

MEETING WITH  
CENTRUM PRIORS AND PANCHAYAT

I want to talk about the dynamics of the Centrums and maybe if we have time the broad maneuvers of the Centrums.

The global polity structures, some of which we have forged and others of which we have had forced upon us or fallen into--which is the same thing--are just tremendous. We have a firm underlying philosophical ground on the polity in light of our overall theological and philosophical ground. However, as yet we cannot define some of the components. Yet, if we could define all of the components, we would not be forging a new polity in history. There is so much that we do not understand.

I would like to spend the time today having us answer the question "What is the one thing that you use on yourself to check that you are "of the way"? How do you catch the danger of operating in a reduced universe? Thinking this through is crucial for the "man of maneuver." Life itself forces you back to this particular thing. The instruments of self-care that each of us builds are unique, but each of us could understand the other's.

In relationship to all of the years of the development of the Order, I am clear that I have never run the Order. The way we operate I couldn't run the Order if I wanted to. Neither could you. What I have done is basically three things: (1) I hear everything that is said, (2) I take all of that--leaving nothing out--and weld together a tentative consensus, (3) I then see that a consensus comes out of the group. We have moved rapidly and broadly, because we operate out of consensus. I look back at when we were 30 or 40 people. I guess that it was possible to be on top of everything--at least in some way. However, being on top of things has more to do with an intuitive capacity. Being on top of something has not to do with details. Ever since the houses, our polity has been forced upon us.

I am now interested in the Nexus. In the past I have been interested in the Areas. This now is going to be hard work and nasty work. We have got to spell out the legitimate functions of the Centrums. The symbolic and practical functions have got to be in Chicago. I use the polar approach. I am always coming down on one pole at a time. This may be my propensity, but I believe that this is the way of life itself. This has to do with developing extreme skill at bracketing--not forgetting--issues and spending time where it is necessary. You have got to spend time building a consensus before ever going before the group. This is hard work and has to do with yourself.

My son Joe had his 31st birthday the other day. I was 30 when I got woke up. I got married, and it was World War II. However, I think that it had much more to do with getting married. Anyway I got Joe a haircut for his birthday. He has made a decision about his life, and he needed a way of symbolizing it. Tomorrow he is going to come in with a 21 point plan.

The Ph.D. is very dangerous. It is the temptation to surrender to academia. It is easy to slide into psychologism. You are not of the way if you slip into psychologism. If you cannot work with anybody, you are not of the way.

There are three basic historical organizations of religion. In dealing with Buddhism, you need to keep in mind the checks that you use on yourself in working in this direction. The first is profound humanness. Second, the Ur images. Third, the barefoot Jesus. In working with Buddhism, remember that in the history of Christian doctrine sin is basically pride in the flesh. This is a crucial propensity to control. It also manifests itself in the propensity to be somebody. It is the drive for honor. The flip side of this is "I cannot work with somebody" or what I call the "lust of the flesh." Remember that Satan makes use of our fine gifts to destroy us.

I want to talk about what has to do with the overall polity of the Order. The Centrums have been our model of polity in Knowing, Doing, and Being. Chicago is the primal laboratory. We have now three years' experience in the Centrum Band. We have got to discern the 12 operating principles or dynamics. You need to spin on the names. There could be three, four or five dynamics. However, we need to keep to as few as possible, and for transrationality's sake each of the four Centrums needs to have the same number of dynamics. Remember that bureaucracy begins with the proliferation of activities. Transrationality in this work is absolutely crucial. Normal rationality screams at you, and you experience intense pain in doing this. Let's try the least number possible in order to enhance effectivity. Now what are these 12? Transrationality deals with eternity, it is not history-long--that is temporality.

Now what are these? They will change, but not every year. It has to do with the problem we face in maneuvers--it has to do with timing. You bracket things you know have to be done. Once you give something a name in a revolution, you wait a long time before you change that name.

