

APRIL 1999 • VOL 11, No 1 • \$3.95

EDGES

N E W P L A N E T A R Y P A T T E R N S



UMBERTO BOCCIONI, *The Noise of the Street Penetrates the House*, 1911

The Millennium Challenge

The Millennium Challenge

BRIAN STANFIELD

Y2K brings us all back to our geographical community. It is a once-in-a-lifetime opportunity to recreate the infrastructures of our communities.

A millennium, says the dictionary, is a period of a thousand years. But already, in popular parlance, the meaning has shifted to mean the time at the end of this millennium, or the festival celebrating the end of the 1000 years, more properly called the millenary. Traditionally, we are told, the millennium, or millenary, is a time for the second coming of Christ; it is also regarded, perhaps ironically in the case of this millenary, as a period of good government, great happiness and prosperity. We are also aware that, in fact, the current millennium does not end until December 31, 2000, the appropriate time for a millenary celebration.

Of course, no one but a few old philologists care about the right words and right meanings of millennium, and only a few legalists would ordinarily wait a year for the millenary celebration. When the three nines of 1999 are replaced by the three zeroes of 2000, it will be difficult to convince ourselves that a new time is not at hand. For, in the hours and days that follow, the full implications of the Millennium Bug, known as Y2K, will be experienced by people globally. It will *not* be business as usual.

The Computer Bug

In the early morning of January 1, 2000, some of the systems we rely on may collapse. Since we have allowed computers to run many aspects of our lives—power, transportation, water, and most household appliances—there are likely to be some crises on that bright day of the new millennium and for some time after.

Many of us by now know the story. In the early days of computer creation, the first programmers, trying to squeeze in as much information as possible, decided to save space by eliminating the 19 from 1999. No one in the 1950s bothered to take into account that a computer on January 1, 2000 would “interpret” the date as 1900. Many of the world’s computers and microchips contain this programming over-

sight that makes them incapable of reading the date 2000.

Initially, the “bug” was thought to affect only software; it seemed a relatively simple problem. Then it became clear that embedded processors were vulnerable to the date change. These chips are so prevalent now—in cars, satellites, home appliances, utilities, oil rigs, transportation systems, telecommunications, manufacturing, and medical equipment—that the average North American comes in contact with seventy microprocessors before noon. Failures in these chips may occur throughout the infrastructures that make modern life possible, threatening the functioning of most major systems—health care, utilities, governments, transportation, food supplies, public safety, finance, telecommunications and defence. Numerous institutions—our banks, insurance companies and brokerage firms—stopped using paper-based systems long ago and currently depend entirely on electronic data transfer. A failure in any part of the system can raise an instant threat to all the other computers and operations in the system, because of the interconnections between these organizations. By the end of 1999, there are expected to be 25 billion microchips in appliances and machines around the globe. The question becomes, Do we have time to fix everything? The reality is that we do not have the time. Enter triage: choices must be made between what we can fix in time and what will have to wait.

What happened at Marks and Spencer department store in London recently indicates what could happen as a result of Y2K. Their computer system recently caused the destruction of tons of food while doing a long-term forecast. The computer read 2002 as 1902. Instead of four more years of shelf life, the computer calculated that this food was 96 years old, and ordered it thrown out. A similar problem happened recently at the US warehouse of a freeze-dried food manufacturer.

Solving the Computer Problem

People are working hard to fix computer programs in software and chips. Governments and organizations have been issuing progress reports on how much of the job is done—“52 per cent complete”, “69 per cent complete”. The Canadian Auditor General recently reported that 82 percent of the government’s critical systems were in compliance. Now, this is tricky. We hear that, and we say, “That’s pretty good. They seem to be doing well.”

That’s encouraging. But these percentages reveal another aspect of this crisis. Ninety-nine per cent correct is pretty good; one per cent error is generally acceptable. In this case, however, the numbers are so large that even a small percentage of errors means that a huge volume of microchips, computers and lines of code remain to be fixed. Those embedded microchips with date-based functions can affect many aspects of our lives.

