

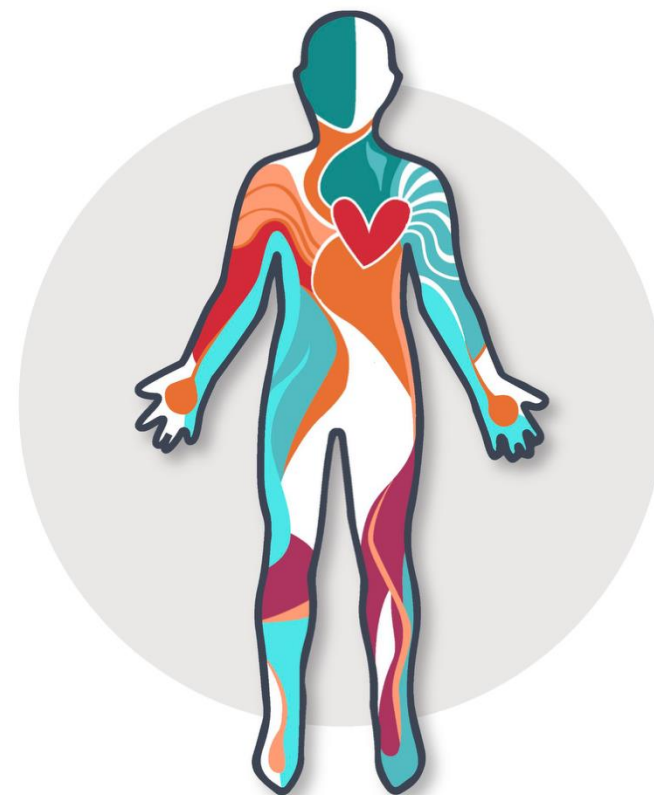
What power do we have in the face of destabilizing change?

Brigitte Marshall

November 6th 2025

Welcome!

Please post your name and where you're
joining us from today, in the chat box.



Fight



Fight: Confront the threat.

anger
rage
confrontation
high energy

Flight



Flight: Run away from the threat.

anxiety
panic
avoidance
high energy

Freeze



Freeze: Shut down to block out the threat.

dissociation
numbness
shutdown
low energy

Fawn



Fawn: Appease the threat.

people-pleasing
codependency
lack of boundaries

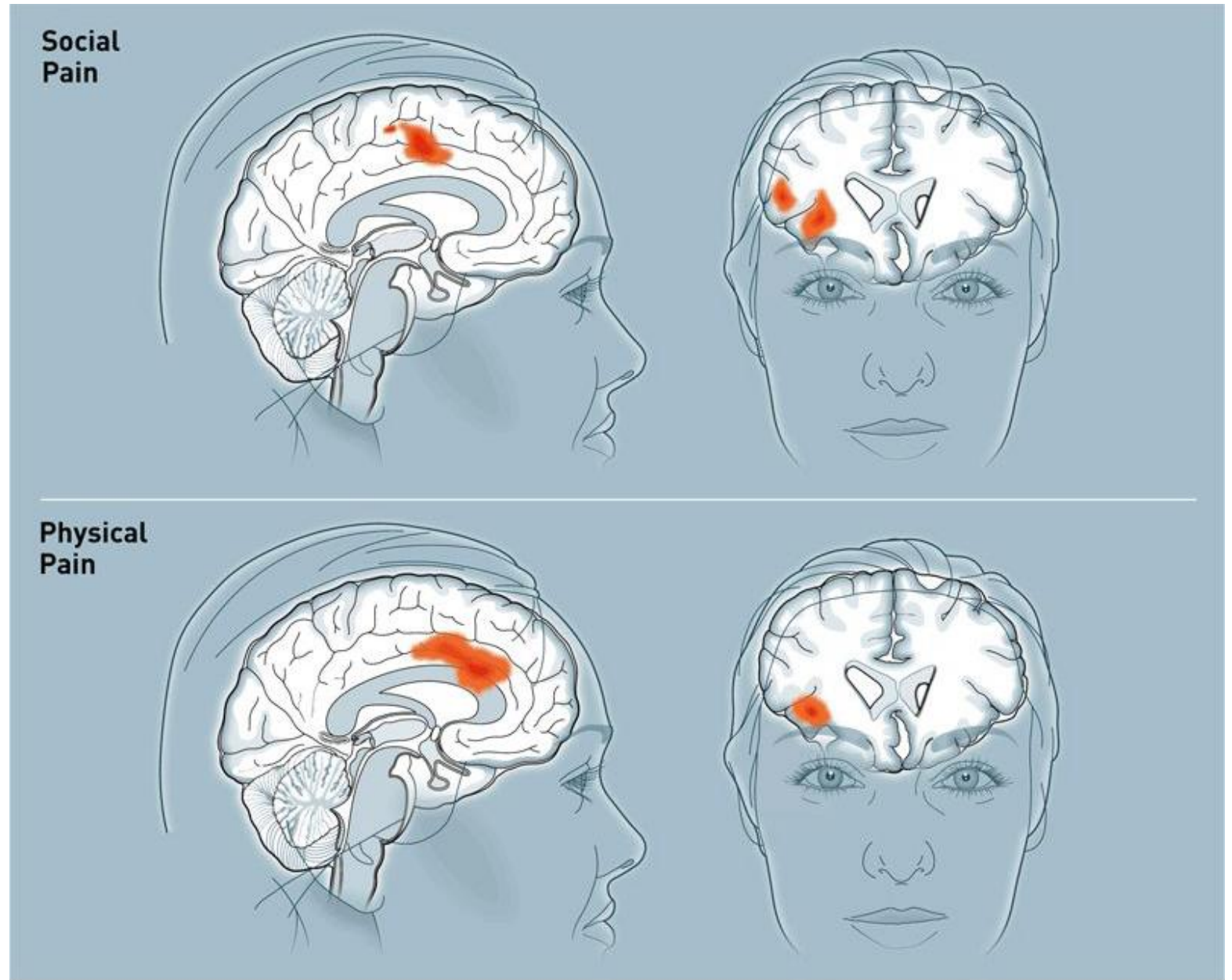


The SCARF Framework

Dr. David Rock

S.C.A.R.F.	
Status	Everyone wants to feel recognized, competent, accepted
Certainty	Predictability and confidence in the future are important in making us feel psychologically safe
Autonomy	Sinatra did it his way, and we want to do it our way
Relatedness	We're social creatures, and a solid connection to others can soften any defeat
Fairness	Difficult decisions can more easily be accepted if we feel like they're 'fair play.'

