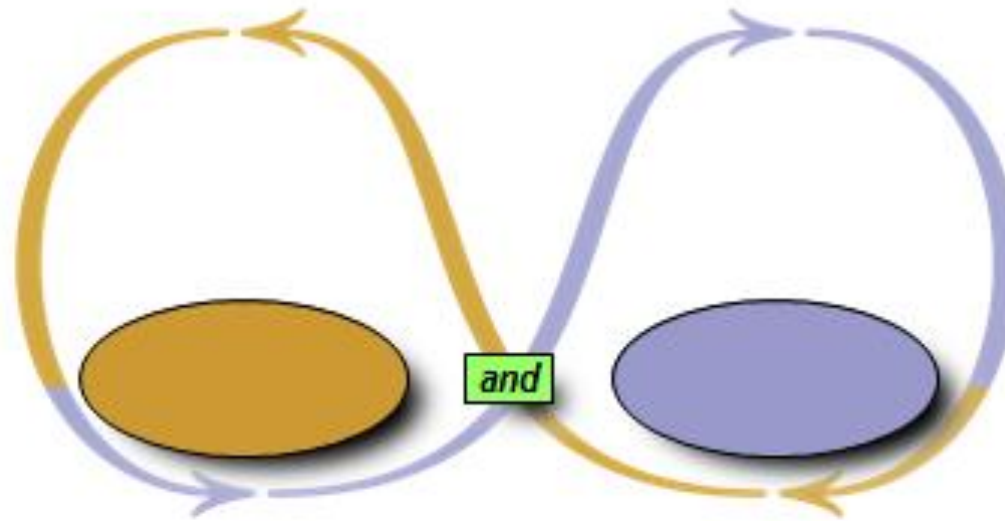


Polarities Are Everywhere:

**How Do You Measure, Monitor and Improve
How You Manage Them?**



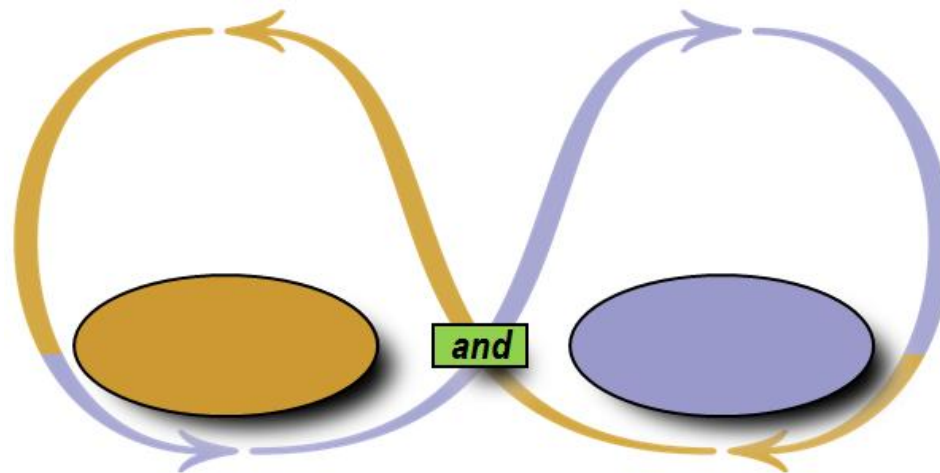
ODN – Baltimore, October 2011

Presented by: Barry Johnson, Jake Jacobs, and Leslie Depol

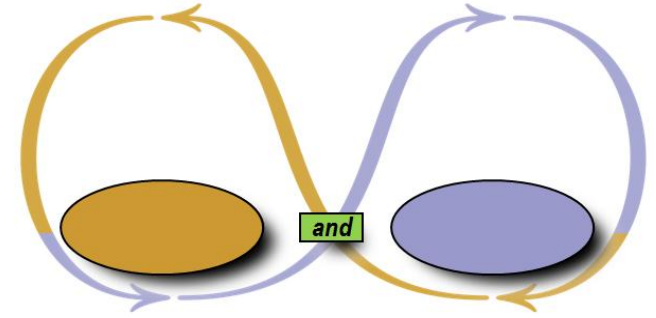
This material is based on work by Barry Johnson and Polarity Management Associates

Polarities are:

- **Interdependent pairs**
- **Energy systems in which we live and work**



Why bother?



Goal:

1. Achievement
2. Speed
3. Sustainability

When addressing these issues:

- Strategic Management and Complexity
- Change
- Conflict
- Chronic Issues
- Cross Cultural Issues (Intra-national and International)

I believe that the central leadership attribute is the ability to manage polarity.

Peter Koestenbaum

8 Polarities in “The Fundamental State of Leadership”

From *Building The Bridge As You Walk On It* by Robert E. Quinn

Spontaneous; Expressive	AND	Self-disciplined; Responsible
Compassionate; Concerned	AND	Assertive; Bold
Mindful; Reflective	AND	Active; Energetic
Principled; Integrated	AND	Engaged; Involved
Realistic; Questioning	AND	Optimistic; Constructive
Grounded; Factual	AND	Visionary; Hopeful
Confident; Secure	AND	Adaptive; Flexible
Independent; Strong	AND	Humble; Open

12 Leadership Polarities

From Polarity Management Associates

Conditional Respect	AND	Unconditional Respect
Task	AND	Relationship
Candor	AND	Diplomacy
Responsibility	AND	Freedom
Confidence	AND	Humility
Analysis	AND	Encouragement
Control	AND	Empowerment
Grounded	AND	Visionary
Structure	AND	Flexibility
Logic	AND	Creativity
Individual	AND	Work Group
Planning	AND	Implementation

10 Polarities in “Level 5 Leadership”

From *Good To Great* by Jim Collins

Self	AND	Organization
Willfulness	AND	Humility
Debate	AND	Unity
Candor	AND	Diplomacy
Reality	AND	Faith
Deep Understanding	AND	Simplicity
Discipline	AND	Entrepreneurship
Technology Fads	AND	Pioneering
Evolutionary	AND	Revolutionary
Preserve Core	AND	Stimulate Change

8 Leadership Polarities

From *Lost in Transition* by Richard Elsner & Bridget Farrands

To shake things up	AND	To preserve
To be open to events	AND	To be intentional about results
To develop bonds	AND	To keep distance
To seek help to learn about the organization	AND	To give value by showing how to succeed or avoid failure
To impose	AND	To facilitate
To go fast to perform	AND	To go slow to prepare
To clean out	AND	To develop
To support the team	AND	To serve the hierarchy and/or the wider organization

11 Important Organizational Polarities

From Polarity Management Associates

Centralized Coordination	AND	Decentralized Initiatives
Recognize the Individual	AND	Recognize the Team
Reduce Cost	AND	Improve Quality
Competing with Others	AND	Collaborating with Others
Stability	AND	Change
Celebrating Our Differences	AND	Celebrating Our Commonalities
Care for My Part of the Organization	AND	Care for the Whole Organization
Showing Respect for Every Person	AND	Showing Respect Based on Performance
Getting the Job Done (task)	AND	Building Relationships
Taking Care of the Organization	AND	Taking Care of the Customer
Work	AND	Home

7 Organizational Polarities

From *Managing on the Edge* by Richard Tanner Pascale

(Left column = the 7 areas of “Excellence” from *In Search of Excellence*)

Strategy.....Planned	AND	Opportunistic
Structure.....Elitist	AND	Pluralistic
Systems.....Mandatory	AND	Discretionary
Style.....Managerial	AND	Transformational
Staff.....Collegiality	AND	Individuality
Shared Values.....Hard Minds	AND	Soft Hearts
Skills.....Maximize	AND	Meta-mize

1 Organizational Polarity

From *Built to Last* by Collins & Porras

Preserve the Core AND Stimulate Progress

3 Organizational Polarities

From *The Three Tensions*
by Dominic Dodd & Ken Favaro

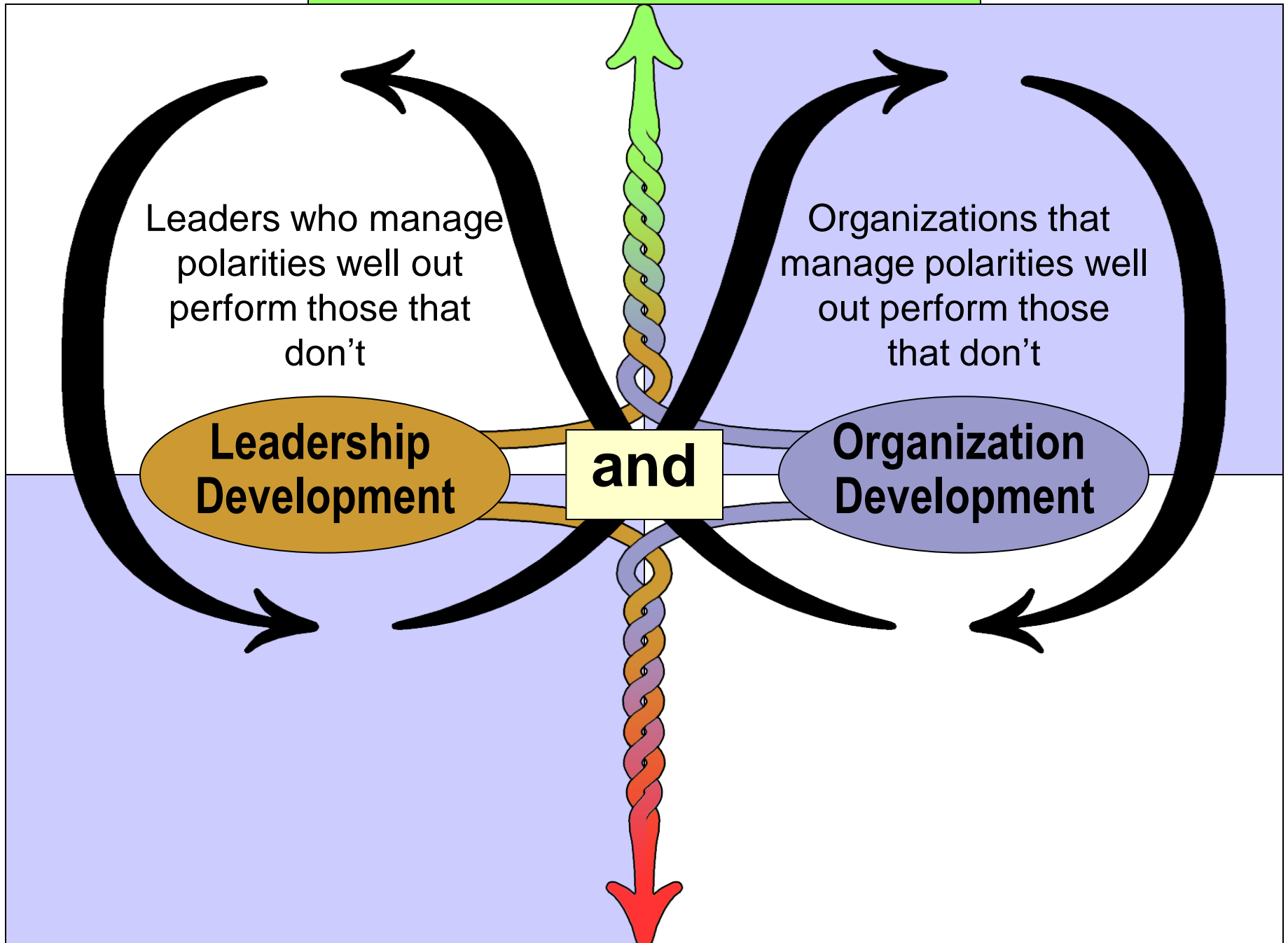
Profitability AND Growth
Today AND Tomorrow
The Whole AND The Parts

