
An Application of Poli-Syntony for Developing a Polycentric Society

An IGP Paper for Pioneer Countries

The Flow of Thought

1. Introduction & Context
2. Pilot Design Considerations
3. Integrated Approach
 - A. The Self-to-World Continuum
 - B. The Charter
4. Execution Strategy
 - A. Wisdom Village
 - B. Nationwide Rollout
 - C. Leadership Capacity
5. Next Steps

1. Introduction & Context

We live in a VUCA world arguably for the first time....

***Volatility** - challenges can appear overnight and be of unknown duration and intensity*

***Uncertainty** – forced to operate with incomplete information in unpredictable environments*

***Complexity** - challenges are highly interdependent and difficult to map, there are unknown unknowns*

***Ambiguity** – causal relationships are un-seeable; centering up on what something means is difficult*



Image Source: Leadership Circle Presentation

Introduction & Context

Which many call ‘the best of times, and the worst of times’ simultaneously

‘We are facing issues of near-overwhelming complexity and unprecedented urgency. Our challenge is to think globally and develop policies to counteract environmental decline and economic collapse. The question is: Can we change direction before we go over the edge?’

~ Lester R. Brown in
*World On the Edge: How to Prevent
Environmental and Economic Collapse*



Introduction & Context

Demand side pull forces and Supply side push forces are clearly visible, which are asking for a balanced configuration that allow these forces to resolve themselves

Demand Side Pull Factors

- ❑ Leaders & Institutions managing our socio-political affairs seem to be out of either depth and/or motivation to handle the staggering complexity plaguing most walks of life
- ❑ Civil society members are either apathetic or feel powerless to change things that really matter, whilst leading lives in workspaces that do not seem to bring out the best in them

Supply Side Push Factors

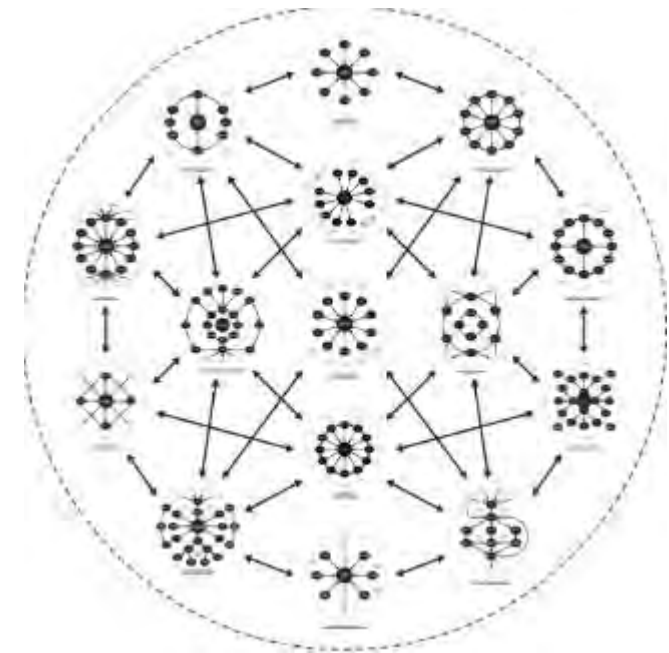
- ❑ Generally rising levels of prosperity and material wellbeing are moving more people from the survival side to the actualization side of Maslow's Hierarchy, generating a corpus of creative power higher than ever
- ❑ Accelerating power of various technologies are reducing costs of interaction, transaction and coordination across political, social and cultural boundaries like never before

Introduction & Context

We suggest a transition from a concentric to a polycentric configuration of humanity in a wider, merit-weighted configuration of power and collective decision-making that transcends and includes boundaries



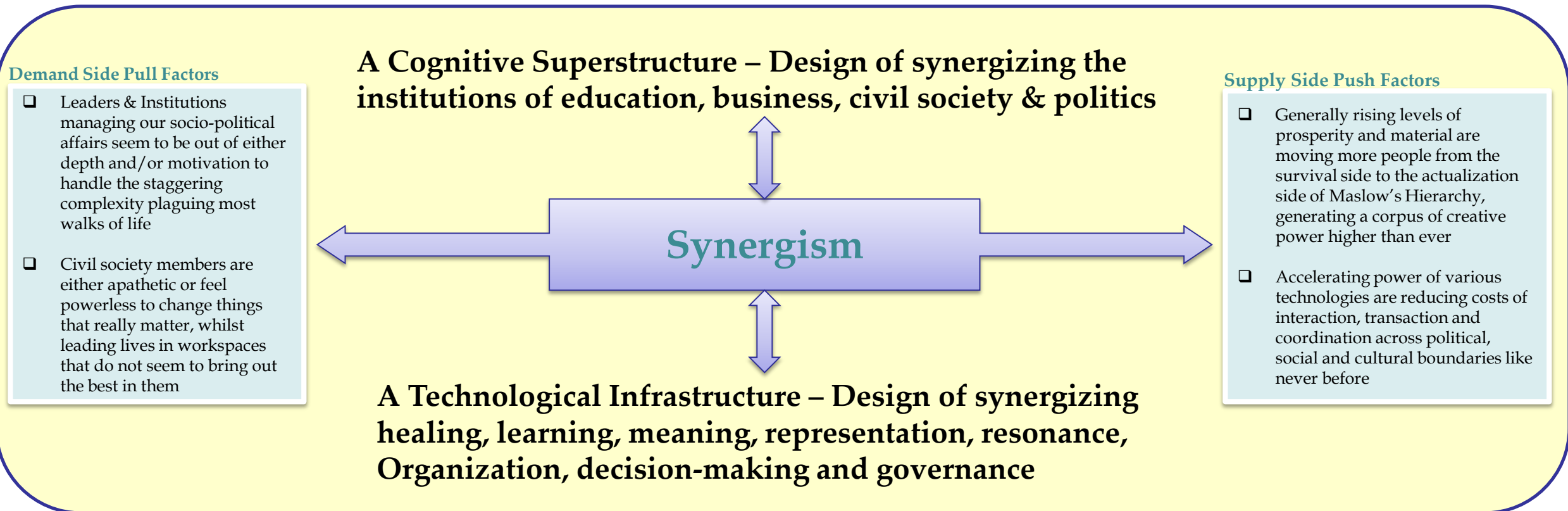
**Concentric: power @ privileged centres only
based on out-dated selection methods**



**Polycentric: scientifically distributed power
based on domain merit, track record & feedback**

Introduction & Context

That transition requires an intelligent orchestration of synergism between the push and pull factors mediated by a structural coupling between design thinking and platform implementation



2. Pilot Design Considerations

- ❑ For any country/ region wishing to embark on this bold journey, we recommend a geographically bounded greenfield pilot site to incubate a polycentric social system

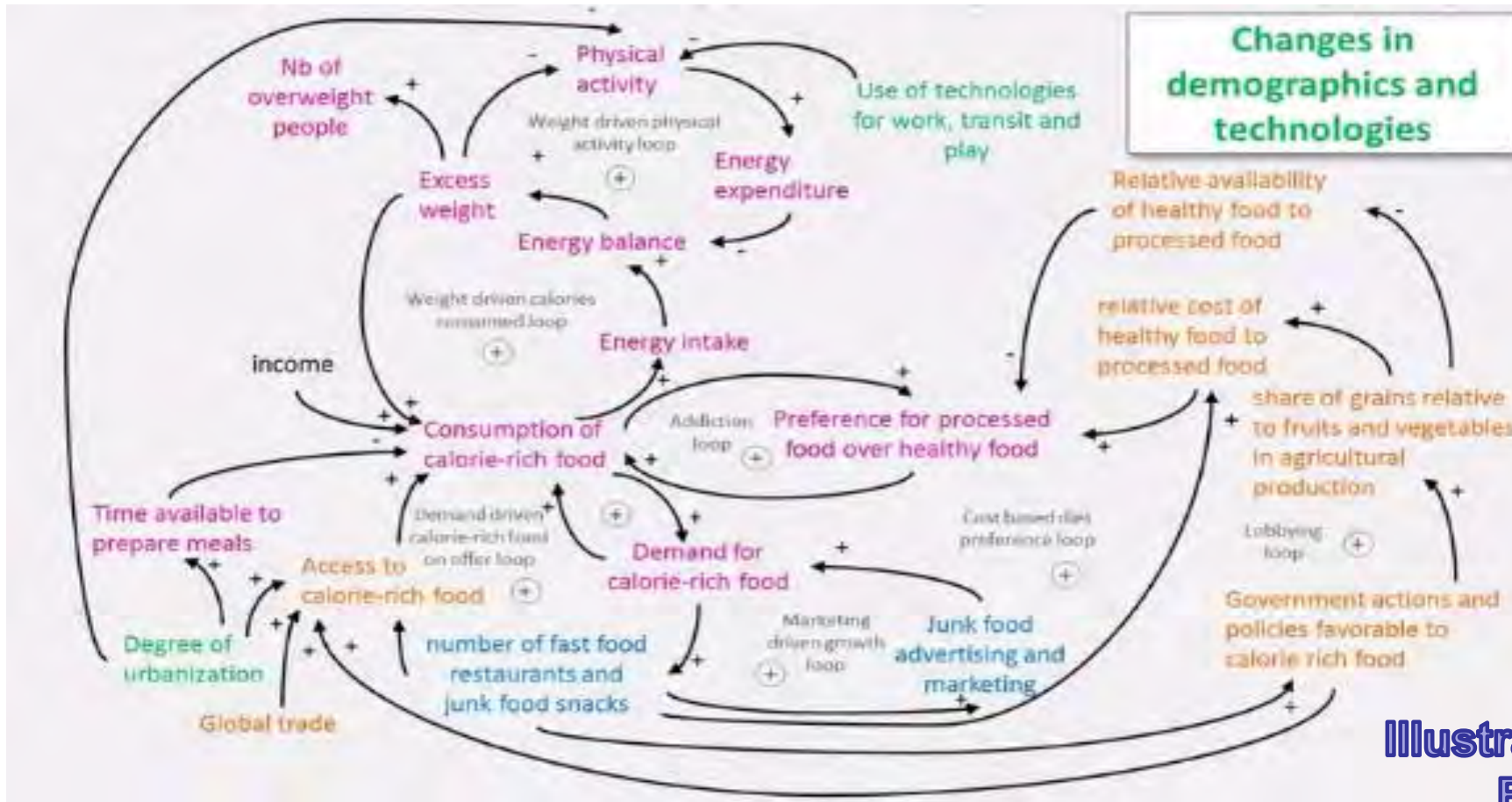
- ❑ The Pilot will be designed and conducted on four key design principles
 - A Holistic Metrics Framework with consideration of systems dynamics
 - Traceability and focus on underlying structural causes rather than outcomes only
 - Consideration of the entire holarchy of human needs in a social system
 - Consideration of the local government's role as an active enabler through an integrated approach

