



FALL 1992

Newsletter of  
The Institute of  
Cultural Affairs

# Initiatives

Vol VIII

CONCERNED WITH THE HUMAN FACTOR IN WORLD DEVELOPMENT

No. 4

## Prague Captures ICA's Hearts and Minds

by David Dunn



Peter Marquis

Pedestrians stroll across Prague's 14th century Charles Bridge, with St. Vitus Cathedral and Prague Castle in the background.

“**G**oing to Prague is a decision to go to the source. To hold our conference in such a place to reflect on the new century soon to be upon us seems to be entirely appropriate.” These words of Jim Campbell, an American ICA colleague working in Europe, rang true many times over during the ICA International conference in Prague, Czechoslovakia.

Indeed, Prague is the source of so many surprises that it almost quivers with wonder and delight. It is a beautiful old European city, with a castle on the hill and a magnificent cathedral within the castle walls. The city is filled with ancient churches and palaces,

squares, towers, clocks, twisting alleys and picturesque bridges across the Vltava River. Scaffolding covers facades in the process of renovation, while many buildings which have completed their face-lifts shine with fresh paint, ornate ironwork and gold trimming. The city exudes a serenity and energy which can only be described as spiritual.

Prague is also the source of a powerful leavening influence on the transformation of Eastern Europe, changing from being a communist buffer to a bridge between the “Newly Independent States” and Western Europe. Wedged between Austria, Poland, Germany, Hungary and the

Ukraine, Czechs and Slovaks have traditionally seen themselves as “ferry-men” between East and West. The grace required to play such a bridging role in commerce and diplomacy shows up today in people so constitutionally good mannered that even the current dissolution of their nation is proceeding without any thought of armed conflict.

In some sense, the city upstaged the conference. Ask many of the 200 people from 29 nations who attended the conference what they remember, and you'll probably hear: Exploring the city, attending concerts and theater, buying souvenirs from local artists, or dining on a boat cruising the Vltava River. What I remember most are the excellent subway and tram system; my stay in the home of a Czech friend and her family; an intimate tour of the city and countryside with Helena Ruzickova from Czechoslovak Radio; the feel of ancient cobble stones under my feet; and tasty food and superb Czech beer in neighborhood restaurants.

The conference itself was a kind of luscious sandwich: three days of prepared workshops offered by participants, one day of site visits to innovative programs and cultural attractions in and around Prague, and three days of ad hoc discussions organized by the participants themselves.

Continued on page 3

## New Faces in Phoenix During Summer

This summer, the ICA West office staff in Phoenix was augmented by three high school students recruited through the City of Phoenix's Summer Youth Employment Program. While several staff members were away in Prague, university intern Kaye Hoover supervised the young trio. Here are some of their reflections on their experiences:



**Lisa Sanchez, 14:** ICA has been the best experience of my life because I did so many different

things and worked with such a variety of people. Our supervisor, Kaye Hoover, was always there for us, telling us how to do things and what a great job we did. Apart from answering phones and using a Macintosh computer, I also did babysitting for the 15-month old daughter of Raul and Angelica. She is full of life and I'm going to miss her cheerfulness.

**Kisha Vinson, 14:** Working with ICA not only taught me a lot about our troubled earth and the need to respect the environment, it also helped me sharpen some of my own skills, master new ones, communicate better with others and have fun in the process. ICA reinforced my ability to be on



time, reliable, loyal, friendly and hard-working. Thanks for a fascinating, memorable summer!

**Earl Dennis, 15:** I appreciated the fact that ICA chose to have three trainees instead of one. While each of us had his or her own

project, we also worked in a group where we could talk and laugh a lot. Even though people were often rushing to get their own projects done, they were very friendly. I want to find a job with that same kind of atmosphere.

**Kaye Hoover, University intern:** In my search to do something meaningful with my year off between undergrad and graduate education, I stumbled upon ICA.

Apart from supervising the three teenager trainees, I also worked with everyone else in the office. In addition to setting up *Earthwise Learning Series* modules and helping create and produce a marketing brochure, my most exciting and rewarding job was assisting John Oyler in his work with the *Tucson Community Foundation*, training a group of community leaders to catalyze change in their communities. □

## Wanted! Funding for a New ICA West Program



ICA West is seeking funding for **Winning Through Participation: Equipping Leaders for Social Change**. This four-year program is designed to apply ICA's *Technology of Participation* to the challenges of social change by providing basic and advanced training to leaders of Hispanic and Native American Indian communities and organizations,

educational institutions and human service agencies.

