Our Mission

The Institute for Global Leadership provides confidential, compassionate and skilled guidance, consultation and training to help leaders and teams through change, challenges and crises.

We recognize all human beings, institutions, nations and multilateral entities for their uniqueness, need and capacity for transformation.
Reconciliation Leaders

Training Leaders for Sustainable Development

Reconciliation Leader Presenters:

Sam Onapa, Ph.d Anna Sandidge, MSW,
Sarah Sayeed, Ph.D and Virginia Swain, M.A.

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Global problems beyond the capacity of sovereign states to solve alone are called the global problématique.
Reconciliation Leaders

...answer call for need for new leadership by Commission of Global Governance

“The world needs leaders made strong by vision, sustained by ethics, and revealed by political courage that looks to the longer term and future generations for whom the present is held in trust.”

Needs Assessment After Earth Summit

New Leadership Needed

- Training and coaching
- Strengthens participants existing skills
- Provides strategies to de-escalate the high levels of conflict and emotions
- Built on common ground of all the world’s spiritual traditions and religions

Leaders Build Capacity

- Reconciliation Leaders trained to facilitate the Peacebuilding Process of Reconciliation to Build Political Will
- New development model where people most affected by challenge are stakeholders
- Provides community building beyond team building
The Idea of Reconciliation

“In dealing with the challenges posed by contemporary conflict, an important meeting point between realism and innovation is the idea of reconciliation.

Reconciliation catalyzes and sustains divided societies.”

John Paul Lederach

*Sustainable Reconciliation in Divided Societies*

United States Institute of Peace Press (1997)
Reconciliation Leaders

- Vocationally-called; Systems-based approach
- Toolbox to facilitate reconciliation interventions in community, organizational, national and global settings.
- Context-specific frameworks
- Build trust in communities while honoring their unique challenges thus increasing the potential for effective solutions
Three Starting Points of a Reconciliation Intervention

1. Relationship building as the focal point for both understanding the whole system and for sustained dialogue:

2. Encounter activities to express grief, loss and the anger that accompanies injustice;

3. Innovative reconciliation techniques that exist outside the mainstream.

John Paul Lederach

*Sustainable Reconciliation in Divided Societies*

United States Institute of Peace Press (1997)
Reconciliation Leaders form community from all divisions and sectors of Society

Ordinary people have the potential to be Reconciliation Leaders if they are willing to claim their core gifts and talents, become aware of unconscious needs and agenda, live simply and discover their life purpose and mission.
Innovative reconciliation techniques exist outside the mainstream.

A Peacebuilding Process of Reconciliation to Develop Political Will

- Reconciliation Leadership Competency Methodology
- Intervention Process: Needs, Entry, Planning, Implementation, Follow up, Evaluation
- Kubler-Ross Stages of Grief
- Imaging Process – Visioning years out and concretizing with action plan
- Understanding One’s Lens and Cultivating Global Citizenship: Broad World View
- Lederach’s: Three Starting Points
- Steele’s Healing the Cycle of Violence
The Global Mediation and Reconciliation Service evolved from case studies of the Peacebuilding Process of Reconciliation to Develop Political Will

- Lightly facilitated
- Elicitive (not prescriptive) Frameworks
- Creates community and addresses root causes of conflict
- A new language of international collaboration
- People most impacted by challenge decide how to reconcile.
A Leadership and Practice for Chapter VI UN Charter
Nonviolent Resolutions of Conflict

Reconciliation Leaders

- “Visionary, ethical and politically courageous”
- “Looks to the longer term and future generations for whom the present is held in trust”.
  - Commission of Global Governance

Global Mediation and Reconciliation Service

- The Peacebuilding Process of Reconciliation provides perspectives, tools and techniques for multilateral approaches to sustainable development so that the use of armed force is not used to support Chapter VI of the UN Charter.
Encounter Activities to express loss that accompanies injustice
Reconciliation Leaders facilitate emotional safety for grieving and shared space for reconnection and balancing as a way to heal the cycle of violence
A Shared Space for Reconnection

Forgiveness

- Training in Reconciliation Leadership incorporates acknowledgement of the Sacred and the importance of forgiveness when participants are ready
- Extends beyond compromise as a conflict resolution strategy, or even a collaborative win-win ideal

