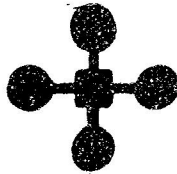
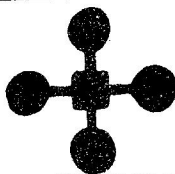


MANUAL OF PROCEDURES
FOR
INDICATIVE BATTLEPLANNING



RESEARCH CENTRUM
Chicago

August, 1974



PREFACE TO INDICATIVE BATTLEPLANNING

The concretion of love for the world, moving on many fronts in creating the new forms of humanness, requires a common method of tactical thinking and finesse of practical tools in a form most useable in myriads of situations by local people. The Indicative Battleplanning Method is the edge of this type of tactical care for the world. Its quality is dynamic and its results are determined in the midst of corporate creation. Its combination of practical rationality and intuitive leaps call for risk in deciding the future and break loose humanness at depths not possible by teleological methods or goal centered thinking. Its process of dealing comprehensively with the actual situation gives permission for positive action by any group thus willing to expend themselves.

These tactical thinking and problem-solving methods, birthed in Fifth City as a concrete social sign, stimulated great interest and sparked the formulation of Areas, Metros and Cadres around the globe. Four years of actualization in The Local Church Experiment clarified the use of tactics in a tactical system. Subsequent analysis of the social process in its dynamical interrelatedness and underlying contradictions, along with the means of articulating a practical vision, now prove to be the key to the future.

Thus, this manual outlines procedures which allow a local group to assess its socio-situation, articulate its practical vision, discern the underlying contradictions, and build an effective tactical system. The products of the method are:

- I. The Tactical System, which includes -
 - A. Title page with the symbol of the Quarter's thrust.
 - B. The Global and Local 21 Point Plans.
 - C. The Inclusive Contradictions
 - D. The Proposal Paragraphs
 - E. The Tactical System Chart
 - F. The Tactics with paragraphs of Intent and Implementaries
 - G. The Quarterly Calendar Timeline of Tactical Actualization
- II. The Quarterly Warboard (described in the Appendix)
- III. Instruments for Weekly Modification and Actualization of the Tactics

DETERMINE TACTICAL INTENT

<p>Review The TACTICAL SYSTEM</p>	<p>WALK THRU THE TACTICS</p>	<p>DETERMINE TACTICAL INTENT</p>	<p>CHECK THE TACTICAL INTENTS</p>
<p>Review Tactics + Display board. 10 min</p>	<p>50 min</p>	<p>40 min</p>	<p>40 min</p>

INVENT TACTICAL IMPLEMENTARIES

<p>WRITE TACTICAL IMPLEMENTARIES</p>	<p>WEEK + GROUP EXCHANGE</p>	<p>CHECK CALENDARS + PRINT TACTICS</p>	<p>30 min</p>
<p>60 min</p>	<p>40 min</p>	<p>30 min</p>	<p>30 min</p>

POLISH AND TIMELINE TACTICS

<p>POLISH THE TACTICS</p>	<p>TIMELINE THE TACTICS</p>	<p>CONSENSE ON THE BATTLEPLAN</p>	<p>30 min</p>
<p>60 min</p>	<p>20 min</p>	<p>30 min</p>	<p>30 min</p>

DETERMINE TACTICAL INTENT

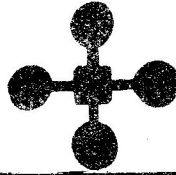
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OBJECTIVE INDICATIVE SCREENS

UNIVERSAL - The Universal screens hold the primal story of selfhood and the world.

HISTORICAL - The Historical screens hold the accumulation of movemental wisdom.

LOCAL - The Local screens hold the particularities and uniquenesses of the immediate operating context.

Established Directions - Established Directions refers to the articulated consensus relative to the Movement's thrust in history.

Operating Principles are the foundational presuppositions and definitudes which underly all missional engagement, for example the 5th City Presuppositions and the social ideology of "All the earth belongs to all the people."

Operating Guidelines give practical direction to the Movement's activity, for example the 9 Pressure Points, the 9 Whistle Points and the Global Program Consensus.

Operating Structures are the concrete forms which give shape to the functioning dynamics of the Movement, for example the Religious House, the Daily Office and the yearly time design.

Current Trends - Current Trends are indicators of changes in the social fabric of the local situation.

Universal Trends are local manifestations of broader global trends, such as the indictment of a city mayor as a manifestation of political corruption.

