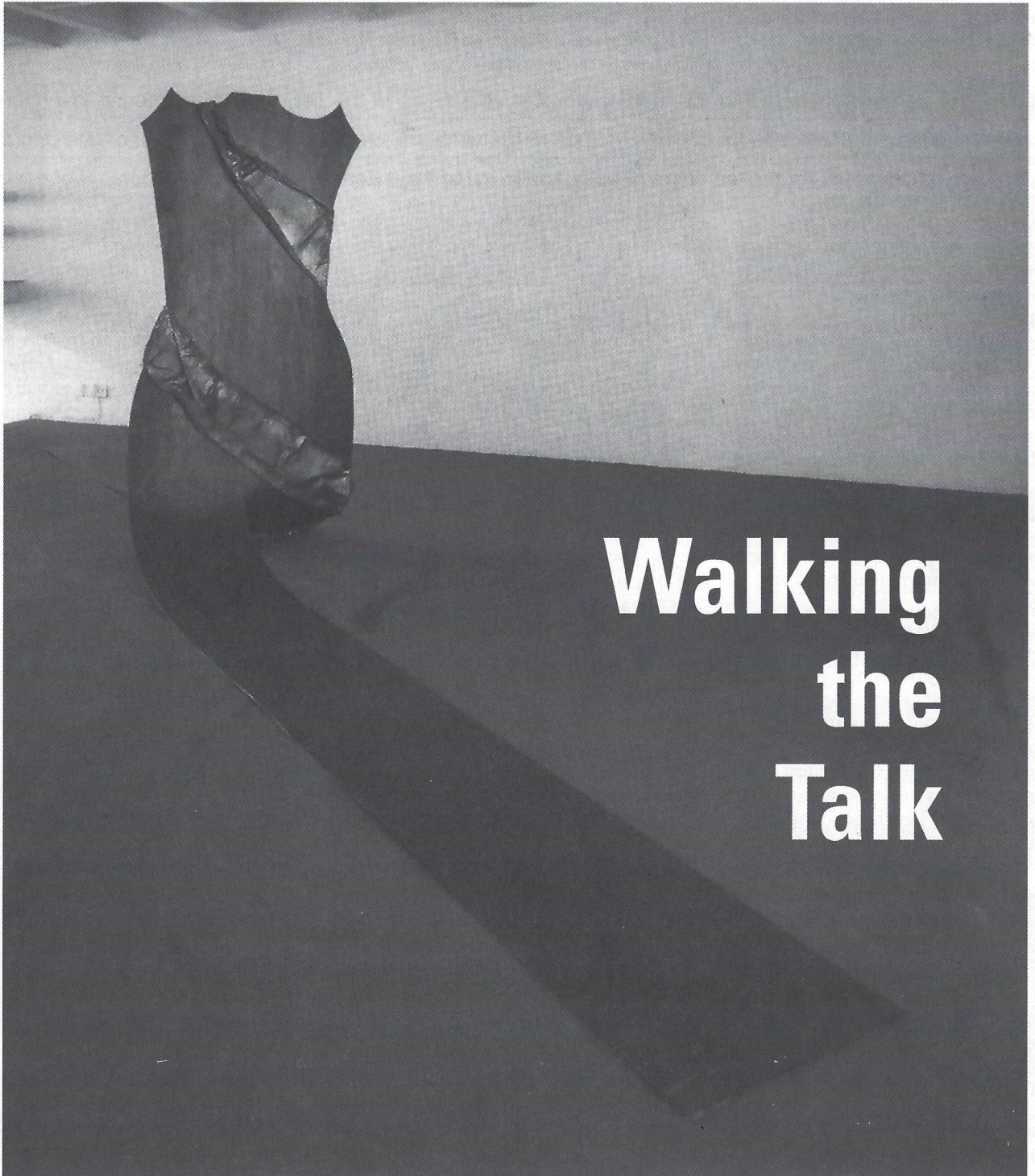


OCTOBER 2002 • VOL 14, No 2 \$3.95

# EDGES

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



JOSÉ RESENDE, Untitled, 1991

# Walking the Talk

The question for all corporate ethics and values is: how do they play out in real life?

