

Cliff's Notes

Breathing Part AND Whole

Supreme Court Decision on Marriage Equality

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The Part and Whole Polarity Map™ helps illustrate how the Supreme Court's gay marriage decision contributes to improving leverage on our nation's path to a more perfect union.

The ruling is celebrated here by:

- 1) outlining some basics of polarities using breathing (inhale and exhale), and Activity and Rest for those unfamiliar with polarities;*
- 2) sharing the "Parts AND Whole" Polarity Map™; and,*
- 3) identifying key portions of Justice Kennedy's majority opinion to illustrate/reinforce upside benefits and limitations.*

Either/or Thinking is necessary and useful
when you have “either/or” problems to solve

What day is it today?

What language is this question written in?

How many questions are asked on this page?

What color is the background of this page,

Black or White?

STEP 1:

Seeing

– The “both/and” Interdependency

Polarities are different from either/or problems, because you can't choose one pole of a polarity as a sustainable solution. Treating a polarity as a problem to solve, leads to dysfunction.

Which is better – Inhale OR Exhale?



Inhale



Exhale

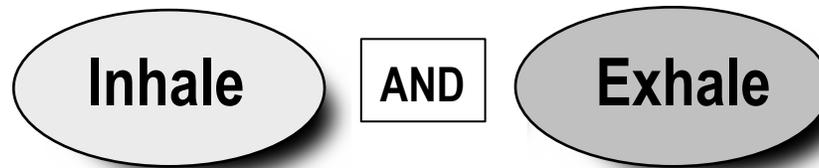
Polarities are interdependent pairs.

They have two poles that are both neutral or positive and both poles need each other over time to function well in service of a Greater Purpose that both poles share.

STEP 1:

Seeing

- The “both/and” Interdependency



Step 2:
Mapping
--The ongoing dynamic

One of the many gifts of Polarities is their predictability.

(+)

(+)

Inhale

AND

Exhale

(-)

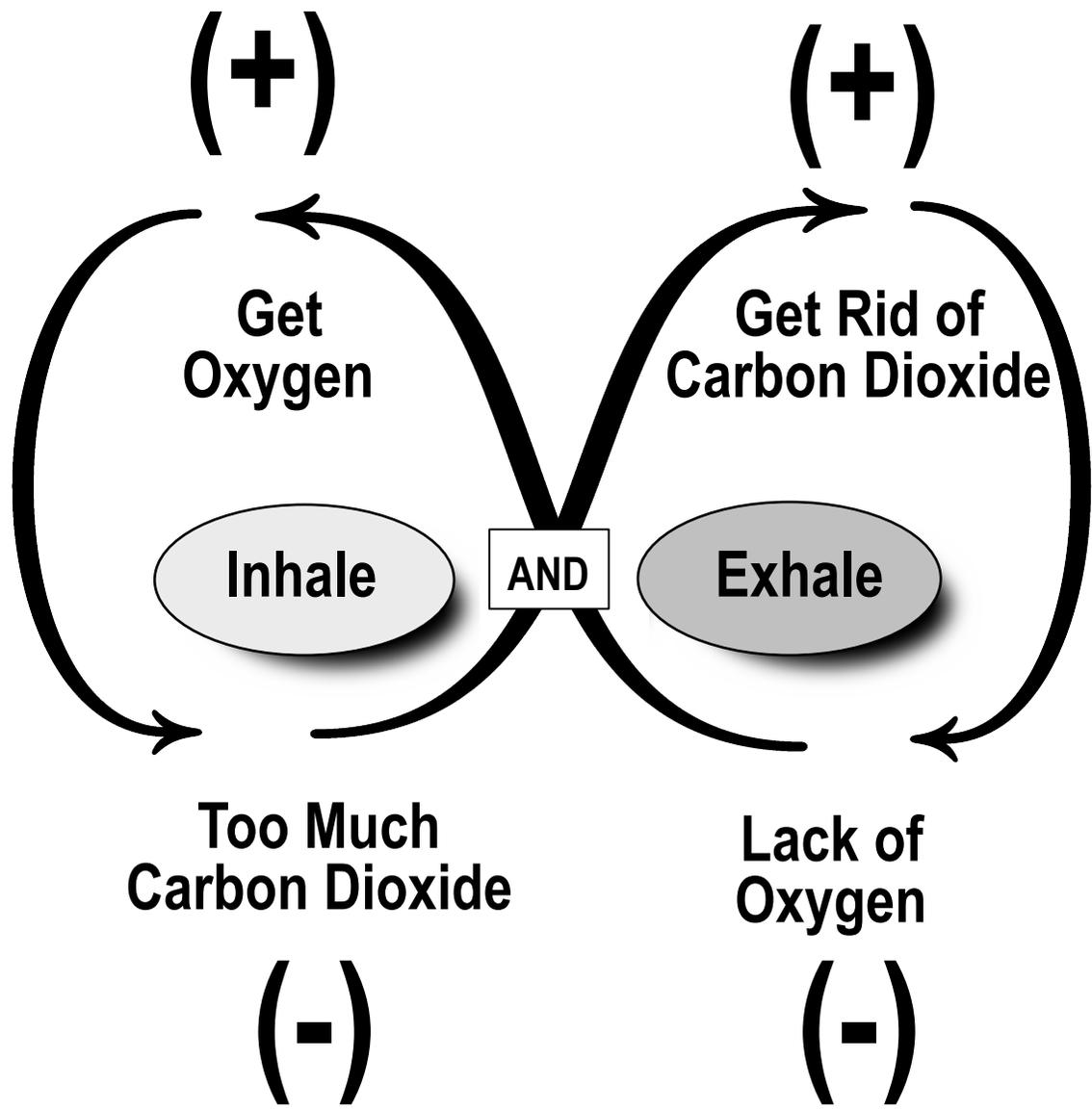
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When we know we have a polarity, we can look for the upside benefits
and downside limitations of both poles.

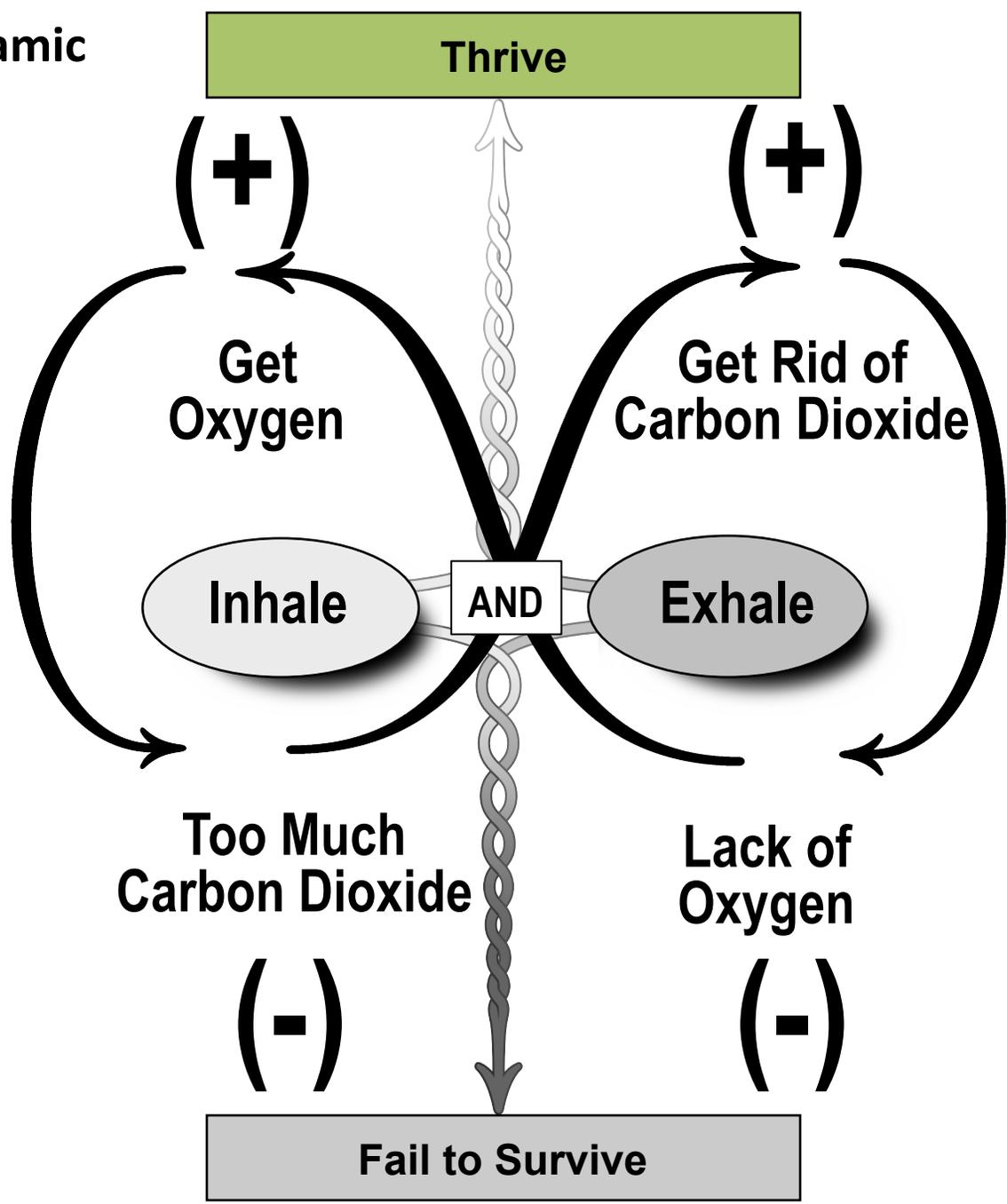
(Downside limitations result from using one pole to the neglect of the other.)

BREATHING is a quick and easy metaphor for how polarities work.

**Step 2:
Mapping
--The ongoing dynamic**



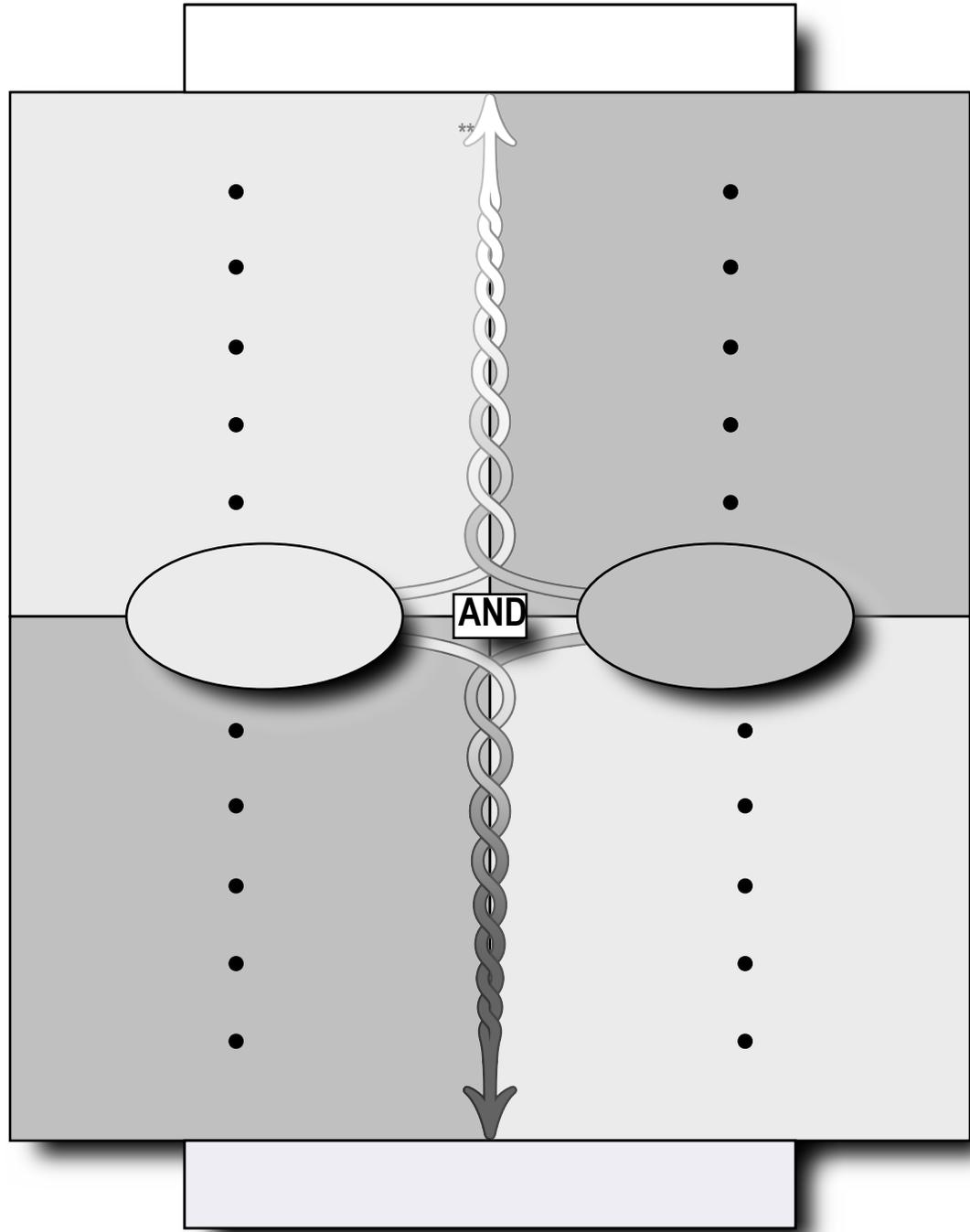
**Step 2:
Mapping
--The ongoing dynamic**