The brain experiences social threats and rewards with the same intensity as physical threats and rewards





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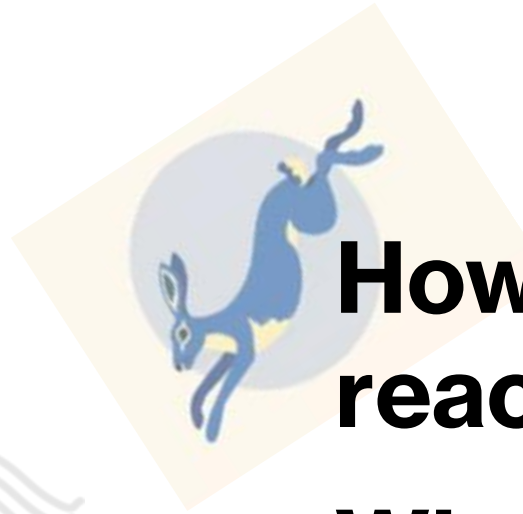
people-pleasing
codependency
lack of boundaries

Response	What it can look like
 <p>Fight: Confront the threat.</p>	<p>Urge to be right</p> <p>Focusing on compliance and control</p> <p>Blaming</p> <p>Defensiveness</p>
 <p>Flight: Run away from the threat.</p>	<p>Canceling meetings</p> <p>Calling in sick</p> <p>Changing the subject, avoiding the hard conversations</p> <p>Procrastinating</p>
 <p>Freeze: Shut down to block out the threat.</p>	<p>Numbing emotions</p> <p>Letting the moment pass</p> <p>Getting stuck in analysis</p> <p>Not speaking up</p>
 <p>Fawn: Appease the threat.</p>	<p>Difficulty saying 'no'</p> <p>Fear of saying what you really feel</p> <p>Compliance</p> <p>Politeness as a veneer</p>

Shoulder partner conversations

When they are
threatened, which
SCARF domains gets
you most activated?

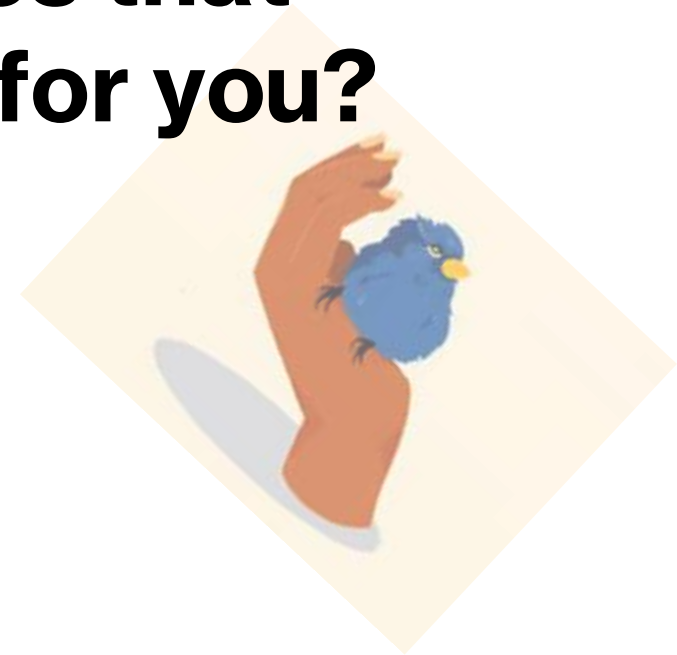
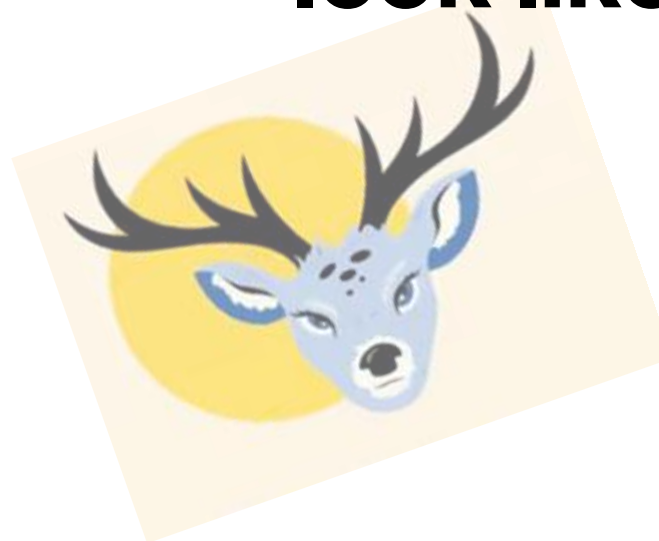
Status
Certainty
Autonomy
Relatedness
Fairness



How do you
react?



What does that
look like for you?





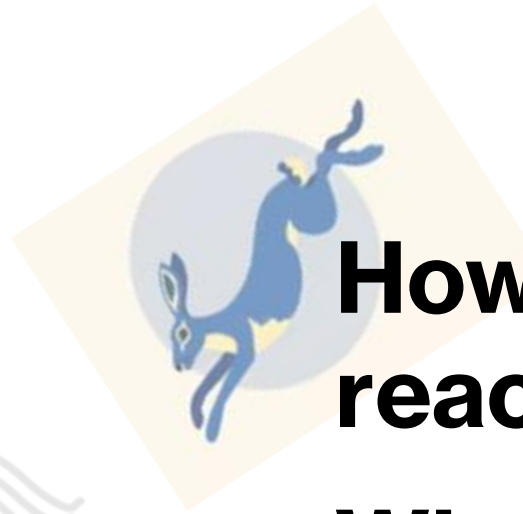
“Vulnerageous”