R. BRIAN STANFIELD

Since their 17th century origin in Europe, corporations have starred in the list of great economic inventions. They produce useful goods and services for society, finance new inventions, create new technologies, create and distribute wealth, provide employment for thousands of people, and in many ways contribute to the development of society.

Recent corporate scandals have provided a public window into some of the worst aspects of our ruling economic institutions. In the past two years, we have witnessed mighty global corporations declaring bankruptcy while their CEOs socked millions away in offshore banks. We have seen how leaders, confronted with the choice between the destruction of their company or being showered with the wealth of Midas, go for the gold and leave the company to fend for itself. Meanwhile, their companies have let go thousands of staff without a penny, compounded by the loss of their retirement funds. We have seen how far organizations can stray from their stated values and ethics.

Hearing about this in the news, we all do our tut-tuts, summon up our indignation and say, "Have they never heard of ethics? Did they forget their values altogether?"

CEOs aren't stupid. They are caught in the social context of the economy but are struggling with life issues like the rest of us. Creating core values and sticking to them is incredibly difficult. Few have found a way to stand against the powerful investment lobby of bankers and loan agencies, who push for short-term shareholder return (and it is dollar return, not necessarily total shareholder value, that they are after).

Consider the values of one corporation under investigation. Its annual report proudly declared: "We will work to foster mutual respect with communities and stakeholders who are affected by our operations. We treat others as we would like to be treated ourselves." After the fact, that statement sounds bizarre. The anomaly derives from the creation of the statement by

the PR department and not by everyone in the company. The actual values the company appeared to be operating out of were more like these:

- Looking out for number one
- Giving personal loans to top executives
- Granting stock options to executives
- Flexible accounting
- Pumping up company stock value
- Making a profit at all costs
- Breaking unions

Today, executives struggle to hold to the stated values, to be good corporate citizens. Their companies seriously name the values they want to operate out of, but there is a grave inability to integrate the values throughout their work life and many aspects of their organizations. What is missing is a methodology to incorporate them into every aspect of company life. Where employees get frustrated with value statements is the lack of connection between the statement and how people relate to everything else. There is a huge "Walk the talk" gap. The question for all ethics and values is: how do they play out in real life? Unless they are integrated into all the policies of the company, they are not really followed.

The attempt to create a value-based organization is built on sand when:

1. Organizational leaders compartmentalize their lives—they focus on "the bottom line" in the workplace, and on caring and spirituality only at home.
2. Organizations measure their success only in terms of profit or growth rather than on their impact on the society or their employees.

3. Business leaders believe that the social responsibility of companies is fully met by increasing profits and consider efforts to address issues of social justice or improve the life of employees irrelevant.

4. Organizational leaders fear public critique of their values-centred efforts.

Do people exist who actually integrate their values? When values are interiorized, you get an ethical response like that of Bill Bartmann. In an article in *INC.* Magazine, Bill Bartmann, founder of Hawkeye Pipe Services, describes watching his company go under.

The company owed creditors more than \$1 million. Faced with this Bartmann did not ask, What would be convenient for me? What's the easy way out of this? Nor did he ask, What's my minimum legal obligation? He dared to ask the big question, What is responsible? In this situation, most people either file for bankruptcy protection or reach a liquidation agreement with creditors, who usually get a fraction of what they are owed. But Bartmann decided to make the difficult and responsible decision to pay back his debts regardless of how long it would take. It took him two and a half years from the time he shut down, but Bartmann paid everyone back in full. His remarks could be posted large over the front door of every business: "Business people understand the reward side very easily. I don't think they understand the reciprocal side—they should be obligated to pay the piper."

