



# The Passion and Politics Lab

Shaping society and policy without losing passion and ideals

Despite many differences among the countries of the Arab world, most of their institutions and their leaders face similar challenges: The conditions and opportunities for shaping policy and society have been changing since the Arab Spring. Leaders and change agents are searching for ways to shape society and policy without losing sight of their passion and ideals. How can change agents in different positions and sectors find their way around in a dynamic system and address the topics for which they have been demonstrating in the streets?

The aim of the one-year Lab process was to build participants' individual leadership skills, using a value-centred approach that particularly focuses on their methodological skills and on building their capacity to facilitate systemic change. The process also aimed at developing participants' broader understanding of change processes in social groups, organizations and systems, thus enabling them to apply their newly acquired knowledge to their own change projects. The participants met four times (in Rabat, Tunis, Otranto and again in Rabat). Convened by the Global Leadership Academy and the Deep Democracy Institute, and drawing on the method of the latter, the Lab introduced concepts and practical interventions based on modern physics, the science of complexity, and cutting-edge psychology. It included a new approach to awareness training on rank and privileges, and trained leaders and change agents not only to manage diversity and power processes, but also to harness and develop their potential. Participants learned to facilitate large, diverse groups and to uncover their enormous potential. One of the main aspects was dealing with different opinions and roles. Together with the facilitators from the Deep Democracy Institute, the participants addressed questions such as: 'How can leaders from politics and society come to terms with the fact that the processes of change may be very slow or lead to contradictions? And how can this have an impact on their own commitment, passion and ideals?'

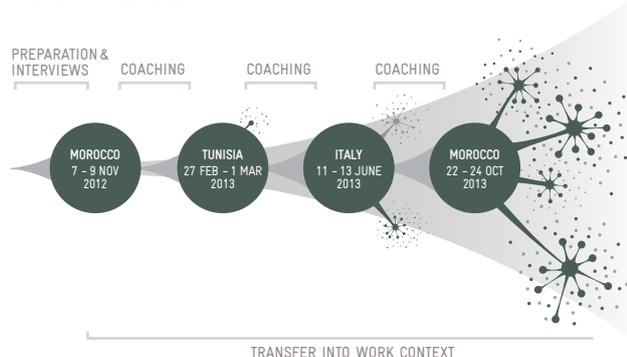
During the first two Lab meetings in Rabat, Morocco (7–9 November 2012) and Tunis, Tunisia (27 February–1 March 2013), the focus was on leadership issues such as how to create alliances and partnerships, and how to tackle conflict situations of the kind that frequently arise in countries undergoing transformation as well as volatility in one's stakeholder landscape. Personal learning about leadership was linked to the development of participants' individual change projects. The third Lab meeting in Otranto, Italy (11–13 June 2013) focused on the participants' change projects and their ongoing implementation in the

25  
  
 PARTICIPANTS

6  
  
 COUNTRIES

## The Process

Between November 2012 and October 2013, the program brought together 25 change agents (44% female, 56% male) from 6 different countries in the Arab world: Jordan, Libya, Morocco, Tunisia, the West Bank and Yemen. Among the participants were a professor from the Arab American University of Jenin, representatives of the Finance Ministry of Morocco, and the founding team of the transparency NGO Iwatch in Tunisia.



home country context. Leadership themes covered in the first two modules were revisited, with participants reflecting on their personal learning processes and applying them to their projects. The fourth and final Lab meeting, once again in Rabat, Morocco (22–24 October 2013), brought to full circle the year long dialogue process. It focused on addressing the individual challenges of the participants especially in the context of sometimes unstable situations in their home countries, and setting further ground for coaching participants with their change projects.



Further information about the lab:  
[www.we-do-change.org/what-we-do/the-passion-and-politics-lab](http://www.we-do-change.org/what-we-do/the-passion-and-politics-lab)

## Impact

“When you put yourself in someone else’s shoes, it also makes your counterpart more open to your own points, and this can lead to consensus.”

