Mutual respect is what sustains extraordinary group efforts.
Leaders create an atmosphere of trust and human dignity.
They nurture self-esteem in others.
They make others feel strong and capable.

Kouze and Posner, The Leadership Challenge

MUTUALITY

- Mutuality is at the heart of interculturalism.
- Interculturalism is primarily about building relationships.
- Time must be taken to listen to our differences in building relationships. This is indispensable.
- Differences have to be approached directly. No assumptions can be made about anyone.
- The goal is to appreciate differences as differences, nonjudgmentally.
- Trying to work together without taking the time to discover the richness of our diversity increases the possibility for conditioned historical conflict to assert itself.
- A sense of everyone’s life stories is needed to illuminate different points of view
- In listening respectfully and accepting our differences, our similarities are discovered.
- At the heart of cultural diversity is the idea that each cultural group has valued and knowledge that others need. No one person or culture is whole without relationship to other people and cultures.
- No one culture should be dominant to the exclusion of other cultures. When dominance occurs, balance is lost which is essential to wholeness.
- The ultimate understanding of human diversity is that everyone is unique, yet interconnected with everyone else in the human community.

A Mutuality Model

1. Listen with respect.
2. Share accurate histories.
4. Appreciate others: Esteem others.
DEEP LISTENING: OUTCOMES

- Reminds us to slow up
- Models the value of focused attention
- Practice reciprocity
- Experience non-judgment and sense of equality
- Enjoy mutual discovery of differences and commonalities
- Lowers fear and discomfort level
- Establishes some sense of safety and trust
- Explicit expression of community: not left to chance
- Practice in bypassing stereotype and bias
- It’s about the other, not about you
- Experience sense of being taken seriously
- Establish relationship roots for harder work later on
- Promotes peace making
- We experience the opposite of oppression and exclusion
  - Certain amount of personal transformation
  - Sets the tone for building on commonalities
  - Generates energy for change
CREATING INTERCULTURAL COMMUNITIES

GUIDELINES FOR CREATING MULTICULTURAL COMMUNITY AND COALITION

- Truly integrated communities are rare. Most of what we call integration is actually a form of racial or ethnic mixture.

- Integration begins to happen as differences are acknowledged and respectfully understood. Trust is built on the acceptance of differences.

- The key to working together toward a common goal is to realize that we discover our similarities as we accept our differences.

- The challenge is to focus positively on diversity and on what each of us can contribute to a new way of building intercultural relationships.

- The eruption of conflict often results when the group does not take the time to accept differences and to build trust.

- The way to empower the group to build an intercultural relationship is to be willing to look at the real differences in a direct and non-blaming manner.

- Building an intercultural community requires that each member or group commit itself to the welfare of others and to the common good of the whole.