

A SPECIAL REPORT FOR SUBSCRIBERS

FEBRUARY 1993

EDGES

NEW PLANETARY PATTERNS



Universes
of Change

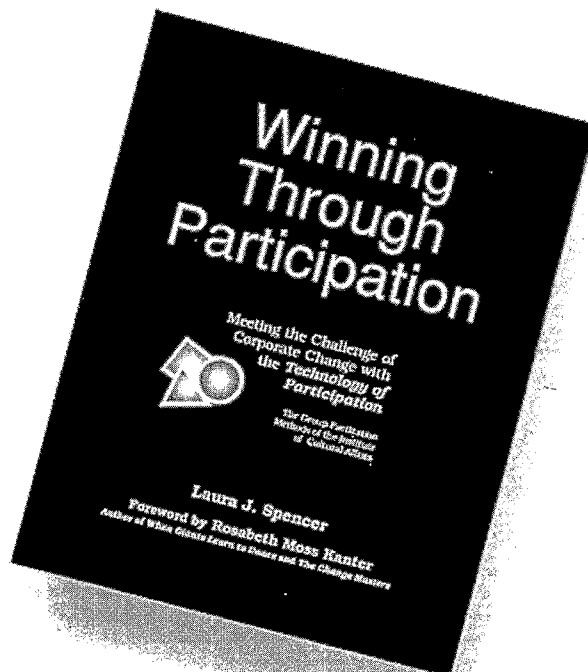
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Rosabeth Moss Kanter
author of *Change Masters*
and
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Winning Through Participation is the leader's handbook for managing change through people—step by step procedures for facilitating workshops that work.

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Call for Saskatchewan schedule.

Seminars can also be held on location and can be designed for special applications. Call Jo at (416) 691-2316 or write ICA Canada, 577 Kingston Rd., Toronto M4E 1R3.

TRAINER: Jo Nelson, a senior consultant with ICA Canada, is a highly skilled trainer and group facilitator. She is a graduate in education and anthropology. Her professional background includes 20 years in education and developing human resources with ICA in 6 nations.

Universes of Change

From November 1992 until January 1993, the editorial staff of *Edges* magazine completed its most thorough research work ever, in preparation for the next three years of publication. We have determined at least 29 universes of change, each one of which dramatically affects our lives.

Universe of Change #1

Environmentalism Becomes Big Business

The number and size of eco-restoration and bioremediation industries are growing. It is big business to restore prairies or river valleys, or culture bugs that digest toxins. Pollution prevention has become a profitable venture. Creative approaches harness green energy in sun, wind and tide energy devices.

Universe of Change #2

The Back Door Environmentalization of the Private Sector

While most companies promote consumerism to survive, many are developing comprehensive environmental policy for purchasing, converting to alternative fuels for vehicles and using environmentally sound purchasing practices. For example, some large power corporations are planting trees to offset CO₂ damage.

Universe of Change #3

The Shift to Knowledge and Computer-based Technologies for Production

Corporations have become beehives of knowledge processing. Rather than working on things, labour now acts on other people as the proletariat shifts to the cognitariat. Intelligent neuronal computer networks have changed the rules of business and culture, and telecommunications disperse products out of high-cost cities in the rise of a super-symbolic economy. Exports of services and intellectual property intensify.

Universe of Change #4

The End of the Mass Production Line

Computer-driven manufacturing allows for an endless variety of products, pushing the cost of product diversity to zero. Systemic, integrative and simultaneous models of production move beyond mass production toward customization, niches and micromarket-

ing of built-to-your-body bicycles, personalized audiotapes and rainstorm baths.

Universe of Change #5

Revolutionizing Organizational & Management Patterns

The rapid downsizing of large corporate ventures is flattening the hierarchical approach to management. In response to cubbyhole crashes and the ubiquitous laying off of middle-management, white collar workers are pushing for new organizational formats. Top-down autocratic management is yielding to consensus-based politics beyond domination and permissiveness.

