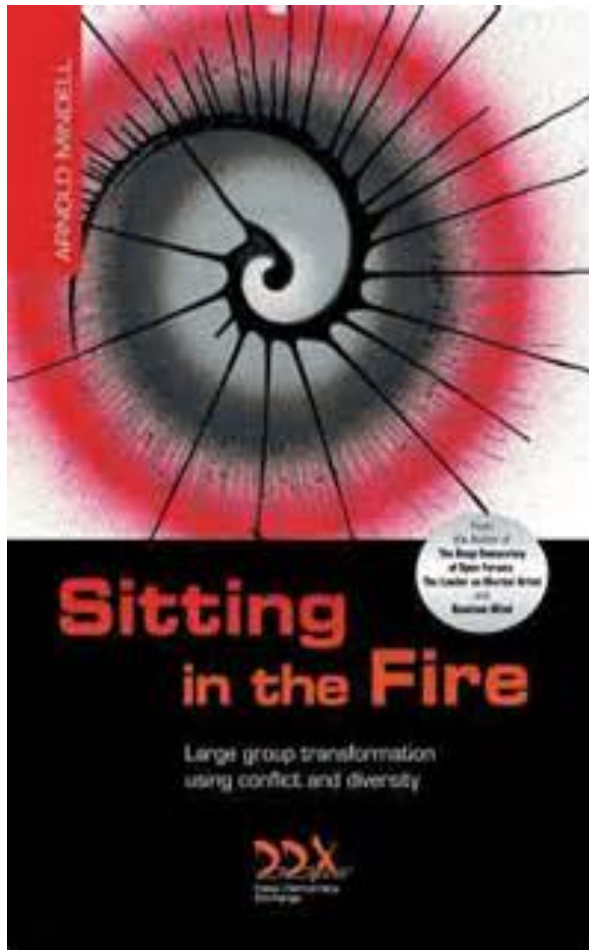


CULTURE CHANGE AND PERSONAL TRANSFORMATION

Joe Cole drjoecole@gmail.com

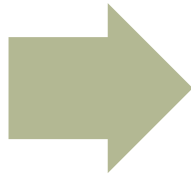
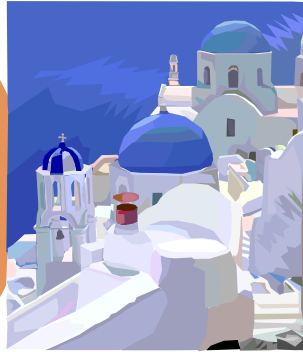
Community: opportunities for change



“Community is the worst problem you will ever have, and also your most sacred teacher.”

