Welcome

Institute for Sustainable Diversity and Inclusion

Us and Them:
Navigating the Multicultural Divides

September 26, 2018

Peter Whitt
Elizabeth Welch
Barry Johnson

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Purpose of the 2018 Series

The purpose of the 2018 Series is to build greater capacity for our attendees to address controversies associated with diversity and inclusion, so that they become **better at**:

• Initiating **dialogue** about inclusion as a way to bridge disparate views about diversity;

• Engaging those with **different perspectives** about creating inclusive organizational cultures, and,

• Working with those who are **uncomfortable** with demographic and cultural change.

Inclusion Provocateur:
Bridging the Human Divides

An **Inclusion Provocateur** is a catalyst for initiating courageous dialogue, discussions, conversations, relationships, and curiosity.

Bridging is a process for seeking the greater good among individuals and groups that may have different ideologies and beliefs. It involves reaching out to others in an intentional way to create understanding and to forge mutually beneficial outcomes.

Human Divides are the D&I issues that we will explore in 2018.

Inclusion Provocateurs

Bridge the tensions between
Us AND Them:

❖ Claiming Power for Us AND Sharing Power with Them

❖ Respecting AND Challenging

❖ Insuring Stability AND Promoting Change

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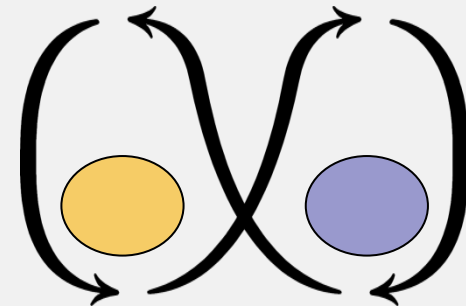
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Polarities explained

Polarities:

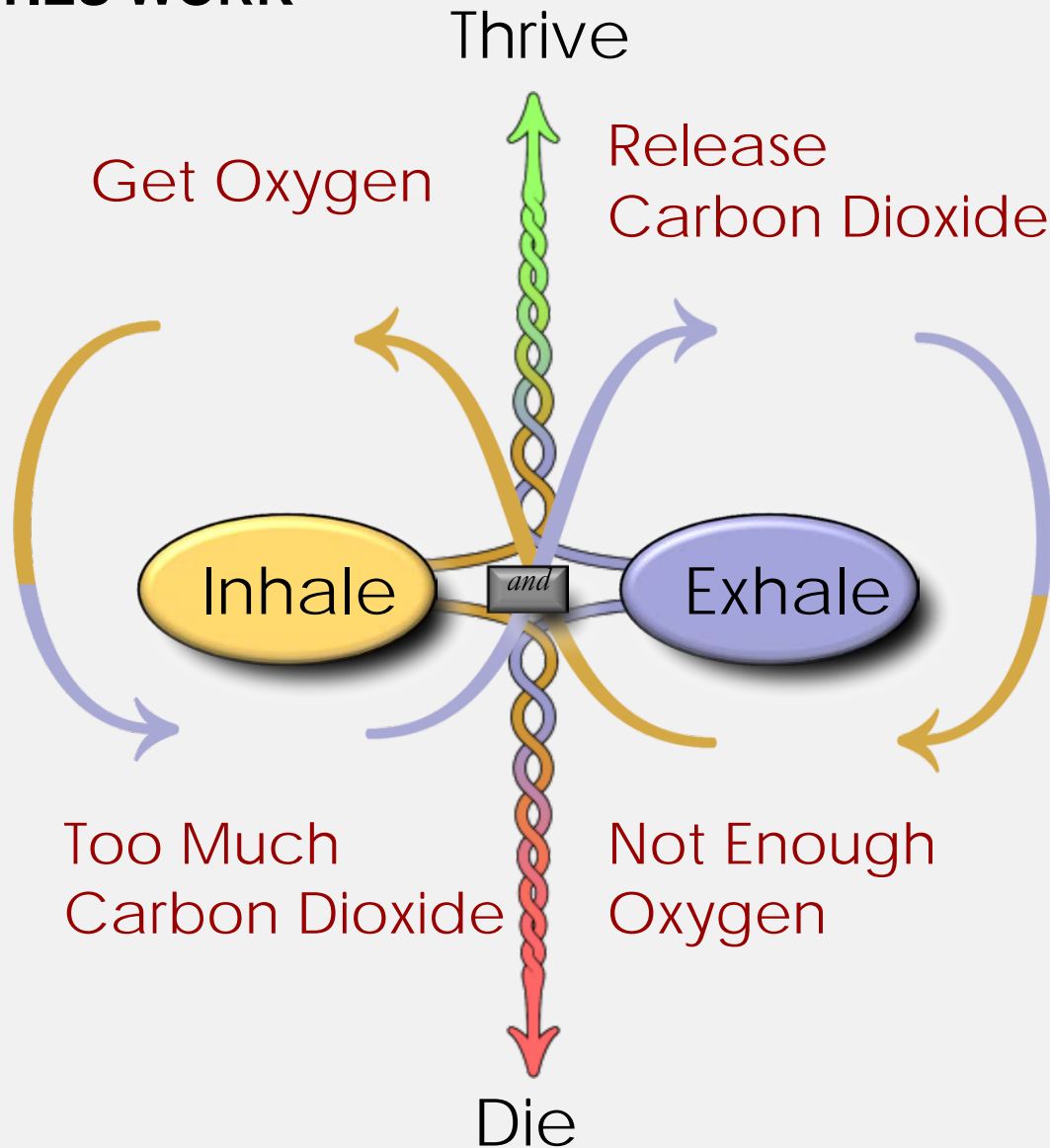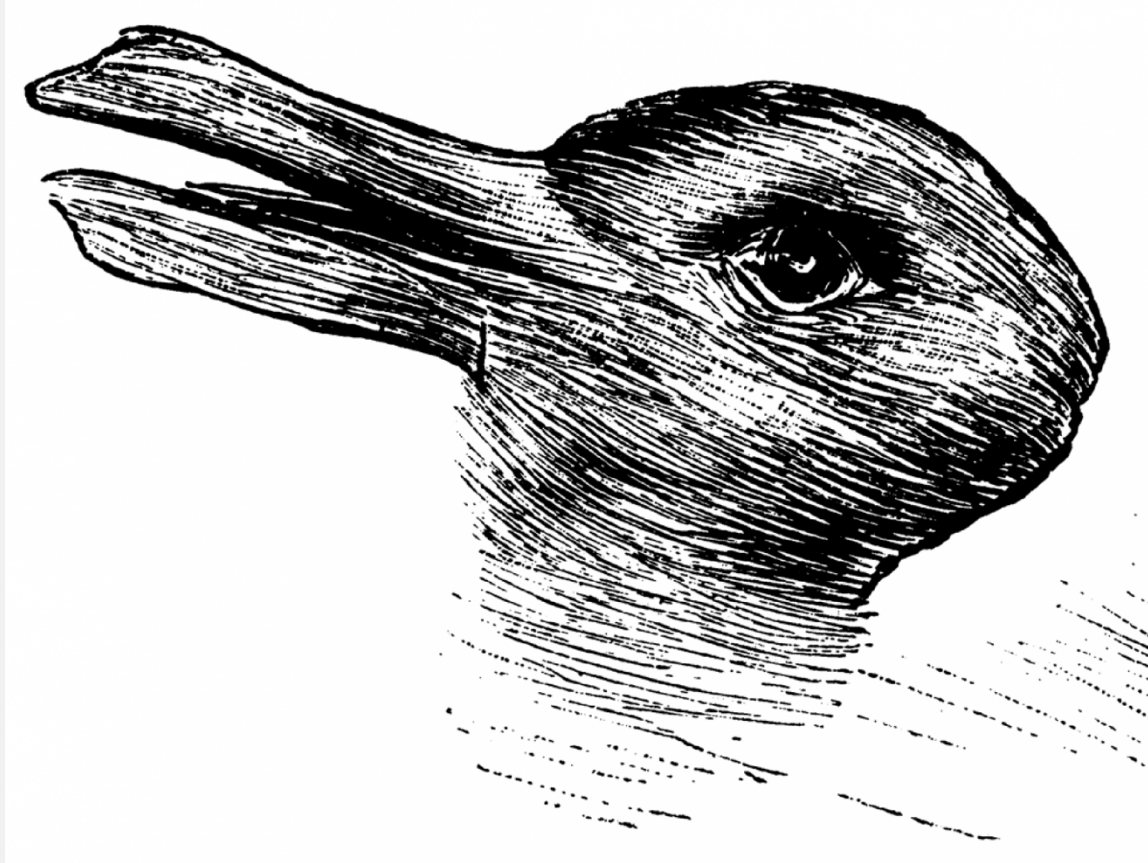- Interdependent pairs (often values) that need each other over time in order to achieve a greater purpose

Infinity:

- Is the ongoing nature of polarities… an energy system which is <u>never ending</u>.

HOW POLARITIES WORK

What do you see?

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 <u>Rolling Stone</u>

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Why intentionally leverage polarities to interrupt Sexism, Racism and Poverty?

- "OR Thinking" is essential and not enough

- "AND Thinking" is an essential supplement

- OR Thinking _without_ AND Thinking is a **root cause** and perpetuator of Sexism, Racism, and Poverty

