

2017-18 Courage & Renewal Facilitator Preparation Program in North America

Is it possible to become more intentional about creating spaces – in relationship, in community – where our fearful shadows can emerge into the light to be seen for what they are, where the truth and love within us can appear and make a claim on our lives?

We obviously are expert at creating spaces of other sorts. We know, for example, how to create spaces that invite the intellect to show up, analyzing reality, parsing logic, and arguing its case. We know how to invite the emotions into play, reacting to injury, expressing anger, and celebrating joy. We know how to invite the will to emerge, consolidating energy and effort on behalf of a common task. We know beyond doubt how to invite the ego to put in an appearance, polishing its image, protecting its turf, and demanding its rights! But we seem to know very little about creating spaces that invite the soul to make itself known.

– Parker J. Palmer

A Circle of Trust® is the kind of carefully created space that invites the soul to make itself known – the kind of space where we can practice the paradox of “being alone together,” a space that welcomes our inwardness even as it connects us to the gifts and challenges of community, and to the larger world. The *Courage & Renewal Facilitator Preparation Program* is a two-year leadership and mentoring program for preparing facilitators to lead retreats and other programs based on the Circle of Trust® approach (see Addendum 1).

The Center for Courage & Renewal (CCR) carefully prepares facilitators who have the qualities, capacities and skills required to hold and guide a process that allows people to engage their deepest hopes and fears in a community of shared exploration. CCR prepares facilitators to do in-depth work with all persons who wish to live and work more wholeheartedly and to act with courage and integrity. We also welcome facilitators who wish to work specifically in serving professions such as education, healthcare, law, religious life, and non-profit and community leadership. Our expectation is that facilitators prepared through this program intend to create personal and professional renewal programs and retreats that ascribe to Circle of Trust® Principles and Practices.

In addition to planning and facilitating retreats, facilitators play a crucial role in networking and developing institutional and/or community partnerships from which to “grow” this work (i.e. facilitators do not “work” for the Center). Thus, being a Circle of Trust facilitator combines leadership and facilitation with responsibility for program development in the facilitator’s community or profession.

Once an individual is accepted into the Facilitator Preparation Program they also join over 260 other Courage & Renewal facilitators around the U.S., in Canada, Latin America, Australia, New Zealand, the U.K., and Spain in a network called the Courage Collaboration. The Courage Collaboration is a resource and leadership-rich group that operates as a community of learning and practice. We are committed to ongoing learning as a community, and connection and participation from all facilitators is encouraged and expected as a way of ensuring the high quality and continued professional development of Courage & Renewal facilitators.

PURPOSE OF THE FACILITATOR PREPARATION PROGRAM

New leadership is needed for new times, but it will not come from finding more wily ways to manipulate the external world. It will come as we who serve and teach and lead find the courage to take an inner journey toward both our shadows and our light – a journey that, faithfully pursued, will take us beyond ourselves to become healers of a wounded world.

– Parker J. Palmer

The Facilitator Preparation Program cultivates qualities of presence and leadership, strengthens facilitation skills and develops competence in the following areas:

- Ability to create a disciplined yet nurturing space for taking an inner journey in community.
- A deep and demonstrated understanding of the Principles and Practices of the Circle of Trust® approach.
- Capacity for introducing and developing Courage & Renewal programs and retreats.
- Increased awareness of diversity, inclusion and racial/social equity as it relates to expanding the diversity in our circles and deepening the welcome to the communities we serve.
- Leadership/facilitation rooted in an understanding of the power of paradox.
- Creating dialogical teaching and learning experiences using poems, teaching stories, and other modalities and incorporating evocative questions, silence, reflection and conversation in community.
- Integration and facilitation of deep-listening practices (e.g., use of silence, solitude, Clearness Committee process).

