

THE NODE

vol. 8, no. 1
April 1994



Cover: from a postcard sent by A.M. & Linda Noel

THE NODE

The Node is published four times a year by Bev Parker, Jeanette and Brian Stanfield. The Node is available by subscription. The rate is USD15 a year .
ICA Canada, 577 Kingston Rd, Toronto, Ontario, Canada M4E 1R3

Phone: 416-691-2316;
Fax: 416-691-2491
e-mail: weblicatoronto

EDITORIAL:

The Node: Ready to Move On: The Editors

ARTICLES

On The Trapeze Bar: Del Morrill
Healthy Junk Food for Grandchildren: Avalon Academy

REPORTS

Lifestyle Simplification Program: Network News
Taking the Meaning to the People: Kim Epley
Australian Colleagues Retreat: Julie Miesen
ICAI Trip to Russia: Vaughn O'Halloran
ICA Canada Retreat: Brian Stanfield

LETTERS

Doris Jane Conway
Ann & Rob Duffy
The Gilbert Family
The Jewell Family
Sharon Turner
The Hoff Family
The Troxel Family
The Crocker Family
Judith Hamje

CELEBRATING THE COMPLETED LIFE OF

John Foss

STOP PRESS

Birth and Incorporation of the IAF

POETRY

Dawn: Patricia Webb

EDITORIAL

The Node launched in 1987 as a project of the Research Synergism Node (remember that?!), has been going for seven years. It was started at a time of dramatic transition in the Order and ICA when it was felt that the circulation of news and learnings was of high significance, especially since the familiar "Global Order Report" was no more. In 1988, after Oaxtepec, it was our experience that a newsletter such as *The Node* was even more needed to keep the network informed.

Now, perhaps readers would agree, we are in quite a different situation. Many receive *The Network Exchange*; other newsletters abound; there are magazines from Egypt, India, and Canada; the ICA electronic network keeps expanding its membership; the International Association of Facilitators has just come into being, and will have its own newsletter soon; for some time we have had a Directory of the Network, initiated by the Powells and carried forward with great dedication by the Yosts. What a boon they all are!

The Node has been sent out under the auspices of ICA Canada. It doesn't take a mighty amount of time to put together, but it does take time. Although the costs of publication and mailing are covered by subscription fees, other costs are not. And every day, more and more people in Canada are asking for more and different programs.

What we are leading up to is that ICA Canada is ready to let go of the publication.

If some colleague or colleagues wanted to take it over, we would be more than happy to supply names and addresses of current subscribers. Please let us know if this invitation strikes a chord anywhere.

In the meantime, unless there are some quick takers, *The Node* will continue publication till the end of 1994. The means subscribers can expect two more issues after this one.

Doing *The Node* has been a lot of fun over the years. The editors of *The Node* are very grateful to its loyal band of subscribers and to all those who wrote the originals that *The Node* republished.

We look forward to hearing from anyone who would be excited to have *The Node* on their hands.

Bev Parker, Jeanette Stanfield, Brian Stanfield

ICA Canada Board-Staff Retreat

These days it is always a question whether to share, and how much to share, of ICA's past. The answer is

not immediately obvious. On the one hand, you want to avoid the trap of intentional nostalgia; on the other hand you know you need to avoid the trap of nothing-but-ness (ICA is nothing but a facilitation and consultation outfit.)

Well, recently we at ICA Canada did an experiment that attempted to avoid both traps. Whether we did nor not is not yet apparent. Our Board which is mainly made up brand new people had been pushing us for an event, a retreat, in which we could paint a larger picture of ICA, delve a bit into its past, get exposed to some of its foundational understandings and use them as a screen to see where history was tapping us on the shoulder in terms of shifts we needed to make.

So we went to a retreat house in the country, both Board and staff-21 of us--and spent a Friday night and all day Saturday pondering these things. On Friday night we laid out the 40-year journey of ICA-OE-EI and reflected. On Saturday morning we laid out the Five Master Images: the Big Squeeze, the Intrusion and Word, the Tension between Obligation and Freedom and the Wedgeblade (from the Roundtable, ICA Chicago, 1981-82)

We then used these categories in a workshop, asking what is the Big Squeeze now facing ICA Canada; what is the intrusion on the current work of ICA Canada? What is the Word on ICA Canada? What is the Obligation, Freedom and Responsibility now confronting ICA Canada? And what is the No Longer and the Not Yet we are positioned between?

What a conversation! Wow! In the light of all the answers to those questions, we then asked what is the shift now being called for. We named seven shifts we were in. The closing conversation asked the question: in the light of all that has gone before, what is ICA?

Some of the answers:

"a snake with spirit insight seeing through chaotic changes"; "a virtual learning organization"; "insane, they keep calling to me; when drunk enough, they recognize me" (quote from Rumi); "the organizational form of a presence networked across the world, calling for new forms of society"; "water everywhere: source of life and energy"; "a learning community fostering social spirit pioneers"; "music in the world beckoning to possibility"; "a richly textured living tapestry"; "a long clear tone"; "surging energy waves".

At the closing celebration we sang some of the old songs. Best sung were: "Believe That the Time Has Come"; second was: "Given the chance to do life in the deeps".

The celebration and the retreat closed with a rousing dance to the tune of *Hava Nagila*

It was, as they say, "quite an event".

On The Trapeze Bar Del Morrill

Sometimes I feel that my life is a series of trapeze swings. I'm either hanging on to a trapeze bar swinging along or, for a few moments in my life, I'm hurtling across space in between trapeze bars.