Dr. Victor Garcia
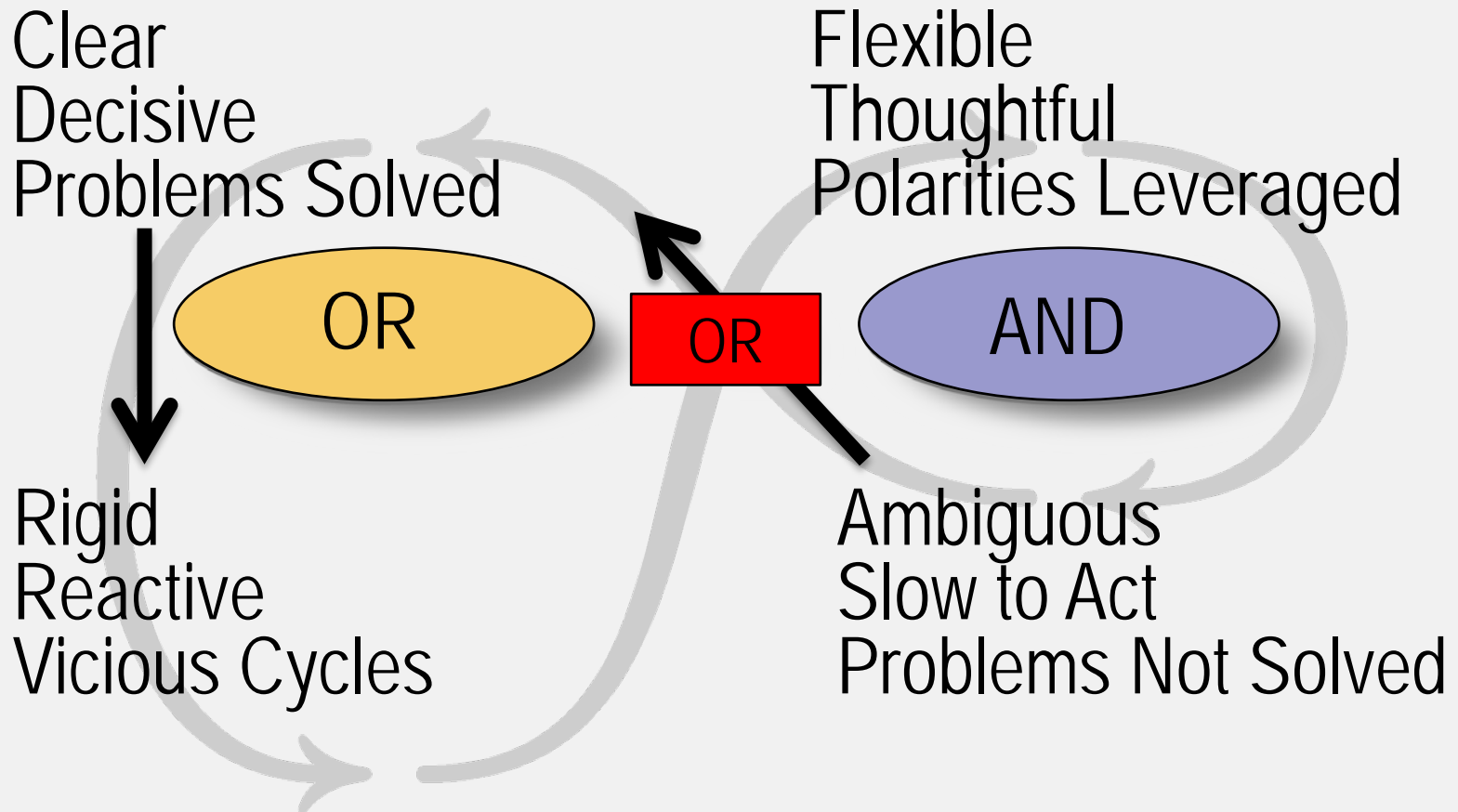## Cincinnati Children's Hospital

Two perfectly legitimate desires:
1. To be a **clear, decisive problem solver**
2. To **protect** "us" (my family, organization, country)

These two desires can each be seen as one pole of a polarity. Without combining each of these with its interdependent pole, these two legitimate desires create and perpetuate sexism, racism and poverty.

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What if an Implicit Bias for OR is the root cause for mismanaging polarities?

Clear
Decisive
Problems Solved

Flexible
Thoughtful
Polarities Leveraged

OR — OR — **AND**

Rigid
Reactive
Vicious Cycles

Ambiguous
Slow to Act
Problems Not Solved

What if we bring an OR bias to our addressing of Explicit Power?

"We" have the power to **protect** "our" interests

"They" have the power to protect their interests

Claim Power For Us

OR

Share Power With Them

"They" are defeated and unable to protect "their" interests
Military superiority leads to assumptions to superiority in all other ways: White superiority in the USA; Male superiority on the planet: Sexism, Racism, Poverty

"We" are defeated and unable to protect "our" interests
"We" are oppressed and seen as inferior

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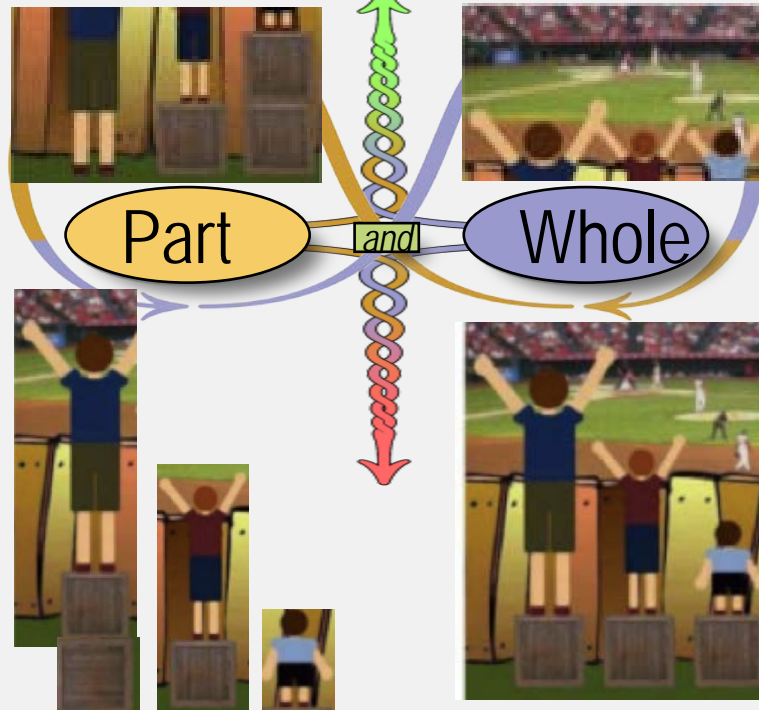EQUALITY   EQUITY

