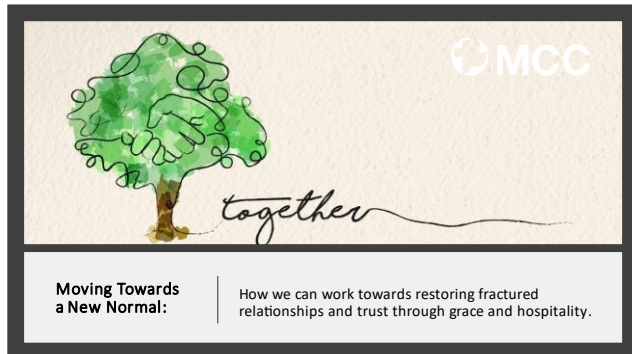


Moving Towards a New Normal Session Handout



Moving Towards a New Normal: We will be focusing on building awareness and skills in working with people who have or are experiencing fractured relationships with community services as a result of the pandemic. This session was designed to provide practical tips that can help restore fractured relationships and trust through grace and hospitality.

Dr. Ervin Staub discusses how when we “devaluation of others makes helping less likely and leads to harmful actions.”¹

Further, that we have to the type of create “structures – and environments that provide opportunities for deep contact.”²

He makes the following points about engaging in our communities. We must be:

- Paying attention
- Acting appropriately
- Using imagination
- Seeing the humanity
- Making a choice
- Joining with others
- Creating right institutions

¹ Ervin Staub, *The Roots of Goodness & Resistance to Evil, Inclusive Caring, Moral Courage, Altruism Born of Suffering, Active Bystandership, and Heroism*, Oxford University Press, 2015, pg. 326.

² *Ibid.*, pg. 326.



There are many complexities and varying views on the COVID-19 pandemic. Some positions people take are to be:

- Masked and Vaccinated
- Masked and Unvaccinated
- Unmasked and Vaccinated
- Unmasked and UnVaccinated



Values, roles, goals, communication styles, and personality all play a significant factor in how open individuals are to resolving DIFFERENCES that create conflict in a productive and approachable manner.

Healthy approaches to conflict begin when we use strategies like creativity and curiosity and not certainty.

For most people it has been found true that... “conflict might induce anxiety, which is likely to lead to various forms of defensive behaviour, which can disrupt the constructive resolution of conflict.”³

³ Personality and Conflict, Sandra V. Sandy, Susan K. Boardman, and Morton Deutsch *in* The Handbook of Conflict Resolution: Theory and Practice, Third Edition, Peter T. Coleman, Morton Deutsch, Eric C. Marcus, Editors. Jossey-Bass, A Wiley Brand, USA: 2014, pg. 423.



Given the importance and benefits of belonging, it appears that our bodies are set to help us maintain our membership of a group, particularly if we tend to be of a more fearful disposition. This means that biologically humans may have evolved for useful cooperation – but mainly with those they see as their in group. (Fitzduff, pg. 45)

“Given the importance and benefits of belonging, it appears that our bodies are set to help us maintain our membership of a group, particularly if we tend to be of a more fearful disposition. This means that biologically humans may have evolved for useful cooperation – but mainly with those they see as their in group.”⁴

“It appears that the deeper such networks are, the more they seem to reduce a group’s capacity to develop “bridging” and cooperation, between differing identity groups” (Fitzduff, pg. 46 referring to Robert Putman, 2000)



“It appears that the deeper such networks are, the more they seem to reduce a group’s capacity to develop “bridging” and cooperation, between differing identity groups”⁵



We can overcome devaluation, and develop a positive orientation to “Others” through significant positive contact, Joint projects, and working on shared goals.

We need to create environments that provide opportunities for deep contact.

(Staub, pg. 326)

⁴ Mari Fitzduff, *Our Brains at War: The Neuroscience of Conflict and Peacebuilding*, Oxford University Press, June 8, 2021, pg 45.

⁵ *Ibid.*, Fitzduff, pg. 46 referring to Robert Putman, 2000.

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Turning to One Another

There is no power greater than a community

Discovering what it cares about.

Ask “What’s possible? Not “What’s wrong?”

Keep asking.

Notice what you care about.

Assume that many others share your dreams.