- ❑ Each of these are explained briefly in the following slides with recommendations

Pilot Design: Metrics framework with Systems Dynamics

- ❑ The term *metric* is being used as an umbrella terms across levels of granularity of measurement
- ❑ It becomes self-evident that there is a complex interplay of various metrics with various systems dynamics
 - Reinforcing feedback or Balancing feedback
 - Non-linear/ unpredictable impact on thresholds
 - Unintended / unforeseen consequences that may negative or positive
- ❑ Additionally, data collection and data integrity assurance is likely to be a challenging matter across the Pilot area
- ❑ Both issues can be handled by implementing a *Systems Mapping* exercise on an *online platform*, with a holarchy of *dashboards* for analysis and representation
- ❑ The Metrics framework is Big Data at work on both quantitative and qualitative fronts

Pilot Design: Metrics framework with Systems Dynamics

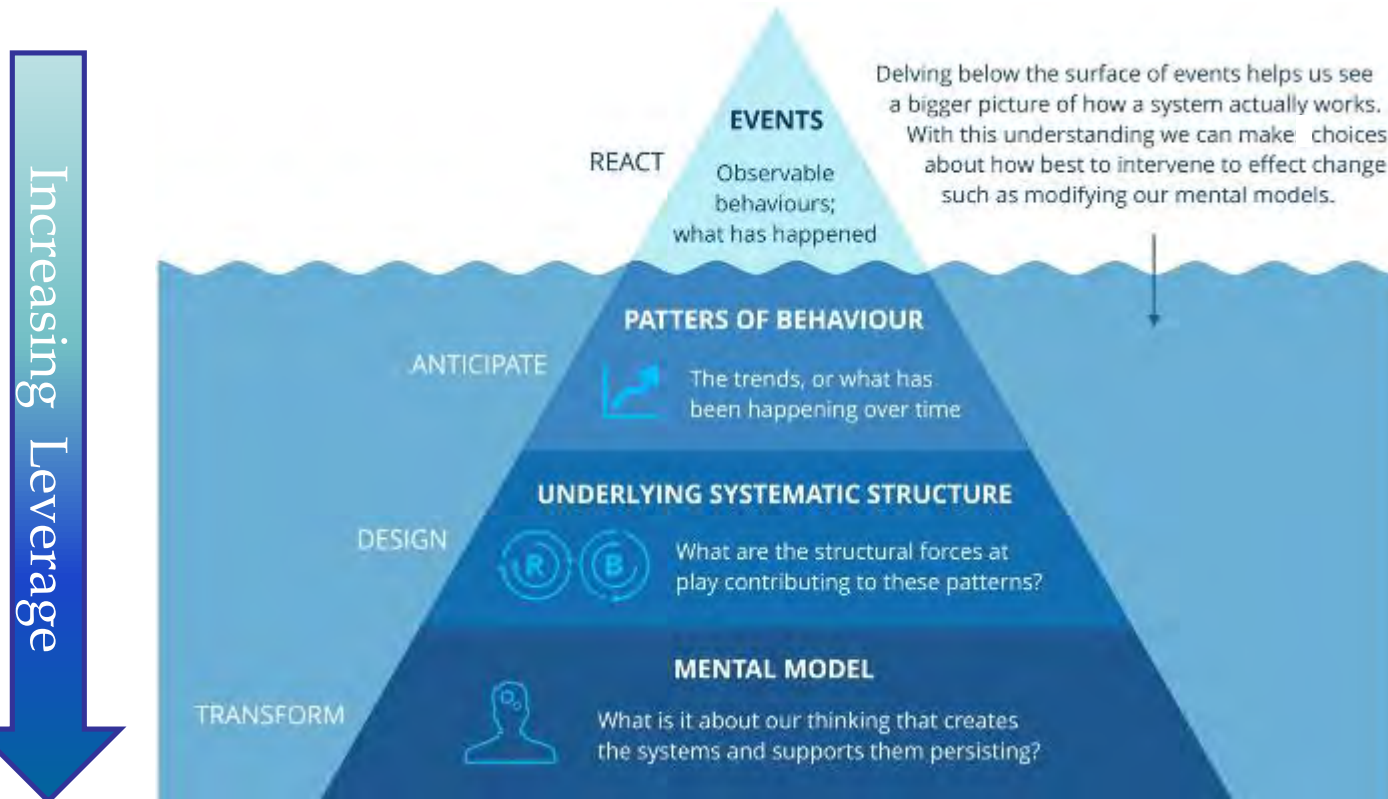


Systems Mapping allows a comprehensive and integrated view of all metrics and inter-metric dynamics simultaneously

Illustrative Example of Food Habits

Systems Mapping: A comprehensive Causal Loop Diagram

Pilot Design: Underlying structural causes



Most socio-political initiatives focus on final outcomes and adopt a reactive approach rather than a proactive one. GDP, Revenue, Employment are examples of *lagging* metrics.

Of much *higher leverage* is the examination (and Proactive design of) the structures in the business-society interface that create salutary conditions for the outcomes, the reflective thinking that enables such design, and the vision *from* the future that generates that thinking.

These deeper matters, in our view ought to be of *primary focus* going forward for long term success.

Pilot Design: Underlying structural causes

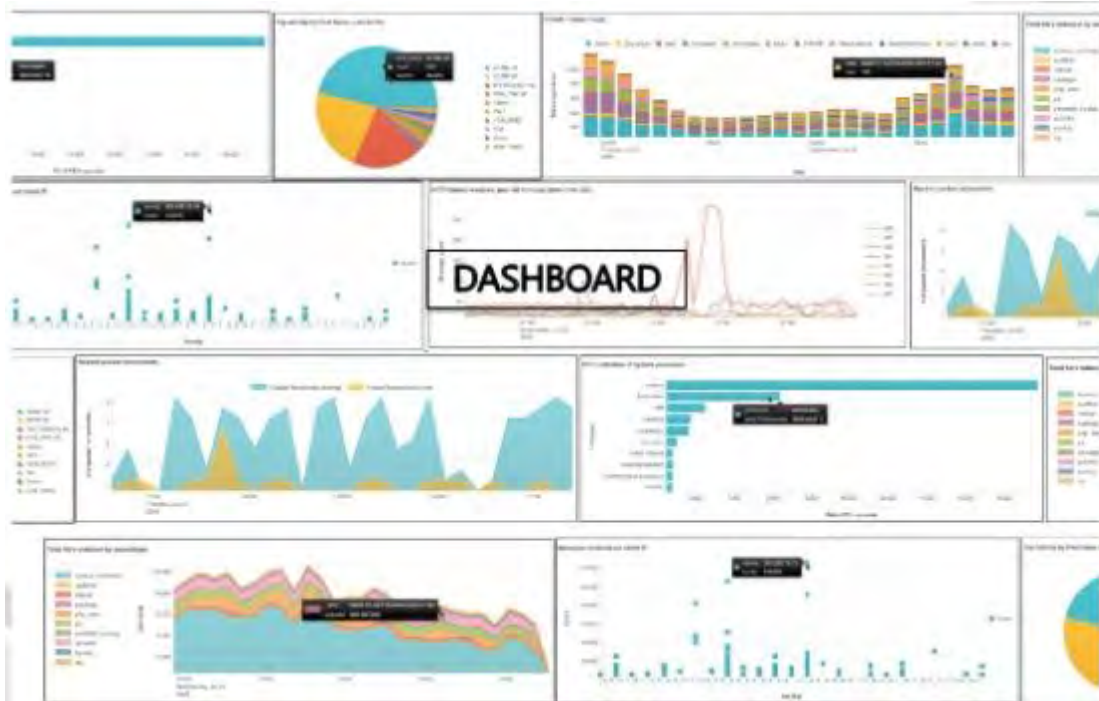
To take two illustrative examples (from the GNH framework of Bhutan):

