

THE

NODE

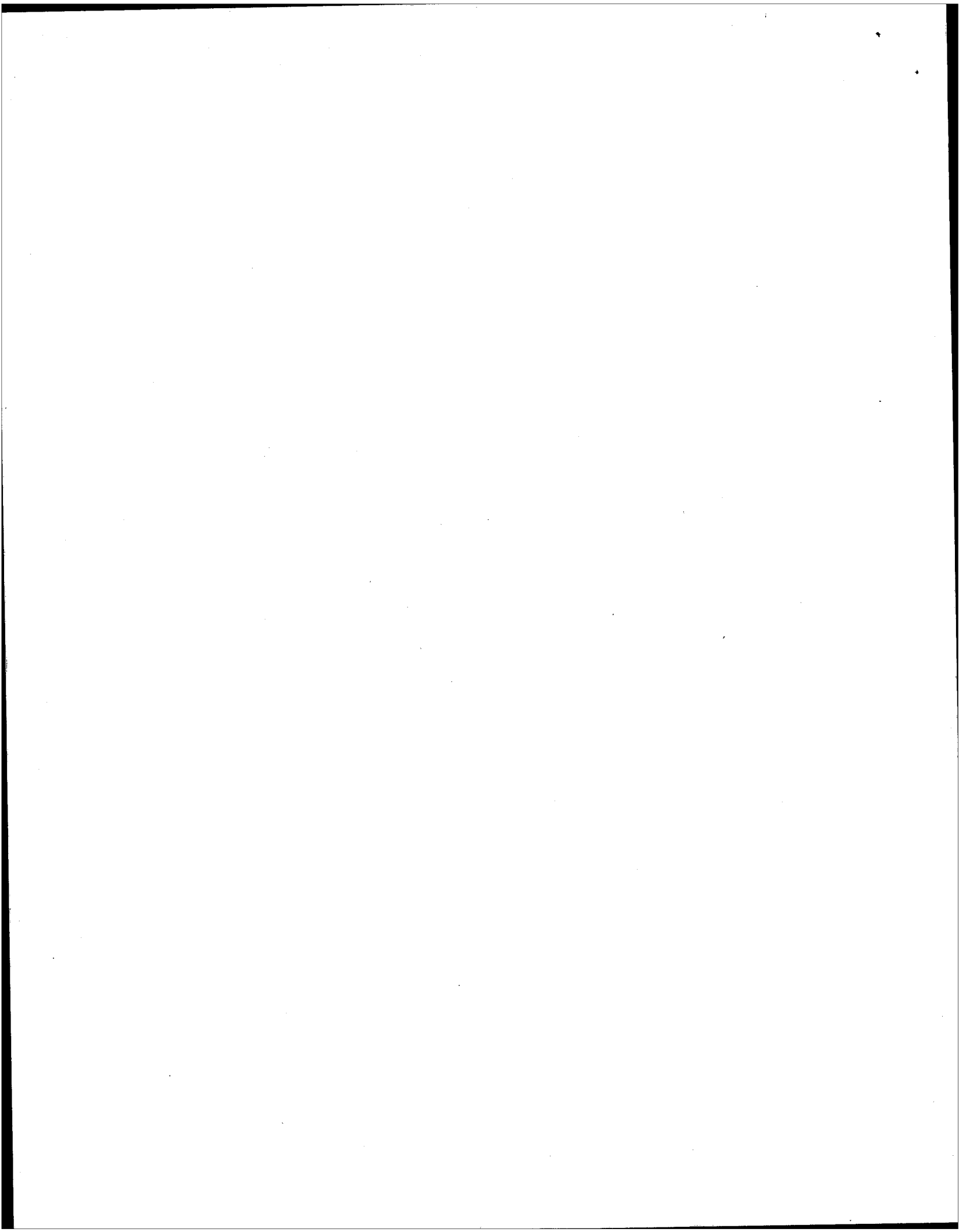
an ICA Research Newsletter



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A Publication of the ICA Research Node, Toronto



T H E N O D E:

An ICA Research Newsletter

node (nohd) n. the point on the stem
of a plant where a leaf or bud grows out.

"The Node" is an informal publication intended to keep the Order at large informed on matters of interest to the research and transformation process. It will endeavour to give a picture of what life is like for us as we proceed together on this transformation journey. THE NODE is published six times a year by the ICA Research Node, Toronto. It is available by subscription. The rate is US 15 a year (Canada \$18). Make checks payable in US dollars to "ICA: Research".

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----- IN THIS ISSUE -----

The Caracas Convergence

1989 Partnership Celebration Conference

Circuiting the South-West

A Month of Service in the Montemuro

What Do You Mean, "We"?

The Asclepian: Time of Healing

Delos Inc. Forecasts Order Futures

The Oaxtepec Event: "Our Common Future"

EDGES: ICA International Research Magazine

The Consciousness Resource Centre

Other Upcoming Conferences

The Integrated Bottomline

A MONTH OF SERVICE IN THE MONTEMURO -- Rod Wilson, Kansas City

It was a "first." No international team of Rotary Volunteers had ever worked on a development project in Portugal before. Our group, composed of 11 Rotarians and 10 spouses from 10 Rotary districts in four nations, arrived to join ongoing efforts to improve the quality of life in 18 rural villages on Montemuro Mountain in northeast Portugal.

