

2016 Ninth National Doctors of Nursing Practice Conference Transforming Healthcare Through Collaboration

**Baltimore, MD
October 5 - 7, 2016**

Leading High Performance Collaboration Using Polarity Thinking

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Purpose AND Outcomes

PURPOSE:

- ❖ To deepen your knowledge, skills and understanding of how the DNP prepared nurse leader can effectively apply Polarity Thinking to leverage tensions that exist in and around collaboration to sustain relations that transform healthcare.

DESIRED OUTCOMES:

- ❖ Differentiate a problem to solve from a polarity to be managed.
- ❖ Take away solid skills and knowledge about where and how Polarity Thinking fits into your collaborative work with partners.
- ❖ Develop a polarity map useful to a collaboration polarity in academia or practice.

Your Stories

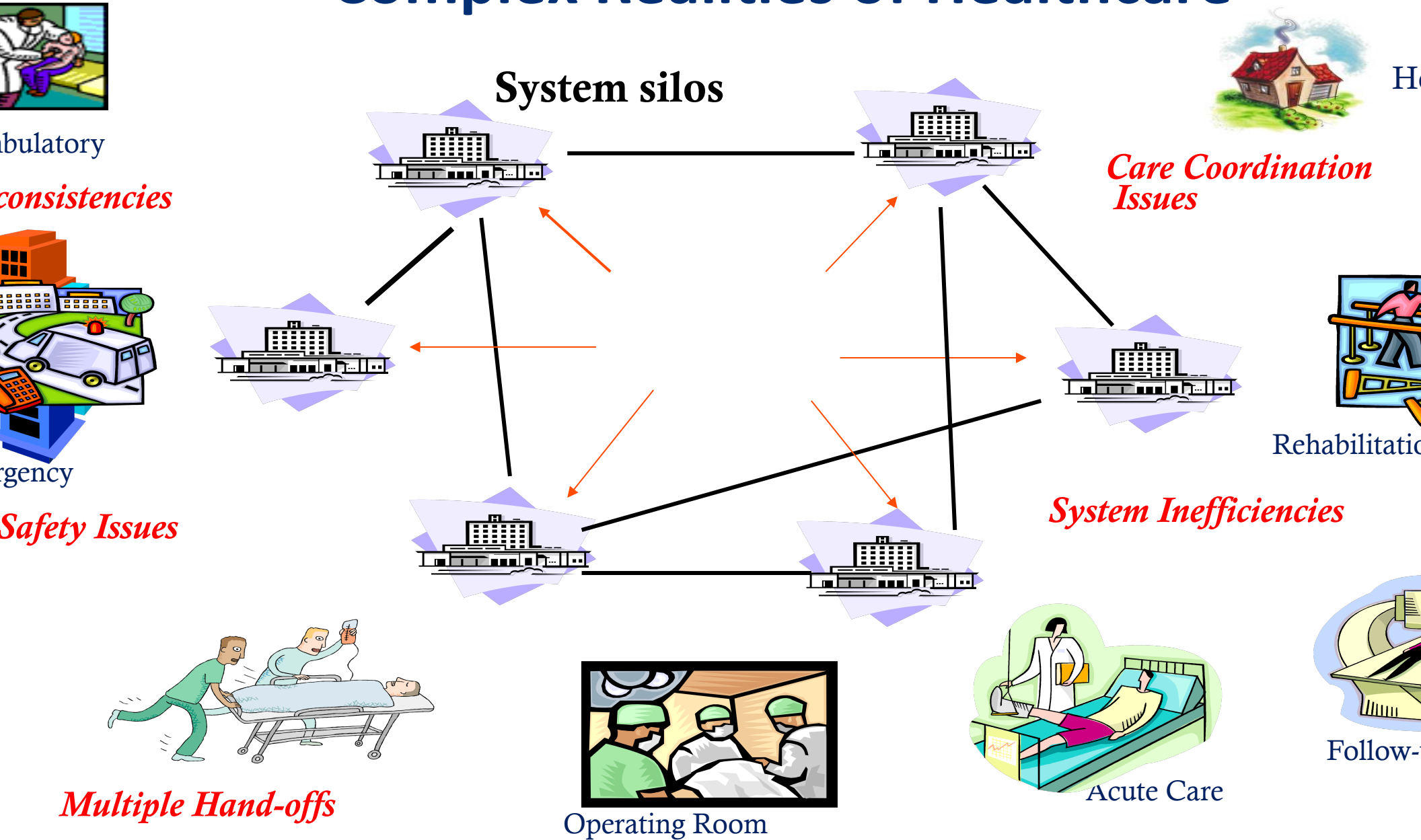
Why did you choose to attend **this** presentation?

What are your hopes for how this this presentation will be helpful or relevant in your practice, teaching, or scholarship?

"The first accountability
of a leader
is to know reality."

Max DePree

Complex Realities of Healthcare



The second accountability of a leader is to **ACT on a vision of higher purpose that advances reality.**

Bonnie Wesorick

"The greatest danger in times of turbulence is not the turbulence; it is to act with yesterday's logic."

Peter Drucker

Lessons Learned from Yesterday's Logic

When you discover you are **riding a dead horse**, *the best strategy is to **dismount!***

Instead, we try:

- using a stronger whip to beat the dead horse.
- appointing a committee to revive the dead horse.
- arranging a visit to other sites to see how they ride dead horses.
- changing the requirements so that the horse no longer meets the standard of death.
- buying a computer program to enhance dead horse performance.
- forming a work group to find uses for dead horses.



Yesterday's Logic OR A New Way of Thinking

**When you are
in deep trouble
say nothing.
(try to look like
you know what
you're doing).**



THE SKILL OF POLARITY THINKING BECOMES APPARENT WHEN WE PLACE IT WITHIN THE CONTEXT OF TODAY'S REALITIES.

What is good/great about healthcare today?

What are the problems/concerns you have for healthcare today?



“We cannot go on,
We cannot stop,
We must transform.”

~ *Alan Atkisson*

Brief History of Polarity Thinking

10,000+ years ago (Hindu tradition) – **Ardha Nari**, a half masculine and half feminine God, with both essential aspects of one.

4,000 years ago (Judaism) - **Mercy & Justice, Yahweh's double message**

2,500 years ago (Taoism) - **Yin & Yang**, integrated energy

500 BC (Buddhism) - **Existence and Nonexistence**

2,000 years ago (Christianity) - **Law & Grace**, reaffirming Justice and Mercy

1,500 years ago (Islam) - **Justice and Mercy** affirmed again

Point: Interdependent pairs are not new and have been a foundation of wisdom thousands of years!

Polarities Re-Discovered: In Business & Organizational Development

the last 50 Years

Increased attention to “AND” thinking to supplement problem solving thinking (either or)

Common research terms include: paradox, dilemma, tension.

Offers a competitive edge in business.

Is associated with highly effective leaders and high performing organizations (Center for Creative Leadership)

Acknowledges the interconnectedness of all people.

30 years ago

Barry Johnson... Applied the polarity dynamic to a map and outlined principles and steps to manage polarities so individuals, teams, organizations, and nation states could intentionally manage this phenomenon.

Polarity Partnerships: "Our mission is changing the way everyone on the planet thinks by supplementing or with AND."



What is a polarity?



Edgar Rubin (1886-1951)

Importance of Interdependent Pairs

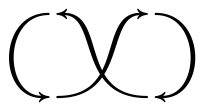


They need each other overtime.
Polarities are all about relationships.

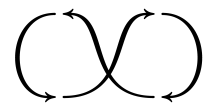
What is a polarity?



Polarities are interdependent pairs of values or alternative points of view that appear different, look unrelated, sometimes competitive or opposite but they need each other overtime to reach outcomes neither can reach alone.



Polarities: The Definition



o known as.....

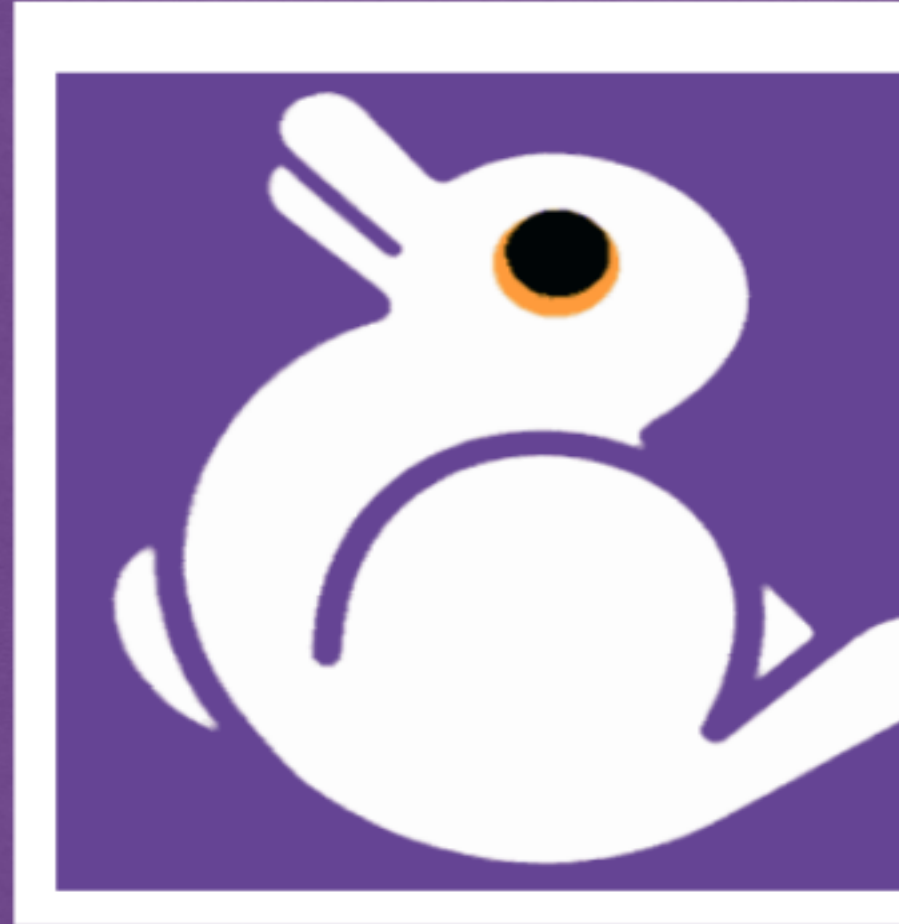
Paradox
Chronic Tensions
Dilemmas
Wicked Problems
Dichotomies
Dualities
Oppositions
Contradictions

INTERDEPENDENT PAIRS OF
VALUES, COMPETENCIES
AND/OR STRATEGIC
OBJECTIVES THAT SUPPORT
EACH OTHER AND ACHIEVE
A GREATER PURPOSE THAN
EITHER COULD ACHIEVE
ALONE.

