THE TENTH GLOBAL RESEARCH ASSEMBLY
SUMMER '74   PART TWO

GUILD 13

THE
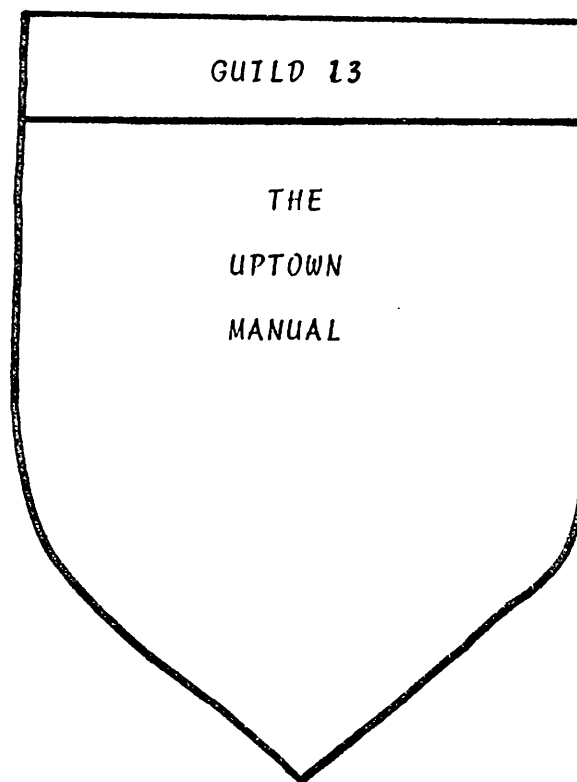
UPTOWN

MANUAL

Completing the work of guilds from
Summer '74 Part One

#17   Uptown Manual

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one year timeline	demonstrating engagement					
	structuring participation					
one year dynamics	intensifying guild					
	initiating guild					
I COMMUNITY CONSENSUS			discerning community needs	focusing community wisdom	structuring responsible participation	actualizing community decisions
II COMMUNITY VISION			building community story	internalizing community story	forging practical vision	capturing grassroots imagination
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			1	2	3	4
one world	core					
	psu/ task force					
419,904 parishes	wards					
	community					

ONE YEAR

DYNAMICS

Discerning the ongoing foundational dynamics of community reformulation is crucial in order to grasp the several levels of simultaneous activity necessary to catalyze and release the dynamics of renewal within any local community. The dynamics chart provides practical operating images for the actualization of the six foundational dynamics over a one year period for each quarter of the year. The preceeding chart holds the dimensions of time and space in dynamical tension by throwing the foundational dynamics over against the imaginal timeline of one year. The basis for the chart is the first year of the Uptown experiment with the content taken out in order to provide a contentless model for the dynamical replication of Uptown-5. The chart not only articulates the quarterly flow of the dynamics and the practical locus for the quarter, but also reveals the strategic intent in relation to providing intentional forms for the engagement of local man in the cosmic task of building the new earth.

COMMUNITY

CONSENSUS

Providing a community with the motivation and the means for consensus with respect to image, needs, and courses of action is basic to ordering the social chaos that marks this century. Effective grassroots engagement is achieved when the community works together to build its common vision out of its gifts and the issues that confront it, and begins using corporate methods that release people to renew the community. A united community effort which focuses decision and invites participation can be made only when the community defines its purpose and viable tools and training are made available for dealing with the needs there. In the first year the community becomes aware of its uniqueness and comes to see how it is to become the global sign for the future. In quarter one, the emphasis is on discerning community needs, wherein problem areas are brought to light, particular physical and social gifts are discovered, and the ways in which the community presently deals with its problems are evaluated. In quarter two, the wisdom of the community is focused on particular problems which its members select for consideration. Indicative battleplanning and a problem-solving unit (PSU) on a major community contradiction followed by task force action provide the means for forming consensus and are the signs of emerging guild action. Quarter three is devoted to structuring responsible action at the ward level. This is done by holding additional PSU's, making surveys and doing ward battleplanning which will create awareness of community, intensify action by focusing community attention and planning on specific concerns. Actualizing community decision in quarter 4 occurs when the community celebrates its uniqueness at its first festival, symbolizes its identity at its first Congress; the widening consensus on issues results in concrete plans generated by ward- and community-issue PSU's. This dynamic is foundational because the building of community consensus honors the wisdom of every man, establishes agreement on future courses of action, and facilitates ready enlistment in the necessary tasks. The community is able to recapture its heritage and sense its

ability to move effectively and in concert on the issues that confront it.