STEPS TO BECOMING A COURAGE & RENEWAL FACILITATOR

1. **Prior experience with Courage & Renewal Retreats:** We have found that the more personal experience of this approach that a potential facilitator has, the better. Those interested in becoming facilitators will ideally have attended one or more Courage & Renewal retreats, one of which should have included a Clearness Committee, PRIOR to applying for the Gateway Retreat.
2. **Attendance at the Gateway Retreat for Potential Facilitators** (October 27-30, 2016). The application for the Gateway Retreat can be found on the CCR website. Deadline for applications is July 15, 2016.
3. **Apply for the 2017-18 Facilitator Preparation Program:** Applications are due by November 28, 2016. Selections made by December 23, 2016.
4. **If selected, participate fully** in two 5-day facilitator preparation retreats and an ongoing “community of practice” with cohort members and mentor facilitators. Dates for preparation retreats are Feb. 15-19, 2017, and June 21-25, 2017.

IMPORTANT DATES:

July 15 — Gateway applications due

October 27-30 — Gateway Retreat

November 28 — FPP applications due

December 23 — FPP selections made

February 15-19 — 1st FPP Retreat

June 21-25 — 2nd FPP Retreat

COMPONENTS OF THE FACILITATOR PREPARATION PROGRAM

I. Exploratory Phase

Gateway Retreat *4 p.m., Thursday, October 27 - Noon, Sunday, October 30, 2016*
IslandWood • Bainbridge Island, WA • <https://islandwood.org/>

This program will provide a retreat experience and will allow participants the opportunity to carefully consider their interests in becoming a facilitator. An application is required for participation in the Gateway Retreat and a group of 25-30 persons will be selected to attend. As this is an opportunity for mutual discernment about next steps, attendance at a Gateway Retreat is a pre-requisite to submitting a final application to proceed with facilitator preparation.

II. Facilitator Preparation Program

A. Preparation Retreat 1 *5 p.m. Wednesday, February 15 – Noon, Sunday, February 19, 2017*
Spirit in the Desert • Carefree, AZ • <http://spiritinthedesert.org/>

We begin the preparation program “in retreat,” grounding ourselves and our work together in community for the coming year. Threads of exploration in this first retreat include working with paradox, behind-the-scenes exploration of Clearness Committees, in-depth exploration of the Core Values and Principles & Practices that underlie this approach, the importance of diversity in our circles and self-awareness regarding the lenses and experiences we bring into this work. In this retreat we will also work with key aspects of program development, introducing communication and program resources available through the Center, as well as the resource-rich network of facilitators in the Courage Collaboration.

B. Communities of Practice

Between these bookend retreats there will be “hands on” learning assignments regarding aspects of facilitation, preparing for Clearness Committees, and program development to create opportunities for greater understanding and integration of core competencies. New facilitators will be asked to interview 2-3 experienced facilitators regarding their perspective, advice and experience related to facilitator preparation and facilitating Circles of Trust. In addition there will be an online community component for the entire cohort and at least two conference calls for smaller “communities of practice” groups to discuss ongoing learning.

C. Preparation Retreat 2 *5 p.m. Wednesday, June 21 – Noon, Sunday, June 25, 2017*
Techny Towers • Techny, IL • <http://technytowers.org/>

At this retreat new facilitators will continue to deepen their understanding of the conditions and processes that help create circles of trust. A significant amount of time will be spent in “practice sessions” to extend new facilitator’s experiences with design and facilitation of this approach. Considerations for creating and working with groups in retreats, finding suitable venues and handling group dynamics will be explored. We will also re-visit program and financial development topics explored earlier.

D. Mentoring in the Second Year

At the end of the Facilitator Preparation retreats each new facilitator will be paired with an experienced facilitator who will act as a mentor during the continuing development of the new facilitator’s skill and experience base. The mentoring relationship is an important resource and ongoing connection for the new facilitator, providing support and guidance, as well as practical knowledge related to retreat design and facilitation. New facilitators and mentors will create a learning plan for the second year of preparation to include an opportunity for program or retreat planning and co-facilitation. CCR staff and mentors work closely with new facilitators to support growth and discern readiness at every step of the preparation process.