Be brave enough to start a conversation that matters.

Talk to people you know.

Talk to people you don’t know.

Talk to people you never talk to.

Be intrigued by the differences you hear.

Expect to be surprised.

Treasure curiosity more than certainty.

Invite everybody who cares to work on what’s possible.

Acknowledge that everyone is an expert about something.

Know that creative solutions come from new connections.

Remember, you don’t fear people whose story you know.

Real listening always brings people close together.

Trust that meaningful conversations can change the world.

Rely on human goodness.

Stay together.

⁶ Ervin Staub, *The Roots of Goodness & Resistance to Evil. Inclusive Caring, Moral Courage, Altruism Born of Suffering, Active Bystandership, and Heroism*, Oxford University Press, 2015, pg. 326.

-Margaret Wheatley⁷



“Repairing (Relationships) trust may take a long time because the parties have to re-establish reliability and dependability that can only occur over time.”⁸

Given inequality and the right type of conditions (structural and societal) we as human beings are capable of doing both good and bad things.⁹

Activating inclusive caring and compassion in ourselves and others.

Fostering change at the individual, system, or structural level.

Moving from in groups and out group bias, or “them” and “us”, and by developing a positive orientation toward people we or people in our lives may view as “the other”?

Bringing a non-anxious presence.

"The longer I live, the more I realize the impact of attitude on life. Attitude, to me, is more important than facts. It is more important than the past, than education, than money, than circumstances, than failures, than successes, than what other people think, say or do. It is more important than appearance, giftedness or skill. It will make or break a company... a church... a home. The remarkable thing is we have a choice every day regarding the attitude we embrace for that day. We cannot change our past... we cannot change the fact that people will act in a certain way. We cannot change the inevitable. The only thing we can do is play the one string we have, and that is our attitude... I am convinced that life is 10% what happens to me and 90% how I react to it.

And so it is with you... we are in charge of our Attitudes”

⁷ Margaret Wheatley poem Turning to One Another used with permission.

⁸ Trust, Trust Development, and Trust Repair by Roy J. Lewicki and Edward C. Thomlinson *in* The Handbook of Conflict Resolution: Theory and Practice, Third Edition, Peter T. Coleman, Morton Deutsch, Eric C. Marcus, Editors. Jossey-Bass, A Wiley Brand, USA: 2014, pg. 128.

⁹ Mari Fitzduff, *Our Brains at War: The Neuroscience of Conflict and Peacebuilding*, Oxford University Press, June 8, 2021, pg. 32.



Empathy is important. However too much empathy can lead to other challenging behaviours. This is when one group empathizes so much that they start to see each other as the “in group” and those that don’t hold the same views may be the “out group”. This can lead to bias.¹⁰



Respect for others, or developing a positive orientation toward people outside one’s own group. Promoting positive values to live by as individuals, a society, and the global community – the relationships between societies. Cooperation! This new behaviour requires new skills, and practice.¹¹

¹⁰ The surprising dark side of empathy, retrieved from https://www.bbc.com/reel/video/p0bwksjj/the-surprising-dark-side-of-empathy?utm_source=taboola&utm_medium=exchange&tblici=GiBCe--qSXxqIN5tV9wvcr_QIHOKxdpXXhZWCiRerSP0TiCMjFQo-8-Pw9TsuPgP#tblciGiBCe--qSXxqIN5tV9wvcr_QIHOKxdpXXhZWCiRerSP0TiCMjFQo-8-Pw9TsuPgP&ocid=ww.social.link.email

¹¹ Ervin Staub, *The Roots of Goodness & Resistance to Evil. Inclusive Caring, Moral Courage, Altruism Born of Suffering, Active Bystandership, and Heroism*, Oxford University Press, 2015, pg. 344.



Interdependence and cooperation

Socialization and inclusive caring – ensuring conventional values do not subvert caring values

Having moral courage to act and respond.

