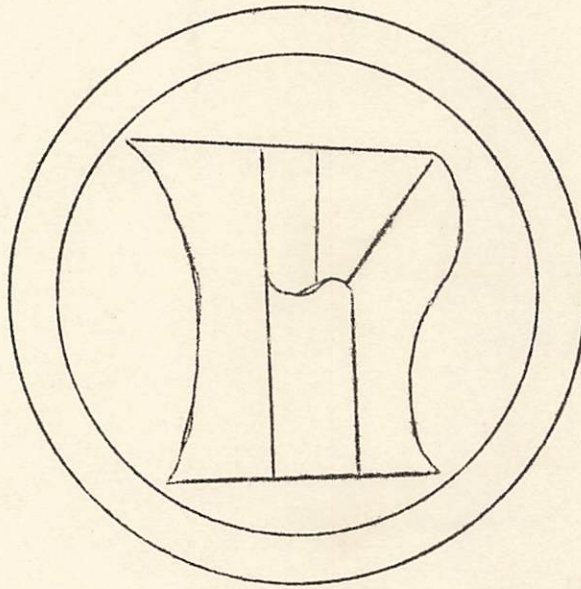


THE KAPINI HUMAN DEVELOPMENT PROJECT

LENS

LEADERSHIP SEMINAR



15th - 17th May, 1981

LUSAKA - ZAMBIA

L E N S

THE CONSENSUS BUILDING PROCESS

The uniqueness of the LENS process lies in its analysis and use of existing and anticipated constraints as the focus for building innovative strategies. The following is a layout of the focus and product of each session.

SESSION I - VISION ANALYSIS

QUESTION: Given the stated arena of concern, what is the recognizable condition you would hope to have in place in the next two years?

PRODUCT: The elements of the articulated and latent vision as it relates to the task, organisation and environment of the company or organisation.

SESSION II - CONTRADICTION ANALYSIS

QUESTION: If the stated vision is to be realised, what are the issues, deterrents, blocks, irritants, etc., which must be dealt with?

PRODUCT: The statements of contradiction, i.e., the points at which there is a confluence or bottleneck of issues. Contradictions may be structures, procedures, attitudes, principles and policies, personnel configurations, etc., which, when clearly stated, indicate the steps to be taken for their resolution.

SESSION III - PROPOSED STRATEGY

QUESTION: What are the new directions in which we must move in order to resolve the contradictions?

PRODUCT: The statements of innovative proposals which indicate the new directions for the company or organisation. These proposals are strategies for dealing with the contradictions rather than accomplishing goals.

SESSION IV - TACTICAL PLAN

QUESTION: What are the substantial actions that must be taken in order to actuate the new strategy?

PRODUCT: Statements of the tactical actions and a delineation of the key tactics whose impact will be such that the total tactical system will be put in motion.

SESSION V - IMPLEMENTATION CALENDAR

QUESTION: Who, what, where, when and how will the key tactics be implemented?

PRODUCT: A 90-day implementary calendar, a statement of the 14 points of effective team work and the mission statement of the organisation.

"Man anticipates more or less clearly
his entire future at every moment."

Ortega Y Gasset

"What appears to be a breaking down of civilisation
May well be simply the breaking up of old forms
by life itself."

Joyce Carol Oates

"We are at an historical vantage point
where the wasteland ends and
human wholeness and fulfillment begins."

Theodore Rozsak

"At the edge of history the future is
blowing wildly in our faces,
sometimes brightening the air and sometimes blinding us."

William Irwin Thompson

"The task before us now if we would not perish,
is to shake off our ancient prejudices,
and to build the earth."