--Arnold Mindell, *Sitting in the Fire*

Physical
Infrastructure



Cultural
Infrastructure

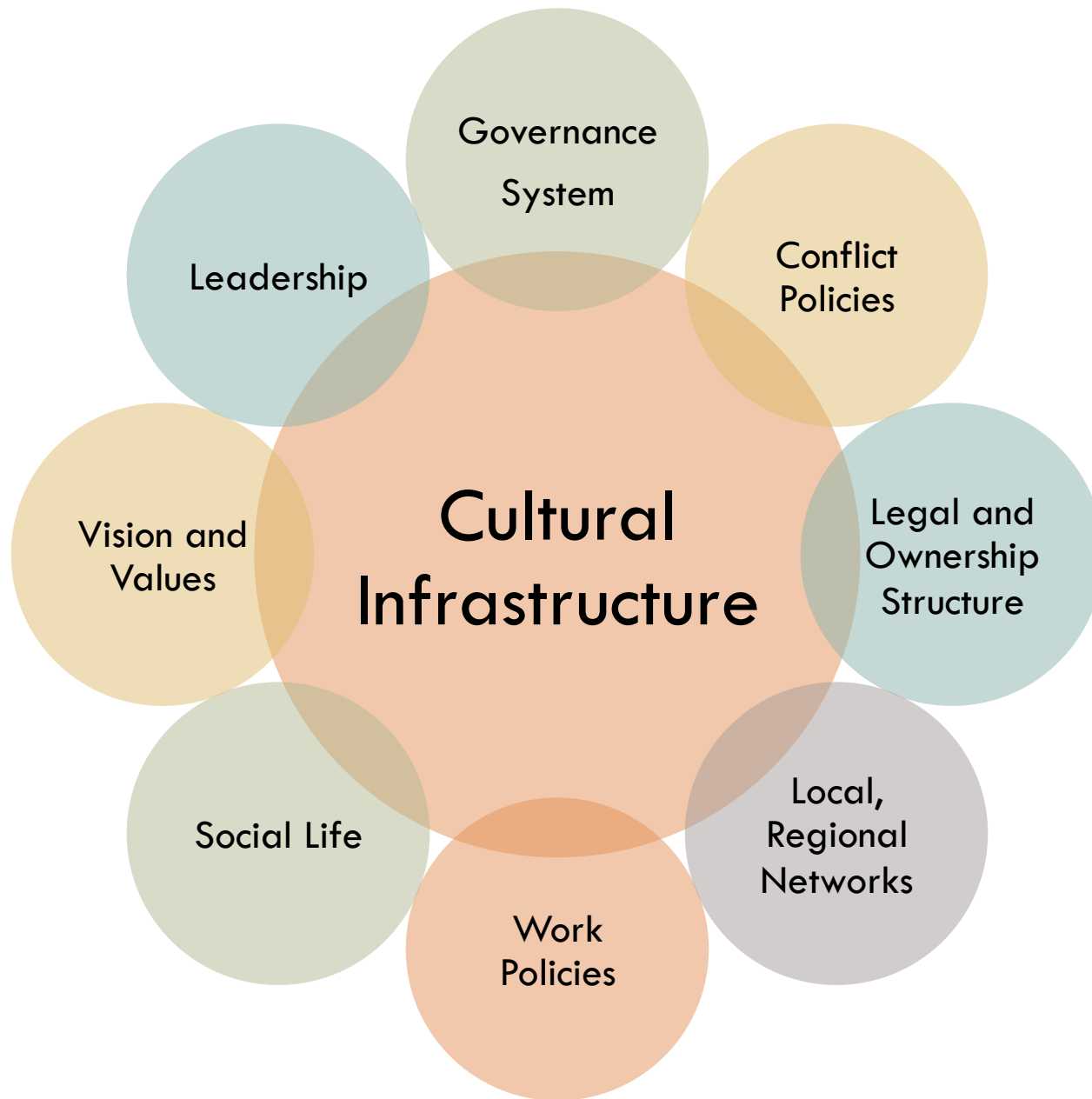


Community



Physical Infrastructure: Solterra, Durham NC





A Bridge from Competitive to Cooperative Culture



- Values Shift: Community, Sustainability, Justice
- Cooperative Governance System
- Collaborative Skills
- Facilitation Skills
- Steward Leadership
- Feedback Systems
- Conflict Tools



Collaborative Skills

- ☐ SELF-AWARENESS
- ☐ EMOTIONAL INTELLIG
- ☐ SELF-EXPRESSION
- ☐ LISTENING
- ☐ EMPATHY
- ☐ EQUITY AND JUSTICE
- ☐ RESEARCH/OBSERVE
- ☐ CREATIVITY
- ☐ UNCERTAINTY
- ☐ COMMON GOOD
- ☐ DECIDING TOGETHER
- ☐ GROWTH + HEALING
- ☐ FEEDBACK

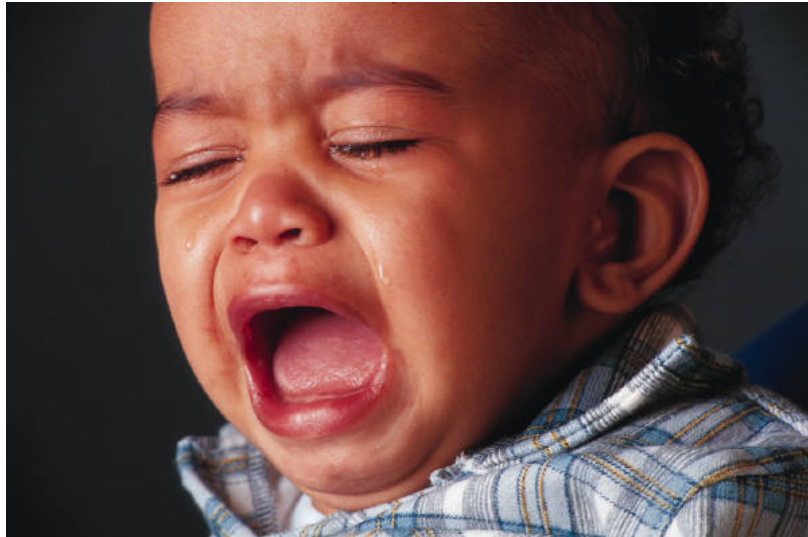
Creating a Culture of Care and Collaboration: 2 Areas of Growth and Change in Communities