The art of being both vulnerable
and courageous at the same time

Shoulder partner conversations

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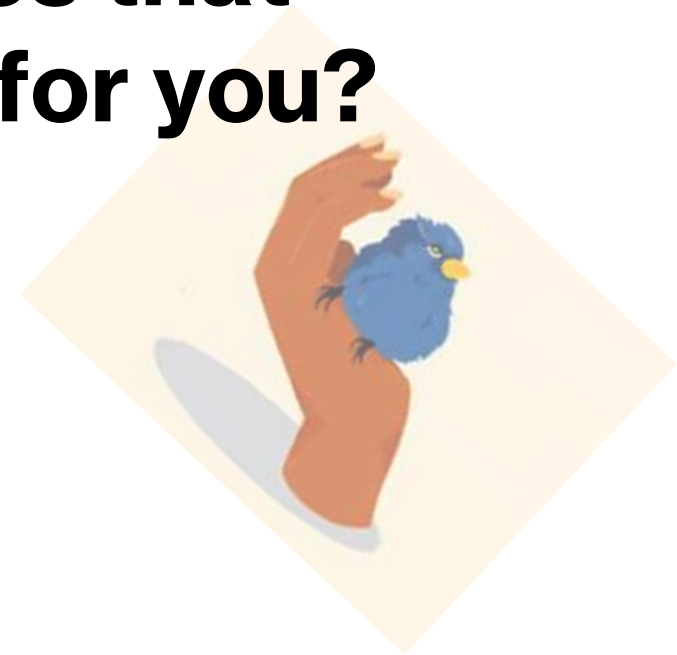
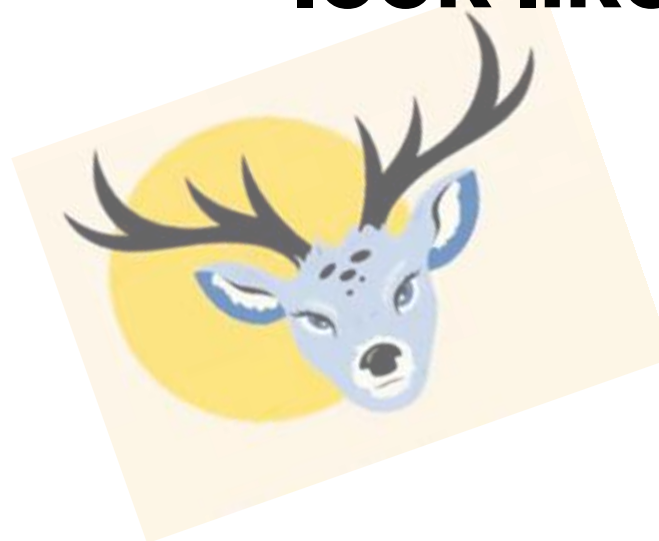
Status
Certainty
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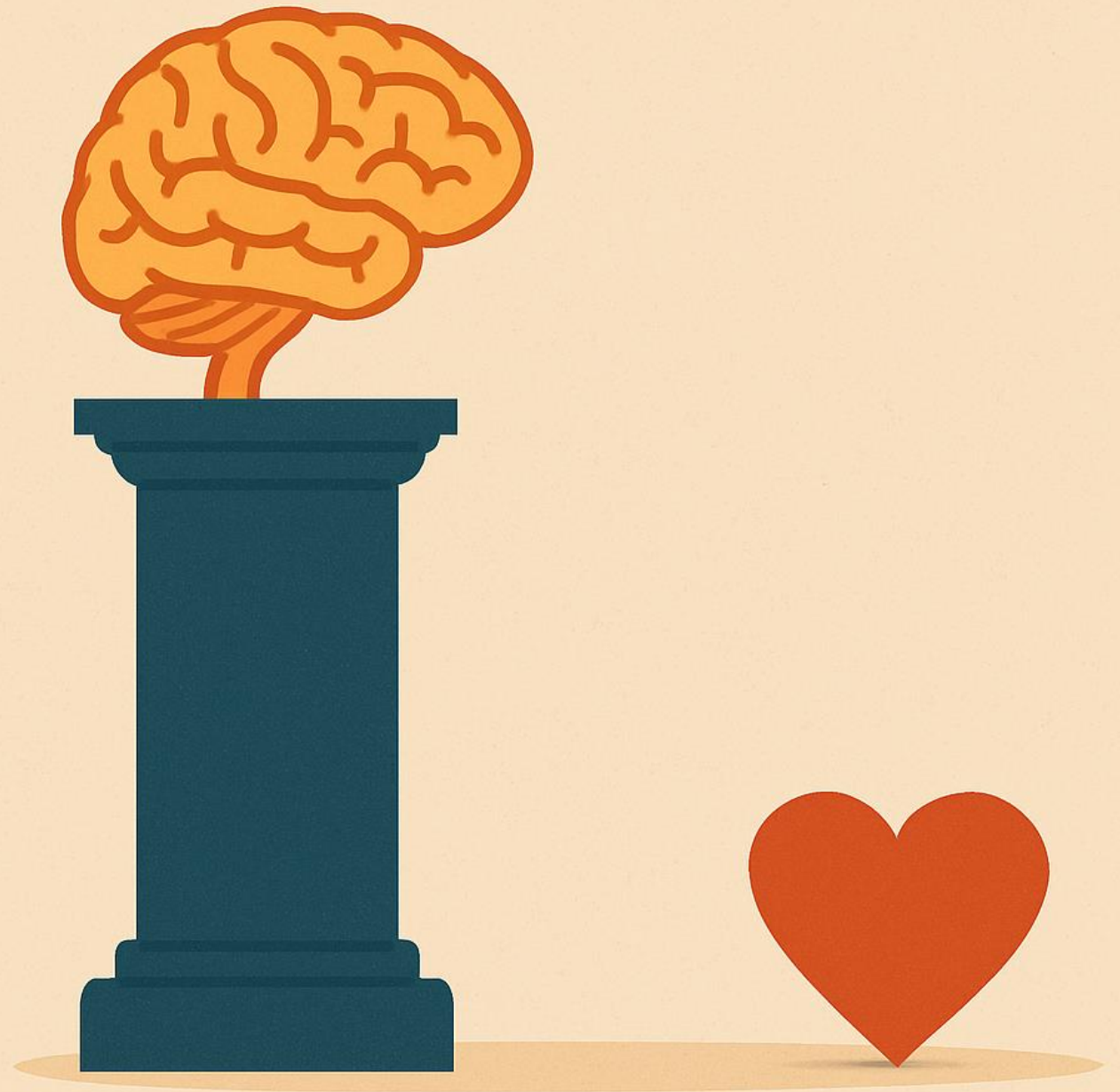
How do you
react?



What does that
look like for you?



Dominant
culture
holds the
mind above
the heart





The image features a large, dark silhouette of a human head in profile, facing left. The interior of the head is filled with a dense, vibrant collage of various symbols. These include several colorful birds in shades of yellow, orange, green, blue, and pink. Interspersed among the birds are numerous hearts in red, orange, teal, and pink. Musical notes and stems are also scattered throughout the composition. The background within the head is a mix of dark and light areas, with some elements appearing to float or grow from a central point. The overall aesthetic is cheerful and optimistic.

