

Creating a Mosaic: A journey to social cohesion

Presented by Bob Rosenfeld,
CEO, Idea Connection Systems, Inc.



This is a story of “our” journey to transform our culture...

MOSAIC Partnerships™

EXCLUSION



TO

INCLUSION



Purpose & Agenda



Applying Mosaic principles and design to create better relationships between diverse community members.

1. What is Mosaic/Bi-Racial Partnerships program?
2. Why was this necessary?
3. How does this fit with the vision of an inclusive Topeka community?
4. How does this work? What does it look like?
5. Resulting effect on participants



Mosaic Purpose

To promote the **essential building blocks** of a community by **creating trusting relationships** between people of different racial and/or ethnic backgrounds.

This serves as a catalyst to **appreciate, embrace** and **leverage** human differences—starting a community down the path to creating an **inclusionary state**.



Mosaic Purpose



Mosaic is a program that **leverages a partner pairing process** to connect diverse individuals and clusters with the goals of:

1. Developing intercultural competence
2. Discussing challenging issues impacting well-being
3. Building empathetic partnerships
4. Leads to community and police engagement

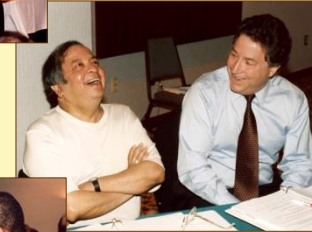


Mosaic Partnerships™ are...

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FELLOWSHIP



TRUST



COMMUNITY



ACTION



AT&T CEO Randall Stephenson on Racial Tension in American Society

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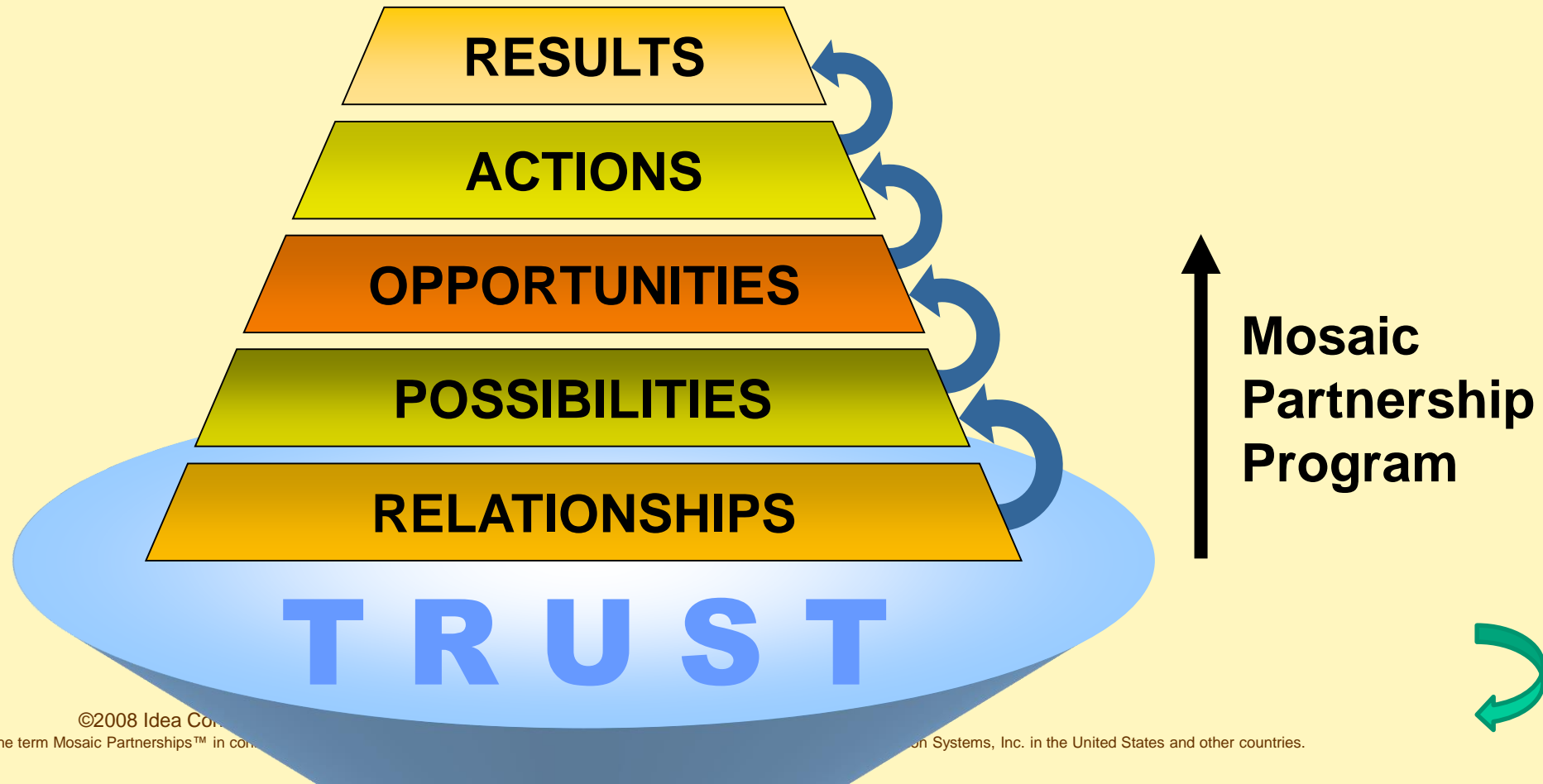
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Trust is the Foundation

Trustworthiness is the **greatest portal leading unto the tranquility and security** of the people.

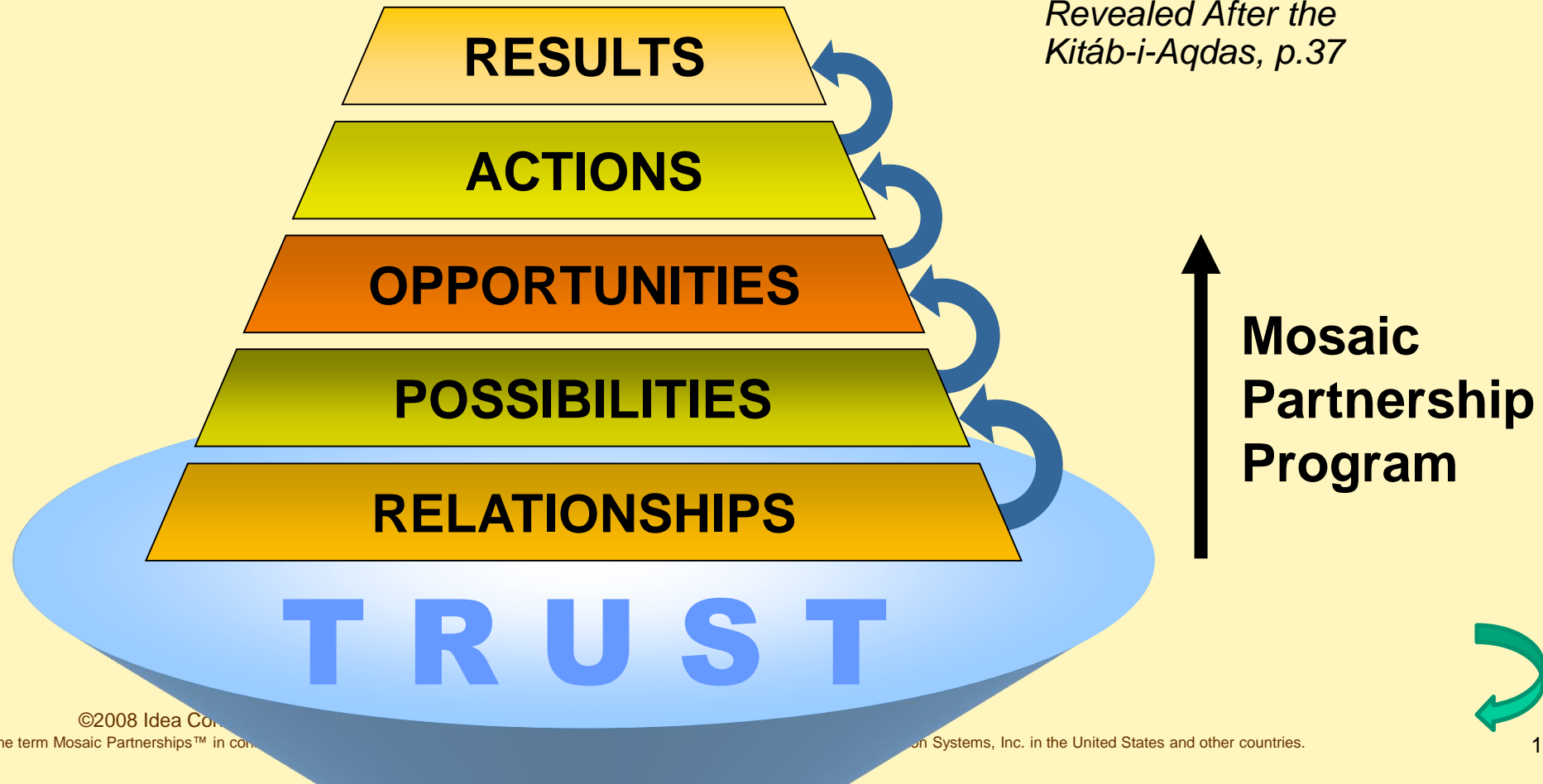
—Tablets of Bahá'u'lláh



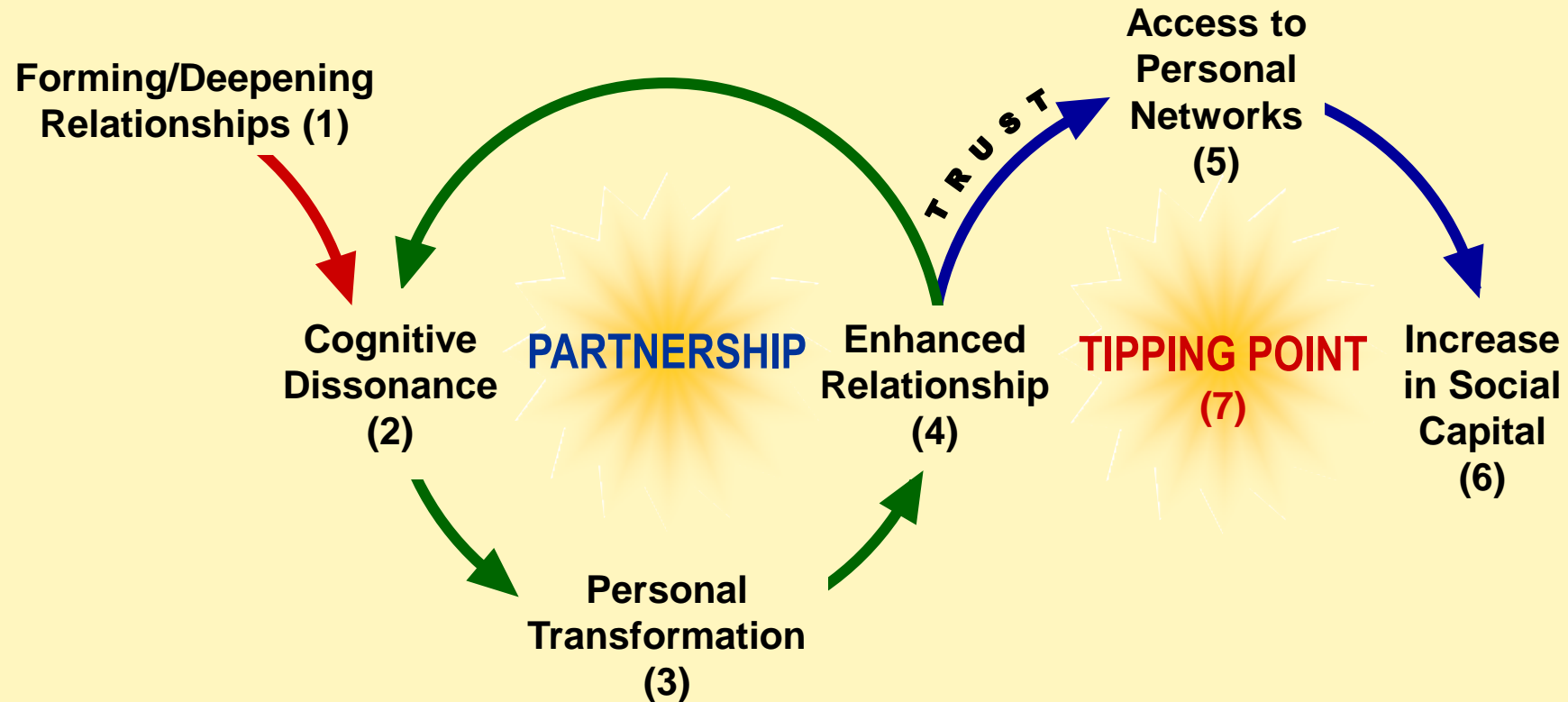
Trust is the Foundation

Trustworthiness is the **greatest portal** leading unto the tranquility and security of the people. In truth the stability of every affair hath depended and doth depend upon it. All the domains of power, of grandeur and of wealth are illumined by its light.

—Tablets of Bahá'u'lláh
Revealed After the
Kitáb-i-Aqdas, p.37



Mosaic Transformational Process Foundation to Building Trust



MOSAIC PARTNERSHIPS – AN “IN PROCESS” STEP TO ACHIEVING SOCIAL CHANGE OUTCOMES

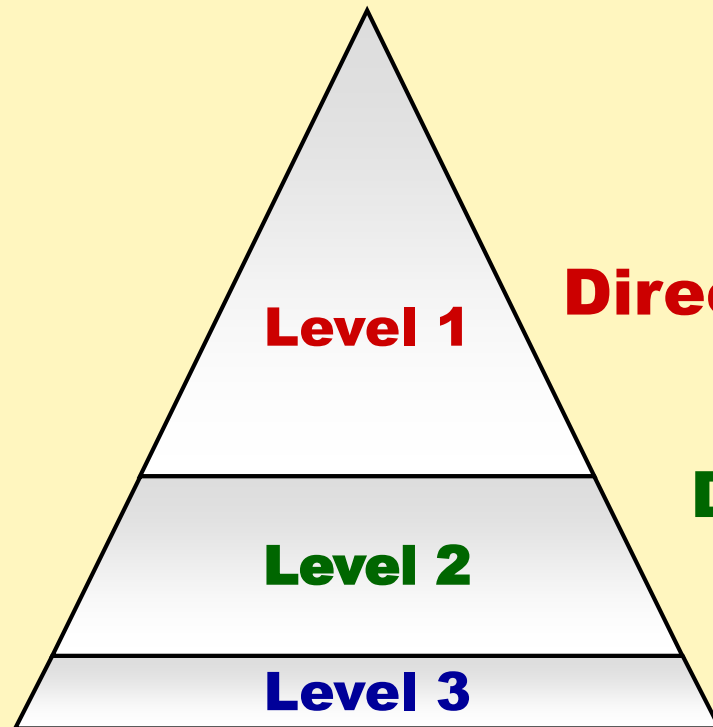


Mosaic Partnerships - Methods



Human beings change based on three levels of experience.

