ISODC

FALL/WINTER 2021 MAGAZINE

ISODC
SKYLINE MAGAZINE

Dear ISODC Members and Friends:

Happy Fall/Winter 2021. Each end of year brings a time of reflection and renewal, as we get ready for a new wave of excitement and fresh ideas in the beginning of 2022, and this year is no exception!

Since the beginning of the pandemic, ISODC members have forged deeper relationships, expanded our virtual presence, and showed resilience and love in this very stressful time. Many of us have also worked hard to establish some healthy habits to keep ourselves, our families, and our community safer.

We also started the ISODC Skyline Magazine! A special thank you goes to ISODC member Elias Ghaleb, DBA who created the new logo for the magazine.
We are so happy to have contributors to this magazine from the SEPT (NODE) organization in Lebanon. Pierre Haddad is the president of this outstanding international affiliate of ISODC. We have articles from those in Lebanon and the MENA region which includes the area from Morocco in northwest Africa to Iran in southwest Asia and down to Sudan in Africa. Pierre Haddad is the president of this outstanding affiliate of ISODC and contributed to this issue of the Skyline magazine as a coeditor. Thank you so much to all who have contributed to this magazine! We are truly a global organization!

And please send us articles that share how you are teambuilding virtually and adapting to our "new normal" in the hopefully soon post pandemic world. Our next deadline is for magazine articles is March 15, 2022. A special thank you to Graham Isaacs for your continued support in putting the magazine together and to Devona Bell for being a co-editor of the magazine.

Let's all come together and finish the year stronger than ever! Let's keep showing compassion and kindness to each other. As ISODC members and friends, we should be always pushing forward, always ready to help others. As always, we welcome any ideas and suggestions you have.
Warmly,

Kimberley Barker, PhD, Vice President
International Society for Org. Development & Change
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P.S. Please sign up for the upcoming free webinars you are interested in:

YOU Can Create Positive Change at Work! Is a new book by Kimberley Barker and Mary Ceccanese. Please join us on December 9 at 7 P.M. E.T. to discuss the book and how we all can create positive change at work!

Positively Engaging Leadership by Kim Cameron on Monday, December 13, 2021, at 12:30 P.M. E.T.

Organization Development Journal: Call for Papers to Address our Dynamic World Change!

The OD journal would like to encourage all who work in the field of organization development to think about this new world that we are living in whether it is academics, practitioners, consultants, or managers. How has your world at home, at work, within your country changed because of the pandemic's influence on our lives?

You can be in the field for years or a new professional. We want to encourage writing that addresses the changes and the techniques you have found to be helpful. What modifications have you made to your practice, your technology, and describe for others what worked and what did not. Your paper can be on any area of topic that is appropriate. It can be a case study, quantitative, qualitative, academic, practitioner, or theoretical. It could be an article on what OD should do or might do in our dynamic crisis. Be sure to look at the Author's Guidelines https://isodc.org/page-1740221 before you submit because these papers can come at any time and will go through the normal blind peer review process that we already have in place for the journal.

Please join us and make this a celebration of new thinking into the field of Organization Development and Change. All papers will go through the peer review process and if accepted will count as a peer reviewed publication.

Here is a brief introduction to what you need to know to submit a paper, but Other Requirements are in in the Author's Guidelines:

- Your paper should follow APA 7 guidelines and contain between 3500 - 7000 words.
- Your paper should be double spaced, using 12-point Times New Roman Font, one-inch margins, 2 spaces at the end of each sentence, and in MS Word.
- Please use CFP OD Journal in the subject line of your e-mail.
- The first page of your submission should be a title page which includes: the paper's title, author(s) name(s), snail mail addresses, e-mail addresses, and mobile phone numbers.
- Please include abstract, 150 - 250 words with keywords, on a separate page, after the title page.
- When possible, create attractive visuals (tables and figures) that aid in supporting your narrative.
- Note that the visuals will be reproduced in black and white.
- We expect that the contributed papers are the original, never-published works in a journal or on a website. It is the work of all the author(s) and no copyrights have been violated.
- Further questions can be sent to the Editor in Chief: joannecpreston@gmail.com

Introduction to NODE

Needs are incommensurable, resources are scarce, businesses are unsustainable, communities are dissolving, people are losing confidence in government, healthcare is wavering, blind faith in technology is falling behind events, and an elusive justice is getting farther away.

These are attributes of the global modern society, and more alarmingly in the Middle East, a region of the world rich and poor with diversity, rich and poor with natural resources, rich and poor with talent, and very rich with both potential and trouble. The Middle East is rich with religious and cultural diversity, yet plagued with intolerance; rich with some natural resources, yet poor with others, like water; rich with talent, yet hemorrhaging for lack of economic and public space for emancipation; rich, very rich with potential, yet a powder keg.

If OD has taught us one lesson, it’s that localism works, while mimicking solutions does not. Engaging, nurturing, and empowering the people starting from the base of the pyramid up is amenable to improve the socio-economic performance of businesses, perpetuate communities, improve relations between government and the citizenry, and manage resources sustainably. Despite its promise to bring about answers to the chronic solutions of the region, OD as a profession is at its infancy in the Middle East.

Yet, every aspect of life in the region calls for organizational development, such as institutionalizing businesses and growing them beyond their charismatic leaders, growing their social, environmental and economic resources towards sustainable growth, transforming NGOs into social enterprises capable of surviving the shunning of foreign donors, municipalities playing their development roles beyond family feuds, citizens actively participating in the administration of public endowments, adapting education to societal needs and attracting talent, supporting the reforming bureaucrat, synchronizing healthcare, and many others.

The challenges are big, and the prospects even bigger. For this reason, NODE network is set to bring OD practitioners in the region together and with the global ISODC experience, to share information, gigs, support, successes and failures, and to build a knowledge base and the reputation of the OD community.

Different Times Call for Different Measures. by Dr. Pierre EL HADDAD

‘Desperate times call for desperate measures' goes the idiom. In a less dramatic tweak, yet no less true, different times call for different measures. Modern management, despite the dominant change narrative, is plagued with solution mimicry and outdated theories. Take the examples of benchmarking, the primacy of efficiency, quality systems, resilience, and leadership theories. All served a purpose, however, in different times.

Culture, context, learning, complexity, and other concepts are fundamental to understanding the organization. They contradict benchmarking, defined as the exercise of comparing and matching best practices of others. Surprisingly, the management narrative, replete with the aforementioned concepts, boasts equally the latter. Organizations develop different cultures, have different communal contexts, learn differently, and make sense of incomplete information differently. Conversely, benchmarking leads inevitably into mimicry and isomorphism, into copying others.

One manifestation of which is the primacy of efficiency. Efficiency rules the rooster over organizational reserves, strategic vigilance, versatility of the workforce, innovation slack, and social responsibility. The relentless pursuit of efficiency comes at a price; the trade-off happens behind the veil of ignorance of hidden costs (see Savall’s socio-economic theory). However, the global covid-19 crisis exposed the universal failure of this model.

Economies and lives suffered from the repercussions of the shortage of strategic reserves in health systems. More importantly, trouble came in hordes. The sanitary crisis is layered with climate change among other environmental concerns, the disruption of a multi-polarized world, and the socio-political struggles proliferating globally. The layering crises shake the organizational world. They challenge the basic conceptions that inspired past successes, namely quality systems and the no-longer appropriate management mode where procedure governs. For the admittedly laudable good governance, the organization has become a procedural trellis impeding the most valuable of resources, human potential. The same with resilience. Enduring the consequences of crises to bounce back is no longer enough, rather the aptitude for renewal that goes well beyond mere resilience.

The incommensurability of human needs, in Kuhn's sense, which extends simultaneously to social and economic upheavals, should henceforth be accompanied by the incommensurability of human potential. An optimistic anti-Malthusian perspective of a better world, of vigilant and inventive organizations, relies on the imponderable human capacity to rise up to crises. This is not resilience, rather reinventing the business and the world. Last but not the least, leadership theories. The ideal of the leader is diverse, complex, and contextual, far, very far, from the ubiquitous literature reducing leadership to personal traits. The contemporaneous leader develops organically within the internal community and the external environments of their human system. Abridging leadership to personal traits or attributes is reductive and deeply ungrateful to other actors in the organization. The lesson learned from recent organizational trauma points instead to systemic, fractal, and democratizing leadership; a systemic leadership reproducing the interpersonal skills of listening, negotiating, and contracting at all levels of the company.

The global modern society has changed. People have immediate access to immense information, yet knowledge is inchoate. Needs are incommensurable, yet resources are scarcer. Businesses are unsustainable, communities are dissolving, citizens are losing confidence in government, blind faith in technology is falling behind events, and an elusive justice is getting farther away. Times have changed, and with them the need for different organization theories. The management mode of our times refutes maturity. Organizations, companies, administrations are in perpetual ontogeny. Knowledge is local and transient; and people, all people are knowledgeable and continuously partake in producing shareable knowledge.

This is the organizational development (OD) model. If OD has taught us a lesson, it's that localism works, while mimicking solutions does not. Engaging, nurturing, and empowering the people starting from the base of the pyramid up is amenable to improving the hyphenated economic, social, and environmental performances. The structure-agency tandem so dear to organizational development is amenable to perpetuating communities, improving relations between government and the citizenry, and managing resources sustainably.

Every aspect of life calls for organizational development: institutionalizing businesses and growing them beyond charismatic leaders and founding fathers, growing social, environmental and economic resources towards sustainable growth, transforming non-governmental organizations into social enterprises capable of surviving the shunning of donors, municipalities playing their development roles beyond partisan feuds, citizens actively participating in the administration of public endowments, adapting education to societal needs and attracting talent, supporting the reforming bureaucrats, synchronizing healthcare, and many others. Articulating management around OD values reveals the hidden costs of traditional management in a morphing world. It brings to life an entrepreneurial model allowing the construction of strategic reserves dedicated to vigilance, versatility, and renewal.

Contractualization of the organizational space, less depersonalization, and the systematic and occasional retrenchment from routines, would prove crucial. A procedural minimalism associated with societal anchoring nurtures people, liberates talents, and improves the aptitude of the organization to innovate, survive, and develop; a meso-reflection of deontic libertarianism. This is the promise of OD.