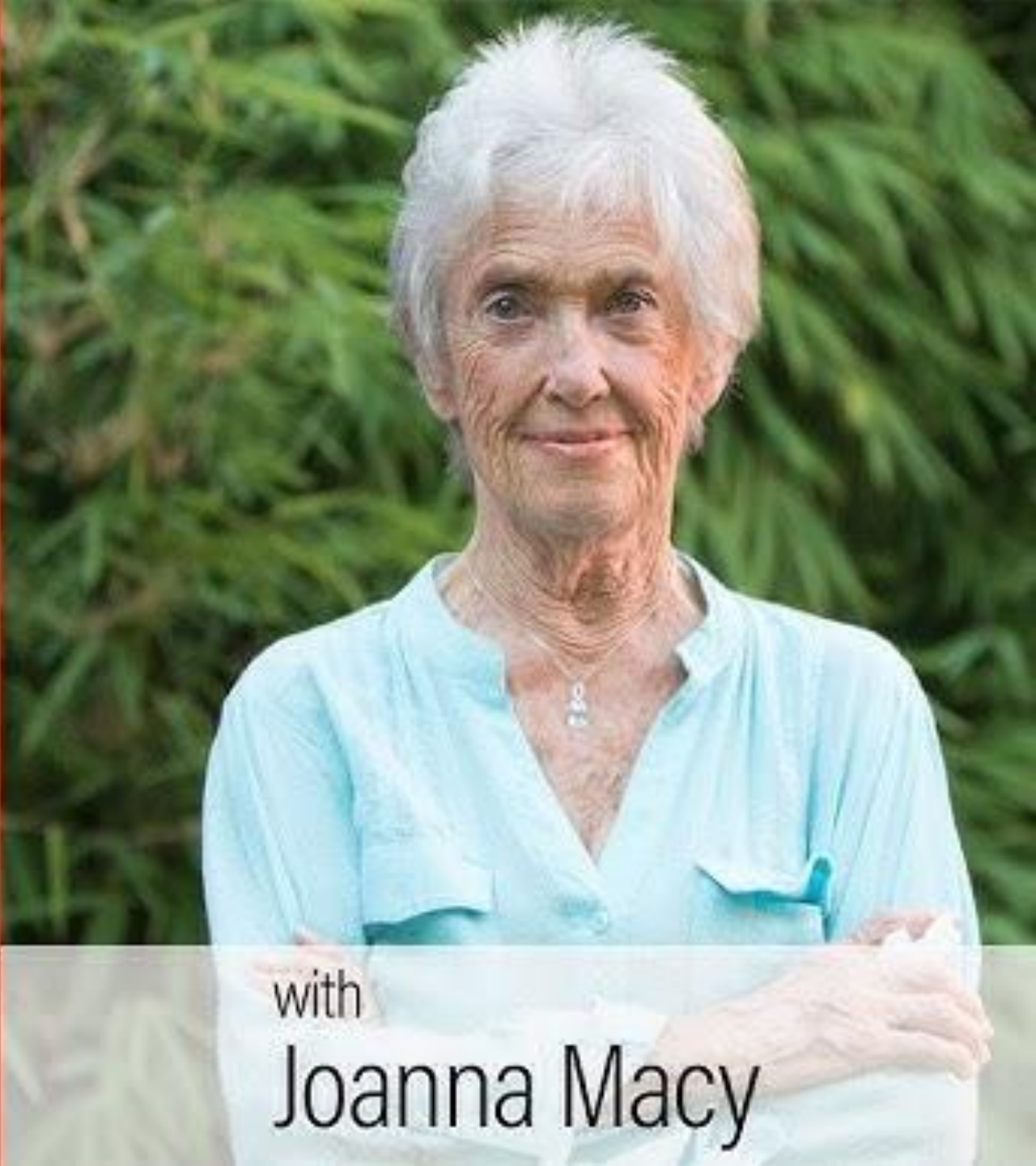
Effects of Self Compassion on the Brain

5 step Self Compassion Hold



Somatic
Practice

Self Holds



WHAT COULD POSSIBLY GO RIGHT?

Conversations with Cultural Scouts

with
Joanna Macy



“Don’t be afraid of your sorrow or grief or rage.
Treasure them. They come from your caring.”

“The most radical thing any of us can do at this
time is to be fully present to what is happening
in the world.”

Joanna Macy

Conversational

Inattentive

Informational

Argumentative

Constructivist

Active

Passive

Pretend



A background image showing two young women high-fiving. The woman on the left has dark hair with bangs and is wearing a white shirt. The woman on the right has dark hair pulled back and is wearing a white tank top with a blue trim. They are both smiling and looking at each other. The image is slightly faded to allow the text to be read clearly.

Constructivist Listening Guiding Principle

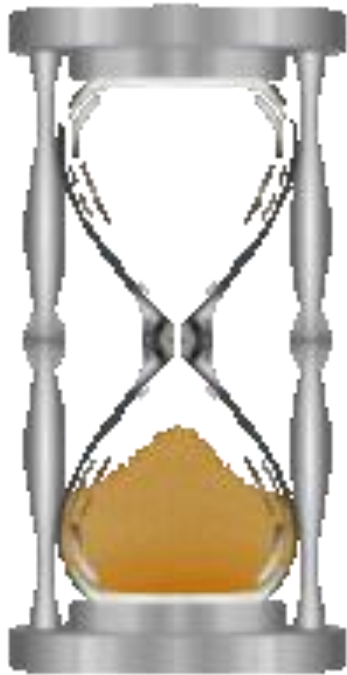
I agree to listen to and think about you in exchange for you doing the same for me

Constructivist Listening Guidelines

Each person....

- Has equal time to talk
- Listens without interrupting, giving advice or breaking in with a personal story
- Maintains confidentiality
- Does not criticize or complain about others during their time to talk

2 Minute Dyads



At a time when so much feels uncertain, what worries you most?



How was that for you?



Active Hope

Joanna Macy

- Rooted in courage and imagination, not optimism.
- Grounded in accepting uncertainty and acting anyway.
- Involves facing difficult realities and choosing to envision a better world.
- Taking steps, however small to help bring it about.



Imagination is a collective force: oppressive systems were built from shared ideas, and liberation requires us to reimagine **together** — turning hope into action rooted in care and justice.

