

***Matrix of Peace Whole Systems Model
Analysis of Proceedings
Nobel Peace Prize Forum Oslo 2018
Theme: Climate Change and Peace***

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Table of Contents

1.	About EIRO dba Peace Through Commerce.....	3
2.	Executive Summary and Matrix.....	4
3.	Purpose and Scope of Systems Analysis.....	9
4.	Format of 2018 Forum.....	10
5.	Systems Analysis Technology: Matrix of Peace Whole Systems Model.....	14
6.	Analysis: applying Matrix of Peace Whole Systems Model 9-step methodology to assess the proceedings of Forum	20
7.	Appendices:	
	A. Acknowledgements and List of contributors to systems analysis..... Day 2	
	B. High-Level Climate Congress, closed event – Joint Communiqué released.....	
	C. “Changing the Climate Change Conversation,” by Joseph F. McCormick, an excerpt from “Political Climate Change, Reuniting America”, pp. 17-22, published by Samsara Press 2011.	

About Peace Through Commerce

PTC team members contributing to systems analysis



Pictured L-R Kristin Engvig, Philip Hellmich, Michelle Waters, Phyllis Blees, Khotan Shahbazi-Harmon, Mike Leatherwood, Linh Quach, Roger Zessin, Jimmy Carter. Not picture: Cheryl Veretto, Ginger Reid

A four-time Nobel Peace Prize Forum event partner, Peace Through Commerce is a strategic, global, and educational nonprofit corporation dedicated to creating a world where all people enjoy peace and prosperity. Our technology is called the Matrix of Peace Whole Systems Model—a positively disruptive, pioneering technology for designing peaceful and prosperous communities. The Matrix operates as a robust, multi-sector, living systems and consciousness model for designing and actualizing societies to operate as ecosystems of sustainable peace. **The bringing together of historically siloed and sometimes hostile sectors is the creative gift of PTC and its Matrix of Peace Whole Systems Model.**

PTC also powers on-the-ground programs using its technology such as Accelerating Women Entrepreneurs® focusing on women entrepreneurs in Israeli and the West Bank, and the Shakti Leadership incubator training women leaders globally in a new leadership model acting from a consciousness of life-giving creativity and sustainability to achieve self-mastery and be of selfless service.

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Executive Summary of Systems Analysis

The Presenting Problem – Climate Change and Peace: The 2018 Nobel Peace Prize Forum Oslo on “How to Solve the Climate Crisis” was called to “address the issues raised in an alarming report by the Intergovernmental Panel on Climate Change (IPCC) on the risks of a global warming increase above 1.5°C stress.” It consisted of a series of talks over two days designed to “focus on the consequences of climate disruption, including conflicts over natural resources, human and arms trafficking and the need for collaborative action from governments, business, industry and communities, at all levels, to solve the climate crisis in time as a matter of international peace and security.” Day 2 High-Level Climate Congress particularly focused on international peace and security, climate-smart finance, and cities and subnational actors’ impact on the issue.

Problem solving with Matrix of Peace Whole Systems Model: PTC has developed and pioneered the Matrix of Peace Whole Systems Model™ for designing, actualizing and assessing peaceful societies. The Matrix can be used to make whole-systems sense of social and societal issues like climate change. It can generate solutions that can be screened to minimize unintended consequences and pre-tested using the Model before implementation in society, and then outcomes can be assessed against the Model implementation goals. PTC uses a 9-step methodology to apply the Model to a given set of facts and conditions. This analysis sets forth the findings of the 9-step methodology as applied to the Form’s treatment of climate change. Conclusions and suggestions are limited due PTC’s passive role as observer in content creation as opposed to it implementing the 9-step methodology.

Whole Systems Model Analysis conclusions and suggestions:

1. Matrix mapping reveals the following gaps in an ideal ecosystem of societal peace in the area of leadership, decisionmaking mechanism, and re-defining the primary problem and goal.
 - a. No effective global public sector, private, sector, or civil society sector leaders having legitimacy to act on behalf of all.

“A house divided against itself cannot stand.” —Abraham Lincoln, 1858, three years prior to the American Civil War.

Division among the sectors destroys intersection coordination and cooperation and thus prevents them from co-creating justice, prosperity and sustainability—prerequisites for a peaceful societal ecosystem managing climate change data and coordinated action in a healthy, accepted way.

Matrix steps to close the gap would include identifying and engaging leaders in all three sectors using global metrics, and then preparing them for meaningful dialogue using Matrix consciousness and best practices tools.

b. No effective global decisionmaking mechanism.

What’s needed is a global decisionmaking mechanism. This is a vastly innovative and creative undertaking. It will require a new form of government and decisionmaking. It could be a world court, or world forum, or world parliament, or world social-media platform with power to act as legitimate representative of all. Humanity needs such a decisionmaking mechanism to hear the data and act on it in a peaceful, cooperative manner. With Matrix 9-step methodology facilitation, it could be co-created by key leaders and voices across all three sectors drawing upon consciousness tools and best practices.

c. Re-defining the primary problem and goal from climate change and salvation of the planet to absence of legitimate global authority and problem solving mechanism to manage the climate change issue and take right action.

Since the primary gap in Matrix mapping of the climate change forum is a lack of legitimate global authority in all sectors and no mechanism for decisionmaking and implementation, solving those gaps becomes the superordinate goal of humankind. This is a human organizational whole systems dysfunction. The primary goal shifts to finding the right leaders and mechanism for addressing the global issue of climate change--the secondary issue, as dire as it presents.

In Matrix terms, the focus for problem solving shifts first to understanding the consciousness sphere forces at work on the globe, bringing them together to support a global leadership team, then moving to best practices to co-create a global mechanism for decisionmaking.

Shifting the consciousness to this new higher-order level of problemsolving fundamentally reframes humanity's view of the climate change issue. If all come together, agree on an action plan, and do it wholeheartedly, in a spiritual and emotional sense what happens to the planet is secondary—critical, but of secondary importance when focusing on humankind coming together to solve a global problem. Cosmologically humankind can be said to have healed its divisions, heartaches, shame and blame and learned to act as one in facing a crisis. Humanity can conceivably die knowing it had done its best with the data and means at hand. This is analogous to the case of someone facing death but who heals emotionally and spiritually first—perhaps making amends with loved ones—and then is said to have healed even if their body dies. We count that a blessing.

Similarly, the climate change problem becomes an opportunity--seen from a consciousness sphere-- for humankind to work together globally and put in place a new mythology to carry it forward to a new level of consciousness from which it can work to co-create transformative solutions to all global problems that face humanity. This shift in worldview and consciousness is transformative and healing.

This new level of consciousness and harmony would lead humanity to act, not react, and unleash the positive creative powers of a free civilization.¹ Bhat and Sisodia similarly talk about releasing the power bases of strength, wisdom, and

¹ See, also “The Creative Powers of a Free Civilization,” Chapter 2 *The Constitution of Liberty* by Friedrich von Hayek, (London: Routledge & Kegan Paul, 1960).

perfection in what Brian Skea calls the four-fold self.² This four-fold-self form of leadership and mastery turns our drives into our power bases from which place we can form a new narrative (mythology) about who we are as a species to drive a new level of consciousness.³ This shift in consciousness can open up a vast field of understanding that leads to much-needed healing in the world at all levels—personal, societal, environmental. This healing in turn releases the collective conscious and unconscious wisdom available from every sector of society and every age of civilization through science, history, indigenous wisdom traditions and faith. With harmony, we can see all the incoming data and emotions from their non-polarized, nondramatic, non-anxiety provoking place. We can see the information altogether for what it is and make decisions and take action that we think most appropriate. As Father Anthony DeMello says, with right understanding we move to right action—not reaction. With clarity of perception we gain accuracy of response.⁴

Using the framework of the Matrix of Peace Whole Systems model we see climate change waking humanity up to a higher order question of healing. Humanity is called to rise above its polarities. If we can solve the global challenge together, we can gain the skills, pathways, circulatory system, intersection outcomes of justice, prosperity and sustainability to co-create a societal ecosystem for solving all of the world's problems—whether we do so in time for this generation to live or not.

2. In sum, in Matrix terms where we look at the problem from all three sectors of society and consciousness, there is no operational public sector (source of legitimate laws, government, and enforcement mechanisms) on a global scale which can manage the whole, nor legitimate global authority in the private and civil society sectors with which

² Shakti at 85, 144, et. seq.

³ Shakti 144-146.

⁴ *Awareness*, Anthony De Mello, Center for Spiritual Exchange, Doubleday (1990) at 61.

it can co-create intersection outcomes of justice, prosperity and sustainability—all three prerequisites to sustainable peace.

Matrix theory doesn't decide for stakeholders what the best form of government is for a given society or societal issue. But it does clearly point out where the biggest issue resides when sufficient information is available to create Matrix convening, consciousness and best practices maps. These maps allow us to step back and see where the gaps in the intersections and sectors are. We see the absence of clear decisionmakers and a decisionmaking mechanism as the superordinate problems for achieving peace, preceding that of what to do about climate change. Tremendous amounts of data, opinions, and judgments are being generated with no effective governing mechanism to make sense of it and act on it in a concerted, harmonious way. Instead, the issue is releasing tremendous amounts of emotional trauma that require as much healing as the presenting issues themselves.

We posit that healing the emotional trauma can come from closing the gaps in leadership and action and becomes the superordinate goal—no matter what happens on the issue of climate change. Secondly, what does happen on the issue of climate change will be the result of the highest order of creativity that humankind has available to address it with such leadership and mechanism in place. When people come together behind a shared goal, it is extraordinarily healing and energizing, releasing vast amounts of human creativity and ingenuity.⁵

⁵ See *Organizing Genius: The Secrets of Creative Collaboration* by Warren Bennis (1998).

Purpose and Scope of Systems Analysis

Purpose:

Peace Through Commerce (herein sometimes referred to as “PTC”) has contracted with [Nobel Peace Prize Research and Information AS](#). NPPRI AS aims include conducting research on international relations, peace and conflict. The reason PTC entered into this contract is “to use the Matrix of Peace Whole Systems Model tools, methodology, and guidelines to capture content and deliver a report of the proceedings at the Nobel Peace Prize Forum Oslo.”

PTC’s goal is not to provide a report on the content as a subject matter expert but instead to analyze the Forum methodology using the Matrix of Peace Whole Systems Model tools and guidelines. This Model is a systems technology which fosters breakthrough thinking by expanding the participants and accessing new data categories. It allows people to view problems like climate change, poverty, war, and social inequality starting from a higher order level of consciousness by focusing first on core societal values. It targets areas of values-agreement and guides stakeholders to find shared goals to work toward. It moves stakeholders to co-creating well-designed, coordinated, multi-sector solutions that focus on all levels of the problem--values, on the ground conditions, causes, and effects—in service of the even higher goal of achieving human flourishing.

Scope and Constraints of Systems analysis:

A constraint of this Report is PTC’s role was limited to observer and limited to what happened at the Forum. There was neither time nor resources committed for a full scale Matrix of Peace Whole Systems Model 9-step systems analysis. This work would have included pre and post event consciousness and values assessments and Matrix maps of the problems, actors, and areas of focus. It would have also included a review of the public, private, and civil society sector conditions affecting the issues raised at the Forum using subject matter experts.

This systems analysis is, therefore, limited to reviewing what was said at the Forum, with no prior or post Forum systems analysis. Among the calls to action is a proposal that an ongoing Matrix of Peace Whole Systems Model Incubator be enrolled for at least one year to optimize the dialogue and solutions that could be generated from a full Matrix methodology.

