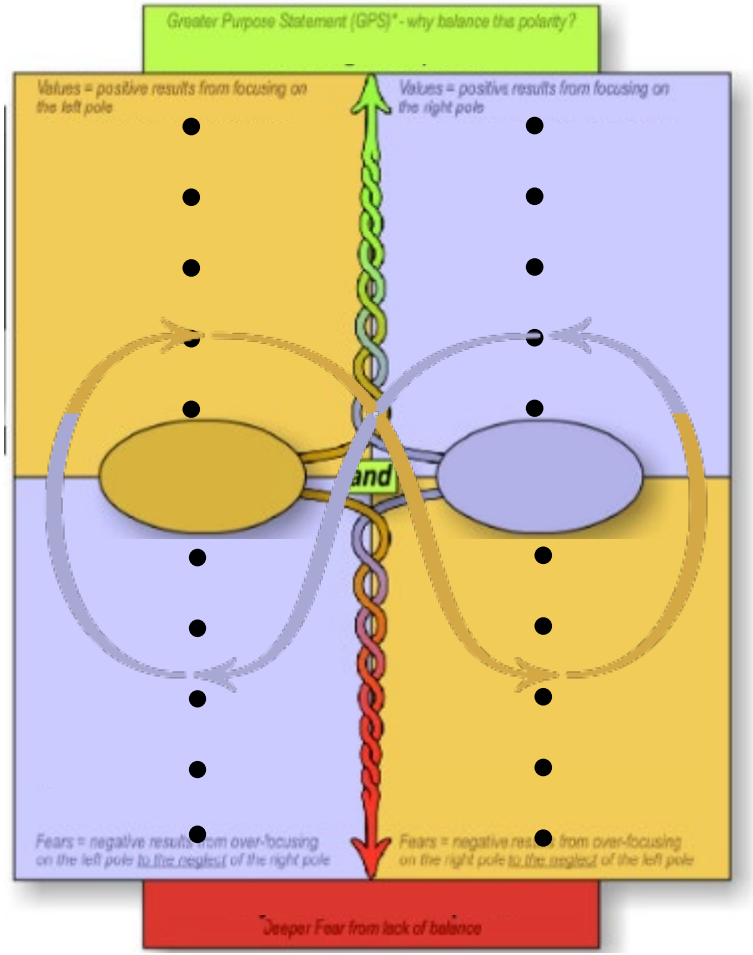
Almost always
Often
Sometimes
Seldom
Almost never

