

“This is an opportunity to scale our human technologies to achieve transformation at every level of the human systems we inhabit, with a focus on people and planet and especially leveraging the vast wealth of business and organizations towards the changes required.”

What’s Trauma Got to Do With it?

Facilitating our Giant Leap through Resonant Transformation and Trauma-Informed Appreciative Inquiry

By Yabome Gilpin-Jackson

Abstract

This article proposes that in order to achieve the moonshot moment before us in ways that lead to positive transformation, we must facilitate and consult to address the current realities of continuous and compound social and planetary crises and traumatic events. The research and practice which is grounded in a posttraumatic growth and transformation lens is used to present a trauma-informed rendition of the 5-D Appreciative Inquiry (AI) Model, the classic strengths-based change and transformation process in the appreciative search for the best in people and systems regardless of their circumstances and starting points. The term Resonant Transformation is presented to denote the deep development and shifts from moments of awakening (Resonance) required to take us into a positive future. Practitioner implications for working in the context of the people and planetary challenges and traumas of our times are presented.

Keywords: Resonance, Resonant Community, Resonant Transformation, Trauma-Informed Appreciative Inquiry, Transformation, Dialogic Organization Development

Macro OD is the most powerful form of Micro OD—and the reason why is captured in the concept “mirror flourishing.” (Cooperrider, 2017)

*Recognize that all OD work, from the tiniest and most localized to the macro and most globalized, involves the intimate integrity of all ecosystems, economies, and societal systems and thereby needs all to be treated as one common system. It’s a worldview mistake to view business, society and all of its organizations, and Nature as separate. Every act involving OD is, at once, a simultaneity. Every OD gesture is part of one resonating whole which impacts Nature, People, & Planet and our world’s transition *successes—or setbacks*—to a sustainability+ future. (Cooperrider & Godwin, 2021)*

In 2021:

- » I was living in a community juggling daily wildfire alerts and emergency evacuation orders as fires burned in parts of Canada and the United States as well as Macedonia, Turkey, and Italy. I had to evacuate my home with my family in 10 mins one night and my community was also among the
- growing number of places contending with the recoveries of unmarked graves of children at former Indigenous residential schools in Canada (Voce et al., 2021)
- » There was flooding around the globe from Germany to China to Colombia to Pakistan, India, Afghanistan, and Hawaii.

- » In the wake of the heat dome in the Pacific Northwest (also where I live and experienced it), new research into the social cost of carbon and the mortality costs of carbon emissions and fossil fuel usage paints a dire picture of a ticking time bomb, in which we have till 2050 to radically reduce carbon emissions at macro policy levels to reverse our climate spiral. The analysis shows the impact on regions and countries generating the most emissions as well as the global consequences (Bressler, 2021; Millman, 2020; Vohra et al., 2021).
- » Mediterranean Sea in 2015 (Cincurova, 2021, July 27).
- » The Ethiopian Tigray crisis has continued to escalate.
- » Haiti endured a presidential assassination, an earthquake, and tropical storm Grace.
- » Meanwhile, the coronavirus is still with us, presenting a new wave of challenges as the delta, lambda, and omicron variants persist.
- » ... and global inequities and divides continue as the world maps and trackers on each of the sustainable development goals tells the clear and persisting

We need to transform a world that has become calcified into creating negative impacts for the majority of the world. We must therefore be willing not only to critically examine and deconstruct but also to create new forms to take us into a positive future by surfacing deep development and shifts from moments of awakening (Resonance). The question is: How can we achieve Resonant transformation in these times of interregnum filled with traumatic events and circumstances?