Step 3: Assessing

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Seldom
Almost Never



Almost Always
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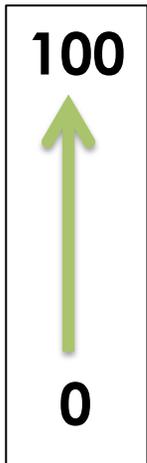
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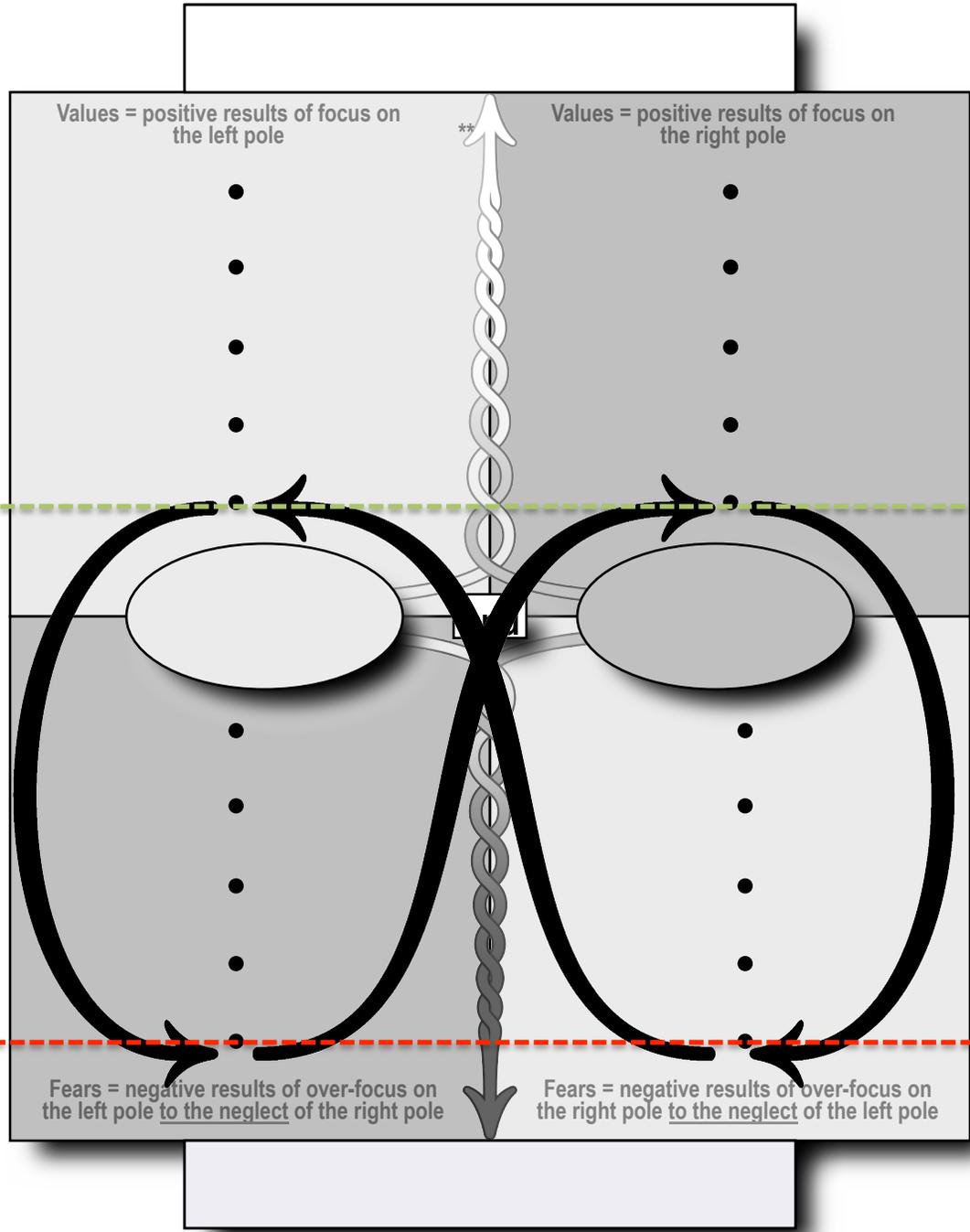
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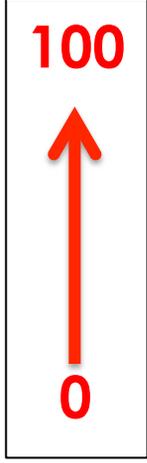
Steps 3: Assessing = Poorly Leveraged



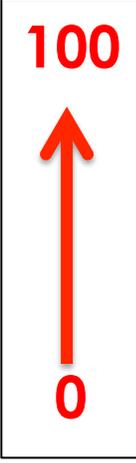
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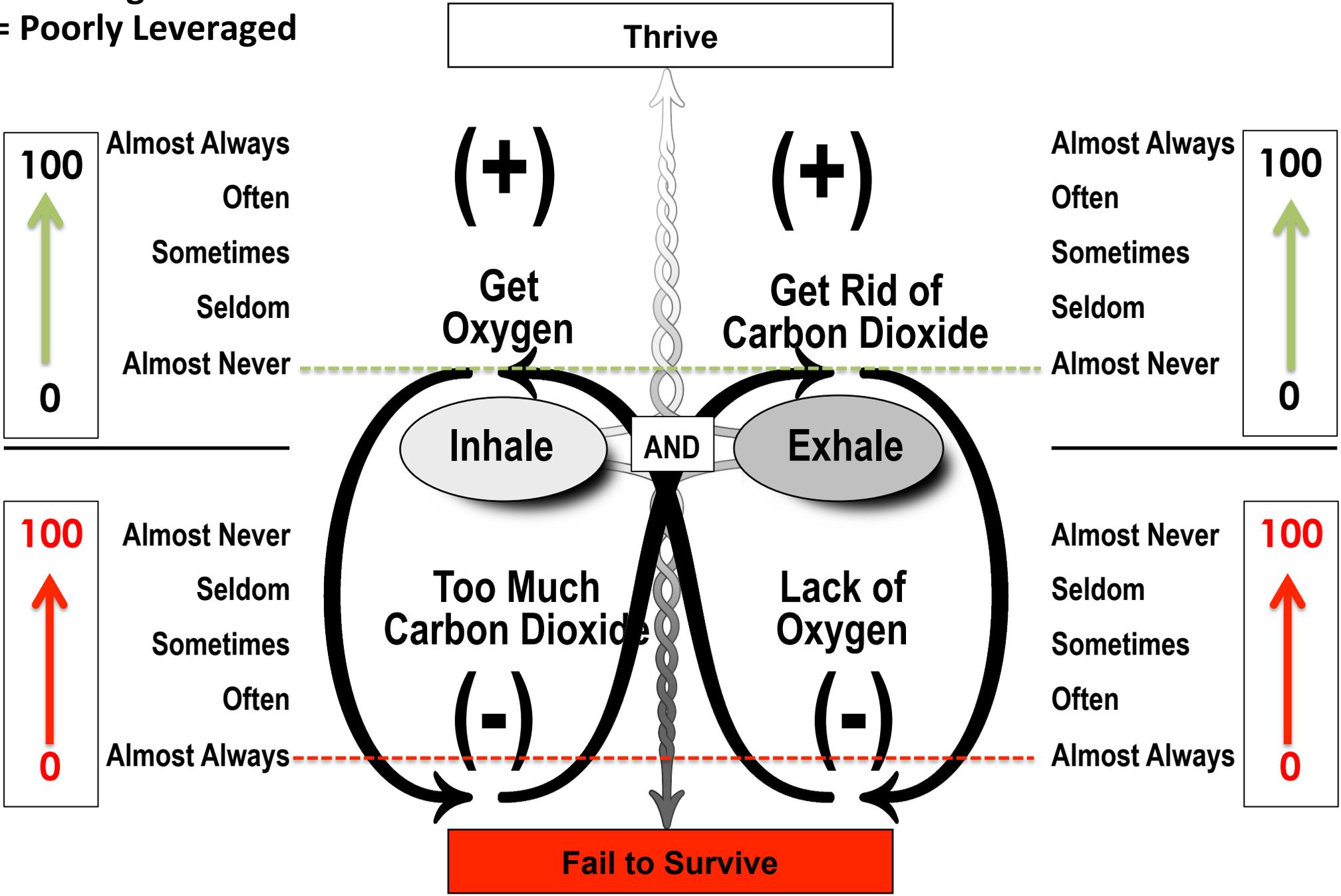


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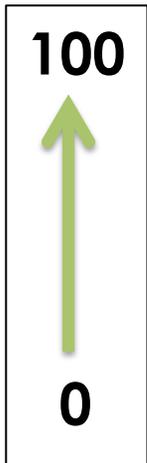


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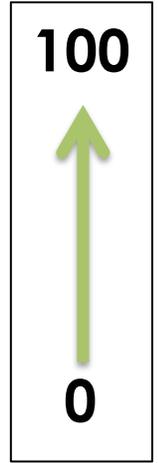
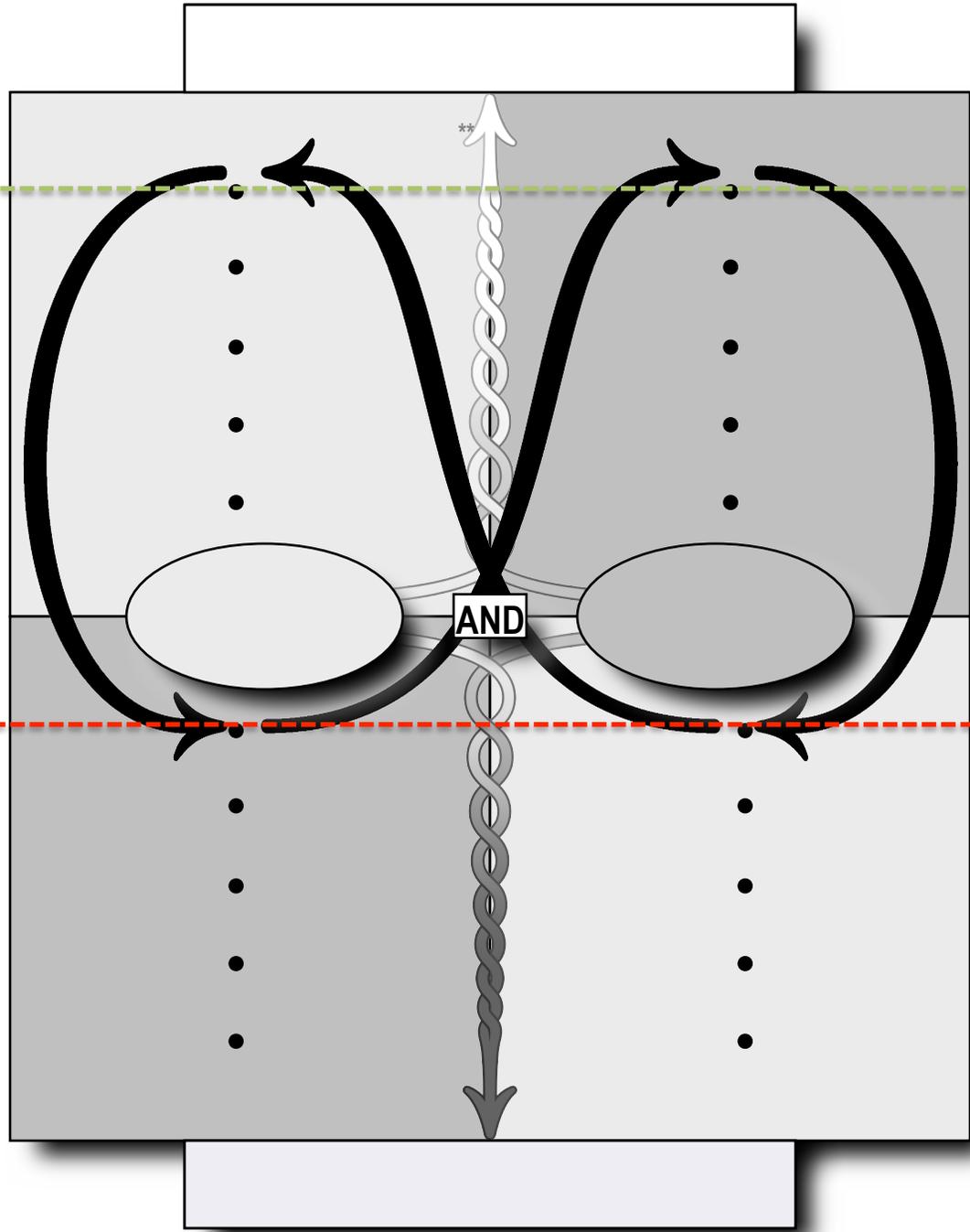
**Steps 3:
Assessing
= Poorly Leveraged**



