

A group of people is silhouetted against a sunset sky. A glowing orange paper lantern floats in the air. The scene is set on a beach with waves in the distance.

Bridging Leadership Open Workshop 2019

Tuesday, May 7 • Manny Cantor Center, New York City



SYNERGOS
Building trust works

Speakers: Part 1



Henri van Eeghen
CEO, Synergos



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Founder and Chair, Synergos



Mark Gerzon
President of Mediators Foundation
and Bridging Leadership Advisor



WELCOME & OBJECTIVES

Henri van Eeghen



INNER WORK

With Peggy Dulany

Synergos' four-part approach to Bridging Leadership



COLLABORATION

Working together with others, including those most impacted by the system as it currently operates, to leverage collective knowledge, resources, and action



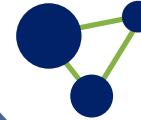
BRIDGING LEADERSHIP

Creating and sustaining effective working relationships among key partners and stakeholders



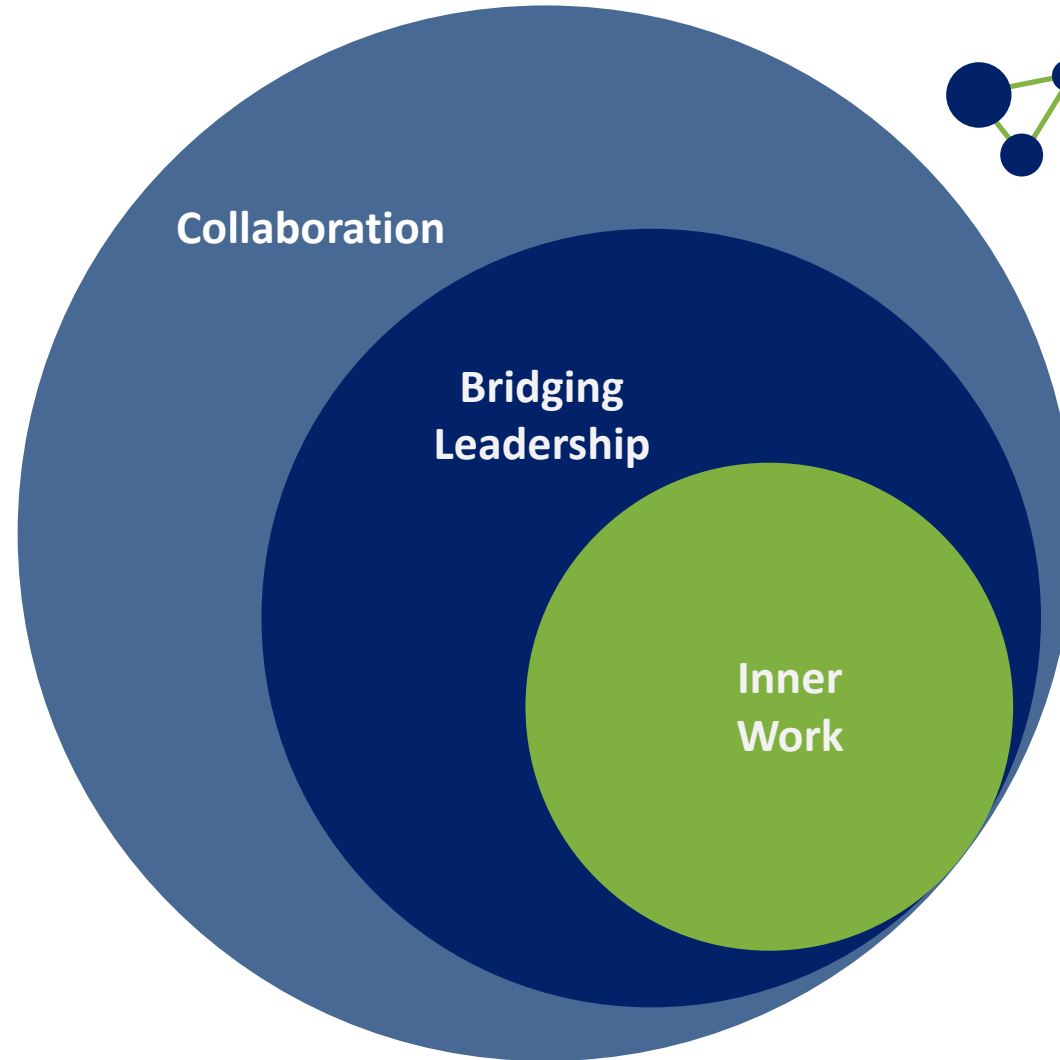
INNER WORK

Increasing awareness of self, others, and the system. Aligning intentions and actions