What Do You See?



What Do You See?

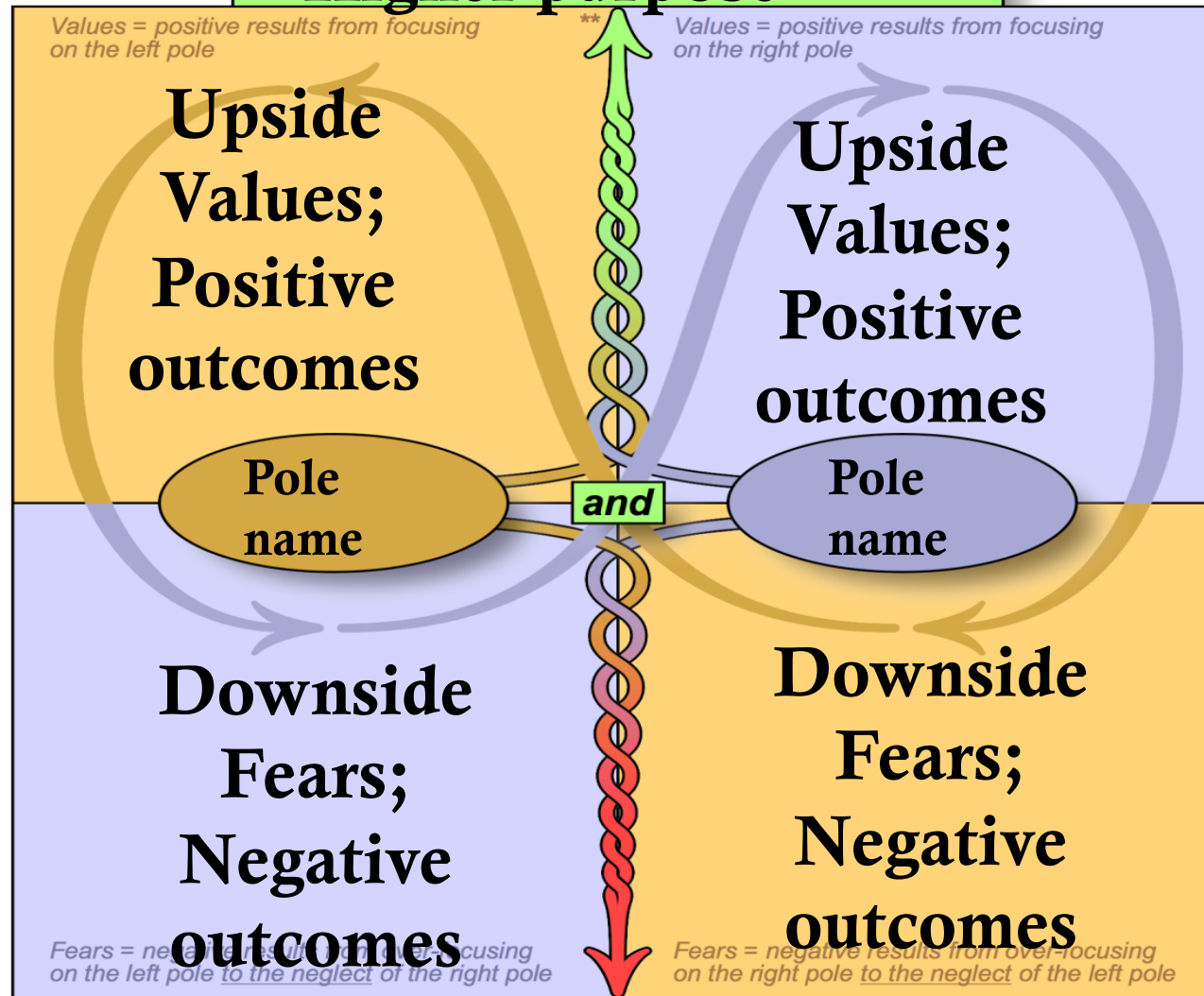




POLARITY MAP™

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

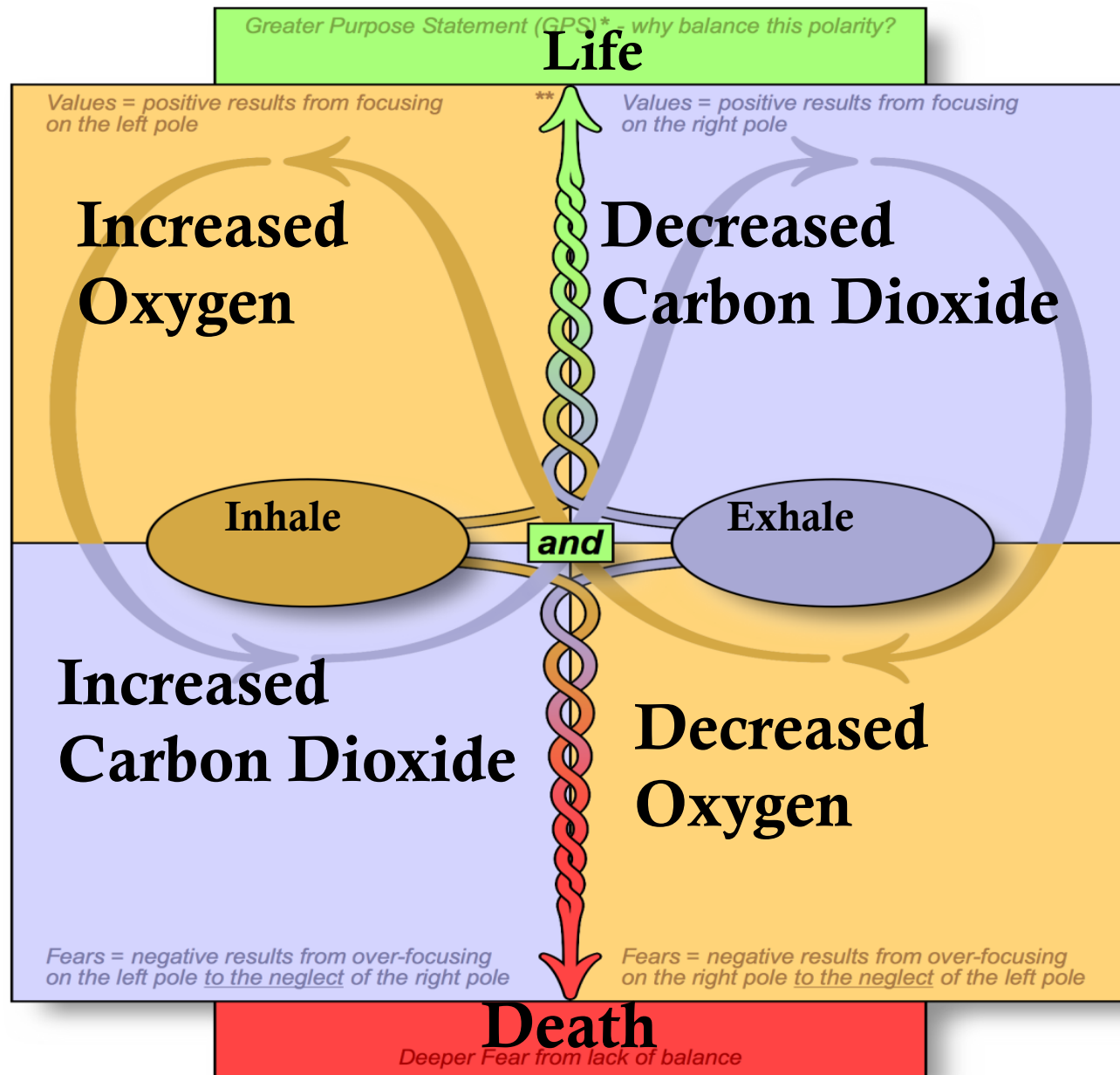
Higher purpose



Deeper fear

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POLARITY MAP™



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

A Metaph

Polarity Map

Steps

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

This is where the metaphor ends

Warnings

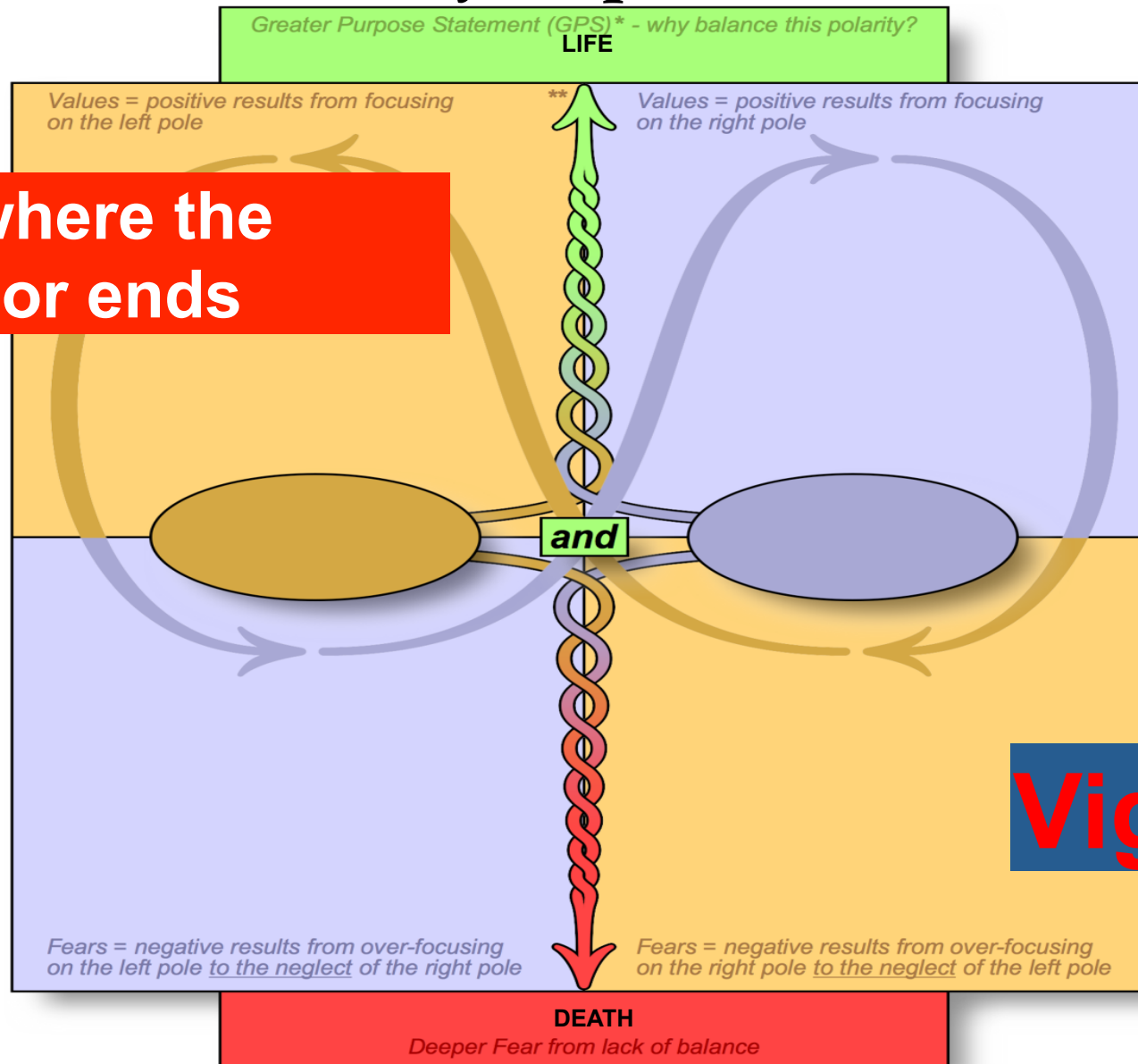
Measurable indicators (things you can count) that will let you know that you are getting into the downside of this left pole.

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 right pole.



Principles of Polarity Thinking

Polarities are interdependent pairs, called poles.

One is not more important than the other.

Together they can reach a goal or higher purpose that neither can reach alone.

There is always tension (loop) that must keep moving or oscillating between upsides to reach higher purpose.

Each pole has positive (upsides).

Principles of Polarity Thinking

Both have limits (downsides), know the limits of each.

Never criticize the limits of a pole.

