



## **Why Social Events Sustain Kibbutz Life And Are Critical In Fostering Prosperity**

*"A community's success is measured by its members' desire to belong and commitment to achieving common goals."*

All I ever wanted was to improve the lives and livelihoods of farmers. To achieve this, I invested 14 years in academia and decades in agrotech entrepreneurship. Driven by this mission, I constantly strived to reach my goals, no matter where the journey led me. To my astonishment, this path took me to places I never imagined, far from the open fields and orchards, the plow, the sprayer, and the tractor. If improving the lives of farmers is close to your heart, please stay with me on this journey. I promise it will pay off and contribute to your personal growth.

# THE BAR-MITZVAH REALIZATION

I recently attended a party in my Kibbutz, where my nephew and his classmates celebrated their Bar-Mitzvah. It was held on the vast lawns surrounding the Kibbutz dining room, which marks its pinnacle and center. Due to budget and space constraints, only some Kibbutz members were formally invited. Still, many other members arrived only to bless before continuing to mind their own business. This behavior of taking the time to bless the celebrating families was accepted warmly as a mutual reaffirming of the communal spirit of the event.

After spending some time with my brother's family, I, too, went to bless the other families. Then, I stumbled upon an old friend who had grown up in the Kibbutz but left Israel 30 years ago following her love for a distant tropical country. She surprised me by saying she was returning to Israel. I wondered why she would come back in the middle of a war (following The October 7, 2023 massacre) with Israel's economy and political situation so unstable. Later, I learned she had divorced, her two dogs had died, and she had nothing to keep her where she was, not even work. This was when the sense of belonging drew her back home to Israel.

After that evening, I reflected on these behaviors: members who were not officially invited still took the time to participate to show the families they cared for, and a person who, after 30 years, returned to the only place she truly felt at home. Is there a link between these two behaviors?

For one, it made me realize that the Kibbutz is more than a provider of sound, trusted livelihood and more than a group of people who somehow get along. I know Dr. Adizes's organizational Success Formula, which has no trace of behaviors such as reaffirming and belonging that profoundly impact the community. Dr. Adizes's organization Success Formula doesn't explain all that; it is missing a critical element and hence misrepresents a reality where people are attracted to and yearn to be part of a group, needing to satisfy their sense of belonging to a meaningful group.

$$\text{Success} = f \left[ \frac{\text{External Integration}}{\text{Internal Disintegration}} \right]$$

Dr. Adizes organizational success formula.

# **HISTORICAL PERSPECTIVE ON SOCIAL ORGANIZATION**

Understanding the need for social integration requires a historical perspective on social organization. For most of human history, social and economic structures were deeply intertwined. In hunter-gatherer societies, belonging to a group was integral to survival. Being part of a group meant shared resources, protection, and support. Similarly, social cohesion and economic collaboration were paramount in traditional village communities. Everyone contributed to the communal well-being, and in return, they received the support they needed for their essential physiological and mental health.

This interconnectedness of social and economic aspects lasted for 2.5 million years, shaping our evolutionary physical, mental, and emotional development. The recent shift to corporate lifestyles in big cities (i.e., the Ld-era) separated the integrated “unseparated” social-economic link, thus disrupting this ancient evolutionary balance. While companies provided abundant economic support, they did not perceive it as their job to fulfill their workers' social and emotional needs, previously satisfied by close-knit communities.

This has led to a pandemic of loneliness and depression, particularly in urban Western societies. Another way people address and attempt to overcome these modern-day mental and emotional deficiencies is by seeking and investing in social-related groups. For example, buying brands makes us feel like we are part of an exclusive group and its values. The same applies to our participation in religious groups, social media platforms, sports groups (even as fans), cooking courses, etc. This highlights the need for a more integrated model approach that reflects the social and economic aspects of the real world in a better way.

## **THE PROSPERITY FORMULA**

From the above, we understand we can't eradicate poverty, as stated in UN SDG #1, by addressing only its economic aspects while neglecting its social dimensions, as these are interconnected. A social-economic balanced society is a more prosperous society. Hence, we must reconnect and rebalance those elements to create a better society, thus providing a more holistic approach.

To achieve a more balanced society, we need a roadmap, which in science is called a formula or model. These formulas and models are grounded in theories. In this case, the theory posits that to improve success and achieve long-lasting prosperity, we must incorporate human natural feelings and the need for a sense of belonging, which we can view as “social energy”, or social integration, into our models.

One example of the power of emotions is the family unit, which lasts as long as the feelings, the desire to be together, and the sense of belonging allow it.

## THE ORIGINAL SUCCESS FORMULA

Dr. Ichak Adizes's original success formula is:

**Success = f (External Integration / Internal Disintegration)**

**External Integration** is the organization's ability to effectively connect with its external environment (market, stakeholders, resources).