In an interdependent system, solving most of the problem is no solution.

The integration of these systems requires that we solve virtually all of them. It’s difficult to imagine the severe cascading of systemic effects that could result from a loss of power in the electric grid, failures in thousand-mile food-supply lines, or water or sewage-treatment plants. No one system can protect itself from Y2K failures by just attending to its own internal workings. And our worst-case scenarios never envisioned multiple, parallel, systemic failures. As Margaret Wheatley has commented, we can’t see the extent of our interconnectedness. The networks that make modern life possible are created by technology, and masked by technology. These networks can indicate possible cascades of system failures through a whole society. Nothing in history has so demonstrated our interconnectedness. A rolling wave of interdependent failures could reach across the continent and the world to touch people who didn’t know they were linked to others elsewhere.

This will be especially true in Russia. Since the US has not allowed the sale of the Pentium processor to Russia for security reasons, people there (as well as in many Third World countries) are working with old non-compliant PCs. What might happen there is anyone's guess, but it will certainly have an impact on North America and the global economy. It is encouraging to know that the US and Russia are setting up a centre to prevent either nation from launching a nuclear attack erroneously if computers controlling nuclear weapons malfunction from date problems.

So the good ship Titanic is going to hit the iceberg, and we know exactly when. What we don't know is whether it will just knock some plates off the shelves or sink the ship. And we won't know that until after it's over—and even then, loss of our mass communication systems may leave us in mystery about what is going on elsewhere. At no other time in history have we been forced to deal with a deadline that is absolutely non-negotiable.

In spite of all the data available, some still ask, "Is this for real?" Governments are treating it that way.

The government of the United Kingdom, the US President's Year 2000 Commission, the RCMP, and the government of Ontario, none of which could be described as alarmists, have publicly advised people to begin storing up food and water for the year 2000. More than ten per cent of US company executives have purchased home power generators. The Canadian armed forces are creating food dumps all across Canada. The Canadian government has announced it will make its Armed Forces available as a resource to deal with Y2K failures. They will be on alert when the clock strikes midnight on Dec. 31, ready to step in if local authorities are overwhelmed by any malfunctions caused by the computer bug. Ironically the Canadian military call their three-month plan Operation Abacus. On New Year's Eve, 20,000 soldiers will be on 24- to 48-hour notice, and a command centre in Kingston will link to five regional centres across the country. Their tasks include helping out if computer failures cause widespread power outages similar to those that hit Quebec and eastern Ontario during last year's ice storm, helping police keep order if riots break out, or assisting search, rescue and recovery in case of air crashes. Many people have already decided to avoid air travel on New Year's Day.

Recent news has reported a number of "midnight trial runs." The US Seventh Fleet and the Toronto Hydro (electric system) turned all clocks to 12:01 January 1, 2000. The tests went well and are encour-

aging. However, they were done within closed systems, without the possible impact of cascading multiple system failures.

Reactions and Misconceptions

So, what are responses to this challenging situation? Responses to Y2K do vary.

Ignore it. You may have heard people say, "The Year 2000 Problem? What's that? Y2K is not a problem for us—we will just carry on. You may rest assured that we'll fix our Y2K problems in plenty of time." "There may be some problems here and there, but we'll get back on track fast enough." Or the Scarlet O'Hara response: "I can't think about this today. I've got other things I need to attend to. I'll think about it tomorrow."

Someone has written a Dr. Seuss style poem about this response to Y2K:

I will not deal with Y2K!

I will not, so go on your way!

I've told you I do not believe!

Total chaos I cannot conceive!

The government wouldn't let that go!

They're right on this, I know! I know!

Planes will fly. Banks will make change.

Put down that gun. Stop acting strange!

Listen, Honey, come to bed.

All of this is in your head.

I'll help you forget about Y2K.

Tomorrow's another working day.

Transfer responsibility. "Call out the lawyers and sue the hell out of everybody." (No point in that, because insurance companies are making it clear that there will be little coverage for losses incurred as a result of Y2K.) "Throw out whoever's responsible for this mess." "I'm waiting for the government to tell me what to do."

