

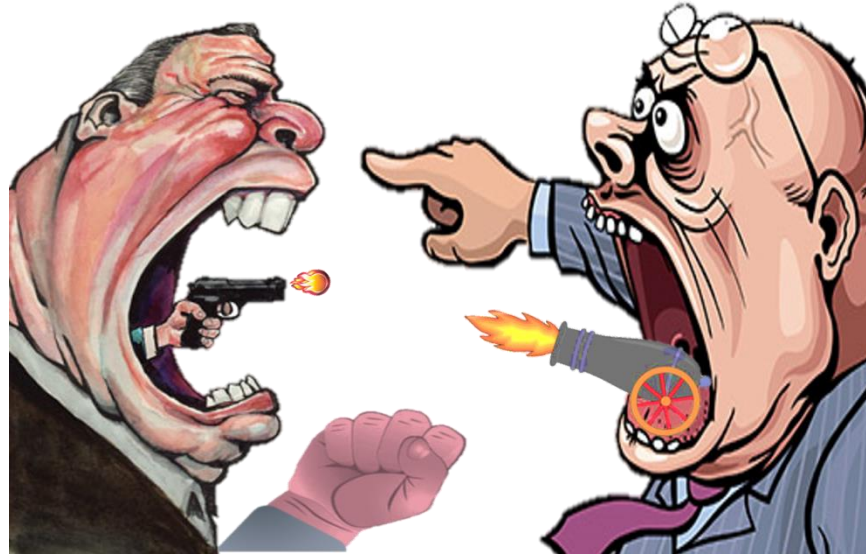
POLARIZATION of America

The background of the slide features a savanna scene with a rhinoceros and an elephant. The rhinoceros is on the left, facing right, and the elephant is on the right, facing left. They are positioned in front of a large, textured rock formation. The sky is a deep purple and blue, with several bright white lightning bolts striking down. The overall mood is dramatic and intense.

jotarosen

Part One

The Problem of Polarization



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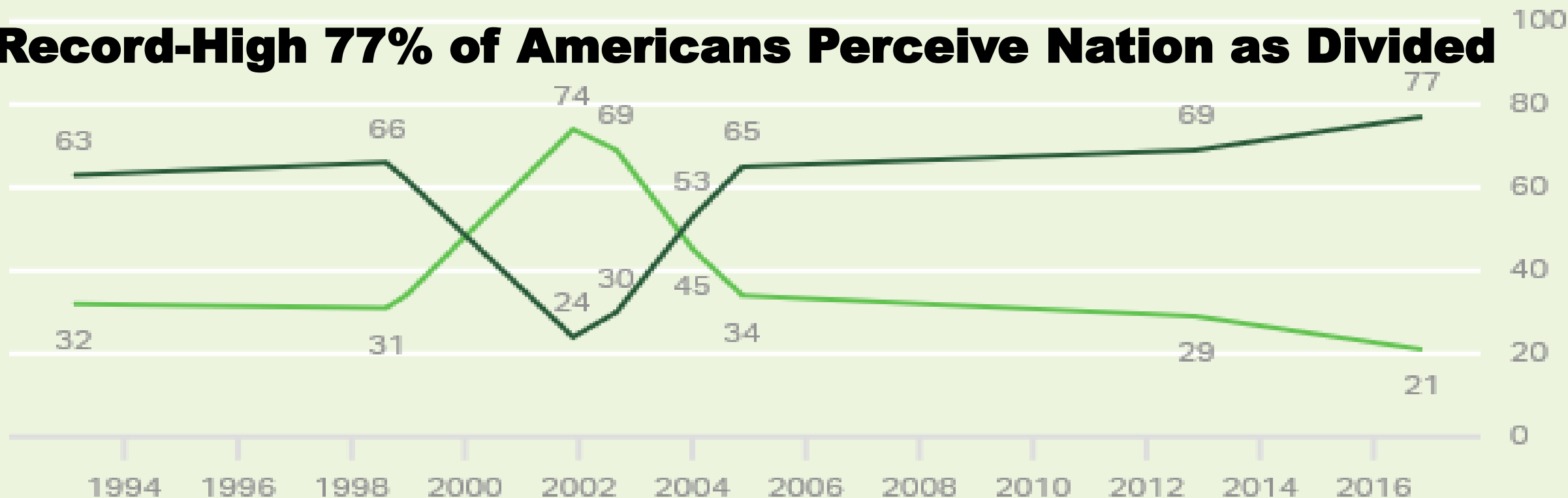


Perceptions of U.S. as United or Divided

Which statement comes closer to your view -- [ROTATED: Americans are united and in agreement about the most important values (or) Americans are greatly divided when it comes to the most important values]?