Format of 2018 Forum



Nobel Peace Prize Laureate Al Gore

Highlights of his keynote are found [here](#):

Full key note can be found [here](#)

NOBEL PEACE PRIZE FORUM DAY 1 - AL GORE KEYNOTE



Olav Njølstad, the Director of the Norwegian Nobel Institute which convened the event, in introductory remarks said: “Eleven years after Mr. Gore was awarded the Nobel Peace Prize, and almost three years after the adoption of the Paris Agreement, the Intergovernmental Panel on Climate Change (IPCC) issued an alarming report on the risks of a global warming increase above 1.5°C. Released in October 2018, the report stressed the disastrous consequences of what a 2°C increase would mean compared to a 1.5°C increase. The deceptively small difference between these two temperature increases obscures a predicted 10

cm rise in sea levels, severe Arctic sea ice decrease, and a loss of 99% of the Earth’s coral reefs. With carbon emission levels on the rise, the IPCC warned that “rapid and far-reaching” action is needed in order to keep global warming levels at 1.5°C.

The urgency of this problem cannot be overstated, nor can the need for continued dialogue about the solutions to the climate crisis. The Norwegian Nobel Institute has the great pleasure of welcoming back to Oslo Al Gore, 2007 Nobel Peace Prize laureate and former U. S. Vice-President, on 11 December at the University Aula.”

NOBEL PEACE PRIZE FORUM DAY 1 – PANEL DISCUSSION



Panelists L-R: Prof. Katharine Hayhoe, Jose Graziano da Silva, Bjorn Hallvard Samset, Thina Margrethe Saltvedt, Ricarda Winkelmann

The keynote was followed by a high-level panel discussion of climate change and peace. The panel was comprised of the following:

- Director-General José Graziano da Silva, Food and Agriculture Organization of the United Nations, FAO

- Professor Katharine Hayhoe, Director of Climate Science Center at Texas Tech University
- Dr. Thina Margrethe Saltvedt, Head of the Sustainable Finance Division of Nordea Bank, Norway
- Professor Ricarda Winkelmann, Potsdam Institute for Climate Impact Research
- MODERATOR
- Bjørn Hallvard Samset, Research Director at CICERO, Center for Climate Research

NOBEL PEACE PRIZE FORUM DAY 2 – HIGH-LEVEL CLIMATE CONGRESS, CLOSED EVENT

We have two official statements coming from Day 2: a press release and a joint communique calling for urgent action.

Press release on Earth Day, April 22, 2019:

This is the official statement of Day 2:

OSLO, NORWAY, APRIL 22, 2019

A group of global climate leaders are issuing a Joint Communiqué on Earth Day, calling for urgent action in the areas of climate, peace and security, climate-smart finance and climate-smart cities.

Leaders at a Nobel Peace Prize Forum high-level climate congress said that political will, driven by radical integrity, creative, inclusive collaboration and no excuses, is urgently required reach net-zero greenhouse gas emissions by 2050.

Among its recommendations for immediate action, the Joint Communiqué calls for the United Nations Security Council to consider formally recognizing climate change as a threat to international peace and security by adopting a Security Council resolution on climate change. It also calls for the appointment of a special representative on climate change and security, along with efforts to systematically address climate-related challenges within mediation efforts, exploring how parties can come together around climate adaptation and the use of preventive diplomacy when climate change risks undermine stability.

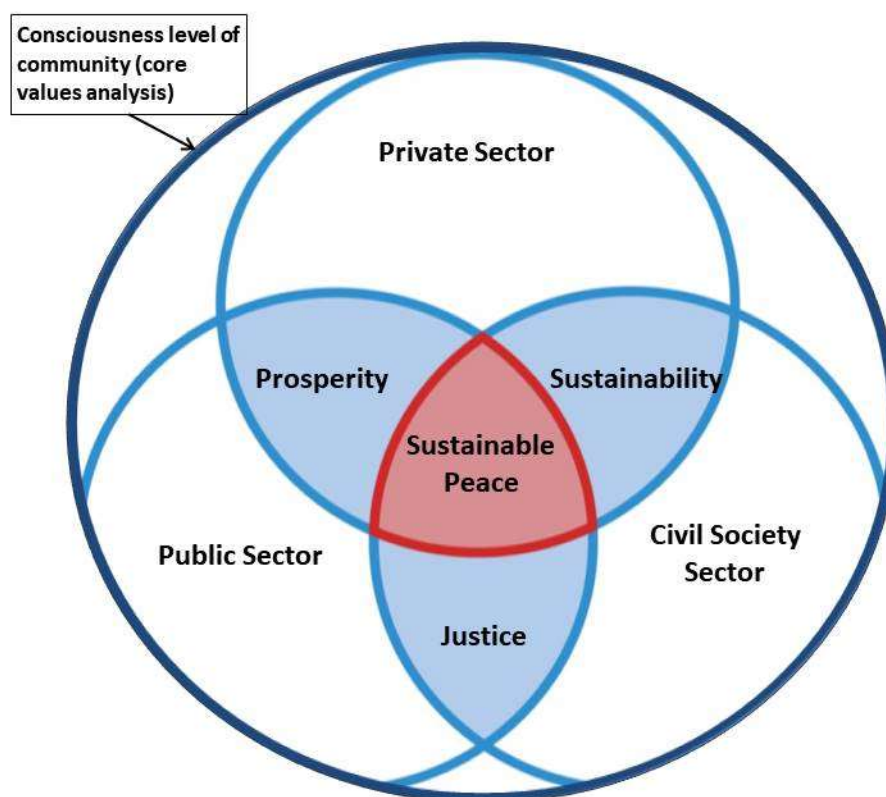
The joint communiqué calls on the international financial sector to work toward a more efficient allocation of capital to support the transition to a low-carbon economy, and a more accurate pricing of social considerations and climate risk in investment and financing decisions. It also encourages the international financial sector to set and publish ambitious Paris-compatible, net-zero targets for enhanced transparency relating to climate risk and resilience, for decarbonization of portfolios, and a transition to climate-smart returns on investment.

It calls on all cities, including those currently leading the integration of climate-smart practices, to join networks of cities committed to ambitious climate action, to not only to share learning, but to also set targets, develop and approve climate action plans, and to disclose progress via public reporting platforms that feed into the UNFCCC's NAZCA Platform.

The contributors have worked together to shape a document that is more than a statement of purpose. It is a plan of action and advocacy, which will be taken forward by its supporting climate leaders, through follow-up working sessions and the implementation of solutions, and by others who are encouraged to join the efforts.

The Joint Communique is attached here in full as Appendix B..

Systems Analysis Technology: Matrix of Peace Whole Systems Model



MATRIX OF PEACE SYSTEMS MODEL™

A robust, multi-sector, living systems and consciousness model for designing and actualizing ecosystems of societal peace

The Matrix of Peace Whole Systems Model™ – Overview

The Matrix of Peace Whole Systems Model is a highly researched theoretical model sourced from the work of generations of thought leaders from both the classical liberal tradition and the human potential movement. It is a goal of PTC to bring these two forces—classical liberalism and the human potential movement—together to inform the public and peacebuilders of the values, beliefs, practices, and lessons learned that most optimally generate sustainable societal peace. The Matrix is robust enough to do this.

More specifically, the Matrix is a robust, multi-sector, living systems and consciousness model for designing and actualizing ecosystems of societal peace. It describes a society which is conscious, dynamic, living, chaordic,⁶ intelligent, and progressive, with human beings as sources and core units of power.

It leads people to view problems like poverty, war, inequality, and climate change from the viewpoints of human consciousness and multi-sector best practices.

The consciousness work focuses on values, beliefs and worldviews. The Matrix methodology points out areas of values-agreement and guides stakeholders to create new solutions to age-old problems from a different level of consciousness than that which created them.

The best practices work focuses on existing practices in public, private, and civil society sectors and compares them to best practices for co-creating justice, prosperity, and sustainability. It also makes a clear business case for peace. According to the Institute for Economics & Peace (IEP) Business and Peace Report 2018 “maintaining peace is a good predictor of economic success”.⁷ Findings from their Global Peace Index conclude “countries that maintain peace have three times higher GDP growth than those that don't, lower inflation rates, easier access to financing, higher credit ratings and higher rates of foreign direct investment”. Conversely, economic success assists business growth and builds more peace. This two-way peace cycle forms either a virtuous or vicious cycle and is an important and often missing step in business analysis and investor decision-making.

The goal of the Matrix work is to assist a community in becoming a self-balancing, self-correcting, flourishing ecosystem of societal peace.

⁶ The term when applied to human organizations was coined by [Dee Hock](#), the founder and former CEO of the [VISA](#) credit card association. Chaordic principles have been used as guidelines for creating human organizations--[business](#), [nonprofit](#), [government](#) and hybrids—that would be neither centralized nor anarchical networks. <http://en.wikipedia.org/wiki/Chaordic>

⁷ <http://visionofhumanity.org/app/uploads/2018/09/Business-and-Peace-Report.pdf>

In sum, the Matrix of Peace Whole Systems Model:

- Illuminates the core values and consciousness forces⁸ of a society
- Identifies the best practices for co-creating justice, prosperity, and sustainability within and among the private, public and civil society sectors
- Serves as a diagrammatic visual tool which becomes a visual map of a given society and graphically illustrates how sectors combine to co-create justice, prosperity, sustainability, and—then all 3 outcomes are in place—co-generate an ecosystem of societal peace. It can visually map out or identify the equivalent of geographical markers where problems and breakdowns occur in the societal Matrix map
- Serves as an assessment tool for mapping the dominant level of consciousness in each sector to lead to diagnosing and correcting imbalances among the sectors when peace is disrupted
- Serves as a technology when it guides practitioners through the 9-step Matrix methodology to create a Matrix map for designing and actualizing a peaceful society.

The design of the Matrix of Peace Whole Systems Model follows the natural design of human communities by taking into account all three sectors of society--public, private and civil society—and exploring the consciousness forces at work from the lens of living systems theory.

The thesis behind the Model is sustainable societal peace ensues from well-designed public, private, and civil society sectors co-operating (not merely operating) from a place of higher order consciousness and a field of shared, peace-optimizing values, beliefs and practices. The three sectors are then capable of co-generating justice, prosperity, and sustainability⁹ —the three necessary but sufficient outcomes to co-generate sustainable peace. Like a three-legged stool, justice, prosperity, and sustainability are all necessary to support sustainable peace. If any one outcome is missing, peace will fail to be sustainable. When all three outcomes are accounted for

⁸ Consciousness forces are defined here as all the invisible forces in a society. They include the collective conscious, unconscious, and underlying intellectual, emotional, and spiritual intelligences that inform the collective ethos of the people in the society

⁹ Sustainability refers to the potential for long-term maintenance of well-being which has environmental, economic, and social dimensions.

and made part of the peacebuilding process, the society will be capable of operating as a self-balancing, self-correcting, flourishing ecosystem of societal peace.

Guiding a society to generate justice, prosperity and sustainability becomes the primary focus of a Matrix of Peace Whole Systems Model methodology. As can be seen from the visual Model, these necessary outcomes to peace require the cooperation of the societal sectors. Cooperating private and public sectors co-generate prosperity. Cooperating public and civil society sectors co-generate justice. Cooperating civil society and private sectors co-generate sustainability. The Matrix posits that no one or two outcomes alone can generate sustainable peace. It takes all three: justice, prosperity, and sustainability. Peace at all costs is not the goal. Peace without justice, prosperity, or sustainability will not be a lasting, sustainable peace.

I. **Matrix of Peace Whole Systems Model as technology**

The Matrix functions as technology when it guides practitioners through the 9-step Matrix methodology to create a Matrix map for designing and actualizing a peaceful society. Practitioners identify, measure, code and map the forces at work in any given societal problem. They identify and code the level of values and on-the-ground practices in the society and translate the codes onto the Matrix Venn diagram, which then becomes a Matrix map of the society.

Like an x-ray of a human body, the map tells the story of what is going on in the society from consciousness, values, worldviews, practices, sectors, intersections, and ecosystem viewpoints. With this information, practitioners can guide stakeholders toward identifying and developing new or missing shared values, worldviews, and practices necessary to assist them in co-creating agreements to resolve differences.