LEADERSHIP TEAM FOR THE FACILITATOR PREPARATION PROGRAM



John Fenner leads the Center's Facilitator Preparation Program along with the Center's programs for Clergy and Congregational Leaders. John has led Circle of Trust® retreats since 2003 and has also worked as a consultant to nonprofits, churches, and communities on conflict resolution, dialogue, racial equity, and organizational/community change processes. Between 1989 and 2006, John served as Executive Director of the Center for Dialogue, a community-based nonprofit dedicated to the promotion of peaceful communities and positive change in individuals and organizations.



Marcy Jackson, MSW, MPH is co-founder and Senior Fellow for the Center for Courage & Renewal (CCR). She served as Co-Director of the Center for 13 years and was Director of the Courage & Renewal Facilitator Preparation Program for 16 years. Her current responsibilities include helping to prepare and mentor new Courage & Renewal facilitators in North America and Australasia; leading retreats for young leaders and activists and other groups; and contributing to the dissemination of ideas and writing related to the Circle of Trust® approach and its manifestations. She has been facilitating Courage & Renewal retreats since 1996. Previously, Marcy worked with individuals, groups, and families as a child and family therapist, grief counselor and group facilitator.



Parker J. Palmer, Ph.D., is a writer, teacher, and activist who works independently on issues in education, community, leadership, spirituality, and social change. He is also founder and Senior Partner of the Center for Courage & Renewal. Palmer's work spans a wide range of institutions: colleges and universities, public schools, religious communities and other non-profit organizations, healthcare institutes, and foundations. His publications include ten poems, more than one hundred essays, and nine books: *The Promise of Paradox*, *The Company of Strangers*, *To Know As We Are Known*, *The Active Life*, *The Courage to Teach*, *Let Your Life Speak*, *A Hidden Wholeness*, *The Heart of Higher Education* (with Arthur Zajonc), and, most recently, *Healing the Heart of Democracy*. His work has been recognized with several national awards and ten honorary doctorates. In 2011, Palmer was named an Utne Reader Visionary, one of "25 people who are changing your world."



Debbie Stanley, Ph.D., retired in 2011 after 31 years in education as a public school educator and Early Childhood professor of the University of South Carolina and Coastal Carolina University. She has served as Horry County Chair of the First Steps state initiative. She has written and presented various articles on diversity in the public school classroom. Her response to "The Bridge" poem is included in the book *Teaching with Fire – Poetry that Sustains the Courage to Teach*. Debbie is a seasoned Courage & Renewal Facilitator, and was on the board of directors for the Center for Courage & Renewal.

WHO SHOULD APPLY?

As there is a high degree of subtlety and sophistication to this type of leadership, **we are looking for people who:**

- have had significant experience with this approach prior to preparing to be a Courage & Renewal facilitator;
- are committed to their ongoing inner work, who practice reflection and renewal in their own life;
- embody a strong sense of identity and integrity within their chosen work or profession;
- wish to be part of a rich learning experience, during facilitator preparation and beyond;
- have experience in program development, marketing, fundraising and are well-positioned, to bring the Circle of Trust® approach into their profession or community;

Potential facilitators should:

- have experience in group facilitation and/or retreat leadership with adults;
- possess strong relationship skills and the ability to work collaboratively;
- be able to create a hospitable space for diverse groups of people, as well as to set clear boundaries;
- be dedicated to creating safe and trustworthy spaces in which others can do their own inner work.

Priority is given to applicants who demonstrate their vision, commitment, connections, and capacity to establish and sustain new Courage & Renewal programs within their network and/or community.

The Center is also committed to increasing the diversity within our network of Courage & Renewal facilitators so that we may fully engage and reflect the diversity of the communities we serve.

APPLICATION PROCESS

When applying, make sure that you can fully attend both facilitator preparation retreats.