Most of the time I spend my life hanging on for dear life to my trapeze-bar-of-the-moment. It carries me along at a certain steady rate of swing and I have the feeling that I'm in control of my life. I know most of the right questions and even some of the right answers, but once in a while, as I'm swinging along, I look out ahead of me into the distance and see another trapeze bar swinging toward me. It's empty, and I know in that place in me that knows, that this new trapeze bar has my name on it. It is my next step, my growth, my coming to get me. In my heart-of-hearts I know that for me to grow, I must release my grip on this present, well-known bar to move to the new one.

Each time it happens to me, I hope (no, I pray) that I won't have to grab the new one. But in my knowing place I know that I must totally release my grasp on my old bar, and for some moment in time, I must hurtle across space before I can grab onto the new bar. Each time I am filled with terror. It doesn't matter that in all my previous hurtles across the void of unknowing I have always made it. Each time I am afraid that I will miss, that I will be crushed on unseen rocks in the bottomless chasm between the bars. But I do it anyway. Perhaps this is the essence of what the mystics call the faith experience. No guarantees, no net, no insurance policy, but you do it anyway because somehow, to keep hanging on to that old bar is no longer on the list of alternatives. And so for an eternity that can last a microsecond or a thousand lifetimes, I soar across the dark void of "the past is gone, the future is not yet here." It is called TRANSITION. I have come to believe that is the only place that real change occurs.

And so transformation of fear may have nothing to do with making fear go away, but rather with giving ourselves permission to "hang-out" in the transition between trapeze bars. Transforming our need to grab that new bar, any bar, is allowing ourselves to dwell in the only place where change really happens. It can be terrifying. It can also be enlightening in the true sense of the word. *Hurling through the void, we just may learn how to fly.*

Healthy Junk Food

In lighter vein, here's a "gift" from *Avalon Academy*, 1320 Hawthorne, Houston TX 77006. (Roseanne Sands and Becky Watson are co-directors of this unique school). The article called, 'Healthy Junk Food?' was addressed to parents of young children but with so many grandchildren joining us, perhaps some may find the following suggestions interesting:

Veggie Dunk

1 cup plain low-fat or non-fat yogurt
3 green onions chopped
1/4 tsp. dill weed
1/8 tsp garlic powder
dash of pepper
Combine all ingredients in bowl or blender.
Refrigerate several hours. Makes 1 cup.
Great with raw vegetables.

Orange Fun Pops

6 ozs. orange juice concentrate
6 ozs. water
1 cup low-fat yogurt
1 tsp. vanilla
Blend all ingredients and pour into ice cube trays.
Put half a drinking straw into each cube. Freeze for several hours.

Tijuana Triangles

Cut corn tortillas into six triangles. Top with green chilies and a little grated low-fat mozzarella cheese. Place in 350 degree oven to crisp tortilla and melt cheese.

Gelatin Gems

4 envelopes unflavored gelatin
1 3/4 cups unsweetened fruit juice
1 cup boiling water
Add juice to gelatin. Add water and stir until gelatin is dissolved. Pour into 9x13 in. pan and chill until firm. Cut into 1-inch squares.

Flavored Popcorn

Pop corn without oil. Season to taste with any of the following items: Chili powder, onion powder, garlic powder, grated Parmesan cheese, or cinnamon. Spray the popcorn lightly with a non-stick vegetable coating while it is still hot and the seasonings will adhere more easily.

Lifestyle Simplification Program Ready to Go

The Network News,
Fall 1993

Are you beginning to think about retirement? Have you just graduated from high school or college? Are you worried about the long term prospects of your job? Are you wondering if your family could live on one income? Are you concerned about the increasing damage to our global environment due to our lifestyle. are you feeling stressed out by a schedule that is out of control?

These are just some of the questions that people bring to the Lifestyle Simplification Program. Using the methods developed by the ICA, participants explore their beliefs, practices and concerns. This is not a how-to program that promotes a particular approach, but rather an opportunity to share ideas and past experiences in an atmosphere of support. It gives images and examples of a "simple lifestyle" and discusses issues that real people have faced when they have tried to live simply.

In one workshop, participants analyze and discuss "enough" and "too much" in their belongings, relationships and experiences. For example, for one family, one TV may be enough, but three TVs are too many. another family may have a different standard but the dialogue is helpful to both.

We live in a time when the economic system is undergoing radical changes that affect the nature of work and income. The family who has thought through their values and priorities and has an idea of some of the options is at an advantage in this situation. Consistent with the ICA's concern about individual and community

empowerment, ICA in the Eastern United States is now offering the Lifestyle Simplification Program in several locations. The one-day program is designed to be low cost, while using well-trained facilitators and standard materials.

Contact persons are Dorcas Rose and Elaine Stover

Taking the Planning to the People

Kim Alire Epley

In the far northeastern corner of Montana, the Assiniboine and Sioux Tribes of Fort Peck are setting a new pace in rural development. Drawing on ancient traditions, they are inviting everyone in their community into the decision making process.

In 1990, the Tribes began developing a strategic plan. The Tribal government brought together elected officials of the business council with people charged with carrying out the programs of the Tribe. This act of "taking the planning to the people" established a norm for community engagement at Fort Peck. Tribal Operations Manager, Jackie Miller, comments: "It's not an easy process. It's hard work but people are having a good time and achieving something."

