

# AND, How to Leverage Polarity, Paradox or Dilemma

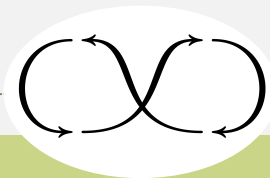
 POLARITY PARTNERSHIPS

*CONTINUITY AND TRANSFORMATION FOR ORGANIZATIONS, TEAMS, AND INDIVIDUALS*

## ODN PORTLAND

PRESENTED BY: BARRY JOHNSON 5-8-19

[www.polaritypartnerships.com](http://www.polaritypartnerships.com)



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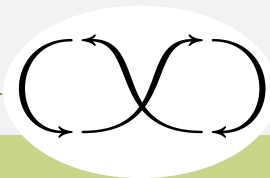
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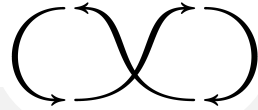


## Objectives – Enhance your quality of life by:

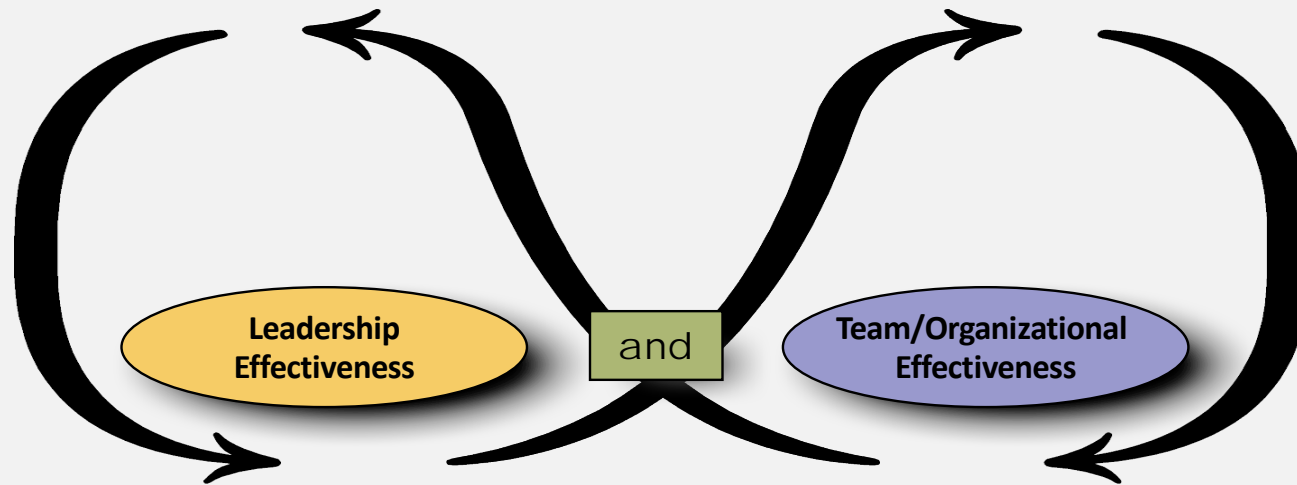
- Gaining an awareness of the basics of Polarity Thinking applied to leadership and organizations.
- Experiencing and reflecting on a polarity assessment.
- Discussion of applications and possibilities for your use of polarity thinking for yourself and for your work with individuals and organizations

