RIFS DISCUSSION PAPER

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Research and practice to scale co-creation and reflection

How can we strengthen a relational culture of communication for climate action at COP28 in Dubai?

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Summary

This RIFS discussion paper presents preliminary insights from transdisciplinary research on the Co-Creative Reflection and Dialogue Space (CCRDS) implemented at the 25th, 26th and 27th United Nations Framework Convention on Climate Change (UNFCCC) Conference of the Parties (COP). The transformative research design and findings from over six years of dedicated experimentation with different participatory formats and design principles at the CCRDS are emphasised. The aim was to better understand the communication culture at the COP and to orientate the experimental formats towards reflecting the rich and diverse perspectives, knowledge, and potential of COP participants. A key objective was thereby to better understand whether participatory and reflective formats can support individual and collective climate action. Building on this, CCRDS research and practice design at COP 28 is presented, which aims to understand more relational communication practices as a way to more effective and supportive communication pathways and to work with other organisations and individuals to scale these efforts.

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1. Introduction: Engaging for more relational communication at the UN Climate Conferences of the Parties

UNFCCC climate change conferences (COPs) annually convene tens of thousands of actors from various climate related fields. The conferences have enormous convening power (Mar et al. 2023). COPs not only host formal negotiations on political agreements and their implementation. They also bring together diverse non-state actors, engaging in various activities including observing negotiations, consultancy, lobbying, knowledge exchange and networking. The UNFCCC welcomes the high participation of non-state actors at COPs, aspiring that this may lead to "stronger and more ambitious climate action" as declared as part of the Paris Agreement (Decision 1/CP.21). Non-state actor engagement holds vast potential to build communities, mutual learning and collective action. Yet, how concretely these contributions can happen remains unclear (Chan et al 2019, Hale et al. 2021). Accordingly, and besides positive aspirations, COPs have been critiqued as a 'trade fair' (Lövbrand et al. 2017), a 'circus' (Freyne 2021) and a 'theatre' (Death 2011). In other words, there is a lot of talk, but not enough progress nor action.

This discussion paper analyses non-state actor's engagement at the COPs beyond official negotiations. Here, interactions take place in so-called side events, with expert panels as the dominant interaction format. While informative, such exchanges are not particularly conducive for mutual learning based on dialogue and exchange, nor community building (Mar et al. 2023, Fraude et al. 2020). Decision makers describe the culture of communication and collaboration prevailing in the side-event area as siloed, power-laden, male and western-dominated, instrumental and judgemental, as well as competitive (Wamsler et al. 2020). A shared sense of urgency and orientation towards collective action is seen to be partly lacking. Thus, there is a need to establish new interaction formats to "foster learning and community-building and thereby harness the enormous latent potential for climate action represented by the diverse stakeholders that gather at the COPs" (Mar et al. 2023: 1). New forms of communication and interaction can be supported by a shift towards more relational mindsets of openness, reflection, empathy and value-based engagement (Wamsler et al. 2020).

Building on this insight, the Research Institute for Sustainability, Helmholtz Centre Potsdam (RIFS) and multiple partners set up the Co-Creative Reflection and Dialogue Space (CCRDS) in the COP side-event venue. Over the past six years, the CCRDS has evolved into a transdisciplinary research intervention. The CCRDS is based on a relational paradigm in sustainability research that moves away from focusing on separated elements such as humans and nature (West et al. 2020, Walsh et al. 2021) and instead emphasises the interdependence and relations between stakeholders and our common world. It seeks to address the mindsets that underlie today's climate crisis through a means of communication (Wamsler et al. 2020).