“The larger situation, societal conditions and economic deterioration, political chaos, great and rapid social change, and the impact on people – as a starting point. Violence is more likely when these environmental conditions combine with cultural characteristics such as a history of devaluation of some group, authority orientation, and past group trauma.”¹²



A Newcomer story

Overcoming devaluing and developing a positive orientation toward others

A Bystander Story

- Paying attention
- Acting appropriately
- Using imagination
- Seeing the humanity
- Making a choice
- Joining with others
- Creating right institutions



¹² Ervin Staub, *The Roots of Goodness & Resistance to Evil. Inclusive Caring, Moral Courage, Altruism Born of Suffering, Active Bystandership, and Heroism*, Oxford University Press, 2015, pg. 338.

If You Have Come Here To Help Me

If you have come here to help me,
You are wasting your time...
But if you have come because
Your liberation is bound up with mine,
Then let us work together.
If you have come here to blame others,
You are wasting your time...
But if you have come because
Your liberation is bound up with mine,
Then let us work together.
If you have come here in defence of your self
You are wasting your time...
But if you have come because
Your liberation is bound up with mine,
Then let us work together.
- Attributed to Lilla Watson



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Circle Exercise

Discussing our feelings and needs.

What does it mean to work in a “community” where these things happen and how can we address the needs for all?



*Principles of
Caring & Helping*

• <https://mcccanada.ca/get-involved/my-coins-count>

What promotes helpful behaviours in the community?
What promotes harmful behaviours in the community?
How do helpful or harmful behaviours begin, flourish, or stop?¹³



**Community
Value**

In the chat, write down one **community value** that you think is important to you as we live in community.

Model 1 & 2 Values



Model 1 Values

Specific goals are achieved through controlling the situation - "need to exert unilateral control over the interaction, a drive to win at all costs, and a tendency to act as if one is rational even when emotions run high."

Model 2 Values

¹³ Exercise provided by Susan Wallace, Training Director from Quabbin Mediation, located in Sharon, Massachusetts.

Different views are encouraged even if they create controversy - "people value learning about the best solution more than achieving goals that may be incomplete, inaccurate, or inappropriate" -"recognize that problems are complex and co-created."¹⁴

What promotes harmful behaviours communities?



What can we do to promote helpful behaviours in our communities?



What promotes helpful behaviours in our communities?



Group Activity


We are all part of different and various "Communities". These might be:

Clubs, Group, Family, Town, Friends, Nation, School, Faith/Religion, World


¹⁴ Argyris and Shon describe Model 1 and Model 2 values in Morton Deutsch and Peter T. Coleman, eds., "The Handbook of Conflict Resolution," (San Francisco, 15 CA: Wiley & Sons, 2000), 387-397.

What promotes helpful behaviours in this community?
What promotes harmful behaviours in this community?
How do helpful or harmful behaviours begin, flourish, or end/stop in this community?

I noticed as I was walking by...

An illustration showing four stylized human figures walking from left to right. The first three are in dark clothing, and the fourth is wearing a dark coat and holding a large black umbrella. The background is a light, textured surface.An illustration of three stylized human figures standing together. One is wearing a red top, another a dark blue top, and the third a purple top. They are standing on a light, textured surface.

The shared experiences of people from different backgrounds...

An illustration of two stylized human figures. The one on the left is wearing a dark coat and the one on the right is wearing a brown coat and pointing towards the right. They are standing on a light, textured surface.

Help from a least likely person...

The Wisdom or Proverbs You Live By...

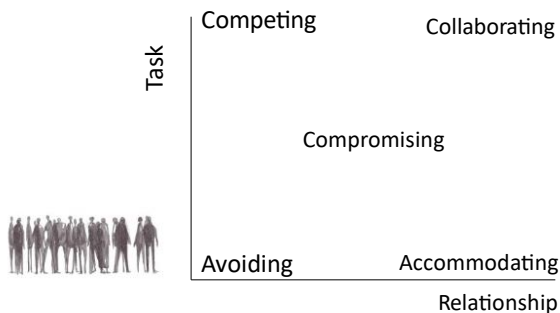


Discuss a Proverb

Can you think of a proverb that was a statement of 'truth' passed down from a parent or mentor's...

- Thinking back, how did this shape you and the way you think? What is stated implicitly (seen) and explicitly (not seen)?
- Do you feel yourself living by this statement today?
- Is it always True? When, why, when not?
- Have you ever challenged the advice of this statement?
- Does this wisdom or proverb ever come into conflict when you encounter differences in someone else?