The integration of values can turn companies into true social pioneers, as in the case of Levi Strauss. Levi Strauss' commitment to equal employment opportunity

and diversity predated the U.S. Civil Rights Movement and federally mandated desegregation by two decades. They opened integrated factories in California in the 1940s. In the 1950s, they combined the need to increase production with the desire to open manufacturing plants in the American South into an opportunity to make change. They led the industry by sending a strong message that they would not locate new plants in Southern towns that imposed segregation. Their approach changed attitudes and helped to open the way for integration in other companies and industries. In 1991, they were the first multinational company to develop a comprehensive code of conduct to ensure that individuals making their products anywhere in the world would do so in safe and healthy working conditions and be treated with dignity and respect.

Bagel Works, the New Hampshire-based chain of bagel stores is noted for its values-based business approach in which core organizational values and goals are consistently integrated into everyday business operations. Their core values include an emphasis on employee health, safety and empowerment; community involvement; and environmental responsibility. The company institutionalizes these values by constantly reviewing policies and practices to ensure that they are consistent with company's values. For example, it demonstrates its commitment to employee health and safety by purchasing flour in more expensive 50-pound bags, rather than the standard 100-pound bags, to protect workers from back injuries. Employee empowerment is integrated into company policy through open-book management, gain sharing, and a compensation program in which top management earns no more than five times the lowest paid employee. Community and environmental commitment is demonstrated through a policy of donating significant amounts of products and services, as well as 10 percent of pretax profits, to community and environmental groups.

Johnson & Johnson has long been recognized as a values-based company in which core corporate values, principles and goals are incorporated into day-to-day business operations and long-term strategic planning. The cornerstone of the company's commitment to its ethical values is the Johnson & Johnson Credo, which spells out its responsibilities to customers, employees, communities and shareholders. The company considers the Credo a "living document" and undertakes an extensive review process every two to three years, in which all Johnson & Johnson employees are asked to complete a comprehensive

survey to evaluate how well the company is honoring its credo. They also use case-based training to help managers make ethical decisions in complex situations. Ralph S. Larsen, CEO of Johnson & Johnson, has been quoted as saying: "The core values embodied in our credo might be a competitive advantage, but that is not why we have them. We have them because they define for us what we stand for, and we would hold them even if they became a competitive disadvantage in certain situations."

And there's the rub. When times are good, it is easier to honour core values. When things worsen, it gets inconvenient to hold to them, and that's when the public sees how much integrity the CEO really has.

Just stepping inside a company and looking around can give a sense of their values or lack of them. Pizza stores are interesting places. When I go to buy pizza at the local pizza store, the one thing I notice is the dead eyes of the workers, and the lack of any kind of vitality—something is wrong there. In her book on leadership, Jeanne Martinson describes her amusement at how the ingredients for the pizza in a certain chain are pre-measured and separated by pieces of plastic wrap, ensuring the buyer gets a share of ham and pineapple but not one bit more. Their pizzas look exactly like the photos in the menus and contain exactly what they advertise every single time. No mean feat. She imagines, however, that when a person starts working for this company, no one, but no one, asks, "Can we improve on our ham and pineapple pizza?" No one asks because there is no flexibility in the pizza process. There is no room for individual initiative, and no opportunity for a creative response to customer request. So they attract staff who have no knowledge in the area and need to be directed in their tasks. You can be sure that creativity and initiative are not on their list of core values.

Larry Ward is a consultant with a particular sensitivity to the spirit climate of business. He has a practice he uses with some of his clients. He'll show up ahead of time and spend a few minutes walking through the facility. He says that it's amazing what can happen when you take that three to five minutes' walk through an organization:

We were working with a client, a medical company, and I took the entire management team on a walk through their organization—in silence. We came back and wrote down what we noticed. Now this organization made medical equipment, the kind of things you expect to see in doctor's offices, hospitals, and surgeries. The thing I noticed after walking through the organization is that there wasn't one picture of a human

being on the wall. Not one. The only thing that was on the wall was equipment—metal.

Today they have art throughout their facility with quotes from patients and customers, and quotes from people who went through surgery and came out healed and thanked them for the quality of their products and services. So now when every person shows up at work every day, they are connected to people in their experience of the technology and machinery they create. And they are proud to contribute in that way to people's lives. Other things were noticed, too, and changed after that walk through the organization. Now, it's just so different, there is energy, there is excitement, there's pride, and there's a heart connection. My insight in walking through there was that these people had lost their heart connection to their product.

