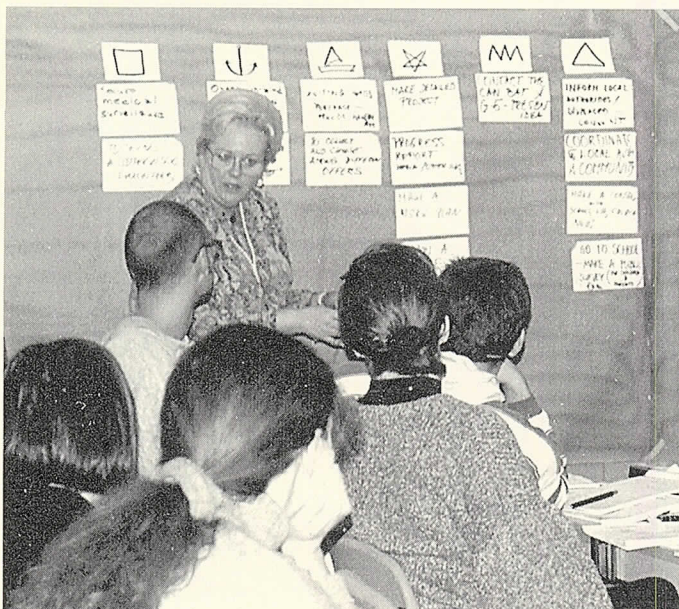


Dateline Zagreb: Teaching Participation in a War Zone

by Susan Fertig-Dyks



Susan Fertig-Dyks demonstrates Action Planning.

From the very beginning, circumstances suggested this course would be special. It would be held in a country at war and recruited from organizations providing emergency help to trauma cases and war crime victims. Somewhat surreal in that context, the venue near Zagreb was a health spa where the swimming pools fill from natural hot mineral springs and a layer of steam hovers over the outdoor pool in winter, so thick that swimmers cannot see the edges. Moreover, the fledgling ICA:Zagreb was offering help to other non-governmental organizations, which were better known, better staffed and better funded.

After a deathly silence leading up to the published pre-paid sign-up deadline, the fax in the ICA's Zagreb office suddenly began

humming with multiple registrations from several large organizations. These included the International Federation of Red Cross/Crescent Societies and the International Red Cross Committee; Marie Stopes International, a British organization which assists traumatized women; Save the Children, who also requested specialized staff training; the Zagreb Intercontinental Hotel, which signed up for an in-house conference the following month; the Croatian Psychiatrists Association, which is submitting a joint proposal with ICA:Zagreb to fund a refugee program through ICA:Japan; and the American Bar Association, a three-time client of ICA:Zagreb.

With 29 paid registrations in hand, the ICA team decided to offer three partial scholarships and one full scholarship, which added two participants from a student activist organization, one professor from the University of Zagreb, and a doctor who runs a trauma hotline.

Continued on page 6

Initiatives Goes National

For the last ten years, this newsletter has served the ICA in the western United States. Beginning this issue, we are merging with the two other ICA newsletters to cover the whole country.

To mark this shift, we have gone from eight to twelve pages, added a second color and done some redesigning. We hope you like it and hope you will send us your comments and contributions to make it an even greater publication.

Editor

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How Can You Participate?
Turn to page 10

The International Association of Facilitators

by Mike Kaplan

As a survivor of numerous professional conferences, I hope the International Association of Facilitators (IAF) won't become like most other associations. We should crawl through cut glass to make sure we don't become overly institutionalized. We should preserve three traits of IAF conferees which stood out for me at this year's conference — collegiality, sharing and celebration.

There was a genuineness about colleagues networking in Denver. You didn't feel left out because you hadn't worked in rural Africa or facilitated in a Fortune 500 firm. For instance, I wanted to meet Bruce Williams, author of a book on consensus. He was interested in my work with public schools and invited me to help him with his workshop. "Call me if you need help on a training design," he said. I did, and he expanded my thinking on action planning. New colleagues were take-away gifts from this gathering.

A particular aspect of the gathering's collegiality was its international flavor. For Heidi Kolbe, of Sacramento, this was a real plus. "I interacted with colleagues from Australia, Belgium, Hong Kong, Nigeria and Taiwan, as well as various parts of the USA. We were captivated by experiences ranging from facilitating meetings with burnt-out Chinese cops to strategic planning for oil company executives."

Sharing took many forms. One of those was the "Share A Method" session, with documentation available for the bargain price of \$10. In hallways and after sessions, the hotel resembled a floating market place, with people swapping handouts, copying information, and hawking books. The ultimate gesture of collegial sharing was Linda Jones telling me to download from her computer several templates for documenting workshop and action planning results.

Celebration was a unique feature of this conference. It began the first night, when, working as dinner table teams, we generated data cards that turned into a huge wave called "Paradigms in Facilitation." It continued through Sunday's dinner. Imagine nearly 300 people wearing masks decorated with paint, feathers and glitter.