Least to Most effective:



Level 1

Direct Personal Experience

Level 2

Direct Observation
(vicarious experience)

Level 3

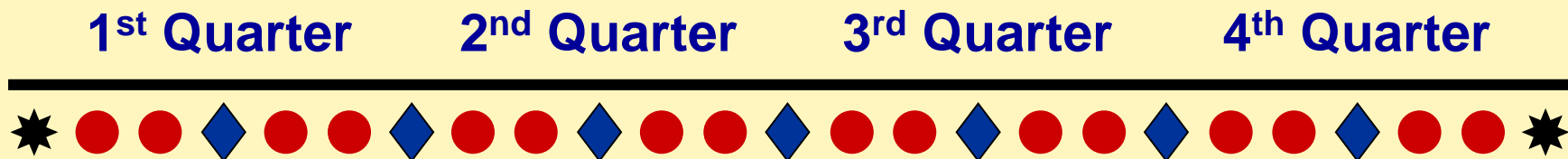
Indirect Verbal Persuasion (Media)



Pathway for Partnering - Activities



- Partners meet with each other 4 times quarterly
- ◆ Partner pairs (cluster group) meet 7 times throughout the year
- ★ All Participants (large group) meet twice, at the Orientation and Final Celebration



Cluster Group Gatherings - Activities



No. 1 Cluster Gathering
Friendship

No. 2 Cluster Gathering
Open Discussion

No. 3 Cluster Gathering
Culture

No. 4 Cluster Gathering
Open Discussion

No. 5 Cluster Gathering
***The Other / Monumental
Ideals, Part I***

No. 6 Cluster Gathering
Open Discussion

No. 7 Cluster Gathering
***The Other / Monumental
Ideals, Part II***



Getting to Know You

Question Set No. 1



GETTING TO KNOW YOU

Purpose:

The purpose of this process is to guide and accelerate the development of the relationship between you and your partner. The goal is simply for two people to get to know one another in greater depth. We have found that exploring the suggested questions, using the guidelines shown below, will accelerate this process.

This is not about answering all the questions suggested. It is about asking meaningful questions, listening to your partner's responses, and telling your own story. Feel free to ask questions that are not on this list, including follow-up questions, to explore a given area in greater detail. As you answer each question, consider using autobiographical stories as a way to help your partner get to know about your life and the path that has led you to be who you are today.

Process:

1. Look through all the questions attached. If you already know the answer to a question about your partner, place a check (✓) in the box to the right of that question.
2. Select a question to ask your partner, which you would also be willing to answer.
3. Ask your partner if they are willing to answer the question. If yes, proceed to:
 - a. Ask the question you selected and listen carefully to their response.
 - b. Allow your partner to answer the question fully as you listen.
 - c. Briefly paraphrase what you heard your partner tell you.
 - d. Then answer the same question, with your partner listening carefully to your response.
 - e. Have your partner briefly paraphrase what they heard you say.
4. Mark the question as "discussed" by placing a check (✓) in the box to the right of that question.
5. Now switch, so your partner picks a new question, and begin the process again.

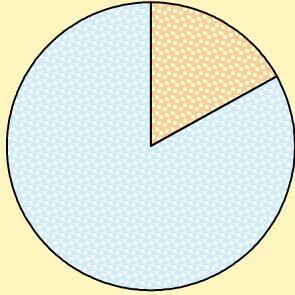
Suggestions:

- Some people talk more than others. Try to balance the amount of time each person "has the floor."
- Listen carefully! Give your partner your undivided attention, and try to really hear the heart of what they are telling you.
- If a question is finished, then you may ask questions for clarification.

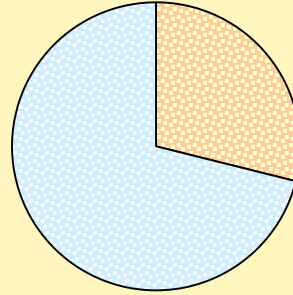
Partner are confidential!



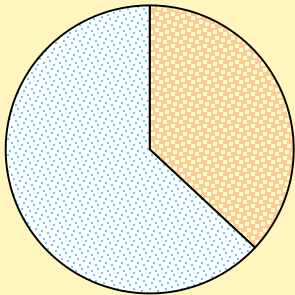
U.S. Demographic Trend



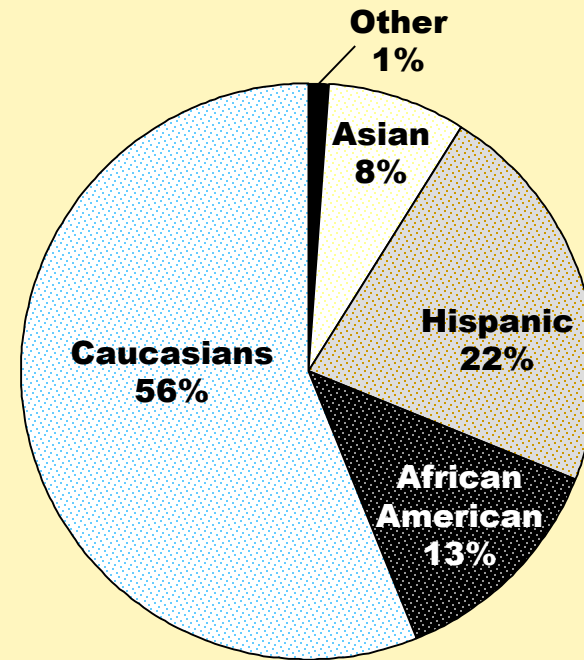
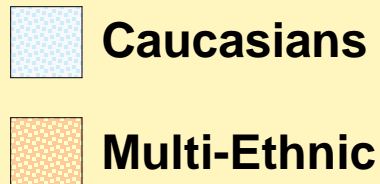
**1982: Less than
20% Minorities**



**2002: 29%
Minorities**



**2022: 37%
Minorities**



**By 2042: Almost 50%
of Americans will be
what we now call
Minorities**

(Source: U.S. Census Bureau 2000)



Principles to Create the Human Mosaic Community



Principles

1. Recognition of the Oneness of Humankind
2. Freedom from Racial Prejudice
3. Start with the Leaders
4. Unity First
5. Primary Requisites for the Human Mosaic: Truthfulness and Trustworthiness
6. Transformation occurs through fellowship, intimacy and love
7. Eliminate blind imitation of the past
8. Reciprocity and Cooperation are required for humanities physical and spiritual well being

Ignoring the ills of racial prejudice has/will wreak havoc on American cities



If we go on this journey...

EXCLUSION



TO

INCLUSION



The Key is Relationships!

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AT&T CEO Randall Stephenson on Racial Tension in American Society

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Milwaukee Mosaic Partners – Fox News 2007 – Year 1

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Partnerships of Trust



Biracial Partnerships for *Unity of Vision*
during times of strife.



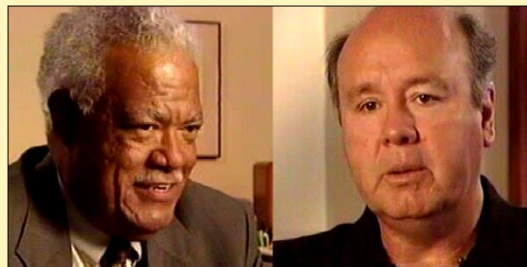
Participant Testimonials

Video clips provided courtesy of WOKR13



Al Simone, President—Rochester Institute of Technology

Gladys Santiago, Sr. Vice President—Iberio-American Action League



Mayor William A. Johnson—City of Rochester

Peter Jemison, Ganondagan State Historic Site



Danny Wegman, President—Wegmans Food Markets

Wade Norwood, Rochester City Councilman



Robert Miller, President—Nazareth College

Jean G. Howard, President—Wilson Commencement Park



Brenda D. Lee, Assistant Dean— University of Rochester, School of Medicine & Dentistry

Sandra L. Frankel, Supervisor—Town of Brighton



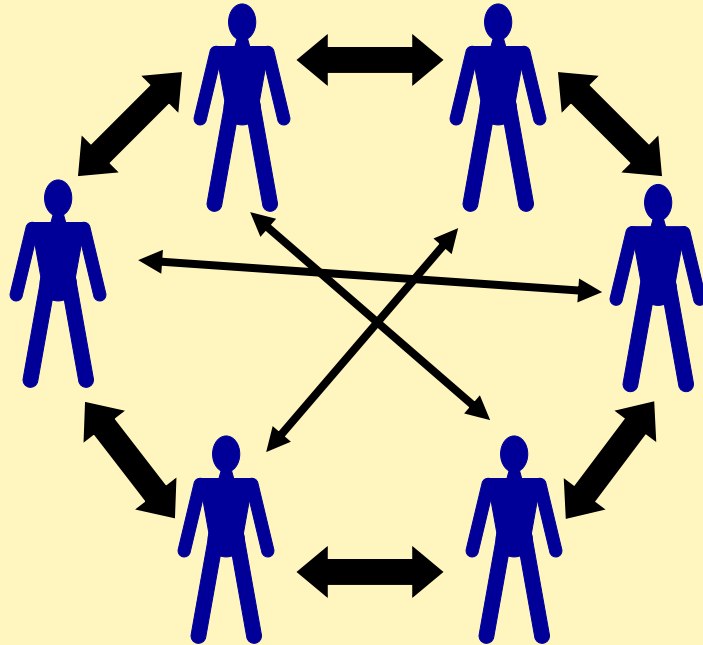
1. Appropriate matching of Partners
2. Community & Leadership
Commitment
3. Trained coaches
4. Applying proven methods and
principles
5. Materials designed for participants
(Leadership and Community)



Two Types of Social Networks

Bonding Networks

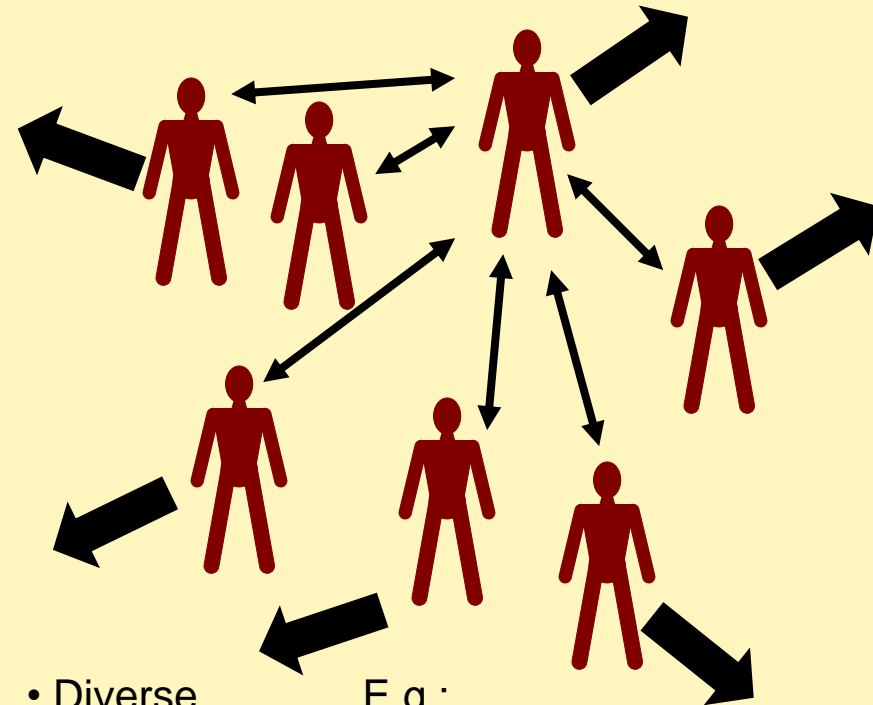
- Facilitates “solidarity”
- Strong Ties



- Homogeneous
 - Exclusive
 - Inward focus
- E.g.:
- Families
 - Fraternal Clubs

Bridging Networks

- Facilitates “getting things done”
- Weak Ties



- Diverse
 - Inclusive
 - Outward focus
- E.g.:
- Women’s Rights Movement
 - Environmental Protection Adoption



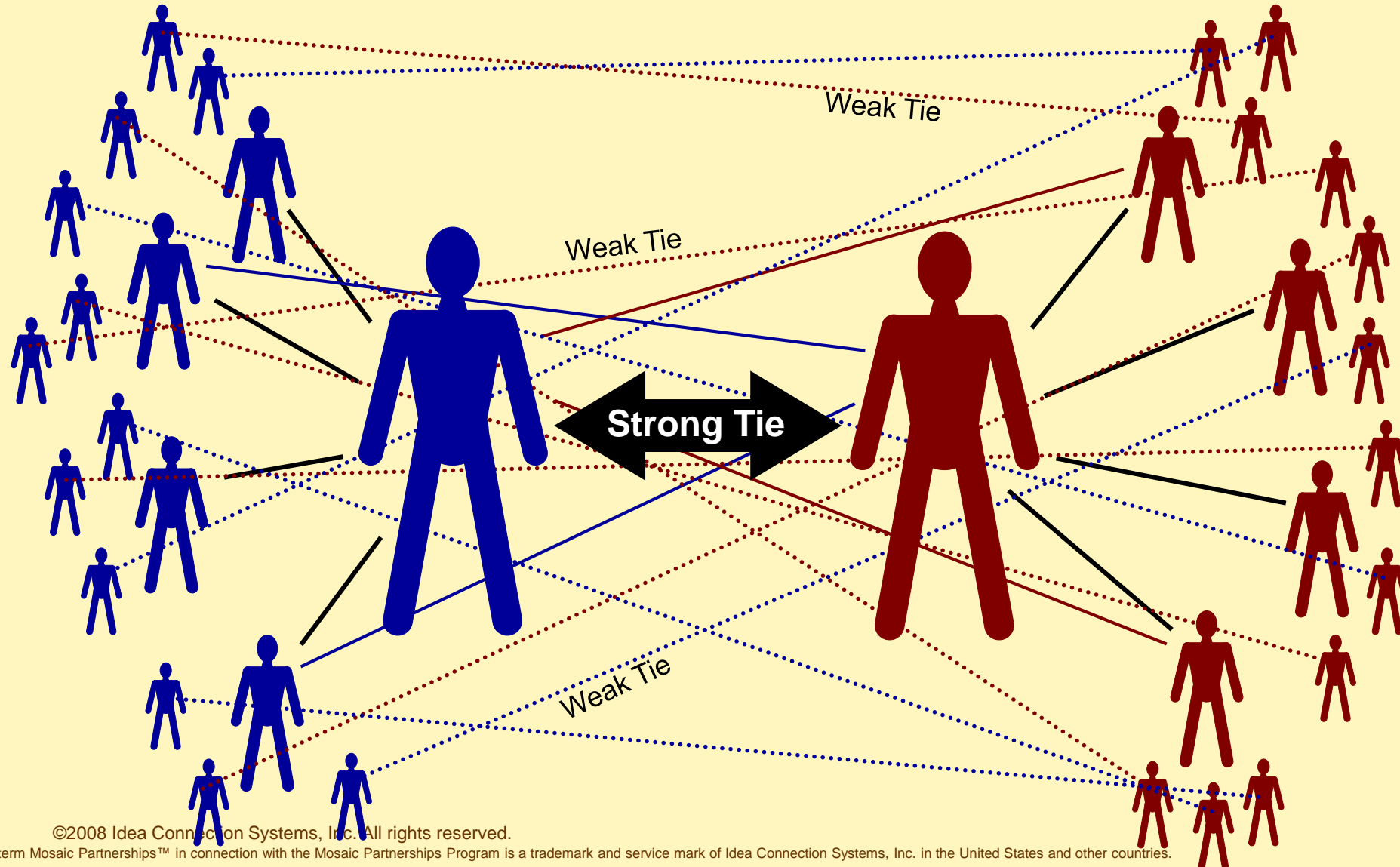
How Mosaic Partnerships™ Builds Social Capital



