

## MONDAY IN THE TEAMS

Monday is the first experience of the consultants in the teams. Packets with assignments are passed out at breakfast and team meeting spaces are assigned. Since there is no plenary, the teams gather immediately after breakfast to begin the day. Their task for the day is clear: focussing in one practical social arena using the intuitions, the impressions, the hopes, dreams, needs and visions uncovered during the day to create a list of the objective elements of the latent practical operating social vision of the community. It should be noted that considerable controversy exists on how much a team should focus on its arena and how much retain a focus on the whole. This will be decided in each consult. The first meeting of the teams requires time to get acquainted--a few songs, usually some form of introductions conversation is held, sharing names, practical expertise, cities of residence and where appropriate further impressions from the day before. Spend some time on this conversation. Next, the team leader will need to spin briefly on the consult itself, the role of the team, his own initial observations, and a tentative recommendation for how the team might operate during the day in order to give people images of what is meant by field trip. Then some sort of workshop should be held to get group input into the day. The function of this conversation is only to get team members fully attuned to the day. Something such as follows should suffice: What have you seen so far in our arena? What is already going on? Where else does our arena go on in the community? What are the not so obvious places where this dynamic occurs? List places to go, people to talk to, and data to study to give grist for planning the day.

Reflect on these last answers to plan the day. First, locate any items that the whole group needs direct exposure to. (note: in principle, the whole group needs exposure to everything--but we are not offering educating the consultants; we are concerned to get a depth job of research done) Plan and make arrangements to see these places. Then take the remaining items and using the wisdom of the local consultants place them in 2,3 or 4 sequential chains for units to go and visit. (note: the leader of the team needs to have a feel after the dependable leadership and translation capability in the team to give guidance in planning and dividing the team up into units that can actually operate and also to give a sense of priority to what is seen so that the most important places are covered first) With these plans in hand, break to units to make whatever practical arrangements (appointments, lunches, transportation) are needed. One responsible person on the team should be assigned to coordinate these arrangements. Meet back as a team at lunch to reflect on the morning and broaden and sharpen people's screens for the afternoon. The reflection at lunch could possibly be as follows:



1. What did you see that struck or impacted you this morning?
2. What did you hear that struck you?
3. What did you find out about the community that impressed you?
4. What unique facts or factors have not been mentioned?

Again, the leader should organize these responses and have the group suggest additional or alternate investigations that might be done. Make whatever revisions are needed in unit plans and send the units out for the afternoon being sure to announce the time and place for dinner, the time of any break, and the assignment of team members to set up for the evening meal.

Suggestions for what to do in the field trips are published separately. In preparation for the evening, the team leaders should pull together notes from the morning and lunch along with intuitions out of the day to anticipate as much as possible the team results and to sharpen questions and overall orchestration of the teams day. Also, assignments should be made to the various leaders of the team to handle different parts of the evening.

The product of this first day in the teams is highly impressionistic--a list of 20-30 elements of the operating vision uncovered during the day stated as nearly as possible in the language or wording of the situation. These elements emerge out of a dialogue between on the one hand the needs and hopes related to the situation as they are articulated throughout the day by the local people and on the other hand the envisioned practical possibilities seen by the outside consultants. Thus, the aim of any workshopping or sifting of data is the clarification or objectification of impressions--not their gestalting or interpretation. (The elements are not the sum of outside and inside reflections. The elements emerge out of this encounter) You are after depth, but depth of objectivity on the actually operating vision.

How do you find this out? How do you do this? Well, obviously you year reports. What did the units find out, discover, or see? You reflect as a total group. What is the most important thing we found out, discovered, say today? You get responses from the total group as to the elements they say, having each individual write down one or two responses then going around the room to get one item from each person into the stew. You put all of these on the board or on long sheets of butcher paper for the whole group to see. You have 2-5 other ways of asking the question to add more data to the listing such as: what did you discover the dreams of the people to be? Then you take the list and go over it. If the hour is late, this can be done by the leaders alone, but if time permits, the whole group should clean the list. This involves combining and eliminating overlap and cleaning and sharpening the language used to accentuate the profound aspects of the vision. This cleaned list should consist of 20-30 items each focussed and titled in a 3 word holding phrase and stated in a single sentence. This list should be printed neatly on butcher paper and typed for publication overnight. Personal and scribes notes should be collected, organized labelled and filed

In a single sentence. This list should be printed neatly on butcher paper and typed for publication overnight. Personal and scribes notes should be collected, organized labelled and filed for use later in the consult.

