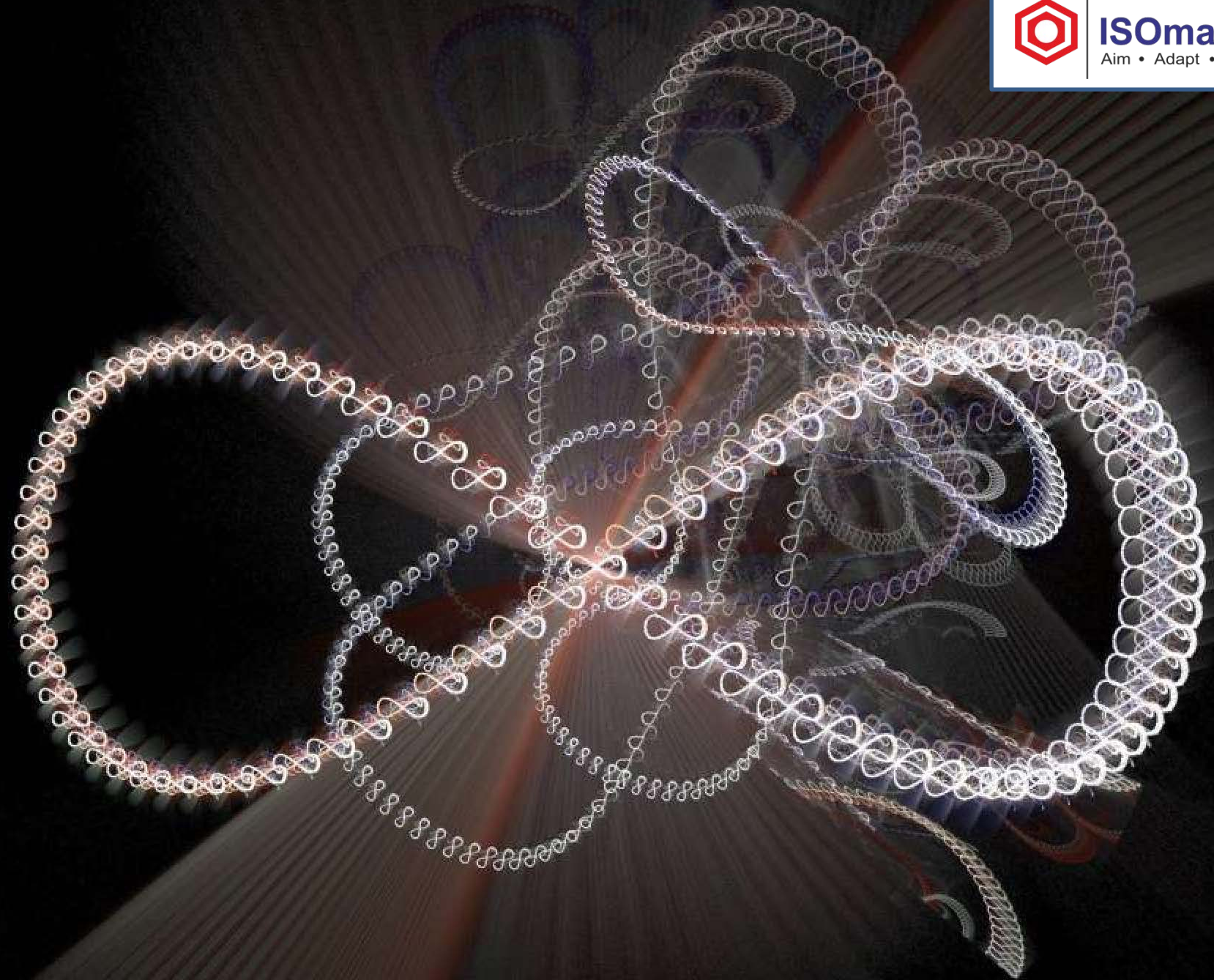




ISOmantra
Aim • Adapt • Achieve





Introductions



- Name
- Where you came from to get here
- Describe your project in two sentences
- Share one big challenge that you're facing (or have faced) in an EWB project—be spicy and brief!



How do we solve the most vexing problems of our time?

We don't.
Because some are not problems
to solve.

Places to Intervene in a System



Donella Meadows



12. Constants, parameters, numbers (such as subsidies, taxes, standards);
11. The sizes of buffers and other stabilizing stocks, relative to their flows;
10. The structure of material stocks and flows (such as transport networks, population age structures);
9. The lengths of delays, relative to the rate of system change;
8. The strength of negative feedback loops, relative to the impacts they are trying to correct against;
7. The gain around driving positive feedback loops;
6. The structure of information flows (who does and does not have access to what kinds of information);
5. The rules of the system (such as incentives, punishments, constraints);
4. The power to add, change, evolve, or self-organize system structure;
3. The goals of the system;
- 2. The mindset or paradigm out of which the system—its goals, structure, rules, delays, parameters—arises; and**

1. The power to transcend paradigms



Problem Solving through Either- Or Thinking



Leveraging Polarities through Both- And Thinking



Drowning, Surviving or Surfing?



A sign on the beach says, “BEWARE ofRIPCURRENTS.”

We know that a rip current occurs when waves break onto the shore from opposite directions, creating a powerful current, like a river, going out to sea in the opposite direction of the shore.

If you aren’t familiar with rip currents and get caught in one while swimming, a potentially fatal mistake is to make the logical conclusion based on the initial data that your choice is to either swim to the safety of shore or be carried out to sea.

Following this logic can result in becoming exhausted very quickly to devastating results. In fact, over 100 people die from rip currents each year.

Thanks to others passing the wisdom gleaned from experiences with rip currents, we learn to “*swim parallel to shore*” to avoid disaster—a critical reframing of the situation!

However, some people like the professional surfers in the treacherous Waimea Bay on the North Shore of Oahu, actually learn to play in the “energy system” of rip currents. Surfers ride the rip current out to sea, surf the waves back to shore, and ride the rip current back like a conveyer. Surfers far exceed survival in rip currents; they tap the energy in the rip current’s system and thrive in it!

Thinking in polarities helps you see the system more fully and leverage the energy of values tensions. We want to help you not just survive, but to thrive by learning to surf in polarity dynamics.



A Useful Additional Way of Seeing



- Addresses our highest values and our deepest fears
- Applies to all levels and all sectors of society
- It reveals why we become victims AND why we victimize others
- Helps us flip chronic conflict into sustainable innovation and engagement



What You'll Gain Today



- **Discover how to —see polarities** and gain a practical tool for mapping and managing them
- **Learn the critical relationship between polarities and problems**—and how to solve problems better by discerning the polarities behind them
- **Expand your ability to see the fuller picture in any given situation** and dramatically reduce unintended consequences and fixes that fail



Session Roadmap



- Map a leadership polarity affecting you now
- Map a social change polarity
- Illustrate 10 key principles of polarities—by moving between *practice* and *principles* (a polarity!)
- Walk through basic steps for leveraging polarities
- Look at the emerging “integrative” economy
- Q & A
- Next steps

Choose your preference from each pair



Intuitive	Data-driven
Innovative	Staying the course
Foster unity	Encourage debate
Entrepreneur leading	Partners leading
Simplicity	Deep understanding
Pushing Maverick	Patient Partner
Revolutionary	Evolutionary
Focus on task	Focus on relationship
Visionary	Grounded
Highest leverage	Easily sellable
Implement	Plan

Identify the one pair that was the easiest choice to make



Intuitive	Data-driven
Innovative	Staying the course
Foster unity	Encourage debate
Entrepreneur leading	Partners leading
Simplicity	Deep understanding
Pushing Maverick	Patient Partner
Revolutionary	Evolutionary
Focus on task	Focus on relationship
Visionary	Grounded
Highest leverage	Easily sellable
Implement	Plan



1

3

Preferred Value

Other Value

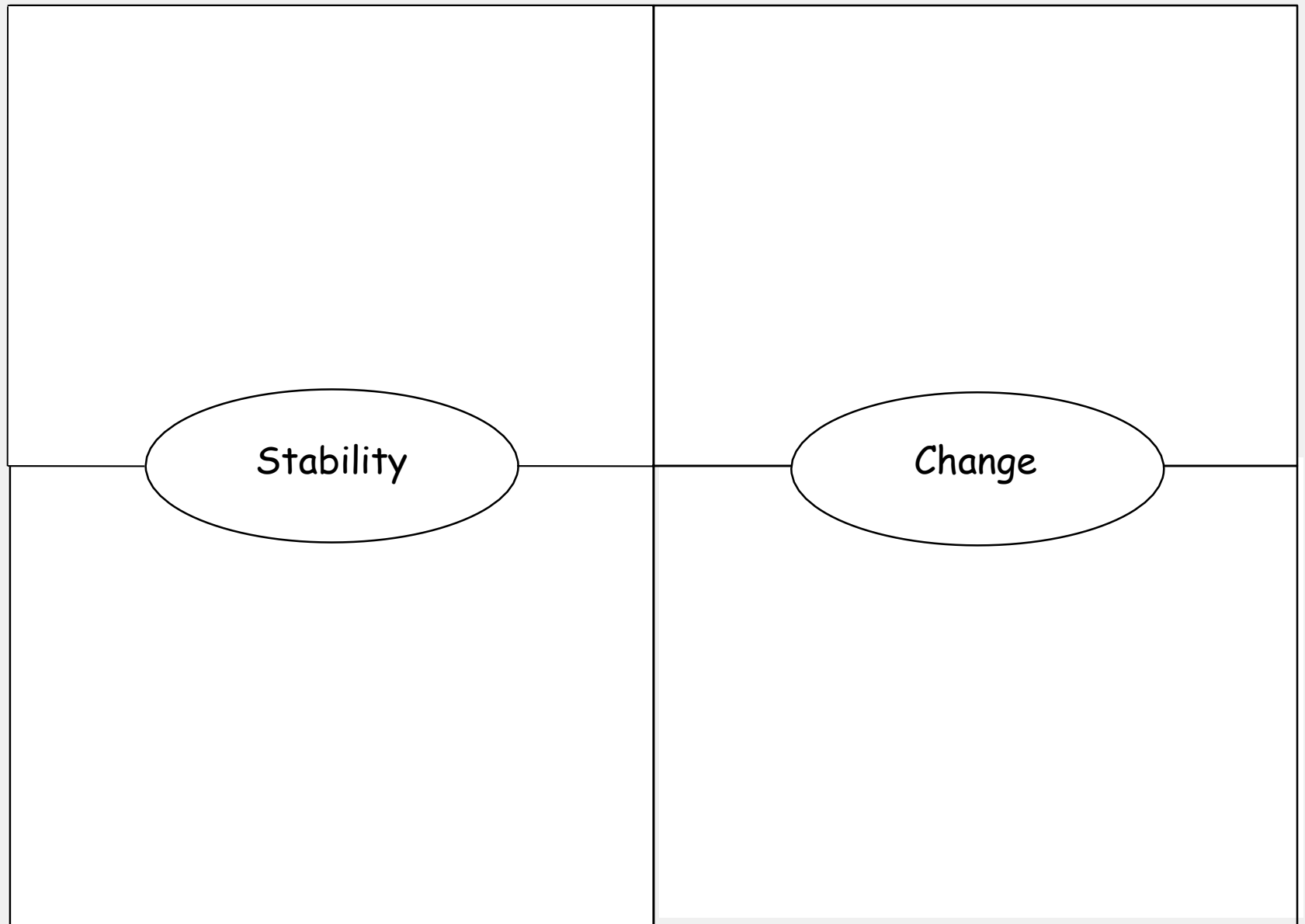
4

2

Let's map one together



- We'll do this together as a group
- Stability & Change
- How do we realize the full benefit of keeping what's important about our past and current experience, and innovating and learning so we can adapt to a changing reality?



- ***Building from core values***
- ***Honoring traditions***
- ***Continuity***
- ***Leverage past and present wisdom***
- ***People feel honored for their experience***

Stability

- ***Stagnation***
- ***Loss of energy***
- ***Missed opportunities***
- ***Get left behind***
- ***Change agents are denigrated***

- ***Adapt to changing world***
- ***New energy and direction***
- ***Creativity***
- ***Leverage new wisdom***
- ***People feel honored for their creativity***

Change

- ***Lose continuity***
- ***Lose core values***
- ***Foolish risk***
- ***People feel lost***
- ***Traditionalists are denigrated***



The Higher Purpose



At your tables...look at the **upsides** of Stability and Change and **describe the project outcome we get in a short phrase.**

- *Building from core Values*
- *Honoring traditions*
- *Continuity*
- *Leverage past and present wisdom*
- *People feel honored for their experience*

- *Adapt to changing world*
- *New energy and direction*
- *Creativity*
- *Leverage new wisdom*
- *People feel honored for their creativity*