10 Strategic Management Polarities

From *Strategy Synthesis* by Bob de Wit & Ron Meyer

Logic AND Creativity
Deliberateness AND Emergentness
Revolution AND Evolution
Markets AND Resources
Responsiveness AND Synergy
Competition AND Collaboration
Compliance AND Choice
Control AND Chaos
Globalization AND Localization
Profitability AND Responsibility

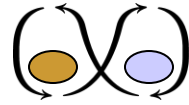
High Performing Organization



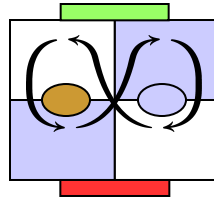
Low Performing Organization

Leveraging Polarity Energy Systems

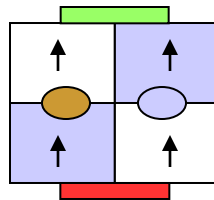
See It



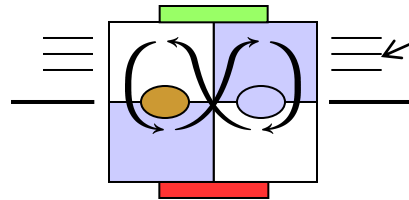
Map It



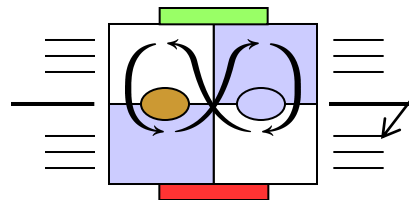
Tap It - #1 Assess Present Realities



Tap It - # 2 Action Steps

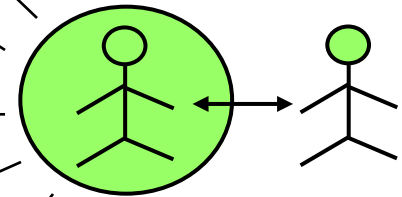


Tap It - #3 Early Warnings

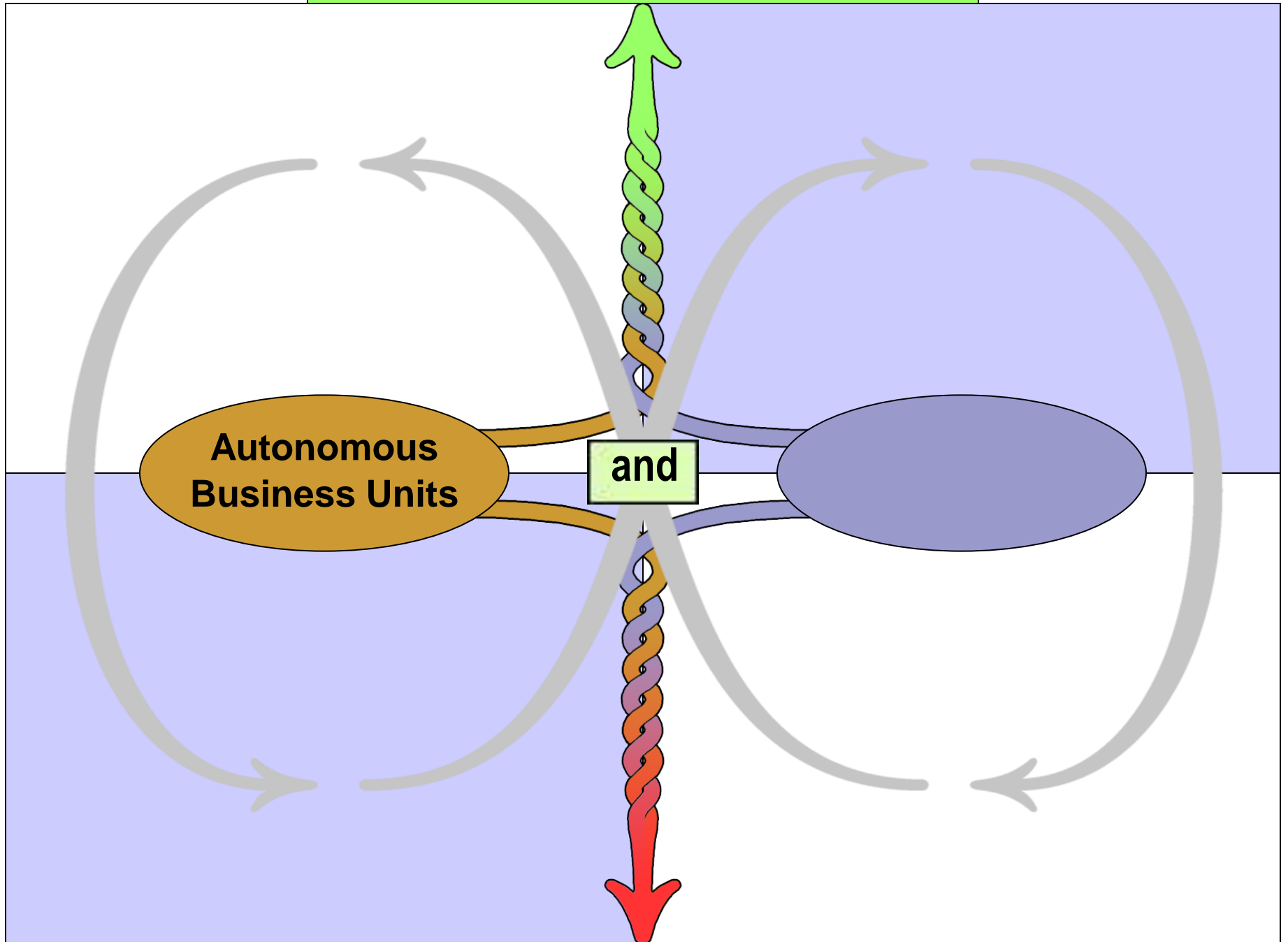


Continue Tapping - #1, 2, 3

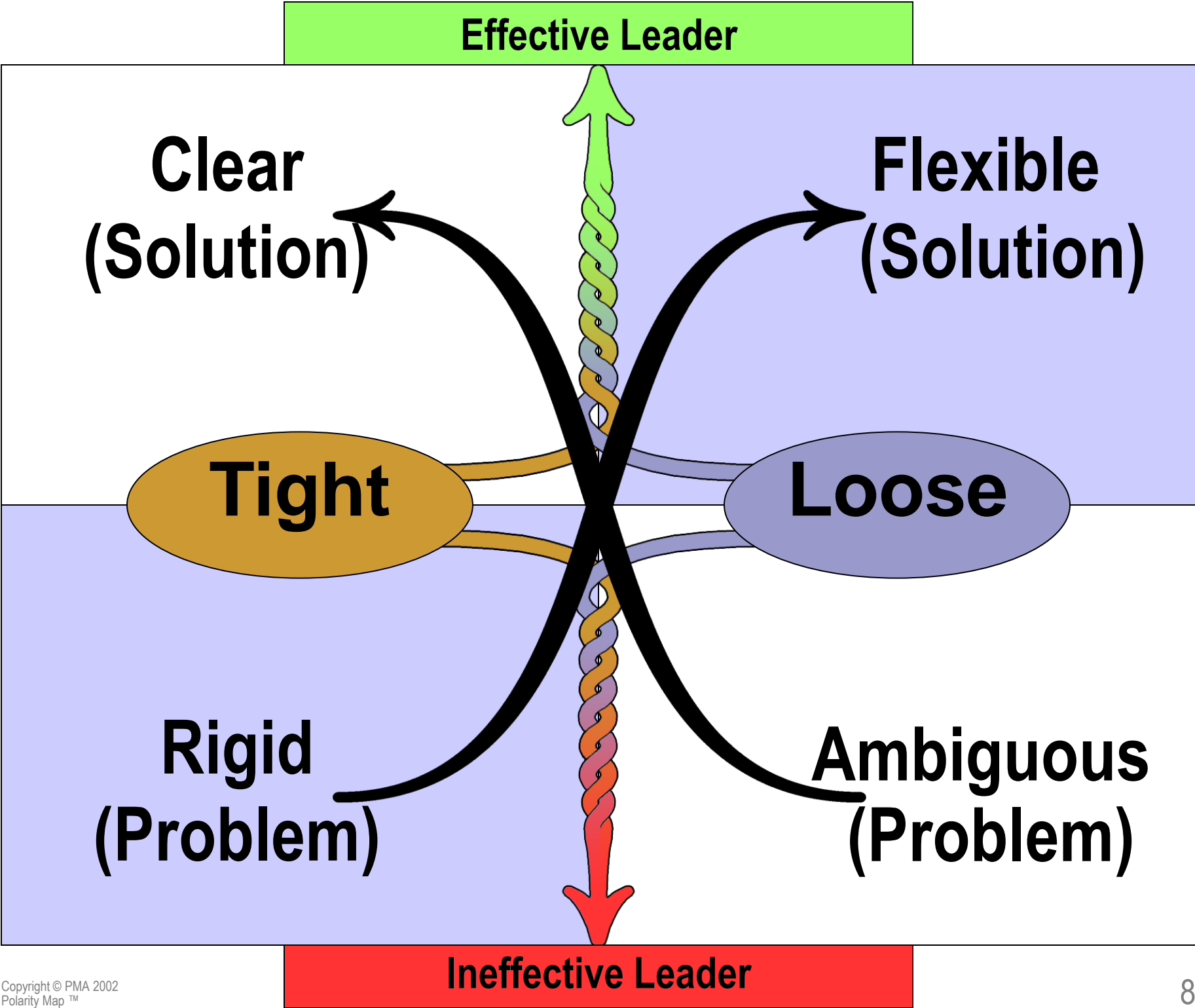
Include Key Stakeholders



Competitive Advantage



Can't Compete



Select your work mode:

- Admin Mode
 Presentation Mode

WELCOME to THE POLARITY ASSESSMENT™ FOR ORGANIZATIONS: A 5-Step Process

The Polarity Assessment™ will help deliver your Mission AND Margin.

Either would make it worth using. We will do both. Here's our dual purpose:

PURPOSE 1 – To support you in becoming a more successful organization – right now and over time.

The Polarity Assessment builds on what you've accomplished in the past and prepares you to be even more successful in the future. You define success, be it numbers on the bottom line, behavior that reflects the culture you want to create, how people feel or any other measures that matter to you. The Polarity Assessment will help you get things done that make a difference for your organization better, faster and easier. Over time, you will gain more and more of the benefits of managing key polarities well and pay for fewer and fewer of the costs of managing them poorly.

PURPOSE 2 – To increase your organization's ability to see, map, and tap the power of polarities

All polarities work the same way, every time, all the time. Learn how to manage one well and you know how to manage them all well. Seeing polarities means recognizing when one or more underlying ones are impacting the work you're doing. Mapping polarities means identifying the "upsides" and "downsides" of each pole, what you will achieve by managing it well, what will happen if you manage it poorly. Action Steps and Early Warnings help ensure you have concrete ways to tap the upsides and avoid the downsides of a polarity pole. Tapping the Power of Polarities means taking what you've learned about how to manage one well and are putting it into practice in your daily work with desired results

[Learn More](#)

Learn more about The Polarity Assessment™ and how it can enhance your organization.

Select your work mode:

- Admin Mode
 Presentation Mode

WHAT MATTERS TO YOU MATTERS TO US

Your Mission

Our Mission



Your mission matters to us. It's your organization's reason for being. All of our work with you is aimed squarely on helping you achieve this mission. To achieve your organization's mission you might need to improve your bottom line, implement your strategic plan, insure profitable growth or be a place where people love to work. It is some version of moving toward your preferred future more efficiently and more sustainably.

Immediate Impact and Return on Your Investment

In the short term, we start with what is most important to you right now. This might come through jump starting a critical initiative, launching a project, or strengthening and aligning a leadership team anywhere in your organization.

Long Term Results that Pay Dividends Over Time

In the long term we work with you to increase everyone's capacity to see, map and tap polarities. Do this well and you have access to a powerful and limitless supply of energy to create your preferred future and sustain success over time.

Sustain Success

Tie your efforts to both poles of a polarity and you increase sustainability significantly because polarities are indestructible. See, Map, and Tap the polarities contained

- Strategy implementation
- Culture change
- Organization Alignment
- Business Process Redesign
- Leadership development
- Team building
- Conflict Resolution
- Coaching

Track Your Progress and Course Correct.

You get what you measure. So measure the polarities most important to ensuring your success, take action based on what you learned from your assessment, and re-assess periodically so you can adjust to changing realities over time.

Select your work mode:

- Admin Mode
 Presentation Mode

THE POLARITY MANAGEMENT ASSESSMENT PROCESS

Purpose and Outcomes

RTSC Polarities

The 5 Steps



Step 1 – Link Your Polarity Assessment™ to the Organization's Strategy, Issues and Opportunities