Greater Purpose

EQUITY

"Targeted"*
Freedom to address
Unique needs

"Universalism"*
Equality of access
to game
Connectedness

Part *and* Whole

Selfishness
Inequitable access
to game
Isolation &
polarization

Sameness
Inability to
address
unique needs

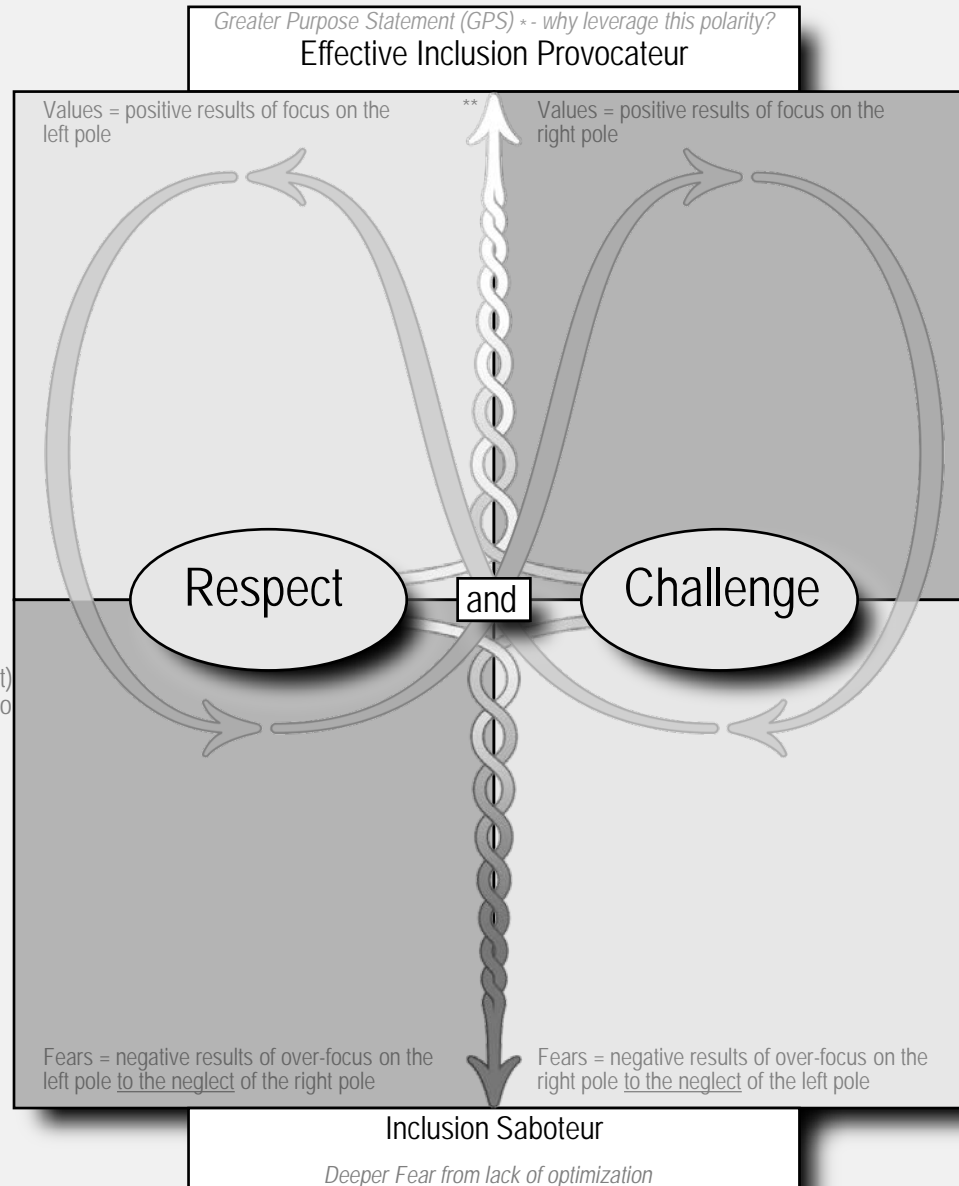**Gross Inequity**

*ja powell – <u>Racing to Justice</u>

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Polarity ® Map

Effective Inclusion Provocateur

Action Steps

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

Values = positive results of focus on the left pole

Values = positive results of focus on the right pole

Action Steps

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

Respect and **Challenge**

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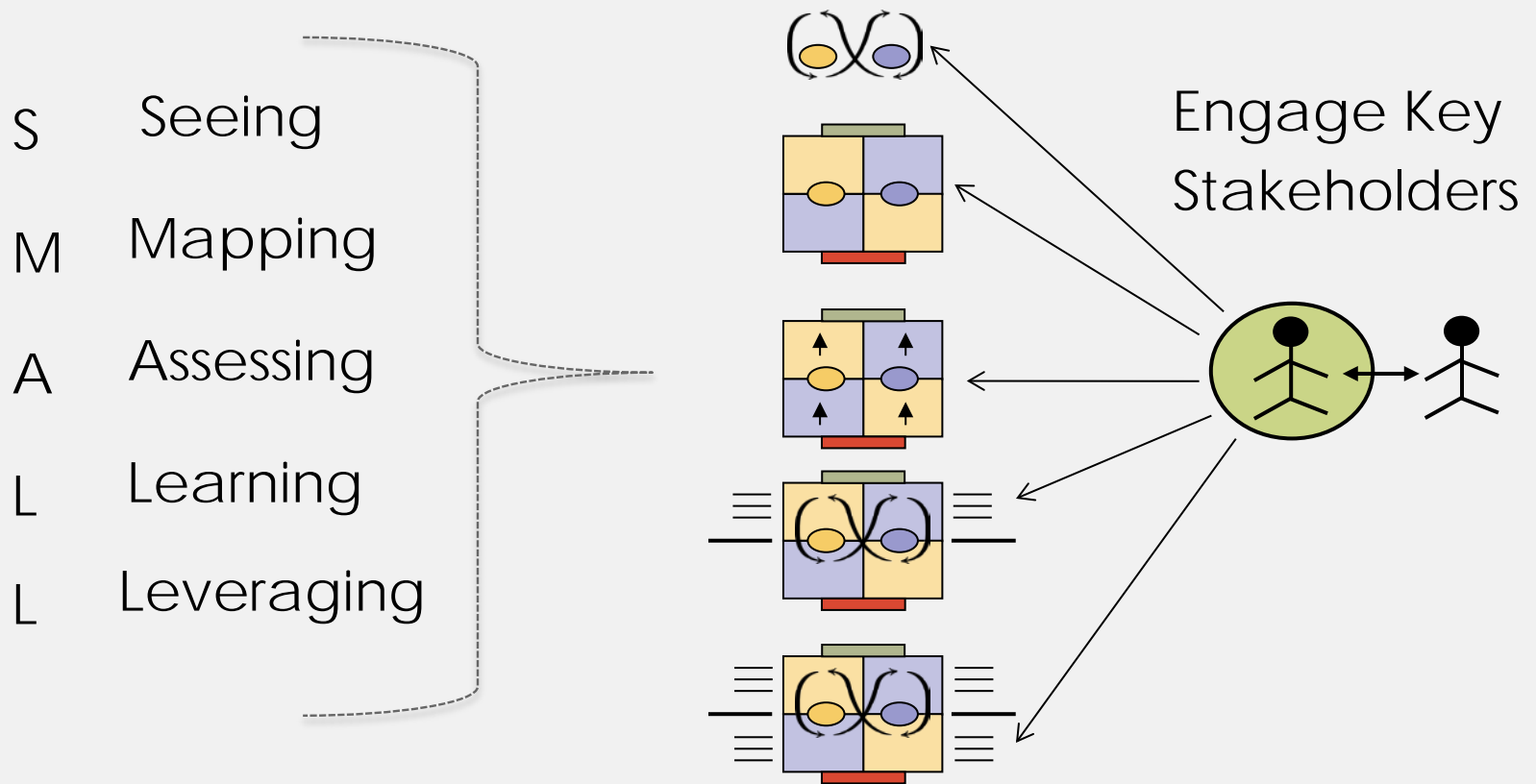
Measurable indicators (things you can count) that will let you know that you are getting into the downside of this right pole.

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

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

Inclusion Saboteur

Deeper Fear from lack of optimization

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™)
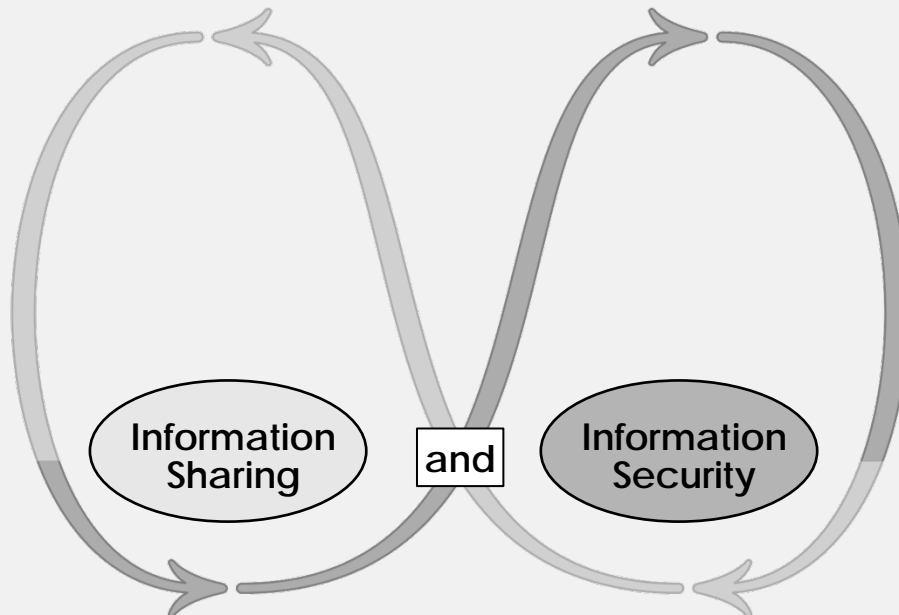
S	Seeing
M	Mapping
A	Assessing
L	Learning
L	Leveraging

Engage Key Stakeholders

Dave Wennergren
Deputy CIO DOD

What did Dave do?

He Started by Seeing

Information Sharing and **Information Security**

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Polarity Map ®

Information Advantage

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

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

Values = positive results of focus on the left pole **

- Innovation
- Creativity
- Agility
- Attracting next generation workforce
- Collaboration
- Effective decision making
- Knowledge mgmt
- Synchronization
- Increased national security (awareness)

Values = positive results of focus on the right pole

- Protected
- Reduce loss
- More costly for attacker
- Increased national security (protection)
- Identity protection
- Data integrity
- Continuity of operations
- Integrated security and risk management

Information Sharing

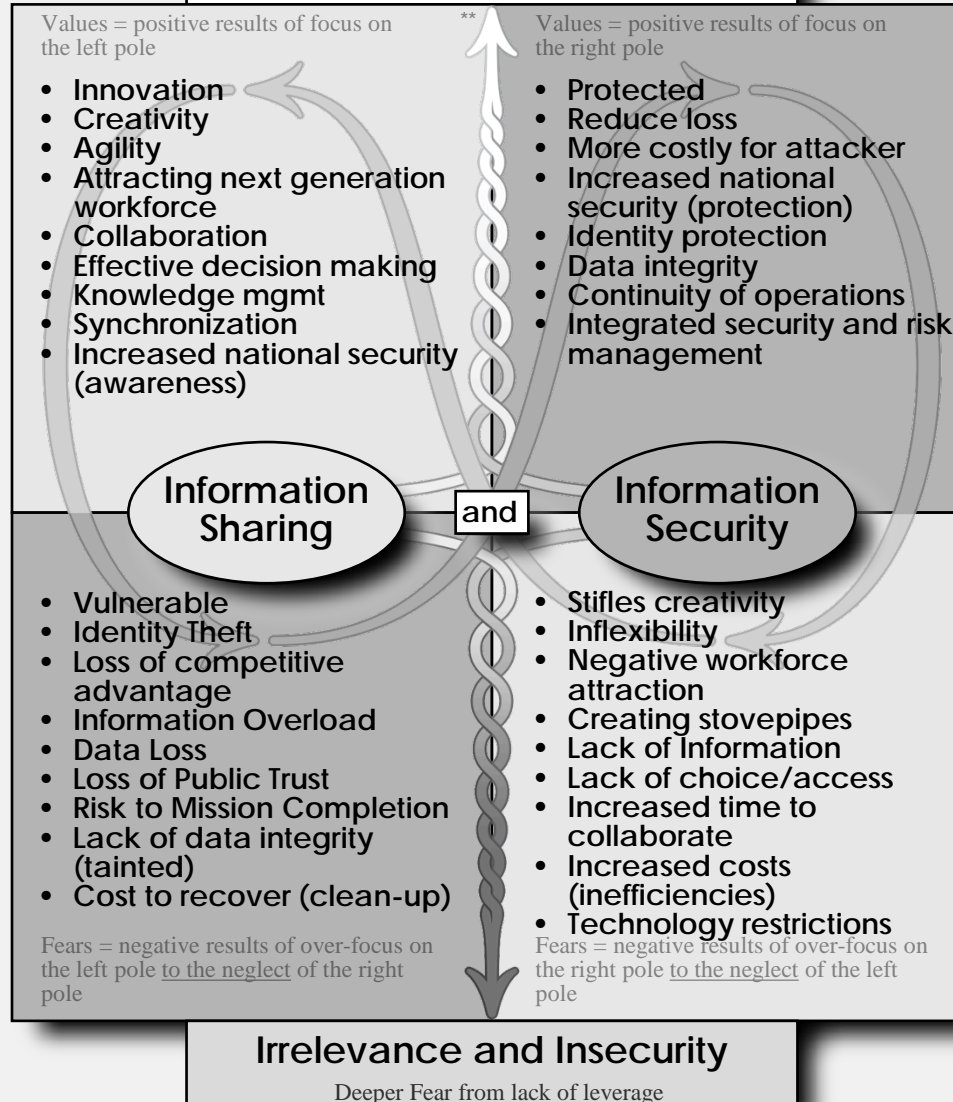and

Information Security

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

- Vulnerable
- Identity Theft
- Loss of competitive advantage
- Information Overload
- Data Loss
- Loss of Public Trust
- Risk to Mission Completion
- Lack of data integrity (tainted)
- Cost to recover (clean-up)

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

- Stifles creativity
- Inflexibility
- Negative workforce attraction
- Creating stovepipes
- Lack of Information
- Lack of choice/access
- Increased time to collaborate
- Increased costs (inefficiencies)
- Technology restrictions

Fears = negative results of over-focus on the right pole to the neglect of the 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.

