RUSHMORE STRATEGY

ARCHITECTURE OF TRUST

REBUILDING TRUST IN AMERICA™

***Making Government Work Again* …**
Trustworthy & Innovative Problem Solvers
By Robert Porter Lynch & Lisa Gruenloh

The Opportunity

Creating "a new *politics* of problem solving" requires adept civic leaders and political candidates who've mastered a new set of *competencies* – especially *trust-building, collaboration,* and *innovation.* Based on recent polling, these are also the qualities the electorate is yearning for.[1]

The Problem is Worsening

Polarizing politics just make things worse. America can no longer afford national, state, and locally elected politicians that continually fight each other, getting nothing done, preying upon fears.

- Democracy is in peril. People don't trust our institutions.
- Our youth are disillusioned, our nation is the most polarized since the Civil War.
- People are yearning for candidates with a steady Moral Compass.

Is "Civility" Enough?

Many civic leaders are focusing their efforts on creating "civility." While of admirable intent, the results will be marginal. Why? Because "civility" is a *symptom;* the *causes* run far deeper.

First*, Distrust* is the fundamental cause of acerbic behavior. A cure must address *distrust*, not just civility. Fear, uncertainty, doubt, and disrespect trigger distrust. Without *trust*, everything defaults to politics & polarization. Knowing how to build, rebuild, and sustain trust is essential.

Second, "civility" alone potentially sub-optimizes outcomes. The real value of differences in thinking is to *produce innovation*—which can only come from a deep attitudinal shift about diversity of thought in an environment of trust and respect.

Rushmore Strategy – *Destination Purple*

The Rushmore Strategy's intent is to *Rebuild Trust in America* by linking:

1) key insights of the Rushmorian Presidents with
2) the highly effective "Architecture of Trust" – the most impactful best practices and neuro-science -- enabling trust-building, cross-boundary collaboration and innovation from diversity.

"Destination Purple" represents the idea that polarization can be transformed into joint problem-solving – but *only when* trust-building, cross-boundary collaboration, and innovative skills are adroitly engaged.

The Rushmore Strategy aims at ensuring elected officials and bipartisan civic leaders have access to the practical knowledge, skills and tools to *cultivate*, *participate* in, *foster* and *facilitate* collaborative innovation and problem solving that leads to desirable, sustainable results citizens are demanding.

Collaborative Excellence is the foundation of a democracy that works.

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Program Overview

Mission: Help establish a strategy and deliver capabilities enabling leaders to attain *collaborative excellence* -- giving them a *definitive competitive advantage* in the eyes of voters and citizens -- helping improve effectiveness in group dynamics, communications, decision-making and civility.

Distinguishable Qualities of Collaborative Excellence:
When a citizen or voter engages with a collaborative civic leader, three essential qualities should be clearly evident:

- Policy Innovation
- Collaboration and Teamwork
- Character and Trustworthiness

*Specific competencies included in Appendix

Qualities of Non-Partisan Civic Leaders
- Policy Innovation
- Collaboration & Teamwork
- Character &

Destination Purple Program Objectives and Delivery:

- **Civic Leadership Training:** Training consists of workshops (on-site and online) for civic leaders using a three-phased curriculum:

    o   Phase 1: Character and Trustworthiness,

    o   Phase 2: Collaboration and Teamwork, and

    o   Phase 3: Policy Innovation and Sustainable Adaptability

- **Handbook and Resources:** Participants receive a handbook of trust building ideas, how to build alliances and coalitions, how to respond to personal attacks, how to avoid traps, and how to speak the language of collaboration and civility.

- **Train-the Trainer Workshops:** The Leadership Institute trains leaders across a community, region, or state who will deliver the Architecture of Trust Building to their constituent groups.

- **Ongoing Learning:** Provide an ongoing series of webinars to provide a continual flow of updated insights.

- **Customized Consulting and Coaching:** Follow-up consulting and coaching support for small groups and individuals.

- **Learning and Collaboration Network.** Establish a web-based members-only learning network to share best practices, problems, solutions, and innovative ideas.

- **On-Going Support:**

    - Assisting collaborative leadership "certification" process
    - Providing white papers, research and other resources that can be used with media and influencers.
    - Availability for presentations, conferences, media interviews and briefings about the program
    - Facilitating citizen leader calls to provide helpful tactics and tools to enhance their interactions with legislative members, media, interest groups, organizations and citizens.

Ongoing support to leaders to address specific challenges and opportunities and new development needs.

Support to the collaborative leadership development program.

Principles of Engagement

To build a program of Collaborative Excellence, we need to have a non/bi-partisan sponsor(s) to co-design and co-development. In this way we can tailor the program to the sponsor(s) unique needs.