The limits or downsides can be explained and prevented.

The downside of one pole is the loss of the positives of the other pole.

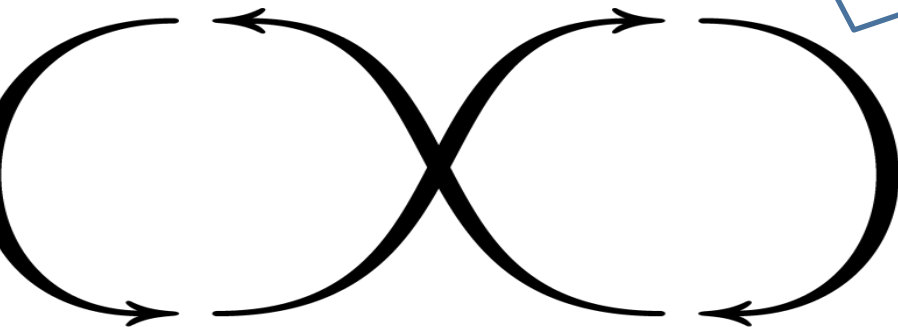
If you focus on one pole and neglect the other you will over time always lose. It is not either/or.

If you focus on both poles, you will experience the upsides. It is both/and we need in managing a polarity.

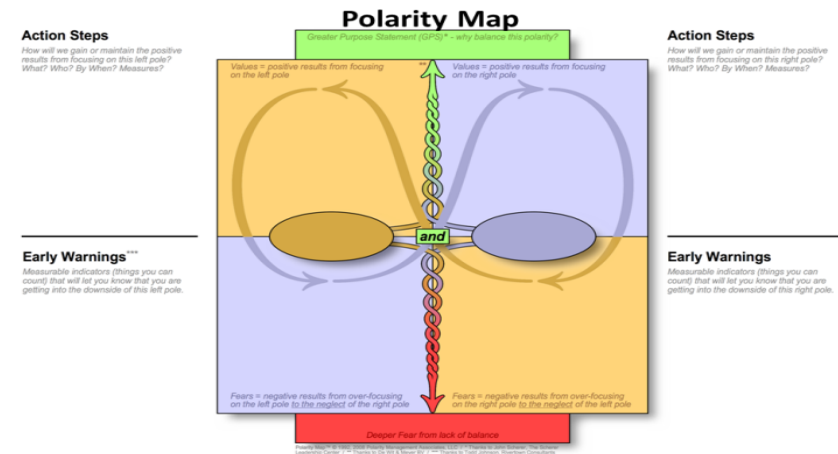
SEE (identify) the polarity



ACT on the energy in the polarity

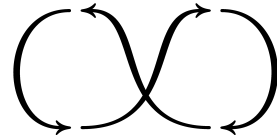


Polarities – from vision reality



POLARITIES

▶ SHOW UP IN OUR
PERSONAL AND
PROFESSIONAL LIVES;
❖ COME IN PAIRS
❖ AND ARE
INTERDEPENDENT



Challenge AND Support
Compete AND Collaborate
Mission AND Margin
Individual AND Team
Candor AND Diplomacy
Structured AND Flexible
Continuity AND Transformation
Task AND Relationship
Plan AND Execute/Intervene

POLARITY MAP™

Steps

ain or maintain the positive
ocusing on this left pole?
By When? Measures?

Warnings***

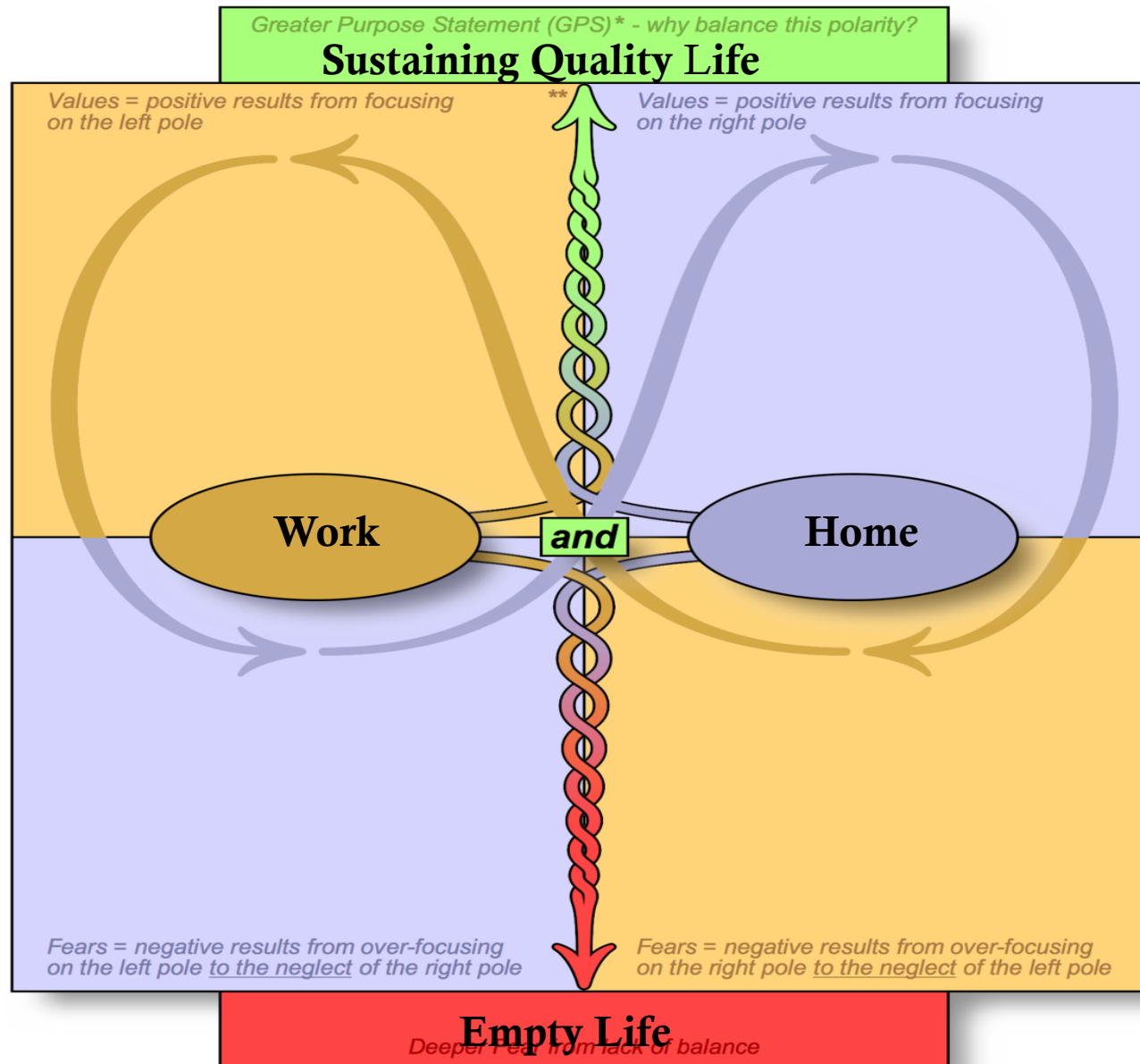
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Polarity Management® Map

Steps

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By When? Measures?

