

Building Together: Leading Collaboratively Across Differences

PRACTICE GUIDE

MAY 6-9, 2024
CHICAGO, ILLINOIS



Welcome!

We're so glad you've chosen to spend time with us in Chicago to develop the heartset, mindset, and skillset to lead collaboratively across differences.

In the midst of a highly polarized time that is made more intense by the election season, urgent matters in our communities, and busy personal lives, we ask you to clear your calendar and bring your focus and attention to an immersive experience that will strengthen your leadership and prepare you to apply what you've learned to your own work and life.

We invite you to enter Building Together expecting to hear things that challenge your thinking and knowing that different people will experience the same thing in different ways based on who they are and what has brought them to this moment in their own life and career. We ask that you lean into curiosity about yourself and others and encourage you to sit with the complexity and nuance of what it means to be human in these complicated and divisive times.

Building Together is an opportunity to listen and be listened to. To learn from each other. To practice fully seeing others and being fully seen on your own terms. This is not easy work. It is deeply personal and takes developmental skill and practice. But that's why you're here—to develop the strategies and skills to navigate deep differences with compassion, courage, and grace in service of the greater good and the communities we serve and support.

It is also a space to come back to an essential question: Who are we to each other? And what are we trying to accomplish together?

We are philanthropic professionals connected by a deeply held belief that philanthropy is a demonstration of our love of humankind. By translating that love into action through grantmaking we can create a diverse and inclusive democracy where everyone belongs. That belief holds us together, even as we navigate complex conversations and deep differences.

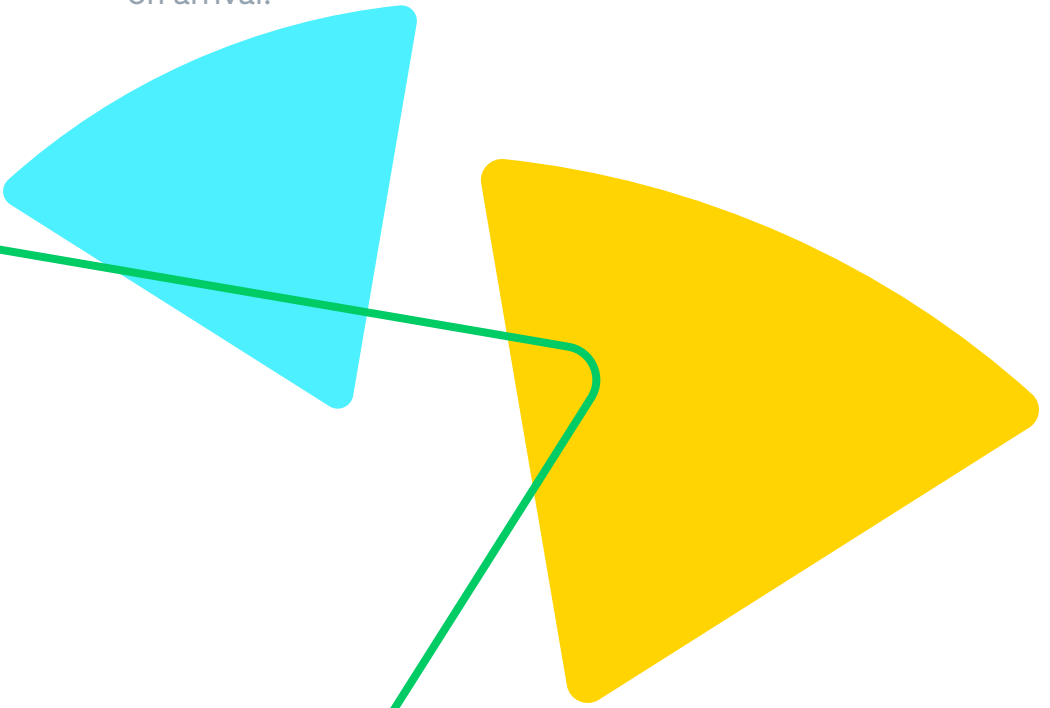
To help you make the most of your time at Building Together, we are providing this practice guide to accompany you through the process. The framing, resources, and reflections in this guide are drawn from important work being done by partner organizations as well as from philanthropic leaders, like yourself, who have generously shared their insights as part of an upcoming Council on Foundations research project.

Happy Learning!

How to Use This Practice Guide

Each day's section includes a summary, a schedule, an introduction to the day's framing, and various optional activities, including personal reflection prompts, links to meditation practices you can listen to on your phone or computer, and resources for further learning. The guide also supports your scheduled practice team time so be sure to refer to the practice team facilitation instructions for each day.

Please complete the pre-work before arriving in Chicago and use the guide onsite to help collect your insights, learnings, and reflections. You'll receive a printed, bound version of this guide on arrival.



Thank You to Our Building Together Sponsors

Leadership Sponsors



**DORIS DUKE
FOUNDATION**

The mission of the Doris Duke Foundation (DDF) is to build a more creative, equitable and sustainable future by investing in artists and the performing arts, environmental conservation, medical research, child well-being and greater mutual understanding among diverse communities. DDF operates five national grantmaking programs as well as Duke Farms and Shangri La, two centers that serve the public directly. DDF's activities are guided by the will of Doris Duke, who endowed the foundation with financial assets that currently total above \$2 billion.