America's largest credit-card transaction processor, the Columbus-based Synovus, is largely organized not by corporate policies but shared values. Its "values chain" begins with people and ends six steps later with shareholder value. Of course, CEO James Blanchard knows that shareholder value is certainly still important. "But shareholder value can't be improved by focusing solely on shareholder value," he said. It can only be improved by tending to the heart—that is, the people—of a business. For Blanchard, tending the heart of Synovus means doing three things: communicating to each employee his or her intrinsic worth, offering employees the opportunity to make a difference, and providing them with the chance to be part of a winning team. Probably no dead eyes there.

When values are truly interiorized, their impact reaches right into the home, as in this story told by business guru Peter Koestenbaum:

A young, ambitious guy with Amoco got a double promotion that required a transfer to Cairo. He went home to his new wife and young baby and said, "Great news, we're moving to Cairo." Appalled, his wife said, "You're moving alone. I'm going home to my mother." That was the first test of leadership in that family. There was no viable compromise: If he relinquished his promotion, he would resent his wife for ruining his career; if she just went along with the move, she would hate him for squashing her ideals for her baby and herself. What to do?

After some discussion, they might have been tempted to believe that maturity required them to deny their feelings and to sacrifice on behalf of each other. But that actually leads to illness, depression, and the end of affection. Instead, they went back to the fundamentals: Is it my career, or is it our

career? Is it your baby, or is it our baby? Are we individuals, or do we operate as a team? What are our values? That marriage had to grow up by the equivalent of five years in about two weeks. They ended up going to Cairo, but their relationship had been transformed: She understood that his career was important to her; he re-committed to his values as a participant in the family. What matters is not what they ended up choosing, but how. They took the courageous step to redefine, from the inside out, who they truly were.

Here the value of what's good for business and what's good for human beings were held in tension, rather than taking the easy way out and collapsing one value.

In recent times, silver-bullet approaches have often put the entire burden of organization renewal on one dimension of organizational life. Familiar examples include total quality management (TQM), just-in-time inventory control (JIT), continuous improvement, team building, process re-engineering, and customer service. Although each of these interventions has its own merit, it's being discovered that no single initiative can achieve broad organizational change. CEOs often know this, but are persuaded to take on silver-bullet strategies against their better judgment by promises of higher salaries, stock options, and other "perks," or needing to do something to bring about a shift.

Silver-bullet strategies inevitably fail to fulfil their promise of all-round transformation, because they lack comprehensiveness. To change an organization means changing the whole network in its multitude of dimensions—a process that has been called "whole-system transformation."

Clarica Corporation stands out as an example of a company that has walked the talk of its values (see "Values in Action", *Edges*, April 2000). When the company was going through a change process, it used the Hall Tonna Values Inventory (see Brian Hall, *Values Shift*) and added its own customized questions. It sent out 7000 values questionnaires to all the agents and all the head office staff in Canada and the United States, and the fifty branches across Canada and asked people to fill them in. There was a 53 per cent response rate. It gave the company a Polaroid snapshot of the values of the organization. This wasn't senior management saying, "We have to change, we have to do this." Nor was it the opinion of someone in human resources. It was the picture everyone created.

The entire company received an analysis of the findings. The survey results revealed that the values of work, productivity and responsibility were prominent. Next

were higher-order values such as new order and growth. Then came politeness, courtesy and hospitality. You know, as soon as you walk into the headquarters, that Clarica is a very nice company and known for it. But that was not enough. It also aspired to values like interdependence and community. Yes, community! Then it was clear that individuals and the organization valued partnership and wanted to develop it further.

After the survey came focus groups across the company, where people discussed what the values results meant. What emerged from these discussions was a basic consensus on the values. The next step was to build links between the core values of Clarica and other activities within the company like leadership development, recruiting and selection, learning, career development, marketing, communication, and policies and procedures.