- » In Afghanistan, there was a growing refugee crisis as US troops withdrew and the Taliban advanced across the country.
 - » Humanitarian and Refugee crises were continuing and escalating in Syria, Yemen, among the Rohingya Refugees, in Venezuela, and at the Southern US Border to name a few.
 - » Human rights abuses and violence continue in the cycle of humans seeking dignity and freedom who are being intercepted on the Mediterranean seas to prevent them from seeking asylum in Europe. Supported by European Union funding and policies, these asylum seekers are being sent back to Libya, where they are detained and exploited, facing cycles of beatings, rapes, forced labour, and atrocities over and over again. We seem to have forgotten the horror of the dead body of baby Alan Kurdi that shocked the world when he was found on the shores of the
 - » story of systemic, racial, regional, and economic fault lines undergirding our world (Ritchie et al., 2018; United Nations, 2020).
- And these are only a sample of the people and planetary crises facing us in this moment, amidst many more known and unknown ones (Center for Disaster Philanthropy, 2020).
- As Organization Development (OD) professionals in a field where elevating humanity is a core value, we have come full cycle to examining our contribution in these times. We have the opportunity, the moonshot moment as this special issue indicates, to support and usher in transformation using our behavioural, organization and social science knowledge, and research. If you are anything like me, it is so tempting to shrink under the weight of it all, but it is the call of our times that social scientists across the board are responding to (Bartunek, 2021). This is an opportunity to scale our

human technologies to achieve transformation at every level of the human systems we inhabit, with a focus on people and planet and especially leveraging the vast wealth of business and organizations towards the changes required.

This article proposes that in order to achieve the moonshot moment before us in ways that lead to positive transformation, we must first do so by facilitating and consulting in ways that address the current realities we find ourselves in following continuous and compound people and planetary crises and traumatic events. I outline and build on the research and practice grounded in a posttraumatic growth and transformation lens, to present a trauma-informed rendition of the 5-D Appreciative Inquiry (AI) model which is the classic strengths-based change and transformation process in the appreciative search for the best in people and systems regardless of their circumstances and starting points (AI Commons, n.d.). An inquiry into how to do this work in the context of the people and planetary challenges and traumas of our times is critical if we are to achieve the transformations the world needs to make the transition into a flourishing net-positive planet and an equity-centered future.

Framings and Definitions

By *transformation*, I mean, metamorphosis—an enduring and fundamental change in *form*, where form is inclusive of cognitive, structural, interactional, systemic, and other fundamental worldview and ontological shifts in how we collectively think, act, and interact to create a better world (Kegan, 2000; Mezirow, 2000; Nicolaidis & Eschenbacher, 2022). I also assume that to achieve this depth of transformation we will collectively be going through learning and unlearning in the era ahead, such that we achieve:

a deep, structural shift in the basic premises of thought, feelings, and actions. It is a shift of consciousness that dramatically and permanently alters our way of being in the world. Such a shift involves our understanding of ourselves and our self-locations; our relationships with

other humans and with the natural world; our understanding of relations of power in interlocking structures of class, race, and gender; our body-awareness, our visions of alternative approaches to living; and our sense of possibility for social justice and peace and personal joy. (O’Sullivan et al., 2002, p. 11)

It is only in achieving this level of shift in our collective consciousness surrounding the people and planetary challenges and possibilities before us that we can achieve the transformations required (Nicolaidis et al., 2022). I add to this framing that the type of shift we need is a *Resonant Transformation*. We need to transform a world that has become calcified into creating negative impacts for the majority of the world. We must therefore be willing not only to critically examine and deconstruct but also to create new forms to take us into a positive future by surfacing deep development and shifts from moments of awakening (Resonance). The question is: How can we achieve Resonant Transformation in these times of interregnum filled with traumatic events and circumstances?—this in-between grey zone where we are in-transformation and transition from the old world to a new world that we do not yet clearly see or know how we will get there? (Bauman, 2013; Gilpin-Jackson, 2020a; Owusu, 2022).

Note also that this work on Resonant Transformation emerged in the context of posttraumatic growth (PTG), which describes the growth potential that follows transformative shifts in cognition, social behavior and worldview after events of seismic traumatic impact (Calhoun & Tedeschi, 2006a).

Trauma and Transformation

The oscillating patterns of trauma we are currently experiencing seem never-ending. It is not surprising that we are simultaneously facing increasing mental health concerns globally (World Health Organization, 2021). We are collectively tired, stressed, overwhelmed, covid-fatigued, zoomed-out and hanging on by thin mental threads.