- Psychological well-being at the workplace is measured as an outcome metric. However, it has more salient antecedents *prior* to the workplace which are not tracked because they are difficult to influence and measure
 - the *structure of the educational system* which the subject has been exposed to
 - the kind of thinking and *value systems that parents and teachers have embodied* before the subject, and
 - the *life vision and orientation* the subject has inculcated in the early years of life

- Ecological diversity and resilience is another outcome metric, which is primarily driven by
 - the *ecological consciousness* of the culture
 - the healthy *marriage between ecological and economic systems* that transcend the zero-sum dynamic in the socio-political milieu, and
 - the positive *reinforcement from visible benefits* to the individual and the society that straddle both the subjective and objective domains of individual and collective understanding

The fact that structural causes are difficult to change and measure does not mean they can be ignored

Pilot Design: Underlying structural causes



- ❑ If the underlying factors listed in the previous slide are inadequate /sub-optimal, then efforts at the workplace are likely to be superficially effective and/or short-lived, and the variables/ indicators are *unlikely to shift the needle* in any meaningful and sustainable manner
- ❑ The Systems Mapping initiative mentioned can be intelligently designed and configured to capture inter-dependencies and systems dynamics of variables *across all levels* of Slide 8, even if 1-1 correlations may not be possible for point-to-point root cause traceability
- ❑ The above will constitute a *Holistic Metrics Framework* for operational and strategic decisions

Pilot Design: Holarchy of Human Needs

“We are proposing an orientation which would enable us to create conditions for a new praxis based on Human Scale Development. Such development is focused and based on the satisfaction of fundamental human needs, on the generation of growing levels of self-reliance, and on the construction of organic articulations of people with nature and technology, of global processes with local activity, of the personal with the social, of planning with autonomy, and of civil society with the state, where 'articulation' is taken to mean the construction of coherent and consistent relations of balanced interdependence among given elements.”

~ Manfred Max Neef, Chilean Economist

Pilot Design: Hierarchy of Human Needs

Needs according to axiological categories	Needs according to existential categories			
	Being	Having	Doing	Interacting
Subsistence	Health, adaptability	Food, shelter	Feed, procreate	Living environment
Protection	Care, solidarity	Rights, social security	Cure, cooperate	Social environment
Affection	Self-esteem, passion	Family, friendships	Express emotions, love	Spaces of intimacy
Understanding	Conscience, rationality	Pedagogy, knowledge	Study, experiment	Learning spaces
Participation	Dedication, will	Duties, work	Propose, contribute	Community, Enterprise
Leisure	Tranquillity, imagination	Games, parties	Day-dream, play	Landscapes, playmates
Creation	Curiosity, inventiveness	Skills, Methods	Design, Build	Workspaces, feedback
Identity	Differentiation, leeway	Language, norms	Commit, actualize	Settings, recognition
Freedom	Autonomy, boldness	Failure tolerance	Dissent, take risks	Space-time plasticity
Self-Transcendence	All four existential categories can be said to merge			

Pilot Design: Hierarchy of Human Needs

A Systems Approach will have to be undertaken

- ❑ Needs exist in *three contexts*: oneself, social group, environment, and all have to be considered
- ❑ Needs have a *two-fold character*: deprivation and potential, which can be synergized
- ❑ A *pre-systemic threshold* for some needs below which functionality is compromised
 - Overemphasis on one need may sabotage the satisfaction of other needs
 - Accordingly, some of the thresholds in the Metrics framework have to be empirically grounded
- ❑ Distinction between needs, satisfiers, and goods, and the dynamic inter-relationships thereof
 - These distinctions can be incorporated in the choice of metrics tracked at various levels of granularity
- ❑ Recognition of the subjective-universal (and hence the Market of One)
 - Every human being is unique, and any segmentation within larger aggregates can miss out subtleties
- ❑ Categories of satisfiers and the desirability of *synergic satisfiers* which, while satisfying a need, stimulate and contribute to satisfaction of other needs
 - Such can be prioritized in any objective function when there are resource constraints

Pilot Design: An integrated approach to enablement

- While this Pilot is a distinct process from the 'normal' operations of the country/ state, it is desirable to begin to frame policies that align with the Metrics system and its findings for eventual coalescence
 - This integrated approach can be pivotal in the 5 year plan process so that it serves as the developmental goal of the political system, *irrespective of which party is in power*

- It has become evident across the world that Government's role becomes more effective only as a transformation agent rather than just an evaluative regulator and assessment agent, in:
 - Education, skills development and training at a pan-social level (not just company level)
 - Import of global best practices in business, technology, processes and organizational systems
 - Incubation of creative enterprises through capital attraction and infusion
 - Investment in a collaboration infrastructure between society, politics, education and business for cross-fertilization both on the input and output sides of the equation
 - Facilitation of a post-postmodern philosophical container to hold space for all of the above

- While most people do not associate a typical government with the aforementioned lofty goals, a polycentric society can slowly move in that directions guided by the *Holistic Metrics System* which is a barometer that is tamper-proof and hence post-ideological. We now describe the integrated approach

3A. Integrated Approach: The Self to World Continuum

Transition to Poly-centricity has to include (and heal) the first three scales of the social system and influence the fourth

Scale	Purview of Social System	Healing Need of Social System
Micro	The Self/ Individual	Waking up, Growing up, Cleaning up, Showing up
Meso	The Workplace(s) where the individual invests significant amount of her creative energy	Organizational O/S & Culture that hold space for self-organization, wholeness and evolutionary purpose
Macro	(National) Society in which individuals and workplaces operate	Social, economic and political systems that are generative & inclusive rather than extractive & oppressive
Mundo	The whole planet in which the previous three co-exist, inter-relate and inter-operate	Same as Macro but at much higher scale and complexity with many issues that cannot be addressed at the previous levels

The Self to World Continuum: Social System Distinctions

- ❑ The micro is an *intra-psychic* social system in that it deals with *dividuals** within the individual i.e. various parts within her which pull in different directions and need to be harmonized
- ❑ The other three are *inter-psychic* social systems and here the harmonization challenge is between individual agents and groups
- ❑ The mother of all harmonization challenges is *between and across* the four domains. As we can intuit, each level can both enable and constrain other levels with unique intersection phenomena emerging in the spaces between scales
- ❑ In the next few slides we examine the As-is situation in the four scales and intersection phenomena, and how the vector needs to shift from a vicious cycle of dysfunction to a virtuous cycle of synergy

