



CONVENING 2 MATERIALS PACKET

Transformational Leadership Development

October 26-30, 2015



MOVE TO END VIOLENCE
a program of the NoVo Foundation

Rockwood
LEADERSHIP INSTITUTE

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ART OF LEADERSHIP

Participant Workbook

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ART OF LEADERSHIP

Participant Workbook | 2015 EDITION 1

WELCOME

WELCOME TO THE ROCKWOOD ART OF LEADERSHIP!

Welcome to the Rockwood Network! We look forward to many years of collectively working toward equity, social transformation, and the common good.

On behalf of all of us at Rockwood, I hope that you find your time with us engaging, thought-provoking, joyful, challenging, and satisfying. Since our founding in 2000, we have distilled some of the best practices and most grounded perspectives in the field of leadership, and have incorporated them into the work you will do over the next five days.

Our hope is that your experience is both inspirational and practical. The Art of Leadership is anchored in core principles and methodologies that we have found useful over time. The concepts, worksheets, tools, and information in this workbook are designed to serve as a reference and a resource to be used during the Art of Leadership, as well as within your daily work and personal life. We hope that it will be useful to you in the days and years to come.

We've worked hard to meet the diverse needs of an ever-evolving community and we value your feedback. Our goals are to grow and nourish our network of social change leaders, to create more collaborative cross-movement programs, and to amplify stories that demonstrate and inspire cross-pollination and unpredictable collaboration. Please feel free to contact us with ideas, questions and suggestions.

Thank you for taking the time this week to be the leader you wish to see in the world.

Akaya Windwood and the staff of Rockwood Leadership Institute

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ART OF LEADERSHIP

Introduction / PURPOSE AND OUTCOMES OF TRAINING

PURPOSE AND OUTCOMES

Purpose of AoL training is to offer a transformational opportunity to:

- Strengthen your leadership to help you create more effective, sustainable, humane lives and organizations.

Outcomes of AoL training for participants are:

- Connection to your purpose and vision
- Increased effectiveness through communication, powerful feedback and courageous conversations
- Insights as to the impact your leadership has on others
- Increased resilience in the face of challenge
- Relationships that will support you for a lifetime of activism and service
- Skills to lead from a healthy and sustainable approach

ART OF LEADERSHIP

Introduction / ROCKWOOD'S SIX PRACTICES OF LEADERSHIP

LEADERSHIP: 6 PRACTICES

LEADERSHIP: *The ability to inspire and align others to successfully achieve common goals.*

Rockwood's leadership programs are organized around a fundamental set of leadership practices that can serve as the basis for a lifetime of leadership growth.

OUR SIX PRACTICES OF LEADERSHIP ARE:

PURPOSE:

To live and lead from that which gives our life meaning.

VISION:

To create and articulate a clear and compelling picture of our desired future.

PARTNERSHIP:

To build and maintain strong interdependent relationships that advance our vision.

RESILIENCE:

To shift from reactivity to a state of resourcefulness in moments of stress and crisis.

PERFORMANCE:

To enhance our capacity to produce results that further our vision.

PERSONAL ECOLOGY:

To maintain balance, pacing and efficiency to sustain our energy over a lifetime of activism and service.

ART OF LEADERSHIP

Introduction / CONOCIMIENTO

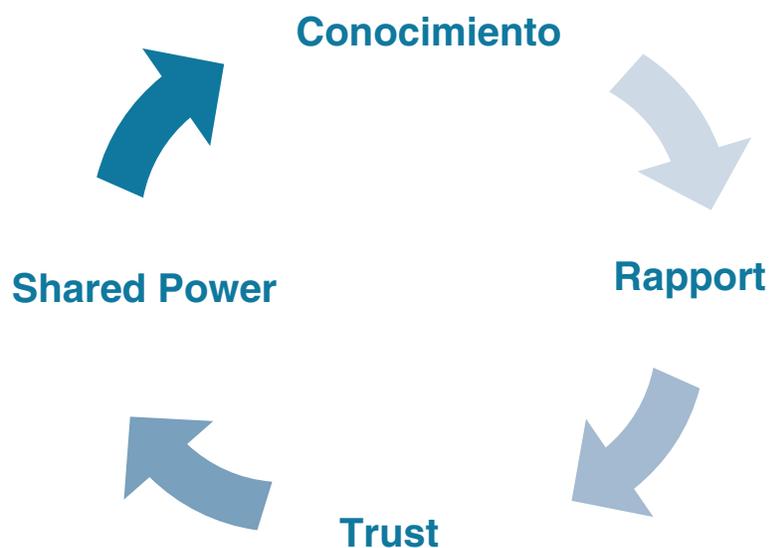
CONOCIMIENTO

One of our greatest sources of potential power resides in our connection with another person. From this connection a relationship can blossom that can lead to learning, collaboration, and positive action to improve our family, organization or world.

In Spanish there is a word for developing this power, it is *conocimiento* (koh noh seh me ehn toh). While there is no English equivalent for *conocimiento*, think of it as “connection talk” or “sharing knowledge of each other to truly know one another.” To initiate dialogue with others to develop rapport, trust, connection and thus shared power.

Too often in our activist work, we put tasks and strategies before relationship building. In fact, it needs to go the other way around, to be relationship before task! *Conocimiento* allows us to invest in:

- creating connection before misunderstandings or breakdowns occur
- developing relationships that can lead to increased collaboration and shared power.
- increasing our unity and power within our teams, communities and networks.



**Conocimiento model courtesy of Roberto Vargas*

ART OF LEADERSHIP

Introduction / SOURCES OF POWER

1. **PERSONAL POWER:** grounded in energy, vision, ability to communicate, capacity to influence, emotional intelligence, charisma, psychological savvy, etc.
2. **CO-POWER:** the commitment to, and process of, intentionally lifting up the power of those around us, including your own personal power, through modeling, validating and providing feedback.
3. **COLLABORATIVE POWER:** comes from our ability to join and align energy in partnership with others. May be in pairs, teams, organizations, communities, coalitions and movements. It is collective power derived from authentic inter-relationships.
4. **POSITIONAL POWER:** a product of organizational authority, hierarchy, status or position. It is often unseen by those with the power, and is usually obvious to those without it.
5. **EXPERT POWER:** comes from wisdom, knowledge, experience and skills (e.g. someone is widely respected because of their skills as an organizer, or because they have many years of experience).
6. **CULTURAL POWER:** the norms, manners, language, values, morals, history and ancestry often upheld by media and other dominant institutions. This can be an expression of conditioning and privilege regarding race/sexual orientation/class/gender/age. As with positional power, this is often invisible to the dominant group. To those with less power, it is often clear, real and lived. From the perspective of under-represented communities, cultural power can be a consciousness and connection to culture that serves to empower.
7. **REFERRED POWER:** comes from connections to others (e.g. a staff member without formal positional power may have power based on their long-term relationship with the Executive Director).

SOURCES OF POWER (CONTINUED)

8. **OBSTRUCTIVE POWER:** stems from the ability to oppose, coerce or block. Can be implicit, threatened or demonstrated; those without other sources of power may depend on it (e.g. non-violent social action sit-ins, filibusters, etc.) Many activists are experts in its use.
9. **IDEOLOGICAL POWER:** comes from an idea, vision or analysis. Victor Hugo wrote, “Nothing can withstand the power of an idea whose time has come.” It can be an original idea of an individual, or an ideal such as “democracy,” “liberation,” or “justice.”
10. **INSTITUTIONAL POWER:** is economic, legal and political power directly wielded by institutions (e.g. corporations, the military, police departments, or by one of your organizations). This power exists apart from the individuals who work there at any one time- it is derived from name recognition, membership, skills, resources, etc.
11. **STRUCTURAL POWER:** is covertly or implicitly exercised through the dominant systems and institutions of society. (e.g. the resistance to alternative medicine from the AMA & insurance providers; racism expressed and maintained through policies of red-lining by lending institutions).
12. **TRANSCENDENT POWER:** comes from a connection to something greater than oneself. Can be derived from a lived connection to spirit, nature, history, lineage, etc.

ART OF LEADERSHIP

Practice / PURPOSE

To live and lead from that which
gives our life meaning.

ART OF LEADERSHIP

ART OF LEADERSHIP QUOTES

As a leader, you have chosen to play an important role in guiding your organization into the future. An essential component of true leadership is having clarity about your personal purpose in life, allowing you to create better clarity for the purpose and vision of any organization of which you are a part. Following are a variety of quotes to inspire you.

“There is a vitality, a life force, an energy, a quickening, that is translated through you into action. And because there is only one of you in all time, this expression is unique. If you block it, it will never exist through any other medium and will be lost. The world will not have it. It is not your business to determine how good it is, Nor how it compares to other expressions. It is simply your business to keep the channel open.” — *DANCER MARTHA GRAHAM*

“Everyone has been made for some particular work, And the desire for that work has been put in every heart. . . . Let yourselves be silently drawn by the stronger pull of what you really love.” — *PERSIAN POET RUMI*

“Purpose is the reason an organization exists. Its definition & articulation must be top management’s first responsibility. Every individual extracts the most basic sense of purpose from the personal fulfillment he or she derives from being part of an organization. If corporate ambition begins to focus on the company’s narrow self-interest, it eventually loses the excitement, support and commitment that emerge when objectives are linked to broader human aspirations.”

— *HARVARD BUSINESS REVIEW ARTICLE*

ART OF LEADERSHIP

ART OF LEADERSHIP QUOTES (CONTINUED)

“Purpose is the motivating force for achievement. When you are doing something which serves your purpose, you are at your best. We cannot use what we learn without the fire of purpose in our hearts.” — *SUN TZU*

“When we are really honest with ourselves, we must admit that our lives are all that belong to us. So, it is how we use our lives that determines what kind of people we are. It is my deepest belief that only by giving our lives do we find life. I am convinced that the truest act of courage, the strongest act of humanness, is to sacrifice ourselves for others in a totally non-violent struggle for justice.” (*adapted from Cesar Chavez, March 10, 1968*)

“My life is my message.”

— *MAHATMA GANDHI*

“Words can travel thousands of miles.

May my words be as beautiful as gems; as lovely as flowers.”

— *TELEPHONE PRAYER BY ACTIVIST MONK THICH NHAT HANH*

“It’s like we’re a bunch of dogs taken out for a walk on leashes.

Three of us are pulling in one direction,

Two of us in a different direction,

And lots of us are trying to run off on our own.”

— *QUOTE FROM MANAGEMENT TEAM OF A NATIONAL SOCIAL CHANGE ORGANIZATION*

ART OF LEADERSHIP

ART OF LEADERSHIP QUOTES (CONTINUED)

“The one universal requirement of effective leadership is to catalyze a clear and shared picture of the organization and to secure commitment to and vigorous pursuit of that vision.”