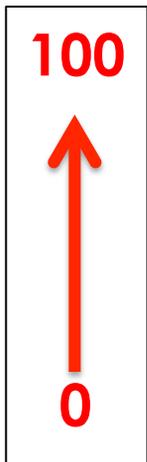
Steps 3: Assessing = Well Leveraged



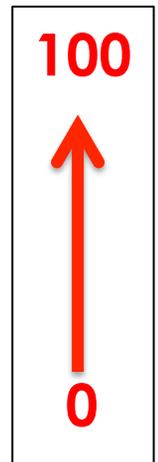
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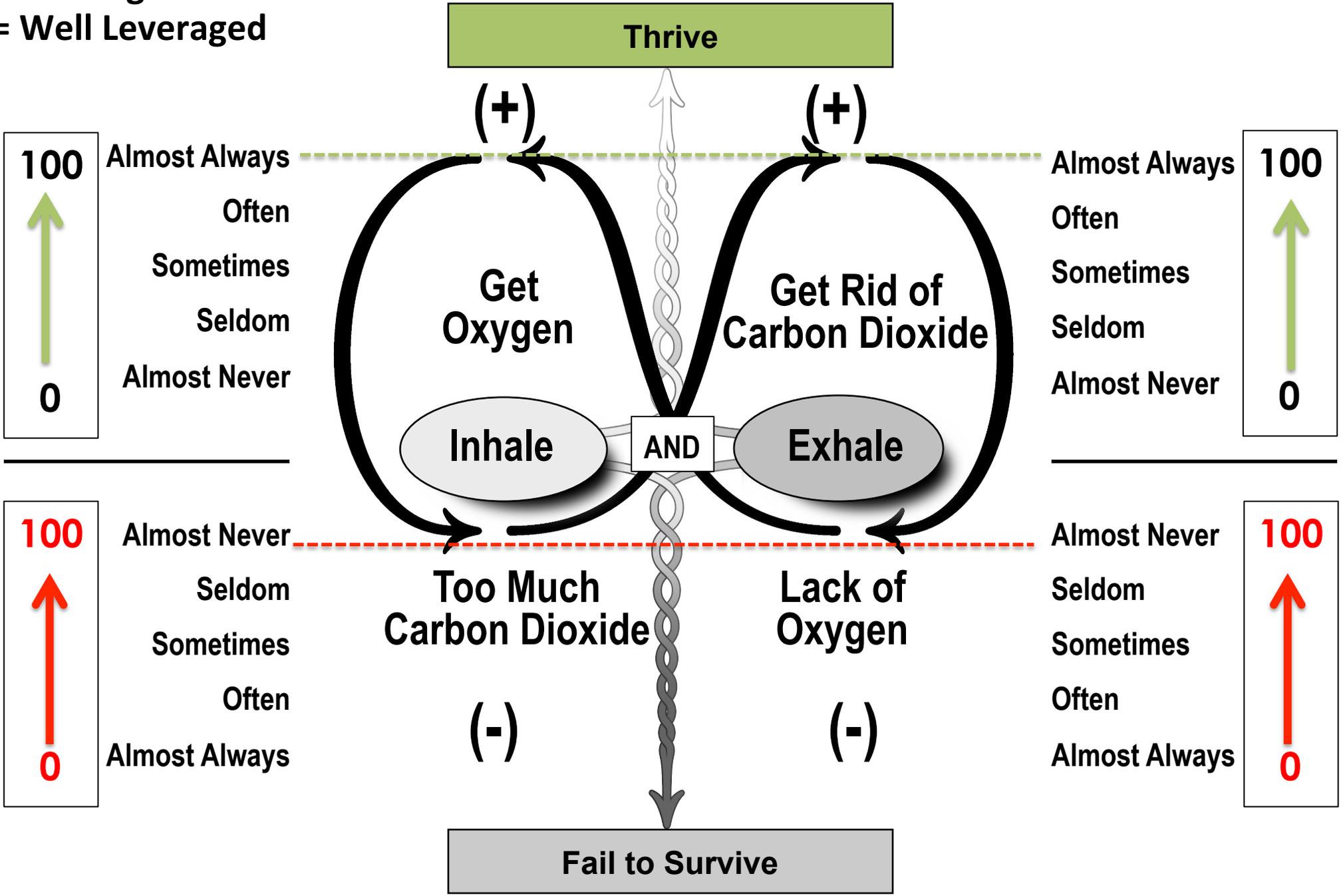


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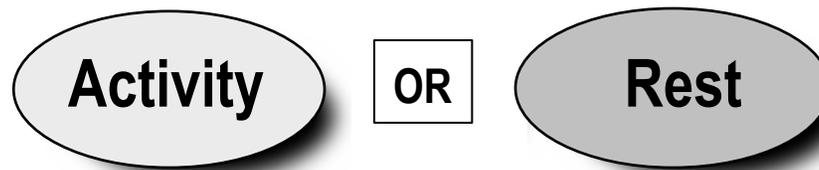


Almost Never
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**Steps 3:
Assessing
= Well Leveraged**



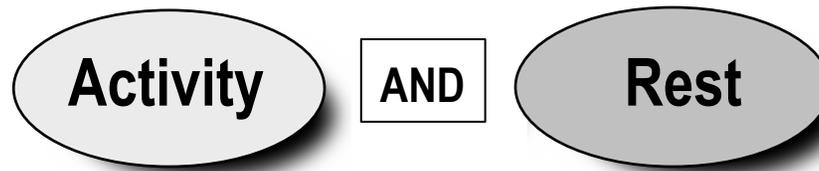
EXAMPLE 2: Which is Better?



STEP 1:

Seeing

– The “both/and” Interdependency



Step 2:
Mapping
--The ongoing dynamic

(+)

(+)

