



FALL 1987

A Newsletter of  
**The Institute of  
Cultural Affairs**

serving the West/Southwest USA

# Initiatives

CONCERNED WITH THE HUMAN FACTOR IN WORLD DEVELOPMENT

## ICA KOREA TRAINS NEW LEADERS

The ICA in Korea in a recent letter saw leadership training as a key challenge. "These are exciting times to be in Korea as the nation moves to standing on its own in the global economy and as it moves to democratization in politics. Group consensus methods and awakening studies are critical for companies, organizations, and universities," reports the ten member ICA team living in Chung Ju City.

To met the needs stated, a one-month training program called "Leadership Methods for a New Age" was held in July for seven residential students, and another will be held in January.

Seven weekly Roundtable groups provide the means for study and awakening. Two events bringing all the participants together have been held, making them conscious of the possibility of initiating a national Roundtable movement. The focus of this movement is "Awakening Servant Leaders in These Changing Times."

In the area of consensus building, ICA conducted a LENS consultation with one of Korea's top companies and facilitated strategic planning with the mayor and 18 senior officials of Chung Ju. The Chung Ju mayor's goal is to work toward democracy in society. He believes that government officers need training in group consensus making, in expressing their ideas, and in responding to change.

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*I must love all things mortal with a spirit to sing the stars; I must follow the path destined to me.*

*-- Yon Tong Ju*

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## RESIDENTIAL LEARNING CENTER OPENS IN SEATTLE: *New Site Offers Learning Experiences in Ecology*

The new Residential Learning Center (RLC) in Bothell, WA just north of Seattle opened in September with 13 students and seven staff members living together in temporary quarters until the permanent center: a house, greenhouse, and barn on five acres of land, can be renovated. A zoning change and a conditional use permit as a group home were approved October 31, and contracts are being sought for building, plumbing, electrical wiring, etc.

Meanwhile, the students, seventh and eighth graders from ICA staff families, have a full program of school, work, study and recreation. Students at this age enjoy and profit from a group situation. They will have the opportunity to learn ecological principles, have supervised study, and learn about other cultures in

preparation for a ninth year experience of living and working abroad in an ICA project. The plan is to make this learning experience for seventh and eighth graders available beyond the ICA staff in the coming years.

The staff has scheduled monthly workdays in which staff, students and local volunteers all work at the new center. One such workday in mid-October resulted in the harvesting of corn, cucumbers, carrots, broccoli, cauliflower, and squash, which were later frozen or otherwise preserved. On the most recent workday these tasks were accomplished:

- Created a feed storage area next to the chicken coop which houses 30 donated white leghorns.

- Resurrected an old oil heater to heat the barn for recreational activities.

(See RLC, page 2)



RLC students, volunteers and staff reap Northwest harvest.

## PLANETARY LIFESTYLE SEMINAR

### What can we in America do to affect the world hunger problem?

We are often encouraged to think that beyond raising consciousness and sending money somewhere, there is not much that we can do.

There is little doubt, however, that although in today's Global Village the economic, political and cultural strands are woven together with staggering complexity, **it is possible** to decide to know some of the factors and how they are connected.

The message is coming through from dwindling oil supplies, changing weather patterns, the urban garbage crisis, the stock market crash, and our impossibly high budget deficit that **it is time for America to change its lifestyle!**

The Planetary Lifestyle seminar will lead interested families to take a closer look at their own lifestyle and how day-to-day routines can and do affect the global balance of resources, including food.

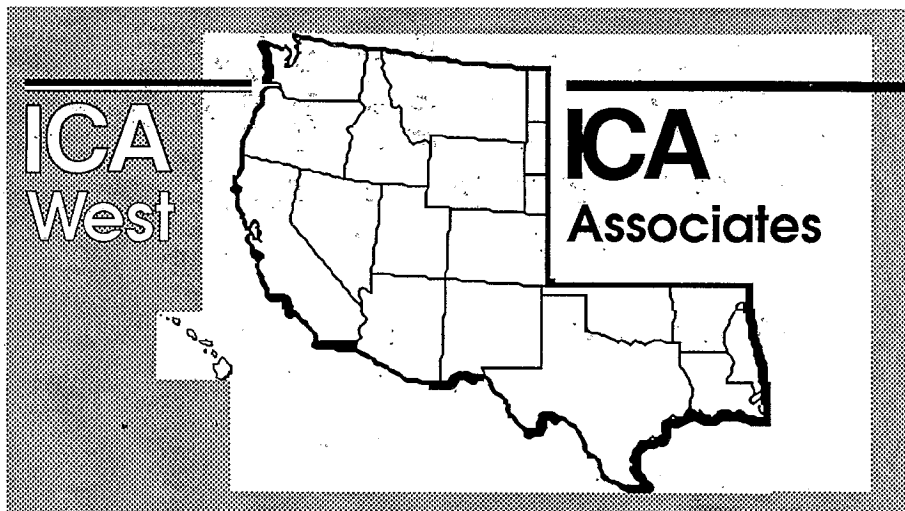
But, more than that, a real aim of the seminar is to present a convincing argument that it is possible to **raise** the quality of your life while **lowering** your standard of living.