1812 Mary Shelley

Organ
Transplants
and
Bioelectricity
Research



1865 - Foreshadowing Apollo Missions

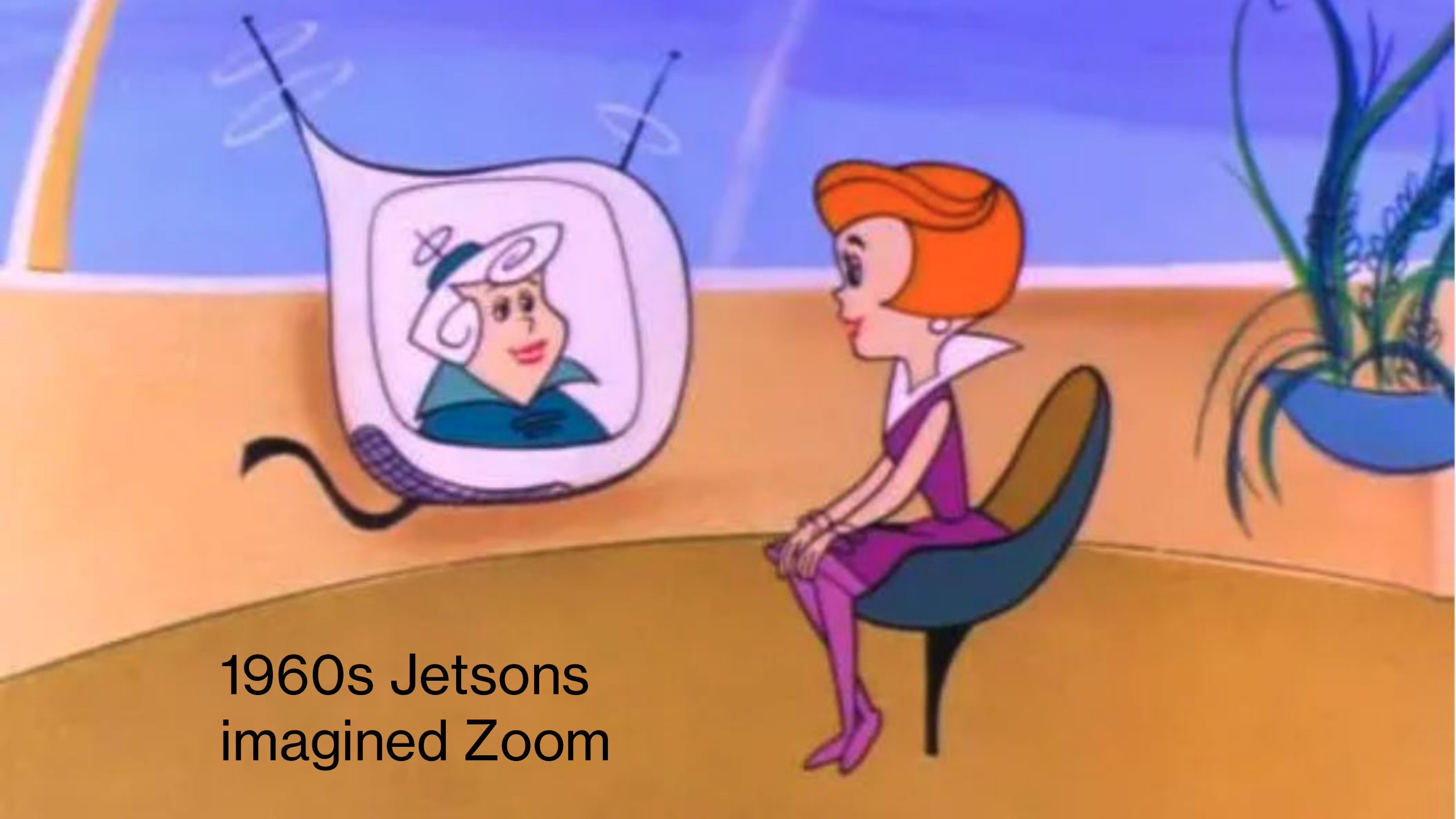




1940s
version of
the Apple
Watch

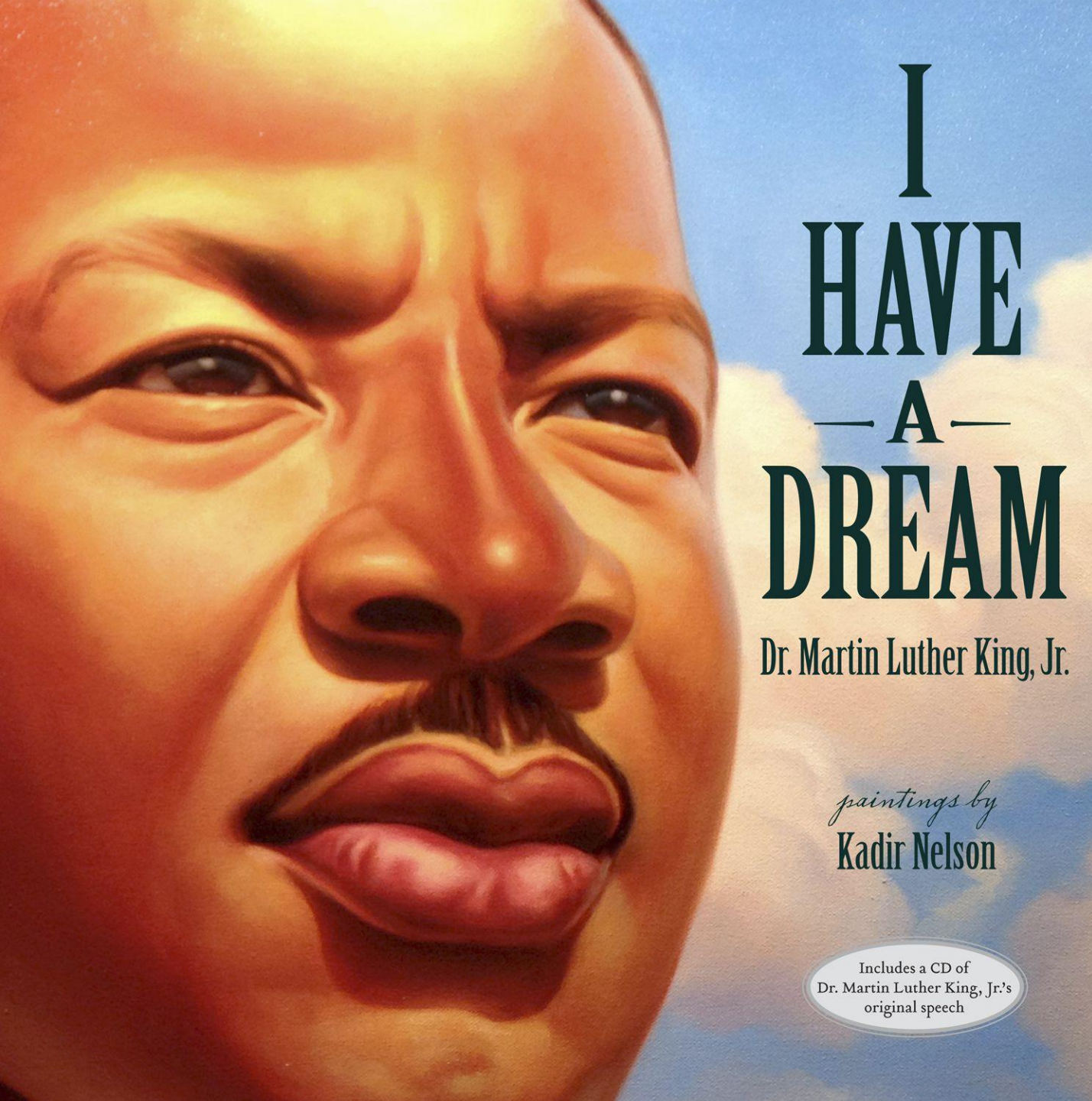
A close-up photograph of a man with short brown hair, wearing a green Star Trek uniform with a gold collar. He is holding a 1960s Star Trek communicator in his hands, with his fingers positioned as if he is about to flip it open. The background is a solid purple color.

