

III. CORPORATENESS LIFE GIVING FORCE

Selected Interview Quotes

A. BELIEFS AND VALUES

Standing In The Tension

- * It best spells out ICA's mythology. The word "charism" basically means, "the deep bliss that fires you". Somewhere along the line in my soul was put this boundless compassion, this deep covenantal approach to life, this approach being structural. It's like I came into this group because this seed was already germinating in my soul.
- * A clear commitment to a task. I don't mean the specifics of town meetings or village development or the local church experiment. Those were the manifestations of the task. The commonness of the self understanding and the constant common rehearsal of our self-understanding and the necessity of being able to manifest that self-understanding in and "on-behalf of" deed.
- * It wasn't that we won all the time, but that we fought all the time. It wasn't that we never succumbed to our own prejudices and our own chauvinism and our own blindnesses but that we were always fighting against them. When we woke up to one we'd fight against it. We'd never accept it. We never just knuckled under to it. Everybody was always raising hell that there were not enough women assigned. And we'd wake up and say, "Well, by God, there are not enough women assigned to leadership positions." The fact that we were willing to bring it up and fight over it -that value- was a unique contribution we made to the process of people living together.
- * I think of all our work and all our talk about being signs of hope and the possibility that you can do whatever you want to do, probably popped up in my own personal life. I think if I didn't have those years and that experience with the ICA it may have happened a lot later.
- * A group of people was willing to risk something together without any guarantee of the results of their risking.
- * Everybody had a vision of the New Earth. Everybody had made a fundamental decision to expend their life to make it come into being in experimentation with no guarantees that it was ever going to work out, only in the hope that it would and the confidence that it would come about because people had decided to risk and expend.
- * For new blood to come into this organization there needs to be an openness from both parties, the spirit of openness, a YES stance to life.
- * I am open to the future and to the ICA. Instead of a NO it is saying YES, something may be possible. I have arrived at that and people in the ICA have said yes toEven though I have not been through all of the history.
- * Authentic Openness with me makes corporateness possible between us.

Grounded In Action / Doing

- * "One of the parts of our charism is that we never believe that there is a problem. We always

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believe that there is something that's going on in the situation that is blocking your vision of who you want to be."

- * The mission was the embodiment of teachings I had heard all my life but never really seen.
- * We said the essential thing was to face the true reality, as it is, and decide what to do. That is reflectiveness. That value is part of the Third Wave, part of the future. But I don't see people doing it yet. If they are serious about some of these futuristic thinkers that they love and talk about and say they have the answers, let's see some action.
- * The gift is that you never assume that the problem is what's obvious. You are looking for what's really underneath. What's blocking the vision. The flip side is the dark side, that we are very hard on each other. We never assume that what we see or what somebody's model is, is adequate.
- * We were all dedicated to quality. It was a commitment to make this a success. We would clean bathrooms, paint them, scrub places that had not been cleaned in 20 years, put down carpet, pain walls. It was the dedication and commitment to do it the very best we could. Because we respected each other.
- * I feel like I'm taking the personal gifts that I have as well as the methods I've gained from this outfit and bringing that all to bear. I feel like I am able to deliver both what I've got to give them as well as the skills and methods of the ICA. In creating a proposal for a school district when I'm designing something it sort of fits what they need. It comes to me that way. It is not necessarily because I'm personally stroked or....I mean I like that but it comes closer to my life than pursuing the pat line.
- * Respect for each other, common mission, sensitivity to the human factor, humanity. Vision for peace, for care, for every human to realize their full potential. And then there is in the corporateness there is a recognition of interdependency.

Human Value

- * The fact that they can deal with the whole of a person's life and people's innate desire to be treated as a human being...a holistic being... and there's a response to that.
- * Titus made sure that Boo Ha had all the proper meals and the privacy of the hotel to do prayers. That was a very proud moment because it seemed like it was an affirmation of our understanding of the validity and importance of all the world religions and the great inventions of civilization and our inner integrity to act that out in such a situation.
- * I have the capability to see people for what they are as human beings and not see them only by race or color or nationality.
- * I have felt most appreciated the last three or four years where I've been involved in the program work.
- * A basic grid of human worth that gives a picture of human value.

Grounded in your life

- * I think that's why all these methods had power. That had power when we were clear that it;s in

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your LIFE! Going to the bathroom, riding on the bus LIFE! That always has power.

* I became a global citizen when I went to Africa. Before that I could maybe talk about the globe, But I understood so much more deeply.

* I am forever marked. I just wouldn't be happy living a life like my family lives. I've always wanted to be in a position where I was constantly challenged to figure out what are the issues, what will make a difference, how I can be a part and participate.

Experience of Corporateness

* It's where people work together. That;s corporateness. Where a group of people has a common goal, a common task. Where they are willing to do the impossible.

* Corporateness is a very useful way to use everyone and create the best possible use of time and effort.

* We would have to get down under whatever we mean by community and what we mean about being a demonstration to some very foundational dynamics or something.

* A model or a demonstration that one can get through life and enable a new life for others by being part of a team. Only when you are radically "in tune with" can you recognize and appreciate your own individuality.

* I have experienced corporateness at its best when the strengths of individuals are emphasized in the make-up of a team.

* "On behalf of" is a real important part. And when a group you didn't expect much of stands together and makes something happen, it is a Kairotic moment.

* I do it this way because it reminds me that the whole globe is one big family and that we are related to everyone.

* I think a global understanding of what it means to be a human being relates people deeply. I think they identify with the ordinary human being or the minority when they have friends in those cultures in those situations. They understand human need.

* Abdul was an Indonesian on a predominately Christian staff. He said, "You are Christian and I am Muslim but in our hearts we are one spirit."