This material is based on work by Barry Johnson and Polarity Partnerships

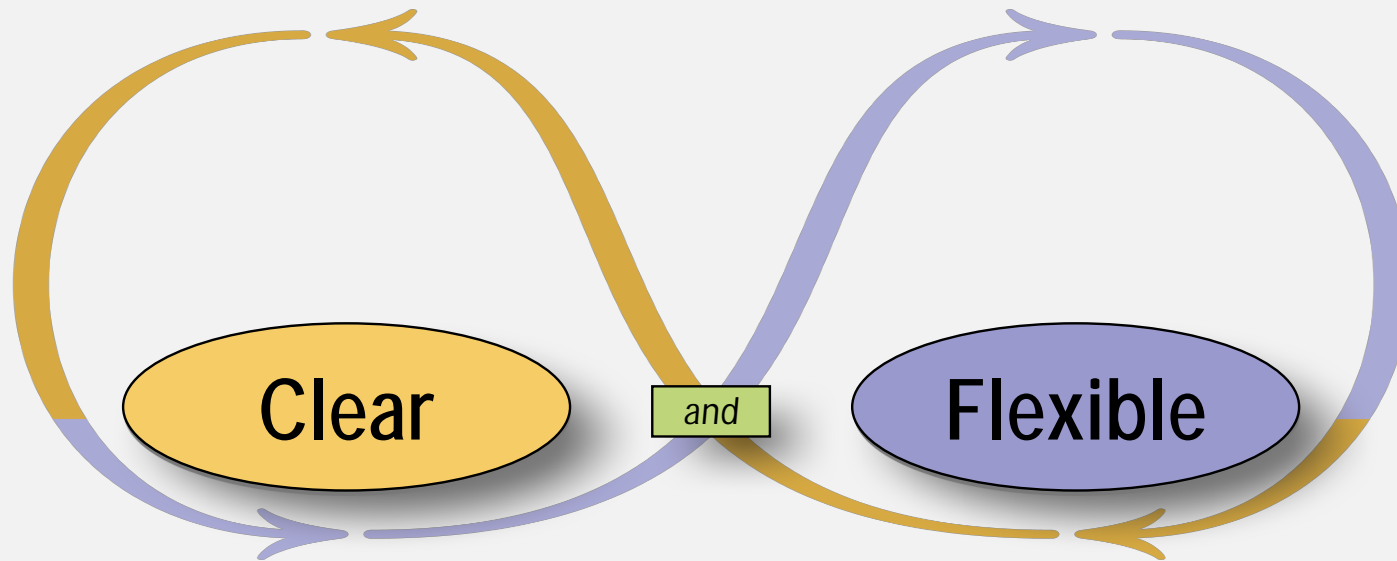
# Polarity Reality



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

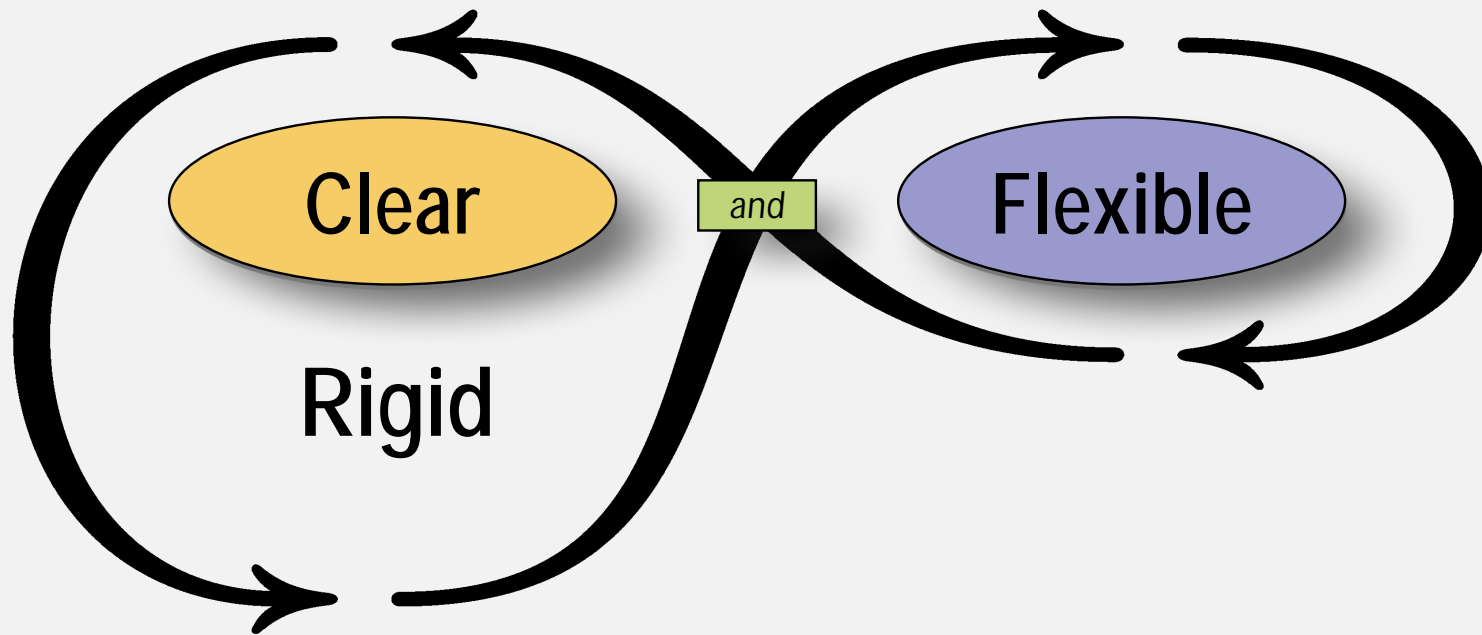


# Effective Leadership



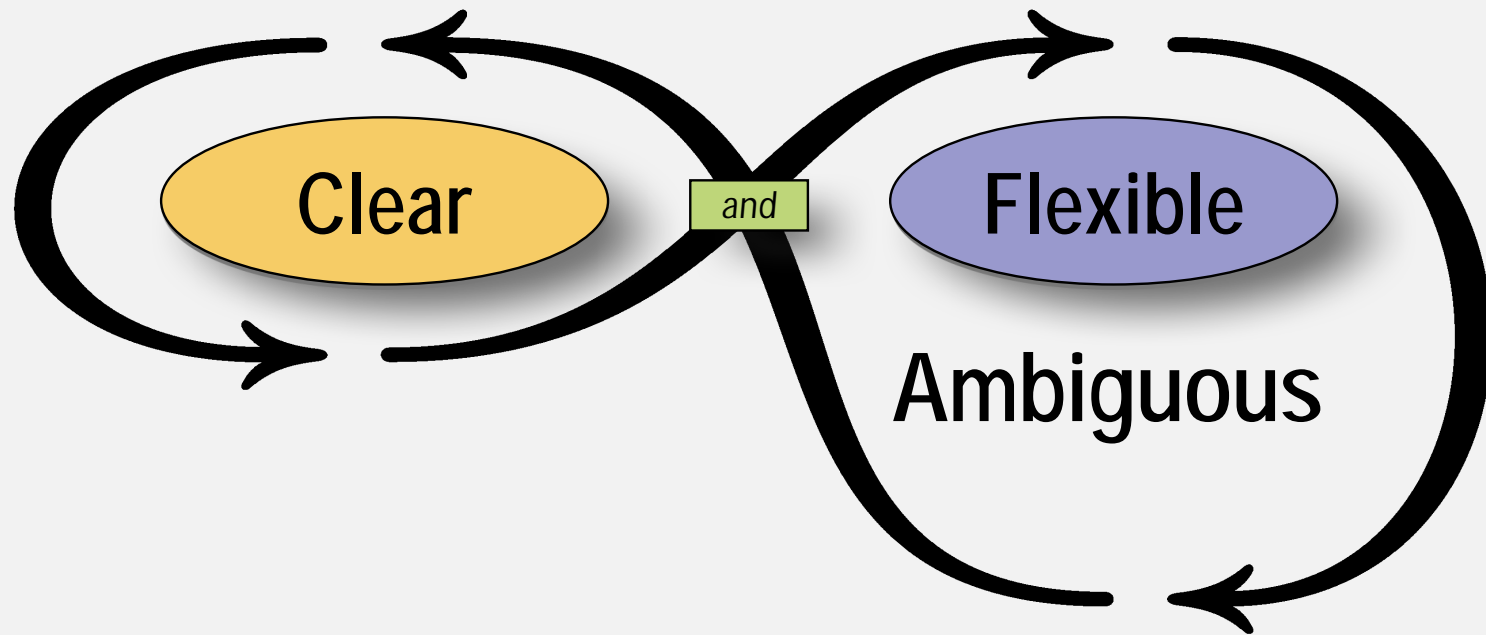
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# Effective Leadership



