

Full Partner Leadership

FULL PARTNER LEADERSHIP SUMMIT

2026



Workbook & Resource Guide

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Hello! I'm Michael Welp, founder of Full Partner Leadership. At the heart of our work is a simple but powerful belief: **When we humanize ourselves and each other, we create spaces and places where people thrive.**

At Full Partner Leadership, we help organizations build cultures where people thrive together, where trust, collaboration, and real partnership replace outdated models of control and separation. This workbook is more than a toolkit, it's an invitation to be part of a movement to rehumanize the world around us.

Michael Welp

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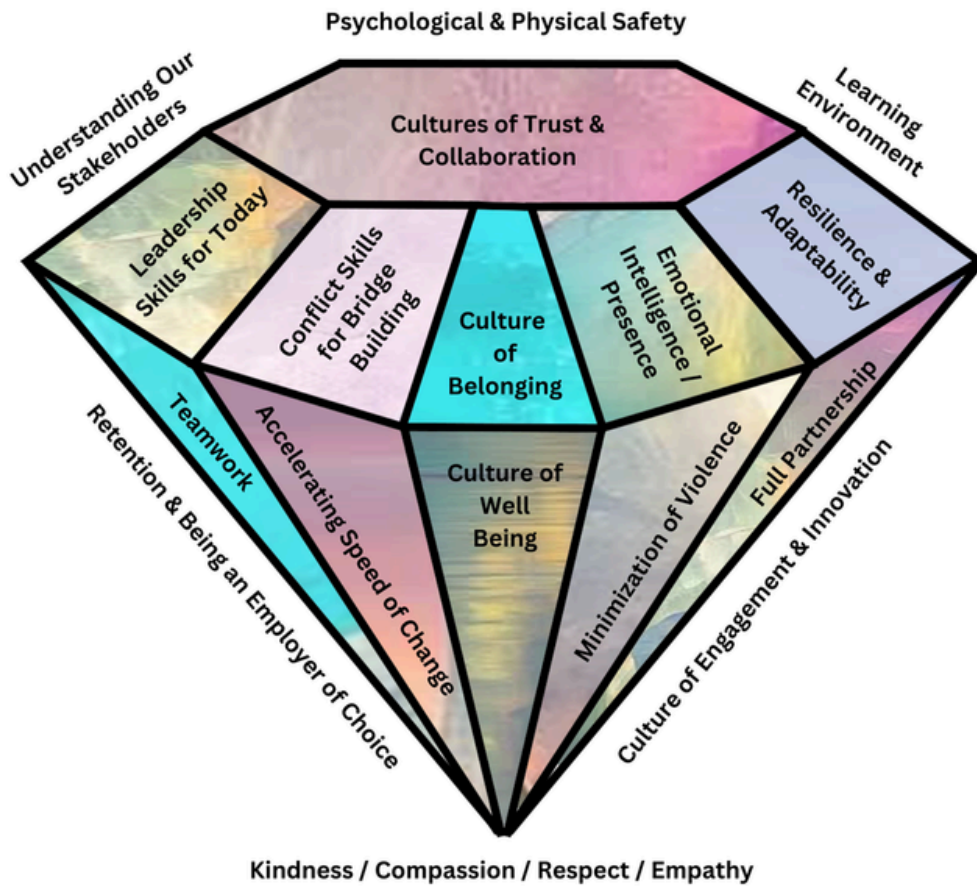


SUMMIT LEARNING OUTCOMES

1. Recognize how your everyday leadership moments either humanize or dehumanize others, and strengthen your ability to lead in ways that build dignity, trust, and psychological safety.
2. Develop the mindsets and relational skills to navigate uncertainty, emotional complexity, and team tension with greater humility, courage, and presence.
3. Practice listening, empathy, and perspective-taking in ways that help you respond more skillfully, interrupt unproductive patterns, and foster stronger collaboration.
4. Build greater confidence in addressing harm, repairing trust when breakdowns occur, and engaging in difficult conversations with clarity, honesty, and care.
5. Leave with a clearer understanding of the leadership field you create around you—and concrete actions to cultivate a more human-centered, high-performing culture in your sphere of influence.

What are your hopes and wants for our time together?

FACETS OF A HUMAN-CENTERED CULTURE



Which facet might resonate as valuable for your team or organization?

PSYCHOLOGICAL SAFETY: THE WHAT & THE WHY

Thriving relationships, teams, and communities don't happen by accident. They are built intentionally, one interaction and one choice at a time. At its core, **this is about reclaiming the freedom**, as individuals and as communities, to care for what matters most.

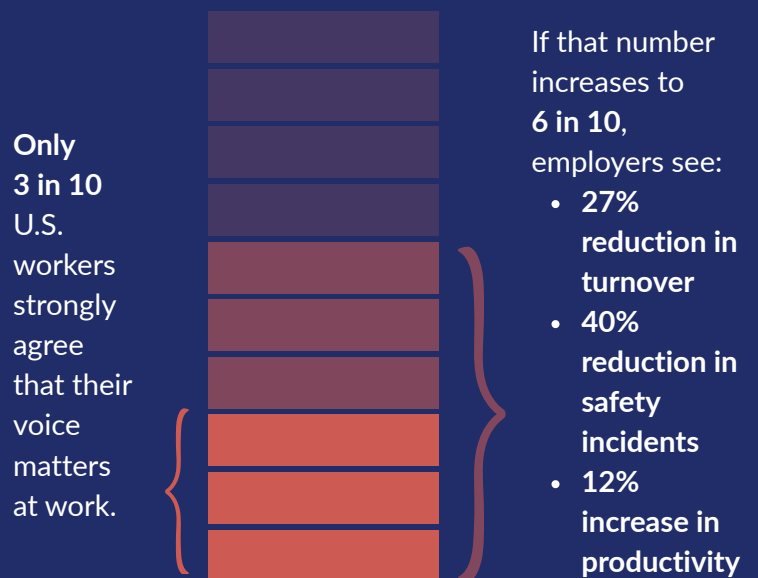
WHAT IS PSYCHOLOGICAL SAFETY?

Amy Edmondson defines team psychological safety as a shared belief that **the group is safe for interpersonal risk-taking**, where people feel free to speak up, take risks, and show up authentically without fear of humiliation or punishment.

Psychological safety is built at what **Adrienne Maree Brown** calls the **speed of trust** – the speed at which relationships can be attended to and built. This is not the speed of urgency; it is a pace that allows trust to deepen.¹

WHY YOUR VOICE MATTERS

The impact of psychological safety is profound. According to Gallup polling:



Psychological safety creates a foundation for trust and meets core human social needs.²

Creating the conditions where people and communities can thrive is not just a systems challenge – it's also a relational, cultural, and human one.

1. See Adrienne Maree Brown's book *Emergent Strategy*

2. The source for data in the Why Your Voice Matters blue box is: news.gallup.com/opinion/gallup/223235/create-culture-psychological-safety.aspx

Isolation is fatal.
Build your social capital.