* My experience in college was that the world isn't nearly as responsible as I had been raised to be. In fact, being responsible got me into trouble with the rest of the world. So this was a tremendous experience when I found like-minded people.

* The Order seemed like a natural evolution of my life. Most of my adult life I have felt that to be part of a community was a natural thing. It is a fit.

* "The corporate life is a very strong value for me."

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- * To me, corporateness means coming together with people who have common interests. By common interest for us we mean our common mission. Whatever we do together is being corporate. It would not happen if we did not believe in a common mission.
- * The key to corporateness is that if you have conflict you can always focus on a common task and therefore begin to resolve tension.
- * Corporateness means that I can live within the group boundaries. I can give up some of my individual wants and desires for the corporate good. I don't lose my individualism in doing that.
- * I am willing to give up certain things to be part of the corporate. For example a good chunk of income would go to the corporate good. If you participate in the care of the organization, you wash dishes or run the elevator. The beautiful part of corporateness is working with colleagues on a common mission.
- * In corporateness you have to have respect. You have to share and understand. That's what corporateness means.
- * In the last several years Joe has been more home-bound. It has become clearer and clearer to me how human a situation it is for someone with his predicament.

Corporateness Expands Individual

- * The more I accepted myself and accepted other people in a corporate setting, the more essential work got done. That's why active experimentation with the ICA has been a great gift.
- * I don't experience people not trying to think through from their perspective what is best for the group. For me that is one element of what corporateness is. An individual puts him/herself second to the well-being of the group. To that degree I think that corporateness is alive and well. I rarely question the motives of any of my colleagues. I have a profound trust that they always are trying to think through what is best for the group. I may disagree with their decisions but corporateness means putting yourself second to the welfare of the group.
- * It takes a strong self to be humble enough not to have his or her way all the time.
- * Some people think we don't think of ourselves but honestly we find ourselves nurtured by thinking so big. It makes us bigger people. It makes us a different kind of people. It releases potential and creativity in a whole different way than if we were trying to protect ourselves. We put ourselves in an impossible situation and a different thing happens to one's life than if one stays comfortable.

B. STRATEGY AND TASK

Common Models

- * We were all doing the same thing in many different villages in small teams. You knew everybody was out giving themselves and that way you felt corporate. We had common models but none of them ever were done exactly the same way. They had to be done quite differently in different places. All of it was out of the same understanding and the same approach and getting those related.

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* I'm going to do my best to get it reinstated as soon as we can but don't quote me on that. The experiment needs to continue for the sake of history. It doesn't have anything to do with us. It is important and it does need to continue. We shouldn't have allowed it to be discontinued.

* Our foremost goal was awakening. Build the New Earth as teachers. In doing that we honed our skills and methods and this facilitated corporateness.

Adapting Methods

* We used ourselves as "guinea pigs". We felt free to risk. We experimented with things and later on said, "Oh, this doesn't seem to be working. We'll stop this and try another way."

* I learned the ORID method through imaginal education which all the Emerging Generation and Student House had to go through. If you do the ORID method, you have to get Objective data, Reflective data and then Interpretative and Decisional.

* We were already changing these methods and models. Embroidering them according to what we had learned.

* It gives you options. There is more than one way to wash dishes. Or cook. Or talk, think tell a story.

* The Town Meeting 100 Campaign in Oklahoma came out of a crisis. It was a breakloose time that developed out of our need to take the campaign to towns in a maximum effort way. I remember in particular the people coming to report at the Oklahoma City House. We had committed ourselves to doing a 100 and it looked like we were not going to pull it off. A large number of people came to our aid. It involved the whole movement and the whole Order at that time.

Well Done Action

* High moments for me have been when the staff was able to work corporately and get a task done. I don't mean by task just a human development project or a town meeting but also intellectual tasks. The work we did on the Other World, trying to demythologize some of traditional spirituality themes, the work we did on studying the Catholic Orders. The very tough intellectual questions we worked on corporately.

* With our own energy we did something that has yet to be duplicated by having teams of people across the entire nation be concerned about doing something in their own community. The hands across America thing is not even in the same league with the kind of cooperation and progress and the sorts of things that happened in the Town Meeting campaign. More self help got demonstrated than anybody has been able to demonstrate.

* I'm really proud of the work we did in Oombulgurri. I don't think any other group would have dealt with the human factor like we did. It was just such a tangle of problems. You just had to decide to stay there. In fact they are still there. We left so many years ago but apparently we stayed long enough that government structures and public work structures decided it was for real.

Being on The Edge

* For me it was reflecting. We've always prefigured...at least up to this point in history what was going to be happening in the world a little bit from now.

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* I'm with a group in the Human Capacities Program that I'm just a lot further ahead in my thinking about planetary consciousness than other people because there is just a lot I know because of our community life.

* I felt an immediate sense of coming home. "Oh, here are some people I can talk to. Here are people I can work with and whose values and work are kin to mine.

* Something where you have things on a weekly basis with a body of people that you felt were somehow related and you did something like the Daily Office or the House Church or then the collegium and Roundtables which were mainly reflecting on the external environment keeping up with other ideas the Invisible College and trying to make sure we were on the edge so we could question ourselves.

C. ORGANIZATIONAL STRUCTURE

Time / Space / Task Disciplines

* We had a very disciplined community: economically, intellectually, spiritually. We did Daily Office in every house every morning, all of us doing the same ritual which was Christian. All of that began to be problematical. Symbolic life, which had been very crucial to us, important to rehearse our story and how we understood our final relatedness to whatever. Once we became global we could not insist in a house that everyone participate in a Christian ritual.

* It sounds like a very small thing. But it was a big thing for us. It was a very central activity that was rendered inadequate.