The final morning was a more sobering style of

The International Association of Facilitators (IAF) evolved out of the increasing demand for facilitation and the ICA's Technology of Participation methods. Its mission is "to create an ongoing dialogue between members and others interested in furthering the technologies of participation, as well as the art and practice of facilitation." Mike Kaplan reports on last January's IAF Conference in Denver.



Minneapolis participants Mirja Hanson [right] and masked Chan Barksdale in high gear at the celebration.

celebration during which we were inspired to participate in a Native American dance, to celebrate the time we had been together, and to thank our host, the Council of Energy Resource Tribes.

Celebration was yet another form of participation, which was the defining characteristic of this conference. As Heidi put it: "When you're dealing with a group of facilitators, you are the program."

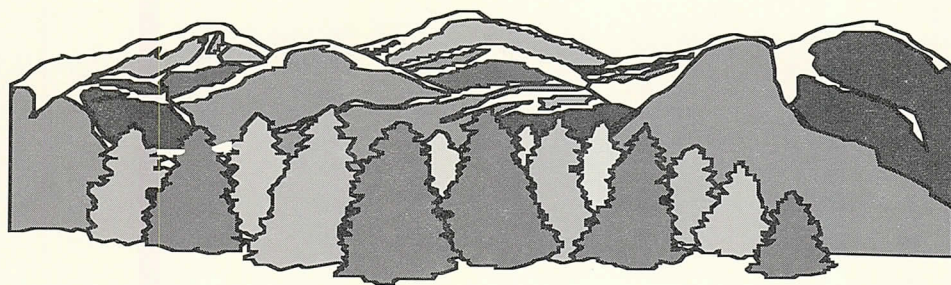
What will happen to the IAF? We must keep members connected, revitalize them through conferences, and nourish their curiosity with readings, research findings, and professional development seminars. Most of all, we must remain focused on the practicing facilitator. ☸



Mike Kaplan, of Charlottesville, VA, is a facilitator with private, public and nonprofit organizations. He is working with the ICA's ToP Trainer program.

A Legacy of Service

The ICA's contract with the City of Chicago to provide facilitation services to low income neighborhood organizations has been renewed for a remarkable ninth year. ICA staff are also working with the Government Assistance Project's "Models of Excellence" program, piloting the Total Quality approach in 15 Chicago and Cook County agencies. In addition, suburban municipalities, park and school districts are benefitting from the ICA's Strategic Planning services. As one staff person said: "All across the greater Chicagoland region, the ICA is recognized among public officials for its capacity to facilitate non-partisan, consensus-building planning for the well-being of the whole population."



Managing Watersheds

Western Canada and the United States Pacific Northwest share much in common, not least their concern for the state of the environment. This was underscored recently when Canadian colleagues, Neils Christiansen and Dorothy Argent, asked ICA staff south of the border to work with the *Salmon River Watershed Roundtable*, a coalition

of government agencies and residents concerned with the future of this eco-system. In addition to training participants in *ToP* methods, the ICA team led planning to launch a series of community meetings designed to broaden the participation of people in creating a comprehensive strategic plan for the watershed.

Across these United States

Seeing the Wrinkles

When members of the ICA Archives Team were having their quarterly celebrative lunch at the Chicago Historical Society recently, they were singing along at the piano when a face from the past suddenly appeared before them. It was well-known author, Studs Terkel, famed for his vignettes of people in his best-seller, *Working*.

"Oh my, the people from the Institute," he exclaimed. I remember Joe [Mathews, ICA founder] telling me about going to his father's funeral and grabbing soap and water to wipe the makeup off his father's face. Joe said: 'Now we can see the wrinkles and all the other things that made up his life.' I was so impressed with that story that I included it in my last book."

Nigerian Joins ICA Staff in Phoenix

When you next call the ICA's Phoenix office, don't be surprised to hear the soft, lilting voice of Nigerian Julie Momodu answering the phone. Julie has joined the ICA in Phoenix for twelve months to participate in its Fast-Track Trainer Program. Hailing from Nigeria's south-eastern Bendel State, she worked in an insurance



company in Nigeria and as a credit analyst in New York. Julie is married to Felix Akpe, founder of NIRADO, ICA's Nigerian partner.

Publish or Perish?

The ICA's publication of the *International Exposition of Rural Development* (IERD) series in the mid-1980s was a giant leap into the unknown. Ten years later, we are a lot more book-wise and our books are selling. Laura Spencer's *Winning Through Participation*, is now

in its seventh printing with 15,000 copies in print, including 2,000 printed in Hong Kong for the Asian and African markets and a recently released Spanish edition. Jim Troxel, has edited two more books, *Participation Works* and *Government Works*, with combined sales just over 2,400. ICA International is launching another book on "civil society" which it plans to publish in time for the 1996 ICAI global conference in Egypt.



