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Newsletter of  
**The Institute of  
Cultural Affairs**  
serving the Western U.S.

# Initiatives

Vol VII

CONCERNED WITH THE HUMAN FACTOR IN WORLD DEVELOPMENT

No. 1

## Taiwan Hosts International Futures Conference

by John Burbidge

ICA's innovative conferencing skills went on display in November in Taipei when people gathered from around the globe for the conference on *Our Common Future in an Environment of Change*.

Organized by ICA International, the ten-day event attracted environmental activists, community developers, business executives, village project leaders, UN consultants, communications specialists, university students and many more.

Using a host of highly participatory conferencing methods — thinktanks, symposia, site visits, a program fair, small group discussions and demonstration workshops — the program provided a valuable opportunity for people to share insights and experiences on a number of key issues in today's world. These issues ranged from ecology and development to transforming business practices.

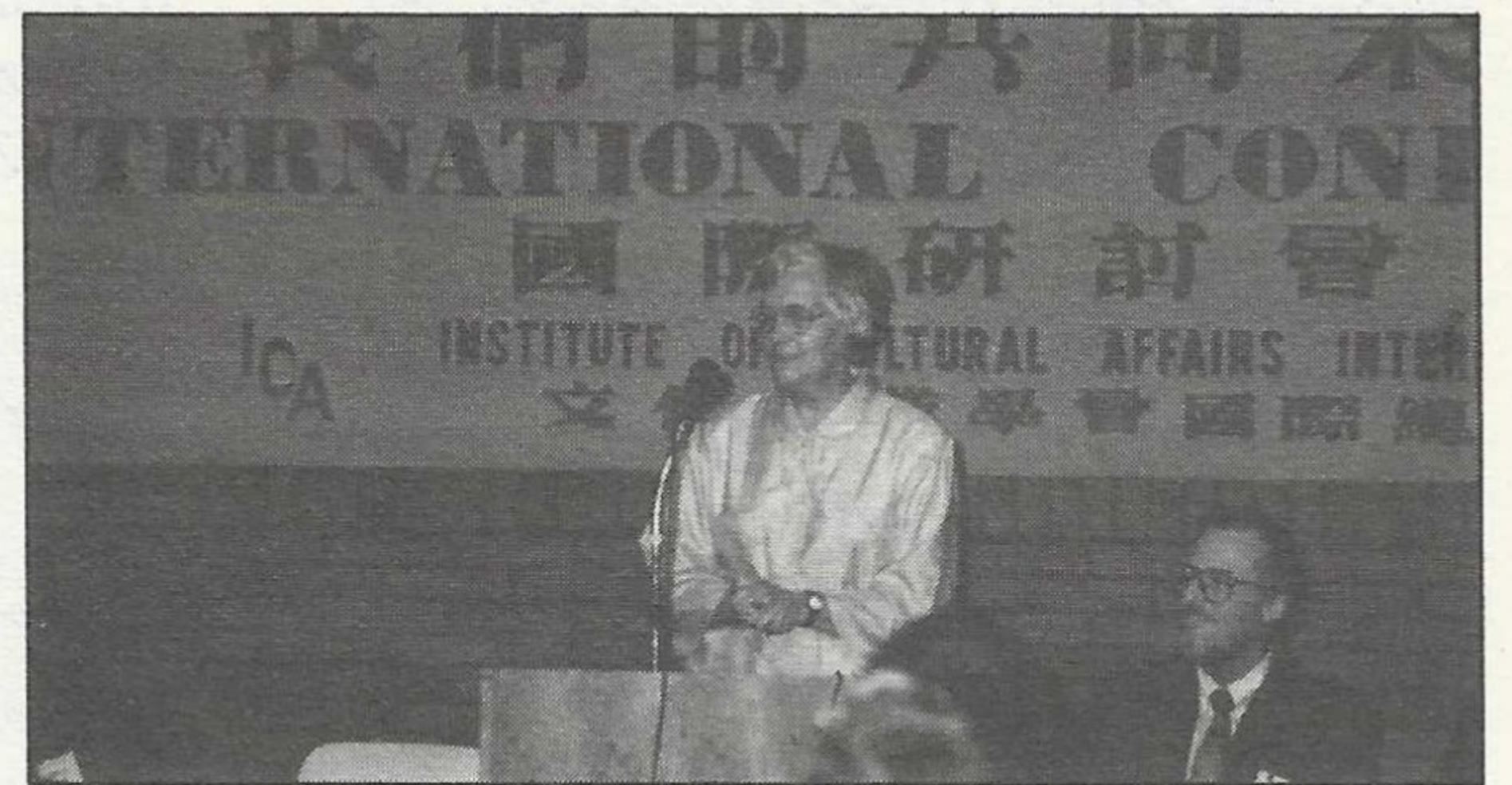
The mood of the gathering was up-beat and forward-looking. Those who came were looking for practical next steps. Terry Wright of Denver put it this way: "This conference could be characterized

by images of program intensity and mastery. The aim was to get to the heart of the matter, what makes a program tick ... Good solid articulation was the result."