Loneliness has been shown to be as harmful as smoking

15
cigarettes a day³



1 in 5
in the US
report being
lonely



Social connection increases your odds of survival⁹

50%

3. See *Our Epidemic of Loneliness and Isolation 2023 Report* available at www.vivekmurthy.com/surgeongeneral

RELATIONSHIPS CREATE HEALTH

Relationships and connection is at the foundation of our well being. When our relationships weaken, our sense of belonging, safety, and trust suffers.

The U.S. Surgeon General declared loneliness and disconnection a national health crisis.

To heal what's broken in the world, we have to start with the relationships closest to us. Yet, our culture often teaches the opposite: stay surface-level, avoid vulnerability, and default to judgment.



As organizational psychologist Edgar Schein observed, mainstream US culture leads us to build the minimal number of relationships necessary to get the task done.

But if we want to create a culture where people thrive, we need more. We need depth. We need empathy. And we need to reclaim the ability to really see each other. **We need psychological safety and trust.**

HOW ARE MY RELATIONSHIPS?

Reflect on the current state of your relationships (personal, professional, civic, etc.) and ask yourself:

- How many friends feel like they can call me when they need help? Who are they?
- How many friends do I feel like I can call when I need help? Who are they?

HUMAN-CENTERED AND DEHUMANIZED LEADERSHIP

Humanized: Seeing and treating people as whole human beings with dignity, voice, and worth.

Dehumanized: Reducing people to roles, labels, or problems rather than recognizing their humanity.

Reflection Questions

1. Recall a time when a leader made you feel deeply seen, respected, or valued. What did they do or say? What impact did it have on you?

2. Recall a time when a leader made you feel unseen, dismissed, or reduced to a role. What did they do or say? What impact did it have on you?

3. Recall a time when you helped another person feel seen, respected, or valued. What did you do or say? What impact did it have on them?

4. Recall a time when you may have unintentionally reduced someone to a role, label, or problem. What did you do or say? What pressures, assumptions, or mindsets were influencing you?

FREEDOM AS THE ABILITY TO TEND TO WELL-BEING

Peter Block defines freedom as the ability to tend to our own well-being.

Applied Individually

Do I have the freedom to care for my own well-being?

Applied Collectively

Do we, as a team or organization, have the freedom to tend to our shared well-being?

TOOL: THREE QUESTIONS THAT SHAPE GROUP BELONGING

In every group we're part of, we are constantly (often unconsciously) asking:

	OUT	1	2	3	4	5	IN
Am I "in" or "out"?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I have a voice and influence?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Am I appreciated for my skills and resources?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Think about a current group you're part of and ground these questions in your own experience. Your answers reflect how much psychological safety and trust you experience, which directly impacts your sense of well-being.¹⁸

Tool: Use the above three questions as an anonymous team survey. The survey can either be online, as a handout or on a flipchart off in the corner. Then have the team look at the compiled results with the prompt: "What do you see in this data?"

Every time you choose curiosity over certainty — and connection over control — you expand the space where trust and transformation can grow.

TOOL: PRACTICES OF HUMAN-CENTERED LEADERSHIP

Slow down and be present.

- Make space for genuine connection.
- Take responsibility for how others feel seen, heard, and understood.
- Notice your tone and energy, not just your words.

Listen with curiosity, not judgment.

- Ask: “What’s important to this person?”
- Explore what life experiences shaped their views.
- Look for what surprises, moves, or humbles you.

See the person, not just their position.

- Look for their gifts, not just their arguments.
- Notice strengths, effort, and wisdom.
- Empathy means being with someone, not fixing them.

Ground in humility and discovery.

- Acknowledge that your view is partial.
- Let others stretch or complicate your thinking.
- Stay open to being changed.

When you do leadership, not only do you change the situation, but the situation changes you in a very profound way.

Former White House Director & Leadership Consultant

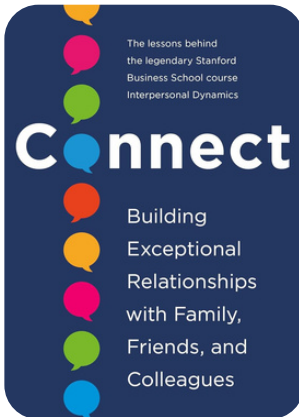
Circle the above practice(s) that could most enhance your leadership impact.

TOOL: MINDSETS & PERSPECTIVES

Human-Centered Mindset	Traditional Leadership Mindset
<p>People are whole humans, not just roles. Work must honor people’s lives, dignity, and humanity.</p>	<p>People are resources. Employees are primarily valued for output and efficiency.</p>
<p>Curiosity before judgment. Slow down & seek to understand before deciding or evaluating.</p>	<p>Assume and evaluate quickly. Speed of judgment is valued over depth of understanding.</p>
<p>Relationship drives results. Trust and psychological safety are foundations for performance.</p>	<p>Results drive everything. Relationships are secondary to performance metrics.</p>
<p>Leadership is shared. Wisdom and responsibility exist throughout the system.</p>	<p>Leadership is positional. Authority and answers sit primarily with the leader.</p>
<p>Accept ambiguity, emotion & discomfort. People’s emotions are data too.</p>	<p>Avoid and reduce uncertainty. No gray area, just black & white.</p>

Which mindset do you want to “try on” today?

BEGIN WITH RELATIONSHIPS



Exceptional relationships aren't built overnight. But they can be built intentionally.

In *Connect: Building Exceptional Relationships with Family, Friends, and Colleagues*, authors David Bradford and Carole Robin outline the six hallmarks of deeply connected, trusting relationships.

Where do these six hallmarks show up in your relationships?

TOOL: SIX HALLMARKS OF EXCEPTIONAL RELATIONSHIPS

	NOT TRUE		STRONGLY TRUE		
	1	2	3	4	5
You can be more fully yourself, and so can the other person.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Both of you are willing to be vulnerable.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
You trust that self-disclosures will not be used against you.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
You can be honest with each other.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
You deal with conflict productively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Both of you are committed to each other's growth and development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

People who were most satisfied in their relationships at age 50 were the healthiest at age 80.

Harvard Study of Adult Development¹⁰

4. What makes a good life? Lessons from the longest study on happiness | TED www.youtube.com/watch?v=8KkKuTCFvzI

CRITICAL LEADERSHIP SKILLS

How do we create exceptional relationships, the kind that foster trust, openness, and real connection? And not just with those who think like us, but also across difference?

At Full Partner Leadership, we've spent decades exploring this question.

What we've found is that **authentic partnership is a practice built through everyday interactions, intentional choices, and a willingness to grow.**

They're muscles we strengthen over time, in quiet moments and difficult conversations alike.

As you read through the six foundational leadership skills, reflect on how it shows up in your life today and where there's room to grow.



SIX FOUNDATIONAL LEADERSHIP SKILLS

These foundational skills help you strengthen connection, even in tough conversations:

1. Courage
2. Integrating Head & Heart
3. Listening
4. Balancing Key Paradoxes
5. Leveraging Ambiguity & Turbulence
6. Seeing & Thinking Systemically

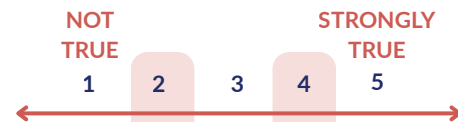
These foundational skills are the roots of relational integrity. They're what make courageous, systemic leadership possible.



