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Presenters



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Problems to solve have

One and done answers or solutions

Polarities to leverage

Ongoing and interdependent answers or solutions



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Polarities: The Definition

Also Known As...

- Paradox
- Wicked Problems
- Opposite Strengths
- Chronic Tensions
- Dilemmas
- Contradictions
- Dualities
- Dichotomies


Interdependent pairs of Values,
Competencies, and/or Strategic
Objectives that Support Each
other and supports a
Greater Purpose



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Companies that Leverage Polarities Outperform and Outcompete

Excellence in Service
World's Best Airline
21 times
(Condé Nast Traveler)



Low Cost Leader
4.6¢ per mile vs. 5-8¢ per mile
for US and European
Budget Carriers

"Singapore Airlines Balancing Act", *Harvard Business Review* (Aug. 2010)

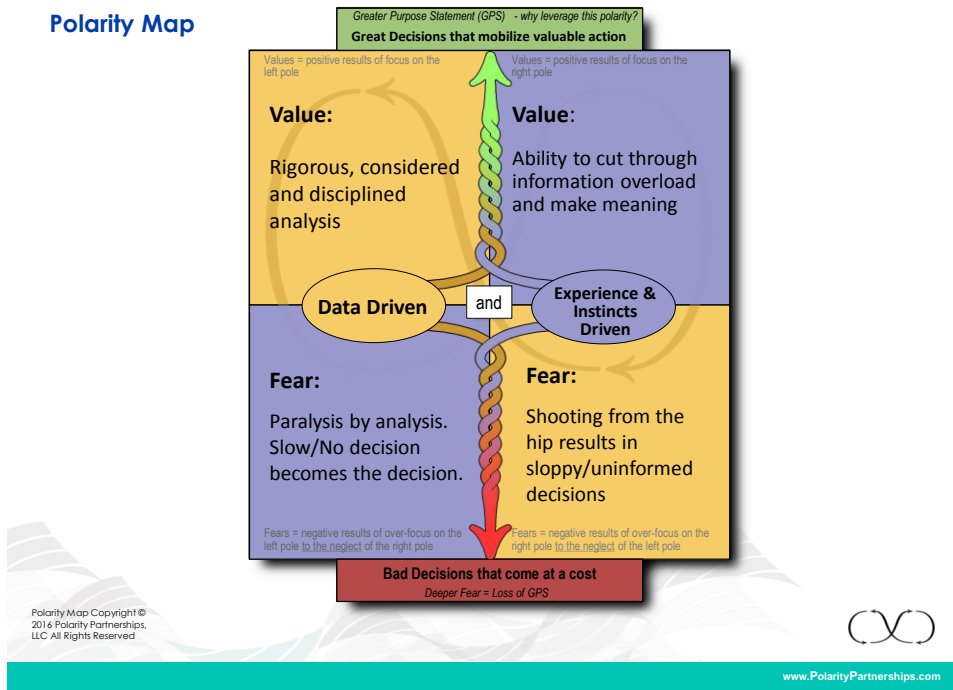
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Leadership Competencies Come in Pairs and are Interdependent

Challenge	AND	Support
Confidence	AND	Humility
Data Driven Decisions	AND	Experience & Instinct Driven Decisions
Lead	AND	Empower
Candor	AND	Diplomacy
Structured	AND	Flexible
Advocate	AND	Inquire
Task	AND	Relationship
Plan	AND	Execute

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Polarity Map

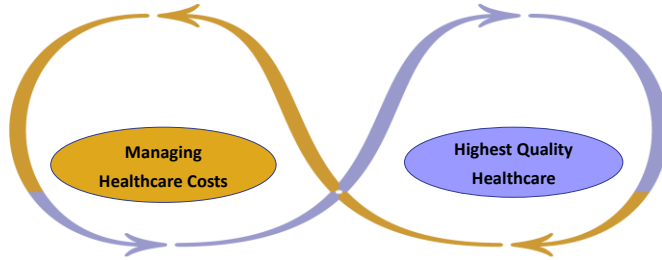


Polarities Show Up in Our Strategic Objectives that Support One Another AND a Greater Purpose

Centralized Coordination	AND	Decentralized Initiatives
Develop Individual Talents	AND	Build Cohesive Teams
Volume	AND	Value
Standardized Care	AND	Autonomous Care
Patient Safety	AND	Staff Safety
Administrative Interests	AND	Physician Interests
Margin/Cost of Service	AND	Mission/Quality of Service
Focus on my Part of the Organization	AND	Champion the Objectives of the Enterprise

Should we be focused on cost or quality?