The conference began with a two-day symposium on *"The Asian Perspective for the Nineties."* Drawn heavily from Taiwan, presenters catalyzed vigorous discussion on topics such as the relevance of the Confucian ethic to modern society, the importing of foreign concepts into Asian architecture and the growing relationship between Chinese and Western approaches to medicine.

A recurring theme throughout a number of sessions was the oft-neglected importance of cultural factors in social change. While much lip service is paid to the cultural dimension, it is frequently bypassed in the race to achieve economic or political solutions to problems. As if to counter this propensity, one day of the symposium was devoted to hands-on experimentation with the Earthwise Learning Series.

The second part of the conference was an opportunity for participants to network together in four areas — sustainable development, organizational transformation, life-long education and planetary ecology. While the first three of these have been familiar



ICA International President Ursula Winteler welcomes conference delegates in Taipei

themes at ICA events, the latter is just now coming into its own. One participant described it as an amalgam of concern focused around ecology.

The wrap-up to the conference was a two-day look at the implications of the event for ICA across the globe. One task force drew attention to the growing number of small, related enterprises which are becoming key components of the ICA network. According to task force member Don Hinkelman, "The old nation-state paradigm used boundaries to define identity. The emerging network paradigm will use connections to define it."

A unique feature of the Taiwan conference was the role the computer played in it. Every day, reports went out to hundreds of people around the world via electronic mail. At the end of the conference, participants received a copy of proceedings in the form of a floppy disk — a paper-saving reminder of the information age in which we live. □

### Conference Feature!

Turn to page 3 for a four page lift-out report on the Taiwan conference.

In response to readers' suggestions, we are altering the format of this page to include "more with less." Instead of reporting on a few programs, we are presenting a variety of "newsbriefs" from ICAs locally and further afield. We welcome your ideas. Editor.

## Uzbekistan Reporting



ICA West members, Rosh and Joyce Doan and their 12 year-old daughter Marisha of Seattle, are spending a year in Tashkent in the Soviet Republic of Uzbekistan. Rosh is working with the Institute of Virology exploring the production of a hepatitis B vaccine, Joyce is teaching English and Marisha is attending school and studying Russian. Rosh reports:

"Much of the health and medical reality here is consistent with Uzbekistan's status as a developing country. Protein and other nutritional deficiencies are prevalent in the countryside. The poor sanitary conditions remind us of Peru twenty years ago. There is nothing to suggest this is a bastion of a superpower. The trick is to seek creative interaction and positive engagement in a spirit of goodwill. The challenge is not to be overwhelmed by the negative prospects which are too easily seen."