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

Irrelevance and Insecurity

Deeper Fear from lack of leverage

- **Seeing**:
- Each table will choose one polarity
  - Born in USA AND Born Internationally/Immigrant
  - Nationalism AND Globalism
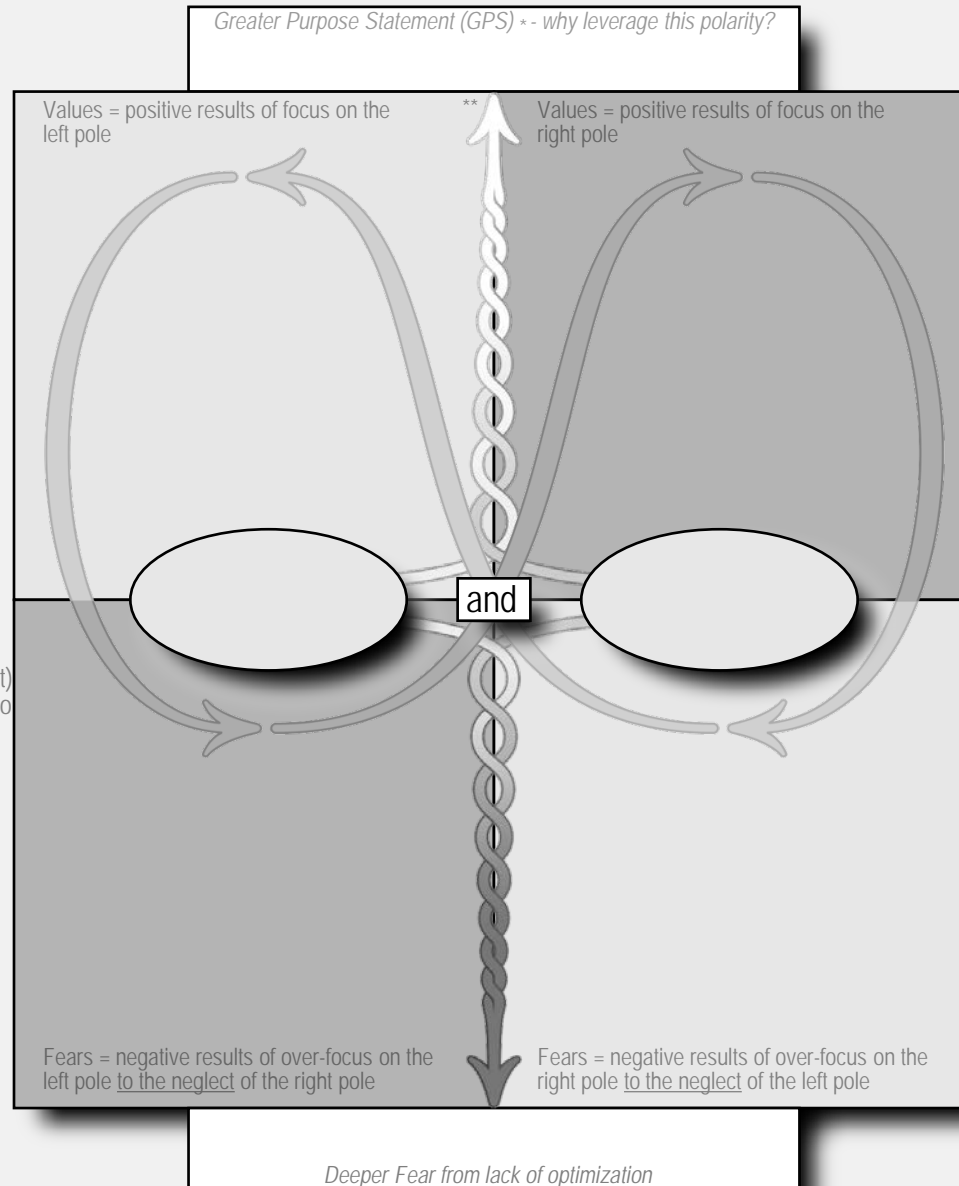 - Urban AND Rural
  - Individualism AND Collectivism

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Polarity ® Map

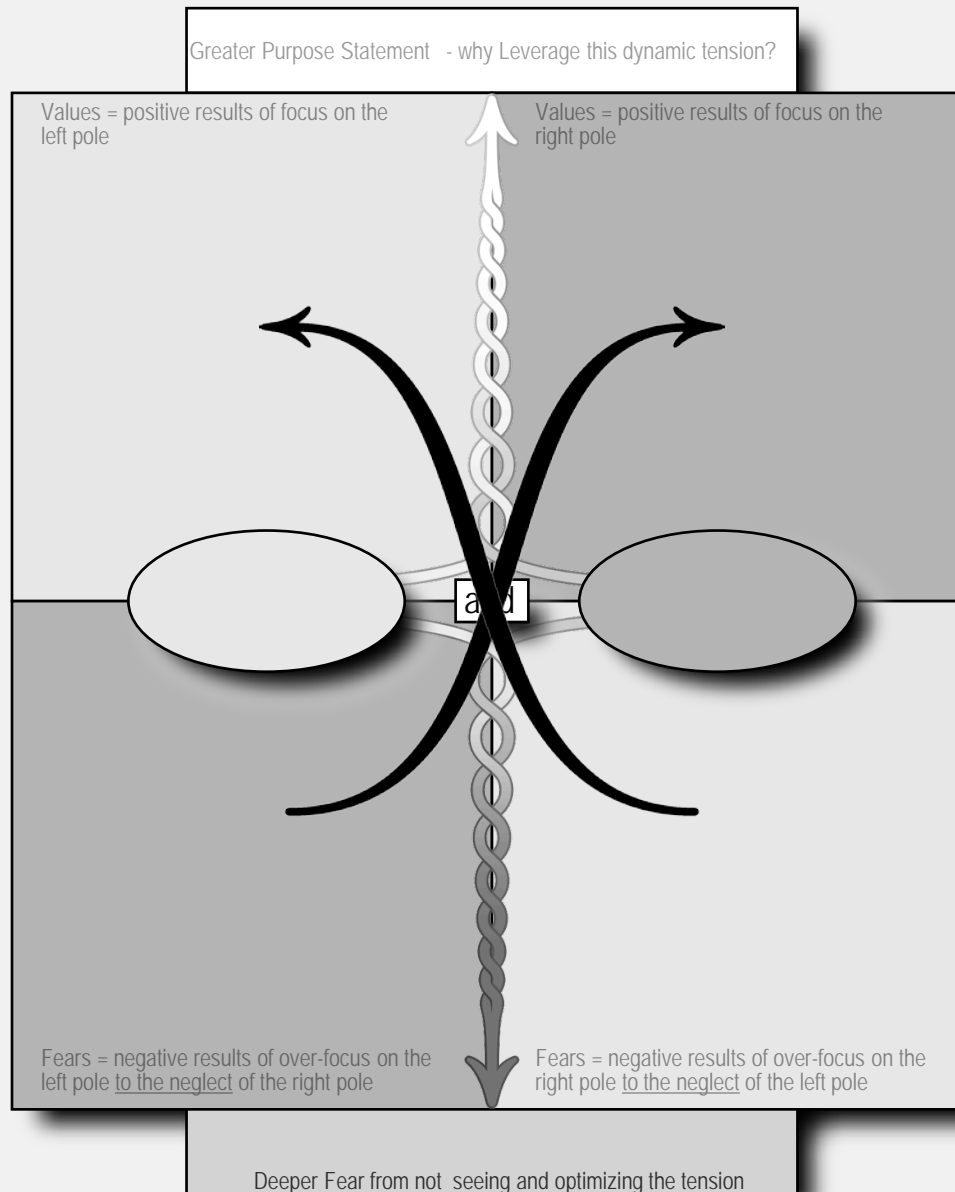## Action Steps

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

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

Action Steps

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

Values = positive results of focus on the left pole

**

Values = positive results of focus on the right pole

and

Early Warnings***

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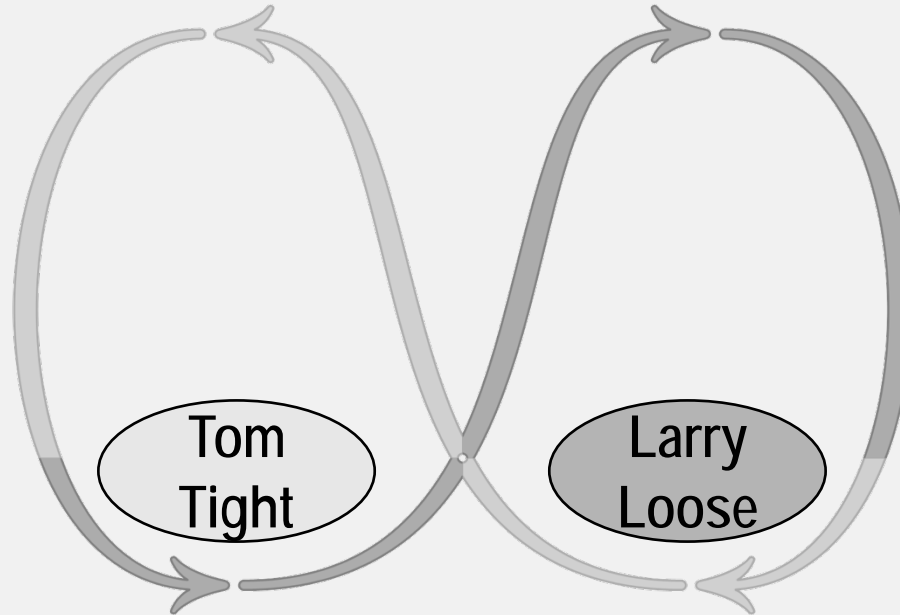Fears = negative results of over-focus on the left pole <u>to the neglect</u> of the right pole

Fears = negative results of over-focus on the right pole <u>to the neglect</u> of the left pole

Deeper Fear from lack of optimization

Mapping – Content Guide

GPS = Greater Purpose Statement
Why?
Result of both
upside quadrants

Effective Inclusion Provocateur *

Positive
Results of
Focusing on
the Left Pole

1.

2.

3.

Positive
Results of
Focusing on
the Right
Pole

Neutral or
Positive
Name of
Left Pole

Respect and **Challenge**

Neutral or
Positive
Name of
Right Pole

Negative
Results of
Over-focusing
on **Left** Pole to
the Neglect of
Right Pole

1.

2.

3.

Negative
Results of
Over-focusing
on **Right** Pole
to the Neglect
of **Left** Pole

Inclusion Saboteur

Deeper Fear
Result of both downside
quadrants

* Thanks to John Scherer, Center for Work and the Human Spirit

Mapping - Fill out all four quadrants in your map
- Pay attention to content guidelines within the quadrants.
- 2 to 3 items in each quadrant.
- Diagonals are resources as exact opposites
- Same number of items in all four quadrants
- 10 minutes