Local Trends are societal trends unique to the immediate context such as a trend toward storefront rehabilitation in a business district.

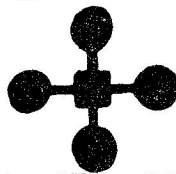
Internal Trends are movemental, such as an increase in Phase IV interns.

Present Situation - Present Situation is a description of the past year in light of the present moment and immediate context.

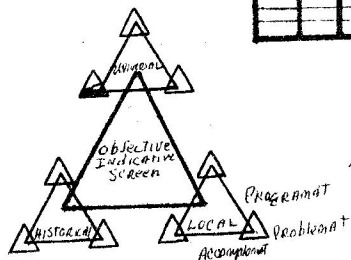
A Progromat is a brief report of last year's activities.

An Accomplomat is an extensive report of the wondrous happenings of the past year.

A Problemat is a brief objective intuitive list of current issues with which we would like to deal.



FOCUS THE
OBJECTIVE-
INDICATIVE
SCREEN



60 min

DISCERN THE PRACTICAL
VISION IMBALANCES

5th City Social Model

UNIVERSAL	LOCAL	HISTORICAL	PROGRAMAT	ACCOMPLMAT	PROBLMAT

TACTICAL SYSTEM

CADRE	CONGREGATION	PARISH

TACTICAL SYSTEM

CADRE	CONGREGATION	PARISH

30 min

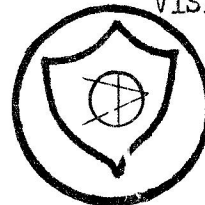
CREATE THE
21 POINT
PLAN

Global 21/16

Local 21/16

90 min

SYMBOLIZE THE
VISION



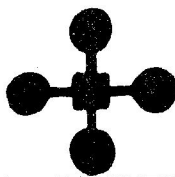
FOCUS
THE
OBJECTIVE
INDICATIVE
SCREEN

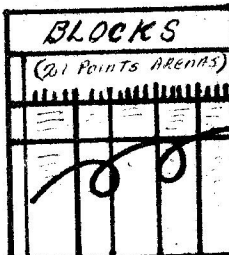
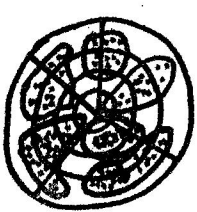
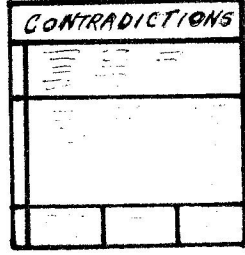
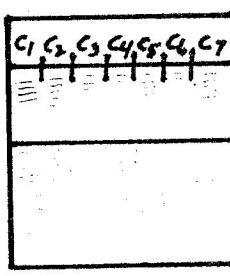
- Context Practical Vision as both the rational and intuitive grasp of what is needed for the year ahead. Refer to the two Tactical Systems (Congregational and Parish) as screens to stimulate comprehensive thinking.
- Briefly review the Universal, Historical and Local poles of the Objective Indicative Screen triangle and ground each in the group's experience. e.g., Universal: Sociality - the Social Process triangles; Anthropology - RS-I/LENS; Mythology - The Other World.
- Spend most of the time on the Present Situation pole. Ask each individual to brainstorm:
 - 5 Local Happenings - (Progromat)
 - 10 Magnificent Accomplishments - (Accomplomat)
 - 3 Persistent Issues - (Problomat)

Have several people read their list and allow others to make additions. (Keep the movement lively and the mood light.)
- Relate the brainstormed list to categories on the 5th City Social Model and the Local Church triangles.

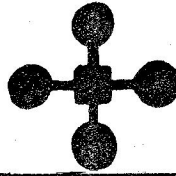
DISCERN
THE
PRACTICAL
VISION
IMBALANCES

- Look at the rational charts of the Congregational and Parish Tactical Systems. Artform quickly and note the respective positions of the Cadre, Congregation and Parish on each. Discuss the valences of the tactics.
- Ground the tactics in the local situation by having the group name activities and events that have happened in each tactic. Keep a running tabulation of the numbers and use to discern the imbalances in effective tactical actualization.
 - Name the most "turned on" tactics.
 - Name the least "turned on" tactics.
- Shade in the imbalances on the charts.