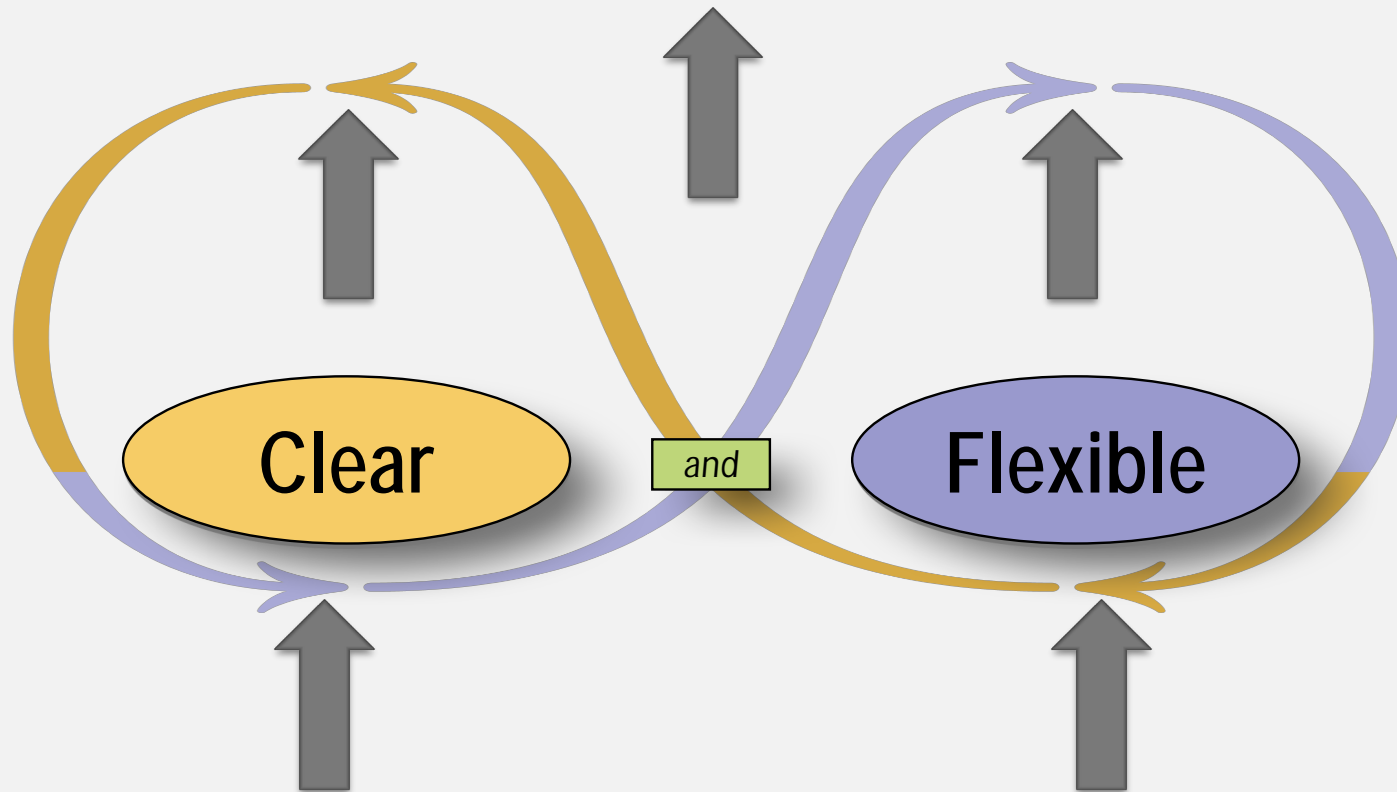
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# Effective Leadership



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# Effective President

Trump & Sanders

Honesty  
I call 'em the way I  
see 'em  
Intentions  
understood

Politicians – Hillary

Compassion  
I consider others'  
opinions and feelings  
Impact understood

Candor  
Self-Intent

Diplomacy  
Other-Impact

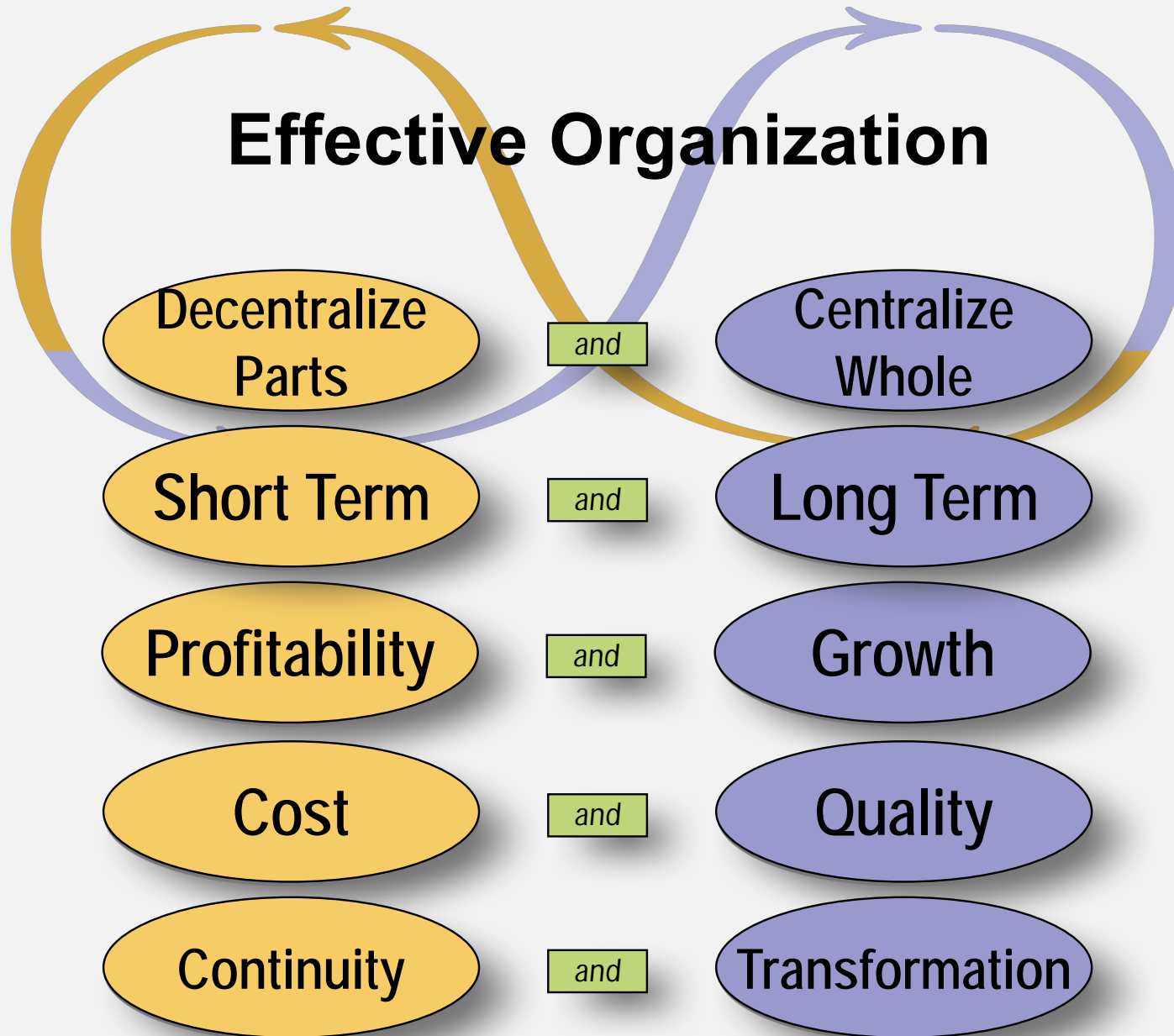
Cruelty – “Bully”  
Disregard for others'  
opinions and feelings  
Impact unclear -  
neglected