1960s
Communicator
inspired the
1990s flip phone



1960s Jetsons
imagined Zoom





I HAVE — A — DREAM

Dr. Martin Luther King, Jr.

paintings by
Kadir Nelson

Includes a CD of
Dr. Martin Luther King, Jr.'s
original speech

What begins as
'unthinkable' can
become tangible
reality when
people choose
to build it

adrienne
maree
brown



A satellite image of a river system winding through a lush green landscape. The river is dark blue, and the surrounding land is a vibrant green. The river has several large, rounded meanders. In the top left corner, the text '1985 250' is visible. In the bottom left corner, there is a white scale bar with the text '10 km' above it.

1985 250

- Change is constant
- Intentional adaptation
- Small is all
- Interdependence
- Fractals

10 km



Can you imagine a world without prisons? Ridiculous!

Schools that foster the genius of every child? Impossible!

**A society where everyone has food,
shelter, and love? In your dreams!**

Exactly.....!

Remember! What begins as 'unthinkable' can
become tangible reality ***when people choose
to build it.....***

Imagine if.....

Yes, and.....

(No buts!)



Imagine if we transformed underused public spaces at night – shopping malls after closing, libraries, transit stations, even parking lots – into **pop-up learning hubs** where people can access free education.”

“Yes, and what if we created **mobile learning pods** from repurposed buses or shipping containers fitted with Wi-Fi, tablets, and solar power that could roll into neighborhoods, turning everyday places into classrooms”