* We were this demonstration community. You just can't change the world and be on a salary. You have to live on a stipend. I happen to believe that the move to individual self-sufficiency is a very healthy move for us. * We practiced structural care, objectified to a certain extent - care. It was manifest in a very particular, grounded, specific way.

Honor Gifts of Individuals

* I have been looking at the area of women and leadership and what that means now. I found that being so much a part of the corporate group, how do you use the potential of the individual without it becoming something of the individual genius or a single person doing it. I am in a searching mode for what that is going to look like in the future.

* It has been very healthy for us over these last three or four years to have really more personal time, many people pursued some spirit dimensions and study life that would have given back to our community a great gift. And I think that it has given a more human face to who we are.

Inclusive Membership

* We can no longer talk about Symbolic and Extended Order. Close to 500 came to Mexico from all these other parts of the Order. The barriers are down.

* Our energy base has expanded. Our self-conscious commitment has expanded. To be whoever we are...you see, the symbolic order and then the extended order such as those people in Cincinnati and

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then there is what we call the movemental order which is a mass of faces we didn't even know, whose care was there.

* The Order can no longer be defined that sort of way. The "we/they" thing is over. It was very nice, courteous and we all loved each other. But the Order was those of us that were in these houses.

* This weekend with a group of 20 colleagues none of whom live in a corporate situation, all of whom meet on a systematic basis and go out and do programs. They do what we're doing but they don't do it all under one roof. For me they are just as much a part of the Order (a term we can't use anymore), and I'm just as much a part of them. They are just as intimate a colleague for me as anyone in this house.

* Family and the community here are not much different than family and community of this organization if you participate. The key is participation. Our families participate here.

* Community not in a non-residential community. But it is all one community. Some live together and some don't.

* On the elevator it makes you feel like you are part of an organization. Running a switchboard, as mundane as those jobs are, makes you feel like you are part of it all.

*The Symbolic Order gave the marching orders, really. That doesn't mean that the people that came in for the summer program didn't get their input in at all. But the Symbolic Order was the base of it all.

* That was the wonderful happening that allowed an understanding of residential and non-residential to be just two forms, two alternatives. You can go back and forth between them anyway you want to.

* What's happening is that the residential and the non-residential forms are just two forms. Although we try not to make it a hierarchy, in fact we did.

Task Determines Structure

* Task is community based on people linking together in common enterprise. But in crisis situations, it's not just that you have a common mission, but it becomes, in a manner of speaking, a time of survival.

* Corporateness seems to come out of two arenas. One is a common agreement as to what a mission is. Not necessarily with particulars but at least agreeing what field we are going to play on and what the game and rules are going to be.

* Corporateness of ICA is: It is necessary to continue the vision and the mission of ICA.

* Commonality of the task, having some real thing that you actually do together, makes corporateness real.

* The key to our corporateness was the task.

Global Diversity

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* I experience corporateness through friends from India who are concerned about things in the world the same as we are. I experience people all over the world concerned about the same things. The Planet. I think this corporateness is unique and our hope for the planet is this corporate, global, colleague care that exists. Our structures today are not going to exist in 20, 30 years but the people who have this hope and care as they relate to each other are going to give that hope to the planet. I believe the ICA is so important because of the corporate, global colleagues.

* Our children have been exposed to great people and ideas. They've been in the Student House. They have been to other nations. They know how to take care of themselves. They are global persons. They are self-reliant. It has worked real well for our family.

* The intention of ICA through our history and self training has been a rigorous, extensive series of seminars and common experiences including international experience. Almost everyone of us has traveled over the world or parts of the world. We have a deep kinship in spirit, philosophy, worldview and outlook.

* One of the things that always attracted me to the ICA and the Order is the diversity of people. Indians, Chinese, Africans, Latin Americans, Jamaicans, whites, blacks, Canadian, Mexicans, Europeans...a wild mixture. Catholics, Protestants, Methodists, Lutherans, Jews and all mixed higgely, piggely. Everybody is sitting around the table because we are going to build a New Earth. And we are going to do what it takes to get it done. That was always the draw for me.

* I don't know if I would have raised these questions without the experience of the ICA which seems always to be in a larger context.

Study

* We developed a study methodology that enabled us to put on the board a chart of the book. A book like Radical Alternatives by Jean Jacques Servan Schreiber, the French philosopher. We studied that book to its depths in a way that I couldn't sit down and do. But as we did it corporately, we say the implications in a passage or a phrase together...one that might elude me individually. The study was much richer.

* The common memory of the courses and the curriculum The RS-I that we all went through gave us a common language to talk about realities that we all believed in and which are real to us.

Team Work

* And also in order to make that come to reality is always ready to step in to help any other member of the team who is having trouble or isn't coming up to standard. It's great when people recognize that the fundamental thing in a team is to get the job done.

* Teamwork is the ability to put your utmost into something and then hand it over for the corporate body to improve. Knowing it's the best you can do and trusting the group to do one better than you can do.

* That's right. The continuous and discontinuous times in your life need to be decided and redecided by everybody in the team or family or organization. That's the only way to allow true participation and true individuality...to work as a team.