The Polarity Assessment is about seeing, mapping and tapping polarities that will have the greatest positive impact in your organization. In this first step you will begin thinking through the polarities that will provide the greatest leverage in achieving your organization's strategy. You will also explore how polarities may help you better understand the issues and opportunities you're facing right now – both those inside and outside your organization.

Step 2 – Design Your Polarity Assessment So That It Fits Your Organization's Unique Challenges and Opportunities

In this second step, you'll build polarity maps for each of the key polarities you identified as being most important to your organization. You'll identify what you are currently doing and what you plan to be doing in relation to going after the upsides associated with your polarities. You'll quantify some early warning signals that can alert you when you are beginning to experience the downsides of a polarity so you can course correct. The items you include in your maps automatically get converted into your assessment instrument. You'll also begin planning how you'll analyze and communicate your results and recommendations to the rest of the organization.

Step 3 – Assess How You Are Currently Managing Your Organization's Key Polarities

In this third step you will engage a broad base of key stakeholders to assess how well you are currently managing your organization's key polarities. People participating in the process will log onto our secure web site and complete the assessment. Once the assessment period is closed, your results are immediately available.

Step 4 – Understand Your Assessment Results

The purpose of this fourth step is to understand the results from your assessment so you can make smart decisions about how to manage your key polarities better in the future.

There are four basic questions you'll explore together in this Step:

1. What are our assessment results?
2. What do they tell us about how we have been managing these key polarities to date?
3. Why do we believe we achieved the results we did?
4. What new ideas do we have about how to manage these polarities better in the future?

Step 5 – Take Action and Sustain Success

This fifth step is where your Polarity Assessment work comes together and stays together. You'll agree on Action Steps and Early Warnings that will help you tap the power of your organization's key polarities. You'll put plans in place for how to build on what you're already doing well, improve on what you want to do better, track your progress and course correct over time. You'll explore more ways and places where you can apply polarity thinking to add value in your organization. All of these plans will be integrated into a Continuity and Change Road Map that provides clear direction to your organization's sustained success.

1 UNDERSTAND UNIVERSITY HOSPITAL

Overview

Key Stakeholders

Polarity Maps® Public Library



The Polarity Assessment™ is about seeing, mapping and tapping polarities that will have the greatest positive impact in your organization. In this first step you will begin thinking through the polarities that will provide the greatest leverage in achieving your organization's strategy. You will also explore how polarities may help you better understand the issues and opportunities you're facing right now – both those inside and outside your organization.

Purpose

To make sure our Polarity Assessment is clear, strategic and delivers the best results it can for our organization.

Outcomes

- Understand what polarities are and how they work
- Identify polarities that have the greatest impact on whether we achieve our preferred future/strategy or not
- Agree on our Polarity Assessment Project Plan, our work as a Polarity Assessment Team, and the support we will have while doing it

How We'll Do It

- Overview The Polarity Assessment Principles, Outcomes, and 5-Step Process
- Understand What's Happening Inside and Outside Our Organization
- What Polarities Are, How They Work, and How To See, Map and Tap Them
- Identify the polarities underlying our most strategic issues and opportunities
- Develop the Who, What, How, When and Why for our Polarity Assessment Plan

2 BUILD AN ASSESSMENT *for* UNIVERSITY HOSPITAL

Overview

Our Maps

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Feedback

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Pilot



In this second step, you'll build polarity maps for each of the key polarities you identified as being most important to your organization. You'll identify what you are currently doing and what you plan to be doing in relation to going after the upsides associated with your polarities. You'll quantify some early warning signals that can alert you when you are beginning to experience the downsides of a polarity so you can course correct. The items you include in your maps automatically get converted into your assessment instrument. You'll also begin planning how you'll analyze and communicate your results and recommendations to the rest of the organization.