## Facilitation A Party Game?

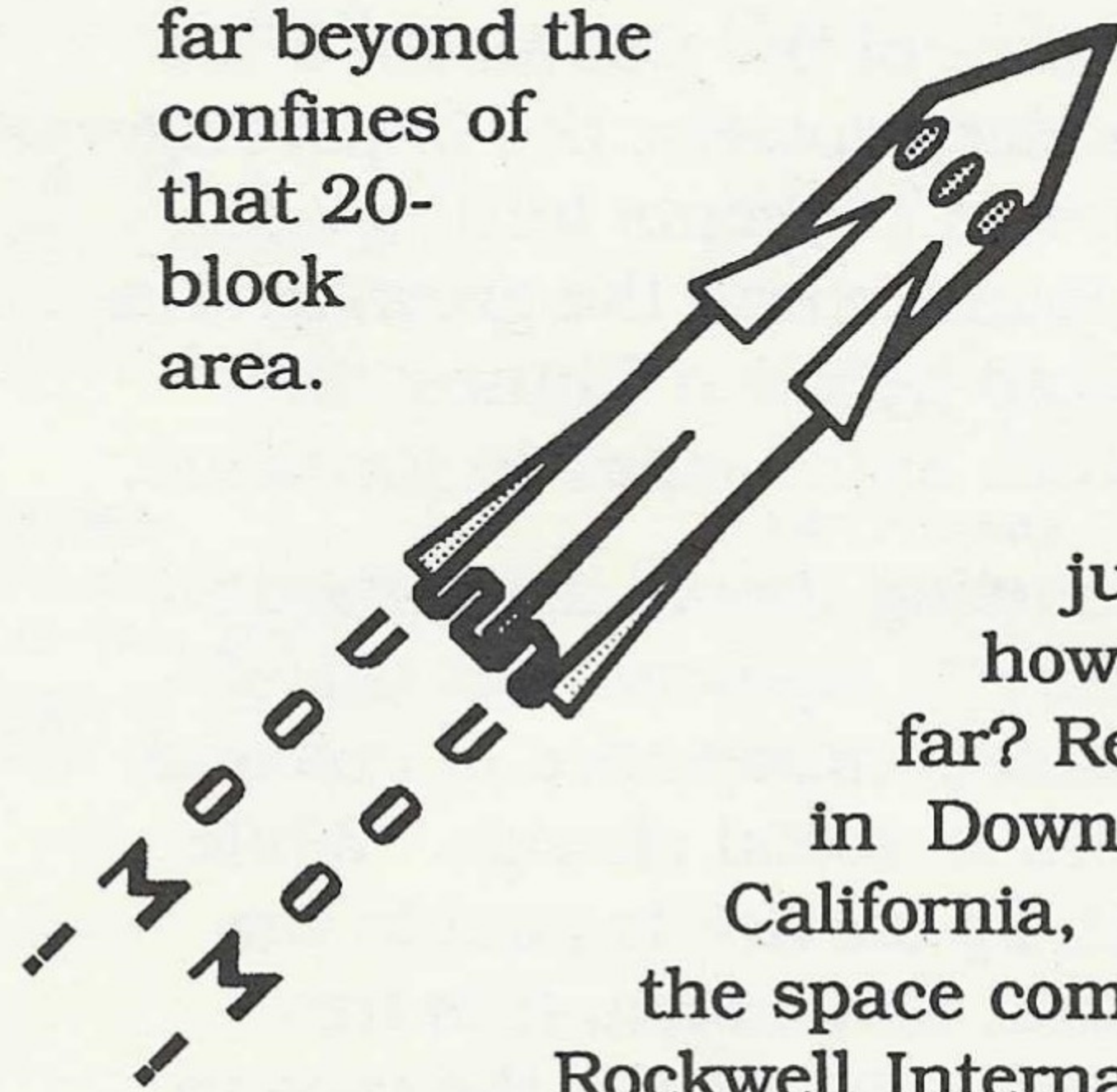
Six months ago, microcomputer applications consultant Michael Bean of Santa Barbara, California, heard about ICA's workshop methods from a friend. Shortly after, when called on to do a show-and-tell at a party, he decided to present his new-found facilitation skills. So impressed was one person at the party that he called Michael and asked to form a support group using these methods. At that point, Michael phoned ICA to see when and where the next Facilitation Methods course was being held!

## Native American Study Tour

Following the success of the first Native American Study tour this year, another is planned for February 18-22, 1991. The week-long program includes visits to the Hopi, Navajo and San Juan Southern Paiute tribes, as well as to Canyon de Chelly and other places in the hauntingly beautiful Indian southwest. For further information, contact Kim Epley at ICA West in Phoenix.

## Reaching For The Stars

One thing people remember about the Fifth City Preschool in ICA's first demonstration project in Chicago, are the songs taught as part of the Imaginal Education curriculum. Simple yet powerful image-changing jingles, they have spread far beyond the confines of that 20-block area.



But just how far is far? Recently in Downey, California, where the space company Rockwell International has adopted a local elementary school, the answer to this question reached new heights. When five astronauts came to visit the school, the principal took them to Betty Stower's kindergarten class to hear them singing "Voom, Voom, Astronaut" (a la Baa-Baa Black Sheep), one of the original songs Betty had learned from ICA's Fifth City Preschool.

The astronauts were so impressed they told the local press. The next day the children were being televised. Rockwell is thinking about taping the song and playing it from NASA's Ground Control to the astronauts for their wake-up song the next time they are in space.

## Bouquets For ICA West Team!

The Regional Substance Abuse Summit in Northern Arizona, N.W. New Mexico and the Navajo Nation (See *Fall Initiatives*) was facilitated by ICA West staff Kim Epley, Dorothea Jewell and John Oyler. Reported in a Gallup newspaper, the conference planning committee said: "The dynamic leadership [of the ICA team] honored the participation and diversity of all and produced many new ideas and recommendations for mobilizing the region in a unified response to the problems of alcohol abuse in our communities."

## Escondido Youth Gang Project Funded

Community Congress of San Diego has received a grant for \$48,540 from the Office of Human Development Services to help the community of Escondido, CA, deal with youth gang problems.

The project's goal is to develop an action plan with wide grassroots participation and a broad coalition of community representatives. ICA West will facilitate and provide methods training.