We had come from Brazil, Canada, Denmark, and the United States to work for a month in the summer of 1987 in four areas: health (medical and dental), agriculture (veterinary), construction (water and irrigation), and women's advancement (economic cooperatives and education).

Life on Montemuro is based on agricultural subsistence. Everybody grows a bit of everything for their own consumption, and the barter system still operates, as virtually no sources of employment exist. There are no health services in the villages, and infant mortality (39 per 1,000 births) is the highest in Europe.

The Institute of Cultural Affairs (ICA) has been active in Portugal for five years, mainly training local leaders to help people help themselves. ICA staff met with members of the Rotary Club of Lamego three years ago during a consultation with all the Montemuro villages. How did Rotary International get involved?

Dr. Marques Luis, project coordinator and a member of the Lamego Rotary Club, explains, "After we talked with the ICA and villagers and saw the needs -- the economic, cultural, and social problems -- we resolved to make the project work. We decided to go to The Rotary Foundation of R.I. for a Health, Hunger, and Humanity (3-H) Program grant...Imagine a club as small as ours (18 members) taking on a task so enormous. We were delighted when we learned in early 1987 that the effort would be awarded a U.S. \$190,000 3-H Program grant. We became the first Portuguese Rotary club to coordinate a project with the Foundation."

Probably the most important thing for our team was getting to know the many villagers, Lamego Rotarians, ICA staff, and others with whom we worked. The Lamego Rotarians were gracious and friendly in the course of Rotary meetings, tours, and support of our task. The ICA staff was continually attentive to project needs. Nineteen Portuguese and three non-Portuguese provided full-time translation, transportation coordination, and meals, and participated on our work teams.

The four teams produced many achievements. The construction team, with three veteran engineers, built an impenetrable water-catchment tank in the village of Mezio. Beginning with a rocky, shallow, grassy hole that held 7,570 litres (2000 gallons) of water, the construction team and a dozen villagers went to work. They dug, cleared, levelled, mixed concrete, reinforced walls, hauled, and sweated until a water reservoir was finished that held 60,560 litres (16,000 gallons). A sliding gate contained the water, releasing it for field irrigation as needed. Later, the team went to Relva to finish a water system previously started by a Belgian work camp.

THE PARTNERSHIP CELEBRATION IN CRETE

Riane Eisler, author of *THE CHALICE AND THE BLADE*, and co-director of the Centre for Partnership Studies, in Carmel, California, has requested the ICA to work with her on a global conference to be held in Crete in the autumn of 1989. Riane has asked us to make a proposal on two aspects of the conference. The first is related to the participation of grassroots people from the Third World in the conference. The second is helping with the grassroots participation in an artistic performance proclaiming a partnership society.

A group in Toronto is presently putting together a concept paper on this 1989 Partnership Celebration Conference. The concept paper will include an initial design of the actual conference and a description of the phases of preparation for it, with an initial budget for obtaining grassroots input. The artistic preparation would include finding the artifacts, stories, and rituals which reveal the partnership mode to be part of the human heritage, rooted deeply in human consciousness, and storied in the art, dance, and rituals of many peoples.

The first step of preparation is to read *THE CHALICE AND THE BLADE*. Any Primary Unit or individual who is interested in this project might contact Jeanette Stanfield in Toronto.



The team also designed a program for remodeling the water system of the village of Po'voa. And it drafted plans for renovating the Social-Cultural Centre and other offices in Mezio.

The project's women's advancement team also scored many achievements, beginning with a women's knitting cooperative in the village of Relva. Four years ago, team member Len Farr of the Rotary Club of Coos Bay, Oregon, U.S.A. and his wife, Joyce, had toured northern Portugal. During a visit to Montemuro, they noted the ancient mode of spinning wool into yarn still being practised. Prior to our group's arrival, the FARRS ordered a portable wooden spinning wheel from a manufacturer in the Netherlands. It arrived in Lamego the first week of the work camp, and the two women from Relva were trained in its use. The villagers were surprised that our group of international women had thought of the women of Relva before they came to Portugal. The women's advancement team also taught three levels of intensive English classes to village young people.

The medical/dental team examined and treated more than 800 people. They also combed the area's hills and valleys, visiting 20 villages and numerous schools to teach techniques of brushing teeth and bandaging varicose veins. Overall, they examined some 300 children, focusing on preventive dentistry. And they taught local health caretakers fluoride application, which will be implemented in the children's program in each village.

The veterinary team encountered centuries-old ways of caring for animals. The team gave evening agricultural seminars, out of which evolved a training course aimed at transforming subsistence farming to a market economy.

A highlight of our time in Portugal was the induction of the new governor of R.I. District 197, Manuel Cardona, with all seven of the district's clubs represented. District Governor Cardona praised the Lamego Rotary Club for its support of the Montemuro Project, and presented an award to incoming club President, Antonio Jose C. Sequeira.

An international barbecue, held at the ICA house in Mezio, celebrated our month of service. Rotarians, villagers, and ICA staff expressed many sentiments bespeaking the warm friendships that had formed. Working together for a common cause had instilled a vow to diminish differences between countries -- and a renewed awareness that Rotary is all about service.

