



# **Presenters**



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# **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)



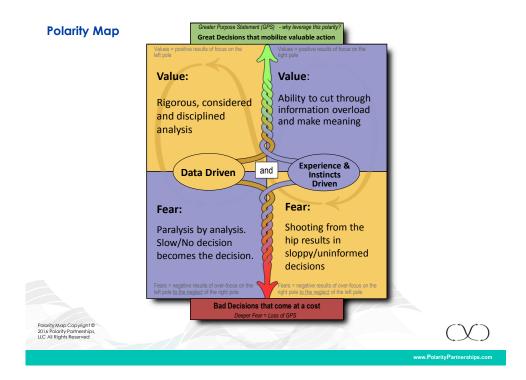
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| Leadership     |
|----------------|
| Competencies   |
| Come in Pairs  |
| and are        |
| Interdependent |

| 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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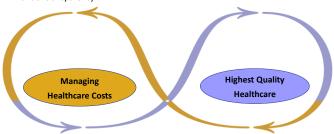


|   | Centralized Coordination                | AND | Decentralized Initiatives                    |
|---|---|-----|--|
|   | Develop Individual Talents              | AND | Build Cohesive Teams                         |
| Polarities Show<br>Up in Our  | Volume                                  | AND | Value  |
| Strategic Objectives that Support One Another AND a Greater Purpose | 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<br>Organization | AND | Champion the Objectives of the<br>Enterprise |
|   |   |     |  |

# Should we be focused on cost or quality?

- Secure the future of the organization
- Increase the profit margin
- Cost efficiencies
- Financial transparency

- Consistent Quality
- **Shared Best Practices**
- Patient satisfaction



- Disregard for individual situations
- Cost will override good decision making
- Focus on cost over teamwork
- Disregard for cost

· Reliability and Predictability

Resources spent on systems that are not needed

Increased cost & burden for parts of the organization

Technical integration is

One Size Doesn't Fit All

Bureaucratic "Red Tape"

Shared Best Practices

· Economies of Scale

- Unsustainable solutions
- Focus on the individual over system impact



#### **Polarity Map**

#### **Action Steps**

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

- A. Role play problem solving solutions
- B. Research what changes need
- 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.

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

### **Effective and Aligned Organization** Stakeholders have freedom • Enterprise wide Processes to determine what is in their own best interest Consistent Quality

- **Innovative Products and**
- · Faster ways of working without "red tape"
- Intrapreneurial Initiative
  - Part of the Organization
- **Enterprise**  Risks are not addressed Micro Management

Lack of Focus and results

D

- Stakeholders suffer negative consequences when they go beyond the limits of their authority
- Stakeholders take action without adequate information and end up out of compliance
- Repeat failures

## **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
- C. Reward consistently across

#### **Early Warnings**

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

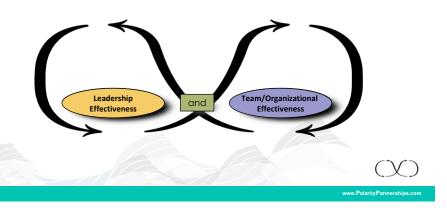
- A. Decrease in customer compliments about staff creativity in responding to their needs
- B. Increase in staff deferring to management on minor issues
- Increased turnover among staff who take initiative



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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

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D. Reduced utilization of Palliative Services

#### **Goal Concordant Care** Better Quality of Life/Possible Possible Curative/Life-Prolonging **Protocol and Metric Driven** Personalized, Individualized Science of Medicine Regulated (ICD-10,FDA,OSHA) Socio-cultural influencers Clear boundaries between patie and provider-explanatory Shared Decisions/Trust Increased Hope/Perception Healing relationship Cost Avoidance/Savings Change/Commit Medicalization Humanization (Person-centered, Goals, Quality of Life) Perceived Over-diagnosis **Time Consuming Higher Suffering** Provider communication training necessary **Unintended Consequences** Too many choices= increased **Higher Costs** patient frustration and stress **Commercial Interests** Cost Avoidance/Savings Futility/Ethical Dilemmas **Provider Burnout Compassion Fatigue** Do More, Do Everything **Imbalanced, Fragmented Care**

#### **Action Steps**

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

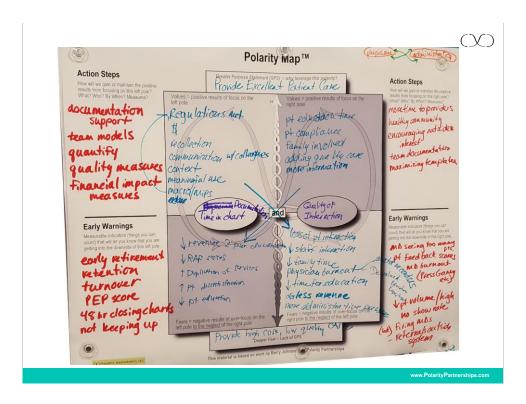
- A. Increased patient activation, ownership, & satisfaction
- B. Decreased length of stay
- C. Decrease in inappropriate
- D. Returning the joy of medicine to providers; potential for decreased burnout of providers