## So What *Really* Happened In Taipei?

*Every conference has its formal and not-so-formal aspects. Much of what people remember from such gatherings are the unexpected encounters with people, the spontaneous moments and rubbing shoulders with the local culture. We share a few vignettes from conference participants to give a sense of what it felt like to be part of "the Taipei event."*

### Begin Your Day The Tai Chi Way!

Led by Julie Fairchild, an American Tai Chi master in Taipei, conference participants had the chance to learn most of the basic movements for any Tai Chi exercise. If they were up by 6:00 a.m., that is! Julie added more parts each day until everyone could flow through an extended exercise using all the basic movements of hands, feet and body.

### Time For Tea

ICA International president Ursula Winteler had many fine moments at the conference. One of her most treasured is the tea ceremony she attended.

"When we are thirsty, we reach for a big container of liquid and quickly drink it down. In the tea ceremony, tea was served in very small cups. I thought this couldn't possibly satisfy me. But much to my surprise, with all the accompanying ceremony and ritual, sipping that small amount completely quenched my thirst."

### What If...?

Taiwanese colleague Jo Tai voiced her concern for training newer ICA staff and others connected with the organization. She suggested that ICA hold a series of 3-week programs — one in Asia, one in Europe and one in Latin America. The program could draw on existing curricula of the International Training Program and the Foundation Course in Brussels, the Transformation Leadership Laboratory and the Interna-

tional Business Academy from Asia and the Earthwise Learning Series. A tantalizing prospect!

### Have You Been Up The Mountain Yet?

The Chien Tan conference center lay between a foul smelling river and the main north-south road, choked with traffic 24 hours a day. Some people wore surgical masks in a vain attempt to filter out polluted air.

In contrast, across the street from the center was a magnificent mountain. About four days into the conference, people began asking each other, "Have you been up the mountain yet?"

There were 137 steps to the first resting place. Between 6:30 and 8:00 a.m. the mountain teemed with people - visiting the four Buddhist temples, playing badminton, doing tai chi, yoga, aerobic exercises sipping tea, gardening - all simple and energizing activities. It was another world!

"Going up the mountain" became a sign of human sustenance and spirit strength, as conference participants grappled with how to move beyond the industrial paradigm to a more sustainable mode of development.

### Gathering Of Men

Brussels colleague Dick Alton came to Taiwan with his copy of the video "Gathering of Men." It was shown twice during the conference and generated considerable interest. Jim Wiegel commented: "A lot of us are wondering two things - 'How do I, as a man, be my actual power in partnerships?' and 'How do we, as men, deepen spirit together as colleagues and with clients?'"

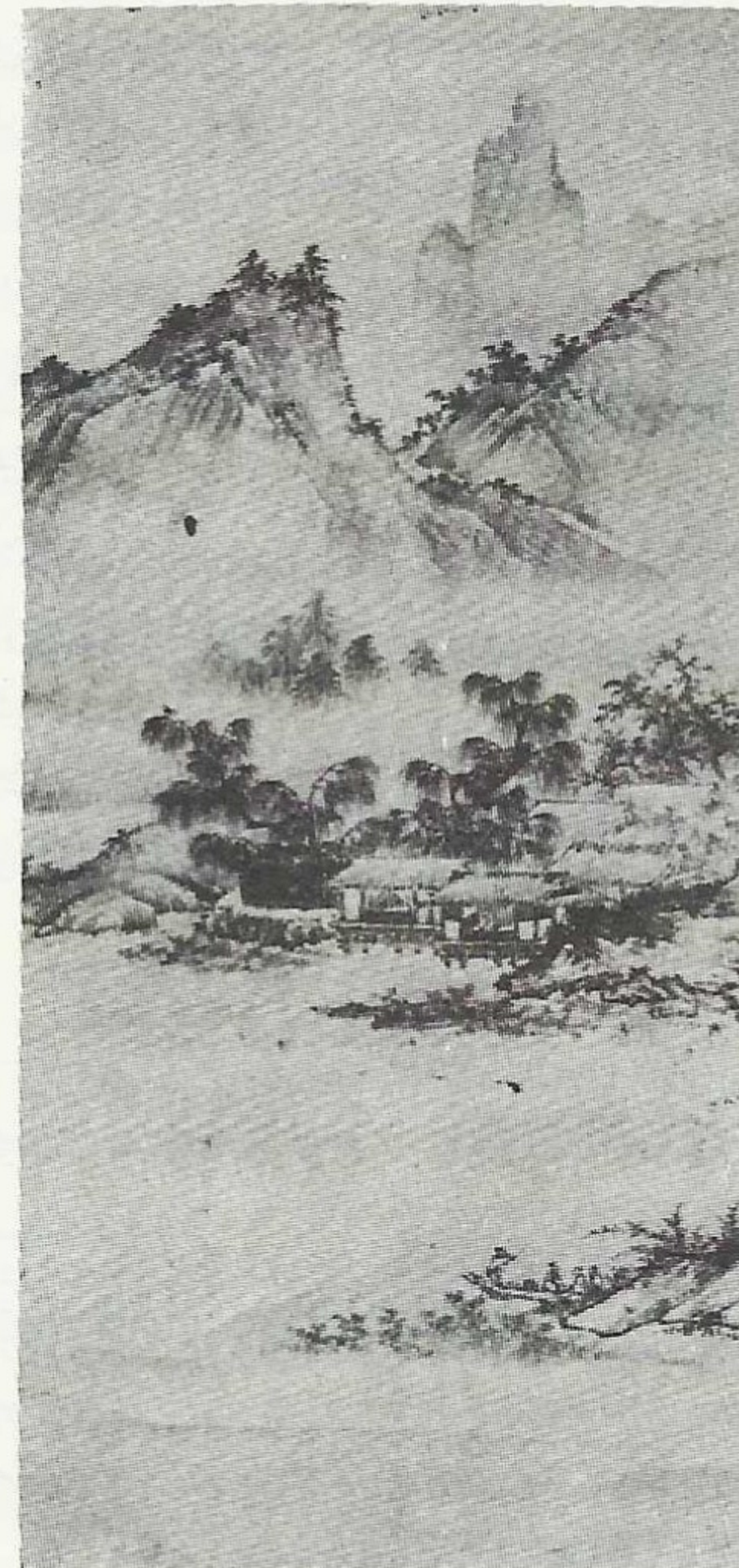
### 1992 - Europe, Here We Come!