- | | |
|--|---|
| <ul style="list-style-type: none"> • Secure the future of the organization • Increase the profit margin • Cost efficiencies • Financial transparency | <ul style="list-style-type: none"> • Consistent Quality • Shared Best Practices • Patient satisfaction |
|--|---|



- | | |
|---|---|
| <ul style="list-style-type: none"> • Disregard for individual situations • Cost will override good decision making • Focus on cost over teamwork | <ul style="list-style-type: none"> • Disregard for cost • Unsustainable solutions • Focus on the individual over system impact |
|---|---|



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Polarity Map

Action Steps

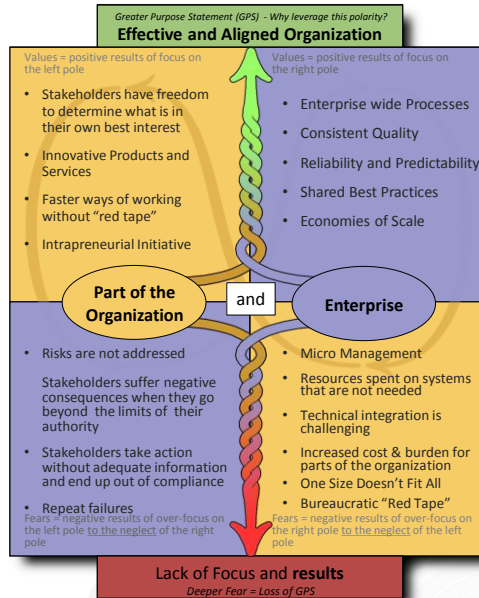
How will we gain or maintain the positive results from focusing on this left pole? What? Who? By When? Measures?

- A. Role play problem solving solutions
- B. Research what changes need to be made
- C. Develop unique and creative solutions
- D. Design an intrapreneurial reward system

Early Warnings

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

- A. Increase in decisions inconsistent with policies
- B. Increase in customer complaints about inconsistency
- C. Increase in leader concern about rate of innovation
- D. Staff concern about empowerment



Action Steps

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

- A. Have clear and understandable operating policies
- B. Use mistakes and errors as learning opportunities, learn from failures
- C. Reward consistently across the enterprise

Early Warnings

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

- A. Decrease in customer compliments about staff creativity in responding to their needs
- B. Increase in staff deferring to management on minor issues
- C. Increased turnover among staff who take initiative