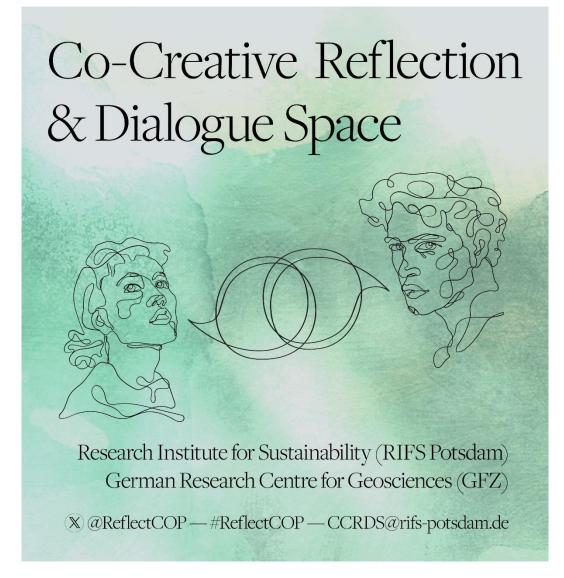


Figure 1 Main visual of the CCRDS at COP 28 with association and weblinks. Source: RIFS-Potsdam/Nicolai Herzog

As a space that experiments with communication formats centred around a relational premise, the CCRDS rests on three main guiding principles: reflection, interconnection and action orientation (Mar et al. 2023). Following generic guidelines to manifest these principles, the CCRDS convened more than 100 workshops during COPs 25, 26 and 27. Overarching experiences and empirical insights on the CCRDS intervention are encouraging and show that the CCRDS can contribute to filling the identified gaps in COP communication culture. Our empirical experiences show that this can be done through forms of relational communication that build on a relational paradigm. This communication aims to cultivate encounters, dialogues, and experiences with a certain quality of interaction such as on empathy, authenticity, and openness. This quality can be named resonance. Building on these theoretical and practical insights, the CCRDS will be continued at COP 28. This year, respective research and practice will focus on possibilities to amplify relational communication. This includes to develop and strengthen partnerships. It is complemented by critical reflection of the contributions of amplified relational communication towards climate action and – ultimately - sustainability transformations.

This discussion paper provides an overview of our transdisciplinary journey so far by first, elaborating on the link between relational communication, climate action and transformation. Second, it portrays the CCRDS initiative and its various phases, as well as lessons learnt. Third, and against this background, the paper outlines the research and practice design of the CCRDS for the upcoming COP 28 and allows us to take a glimpse into possible pathways of amplifying relational communication.

2. Theory: Relational communication, resonance and the potential for transformation

Relational communication aims to cultivate encounters, dialogues, and experiences of a specific quality, namely that of resonance. Resonance characterizes relations of openness, of affect and respect, allowing actors to be moved by what is communicated, and for a genuine response to emerge (cf. Rosa 2019; Artmann 2023). Resonant relations stand in contrast to mute relations, where functional, goal-oriented aims of communications as well as experiences of disconnect prevail. By tendency, communication formats that focus on conveying (often highly complex) information, use primarily one-direction communication, offer little room for discussion and digestion of information and/or remain only on a cognitive level are less conducive to overcome mute relations. Experiencing resonant relations and forms of communication in contrast is not only understood as a human basic need, but resonance as the capacity to openly perceive information of any kind is also crucial for well-informed, responsible decision-making and action (e.g. Rosa 2019; Artmann 2023).

Resonant, or mute relations, may occur and be furthered at various levels: intrapersonal (e.g., on the level of thoughts, emotions and body sensations), interpersonal (between different actors), as well as between individuals and the collective, e.g., in institutions or towards the more-than human world (i.e. "nature"). Cultivating resonance in communication at the first, intrapersonal level can mean, for example, that people use contemplative practices to enter into a reflective dialogue with themselves. Furthering resonant relations at the second, interpersonal level, can for instance involve the creation of spaces that allow people to authentically share their values and worldviews. On the third level, relational communication for example could help to reduce the prevailing mistrust of COP participants towards political institutions (Schroeder et al. in review). Additionally, relational communication cultures strongly present at UNFCCC COPs (Wamsler et al. 2020). Accordingly, relational communication forms part of research and practice of inner transformation for sustainability (Ives et al. 2023; Wamsler et al. 2021).