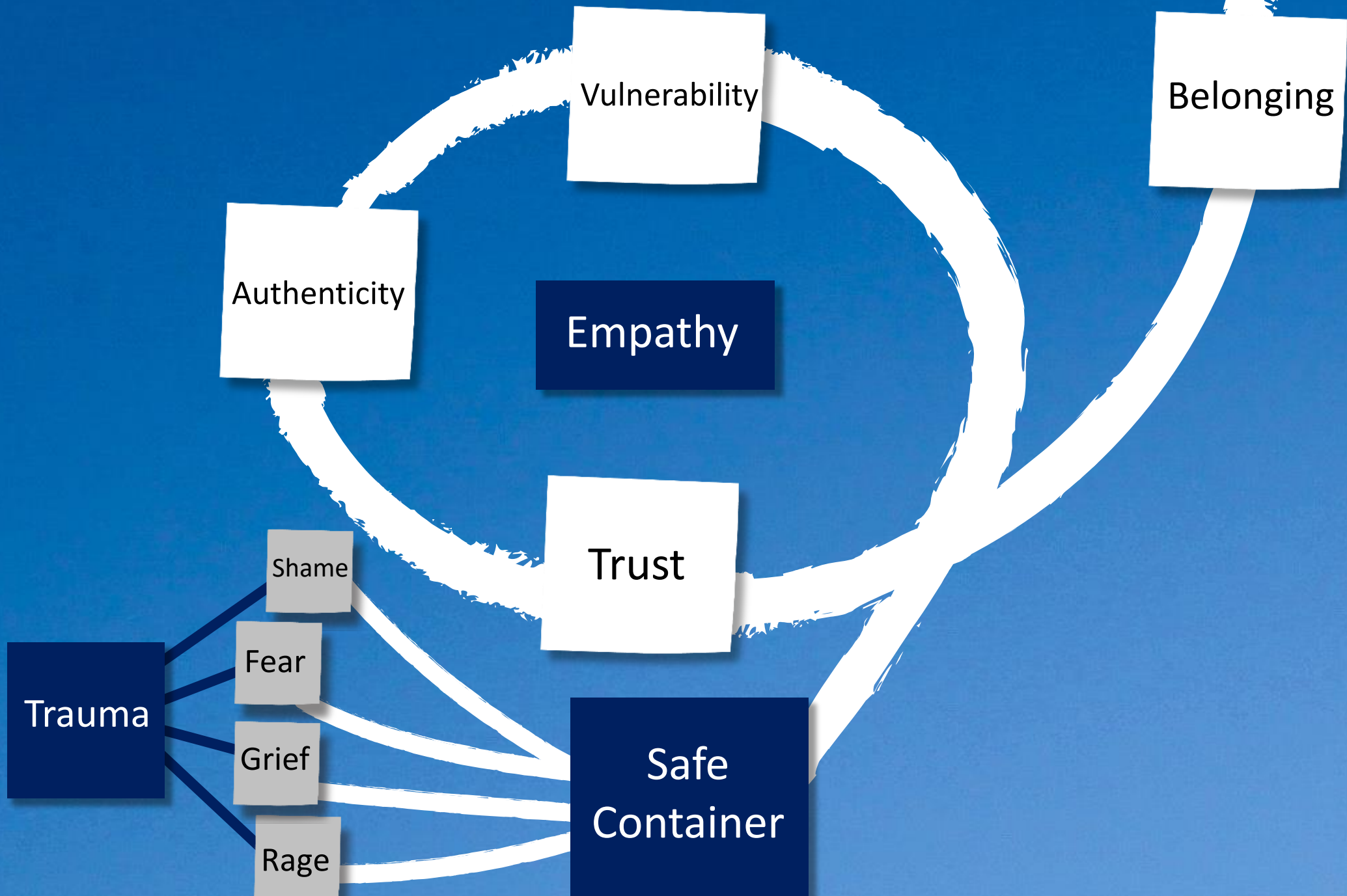
SYSTEMS THINKING

A tool applied at all levels to identify how elements of a problem exist within a whole.



