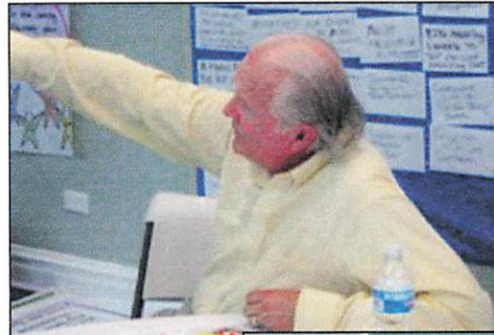


ICA-USA Strategic Thinking Retreat, May 29-31, 2009



WALL OF WONDER			
PRE-1984	1984-1996	1996-NOW	NOW-2040
<p><i>The ICA mission in this era was about...</i></p> <ul style="list-style-type: none"> • An authentic concern for the human factor • Ordinary people can contribute effectively • International development 	<p><i>The ICA mission in this era was about...</i></p> <ul style="list-style-type: none"> • Emphasis on organizational restructuring & transformation around the world • Deep social experimentation • Survival of ICA • Sustainable development 	<p><i>The ICA mission in this era was about...</i></p> <ul style="list-style-type: none"> • Emphasis on the ToP courses globally • Impacted large numbers of people • Certification of trainers and facilitators • Professionalization of facilitation • Expansion of facilitation to many sectors • Imbedding ToP in other models 	<p><i>The ICA mission in this era will be about...</i></p> <ul style="list-style-type: none"> • Focus on collective leadership that keeps a facilitative culture going in an organization • Embedding sustained collaborative culture • Organizations have become networked organizations, and we need a virtual collaborative culture • Taking facilitative methods and leadership to scale (leaders transform their organization with facilitative methods)

PRACTICAL VISION: <i>What do you want to see in place in 3 to 5 years for ICA-USA as a result of our collective actions?</i>							
Dynamic collaborative relations and structures		Viable sustainable financial foundations			Expanding vital, quality and relevant programs		
<ul style="list-style-type: none"> • Structural formation for driving national success 	<ul style="list-style-type: none"> • Reputation for new collaborative mode 	<ul style="list-style-type: none"> • Continuous, rejuvenating, collaborative, research and development 	<ul style="list-style-type: none"> • Solid, sustainable business model and relationships for each community, its initiatives and ICA institution 	<ul style="list-style-type: none"> • Dynamic, well-attended, financially viable, relevant programs 	<ul style="list-style-type: none"> • Respond to social and economic dysfunctions through innovative and collaborative pilots 	<ul style="list-style-type: none"> • Engaging youth to facilitate and build sustainable communities 	<ul style="list-style-type: none"> • Program development for profound personal journey • Dramatic increase in demand for all ICA courses through collaborative marketing

