

Duplication of Effort What's the problem?

Action Team 1
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Our Team

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Overview

- What's the issue?
 - “How can we make UCAR a “smaller place”? There is some evidence of people recreating capabilities that exist elsewhere or not taking advantage of them....”
- What did we learn?
 - “The Hero's Journey”
- What was the outcome?
 - It's not a problem!
 - And it needs to be managed...

Bad Duplication



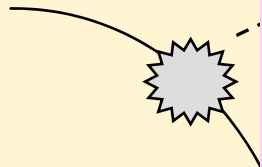
Good duplication



Hero's Journey

- Signed up for LA
- Not a team yet
- Learning leadership skills

Innocence



- Interviewed stakeholders
- Needed to pare down project
- Didn't know each other well enough yet
- Gremlins attack

Initiation

Gremlins

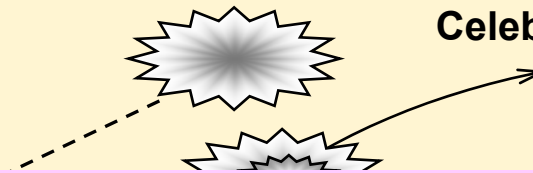
Allies

The Pit

- Level 3 Leadership Class
- Polarity

Vision

Celebration



Hero's Journey

Vision

What is a Polarity?

- Interdependent opposites that need each other for sustainable success
 - Centralized vs. decentralized operations
 - Company good vs. employee good
 - UCAR citizen vs. project mission
- Can't be solved as a problem
- Can only be managed, but it must be managed!

The Pit

Hero's Journey



Manage That Polarity!

- Polarities must be managed
 - Cannot be solved
- Common Pitfalls
 - Polarity management is the answer to everything
 - Avoiding the issue
 - No decisions

Polarity Management™ Tool

<p>+</p> <ul style="list-style-type: none"> Checks and balances Innovation Improved community service Address unique needs Avoids bureaucracy More agility Higher individual visibility Control (local) 	<ul style="list-style-type: none"> Increased communication Opportunities for collaboration Shared knowledge Increased efficiency Collaborative innovation Better resource allocation More cost effective More efficient use of resources <p>+</p>
<p>Duplication of efforts</p>	<p>No duplication of efforts</p>
<ul style="list-style-type: none"> Wasted resources Isolation Wasting taxpayer dollars (public perception) No communication No shared knowledge Conflicting priorities Ineffective management <p>-</p>	<ul style="list-style-type: none"> Increased risk Limited access to resources Drives to specialization Increase in bureaucracy Possible job loss Longer time to resolution No cross training – less experience in other fields Lack of innovation Fiefdoms & gatekeepers <p>-</p>

Polarity Management™ Tool

<p>+</p> <p>Checks and balances</p> <p>Innovation</p> <p>Improved community service</p> <p>Address unique needs</p> <p>Avoids bureaucracy</p> <p>More agility</p> <p>Higher individual visibility</p> <p>Local control</p>	<p>Increased communication</p> <p>Opportunities for collaboration</p> <p>Shared knowledge</p> <p>Increased efficiency</p> <p>Collaborative innovation</p> <p>Better resource allocation</p> <p>More cost effective</p> <p>More efficient use of resources</p>
<p>Duplication of effort</p> <p>Wasted resources</p> <p>Isolation</p> <p>Wasting taxpayer money</p> <p>No communication</p> <p>No shared knowledge</p> <p>Conflicting priorities</p> <p>Ineffective management</p>	<p>Duplication of efforts</p> <p>Wasted resources</p> <p>Isolation</p> <p>Wasting taxpayer money</p> <p>No communication</p> <p>No shared knowledge</p> <p>Conflicting priorities</p> <p>Ineffective management</p> <p>Loss of experience in other fields</p>
<p>-</p>	<p>-</p>

Living with Polarity

- Manage to the positives
 - The best of both sides gives balance
- Communication at all levels
 - A purposeful choice
- Reward collaborations across UCAR
 - Service to the institution

Parting Thought

“Utilize the institution’s clear mission to **communicate and foster collaboration** effectively. Allow individuals to **make informed decisions** about when duplication of effort is necessary. Duplication of effort may be implemented when it ensures that the **needs of the community are being optimally met**. A **willingness to share** research and knowledge and **ask for what is needed** is critical in achieving our goals.”

L/A - Making UCAR a smaller place...



L/A teams - Go forth and jam!

Parting Thought

- "An institution with a clear mission and good communication and an environment that fosters collaboration allows people to make informed decisions as to when duplication of efforts are necessary. We are willing to share our knowledge and research with others. We are willing to ask for what we need."