Almost never
Seldom
Sometimes
Often
Almost always

Assessing a polarity

Almost always
Often
Sometimes
Seldom
Almost never

Almost never
Seldom
Sometimes
Often
Almost always



Almost always
Often
Sometimes
Seldom
Almost never

Almost never
Seldom
Sometimes
Often
Almost always

Learning from polarities

Many levels where we can learn from polarities

- Individual
- Team
- Organization
- Stakeholder
- Community
- Society

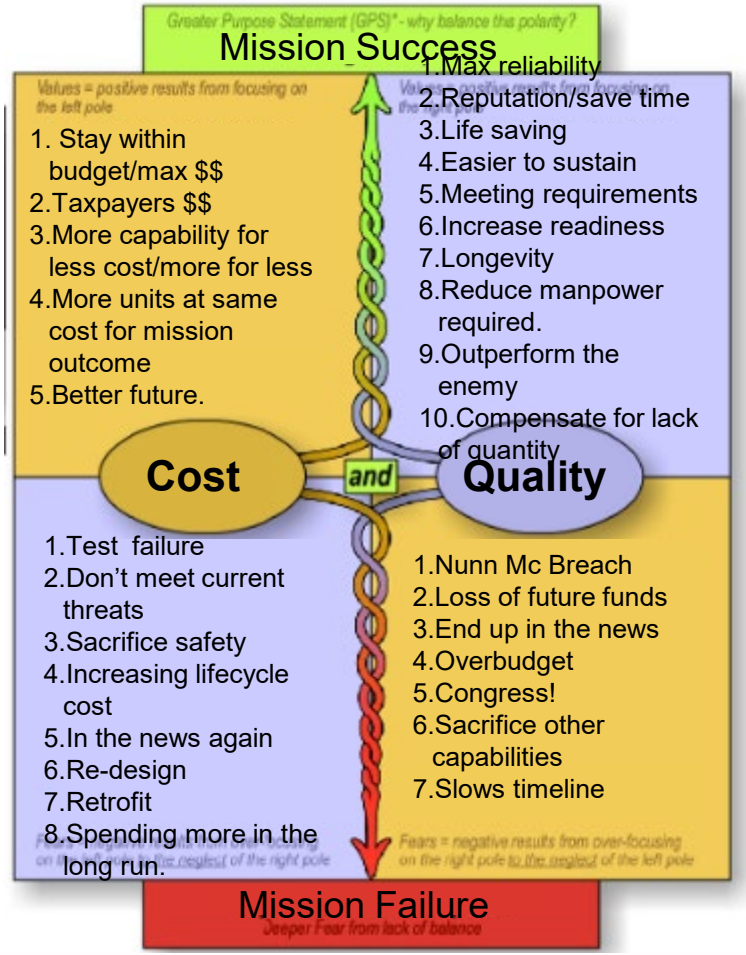
Leveraging polarities

Action Steps

1. Manage spend rate
2. Get competitive bids
3. Market analysis
4. Get more contracting people
5. Data analysis
6. Talk with budget analysts
7. Expand no of sources w/in constraints
8. Eliminating waste
9. Economies of scale

Early Warnings

1. Mishaps
2. Increased rates of returned parts
3. Indications of mission failure
4. Unhappy customer



Action Steps

1. R&M metrics
2. Argument for high quality/cost of LQ
3. SETRs
4. Provide qual. Standards as requirements
5. Incentivize quality metrics
6. Verification testing
7. Comply with regulations and quality evals

Early Warnings

1. Cost overrun
2. Gold-plating-unneeded quality growth
3. EVM folk will tell us
4. 3rd order effect-longer to get fielded-taking forever to field capability
5. Too many requirements

Polarity™ Map

Action Steps

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

Early Warnings***

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

Greater Purpose Statement (GPS) - *why leverage this polarity?

Information Advantage

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**

- 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

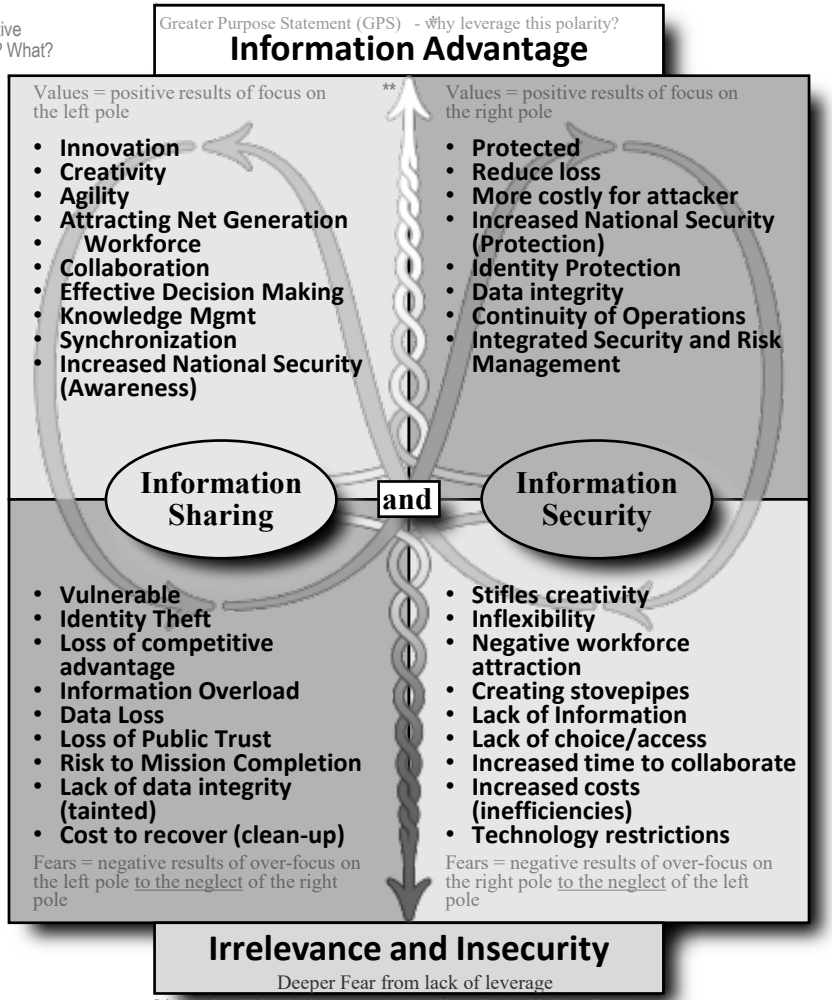
- Stifles creativity
- Inflexibility
- Negative workforce attraction
- Creating stovepipes
- Lack of Information
- Lack of choice/access
- Increased time to collaborate
- Increased costs (inefficiencies)
- Technology restrictions