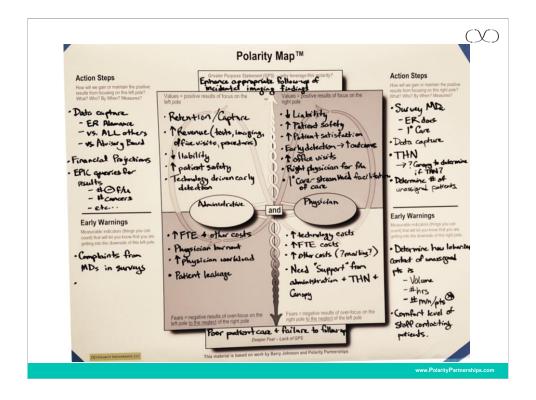
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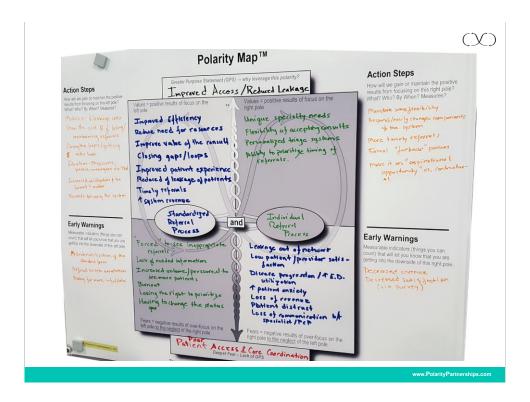
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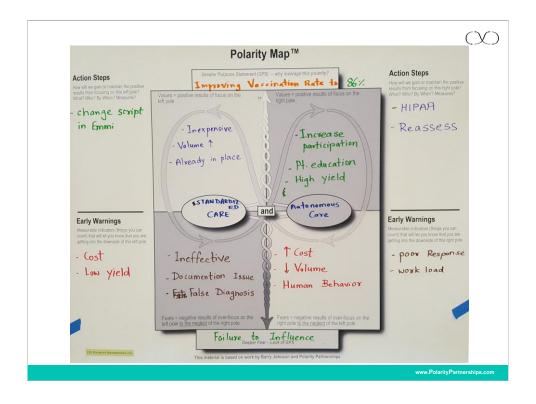
- A. Delays in Treatment/ Intervention – reflection takes time
- B. Increased Length of Stay
- C. Decrease in provider efficiency and productivity

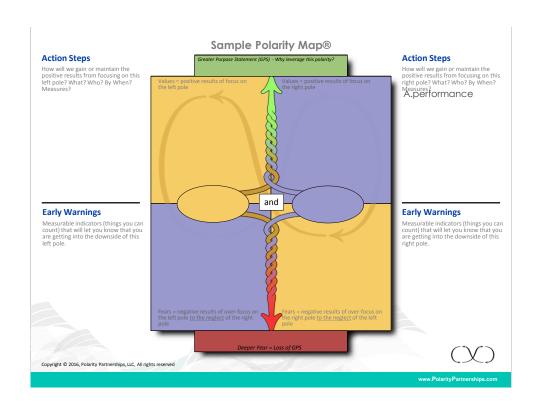


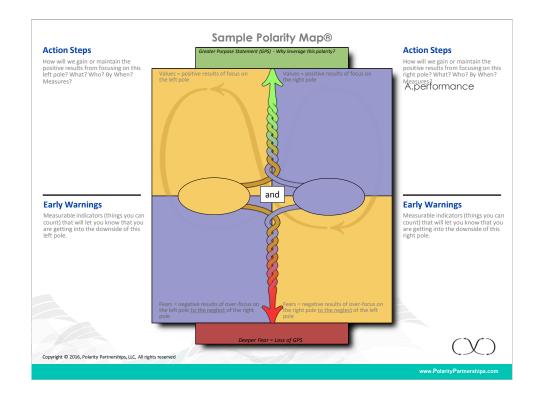


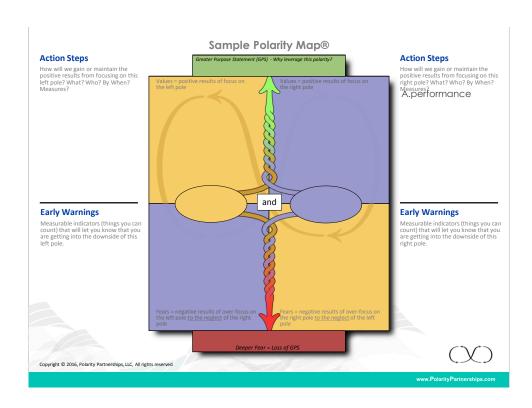


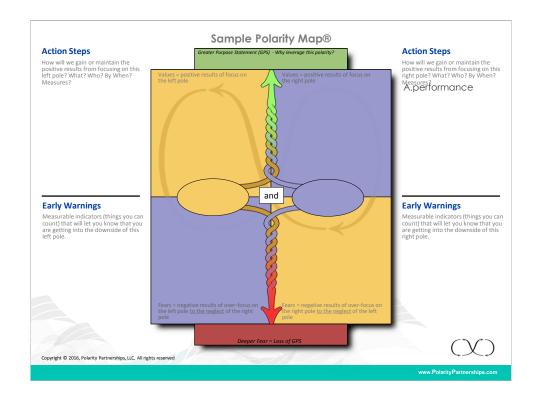


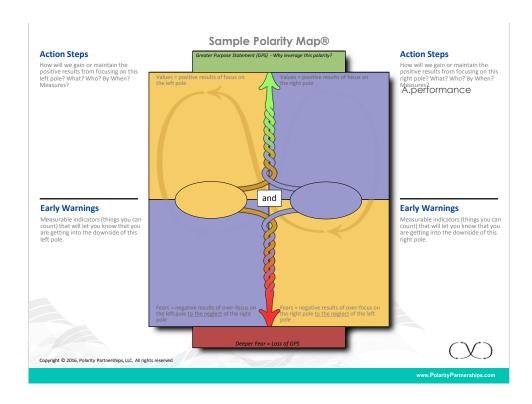












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# **For Additional Information:**

## **General Information**

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