**Internal Disintegration:** Refers to the internal conflicts and inefficiencies that naturally arise and lead to disorder, such as miscommunication, lack of coordination, and internal competition.

**The Function 'f':** f represents the relationship and interaction between these components. The function **f** does not have a specific mathematical form in this context but illustrates that success is a complex outcome dependent on multiple interacting factors. **Dynamic Relationship:** The function **f** implies that the relationship between these components is dynamic and context-dependent. Different organizations may experience varying degrees of impact from these factors.

This formula emphasizes balancing external opportunities and internal challenges. However, it overlooks the critical aspect of social Integration, which is fundamental to human organizations.

## THE PROSPERITY FORMULA

To address this oversight, I propose an enhanced success formula, which we may call the Prosperity Formula:

**Prosperity = f (External Integration + Social Integration) / Internal Disintegration**

**External Integration:** As defined above.

**Social Integration:** The sense of belonging and the positive connections among members within the organization, including teamwork, social support, and community engagement.

**Internal Disintegration:** As defined above.

**The Function 'f':** As defined above. It implies that overall success results from how well an organization manages its external and social integrations while minimizing internal disintegration. **Synergy:** The formula suggests that external and social integrations counterbalance internal disintegration. A firm external and social integration can mitigate the adverse effects of internal disintegration.

$$\text{Prosperity} = f \left[ \frac{\text{External Integration} + \text{Social Integration}}{\text{Internal Disintegration}} \right]$$

Organizational Prosperity Formula.

## WHY THE PROSPERITY FORMULA IS BETTER?

**Alignment with Human Needs.** Maslow's Hierarchy of Needs states that humans have social needs that must be fulfilled for higher motivation and productivity. The sense of belonging (social Integration) is crucial for well-being and performance.

**Organizational Cohesion.** Atomic/Molecular Forces Analogy: Just as atoms and molecules are held together by forces that stabilize structures, social Integration acts as the cohesive force within an organization, reducing internal entropy and enhancing stability.

**Thermodynamic Stability.** The Second Law of Thermodynamics states that increases in internal disorder (entropy) are natural. Social Integration acts as a counterforce, similar to energy inputs in a physical system that maintains low entropy and high order. By strengthening internal bonds, social Integration reduces the rate at which internal disintegration increases, aligning with the principles of thermodynamic stability.

**Sustainability and Resilience.** Resilience: Organizations with solid social Integration are more resilient to external shocks and recover better from disasters. The internal cohesion provides a buffer against disruptions, leading to sustained performance. Sustainability: Long-term success is more likely when employees feel connected and valued, reducing turnover and enhancing loyalty.

**Enhanced Performance.** Synergy: When Social Integration is vital, teams collaborate more effectively, communication improves, and overall productivity rises. The combined effect of external and Social Integration leads to improved overall organizational performance.

### MATHEMATICAL PERSPECTIVE

From a mathematical point of view, both formulas make sense but emphasize different aspects of what contributes to success:

**Original Success Formula:**

$$\text{Success} = f (E / I)$$

This formula suggests that success (S) increases as External Integration (E) increases or as Internal Disintegration (I) decreases. The ratio implies that success is directly proportional to how well the organization integrates with its external environment and inversely proportional to its internal conflicts and inefficiencies.

### **Prosperity Formula:**

$$\text{Success} = f (E + Si) / I$$

This formula builds on the original by adding Social Integration (Si) to External Integration (E) before dividing by Internal Disintegration (I). It suggests that both external and social integrations contribute to success, and their combined effect is considered against internal disintegration.

### **Comparison:**

**Comprehensiveness:** The enhanced formula is more comprehensive as it includes Social Integration (Si) as a factor. It acknowledges that success depends on external factors and the organization's internal social cohesion.

**Realism:** From a realistic perspective, the Prosperity Formula better captures the multifaceted nature of success. Organizations are not just about external achievements; internal social bonds are crucial in overall performance and resilience.

**Application:** The Prosperity Formula can be applied more broadly to different types of organizations, including those where social dynamics are crucial (e.g., community groups, volunteer organizations, and companies with solid team cultures).

**Mathematical Consistency:** Both formulas are mathematically consistent. They represent ratios that combine different factors to determine success. However, the Prosperity Formula provides a more nuanced view by adding another dimension (i.e., social Integration).

**Conclusion:** From a mathematical standpoint, the Prosperity Formula **Prosperity = f (E + Si) / I** makes more sense as it incorporates an additional critical factor, the Social Integration, which influences prosperity. This added complexity better reflects real-world scenarios where both external connections and internal social bonds are essential for an organization's success. The original formula is more straightforward and might be easier to apply in contexts where social factors are less critical, but it overlooks a significant aspect of organizational dynamics. Therefore, the Prosperity Formula provides a more holistic and realistic approach to measuring and achieving success.

