



# 5<sup>0</sup> CELEBRATE FRICTION

Take the heat out of conflict and turn it into learning opportunities. Ignite sparks of creative combustion for shared solutions and greater connection, staying all-in and focused on something bigger.



# Plus Wonder is an exploration of meaningful connections of all types.

## Who are the people who make you, you?

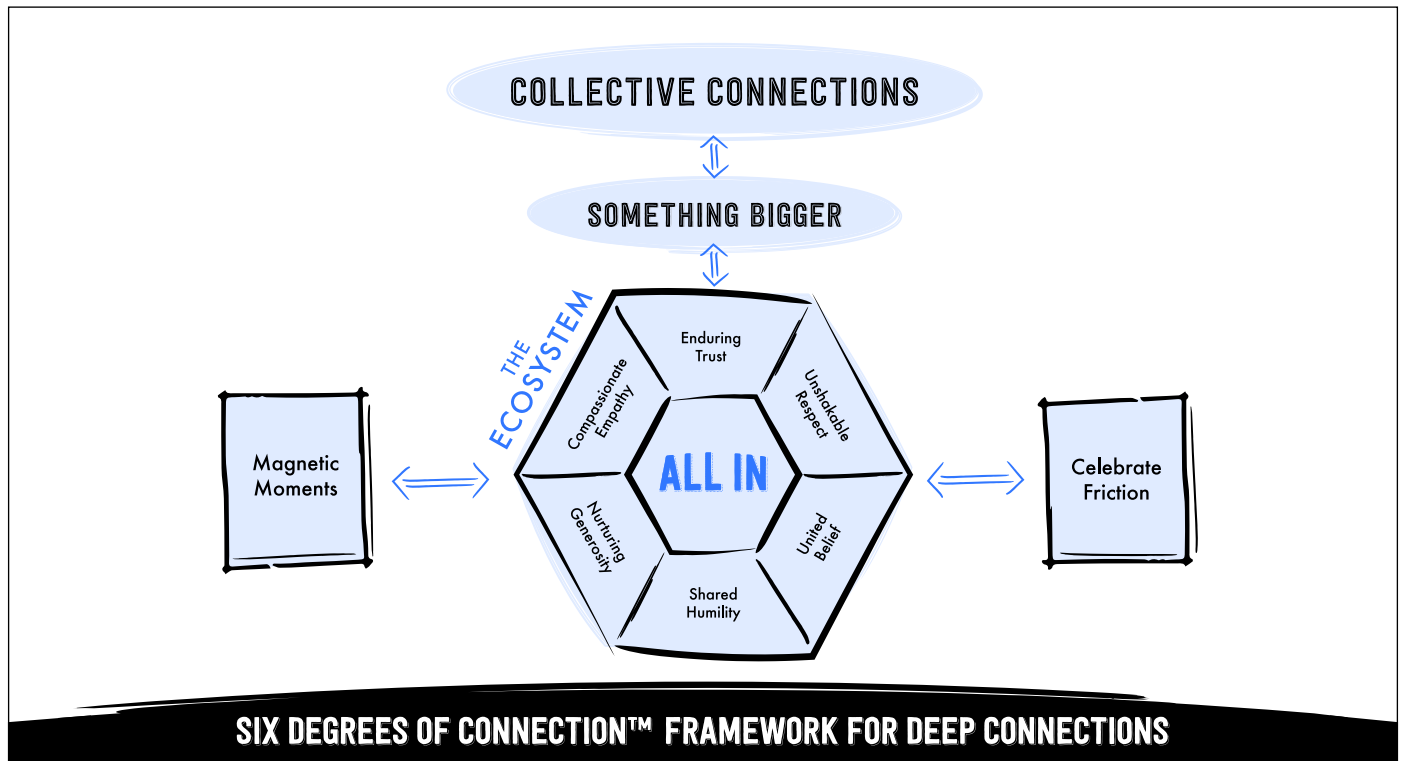
We've listened to and learned from over 65+ partnerships of purpose, and distilled their collective wisdom into a set of insights and tools to help you build depth and purpose in your relationships.

We've also explored some of the greatest collective human achievements—and the Deep Connections at their core—to help you scale collaborations and organizations that will make a difference.