COMMUNITY

VISION

Enabling a community to vision its future represents a giant step in the social process, for it is only through engaging in that process that men take seriously the fact that it is possible to create structures that will allow them to push to the outer limits of their potential. The commonly drawn picture that emerges identifies the uniqueness of the community with respect to all other societal groupings on the globe, and suggests the manner of relationship it will take to them. And it is this vision that sets the stage for and indicates the direction of the long-term engagement that will be necessary to turn vision into reality. A common vision is built on a community story that selectively encompasses past and present and points to the future. During the course of one year, that story is created and retold in a multitude of ways so that people will begin to claim it for their own and sense a new power to act out its call for full participation in forging the practical common vision. The initial story building occurs during the first quarter. In the second quarter, emphasis is shifted to the internalization process. Through comprehensively and creatively propagating the story imagination is fired, and changes can be discerned and measured now that its identity has been established. By the third quarter the story has enabled the people to do practical visioning. The vision is grounded and rehearsed through concrete signs of caring and concern--in the form, for example, of the witness of individuals whose lives have been visibly altered or of a vacant lot transformed from a garbage heap to a park, so rare in the community and so special to its people that the park becomes "sacred space." In the fourth quarter, fascination is turned to commitment as grassroots imagination is captured. The push toward total community engagement begins as that first committed band that has chosen to take responsibility for the whole community demonstrates its corporate power by working on limited issues and special events that dramatize its global vision. Through the creation and acceptance of their own story, and guided by this new vision, the people begin the never-ending task of re-creation. They move the whole community from parochialism to global consciousness, from a stance of self-depreciation toward a posture of pride and power to determine its destiny on behalf of all. Without vision, the community lacks that foundational dynamic which stimulates its sense of comprehensive responsibility and sustains its total engagement. With vision, the community is given the change of living life in the deeps--or of caring for the whole globe by the kind of possibility that exists for any community in the world.

PRACTICAL

MODELS

Forging practical guild models is the means by which form is given to the wisdom of the community and strategy is invented. This process involves developing and using practical models for every phase of the project. Models for geo-social analysis, community research, and indicative battleplanning are used to release the guild dynamics from which ward strategies are built and community consciousness is enlarged. Models created or used in answer to the local situation ground the community as a significant link in a global reformulation experiment with historical ramifications. Over the first year, this dynamic is set in motion by establishing a structured operating guild core in Quarter 1 that uses social methods tp research community issues; in Quarter 2 models for guild operation are built and implemented; in Quarter 3 this practical model is taken to the ward level so that in Quarter 4 community consciousness is exploded. Guild structure is established through regular meeting times and formats that emphasize social methods training, including the problem-solving unit (PSU) and indicative battle planning methods. Then the core guild holds a PSU on a current community problem area. Guild dynamics are implemented through community indicative battleplanning, initiating community PSU's, and engaging as many community people as possible in task forces to implement the community battleplan. Ward strategy is built through a PSU held for the purpose of gridding the wards to give the models their geographic basis on the basis of a socio-economic and resident profile survey. the survey data also serves to identify potential ward leadership who con be nurtured into implementing the models. Finally the ward strategy is meshed with the overall plans for the community reformulation project. Ward consciousness is created by selecting the established nodes which give the ward it's uniqueness and it's sociality, visiting the potential ward leadership who can adapt the models to that specific ward, holding ward indicative battle-planning to honour it's differences from other wards, and creating ward signs as symbols of care and possibility in that specific area. In the first year the core guild is depth-trained in social and spirit methods for establishing viable guild dynamics at the ward level, and becomes the teaching staff for the community, The Model dynamic is foundational because it provides the tools to capture community wisdom and channels the passion of local man to allow him to wrestle with the contradictions of the com- and shape it's structures and consciousness. Practical models point to the future by giving significence tb the creative tension that arises as guildsmen engage in creat- practicable, reduplicatable models.