1. **Register online:** www.cvent.com/d/6fqf68 by **November 28, 2016.**

During registration you will be asked to upload the following:

2. **A professional vitae/resume** outlining your relevant academic and professional experience.
3. **Two letters of reference** that speak to personal qualities and professional experiences that relate specifically to the role of a Courage & Renewal facilitator.
4. **A personal statement that addresses** (please use each question below as a heading and please keep your application to no more than 3-5 pages):

- **Interest:** Why you are interested in pursuing facilitator preparation at this time, and how participation in the program fits with your understanding of your vocation;
- **Inner Life:** How you stay connected with your own inner life. Are there inner work and/or spiritual practices that have particular meaning for you in this regard?
- **Important Questions:** Question(s) you hold that have deep importance to you at this time;
- **Facilitation Experience:** Your experiences in group facilitation, retreat leadership, or teaching that relate to this type of facilitation;
- **Participation in Circle of Trust Retreats:** The number of Circle of Trust Retreats you have participated in and the names of the Courage & Renewal facilitators of those retreats;
- **Diversity/Inclusion Experience:** Your experience working with diverse groups and/or particular training in diversity and inclusion and social/racial equity, and;
- **Program Development Experience:** Your program development experience including your capacity to establish this work in your community or profession, including connections with kindred organizations and institutions, collegial networks, and local grant-making and philanthropic organizations to help market, recruit participants, and provide financial support.

SELECTION PROCESS

Due to the growing interest in this work as well as the capacities and skills that are necessary to successfully establish retreat programs and Circles of Trust, numerous factors go into our discernment and selection process. Of prime importance are an individual's personal qualities and relationship skills, as well as previous experience with group facilitation and/or retreat leadership. Secondly, we are interested in an individual's capacities and connections in areas of program development, organizational life, friend-raising and fundraising. We also factor in such things as geographic representation, racial and ethnic diversity, age diversity and work context. We wish to foster a culture of collaboration with our network of facilitators; therefore, we consult with existing facilitators in a given locale regarding their priorities and need for additional facilitators.

We share this information to let you know that selections for this program are made within a context that is complex and multi-layered. In other words, individual applications are looked at in relation to the overall pool of applicants and program considerations. In some cases this may mean that qualified individuals are not selected due to the other considerations we are trying to balance in any given year. Due to the investment of time and care required for the preparation and mentoring phases of this program, we anticipate inviting sixteen to twenty persons into the facilitator preparation program that begins in 2017.

The Facilitator Preparation Leadership Team participates in the discernment and selection process for the new facilitator cohort each year.

Final decisions about acceptance will be made by December 23, 2016 and communicated thereafter.

PROGRAM COSTS

Tuition - \$5,000; includes two facilitator preparation retreats, mentoring and leadership, retreat materials, access to online facilitator resources and other program resources.

Lodging & Meals - \$1,000; includes both retreats.

Participants will be staying in double occupancy rooms for both retreats unless there are special circumstances.

Participants are responsible for their own travel to the facilitator preparation retreats.

Upon acceptance into the program, you will receive an Acceptance Form detailing next steps regarding the program and setting up a payment plan. Full payment is due before the start of retreat #2. We have a modest fund to help offset program costs for those who need the assistance in order to participate. To apply for financial aid, please complete our online financial aid form *upon acceptance* into the program. <http://couragerenewal.org/financialaid>.

A special fund for financial assistance is available for clergy and congregational leaders through a grant from the Lilly Endowment.

For questions or more information contact:

John Fenner

Director of Facilitator Preparation

john@couragerenewal.org

Nondiscrimination Policy: The Center for Courage & Renewal and its facilitators do not discriminate on the basis of race, creed, color, ethnicity, national origin, religion, sex, sexual orientation, gender expression, age, height, weight, physical or mental ability, veteran status, military obligations, and marital status.



About the Center for Courage & Renewal

Our mission is to create a more just, compassionate and healthy world by nurturing personal and professional integrity and the courage to act on it.