CHECK YOURSELF

Do you have the building blocks for trustworthy and authentic partnership and leadership? Take a moment to reflect below.

SIX FOUNDATIONAL PARTNERSHIP SKILLS



COURAGE

I speak my truth, even when I face withdrawal of support or retribution.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

I publicly reject narratives that dehumanize others.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

INTEGRATING HEAD & HEART

I consider others' feelings when trying to understand a situation.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

I am willing to be vulnerable and share my own emotions.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

LISTENING

I slow down in order to fully understand what is being said.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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I can hear another person's perspective without debating, interrupting or over-focusing on my own.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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BALANCING KEY PARADOXES

I look for the value in multiple perspectives, even when they appear contradictory.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

I balance my tendency of being critical with being appreciative.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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LEVERAGING AMBIGUITY & TURBULENCE

I am willing to cause turbulence in service of disrupting and challenging norms to create solutions where everyone can thrive.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

I possess the resilience to lead and partner especially when confused, overwhelmed or unsure.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

SEEING / THINKING SYSTEMICALLY

I notice when mindsets that limit partnership, such as win/lose and us/them, emerge from somewhere in the system.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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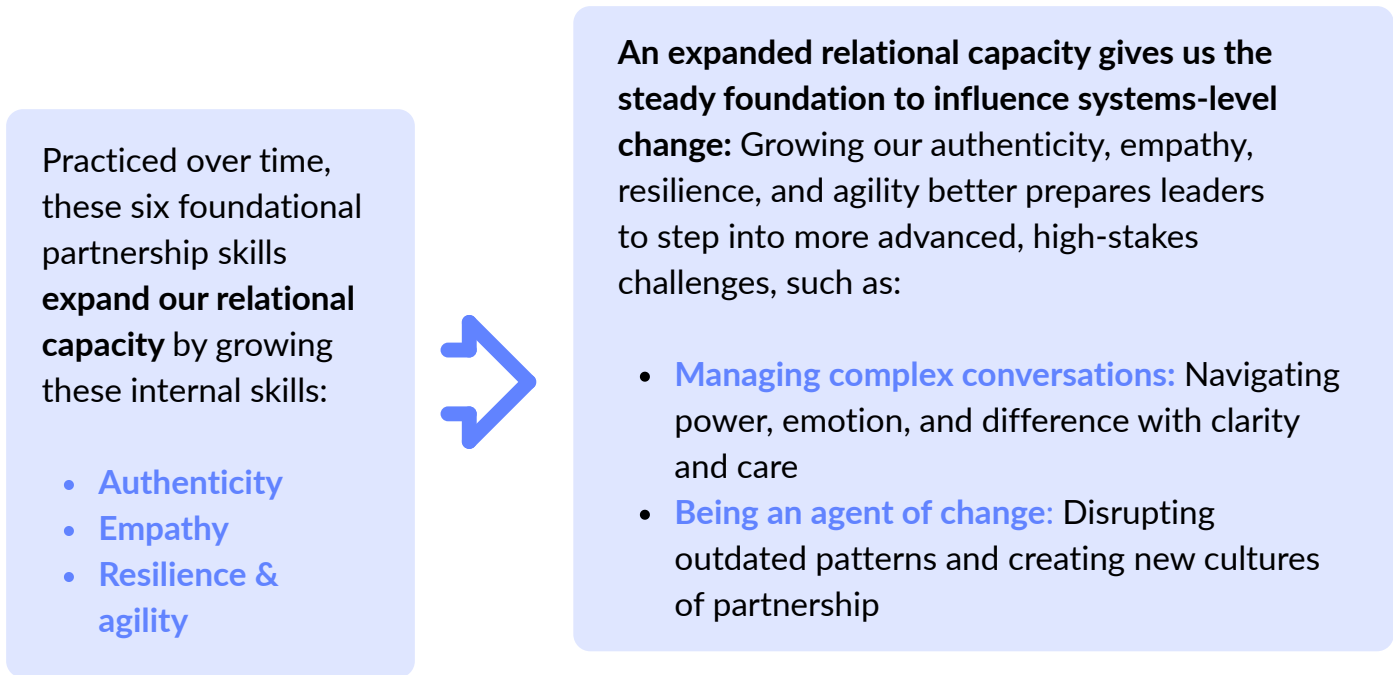
I notice how culture lives inside me and shapes how I see and make meaning of the world.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

FROM RELATIONAL FOUNDATIONS TO SYSTEMIC IMPACT: THE LEADERSHIP DEVELOPMENT ARC

These six foundational partnership skills build the muscle for courageous, human-centered leadership. Intentionally practicing and growing your foundational partnership skills builds deeper capacities, like managing complexity and disrupting the status quo in service of transformation.

Here's how:



Full Partner Leadership teaches this leadership development arc: internal skill-building → relational capacity → systems-level influence



RELATIONAL INTELLIGENCE IN ACTION: PRACTICING IN REAL TIME

Building relational trust lives in how we speak, listen, and respond. These practices help deepen connection, even in moments of tension, difference, or vulnerability.

COURAGE

Courage builds trust: When you show up fully, others know your presence is real.

- I show up as who I am and what I believe without changing to fit in.
- I am congruent with and clear about my values.
- I manifest my will with
 - What I want
 - What I intend
 - What I decide
 - What I do
- I don't need others to change for me to show up as I am.

LISTENING

True listening is more than hearing. Empathic listening is about being present to understand, not to fix.

If you're unsure what someone needs, ask:

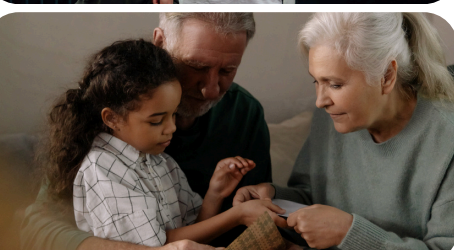
Do you want me to hear this, help with this, or handle it?

Notice the questions inside your head that drive if you're listening to understand or something else:

- Do I like this person?
- What's this got to do with me?
- Do I agree with this person?
- What's important to this person? (try listening with this question)

Always remember: The speaker decides if they feel heard.

Check your understanding by summarizing what you heard, and then ask: "Did I get that right?"





EMPATHY

Empathy is the fusion of the foundational skills of integrating Head & Heart and Listening. Empathy asks, “Can I be with this person’s story without trying to change it?”

Empathy can be used when someone else wants to grow as they better understand their own experience.

Empathy is a following activity. You go on the speaker’s journey:

- I suspend my urge to fix or solve and focus on getting into another person’s world.
- I assume the best answers lie inside the person.

Sometimes, we unintentionally step outside of empathy. If you reflect back what you think someone is feeling and you’re wrong (i.e., they feel misunderstood), you’re leading instead of following. If you reflect something they’re just beginning to become aware of (i.e., it resonates), you’re still in the space of empathic following.

If the person’s values threaten you, focus on bringing compassion for the fears that are beneath their anger or strong viewpoint. It means there’s a deeper level of humanity for you to connect with.