■ % United/In agreement ■ % Greatly divided

Record-High 77% of Americans Perceive Nation as Divided



1993 results based on General Social Survey; 1998 results based on Washington Post poll

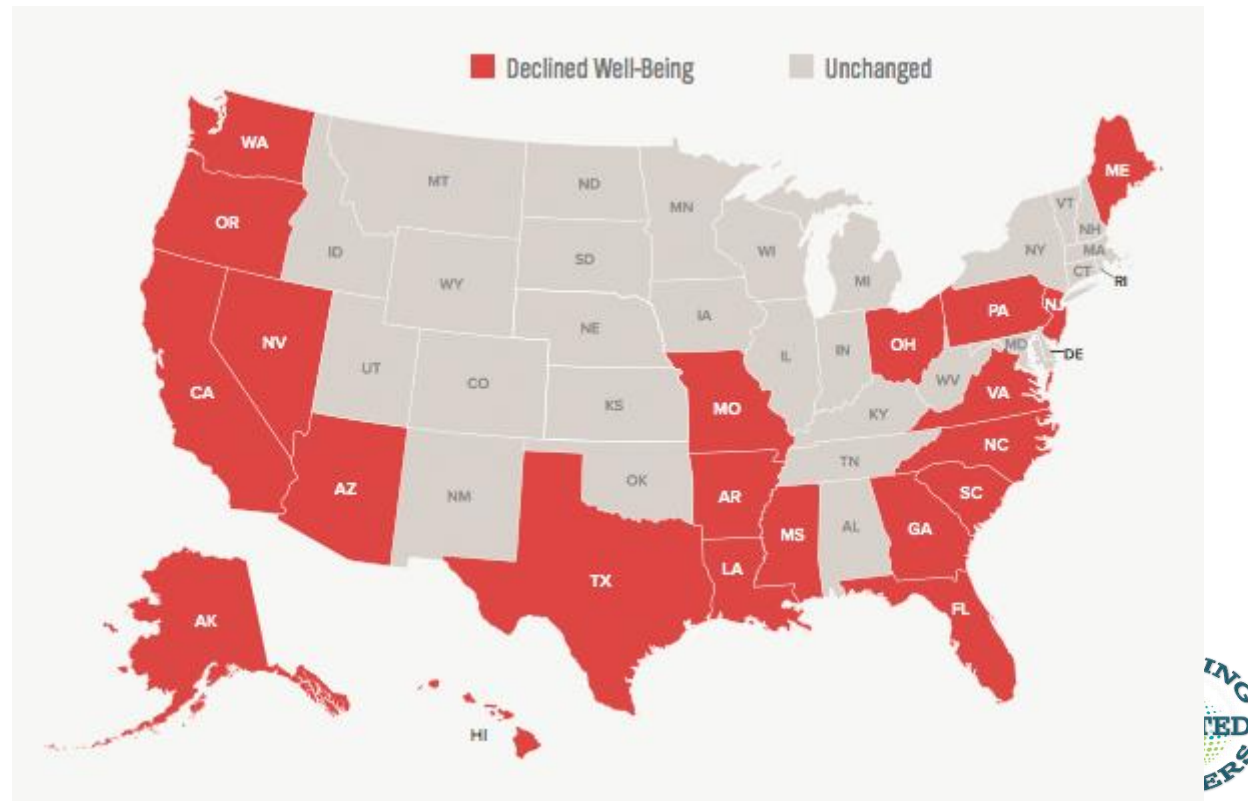
GALLUP

America has never been more divided

The Unhappy States of America

America these days is not a happy place. Even though the economy is up, polarization is at an all-time high, and a feeling of malaise, or worse, grips the nation.

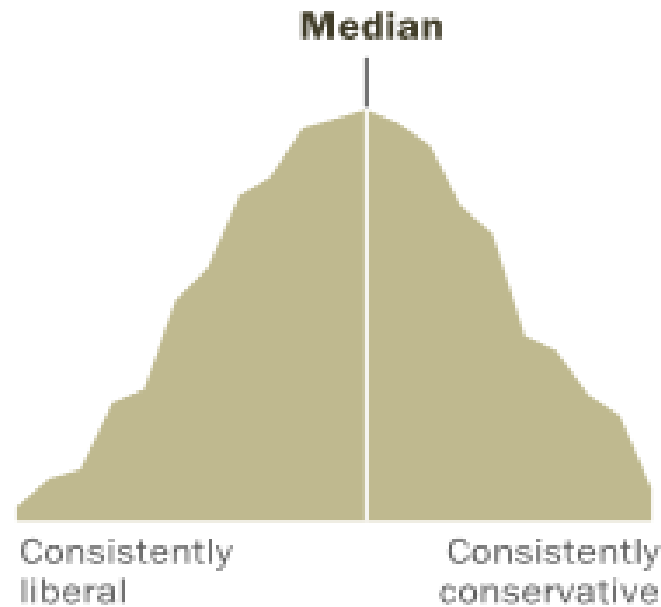
- 21 states registered absolute declines in their levels of well-being, and not a single state showed a statistically significant improvement in 2017.[This correlates with John Helliwell's studies of Well-Being]



Only about a third of Americans have a mix of conservative and liberal positions; in 2004, nearly half had mixed political values

Distribution of the public on a 10-item scale of political values

1994



2017



Notes: Ideological consistency based on a scale of 10 political values questions (see report methodology).

Source: Survey conducted June 8-18, 2017.