In the past three years, five key programs have used a participatory approach to planning with tangible results. One of these has been economic development. Recognizing the need to involve the broader community, the Tribe invited non-Indian business people to join them in economic planning. The resulting five-year economic development plan led to an award of \$440,000 from the Bureau of Indian Affairs (BIA). Ironically, the BIA recommended adding more in the budget for strategic planning.

Five economic task forces meet regularly and come together

once a quarter to review and plan. This "new" approach to development is based on traditional practices of consensus and cooperative action.

Another initiative that grew out of the original strategic plan was an assessment of the reservation's social service programs. The Tribe invited anyone who had anything to do with delivering services to tribal members, from state agencies to churches. Each group wrote up what they did on 35 flipchart sheets which filled the room. it was shocking to see how much there was. "Look at the services we're delivering. Look at the overlap!" one person observed.

Interagency teams that came out of this planning introduced initiatives for sharing resources, working cooperatively and maximizing services.

One organization directly impacted by this event was the Fetal Alcohol Syndrome Task Force - a small group of medical professionals and community residents focusing attention on the destructive effects of alcoholism on the reservation. Having tried to find a way to organize their efforts, they decided to create their own strategic plan, which is now being hailed as a model in Indian country.

In a broader effort to combat substance abuse, the tribally sponsored Community Coalition has created a strategic plan to address abuse of alcohol, tobacco and other substances. Directly engaging Tribal employees and agencies, the Coalition is creating events and activities that invite the whole reservation community to participate in returning to a more traditional, substance-free lifestyle.

Tradition is also at the root of the tribe's own Environmental Protection Office. This office invited other tribal programs to assist them in building a complete picture of Tribal environmental protection that engages every member and every program. Once again, the Fort Peck Tribal plan was

chosen as a model, this time by the federal Environmental Protection Agency.

For centuries, Tribal communities have been economically self-sufficient and socially self-reliant. Moreover, they have been known for their historical record of sound environmental management.

Today, the Fort Peck Tribes are directing the re-establishment of these strengths in their communities. In so doing, they are creating the benchmarks for successful development in rural Montana, as well as throughout Indian country. They are involving the community in an authentic dialogue and moving into the 21st century on their own terms.

Pacific Waves

March - May, 1994

Australian Colleagues Retreat Weekend

Julie Miesen

On the weekend of January 21-23, a group of ICA colleagues met at Tara Brownie Cottage, Silverdale at the foot of the Blue Mountains in NSW. The weather was fine and the company diverse, including a group of colleagues who came straight from the 2-week Peggy Nash Rubin seminar to the Retreat.

Tara Brownie Cottage is a building suitable for such groups as ours, in pleasant surroundings which were untouched by the NSW fires. As usual, people attending were asked to bring a casserole and a snack and that allowed for an interesting and surprising menu, except for breakfast which escaped our attention and we had to consider when we arrived there.

The program was based on our introductory conversation which was held on the Saturday morning. We talked about what we had been

doing and what we envisage for 1994, and then wrote up a program of topics to discuss on the weekend from the interests which were aired in the conversation.

On Saturday afternoon we began with the topic, *What does it mean to be an Australian??* Each of us gave our own personal answer to this question and these responses enlightened our discussions throughout the weekend.

To breathe some air into our lungs, Adrian Rhodes then led us outside for a set of *team games* where we were set a physical puzzle which could be solved only by working as a team. The group found these fascinating, and they were very enthusiastically worked on, though not all were solved!

We next discussed the *Aboriginal Reconciliation* program being organised by the Government throughout Australia this year. John and Elaine Telford have been appointed coordinators of the program in NSW and have access to some excellent materials including a booklet with eight discussions on aboriginal culture, history and visions for their future, and the future of the nation as a whole.

On Saturday evening, the group built a *Wall of Wonder*, a timeline plotting the history of the ICA in relation to world and Australian events. After using our brains for so long, we were really happy to welcome June Staunton and Geoff Heard to the group; They led us in *free-form dancing*, which was a refreshing and tranquil end to the day.

On Sunday morning the group discussed *alternative healing* and our colleague Frennie Beytagh channelled Reiki massage for those who requested it. Reiki massage promotes a strong sense of comfort and the movement of cosmic energy through the body and is very relaxing.

As the weekend came to a close, volley ball was played in the lunch break before we discussed

building a *permaculture village* and the possibility of living in such a community. A small group of colleagues have had this vision in mind for some years now, and will need to discuss further all the implications.

ICAI Trip to Russia

Vaughan O'Halloran

I spent three weeks in Russia exploring the possibility of establishing an ongoing program in the name of ICA:International. Linda Alton from ICA in Brussels joined me for the last two weeks. This report will share what happened, our reflections on the situation there, and some recommendations for future work.

The trip was organized in collaboration with Dr. Alexei Morozov, an organization development consultant, psychotherapist, and professor at Moscow State University. His wife, Lena Lopukhina, is also a psychotherapist with over 15 years of experience training people in business. She teaches at Moscow State, the Academy for Economic Development, and is a founder and guiding force of the Psychodrama movement in Russia. It was a privilege to be able to stay with their family and to have the opportunity for long dialogues about the uniqueness of the Russian situation and what it might mean to work there.

Objectives for the Trip

We had three major objectives for the trip: to gain first hand knowledge and experience of the Russian situation; to experience the application of ICA's participatory methods in a variety of contexts; and, to explore possible funding for long term work with nonprofit organizations, local government,

and other possible institutions ICA: I could work with in a partnership relationship.

