Duplication of Effort
What’s the problem?

Action Team 1
Leadership Academy Presentation
June 15, 2005
Our Team

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Our Coach

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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

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

- Level 3 Leadership Class
- Polarity
Hero’s Journey

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!
Hero’s Journey

- Innocence
- The Call
- Initiation
- Gremlins
- The Pit
- Allies
- Breakthrough
- Vision
- Celebration

Today’s the Day!

- Interviews as stakeholders
- Committed to having a polarity
- Presentation expectations clarified
- Diversity
  - Leadership skills learned
  - Humor
- Coaching
- Polarity is our friend

Team Strengths
- Diversity
- Leadership skills learned
- Humor
- Coaching
- Polarity is our friend
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

### Checks and balances
- Increased communication
- Opportunities for collaboration
- Shared knowledge
- Increased efficiency
- Collaborative innovation
- Better resource allocation
- More cost effective
- More efficient use of resources

### Innovation
- Improved community service
- Address unique needs
- Avoids bureaucracy

### Improved community service
- More agility
- Higher individual visibility

### Address unique needs
- Control (local)

### Duplication of efforts
- Wasted resources
- Isolation
- Wasting taxpayer dollars (public perception)
- No communication
- No shared knowledge
- Conflicting priorities
- Ineffective management

### No duplication of efforts
- 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

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# Polarity Management™ Tool

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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!