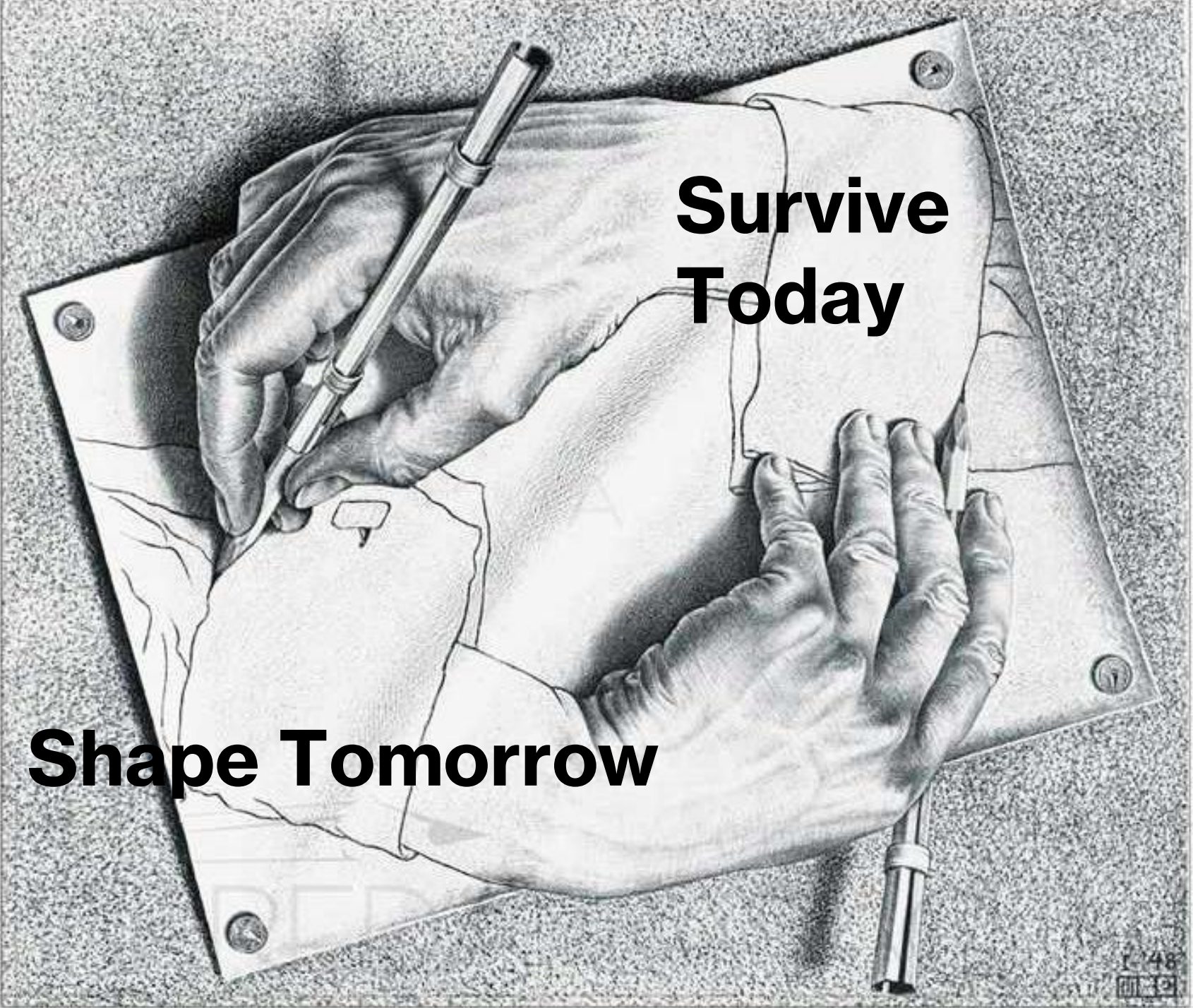




Biases of the present

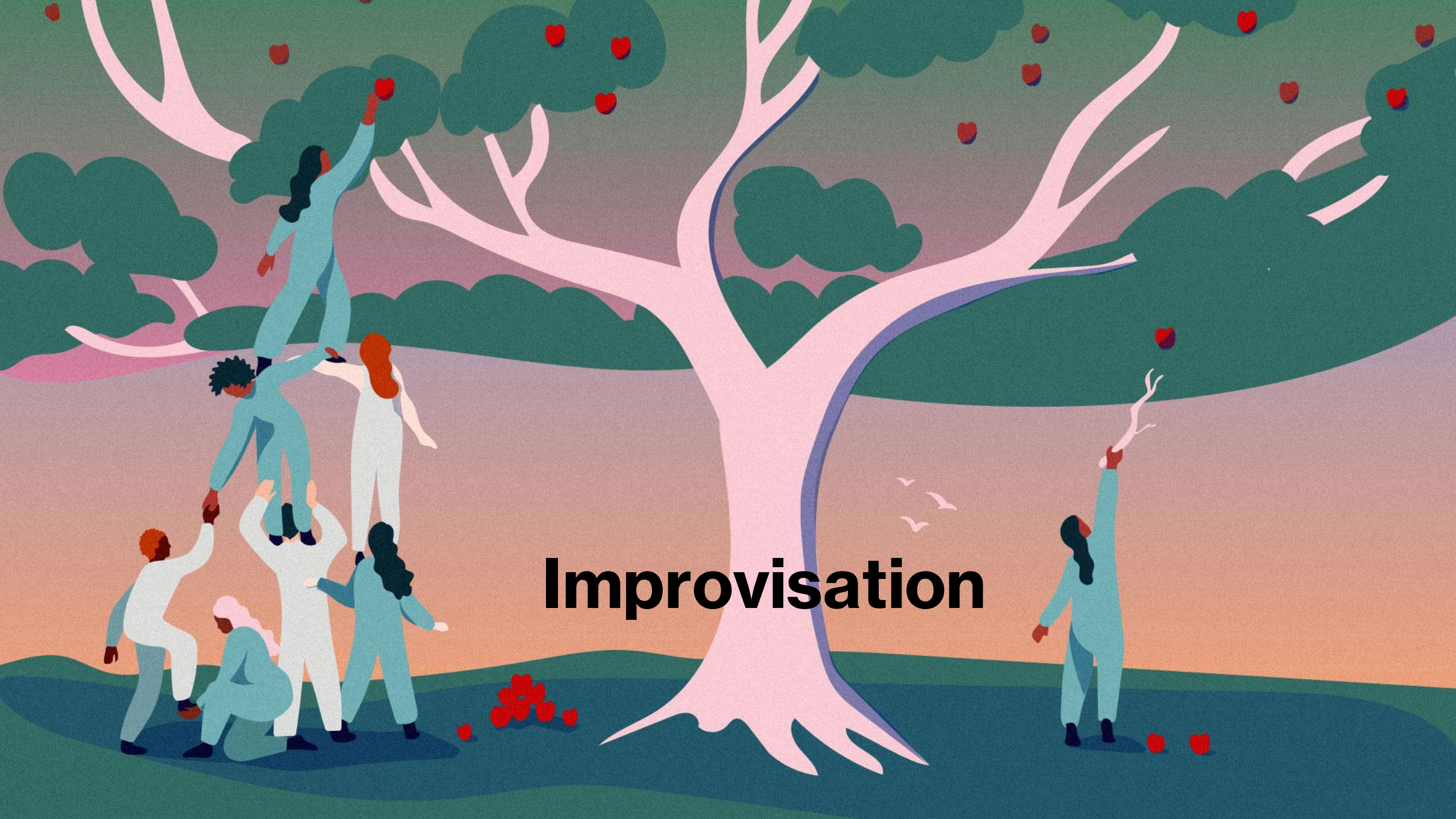
Forbidden Futures

**Legacy structures and
vested interests**



**Survive
Today**

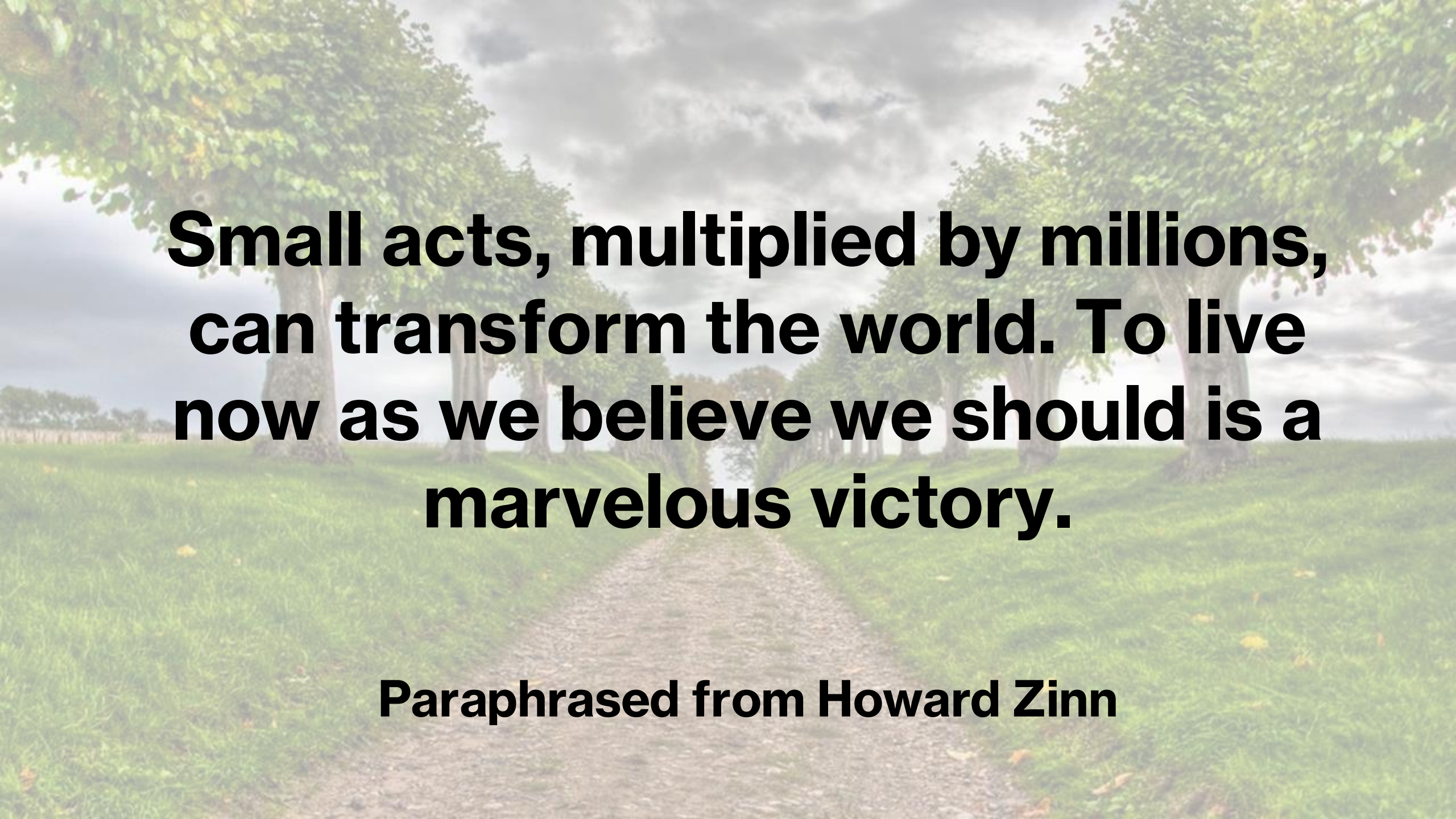
Shape Tomorrow



Improvisation



Imagination

A background image of a dirt path lined with trees under a cloudy sky. The path is made of gravel and leads into the distance, flanked by green grass and large, leafy trees. The sky is filled with soft, grey clouds.