Understanding inner and outer, individual, and collective change as interdependent (Ives et al. 2023), relational communication honors the relevance of multitude of perspectives and contributions to dialogue and exchange. Within the CCRDS, we have had good experience with communication formats that intend to work towards establishing a safe (enough) space for participants to exchange and become heard to the degree they authentically desire (for methods see as well Wamsler et al. 2022). Consecutively, we work to strengthen reflection and consider the different values, world views and emotional experiences. This could for instance be facilitated by formats that combine slowing down conversations, include meditative sequences, offer space to sense emotions, and guide active, deep listening exercises. Interconnection and the development of relations benefitted from identification of shared purposes, values and experiences, as well as by facilitated changes of perspective. Re-connection to one's own values, establishing bonds with like-minded people and space for creativity and experimentation lastly benefits the motivation and capacity of participants for climate related, collective action and self-fulfillment.

Importantly, the concrete contributions of relational communication processes to generate outputs that advance climate related decision making and action as desired outcomes and impacts remains to be understood in more detail and rigor (Luederitz et al. 2017, Williams & Robinson 2020). How and to what degree does relational communication lead to the development of transformative capacities (e.g., sensemaking, compassion, self-awareness, trust) and addressing deep leverage points (e.g., worldviews, values and motivations) (Fischer & Riechers 2019)? How do these outputs manifest in improved climate related decision making and action? We do see great value in focusing on practicing relation-oriented forms of communication and gained initial evidence for its contributions (see chapter 4 below). However, we do not claim that all communication at UNFCCC COPs shall be shaped this way. More traditional forms of communication, including centering on knowledge exchange or distribution of technical solutions, are also important to tackle climate change. Again, they probably are simply not enough if we look at the progress made with regard to climate action. Thus, we argue for a more reflective and comprehensive approach, shifting away from primarily knowledge-exchange oriented forms of interaction. In parallel, we invite and work towards further research and understanding of the contributions, the conditions and limitations of relational communication practices and principles.



Figure 2. Exemplary photo from COP 27, in which various participants are engaged in a dialogue with each other in a circle Source: RIFS-Potsdam. Source: RIFS-Potsdam

3. Methodology: Our learning journey in relational communication from UNFCCC COP 23 until COP 27

This discussion paper draws on a multi-year case study based on transdisciplinary and transformation-oriented research at UNFCCC climate conferences, combining experimental interventions and related accompanying research at the CCRDS. Located in a small pavilion within the side event area in the blue zones during COP 25, 26 and 27, the CCRDS was home to some 100 workshops. Sessions experimented with multiple forms and formats of communication with a focus to enable reflection, co-creation, and dialogue (see **table 1**). A team of RIFS members, together with multiple partners, offer both workshops and accompany them using mixed-methods research. Academic partners included Prof. Christine Wamsler, Lund University Centre for Sustainability Studies; Assistant Prof. Niko Schäpke, University of Freiburg, and Prof. Heike Schroeder; University of East Anglia. Partners offering workshops included multiple organisations ranging from faith-based organisations, environmental NGOs, Youth organisations, Gender-oriented organisations, and research organisations. The RIFS team itself offered roughly half of the overall sessions, and provided consultancy on hosting workshops at the CCRDS. Further sessions were co-hosted between partners and RIFS team members. Participants were very diverse and belonged to different UNFCCC constituencies, both observer and party members, and had various geographical backgrounds.

Partners offering workshops were from a considerably broad background, various contexts and pursued different objectives. To provide orientation and allow for a specific CCRDS character to evolve, all workshops within the CCRDS followed generic hosting guidelines and core principles (see figure 4.).

One of the common principles applicable to all COPs is the *creation of a participatory, inclusive and safe environment.* This can include a physical set up that invites multidirectional communication (e.g. sitting in a circle instead of in rows) and to establishing ground rules of communication benefitting dialogue, listening and broad participation.