The leaders need to check briefly afterwards(during the publication if possible) to share data and check on personnel, especially clarifying and making shifts in unit assignments, clarifying the names of team members and their expertise and background, checking space arrangements and decor and anticipating the morrow. Anticipating the morrow includes making assignments for reporting and scribing and translating in the plenary and going over procedures for the next day making modifications, assigning leaders, anticipating practices and so on.



## TUESDAY IN THE TEAMS

Tuesday in the consult is the day of the first plenary. This needs thinking through by the team leader. Where does the team sit? Who will report for the team? What scribes are needed to keep track of what is happening? (At least two are required - one who keeps careful track of what happens to each item of the team's data for the data exchange and one who scribes the board - who attempts to keep track of everything that goes up on the board for the use of the team immediately after the plenary.) Who will translate for the team? Which leader will orchestrate the team's participation in the plenary and which leader will focus his attention on planning what the team will do afterward?

The moments after the plenary always seem chaotic. A rational chart of the operating vision has been created which did not exist before. It seems shocking to have such a gestalt but at the same time the details of the gestalt are not all clear. The team has a new assignment - to one or more master components of the operating vision. The team is dealing with a new step of the method - yesterday they were working on elements of the vision - today they are dealing with deterrents, irritants and blocks to the total operating vision with a particular emphasis on several master components. This must all be untangled and explained to the team as the first step in preparing them for the day. While this is going on, several people need to be listing on a blackboard or butcher paper, the plenary data beneath each gestalt category for the team's use. This listing should start immediately and when the scribe arrives with the data exchange be cleaned and completed. A third scribe needs to quickly recopy the whole plenary chart on butcher paper for the team's use.

The team leader should gather the team with a song or some other appropriate opening and then walk them through the day while the overall plenary chart and data lists are being prepared. As soon as the plenary chart is completed, the team should review it in order to get a feel after the total vision and also to locate their assigned columns in the context of the whole. This could be done by the group leader walking through the chart and calling for illustrations of each column. Then the group should study each of the data lists and get familiar with them by taking the gestalt down a level in each case. (If this exercise indicates misplaced data

which would better be held in another place in the chart, a runner should immediately be sent with it to the other team to accomplish the transfer. These transfers should be reported to coordination.) A copy of this gestalt should be sent to coordination for use in cleaning and completing the plenary chart. This is all preparation for planning the day.

With these charts and gestalts before the team, begin an anticipatory workshop to plan the day. If the columns of the vision chart assigned to the team are closely related, work as one group on all the columns. If they are relatively distinct, then break to subgroups on each column. Talk through each column, using questions like:

1. What is currently going on that is related to this arena?
2. What are the social forms operating here?
3. How would you describe the actual current situation relative to this dimension of the vision?

These questions along with the pushing question why should be used as a painters palette by the team leader in leading the team in a summary exploration of possible arenas of contradiction to be explored. You are not after naming down what the contradictions are by any means. You are after first clarifying the new question which is being asked and second focussing and giving direction to the field investigations of the day. At the end of each line of questioning ask, "Well, where do we need to go to find that out?" Organize these items as yesterday they gave substance to the field work of the day.

When the team gathers for dinner, open with a spin and reflection on the function of the team in consensus making in the whole consult. Especially focus on reflections on the dynamic of the plenary. After this, move to debriefing the units on the day with a question like: what did you do today? and what did you find out? Keep careful notes. Then debrief each team more formally. For each assigned column of the vision chart, list conversationally (focussing only on the unit who investigated it) the irritants, deterrents and blocks they uncovered. It may be helpful in terms of time to have the units prepare this report beforehand. At this point you are after data so close off speeches and only push to get out more data. When the unit has reported, turn to the rest of the group for their input: What blocks do you see to this column or to any boxes within it that the unit may have missed? Follow this procedure with the whole team for each assigned column.