The first seminar is targeted for February '88 in Oklahoma City. It will be Friday evening and all day Saturday. It is drawing on such rich resources as Matthew Fox's *Original Blessing*, Dwayne Elgin's *Voluntary Simplicity*, Jean Houston's *The Possible Human*, and the *Bible*.

For more information, contact Conna Wilkinson, 721 N.E. 14th St., Oklahoma City, OK 73104; tel. (405)236-5409.

RLC, (cont. from p. 1)

- Installed a bench seat and seatbelts in the 82 Ford van.
- Created six "First Impressions" 15"x15" infant stimulation quilts to be hung in cribs. Those interested in the quilts can contact Carol Crow, 22421 39th Ave., Bothell, WA 98021-0741; tel: (206)486-5164.



### ICA West and ICA Associates

The Institute of Cultural Affairs, serving the West and Southwestern States, has begun using a briefer version of that name, ICA West. You will soon notice new stationary designed with that heading. The map above shows how large the territory served by ICA West really is. A new brochure entitled **A Portfolio of Working Partnerships** has been created which summarizes the services and programs provided. Its introduction states, "ICA West is a membership organization providing the following services to its members: training programs, consulting services, special events, a newsletter, volunteer opportunities, and research program materials."

The working partnerships are with agencies who request our services but do not have sufficient funds to cover all the costs. A few examples of ones listed are: The Hopi Indian Tribe, the Arizona Refugee Community, Amigos de las Americas, and The Seattle School for Multi-Cultural Studies.

ICA Associates has been created to market our strategic planning and consulting services to the business community. The new brochure of this group states that ICA Associates designs customized strategic change programs, conducts planning events, facilitates decision-making forums, and teaches creative problem-solving, communication skills, and team building methods. Clients have

included the Austin City Council, the Mississippi Community Action Association, Hydronics Energy Co., Hughes Tool, Dow Chemical, St. Joseph's Hospital, and Security Pacific Bank. The aim of ICA Associates is to catalyze breakthroughs in thinking, organization and action.

### RECENT QUOTES FROM SATISFIED CLIENTS

Months following the Finance Department's retreat:

*"As a group with diverse backgrounds, we have been able to continue and work together as a team, identifying common objectives and new directions."*

Christine R. Nokes, Director of Finance  
Seattle Housing Authority  
Seattle, WA

Months following the Valley Medical Center retreat:

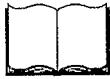
*"With your help and through the process, we were able to forge a remarkable consensus and develop action plans that not only seemed relevant then, but have stood the test of time."*

Bjorn W. Nilson, M.D., M.P.H.  
Chief of Pediatrics-School of Medicine  
University of California, San Francisco  
Fresno, CA



**BOOKNOTES: Personal Reviews by Bruce Robertson**

Several books have come my way over the last few months that deserve mention and recommendation. Most of them you will not find at B. Dalton or Waldenbooks, but they are worth looking for if you have an interest in the subjects that they touch upon. Here are a few of my favorites.



**Challenge of the Heart: Love, Sex and Intimacy in Changing Times**, edited by John Welwood, Shambhala Books, Boston, 1985.

of anything, but only to give you a lot of good information in one source so you can decide how it is that you want to think about this thing called channeling.