<p>BRAINSTORM THE BLOCKS</p>  <p>60 min</p>	<p>SWIRL AND CLUSTER THE PRECONTRADICTIONS</p>  <p>50 min</p>	<p>NAME AND GESTALT THE CONTRADICTIONS</p>  <p>40 min</p>	<p>BRAINSTORM PROPOSED ACTIONS</p>  <p>90 min</p>
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<p>BRAINSTORM THE BLOCKS</p>	<ol style="list-style-type: none"> 1. Individually brainstorm at least 3 blocks for each arena of the 21 Point Plan. Move quickly on this. 2. Have each participant star the most critical block in each arena. List the starred blocks on the chalkboard. Ask the group to scan the list and add blocks previously omitted. 3. Cross-gestalt to about 20 pre-contradictions and discern intuitively the 3 - 5 pre-contradiction arenas. 4. Introduce a "discontinuous moment" into the group, like a song.
<p>SWIRL THE PRE-CONTRADICTIONS</p>	<ol style="list-style-type: none"> 5. Draw a large swirl chart with four concentric circles. Divide it into as many sections as there are pre-contradiction arenas and write the title of each around the outer circle periphery. 6. Plot all the pre-contradictions on the swirl in two word holding phrases, locating each in the appropriate section with the more critical ones near the center and to one side or another as the group intuits.
<p>DISCERN THE CLUSTERS</p>	<ol style="list-style-type: none"> 7. Artform the plotted data, looking for relationships and patterns. Discern and encircle 5 - 11 contradiction clusters.
<p>NAME CONTR'S INDIVIDUALLY</p>	<ol style="list-style-type: none"> 8. Individually name the contradiction underlying each cluster.
<p>GESTALT CONTRADICTIONS CORPORATELY</p>	<ol style="list-style-type: none"> 9. Corporately gestalt the contradictions named above into 4 - 7 inclusive contradictions. 10. Insert a "change of pace" such as singing a song.



BRAINSTORM
RESOLUTIONS

DISCERN
ARENAS

CLUSTER DATA
AND RE-TITLE
ARENAS

GESTALT TO
TACTICS

CREATE THE
TACTICAL SYSTEM

PROPOSAL						
RESOLUTIONS						
P ₁	P ₂	P ₃	P ₄	P ₅	P ₆	

TACTICAL ARENAS					
I	2	3	4	5	6

TACTICAL SYSTEM					
I	II	III	IV	V	VI
1	5	8	10	12	18
2	6		11	14	19
3		9		15	20
4	7		12	16	21

60 min

60 min

60 min

BRAINSTORM
RESOLUTIONS
AND
DISCERN
ARENAS

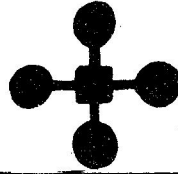
1. Read the Proposal Paragraphs from the last session and do a brief artform on the data behind them.
2. Individually brainstorm at least three resolutions that will actualize each proposal. List these on the board and look across the whole for relationships and insights previously unseen.
3. Erase the column titles and scan the whole to discern the 4 to 6 tactical arenas. Cross gestalt the data into the arenas and give each arena a title.

CREATE
TACTICS

4. Divide into subgroups of 3 or more and assign the tactical arenas.
5. In subgroups, gestalt each tactical arena list into 2 to 7 tactics. Give each tactic a concrete three word title.

BUILD
THE
TACTICAL
SYSTEM

6. Reconvene for reports and reflection. Create a Tactical System chart on the board out of the work of the subgroups.
7. Study the chart carefully and compare it with the imbalances done on the Rational Charts in Session 1. Revise and polish the tactics as necessary.
8. Celebrate the work of Council I.
9. Make assignments necessary for printing and preparation for Council II.



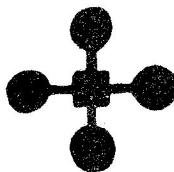
CHECK

THE

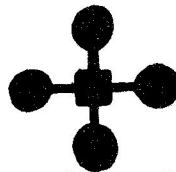
TACTICAL

INTENTS

10. Reconvene for reports, reflection and consensus. As reports are given, ask the group to look for clarity, consistency and effectiveness. Allow for discussion, if needed.
11. In reflection on the tactics as a whole, ask:
 - Will our tactical system actualize the Local Church Tactics ?
 - What tactics deal with internal discipline ? external mission ?
 - What are the emphases of the tactics relative to life phases ?
 - Where do you see contextual re-education called for ? structural reformulation ? spirit remotivation ?
 - Have we omitted Local Church Tactics ? What is our rationale ?
12. After consensus, assign forces necessary to prepare a ditto master for each tactic, as illustrated on the Preparation for Council II page of this manual. Record the consensed on paragraphs and the What's and Why's. Duplicate just enough copies for those present or expected in the next session. Save the carbon sheets and the remainder of the ditto master for completing other categories in Session 5.



