

BEYOND  
COLLABORATIVE

BEYOND  
CIVILITY

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WHY THIS WORKSHOP?

- Background
- What have we, as Collaborative Professionals learned?
- Maximizing the knowledge base for the Greater Good

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THE BEYOND CIVILITY WORKSHOP  
EXPERIENCE

- Connect People
- Provide Skills
- Provide Framework for Understanding
  - SCARF
  - Jonathan Haidt work (framing the political discussion)
- Follow Ups
  - Trust
  - Non-Defensive Communication
  - Contempt

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### Side by Side Question

- Paint a visual picture of the place and time into which you spent your childhood. Where did your family live and how did they fit into the fabric of society?



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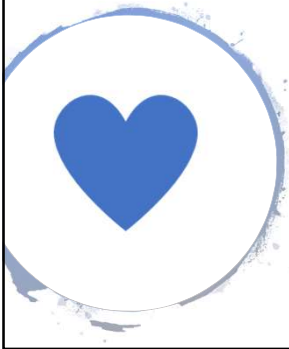
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### Empathy/Power of Story

- Research:
  - Stress of Being Near a Stranger prevents empathy
  - Even short duration positive connection with another creates empathy



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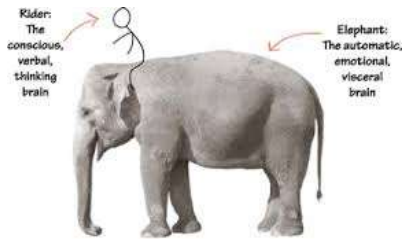
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Emotions and Cognition are Intertwined



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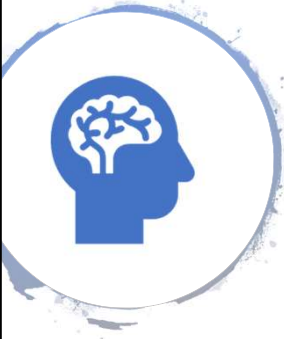
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**SCARF**

A diagnostic tool tied to what we know about the brain

- It's about approach(reward/engage) and avoid (threat/defend)
  - Brains two systems:
    - Prefrontal cortex
    - Limbic- amygdala

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**Social Triggers that Generate both Avoid and Approach**

- ✓ Status- Relative importance to others
- 💡 Certainty- Brain likes patterns
- 👤 Autonomy- Sense of Control over events
- 👥 Relatedness- A sense of safety with others
- 🌿 Fairness- Perception of equitable exchanges, reciprocity

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**Understanding Defensiveness**

**In a threat state, we act defensively**

**We are conditioned to defend:**

- Invasion of one's space or territory is an act of aggression.
- When our ideas are attacked, even by the slightest perception of hostile or unfriendly inquiry, our first natural reaction is to defend our ideas as valid and worthy.
- How have others made you feel defensive/ How have you made others feel defensive?

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Lower the Stakes

Other should not have to acknowledge world view to agree with you.

Criticize Positions rather than People

- Don't impute bad motive (i.e. you don't care about the planet)
- Don't attack identity/ don't make it personal
- If the only way someone can acknowledge a fact is to implicitly acknowledge they were "brainwashed" far less likely
- Smaller is better- people FAR less likely to listen or change in large group (group think, etc..)

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WHEN YOU FEEL REALLY DEFENSIVE

Recognize and Count to Three

Be Curious/ Admit to feeling reactive. "I am feeling very reactive and I know until I calm down, whatever I say or do will make this conversation worse and I am not going to do that."

Can we take a few steps back. "I want to understand what it is about this issue that makes you feel the way you do. There might be some place we agree." Go from Macro to Micro to humanize.

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Active Listening

- Listen for 3 levels of input
  - Speaker's-Substance/Content-Factual information
  - Speaker's Feeling (Empathetic meaning)- the speaker's attitude, belief, value, feeling, emotion, need interest
  - Our Own Critical Response- Awareness of how we are filtering the message

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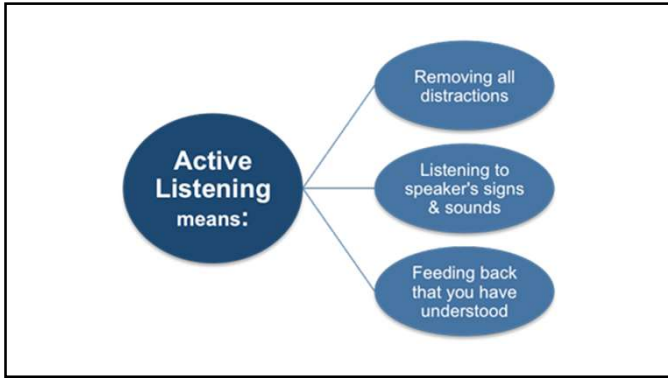
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Partisanship

- VALUE SYSTEMS BIND PEOPLE TOGETHER AND BLIND THEM TO EXISTENCE OF OTHER VALUE SYSTEMS. MAKES IT DIFFICULT TO CONSIDER THE POSSIBILITY THAT THERE MIGHT REALLY BE MORE THAN ONE FORM OF MORAL TRUTH, OR MORE THAN ONE VALID FRAMEWORK FOR JUDGING PEOPLE OR RUNNING A SOCIETY.

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Features of Value Conflicts

- Misunderstanding
- Mistrust
- Strained and Hostile Communications
- Negative Stereotyping
- Non-Negotiability

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The "in group" and the "out group"

- We are more likely to mirror and then empathize with the other when they have conformed to our moral matrix than when they have violated it
- THINK ABOUT YOUR OWN VALUE SYSTEMS

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•Care/Harm Foundation

- We are sensitive to signs of suffering and need. We want to care for those who are suffering (evolved from need to care for vulnerable children)

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•Fairness/Cheating Foundation

- We are sensitive to indications that another is likely to be a good or bad partner for collaboration/reciprocal altruism. Makes us want to shun or punish cheaters (from challenge of reaping rewards of cooperation without getting exploited)
- 2 kinds of fairness:
  - Desire for equality
  - Psychology of reciprocity and exchange

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•Loyalty/Betrayal Foundation

- Group cohesion (tribes) are important to us and loyalty is valued
- Betrayal of the tribe is treachery
- Evolved: adaptive challenge of forming and maintaining coalitions. Trust team player, punish those who betray.

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•Authority/Subversion Foundation

- Hierarchical relations are to be respected
- Societal roles are to be respected
- Evolved: challenge of forging relationship that will benefit us within social hierarchies

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•Sanctity/Degradation Foundation

- Sacred things binds people to moral communities and the desecration of a sacred thing is to be punished
- Evolved: Give objects extreme value which are important to binding groups together.

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BRAINSTORMING HOW TO USE THIS WORK IN YOUR COMMUNITY



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