Serving
with Love





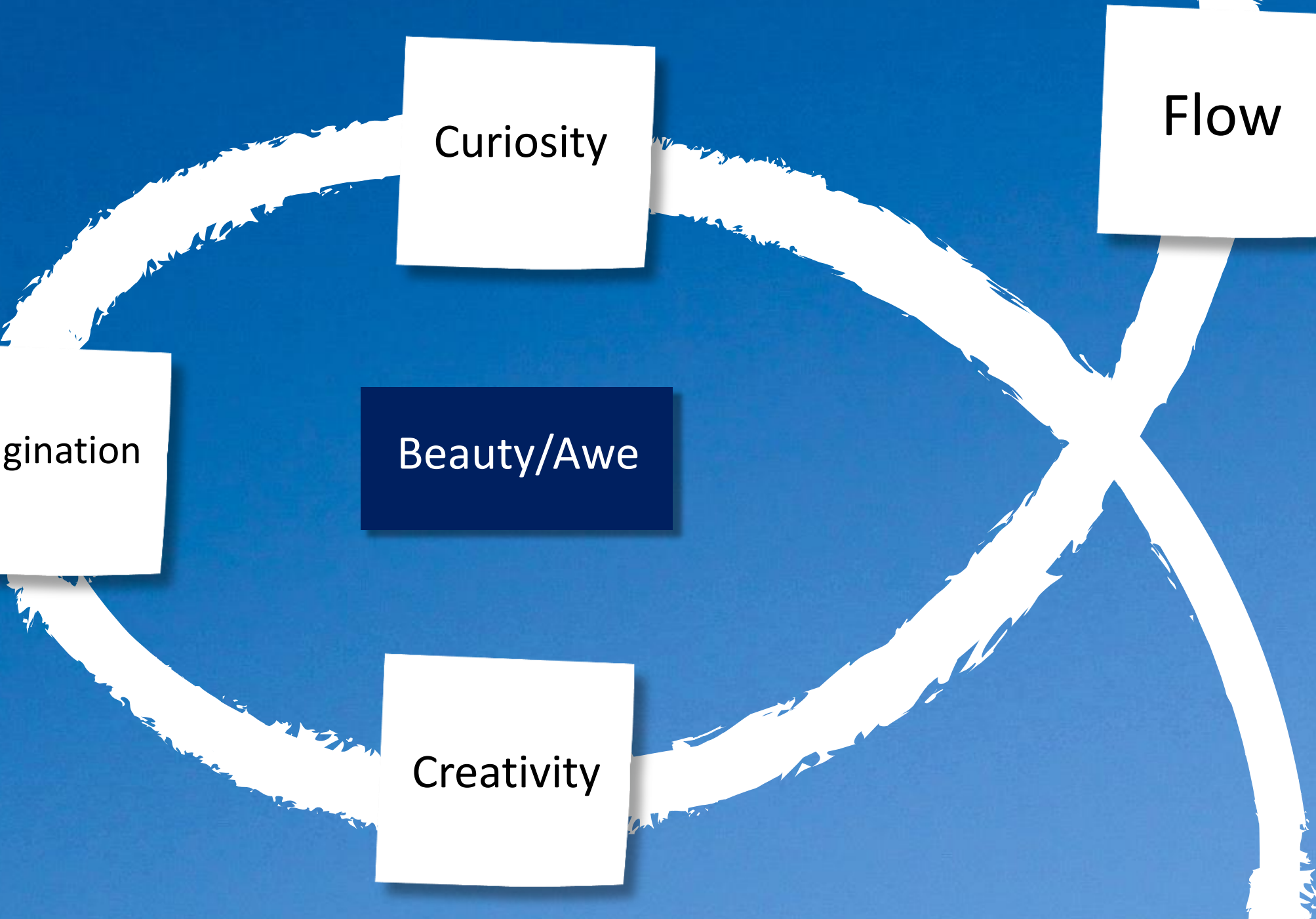
Imagination

Curiosity

Flow

Beauty/Awe

Creativity



Compassion

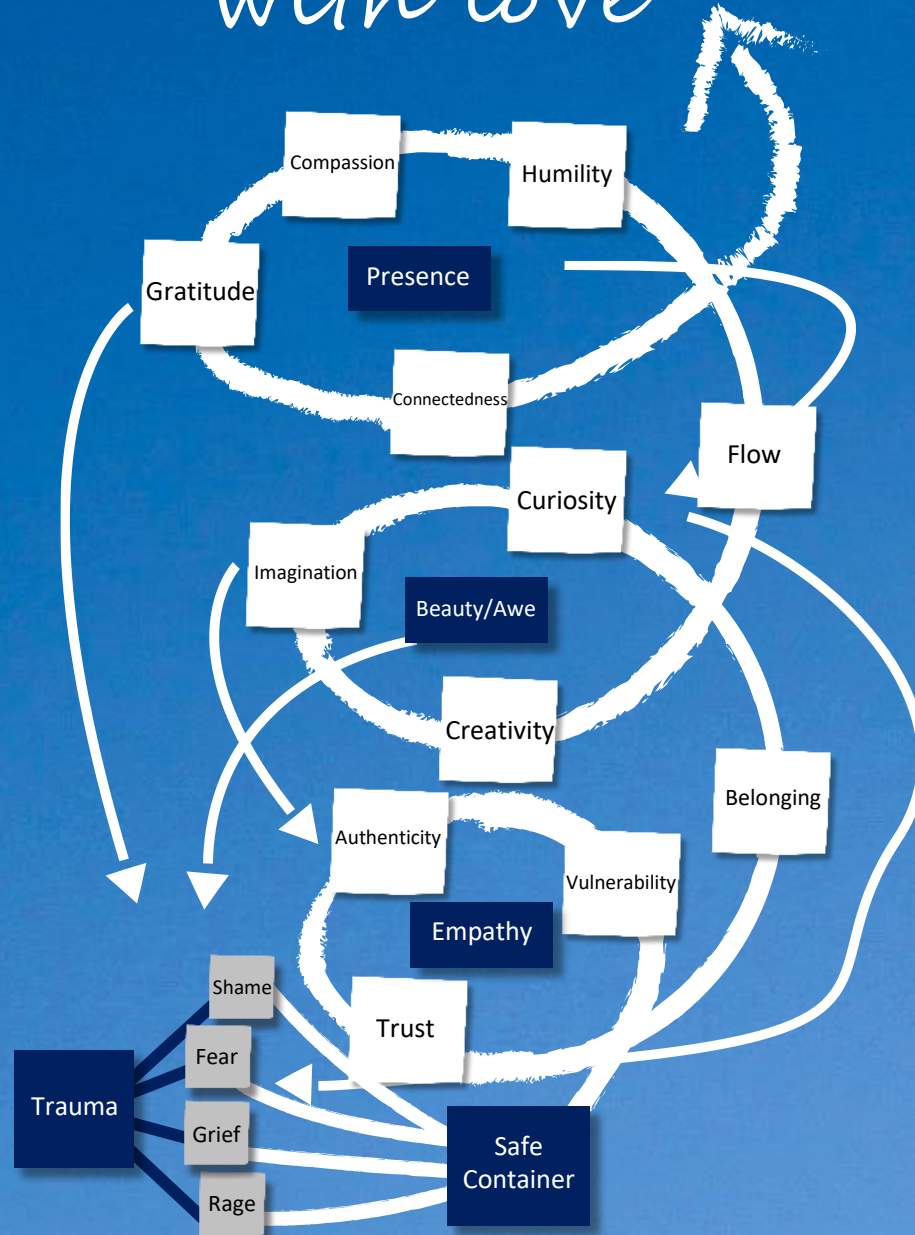
Humility

Gratitude

Presence

Connectedness

Serving with love





Thank you

Peggy Dulany

pdulany@synergos.org



Thank you

Peggy Dulany



BRIDGING LEADERSHIP

*Overview and U.S. case
With Mark Gerzon*

Paradigm shift in thinking about leadership



From leader as

Commander and controller

Sole owner of the problem and the solution

Having all the answers

A single intelligence

Head of one organization

Holder of power

Expert

To leader as

Facilitator and convener

Prime mover, but a co-owner of the problem and solution

Creator of the conditions where answers emerge

Focuser of collective attention and the distiller of collective intelligence

Ligament between organizations and institutions

Distributor of power, enabler of new things to emerge

Non-expert, mobilizing the expertise and inner-knowing of others

Inner work is more than “personal”

“One of the most difficult things is not to change society – **but to change oneself.**”

Nelson Mandela

Trust is more than a feeling

“What enables the entire economy to survive and flourish is trust in the future. **This trust is the sole backing for most of the money in the world.**

Yuval Noah Harari in
Sapiens: A Brief History of Humankind

Trust building

Trust: The predisposition to coordinated action*

1. **Sincerity:** the intention to keep one's word
2. **Competence:** the skill and capacity to keep commitments
3. **Reliability:** a positive “track record”

*Source: Julio Ollala

Elements 1, 2 and 3 from Synergos 2019 workshop

Transforming conflict builds trust

- **Warm up** “cold conflict” so that it focuses civic energy, participation and creative problem-solving
- **Cool down** “hot conflict” so that stakeholders can focus on collaboration and find common ground
- Lead stakeholders toward a **“temperature zone”** for “cooking” innovative solutions to old problems

Leaders can
also build
mistrust.