We are carrying the grief and traumatic impacts that have resulted from living through the era of a COVID-19 pandemic, heightened social action and responsibility for change, a global mental health crisis, climate change and ongoing virtual work (Weir, 2020). It is undeniable that we are going through individual and collective trauma that:

1. Results from an event or accumulation of events (e.g., COVID-19 and all its ripple effects and the social and climate crises listed at the start of this article...)
2. Has seismic impact (can rock our world...)
3. Challenges core fundamental beliefs of our lives (we have worked remotely or from home for almost two years...)
4. Reduces emotional and overall psychological functioning of individuals and groups (global reports of increased mental health stress...)
5. Can be inherent in our organizational and social lives (it comes with us to work, especially when we are working from our bedrooms and dining room tables and cannot gather with friends and family for holidays due to a global health pandemic...)
6. Is an unconscious element of group life (we’d rather be in denial because we feel helpless/it’s too hard to talk about it...)

For those of us now living through the COVID-19 and people and planetary pandemics of our times, life has already been redefined into life before and after the pandemic. We are not the same in our awareness and consciousness as we were in 2019. It is not that everything we are experiencing now were not issues before. The difference is that we are in a kind of crucible where our collective global consciousness has been forced to face these issues of global concerns through the steady and escalating stream of events that are forcing us, as a human collective, to examine our realities. Our work, our service to the generations to come, is going to be making the decisions needed to sustain and scale up the most critical transformations of our times that the ‘crisis’ phase of COVID-19 has led us into. It is a moral

imperative that we do not go back to ‘the way things were’ where those ways are no longer serving our shared human and planetary futures. All the ways we organize our lives, work, and world have been altered overnight. The fundamental assumptions that underpin our identities, relationships, and worldviews are all upended. It would be easy to be stuck here, oscillating between the hope and despair of whether we will get to the other side of it all. Yet for all the chaos, stress, and grief of these times, these conditions of traumatic impact that bring everything into question are the starting point for transformation. Indeed, transformation—that fundamental shift in identity and worldviews—is already here. I know this, because I have lived it and researched it.

Over 20 years ago, I experienced armed conflict and a civil war that impacted my life in both traumatic and transformational ways (Gilpin-Jackson, 2017). In the aftermaths, I became so intrigued by the identity and worldview changes I was experiencing that I moved beyond my own personal meaning-making to studying the lives of transformational leaders who had experienced social trauma and the phenomenon called posttraumatic growth and who were leading transformations in the spaces and industries in which they found themselves. The original research for my doctorate 10 years ago was with African war survivors who were transforming their organizations, communities, and their industries (Gilpin-Jackson, 2014). Since then, I have applied and expanded on the research through work in healthcare, social and immigration services, non-profits working with the under-served, social justice practitioners, and leadership and organization development practitioners working in complexity. I have learned that posttraumatic growth can scale at the individual, organizational, and societal levels and applies whether trauma results from man-made sufferings or ‘acts of God.’ I have learned that even though trauma is an unwelcome doorway to transformation, as the South African proverb goes, *some hardships teach*. Indeed, the entire Organization Development field emerged from