Universe of Change #6

The Planetization of Business

The stateless corporation, with allegiance only to shareholders, expands its global networks of markets, banks, production centres and labs linked by instant communication. Regional trading blocks such as the EC, NAFTA and ASEAN connect individual nations to the global marketplace. With the increasing demand for supranational agencies to oversee trade policies, the fate of many organizations hinges on fights over standards. Product lines such as Coca Cola, CNN, Macintosh and McDonald's have become symbols of a planetary economy.

Universe of Change #7

The Emergence of the Leaky-margined Corporation

Edgeless, permeable corporations treat management, workers, customers, suppliers, distributors as one corporate network. Search conferences are sometimes used to involve all stakeholders in mapping a business's future.

Universe of Change #8

"Brailing" the Culture Becomes the Key to Marketing

Since profit margins have become dependent on accessing the purchasing patterns of consumers, cultural signals are monitored to yield future trends. Networked information systems become strategic marketing instruments. Your purchasing patterns at your local supermarket are being computer-monitored to discern current customer trends.

Universe of Change #9

The Local Emergence of Alternative Money Systems

Paper money has begun to die as the industrial age dies. Smart cards, para-money and digital money threaten the traditional functions of banks. Barter systems, LETSystems, green money and time dollars all flourish with the growth of local cooperatives and alternative distribution systems.

Universe of Change #10

The Creation of a Comprehensive Alternative Economic Theory

Current economic practices are shifting to full-cost accounting to acknowledge the informal economy of volunteering, mothering, cooperative ventures and the losses to nature from resource businesses. The reductionistic GNP is under pressure by the growing use of cybernetic economic models which include social and cultural indicators. Indicators for sustainable development have emerged from a new set of global commons e.g. the biosphere, tectonics, climate and rainforests.

Universe of Change #11

Defence Downsizes and Becomes a Civil Issue

A reduction in weapons of mass destruction is the immediate fall-out from the international quest for mutual security. Post-Cold-War geopolitical realignments such as the CIS and the Balkans, and

trade with USSR and China have refocused nations on domestic priorities of economics, environment, human rights, urban blight and biodiversity.

Universe of Change #12

The Shift From Military Security to Comprehensive Security

The meaning of national security is shifting to economic, environmental and urban security, seen in the creation of ancillary functions for the armed forces such as peace-keeping and environmental defence. Military budgets are yielding to social spending, just as military bases are being sold off and weapons are converted into marketable goods, such as gunpower into paint. Home/office security systems are a growth industry and voluntary citizen protection initiatives such as New York's "Angels", Toronto's "Crimestoppers" and environmental movements such as Greenpeace, Sea Shepherds and EarthFirst mushroom.

Universe of Change #13

Rise of the Region as a Political and Cultural Entity

Pressure for local or regional autonomy is present in Scotland, Spain, Quebec, Lombardy, Basques, Belgium, Rhone-Alpes, Baden-Wurtemberg, South Tyrol, Brittany, Alsace, Flanders and Catalonia. Bioregional movements are on the rise in many watershed, coastal and greenway areas. Urban sprawl has catalyzed the need for regional government and the USA is on its way to becoming a nation of city-states.

Universe of Change #14

The Rise of the Non-Government Organization as a Political Force

The increasing prominence of NGOs as a "sixth estate" in the global civil society is politicizing just about everything through special-interest NGOs. Examples are the NGO forum at the Earth Summit in Rio, and the rise of electronic lobbies, green parties and movements.

Universe of Change #15

De-institutionalizing the Health Industry

The knowledge monopoly of the medical profession and its mechanistic model of the body is deteriorating as the trend increases toward personal responsibility for health and wellness. It now has to acknowledge not only physical data but also psychological and invisible impacts from such popular sources as Bill Moyers' book and TV series *Healing and the Mind*. Intense, conflicting financial and ethical pressures pull the debate away from the professionals out into the general public.