<p>CALENDAR CHECK AND PRINTING</p>	<p>8. After completing the tactics, check the suggested weeks of implementation against the common calendar of societal, movemental, community and congregational events. Make changes as required by the calendar. If the calendar reveals additional possibilities, modify the tactics with other What's.</p> <p>9. Assign someone from the subgroup to complete the partially used ditto master with the data from this session and duplicate the completed tactics for the whole group. (At this point, these editions of the tactics are "worksheets" for reporting to the whole group.)</p> <p>10. Assign others from the subgroup to make small, moveable tabs of each What and place them on the common flow chart for final tactical timelining by the whole group.</p>
<p>POLISH THE TACTICS</p>	<p>11. Reconvene with a spiritizer such as a song, ritual or reading.</p> <p>12. Distribute the completed tactics worksheets to all and allow each subgroup to report on its tactics. As reports are given, instruct the group to listen for key insights, highly imaginal implementaries and structures to be effected.</p> <p>13. Quickly walk through the tactics and briefly discuss:</p> <ul style="list-style-type: none"> - clarity, practicality and feasibility. - the relationship of the tactics to the Practical Vision. - how the tactics embody the 21 Point Plan. - how the tactics effectively deal with the contradictions. - any necessary changes.
<p>TIMELINE THE TACTICS</p>	<p>14. Direct attention to the quarterly flowchart and discuss:</p> <ul style="list-style-type: none"> - what do you note about the flow ? sequence ? - where are weeks heavy ? light ? empty ? - are there shifts to be made ? <p>15. Adjust the What tabs on the flowchart and note changes on the tactics worksheets.</p>
<p>CONSENSE ON THE BATTLEPLAN</p>	<p>16. Artform the corporate thrust of the coming quarter:</p> <ul style="list-style-type: none"> - what are to be the quarter's gifts ? - what dangers do we need to watch for ? - what insights do we need to remember ? - what are some implications about forces ? - what do you see that you didn't know you knew before ? <p>17. Consense and celebrate the common direction and new battleplan.</p> <p>18. Make assignments necessary to print corrected tactics and the Quarterly Calendar and to complete the Warboard.</p>



CONSENSE
ON THE
BATTLEPLAN

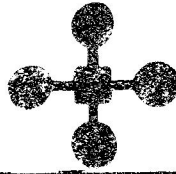
8. Reconvene as a total group and report on the plans for actualizing the tactics.
9. Use the Weekly Battleplan Calendar (illustrated on the Instruments page) to coordinate and revise the Timeline and Assignments.

Note: Some Auxiliaries, Cores and Metro Cadres may need additional time in this session or another occasion for implementing tactics in particular congregations or situations.

REHEARSE
THE
ACTUALIZATION
VISION

10. Rehearse the Actualization Vision:
 - Artform the coming week's activity.
 - Select an image or story to hold the tactical thrust.
 - Identify the focus of the week.
 - Ritualize the consensus for action.

August, 1974



TACTIC FORMAT

#	TACTIC	ARENA		
INVENT:				
WHAT	WAY <small>(LOCAL) (GLOBAL)</small>	HOW	FORCES	STRUCTURE

WEEKLY MODIFICATION FORMAT

Weekly MODIFICATION

DATES _____
QUARTER _____
WEEK _____

TACTIC#	WHAT	HOW	WHERE	WHO	WHEN	AGENCY

QUARTERLY CALENDAR

Quarter	Year													
	OCTOBER NOVEMBER DECEMBER													
Arena	Tactics	1	2	3	4	5	6	7	8	9	10	11	12	13
I	1													
	2													
	3													
II	4													
	5													
	6													
	7													
III	8													
	9													
IV	10													
	11													
	12													
	13													
V	14													
	15													
	16													
	17													

WEEKLY CALENDAR

Quarter	Week							
X	WEEK I	WEEK II	X					
TIME	MON	TUE	WED	THU	FRI	SAT	SUN	FORCES
MOR								
AFT								
EVE								