Considerable excitement is already brewing in anticipation of ICA's next global gathering, scheduled for the fall of 1992. The exact location is yet to be announced but it will be somewhere in Eastern/Central Europe.

The European conference planning group came to Taiwan having done initial thinking about the event. Using their input, a special

task force worked further on the program. Several things emerged from their discussions:

- ICA needs to expand its activities in Eastern Europe by seeking partner organizations with which to work.
- A key image of the event is something like a Global Citizens' Forum on the theme "Beyond the Year 2000."
- The conference's major goal would be to strengthen learning and cooperation among global people making a difference in local transformation.



The second part of the conference was devoted to meetings of the four networks that have come to characterize ICA's work in recent years — Organizational Transformation, Sustainable Development, Life-long Learning and Planetary Ecology. Here we present edited reports from representatives of the four networks.

## Shaping the Movement of Spirit in Business by John Epps

*"We used to meet to help each other in marketing and pass along hints and breakthroughs in facilitation. Now we're concerned about forming and energizing the Movement of Spirit as it appears in organizations, especially in the private sector."*

**D**uring discussions of the Organization Transformation network, several things became clear:

- There is such a thing as a Movement of Spirit in business. It's profoundly collegial, both in breadth and depth of concern
- We can occasion events for exploring questions about that Movement's effectiveness
- Spirit methods can be adapted to address business issues, and
- Working together on service projects produces effective results.

The question that marked the starting point for the OT network was "How can the profound poten-

tial for service be awakened in the thousands of people with whom we work each year?"

The session involved participants from Australia, Belgium, Brazil, India, Japan, Malaysia, Nigeria, Taiwan and the United States. The main client-related issues the group addressed were work ethics, teamwork, career path, disillusionment, cultural mythology and social responsibility.

In Brazil, ICA has used images and concepts developed from years of religious research to conduct retreats for business executives. Early evidence suggests their methods are appropriate and

welcome. Another breakthrough came from Brazil's "galaxy" design. Long-term ICA clients and their families meet to consider both company improvements and how they can be of service to society. In this work, we are discovering what makes ICA different from other similar organizations.

Reporting on their Transformation Leadership Laboratory, colleagues from India introduced the Covey video on "Seven Steps to Effective Management." People found it most useful in presenting a proactive stance to change in a deep and cogent manner. Each participating unit in the OT network undertook to do a research project to further its service to society. Results will be published in ICA:India's journal, *Image*. □

## Images of Development by Shirley Imogene Heckman

*"Sustainable development is that which assists each and all to meet their own needs without jeopardizing the possibility of future generations meeting theirs. Although self-sufficiency may be a local goal, it is not a necessary condition of sustainable development. The primary issue is to operate in such a way that resources are recycled."*

**D**evelopment has always been a significant part of the work of ICAs around the world. However, our images of what development is have changed through the years. In the 1970s and early 1980s, we tended to follow a formula approach, especially in relation to Human Development Projects.