The Matrix allows stakeholders to experiment first on potential interventions while taking into account the consequences of changes on all sectors. This avoids the tragedy of unintended consequences or wasted effort that comes from interventions that have not been tested in a systems model. The Matrix also introduces non-charged, non-emotional terms for the parties to use that tend not to trigger negative emotional historical issues--a significant advantage in

curating an extended dialogue around extremely charged issues. For example, whatever the issue, the curators will talk about moving stakeholders from non-sector¹⁰ or silo sector behavior to multi-sector co-operation. They will seek engagement of all three sector stakeholders to co-create solutions that promote prosperity, justice, and sustainability-not just one or two. They will seek interventions that prepare the society to operate as a sustainable ecosystem of societal peace.

II. Matrix of Peace Whole Systems Model as methodology

We here compare the Forum to an abbreviated Matrix of Peace Whole Systems Model methodology. That methodology forms the criteria and mental model for this systems analysis. The steps, in brief, are as follows.

1. Choice of event: calculated to engage stakeholders through heart, body, mind, spirit, and soul.
2. Convening decisions: choose stakeholders, participants, and audience from all three sectors of society and Matrix resource persons in consciousness assessment and sector SMEs
3. Choice of facilitators: engage facilitators with knowledge of Matrix of Peace Whole Systems Model and multi- sector conditions, best practices, values and consciousness models for co-creating multi-sector sustainable solutions.
4. Consciousness work. Generate consciousness and values assessments, maps, and personal, self-awareness support; create vision, mission, and a shared expectations process.
5. Vision, mission, intention setting: create shared vision, mission statement, expectations process.
6. Sector practices and conditions maps: assess and create
7. Intersection analysis; creation of Matrix of Peace Whole Systems Model maps.
8. Curated facilitation: more than facilitate, curate dialogue and solution generation to move stakeholders from non-sector or silo sector behavior to multi-sector co-operation seeking solutions that generate prosperity, justice, and sustainability.

¹⁰ Non-sector behavior occurs when people operate outside public, private and civil society sectors, e.g., when business operates illegally outside a formal private sector, or when there is no functioning government or legitimized public sector.

9. Follow-through: support the stakeholder group throughout solution generation, beta testing, and final integration of solutions back into the society until conditions have led to a functioning, self-correcting, self-balancing ecosystem of societal peace.

Analysis: Applying Matrix of Peace Whole Systems Model 9- step methodology to assess the proceedings of Forum

Step 1 Choice of Event - calculated to engage stakeholders through heart, body, mind, spirit, and soul.

- A. The 2018 Forum: Convenor chose speaker format with key notes and panel discussions on both days.
- B. Choice of Event Analysis:
 - 1. What worked well by Matrix of Peace Whole Systems Model standards:
 - a. Timing, sequence, Convenor and audience. These metrics all worked very well to position the opening of the Forum at the same high level of consciousness and energetics as the closing of the Nobel Peace Prize Ceremony the day before. Having the same Convenor, same city, and large overlap of participants and audience brought the lofty goals, energetics, heightened emotions, and global connectedness of the Nobel Ceremony to the Forum. By consciousness developmental measures, the Forum opened for audience and speakers who attended the Ceremony at the highest levels of self-actualization (Maslow) and at Tier 2 Integral Self and Holistic Self levels (Spiral Dynamics and Integral Theory).¹¹ Participants could not have been better positioned to be whole-person open to the dialogue. This is not to say they in fact were that open to the dialogue. But, the positioning of the Forum the day after the Nobel Peace Prize Ceremony and as part of the Nobel sphere of events in Oslo was ideal.

¹¹ PTC uses several robust consciousness developmental models with Matrix of Peace Whole Systems Model modeling, including Maslow's Hierarchy of Needs, Barrett's Value Centre Seven Levels of Societal Consciousness, Spiral Dynamics, and Integral Theory.

- b. Poignant, authentic, personal, historical, cultural and emotionally provoking welcome by Svein Stølen, Rector of the University of Oslo—immediately linking all to the energetic and emotional highs of the Nobel Ceremony and himself, the emotional events witnessed by all at the Aula, by:
 - 1) Wearing the traditional neckpiece of his position as Rector, a symbolic act in alignment with indigenous traditions.
 - 2) Reminding all they were sitting in the seats of those who watched and witnessed people serving society at the highest orders of consciousness values: peace, humanity, the good, the true, and the beautiful. Specifically noting some of the most recent awardees and witnesses to appear on stage at the Aula—holocaust victims, human rights awardees—and reminding all the Nobel Peace Prize Award ceremony itself was held there from 1947 to 1989.
 - 3) Framing the Aula as a place of large intellectual and cultural importance, serving society by “cooperating across sectors and being an arena for dialogue.”
 - 4) Noting academia’s role in society to “encourage deeper understanding, critical thinking, and free speech.”
- c. High-level introduction of Forum speakers by Director of Norwegian Nobel Institute – Olav Njølstad—bringing dignity and legitimacy to the speakers and the issues. All felt they were on a world stage, of the highest order of importance, witnessing and participating in a dialogue of historic importance. This all brought a heightened state of consciousness and awareness to participants.
- d. Personal and authentic voices heard from keynote and all participants.
- e. Reception following Forum. Provided intimacy, humanity, touch, eye contact, and easier communication. Food, drink, and a mix of conversation and brief talks of gratitude and context setting provided

whole-person experiences to process and deepen what participants heard.

2. What could have been improved:

- a. No material audience participation. There were a few questions at the end, but the audience had knowledgeable people and people from the least represented sector: business. In a whole systems planned event, audience participation would be built into the dialogue.
- b. Raised stage, talking at the audience, and panelists not making eye-contact with interlocutor, audience not allowed to speak either to panelists or to each other: these formats reduced the humanity-awareness level of exchange between speakers and audience. As one subject matter expert said: “Every activity in its composition and structure is an example of the future we want to create.”
- c. Brief suggestions for improvement if hold to the traditional Forum and panel format, if that is all time and logistics allow, is to:
 - 1) Have at least one more day for more discussion, dialogue, and engagement.
 - 2) Circle Methodology (also called fishbowl): have speakers sit in a circle, with audience around them—watching them like through a fishbowl on all sides. Circle allows eye contact and intimacy among participants, creates energy which can be known and felt by an audience circling them as well. Concentric circles create energetic fields of communication. The Circle can serve not just to raise deep issues but also resolve them in real time, making participants leave with a sense of hope and progress having been made in the larger, longer term dialogue.
 - 3) Allow audience to break into small groups for even a brief time to process some of what they are hearing/feeling.
 - 4) Add music in some way-- immediately brings people together, wordlessly, connecting at levels that by-pass ego and thought

Step 2: Convening decisions: choose stakeholders, participants, and audience from all three sectors of society and Matrix resource persons in consciousness and values assessment.

A. The 2018 Forum:

1. There were representatives from all 3 sectors as seen on the Forum Convening Map below. However, for optimal dialogue the public and private Sectors were under-represented. In the public sector, no one exists who could have been invited who has global authority to act in the case of this global issue of climate change. In the private sector, not one business owner of a company actually impacting climate, like in natural resources, was present.

Civil society sector speaker Al Gore, in his keynote on Day 1, called for the world to act, citing many ways people can act but are not. He said issues must receive not only global attention but determined follow up. He called for “all hands on deck” and asked every city, civic organization and region to reduce emissions. He noted we see danger, hear messages from Mother Nature, have solutions that can be implemented and asked the question: what’s left? What’s left, he said, is the political will and policies required to implement the solutions, noting “political will is itself a renewable resource.” He and other speakers pointed out current policies subsidize rather than penalize the burning of fossil fuels worldwide at 38 times the encouragements of acceleration of the sustainability revolution. And yet, he had no one with authority he could engage meaningfully about his view of this dynamic, nor listen to from another point of view.
2. The Day 2 High-Level Climate Congress Joint Communique published after the Forum (attached as Appendix B) called for “immediate and radical collaboration.” It said:

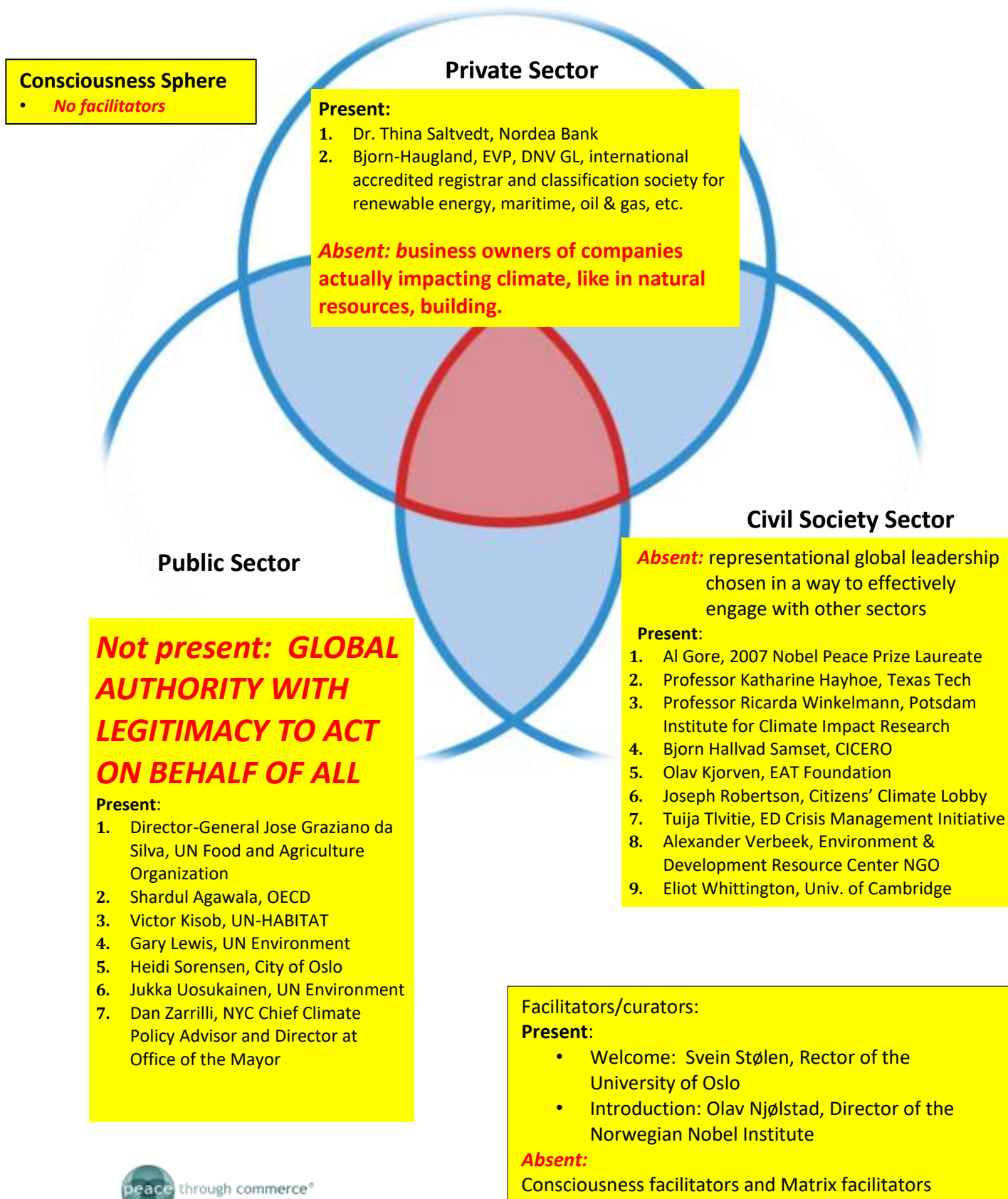
Without serious and rapid global mobilization and collaboration among a multiplicity of actors—government leaders, business leaders, and civil society, including women’s groups, indigenous peoples, and youth—to address, mitigate and reverse human-induced climate disruption, many of the drivers of conflict are likely to worsen in significant ways.

Today, as *multilateralism is under threat and shared responsibilities are being challenged, a paradigm shift in collaboration and compromise is required.* While this may involve a reinvention of multilateralism, pioneering leadership across the globe is urgently needed. We must reach net-zero greenhouse gas emissions by 2050—an unprecedented innovation challenge requiring political will be driven by radical integrity, creative, inclusive collaboration, and no excuses.