A 56-year-old farmer from Mezio named Diamantino symbolized the success of the project. As foreman of the water-reservoir team, he embodied the gentleness, dignity, and hardworking care of the Montemuro people. His name means "diamond." To us, he was a true reflection of the resilience and perseverance essential to achieving international goodwill through service.

THE CARACAS CONVERGENCE

- Rob Work, Caracas

From 25 November to 10 December, 1987, the Caracas House hosted a whirlwind of eventfulness called "The Caracas Convergence". The time included a series of discussions and workshops with the Long Term Investments Team (LTIT) on a Whole Systems Transformation experiment, a lecture series by Dr Willis Harman on "What is Development", a seminar on "The Triune Brain" by Dr Robin Van Doren, and a seminar on "Cognitive Thinking and Creativity" by Dr Beatrice de Capdeville. Colleagues from the Kingston and Rio Program House participated in these sixteen days along with all of the Caracas Anchor House, other colleagues, and the public.

WHOLE SYSTEMS TRANSFORMATION: We experienced the LTIT workshops and models as very much in resonance with our current thinking and plans. Therefore we said yes to being part of this WSD experiment.

WHAT IS DEVELOPMENT?: This lecture series was most stimulating. Willis spoke about development, the third metaphysic of consciousness and the paths to peace. He also spoke at the Central Bank of Venezuela, the International School of Caracas, and visited Cano Negro. We found Willis' insight, affirmation, sincerity, and humility as a challenge.

THE TRIUNE BRAIN: The seminar on mind-brain theory and the evolutionary story was very useful. Robin also spoke at the Venezuelan-American University Women's luncheon, the International School of Caracas, visited several schools and travelled to Cano Negro. We found Robin refreshing, beckoning, and invigorating.

The Caracas House enjoyed having Willis and Robin live with us in our home while they were in Venezuela. It gave all of us many opportunities for conversation. We found both Willis and Robin to be wonder-filled people -- full of passion for transformation, affirmative of their lives and ours, and very giving of themselves.

COGNITIVE LEARNING AND CREATIVITY: We were especially impacted by Dr Beatrice de Capdeville and her team. Beatrice is a Venezuelan educator who worked with Dr Luis Alberto Machado in the former Ministry of Intelligence. The seminars she offers deal in multiple perspectives of viewing issues, solving problems, and being more creative in one's thinking and action. She makes use of Dr De Bono's approaches such as the "Six Hats" method. After our seminar Beatrice and one of her associates went to South Africa to do a seminar with the Black community.

We experienced these days as profoundly changing us, opening us further to new dimensions of insights and awareness of our planet, our Order, and ourselves. From this sixteen-day event we realized that it would be worth inviting people such as Willis or Robin to your Primary Unit just for the opportunity to dialogue with them even if we were not marketing them to the public. We recommend for your reading: the LTIT Whole Systems Demonstration documents, Willis Harman's HIGHER CREATIVITY, PATHS TO PEACE, and AN INCOMPLETE GUIDE TO THE FUTURE as well as the works of Dr De Bono.

CIRCUITING THE SOUTHWEST -- Kim Epley, Denver

Recently I was a part of a Southwest circuit with John Oyler and Raul Jorquera. Raul and his wife Angelica are at the Residential Learning Center in Seattle. They are from Chile and have worked with ICA in Peru as well as Chile.

We began our trip in El Paso where we stayed with the Chapmans. We were in El Paso to work on the third Border Symposium. The visits in El Paso went very well; people are enthusiastic about the possibility of a symposium. We received offers of office space and phone use from both the Economic Development office of the City of El Paso and the Rio Grande COG. We are planning to return to do set-up work on the Symposium in conjunction with a Rotary World Friendship Day.

Our trip continued on to Phoenix where I worked with John Oyler on a Strategi Planning Seminar for the Arizona Association of Community Health Centers. Raul worked in the Garfield Community. Garfield is a predominantly Hispanic Community where we are working to do a community consult. We had dinner with the Forbes. Gary and Charlene are doing well; Keahi and Puanani are growing into beautiful young ladies. I am hoping that the whole family will come visit us in Denver.

Heading north to the Hopi Reservation we met with the Community Development Component and the Department of Education of the Hopi Tribe. We have been in dialogue with Hopi for several years and are at a point where they have decided that they want us to begin some training work. Our plan is to do training in workshop methods with both organizations.

From the Hopi we moved on to Albuquerque where we met with Herman Agoyo, chairman of the All Indian Pueblo Council (AIPC). Herman is interested in using our methods to look at the tribal government structures. We also met with Ron Toya who has set up a not-for-profit organization called the Tribal Leadership Institute. Ron is working with Lynwood Brown on the question of the government forms of the Pueblo governments. There is the possibility that I will be meeting with the Tribal Leadership Institute on a regular basis to offer ICA's input to the program. We stayed with the Wilsons in Albuquerque. Bud and Barbara are well and beginning to plan for next year's children's camp!

Our return included a stop in Phoenix to visit the O'odahm (formerly Papago) Reservation with Jess Sixkiller and Cal Cortez. Jess, the state director for ACTION, is interested in placing Vista volunteers on the reservation. He invited us to work with him and the Sif Odak district to do training. The district chairperson is a dynamic young woman named Nellie Miquel who is very excited to have us work with her. I am sending off a proposal that could find us working there soon.