1. Working with Conflict and Emotional Energy
2. Addressing Racism and working for Racial Equity



Illustration by Stacye Leanza

Sources of Conflict



- Unmet Needs
- Unacknowledged Feelings
- Disempowerment/
Exclusion
- Different views or values
- Personal Life Changes
- Group Life Cycle
- Attachment to Identity
- Natural Threat Response:
Fight, Flight, Freeze

Getting Stuck in Conflict Hell

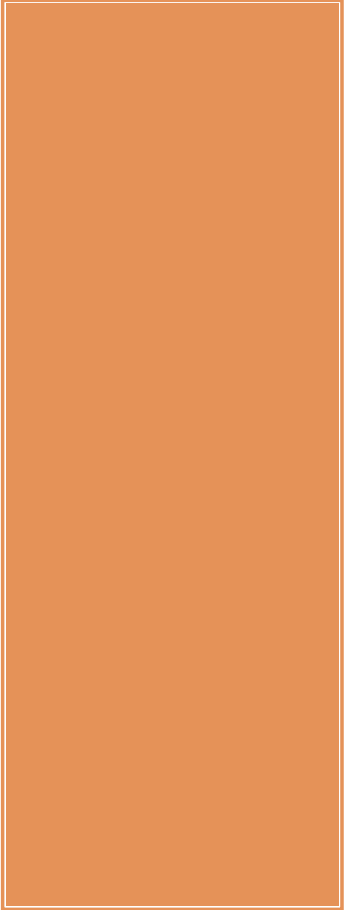
- ❑ Good vs. Bad thinking
- ❑ Labeling, diagnosing, and categorizing others
- ❑ Moralizing Judgments
- ❑ Insults
- ❑ Shaming and Blaming
- ❑ Criticisms
- ❑ Simple Stories
- ❑ Victim Thinking
- ❑ Replaying Old Stories and Dynamics



Illustration by Herrad of Landsberg

Getting Unstuck



- 
- ☐ Focus on Feelings and Needs
 - ☐ See Common Humanity
 - ☐ Recognize Limits of our Stories
 - ☐ Empathy and Compassion
 - ☐ Find Common Values and Goals
 - ☐ Gratitude for the Other
 - ☐ Complexify
 - ☐ Taking Full Responsibility for our part
 - ☐ Grieving and Healing Old Wounds
 - ☐ Identify a Future to co-Create

Can we cultivate *new responses* to threats/conflict?

Curiosity

Opportunity

Compassion

Serenity

Befriending

Welcoming



Buddha shows Kindness to Nalagiri, the angry elephant

4-Step Models for Conflict

Laird Schaub 4-Step Model

1. Story
2. Feelings
3. Why important?
4. What are you willing to do?

NVC 4-Step Model

1. Observations and experience
2. Feelings
3. Needs and Values
4. Requests

CONFLICT TOOLS: *Disclaimer*

- Whatever tools a person or community adopts, they will require much effort and practice to make them your own, and group commitment to integrate them into the community culture.
- E.g., buying a paint brush doesn't make me a painter, or my community an Artistic Community



Photo by Krestavilis

Conflict Tools: Fundamental Values



Painting by Gwendolyn Knight

- Break the Isolation
- Deepen Compassion
- Profound Listening
- Expand Understanding
- Nurture and Repair Relationship
- The Other's Needs are as Important as My Needs

Background Values and Assumptions

- Everyone's experiences, needs, and feelings are valid
- Everyone deserves to be heard
- There is important information in the distress
- We're each responsible for our own selves, our needs, our self-care, and for what we create
- Goal is to meet everyone's needs and preferences as best as possible