Trend Arrow Assessment

Action Steps

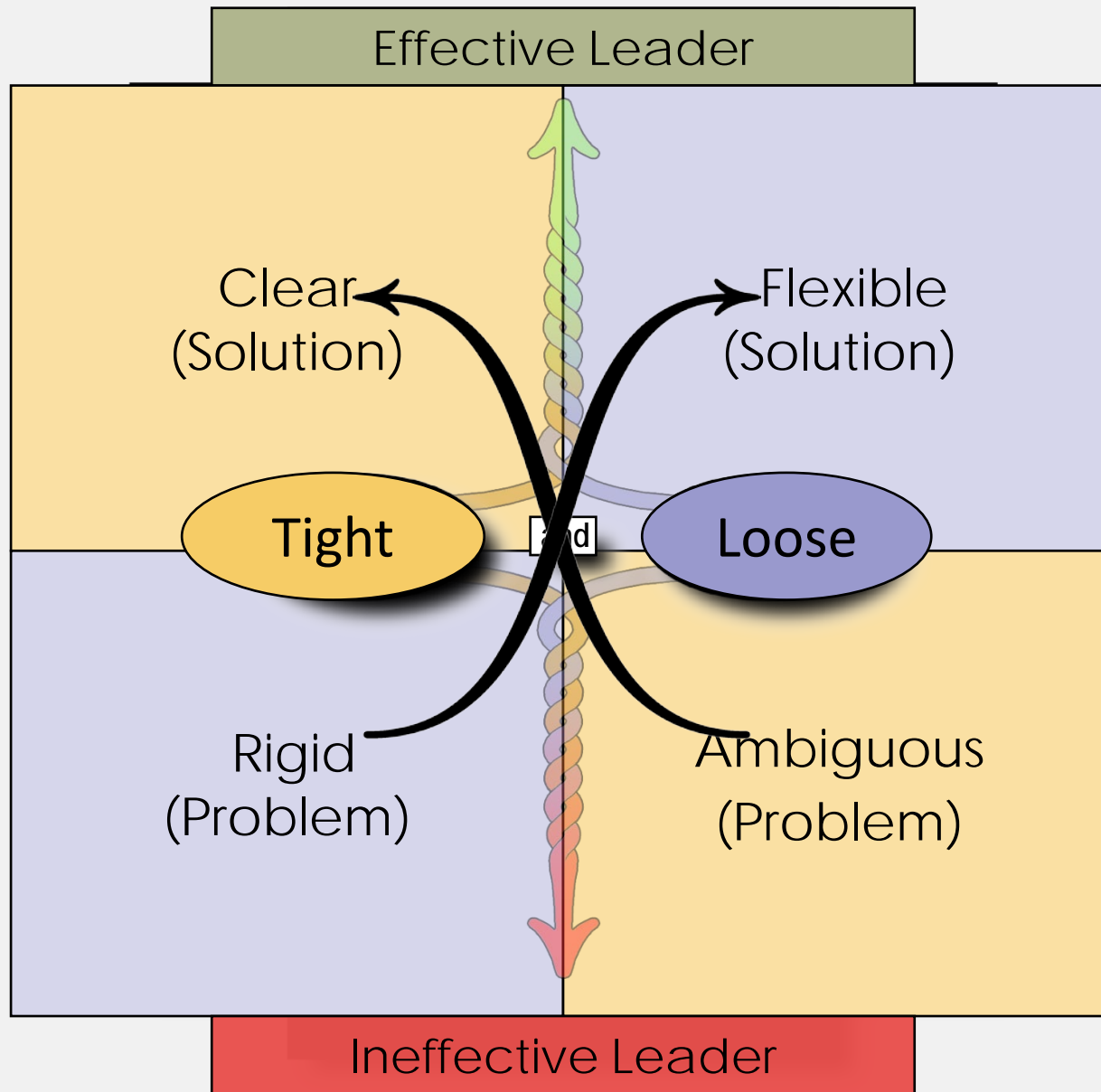*How will we gain or maintain the positive results from focusing on this left pole? What? Who? By When? Measures?*

Action Steps

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

Greater Purpose Statement   - why Leverage this dynamic tension?

Values = positive results of focus on the left pole

Values = positive results of focus on the right pole

and

Early Warnings

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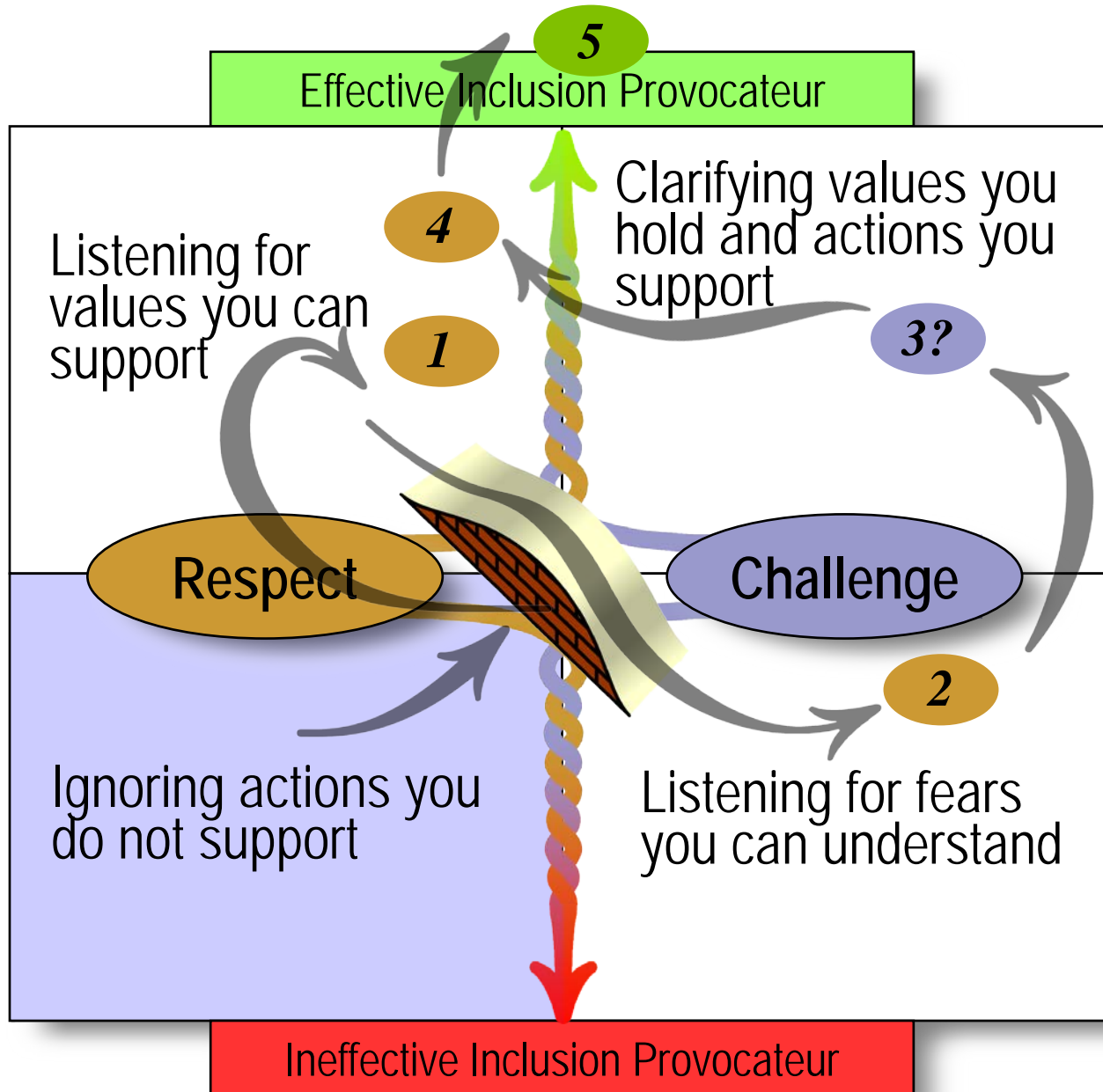
Early Warnings

Measurable indicators (things you can count) that will let you know that you are getting into the downside of this right pole.
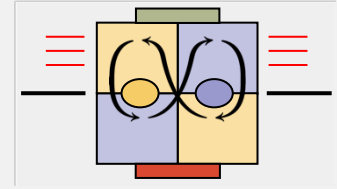
Fears = negative results of over-focus on the left pole to the neglect of the right pole

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

Deeper Fear from not seeing and optimizing the tension

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Tom
Tight

Larry
Loose

Effective Leader

Clear (Solution) ← / → Flexible (Solution)

Tight and **Loose**

Rigid (Problem) / Ambiguous (Problem)

Ineffective Leader

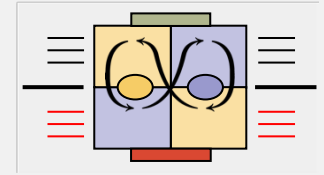# GETTING UNSTUCK

Actions Steps

- What are you doing or will you do to get the upside of each pole?

- Can be doing them now or start doing them

- Have to be "Actionable" – Be willing to put a name, date and other specifics by it

- High Leverage Action Step = Can apply to both upsides

- 2 minutes individually

- 8 minutes sharing as table team

Leveraging – Early Warnings

Early Warnings

- How will you know <u>early</u> that you are getting into the downside of each pole?

- Must be measurable – something you can count. Begin with, "Increase in" or "Decrease in"

- Can be "Comments like, _____"

- You cannot have the same Early Warning for both poles – you must be able to identify why you are in the downside of one pole as opposed to the other. Low Morale – might appear as Early Warnings for both downsides. Low Morale because…

- 2 minutes individually

- 8 minutes share as table team

Questions for the Inclusion Provocateur:

- How do I manage my bias for either Respect Or Challenge as an Inclusion Provocateur?
  (Respect AND Challenge)

- How do I expand my focus beyond individual bias to address systemic barriers, policies and culture within my organization?
  (Individual Focus AND Systems Focus)

- Who are the influencers that can support my efforts to change the status quo?
  (Self as resource AND Others as a resource)
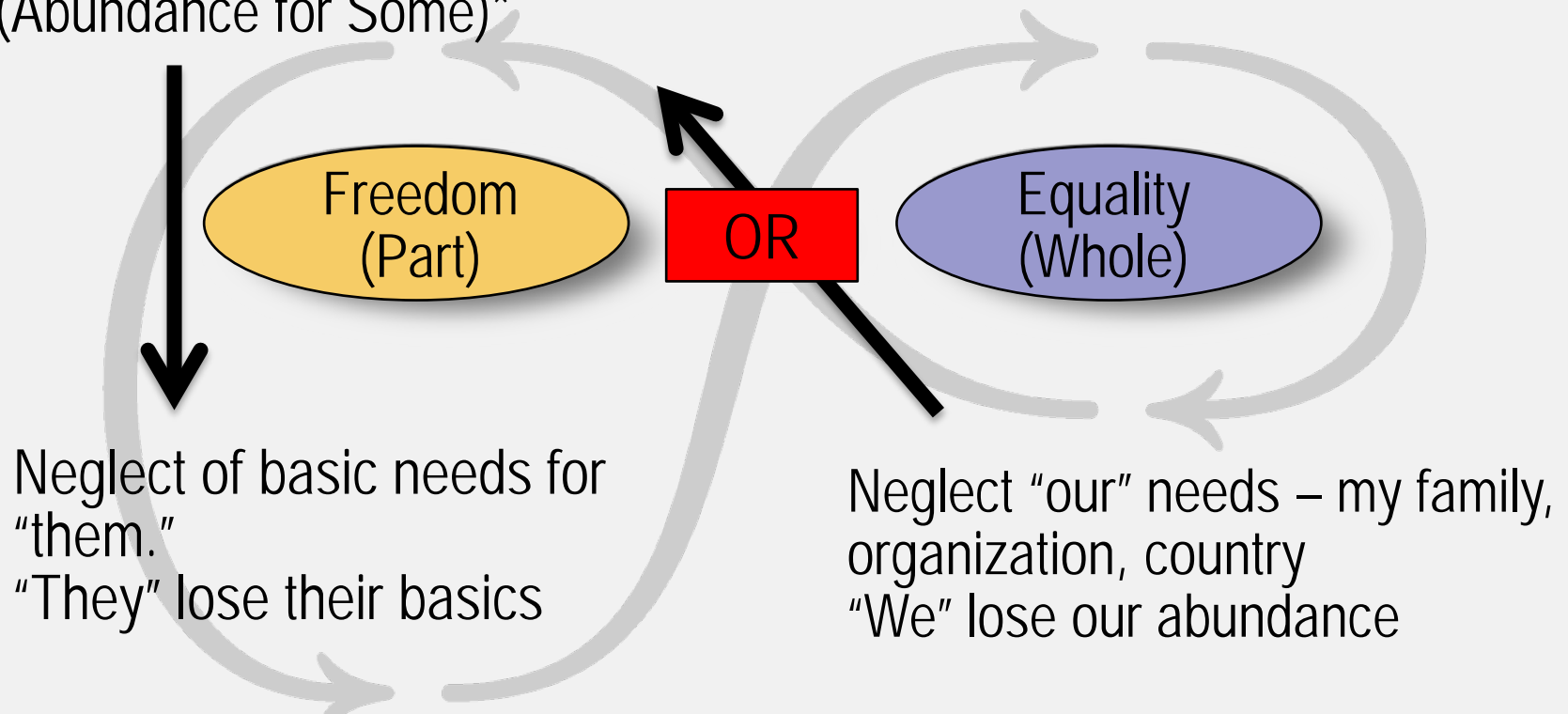
Four perfectly legitimate desires:
1. To be a **clear, decisive problem solver**
2. To **protect** "us" (my family, organization, country)
3. To **provide** for "us" (my family, organization, country)
4. To **obey the law** and expect others to do so.