To sustain good leadership, we need more people who can work together to solve pressing, complex problems. Responsibility can no longer rest solely with designated leaders. It requires all of us to claim our leadership roles and responsibilities.

Courage & Renewal programs cultivate the heart and soul of leadership, encouraging people to “lead from within.” Courage & Renewal programs help people:

- Lead and act with courage on their true callings
- Develop trustworthy relationships
- Cultivate practices to sustain themselves and inspire others for the long haul
- Work together to transform the institutions they serve

The Center for Courage & Renewal and its growing global network of Courage & Renewal Facilitators help people lead lives of courage and integrity by offering online resources, in-person retreats and personal/professional development programs. Our Facilitators lead programs using the Circle of Trust® approach, based on the work of author and activist Parker J. Palmer.

In 1997, Parker J. Palmer with Rick and Marcy Jackson founded what would become the Center for Courage & Renewal (the “Center”). First known as the Center for Teacher Formation, it began as a program within the Fetzer Institute. Courage to Teach® became the premier program helping teachers connect soul with role, rekindling their passion for educating the whole student.

As the Center’s Circle of Trust approach grew more popular within the teaching profession as well as other social sectors, the Center for Courage & Renewal was established as an independent nonprofit in 2003. Programs are now available for leaders in health care, ministry, nonprofit, business and community settings, as well as to everyone who wants to become more authentic and self-aware in their life and work.

Courage & Renewal work is a shared enterprise of the Center for Courage & Renewal, affiliate organizations, and local facilitators. Twenty years of partnership has demonstrated a fruitful synergy between the Center’s capacity to prepare and nurture facilitators and their capacity to implement this work in a wide range of settings.



Foundations of the Circle of Trust Approach

When people connect who they are with what they do, the seeds of transformation are planted in their lives and the lives of those they touch. When those people join with each other, transformation becomes a possibility in the larger world. Circles of Trust® support such movements toward positive personal and social change in venues ranging from the family to the workplace to the larger community.

The Circle of Trust approach is distinguished by principles and practices intended to create a process of shared exploration—in retreats, programs and other settings—where people can find safe space to nurture personal and professional integrity and the courage to act on it. These principles and practices are grounded in the Center’s core values, which spell out the foundational beliefs and intended purposes for our work with individuals, groups and organizations.

The Center takes great care to prepare facilitators who have the knowledge and skill required to hold and guide Circles of Trust using these principles and practices. These core elements, in the hands of a skilled facilitator, give this approach structure and intentionality and create its transformative power.

** The Center for Courage & Renewal has trademarked the name Circle of Trust® approach. This designation is for use only by facilitators who have been prepared by the Center.*

Our Core Values

Integrity/Wholeness: Living and working with integrity requires us to develop greater congruence between our inner and outer selves, to live less divided lives. To move towards such wholeness we must become more self-aware and accepting of our gifts and strengths as well as our shadows and limits.

Authenticity: When we “show up” as whole people and act authentically, those with whom we live and work are more willing to trust us in relationship and leadership. This can lead to transformed workplaces and organizations.

Diversity: Diversity is a deeply valued source of strength, richness and wisdom for us and for the communities in which we live and work. The capacity to welcome and make space for diverse voices and multiple perspectives is critical to the creation of circles of trust, and to the healing and wholeness needed in our world.

Community: As we do “inner work,” we are not simply focusing inwardly on ourselves. Rather, we become more aware of the fabric of our connectedness with others in our families, workplaces, and communities. This results in an ongoing sense of responsibility and stewardship of the people and concerns that most matter to us.

Courage: For people whose vocation is serving others, courage is needed to persevere and be “whole-hearted” in the often overwhelming circumstances in which we are trying to make a difference – whether that be in the life of child, patient, congregation or community.

Love: Our work is grounded in love, by which we mean the capacity to extend ourselves for the sake of another person’s growth. Our work in community stretches us to understand, respect, and support each other, teaching us why learning to love is one of the most demanding disciplines we can choose.