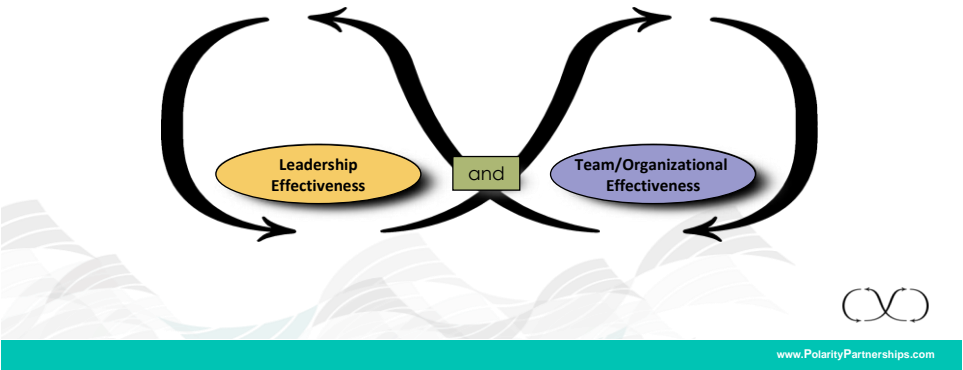


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The Research is Clear

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



Polarity Map

Action Steps

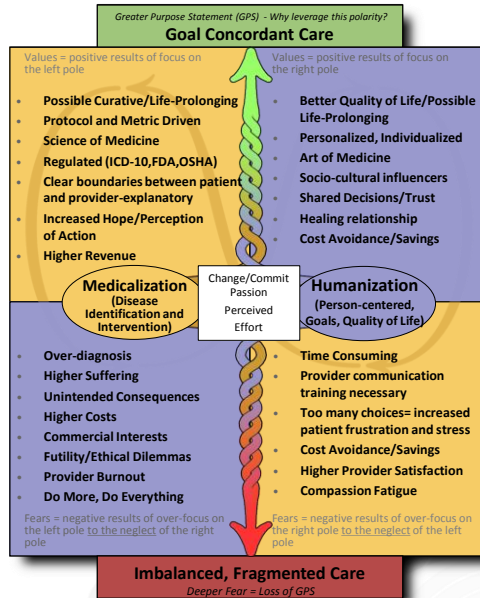
How will we gain or maintain the positive results from focusing on this left pole? What? Who? By When? Measures?

- A. Growth of new technologies and medical knowledge
- B. Generation of protocols and clinical standards
- C. Increased revenue from procedures and prescribing pharmaceuticals

Early Warnings

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

- A. Care is dictated to patients, informed consent not documented
- B. Higher Costs
- C. Higher Observed/Expected Mortality
- D. Reduced utilization of Palliative Services