Purpose

To incorporate your most strategic challenges and opportunities into a polarity-based assessment

Outcomes

- 4-8 Key Polarities mapped with 3 strategic items in each quadrant agreed upon
- Prioritized Action Steps and Early Warning signals identified (to be taken now and later)
- Assessment details finalized: Demographics for data-cuts, Feedback questions, etc.
- Assessment-ready Polarity Maps completed
- Details of The Polarity Assessment Project Plan agreed upon

How We'll Do It

Follow the online Polarity Assessment wizard and follow our Guidelines for Creating Assessment Ready Polarity Maps

2 BUILD AN ASSESSMENT *for* UNIVERSITY HOSPITAL

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Sort

Section

Filter Section



Left Pole	AND	Right Pole	Section	Title	Status	Read	
Anticipate Customer Needs	AND	Respond to Customer	Hospitality	Maintain Customer Service Leadership Over	☆	11.9 / 12	
Develop Others	AND	Educate Yourself	Hospitality	Maintain Customer Service Leadership Over	☆	14.2 / 12	
Equip People	AND	Manage Costs	Hospitality	Maintain Customer Service Leadership Over	☆	13.9 / 12	
Give Freedom	AND	Hold Responsible	Hospitality	Maintain Customer Service Leadership Over	☆	10.5 / 12	
Unconditional Caring	AND	Conditional Respect	Hospitality	Maintain Customer Service Leadership Over	☆	11.1 / 12	
Combining the Best of Your	AND	Envisioning Compelling	RTSC	Preferred Future	☆	9.9 / 12	
Inquiring About What Others	AND	Advocating for What You	RTSC	Building Understanding	☆	9.1 / 12	
Knowing the Inside Of Your	AND	Knowing the Outside Of Your	RTSC	Making Reality A Key Driver	☆		View
Planning for Your Future	AND	Being in Your Future Now	RTSC	Thinking and Acting in Real Time	☆		Copy to Our Maps
Providing Direction	AND	Inviting Participation	RTSC	Engaging and Including	☆	10.6 / 12	
The Organization Achieving	AND	People Achieving Their Full	RTSC	Creating Community	☆	10.5 / 12	
Care for Organization	AND	Care for Community	Universal	Organization AND Community	☆	14.4 / 12	
Company Interests	AND	Employee Interests	Universal	Company Interests AND Employee Interests	☆	11.3 / 12	
Conditional Respect	AND	Unconditional Respect	Universal	Conditional and Unconditional Respect	☆	11.7 / 12	
Continuity	AND	Change	Universal	Continuity AND Change	☆	10.2 / 12	
Directive Decisions	AND	Participative Decisions	Universal	UN Directive and Participative Decisions	☆	11.1 / 12	
My Department	AND	The Whole Organization	Universal	My Department. AND The Whole Organization	☆	11.3 / 12	
Organization	AND	Customer	Universal	Organization AND Customer	☆	11.7 / 12	
Relationships	AND	Tasks	Universal	Relationships AND Tasks	☆	11.3 / 12	
Short Term	AND	Long Term	Universal	Short Term and Long Term	☆	8.9 / 9	

2 BUILD AN ASSESSMENT for UNIVERSITY HOSPITAL

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Continuity AND Change

Reading level: 9.8



Action Steps

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

- 1 Make sure everyone understands the core values and knows how to "walk the talk" in their daily work
- 2 Benchmarking, establishing "what is" (michael and patrick)
- 3 Identify and name what is most valued in the status quo (M and P)
- 4

Early Warnings

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

- 1 People are acting in ways consistent with our core values from the past are getting in the way of our being successful in the future
- 2 Measurable complaints of boredom (M and P)
- 3 Existing ways of doing things are not meeting current needs (ex: dialup Internet when we

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

Achieving Our Goals

Values = positive results from focusing on the left pole

- A We live our core values.
- B We know what parts of our current plans need to stay the same.
- C We agree on which processes should remain unchanged.
- D

Values = positive results from focusing on the right pole

- A We are clear about the new values we need to live in the future.
- B We know what new plans we need for the future.
- C We have defined the processes we need in the future.
- D

Continuity

and

Change

values we need in the future.

- A We do not live our existing core values.
- B We have changed plans that would have been better to leave alone
- C We have lost track of proven processes that we need to succeed.
- D

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

A We do not live our existing core values.

- B We have changed plans that would have been better to leave alone
- C We have lost track of proven processes that we need to succeed.
- D

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

Not Achieving Our Goals

Deeper Fear from lack of balance

Action Steps

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

- 1 Identify the new values needed in the future and help people translate them into their daily work
- 2 Establish milestones (M and P)
- 3 Set targets (M and P)
- 4 Full engagement Identify stakeholders and identify what is required to get buy in from them (M and P)
- 5

Early Warnings

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

- 1 We see people acting in ways that violate our core values from the past we need to hold onto in the future
- 2 Measurable complaints of counter productive chaos (M and P)
- 3

2 BUILD AN ASSESSMENT *for* UNIVERSITY HOSPITAL

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Add New +

Order	Demographic	Choices
1	Gender	Female, Male
2	Highest Education Completed	Diploma, Associate Degree, Bachelors Degree, Masters Degree, MD, PhD, Advanced Practice, Post Grad
3	Role	Audiology, Biomedical Engineering, Chaplain, Child Life, Dental, Dietician, Engineering, Exercise Therapy, Hc
4	Position	Administration, Education, Faculty in School, Manager, Nurse Practitioner, Practice Leader, Research, Staff,
5	Years in Health Care Services	1-5, 6-10, 11-15, 16-20, 21-25, 26-30, 31-35, 36-40, 41-45, 46-50, 51-55, over 55
6	Which Program do you report to?	Cardiac Sciences, Critical Care, Emergency, End of Life (Hospice), Health Promotion and Prevention (Pul
7	geography	north america

2 BUILD AN ASSESSMENT *for* UNIVERSITY HOSPITAL

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Add New +

Order	Question
1	What is your biggest excitement for the future of University Hospital?
2	What is your biggest concern for the future of University Hospital?

3 CONDUCT THE ASSESSMENT *for* UNIVERSITY HOSPITAL

Overview

Administrators

Distribution

Communications

Launch



In this third step you will engage a broad base of key stakeholders to assess how well you are currently managing your organization's key polarities. People participating in the process will log onto our secure web site and complete the assessment. Once the assessment period is closed, your results are immediately available.

Purpose

Learn from a critical mass of employees and stakeholders how well they think our organization is managing its most strategic polarities

Outcomes

- Internal assessment administrator supported by PMA's Polarity Assessment administrator
- Prioritized Action Steps and Early Warning signals identified (to be taken now and later)
- Assessment details finalized: Demographics for data-cuts, Feedback questions, etc.
- Assessment-ready Polarity Maps completed
- Details of The Polarity Assessment Project Plan agreed upon

How We'll Do It

Follow the online Polarity Assessment wizard and follow our Guidelines for Creating Assessment Ready Polarity Maps

3 CONDUCT THE ASSESSMENT *for* UNIVERSITY HOSPITAL

Overview

Administrators

Distribution

Communications

Launch



1 Welcome Letter

Email Welcome Letter - Link (to admins +



2 Assessment Instructions

Add New +

B I U

Dear [AdminName],

Thank you for participating as an Administrator or Distributor in **The Polarity Assessment™ for Organizations: A 5-Step Process**. Below is a brief instruction for you to link your staff to the [AssessmentName] Instrument.

ADMINISTRATOR & DISTRIBUTOR INSTRUCTIONS

You have two ways to link your staff to the Instrument. On or immediately before [LaunchDate], **(1)** Give your staff a text link via email, Word, newsletter, etc. (provided below) or **(2)** Install our custom Polarity Assessment button on your website and direct your staff go to that page (code attached). The text link is easier, the button is more professional. Both of them result in the same thing: your staff landing on The Polarity Assessment login page.

1. To give your staff a text link

Communicate this link to your staff in any way convenient: you may choose to include the **NOTES FOR YOUR STAFF** (below) in your welcome letter.

[surveylink]

2. Installing our custom Polarity Assessment button on your website

For your convenience we have designed a Polarity Assessment launch button and the code to control it. It's free and relatively easy to install (by an IT/web person). It's only function is to link directly to the survey – there is no advertising / marketing / monitoring of any kind, and you are free to remove it when the survey is over.

Please provide your web developer the button code snippet (attached) to be placed on your website.

Path: div » div » p

Save

Save As...

3 CONDUCT THE ASSESSMENT *for* UNIVERSITY HOSPITAL

Overview

Administrators

Distribution


Communications

Launch



Congratulations, your Assessment is almost ready for Launch. Follow the three steps below to complete the process.

1 Confirm Checklist

Click the Confirm Checklist button below to open the Checklist and confirm your Assessment details. Verify that all tabs within the Checklist contain the Complete  status icon.

To make any last minute edits, click the Edit button in the column header to jump to that page and enter your changes. Return to the Launch tab once you're done, and proceed to step 2.

2 Review Instrument

Click the Review Instrument button to view the Instrument as Respondents will see it.

NOTE: The Instrument preview is fully interactive but not connected to a database. Responses are not collected, so feel free to go anywhere and click anything.

3 Lock and Launch Assessment

Once you have completed steps 1 and 2, click the Launch button to Lock and Launch your Assessment. Your Assessment will be available to Respondents on your selected Launch date.

Note: You will no longer be able to edit the contents of your Assessment once it is locked. However, the following administrative Tabs will remain open for editing: Stakeholders, Administrators, Distribution, and Communications. Additionally, Dates will remain open until they have each individually passed.

1

Confirm Checklist

2

Review Instrument

3

Lock and Launch

Age	41-45
Gender	Female
Highest Education Completed	Masters Degree
Role	Dietician
Position	Manager
Years in Health Care Services	16-20
Which Program do you report to?	Health Promotion and Prevention (Public Health)

How frequently in the past 6 months have you observed or experienced

	Almost Never	Seldom	Sometimes	Often	Almost Always
1. open communication that increases trust.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. each member of the team clearly documenting the care and services they provide.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. having the necessary resources to provide care and service based on the patient's body, mind and spirit needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. team members failing to modify care or services based on patient or family needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. the work culture fostering respect for each other.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Almost Never	Seldom	Sometimes	Often	Almost Always



Age - SELECT -

Gender - SELECT -

Your comments regarding "open communication that increases trust."

Communication up is guarded.

Save comments

Cancel

How frequently in the past 6 months have you observed or experienced

	Almost Never	Seldom	Sometimes	Often	Almost Always
1. open communication that increases trust.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. each member of the team clearly documenting the care and services they provide.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. having the necessary resources to provide care and service based on the patient's body, mind and spirit needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. team members failing to modify care or services based on patient or family needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. the work culture fostering respect for each other.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Almost				Almost

4 RESULTS OF THE ASSESSMENT *for* UNIVERSITY HOSPITAL

Overview

Summary Score

Polarity Maps

Demographics

Feedback

Report

Total respondents: (325)



This fourth step is about understanding the results from your assessment so you can make smart decisions about how to manage your key polarities better in the future. The last task in this step is to capture what you have learned and agree on how these lessons can best be shared with the rest of the organization.