[emphasis added]

3. See following Matrix of Peace Whole Systems Model Forum Convening Map. It identifies where each participant fits (or is mapped) in the Matrix and highlights absentee or ineffective participants in red from a Matrix viewpoint.

FORUM CONVENING MAP



B. Convening Analysis:

1. The following lists an ideal convening representation for an issue:
 - a. Minimum of one stakeholder from each sector of society affected by controversy.
 - i. May include persons in the controversy.
 - ii. Often need to include persons not previously identified as stakeholders, but who, because of the Matrix of Peace Whole Systems Model, are seen as critical participants and stakeholders.
 - iii. Legitimacy issues raised if a recognized authority over the society is not present with full authority to act.
 - b. Minimum of two consciousness resource participants.
 - c. Convenor/curator team trained in Matrix of Peace Whole Systems Model.
 - d. Optional: resource participant from each sector.
 - e. Audience: balanced and representing all three sectors.

2. Gap-Analysis outcomes. No public sector leader with legitimate authority to act was present—and we know cannot be present since one doesn't exist—and no material private sector representatives were present to engage in meaningful problem solving and implementation of decisions.

The problem of no one present with clear legitimacy in the public and private sectors is addressed early in the Matrix of Peace Whole Systems Model convening methodology in this Step 2. It exposes a basic “form driving substance” issue when doing a whole systems analysis.

3. Importance of legitimate authority participating in dialogue: In political science, legitimacy is defined as the right *and acceptance* of an authority which has power to act, usually referring to a governing

law or regime. Choosing a participant in many cases is straightforward, like through election or appointment in the public sector. And the key private sector businesses affected when identifiable—like in the issue of indigenous peoples’ rights in the 2017 Nobel Peace Prize Forum where the companies involved in the areas of dispute were well known. But in convening a Forum to address a global-wide problem where there is no global-wide legitimate representative and millions of businesses are actors, the Matrix shows that legitimacy and the absence of a viable public sector overseeing the globe is the most pressing presenting issue on the question of climate change—not the climate change issues themselves.

In the case of climate change, there is no single authority humankind can appeal to for making sense of the volumes of data on the subject and who could act on that data with the full force and credit of all humankind.

The closest organization the world has in a global public sector role having legitimacy is the United Nations which self-identifies as the world’s only truly universal global organization and the foremost forum to address issues that transcend national boundaries and cannot be resolved by any one country acting alone. Four speakers represented various organizations within the UN, which was excellent. But without global authority, even the UN representatives are unable to adequately represent the public sector in a global issue.

For example, although the UN cites climate change as “the defining issue of our time and we are at a defining moment.”,¹² it has no definitive enforcement authority. Its mission is to maintain peace but it must do so through cooperation, not power, and only that cooperation

¹² ¹² <https://www.un.org/en/sections/issues-depth/climate-change/index.html>

is asked (not demanded) of member states. It has no authority over non-member states, and member states can refuse to cooperate. It does have access to the UN Security Council and International Court of Justice (also known as the World Court) for deciding disputes among countries. Both the Security Council and the International Court of Justice play an important role in the UN's development and enforcement of international law, as these decisions are binding and have been followed by those wanting to remain member states. The UN even asserts the right of the Security Council to be the only entity with the power to declare international uses of legitimate military force. However, as seen with the war in Iraq, this authority does not always work. For example, in 2003, although the United States sought but did not receive explicit Security Council approval of military action against Iraq, the U.S. nonetheless went ahead with the invasion of Iraq.

A most apt example of UN inability to act in climate change was the problems being experienced at the almost concurrent UN event beheld just before and slightly overlapping the 2018 Nobel Peace Prize Forum. Al Gore opened his address by lamenting the fact that 4 oil-producing countries had just walked away from a key vote at that conference he had just left. The conference was the 2018 United Nations Climate Change Conference (UNCCC) being held December 2-15, 2018 in Katowice, Poland. The UNCCC was convened to agree on rules to implement the 2015 Paris Agreement-- an agreement within the [United Nations Framework Convention on Climate Change](#) dealing with [greenhouse-gas-emissions mitigation](#), [adaptation](#), and [finance](#), signed in 2016.

Noteworthy on the issue of buy-in by all countries the fact that the United States left the Paris Agreement talks. Then, at the concurrent UNCCC, the USA < Russia, Saudi Arabia and Kuwait all blocked a

proposal that the other member states agreed to. The Paris Agreement's long-term goal is to keep the increase in global average temperature to well below 2 °C above pre-industrial levels; and to limit the increase to 1.5 °C, to reach its goal of substantially reducing the risks and effects of climate change. In November 2018, the World Meteorological Organization released a report stating that 2017 atmospheric carbon dioxide levels reached 405 parts per million (ppm), a level not seen in three to five million years. In October 2018, the Intergovernmental Panel on Climate Change (IPCC) published its Special Report on Global Warming of 1.5 °C (SR15). Gas and oil-producers USA, Russia, Saudi Arabia and Kuwait blocked a proposal to accept the Special Report outright--just as Al Gore and the other Forum participants were convening in Oslo.¹³

4. Civil society sector well represented but left hanging. As the only well represented sector, the civil society sector calls for action were still left unanswered by a legitimate authority to act and by no major private sector representatives with power to engage in meaningful dialogue.

Examples of the out-cry from civil society are well articulated by the Joint Communiqué attached hereto. They also came forth at the concurrent UNCCC conference by British Naturalist Sir David Attenborough and 15-year old Climate change activates Greta Thunberg, who said, respectively:

On 3 December 2018, [Sir David Attenborough](#).^[4]

Right now we are facing a man-made disaster of global scale, our greatest threat in thousands of years: [climate change](#). If we don't take action, the collapse of our civilisations and the extinction of much of the natural world is on the horizon.

¹³ https://en.wikipedia.org/wiki/2018_United_Nations_Climate_Change_Conference#cite_note-18

On 4 December 2018, [Greta Thunberg](#).^{[5][6]}

What I hope we achieve at this conference is that we realise that [we are facing an existential threat](#). This is the biggest crisis humanity has ever faced. First we have to realise this and then as fast as possible do something to stop the emissions and try to save what we can save.

Millennials rate the issue of climate change as number one for the third year in a row according to Inc. The survey of more than 31,000 18-to-35-year-olds across 186 countries lists the following as the top 10 most concerning world issues¹⁴:

1. Climate change / destruction of nature (48.8%).
2. Large scale conflict / wars (38.9%)
3. Inequality (income, discrimination) (30.8%)
4. Poverty (29.2%)
5. Religious conflicts (23.9%)
6. Government accountability and transparency / corruption (22.7%)
7. Food and water security (18.2%)
8. Lack of education (15.9%)
9. Safety / security / wellbeing (14.1%)
10. Lack of economic opportunity and employment (12.1%)

5. In sum, in Matrix terms where we look at the problem from all three sectors of society and consciousness. there is no operational public sector (source of legitimate laws, government, and enforcement mechanisms in a given society) on a global scale which can manage the whole. Matrix theory doesn't decide for stakeholders what the best form of government is for a given society or societal issue. But it does

¹⁴ <https://www.inc.com/business-insider/worlds-top-10-problems-according-millennials-world-economic-forum-global-shapers-survey-2017.html>

clearly point out where the biggest issue resides when sufficient information is available to create Matrix convening, consciousness and best practices maps. This step of the analysis reveals the absence of a clear decisionmaker—and even the mechanism for selecting or managing one—as the biggest whole systems level problems on the issue of climate change and peace. Tremendous amounts of data, opinions, and judgments are being generated with no effective governing mechanism to make sense of it and act on it in a concerted, harmonious way. Instead, the issue is releasing tremendous amounts of emotional trauma that require as much healing as the presenting issues themselves.

Step 3: Choice of facilitators: engage facilitators with knowledge of Matrix of Peace Whole Systems Model and multi-sector conditions, best practices, values and consciousness models for co-creating multi-sector sustainable solutions.

- A. The 2018 Forum: There were no facilitators knowledgeable in the Matrix of Peace Whole Systems Model.
- B. Matrix Facilitators Analysis: while there were no Matrix facilitators for the Forum, it is important to pay tribute to the depth and breadth of the Convenor in the field of multi-sector collaboration and best practices. The very theme calling out climate change as a matter of international peace and security positioned all to think across sectors and effecting multi-sector sustainable solutions. Also, all participants and speakers spoke to the need for multi-sector cooperation. The Forum simply could not facilitate a dialogue at which sustainable solutions could be agreed upon and implemented globally.

Step 4: Consciousness maps and personal support: generate consciousness and values assessments, maps, and personal, self-awareness support.

A. The 2018 Forum. No Forum consciousness and values assessments were done. we can share one example of how this step could work from the attached story by Joseph F. McCormick called “Changing the Climate Change Conversation” attached hereto as Appendix C. It demonstrates beautifully a pre-climate change dialogue values assessment process which took place between such leaders as Al Gore and Fred Smith which was shared with all participants before engaging in the dialogue. Note the choice of event, location, and facilitation factors brought to bear on the dialogue to amplify from a whole systems process how decisionmakers showed up.

However, we can plot a number of values showing up in speeches and panels.

**Observed consciousness values, emotions, beliefs
and worldviews expressed in participant speeches and dialogue**

Civil Society	Public Sector	Private Sector
<ul style="list-style-type: none"> • Hope • Fear • Confusion • Indifference • Blame • Despair • Mistrust 	<ul style="list-style-type: none"> • Frustration • Lack of global power • Lack of global authority • Bureaucracy • Fear 	<ul style="list-style-type: none"> • Being misunderstood • Blame • Greed • Exploitation • Perceived having lack of earth awareness • Fear

B. Consciousness Analysis. The following is a chart with some of the potentially limited values, emotions, beliefs and worldviews that hold people in outside circle/sector conditions.

General Population Consciousness Sphere
limiting values, emotions, beliefs and worldviews
holding people in outside circle sector silos

<u>Civil Society Sector</u>	<u>Public Sector</u>	<u>Private Sector</u>
<ul style="list-style-type: none"> • Fear – I am not enough <ul style="list-style-type: none"> ○ Need for power ○ Authority ○ or status • Fear – I am not loved enough <ul style="list-style-type: none"> ○ Jealousy ○ Blame ○ Discrimination • Lack of soul-awareness • Revenge • Lack of forgiveness • Unloving nature • Despair • Hate • Mistrust • Violence 	<ul style="list-style-type: none"> ○ Fear – preserve status, power or control ○ Corruption ○ Violence ○ Poverty ○ Greed ○ Micro-management ○ Environmental Pollution ○ Mistrust ○ Discrimination 	<ul style="list-style-type: none"> ○ Fear – do not have enough ○ Control ○ Domination ○ Caution ○ Greed ○ Exploitation ○ Micromanagement ○ Mistrust ○ Lack of earth awareness

Based on very generalized observed values, emotions, beliefs and worldviews, we see all potentially limiting values—all but hope—which according to Matrix theory holds people in outside sector silo beliefs and conditions. We need coordinate action by all sectors to force the agreements necessary to co-generate sustainability, and with it, coordinating justice and prosperity outcomes that are in balance with the kind of sustainability that leads to sustainable peace.

Step 5: Vision, mission, intention setting: create shared vision, mission statement, expectations process statement.

- A. 2018 Forum. The Convenor set the goals for the Forum participants.
- B. Vision, Mission, Intention Setting Analysis:

1. All speakers Day 1 and Day 2 offered vision, mission, and intention setting for what should happen.
2. The Joint Communique from Day 2 is replete with vision, mission and intention setting.
3. In a full-scale, long term Matrix facilitation of this issue, these statements would be coordinated, put to vote by legitimate authority, and introduced into beta testing in the world. See also how this process was used in “Changing the Climate Change Conversation” in Appendix C.