Action Steps

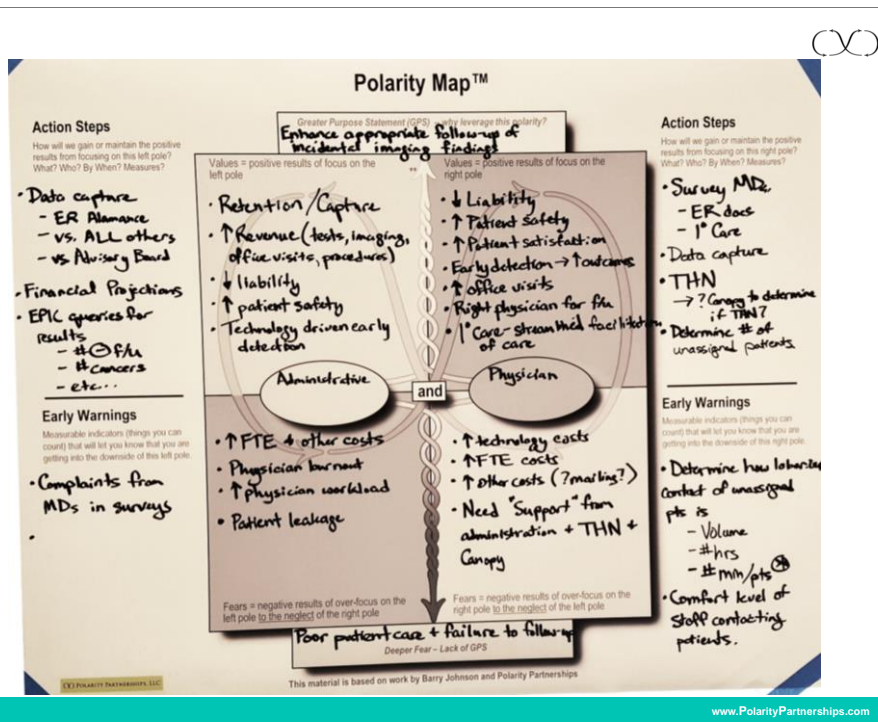
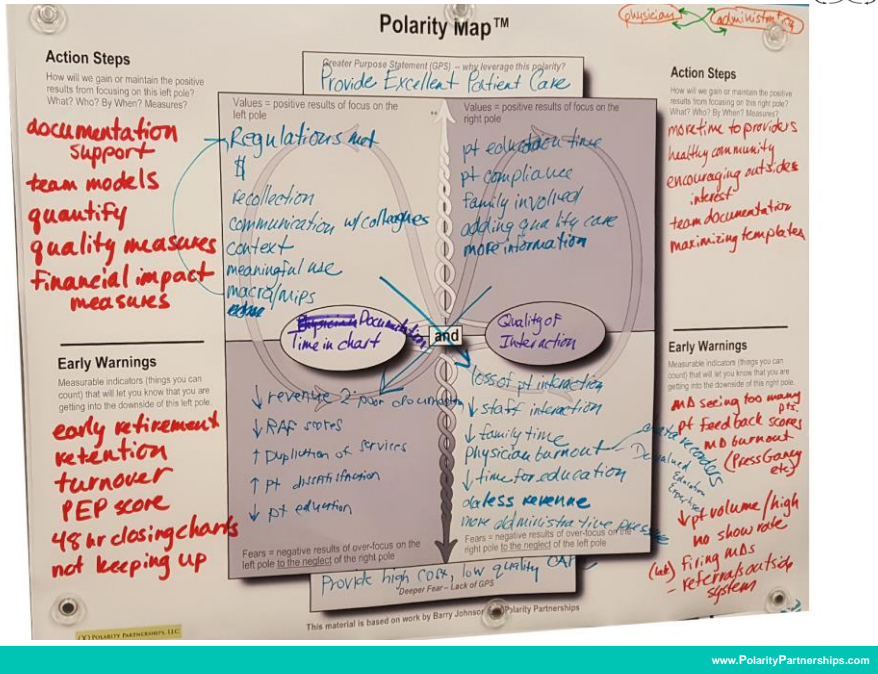
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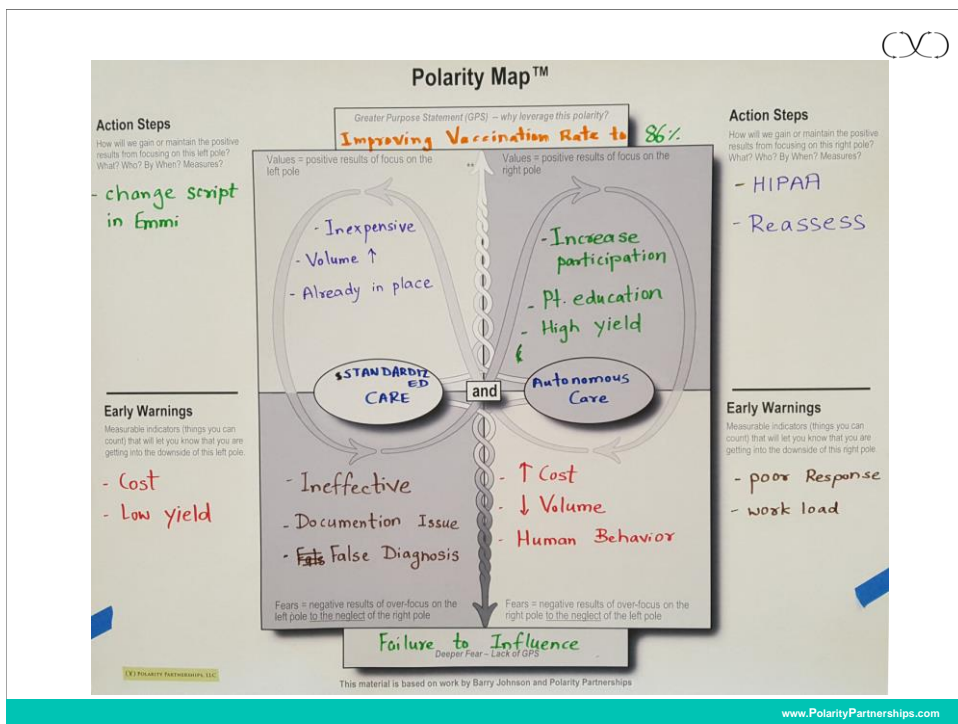
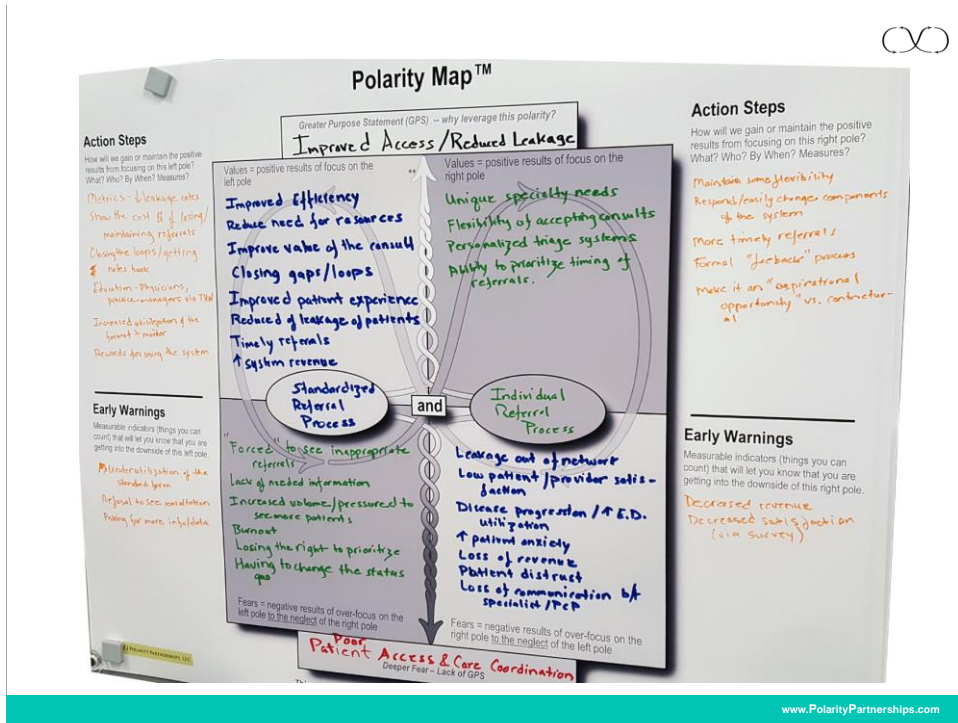
- A. Increased patient activation, ownership, & satisfaction
- B. Decreased length of stay
- C. Decrease in inappropriate admissions
- D. Returning the joy of medicine to providers; potential for decreased burnout of providers

