

Natural Design & Integral Consulting

For

SHAMS project

Bosra-Syria

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Natural Design-Integral Consulting for SHAMS project -Bosra, Syria

Natural design frames the right questions before giving solutions and answers: questions about people, motivation, communication and learning. Instead of asking the typical questions; “how do we manage people in a project?” we ask “what is the nature of these people to be managed? What makes their *Life Conditions* unique? What systems of managing, training, or motivating will be most congruent with them and the work to be done at this time?

In AQAL speak , asking the following questions about: Leadership and motivation of individuals according to their value-systems (UL); Their technical skills and capacities (UR); Shared Values and communication (LL); what systems can manage better this project and these people and help the system remain an open-system to spiral up with the right life conditions (LR).

The Formula: HOW does WHO lead/teach/train WHOM to do What? And Where?

- ▶ First define the job and job requirements (WHAT) and in which value-systems(WHERE).
- ▶ Second, what value-systems need to be activated to get this job done(WHOM).
- ▶ Third, find the people with the right capacities for the various jobs(WHO).
- ▶ Fourth, decide on management procedures, motivational techniques, teaching styles i.e. the appropriate systems (HOW).

I will offer observations about the meetings, the training and my overall assessment of this particular trip and dynamics of the project as whole. To avoid repetition of the issues we already covered before and during the visit, I will limit my feedback to what will be relevant for next steps and offer recommendations.

My consulting work on SHAMS project involved the following:

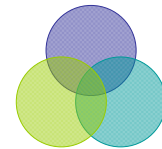
- Assessment of the different value-systems of stakeholders: EU and Syrian
- Meetings with different groups in Bosra, including:
 - Young women: High-School students:
 - Women in Bosra: Mothers and community activists
 - Bosra SHAMS Committee
 - People in the old city of Bosra
- Offering an Introductory training in Spiral Dynamics integral (SDi)
- Introducing the Mayor of Bosra, Mr Khalil Kassem, to integral methodologies and feedforward.
- Relating to the EU team my assessment in real time and recommending a culture-appropriate action plan.
- Recommendations and Feedforwad

For SHAMS project and the SEA process, I looked at the larger Holon or Life Conditions in the Region, then in Syria and then Bosra. A Holon inside a Holon inside a Holon. Knowing the geo-political and socio-economic issues in the region and Syria in specific, as well as the major value-systems in the region, helped with the larger context of the Bosra project. For example: talking to the Governor of Daraa, Dr. Faisal Kalthum, we learned a lot about Syria's ambition to show a more positive face to the world. It is obvious that the Syrian leadership wants to debunk the Western opinion on Syria as a haven for terrorist and a supporter of insurgents in Iraq. The governor emphasized the need for more funds to radically revive the Bosra and Daraa area, and was happy to facilitate the entry and stay of European university students to Syria.

This was a clear indication that in order for the most critical part of your work to move the project forward and much faster, it must be initiated on a political leadership level in Syria. The governor being a prominent member of the central committee of the Baath party presents a valuable key to the progress of SHAMS in conjunction with future EU projects.

The CAPI principle: Coalescence of Authority, Power and Influence.

After the first meeting with the committee, and listening to participants express concern about disconnect between ministries and government departments that can move things along; I realized that P (power) is missing. You, the EU and the municipality have the authority and influence. The governor, with his important position in the Baath party, and being an instrumental person in advocating the new face of Syria in the international circles, has the power needed for the project. (see Recommendations below)



I- Assessing Value-systems as a critical part to any integral or whole-systems approach:

As expected, the culture in Bosra is Tribal/Power Driven (Purple-Red), set in a country that imposes Order and the rule of law (as much as a developing country can impose such rules while avoiding corruption) through Ministries and Institutions. A much needed order that allows projects to be achieved since they are usually protected with a Top-down decision-making structure.

Some individuals involved in the project have the level of pragmatism and complex thinking that can facilitate the application of SHAMS and SEA process. These capacities were evident (as you well know) in Engineer Kamal Bittar and Engineer Emad Mikdad and the engineer who works at the Governor's office

For the ease of language I will use the following codes (colors) from SDi in my report and their description:

FIRST TIER SYSTEMS	Description	Congruent Leader Style	Organizational Structure
1st Level: AN/Beige	Produces instinctive skills to survive in the rainforest, savanna, bush and tundra, as well as in cases of serious deprivation and tragedy.	Caretaker	Survival Band
2nd Level: BO/Purple	Creates animistic thinking, bonds humans to closely-knit groups, and enriches inanimate objects with meanings and magical significance.	Caring Parent	Tribal Order
3rd Level: CP/Red	Stimulates the impulsive self while generating powerful images of aggressiveness, conquest, and predator/prey relationships.	Big Boss	Exploitative Empire
4th Level: DQ/Blue	Awakens transcendent purpose, impulse control; creates abstract causes, principles, focus on future reward, disciplined and dedicated.	Rightful Authority	Order-Driven Hierarchy
5th Level: ER/Orange	Forges the autonomous self, creates the algorithms of strategy, changeability and pragmatism: stresses status, winning, and success.	Win:Win	Strategic Enterprise
6th Level: FS/Green	Rejects authoritarian and materialistic codes which exploring the inner self and inner selves of others. Searches for harmony, supports egalitarian communities in a quest for peace and caring.	Sensitive Facilitator	Social Network

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In this mix of cultural values within a culture, it is natural to face some difficulties in having everybody on board. That's why it is crucial to have the active participation of high-level leadership.

As we discussed before and during the trip, the level of complexity that the EU needs to prepare such project, has to be presented in a simplified version to the general committee (Blue), and in more complex details (Orange) to few individuals involved on the Syrian team.

The first meeting July 24th: Most of the participants voiced one common concern and that is "what can we say to the Bosra residents about the project? What are the next concrete steps for the project?"

So a project that is prepared by the EU at the Orange/Green levels (*development of Bosra, SEA process etc.*) is being applied in a Purple-Red culture and life conditions, (*such as the level of poverty, schools with very little funds, scarcity of water and poor economy*). Most engineers involved in the project are capable of Orange thinking, but are also eager to get paid and to show the city that they are providing good services.

To summarize: SHAMS project needs BLUE (Order-Clarity) from both partners.

From the EU Partner: BLUE - CLARITY.

- Clarity of Purpose and specific Goals.
- Clarity of next steps; Bettina stated the next steps clearly in the last meeting
- Clarity of requirements: Anna and Bettina clearly stated the required documents and information needed from the committee

From Syrian Partner: BLUE- Accountability

- The Syrians need to send the right people for training to Rome. There is no need for consensus when deciding who should attend the training. Competency is key.
- They should be accountable to the EU who is 'paying' for this project; if they default, there are Consequences that you can define.
- Accountable to a timeframe that you define clearly.

II- The SDi Introduction- Training:

The training's objective was to introduce the understanding of the various value-systems and a language that stakeholders can use to further support the success of the project.

Most of the attendees were engaged in the training, even though some of them did not fully grasp the model. However, the exercises and examples helped them use the Codes (colors) to address some sensitive issues without feeling offended.

When I asked the participants to answer assessment-questions that can give an idea about their value-systems, the majority answered Purple and Blue. However, the discussions on the Red-code showed something different. They laughed at the explanation of Red-Power Gods, and how people in this value-system do things from a “what’s in it for me” perspective, regardless of the consequences. Many pointed at themselves and said that they come from that place when they need to either protect or assert themselves. In Meshaal’s case he pointed to corruption in public institutions, and having to go around rules to get things done.

The main motivation behind Red-Power Driven value-system is “Avoiding Shame”. This explains why many of them were upset about “what they should tell the people of Bosra about all these meetings, and they have nothing to show for it.” The procedures of the EU are thorough, complex and methodical, they take time and efforts before implementing.

I believe that Kamal, Emad along with the young high school girls and few other attendees benefited from the Intro to SDi. The others will catch up later or will benefit from the new language introduced that might help avoid confrontation, and accomplish the needed tasks.

The objective of the training in my opinion was met.

III- The Mayor, Mr. Kassem Al-Khalil

The training of the Mayor happened on the last day of our trip and in an informal setting, which was perfect to keep his attention!

After observing the Mayor interacting with different groups in the city and with others, and listening to his “well meaning speeches,” I could see why you trust him and rightfully rely on him. He is resilient, open to learning and acquiring new skills, and has a vision for Bosra. He grasped the theory quickly and promised to read more about it, and gracefully accepted the feedback and comments I gave him based on what you related to me and sitting in on many of his meetings.

Recommendations for Mayor:

- To Support his vision with a well designed long term strategy.
- To enhance his understanding of people’s thinking and vMemos, and most importantly know which language to use with them and how. Although, he truly understands the various mindsets and people in Bosra and communicates well with many of them, he could foster more effective skills that will help him achieve his goals.
- To collaborate more with ‘trusted’ complex thinkers who can advise him in many instances on how to move forward.

You have a great partner in the Mayor!

IV- Recommendations:

Focus on high level leadership in Syria:

In Blue hierarchical structures with Red Star-Leadership such as the regime in Syria, Top-down decisions are the most effective and implemented.