NAVIGATIONAL EMPATHY

Navigational empathy is empathy with a compass. It adds awareness of the unseen burdens and freedoms each of us carries. It asks:

- What challenges does this person navigate that I don’t?
- What freedoms do I have that they may not?

Compassion grows when we recognize where someone else carries a burden and we carry a freedom. For example, being able-bodied is a navigational freedom some of us move through life with while others quietly navigate barriers.

By noticing these invisible dynamics, we build the capacity to respond with empathy, humility, and wise action. It helps us discern when to hold space and when to speak up.

Relational intelligence is how you show up.

These are tools to master and practices to live.

Where’s one place you can begin to lead with more courage, listening, or empathy?

RELATIONAL SKILL-BUILDING: EMPATHY

THREE FORMS OF EMPATHY

1. **HEAD – Cognitive Empathy:** Take other’s perspective, get their mental state, tune to their emotions, understand their way of seeing and thinking.
2. **HEART – Emotional Empathy:** Recognize what another person thinks and resonate with their feelings. “I feel your pain.” You need to understand your own feelings to understand others.
3. **GUT – Empathic Concern:** Tune in, Sense feelings and needs and act on your concern.

EMPATHY TIPS

- Don’t fix / solve / advise. Do attune and be curious.
- Empathy is a *following* activity: Give them space to find their own clarity.

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EMPATHY EXERCISE



1. **Speaker:** “The biggest challenge I am facing in my leadership is...”
2. **Listener Reflects:** *What stood out? What seemed most important to the speaker? What was the central theme?*
3. **Speaker:** *Did the listener reflect what was most important? If not, clarify. If yes, go deeper.*
4. **Listener Reflects:** “It sounds like the most important part of this for you is...”

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A Practice for Embodying Empathy in Breakout Groups



RELATIONAL INTELLIGENCE IN ACTION: HIGH-STAKES CHALLENGES

Once our relational foundations are in place, we can begin applying them to high-stakes challenges: Managing complex or difficult conversations and becoming an agent of change.

MANAGING COMPLEX CONVERSATIONS

When it comes to difficult conversations, ask yourself: “What’s the hardest part for me?”

- Is it more difficult to bring your own voice forward (to speak with courage)?
- Or is it harder to tune in and truly hear the other person (to listen and integrate both head and heart)?

Start the conversation by clearly stating your intent and why the partnership matters to you. Ask if it’s a good time to talk or decide together on a time that works for both of you.

Remember: Repair is a natural part of ongoing relationships.

If your impact differs from your intent, resist the urge to defend yourself. Instead, focus on understanding how you were experienced and take ownership of that impact. Alison Armstrong teaches a powerful question to ask in repair: “Is there anything I need to say I’m sorry for?”

BECOMING AN AGENT OF CHANGE

To become an agent of change, start by affirming those who initiate positive shifts. Let them know their actions matter.

Be willing to act when you witness disrespectful dynamics, even if it means losing some friends or colleagues along the way. This work asks you to build your capacity for not having certain attachment needs met.

Learn what creates safety and trust, and surround yourself with networks that support the change you want to see.

Most importantly, keep inspiring others with your vision for what our country can become at its best.

ADVANCED SKILL

UNCONDITIONAL POSITIVE REGARD

In addition to applying the foundational partnership skills explored so far, you can also practice **unconditional positive regard**, especially when you engage with someone whose values or beliefs strongly differ from your own.

Katy Meadows¹¹ describes this key relational skill, which she learned from her mentor Carl Rogers, as a way to stay grounded in connection even amid disagreement.

Start by temporarily suspending your judgments — not labeling what they say as good or bad. When you judge, you no longer take in new information.

Remember: Listening doesn't mean you agree. You can stay rooted in your own integrity and values while offering genuine presence.

Use impeccable empathic listening: Reflect back what you hear and ask for validation to ensure you understand them.

Look for the gold in their perspective, something that reveals their values or wisdom, even in opposition. **Release the need for them to be different.**

Empathic listening paired with unconditional regard can soften polarization. It gives the other person nothing to push against and creates the conditions for them to feel seen, heard, and humanized.

Once you've listened fully, you might ask if they're open to hearing yours. If not, you can leave that part aside for now.

Relationships are where transformation begins.

Every time we choose empathy over assumption and presence over performance, we rebuild the foundation for trust, one interaction at a time.

In the next section, we'll explore what it means to actively disrupt dehumanization and interrupt the forces that flatten, silence, or harm.

WHAT IS DEHUMANIZATION?

Dehumanization is what happens when **we stop recognizing someone's full personhood**—their thoughts, feelings, needs, and right to exist without coercion or erasure.

It is what happens when we stop seeing someone as a person and start seeing them only as an object, a problem, or means to an end. It shows up in our institutions, in our relationships, and even in ourselves.

If we want to create a organization where everyone can thrive, we must learn to see and interrupt these patterns.

FORMS OF DEHUMANIZATION

Dehumanization can be structural, interpersonal, or internalized. Often, it's all three at once.

Notice the power dynamic here: *Might makes right.*

STRUCTURAL

Found in institutions—corporations, governments, schools—that treat people as commodities or burdens.

INTERPERSONAL

When individuals belittle, ignore, or harm others based on bias or power.

INTERNALIZED

When people begin to see themselves as undeserving of care, often due to long-term exposure to dehumanizing environments.

KEY COMPONENTS OF DEHUMANIZATION¹²

Objectification

- Viewing people as instruments for productivity, profit, or convenience.
- Reducing them to roles: *a number, a burden, just an intern.*

Loss of Empathy

- Ignoring or minimizing others' emotions, needs, or suffering.
- Choosing efficiency, comfort, or dominance over consideration.

Moral Exclusion

- Placing someone outside the boundaries of who is worthy of respect or fair treatment.
- Justifying harm, neglect, or punishment by saying they *deserve it or they are not like us.*

Stereotyping and Flattening

- Collapsing a person's complexity into a single trait, identity, or label.
- Seeing them only as their demographic category, job title, or behavior.

Control Without Consent

- Making decisions about someone without their input or autonomy.
- Removing choice, silencing dissent, or withholding information.

DEHUMANIZATION INTERVENTION TIPS

Dehumanization takes many forms – some loud, some subtle. It’s in the ways we reduce, dismiss, or divide.

Before we can intervene, we have to recognize what we’re witnessing.

Can you spot it? What does dehumanization look or sound like?

SPOTTING DEHUMANIZATION

- Pumping out fear and anger > love
- Spewing us/them or win/lose thinking
- Referring to anyone as less than human
- Denying rights, due process, or belonging
- Assigning negative character to an entire group
- Flattening someone’s complexity
- Defining a person by one part of who they are
- Closing off to their lived experience

90% Time spent advocating positions to each other in stuck conversations, according to Difficult Conversations.

STRATEGIES FOR INTERRUPTING DEHUMANIZATION

OWN YOUR EXPERIENCE.

Speak from your experience, not judgment. Own your impact:

When you say _____, I feel ____.

Share how someone’s words or actions impact you. You know you’re owning your experience when what you say is unarguable: *When you speak about this group that way, I feel angry and hurt.*

That’s very different from saying: *That’s inappropriate,* which is a judgment and assumes intent, not your truth. Naming your impact brings more of your humanity into the conversation and often invites more of theirs in return.