Biography

Pierre EL HADDAD is professor of management at Saint Joseph University (USJ), Faculty of Business and Management; chair of RISE Conference; founder and chair of the Network of Organizational Development Experts (NODE); and president of SEPT NGO in Lebanon.

Pierre holds a PhD and DBA from Université Jean Moulin Lyon III, MBA in economics and finance from Notre Dame University-Louaize, and civil engineering from Ecole Supérieure des Ingénieurs de Beyrouth (ESIB). He is also a Hubert H. Humphrey fellow from the Maxwell School of Citizenship and Public Affairs, Syracuse University, NY.

Pierre is a management consultant with a record of immediate performance improvement and the development of dynamic capabilities of organizations.

His research interests encompass diverse themes such as organizational development; improvisation, innovation, and sustainability strategies; AI implementation; and Socio-economic performance. His fields of interest include business, NGOs, municipalities, and public administration.

Pierre has more than twenty five years of experience in business, NGO management, anchoring a radio show, and management consulting. He is also a volunteer firefighter, tree planter, marathoner, and opera and ballet enthusiast. Deontic Libertarian, firm believer in liberating people, managerially and politically.

Women Empowerment …….. Beyond the Headcount by Pierre EL Haddad; Olga Foric; Simone Young

Jostein Gaarder, the Norwegian philosopher best known for his book “Sophie’s World”, tells the story of a young girl waiting for her father to come back from sailing his tanker around the world. She decides to traverse the forest to explore the world. As she starts walking, she discovers that she is living on the back of a bug, itself living on the edge of a dog’s hair. That was a dramatically different world than the one she lived in. What does Sophie’s world have to do with women’s empowerment? Women trying to shape the world we know are underrepresented. Research in advanced and developing countries almost always finds sizeable gaps between the sexes in decision-making roles, and almost all the literature illustrates the reality through the numbers: the number of parliamentary representatives, female office holders, women in STEM fields, women serving as board members and female CEOs is dramatically lower than men. Numbers report only 25.6% of women in parliaments throughout the world and 90% of countries have less than 22% of women in ministerial positions. In the private sector, 34% of women hold boardroom seats in Fortune 500 companies and 34% of businesses worldwide are owned by women. Professional men and women are generally perceived differently by society. People think women are less competent and lacking in leadership potential than men, and women’s ideas also usually subjected to scepticism.

Barriers still clearly exist to women’s effective participation. Greater gender equity is not merely a moral imperative, although that pillar certainly requires no justification. Greater participation of women provides tangible, lasting, and significant rewards. Compelling data underscores the cost of gender inequity to regions at varying levels of development. The scenario where women fully participate in the labor market, US$28 trillion could be added to the global annual GDP by 2025. The value of the global employment participation gap and the wage gap between men and women in 2015 accounted for US$17 trillion. Women’s global income could increase by 76% if both these gaps are closed. The per capita GDP would be 15% higher among OECD countries if the gender labor gap were completely closed, and 17% for Latin America. And the Food and Agricultural Organization (FAO) estimates that equalizing women’s access to productive resources increases agricultural output and could reduce the number of hungry people in the world by 150 million. The common denominator underlying the above issues is gender and the role it plays in crafting inclusive solutions and more participatory mechanisms to address these transnational and transgenerational challenges.

The most important determinant of a country’s competitiveness is human talent. As half of the planet’s population, and as a consequence of the rights that inhere by the simple virtue of being human, women deserve equal access to health, education, economic participation, earning potential and political decision-making power. This is the essence of democracy, that everyone has an inalienable right to participate in decision-making processes in their countries, should they so choose. This choice is also based on access to full information and no legal, structural or socio-economic impediments to participation.

More women in leadership roles make the world a better place. Where women have been engaged in public life, inequality is lower and investments with broader societal implications are prioritized. Family life, health and education are brought to the forefront. This fosters greater credibility in institutions and tends to produce more democratic outcomes. As an example, New Zealand, a woman lead nation, immediately announced a ban on all semi-automatic weapons and assault rifles after the Christchurch mosque mass shooting that took place in March 2019. Another example of a woman-led country is Finland that was named the happiest country in the world by the UN's 2020 World's Happiness Report. Finland is also the world's most prosperous nation, in relation to material wealth and quality of life.

Commitment to women's empowerment is near ubiquitous among civil society movements, and is widespread in social activism and campaigning, and rightfully so. The invested energy and resources in that direction are starting to reap results but a long road lies ahead to right historic inequities. The paradox is that we are seeking women's empowerment in the world we know, in a world shaped largely by men. A world conceived equally by women has more chances than not, to be phenomenally different from today's society, and probably be a much better one. The main premise here is that behind the headcount might be lurking an inconspicuous truth; one that says that we are fighting for a place for women in a man's world, instead of fighting for a world where women share the opportunity to conceive and construct it. A world equally shaped by women will be different, more prosperous, more humane, and more equitable. This is the city on the hill beyond Sophie's world and the world to which we should all aspire.

Olga is a Senior Analyst within Deloitte's Economics and Infrastructure Advisory - Infrastructure and Capital Projects. Olga has considerable experience in providing advisory services for government at the state and national levels. Since joining Deloitte, she has been involved in several public sector projects spanning across industries including technology, transport and education, with these ranging from business case development, strategy development, economic and financial appraisals.
Prior joining Deloitte, Olga was a consultant at the World Bank (Infrastructure Global Practice, Digital Development Department) and supported its agenda in digital infrastructure and digital economy through technical assistance and advisory services for governments of Central Asia and Eastern Europe. Prior that, she worked at the Ministry of Economy at the subnational level in Russia where she was involved in strategic development of the region, performance-based budgeting and state programs management, including state investment decisions.

Simone G. Young - a career diplomat in the Foreign Service of the Government of Trinidad and Tobago since 1999 - has served as Counsellor at the Permanent Mission of Trinidad and Tobago to the United Nations Office at Geneva and to the World Trade Organization (WTO), where she was the Head of Chancery in charge of the overall administration of the Mission. Prior to this, Simone served as Deputy Consul General, at the Consulate General of Trinidad and Tobago in Toronto from June 2005 to February 2008 and has worked in various divisions of the Ministry as an Officer, Acting Director and Director.

At the Permanent Mission, she functioned as Chargé d'Affaires a.i. on numerous occasions and also worked as the Mission's Desk Officer assigned to key UN specialized agencies, including, inter alia, the International Labor Organization (ILO), the World Health Organization (WHO), the United Nations Educational, Scientific and Cultural Organization (UNESCO) and Office of the High Commissioner for Human Rights (OHCHR).

A Fellow of Georgetown University's Edmund A. Walsh School of the Foreign Service Foreign Policy Leadership Course, and an Alumnus of the Aspen Institute, Simone was the 2016-2017 Fulbright Hubert H. Humphrey Fellow for Trinidad and Tobago focusing on Global Women's Issues, Foreign Policy and Security during her tenure as a Fellow at the Maxwell School of Citizenship and Public Affairs at Syracuse University. She was also a Visiting Fellow at Brookings in Washington D.C. in May and June 2017.

An MA graduate (International Affairs) of the Fletcher School of Law and Diplomacy at Tufts University, she also holds an MSc. in Marine Resource and Environmental Management, a BSc. in Sociology and Government from the University of the West Indies, Cave Hill and St. Augustine campuses respectively, and a Certificate of Advanced Studies in Leadership of International and Non-Government Organizations from Syracuse University. She is a member of the International Studies Association (ISA), the American Society for International Law (ASIL) and the Women's Foreign Policy Group (WFPG).

Jesuits Garden Neighborhood Post Blast Urban Recovery and Enhancement Project Organization development values as common sense: quality steering, citizen engagement, and project ownership by Jihad Kiame

August 4, 2020, Beirut was blown away. One of the most devastating non-nuclear explosions in living memory occurred in the harbor. The shockwave spread kilometers away, impacting remote parts of the outskirts. The foreground neighborhoods were partially demolished. The man-made disaster resulting from (to say the least) reckless storage of 2750 kg of Ammonium Nitrate, happened while the country is battered by endless socio-political upheavals, severe financial meltdown and a scary pandemic [COVID19]. The explosion killed hundreds, injured thousands and displaced hundreds of thousands in an apocalyptic scenery. The day after, expected (non-organized) reconstruction started. The damaged Jesuits Garden Neighborhood, located 1000m southeast the epicenter, deserved a well-panned, comprehensive and prototypical reconstruction strategy that would set the right example for similar neighborhoods to follow. The resulting “Post Blast Urban Recovery & Enhancement Project” addresses physical components of the urban fabric: infrastructure, public space and buildings envelopes, while proactively involving end-users. In the local context, such approach is unprecedented. It involves new technologies to scan buildings and generate 3D models, produce architectural drawings, check structural and electromechanical systems, identify waterproofing condition and propose rehabilitation principles. More importantly, it relies on the residents’ participation in all stages; provided information and expressed aspirations will be reflected in every building technical report. Besides, residents will have a major say in the new coloring palette selection, which is understandably the most important stratum to their eyes. The Jesuits Garden, famous for the byzantine basilica remains (400AD), is undisputedly the focal spot in the neighborhood. Being closed to the public since the pandemic hit, meetings to inform residents about the project developments have been mostly limited to the buildings Representatives and took place in a nearby café where weekly site meetings are usually held. From time to time, one on one consultations occurred to bring further clarification to individuals. Hopefully, the public hearing to discuss the new plans for the garden itself will be hosted within its premises (expected Sept 2021). If the following text is akin to storytelling, the reason is to reflect the interactive nature of the project process. The shared story brings back significant moments from the project’s diary and expands to macroscopic circumstances that led Beirut into regrettable drifts. Reversing course is still possible. The 6 acts of the story are: (1) A milestone achieved, (2) Genesis of the project, (3) Dangerous rush to rebuild Beirut, (4) Case building, (5) The neighborhood as a lab, and (6) For the love of the city.