PENETRATION

SYSTEM

Reformulating human community with the intent of engaging all men in this adventure hinges on developing a rationalized penetration system which will enable the recruitment of key courses and facilitate the creation of ward and stake models. A systematic method is necessary to achieve the depth penetration necassary for community impact and training of the guildsmen. Penetration begins at the parish level, then is focused on a smaller demonstration area, and is subsequently broadened to impact the total community. The emphasis in the first quarter is on community recruitment across the parish to a full range of basic movement courses (eg. RS-I, PLC, LENS, etc.), so that enlistment of strategic individuals is insured. In the second quarter a demonstration area is choosen and additional penetration models are developed. In this manner the focus is directed to a small area to birth the ward guildsmen. In quarter three the thrust is toward the developement and implementation of a systematic ward recruitment model. This assures that every ward resident is offered the opportunity of involvement in dealing with his community. In quarter four, the penetration effort is expanded to the whole parish again, but on a much more comprehensive basis. The entire community is the arena of concern so that the tools and methods for accepting responsibility for the local and the global are made available to all. The penetration system is the complex of methods--formal courses, guild meetings, luncheons, lcc, etc.--by which groups are awakened to see the possibility of becoming a caring human community. A penetration system is foundational in bringing forth the latent community leadership and allowing these individuals to take responsibility for their local situation. Looking to the future, it is through such penetration that local man is impacted by the demonstration signs and formal courses and thus the entire community and the globe is aware that to live is to care for every man.

COMMUNITY

FORCES

Building community requires that its citizens be trained as human architects, engineers, and constructors Gaining this expertise and then having the will and being able to apply it requires that these people to formulated, that is, that they be provided with ongoing training and that they be continually cared for through their participation in covenanted guilds or galaxies, supported by global back-up systems such as academies, urban house nets, and centrums. That part of this training take place in courses is as essential in raising up a core of local leaders as guild or galaxy participation

COMMUNITY

FORCES

is to enabling the adoption of a corporate style and to holding all accountable to the task of community renewal Within one year these community forces receive training in a series of key courses (LENS, RS-I, PLC, etc.), are meeting regularly as guilds, are involving their neighbors and friends in a variety of guild-related activities and by virtue of their own involvement, make the community-at-large aware that something new and significant and very good is happening. In quarter one the invitation to take responsibility for the community is extended through, for example, LENS course follow-up meetings and visits, cultivation of the religious dynamic of the community, and through requests for inkind donations, which allows another kind of participation. In quarter two global consciousness is heightened through the use of global rituals and symbols (festival themes, and decor) guild meeting contexts, and signs such as international visitors. Throughout quarter three, guild members come to understand the degree of discipline necessary if they are to realize their vision and begin to operate in obedience to this demand. This may mean, for example, that regular meetings of the guild and its sub-groups are held much more frequently. At this point methodological training through observation and participation in problem-solving units (PSU), battleplanning, etc. is well under way and guilds members are encouraged to attend basic training events offered by the Movement. In quarter four effort to stimulate community-wide involvement are increased in the guild and in the galaxy (if one is in operation at this point) both through action task forces and PSUs. Thus in this first year the community forces are called forth to care for the whole world, given a global context, structured into disciplined and responsible groups, and engaged in the demonstration of new community. The community force dynamic operates across the entire spectrum of the community, revitalizing all nature of relationships (individual to self, to family and neighbors, to community, to nation and to world). The intent is that every human being in the geography will be included in corporate care and each life finally focused toward global significance and expenditure.