NAME THE ENERGY OR EMOTION BEHIND THE WORDS.

Use Sean Harvey’s pivot:

What’s it like to feel that anger?

Respond not to the content, but to the energy underneath it. A colleague Sean Harvey calls this **the pivot**: Naming the emotion behind someone’s words rather than debating their point.

Questions like, *What’s it like to express all that frustration?* reach for connection at the human level.

It can soften defensiveness and open a new portal for dialogue that might not otherwise be possible.

SLOW DOWN THE CONVERSATION WITH INQUIRY.

Don’t debate to win. Ask open-ended questions. Listen. Reflect. Invite mutual sharing.

Don’t try to change someone; try to reach them with your heart. Shift from debate to curiosity. Breakthroughs happen when we spend more time in inquiry than advocacy.

Let the pace of exchanges match the strength of the relationship. Don’t invite turbulence until the container can hold it.

This isn’t a TV debate; it’s a conversation built at the speed of trust.

HOW FREE ARE YOU TO DISRUPT DEHUMANIZATION?

We can only help others get free to the degree that we are free ourselves. This is a noble and sacred journey. It's important to get good support along the way.

CHECK YOURSELF

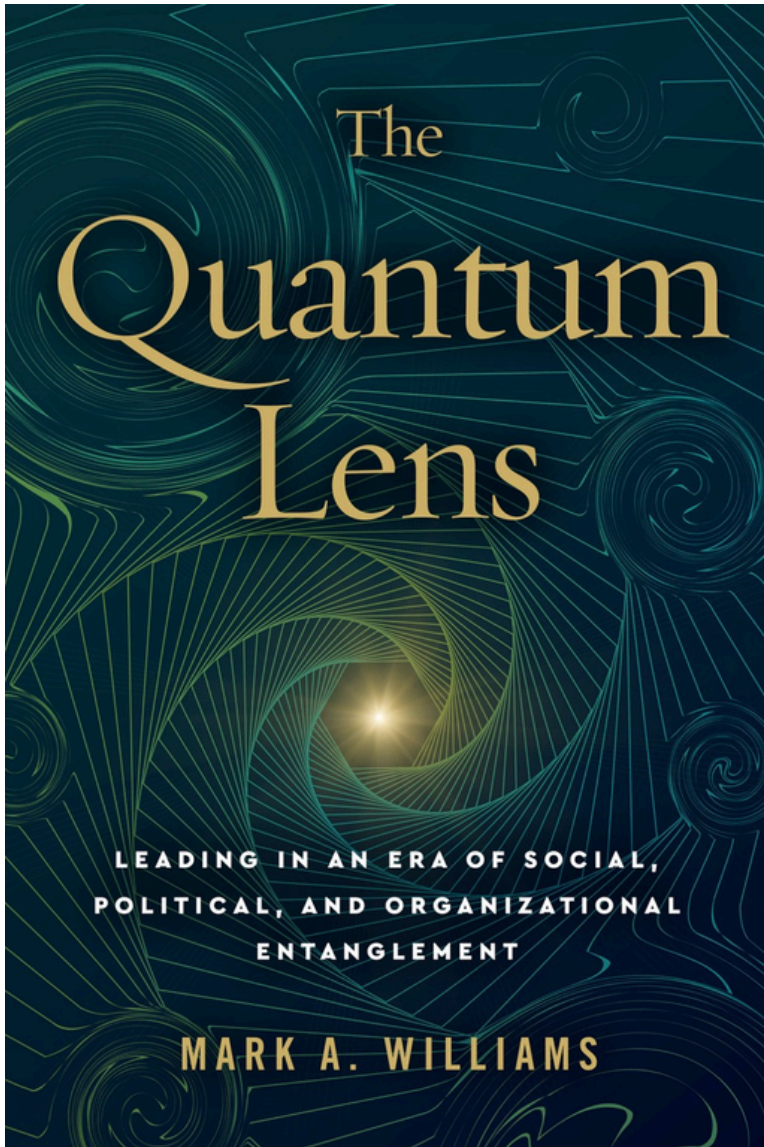
Take a moment to reflect on the internal habits, fears, or beliefs that may be keeping you from stepping in more boldly.

DEHUMANIZATION SELF-REFLECTION: HOW FREE ARE YOU?

- Which behaviors do you engage in that lead to either minimizing or harming yourself or others?
- What beliefs do you use to justify these behaviors?
- What degree of pain does this cause in your life or others' lives?
- Have you ever hit "rock bottom" where these maladaptive strategies don't work anymore?
- What part of your true self might you be suppressing with these patterns?
- Who are good supports for me in this journey? What are good resources in this journey?
- In order to get my attachment needs met, how do I know if I'm operating from my true authentic self versus performing what I think others want me to be?

*The best way to inspire others is to be free yourself.
Face your own dehumanization.*

Our workbook continues with sharing about Mark William's upcoming book



BOOK RELEASE LATE APRIL 2026

“You can’t lead what you can’t perceive.”

— MARK A. WILLIAMS

Leaders today are navigating through the fog of complexity and division. *The Quantum Lens* turns on the high beam.

The boundary between what happens inside institutions and what unfolds outside them has collapsed. Clashing worldviews, hyper-partisanship, and relentless social pressure are no longer external forces — they now flood the daily terrain leaders must navigate.

Seeing clearly has never been harder, but this book offers tools to help leaders feel more confident and assured in their perceptions and decisions amid social, political, and technological disruptions.

The Quantum Lens introduces a distinctive form of perceptual intelligence—one that uniquely expands how leaders understand themselves, the systems they shape, and the volatile environments surrounding them — setting it apart from traditional methods.

This book equips leaders to:

- Decode the worldview conflicts driving polarization — before they fracture your organization
- Map the invisible social “fields” that shape how people see, decide, and act
- Lead with clarity and moral courage when shared meaning is no longer assumed

MARK WILLIAMS advises boards, executive teams, and institutional leaders navigating these complex forces through the Quantum Lens Advisory — a partnership designed to help leaders feel supported and empowered in their decision-making.

For leaders who need to see farther — and act with greater clarity — this book offers practical insights to enhance decision-making and strategic impact in this critical moment.

WWW.QUANTUMLENSBOOK.COM

FREE ZOOM OVERVIEW WEBINAR APRIL 14TH NOON ET

Enhance your leadership with perceptual intelligence.

QUANTUM FIELD



How could these forces impact your organization over the next six months?

MORE TOOLS FOR HUMAN-CENTERED LEADERSHIP

The practices in this workbook are only as powerful as the actions they inspire. This section is designed to give you more tools to take the next step, whether it's deepening a conversation, reflecting on your values, or disrupting dehumanization in everyday moments. **Most important is the willingness to try, learn, and keep showing up.**

THE 36 QUESTIONS THAT LEAD TO LOVE



In her *Modern Love* essay, *To Fall in Love With Anyone, Do This*,¹⁹ Mandy Len Catron shares a study by psychologist Arthur Aron that explores how **mutual vulnerability fosters connection.**

The idea is simple: Sustained, reciprocal self-disclosure, even between strangers, builds closeness.