These four desires can each be seen as one pole of a polarity. Without combining each of these with its interdependent pole, these four legitimate desires create and perpetuate poverty, racism and sexism.

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What if we bring an OR bias combined with the Explicit Power we have gained and want to hold on to when addressing Abundance for Some and Basics for all?

Provide for "us"- my family, organization, country (Abundance for Some)*

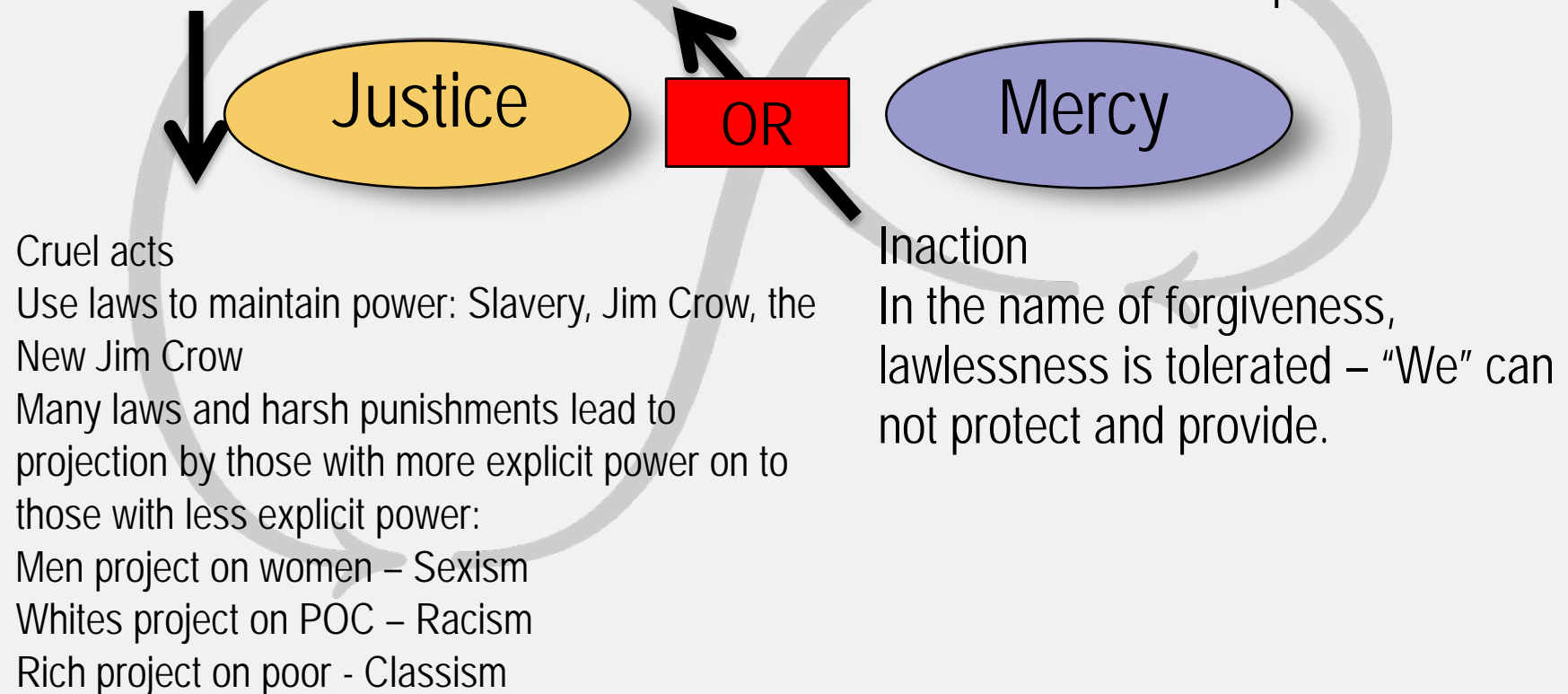Provide for "Them" (Basics* for All)

Freedom (Part)

OR

Equality (Whole)

Neglect of basic needs for "them."
"They" lose their basics

Neglect "our" needs – my family, organization, country
"We" lose our abundance

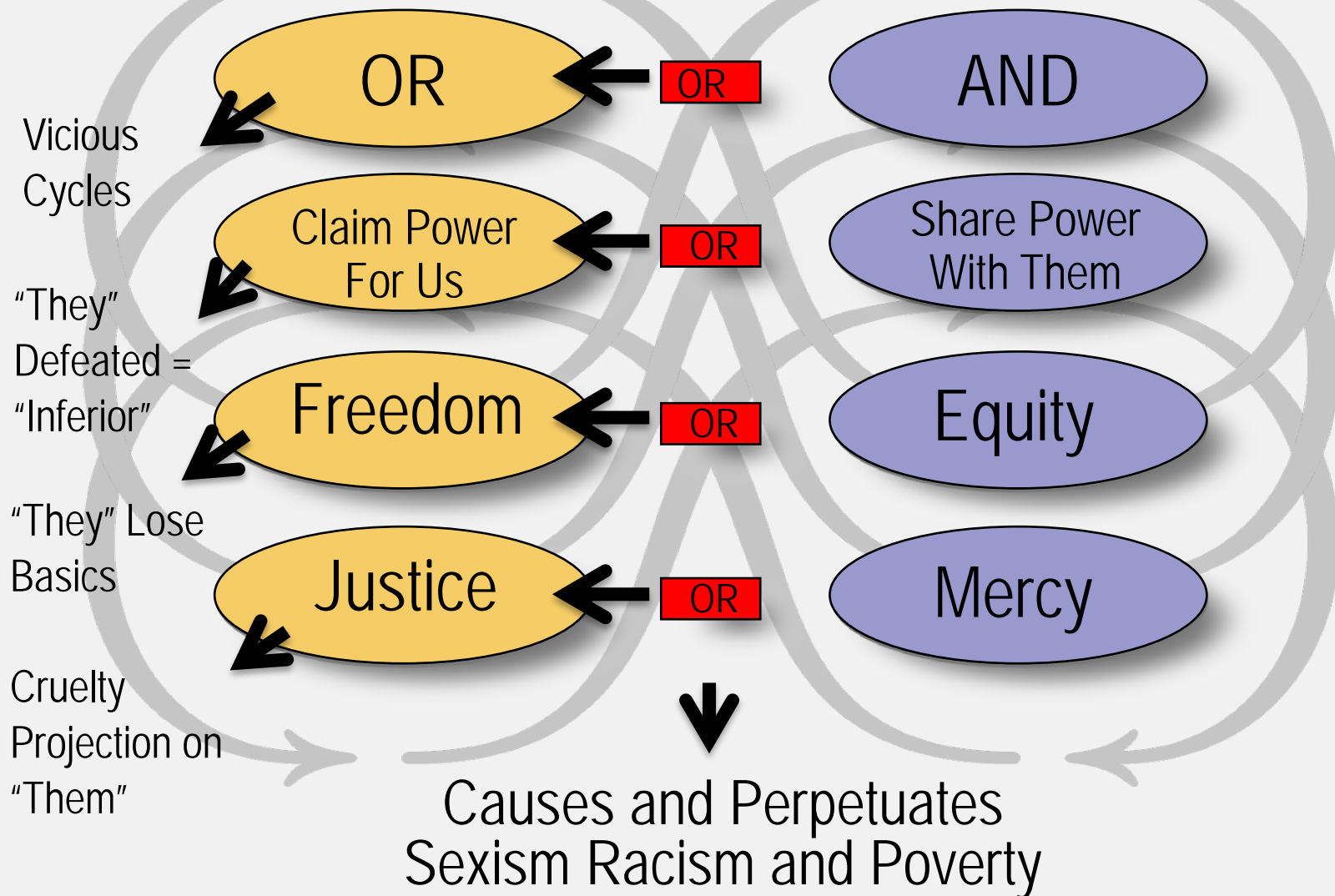* Education, Health Care, Jobs, Food, Shelter, Safety, Cash