We will assume the bulk of the early-stage design & development work, with frequent intermediate checkpoints with the sponsor.

We encourage doing base-line diagnostics to determine severity of polarization and distrust. This enables us to have a concrete before & after picture of the impact.

We are quite adept at forming Strategic Alliances (it's one of our core competencies). We will help manage our engagement according to Alliance Best Practices and build those practices into the competencies of "Rushmorian" civic leaders, candidates, and elected officials.

Timeline:

- Design program, establish core Steering Committee
- Diagnostics to establish core issues and baseline for improvement
- Design and Develop program materials, pilot one session with test group to get feedback and make revisions as necessary, schedule program roll-out.
- Roll out Program to the target group
- Conference of successful program graduates to plan to engage in joint problem solving, building coalitions, setting priorities, creating cross boundary relationships, press relations, maintaining honor under stress, etc.

Advanced program for bipartisan-minded leaders and candidates offering opportunities for practical and immediate application.

Energizing Volunteers

Many leaders, especially at the community level, are volunteers serving simply out of interest in the public good. Many leaders want to bring people together, but have a difficult time for lack of perspective and skills – something not taught in schools and colleges. We recognize the importance of a continuous deepening and acceleration of value brought to the volunteer community.

This initiative holds the promise of enabling volunteers and supporters to produce extraordinary results at a new level. The capabilities we are proposing are useful not only in the political arena, but also highly valued in people's professional, community, and family affairs. All successful people base their lives on trust, collaboration, and innovation – the distinguishing qualities of collaborative excellence.

Thus the sponsoring organizations are positioned as trustworthy with the highest integrity -- producing more value for its membership, keeping its members highly engaged.

We look forward to working with your team in the days ahead

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Distinguishable Qualities of Candidates:

One of the most distinguishing *qualities* of the Founding Fathers and the Rushmorian Presidents was their ability to excel in three areas, which made them extraordinary collaborative leaders:

1. **Policy Innovation**
   - Innovation is the result of developing new ideas with others, including other parties.
   - It requires the ability to unify diverse ideas, and use "differentials in thinking" as an engine of new and better solutions, not just compromises.
     - To be adept at innovation, one must first have the qualities of....
2. **Collaboration & Teamwork**
   - Collaboration enables candidates to:
     - ✓ develop strong internal campaign teams,
     - ✓ work with special interest groups without losing sight of what is in the interests of the whole community,
     - ✓ reach across party boundaries .
   - Thus candidates will show a willingness to work with others who don't think alike, build coalitions and alliances, and align others in an empowered team.
     - All collaborative enterprise is built upon a foundation of....
3. **Character & Trustworthiness**
   - Trust is the foundation of all collaborative interactions, from personal affairs to long-term alliances.
   - Trust is *both* the "grease" that reduces friction, and the "glue" that binds people together, even when they do not agree.
   - Trust substantially reduces the level of polarization.
   - Integrity, one's *moral character*, is the basis of trustworthiness.
   - Character is the anchor to windward in a storm, providing stability in the tumultuous seas of adversity.

Creating a Distinction in the Eyes of the Citizen

Great Civic Leaders should make these three qualities their *badge of honor* – the point of *competitive distinction* that clearly makes them better public servants and political candidates than traditional, special interest, pit-bull opponents.

We currently live the United States of Amnesia. Voters, caught in the maelstrom of chaos politics want discipline, order, unity, and desperately want people who can get government working again. As a nation, we need to bring take advantage recent breakthroughs in our understanding in how trust is built, how innovation depends on bringing together people with diverse ideas, how great alliances are built, and exemplary methods of past leaders.

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Core Competencies of Collaborative Excellence Leaders

While the **Qualities** of Collaborative Excellence are based on the Pyramid in *Figure 1*, the **Competencies** are built on the *inversion* of the Pyramid in *Figure 2*.

In other words, the capability to:

- achieve *Policy Innovation* is based on one's ability to ….
- engage *Collaboratively* and build *Cross-Functional Teams*, which is dependent upon one's ability to …..
- function with *Character* & *Trustworthiness*

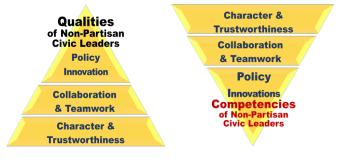Thus we address **Competency** development from the top of the inverted pyramid (Figure 2).

Figure 1

Figure 2

Character & Trust Competencies

Character
1. *Character as the Foundation of Civilization*: Why Character is so Important to American Politics.
2. *Essentials of Character*: Integrity, Humility, Courage, Honor, Service – using these to advantage.
3. *Moral Code*: 4 Key Principles; Designing your Personal Moral Code to share with the electorate.
4. *Positive Adversity Response*: Who you are under stress. Controlling yourself when angry.
5. *Identifying Good Character*: Using Character to screen Teams you build; Removing Infiltrators.