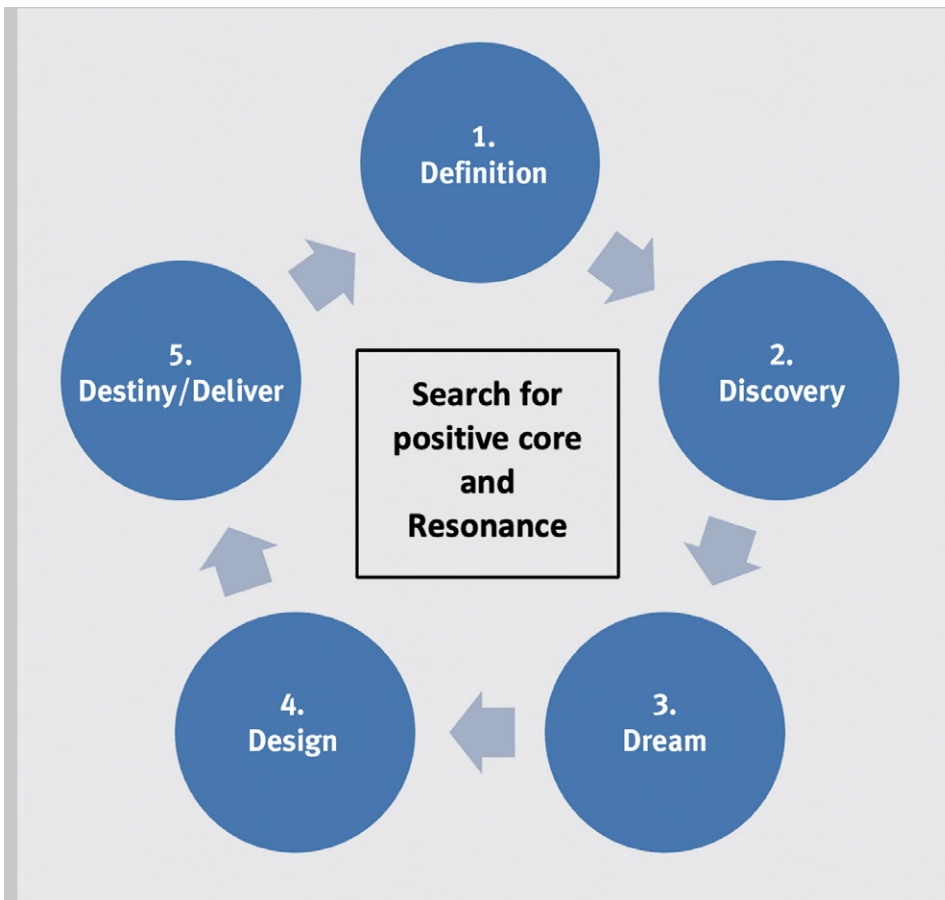


Figure 1. 5-D Appreciative Inquiry Model with Resonance

the social trauma of the World War II era, when Kurt Lewin and others took on the search for ways to support human organizing for development and thriving to counter the social psychologies and organizing that had resulted in the war. Likewise, David Cooperrider (2020) reminded us in his article “Appreciative Inquiry in a Broken World” of Victor Frankl’s seminal work *Man’s Search for Meaning* that points us to the fact that meaning-making and transformational possibilities can emerge from the most horrific circumstances if we choose. Cooperrider points to the contemporary developmental research of post-traumatic growth that has picked up the thread of this thinking and was the foundation of my research. Here’s what I can tell you from my research and work on posttraumatic growth (Calhoun et al., 2010; Calhoun & Tedeschi, 2006b; Gilpin-Jackson, 2020b)

» Posttraumatic growth and transformation are possible responses to trauma that scales across all levels of human systems across individuals, groups, organizations, and society.

- » Resilience is a necessary but insufficient condition for growth. While we have a tendency in OD to focus on Resiliency as an outcome to address organization complexity and trauma, we must make the mindshift to understanding that resilient outcomes orient us to “bounce back” as per its classical definition. An orientation to post-traumatic growth outcomes positions us to support organizations to “bounce forward” to transformation.
- » Resonance, a narrative development and appreciative process, is at the heart of the learning zone that evokes the conditions for transformation after trauma. Resonance is a moment of awakening, through personal stories, that opens space or creates an opportunity for transformative learning. Resonance plays a central role in creating momentum for Resonant Transformation in traumatic contexts as expanded on further below.
- » The conditions that support the unfolding of Resonance and transformation after trauma are:

1. Trusted disclosure through appreciative listening and inquiry
2. Insight development
3. Deliberate meaning-making (as opposed to automatic rumination inherent in a traumatic stress response)

Along with the uncovering of Resonance stories, these conditions match three of the five enablers for post-traumatic growth which are narrative development, emotional regulation, and disclosure (Tedeschi, 2020). The remaining two conditions of education and service usually unfold from the action-taking that happens as a result of Resonant Transformation experiences.

» The outcomes that signify Resonant Transformation are worldview shifts that emerge from individual and collective:

1. Realization of Purpose
2. Human Connectedness
3. Spiritual and Moral Development
4. Valuing of Life
5. Determination: The Will to Act

Achieving these outcomes is dependent on partnerships and co-creation, which acknowledges our human interconnectedness, shared responsibility, and the simultaneity required for working towards a flourishing net-positive planet driven by a mission economy and an equity-centered future. This makes it, along with AI, a form of Dialogic OD (Gilpin-Jackson, 2015) and aligned with the current third generation of OD practices oriented towards transformative learning and transformational change, with an emphasis on engaging disruption and emergence in ways that spark generativity and new narratives in the collective. Resonance and Resonant Transformation deliver on this. Thus, the search for Resonance becomes central to an Appreciative approach to Transformation along with the search for the positive core of the organization, system, or humanity as shown in Figure 1. The question that follows is: How might we integrate AI, posttraumatic growth and Resonant Transformation when facilitating in traumatic contexts?