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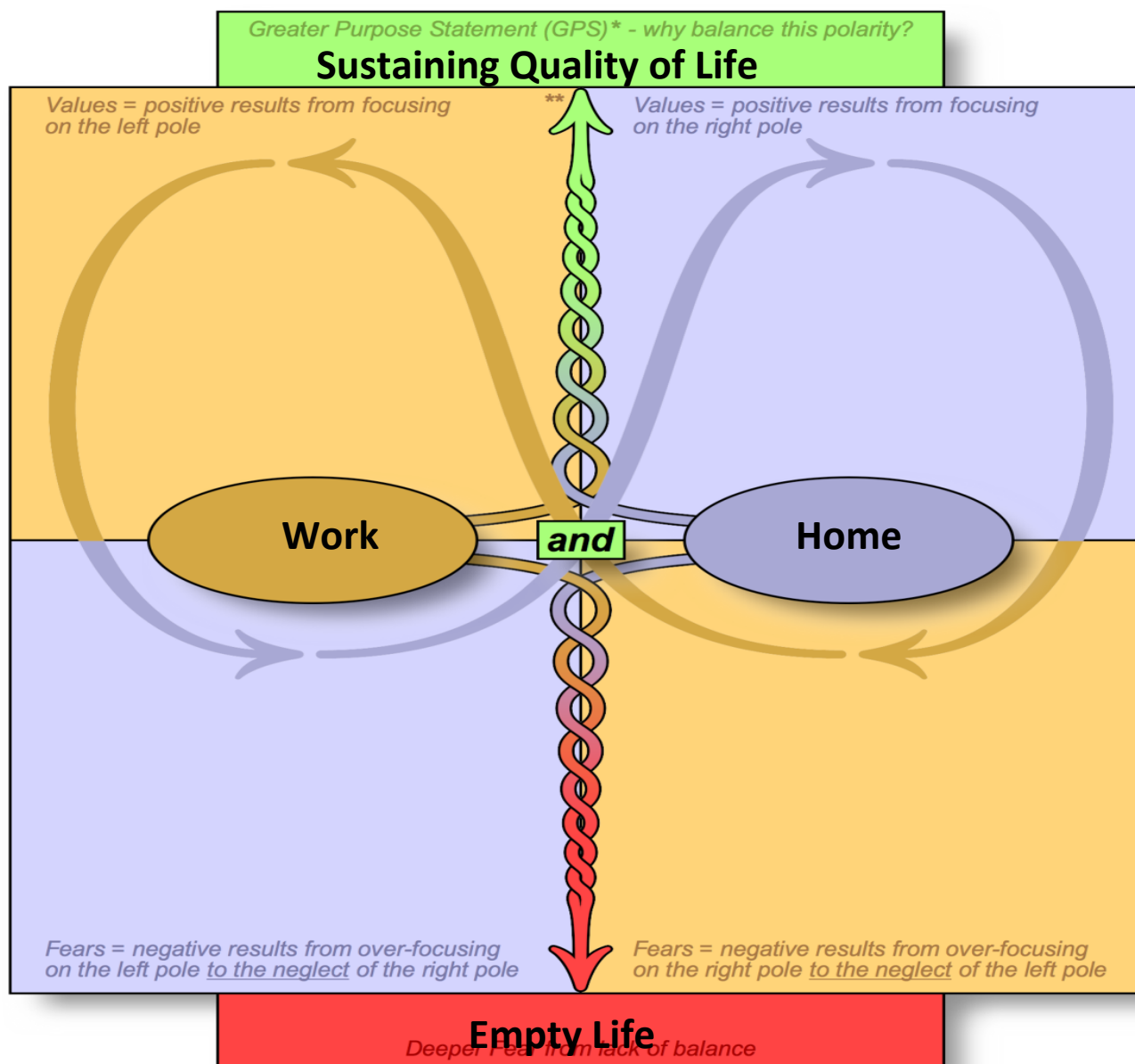
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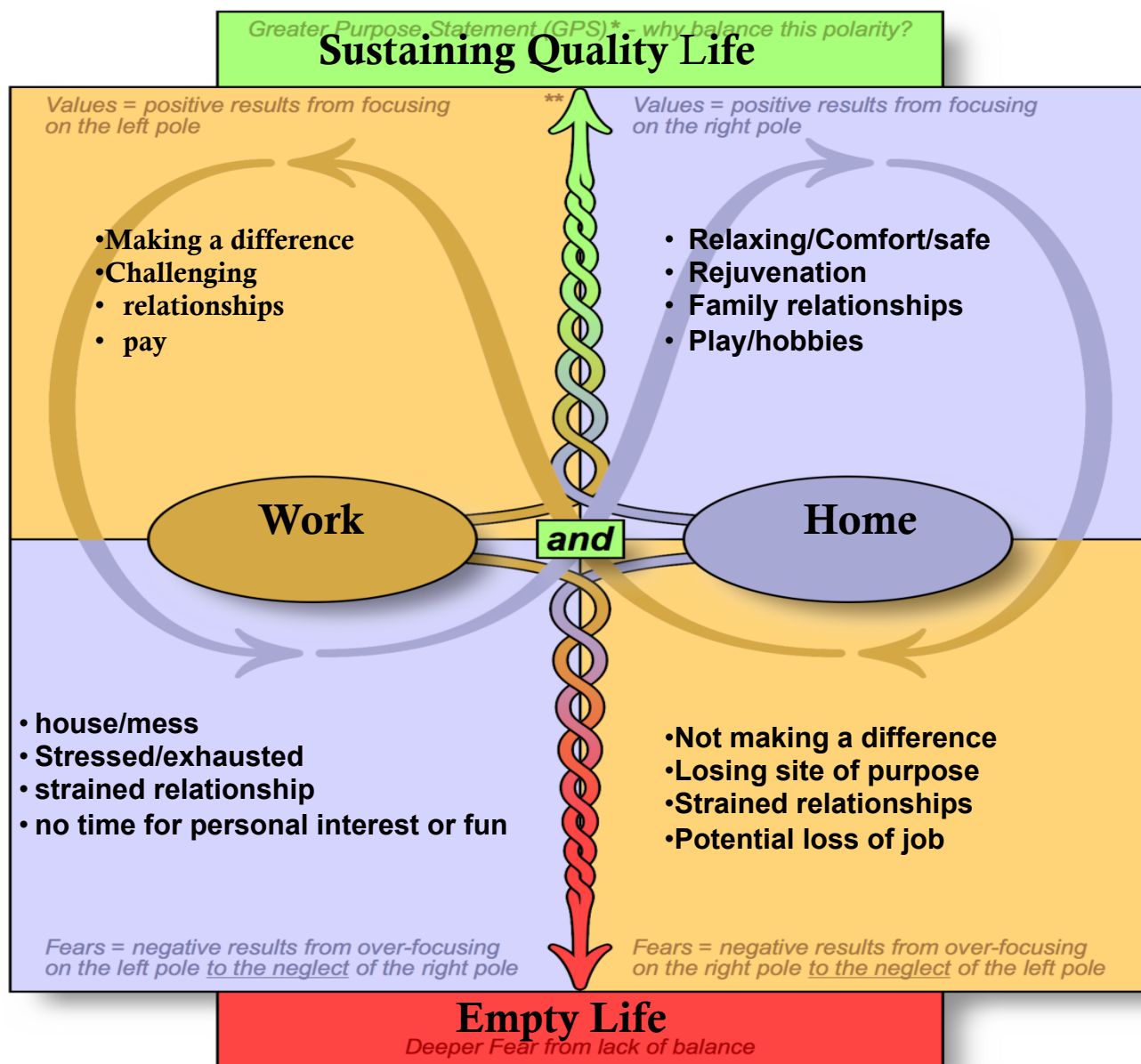
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POLARITY MAP™



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POLARITY MAP™

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By When? Measures?

