

*Polarity Practitioners*

**And**

## **Volume Two: Chapter 42**

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*Making a Difference  
by Leveraging  
Polarity, Paradox or Dilemma  
Volume Two: Applications*

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**Themes Found in And: Volume Two**

Volume Two is more of a resource book than a linear narrative; every chapter can be referenced by theme. The authors have identified up to three themes their chapters most directly address. One way you may find this book useful is to identify the theme(s) of greatest interest to you and focus on the chapters that include them.

<b>Theme</b>	<b>Chapter</b>
• Consulting & Leadership	1, 2, 4-23, 25, 26, 28, 33-42
• IT & Tech	6, 18, 22
• Healthcare	19-24, 32
• Learning & Education	2, 9-12, 14, 17, 19, 24, 27, 30, 32, 34, 40, 41
• Social & Cultural	1-5, 26-29, 31, 35-39, 42
• Faith & Spiritual	3, 11, 28, 29
• Democracy & Politics	1, 4, 5, 25, 30, 31
• Methodology & Model	3, 6-10, 12-14, 17, 20-24, 26, 27, 29-42

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## Introduction to *And: Volume Two* and Authors

Barry Johnson

*And: Volume One* is a foundational book for understanding what polarities are and how they work. Polarities are interdependent pairs that need each other to be successful over time. Because they are interdependent, we connect the two poles of a polarity with the word “*And*.”

One central polarity from *Volume One* is Claiming Power *And* Sharing Power. *Volume One* and *Volume Two* can be seen in the context of this polarity. *Volume One* is an example of me claiming power while *Volume Two* is about sharing power. In *Volume One*, I am talking; in *Volume Two*, I am joining you in listening.

### About the Authors

When it came to inviting people to contribute to *And: Volume Two – Applications*, I chose those who have graduated from our two-year Polarity Mastery Program at Polarity Partnerships. They are all well-grounded in Polarity Thinking™ and represent a variety of disciplines and life experiences. They were invited to write a chapter and to invite other practitioners to co-author their chapter if they desired. I am grateful for their response and for the richness they have created.

### Section One: Polarity Thinking Supports Radical Possibilities for Equity

This opening section directly addresses the polarity Dominant Culture *And* Marginalized Cultures by listening to polarity practitioners who are members of one or more marginalized groups. They are providing us with perspectives from the marginalized about how a polarity lens can be useful in addressing marginalization. This section provides a context for looking back at *Volume One* and looking forward to the rest of *Volume Two*.

### Section Two: Expanded Applications of Polarity Thinking

The rest of the book provides a wide range of perspectives and experiences from an extended group of caring and creative people. Each has made a solid connection between their passion and Polarity Thinking. It is a feast of thought and experience.

I think I speak for all of the co-authors of *And: Volume Two* in hoping that you find this book useful in your own efforts to make a difference.

Enjoy, Barry

Find bio and contact info for all lead authors for each chapter at [www.polaritypartnerships.com/certified-polarity-practitioners](http://www.polaritypartnerships.com/certified-polarity-practitioners)

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## Multarities™: Interdependencies of More Than Two

Cliff Kayser, MSHR, MSOD, PCC  
Shalom Bruhn, MAOB  
Luke Massman-Johnson

*A complex system that works is invariably found to have evolved from a simple system that worked. ~ Gall's Law<sup>229</sup>*

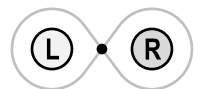
This chapter recognizes the evolution of practice from seeing and leveraging the simplest *both/And* interdependency – a polarity – to more complex applications that include multarities™: *interdependencies of more than two poles, which synergistically contribute to a greater purpose that is more than the sum of the parts.*<sup>R123, 230</sup> The more we see these multiple interdependencies, the greater our ability to map, assess, learn and leverage key chosen polarities within the multarity in support of making our difference in the world.

