MOBILIZING MOVEMENTS: THE UNCOMFORTABLE TRUTHS
February 2017
TODAY’S AIMS

• To explore how knowing and articulating your leadership purpose statement is key to driving and sustaining systemic change

• To understand the impact of community trauma and toxic stress on a community’s and an individual’s ability to make change a reality

• To highlight the Signature Priorities of the Ferguson Commission’s report

• Lessons learned
“Their most important work will be the changes we see in our institutions and our work places, in our communities and in our interactions with one another. Change of this magnitude is hard; but maintaining the status quo is simply not acceptable.”

- Governor Jay Nixon

FERGUSON COMMISSION ANNOUNCEMENT CEREMONY
Developing your leadership purpose can prepare you for the moment and the movement.
DEVELOPING YOUR LEADERSHIP PURPOSE

- “The two most important days in your life are the days you are born and the day you find out why.” Mark Twain

- “Most of us go to our graves with our music still inside us, unplayed.” Oliver Wendell Holmes

- “I'm doing what I think I was put on this earth to do. And I'm really grateful to have something that I'm passionate about and that I think is profoundly important.” Marian Wright Edelman
FROM PURPOSE TO IMPACT

Harvard Business Review, May 2014

• Purpose Driven Leadership focal point for past 5 years.
• Academics, business experts, doctors, and faith leaders agree that purpose is key to:
  – High performance, greater well-being and health.
  – Navigating the complex, volatile, and uncertain world we live in.
  – Accelerating growth and deepening impact personally and professionally.
• Less than 20% of leaders have a strong sense of individual purpose.
• Even fewer can distill that purpose into a concrete statement.
• Many have no plan to translate purpose into action.
PURPOSE IS NOT...

An accumulation of…

- Degrees
- Certifications/Trainings
- Accolades and Affirmation
- Experience
- Skills
- What you think it should be. It’s what you can’t help being.
WELL-BEING IN BODY, MIND, & SPIRIT IS CRITICAL TO SUSTAINING A MOVEMENT

“I ask that our definition of health is more in this conversation than absence of physical disease. My truth is that health is well-being of mind, of body, and spirit that thrive in safe and life-affirming surroundings.”

- Attendee

Ferguson Commission Inaugural Meeting
Crises

- Crucial or decisive point or situation, especially a difficult or unstable situation involving an impending change.

Trauma or Toxic Stress

- This can be described as one-time or ongoing deeply disturbing experiences often brought on by physical, economic, cultural, emotional or environmental assault.
The Adverse Childhood Experiences (ACE) Study

- Negative experiences that happen in our childhood increase our vulnerability to experience spiritual strongholds and physical chronic diseases and illnesses including:
  - Hypertension
  - Diabetes
  - Chronic pulmonary lung disease
  - Tension headaches

- CDC estimates that the lifetime cost of child maltreatment is $124 billion

- Research shows that 86% of illnesses can be attributed to our thought life and approximately 14% to diet, genetics, and environment. Studies are now linking more chronic diseases to an epidemic of toxic emotions and behaviors in our culture.

CONFRONTING OUR REALITY: THE MIND-BODY CONNECTION

- Depression
- Agitation/Anxiety
- Unable to Sleep Peacefully
- Suicide
COMMUNITY MEMBERS VOICE THE IMPACT OF TRAUMA AND TOXIC STRESS

“What is your definition of trauma and toxic stress personally and as a community?”

- Racism – ongoing toxic stress, it never stops
- “Hit in the gut,” feels like someone hit you
- Those things that keep you from being alive, from actually thriving
- The toxic side of it is that it’s ongoing and leads to death-like events when unchecked (or death)
WHAT TRAUMA LOOKS LIKE

Reported by the meeting attendees

- Exposure to violence
- Increasing economic divide
- Lack of social capital or human interaction
- Anxiety and insecurity
- Mass media can exacerbate existing trauma
- Poverty
- Inability or unwillingness to lean in and discover root causes
- Not fully addressing the problems
- Everything goes back to racism
- Unemployment
- Toxicity permeates everything – analogy to the physical body

- If something toxic is in your community, everything else within the community is impacted because it is all connected to each other
- “Constantly being told to pull yourself up by your bootstraps”
- Other “trite” advice in response to an experience with trauma
- Being unable to appropriately help those who have experienced trauma
- “One-size-fits-all response to trauma”
- “People are not all the same”
Almost eight of ten feel trauma and toxic stress are just a part of life in their town.

Trauma and toxic stress are…

- Keeping our community from thriving.
- Just a part of life in my part of town. We deal with it.
- Keeping me from thriving.
- Not that big of a deal. People need to deal with their own problems.
HOW CHANGE HAPPENS?