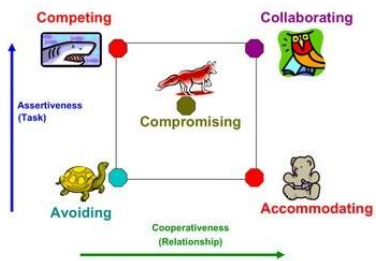
"The way proverb reveals culture diversity can be connected with the patterns of value dimension, which conveys the information of a culture's deep meaning."¹⁵



The Thomas Kilmann Conflict Instrument (TKI)¹⁶

¹⁵ Hou Rong, "Proverbs Reveal Cultural Diversity," *Cross-Cultural Communication* Vol. 9, No. 2, 2013): 31. (pp. 31-35) DOI:10.3968/j.ccc.1923670020130902.1346.

¹⁶ Celebrating 40 Years with the TKI Assessment, a summary of my favorite insights - [40-Years-with-the-TKI-Assessment-Author-Insights-2.pdf \(psychometrics.com\)](#)



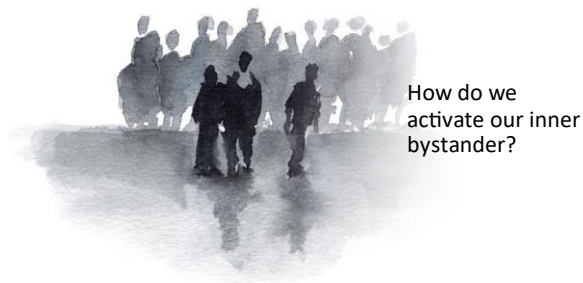
Is one conflict style better than the other? If so, why? Or why not?

Where do you see your communication style?

Does it change depending on who you are talking with or the circumstance?

When is it helpful to use one style over another?

When is it not helpful to use one style?



How do we activate our inner bystander?

Strategies to activate our inner bystander taking responsibility for others and not devaluing others.



We can overcome devaluation, and develop a positive orientation to “Others” through significant positive contact, Joint projects, and working on shared goals.

We need to create environments that provide opportunities for deep contact.

(Staub, pg. 326)

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How we
change

The evolution of helpful or harmful behaviours theory



What does it
take?

Moral courage



Inclusive Caring by Institutions



¹⁷ Ervin Staub, *The Roots of Goodness & Resistance to Evil. Inclusive Caring, Moral Courage, Altruism Born of Suffering, Active Bystandership, and Heroism.*

Research Summary

Curiosity, creativity, and time



Bystandership Involves

- Paying attention
- Acting appropriately
- Using imagination
- Seeing the humanity
- Making a choice
- Joining with others
- Creating right institutions



Where do we go from here

Ten ways to live restoratively (Zehr)

Ten Ways to Live Restoratively

In Changing Lenses, Restorative Justice for Our Times by Howard Zehr, pgs. 257-258.¹⁸

1. Take relationships seriously, envisioning yourself in an interconnected web of people, institutions, and the environment.
2. Try to be aware of the impact – potential as well as actual – of your actions on others and the environment.
3. When your actions negatively impact others, take responsibility by acknowledging and seeking to repair the harm – even when you could probably get away with avoiding or denying it.

¹⁸ Howard Zehr, Changing Lenses, Restorative Justice for Our Times, Twenty-fifth Anniversary Edition, Harold Press, 2015, pg. 257-258.

4. Treat everyone respectfully, even those you don't expect to encounter again, even those you feel don't deserve it, even those who have harmed or offended you or others.
5. Involve those affected by a decision, as much as possible, in the decisionmaking process.
6. View the conflicts and harms in your life as opportunities.
7. Listen deeply and compassionately, to others, seeking to understand even if you don't agree with them. (Think about who you want to be in the latter situation rather than just being right).
8. Engage in dialogue with others, even when what is being said is difficult, remaining open to learning from them and the encounter.
9. Be cautious about imposing your "truths" and views on other people and situations.
10. Sensitively confront everyday injustices including sexism, racism, and classism.

Discuss ways that taking these seriously would affect our personal and social lives. Are there suggestions for revisions or additions?

What can you do to create right institutions?



Margaret Wheatley

Turning To One
Another

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