Purpose

To gain insight into how effectively we are tapping our polarities and the impact this has on our ability to achieve and sustain success

Outcomes

- We understand our assessment results
- Insight into why we got the results we got
- We know where to adjust our attention and resources to manage these polarities more effectively

How We'll Do It

Review our Polarity Assessment™ Results and learn:

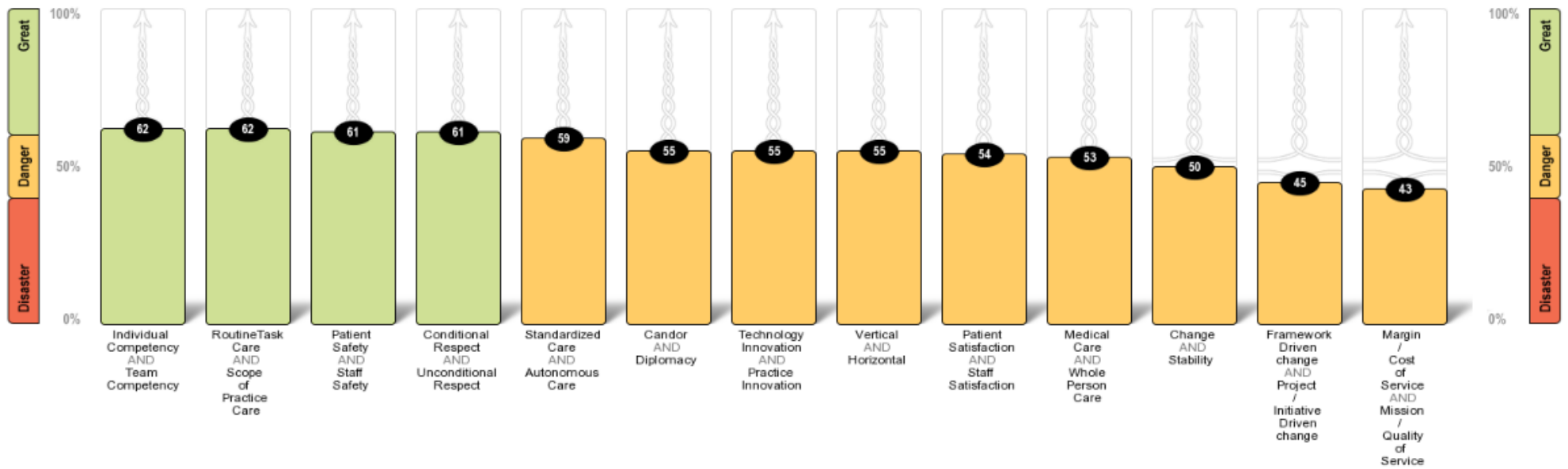
- What results confirm what we thought we knew and why?
- What results surprise us and why?
- We know where to adjust our attention and resources to manage these polarities more effectively
- What does this mean we need to be paying attention to as we go about re-visiting our Action Steps & Early Warnings?

4 RESULTS OF THE ASSESSMENT for UNIVERSITY HOSPITAL

[Overview](#)
[Summary Score](#)
[Polarity Maps](#)
[Demographics](#)
[Feedback](#)
[Report](#)

Total respondents: (325)
 Mean
 Full (325)
 Custom (0)
 Comparison Flags
 Dataset A (0)
 Dataset B (0)
 [View / Edit](#)

Results hi > lo



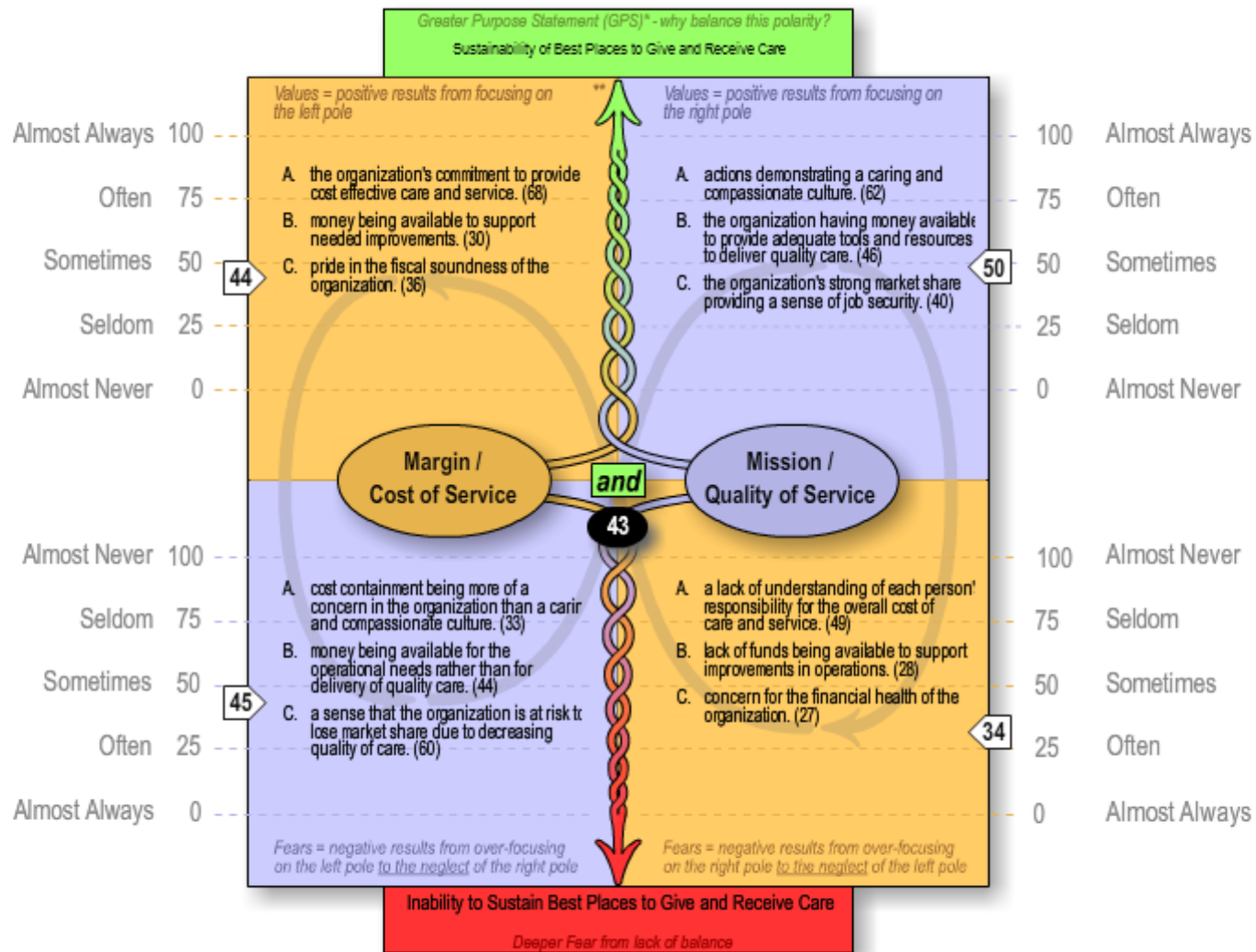
4 RESULTS OF THE ASSESSMENT for UNIVERSITY HOSPITAL

Overview > Summary Score > **Polarity Maps** > Demographics > Feedback > Report

Total respondents: (325) Show Scale Mean Full (325) Custom (0) Flags

Dataset A (0) Dataset B (0) Edit

< Margin and Mission >



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4 RESULTS OF THE ASSESSMENT for UNIVERSITY HOSPITAL

Overview

Summary Score

Polarity Maps

Demographics

Feedback

Report

Total respondents: (325)



Show

Results

Mean

Full (325) Custom (0)