- Provides direct experiences for community members to **become more aware and sensitive to the perspectives and experiences** of community members who are different from themselves (racially and ethnically)
- Fosters reciprocal **trusting** relationships between community members across race and ethnicity (Strong Ties)



Expanding & Integrating Social Networks: Strong & Weak Ties



How Mosaic Partnerships™ Builds Social Capital



- Mosaic Partners **open** their Bonding Networks to each other
- Mosaic Participants **open** Bridging Networks to each other
- Mosaic Participants **create** Social Capital
 - Partner to Partner
 - Cluster Groups



Spiritual Principles to Create the Human Mosaic Community



Principles

1. Recognition of the Oneness of Humankind
2. Freedom from Racial Prejudice
3. Start with the Leaders
4. Unity First
5. Primary Requisites for the Human Mosaic: Truthfulness and Trustworthiness
6. Transformation occurs through fellowship, intimacy and love
7. Eliminate blind imitation of the past
8. Reciprocity and Cooperation are required for humanities physical and spiritual well being

Ignoring the ills of racial prejudice has/will wreak havoc on American cities



THE PROBLEMS TODAY ARE:

- 1. Breakdown in personal morality**
- 2. Fracture in social functioning**
- 3. Alarming decline of community**

Source:

Dr. Peter Khan, member of the Universal House of Justice, Talk
presented in Vancouver, B.C. on August 20, 2005

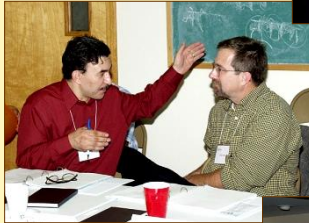
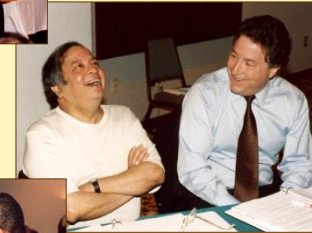


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Ripple Effect: Wade & Danny



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Milwaukee Mosaic Partners – Fox News 2007 – Year 1

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Sample Community Leader Mosaic Participants



Business

- CEO, VP, Directors, Owners

Education

- Superintendents, Principals
- School Board
- Univ/College Pres., Provosts

Elected Officials

- Mayor
- Co. Executive
- City Council Members
- Judges

Financial Services

- Bank Pres.; VP Com Relations
- Pres, VP, Investment Firms

Religious

- Bishops, Pastors, Rabbis, Ministers

Civic/Government/Economic Dev/ Arts

- Chief of Police, Fire Commissioner, Co. Sheriff
- Dir. Public Health
- Econ Dev Commissioner
- Pres. Chamber of Commerce
- SBA Director
- Ex.Dir. Arts Council

Legal

- Law Firm Managing Partners

Media

- Publisher, City Newspaper, Business Journal
- TV and Radio Station Owners, Managers

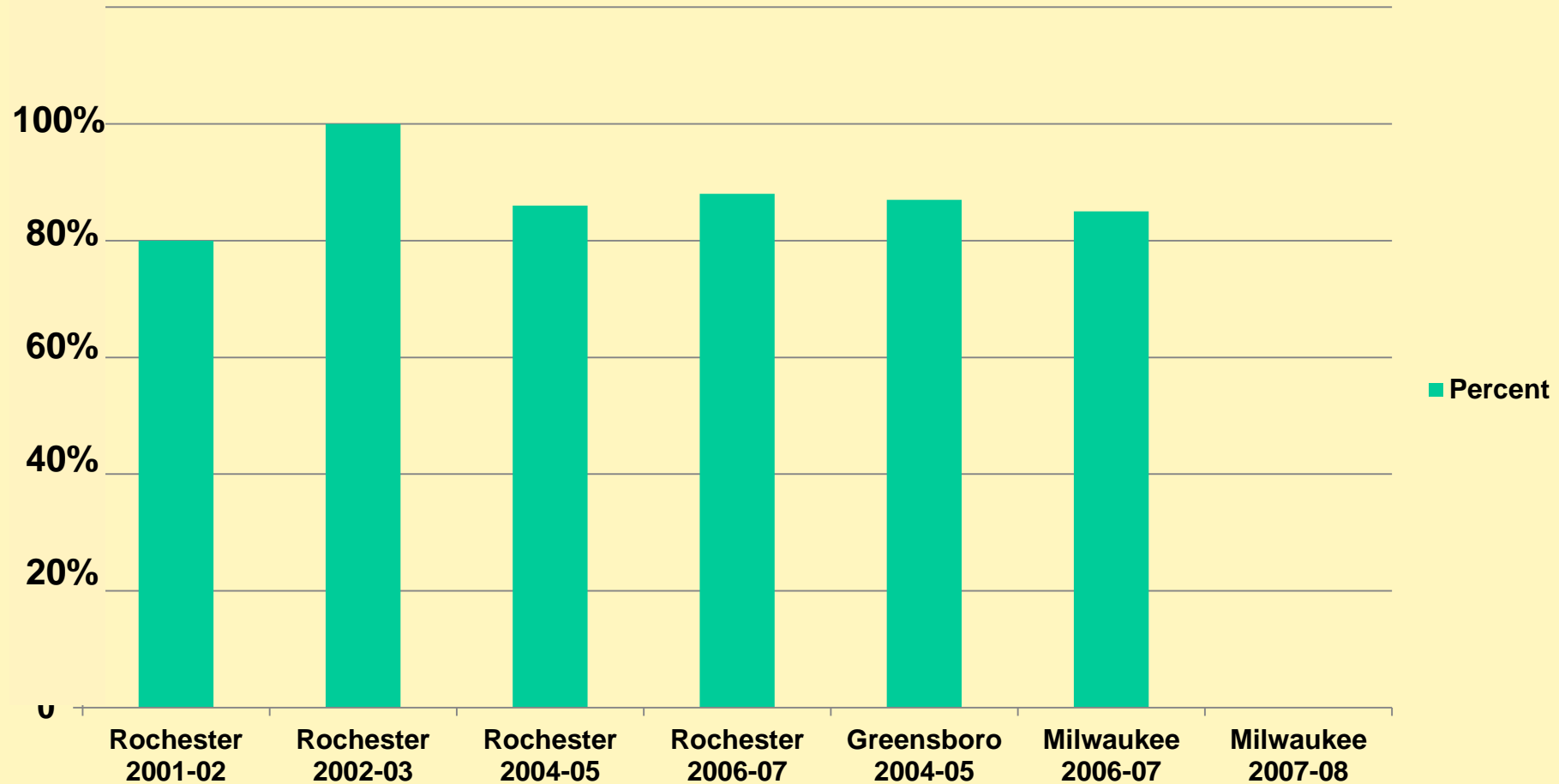
Social Services

- Exec.Dir. YWCA, YMCA, Mental Health Assoc;



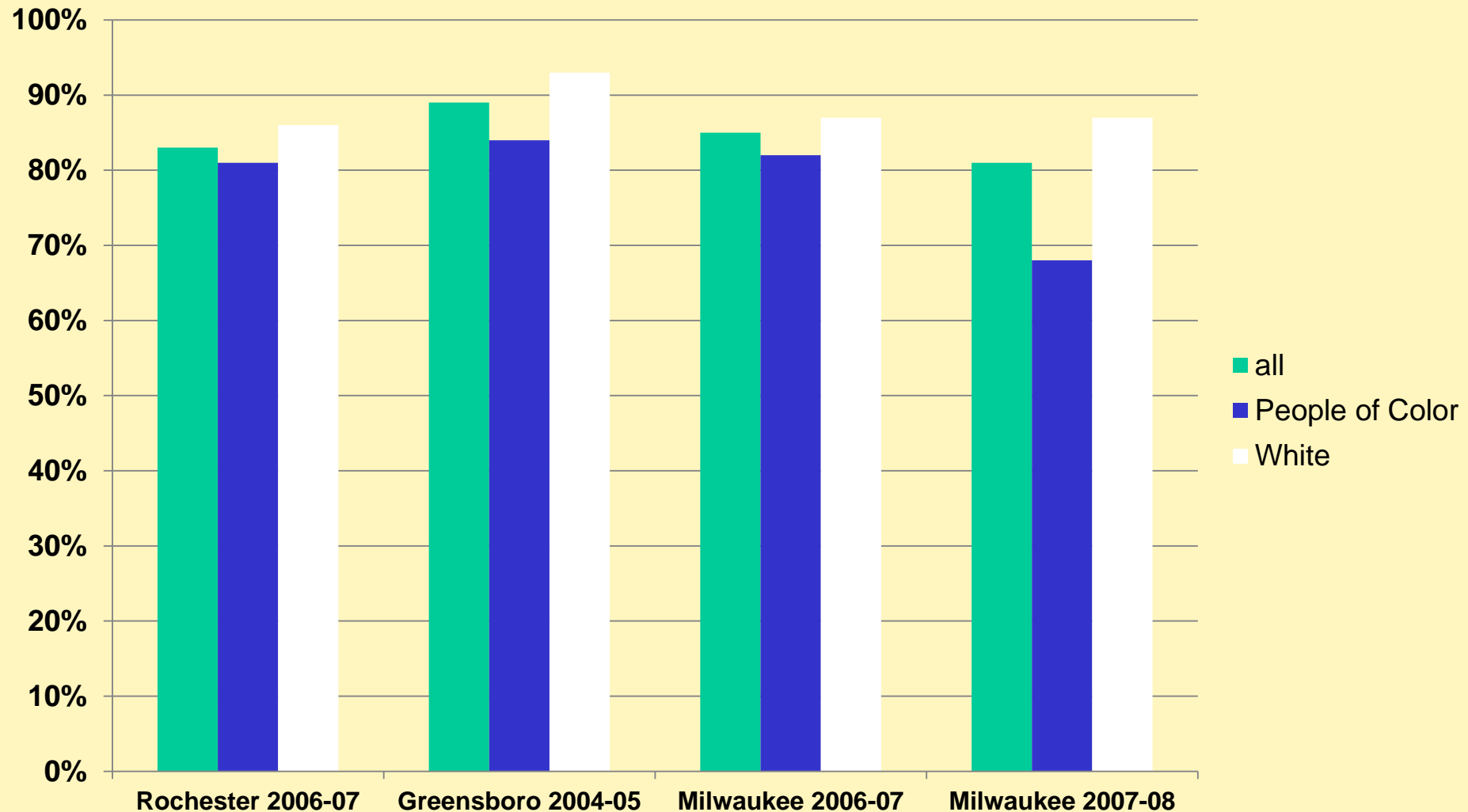
Participants Completing the Program

Percent Completion



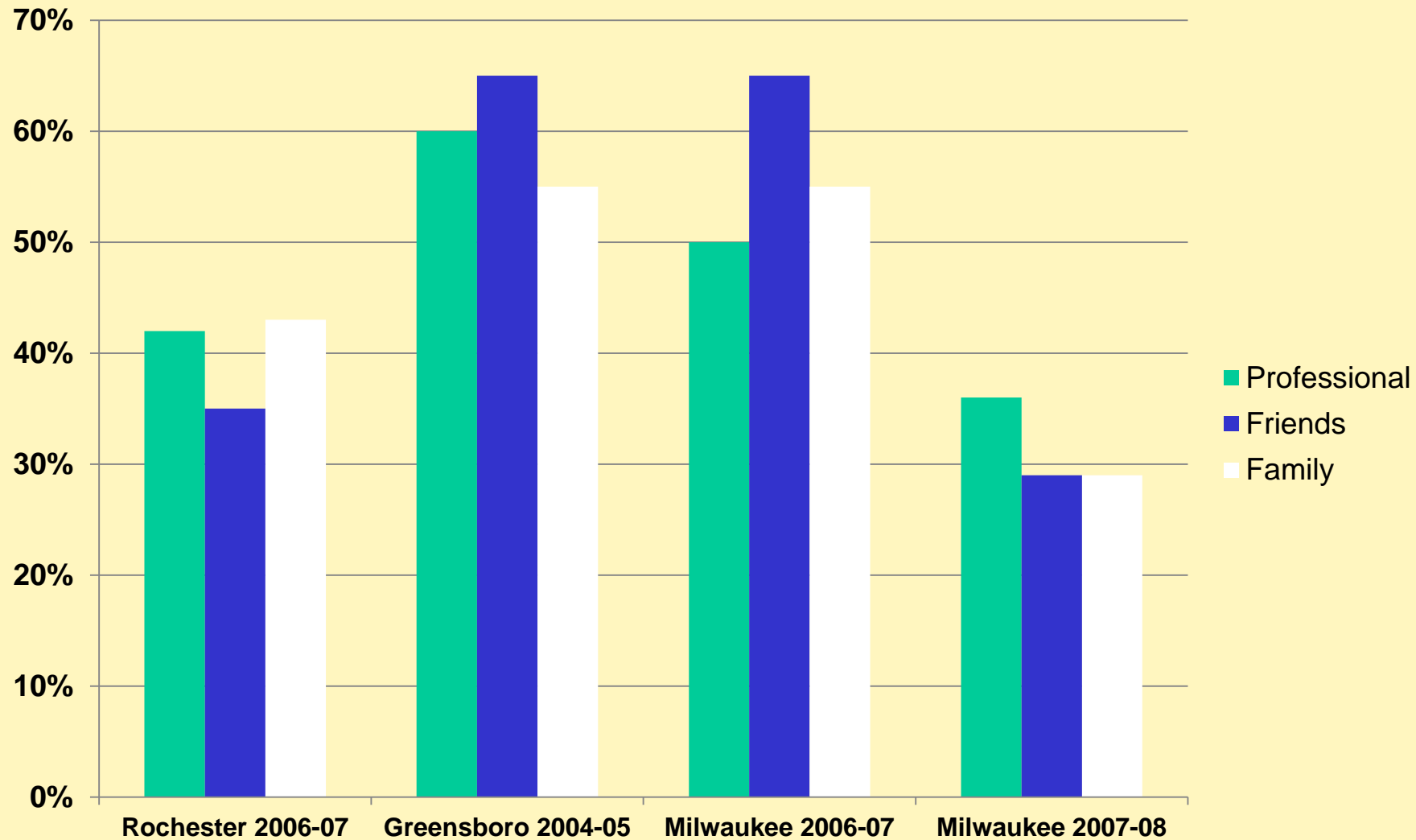
Level of Trust with Partners Compared to Trust with Close Friends