**Small acts, multiplied by millions,
can transform the world. To live
now as we believe we should is a
marvelous victory.**

Paraphrased from Howard Zinn

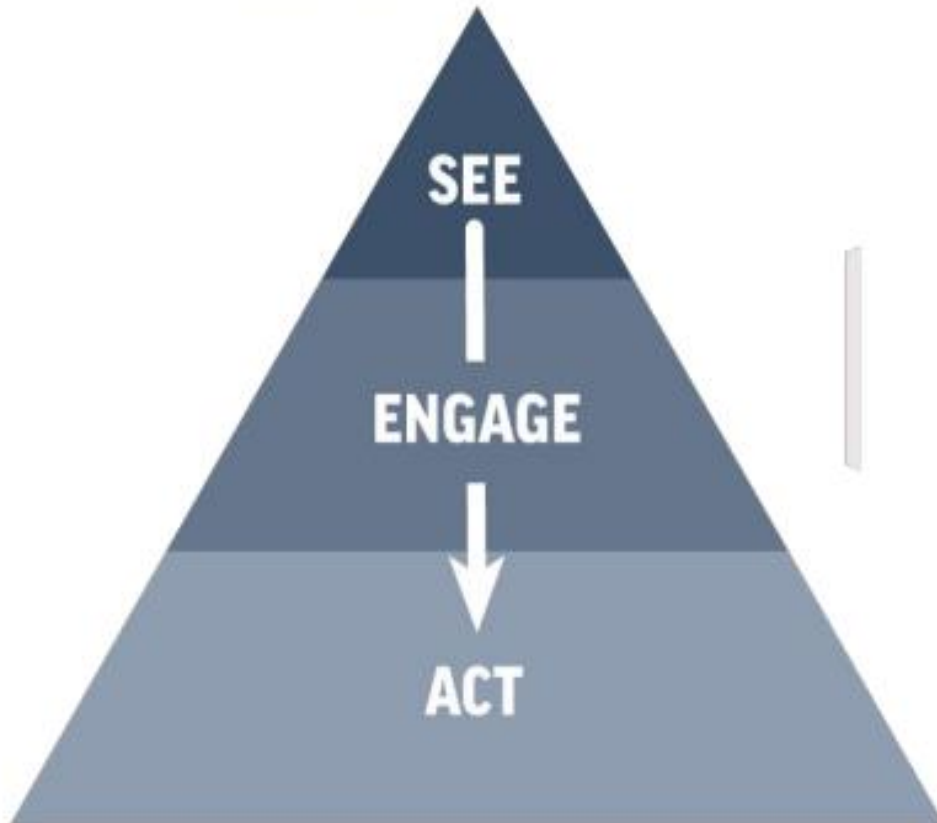
Often, leadership
is treated as
something done
to others:
setting the goal
and then
persuading
people to follow.



Traditional leadership

Controlled approach

(top-down)



SEE: Order & control
ENGAGE: Top-down
ACT: Set goals,
identify strategies, roll
out plans to get “buy-
in” -- then direct plans

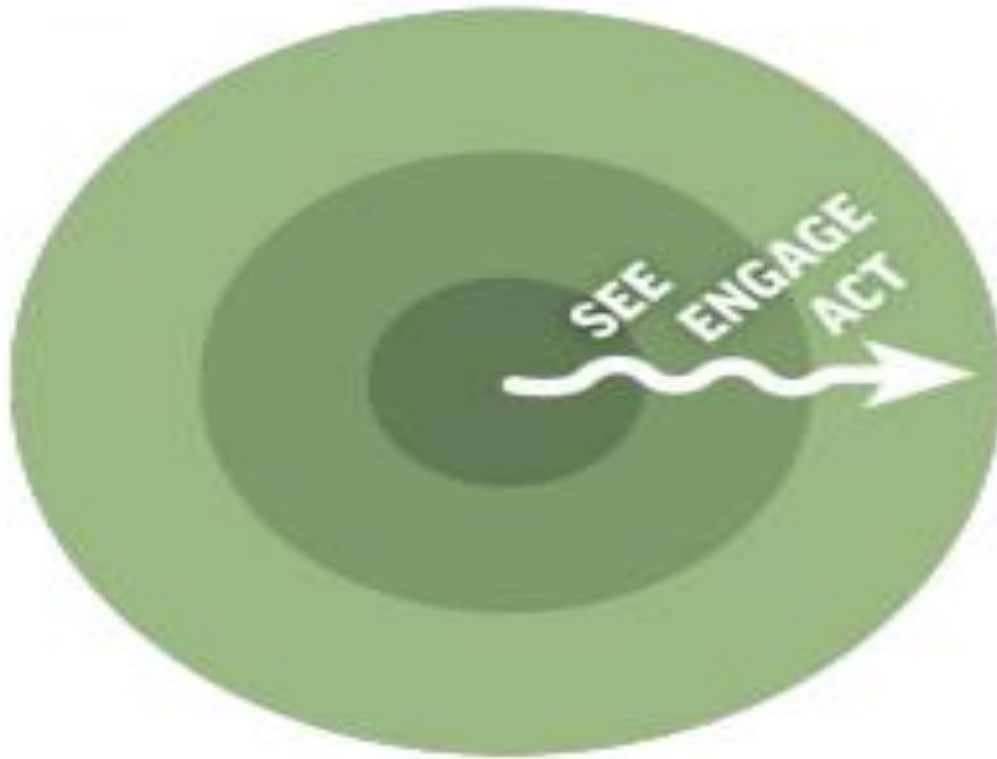
As a leader in
a complex
system, you
may be in
charge, but
you are NOT
in control.



Equity leadership

Emergent approach

(inside out)




SEE: See and understand yourself and the territory you are navigating

ENGAGE: Build partnerships, listen to experiences, co-construct meaning, create authentic, distributed leadership

ACT: Pursue collective experimentation and learning

Schema from the
National Equity Project

A top-down view of several hands of various skin tones (dark brown, light brown, and tan) reaching inwards from the edges of the frame to form a circle. The hands are positioned with palms facing each other, creating a sense of collective effort and unity. The background is a dark, textured surface, possibly a tablecloth or fabric.

**What new
possibilities and
partnerships can you
imagine emerging
from these times of
destabilizing change?**