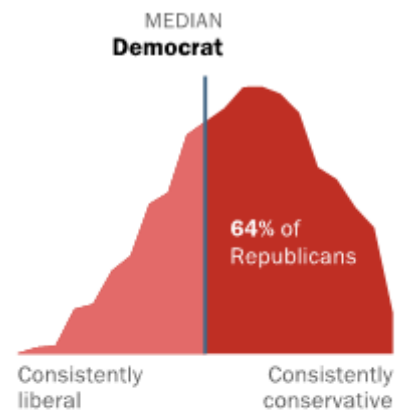
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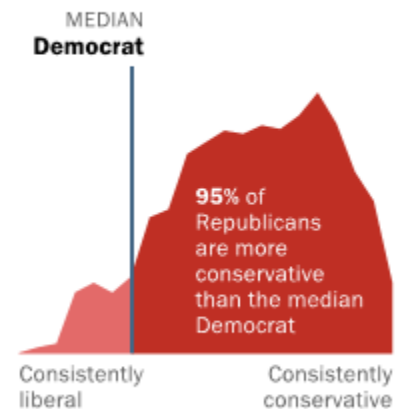
Less overlap in the political values of Republicans and Democrats than in the past

Distribution of Republicans and Democrats on a 10-item scale of political values

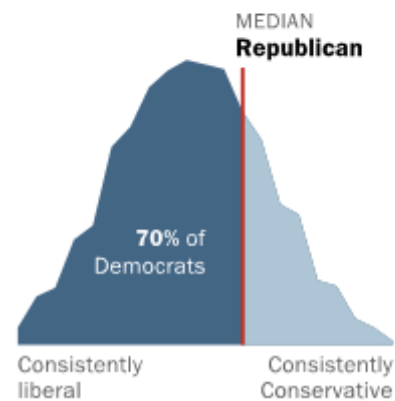
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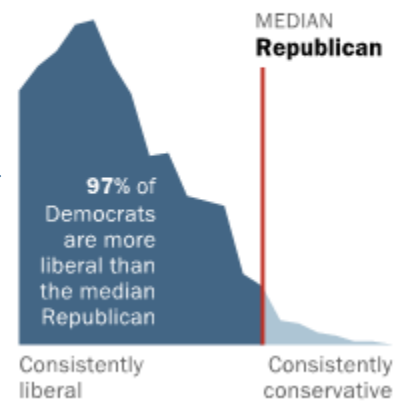
2017



1994



2017



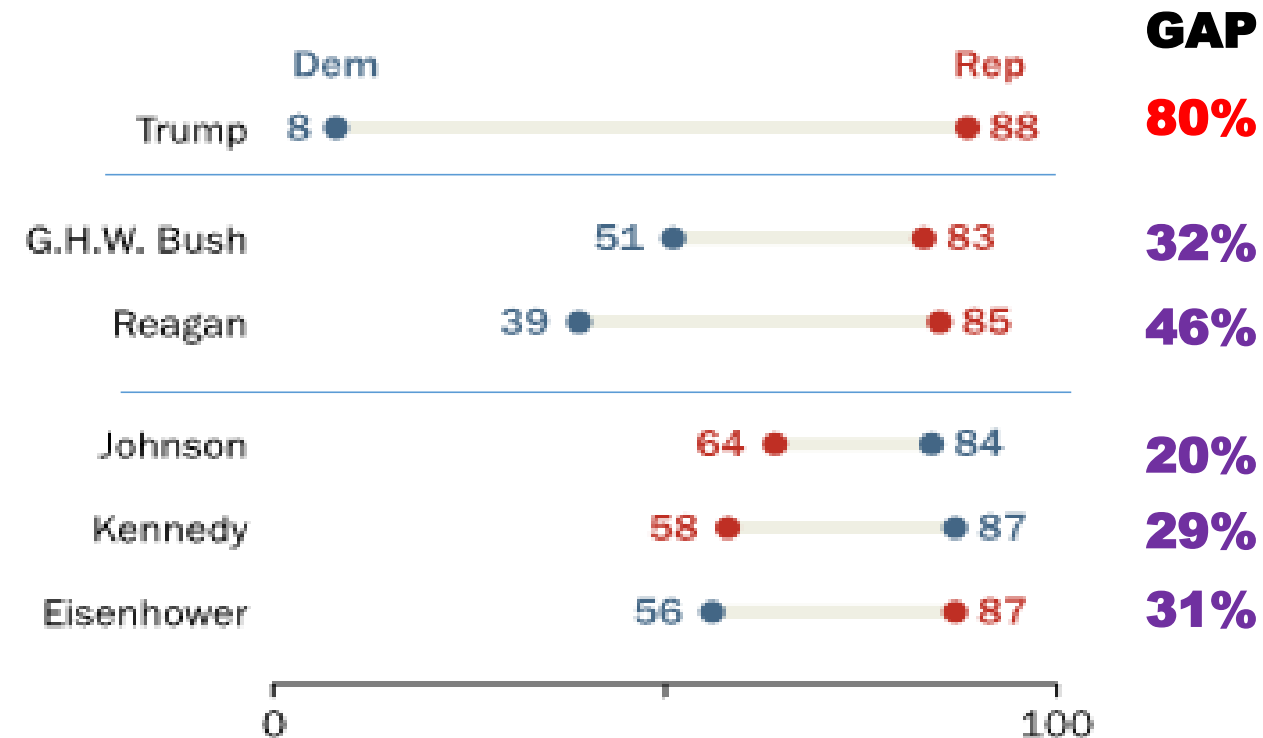
Notes: Ideological consistency based on a scale of 10 political values questions (see report methodology). Republicans include Republican-leaning independents; Democrats include Democratic-leaning independents.