An ancillary objective was to research the possibility of National Training Labs (NTL) working with Moscow State and other universities to develop the profession of Organization Development (OD) in Russia. NTL is recognized as a pioneer and world leader in the field. Ann Doshier (ICA, U.S. board member) is an NTL member as is Jane Watkins who has been accepted as an ICA, U.S. board member but has asked for a leave of absence while she serves as the current NTL board chair. I became a professional member of NTL last year.

The Russian Context: Moving from Physical to Psychological Ownership

Before discussing the events of the trip it is necessary to understand the unique environment of the former Soviet Union. Although these reflections will be confined to Russia they are to some degree applicable to the other Republics. It is extremely difficult, if not impossible, to understand the profound nature of the economic, social, and cultural change that has taken place. Perhaps more importantly it is difficult to grasp the personal impact of the change on the national culture and individual psyche.

ICA has a great deal of experience working intimately third world or developing countries where social status and economic privilege is concentrated in an elite group representing a small percentage of the population. In such societies there is typically a large intellectual and social gap between the elite group and other members of the society. In Russia, under the communist system, an elite group did have exclusive access to the resources of the society. However, there was at the same time a highly educated population of millions of people.

The average level of education of what would be considered the "intelligentsia" of the United States is much lower than it is among the same group in Russia. It is startling the amount of energy and creativity that was expended in controlling such a population.

One of the results of living and coping under such a system has been that people have developed a defence mechanism of disassociation. Disassociation is a classical psychological response to abuse, i.e., "you can do this to my body but not to my mind." In the Russian context this can be seen as a dynamic where people see no relationship between their private/personal life and their life in any social or organizational context. For three generations there was a discrepancy between words (e.g. statements from authorities) and people's experience of their day to day lives. This legacy results in unique reactions to training and facilitation that can easily be misread. Many top Western consultants have facilitated seemingly successful participatory plans (even by ICA standards) with organizations that have never been implemented. This is due to people's ability to draw a distinction between the abstract, creative, intellectual and practical implementation. For instance people have the ability to participate in what would seem to be an exciting, stimulating vision workshop and produce a creative vision or action plan which they never intend to carry out! The self talk that is going on is probably something like, "I understand that on a theoretical level that this is true but it has nothing to do with my day to day life." Or, "when I'm talking I'm in one reality and when I'm living I'm in another." If you can't picture or imagine "owning" your organization then thinking you can actually effect it is beyond the realm of possibility. ICA/ Organization Development methods assume

values of ownership and the capacity to control the organization's direction. There has been no body of experience for seventy years in Russian culture to support this assumption. In a sense people have been given physical ownership of their society and institutions but have yet to develop a sense of personal or psychological ownership.

Working With Russian Organizations

One of the experiences we had was in consulting with an organization called the Tireza Employment Agency. Tireza was established almost five years ago when the term market economics was still unknown. It is an employment agency which works to upgrade people's employment to better jobs and to find jobs for the officially unemployed. After much discussion with Alexei and Lena on a design for the day we decided that an open-ended vision question of where the agency could be in five years was too difficult for people to answer. We decided to make it three years which was difficult enough because the society is going through so much change that it is difficult to imagine a year from now. We had people create an intuitive vision of areas they wanted to see the agency move into. We asked them to think from the perspective of their job position instead of the whole organization again because of the institutional ownership issue.

Once this was done we asked people to imagine themselves in a force field with forces supporting and restraining them from reaching their vision. We asked them to discern at least one supporting force (pushing them towards their vision) and one restraining force (preventing them from attaining their vision). As predicted by Alexei their forces were highly abstract statements like an incentive to work. We then asked them to think of three concrete specific actions to

encourage the supporting forces and three actions to discourage the restraining forces. It took a great deal of effort to push their thinking to concretion. We had to take each of the actions and ask, "If I were to show up in your workplace tomorrow to video that action what would I see and hear on the tape?"

We taught a class on participatory methods at Moscow State University to a group of future organizational consultants. After the class we were visiting with the students and one of them made a dramatic statement. He said, "You Americans are brought up to believe that you can realize your vision, that all you have to do is decide what it is and go after it, like the Nike ad which says- 'Just Do It!'. For us Russians our vision is a very personal thing, you can't even say it out loud and never share it with anyone let alone realize it." It's like having a small child inside of you that you have to protect and let it grow until it can survive on its own." I said that he was the first generation where that was even a remote possibility and he smiled and said, "Yes but that will be much easier for my children than it is for me." It underscored for me the fact that it will take at least a generation for this change to become part of the culture.

We also visited two different local government situations. The first was a local government district within the Moscow region called Shokola. We met a woman who was the deputy administrator of the district and with the Department of Social Defence (or protection depending on the translation). The Department comprises 12 public organizations engaged in service delivery. The department was set up to deal with the fact that with the changeover of the former system, increasing numbers of people are without care. It is anticipated that the role of such departments will dramatically increase over the next few years. But since this is a new social reality no one has exact

figures on the number of potential clients they will have although their numbers are increasing monthly. The district is perhaps unique in its leadership and initiative. The Deputy administrator said, "Two years ago we had no idea what social services were. One and one half years ago we created the Department of Social Protection. We organized from the bottom up - not the top down. We realized we need to solve problems in a complex [integrated] way." She expressed a need for the coordination of efforts. "One structure can't solve problems on its own - we must integrate social structure services." The District has recognized the need to work together with NGOs and nonprofits. For example, together with a religious organization they organized a hostel for the elderly, providing physical and moral help. The project was created by a priest who for 6 years was the representative for the Russian Orthodox Church in Switzerland. "Today the [District] Administration is a sponsor of the project. We gave land to the church for a facility where a church was previously destroyed. We did this on the local level and didn't want the Republic/Russia to help us. Another thing they have learned early on is the value of preventive care. The Deputy Administrator said, "We are now creating a shelter for adolescents who are homeless or because of alcoholism in the family have nowhere to live. The head of the administration signed a document for the project to go ahead without a funding mechanism from Moscow. The budget will be millions of dollars and will house 10 adolescents. We could have better spent the money on preventive programs. We therefore want to integrate programs for prevention, e.g. hire social psychologists who can work in the school system and the community.