Simplifying Life for India's Rising Middle Class

by Elaine and Nelson Stover

Although most Americans imagine India to be a land filled with poverty, its booming middle class rivals that of the United States in size and affluence. Along with the rising prosperity of the middle class have come the pressures and stresses so prevalent in this country.

When Shankar Jadhav, from ICA:India, attended the ICA conference in Prague in 1992, he participated in the *Lifestyle Simplification Lab* created by Elaine and Nelson Stover from Greensboro, NC. Seeing the relevance of the program for India, he invited the Stovers to conduct it in Pune.

Hosted by Thermax Company, a long-time supporter of the ICA's village development work and user of the ICA's participatory planning and leadership programs, the course took place in late January in Pune. In addition to the 13 Thermax employees, the Lab was attended by a couple referred by an Indian Lab participant in Greensboro, as well as five others affiliated with the ICA Pune office.

Participants had come for a variety of reasons — some were feeling the pressures of two-career families, some had teenagers whose TV-driven demands for name-brand merchandise were straining family budgets, and others sensed the futility of just earning a living.

The morning included the study of a paper written by Robert Gilman, of The Context Institute. Gilman's paper highlights three factors which determine society's environmental impact — population, affluence and technology. Participants saw the impact their society is having on the environment. With India's population surging up to the billion mark, just adding a single light bulb to every home means four more hydroelectric dams. In the think-tank which followed, participants shared the pressures of longer work hours and the shift to a monetized economy as more women enter the work force. In contrast to many

Western nations which have spent centuries heading toward industrialization, India has a host of recent advocates of simple living — Mahatma Gandhi, gurus and holy men who advocate the benefits of a spiritual life, and environmental activists. Some of these are impeding the progress of the huge Narmada hydro-electric dam and others are organizing women to plant trees.

The afternoon session began with a reading entitled "What is Enough?" by Alan Durning. Participants realized the futility of more, more, more. Shrikant Phadke, a retired government officer who spent two

Adding a single light bulb to every Indian home means four more hydroelectric dams.

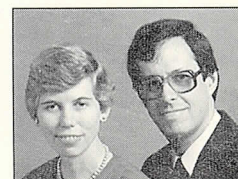


Group presenting their song promoting simple living.

years working with the Pune ICA staff, read a poem he had written pointing to the limitations of relying on money to provide personal fulfillment. In the ensuing workshop, participants explored the boundaries of enough for themselves. They expressed the need to slow down the drive to consumerism and to focus on the quality of their life in the context of building a sustainable society.

To conclude the day, four groups created motivational images toward a simpler life — a Hindi song, a billboard, a drama and TV spot announcements. After the seminar, Shankar and Shakuntala Jadhav participated in facilitator training so they could conduct the *Lifestyle Simplification Lab* with other groups throughout India. ☸

Elaine and Nelson Stover have worked with the ICA in Australia, Belgium, India and the United States. For more information on the *Lifestyle Simplification Lab*, call (910) 605-0143.





Leadership Options

... is a 16-day residential program which encourages ever deeper discovery of self and world, in the context of personal, professional, community and organizational development. Through seminars, workshops, reflective dialogues, individual projects and personal retreats, participants experience themselves as a learning community and a learning organization.

The program takes place at the ICA International Conference Center in the Uptown neighborhood of Chicago. The next Leadership Options program will take place January 5-21, 1996. Space is limited to 20 persons. Tuition, room and board is \$1495. For information, phone George Packard (312) 769-6363 or fax (312) 769-1144. Two participants report on this year's program.

Judy Murphy

By the end of *A Search for Signs of Intelligent Life in the Universe*, Trudy the Bag Lady has tried everything she can think of to explain to visiting aliens what it is like to be human. They finally get it when she takes them to see a play. But there's just one thing. She forgot to tell them to watch the stage and so they watched the audience. They caught on that humans laugh and cry, feel tenderness and fear, cheer the heroes and boo the villains, and do so together with those around them.



Leadership Options was like that for me. There were no aliens, just participants and the guide team. We were audience and actors and the play was our life shared for sixteen days. We came from different places and backgrounds, with different questions, in different points on our timelines. We were strangers who responded to the challenge to become a learning community. We shared deeply and learned much from observing ourselves in this community.

The schedule, setting and experience of the program was reminiscent of the best of scout camp, religious community life and encounter groups — a positive communal

Judy Murphy has been a member of the Benedictine Sisters of Chicago for 35 years, and principal and president of St. Scholastica girls' prep school for the last 15.

A former economist with the Commodities Exchange of Chicago, *Tom Coleman* is concerned with the development of micro-enterprises worldwide.

experience. At first, I was surprised by the "no frills" nature of the sleeping and bathing facilities, but these soon became non-issues.

Leadership Options more than met my expectations. I learned to think and talk using the Focused Discussion Method and to probe deep questions. In our study of organizational and individual development, I came to understand the term, "experiential learning." Moreover, I have begun to plug into a network of people in Chicago who are positively addressing human issues.