Source: Survey conducted June 8-18, 2017.

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Wider partisan gap on Trump job rating than for any president in six decades

% approving of president's job during first year...



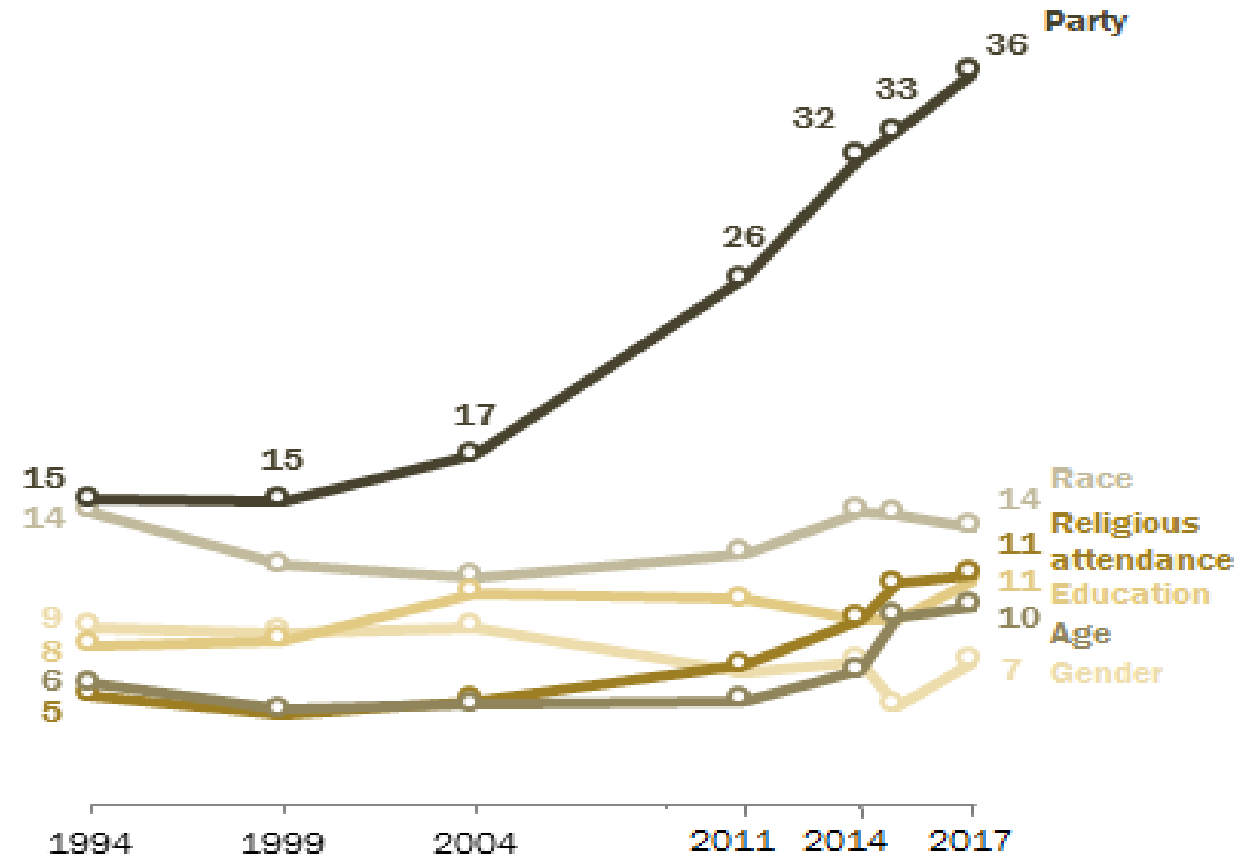
Notes: Based on Republicans and Democrats; does not include those who lean to a party. Trump first-year approval based on surveys conducted Feb.-June. Data from Eisenhower through George H.W. Bush from Gallup.

Source: Survey conducted June 8-18, 2017

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As partisan divides over political values widen, other gaps remain more modest

Average gap in the share taking a conservative position across 10 political values, by key demographics



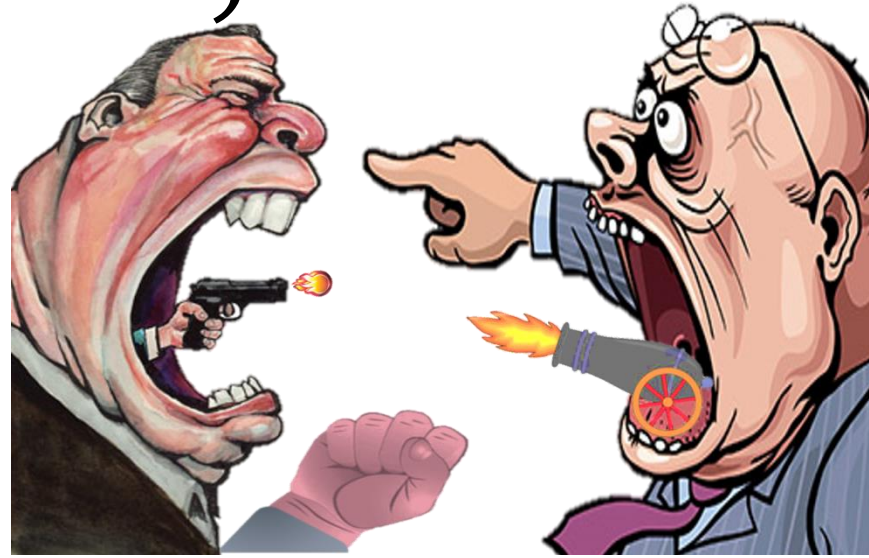
Notes: Indicates average gap between the share of two groups taking the conservative position across 10 values items. Party= difference between Rep/Lean Rep and Dem/Lean Dem. Race=white non-Hispanic/black non-Hispanic. Education=college grad/non-college grad. Age=18-49/50+. Religion=weekly+ religious service attenders/less often.