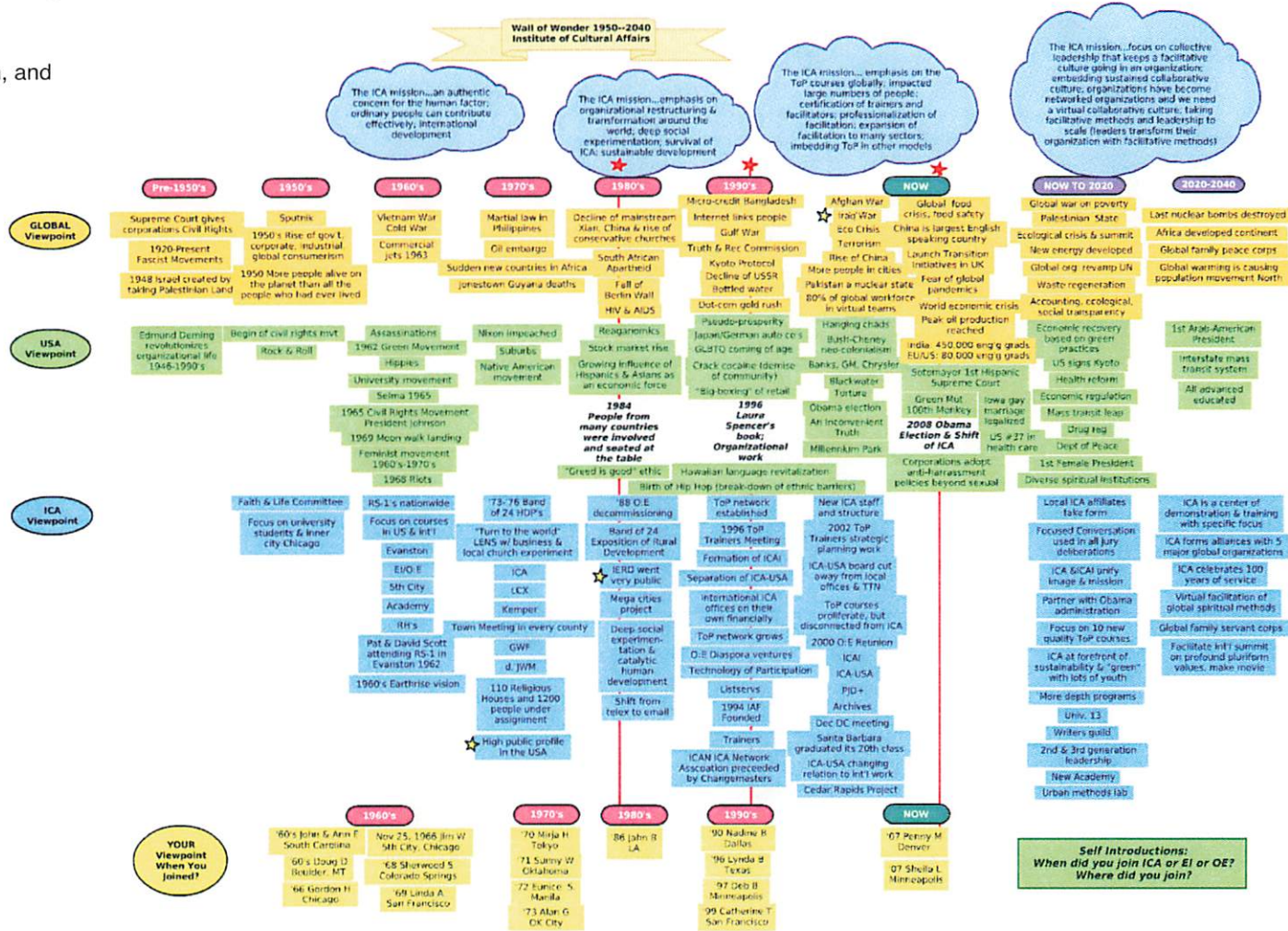
UNDERLYING CONTRADICTIONS: <i>What is blocking us from moving towards our vision for ICA-USA?</i>						
<ul style="list-style-type: none"> • Slow to "remix" old methods & wisdom with new elements, people & context 	<ul style="list-style-type: none"> • Traditional hierarchical thinking & patterns with unclear roles & boundaries block our ability to design & deliver large programs & scale up for bigger impact 	<ul style="list-style-type: none"> • Limited collective effort to articulate the real unifying story of the impact of what we've done results in disjointed, shallow context 	<ul style="list-style-type: none"> • Mutual participation in unilateral decision-making & informal business practices blocks open communication & a sense of community 	<ul style="list-style-type: none"> • A focus on people and personalities prevents us from seeing structural solutions that systematically implement our vision 	<ul style="list-style-type: none"> • Care of earth is not stated as an organizational priority 	<ul style="list-style-type: none"> • Reliving a painful past occupies / uses energy and thwarts embracing the future

STRATEGIC DIRECTIONS: <i>What innovative and substantial actions will deal with the underlying contradictions and move us toward our vision?</i>				THREE STRATEGIC DIRECTIONS
⇒ Managing internal institutional effectiveness	⇒ Creating new extended form including collaborative decision making	⇒ Collaborating with socially innovative organizations globally		⇒ ALIGNING OUR COLLECTIVE EFFORTS
⇒ Remixing transformative programs	⇒ Accelerating development of common memory	⇒ Expanding youth-focused programs	⇒ Using 4705 as a demonstration of earth care	⇒ IDENTIFYING & DEVELOPING NEW PROGRAMMATIC EDGES
⇒ Building intellectual property policy	⇒ Creating easy access to the whole network	⇒ Catalyzing comprehensive marketing		⇒ MAKING OURSELVES AVAILABLE

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WALL OF WONDER

(Begun virtually on May 26th, and completed at the retreat)