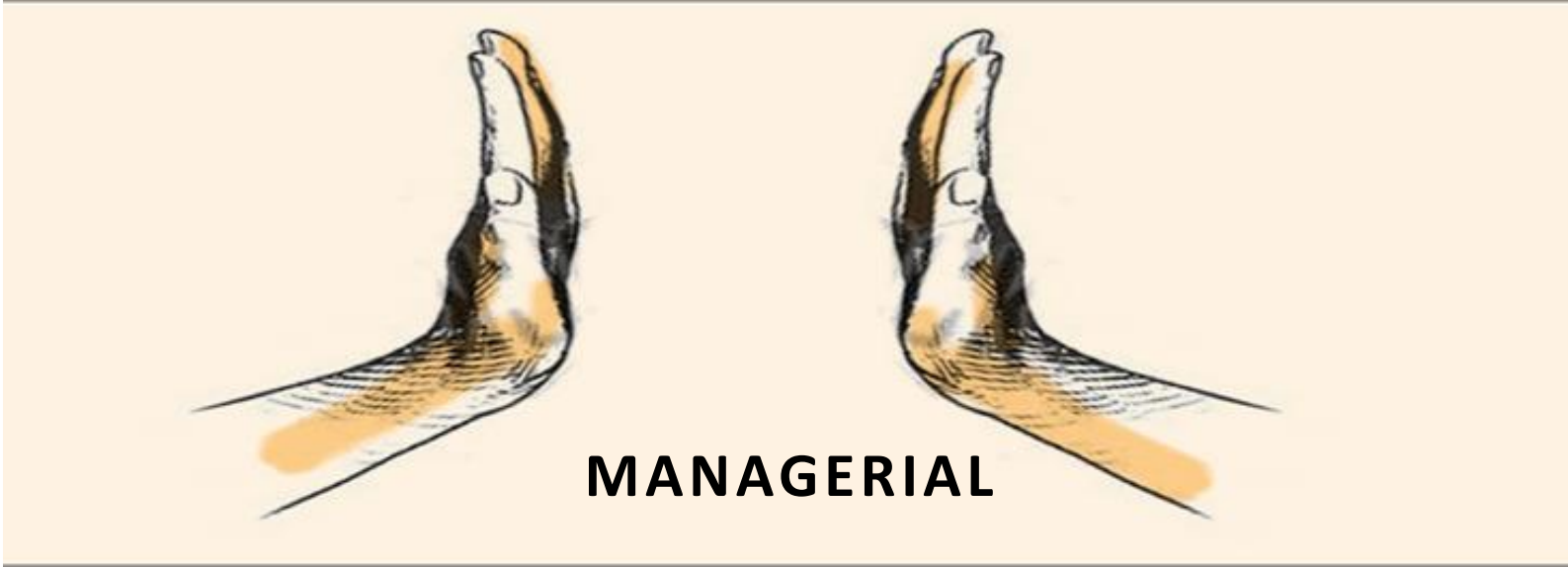
“All you have to do is tell them that they are being attacked, and denounce the peacemakers for lack of patriotism and exposing the country to danger. It works the same in any country.

Hermann Göring

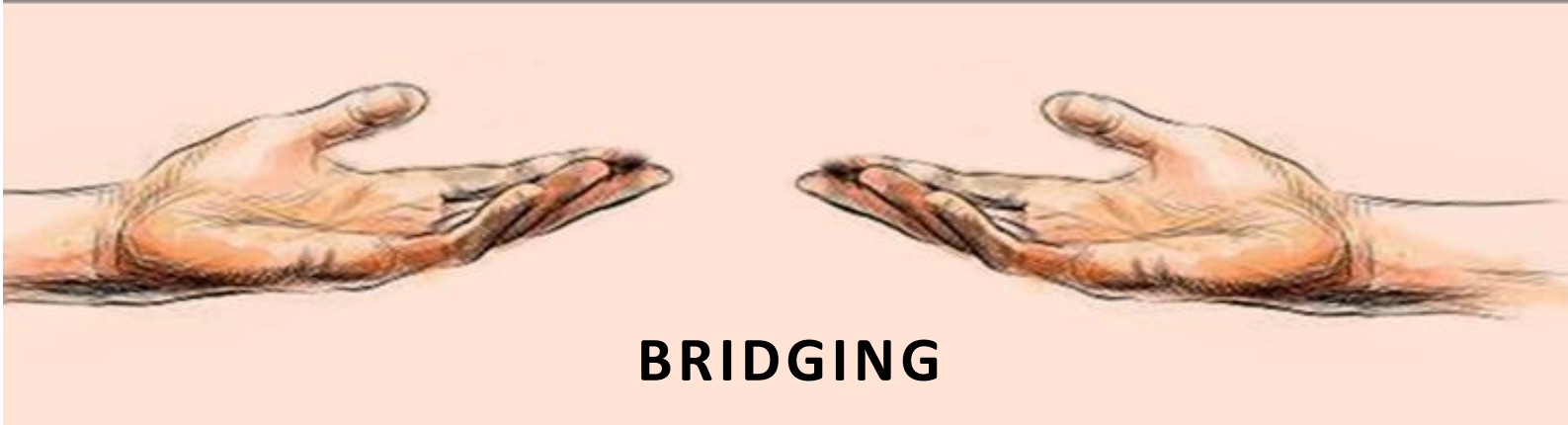




DEMAGOGIC



MANAGERIAL



BRIDGING

Demagogic

Fear-based

Disembodied

“Them”-hating

Exploitative

Dehumanizing

Deceptive

Divisive

Destructive



Demagogic

Fear-based

Disembodied

“Them”-hating

Exploitative

Dehumanizing

Deceptive

Divisive

Destructive

Managerial

Rules-based

Fragmented

“Us”-centered

Transactional

Self-interested

Marketing-oriented

Compartmentalizing

Productive



Demagogic

Fear-based

Disembodied

“Them”-hating

Exploitative

Dehumanizing

Deceptive

Divisive

Destructive

Managerial

Rules-based

Fragmented

“Us”-centered

Transactional

Self-interested

Marketing-oriented

Compartmentalizing

Productive

Bridging

Trust-based

Embodied

Whole-centered

Transformational

Empathic

Truthful

Connecting

Synergistic

The great transition

The current crisis of governance is an **opportunity** for bridging leadership. The time is **now** to build partnerships that prototype bridging leadership in cultures around the world.