Appreciative Inquiry and Resonant Transformation in Traumatic Contexts

We know from the vast research and practice of Appreciative Inquiry (AI) and Positive Organizational Scholarship (POS) that we can achieve positive change when we inquire into the best of what is, in people and systems. However, while AI has emphasized the research and practice of uncovering the best of humanity it has never been meant to only apply in contexts of positivity which is a common critique of the AI body of work. Appreciative Inquiry has always been intended to transform organizations' orientation to the questions they ask themselves about difficult circumstances, such that new possibilities that uncover the best of humanity can emerge, in spite, and because, of difficult circumstances. Indeed, it has been noted that the highest developmental form and least understood AI practice is when it is engaged in tragic circumstances (Cooper-ridler & Fry, 2020).

What I believe has been missing is our understanding in the OD field of how to practice our craft and hold containers where trusted disclosure, insights, and meaning-making can emerge in traumatic circumstances and social complexity. In short, OD practitioners have not necessarily centered a trauma-informed or post-traumatic growth lens to their practice in ways that support trauma healing and transformation. This is no longer an option limited to those working in organizations and communities that center social change and justice work and clients (Brown, 2017; Owusu & Wilde, 2021; Vivian, 2021; Vivian & Hormann, 2017). It is a collective responsibility of our field and one of the fundamental shifts we must make to facilitate, consult, and lead in ways that will move us towards supporting organizations to become mission and purpose driven in the pursuit of a net-positive planet, and an equity-centered future.

In facilitating for Resonant Transformation, I usually work through three cycles of narrative development with groups:

1. Initiating: Understanding Trauma Narratives

2. Facilitating: Connecting to Resonance
3. Sustaining: Uncovering Possibilities & Igniting Transformation Narratives

In other words, first take time to surface, listen, and unpack the extent of traumatic experiences in the dominant narratives, then connect people to their Resonance stories and finally support the strategic planning required to uncover possibilities and ignite transformation. I have used this approach to facilitating Resonant Transformation with mission and purpose-driven groups and organizations working to transform the people and planetary challenges and opportunities of our times and I have

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experienced the appreciative shifts it creates towards forward momentum and action.

In a recent session, here are some examples of how participants were able to articulate the ongoing impacts of the COVID-19 pandemic in the Understanding the Traumatic Narrative stage:

- » *People are isolated... and yet more digitally connected than ever before.*
- » *We are missing personal connection. There is less "belonging" in organizations.*
- » *There's a lot of change.*
- » *Fractured experience not being recognized; performance standards have not been adjusted.*
- » *We made middle class biased assumptions that all could easily pivot to a virtual world.*
- » *Disconnected and the "great resignation"; people leaving workplaces for better working environments.*

- » *Tired of old paradigms; people are creating new futures for themselves and demanding more workplace support.*
- » *It is rife with complexity.*
- » *Disjointed but caring.*
- » *It is forever changed—flexibility is here to stay.*
- » *What does the new normal look like?*
- » *Opportunity to create a new organizational life that is better, more human centered than before.*
- » *Connection matters more now.*
- » *It's hard to be apart or that people are burning out, isolated or overworked.*
- » *Uncertain, burnout, pivoting to new future.*

- » *It's painful and ambiguous.*
- » *The employee has the power.*
- » *More isolated and fragmented.*
- » *It's an 18-month long zoom meeting.*
- » *It's a marathon not a sprint.*

In taking time to unpack the dominant experience, traumatic impacts are released because the internalized and isolating experiences of trauma are transformed to experiences of connection (I am not alone!). Healing occurs in this sharing and a sense of movement from stuck to unstuck emerges. At the end of this stage, people make commitments to "let go" of the trauma narrative or to use it in ways that serve their transformation of it into a narrative that better serves their future.