Best of all, I shared at a deep, spiritual level with people. I have had such sharing experiences before but *Leadership Options* gave me hope that there is a groundswell of hunger for this kind of activity, and that it will bring together ever widening circles to shape our world as a more human community.

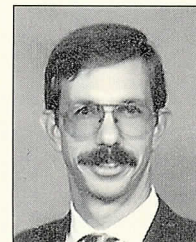
Tom Coleman

Learning stays with me when I can internalize it and relate it to my experience. *Leadership Options* did this for me. It was a stimulating forum to engage with people of diverse backgrounds in serious individual and group inquiry into the learning, doing and being of leadership.

The ICA facilitators were able to draw a learning experience out of the interaction of the group, rather than just provide well-organized lectures from a preset curriculum. I learned from others who saw things differently, thought differently, and processed their experience differently.

Leadership Options also provided a diverse array of activities in which to participate. It offered a rich mix of ways for a group to learn, discuss and organize team activities. We met with community leaders to observe and discuss their leadership styles and had times for silent, personal reflection as well.

The course created a supportive and constructive environment in which I could lead others and learn from their responses to my leadership. It allowed people to support one another in pursuit of their goals while functioning as a fully-engaged group. It left me with a variety of methods and experiences to draw on in the future.





Continued from page 1

To support the large number of registrations, the team asked Linda Alton, from the ICA Brussels office to join it. Not only was Linda a real help to participants, but she also provided some useful perspectives and insights for the local team.

Excitement built as registration forms revealed the participants' locations. Four were coming from Sarajevo. The only way in and out of this city is on flights run by the United Nations Protective Force on big cargo planes filled with troops and relief supplies and painted white with stark black letters shouting "UN." Despite frequent suspension of flights and occasional ground-to-air missiles, the four participants from Sarajevo arrived safely and in time. They are now helping to organize an April course there.

One participant scheduled from Bihac was not so lucky. When the pocket fell to the Serbs, the Marie Stopes group had to substitute another staff member because their Bihac staff could not get out.

In a shift from the ICA tradition of two-day courses, we used three days with a morning session of demonstration and theory and an afternoon of practice and applications for both the Focused Discussion Method and the Workshop Method. The third day introduced Action Planning and Facilitator Style. The latter saw highly creative, humorous skits

and team role plays. The skits, which parodied both faculty and participants, showed that people remembered what they had learned and were already comfortable with the methods.

After the course, stories began to filter in from participants about how they had started using their training. Two participants from Dubrovnik, the besieged and broken walled treasure on the Dalmatian coast, were particularly excited. One reported she now felt equipped for "the gradual involvement of the whole group in making decisions."

Mladen Majetic came from Slavonski Brod,

a town divided by a river and two opposing forces. From the river banks hang twisted metal ruins of a bombed bridge. Once gracefully linking the two sides of the town, it is now an obscenity calling to mind the twisted lives left in the wake



ICA: Zagreb Associate Director Zlata Pavic [above] and Resource Coordinator, Drazen Letica [left].

of war. When Mladen went back to Slavonski Brod after the course, within a week he had used the methods to create "the best staff meeting ever" for his physical therapy group working with refugees and displaced persons.

Continued next page

Continued from page 6

Despite frequent suspension of flights and occasional ground-to-air missiles, the four participants from Sarajevo arrived safely and in time.

Zinka Cerić came from Mostar, another divided city but one with three ethnic groups struggling for control. Poised and thoughtful, Zinka took the "dragon" quote used in the course and projected it into a whole new realm of meaning as she explored it from the perspective of war. She commented later: "All

groups dealing with management should experience Group Facilitation Methods."

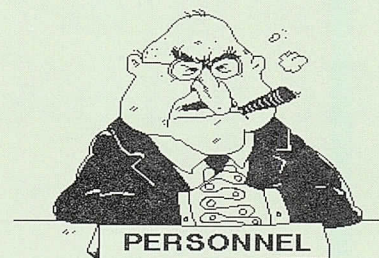
The three participants from Save the Children started demonstrating the methods for others, planning projects using *ToP* techniques and did a workshop to reorder their organization's training priorities. Now Save the Children wants all its staff trained and is looking for an ICA-trained facilitator to work with it. [See box opposite.]

Apart from myself and Linda Alton, the faculty included ICA:Zagreb co-founder Susan Yates, its associate director, Zlata Pavić and resource coordinator, Dražen Letica. Zlata, an English teacher, and Dražen, a legal professional, are graduates of

the ICA's Group Facilitation Methods and Participative Strategic Planning courses and attended the ICA International conference in India last October.

Susan Yates' first association with the ICA was as director of training in Egypt for two years before she moved to Croatia. Although an Australian citizen, she was born in Sri Lanka and has spent much of her adult life in Asia in relief work. An American, I was born in the Philippines during World War Two. I first met the ICA in the early 1970s in Venezuela and later worked in the ICA's Town Meeting and LENS programs in Texas.