Source: Survey conducted June 8-18 and June 27-July 9, 2017.

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Where this is neither Vision, nor Trust, nor Character



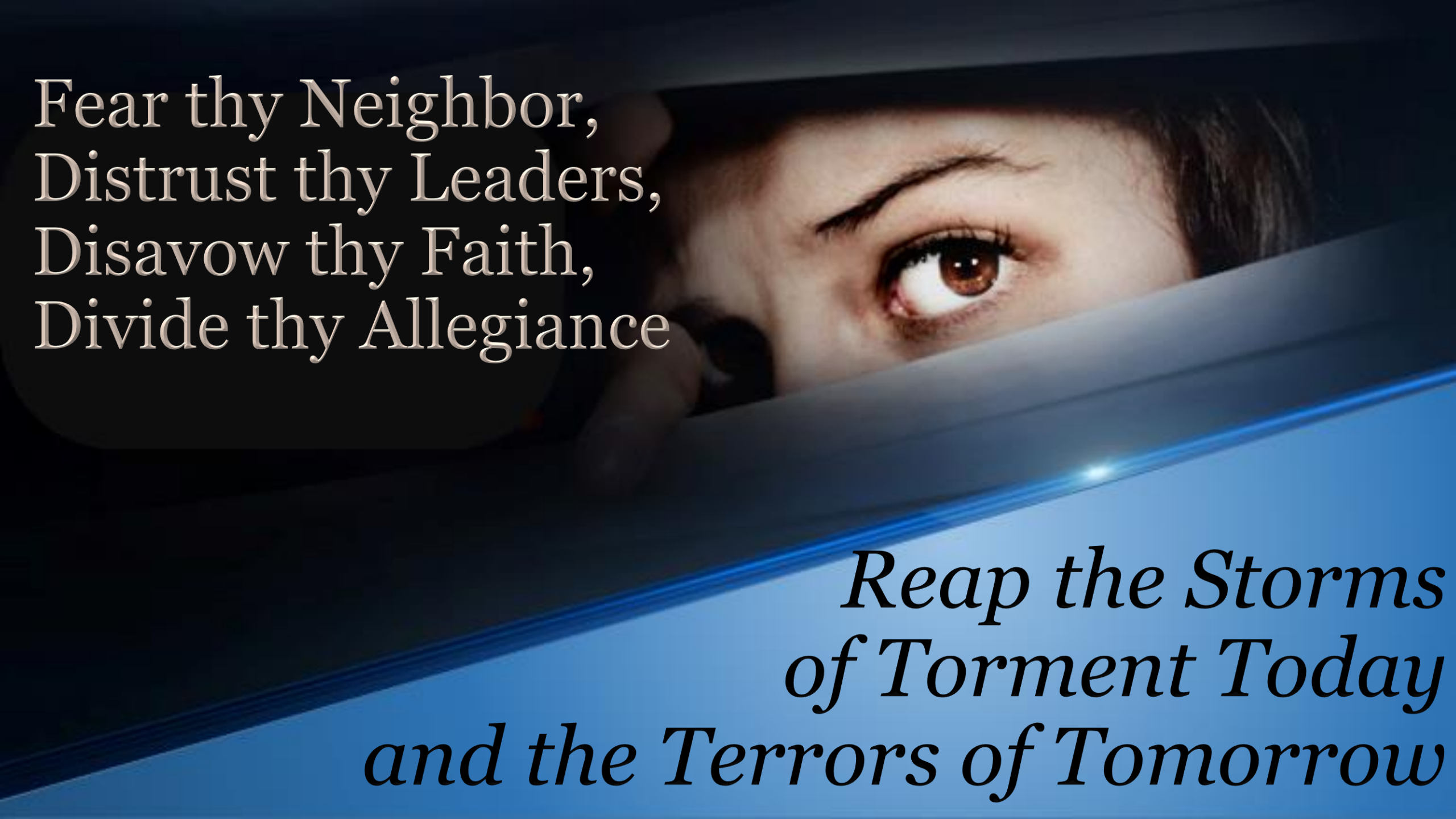
Everything Defaults to Politics, Policing, and Polarization



