

# TRUST MANIFESTO

A Template In Building Syntropic  
Enterprises For A World With A Future

Under the Creative  
Commons

"We are called to be architects of the future, not its  
victims"

R.Buckminster Fuller

CREATED BY  
DR. CHRISTINE MCDOUGALL



## About Christine

As the principal of 2:23AM – She works with leaders and enterprises globally who have a commitment to being the pioneers of enterprise change. Christine has the ability to completely re-imagine business, its role in our world, and its potential for a future for all humans.

She experiences a deeper level of truth than most through applying synergetics (Buckminster Fuller's anticipatory design science), and has a way of articulating this so others can see it as well.

Christine questions the most basic assumptions that drive our complex systems and can map that back to what is needed today.

She is committed to the creation of one million (to start)

Syntropic Enterprises = enterprises that enable a higher order of all human and Earth thriving. By nature syntropic enterprises evoke gravity (attraction) and coherence towards an eternally regenerative Universe.

# The Constellation of Map Makers Trust Manifesto *\*Draft*

**Note: this is a living document. It may be amended by majority agreement from the Values Council and the Leadership Circle after partaking in the Advise Process.**

## Definitions

*Community* - a gathering within an ecosystem comprised of one or more sentient beings who come together around an agreed purpose

*Wholeness* - in entirety, complete, nothing extracted or excluded

*Integrity* - having full transparency with respect to intent and practice, whole, complete, holds it's shape

*Responsibility* -the ability to respond and act and to be accountable for all actions and chosen inactions

*Integral Accounting* - The Integral Accounting system is an attempt, by no means exhaustive, to identify value attributes other than, but also including, money. By assessing and accounting for value as part of a system, we open the possibility to explicitly assess ecosystems for the existence of multiple value sources and seek to understand community values, thereby organising our endeavours to optimise all value for balanced wealth recognition. The Integral Accounting system uses six key principals to account for value exchange. These include Commodity, Custom and Culture, Knowledge, Money, Technology and Wellbeing.

*Commodity* - matter and energy in any form, elements present in communities which, through cultivation, production, or value-add, can be used to generate means of social or commercial engagement. Some examples of Commodities are potential energy, food, water and raw materials.

*Custom and Culture* -consensus perspectives which are used to perceive and identify matter and energy in particular forms or uses; practices and expressions of individual or community held values and traditions which create a context for social interactions. Some examples of Custom and Culture are expressions of social values, gatherings, interactions, art, music, and ceremonies.

*Knowledge* -transferrable information and experiential awareness which can be transmitted through language, art, or other expressions. Some examples of knowledge are the transfer of information and the expansion of understanding through literacy, marketing, negotiation, stories, and art.

*Money* - a time-dependent recordation of promises made in one moment for redemption in another; mode of transmitting and recognising value exchange using physical or virtual surrogates including currency, systems of credit and barter and engaging any artifact constituting a consensus of recognised value exchange which, itself, is devoid of the value it represents. Some examples of money are currency, trade credits, debt, equity, futures, bonds, and contracts.

*Technology* -artifacts or schemes by which value-added experiences and production can be effectuated including any thing, action, or utility which allows for the manifestation of spatially and temporally defined tangible or intangible artifacts or event. Some examples

of technology are appliances, tools, logistics, processing, communications, power, and infrastructure.

*Well being* -the capacity for any person or ecosystem to function at their optimal level where conditions are suitable for a person to be at liberty to fully engage in any activity or social enterprise entirely of their choosing as and when they so choose. Some examples of well being are health, sanctuary, medicine, inalienable rights, equitable and gainful engagement, fellowship, and fun.

*Synergy* - behaviour of integral, aggregate, whole systems unpredicted by behaviours of any of their components or subassemblies of their components taken separately from the whole. Where the sum of the parts exceeds exponentially the parts when taken separately.

*System* –having an inside and an outside. All that is part of a system, and all that is not part of a system. The most comprehensive system we know of currently is Universe. Systems thinking requires synergetics. (Seeing the whole instead of the parts separately) The minimal viable system is the tetrahedron.

*Syntropic Enterprise* - an undertaking that enables a higher order. By nature it evokes gravity (attraction) and coherence towards an eternally regenerative Universe.

*Tensegrity* - tension and compression/ tension and integrity. The constant relationship and dance between the polarities of any viable system.