A MILESTONE ACHEIVED

Berj is a retired sexagenarian who lives in the neighborhood. His building facing the garden is mostly occupied by its original inhabitants. Together, they have steadily worked to keep it in shape. The functional central boiler is an evocative proof of their boundless devotion; they continue to share it despite current preference of individualized systems. Despite the direct contact with the garden, the building shows very little desire to communicate with the "outside world" _main entrance hidden behind an opaque glass, balconies with closed curtains and shutters constantly shut_ and therefore reflects the residents' cynicism to their entourage. The two planters they had installed in the past at the main entrance, transformed into trash bins by passers-by, were to their eyes an exogenous hostility that justifies introversion. This long-lasting yet legitimate skepticism about the quality of services provided by third parties _ the Municipality of Beirut atop the list _ is at the root of Berj and his neighbors' rejection of the instigated project. At first, despite the provided explanations and all given guarantees, they dismissed multiple requests to let the consultants in, wary of potential disruption that could be inflicted upon them. Ultimately, three main reasons helped to sway such opposition and establish mutual trust: (1) access to other buildings produced reports, revealing the process rigor, (2) progress and quality of works in neighboring buildings unlimited to superficial beautification, (3) our status as not only the main consultants of the operation, but as residents of the neighborhood in search for lifestyle improvement. The other day, Berj decided not to hide his enthusiasm any longer, nor the gained confidence in the team in charge. During an unexpected encounter on the street, he proudly showed his own follow-up file, containing personal sketches to share ideas and ensure a good understanding of the works successive stages. This is indeed a milestone that has been proudly achieved.

PROJECT GENESIS

The journey leading to Berj took few months. It started with a sudden encounter with a long-lost friend-colleague. Days after August 4 explosion, Elie and I bumped into each other while I was walking back home from our nearby office, with my mind overwhelmed by the so-called reconstruction scenery. Before getting back to Elie, sharing some impressions is imperative. The mobilized emergency reconstruction teams, with their respective "yellow" vests, infiltrated every corner of the neighborhood transformed into a giant anthill. Some work is being done, but interpretations may vary. One could imagine that an irreversible dismantling operation is implicitly orchestrated to end the life of a fatally injured city. If not, that a bunch of amateurs are doing their best to save it, in which case expect their clumsy attempts to be in vain. "Beb w Chebbak" (Arabic translation of "door and window"), is the name of one of the many Non-Governmental Organizations born from the mayhem of the explosion. This name is symptomatic of the piecemeal approach of fixing a door over here and a window over there. Most, if not all the organizations that rushed to give the city a hand did not have the expertise of (re)construction projects, at least not one of this scale. Yet, with the available means, they did not hesitate to intervene. It was in these circumstances that Elie, an architect with commendable experience in construction management, was recruited by "Beit El Baraka". He was tasked to set up a technical department to repair apartments. Sporting the khaki vest marked with the NGO's purple logo, Elie accepted the invitation to discuss their undertakings in the neighborhood. He quickly deciphered the disagreement with the processes in place. It took few more meetings with some of his colleagues and/or inhabitants to reach the conviction that a paradigm shift cannot be delayed. Meeting with one of “Beit El Baraka” founders was quite conclusive. Maya, a fierce activist committed to supporting the most vulnerable, unfamiliar with the field of (re)construction herself, gave us the benefit of the doubt. Capturing this moment of precarious trust, a roadmap detailing a sustainable reconstruction process was hurriedly prepared and then passed on to potential donors. "Seal” and “Life” will notice the intrinsic value of the document and agree to fund works of a first phase.

DANGEROUS RUSH TO REBUILD BEIRUT

There would be no reconstruction project more “mouth-watering” than that of rebuilding a port and its outskirts that endured a partial tabula rasa. Such a perimeter becomes target to local and global companies untroubled by a lacking inclusive vision. As a matter of fact, several have already come forward with reconstruction plans in hand! Addressing the missing global project cannot fit within the present document. It depends on major choices to take. In turn, those are subordinated to the country’s prospective role in the region and ensuing internal urban and economic restructuring. Till then, and in front of the outrageous absence of public bodies from the reconstruction scene, the city, although hit in its core, will keep moving on and requires simultaneous support on several tracks, such as health, education, heritage, housing, public space, ... also infrastructure, energy, waste management and transport, which remain taboo topics given the financial stakes involved. This has to be done slowly but surely. If nowadays hospitals and schools [definitely a priority] are receiving a rather well organized technical and financial aid from multiple sources, for the rest of the city, NGOs are mostly interested in the historical urban fabric made, according to usual standards, of buildings or sets of buildings anterior to the forties of the 20th century. The rest does not really count, or benefits from poor funds and technical advice. Apart from repairing apartments in “younger” buildings, those might sometimes be embellished with a coat of paint which effects will not last long. Safety, energy and water are among the disregarded issues and the public space is left behind. This is where we build our case.

CASE BUILDING

The city is mostly made of the "banal", punctuated by monuments and exceptions. It is the "banal", where the majority lives, that we are fascinated with, and where we see the “patient” urgency to act. It is in the “banal” where citizen have the right to daily fulfillment. To defend our cause and prove the validity of our arguments, unite stakeholders and call on NGOs to intervene, we needed a clear, simple and persuasive speech addressing three different publics. In our [in]formal contribution to the intellectual debate [headed by architects and planners] about the post blast reconstruction “philosophy”, we argued that the notion of “Heritage” must be extended to the city as a whole, in which every type of fabric has an inherent socioeconomic and historical value and necessitates preservation and revitalization. We added that interventions must equally tackle buildings and public spaces. While addressing NGOs and donors, we raised the argument of “visibility” in the sense that the outcome of their donations in concentrated areas will quickly produce a masse critique of urban enhancement, easy to showcase; the result will prove to be worth the money spent. With the residents, we brought up notions like “neighborhood”, “social cohesion” and “sense of belonging”, and implicitly suggested the likely real-estate added-value which we did not wish to present as a potential risk to tenants with new rental contracts. This tripartite discourse was quite successful and allowed lobbying around the project in order to launch it with the least potential hurdles. The project benefited from the Authorities consent during the post blast period to install scaffoldings and proceed with the works without the need for [re]construction permits. Now we long for more…

JESUITS GARDEN NEIGHBORHOOD AS A LAB [for new organizational structures]
The success in federating people around the project is an occasion to boost ambition. Away from clichés such as “bottom-up” approach emptied from content in local practices, interesting things can happen at a neighborhood scale, without obstructive interferences with central Administrations. At a neighborhood scale, in general, we can easily channel efforts to serve best the ultimate collective cause, which in this case is to "rebuild well" since rebuilding “as best as we could” is not sufficient. In other cases, the cause would be about an unlimited number of issues that rely first of all on people willingness to get out of their confinement and participate in open discussions about the future of their neighborhood. The Jesuits Garden Neighborhood, developed since the late fifties on a former Jesuits’ real estate property, appears to be the perfect place to start such an endeavor. The historical fact, the uniform morphology and the size of the neighborhood are more than enough to engage in a pilot project in which new social structures such as the “associations de quartiers” widely spread in Europe since the beginning of the 20th century, can be tested. Conscious of coownership difficulties within the same building, we strongly believe that this should not prevent the establishment of a neighborhood committee to advocate for or organize activities within. Collectively opposing the garden underground parking project in 2013, and resisting extortion played by the generators owners nowadays, tell that an experiment like this has high chances to work.

FOR THE LOVE OF THE CITY

Beirut has often witnessed urban rehabilitation projects, except that these scattered operations lacked consistency. Such events would often be followed by cutting a red ribbon with a media coverage broadcasting the public official’s speech boasting of his achievement. These pretextual operations to access or preserve a public function, revealed only ignorance of the nature of a building and disrespect of its moral value. Officials have often made of a repainted facade the background of a beautiful cliché useful for their political ambitions, and have discarded the backstage with its physical and social constituents. Without wishing to return to theories TOWARD ARCHITECTURE and principles of the ART OF BUILDING CITIES, we simply need to emphasize a basic idea: from the moment it is handed over, a building requires a technical follow-up commonly called "maintenance". Several factors lie behind this abstention to properly keep a collective building, exposing sometimes the occupants to a serious risk, that does not exclude the total collapse of the inhabited structure. As a reminder, on January 15, 2012, in "Fassouh" neighborhood in Achrafieh, a building of the 40s with visible traces of structural deterioration, victim of conflicts between tenants and owner, fell apart resulting in the death of the 27 people present at the time of the tragedy. Since, this type of accident has been recurring at different magnitudes and at an accelerated pace without serious anticipatory measures from the authorities. The ridiculous ritual that follows such disasters consists of announcing the beginning of an endless investigation on the solidity of buildings structure in a given district. Adjusting "old rents" law (1992) responsible for an admittedly debatable unfairness against the owners, fine-tuning the ambiguous co-ownership regulation (1983), and imposing dissuasive measures to real estate speculators, are the fundamentals of a much needed program to restore trust between the inhabitants and their city, and reanimate an old love story transformed into anguish and disgust. Behind the embellished facades, a large part of the population drowns into misery and despair.

The POST BLAST URBAN RECOVERY & ENHANCEMENT PROJECT for the Jesuits Garden Neighborhood is progressing, yet at a modest pace. The secured funds will allow for the envelopes (partial) rehabilitation of a dozen buildings directly facing the garden (Phase 1). Tentative completion date, Nov 2021. Knowing that the recommended works listed in the reports are not restricted to the buildings envelopes only, the inhabitants are expected to take over and proceed with additional works according to their means and priorities. They already show signs of appreciation and willingness to constantly maintain their properties.

Berj, the eternal faithful to his building is now in love with it more than ever.

Jihad W. Kiame
I hold Master Degrees in Architecture [1996] and Urban Planning [1998] and manage my own Beirut-based practice _ OPAD [Office for Planning Architecture Design] _ that provides design and consultancy services for local and international firms and institutions.

Since 2001, I have been involved in teaching Urban Planning, Architecture and Urban Design, at the Lebanese Academy of Fine Arts [ALBA] where I currently act as a Final Year Projects Advisor.

For Beirut, I am actively concerned with urban issues such as Heritage and Public Space, and advocate for a transit-oriented city as the means to a holistic improvement of urban living. In the aftermath of Beirut's explosion [August 2020] I have initiated an ongoing urban recovery and rehabilitation project for one of the many impacted neighborhoods, dealing with infrastructure, public space and buildings.

E-Business Development through e-Commerce and Digital Marketing Consolidation by Elias Ghaleb, DBA

Digital transformation is the most significant evolvement in the business environment in the last decade. The alignment of the contemporary organization's vision with the digital world is rather compelling. E-business allows the reap of a competitive advantage fueled by online business models and digital marketing techniques. However, the effectiveness of digital transformation remains a challenge for almost all practitioners. This article addresses this issue based on the author’s personal expertise as e-business consultant and extensive field observation. Disentangling the effective from the redundant trickles down to the degree of consolidation between the three key pillars of the subject area: e-business, digital marketing, and e-commerce, and to the organic development between competencies and technology.