# ANALYSIS OF PROSPERITY FACTORS

We can draw significant insights and conclusions when analyzing Hunter-Gatherers, Traditional Villages, Ltd-era corporations (urban life), and Kibbutz societies using the Prosperity Formula.

<b>ANALYSIS OF ORGANIZATIONAL PROSPERITY FACTORS</b>				
<b>FACTORS</b>	<b>HUNTER-GATHERERS</b>	<b>VILLAGE</b>	<b>LTD-ERA</b>	<b>KIBBUTZ</b>
<b>External Integration (E)</b>	<b>Low</b>	<b>Moderate</b>	<b>High</b>	<b>High</b>
<b>Social Integration (Si)</b>	<b>High</b>	<b>Moderate</b>	<b>Low</b>	<b>High</b>
<b>Internal Disintegration (I)</b>	<b>Low</b>	<b>Moderate</b>	<b>High</b>	<b>Low</b>
<b>Outcome</b>	Economic scarcity with social stability and richness	Economic scarcity with less social stability /richness	Economic prosperity with social scarcity and instability	Economic prosperity with social richness

Human societies: analyzed from the perspective of prosperity factors.

The table reflects the data and our intuition about the corporate Ltd-era (i.e., urban lifestyle) and village life in developing economies: people in cities and corporations are business-oriented and enjoy relative economic prosperity. In contrast, smallholders in traditional villages enjoy richer social activities that foster greater closeness between community members.

Yet, one should wonder why the Kibbutz's Social Integrating factor is rated so high. The components of social Integration in the Kibbutz, which contribute to a strong sense of belonging, positive members' connections, teamwork, social support, and community engagement, are less known and recognized. These elements create an advantage for Kibbutz communities over other societies and organizations with lower rates of social Integration. Small groups of hunter-gatherers would have received an even higher social integration score, which partially explains their success for 2.5 million years.

Below are examples of routine activities I experienced or saw in my Kibbutz community from childhood to adulthood (from the 1960s to the 1980s) that were daily, weekly, monthly, and annual activities and events created and strengthened the community members' sense of belonging.



**Routine activities** were part of the Kibbutz lifestyle, such as three meals a day in the communal dining room, a special meal for the entire community on Friday nights, and parents meeting in the children's dormitories at 8 p.m. when the children went to sleep.

**Periodic events** require dedicated planning and execution, such as having a person in charge of all cultural events in the Kibbutz, committees to arrange and execute each holiday, and ad hoc groups to organize one-time events like Bar-Mitzvahs.

These activities, among others, repeatedly created and reinforced relationships between community members, thus explaining why the Kibbutz scores the highest in Social Integration.

When we consider Social Integration as a component of an organization's success, we gain additional insight into the Kibbutz's phenomenal economic success and its ability to absorb hard and painful economic and social blows. Even when unwelcome, painful events arrive, often leaving scares and changes, the Kibbutz continues to operate and thrive. This critical human behavior, which significantly contributed to the economic success of the Kibbutz movement, as it does to every organization, was not reflected in the original Success Formula but is included in the Prosperity Formula. May this understanding serve us well when you work to improve our organizations and communities.

## **IMPORTANCE OF SOCIAL INTEGRATION**

This analysis shows that incorporating social Integration into the Success Formula offers a more holistic view of organizational health. It acknowledges the critical importance of human connections and belonging to organizational overall success, which have been crucial throughout history.

## **CONCLUSION**

The Prosperity Formula, which incorporates social and external Integration, offers a more comprehensive understanding of organizational success. Comparing the structures of a Ltd-era corporate (e.g., urban), traditional Village, and Kibbutz societies reveals that social Integration is critical for resilience and sustainability.

The Kibbutz model demonstrates that success is not solely dependent on external factors but also the strong social bonds within the community. This Integration of social and economic aspects provides a more robust and adaptable framework for achieving sustained success.

Thanks to the Prosperity Formula, we can see the contrast between a typical corporation and the Kibbutz, both products of the Ltd-era. A corporation is designed primarily to generate profits for its owners, which is reflected in how it invests its resources, i.e., over 50% in External Integration (E) and less than 50% in Social



Integration (Si) and Internal Disintegration (I). When we dive deeper, we see that the balance between Si and I Ltd-era corporations invest mainly in minimizing the I. In contrast, the Kibbutz allocates less than 50% in its E and more than 50% in its Si and I, and between those, the majority is invested in the Si. It stands out that Kibbutz's substantial investment in social Integration pays off handsomely by reducing the need to invest in internal disintegration and enhancing efficiency and returns in external Integration.