*Emergence* – bring to light, coming into existence or prominence

*Self – Organisation* – a system capable of reproducing and maintaining itself

## **Our Evolutionary Purpose**

A world where Syntropic Enterprises *are* business-as-usual

*\*\*Through the creation of a global Constellation of Map Makers creating new models of Enterprise Architecture for a world with a future.*

We do this by:

1. Providing a peer-to-peer community of support and engagement, as we, the Map Makers, craft and test new models for a world with a future.
2. Explore ways we might deploy Integral Accounting using complimentary currency flows ensuring an increase in Common Wealth within the community of enterprises that might be adapted to other communities and enterprises.
3. Create a financial provisioning mechanism that democratizes capital for the support of enterprise at various stages, while also increasing the wellbeing of the whole.
4. Convening events and Masterclasses that educate and showcase models of engagement that make our current consumption to extinction models obsolete.
5. Providing ongoing support to community and enterprise driven activities to ensure they enable well being for all as they pass from inception to maturity.
6. Build case studies for others to use as an open-source resource.
7. Demonstrate new models of organisational engagement through our own example as a peer-to-peer network.

8. Facilitate and steward global relationships that ensures business and enterprise collaboration.
9. Become story tellers for each other, enabling our outreach to inspire and exponentially impact the world.
10. Provision from within the global community of Map Makers when possible supporting a circular economy.
11. Developing steward leaders at all levels of the enterprise.
12. Tracking the measurable and intangible data that we generate through our enterprises and community that can be documented in an annual white paper that showcases that when people and enterprises like us do things like this, this is what happens. Ultimately to be invited to the policy table in countries around the world.

## **The Pattern Integrity of our Source Idea**

The emotion behind the Source Idea of The Constellation is the brilliance unleashed by values aligned humans and enterprises working in synergy for a world with a future. Together we can create a world that increases the Common Wealth of all.

### **1. Our values**

1. Integrity at the personal, collective, action and systems level both as The Constellation, and as enterprises within The Constellation.
2. Co-evolving, co-learning, co-developing through ongoing engagement and intentional design.
3. Value honoured in the six domains of Integral Accounting, with no one value field taking prime position.
4. The application of all-in-accounting to all aspects of the enterprise design and provisioning.
5. The act of being synergistic as central.
6. Regenerative in all domains.

### **2. An agreement to read, inquire, enact, and honour the Trust Manifesto of The Constellation.**

This creates the threshold crossing conditions that delineate those who are active participants and members and those who are not.

### **3. The Constellation as an enterprise lives the model we seek to support others to create.**

The Constellation is both the holding space for the community and a working model of possibility. We are working as intentionally as any of the Map Makers on our own model, and are always open to feedback support from active members of The Constellation on how we can be more in integrity and coherence.

### **4. Maintain the Tensegrity of The Constellation**

Using the model of the cell, with this Trust Manifesto and the Stewardship as the cell membrane, we actively maintain the polarity of the membrane to ensure it holds its shape/integrity. We do this by deliberately inviting provocation, perturbation, diversity, emergence, stewardship from others, and through questioning all assumptions old and new.

## **5. Stewardship as Leadership**

The integrity of The Constellation is held through stewardship. By definition, this is a way of being that is usually non hierarchical, but if required may be hierarchical. Stewardship allows for atunement to the interior field of The Constellation, as well as to the larger field outside The Constellation, and to the future, past and present.

## **6. Syntropic Enterprise**

The intention is towards syntropy. By nature this implies integration, the application of gravity to increase mass towards an eternally regenerative Universe and a comprehensive movement towards higher states of order for all of life and Earth. Therefore, we are anti exploitation, anti extraction to extinction, and anti colonising.

## **Participation**

1. All participation starts with an active individual Integral Accounting audit nominating what the individual or organisation has the capacity, willingness and desire to bring to The Constellation of Map Makers and what they expect as outcomes personally and for their enterprise. Each participant's Integral Accounting Audit is accessible to all participants. An Integral Accounting Audit is a living document, which will change with time and circumstances. The participant is responsible for communicating any change in their Integral Accounting Audit to any party likely to be affected, and for negotiating changes if required. All participants agree to honour this Trust Manifesto when engaged with or representing The Constellation of Map Makers.
2. A commitment to our Evolutionary Purpose – collaborating with people to unfold a future grounded in our shared purpose. Organisations are a technological utility and, as such, must constantly be relevant in the context in which they operate rather than seeking to sustain themselves beyond their useful duration. Rather than trying to pursue a predicted future through strategies, plans and budgets, we engage the whole organisational community to 'listening in to their organisation's deep creative potential and understanding the purpose it intends to serve'.
3. An emphasis on wholeness – an invitation for the 'whole person' to participate in productive engagement where each person's 'emotional, intuitive and spiritual parts' are welcome and respected and where the adoption of 'social masks' becomes irrelevant and therefore unnecessary. Workplaces that support people's longing to be fully themselves at work and yet deeply involved in nourishing relationships that build wholeness and community
4. A preference for self-management – replacing the constraints of traditional hierarchical control systems with agile self-organising systems capable of conscripting suitable talent and marshalling appropriate resources for specific utilities that are enabled by collaborative peer relationships.