Background Values and Assumptions

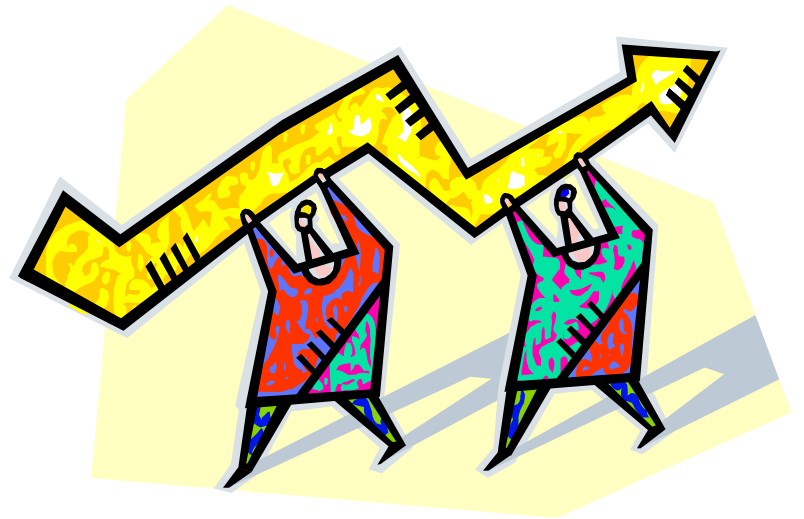


Hindu Goddess Lakshmi on Lotus flower

- Move from a right/wrong or good/bad framework to ask, What can I learn? What is my contribution to the situation? What can I do better? What do I want to create?
- Shift from adversarial/win-lose to collaborative and cooperative approach
- Move from retribution/punishment/judgment to healing and restoration
- Conflict is a creative opportunity for growth and change and connection

Goals for Communities + Conflict

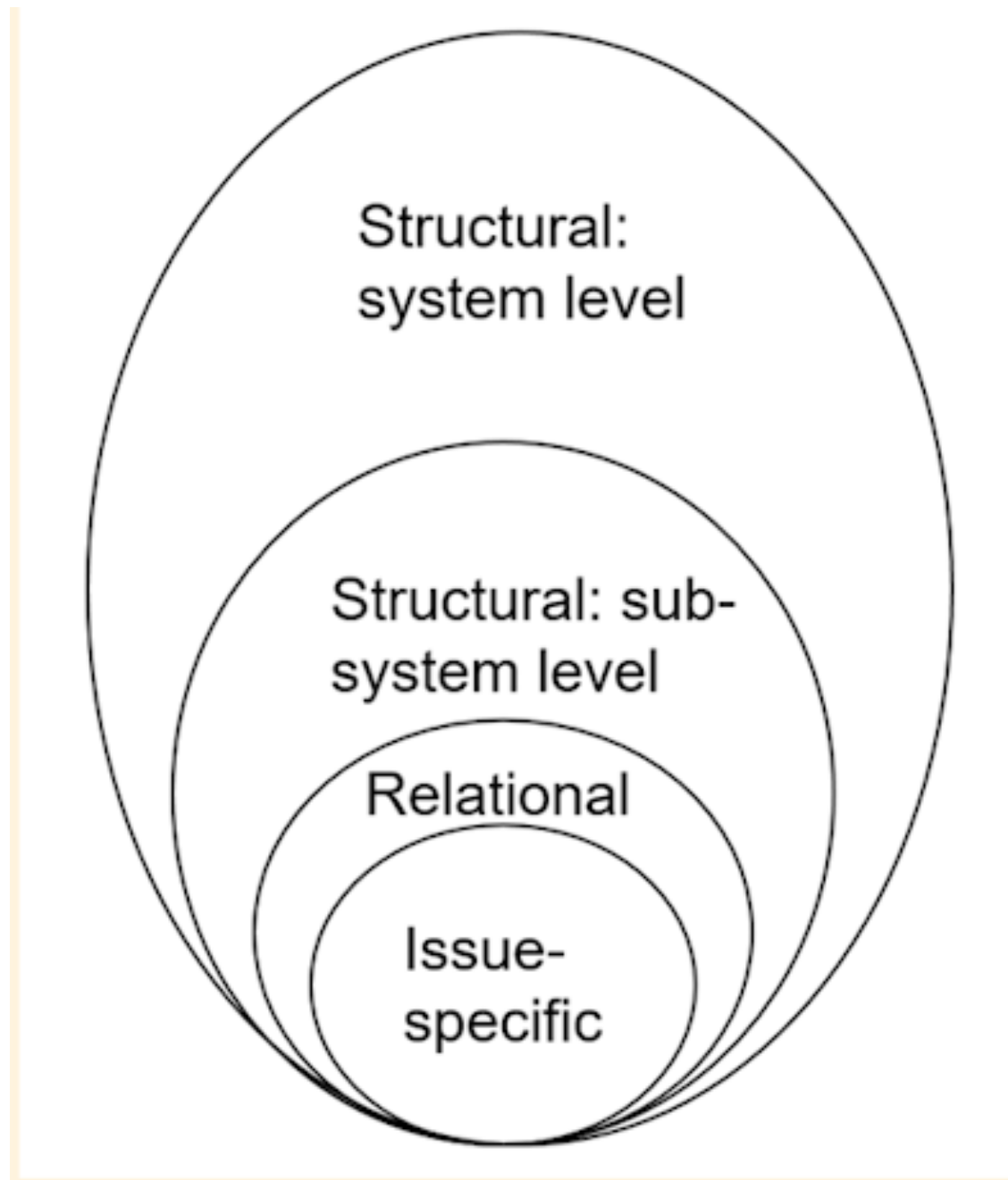
- Consciously Co-create a Culture of Collaboration and Care
- Agreements to Work Conflict and Emotional Energy together
- Create Policies and Adopt Tools
- Form Circles/Committees for Conflict Work
- Meet Regularly to Clear the Air
- Commitment to Personal Work/Growth
- Practice, Practice!!!