Emotional Rebalancing

- Incorporates emotional re-balancing between parties in a conflict
- Create a shared space in which such reconnection is possible
- Creates a healing environment to address the cycle of violence
Reconciliation Leaders Build Capacity through Communities beyond Teams

**Team Building**
- Task Focused
- Evaluative
- Results Driven
- Temporal
- Role Clarification
- Based on contracts
- Personal Links

**Community Building**
- Community Building
- Relationship Focused
- Supportive
- Impact Driven
- Lasting
- Values Clarification
- Based on shared purpose
- Transpersonal Bonds

Gibb 1978
Peacebuilding Process of Reconciliation to Develop Political Will evolves into Global Mediation and Reconciliation Service

- Ombuds Services: informal, confidential resolution.
- Dialogue: exchanges with different views
- Facilitation: coordinating so all group members participate.
- Mediation: third party process for disputes
- Coexistence Intervention: right to exist
- Reconciliation: restoration of relationships
- Asking the People Inquiry Process: gathers experts, victims, observers
Global Mediation and Reconciliation Service
Introduced at Hague Appeal for Peace 1999

A Civil society response to strengthen the UN’s response to global challenges by introducing the link between individual and systemic development of human rights and sustainability in dozens of implementations of the Peacebuilding Process of Reconciliation to Develop Political Will.

Cycle of Violence

When injured becomes injurer

- Creating Myths/Heroes and the “Right Conflict History”
- Desire for Justice and Revenge
- Anger Why me?
- Suppression of Grief and Fears
- Act of “Justified” Aggression
- Injury, Pain, Shock, Denial
- Realization of Loss

David Steele, The Center for Strategic and International Studies
Healing the Cycle of Violence (inner circle) with Reconciliation Techniques (outer circle)

Start at Injury and go clockwise to reconciliation

- Injury: Pain, Shock, Denial
- Mourning, Expressing Grief, Accepting Loss
- Confronting Fears
- Identifying Needs
- “Why Them”?
- Rehumanizing the Enemy
- Acknowledgement of Guilt, Apology, Truth Telling
- “Rewriting History”
- Choice to Forgive
- Envisioning Justice
- Negotiating Solutions
- Joint Planning
- Reconciliation

When injured Becomes injurer

Steele, Center for Strategic and International Studies
The Reconciliation Leadership Certificate Program

- The Basic Program contains vocational training with personal and interpersonal skill building and a practicum.

- The Advanced Program continues vocational training, learning systemic and global skills while integrating the personal and interpersonal skills learned thus far and applying all the learning in a practicum.
The Basic Reconciliation Leadership Certificate Program (50 hours)

- Program Elements:
  Writing a Personal Mission Statement
  The Practice of Reconciliation Leadership
  New Perspectives on Anger, Conflict, Cross-Cultural and Multiethnic Aspects of Reconciliation Leadership
  Practicum
Advanced Program in Reconciliation Leadership (50 hours)

- Program Elements:
  - Designing and Implementing Interventions for Community, Organizational, Systemic, National and Global Change 8 hours
  - Coaching in Advanced Reconciliation Leadership 8 hours
  - The United Nations & the Harmonization of Nations: An Evolving Process 8 hours
  - Practicum Coaching 10 hours
Reconciliation Leadership Offered—
Our Gift to the United Nations

- We have invited people and institutions in the United Nations community and around the world to heal their own repeated internal ruptures, born of systemic unhealed historic conflict patterns and be a model of adherence to international agreements and human rights guidelines.

- We invite a multilateral approach to facilitate more equitable sharing of power and to reconcile the divisions at the individual and collective levels.
Perspectives on Sustainable Development for Global Problematique

- Challenges beyond the ability of sovereign nations to resolve individually
- Sharing needed: 1/5 people using 85% of the world’s resources.
- New leadership and cultural models needed
- Need shift from reaction to proactive response & prevention
- Understand who we are beyond our limitations

- World’s challenges need resources of diverse cultures & religions
- Inspiration by Dag Hammarskjold, 2nd UN Secretary-General: UN reform starts in the DH Mediation Room
- Understand how we can offer healing ourselves and others for victim/perpetrator cycle of violence
Reconciliation Leaders consider lessons of 100 years of history, needs of present moment & 100 years into future.