Next, take the time to surface Resonance stories, a core medium for surfacing Resonance. A Resonance story is a personal

account of a past life experience that deeply connects you to your identity and purpose. Resonance stories can entail verbal, written, symbolic, metaphoric, or expressive forms. Have individuals and groups uncover and share with each other:

- » What is a story from your life (remembrance from childhood or recent past—to a person, a thing, a trigger with the quality of nostalgia) that deeply connects you to and signifies your organizational and life purpose?

This story sharing shifts people toward possibilities for transformation and provides an anchor to move forward towards the third cycle of planning and taking action for transformation. Here is a sampling of the impacts participants report of surfacing and working from their Resonance stories:

- » *There's more to unpack! It made me feel less alone.*
- » *Connected wounds to present gifts and contribution*
- » *Healing*
- » *Emotional release*
- » *We're responsible to get clear so we can be available to the world*
- » *Reminder of purpose*
- » *Realize how it is still in my body*
- » *heart strings... connections*
- » *Clarity, commitment*
- » *Connection and hope!*
- » *Part of my learning journey*
- » *Love*
- » *I felt connected to two strangers in a way that was powerful. It gave me more clarity around how I might make an impact.*
- » *Powerful! Insightful!! Much needed!! Tears in our eyes!!*
- » *Feeling seen and acknowledged*
- » *Realized I still have strong emotions tied to this memory*
- » *Each of us reflected on a way that covid gave us more time for something and the impact that had on us. Makes me wonder what would be possible for all of us if we could make more space and time.*
- » *Connected with our common humanity. Witnessed.*
- » *Put me in touch with the most traumatic time in my life and how it has made me who I am and how I am with others.*

- » *A safe space to be vulnerable. Deep, vulnerable, resonant.*
- » *Energizes my commitment to the possibility.*
- » *Moved me from outside, in. Re-humanizing, Re-membering, Re-connecting.*

The power of sharing Resonance stories, which must be done in the context of trusted disclosure that allows for insights and meaning-making, is that it allows us to Re-member. The etymology of the word remember is from the Latin *rememoror*, meaning to call to mind... and also *memor*, which means to be mindful (Etymologeeek, n.d.). When we operate from Resonance, we are able to pause, reflect, and re-member... put the pieces of memory back together and anchor again to what is most important. As one of the participants noted, to transcend collective trauma to healing and transformation, we must *move from outside, in. Re-humanizing, Re-membering, Re-connecting*. While I did not originally conceptualize my Resonance research and practice as AI, the questions and this recalling of deeper meaning, and the best of what is, makes it an appreciative approach. At the end of this cycle, groups scale up their personal resonance stories to search for and articulate their collective Resonance and the new narrative they commit to co-creating.

Finally, in the Uncovering Possibilities and Igniting Transformation stage, the group leans into designing their future and then determining what sustaining structures will allow them to achieve their intended outcomes and iterating as needed.

A recent case study directly made the connection between facilitation for Resonance and surfacing meaning-making as a precursor to the AI 4-D model (Clarke, 2021). I further propose an Integrative lens to embed facilitating for Resonant Transformation as described above throughout the AI 5-D process model. The contributions from a Resonant Transformation and Trauma-Informed lens are noted in blue in Table 1 (next page). It is my hope that this will support AI and OD scholars and practitioners to integrate facilitating for Resonant Transformation into their research and practice.

Practitioner Implications

The UN 2020 report calls for a decade of transformative action to achieve the Sustainable Development Goals by 2030 (United Nations, 2020). Climate research and activism is telling us we need to globally cut carbon emissions by 2050 and/or stop our climate spiral by 2050. This is a time for action... and the task before us is daunting. Yet, we know from the human complexity sciences that every subsystem is a fractal of the whole that can replicate and scale impact. This is likewise embedded in the AI principles of simultaneity (inquiry create change), positivity (positive questions lead to positive change), constructivism (words create our world), anticipatory (images inspire action/we move towards what we want more of) and the poetic principle (we choose what we study) (Cooper-rider & Whitney, 2007). What this means is we can have assurance that our work at any level as an OD community, whether micro or macro, creates change that can ripple and scale further in the direction of our desired and shared future.