E-business development involves creating and implementing a roadmap of sequential actions to grow sustainably the core operations of the business. It is a subdivision of change management theories and organization development approaches. Therefore, e-business development binds digital transformation within small and large organizations by engaging online customers and e-markets for long-term value. Customers have become increasingly reliant on e-business to complete daily activities as shopping, property financing, and tax forms due to the rapid growth of internet innovation (Xing et al.). Consequently, entrepreneurs and investors have recently focused their attention on e-business development because of its importance and vitality.

Digital marketing is described as the use of various digital methods and platforms to interact with online customers (Desai). All marketing activities that employ digital data are referred to as digital marketing. Digital technology, which is omnipresent in consumers’ and market interactions, constantly introduces evolving techniques. According to (Saura), digital techniques such as Search Engine Optimization (SEO) and Search Engine Marketing (SEM) are part of the daily itinerary for ongoing digital businesses. Digital marketing and e-commerce became a necessity within any attractive marketplace where consumers and businesses interact in two-way communication streams in creating a robust relationship.

The impact of information technology on the size and nature of retailing has been substantial. Purchases of goods and services via online marketplaces are examples of typical e-commerce, which became a necessary component of developing nations' socioeconomic progress. E-commerce relies on technology such as e-payment, online transaction processing, data exchange, and warehouse management systems.

E-business, digital marketing, and e-commerce are, at the bottom end, structures. Without a rigid consolidation among these three pillars any business cannot operates digitally. With the absence of an effective training, skills, and competencies they will remain redundant or become source of dysfunctions.. Hence, the importance of Organizational Development principles that command an organic development between structures and behavior. Seamless business-operator-customer relations, thus, requires integrated e-business, digital marketing, and e-commerce solutions. The implementation of which is better suited with the help of consultants owning the double experience of digital technologies and organizational development.

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or three consecutive years, he worked in academia as a University lecturer in the business faculty by providing several major courses. He is an intervention research practitioner and organization development consultant who reveals daily dysfunctions and hidden costs and recognizes the need to facilitate change management in procedures to increase financial and economic performance. He has many written academic papers some accepted and some processing. Participated in various academic workshops with international institutions and attended several seminars in France and Lebanon.

He is an effective member of the NODE (Network of Organizational Development Experts) collaborating in several papers in the field of Organization Development and Change Management.

Institutionalizing Healthcare Response through Blockchain: An OD Perspective by Pierre EL Haddad; Nabil Badr; Joumana S. Yeretzian; Michèle Kosremelli Asmar*

The COVID19 crisis brought to the forefront the importance of institutionalizing healthcare emergency response. The extent of institutionalization is assessed through relative autonomy, adaptability, complexity, and coherence (Huntington, 1965; Peters, 2000). Autonomy, operationalized by independence and availability of resources, was upended by the sheer size of the crisis and past policies priming efficiency over strategic reserves in healthcare. Conversely, adaptability and coherence stood firm, as demonstrated by the commitment of healthcare professionals, and the celeritous transformations in Health Management Organizations (HMO) in response to morphing treatments. Complexity, on the other hand, remains compromised. It is defined by the capacity of the system to construct a structural trellis, analogous to thinking in systems theory (Peters, 2000). It permits the withstanding of shocks and the distribution of pressures across the system. Enduring disturbances through complexity is a lesson in ecosystem resilience (Cristancho, 2016).

The Lebanese healthcare system is a hybrid of healthcare delivery, coverage, and support functions. Lebanese citizens as well as an overwhelming refugee population benefit from services of both private and public HMOs. A multifaceted non-profit and for-profit private sector has been generally proactive and technically advanced, though increasingly exposed to dire public finances and devalued social security coverage. A historically underfunded network of public hospitals and dispensaries is expanding despite chronic penuries. Limited resources on the national level are stretched thin in a country where the pandemic hit at a time of layering crises. Economic, monetary, financial, and socio-political turmoil juxtaposed the sanitary crisis and increased the burden of material scarcity and hemorrhaging competencies. The lack of accessibility to data due to fragmentation, security concerns and ethical considerations further increased the wickedness of the issue. Recent research suggests, paradoxically, that overlooking the requirements of responsible use of information resulted in more effective control of the pandemic, while abiding by them delivered limited success (El-Haddadeh et al., 2021). Data fragmentation, rules of use, availability, and actionability are of acute relevance in the Lebanese case.

The concept of resilience leverages institutionalization as the foundation for governance. This is especially true in the context of pandemic responses. The priority for action to achieve resilience includes data collection, communication and understanding of risks, which may fragment the system (Faivre, 2018). Thus, data collection and proper handling, considering quality and privacy, are means to maintaining resilience. Indeed, the responsible use of information is of utmost importance and relevance, as shown by the pandemonium of data diffusion during the pandemic. This article lays policy recommendations to leverage the fragmentation of data through blockchain technology.

However, whereas technology is structure, the use of technology is agency. In the good Organization Development (OD) tradition, structural success, including technology, relies equally on agency. Therefore, this article addresses simultaneously the technology to adopt, i.e. distributed ledger, and the methodology to bring the actors on board, i.e. OD.

Technology to the rescue

Data collection in quantity and pervasiveness should be proportional to the seriousness of the public-health threat, and only limited to what is necessary to achieve a specific public-health objective. In response to the pandemic, public health data is collected by different agents (for example, sensors and tracing applications); from different sources (such as medical records or website collection/data entry); and in different formats. The diversity of data sources, which is expected during a pandemic, adds a level of complexity to the ability to organize and use data. Aggregating and instantaneously dispensing data in actionable format better informs emergency decision-making, improves governance effectiveness, and saves lives.

In Lebanon, the socio-political landscape prevents the centralization of data. The data sources include, among others, the Ministry of Public Health (MoPH) coronavirus platform, the MoPH Covid19 vaccine platform, and the Disaster Risk Management (DRM) platform attached to the prime minister's office. Other sources include the Lebanese Red Cross social media platform, the twitter accounts of Firas Abiad, CEO of the largest public hospital in Lebanon, and Sara Chang, a healthcare professional previously based in Beirut. Additionally, large private hospitals and other health management organizations collect and sporadically release large chunks of Covid19-related data. Lack of trust in the government and the risk of breakdowns further upends data centralization. This entails enormous hidden costs in terms of erroneous action and mismanagement of resources, and consequently, overwhelmed hospitals, demoralization, macro-economic slumps, and lost lives. Mending for the decentralized nature of data elements warrants the exploitation of technology. Distributed ledger technologies, such as Blockchain, are amenable to deliver trustworthy, immutable, and secure data sources (Lemieux, 2017). They utilize data effectively yet maintain individual autonomy and enhance compliance with the principles of privacy of health information. They provide an aggregation to inform policy and, concurrently, proof of data accuracy, provenance, and access and control over disclosure. This includes defining procedures to collect explicit consent, identify the sources of data capture, the rules of data manipulation, and anonymity in reporting, while preserving the right of revocation for individuals concerned. Such constraints favor distributed ledger solutions that capture data provenance, offer an immutable audit trail, and assure the privacy and security of the information (Kuo et al, 2017). The resulting data bank is, henceforth, managed collectively by a distributed ledger structure and institutionalized through governance mechanisms based on the principles of protection of data. The challenge remains to bring the actors on board. A socio-economic OD approach provides a way.

Socio-economic OD approach to implementation

The starting point is mapping active Covid19 data collection and communication initiatives in Lebanon, the methodologies they adopt, the code of conduct they abide by, the technologies they use, and whether they are compatible. Beginning with the Ministry of Public Health (MoPH), a snowball approach will allow the identification of the parties publishing online or communicating covid19 data. However, bringing the actors on board requires an OD methodology. Particularly a socio-economic intervention approach assures the entrainment of leaders in the public sphere (El Haddad, Auffret, & Grishina, 2020). The operational approach starts with free-flowing semi-structured interviews to identify the motivation behind resorting to collecting the data individually, the technologies used, the outreach and outcome actors expect to have, and the impediments preventing various actors from cooperating with others. It will also investigate whether centralizing the information presents any risks, inconveniences, or apprehensions from actors. The information collected will be analyzed, condensed, and grouped under key threads, and validated through collective deliberation and public discussions with peers. The second step will resort to socio-economic (Savall and Zardet, 2011) to quantify the impact a fragmented data-scape, the economic benefit of pooling resources, and the cost of the eventual risk of centralizing health sensitive data. Once data saturation is reached, the third step will resort to the literature to identify similar cases of data fragmentation, and to compare published knowledge with the perceptions of respondents. The fourth step will be to interview technology experts, specifically data scientists, blockchain professionals, data ethics experts, and administrative law scholars to identify possible solutions from the technical perspective. The last step of the intervention will be to form transversal and multidisciplinary teams across the diversity of data actors participating in this research. The objective is to publicly deliberate on the descriptive findings and to collectively devise applicable and rallying solutions.

Conclusion

Effective emergency policy making to tackle the Covid19 pandemic, requires the availability of comprehensive information in actionable format. Blockchain technologies provides a solution to aggregate disparately controlled data. More importantly, attending to the structural and agency aspects permits the successful federation of data initiatives around effective and careful data management practices for collection and processing (Ienca et al, 2020). It aligns them with the principles of health information, particularly, providing proof of responsible use, maintaining the accuracy of data, and controlling access and disclosure of data elements, sources, and provenance. More broadly, the socio-economic OD approach provides a baseline for use during national emergencies. The focus of which would be to make sense of fragmented data to effectively inform policy making within guidelines of good governance, inspired by practices of various actors, and owned by them.

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Dr. Kosremelli Asmar has coordinated the MBAIP-Health Management program offered in collaboration with Paris Dauphine University and IAE-Paris I Pantheon Sorbonne over the past 15 years. Dr. Kosremelli Asmar is also a lecturer in several Faculties. Her work, teaching, and recent publications focus on public health, interprofessional collaboration and coordination, disability and inclusion health management, quality and accreditation, technology and health, health care, human resources, health economics, health systems.

