

The International Trustbuilding Program a “taster”

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Initiatives
of Change

Goals for today

- ▶ Review key principles of trustbuilding
- ▶ Engage in activities, conversation and personal reflection
- ▶ Illustrate with some examples of trustbuilding from Richmond, VA

Why trust?

- ▶ Trust is social capital, the foundation of democracy
- ▶ Without trust we can't tackle the most urgent needs in society
- ▶ The biggest challenges are not **technical**; they require **adaptive change**: new learning, new attitudes, new relationships, new behavior:
TRUST

Purpose of the TB Program *Not just a “training” program*

- ▶ Equip community leaders at all levels with the **inner qualities** and skills to build trust across deep divides, **heal historical wounds**, bring together diverse groups in **honest conversation**, and develop and sustain diverse teams and **multi-sector networks** working for social cohesion and equity

<https://youtu.be/3utUQW7hjDM>



Our experience of trust

- ▶ Reflect: A time when you were trusted. How did that feel? And a time when you were not trusted?
- ▶ Discuss: Where has trust been broken, or where does it need to be built in your community, neighborhood, school or family?

1. Starting with yourself - becoming an authentic leader



Personal authenticity

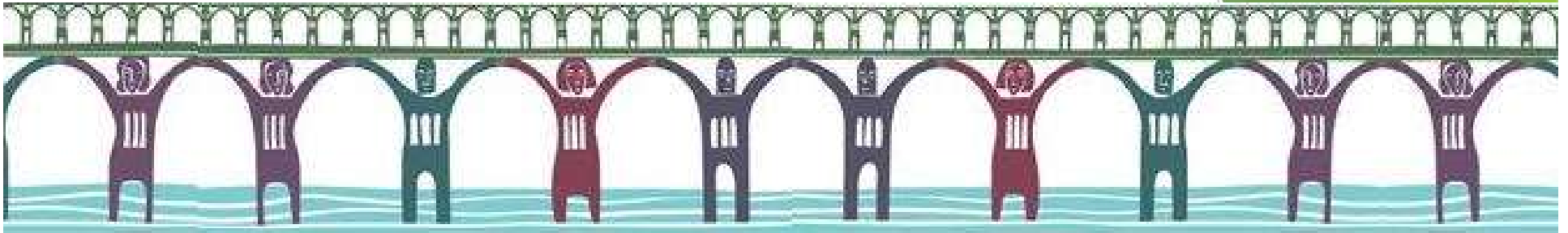
Failure to root social justice efforts in a strong inner life & lived-out values can endanger the most idealistic efforts.

“We need to be personally responsible and socially just.”

Jim Wallis, founder of Sojourners

“The root of what I condemn in others is found at long last in the soil of my own back yard.”

Howard Thurman, civil rights leader and theologian



“The bridge of trust must be strong enough
to bear the weight of the truth you are trying
to deliver”

John Coleman, Jr.
Corcoran, *Trustbuilding*

Building awareness & strong inner life

- ▶ Inner resources: Quiet time/reflection; values for personal life and public action.
- ▶ Self-awareness: privilege and unconscious bias; hot buttons/triggers

Building Blocks of Trust

- ▶ Honesty about our failures
- ▶ Purity in our motives
- ▶ Unselfishness in our support of others
- ▶ Love in our readiness to forgive and accept forgiveness

Corcoran, *Trustbuilding:
An Honest Conversation
on Race, Reconciliation
and Responsibility*

Quiet time

A time of
Connection
Correction
Direction

Jean Brown



Rob & Susan Corcoran with community activists Collie and Audrey Burton, Richmond Virginia



Richmond city administer Howe Todd (left)