March 1988

The Denver-based ICA work has a variety of plates spinning. One of the most exciting is the Food For All program. Linda and Milan Hamilton, colleagues for many years, have created a program that is a "point of sale" contributions program designed for supermarket shoppers. The system makes it easy and convenient to donate to programs dealing with hunger. You may be thinking that this is just another gimmick like USA for Africa for raising money from the grassroots; and yes it is a "gimmick" which attracts local participation in fundraising, but that is where the similarity ends. The key to what makes FFA effective is that local grassroots committees are set up to decide how the funds raised are spent.

This is where ICA comes in. FFA has us do Hunger Think Tanks which are basically strategic planning workshops which look at the local vision, contradictions and proposals for use of the funds. In California where the program has been up and running for over a year, they have had several think tanks and are gearing up for Area Assemblies (basically a Sharing Approaches That Work format), and are looking at having a regional conference in June. The Denver Post reprinted an article on Food For All on their religious pages a couple of weeks ago. Since then I have received three calls from folks who want to work on the establishment of this program here. We have visited with King Soopers and have found them very interested in the possibility of introducing the program here. For those of you who remember the Town Meeting campaigns, the potential for being out in the communities of Colorado again is back on our doorstep with a new twist.

Four volunteers from Madison, Chicago, Seattle and London have been in training with us here in Denver. The three from the U.S.A. are preparing for assignments to international posts and the one from London is volunteering with us! The training includes "Fireside Chats", training in basic methods, playing of the Machakos Game, and an Imaginal Education Course. Additional volunteers in the ICA office are needed to launch the Food For All program, to work on the Border Program, and to do ongoing work of ICA West in Denver.

In closing I would like to share with you a poem by Rainer Maria Rilke. We found it on the wall in an office in Albuquerque:

Be patient toward all that is unresolved in your heart
And try to love the questions themselves
Do not seek the answers that cannot be given you
Because you would not be able to live them
And the point is to live everything.
Live the questions now
Perhaps you will gradually without noticing it
Live along some distant day into the answers.

-- Kim Alire Epley

WHAT DO YOU MEAN, "WE"?

Nelson Stover, Brussels

The effective imaging of the way organizations work is big business today, and rightly so, for organizational behaviour follows the image matrix that members hold of it. At a Brussels House polity dialogue, Tony Judge proposed several metaphors for picturing organizations, one of which was the benzene ring schema for a resonating structure. I found this image helpful in talking about the organizational forms of the Order and the ICA.

I. The Benzene Ring as a Metaphor

Rightly or wrongly we often apply images from science to organizations and social behaviour. For example, the hierarchical structure often receives justification from an understanding of a universe in which the god sits beyond stars, the stars lie above the earth and the people's leader stands on a mountaintop between the heavens and the masses below. Other modes have also been discerned.

Tony Judge, and others, have pointed out that the benzene molecule, a basic component of many life-giving larger molecules, can best be represented as "a dynamic combination of several alternative structures, rather than by any one of them alone, and as such requires less energy than for any one of them." Tony proposes that this pattern of alternation between various forms could be used in designing, describing, and operating organizations.

II. The Five Faces of We

In the benzene ring, six substantial, yet open-ended, carbon atoms bond together in five different ways; at any one moment only one set of relationships is embodied; at the next moment, another set occurs. In considering the complex entity which presently gets named the ICA/Order, one also senses several operational modes among the same physical realities. Five of these could be named:

1. An order
2. A family association
3. A non-government organization (NGO)
4. A movemental network
5. A company

THE ORDER gives primary emphasis to the covenant among the members. Several forms of this covenant have emerged to hold individual understandings and commitments. Global commissions have been established to care for many concretions of the covenant. The Global Panchayat ensures comprehensive action, guards the spirit deeps, and defends the election. The Order works at developing demonstration communities,

and nurturing the journey of profound humanness.

THE FAMILY ASSOCIATION gives primary emphasis to the development of a group of family units -- some single members, some couples, others couples with children. Communications maintain relationships among these units over time and space. Individual family units carry with them their unique cultural heritage and living style. Within the larger structure, each family monitors its finances and sets its own priorities. The family association develops self-reliant units empowered for co-creating the future.

THE NON-GOVERNMENTAL ORGANIZATION is a vehicle for engagement in the process of social transformation. Individuals volunteer time and energy for service. A style of voluntary simplicity liberates for more effective action in a highly complex world. Through gatherings of many kinds, like-minded groups are linked to expand the impact of the effort. A flexible operational style allows ease of manoeuvring round and through social structures to nurture new forms toward self-sufficiency.

THE MOVEMENTAL NETWORK interlinks the forces of change on a global basis. Conferences, assemblies, and councils gather people of different backgrounds to create common strategies for united action. Resources are gathered on an ad hoc basis to cover project expenses. The operation style involves discerning the cutting edge of contemporary society and formulating responses that make a difference.

THE COMPANY'S intent is to provide long-term economic and legal viability. The operations of each particular unit are in line with local legislation and monitored by boards of directors. Individuals' skills are marketed at competitive prices for comparable service, while the company creatively embodies the best available business practices in the environment of 20th Century multinational corporations.