* Divided individuals

The Self to World Continuum: As – Is Picture

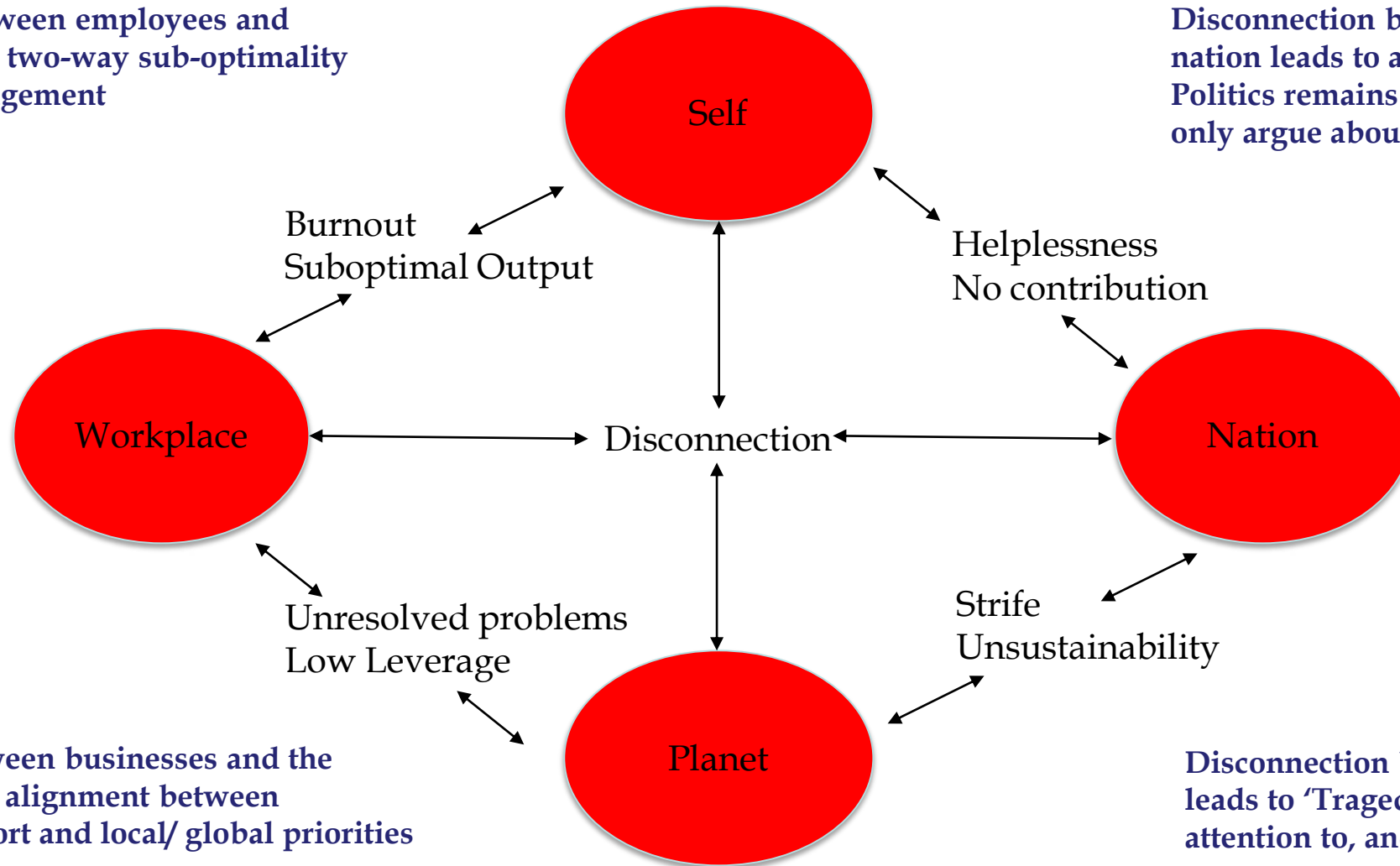
Social System	Representative picture*	Usual Consequences
Self	<p>Early exposure to social/ family ills</p> <p>Standardized assembly-line education</p> <p>Poor support for psychic growth</p>	<p>Deficient personality structure/ character</p> <p>Inadequate knowledge, skills and wisdom</p> <p>Burden on society more than contribution</p>
Workplace	<p>Focus on financial metrics only</p> <p>Outdated management systems</p> <p>Poor business-society integration</p>	<p>Imbalanced output</p> <p>Uncertain employee engagement</p> <p>Rare participation in social development</p>
Society	<p>Poor meritocracy in political system</p> <p>Inadequate distillation of values</p> <p>Biased channels of mass influence</p>	<p>Corruptible use of power</p> <p>Fragile social fabric vulnerable to manipulation</p> <p>Propaganda and sensationalist pollution</p>
Planet	<p>Nation state squabbles</p> <p>Questionable clout of global institutions</p> <p>Escalating crises</p>	<p>Local v/s Global Optimization Dilemma</p> <p>Poor implementation of pan-global imperatives</p> <p>Civilization veering out of balance</p>

* May not always apply in all societies equally

The Self-to-World Continuum: Disconnected Interfaces

Disconnection between employees and employers leads to two-way sub-optimality of output and engagement

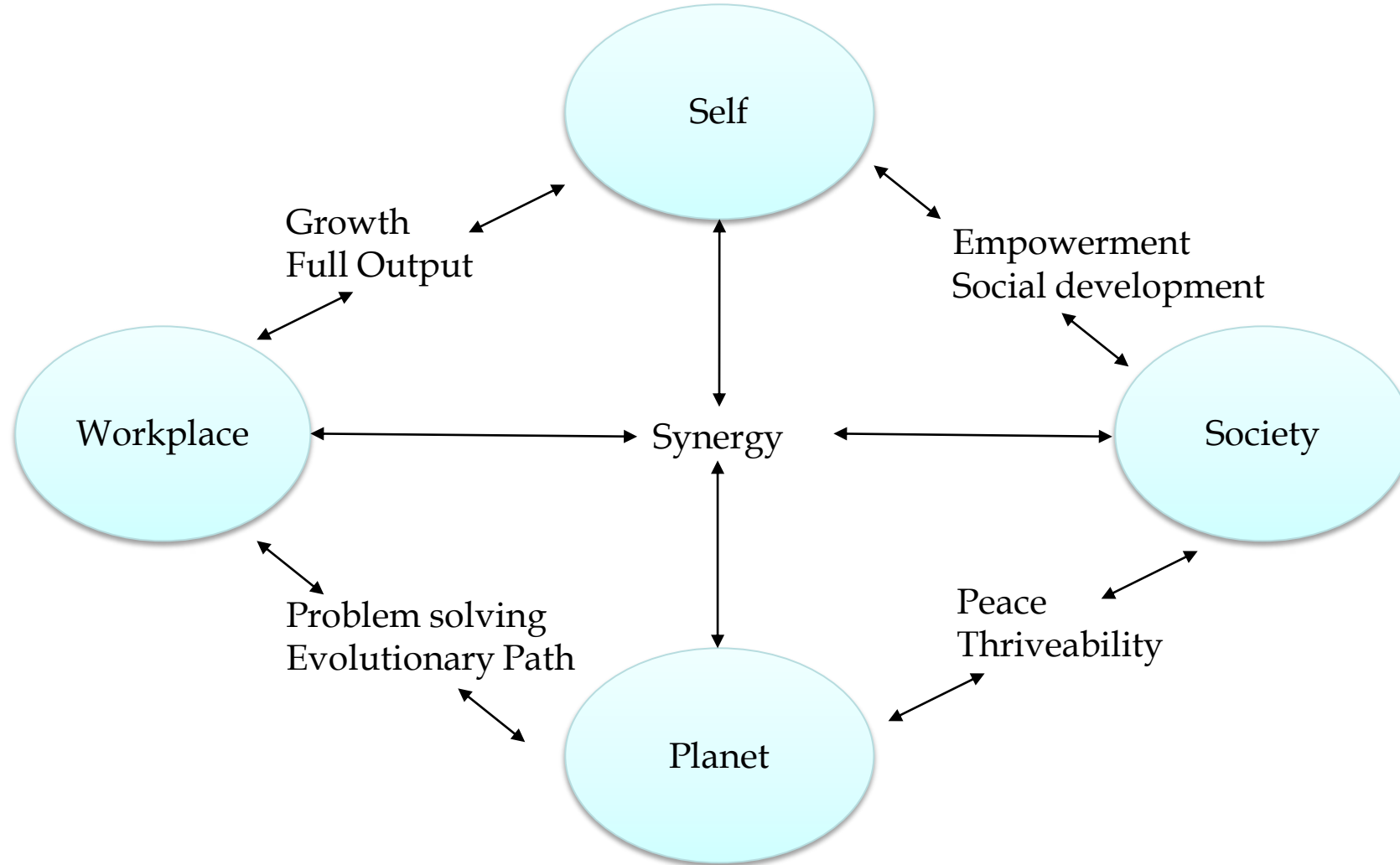
Disconnection between individuals and the nation leads to apathy, and disempowerment. Politics remains a place to stay away from but only argue about



Disconnection between businesses and the world leads to poor alignment between entrepreneurial effort and local/ global priorities

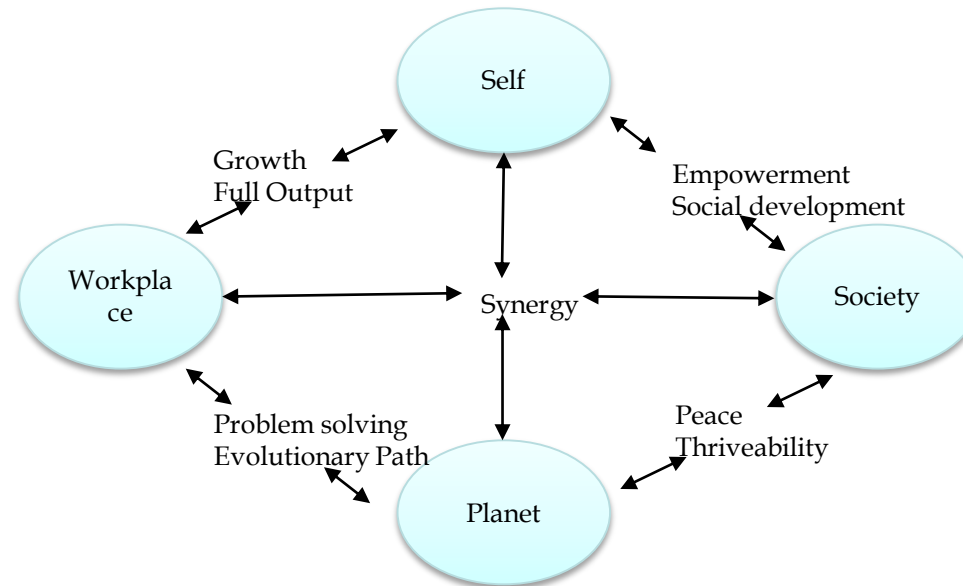
Disconnection between national agendas leads to 'Tragedy of the Commons' and weak attention to, and action on escalating crises.