Activity

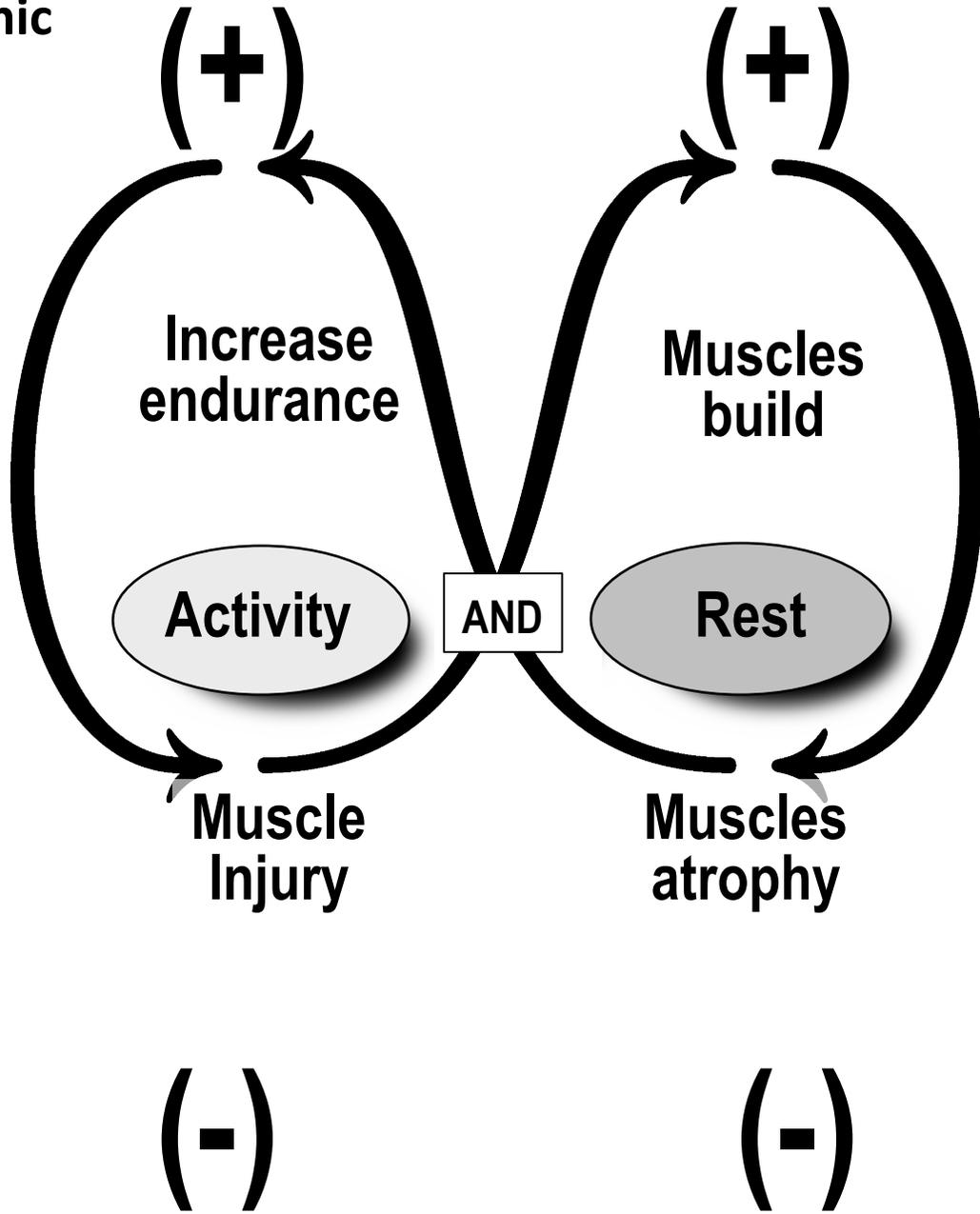
AND

Rest

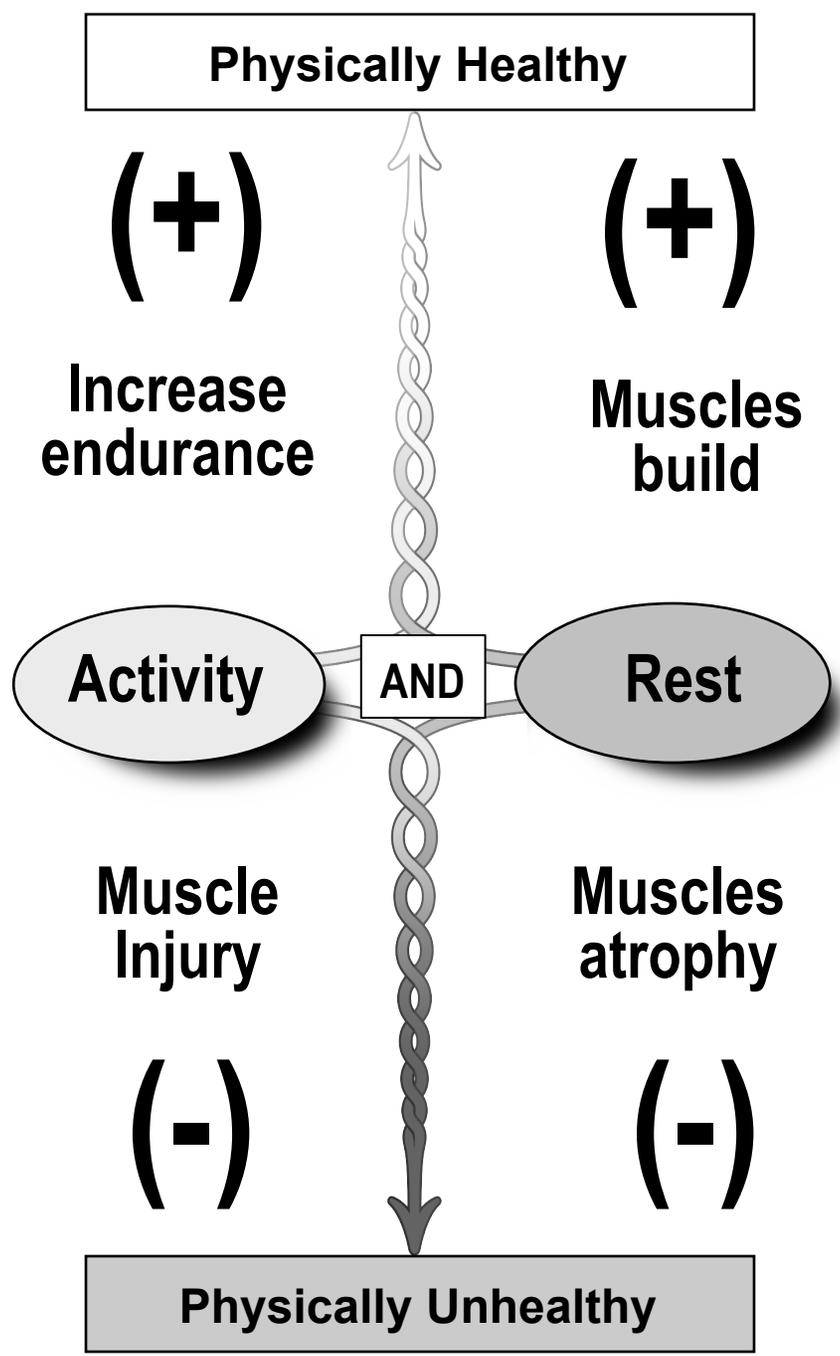
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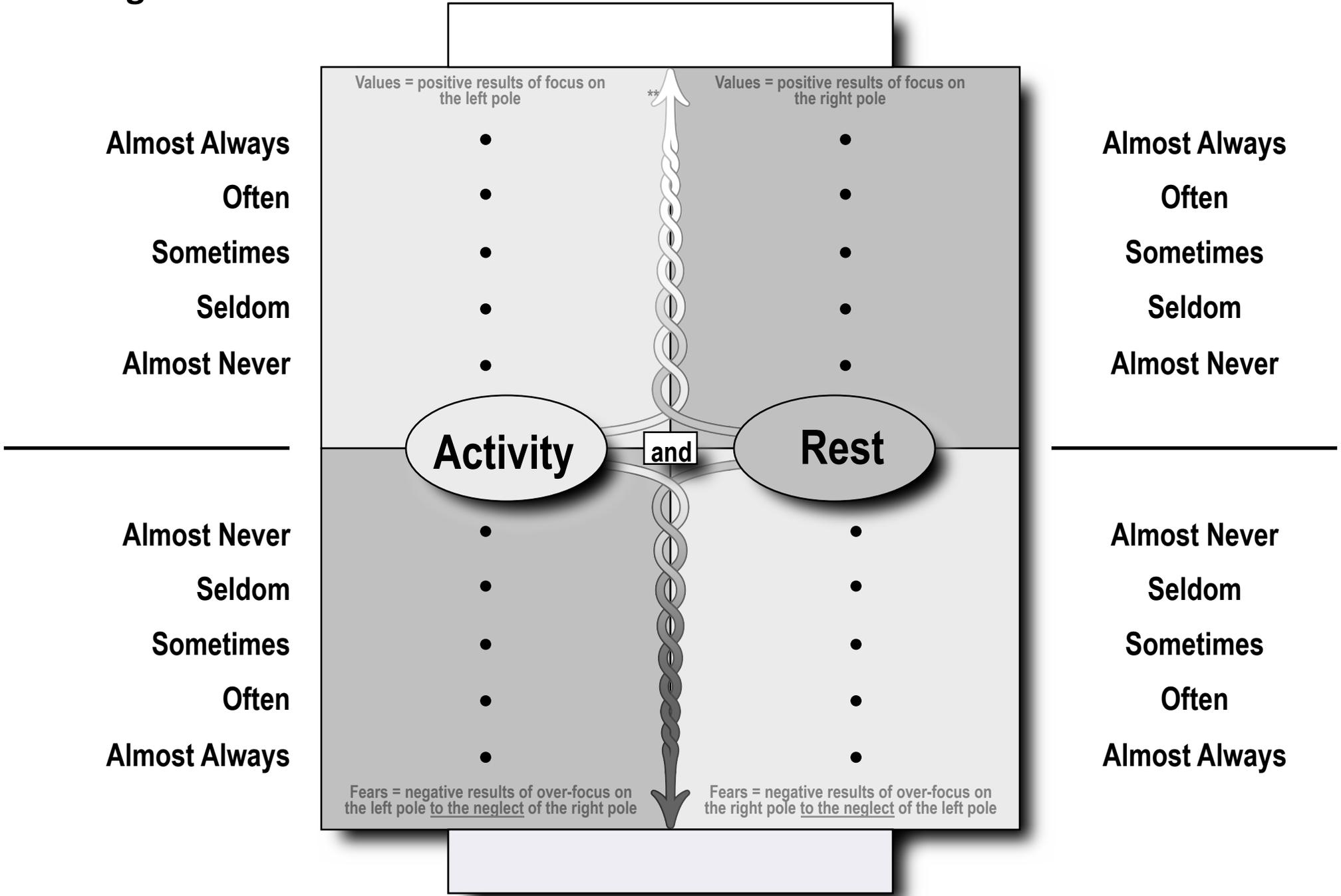
**Step 2:
Mapping
--The ongoing dynamic**



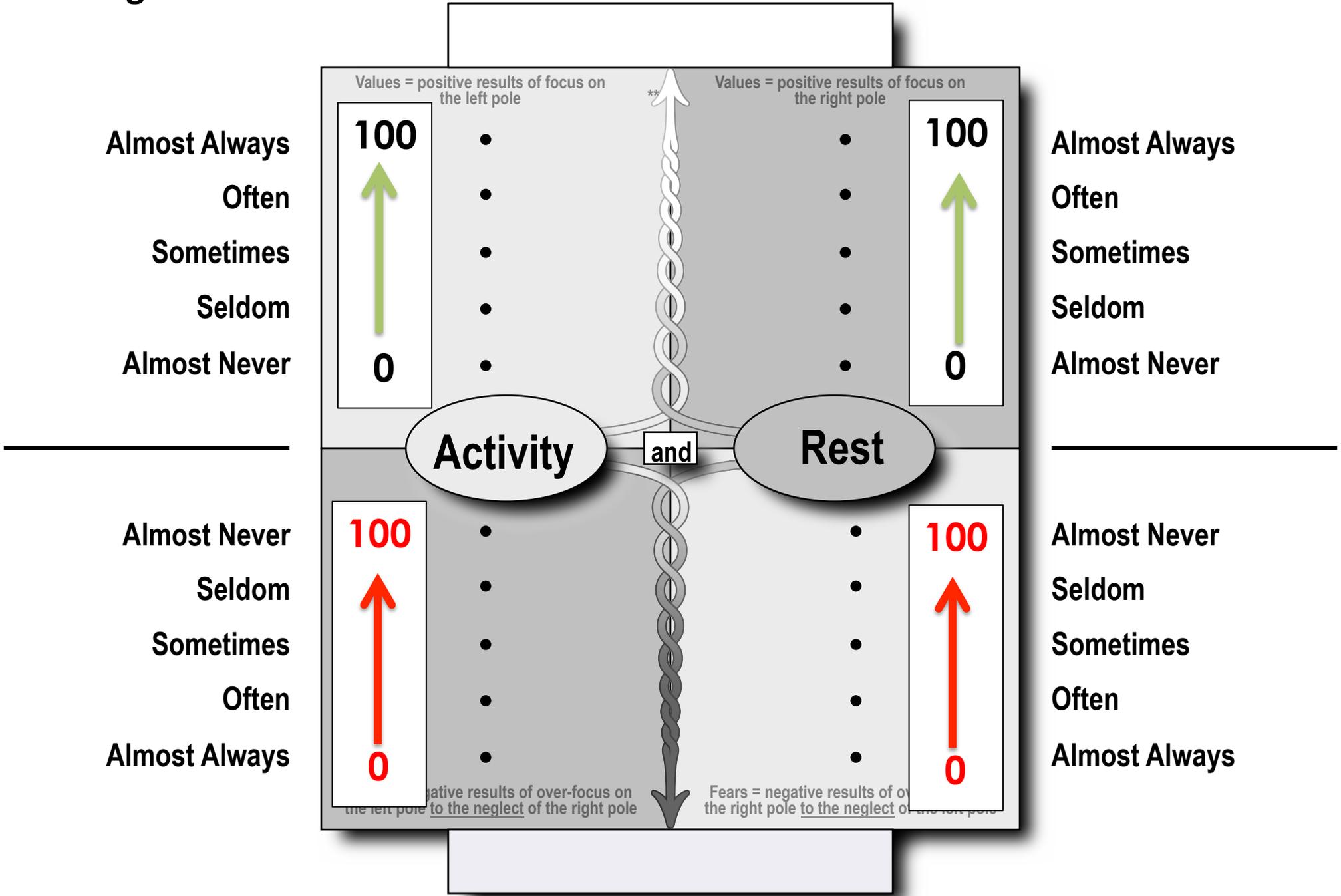
**Step 2:
Mapping
--The ongoing dynamic**