## Explore the Six Degrees of Connection

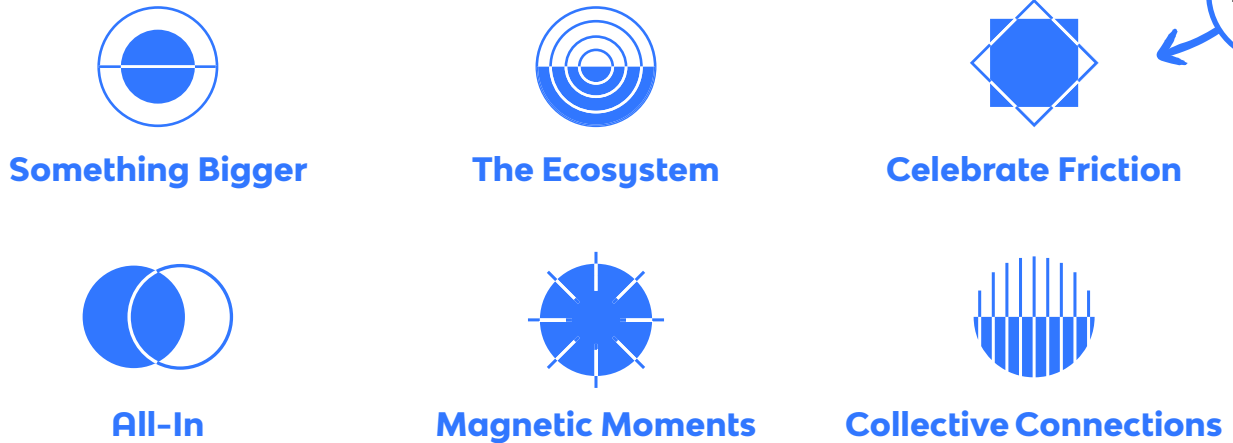
We've spent the last 18 years listening to and learning from successful partnerships and collectives of all types. These unique relationships are special because they've helped each individual make a bigger difference in the world than they could on their own.

We found six essential elements across all sizes of partnerships—from dyads, to collectives, to movements—and across all types of partnerships, whether business, romantic, family, or friends.



---

The Six Degrees of Connection is a powerful and unique framework designed to help you nurture meaningful relationships of purpose that lead to better lives, better organizations, and a better world.



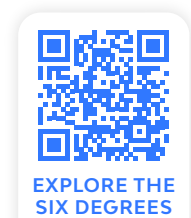
The Architect Toolkits cover six easy-to-follow degrees, each with five different ways to engage: *Watch*, *Think*, *Act*, *Play*, and *Connect the Dots*. *Watch* provides videos that include footage of our amazing partnerships. *Think* prompts you to reflect and consider ideas of significance. *Act* mobilizes you to put those ideas into motion. *Play* brings levity and joy to this work of innovation. Lastly, *Connect the Dots* encourages you to share this learning with your greater community as the first step towards the practical application of the partnership wisdom.

Each degree takes approximately five to ten hours to complete. For optimal results, we encourage you to take your time—quality over quantity. You will experience a profound shift in your relationships and watch your world evolve into one of purpose, passion, and wonder through the power of Deep Connections.

After completing the toolkits, you'll have a deeper level of understanding of the Six Degrees of Connection, the opportunity to host your own Plus Wonder gatherings in your community and schools, and the designation of a Connection Architect with Plus Wonder.

The secret to building and nurturing Deep Connections lies in a holistic approach. Visit [pluswonder.org/educators](https://pluswonder.org/educators) to explore tools and resources to leverage the Architect Toolkits even further.

Visit [pluswonder.org/architect](https://pluswonder.org/architect) for more information.



---

## Let's get started

To inspire radical collaboration in learning communities, we are recruiting a network of Plus Wonder Connection Architects. These Architects are professionals, educational leaders, classroom teachers, and family support who grow teams or learners as purpose-driven collaborators for a better and more deeply connected world. The Architect Toolkits can be applied in secondary, post-secondary and professional learning, and are meant for Connection Architects to customize for their local and global communities.

The Architect Toolkit offers resources to help you:

- **Identify and recognize** partnering as a personal and communal asset.
- **Research partnering** through a diverse array of national and international partnerships.
- **Brainstorm actions** to address partnering in your life or community.

Whether you're in a **professional community**, an **educational organization**, or a **classroom**, you can elevate the Architect Toolkit in many ways. We recommend you...

### Book us for a collaborative workshop

Book a Plus Wonder talk and/or workshop for your community to explore some of the greatest human achievements at their connected core. In our workshop series, we dive into the Six Degrees of Connection framework with partnership wisdom and team exercises to help you build depth and purpose in your relationships.