Universe of Change #16

The Growth of the Complementary Health Industry

So-called "quack" treatments become legitimate, proven and trustworthy in the mushrooming of the health maintenance industries, bridging Eastern and Western therapies and marketing shamanic medicine and botany. Firmly on the scene are preventive health, alternative therapies, natural foods, ayurvedic medicine, homeopathy, acupuncture, herbology, and shiatsu. Non-professionals and body-mind centering practitioners promote health clubs, whole-earth diets, yoga and care for bodies beyond the physical.

Universe of Change #17

The Rediscovery of Social Conscience

The 1990s, already branded as the "decency decade," is awash with new values: the 3 Rs—Reduce, Reuse, Recycle; the 3 Es—Environment, Education, Ethics. We are submerged in lists of "Fifty (ethical) Things To Do". The corporate soul is re-establishing itself after the '80s, and positioning itself for public disclo-

sure as well as political and environmental stances. Vigilante consumerism and lifestyles of simple elegance are in. The social entrepreneur and the corporate metapreneur are creating eco-socially conscious business and investment opportunities. There is a shift from seeking power to empowering others.

Universe of Change #18

The Displacement of Mass-produced Education

As mass production in industry fades, so does mass-produced education. Parents more and more favour special schools for their children's education, just as corporations take over many education functions, and as more parallel education systems like the Charter and Waldorf schools and Schumacher College gain wide acceptance.

Universe of Change #19

Shifting Education to the Learning Process Itself

The trend away from factual memorization to process-oriented learning is being enabled by the understanding and application of differential learning styles. Growing applications of the Seven Intelligences model of learning are allowing greater attention to the learning needs of the individual.

Universe of Change #20

Creating a Panoramic Approach to Intellectual Disciplines

Knowledge now acknowledges the assumptions, analogies, data, values, emotions, passions, imagination and intuition from whence it came, creating larger and more inclusive architectures of knowledge. The increasing interest in global education, culture-juggling, the biological revolution and whole systems discourse is turning school curricula on its side in a new relational approach.

Universe of Change #21

The Phasing Out of Hard-Copy Mass Media

Through satellite receivers, cable TV has become a multiflex supermarket breaking up audiences into segments and subgroups while readership becomes less literary and less book-minded. Derivative publishing grows, recycling the published into new kinds of media such as *Paradigm Digest*, *Utne Reader*, *Mindfield* and audiotape novels. Newspapers carry their own online databases, and instantaneous computer access to research information lessens dependence on print. Audio and video bulk larger in bookstores.

Universe of Change #22

Metapictures of Life Dynamics Break Down Linear Approaches to Life

Virtual reality machines, quantum mechanics, cyberspace and deconstructionism all obscure our constructs of reality. Reality is seen more and more as perceptual or constructed reality. The general understanding that objective data reflects values and power relations allows more people to feel at home with indeterminate fuzzy data. This new relationship promotes working with qualitatively focused, multiple-sourced data.

Universe of Change #23

The Growing Body of Speculation on the Nature and Quality of Change

The growing understanding of the clashing of new and old paradigms has given credibility to chaos theory and the focus on dynamic, non-linear, feedback-driven models of disequilibrium. New interpretive models are based on a breakdown-fibrillation-breakthrough sequence and on the mathematics of catastrophe bifurcation. Whole system transition and phase shifting are metaphors for change people experience in their lives.

Universe of Change #24

Multiple Elaborations on Traditional Sexual Frameworks and Family

Nuclear families defined as wife-husband-children are now a minority in North America. Along with the growing societal compassion for homosexuals and bisexuals, there is a growing legal recognition of marriages beyond the traditional man-woman. For example, accommodation has been given to gay families in the workforce in such corporations as Levi Strauss and Hewlett-Packard.