Predict the worst and get everybody panicked. "If we don't gear up and prepare contingency plans, things are going to really come apart." "This is going to be horrible! What will happen to me?" "I'm moving to the woods with my canned goods and guns." "We can't fix Y2K. Society is going to collapse!"

Bunker Down. Ignore everybody else and focus on individual survival. Pack the camper to the roof and head for the hills to save my family. Get all the relatives together in a well equipped, well defended stockade, and fight off all intruders. Leave my city apartment and go to the cottage till the all-clear is given.

Take the journey of acceptance and take responsibility.

Taking the Journey Into Acceptance

Gordon Davidson and Corinne McLaughlin describe the inward journey that we must take to come to terms with Y2K. The problem is especially challeng-

ing to the traditional rational mind that requires indisputable factual data before it can act. We have watched hundreds of bright, talented leaders wrestle internally with the inherently nebulous, indefinable and unknown consequences of what may happen as a result of the Y2K problem. In one conference of frustrated, fact-hungry political leaders and economic forecasters, understanding Y2K was described as "trying to nail a cream pie to the wall."

Just as people go through distinct psychological stages when first learning that they have a terminal illness, so people pass through five different stages when trying to come to terms with Y2K:

1. *Denial.* This is the most common response. People think it can't be that serious. Or they think that technical wizards will come up with a magic bullet to fix it just in time. "Oh, Bill Gates will come up with a solution." Many people have the attitude that "I don't even use a computer, so why should I care about it?"

The sheer improbability of it all is another barrier. It simply boggles the mind that the most powerful nations on earth and much of world civilization could be brought to their knees temporarily because of sloppy programming (that didn't seem so at the time). Most of us simply do not understand how totally dependent on computers we have become for everything from our food supply with its automated "just in time" inventory and delivery systems to our financial transactions with every nation in the world.

2. *Anger.* The second stage is often anger and blaming corporate and government managers for short-term, bottom-line thinking. People ask accusingly, "How could they be so stupid? Why didn't they tell us sooner that this could be a major problem? How much are they still not telling us? What else are they hiding?"

3. *Fear.* The next stage can be fear, when people get in a survivalist mode and try to protect themselves—running out to buy and store food, water, and other supplies. They think, "If I just do the right things I will be OK."

4. *Depression and Panic.* Next, people realize that, even if they buy food, store water, and prepare their homes, they could still be without electricity and transportation systems. They worry that other people who are desperate may try to steal their food or become violent. They may then feel a sense of hopelessness—that everything will come crashing down—or overwhelmed by the magnitude of the problem. This is the dangerous stage, as mass panic may ensue if large numbers of people go through this stage at the same time.

5. *Acceptance and Cooperation.* Finally,

people can reach the stage of accepting the inevitability of this massive change, and asking realistically what they can do as part of the larger community to cooperate and to make sure everyone is as ready as possible.

This last stance begins to open us up to seeing opportunity and possibility as the flip side of this crisis. Whatever we're doing now to make the world a better place, Y2K offers us opportunities for more rapid progress. If there are substantial problems, they will wipe out old ways of thinking and doing, leaving room for us to try new and better approaches, individually and collectively.

We can use the prospect of things falling apart to change our consciousness and our culture—whether or not things actually do fall apart. If we allow our breakthrough perspective to inform whatever we do with Y2K, we'll move further toward the world we want. For example, if we gear up, use triage, and prepare contingency plans as a community, we can get closer to the world we want right now! Some people see the Y2K crisis as a social change opportunity. People who have been working their entire lives for political, social and cultural change immediately see its transformational potential.

Taking Responsibility

In order for this possibility to become a reality, as many people as possible have to become informed about Y2K as soon as possible. This gives them time to go through their own personal and psychological process to reach the stage of acceptance and working with others. If the current official policies of withholding information about the severity of potential disruptions continues, leaving people to find out in mid-1999 with little time left to prepare, they will be angry, frightened, distrustful, and less likely to work together. Individual survivalism becomes a useless strategy if yours is the only house on your block with food and water, and others are also in need. If you hide in the hills with your fear, your food and a gun, your quality of life would leave little real reason for living.