The main issue on my mind is what I have been taking time to go around the barn on. Let's think of Chicago. Each of the dynamics needs to stand on its own bottom. From this point on we need to be as concerned about who is assigned to each of these 12 dynamics as we in the past have been about the assignment of area priors. There are 12 dynamics in each of the Centrums, just as there are in the Nexus as a whole. For symbolic reasons you need a first among equals in each of the Centrums. For example, one is the first among equals and is in charge of the Continental Patrol; another is in charge of the Systems Patrol, and a third is in charge of the Metro Circuits Patrol. Each of these dynamics runs on its own bottom. None of these priors waits for a nod from the first among equals. However, each is concerned with the whole. This depends on being nobody--then you can be interested in all aspects. If you are the one to do Town Meeting, this does not mean competing with your neighbor, which is wanting to be somebody and is what was taught to us in the universities. We receive ourselves as significant. We affirm our own depths as a part of life. The practical believer looks to his own profound life.

The interior organization is now three. It could be four or five. This is built on the interior dynamics that must be created in relation to the three-fold structure. I always liked Mao because of his use of poetry and prose in relation to maneuvers. But that is wisdom that has been around for a long time in the West as well--for example, the use of the term "The Manhattan Project" for the development of the atomic bomb during World War II.

The 12 dynamics of the Centrums need to be grounded in humanness. It is a Platonic approach, not an Aristotelian one. Actually they need to be grounded in the profound eternal, if you will, processes of social change. The focus needs to be on activities that are essential for an undelimited mission in history, the mission of God's people in history in any organized form. The institution is always transrational, but organization is always there.

Research Centrum. I think that the three dynamics in Research are (1) research, which is the transrationalizing the forms of research, (2) the Interior Life of the Order, and (3) Training. We are an experimental group. Maybe we should keep order training here. The I.T.I. is mainly impactment, but has to do more with interior training.

Global Servant Force. What are the practical activities that it has to perform? (1) Uptown, we have two ways to go on this. Either the Chicago Religious House has to do this or all Centrums as Religious Houses have to do a Social Demonstration. No hurry on this; we have one or two more years before we have to do the urban. However, at that time we do Uptown or leave. (2) The New Faces of the Global Servant Movement across the globe. This has to do at this time with communications and publications. (3) Public Image. (4) Rapid Effective Communication, the comings and goings of people, the receiving and sending out of information, and the practical servicing of the order across the globe. (5) What the Global Servant Force is? This is a category of active brooding which is illuminated by the intrusions of the International Training Program, and people from the Global Social Demonstration projects spending time maybe up to months at the Nexus.

One word on the Global Servant Force. We are concerned about the missional brand. The focus is in terms of its mission in history. What would it mean to cover this world with an empirical shaping of "those who care"? What is its missional task? Without this broad historical mission this job cannot be done.

The other thing, at this next level we must push to four dynamics. This is crucial. Simplicity is not necessary for the first degree of rationality. However, it needs to be a rational construct. The intricacies in each situation might require a different rationality.

The double name or two word title of the Centrum is not to reflect the interior structure. Rather it is descriptive of the whole thrust. For example, Development does not have a Public Image post. All of the dynamics in development have the thrust of public image. It has to do with the blue suit, the public mystique. Coca-Cola did the same thing with their "secret" formula.

I want to underscore a very serious thought. This is not the time for long corporate Centrum meetings. The long meetings need to be in the small groups where the actual field maneuvering gets done. The failure of Town Meeting post in the past was its long meetings. Others of us have failed with individual propensities to hold long meetings. The next level down is where the

focus has got to be. The overall maneuvers are very easy. It is the next level down which are harder.

Teamwork in any situation is ontological. The paramount category here is corporateness. In overall teamwork we have failed. We never really found a way to make the obediences work. There was little trusting the teams in obediences. Obediences are a spiritual exercise. However, they are profoundly individual. The ontology of the team needs to be taken seriously. The concern here is that the mission gets down. Either in obediences or on a call in engaging in your work you experience the crucifixion.

The Bastion image in Development is genius. There is a danger here if the six people on the bastion team end up doing the work of the two that we used to do on a circuit team. Team-ology is not a group of people assigned to a space or an activity. You just show up and operate as a team.

There is a tremendous responsibility on the more particular levels of the chart. Planning has to do with making the team overt in a situation. How do we operate together in a concrete situation. Our emphasis is on local autonomy. No one checks up on you. Someone comes by and may bang some heads together, but this has nothing to do with checking up on someone. Our basic theology here is Xavierism. From your local situation you do the whole globe. The team fits into that.