Einhorn Collaborative is a nonprofit foundation working to foster social connection and social cohesion in America. We work with a wide range of cultural influencers, researchers, community leaders, and funders to help Americans build stronger relationships, embrace our differences, and rediscover our shared humanity — so we can solve our most urgent challenges together.



**JOHN
TEMPLETON
FOUNDATION**

Inspiring Awe & Wonder

The mission of the John Templeton Foundation is to support interdisciplinary research and catalyze conversations that inspire awe and wonder. We are working to create a world where people are curious about the wonders of the universe, free to pursue lives of meaning and purpose, and motivated by great and selfless love.

Leadership Sponsors



**KNIGHT
FOUNDATION**

We are social investors who support democracy by funding free expression and journalism, arts and culture in community, research in areas of media and democracy, and in the success of American cities and towns where the Knight brothers once had newspapers. Learn more at kf.org and follow @knightfdn on social media.



Mosaic's mission is to bridge differences and support a pluralistic, inclusive, and powerful US environmental movement capable of meeting the pace and scale of today's challenges. We fund essential shared tools and connections that advocates and activists need, such as networks, data, communications, training, trust building, and more. Also known as movement infrastructure, these are the keys to win the fights that matter most on climate, environment, and justice.



The Walmart Foundation's philanthropic efforts create opportunities for people to live better every day with a focus on combining the unique strengths of Walmart's business alongside philanthropy to make more of an impact.

**WALTON FAMILY
FOUNDATION**



The Walton Family Foundation is, at its core, a family-led foundation. Three generations of the descendants of our founders, Sam and Helen Walton, and their spouses, work together to lead the foundation and create access to opportunity for people and communities. The foundation works in three areas: improving education, protecting rivers and oceans and the communities they support, and investing in its home region of Northwest Arkansas and the Arkansas-Mississippi Delta.

Bridging Sponsors



The Bush Foundation works to inspire and support creative problem solving — within and across sectors — to make our region better for everyone. To do this, we invest in great ideas and the people who power them in Minnesota, North Dakota, South Dakota and the 23 Native nations that share the same geography. We work through open grantmaking programs to develop, test and spread great ideas to make our region better, and to inspire, equip and connect people to lead change effectively. We are inspired by the lives of Archie and Edyth Bush, who created the Bush Foundation in 1953. Today, our job is to do the most possible good with the resources they left to the community. We invite you to sign up for our newsletter to learn more at www.bushfoundation.org/stay-connected.

MacArthur Foundation

The John D. and Catherine T. MacArthur Foundation supports creative people, effective institutions, and influential networks building a more just, verdant, and peaceful world. MacArthur is placing a few big bets that truly significant progress is possible on some of the world's most pressing social challenges, including revitalizing [local news](#), advancing global [climate solutions](#), decreasing [nuclear risk](#), promoting local [criminal justice](#) reform in the U.S., and [reducing corruption](#) in Africa's most populous country, Nigeria. In addition to our award programs [MacArthur Fellows](#) and [100&Change](#), the Foundation continues our historic commitments to the role of [journalism](#) in a responsible and responsive democracy and to the strength and vitality of our headquarters city, [Chicago](#).

Collaboration Sponsors



At Bonterra, we are the software behind the mission: the tools and technology you need to not only make a difference, but change the world. Our solutions empower your team to raise more, match more, grant more, and achieve more with ease and efficiency. Bonterra is software for the greatest social good.



The Brinson Foundation is a family philanthropic organization that promotes liberty, personal initiative, and programs that enable individuals to positively contribute to society. Since it was established in 2001, the Foundation has made grants to help people reach their full potential through quality education programs, projects, and collaborations in Chicago and beyond. The Foundation's support for fundamental scientific research is made in key areas with a focus on early career scientists in the fields of astronomy, astrophysics, and cosmology whose work may be considered risky or at a stage in which they are unlikely to receive government funding. Learn more at brinsonfoundation.org.



The Henry Luce Foundation seeks to deepen knowledge and understanding in pursuit of a more democratic and just world. For nearly a century, inspired by the life and work of Henry R. Luce, the Foundation has recognized that knowledge is essential to advancing justice, democratic values, peace, and a sustainable environment.



The Joyce Foundation is a private, nonpartisan philanthropy that invests in public policies and strategies to advance racial equity and economic mobility for the next generation in the Great Lakes region.

Collaboration Sponsors



OMIDYAR NETWORK™

Established by philanthropists Pam and Pierre Omidyar, Omidyar Network is a social change venture that has committed more than \$1.8 billion to innovative for-profit companies and nonprofit organizations since 2004. Omidyar Network works to reimagine critical systems and the ideas that govern them, and to build more inclusive and equitable societies in which individuals have the social, economic, and democratic power to thrive. Learn more at www.omidyar.com.

Media Sponsor

**THE CHRONICLE
OF PHILANTHROPY**

The Chronicle of Philanthropy has been the premier source of news, information, analysis, and opinion in the rapidly growing nonprofit and philanthropy world for over 35 years.