— FROM AN ARTICLE BY COLLINS AND PORRAS, AUTHORS OF THE BEST-SELLING BOOK *BUILT TO LAST*

“A human being is part of the whole that we call the universe, a part limited in time and space. We experience ourselves, our thoughts and feelings, as something separated from the rest – a kind of optical illusion of consciousness.

This illusion is a prison for us, restricting us to our personal desires and our attention for only the people nearest us. Our task must be to free ourselves from this prison by widening our circle of compassion to embrace all living beings and all of nature.”

— ALBERT EINSTEIN

“The true revolutionary is guided by strong feelings of love.”

— SOUTH AMERICAN REVOLUTIONARY CHE GUEVARA

"Every single one of us has a sacred purpose in life by the mere fact of our being born. From the time we come out of the womb until the time we leave this planet our journey is to simply be present to every moment of our lives as it unfolds."

- angel Kyodo williams

ART OF LEADERSHIP

ART OF LEADERSHIP QUOTES (CONTINUED)

“Above all, the Rosa Parks and the Vaclav Havels and the Nelson Mandelas and the Dorothy Days of this world are authentic. These are people who have come to understand that no punishment that anybody could lay on us could possibly be worse than the punishment we lay on ourselves conspiring in our own diminishment, by living a divided life, by failing to make that fundamental decision to act and speak on the outside in ways consonant with what we know to be true on the inside.”

— *PARKER PALMER*

“Do you have the patience to wait till your mud settles and the water is clear? Can you remain unmoving until the right action shows itself?”

— *LAO TSU*

“Every few years you should check in on your development.
See if you are clearer, more loving than a few years ago.
If you are making progress, good.
Keep working and don’t think about it for a few more years.”

— *THE DALAI LAMA*

“There are three truths: My truth. Your truth. And The truth.”

— *CHINESE PROVERB*

ART OF LEADERSHIP

Purpose / FROM THE AUTOBIOGRAPHY OF NELSON MANDELA

ON FREEDOM

“I was born free... Free to run in the fields near my mother’s hut, free to swim in the clear stream that ran through my village, free to roast mealies under the stars... It was only when I began to discover as a young man that my freedom had already been taken from me, that I began to hunger for it. At first, I wanted freedom only for myself, the transitory freedom of being able to stay out at night, read what I pleased and go where I chose. Later, I yearned for the basic and honorable freedoms of achieving my potential, of earning my keep, or marrying and having a family - the freedom not to be obstructed in a lawful life.

“But then I slowly saw that not only was I not free, but my brothers and sisters were not free. I saw that it was not just my freedom that was curtailed, but the freedom of everyone who looked like I did. That is when I joined the African National Congress, and that is when the hunger for my own freedom became the hunger for the freedom of my people. It was this desire for the freedom of my people to live their lives with dignity and self-respect, that transformed a frightened young man into a bold one, that drove a law abiding attorney to become a criminal. That turned a family-loving husband into a man with no home. That forced a life-loving man to live as a monk...

“It was during those long and lonely years that my hunger for the freedom of my own people became a hunger for the freedom of all people, black and white. I knew as well as I knew anything that the oppressor must be liberated just as surely as the oppressed. A man who takes away a man’s freedom is a prisoner of hatred, he is locked behind bars of prejudice... Both are robbed of their humanity. When I walked out of prison, that was my mission, to liberate the oppressed and the oppressor both... Some say that has now been achieved, but I know that is not the case. The truth is we are not yet free; we have merely achieved the freedom to be free...

“I have walked that long road to freedom. I have tried not to falter. I have

made missteps along the way. But I have discovered the secret that after climbing a great hill, one only finds that there are many more hills to climb... I can rest only a moment, for with freedom come responsibilities, and I dare not linger, for my long walk is not yet ended.”

excerpted from Nelson Mandela. Long Walk to Freedom: The Autobiography of Nelson Mandela; Back Bay Books.

ART OF LEADERSHIP

Purpose / PURPOSE JOURNALING PART 1 (PRE-PARTNER/GROUP WORK)

Please use these questions to help you identify important lessons. Write freely, without editing or censoring ... as if your heart could speak its innermost feelings directly through your hand and pen, onto the paper. **If you need more space to write, use the back of this page or one of the blank notes pages at the end of this workbook.*

1) What is most important for me to remember from this experience of facing my own mortality?

2) What is the gift I have to offer? The contribution I have to make? What is the difference I am here to make in the world?

3) When my life is finished, what will my legacy be?

ART OF LEADERSHIP

Purpose / PURPOSE PARTNER QUESTIONS

You will have an opportunity to ask different partners one of the questions below. Each pair will have 2 minutes per person to answer their question.

- PAIR 1: What gives your life meaning?

- PAIR 2: What brings you joy?

- PAIR 3: What are you good at? What gifts do you bring?

- PAIR 4 (Optional): How is life calling you?

“I work with the consciousness of death at my shoulder, not constantly, but often enough to leave a mark upon all of my life’s decisions and actions. And it does not matter whether this death comes next week or thirty years from now; this consciousness has given my life another breadth. It helps shape the words I speak, the way I love, my politic of action, the strength of my vision and purpose, the depth of my appreciation of living.”

—*The Cancer Journals*; Audre Lorde. Aunt Lute Books, 1980

ART OF LEADERSHIP

Purpose / PURPOSE JOURNALING PART 2 (POST-PARTNER/GROUP WORK)

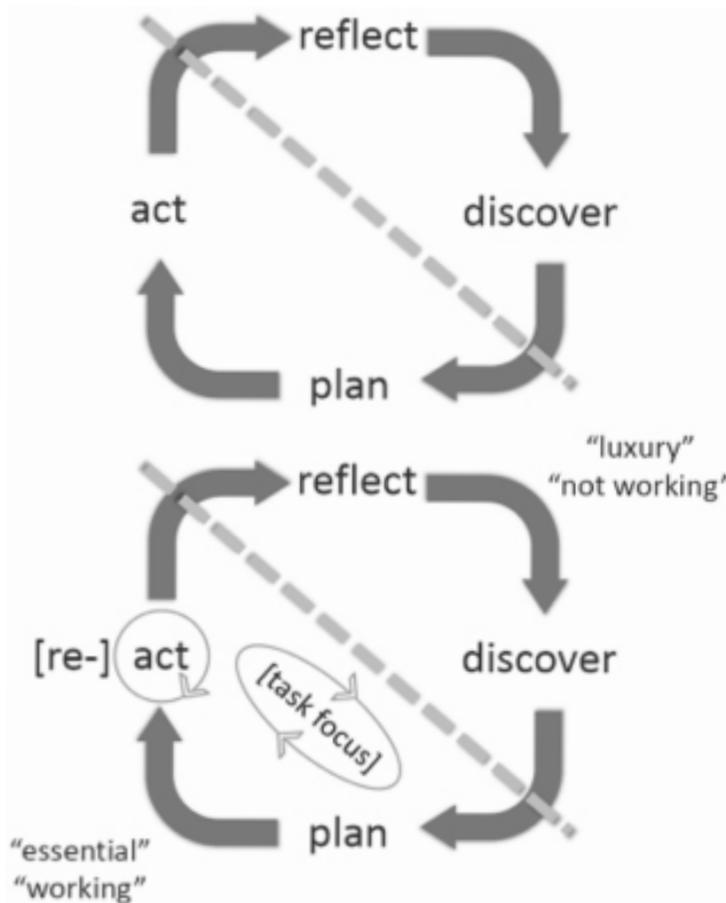
Again, write freely, without editing or censoring. If you need more room, please use the back of this page.

1) What are you learning about yourself and living from purpose?

2) What is a short phrase, or set of words and/or feelings that speaks to your LIFE (not work) purpose?

ART OF LEADERSHIP

Introduction | ADULT LEARNING CYCLE



- Reflect: Make time to ‘look back’. Recognize what worked, what didn’t work and what can be improved.
- Discover: Include voices other than just your own, as well as other new information; what do you know now that you didn’t know then?
- Plan: Decide what you want from the new learning and create strategies to apply it.
- Act: Implement new learning from a place of commitment for producing desired results.

ART OF LEADERSHIP

Practice / VISION

To create and articulate a clear and compelling picture of our desired future.

ART OF LEADERSHIP

Vision / VISION STAND PREPARATION NOTES

CREATING THE FUTURE

You will prepare and deliver a 2-minute presentation on what you plan to create as a leader within a specific time frame.

This can be a vision for an organization, for a project, or a personal vision for your life.

If you are in transition, you might choose to create a vision for yourself in this time of transition.

VISION STANDS WILL ADDRESS:

- What I plan to create as a leader in the next _____(time frame)

- The vision of what will be so, if I am successful in my work

The following workbook page will guide you through some other key questions in preparing your vision stands.

NOTES ON VISION STANDS

1-10 RATING FOR EACH (10=HIGH)

Name: _____ Presence ____ Clarity _____ Credibility ____
Comments:

Name: _____ Presence ____ Clarity _____ Credibility ____
Comments:

Name: _____ Presence ____ Clarity _____ Credibility ____
Comments:

NOTES ON VISION STANDS

1-10 RATING FOR EACH (10=HIGH)

Name: _____ Presence ____ Clarity _____ Credibility ____
Comments:

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Comments:

Name: _____ Presence ____ Clarity _____ Credibility ____
Comments:

NOTES ON VISION STANDS

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Name: _____ Presence ____ Clarity ____ Credibility ____
Comments:

Name: _____ Presence ____ Clarity ____ Credibility ____
Comments:

Name: _____ Presence ____ Clarity ____ Credibility ____
Comments:

NOTES ON VISION STANDS

1-10 RATING FOR EACH (10=HIGH)

Name: _____ Presence ____ Clarity _____ Credibility ____

Comments:

Name: _____ Presence ____ Clarity _____ Credibility ____

Comments:

Name: _____ Presence ____ Clarity _____ Credibility ____

Comments:

ART OF LEADERSHIP

GIVING AND RECEIVING FEEDBACK

ON FEEDBACK

WHEN GIVING FEEDBACK ...

- Come from a sincere desire to help support this person and their leadership.
- Have positive intent.
- Be direct and specific.
- Focus the feedback on what you saw and/or heard that communicated presence, clarity and credibility.
- Share the impact this had on you.
- Hold a high standard: Take the moment during their presentation (or sometimes even during the applause) when the fullest expression of that person's humanity and leadership shone forth.

WHEN RECEIVING FEEDBACK ...

- Come from a sincere desire to benefit and learn from the perspectives of others.
- Listen with positive intent.
- Stay open.
- Really strive to hear the feedback.
- Avoid the tendency to explain, defend or justify your actions.
- Ask questions only to clarify or confirm what you are hearing, not to challenge. Keep asking yourself, "How is this like life? Where else have I shown up like this? What can I learn?"
- Any one person's feedback may be more about them and their lens than about you. But watch especially for the patterns of feedback.
- Thank each person for their attention and insights.