Dishonesty – “Liar”  
“Politically correct”  
Intentions unclear -  
neglected  
12% approve congress

# Ineffective President

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# Effective Organization



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# Polarity® Map

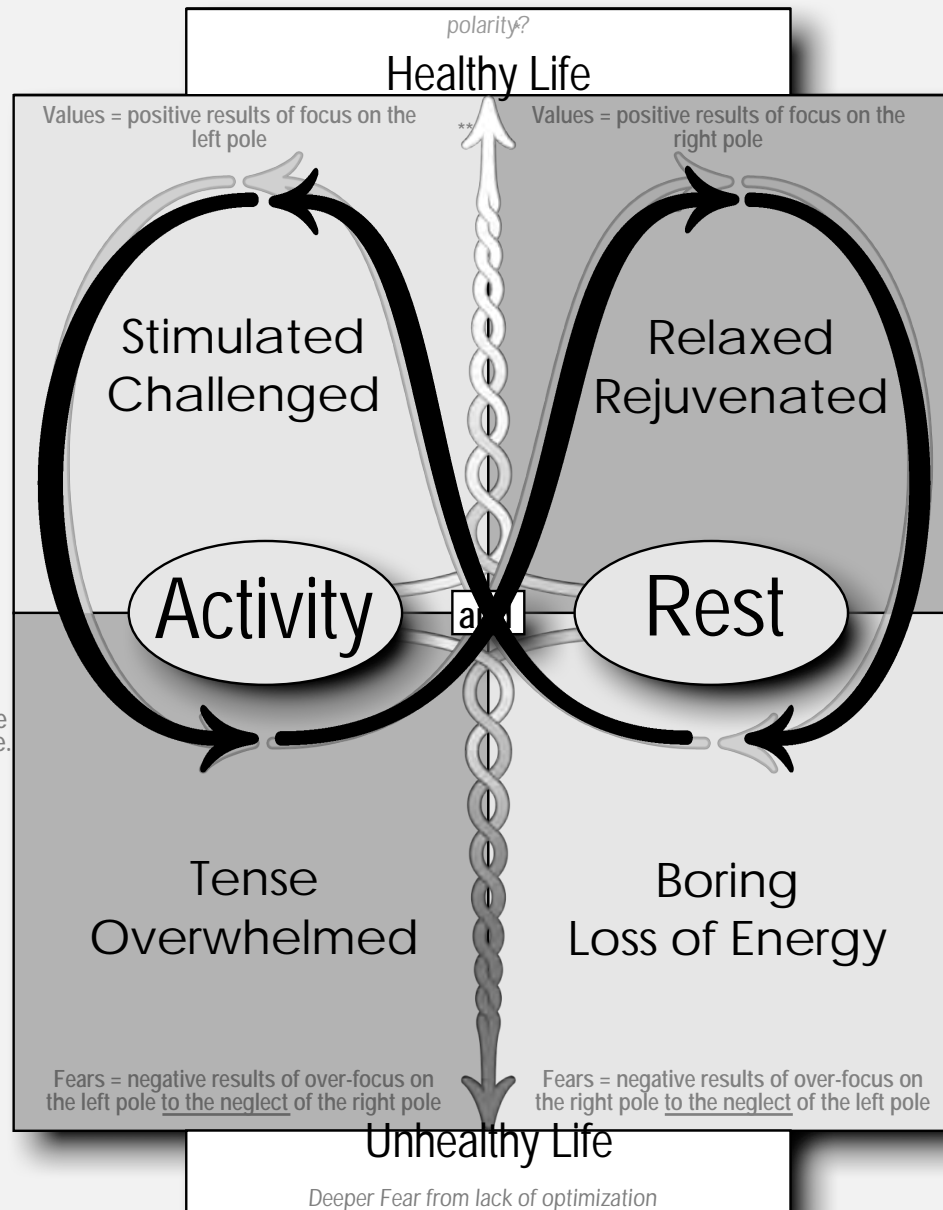
Greater Purpose Statement (GPS) Why leverage this

## Action Steps

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

## Action Steps

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

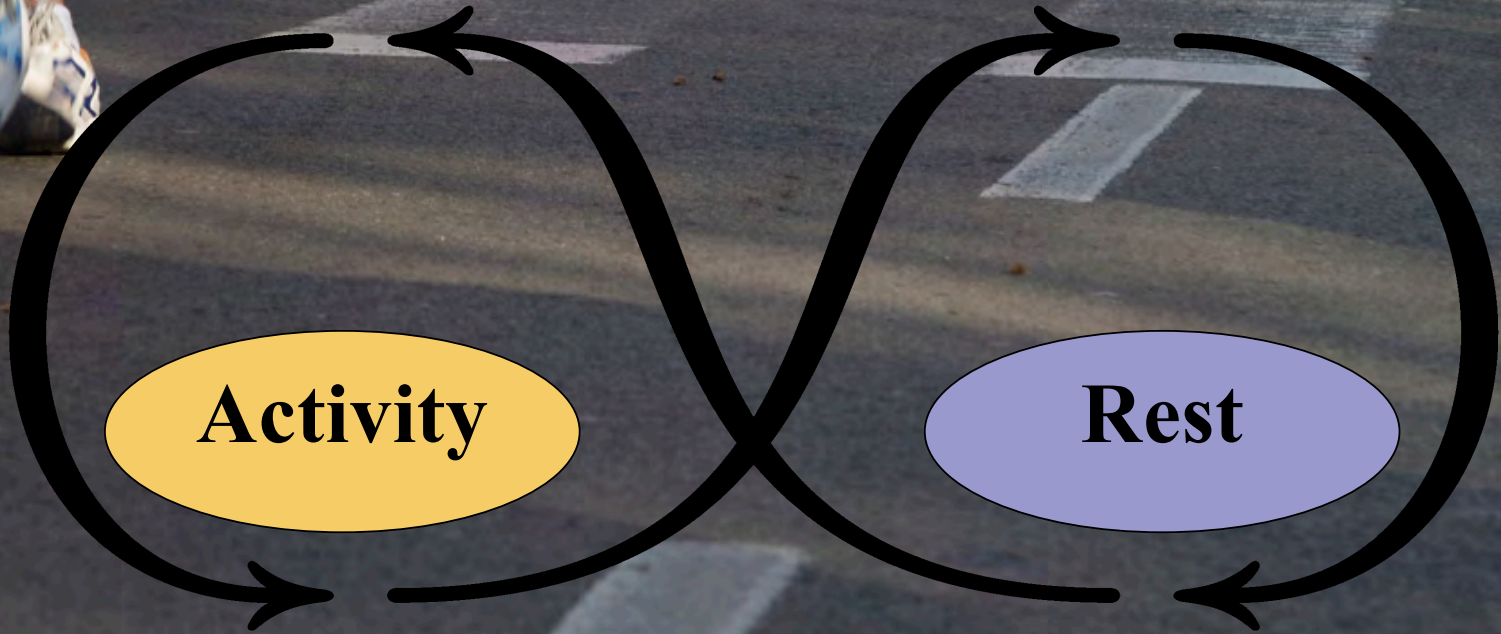


## Early Warnings\*\*\*

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.