Sustainability in 4 Dimensions

Gaia
Education
and
Global
Ecovillage
Network





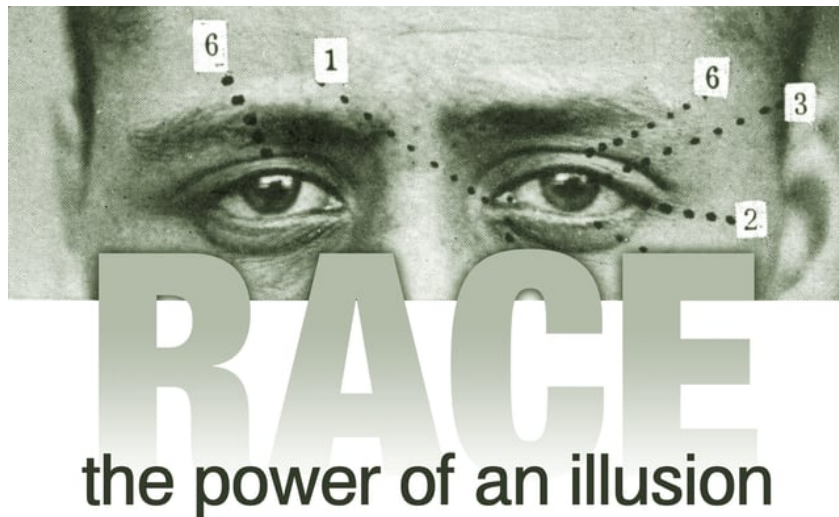
A Nested
Model of
Conflict
*Maire
Dugan*

Photo by
Vikash Kumar



Collaborative Communities of Care: Sustainable Community and Racial Equity as a Way Forward

- “Diversity” and “Community” not enough
- Deeper focus on Sustainability, Cooperative Culture, and Racial Justice
- Practical steps to address racism and work for racial equity in community



- Race has no biological basis; Race is a social/political construction, not a scientific category
- Modern slavery and white supremacy created to control the labor force after multi-ethnic uprisings in late 1600s
- “Whiteness” created in laws 1600s-1700s to divide and conquer poor whites and people of color, who were rebelling against the colonial elites
- Ideas of Race and White Supremacy spread 1700s-1900s
- Racial categories have a major impact on life and outcomes

Oppression, Race, and Racism



Painting by Jacob Lawrence

- *Oppression*: The systematic subjugation of one social group by a more powerful social group for the social, economic, and political benefit of the more powerful social group. (Rita Hardiman and Bailey Jackson)
- *Racism*: systematic social power plus race prejudice; institutional oppression based on racial categories