Additional Support

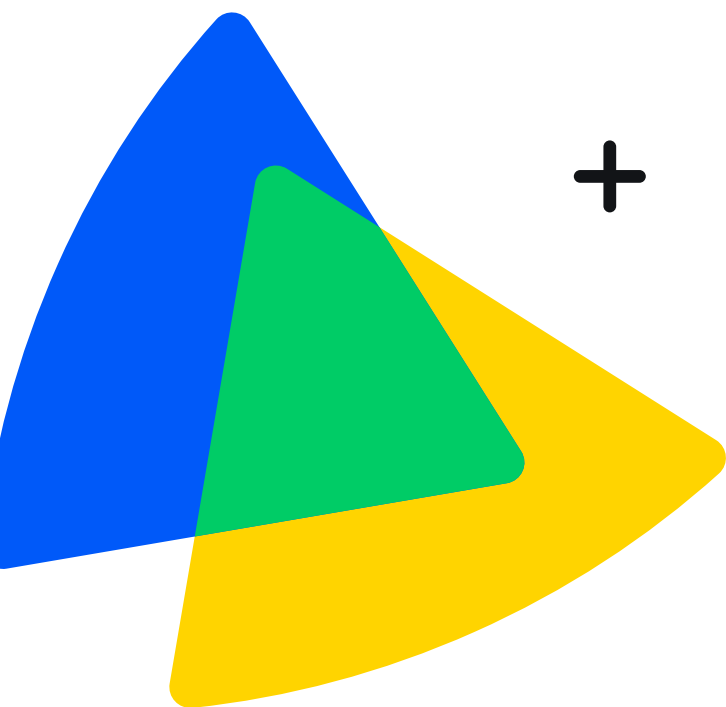
**NEW
PLURALISTS**

New Pluralists is a funder and field collaborative working to foster a culture of pluralism in America.

Pre-Work Tuning Into Your Heartset

Before you arrive in Chicago, complete these activities:

1. Clear your calendar. Plan to disconnect from the outside world. Cancel those side meetings, Zoom meetings, and check-ins and prepare to be present and in the moment.
2. Download the [event app](#) and meet your practice team!
3. Complete one of the personal reflection prompts or meditation activities suggested below.
4. Brush up on the literature. Do you need a primer on the principles and practices related to bridging differences, building common ground, inclusion and belonging, or social cohesion? Check out the resources section below!



Why are you called to the work of **navigating differences**?

What attitudes or **personal qualities** do you bring to this work?

What is your **heartset**?

Heartset includes the emotions, attitudes, and drive that we bring to work across differences—and some say it is the foundation for this work. Why? Because without understanding our perspectives and harnessing a willingness to engage in a constructive way, it will be difficult to sustain win-win interactions.

Tuning into a heartset that supports navigating differences means building a personal foundation based on:

- **Authenticity:** A commitment to being genuine, and expecting others to be genuine with you, as it is critical to building trust
- **Responsibility for personal growth:** A commitment to constant self-exploration, learning, and growth, i.e., that you are personally doing the work to dismantle your own internal ideas about systems of power (race, gender or others)
- **Being able to approach the work from a place of mutuality, interdependence and vulnerability:** A recognition that whomever you're working with, they are part of your larger "we" and you both have something to gain from the interaction—acknowledging this goes hand in hand with a willingness to be changed by the work
- **Compassion:** A commitment to approaching those with whom you're working, and yourself, with compassion—this often means tapping into empathy rather than judgment
- **Care and Community:** A commitment to supporting and caring for the community of people who are doing this work with you

PERSONAL REFLECTION PROMPT

Set your intention for your time at Building Together. What are the actions you'll take or decisions you'll make that will contribute to your personal learning and to strengthening your leadership? Be specific about how you'll spend your time in Chicago and keep it realistic and simple.

Examples:

- I commit to listening with curiosity to ideas and experiences that are different from my own.
- I commit to noticing how I respond when my perspectives, ideas, or identity are challenged.
- I commit to modeling courage by sharing my perspective and generously receiving the perspectives of others.

WRITE YOUR COMMITMENTS HERE

Meditation

- From **Mindful Movement**: [Guided Meditation for Setting Intentions](#)

Resources

- From **Philanthropy for Active Civic Engagement (PACE), Peace and Security Funders Group** and the **Council on Foundations**: [Social Cohesion Primer](#)
- From **Interfaith America** and the **Ad Council**: [Assessing Your Inner Bridge Builder](#)
- [Key Concepts](#)

Day 1 | May 6

Building Connection

Get excited! Meet us in the hotel lobby to catch a bus to our opening reception at beautiful Offshore on the Navy Pier, where you'll have your first opportunity to connect in person with your practice team and see the city of Chicago from a unique viewpoint. If you feel drawn to it, complete one of the personal reflection prompts or meditation activities suggested below before or after joining the reception.

TODAY'S SCHEDULE:	
9:00 a.m.–4:00 p.m.	Pre-Conference Session: Sustained Collaboration Network Meeting (Invitation only)
12:00–4:00 p.m.	Pre-Conference Session: PACE Salon (Invitation Only)
2:00–5:00 p.m.	Registration Open
3:30–4:30 p.m.	Bridging Differences Leadership Cohort Meet-Up (Invitation Only) or New Executive Retreat Reunion (Invitation Only)
5:30–8:30 p.m.	Opening Reception (Sponsored by Walmart Foundation)

How is creating
**authentic, human
connection with
others** essential
to your work in
philanthropy?

How will you
**cultivate deeper
connections** at
Building Together?

In [**A Call to Connection: Rediscovering the Transformative Power of Relationships**](#), Einhorn Collaborative and Sacred Design Lab remind us that connection is at the heart of the human experience.