The introduction of polarities in And: Volume One uses breathing as an analogy; the life-long interdependence of inhale *And* exhale. Activity *And* rest and the two hemispheres of the human brain are also used to illustrate interdependencies. The human body is useful for looking at multarities because of its inherent multitude of systems, including respiratory, muscular, skeletal, etc. These interdependent systems operate mostly in the background of our lives – on autopilot. However, there are times when we notice our body is not working as well as we'd like it to. Symptoms arise, perhaps as early warning signs, that help us diagnose which system or combinations of systems need attention. To return our health to an optimized state, we take certain steps – action steps – to help our system improve. Over time, the systems in need and the directions of our focused energy and efforts will change. What will stay the same, for as long as we occupy our body, is the monitoring and managing of the interdependence among our many systems. Just like polarities, multarities are not new. And you, with your marvelous multitude of interdependent working parts, are a multarity. This chapter explores seeing and thinking about interdependencies to enhance our quality of life on this wonderful planet.

### Illustrating Multarities

To address the complexity of multarities, new illustrations were crafted with stylized parts. *Figure 1* is a polarity: each pole is a simple circle, while *And* is represented by a dot connecting the poles. The infinity loop continues to identify the energy that is *both differentiating*: energy crossing between,

*Figure 1: Polarity*



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<sup>229</sup> Gall, J. *Systemantics: How Systems Work and Especially How They Fail*. General Systemantics Press. 1975.

<sup>230</sup> "Realities", e.g.<sup>R121</sup>, are principles that apply to all polarities and multarities. See Appendix C.

keeping poles separate, *And integrating*: wrapping energy holding both poles in infinite connection. This interdependence is true for every pole in relation to every other pole in any multarity; a multitude of polarities.

*Figure 2a* shares the rich interdependent synergy of all poles, contributing to an exponential Greater Purpose (GP<sup>5</sup>) that is more than the sum of the 5 parts. The superscript “x” in (GP<sup>x</sup>) identifies the number of available poles supporting the exponential Greater Purpose of the multarity. In *Figure 2a* and *Figure 2b* it is (GP<sup>5</sup>).

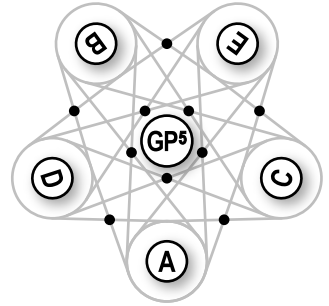
The black dots – the connecting *And* – help you spot the polarities among the lines generated by a multarity. With multarities, the energy system between one pole and any of the other poles is unique to each polarity, but the labeling of left or right pole can vary for each set. With that in mind, as we shift into multarities we no longer identify poles as “L” or “R” as we do with a singular polarity.

You can see how a single pole (A) shares an interdependence with each and every other pole; (A•B), (A•C), (A•D), and (A•E). This is true for (B), (C), (D) and (E) as well. As you increase the number of poles in a multarity, the number of polarities available increases geometrically. Ten polarities show up in our 5-pole multarity and this can feel overwhelming. In *Figure 2b* we have highlighted two polarities in a 5-pole multarity to show that working with multarities is not about just building but selecting and focusing on specific polarities inside a multarity, like we have done with (A•B) and (A•C). Though our graphics may show the full web of interconnected poles, as you work with multarities you can select those that are brought to the foreground; those that provide the greatest opportunity for improvement at a given point in time. Other polarities, as we noted with our body analogy, can run in the background on auto-pilot. It is also true that to the extent you can optimize the polarities in a multarity, you optimize the synergy of the system toward your (GP<sup>x</sup>).<sup>R124</sup>

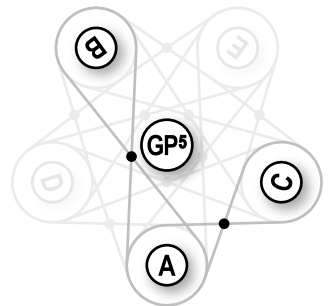
### Basic Multarity Examples: From Analogy to Application

As our body analogy noted, you are already immersed in multarities. This entire book shows how prolific multarities are, as authors suggest multiple polarities that synergistically support their larger goals (GP<sup>x</sup>) for individuals, companies, industries and the world. We are simply making explicit – Seeing – that interdependencies of more than two are a reality in our lives. Following are examples of well-known models/theories that are used every day to optimize systems. Each can be enhanced when seen through a multarity lens.