### Co-design a professional development series for your team

If you are looking for a way to build connection,

communication, and radical collaboration within your teams, work with us to co-design a professional development series for your community. We customize our Architect Toolkits and resources to create a holistic approach to team transformation.

### Co-host an annual education gathering

We aren't messing around when we talk about empowering and connecting educators. We seek to partner with Connection Architects to co-host annual gatherings for global educators interested in helping create the partnerships that will help our planet thrive.

### Engage in our online hub

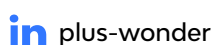
Explore our library of free, virtual resources to download, print, and share educational tools for your learning communities. Search our partner videos, newspaper, quote cards, posters, toolkits, connection circles, and more!

### Host Partnering book circles

Dive deeper into [Partnering](#) by hosting connection circles— informal gatherings where your learning community joins together to share *Partnering* wisdom, listen attentively, and discuss thoughtful questions. Use our connection circle guide to facilitate questions and further explore the Six Degrees of Connection. Contact us to help get *Partnering* into the hands of teachers to inspire education grounded in meaningful connection.

### Share your story

Go to [PlusWonder.org](https://pluswonder.org) to share your own partnership story or the story of a partnership that has inspired you.



---

## WATCH

Watch the video for a concise but meaningful overview of *Celebrate Friction*, or review the transcript below and circle the words or quotes that excite or resonate most with you.



Click video to  
play or scan  
QR code



SHARE      
#PlusWonder  
#Partneringthebook

### **Celebrate Friction degree video transcript:**

*"We're tied tightly by who we are and what's important to us." "I'd say what we argue about if we argue is usually about trivial things, which is what's so stupid."*

**– Eve Ellis & Annette Niemtzow**

[Spouses and partners in empowering women](#)

*"You don't have to be right all the time. That was hard to give up."  
"I never saw you try to be right all the time." "Oh, yes you did."*

**– Pat Mitchell & Scott Seydel**

[Spouses, media innovator and environmental business champion](#)

What surprises you about these relationships and how they turn conflict into connection?

*"We don't always agree, but because it is bigger than us and we realize that, it's like we are forced to come to some kind of compromise."*

**– Kirsten Ussery (with Erika Boyd)**

[Spouses and cofounders of Detroit Vegan Soul](#)

*"I would like to give the advice to people who are wanting to build a partnership to understand, as the first thing, that what they think is not necessarily right, and they have to listen to the other one thinking 'and what if it was the other one is right?' It changes completely the relation. It brings listening. It brings respect. It brings understanding. Stop to believe that we're right. We are maybe wrong! Each time we disagree, we are happy because we say okay now we are going to learn something new. If we disagree, it means we have a strong difference of potential energy. It's going to create some sparkles, it's going to make some light. What's going to happen out of it?"*

**– Bertrand Piccard (with André Borschberg)**

[Friends and cofounders of Solar Impulse](#)

*"You know, if there were major decisions that needed to be made about the business as a whole, either one of us had the veto power. If something was gonna be done that the other person just couldn't live with, they could veto it. It was a power that we used very very very infrequently. It served the benefit of preserving the friendship."*

**– Ben Cohen (with Jerry Greenfield)**

[Friends and cofounders of Ben & Jerry's](#)

*"There's two other things that we've learned to do when we really disagree on something. One is that we take a break. The other thing that's been very effective is getting a third party. Not being afraid to bring in someone to have an objective opinion. There's a slogan we love, 'you can't read the label from inside the jar.'"*

**– Bert Jacobs (with John Jacobs)**

[Brothers and cofounders of Life is Good](#)

What surprises you about these relationships and how they turn conflict into connection?

*"Humor is the best oil for any problems."*

**– Peter Gabriel (with Richard Branson)**

[Friends and partners in peace and human rights](#)

*"We have some deep points of agreement, profound points of agreement, despite our political differences. We're committed to the life of the mind. We're committed to truth-seeking. We're committed to ideas, to civil discourse, to freedom of speech."*

*"And so when we got a chance to just revel in each other's humanity, it didn't take too much time for us to see that we had something even deeper than civility. We had tolerance. We had a deep love and respect for one another."*

**– Robert P. George & Cornel West**

[Friends, fellow citizens, and partners in truth-seeking](#)

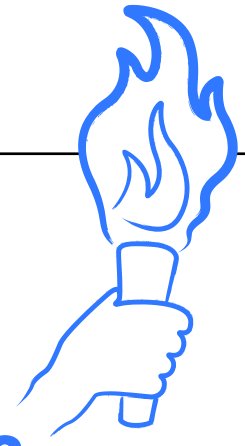
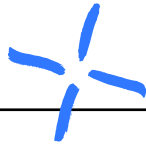
*"Right, Ben makes it sound like we were careful not to dabble in each other's areas of expertise whereas neither one of us wanted to get close to what the other guy was doing." "Neither one of us had any expertise in the area they were doing."*

**– Jerry Greenfield & Ben Cohen**

[Friends and cofounders of Ben & Jerry's](#)

What surprises you about these relationships and how they turn conflict into connection?