We next visited a small town called Dolga Prudny. We began our meetings with the Mayor who sat us

around his conference table with people from the Social Protection Department as well as local residents who were attempting to form self help groups dealing with invalids and the handicapped. We explained that we were exploring possibilities for collaborative projects and that we had no funding but were willing to work to strengthen local groups. The Mayor immediately volunteered that they felt a need to coordinate activities without distinctions at this point between government, non-government, public, private, for profit, nonprofit, etc. He said that if we would be willing to work with them on coordinating efforts that they had funds that could be used.

Future Possibilities

The Agency for International Development (AID) provided \$83 million dollars through an NGO called World Learning to support American and Russian NGOs working in partnership. We visited the field director of the project to assess the type of projects that had been funded and their degree of success. We also wanted to test our idea for a project. Our proposal was to conduct a training of trainers program which would train Russian trainers to strengthen the capacity of the many emerging nonprofit organizations. The concept was eagerly received because most of the Russian NGOs working in partnership with American agencies have nowhere near the level of organizational capacity necessary to work in authentic partnership. Peter Mahoney, the project Field Director, enthusiastically supported the direction of our thinking for a project. He also said that the AID Mission in Moscow had gotten permission from Washington to disburse an additional \$2 million to U.S. NGOs to develop projects outside of the Moscow region and to develop the capacity of Russian NGOs. He indicated that a project such as the one we outlined would

fall within those guidelines. He also mentioned that as part of the original grant World Learning has its own money for training to support the organizations in the original group of grantees. He expected that they would begin spending it in April. We told him that we planned to conduct a demonstration training program around that time and that it would be possible for him to send some Russian and American agency representatives from the initial grant. We also said that Alexey would be available to him as a credible local resource. This was appreciatively received as most of the American agencies find it very difficult to locate reliable people and organizations.

United Way, International was a recipient of a grant under the AID project. Their primary focus is to promote volunteerism and the development of local philanthropy. They work with local Russian self help groups who are emerging nonprofits. Ellen West, Director for Eastern Europe, discussed the need for long term extended training for Russian nonprofits. Forty six organizations sent two people each to a training program that seemed, initially to be a great success. All forty six organizations were expected to submit projects for volunteer involvement. Twenty responded and they began to work intensively with them, visiting and interviewing to see if there was any substance to the proposals. Out of the twenty, four actual projects emerged and they have found that they need to meet with those agencies twice a week. West said that the level of skills within the agencies was such that they needed that type of intense work to move the projects forward. She as well endorsed our proposal for training. With both World learning and United way it was helpful for us to say that we intended to work with and through a group of reliable Russian consultants who would be on-site as a resource

for continued work.

Next Steps

The situation in the former Soviet Union like many developing country situations offers many possibilities. ICA:International has the best potential profile for us to work in Russia. Currently there is a fascination with the United States because its free market capitalism represents the antithesis of the former system. This will not last forever and in the long term the Russians will find greater empathy with Europe and its mixed economies. ICA:I can bring to bear the experience of working in many developed and developing countries to our work in Russia. Being able to field a cross-cultural team of, for instance, American, European, and Indian consultants positions us in a much more strategic way than other organizations.

Alexey and Lena are more than just kindred spirits. In earlier days we would have considered them an outpost which would have become a House or ICA:Moscow. They are more than willing to use their home and their not inconsiderable personal network and relationships to work with us. It is important to remember here the social legacy of people operating almost exclusively by their network of personal relationships to grasp the significance of their commitment. Their network and relationships represent the potential of working with almost any institution in Russia from Yeltsin's cabinet to Moscow State to capable young professional consultants. When Perestroika arrived and it was clear the type of changes that were going to take place a common phenomena took place across the society. Communist party aparatchiks who had the access, experience, and contacts with the West began to create their own "new" institutions and changed their business cards to take advantage of the commercial opportunities becoming available. There are for

instance today many organizations masquerading as non profits to make money. Alexey and Lena represent a very small percentage of the population who are relatively financially secure given the wrenching changes the economy is undergoing. Alexey has devoted himself to finding reliable people and institutions capable of surviving the coming turmoil of social change. For this reason he returned to Moscow State two years ago to begin teaching courses on organizational consulting so that he could identify young people who would be committed to serving the society. Most capable Russian consultants are engaged in commercial ventures. We neither met nor heard of anyone concerned with developing consultants with a service perspective. It is also important to work in partnership with Russian consultants. Methods need to be adapted to their unique cultural situation. This is best done in a posture of mutual learning between partners.