VISION STAND FEEDBACK FROM OTHERS

YOUR NOTES:

PERSONAL REFLECTIONS ON VISION STAND FEEDBACK

QUESTIONS FOR REFLECTION:

What did you hear?

What did you learn?

How can you apply this learning in your work and life?

FUTURE TRAVEL JOURNAL PAGE

YOUR NOTES:

ART OF LEADERSHIP

PURPOSE, OUTCOMES, PROCESS = **POP**

A CLEAR PATH FORWARD

The best way to be sure that you are focused and aligned in any planning or decision-making process is to start by taking the time to carefully define and articulate the fundamental:

- **PURPOSE** involved (“*Why is this important?*”),
- **OUTCOMES** to be created in support of our **vision** (“*What do we most need to accomplish?*”), and
- **PROCESS** to be used (“*How will we accomplish the outcomes / achieve our vision?*”).

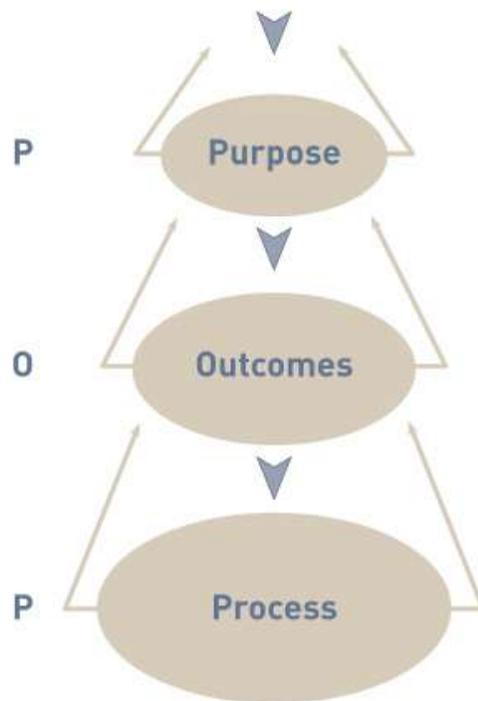
We always begin with making sure we are clear on purpose. From this clarity, we create a vision of the outcomes we want to create. Only then can we create a process or plan to begin the work of moving purposefully toward a desired future.

- Answering the “**Why?**” question is critical for engaging people’s caring and commitment (without which people’s best thinking is seldom engaged).
- Answering the “**What?**” question is critical for aligning expectations and focusing attention (without which a lot can get said – and even done – but little accomplished).
- Answering the “**How?**” question is critical in preparing people to engage and participate appropriately, enabling a swifter, more focused accomplishment of the outcomes.

A common mistake people make is to decide or act before being really clear on the answers to these three questions. This reveals our shared impatience with thought and bias toward activity. But when it comes to people and performance, you often have to start slow to go fast. Once a solid context for action has been set, it is easier to make appropriate choices as well as to prepare for (and respond more quickly to) unexpected contingencies.

POP (CONTINUED)

As shown in the model below, each layer of the POP model is subordinate to the one above it. If at any point there is confusion or uncertainty in people's minds, the best response is to work your way back up the model and re-check the quality of the linkages and alignment involved.



Using this model, what you create is a shared “map” by which:

- **Individuals** can more quickly and effectively make good decisions, and
- **The team** (group, organization, etc.) can coordinate efficiently, ultimately reaching the targeted destination together.

**POP Model developed by Randall J. Alford and Leslie Sholl Jaffe.
Used with permission.*

THE VISION I WANT TO BRING FORWARD

- **P: (Purpose)** Why is this important...

- **O: (Outcome)** What I'd like to see...

- **P: (Process)** How I will go about manifesting...

ART OF LEADERSHIP

Practice / PERFORMANCE

To enhance our capacity to produce
results that further our vision.

ART OF LEADERSHIP

Performance | LEADERSHIP SURVEY GUIDE

WORKING WITH YOUR LEADERSHIP SURVEY: A GUIDE TO APPROACHING THE SURVEY RESULTS

1. The numbers in brackets underneath the printed numbers 1-10 indicate the individual responses given to you by participants in the survey. Your own self-score is not included among these hash marks.
2. The number next to the words “your self score” is the score you gave yourself for this question.
3. The number next to the words “average score” is the mathematical ‘mean’ of the responses you received from those taking part in your survey. This is calculated by adding up all the individual responses you received (not including your own), divided by the number of participants in your survey.
4. The number next to the words “Rockwood quartile” indicates how your mean average score ranked relative to all the others who have taken the survey.

Quartile #1= upper 25% of all who have taken survey

Quartile #2= upper 26% - 50%

Quartile #3= lower 51% -75%

Quartile #4= lower 25%

ART OF LEADERSHIP

Performance | LEADERSHIP SURVEY WORKSHEET

HOW TO MARK THE SCORES

! = blind spot W = wide range

1. Make sure you understand the survey format. Consult the Survey Guide on the previous page. Feel free to ask questions.
2. Review the questions one by one. The final page is a summary of highest and lowest average scores.
3. For each question compare your self-score with the mean average score given to you by others. Any place where the deviation is 2 or greater (in either direction), place an **!** to the left of the question. (If you have no “blind spots” using 2 as the deviation, use 1.5.)
4. Mark with a **W** any questions where those responding to the survey had widely divergent answers. A useful guide is 2 or more scores with a range of 5 or greater between the highest and lowest score. A single out-lying score is not seen as “wide.”

ART OF LEADERSHIP

Performace / LEADERSHIP SURVEY: QUESTIONS TO EXPLORE WITH YOUR LISTENING PARTNER

1. What were your feeling reactions as you studied the feedback you received? Where did you feel happiness or pride? Sadness? Anxiety or fear? What defensive reactions did you notice?
2. What was the biggest surprise for you in the feedback?
3. What is the most important story that stands out in this survey?
4. What is your greatest strength(s) as a leader? What's one way you can build on your strengths?
5. What is your most pressing need for improvement/developing as a leader? What is one way you might begin to close the gap?
6. Where can you find help or support for this?

ART OF LEADERSHIP

Performace / REFLECTIONS ON GROUP JUGGLING

ORGANZATIONAL DYNAMICS

LOOKING AT THE GROUP JUGGLING EXERCISE AND THE DISCUSSIONS THAT FOLLOWED ...

- What connections can you make to feedback you may have already received in this training session or on your surveys?

- What is the most important take-away for you personally, as a leader?

- How can you apply the lessons of this exercise to your team, organization, community, or coalition?

- What is one thing you could be doing differently that would make a difference in your group's efficiency, quality, or effectiveness?

ART OF LEADERSHIP

Performance / REFLECTIONS ON GROUP JUGGLING

ORGANIZATIONAL DYNAMICS

APPLICATION TO YOUR BACK-HOME TEAMS, ORGANIZATIONS & COALITIONS

- Do your back-home groups really strive for excellence? Passion for results? Create breakthroughs?
- How do group dynamics stand in the way of your achieving best results back home?
- Where does your team get stuck in the rules, or not challenge assumptions?
- How well does your organization use measurements and benchmarking to achieve great results?
- How else can you apply the lessons of this game in your work?

ART OF LEADERSHIP

Performance / SUGGESTED QUESTIONS ON TEAM PERFORMANCE

THESE ARE SUGGESTED QUESTIONS; USE THEM ONLY AS A GUIDE.

1. What are your team or organization's strengths regarding performance?
2. What are your team or organization's challenges regarding performance?
3. How might you begin to address these challenges?
4. What role (if any) are you willing to play in addressing these?
5. Action steps?

ART OF LEADERSHIP

Practice / RESILIENCE

To shift from reactivity to a state of resourcefulness
in moments of stress and crisis.

ART OF LEADERSHIP

Resilience | ON TRIGGERING

1. Triggers are events or situations which tend to catapult us instantly into highly emotional reactions, often way out of proportion to the event itself.
2. When we are triggered, our intelligence and ability to choose is hijacked by our limbic system and the amygdale-primitive parts of the brain that react before our higher functions can thoughtfully analyze situations and determine the reality of threats.
3. When triggered, our capacity to think clearly and to take effective action is greatly impaired.
4. We are caught in flight/fight/freeze/appease /bond responses—and as a result we are not resourceful, and tend to make big messes.
5. Our triggers are very personal - what triggers us may not trigger someone else at all.
6. Triggers may arise out of our particular life history or the histories of the groups to which we belong.
7. Triggers may also be collective (e.g. cultural norms or internalized oppression).
8. Triggers may be seemingly slight (my boss tells me my piece of work wasn't as good as it needs to be).
9. We may be triggered by something we (and most people) deeply believe to be wrong (e.g. witnessing someone being deliberately cruel to a child).
10. A trigger is a “hot button”...a place in us of great sensitivity; as if there were a response waiting to be stimulated
11. Our triggers are often the result of wounding
12. These may be wounds from the past
13. Our triggers may also reflect continual re-wounding in the present of a lifetime of wounding (e.g. the impact of ongoing racism or homophobia)
14. The point is, the intensity of our emotional reactivity is disabling to our ability to act effectively (and usually out of proportion to the actual event in the present)

ART OF LEADERSHIP

Resilience | ON TRIGGERING

15. Triggers reach deep down into our emotional wiring, into what we call a “core wound”-a place of deep loss, unworthiness, fear, suffocation, abandonment, annihilation, etc.
16. All human beings struggle with core wounds & triggers (which is not to say that we’ve all been dealt equal shares of challenges).
17. Core wounds can sometimes be clearly traced back to early experiences, messages we received from others, oppression or collective trauma, etc. Other people seem to be born with these deep feelings-be it genetic, birth trauma, “past life” memories, etc.
18. Our reaction is not caused by the trigger-we already have this core feeling. The trigger touches the defensive apparatus designed to protect us from feeling the core wound.
19. The first reaction to a trigger can be seen as a defense against the deeper, underlying feelings like a desperate attempt to stop the source of the triggering
20. We are desperate not to feel our core feelings-feels very dangerous-almost like we might die.
21. We have multiple triggers, but many or all of them trace back to the same core wound.
22. Being triggered is an automatic, behavioral response without conscious choice. We do have choice about how we respond and act.
23. Trigger work challenges and empowers us to: A) take on the discipline of not acting when we are triggered and B) learn how to shift into a more resourceful state before acting
24. It is important to become aware of and work on our triggers so that we can achieve better and more predictable results.

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Resilience / BEING TRIGGERED: THE TELL-TALE SIGNS

THE TELL-TALE SIGNS

ONE OF THE CHARACTERISTICS OF BEING TRIGGERED IS THAT WE MAY NOT BE AWARE THAT THIS IS SO.