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WALL OF WONDER			
PRE-1984	1984-1996	1996-NOW	NOW-2040
<p>The ICA mission in this era was about...</p> <ul style="list-style-type: none"> • An authentic concern for the human factor • Ordinary people can contribute effectively • International development 	<p>The ICA mission in this era was about...</p> <ul style="list-style-type: none"> • Emphasis on organizational restructuring & transformation around the world • Deep social experimentation • Survival of ICA • Sustainable development 	<p>The ICA mission in this era was about...</p> <ul style="list-style-type: none"> • Emphasis on the ToP courses globally • Impacted large numbers of people • Certification of trainers and facilitators • Professionalization of facilitation • Expansion of facilitation to many sectors • Imbedding ToP in other models 	<p>The ICA mission in this era will be about...</p> <ul style="list-style-type: none"> • Focus on collective leadership that keeps a facilitative culture going in an organization • Embedding sustained collaborative culture • Organizations have become networked organizations, and we need a virtual collaborative culture • Taking facilitative methods and leadership to scale (leaders transform their organization with facilitative methods)

Wall of Wonder Concluding Conversation:

Future Trends

- Shift toward virtual world -- away from institutional relationships
- A green revolution, anti-poverty (opportunity) and education (talent) revolution will pay huge dividends (converging revolutions)
- T.V. has led to a broadly integrated world
- Belief, "we need to be governed by and lived by somebody of my tribe"
- Transparency: open government
- Intergenerational living driven by economics
- First declaration of a global vision in millennium goals
- Decentralization -- ToP enables it

Wall of Wonder Concluding Conversation:

Future Trends

- The Queen was recently snubbed by the French for Obama
- End of neo-colonialism
- Obama election gave ICA credibility
- "I was a victim under the neo-colonialism era", was my story. I felt powerless to do anything, and now "I'm not gonna be a victim anymore".
- Destructive innovation
- Collapse of commitment to capitalism
- Shift from participation to collaboration
- Crade to cradle -- sustainable living

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PRACTICAL VISION: <i>What do you want to see in place in 3 to 5 years for ICA-USA as a result of our collective actions?</i>								
Dynamic collaborative relations and structures			Viable sustainable financial foundations			Expanding vital, quality and relevant programs		
Structural formation for driving national success	Reputation for new collaborative mode	Continuous, rejuvenating, collaborative, research and development	Solid, sustainable business model and relationships for each community, its initiatives and ICA institution	Dynamic, well-attended, financially viable, relevant programs	Respond to social and economic dysfunctions through innovative and collaborative pilots	Engaging youth to facilitate and build sustainable communities	Program development for profound personal journey	Dramatic increase in demand for all ICA courses through collaborative marketing
<ul style="list-style-type: none"> 8-10 affiliates in 3 to 5 years ICAI co-ordinates linkages to national ICA's in 3 to 5 years Consistent, robust, systems, rules and methods for staying in touch with participants Best practice in Project Management and Business Systems that do not provide barriers Annual meeting: affiliates and stakeholders Network of 250 organizational and community leaders driving success using ToP/ICA methods and values ICA-USA committed to fully functional ICA-I Clear national charter guidelines Affiliates champion/ advance particular activities Independent TTN with strong relations with ICA and other collaborative groups Effective priority service functions for payment, finance, manuals, for course delivery 	<ul style="list-style-type: none"> Platforms for sharing what works Utilizing ToP methods to facilitate training (micro finance/FAST) ICA-USA to TTN work together as real partners on at least 3 major joint initiatives Interchange of talent and work between ICA and Keystone 	<ul style="list-style-type: none"> Partnering for R&D to tap into creative energies Global think tank to commonize transformative methods: PJD Virtual Room "E" Integration of global archives Integration of legacy ICA methods and language (Soc. Pro. changes, NRM, Other World) Relating current programs to the archives Individual creativity and vitality are nurtured by open systems, synergy of data 	<ul style="list-style-type: none"> Partnership with major capital sources (FAS) Globally accessible digitized archives Archives used by: <ul style="list-style-type: none"> - Business - Academic - Professional organizations Clear fundraising guidelines Facilitating local community capacity building: F.A.S.T. Ensure full funding for young people Support ICA-I to be fully funded and staffed 	<ul style="list-style-type: none"> Continue excellent mentorship and certification CEU (more) available for course grads Dynamic, new, full ToP courses with waitlists Small, effective "door opener" seminars Train youth in ToP to become: community developers, activists, leaders 	<ul style="list-style-type: none"> To pilot a replicable national program Three successful F.A.S.T. pilots Series of pilots to demonstrate the concept of F.A.S.T. Loans to micro-entrepreneurs that otherwise fail to qualify with existing credit system Joint venture in greening the building 2 years: 3 pilots affiliates 	<ul style="list-style-type: none"> Keystone as a replicable community project ICA shares methods with Keystone as needed Integrating youth socio-economic needs to address conflict! Leveraging youth program for better building and community collaboration Shared missional vision for green FAST youth training in facilitation Providing youth tools to have a voice! ICA network shares green approaches with Keystone 	<ul style="list-style-type: none"> Evaluate service delivery quality and share proudly Make "spirit" methods into network (e.g. TTN) Permanent Wall of Wonder ICA-USA push formation and (new) sustaining (PJD) programs 	<ul style="list-style-type: none"> Deliver PJD ++ within established network movement (e.g. Appalachian Mountains) 10,000 grads/year: <ul style="list-style-type: none"> - 1/3 ICA - 1/3 Regional / Trainers - 1/3 Other - 60% In-house ICA-USA helping to make ToP a top brand with professional assistance Defined story of ICA: <ul style="list-style-type: none"> - Features and benefits - For ICA, TTN, indiv., etc. ICA-USA enables marketing, customizing, training of PJD and financial stability
<div style="border: 1px solid black; border-radius: 15px; padding: 10px; background-color: #e0f2f1;"> <p>RESOLVE: ICA is being called to...</p> <ul style="list-style-type: none"> • Secularly bless and help stakeholders participate in creating a new future • Collaborate • Live out a reputation for a new collaborative mode of being </div>								