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- * Teams have taken on lots of different forms and manifestations over the years. This continuous shifting of teams and acquiring the opportunity to work....
- * I used to hate going to the Student House until I got there. Because when I got there I was in a different community environment. I knew all the kids but I grew to understand them even more.
- * Teaching some of the courses where 4-5 people would show up from different parts of the US. Walking in with a common mode!...
- * I think having a focus to dialogue beyond your most immediate situation is one of the aspects of that.
- * Certain aspects of our life structures continue to demand that willingness to risk and create.
- * I was appreciated by being part of the team structure and by participating in the team jobs and planning. ^R

D. ORGANIZATIONAL PRACTICES

Shared Experience

- * Our daily activities began at 4:30 a.m. We'd wake up and do our Daily Office and go until 10 or 11 p.m. at night. We did that for years, working the children into the early morning. That was a normal routine for us. Not too many organizations would do something like that. We did it because of a common mission. You can do almost anything if you have a common mission.
- * People learned a sense of care. They learned to live in many different situations and relate to many different kinds of people. To think for themselves, to be obedient and creative. Many have gone out and done very well using the ICA Methods.
- * I've appreciated things like the continually changing childcare structures. From the perspective of caring for other family's children and from having the opportunity to encounter alternative styles of care from mine for my own children.
- * Up until now, I've always sort of felt like a camaraderie with all of the kids I spent that time with because they were all in the same boat as I was. Maybe we didn't know what was going on but we knew that we weren't normal.
- * As I look at our family now there is a closeness, a connectedness there that probably happened more through modeling than intentional family meetings.
- * We've shared experiences. The discussion method permeates everything we do. It has had a lot to do with the decisions of people who've decided to be here.

Assignments

- * When adults were put on Emerging Generation duty, it was a duty.
- * The assignments structure and the kind of dialogue that went on in that process continuously was

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very important.

* Without some structure, it is easy to withdraw on a very personal, particular level away from willingness to risk. It is easy to withdraw.

* When I live in a corporate setting I am more than I am when I live alone. It is as simple as that. I know myself to have more energy. I believe deeply that two minds are better than one; that team effort is the way to go. I absolutely believe that it is possible to do more quality work, more quality thinking, better quality service as a team than as a single. And that is so deeply a part of me that it is probably one of the two greatest gifts that I have gotten from the Institute.

Residential Community Component

* At least one part of the corporate thrust has to do with a continued residential experiment.

* Corporateness, as we know it in the Residential Community, is being tested and questioned. The experience of corporate living is important because part of corporateness is in trusting that the product of the experiment or the ongoing wisdom in that experiment will be helpful.

* People have to decide how to live together. Being willing to create the new is a very intimate and painful, sensitive area. A lot of pathos is here. You can hide from it or pretend it's not there. That's not the solution.

* I am marked by being in this community. Even those who leave understand that it is still a very foundational event for them. I think it is wonderful.

* If you are doing something that a) you like and b) will make a difference, you'll work all night on it. I'm not living together just because I like all these people. I'm living with them because I think we can focus more of our collective time and effort and energy on serious problems than a 1-hour commute to work every day or in a car all by yourself during that time.

* I lived in two of the most difficult houses created in terms of combinations of people and yet found in the midst of that that there were relationships between people that developed at a distinctly different level than most of what I have experienced in working with people. Now, I am in a situation that for the first time every outside the ICA structures I am experiencing a kind of depth of being able to work with and appreciate people and their special gifts.

Context

* Intentional time, intentional reflection and getting your mind above things.

* ICA has very intentional and conscientious contexting. Many different ways of saying the story so there is a growing understanding.

* We have to maintain our corporateness. I think we have to take what we are now and create a new form.

* In the team is the task, the organization, the culture. We always took a lot of time and energy to rehearse the culture, to develop the culture so it reminded us of our task.

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E. DECISION MAKING PROCESSES

High Participation

- * One of the contexts that I remember from Academy was when this sweet, church going lady on the staff said to me, "I have been in so many meetings where there have been knock down drag out fights where the principle is 'either stay at that table until one person convinces the rest of the group to try this approach or the rest of the group has to convince that one person' ". To me that is still a valid way to make decisions.
- * "You come to a meeting with a model. Put in your positive input to the model that is being built. Guard against "rabbits". Something extraneous to the issue at hand. We say, "shoot any rabbits that show up." The intellectual and corporate life enabled all this.
- * You advance your input as a way of advancing the model that's on the table, that everybody is working toward. You don't criticize unless you have something to substitute in its place.
- * Putting that on the table and talking it through and all the possibilities and so on has meant a big difference to the spirit around here.
- * Well, we sit down around a table like we did here and work through what our common life is going to be, our responsibilities are going to be or what it takes economically, organizationally. Each person has an opportunity to make a contribution and to shape what our life will be like.
- * It always seemed like the team of 11 people got the job done.
- * My biggest image is sitting around a table either in the morning before I went to work or in the evening after I got home from work.
- * We do try collectively to work through abrasive things and work through structures or objective ways of coming at solutions so that everyone is finally satisfied.
- * Beckoning and valuing participation whatever it might be.
- * We practiced what we preached. A team that works well together is a demonstration.
- * One of the most eye-opening things for me has been to allow my children to participate in the decisions. At times they provided insights. Parents are not "all knowing".

Empowers Individuals

- * When the organization and the vision were clear and there were more structures it really very much depended on the individual and the family. How much were they going to change the world, how much responsibility one took for getting one's input and influence out. The mission of this group has strongly influenced the direction families go.
- * Having clear cut objectives or knowing what you are going after. First, everybody had to be clear what you were out to get done.
- * It's been the facilitator of moves we have made which could not have been made if we had not pretty much totally decided to go in that direction.

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* To me it is almost as simple as a unified effort, a unified decision. Corporateness requires consensus, a willingness to pursue the common good rather than the individual preference and to adopt that kind of decision as your own.

* I just felt so powerfully linked to that group that had made that decision, just so participatory. You felt participatory in every last ounce of anything. That's what I treasure most.

* The feeling of power. I mean you just felt like you could do anything once that decision was made. And nine times out of ten it happened. Whatever you decided.

* I think the team building was a very important thing because that's how we were able to operate. When the team operated as if everyone's in put was not just good but actually essential for existence, then it was very powerful.