III. Possible Benefits of This Model

The above schema attempts to spell out a possible application of Tony Judges' model to the present reality of Order/ICA. Other configurations are, of course, possible. The descriptions could be refined to more accurately portray reality. Maybe the benzine metaphor does not apply to our present or desired reality.

However, several benefits of this kind of imaging could be anticipated. Many current either/or dichotomies could be changed to both/and possibilities. For example, "either the Order or the ICA" could be understood as "both the Order and the ICA. By focussing our corporate attention on all aspects of our organizational being, we might evoke clues to the strengthening of all five instead of negating many options in an attempt to argue the supremacy of one or two. Moreover, the understanding and embodiment of such a complex structure could produce a demonstration of a truly new form of social organization adequate to meet the complexity of the centuries ahead.

Tony Judge thinks that a resonating polymorphous structure requires less energy to maintain than trying to operate in each mode separately. Embodying one organization with five resonating forms may be more effective than creating five separate organizations. Such a resonating structure would require new images and styles of operation. It could be argued that this complexity already exists within the Order/ICA. Self-conscious acknowledgement of the present reality might empower creativity.

DELOS INC. FORECASTS ORDER FUTURES

Delos Inc. is a consulting company that uses the insights of "intuitives" to suggest possible directions for organizations. They make use of mindmaps and situational analyses supplied by the consultees to inform their intuitions. The ICA Research Node met Bill Richards from Delos Inc. at an education conference. He got quite interested in our story, and volunteered to take on the ICA/Order's "case" without any honorarium.

After several discussions, the Research Node put the following two questions to Delos Inc."

1. How do we evolve a global financial mode that sustains the total life and service of each unit of the Order?
2. How do we forge a common forward-moving spirit thrust globally, and in the midst of that encourage people to intensify their own spirit development?

The Research Node pulled together mindmaps on issues related to these questions and sent them to Bill; later, in a long phone conversation Bill painstakingly walked through the mindmaps with us to clarify the points in preparation for presenting them to the intuitives.

A month or so later he was back on the phone for a two-hour taped report on the intuitives' findings. He read back to us his pull-together of what the intuitives had said.

There were some startling images and statements in the transcript prepared from the taped report; but most who read it seemed to think that it was good, and a lot of it on target, and in sync with the way we had begun to move as an Order.

This first "report from Delos Inc" was distributed at the Brussels Global Meeting and later published in EDGES. A second set of mindmaps on the following questions has been forwarded by the Research Node:

1. What kind of economic models align themselves with our corporate culture?
2. How do we align our corporate culture with the deep undercurrents of spirit moving in society?
3. What are the forms and styles of service relevant to the Order/ICA as the planet moves toward the millennium?

The next guidance responses from Delos Inc. are being currently processed, will be forwarded in April to the Research Node in Toronto and should be available in May.

We are inviting Order/ICA members to contribute to this effort to cover the costs of this second period of work with the Intuitives. So far, the Research Node has received sixty dollars from individual Order members. Your donation, however slight, would be appreciated. Over the next two years we need \$2000 to continue this project -- simply to cover expenses. Small donations will be very welcome.

Make checks out to "ICA Research Node" and designate them "Delos Project".

THE OAXTEPEC EVENT: OUR COMMON FUTURE -Jeanette Stanfield

In the January NODE, we reported on the five-day global conference ICA is planning for November 13-17 in Oaxtepec, Mexico. This global conference called OUR COMMON FUTURE, subtitled "A Future's Dialogue on Planetary Transformation", is the first module of a two-week Global ICA/Order event presently scheduled to conclude on November 28th.

In the last two months, interchange concerning the direction of the two-week meeting has occurred between the primary units and the global coordination team. There is a fairly strong yes to the global conference module. Much input was received on the other two modules of the meeting. This input will be important to the work of the global coordination team as it meets in June. The present images of the total two weeks are shown on the next page. In conversations on the second two modules, people very much want the "Big Order" present for the whole two weeks. One sniffs that what we really want deep down is a GLOBAL COUNCIL OF THOSE WHO CARE for this planet as it moves toward the millennium.