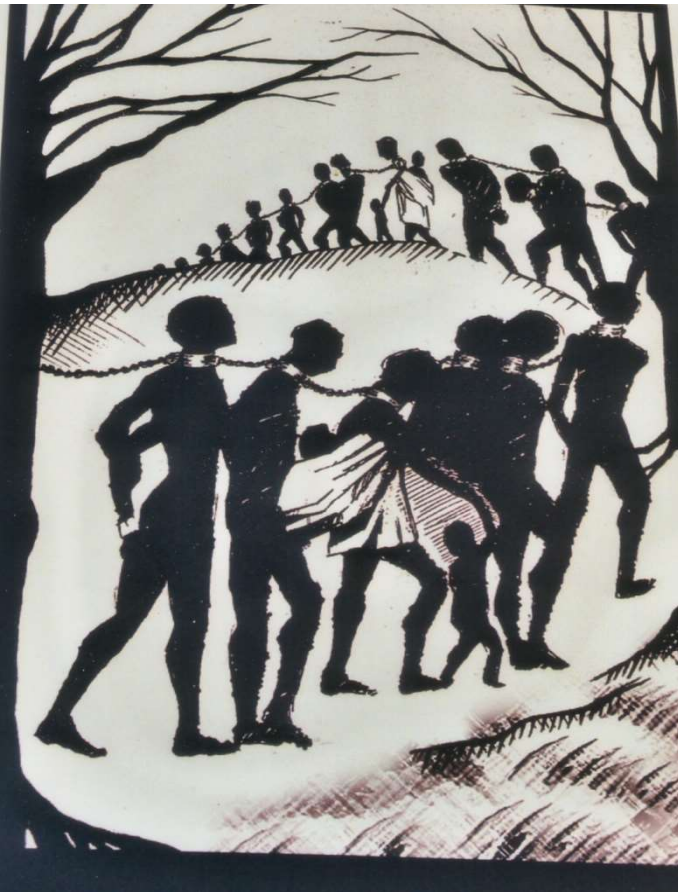
Personal reflection



- ▶ When you think about being a trustbuilder, what seems like your own biggest personal strength, your biggest challenge?

2. Healing wounds of history - the power of story

Pain not transformed is transferred



Narrative change

- ▶ How are we maintaining the status quo of unhealed historical wounds and their legacy?
- ▶ How do history and stories shape our identity (positive and negative impact)?
- ▶ How do history and false narratives impact current policies and maintain inequitable structures?
- ▶ How do we create new shared narratives? How do we use this to promote social cohesion?

Walking through history: creating new, shared narratives

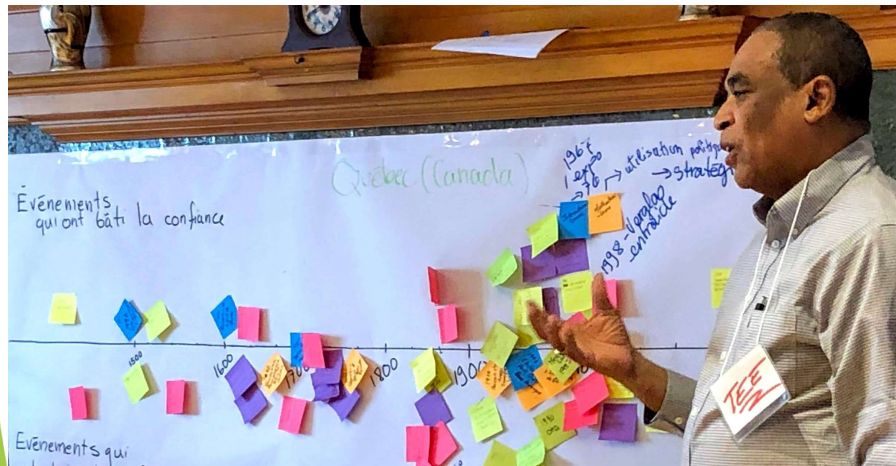


- ▶ Truth telling
- ▶ Acknowledgment
- ▶ Repentance
- ▶ Forgiveness
- ▶ Restoration/Repair
- ▶ Accountability



History timeline

- What are the events or policies that have built or undermined trust in our community?