We plan to submit a proposal to AID. As of the time of this report there is an unresolved argument between AID, Moscow and Washington. Moscow wants the next round of grants targeted to capacity building and Washington wants the funding to support entrepreneurial development. Linda Alton is pursuing possible support from European sources (Linda can you add here). We also need to broaden the involvement of Europeans where possible. She is also hoping to organize a trip to Belgium for Alexey and Lena. We are planning to do another trip which will involve a demonstration training of trainers program. The curriculum will focus on capacity building. Anyone interested in the project can contact me via E-mail or telephone at 212-673-5984

Letters From The Network

There's always such a wealth of letters around Christmas and the New Year that there just isn't room for all of them for the January issue of The Node. We have chosen snippets from a number of letters that didn't get into that issue.

Doris Jane Conway

My work continues at the Mn. Department of Administration as a management consultant. I find myself both challenged and depressed by the entrenched systems with good employees struggling but needing to understand and risk for radical systems changes. Right now I am working on some facilitator curriculum revision with Virginia

Pierce and that's the best assignment I've had for some time - one where I feel needed and have something to offer.

Last spring I took a cruise (by myself) on a Norwegian cruise ship in the Caribbean for one week. It was a great trip - started and ended in Puerto Rico.

Jessica was married on December 4th in Richmond, Indiana, to Geoffrey Robert Smith, in a simple, meditative Quaker meeting. They are living near Kalamazoo where both are working on their doctorates in zoology/biology.

Dirk and his significant other, Deb, had a good year of bike racing, including national competition. Dirk graduates in February 1994, with a mechanical engineering degree.

Starhawk quote from *The Fifth Sacred Thing*: "To hope and dream is not to ignore the practical. It is to dream it in colors and rainbows."

Ann & Rob Duffy

A year ago Rob was inducted as the Chairperson of the Presbytery of the Central west. This year he and Ann were given the task of working with 10 of the 12 parishes which make up this Presbytery to help them with their future visioning and mission planning.

In October we celebrated Ann's 60th birthday. We invited the six other members of our parish who admitted to being born in 1993 with their family and friends to a grand party at the Manse. It was a great night. After that, Rob and Ann took off for Port Augusta via Broken Hill, caught the India-Pacific to Perth and headed north. We were in Monday Mia for Ann's birthday, enjoying the beauty of Shark Bay and the delight of the friendly dolphins. A very special

time. The rest of the trip is filled with images of marvellous wild flowers, rolling seas, incredible rock formations (the Murchison gorges - the pinnacles - Wave Rock)...Back home across the Nullarbor. A great month all together.

This has also been a year for the artist and authors in the family. All in the same month, two of **Paul's** sketches and two of **David's** poems were selected for inclusion in an anthology of poets and artists and a (tall) story of Ann's was selected for inclusion in the ABC's latest book, "Yarns from across Australia"!

After six years in the one job, **Linda** has taken the plunge and left the Childrens' Hospital. She is now looking at new and different openings and opportunities.

The Gilbert Family

The feature event for this family in 1993 was **Ken and Ruth's** 25th Wedding Anniversary, celebrated with a trip to Mexico along with Ken's parents who were celebrating their 50th. We all went parasailing, and have photos to prove it.

We were hosts for the second time to the ICA Heartland meeting at Allerton Park in October. Having 60 good friends right here to visit with is a great treat. Ruth and her two sisters, Marj and Connie, used our house as home base for a four day sibling event. The three report with amazement that sisterly relationships look a lot different at 40-something looking back than they did at 15-something looking forward.

Ruth continues working in the Cooperative extension Office of Computer Coordination. Her job takes her to distant parts of the state about once a month installing/supporting networks and

other computer equipment. When she is at "home" at work, she provides computer support by telephone to 1300 personnel. She loves it! **Ken** has cobbled together a weekly schedule of inpatient and outpatient psychiatry that keeps him on the go. Both of like our work, but it is so consuming that our non-work life gets minimal attention.

Ryan's year has been marked by his physical transformation, growing nearly a foot and at the same time losing weight. He played cymbals in the drum line for marching band. He also plays trumpet in concert band this semester. His first week in new glasses was spotted with delightful comments - "Ooh, look at that, I can see the leaves on that tree." or "Wow, you can see the route names on those busses".

Luke lives a somewhat "invisible" life in the house during the week. He works nights full time running the Kraft inventory computer system. This puts him asleep when the rest of us are up and around. he continues at Parkland College full time. he also bartends weekends at a Country music Disco, even though he prefers other kinds of music.

Amara graduated from High School this year, and was accepted for delayed entry by the U. of Illinois. She is now in Mexico under sponsorship of International Christian Youth Exchange. She lives with a very traditional middle income Mexican couple and the two of their nine children still at home.

The Jewell Family

Dorothea is facilitating many groups - such as a division of Region X EPA (Environmental Protection Agency), local schools, state agencies and coordinating councils, churches, and so on. **Jim** continues to provide the computer system humming and doing what

it's supposed to do. the people we work with keep us hopeful and mindful of the abundance of goodwill all about us.

As ICA staff, we are excited at the restructuring that's been happening in this organization over the past few years.

Other highlights for us in 1993 include the activities of our four adult progeny and their families. **Mark & Cari and 2-year old Erica** were awaiting the imminent arrival of another family member. (**It's a boy!, Alex Matthew, born December 17, 1993**). Mark continues at Christ Hospital in Chicago as Chief of Epidemiology and Clinical Research, plus working with four other staff members on the formation of Epi Q, a consulting business. They revel in the space, indoors and out which they have in their new house. Cari and Erica have a wonderful time being a work, play, and learning team. **Russell**, still in Boston, continues to increase his skills on the trombone. In addition to his long love affair with jazz, he's thrown his hat into the realm of classical music and finds he really does enjoy playing with some community symphonies. He spent some time in the Netherlands last summer, playing with a band. He and his girlfriend, a professional bassoonist, make truly fine music together.