Now, both images and actions vary a lot. In Europe, ICA conducted its first International Training Program for Development Practitioners in Brussels and a 10-day immersion camp in Portugal. It also entered its third year of facilitating a dialogue on develop-

ment issues and solutions, funded by the German Agency for Technical Cooperation, GTZ.

Colleagues in India hosted a study tour of Middle East development professionals, supported by the Near East Foundation. Assisted by funding from Australian, Canadian and Japanese agencies, the ICA team in Pune is working with a number of villages on water delivery systems, women's awareness and skills training for small industries.

Kenya reported a wide range of activities it is doing, from a solar energy program to training volunteer health caretakers in urban

slum communities. A key emphasis of their work is organizational strengthening, both in training community leaders and upgrading the skills of their own staff.

ICA:Zambia and our Nigerian affiliate, NIRADO, are doing similar programs to build indigenous management capacities.

One of the attractions at the conference was a hands-on display of a village development computer simulation game. Building on ICA's *Machakos* game, inventor David Blanchard created the *Muputi* game, using a Macintosh computer. One to six players work together to learn how village development takes place and to develop strategies for self-sufficiency. David is looking forward to feedback from people who requested copies of the game. □

## Life-long Education by Karen Troxel

*"We are engaged as a species in a learning enterprise far beyond anything in the past ... The new basics include learning how to learn and knowing how to think yourself through a whole new situation."*

Jim Wiegel, Phoenix.

**T**he Education Network session began with Jim Wiegel leading the group in mapping people, events and programs around the world that are part of this network. Panelists' reports revealed the rich variety of activities with which the network is involved.

Ann Epps reported on the *Education For All* conference held in Thailand. ICA's representative, Evelyn Philbrook, was chosen to give the closing statement on behalf of all non-government organizations.

Maria Maguire talked about the work she and her husband have been doing with the University of Western Sydney, Australia. They have been assisting staff from

three colleges to deal with changes in becoming one university.

Bill Alerding updated the group on the innovative Training Inc. program in Guatemala. Since the average Guatemalan employee has little education, Training Inc. has been providing basic communications, human relations and thinking skills to help fill this gap. It's the first time the Training Inc. model has been tried outside the U.S. Interest in starting similar programs came from Australia, Brazil, India, Kenya and Taiwan.

I shared some of the learnings from ICA's work with school reform in Chicago. The reform integrates the concerns of parents and communities in Chicago's 565 public schools. ICA has facilitated

the creation of School Improvement Plans in 29 schools in 9 out of the 11 school districts.

A key part of the education network's gathering was the Earthwise Learning Series (ELS) — ICA's new curriculum to equip people to operate effectively in today's planetary society. An "Earthwise Day" was set aside to give all conference participants the chance to experience the introductory ELS modules first hand.

A task force worked on issues of collaboration in the ELS curriculum. Several major strategies resulted: Holding 3-4 thinktanks in 1991 in different countries, creating Earthwise Learning Communities to give new input into the curriculum, testing the introductory modules with a variety of audiences and establishing partnerships with other organizations. □

## Planetary Ecology by Bill Staples

*"Past generations felt that we were a gift to the world. Today, we are realizing that the world is a gift to us - to be cared for and left better than we found it ... The big breakthroughs we need are not technological but in the field of human change."*

Dr. J. Spencer Havlik, Visiting Professor, University of Taiwan, from University of Colorado, Boulder.

**I**t became clear from the beginning of this conference that planetary ecology, and not the environment, is the issue of the nineties. Planetary ecology is a term used to describe the meeting point of human consciousness, spiritual awareness, natural cycles and environmental impact.

A number of presenters at the conference drew attention to issues of planetary ecology. Mr Tao Ho, an architect and chairman of Friends of the Earth in Hong Kong, showed slides of the "universal" style of corporate office buildings, which are both energy

intensive and do not conform to the constraints of the local situation. Nature, family harmony and personal spiritual growth are the big losers in the economic "miracle" of East Asia.

Sabine Winteler, director of the Ecology and Politics Institute of Germany reported that the environmental movement played a key role in recent political changes in Germany. Political leaders in former East Germany had refused to modernize old factories, leading to massive health problems. Concern over this helped fuel public protests and precipitated the unification movement.

In recognition that our overdependence on industrialization and technology is a deep-seated spiritual problem, planetary ecologist Lee Hatcher led the entire conference in a healing ceremony. An enormous revolving circle of people enacted a grand drama of the creation of the universe and the crystalization of consciousness.