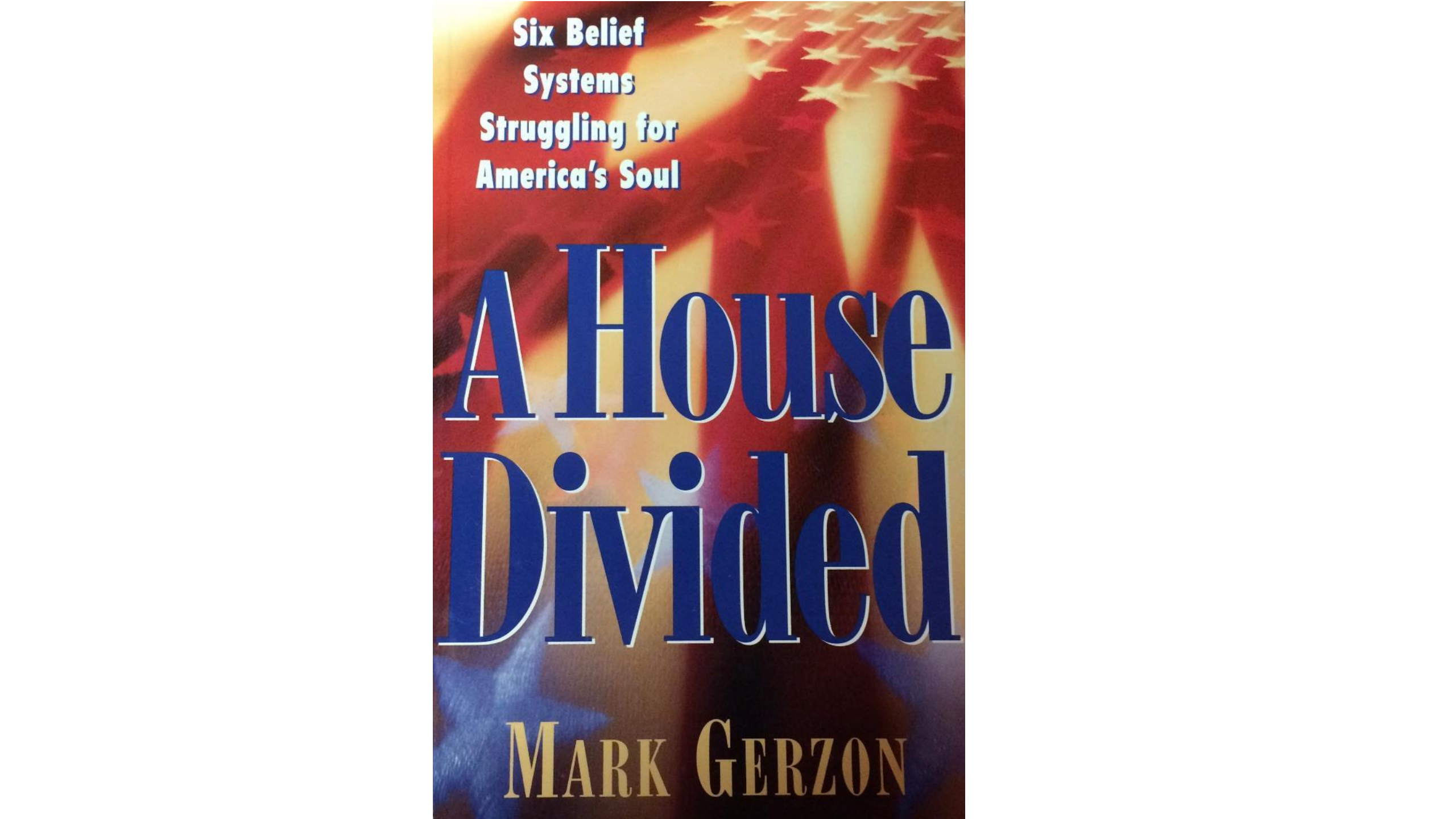
U.S. case study
Ending the Cold War



LIBERAL



CONSERVATIVE



**Six Belief
Systems
Struggling for
America's Soul**

A House Divided

MARK GERZON



"Exactly what the world needs now... insightful and engaging."

—From the foreword by William Ury, coauthor, *Getting to Yes*

Leading THROUGH Conflict

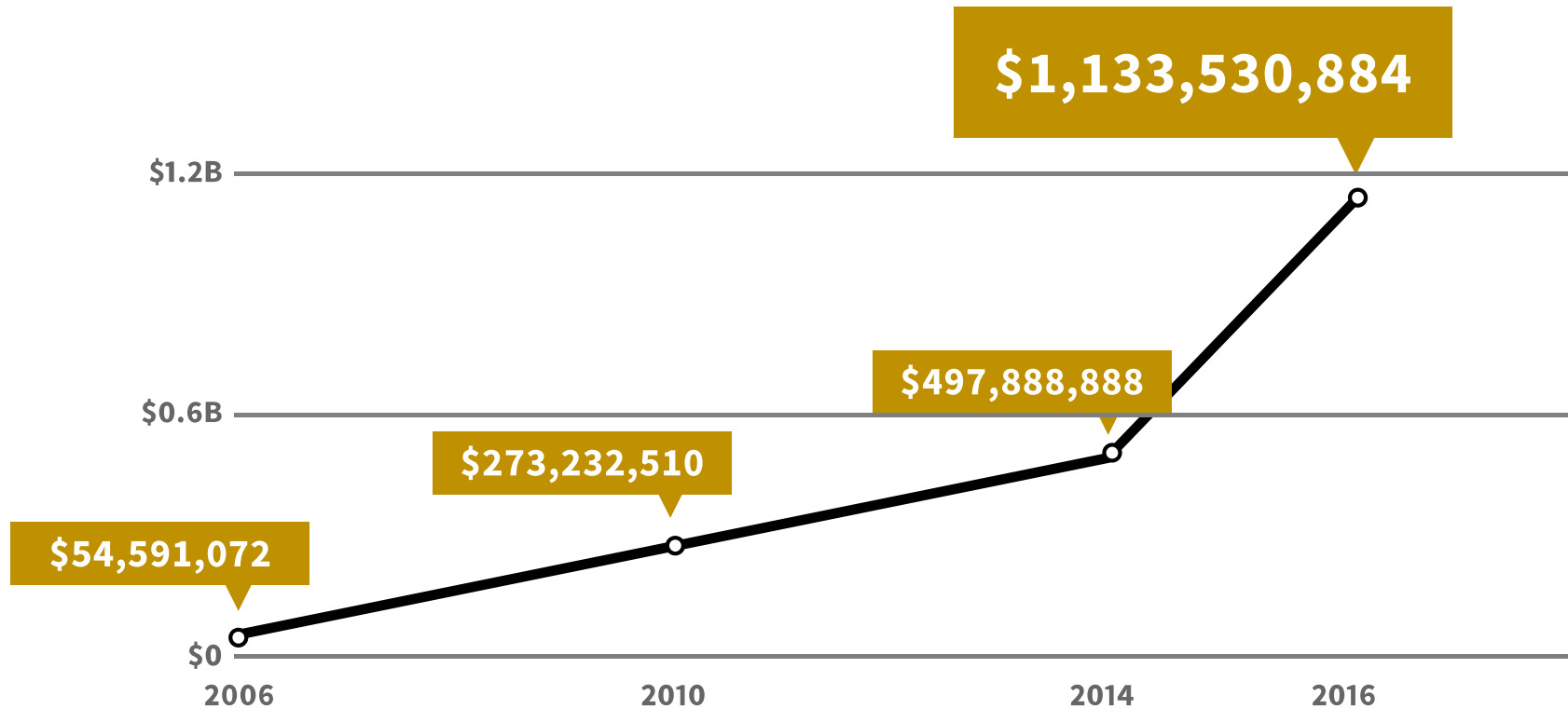
*How Successful Leaders Transform
Differences into Opportunities*