*Figure 2a: 5-Pole Multarity*



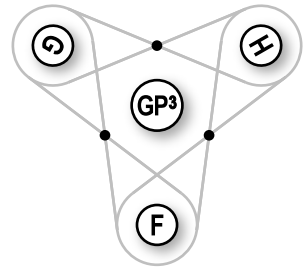
*Figure 2b: Two Polarities in a 5-Pole Multarity*



### 3-Pole Multarities (Figure 3)

- The three branches/poles of the U.S. Federal Government are intended to create a dynamic balance of power for Effective Governance (GP<sup>3</sup>): (F) Legislative, (G) Executive, *And* (H) Judicial.
- An oft-cited trio supporting Well-being (GP<sup>3</sup>): (F) Mind (G) Body, *And* (H) Spirit

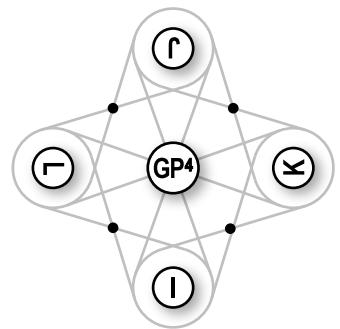
Figure 3: 3-Pole Multarity



### 4-Pole Multarities (Figure 4)

- The Myers-Briggs Type Indicator™ (MBTI) looks at 4-pole dimensions of personality<sup>231</sup> to enhance Personal Effectiveness (GP<sup>4</sup>): (I) Information, (J) Structure, (K) Decisions, *And* (L) Favorite World.
- Peter Koestenbaum’s Leadership Diamond optimizes Leadership Effectiveness (GP<sup>4</sup>): (I) Ethics, (J) Vision, (K) Reality, *And* (L) Courage.<sup>232</sup>

Figure 4: 4-Pole Multarity

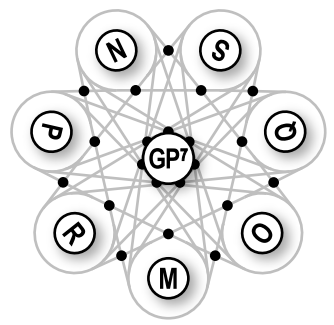


### 7-Pole Multarity (Figure 5)

Figure 5 is a rich example of a multarity supporting and enhancing multiple models. The 7-poles of the multarity represent The Barrett Model’s seven levels of human consciousness: (M) Viability, (N) Relationships, (O) Performance, (P) Evolution, (Q) Alignment, (R) Collaboration, *And* (S) Contribution.<sup>233</sup> Barrett’s breakthrough work also incorporates PEMS: Physical, Emotional, Mental, *And* Spiritual; a move inspired by Maslow’s Hierarchy of Needs.<sup>234</sup> As you assess your needs, you can choose those polarities that provide the greatest opportunity for Personal Development (GP<sup>7</sup>) at any given time.

Figure 5: Maslow’s Human Needs and The Barrett Model align with a 7-Pole Multarity

	7	Contribution	(S)
Spiritual	6	Collaboration	(R)
	5	Alignment	(Q)
Mental	4	Evolution	(P)
	3	Performance	(O)
Emotional	2	Relationships	(N)
Physical	1	Viability	(M)



<sup>231</sup> [www.myersbriggs.org/my-mbti-personality-type/mbti-basics](http://www.myersbriggs.org/my-mbti-personality-type/mbti-basics).

<sup>232</sup> Koestenbaum, P. *Leadership: The Inner Side of Greatness: A Philosophy for Leaders*. Jossey-Bass, 1991.