Once we get over our initial denial, rage and confusion, we can decide how to approach this crisis as an unmitigated opportunity. We need to spread the word about Y2K so that people can go through their personal processes and work through their fear and panic while they still have time to prepare. We will all have a better opportunity to build a network of community relationships that will support everyone in working together, sharing resources, skills and expertise and building a stable society that can withstand disruptions.

Y2K is a time of great opportunity:

- to stop what we are doing, and reflect on the wonder of living
- to affirm our situation and see the possibility in the crisis for compassion, neighbourliness and cooperation.
- to take real responsibility from our own backyard for our immediate neighbours.
- to recreate the infrastructures of local community. Y2K brings us all back to our geographical community.

It would always seem a pity to describe a neighbourhood as a place to sleep, not to live. But to organize a response to Y2K, the neighbourhood or community is the basic living unit.

Residents of all ages and experience need to assess where their community is most vulnerable and develop contingency plans. Each community and region needs assessments and contingency plans for disruptions or loss of service for:

- all utilities—electricity, water, gas, phones
- banking machines
- food supplies
- public safety
- health care
- government payments to individuals and organizations
- residents most at risk, e.g., the elderly, those requiring medication.

All of us need to get involved in Y2K, wherever we are, and in whatever organizations we participate. This is our problem. We cannot leave this to others to solve for us, nor can we wait for someone else to assert leadership. We can begin to ask questions, educate ourselves and others on the topic, convene groups of interested friends and colleagues, and engage local and business leaders. (Start with www.Year2000.com for up-to-date information and resources.) As an African proverb reminds us, if you think you are too small to make a difference, try going to bed with a mosquito in the room.

One of the first things is to get information out in your office or neighbourhood, apartment building or condominium. In their book, *The Year 2000: Social Chaos or Social Transformation*, Wheatley, Peterson and Rogers give an excellent summary of the problem and its possibilities, and they have given permission for the widest possible distribution of their information. The Canadian Y2K Initiative has put out *The Year 2000 Workbook* with very helpful action plans for office and home.

Those who have done their homework on the Millennium Bug/Y2K tend to want to pass on their information. Many of those we want to inform have not yet appreciated the crisis, so we need to anticipate the predictable first responses, and not be put off by them. Downplaying the reality or

straight-out denial are simply ways that people defend themselves against the existential reality of it all. Everyone has to go through their own journey of denial-anger-fear-depression-acceptance.

We also need to do our homework as a household. We can check for Y2K compliance those systems we deem critical: air conditioning, heat pumps, security systems, smoke alarms, washing machines. We can make as complete a list of supplies we need to lay in, getting the whole family in on the brainstorming. Have a timeline for the purchase and storage of basic foods and supplies. Buy a few extra dry or canned goods each time you go shopping. If the power stays on and the gas lines work, things will be much simpler. However, to anticipate electrical failure, we need to consider alternate sources of heat, power, water (drinking, washing, and sewage disposal). In addition, we will need to think of other ways to cook: backyard barbecue, propane stove, or even fondue pots.

Paloma O'Reilly's *Personal Preparedness Manual* is a comprehensive and highly practical guide for an emergency. (Web site <http://CassandraProject.org/home.htm>)

Your Neighbourhood

The best security is a prepared neighbour. Start with your friends and the people you already know. You don't have to convince them Y2K is a problem. Merely explain that it's something you're concerned about, and give them information or materials to review when they wish. Let them know that you are preparing, and if they wish to talk about it, tell them they're welcome to talk to you any time. Encourage them to pass on information to their friends. If several neighbors become interested, then start holding regular meetings. Discuss some of the problems Y2K may cause and how you can pull together to handle them, and help those who are physically or financially unable to prepare. Encourage those who attend your meetings to hold similar meetings with a different set of people.