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

Polarity Map © 1992, 2008 Polarity Management Associates, LLC / ** Thanks to John Selterer, The Selterer Leadership Center / ** Thanks to De Wit & Meyer BV / *** Thanks to Todd Johnson, Rivertown Consultants



Action Steps

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

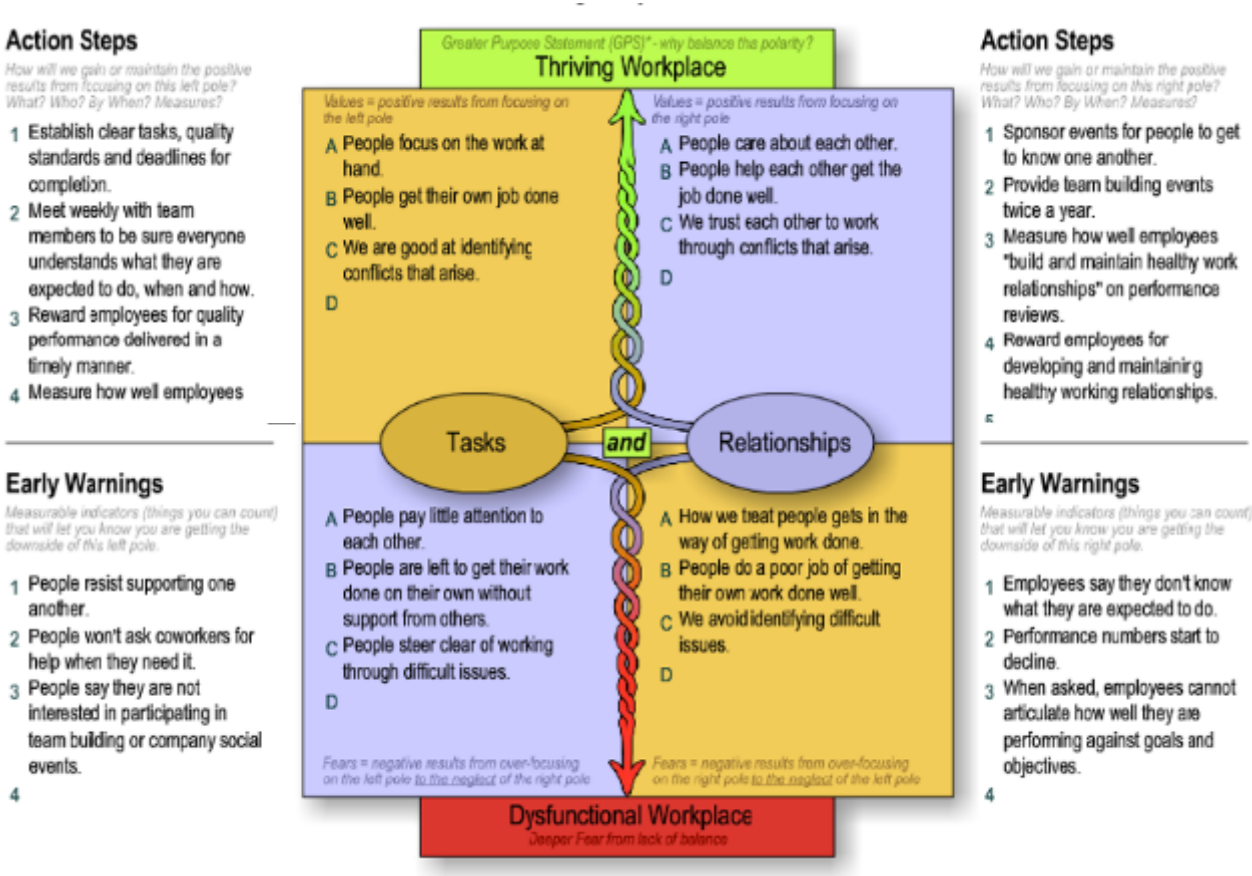
Early Warnings

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