Stability

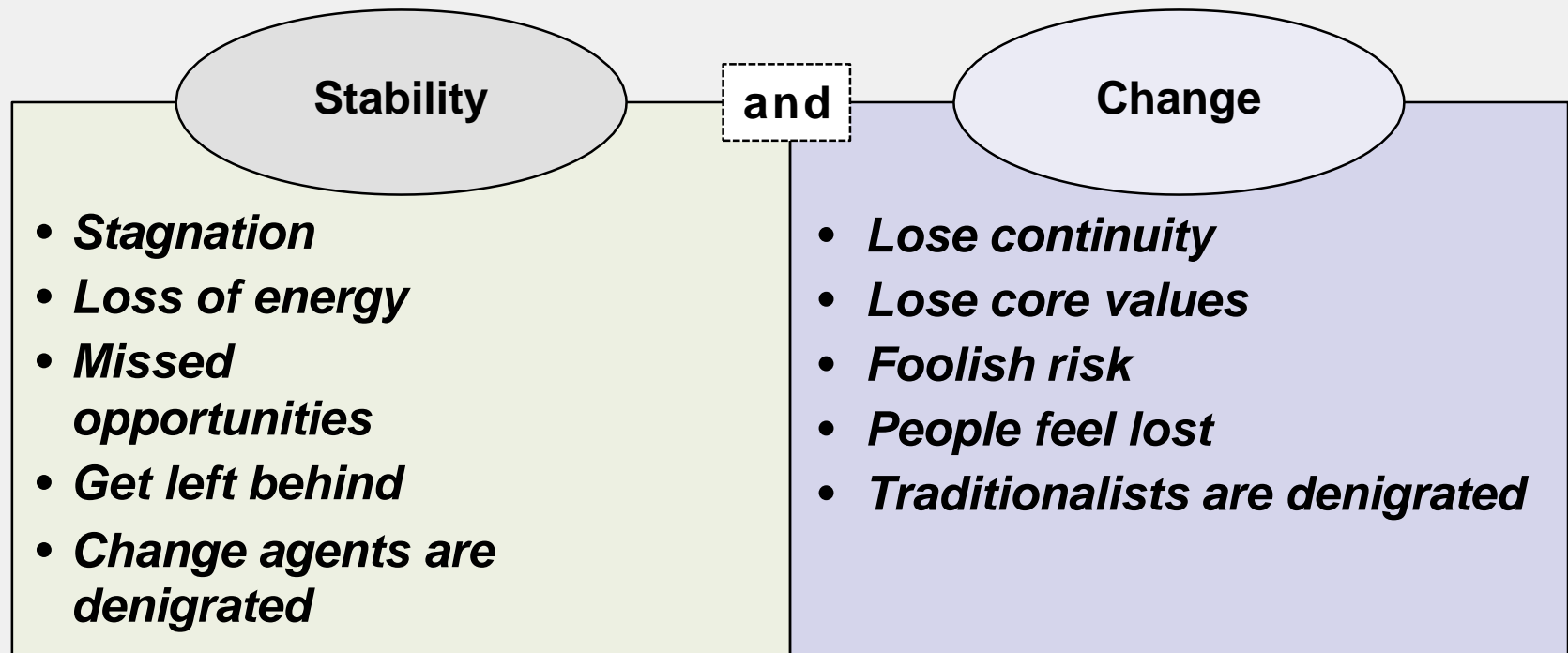
and

Change

The Deeper Fear



At your tables...look at the **downsides** of Stability and Change and **describe the project outcome we get in a short phrase.**





- ***Building from core Values***
- ***Honoring traditions***
- ***Continuity***
- ***Leverage past and present wisdom***
- ***People feel honored for their experience***

Stability

and

Change

- ***Adapt to changing world***
- ***New energy and direction***
- ***Creativity***
- ***Leverage new wisdom***
- ***People feel honored for their creativity***

- ***Stagnation***
- ***Loss of energy***
- ***Missed opportunities***
- ***Get left behind***
- ***Change agents are denigrated***

- ***Lose continuity***
- ***Lose core values***
- ***Foolish risk***
- ***People feel lost***
- ***Traditionalists are denigrated***

Failed Solution



People who love change are also repulsed by the downsides of stability. This is the direction of their energy.

- ***Stagnation***
- ***Loss of energy***
- ***Missed opportunities***
- ***Get left behind***
- ***Change agents are denigrated***

Failed Solution

A Thriving, Successful Solution

- ***Adapt to changing world***
- ***New energy and direction***
- ***Creativity***
- ***Leverage new wisdom***
- ***People feel honored for their creativity***

Change



A Thriving, Successful Solution

- ***Building from core Values***
- ***Honoring traditions***
- ***Continuity***
- ***Leverage past and present wisdom***
- ***People feel honored for their experience***

Stability

People who love predictability are also repulsed by the downsides of change. This is the direction of their energy.

- ***Lose continuity***
- ***Lose core values***
- ***Foolish risk***
- ***People feel lost***
- ***Traditionalists are denigrated***

Failed Solution



We fear losing the things we value most.

Fear arises from the perception that “others” are causing the loss of something we deeply value.



- *Innovation and entrepreneurship*
- *You keep what you earn*
- *Individual opportunity*

- *Take care of one another*
- *Shared resources are protected*
- *Opportunity for all*

Self-Interest

and

Common Good

- *Increasing discrepancies between haves and have-nots*
- *Exploitation of common resources*
- *Opportunity for privileged few*

- *Passivity and lack of initiative*
- *Entitlement*
- *Over-regulation*

Polarity Principle #2



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**Work towards the
upsides of both values
and you create a
Virtuous Cycle
leading to the Higher
Purpose.**

- *Innovation and entrepreneurship*
- *You keep what you earn*
- *Individual opportunity*

- *Take care of one another*
- *Shared resources are protected*
- *Opportunity for all*

Self-Interest

and

Common Good

- *Increasing discrepancies between haves and have-nots*
- *Exploitation of common resources*
- *Opportunity for privileged few*

- *Passivity and lack of initiative*
- *Entitlement*
- *Over-regulation*

A Failing, Polarized Society

Polarity Principle #3



When you over-focus one value over time, to the neglect of its pair, you get:

- 1. The downsides of the chosen value***
- 2. A Vicious Cycle of polarization that eventually leads to the downsides of both values***

Liberal Stereotypes

- “Responsible!”
- “Just!”
- Compassionate

A Thriving, Resilient Democracy

- *Take care of one another*
- *Shared resources are protected*
- *Opportunity for all*

Self-Interest

?

Common Good

- *Increasing discrepancies between haves and have-nots*
- *Exploitation of common resources*
- *Opportunity for privileged few*

- “Greedy”
- “Selfish”
- “Fascists”

A Failing, Polarized—Democracy

A Thriving, Resilient Democracy

CONSERVATIVES
STERETOTPYES

- *Innovation and entrepreneurship*
- *You keep what you earn*
- *Individual opportunity*

"Patriotic!"

"Job
Creators"

"Protecting our
Freedoms"

Self-interest

♀

Common Good

"Treehugging"

"Moocher"

"Bleeding
Hearts"

- *Passivity and lack of initiative*
- *Entitlement*
- *Over-regulation*

**A Failing, Polarized
—DemocracyII**



We tend to make other individuals or groups —containers for the values we disfavor.

...and we positively stereotype our own values as if they have no downsides.



- *Innovation and entrepreneurship*
- *You keep what you earn*
- *Individual opportunity*

- *Take care of one another*
- *Shared resources are protected*
- *Opportunity for all*

Self-Interest

and

Common Good

- *Increasing discrepancies between haves and have-nots*
- *Exploitation of common resources*
- *Opportunity for privileged few*

- *Passivity and lack of initiative*
- *Entitlement*
- *Over-regulation*

Polarity Principle #5



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**There are two
truths in every
polarity, and
neither is the
whole truth.**

Some pairs you're familiar with...



Serving & Leading
Assertive & Cooperative

Introversion & Extraversion
Vision & Current Reality
Internal & External
Individual & Collective

Stability & Change
Short-term & Long-term

Intent & Impact
Planning & Execution
Internal focus & External focus

Freedom & Equality
Work & Home
Preserve Core & Stimulate Change

Power & Love
Centralization & Decentralization
Activity & Rest

Action & Reflection
Mission & Margin
Justice & Mercy

Polarities in 2011 EWB Failure Report



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- Risk & Caution
- Short-term focus & Long-term focus
- Bottom-up approach & Top-down approach
- Doing project independently & Partnering on projects
- Decentralization/autonomy & Centralization/coordination
- Managing knowledge & Leveraging knowledge at hand
- Constituent insight & Whole system perspective
- Field insight & Influence on partners
- Building relationships & Building ownership
- Building the program & Supporting partners to build the program
- Funders' interests & Project needs
- Relying on successful partnership & Reassessing partners for new projects
- Efficiency & Inclusion
- Leadership development & chapter development
- Financing & Social impact
- Margin & Mission
- Capitalizing growth & Investing in learning
- Official government & Traditional governance
- Seeing individual cases & Seeing systemic trends
- Responsibility & Support
- Talking the talk & Walking the walk
- Transparency & Discretion
- Formulating strategy & Testing assumptions
- Engaging leaders in change & Engaging organization in change
- Implementing change & Communicating change
- Vision & Operational realities



Polarity Principle #6



**ALL Values
come in
pairs.**

Many Values, Many Polarities!



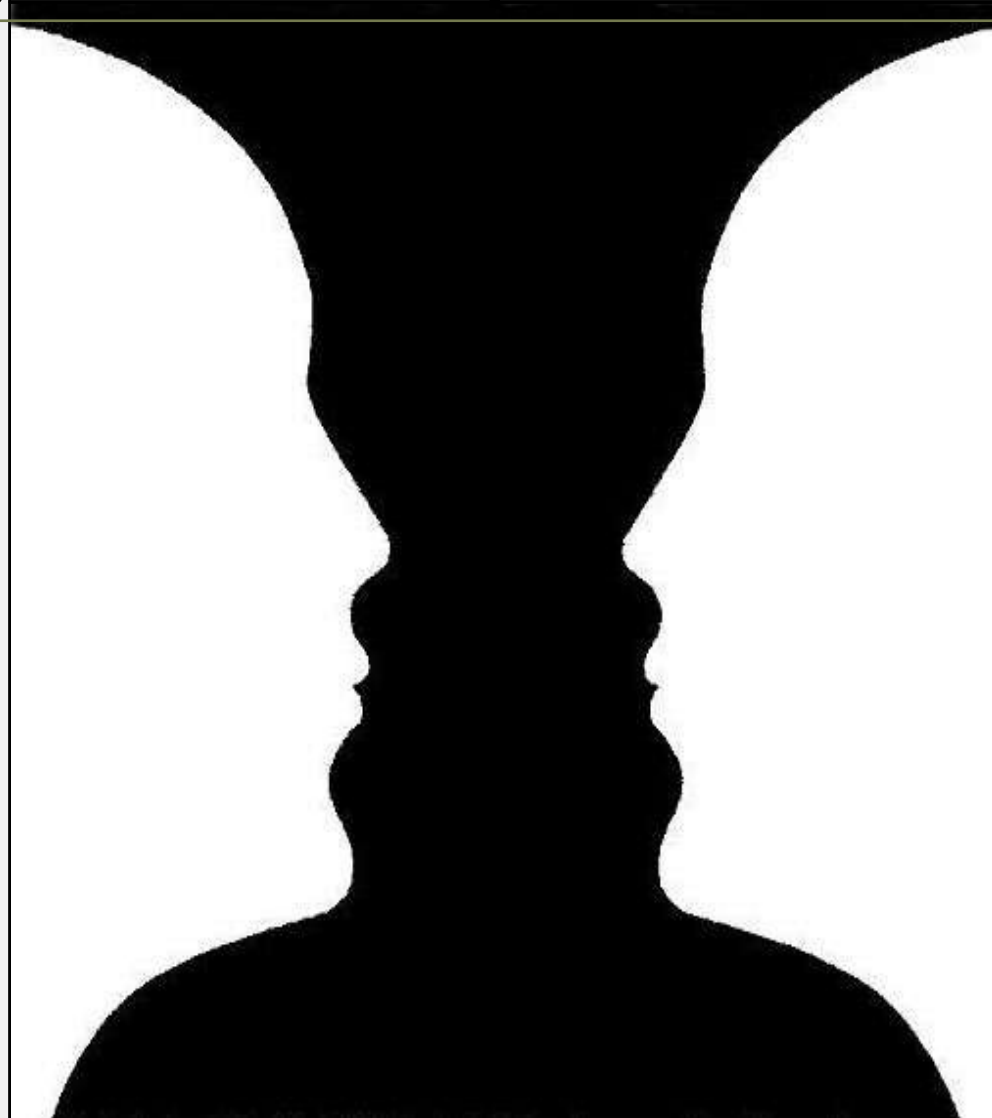
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individual & collective | interior & exterior | individual behavior & personal meaning | systems and

Seeing Interdependence



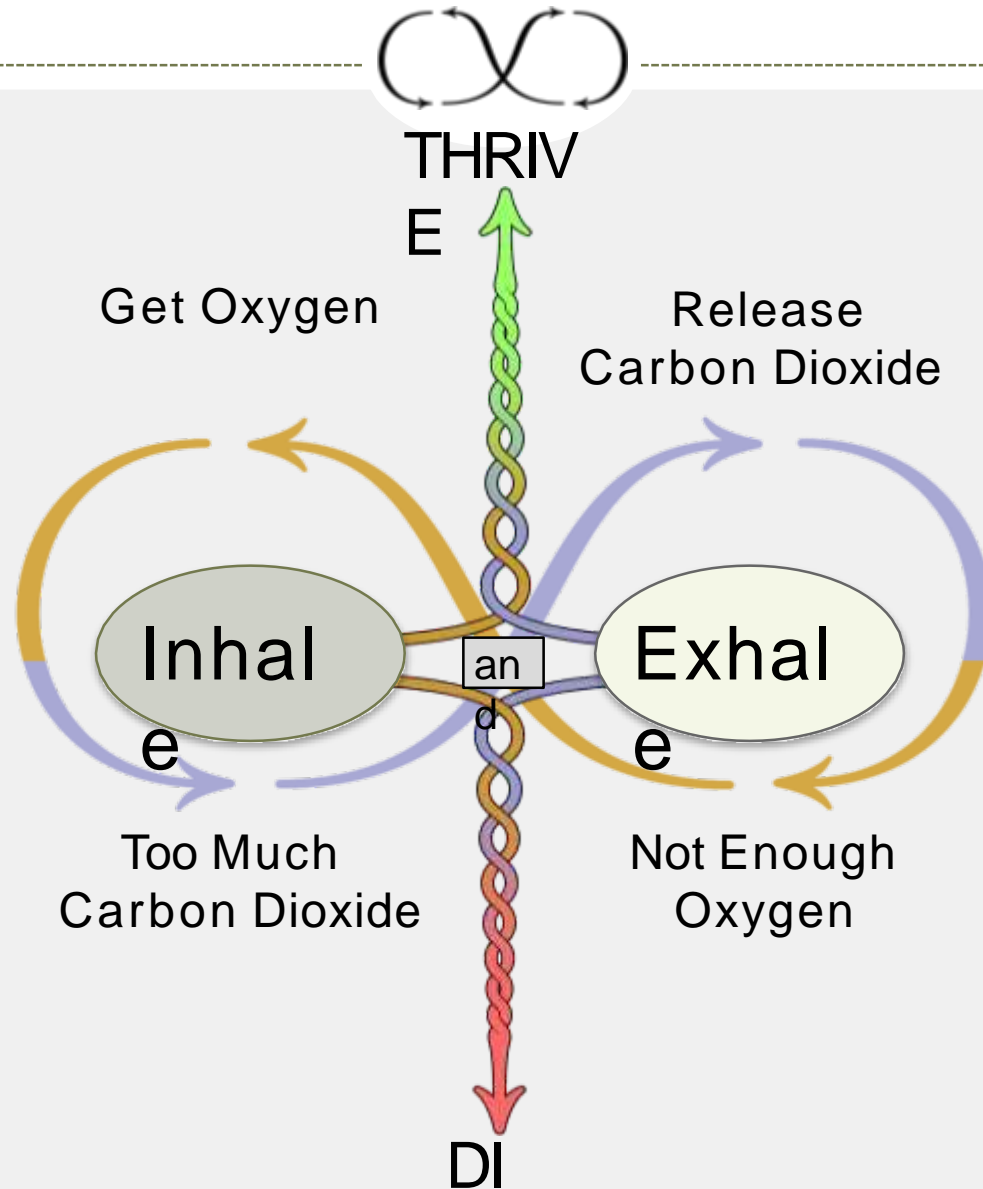
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Experiencing Interdependence