“While we are wired to be in relationship, tending to our connections takes practice. This mindset demands a commitment to mutuality and cooperation, prioritizing connection even amidst stress or when evidence of humanity’s goodness is hard to find. This doesn’t have to mean taking an hour to listen to every stranger’s story when you pass them on the street. But it does mean moving at the speed of connection, allowing for the kinds of interactions that make people feel human: a smile, a “hello,” checking in on someone when they’re sick; what William James described as the “civic temper” of a population. And sometimes, it means being the one vulnerable enough to share a fear, a hurt, or an apology...

As a leader, you are responsible for stewarding a culture of connection in your own sphere of influence. It is your own way of being, as much as the strategies you implement and the supports you put in place, that creates the conditions for others to feel invited into cultivating connection themselves.”

PRACTICE TEAM FACILITATION (MEETUP AT OPENING RECEPTION)

During the reception, you’ll have 20 minutes to connect with your practice team and spend some time getting to know each other. Once you meet up with your team, introduce yourself and then answer one or more of the questions below to help you get to know each other. If it helps, you can break into smaller groups for conversation after an initial round of introductions, and then come back together to create your team name.

- Share your name, organization and role, and perspectives, skills, or identities you bring to the practice team. What’s one thing you hope to get out of your attendance at Building Together?
- Create your practice team name!
 - + Each person individually answers the question: If you had a superpower, what would it be?
 - + Combining your team’s superpowers, come up with a name for your team. It can be as serious or as silly as you like.

PERSONAL REFLECTION PROMPT

Sometime during the day, when you have a few moments to yourself, take a few minutes and respond to the prompt below.

Feeling Connected (*adapted from Greater Good Science Center: Greater Good in Action: Science-Based Practices for a Meaningful Life*)

Try to think of a time when you felt a strong bond with someone in your life. Choose a specific example of an experience you had with this person where you felt especially close and connected to them. This could be a time you had a meaningful conversation, gave or received support, experienced a great loss or success together, or witnessed a historic moment together. Once you've thought of a specific example, spend a few minutes writing about what happened below. Consider the ways in which this experience made you feel close and connected to the other person.

CONTINUE YOUR REFLECTIONS HERE

Meditation

Find a quiet spot to listen to one of these meditations available from UCLA Health and Mindful Harlem. These and other meditations are available at the source pages in additional languages.

- From **UCLA Health**: [Nine-minute loving kindness meditation](#)
 - [Available in additional languages here](#)
- From **Mindful Harlem**: [15-minute love and kindness meditation](#)
 - [Additional meditations from Mindful Harlem](#), some available in Spanish

Resources

- From **Einhorn Collaborative**: [A Call to Connection: Rediscovering the Transformative Power of Relationships](#)
- From **Greater Good Science Center**: [Bridging Differences Playbook](#)

**TODAY'S INSIGHTS, PERSONAL ACCOMPLISHMENTS,
REFLECTIONS, AND IDEAS**

Moments of inspiration

Questions I'm sitting with

**I'm proud of myself today
because I...**

Ideas we might be able to adopt

NOTES

NOTES

Day 2 | May 7

Preparing Your Mindset

Today kicks off with the opportunity to ground yourself with a wellness activity before jumping into the day. Our main stage event for the day will help prepare you to enter this learning journey with empathy and curiosity. We'll take the lessons from day one on connection and lean into the concept of shared humanity.

Other highlights for the day include skill-building workshops, peer-learning sessions, and time to debrief and reflect with your practice team. The day ends with an invitation to practice what you're learning through participation in [The People's Supper](#). Throughout the day, use the practice team group facilitations, personal reflection prompts, meditation space, and resources to support your learning.

TODAY'S SCHEDULE:

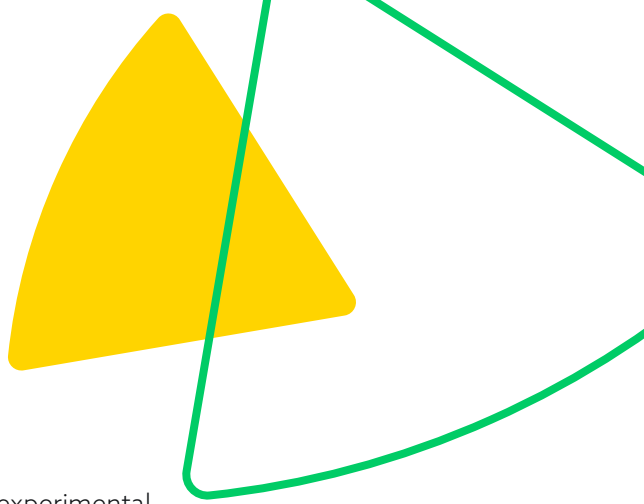
7:00–9:00 a.m.	Breakfast and Wellness Activities
9:00–10:15 a.m.	Breakfast and Plenary Session: The Personal Work of Moving From Conflict to Curiosity
10:45 a.m.–2:30 p.m.	Skills and Strategies Workshops with Lunch Break
3:00–3:45 p.m.	Practice Team Reflection
4:00–5:00 p.m.	Peer-to-Peer Learning Sessions
5:00–6:00 p.m.	Career Pathways Alumni Meet Up (Invitation Only)
5:00–6:00 p.m.	AAPIP, ABFE, Funders for LGBTQ, HIP, and NAP Joint Social (RSVP Required)
6:00–8:00 p.m.	The People's Supper (Sponsored by the Walton Family Foundation)

What kinds of
**assumptions, beliefs
and principles** guide
how you engage in
the work to navigate
differences?