She has lectured and consulted on health systems and reforms in Lebanon, France and Canada, and co- directs PhD theses abroad. She is the author of several articles and book chapters as well as a member of scientific organizations and committees. She is also a member of reading committees for several national and international scientific journals and conferences. She has led several projects and research in the field of public health, both locally and internationally (local and regional WHO, Ministry of Public Health, Internal Security Forces, NGOs ...).

Dr. Kosremelli Asmar is also the president of the NGO, Include, which promotes the inclusion of children, youth and adults with special needs in Lebanese society.

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Her research interests lie in designing and analyzing epidemiological studies, exploring and assessing public-private partnerships, and strengthening and optimizing health information systems. Joumana also provides expert consultancy services for local and international NGOs.

Working Remotely, a new value-added impact for Innovation in a Telecom Advisory by Khaled Tayara

As the Global HR Director for MSI, a telecom advisory company based in the UK, the last two years were challenging. MSI functions in seven countries, six in the Middle East and the UK for headquarters. I was faced with the Covid Sanitary crisis with several challenges. First came communication. With employees distributed in every corner of the world, synchronous communication became more difficult. The second challenge pertained to knowledge sharing. Distributed colleagues can't tap one another on the shoulder to ask questions or get help; workplace knowledge is not codified and resides instead in people's heads; how can we encourage such process when, physically, people are not working close to each other?

Then came the third challenge about socializing. Employees would potentially feel isolated socially and professionally and disconnected from colleagues and the company itself. Fourth, performance evaluation; how can we rate and review employees we're never physically with? particularly on soft but important metrics such as interpersonal skills. Fifth challenge was about compensation; how to set compensation for working from anywhere while having the same skills and doing the same job? And last, the sixth challenge related to data security and regulation; what if an employee or a freelancer takes a photo of client data screens and sends them to competitors? And what if the employee is using personal, less protected, devices from home?

Before we proceed with the solutions that we soke to answer those challenges, allow me to introduce you to Mobile Systems International. MSI has a rich history in Telecommunications and Security spanning both defense and commercial systems and networks. Established in 1989 in London, UK, MSI has grown its international presence with operations in Europe, Middle East and Africa. The array of worldwide customers spans telecommunications operators, regulators, governments, and organizations that trust our products, and services and global solutions. MSI is home to more than 200 technologists, developers, engineers, researchers, and international consultants across the world. This is where the challenge of working remotely hits its peak spot. Out of two hundred and fifty experts, MSI has only sixty-four employees. The rest of the team are long-term or short-term contractors distributed all around the world. They service MSI's clients through constant traveling and meeting with them, while establishing a strong relationship with MSI employees through sharing knowledge and expertise. When Covid crisis hit, HR had to face the situation where the discontinuity of such practices had to be avoided. The corporate culture MSI was building was under threat. MSI had to reshape its culture, to preserve the essence, and adapt to the new world.

That forced distance between employees and long-term contractors risked creating an intensive threatening feeling to employees working from their homes. They were struggling to share information and knowledge with the contractors. Several proactive actions ensued. The first action was technical. A customized communication platform was created to link freelancer to employees through screen sections. They were grouped by projects, and each section had a space to share links and documents that are saved on the platform. The second action addressed their accountability towards knowledge sharing. Knowledge sharing competency was inserted in both appraisals, the employee's and the freelancer's. Additionally, a 360-degree tool was developed to evaluate and trace the performance of the freelancer. What those experts are bringing to the project are to be evaluated by the client, the project manager, and the team members who worked with them. The third action transformed Zoom meetings by linking brainstorming methods to design thinking sessions. At its most basic level, these sessions involve sprouting related points from a central idea. Because brainstorming is one of the primary methods employed during the ideation stage of a typical Design Thinking process, it is a great way to generate many ideas by leveraging the collective thinking of the group, engaging with each other, listening, and building on other ideas. HR coordinated with project directors to make sure that at least once a month such sessions were held.

The second culture changing measure pertained to enhancing the employee value proposition at three levels. Project managers were asked to include strategic thinking in the studies of the project feasibilities. Full time employees were asked to spend more into coach and connector roles for newly contracted free lancers. This builds up a close professional relationship between them and enhances the socialization. Employees were also formally trained to work productively across dispersed remote teams using, for example, progress tracks and feedback loops.

The third measure related to reassessing talent capabilities for a two-step portfolio approach, talent mapping then redistributing talent. Talent mapping through project assessment served to understand which capabilities are inhouse and could be more developed. Once capabilities were mapped, talents were proactively redistributed to strike the right balance between employees and external experts. Where internal expertise lacked, externals were assigned to balance the skills needed to start working immediately on projects. A customized salary scale was then developed to reflect project expertise and acquired new skills versus existing skills. People with the same job and the same role in different countries are remunerated based on the successfully acquisition of new competencies that added value to their projects, and to the actual skills and expertise shared with colleagues.

Reviewing the organizational policies and procedures was the fourth culture changing measure. New Mindsets and different working styles were necessary, especially for freelancers. Existing policies and processes were reviewed, and new ones were introduced, such as intellectual property, technology risk, confidentiality, social media, service agreements, payroll management linked to working hours per project. A total reengineering of the organizational tools!

Finally, work was reorganized by following the different phases to encourage collective intelligence. Collective intelligence is the body of knowledge that grows out of a group. When groups of people work together, they create intelligence that cannot exist on an individual level. For this concept to happen, four principles needed to exist: (1) Openness- Sharing ideas: more benefits accrue from allowing others to share ideas and gain significant improvement and scrutiny through collaboration; (2) Horizontal Structure through a dynamic organization, and structure build more on competencies that complement each other; (3) Collective Management based on collaboration and in which everyone is responsible of their own acts; and (4) Cooperation tool to interact and create links with member and encourage sharing info, leading to a dynamic learning process and a body of common knowledge with common sharing practices.

The consequence of culture changing measures became palpable. At the structural level, silos and compartmentation are done with. More ideas are generated, and more risks are undertaken. Team members are participating more in different work groups and multiple projects simultaneously.

To conclude: “We all know that work will never be the same, even if we don’t yet know all the ways in which it will be different,” says Slack co-founder and CEO Stewart Butterfield. MSI started by asking the questions, then started doing, in the hope experiential actions would lead to innovation and to increase business and revenue. Cross fingers!

Khaled Tayara brings a passion for people and more than 25 years of broad international business experience to his role as Global HR Director of Mobile Systems International. He is a strategic HR leader with deep cross-functional and multi-cultural global experience and insights. He has a proven track record in managing HR units, reengineering organizational architecture, developing talent and leadership skills, building team dynamics culture, and managing vision and change across global companies.

Prior to joining MSI, Khaled has spent significant time working in the Middle East and Europe, as HR and Organizational Development Consultant for high tech and advertising companies.
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Khaled provided consultancy services for multiple sectors such as Telecom, FMCG, pharmaceuticals, technology, luxury, communication and advertising, hospitality management along with architecture and engineering.

August 4th, 2020, Beirut Blast - How did the Armenian community react to the crisis? by Dr Hilda Bairamian

The terrible man-made blast of August 4th, 2020, have impacted the lives of thousands of Lebanese people either directly through its physical devastating effects or indirectly through health-related damages and massive destruction of cultural heritage of the districts surrounding the port.

This unprecedented, horrible chock has been absorbed and managed in various ways. Organizational efforts and skills were deployed by NGOs, civil society associations, community groups and more, living in the close vicinity of the disaster area.

The vast majority of the Armenian community of Beirut lives in Mar Mikhaël also called Armenia street, in Achrafieh and in Bourj Hammoud district, closely located to what "used to be the port of Beirut". They were in the middle of this disaster.

The experience of the Armenian community is going to be presented in this text by sharing examples of success in the hardship, since unprepared communities have less ability to take control over the disaster event (Patrisina et al., 2018).

On August 4th, 2020, at 6:04 pm clock time was not any more a standard for time indication.
After the second explosion the area turned into an "apocalyptic scene", out of this world. Civilians in the area as well as everywhere else were trying to understand what happened.
Most felt "lost" looking, waiting for explanations, help, support, hoping to wake up of the terrible nightmare. Only a few hours after the nightmare "started", at a moment where Beirut and the whole worldwide media were trying to understand and what had happened in the Beirut Port District, the highest religious Authority of the Armenian Apostolic Church his Holiness Catholicoss Aram-I was on the ground in the devastated streets of Bourj Hammoud area with its streets covered with broken window glass and rubble from torn buildings. The Armenian religious leadership was close to people sharing the sorrow and asking about the survivors. Thus filling the "gap in time" until help arrives; a gap in which individuals, groups and communities in crisis situations no longer waited as helpless victims for outside help. They improvise and take matters into their own hands. Traditionally, in prosperity or hardship, the Armenians have learned to group around their three main -religious- pillars, namely the Apostolic, Catholic and Evangelical churches with their related organized groups. The deeply seeded norms and values of the Armenians lead them to accept and share behavioral patterns suggested by these authorities specifically in emergence situations.

In the after-blast emergency, without questioning the why and the how of the disaster the three religious pillars pooled and shared their resources to play an active role. Crisis teams were appointed within the Armenian community starting with the Armenian Prelacy of Lebanon spreading to associations such as Hamazkayin, Armenian red cross, Homenetmen, Homenmem. etc. The Municipality of Bourj Hammoud, a predominantly Armenian town, was also considered a stakeholder and expected to bring an active contribution. According to Shaw (2013, 2014) there is a need for multistakeholder involvement for reducing the disaster risk. Collective improvisation as emergency response, however, needed leaders among community members who could reflect trust, transparent communication and information sharing in the network.

Thus the appointed crisis management teams had a clear objective to collect reliable data and effective resources and to bring specific solutions to wicked problems, to communicate short term action plans, and then to share best practices among each other. While meeting the basic needs of the population of the area, teams of the various associations coordinated their efforts to collect data and update existing data bases, to compile the information and to share. The collective memory of the Armenian community, who suffered many times since the “Armenian Genocide” has learned to improvise. The “experience” with disasters and hardship engrained street knowledge in the collective intelligence. Corburn (MIT, 2005) describes street knowledge or rather street science as “contextual Intelligence” that is both a practice and a process that local communities engage in, during crisis.