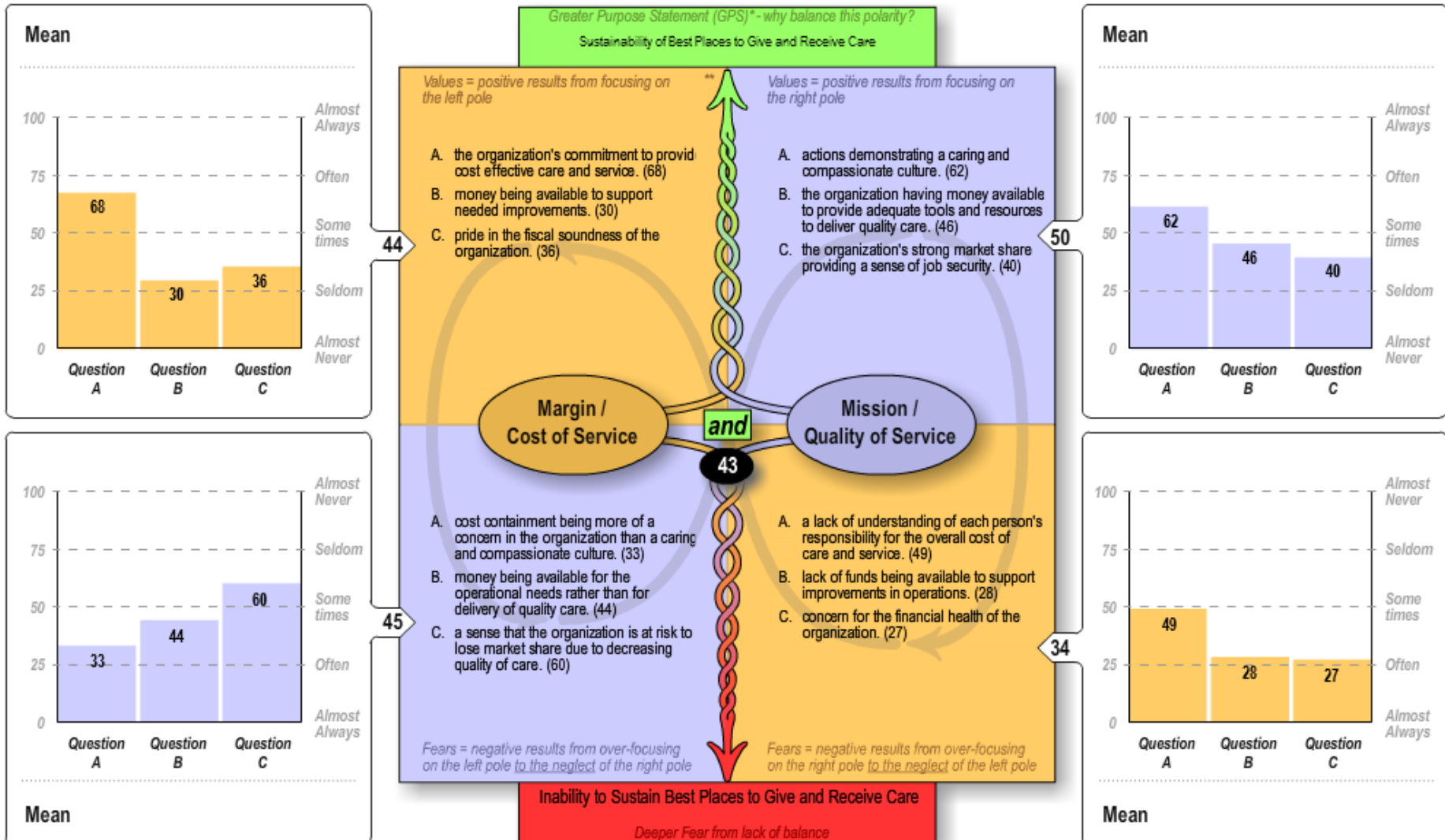
Flags

Dataset A (0)

Dataset B (0)

Edit

Margin and Mission



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4 RESULTS OF THE ASSESSMENT *for* UNIVERSITY HOSPITAL

View / Edit Datasets ✕

Overview
 Mean Dataset
 Dataset A
 Dataset B

All **Select demographics below to include.**

Age	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> 20-25 <input checked="" type="checkbox"/> 26-30 <input checked="" type="checkbox"/> 31-35 <input checked="" type="checkbox"/> 36-40 <input checked="" type="checkbox"/> 41-45 <input checked="" type="checkbox"/> 46-50 <input checked="" type="checkbox"/> 51-55 <input checked="" type="checkbox"/> 56-60 <input checked="" type="checkbox"/> 61-65 <input checked="" type="checkbox"/> over 65
Gender	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> Female <input checked="" type="checkbox"/> Male
Highest Education Completed	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> Diploma <input checked="" type="checkbox"/> Associate Degree <input checked="" type="checkbox"/> Bachelors Degree <input checked="" type="checkbox"/> Masters Degree <input checked="" type="checkbox"/> MD <input checked="" type="checkbox"/> PhD <input checked="" type="checkbox"/> Advanced Practice <input checked="" type="checkbox"/> Post Graduate
Role	<input type="checkbox"/>	<input type="checkbox"/> Audiology <input type="checkbox"/> Biomedical Engineering <input type="checkbox"/> Chaplain <input type="checkbox"/> Child Life <input type="checkbox"/> Dental <input checked="" type="checkbox"/> Dietician <input type="checkbox"/> Engineering <input type="checkbox"/> Exercise Therapy <input type="checkbox"/> Health Information <input type="checkbox"/> Health Promotion <input type="checkbox"/> Laboratory Medicine <input type="checkbox"/> Library Sciences <input type="checkbox"/> Medical Imaging <input type="checkbox"/> Music Therapy <input type="checkbox"/> Non Clinical Support Services <input type="checkbox"/> Nuclear Medicine <input type="checkbox"/> Nursing <input type="checkbox"/> OT <input type="checkbox"/> PT <input type="checkbox"/> Perfusion <input type="checkbox"/> Pharmacist <input type="checkbox"/> Physician <input type="checkbox"/> Psychology <input type="checkbox"/> Public Health Inspection <input type="checkbox"/> Respiratory Therapy <input type="checkbox"/> Secretarial <input type="checkbox"/> Social Worker <input type="checkbox"/> Speech <input type="checkbox"/> Technicians <input type="checkbox"/> Therapeutic Recreation <input type="checkbox"/> Volunteer Resources Administrators <input type="checkbox"/> Other
Position	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> Administration <input checked="" type="checkbox"/> Education <input checked="" type="checkbox"/> Faculty in School <input checked="" type="checkbox"/> Manager <input checked="" type="checkbox"/> Nurse Practitioner <input checked="" type="checkbox"/> Practice Leader <input checked="" type="checkbox"/> Research <input checked="" type="checkbox"/> Staff <input checked="" type="checkbox"/> Other

4 RESULTS OF THE ASSESSMENT for UNIVERSITY HOSPITAL

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Show

Results

Mean

Full (325) Custom (0)

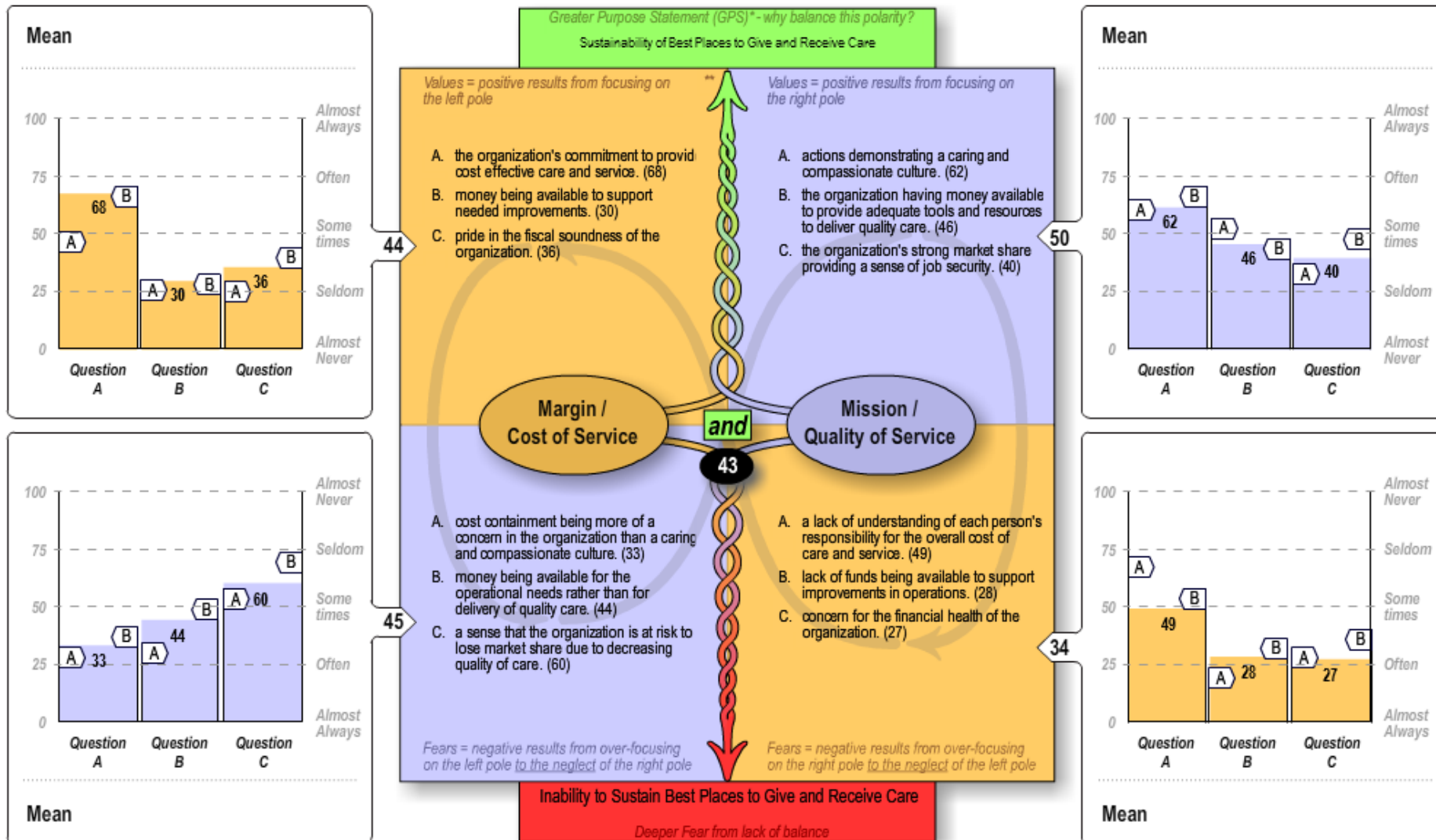
Flags

Dataset A (9)

Dataset B (30)