Universe of Change #25

Expanded Understanding of Cyclical Roles

A new generation of children is emerging as the driving force in healing the earth. With the phenomenon of down-aging and the child inside, 50 is 40, and 65 is the beginning of the second half of life. Centenarians are no longer a wonder of the world and seniors are politically empowered, taking charge of their own health and beginning new careers after "retirement."

Universe of Change #26

Growing Interest in Ways to Live and Work in Mutuality

The widening interest in the development of eco-cities and in demonstration communities such as Mondragon, Auroville, Danish cohousing and other intentional communities are illustrations of clanning: working together with people on the basis of commonality. There is a resurgence of the literary and social issues salon. Amish, Sephardic and Cajun cooking, for example, celebrate a few of the many sub-cultures and sub-groups

Universe of Change #27

A Divine Discontent with the Consumer Lifestyle

Living lightly on the earth is replacing consumerism with a growing interest in organic clothing lines, rooftop gardening, vacant-lot vegetable gardening and other experiments in Buddhist economics. Those who deal in macrobiotic diets, ecological products, herbal cosmetics, Tibetan sound tools, world music, saunas, hot tubs, and lambada are cashing in as droves opt for simpler living. T-shirts, music, art and shopping choices become politicized and the Right Livelihood Awards promote doing the same or less with less. The search for new paradigm lifestyles and inner satisfaction goes on.

Universe of Change #28

Art Goes Socio-Political

With the Live Aid series signalling the rise of music as a political force, artists and entertainers begin consciously to flex their muscle. Performance art and the creation of "Whole Earth" music with the blending of reggae-ska-calypso-Gregorian chant with folk, rock, rap and Tapa begin the radical repatterning of culture and the psyche. Fantasy drives the explosion of media magic by accessing the creative, intuitive mind.

Universe of Change #29

A Menu of Planetary Spirituality Replaces Conservative Religion

Ecophilosophy melds with the ecofeminism of Matthew Fox, Starhawk and Gaian organizations in the reawakening of the goddess and the multifarious mushrooming of creativity, ritual and group process. A fascination with Inuit and African art mirrors a resurgence in Native spirituality, sweat lodges and pow wows. A shift from the individual self to the self as a crowd empowers the repossession of archetypal roles such as crone, maiden, warrior, fool. This religion-by-menu of personal practices is kept skeptically healthy through the Bly-Woodman-Hillman-Mead exploration of the personal shadow. ♦

Edges magazine in 1993

In 1993 you can expect two exceptional issues of Edges magazine.

May 1993

CITIZEN EMPOWERMENT

The May 1993 issue will zero in on the theme of Citizen Empowerment. Perhaps "empowerment" is a much over-used word, but our perspective will come out of a whole-system and transformational approach to the topic. For many, "citizen empowerment" conveys images of high-powered, eight-cylinder political activism; for others, it means no more than periodically casting a vote. For some, it implies a stance of systematic opposition to the government and other powers that be. For others again, it means a bustling, do-good band-aid approach to involvement.

Edges approach will derive from a trans-establishment stance: "neither left, nor right, but ahead." In the first instance, it will showcase citizens who have long ago abandoned the habit of waiting for the government or the powers that be to "do something" and have grasped their own freedom and gone ahead to deal with issues themselves. Other articles will look at people who make a vocational decision to care for society, either through making hard ethical decisions at home and in the workplace day after day, or through launching new movements, creating coalitions and alliances, or simply by putting life in situations where death reigned.

The May issue will be published in collaboration with the Canadian Association for Adult Education which is organizing a conference on Citizen Empowerment from May 26-29, 1993 at McGill University in Montreal. Registration forms for this important event are available from the CAEE.

Adventures in Learning

After extensive consultation, including readership surveys, consultant reports and social analysis, *Edges* magazine is embarking on an exciting three year program we are calling *Adventures in Learning*.

By attracting a broad new audience, we will bridge the gap between the haves and have-nots of information on practical innovations and important developments in learning and education.

