



THE LATEST

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Group i&i Convenes Dialogue to Explore Organizational Peacemaking

Over the last year and a half, leadership from Group i&i and Leadership Alchemy have convened several focus groups to further build on a shared desire to address issues affecting social justice and peacemaking in organizations. In a series of five facilitated focus groups, over 60 individuals from five different countries and a wide variety of sectors shared their experiences, aspirations, and ideas on how to realize peacemaking behaviors in the world.

Group i&i has synthesized a list of organizational needs and areas of challenge that emerged from these conversations. (**See the image below.**) Focusing on these needs could advance a collective mindset for peacemaking and justice-making among organizations. In addition, participants identified helpful resources many of which are included in the bibliography, **also found below.**

Are you interested in learning how you can help bring peace to your organization? Send an email to Jeremiah at jeremiah@Groupi-i.com.

Group i&i is a firm based in Union, NJ, focused on advancing communities. Through its work, it helps facilitate the development of partnerships, fostering of community dialogue, and empowerment of individuals through education, employment, and personal development. The firm's activities revolve around strategic funding, outcomes and impact evaluations, and forward-looking, strategic organizational development.

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Cassandra O'Neill, Founder and CEO of Leadership Alchemy, is an experienced consultant and life-long learner driven by values of social equity. Cassandra helps diverse teams engaged in impactful work to build collective leadership and action by deepening their understanding of self and others. She co-authored a book on collective leadership and an article in Nonprofit Quarterly called Five Elements of Collective Leadership. Ms. O'Neill is certified in Conversational Intelligence for Coaches and Appreciative Living Coaching.

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**Organizational Needs
& Areas of Challenge**

TRUST

psychological safety
vulnerability
connections



ENGAGEMENT

fervent discussions
honest feedback
healthy conflict
risk-taking



SELF-REFLECTION

urgency in check
initiatives in context
imagination



ALIGNMENT

values congruency
transparency
distributive leadership



BELONGING

togetherness
respect & equity
inclusivity



Paxology Focus Groups—Resource List

These are some of the resources mentioned by participants during the Paxology focus-group conversations in December 2018 and January, April and December 2019.*

1. The Collective Impact Forum, <https://www.collectiveimpactforum.org/what-collective-impact>
2. Edgar Schein's latest book, *Humble Leadership* (Berrett-Koehler, 2018), also: *Organizational Culture and Leadership* (Jossey-Bass, 2010) {Schein also developed an Organizational Culture Model}
3. Amy Edmondson, Harvard University: *How Organizations Learn, Innovate and Compete in the Knowledge Economy* (Jossey-Bass, 2012), *Teaming to Innovate* (Jossey-Bass, 2013)
4. Ken Wilbur's integral approach, *A Theory of Everything* (Shambala Publications, 2000)
5. Kegan and Lahey, *Immunity to Change: How to Overcome It and Unlock the Potential in Yourself and Your Organization* (Harvard Business Review, 2009), and *An Everyone Culture: Becoming a Deliberately Developmental Organization* (Harvard Business Review, 2016)
6. Jody Hoffer Gittel, *Transforming Relationships for High Performance: The Power of Relational Coordination* (Stanford University Press, 2016) and *Sociology of Organizations: Structures and Relationships* (Pine Forge Press, 2012)
7. Stewart Friedman, *Total Leadership: Be a Better Leader, Have a Richer Life*. (Harvard Business Review, 2014)
8. Frederic Laloux, *Reinventing Organizations*, and an article published in strategy + business, Autumn 2015, "The Future of Management is Teal"
9. Rafe Sagarin, *Learning From the Octopus: How Secrets from Nature Can Help Us Fight Terrorist Attacks, Natural Disasters, and Disease* (Basic Books, 2012)
10. Glenda Eoyang, Human Systems Dynamics (HSD)—"a theory and practice for transforming intractable problems into patterns of possibility." See for resources www.hsdinstitute.org
11. Adam Kahane, *Collaborating with the Enemy*, (Berrett-Koehler 2017)
12. Scott Page, *The Difference: How the Power of Diversity Creates Better Groups, Firms, Schools, and Societies - New Edition* (Princeton University Press, 2007)
13. The Arbinger Institute, *The Anatomy of Peace: Resolving the Heart of Conflict* (Berrett-Koehler, 2006)
14. Roger Schwarz's work on Mutual Learning, <http://www.schwarzassociates.com/what-is-the-mutual-learning-approach/>
15. Barry Johnson, *Polarity Management: Identifying and Managing Unsolvable Problems* (HRD Press, 1996)



16. A Path for Warriors for the Human Spirit, a training program by Margaret Wheatley, *Who Do We Choose To Be? Facing Reality | Claiming Leadership | Restoring Sanity*
17. Russ Ackoff, systems thinker, *A Lifetime of Systems Thinking*.
<https://thesystemsthinker.com/a-lifetime-of-systems-thinking/>

* This is not an exhaustive list but simply resources shared by the focus group participants, nor is the list presented in a standard academic citations format.