The questions aren't just about falling in love; they're about **becoming more human to each other.**

5. **Read More:** the full article: www.nytimes.com/2015/01/09/style/no-37-big-wedding-or-small.html

TOOL: HUMANIZING QUESTIONS

I once walked up to a man on the street and asked him, *What are you most proud of in your life?* He looked up at the stars for a while before turning to me: *Just helping people.*

It was a profound moment of connection. I felt his impact lingering in me all day. It felt like a full-course meal.

Try it yourself. Begin with the questions below to discover your respective humanity and to see each other in more complex ways than just a member of a partisan group.

- **Follow your natural curiosity** in what you ask others.
- **State your intent** to learn and connect beyond our identities.
- **Give permission** for them to decline to answer the question.

SAMPLE HUMANIZING QUESTIONS

- What are you most proud of in your life?
- Who have been the most important teachers in your life?
- What crossroads are you at in your life?
- What would constitute a "perfect" day for you?
- For what in your life do you feel most grateful?
- What is your greatest accomplishment of your life?
- What is your most treasured memory?
- When do you feel most alive?
- What question do you wish I would ask you?
- If I really knew you, what is one thing I would know?
- What is your biggest challenge in the next year?
- What is the biggest piece of wisdom from your life you would want to pass on?

TOOL: BEHAVIORS THAT BUILD OR DAMAGE TRUST⁶

Trust is built through everyday behaviors: how we listen, how we show up under pressure, and how we honor or betray our word. These patterns speak louder than our values — they are our values in action.

This tool invites you to reflect on how your presence and patterns shape the trust others place in you. Use this as a guide for self-awareness, for team development, or to prepare for the moments that matter most.

REFLECTING ON YOUR TRUSTWORTHINESS

As you read through the trust-building and trust-damaging behaviors on the following page, reflect on these questions:

- What behaviors do you recognize in yourself when trust is high?
- Which behaviors do you fall into under stress?
- Which behaviors show up most often in your day-to-day interactions?
- What impact do they have on your team, relationships, or leadership?
- How might you show up differently in a high-stakes moment this week?

*We build — or erode — trust moment by moment,
choice by choice.*

6. This tool and list of behaviors are shared with permission from Jo Ann Morris & Integral Coaching.

TRUST-BUILDING BEHAVIORS

PRESENCE & INTEGRITY

- Acts authentically, even under stress
- Congruent in words, tone, and body language
- Speaks frankly and directly, with care
- Stays consistent over time
- Keeps commitments and follows through
- Clarifies ambiguity when possible
- Faces conflict directly and appropriately
- Doesn't avoid hard conversations; initiates and manages them when needed
- Sets context and states intent clearly

OPENNESS & COLLABORATION

- Listens to understand, not just to respond
- Remains open to feedback
- Shares thoughts, ideas, and feelings transparently
- Uses an "and/both" mindset, not "either/or"
- Communicates openly without distortion
- Seeks mutual benefit over personal agenda
- Fully participates in decision-making conversations
- Cooperates and looks for ways to help others succeed
- Builds people up and acts as an equal

EMPATHY & INCLUSION

- Demonstrates empathy
- Acknowledges individuals and their group identities
- Values others' input, even when there's disagreement
- Treats others as whole people, not roles or categories
- Friendly without demanding friendship
- Generous with time and energy
- Shows confidence in others' abilities
- Challenges and supports; doesn't shrink or dominate

TRUST-DAMAGING BEHAVIORS

DISCONNECTION

- Ignores others or doesn't listen
- Withdraws under pressure or anger
- Hides thoughts and feelings, or distorts them
- Avoids responsibility; passes the buck or drops the ball
- Acts aloof, disengaged, or cold
- Withholds effort, energy, or appreciation
- Talks negatively about colleagues
- Ridicules, stereotypes, or insults others

CONTROL

- Competes instead of collaborates
- Uses privilege dishonorably
- Uses power to punish or intimidate
- Breaks agreements or reopens them unilaterally
- Sends mixed messages; hard to read or trust
- Focuses on personal wins over shared purpose
- Acts more concerned about self-interest than team priorities

UNACCOUNTABILITY

- Refuses to see nuance; convinced, close-minded
- Jumps to conclusions without checking in
- Stresses the negative, fixates on deficiencies
- Holds grudges, avoids helpful confrontation
- Makes excuses or blames when things fall short
- Seeks control over shared problem-solving

TOOL: LIFE FULFILLMENT

This page offers two simple frameworks to help you reconnect with what makes life truly meaningful. Renowned author Richard Leider and U.S. Surgeon General Dr. Vivek Murthy remind us that purpose, reflection, relationships, and service are key to a meaningful life.

RICHARD LEIDER

Richard Leider is a renowned purpose coach and bestselling author of *The Power of Purpose*. He has spent decades researching how people find meaning, especially later in life, and is known for helping individuals align their lives with values, reflection, and legacy.

Learn more:

richardleider.com

DR. VIVEK MURTHY

Dr. Vivek Murthy is the 21st U.S. Surgeon General and author of *Together: The Healing Power of Human Connection in a Sometimes Lonely World*. A leading voice on public health and well-being, his work focuses on combating loneliness and uplifting purpose, service, and relationships as essential to a fulfilling life.

Learn more:

vivekmurthy.com/pa
rtgiprescription

END OF LIFE REFLECTIONS

After interviewing thousands of elders, Richard Leider found the same three reflections surfaced again and again:

- I wish I had **been more reflective**, looking at my whole life and the big picture.
- I wish I had **taken more risks to be more authentic** about my values, beliefs, and point of view.
- I wish I had done more to **make a difference** in others' lives.



Which of these speaks to you most right now? What might change if you paid more attention to that wish?

THE SURGEON GENERAL'S TRIAD OF FULFILLMENT

U.S. Surgeon General Dr. Vivek Murthy urges Americans to prioritize three core ingredients of fulfillment, not just for happiness but for long-term well-being:

- **Relationships**
- **Service**
- **Purpose**

Together, these form the **Triad of Fulfillment**, which he calls "a prescription for a life that matters."

Which of these three sources of fulfillment are strong for you? Which one could use more care or attention?



If you could live your life over again, what would you do differently?

Richard Leider

TOOL: REGROUNDING IN HUMAN-CENTERED VALUES

This exercise invites you to reflect on **the values you hold most precious** and **what you're willing to protect, defend, or pass on.**

Getting clear on your core values helps you recognize when they're being violated and where you have opportunities to step in and lead.

REFLECTING ON YOUR VALUES

- Which of these values is most precious to you?
- What life experiences have you had that have strengthened this value?
- Which of these values would you most want to have be alive and well for your grandkids?
- What has been your proudest moment as an American? Least proud moment?
- Overall, what about America makes you most proud?

How **PRECIOUS** is this value to you?

WHAT VALUES DO YOU HOLD SACRED?

How willing are you to act to **DEFEND** this value?