Step 6: Sector practices and conditions: identify and map values and practices in all three sectors or extraterritorial areas of the Matrix (outside the sectors but within the consciousness sphere).

- A. The 2018 Forum. The Forum speakers and participants brought a vast amount of knowledge, science, facts, and opinions to bear on the question of climate change and peace in all three sectors. We point the reader to the [website location](https://www.nobelpeaceprize.org/Nobel-Peace-Prize-Forum/2018-How-to-Solve-the-Climate-Crisis)¹⁵ for the keynote and panelists on Day 1 and the Joint Communique released by the panel on Day 2 attached as Appendix B. That information together with the scientific and private, public and civil society sector information are available for review as well.
- B. Matrix Sector Practices Analysis: the following charts identify key outside circle sector practices and conditions in general.

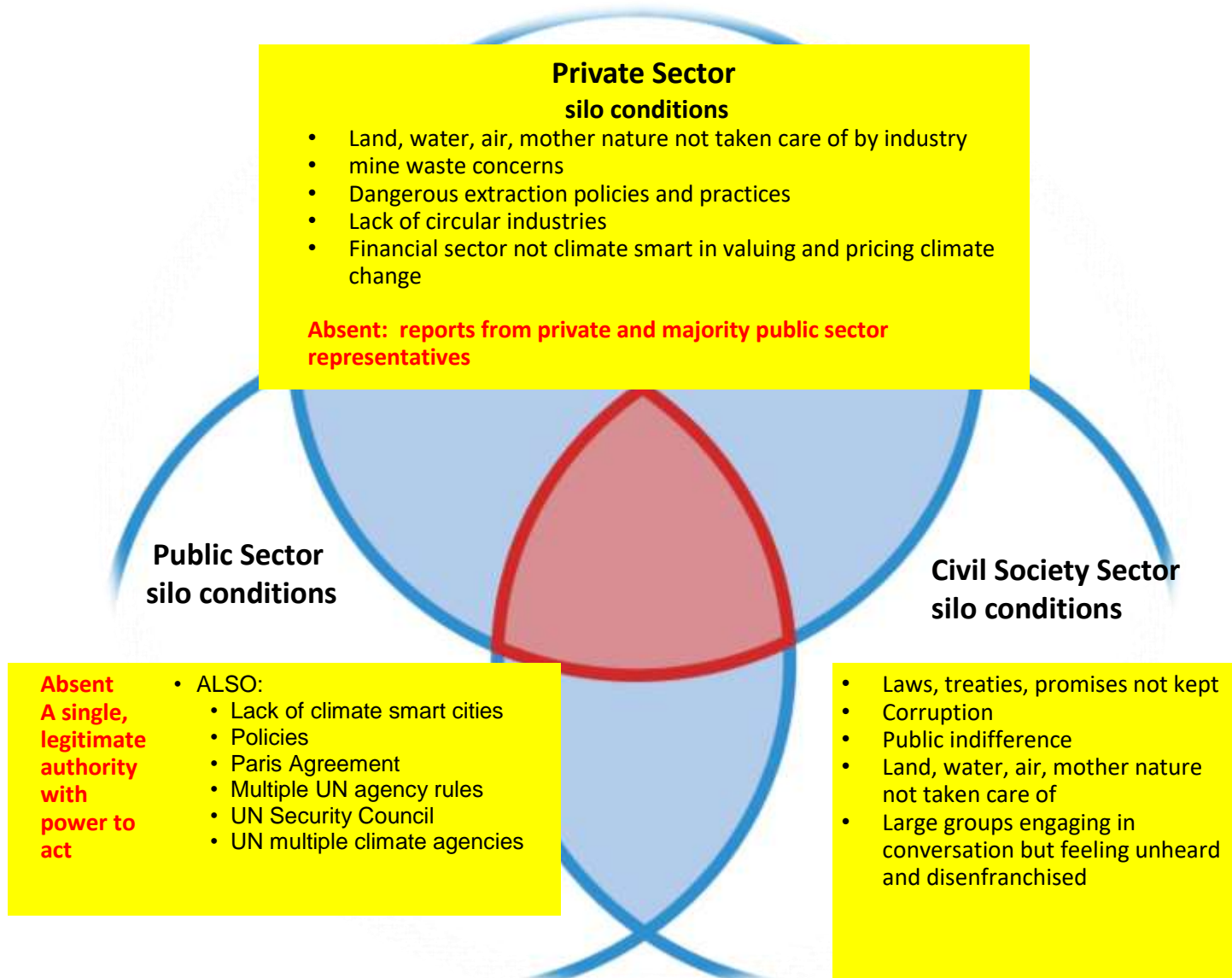
¹⁵ <https://www.nobelpeaceprize.org/Nobel-Peace-Prize-Forum/2018-How-to-Solve-the-Climate-Crisis>

General Population Outside Circle Sector Practices and Conditions

<u>Civil Society Sector</u>	<u>Public Sector</u>	<u>Private Sector</u>
<ul style="list-style-type: none"> • Survival behavior • Gender exclusive organizations • Religious exclusive organizations • Bribery (vs. Merit) • Lack of personal privacy and freedoms 	<ul style="list-style-type: none"> • Failure to resolve legitimacy issues • Rule by fiat, not law • Limit human & civil rights • Corruption, bribery • Bureaucracy • Crippling high taxes • Barriers to capitals and markets 	<ul style="list-style-type: none"> • Dog-eat-dog business cultures • Might makes right • Pay Bribes • Blackmail • Slavery • Bonded labor • Environmental pollution

We plot these practices and conditions in the following Forum Sector Conditions Map based on very general observations of the participants and their speeches at the Forum.

FORUM SECTOR CONDITIONS MAP



It is clear the sector map mirrors the convening map and the conclusion that the single greatest factor holding all in silo sector thinking and behavior is the absence of a legitimate global authority to take in and make sense of the volumes of scientific and other data and then make decisions on behalf of all which will be carried out with power given by the governed across the globe. Secondly, no significant voice and representation is present from the private sector such that it would have meaningful conversations with the other two sectors to work on solution generation and implementation.

Step 7 - Intersection analysis: identify and map values and practices in intersections, if any.

- A. 2018 Forum: No values assessments were made of participants or their regions of focus as would occur in a 9-step processed Forum. In the consciousness step we did list some very general values that would bear on this step analysis.
- B. Intersection Analysis: In a Matrix of Peace Whole Systems Model, intersection outcomes of justice, sustainability, and prosperity occur when their adjacent sectors cooperate. The sample conditions and practices which evolve from intersection cooperation are listed in the following chart:

CHART OF SAMPLE CONDITIONS AND BEST PRACTICES IN ALL INTERSECTIONS

38

Justice	Sustainability	Prosperity	Sustainable Peace
<p>Public sector laws supporting, and civil society experiencing:</p> <ul style="list-style-type: none"> • Human rights • Civil rights • Ethnic diversity • Gender & racial equality • Religious freedom • Protection of all current and future generations • Support for humane action • Personal privacy • Transparency in government • Tolerance • Freedom of the press <p>-----</p> <p>Civil Society:</p> <ul style="list-style-type: none"> • In support of just law creation and implementation • Robust NGOs, churches, civil organizations • Educated populace • Mindfulness and self-awareness practices 	<p>Private sector:</p> <ul style="list-style-type: none"> • Integrating values of fairness, openness, transparency and trust in marketplace • Taking ethical action • Taking personal responsibility • Fostering conscious business leaders and stewards of natural resources • Fostering global partnerships • Conscious capitalism • Capitalism 3.0 - No tragedy of commons • Integrating consciousness tools • Fostering global partnerships • ----- <p>Civil Society Sector:</p> <ul style="list-style-type: none"> • Living more sustainably e.g., ecovillages, sustainable cities; environmental protection of air, land, water, universe, all life • Supporting business & a new narrative for its importance to peace 	<p>Public sector laws supporting and private sector experiences:</p> <p>Growth in:</p> <ul style="list-style-type: none"> • Entrepreneurs • business formation • Economic Freedom <hr/> <p>Private Sector providing</p> <ul style="list-style-type: none"> • Jobs • Opportunity • Capital and resources • Goods and services • Robust market activity • Widespread entrepreneurship • Open trade • Access to capital • Access to markets 	<p>Justice, Prosperity, Sustainability, plus</p> <ul style="list-style-type: none"> • Evolving self-knowledge at all levels of thinking, feeling, sensing, and intuiting • Mutual harmony between peoples and groups and cooperation for the good of humanity • Environmental sustainability • People bonding in high trust relationships & governance structures • Healthy Communities • High Levels of happiness and well-being • Human flourishing (compare to "peaceful co-existence") • Creativity and innovation • Emergent, higher order consciousness practices and values • Mutual harmony between peoples and groups and • Citizens bonding in high trust relationships and governance structures • Feminine & masculine influences in leadership and decisionmaking • Healthy, flourishing communities • High levels of happiness and well-being • Conscious culture • A cosmology of worldviews that transcends tribe, state, nation, world and people levels of identity and awareness to include a cosmology of soul and God consciousness driving humanity, earth, and unity levels of identity and awareness* <p style="text-align: right;">*Barrett Values Center and Academy for the Advancement of Human Values</p>

The following is a map of very generalized observations regarding intersection outcomes from the participants.

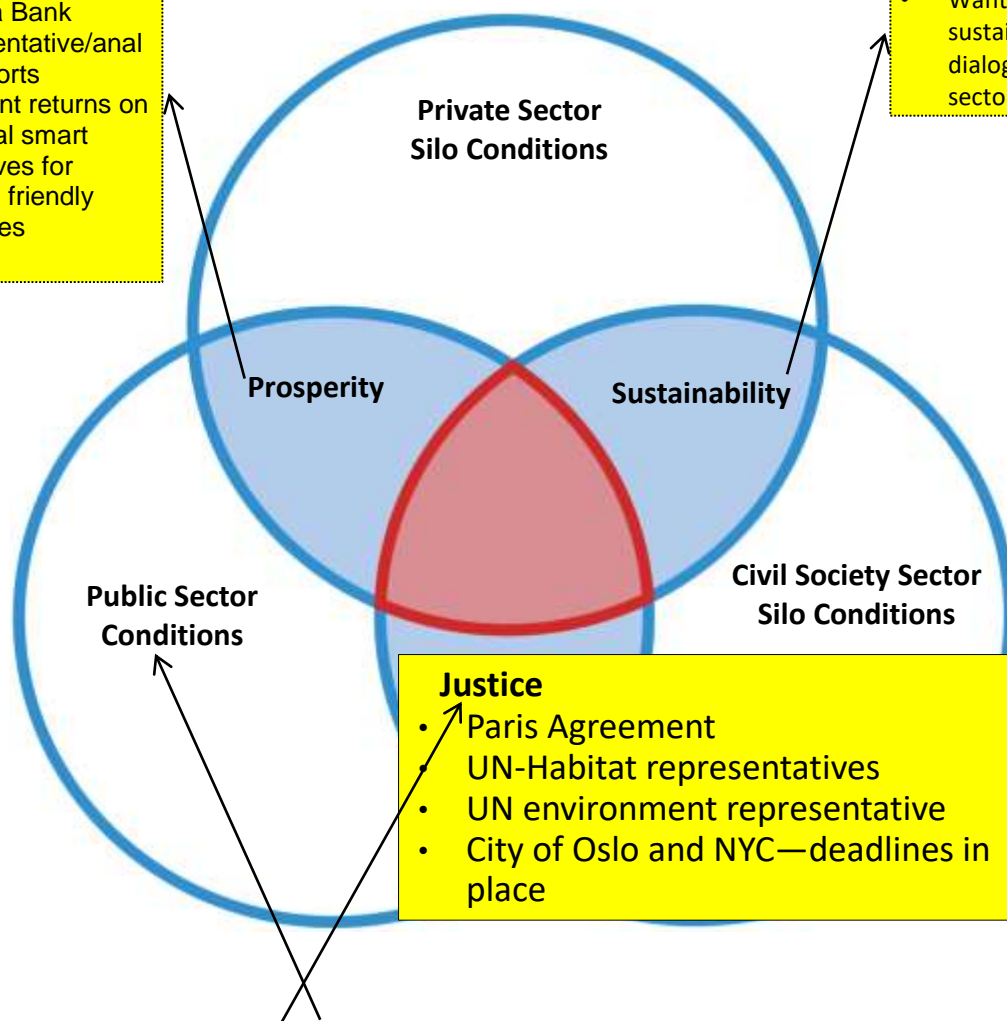
FORUM INTERSECTION MAP

Prosperity:

- No meaningful reports from private sector on long-term financial benefits from climate-smart business and finances
- Nordea Bank representative/analyst reports excellent returns on financial smart incentives for climate friendly initiatives

Sustainability:

- Private citizens, citizen's lobbies, educators, scientists, NGO's calling for immediate action to stop carbon emissions
- Want to move into sustainability. But not dialoguing with private sector at the Forum



Part in public sector, part in justice depending on whether adopted and enforced (Reported by Indigenous speakers)

- UN agreements like Paris Agreement—voluntary only by member states
- Requests for enforceable laws to stop carbon emissions and meet Paris deadlines –in justice intersection for member states cooperating; in outside circle public sector only for non-participating regions

What we see using Matrix analysis tools is wide-scale breakdown of coordination and cooperation within and across all three sectors—public, private and civil society—such that all three intersections of prosperity, justice and sustainability are severely eroded. This prevents — to coordinate how to receive climate change information and act inter-dependently and cooperatively. Thus, on the issue of climate change in particular, we heard repeatedly of there is insufficient

Specific sector and intersection observations are as follows:

1. Prosperity:
 - a. We have only anecdotal reports on these sector conditions from the speakers. From their stories in all countries, we built an intersection map that mirrors their reality. It shows there is some coordinated action between private and public sector, but no meaningful private sector representation to fully lay out prosperity-friendly climate change actions by business.
2. Justice:
 - a. We have only anecdotal reports on these sector conditions from the speakers. From their stories in all countries, we built an intersection map that mirrors their reality. It shows there is limited sector cooperation. In the public sector, substantial gains have been achieved in passing laws protecting the rights of indigenous peoples, but reports from civil society participants is that they are enforced unevenly, if at all, around the globe. Until the laws are enforced, they stay mapped in the public sector silo conditions. the claims that there are opportunities for indigenous peoples to have jobs and share in profits--which would normally show up in this intersection—are soft entries in the map since civil society participants did not agree. True gains are noted in these areas:
 - 1) Existence of Special Rapporteur

- 2) New global dialogues in last 25 yrs.
- 3) Less invisibility (One Nobel peace prize)
- 4) Less silence
- 5) Dialogue between the Americas
- 6) Dialogue at UN and globally

3. Sustainability.

- a. We have only anecdotal reports on these sector conditions from the speakers. From their stories in all countries, we built an intersection map that mirrors their reality. It shows there is almost no sustainable intersection cooperation. Adequate environmental protections are in great controversy.

4. Intersection of Sustainable Peace.

- a. Al Gore told delegates they faced “the single most important moral choice in history of humanity”. He said “what sense of moral responsibility do we feel that faced with the news that on our watch, those of us alive during this moment when hinge of history is swinging.”
- b. The Joint Communique from experts at Day 2 High-Level Expert Climate Congress announced “Immediate and Radical Collaboration Required”. In particular, the Communique states:

Climate change is a threat multiplier, as well as an accelerant for armed conflict, putting the stability of nation states at risk and undermining regional and international peace and security in fundamental ways—threatening the viability of natural systems and human settlements, economies and political systems.

Without serious and rapid global mobilization and collaboration among a multiplicity of actors—government leaders, business leaders, and civil society, including women’s groups, indigenous peoples, and youth—to address, mitigate and reverse human-induced climate disruption, many of the drivers of conflict are likely to worsen in significant ways.

Today, as *multilateralism is under threat and shared responsibilities are being challenged, a paradigm shift in collaboration and compromise is required. While this may involve a reinvention of multilateralism, pioneering leadership across the globe is urgently needed. We must reach net-zero greenhouse gas emissions by 2050—an unprecedented innovation challenge requiring political will driven by radical integrity, creative, inclusive collaboration, and no excuses.*

- c. Since the participants reported they were not experiencing multi-sector cooperation such that they experienced justice, prosperity, and sustainability, no ecosystem of sustainable societal peace can be said to be generated sufficiently to satisfy the concerns of the public and civil society sectors.

In the end, whatever will happen will happen as to climate change. The Matrix of Peace is concerned not only with the end result in solving a problem, but also with the means. The issue of climate change and peace poises the issue beautifully: can we come together with shared values and harmonizing beliefs such that even if all life on the planet dies, we as a species will have acted out of the highest order consciousness available to ourselves right up to the end?

The new questions the Matrix would generate to facing climate change are:

Will we have acted with equanimity, kindness, soul-consciousness, and love in facing the forces of nature—no matter how unleashed—accessing the best practices we believe together should be brought to bear on the problem.

Will we die united? If so, can we at least say we have died well? Like when a person heals their emotional wounds is said to have healed, even if they died. Can humanity establish a higher order decisionmaking authority that manages the conditions leading to climate change with such equanimity, consciousness, and kindness that we can say humanity healed even though it may have perished?

Could the coming together to address this joint problem—if not catastrophe—bring about global healing at all levels, personal and societal?

Can climate change become the opportunity for creating such a decisionmaking authority that it not only manages climate change issues, but remains in place to address all major global issues with legitimacy and power based on its consciousness, peace-optimizing values and shared beliefs?

Can we create an ecosystem of peace—the goal of Matrix modeling—even as we face what to many is the greatest challenge to life as we know it in the modern age?

Can it be said in the future that humanity healed itself, as in the case of humans facing death who heal emotionally and spiritually even if their body dies. And that can be a blessing.

- II. Curated Facilitation - Step 8 in Matrix of Peace Whole Systems Model methodology:
This Forum was not designed for this step.

- III. Follow-through - Step 9 in Matrix of Peace Whole Systems Model methodology. Support the stakeholder group throughout solution generation, beta testing, and final integration of solutions back into the society until conditions have led to a functioning, self-correcting, self-balancing ecosystem of societal peace.
- A. 2018 Forum. The Day 2 High-Level Expert Climate Congress was a follow-through event. And the fact that they met following the Forum to prepare a joint communique engaged them in integration work.
- B. Follow- Through Analysis.
1. An ideal Matrix of Peace Whole Systems Model methodology includes a robust follow-through process. A Matrix trained facilitation team would curate the discussions through the process of idea generation, beta testing ideas back in the society, comparing outcomes to intended consequences and measure for unintended consequences using the Matrix of Peace Whole Systems Model, providing resource support to participants using Matrix of Peace Whole Systems Model principles and values, until it was determined that the society had achieved a sufficient level of cooperation to achieve an ecosystem of sustainable societal peace—capable of self-correcting and self-balancing.
 2. The addition of the Day 2 High-Level Expert Climate Congress was a critical addition to the proceedings, from a Matrix of Peace Whole Systems Model methodology view. The Forum was formal and limited, generating many ideas and feelings but processing none. Day 2 got closer to facilitated a deep engagement and allowed for some questions and answers from the audience—although the audience was very small and due to limited time, had limited input.

Appendices

Appendix A

Acknowledgements and list of contributors to systems analysis

The Matrix of Peace Whole Systems Model analysis team:

- Philomena Blees, lead author
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- Khotan Shahbazi-Harmon

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- Michelle Waters, Chief Strategy Officer, PTC
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- Khotan Shahbazi-Harmon, Chair of the Board, PTC
- Mike Leatherwood, entrepreneur
- Linh Quach, entrepreneur
- Roger Zessin, entrepreneur
- Jimmy Carter, ____
- Ginger Reid, _____

PTC greater support team:

- Cheryl Veretto, _____

Norwegian Nobel Institute team:

- Olav Njølstad, Director
- Dag Ulrik Kühle-Gotovac, Head of Administration
- Gina Torry, Nobel Peace Prize Forum Oslo

Appendix B

JOINT COMMUNIQUÉ

NOBEL PEACE PRIZE FORUM HIGH-LEVEL CLIMATE CONGRESS

JOINT COMMUNIQUÉ

NOBEL PEACE PRIZE FORUM HIGH-LEVEL CLIMATE CONGRESS

Political Will is a Renewable Resource

Immediate and Radical Collaboration Required

Alongside the United Nations 24th annual climate conference, the Nobel Peace Prize Forum gathered some of the world's foremost climate leaders in Oslo who discussed climate change as a matter of international peace and security and how climate-smart finance, cities and subnational actors could drive significant change forward in meeting the targets of the Paris Agreement (2015), to limit global warming to 1.5°C. ¹

Oslo, 22 April 2019 – Earth Day

Climate change is a threat multiplier, as well as an accelerant for armed conflict, putting the stability of nation states at risk and undermining regional and international peace and security in fundamental ways—threatening the viability of natural systems and human settlements, economies and political systems.

Without serious and rapid global mobilization and collaboration among a multiplicity of actors—government leaders, business leaders, and civil society, including women's groups, indigenous peoples, and youth—to address, mitigate and reverse human-induced climate disruption, many of the drivers of conflict are likely to worsen in significant ways.

Today, as multilateralism is under threat and shared responsibilities are being challenged, a paradigm shift in collaboration and compromise is required. While this may involve a reinvention of multilateralism, pioneering leadership across the globe is urgently needed.

We must reach net-zero greenhouse gas emissions by 2050—an unprecedented innovation challenge requiring political will driven by radical integrity, creative, inclusive collaboration, and no excuses.

Climate, Peace and Security

The adverse effects of climate change, ecological disruption and extreme weather events impact local resource competition, livelihood security, sea level rise, coastal degradation, water scarcity, land degradation, biodiversity and food security.

Climate-related insecurities and economic inequalities and challenges can exacerbate fragility, instability and conflict. Consequences of climate disruption, such as drought, can lead to large and small-scale armed conflict over natural resources, such as water and access to or ability to farm arable land. Climate disruption often forces displacement and migration, and creates new opportunities for criminal networks of human and arms traffickers.

All of these are drivers of conflict and a threat to the maintenance of peace and security.

Climate Change recognized as a Threat to International Peace & Security by the UN Security Council

It is within the purview of the United Nations Security Council to consider all risks that have an impact on international peace and security, including climate change. The UN Security Council has expressed concern that possible adverse effects of climate change may aggravate certain existing threats to international peace and security (S/PRST/2011/15).

In recent years, the UN Security Council has increasingly recognized the adverse effects of climate change and ecological changes on stability in country-specific and regional contexts, including in the Lake Chad basin region (resolution 2349 (2017)), Somalia (resolution 2408 (2018)), West Africa and the Sahel (S/PRST/2018/3), Mali (resolution 2423 (2018)) and Darfur (resolution 2429 (2018)).

United Nations Member States have also called on the UN Security Council to better understand climate-related security risks and to report on climate risks when analyzing situations on its agenda.

The United Nations Security Council should consider formally recognizing climate change as a threat to international peace and security through the adoption of a Security Council resolution on climate change, and take into regular consideration climate-related security risks in its deliberations on relevant country-specific situations.

The United Nations should also consider the appointment of a special representative on climate change and security, along with efforts to systematically address climate-related challenges within mediation efforts, exploring how parties can come together around climate adaptation and the use of preventive diplomacy when climate change risks undermine stability.

Early Warning Indicators, Risk Assessments and Management Strategies, and Reporting

Early warning indicators, systems and contingency plans are necessary to identify changes in natural processes and respond to extreme weather events, potential impacts on food security, drought, floods, landslides, storm surge, soil erosion, and saline water intrusion. These all have concrete and compounding impacts on socio-economic stability.

United Nations Members States, the European Union, Pacific Island leaders² and others have emphasized the need for comprehensive climate-related security risk information, analysis, early warning mechanisms and management strategies to make informed decisions.