AUTHORIZATION

NETWORK

Establishing an authorization network is greatly facilitated by servant services, that is by offering to the community direct assistance particularly of a research and service nature and by the creation of a public story, models for making maximalelly procutive peronal visits and for establishing regular meeting places and a series of self-support models. Establishing this dynamic is an essential first step in

AUTHORIZATION

NETWORK

moving into the community because the people will be most likely to accept a new presence if it is endorsed by key people in local organizations and others who are actually the decision-makers for the neighborhood. Over a one year period, the initiators move from demonstrating their value to the community, through obtaining the support of the community, to eliciting the active participation of the decision-formers. In quarter one this is accomplished through the projection of a "neighbor image" by making visits to the decision-formers so that no threat to them is implied in his presence, through playing the "servant role", for example by offering a neighborhood politician detailed data from a physical services survey, through creating physical demonstration signs that showcase the initiators' neighborly concern, and through establishing a residence in the community in order to indicate a serious intent to make that spot a permanent base. In the second quarter, building the authorization net takes the form of demonstarting practical possibility. Such demonstrations might include publicizing minutes form guild meetings, holding open-house events, recalling the great happenings fram the community's history, and inviting key persons to participate in guild or galaxy activities, through clergy and businessman luncheons. Broad community support is elicited during the third quarter, when there are opportunities offered for people to express their concerns, as in ward luncheons, when people are enticed to participate in community projects by donating what is needed, when rivalry is removed and new possibilities are presented as in offering methodological services, and when the community story is publicized as in the distribution of community reformulation project documents. By quarter four, without losing momentum in other areas, the focus shifts to enabling participation in care structures, such as the guild and the galaxy or to drawing the decision-formers in the authorization network by means of in-kind donations (time, materials, etc.) and by utilizing them and others in launching a on-going scholarship development program. Thus, as the years ends, the so-called "alien" has come to be viewed by the community and its leaders as a source of assistance and knowledge and the decision-formers are beginning to identify themselves with the new force and to take responsibility for using it fo benefit the neighborhood. The urgency of moving in to recreate collapsed social structures and breathe spirit into men requires that the guild-building move at a double-time tempo; this will be possible only if the decision-formers give their unequivocal endorsement to the initiators.

QUARTER I: INITIATING THE GUILD

DISCERNING COMMUNITY NEEDS	Research the physical services situation of the community
	Conduct a survey of all agencies within the community
	Do a detailed geo-social analysis of the econ/pol/cult/dynamics
	Get to know the residents of the community through informal conversations
BUILDING COMMUNITY STORY	Plan and actualize first community "miracle" signs
	Honor the unique cultural gifts represented thru Ur celebrations
	Locate and establish a regular guild meeting and working place
	Research and recreate community story in imaginal form
ESTABLISHING GUILD STRUCTURE	Create and initiate an intentional plan for guild core training
	Decide meeting format and establish regular meeting rhythm
	Hold indicative battleplanning weekend with guild core
	Invite potential guildsmen to guild orientation meeting
BROAD-BASED COMMUNITY RECRUITMENT	Hold an LCC to break open the imagination of the masses
	Build strategic contact and cultivation plan for key persons
	Create long-range penetration plans for the community
	Actualize the initial penetration thrust through key courses
INVITING COMMUNITY RESPONSIBILITY	Provide guild-based follow-up structures for all grads
	Beckon elders involvement through sign of elder possibility
	Catalyze a galaxy within the community and begin basic training
	Visit & begin cultivation of potential guildsmen in all spheres of community
CREATING NEIGHBOR IMAGE	Organize strategic authorization visits and luncheons
	Obtain local invitation to live and work in the community
	Intentionalize style of residence in context of honoring community
	Create concrete sign of participation & service in re: comm. life