As an example, the Lebanese Armenian rehabilitation commission was established on August 12th, 2020, to assess and rebuild the devastated community. It consisted of representatives of the three Armenian religious pillars as well as political parties and humanitarian organizations. The solidarity manifested by the diverse representatives of the community activated the local networks, and importantly, the Armenian diaspora spread all over the world in the USA, Canada, Latin America Australia, the Arab Golf Countries, and China. A mass mobilization occurred involving not only youth but also business people. Crisis management teams operated around the clock. They were able to face the chaos with organized activity. Another example comes for the field: Teams of volunteers touring the devastated district using existing community databases to identify inhabitants’ needs. Databases were updated into one central and comprehensive database, with classification criteria identified to set the order of priority for emergency relief. The priorities were set at, first, injuries and health, then rehabilitating damaged apartments, followed by commercial spaces. The database was shared with international organizations who were able to bring in an accurate and humanitarian support. Discipline was the key word in field work, a value embedded in the Armenians engaged in community activities. This state of mind created an amazing “chain of support” nurtured by the local population as well as the Armenian diaspora worldwide.

One year on, follow up committees are still active to make sure the needed support effectively reached the survivors. Scenes from the blast of the Port area are still haunting the entire population but the damaged districts are alive, struggling for survival, but struggling less.

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In Praise of Empathy by By Brent Green, Ph.D., MPH, RODP

Introduction

With President Biden's first speech to the nation focused on Covid-19 prevention we witnessed a strong empathetic message for everyone, practice safe guidelines to reduce virus transmission and staggering death rates. More recently the President telephoned the George Floyd family to express general support. Empathy is now back in our national discourse.

In the business world and in popular culture empathy has gained steady prominence. Daniel Goleman who popularized the term 'emotional intelligence' (or E.I.) in 1995 as equal if not more important than I.Q. He identified empathy as a core component. In his 1998 Harvard Business Review article 'What Makes a Leader' Goleman discusses E.I. as the sine qua non of leadership and again as a core communication skill.

The business practice of 'design thinking' encourages organizations to research customer empathy as key to understanding marketplace product or service need and solution design. Empathy is all the more important given our growing multicultural perspectives of reality.

What is this phenomena of empathy? Can professional consultants, coaches, attorneys, MBAs, Human Resource Professionals, Clergy, therapists and others think deeper about the merits of empathy. Below I will explore these questions.

Definition

While several definitions exist two generic types of empathy are evident. First, one-way empathy is the capacity to relate, be simpatico, 'read' others. George Herbert Mead called this 'taking the role of the other'. Hence we thoughtfully consider others and their viewpoint during our interaction. This is often easier said than done in today's climate of extreme views.

We may have to practice a maturity once voiced by Aristotle, that a mature mind can hold one view while considering another which we may not agree with. Second, there is two-way empathy which includes the above but embraces the communication of our understanding back to the other person we are relating to; I will explore this further below.

Value

The communication of empathy with another provides a supportive context, even a healing aspect for both client and practitioner whether coach, consultant, or therapist. Two-way empathy supports a client's self-validation and can encourage further self-exploration. As change agents, we are a thought partner who allows a client to move to deeper levels of self-exploration with our empathetic communication.

Moreover, isolation is diminished and interpersonal effectiveness increased. Empathy helps us feel less alone especially if it is two-way empathic communication.

When we converse with another person we can verbally and non-verbally acknowledge what we are hearing. The psychologist Carl R. Rogers advocated this type. He suggested empathy was an attitude, a 'check in' with another person to confirm understanding of their comments. This promotes communication.

With this type of empathy we are not offering interpretations of what we hear or see or sense. We are not searching for unconscious processes, nor are we searching for how to disagree. While somewhat superficial this empathy type is critical to promote self-esteem and a sense of safety in others during our interaction. We bolster our own self-concept while also supporting the self-concept of others when we acknowledge understanding (whether we agree with their comments or not).

With two-way empathy we convey safety and trust in a client without judgement. We thereby model kindness, general understanding, and tolerance. Moreover, we hope the client builds or exercises growth in their own empathy.

There is a deeper empathy too that should be acknowledged. The noted psychologist Heinz Kohut calls this 'vicarious introspection'. Here, we move beyond mere recognition and communication of our understanding of another's immediate experience.

Instead, we attempt to see another person's bigger life situation, their past experience and likely its influence on their immediate experience with us. To ourselves we may ask several questions:

- What is the entirety or the whole of the other's perceived situation?
- What are conscious and unconscious elements of a client's life history?
- What might it be like to be the other?

We may or may not communicate our answers to all such questions to the other person, but we strive to understand more deeply what is being communicated. Kohut suggests we value empathy as a facilitative method to enable a client to receive interpretations. Of-course not all clients can tolerate the depth of our empathetic response. Hence, practitioners must gauge client acceptance while we too gage our ability to communicate sensitive areas in our interactions.

Coaching has value here without being overly therapeutic. Organization consultants too might not be sufficiently experienced to embrace this empathy type. Therapists on the other hand often make use of vicarious empathy.

Another aspect of empathy can be identified as a ‘here and now’ or ‘moment to moment’ style of client interaction. We strive to be in the client’s shoes in total, as the psychiatrist R.D. Laing voiced. Laing even embraced this deep type of empathy for use with his psychotic patients. To merge with another using a ‘here and now’ approach we are aware of a client’s movements, postures, gestures, facial expressions, comments, and pauses in communication.

Several human growth impromptu approaches also embrace verbal and non-verbal sensitivity to a client’s total presentation. These include J.L. Moreno’s Sociodrama and Psychodrama, Fritz Pearl’s Gestalt Therapy, and Daniel Glaser’s Reality Therapy.

‘Here and now’ micro practice is most suitable for experienced professionals. We think and feel our way into a client’s inner world and undertake their journey as partners. As practitioners we grasp our client’s struggle and help articulate and explore their concerns through empathy. Reflection on a client’s comments takes place yet content, feelings, and interpretations may all help promote client development.

Conclusion

As mentioned, the approaches to empathy explored above may in part overlap. Here and now empathy however is best applied in a therapeutic context, while the other two forms may be most useful with coaches and organization consultants. Some approaches may be useful in tandem and not applied exclusively. Nevertheless, the goal is client recognition that they are understood and that their problem solving and/or growth occurs.

Other forms of empathy remain unexplored in this essay such as self-empathy and societal empathy for national and/or global epic conditions such as mass shootings, Covide-19 deaths, wars, starvations, threats to democracy, etc. In all its forms empathy challenges us to a higher level of humanness. We remain to ourselves and to others in praise of empathy as a vehicle for humanizing people’s lives.

Brent Green, Ph.D., MPH, RODP is a former National Endowment For The Humanities Fellow. He is a Bay Area Organization Psychologist and former Director of Education, Training, and OD at Kaiser Permanente San Francisco among others. Brent is a former consumer panel representative for the FDA, and NGO at the first United Nations World Assembly on Aging in Vienna, Austria. His publications focus on a broad variety of mental health issues, programs, and policy change. He is former Senior Editor of the Journal of Social Issues.

Book Premiere Event – YOU Can Create Positive Change at Work! by Kimberley Barker and Mary Ceccanese

Let's start a movement in 2022 - We need inclusive, kinder, and more positive workplaces!!! #IKAMPOW

We had so much fun doing our pilot book launch, and interacting with everyone, that we have decided to do another one! We have changed the time of day to 7 P.M. E.T. on Thursday, December 9, and hope you can join us for an informative and fun hour on Zoom!
Do you wake up in the morning excited to come to work? Are you recognized for your contribution where you work? Do you work in an environment that supplies professional development opportunities on a regular basis? Are you valued as an employee? As a person? Do you feel part of the company where you work? Do you leave work with a sense of accomplishment? It would be wonderful if we all could answer yes to these questions. But sadly, this is not always the case.

Please join us on Thursday, December 9 at 7 P.M. E.T. as we discuss our new book and the positive difference it can make in your work life! You can register here.

You do not have to feel powerless at work. You can change situations for the better. The fact that you don't have the power of the C-suite doesn't mean you lack any power in both your personal and your work life.

The average person spends more waking hours working than they do anything else. And that's why we believe strongly that the work environment should be a place where employees are valued and shown that they are a necessary part of the entire team, department, and organization. We are passionate about helping this group of people — you — to find ways to enhance your work life. Why? Because we have been there! We have experienced firsthand what it is like to work in the trenches — we remember the treatment we received, how we were looked at, and what was expected of us. Combined, we have more than 40 years of experience in nonmanagerial positions in both for-profit and nonprofit industries such as manufacturing, retail sales, consulting, medical administration, and education. In addition, we have years of life experience to draw from.

We have each worked our way up in the ranks of our careers. We've seen what works, and we know what doesn't. Some workplaces are so focused on output that they (and their upper management) forget that we are all people first. Our goal is to provide you with tools, encouragement, and support to help you spend your workdays thriving, not just surviving, with positive business practices.
You may be also asking right now, what does "positive business" mean? It is a term that has become more current in both the business and academic world during the last 15

years. Even though the definition is consistent, it is a term mostly heard in corporate boardrooms and applied to those in senior management. In this book, our focus is the front-line and essential staff, and for us “a positive business” defines a workplace that supports its workers at all levels, a place where employees feel valued, respected, and recognized. This is not a Pollyannish view, but one backed by research that is truly attainable. This kind of business has a positive effect on an organization.

You may be surprised to know that for most workers feeling valued and being able to contribute to their department/organization/world is more important than money. Of course, we need money to live our lives, but financial compensation is not the primary driving force for front-line workers or anyone else. Human beings are relational. Engaging, energizing, and psychologically enriching this group of workers will not only affect the corporate culture but will also benefit the bottom line.

There’s a health benefit as well. Toxic workplaces (similar to those described above) can cause significant damage to one’s well-being.
The lack of social integration (where everyone in the organization is on the same page) is as significant a risk factor for your health as smoking, excessive alcohol, and lack of physical activity.

We end the book with two separate toolboxes. Since this book focuses on front-line and essential staff, we have a toolbox designed specifically for you. Additionally, some inquisitive managers would like to know how they can assist their staff in additional ways. Therefore, we have provided a manager’s toolbox to expand their knowledge and capabilities. However, both can be shared between groups.

In this book, we offer suggestions filled with real-world examples, helpful ideas, life stories (what happens in life affects our work lives as well), and concrete ways that can change your workplace and your life.