A further key principle is to choose facilitation techniques enabling "*reflection, inter-connection and action-orientation*". Reflection concerns how participants, their values, beliefs, emotions and motivations relate to the information shared. Interconnection concerns climate to be a collective action problem requiring deep collaboration. Action orientation is less about technocratic solutions but about social learning and empowerment, benefitting individual and collective, context sensitive engagement (Mar et al. 2023, see as well Fraude et al. 2021). Beneath this broad guidance, concrete guidelines at COP 25, 26 and 27 allowed for variety and adaptation.

	COP 25	COP 26	COP 27	Overall
Number of sessions (hosted by RIFS)	20	13	14	47
Number of guest sessions (hosted by partners or by partners and RIFS members)	21	20	21	62
Participants (overall)	>250	>200	>220	>670
Surveys (filled out by participans)	~200	~140	~113	~465
Number of key informant interviews	9	11	3	23
Participant observations	In parts	In parts	In parts	In parts
In-depth process quality observation	-	-	Yes	In parts
Ex ante workshop design notes		Yes	-	In parts
Recorded reflection exercises		-	Yes	In parts

Table 1: Overview on workshops, participants and data collection methods at CCRDS during various UNFCCC COPs, Source: own

CCRDS research and practice evolved in different phases (see Figure 3 for illustration):

The *first phase* was marked by initial curiosity and exploration. RIFS team members took note of an established "culture of unused potentials", marked by one-way, expert led and top-down communication formats being dominant at COP 23 side events (Bruhn 2017). This sparked the initiative to explore possibilities and actual need for innovative offers in communication and collaboration to COP participants in the side events, to further learning, reflection and climate action. At COP 24 first stand-alone workshop offers were made, preluding a fully fledge pilot project to be set up during COP 25. This pilot systematically explored perceptions and needs of participants regarding new forms of communication and collaboration, complementary to those found dominant at the COP. Activities invited reflection on the communication formats in form of workshop designs. Accompanying research did include monitoring participant views on the workshops offered, team reflection and expert interviews. This first phase of the CCRDS underlined the need for different mindsets, skillsets, and toolsets underlying the communication culture at COPs (Wamsler et al. 2020, Fraude et al. 2021). Additionally, generic guidelines on desirable forms of communication and collaboration got formulated to strengthen dialogue, reflection, interconnection and action orientation (see Mar et al. 2020, Fraude et al. 2021).

The *second phase* was marked by in-depth exploration and comparative analysis of communication formats and principles, including on specific topical issues. It includes engagement at COP 26 and COP 27. During COP 26, the team aimed to make specific offers following the developed guidelines and detailed hosting principles to meet the uncovered needs. The CCRDS as well invited guests to host session in the space. A co-design process for these guest sessions was offered, the process systematically documented for research. In sum, a broad variety of workshops with different methods and approaches took place elucidating which formats allowed safe-enough conditions in the context of the COP for participants to build relationships and address potentially conflicting perspectives or vulnerabilities. The CCRDS at COP 27 continued this practice, yet made an important addition: An overarching theme was initiated – namely to focus on the role of fear and trust for communication, interrelation and climate

action (Beyers et al. 2023). Furthermore, the CCRDS team expanded its co-hosting practices, offering to moderate and host so-called science dialogues organized with or by academic partners. These science dialogues combined a rather "traditional", often technical topical orientation towards climate science, with a hosting practice moderately based on CCRDS guidelines. As a result, a differentiated understanding of which forms of communication serve which purposes under which conditions is underway.

Phase three of CCRDS includes the upcoming COP 28 engagement, seeking to amplify relational communication, develop partnerships and, as a fundament, to continue and stabilize the CCRDS activities. This current phase of research is further outlined below in section 5.

CCRDS and workshops were accompanied with a *mixed methods research approach*. During various COPs it consistently included a triangulative approach to data generation, combining participant surveys, expert interviews, participatory observations, as well as reflexive elements such as journaling and collective reflection processes (see table 1; Wamsler et al. 2021, Mar et al. 2023). The concrete research design was adapted to purposes and conditions at the different COPs. CCRDS work at COP 25 drew on participant surveys as well as expert interviews. This was further expanded in later COPs.