Mindset is the assumptions, beliefs, insights and principles that guide how we engage in this work—it's like the skeleton that guides our movement.

Attributes that enable a collaborative, solutions-oriented mindset anchored in openness and flexibility include:

- **Intellectual humility, curiosity, and open-mindedness**
 - + Seeing your truth as one truth among many and accepting that your beliefs and opinions could be wrong
 - + Possessing a desire to learn and know what others think, and how they came to their beliefs
 - + Being willing to change and grow beyond your current conceptions
- **Commitment to bridging from a mindset of humility, curiosity, and open-mindedness**
 - + Not being in the business of bridge building, with the intention of persuasion, advancing an agenda, or doing advocacy
- **A commitment to listening more than you talk**
 - + Understanding at the outset that you don't have all the answers and whatever input or collaboration comes your way is going to strengthen outcomes
- **Commitment to change**
 - + Understanding that nothing changes unless people do and that change doesn't happen unless we also change the systems in which we operate
- **Egalitarianism**
 - + Firmly subscribing to the belief that all people are equal and deserve equal rights and opportunities—this is the core of pluralism



- **Sense of possibility**
 - + Being exploratory and experimental
 - + Coming from a place of “let’s figure that out” instead of “that’s not possible”
- **Growth mindset**
 - + Believing your and others’ ability to do this work can be developed through intentional work, good strategy, and input from others
- **Valuing difference**
 - + Recognizing that even though we have similarities, shared faith in community, and are invested in one another’s success, we are also unique
 - + Understanding that “We” is not a monolith, whether it be an identity group, a team, or a community
 - + Recognizing that we can have multiple different identities, roles, and approaches and still be committed to building bridges between them
- **Connecting to solidarity**
 - + Remembering that connecting to shared values, beliefs, and purpose can be a powerful way to advance the greater good
- **Perspective taking**
 - + Committing to understanding others’ incentives and obstacles within bridging work

PRACTICE TEAM FACILITATION (AFTERNOON MEETUP)

Meet up with your team and find a spot in the hotel or in nearby Grant Park to check in and debrief following our main stage opening and your deep-dive workshop. You can use the same meet-up spot each day. Use the prompts below to help guide the discussion.

- Why did you decide to attend Building Together? What challenges do you face in your work that being here might help you to address?
- Share an “aha” moment you had this morning. Was there a skill you learned that you’d like to practice more? Was there a strategy you would like to learn more about?
- Where do you see opportunities to apply what you’ve learned?

PERSONAL REFLECTION PROMPT

Sometime during the day, when you have a few moments to yourself, respond to one or more of the prompts below.

- Consider a time when you’ve been in a conversation with someone who shared an opinion that you didn’t agree with. Share a bit about how your physical body felt in that moment and how it might have impacted your response.
- Looking at the list of mindset attributes on the previous pages, which do you consistently demonstrate? Which would you like to work on?
- What personal beliefs, insights, or principles guide your work to navigate differences?

WRITE YOUR REFLECTIONS HERE

Meditation

Find a quiet spot to listen to one of these meditations available from Cornell Health, or Johns Hopkins Medicine.

- From **Cornell Health**: [Grounding and calm meditation](#)
- From **Johns Hopkins Medicine**: [Somatic practice options](#)

Resources

Quick Reads

- From **Independent Sector**: [Interview with Romanita Hairston](#)

Listen

- From **CBS News**: [Interview with David Brooks](#)
- From **A Braver Way Podcast**: Mónica Guzmán and David Brooks [How can we cure our social blindness?](#)

Explore

- From **Mónica Guzmán** | [Never Thought of It That Way: How to Have Fearlessly Curious Conversations in Dangerously Divided Times](#)
- From **David Brooks**: [How to Know a Person: The Art of Seeing Others Deeply and Being Deeply Seen](#)
- From **Resetting the Table**: A process called [Life Maps](#), in which participants exchange formative life experiences as a foundation for engaging in more charged conversations across differences
- From **Interfaith America**: [Shared Values Facilitation Guide](#)
- From **The People's Supper**:
 - [TPS Playbook: Reweaving the Social Fabric](#)
 - [Discussion Cards](#)

**TODAY'S INSIGHTS, PERSONAL ACCOMPLISHMENTS,
REFLECTIONS, AND IDEAS**

Moments of inspiration

Questions I'm sitting with

**I'm proud of myself today
because I...**

Ideas we might be able to adopt

NOTES

NOTES

Day 3 | May 8

Developing Your Skillset

Today kicks off with another optional wellness activity to ground yourself before jumping into the day. Then, our main stage event for the day will explore the intersections of bridging and equity, asking us to build on our empathy, curiosity, and somatic practices and challenge our ability to think expansively and broadly about our work.

The day continues with more skill building workshops, time to debrief and reflect with your practice team, and a special session with the folks from StoryCorps. The day ends with a variety of optional casual activities.

Throughout the day, use the practice team group facilitations, personal reflection prompts, meditation space, and resources to support your learning.

TODAY'S SCHEDULE:	
7:00–9:00 a.m.	Breakfast and Wellness Activities
9:00–10:15 a.m.	Breakfast and Plenary Session: Bridging and Equity, Hand in Hand
10:45 a.m.–2:30 p.m.	Skills and Strategies Workshops with Lunch Break
3:00–3:45 p.m.	Practice Team Reflection
4:00–5:00 p.m.	Plenary Session: The Power of Telling – and Hearing – Each Other's Stories
5:30–6:30 p.m.	CEO and Trustee Reception (Invitation Only)
7:30–8:30 p.m.	Optional Evening Activities

How do you actually
do the work of
navigating differences?