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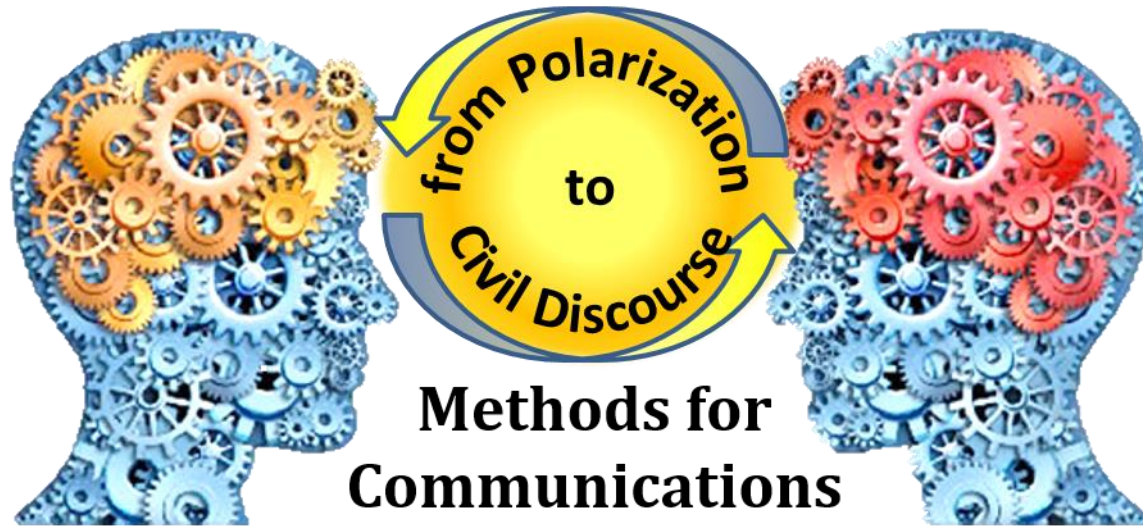
Fear thy Neighbor,
Distrust thy Leaders,
Disavow thy Faith,
Divide thy Allegiance

*Reap the Storms
of Torment Today
and the Terrors of Tomorrow*



Part Two

10 Steps to Create Dialogue



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1. Find Common Ground of Agreement

- Common Objectives
- Common Values
- Common Experiences
- Common Heritage
- Common Community
- Common Interests
- Common Vision
- Common Anguish
- Common Desires



Learn about people, seek to understand what we have that's common, unifying, and worthy of grace



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Ladder of Trust



FUZZY DISTRUST **CONFUSION, SUSPICION**
Doubt, Anxiety, Uncertainty

STRONG DISTRUST **DETRACTION, PROTECTION**
Negativity, Judgment

INTENSE DISTRUST **DECEPTION, MANIPULATION**
Trickery, Corruption, Lying

CATAclysmic DISTRUST **AGGRESSION, CHARACTER ASSASSINATION**
Threats, Attacks, Betrayal, Exclusion

2. Build Trust

- Remember, Distrust is the Trigger for Polarization
- Don't play "below the belt" on the Ladder of Trust and recognize when others are playing at the level of the Tornado of Distrust
- Be sure the person(s) you are engaged with recognize you are adhering to the Eight Trust Principles (FARTHEST)

EIGHT TRUST PRINCIPLES

- F**airness & Reciprocity
- A**ccountability & Integrity
- R**espect & Empathy
- T**ruthfulness, Courage
- H**onourable Purpose
- E**thics & Excellence
- S**afety & Security
- T**ransparency & Openness

Co-created by
Robert Porter Lynch
Paul R. Lawrence & Todd Welch



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3. Refrain from Judgement



- You are not the Judge in a court of law, you are attempting to learn something
- Be open to new ideas and the insights of others
- If you are flexible, the chances are the other side will start to flex, but it may take some time