To get your immediate neighbourhood to deal with their fear of "no options," get a group of people together for a series of meetings that deal with that fear. We can leverage this into having a new story about the crisis as a breakthrough into community. In these meetings, we can get people brainstorming what to do to support each other.

Spiritual Preparation

In her wonderful article "The Amazing Grace of Y2K", Margaret Wheatley reminds us of the spiritual preparation needed for Y2K. "In December, a group of Y2K

activists were meeting in the Bay Area of California. What gradually surfaced was that traditional Y2K planning efforts, which months ago had given them energy, no longer motivated them. Members reported feeling as desiccated as the freeze-dried foods they were recommending for food storage. It was a dispirited group, and

it didn't take long to realize that the absence of spirit was precisely the problem."

This has become a familiar conversation within the Y2K preparedness community, and it is the learning that opens us to the future with hope. We are not the first people to contemplate profound disruptions to our way of life. We are not the first

to journey into the unknown. But we do live in a culture which has divorced us from the rituals, beliefs, and traditions that could help us prepare for this perilous opportunity. We don't know how to clothe ourselves for the hero's journey; we don't know the stories that would help us mark
(continued on outside back page)

A Neighbourhood Meeting on Y2K

If you want involvement during a neighbourhood meeting on Y2K, it would be better to share information than to make speeches. For those of you who have taken ICA's Group Facilitation course, here is a focused conversation that you could use for the first meeting.

Opening

Let's take a half-hour or so and share our initial impressions of what's been called the Millennium Bug or the Y2K problem. This is a very real problem that has to be faced head-on. Initially, it's rather fearful, but it also has some exciting possibilities. There is no need to panic. If we all work on this together and share our creativity, it could be a real adventure and pull our community together. I'm going to get the conversation going with a few questions. By the end of the conversation we will be talking about how we should approach this together.

Objective Questions

1. What have you heard about the Y2K problem?
2. What are some of the background facts about it?
3. What is your two- or three-word phrase for the situation it puts us in?

Reflective Questions

4. How are people you know reacting to Y2K?
5. How did you react when you first heard about it?
6. What jokes have you heard about it?
7. What's the most unhelpful reaction you have heard?
8. What positive reactions have you heard?

Interpretive Questions

9. Why do people get so anxious about this problem?
10. What are the key issues we all have to deal with re Y2K?

11. What does it mean to take responsibility for this problem?

Decisional Questions

12. What are some of the ways we can help our friends and neighbours with this problem?
13. What are some ways we could help each other?
If we were going to meet again on this, what would we need to talk about?
What other actions could we take between now and the next meeting?

Closing

It's amazing to see how much wisdom we have generated in such a short time. I am handing out some information on Y2K. It's something you may want to read yourself and read to your family. Perhaps the next time we meet, we could spend a little time studying it together. You can also photocopy it for other friends and neighbours. (Pass out this or another document).

A Workshop: How to Spread the Word on Y2K

Your second meeting could focus on getting the word about Y2K out to your neighbourhood. The meeting might take the form of a workshop. Get your audience seated round a table if possible. It would be helpful to serve snacks while people are gathering.

Hints to the Leader

Ask the first question to everyone in the group. Listen to the response and accept and affirm all answers with an "OK" or a "right". If people get off the topic, or start to argue, simply repeat the question. Some groups participate better if they know what questions are coming—you could put them up on a flip chart ahead of time.

You will need a flip chart to write responses on.

Set the context:

Some of us thought it would be helpful to get together and see how we could spread the word about the potential Y2K crisis to our neighbours. Although a lot of people already know about it, others don't, or don't understand the range of things that might happen on or shortly after January 1, 2000. The first

thing people need is good, reliable information. So the question for this workshop is: What could we in this group do to spread the word about Y2K? Take a few minutes and write down your own responses to the question before we begin to talk about it.