ICA West is approaching individuals, foundations and corporations for \$147,000 to cover the first year's start-up costs. We invite readers to review a 3-page concept paper available from the Phoenix office, to suggest funding sources and to provide introductions to potential donors.

## TOP Methods Go South of the Border

Another chapter in the expanding story on ICA West's Facilitation Methods began this summer with a *Winning Through Participation* course in Spanish held in **Tijuana, Mexico**. Taught by ICA's Chilean staff Raul Jorquera and Angelica Rodriguez, the program involved twelve professionals, most of whom work for a Mexican government child protection agency.

As well as introducing ICA's facilitation methods to a new audience, the program also reignited ICA West's work with border communities. Participants were enthusiastic and are ready to take more advanced training. The major challenge to continuing this work is to find a third party funding source to supplement the small amount which participants are able to pay for the service. □

Continued from page 1

Workshop topics ranged from "How to Manage the Transformation of Societies in Transition" by the lively Alexey Morozov of Russia to the more restful "Beyond Stress: Mindful Relaxation and Meditative Practices" by Lynne Larsen of Brussels. Site visits included a new school for teaching mentally handicapped people useful skills, an urban development project in South Prague, an office skills training program and a presentation by members of Vaclav Havel's Civic Movement party. The week was a feast with an enticing menu of more than sixty selections.

Two riveting keynote addresses set a tone of fierce attention to global reality and potent optimism in the ongoing transformation of people and societies. In his opening address, Alan AtKisson, former executive editor of *In Context* magazine, presented four challenges:

- The imperative to wed technology and nature
- The division of nations into smaller cultural units must lead to a global coalescence of true "villages"
- The assumptions and mechanisms of economics require an "intervention" of social innovators, therapists and revolutionaries, and
- The need for us to make deliberate, conscious choices about the way we relate to the Earth, each other, future generations and our own lives.

Alan's address was punctuated by three rousing songs which he had written and sang with conferees joining in.

Another address marking the second half of the conference was delivered by Dr. Goran Hyden, a Swedish-born Africa scholar who is Professor of Politics at the University of Florida. He spoke

about five "ghosts of the past" that could impede the great transition to a planetary society. After warning about the new sovereignty, racism, individualism, politics and economics, Dr. Hyden concluded with a call to invest in "social capital — paying attention to the resource potential contained in relations of reciprocity among

the first time, people from Central and Eastern Europe were present at a major ICA event. They were warmly received and participated wholeheartedly in the program, inviting ICA staff to Russia and Czechoslovakia for further work. This turning point augurs well for ICA's efforts to further human development across the globe. □



Don Elliott

Dorcas Rose

Peter Marquis

Top left: Connie Miller of Seattle, WA, leading a closing reflection. Top right: Dr. Goran Hyden giving keynote address. Bottom: Alan AtKisson and colleagues singing during opening address.

people, whether they are among individuals in a community or whether they cut across such entities, in some instances reaching across oceans."

Finally, what was momentous about the *Praha '92* conference was not the great speeches or stimulating workshops. It was simply to be at an event attended by people from all continents. For

Copies of talks given by Alan AtKisson and Dr. Goran Hyden are available for \$5 each.

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ICA West Member Services  
1504 25th Avenue  
Seattle, WA 98122  
Phone/fax (206) 323-2100

## The Vision Quest: Crossing the Threshold to Adulthood

*"The vision we are seeking is not just for ourselves but for the communities we're a part of and going back to. While mapping out directions for our lives over the next couple of years, we are also asking what can we contribute to the people around us."*