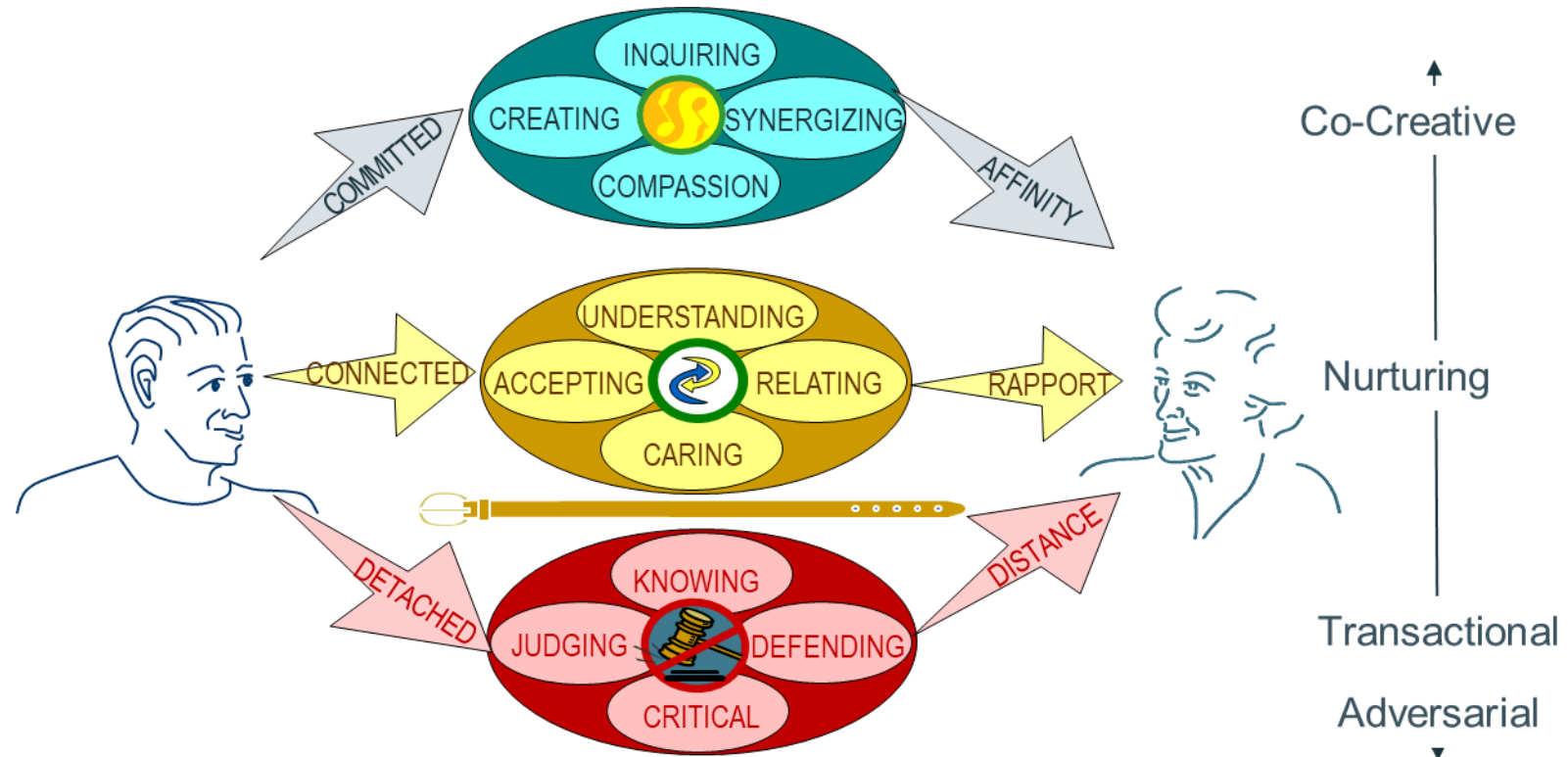
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4. Listen to Understand

- Great Listening Starts in the Heart, not the Brain
- Ask non-threatening questions to ensure you understand