Brainstorm:

1. I'm going to go around the table and get an answer from each of you and write it up on our flip chart. The question is: What can we in this group do to spread the word about Y2K? Let's see if we can keep our answers brief and to the point. Let's start with Marge.
2. Write her answer on the flip chart page, and then write the next answer, etc., to make a list.
3. When you have gone around the table once, ask, "What other things did you write on your page?"
4. Get all the responses up on the flip chart.

Pull Together:

5. Let's look at what we have up here. If we decide to have four taskforces, which of our responses would go with each taskforce?

6. Put the used sheet up on the wall, and on a new sheet write Taskforce A, Taskforce B, Taskforce C, and Taskforce D.
7. Get the group to work to assign similar activities to the same taskforce. (If some responses don't fit, don't force them.)

Assignments:

8. Who'd like to be in Taskforce A and work on these tasks? Who wants to be in Taskforce B? C? D?
9. How shall we handle these left-over activities?

Conclusion:

10. What questions do we have on our assignments?
11. When should we report back to each other to see how we have done? Write the date on the flip chart.

The next workshop might be about planning and organizing a community meeting to work on Y2K preparation. You could hold other workshops around the community on individual household preparation and emergency systems for the community as a whole, making sure that there are plans to help the elderly and disabled.

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ICA Canada is proud to host the annual conference of the International Association of Facilitators from April 27-30, 2000. With its long history of diversity and compromise Canada has produced some of the finest facilitators in the world. We hope that skilled facilitators from the membership of ICA Canada will be among the presenters at the conference. To get a Request For Submissions, write, fax or phone ICA Canada or download it from our website www.icacan.ca anytime after May 1, 1999.

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So You Want to Present at IAF 2000

What does it take to make a presentation at the annual conference of the International Association of Facilitators? You probably already have what it takes.

For many of the thousand facilitators who attend the 2 1/2 days of learning and networking, this is their primary annual investment in skills development. The scope of information covers everything from dealing with difficult participant behaviours and other tips of the trade, to what brings clients back to you for more. Some IAF conference attendees want to learn new skills and techniques, others want to share their experiences and some want exposure to "masters" of the profession. For many this conference is like an annual reunion, a way to catch up on what's happening with colleagues from all over the globe.

If you want to be a presenter you could contribute a short, practical session on "Ways to Energize A Tired Group". Education facilitators would like your down-to-earth experiences of "Getting a School Council Up and Running." Independent facilitators would be intrigued by your "Facilitating Hospitals to Become Client Focused" and would applaud your "Benefits of Facilitation to the Private Sector." You could generate a lot of audience participation in your session on "Dealing with Difficult Behaviours in a Group."

You could present a case study and compare notes with other facilitators. You could share tips, traps and theories and generate a lot of participant interaction. You might guide a day long exploration of a topic important to many facilitators. Everyone will be appreciative of your ef-

fort in organizing your thoughts and experiences and sharing them.

IAF 2000 will take over most of the Sheraton Centre which can handle about 30 sessions concurrently. The duration of any of the 150 sessions could be 90 minutes, 3 hour or even a full day in length. A few rooms hold 20 people for intimate discussion, most hold 30 or 40, while other rooms are big enough for 80 people at a time. Envisioning at least 30 people for your session would be a good idea.

The 30 appreciative participants at your session will come mainly from the US and Canada, but could come from other nations. The range of ages will be broad, and likely more than half will be women. Some participants will be independent facilitators, or associates of a small company looking for new ways to help their clients. Some will be consultants to government, communities and non profit groups Others will be internal facilitators from sizeable corporations. Some will have many years of experience facilitating in a niche market, while others will be relatively new to the profession. All will feel they are among colleagues, with no expectation of an expert/listener hierarchy between you and them.

Prepare to be treated well by core IAFers, a group of about 70 who founded the international organization and who go out of their way to welcome new presenters and participants and make them feel special.

Looking forward to your presentation. See you next year! —ROBIN BAILEY

Robin Bailey is co-chair of IAF 2000 and is an independent consultant based in Ottawa. She can be reached at robin.bailey@ibm.net

For ICA members

ANNUAL GENERAL MEETING

The AGM will be on Saturday May 29. There will be some surprise announcements and major decisions to be made on the future of ICA.