Ideas inspired by the video ...



## THINK

# How can we celebrate friction in our relationships and move from shared drama to shared learning?

When we first started interviewing people in partnerships, we were surprised that rarely did they speak of conflict in a dramatic fashion. This isn't to say these relationship stories are devoid of conflict. These people don't live fairytale lives—none of us do—but they've learned how to gracefully harness conflict, allowing them to channel all their energy into supporting each other and work toward goals that matter. We've been so programmed by the media and the entertainment industry to think that high drama and raging conflict are the norm that we often no longer question whether it really has to be that way.



When the partners experience conflict, which is inevitable, they see it as a shared failure, not a finger-pointing opportunity. They don't let their disagreements define them; they take stock, ensure they both learn, and then move on as best as they can. Let's be clear: it's not about agreeing with your partner all the time. It's about the way in which you disagree.

Using our partnerships as safe spaces to learn how to disagree and how to turn friction into learning moments has never been more important to help us navigate a society that is more prone to conflict, anxiety, and fear. We need to cultivate humility to realize that we don't have all the answers and that the people we surround ourselves with can be our best teachers and support system.



**Bertrand Piccard & André Borschberg**—[friends and cofounders of Solar Impulse](#)—call these learning moments sparkles. As Bertrand says:

“We are happy each time we disagree, because we know we're going to learn something new, it's going to make some sparkles. Combining our experiences makes a new vision of the world where we can move ahead. We should never be the same after a discussion, otherwise it means we learned nothing.”



André and Bertrand are two radically different people and are the first to admit that their partnership was not devoid of friction, but they had to master taking the heat out of conflict.



How do you approach conflict?



How can you reframe your disagreements into learning opportunities?

How can you celebrate the “sparkles” when conflict emerges?

Celebrate friction is purposefully the fifth degree of connection, as the other four degrees help lay the groundwork for moving from shared drama to shared learning during a conflict. If you are able to celebrate friction with your Deep Connections and practice resolving conflict, it will permeate through all your relationships and alleviate much of the stress and anxiety that comes with being in fight mode, rather than partnership and cooperation mode.

## Key Takeaways

- Consider how the process of celebrating friction with your Deep Connections can serve as learning experiences and keep us striving towards Something Bigger.
- Practice new tools and techniques with your Deep Connections that will help you navigate difficult times and thrive together.
- Create a “Celebrate Friction Manifesto” with your Deep Connection.
- Explore the research that supports the concepts of celebrating friction and what Plus Wonder partners André and Bertrand call the ‘sparkles’ of conflict.

What questions do you have that will help you reach these key takeaways?

---

## ACT

**Celebrating friction is not about a blissful moment where everyone holds hands in a circle and everything will be alright. It's about hard work and discovering the tools that are best for you and your partners. If you are able to celebrate friction with your Deep Connections, it will permeate through all your relationships and alleviate much of the stress and anxiety that comes with being in fight mode, rather than partnership and cooperation mode.**

---

### Celebrate Friction Manifesto

Here are ten approaches to celebrate conflict that emerged from listening to great partnerships. Each approach will help you draft a Celebrate Friction Manifesto. By answering a question aligned to each approach, you will create a declaration of your core values and beliefs, what you stand for, and how you intend to celebrate friction in order to live your life in Deep Connection with others. After the series of questions, your combined responses will result in your Celebrate Friction Manifesto. This functions both as a statement of principles and as a call to action.

**Here are five guidelines for answering each question.**



**1**

Use declarative language and strong word choice.

---

**2**

Write in the present tense.

---



**3**

Aim to write a 1-2 sentence response for each question.

---

**4**

Make it uplifting.

---

**5**

Alternate between these optional sentence starters for your manifesto... I will, I know, I trust, I believe, I am committed to, I promise, I envision, I value...