Our focus tends to be on what's wrong with the external event or behavior, and our thinking capacity is somewhere back in the reptilian state of "Am I food?" or "Are they food?" Because we cannot depend on our own thinking, it's useful to be able to identify some of the common tell-tale signs of being triggered:

1. Physical sensations: Not breathing, or rapid breathing, body tension, clenched fists, 'ping-pong' balls in shoulders, upset stomach, headaches, etc.
2. Judgmental, defensive, blaming thoughts
3. Difficulty in paying attention, dissociation, exhaustion, spacing out, falling asleep
4. Obsessively repeating thought patterns
5. Internally (or externally) arguing points, justifying yourself
6. Emotional outbursts
7. Feeling stupid, difficulty thinking clearly
8. Feeling sorry for yourself, feeling victimized
9. Bolting, fleeing, isolating yourself
10. Sudden intensive engagement in addictive behaviors

** Reprinted courtesy of Robert and Judith Gass.*

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Resilience | SITUATIONS THAT TRIGGER

DEVELOPING AWARENESS AROUND TRIGGERS

A TRIGGER IS AN EXTERNAL EVENT THAT EVOKES AN INSTANTANEOUS, NEGATIVE EMOTIONAL RESPONSE.

It's important to distinguish the actual triggering behavior from your interpretation.

For example: *"When John disrespects me..."* is not a description of a behavior. The actual behavior might be something like: *"When John interrupts me before I've finished speaking..."*

Remember, an absence of behavior might also be a trigger. For example: Someone failing to acknowledge you for a significant contribution.

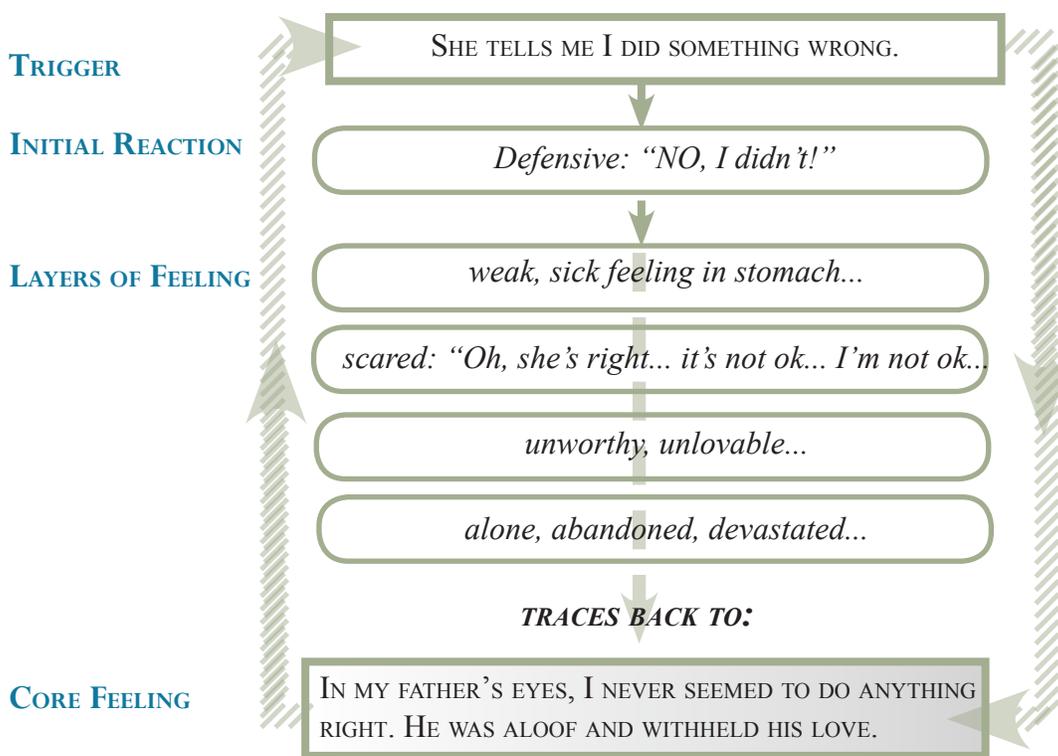
LIST SOME OF YOUR MAJOR TRIGGERS HERE:

-
-
-
-
-
-
-
-
-
-
-

Resilience / MAP OF CORE FEELINGS

DRAW A PICTURE OF THE TRIGGER, LAYERS OF FEELING, CORE FEELING ... AND WHERE YOU CAN TRACE THIS FEELING BACK TO IN YOUR LIFE. YOU CAN REPRESENT THIS IN ANY WAY THAT MAKES SENSE TO YOU.

Here is one example:



YOUR MAP: *(If you need more space, use the back of this page, or any of the blank notes pages at the end of the workbook)*

Resilience / WHAT TO DO WHEN TRIGGERED

STEP 1

NAME IT – Name it for yourself — not for others. Be able to recognize the cues in your body.

STEP 2

CREATE APPROPRIATE SPACE – resist the impulse to act when triggered.

STEP 3

SHIFT YOUR STATE by:

- breathing
- moving your energy
- feeling your deeper feelings (“travel down the elevator shaft”)
- connecting to purpose
- “drop it!”
- self-humoring: exaggerate, get playful
- anchoring
- meshing

STEP 4

RESPOND to the situation

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ART OF LEADERSHIP

Practice / PARTNERSHIP

To build and maintain strong interdependent relationships that advance our vision.

Partnership | PARTNERSHIP WORK - ACTIVE LISTENING

DEFINITION OF ACTIVE LISTENING:

Active Listening is attending carefully to what another person says, means, intends, and feels – and responding in a way that lets them know that they are heard and understood. Although some active listening skills are verbal, we are going to concentrate on the non-verbal aspects.

ACTIVE LISTENING SKILLS:

- Paying attention to your **body posture and position** – engaged non-verbal body language is open and neutral.
- Making **eye contact** (when appropriate – cultural diversity)
- Intentional **non-verbal acknowledgements**: *head nods, hmmm, uh-huh.*
- **Paraphrasing**: Let speaker know statement was understood
 - The listener briefly restates in their own words the core of what they think the speaker has communicated
 - Go after the speaker completed the thought – don't interrupt
 - If you disagree, indicate that you have heard by reflection and then state your disagreement
- **Summarizing**: Highlight central messages to facilitate agreement or discover areas of disagreement
- **Acknowledging**: Allow speaker to talk about feelings
- **Encouraging**: Ask for more information to show that listener is interested (works with non-verbal attending skills)
- **Supporting**: Short verbal words or non-verbal gestures to encourage listener
- **Delegating**: Elicit ideas that the speaker might have to solve a problem

ART OF LEADERSHIP

GUIDE QUESTIONS FOR SOCIAL IDENTITY STORYTELLING

GUIDE QUESTIONS FOR STORYTELLING:

- My ethnic/cultural background is... (my people are...)
- The class in which I was raised...
- Other social identities important to me (gender, age, religion, sexual orientation, physical/mental abilities, immigration history, etc.)...

Given these:

- How has this impacted my leadership?
- What have been barriers to my leadership?
- How has my background made it easier for me to lead, or given me access?

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AUTHENTIC COMMUNICATION PAIRS - GUIDE QUESTIONS

GUIDE QUESTIONS FOR AUTHENTIC COMMUNICATION PAIRS:

PAIR 1 QUESTION

- How do you avoid telling the truth?

PAIR 2 QUESTION

- What is a truth you've avoided telling?

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Practice / PARTNERSHIP

To build and maintain strong interdependent relationships that advance our vision.

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COLLABORATIVE CONVERSATIONS NOTES

ART OF LEADERSHIP

COLLABORATIVE CONVERSATIONS NOTES

COLLABORATIVE CONVERSATIONS REFLECTIONS

How did you show up in these conversations?

What was the quality of your presence?

Did you create room for others to speak?

Did you express yourself?

Did you notice any patterns in the feedback you received from your vision stands or 360 in how you showed up?

Did you get triggered?

If so, how?

If so, what did you do in response?

Did you take any risks?

How can you apply this learning in your work and life?



LEADING FORWARD

Rockwood

LEADERSHIP INSTITUTE

ART OF LEADERSHIP

Leading Forward / WHAT'S NEXT



THE PATH FORWARD

In this world of accelerating technologies, expanding markets, and increased competition, change is inevitable — it is not our choice whether or not to change, only how. We can choose to react to events, driven by habit, or to engage with and shape them, driven by purpose, plans, and participation.

The first option is an invitation to confusion and calamity; the second, an invitation to opportunity. As a leader, your charge is to actively engage with the realities of your environment with creativity, continuously building the partnerships that will allow you, your organization and communities to thrive.

This is not a passive charge. It requires clarity, an adaptive team, and appropriately aligned processes and systems. In addition, it requires hard work and courage for those of us who are committed to social transformation.

During the past few days, you have been on a journey of learning and inquiry. You have learned in a community in which each is invited to contribute their wisdom and unique perspective. Your challenge is to maintain the connections you've made, to keep your learning alive as you move into the future.

The tension that exists between what is, and what can be, is a source of creative energy and aspiration. We encourage you to engage with this tension, so that you will continue to grow and develop your leadership skills.

You have made a start. It's up to you to commit yourself to making sure that this start counts for something — that it makes the difference we all want to see in ourselves and in the world.

Leading Forward / WORKSHEET (YOUR WORKSHEET)

LEADERSHIP CHALLENGE OR SKILL I WANT TO DEVELOP/WORK ON:

- **P: (Purpose)** Why I'm working on this...
- **O: (Outcome)** What I'd like to see...
- **P: (Process)** How I will go about this work...

SUPPORT I WILL NEED:

From whom?

What support would look like... (be specific)

How I will ask for it...

PERFORMANCE MEASURES I WILL USE: (timeframe, benchmarks, etc.)

CHECK-IN DATE with my partner: _____

Leading Forward | WORKSHEET (PARTNER WORKSHEET)

LEADERSHIP CHALLENGE OR SKILL I WANT TO DEVELOP/WORK ON:

- **P: (Purpose)** Why I'm working on this...
- **O: (Outcome)** What I'd like to see...
- **P: (Process)** How I will go about this work...

SUPPORT I WILL NEED:

From whom?

What support would look like... (be specific)

How I will ask for it...

PERFORMANCE MEASURES I WILL USE: (timeframe, benchmarks, etc.)

CHECK-IN DATE with my partner: _____

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Leading Forward / DISCUSSION QUESTIONS

LEADING FORWARD POP FOR PARTNERS

GUIDE QUESTIONS: With your support partner, discuss:

o Why is this important for both of us? What is in it for us?

o What outcomes do we each want? (quick review)

o Process:

- How often do we want to communicate?
- For how long – (we recommend at least 3 months)
- When will our first call be? (schedule it)

CHECK-IN DATE with my partner: _____

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Supplemental Participant Resource

Rockwood

LEADERSHIP INSTITUTE

www.rockwoodleadership.org

Look for a
compilation of
digital resources
in your inbox after
the training!