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Polarity Principle #7



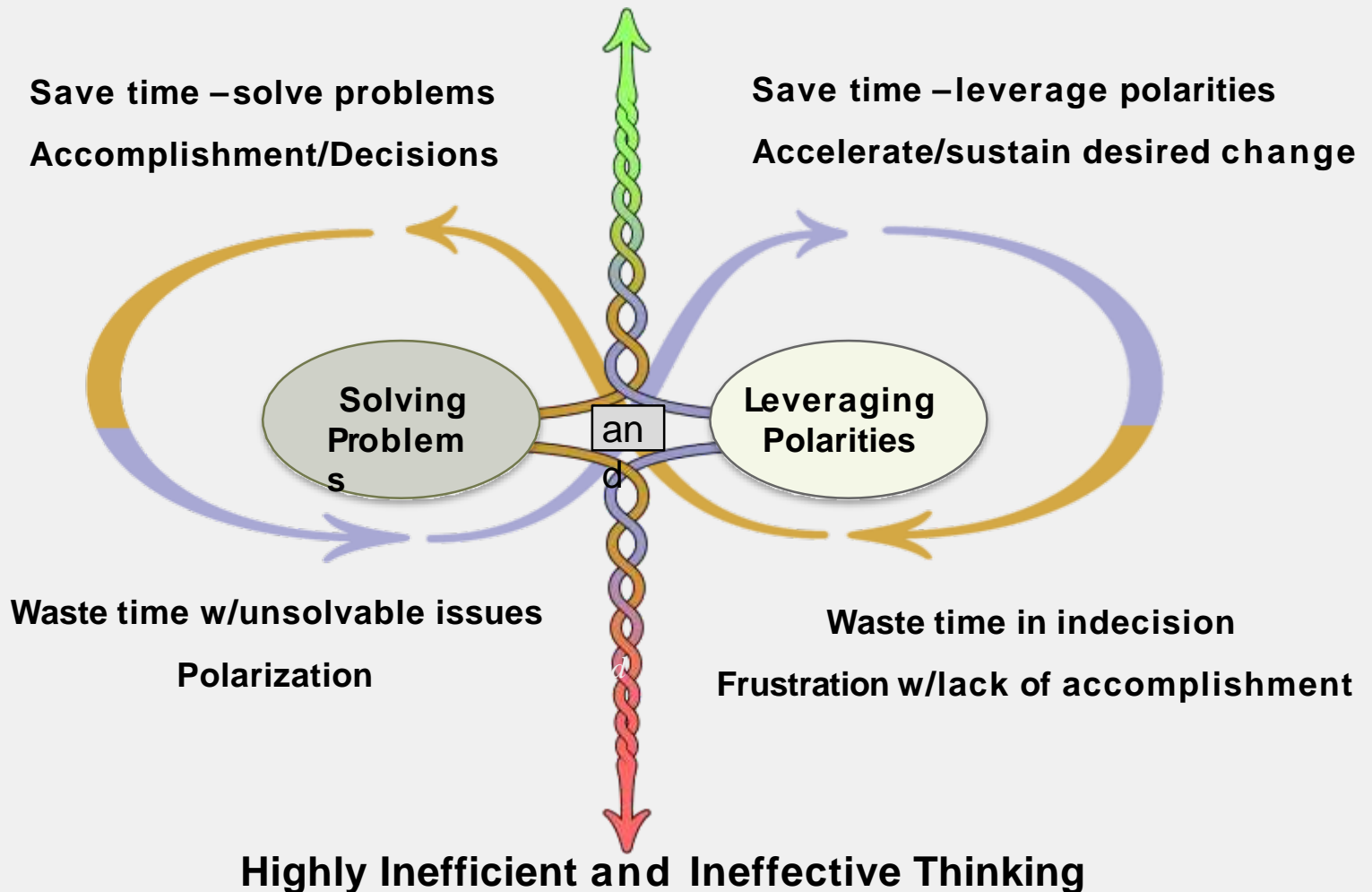
**All values pairs
are
interdependent.**

Solving Problems & Leveraging Polarities



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Highly Efficient and Effective Thinking



Problems & Polarities



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Either-Or thinking is critical for solving problems

1. Identify clear final answers
2. Enjoy the sense of accomplishment that comes through solving a problem
3. Move on to new opportunities and challenges

Involves two or more mutually-exclusive options

Both-And thinking is critical for managing polarities

1. Save time by identifying difficulties that can be managed, not solved
2. Accelerate change by seeing the whole picture more clearly
3. Sustain change, avoid pendulum swings & unintended consequences

Involves two equally valid and necessary points of view or truths

Problems & Polarities



Problems to Solve	Polarities to Leverage
<p>Positions</p> <p>They are not ongoing. There is an end point. They are solvable.</p>	<p>Values</p> <p>They are ongoing. There is no end point. They are not solvable.</p>
<p>Independent alternatives</p> <p>They can stand alone. There is no need to include the other alternative for the solution to work.</p>	<p><u>Inter</u>dependent alternatives</p> <p>They cannot stand alone. The alternatives need each other to optimize the situation over time.</p>
<p>Often contain mutually exclusive options.</p> <p>Should we hire Joan for this position? Should we pay this bill?</p>	<p>Always contain mutually <u>in</u>clusive complements.</p> <p>Decentralization & Centralization Rest & Activity</p>

Polarity Principle #8



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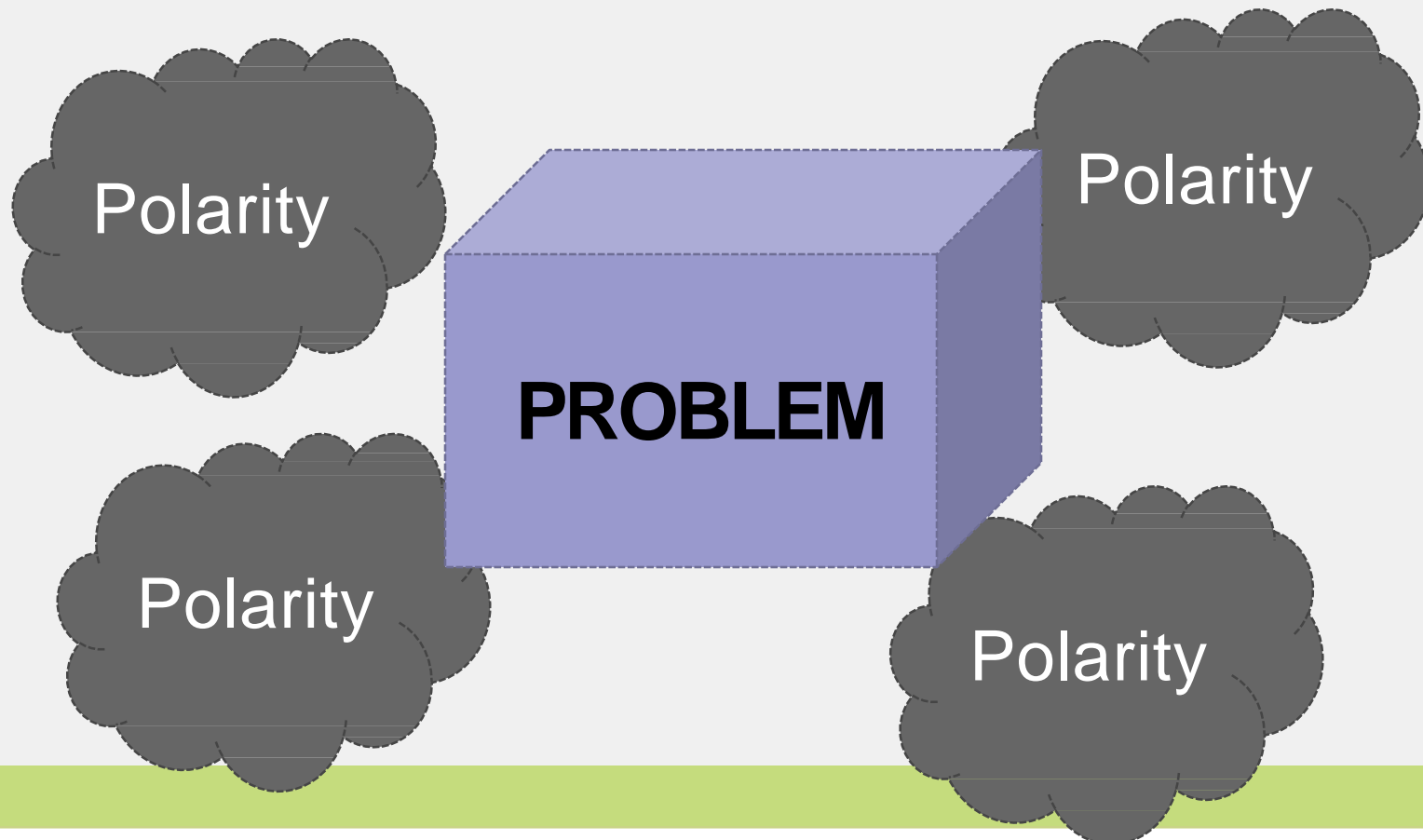
**Solving problems
and leveraging
polarities are BOTH
critical skills.**



Problems & Polarities



Behind every problem...
there's one or more polarity.

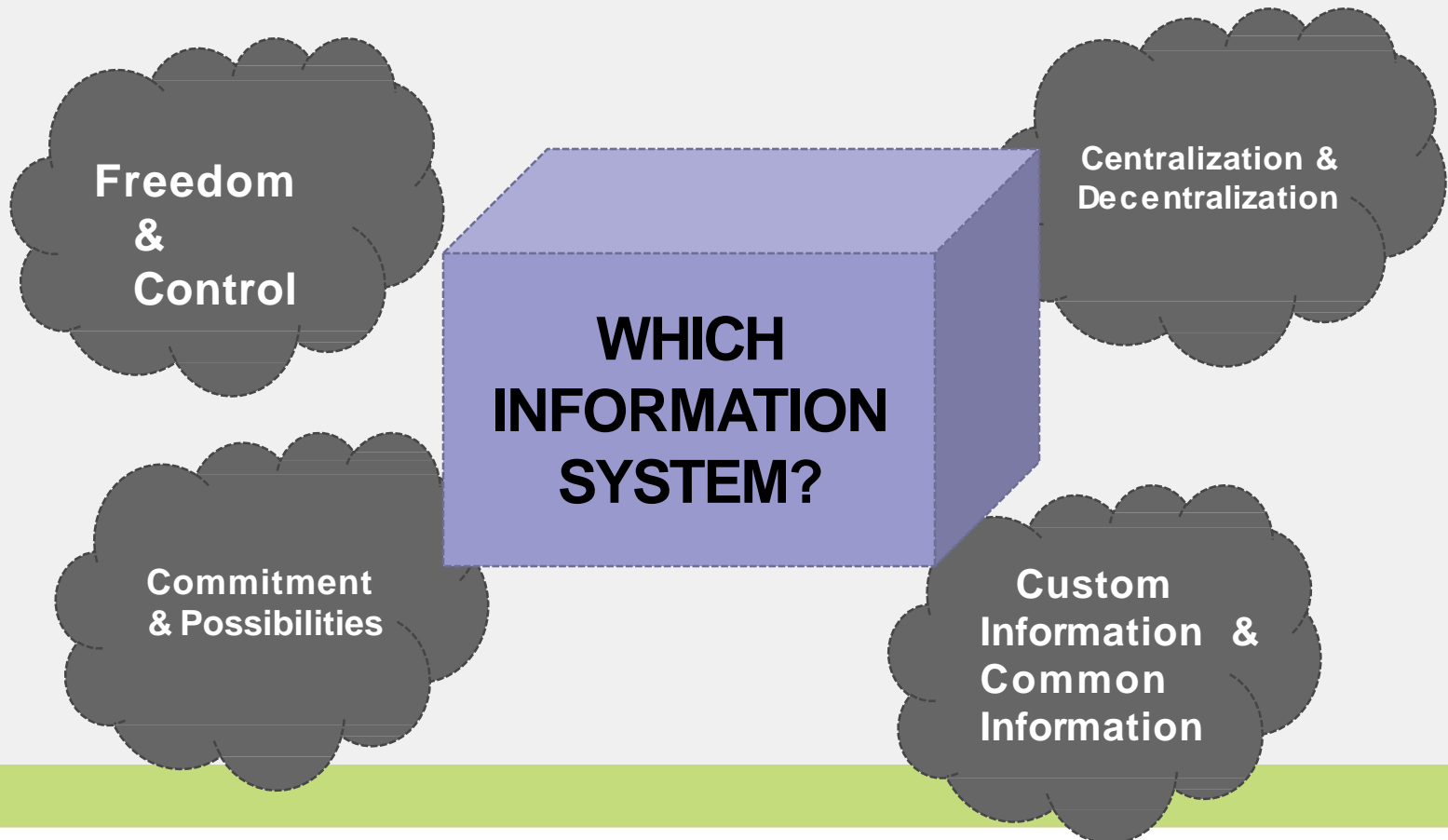




Problems & Polarities



Behind every problem...
there's one or more polarity.