---

## Understand the Why

**Andy Kuper & Jim Roth**—[friends and cofounders of Leapfrog Investments](#)—constantly make difficult decisions as they navigate the rapid growth in the nascent field of impact investing. They have developed a way of working where they are always challenging each other to get to the best outcomes, but have learned to “disagree without being disagreeable.” Andy credits Jim for teaching him this art. “When you’re younger, you have a sense that you need to absolutely find the solution in conversation,” he said, “particularly in high pressure business environments, where a decision has to be made fast. And one of the things that Jim has really exemplified for me is a spirit of discourse. And a recognition that often what you need to do is come to a conversation with a frame of thinking, with a sense of what is material and what is relevant.”

Discourse implies that you also speak with thought and intention, not just listen. However, the best way to diffuse a conflict is to always start with empathetic listening. This means prioritizing time for each other, hearing each other out without judgment or interruption, and focusing on questions to understand someone’s perspective, rather than just trying to prove yours. Understanding someone’s history that informs their decision making, means seeing all the dimensions of someone’s feelings, not just the ones that are apparent in the moment. This level of understanding helps us stop making defensive assumptions that turn small rumblings into major earthquakes.

Your response to the following question will contribute to your Celebrate Friction Manifesto.

How can I create a spirit of discourse with my Deep Connections?





## What if the Other Person is Right?

When we stop believing we are right all the time, it creates space for deep listening, understanding, and respect for all our conversations. Sometimes that also means stepping back and asking the question about what's best for the wider goal. **Richard Reed, Adam Balon & Jon Wright Friends**—[cofounders of Innocent Drinks and Jam Jar Investments](#)—always try to be less egotistical, to be happy to be proven wrong, to detach from personal emotions, and to be willing to sacrifice individually for the greater collective. As they say, “We wanted the right outcome rather than our own individual outcome.”

Even with this mentality, they, like all of us, sometimes falter. For instance, there was a time they got in a massive shrieking argument that almost descended into a physical fight about the

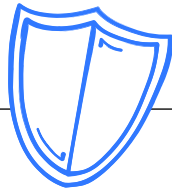
color of the walls. They stopped upon realizing how ridiculous they were being and went to the pub. Then they were able to come up with a better idea for the walls. They covered the walls with milestones and celebrations, like the “alumni wall.” For everyone who has ever worked with Innocent Drinks, they created a smoothie bottle label describing the person’s unique ingredients. This act publicly celebrates people that contribute to the mission of Innocent Drinks in addition to highlighting their shared values.

By being vulnerable with your Deep Connections and asking yourself, “**What if the other person is right?**,” you create space for a new perspective that may offer up a better outcome.

Your response to the following question will contribute to your Celebrate Friction Manifesto.

How do I consider my own shortcomings and continually ask what's right for the collective?





## A Courageous Space

Space took on two meanings throughout our research process. There’s the space to have brave, difficult conversations, and then there’s the space to give each other when a break is needed, to give things time to settle down. Both types of space are important and require time.

**Jo Confino & Paz Perlman**—[spouses and partners inspiring harmony with Earth and life](#)—hold weekly “Friday Talks.” Committing to this ritual ensures they have time to share the good and the bad in their relationship. This brave space has a couple benefits; it enables them to deepen their understanding and love for one another, and it offers an opportunity to minimize disagreements that emerge earlier in the week. By the time Friday comes around, they have taken some space and therefore taken away some of the heat from the conflict.

Nature can play an important role in shaping **a courageous space**. Many of the Plus Wonder partnerships talked about going for a walk or getting outside to create a space that grounds you and gives you perspective, either by yourself or when you need to have a difficult conversation.

Your response to the following question will contribute to your Celebrate Friction Manifesto.

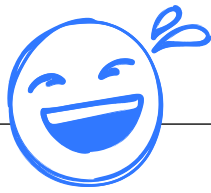
How do I embrace and make time for courageous spaces for my Deep Connections?

## Veto Power

No matter who you are, there are moments when celebrating friction feels like an impossible dream. It requires foresight to thoughtfully design “correction mechanisms” before situations occur that can blow up a relationship in moments of exhaustion or passion. Sometimes we can’t think straight, much less listen deeply to someone. For example, early on in their relationship, **Ben Cohen & Jerry Greenfield**—[friends and cofounders of Ben & Jerry’s](#)—decided that if something was going to be done that the other person could absolutely not live with, the other person would always have the chance to **veto** it. This happened very infrequently, but it was key to always making sure the preservation of their friendship came first.

Your response to the following question will contribute to your Celebrate Friction Manifesto.

When considering my veto power, what am I willing to let go of and fight for?