Organizations find themselves aspiring towards all kinds of futures: they want to leverage the knowledge in the organization, or they want to become a learning organization, or they decide they might try facilitative management. What they don't realize is that these things can't just be pasted on top of what's going on. All of them demand a revolution in the company's values. For example, to leverage their intellectual capital, people have to value free, open exchange of information, rather than the all too familiar practice of hoarding it for themselves. To become a learning organization or a facilitative management company, people have to learn the values of dialogue rather than debate, synthesis rather than analysis. This is heavy work.

People have to change in their very souls. It will hurt. Values work cuts to the quick. Change hurts before it brings rewards.

Perhaps that's why one has to look hard for examples of companies that walk their talk. It's serious business, and once a company starts with values work, it has to be in it for the long haul. A few weeks' experimentation won't do it. You have to talk in terms of years, not months. Then comes the work of acting on them consistently and repeatedly, at work, in the corner office, at home, with the kids, on the golf course, on the Internet, in the stock market, having a Friday night beer with the guys, everywhere, all the time. Wow!❖

*We just received notice of a community event at Toronto City Hall called Can Business Do Well by Doing Good? Managing Corporate Social Responsibility. Bob Willard, formerly of IBM Canada, will discuss the bottom line benefits of sustainability initiatives on October 21st. Please share your recent Canadian examples of ethical corporate action with us.*

## **We Wrote The Book and Now We Have The Courses**

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Price: \$210.35 + GST

#### **Group Facilitation for Educators**

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Dates: Nov. 5-6, 2002 Feb 4-5, 2003, July 21-22, 2003  
Price: \$420.75 + GST

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1 credit, Classroom Management and Leadership  
Dates: July 23, 2002  
Price: \$210.35 + GST

#### **Teaching Strategies for Adult Learners**

1 credit, Teaching Strategies  
Dates: July 25, 2003  
Price: \$210.35 + GST

#### **Tools for School Teams**

1 credit, Classroom Management and Leadership  
Dates: July 24, 2003  
Price: \$2210.35 + GST

If you take all 5 days in July of 2003, the cost per person is \$850.00 + GST. The course price includes all course materials, workbook and a copy of *The Art of Focused Conversation for Schools*.

For more information or to register please visit our web site at <http://icacan.ca> in the education section.

# Local HIV/AIDS Prevention in Ghana

*A New York nurse makes a difference through an ICA initiative.*

SANDRA TRUE

A wonderful three-week excursion into lands unknown was the perfect way to begin my 60th year. I went to Ghana as a volunteer for the Institute of Cultural Affairs (ICA) to launch an HIV/AIDS Prevention Initiative. My husband, Dr. Bob True, was all set to go, tickets in hand, and then his partner in his practice got sick and needed surgery so Bob had to cancel.

The Ghana countryside is a beautiful lush green thanks to the rainy season, with bamboo, mango and palm trees and a very large one with roots that fall down from the tree and help hold it up—the baobab tree. We visited Agumates, the tallest waterfall in West Africa, which is guarded by hundreds of bats clinging to the rock walls. The falls were spectacular and their spray quite refreshing in the hot humid air. The 45 minute walk into the forest to enjoy it was worth it.

The people are gentle, polite and hard working. When we entered the village of Ve Golokwati, our home for three weeks, we were constantly greeted with “You are welcome.” “We” consisted of five American volunteer staff, the Secretary-General of ICA International from Belgium, and nine Africans representing the African ICAs—Ghana, Kenya, Uganda, Tanzania, South Africa, Ivory Coast, Zambia, Nigeria, and Zimbabwe. I was most impressed with the African ICA staff. They are all bright, eager, smart and very capable.

In our first week there, we became acquainted with the village, the curriculum, and each other. Ghana has a five per cent incidence of HIV/AIDS. People in Golokwati denied seeing it in their village.