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SUPPLEMENTAL PARTICIPANT RESOURCE DELIVERED DIGITALLY POST TRAINING

PURPOSE

- Purpose Principle
- Quotes Related to Purpose
- Additional Purpose Resources

VISION

- Some Thoughts on Vision
- Visioning
- Organizational Vision Checklist
- Magazine Article
- Magazine Article Format
- Future Travel Exercise
- What's a '10'?
- Sample Vision Statement
- Quotes Related to Vision
- Additional Vision Resources

PLANNING

- Alignment Arrow Model
- Tools for Creating a Shared Picture of Current State
- Force Field Analysis
- SWOT Analysis Procedures
- Strategic Planning Session
- Appreciative Inquiry
- Article: Appreciative Inquiry in Palestine
- Additional Planning Resources

ASSESSMENT TOOLS

- Introduction to Assessment Instruments
- Team Performance Inventory
- 360° Feedback Instrument— Art of Leadership

360° Feedback Instrument— Greenpeace ED
Survey in Preparation of Board Retreat
Additional Assessment Tools

PROBLEM-SOLVING

Fishbone Analysis
Brainstorming
Novel Scenarios
Idea Generating Questions for Solutions
Collaborative Problem-Solving
Additional Problem-Solving Resources

COMMUNICATION SKILLS

Rapport Skills
Listening Habits
How to Evoke Deep Listening
Authentic Conversations
Debate and Dialogue
Active Listening
Article: The Council Process
Guidelines for Wisdom Circle/Council
Recommitment Conversations
Additional Communication Skills Resources

GROUP FACILITATION

Facilitating Groups and Intervention
Moving Groups from Limitation to Possibility
Top 10 Screw-ups for Facilitators
Running Effective Meetings
Structuring Meetings: Determining Who Should Attend
Structuring Meetings: Planning Checklist
Structuring Meetings: Writing Goals
Structuring Meetings: Setting Goals Worksheet
Structuring Meetings: Meetings Options Matrix

Structuring Meetings: Political/Stakeholder Worksheet
Structuring Meetings: Agenda Building
Structuring Meetings: Determining Agenda Order
Structuring Meetings: Subgroups
Structuring Meetings: Room Set-Up
Structuring Meetings: Effects of Room Set Up
Structuring Meetings Responsibility Grid
Structuring Meetings: Meeting Planning Worksheet
Structuring Meetings: Agenda Planning Worksheet
How to Form Participants in Small Groups
Structuring Meetings: Elements of an Effective Meeting
Characteristics of Effective Groups
Group Dynamics: Observing Group Behavior
Group Dynamics: Process Observation Worksheet
Group Dynamics: Sociogram
Group Dynamics: Sociogram Worksheet
Additional Group Facilitation Resources

FEEDBACK

How to Give Effective Feedback
How to Receive Effective Feedback
The Eight Minute One-on-One
Round Table Feedback
Additional Feedback Resources

DIVERSITY & RACISM

Article: “Male Privilege and White Privilege”
Article: “I’m Not White”
Being a Strong White Ally
Basic Tactics
A Few Thoughts on Racism and Leadership
STAND UP: An Exercise on Oppression for Leaders
Class-Race Exercise
Quotations
Additional Diversity & Racism Resources

PERSONAL ECOLOGY

Time Log Overview

Time Management Matrix

Reviewing Your Time Log

Time Management Matrix Worksheet

The Urgency Index

Personal Energy & Wellness Index

Family Work Balance

The 80/20 Rule

Flow Analysis

Quotes about Personal Ecology

Additional Personal Ecology Resources

BIBLIOGRAPHY

MOVE TO END VIOLENCE

Supplementary Convening 2 Materials

FACULTY & NEW FACES

This week, you'll get to know some new folks who are involved in the MEV system, including your primary trainers for Convening 2, Toby and Helen. Read on to get to know a bit more about the folks who will be sharing this week with you.



Toby Lynn Herzlich

Trainer, ROCKWOOD LEADERSHIP INSTITUTE

Toby is a facilitator and trainer with a background in community development, organizational excellence, conflict resolution and participatory strategic planning. Her work focuses on developing leadership within progressive nonprofits, supporting values-based planning in grassroots organizations and cultivating visionary leadership among women.



Helen Kim

Trainer, ROCKWOOD LEADERSHIP INSTITUTE; Co-Author, WORKING ACROSS GENERATIONS: DEFINING THE FUTURE OF NONPROFIT LEADERSHIP

Helen Kim is an organizational development consultant, facilitator and executive coach with 18 years of experience working with social change organizations and leaders in the U.S. and internationally. She is co-author of Working Across Generations: Defining the Future of

Nonprofit Leadership, a member of the Building Movement Project, and served on the board of the Grassroots Institute for Fundraising Training and the international planning committee for the Association for Women's Rights in Development (AWID).

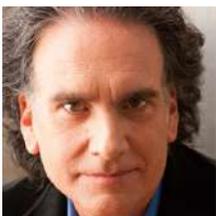


Jennifer Buffett

Co-President, NOVO FOUNDATION

Jennifer Buffett is co-president of NoVo Foundation with her husband, Peter. She is responsible for creation and oversight of the Foundation's vision, strategy, and program development. In addition, Jennifer is co-chair of the Foundation's Board of Directors. Jennifer works passionately advocating for girls and women worldwide and to end violence and exploitation

against them, promoting "whole-child" education practices, and supporting balanced, sustainable communities. Peter and Jennifer were named in Barron's list of top 25 most effective philanthropists in 2009 and 2010.



Peter Buffett

Co-President, NOVO FOUNDATION

Peter Buffett is the co-president of NoVo Foundation and co-chair of its Board of Directors.

In partnership with his wife, Jennifer, he helps to guide NoVo's vision, strategic mission, and program development. Peter is a well-established musician, composer, and producer.

Born in Omaha, Nebraska, Buffett began his career in San Francisco writing music for commercials. After recording four albums for Narada Records, Peter signed with Epic and then Hollywood Records resulting in four additional releases. His Emmy-winning album, titled Ojibwe, was released on his own label, BisonHead.

Highlights of his film and television work include the fire dance scene in the Oscar-winning film *Dances With Wolves* and the entire score for *500 Nations*, the 8-hour miniseries produced by Kevin Costner for CBS. Peter is the author of *Life Is What You Make It*, which debuted at No. 4 on the New York Times Best Seller Hardcover Advice list and is a companion to his live “Concert & Conversation” performances.

Buffett’s theatrical production, *Spirit—The Seventh Fire*, was performed on the National Mall for the Smithsonian’s opening of the National Museum of the American Indian. *Spirit—The Seventh Fire* combined Imax scale film and imagery, native dancers and a live band to tell the story of one man’s journey toward reconnection through his heritage and the land we live on.



Priscilla Hung

Deputy Director, MOVE TO END VIOLENCE

Priscilla Hung has been the Deputy Director of Move to End Violence for just about two weeks – and one of those weeks will be partially spent with you at Mohonk!

She has spent the past 15 years dedicated to social justice movement-building, organizational development, and nonprofit management. Most recently, she was the Program Director at Community Partners in Los Angeles, CA, where she provided capacity-building, peer learning, and knowledge sharing for strategic initiatives, in partnerships with grantmakers, and for their fiscally-sponsored projects. Prior to Community Partners, Priscilla was Executive Director of the Grassroots Institute for Fundraising Training (GIFT). Through GIFT, she worked with grassroots, organizing, and community-based organizations around the country to provide training, resources, and movement-building opportunities related to fundraising. She continues to serve as a senior trainer with GIFT and is on the editorial board of their publication, the Grassroots Fundraising Journal.

Priscilla serves on the board of the National Committee for Responsive Philanthropy, which encourages grantmakers to provide more funding for social justice issues and disadvantaged communities. She is also on the board of the Los Angeles chapter of the National Asian Pacific American Women’s Forum.

Priscilla holds a Bachelor of Arts in Women’s Studies and Peace and Conflict Studies from the University of California, Berkeley. While at Berkeley, she led the campus sexual harassment and assault peer education program and co-coordinated Take Back the Night.



Michelle Gislason

Organizational Development Coach, MOVE TO END VIOLENCE; Senior Project Director, COMPASSPOINT NONPROFIT SERVICES

Michelle Gislason will be very familiar to some of you! She is one of Move to End Violence’s Organizational Development coaches and has been working with Farah, David, and Patina. She is joining us this week to help support program integration.

Michelle is a Senior Project Director at CompassPoint Nonprofit Services. She is responsible for the program creation and management of several of CompassPoint’s leadership programs, including the Coaching and Philanthropy Initiative, the Blue Shield of California Foundation Strong Field Project, and the Leadership Development Program for Executives Serving Transition-Age Youth. She is a trainer and coach for CompassPoint’s leadership series, “Thriving as an Executive Director,” and recently co-authored the award-winning book “Coaching Skills for Nonprofits Managers and Leaders (Jossey-Bass). In addition to being a trainer, consultant, and certified organizational coach, Michelle is a trained facilitator in the Authenticity Circles® peer coaching model and a part-time instructor at University of Washington’s Evans School of Public Affairs. She graduated from UCLA with a Bachelor of Arts degree and completed her Masters degree in Organizational Psychology in 2007.



Yeshica Weerasekera

Faculty, MOVE TO END VIOLENCE; Regional Director for Africa, IDEX

Yeshica Weerasekera is IDEX's Regional Director for Africa and will be the lead faculty for Cohort 3's third convening in South Africa. She has worked for over 2 decades in support of grassroots-led social change with a diverse number of philanthropic and non-profit organizations in Europe, Africa and the U.S. Born and partly raised in Sri Lanka, Yeshica migrated with her family to the U.K., where she received a B.A. in International Development Studies from the University of East Anglia. After earning a Masters degree in Africa Area Studies from UCLA, Yeshica worked for 6 years in the West African region as the local Sahel Representative for Ashoka: Innovators for the Public, as well as with Oxfam America, and RADI-APEC, a community-based non-profit organization in Senegal. She has worked at several social change organizations based in California, including USA for Africa, the Tides Center, Changemakers, and most recently as a deputy director at the International Forum on Globalization, a North-South research and educational institution. Yeshica first came to IDEX several years ago to coordinate the Africa program, and helped to formulate the early stages of IDEX's own partnership approach. She is delighted to have returned to the organization, and to have become a central part of IDEX's dynamic efforts promoting sustainable solutions around the world.

NEXT STEPS



PUSH IT OUT: YOUR NEXT BLOG

To achieve lasting social change, we need a critical mass of leaders excited and aligned together in this work. Help us build awareness and excitement about what we are doing here at Move to End Violence, including your work, experience in convenings, and ongoing practice.

Remember when you agreed to author five blog posts (or video blogs) during your two years in the Move to End Violence program? We recommend scheduling one blog after every convening. Use this page to make notes about what you might write about. In the following pages, you'll find all of the blogs that were posted since we were last gathered at Convening 1; check these out for some inspiration.