The Self-to-World Continuum: From disconnection to Synergy



The Self-to-World Continuum: Design Challenge for a New System

- ❑ Self Development – how can individuals grow and experience real fulfilment?
- ❑ Workplace Development – how can workplaces contribute to both individual and social development whilst generating a surplus?
- ❑ Social Development – how can society empower workplaces and nourish the planet?
- ❑ Planetary Development – how can human civilization sow the seeds of its own flourishing at all scales?



Integrated Approach: Design Challenge for a New System



**"The best way to predict the future is to design it."
- R. Buckminster Fuller**

3B. Integrated Approach: The Charter

Why?

The civilizational system as we know it can do with a reboot

By enacting a new system, one country/state can holistically rejuvenate itself and showcase itself for the rest of the world



How?

Upgrade outdated thinking and recast the inspiration of a world that works for/in the 21st century

Redesign and bring the institutions of Education, Business, Civil Society and Politics into a synergistic evolutionary movement



What?

Incubate a greenfield microcosm of a new civilization as an evolutionary attractor

Re-engineer the rest of the country accordingly in sync with the attractor

Create new leadership capacity to design, implement and sustain this new system

4A. Execution Strategy – Wisdom Village

- ❑ Several Eco-Village efforts have mushroomed all over the world, including a UK based [network](#) for coordination and best practice sharing
- ❑ Such work done already can be leveraged and surpassed in an integrated mainstreaming of the work into *all aspects of a greenfield social microcosm* (in the Pilot location)
- ❑ Integrated mainstreaming requires a synergistic convergence of four institutions designed to usher in a desired future into the present, *from** the future, addressing the Human Needs Hierarchy (Slide 15)
 - Education
 - Business
 - Civil Society
 - Politics
- ❑ The following slides describe the design criteria, guidelines, illustrative prototypes and Key Success Factors for the four institutional mechanisms and their inter-working

* This will entail Imagineering (imagination + engineering) and a smart trial-and-error process that successful start-ups employ

Wisdom Village - Education

“It is easy enough to see that all through our lives we are faced with the task of reconciling opposites which, in logical thought, cannot be reconciled.”

“How can one reconcile the demands of freedom and discipline in education? Countless mothers and teachers, in fact, do it, but no-one can write down a solution. They do it by bringing into the situation a force that belongs to a higher level where opposites are transcended – the power of love.”

“G.N.M Tyrell has put forward the terms ‘divergent’ and ‘convergent’ to distinguish problems which cannot be solved by logical reasoning from those which can... Convergent problems are man’s most useful invention; they do not, as such, exist in reality, but are created by a process of abstraction. When they have been solved, the solution can be written down and passed onto others, who can apply it without needing to reproduce the mental effort necessary to find it... Divergent problems, as it were, force man to strain himself to a level above himself; they demand, and thus provide the supply of, forces from a higher level, thus bringing love, beauty, goodness and truth into our lives. It is only with the help of these higher forces that the opposites can be reconciled in the living situation.

“All divergent problems can be turned into convergent problems by a process of ‘reduction’. The result, however, is the loss of all higher forces to ennoble human life, and the degradation not only of the emotional part of our nature, but also, ... of our intellect and moral character. The signs are everywhere visible today.”

“The true problem of living – in politics, economics, education, marriage etc. – are always problems of overcoming or reconciling opposites. They are divergent problems and have no solution in the ordinary sense of the word. They demand of man not merely the employment of reasoning powers but the commitment of his WHOLE personality.”

Wisdom Village - Education

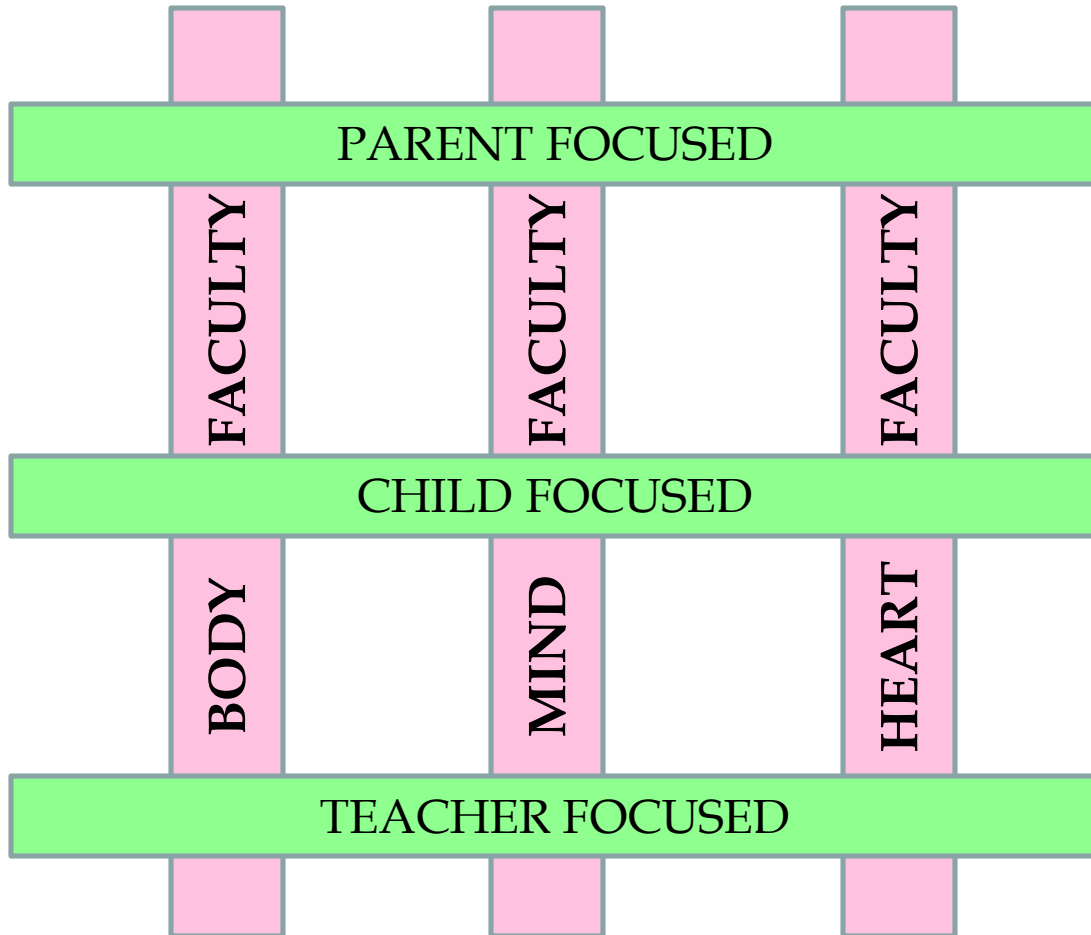
- ❑ Studies in psychology have demonstrably proven that the greatest damage to the human personality happens, often irreversibly, when it is most young, tender and vulnerable
- ❑ Primary (and Higher) Education systems across the world have not really been able to address the Whole Personality, because of four main reasons
 - The parent and teacher are left out of the educational ecosystem, thereby unconsciously transmitting their trauma/ maladies to the children with little or no checks and balances
 - The curriculum and evaluation processes are standardized and do not cater to the unique gifts and talents of the child
 - The curriculum is overtly focussed on mental development (mostly the left brain) and has very weak or no focus on heart-soul qualities and embodiment that eventually constitute character
 - The implementation of the above (even if considered) has been generally impossibly difficult and cost-prohibitive
- ❑ Fortunately, in the internet age we have opportunities to totally revamp education using *content, context and collaboration technologies* through viable business models
 - Beyond MOOCs we now have full-fledged online degrees (such as Edinburgh University)

Wisdom Village - Education

- The new education can be summarized as:

ASPECTS OF HUMAN PERSONALITY			
	Body	Mind	Heart
Nature of inputs	<ul style="list-style-type: none"> ▪ Nutrition ▪ Physical activity ▪ Energetic activation 	<ul style="list-style-type: none"> ▪ Comprehension ▪ Knowledge ▪ Informational input 	<ul style="list-style-type: none"> ▪ Values ▪ Aesthetics ▪ Wisdom input
Skill / Quality achieved	<ul style="list-style-type: none"> ▪ Optimum health ▪ Physical fitness ▪ Balance and poise / kinesthetic intelligence 	<ul style="list-style-type: none"> ▪ Mental agility ▪ Deep curiosity ▪ Info processing quality and learnability 	<ul style="list-style-type: none"> ▪ Moral intelligence ▪ Appreciation of beauty and truth ▪ Emotional mastery
Impact on society	<ul style="list-style-type: none"> ▪ Better health, vitality ▪ Lesser healthcare costs 	<ul style="list-style-type: none"> ▪ Greater creativity and innovation ▪ Lesser cost of rework 	<ul style="list-style-type: none"> ▪ Higher mutual respect, compassion and harmony ▪ Lesser cost of conflict and corruption

Wisdom Village - Education



- ❑ Which can be implemented through a organization structure designed as a 3X3 Faculty Unit Interactive Matrix
- ❑ Each Faculty Unit will be responsible for:
 1. Curriculum design for
 - a. Child
 - b. Teacher
 - c. Parent
 2. Teaching & Learning outcomes
 4. Global benchmark management
 5. Continuous evolution of both curricular product and process based on Metrics feedback across all levels of the Self-to-World Continuum

Wisdom Village - Education

The transition from primary to secondary (higher education) will be seamless, incorporating:

- The Best of the East and the West
- A marriage of sense and soul
- A combination of logical thinking with intuitive sensing
- An interweaving of the reductionism of analysis with the holism of synthesis
- A balance of specialization rigour with generalist understanding
- A dance between the objective world of facts with the subjective world of perspectives
- The harmonization of individual autonomy with collective well-being
- The blending of theory with ongoing living practice



Wisdom Village - Education

- Upon the strong whole personality foundation of Primary Education, a higher education framework can be designed that impart critical, well-rounded knowledge and developmental inputs required for the 21st century, *but not covered in traditional curricula*, such as:
 - New Perspectives in Management (Organizational operating systems, stakeholder theory, lifecycles)
 - New Perspectives in IT (Data science, cloud computing, gamification, IoT, blockchain)
 - Creativity and Innovation (Idea generation, team learning, collective intelligence, design thinking)
 - Emotional Intelligence & Mastery at Work (Interpersonal skills, communication, values)
 - A History of Human Thought (Thematic streams of philosophical positions)
 - Systems & Complexity (Archetypes, dynamics, information theory, computation, network theory)
 - Critical Thinking (Cognitive fallacies, irrational behavior, reasoning and argument theory)
 - An Overview of Social Sciences (the interrelation between economics, sociology and political science)
 - Biomimicry (Life principles of Nature, systems biology, solution thinking)
 - Inner Engineering (Neuroscience, energy work, embodiment, contemplation)

Wisdom Village - Business

- ❑ The Wisdom Village can become a buzzing business hub based on four strategic directions that need to be compatible with the country's political will
 - Dramatically increase the footprint of services and knowledge-oriented business activity, so that inland market size and logistics cost constraints become relatively inconsequential
 - Widen the means of livelihood of citizens through a gamut of ecosystemological ventures that marry economic output with ecological sustainability
 - Experiment with the leading edge of management practices and organizational operating systems of the 21st century
 - Enable a rich collaboration network among all businesses within and outside the Wisdom Village for cross-fertilization of ideas, best practices, resources, and synergistic output

- ❑ The four directions cited above become easier with the strong educational foundation outlined in the previous slides
 - Because of the integrated effort, there will be 2 way information flow between talent needs on the Business side and talent cultivation on the Education side to *minimize the employability gap* and enable *quicker payback on investments* made in education

Wisdom Village - Business

- ❑ There are many entrepreneurial ecosystems inspired by conscious business principles across the world, with whom active relationships can be cultivated
- ❑ This has to be done in conjunction with a comprehensive analysis of the opportunity and market landscape of the kinds of ventures suitable and possible in the Pilot location

Master Mentor? Philanthropic Funder? Exceptional Entrepreneur? The World Needs You. [Join Our Network](#)

GlobalGiving connects **nonprofits**, **donors**, and **companies** in nearly every country around the world. We help local nonprofits access the funding, tools, training, and support they need to become more effective.

[LEARN MORE](#)

Problems can't be solved by a single solution.
Instead, they require a coordinated movement.



Approach
592 ventures

We've worked with over 592 ventures who are creating impact in 95 countries



Network
2,000+ people

Our entrepreneurs, funders, mentors, & partners are solving problems at scale



Programs
24 countries

We've run 61 programs in 24 countries in order to put big dents in big problems

\$304M
dollars

719,614
donors

18,158
projects

170
countries

226
companies

SOCIAL ENTREPRENEURS DRIVING
LARGE-SCALE CHANGE



The Skoll Foundation drives large-scale change by investing in, connecting, and celebrating social entrepreneurs and the innovators who help them solve the world's most pressing problems.



Wisdom Village - Business

- A core team in the country can build expertise in all aspects of a business lifecycle management, in an ethical and sustainability foundation based on global best practices

The image shows a screenshot of a website menu with two columns of items. Each item is a light-colored rectangular button with a red triangle in the top right corner containing a white plus sign. The first item in the left column is 'Fundamentals of Nonprofit Management', which is expanded to show a text description and a 'LEARN MORE' button. The other items in the left column are 'Business Analysis, Planning & Management', 'Financial Analysis, Planning & Management', 'Organizational Planning, Development & Management', 'Incorporation, Board Development & Management', 'Fundraising, Grants & Capital Acquisition', and 'Ecosystem Resiliency, Recovery & Viability'. The right column contains 'Basics (Essential Reads)', 'Support Documents', 'Applications (Examples/Case Studies)', and 'Templates/Forms'.

Fundamentals of Nonprofit Management

The basic information you need to know to start a nonprofit, and to be successful. Find articles about choosing between starting your own 501(c)3, or joining with a fiscal sponsor; the pros and cons of nonprofit vs. for-profit; and the basic plan for writing your mission statement. Plus a lot more.

[LEARN MORE](#)

Business Analysis, Planning & Management

Financial Analysis, Planning & Management

Organizational Planning, Development & Management

Incorporation, Board Development & Management

Fundraising, Grants & Capital Acquisition

Ecosystem Resiliency, Recovery & Viability

Basics (Essential Reads)

Support Documents

Applications (Examples/Case Studies)

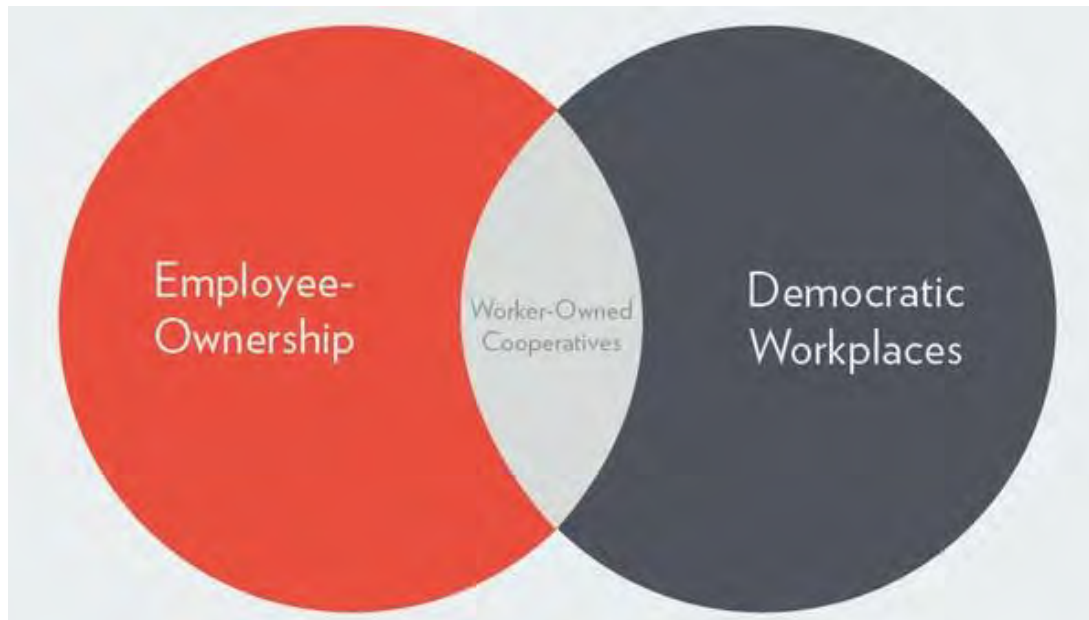
Templates/Forms

Wisdom Village - Business

- ❑ Based on the aforementioned network and competence, rigorous feasibility analysis on a wide gamut of primary livelihood activities in the Wisdom Village can be conducted
 - Food and other crop production and distribution; permaculture
 - Energy generation such as solar, wind and methane production
 - Zero waste management through recycling, reuse, composting and other methods
 - Water resource management, conservation and purification
 - Responsible resource acquisition and use
 - Cost effective, eco-friendly architecture premised on living systems
 - Health, wellness and medical services
 - Educational programs and skill development services.
 - Cultural enrichment, social malady redress, specific local business and industry operations
- ❑ Each of these would be exposed on a web platform inviting participation from all sections of society
- ❑ Incubation of some of the above would generate economic surplus out of ecological ventures, thereby exemplifying a virtuous loop of operation.