Connecting history with data

- ▶ History impacts structures that continue to keep people trapped in poverty
- ▶ Many well-intentioned people have no knowledge of policies that created these conditions
- ▶ Stories + data impacts people more than data alone and motivates them for action

Connecting history with data

- ▶ Data by respected academic “truth-teller”
- ▶ Collaboration with another nonprofit & funder
- ▶ Creation of DVD & dialogue guide
- ▶ Training of 40 facilitators
- ▶ Implementation (80 presentations to organizations)
- ▶ Interface w/public bodies, gave platform/impetus for mayor’s commission on poverty
- ▶ Media coverage
- ▶ Evaluation showed impact of history + data
- ▶ City creates Office of Community Wealth Building



Reflect and discuss:

- ▶ What difficult history or story is not being told in your community or family?
 - ▶ How might you begin to tell this story?
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3. Engaging everyone in honest conversation



Debate vs dialogue

DEBATE	DIALOGUE
Assuming that there is a right answer and that you have it	Assuming that many people have pieces of the answer and that together they craft a new solution
Combative: participants attempt to prove the other side wrong	Collaborative: participants work together toward common understanding
About winning	About exploring common ground
Listening to find flaws and make counter arguments	Listening to understand, find meaning and agreement
Defending assumptions as truth	Revealing assumptions for re-evaluation
Critiquing the other side's position	Re-examining all positions
Defending one's own views against those of others	Admitting that others' thinking can improve on one's own
Searching for flaws and weaknesses in other positions	Searching for strengths and value in others' positions
Seeking a conclusion or vote that ratifies your position	Discovering new options, not seeking closure

Preparing for dialogue

- ▶ *What conversation is not taking place?*
- ▶ *Who needs to be at the table?*
- ▶ *How might you invite them?*

Arc of a dialogue

1. Why are we here? What are our hope and intentions? Common agreements, creating the container.
2. What are our personal experiences?
3. What is the meaning of these experiences in the context of the wider community?
4. What have we learned? What will we do with what we have learned?

Intragroup dialogue

Sometimes opposing groups need their own honest conversation before they can engage with the other group

- ▶ What have we done/are doing in our group that contributes to the problem?
- ▶ What do we need to hear from the other group to begin to build trust?

Reflection and discussion

Have you been part of a dialogue? What were its strengths and weaknesses?

If you were to organize a dialogue, would it be with people of different groups or within a group?
(Intergroup or intragroup?)

4. Building and Sustaining a Diverse Team & Network



*"One stick
does not
make a
strong fire."
Syngman Rhee
peacebuilder and
moderator
Presbyterian Church
USA*

- ▶ "If we are going to carry on a vision for justice and peace we must learn to be a team. However brave and talented I may be, without a container or framework, compassion and commitment can become wrongly directed."

An intentional focus on developing authentic partnerships & networks

- ▶ The team must demonstrate the change and the relationships it wants to see in the wider community
- ▶ Engage people of different or opposing views as potential allies
- ▶ Build partnerships that serve others without a personal agenda or need for credit

A team needs

Visionaries

Managers

Thinkers

Nurturers

Innovators

Presenters

Facilitators

Activists

Types of Teams & Networks

Project/organizational teams, partnerships, coalitions, local, national & international

- ▶ **Core teams** (*Explicit*) - *Close-knit groups of activists, dedicated to specific tasks, with shared vision and values.*
- ▶ **Networks** (*Implicit*) - *community-wide networks of people carrying forward different enterprises, also connected by shared values and vision.*

Discovering the team #1

Living to make the other person great

How might I enable others to make their best contribution?

- ▶ Is there someone in my team who might welcome my support?
- ▶ Is there someone in the wider community who is doing potentially important work? How might I/we support them?



Discovering the team #2 *Seeking support*

Are there people in my team or the wider community who could give me/us support?

- ▶ Is there someone who can be a personal resource for me?
- ▶ Are there people in the wider community who might be resources for our collaborative efforts?

Discovering the team

3

Engaging hard-to- reach people

How to respond positively to challenging people or groups?

- ▶ Someone in the team who difficulties for me or for others? How might I respond to this person differently?
- ▶ Someone or group in the public arena blocking constructive change? How might they be approached as potential allies?

For reflection and discussion

- ▶ Is there someone in my team who might welcome my support? Is there someone in the wider community who is doing potentially important work? How might I/we support them?
- ▶ Is there someone in my team, who I find difficult to work with? How might I deal with them differently? Is there someone in the wider community who appears an obstacle to constructive change? How could they be approached as a potential ally?

Reflection & Action: What will I do?

- ▶ Is there some **change** I can make in my life to be a better trustbuilder?
- ▶ Is there some **story** or history to share, or some wound to heal?
- ▶ Is there a **person** I will reach out to?
- ▶ Are there **others** I can work with?