ICA:Zagreb began a Facilitator Guild in November 1994. It meets on the first Friday of every month. These "First Fridays" allow facilitators to practice their skills, using the Workshop, Action Planning and Focused Discussion methods. At the February meeting, Dražen led a workshop on "How Can We Develop the Facilitator Guild?" It generated material for the next six sessions. Each month, the Guild will take one of the columns from the workshop and build an Action Plan. As this gains momentum, the



Wanted -- Immediately!

Someone skilled in the use of the ICA's *Technology of Participation (ToP)* methods who is a Serbo-Croatian speaker but who possesses a non-Serb or non-Croatian passport.

Save The Children, some of whose staff have been trained in *ToP* methods, want an ICA-trained person to help make their training program for setting up preschools in the Knin region more participative and interactive. This would be a full-time, paid position, starting immediately. However, the job entails working in a highly dangerous area at the heart of the Serb/Croat enmity.

If you are interested, and even if you don't have the language capability, phone or fax Susan Fertig-Dyke of ICA:Zagreb at (011) 385 1 451 677.

Guild may decide to take it out of simulation and put it on a faster track to reality. That's the kind of thing that happens in the ICA. ☎

Susan Fertig-Dyke is a script editor and narrator for Hrvatska Radio Televizija in Croatia. She moved to Croatia with her husband and started ICA:Zagreb in 1993.



Community Mobilization — Si Se Puede

by Enrique Castillo

Somerton, Arizona, is a small rural community in the far southwest of the state, eleven miles from Yuma to the east and San Luis, Arizona and San Luis/Rio Colorado, Mexico, to the west. The whole valley was traversed and settled by the westward movement of Spanish explorers and missionaries and is part of the Gadsden Purchase — the last land treaty with Mexico.

About two years ago, a soft-spoken young man dropped by city hall and asked to see the city manager. I invited him in and he introduced himself as Raul Jorquera from the Institute of Cultural Affairs (ICA). His intimate knowledge of and enthusiasm for the ICA's methods made them seem ideal for working with small, rural communities. We talked at length about community mobilization, then parted and agreed to meet again soon.

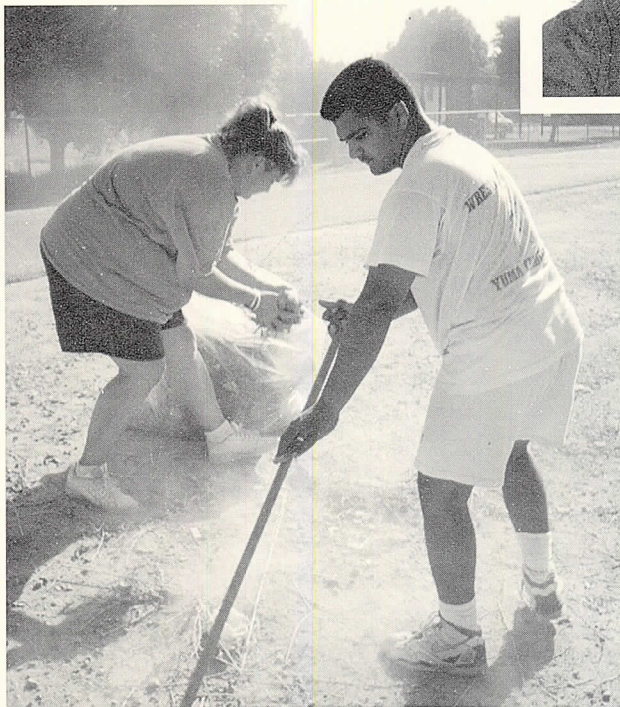
Throughout the next several months, Raul and his wife, Angelica, became regular visitors to city hall. Out of these visits, we drew up a plan to hold a community forum in Somerton. We identified and trained individuals to help carry out the forum.

Finally, in November 1993, those plans became a reality. We held the forum at Somerton's Head Start center. What an evening it turned out to be! People were excited to help create a plan for their community. They were particularly impressed to see the results of their efforts in their hands as they left the meeting and felt honored that the forum was conducted in Spanish, their native tongue. But planning is one challenge; carrying out those plans is another matter altogether.

Responsibility for follow-up was now in their hands. Bit by bit, over the ensuing months, things began to happen. An organization calling itself "Comite de Accion de Somerton" was formed. Community people began attending council meetings for the first time. They requested interpreters and suggested changes. They organized block

watches and invited guest speakers to monthly meetings.

One particular incident demonstrates what community mobilization is all about. In one neighborhood, a developer had built homes but failed to install



RAUL JORQUERA



Above:
Raul Jorquera,
ICA Staff.