Step 3: Assessing

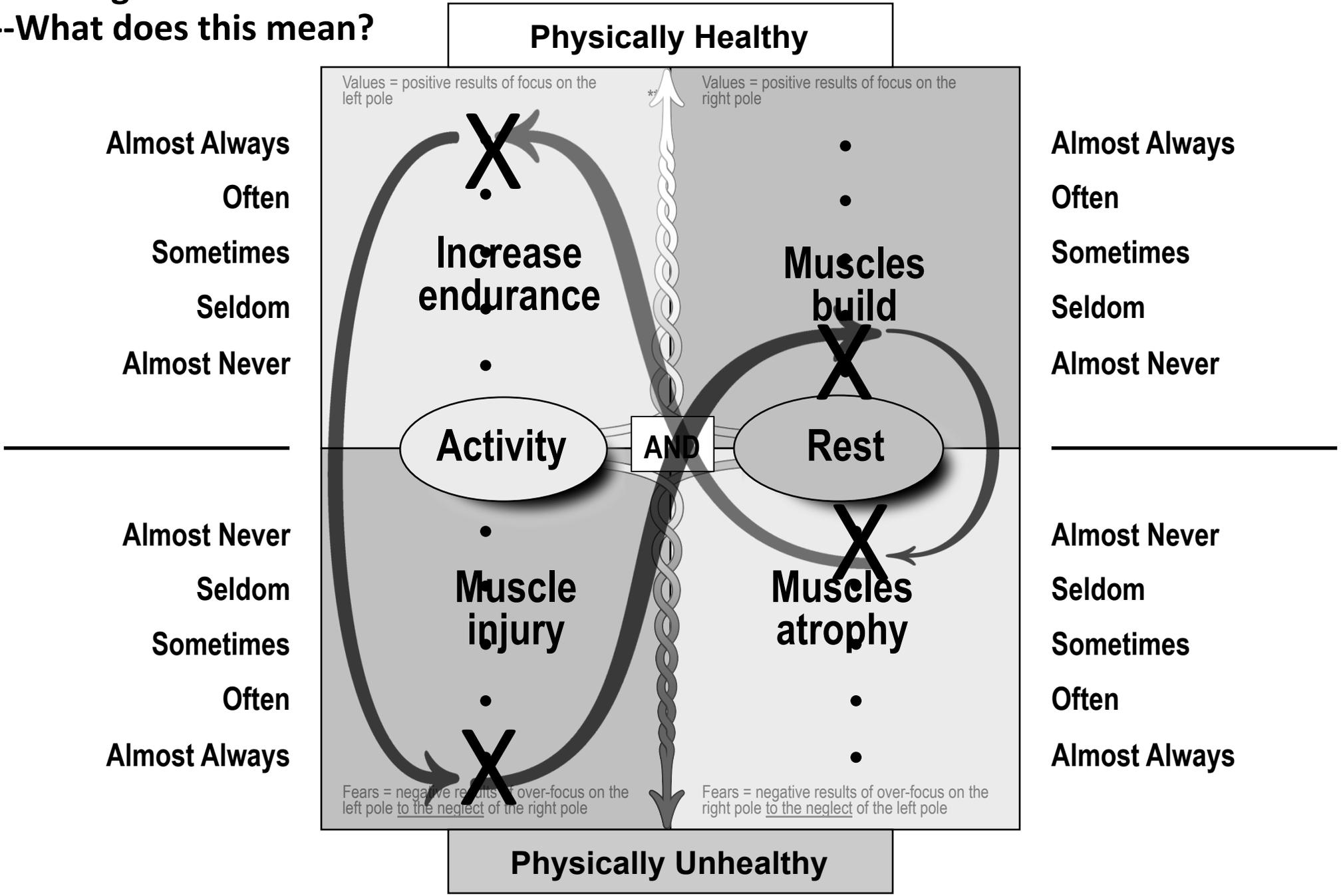


Step 3: Assessing



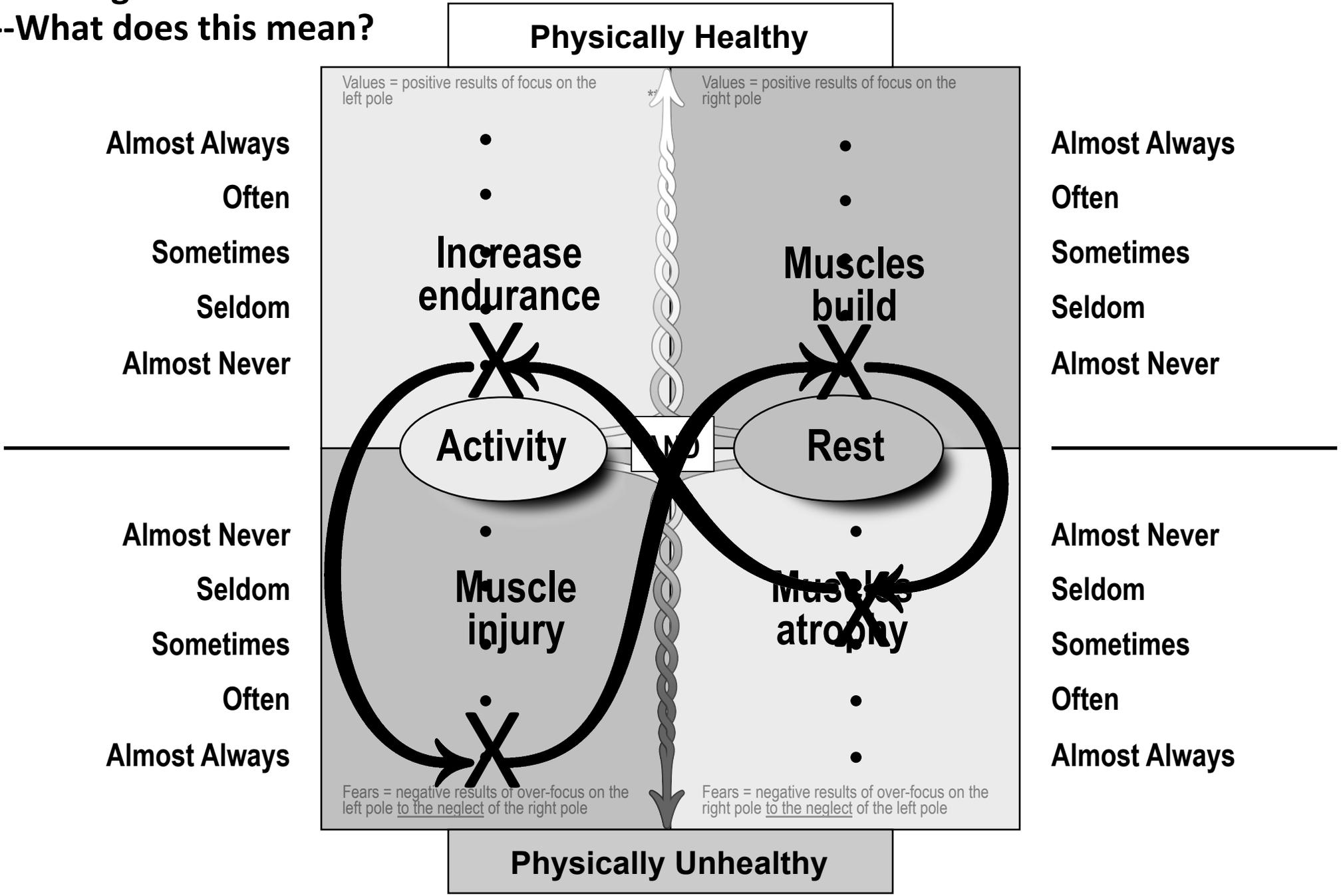
**Step 4:
Learning**

--What does this mean?



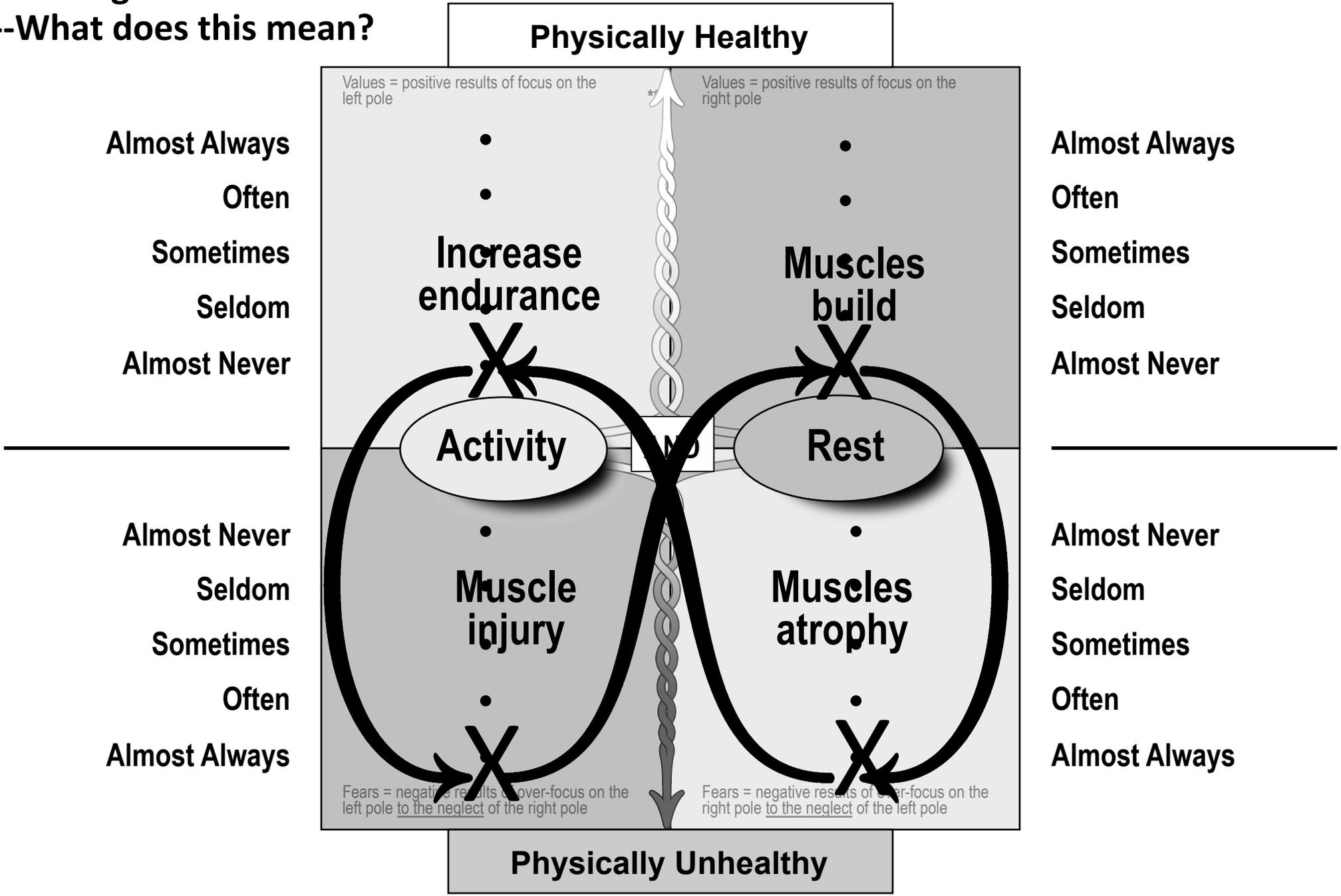
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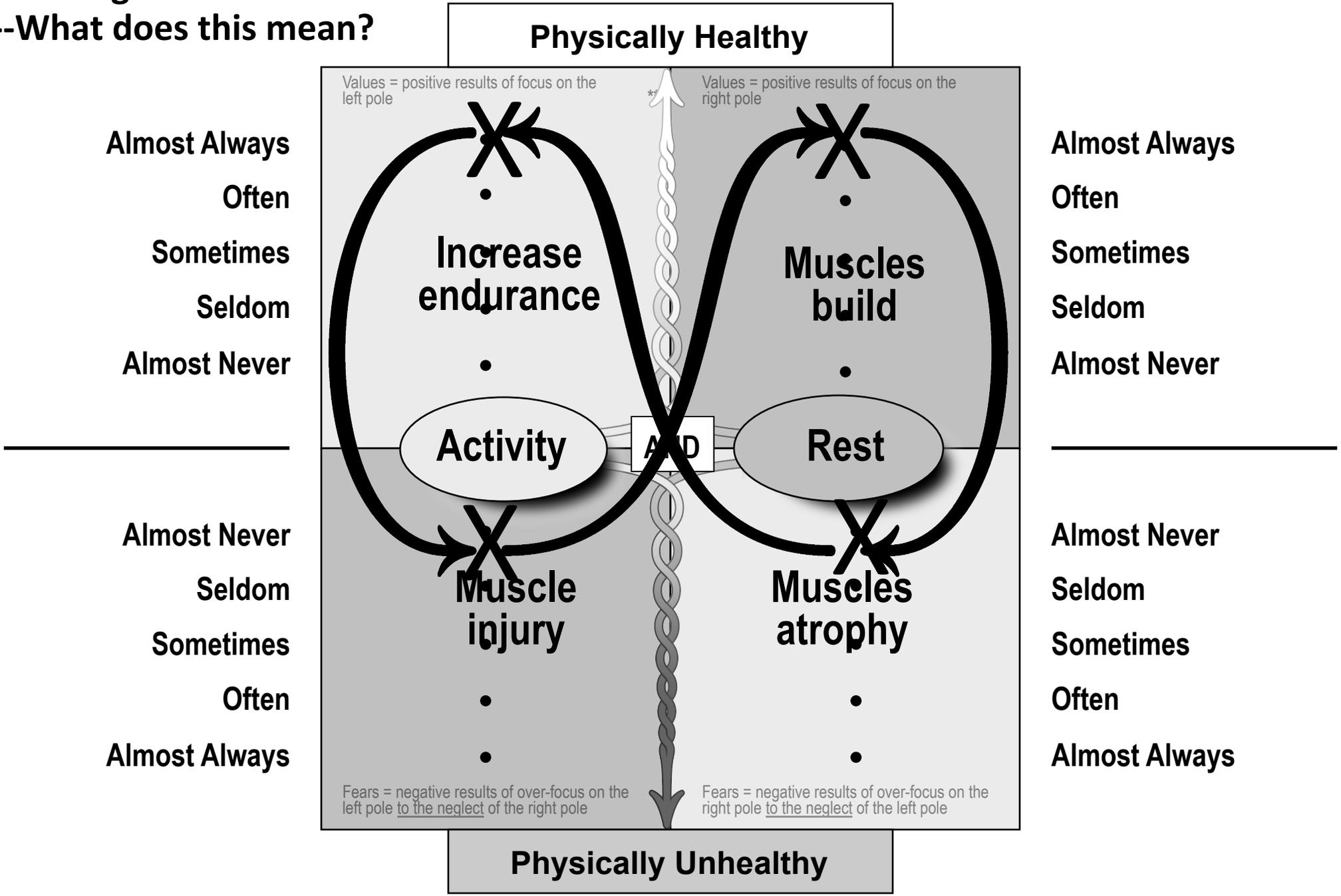
**Step 4:
Learning**

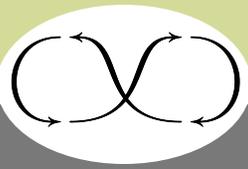
--What does this mean?



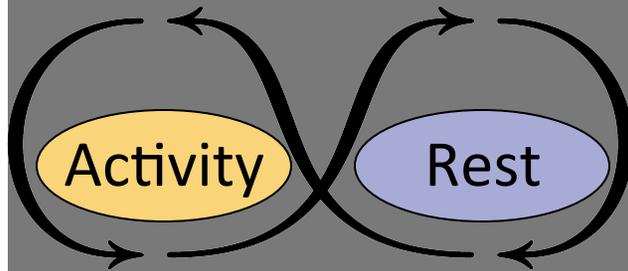
**Step 4:
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--What does this mean?



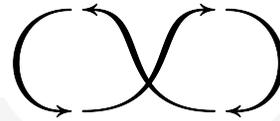
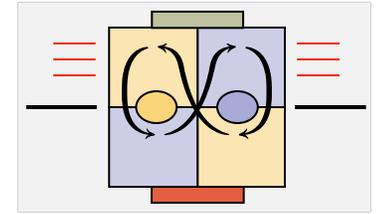


Training for a Marathon...



My sister, Lori, set a Greater Purpose to “Compete in, Finish, or Win a Marathon” which for her upped-the-ante’ in the need to fully leverage Activity and Rest (among other polarities). Lori is a cancer survivor and also lives with an incurable form of cancer. However, that doesn’t slow her down. She endeavors to live and do the things that bring her joy despite her diagnosis. Intentionally leveraging the benefits of Activity and Rest through Action Steps to empower both poles, help her improve her aerobic capacity and endurance through training (Activity) as well as recovery (Rest). Early Warning Signs help her anticipate the limitations of both poles. As a successful businesswoman with a demanding schedule on top of living with her diagnosis, modulating Action Steps and Early Warning Signs are key to managing her energy (see Action Steps and Early Warnings on the following Polarity Map™).

Leveraging



Action Steps

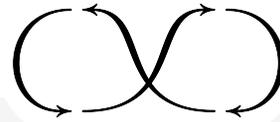
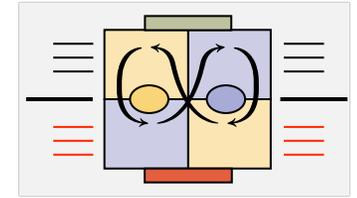
- What are you doing or will you do to get the upside of each pole?
- Can be doing them now or start doing them
- Have to be “Actionable” – Be willing to put a name, date and other specifics by it
- High Leverage Action Step = Can apply to both upsides

NOTE:

RULE for Actions Steps is that they should be “SMART”

Specific, **M**easurable, **A**ttainable, **R**esults oriented, **T**ime bound

Leveraging



Early Warnings

- How will you know early that you are getting into the downside of each pole?
- Must be measurable – something you can count. Begin with, “Increase in” or “Decrease in”
- Can be “Comments like, _____”

NOTE:

You cannot have the same Early Warning for both poles – you must be able to identify why you are in the downside of one pole as opposed to the other.