So how might you focus in on what you can do as you work towards inspiring organizations to join the mission economy working towards a net-positive and equity-centered future? My response is that you need to **Find Your Squares**. This metaphor came to me in a recent fireside chat. I found myself leaning into the analogy of a quilt and simultaneously feeling the sensation of *deja-vu* as the historical significance of quilting in Black History ricocheted back to me (Sparks, 2016; Turner & Hicks, 2009). I followed that inspiration and spoke of what could be possible if we each found our square in the issues of change and trauma that concern us. Our square is that place of purpose in the broader movement to restore our humanity and heal our planet. This requires that we understand that while no one of us can solve it all, we each have a place in quilting our global futures. We need the faith to know that our square(s), connected to the emerging quilt of our global futures will make a difference.

1. **Operate from Resonance.** I encourage people to make resonance conscious

Table 1: *Trauma-informed 5-D Appreciative Inquiry Process*

Resonant Transformation Cycle	5-D Appreciative Inquiry Cycle	Appreciative Questions to Support Resonant Transformation
1. Initiating: Understanding Trauma Narratives	Definition / Disclosure	<ol style="list-style-type: none"> 1. What is the topic/situation we want to transform? 2. What is our shared purpose? 3. What traumatic context/narrative do we need to disclose and acknowledge as we work towards transformation?
	Discovery	<ol style="list-style-type: none"> 1. Resonance Stories: What is a story from your life (remembrance from childhood or recent past—to a person, a thing, a trigger with the quality of nostalgia) that deeply connects you to and signifies your organizational and life purpose? 2. What collective Resonance narrative is emerging?
2. Facilitating: Connecting to Resonance	Dream	<ol style="list-style-type: none"> 1. What is the individual and/or collective Resonance narrative calling you to?
1. Sustaining: Uncovering Possibilities & Igniting Transformation Narratives	Design	<ol style="list-style-type: none"> 1. What (re)newed purpose does the Resonance narrative evoke for you/us? 2. How will it shift y/our connection to others? How will it shift y/our worldview? 3. What deeper development will it require of you/us? 4. How will operating from Resonance help you better appreciate y/our life/life's work and contributions and that of others?
	Destiny/Delivery	<ol style="list-style-type: none"> 1. What action(s) are you being called to, to create and sustain the Resonance Narrative?

and hang on to it. Resonance is moments of awakening, through personal stories, that opens space or creates an opportunity for transformative learning even in the most traumatic contexts. It allows you to make personal and collective meaning, (re)frame trauma into purpose and realize interior capacity to sustain you on the road to transformation. Getting to that level of connectedness to ourselves and others through Resonance, such that transformational change and action can happen, is a requirement for humanity in our times.

2. **Connect to your Resonant Community.** Connect to your resonant community of people who are focused on using their life stories and passions towards a shared purpose and focus your efforts. Part of the challenge I notice in communities seeking transformative action for change and transformation is the tendency to try to connect to everyone and do everything that seems possible to make a difference. This is ineffective and exhausting and only leads to dysfunctional team and organization dynamics as people unravel. You

need only focus your efforts and maintain closest connection to the squares closest to your own to see the beauty of what is emerging and amplify your impact.

3. **Co-design your way forward.** Take the time with your Resonant Community to think through your process and theory of change and transformation. What impact and influence are you trying to have? What is the most important thing you can do to get there? What pattern do you want to create? With whom, when, and how do you need to connect with others.
4. **Collaborate, then differentiate and integrate.** The work before us is hard and working with your Resonant Community is essential to progress and success. However, doing everything, altogether, all the time, can be equally as exhausting as trying to be all things to all people. When you have confirmed your purpose and after you have collaboratively designed the way forward, differentiate into smaller groups or task individuals as needed, with a clear process for now to reintegrate the work as it builds and grows.

5. **Learn and Iterate.** Whether you work in organization development's first generation (action research), second generation (action learning) or third generation (dialogic/collaborative change) methodologies, learning in order to iterate forward is a core practice and often the difference maker. In the traumatic and transformative era we find ourselves in, pausing when feeling stuck to ask: *What is happening? So what? Now what?* may be the only difference that makes a difference.

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