This work done in collaboration with Frew & Associates, Department of Defense Chief Information Officers and Department of the Navy

Leveraging a polarity: Early warning



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

Problem or polarity?

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.

Polarities in real-life

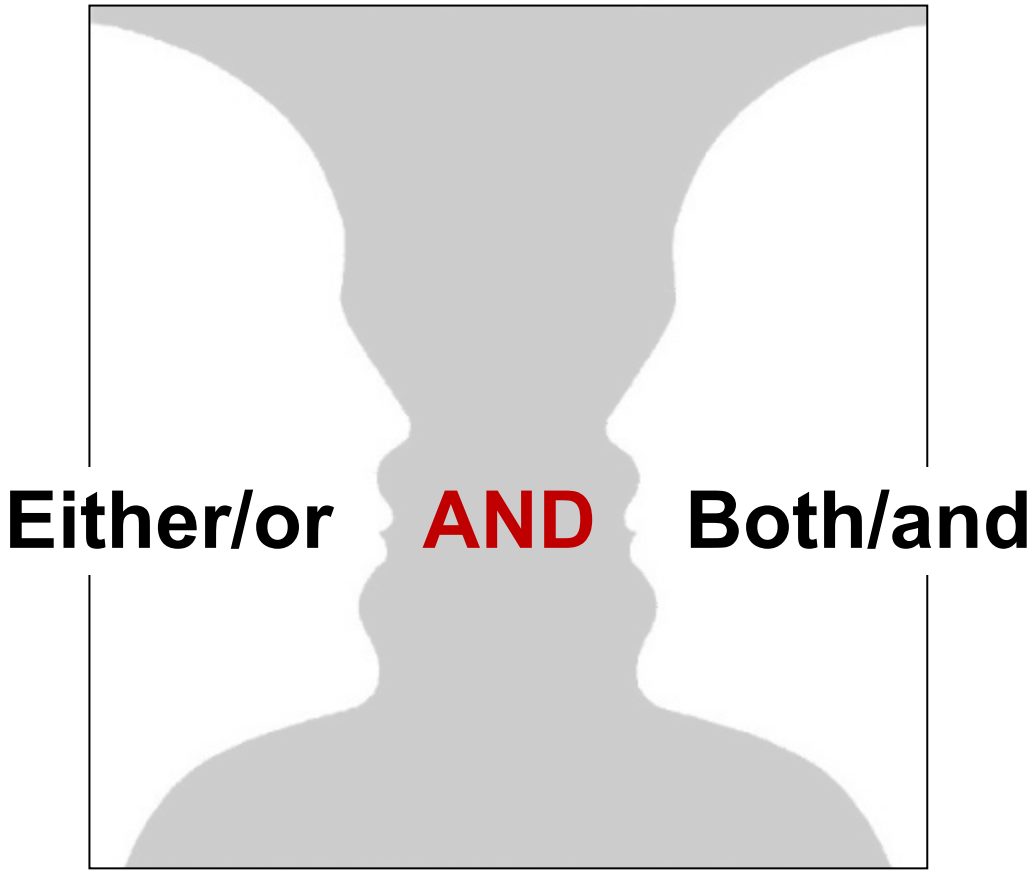
Breakout conversation:

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.