Edit

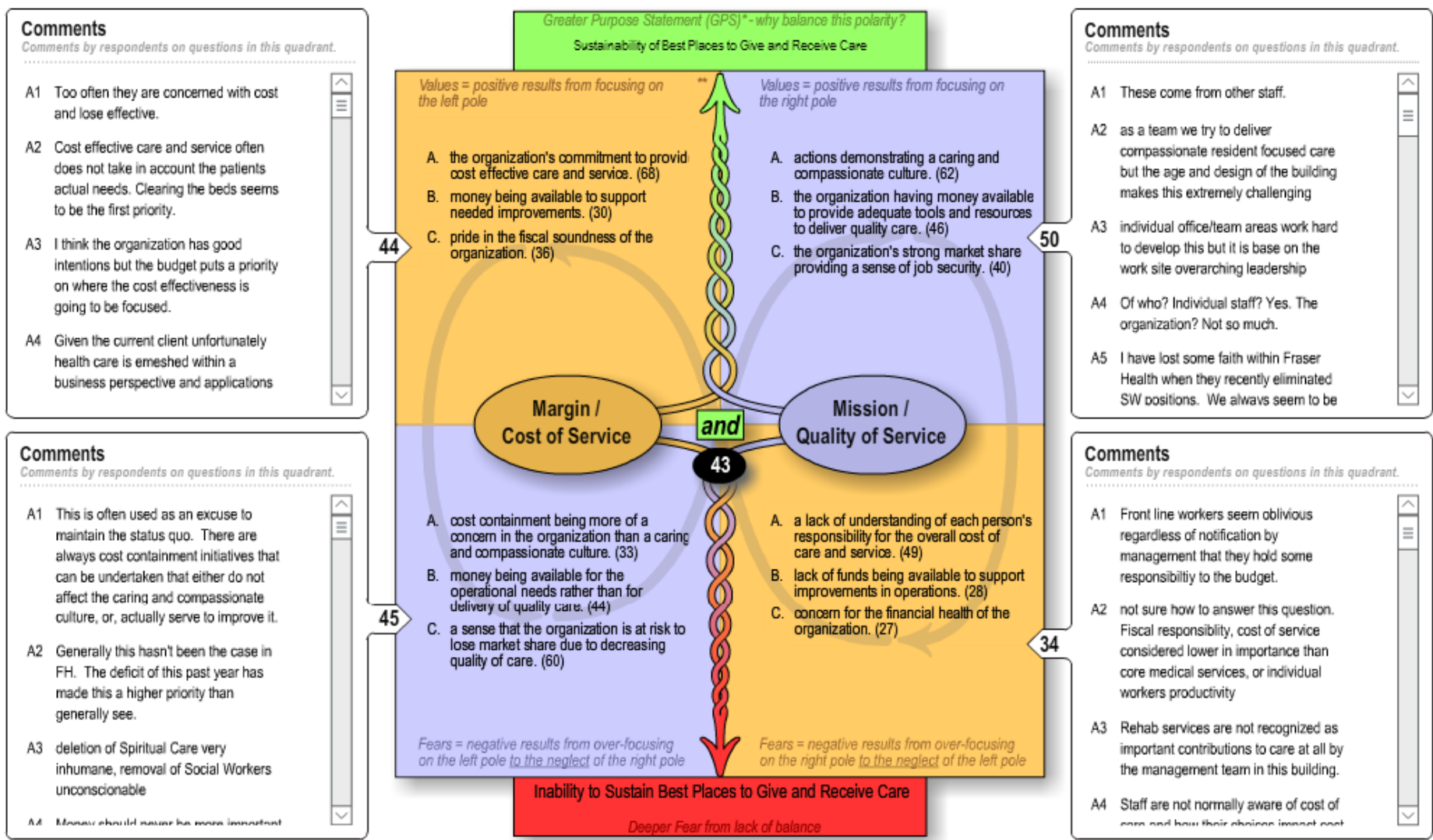
Margin and Mission



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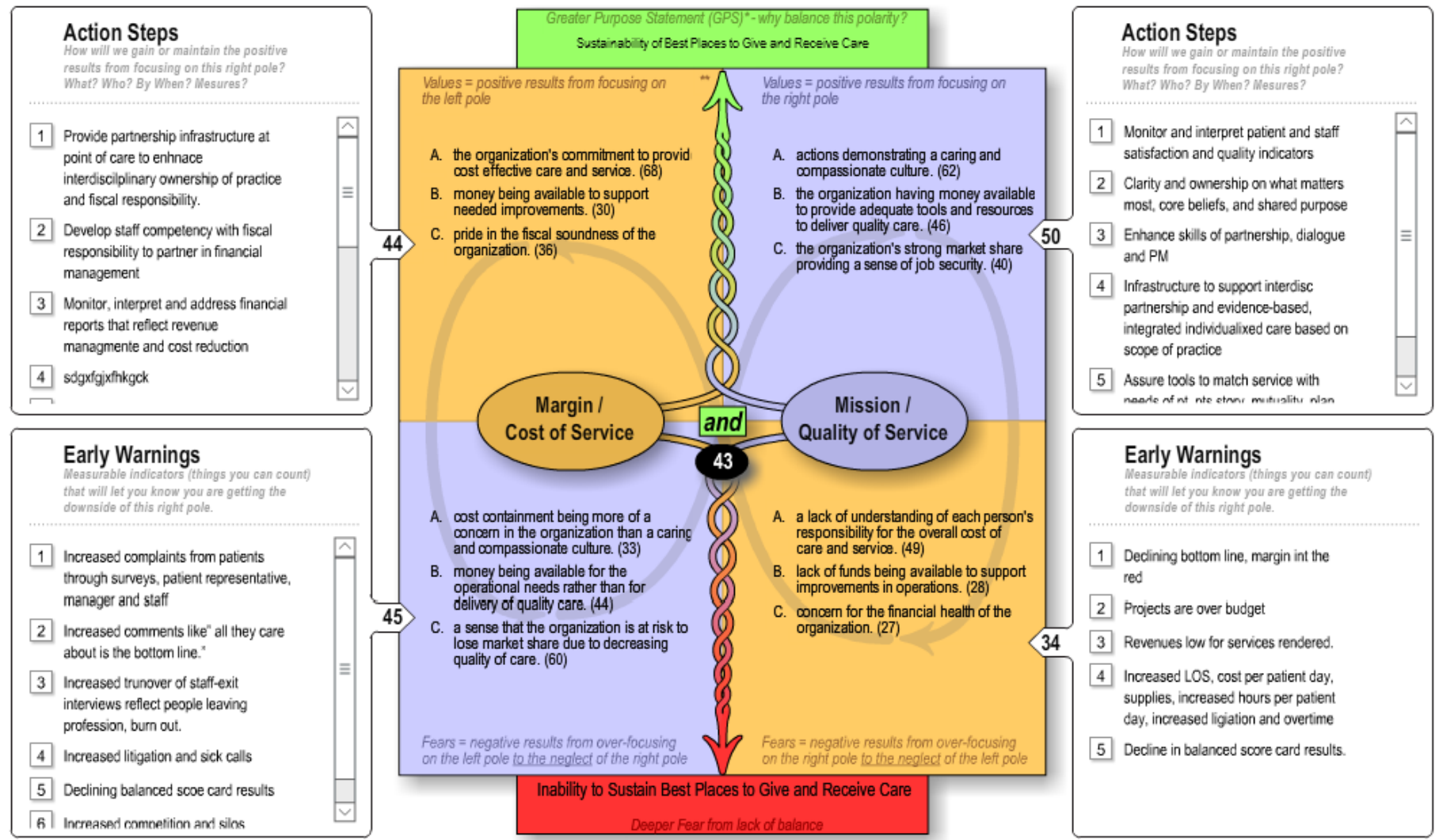
4 RESULTS OF THE ASSESSMENT for UNIVERSITY HOSPITAL

Margin and Mission



4 RESULTS OF THE ASSESSMENT *for* UNIVERSITY HOSPITAL

Margin and Mission



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Mean



Full (325)



Custom (0)