*Sali Mohsen M. Hafez, The Arab States’ Youth Coalition for Population and Development*

## Stories of change

### Young people’s influence on Transparency and Political Transition

Achref Aouadi is a Tunisian activist for democracy. Initiated by the experience of the Arab Spring and together with his friend Mouheb Ben Garoui, he founded I WATCH, a Tunisian watchdog NGO aiming to fight corruption and enhance transparency.

[www.we-do-change.org/our-impact/achref-aouadi](http://www.we-do-change.org/our-impact/achref-aouadi)

### The Power of Communication across Silos

In October 2012, Rola Jadallah, Professor of Biology and Vice President of Planning and Development at the Arab American University in Jenin (West Bank), became an elected member of the municipality and vice mayor of Jenin. Inspired by the Global Leadership Academy’s ‘Passion and Politics Lab’ she started a change project called ‘Societal Accountability’ to facilitate communication between members of the Jenin municipality and the city’s population.

[www.we-do-change.org/our-impact/rola-jadallah](http://www.we-do-change.org/our-impact/rola-jadallah)

### ‘Mohazzaboon’ – Reviving People’s Ethical Thinking

Amr El-Fass is a professional in training, coaching and business development with a passion for human rights, justice and empowering civil society. He grew up in Egypt where he experienced the Arabic spring 2011 and the pending loss of it one year later.

[www.we-do-change.org/our-impact/amr-el-fass](http://www.we-do-change.org/our-impact/amr-el-fass)

### How to bring forward consensus between opposing interest groups

Sali Mohsen M. Hafez lives in Egypt’s second largest city, Alexandria. Triggered by the defaulted commitments of the 1994 International Conference on Population and Development (ICPD) in Cairo she co-founded The Arab States’ Youth Coalition for Population and Development.

[www.we-do-change.org/our-impact/sali-mohsen-m-hafez](http://www.we-do-change.org/our-impact/sali-mohsen-m-hafez)



87 %

improvement of innovation and leadership skills



87 %

received significant impulses for tackling current challenges in their home systems



73 %

were able to initiate innovation and change in their institutions and organisations

March 2016

Further information about our impact:

[www.we-do-change.org/our-impact](http://www.we-do-change.org/our-impact)

## The convening organisations

### The Deep Democracy Institute (DDI)

Founded in 2006 as a think tank and educational institute that researches, applies and teaches Deep Democracy worldwide, the Deep Democracy Institute consults governments, conducts large scale change processes in businesses and NGO's, and facilitates and consults grassroots movements and communities. The Deep Democracy Institute facilitates Open Forums on issues that involve multiple stakeholders and polarize the public for groups of up to 1000 participants. It conducts training programs across the globe from San Francisco and Amsterdam to Moscow and Novosibirsk, Ramallah and Jenin, Downtown Nairobi and Kibera (an informal settlement adjacent to Nairobi, the second largest slum in Africa). The Deep Democracy Institute works in war zones – facilitated conflicts in postwar Yugoslavia – and currently work with polarized political streams in Ukraine, where its representatives also consult and teach at the University of Public Administration under the President of Ukraine, the Ukrainian elite institute for Public Administration. They also teach at the Moscow Business School and the University of Moscow and are regular guests at conferences and educational institutions across the globe.

[www.gnhcentrebhutan.org](http://www.gnhcentrebhutan.org)

### The Global Leadership Academy

The Global Leadership Academy offers interdisciplinary and practice-oriented programmes aimed at improving the innovation capacity and leadership skills of decision-makers from the fields of policy-making, business, higher education and research, and civil society. In the Lab they come together to look at global issues from a completely different angle. Gaining fresh perspectives allows them to implement the necessary change processes in their spheres of influence.

The Global Leadership Academy, funded by the German Federal Ministry for Economic Cooperation and Development (BMZ), is a central component in GIZ's range of services for international human capacity development.

[www.we-do-change.org](http://www.we-do-change.org)

Contact:  
Global Leadership Academy  
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH  
Dag-Hammarskjöld-Weg 1-5  
65760 Eschborn  
T +49 151 124576327  
E [leadership-academy@giz.de](mailto:leadership-academy@giz.de)  
I [www.we-do-change.org](http://www.we-do-change.org)