What skillsets do you
need to develop to put
these intentions and
ideas into practice?

***Skillset* refers to our toolbox—the practices we have accumulated and honed over time that enable us to work effectively and solve problems.**

Drawing on the work of Philanthropy for Active Civic Engagement’s (PACE) [Social Cohesion Self-Evaluation](#), we can organize skillsets as being related to:

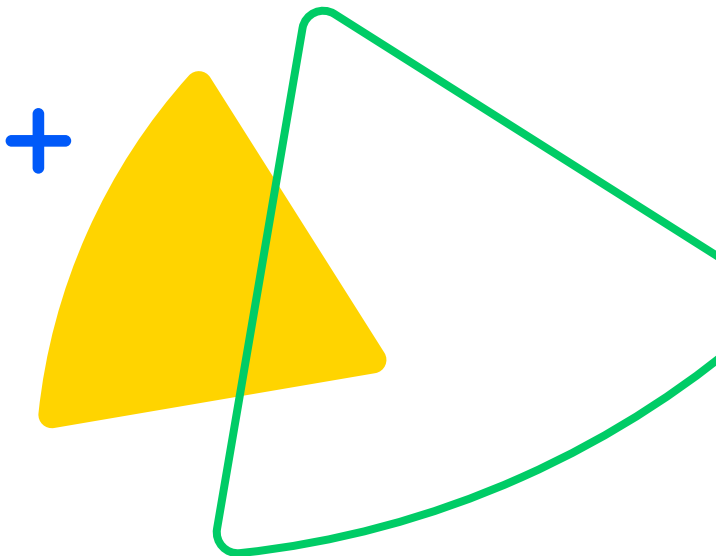
- **Knowledge**
 - + Being knowledgeable about key findings from the fields of conflict resolution, intergroup psychology, belonging, social cohesion, trauma, behavioral economics, and media literacy
- **Relationships and Modeling**
 - + Developing and maintaining the muscles to forge relationships across differences, with an eye toward building trust, engaging historically marginalized populations, listening deeply, displaying empathy, creating psychological safety, employing a trauma-informed lens, and working through one’s own trauma
- **Process and Language**
 - + Establishing a process and language for your work that promotes connecting and collaborating across differences, by grounding the work in larger goals and context, being sensitive to how the language used resonates with or repels people, being willing to adapt both process and language, and designing meetings and interactions that support participation from a diverse range of people
- **Results and Impact**
 - + Prioritizing a long-term vision for a future characterized by connection, belonging, and effective collaboration across differences by explicitly reflecting on your intent and aligning it with your evaluation and/or impact goals
 - + Committing to evidence-based program design, measurement, and iteration and thinking beyond the intervention itself to shifting in-group norms in the larger environment

PRACTICE TEAM FACILITATION (AFTERNOON MEETUP)

Meet up with your team and find a spot in the hotel or in nearby Grant Park to check in and debrief following our main stage opening and your deep dive workshop.

This time, once you settle into a spot, divide into small groups of two or three for these conversations, and use the prompts below to share the strategies, skills, and tools you've been introduced to over the last several days.

- **First, debrief and decompress.**
 - + Take a deep breath together. What has felt the most challenging for you in the past few days? What has felt easy or natural?
- **Then, apply your learning.**
 - + How are you currently thinking about what you're learning and how you might apply it to your work?
- **If you have time, start to generate a goal for how you will apply what you are learning when you return home.**
 - + What are you working on that would benefit from the strategies and skills you have learned at Building Together?



PERSONAL REFLECTION PROMPT

If you had to write an honest and brief autobiography about yourself, what story would you tell about how you've ended up sitting here in Chicago?

Consider the pivotal moments in your life that have shaped the person you are today – the values that you hold, the people you care about, the work that you do. As you identify each moment, think about the times when you look back on your own self and are proud of the choices you made... or you cringe at them!

As you write, reflect on what it was that convinced you to change your mind, evolve your thinking, shift course, or to move toward or away from certain people at these moments. Which parts could be attributed to circumstance or environment, and how much was of your own making?

Could one small step or small difference have changed who you are today?

CONTINUE YOUR REFLECTIONS HERE

Meditation

Find a quiet spot to listen to one of these meditations available from UCLA Health or Mindful Harlem.

- From **UCLA Health**: [Self-Compassion meditation](#)
- From **Mindful Harlem** (find a spot you're comfortable closing your eyes and moving during this meditation): [Walking Meditation](#)

Resources

Watch

- From **People's Action**: [Sulma Arias on the organizing revival](#)
- From **StoryCorps' One Small Step**: [About the Initiative](#)

Quick Reads

- From **Eboo Patel**: [Pluralistic campuses will foster the bridge-builders our divided nations need](#)
- From **Eric Ward**: [Authoritarian State or Inclusive Democracy? 21 Things We Can Do Right Now](#)

Explore

- From the **Rural-Urban Bridge Initiative**: [The Rural-Urban Divide: A Guidebook to Understanding the Problem and Forging Solutions](#)
- From the **Othering and Belonging Institute**: [Narrative Power](#)
- From **Resetting the Table**: [PURPLE](#), a film and [discussion guide](#)
- From **Convergence Center for Policy Resolution**: [Collaborative Problem Solving](#)

**TODAY'S INSIGHTS, PERSONAL ACCOMPLISHMENTS,
REFLECTIONS, AND IDEAS**

Moments of inspiration

Questions I'm sitting with

**I'm proud of myself today
because I...**

Ideas we might be able to adopt

NOTES

NOTES

Day 4 | May 9

Moving to Action

The final day of our time together opens with our Early Risers Breakfast and Wellness block where you'll have one last opportunity to learn some mindful movement and meditation practices to take home with you and incorporate into your everyday life.