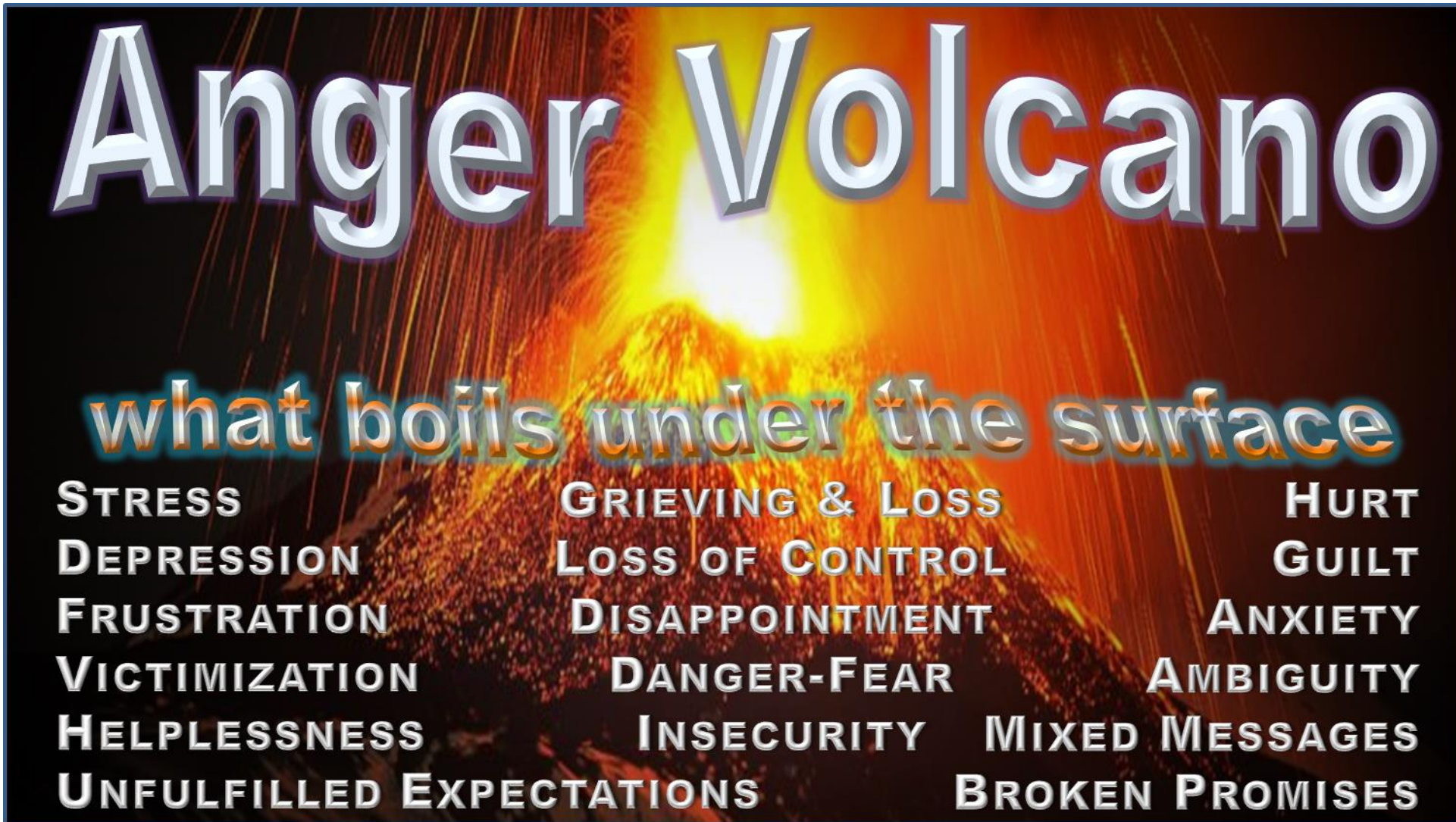


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5. Understand the Source of Anger

A graphic of a volcano erupting with bright orange and yellow lava flows. The title 'Anger Volcano' is written in large, 3D, metallic letters at the top. Below it, the phrase 'what boils under the surface' is written in a smaller, stylized font. At the bottom, a list of factors contributing to anger is arranged in three columns.

Anger Volcano

what boils under the surface

STRESS	GRIEVING & LOSS	HURT
DEPRESSION	LOSS OF CONTROL	GUILT
FRUSTRATION	DISAPPOINTMENT	ANXIETY
VICTIMIZATION	DANGER-FEAR	AMBIGUITY
HELPLESSNESS	INSECURITY	MIXED MESSAGES
UNFULFILLED EXPECTATIONS		BROKEN PROMISES



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6. Cherish Differences

- Without Differences in Thinking, there is no “Dynamic Tension” that can result in Innovation – provided people trust each other to do what’s best for the nation or community



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7. Create a Culture that Supports Innovative Solutions

- Support Collaborative Curiosity & Enlightened Dissatisfaction
- Characteristics of an Innovative Culture

• **Spirit**

- Deep Curiosity & Inquisitiveness Mind-Set,
- Hope, Optimism, Aspirations, Language of Possibility
- Confidence, Vitality, Values

• **Trust**

- Sharing Credit with others, Sharing Ideals & Ideas,
- Willingness to Learn , Learn from Failure (no blame),

• **Adversity
Response**

- Calmness & Resolve under Pressure , Stress, & Uncertainty
- Courage, Turning Breakdowns into Breakthroughs,
- Respond Quickly to Difficulty

• **Teamwork**

- Collaboration, Coordination, Sharing, Clarity of Mission, Metrics of Excellence,
- Working for the Greater Good, Achieving as a Team or Alliance,



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8. Explore Creative Insights

Ask a Diverse Group of People A Lot of Insightful Questions → Creates New Insights

- Ask: “Why is this important?” five levels down
- Start Conversations with a question
- Answer questions with more insightful questions
- Ask fundamental (dumb) questions at least once every meeting
- Begin a recommendation or suggestion with a question
- Create a high-order question that seeks meaning and purpose to your work

Types of Questions:

- ◆ Creative Possibility
what’s the possibility of?
Is there an analogy that.....?
- ◆ Root Cause
why, why, why?
- ◆ Multi-Dimensional Interrogatory
who, what, where, when, why, how?
- ◆ Action
Will you do?
Can you get?
How can we make it happen?



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9. Turn Polarization into Paradox



One of the great breakthroughs in Aristotelian thinking was to see the world (especially human values) as

PARADOX, not POLARITY.

This is how Aristotle started to unscramble the dilemma of Pythagorean *harmonies* versus Heraclitean *tensions*.



The result was the concept of *Synergy*

Definition *Greek: aligning diverse and opposing energies*, which can be transformed into insights and innovation

STRATEGIES TO TURN POLARITY INTO PARADOX INTO NEW INNOVATIVE VALUE

- ReAlign the energies of both to join forces (i.e. Dancing, Symphonic Orchestra,)
- Create a new Force (Perspective) that integrates at a higher level (New Belief System that transcends the polarities)
- Intertwine the Forces to change the Form (Chemistry, i.e. Hydrogen + Oxygen = Water, or Teamwork of Different Skills)
- Transform the two forces into an Engine, one being the Fuel, one being the Power-plant (Hydro-Electric Power)
- Engage the two into new type of energy (i.e. rotation: Gears; Internet: people + information; Radio: people + technology)



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10. Avoid Winners & Losers

- Your Aim is Learning, Trust Building, Exploration and Persuasion; Not Winning an Argument
- If you are “Arguing” you’ve lost sight of your goal.
- Even if you do “Win,” you’ve created a “Loser” who will be disgraced, triggering more anger and the search for things that enable “getting even” or “defeating you.”
- Winning may drive the loser to torpedo you or blind side you as part of their retaliation.
- Always find an honorable way out for your “opponent.”



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