Laura Gross



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Manager, Governance &
Leadership Development,
Chief Learning Office,
National Education Association, the
largest labor union in the U.S.



Successfully using “Good to Great” (Jim Collins) in
Organization Development work at NEA

“But after 2 years, we’re starting to lose some of the excitement and enthusiasm...we need to make it more practical...”

10 Polarities in “Level 5 Leadership”



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From Good To Great by Jim Collins

Self & Organization

Willfulness & Humility

Debate & Unity

Candor & Diplomacy

Reality & Faith

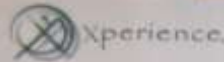
Deep Understanding & Simplicity

Discipline & Entrepreneurship

Technology Fads & Pioneering

Evolutionary & Revolutionary

Preserve Core & Stimulate Change



Generative Pairs Polarity Map™

Action Steps

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

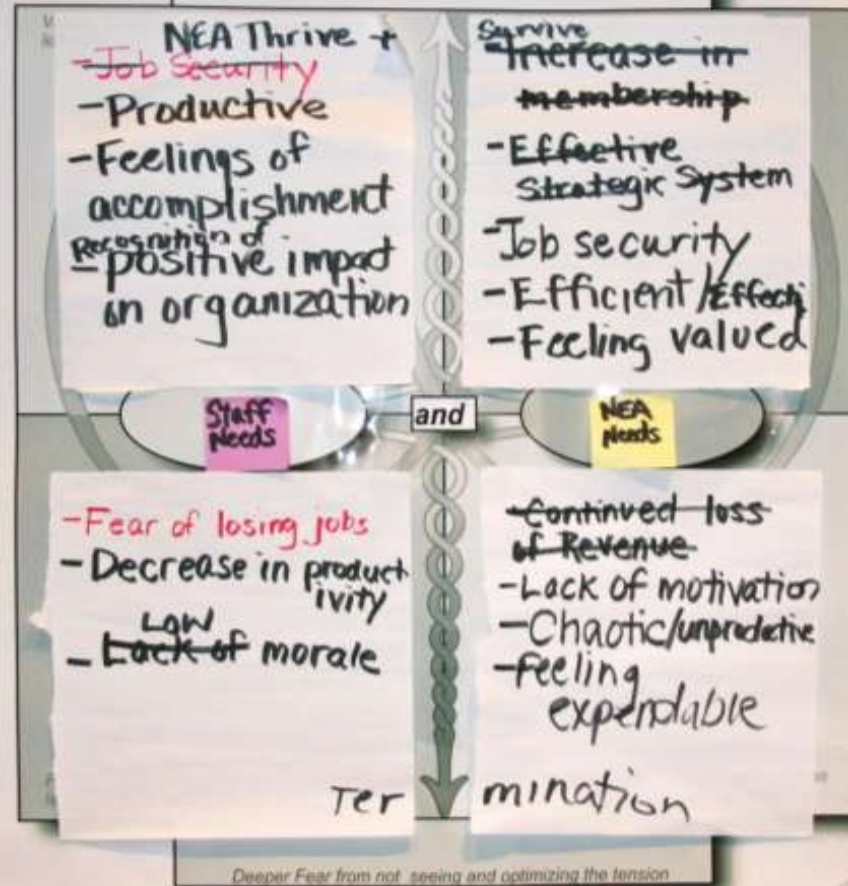
- Design/Promote biweekly (all staff) reports for staff to track our work.
- Provide Leadership training (L2L, LI) L2L is facilitating Polarities @ RLC's (L2L) LI is currently offering classes a month.
- Managing SWS System (Andrea-current/ongoing)

Early Warnings

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

- There is a continued increase in membership loss.
- Increase in budget cuts.
- Increase in staff absenteeism

Greater Purpose Statement - why TAP this dynamic tension?



Action Steps

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

- Interact w/ members (organize)
- Transparency about NEA's current reality.
- Create alignment & promote teamwork.

Early Warnings

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

- Increase in questions about the nature of the work.
- Decrease in staff engagement.



Generative Pairs Polarity Map™

Action Steps

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

• State Affiliates
 Conduct relational &
 issue organizing w/
 staff facilitation/
 training/coaching
 MARCH - Nov. 2012
 # of State/Local Liers
 trained & follow through
 w/ next steps
 • More & diverse data
 gathering by NEA/State/Local
 MARCH - Present

Early Warnings

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

Lower Mbrship counts
 supported by mbrship data
 Additional negative
 legislative bills
 introduced & passed

Greater Purpose Statement: *Empowered & Powerful Union*

Empowered & Powerful Union

• relevancy
 • "highly" effective
 • increased &
 engaged membership

Stabilize & increase
 membership
 • new independence &
 empowerment
 • local association
 functioning, more
 effectively & efficiently

Sustainable Revenue

and

Building Capacity

• dysfunction
~~elimination~~
 • loss of membership &
 loss of payroll deduction

• NEA becomes
 irrelevant
 • complacency
 • ~~lack of ability to~~
~~function autonomously~~
 Sustain growth

Deeper Fear from not seeing and optimizing the tension

Action Steps

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

• State Affiliates
 conduct relational &
 issue organizing w/
 staff facilitation/
 training/coaching
 MARCH - Nov 2012
 # of Local/State Liers
 trained & follow through
 w/ next steps
 Design & establish financial
 systems necessary to support
 alternative dues collection with
 MARCH - May 2012
 # of states adopting alternative systems

Early Warnings

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

States with Affiliates
 attempt to disaffiliate
 by applications/voting
 Loss of mbrship &
 influence as
 determined by state
 data.



Generative Dialectic Polarity Map™

Global Education Innovator

Action Steps

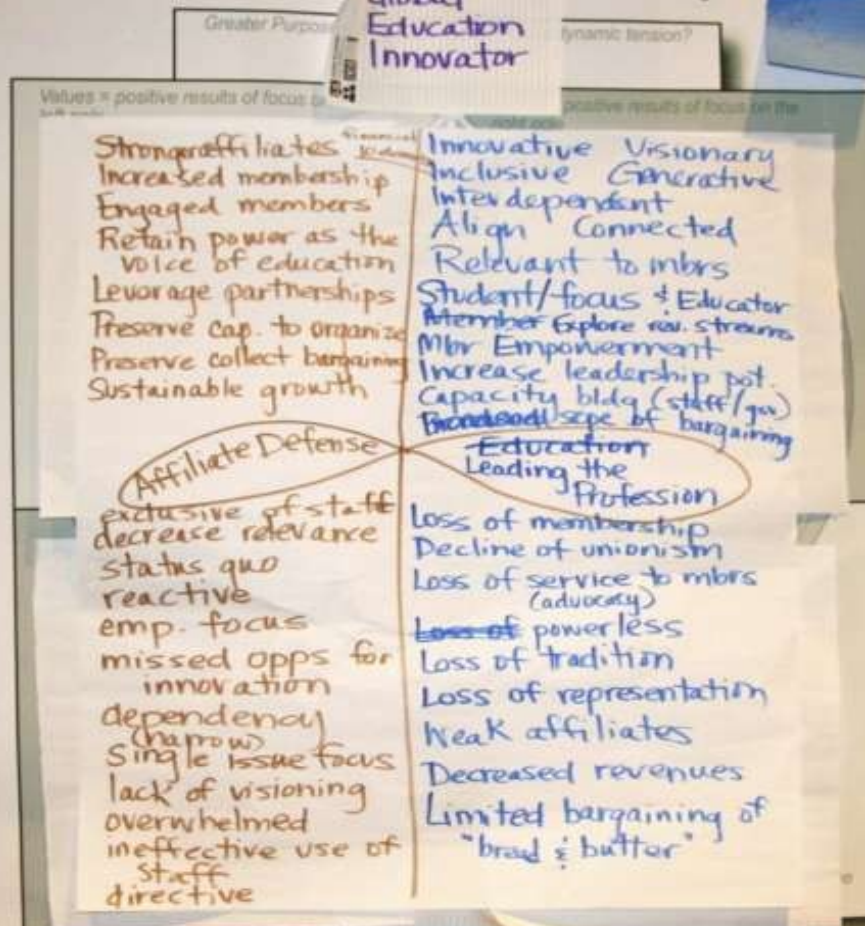
How will we gain or maintain the positive results from focusing on this left pole? What? Who? By When? Measures?

- Develop membership growth strategy for all affiliates 8/12
- Establish a diverse group of internal stakeholders on affiliate defense issues 8/12

Early Warnings

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

- increase in anti-union legislation
- decrease in member activism
- increase in decertification campaigns against exclusive representation



Action Steps

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

- partner to establish nat'l initiatives w/ 2 nat'l orgs. w/ focus on leading the profession 8/12
- establish a diverse group of stakeholders to identify & report best practices in leading the profession 8/12

Early Warnings

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

- increase in affiliate reciproship
- decrease in membership
- increase in state laws rewritten to diminish scope of collective bargaining



Generative Pairs Polarity Map™

Action Steps

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

- Create regular opportunities for creativity + sharing of ideas.
- Hire staff + elect leader that have a proven record of innovation + provide them w/ support
- We will incorporate Prof. Dev programs to build the capacity of NEA to innovate + collaborate.

Early Warnings

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

- products lack utility
- fear + resistance
- people leave
- fast tracking untasteful ideas

Greater Purpose Statement - why TAP this dynamic tension?

NEA - "to be the best organization for innovation"

Values = positive results of focus on the left pole

- Co creation
- Cutting edge
- Break through ideas
- Challenges values
- Exciting
- Fresh
- Dynamic
- Progressive

Values = positive results of focus on the right pole

- Safety
- Proven Results
- Culture, rituals
- Meaningful
- Consistence
- Affirming
- Identity

and

Innovation

Tradition

- "Flavor of the month"
- Change is risky and challenging
- Disruptive
- Never ending, change for change sake

- Stagnant
- Blind spots
- Disengagement
- Limiting
- Exclusionary
- Passivity
- Irrelevant

NEA - "to be the best organization for innovation"

Deeper Fear from not seeing and optimizing the tension

Action Steps

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

- Determine best traditional practices + honor the work
- Discuss those proven results + determine how we can leverage them to support innovative ideas
- Tweak message to include innovative perspective

Early Warnings

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

- Reusing agenda
- meetings are poorly attended
- Over emphasis on role
- things don't get done

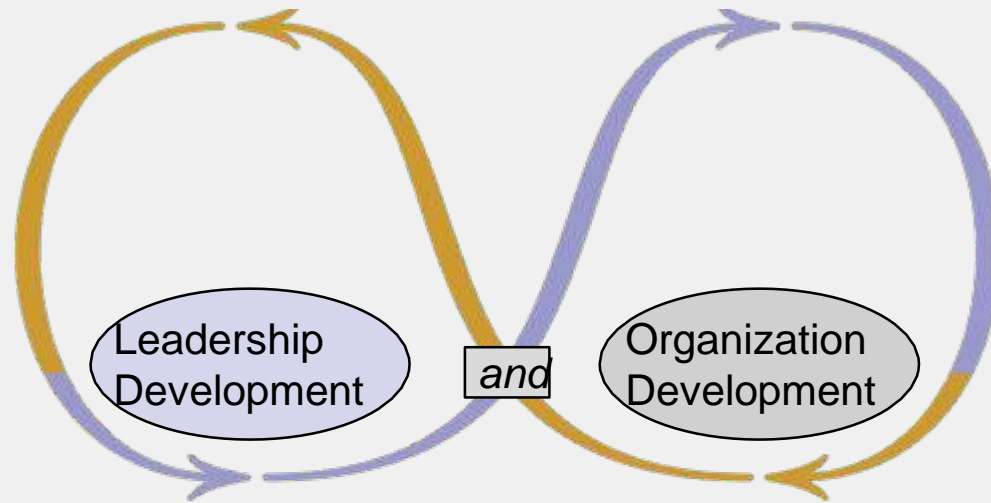
Polarities Mapped by NEA Leaders



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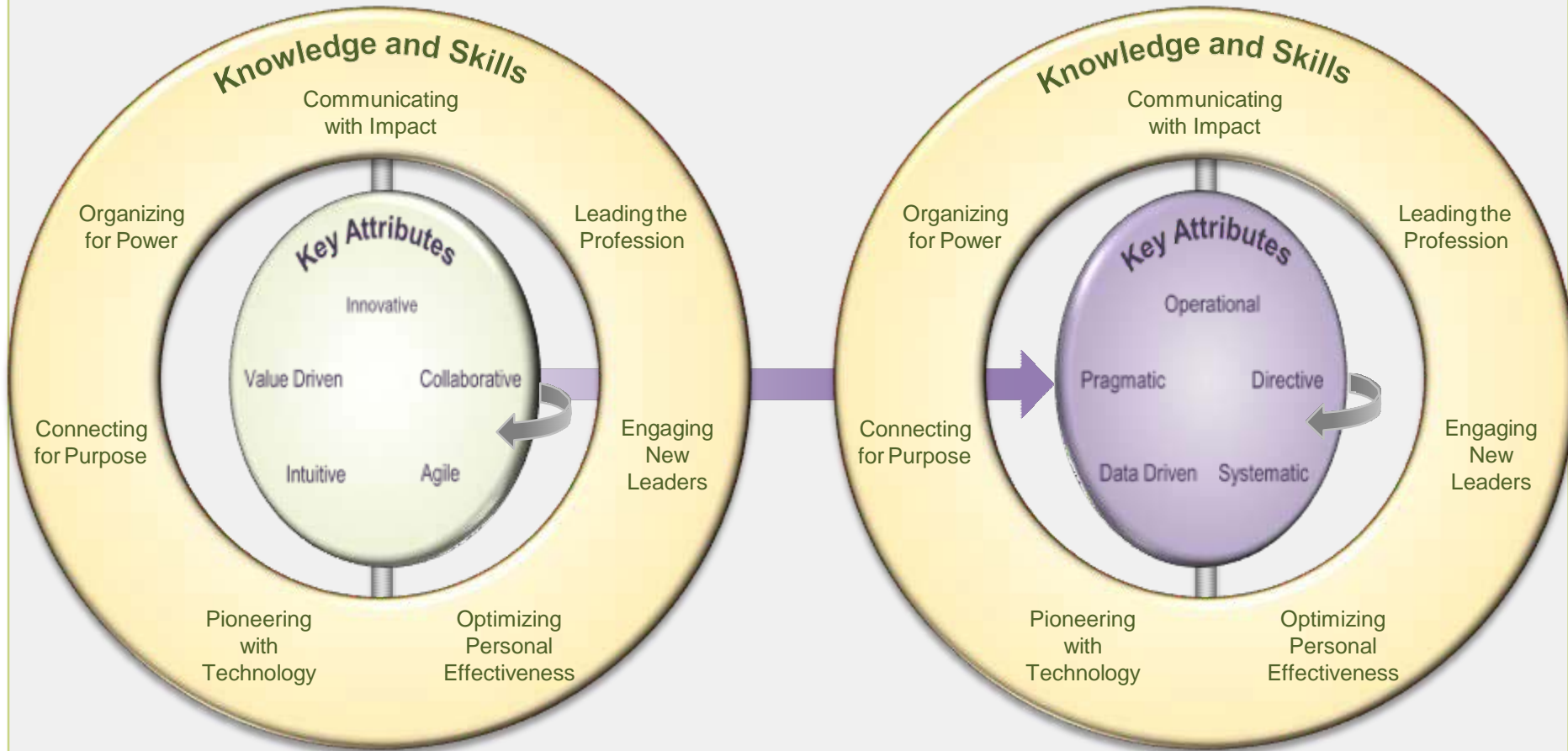