Every person is a general. The power is in the middle of the table. In the Scriptures I am reminded of the story of the barrel of meal which was always full. Power in the middle of the table is like that. The power does not belong to you. It belongs to God. Then to the total thrust in history. Then to the total order. This is the importance of collegium. This requires a deepening of our understanding of priorship.

I would like now to hear the maneuvers for the Centurms. After we hear those, then the list of the issues for each Centrum. I believe in screens. The abstract categories of the screens are not to be taken seriously, but they are crucial. Then you list the current issues and those not so current. You think 10 years ahead, but you do not plan ten years ahead. Then there are those that are urgent and those not so urgent.

Work as a team of 12 or life will beat you up. I have a deep concern for the mail opening and the telephone calls. Any letter is a letter to the Order and any phone call is a call to the Order. You just happened to be the one who picked up the receiver, even if they asked for you. I can't tolerate whispering. The only exception is when the information concerns the personal life of an individual, and even that needs to be looked at carefully. Secretiveness is another issue. We work as a unit. We are not trustworthy as individuals, but we must be as a group.

Management has got to set up itself globally. Development has to expand and deepen and clean up globally. Operations has one year to go before it opens up globally. This year it must clean up the Area constructs. In Research, the next step ahead still needs a little more flesh put upon it, before any

structural manifestation of participation is created. Training of the Order is not a killed issue yet. The urgent thing is structuring our interior existence. When globalizing this find a way of global participation in its creation. What you weave into this is the total mindset of the Order, the overall trends, the global situation.

On Transrationalizing the Centurms: The group walked through the two charts on the four centurms dynamics. The following are some of the comments:

In the Global Servant Force two of the dynamics are the depth spiritual awakenment of the forces and the other the caring and nurturing of the forces.

At the next level down on the charts maybe we should try to go to three components. What you are looking for here is a transrational formula. Maybe later we will go back to four or even five. Right now let's try three. Remember look at the entity itself and then label it.

In development maybe the Metro Circuit Patrol should be the three dynamics of the teams of Samurai, Immortals and Gurkhas. In the Global Systems Patrol maybe we should try the Metro Circuit Back Up System, Continental Regional Back Up System, and the Global Back Up System. I don't like the term "back up" because it does not seem to communicate much relative to mission. We need to find another term.

In transrationalizing when you get clear on the dynamics then you work on the ordering of the relationships. Let's put the transparent category at the bottom. Then order the others 1, 2, and 3.

For the sake of explaining to your colleagues at a collegium you need to point out the interior dynamics for what is going on. This is because they already grasp the transrational. The next level or two are not very crucial where you probably will find out that you are pushing at the mystery.

Production is actually producing the weaponry of the movement. Capital Assets has to do with ownership, legal, non cash assets, and maintenance. Here you have the global concern and the local concern.

Now after working through a chart like this I ask myself some questions: What else is a goingness that we have not included here? What is here in the chart that is an extra, a filler?

Now the last word is to underscore how each one of these is interrelated. Here you need to remember the art form method: (1) the parts in themselves, (2) the parts in relation to each other, and (3) the parts in relation to the whole. Each one must be autonomous and all must operate together. This is true not just for each centrum but for all four centurms. The first among equals especially have got to figure out how to act this out in practical and symbolic meetings. This is the primary responsibility of the first among equals. I am pleased that you are having your 5 a.m. meetings. You probably need to change the time to avoid overlap with the Panchayat meeting. I am pleased with the Panchayat Document produced this summer. We all need to get on top of that. The spirit thrust is the key to our glue. With this work we have solved the crucial issue of the Centurms and they have become the home of the elite forces. This is the Chart and spiritual Care.

Our so called congregational priors in the past didn't take themselves seriously in terms of spiritual care. What you are out to do here is to prepare people beforehand to meet the crises of life situations. That is what Sunday morning worship is all about in the church -- to prepare people to meet death. You deal with this in the group, not with one to one counseling which is relatively useless here. This is why you keep the uncreative tension out of the polity dynamic. What you are out to do is to keep alive the creative tension.

We need to think corporately on the 'flip side' of being somebody. It might be something like this: "I think that I have been mistreated." "I cannot work with someone." "I think that I am somebody." We must guard against this and learn to spot it.