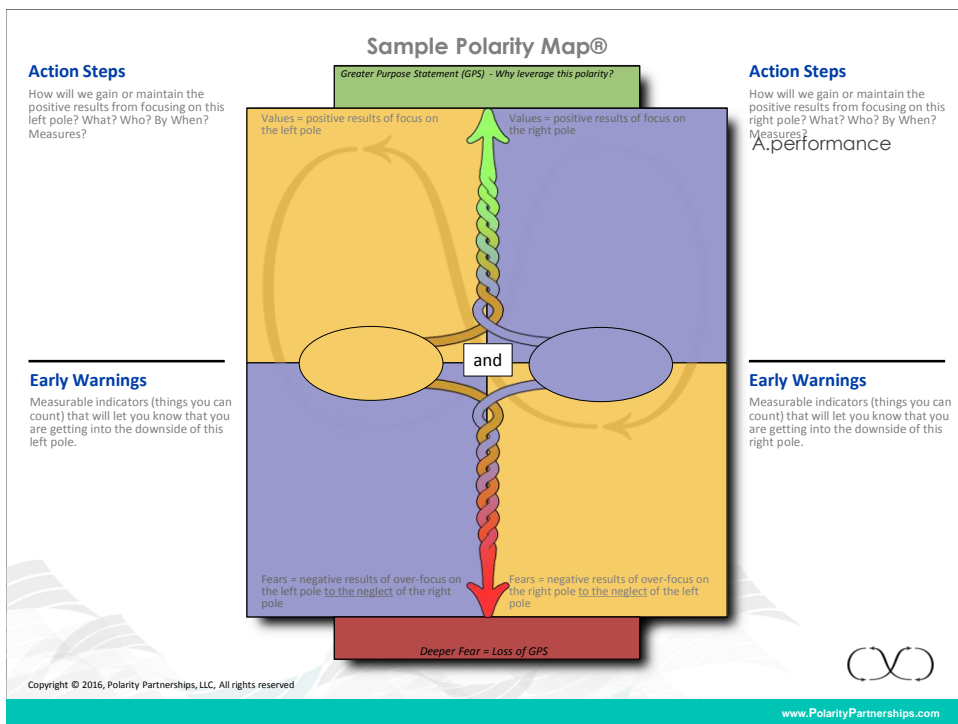
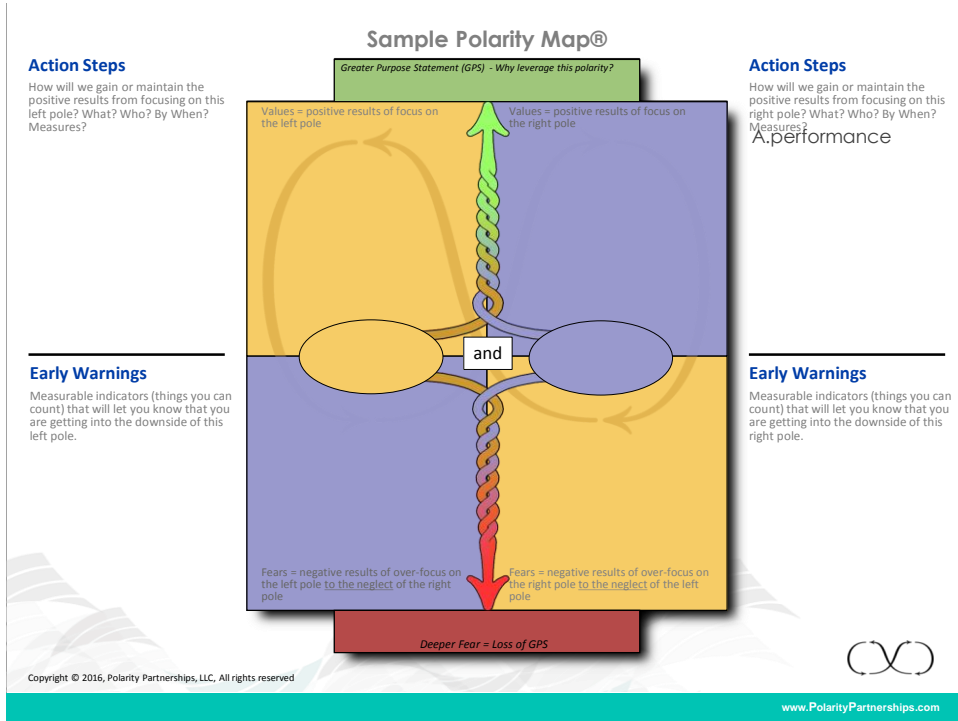
Early Warnings