Not 2009-specific

UNDERLYING CONTRADICTIONS: <i>What is blocking us from moving towards our vision for ICA-USA?</i>						
<p>Slow to "remix" old methods & wisdom with new elements, people & context</p>	<p>Traditional hierarchical thinking & patterns with unclear roles & boundaries block our ability to design & deliver large programs & scale up for bigger impact</p>	<p>Limited collective effort to articulate the real unifying story of the impact of what we've done results in disjointed, shallow context</p>	<p>Mutual participation in unilateral decision-making & informal business practices blocks open communication & a sense of community</p>	<p>A focus on people and personalities prevents us from seeing structural solutions that systematically implement our vision</p>	<p>Care of earth is not stated as an organizational priority</p>	<p>Reliving a painful past occupies / uses energy and thwarts embracing the future</p>
<ul style="list-style-type: none"> • Rationality of process requires new people to adapt to us and blocks diversity. • Reluctance to open our circle to new people with new tools. • Strategic insight is limited to personal vision. • Outmoded language & process hinders engaging young people. • "Thin" formation of new people to integrate old and new. • Past affections blind us to new possibilities. • Excess organizational baggage hinders flight. • Undue reliance on old tools to solve new problems. 	<ul style="list-style-type: none"> • Unclear boundaries & contact points lead to devaluing of various stakeholders & methods • Unclear roles create collaboration difficulties. • Hierarchical bureaucratic forms of organization blocks collaboration. • Strong sense of turf, but poor sense of boundaries. • Patriarchal, hierarchic thinking blocks collaborative behavior. • Losing the particulars in our vision. • We're hiding our successes from each other and the world (guarded) 	<ul style="list-style-type: none"> • Infrequent & irregular rehearsal of common language & symbols of personal journey. • Forgotten the power of simplicity & touching the heart in our processes. • Formation has not been a priority. • Reluctance to intentionally address personal journey. • Narrow underlying context blocks linkages between initiatives. • The ICA story we have fosters isolated silos. 	<ul style="list-style-type: none"> • ICA is not very transparent residual distrust/suspicion. • Confusing, undocumented informal business patterns in ICA & TTN. • Fragmented communication of the goals of the ToP network. • Unclear roles create collaboration difficulties. • Ad hoc informal decision-making blocks transparency. 	<ul style="list-style-type: none"> • Neglected maintenance creates fragmented relationships. • We continue the faulty assumption that money will take care of itself. • Our vision outpaces the current structural capacity. • Unrealistic expectations of ICA staff (by others) in the midst of transition. 	<ul style="list-style-type: none"> • We act as if we have an exclusion from being "green" (because we have a noble cause). • Blinded by addiction to unsustainable lifestyle. Eg: consumption of fossil fuels. • Individual passion about global warming but corporately we don't address it. 	<ul style="list-style-type: none"> • The past is in the freezer and we love to bring it out. • Lingering sensitivity, frustration, and anger breeds hostility and distrust even to this day. • More bound by the past than the future.