Blog Writing Tool

Topic or idea: _____

Possible headlines: _____

Any story that may fit with this idea: _____

The key message you want to communicate in the post or major bullet points: _____

Image ideas: _____

Hope is in the Air after Charleston



By **Vivian Jojola**

SENIOR PROGRAM DIRECTOR
JUST DETENTION INTERNATIONAL

Originally Posted July 6, 2015

I left the first Move to End Violence (MEV) convening of cohort #3 full of hope and fire. My head was spinning with everything I had experienced. I carried the seeds of new possibilities for collaboration. I felt lifted and stronger. The darkness of the act of terror committed in Charleston had cast a shadow on us, but deepened my resolve and commitment to this work.

After the convening, I had a short flight back to Los Angeles. I settled into my window seat, when a man, probably in his 60s, sat next to me. We exchanged a few pleasantries and then each put on headphones. In the middle of the flight, he noticed that I was watching news about the Charleston shooting. He tapped me on the shoulder and told me this story. "You know I went to Georgia Tech in the late Sixties," his voice breaking and eyes welling, he apologized for getting emotional, "I was there in 1968. On April 4th, when I heard about the killing of Dr. King, I went straight to Ebenezer Baptist Church. I was one of the very few white people who was there that night...and this, this is still happening in 2015." This stranger sitting next to me had just shared a powerful, personal story and his sense of hopelessness was raw.

It was just chance that I happened to be sitting next to this man on my way home, and that he decided to share his story with me. But I was glad that I was able to tell him about my time at the Move to End Violence convening. I reminded him about Dr. King's vision of Beloved Community and shared how we are working to create it. I told him that each of the inspiring cohort members I had just met was doing incredible anti-violence work in their communities through their own amazing organizations. I told him about my work at Just Detention International. I shared how grateful I was to be surrounded by a community of people who are working to create a better world, especially at a time when we are confronted with such senseless violence and hatred. I encouraged him to join us in the work in some way because it will take many of us working together to build the kind of world we wish to live in. He was visibly moved. He thanked me, and he thanked us over and over again. He said he would reach out to us.

I hope he does.

Humanity: Video Reflection on Bringing One's Whole Self to this Work



By **Patina Park**

EXECUTIVE DIRECTOR
MINNESOTA INDIAN WOMEN'S RESOURCE CENTER

Originally Posted July 24, 2015

In this video blog, I share my reflections from my first convening with Move to End Violence.

Video Blog: Humanity by Patina Park from Move to End Violence on Vimeo.

Patina Park, Movement Maker of Cohort 3, reflects on her time at her first convening, and the importance of bringing her full self into the experience.

"Essentially, I learned that I cannot be a movement maker, unless I bring my full self, my full human self, into this experience" Patina Park.

"My humanity is bound up in yours, for we can only be human together." Desmond Tutu

Blood on the Leaves: Black Women and the New Lynching



By **Farah Tanis**

EXECUTIVE DIRECTOR
BLACK WOMEN'S BLUEPRINT

Originally Posted July 30, 2015

“My purpose is to go back to Texas and stop all the injustices in the South.” – Sandra Bland’s words before returning to Texas, as reported by her mother Geneva Reed-Veal.

The hanging deaths of Sandra Bland and Kindra Chapman in Texas and Alabama jail cells, and the deaths of three other Black women in state custody—Ralkina Jones in Ohio, Raynetta Turner in New York, and Joyce Curnell in South Carolina continue to make it explicit that in a country steeped in white supremacist violence, we as people of African descent are slated for persistent repression, brutalization and death. The burning of Black churches, the killing of Black men with impunity and the torture of Black women and transgender brothers and sisters by state actors in an apparent repetition of a particular, purposeful and racist history, continues to stain our nation with the blood of the oppressed. The words of the late great jazz singer, Billie Holiday—“southern trees bear strange fruit” still resonates and her declaration of “blood on the leaves and blood at the root” is as true today as it was decades ago.

Within the context of a white supremacist culture of violence, it is no coincidence that we as a Black people are once again in mourning, once again grappling with brutal violations which resemble those inflicted during war, during moments of heightened political mobilization and raised consciousness among the oppressed. The suppression of populations considered dangerous to the status-quo, and the suppression of movements during political times are often characterized by strategic and targeted violence. Within the context of a white supremacist culture of violence, political repression has been well recorded in our history, in Black narratives on freedom, and in our stories about journeys toward full civil rights and political agency.

Within the past eight years, the political imperative and influence of Black communities has grown exponentially, and Black women’s political culture and political agency has been a revolutionary force. Black women voted in record numbers in the last two elections, carrying the first Black president of the United States to victory in 2008 and 2012. Black women’s groups and organizations, leaders and foot soldiers have sprung up everywhere.

Just as the rape and lynching of Laura Nelson in 1911 who was hanged from a bridge across the North Canadian River, or the lynching death of eight month pregnant Mary Turner in 1918 who was hanged from a tree in Lowndes County, Georgia, and hundreds of others in the Jim Crow South sent a clear message of terror to those aspiring to vote and organize, we at Black Women’s Blueprint posit that we’re in for a battle of political and historical significance. We’re in for a battle where Black women’s lives, their activism and what happens to Black women’s bodies will undoubtedly influence the course and discourse around power and community liberation.

We lament the deaths of Sandra Bland, Kindra Chapman, Ralkina Jones, Raynetta Turner, Joyce Curnell and the many others whose names we continue to speak. They remind us that our experiences as Black women with state violence are testament to the ways gendered forms of racism are deployed to undermine our very existence, our well-being, and the full political participation of our entire communities as many are still missing from the front lines, are disenfranchised and traumatized. Whether someone put a bag, a sheet or rope around these women’s necks or they died after torment by alleged “suicide”, white supremacy is killing Black women.

During the Reconstruction and Jim Crow eras, people of African descent sought recognition of our human rights, and subsequently, lynching, torture, castration, rape and intimidation tactics were weaponized to control the minds and repress the political agency of Black communities. White supremacist violence attempts to send the message that none of us should vote, speak, gather, protest or aspire to walk, work and live where we choose. With each church burning, each Black man shot, Black woman hung, raped or shackled, the message to Black communities is the same—do not breathe, do not attempt to lead or define the future of our communities, our families or ourselves, let alone the political future of this great nation.

As Black folks become more and more empowered especially now, during these highly political times, there will be attempts to subvert our full humanity, equity and fundamental human rights, as has happened with the violence, arrest and pepper spraying of attendees after The Movement for Black Lives Conference in Cleveland, Ohio. This is how political repression works—with the blood of the oppressed “on the leaves and at the root” of abusive systems, on concrete sidewalks, backseats of police cars and inside jail cells.

This is how repression works. White supremacist violence has always involved the actual or threatened use of physical force against Black individuals, groups and Black institutions for the purpose of imposing fear, despair, pain, profound loss in Black communities. Its purpose is to deter specific activities or notions, like freedom, reform, dismantling racism or patriarchal and classist constructs, and the belief that Black lives matter. All of these threaten status quo practices in a white supremacist culture of violence.

When two Black women in state custody are hanged a little more than a day apart and three others are found dead in jail cells across the country with a month, it is beyond devastating. We are once again grieving and once again mourning. The deaths of these five Black women have sent us reeling from yet another attack on personal integrity and the individual survival and security of Black women, and every one of us. The after-effects of this type of structural violence and extortion of Black lives from communities already under siege, is how repression works. Tactics of repression, like police brutality, rape and the strategic hanging of Black women from front-yard trees, public bridges or ceiling rods have been used before to reinforce white supremacy, embolden state actors and normalize violation of basic rights, like voting, freedom of speech, assembly and movement or peaceful boycott and protest without criminal or civil penalties.

The systematic triggering of perpetual states of fight or flight and of mourning among the oppressed during these political times is no coincidence. It is indicative of a greater dynamic—an old and persistent dynamic—bent on producing and reproducing mass trauma among a people already trying to heal while mobilizing for self-empowerment and freedom, and while claiming political spaces not only for themselves but for future generations. We are a people once again enraged. We are angry, and in the words of Sandra Bland’s mother, Geneva Reed-Veal, “the anger can be channeled into something that is so much greater.” As a Black mother-warrior, Ms. Reed-Veal also declared, “I’m ready. ... This means war.” Black women are being murdered, lynched, raped and brutalized, and the movement for Black lives must continue to act, continue to mobilize, and lift up the voices of Black women and girls, until finally there is justice and peace.

Art-Making is Liberation Praxis



By **Alex Flanagan**

ASSISTANT DIRECTOR
HOPEWORKS OF HOWARD COUNTY, INC.

Originally Posted August 13, 2015

In his memoir, “My Song,” Harry Belafonte wrote, “I wasn’t an artist who’d become an activist. I was an activist who’d become an artist.” Me too.

Writing has been my tool of self-expression, healing, and freedom for as long as I can remember. Since I was child, my diaries and journals have been filled with rants, poetry, monologues, and musings that are my truest unedited reflections on life. I never considered myself an artist or a writer, though. I was a girl growing up with strong opinions about what was right and wrong in the world — in my world, in particular. My writing provided a space to make sense of things I’d experienced and to practice naming them.

As an adult, my indignation in response to sexual and intimate partner violence led me into a world where people committed their lives to righting the wrongs I wrote about on my pages. I chose activism as my life’s work and have never looked back.

I began to see my written words as art, the writing of them as practice, and the sharing of those words as liberation work.

About four years ago, while I was working on campaigns to dismantle the school-to-prison pipeline and ensure affirmative opportunity in communities of color in Baltimore, words failed me. I had lost the ability to access my most familiar tool to process everything I was experiencing in that work, so I picked up a paintbrush instead. The practice of art-making with a new medium — of making truths visible, of creating beauty out of pain, of boldly creating images of bodies and faces that society is content to relegate to the invisible — changed what I thought about my writing. I began to see my written words as art, the writing of them as practice, and the sharing of those words as liberation work.

Since that time, I have found community among artist-activists who live and breathe the blurring of the line between these forms of change-making. Building community with others who value art-making as liberation praxis has deepened my commitment to social justice. There is no movement without artists.

Move to End Violence has invited Movement Makers and our organizations to explore a culture of practice. I believe art-making is liberation praxis. We use the arts in two important ways to accomplish HopeWorks' mission: (1) to support survivors in their healing, and (2) to imagine creative solutions to bring about social change.

Artistic expression is a tool for liberation that taps into a deep pool of expertise that we don't always think of applying to the work of transforming one's life after violence or transforming our communities and society to prevent violence. HopeWorks' arts programs provide an opportunity for survivors and community members alike to tap into their creative potential for personal and social transformation.

When art and activism come together, the voices of those most impacted by violence and injustice are amplified. And when we can clearly see the impact of injustice in our society, we get a better picture of the solutions we need to create change and beloved community.