Wisdom Village - Business

- This ground-up, greenfield entrepreneurial ecosystem would be a rich experimental space for next generation business and organizational practices



Wisdom Village - Business

It is important to configure the businesses in a network appropriately

- ❑ Systematization of the component ventures for onward replication in other locations, taking into account local differences but deriving advantages of the upward experiential knowledge curve. This allows the Wisdom-Village concept to be scaled up to whatever level the aspiration and ambition the stakeholder groups agree to
- ❑ Leveraging synergies within and across component ventures through input-output integration efficiencies, critical information feedback loops, economics of scale and scope, and consolidation advantages, without compromising on key stakeholder interests and the overarching ethical and sustainability principles defined at the outset

Wisdom Village – Civil Society

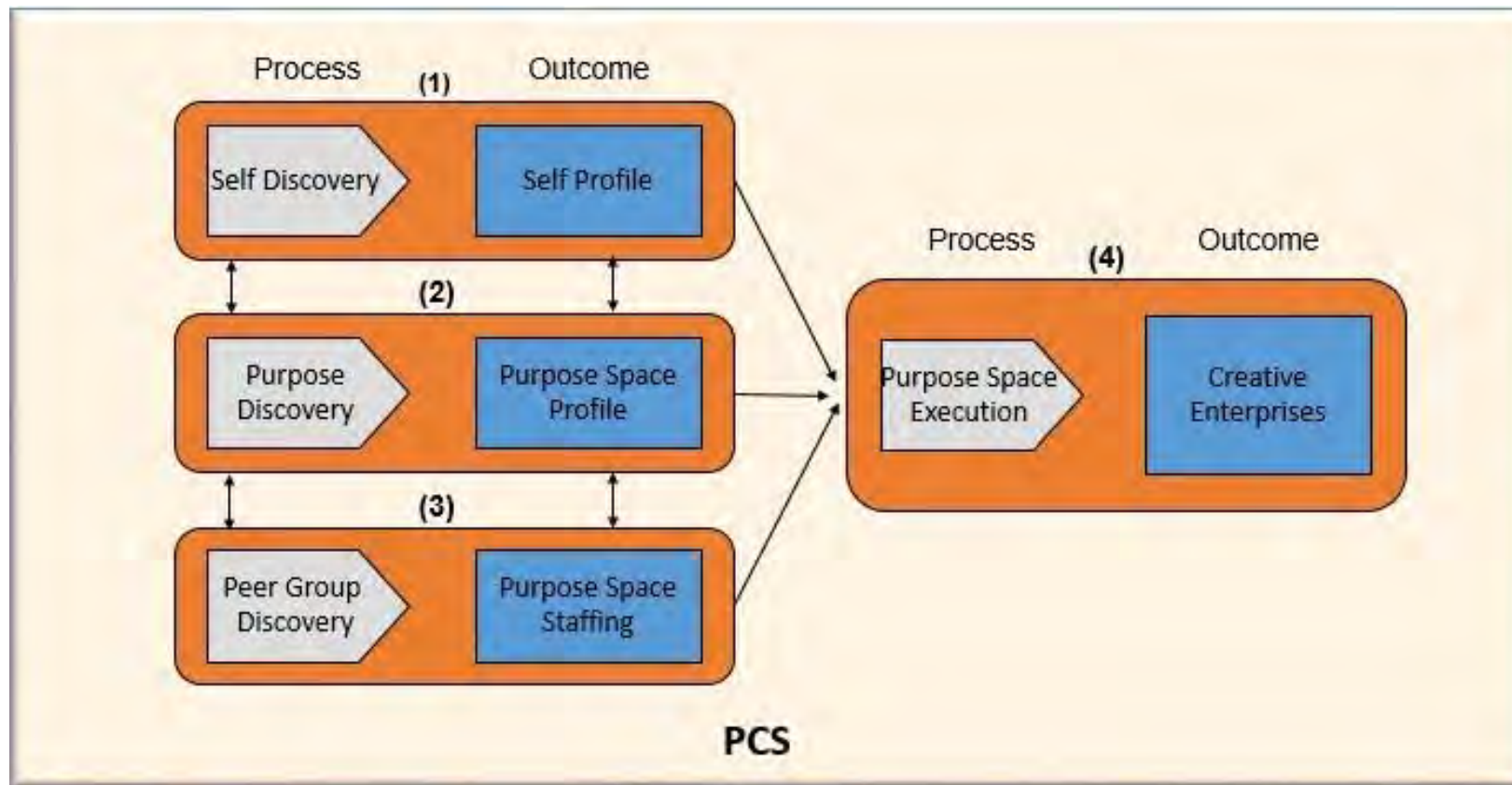
- ❑ Normally citizens in civil society suffer from profound disconnection, as described in Slide 20. This is because:
 - Education, which in itself today is a sub-optimal process, tends to a one-time activity and then usually forgotten
 - Business, which is usually conducted on outdated structures and thinking, does not engage the whole personality
 - Politics, which is a centralized phenomenon, remains a matter outside of participation possibilities and usually an object of scorn and projection of personal woes

- ❑ In the Wisdom Village integrated approach, each and every citizen would have access to
 - Life-Long learning and the opportunity of continuous reinvention through the Education system
 - A wide gamut of entrepreneurial/employment opportunities in the business ecosystem
 - Various modes of participation in a new Governance process on public issues (see slides to follow)

- ❑ The above constitutes an organic and comprehensive recipe for *Community Vitality*

Wisdom Village – Civil Society

- It is possible to design a Purpose Space and Execution Workflow system that captures and orchestrates the individual agency (skills, interests, capabilities and motivations) into venture streams of the Wisdom-Village
- The system will be dynamic to accommodate and encourage the evolutionary movement of participants



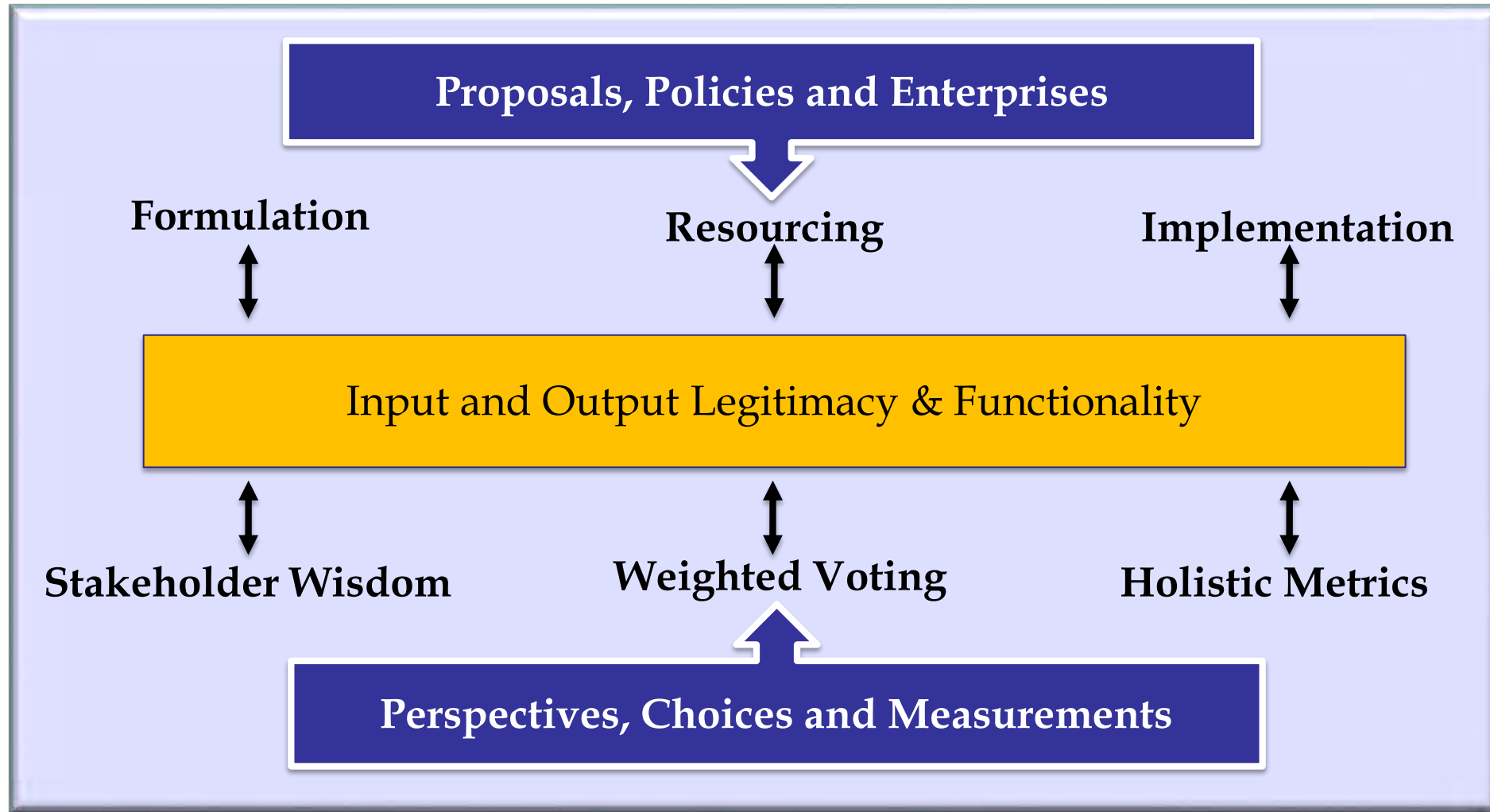
Wisdom Village – Politics and Governance