Left: Somerton
citizens participate
in a community
work day.

street lights. For two years, both city officials and individuals tried to correct this omission but to no avail.

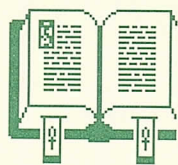
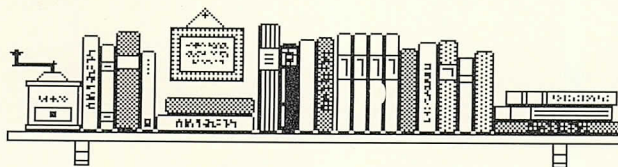
This time, the Comite de Accion de Somerton lived up to its name. Together with the city, they began "Project Street Lights." After repeated requests, phone calls and letters, the developer finally got the message. The lights were installed. Residents held a backyard meeting and potluck meal to celebrate.

Someone once said: "When we talk, we demonstrate that we understand. When we listen, we demonstrate we care."

About two years ago, a quiet, unassuming individual came into my office to listen, because he cared. Thanks to him, and to the ICA, Somerton is a very different place today. ☺



Enrique Castillo is
Manager of the City of
Somerton, Arizona.



Government Works: Profiles of People Making A Difference
by James P. Troxel (General Editor)
Miles River Press,
Alexandria, VA 1995. \$24.95

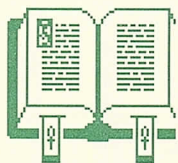
This is a collection of case studies of government and quasi-government agencies where people have taken a positive approach and acted to make improvements. It offers a ray of hope for people who have been working in this often maligned arena.

While the book does not pretend to have the formula for improvement in every situation, it does present some tested recipes that have worked in a wide variety of applications. The chances are good that you can find one which you could modify to fit your special circumstances.

Since each study is reported by a different author, several writing styles are represented. Some accounts come to life more than others but the message each carries is enough to keep you reading. These are the stories of real people doing real work in the real world and achieving real results. You will find yourself nodding as you recognize familiar problems, then being surprised at the variety of solutions.

This book belongs within easy reach of anyone engaged in helping not-for-profit organizations improve themselves. It's full of ideas that can be put to work on problems which seem too large and too complex to solve. It reinforces the notion that, most of the time, the people with the problem also have the answers. For those inside organizations, it suggests when to call for help and what kind of help to seek. For those outside, it can assist in recognizing those times when intervention can help, as well as what kind of help might be the most effective. It also makes a strong case for a partnership between the two.

Rhico Allen Port Orchard, WA



From the Forest to the Sea: The Ecology of Wood in Streams, Rivers, Estuaries and Oceans. Chris Maser and James R. Sedell. St. Lucie Press, Delray Beach, FL 1994. \$55

Tuna dependent on forests? Absolutely. Maser and Sedell describe the contribution of forests — through driftwood — to habitat and food for salmon, tuna, estuarine shellfish, and a host of other sea-living organisms.

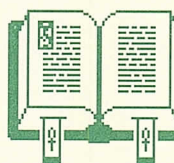
The authors show how forests in Northwestern North America used to contribute large quantities of driftwood to streams, rivers, estuaries and the sea. Some drifted throughout the North Pacific before becoming waterlogged and sinking to the ocean floor. Whether in stream, river or estuary, floating on the open sea or sitting on the deep ocean floor, driftwood is home or food for an amazing variety of aquatic organisms. In all these environments,

solid wood is reduced to fecal pellets by scrapers, shredders or borers. These organisms, the chain of predators dependent on them, and the driftwood all help to weave the aquatic and terrestrial aspects of our planet into a marvelous web of interdependencies.

Dams, logging, clearing of log jams and clearing of rivers and estuaries for navigation has severely reduced the supply of driftwood. Concomitant reduction in dependent organisms may be a contributing factor to the decline of species such as salmon and tuna.

Maser and Sedell develop their story with a combination of childlike wonder, intuition and rigorous science, thereby adding immense understanding about the interdependence of events, both way inland and far out at sea. We ignore such interdependence at considerable peril to ourselves and our children.

Neils Christiansen Salmon Arm, B.C. Canada



The End of Bureaucracy and the Rise of the Intelligent Organization
by Gifford and Elizabeth Pinchot.
Berrett-Koehler Publishers, San Francisco, CA 1994. \$24.95

In his earlier book, *Intrapreneuring: Why You Don't Have to Leave the Corporation to Become an Entrepreneur*, Gifford Pinchot argued for a corporate culture that supported risk-taking "dreamers who do." He predicted a future in which the large corporation would become an umbrella under which numerous small intrapreneuring groups interact in voluntary patterns too complex and synergistic to be planned from above.

Nine years later and joined by his wife, he provides a manifesto of the new organization in which freedom of individual expression is balanced by the individual's responsibility for the whole. In this situation, much of the former chain-of-command discipline is supplied by self-managing teams and the market discipline among them.