Create a set of prioritized contradictions for each column. An informal crossgestalting/pushing process is required. You are after looking through all of the data to the objective factors being pointed at that act as blocks to serious attempts at actualizing dimensions of the operating vision. The first question in this process would be what blocking factor is manifest in several answers and is clearly an underlying contradiction relative to the whole vision. Keep sorting out factors from



the list until you have at least 20. Be sure it is clear, first, that the item is an objective social factor actually present in the situation and second how it is actually blocking serious attempts at actualizing the vision. Clearly, if this task can be done in separate units on each column the work will go more quickly. Label each of the 20 factors with a 3 word title and explain it in a sentence which includes the title in it but describes and does not merely reiterate the title as a blocking factor. When the 20 statements have been written, prioritize them and publish them in priority order from first to twentieth on a stencil and put the titles on butcher paper.

For the sake of the plenary, as many of the contradictions as possible need to be pushed if only to familiarize the consultants with what will happen in the plenary. Be careful not to do this pushing towards abstraction. While publication of the reports goes on, the team leaders should check signals in preparation for the following day and also push further the teams work.

### WEDNESDAY IN THE TEAMS

Wednesdya in the teams is a relatively easy day. Team membership has stabilized and the team has learned to function together. The amount of data being worked with is still relatively small. Though the plenary is hard in terms of the push to get underlying contradictions, the breakthrough of the result intself usually produces a spurt of motivity in the consultants.

On arrival in the teams, the leader wlaks through the day and spins on the great courage required to risk decisions to come up with specific workable proposals for Inclusively releasing the contradictions. As soon as the overall chart and data lists rare complete, the team reviews the plenary, seeing the relationship of its assigned contradictions to the total matriz. To concretize the work of the team, go over the list of data under each contradiction and tentatively form it into subswirls (while this is a tedious and time consuming task requiring a depth, sophisticated analysis of the contradictions, the suggestion here is inteded to simply give a way to hold the complexity and richness of each contradiction before the team without resorting to working with each item of data individually.) Be sure to more fully retittle the contradiction after the subswirling exercise. To hold the insights of the group, have a scribe take careful notes during the subswirling conversation and pull these notes together into a paragraph for use in the evenings work.

The task of the day is bo build a proposal complex of 5 or 6 parts which meets the following criteria:

First, it promisses to strike at the heart of the contradiction and thus deal with the depth blockage that is present;

Second, it is designed, in its varðous components, as a complex entity which addresses all the aspects and manifestations of the contradiction.

Third, it is a feasible plan of action, specific yet not gimmicky, broad yet not abstract or platitudinous;

Fourth, it represents a responsible decision for dealing with the contradiction and not simply an elaboration of alternatives;

Fifth, it represents a clear focussed 5 or 6 point plan and not a conglomerate of many disrelated actions.

Sixth, it combines direct and indirect strategic approaches to the contradiction in a way that makes plain that it is dealing with a concrete social reality and not a n abatract problem or some lkind of goal.



Once the subswirls have been located, move into the anticipatory workshop. Here there are two questions:

1. Where might we go to see or talk about firsthand the manifestations of this contradiction?
2. Where might we go to see or talk about successful or unsuccessful attempts at dealing with the contradiction?

Off this dual list, build a picture of the field research required for the day. The second list will give clues to visitations needed to test the feasibility and develop the concrete specification for proposals. The first list will indicate investigations which must be made to further clarify the situation in order to build relevant proposals. Build plans, break to units and go to the field.

In the evening, spin on the team as motivity catalyst, then have the operating units report their tentative proposals and have the whole team push their work by adding data to their report. You might begin by having the contradiction paragraph read aloud. Discuss it: what aspects of the contradiction are easiest to deal with? What might you propose? What aspects are most difficult to deal with? What might work there? You might even ask what are some things that clearly wouldn't work. Discuss why these wouldn't. Ask what might be done to deal with the heart of the contradiction. Focus this whole discussion as a time of reporting on the experience of the day. Then give people a few minutes to build their own 6 point plan for dealing with the contradiction--the 6 fold course of action which would deal with the total contradiction. Give a shortcourse about the ricochet principle and indirection. Ask for some indirect, unexpected or wild proposals for dealing with the contradiction. Ask 3 people to put their plans on the board and walk through them with the group. Discuss them briefly and pull the 3 sets into 1 and then ask: If we did this, would the contradiction have been creatively resolved? What would be left? What else from your own 6 point plan would be needed? Draw this together into one 6 point plan with 3-5 aspects to each point. Repeat for each assigned contradiction.