The spirit part of the guardians meetings are crucial. You come to this after working out the fundamentals -- the next thing is the spirit life. I think that we might do the next step in Paravocation with the guardians and deal with how they are the full fledged religious. Maybe we have been too slow on this with our guardians. We must not let ourselves fall into the trap of the historical church in their relation with the laity.

Those who have offered accusations against the religious on the surface are correct. But in the deeps what they are screaming about is exactly what they need. We must be prepared to talk about the next step. However our colleagues are not about to be manipulated into a religious life that they have been getting away from all their life. They smell the religious coming, but they do not understand it.

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The meeting began with some spinning on the site visit of the International Telephone and Telegraph Company to Kemper and Fifth City yesterday. We must give serious thought to the international organizations. We need to list every company that has given to us since 1966, anywhere in the world. This is the work on The File (Master Index). We need to keep it a hand file for a long time until we figure out how to use it and what use it can be to us. Then and only then are we ready for the computer. Right now we are not ready. What we need to know is how we are already related to the company, name, location, contacts, addresses, dates, amount, nature of the proposal, and the clout used and accumulated. The man from IT&T was overwhelmed by what he saw in Fifth City. We need to be as wise as serpents in handling our grants. Our developmental expenses have been enormous. Therefore, we need to figure out how much of such grants can be made available to pay back these developmental expenses. These are the least understood expenses and the most difficult to raise. However, we never compromise on our integrity relative to the mission. We always do what we say we are going to do.

Let's take the arena of issues in the following order: Management, Operations, Research, and Development. Has anyone drawn out a chart on the 12 dynamics as yet and taken it down to the next level? In Development you need to go down two levels. In the Continental Patrol it is just crucial that you get a breakthrough in transrationality. You must not lose the Regional Patrol when you do this--it is just crucial. Is the Regional Patrol tactically (in activity) tied to the Metro Circuit Patrol or to the Corporation dynamic in the Continental Patrol?

Let's deal with the urgent issues and put steel brackets on the rest.

The Management Centrum issues were reported by the priors

1. Financial Operating Principles: all monies are global monies
  - HDP expenses
  - HDP capital expenditures
  - Area developed funds
  - Area accounts

(JWM: Let me interrupt here for a minute. It is a grave mistake ever to consider that there are certain things that an Area does and other things that a Centrum does. That type of geographical compartmentalization will destroy a group like us. It is just as bad if not worse than what we spoke of yesterday in terms of departmentalization.)

2. Monitoring Cash Flow Globally: how much is there, where is it, and how can it be transferred?

(JWM: I suppose that we have directly put in over \$200,000 into Australia not including travel since we have begun. The question is simply of returning cash flow that went the other way sometime back.)



3. Grant Accounting: inter nexus invoicing.
4. LEV done in one year, at least the legal part of it.

(JWM: Remember we are always to keep our legal entities to a minimum.)

5. Getting back onto 90-day principals.
6. Order Loans: Riding with the long term loan (pay back with annuities and bequests), and the life and death issue of repaying the short term loan.
7. Maintaining our acceleration of expenses at a lower level than the acceleration of our program. This is direct cost controls.

(JWM: Here you need the assistance of the other Centrums. For example, we should never let anyone go on a trip without a completely thought-through plan and at least 10 calls already set up. Maybe we ought to start requiring full receipts on all expenditures.)

8. The Kemper Building's appearance, maintenance, and repairs.
9. Town Meeting Program Fees: on the program income, how much to press for it and how much should we ask for?

(JWM: You have to hold your end of the paradox. Keep the sweat on for the \$600 per Town Meeting. Then try to figure how much they are taking off the top. We need to get the folks to pay for their workbooks, perhaps \$3.00 each. Then we need to come up with a model on how to get the other \$600. Another word on how auditors budget. They also budget by programs. Program budgeting dooms an outfit like us. We need to dig out the notes on the difference between revolutionary financing and establishment financing. You might go out and show how to sell Town Meeting to our houses.)

10. EDGE: the future role and the revolving loan fund.

(JWM: Remember there is no direct relation between the revolving loan fund and EDGE. The revolving loan fund is always to be used in direct mission of the Order. The Order makes the decisions on the loan fund. The Board administers the fund, but the decision lies with the Order.)