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Partners Sharing Their Networks with each other

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Wegmans Student Mentoring Project



- Wegmans “**America's Best Employer**” to work for (Ranked #1 by *Fortune* magazine and the *Great Places to Work Institute*)
- Danny initiated a **student mentoring project** for children of various racial, ethnic, social and economic backgrounds. Students have achieved **better academic success** and **much higher graduation rates**.
- Danny involved his **Mosaic cluster group**
- **Wade Norwood assisted** by identifying mentors in the African-American community and by providing information about the community without which the mentoring project may not have come together.



Danny joins Wade on Campaign Trail

The “We Are One” Campaign



***“We wanted to show that from diversity
we have become one community and we
all have the same problems and needs.”***

~ Honorary campaign co-chair Danny Wegman ~



Clean Schools Project

- Rich Notargiacomo, **an executive at Eastman Kodak**, living in a suburb of Rochester, initiated a service project within the Rochester City School District
- Contacted his **Mosaic partner**, Malik Evans, who is a member of the school board
- School in an **economically disadvantaged neighborhood** where **absenteeism** due to illness was very high
- He and a group of friends **cleaned the classroom** completely and reorganized its contents
- Absenteeism has **dropped dramatically**
- Plan **another project** with the school



Home Library Project



- Jackie Campbell and her Mosaic partner, Jana Skewes, initiated a project to encourage city students to read
- Goal to provide a home library for every student in the Rochester City School District.
- Begun this endeavor with one second grade class.
- Each home library includes starter books, a book shelf, a reading lamp, and an area rug
- Solicited volunteers, starting with her Mosaic Partnerships cluster group
- Mentor a student, offer to support the child's efforts at home, or be a guest reader to the class



Picture this!

Imagine telling a community leader who is disgruntled and distraught about the racial polarization and social disparity in their community... **“We need to develop a friendship before we solve the problem.”**

Are You Crazy?!

“You must trust one another.”

Are You Crazy?!



Mosaic Partnerships Program Outcomes

3 Cities



Program – location and time period	# volunteers enrolled at beginning of Program	% of volunteers completing the Program	Development of Trust from start to completion of Program*	Partnership Networking Activities **
Rochester, NY 2001-2002	158	Approx 80%	Formal measurement not available***	Formal measurement not available***
Rochester, NY 2002 - 2003	30	100%	Formal measurement not available***	Formal measurement not available***
Rochester, NY 2004 - 2005	56	Approx 86%	Formal measurement not available***	Formal measurement not available***
Rochester, NY 2006 – 2007	194	Approx 88%	All - up to 83% People /Color – up to 81% Caucasians – up to 86%	42% shared their professional networks 87% are willing to share these networks 35% shared their networks of friends 95% are willing to share these networks 43% shared their family network 95% are willing to share these networks



Mosaic Partnerships Program Outcomes

3 Cities



Program – location and time period	# volunteers enrolled at beginning of Program	% of volunteers completing the Program	Development of Trust from start to completion of Program*	Partnership Networking Activities **
Greensboro NC 2004 - 2005	146	87% 91% say they will continue their partner relationship	<p>All respondents – achieved up to 89% of the level of trust with close friends</p> <p>People of Color – achieved up to 84%</p> <p>Caucasians – achieved up to 93%</p>	<p>60% shared their professional networks with their partners</p> <p>92% are willing to share these networks</p> <p>65% shared their networks of friends</p> <p>100% are willing to share these networks</p> <p>55% shared their family network</p> <p>100% are willing to share these networks</p>



Mosaic Partnerships Program Outcomes

3 Cities



Program – location and time period	# volunteers enrolled at beginning of Program	% of volunteers completing the Program	Development of Trust from start to completion of Program*	Partnership Networking Activities
Milwaukee, WI 2006-2007	236	Approx. 85%	<p>All respondents – achieved up to 85% of the level of trust with close friends</p> <p>People of Color – achieved up to 82%</p> <p>Caucasians – achieved up to 87%</p>	<p>50% shared their professional networks</p> <p>75% are willing to share</p> <p>65% shared their networks of friends</p> <p>73% are willing to share</p> <p>55% shared their family network</p> <p>71% are willing to share</p>
Milwaukee, WI 2007-2008	218	Program starting Sept. 2007	No measures to report as of yet	No measures to report as of yet



Lessons Learned



- **Principles must be enacted** in order to achieve racial and ethnic harmony: The most vital and challenging issue.
- **The concept of unity first**, as revealed by Baha'u'llah, is difficult if individuals have not experienced it, or adopted this mental model
- The **normal mental models of people of power** and privilege are not usually based on principles of unity.
- Improving race relations is **highly political** and fraught with **spiritual tests**.



Lessons Learned



- **Principles must be practiced** in order to achieve racial and ethnic harmony: the most vital and challenging issue facing America.
- **The concept of unity first**, is difficult if individuals have not experienced it, or adopted this mental model
- The **normal mental models of people of power** and privilege are not usually based on principles of unity.
- Improving race relations is **highly political** and fraught with **personal challenges**.



Lessons Learned



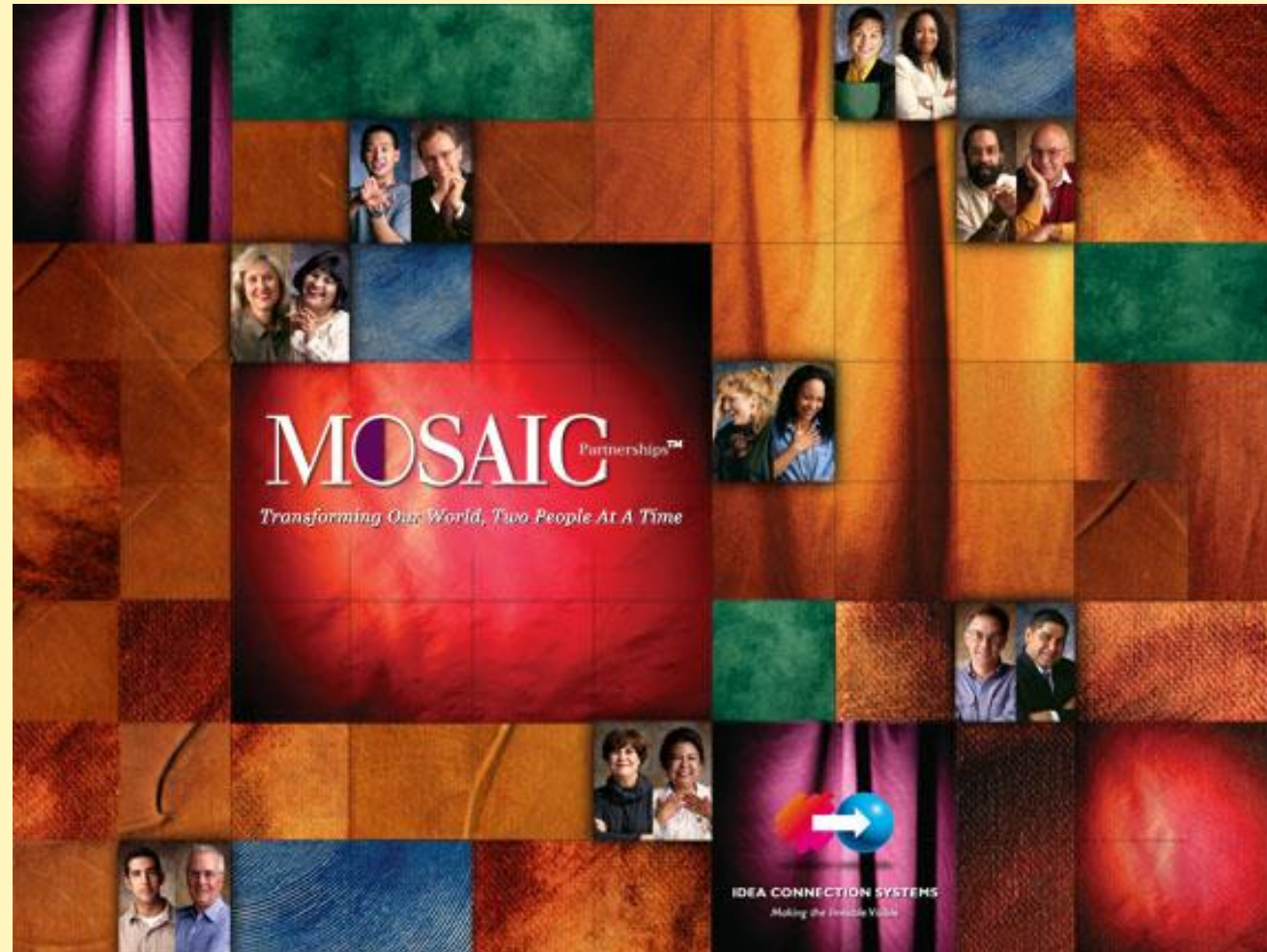
- **People's agendas** are wide and varied
- **It takes time**
 - **to adjust to a new** principle and new ways to solve complex problems.
 - **to establish trust** in environments that have years of hate and misinformation
- **Cognitive dissonance** sets the stage for transformation.
- Once **enough people** have adopted this new mental model; the fabric changes and implementation is easier.
- **Social and racial disparities** are **wicked problems!**



Thanksgiving at the Rosenfeld's 11-2015



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Thanksgiving at the Rosenfeld's 11-2015



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Maggie and Ryan 12-25-15

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What Does This Mean To You?

“The law cannot make a man love me, but it can restrain him from lynching me.”

MLK 1966



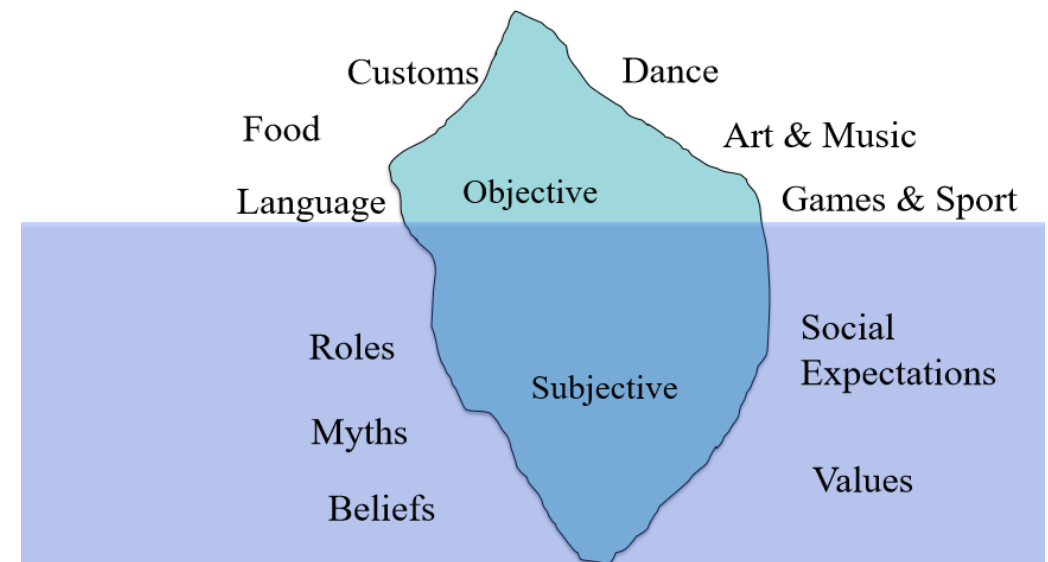
A person may act differently out of principle, even in a situation when it misaligns with values, beliefs, emotions or fear.

This still does not bring people closer together.

What is the Foundation of Culture?