One final polarity



Recap

1. Polarities are interdependent pairs of ideas or values that need each other over time for success
2. They are everywhere and ongoing
3. All polarities have the same dependable dynamic
4. Map polarities to understand and leverage them
5. Use action steps and early warnings to create a mini strategic plan to realize our greater purpose

Reflection

- 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?

Resources

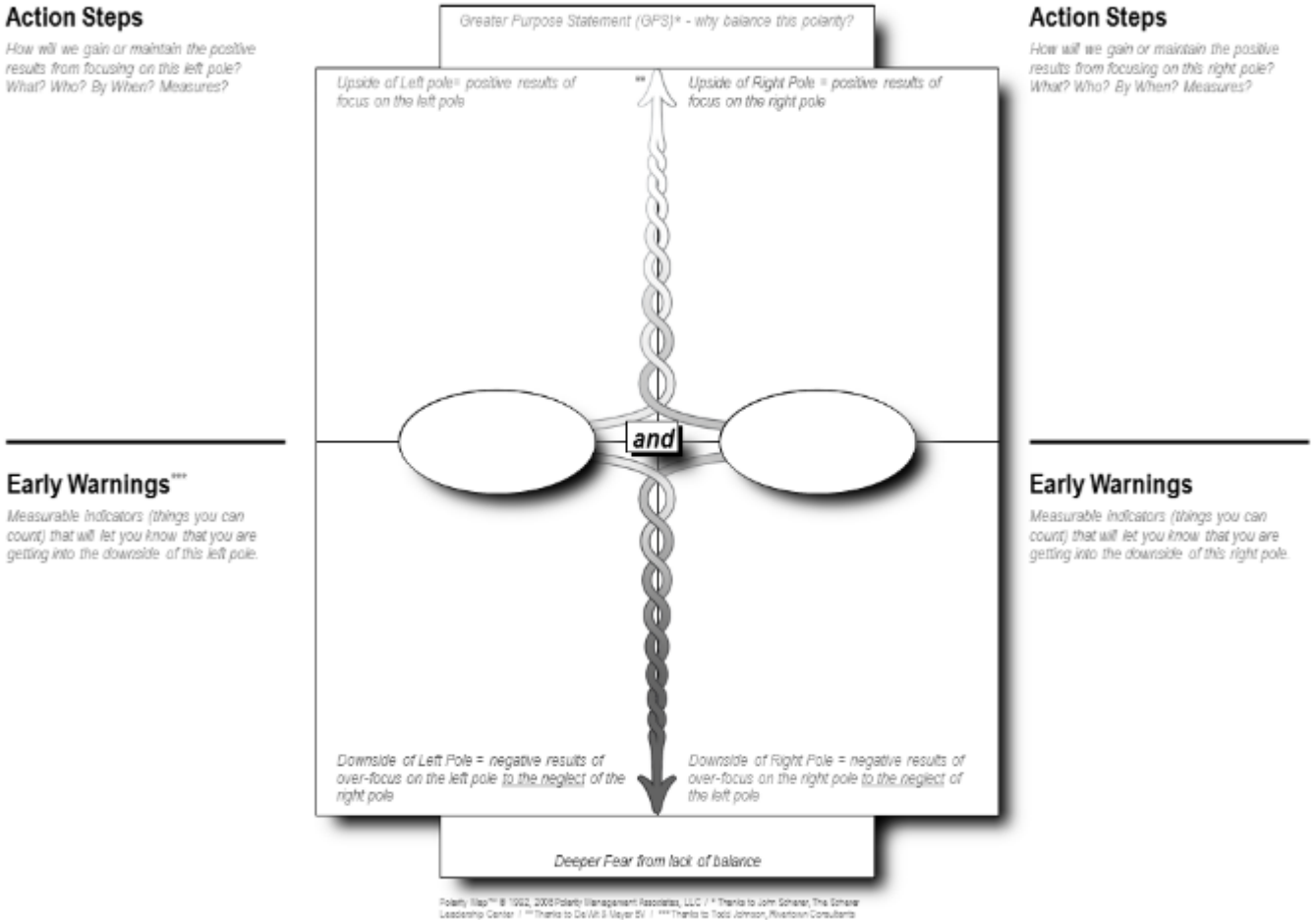
Polarity Partnerships Website
http://www.polaritypartnerships.com