11. The Completion of the Sixth Floor.

(JWM: The short term loan is just a screaming issue. What about the reconstruction of the Order books? We need to go back to the day we had our million dollars and from that point look at those books, up to the present. We ought to have by this time at least three million dollars. Some of it is in the long term loan, revolving loan fund, EDGE, and the short term loan. We need to go carefully through the books. Then have another one of the Guardian Economic Commission meetings. Then we probably need to redo our books. We will audit these books only when it is necessary to do so. Let's hope that it will be much less costly than our Institute audit. Also, we need to pay back Order Funds

from other places in the world. This needs to get clarified. We will need to reconstruct our percentages. Maybe annuity at 1%. I hear health is almost 50%. We need to keep the sweat on, but be ready to bend over backwards at any moment when the situation demands it. We got into a bit of trouble last year over inflexibility. Remember you first always answer yes. If you need to say no, then you wait for the right time.

The Operations Centrum issues were reported by the priors:

Globalizing Town Meeting: dealing with 3100 counties, dealing with geography, learning how to speed up the setup.

1. Continental and Areal Maneuvers and Division Operation.
2. Targeting and strategic phasing of the impact courses, e.g., university, GWF, LENS.
3. Limited forces for treks, courses, and the faculty.
4. Monitoring and use of special forces.
5. Inter-nexus coordination: Town Meeting funding, budgeting.
6. System for globalizing Town Meeting.

(JWM: We are not out to reconstruct LENS. Maybe we can use it with IT&T. They have 250 marketing centers around the world. How do we recover ourselves in Michigan? (It will be done by March.) We need to get township maps of each state. There is an average of six townships per county. With 3,000 counties, that is 18,000 townships or approximately 20,000. We need to return to the church with Town Meeting. It has already started outside of the urban. We need the data on Town Meeting to present to the church hierarchy. Forces in the Town Meeting Post are not adequate. You need at least two strong men. Let's resolve this issue in 24 hours. Maybe we should delay the Latin American push and put the team in Town Meeting. That would be a powerful team. We need at least one international on this team, Australian, Canadian, or Indian. This is the number one immediate issue. We need an accurate count of the counties in the United States.)

#### Global Social Demonstration

1. The Human Development Training Schools.

(JWM: There is no rush here. Australia must be careful and patient. We must get the government there excited enough to invite us to do the school in Australia. The Latin American situation needs to do Washington, D.C., and Canada. This will move from the top down only at this time. We will not move an inch until this is done. What we need to find out is about India before we move elsewhere.)

2. Consult Scheduling.

(JWM: Our people in Kuala Lumpur have never really followed up on the government. I suspect that it will take some time to resolve the visa issue there. Let's not do any in the United States until Quarter III. India is not to get any outside help, and they know that. The so-called mobile HDTS staff needs to stay in India and see that India gets done. On Manado and Medan, you need to consider whether we are registered in Indonesia. That is the primary thing. If that is not done, there is no way to have the school. USAID funds can be released there from the local pot. We do not need to have any schools in the Philippines or Indonesia.)

3. Symbolizing the global consensus on site selection, e.g., the Wedge dynamic.

(JWM: Anyone of our folks out there can now do site selection. The first consideration now is the high potentiality of rapid social development. All other criteria are now secondary. Then again, somebody if he is in the neighborhood might drop by and say "Yeah."

4. Acceleration: form, time, extent. Work on extra formal education and an economic trek.

5. Latin America, mustering clout.

(JWM: We need to break loose introductions into those nations. The Latin American team is a part of the Operations Centrum. They need to do Washington, D.C., Montreal, and then Europe with Ralph Davilla.)

6. Staffing.

7. Resource Network-Appropriate Technology Groups. We need to pull together the five key things we need in our projects.

8. National Authorization: what to look for, e.g., Japan.

9. The Guardians Meeting: what does the particular emphasis need to be?

(JWM: They need to work through a method. First, get out all of the authentic issues facing the movement in history. Then you coagulate them into groupings. To find out how many groups, you take the projected attendance at the Guardians Meeting and divide by 20. Then you cluster these groupings into three to five major arenas. Second, orchestration which includes spirit life, state of the movement, and finances. Third, the finesse. Fourth, the practics. At all costs you must avoid "Mickey Mouse-ism."

10. The Urban Signs in relation to a Health Trek. An indirect way of coming at other programs. We have gotten the four-week time down to ten days.

11. Living Environment: forms of monitoring, tree planting, painting, all at no cost.