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Warnings***

indicators (things you can
let you know that you are
the downside of this left pole.

tired and unable to
rate on family
g or too tired to enjoy
vents
culture stressed
ing commitments

Action Steps

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

•Time at home to relax

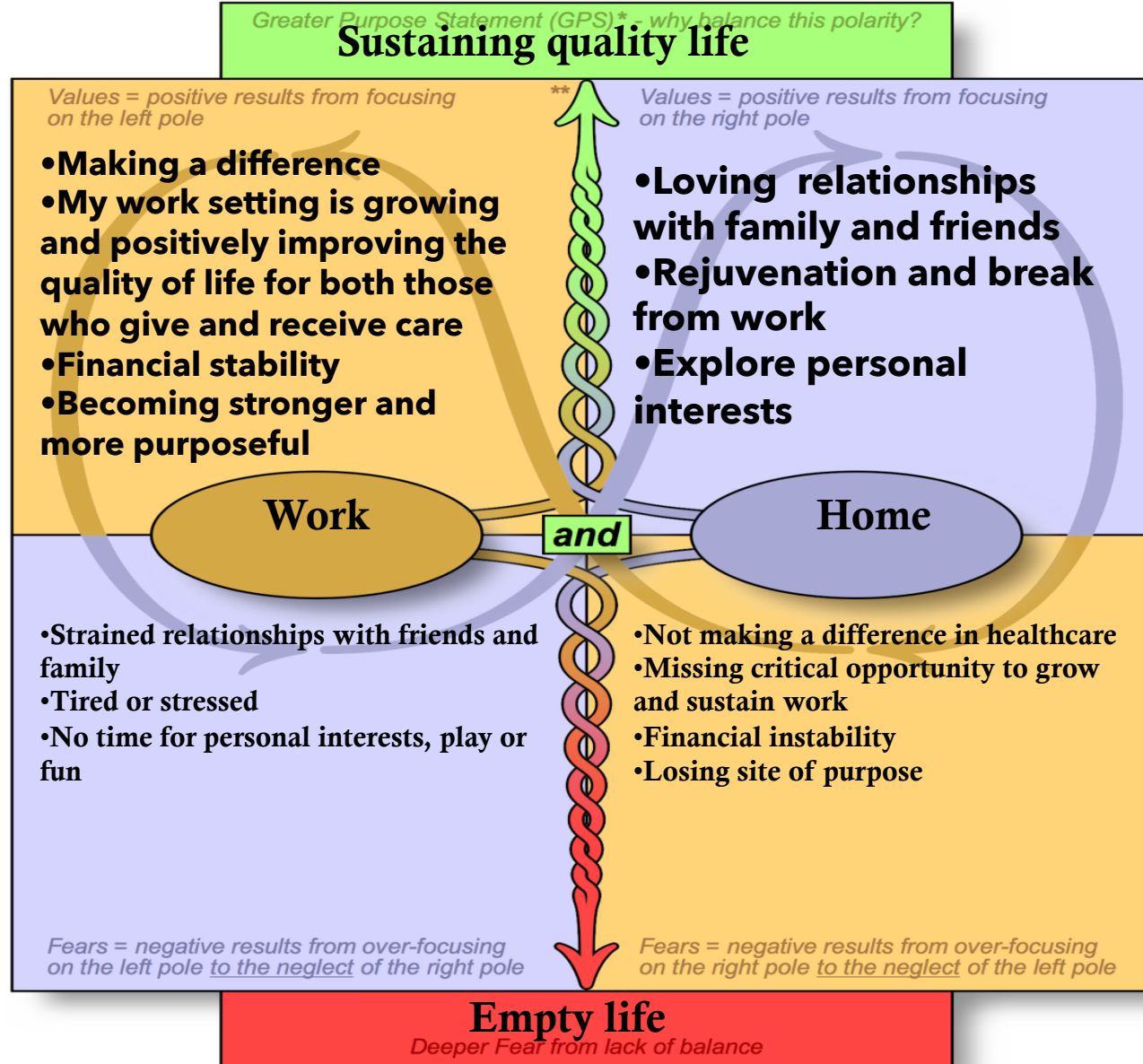
•Have a 'date night'
week

•Time to be with
grandchildren.

Early Warnings

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

•Missed opportunities
and expand work
•Money is tight, serious
improving or diversifying
•Team feels tired from
workload and losing
meaning of work.



The Map Reveals Additional Principles Necessary to Leverage Polarities

Knowing there are polarities is not enough. One has to know how to leverage or manage them (since they never go away) it is not about moving them off the plate but staying vigilant. It calls for ACTION.

Action steps must be taken to support the upside outcomes of both poles and minimize the downsides of each pole so the tension stays moving between the upsides of both poles in order to reach the higher purpose.

Know the warning signs alerts a person to the energy/tension between the poles could be leveraged. Generally happens when there is more focus on one pole than the other pole or the action steps are not working or incomplete.

The Complete Polarity Map shows one how to prevent the downsides.

The next question : When faced with an issue how do we know whether it is a problem or a polarity?

Should I...

Get a Dog?



Have Children?



Problem (to solve) Polarity (to manage)

Problem

Not ongoing, has an end point

Solution present

Independent alternatives

Stands alone

Alternative not needed for the solution to work

Mutually **exclusive** opposites

Polarity

- Ongoing, no end point
- Manage both poles
- **Interdependent** alternative
- Cannot stand alone
- Alternatives need each other to optimize the situation over time.
- Mutually **inclusive** opposites

Problem or Polarity? – Quiz

Issue	Polarity/Problem?
Where do we go for lunch? Sam likes, “Wanda’s Wonder Bar” and Linda likes, “The Stalgie Noodle.”	
We have to get rid of our silo mentality. Let’s break down the barriers and become an integrated team.	
What can we do to move patients out of the ED faster?	
How can we make faster decisions in our work teams?	
What are the best processes to prevent central line infection?	
Is the correct surgical site marked?	
Who determines the appropriate reimbursement for care?	

NOW LETS GO DEEPER.....



Exploring the Stability (continuity)-Change Polarity



SEE IT

Room splits:

What's Your Preference?



Your Turn to MAP: Return on Investment

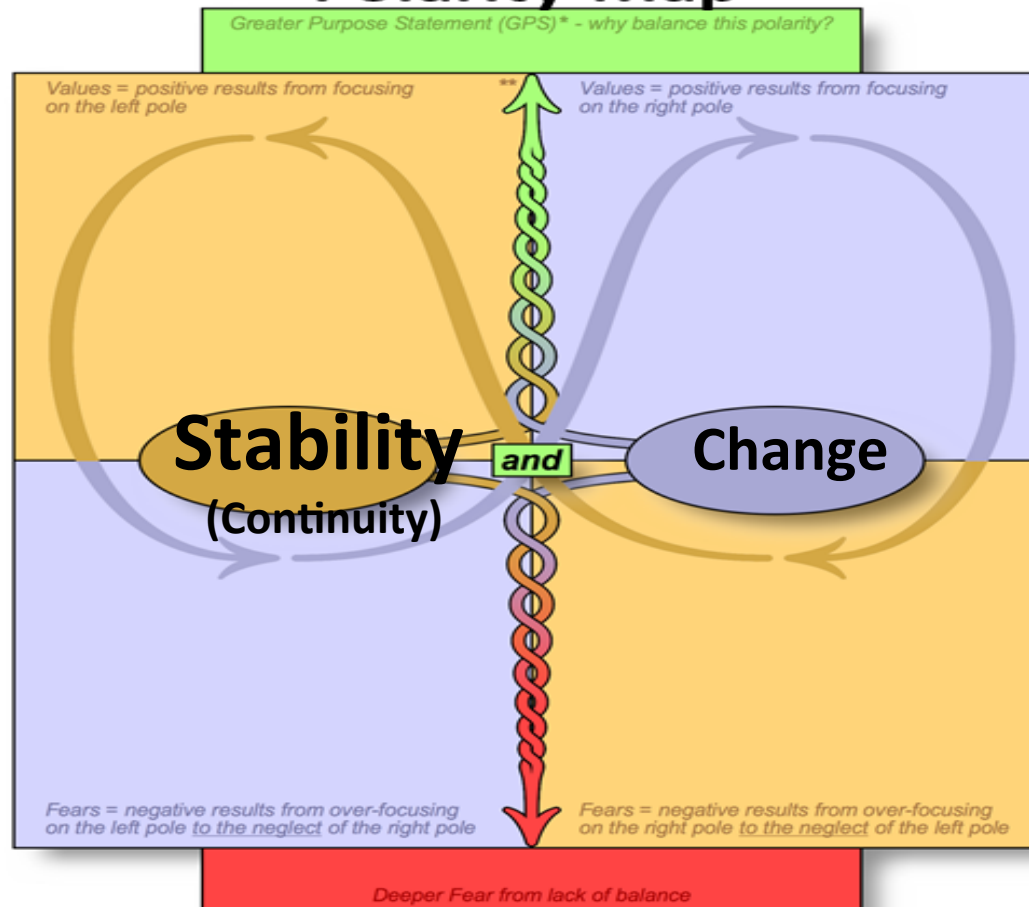
Action Steps

How will we gain or maintain the positive results from focusing on this left 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.

Polarity Map



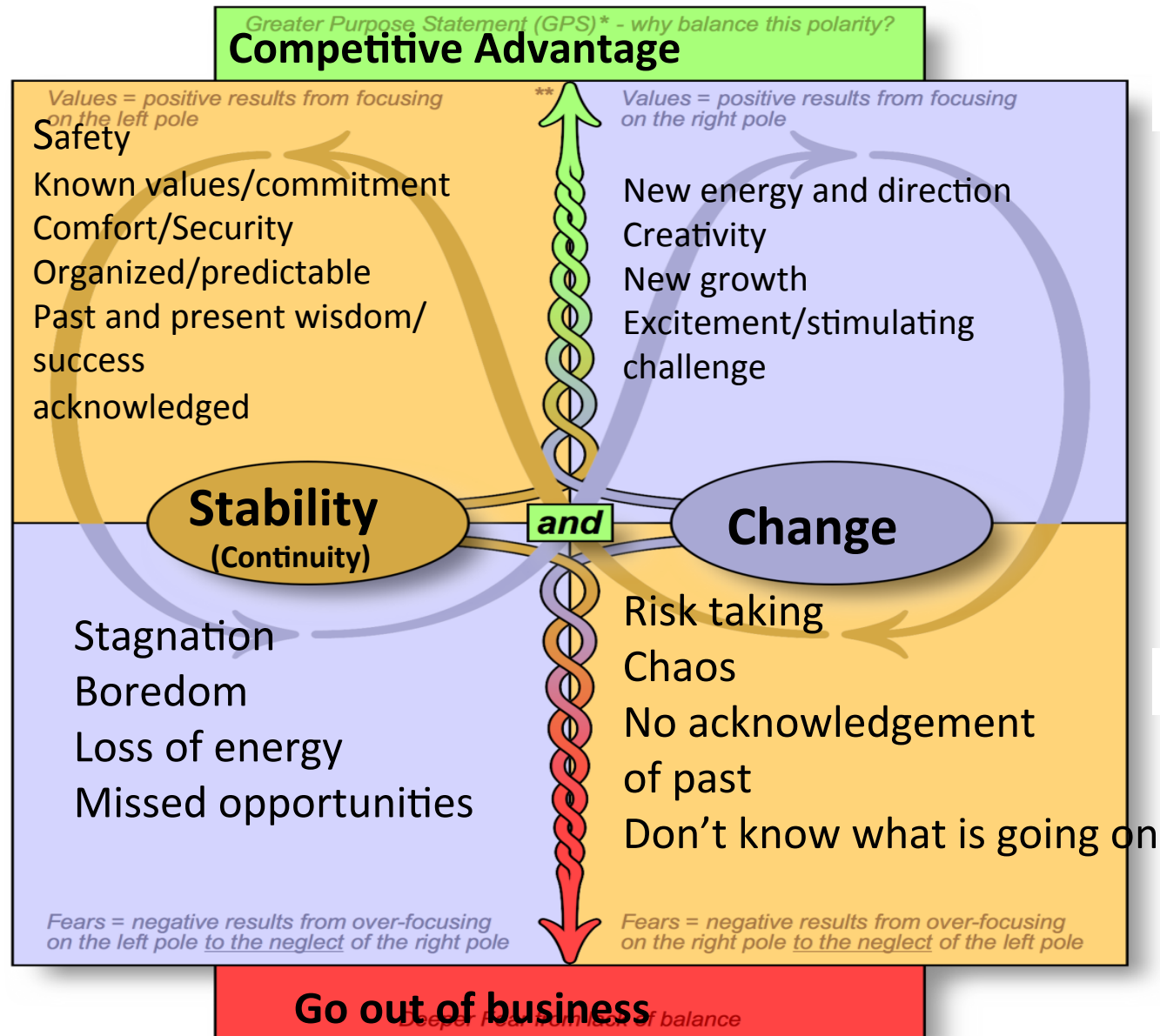
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Polarity Management® Map