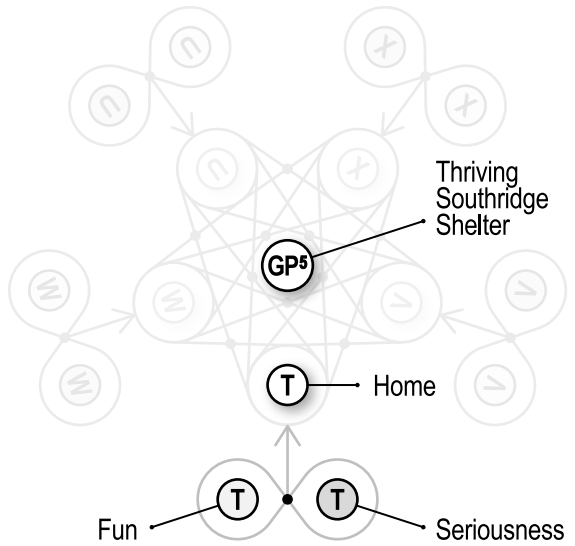
<sup>233</sup> [www.valuescentre.com/barrett-model](http://www.valuescentre.com/barrett-model). Accessed March, 2021.

<sup>234</sup> Maslow, A. H. "A Theory of Human Motivation." *Psychological Review*, 50(4), pp. 370-396.

### Multarity Poles With Underlying Polarities

In Volume One, we learned, “The Greater Purpose of one polarity can be a pole of a larger polarity in which it is ‘nested.’”<sup>R68</sup> The same holds for a multarity: The Greater Purpose of a polarity can be a pole of a multarity in which it is nested.<sup>R125</sup> So, it is possible for a pole in a multarity to *also* be the Greater Purpose of the underlying supporting polarity. For example, in *Figure 6a*, the polarity Fun *And* Seriousness (T•T) has Home (T) as its GPS. Home (T) is *also* one of five poles in this multarity which, in turn, supports a Thriving Southridge Shelter (GP<sup>5</sup>).

Figure 6a: One Polarity Supporting One Pole of a 5-Pole Multarity

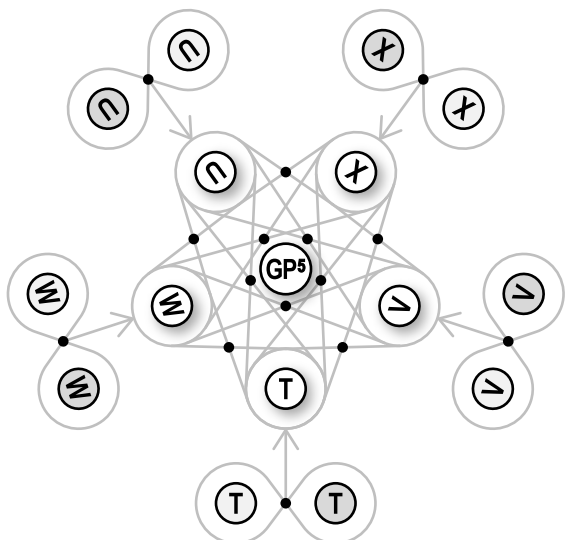


### 5-Pole Multarity with Five Supporting Polarities

Expanding on our example above, listed below are Southridge Center’s supporting polarities as identified by Tim Arnold in Chapter 19, *Figure 3*, p. 147. *Figure 6b* shows the GPS of each polarity becoming one of the 5-poles in the shelter’s chosen multarity. All five GPS experiences support a Thriving Southridge Shelter (GP<sup>5</sup>).

- Leveraging Fun *And* Seriousness (T•T) in order to experience Home (T)
- Unconditional Acceptance *And* Accountability (U•U) to experience Love (U)
- Reliance on a Higher Power *And* Personal Responsibility (V•V) in order to experience Hope (V)
- Consistency *And* Individuality (W•W) in order to experience Fairness (W)
- Embracing Our Brokenness *And* Embracing Our Excellence (X•X) in order to experience Beauty (X)

Figure 6b: 5-Pole Multarity w/ Supporting Polarities



The Polarities of Democracy in Chapter 31, *Figure 2*, p.238, is another 5-pole multarity example. Listed below are their five polarities which support the five poles that make up their chosen multarity. A multarity they then leverage to attain their objective – an overarching greater purpose (GP<sup>5</sup>) – of Advancing Healthy, Sustainable, and Just Communities.