Discerning the Common Good

* Regional Consult. We were doing something that was right. Just opening things up and then figuring out how to enable people to say " yes " to moving in that direction was very complex and we had to see if it was humanly possible.

* Our shift to the current financial model was clearly one of those things that had a major impact. It was a thorn in everybody's side.

* I think it is based on what we call trust and respect for one another. We assume that everyone wants the best for the total community first. We trust that individuals are not trying to get power for themselves. We have different personalities, different capacities and therefore disagreements. We are free to raise these within a context of fundamental trust and appreciation and respect for one another.

* In making decisions we share a willingness to surrender personal desires so as to serve the whole group.

* I believe those are only little charades, little swimming pools in which there is enough possibility that every individual can be creative and again on behalf of in a more comprehensive service to society. And then they band together whether they agree daily or not in a team way.

Consensus Based

* There is something about a corporate community that is serious about participation and consensus which gives you a framework for dealing with ordinary human kinds of struggles that tend to tear other groups apart. Most groups that we work with these days, the group usually never gets beyond the power struggles and wrestling with who is going to be in charge and the adversarial decision making. Getting them beyond that, to experience, even for a few moments, a little breath of collegial corporateness is very, very difficult. So one of the things I value about corporateness is that it has built into it ways of dealing with human impulses that tend to fragment other groups.

* Part of our corporateness comes from common ways we do things. We write it down. Then we say, How could we have done it differently? We change it and then we give it to everybody. And everybody works on it. Its all out of our life experience. We come together, we listen to each other. We say, "We tried it this way." Somebody else has tried it that way. So, we say in this situation let's

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try it this way.

- * Because we've had so much experience from real life situations we are able to listen better, to be more sensitive and to be more effective.

F. LEADERSHIP

Corporate Leadership

- * There was nobody who was the boss. Nobody was a peon. Everybody carried their little pans of dirt. I felt that we had lots of things we called work days.

* We've carried this another step. We experimented with corporate leadership. And I saw in some of the writings that you wrote some people have mentioned the Panchayat. When our dean realized he wasn't going to be around forever, he started, maybe 8 or 10 years before his death, to create his replacement. We experimented with the Panchayat which is the five, we got that of course from India. We rotated five people to sit on the Panchayat. They rotated in and out. The Panchayat was to be the replacement of a dean, or CEO or president or director.

- * That house always felt to me like a close knit team. There was some strong determination in the people in that house in terms of their own personalities.

* We had to depend on each other. There wasn't any place else to go. We had to depend on each other to fill the gaps and to hold up our end of the tree.

* We operated that way for years. Our experiment was on behalf of all society...an experiment in corporate leadership. One day we will not elect a president, a whole cabinet maybe....

Strengthen Individual

- * We emphasized individual development which allowed the children to explore their own areas of interest where they feel they have talent.

* This form of living together as a body politick is the most humane form of group living. There's no star. It honors everyone.

* Sustenance comes to the individual gifts that are there.

* It does not allow the weakness to dehumanize or deflate a person's ego to the point that they give up wanting to be part of the group.

* When someone felt their life going down the drain, we had to shift our energies.

* Even if I screw up, it is something I can learn from. It also makes you feel good when you've done well and got recognized and they want to know how that can be applied in other arenas.

* By forcing the structure you elicited the creativity that none of you knew was there. By matching up different gifts with different situations.

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* We would say, "We want to be like Joe Matthews but we want to be better." That wanting to be better and wanting to be like Joe was the tension that gave shape to our corporateness, too.

* Diversity of physical needs of the staff. In terms of the future, the smaller numbers of staff --large numbers have been an asset in dealing with some kinds of issues...will make some of these issues more significant.

Visionary Leadership

* I don't know if you call it a vacuum or problem or void. We just had such a clear delineation of responsibilities at one time. And for some reason we don't have it now. It just drives me nuts sometimes. I just don't see how we can continue to be effective without a leader who is a visionary and we don't have that now.

* And when you are leading if you intuit that all those critical components aren't there, you don't mess with it, baby. You don't touch it with a thousand foot pole.

* I was attracted to his sense of vision and his sense of commitment. It just rang a bell with me as the way things were meant to be.

Synergistic Energy

* I treasure what I've come to call synergy. Intrinsic spirit. That develops in a real corporate effort which gives you energy beyond reason and there's just something magical about that.

* It can change the direction of things.

* Very intense missional situations brought out something very profound and valuable in corporateness. And sometimes that happened regularly just in teaching.

Alignment and Atunement

* I know several young people and they speak about what that was like to have that many adult contacts and experience and depth and the huge advantage that has been for them as they have moved on in the world. To see these young people it is just incredible to see what power they have.

* Where did they get all of these fantastic individuals? That was a usual response. The fact was that before they got there they weren't fantastic individuals. They were local smooes. But because they could pull the distillates of all these life experiences and add it to their own you could become a very different kind of human being.

* Part of our corporateness is that one person will be up front for the first hour and then we switch and somebody else becomes the leader. What that does to a group? It is one thing when you listen to one person all day no matter how charismatic they are and what methods they've developed. But it is another when one person comes at it this way and another comes at it another. It enables the creativity of the group.

* Style is a characterization of people acting together. It has to do with alignment, attunement.

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* Everything was critical to the total success of the project. People generally just pitched right in and did a wonderful thing.

G. COMMUNICATIONS

Trust Colleagues

* That makes you aware that you have a sense of beliefs or purposes or sharing. You could be wrong. So the first thing you have to do is to check with another colleague or two. "Now, let me make sure I heard what I heard that other person say." They may have heard something entirely different and I was wrong in the first place.

* Remember the image Joe used about wiring your minds together. That has to happen because it is the only way we can deal with the complexities. I am so tired of experts and so tired of not being asked because the richness of my own life experience is so vast.. so horrendous.