Our challenges are complex and are woven into the fabric of our region. To address them, the work will be shared by all and happen on many levels:

- **Policy** – legislation, ordinances, and orders guiding various settings and levels of government

- **Systems** – structures impacting advancement, promotion, and access for citizens

- **Practice** – actions, mores, and approaches that affect the delivery of services

- **Individual** – values, priorities, and assumptions that determine the ways we interact and hold one another and systems accountable

*The region is called upon to directly act on each of these levels.*
• **Place Matters** – Does this call to action make special consideration for how problems are spatially configured or concentrated? Does the implementation of this impact a specific geographic area?

• **Generational** – Does this call to action impact more than one generation?

• **Children and youth** – Are children or youth at the center of this call to action?

• **Racial Equity** – Will this call to action improve racial equity?

• **Health Equity** – Will this call to action improve health equity?

• **Research Informed** – Have the working groups and Commission been provided the appropriate research for consideration of the call to action?
a thorough, wide-ranging and unflinching study of the social and economic conditions that impede progress, equality and safety in the St. Louis region.
COMMISSION BY THE NUMBERS

Start

Report Released
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COMMISSION BY THE NUMBERS

Start  Full Commission Meetings  Working Group Meetings  Report Released
COMMISSION BY THE NUMBERS

Start
Full Commission Meetings
Working Group Meetings
Venture Cafe Meetings
Report Released
Learned from more than

80

subject matter experts
COMMISSION BY THE NUMBERS

Learned from more than 80 subject matter experts

More than 100 working group participants
COMMISSION BY THE NUMBERS

Learned from more than
80 subject matter experts

More than
100 working group participants

More than
3,000 community members
COMMISSION BY THE NUMBERS

Commissioners, working group members, and other citizens contributed more than 30,000 Hours
COMMISSION BY THE NUMBERS

189

Calls To Action
Now what?
FORWARD through FERGUSON
A Path Toward Racial Equity
FORWARD through FERGUSON
A Path Toward Racial Equity
PRINCIPLES OF PARTNERSHIP
Apply (and model) a Racial Equity Lens
• Apply (and model) a Racial Equity Lens
• Commit to radical listening
- Apply (and model) a Racial Equity Lens
- Commit to radical listening
- Focus on policy
- Apply (and model) a Racial Equity Lens
- Commit to radical listening
- Focus on policy
- Foster collaboration
SIGNATURE PRIORITY
RACIAL EQUITY

The Commission’s charge was to address the underlying root causes that led to the unrest in the wake of Michael Brown Jr’s death. Race is inherent in every root cause. Eliminating existing disparities for racial and ethnic populations is a fundamental goal of the calls in this report.
SIGNATURE PRIORITY

JUSTICE FOR ALL

Achieving justice for all requires a commitment to begin an honest review of how consolidation of police departments and municipal courts could commence. Building relationships based upon mutual respect and trust, being transparent about challenging and destructive behaviors and embracing fair and reasonable laws and policies will lay the foundation for unbiased, responsive government.
SIGNATURE PRIORITY
YOUTH AT THE CENTER

Our youth present our greatest opportunity to impact positive and lasting change. Addressing our endeavors to the whole child through education, health, encouragement, support and opportunities will fundamentally change their lives now and their futures forever.
SIGNATURE PRIORITY
OPPORTUNITY
TO THRIVE

Escaping the vicious cycle of economic strife is a struggle at the crossroads of health, employment, education, housing and finances. Families and individuals whose lives hover at the edge of financial stability are devastated when faced with an unexpected or unmanageable financial setback and often never recover. Predatory lending practices shamelessly prey upon people when they are at their most vulnerable.
LEVERAGING REGIONAL CAPACITY

Policy + Infrastructure + Community Investment = CHANGE
LESSONS LEARNED FOR DRIVING POSITIVE CHANGE

- Issue Calls to Action with Enough Detail for People to Act
- Identify Accountable Bodies
- Operate Based on Core Values
- Embrace the Process of Innovation
LESSONS LEARNED FOR DRIVING POSITIVE CHANGE

• Build a Team Prepared for the Challenge
• Create Space for Community Healing
• Leverage Existing Expertise
• Design a Network of Strategic Partnerships
• Commit to Advancing Racial Equity
Yeah, I have accolades. I have accolades out the wazoo. My CV is too long. And nothing on that piece of paper is going to keep me from being shot in the street if a policeman or a white vigilante who thinks I’m robbing some store when I have no reason to be doing such may shoot me. The fact that any and everybody can be that person, can be that Mike Brown, can be that Trayvon Martin, because of somebody’s insecurities, can be Tamir Rice when their neighbors are calling the cops on them because they’re playing outside...

-De Andrea Nichols
Racial Equity ≠ Inclusion  
(Inclusion = Representation)

Racial Equity ≠ Diversity  
(Diversity = Variety)

Racial Equity ≠ Equality  
(Equality = Sameness)

RACIAL EQUITY = FAIRNESS & JUSTICE

RADICAL LISTENING

- Trusting
- Asking
- Acting
There is no perfect data.
We are the ones we’ve been waiting for.
Now what?