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

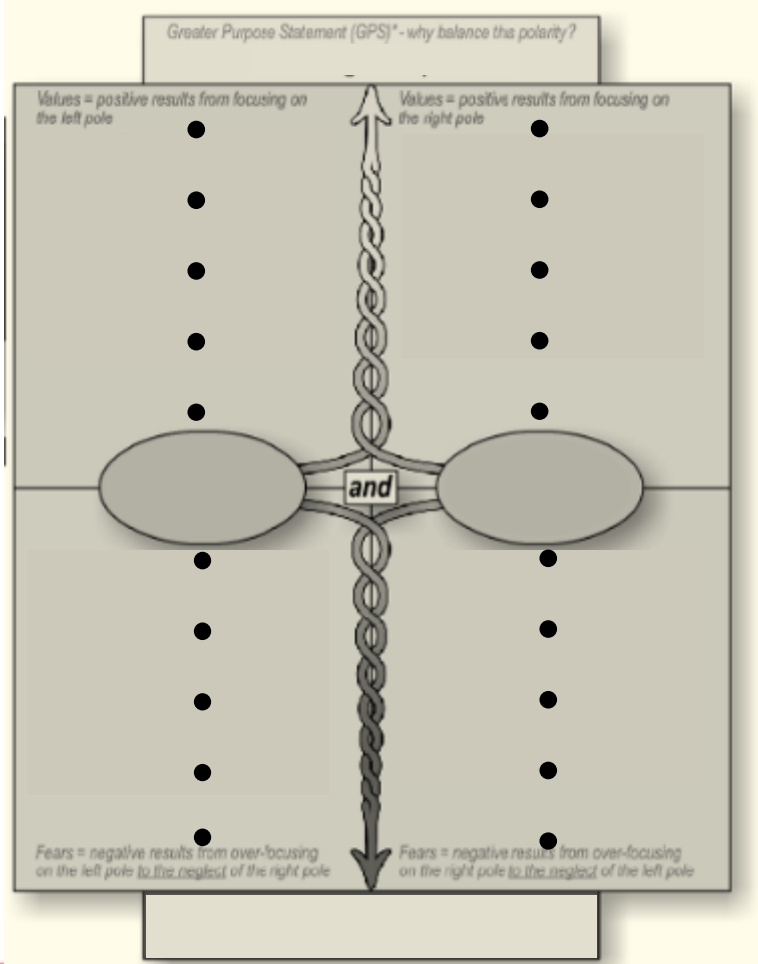
Resources


Action Steps
How will we gain or maintain the positive results from focusing on this left pole? What? Who? By When? Measures?
Greater Purpose Statement (GPS)* - why balance this polarity?
Upside of Left pole= positive results of focus on the left pole
**
Upside of Right Pole = positive results of focus on the right pole
Action Steps
How will we gain or maintain the positive results from focusing on this right pole? What? Who? By When? Measures?
and
Early Warnings***
Measurable indicators (things you can count) that will let you know that you are getting into the downside of this left pole.
Early Warnings
Measurable indicators (things you can count) that will let you know that you are getting into the downside of this right pole.
Downside of Left Pole = negative results of over-focus on the left pole to the neglect of the right pole
Downside of Right Pole = negative results of over-focus on the right pole to the neglect of the left pole
Deeper Fear from lack of balance

Assessing a polarity

Almost always
Often
Sometimes
Seldom
Almost never

Almost never
Seldom
Sometimes
Often
Almost always



Almost always
Often
Sometimes
Seldom
Almost never

Almost never
Seldom
Sometimes
Often
Almost always

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.
Independent 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

Key points about polarities

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.