We had an audience with the chief, sub-chiefs, and queen mother. The speaker, designated by the chief, opened the meeting with a prayer. Gifts were then exchanged (a fine bottle of Schnapps) then the bottles were opened and sips were enjoyed by everyone. We thanked them for allowing us to come and expressed our hope that the training would help to prevent HIV/AIDS. Charles, from ICA Uganda, punctuated the hope with his wit-

ness to the devastation the disease has done to Uganda, and to the importance of early prevention. The meeting closed with a prayer and a libation of Schnapps poured into the earth.

The opening ceremony launching the ICAI: African HIV/AIDS Prevention Initiative was held in a large field, shaded by large, very old trees. Many adults and children came, as well as dignitaries from Accra and TV and radio news reporters. The chiefs and queen mothers and their entourage were ushered in with drumming and children dancing and singing. The dancing was very traditional in form and very Christian in content, and a prayer began the ceremonies (this area is very Christian). Then we walked around to greet the chiefs, and dignitaries. The chiefs reciprocated by walking around to greet us. The linguists (those who speak for the queen mother and chiefs) carried staffs of gold and ivory that had been handed down for generations. Speeches mixed with musical interludes made up the program. The children danced to drums, the dignitaries spoke of the importance to all of Africa of stopping HIV, and the newly appointed stake\* leaders (youth and adults) received their red HIV/AIDS prevention caps. All 23 understood that they had committed to learning the facts about HIV/AIDS prevention and had agreed to teach these facts to their neighbors over the next twelve months.

During the week we had two meetings with the queen mother. The meetings confirmed the continued oppression of women and the cleverness required to survive in a very patriarchal culture. They also underscored the need for women's rights in the prevention of HIV. We shared stories and did songs and dances. These meetings were very special events. She called on the women to participate.

The second week featured the training of the twenty-three stake leaders. We worked very hard. I was impressed with the frankness of the questions, some of the misconceptions (mosquitoes cause AIDS), as well as the seriousness, focus and willing-

ness to participate. One of the highlights of the week was the condom demonstration, using wood-carved penises. We did a lot of role play which was always serious and fun. Role play also gave the staff a glimpse of their learning. It was humbling to see how hard the students worked in our classes. They still had to go to their fields, care for children, cook and carry water.

We had hoped to also train them in some participatory methods (the focused conversation and the workshop) to use as they trained in the village. This proved to be too much to absorb in the week. Process thinking is totally new at the conscious level. Participatory skills will need to come at a later date. Some did begin to use focused conversation questions by the end of the week.

In the third week, Louise and I created the Field Guide of twelve modules for the stake leaders to use as teaching tools. Two of the villagers also began the translation into Ewe (the local language). The rest of the staff held a planning consultation with the village responding to the question, “What do we want for our youth?” This put the training in a larger context. About 150 villagers attended the daily 7 a.m. to 10 a.m. sessions. The week was punctuated by a call from the President of Ghana requesting a meeting with ICA to learn more about the initiative.

Leaving Ghana was difficult. Our mission was accomplished. However, three weeks is long enough to want to stay much longer. We had another formal audience with the chiefs and queen mother, more relaxed this time, with joking and singing. The chiefs and queen mother had come to us the day before bearing gifts of bananas and eggs. The women also had a final meeting where they presented the queen mother with gifts.

Ghana was a gift for me. It was my first trip to Africa; and I hope it's not my last. ♦

\*stake: a neighbourhood small enough to care for all the people in it

*Sandra True is a public health nurse for the New York City Department of Health, currently working in elementary schools.*

# Preparing the Next Generation of Facilitative Leaders

An update on the development of the Youth as Facilitative  
Leaders project that ICA Canada's Board of Directors  
and a volunteer steering committee have been working on  
for the past several months.

NANCY SENDELL

Who will lead our communities tomorrow in an increasingly complex and global world? Young people across Canada are displaying an increasing desire and awareness of their responsibilities as the leaders of tomorrow. The Youth as Facilitative Leaders program is a direct response to the growing interest in developing the leadership skills and civic participation of Canada's young people.