We provide you with four building blocks (or, as we call them, fuses) to create and sustain a positive business workplace. Each FUSE of the group builds unique strengths that can be used independently. They can stand alone like a single segment of a rocket. However, collectively, these four fuses create an acceleration to an engaged, energized, thriving, and successful workforce. They lead to an explosion of positive benefits that fall onto those who light all the FUSEs.

The FUSEs

1.**Forging a Positive Workplace**—The three chapters in Part I each address the hallmarks of a positive work climate: compassion, forgiveness, and gratitude. You might be asking why cover these in a business book?

These words are seldom, if ever, heard in the workplace, especially for those on the front lines. But they subtly (and not so subtly) have a huge effect. Through real-life examples, we demonstrate what each of these attributes looks like and how you can apply them to your professional and personal lives.

2. T**he Upside of Change**—Many of us like to stay in our safe place. After all, change can be scary. The two chapters in Part II address our reactions to change, as well as our fears. We explore the "why" of change and explore the benefits associated with it; a major problem or concern for many of us is dealing with change. In this section, we offer some suggestions on how to move forward.

Finally, we talk about being a change agent, we describe what that is, and provide examples of how to become one. As a front-line staff member - YOU - can make a positive difference!

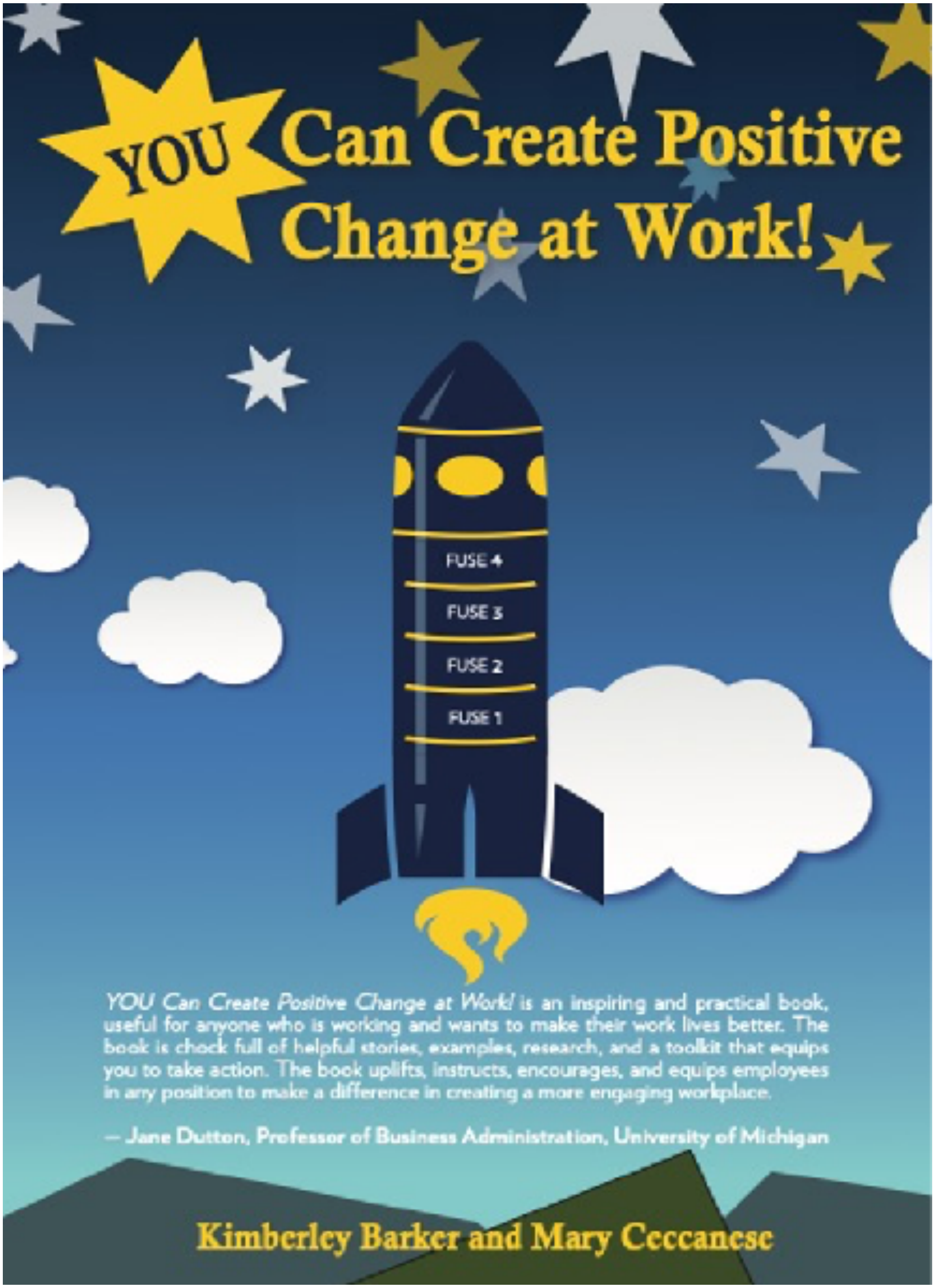
3. **A Strengths-Based Approach**—Part III emphasizes a strengths-based approach for front-line workers. That doesn't mean we ignore weaknesses; instead, we focus on what happens in the workplace when we enhance people's strengths.

We begin by describing the importance of learning as an individual and understanding what your mission/purpose, vision, and values are. We follow that up by describing a learning team and organization. We end this section with a chapter focused on dealing with issues. Whether you have a well-functioning working environment or a not, having tools to deal with the day-to-day situations one encounters, is vital.

4. **Engage in High-Quality Connections**—Part IV focuses on high-quality connections, the brief encounters we have that light us up and inspire us to act. For example, these can take place when we walk into work from the parking lot, get into an elevator, attend a meeting, or answer the phone.

Using the pathways of respectful engagement, task enabling, work, and play, we describe how to make our interactions high quality. When we do, our health can improve (physiologically and psychologically) and we increase job satisfaction.

To order your book today: click here.


YOU Can Create Positive Change at Work!
FUSE 4
FUSE 3
FUSE 2
FUSE 1
YOU Can Create Positive Change at Work! is an inspiring and practical book, useful for anyone who is working and wants to make their work lives better. The book is chock full of helpful stories, examples, research, and a toolkit that equips you to take action. The book uplifts, instructs, encourages, and equips employees in any position to make a difference in creating a more engaging workplace.
— Jane Dutton, Professor of Business Administration, University of Michigan
Kimberley Barker and Mary Ceccanese

Author's bios:

Kimberley Barker, Ph.D. received her doctorate in Organization Development from Benedictine University. She also has her MBA and BSBA from Hawai'i Pacific University. She has taught at the university level since 2010. She has also spent five years in Human Resources and over 15 years in Hospital Administration. She has been the recipient of the Beryl Institute Scholar Grant and is currently serving as the Vice President of the International Society for Organization Development and Change (ISODC). She has been published in both Scholarly and Practitioner publications. Her research interests include Living One's Best Life at Work, Global Organization Development, Cultural Competence, and Dilemma Reconciliation, Gender Equality in Organizations, and Servant-Humble-Compassionate-Lean Leadership. Dr. Barker may be contacted at kimjbarker@gmail.com and also via her YouTube page at https://www.youtube.com/c/KimberleyBarkerPhD/videos

Mary Ceccanese is the owner and principal consultant of Dynamic Connections LLC – a company that focuses on creating an engaged, energized workforce through positive business practices. Mary engages workshop attendees with research-based practices applied to work-life scenarios that can be immediately used in their day-to-day life. She has a BA in Human Resource Administration and has worked at the University of Michigan for more than thirty years. Mary may be contacted at mary.ceccanese@gmail.com.

Combined, the authors have over 40 years in non-managerial positions. They know first-hand what it is like to work in the trenches. Having said that, we have each worked our way up in the ranks of our careers and are passionate about helping those who are currently embarking on the journey. In addition, combined, we have over 20 years of managerial experience and possess a better understanding of their roles as they relate to front-line staff. They are in a unique position to provide opportunities for their team to enhance their lives, both professionally and personally.

The Role of Organizational Development in Revolutions by Gabriel Habib

A revolution is a manifestation of the people's desire to dislodge the existing governing system and to introduce a new one. Organizational development and change play a crucial role in the design and implementation of a new governance, namely structural and behavioral that is commensurate with a people's aspirations.
Such a revolt and a desire for a complete governance change
were manifested in Lebanon in October 2019, and here is some context to what happened. In mid-October 2019, the Lebanese government decided to impose a monthly $6 tax on the use of WhatsApp. With that law, it had sealed its fate. Successive government failures had been piling up, and the WhatsApp tax decision was the straw that broke the camel's back. A couple of weeks earlier the Lebanese Pound lost 20% of its value against the dollar and inflation kicked in. A few days later, wildfires raged in the western mountains like never seen before in this small country while the government stood helpless as it could not afford to maintain its fire-fighting helicopters. The last straw was the monthly $6 WhatsApp tax which purpose was to earn the government some desperately needed income.

On October 17, 2019, tens of thousands of people took to the streets in protest of the government's various failures and forced it to resign two weeks later. People were unimpressed by the government's resignation. They wanted more. They wanted fundamental change in terms of governance and policies. Protests and demonstrations persisted in the months ahead to grow to a million peaceful and chanting demonstrators that brought the country to a standstill. Their demand was clear and simple. They called for the replacement of the entire political regime, not only with a new political and governing structure, but also with honest and experienced leaders that would be able to respond to the new generation's aspirations and ambitions. Protestors were calling for behavioral change in the way officials in office governed its people; they wanted another kind of agency. People had enough of the lack of political leadership, the lack of structural and social development, and of the agency problem. It became clear to them that the government and its leadership were usurping the country's resources rather than serving its people.

Structural and Social Development
The structural and social development completely ceased in the last thirty years as corruption and the lack of accountability took hold of the government. Encouraged by the lack of accountability exhibited at the top, corruption trickled down to the base of society, be it profit and non-profit organizations, institutions, and individuals. Instead of looking to mend structural weaknesses in organizations and to improve their performance, people looked for ways to bypass and/or weaken processes to advance their personal or group interests, as well as for financial gain. Certain corrupt government employees ignored the need for any structural development as it would have inhibited their ability to push forward their own interests and their corruptive activities. As such, law proposals that promote and enhance structural development in government ministries and departments were blocked.