Steps

gain or maintain the positive results from this left pole? What? Who? By When?

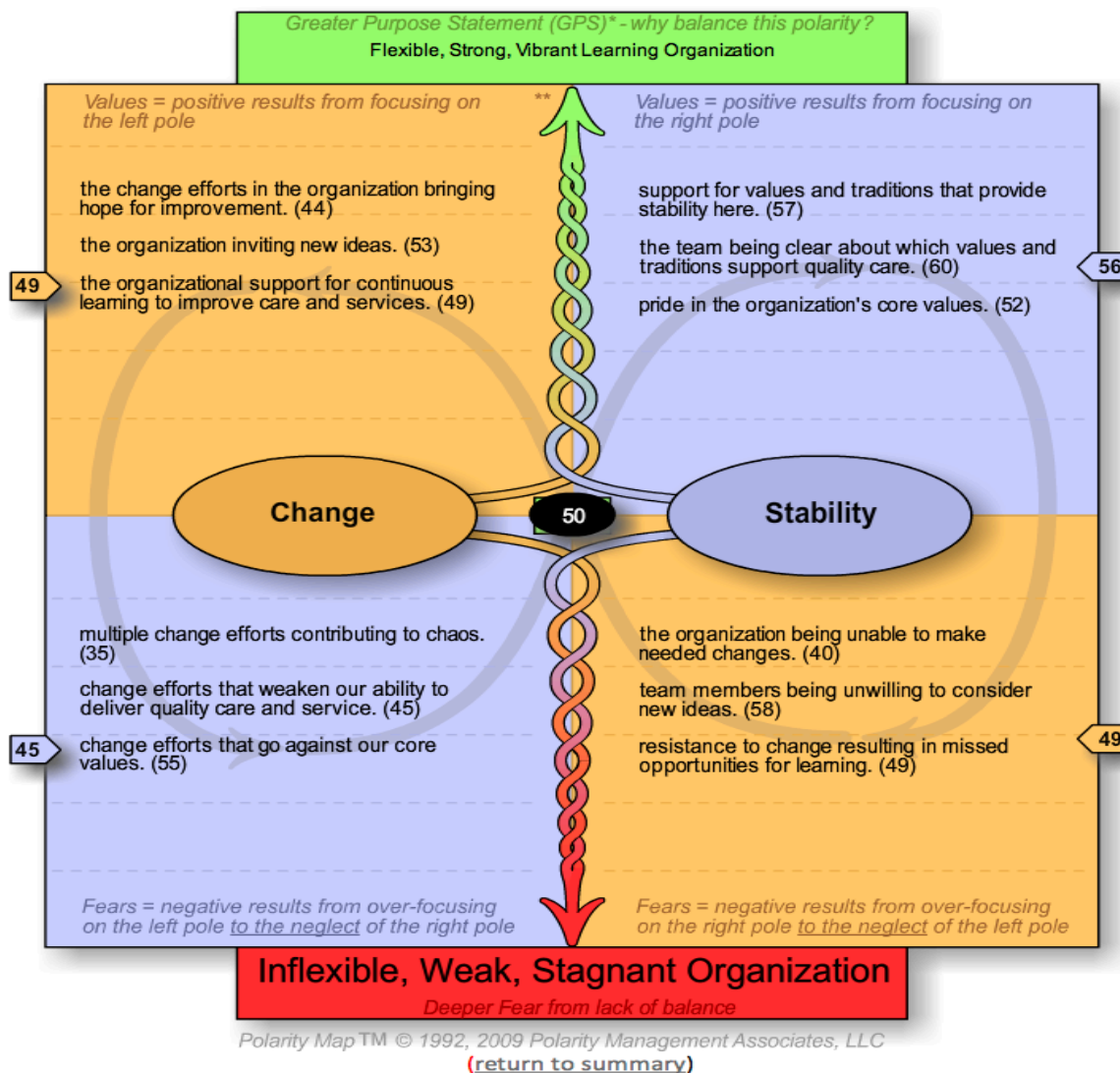
that any changes being made are not violating the fundamental principles of the organization's mission, vision and values. How change will positively support core traditions, values and organizational performance while advancing mission. Quick fixes, and determine if the change is related to a problem to be solved or an effort to manage a polarity. Evaluate the sustainability of the positive outcomes of the change. Encourage innovation and creative thinking in all areas and allocate resources to support this exploration.

Warnings

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

"I can't keep up with the changes around here."
"We need to have more in common around our values and traditions."
"The train or the train or we will leave without you."
"I'm bothered by the change, it will be gone and we will be something else soon."
"We do change and things get more confusing and nothing works. Who thinks up these ideas anyway?"
"There is so much going on around here we can't get our regular work done."
"There are a lot of changes, but nothing is evaluated to see if it is really working."

Change AND Stability



Action Steps

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

- Provide opportunities to clarify what matters most. (60) review, mission and performance of organization, traditions, care, caring for the team)
- Provide the tools and resources to live the things that matter most in the work environment.
- Assure that performance reviews address living what matters most.
- Recognize those who live core values and beliefs.
- Clearly communicate organizational direction or change as a way to increase staff safety and a sense of security.

Early Warnings

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

- "All we do is complain but nothing ever changes."
- "We are stuck in a rut with how it has always been done around here."
- "We've been here a long time, and we know this is the best for this place."
- "We've been trying to bring new ideas, but no one ever listens."
- "It has always been that way around here. Why change?"

An Electronic Polarity Assessment

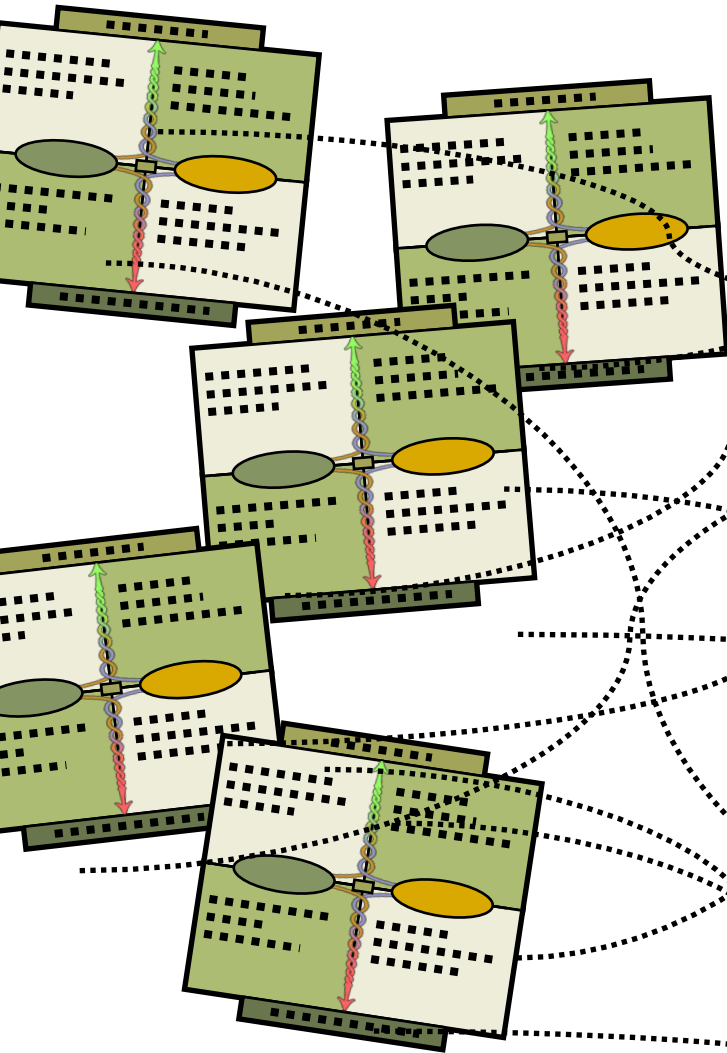
Computer technology converts 12 assessment questions (3 questions of content per quadrant of the polarity map)

Stem begins: "In the past six months, how often have you experienced or observed the following:"

- ❖ Example: We lack the ability and confidence to apply policies OR: We feel confident in making decisions, and feel valued.
- ❖ Likert scale (1-5) from Almost Never to Almost Always.