After dinner, go back to units to regestalt and sharpen the proposals and write them up in brief holding paragraphs in which the first sentence states the proposal using the form "The (first) proposal for dealing with the contradiction is \_\_\_\_\_." Use additional sentences to describe and specify it. Publish and plan tomorrow.



## THURSDAY IN THE TEAMS

On Thursday, the total consult will do a crossgestalt in order to arrive at the practical proposals for the comprehensive development project. These will be organized tentatively to the level of basic proposals (boxes in each column) in the plenary to give hard data for the writing of the tactics. The move from proposals to tactical systems shifts the consult from the realm of potentiality solidly into the realm of implementation. The task of the day is to invent the complex interrelated set of discrete practical acts required to actualize the given inclusive set of proposals. The teams will delineate 6-15 substantial tactics for each basic proposal. To do this, the teams will be focussed in units building tactics all afternoon. Field trips are absolutely necessary not for further first impressions but to determine actual tasks and real specifications. Before dinner, each unit in the team will pull together their recommended set of tactics for each proposal on a large sheet of butcher paper for presentation to the team at dinner.

Meet as a team to plan the day. Go over the assigned paramount proposals relisting the data from the plenary under the relevant basic proposals. Check this against the teams scribe lists from the plenary. Have a team member draw the full plenary chart. Go over the day while these are being drawn. Because of the number of basic proposals assigned to each team (4-7) it is suggested that you work in subgroups throughout the day--each subgroup with a single basic proposal to work on. In the subgroup outline the content of each basic proposal. Use the plenary data gestalted into the basic proposal to determine the 4 subproposals or each proposal. Organize the remaining data out of the paragraphs into the 4 components under each subproposal. Note: it is critical that you build at least the 4 subproposals for each assigned proposal so you know what is involved in the proposals you are building tactics for. Complete the second level as far as the data allows. Put the 4x4 description of each of the basic proposals on a large sheet of butcher paper to share with the team. Assign someone to write a lengthy one paragraph description of the proposal. As a team go over each basic proposal 4x4 and list the obvious substantial tasks needed to actualize the proposals. Also note questions and unclarities concerning required tactics. Go back to units with their data and reflect on it. Then plan the study and investigation necessary by the subgroup to determine the inclusive specific tactical requirements for actualizing each proposal. Use a question like who do we have to see and where do we have to go to clarify our work on tactics? Send the units into the day.



As a team, subunits, and individuals investigate and research the tactical requirements for the assigned proposals. Focus on each of the 4 subproposals to facilitate getting out data. Focus only on the necessities for actualizing the assigned proposals. Avoid making additional proposals. Avoid dealing with steps. You are after the substance of what must be done, not the process of doing it. You are also after specific designs and materials, actual quantities and specifications, and specific actions and tasks. The intent is to answer the whats, hows, and wheres needed to actualize the proposal. By the end of the day you should have uncovered at least 5-8 potential substantial tasks(not procedures or abstract steps) necessary to actualize each subproposal of the assigned basic proposal. Of course, these will have been distilled out of a great number of tactical intuitions and other data gone over during the day. As individuals look across these four brief lists of 5-8 tactics per subproposal, pulling out in an intuitive crossgestalt the 6-15 substantial independent tasks. Have one person share their work with the group and discuss it. Ask: how could the proposal be done a different way? After several different approaches ask the group what substantial acts stood out that would be necessary no matter how the implementation was organized. Get out a list. Then ask If you were doing this proposal what other tasks would be required? Give each tactic a 3-5 word title which clearly states the tactical action and write a German sentence giving the specifications of the tactic. List these on butcher paper to present to the team in the evening.