Our closing plenary is a call to action to disrupt the cycles of high conflict that are pushing us farther apart and to instead engage in the kind of "good conflict" that can lead to collaborative and inclusive problem-solving and to preserving a healthy and multi-racial democracy.

You'll join a peer-to-peer learning session and then close out the formal event activities by joining your practice team for lunch and one final round of debriefing and reflection, using this time to commit to actions you'll take when you head back home.

TODAY'S SCHEDULE:

7:00–9:00 a.m.	Breakfast and Wellness Activities
9:00–10:30 a.m.	Breakfast and Plenary Session: How 'Good Conflict' Can Save Our Democracy From Toxic Polarization
11:00 a.m.–12:00 p.m.	Peer-to-Peer Learning Sessions
12:00–1:30 p.m.	Lunch and Closing Reflection with Practice Teams
2:00–5:00 p.m.	Optional Post-Event Bus Tour and Bronzeville Winery Visit
2:00–5:00 p.m.	Council Board of Directors Meeting (Invitation Only)

What will you
do now?

How will you apply
what you have
learned in your
**professional and
personal life?**

Recent research by the Walton Family Foundation—[Americans' Views on Change and Collaboration](#)— tells us that a vast majority of the American public (7 in 10) see philanthropy as a critical convener that can bring people together across difference to solve problems. As we begin the last day of Building Together, think about how you will respond to this charge. Today's work is about making a commitment to take what you're learning back to your organizations and your communities to help fulfill that role.

PERSONAL REFLECTION PROMPT

Try to complete this ahead of lunch with your practice team.

Take time to review your previous days' writings and musings, and consider: Did you meet the intention and commitment that you set for yourself, your learning, and your work during the pre-work reflection? Summarize and pull your best ideas and thorniest questions in the worksheet below.

Summative and integrated insights, personal accomplishments, reflections, and ideas:

Moments of inspiration

Questions I'm sitting with

I'm proud of myself today because I...

Ideas we might be able to adopt

PRACTICE TEAM FACILITATION (OVER LUNCH)

- **Check In**
 - + Share your favorite moment from the last four days. (Full group - 20 minutes)
- **Adapted from Liberating Structures**
 - + [What? So What? Now What?](#) (In pairs - 30 minutes)
- **Close out your practice team time together**
 - + Share what you gained from your team members or what you're grateful for (Full group - 25 minutes)

WHAT

Choose one of your big, bold ideas or actions from your personal summative reflection. Take three minutes to journal in this space, then share this idea out loud with your colleagues.

SO WHAT?

Articulate here WHY that idea or action is important. Be specific: What values, organizational or personal commitments, or purpose will you lean back on when you face challenges in applying this action? Take five minutes on your own to journal in this space.

NOW WHAT?

What are three commitments you can make to yourself to support your next steps on this action (e.g., bring it up at a board meeting, ask your manager about it, do some more personal learning, start a campaign or initiative, change a practice or process)? Be specific. Take five minutes on your own to journal in this space, then share these three commitments out loud with your colleagues.

Meditation

Find a quiet spot to listen to one of these meditations available from Greater Good in Action, Haven Inspired, or Insight Timer.

- From **Greater Good in Action**: [Meditation for Practicing Gratitude](#)
- From **Haven Inspired**: [Five Minute Gratitude Practice](#)
- From **Insight Timer**: [Meditation Exploring Commitment](#)

Resources

Quick Reads

- From **Layla Zaidane**: [Young Candidates Running in the 2022 Midterms Could Reshape US Politics](#)
- From **Wendy Feliz**: [To Bridge Our Division, We Must Overcome the Zero-Sum Mindset](#)

Listen

- From **On Being with Krista Tippett**: [Interview with Amanda Ripley](#)
- From **The Hopeful Majority Podcast with Manu Meel**: [Interview with Layla Zaidane](#)
- From **TED Talk: Crossing Borders: The Reconciliation of a Nation of Immigrants**, with Ali Noorani

Explore

- From **Amanda Ripley**: [High Conflict: Why We Get Trapped and How We Get Out](#)
- From the **American Immigration Council**: [Belonging Barometer Report](#)