Both the Kibbutz and the corporate belong to the Ltd-era. However, while the corporation primarily aims to generate profits, Kibbutzim focuses on creating healthy societies and uses its profits to support this. Both are business-oriented organizations with distinct approaches, as the Prosperity Formula highlights.

If you wonder, "Which approach is better?" the answer depends on your goal. One way to evaluate this is by asking, "What percentage of the corporations and the Kibbutzim that existed 80-100 years ago still exist today?" It is estimated that the survival rate of corporations over this period is in the single digits, whereas nearly 100% of the Kibbutzim survived the same period. So, is it worth investing in Social Integration? It depends on what you aim to achieve.

The continuous evolution of Kibbutzim in response to changing environments and conditions further underscores the importance of flexibility and social Integration. This adaptability makes the Kibbutz model a valuable blueprint for communities worldwide seeking sustainable economic and social development.

By understanding and applying the Prosperity Formula, we can create better societies that achieve economic success and fulfill the fundamental human need for belonging. This approach offers a comprehensive solution to our time's most pressing social and economic challenges, such as poverty.

People manage to overcome challenges better and faster when understanding the problem's root cause and have formulas and models they can follow to solve it. The availability of formulae and models in the tech sectors and their lack from the social sectors explains why we advance fast with technology while struggling to progress with social issues. The Prosperity Formula offers a more comprehensive approach to organizational and community success, emphasizing the need for both economic stability and social cohesion. By applying this formula, we can create better, more prosperous societies.

Unlike machines, insects, and germs, people are driven by primary feelings and emotions, significantly influencing their motivation and actions. Ignoring these core motivational elements is unwise. The Prosperity Formula highlights the direct connection between feelings and prosperity, justifying investments in social events, celebrations, and parties. This approach is scientifically valid, even for Ltd-era corporations that meticulously account for every cent spent on "non-business" matters.

By embracing the Prosperity Formula, we can design and create organizational environments that nurture both our economic and social needs, leading to a more holistic and fulfilling life.

=====

Sign up to be part of [the Nova Kibbutz Stewardship Community](#).

If you enjoyed this column, please share it with a friend who will enjoy it too.

**[Dream Valley Fruit Export Program 2025](#) is now officially open for new exporters from developing economies who wish to export to Europe. Text me.**

=====

Here are ways you can work with me to help your rural communities step forward to shift from poverty into ongoing prosperity:

- \* **Nova Kibbutz and consultancy** on rural communities' models.
- \* **Local & National programs related to agro-produce export models** - [Dream Valley](#) global vertical value and supply chain business model and concept connects (a) input suppliers with farmers in developing economies and (b) those farmers with consumers in premium markets.
- \* **Crop protection: [Biofeed](#)**, an eco-friendly **zero-spray control technology and protocol** solution, is most suitable for developing countries.

## TAKEAWAY MESSAGES

- **Rural economic and social** development are deeply interconnected.
- **A sense of belonging** strengthens communities' resilience and economic prosperity.
- **The Prosperity Formula** provides a more accurate understanding of what causes prosperity in its broader sense.

=====

More on the October 7th genocide in South Israel:

[Humanity is one organism](#)

[Videos - The October 7 genocide](#)

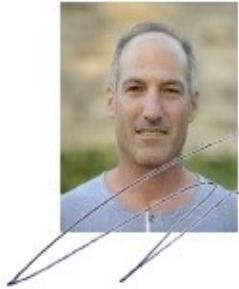
=====

If you got to here, read this column, and enjoyed it, please be nice to your friends, share it with them, or help them [Subscribe](#).

*"Mental and Economic Freedom Are Interconnected."*

See you soon,

Nimrod



Dr. Nimrod Israely is the CEO and Founder of [Dream Valley](#) and [Biofeed](#) companies and the Chairman and Co-founder of the [IBMA conference](#). +972-54-2523425 (WhatsApp), or [email nisraely@biofeed.co.il](mailto:nisraely@biofeed.co.il)

**P.S.**

If you missed it, here is a link to last week's blog, "[Kibbutz: An Exclusive Local Israeli Model Or A Universal One Destined To Help Millions? \(Part 3\)](#)"

**P.P.S.**

**OPEN BUSINESS OPPORTUNITIES:**

- 1) Exporting fresh fruits from Africa to the EU under the Dream Valley regenerative protocol brand for the 2024 season.
- 2) Joining the Nova-Kibbutz concept project or establishing a similar initiative in your region.

Kindly provide your background and credentials to receive tailored next-step instructions.

**P.P.P.S.**

[Dream Valley](#) is a field-proven disruptive business model based on the successful Israeli Model.

You can follow me on [LinkedIn](#), [YouTube](#), and [Facebook](#).

\*This article addresses general phenomena. The mention of a country/continent is used for illustration purposes only.