EXAMPLES:

Low Morale or High Turnover -- might appear as Early Warnings for both downsides

TIP: Try Adding “because”
Low Morale, because...
High Turnover, because...

Polarity® Map

Action Steps

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

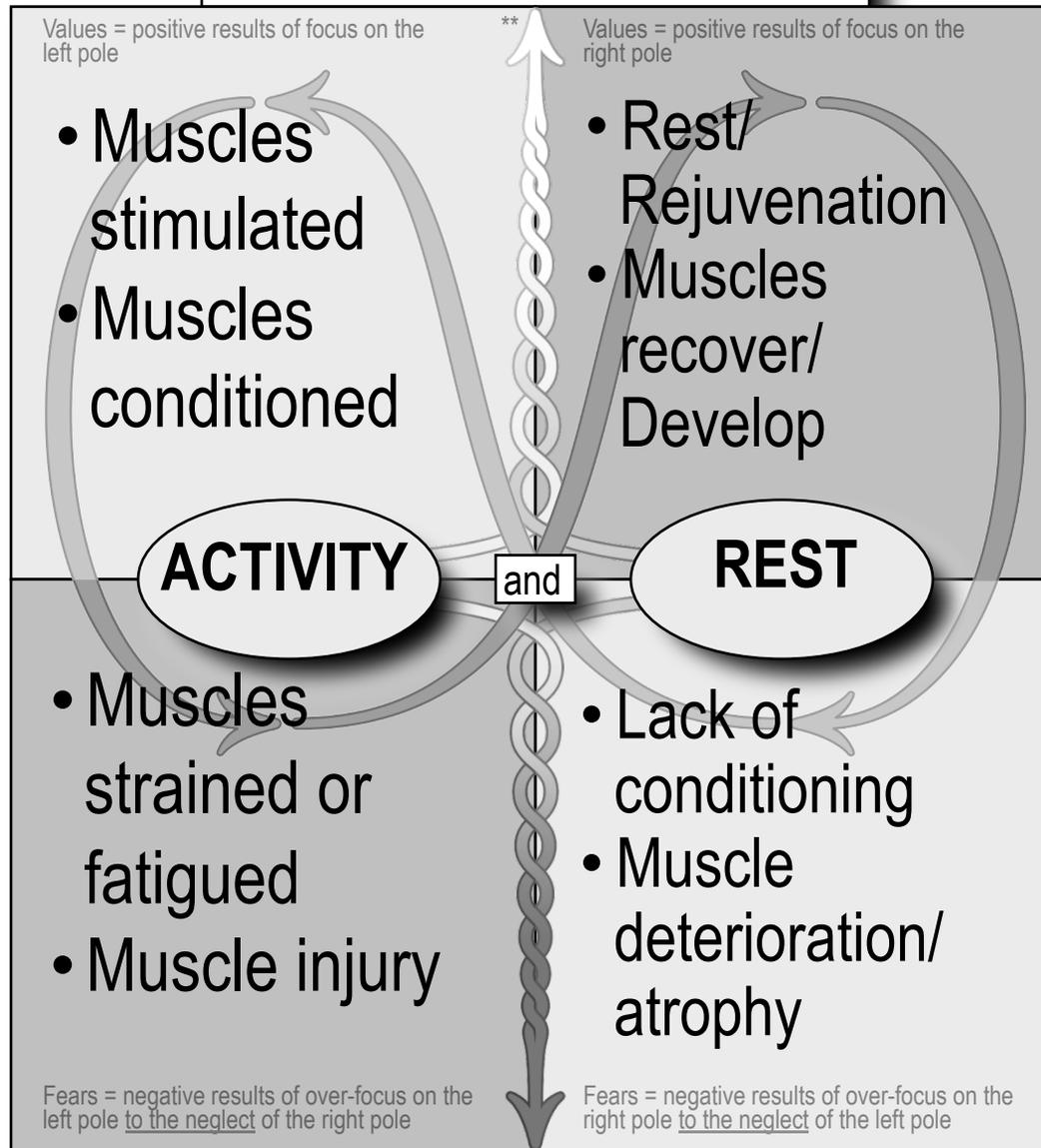
- A. Run every other day
- B. Increase distance by 1 mile every 2 weeks

Early Warnings***

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

- A. Constant and/or increasing muscle pain
- B. Increase in spasms or sharp pains when training

Greater Purpose Statement (GPS) *- why leverage this polarity?
COMPETE IN, FINISH, or WIN MARATHON



UNABLE TO COMPETE, FINISH or WIN

Deeper Fear – Lack of GPS

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Action Steps

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

- A. At least 7 hours of rest per night
- B. Take every other day off

Early Warnings

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

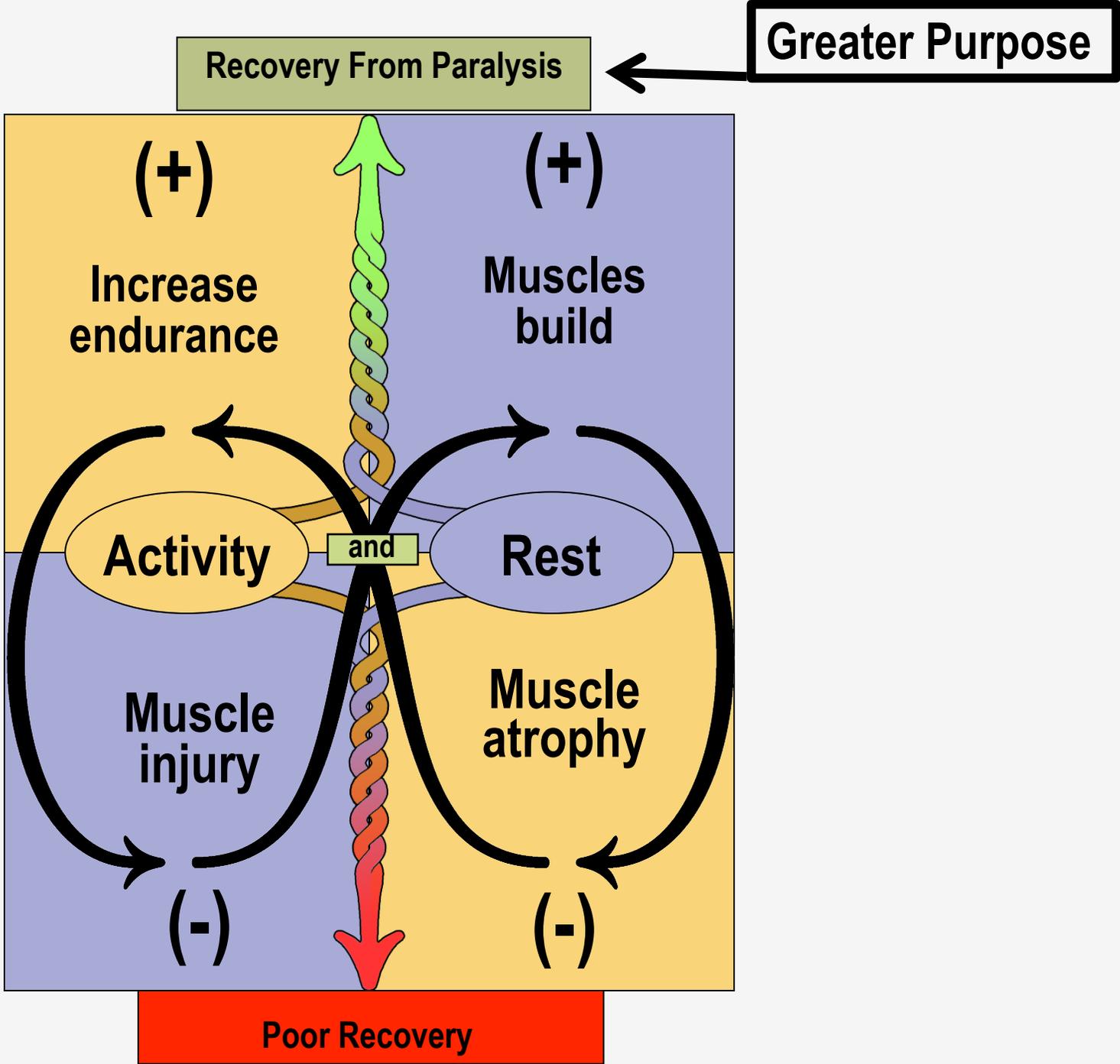
- A. Increase in canceling trainings due to other commitments
- B. Increase in difficulty maintaining mileage regimen on training schedule

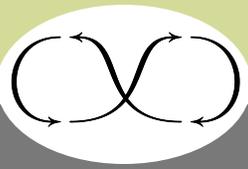
Step 4: Leveraging

In 2008, a painful mass developed in her hip area requiring surgery and to determine whether her cancer had spread.

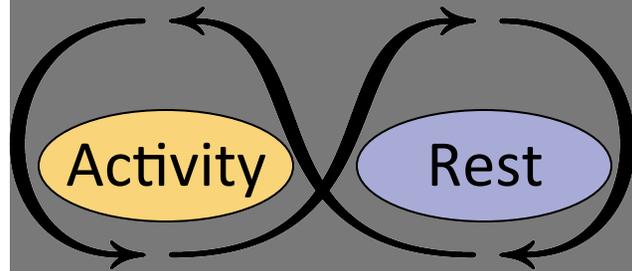
The good news was, it wasn't cancer. The bad news was, the surgery damaged a femoral nerve and she woke up in recovery to discover she had no use of her left leg.

Overnight, her Greater Purpose for the Activity and Rest polarity went from running a marathon in spite of other challenges, to recovering from paralysis.





Recovering from Surgery...



Little did Lori know at the time, learning to walk again would turn out to be a 16-month journey. The core elements of the Polarity Map™ -- the *benefits* and *limitations* -- of Activity and Rest didn't change. She still needed to stimulate/condition muscles and rest/rejuvenate. She still had to be cautious about trying to do too much and strain her muscles and risk injury. She still needed to be cautious not to rest too much and risk deteriorating her muscles. What shifted considerably to reflect her new reality were the Action Steps and Early Warnings. She developed a few "high-leverage" Action Steps (noted as "HL" in the Polarity Map™ below), which are single steps that support maximizing the benefits of both poles. She said those became significant factors in her recovery. One was "1 massage per week." The other to be vigilant about "Listen/follow Matt's instructions." (Matt was her physical therapist, pictured above.)

Polarity® Map

Action Steps

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

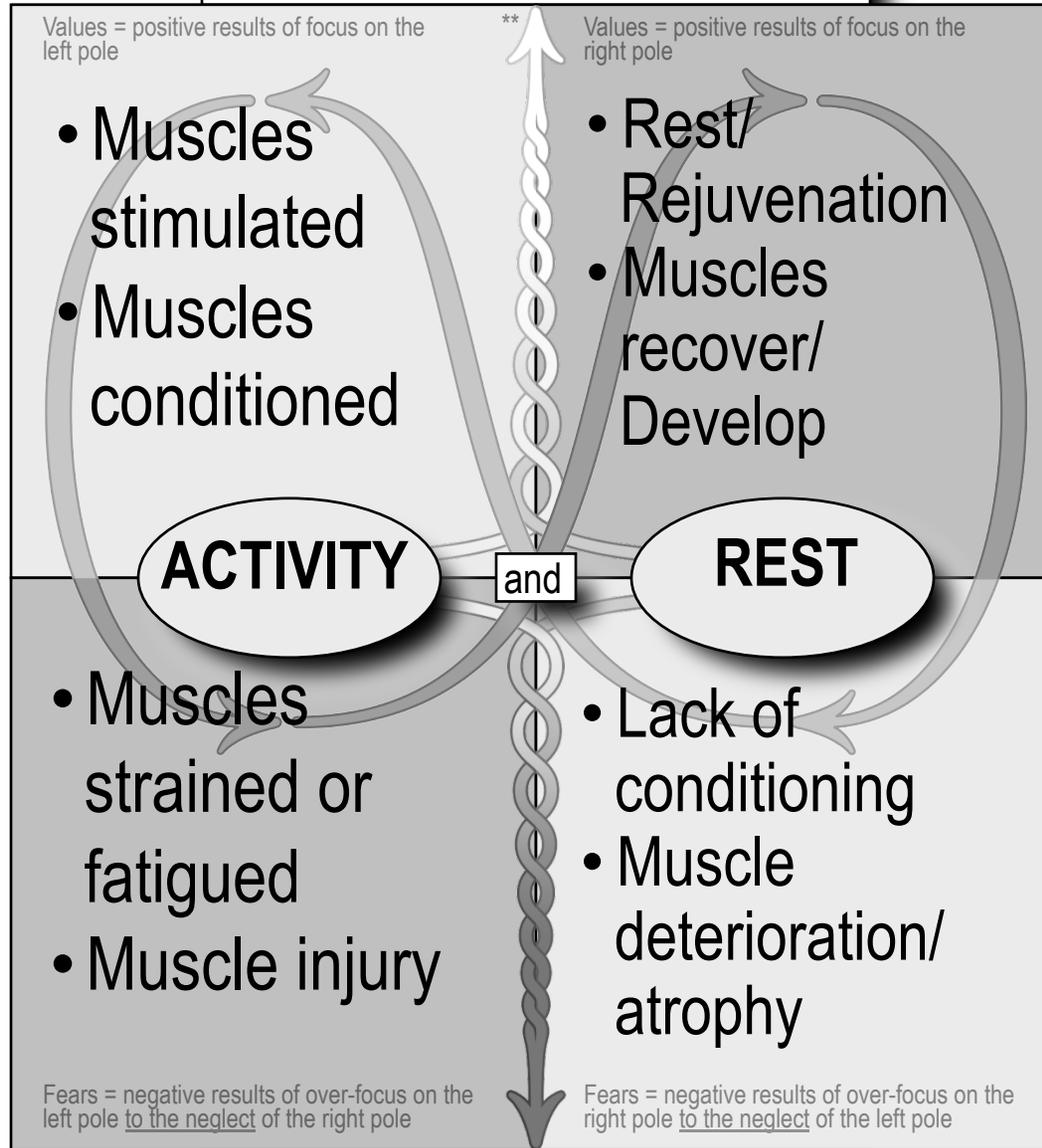
- A.1 massage per week (*HL)
- B.Listen/follow Matt's instructions (*HL)
- C.Attend physical therapy 2x per week
- D.Push myself as hard as I can in physical therapy sessions with Matt