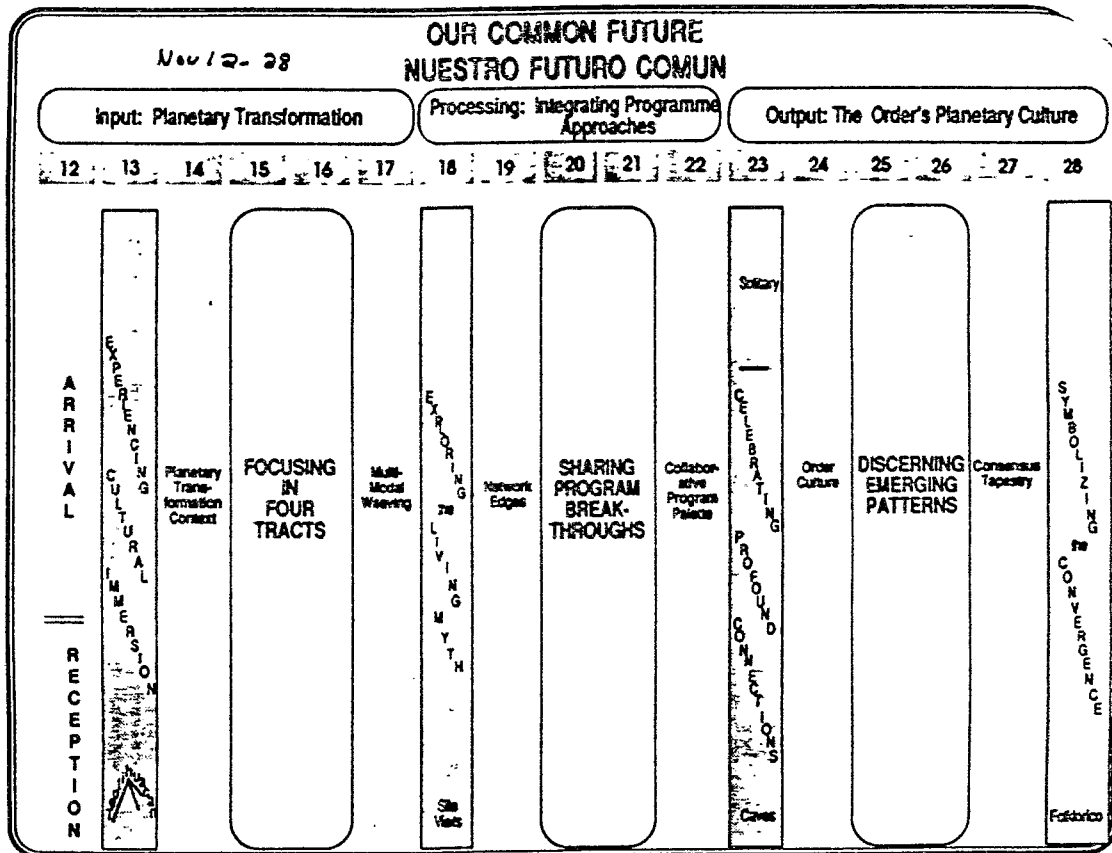
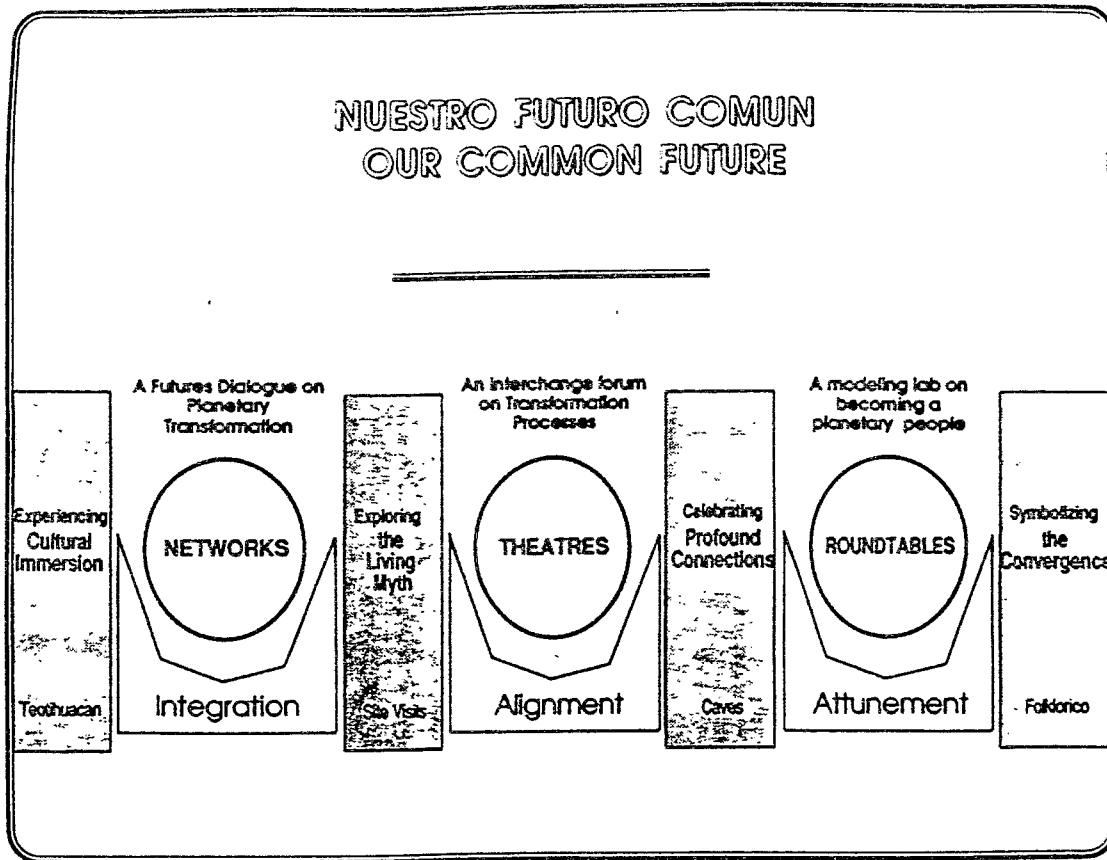
In preparing for "A Future's Dialogue on Planetary Transformation", we have been in contact with many presenters. At this time Riane Eisler, writer of THE CHALICE AND THE BLADE, Hazel Henderson, a futurist in alternative economics, and Dee Dickinson, founder of New Horizons for Learning have said yes to our invitation. We are presently contacting well-known Asian, Latin American, and African speakers.