COP 26 data collection included a transdisciplinary process supporting guest hosts to design their sessions, including online preparatory calls, generic session guidelines and the production of concept notes on the foreseen workshop designs. The actual on-site activities were researched using a mixed-method approach combining participant surveys, participatory observations (including some in-depth process quality observations) and key informant interviews with session hosts (both from guest sessions and RIFS). Interviews were on average 1 hour long, recorded and transcribed. They covered various aspects of workshop design, facilitation, goals, as well as perceived results. Surveys capture participants experiences and assessments of workshops, concrete methods, and perceived contributions, as well as overarching questions on COP communication culture. COP 27 CCRDS work applied a similar on-site mixed methods approach. In addition, it included feedback and reflections of participants and hosts on the topical issues of addressing fear and trust in the context of COPs.



Figure 3 Graphic that illustrates the various research questions of the CCRDS at the COPs from 2017-2023 under the heading - From deeper relations to transformative action?. Source: RIFS-Potsdam/Nicolai Herzog

4. Preliminary empirical insights from the Co-Creative Reflection and Dialogue Space

Here, we present very preliminary results relying on COP 25-27, with a focus on COP 26. Concrete workshop formats differed widely. This included arts- and ritual based formats, focusing on non-verbal communication, imaginative and future-oriented formats, deep dialogs and storytelling, contemplative and meditative elements, circle dialogues, as well as systemic constellations and (emotion-oriented) counselling and mediation. More traditional forms of presentation and discussions were included as well, but to a lesser extent. Hosts associated themselves with various initiatives, including Youth and Gender-Initiatives, different Faith groups, environmental NGOs, research institutions and others.

On an overarching summative level, results show the following: COP 26 participants strongly agree on the need to change the communication and dialogue culture in the side event sphere. This observation is underlying the overall CCRDS engagement. From all survey respondents, 72,3% strongly agree on the need for a change of communication and collaboration formats, 24,8% agreed, only 1,46% were undecided and 0,73% disagreed. These responses are highly consistent with COP 25 CCRDS data, which showed that "around 96% of survey respondents and interviewees 'fully agree' or 'agree' that there is a need to change the current culture and associated mindsets to improve negotiations for, and the activation of, climate actions" (Wamsler et al. 2021: 229). COP 27 data also show a strongly positive response, even if detailed evaluations are not yet available.

Empirical results showed that collective experiences and communication formats were received very positively by a large majority of participants. Survey respondents saw the CCRDS workshops they participated in as good examples of the very change needed: 47.2% strongly agreed that the attended workshop included methods relevant to improve COP culture, 44.4% agreed, and 8.5% were undecided. These results are consistent with first insights from COP 25 and 27 workshop assessments.

Participants particularly valued the space that allowed for a safe-enough space to enable authentic encounters, the facilitation of deep listening and understanding, and to enable reflection and integration of information. In addition, but to a lesser extent they noted that the formats enabled them to develop new networks (interconnection) and increased the perceived ability of participants for climate action (action-orientation). Concrete, average support levels regarding the workshops, their hosts, processes and methods were as follows (scale from 5,0 – strongly agree to 1,0 - strongly disagree, 3,0 neither agree nor disagree):

- Create a safe-enough space to enable authentic encounters (incl. expression of emotions and disagreement): 4.53
- Facilitated deep listening and understanding to ourselves and others (including non-verbal aspects): 4.46
- Enabled reflection, digestion, and integration (of diverse information): **4.34**
- Facilitated the development of relations and networks: **3.99**
- Enhanced my ability to take climate related action: **3.88**

This suggests overall positive feedback by participants towards the various workshops offered. Support level of individual workshop differed, yet all assessed workshops had a support level above 3.00. Relatively low support levels were clearly observable with workshops that suffered from technical difficulties (primarily hybrid set ups aiming to facilitate dialogue between on-site and online participants did not work), language issues, as well as workshops that applied rather conventional forms of moderation. A more qualitative outcome of COP 27 high-lighted that safe (enough) spaces can be disrupted if it is not ensured that they remain closed, and that new participants can easily join in the process. Especially in the politically contested environment of the COP with different geopolitical tensions and the sensitive topic of fear and trust, the spaces must be facilitated sensitively.