Greater Purpose

Run a Marathon\*

Actions Steps:

Run further on each workout day

Actions Steps:

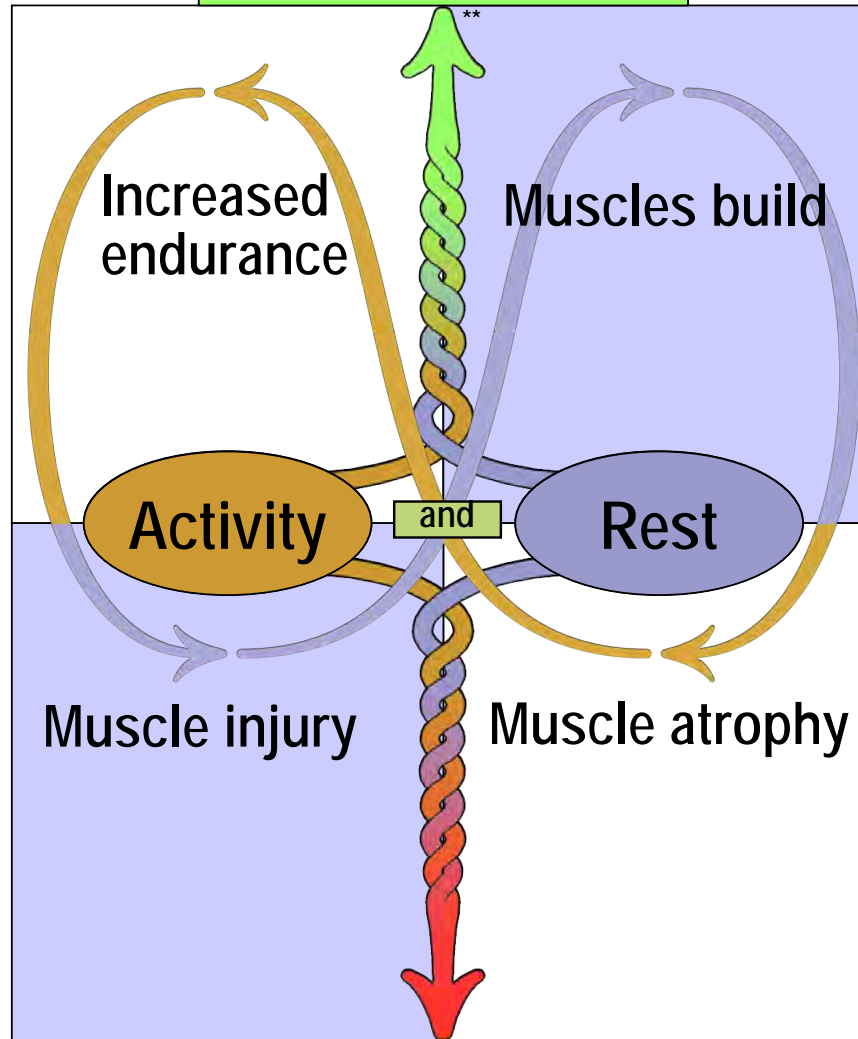
Get adequate down time between workout days

Early Warnings:

Feeling tired when you wake up in the morning

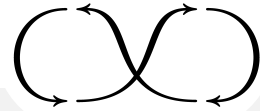
Early Warnings:

Missing a workout day



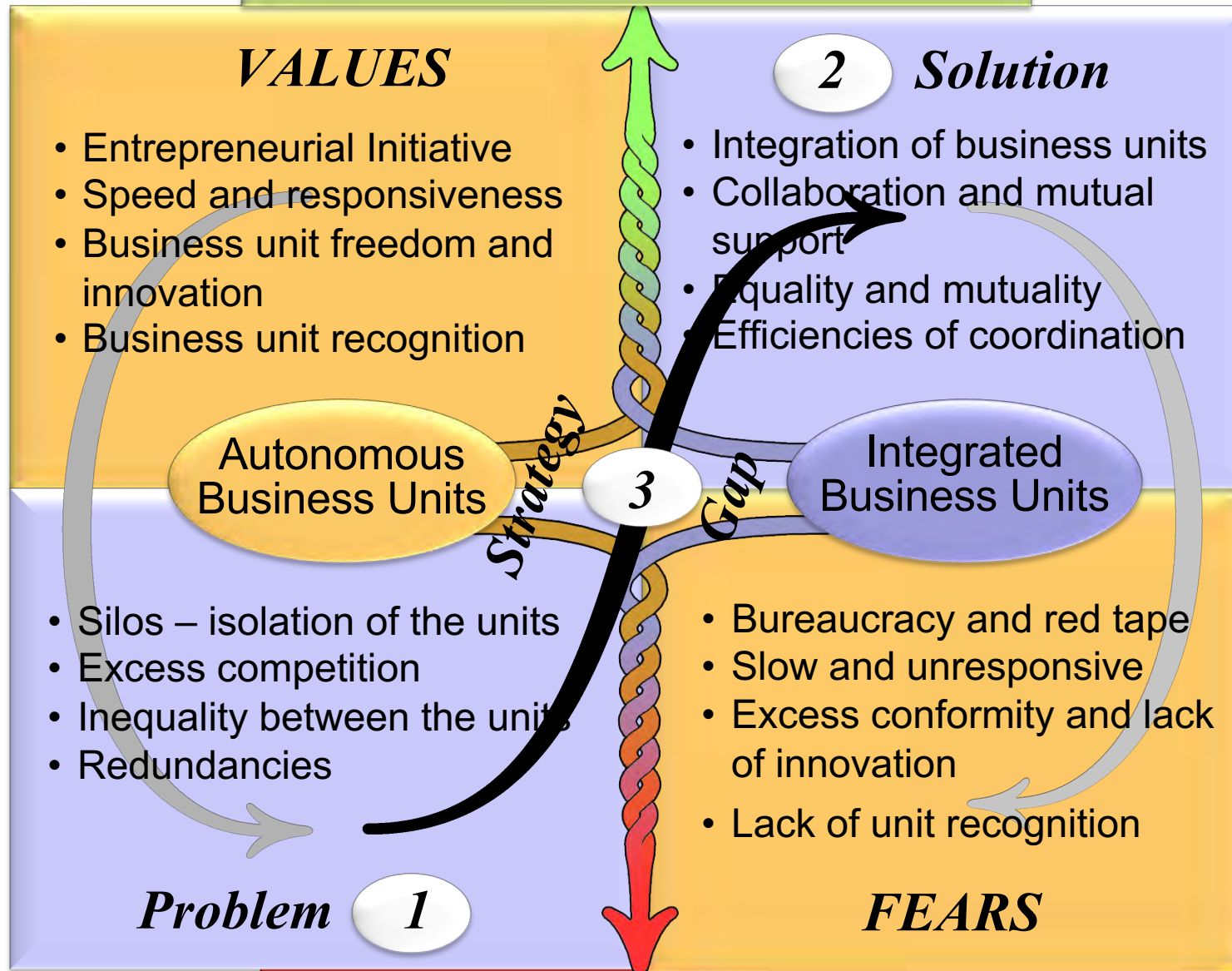
Can't Run a Marathon

# Polarity Partnerships' Mission

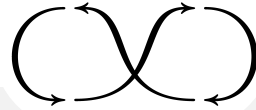


Enhance our quality of life on the planet  
by supplementing  
“OR” thinking with “AND” thinking

# Competitive Advantage

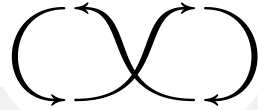


# Key Points



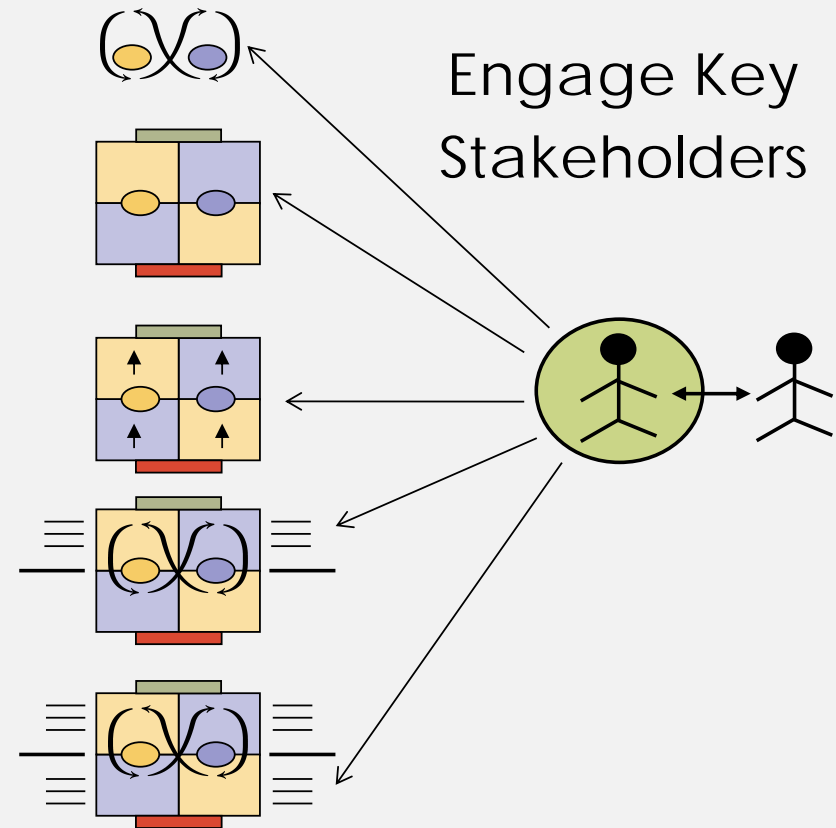
1. Every change effort is part of an infinity loop energy system. Polarity energy is at play.
2. Having all the “power” and all the “alignment” in a change effort is not enough to overcome the misdiagnosis of treating a polarity as if it is a problem to solve.
3. If you want to guaranteed the failure 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.

# The 5-Step Process

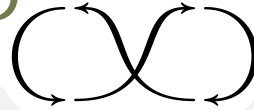


Polarity Partnerships has developed a 5-Step process to leverage polarities which integrates the Polarity Map™ and the Polarity Approach for Continuity and Transformation (PACT™)

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

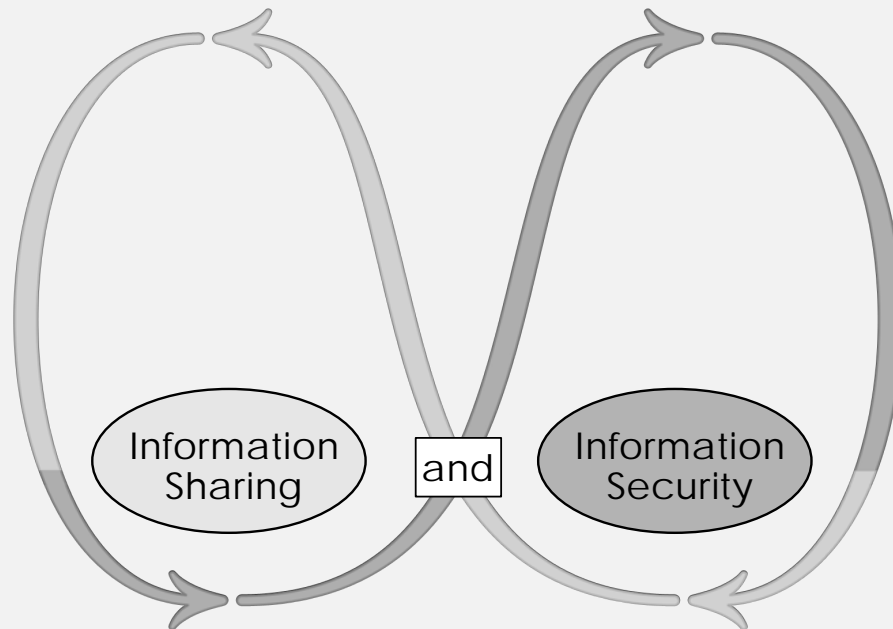


# Dave Wennergren Deputy CIO DOD



What did Dave do?