The Polarity Assessment Process



Computer Converts Quadrant Content Into Survey

1. We are clear about what is expected
2. We lack the ability and confidence
3. We are encouraged to demonstrate cre
4. We spend too much time on solving "t
5. Capital spending is aligned with cus
6. We lack confidence in making decisio
7. We have the ability and confidence t
8. We are unaware on any limits on our

57. We do our work with a focus on custo
58. We have customer complaints due to f
59. We feel confident in making decision
60. Our leader is unaware of industry tr

Survey Questions

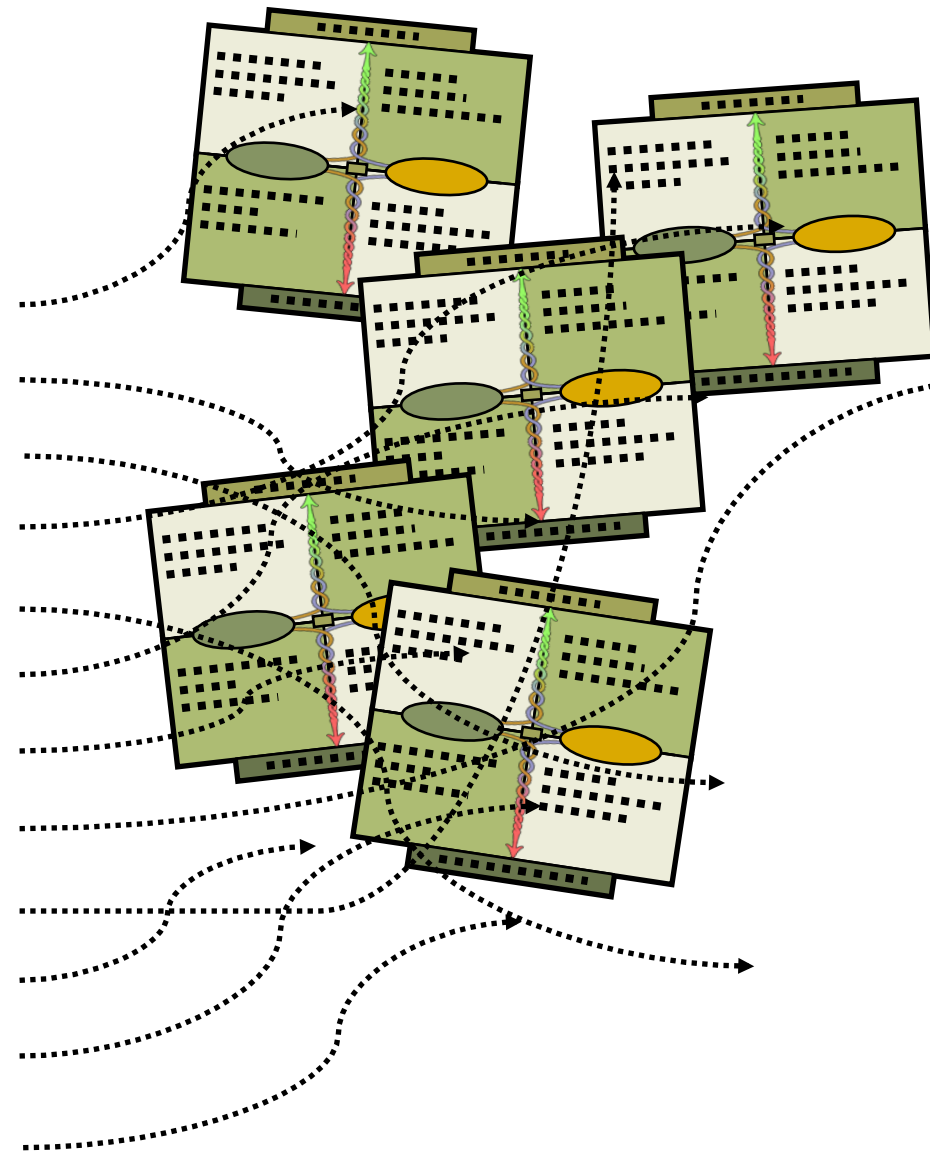
what I see and
e, I'd say:

	Never	Seldom	Sometimes	Often	Always
	Almost Never	Seldom	Sometimes	Often	Almost Always
1. a clear process to help identify and implement projects necessary to improve care and services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. the <u>team</u> engaging in decision making that impacts the purpose and direction of the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. the need for "re-work" after changes were made because of unforeseen effects on other areas of the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. policies and procedures being followed when routine tasks of care and service are delivered.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. the <u>team</u> being proud of their accomplishments that support the purpose and direction of the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Almost Never	Seldom	Sometimes	Often	Almost Always
6. difficulty in connecting to the greater purpose and direction of the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Computer Converts Survey Answers back to Original Polarity Maps

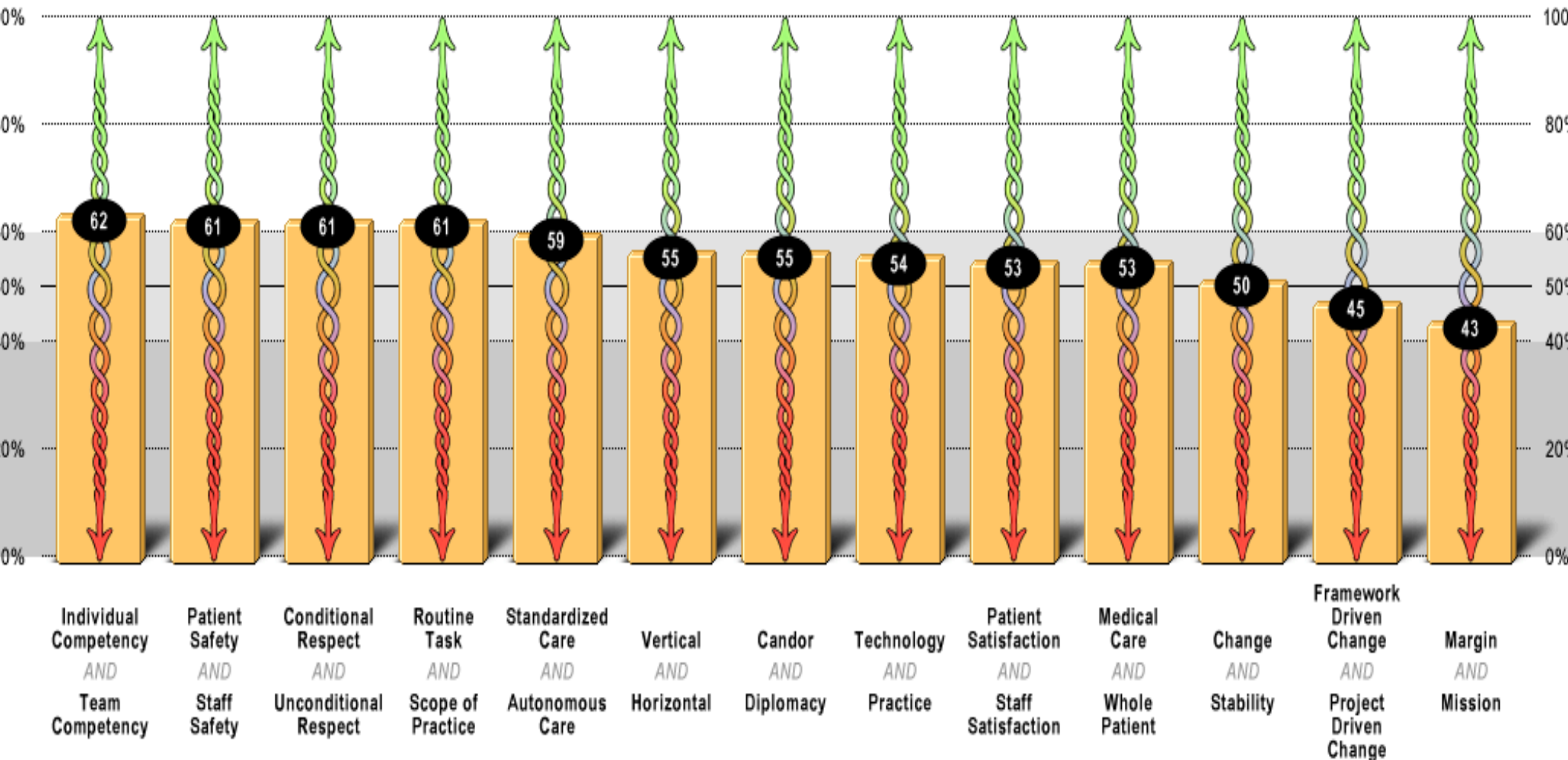
on what I see and experience, I'd say:

ny, how wing ? ...		1. Almost Never	2. Seldom	3. Sometimes	4. Often	5. Almost Always
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ideas don't count.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	3
vell.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	1
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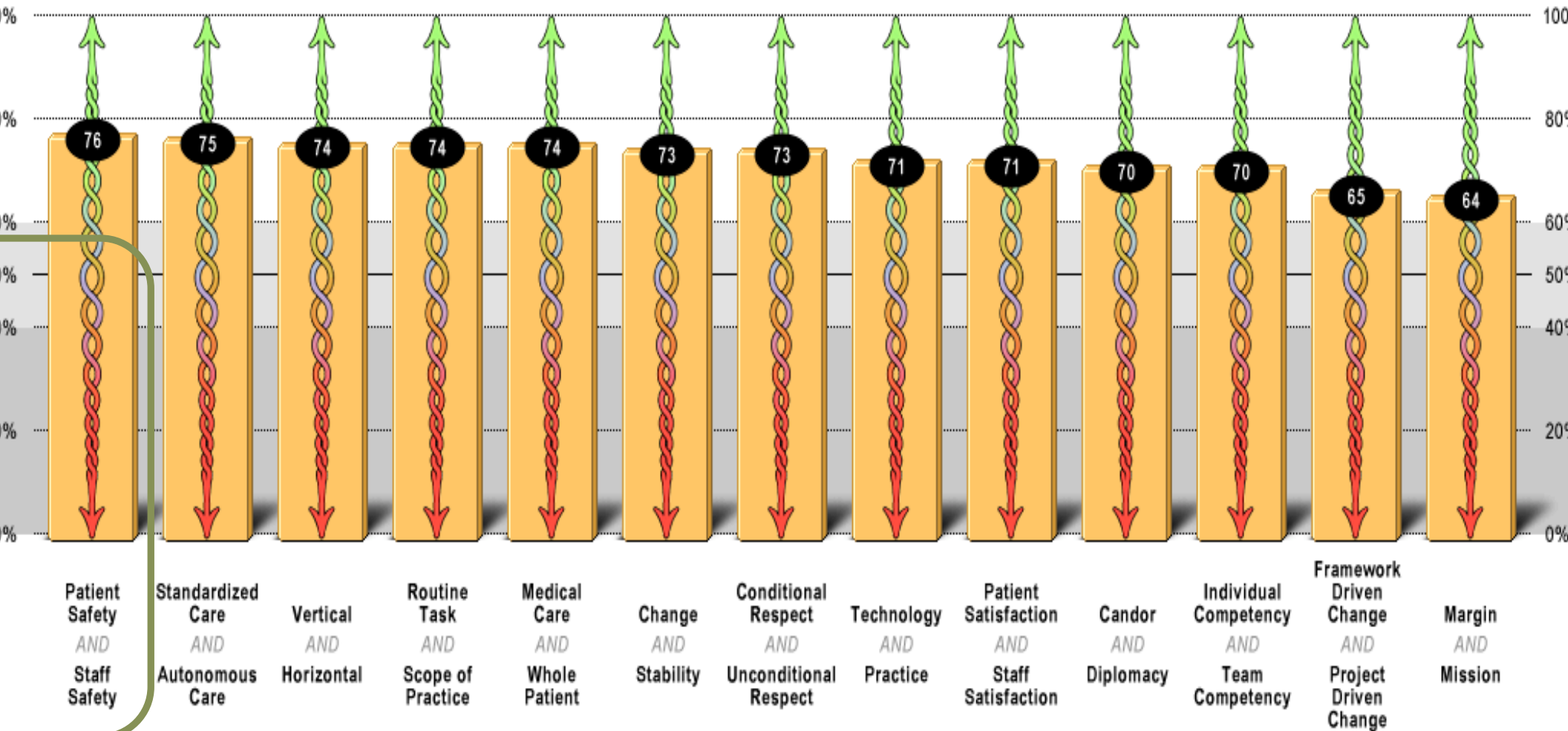


Polarity Summary

How Well Are These Polarities Managed In This Organization?



What We Learned



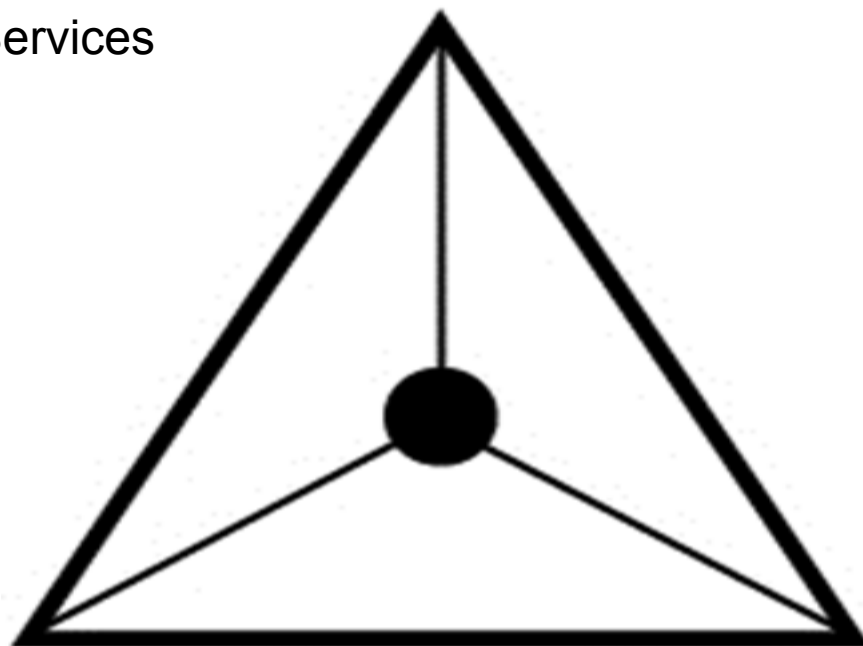
e Aim

ment/Preventive Based Services
er/Patient engagement
t /Staff Safety
t/Staff Satisfaction
Person/Medical Care
ce/Technology Platform
ential/Transparency
ardized and Individual
f Care

Population health

idual/Population care
idual /Community needs
l-Global
te care/Continuum of care
te/mobile care
petition/collaboration

Patient experience of care



Task/Scope of Practice
Clinician workload/Patient Needs
Directive /Shared Decisions
Hard outcome-Soft Outcome
Outcomes/Processes
Value Performance-Value People
Individual/Integrated Competency
**Interprofession Education and
Collaborative Practice**

Cost per capita

Mission/Margin
Project/Framework Drive
Payer/ Provider Interests
Payer Interests-Patient Interests
Effectiveness/Efficiency
Altruism/Profit Driven
Individual/Organizational accountability
Tradition/Innovation

Your Turn to MAP: Return on Investment

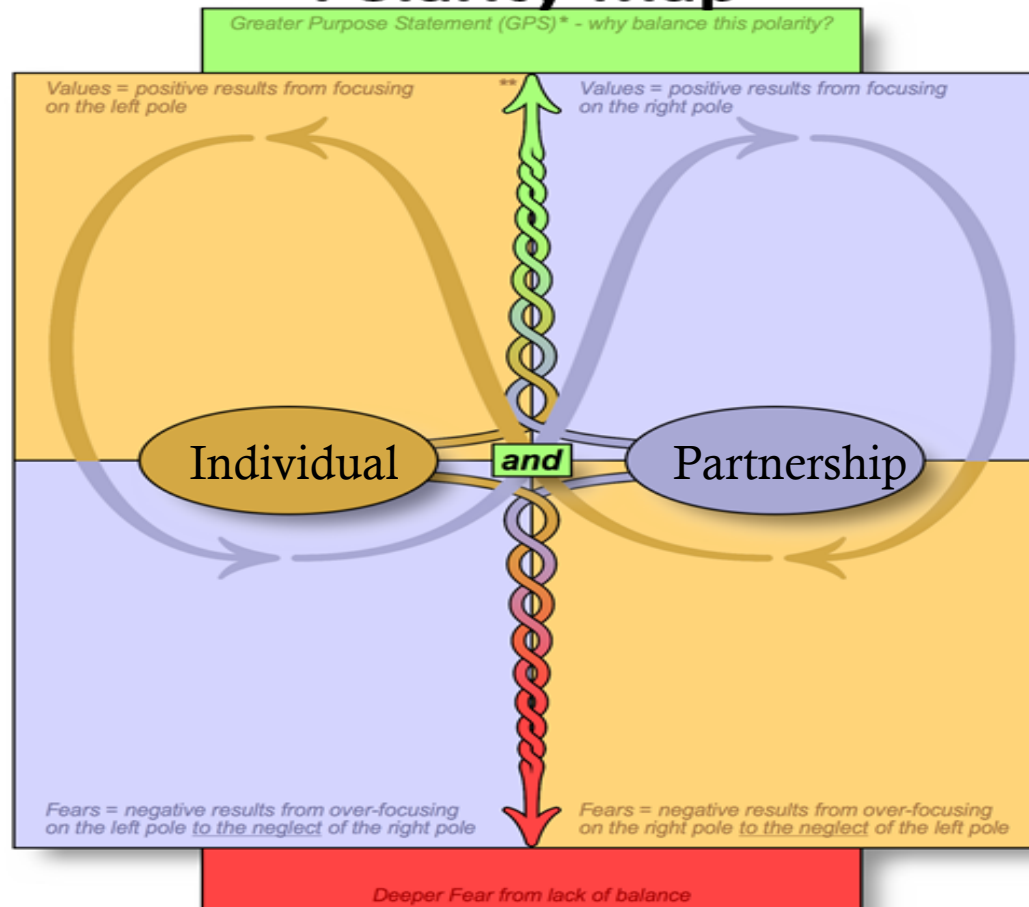
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Early Warnings***

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Polarity Map



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How Could you Apply Polarity Thinking?

If you think an issue involves a polarity,

- ❖ Listen for the content in terms of four quadrants.
- ❖ Draw a simple map about what you heard.
- ❖ See the wisdom in the “resistance”.
- ❖ Use the map to help others see all points of view.
- ❖ See if you can find a higher purpose and help others see it.
- ❖ “This is what I am noticing...”

How Could you Apply Polarity Thinking?

If you listen and hear or observe a conflict between two very valid approaches, or points of view. . . .

- ❖ Make a map with a few words in each quadrant.
- ❖ The more you practice, the easier it becomes.
- ❖ This practice increases personal effectiveness.
- ❖ Share your ideas with others and explain your reasoning in terms of "both-and".
- ❖ Concentrate on finding both upsides.
- ❖ Look for a unifying higher purpose.
- ❖ Seek to understand the values and fears of the other side.

To value oneself and, at the same time,
to subordinate oneself to
higher purposes and principles,
are the paradoxical essence
of highest humanity and the foundation of
effective leadership.

Stephen Covey

“DNP programs prepare leaders who will improve the quality of care, patient outcomes, and health policy that expands their impact on the health of society” (NONPF, 2005, para 3).