Numeric results from COP 26 are echoed with qualitative feedback from participants on beneficial elements of the workshops. This includes acknowledging inclusive and attentive moderation, the use of meditative elements and silence, relating to emotional dimensions of climate change (including "difficult emotions"). Here, further insights from both COP 26 and COP27 reflect that addressing and discussing climate anxiety or ecological grief (or "welt-schmerz") is welcomed among COP participants and helpful in finding paths of acceptance or action. Additionally, listening exercises, questioning and reflection methods, as well as the exchange with diverse participants on ethical topics including justice, gender and colonialism were perceived as relevant and crucial, but too often lacking at COPs more broadly.

In sum, the overall CCCRDS approach as well as the sum of workshops offer what perceived as contributing to the aims of relations communication, strengthening the quality of resonance in encounters, and benefits networking and the ability of climate action of participants. More detailed analysis on difference between workshop methods, observations and perceptions is currently under development.

5. Research and practice at COP28: Towards amplifying relational communication

CCRDS research and practice is entering a new, third phase at COP 28. Insights gained have opened up new avenues of interest, namely that of a better and more profound understanding of communication based on a relational paradigm, or as we call it "relational communication". Relational communication in our initial understanding aims to cultivate encounters, dialogues, and experiences with a certain quality of interaction that builds on values such as empathy, authenticity, and openness. During COP27 in Egypt in 2022, we (the CCRDS team) became aware of several other initiatives that use innovative communication formats to foster this kind of quality. For example, we noticed the Resilience Frontiers pavilion, which consisted of a wooden design to keep the space quiet and facilitate dialogues and conversations in a circle, while encouraging deep listening and reflection. There were various other activities, that appeared to be in line with our understanding of relational communication.

At the upcoming COP 28 in Dubai, we will therefore reorient our work towards focusing on relational communication and finding resonance with other stakeholders. Our aim is to partner with others, learn from each other and strengthen our common understanding and practice of relational communication. We aim to amplify principles and practices of relational communication. Here, the development of partnerships does play an important role. We will rely on both, transformation research and transformative research principles (Miller 2013). The former is research that aims to understand the reasons, dynamics and effects of transformations and is more analytical descriptive also referred to "knowledge-first" approach (Feola 2015, Miller 2013). The latter is research that is more solution oriented (Miller et al. 2014) and actively engages in transformation efforts by for instance initiating knowledge exchange and experimentation for innovation (cp. WBGU 2011, Wiek & Lang 2016).

Our central guiding questions are:

How can amplifying relational communication at COP28 contribute to climate action and foster sustainability transformation?

1.1. What are key principles of relational communication and (how) can these facilitate transformative change?

1.2. How can relational communication be amplified at COP 28 and what are drivers and barriers for transformation?

Our overall approach to research and practice is illustrated in **figure 5**. It includes various strategies of amplification (Lam et al. 2021). By this we mean processes and practices that describe how (sustainability) initiatives may increase their impact. The authors distinguish between amplifying within (strengthen the initiative), amplifying out (transferring the initiative or its principles) and amplifying beyond (addressing rules and values).

This prompts further aims, including to I) practice relational communication principles, and values and stabilize and continue the CCRDS engagement; II) identify relevant actors using relational communication at COP, including their motivations and concrete approaches and practices; III) develop possibilities for meaningful partnerships and advance the understanding and practice of relational communication; and IV) understand the impacts of amplified relational communication towards COP culture and addressing climate change more largely.