When Hope and History Rhyme

History says, don’t hope
On this side of the grave
But then, once is a lifetime
The longed-for tidal wave
Of justice can rise up
And hope and history rhyme

Excerpted from *The Cure at Troy*, Seamus Heaney, 1991
A role model, UN Secretary-General Dag Hammarskjold, showed us in his Meditation Room at the UN and in *Markings*, his spiritual memoir, the need to be reflective, meditative and vocationally called to the work of leadership for strength and true power.
Dag Hammarskjold’s Legacy: Reconciliation Leaders Reflect in UN Meditation Room

Meditation Room  UN

- “We all have within us a center of stillness surrounded by silence.”
- “UN needs one room dedicated to silence in the outward sense and stillness in the inner sense.”

Noise  of world

- Hammarskjold also termed “the noise that impinges on our imagination” can symbolize and help explain the slow rate at which conflicts are addressed, resolved, and healed.
The Celebration Model

- In 1992 The Peacebuilding Process allowed UN community to experience their common humanity in brother and sisterhood, leading to common efforts for addressing global issues. The goal of the intervention was to provide an interdisciplinary, intercultural framework in a pilot program.

- 50 celebration artists Celebration of the Children of the World: A Model for Building Global Community

- Organized at headquarters in 1992 to unite the UN community and build solidarity for the plight of street children.

- Political will mobilizes the will of the people.
Celebration of the Children of the World: A Model for Building Global Community for UN in 1992

- Celebration artists and children shifted framework awakening people's senses and feelings through music, art, dance, poetry and drama.
- This forum supported many people to forget their titles and roles for the day, share common feelings and take the first step to global community, fostering relationships.
- Reconciliation Leaders created community and sustainable solutions by addressing the root cause of the cycle of violence and conflict: moving from intellectual to experiential.
United Nations 1992
Experiential component of the Celebration Model

- UN Community members related personally to the following questions as a catalyst for transformation.

- Questions interpreted with artists in inclusive, participatory space:
  - Who am I?
  - What stops me from being who I am?
  - How can I open to new Possibilities?
  - How can I take responsibility for myself?
  - How can I forgive myself and others?
  - How can I receive who I am?
  - How can I become We for World Peace?
Steps of Intervention Process for Celebration Model

- **Entry**: met street child at Earth Summit in Rio de Janeiro (see next slide)
- **Assessment**: Life Cycle Model for Global Problematique
- **Planning**: six month process; Historicizing, Parallel Development, Sustainable Development in Divided Societies; Low levels of Conflict; Celebration Artists, Imaging
- **Implementation**: One-day event at UN
- **Evaluation**: Celebration created connection and meaning for people. Self interest moved to community
- **Follow Up**: PPR and the Global Mediation and Reconciliation Service over 20 years
Celebration of the Children of the World

*Inspired by Street Child*

in Rio de Janeiro during Earth Summit 1992:
Assessment Tool for Celebration Model to address Sustainability and Global Problematique (adapted from Rothauge)

Celebration offers painless way as healer, teacher, companion, parent to move people and groups to Renewal/Birth through Chaos/Death

**Formation:**
creative growth, establishes traditions

**Stabilization:**
Leader is Manager, To secure a sound future

**Renewal/Birth:**
Leader is catalytic, entrepreneurial w/resilience and imagination

**Chaos/Death:**
Leader models letting go, forgiveness, parent, healer, companion

**Decline:**
Leader is Non-judgmental Healer, Teacher, Companion
Reconciliation Leadership and Capacity Building Model

- The Celebration Model fostered reconciliation by renewing a sense of equality, dignity and worth among representative members of all sectors of the UN Community.

- The Peacebuilding Process of Reconciliation to Develop Political Will emerged out of the Celebration Model as a lightly structured and elicitive framework facilitated by trained Reconciliation Leaders.
Results of Celebration Model
New Definition of Political Will

- Citizens of world speak.
- Deep connection between people.
- Common purpose is effortless and meaningful.
- Developmental changes noted in participants who moved from self-interest to being part of a global community.