- Freedom *And* Authority supports the Initiative/Productivity pole
- Justice *And* Due Process supports the Protection/Restoration pole
- Diversity *And* Equality supports the Meritocracy/Sufficiency pole
- Human Rights *And* Communal Obligations supports the Belonging/Community pole
- Participation *And* Representation supports the Contribution/Commitment pole

### 3-Pole Multarity with Three Supporting Polarities

For each of the 3-poles of Judith Glaser’s Conversational Intelligence (CI) multarity, we can identify polarities that support each pole.

- Ask *And* Tell supports the Transactional pole
- Advocacy *And* Inquiry support the Positional pole
- Share *And* Discover supports the Transformational pole

### 4-Pole Multarity with Four Supporting Polarities

In the Myers Briggs 4-pole multarity, each pole of the MBTI is the GPS of a well-leveraged supporting polarity:

- Extroversion *And* Introversion supports the Favorite World pole
- Sensing *And* Intuition supports the Information pole
- Thinking *And* Feeling supports the Decisions pole
- Judging *And* Perceiving supports the Structure pole

### 6-Pole Multarity with Six Supporting Polarities

In Chapter 8, *Figure 1*, p.67, Robert “Jake” Jacobs’ Real Time Strategic Change (RTSC) principles are beautifully laid out as a multarity of six polarities.

### From Analogy to Application to *And*s

The analogies and examples shared so far were chosen for a few reasons. First, to introduce our new visual language for multarities. Second, to show the polarity and multarity dynamics imbedded in the common competencies we all navigate: our bodies, well-being, change, communication, personality types, and principles of governance and human organization. And third, to recognize that many of the theories and models used all over the world contain multarities as an intrinsic tap-pable resource. We are “in” polarities and multarities regardless of whether we see them, how we describe them, or our ability leverage them. The key factor determining the degree of leverage is thinking competency, starting with supplementing *Or*-thinking with *And*-thinking, then moving into *And*s-thinking. The following *Figure 7* map summarizes how *And*s-thinking supports the (GP<sup>X</sup>) Solve Problems, Leverage Polarities, and Leverage Multarities.