What if we bring an OR bias, Explicit Power, and Abundance when addressing Justice and Mercy?
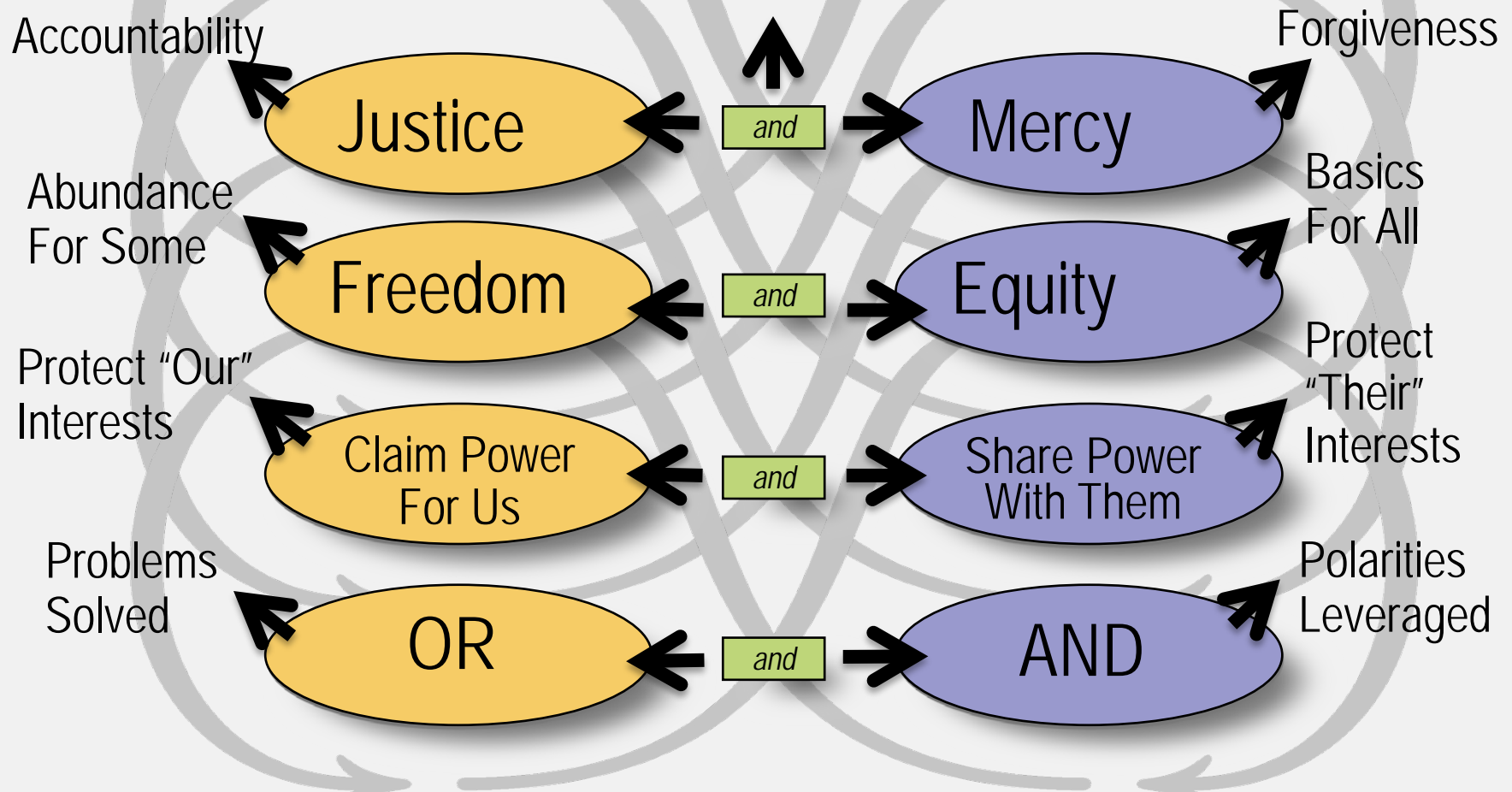
Obey the law
Stand up
Use laws to protect and provide

Forgive
Understand
Use forgiveness to heal self, others and relationships

Justice OR **Mercy**

Cruel acts
Use laws to maintain power: Slavery, Jim Crow, the New Jim Crow
Many laws and harsh punishments lead to projection by those with more explicit power on to those with less explicit power:
Men project on women – Sexism
Whites project on POC – Racism
Rich project on poor - Classism

Inaction
In the name of forgiveness, lawlessness is tolerated – "We" can not protect and provide.

OR thinking, alone, without AND thinking…

OR ← OR → AND

Vicious Cycles

Claim Power For Us ← OR → Share Power With Them

"They" Defeated = "Inferior"

Freedom ← OR → Equity

"They" Lose Basics

Justice ← OR → Mercy

Cruelty Projection on "Them"

Causes and Perpetuates Sexism Racism and Poverty

Interrupt Poverty, Racism, Sexism

Accountability

Justice *and* Mercy

Forgiveness

Abundance For Some

Freedom *and* Equity

Basics For All

Protect "Our" Interests

Claim Power For Us *and* Share Power With Them

Protect "Their" Interests

Problems Solved

OR *and* AND

Polarities Leveraged
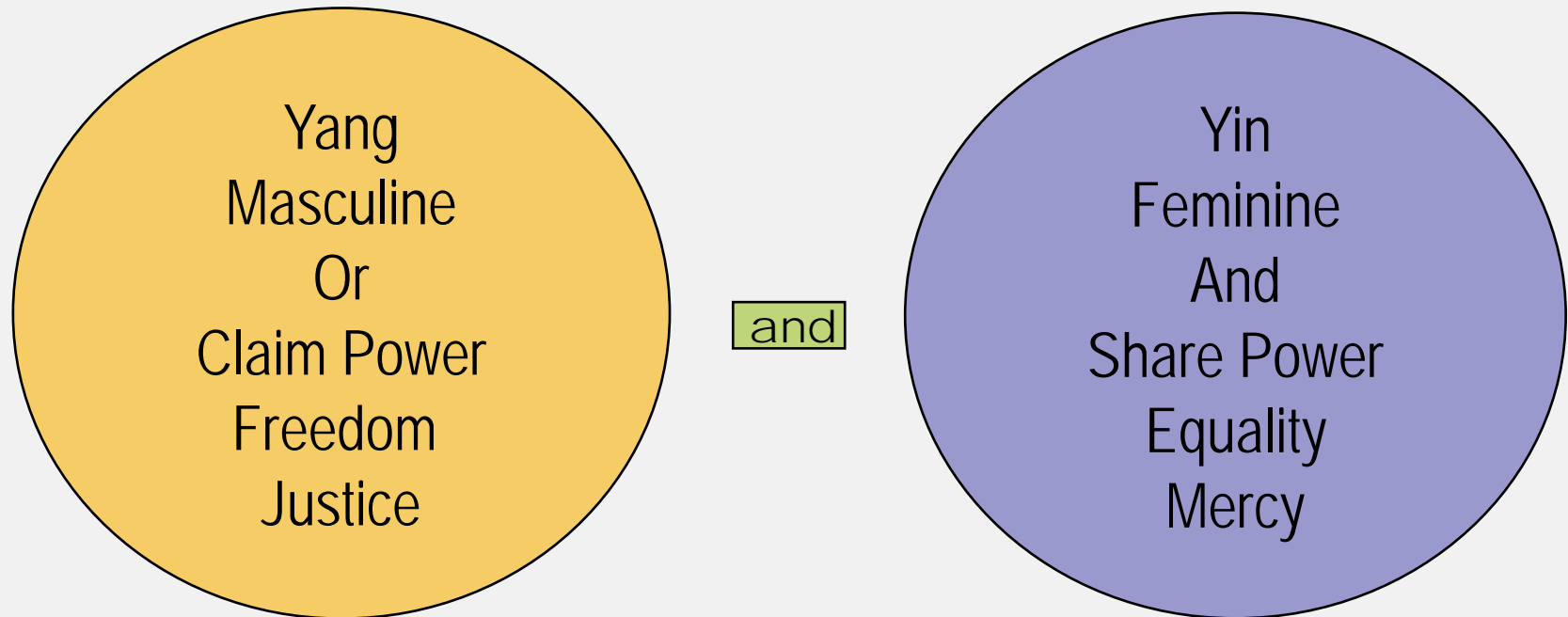
What if supplementing OR thinking with AND thinking is an essential element to interrupting Sexism, Racism and Poverty?

Yang and Yin
Masculine and Feminine

Accountability · Justice · and · Mercy · Forgiveness

Abundance For Some · Freedom · and · Equity · Basics For All

Protect "Our" Interests · Claim Power For Us · and · Share Power With Them · Protect "Their" Interests

Problems Solved · OR · and · AND · Polarities Leveraged
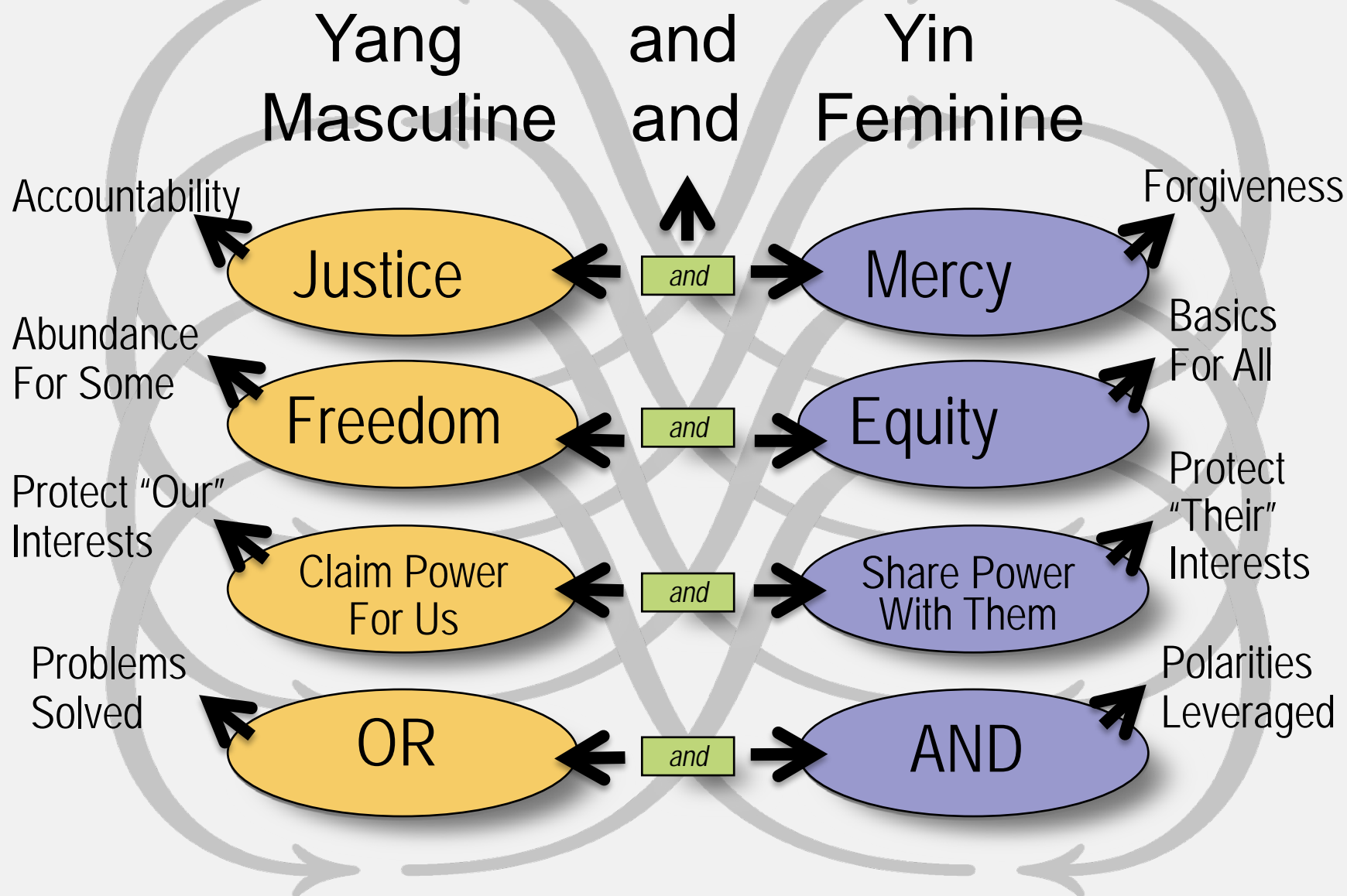
All the polarities above fit within the Yang and Yin Polarity