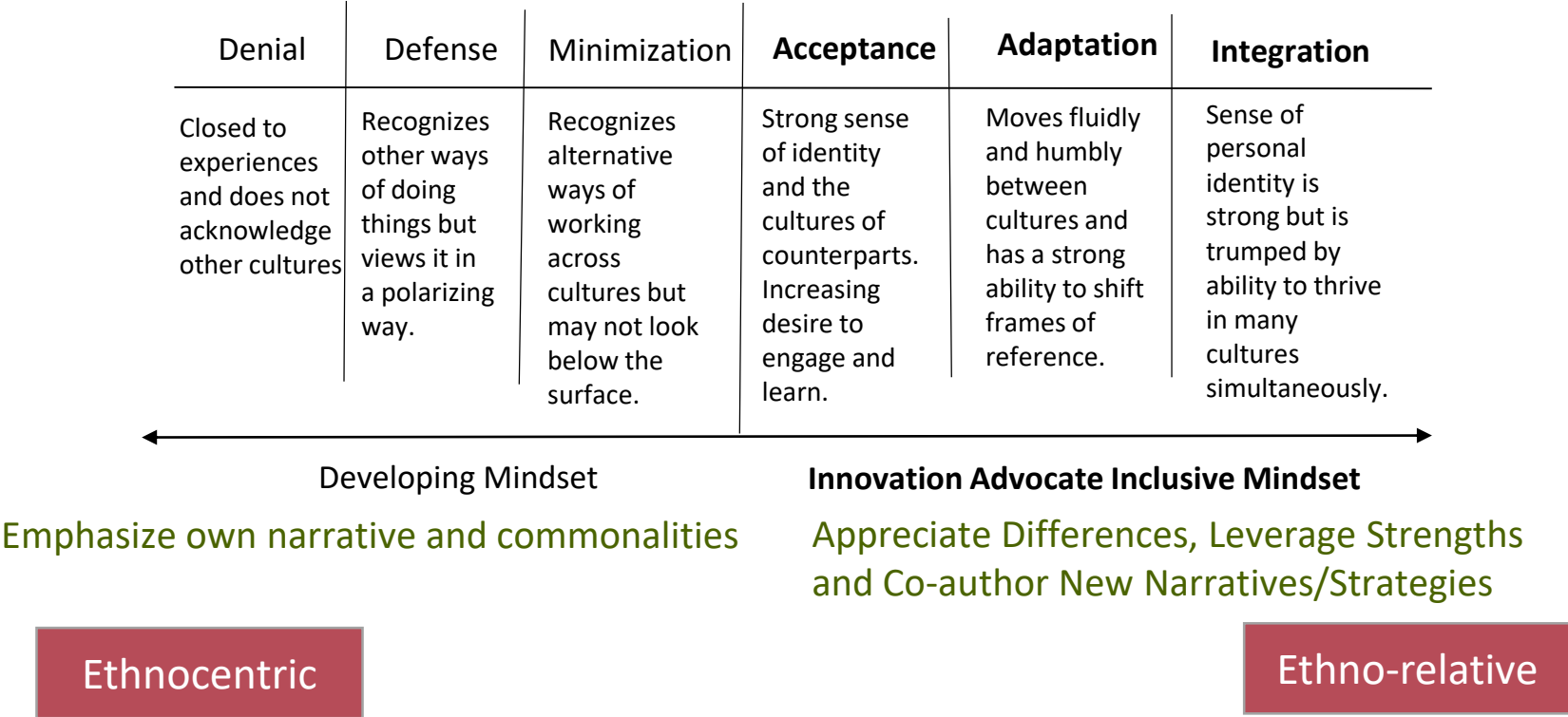
- Culture is composed of a people's widely shared, deeply held, often unstated and unconscious assumptions, norms and internal values.
- This is clearly seen in the nature of the institutions a community establishes.
- Intercultural Competence is the capability to shift cultural perspective and appropriately adapt behavior to cultural difference and commonalities.

Two Ways of Thinking about Culture: Objective vs. Subjective Culture

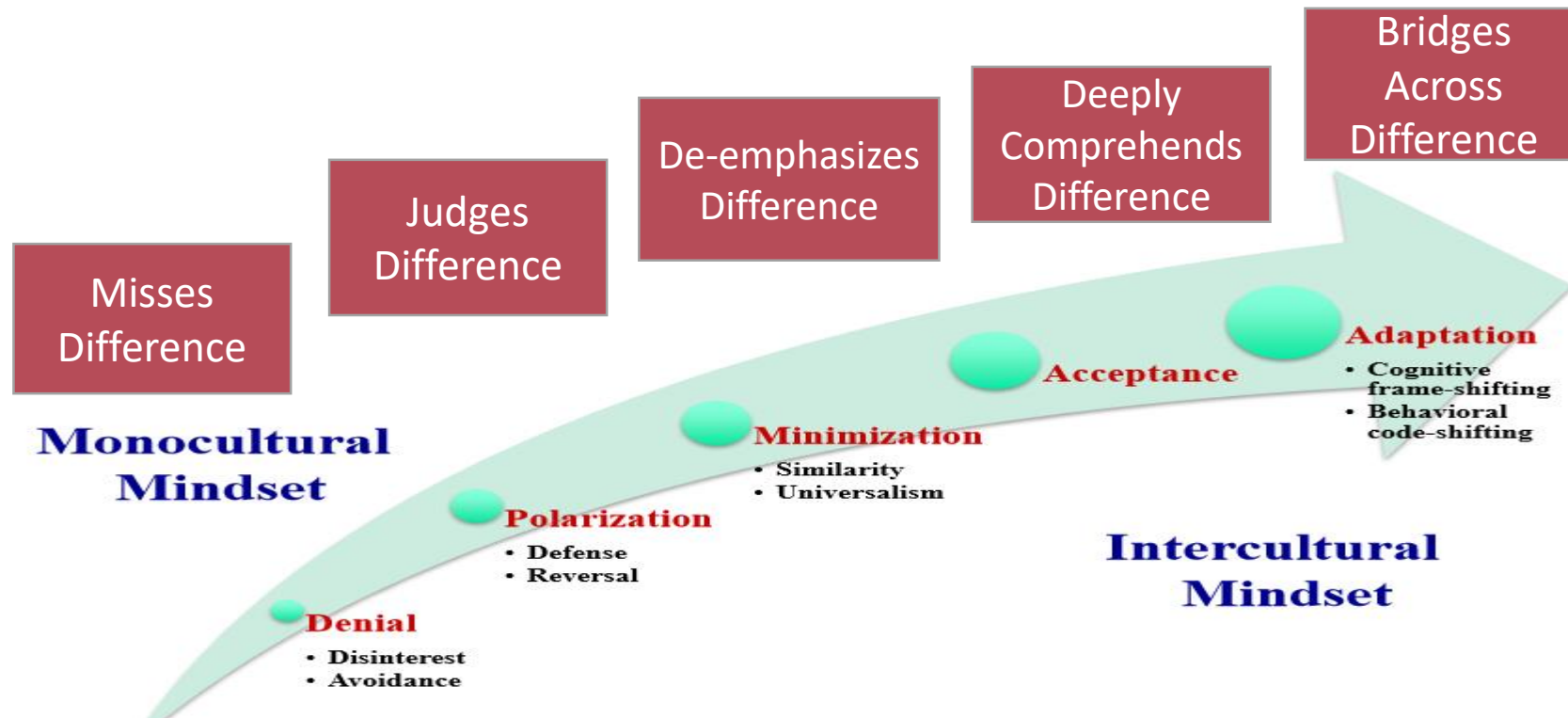


Culture Sensitivity: Innovation Advocate

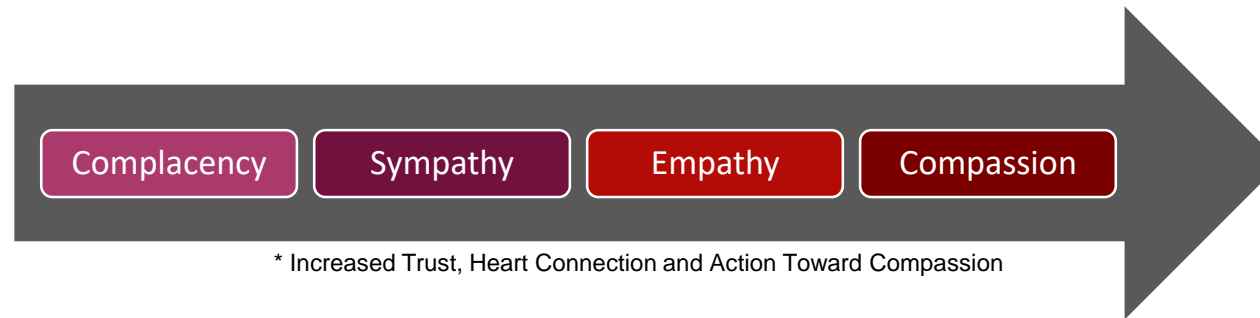
Intercultural Sensitivity Scale



Toward Adaptability



Spectrum of Feeling



- Sympathy has an increased awareness and feeling
- May not know how to engage which can create cognitive dissonance
- New types of reading, conversing and observations often result with close groups
- May still operate mono-culturally and view others through that lens
- May not touch on implicit biases or contexts
- Increased understanding of frame of reference of another
- Saving space for another to be subjective about identity, experience and desires
- Growing ability to code-shift or adapt to various cultures and contexts
- Begin to see long-term and how systems take hold
- Enhanced interpersonal relationships and inclusive behavior
- Greater value placed on collaboration, justice and action
- Strong feelings for the experience of others to the point where it feels like one's own
- Significant applications to servant leadership, shared power and advocacy
- Seeks to understand root causes for reactions or symptoms as opposed to leading with judgment and discipline
- More trustworthy, earns loyalty and signals it is safe for others to share their voice

The Most Charitable Nations in the World

% of the population who participated in giving behavior during month prior to interview*



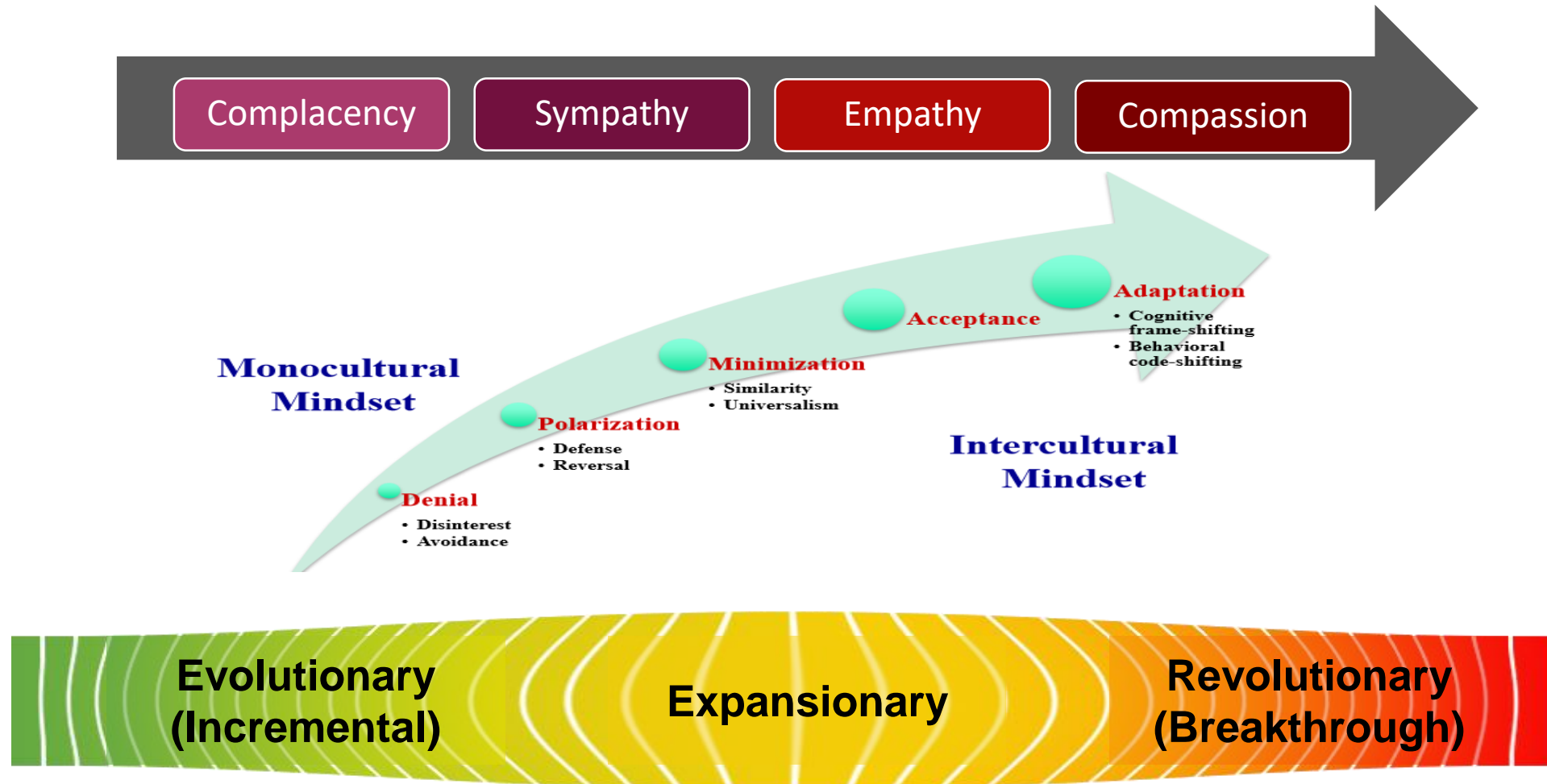
* based on nationally representative surveys conducted in 2013

Sources: CAF, Gallup

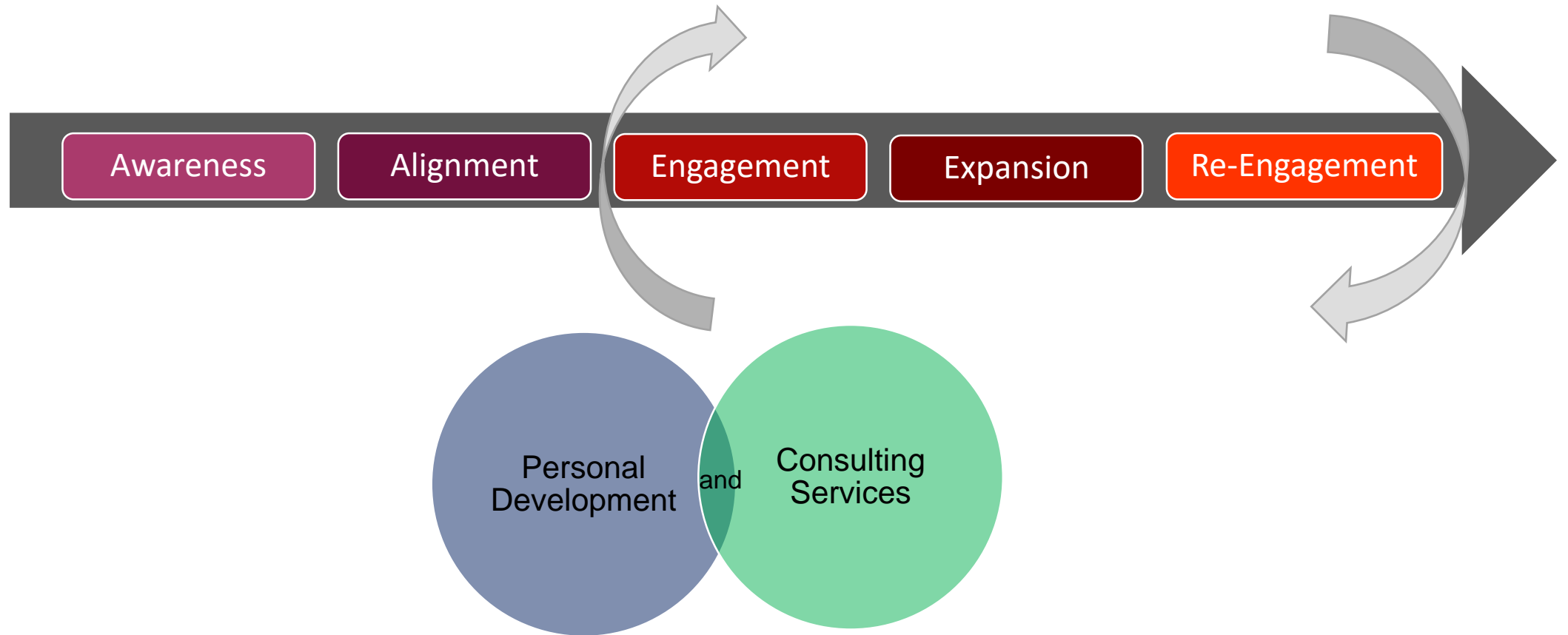


Mashable **statista**

The Goal of Inclusion



The Flow Of Change



Awareness Phase Definition



This phase is a good time to approach as many organizations as possible (e.g. Real Talk Nashville list) to make our presence known. It is also a good time to get a better understanding of what issues are of most concern in the community. Our network is accessible to the community for independent but related offerings. It's also an important time to determine where the individuals in the community are in their perspectives and development.