- Compliance AND Capacity
- Service Organization AND Organizing
- Student Centered AND Teacher Centered
- Stick by Principles/Positions
AND Be Open to Collaboration/Compromise
- Reality AND Faith
- Tradition/Core Values AND Innovation/Change
- Preserve Core AND Stimulate Change
- Freedom AND Responsibility
- Reality AND Faith
- Humility AND Will



The NEA Leadership Competency Model

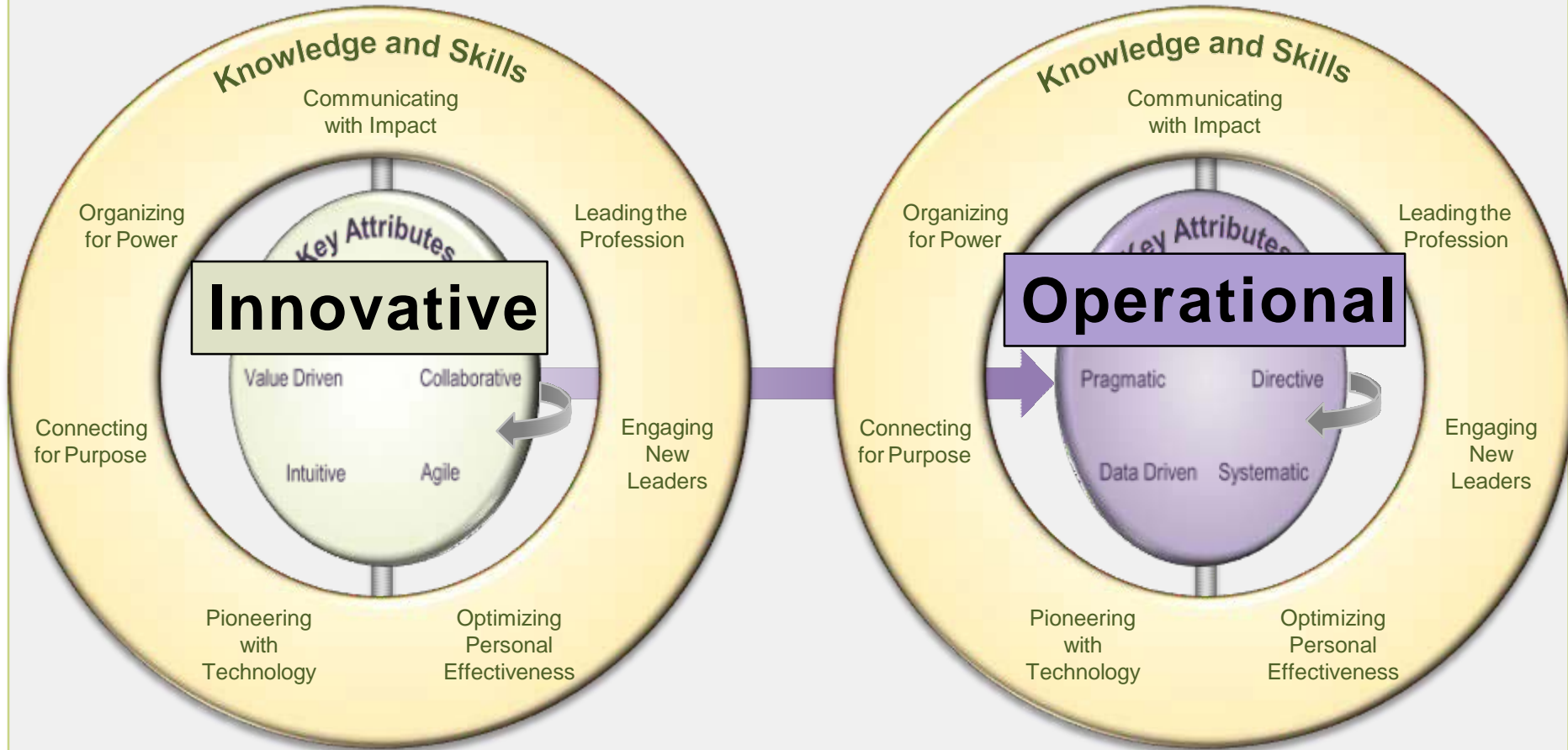
Knowledge and Skills + Polarity-based Attributes



The NEA Leadership Model Knowledge and Skills Plus Polarity Attributes



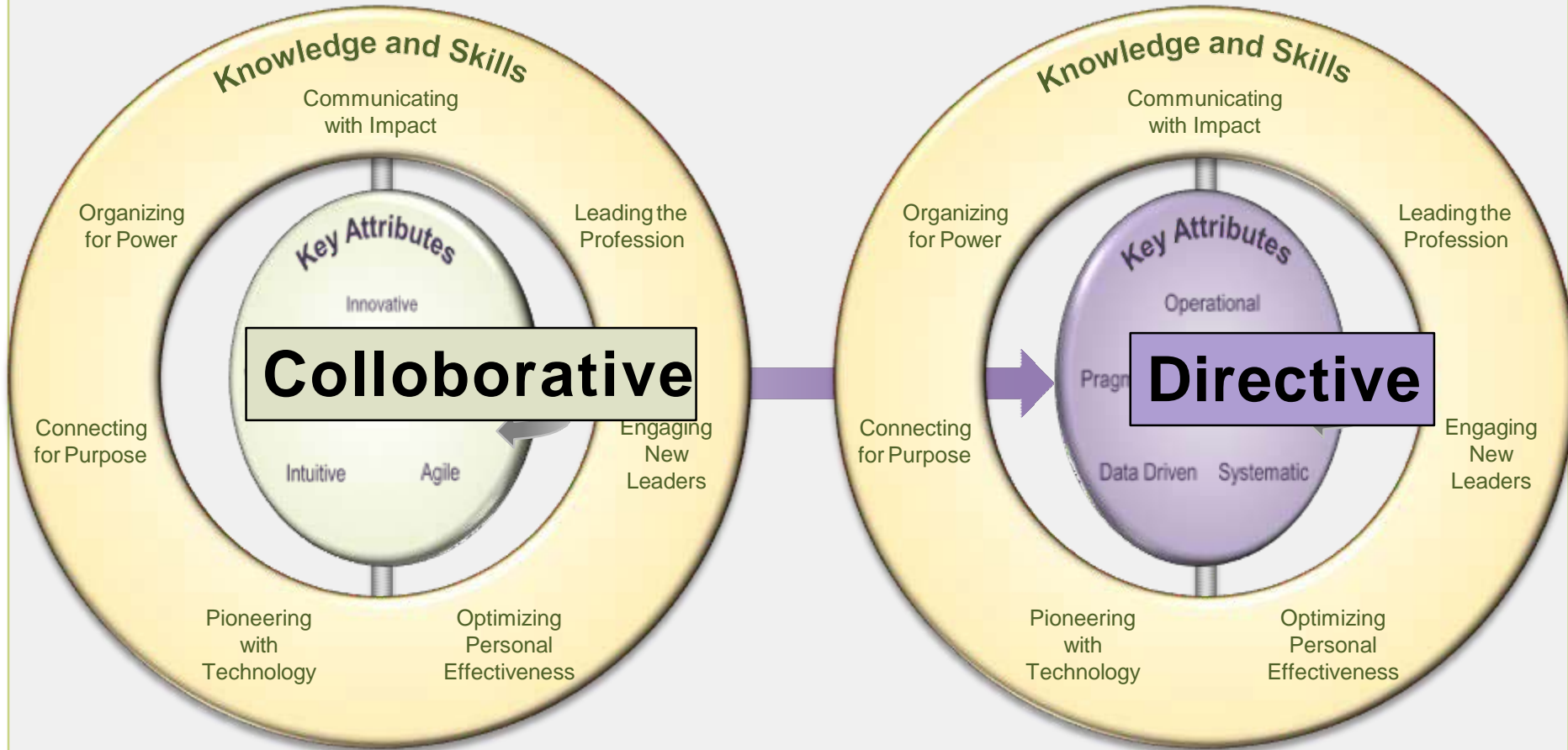
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The NEA Leadership Model Knowledge and Skills Plus Polarity Attributes



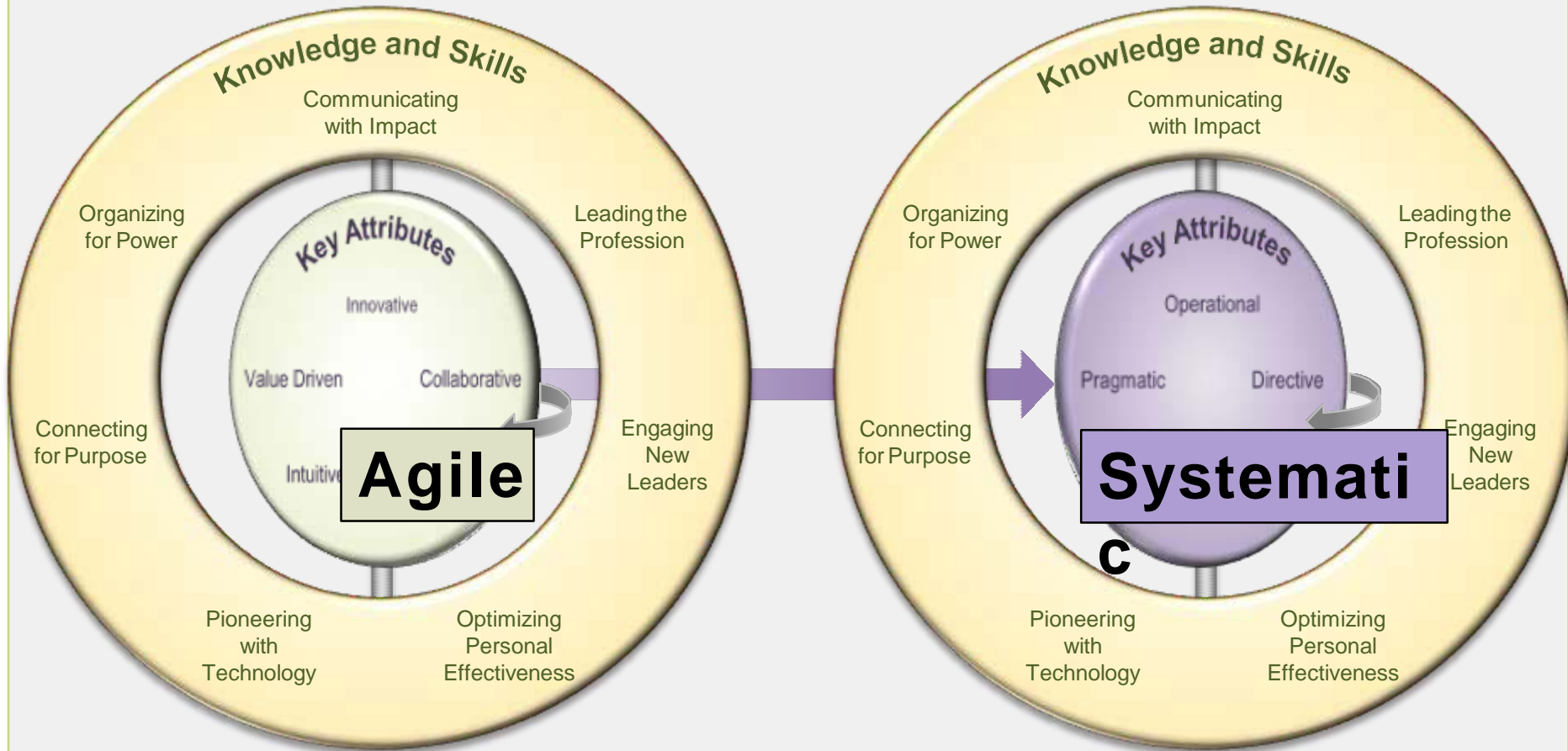
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The NEA Leadership Model Knowledge and Skills Plus Polarity Attributes