The effectiveness of early warning indicators and risk assessments relies on the quality, accessibility and integration of climate-related data and information.

Increased regional, sub-regional and cross-border cooperation on reliable climate-related data, analysis and security risks is needed, especially from regions where collection of data is scarce. This could take the shape of data resource sharing between national climate mitigation, adaptation and defense budgets. Distributed ledgers and artificial intelligence could facilitate widespread integrated sharing of climate science data. Cooperation efforts might also include the establishment of climate security centers staffed by expert analysts watching for climate and security hotspots, and issuing regular recommendations for action at the national or regional level, within or across defense, intelligence and foreign affairs institutions³.

Along with data sharing, agreement on which data sets to use is crucial. Sets of geographic climate and security early warning indicators should be agreed and established.

In addition, a coordinated approach is needed to ensure that climate and security data, assessments, and suggestions for early actions—that can reasonably be taken in response to information about growing risks—are made readily available to decision makers at local, national and regional levels, as well as to international bodies such as the United Nations Security Council.

Assessments should take into account the greater risks, burdens and impacts on groups most adversely impacted. It is important to ensure the effective participation of women and women's groups and indigenous peoples in climate-related risk-mitigation strategies—including their participation in cooperation efforts, data collection and analysis, and development and deployment of solutions.

A structured mechanism, as called for by indigenous leaders in the Nayzul Declaration⁴, should be established for shared ideas exchange and decision making with indigenous peoples, faith groups, State representatives, industry groups and others to advance and implement the standards, norms, principles and rights in the UN Declaration on the Rights of Indigenous Peoples for the purposes of protecting indigenous lands, territories and resources for future generations and for developing a responsible and environmentally sustainable and emerging green economy.

Water Management and Preventive Water Diplomacy to Relieve Water Stress & Sea Level Rise

Trans-boundary water resources (including trans-boundary basins and aquifers) cover around 46% of the Earth's land surface, and 40% of the world's population live within their vicinity⁵. Over one-third of the world's population (2.4 billion people) lives within 100 km (60 miles) of oceanic coast.⁶

The distribution and management of water resources, water use, and the regulation of pollution require navigating intrastate as well as interstate decision-making—especially user groups competing for (often limited or scarce) resources. Weather-related floods, coastal storms and the intensifying impact of sea-level rise on coastal cities and plains also require coordinated response and preparedness.

Transboundary water disputes require early detection and resolution. Trans-boundary cooperation—including interests of upstream and downstream stakeholders, including indigenous peoples—should be increased through coordinated, regular, multi-stakeholder dialogue initiatives and water data sharing, especially in areas where water resources, water scarcity and food insecurity can lead to disagreements that may destabilize communities, countries or regions.

Public and private-sector finance and investment should prioritize climate-smart agriculture and food system management. Policy and market incentives should reward the building of carbon-rich soil ecology, zero carbon emissions and chemical runoff, efficient water usage, with particular emphasis on support for small farms.⁷

Climate-Smart Finance & Investment

Mobilizing to solve climate change is perhaps the biggest economic growth opportunity in world history. According to the New Climate Economy Report “bold action could yield a direct economic gain of US\$26 trillion through to 2030 compared with business-as-usual. And this is likely to be a conservative estimate.”⁸

The financial sector supports the global economy by providing funding for economic activities to create economic growth, employment and social welfare. Banking and finance can deliver critical structural support for transformational innovation.

In order to make climate-smart finance the mainstream standard, the international financial sector needs shift from its current strategies to actively working to meet the targets outlined in the Paris Climate Agreement⁹, the United Nations Sustainable Development Goals¹⁰ and recommendations from the Financial Stability Board’s Task Force on Climate-related Financial Disclosure (TCFD).¹¹

Local, national, and international incentives and regulations must require financial sector actors of all kinds to align with climate, sustainability, and transparency goals, and integration of best practices for protecting and building natural and human capital, alongside financial capital gains.

Addressing Finance Transition Risk

Social and physical changes in the climate are often long-term in nature and are not sufficiently taken into account in financial, commercial, and public-sector decision-making processes.

The potential impacts of climate change on the financial sector may not only be physical: they may also derive from the transition to a low-carbon economy. Transition risk can arise from changes in climate-related policies, technology, market and preferences. Incorrect pricing of risk could lead to misallocation of capital—which risks supporting companies and solutions that are aligned with neither the Paris Climate Agreement nor the United Nations Sustainable Development Goals.

Inaction or inadequate pricing of climate risk and social considerations could trigger a massive unexpected reprising of assets and may—in a worst-case scenario—challenge the stability of the international financial system.

The international financial sector must work toward a more efficient allocation of capital to support the transition to a low-carbon economy, and a more accurate pricing of social considerations and climate risk in investment and financing decisions.

Assets traded in financial markets, such as bonds, should all qualify as ‘green’, ‘blue’ or ‘sustainable’, or having some wider return on investment to make net-zero emissions by 2050 a market imperative and to reduce the chances of significant holding of stranded assets.

The international financial sector must strive to lead by example and systematically address all climate externalities in their investment decisions, recognize that all investments have social and/or environmental impacts on the economy and society (positive as well as negative impacts), and that for reaching the net-zero 2050 target, positive climate impact is imperative. Any further investments in

fossil-fuel based infrastructure, and/or product- or service-offerings incompatible with the net-zero goal, may end as stranded assets.

Establishing Targets and Transparency

As financial intermediaries, financial institutions have an important role in supporting and accelerating the fundamental economic changes needed to build a more sustainable future. Transparency is essential for financial market players and society to assess the long-term risk and return of companies and how they manage sustainability, and take informed and efficient decisions about the future.

Increased transparency enables investors, decision makers, and civil society to more effectively compare and evaluate how companies implement long-term climate objectives. Increased transparency can push companies in a more sustainable direction, by revealing high-value opportunities for improved performance and more resilient future planning. Increased transparency is necessary for avoiding short-termism—or the excessive focus by financial players, boards and politicians on short-term results and impacts at the expense of long-term interests.

The international financial sector must work to set and publish ambitious Paris-compatible, net-zero targets for enhanced transparency relating to climate risk and resilience, for decarbonization of portfolios, and a transition to climate-smart returns on investment.

A common terminology, shared metrics, adaptive planning, and enhanced legal and technological support for transparency in private and public-sector investments should be created. This will support financial sector leaders aligning with recommendations of the Task-Force on Climate-related Financial Disclosure, to develop and enhance climate-related metrics, risk management, strategic planning, and governance.

Global Financial Innovation & Leadership

The financial sector must take a more pro-active role in encouraging closer cooperation across sectors and industries with relevant stakeholders, to share information, reduce investment in harmful practices, and develop new models of climate-smart finance and investment. In addition, the financial sector should encourage cooperation between public and private financial institutions to facilitate new business and financing models to close the investment gaps in areas such as infrastructure, energy efficiency, renewable energy and circular business models.

Leadership and growth must be redefined from the current linear or *take-make-dispose* model to focus on society-wide sustainable circular business models. According to the Circularity Gap Report (2019) only 9% of the world economy is circular. To unlock the capacity of current resources, reduce waste, and stimulate ecological, economic and social sustainability, a transformation from a linear to a circular model is vital. A circular economy will generate systemic changes, which in turn will require new business models supported by innovative financial tools and services.

Circular business models¹² are essential in reaching the Paris Climate Agreement's goals and the SDGs, because they standardize the *reduce-reuse-recycle* approach to managing resources, materials and products. The most reliable future financial returns will come from science-informed portfolios of climate-smart, resilience-building and zero-emissions investments.

The development of new products and services to support the transition to a more sustainable economy should be a focus for financial institutions at all scales, in the public and private sectors.

Decarbonization of investment portfolios, the shift to climate-aligned financial instruments such as green bonds, climate bonds, sustainable bonds and other sovereign and municipal financial instruments is needed to accelerate the transition to low-carbon energy and help to decentralize power generation and spread access to electricity, technology and mobility.

The price of capital should reflect the true costs of business activities by incorporating social and environmental risk factors. To ensure prices for energy, goods and services, and financial holdings, account appropriately for the destructive effect of carbon emissions, major investors, enterprises of all sizes, and capital providers should account for hidden carbon costs and encourage the use of economy-wide carbon pricing policies.

Revenues from carbon pricing can be recycled into the everyday economy to protect and expand local economic activity, intensify incentives for moving away from carbon-emitting practices, and provide the most cost-effective transition possible.

In order to achieve climate-safe portfolios, science-based reinvestment strategies are needed. They should align with the 1.5°C upper limit for global warming, anticipate accelerating technological innovation and market change, and eliminate funding for carbon-emitting fuels.

Climate-Smart Cities

Approximately 4.2 billion people currently live in urban areas; this number is expected to rise to nearly 5 billion people by 2030. The design of human settlements of all sizes will affect our overall potential for climate resilience and sustainable development. 60% of the infrastructure needed for the increasing number of urban dwellers is yet to be built. Sustainable urbanization promoting compactness, connectivity and efficient emission free infrastructure and mobility benefits climate change mitigation.

Full and effective implementation of the UN Sustainable Development Goals greatly depends on the quality of human experience in cities and our ability to plan for and achieve a climate-smart future. Countries will achieve their Paris targets in a more cost effective manner by engaging more collaboratively with cities. Cities that lead the way in decarbonization of infrastructure, buildings, transport and industry can guide others to achieve rapid change by sharing best practices, investment strategies, innovations, and effective policies.

Best-practice sharing for rapid urban decarbonization (in municipal facilities, through utilities, and for all new infrastructure and building) should be a priority for all city leaders. Nationally Determined Contributions will be stronger, and achieve faster timelines, if cities report, share, and scale up breakthrough policy innovations that achieve climate-smart urbanization and sustainable development for people at all income levels.

One of our greatest global challenges is how to build resilience for the nearly one billion people living in informal settlements—particularly those exposed to climate-related impacts such as floods and landslides. Climate change is exacerbating risks for those living in already inadequate living conditions.

The UNFCCC's NAZCA platform¹³, the UN Global Compact¹⁴, the UN Ocean Conference voluntary commitments portal¹⁵, provide thousands of bold examples of leadership and should be leveraged to chart the fastest, most cost-effective timeline to climate-smart city management—including science-based targets, resource-sharing, implementation of best practices, and comprehensive city and regional climate action plans.

All cities, including those currently leading the integration of climate-smart practices, should join networks of cities committed to ambitious climate action, to not only to share learning, but to also set targets, develop and approve climate action plans, and to disclose progress via public reporting platforms that feed into the UNFCCC's NAZCA Platform.

National governments should develop frameworks that enable local action, provide cities with increased access to climate finance, support targeted capacity-building (including new technologies), encourage climate-smart investment via regulations such as improved building codes and procurement policies and integrate local action and achievements into consolidated reporting on progress in meeting Paris Agreement commitments. Cities' leadership can help to enhance economy-wide national climate efforts, based not only on centralized targets and mandates, but also best practices for building value locally and at scale.

Cities of all sizes should commit to 100% renewable energy targets, set timelines for limiting and eventually banning diesel and petrol cars, maximize protected spaces for pedestrians and bicycles, expand zero-emissions public transport, prioritize availability of healthy, sustainably farmed food in all neighborhoods, and transparently monitor air quality levels through a shared, verified, independent monitoring network.

The following institutions, organizations and individuals contributed to this Joint Communiqué:

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¹ The Paris Agreement calls “holding the increase in the global average temperature to well below 2 °C above pre-industrial levels and pursuing efforts to limit the temperature increase to 1.5 °C above pre-industrial levels.” The Intergovernmental Panel on Climate Change produced a Special Report on

² The Boe Declaration, adopted by Pacific island leaders in 2018, aims to enhance regional information-sharing and analysis and to draw upon climate data and disaster analysis to inform responses to shared security threats.

³ *The Thirty Years' Climate Warming: Climate Change, Security, and the Responsibility to Prepare*, The Journal of Diplomacy and International Relations, School of Diplomacy and International Relations, Seton Hall University. Volume XX, Number 1, Fall/Winter 2018.