In the evening, after the investigations have been completed, meet as a team to go over the day. Report informally on the work done relative to each proposal. Briefly read and discuss the tactics created for each basic proposal. Allow the team to critique the work for practicality(are these do-able tactics and not additional proposals?), applicability(are these all necessary and do-able in this situation?), substantiality(Are these each substantial acts and not abstract steps?(a rough guide is this, any suggested tactic which would require less than one man day of effort should be subsumed if possible in another tactic.)) and inclusiveness(are substantial tasks unmentioned?) Then have the whole team examine the proposal 4x4 and hear the reading of the proposal paragraph. Then ask: what other jobs are necessary to actualize the proposal. Remind team members that items on the 4x4 may slip under the door as tactics. List these additional tactics. Keep asking: will these really accomplish the proposal and are all these necessary? Comments by the total team will ensure a balanced picture of the tactical necessities for each proposal.

Return to subgroups, go over the comments for the total team, clean the basic tactics incorporating new insights from dinner. Give each basic tactic a 2 word(adjective+noun)title. Print these on the butcher paper form provided while the rest of the teams expands the german sentences prepared for dinner into inclusive tactical paragraphs in which the first sentence clearly states



the tactic and the following sentences describe the subtactical requirements and practical specifications of the tactic. The intent of these holding paragraphs is to get as much practical thought through data down on paper as is possible. Switch the paragraphs with another unit to have them checked for cohesiveness and accuracy of the title. The titles (identical to those on the printed butcher paper) plus the tactic topic sentences should be typed on stencils (1 stencil for the tactics related to each basic proposal) to be run off for the plenary in the morning. Clearly label the paragraphs in separate file folders. Turn in a copy of all work to the practices group for duplication.

## FRIDAY IN THE TEAMS

On Friday, once more a crossgestalt will be made by the whole consult. This will transpose the tactical actions into a coordinated tactical system of 25-35 basic tactics. Working with assigned paramount tactics discerned in the plenary, the teams will finalize the organization of the tactical systems and write 150-300 word holding paragraphs describing the subtactics for each basic tactic. The teams will also build implemental paragraphs and plans for each subtactic.

The morning will be spent working in a plenary session to articulate the tactical systems necessary for the community. This will involve organizing 250 or more tactics into a single system of 25-35 primary tactids. The amount of data involved in this plenary requires a different kind of participation by the group mind than has been needed before. We will sit by teams but work primarily as subgroups within the teams, each focussing on one particular proposal and the tactics listed beneath it. This means that to cover all the work we will be operating in 17-22 separate groups. The groups will be assigned to work with material which they themselves did not create. The purpose of this is to bring maximum objectivity to the corporate mind. Detailed instructions will be given step by step as the plenary proceeds. At the conclusion of the plenary teams will be assigned to write up the basic tactics which emerged out of the crossgestalt.

The period running from the end of the plenary on Friday until the closing plenary at noon of Saturday is generally conceived as a single block of time with 2 jobs to be accomplished. The first job is quite clear--for each basic tactic to name and clearly describe all the subtactics contained in it. This is in the form of one sentence per subtactic or one paragraph for each basic tactic. The second task is not a matter of clear agreement. Two tasks remain: the writing of implemental essays on each subtactic which draw together and explain in clear prose form the what, why, where and how of the subtactic gives the consultants the opportunity to systematically put down the practical wisdom they have accumulated. The second task is to do an initial job of discerning the actuation programmes for the total project.

Writing the tactics summary paragraphs is easy. The major value is maintaining high precision and accuracy in naming and describing the specific required subtactics for each tactic. Gather the raw data slips belonging to each assigned tactic and paste them neatly on a single piece of paper putting the tactic title at the top. While this is being completed read and reform a tactics paragraph from one of the documents. Then context the group on what a subtactic is (a thing to do) and ask them to listen to another