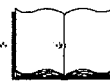
The dedication in this book says it all. *"This book is dedicated to all those couples and individuals who have accepted the challenge of the heart, by taking the risks involved in feeling the great tenderness and passion of being alive, and by being willing to learn how to love, despite everything."* It is a collection of thirty-six writings by authors ranging from D. H. Lawrence and Ortega y Gasset to Alan Watts, Anne Morrow Lindbergh and M. Scott Peck. They represent a real variety of points of view on the subjects of love and intimacy, male and female wants and fears, marriage, sexuality and larger visions of the whole question of relationships. There is a fine introduction to the whole book and to each section which gives a hint about why each writing was selected, and that is worth the price of the book itself. There is no end to the provocative ideas contained in this book. One example should serve to illustrate:

*"It is only a very recent belief that love, sex, and marriage should blend together smoothly. We moderns are the first people to try to join romantic love, the free expression of sexual passion, and a monogamous marital commitment in a single arrangement. This attempt flies in the face of traditional view, leading observers such as Margaret Mead to conclude: 'The American marriage ideal is one of the most conspicuous examples of hitching our wagon to a star. It is one of the most difficult marriage forms that the human race has ever attempted.'"*



**Channeling: Investigations on Receiving Information from Paranormal Sources**, by Jon Klimo, Jeremy P. Tarcher, Inc., Los Angeles, 1987.

If you are like me, you have maintained a cautious skepticism about the recent rise of publicity about the phenomenon called channeling. This book will not take away your skepticism, but it will give you a great deal of historical, anecdotal and theoretical material to chew on. The last chapter, "Your Turn", gives you some ideas about how to tap into these abilities for yourself, just to see for yourself. If you are not willing to grant even this possibility by this time, however, these suggestions can be used as a "tool system with which to explore your own creativity, your own consciousness, and your own unconscious--without believing in the truth of any of the claims made on behalf of channeling throughout this book." So give your mind a rest, this book is not out to convince you



**The Black Butterfly: An Invitation to Radical Aliveness**, by Richard Moss, M.D., Celestial Arts, Berkeley, 1986.

This book should probably not be read unless you are on a serious journey of consciousness transformation of one kind or another. It is about transformation. What happens? What are the pitfalls? What are the marking points of the journey? How have other people experienced this kind of thing? Am I all alone in this? And so forth. Richard Moss is an M. D. who has been guiding journeys of transformation for several years. This book is not touted as a guidebook, but that is how I found that I was using it. It was mirroring the journey thus far and hinting at where it might go, what turns it might take. If you pick it up and start reading it and it doesn't make sense, then perhaps you are not ready for it. But if it begins to tell you about the strange life you have been experiencing lately since you began to intuit that "life itself" was in a transformative process, then perhaps you will find it useful. I kept this one close to me for long after I finished it, just for comfort.

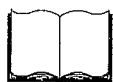


**The Pathology of Power**, by Norman Cousins, W.W. Norton and Company, New York, 1987.

I was surprised that this book didn't receive much publicity. It is written by a reputable author and its subjects are timely: national security, military power, and the operations of government. Perhaps it is because the tone is one of "blazing indignation" from one of those people who "reflects the wisdom of an honest and courageous spirit, accumulated over many years of involvement with public affairs as editor, educator, and commentator." In other words, someone who ought to know has had it. What I found most helpful are the words of warning about our current situation that are quoted liberally throughout the book from persons like Dwight Eisenhower and Douglas MacArthur. Of major concern are the incestuous links between the arms industry and the military. And the question is raised, whether agencies that can't be trusted to protect the wealth and resources of the American people can be trusted to protect their safety and security. Maybe this is why we haven't heard much about the book: this is the kind of question that is nimbly shoved aside in favor of how many billions should we spend this year?



## BOOKNOTES . . .



**Starmaker**, by Olaf Stapledon, Jeremy P. Tarcher, Los Angeles, 1987.

I've saved the best of the lot for last. This is a delightful republication of a book that was first published in 1937. It is an expansive mind-journey into the realms of "star consciousness" that doesn't easily fit into science fiction or any other category. It is a unique and readable story of one man's movement from the musings of his own mind to the probable and possible musings of the universe itself. In the course of the journey, we encounter dozens of ways in which our life and intelligence might have developed and why they succeeded or failed. The implication of such stories is, of course, what about our life: experiment, will it work in the end? What will it take? I recommend this highly as a gift for the dreamer and stargazer on your Christmas list.

### **"Reviews in a Nutshell" from EDGES, a product of the ICA Research Node: Toronto**

#### **State of the World, 1987.**

World Watch Institute: Lester Brown et al. A World Watch Institute Report on Progress Toward a Sustainable Society. Penguin Books, Toronto, 1987. A readable book on the economic and ecological state of the world, full of quotable facts and cogent arguments for planetary care.