* I treasure most that I can trust my colleagues to be willing at any given time or place, given an understanding of why, to be willing to do whatever is necessary to be done.

Common Vision / Common Mind

* Any time a team works together.

* A sense of a common understanding of why you are doing it. A common vision and common understanding of life and purpose that is something that needs to happen.

* Then it got to the point without asking and the three of us would work almost with one mind. If you saw something that was not begun you started doing it. It was really a very unusual thing and the sense of being one team and one mind was rich.

* We had fights and we knew we had to have them but we knew we had to be corporate when we walked out the door because we were working with a shattered culture.

* For me the corporateness is as much a feeling of you've gotten a common mind around things. If you look at what we went through as a body to come up with the financial model we are now living under, that was really a year long consensus building effort. It was a very difficult time. A number of people decided to go a different way. They find it hard to make the kind of shift that emerged as a common mind. We do tend to get clearer and clearer and build a common mind on things.

Shaping Ourselves

* The kids could help you plan. And the kids would talk to the other kids about what they were doing. And they would suggest, "My friend and their family are going to the movie because they saved their money. And last week they didn't do anything." Pretty soon you know there were families in the group that led the way. They actually sat down and had family meetings and talked it over with their kids about what they were going to do and it worked.

* There has to be some way to let the kids know about what was going on so there would have been more a sense of pride about being part of it.

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- * Because I really never knew what I was living in. I remember thinking, "Wow" are these only words that people use in the life? It was a different language and different symbols.
- * And then you take a bunch of people doing that and suddenly it looks like you got a wildly chaotic decision making process. You take a group of people that have a very cohesive nature and yet they all seem to be individuals and the fact of the matter was that all of that was true all at the same time. Many people couldn't understand how that could go on but it was going on because we were literally shaping ourselves by our connections with our colleagues and taking from them distillates of their life and molding it into a new kind of package. That was a process of growth.
- * I realized how fortunate I have been to be exposed to the variety of people and the variety of perspectives. Back in the Summer program of '73 I was sitting at a table with a Korean pastor, a person from India, a couple from Africa, several Europeans and a couple of Canadians and a couple of USA citizens and realizing the oddity was that we thought it was normal to be sitting in that group and how lucky I was that we thought it was normal. It was really unique. Few people get to experience it. That has dramatically shifted my perspectives on relating to people and I find that I think differently from most of the people that I am with on a daily basis simply because I know enough not to be prejudiced. That is kind of overstating it. I don't want to say that I'm not prejudiced but I know enough about people to see them as people and individuals not as stereotypes of nations or stereotypes of color.
- * There were no campaigns. As a disciplined community through the years when we had to shift our discipline was when we became global and set up our houses around the globe.
- * We can make two weeks out of one week, a week one and a week two. A Day 1 and a day 2. Time became a marvelous rediscovery. All this happened in corporateness.
- * I treasure the experiences, the opportunities we've had to live in so many places in this country and around the world. We've lived a very intense kind of life, probably three life times actually, the way we pack everything into time. We've lived a much fuller life than if we had not been a part of the Global Order.
- * I feel that most of the time the ICA has prepared me to live within a society yet not be consumed by the various lifestyles of a society. To be able to say yes and no to what kind of values and things I am going to have. I have looked seriously at how to be resourceful but not let my resources determine what I do.
- * I experience my life as constant challenge. Meeting new people constantly, developing new skills. Many people have said to me that they look at our life style and think we have given up so much. I don't see it that way. I don't think of being sacrificial. I think what I have gained is much more in every situation than I've given up. It is self fulfillment.
- * We wanted to do something more than that.
- * You are limited only by your own imagination.
- * I keep quoting to myself Mao's little quote, " A revolutionary that looks back has ceased to be a revolutionary."
- * You can look ahead only as far as you can see back.

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- * When people are willing to operate out of the image of ourselves as "guinea pigs", they don't have anything to lose and are free to risk.
- * Workdays were the distillation of our corporateness. It's pretty hard to describe but it fit very much my dream of the New Earth. Everybody doing workday. Picking up the garbage. Building the walls.
- * I think part of it is that we've been engaged in life and death struggles. Many of us have worked in different locations. It's just when you've worked together so closely in so many different kinds of circumstances that a bonding takes place. So that you are closer to some people than to biological family members. I think that's part of it. We're engaged in something that's significant for the future of the whole planet.
- * I think what is being pointed to there is that the infrastructure of who we are is being a demonstration to society. Infrastructure... the way we operate politically, economically, symbolically, has to be a model for society to emulate.
- * Doing our kind of work you have a basic commitment to humanity and think it is for each of us to explore each individual on what were their reasons for joining a group like this.
- * What that did was take my belief or optimism or whatever and say that things were possible and give me a concrete example of how people can be involved. It added to the foundation of my group and things to think about. I know the impact of corporateness on what I was doing is very similar to what I thought would be meaningful in an organization. And what it was that there are many of us at this point and my generation in particular who have reached the stage of saying, "Yes, we need to be able to live happily in the world and respect one another and work cooperatively rather than competitively."
- * Breaking down the barriers came in a dramatic, bold statement.
- * It is almost bonded in an equal part to a biological family. The sense of mission and the destiny and a basic self-understanding that we all have that...
- * Decision is what makes it possible for people to live together like this.
- * Sometimes the ICA forgets what it is and begins to think that it isn't a place that is actually accomplishing a real victory in the world.
- * What I'm passionate to do fits with our mission. I feel very honored that I am contributing to what we are doing.