NOTES

NOTES

Back Home, Two Weeks Later: Reflection and Recommitment

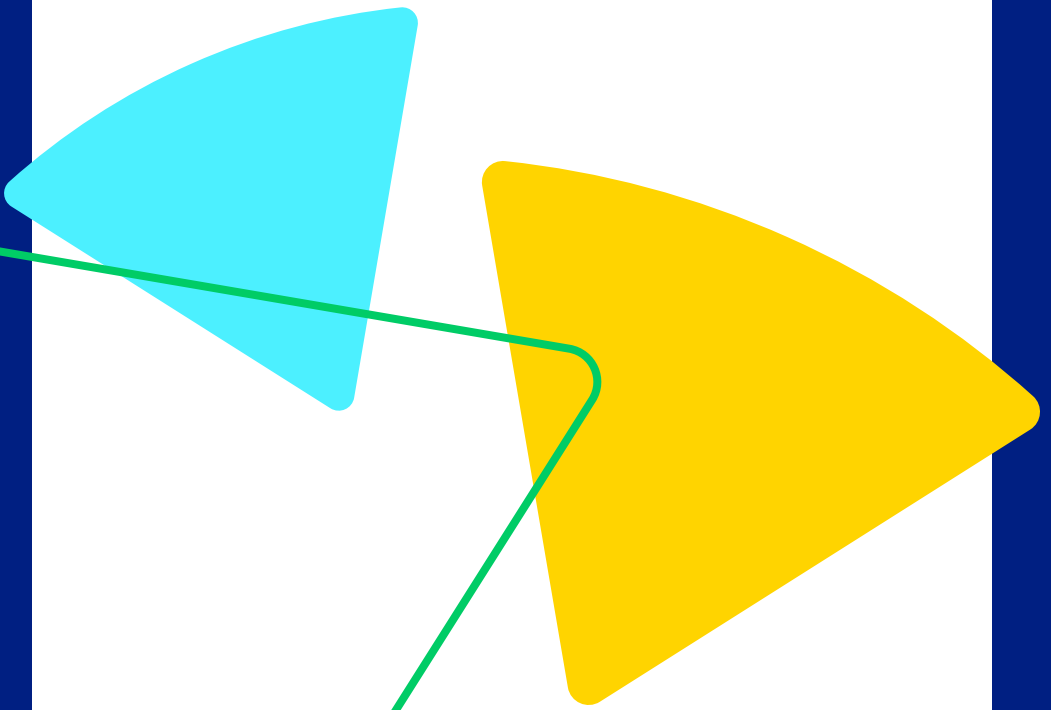
Set aside an afternoon from meetings and work and take a moment for yourself to do some internal work.

Use the space below to reflect on your time in Chicago.

- What has stuck with you – what did you share with colleagues or friends when you returned?
- What came up for you as you returned to your day-to-day life? Did you find yourself pausing for mindfulness or trying out some of the skills you learned?
- Do you feel committed to continuing your learning and practice to navigate differences in service of the greater good?

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Key Concepts

Belonging—(1) Belonging is associated with thriving behavior; it refers to the quality of fit (or potential fit) between oneself and a setting (Walton & Brady 2015); (2) Attributes of belonging include social and emotional connectedness, being valued for one’s whole and authentic self, and the level of agency or co-creation one experiences in that setting (see Belonging Barometer); (3) The antidote to othering ([here](#)), belonging asks each of us to commit to co-creating new structures built for everyone. (4) Describes values and practices where no person is left out of our circle of concern. Belonging means more than having just access, being seen or feeling included. It means that every member has a meaningful voice, that their well-being is considered, and that they have the opportunity to participate in the design of political, social, and cultural structures. Belonging includes the right to both contribute and make demands upon society and political institutions ([here](#)).

Bridging, or Bridge Building—To bridge involves two or more individuals or groups coming together across acknowledged lines of difference in a way that both affirms their distinct identities, and allows for a cohesive, more inclusive, durable, and more expansive “we” that can be identified and recognized to bring about belonging and greater social justice. The new “we” that results need not agree on everything, or even very much; but its members should have a shared empathy and lasting stake in one another ([here](#)).

Building Common Ground—(1) A tool or strategy that groups use to get a decision made or problem solved ([here](#)). (2) A process whereby every diverse voice has value and is embraced, and through the process of building common ground, the purpose, processes, functions, and messages become owned and promoted by all ([here](#)). (3) An intentional activity and dialogue that allows participants to share about themselves, discover commonalities with others, and learn more about differences among the group ([here](#)).

Civic Infrastructure—The places, policies, programs, and practices that undergird strong communities and foster civic engagement (RAND, [here](#)); The places, spaces, leaders, organizations, and networks that facilitate and undergird civic life (Trust for Civic Life, [here](#)); “The seams of democracy. Often they remain hidden, but when they start to fray then the entire thing starts to fall apart.” - Hahrie Hahn

Dialogue—People use the word “dialogue” to describe a variety of conversations and communication styles. Dialogue is designed to help people build relationships across differences in order to address their communities’ most pressing challenges.

Intergroup Contact—Refers to situations where people from different social groups—such as people from different racial, ethnic, religious, or national groups—interact with each other. A large body of research confirms that having people from different social groups meaningfully engage with each other can help to reduce prejudice and increase social cohesion ([here](#)).

Othering—Treating people from another group as essentially different and generally inferior to the group you belong to (Susie Wise); (2) The denial of a person or group’s humanity based on their identity and the process of generating structural inequality found at every level of society ([10 Principles of Belonging](#))

Pluralism—The recognition and affirmation of diversity of backgrounds, belief systems, and lifestyles within a political body. It has also been interpreted more expansively to mean a full embrace of difference as a valuable source of creativity, prosperity, and thriving. (Masters, Wikipedia)

Polarization—Ideological polarization refers to the divergence of political attitudes away from the center, towards ideological extremes. Affective polarization refers to the tendency for partisans to dislike, distrust, and even dehumanize those on the opposing side. (Masters, Kleinfeld)

Trust—Refers to the belief in the reliability, truth, ability, or strength of a person, group, institution or governing body. Trust in other residents or citizens is termed horizontal trust, while the trust that citizens have for governing institutions is termed vertical trust.