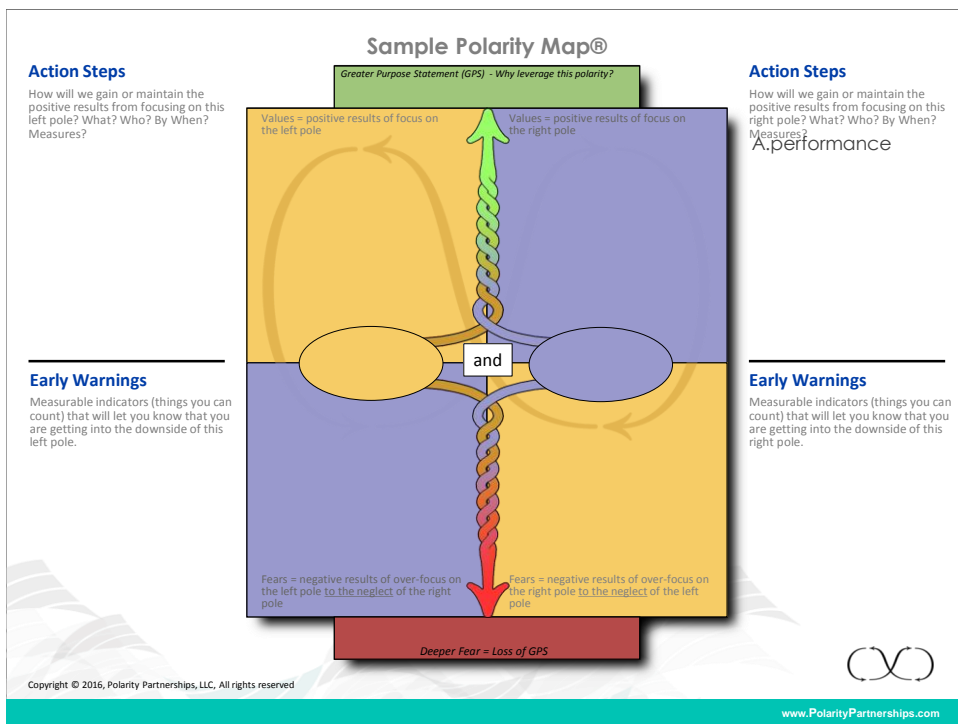
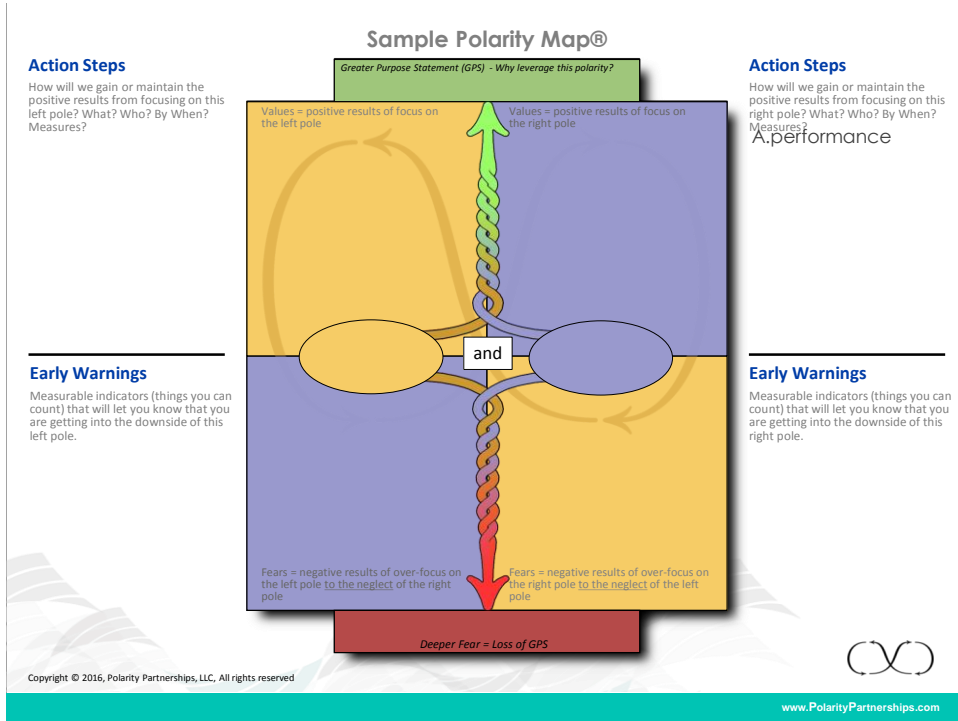
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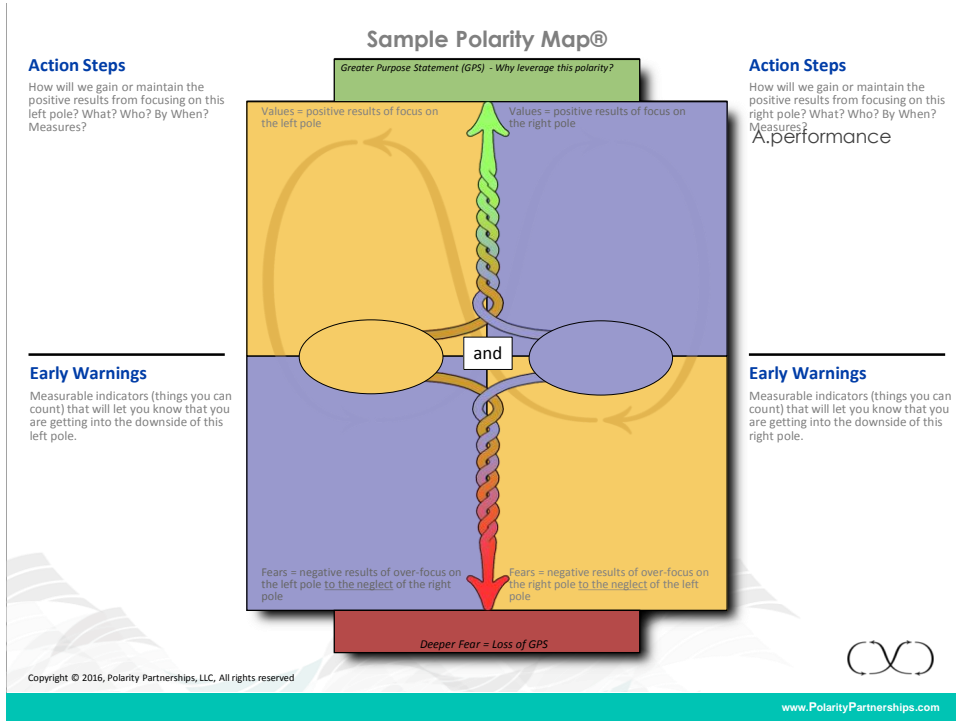
- A. Delays in Treatment/ Intervention – reflection takes time
- B. Increased Length of Stay
- C. Decrease in provider efficiency and productivity











For Additional Information:

General Information

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