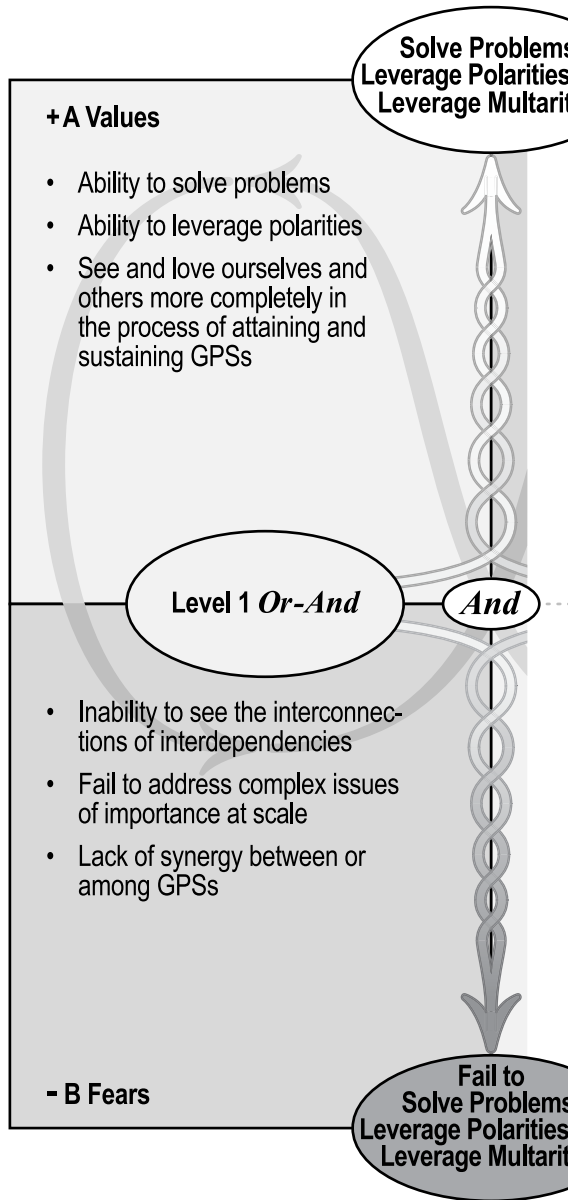
Figure 7

**Action Steps**

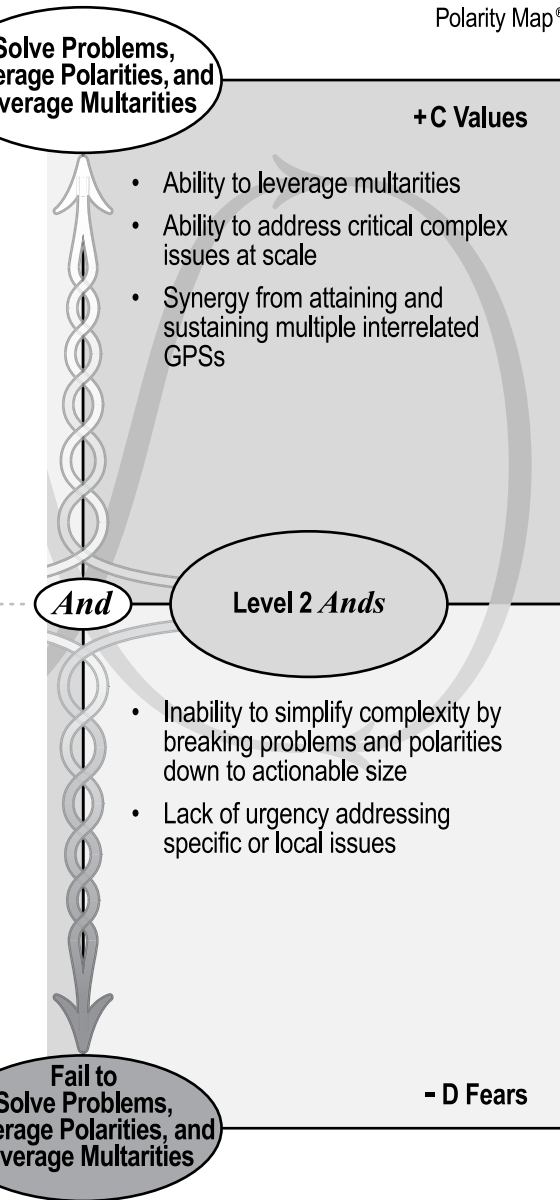
- Engage key stakeholders by meeting clients and their challenges “where they are” (HL)
- Measure performance solving specific problems and leveraging specific polarities
- Provide facilitation, training, and tools to develop capacity and capability to solve problems and leverage polarities

**Early Warnings**

- Increased complaints like, “We’re not addressing big and critical issues.”
- Delays due to the inability to address complex issues and opportunities
- Issues that affect peoples’ well-being are poorly addressed or unaddressed at scale



Polarity Map®



**Action Steps**

- Engage key stakeholders by meeting clients and their challenges “where they are” (HL)
- Measure performance leveraging multarities
- Provide facilitation, training, and tools to develop capacity and capability to leverage multarities
- Address complex issues that involve multarities: poverty, racism, sexism, and climate change

**Early Warnings**

- Increased complaints about particular problems not solved
- Increased complaints about particular polarities being poorly leveraged
- Inaction due to overwhelm

## Evolution of Thinking and Practice

When we supplement *Or*-thinking with *And*-thinking we have stepped mentally from the world of independent variables into the world of interdependency. At the entrance we meet the smallest possible interdependency, the interdependent pair or polarity. We bring *Or*-thinking with us. Part of the beauty of *And*-thinking is the ready access we have to both – *Or*-thinking and *And*-thinking in combination. Once this mental threshold is crossed into what might be called a “Level 1” awareness of interdependent pairs, the next steps get easier. Volume One, Chapter 26, shares, “The Genius of *Or And* the Genius of *And*,” and provides a rich Polarity Map®, *Figure 5*, pp. 212 -213, that illuminates Level 1 awareness.<sup>235</sup> This *Or And And* mapped polarity is “nested” under and supports the left pole in *Figure 7*, p. 326. What might be called “Level 2” awareness within the world of interdependency includes: *Or*-thinking, *And*-thinking, and *Ands*-thinking, which focuses on interdependencies beyond two – multarities.