- Must determine where people are in their intercultural competence development stages so as to design approaches appropriately
- Same as we would for innovation strengths workshops
- Same as for how to effectively partner pairs
- Intention is to apply change principles to this work
- Forming relationships needed to progress
- Early deliverables and knowledge key here to build head trust (heart and hand comes later)

Awareness Phase Design



1. IDI workshop (where are we on the spectrum as individuals)
-prep to move people into minimization before Mosaic)
2. ISPI/IDI Coaching/IDI Development Plan
3. Mosaic Stakeholder Training if necessary
4. Alignment with person-centered values
5. Mission-based and principled-base
6. Change through integration of social sciences, community engagement, activism and compassion
7. Talk on the emotional spectrum
8. Customize and create lexicon: culture, diversity and intercultural competence

This phase includes strategic services:

- Focus groups
- Workshops
- Tools – ISPI / IDI
- Coaching
- Readiness assessments
- Can leverage what we know well from innovation
- Inclusion to create common lexicon
- Cultivate first meetings with leaders and community groups
- Appreciative Inquiry

Alignment Definition



- Coaching and training of champions for Mosaic positioning; stakeholders critical here
- Increased workshops which are collaborative in nature and perhaps targeted or customized to community and stakeholder concerns
- Potential Mosaic immersion pilots may be created here to stimulate the inter-subjective experience that Mosaic is critical to intercultural competence
- If Mosaic is a feasible option for a community, discussions will escalate to the program structure, process and roles
- If there is serious interest in Mosaic as a program, champions may be identified here as will be communities, coaches, advisory board members, participants and goals
- Funding sources/budgets/personnel costs are important here. Also important are questions about customization, design and metrics for effective intercultural engagement
- Our network is accessible to the community for independent but related offerings; associate network

Alignment Offerings



- Tie awareness phase by design into this phase by using synergistic IDI principles
Example IDP says 30-50 hours of work should be done to develop IC.
- Intercultural competence work needs to be done over 6-9 months to shift
-range fan be from monthly coaching, monthly dialogues or programs
- Plan is to achieve growth of at least 1 developmental orientation or increase desired behaviors or high scorers
- Readiness of participants for Mosaic is a plan; development for engagement phase
- Implementation of workshops, talks, more assessment
- Need hold space to objectify our own feelings so we don't objectify others....
- Need to allow others to be subjects; inter-subjectivity
- Stakeholder trainings continued
- Identify service programs in the community and resource for the aspiring innovators

*Important here for capacity for empathy, emotional intelligence and honesty to increase

This phase includes the implementation of a Mosaic program iteration. By now there would have been or we are in the process of:

- Identification of advisory board members, coaches, participants, goals, metrics and focus.
- Sponsoring organizations would have been in consistent communication with champions and the program would have been positioned to coincide with local pre-existing efforts.
- Part of the run phase also includes training of coaches by ICS.
- The relationship with ICS/Odyssey begins gradual shift to support and the community members/stakeholders emerge more as leaders of the program.
- This is a critical transition. Our network continues to be accessible for delivery as are peripheral but related workshops.
- Metrics and data are real-time and coming in monthly.
- Take-away: this phase can have a lot of variation from the identification of role players to the training of those players. It will vary in time but the indication is has arrived is the commitment form the community we are going forward.

Engagement Offerings



- Continued workshops as hired
- Mosaic-specific trainings and support
- Metrics captured for research, evaluation and outcomes
- Mosaic levels should be designed in order to have principles such as AI as part of cluster sessions
- Possible opportunity to perform statistical regression analyses to publish article on Mosaic impact on human inclusion behavior
- Awareness and Alignment precede Engagement by design

Expansion Definition



This phase includes an increasing ownership and increased customization

1. Reports/presentations of results from Mosaic/Engagement phase
2. New Mosaic projects in expansionary places
3. Data from “graduates” showing generalizable progress in community or commitment to service projects
4. Many people shifting an orientation on IDC
5. New opportunities for sales
6. Most importantly, community is seeing a “pollination effect” of results and new opportunities for Mosaic to occur

Re-Engagement Definition



Ownership and customization at a high. Integration possibly into foundations, government

1. ICS has much more limited role in structured Mosaic
2. Larger trends highlighted; longitudinal implications
3. Larger collaborations or creations / cross-pollination continued
4. Negative outcomes not only impacted but prevented
5. Critical: community has understood that inclusion is an on-going behavior that must be in the fabric of everything we do. Re-engagement as a phase highlights that if we view it as a cycle, new diversities and outlooks can progress with old and existing paradigms.
6. This overall process brings that mindfulness, healing to a community perpetually holding space for voices, roles and action

The Mosaic Program



The Mosaic Program

Mosaic Purpose

To promote the **essential building blocks** of a community by **creating trusting relationships** between people of different backgrounds, skills or abilities.

This serves as a catalyst to **appreciate, embrace** and **leverage** human differences—starting a community down the path to creating an **inclusionary state**.



Mosaic Purpose



Mosaic is a program that leverages a partner pairing process to connect diverse individuals and clusters with the goals of:

1. Developing intercultural competence
2. Discussing challenging issues impacting well-being
3. Building empathetic friendships
4. Taking Action



The Process of Inclusion: Mosaic is a Stage of Change



The process is healing, developing emotional intelligence, unity or high performance does not occur rapidly. It requires a commitment to lift up individuals as well as groups.

“One must be independent before they can be independent.” (Franklin Covey)

“Seek to understand, then to be understood” (Habit 5 of the 7 Habits)

Awareness

Emotional Ownership

Interaction

Integration (Maggie Craddock *The Authentic Career*)

Mosaic and the Ecological Model



All three areas are important. Mosaic speaks to all three:



Personal:

Learn about the life of another
Be open, be vulnerable, tell stories, listen
Make a new friend or deeper connection



Relational:

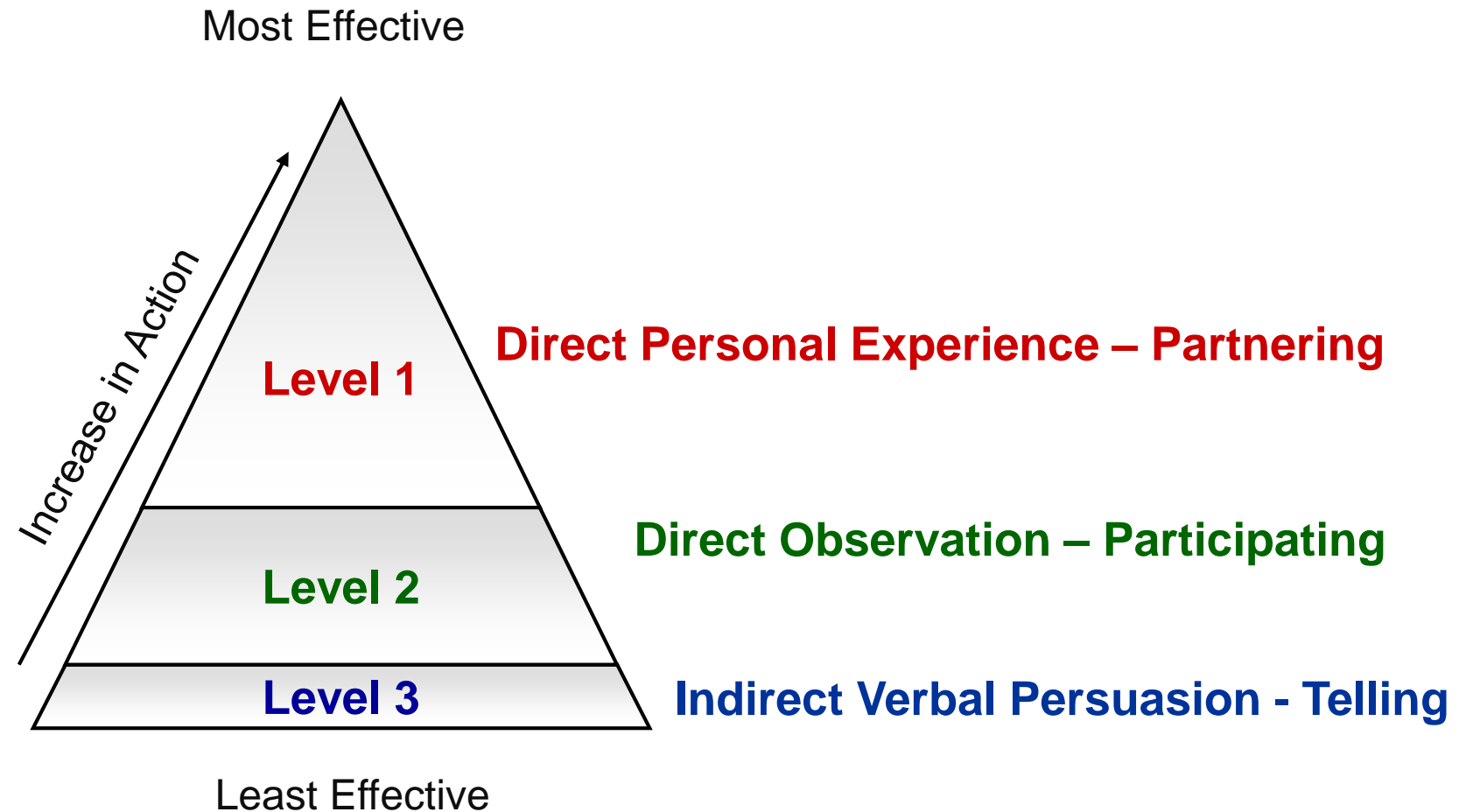
Understand people in their community and professional context
Share resources and introduce one another to new things
Be authentic and celebrate growing connections
Discuss challenging topics that deserve attention



Collective:

Pursue progress and wellness through collaborative action
Connect with truths through understanding of history and its lasting legacy
Build multiple forms of capital in communities in various ways

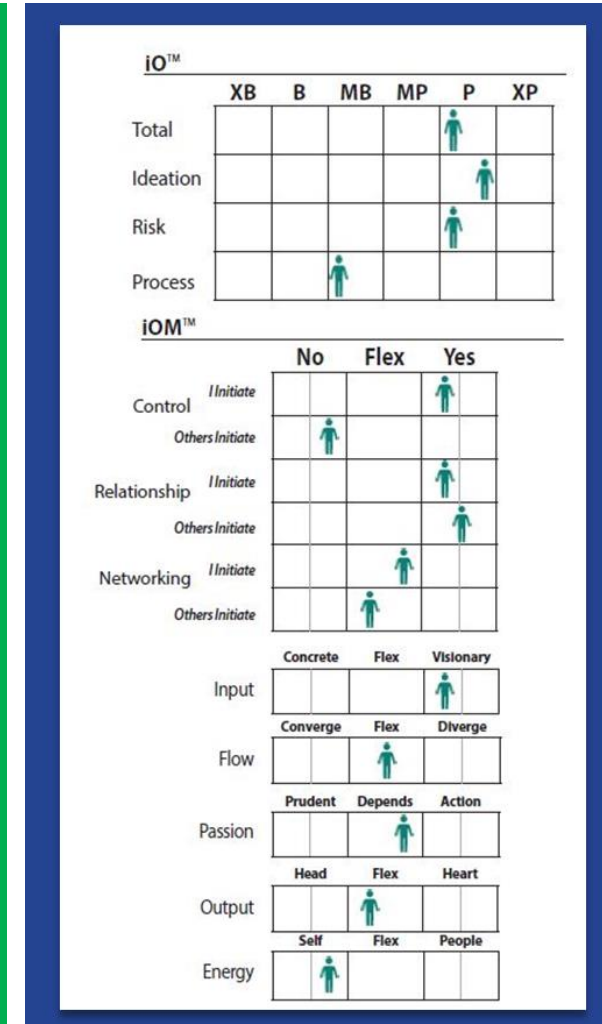
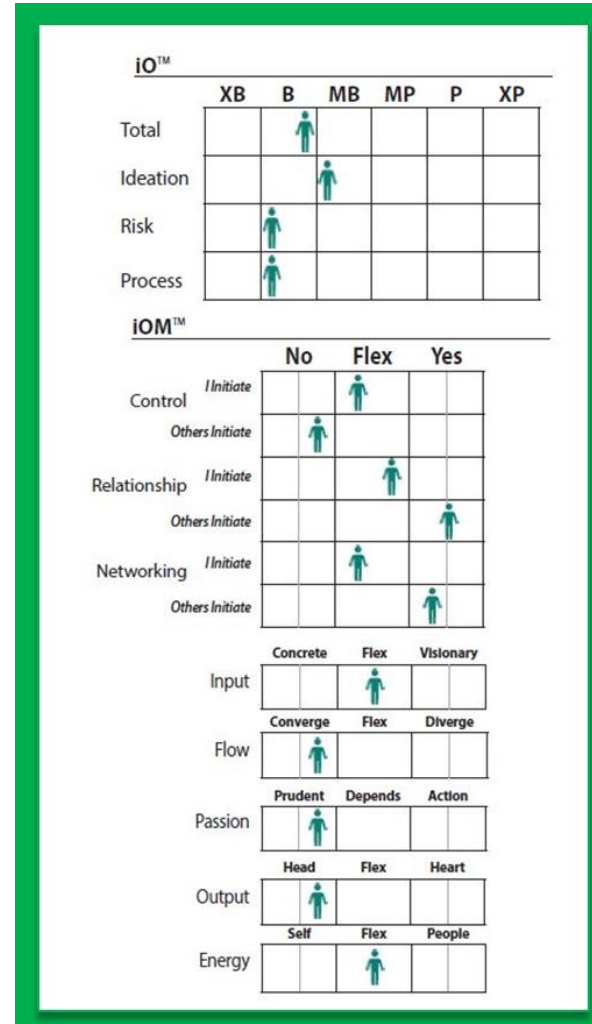
Subjective Exchange Design



Developing Rules of Engagement

To be successful, we must work together.