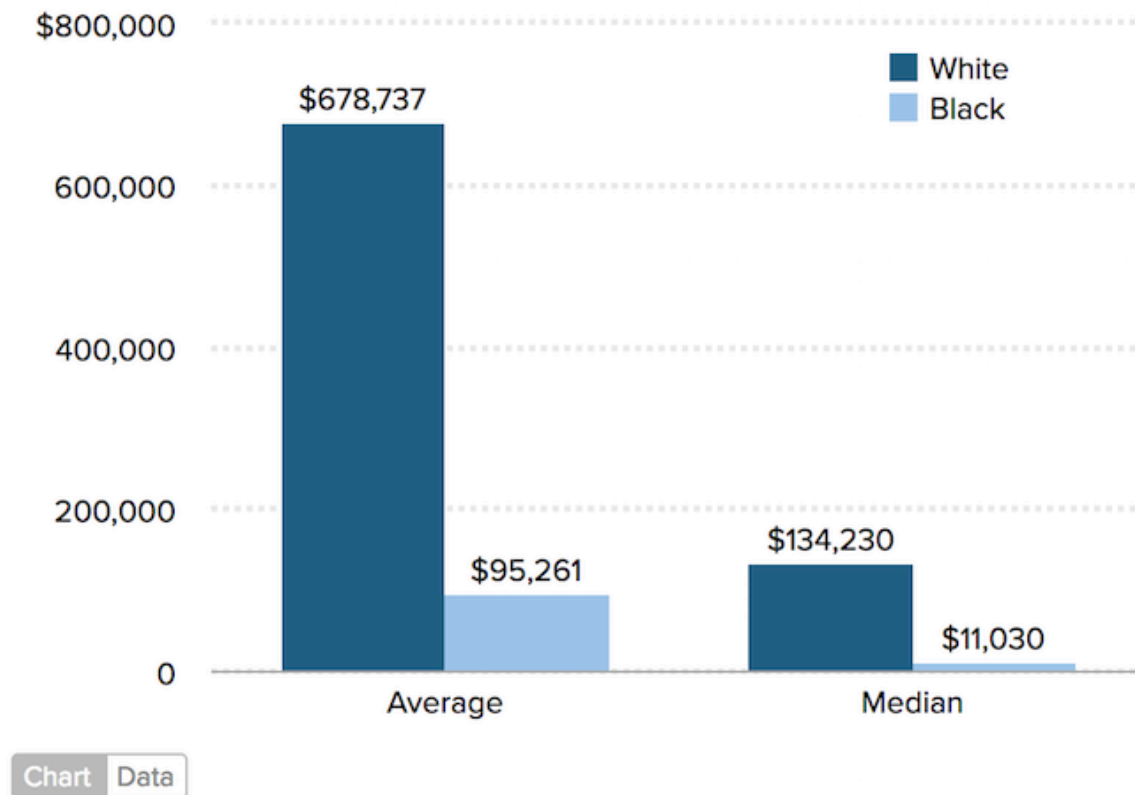
Institutional Racism in U.S.

- ❑ Slavery 1610s-1865
- ❑ Segregation and Jim Crow 1860s-1960s
- ❑ Lynching and police brutality
- ❑ Social Security didn't initially cover jobs held by most blacks and Latinos
- ❑ Minimum wage didn't initially apply to jobs held by most blacks and Latinos
- ❑ GI Bill after WWII: almost all educational benefits went to whites
- ❑ Federal Housing loans and subsidies for home ownership went almost exclusively to whites 1930s-1970s
- ❑ Exclusion of blacks from most colleges and universities until 1960s/70s
- ❑ Today: Mass incarceration
- ❑ Today: Bad outcomes across systems

Racial Wealth Gap in the U.S. 2013

FIGURE 1

Median and average wealth, by race



Source: Survey of Consumer Finance Combined Extract Data, 2013.