Mark Gerzon



HARVARD BUSINESS SCHOOL PRESS

Exponential rise of independent political expenditures



From *Political Influence in America*
by Rob Stein and Felicia Wong

The United States of mistrust

- 67% of Americans are politically alienated with a deep distrust in both private and public institutions.
- Where else in the world is trust plummeting?

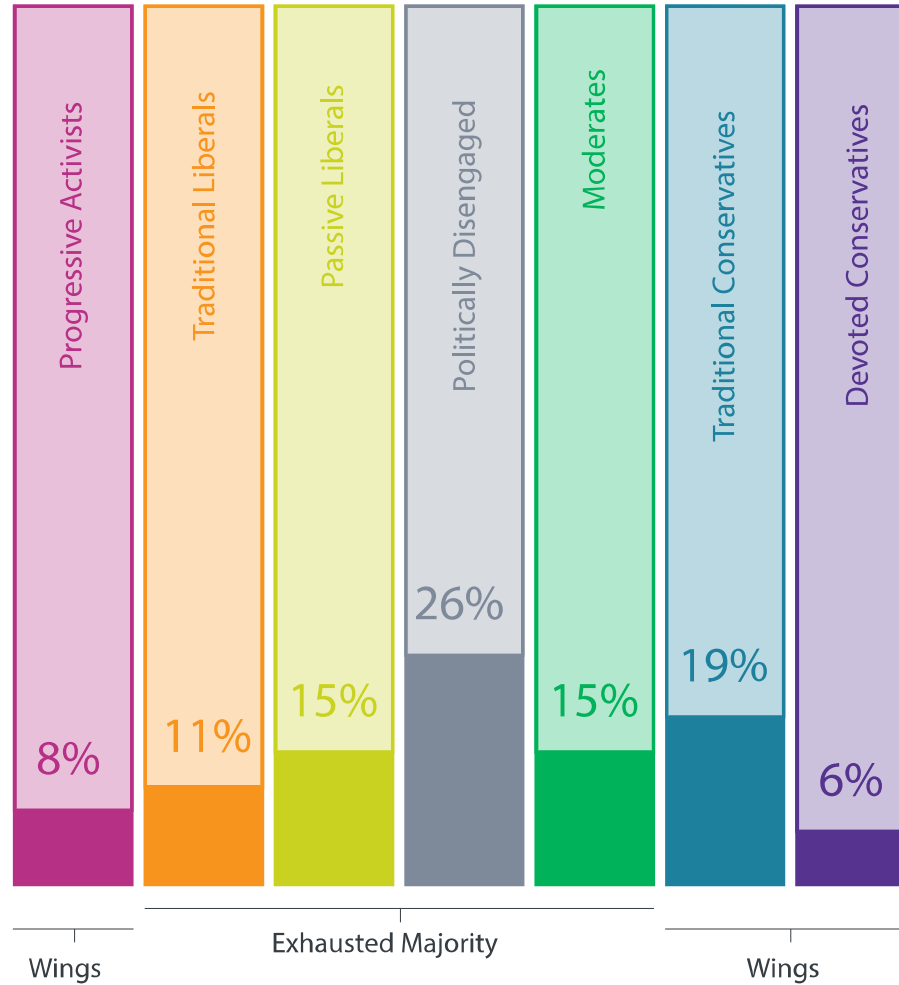


2016

From partisan to...?



Hidden Tribes of America



From *The Hidden Tribes: A Study of America's Polarized Landscape*
by More In Common
<https://hiddentribes.us/>

Reuniting **America**

Engaging Across the Divides



CENTER FOR
TRANSPARTISAN
LEADERSHIP

A Project of MediatorsFoundation 

BRIDGE USA

#BridgeTheDivide

UPCOMING MEMBER CONFERENCES

[GET DETAILS](#)



ALLIANCE MEMBERS



FIELD OVERVIEW



SIGNATURE PROJECTS



GET UPDATES

Join the Movement

Join citizens from across the country to bridge the divides that separate us and help fix our political system now.

Sign up to stay updated on the progress that the nearly 100 respected organizations that comprise the Bridge Alliance are making every day.

Our members are committed to revitalizing America through civic engagement, governance and policymaking, and campaign and election processes.