## BASIC ASSUMPTIONS/NORMS OF PARTICIPATION

### **Self Management**

We relate to one another with an assumption of positive intent and commit to clarification and consensus understanding rather than presumptive conflict.

Trusting co-workers/our peers is our default means of engagement.

Liberty and accountability are two sides of the same coin.

All business information about The Constellation of Map Makers is open to all.

Every one of us is able to handle difficult and sensitive news.

We recognise and embrace the power of collective intelligence and synergy.

Nobody is as smart as everybody. Therefore all decisions will be made with the advice process.

We each have full responsibility for The Constellation of Map Makers as a Peer to Peer network. If we sense that something needs to happen, we have a duty to address it. It's not acceptable to limit our concern to the remit of our roles, or to be passive observers. This means that explicit, personal accountability is our mode of operation and that The Constellation of Map Makers agrees to place sufficient transparency to meet its desire for duties and their performance.

Everyone must be comfortable with holding others accountable to their commitments through feedback and respectful communication of The Constellation of Map Makers purpose and values

As part of the inextricable whole of being, we are all of fundamental equal worth. At the same time, our community will be richest if we let all members contribute in their distinctive way, appreciating the differences in roles, education, backgrounds, interests, skills, characters, points of view, and so on.

Any situation can be approached from fear and separation, or from love and connection. We choose love and connection.

We individually and collectively strive to create emotionally and spiritually safe environments, where each of us can behave authentically.

We honour the moods of love, care, recognition, gratitude, curiosity, fun, playfulness.

We are comfortable with vocabulary like care, love, service, purpose, soul ... in our peer to peer community.

## Wholeness

We aim to have a community where we can honour all parts of us: the cognitive, physical, emotional, and spiritual; the rational and the intuitive; the feminine and the masculine.

We recognise that we are all deeply interconnected, part of a bigger whole that includes nature and all forms of life.

Every opportunity or problem we encounter is an invitation to learn and grow and consider our responses from multiple perspectives. We will always be learners. We have never arrived.

Failure in a particular endeavour is always a possibility if we strive boldly for our purpose and if we neglect the learning from experience for the formation of Knowledge. We discuss our successes and failures openly and learn from them. Hiding or neglecting to learn from failure is a violation of our values.

Feedback and respectful confrontation are gifts we share to help one another grow.

We recognise that every person has unique characteristics and skills and that any characteristic will bring its own value in certain circumstances and may detract in other circumstances. As such, we always endeavour to consider the best circumstances/ ecosystem to enable unique characteristics and skills in individuals to add maximum value at that time. If someone is perceived as not bringing value we consider that the ecosystem and circumstance may not be appropriate for their skills to shine and might ask if it is possible to create the opportunity either within this community or within another.

## Relationships and discord

We do not seek to change other people. We can only change ourselves.

We take ownership for our thoughts, beliefs, words, and actions.

Were possible we resolve disagreements one-on-one and don't drag other people into the problem. Tools such as the [Conversation for Understanding](#), [Maintaining Clean Communication](#) and the Resolution Process may be deployed to support alignment and coherence.

When we feel like blaming, we take it as an invitation to reflect on how we might be part of the problem (and the solution) and take responsibility for acting as part of the whole.

## Evolutionary Purpose

Collective purpose  
Individual purpose  
Planning the future

We view the organisation as adaptive to the Evolutionary Purpose for which it was begun.

We always consider the Evolutionary Purpose of The Constellation of Map Makers in context to the local and global ecosystem, adapting the direction of the organisation guided by its Evolutionary Purpose as a response to what is arising.

We have a duty to ourselves and to the organisation to inquire into our personal sense of calling to see if and how it resonates with the organisation's purpose.

We try to imbue our roles with our souls, not our egos.

Trying to predict and control the future is futile. We make forecasts only when a specific decision requires us to do so.

Everything will unfold with more grace if we stop trying to control and instead choose to simply sense and respond.

## **Advise process for decision making**

1. Any person in The Constellation of Map Makers may make a decision in Integrity with the Evolutionary Purpose
2. Before doing so, the person must speak to all people who will be affected by the decision and any people who have existing expertise in the decision.
3. The person is under no obligation to integrate every or any piece of advise, but it must be sought and it must be taken into serious consideration.
4. The bigger the decision the wider the net of the advise process, right to the Chief Steward and Leadership Circle.