Constructs are being created for the economic, development, planetary unity and education workshops. Please send suggestions to the following coordinators: ECONOMIC- Karen Troxel in Chicago, DEVELOPMENT- Donna Wagner in Brussels, PLANETARY UNITY- Jeanette Stanfield in Toronto, and EDUCATION- Kim Epley in Denver. Initial stew on each of these arenas will be sent to all the primary units in the next few weeks.

Initial brochures will be out in April. They are being created by the coordinating team variously located in Brussels, Chicago, Denver, Mexico City, and Toronto. We are asking colleagues in North America to work on a global media system for the two-week event. If you have information on such a system or want to work on it, please notify Jeanette Stanfield in Toronto.

The following diagrams (see next page) give broad images of the two weeks in Mexico and OUR COMMON FUTURE. The third diagram gives one a sense of the dynamics of Module I, "A Futures Dialogue on Planetary Transformation".

In each Node, we will continue to update you on the preparations for Mexico. Brochures will be out in April. Get your registrations in before June for the best discount. Remember to bring your swimsuits.



THE ASCLEPIAN: A TIME OF HEALING

THE ISSUE OF COMMUNITY EVENTFULNESS

It is very much a moot point these days what constitutes appropriate community eventfulness in a house, how much is needed, how often, when, and which events are to be considered "corporate, and which voluntary. The Toronto Primary Unit has begun to experiment with several streams of eventfulness: 1. office, ICA-oriented events related to program and income; 2. Regular (monthly) community interchange events and celebrations; 3. Kairotic-time events and fiesta-style celebrations; 4. "Ad hoc" meetings in the form of either Order and missional Taskforces or personal growth gatherings. This pattern emphasises less frequent but more intense corporate time on the one hand, and more frequent "ad hoc" small group meetings on the other hand.

KAIROTIC TIME

The scheduling of a three-day intensive working retreat before Christmas served as an experiment in slotting kairotic time into Toronto's quarterly schedule. We titled the three days "The Asclepian", and pictured ourselves as engaged in "therapeia" for the three days.

AN AESCLEPIAN EXPERIMENT		
MONDAY	TUESDAY	WEDNESDAY
6:45	COMMUNITY ATTUNEMENT	
7:00	PHILOSOPHICAL THINKING <i>(9 EPISODES FROM THE BLACK BUTTERFLY)</i>	
8:30		
9:00	TEAM REFLECTIONS AND TEAM BROODING	
10:30	<i>HOUSE OF MUSICIANS AND COMEDICIANS</i>	
		11:00
	TEAM REFLECTIONS AND TEAM BROODING	
12:00	PSYCHO PHYSICAL EXERCISES	
1:30		
	SERVICE TO THE WORLD	
4:30		
7:30	ATTUNEMENT <i>PRESENTED BY GARY DIGGINS</i>	8:00
9:30	NIGHT AT THE THEATER	CHRISTMAS FESTIVAL
CLOSING CHANT		

The citizens of Greece who made their pilgrimages to the sacred temples of Asclepius became part of a process of wholing whereby the growth of consciousness and the healing of the body-mind was encouraged by a rhythm of dynamic input through theatre, philosophy, athletics, and sacred ritual. We in TORPU wondered what an equivalent of this would be in three days of a working week. The December Solstice and Advent-Xmas served as symbol for the kairotic time. We wanted the experiment to be on "working time" weekdays, rather than a set-aside time, to see whether we really could combine business and therapeia. The construct we came up with was designed by Bob and Sharon who made assignments for facilitating the parts of the Asclepian. The 23 adults in the house were able to participate in most of it. Those with jobs were still able to come in the early mornings and evenings.

THE ASCLEPIAN DESIGN

We met each morning at 6.45 in the community room furnished with many candles and turned into sacred space. We spent fifteen minutes in attunement. Then did a corporate study (under the rubric of "philosophizing") from Richard Moss' THE BLACK BUTTERFLY. The same person led the philosophy session each morning. At 9.00 in the office, the teams met and reflected on their task. These 9 a.m. conversations were unexpectedly deep and served as a backdrop for the work of the day. At 10.30, all in the office stopped what they were doing and gathered to hear music, jokes, and comical sketches for half an hour. At lunchtime we were led in psycho-physical exercises related to Advent. In the afternoon, we went back to work. In the evening we celebrated. On the first evening, Gary Diggins from the Emissaries of Divine Light, spent two hours getting us attuned in ourselves and in relation to each other. In the process he taught us a method for attuning some of the systems of the physical body. On Tuesday evening, we had "a night at the theatre" and saw Attenborough's CRY FREEDOM. On the third evening we had a pre-Xmas celebration and closed the Asclepian.