Podcast: Inspired by Progress, United by Purpose



By **David Lee**

DIRECTOR OF PREVENTION EDUCATION
CALIFORNIA COALITION AGAINST SEXUAL ASSAULT

Originally Posted August 20, 2015

Movement Maker David S. Lee, the Director of Prevention Services at the California Coalition Against Sexual Assault and Manager of PreventConnect, talks about the upcoming 2015 National Sexual Assault Conference that will be held in Los Angeles in September 2015 and why its theme — Inspired by Progress, United By Purpose — reflects the direction he thinks is necessary to end violence against girls and women.

Lessons in Movement Making from Starlings



By **Karen Tronsgard-Scott**

EXECUTIVE DIRECTOR
VERMONT NETWORK AGAINST DOMESTIC AND SEXUAL VIOLENCE

Originally Posted August 25, 2015

I recently saw a video of starlings doing this thing called “murmuration” and I’ve been thinking a lot about it. Murmuration is a natural phenomenon common to starlings, which gather in huge flocks – sometimes as many as a million birds. Scientists have been curious about murmurations for some time and they recently developed ways to study them. What they have found is that flocked starlings participate in murmuration in reaction to a change, often the presence of a predator like a falcon. The starlings take flight in an amazing coordinated mass of birds, instantaneously changing direction and velocity. Murmurations have been called “bird ballet” because of the fluidity and beauty of the coordinated bird-flow.

How these massive coordinated changes in movement work has been the subject of much scientific study. As it turns out, the secret of murmuration is identical to other systems that apply to the edges of change. In starling flocks, the velocity and direction of one bird affects the velocity and direction of the rest. Each shift in a murmuration is called a critical transition. The size of the flock does not matter, and no matter how small or large the group, if one bird changes direction so do others. To watch a flock in murmuration is to see movement without leaders. Each bird is reacting in relation to the bird nearest it. Scientists discovered that one bird’s movement affects its seven closest neighbors and each of those birds’ movements affect seven more birds, and so on, and so on. These critical transitions happen with lightning speed within the flock and this gives murmurations the look of a choreographed dance.

Our Movement in Murmuration

It seems to me that the movement to end violence against women and girls is in murmuration these days. As a member of the Third Cohort of Move to End Violence, a program of the Novo Foundation, I am part of the movement that is at the edge of one shift within the movement, moving from working in isolation to being interconnected; moving from being reactive to being proactive; moving from focusing on social services to focusing on social change. The shifts are relational and happen as a result of the connections I have with others, mostly people working within the center of the movement.

As in murmurations, changes within the movement can happen with lightning speed and they might seem a bit scary – but I have faith in those around me. I trust in the Movement Makers in Cohort One who defined the changes we need to reach the most marginalized victims, and the Movement Makers in Cohort Two who deeply explored and analyzed the connections that impact marginalized individuals. I have faith in the full constellation of our movement, from the centered coalition community to the individuals and groups acting to support victims who are hidden or left behind by mainstream systems. I have faith enough to move with the change, to stay with the movement, and to see what happens next.

Cambia Todo Cambia...



By **Ana Romero**

DIRECTOR OF THE CENTRALIZED TRAINING INSTITUTE
CHICAGO METROPOLITAN BATTERED WOMEN'S NETWORK

Originally Posted September 21, 2015

“Cambia todo cambia. Pero no cambia mi amor por más lejos que me encuentre, ni el recuerdo ni el dolor de mi tierra y de mi gente.” *

– Violeta Parra (Santiago de Chile)

On September 11, 2015 la Izquierda Latinoamericana commemorated the 42nd anniversary of the Chilean coup sponsored by the U.S. government, and the assassination of President Salvador Allende. Both events are obligated historical references for the Left in Latinoamérica.(1) They marked a short period of revolutionary optimism in the region, followed by a succession of authoritarian governments, an increasing criminalization of social problems and the subsequent weakening (or elimination) of social protections.

For me, a Latina woman born and raised in Mexico, who grew up within a progressive sector of the middle-class, Allende has been always an influential symbol. Partly because of his heroism – he gave his life for the people of Chile – but primarily because the issues that people are fighting for in Latinoamérica (and the world) today. These are the same issues that Allende fought for his entire life: economic equity, access to education, employment, housing and healthcare. The downfall of Allende and the systematic state violence endured by the people of Chile, were also my first contact with the devastating power of the New World Order that was evolving before my eyes: Neoliberalism.

In my youth I would hear from family members and friends, and later from college professors (like some kind of socioeconomic Nostradamus prophecy), that the Capitalist structure was undergoing a metamorphosis, in order to prevail. Apparently, the capitalist crisis of the last three decades had inspired the global corporate elite to create a “frankensteinish” new economic model. A model that together with a “victim blaming” ideological discourse will creep up on all societies, destroying the last vestiges of the Welfare State. Such a hybrid despicable creature would gradually annihilate the aspirations of the majority of the population, undermining democratic governments and using all forms of social control – including institutional violence. The collective wisdom would persuade you, “YOU BETTER GET PREPARED!”(for how the world would look like when you were a grownup). And so I did...

Aptos, California, June 1, 2015. After an evening party during my first convening with Move to End Violence, fellow Movement Maker Maria Rodriguez and I are the last ones on the beach. As we head back to our rooms, walking with our arms around each other’s shoulders, we are loudly singing. We sing revolutionary songs that we had sung a cappella and in countless gatherings. And yet tonight they feel different. I am singing them with a compañera en la Luchawho did not exist in my life yesterday.

Suddenly I realize we own those liberation songs from our Motherland. We have inherited them through our life choices. Maria and I have blissfully entered a familiar communal domain – a collective consciousness. These beautiful songs have not created political change per se, but have bridged the divide among revolutionary people of different cultures – like it happened with my hermana Puertorriqueña and I tonight. “Pero no cambia mi amor por más lejos que me encuentre, ni el recuerdo ni el dolor de mi tierra y de mi gente“.* Now, the verses have become more intense and personal and I secretly shed a tear. Sometimes when singing I get sad about the transitory moments of joy in the world, and the many life times that will require for our revolutionary movement to be consolidated and victorious.

After a long walk along the pathway to our rooms, Maria and I, though short breath, continue laughing and singing. Our finale includes Pablo Milanés, who turned Allende’s last words into a song that became a revolu-

tionary anthem for all the Latinoamerican youth who were GETTING PREPARED to eternally antagonize with el Monstruo-Capitalismo.

At times, the Revolution takes different forms, sometimes it means clashing, at other times it takes the form of an unforgettable night with new comrades at a Californian beach, inspiring hope. “Un niño jugará en una alameda y cantará con sus amigos nuevos y ese canto será el canto del suelo a una vida cegada en la Moneda”** – Pablo Milanés (Santiago de Cuba)

Translation:

(1) Latinoamerica is a political term coined to identify the territories that in U.S. (only) are referred as “The Americas.” It describes our common colonial period and the subsequent struggles for liberation. It embraces our common languages, traditions and other cultural representations we share from the North (Mexico) to Central, South America and the Caribbean.

* Everything, everything changes...but my love for my people and my land never changes. No matter how far I might be I never forget their pain and their struggle.

** A child will play in a public plaza with no more fear and will be compelled to loudly sing with his new friends. Their singing will be a homage to an heroic life that ceased in la Moneda (President's Office).

There is No Perfect Attendance Award in the Anti-Violence Movement



By **Andrew Sta. Ana**

SUPERVISING ATTORNEY
DAY ONE

Originally Posted October 1, 2015

For my entire adult life, including spaces in which I've blurred the lines between my professional and personal lives, I've dedicated my work to social justice and the anti-violence movement. I'm in this work because I believe a better world is possible and that each of us can take steps to get there immediately. All of us deserve a world that is just and it is urgent that we fight for that world everyday. Indeed, this work is rewarding, inspiring, humbling, occasionally hilarious and I'm in it for the long run.

Also, this work is incredibly exhausting.

For the folks that thank me for the important work I do, and see the great pride and value I find in it, I have a confession to make. This work is difficult and draining, and while you may assume that I sleep soundly every night, dreaming of a full day of doing good – the truth is, sometimes, I don't. Sometimes I don't sleep well at all.

Don't get me wrong, my restless sleep is not because of the anxious urgency of wanting a better, safer, more just world – RIGHT NOW. I sleep restlessly because of worrying about a court appearance the next day for a young person seeking an order of protection, about whether a survivor is going to get her bills paid, what she may have to do to pay those bills and feed her children, or whether another client would be believed by the officials at his school. It may be the result of worrying about whether I'll be able to complete reports on time and keep updated on the incredible work of my colleagues. When I look internally, I lose sleep wondering if I'll pay all of my student loans, or if my rent will rise to make the neighborhood in which I live unaffordable, or if I'll be able to support my family in a deeper way.

A few weeks ago, I had also been ignoring some health issues that had flared-up sleeping a cycle of tossing and turning, which wasn't doing me or my partner any good. In other words, I was simultaneously too anxious and too exhausted to sleep. And yet, I wanted to show up the next day, caffeinated, alert, and ready to par-

ticipate in one event after another, including organizing opportunities and strategy sessions. In a movement to fundamentally change how we treat each other and how we confront violence, there is a lot of good work to do, important conversations to have and I don't want to miss out on anything.

And yet, I also knew that for me, something had to change.

"It is not enough to just survive"

I read that line last month, when my organization participated in a 1.5 day self-care workshop through the Move to End Violence, and it struck me in a way that I haven't felt before. It was included as a value and principle in a workbook we used to discuss sustainability and impact. Other values include "You cannot care for others if you have not cared for yourself", and "There is a difference between self and selfish". Although I had participated in self-care workshops and retreats throughout my career, including a life-altering self-care retreat I had participated in Convening 1, this resonated differently.

When I read that value, it was as though I was introduced to that concept of self-care for the first time. I questioned myself:

- Am I only just surviving?
- Am I thriving in this work?
- Is it fair to even for a moment believe that that I am only surviving when the individuals with whom I work are literally surviving by the skin of their teeth, often with a fraction of the resources I have?
- Who do I think I am?

But this time was different. Perhaps it was because I had just come from a vacation and I was feeling energized, or maybe it was because I had come to the self-care workshop with the assistance of cane due to an injury earlier that month or because I hadn't been to the doctor in almost two years. I realized that injury, self-care, and recovery could be connected. It was an opening through which I was ready to take action on my own self-care.

For me, dedication to the work over personal need and my instinct towards work over self-care, are rooted in a time before I turned to activism. I'm certain that habit stems from my childhood, my own sense of discipline, where I grew up, and where I came from.