David Mitchell, a founder of the new Centre for Dialogue in Vancouver, will

address members on the future form of dialogue. David is Vice-president, Chief Development Officer of Simon Fraser University, and a prominent author and media analyst.

IAF CONFERENCE

Toronto has been chosen as the site for the Annual Conference of the International Association of Facilitators. 1000 people are expected at the conference which will be held at the downtown

Sheraton, 27-30 April, 2000. ICA Canada as conference host is playing a major role in the conference organization.

Address enquiries to co-chairs Bill Staples or Robin Bailey.

TRAINING DEVELOPMENTS

Content for new courses is being explored in three arenas with a view to additions to the ICA training curriculum. The course that should be ready first is Basic Facilitation, a course in fundamentals of facilitation prior even to the Group Facilitation course. The second area will

be in value shifts and the technology of meaning. The third will be related to organizational change.

To complement the spanking new Group Facilitation Manual, the new 67-page Facilitated Planning Manual will be ready for April courses.

BOOK NEWS

The foundational understandings book is moving steadily towards refinement for publication. Its current title is *Authentic Leadership from Your Own Backyard: Twelve Stances of the Social Pioneer*. A follow-up to *The Art of Focused Conversation* is also in the

works. Jo Nelson is working on *The Art of Focused Conversation for Schools*. In addition, last month, the first workshop was held to brainstorm out the content for a new book on ICA's methodologies to appear sometime in 2000.

The Millenium Challenge (continued)

the way. So the work of true preparedness becomes something far beyond the physical—it becomes our task to know our Source, to work from the centre, to ask for guidance, to learn the stories from those who know the way. We are not misunderstood prophets, but well-accompanied pilgrims. There are probably many tests to endure. But the work is to find the way to some place new, a place that feels more like home than where we now reside.

By the end of 2000, we may have a very different kind of celebration on our hands: the celebration of coming to the end of a journey, the celebration of finding new community, the celebration of those who have passed through crises victoriously. We will know indeed we are in a new time. ♦

For Further Reading

Utne Reader's Y2K Citizen's Action Guide (on www.Cassandraproject.org or www.utne.com)

What Will Become of Us? Counting Down to Y2K, edited by Julian Gregori

The Millennium Bug: How to Survive the Coming Crisis, by Michael Hyatt

Time Bomb 2000: What the Year 2000 Crisis Means to You, by Yourdon and Yourdon

Finding and Fixing Your Year 2000 Problem: A Guide for Small Businesses and Organizations, by Jesse Feiler

How to Survive Y2K Chaos in the City: A Preparedness and Self-Reliance Handbook, by Eirich and Eirich

You and the Year 2000: a Practical Guide for Things That Matter, by Geoffrey Shepard

EDGES

NEW PLANETARY PATTERNS

Published by Canadian Institute of Cultural Affairs

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Accounting Jeanette Stanfield

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Yearly Subscriptions

Edges: New Planetary Patterns is published three times a year. In Canada annual subscription is Cdn\$15 or \$10 with membership in ICA Canada. Elsewhere annual subscription is US\$15. Libraries and other institutions US\$20.

Please send subscription orders, changes of address and undeliverable copies to ICA Canada, 579 Kingston Rd., Toronto, Ont., Canada M4E 1R3. Tel. (416) 691-2316, Fax (416) 691-2491. Return postage guaranteed. Printed by Britannia Printers, Toronto. Copyright © 1999 by ICA Canada. ISSN 0840-6502.

Statement of Purpose

The mission of *Edges* is to help people facilitate a culture of participation.

ICA develops the capacity of individuals, organizations and communities to transform society. It does this through action learning, applied research, community and organizational consulting and the creation and sharing of knowledge. ICA intends to be known as the leading proponent of mental models and practical methods for transformational change in Canada.

The opinions in *Edges* articles do not necessarily represent the policies or views of ICA Canada.

Printed in Canada.

Date of Publication—April 1999

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