Laws that were already passed due to public pressure were circumvented and prevented from being implemented. As a result, foreign donors refrained from sending their donations to the Lebanese government and its departments as they deemed them untrustworthy. Instead, donations were flowing to non-profits, particularly NGOs, in support of the Lebanese people.

Agency

In terms of agency, politicians appointed relatives and close friends to high government positions to advance their agendas and to benefit financially from government contracts. Therefore, the lack of accountability, morality, and care for the public good, encouraged corruption. Profligacy in the public sector and the decadence in structural and behavioral systems created a brewing ground for dissatisfaction among the populace. Like volcanoes, the Lebanese revolution burst and shed out the people's anger and frustrations that have been boiling and trapped for decades under thick layers of government structures and policies. Such rage then founds its way out through political and economic cracks that have been developing over years of government mismanagement, failures, and corruption.

Some have voiced their concern by stating that the social movement who some call revolution was an act of -civilized- disobedience that rightfully shook an ossified political establishment. The failure to synchronize, even partially, got the movement nowhere. Why? Because the actors of the social movement themselves reincarnated the structural violence they were revolting against."

The description is quite accurate and highlights the behavioral issue the country is reeling with. However, it is hoped that the civil movements in due time will feel the burden of their responsibilities and start working together and unify their ranks to some extent in the fight for the parliamentary elections.

If they can replicate the working model which led the civil movements to win by a landslide the university student councils, and the lawyers and engineers syndicates, then we will have a chance to rebuild this country.

Conclusion

An Organization Development program in Lebanon can go a long way in ameliorating government ministries and departments. It would encompass a structural and a behavioral overhaul. From a structural perspective, one would streamline processes, address overstaffing, and employ people with skills and experience to increase efficiency and effectiveness. Automation also contributes greatly to efficiency and limits corruption. A review of functional and departmental roles is necessary with the view of eliminating duplication and bottlenecks. Investing in government staff in terms of upscaling skills, adjusting salaries, and rewarding performance creates loyalty to their employer and their job. Empowering them and encouraging initiatives allows them to step from loyalty to career building. Structural reforms can do a lot to enhance performance and seal the cracks that allow corruption to flourish; however, it is not enough. Structural reforms and anti-corruption laws must be coupled with behavioral change, highlighting its benefits to the populace, the government, and to the individual. A change in an individual's mindset is the strongest tool to fight bribery, fraud, and injustice. Through effective education, training, and strict laws people and organizations can gradually eliminate the agency problem. Honest, wise, and experienced leadership is able not only to enact structural reforms but also to instill a country-wide culture of collaboration, cooperation, ethical behavior, and compassion for the common good. Nelson Mandela said, “Real leaders must be ready to sacrifice all for the freedom of their people”. Freedom is not only political but also freedom from corruption and injustice.

Gabriel Habib BIO

Gabriel Habib is a management consultant, entrepreneur, and member of both, NODE and SEPT NGOs.

In addition to having initiated two technology startups, he works with senior executives to help identify real business issues and challenges, and creatively draws insightful solutions that unlock value within organizations as well as enhances their performance. His consulting work covers various industries including financial and oil & gas.

His fields of interest include financial trading and investments, technology, public service, astronomy, and music.

Gabriel holds an MBA in Finance from NYU, New York and a Bachelor’s degree in Computer Science from Indiana University, USA.
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FinTech Changes Lives by Dr. Maya El Hajjeh

Evolution and change are organic to the development of societies. We are constantly evolving and our needs and wants are always changing. Our Finances are no exception. On the other hand, technology is changing our way of life. It was only a matter of time for the two worlds to connect. FinTech was born and came to play a major role in society and the way we live all over the world. The CEO of Innovate Finance, Lawrence Wintermeye, described the digital transformation as the greatest accelerator in the history of financial services. This accelerator is creating new opportunities and serving old needs better. However, digital is moving at a faster pace than social anthropology. Mark Boleat, of the City of London Corporation, explained that the value of FinTech is in how it is evolving to support an economy and a society by creating fairer, more transparent and more inclusive financial services. Most importantly creative solutions are being invented. But is that what we need? Are we getting the best of the two worlds?

Nine out of ten start-ups fail (Startup Genome); 77% of the fintech start-ups fail partly because they forgot who they are serving and why; or, because they chose the wrong partner. More so, a lot of time and money do go to waste, especially when taking into consideration the hidden costs of discouragement and the cost of loss of potential for the entrepreneur. The new hot sector of FinTech reveals the philosophy of the start-up industry as a whole. FinTech represents the toughest technological challenges and the biggest upside potential, but also the biggest chance for failure. How can FinTech entrepreneurs reach their potential?

Some of these resources could be salvaged if FinTech took the time to understand the needs of our real lives and to better them with financial-technological solutions. FinTech entrepreneurs are young, adventurous, and financial savvies who see the gap in the financial systems. They offer modern solutions that fill this gap between the modern needs and the offerings of the legacy institutions. So, how to start right?

First, get the right idea from the right source, “your audience”. Many start-ups begin with an idea for a product that they think people want. They don’t spend the time nor the effort to validate their hypotheses. As a result, the chance of success and of making the world better just diminishes at this faux pas. Listening to your audience is the path forward to build one’s FinTech legacy. Big names have fallen into this trap. For instance, Loon by google, wanted to deliver global internet access with a fleet of balloons floating on the edge of space. Loon was shut down a few months after launching having had exhausted nine years of the best resources of the company to plan the operation. The project was too risky and expensive to carry on with the operation. Eventvue, USA, was a platform that allowed its subscribers to organize and participate in events to encourage networking and event participation. Despite the nice opportunity and the big number of early adopters of the app, it was viewed shortly as “nice to have but not necessarily needed”. Ticket sales were failing and eventually the app was shut down (Failory.com).

Second, get the right partner. The question shouldn't be " Can this product be built?" Instead, the questions should be, "Should this product be built, and with whom can we partner to build it?" The tech in fintech stands for the right technical partner that will give you the liberty to focus on your product and stakeholders. Do what you do best and rely on your partner to support you with what they do best.

Early this year I was introduced to a group of Saudi young ladies, who are true outliers. They were fresh graduate and ready to change the world by starting their first fintech venture. Buthoor, the CEO of the company, a motivated outspoken lady, was eager to take her idea of Islamic crowdfunding to the world. Her journey started very early before graduation. She teamed up with her friends, gathered funds from their families, wrote down their business requirement and went on a search for a technical provider. They stumbled upon a local firm that starting coding for them, with the promise to finish within two months. Two months on, the software was nothing near to be finished. They switched to an out of the country provider. But dealing with culture and language barriers proved to be a nightmare. Migrating the old work seemed an endless procedure. In brief the young company defaulted two more times to present their software. Under the threats of losing the licence the young company had to hire a very expensive consultant and his team just to evaluate another company to do the job. One year later they found themselves in square zero with tons of debts and broken hearts. Buthoor is a standard example of FinTech entrepreneurs who don't have the ability to evaluate the tech pros they are hiring. "I wished I found out about the tech partnership, it would have saved me time and money, and more importantly emotional stress."

On an earlier occasion, I met young South Africans who were on a mission to change their society through financial inclusion. They were striving for their people to get access to banking services. Seven months later they woke up with more than 80,000 users shorting a system that could not handle the transactions. Their contract with government entities in different parts of south Africa was in jeopardy. They were facing a wicked problem. Rebuilding their technology meant they had to shut down their operations and risk losing their clients'.

The previous examples illustrate how tech illiteracy of the entrepreneurs can be the cliff to their ambition. But more importantly a lost opportunity for doing good society.

The financial technology sector is bringing hope to overcome long-standing barriers to financial inclusion, and with it social and economic growth. The non-precedential chance of easing regulations is giving momentum to growing needs. The sprouting of entrepreneurs is paralleled with the availability of technology support systems. FinTech is amenable to improve lives if, and only if, it understands the lives it wants improving, and if it finds the right technology partner.

Dr. El Hajjeh is an entrepreneurial scientific/business professional granted with a unique background and set of experiences and skills. She capitalizes on these mix of professional skills, strategic and leadership capabilities, delivers great results, combined with a cross fields experiences.

Dr. El Hajjeh is privileged with the understanding of both Western and Middle Eastern cultures as well as to the acquaintance of dynamics between the academic / scientific world and the business needs strengthened her ability to link both territories.

Latest interest in FinTech and technology development for startups in MENA and GCC region.

ISODC Conference Update and More

SAVE THE DATE!

Conferences: Our 2022 Information Exchange will start a little early next year as we engage with Benedictine University in recognizing their 25^{th} year anniversary of their PhD program. **Benedictine Lecture Series (25th Celebration) starts April 22-24, followed by the ISODC Information Exchange on April 25-28.**
More… as conference planning progresses.

Sharing Lessons Cultural Learned

International Society for Organization Development and Change

We have a potential publication opportunity. I am looking for more stories, scenarios, or dilemmas on Lessons Learned in Dealing with Cultural Differences in the Global Community...
Here is the link to the article that some students, colleagues, and I a semi-recently published.

Topics may address any of the following questions:

- What can be done when cultural differences are identified?
- What are the common dynamics involved in cultural dilemmas?
- What type of dilemma reconciliations or interventions can take place?
- How does one rebound from a situation of cultural intolerance to be able to return to a state of peace and mutual respect?

In addition to sharing your lessons learned, please include the following information:

- Please describe your process for dealing with these types of scenario(s).
- What type of support systems did you have throughout this process?
- What role did your cultural orientation play in the process?
- What were your takeaways from this experience?
- What is your "Bumper Sticker takeaway" for this (your takeaway saying that could be placed on a bumper sticker!).

Please also share a short bio with a 100 word or less bio. We will let you know ahead of time if your article is selected for publication. Your lesson learned can be emailed to me at kimjbarker@gmail.com.

Warmly,

Kimberley Barker, Ph.D.
Coauthor of *YOU Can Create Positive Change at Work!*
You can order right here

text: 734.260.4119

The December issue of the ISODC Newsletter is now available here.

Cheerful Wishes and Warmest Greetings for a Joyous Holiday Season.

The ISODC Newsletter