In a variety of ways, ICA acts as a midwife to emerging planetary consciousness. Current ICA activities include environmental roundtables in Mexico and Taipei, thinktanks on "whole systems transitions" in Australia and India, planting trees in the Philippines, and in Canada, the publication of *Edges*, a magazine dealing with new planetary perspectives. □

"The message I got at Taipei was that the industrial mode of development is not simply an invasion by the West of other cultures. It is better seen as a wave moving through all cultures. This gives me a way to see, as an American, the cultural implications of industrialization and the frantic pace we are trying to set for ourselves in order to be 'competitive.' This has done as much violence to my culture as to that of the people of Taiwan."

*Jim Wiegel, Phoenix*

"There was a general recognition that the four networks are not meant to divide us. Perhaps Gordon Harper said it best: 'Sustainable development, new forms of education, planetary ecology and organizational transformation need to permeate the consciousness of all of us — giving us multiple tools, skills and concepts for enabling individual change and care for the planet.'"

*Janice Ulangca, Vestal, NY*

"One major difference this time was the presence of ICA International as a proven viable companion in the task. In some cases it plays a legitimizing role in the situation, in others the role of valuable resource."

*Terry Wright, Denver*

"Those who demonstrate for the environment are a burr of sand in the shoes of the engineers and architects who will design the solutions to the environmental crisis."

*Hubert Fulkerson, Phoenix*

"Let's not draw lines as boundaries to separate, but draw lines to connect."

*Abe Ulangca, Vestal, NY*

"I am already looking forward to the 1992 gathering in Eastern Europe and the possibility of its focusing on 'giving voice to the next generation of social innovators.' It would be a thrill to have the majority of participants made up of youth and young adults from around the world."

*John Oyler, Phoenix*

"Dr. Tsuei made the point that, from the Asian perspective, development had to do with restoring balance. As an economist, I found this a very helpful concept. My profession is primarily concerned with balance, but we have become mesmerized with growth. We have focused on increasing quantities such as GNP and investment. If we could find a way to talk about development as creating balance, then development economists could re-enter the system in which we have made our greatest contribution."

*David Blanchard, Harrisburg, PA*

"The hill behind the conference center became my daily refuge from the hustle and bustle of the traffic on the streets and the accompanying air pollution. I went to the top at least once a day, sometimes enticing my fellow conferees to join me."

*Don Elliott, Denver*



We are dedicating this space to the contributions members are making to ICA West and to society at large. In this issue we feature Phoenix colleague Rosendo Gutierrez.

Growing up in the border city of El Paso, TX, Rosendo Gutierrez embodied multiculturalism from his earliest days. A civil engineer, he served with the Navy in Japan and the Gulf Coast before settling in Phoenix, where he established an engineering business. He's now in charge of the urban freeway systems for the Arizona Department of Transportation.

Arizona provided the setting for two of Rosendo's avocations — politics and community affairs. He has been active in a number of organizations and served on many national boards. These include the National Action Council for Minorities in Engineering, the American

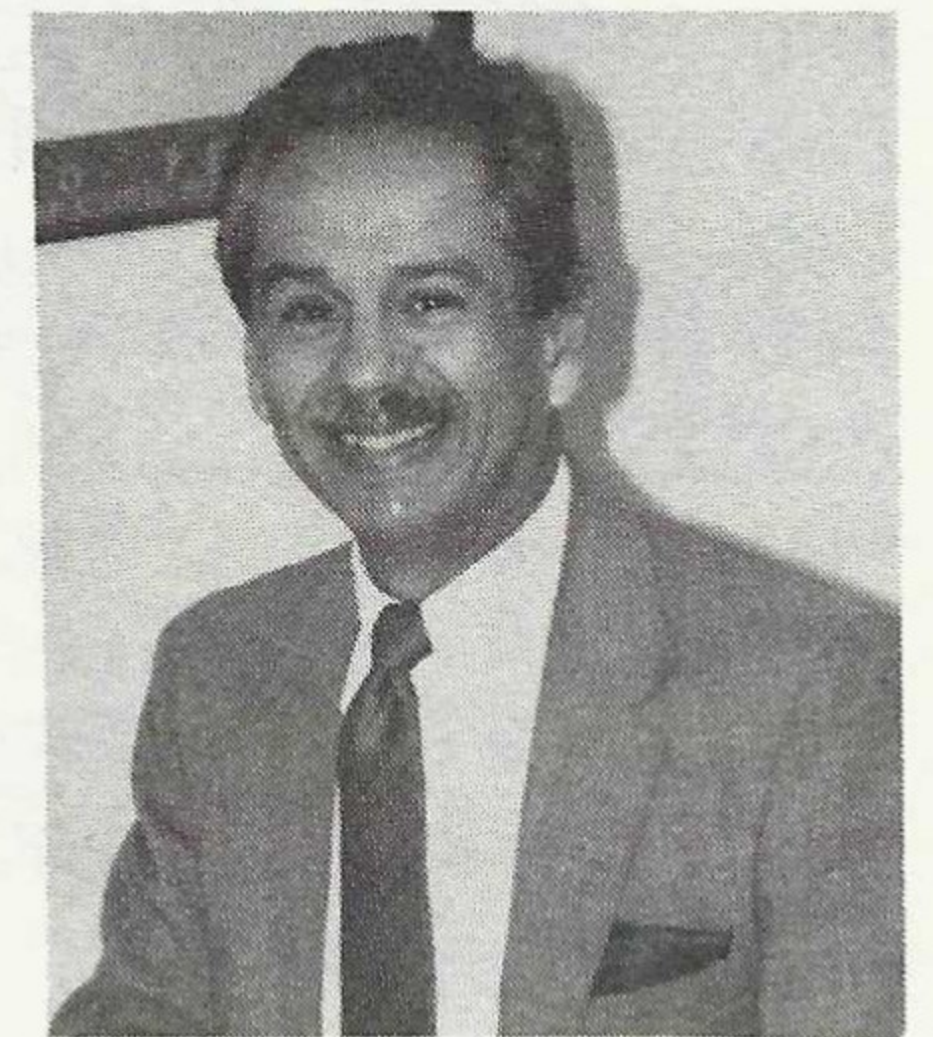
Cancer Society and the United Way of America and International. Two years ago, he joined ICA's national board.