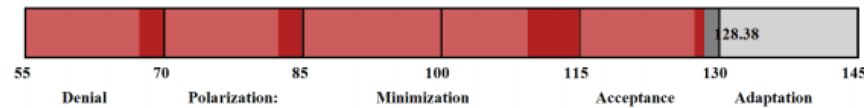
How might these two people create rules of engagement for working together based on their **similarities** and **differences**?



Developing Rules of Engagement

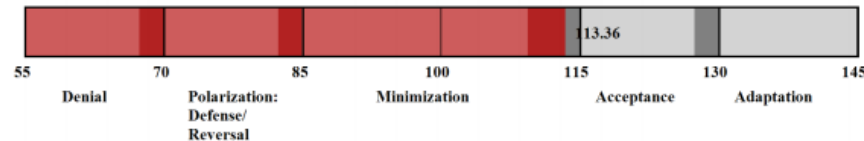
IDI Individual Profile

Perceived Orientation (PO)



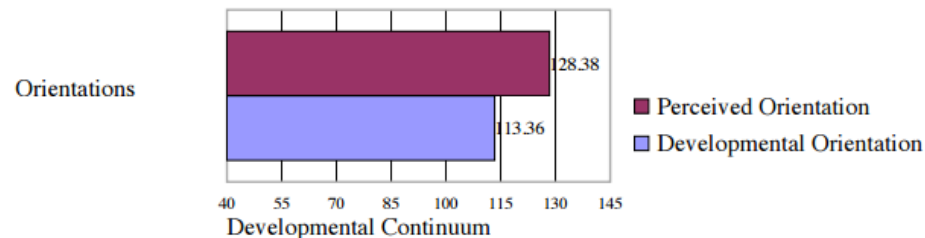
Your **Perceived Orientation Score** indicates that you rate your own capability in understanding and appropriately adapting to cultural differences at the Cusp of Adaptation, reflecting a relatively early capability to deeply understand, shift cultural perspective, and adapt behavior across cultural differences and commonalities.

Developmental Orientation (DO)

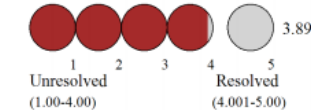


Your **Developmental Orientation Score** indicates that your primary orientation toward cultural differences is at the Cusp of Acceptance, reflecting a relatively early orientation that recognizes and appreciates patterns of cultural difference in one's own and other cultures in values, perceptions and behaviors.

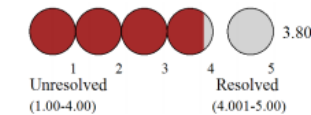
Orientation Gap (OG)



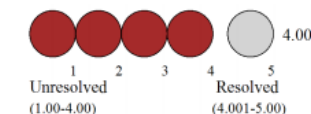
Minimization Trailing Orientation



Similarity Trailing Orientation

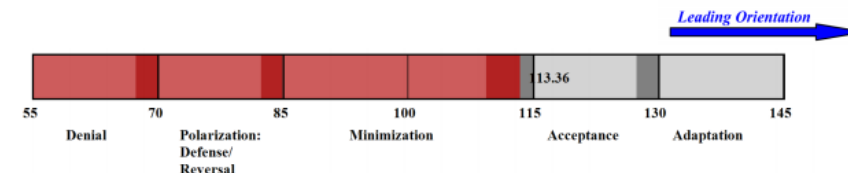


Universalism Trailing Orientation



As a Trailing Orientation, there are certain times, topics or situations that Minimization may arise (an orientation that highlights cultural commonality and universal values and principles that may also mask deeper recognition and appreciation of cultural differences). This can take one of two forms: (1) highlighting commonality that masks equal recognition of cultural differences due to less cultural self-awareness, more commonly experienced among dominant group members within a cultural community, or (2) highlighting commonalities that masks recognition of cultural differences that functions as a strategy for navigating values and practices largely determined by the dominant culture group, more commonly experienced among non-dominant group members within a larger cultural community.

Leading Orientations



Leading Orientations are the orientations immediately “in front” of your primary (developmental) orientation. The Leading Orientations for you are **Adaptation**. Adaptation is focused on both increasing capability to shift deeply into one or more cultural perspectives and to appropriately adapt behavior when in other cultural communities.

Rules of Engagement

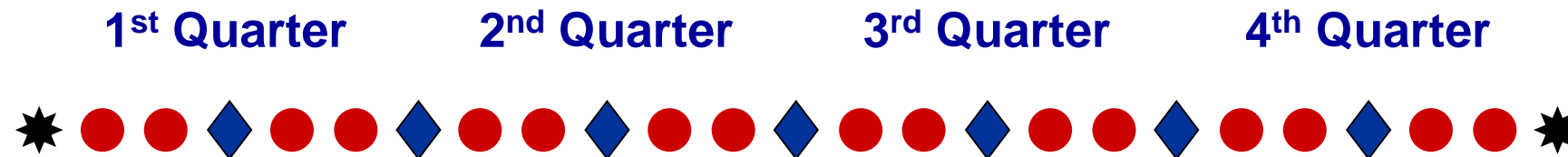


1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____
13. _____




Mosaic Program Process



- Partners meet with each other 4 times quarterly
- ◆ Partner Teams/Coach (cluster group) meet 7 times throughout the year
- ★ All Participants (large group) meet twice, at the Orientation and Final Celebration



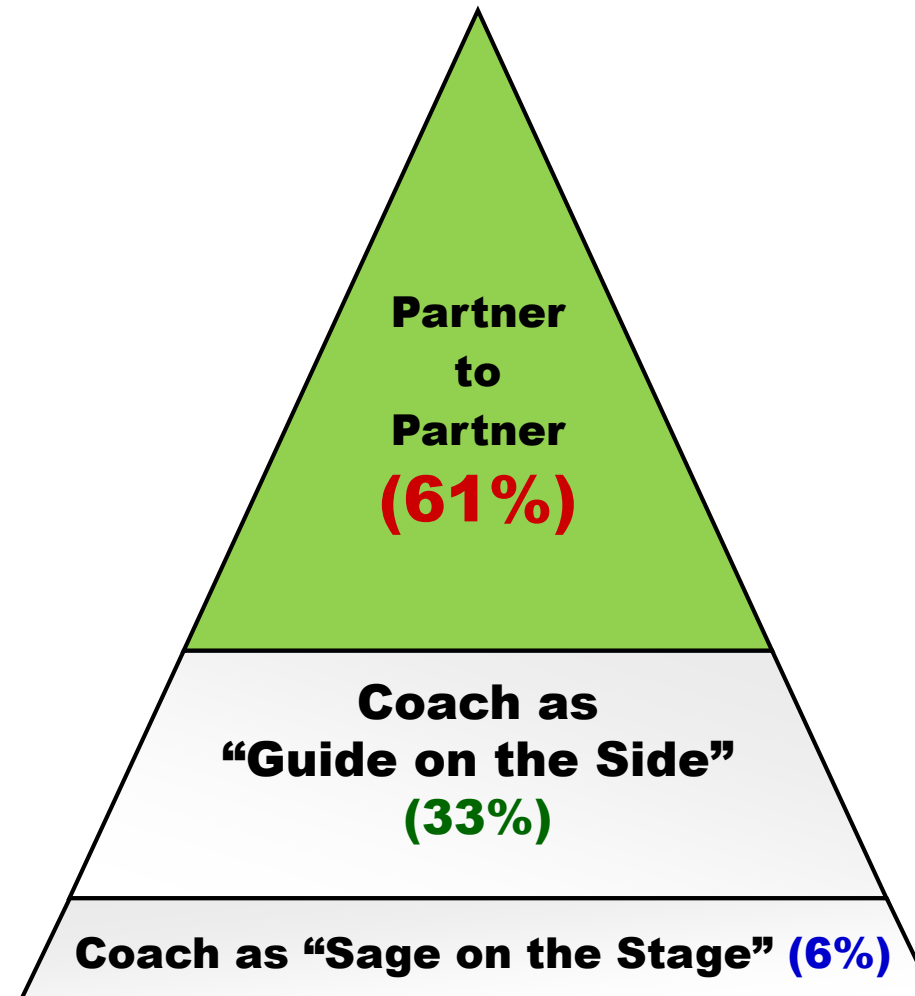
Mosaic and the Ecological Model

Ecological Level	Mosaic Design	Experience	Outcome
Personal 	Systematically pairing dyadic partners meeting at least 4 times quarterly	<ul style="list-style-type: none"> -Embrace difference, don't minimize it; -Discover commonalities -Shared values and friendship 	<ul style="list-style-type: none"> -Awareness of self -Increase in empathy and emotional connection -Bonded trust
Relational 	Cluster Groups consisting of dyad pairings meet at least 7 times over a year with coaches to share and discuss social issues and progress	<ul style="list-style-type: none"> -Use of voice to unpack experiences -Voice concerns, ideas and passions -Tipping point where networks open 	<ul style="list-style-type: none"> -Expanded bridging social capital -Increased activity with others -New mental models and perspectives available
Collective 	Upon celebration, graduates of the program may opt to coach and guide new cohorts and take on challenges in their community	<ul style="list-style-type: none"> -Collaboration of partners in service to others -Compassionate activity -Able to adapt or frame issues in unity with others 	<ul style="list-style-type: none"> -Targeted initiatives -Equitable resources -Engaged citizens who "get" relationships from connection to change -Advocates for innovation

Purpose of “Face-to-Face” Meetings

Level 1:

- **Promotes fellowship** across race and/or ethnicity, problem solving groups utilizing a series of personal exercises.
- **Encourages** progressive personal development resulting in a deepening level of **friendship** and **trust**.
- **Fosters** meaningful interactions, which causes personal reflection and deepens racial and cultural **understanding**.



Customized Partner Pairs Meetings (4 times/quarter)



Factor in best practice hours of 30-50 hours for development work as suggested by IDP over 6-9 months. IDP is customized to the person.

1 & 2 – **Getting to Know You** ★

3 – “Coffee Shop” discussion

4 & 5 – **Planting the Seeds of Friendship** ★

6 – Pick your favorite place

7 – Feedback on Progress

8 & 9 – **Deepening Our Trust** ★

10 – Multicultural Reflections

11 – Multicultural Outing I

12 – Multicultural Outing II

13 & 14 – **Reflections** ★

15 – Leveraging Difference

16 – Insights and Next Steps

★ Two sessions for this topic

Structured Connection

Question Set No. 1

MOSAIC Partnerships™
Transforming Our World, One People At A Time

GETTING TO KNOW YOU

Purpose:
The purpose of this process is to guide and accelerate the development of the relationship between you and your partner. The goal is simply for two people to get to know one another in greater depth. We have found that exploring the suggested questions, using the guidelines shown below, will accelerate this process.

This is not about answering all the questions suggested. It is about asking meaningful questions, listening to your partner's responses, and telling your own story. Feel free to ask questions that are not on this list, including follow-up questions, to explore a given area in greater detail. As you answer each question, consider using autobiographical stories as a way to help your partner get to know about your life and the path that has led you to be who you are today.

Process:

1. Look through all the questions attached. If you already know the answer to a question about your partner, place a check (✓) in the box to the right of that question.
2. Select a question to ask your partner, which you would also be willing to answer.
3. Ask your partner if they are willing to answer the question. If yes, proceed to:
 - a. Ask the question you selected and listen carefully to their response.
 - b. Allow your partner to answer the question fully as you listen.
 - c. Briefly paraphrase what you heard your partner tell you.
 - d. Then answer the same question, with your partner listening carefully to your response.
 - e. Have your partner briefly paraphrase what they heard you say.
4. Mark the question as "discussed" by placing a check (✓) in the box to the right of that question.
5. Now switch, so your partner picks a new question, and begin the process again.

Suggestions:

- Some people talk more than others. Try to balance the amount of time each person "has the floor."
- Listen carefully! Give your partner your undivided attention, and try to really hear the heart of what they are telling you.
- Avoid interrupting. This shows respect and appreciation for what your partner has to tell you. After your partner is finished, then you may ask questions for clarification.

Remember that all conversations between you and your partner are confidential!

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QUESTION SET 1—GETTING TO KNOW YOU

MOSAIC PARTNERSHIPS™ PROGRAM

18. Who were your childhood heroes/heroines?	<input type="checkbox"/>
19. What bores you?	<input type="checkbox"/>
20. What would an ideal life be for you?	<input type="checkbox"/>
21. What do you like to do while on vacation?	<input type="checkbox"/>
22. What are your favorite foods? Your least favorite?	<input type="checkbox"/>
23. What is your favorite TV program or movie?	<input type="checkbox"/>
24. Is there anyone you'd rather be?	<input type="checkbox"/>
25. Who was your favorite president and why?	<input type="checkbox"/>
26. What is your favorite holiday season?	<input type="checkbox"/>
27. Whom do you admire most?	<input type="checkbox"/>
28. Who is your favorite author?	<input type="checkbox"/>
29. Where did you grow up?	<input type="checkbox"/>
30. How large is your family? What was it like growing up?	<input type="checkbox"/>
31. What is one of the most positive memories you have from your childhood?	<input type="checkbox"/>

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QUESTION SET 1—GETTING TO KNOW YOU

MOSAIC PARTNERSHIPS™ PROGRAM

Place a check (✓) in the box at right if you already know the answer to a question and after you have discussed a question with your partner.