Individual Contributes to Common Goal

- * I think our great contribution to teamwork is the statement which I first heard when I came here to the Academy. "You can accomplish anything if you don't care who gets the credit".
- * We carefully and meticulously did our organization so that it reinforced the task. If you look at it, it was always the way we could get beyond our pettiness. It worked and we lived together for years. I still think that this whole movement toward participative management... I'm glad I actually went through the experience of living with a 24-hour participatory experiment for ten years.

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- * If you are interested in the mission of the organization and what it is intended to do for society and you have nothing in your pockets or you have a million dollars. It would not make a difference. It you showed up and were willing to participate in the corporate structures that is all that is required. I loved it.
- * A common understanding of life itself and a common missional purpose.
- * The houses made the self-sacrificing economic discipline where everything you had was common. Depending on how high up the hierarchy it was determined how much influence you had on how the decisions got made. The extended community or movement were also expected to make an economic sacrifice and at times did sacrifice but they always chose where the boundaries were.

H. INTER PERSONAL RELATIONSHIPS

Team Responsibility

- * I think in our senses I am most proud of ICA when I see it doing something that is caring for individuals or caring in an individual situation and not ignoring individuals for the sake of some bigger vision or mission. I think we do have tendencies to ignore the individual for the sake of something that is supposedly bigger. But real care is best handled by trying to look after those who are immediately with you.
- * Having other people around you working together allows you to attempt things that you never would attempt otherwise.
- * There are times when facing something and getting all this anger and stuff out will make it worse because it would be disabling to the people involved.
- * Action is important. That you are doing something. There are tons of things I could do but if I do them with somebody or the support of somebody it is a lot easier.

Support

- * There's the support also. I've experienced the support of the fellowship. I want to go this way and do this particular thing. I've found that there are a lot of people right there saying, "I'll open the door for you."
- * It is a sense of community, a sense of people that you can depend on.
- * I never excuse myself. I am always working to be the best I can be but if something is going on with me personally then everybody else cuts some slack. I don't cut myself any but everybody else cuts some slack. So one of the men at work is going through a struggle with a divorce situation or a likely one. Everybody has compensated for him except the guy himself. At that goes on in a daily basis in this setting.
- * Carol Booth and I went to Chicago a couple of weeks ago. Until 4 months ago she was never exposed to ICA. We stayed at Kemper and went out to dinner with 4 other women all of whom I have known for years and had this wonderful in depth conversation. We talked about books, what we had read, needed to read, were experiencing out of those books, what we had learned from them. We went on like that for 5 hours and Carol was positively awe-struck because she had never really had

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an experience like that. To me that epitomizes what I feel about it. I can walk into the Milwaukee Metro group or Cincinnati or Kemper or any place on the face of the earth where Institute related folks are found and get into a depth conversation which is rare for most.

Fellowship

- * Fellowship that goes beyond community.
- * Corporateness is the supportive relationship with people working together which isn't competitive and is intended to move things along rather than turning on itself.
- * Just knowing where to find out how to fix something. People throw out just anything. Consciousness about caring for a car. If it is maintained it will run a long time. It is things that are cared for.
- * My understanding of corporateness is very similar to oneness. While corporateness cares for the individual the individual cares for the greater body in itself.

Family of Adults

- * The constant availability of other people a kind of built in think tank. The opportunity for children to be close to several different personalities. Sharing the workload, the expenses, the economic and all those things.
- * There is more or less a family tie among the people.
- * We are an extended family. My concern is that youth have extreme difficulty building relationships outside the Order.

Cultural Appreciation

- * Frequently I feel as if our whole corporate culture has elements of an appreciating culture. The fact that we have the possibility of a lot of individual flexibility and at the same time a lot of collective direction the appreciation is vicariously experienced differently.
- * I think ICA has provided a body of people a mechanism through which persons from around the world can live together in relative harmony. We often look around a session and there will be as many as 14 different nationalities present. It has been a place where women can rise to levels of leadership often not offered elsewhere.

Openness to Relate

- * Nobody's a stranger. Two of us shaved together this morning. We didn't say a word to each other. But just the fact that you are always in the gaze of the neighbor, you are always in relationship to your colleagues.
- * The hugs when we get back. There were three of us in India together. I haven't talked to either of the others in two years but if they showed up here tomorrow we would start our conversation from a place that was out of those years of growth. You just leap into the current edges.

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Increase Individual Confidence

- * It gives you the confidence to feel you are doing the right thing.
- * It is a feeling among people that they can get freer.

Relationship to Community

- * It is really not very comfortable to be in the community. I think if people have another mission, another focus and see themselves in another community they ought to go join that community. I think they ought to stand where they stand.
- * Our identity was so wrapped up with being part of this community and yet what we experienced was that the intensity of the community relationship intensified our own sense of self.
- * I believe our community has reached out in the midst of that and been a context and a care structure and a support structure. And I think that has been done in a healthy way. I think that is one of the things wrong with our society. That's what the church used to do. The neighborhood. The small town. That's why I think living in community may come back to be one of the most significant things we have to offer.
- * One thing I mean by community is that you celebrate life markings: birth, death, birthdays. You have a way of celebrating those. I think one of the reasons this is absolutely necessary for the future is that wherever you are you have the capacity to form instant community.

Missional Family

- * There are some distinctly solid, spectacular families in the Order. They were those who were as intentional about their family life as about their corporate life. The Slickers, Newkirks, and several others. Families that have done well are those who have taken it real seriously.
- * Yes, it has sustained us by providing an openness for discussion. We have been open to the insights of our youth and they have been open to our wisdom and experiences. I feel fortunate because the makeup of our family provides a both/and of the ambiguity of life.
- * I'm about to think that our young people are going to become a real important missional edge and it going to come back that way.
- * The missional family was what gave a family a reason for being that which was beyond its own self. I consider that to be a universal truth of any organization or constellation of people. Any community of people. It needs a focus beyond itself that empowers the community.