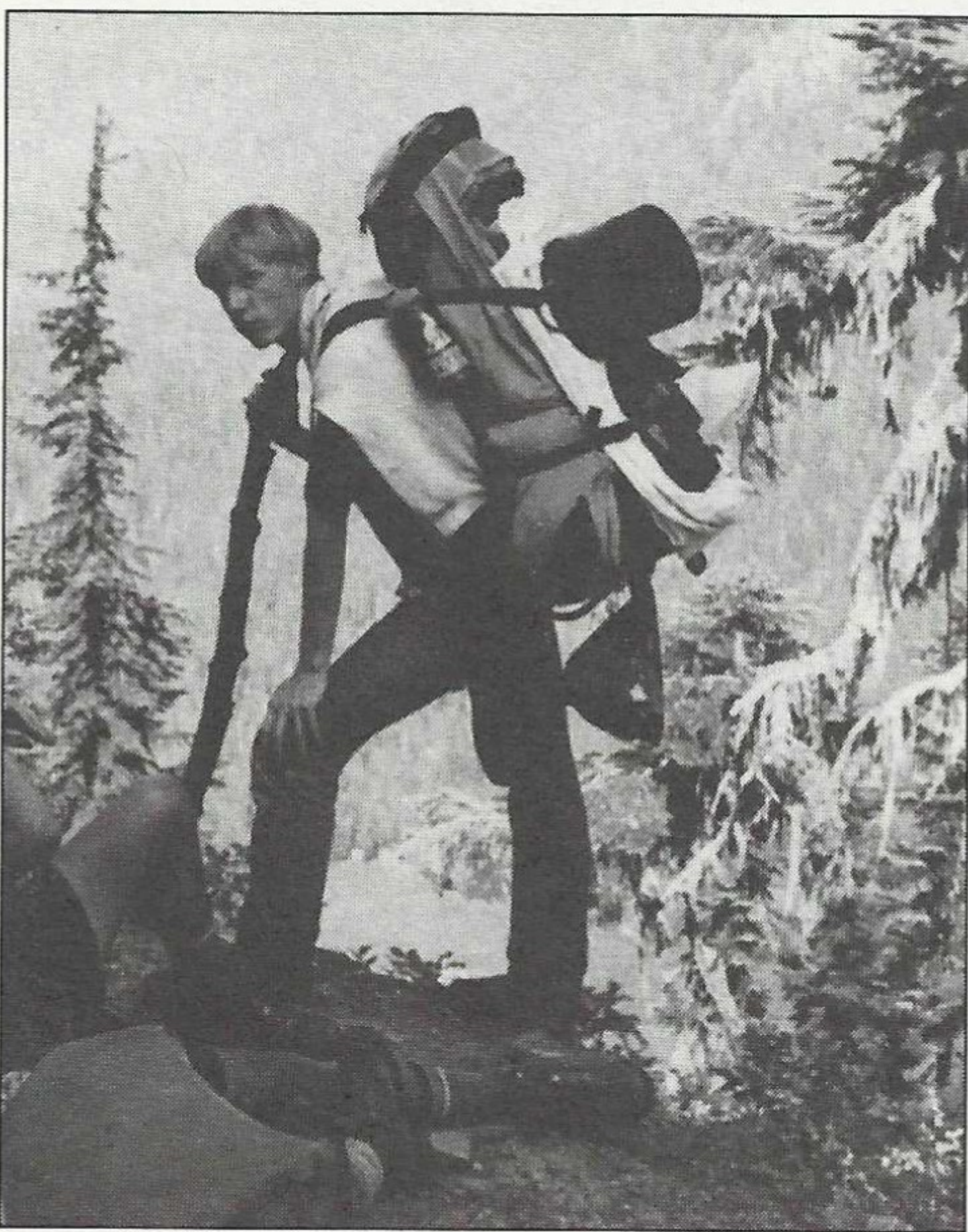
This was one way Scottish staff member Jane Glancy summed up the three-week **Vision Quest '92** for high school youth held this summer in Washington state. Nine participants undertook this three-part rite of

passage. It was modeled on indigenous community practices where young people are "set aside" for a time to envision their future, examine their own gifts and demonstrate self-reliance.

The preparation stage involved a ropes course, initiatives games and Native American ceremonies of the medicine walk and a sweatlodge. The second part consisted of a solo, fasting vigil over three days and nights in the dry, open terrain near Yakima. The concluding phase featured an eight-day hike along the rugged trails of the Cascade Mountains. Periods of solitary and group reflection and story-telling were woven into the entire journey.

The program was a challenge to body, mind and spirit. It pushed participants to explore their innermost selves and confronted them with the demands of intense community living. For some like Lila Amarasingham of Seattle, it was a time of highs and lows. "When we came off the fast, it was a beautiful day. I felt totally vibrant. But there were other moments when I could have nearly killed someone. I learned there was a lot about myself I must watch out for."

Other participants spoke of the need to let go of things, to not always have to be the leader, to respect people's differences and to appreciate those around you. As Jane noted: "The group developed an unconditional type of openness for which I was deeply grateful. Risking yourself like this takes a lot of courage. I'm going to miss it a great deal." □



Jane Glancy

Simon Strange, of Eugene, OR, pauses, rests and reflects at the top of a pass.