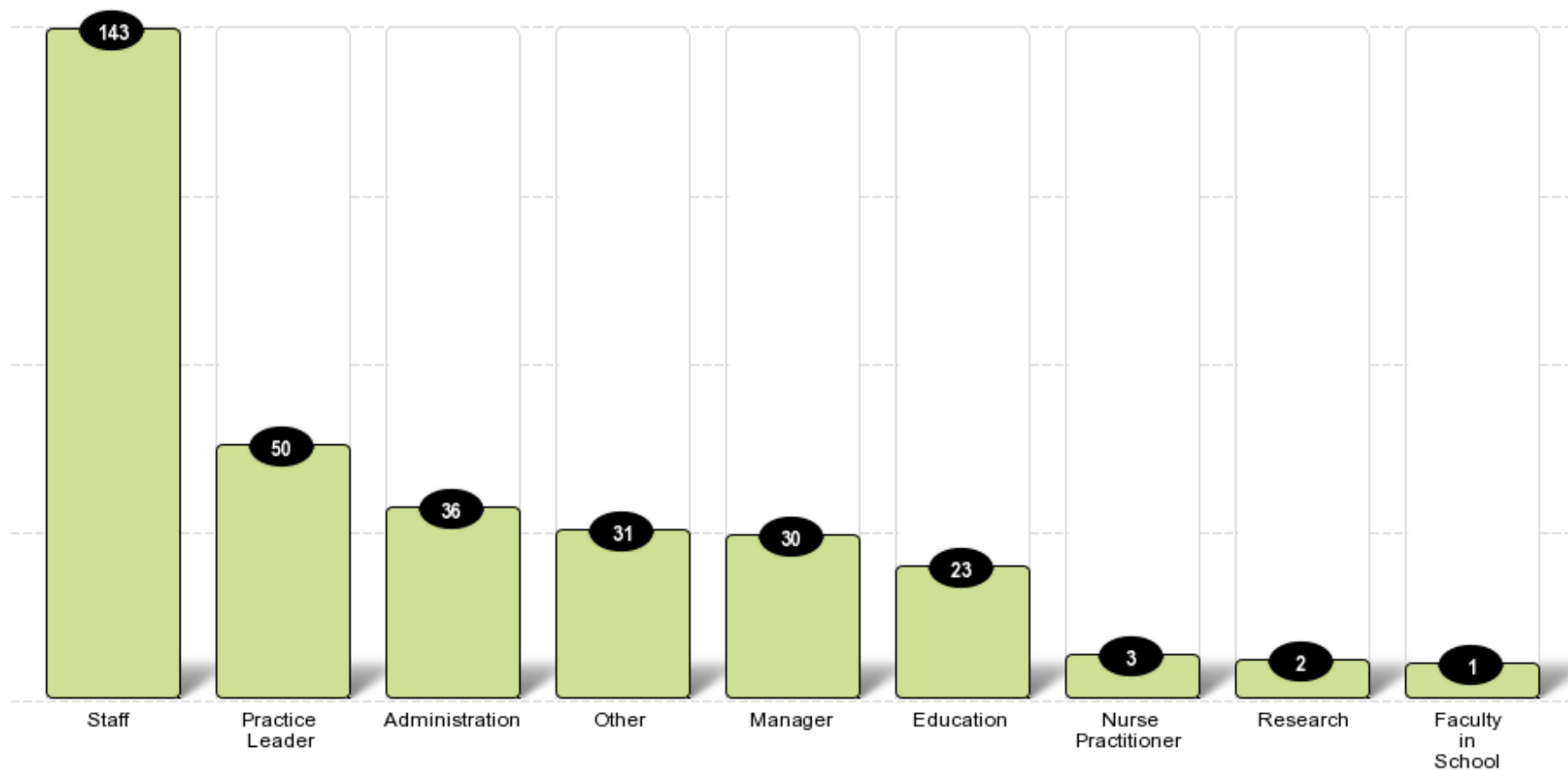
View / Edit

Sort

As assessed



< Position >



5 TAKE ACTION AND SUSTAIN SUCCESS *for* UNIVERSITY HOSPITAL

Overview

Newsbreaks

Action Steps & Early Warnings

See It, Map It, Tap It



This fifth step is where your Polarity Assessment™ work comes together and stays together. You'll agree on Action Steps and Early Warnings that will help you tap the power of your organization's key polarities. You'll put plans in place for how to build on what you're already doing well, improve on what you want to do better, track your progress and course correct over time. You'll explore more ways and places where you can apply polarity thinking to add value in your organization. All of these plans will be integrated into a Continuity and Change Road Map that provides clear direction to your organization's sustained success.

Purpose

To identify those action steps and early warnings that will ensure we tap our polarities, achieve desired results, and sustain success.

Outcomes

- Plans for monitoring and continuously improving our ability to tap the polarities we assessed now and in the future
- Insight into other ways polarity thinking and doing might be helpful in our organization
- Understanding what we've learned in this process and agree how we are going to identify, assess, and manage critical polarities in our organization over time

How We'll Do It

- Re-Visit and upgrade existing Action Steps and Early Warnings
- Brainstorm new Action Steps and Early Warnings
- Develop plans to build on what you're already going well, improve on what you want to do better, track your progress and course correct over time
- Explore other ways and places polarity thinking would add value in your organization
- Develop a Continuity and Change Road Map that prioritizes the work and provides clear direction to your organization's sustained success

Polarity Management™ Bibliography

References for Implementing Polarity Thinking – Below are recent books that provide application and examples of Polarity Management in action

- Anderson, Kathy. Polarity Coaching: Coaching People and Managing Polarities. Amherst: HRD Press, 2010. *Seven case studies showing coaching applications and how to use the polarity map as a wisdom organizer and action planning tool*
- Johnson, Barry, Polarity Management: Identifying and Managing Unsolvable Problems. Amherst: HRD Press, 1994. *Johnson shares a number of case examples in which the shift from seeing an issue as a problem to solve to managing it as a polarity added real value for individual leaders and for organizations.*
- Johnson, Barry & Roy M. Oswald. Managing Polarities in Congregations: Eight Keys for Thriving Faith Communities. Alban Institute: 2009. *Eight key polarities common to faith communities, well defined and with suggestions for how to manage them.*
- Seidler, Margaret. Power Surge: A Conduit for Enlightened Leadership. Amherst: HRD Press, 2008. *Seidler has the most extensive list of values pairs available. This book provides the “how to” in helping leaders supplement their strengths and keep them from becoming vulnerabilities.*
- Schuman, Amy, Stacy Stutz, John L. Ward. Family Business as Paradox. New York: Palgrave MacMillan, 2010. *Applies polarity management to the paradoxes of family run businesses.*

References on Polarities as important - Several books have been written that indicate leaders and organizations that manage polarities/dilemmas/paradox well outperform those that don't.

- Collins, James C. and Jerry I. Porras. Built to Last: Successful Habits of Visionary Companies. New York: HarperCollins, 1994. *Authors identify the "Genius of the 'AND'" as a central variable that distinguished the "Gold" companies from the "Silver" companies. The whole book is based on managing the polarity of “Preserve the Core & Stimulate Progress.” This could also be seen as the generic Stability & Change polarity.*
- Collins, Jim. Good to Great: Why Some Companies Make the Leap...and Others Don't. New York: HarperCollins, 2001. *The “Genius of the ‘And’” continues as an important variable in this book and is identified as a key characteristic of leaders moving companies from Good to Great. There are 10 polarities identified as central to becoming a level 5 leader.*
- Dodd, Dominic and Ken Favaro. The Three Tensions: Winning the Struggle to Perform Without Compromise. John Wiley and Sons, 2007. *Authors interview executives from 200 companies and identify 3 important tensions (polarities) central to their organization's effectiveness: Profitability & Growth; Today & Tomorrow; and, The Whole & Its Parts.*

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- deWit, Bob and Ron Meyer. Strategy Synthesis: Resolving Strategy Paradoxes to Create Competitive Advantage. London: Thomson, 1999. *de Wit and Meyer identify 10 paradoxes (polarities) which are at the heart of strategic management.*
- Elsner, Richard and Bridget Farrands. Lost in Transition: How Business Leaders Can Successfully Take Charge In New Roles, London: Marshall Cavendish Limited, 2006. *Authors identify 8 tensions (polarities) which, when managed well, contribute significantly to being successful in new jobs.*
- Fletcher, Jerry and Kelle Olwyler. Paradoxical Thinking: How to Profit From Your Contradictions. San Francisco: Berrett-Koehler, 1997. *“After more than fifteen years of studying thousands of detailed examples of people performing at their best, Fletcher and Olwyler have found that individuals are always paradoxical when performing optimally and that each person has a particular combination of contradictory and paradoxical (polarity) qualities that work together to produce that person’s best work.”*
- Hammett, Peter, Unbalanced Influence: Recognizing and Resolving the Impact of Myth and Paradox in Executive Performance. Davies-Black Publishing, 2007. *Ten year of executive research indicates the importance of paradox in executive performance.*
- Hampden-Turner, Charles. Charting the Corporate Mind: Graphic Solutions to Business Conflicts. New York: The Free Press, 1990. *Charles Hampden-Turner has written several books on the advantage of managing dilemmas in which his research shows that those companies that manage key dilemmas well outperform those that don't.*
- Hampden-Turner, Charles and Alfons Trompenaars. The Seven Cultures of Capitalism: Value Systems for Creating Wealth in the United States, Japan, Germany, France, Britain, Sweden, and The Netherlands. New York: Doubleday, 1993.
- Hampden-Turner, Charles and Alfons Trompenaars. Building Cross-Cultural Competence: How to Create Wealth from Conflicting Values. Chichester: John Wiley & Sons, 2000. *Hampden-Turner and Trompenaars identify 6 dilemmas (polarities) which must be managed to support cross-cultural competence.*
- Handy, Charles. The Age of Paradox. Boston: Harvard Business School Press, 1994. *Handy builds on his earlier work, The Age of Unreason, to assert the balancing of paradoxes (polarities) at the heart not just of effective personal and organizational life, but of our survival as a world community.*
- Hickman, Craig R. Mind of a Manager Soul of a Leader. New York: John Wylie & Sons, 1990. *Support for the benefits of paradoxical thinking also show up in Hickman's book the title of which is a fundamental polarity in leadership.*

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- Hofstede, Geert. Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations Across Nations. London: Sage Publications, Ltd., 2001. *Hofstede identifies 5 dimensions (polarities) of national culture to help us tap national differences as a resource.*
- Johnston, Charles M. Necessary Wisdom: Meeting the Challenge of a New Cultural Maturity. Seattle: ICD Press, 1991. *Johnston identifies 5 key polarity domains within culture and asserts the importance of understanding and bridging polarities. Managing polarities are at the heart of wisdom and cultural maturity and how we "must learn to think and act if our future is to be a healthy one."*
- Martin, Roger. The Opposable Mind: How Successful Leaders Win Through Integrative Thinking. Boston: Harvard Business School Press, 2007. *Drawing on research and interviews, Martin shows that truly successful leaders are skilled at holding two opposing ideas at the same time and reaching a synthesis that contains elements of both, but improves on each.*
- Pascale, Richard Tanner. Managing on the Edge: How the Smartest Companies Use Conflict to Stay Ahead. New York: Simon & Schuster, 1991. *Pascale identifies "managing contention better" as the key variable that separated the 14 companies that kept their "excellent" rating from the 29 that did not when looking at the 43 companies identified in the book In Search of Excellence. What he means by "managing contention" is managing polarities/dilemmas/paradoxes and he identifies 7 giving examples of each.*
- Quinn, Robert E. Beyond Rational Management: Mastering the Paradoxes and Competing Demands of High Performance. San Francisco: Jossey-Bass, 1988. *Quinn asserts that mastering paradox (polarity) is the central to high performance.*
- Quinn, Robert E. Building The Bridge As You Walk On It: A Guide for Leading Change. San Francisco: Jossey-Bass, 2004. *Quinn identifies 8 polarities as "The fundamental state of leadership."*
- Sisodia, Raj, Jag Sheth, and David B. Wolfe. Firms of Endearment: How World Class Companies Profit from Passion And Purpose. Wharton School Publishing, 2007. *The authors discovered that the key indicator for whether a company is a great investment is the degree to which it manages the polarity of taking care of the stockholders & the stakeholders. In other words attending to company interests & the interests of the larger community in which the company exists.*