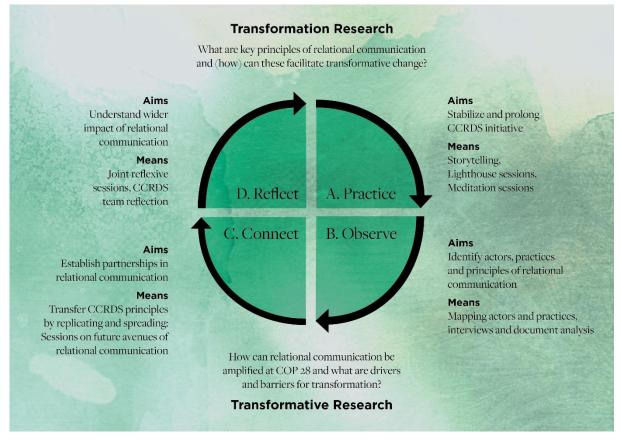


Figure 4 Overview on research and practice design at COP 28, including two sub-research questions and various strategies to amplify relational communication. Source: RIFS-Potsdam/Nicolai Herzog

Add I) We seek to prolong and stabilize the activities of relational communication within the CCRDS by establishing it again at COP 28. This provides a basis for further research and practice aims. It includes offering workshop formats that have been received particularly positive feedback from participants at past COPs. Explanation and narration of the CCRDS learning journey is as well part of these efforts. Here, we hope to create points of orientation and exchange on principles of relational communication. However, in view of the limited space and resources available, the aim is not to expand the initiative to simply go on and include more participants. Rather, we follow a new path of research.

Add II) We aim to identify actors and organizations who are on a similar path to explore relational communication and to learn about their approaches. This provides information and contacts for amplification activities beyond the original initiative. What is happening in the other pavilions? We seek to identify respective communication activities, describe practices and underlying reasons, and compare them to the principles and practices of the CCRDS. We want to observe whether we can find activities that broadly correspond with and inspire our understanding of relational communication. We are interested in formats, methods and types of communication as well as arrangements of communicative spaces, and related expertise. Beyond formats and activities, the values, mindsets, theories of change and aims of actors engaged to offer relational communication are of interest. This helps us to capture the multitude of collective, but not necessarily connected efforts and actors, underlying trends and possibilities for future networking and collaboration.

Add II) We want to proactively build transformative partnerships to amplify relational communication practices, including the principles, insights and methods of the CCRDS. This follows a transformative research approach for the normative promotion and co-creation of change through innovative experiments with communication. It may take different forms. On one hand, we offer support and consultancy to others that are interested to host workshops broadly in line with core principles of the relational communication as practiced in the CCRDS. This may allow to transfer the principles and practices of relational communication as an amplification effort. Offering consultancy and support may be oriented towards already established partners when developing their workshop formats and pavilion space or based on new partnerships.

On the other hand, we seek to build new and meaningful partnerships to amplify principles and practices of relational communication beyond the original CCRDS initiative towards new contexts. Scaling the impact of sustainability initiatives can be key to create wider transformative change. At the high end, this can include efforts to influence the institutional rules and values of the side event space more largely, and therewith to scale up and scale deep relational communication (see Lam et al 2021). This may include strategic communication events with likeminded partners, joint exploration of overarching research questions, the formation of future networks, or the establishments of more widely shared principles of relational communication.

Add IV) Finally, we want to create space for joint exploration and reflection to better understand what relational communication practices can achieve for transformation. Together, we want to reflect on our own practices, achieved outputs and potential impacts on the COP and its communication culture. On a daily basis we invite people to our space and ask about individual and collective perceptions of impact and effects, listen to stories and experiences and also create space for silence to encourage self-reflection.

In all the various strategies of amplification, our analysis will rely on interviews, document analysis, open participatory observation and joint reflection, based on informed consent.

In conclusion, we as authors are eager to participate in COP28, hope to discover, renew and nourish a sense of optimism towards climate-action, understand what form of communication culture is present and learn whether we can achieve our research and practice goals of amplification of a communication culture benefitting resonant relations for transformation. To this end, we extend an invitation to people who are on a similar path fostering modes of relational communication to join us on a collective learning and practice journey.

6. Literature

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