Nathan, a Captain in the Air Force piloting KC-10's, spent several weeks on special assignment this year. The last was in the United Arab Emirates where they provided relief support for the fly free zone in the Mideast. We enjoy with **Nathan and Jill**, the delight they take in their lively boys, **Christopher (6 years)** and **Nicholas (1 year)**, and in watching the growing results of lots of hard work they've put into landscaping their rather large lot. **Diane** is putting to good use the skills she developed during those many hours of caring for little ones

while growing up in community. She and **Keilan (16 months)** have great fun together! They help **Kedric** in the business he is starting in addition to his regular job. Diane and Keilan pick up rental trucks which Kedric uses to transport equipment. Diane reports she can handle those 18 footers just real well with Keilan's front seat support.

A summer short trip to the beaches and rain forest of the Olympic Peninsula was another highlight. If you haven't visited this "upper left hand corner" of the U.S., it should be on your agenda. It's really wonderful country.

Sharon Turner

My life has been:

Fulla surprises - hearing from and seeing old friends/colleagues that I've not been in touch with since 1985 or so.

Fulla fun - I toyed with a new name.. everyone called me Olivia for eight months. I'm now back to Sharon. I went to Hawaii, sang a Tibetan Buddhist Prayer song at a Hindu wedding, went dancing for the first time in four years and had a one song recital.

Fulla growth. Can you believe it? I planted, nurtured and harvested tomatoes, sweet peas, sage, collard and turnip greens, chard, sweet peppers, chili peppers, Italian parsley and basil. I directed two one week residential personal and leadership development camps for women. There were 500 women in attendance. I managed two very different teaching and support staffs. This activity drew upon everything I've ever known about team building and facilitation.

1993 was fulla heartbreak. I got fired from my job! What a jolt! What a fantastic learning! What a cleansing or purging of the old body system! In the midst of this

heartbreak, I'm taking time out. Presently, I'm doing clerical work at Kaiser Permanente Hospital. I know this won't last for long - just long enough for me to catch my breath.

The Hoff Family

Mike has just finished baking two loaves of fresh bread. **David** is preparing a major paper written in Mandarin with his Mandarin tutor, and **Mary** is sitting at the computer, beginning the rough draft of our seasonal letter.

Mike and Mary turned 50 this year! We had wonderful celebrations at work and with friends. Other than Mike shaving off his moustache (because it was almost white while his hair, although thinning, has little grey); Mary dyeing her hair to cover the grey and both getting new glasses (only a little stronger); we think being 50 is OK! It's just difficult for us to believe that we are.

As we moved out of Woodside Mike decided to go back into teaching secondary school. So this past summer he returned to his old alma mater, Southwest Texas State University, and took two courses to update his credentials as a history/geography teacher.

Mary continues as elementary principal at Hong Kong International School.

David is 12 and a seventh grader. He is finally taller than his mother and his shoes are two sizes bigger. He had a fine time visiting Texas relatives in the summer. He takes trumpet and tennis lessons, plays soccer and basketball and is tutored in Mandarin, his most difficult subject. He is also learning ballroom dancing and social etiquette.

We continue to be hopeful about the future of Hong Kong.

Certainly the financial growth here lends support to this belief. As far as the political future of Hong Kong is concerned, the opinions vary greatly. Basically the economic indicators are very high, the political indicators are very low and the sale of ocean going small craft is increasing.

The Troxel Family

For **Jonathan** the year was one of moving, starting at National Louis University in Evanston, to DeVry Institute for a term and back to NLU with a new focus on Psychology and Human Service as his major. This past term he celebrated achieving a 3.0 GPA. He feels very pleased and looks forward to completing school in 1995. This coming year he desires to maintain his academic standing while improving his physical and financial health.

Karen has completed her course work for her master's in Image change and Life Long Learning at DePaul University's School for New Learning. Having facilitated planning and training in 30 of Chicago's public schools plus guiding two Learning Lab programs last summer, she is most excited about the establishment of some educational partnerships. This coming year she is looking forward to a sabbatical which will include a 10-day silence retreat, Spanish immersion, and completing her master's.

Jim completed his master's at DePaul in Organizational Transformation. Since graduation, the School for New Learning has asked him to teach courses in group process and models of change. The highlight of the year was the publishing of his first book, *Participation Works: Business Cases from Around the World*, for which he served as the general Editor of 12 teams of contributors.

He is now working on a second book focusing on profiles from the public sector.

We spent a week with several families in May creating a land trust along the Pacific Coast of Mexico near Puerto Vallarta anticipating future vacations and long-range engagement. This coming year we look forward to celebrating our own 25th anniversary.

The Crocker Family

Jon completed his year in Nicaragua as a Watson Fellow, working with a medical team in Alamikamba and other remote communities on the Atlantic coastal plains. While there he learned the Miskito language; conducted preventive health workshops; assisted in deliveries and inoculation campaigns; and helped treat patients and improve sanitation during the cholera epidemic. He regularly returned to Managua to help train primary school teachers in the use of preventive dental curriculum and also did some travel in Honduras, Costa Rica and Puerto Rico. Currently a first year student at the University of Massachusetts Medical Center, he is now discovering the theoretical basis for what he experienced "in-the-job" in Nicaragua.

