

# Duplication of Effort What's the problem?

Action Team 1

Leadership Academy Presentation

June 15, 2005

# Our Team

Tom Bettge - SCD  
Melissa Miller – F&A  
Don Murray - Unidata  
Mike Wright – DLESE  
Sandra Henderson – E&O/GLOBE  
Gary Blackburn - RAL  
Rena Brasher-Alleva-NCAR B&P  
Caron Chambers - ACD



## Our Coach

Carle Churgin – Chain Reaction Partners



# 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



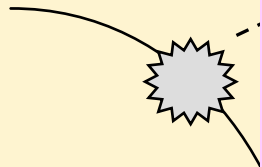
# Good duplication



# 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

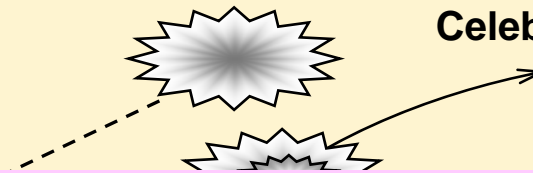
Allies

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

# Polarity Management™ Tool

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