Significating

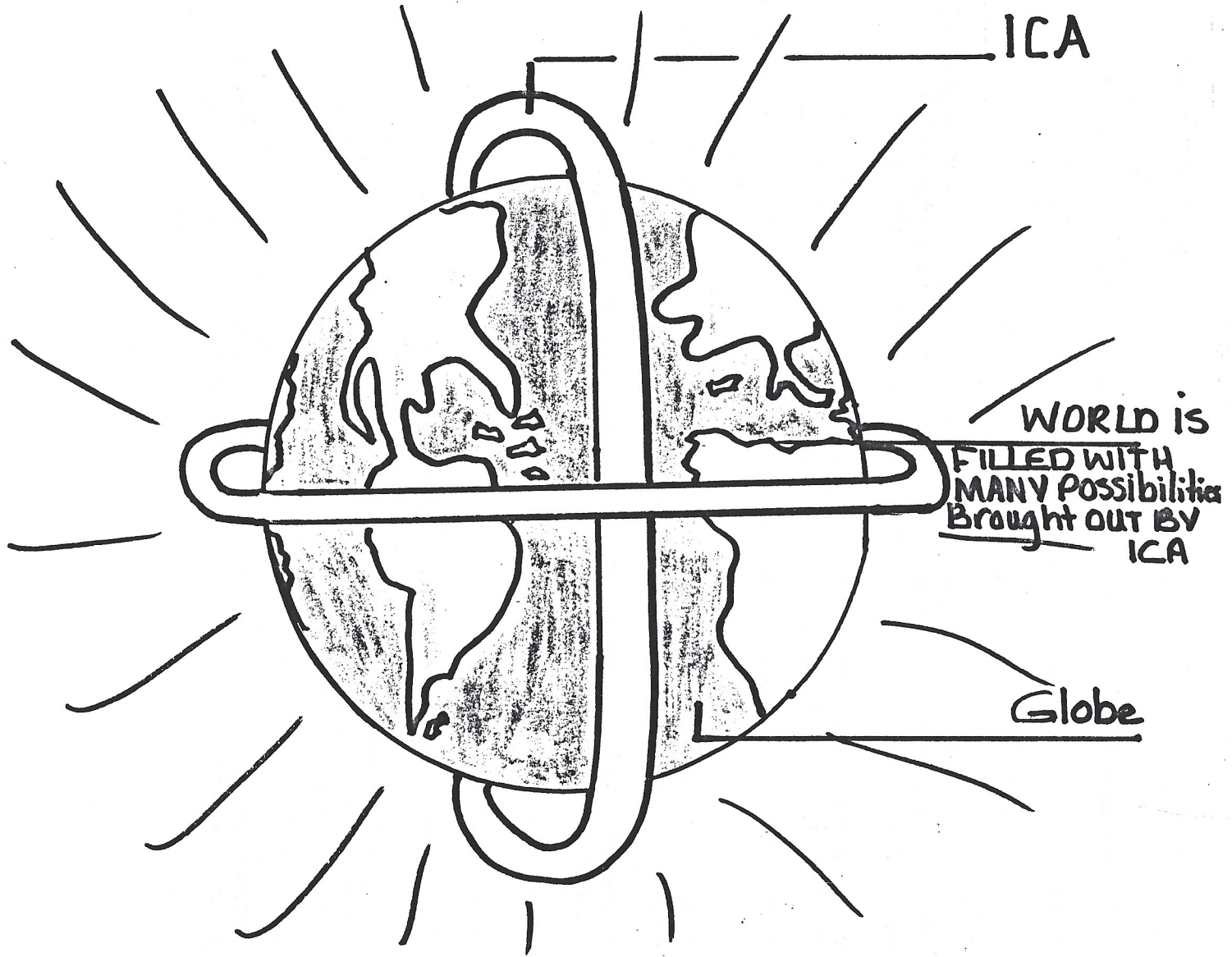
- * Organizational practices included the ritual life and the rehearsal of that so that it has to be the daily office, the singing, the collegium, the house church. Those kinds of experiences.
- * The efficient use or at least the corporate use of common resources offers potential that is squandered away in less corporate settings. A focus on a common spirit life, a common ritual.

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- * It was real. We stuck with it. We went through the veil.
- * Singing is one of the things this community has used as a very strong bonding force. It releases endorphins, too.
- * Participation in the corporate life style. Just feasting on it.
- * We keep celebrating everybody's anniversary.
- * You feel like it is everybody's celebration instead of just one persons'.
- * House Church by far. The significant experiences with other people around a meal or some kind of celebration, plus singing, plus prayer. I have been at some Polish weddings that lasted for three days and some funerals that were just marvelous. I never wanted to miss Daily Office.
- * So we each have our scarred, warped history that makes us committed. Then we come together as a group and try to focus that and give it meaning for all of us.
- * We had a story about why we were doing this and why making a toilet is part of saving the world. It is really helpful.
- * Everyone has a way to participate in the story telling of what went on. This always has been a critical factor of any house we've every been in... this story telling.
- * Celebrative ritual. How do you do rites of passage ? A child to adulthood. A marriage. A death. Ken's memorial service. It was not a funeral.
- * It makes you more aware of the relationships you have to what we've done.

Corporate Table for Decisions

- * We brought everything to the table and celebrated everything.
- * It has been important for us to have the gatherings here and across the midwest where we've had not only to share our missional doings but to do study which I think is important as well as just to inform ourselves and reminding and being face to face with each other.
- * Our experiments in creating some kind of decision making. It felt very loose at times. I think probably it is very important to have the opportunity for people to participate in their own interests and passions. And that's how we keep ourselves linked together and we've had collegiums.



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