Calling corporations and other large employers "the last bastion of dictatorship," they suggest that no other human institution on the planet currently curtails the freedom of the individual as much as these do.

They call the new kind of organization that will thrive in these times the "Intelligent Organization" in which "a network of numerous individuals and groups forms the organization's brain." The two basic dynamics, individual freedom of choice and responsibility for the whole, are held together in creative tension by limited corporate government that allows for relational autonomy. The Pinchots support their thesis by accounts of several well-known organizations that are experimenting with different aspects of their model.

Jim Troxel Chicago, IL

Supporting Social Innovation

by Steven Werner



Global Look for New ICA Brochure

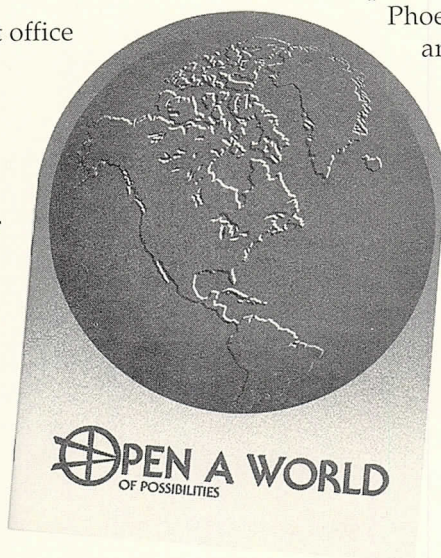
Last month, the new ICA brochure rolled off the press with a fresh look emphasizing the global appeal and nature of the ICA. Designed by the national development office, the brochure will be used as a marketing piece to educate and inform people of the successful methods and programs offered by ICAs in the United States and abroad.

Entitled *Open A World of Possibilities*, the brochure will also be used as an informative tool for fund raising. In contrast to many former ICA promotional materials which have been slanted to report to existing donors, this piece focuses on the need to educate external audiences.

The national development office is making a concentrated effort to secure funding from corporations, foundations, individuals and governments across the United States, in order to meet its ambitious goals. The new brochure has been designed with this in mind, reducing the technical references of previous material and concentrating instead on more common descriptions of ICA methods and programs.

The new brochure focuses on three things. First, the uniqueness of the ICA and its programs. Second, that ICA programs are rooted in a central series of methods which transcend geographical and political boundaries. Third, that the ICA is involved in many facets of community life, from education to leadership to community service.

Over the next few months, a smaller version of the brochure will be mailed to all ICA members in the United States. Please take a moment to review it and see how the ICA is gearing up for the years ahead.



ICA to Host International Training of Trainers

At the 1994 ICA International conference in India, representatives from a number of countries from Brazil to Zambia expressed interest in creating national training systems based on the ICA's *Technology of Participation (ToP)* Series developed in the United States. Over the past few years, more than 4000 people have participated in *ToP* courses in this country.

Responding to this need, the ICA Phoenix office offered to conduct an International *ToP* Training of Trainers Program scheduled for September and October, 1995. This month-long program will be offered to approximately 20 master facilitators from a dozen countries. It will involve hands-on experience in courses and provide the tools and an action plan for participants to return to their countries and establish similar training systems appropriate to their situations. In addition, the program will explore ways for mentor

trainers to assist national systems to develop.

This first-ever training program will be funded from private contributions, corporate gifts, and in-kind donations from ICA staff and local businesses. Your support is greatly needed. You can help by sponsoring ICA representatives from the developing world to participate in this vital training experience. Please take a moment to complete the attached form [opposite page] and send it along with your gift to the address shown. All gifts are tax deductible. ☸



Steven Werner is the ICA's National Development Director in the USA.

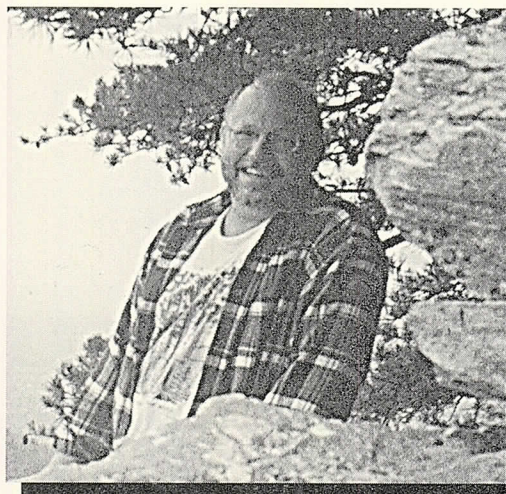
"Facilitation is not work. It's play for me. It's the way I view the world. It just fits." With this attitude, it's little wonder that Eric Moorefield took to the ICA's *Technology of Participation (ToP)* methods like a duck to water, when first introduced to them in 1991.