Trust
1. *State of Distrust in American Institutions*: Impact of Distrust on Undermining America.
2. *Trust Basics*: Neuro-science of Trust, Trust Ladder, Trust Principles, Operating Agreements.
3. *How to Rebuild Trust when it's Broken*: Your Role as Mediator, Leader, and Trust Design Architect.
4. *How to Respond to Attacks*: Tactics of Untrustworthy People, Turning Adversity to Advantage.
5. *Socio-Economics of Trust*: How trust impacts community, government, and economic performance.

Collaboration & Teamwork Competencies

Collaboration
1. *Role of Trust & Character in establishing Collaborative Enterprise*: Solid Foundation for Teams.
2. *Role of Culture/Leadership*: 3 basic Types of Culture/Leadership and different results from each.
3. *Leading Collaboration*: 4 Critical Alignments & Best Practices for achieving unity and harmony.
4. *10 Basic Principles of Collaboration*: Engraining collaboration in your teams; Impact of Courage.
5. *Building Coalitions & Alliances*: Best Practices in Formation, Governance, Leadership, and Results.

Teamwork
1. *Why Teamwork is Essential*: Winning a Campaign, then Using Teamwork in Building Bridges.
2. *Organizing & Leading the High Performance Team*: Selecting a Team; Critical Teamwork Skills.
3. *Aligning & Unifying Diverse Interests*: Best Practices; Cautions about a Fragmented Coalition.
4. *Leading and Organizing Teams*: Essentials of Volunteer Leadership; keeping people Energized.
5. *Anticipating Breakdowns*: Predicting where conflicts will occur, things will slip through the cracks.

Policy Innovation Competencies

Collaborative Inquiry

1. *Power of Questions*: Finding fresh insights and shifting the level of thinking.
2. *Root Cause Analysis*: What's really at the core, and what's just a symptom.
3. *Responding to Tough Questions*: How your opposition may have a design to trap you.
4. *Power of Good Research & Metrics*: Using facts and data to spearhead innovative solutions.
5. *Communications*: Using Collaborative Inquiry to focus the mind on critical issues.

Collaborative Innovation

1. *Differentials in Thinking*: Using Diversity & Polarities as a powerful "engine of innovation."
2. *Choosing Innovation Partners*: Not all partners are created equal; Qualities of Best Innovators
3. *Compromises*: A sub-optimal "default" when other techniques don't work.
4. *10 Best Practices in Collaborative Innovation*: People Support what they help Create.
5. *Importance of Spreading the Credit*: Human motivational forces behind collaborative innovation.

Using the Competencies in the Field of Action

These critical core competencies are critical foundational factors for a successful "purple" candidate.
Bringing these foundational competencies into concrete, practical action is vital for success.

1. *Standing on High Ground of Trust & Collaboration* – Positioning Yourself in the Campaign
2. *Responding to Attacks, Lies, Dirty Tricks, Propaganda & Divisiveness* – Do's & Don'ts
3. *Protecting Against People with Dark Character* – Protecting your good name, refuting falsehoods
4. *How to Spot & Respond to Mind-Bending Propaganda and FUDD* (Fear, Uncertainty, Doubt, Distrust)
5. *How to Debate with Honor* -- How to respond to Put-Downs, Degradations, Either-Or Traps
6. *Win-Win Negotiations* – Best Practices, Tools, Techniques for balancing self-interest & mutual interest
7. *Great Speeches* – Using the 4 Drives of Human Behavior, Using Mind MAPSS to spur action
8. *Advice from Rushmorian Presidents* – How our best presidents responded to problems & issues
9. *Keeping Your Head* – Maintaining Presence in Conflict, Bombast, Personal Attacks, & Polarization
10. *Cautions of Negativity in a Campaign* – How Negative Ads can backfire; best alternatives
11. *Identifying & Protecting against Manipulation*: Opposition Techniques intended to destroy you
12. Mediating Disputes: Your role as the neutral third party; Advantages & Cautions
13. *Engaging a Town Hall Meeting*: Techniques to build Trust, Collaboration, and Innovation
14. *Diffusing Anger*: Using Trust, Collaboration, & Innovation approaches to calm people or a crowd

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[1] **Key Election Issues/Points – What's Top of Mind for Voters**:
According to the Gallup Poll (Dec 2017), the most important issues in America today are:

1. Dissatisfaction with government/Poor leadership
2. Race Relations/Racism
3. Unifying the country
4. Ethics/moral/religious/family decline
5. Lack of respect for each other

All of these issues strike at the core of leadership, collaboration, and trust. These five issues supersede *all* foreign and *all* economic issues