## The Challenge and Wonder of Being Ten

Another addition to the ICA West team this year was 23 year-old British volunteer, David Douglas. After spending time in Phoenix and Denver, David went on to Taos, New Mexico, where he joined the staff of the **Sangre de Cristo Youth Ranch** for the annual children's camp jointly conducted by John and Barbara Wilson and ICA West. He reports:

Four weeks spent on the side of a mountain with twenty 10 year-old kids can drain a lot of your energy.

We worked, played, talked, shouted and laughed. I possibly even came to like a few of them in the process!

In the last week, everyone hiked up the mountain. At the top, I looked around at the kids and smiled. They were playing their own games together without being told to. They had learned how to live together. Then I knew the camp had been successful. The activities, arts and crafts, work

days and games had all played their part. But this feeling of self-reliance and community was what was most important.

Two factors contributed to this. One was having the children generate their own rules. Courtesy and safety were emphasized,

### Support Soci

1. Spread the idea that
2. Tell the great social
3. Model innovation y
4. Try out other peopl
5. Embrace the inevit
6. Abandon your visio
7. Embrace diversity.
8. Visit the margins.
9. Step aside and let t
10. Be inspirational an

Excerpted from the article "Supporting Social Innovation" by Jane Glancy, keynote speaker at ICA International

Barbara Wilson



A bucket load of fun — campers and staff at Sangre de Cristo Youth Ranch, New Mexico.

along with respect, whether it be for tools or for other people. The second was insisting that the solutions to problems come from the children themselves. A dispute resolution workshop helped establish this practice. Imagine two boys fighting, crying and shouting, then a week later sharing a tent!

As they say in England, "It was bleedin' marvelous! All of it." □

For further information on the *Vision Quest* and other ICA *Rites of Passage* programs, contact Stan Crow, Songaia, 22421 39th Ave SE, Bothell, WA 98021. (206) 486-5164. For information on the *Sangre de Cristo Youth Ranch*, contact John and Barbara Wilson, PO Box 1137, EL Prado, NM 87529. (505) 776-2230.

**! Innovation!**  
**Innovation is possible.**  
**Innovation stories.**  
**yourself.**  
**s innovations.**  
**ibility of error.**  
**once in a while.**

**ings happen.**  
**optimistic.**

"Social Innovation" by Alan AtKisson, Prague Conference (See page 3).

**A** small mountain village in northeast Portugal wouldn't qualify as the most popular summer vacation spot for the average 15 year-old American girl. But for Lynn True of Salem, OR, it provided the chance of a lifetime.

Along with two other American friends, Lynn spent four and a

## A Portuguese Vacation With a Difference

half weeks this summer living and working alongside ICA staff in the Montemuro Human Development Project. With the help of funding from the European Community, a Rotary 3-H grant, the Trickle Up Program and other sources, the project has become a model for community-based development. It has focused on stimulating local enterprises in one of the most economically depressed parts of Europe. Handicrafts, weaving and tourism have been some of the more successful initiatives to date.

During her stay, Lynn and her companions found themselves playing many roles, from cooking meals and cleaning toilets for the continuous flow of tourists and volunteers, to interviewing community residents about the potential for tourism in their village. Evenings spent with village youth in local cafes and swimming at a nearby pond added a lighter touch to the experience.

One of the things Lynn enjoyed most during her stay was meeting other volunteers from different countries, many of whom were paying return visits to the project. "It was great to mix with people who had traveled widely and whose perspectives and insights reflected that," said Lynn.

ICA Project Director, Cathy Bayer, was delighted to have Lynn and her young friends join them for the summer. "They brought spontaneity, a sense of adventure and a liveliness which was quite infectious," she said. "We're anticipating a similar program next summer and welcome inquiries from interested youth."