The key ingredient of the project is a method to transfer the knowledge, wisdom and skills in ICA Canada's facilitation courses to a core group of interested youth, who can then be trained to deliver the program to other youth across Canada. The project has been designed in stages to allow for a transfer of leadership to take place with the support and guidance of ICA and its membership. Starting in the Toronto and southern Ontario region, the project will grow to deliver YFL training across Canada over three years.

The first stage is to engage 15 to 20 young people (aged 18 to 24) interested in learning facilitation skills. These young folk are connected to groups or organizations that will provide opportunities to facilitate within the organization. For some, their interest in facilitation may blossom into a full-blown career as a trainer in Facilitative Leadership. This fall we are accepting applications from energetic and enthusiastic young people interested in acquiring facilitative leadership skills and willing to use these skills to contribute to social change. If you know of any youth who might be interested in the Youth as Facilitative Leaders Program, please direct them to the web site at [www.icacan.ca/institute](http://www.icacan.ca/institute). Our steering committee will select an ad hoc group to assess and select the initial group of youth leaders.

This first group of youth leaders will be trained in group facilitation and facilitative

planning methods and will participate in *The Courage to Lead* study group. The only way to develop real skill with the methods is through practice and experience. Each youth leader will be matched with a trained adult mentor. Over the fall, we will develop a mentoring program for each young person, a mentorship orientation workshop and an evaluation process to assess the development of facilitation skills. The mentorship and evaluation process is an important element in helping them deepen their leadership and in developing a training program to train other youth across Canada.

When the initial group of youth leaders has completed the training and practicum of the YFL program, three to five of them will be offered the opportunity for further training and paid positions as YFL trainers. Their opportunity and responsibility will be to deliver the YFL program across Canada.

A market research survey completed this summer indicates that many organizations are interested in training youth in leading through facilitation; the question is where to find the funding to support the delivery of the program. Funding is being sought through foundations, grants and sponsorships. We have been developing relationships with organizations like the Boys and Girls Clubs of Canada and the Laidlaw Foundation with very positive feedback. We are seeking the majority of the funding through grant proposals. However, each sponsoring organization is expected to contribute a portion of the project costs. ICA Canada is committed to developing this program and needs to raise \$15,000 this fall and \$35,000 to \$50,000 in 2003 to support the development of the Youth as Facilitative Leaders project. Our task is cut out for us. If you would like to join the fundraising committee, please contact Judy Harvie at [jharvie@icacan.ca](mailto:jharvie@icacan.ca). ♦

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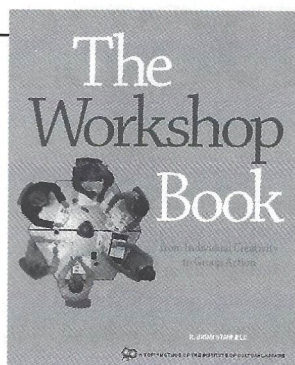
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**New This Fall!**

## The Workshop Book: From Individual Creativity to Group Action

R. Brian Stanfield  
ICA Canada

**M**any of us increasingly face working in teams or groups where complex issues arise. We want to deal with these issues in an efficient, highly participatory manner that honours the group's diverse perspectives and individual creativity. Many of us have participated in meetings that are frustratingly inefficient and/or dominated by one or two individuals. How do we efficiently work with these complex issues and form a consensus to action?

*The Workshop Book: From Individual Creativity to Group Action* provides you with a method that is based upon ICA's Technology of Participation (ToP™). This method of workshoping has been extensively used by the Institute of Cultural Affairs for over 40 years in many different countries.

The book describes the basic workshop method; its various steps; its various uses and its development. It also delves into workshop preparation; workshop design; the style of the leader as well as dealing with difficult situations.

If you have been using the method, the book will provide you with new and greater insights. If you are new to workshoping, the book provides the steps, the reasons behind the steps and hints to make the workshop flow smoothly. We have included the most current information on workshoping available anywhere. The methods are based upon the practices of highly experienced facilitators throughout the world.