Hope: Hope is believing and acting on our finest and most dearly held dreams, persisting even when the odds are against them. In the midst of the despair and broken-heartedness experienced by so many in our world today, our work engenders hope for people to live purposeful lives, do meaningful work, and make contributions to succeeding generations.

Renewal: Just as we experience nature’s cycle of renewal through the seasons, so we experience natural cycles of engagement and withdrawal, love and loss, creativity and despair in our personal lives and work. When we take time to slow down, quiet ourselves and reflect, to renew ourselves and recall our commitments, important changes can happen within us and around us. As we who are teachers, healthcare providers, clergy, lawyers, and community leaders are renewed, we in turn can contribute to the renewal of our professions, workplaces, and communities.

Principles of the Circle of Trust Approach

If we are willing to embrace the challenge of becoming whole, we cannot embrace it alone – at least, not for long: we need trustworthy relationships to sustain us, tenacious communities of support, to sustain the journey toward an undivided life. Taking an inner journey toward rejoining soul and role requires a rare but real form of community that I call a “circle of trust.”

– Parker J. Palmer, *A Hidden Wholeness (adapted)*

- **Everyone has an inner teacher:** Every person has access to an inner source of truth, named in various wisdom traditions as identity, true self, heart, spirit or soul. The inner teacher is a source of guidance and strength that helps us find our way through life’s complexities and challenges. Circles of Trust give people a chance to listen to this source, learn from it and discover its imperatives for their work and their lives.
- **Inner work requires solitude and community:** In Circles of Trust we make space for the solitude that allows us to learn from within, while supporting that solitude with the resources of community. Participants take an inner journey in community where we learn how to evoke and challenge each other without being judgmental, directive or invasive.
- **Inner work must be invitational:** Circles of Trust are never “share or die” events, but times and places where people have the freedom within a purposeful process to learn and grow in their own way, on their own schedule and at their own level of need. From start to finish, this approach invites participation rather than insisting upon it because the inner teacher speaks by choice, not on command.
- **Our lives move in cycles like the seasons:** By using metaphors drawn from the seasons to frame our exploration of the inner life, we create a hospitable space that allows people of diverse backgrounds and perspectives to engage in a respectful dialogue. These metaphors represent cycles of life—such as the alternation of darkness and light, death and new life—shared by everyone in a secular, pluralistic society regardless of philosophical, religious or spiritual differences.
- **An appreciation of paradox enriches our lives and helps us hold greater complexity:** The journey we take in a Circle of Trust teaches us to approach the many polarities that come with being human as “both-and’s” rather than “either-ors,” holding them in ways that open us to new insights and possibilities. We listen to the inner teacher and to the voices in the circle, letting our own insights and the wisdom that can emerge in conversation check and balance each other. We trust both our intellects and the knowledge that comes through our bodies, intuitions and emotions.
- **We live with greater integrity when we see ourselves whole:** Integrity means integrating all that we are into our sense of self, embracing our shadows and limitations as well as our light and our gifts. As we deepen the congruence between our inner and outer lives we show up more fully in the key relationships and events of our lives, increasing our capacity to be authentic and courageous in life and work.
- **A “hidden wholeness” underlies our lives:** Whatever brokenness we experience in ourselves and in the world, a “hidden wholeness” can be found just beneath the surface.

The capacity to stand and act with integrity in the gap between what is and what could be or should be – resisting both the corrosive cynicism that comes from seeing only what is broken and the irrelevant idealism that comes from seeing only what is not – has been key to every life-giving movement and is among the fruits of the Circle of Trust approach.