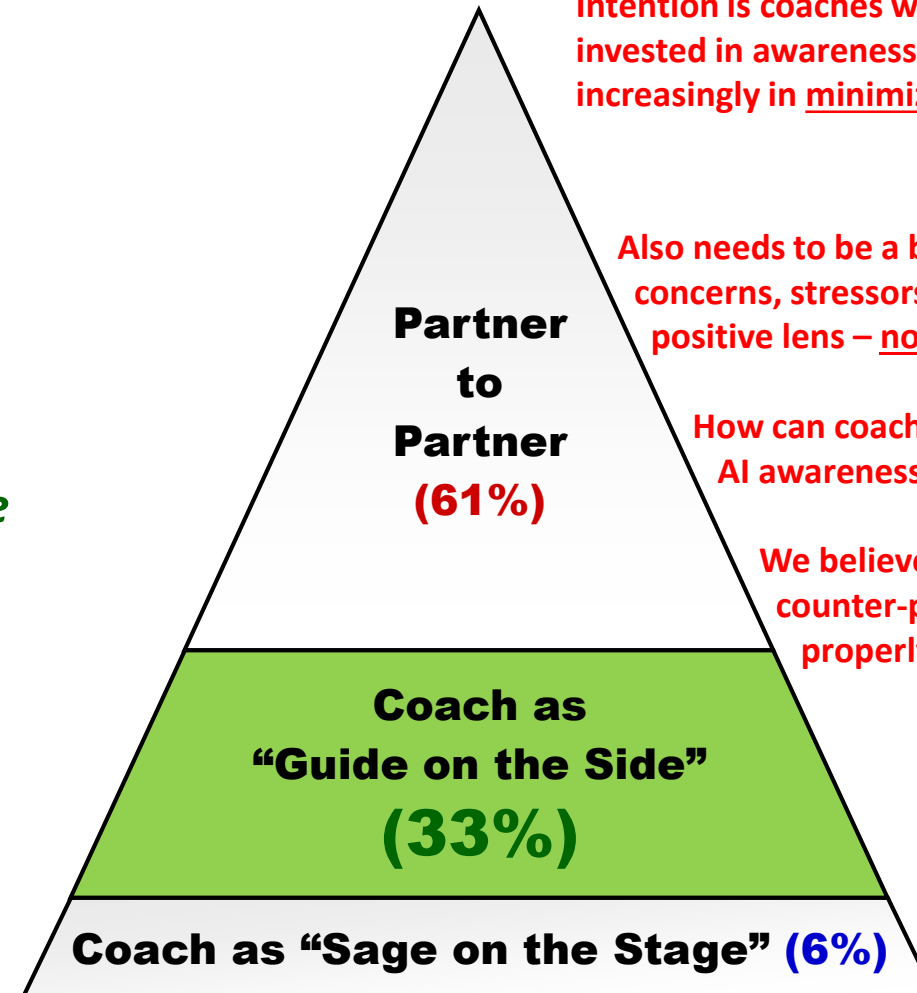
1. Who is the most important person in your life? Why?	<input type="checkbox"/>
2. As a child, what did you want to be when you grew up? Why?	<input type="checkbox"/>
3. Describe one of the most successful experiences you've ever had.	<input type="checkbox"/>
4. What was one of the happiest experiences you've ever had?	<input type="checkbox"/>
5. What activities do you enjoy?	<input type="checkbox"/>
6. If you could be anything you wanted, what would it be?	<input type="checkbox"/>
7. What do you value most?	<input type="checkbox"/>
8. Describe your favorite co-worker.	<input type="checkbox"/>
9. Where would you really like to live?	<input type="checkbox"/>
10. What personality types do you relate best to?	<input type="checkbox"/>
11. What's your best personal quality?	<input type="checkbox"/>
12. What fragrance from your childhood do you recall?	<input type="checkbox"/>
13. What is your favorite music?	<input type="checkbox"/>
14. What are you fascinated by?	<input type="checkbox"/>
15. What is your earliest memory of success?	<input type="checkbox"/>
16. Do you participate in volunteer activities?	<input type="checkbox"/>
17. What do you like to read?	<input type="checkbox"/>

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Purpose of Cluster Group Meetings

Level 2:

- Cluster meetings are *experientially* based and designed to further develop the relationships between the partners.
- The content of the sessions *provide information* for the *partners' reflection* for the face to face meetings.
- Allows for a variety of *learning styles* and personal interaction comfort levels.



Intention is coaches will receive pairs that that been invested in awareness and alignment who are increasingly in minimization.

Also needs to be a balance between dealing with concerns, stressors and issues but with a positive lens – not deficit or alarm sense.

How can coaches be reasonably trained in AI awareness to facilitate in this way?

We believe we can activate trailers and counter-productivity if not designed properly.

Cluster Group Meeting Examples

Cluster Group Meetings (6-8 Pairs & Two Coaches):

Cluster Meeting No. 1

Friendship

Cluster Meeting No. 2

Open Discussion

Cluster Meeting No. 3

Culture

Cluster Meeting No. 4

Open Discussion

Cluster Meeting No. 5

*The Other / Monumental
Ideals, Part I*

Cluster Meeting No. 6

Open Discussion

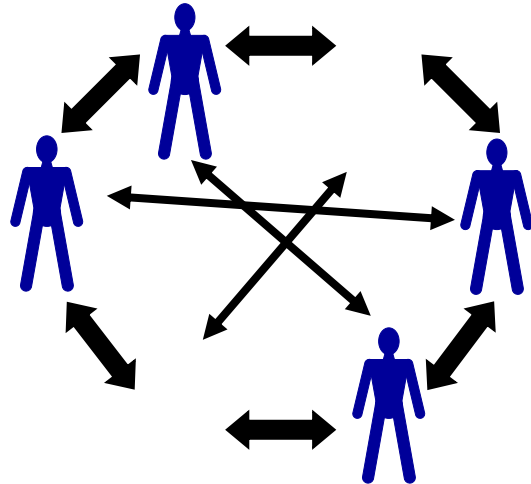
Cluster Meeting No. 7

*The Other / Monumental
Ideals, Part II*

Bonding vs Bridging

Bonding Networks

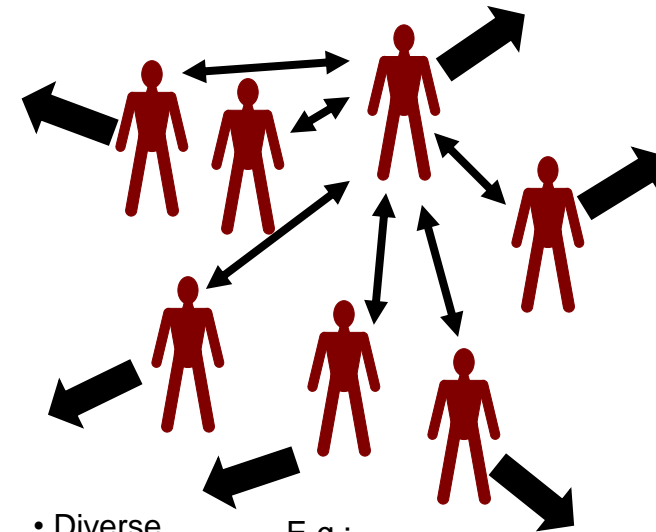
- Facilitates “solidarity”
- Strong Ties



- Homogeneous
 - Exclusive
 - Inward focus
- E.g.:
- Families
 - Fraternal Clubs
 - High Potentials

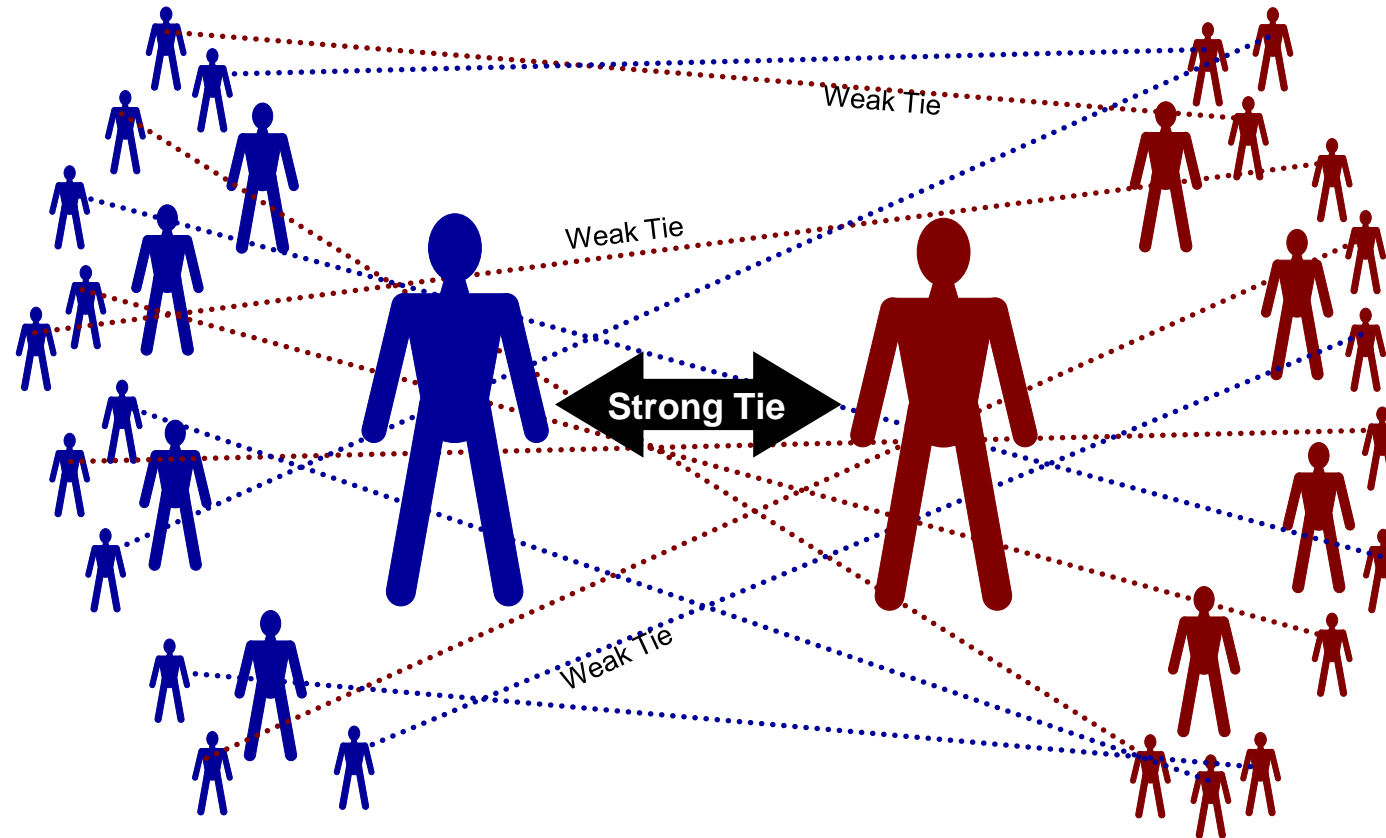
Bridging Networks

- Facilitates “getting things done”
- Weak Ties

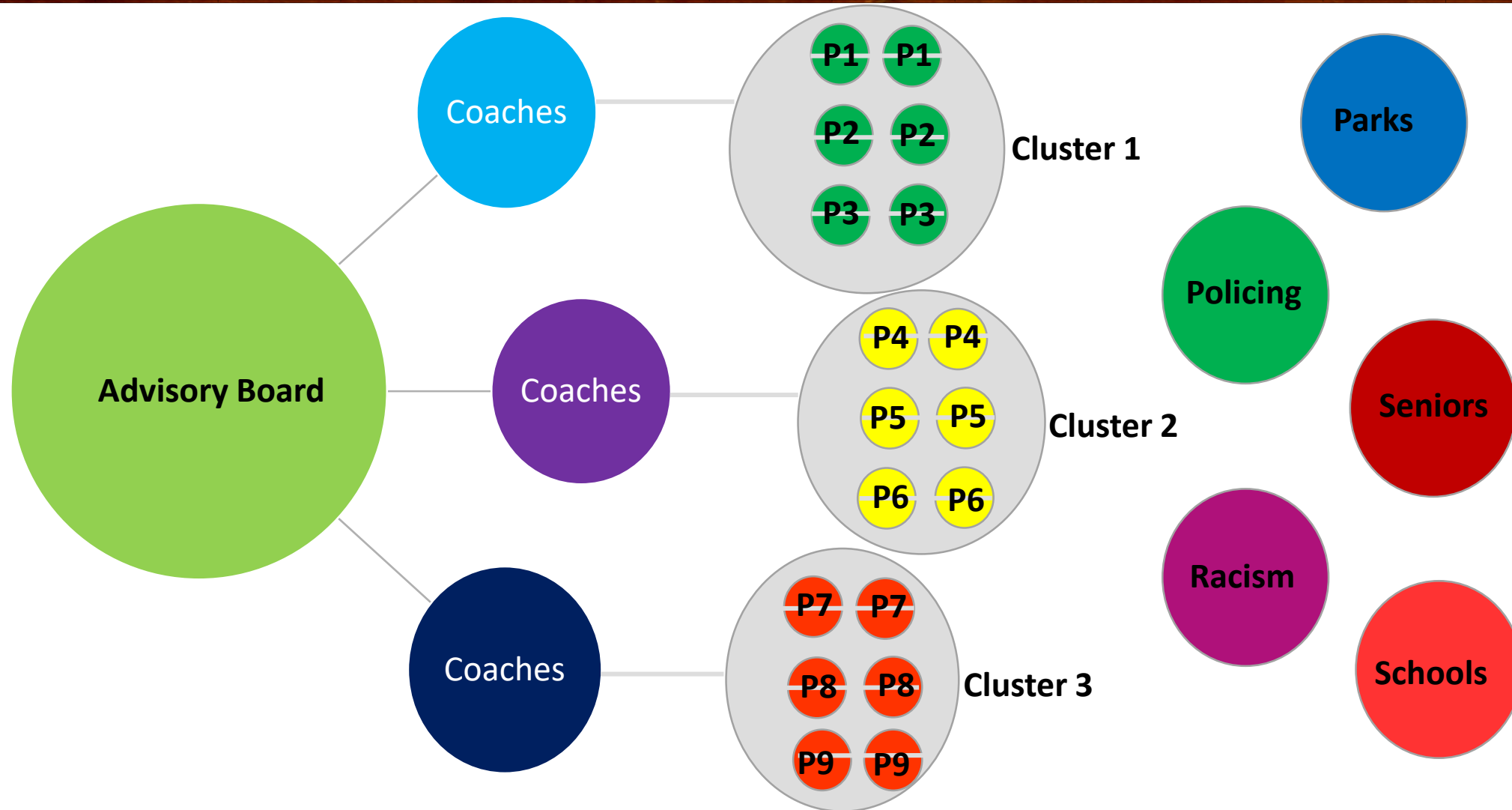


- Diverse
 - Inclusive
 - Outward focus
- E.g.:
- Women’s Rights Movement
 - Environmental Protection Adoption
 - Complementary job functions

Enhancing Weak Ties



Mosaic Structure- Multi-Phase



Points of Measurement