**PRICE: Suggested Retail - \$29.95 Canadian or \$19.95 U.S.**

**TO ORDER:** Please contact ICA Associates Inc at <http://icacan.ca> or by e-mail at [ica@icacan.ca](mailto:ica@icacan.ca) or by phone at 416-691-2316 and ask for Christine



*Interested in some serious group study?*

## ***The Courage to Lead* BOOK GROUP**

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**Start Date:** September 18 to December 4, 2002  
**Time:** 6:30 pm to 8:30 pm every Wednesday  
**Where:** ICA Canada, 579 Kingston Rd, Toronto  
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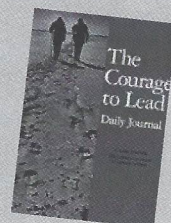
**Price:**

*\$65.00 for 12 sessions and the book.*

Please note that the book *The Courage To Lead* is included in the price.

**To register, please contact Christine Wong at:**

Phone: 416-691-2316  
 Fax: 416-691-2491  
 E-mail: [ica@icacan.ca](mailto:ica@icacan.ca)  
 ICA Canada  
 579 Kingston Rd. (near Main St.)  
 Toronto Ont. M4E 1R3



# For ICA members

## ICAI General Assembly

Twenty-eight representatives from ICA offices met in Brussels in August for the ICA International (ICAI) General Assembly of 2002. Participants brainstormed and organized vision, contradictions, strategies and structural scenarios for the future of ICAI. They also elected a new board of directors. Judy Harvie, continuing as chair of the ICA Canada Board, will now also chair the ICA International board.

## Jan Sanders

Former ICA staffer and current member Jan Sanders is going to Nepal to deliver a UN-funded HIV-AIDS awareness program.

## Duncan in Africa

Duncan Holmes went to Egypt to train people from Egypt, Lebanon, Sudan and Jordan in strategic planning methods. He also stopped by El Bayad, the village two hours from Cairo that was one of ICA's original community development demonstration projects. There's been tremendous change since then, but one of the leaders said they continue to do the regular strategies and action planning started 25 years ago.

## New Book

ICA's latest production, *The Workshop Book*, is hot off the press and available for sale. Board and members will be pleased to know that the printing costs have already been covered by advance sales.

## Snake Bite

Wayne Nelson, webmaster for ICA in Canada, has recovered from a massasauga rattlesnake bite, sustained while on a canoe trip with Jo in the northern wilderness. The nearest district hospital fortunately had a South African resident doctor who was an expert on snake bites and anti-venom. After some anxious moments all around Wayne made a good recovery.

## Edges: Delivery Options

*Edges* is now available in three different delivery modes—from our website, by e-mail, and by regular mail. See our letter for more details and check out ICA Canada's web site at [www.icacan.ca/institute](http://www.icacan.ca/institute).

## Youth as Facilitative Leaders Project

ICA Canada is committed to developing this program (see page 3) and needs to raise \$15,000 this fall and \$35,000 to \$50,000 in 2003. If you would like to join the fundraising committee, please contact Judy Harvie at [jharvie@icacan.ca](mailto:jharvie@icacan.ca).

## Canadian Centre for Management Development

ICA Associates Inc. staff trainers have been approved to supply facilitation and training services and course design services for the Canadian Centre for Management Development, a federal government management and executive training agency. Almost one-tenth of all the CCMD's recently approved trainers were graduates of the ICA's Advanced Facilitator Program. This may make it much easier for government employees to come to ICA's courses.

## Francophone Services

ICA Associates Inc. has a full range of facilitation skills courses and consulting services in French. Renaud Houzeau de Lahaie and Marie-Noëlle Houzeau de Lahaie make training and consulting services available in French. Renaud or Marie-Noëlle can be contacted directly at: ICA Associés Inc., C.P. 88525, 2600 Ontario Est, Montréal, Québec, Canada H2K 4S9, tél: (514)-521-0044, télécopie: (514)-521-0049, sans frais: 1-877-251-2422, courriel: [icafr@icacan.ca](mailto:icafr@icacan.ca)

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## Statement of Purpose

*Edges* highlights new cultural patterns and fresh approaches to participation and social change.

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.

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