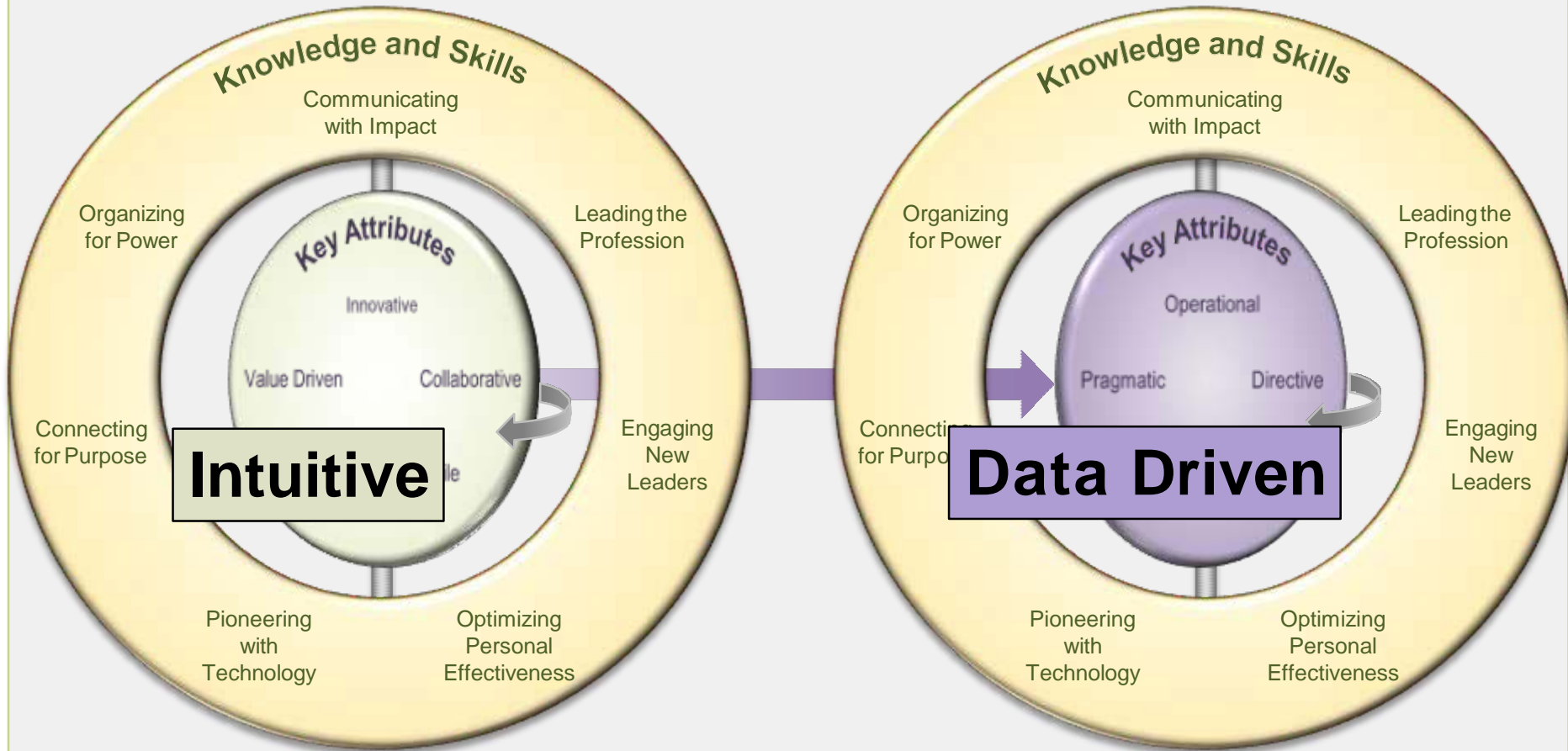
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The NEA Leadership Model Knowledge and Skills Plus Polarity Attributes



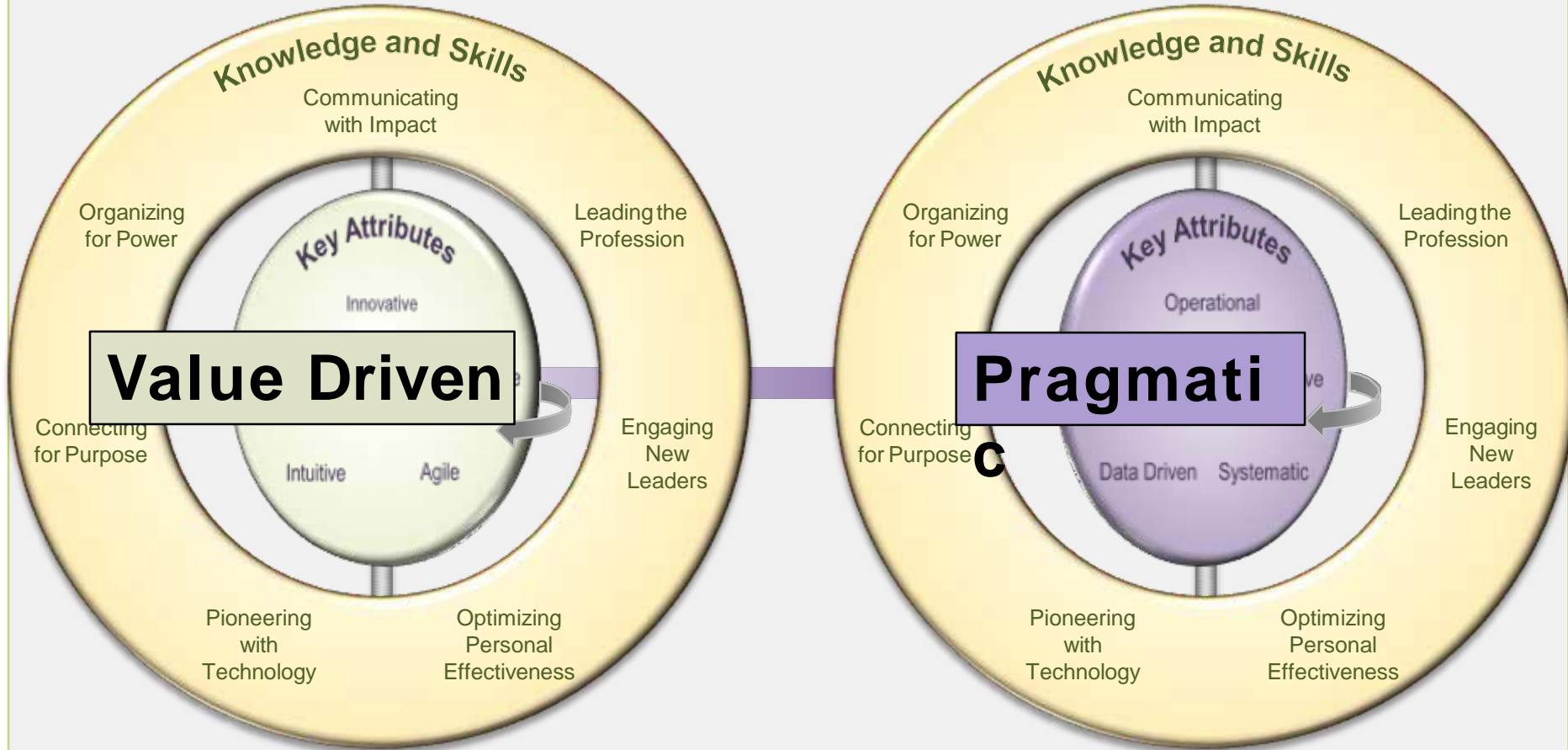
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The NEA Leadership Model Knowledge and Skills Plus Polarity Attributes



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Tom Stritikus



ISOmantra
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Dean **UW College of Education/ Center for Reinventing Public Education**

Challenge: How to develop “Teacher-Leaders” who strongly advocate for teachers AND be strong leaders in education reform.

Gathered leaders from across the sector— unions, administrators, foundations—to support these teacher-leaders.

Organizational Example



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Sustainable, Agile Enterprise

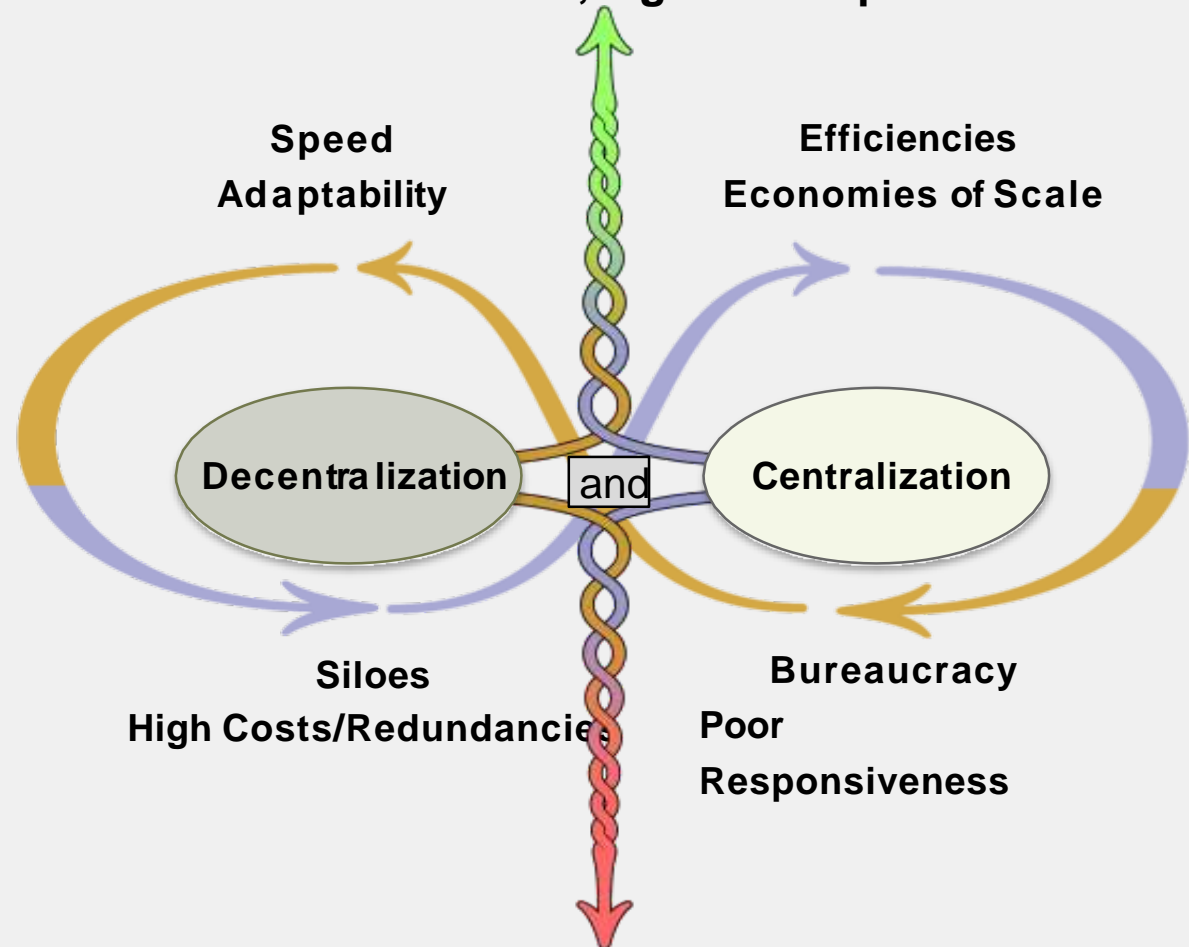
**Speed
Adaptability**

**Efficiencies
Economies of Scale**

Feedback
Loop

Gap analysis

Fixes that Fail



Decentra lization

and

Centralization

Siloes

High Costs/Redundancies

Bureaucracy

**Poor
Responsiveness**

**Failing, Dysfunctional
Enterprise**

Polarity Principle #9



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**All polarities share
the same
predictable
dynamics.**



Leveraging Polarities



- 1. See them.**
- 2. Map them.**
- 3. Leverage them.**

Seeing Polarities



To find polarities, look for:

1. Dominant values, statements of pride, or favored competencies
2. Frustrations with the way things are or have been
3. Fears about a direction, proposal or “fix” that others are asserting

Match the statement with the Polarity



What you might hear...	Polarities
"I am always going, going and don't get downtime."	1. Short-term & Long-term
"We need more accountability around here."	2. Freedom & Accountability
"I have good intentions but seem to upset other people."	3. Directive & Consultative
"Too few people make the decisions around here."	4. Efficiency & Effectiveness
"I seem to always sacrifice my long-term goals."	5. Strategy & Operations
"So-and-so just acts and doesn't think things through."	6. Staff Needs & Customer Needs
"I seem to sacrifice my own needs for what others want."	7. Intent & Impact
"I spend a lot of thinking and I don't get enough done."	8. Action & Reflection
"We pride ourselves on our efficiency."	9. Thinking & Doing
"I'm a great strategist."	10. What I want & What we need
"We are driven by customer needs."	11. Activity & Rest

Identifying Pairs: Use your intuition



Structure & _____

Focus on Individual & _____

My needs & _____

Task & _____

Planning & _____

Participative & _____

Organization interests & _____

Confidence & _____

Quantitative & _____

Inclusive & _____

Support & _____

Basic Polarity Map

Greater Purpose Statement - why Leverage this dynamic tension?