We have launched *Adventures in Learning* with partnerships with two important organizations. The Conference Board of Canada provides the private sector with vital forecasts and information on economic and social trends. The Canadian Association for Adult Education provides a voice for practitioners at the most local levels across the country.

We are actively searching for, and welcome, partnerships and collaborations with other organizations proposed by our subscribers and other readers. ♦

November 1993

SKILLS FOR THE FUTURE

The November issue will be developed in a collaboration with The Conference Board of Canada, and will deal with the thorny issue of retraining the old industrial workforce for finding both a living and a life in the information age. The Conference Board, an applied research institution for Canada's corporations, addressed itself to the question: What are the critical skills required of the Canadian workforce? Their findings were surprising. What the CEOs of major Canadian corporations wanted from prospective employees was not a staggering familiarity with high tech, nor an MBA, no whizbang secretarial competence, nor a host of other wizardries. What they were after was relatively simple: "people who can communicate, think and continue to learn throughout their lives; people who can demonstrate positive attitudes and behaviours, responsibility and adaptability; and—people who can work with others." (Their Employability Skills Profile goes into greater detail. Look for it in the November issue.)

In the November issue, *Edges* will build on these surprising findings to highlight educational, vocational, and personal growth issues in getting a job in the context of the major restructuring going on in the economy and civilization of the '90s. We will feature some of the sentinel

vocational training experiments going on today and the new thinking behind them. The issue will expand on the dizzying possibilities opening up for education and learning today, now that the industrial paradigm is collapsing round our ears. We want practitioners to explore the outlines of training programmes that equip for making a life as well as for making a living. ♦



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"Information for Sound Decisions"

Results of the Readership Survey:

You're in Great Company!

OUR READERSHIP SURVEY, included in the July 1992 issue of *Edges*, has uncovered a wealth of information about *Edges* readers.

Hélène St. Jacques, President of Informa Inc., the company that prepared the survey, has told us that the data is more relevant to subscribers because it was mainly subscribers who responded. She reports as follows:

"*Edges* readers are trendsetters and opinion-shapers in the prime of life, career-oriented, socially involved, with high available income, educated, computer-literate, frequent travellers, and people off the beaten track."

To expand on this a little: *Edges* readers have warm hearts: they are engaged, active people—72 percent of respondents engage in voluntary activities (the Canadian average is 17 percent.) Their

concerns range from the environment and wilderness preservation to homelessness, suicide prevention, addiction treatment, agriculture, spirituality, public health, conflict resolution, organizational development, and the church. Almost three-quarters of them are members of associations that work with issues covered in *Edges*.

Basic statistics? The average age is 46, men and women roughly even, but slightly more by women—52 per cent versus 48. Do they have kids? Generally not at home—which may be why they have more time for social involvement and lots of reading, or at least for answering surveys.

And yes, they read a lot—especially magazines. What other magazines do they read? Well, predictably, they like the *Utne Reader*, and *The Whole Earth Review*, as well as new-paradigm magazines like *The*

Journal of Noetic Sciences.


What would you predict about respondents' TV habits? Yes, you've got it—news, documentaries and Star Trek all the way. After dinner man of our readers zap on The McNeil/Lehrer Newshour. And naturally for comedy they watch the more philosophical Northern Exposure. There are also devoted watchers of Masterpiece Theatre, Murphy Brown, and Sixty Minutes.

And how about cars? Despite a definite proclivity for the Japanese Honda (no. 1) and Toyota (no. 2), there were also 25 percent who owned no car at all.

Thank you to all of you who participated in the survey. The information will help us determine our course of action and editorial policy for the foreseeable future. Even if you didn't participate, we still welcome your letters, feedback and ideas. ♦

Memories for a Lifetime

rites of passage journey



An initiation into Youthhood for post-6th and 7th grade girls and boys. For 22 days the participants will have camping, canoeing and hiking adventures. Young people experience the journey as a symbol of their passage from child to youth, as they learn personal and interpersonal skills. One of the highlights of this journey will be a 24-hour solo vigil.