## Humor

In this activity, we look back to the wisdom of **Richard Branson & Peter Gabriel**—[friends and partners in peace & human rights](#). As Peter said, humor can be “the best oil for any problem.” A moment of laughter, a self-deprecating joke, or a silly prank can bring lightness and joy into most difficult situations. Richard demonstrated this in his interview with Peter. When the conversation was getting too serious he threw a glass of water on Peter—who in turn threw a pitcher of water at Richard. Before we knew it, everyone in the room, including the film crew and the waiters, were in a water fight, soaked and laughing hysterically.

Your response to the following question will contribute to your Celebrate Friction Manifesto.

How do I choose to infuse humor in moments of friction? How can I ensure my humor works to strengthen our bond and keep us focused on the greater good?



## The Other 99 Things

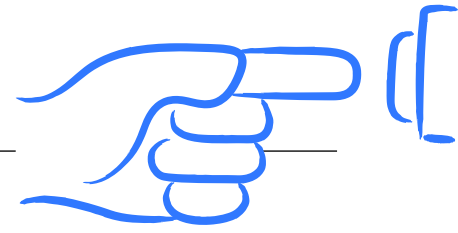
Don't sweat the small stuff. Remember the 99 things you love about someone when that one irritating thing happens. To check themselves on level of importance, **Dereck & Beverly Joubert**—[spouses, National Geographic Explorers, founders of Big Cats Initiative, and cofounders of Great Plains Conservation](#)—asks themselves, “Will this be in the memoir we write when we are in our nineties?” If not, talk it out and let it go.

A sound perspective can keep you from being drawn into unnecessary, debilitating drama. Something Bigger, your shared impact goals will always lift you above the petty rivalries and disagreements and allow you to turn friction into positive energy towards your mission.

Your response to the following question will contribute to your Celebrate Friction Manifesto.

How can I remember “the other 99 things” in a moment of friction?





---

## Make Peace with Yourself

It's super hard to have a positive approach to friction if you don't have peace with yourself. **Jo Confino & Paz Perlman**—[spouses and partners inspiring harmony with Earth and life](#)—stressed the need to “take responsibility for your own buttons,” to focus on understanding yourself and the things that will trigger a negative reaction—to be aware of them and really work on them. Deepening your own understanding of yourself will allow you to step back and observe your behavior, to separate out the emotions, and understand where you need to change.

Healthy partnerships also allow us to see ourselves mirrored through the eyes of someone we love and trust. These relationships help us understand both our strengths and the areas in which we might be letting ourselves down. Opening up space for honest reflection with our partners is one of the fastest paths to achieving peace with ourselves.

Your response to the following question will contribute to your Celebrate Friction Manifesto.

How can I be more aware of my buttons/triggers in order to make peace with myself?

---

## You Can't Read the Label from Inside the Jar

This one is simple to say, but not always so easy to do: be courageous and get outside help when you need it. We often think we've failed if we need to reach out to someone for help, when in truth we've failed if we don't realize that we might need some external perspective to help us get through a particularly rocky patch.

**Gro & Arne Olav Brundtland**—[spouses, partners in global health, international development, and life](#)—have been together for sixty years. They met over a beer at a student gathering and, as Gro recalled, “lightning struck the moment our eyes met.”

Everyone was stunned that a Social Democrat and the other a Conservative could fall in love so deeply and so quickly. No one thought it could last. Yet instead of allowing their differences to dominate, they embraced their curiosity and had discussions about everything under the sun. They supported, inspired, and learned from one another as both pursued their political careers, with Gro eventually becoming the Prime Minister of Norway and Arne holding a range of political analyst roles as well as becoming a well-respected journalist and author.

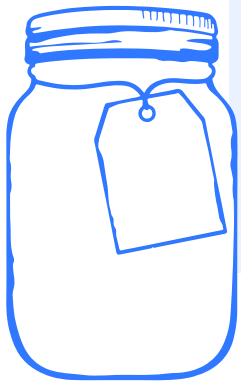
When they were married for ten years, they found they were having more and more disagreements. Rather than simply letting themselves drift apart, they decided to seek advice from an experienced psychologist, someone “outside the jar” who could help them navigate their situation. “During five hours of sharing concerns, and telling each other how we felt about each other and ourselves, things improved greatly,” Gro recounted. “Our

harmony and genuine respect for each other resurfaced. It was a great experience, for which we are forever grateful.”

How people reach out for support outside their partnership can take many forms—the key is having the courage to do it.

Your response to the following question will contribute to your Celebrate Friction Manifesto.

How can I look “outside the jar” and get support in nurturing my Deep Connections?