PHENOMENOLOGY

The phenomenology of the way the Asclepian came to us was something like this:

1. INTRUSION: "I don't see why I need to take all this time for this. I have a lot of things to do. Why three days? Why couldn't it be shorter? Why couldn't it be optional? I'm not sure I like this. Why are we starting so early? Why is every night taken up with it? Why do I have to stop work to participate in this clowning? I don't jibe with this psycho-physical stuff. I don't understand what we're trying to do with this. I have too much work to do to give time to this! Why can't we do this in corporate time, instead of using good work time." In other words, OFFENCE.

2. THE INTRUDER: "Good Lord, this is getting under my skin. This study is getting to me. Damn, my mood is going up! This BLACK BUTTERFLY is getting to me. I think my illusion factory is under attack. Ouch! This is just too intense. Why does it have to be morning, noon, and night? This is just too demanding."

3. THE ALLY: "It's irritating, but it's good. Something profound is going on; it makes sense; We are relating to each other differently; 'I feel better, so much better.' Just maybe, this is fun. Is it OK to have fun in the workplace? Must be, because we are. This construct is working. Why don't we do this more often?"

4. THE WHOLENESS: By the afternoon of the third day it was obvious that we had been blessed with a transforming event, and were strangely whole. A sign: all those who had inveighed against smoking for so long, found themselves gathered in one room smoking cigars and creating a dense

smokers' fog, and deriding their own strictures -- for that day at least. In short, we found ourselves healed and whole and ready for whatever might come.

LEARNINGS

1. A three-day event executed with high intentionality and deliberate intensity pays off with a depth spirit address and high impact. It takes time to build a trusting, charged atmosphere in which the work of the spirit can be done. Keeping up the intensity by fidelity to the design is critical, even when there are good reasons for skipping a part.
2. Listening to one's colleagues is far more difficult and demanding than we normally consider it. When schedules do not create adequate time for the conversations needed, impatience and anxiety develop, conversations tend to adopt a harsher tone, and real listening becomes virtually impossible.
3. Multimodal methods are key to our future journey of consciousness and to our corporate processes. Rationality can take us only so far in a process; many of our current issues can only be dealt with in depth at a level beyond the consciousness that creates them.
4. Relating the scheduling of the Asclepian to a symbolic time of the year or quarter endows the Asclepian with a "loadedness" of time that creates spirit ambience and a sense of "right-time-ness", that allows it to become kairotic time.

UPCOMING CONFERENCES

T H I N K I N G F O R A C H A N G E :

LOCATION: Edmonton, Alberta.

TIME: August 15-20, 1988.

DESCRIPTION: a multi-dimensional conference bringing together educators, business people, researchers and other professional sharing a common vision that people can be effective learners, thinkers, creators, leaders and problem solvers.

PRESENTERS: Tony Buzan, Art Costa, Dee Dickinson, Luis Machado, John Naisbitt, Edward de Bono, Bernice McCarthy, and many others,

FEE: Early bird (by June): Cdn\$400; after June 1: Cdn\$475. Housing separate.

ORGANIZERS: Thinking For a Change: 14323, 101 Avenue, Edmonton, Alberta, T5N 0K7, Canada. (No phone no. available).

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THE EDUCATION SUMMIT: A CONFERENCE ON LIFESPAN LEARNING

LOCATION: George Mason University, Fairfax, Virginia, USA.

TIME: June 25-29, 1988.

DESCRIPTION: The Conference will update participants on dramatic breakthroughs in understanding and improving learning. Foremost researchers will share findings that can transform education on every level; the conference will use a wide variety of formats and a rich array of media.

PRESENTERS: Marian Diamond, Robert Aldrich, Edward Zigler, Art Costa, Barbara Clark, Malcolm Knowles, Nell Eurich and many others.

FEE: USD 650; Corporate: \$750; includes meals, housing, and program. Early bird before May 1 (\$50 discount); 10% discount for groups over five.

ORGANIZERS: New Horizons for Learning: 4649 Sunnyside North, Seattle, WA 98103. USA. Further information: call (206) 547-7936.

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THE INTEGRATED BOTTOMLINE

When the "bottom line" signifies simply the profit that is made in terms of money, it trivializes a marvellous activity. Even concern for the customer, the employee, and the interested investors is not enough. To deal with these human elements as though they are unconnected to the rest of the world is an abstraction and makes the business itself an abstraction. As a result of this kind of abstraction, there are signs of breakdown in the whole corporate structure throughout the world.

There are hints here and there that some people and even some in top management positions within large corporations are beginning to see the root of the problem: If business is to be living, then it must live within the same context in which life originated -- the dynamics of the earth.

Brian Swimme in THE UNIVERSE IS A GREEN DRAGON says: "The Earth is a corporation. It is the primary corporation. Any corporation created by humans must fit itself into the larger corporation of the Earth, because if the Earth goes bankrupt everything else falls to ruin."

The task for the business establishment therefore is to know the story of life and to allow the energies of life to be unleashed...For business to be alive, truly alive, it must learn to live integrated into the bioregions of which it is a part. Business in this context is no longer an abstraction. It is an integrated, living, functioning process in harmony with the whole process of life. Its goal is profit for the whole biological community. Its employees, customers, stock holders and interested investors profit as well. They themselves have become the investment for the goal that the universe pursues.

-- John Wilcox: IN CONTEXT Magazine. Autumn, 1985.