Early Warnings***

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

- A.Healing progress slowing or slower than should be due to overdoing it
- B.Experiencing spasms or sharp pains during therapy sessions

Greater Purpose Statement (GPS) *- why leverage this polarity?
SUCCESSFUL RECOVERY FROM SURGERY



SLOW or POOR RECOVERY FROM SURGERY

Deeper Fear – Lack of GPS

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Action Steps

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

- A.1 massage per week (*HL)
- B.Listen/follow Matt's instructions (*HL)
- C.Rest 3 days between physical therapy sessions

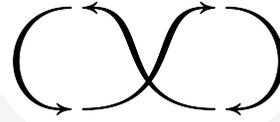
Early Warnings

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

- A.Healing progress slower than should be due to canceled P.T. appointments
- B.Range of motion is not progressing due to canceled therapy appointments

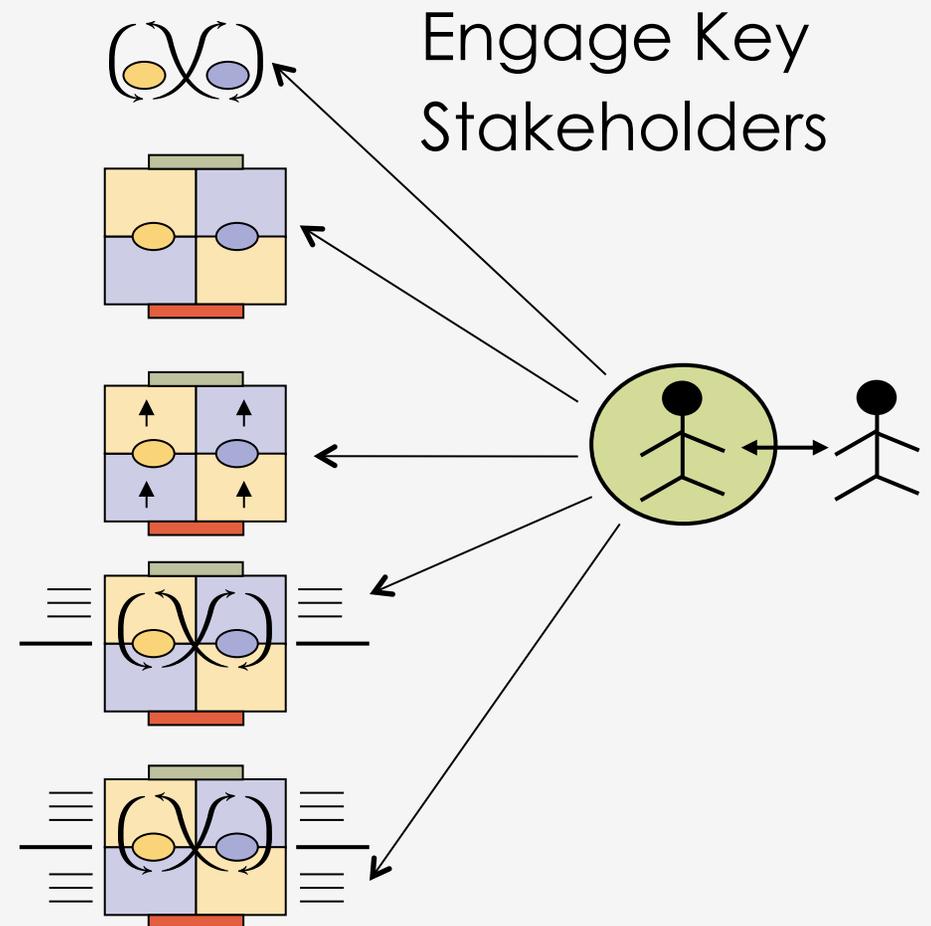
*HL= High Leverage Action Step

The 5-Step Process



The 5-Step process to leverage polarities integrates the Polarity Map™ and the Polarity Approach for Continuity and Transformation (PACT™)

- S Seeing
- M Mapping
- A Assessing
- L Learning
- L Leveraging



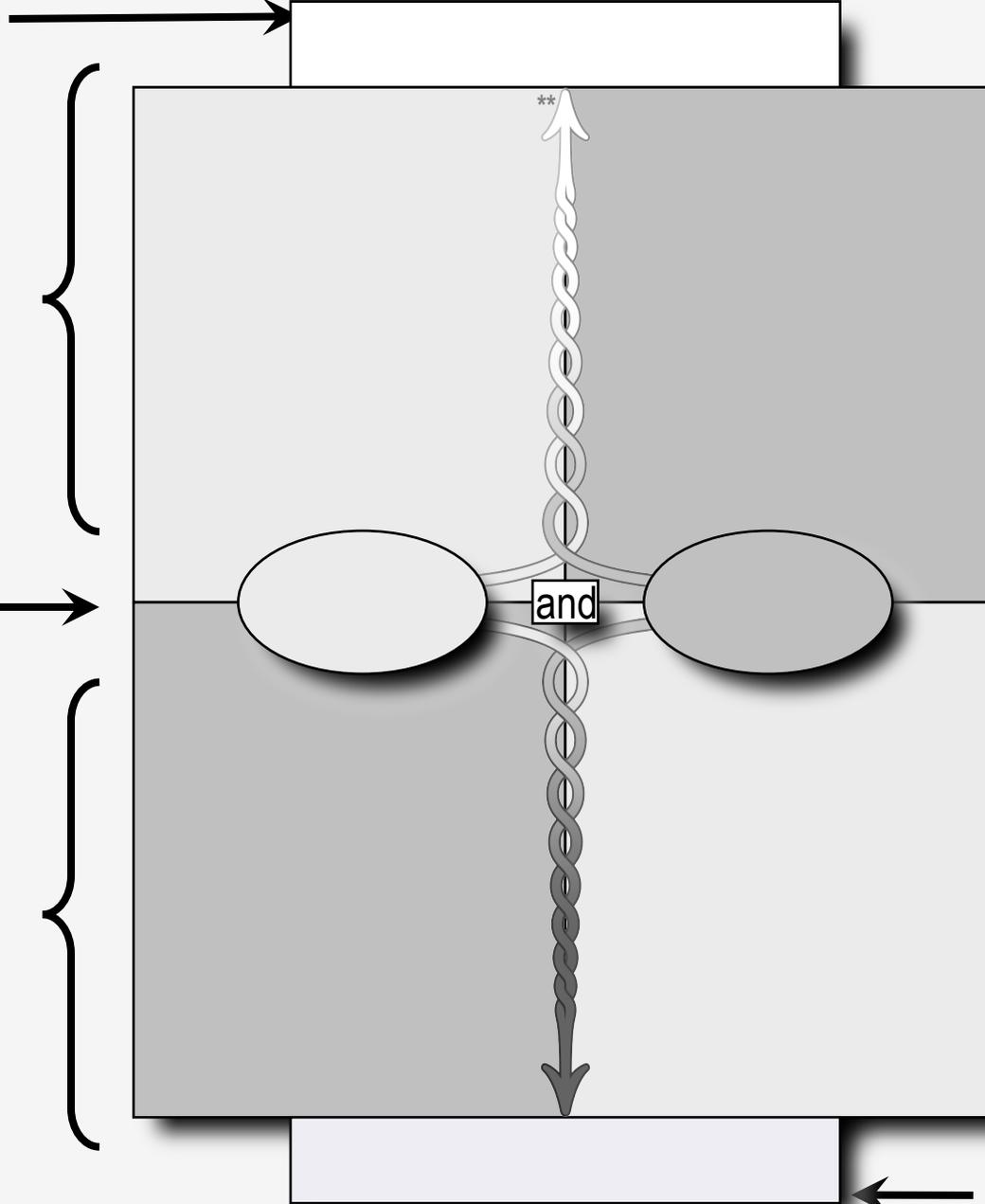
Step 2, Mapping = Organizing Wisdom

GPS =
Why?
Result of both
upside quadrants

Positive
Results of
Focusing on
the Left Pole

Neutral or
Positive
Name of
Left Pole

Negative
Results of
Over-focusing
on **Left** Pole to
the Neglect
of **Right** Pole



Positive
Results of
Focusing on
the Right
Pole

Neutral or
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Name of
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Deeper Fear
Result of both downside
quadrants

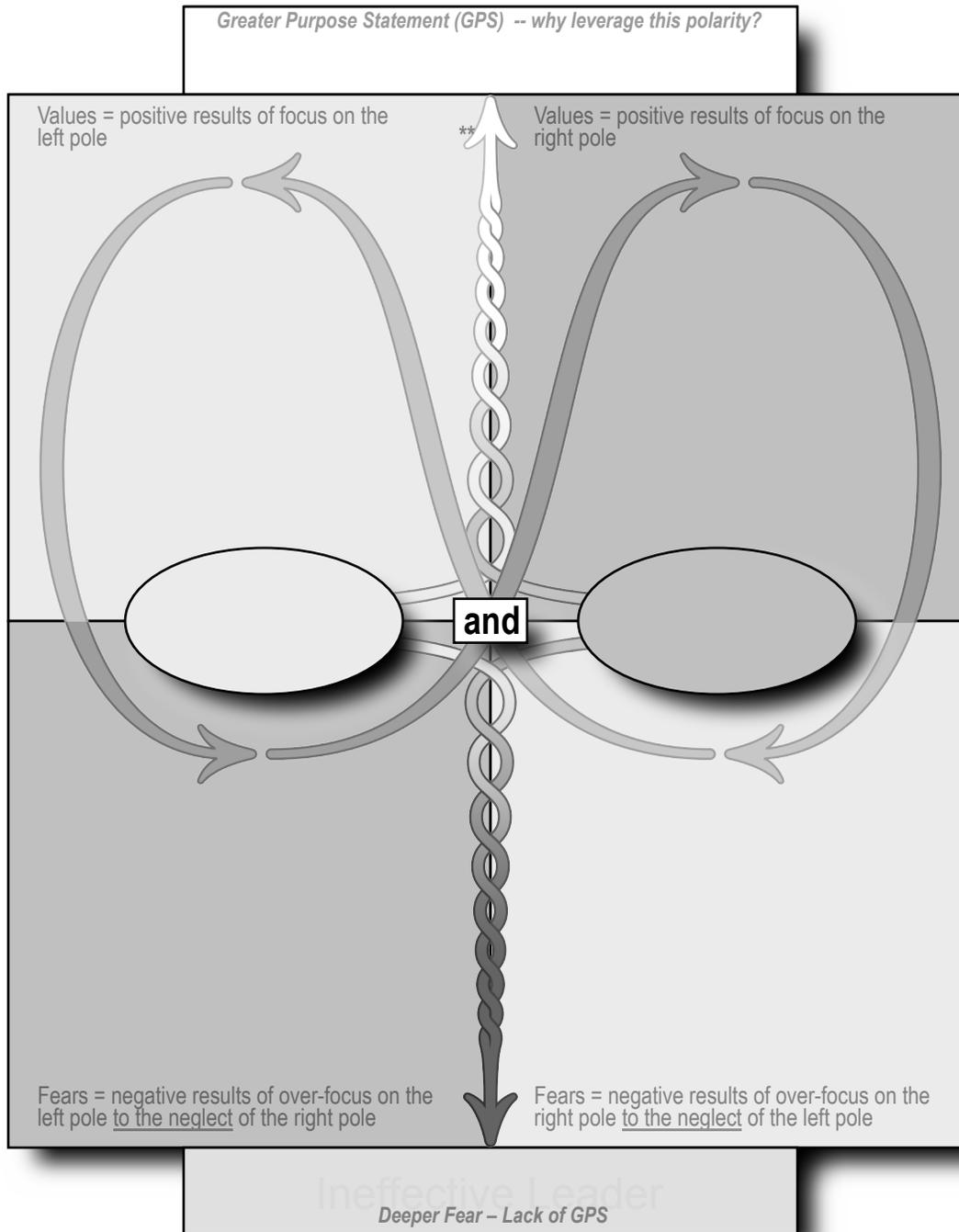
Polarity Map™

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?