Practices of the Circle of Trust Approach

In this culture, we know how to create spaces that invite the intellect to show up, to argue its case, to make its point. We know how to create spaces that invite the emotions to show up, to express anger or joy. We know how to create spaces that invite the will to show up, to consolidate effort and energy around a common task. And we surely know how to create spaces that invite the ego to show up, preening itself and claiming its turf! But we seem to know very little about creating spaces that invite the soul to show up, this core of ourselves, our selfhood. —Parker J. Palmer, A Hidden Wholeness

- **Creating spaces that are open and hospitable, but resource-rich and charged with expectancy:** In a Circle of Trust, we are invited to slow down, listen and reflect in a quiet and focused space. At the same time, we engage in dialogue with others in the circle – a dialogue about things that matter. As this “sorting and sifting” goes on, and we are able to clarify and affirm our truth in the presence of others, that truth is more likely to overflow into our work and lives.
- **Committing to no fixing, advising, “saving” or correcting each other:** Everything we do is guided by this simple rule, one that honors the primacy and integrity of the inner teacher. When we are free from external judgment, we are more likely to have an honest conversation with ourselves and learn to check and correct ourselves from within.
- **Asking honest, open questions to “hear each other into speech”:** Instead of advising each other, we learn to listen deeply and ask questions that help others hear their own inner wisdom more clearly. As we learn to ask questions that are not advice in disguise, that have no other purpose than to help someone listen to the inner teacher, all of us learn and grow.
- **Exploring the intersection of the universal stories of human experience with the personal stories of our lives:** Guided conversations focused on a poem, a teaching story, a piece of music or a work of art – drawn from diverse cultures and wisdom traditions – invite us to reflect on the “big questions” of our lives, allowing each person to intersect and explore them in his or her own way.
- **Using multiple modes of reflection so everyone can find his or her place and pace:** In Circles of Trust, we speak and we listen. We explore important questions in large group conversation and dialogues in small groups. We make time for individual reflection and journaling. We respect nonverbal ways of learning, including music, movement and the arts. We honor the educative power of silence and the healing power of laughter. Together we weave a “tapestry of truth” with many and diverse threads, creating a pattern in which everyone can find a place that both affirms and stretches them.

- **Honoring confidentiality:** Participants in Circles of Trust understand that nothing said in these circles will be revealed outside the circle and that things said by participants will not be pursued when a session ends, unless the speaker requests it.

The Principles & Practices at Work in the World

Participants in a Circle of Trust return to their homes, workplaces and communities, taking two important resources with them:

- 1) Greater access to the inner teacher and a new depth of self-knowledge, often resulting in a clearer sense of guidance for their personal and professional lives and a resolve to live closer to their core commitments.
- 2) Principles and practices from the Circle of Trust approach that can be applied to their daily lives.

As a result of participating in circles of trust people report:

- a stronger sense of purpose and integrity.
- expanded capacity to be fully present to others in ways that affirm and heal.
- increased skill in asking the honest, open questions that help others uncover their own inner wisdom.
- greater confidence to seek or create communities of support.
- increased understanding, appreciation and respect for human differences, based in deeper awareness of the identity and integrity of ourselves and others.
- greater capacity to build the relational trust that helps institutions pursue their missions
- more courage to live and lead authentically.
- renewed passion for their work or vocation.
- a deeper commitment to leadership and service to others.

The work of the Center for Courage & Renewal and the Circle of Trust approach is informed by a movement model of social change. Every social movement, small and large, that has made the world a more just and hospitable place has been animated by active respect for human identity and integrity. Typically, these movements have unfolded in four stages: (1) individuals reach a point where the gap between their inner and outer lives becomes so painful that they resolve to live “divided no more;” (2) people form communities of support that can help sustain that decision; (3) they go public with their values and visions in order to gather support; (4) together in community, they achieve the moral leverage necessary to help transform our common life.

What happens in a Circle of Trust—grounded in honoring the identity and integrity of each participant—flows out into the world as an authentic source of personal and societal healing and a power for positive social change.

To learn more about the work of the Center for Courage & Renewal, please visit www.CourageRenewal.org. For more about the principles and practices of the Circle of Trust approach in theory and in practice, please see Parker J. Palmer, *A Hidden Wholeness: The Journey Toward an Undivided Life* (San Francisco: Jossey-Bass, 2004).