Teilhard de Chardin

toward VILLAGE ECONOMIC STRENGTH			toward LOCAL EDUCATION AVAILABILITY	toward MODERNISED VILLAGE LIFE		
COMMUNITY FINANCES	COMMERCIAL BUSINESS	AGRICULTURAL INCOME	VILLAGE TRAINING	CORPORATE LIFE	BASIC SERVICES	TRANSPORTATION SYSTEMS
Village Fund-raising Teams	Expanded General Store	Demonstration Farming Expansion	Primary School Expansion	Corporate Community Calendars	Comprehensive Water Systems	Up-graded Roads Network
	Profitable Sewing Industry	Orchard Fruit Production	Adult Education Structures	Revitalised Stake Structures	Village Electrification Extension	
Economic Units Redesign		Increased Crop Markets	Increased Livestock Raising	Adequate Teacher's Housing		Leadership Methods Revision
	Profit-Making Agricultural Ventures		Renovated Pre-school Facility	Renewed Village Council		
Community Savings & Loan Services	Income-Producing Brick Industry	New Farming Equipment	KHDP Expansion Training	Permanent Community Buildings	Health-Care Systems Completion	Repaired Water Drainage
			Secondary School Programme			

THE COLLAPSED STRUCTURES OF TOTAL RESIDENT ENGAGEMENT	THE INSUFFICIENT ACCESS TO LOCALLY NEEDED RESOURCES	THE OUT-DATED ECONOMIC STRUCTURES FOR VILLAGE SELF-SUFFICIENCY	THE UNUTILISED RESOURCES FOR NECESSARY SKILLS TRAINING	THE INEFFECTIVE FORMS FOR VILLAGE CONSENSUS FOLLOW-THROUGH
uncooperative village attitudes	limited building materials/supplies	profit-sharing funds not reserved	untrained village mechanics	unwritten planning directives
unincorporate leadership patterns	unknown sources for materials	unincorporate village finances	inadequate trade skills expertise	frequently changed decisions
irregular stake classes	limited stock feeds availability	unrealistic business budgets	low level of sewing skills	unused corporate methods
unsymbolised community participation	high feed costs	agricult. profitability undemonst.	unknown training benefits	unclear village expansion images
irregular KHDP/ICA meetings	unavailable funds & tools	short-range education funding plan	ineffective store management.	dependence on government
ineffective task forces	inefficient feeding methods	inadequate demo farm manpower	poor farming methods	little decision follow-through
unprioritised celebrational life	unprioritised equipmt. acquisitn	uncooperative in financial efforts	misunderstood training benefits	untrained organisation leaders
poor meeting attendance	unknown tools sources	misdirection of funds	few different crops produced	
ineffective health council	insufficient farming equipmt.	unorganised banking & savings		
insufficient populace cooperation	unknown equipmt. acquisitn methods	unclear brick ind. village relations		
irregular leaders meetings	inefficient permanent materials	misuse of units funds		
unorganised PTA members	unarrived spare parts	unsecured outside brick contracts		
PTA meetings unannounced				
preschool repair unorganised				
ineffective unit/organisatns leaders				

THE UNESTABLISHED CHANNELS FOR BASIC SOCIAL SERVICES	THE UNCOORDINATED PLANS FOR FUTURE VILLAGE DESIGN	THE UNENFORCED PROCEDURES FOR TOTAL COMMUNITY SECURITY	THE UNFORMED CONSULTANT TRAINING FOR OBTAINING OUTSIDE SUPPORT
unknown contacts for outside services	unplanned community services	insufficient commun- ity fencing	insufficient in-kind training
slow contact for roads upgrading	uncontrolled cattle grazing	inadequate security structures	unknown in-kind methods
unresearched GRZ secondary sch. resour.	unplanned drainage canals	unplanned disciplined action	no functioning funding teams
uncoordinated idea of telecommunications	unplanned store expansion space		
insufficient water availability	unestablished construc- tion priorities		
basic services trans- port not found	incomprehensive planning systems		