- Politics is consciousness-raising and collaborative change making, peaceful evolution
- Transforms the politics of self interest, misplaced power and self aggrandizement
The Celebration Model creates a transformed system with Parallel Development (Rothauge)

- **Formation**
  - Transformed System

- **Chaos**
  - New Initiative
  - Rebirth

- **Stabilization**
  - Traditional Initiative
  - Bridge People

- **Decline**
  - Conflict
    - Level 1 Problem to Solve or Level 2 Disagreement (Leas)
A Peacebuilding Process of Reconciliation to Develop Political Will (Peacebuilding Process)

“Everything begins in mysticism and ends in politics.”
Charles Peguy, French Poet

Re-defines Politics

Moving Beyond Politics of Self Interest to the Common Good

Redefines Politician

Politician is Reconciliation Leader
Consciousness raising, facilitator of peace and development
Reconciliation Leadership for Peacebuilding Process of Reconciliation to Develop Political Will

- Reconciliation Leaders facilitate coexistence, restorative and reconciliation interventions as part of the Peacebuilding Process of Reconciliation to Develop Political Will (Peacebuilding Process) to provide case studies for a Global Mediation and Reconciliation Service (Reconciliation Service).
The Peacebuilding Process Grows into a Global Mediation and Reconciliation Service

- A Peacebuilding Process (UN celebration Personal Peace Process with Public Peace Process 1992 inaugural event—dozens of implementations since then)
  - Historicizing (Philippines Peace Process, 1999)
  - Imaging: Motivates present behavior by using future time methodology, timeline and action plan (Millennium Development Goals 1999-present)
  - Asking the People Inquiry Process (post-Genocide Rwandan Refugees (1999))
Core Assumptions and Elements of the Global Mediation and Reconciliation Service

- All levels of intervention: coexistence, restoration, or reconciliation
- Personal peace and responsibility are linked to systemic peace and responsibility
- Rational, linear models are integrated with visionary, imaginative models
- A holding environment for grieving deep rooted, historic conflict
- Historic cultures of peace are honored
- Finding the goodness in every human being
- Human rights are honored as a felt experience
- Systemic injustice is transformed by the renewal of systems and people
- Actors from all segments of society work together
Common Elements of Each Implementation of the Global Mediation and Reconciliation Service

- The Public Peace Process (Saunders) Linked with the Personal Peace Process (Swain)
  - Building trust by experiencing relationships: experts, non-experts, victims at the table
  - Deciding to Engage: What stops me from being who I am?
  - Mapping the Relationship Together: How can I take responsibility for myself?
  - Probing Dynamics of the Relationship together: How can I open to new possibilities?
  - Experiencing the Relationship by Thinking Together with a Practical Problem: Planning a reconciliation event for forgiveness
  - Allowing Political Action Arise for the Common Good: How can I become we?
The Global Mediation and Reconciliation Service has three potential levels of engagement

- Coexistence: helping people accept the others’ differences;
- Restoration: restoring a situation to a previous condition;
- Reconciliation: healing people in brother and sisterhood.

(The next slide shows Reconciliation on the proactive side of the conflict spectrum)
Figure A
Spectrum of Conflict Handling Mechanisms

Level of Mutual Participation in Search for Solution

LOW

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<thead>
<tr>
<th>Force</th>
<th>Adjudication</th>
<th>Arbitration</th>
<th>Negotiation</th>
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<tbody>
<tr>
<td>CONFLICT</td>
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<td>SUPPRESSION</td>
<td>MANAGEMENT</td>
<td>RESOLUTION</td>
<td>TRANSFORMATION</td>
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<td>REACTIVE</td>
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HIGH

Coexistence
Conciliation
Mediation
Good Offices
Reconciliation

© Assefa 1995
*adapted by Virginia Swain from Hiskias Assefa
Reconciliation Leaders: Resources for Sustainability and the Global Problematique

- Sharing needed: 1/5 people using 85% of the world’s resources.
- New leadership and cultural models needed
- Need shift from reaction to proactive response & prevention
- Understand who we are beyond our limitations