At its largest scope, the world of interdependent multarities includes everything that exists and has existed, seen and unseen. The more expansive our thinking, the smaller we know we are and the less it matters. We can just be in awe of the interconnected beauty of our interdependency in and with all –every thing/everything.

At a more pragmatic scope, we can appreciate that Level 1 *And*-thinking in polarity terms is not enough. We can recognize the wisdom of those whose models and theories were shared earlier in this chapter and earlier in this book. Though they may not have used the word “multarities,” they have helped us begin to understand how to see and leverage them using more than one “*And*.” Level 2 thinking in multarity terms requires multiple “*Ands*.” For now, we suggest using *And*-thinking for polarities while using *Ands*-thinking for multarities.

## Multarity Practice Considerations

*Ands*-thinking can be explored as a supplement to *And*-thinking the same way *And*-thinking was explored as a supplement to *Or*-thinking. *Figure 7*, pp. 326 -327, provides a Polarity Map of the Level 1 *And* Level 2 thinking polarity. *Or*-thinking and *And*-thinking is a competency polarity to leverage at Level 1. *Or*-thinking and *And*-thinking *And Ands*-thinking is a competency multarity to leverage at Level 2. As noted, our *Figure 7* map summarizes how *Ands*-thinking at Level 2 supports the (GP<sup>x</sup>) Solve Problems, Leverage Polarities, and Leverage Multarities.

## Conclusion

This chapter explored application practices involving multarities and supplementing *And*-thinking with *Ands*-thinking. We look forward to our continued exploration and to the evolution of thinking and practice to be shared in future volumes.

About Cliff Kayser ~ [www.polaritypartnerships.com/certified-polarity-practitioners](http://www.polaritypartnerships.com/certified-polarity-practitioners)

<sup>235</sup> Johnson, Barry. *And: Making a Difference by Leveraging Polarity, Paradox or Dilemma. Volume One – Foundations*. HRD Press, 2020.

# Praise for And



“To be able to make a difference in the world has always mattered to me. This book has supported me to break out of the constrictions of *Or* and into my expanding world of *And* which holds more possibilities for me. In the space of more possibilities, I am more aware of my increased capacity to love and to be connected. I am no longer perplexed by the chronic conflict and polarization I see in organizations and in the world. I feel I can access the energy flow between two wants and hold the whole. That is how I make a difference in my circle of influence, and it is my hope that in some small way I make a difference in the world. I am confident that others will benefit as much as I have.”

~ *Shareefah Sabur, MA, MNO, CDP, GPCC, BCC*  
*Executive Director, Gestalt Institute of Cleveland*



“*Both/And* thinking allows for the recognition that two seemingly contradictory things can both be true at the same time. Within equity, inclusion, and justice work, the *Both/And* lets us be honest about our privileges without descending into guilt or shame, recognize urgency while understanding that growth takes time, and focus on the concerns of marginalized communities while uplifting our shared humanity.”

~ *Shelly Tochluk*  
*Author, Witnessing Whiteness: The Need to Talk About Race and How To Do It and Living in the Tension: The Quest for a Spiritualized Racial Justice*



“Polarity Thinking is the most elegant approach to dealing with the critical issues that we wrestle with in institutions, organizations, and groups the world over. When we grasp the concepts and their application, we realize that we can truly make a difference in the world by seeing and making sense of both horns of knotty dilemmas. We can have our cake and eat it! Leaders at all levels too-readily see complex issues as problems to solve rather than polarities to leverage. Leaders thus make the issues more complex by invoking solutions that ‘solve’ only one pole of the issue. The shadow of these one-sided solutions eventually come to the foreground and thus cause downward spiraling and anguish for all involved. Barry’s vision has energized and innovated my own work. I’m happy to endorse Polarity Thinking because it has made such a difference in the work I do with leaders at all levels and the design of programs and interventions with those leaders and their organizations.”

~ *David Magellan Horth*  
*Director of Innovation Venturing and Partnerships / Senior Fellow,*  
*Center for Creative Leadership*

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