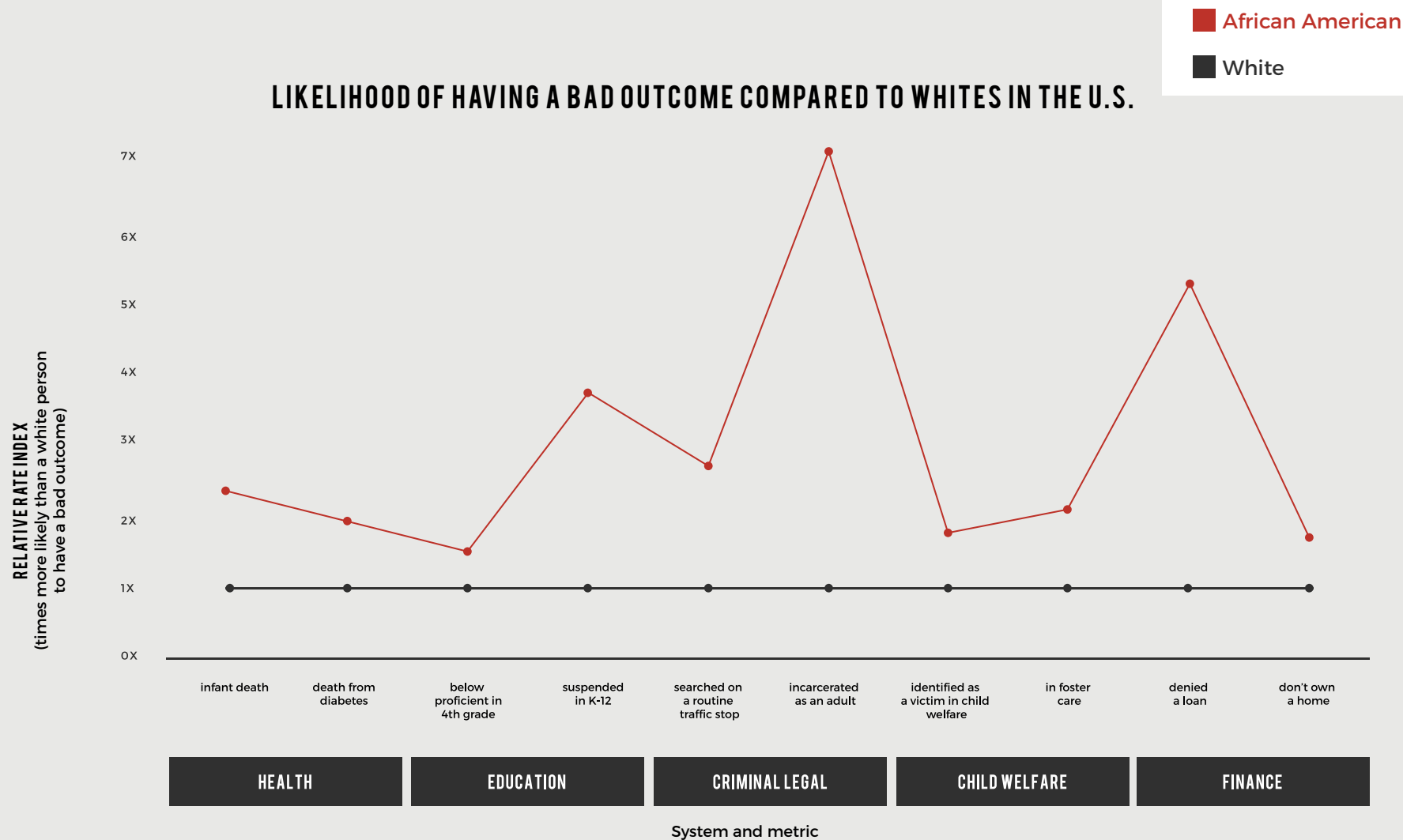
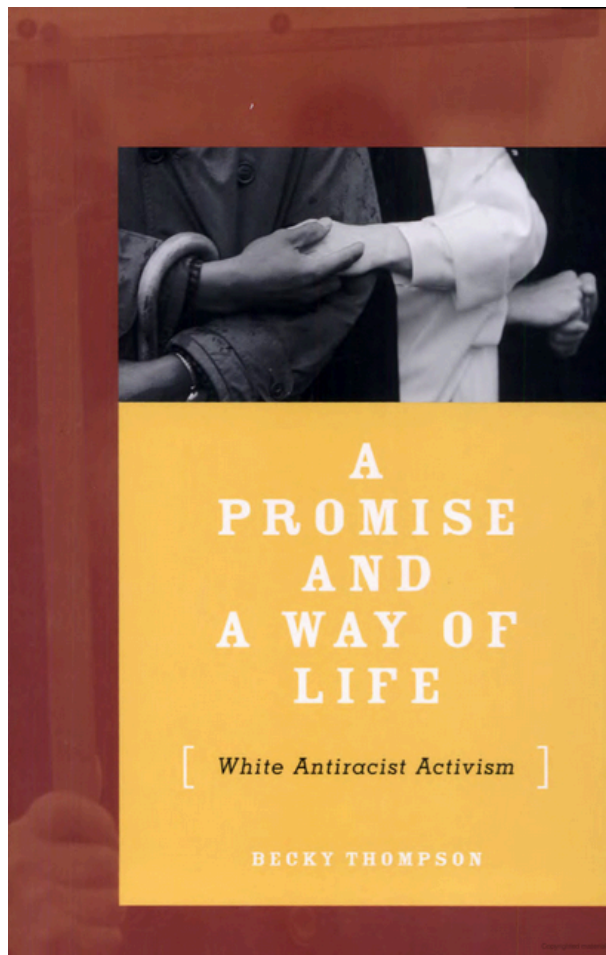


Figure 1: “African Americans are 1.5 to 7 times as likely to have a bad outcome across systems” (sources in text on page 6).