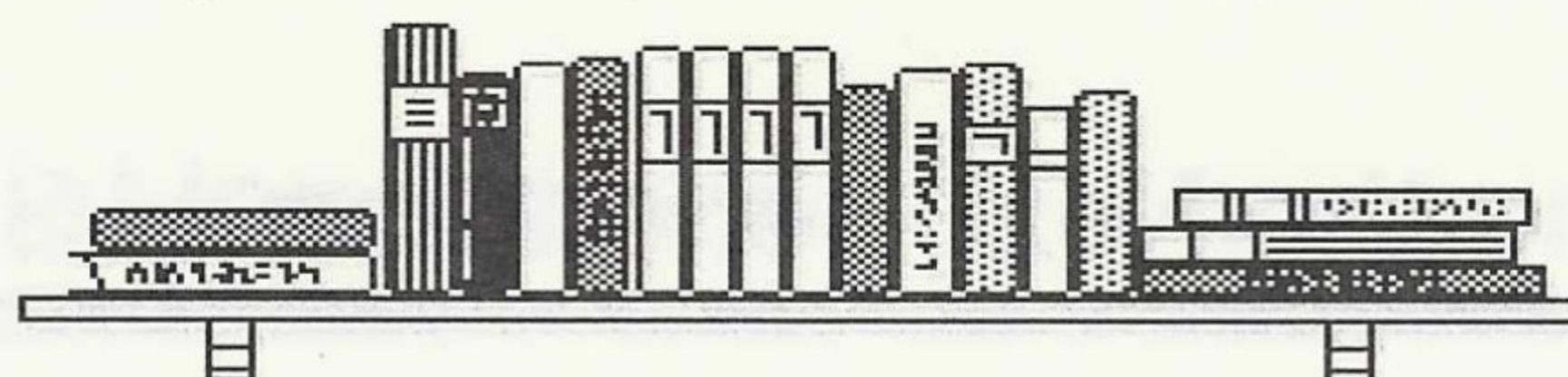
Lynn wants to return and has found a Portuguese tutor to help her polish her language skills. Anyone care to join her? □



Cathy Bayer

Left to right: Kathy Johnson of Chicago, Kaira Lingo of Atlanta and Lynn True of Salem, OR, in Mezio village, Portugal.

For more information, contact Cathy Bayer, ICA, Rua Central 45, Mezio, 3600 Castro Daire, Portugal. Phone (351) 54 68246; fax (351) 54 62045.



## The Hottest Books in the West: A Selection of Readers' Choices



*Due to the tremendous response we had from readers to our request for recommended books and the limited space we have available, we had to select from all those we received. Apologies if some of your suggestions weren't included. We tried to choose those we thought would be of greatest interest to most readers. Thank you.*

### **A HEAD TO HEAD: The Coming Economic Battle between Japan, Europe and America**

by Lester Thurow  
Morrow New York 1992 \$25.00

### **BEYOND THE LIMITS: Confronting Global Collapse, Envisioning A Sustainable Future**

by Donella H. Meadows, Dennis L. Meadows, Jorgen Randers  
Chelsea Green Post Mills, VT 1992 \$19.95

### **EARTHLY GOOD: The Churches and the Betterment of Human Existence**

by Kenneth Hamilton  
William Eerdmans Grand Rapids, MI 1990 \$12.95

### **INDIAN GIVERS: How the Indians of the Americas Transformed the World**

by Jack M. Weatherford  
Fawcett Columbine New York 1988 \$9.00

### **IVAN ILLYCH IN CONVERSATION**

by David Cayley (Ed.)  
House of Anansi Concord, Ontario 1992 \$16.95

### **MINDFULNESS**

by Ellen J. Langer  
Addison-Wesley Reading, MA 1989 \$16.95

### **MONEY AND THE MEANING OF LIFE**

by Jacob Needleman  
Doubleday New York 1991 \$20.00

### **NATIVE ROOTS: How the Indians Enriched America**

by Jack M. Weatherford  
Fawcett Columbine New York 1991 \$10.00

### **PERELANDRA GARDEN WORKBOOK: A Complete Guide to Gardening with Native Intelligences**

by Machaëlle Small Wright  
Perelandra Warrenton, VA 1987 \$14.95

### **POWERSHIFT**

by Alvin Toffler  
Bantam New York 1990 \$6.99

### **REINVENTING GOVERNMENT**

by David Osborne and Ted Gaebler  
Addison-Wesley Reading, MA 1992 \$22.95

### **SUSTAINABLE CITIES: Concepts and Strategies for Eco-City Development**

by Robert Walter, Lois Arkin, Richard Crenshaw  
Eco-Home Media Los Angeles 1992 \$20.00