[SIGN UP!](#)

 [SIGN UP WITH FACEBOOK](#)

 [SIGN UP WITH TWITTER](#)

THE
REUNITED
STATES OF
AMERICA



Documentary film

**THE
REUNITED
STATES**

Unite America 2020: Scaling the Democracy Reform Movement

by Nick Troiano

Mar 29, 2019

Unite America is excited to announce new plans for our journey ahead, new leaders on our board, and new talent on our team.

f Share

🐦 Tweet

✉ Email





YOUUnIFY

YOUUnify Summit

Salt Lake City, Utah, USA

February 2020

Philanthropy bridging divides





Thank you

Mark Gerzon

gerzonm@gmail.com



Thank you

Mark Gerzon



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SYNERGOS
Building trust works

Speakers: Part 2



Abera Tola Gada
Regional Director, Synergos
& Synergos Senior Fellow



Swati Chaudhary
Director, Synergos Consulting
Services



Leah Bradford Francis
Managing Director, Synergos
Consulting Services



BRIDGING LEADERSHIP

*Case: The Ethiopia experience
With Abera Tola*

Why bridging leadership?

- It is a leadership style that focusses on promoting multi-stakeholder processes to address social, institutional, and environmental challenges.
- It is about leading collaborative action to bring about change convening stakeholders to the divide (*ownership*).
- It is a process of dialogue and engagement that enables stakeholders to arrive at a common vision and collective response to the challenge (*co-ownership*).
- It is a tool which helps stakeholders to adopt a social innovation that leads to a social outcome, and carries it out through new institutional arrangement, with clear and measurable goals supported by the required capability and resources (*co-creation*).



A group of about ten people are gathered under the shade of a large, leafy tree in a rural, open landscape. Some are sitting on the ground, while others are standing. They appear to be in a meeting or discussion. The background shows a dry, hilly area with sparse vegetation under a clear blue sky.

Bridging leadership is trust

No bridging leader or process will be successful without trust in both the leader and the process.

Bridging leadership is trust

Character

- **Integrity:** Respect, honesty; it is walking your talk, it is being congruent, inside and out, having the courage to act with your values and beliefs and a personality traits expected by stakeholders.
- **Intent:** Trust grows when our motives are straight forward and based on mutual benefit, our agenda and our resulting behaviors.

Competence

- **Capabilities:** The abilities we have that inspire confidence-our talents, attitudes, skills, knowledge and style. This includes ability to design, convene and manage multi stakeholder engagement. Systems thinking. Ability to connect with different stakeholders and ability to listen, empathize, self-awareness and mindfulness.
- **Results:** Our track record, performance, getting the right thing done, accomplishing what is expected.

Other personality traits to be considered

- **Suspend your ego:** Inspiring trust requires putting the needs, wants, dreams, and desires of other people ahead of your own. When you put others first, there is no reason for them not to follow you. The most compelling trait for building trust is simple humility
- **Be nonjudgmental:** Respect the opinion, attitudes, ideas, and perspectives of all people – no matter how foreign or opposed to your own. Respect does not mean approval. It means understanding.
- **Validate others:** Recognize the human decency that resides in at least a small part in virtually every human being, and try to understand from their perspective. Validation, like respect, does not mean approval. It means understanding.
- **Honor reason:** Be honest, and resist all forms of manipulation – from flattery, to coercion. Only those who rely on reason, reflected by honesty, can create the foundation of rational, shared self-interest that all enduring trust rests upon.
- **Be generous:** People do not allow themselves to trust those who create one-sided relationships. Selfishness repels. Generosity attracts.
- **Allow and open yourself to learn:** Bridging leadership is not only about change taking place within stakeholders, it is also about the convener. He/she also learns and develops throughout the process.



Bridging leadership success stories

- People across divides are pulled together
- People are people after all
- Burnouts and stress are reduced
- Resources are saved and multiplied
- Co-creation and innovation surface
- Lives and livelihoods of people improved
- Trust is different from gullibility

Challenges to trust

- **Manipulation** as a major motivating force is still alive (Machiavelli is not dead).
- **Blind spots** (the interior condition of the intervenor).
- **Voices** of judgement, cynicism, fear etc.
- **The broader** political, economic and social context.

Conclusion

- Bridging leadership is a social technology used to transform different research findings into practices, etc on the ground (clusters, Seqota, etc).
- Bridging leadership in the Ethiopian context is used as a tool to bring together different political factions which were against the government and engaged in armed struggle.
- Bridging leadership is an instrument to bring together different ministries, commissions, and institutions which were operating in isolation.
- Bridging leadership strengthened and supported different departments and sectors within ministries to align their goals and objectives and engage in a sustainable manner.
- Bridging leadership brought together various stakeholders to pull their resources and engage in impact investing.