Growing up in the Staten Island, the child to immigrant parents and attending a local Catholic school, Perfect Attendance was "a thing" in my family. By "a thing", I mean, that Perfect Attendance was a goal to strive for, a demonstration of work ethic, an appreciation of the value of education, an honor to the struggle of my parents and a commitment to my own future. Indeed, in a world where my parents had to work twice as hard as some of their peers to make it to the United States, and where their filipino-accented English could result in them not being taken seriously or given the message that they didn't belong, attendance was one more marker to demonstrate that we belonged here, that we earned our spot, and if we excelled, you have to respect us. And while I'll leave the critique of that for another blog, I'll say Perfect Attendance was something to be proud of. For me, attending a mostly white school, a short, brown, non-athletic young person who did not yet have the language or security to talk about my budding sense of sexual orientation, let alone a queer identity – showing up, everyday, and attending as much as I could was a vehicle for me to be present and to demonstrate my value.

Through my participation in the Move to End Violence, this self-care workshop and through self-reflection, I've come to understand that Perfect Attendance is a useless concept in the anti-violence movement. It is no longer an award that I want to earn. Perfect Attendance is an ableist concept, that values self-sacrifice and martyrdom over movement-building and sustainability. Perfect Attendance privileges the able-bodied, shames the vulnerable and ignores experiences of trauma in the anti-violence movement.

It is not enough for me to merely survive in this work. I want to thrive in the anti-violence movement, because the anti-violence movement thrives when I'm nourished and energized. For my clients who struggle, I best serve them when I've had lunch, when I've drunk water throughout the day, taken care of my body and spirit, taken a sick-day when I'm run down. I advocate more vigorously when I've had a full night's sleep. I've learned that anti-violence includes taking steps to care for myself.

For longevity in this movement, and in order to best advocate for others, sometimes I have to advocate for myself. Sometimes, anti-violence is advocating for myself. I want to support healthy relationships boundaries for myself, my colleagues, and my community. Ultimately, it essential to my sustained participation in this work and in this movement.

I'm the supervising attorney at Day One, an organization which partners with youth to end dating violence through direct services, community education and leadership development. At Day One, we recognize that the need for zealous advocacy must be balanced with a strong emphasis on self-care. Indeed, as an organization that advocates for young people who are survivors of trauma, many of whom have had personal boundaries ignored or violated, Day One values the modeling of mutual respect, collaboration and communication among our staff as well as with our clients and community partners. With this in mind, I know that self-care is paramount.

So, I'm hoping you'll join me in MEV's 21-Day Self Care Challenge that begins on October 5. I've learned that while I may occasionally have a sleepless night, I'd like to balance that with mornings, days, evenings and many other nights with genuine self care. If that means I don't win any awards for perfect attendance, I'm ok with that, because I'm working towards my dream of making a robust anti-violence movement a reality.

Generational Shifts



By **Lynn Rosenthal**

VICE PRESIDENT OF STRATEGIC PARTNERSHIPS
THE NATIONAL DOMESTIC VIOLENCE HOTLINE

Originally Posted October 13, 2015

A coworker in her early 30s recently asked me about the role of a sister organization in the anti-violence movement. I launched into the history of the organization and why it was formed. A look of irritation passed over her face. Oh, I say- you mean today, what they do today. It's not the first time I realized that I am talking too much about the past.

Over the past month, I have had dozens of conversations with women my age (56) and older, sometimes by a decade, about our plans for growing old. Although we laughed at the thought of aging, fear lurked beneath the surface of every conversation. We agreed that the times call for new leadership. We expressed awe of the power and dynamism of young women. We wondered what our contributions should be, could be in this new phase of our lives. And we worried about the economic realities we are facing.

Many older women in the anti-violence movement never finished college, while others are under-educated for today's times with only undergraduate degrees. We weren't taught to negotiate for salaries, we didn't learn how to brand ourselves, and we never thought about self-care. We fought for health insurance. Many of us are survivors, and some of us face chronic health problems as a result. The more fortunate among us had partners with higher incomes and greater benefits, only to see whatever wealth we had accumulated vanish in the economic downturn. Some of us are still paying student loans. Many of us are lesbians or partnered with other women, which means our households are doubly underpaid. We fall into the dangerous age range for women, where age discrimination in hiring is blatant and we can't yet claim what will be our too-low social security.

As a white woman, I write this conscious of my own race and class privilege. I think of the well-documented and vast differences in financial assets between black and white communities. I think of the many women of color I have met who are devoting what resources they have to their communities, taking women and children into their homes and caring for them. No foundation, government funder, or private donor is paying for this way of working. And while all the women I talked to were struggling, the black women in these conversations were faring the worst, having experienced many years of discrimination in hiring and salaries.

While I have been participating in one set of conversations, I have been overhearing others. At conferences, in elevators, in hallways, I hear young women grumbling about older women. "She needs to get out of the way", I have heard more times than I can count. "And go where", I have answered back- but only in my head, because I have more questions than I have answers.

How can we in the anti-violence movement make the necessary generational shifts in a way that makes space for everyone? How can older women move out of day-to-day leadership roles and still contribute? How do we know when its time to step aside? How do we confront the connections between race, white privilege, leadership, and economics in this movement? And let's really push ourselves to ask: how does our economic dependence on our jobs affect the way we do the work? I can't answer these questions myself, and that's why I am glad to be part of the Move to End Violence community. It's a place to think deeply, look at all the intersections, and explore answers together.

A few years ago, I wanted to express my thanks to an older woman who had taught me a great deal. "You passed on the work with such care," I said. She looked surprised, then hurt. I didn't understand at the time, but later on I got it: I had spoken as if she was no longer a part of the work, as if she was no longer relevant. That's not what I meant, of course.

FORWARD STANCE WORKSHOPS

Next up are the Forward Stance workshops! All three days will begin at 9am. The first and second days will go until 4:30pm. On the third day, you have the option of a half-day (leaving at 12pm) or a full day (leaving at 4:30pm).

Forward Stance + Transformation Workshop

Nov 16-18, 2015 Futures Without Violence 100 Montgomery St. San Francisco, CA	Nov. 30-Dec 2, 2015 Gina Gibney Dance Studio 890 Broadway New York, NY	Dec. 16-18, 2015 Minnesota Humanities Center 987 East Ivy Ave. St. Paul, MN
David Lee *	Alexis Flanagan*	M.L. Daniel*
Vivian Jojola*	Andrew Sta. Ana	Ana Romero*
	Ariel Jacobson*	Cristine Davidson*
	Farah Tanis	Ed Heisler*
	Karen Trongsard-Scott*	Edith Sargon*
	Lorena Estrella*	Jamia Wilson*
	Maria Rodriguez*	Lynn Rosenthal*
	Quentin Walcott	Patina Park
		Sandy Davidson*
		Vivian Huelgo*

Travel & Expenses

All travel, lodging, and training costs for Movement Makers will be covered. **Call T&T at 866-963-1408 to book your travel no later than 3 weeks prior to your selected workshop.**

- **CA Workshop:** Fly into SFO (40 mins), OAK (57 mins), or SJC (1h 10min)
- **NY Workshop:** Fly into JFK (45 mins), LGA (30 mins), or EWR (40 mins)
- **MN Workshop:** Fly into MSP (25 mins)

Hotels

If you have an asterisk next to your name above, a hotel room has been booked for you. You will be placed in a double unless you have arranged differently with Oanh-Nhi. If you are local but require hotel accommodations for any reason, please confirm your needs with Oanh-Nhi ASAP. The hotels are as follows:

- **California:** The Laurel Inn, 444 Presidio Avenue, San Francisco, CA
- **New York:** Wyndham Garden Manhattan Chelsea West, 37 West 24th Street New York, NY
- **Minnesota:** On-site lodging at Minnesota Humanities Center

CONVENING 3

Your next convening is the international learning exchange in South Africa from **January 31 through February 12, 2016**. Move to End Violence has partnered with IDEX, the International Development Exchange, to coordinate this convening. Your main contact at IDEX will be Yeshica Weerasekera (Regional Director for Africa). Also joining you on the exchange will be Vini Bhansali (Executive Director), Trishala Deb (Regional Director for Asia), and Sharon Bridgforth (Artist in Residence).

IDEX has 30 years experience in the global social change and community development sector and a decade of deep engagement with long-term partnerships to build social justice movements in South Africa. They look forward to sharing more about their work and the context and history of South African struggles for liberation in future calls and webinars.

The following describes the hoped-for outcomes for Convening 3:

- To build authentic relationships between movement leaders in the United States and South Africa for greater impact;
- To inspire a learning behavior based on reflection, dialogue, and connection;
- To encourage mutual learning and sharing of strategies to end violence against women and girls and further the goals of the Move to End Violence initiative and the various movements in S. Africa;
- To ground US based activists in S. African grassroots-led practices, pedagogies of community organizing, and participatory appraisal towards principled action;
- To generate conditions for shared collective power and deeper sense of connection between frontlines in the U.S. and S. Africa; and
- To advance an intersectional and human rights based movement building approach.

Preparation & Webinar Dates

To prepare for this convening, IDEX is collecting information from each of you (please fill out the survey sent on October 13) and will be leading four webinars between now and the convening. Please mark your calendars, and e-invitations will follow. All webinars will be recorded, so please do not worry if you cannot make the exact time for the live webinar.

Nov. 12 at 1pm PST/4pm EST: Narratives & Perceptions of Africa with Solome Lemma, Africans in the Diaspora

Dec. 11 at 8am PST/11am EST: Lessons for the women's movement from the South African Struggle Against Apartheid with Pamela Shifman, NoVo Foundation and Pregs Govender (invited)

Jan. 15 at 8am PST/11am EST: Post-Apartheid Grassroots Movement-Building with Herschelle Milford, Surplus People Project & Trishala Deb, IDEX

Jan. 22 at 11am PST/2pm EST (date & time to be confirmed): Cultural Competency & Global Solidarity in Action: Protocols for Community Visits & Learning Exchanges with Vini Bhansali & Katherine Zavala, IDEX

NEXT STEPS: ACTION ITEMS CHECKLIST

- Complete your Convening 2 reflection & evaluation as soon as possible
- Submit your reimbursements by November 13
- Connect with your buddy on your Leading Forward plan.
- Connect with your OD coach. Coming out of Rockwood and building on the experience of the Liberation and Equity Workshop and Organizational Self-Care workshop, your goals for coaching for integration may be clearer. Share these goals with your coach and make a plan for your work together. Your coach is a resource to help you get traction on your self-care plan, and an accountability partner with your organization's plan.
- Plan a report-back from this convening with your colleagues
- Get ready for Forward Stance Workshops
 - Confirm your attendance
 - Book your travel
 - Invite your allies
- Next Convening: Learning Exchange in South Africa
 - Complete the survey sent in the Program Update on October 13
 - Verify you have a valid passport that is valid through mid-March 2016 and has at least two fully blank visa pages
 - Mark your calendar with the pre-convening webinar dates

NOTES

CONVENING 2 MATERIALS PACKET

Transformational Leadership Development

October 26-30, 2015



MOVE TO END VIOLENCE
a program of the NoVo Foundation

Rockwood
LEADERSHIP INSTITUTE

movetoendviolence.org