He Started by Seeing



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

# 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 the DoD Net-Centric Data and Services Strategy by mission area and community
7. Implement ABAC

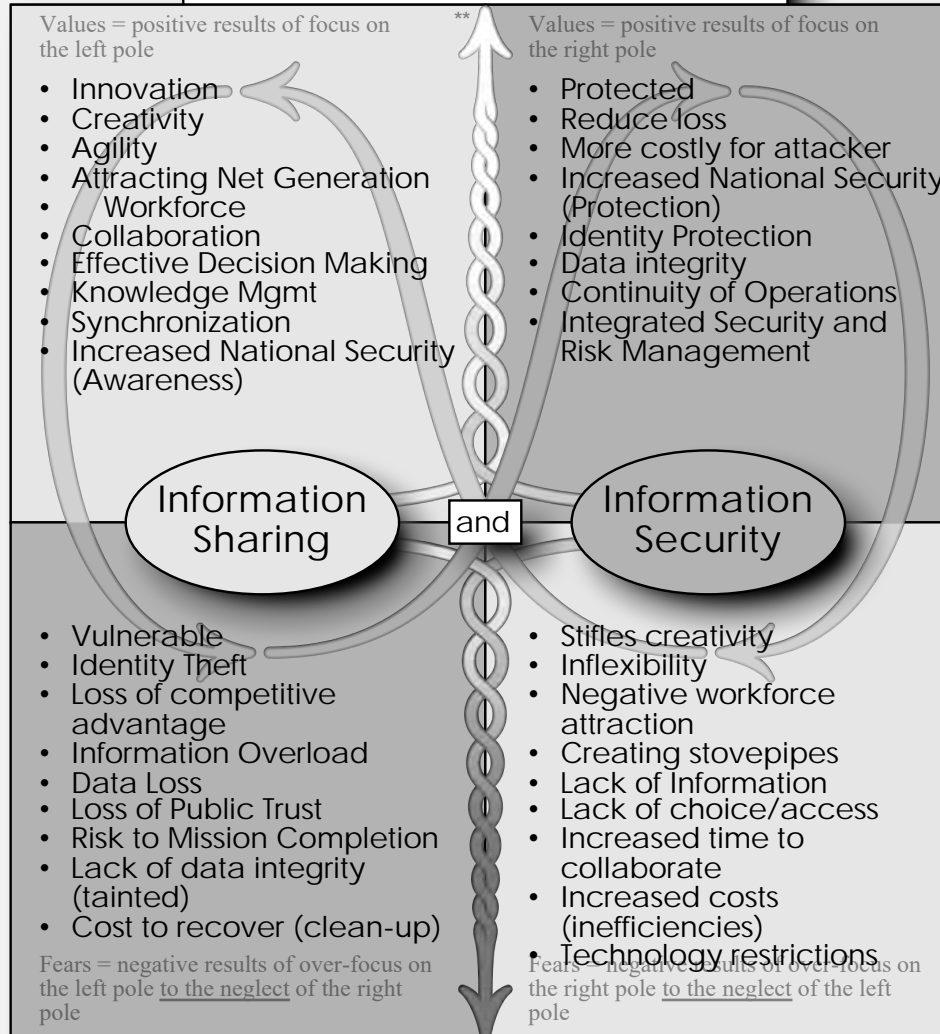
## Early Warnings\*\*\*

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



## Irrelevance and Insecurity

Deeper Fear from lack of leverage

## 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

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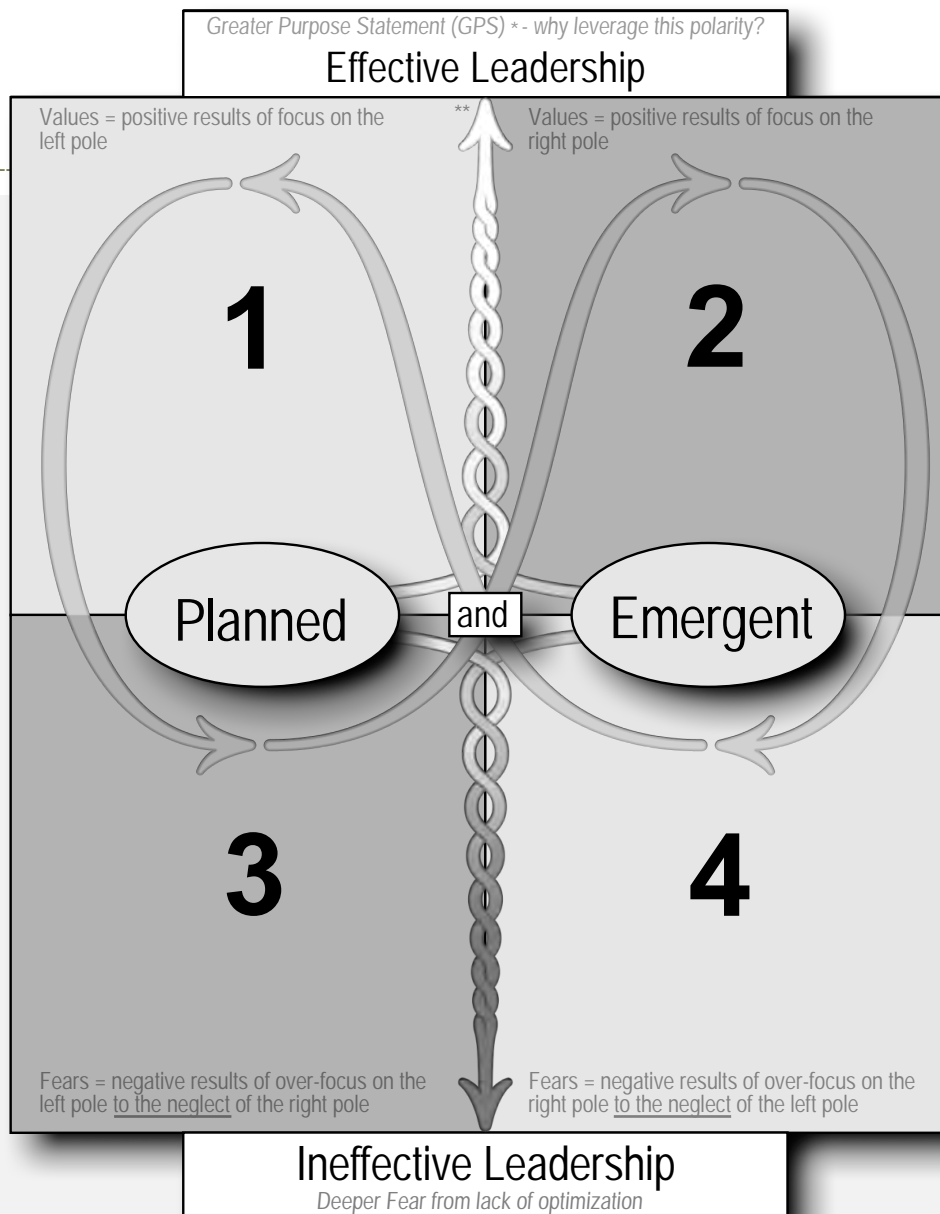
# Polarity® Map