← NOT 1 2 3 4 5 VERY →							← NOT 1 2 3 4 5 VERY →					
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<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	I believe everyone has the right to the pursuit of happiness.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	I believe in due process: no one can be deprived of life, liberty, or property without fair legal procedures and a just process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	I believe everyone should have the opportunity to work hard and achieve success.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	I believe _____ (what else is core for you?).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

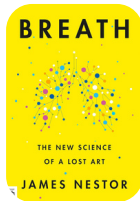
We hold these truths to be self-evident, that all men are created equal, that they are endowed by their Creator with certain Inalienable Rights, that among these are Life, Liberty and the pursuit of Happiness.

The Declaration of Independence (1776)

TOOL: BREATHE & GROUND YOURSELF

The work of depolarization requires us to stay present, emotionally regulated, and open, especially when conversations get tough. One of the most powerful tools we have is something we carry with us everywhere: Our breath.

Intentional breathing and grounding practices calm the nervous system, interrupt reactive patterns, and bring us back into a state of curiosity, compassion, and choice. Below are a few trusted resources to support your practice:



BREATHWORK

James Nestor's bestselling book *Breath: The New Science of a Lost Art* explores how small shifts in breathing can improve physical health, mental clarity, and emotional balance.

Learn more:
MrJamesNestor.com

Explore guided breath techniques and videos on his site.



HEART-CENTERED GROUNDING

HeartMath offers decades of research and tools for cultivating emotional regulation and compassion by syncing heart and brain coherence.

Learn about their research:
heartmath.org

Tools + Techniques:
[/resources/heartmath-tools](http://resources/heartmath-tools)



FREE & GUIDED MEDITATION TOOLS

For calming your body and mind in daily life or just before a high-stakes conversation:

The Calm App
Popular for sleep, stress, and focus
calm.com

UCLA Mindful Awareness Research Center
Free guided meditations
uclahealth.org/uclamindful/guided-meditations

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The work of human-centered leadership begins with how we choose to show up in our homes, communities, and country — not to win, but to rehumanize, rebuild, and make freedom possible for all.

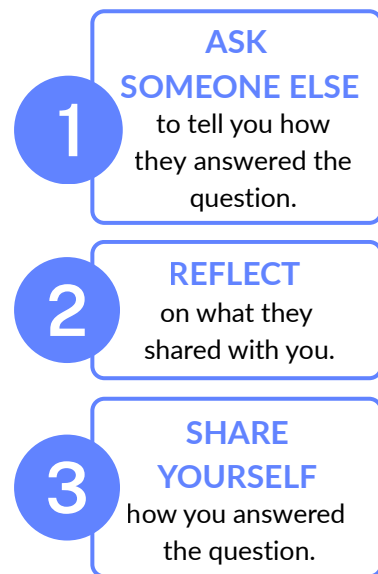
TOOL: QUESTIONS FOR CROSSING POLITICAL DIVIDES

Bridge-building begins when you stay grounded in your beliefs *and* make room to understand someone else's. This section offers questions to help you move beyond positions and into the stories, values, and experiences that shape them.

DIALOGUE ACROSS DIVIDES

Use these paired prompts to guide a meaningful conversation and then reflect on your own experience in return. This practice is designed to create mutual understanding, not agreement.

- What is at the heart of your political beliefs?
- What hopes, concerns, and values do you have that underlie your beliefs?
- What in your life experience has led you to believe the things you do?
- What are the political issues today that impact your life the most? Can you tell a story from your life that helps me understand how that issue impacts you?
- In what ways have you felt out of step with the party or groups you generally support, or in what ways do those groups not fully reflect what's important to you?



Let the relationship guide the pace, not ideology.

ESSENTIAL PARTNERS

The questions in this exercise come from Essential Partners' *A Guide to Conversations Across the Partisan Divide*, available on their website: whatisessential.org. See the full guide for more context, tools, and insight.

Essential Partners draws on decades of research and practice to foster trust, understanding, and meaningful connection across even the deepest divides.



TOOL: OPERATING AGREEMENTS

At Full Partner Leadership, we use operating agreements to support the kinds of conversations that matter most — the ones that invite vulnerability, difference, and growth. Below are the practices we model in our four-day leadership learning labs. They can be adapted to fit your own group, team, or setting:

OUR AGREEMENTS

- 1 Choose your own level of participation and disclosure.
- 2 Listen to understand rather than to respond.
- 3 Speak your truth respectfully. Each person's perspective adds value to the group.
- 4 Give yourself and others permission to not make sense. Learning occurs through exploring our confusions and apparent contradictions.
- 5 Be on time. If you will be late, please let someone know.
- 6 Honor confidentiality. Share what you — not someone else — are learning. When in doubt, ask permission before sharing a story that's not yours.

Operating agreements create brave space where complexity, honesty, and connection thrive.

CREATE YOUR OWN

Step 1: Individual Reflection (10 minutes)

Ask participants to recall and journal about a time when they were part of a team that functioned really well:

- “What helped that group thrive? What unspoken or explicit agreements were at play?”
- “What agreement could you suggest that would help this group take risks, support each other, and learn together?”

Step 2: Small Group Sharing (10 minutes)

Form small groups of 3–5 people and have each person share their agreements. As a group, choose and write down your top three favorite agreements to bring forward.

Step 3: Large Group Harvest & Agreement (30 minutes)

Reconvene as a full group. Ask each small group to share one favorite agreement at a time. As each is shared:

- Chart it using their own language
- Ask for clarification if needed
- Ask the full group to raise hands if they can agree to the agreement for the duration of the session

Remind them that unanimous agreement isn't necessary; it's more important to know what alignment is present. If someone hears an agreement similar to their own, they can cross it off. Continue until all groups have shared or affirmed a contribution.

TOOL: BALANCING KEY PARADOXES

Paradoxes create dilemmas for all people in seeing the complete picture in a conversation or situation. The challenge of paradoxes invites us to practice and/both thinking and actions rather than either/or thinking and actions. When it appears that either one or the other viewpoint or option is possible...consider the option that both viewpoints or options may be possible.

Examine how these paradoxes may limit understanding and impact communication with others. These paradoxes are examples of why partnerships need to develop and/both options rather than either/or options.

KEY PARADOX 1: SAMENESS / DIFFERENCE

Breakthrough learning is created by supporting AND challenging each other at the same time, not choosing to do just one or the other.

Questions for Reflection:

- Which end of the continuum do you usually lead from?
- What would be the result if you attempted to practice both of these simultaneously?
- How might you challenge and support differently to further strengthen and enhance your partnerships?

KEY PARADOX 2: SUPPORT / CHALLENGE

Breakthrough learning is created by supporting AND challenging each other at the same time, not choosing to do just one or the other.

Questions for Reflection:

- Which end of the continuum do you usually lead from?
- What would be the result if you attempted to practice both of these simultaneously?
- How might you challenge and support differently to further strengthen and enhance your partnerships?

What paradox is at the heart of your leadership today?

KEY PARADOX 3: CRITICAL / APPRECIATIVE

We are often hired and rewarded for fixing problems in organizations. This tilts us toward a problem-solving mindset, reinforced when our own sense of worth stems from how many problems we can solve. A problem-solving mindset naturally pulls us toward looking for what's wrong. Another method of change is to study what's working well. In organization development this is called appreciative inquiry. In critical partnerships it is also valuable to be able to identify and express what others are doing or being that supports success or satisfaction or effective partnering.