#### **Time Wars**, by Jeremy Rifkin, 1987.

A comment and critique on the new pulsebeat of time as influenced by the nanoseconds of the computer. An attack on efficiency, quantification, mechanicalness, and rush. A plea for rhythms that are more earthy and biological and less governed by mechanistic demands on our time.

#### **Spirit: Transformation and Development in Organization**, by Harrison Owen, 1987.

This is the current "ICA study book." It explores the role of spirit and myth-making in organizational transformation. A welcome complement to the "excellence syndrome," this book pays full dues to the "myth factor" in structural reformulation and spells out the learnings from graphically written case studies. (See column to the right)

#### **The Different Drum**, by Scott Peck.

A readable book on the dynamics of community and the role of community making in world peace. Case studies of his personal experience with community making and the learnings from these fill the book with a wealth of wisdom on the dynamics, traps, journey and benefits of community living.

### **More in a Nutshell**

**Bioenergetics**, by Alexander Lowen. Penguin, 1976, Great Britain.

Lays out a therapeutic theory and practice for the mind-body-spirit continuum, using a language of the body to heal the problems of the mind. A very useful book for all, especially those suffering from chronic muscular tension.

### **A SUGGESTED STUDY ON SPIRIT**

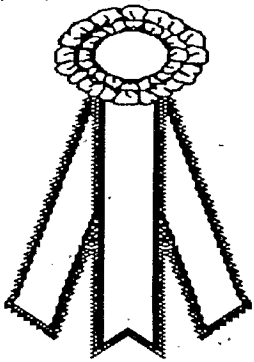
*Based on the Introduction to Harrison Owen's book.*

This book is about Spirit, and the ways in which Spirit transforms and develops in organizations. The intent is not that organizations become more spiritual, but rather that we might recognize that organizations in their essence are Spirit, and then get on with the important business of caring intelligently and intentionally for this most critical and essential element.

In another day, it seemed that the forms and structures of our life might last forever. Indeed, if they changed at all they changed with such glacial slowness that it barely seemed worth while thinking about. The difference which we now experience is caught in the turn of phrase which converts *Ready, Aim, Fire*, into *Ready, Fire, Aim*. In the "good old days" we could afford to carefully get ready, aim our project, and then when we were prepared -- let her go. No longer. We have discovered to our chagrin that in all too many cases, plans made today are out of date before the ink is dry. It's like we are on a train going 180 mph, looking out the window trying to focus on the trees, and finally all we see, due to eyestrain and whiplash, is a blur. How do you make sense out of a blur? We may close our eyes or pull the emergency cord. But if the train is our organization, neither strategy is useful. When all the world is a blur, how do you make sense out of that blur? How do you leave the level of structure and form in order to deal intelligently with the energy and flow which drives that structure and form?

The changed conditions confronting us are not only a matter of increased speed, but also complexity. In the past, we have managed well with simple organizations in a fast-moving environment. The archetype for this situation is a bucket brigade at a fire. We have also done well with highly complex organizations in a slow moving environment. Large corporations or government bureaucracy could exist and do the job so long as the environment for which they were designed remained essentially unchanged. At the moment, however, we have a new situation wherein we must deal with highly complex organizations in very fast moving environments. No longer is the world just rapid or complex. It is RAPLEX.

(see SPIRIT, page 6)



**BLOOMING WHERE YOU ARE PLANTED**

The last issue of *Initiatives* highlighted the work being done by former ICA staff, Milan and Linda Hamilton in organizing FOOD FOR ALL. Innumerable other people are making creative and invaluable contributions using what they learned working with ICA. Here are others that deserve salute.

**CITIZEN OF THE YEAR**

Corrine Berg of Bainbridge Island, a suburb of Seattle, was recently honored by the local Kiwanis Club as its Citizen of the Year. Her award came as a result of her work over nearly two decades with **Helping House**, a multi-service community agency. More recently, Corrine has performed a critical role in forming the **Bainbridge Performing Arts**. Both of these organizations have built into their "culture" the involvement of many community volunteers who function together with staff in a participatory planning and problem-solving environment that is rooted in Corrine's work with the ICA since 1967.

In 1967, Corrine was part of the first summer research assembly in Fifth City, the laboratory community in the West Side ghetto of Chicago where ICA methods were developed. She describes how her world-view was shifted then so that she could see how problems in her community could be addressed from a global perspective combined with local participatory action. Today, Helping House has a new facility, a \$100,000 budget, two and a half professional positions, and over 100 volunteers, serving the needs of more than 3,500 people each year. Although "retired" as President, a position she held during the first ten formative years, Corrine still serves on the board.