I suggest you deal with Leaders (governor, ministry reps) and Orange thinkers, and leave the interactions with committee and citizens of Bosra to the local community activists and leaders, like Dalida, Ibtisam, the Purple-red gentleman in traditional Arab garb (name?).

The Mayor is of great help when it comes to that.

The Local Development Office: or (Bosra Dev. Office?)

- Identify the specific functions of Office
- Design a specific system for office that facilitates the achievement of objectives
- Describe in details the jobs and functions to be performed by people at the office
- You already have people in mind for the office: you can tremendously help them by being specific about the job expected from them, and adding or changing requirements as the project progresses. At the beginning they need a Blue-Orange model to follow. This model will be a training tool for them too.

Training: On 2 levels:

Training for EU colleagues to introduce them to the intricacies of the Value-systems in Syria and the cultural-fit presentations and systems needed to run the projects. (Syrian power structure, communication channels, mindsets, beliefs, Motivations etc...)

Training for Syrian experts: A project specific Integral Leadership-SDi training in Europe. It could be part of a technical training.

Both partners will be able to create a 'Systemic Flow' that will help emergence.

SECOND TIER SYSTEMS	Description	Congruent Leader Style	Organizational Structure
7th Level: GT/Yellow	Integral, systemic, natural works to restore human viability to a world convoluted by First Tier systems, both their successes and failures. Legitimizes all of the vMeme codes; works to keep each healthy and open to movement along the Spiral.	Competent Partner	Systemic Flow
8th Level: HU/Turquoise	Detects holistic energy flows that bind everything together. Constructs large scale mandates in acting in behalf of all life. Nurtures all human manifestations that contribute to "the whole," while sensing big picture perspectives and comprehensive initiatives.	Spiritual Counselor	Holistic Organism

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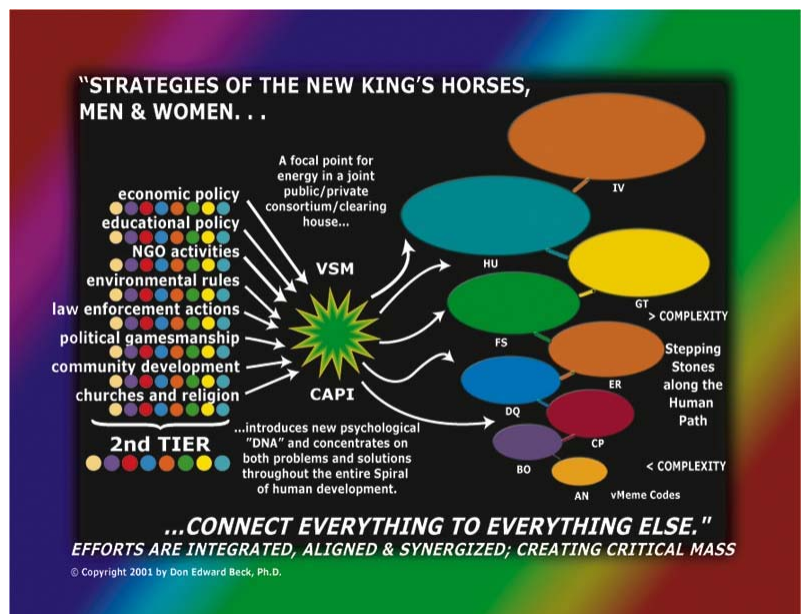
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People in the Old city: The unexpected evening on the roof-top of one of the houses in the Old City, gave all of us a moment to cherish. This experience cannot be separated from the archeological marvels in Bosra. I am personally glad that SHAMS is focused equally on people in the old city.

MeshWORKS:

MeshWORKS thinking has to be a background guide for the SHAMS project to achieve its goals and the SEA process to succeed and create sustainable results.

MeshWORKS enables the essential process of integrating, aligning, and synergizing resources, especially at the community and local levels, to meet the needs of people at different



stages of development. This thinking "meshes" the role of home, school, law enforcement, the business sector, religious institutions, and NGOs to get them working together on common problems.

Bosra is now at the early stages of a sustainable strategy for growth and development. MeshWORKS thinking at this point will help the city become a model for development for other municipalities in Syria.

On a personal note:

The level of consciousness that you bring to this project and the synergy in your work together, Bettina and Anna, form the cornerstone of this project and a pathway to true emergence. Both of you are not only giving your all to this project, but are a well aware of the human exchange that happens between vMemas, archetypes, cultures and souls.



I look forward to talking with you and more collaboration in the future,

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