Mythology

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STRATEGIC DIRECTIONS: <i>What innovative and substantial actions will deal with the underlying contradictions and move us toward our vision?</i>			
Managing internal institutional effectiveness <ul style="list-style-type: none"> Stellar service provision for / with ICA stakeholders. Grievance forum & process. Internal management systems review & implementation. Clear organizational procedures grounded in organizational values. Frequent check-signals & decision making between ICA & TTN re: large contracts. Assign & publish clear ICA staff roles. Focus ICA/TTN on creative solutions (e.g. defining roles, procedures and training) to create trust Articulate board composition to include stakeholders Analyze and design unified ICA decision process. Identify & design essential ICA systems, processes & structures. 	Creating new extended form including collaborative decision making <ul style="list-style-type: none"> Collaborative building of a "new" ICA org form. Complete the large contracts protocol: ICA-ToP Network. Annual N.A. strategy think-tank. Develop ICA membership campaign. Integrate work teams with board / staff / ICA / community representation. Create opportunities for volunteer work (e.g. archives). Develop pilot affiliation models Draw a picture of "this" (ICA communities) for telling an exciting story that helps recruitment and orientation. Use bigger network as sounding board. 	Collaborating with socially innovative organizations globally <ul style="list-style-type: none"> "FAST FORWARD" for ICA-I. Fast for 1 meal, send cost & emails to ICA-I (fundraising). Set up guidelines for collaborative funding with ICA-I. Servicing "servant" organizations. Research interaction and engagement with "blessed unrest" movements to learn. Explore collaboration with community colleges and communities. Identify the "Lela Mosley's" in the community Set up team to commonize ICA relationship to Africa 	
Remixing transformative programs <ul style="list-style-type: none"> Strong ICA and ICA-I presence at JWM launch Dec. 17-19 in DC. Adopt PJD for non-western cultures (Kathmandu, Taipei, Mumbai, Dhaka, Tokyo, etc). Development of transformative curriculum: spirit, reconciliation, formation, style. Invite speakers and courses by non-ICA people with aligned values (eg: NVC, Eckhart Tolle, etc). Create support structure for PJD. Structured process for R&D for new & existing programs. Pilot earth-referent curriculum. New course: "Reconciliation facilitation in violent contexts." Set up virtual R&D effort combining archives and new development. See and use video "The Power of Forgiveness" New reconciliation facilitation with violent contexts 	Accelerating development of common memory <ul style="list-style-type: none"> Recreate symbols, décor, rituals, songs, dance that reflect inclusive story. Hold archive think tanks. Year book of innovations, insights, and impact (include annual survey). Do ICA history retreat for all new staff. Hire bridge person with institutional memory in ICA office. Hire long-term ICA colleagues as adjunct staff to mentor ICA staff. Hire facilitation for reconciliation for ICA community. "Facilitator Works" to remix methods integrating old and new. Curriculum of short courses to build organizational identity. Track of training for everyone in organization: PJD, ToP, archives, etc. Digitize archives in the building. Archives connection beyond ourselves: university. Continued ICA-USA staff training 	Expanding youth-focused programs <ul style="list-style-type: none"> Commitment to developing, implementing, and documenting a replicable youth program. Include college students in every community facilitation. International Youth as Facilitative Leaders summit. Teach PJD to 100,000 Chicago teens. Expanding and deepening youth connection to earth care. TakingITGlobal.org (www.tiqweb.org) presence & active involvement (youth in social action connecting online). Help youth create an entrepreneurial earth create project 	Using 4750 as a demonstration of earth care <ul style="list-style-type: none"> Carbon Footprint for week of operation at 4750. Focus ICA thinking & actions on earth care. Affordable demo retrofit of 4750 becoming "radically green". A green team to champion green practices at all meetings, gatherings, courses Make green practices as accessible and easy as possible
Building intellectual property policy <ul style="list-style-type: none"> Publish all courses & books in Creative Commons, including new manuals on green setup of events. Welcome more open "ownership" of intellectual property. (e.g. use old and new stuff from Canada, regions, individuals, etc.) Develop an ICA form of "Creative Commons" Launch online courses. 	Creating easy access to the whole network <ul style="list-style-type: none"> Align the online discussion group & list serves. Unlock C-Vent making it more informational. Create one master contact list with source (e.g. ToP, PJD, etc). Web portal to resource people and share knowledge. Effectively communicate strategic thinking dialogue. 	Catalyzing comprehensive marketing <ul style="list-style-type: none"> Develop sustainable business models for marketing and delivery (PJD & ToP). Expand CEU's for ToP & PJD. A network of high-level supporters (build & nurture). Push Mobis marketing. Put all courses in a single marketing format. Advance-market the emerging programs / packages (and move away from 1-to-1 sales). PJD as part of staff development for 5 prominent not-for-profits (like Martha's Table in DC). Roll out 5 new 1-day intro. courses (ToP) 	