QUARTER 2:INTENSIFYING THE GUILD

FOCUSING COMMUNITY WISDOM	List and prioritize all felt needs of the community
	Create a research weekend - elicit wisdom of community
	Create a list of guilders skills and interests
	Create with guild a screen for survey of community needs
INTERNALIZING COMMUNITY STORY	Continue strategic community 'sign' actualization
	Call into being community communication -mass media
	Being to engage a community service task force group
	Rehearse and disseminate community story-rituals, songs
IMPLEMENTING GUILD DYNAMICS	Community wide PSU's on arenas of com'ty. problems & needs
	Utilize Indicative B/P to forge next Qtrs. thrust
	Intensify engagement with task forces to actualize B/P.
	Regular sodality training for future Galaxy members
FOCUSING ON DEMONSTRATION AREA	Choose delimited area for concentration of Guild dynamics
	Identify and recruit key prospects from the area
	Concentrate social signs within the area
	Hold community based courses in demonstration area
GROUNDING GLOBAL CONTEXT	Create symbolic life for the Guild
	Recruit community members to SMS
	Study 5th City documents -original CRP on behalf of glob
	Utilize presence of international visitors
DEMONSTRATING PRACTICAL RESPONSIBILITY	Present 5th City story to comty. leaders for authorization
	Hold 'open-house' to aquaint comty. with work of ICA
	Initiate clergy luncheons & Businessmen's luncheons
	Distribute Guild meeting minutes to select leaders, LENS grads, Guild members

QUARTER 3: STRUCTURING PARTICIPATION

STRUCTURING RESPONSIBLE PARTICIPATION	Develop communications net for information on activities
	Hold a community PSU discerning Ward problems and needs
	Initiate concrete tactics for previous PSU battleplans
	Assign willing community members to tasks planned in earlier PSU's and/or battleplanning sessions
FORGING PRACTICAL VISION	Hold a celebration to celebrate gifts of the phases
	Harmonize & blend Ward story with Community story with global story
	Pull together the practical vision for each part. Ward
	Begin to print and mail out Ward publication
BUILDING WARD STRATEGY	Conduct socio-economic survey of the ward
	Define the relationships between key leaders in the ward
	Do thorough population research of all the Wards
	Mesh together both Ward and Guild planning as a single thrust
SYSTEMATIC WARD RECRUITMENT	Conduct training weekend on 'How to recruit courses'
	Utilize saturation recruitment methods in the Ward
	Create timeline for recruitment in every ward
	Create prospect journey file & build follow-up models.
INTERNALIZING GUILD DYNAMICS	Construct self-conscious Guild meeting format including all dynamics of the Guild.
	Initiate Guild leadership exchanges between communities
	Intensify training through regular attendance at advanced courses
	Create and implement secular accountability/absolution constructs
ELICITING COMMUNITY SUPPORT	Distribute to key leaders general CRP documents and specific reports on their community.
	Create program to offer to civic organization
	Conduct Ward luncheons for businessmen and others
	Elicit in-kind support for community activities

QUARTER 4:   DEMONSTRATING ENGAGEMENT

ACTUALIZING COMMUNITY DECISION	Hold annual community congress to symbolize common community thrust
	Call for specific decisions & commitments to carrying out consensus on models
	Publicize new images & stories of the community
	Hold community accountable to decisions with the reports of th of the year
CAPTURING GRASSROOTS IMAGINATION	Suggest long-range direction for the community's future at congress as well as naming current needs
	Hold comty. festival to forge a new community identity
	Hold a Human Resurgence Mission in the community to awaken the local churches.
	Clarify and publicize specific task force possibilities for involvement and make assignments.
CREATING WARD CONSCIOUSNESS	Select & establish for Ward meetings nodes in the Wards.
	Visit and invite key Ward leadership to Ward meetings.
	Conduct weekend Ward meetings using Ind.B/P. methodology
	Create demonstration signs in all Wards in the community
EXPANDING COMMUNITY IMPACTMENT	Contact masses through: visitation, phoning, mass media
	Grid community to stake level
	Employ mass publicity techniques to reach every member
	Recruit large numbers of residents to courses.
, CATALYZING GRASSROOTS ENGAGEMENT	Increase the numbers who attend Guild meetings
	Begin to strategically involve Galaxy in the Guild
	Create assignment rationale for involving all interested persons in a task force.
	Publicize community wide Guild planning for next Qtr.
ENABLING ESTABLISHMENT PARTICIPATION	Intensify contact with existing care structures of comty.
	Involve business leaders in community planning & activity
	Expand arenas for In-kind participation for community
	Establish network for financial support for projects