Yang
Masculine
Or
Claim Power
Freedom
Justice
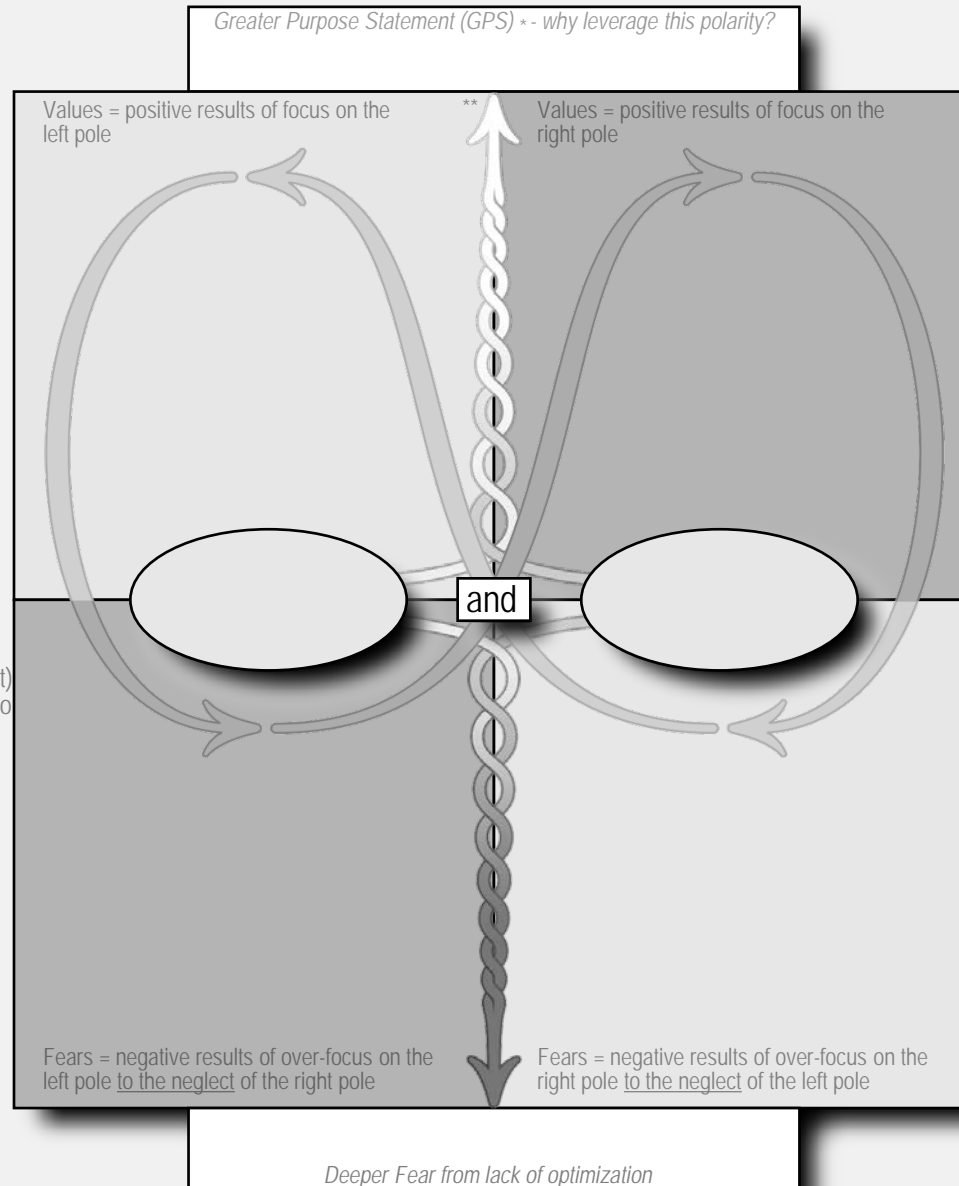
and

Yin
Feminine
And
Share Power
Equality
Mercy

Polarity ® Map

Action Steps

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

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

Action Steps

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

Values = positive results of focus on the left pole

**

Values = positive results of focus on the right pole

and

Early Warnings***

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Fears = negative results of over-focus on the left pole <u>to the neglect</u> of the right pole

Fears = negative results of over-focus on the right pole <u>to the neglect</u> of the left pole

Deeper Fear from lack of optimization

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Polarity ® Map

Action Steps

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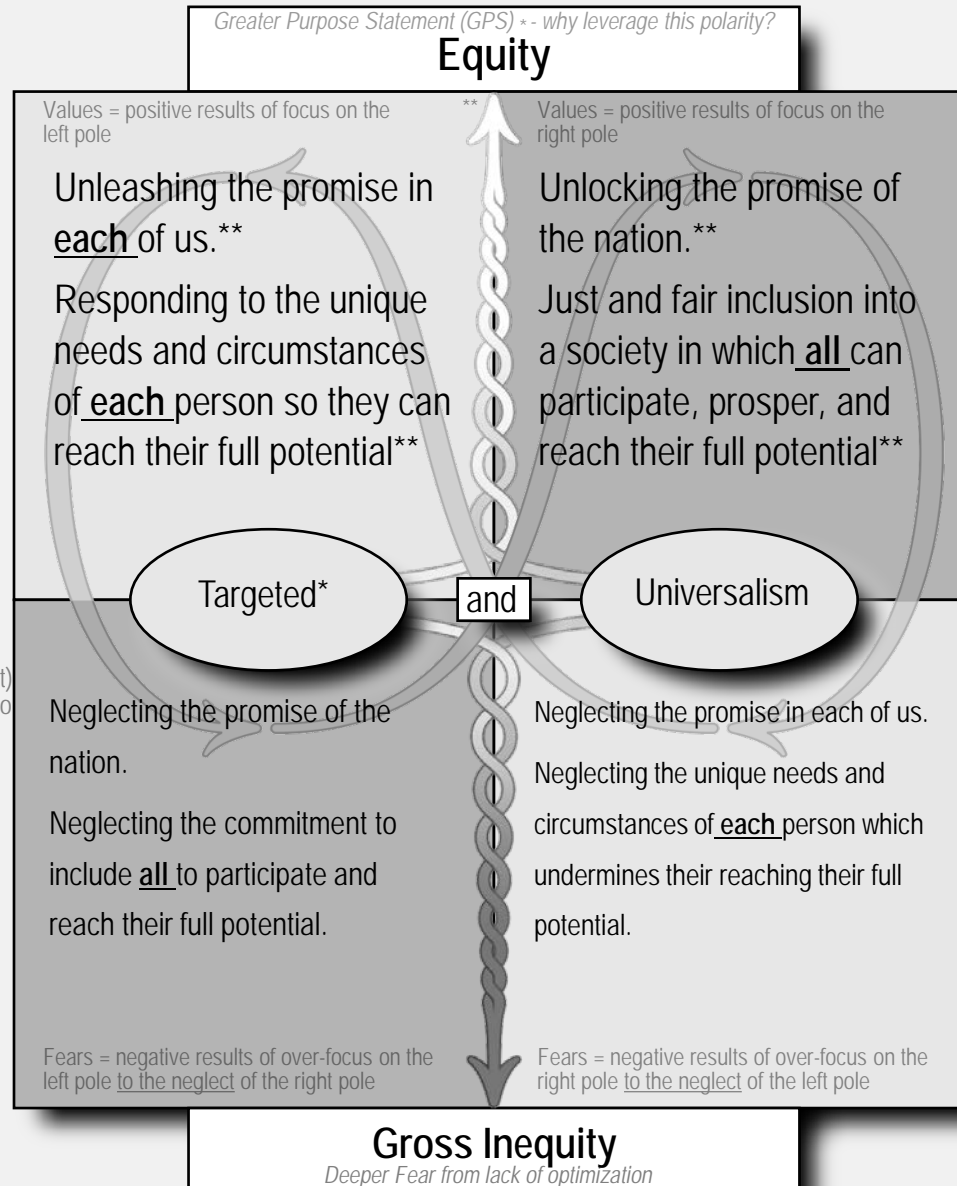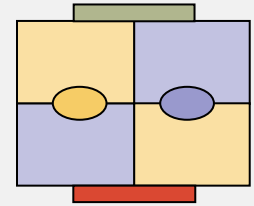
*Greater Purpose Statement (GPS) * - why leverage this polarity?*

Equity

Action Steps

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

Values = positive results of focus on the left pole

Values = positive results of focus on the right pole

Unleashing the promise in <u>each</u> of us.**

Responding to the unique needs and circumstances of <u>each</u> person so they can reach their full potential**

Unlocking the promise of the nation.**

Just and fair inclusion into a society in which <u>all</u> can participate, prosper, and reach their full potential**

Targeted*   and   Universalism

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.

Neglecting the promise of the nation.

Neglecting the commitment to include <u>all</u> to participate and reach their full potential.

Neglecting the promise in each of us.

Neglecting the unique needs and circumstances of <u>each</u> person which undermines their reaching their full potential.

Fears = negative results of over-focus on the left pole <u>to the neglect</u> of the right pole

Fears = negative results of over-focus on the right pole <u>to the neglect</u> of the left pole

Gross Inequity
Deeper Fear from lack of optimization

Identifying the Greater Purpose Statement (GPS)*

Why leverage this Polarity well?
And, what will keep us oriented together?

Why invest the time and energy into an intentional effort to leverage a polarity well? This is an important question.

One answer is, "To get the upsides of both poles." We think that is a good answer. Yet it is worth pushing the issue one step further: What is the benefit of getting the upsides of both poles? We are looking for something that is valued by both those who prefer the left pole and those who prefer the right pole – a Greater Purpose both sides can agree to.

What will keep us oriented together in tough times? The Greater Purpose Statement, like a Global Positioning System helps us locate where we are and where we are heading.

For example, in the polarity of Stability and Change, the Greater Purpose Statement might be to "Gain Competitive Advantage" by both respecting Core Values **and** seeking New Energy and Direction. It can help people who favor different poles to have an agreed upon higher purpose that makes it worth the effort to capitalize on their differences. The "Greater Purpose Statement" goes on the rectangle at the top of the polarity map.

Identifying the Deeper Fear

Another answer to the question, "Why leverage this polarity well?" is, "To avoid the downsides of both poles." We agree. Yet we can also pursue this one step further. What is a deeper fear to avoid under both downsides? This is the negative opposite of the "Greater Purpose Statement." For example, the negative opposite of the GPS, "Competitive Advantage" could be "Can't Compete" or "Go Out of Business." This is the deeper consequence from either downside of the Stability and Change polarity. The "Deeper Fear" goes in the rectangle at the bottom of the polarity map.

Polarity Thinking™ Bibliography

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

Anderson, Kathy. Polarity Coaching: Coaching People and Managing Polarities. Amherst: HRDPress, 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.*

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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.*

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