- World’s challenges need resources of diverse cultures & religions
- Inspiration by Dag Hammarskjold, 2nd UN Secretary-General: UN reform starts in the DH Mediation Room
- Understand how we can offer healing ourselves and others for victim/perpetrator cycle of violence
Assumptions of Reconciliation Leadership

- Humanity’s greatness and goodness inherent in everyone & sorely needed now
- We need dramatically different ideas that will impact large numbers of people
- Personal peace and justice linked to global peace and justice
- Linear models integrated with visionary models
- Environments must be facilitated to elicit untapped energy of individual and collective unconscious for healing humanity’s spiritual and psychological wounds
- All people welcome, inclusive
Reconciliation Leaders: Four Levels of Competency

- Personal
- Interpersonal
- Systemic
- Global
Personal Competencies

• Clarity of one’s own mission, purpose, needs and agenda

• Healthy self esteem and confidence, self aware of one’s gifts, strengths, limitations

• Presence

• Always cleaning lens: cultural awareness & broad world view

• Intimate relationship with the earth and its resources

• Reflection skills

• Trust in intuition

• Understanding role and untapped potential of the unconscious (shadow)
  – Bargh: 95% of waking life is unconscious; iceberg
Interpersonal Competencies

- Reconciling polarity of work self versus a true self
- Willing to reconcile relationships in one’s personal life (i.e., family, colleagues, gender differences)
- Compassionate listening, presence and ability to give and receive feedback in a way that doesn’t alienate others
- Willingness to take time to work a situation through to its reconciling completion
- Understand/develop intercultural conflict competencies
Interpersonal Competencies (continued)

- Understanding the role of the untapped potential of the unconscious in relationship

- Open to & celebrating differences, which become a source of mutual learning

- Learning conflict management skills; keep conflict at Leas Levels 1 and 2 (problem to solve and misunderstanding (levels 3-5 need third party)); Hammer’s intercultural conflict skills

- Creating a support system for personal and vocational satisfaction and integrates one’s spirituality in self, relationships and work
Systemic/Group Competencies

- Understanding how to address systemic conflict while introducing and sustaining change
- Having courage and discipline to refrain from individual action taking when group needs are different
- Knowledge of organization development consulting framework: entry, needs assessment, planning, implementation, follow-up, evaluation
- Understanding how to transform the collective unconscious of a group
- Building community and teams from intention and vision
- Linking individual and organizational vision
- Understanding the power of cultural diversity in systems
Global Competencies

- Bring personal, interpersonal, systemic competencies to global challenges

- Historic, restorative and visionary skills for 200 year present

- 1/3-2/3 (not developed/developing) world re-framing (Boulding)

- Coalition building across groups and systems for political action for the common good
Global Competencies (continued)

- Interdependent thinking and action

- Facilitating interventions that harness potential of UN as a system from global citizen framework

- Knowledge how to facilitate elicitive (not prescriptive) systems, i.e, A Peacebuilding Process to Develop Political Will; Asking the People Inquiry Process; Imaging; Celebration; Historicizing etc.
Practical idealists experienced in resistant systems
Grow from personal mission, skill building, and a commitment to be at peace in themselves and in service to others.
Committed to find balance among career, home life, and reflection time to deal with the high level of stress in their own and in other people's lives.
From Blame to Accountability
by Dr. Marilyn Paul
Entire article can be found at http://www.bridgewaypartners.com/Portals/0/Documents/B2ADigital.pdf

Blame
➢ Discredits and shames
➢ Generates judgment, anger, fear, mistrust, punishment
➢ Promotes cover-ups.
➢ Discourages innovation and creative solutions.

Accountability
➢ Emphasizes responsibilities,
➢ Generates respect, trust, inquiry, moderation,
➢ Mistakes are seen as opportunities to learn and create better systems and processes
➢ Promotes direct, respectful conflict resolution
Reconciliation Leaders offer a compelling vision and broad worldview. They have the courage to refrain from advocating their own solutions to a problem, while eliciting solutions from the people who will live through those challenges.

Jim O’Malley, Professor Emeritus at Central Connecticut State College now leading a sustainability education nonprofit
Importance of Mission Statement

“Don't ask what the world needs. Ask what makes you come alive, and go do it. What the world needs is people who have come alive.”