## **Clean communication and reaching agreement**

Phase #1

The two parties sit together and try to sort out the issue privately. The initiator has to make a clear request (not a judgment, not a demand) and the other person has to respond clearly to the request with a 'yes' or 'no' or a counter proposal.

Phase#2

If they cannot find a solution agreeable to both of them, they nominate a colleague they both trust to act as mediator. The colleague supports the parties in finding agreement but cannot impose a resolution.

Phase#3

If mediation fails, a panel of topic relevant colleagues is convened. The panel's role, again, is to listen and help shape agreement. It cannot force a decision, but usually carries enough moral weight for matters to come to a conclusion.

Phase#4

In an ultimate step the Chief Steward and Values Council will be called in to the panel.

All parties are to respect confidentiality during and after the process.

## **Role definition and allocation**

Organically and by all-in agreement based on the Integral Accounting Audit and desire for learning and development.

Each person is responsible for updating their IA audit, and the communication of this to all parties who will be affected by the changes.

Each person is responsible for being clear on their current role, the outcomes of that role, the expectations that others have on them to fulfil that role, the authority that is required to deliver the role, and what successful role completion will look like.

In this Peer to Peer community the primary role for all participants to as a valued and valuable peer to your peers. Contribution, engagement, sharing knowledge and skills, encouragement and championing are all ways to express your primary role.

## **Four regular conversations towards the Enterprise Architecture of The Constellation of Map Makers**

1. Governance - specifically only to discuss roles and collaboration
2. Strategy - to enact the purpose
3. Tactics – day-to-day activities
4. Clarity - Clarifying conversations are to ensure that two or more people are completely clear as to their task, expectations and role, and to clean up any miscommunication or energetic, emotional or intellectual dissonance. Ensuring clarity in relationship is the responsibility of both the person making the communication and the person receiving the communication.

## **Monetary Provisioning**

In the long run, there are no trade-offs between Evolutionary Purpose and monetary profits. If we focus on purpose, monetary abundance will follow. Our values and purpose lead every decision at all times. Using Integral Accounting, the monetary domain holds 1/6th of the power, focus and control.

## **Leadership**

**Chief Steward** -the role of the Chief Steward is to steward The Constellation of Map Makers to its greatest expression of wholeness and integrity. This is not necessarily a 'front of house' public role, rather a role that demands 'holding the space' for the Pattern Integrity of The Constellation of Map Makers to emerge. The Chief Steward is currently the initial founder. If the Chief Steward seeks to step down from that role the Value's Council and Leadership Circle will elect a new Chief Steward by unanimous vote, after partaking in the Advise Process. The new Chief Steward will then be able to elect a new Values Council, maintaining one member for continuity.

**Leadership Circle, Operations** - The day to day running and decision making to ensure flow and well-being. Participation in the Leadership Circle has some fluidity, and occurs following the Advise Process by the existing Leadership Circle and after a majority vote.

**Values Council** - a team of 3 people, including the Chief Steward, and two other people the Chief Steward nominates, to ensure the values are held in integrity. The purpose of the Values Council is to ensure that the Chief Steward always holds true to the Evolutionary Purpose and Values of the organisation. The Values Council each have one vote. A majority vote is required in all instances. The Values Council are not required to vote on

any issues other than a perceived failure of the organisation or Chief Steward to uphold its Evolutionary Purpose, Pattern Integrity and Values and for the election of a new Chief Steward.

**Active Members** - any active participant will be acknowledged through participation in the Integral Accounting Audit and through other agreed means, including monetary remuneration, public recognition, well-being, knowledge transfer etc. An Active Team member is responsible for their update and maintenance of the Integral Accounting Audit and communication of changes and negotiation to all relevant parties.

**Field Of Support** - people who are deeply aligned to The Constellation of Map Makers impulse and offer their support in multiple ways including energetic as well as active participation. We register those in the field of support as part of our public reporting process to ensure that value given from any field is fully seen and acknowledged.

## Public Reporting

The Constellation of Map Makers will conduct a yearly Integral Accounting Audit of Abundance and Obligation which will be made public on the web site.

In addition, the monetary budget will be available on the web site.

These reports will be published within 8 weeks after the end of the Australian Financial Year.

## Beneficiaries

The beneficiaries of this trust are all active participants who choose to engage with The Constellation of Map Makers as nominated in this manifesto for over 6 months.

### Conversation for Understanding

<https://www.223am.com/2016/02/conversation-for-understanding-a-tool-to-heal-the-war-between-us/>

### Clean Communication

<https://www.223am.com/2016/02/clean-communication-the-foundation-of-all-great-and-enduring-relationships/>

Contact:

Christine Mcdougall

[christine@223am.com](mailto:christine@223am.com)

+61 414384000

[www.223am.com](http://www.223am.com)