Aligning our collective efforts

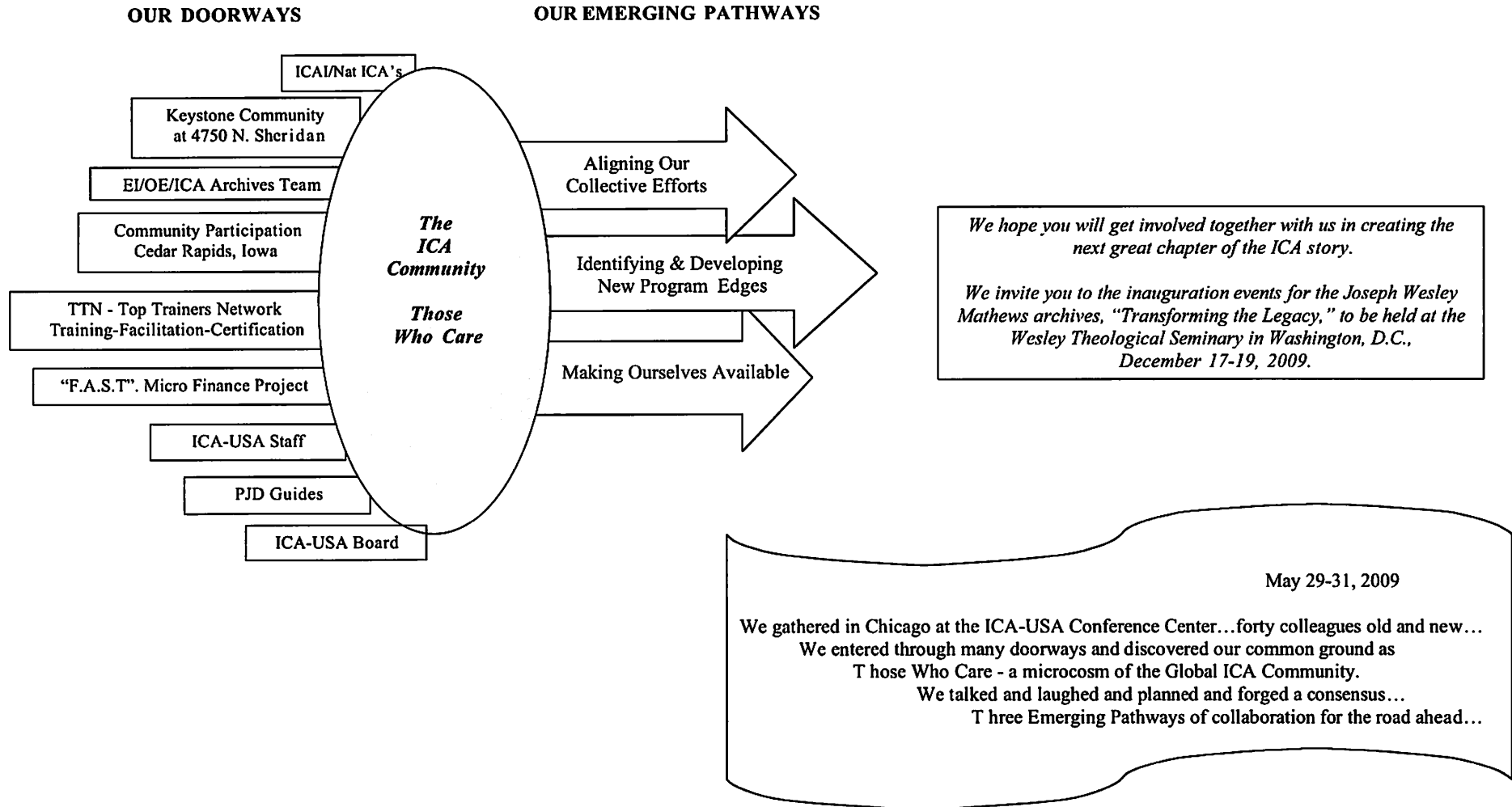
Identifying & Developing New Programmatic Edges