Thank you

Abera Tola

atola@synergos.org



Thank you

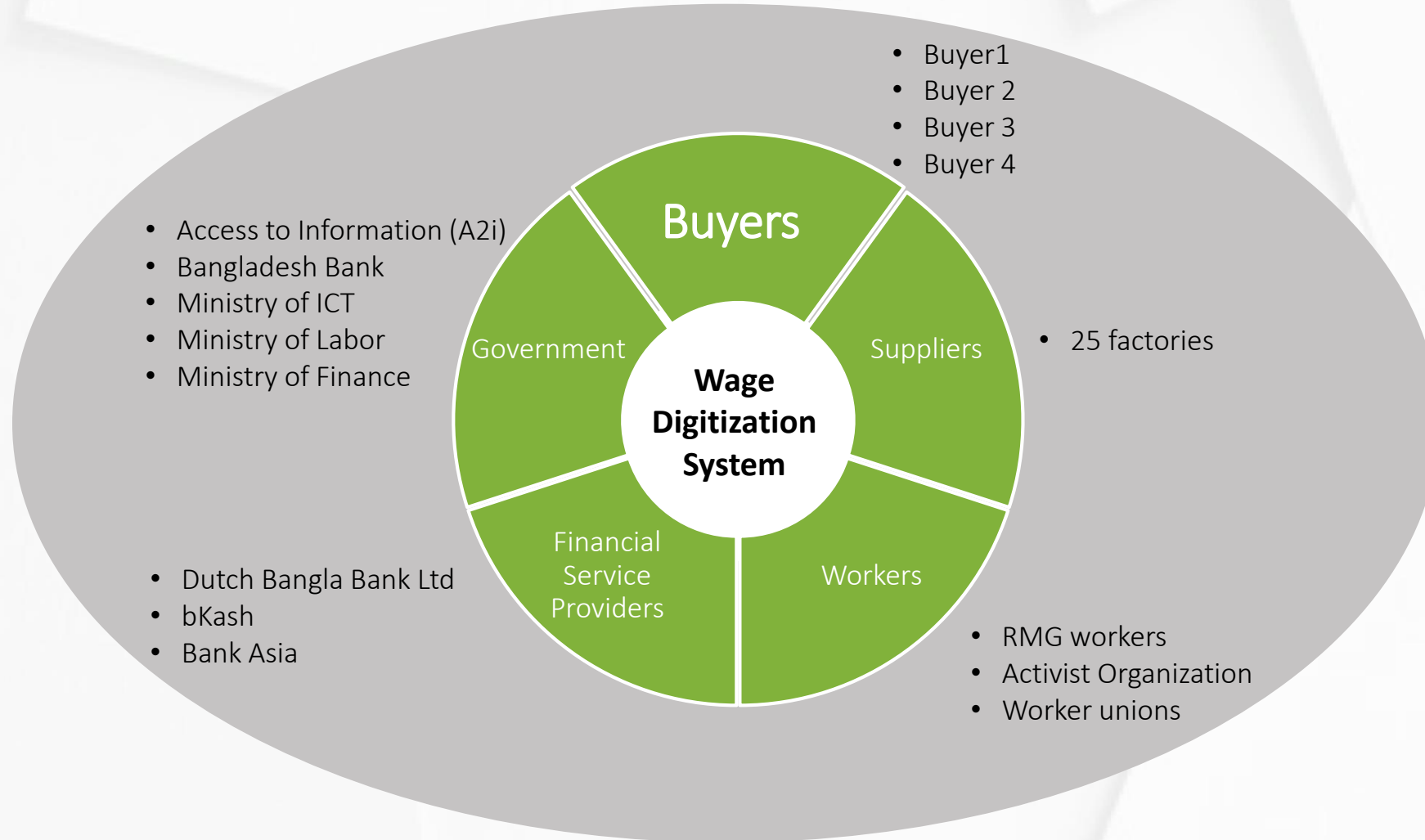
Abera Tola



BRIDGING LEADERSHIP

*Case: Financial inclusion in Bangladesh
With Swati Chaudhary*

What we did: Scan of a system with diverse set of stakeholders



Capacity boosters of wage digitization system

- Foundation (name redacted)
- UN Agencies
- ILO Better Work Bangladesh
- International NGOs
- Local NGOs
- Microfinance organizations
- Center for Policy Dialogue (CPD)

What we found: a view into factory workers

Wage digitization is an important step in financial inclusion for workers, but the process incurs growing pains.

Challenge

Literacy and access to tools

- Many workers are familiar with financial concepts and have the desire to save; some have prior banking experience
- Tend to be less familiar with tools, resources and technology
- There may be less resistance from workers if they could select their Financial Service Provider (FSP)

Challenge

Cost and User Experience

- Cash-out charges are high
- Difficulties with fraud and lost PINs have caused frustration
- Workers face inconveniences in long cash-out lines and inadequate number of agents without access to funds
- Limited ecosystem poses a challenge for workers to spend in digital

Challenge

Social Dynamics

- Some workers feel that they are mistreated by merchants and agents
- Some female workers face privacy concerns at home, as well as with merchants and agents

Opportunities

- FSPs to improve user experience for workers
- Factories to use worker-peers in understanding user concerns and priorities, and gaining buy-in
- Government to enable worker choices in FSPs
- Representative from worker union and activist organization welcomed digitization as a tool for access to justice
- Buyers and factories to acknowledge wage digitization as an operational strategy rather than solely a social initiative

What we found: view into Financial Service Providers

FSPs face high upfront costs to serve the BOP.

Challenge

High investment cost to serve BOP

- Only a few banks in Bangladesh have entered the Base of Pyramid (BOP) market due to high investment required
- Business model relies on volume of customers, low cash-out rates and (for banks) user graduation to higher-margin products
- High investment cost to factories has been a deterrent in building partnerships

Challenge

User patterns

- Cash-out rates remain high
- Salary day is a challenge for cash management
- Many users do not graduate to sophisticated financial products with higher margins

Challenge

Regulatory constraints

- FSPs frustrated at low transaction and cash limit as barriers to attracting new customers
- No incentives from government for Financial Service Providers (FSPs) digitizing wages for BOP
- No regulatory requirement for wage digitization

Opportunities

- FSPs find it more scalable to partner with factories than to target individuals
- Buyers to express a preference for digitized factories (buyers expressing digitization as a preference is helpful in acquiring RMG customers)
- Factories to subsidize cash-out fees

Locating one's place in the system: a view into buyers

For the workshop, let's consider the following alignments and variations amongst the buyers for decision making

Buyers in the room share a high level of alignment

- Buyers are aligned on the shared goals of transparency and social impact via digitization
- Buyers share a common understanding of key challenges (e.g., financial literacy, cash-based economy, lack of regulatory incentive)
- Buyers are interested in an industry-wide movement in wage digitization

Buyers have different degrees of engagement with suppliers on wage digitization

- Buyers are in various stages of implementation and education on wage digitization
- Some buyers have specific commitments and timelines for digitization, while others are guided by general goals of transparency and impact
- Some buyers have preferred mediums such as banking, while others are medium-agnostic

Global and local teams have different levels of focus

- Global/regional teams tend to take a higher-level view of sustainability and goal setting
- Local teams focus on operationalizing procurement and sustainability goals, as well as troubleshooting daily challenges
- Local teams are connected with one another
- Local capacity must be considered when aligning on any action items

Buyers expressed the need for specific action items

- Buyers expressed fatigue from volume and type of meetings that don't translate to action
- Buyers were aligned on an action-oriented session but did not specify items or issues to address
- Buyers agreed to use the workshop to align on action items
- Buyers were not keen to form a new group without first deciding on actions



BRIDGING LEADERSHIP

*Listening and peer advising exercise
With Leah Bradford Francis*

Listening and Peer Advising Exercise

A photograph of a pond with several green lily pads and a single yellow lotus flower in full bloom. The water is dark, and the scene is captured in a slightly dim, natural light.

Question 1:

- What divides require bridging in the issues that you work on?

Question 2:

- What strategies could be employed to bridge and build trust?



Bridging Leadership Open Workshop 2019

To learn more, contact Lory at llannon@synergos.org



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