paragraph and jot down all the subtactics they hear. Read the paragraph then ask several team members to list the subtactics they heard. Discuss this exercise, then read the subs listed on the subtactics chart. Discuss the criteria for discerning a subtactic. Then read the raw data sentences gestalted into a tactic as though they were a paragraph. While you read, have team members listen and list the subtactics they hear. After the reading discuss and consense on the subtactics in a given tactic. Give each a 2 word(adjective plus noun) title. Note any subtactics which do not seem to fit the gestalt. Repeat this process until you have named subs for each assigned tactic. Then describe the next step in the process. This involves building a backup folder for each subtactic inside a folder for each tactic, then reviewing that data and writing a lengthy precise descriptive sentence for each sub. The kernel of this sentence should be "A model house will be constructed." or "(name of sub) will be (action)." Modifiers and clauses should be added to the kernel to ensure that all necessary specifications are indicated. The paragraphs written on Thursday are the basic material here. If you find extra subtactics in the backup paragraphs, however, feel free to add them to the paragraph. When the subtactic sentences for a tactic have all been written, discuss and write an overall intent and descriptive sentence for the total tactic. Then rewrite the tactic paragraph for language and flow. These paragraphs should be typed and read aloud and critiqued at dinner, then rewritten and typed to be handed in.

In the evening, after the tactics paragraphs have been written, meet as a team to reflect on the work of the consult. YOU should have vision, contradiction, proposal, and tactical systems charts before you. Converse on the insights and breakthroughs of the consult. Talk over the actuation of the project. What courses of action are clearly needed? What decisions have we made? What structures will be needed in the community in actualizing the project? Divide the team into 4 groups. Working as individuals at first two of the groups decide the actuating programmes(a two word title with the word "Programme" after it) hidden in the tactical systems, and plot all of the tactics into one or another of these programmes. Two other groups plot all of the proposals into a set of programmes. Come together as groups with the individual lists and pull the sets of program titles into a single set for the group. Report these 4 sets to the team, discuss briefly. then assign a small group to organize the 4 sets into 1.

The programmes team will draw these four sets of suggested programmes into one set of 12-20 actuating programmes for the total project. Hear reports from each of the groups, eliminate overlap, and combine similar programmes into a single set. Plot the tactics and proposals into the programmes making sure none are left out. Use that data to delineate the 4 components of each programme. Copy the actuating programmes chart, including the components onto a large sheet of butcher paper. Share these with the team at breakfast. Note: while the actual process of discerning the actuating programmes is much more lengthy than this, the work of the teams will provide helpful initial reflections for the following week. Collect and organize all backup material for filing. Send a copy to practice for duplication.

SMALL PAPER MAY BE REVIEWED

Meanwhile the bulk of the team will begin work on the subtactical implementals for each tactic. This involves reorganizing all the backup to each subtactic according to what why how where and other specific data and writing up clear specific recommendations on each subtactic. Where there are holes in the research additional field visits and investigations will need to be made. Where no consensus has been reached, indicate remaining issues to be solved. Provide equipment and supply lists and also cost estimates where possible.



SESSION IV -- ACTUATION WEEK III OF HDP LAUNCHING

EDGES

1. As a part of Week III assignments formalized by the Panchayat, an actuation task force is formed, composed of guardians, consultants from other projects and ICA staff. Leadership needs to be carefully chosen with acceleration trek or project experience.
2. Leader screens subtactic paragraphs on Saturday p.m. for possible post-consult week miracles, and uses own expertise to breakopen crucial arenas such as economic, stakes & guilds and visibility.
3. During Sunday noon context set by document writing leader, lists of do's are brainstormed by whole group which can be implemented in this interim period of one week (30-40 items).
4. Actuation team spends Sunday afternoon gestalting, prioritizing and timelining this list and making assignments. Each actuation member writes a statement which begins, "These are the 12 ways we can immediately engage local people in the Project."
5. Recruit local residents to participate both in actuation as well as in the implemetary writing beginning on Wednesday.
6. Major focus of the week is a head start on the economic and organizing stakes-- village-wide calling--and guilds--Health, Education, Welfare, Agriculture, Force, Industry.
7. Organize a work day or a fair for the following weekend (Saturday or Sunday) depending on the village work patterns as an event that actualizes several subtactics. The key is catalyzing something massive and visible. Criteria here are: dealing with the most broadly expressed contradiction; (eg: space practical training, commerce); dealing with the village symbolic life (eg: flagpoles, signs, newspaper); begin with both social and economic arenas (eg: preschool, community garden, store).
8. Task force coordinates skeleton practices work force and returns inkind items ~~unty~~ as necessary. Practices participates in actuation wherever possible.

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