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THE STRATEGIC PROPOSALS

DEMONSTRATING RURAL - LIFE VIABILITY DEMONSTRATING RURAL - LIFE VIABILITY		INCREASING SELF - RELIANCE POSSIBILITIES	UPGRADING COMMUNITY SKILLS AND STRUCTURES	
COMMUNITY SERVICES	FUTURIC PLANS	VILLAGE INCOME	SKILLS TRAINING	CORPORATE LIFE
Government Liaison Strategy	Village Showpiece Strategy	Units Capitalisation Strategy	External Training Strategy	Community Assembly Strategy
		Village Treasury Strategy		
Inclusive Services Strategy	Long-Range Funding Strategy	Bulk Purchasing Strategy	Leadership Formation Strategy	Stake Revitalisation Strategy
Services Committee Strategy	Community Space-Design Strategy	Village Co-operative Strategy	Community Education Strategy	Regular Celebration Strategy
		Units Re-organisation Strategy		
Security Enforcement Strategy	Expertise Consultation Strategy	Crop Diversity Strategy	Specialised Courses Strategy	Demonstration Village Council Strategy

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THE TACTICAL SYSTEMS

INITIATING NEW SOCIO-ECONOMIC DEVELOPMENT SERVICES

PROVIDING ADVANCED TOTAL EDUCATION

STRENGTHENING LOCAL ECONOMIC LIFE

CATALYSING BROAD-BASED PARTICIPATION

PUBLIC FACILITIES	FORMAL TRAINING	ECONOMIC BASE	VILLAGE REORGANISATION	SOCIAL WELFARE	OUTSIDE SUPPORT	METHODS EDUCATION	COMMUNITY SERVICES
completing Health Clinic Building	initiating Management Methods Trainng	beginning Multi-Purpose Village Cooperative	redesigning Village Council Experiment	scheduling Regular Workday Events	appointing Ongoing Fund-Raising Teams	conducting Leadership Methods Courses	creating Earthen Water-Storage Dam
building Village SuperMarket Systems	launching Technical Skills Seminars	developing Equipment Maintenance Structures	strengthening Community Justice Committee	forming Village Engagement Clubs	intensifying KHDP Public Relations	intensifying Health Care-Taker Visits	upgrading Project Roads Network
expanding Sewing Industry Space	providing Adult Continuing Education	initiating Cooperative Community Marketing	recreating Corporate Management Team	organising Quarterly Community Fairs	introducing Systematic Agricultural Research	offering Specialised Training Opportunities	installing PrimarySchool Water Supply
constructing Poultry Industry Housing		securing Guaranteed Brick Contracts	establishing New Unit Structures	catalysing New Stake Dynamics	recruiting Needed Skills Expertise		constructing Community Welcome Symbols
raising Permanent Stake Shelters	using Outside Training Resources	encouraging New Agriculture Ventures	forging Inclusive Space-use Plan	regularising Total Community Assemblies	stimulating New Capital Investments	instituting Regular Stake Classes	designing Comprehensive Security System

KAPINI H.D.P. LENS PARTICIPANTS

Headman Kapini
Headman Mulowa
Mr. Mountain Phiri
Mr. Damian Malambo
Mr. Stephen Chimwanga
Mr. Augustino Tembo
Mr. Joshua Mwachilenga
Miss Aniya Kambole
Miss Beauty Nswana
Mr. Harry Kambole
Mr. James Mwalilanda
Mr. Osborne Hamajata
Mr. Nelson Longalenga
Mr. Abel Kowera
Mr. Luke Mulikita
Mr. Alex Lumba
Miss Justina Malambo
Mr. Gilbert Chingoma
Miss Margaret Mwachilenga
Mr. Simon Mbewe
Mr. Affet Mwape
Mr. Damson Mweva
Miss Sheila Muchenje
Mr. Owolola Olatunji
Mr. Stanley Zulu
Miss Elina Chirwa
Mrs. Margaret Lazear
Mr. David Lazear
Mrs. Margaret Stoner

Enablement: Miss Evalina Banda