His association with ICA goes back to its parent organization, the Ecumenical Institute. Rosendo attended EI courses and helped obtain several of the Institute's early facilities in Phoenix. More recently, he has introduced ICA to a number of city, state and school government organizations in Arizona.

Rosendo sees three challenges facing ICA in the U.S. One is to take a lead from our Chicago colleagues in assisting councils of citizens, teachers and youth to plan and work together. Secondly,

it is time for ICA West to build on its relationships with Latin America and train people from those

countries in its methods. San Diego, where ICA West is already working, could be a prime area from which to launch this work. Finally, if ICA is to continue making an impact on society, it must develop its capacity to creatively use electronic media as teaching tools. □



**ICA WEST – A member-driven organization**

**Membership in ICA West brings:**

- The quarterly newsletter, *Initiatives*, with reports on ICA activities locally and abroad, liftout pages for your files, and more
- Discounts on ICA programs and publications
- Linkages to a vast network of people and organizations around the world, committed to serving the needs of the planet

**Members have opportunities to:**

- Assist with marketing and facilitating ICA West programs and publications
- Contribute financially and in other ways to the work of the ICA
- Shape the future directions of the organization and help design new programs, such as the Earthwise Learning Series

Member fees provide general support of ICA West activities. Other contributions can be designated for particular programs. Current funding needs include the Native American program, the Earthwise Learning Series, Rites of Passage Trips and development projects in Latin America. Donations to the Institute are tax deductible.

**MEMBERSHIP APPLICATION FORM**

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- Regular Member \$ 35
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## Upcoming Events

Jan 9 - 10	Facilitation Methods One	Seattle
Jan 18 - 21	ICA West Members' Meeting	Phoenix
Feb 1 - 2	Facilitation Methods One	San Diego
Feb 7 - 8	Facilitation Methods One	Yakima, WA
Feb 18 - 22	Native American Study Tour	Phoenix
Feb 21 - 22	Facilitation Methods Two	Phoenix
Feb 27 - 28	Facilitation Methods Two	Seattle
Mar 7 - 8	Facilitation Methods One	Yakima, WA
Mar 7 - 8	Facilitation Methods One	San Diego
Mar 8 - 9	Facilitation Methods One	Phoenix
Mar 21 - 22	Facilitation Methods One	Seattle

### ICA West Members Meeting

January 18-21 is the date of the ICA West Members and Field Offices Meeting in Phoenix. This will be an opportunity for members to share their work and their learnings, and to map out the future directions of the organization. A letter is being mailed with details. Cheap air tickets are available through ICA West's Phoenix office.

For more information, call ICA West in Phoenix (602) 955-4811 or Seattle (206) 323-2100.

## The ICA

The Institute of Cultural Affairs (ICA) is a private, not-for-profit organization concerned with the human factor in community and organization development. Its global network spans 31 countries, with an international secretariat in Brussels, Belgium. ICA programs build motivated and sustained leadership. Its methods are highly participatory and honor the cultural traditions of those involved. They include strategic planning, problem solving, consensus-based decision making and team building.

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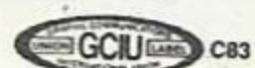
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