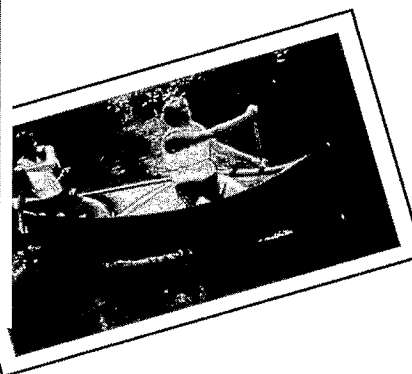
There are two Rites of Passage Journeys to choose from.



In Killarney, Manitoulin Island and the Bruce Peninsula
July 10–31, 1993

or

Puget Sound of Washington State
June 23–July 14, 1993



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Reach for the Morning

As a gift to our subscribers we are including our *Edges* poster Reach for the Morning. It was printed with the financial assistance of the Ministry of Culture and Communications. The poster was designed for *Edges* magazine by Reza Sepahdari, an Iranian artist who came as a refugee to Canada in 1988. You can read about Reza in our December 1990 issue, *Judged by Art*. The poster came straight from his heart and Reza said that the image came from his experience of hope in the midst of an especially dark time for him. He said that millions of people around the world are now experiencing those same dark times.

If you wish to have additional copies of the poster sent to you rolled instead of folded, please send us the cost of postage and handling—\$4.00. For \$4.00 you will receive four copies rolled and protected in a postal tube.

Missing Edges?

We realize that you haven't received your *Edges* magazine since October 1992, and we apologize. The extra time has been well spent by our editorial team working on *Edges*' future focus based upon our readership survey and other research.

Your subscription expiry date has already been extended to take into account the missing issue. We suggest you wait for the May issue on Citizen Empowerment. However, if you want to read another copy of *Edges* before May 1993 we have an option that may be acceptable to you.

Ask for any back issue and we will be happy to send it to you. Instead of charging you \$4.00 plus postage, we will readjust your subscription back to its original expiry date.

For new subscribers since November 1992, the first issue of your new subscription will be May 1993. If you would like a particular back issue, we will send it to you free, with our compliments, and we apologize for any confusion you may have experienced as a new subscriber. We have plans for many exciting future issues, and we want to keep you on the edge and not have the delay push you over it.

Past issues still available:

Economics in an Ecological Age *September 88*

Border Busting Planetary Culture *January 89*

Medicine in the 90s *September 89*

Global Change, Gently *December 89*

Constellations of Spirit *September 90*

Judged By Art *December 90*

Fusion of Nature and Culture *June 91*

The Goddess and the Wild Man *September 91*

The Best of Edges *December 91*

High Stakes at the Earth Summit *March 92*

Global Civil Society *July 92*

ECO-ED: Life after the Earth Summit *October 92*

Community Development News

Edges parent organization, The Canadian Institute of Cultural Affairs, is a partner in a number of community development initiatives, particularly in northern Ontario. One of the other partners is the Ministry of Northern Development and Mines. An official of the Ministry recently stated, "The ICA's cross-sectoral approach to combining economic and social development within a community is unique." While this is not news to us, it is good to hear it from another source once in a while.

EDGES

NEW PLANETARY PATTERNS

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Statement of Purpose The mission of *Edges* is to help people manage change in their lives by communicating the effectiveness of current developments in education and learning. *Edges* magazine is primarily devoted to contemporary trends and approaches in consumer education and personal learning.

A wave of change sweeping through societies has shaken the foundations of civilization. Every facet of existence is being challenged to evolve into new planetary patterns of knowing, doing and being. The Institute of Cultural Affairs weaves new relations between individuals, organizations and communities. At the core of ICA's work is spirit, sustained by the myths and techniques of many cultures, helping to shape social transformation. ICA's research, education, organizational change and international linking programs work together to elicit new planetary patterns.

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

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