### **SOCIAL MARKETING: Strategies for Changing Public Behavior**

by Philip Kotler and Eduardo L. Roberto  
Free Press NY 1989 \$29.95

### **THE CULTURE OF CONTENTMENT**

by John Kenneth Galbraith  
Houghton Mifflin New York 1992 \$22.95

### **THE CRY FOR MYTH**

by Rollo May  
Delta New York 1991 \$12.00

### **THE DRAMA OF THE GIFTED CHILD**

by Alice Miller  
Basic New York 1990 \$10.00

### **THE FRAGILE SPECIES**

by Lewis Thomas  
Macmillan New York 1992 \$20.00

### **THE KNOWLEDGE-VALUE REVOLUTION: Or a History of the Future**

by Taichi Sakaiya  
Kodansha New York 1991 \$22.95

### **TRANSFER OF TRAINING: Action-Packed Strategies to Ensure High Payoff from Training Investments**

by Mary L. Broad & John W. Newstrom  
Addison Wesley Reading, MA 1992 \$20.00

### **TRUMAN**

by David McCullough  
Simon & Schuster 1992 New York \$30.00

### **WHAT COLOR IS YOUR PARACHUTE**

by Richard N. Bolles  
Ten Speed Berkeley, CA 1991 \$12.95

### **YOUR MONEY OR YOUR LIFE: Transforming Your Relationship with Money and Achieving Financial Independence**

by Joe Dominguez and Vicki Robin  
Viking New York 1992 \$20.00

If the idea of an "Ivy League hippie" sounds to you like an oxymoron, then you need to meet **San Diego member, Liz Shear.**

Growing up in Santa Barbara with avocado trees and boysenberries in everyone's backyard, Liz remembers foraging and learning about the land at any early age. Raised by her single, working mom in a "large bohemian household of crazy people," her childhood was laced with fantasy and celebration.

But her early life was radically transformed when, as an 11 year-old, she moved to New York and for the first time, found herself part of the minority, in a strongly Jewish neighborhood and school. "I became not only a bicoastal person, but bicultural as well,"

quipped Liz. "This experience deeply impacted the rest of my life."

Admitting to doing an abysmal job as a corporate executive's wife, she moved to San Diego in 1968 and helped start a center for runaway youth. As a trainer, Liz soon made a name for herself in leadership development and cross-cultural education.

In 1979, she joined San Diego Youth and Community Services. "When I arrived, things were in a mess," she says. Thirteen years later, with Liz Shear as Executive Director, SDYCS has a staff of 130 providing services to more than 60,000 people a year, dealing with runaway and homeless youth, AIDS prevention and affordable housing. Using ICA's *Technology of Participation*, Liz has involved her entire staff in strategic planning.

Her proudest achievement relates to the vow she made ten years ago that SDYCS would become a truly multicultural organization. "Forty-two percent of our staff are people of color at every level of the organization, 15% are gay and lesbian, 30% of our board are people of color and 12% are teenagers," says a proud Liz Shear.

Directing an organization whose mission is "social change" seems the right kind of job for Liz Shear. Or, as she prefers to put it: "I'm great at creating positive futures and I like to make things fun." □



**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 promoting 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 and development projects in other countries. Donations to the Institute of Cultural Affairs are tax deductible.*

**Membership Application Form**

Name \_\_\_\_\_  
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 City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_  
 Telephone \_\_\_\_\_ (home) \_\_\_\_\_ (work)

- Regular Member \$35
- Student Member \$15
- Family Member \$50
- Organization Member \$75
- Sustaining Member \$100+
- Newsletter Supporter \$10

Send this form along with your check to:  
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New  Renew Date \_\_\_\_\_

## Winning Through Participation: ICA West's Facilitation Methods Courses

### I: Basic Methods of Group Facilitation

Yakima, WA	November	5 - 6
Denver	November	13 - 14
New Orleans	November	17 - 18
San Diego	November	17 - 18
Seattle	November	19 - 20
Los Angeles	November	21 - 22
Phoenix	December	2 - 3

### II: Basic Strategic Planning Process

Phoenix	November	10 - 11
San Francisco	November	12 - 13
Albuquerque	November	30 - Dec 1
San Diego	December	8 - 9
Denver	December	10 - 11
Yakima, WA	December	10 - 11
Seattle	December	15 - 16

### III: Philosophy of Participation

San Francisco	November	4 - 5
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### Earthwise Learning Series: Myth and the Human Journey

Phoenix	November	20 - 22
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### Check These Dates!

Two great events are coming up in Phoenix in January 1993. The *ICA West Members' Meeting* will take place at the ICA Center on the weekend of January 8-10. The national *ICA Network* will meet from January 15-18 at the Embassy Suites Camelhead Hotel. Mailings on both events will be coming your way shortly.

## 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.

*Initiatives* is a quarterly publication of the ICA serving the western United States. Editor/Publisher: John Burbidge, Seattle.

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