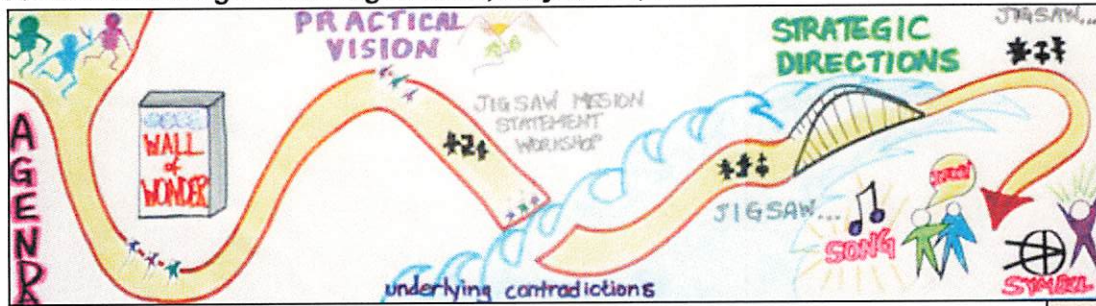
Making ourselves available

internal communication external communication

the more people know about us, the more "work" we get

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EXPERIENTIAL AIMS

- Strengthened relationships between ICA-USA & its key constituencies
- Open the channels of communication

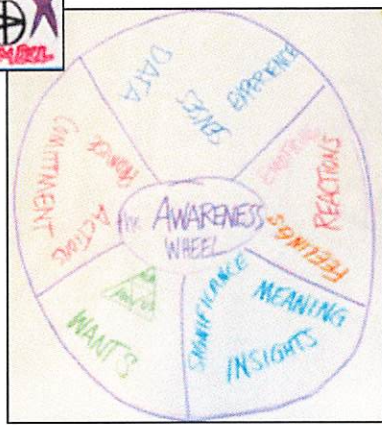
RATIONAL AIMS

- Engage ICA-USA communities in strategic thinking
- Alignment around ICA-USA mission & strategic directions

GUIDELINES

- Listen deeply
- Share the air
- Participate fully
- Relax & be yourself
- Electronics off

What are the strategic priorities of ICA-USA for the coming year, so that we can effectively plan the allocation of resources that support those priorities?



ALL IS GOOD

PAST IS APPROVED

FUTURE IS OPEN

I AM RECEIVED

What are you hopeful for?

- What does puzzle pieces look like
- Transnationalization
- Dynamic S.D. & productive relationship of TN
- Trust Results
- Take Big Jump Forward
- Share what we do & learn
- UPL Programs
- To Learn about ICA
- figure out what it means to be a NETWORK FLAG
- sense of Mission & a grand convergence
- Visual appearance of a grand convergence
- Trust Relationships
- Quality Services
- weave fabrics of one peace
- Tell story
- summer add'l window for PSD

What are you hopeful for?

- Make connections
- move PSD down the road
- Compelling Story of ICA
- quantifiable plan of action
- Practical Administration to ensure a global community
- get a couple pieces put together
- East (grape)!
- witness cleanup of the teamwork
- To learn & stay connected
- a big picture
- bridge gets cracked with the graph. stuff
- global in overall & profound journey
- learn about ICA & help with grand contribution
- greater-family harmony with ICA + H3 programs

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