*It's not all in here!*

## Common Ground

**Lawrence Chickering & Jim Turner**—[friends and cofounders of The Transpartisan Review](#)—have been celebrating friction for 25 years, in large part by focusing on the areas they have **common ground** rather than focusing on their political differences.

Lawry is a conservative intellectual with a fellowship at Stanford’s Hoover Institute and an admiration for the ideas of the late conservative commentator William F. Buckley. James on the other hand, came up from the left, working for consumer activist Ralph Nader in the late 1960s and later taking on the FDA. On the spectrum of American politics, they couldn’t be further apart. Yet they are deeply connected through a common goal to lift above political divides and promote

civil public discourse and cooperation. From the day they met, they’ve recognized that, despite what seem like vast differences in ideology, they “create magic” when they’re together simply by listening to each other. They argue, sometimes passionately, but they are always empathetic and willing to learn from each other. And the outcome of this is a third way – shaped by the energy of their different perspectives.

Their hope is to lead others to see the solution they see: That what most Americans consider an unbridgeable political divide is actually not a divide at all, but a shared struggle to be heard.



How can I seek to find common ground with another when deeply divided in belief and/or opinion?



## Positive Amnesia

We tried to get **Peter Gabriel and Richard Branson** to talk about their disagreements for an hour, but they simply could not remember any! As this pattern continued in subsequent interviews, we came to realize that **positive amnesia** is a sign of deep respect between partners—and highlights a healthy practice of forgiveness. Successful partnerships can work through bad experiences and then release them, forgiving and literally forgetting so they don't undermine their collaboration by hanging on to any negative reflections.

Sometimes, forgiveness is not so easy. Whether that is forgiving your partner, or forgiving someone outside the partnership. It is worth the effort as it frees you from bitterness and anger and allows you to move on with your life in a place of love rather than resentment.

How can I practice positive amnesia with my Deep Connections?


---

## The Long Game


In order to celebrate friction and practice the approaches shared in this chapter, you need partners who are in it for the long run. Building a shared history together is like clearing a path in the forest so you can walk calmly with “sparkles,” rather than stumbling around bushes and trees as you navigate a difficult situation.

Most interactions and relationships in our lives are short term and can’t provide continuous love and support across our lifetime. Similarly, most people focus primarily on short-term

gain for themselves, rather than protecting each other’s long-term wellbeing. As **Robin Chase & Cameron Russell**—[family and activists for climate change and the new economy](#)—articulated so well in the ecosystem. It is our Deep Connections, the people who are with us for the long game, that really make us who we are in this world. It is also far easier to celebrate friction and look at it as a learning moment if you have a shared history with someone and you know that they will always have your back.



**SHARE YOUR  
CELEBRATE FRICTION MANIFESTO  
WITH A DEEP CONNECTION**



Find that Deep Connection with a shared history and ask them to create their own Celebrate Friction Manifesto based on the ten approaches and respective questions above. Afterward, share and discuss your manifestos together. Sharing your Celebrate Friction Manifestos can help you articulate what your relationship stands for and

how you intend to put the concept of celebrating friction into action... how you plan to live it.

Let these manifestos be your **north star**, a guiding compass for how you navigate conflict with this Deep Connection, allowing the “sparkles” to light your way through the difficult times in all relationships.

---

## PLAY

One thing is certain: all partnerships have bumps and disagreements. But we have a choice in how we approach disagreements; we can learn how to celebrate friction as learning moments, the “sparkles” of any relationship. Celebrating friction with your Deep Connections will ripple out to all types of relationships. Reflect on your manifesto and share with us.

Now let’s play: join our community thought playground to expand your connections and share your wonderings on social using the hashtags **#PartneringTheBook** **#PlusWonder**

- **Tag a Deep Connection and share how you plan to embrace and make time for courageous spaces for them?**
- **Tag a Deep Connection and commit to finding common ground with them when deeply divided in belief and/or opinion?**
- **Tag a Deep Connection and share how you plan to practice positive amnesia and come from a place of love rather than resentment.**

Don’t forget to play well with others! Click on the hashtags, interact, and connect. Share and discuss with peers in real life, too, to help navigate through conflict to enhance connection.

Notes / space for brainstorming

## CONNECT THE DOTS

Each partnership showed that they had to learn to rise above the drama, to leave behind their egos, in large part because their shared vision was way larger than any petty conflict that might emerge between them. Celebrating friction isn't easy but it is possible and requires a commitment to learning from one another by coming from a place of love and trust. By turning conflict into learning moments and not letting disagreement and failures define the relationship. Check out what the experts are saying in regards to how we must celebrate friction to ensure the health of our relationships.