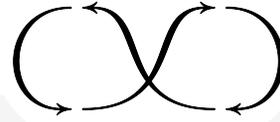
Early Warnings

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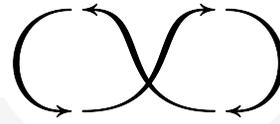
Human Social Systems



“Either/or” problem solving thinking AND “Both/and” Leveraging Polarities Thinking help individuals and systems to efficiently and effectively leverage unsolvable polarity tensions, such as:

- Continuity AND Change
- Self AND Other
- The Parts AND The Whole
- Justice AND Mercy
- Freedom AND Equality

#BREATHE! Parts AND Whole



One key polarity to leverage in the marriage equality tension and ruling is **Parts and Whole** (although there are many others, such as Continuity and Change). For example,

*“The ancient origins of marriage confirm its centrality, but it has not stood in isolation from developments in law and society. The history of marriage is one of both continuity and change. That institution—even as confined to opposite-sex relations—has evolved over time. For example, marriage was once viewed as an arrangement by the couple’s parents based on political, religious, and financial concerns; but by the time of the Nation’s founding it was understood to be a voluntary contract between a man and a woman. See N. Cott, *Public Vows: A History of Marriage and the Nation* 9–17 (2000); S. Coontz, *Marriage, A History* 15–16 (2005).”*

To follow is a generic Parts and Whole Polarity Map™ followed by some key statements from Justice Kennedy in the majority opinion.

Polarity Map®

Action Steps

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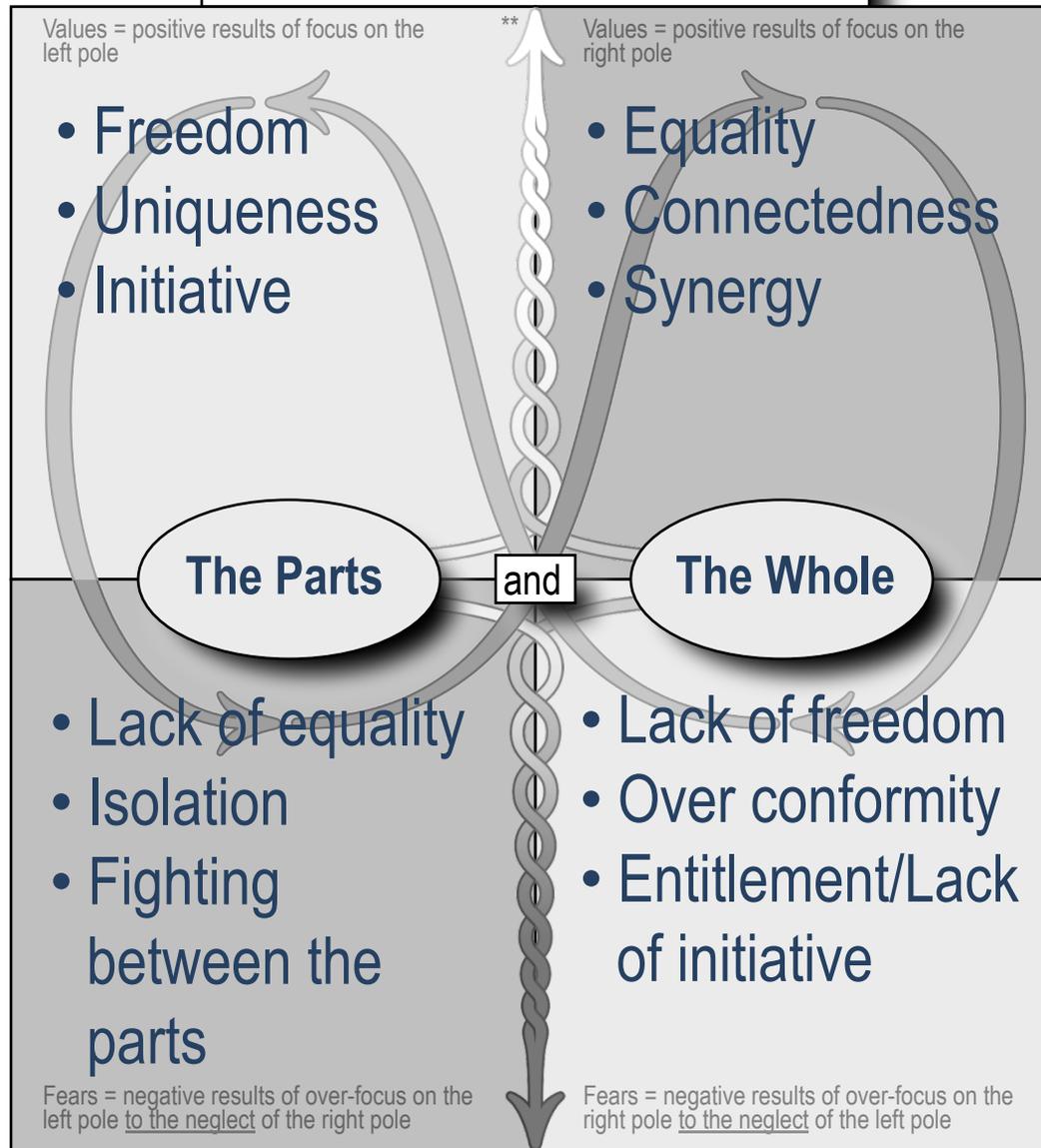
- A. Opposite sex couples can enjoy the benefits of the institution of marriage
(High Leverage Action Step – works for both poles)
- B. Same sex couples can enjoy the benefits of the institution of marriage
(High Leverage Action Step – works for both poles)

Early Warnings***

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

- A. Intentionally demean a sacred institution.
- B. Permitting the State to bar marriage to some couples and not others.

Greater Purpose Statement (GPS) *- why leverage this polarity?
Thriving Part and Whole System



Declining Part and Whole System

Deeper Fear –Loss of GPS

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Action Steps

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What? Who? By When? Measures?

- A. Opposite sex couples can enjoy the benefits of the institution of marriage
(High Leverage Action Step – works for both poles)
- B. Same sex couples can enjoy the benefits of the institution of marriage
(High Leverage Action Step – works for both poles)

Early Warnings

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

- A. Failure to engage principled, open, and searching debates among those who hold passionate points of view.

Upside benefits of Focus on Parts—Freedom, Uniqueness, and Initiative

“The Constitution promises liberty to all within its reach, a liberty that includes certain specific rights that allow persons, within a lawful realm, to define and express their identity.”

“A first premise of the Court’s relevant precedents is that the right to personal choice regarding marriage is inherent in the concept of individual autonomy. This abiding connection between marriage and liberty is why Loving invalidated interracial marriage bans under the Due Process Clause.”

“Finally, it must be emphasized that religions, and those who adhere to religious doctrines, may continue to advocate with utmost, sincere conviction that, by divine precepts, same-sex marriage should not be condoned. The First Amendment ensures that religious organizations and persons are given proper protection as they seek to teach the principles that are so fulfilling and so central to their lives and faiths, and to their own deep aspirations to continue the family structure they have long revered. The same is true of those who oppose same-sex marriage for other reasons. In turn, those who believe allowing same-sex marriage is proper or indeed essential, whether as a matter of religious conviction or secular belief, may engage those who disagree with their view in an open and searching debate. The Constitution, however, does not permit the State to bar same-sex couples from marriage on the same terms as accorded to couples of the opposite sex.”

*“Under the Due Process Clause of the Fourteenth Amendment, no State shall “deprive any person of life, liberty, or property, without due process of law.” The fundamental liberties protected by this Clause include most of the rights enumerated in the Bill of Rights. See *Duncan v. Louisiana*, 391 U. S. 145, 147–149 (1968). In addition these liberties extend to certain personal choices central to individual dignity and autonomy, including intimate choices that define personal identity and beliefs. See, e.g., *Eisenstadt v. Baird*, 405 U. S. 438, 453 (1972); *Griswold v. Connecticut*, 381 U. S. 479, 484–486 (1965). The identification and protection of fundamental rights is an enduring part of the judicial duty to interpret the Constitution.”*

*“As all parties agree, many same-sex couples provide loving and nurturing homes to their children, whether biological or adopted. And hundreds of thousands of children are presently being raised by such couples. See Brief for Gary J. Gates as Amicus Curiae 4. Most States have allowed gays and lesbians to adopt, either as individuals or as couples, and many adopted and foster children have same-sex parents, see *id.*, at 5. This provides powerful confirmation from the law itself that gays and lesbians can create loving, supportive families.”*

“The dynamic of our constitutional system is that individuals need not await legislative action before asserting a fundamental right. The Nation’s courts are open to injured individuals who come to them to vindicate their own direct, personal stake in our basic charter. An individual can invoke a right to constitutional protection when he or she is harmed, even if the broader public disagrees and even if the legislature refuses to act.”

Upside benefits of Focus on Whole—Equality, Connectedness, and Synergy

“No union is more profound than marriage, for it embodies the highest ideals of love, fidelity, devotion, sacrifice, and family. In forming a marital union, two people become something greater than once they were. As some of the petitioners in these cases demonstrate, marriage embodies a love that may endure even past death. It would misunderstand these men and women to say they disrespect the idea of marriage. Their plea is that they do respect it, respect it so deeply that they seek to find its fulfillment for themselves. Their hope is not to be condemned to live in loneliness, excluded from one of civilization’s oldest institutions. They ask for equal dignity in the eyes of the law. The Constitution grants them that right.”

“The centrality of marriage to the human condition makes it unsurprising that the institution has existed for millennia and across civilizations. Since the dawn of history, marriage has transformed strangers into relatives, binding families and societies together.”

“The nature of marriage is that, through its enduring bond, two persons together can find other freedoms, such as expression, intimacy, and spirituality. This is true for all persons, whatever their sexual orientation.”

*“The ancient origins of marriage confirm its centrality, but it has not stood in isolation from developments in law and society. The history of marriage is one of both continuity and change. That institution—even as confined to opposite-sex relations—has evolved over time. For example, marriage was once viewed as an arrangement by the couple’s parents based on political, religious, and financial concerns; but by the time of the Nation’s founding it was understood to be a voluntary contract between a man and a woman. See N. Cott, *Public Vows: A History of Marriage and the Nation* 9–17 (2000); S. Coontz, *Marriage, A History* 15–16 (2005).”*

“Downside limitations of Overfocusing on Whole to the neglect of the Part

“Many who deem same-sex marriage to be wrong reach that conclusion based on decent and honorable religious or philosophical premises, and neither they nor their beliefs are disparaged here. But when that sincere, personal opposition becomes enacted law and public policy, the necessary consequence is to put the imprimatur of the State itself on an exclusion that soon demeans or stigmatizes those whose own liberty is then denied. Under the Constitution, same-sex couples seek in marriage the same legal treatment as opposite-sex couples, and it would disparage their choices and diminish their personhood to deny them this right.”

“[T]he right to marry is a fundamental right inherent in the liberty of the person, and under the Due Process and Equal Protection Clauses of the Fourteenth Amendment couples of the same-sex may not be deprived of that right and that liberty. The Court now holds that same-sex couples may exercise the fundamental right to marry. No longer may this liberty be denied to them.”

“There may be an initial inclination in these cases to proceed with caution—to await further legislation, litigation, and debate. The respondents warn there has been insufficient democratic discourse before deciding an issue so basic as the definition of marriage. In its ruling on the cases now before this Court, the majority opinion for the Court of Appeals made a cogent argument that it would be appropriate for the respondents’ States to await further public discussion and political measures before licensing same-sex marriages. See DeBoer, 772 F. 3d, at 409.”

“Yet there has been far more deliberation than this argument acknowledges. There have been referenda, legislative debates, and grassroots campaigns, as well as countless studies, papers, books, and other popular and scholarly writings.”

Early Warning Signs – Overfocusing on the Part to the Neglect of the Whole

“Were their intent to demean the revered idea and reality of marriage, the petitioners’ claims would be of a different order. But that is neither their purpose nor their submission. To the contrary, it is the enduring importance of marriage that underlies the petitioners’ contentions. This, they say, is their whole point. Far from seeking to devalue marriage, the petitioners seek it for themselves because of their respect—and need—for its privileges and responsibilities. And their immutable nature dictates that same-sex marriage is their only real path to this profound commitment.”