What sustains her? Corrine says that she learned how to stay in contact with people who share her ideas and concerns. Spending time with them and keeping contact with ICA friends and colleagues has been most helpful.

**HANO REVIVES**

Thirty-five years ago, the housing developments of the **Housing Authority of New Orleans (HANO)** were a model for public housing in the United States. The last fifteen years have claimed a much less desirable reputation. Fifty-five thousand people depend on HANO for decent housing and the new administrator, Jessie Smallwood, is determined that HANO will once again be a pacesetter for public housing in the nation. One way that this will happen is to involve staff and tenants together in a process of renewal.



Enter Carol Fleischman, former ICA staff, who led a team of fourteen ICA-trained volunteers from Louisiana to facilitate this process. During a one and a half day strategic planning process involving 110 staff and tenants, eleven new directions were established for the housing developments.

Among these is a new maintenance system which, in effect, creates a new maintenance business using the combined resources of the Housing Authority and the tenants. The new maintenance system plans to purchase new equipment, train tenants in their use, and increase the frequency of maintenance activities in the housing developments.

Now Carol is working on creating a new master plan for HANO which will include the continuation of participatory planning throughout the system.

**BATON ROUGE TEAM**

History has conspired to gather together a team of long-time ICA colleagues in Baton Rouge. Over the last couple of years they have worked to bring participatory planning methods to the area.

This team, which includes George and Sally Emerick and Jim Stovall, conducted a series of sixteen community meetings to build the neighborhood organizations which will participate in the **Greater Plan of East Baton Rouge**. This work was done at the request of the Mayor's Office and involved about 500 people in the process. A group of 60 facilitators, made up of architects, engineers and planners, was trained to facilitate the meetings and to continue to work with the neighborhood associations as the plan unfolds.

Shortly after this the team facilitated a conference of 600 people to kick-off **Louisiana Open House 1990**, a State Department of Culture, Recreation and Tourism project to celebrate the rich history and vision of the state.

Other work involves facilitating citizen input conferences for the Governor's Office of Elderly Affairs to suggest legislation on behalf of senior citizens and to actually write proposed bills.

These accomplishments build a climate of participation in state and local government and enhance communication between people with diverse perspectives. This is worthy work to do at this time.

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**If you know of others who deserve recognition, please send information to Member Services.**

## SPIRIT (cont. from p. 4)

In a raplex world, we can't continue business as usual. Indeed, organizations are being transformed whether we like it or not. Like the dinosaurs, we are discovering that when the environment alters, the choice is fairly clear. Evolve, or go extinct.

At this juncture, we come back to Spirit. It is clear that the forms and structures of our organizations are changing with such rapidity that we almost lose track of them. It becomes important to look beneath them to the elemental and to answer the question of what is really being transformed.

"The way I propose starts with Spirit, and attempts to make

sense" states Owen. "By making sense I mean telling a 'likely story' within which the reality and function of Spirit may be perceived."

Imagine that you have been given the task of focusing the Spirit of 1,200,000 people, living in nine cities and four counties which, for the past 300 years, have either ignored each other or engaged in a variety of hostile acts. From this disparate conglomerate of humanity, it is desirable to create a single, conscious region where cooperation is the norm, and the common Spirit is dedicated to regional development as opposed to parochial turf protection.

In two years, operating as a part time consultant, you manage to facilitate the creation of an environment within which the United Ways unite, the Chambers of Commerce merge, tourism is approached on a regionwide basis, and a Regional Sports Authority emerges to begin development of a sports facility which is publicly supported by most political jurisdictions and opposed by none. And last, but not least, the region moves, almost overnight, from being the 149th market area in the United States to number 29.

Wishful thinking? Not at all. That is the story of Hampton Roads, Virginia.

## The ICA

The Institute of Cultural Affairs (ICA) is a global network linking 18 major centers and over 50 offices in research, training and demonstration of global responsibility in the local community and workplace. Within the multitude of programs the ICA is doing, there is a common thread -- the desire to release the creativity of people that allows them to shape their own destiny.

INITIATIVES is a quarterly publication of the ICA serving the western/southwestern United States. Contributions of \$35 or more entitle you to membership and are needed to support the programs and projects of the ICA. Send your tax-deductible contribution to the Institute office nearest you.

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