- *Harvard Business Review* featured an article on "[How to Mend a Work Relationship](#)," based on a review of over 300 research studies that focused on workplace relationships, relationship transgressions, and relationship repair. The article offers best practices that mirror our findings on how to become more resilient in the face of inevitable conflict. The authors stress three moves: creating a positive tone, shared narratives, and relational agility.
- Leadership expert and bestselling author **Robin Sharma**, says "conflict is nothing more than an opportunity for greater growth and a deeper connection." Sharma discusses the importance of celebrating friction in his three short and insightful articles: "Celebrate Conflict," "The Four Riders of Conflict," and "Pick Fights Fast."
- Research scientists impart necessary wisdom around resolving conflict in research groups, drawing from their own experiences and challenges. They offer four strategies, including a reminder that no one is perfect. There is usually something that we can do better, and resolving conflict is a skill we should all try and cultivate. Check out their article "[Conflict in your research group? Here are four strategies for finding a resolution](#)" in *Science Magazine*.
- Edutopia's "[What Brain Science Teaches us About Conflict Resolution](#)" provides us with an educator's insight into the challenging emotions that accompany disagreements among our youth. This article looks at the links between neuroscience and mindfulness as it relates to resolving conflict and how we can help our youngest students get a head start on celebrating friction.
- **Sheila Heen** specializes in difficult conversations. Heen is a professor of negotiation at Harvard Law School and a bestselling author of two books, *Difficult Conversations: How to Discuss What Matters Most* and *Thanks for the Feedback: The Science and Art of Receiving Feedback Well (Even When It's Off-Base, Unfair, Poorly Delivered and Frankly, You're Not in the Mood)*. Check out her online course on [Difficult Conversations](#) and learn to "understand the layers of tough conversations in order to connect with authenticity and empathy."
- Bestselling author and professor of management science, engineering, and organizational behavior, **Dr. Bob Sutton** is an expert in organizational friction. His latest book, *The Asshole Survival Guide: How to Deal With People Who Treat You Like Dirt*, and his newest project with Huggy Rao, [The Friction Project](#), speak to "the causes and cures for destructive organizational friction—and when it is wise to make things harder to do."

- **Rebecca Zucker** from Next Step Partners reviewed the SHARED™ feedback model in her leadership blog, "**Getting Under Your Skin: How To Respond?**" She describes how self-awareness is a leader's superpower, especially when managing conflict and how we are not rational beings but first and foremost emotional beings. Emotional sensitivities are often at the root of relationship challenges, and self-awareness is what can shift the dynamic for all involved, further demonstrating that peace within yourself is an important step in celebrating friction. Continue reading her blog "**How Not to Be Defensive**" to see how managing defensiveness can support giving and receiving feedback within all your relationships, a key to celebrating friction and fostering Deeper Connections.
- A 2017 study by **Thomas Curran**, a social psychologist from the University of Bath, and **Andrew Hill**, a professor of sports psychology at York St. John University, found that "self-oriented perfectionism, socially prescribed perfectionism, and other-oriented perfectionism have increased over the last 27 years. Young

people are now facing more competitive environments, more unrealistic expectations, and more anxious and controlling parents than generations before." These findings prove the dire need to promote and instill healthy conflict practices amongst our youth.

- Enjoy **The Big Book of Conflict Resolution** from Washington State University and try out the numerous activities that help bring people together, encourage listening, and create a culture of respect, whether in the classroom, home, or office.
- When you learn to celebrate friction, you flow above drama and open yourself up to more joy. And **Ingrid Fetel Lee** is on a mission to bring more joy into the places we live and work, learn, and heal. She is the founder of **Aesthetics of Joy** and the author of *Joyful*, "the definitive guide to finding and creating more joy in the world around you." Her TED talk, "**Where Joy Hides and How to Find it**" "reveals the hidden influence of our surroundings on our emotions and wellbeing."
- Visit **pluswonder.org/research** to learn how the research all connects.

# CONGRATULATIONS, YOU HAVE COMPLETED THE FIFTH DEGREE OF CONNECTION!

Whether you are a deep diver into each degree or just testing the waters with a few activities, we encourage you to join our Connection Architect network to learn how other like-minded people are building upon this partnering wisdom.

Visit [pluswonder.org/architect](https://pluswonder.org/architect) for more information.

Together, let's work to spark a relationship reset in this world!