Eric is Vice-President of Support Services for Community Cares, Inc., a North Carolina home health care company. He attributes this job to the reorganization of the company resulting from an ICA-facilitated strategic planning. In charge of human resources and program marketing, Eric spends a lot of time visiting each of the company's 16 offices every quarter. During these meetings, he holds a focused discussion, a workshop and an action planning session on how that office is meeting the company goals.

Eric is convinced of the value of these methods.

"They help people focus on the company goals on a regular basis, they create pathways of communication between people at different levels in the company, and they provide a way for people to know what's going on in the offices," he said.

In addition, he often uses some of the many company managers who are *ToP* course grads to co-facilitate with him. They are part of the Facilitator Guild which has formed within the company.



Although he is an accomplished facilitator, Eric describes his entry into using *ToP* methods as a trial by fire. "My first experience as a co-facilitator was with the Institute of Child Advocacy in Raleigh. They were going to hold forums throughout the state to talk about planning. We only had a day, so we had to cut and paste to give them what they wanted. None of the frills. We planned it all on the way over in the car!"

While facilitation may seem second nature to Eric, it's just one of his many skills. Growing up on a farm in North Carolina, he worked as a city playground director while a college student, taught English in public schools and community colleges, and has been a technical writer for organizations ranging from the nursing education department of a large hospital to a photographic studio.

In addition, Eric has used his writing skills in a volunteer capacity to edit newsletters and

create brochures for many groups, including an Episcopal Church social service agency and a Greensboro AIDS organization. As the sole care giver to one who died from AIDS, Eric learned first-hand the awful truth that we don't have control over life.

What's something he'd still like to do? "Go to Japan, old Japan. I like the simplicity and peace there," he says. For someone who describes himself as a patient and gentle man, what could be a better destination? ☸

I would like to support the **International *ToP* Training of Trainers Program**.
Please find enclosed my check for \$ _____.

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All gifts are tax deductible. Write your check to The Institute of Cultural Affairs and send it along with this form to:

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4220 N. 25th Street
Phoenix AZ 85016

Technology of Participation™ Courses

Group Facilitation Methods

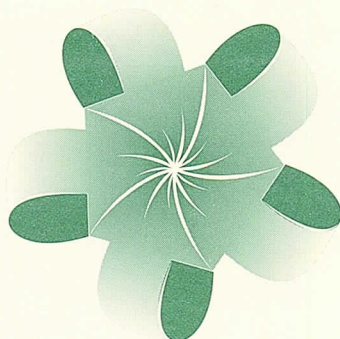
New Orleans, LA	April 4 - 5
Chicago, IL	April 5 - 6
Sacramento, CA	April 10 - 11
Salem, OR	April 18 - 19
Minneapolis, MN	April 19 - 20
Albuquerque, NM	April 25 - 26
Oklahoma City, OK	April 25 - 26
Roswell, NM	April 27 - 28
Greensboro, NC	May 9 - 10
Phoenix, AZ	May 9 - 10
Denver, CO	May 11 - 12
San Luis, AZ (Sp.)	May 13 & 20
Sacramento, CA	May 15 - 16
San Francisco, CA	May 16 - 17
San Diego, CA	May 17 - 18
Seattle, WA	May 18 - 19
Dallas, TX	May 23 - 24
Sacramento, CA	June 1 - 2
New Orleans, LA	June 6 - 7
Phoenix, AZ	June 6 - 7
Minneapolis, MN	June 11 - 12
Washington, DC	June 14 - 15
Seattle, WA	June 22 - 23
Chicago, IL	June 28 - 29
Phoenix, AZ	May 2 - 3

Participatory Strategic Planning

Phoenix, AZ	April 19 - 20
Salem, OR	April 20 - 21
Oklahoma City, OK	April 27 - 28
Yakima, WA	April 27 - 28
Sacramento, CA	May 30 - 31
Seattle, WA	June 8 - 9
San Luis, AZ (Sp.)	June 10 & 17
Phoenix, AZ	June 13 - 14

Toward a Philosophy of Participation

Phoenix, AZ	May 2 - 3
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Upcoming Programs

- **Learning Lab for Educators**
Chicago, July 31 - August 12, 1995
\$750 Program fee and materials
Contact: Keith Packard (312) 769-6363
- **Empowering Community**
Heartland Regional Meeting
April 28 - 30, 1995
- **Technology & Participation**
ICA Retreat for colleagues in the East
April 28 - 30, 1995
Contact: Dorcas Rose (518) 273-6797
- **Rites of Passage Journeys**
Mothers & Daughters: June 16 - 18
6th & 7th Graders: June 25 - July 16
Tour de Cultures: July 26 - August 16
Vision Quest: July 19 - August 9
Fathers & Sons: September 3 - 5
Contact: Stan Crow (206) 486-5164



The Institute of Cultural Affairs (ICA) is a private, not-for-profit organization concerned with the human factor in community and organization development. Its global network spans 28 countries, with an international secretariat in Brussels, Belgium. The mission of the ICA is to promote social innovation through participation and community building.

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