In reverse pattern, **Ben** completed his first year in medical school, also U. Mass., and then joined Jon for five weeks in the summer to put the theory he learned at school into practice in the field. He conducted his mid-year research work at Boston City Hospital in the area of child abuse; became an active member of the Christian Medical association on campus; and continues to serve as a volunteer at *Mustardseed*, a soup kitchen in the city of Worcester. During spring break Ben visited a friend in the British Isles where he enjoyed travel

in Ireland, Wales and England and tracked down the Crocker family manse in Yelmpton, whose present owners gave him the grand tour of the home and gardens. In the late spring Ben also negotiated the lease of a charming colonial in the country setting of Grafton, MA, where he, Jon and two other med students now live.

Joe turned 65 this year, flew a kite on the shores of Cape Cod on his birthday (as a sign of continued agility) and grew a white moustache (to announce that he has arrived at a new intensity of freedom). Joe also spent six very long weeks this fall resting and reading while recuperating from the enervation of lobar pneumonia. He is "back to par" at year's end.

Marilyn completed her research and is now in the process of writing her doctoral dissertation, an ethnographic case study of the change process in a middle school in Boston's Roxbury section, the working title of which is *Healing a Troubled School*. She has also continued consulting work with universities, public school administrators, special and general education teachers and with a number of organizations serving disabled people.

Books that have influenced our consciousness this year: *The Universe Story*, by B. Swimme and T. Berry; *Belonging to the Universe*, by F. Capra and D. Steindl-Rast; *Dream Work*, by J. Taylor; and *The Skillful Teacher*, by J. Saphier and R. Gower.

Ron & Beret Griffith

We spent a week in Sedona, Arizona with Sue and Stefan Laxdal in early February, hiking in wild magical red rock country. In June I went to my 35th year Eau Claire, WI reunion and spent a week at our

cabin at Beaver Lake with my step-mother Beth. We had a wonderful time among the trees and that is something I would like to do again in 1994. We also fit in a trip to Minneapolis in August for the wedding of Katherine Barton to Jerry Kettunen. In October we took Beth to Yosemite for a few days, right at the peak of the fall colors. We followed (with binoculars) a team of climbers as they made it up El Capitan over a three day period. Thanksgiving was spent with Lela Jahn, Don Bayer and another couple in a rented house, overlooking the ocean at Bodega Bay, exploring the Enneagram, the healing arts, reading and taking long walks on the beach.

Judith Hamje

written 25 October 1993
Greetings from Cairo. I have been here for four and a half months and have been delighted from the first day. Maybe I was so afraid of what I would encounter here that everything is such a wonderful surprise.

The Egyptian people are the friendliest at first meeting of anywhere I have been in the world. I think the first word they learn in English is "welcome". This is followed up with a helpful service. I'm talking about people on the street, in the market, not just friends or business colleagues.

ICA MENA is a much bigger operation than Peru with 35 staff and a large budget to raise, which is a real challenge. I am pleased with the programs and staff here.

The Training Department has many programs with the Canada Fund for Local Initiatives where we have trained recipients of their small business loans from around the country twice a year for three years now.

We also just received a large three year grant from Danida to do an expansions project on the west bank of the Nile in Beni Suef governorate. We are in the middle of a two year phasing out plan to transfer all the programs to the local groups in the Bayad villages.

I am living alone for the first time in my life. I took over Anne's flat and I love it. I have a maid three days a week to clean and cook occasionally so I have lots of free time to study Arabic, go to concerts, etc. Life is challenging and fun here.

The Completed Life of John Foss

We celebrate the completed life of John Foss, native of the Minneapolis/St. Paul Twin Cities area, husband of Juana Nerequita Foss and member of the Order: Ecumenical, serving our locations in The Philippines and most recently Guatemala, died this past week of a lengthy battle with cancer.

Services were held at the evangelical Lutheran Church in Minneapolis on March 7th, 1994 with Rev. Glen Wheeler officiating.

STOP PRESS

The Birth of the IAF

The actual event was at the January Network Meeting in Alexandria Virginia. The christening happened on May 6, 1994 in the state of Minnesota, USA. Yes, the IAF is incorporated. That's the International Association of Facilitators. At the time *The Node* went to press, the IAF had 33 paid-up members. Of course, many more than that signed up at the January meeting in Alexandria VA. The IAF is now preparing for its first annual conference to be held in Denver, CO, USA.

Dawn

by Patricia Webb

*I would have been useless on the farm
In the early morning.
I would not have done my chores,
Milked cows or opened pasture gates.
They would have found me
Hiding, still as a stone,
Lost in the cry of an owl.
Pen, poised above paper
Waiting, waiting
To catch the silent, awesome being
Who creeps with light into the new world.*

*Dawn is an amazing thing.
So amazing that we should be awake,
Awake and still,
Catching if we can, the subtle hues of grass
In changing light.
Hearing how birds gain confidence
From dark, tentative cries to
bright and fragrant symphonies.*

*Dawn is an amazing thing.
And I am still, so still.
Catching it today
Wishing I had never missed it,
even once,
In all my life.
Wishing I had given this much
attention
Each time, each time.*

*Thinking how the world could
be so whole
If we could see how easily dawn
Weaves a new day from the darkness,
From the stillness.
If we could see how dawn,
sweet and subtle daughter,
Leads us into day
Without a false step.*