Why? →

← GPS = Greater Purpose Statement

Values = positive results of focus on the left pole

Values = positive results of focus on the right pole

Positive results of focusing on left pole

Positive results of focusing on right pole

Neutral Name of Left Pole →

← Neutral Name of Right Pole

Negative results of over-focusing on left pole to the neglect of right pole

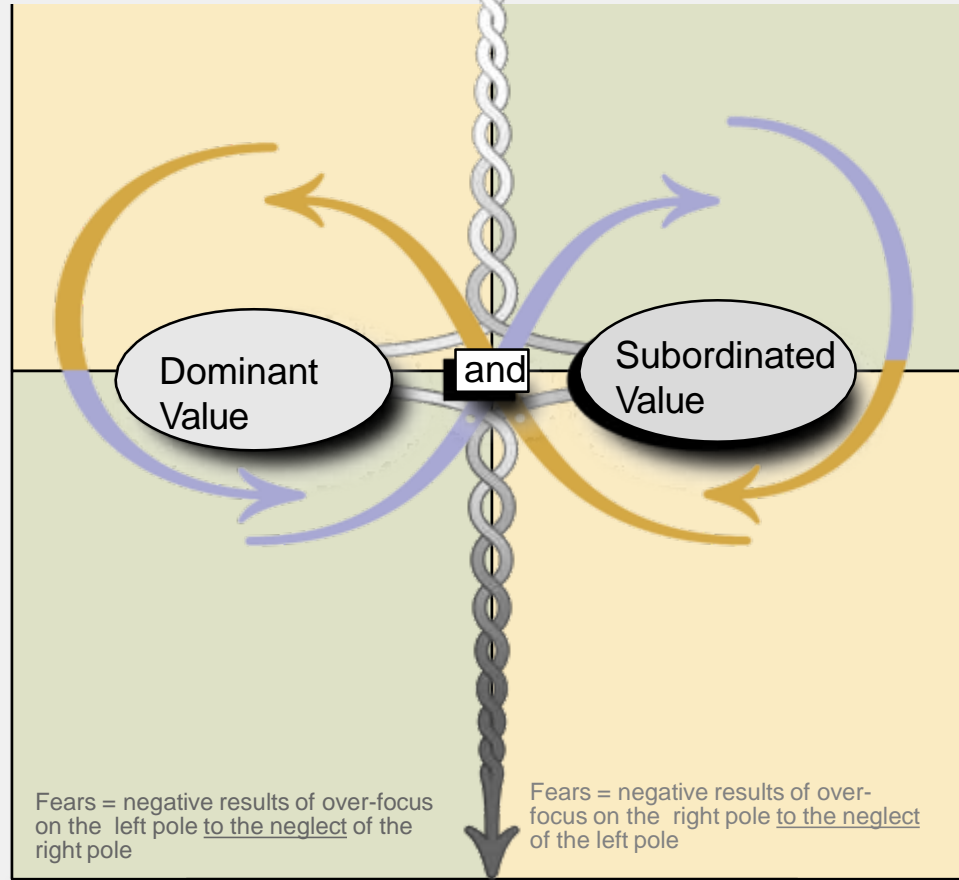
Negative results of over-focusing on right pole to the neglect of left pole

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

← Deeper Fear



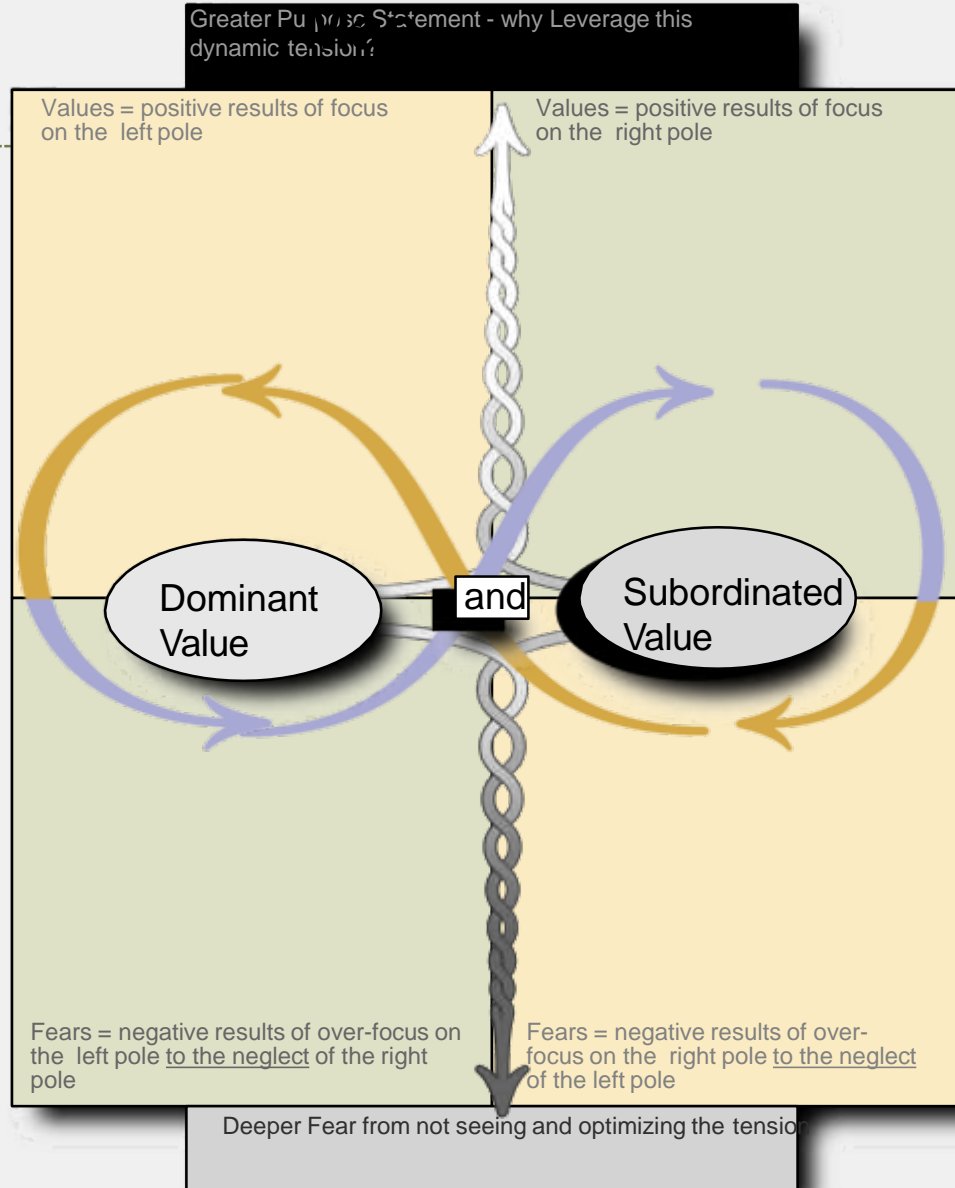
Full Polarity

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?



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.

Polarity Map

Action Steps

How will we gain or maintain the positive results from focusing on this ~~What?~~ **What?**
Measures?

7. ACTION STEPS:
How to retain the current benefits

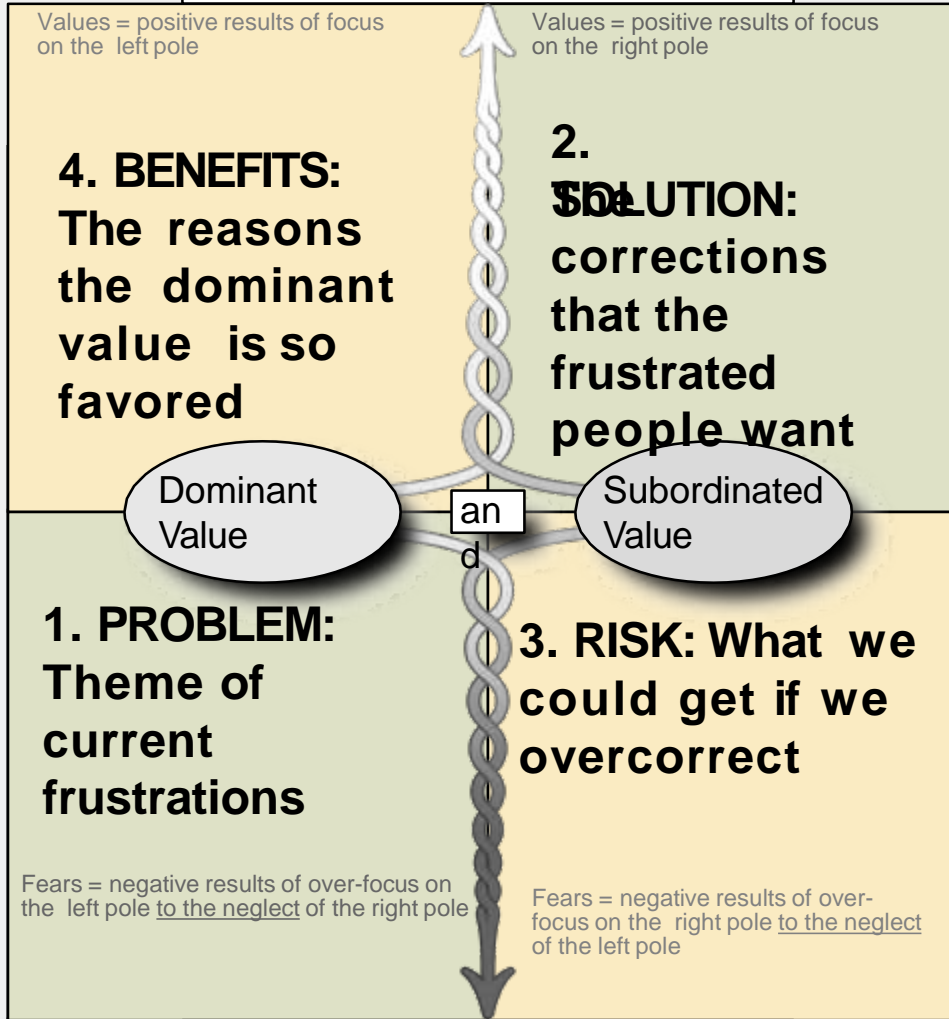
Early Warnings

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

9. WARNING SIGNS: How to be warned about getting these downsides

Greater Purpose Statement - why Leverage this dynamic tension?

5. Why pursue upsides?



6. Why avoid downsides?

Deeper Fear from not seeing and optimizing the tension

Action Steps

How will we gain or maintain the positive results from focusing on this right pole?

What? Who? By When?
Measures?

8. ACTION STEPS:
How to get the all benefits

Early Warnings

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

10. WARNING SIGNS: How to be warned about getting these downsides

Polarity Map

Action Steps

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

7. ACTION STEPS:
How to retain the current benefits

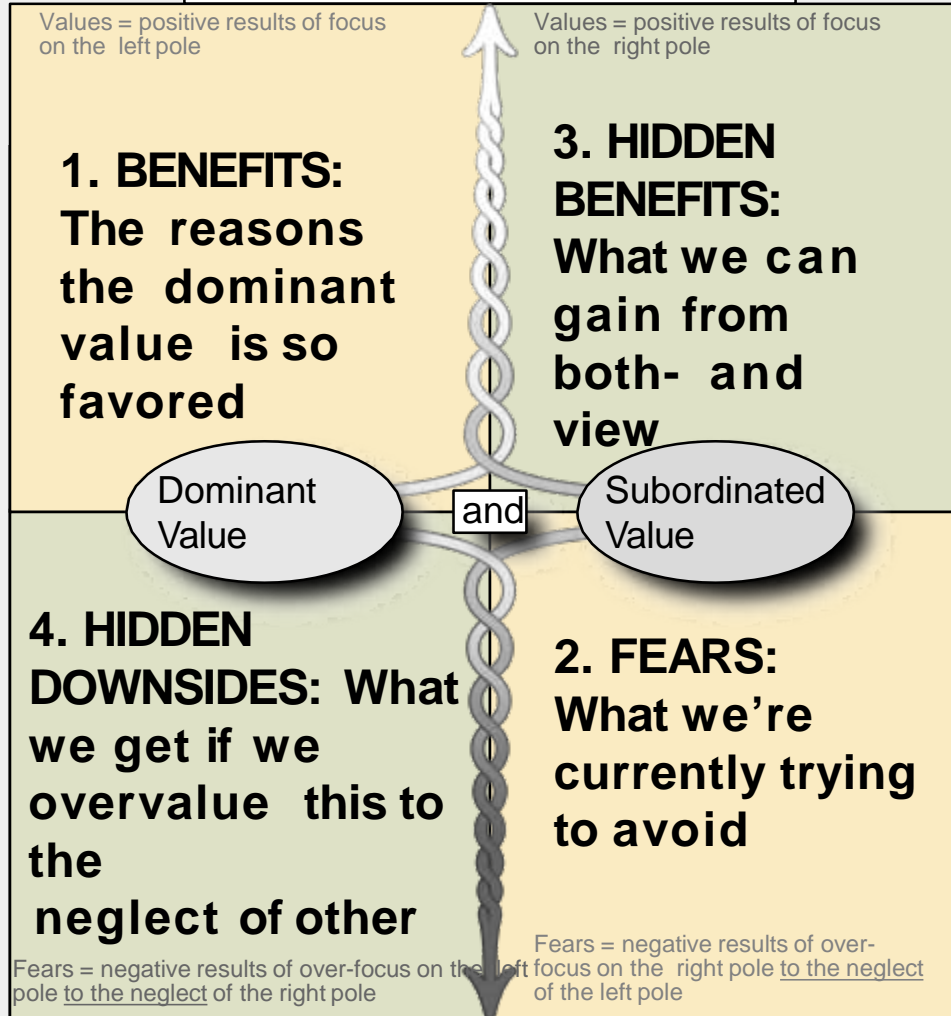
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Measurable indicators (things you can count) that will let you know that you are getting into the downside of this left pole.

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Greater Purpose Statement - why Leverage this dynamic tension?

5. Why pursue upsides?



6. Why avoid downsides?

Deeper Fear from not seeing and optimizing the tension

Action Steps

How will we gain or maintain the positive results from focusing on ~~What?~~ **What?** By When? Measures?

8. ACTION STEPS:
How to get the all benefits

Early Warnings

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

10. WARNING SIGNS: How to be warned about getting these downsides

Rename the poles



Rigid & Flexible _____

Socialist & Patriot _____

Greed & Giving _____

Anarchy & Order _____

Long-term & Short-sighted _____

Overcontrol & Deregulation _____

Brashness & Diplomatic _____

High risk & Stable _____

Silos & Integration _____

Bureaucracy & Autonomy _____

“Chasing the Money” & Mission _____

Remember:
Pole names
should be
neutral or
positive

Big Polarities in Social Innovation



ISOmantra
Aim • Adapt • Achieve



- Despite stereotypes, we're seeing deep values integration in the private sector
- Triple-bottom line business, social investing, social enterprise, integrative business, conscious capitalism...all just our words to express a creative integration of a core polarity:
Self-interest & Common good

What's Shifting?



ISOmantra
Aim • Adapt • Achieve



- Old Paradigm (False Values Choice):
By law, public corporations pursue self-interest and NGO's take care of common good
- New Paradigm (Values Integration):
Social Ventures & Benefit Corporations
- In the last 2 years, 12 U.S. states have passed Benefit Corporation laws, creating a new class of corporation that by their charters pursue both social benefit and financial benefit of shareholders.

Meta-polarities...