Howard Thurman, Advisor to Martin Luther King
Claiming personal mission provides ego strength when in the pit (unconscious behavior)

1. Losing Focus
2. Minimizing Impact
3. The Pit
4. Letting go of the past
5. Testing Limits
6. Searching for Meaning
7. Integrating

Mission

Life Change Model, Spencer Adams
Mission Statement Process

It’s time to wake up!
99% of waking life is unconscious
We have new choices with awareness of unconscious
Research show of our "everyday life--thinking, feeling and doing--is automatic..." or unconscious.”

John Bargh's lead article in
The Automaticity of Everyday Life, Advances in Social Cognition, Volume X,
Sample Mission Statement

I open my heart to help the world open its eyes.
A system is an interdependent group of items forming a unified whole.
Systems thinking

- Emphasizes relationships rather than the parts themselves.

- Based on System Dynamics

- Systems thinking has a practical value that rests on a solid theoretical foundation.

Pegasus Communications
http://www.pegasuscom.com/systems-thinking.html
For a system to respond effectively to crises, the stresses on the system must not exceed its strengths.

Dr. Kenneth Boulding, Economist
Systems Thinking

“When I circled the planet again and again, I experienced different people, different cultures, vastly different experiences and origins. Yet there is a golden thread that runs through all these expressions of individual experience that is the magic of life.” John Glenn
Imaging for Reconciliation Leadership

- The late Dr. Elise Boulding, (Nobel Peace Prize nominee) and Warren Ziegler created an imaging workshop to motivate behavior in the present by using images of the future.

- Their theory is that the people will not be able to create something they haven’t envisioned.

- As people imagine a positive future, they then can work back into present time to achieve a positive present with a timeline and concrete action steps.

- Dr. Boulding believed that if we can image a solution to a challenge, the solution will happen after we get practical with a timeline and action steps.

- Virginia Swain was mentored and trained by Dr. Boulding to lead imaging workshops.

- Imaging has been used in the Reconciliation Leadership Certificate Program, the Global Mediation and Reconciliation Service and the Coalition for the Human Right to Peace.
“Reconciliation as Policy”
By Sarah Sayeed, Ph.D and Virginia Swain 2006
Papers published as Global Advisor to Human Dignity and Humiliation Network, Columbia University

“A Leadership and Practice to Reconcile Challenges in A post-September 11 World”
By Sarah Sayeed and Virginia Swain © 2005
Human Dignity and Humiliation Network at Columbia
Images created by Reconciliation Leaders

Eradicate extreme poverty and hunger

Imaging the end of global poverty for Millennium Goal #1
Ensure Environmental Sustainability & Develop Global Partnership for Development
Reconciliation Leaders for the United Nations

After imaging, a timeline and action plan makes the image practical
Sustainable Development Goal 13 Climate Action
3rd graders teaching Ambassador and Mrs. Chowdhury what they know about environmental sustainability
Dr. Joseph Baratta

Re-visioning his dissertation on UN reform

In an Imaging workshop in 2010.
Joseph Baratta reenvisioned his dissertation on World Federation in an imaging exercise.
Image of Healing in the Sudan:

Building Trusting Relationships One by One
created by Reconciliation Leader
Sam Onapa of the African Union Liaison Office
in Khartoum
Imaging for Visioning:
The United Nations officially training
Reconciliation Leaders
A New Vocation for Peacebuilding
Millennium Goals 8 and 10: Ensure environmental sustainability & Develop global partnership for development
Building a Global Partnership for Development
Millennium Development Goal #8
Never doubt the power of Reconciliation Leaders for a Global Mediation and Reconciliation Service to make a difference in the United Nations and in the world.
Reconciliation Leaders in Training at the United Nations

“Don't ask what the world needs. Ask what makes you come alive, and go do it. What the world needs is people who have come alive.”

Howard Thurman, Advisor to Martin Luther King
Our Accomplishments

- Implementations of the Peacebuilding Process since then have tackled racism, gender, protracted conflict in the Sudan, Philippines, Burundi, UN in NYC, post-9/11 NYC, East Timor

For more information...

Never doubt the power of a small, committed group to affect change in the world. Indeed it’s the only way it’s ever happened. (Meade)