⁴ ‘The Nayzul Declaration’, Nobel Peace Prize Forum, Oslo 2017. URL: <https://www.nobelpeaceprize.org/Nobel-Peace-Prize-Forum/2017-Across-Dividing-Lines/Press-release-The-Nayzul-Declaration-and-the-Nobel-Peace-Prize-Forum-Oslo>

⁵ ‘Water Diplomacy’, OSCE. URL: <https://www.osce.org/sg/120614>

⁶ ‘Living Ocean’, NASA. URL: <https://science.nasa.gov/earth-science/oceanography/living-ocean>

⁷ EAT-Lancet Commission on Health Diets from Sustainable Food Systems. URL: <https://eatforum.org/eat-lancet-commission/>

⁸ ‘The New Growth Agenda’, The New Climate Economy Report 2018. URL: <https://newclimateeconomy.report/2018/the-new-growth-agenda/>

⁹ ‘The Paris Agreement’, UNFCCC, 2015. URL: <https://unfccc.int/process-and-meetings/the-paris-agreement/the-paris-agreement>

¹⁰ ‘The 2030 Agenda for Sustainable Development’, United Nations, 2015. URL: <https://sustainabledevelopment.un.org/sdgs>

¹¹ ‘Recommendations Report’, Task Force on Climate-related Financial Disclosure. URL: <https://www.fsb-tcfd.org/publications/final-recommendations-report/>

¹² ‘Circular Business Models for the Built Environment’, Ellen MacArthur Foundation. URL: https://www.ellenmacarthurfoundation.org/assets/downloads/ce100/CE100-CoPro-BE_Business-Models-Interactive.pdf

¹³ The NAZCA portal is the UN Climate Change Secretariat’s ‘Non-state Actors’ Zone for Climate Action’. URL: <https://climateaction.unfccc.int>

¹⁴ The UN Global Compact is the United Nations’ sustainable business alliance, with 9,997 companies in 162 countries, as of Earth Day 2019. URL: <https://www.unglobalcompact.org/>

¹⁵ The UN Ocean Conference launched a global network of action commitments, which are tracked through its Voluntary Commitments portal. URL: <https://oceanconference.un.org/commitments/>

Appendix C

Changing Climate Change Talk

Changing the Climate Change Conversation

Gold Lake had been the peaceful meeting place of warring Native American tribes. It was a beautiful June afternoon and we were sitting under a large tent, as if around a campfire. It was the perfect venue—now a retreat center, high in the mountains of Colorado—to get political leaders away from the uptight game, a bit out of their comfort zone, away from cell phones, and into nature where they could unwind.

These were top-level experts and opinion shapers who generally didn't show up in shorts and flip flops, but we had intentionally created a casual atmosphere to host this important, private conversation. The circle of thirty plus people included Al and Tipper Gore and Wes Boyd and Joan Blades, the founders of MoveOn.org, as well as conservative movement leader Grover Norquist, Michele Combs of the Christian Coalition, and Fred Smith, president, Competitive Enterprise Institute.⁸

Up till now everything had been pleasant, everyone was on their best behavior. We started the event with small group dialogues about questions like, "What did America mean to you when you were twelve?" and "What experience most shaped your political point of view?"

I have very often begun events, whether leadership retreats or citizen town halls, with these questions. They elicit a story. They take people back to before they had an established political identity, before they experienced the uncivil war of modern politics. And I have heard very similar stories from people on all sides. People that I would label liberal often tell a story of patriotism and belief that America was strong and good and could do no wrong.

We then spent most of a morning talking about values, generating a list of words that represented the things most important to each of us. We used little wireless keypad voting devices to rank them. When the final list came up on the screen we had almost ninety percent consensus on our top three—integrity, individual responsibility, and freedom.

At previous *transpartisan*⁹ retreats we had learned that talking about party or ideological labels divided the group, so we talked about values instead. We found the polarity between two pairs of values in particular—freedom/order and individual/community—to be a highly useful way to open people up to a new way of looking at political identity.¹⁰ Establishment Republicans tend to value

private business and personal morality (individual/order) while libertarian conservatives tend to value local control and self governance (individual/freedom). Whereas, establishment Democrats tend to value collective governance and domestic security (community/order) and green progressives tend to value localization and social innovation (community/freedom).

These first two steps—personal stories and values—built a bond. We were all Americans after all, and all had similar core values and a similar connection to the American dream. Another voting process followed, this time with issues. After almost two full days we still hadn't tackled why we were there, to confront our differences on climate change. (The official invitation was to a Transpartisan Dialogue on National Energy Security.¹¹)

There was a sense that we were pussyfooting, dancing around the elephant in the room. We began by throwing out topic headings and prioritizing them using the keypads. The top four vote getters were: 1. Economic and Environmental Sustainability; 2. Market vs. Government Solutions; 3. No National Energy Security without World Energy Security; and 4. Climate Change/Global Warming.

At this point the tension began to rise because we knew it was time to move from what united us to what divided us. But at least we had taken the time to relax, open up, and establish a basis of trust, respect, and communication from which to have these difficult conversations.

During a break the facilitation team met and decided we needed to confront topic four first, Climate Change/Global Warming. This decision was later highly criticized by team member Chris Bui,¹² who has used keypad voting in over 1,200 town halls, saying that not picking the top issue first diminished trust in the integrity of the facilitation team, and he was right.

What everyone clearly knew was that the polarity that needed to be addressed was the deep-rooted animosity between Al Gore and Fred Smith. These two men were enemies in America's political cold war. Two weeks prior to the retreat Gore released his movie *An Inconvenient Truth*, and Fred's Competitive Enterprise Institute immediately mounted a national advertising campaign attacking it as unsound science. Their battle went back to the 1997 Kyoto meeting where Fred led a delegation of free market conservatives intent on keeping the United States out of this global regulatory regime. (Just days prior to the Gold

Lake retreat Gore's staff indicated they may not show up because of the CEI "oil company-sponsored ads.")

I forget whose idea it was, but we decided to set four chairs in the middle of the circle.¹³ The facilitator, Bill Ury, co-author of the mediation classic *Getting to Yes* (coiner of the phrase win/win), invited two liberals and two conservatives to volunteer to step into this "fishbowl debate." (Up until then we had consciously only used dialogue, a softer form of discourse distinct from debate).

The first two to step up were Gore and Smith, literally sitting knee to knee, each with a "second" sitting next to them. I forget who sat next to Gore, I think K.C. Golden of Climate Solutions, but I remember next to Fred was a firebreathing conservative named Jon Caldera of the Independence Institute. The only ground rule was that each needed to repeat back what the other side said. I was sitting a little behind Fred and was impressed with how well they listened and repeated, skillfully summarizing each other's main points. What was most remarkable, however, was their willingness to be real, something that people yearn for, but rarely get to experience in the modern world of politics.

Because we were off camera and had taken so much time to create an informal atmosphere, it was safe to express their authentic feelings. There was anger, but it was clear that underneath it all was a great frustration on all sides at being misunderstood for so long.

This was the breakthrough we needed. There was a sense of pride on all sides for finally having found the courage to get what had been under the table, onto the table—to make our private conversations public.

In the fishbowl process when the original four seemed to have spoken their piece, others got up and relieved them, adding new insights and angles to what evolved into a brilliant, freewheeling, passionately articulated, hour-long conversation that integrated core environmental concepts with core freemarket conservative concepts. After this experience the atmosphere shifted. It was safe now—even a relief—to engage, to begin really wrestling with difference.

The next day, small politically-mixed groups formed around the various topics and people sat on the ground under trees probing for common ground and greater understanding, more curious about than combative with "the other."

That afternoon, I saw Tipper Gore walking with Fred along the lake. The last morning, after four full days together, we sat around the circle beginning to evaluate what had been accomplished and what some of the possible next steps could be. No one publicly changed their “position,”¹⁴ but new avenues opened to privately keep the conversation going. The Gores invited the leaders of the Christian Coalition to their home; Rick Shelby of the American Gas Association began a meaningful exchange with top environmental leaders from Sierra Club and Apollo Alliance; a free-market economist decided to begin educating Wall Street about the risk of climate change; and both the pro- and anti-climate change sides of the evangelical community began a behind-the-scenes conversation about ways to reconcile. (It helped that we had put two of their leaders in the same cabin.)

As we went around the circle a final time, we asked what was meaningful about the event to each person. With passion and sadness Mike Eckhart, president of the American Council on Renewable Energy, expressed his disappointment with America’s abuses of power abroad. Rick Shelby, a top Bush fundraiser and former marine officer, with a catch in his throat, spoke equally movingly about his love of this country and his desire to see us respected as a global leader.

When they both finished it was clear these two middle-aged men symbolized, in some way, the heart of the matter: our mutual love of our country and love of our planet. One of the facilitators, Mark Gerzon, author of *Leading Through Conflict*, sensitively asked us all to pause and see if we could hold both of these men in our hearts. We all could. It was a poignant close that left many in tears, but also with hope.

It is with this same hope that I offer the story of my own personal growth, so that others will have the courage to step outside previously held beliefs, prejudices, and opinions as I have been consistently called to do in this work.

Footnotes:

⁸ It took a lot of cooperation to get all these people in the room together. Joan Blades and Wes Boyd, cofounders of MoveOn.org, were responsible for getting Vice President Gore there. John Steiner, a Colorado philanthropist and “high class organizer,” helped with a number of invitations. The participation of Bill Ury and Mark Gerzon also created a confidence factor that made many feel comfortable. I was the organizer and had spent most of the previous six months getting the conservatives in the room, convincing them it would be a fair venue. I believe all ultimately agreed it was.

⁹ The term *transpartisan* has emerged to provide a meaningful alternative to *bipartisan* and *nonpartisan*. Bipartisanship is limited to a debate among two political viewpoints or entities striving for compromise

solutions. Nonpartisanship, on the other hand, tends to deny the existence of differing viewpoints. In contrast, transpartisanship recognizes the validity of all points of view and values a constructive dialogue aimed at arriving at creative, integrated, and therefore, breakthrough solutions that meet the needs of all sides.

¹⁰ The freedom and order polarity was identified in Lawry Chickering's 1994 book *Beyond Left and Right*, which speaks of order/left, order/right, freedom/left, freedom/right. The left/right and individual/community axes were first shown to me in a conversation in 2006 between libertarian Michael Ostrolenk, founder of the Liberty Coalition, and Brent McMillan, executive director of the Green Party of the U.S. They too had thought deeply about polarity and both used essentially this same model. There is a deeper wisdom in the four directions. They have their roots in many spiritual traditions: among Christians they are the four horsemen of the apocalypse—Mathew, Mark, Luke, and John; among new age people they are earth, fire, air, water; among Native Americans they are north, south, east, west; to Taoist they are the yin and the yang, two masculine directions, two feminine directions. To me they represent the sacred code of personal, interpersonal, and transpersonal (systemic) integrity, i.e., “whosoever can balance and integrate all these elements has found the holy grail.”

¹¹ It took months to decide what to call the event. Liberals like the phrase “climate change,” but it is unsafe for conservatives to accept an invitation to a Climate Change event. So after attending the Conservative Political Action Conference and listening to a panel on Energy Security that was all about climate change, I decided to title the conference Energy Security. This invitation was much better received on the right.

¹² Chris has been tenacious in his desire for groups to “own the process.” If facilitators misuse (or manipulate) tools like wireless keypad voting, trust and ownership diminishes. Chris is working on a book entitled *The Sacred Code of Democracy* to lay out the principles of citizen empowerment he has discerned working with audience response systems for almost twenty years.

¹³ Among dialogue professional this is called a Samoan Circle and is powerful because it allows conflict to take place in a way that is witnessed by the outer circle. Having done several of these on hot-button issues including health care, I find the “witness effect” keeps people on their honor to really listen and reflect as well as speak.

¹⁴ It is important to allow political people the chance to save face. They can grow and evolve personally, but are expected by their tribes to “be consistent.”