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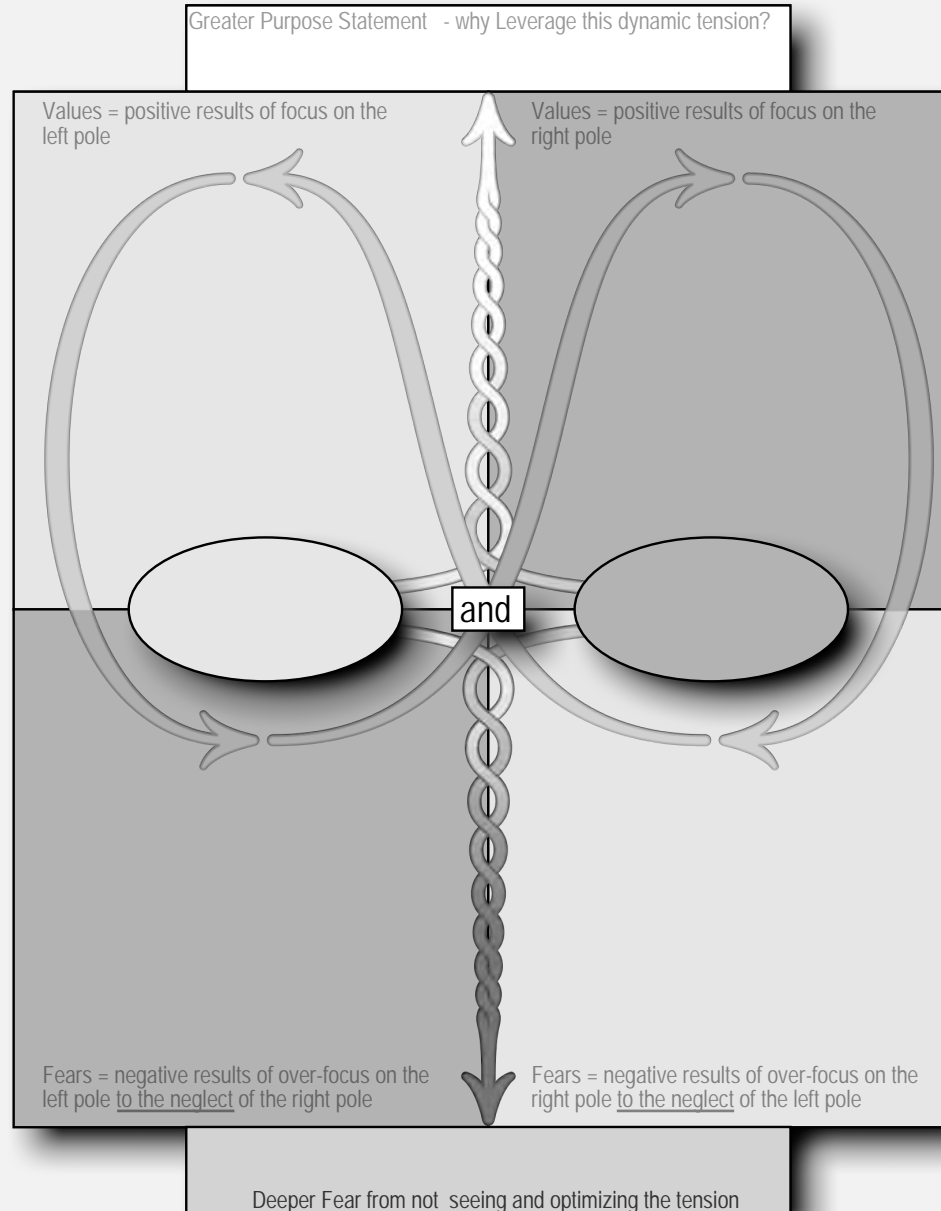
# Polarity Map™

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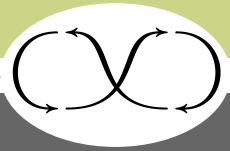


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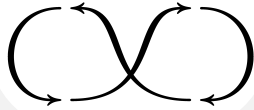
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## Problem or Polarity? - 4 Lenses

1. Is the difficulty ongoing, like breathing?  
yes = probably a polarity to manage  
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 manage  
no = probably a problem to solve
3. Is it necessary, over time, for you to have both identified upsides?  
yes = probably a polarity to manage  
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 manage  
no = probably a problem to solve

# Why polarity thinking is important



**“The issues that cross my desk are hard and complicated, and often time involve the clash not of right or wrong, but of two rights. And you are having to balance and reconcile against competing values that are equally legitimate.”**

*President Barack Obama*

*October 14, 2010 issue of Rolling Stone*

# Seeing

Natura's motto carved in the wall as you enter their main door is:

“Being Well And Well Being”

“Being Well” refers to the company being fiscally sound.

“Well Being” refers to taking care of the employees, the community and the environment.

Leveraging this polarity has contributed to Natura being seen as one of the best companies to work for in Brazil

In 2009 - 2010, Natura engaged its 600 employees in several discussion groups about their desires for a conscious, preferred culture so that they could be more aware of their internal environment and address areas that needed to be improved. 8 Values were identified:

**Being Caring and Respectful of Others\***

**High Performance**

**Collaborative Excellence**

**Results**

**Innovation, flexibility, change**

**Sustainability**

**Achieving, Striving Always**

**Ideal**

\* Translated from Portuguese

# Seeing

**Natura** — when they revisited their top 600 leaders in conversations about seeing their values as pairs, 8 polarities were identified:

**Bold (left) are original & not bold (right) were added to see the polarities.**

**Being Caring and Respectful of Others & Being Honest, Authentic with Others**

**High Performance & Learning from doing, and mistakes**

**Collaborative Excellence & Individual Excellence**

**Focus on Results & Focus on Planning**

**Innovation, flexibility, change & Continuity, disciplined, keeping commitment**

**(Sustainability): Abundance, Investing Resources & Conserving, Maximizing Resources**

**Achieving, Striving Always & Celebrating and Appreciating**

**Ideal & Real**

The common response from the groups returning to look at their values in pairs was not one of frustration for taking the time to revisit their previous work. Instead they reported feeling “relief” with seeing the sister poles to their original set of values. They could see how their original set of values, though essential, were supported by adding their pole partner.