- ❑ The final leg of civil society engagement is in public affairs; which is where apathy is usually the highest

- ❑ A participatory, holistically empowered decision making and governance system can be designed, that allows for contextual and data-supported discourse among a wide set of stakeholders, a set of guidelines and rules for translating discourse outcomes into decision options and ‘final call’ accountabilities, without getting paralyzed by the tyranny of consensus. The guideline will operate on the ‘most functional and workable solution’ principle, rather than the ‘idealized best solution’ principle, and will be subject to iterative feedback for revision and readjustment.

- ❑ The system will operate on the basis of two input-output information meta-flows:
 - The Knowledge Ecosystem – which includes the collective wisdom of stakeholders, a merit-weighted Voting system and the Holistic Metrics Framework (Slide 12)
 - The Execution Ecosystem – which includes Formulation of proposals and policies, Resourcing of proposals, and Implementation

Wisdom Village – Politics and Governance



4A. Execution Strategy: Wisdom Village Summary

- ❑ A greenfield area of around 500 acres, preferably on the banks of a river or waterway
- ❑ Living*, generative architecture and colour, and energy-efficient, eco-friendly construction
- ❑ Biomimicry inspired permaculture, cyclicity of resource use and waste management
- ❑ Holistic Education System catering to full spectrum of knowledge, including Employability Training and Values Orientation
- ❑ Holistic Healthcare system catering to full spectrum of physiological & psychological development
- ❑ A portfolio of enterprises that cater to the entire range of human needs powered by an incubation engine
- ❑ Worker owned cooperative model with provision for risk-reward asymmetries, for economic democracy, powered by next generation organizational operating systems
- ❑ A Purpose and Peer Group Discovery system attuned to and with the Enterprise ecosystem
- ❑ A Holistic Metrics framework for assessing and tracking overall health and functionality
- ❑ A participatory decision making and governance system for the entire city operation covering both private and public issues
- ❑ An IT platform powering all of above for replicability, scalability, adaptability and reach

4B. Execution Strategy – Nationwide Rollout

- ❑ The learning from the Wisdom City will provide rich input to a broader application of the polycentric principle for the rest of the country/ state
- ❑ Existing structures and institutional mechanisms can be appropriately reengineered for fitness-of-purpose
 - While such reengineering processes are usually very difficult, because of the Metrics framework as well as the general groundswell of citizen opinion in the Wisdom Village will make the transition possible
 - A party-agnostic leadership layer will play the role of a cultural-societal transformation agent holding the glue across the whole of the country
- ❑ To the extent the process and information flows of the Education, Business, Civil Society can be platform-enabled, roll-out beyond the Wisdom Village will become easier and cost-efficient

4C. Execution Strategy: Leadership Capacity

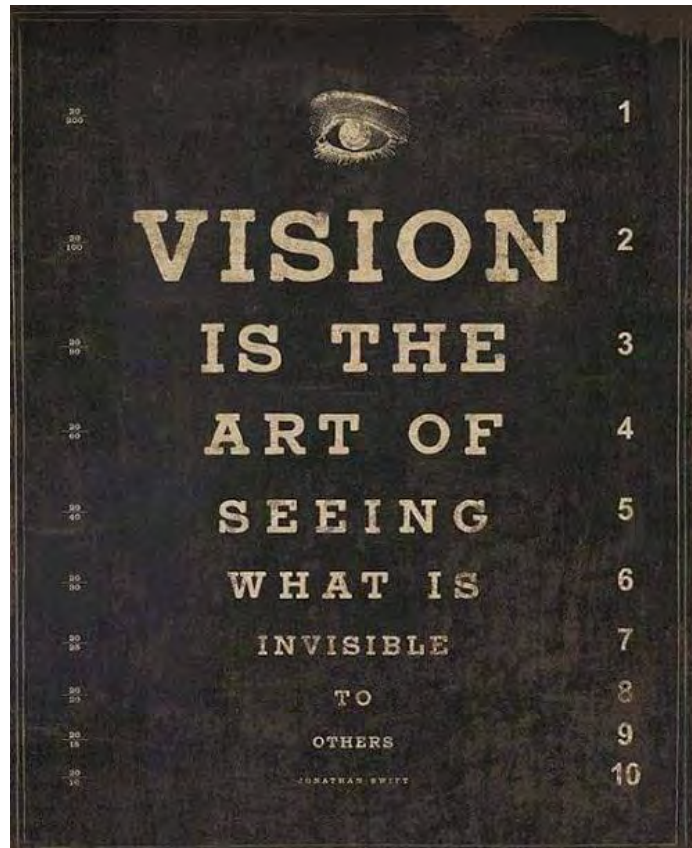
- ❑ To hold the space for societal transformation, it becomes important to have a cohesive leadership team in the country aligned at the highest levels of intention and service, and political party-agnostic

- ❑ The Wisdom of Eastern and Western traditions, now enriched by modern science and technology, can be packaged into a journey of personal enhancement for the Top 20-25 people handpicked through a scientific methodology every year, including but not limited to subjects such as:
 - Ego-development and Psychology (Cognition-Emotion-Volition, Self-identity, transcendence)
 - Leadership Behaviour (mastery, integrity, negotiation, coordination, line-of-sight)
 - Complex Thought (transparadigmatic, transdisciplinary, transcultural cognition)
 - Evolutionary Philosophy & Ethics (Theory of Knowledge, the evolution of values, objectivism)
 - New Economics (meta-economies, the Austrian model, the zero marginal cost society)
 - New Sociology (function v/s structure, non-linearity, self-organization, network science)
 - New Politics (power dynamics, institutional failure, polycentrism, participatory democracy)

- ❑ The Leadership Tier can be a facilitated multi-year program of ~ 1 day/month; it can be done in a combination of personal and group settings

Execution Strategy: Leadership Capacity

- It remains our firm conviction that a leadership layer aligned at a higher harmonic of intention can be a very powerful force, not just for the country but for the world



Leadership is about creating a domain in which human beings continually deepen their understanding of reality and become more capable of participating in the unfolding of the world. Ultimately leadership is about creating new realities.

— *Joseph Jaworski* —

Execution Strategy Summary: Tetradic implementation

A holistic transformation approach requires *simultaneous attention and action* on four fundamental, irreducible, and inter-related dimensions of the self-society continuum:

- ❑ Socio-political systems that *structurally create conditions* for poly-centricity, *without enforcing* specific outcomes
- ❑ A shift in culture that *embraces modernity* while preserving the *country's heritage*
- ❑ Behaviour of leaders (not only positional, but situational) that *embody* deeply held and *espoused vision and values*
- ❑ Personal development of consciousness and thinking that is *at the cutting edge of knowledge and self-to-world awareness*

Unless all four aspects are evolved *synchronously and synergistically*, transformation efforts are likely to be superficial and unsustainable.

5. Proposed Next Steps

- ❑ Internalize this vision-in-action Initiative at the highest levels in the country's leadership, with the identification of an Executive Sponsor
- ❑ Customize the initiative to suit the country's characteristics, priorities and constraints
- ❑ Constitute a Core Team of carefully selected members to drive this Initiative, with
 - Deep alignment on the why, what and how of the Charter in Slide 25 with changes or a Plan B
 - Complementary knowledge, skill-sets, decision making capacities required for Initiative execution
 - Availability of time and attention commensurate with the Initiative
 - Agreement on working model and engagement frequency
- ❑ Launch Initiative

'There is a central quality which is the root criterion of life and spirit in a man, a town, a building or a wilderness. This quality is objective and precise, but it cannot be named.'

~ Christopher Alexander

Let us join hands in generating this quality

Contact: nmarik@hotmail.com