Questions for Reflection:

- Which do you put more energy or attention into noticing, what is wrong or what is working well?
- How do others impact you in ways that are positive? Can you put this impact into words and share it back to them?
- Do you accept appreciation from others?

OTHER KEY PARADOXES

- Focusing on Task and Focusing on Process or Relationships
- Organizing by Product or Service and Organizing by Function
- Planning and Action
- Action and Reflection
- Stability and Change
- Clarity and Flexibility
- Centralized and Decentralized

Questions for Reflection:

- Which of this additional list of paradoxes do you struggle with?
- What other paradoxes would you add to the list?

Some challenges are paradoxes to manage, rather than problems to solve. Balancing paradoxes involves moving from focusing on one pole as the problem and the other as the solution (either/or thinking), to valuing both poles (both/and thinking).

Which paradox above feels most alive in your leadership space?

TOOL: TEAM EFFECTIVENESS MODEL

This is a useful model for diagnosing team issues.

Tip: Look upstream of the ‘symptom’ for where the possible issue may need to be addressed.

For example, if you’re wondering if there is an issue of trust and relationships (#4), check “upstream” in the model for whether there is a lack of clarity with #s 3, 2, or 1.

<p>1. SHARED GOALS</p> <p>What is our purpose?</p> <ul style="list-style-type: none"> • Link to Organizational Goals • Measurable Outcomes • Stakeholders Expectations • Success Criteria <p><i>A Compelling and Dynamic Picture of the Desired End Result</i></p>	<p>2. CLEAR ROLES & RESPONSIBILITIES</p> <p>What are our expectations of each other?</p> <ul style="list-style-type: none"> • Individual Accountabilities • Level of Influence • Collective Skills & Abilities • Change Plans <p><i>Clear, yet Fluid Sense of Individual Accountabilities to “Get the Work Done.”</i></p>
<p>3. ESTABLISHED SYSTEMS & PROCEDURES</p> <p>How will we operate?</p> <ul style="list-style-type: none"> • Meetings & Communication • Decisions & Problem Solving • Conflict Management • Evaluation and Checkpoints <p><i>Processes Established to Maximize the Use of Group Resources</i></p>	<p>4. EFFECTIVE RELATIONSHIPS</p> <p>What is our purpose?</p> <ul style="list-style-type: none"> • Building Trust • Values & Behaviors • Group Effectiveness • Celebrations <p><i>Productive, Personal Interactions that Maximize Potential Synergy</i></p>

Which area of your team infrastructure needs more clarity?

TOOL: LEVELS OF DECISION MAKING

Decision-making is a core process when working in a team/partnership/ collaborative environment. It is important to understand that there are different levels of participation in decision-making. The lowest level of participation is informing others about the outcome of the decision and requiring their support and follow through on implementation. The highest level is where all members make the decision together.

What is important is that the leader clarify their intention: at which level will a given decision be made? Knowing the level of decision will help all members in the team to understand their role in the discussions and how much weight their input will receive.

Manager/Leader/Expert	Level	Team Member
Delegate: The issue is given to the team with criteria, guidelines, boundaries, parameters etc, to guide decision-making. Embrace the decision.	5	Members take control and responsibility for the decision making process.
Collaboration: Full participation by all members with consensual decision making process – everyone is fully heard and their view is understood. Everyone can live with and support the decision.	4	Full and equal participation by all members. Consensus decision- making is used.
Dialogue: Discuss each issue thoroughly before manager/leader/expert decides.	3	Active participation, voice opinions, ideas, pros, cons, potential scenarios, etc. All members support and implement the decision.
Input: Manager/Leader/Expert asks for input, listens carefully to comments then makes a decision.	2	Voice opinions in a timely manner-when requested, not after the decision has been made. Support and implement the decision.
Directive: Tell the team what has been decided. Discuss how they will implement the decision.	1	Listen carefully. Gain understanding of your role and responsibilities in implementation of the decision.

Prompts for your post summit action planning.

PERSONAL ACTION PLAN


LEADER'S PERSONAL ACTION PLAN

- What next steps, action/learning, application of skills do you want to try?
- What support will you need?
- Why is it important to you to take this action? What is your intent?
- Who will you collaborate with to ensure success?
- What are the major steps and target dates for completion?


SAMPLE INDIVIDUAL ACTIONS

- Share your session learning with your team.
- Share your session learning with another individual and invite them to consider having future dialogues with you on a topic.
- Tell others what leadership skill you are working on and invite them to share when they see it either present or missing.
- Address a current challenging situation with new tools or skills from this summit.


SPHERES OF CONTROL & INFLUENCE


CORE CONCEPT


INCLUDE
Sphere of Control



Full Partner Leadership


CORE CONCEPT

THRIVE
Sphere of Control



Full Partner Leadership

RESOURCES

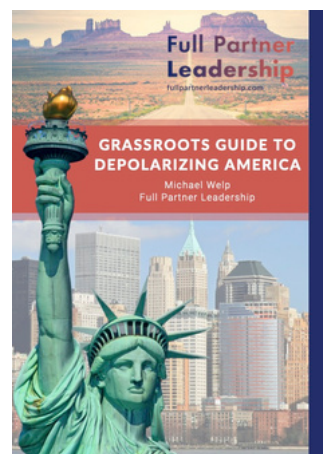
BOOKS

- *Difficult Conversations: How to Discuss What Matters Most*, by Douglas Stone, Bruce Patton, Sheila Heen
- *Connect: Building Exceptional Relationships with Family, Friends and Colleagues*, by David Bradford and Carole Robin
- *Activating The Common Good: Reclaiming Control of Our Collective Well-Being*, by Peter Block
- *Leadership In The Age of Not Knowing: Strategies for Leading in a Learning Way*, by Mary Ann Rainey and Jonno Hanafin
- *Not Just Another Meeting: Creative Strategies for Facilitation*, by Rodney Napier and Eli Sharp
- *The Answer to How is Yes*, by Peter Block
- *Humble Leadership*, by Edgar H. Schein and Peter A. Schein
- *Possible: How We Survive (and Thrive) in an Age of Conflict*, by William Ury
- *The 10 Lenses*, by Mark A. Williams
- *The Quantum Lens: Leading in an Era of Social, Political, and Organizational Entanglement*, by Mark A. Williams
- *Polarity Management*, by Barry Johnson
- *Four Days To Change*, by Michael Welp
- *Irreducible: Consciousness, Life, Computers, and Human Nature*, by Federico Faggin

FREE RESOURCE ON BRIDGING POLITICAL DIVIDES:

Grassroots Guide To Depolarizing America:
by Michael Welp

A free pdf download at
www.fullpartnerleadership.com



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ABOUT FULL PARTNER LEADERSHIP

We create culture change agents through leadership development work so your organization learns new ways to solve complex problems. We are best at experiential learning that engages the heart. This enables breakthroughs in the capacities leaders need today to thrive in a world of constant change. In the end we do three things: Shift mindsets, build skills, and create powerful new partnerships.



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