<i>Employment & Environment</i>	?
<i>Business & Environment</i>	?
<i>Business & Society</i>	?
<i>Individual success & Success for all</i>	?
<i>Energy & Environment</i>	?
<i>Public interest & Private interest</i>	?
<i>Commerce & Development</i>	?
<i>Philanthropy & Commerce</i>	?
<i>Poverty alleviation & Commerce</i>	?
<i>Focus on waste & Focus on resources</i> <i>Focus on inputs & Focus on outputs</i>	?

... and the innovations they drive.



ISOmantra
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<i>Employment & Environment</i>	Green jobs
<i>Business & Environment</i>	Green business/commerce
<i>Business & Society</i>	CSR
<i>Individual success & Success for all</i>	Social entrepreneurship
<i>Energy & Environment</i>	Clean energy
<i>Public interest & Private interest</i>	Charter schools
<i>Commerce & Development</i>	Microfinance
<i>Philanthropy & Commerce</i>	Cause marketing
<i>Poverty alleviation & Commerce</i>	“Bottom of the pyramid” business
<i>Focus on waste & Focus on resources</i> <i>Focus on inputs & Focus on outputs</i>	Closed-loop processes, Product take-back

Underlying shift: The optimization of Self-interest AND Common Good

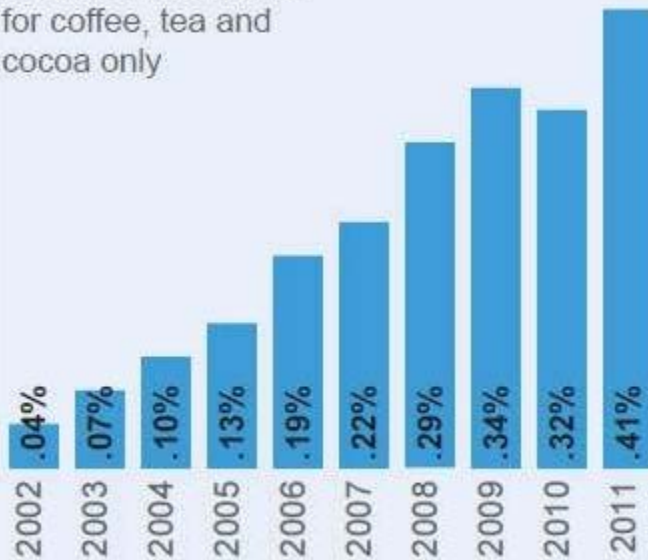
Consumer Benefit & Producer Benefit



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Market share figures for coffee, tea and cocoa only



1,442%

Fair Trade Food Segment

38%

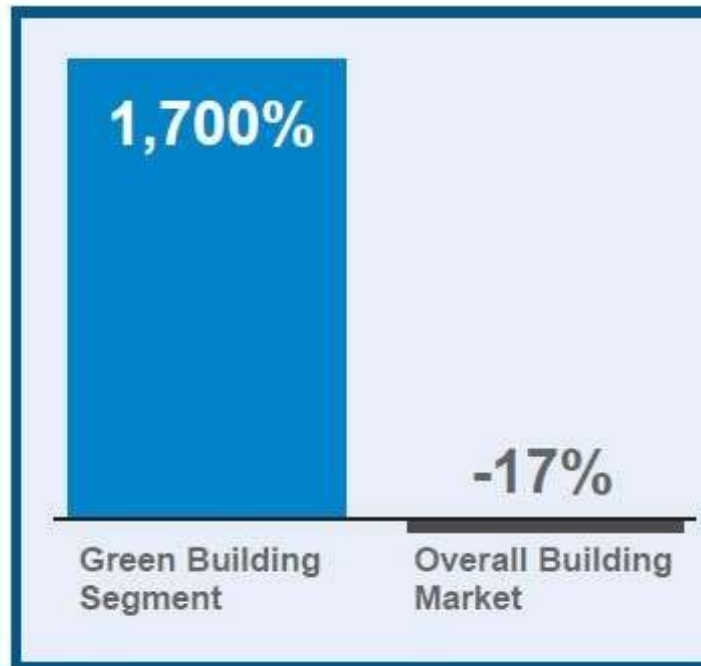
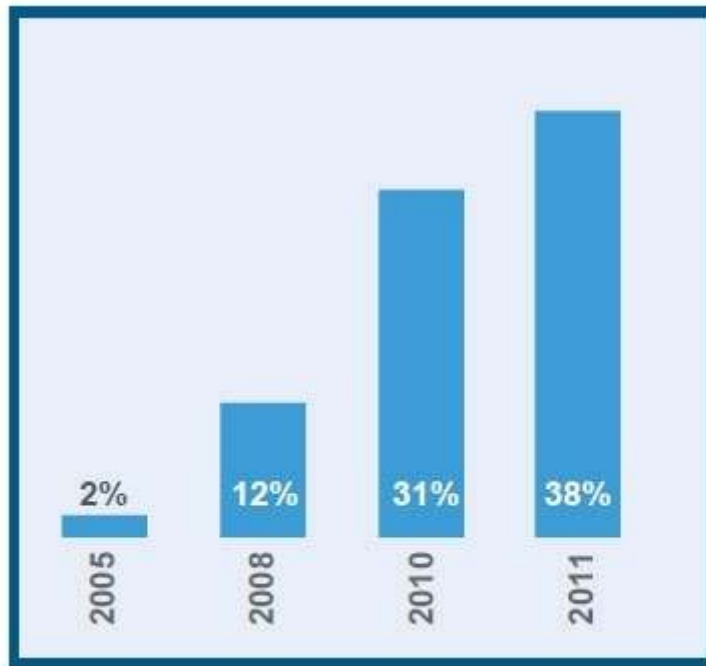
Overall Food Market

Growth of Fair Trade Food Segments, 2002-2011

Livability & Sustainability



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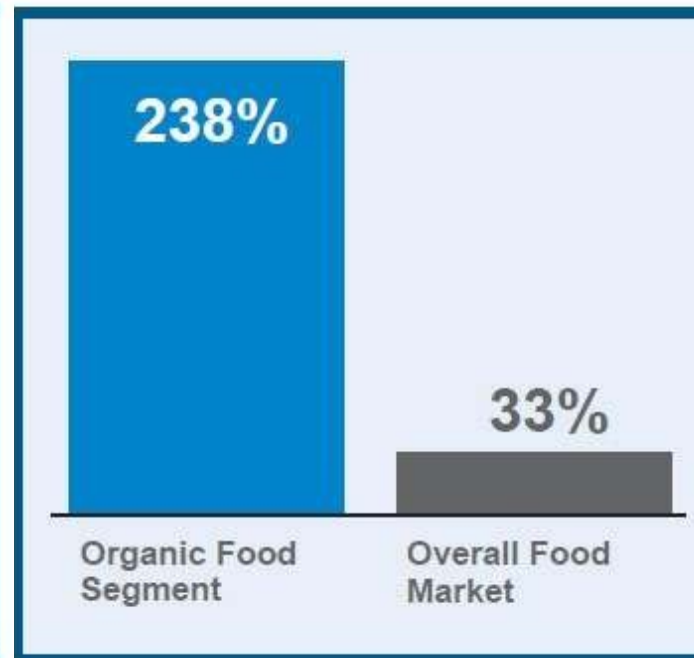
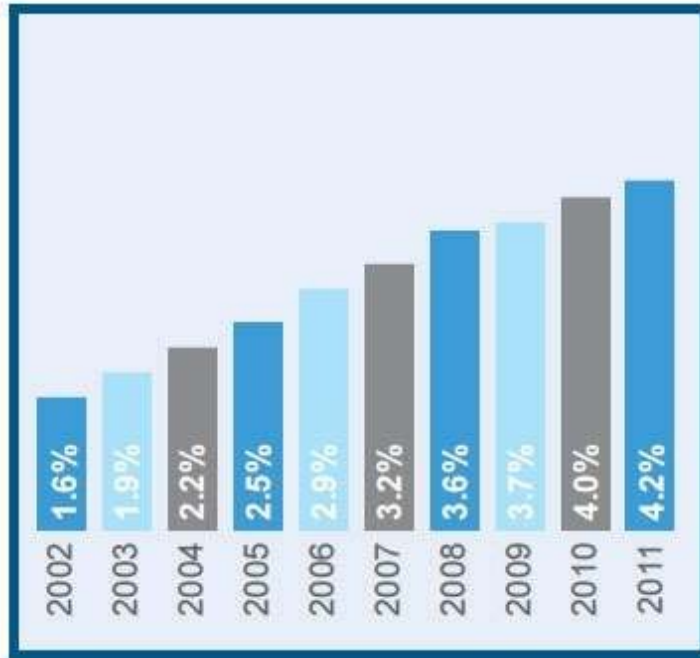
**Growth of
Green
Building
Segment,
2005-2011**

4
5

Human Health & Environmental Health



ISOmantra
Aim • Adapt • Achieve

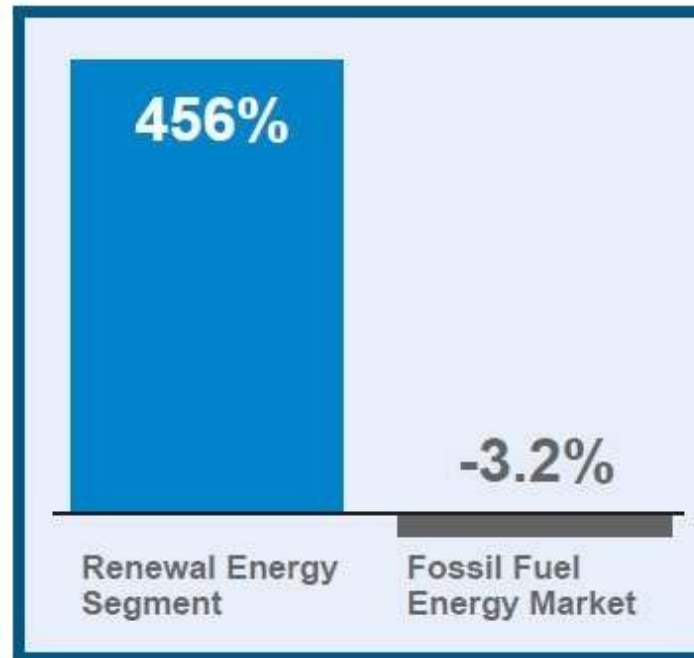
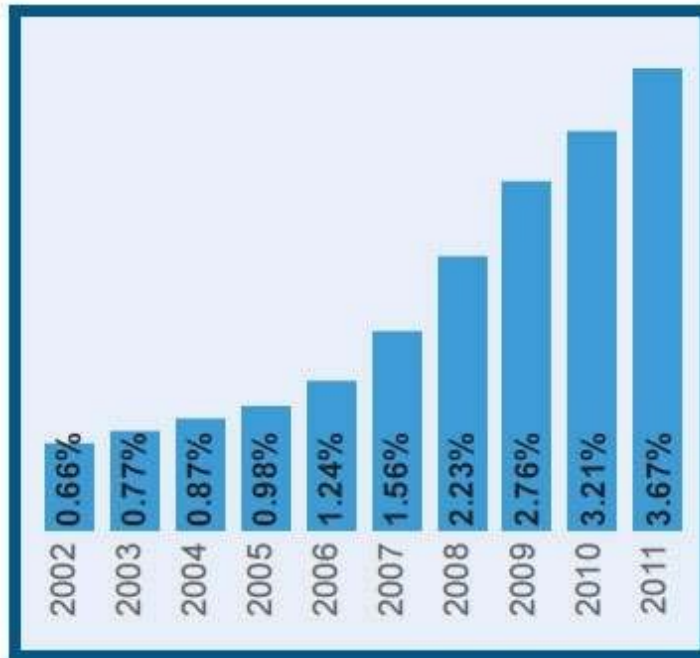


Growth of Organic Food Segment, 2002-2011

Energy & Sustainability



ISOmantra
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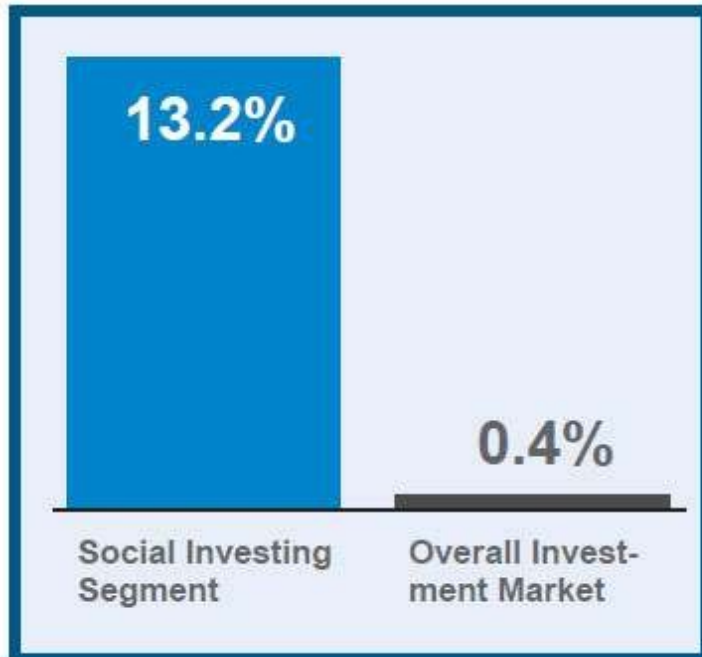


Growth of Renewable Energy Segments, 2002-2011

Financial Self-Interest & Common Good



ISOmantra
Aim • Adapt • Achieve



Growth of SRI Through Economic Downturn, 2007-2010

Socially Responsible Investing portfolios experienced substantial inflows and gains during the period of the down economy.

Polarity Principle #10



ISOmantra
Aim • Adapt • Achieve



**Never stop at balance
when leveraging
polarities.**

***Always go for
optimization.***



Next Steps



1. Use the basic polarity grid as a way to structure what you're hearing—start with values, frustrations or fears.
2. Look for people “pairing off” around polarity tensions.
3. Read the newspaper—full of polarities!
4. Try mapping with another person because your values blind you to the other value.
5. Develop a polarity repertoire.