One Antidote: Radical White Identity



- Views White people as meaningful stakeholders in efforts toward Social Justice and Collaborative Culture
- Asks whites to explore:
 1. Ethnic roots and assimilation
 2. History of privilege and oppression
 3. Multiple social identities and privilege
 4. Potential to work against oppression, racism, injustice
 5. Process of learning, growth, development about racism

Dominant (White) Organizational Culture in U.S.
INTRINSIC VALUES
Object Oriented
Reason
Statistics
Rules
Single Issue (Fragmentation)
Linear
Technology
Dichotomous
Quick Fix
Professionalism
Expertise
Individualism
Efficiency
<i>A culture that values <u>only</u> these qualities may result in:</i>
HIERARCHY
BUREAUCRATIC CONTROL
WHITE PRIVILEGE

**ANY VALUE CAN BECOME
OPPRESSIVE WHEN IT IS SEEN
AS THE "BEST" OR "ONLY"
VALUE AND IS IMPOSED ON
OTHERS BY THE DOMINANT
CULTURE .**

Relational Culture

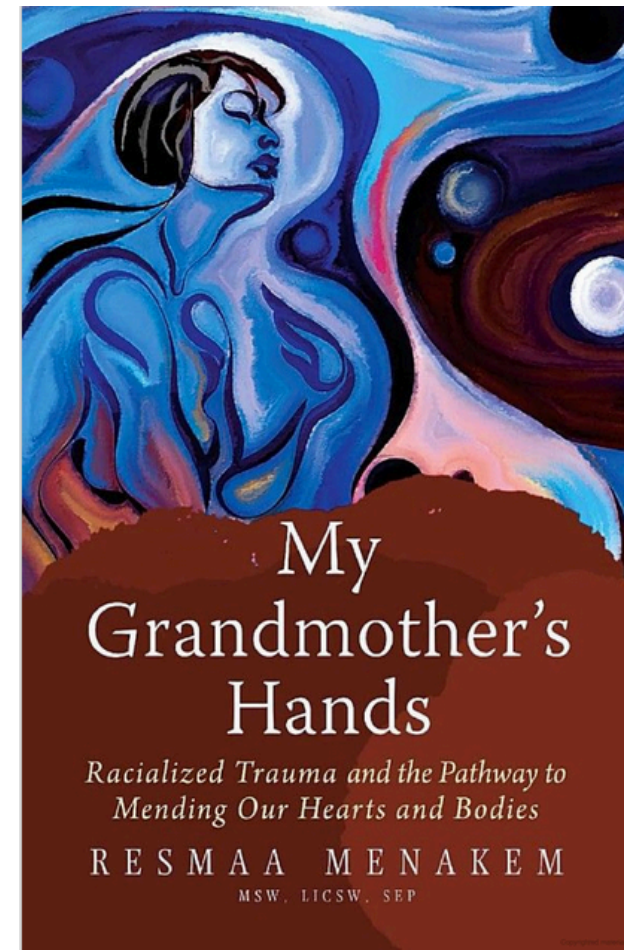
INTRINSIC VALUES
Relationship Oriented
Emotion
Stories
Creativity
Analysis (Whole Picture)
Circular
Process
Diunital
Long-term Relationships
Grassroots Knowledge
Leadership Development
Collective
Effectiveness
<i>A culture that <u>includes</u> these values may result in:</i>
COMMUNITY
ACCOUNTABILITY & EMPOWERMENT
SOCIAL EQUITY

Developed by The People's Institute for
Survival and Beyond - www.pisab.org
Use with attribution only.

See Tema
Okun,
"White
Supremacy
Culture"

Racialized Trauma

- ❑ Traumatic experience of Racism in all people's bodies
- ❑ Need for social and personal healing
- ❑ Identify your self-care strategies
- ❑ Identify strategies for addressing racism productively in your group



Resilience: health and identity amidst change

- ❑ Healthy connections to nature
- ❑ Friends—in community and out of community
- ❑ Mentors
- ❑ Spiritual practices like meditation, Tai Chi
- ❑ Commitment to Growth, Healing, Learning
- ❑ View Community as a crucible for growth and change
- ❑ Commitment to making a Positive Contribution



Selected Bibliography

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- *My Grandmother's Hands*, Resmaa Menakem
- *Tears We Cannot Stop*, Michael Eric Dyson
- *White Fragility*, Robin Di Angelo
- *Sitting in the Fire*, Arnold Mindell
- *Nonviolent Communication*, Marshall Rosenberg
- Video Series: *Race: The Power of an Illusion*
- Documentary film: *13th*
- "White Supremacy Culture", Tema Okun
- "I'm Not Racist, but Racism is in Me--and in My Community," Joe Cole