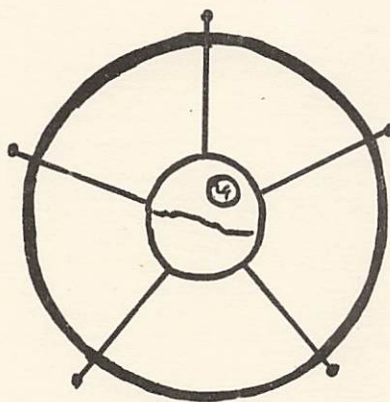


THE GLOBAL RESEARCH CENTRUM

BAND REPORT



MALIWADA, INDIA, JANUARY 2-4, 1980

THE GLOBAL RESEARCH CENTRUM

BAND REPORT

Maliwada, India: January 2-4, 1980

I. The Planning

- A. The Illuminating Trends
- B. The Contradiction Arenas
- C. The Strategic Questions
- D. The Tactical Scheme
- E. The Tactics Allocation
- F. The Events Timeline
- G. The Assignments Scheme

II. The Models

- A. The Transition to the World Trek
- B. The Historical Religious Framing
- C. The Global Research Colloquy: India
- D. The Images of GRA 1980
- E. The Research Methods Reflections

III. The Appendices

- A. The Band Meeting Methods and Procedures
- B. The Conversations Reports

THE ILLUMINATING TRENDS

Band Meeting - Maliwada

January 1980

Twelve trends are emerging which illuminate the direction in which we are moving in our missional engagement.

1. The first trend is toward Intentionalizing Expansion Models for Human Development Projects, Forum campaigns, opening new areas.
2. The second trend is toward Increasing Permeation Demonstrations such as Trining Inc., the Hughs Tool Corporation model for LENS and Town Meetings, etc.
3. The third trend is toward Determining Formation Strategies for giving form to a growing movement of blueshirts and deepening the common memory of new order colleagues.
4. The fourth trend is toward Grounding Sociological Engagement through training programs such as HDTI and the recent Global Methods School in Maliwada for Auxiliary in Maharashtra.
5. The fifth trend is toward Movementalising Existing Structures such as the core leadership in a village gaining skills and being released to do awakenment with other villages and regional designs for Global Guardian engagement.
6. The sixth trend is toward Practicalising Engagement Training through objectifying the function and content of the variety of HDTI's and other training programs and linking them directly to engagement schemes.
7. The seventh trend is toward Reforging Practical Research to reflect the field requirements for documentation, testing formation models, facilitating project transition, Continental Research Colloquies, and everyone engaged in research.
8. The eighth trend is toward Inventing Spirit Forms such as the Voyage, Way Conversations, and experimental liturgies which address the edge issues emerging in a time of increased engagement.
9. The ninth trend is toward Proliferating Impact Forms which generally consist of modifying and adapting current formats to address the foci of particular audiences.
10. The tenth trend is toward Demanding Awakenment Followup as communities and agencies seek further assistance in implementing their proposals after awakenment events.
11. The eleventh trend is toward Impactful Engagement Programs through the use of demonstrations, HDTI's, as awakenment vehicles.
12. The twelfth trend is toward Training Awakenment Forces such as agencies to do Town Meeting campaigns.

In reflecting on the trends several underlying themes were observed which generally reflected our total engagement.

1. The emphasis on training models and events is increasing in relationship to all three campaigns.
2. Forms and designs are being called for in all arenas to increase commonality.
3. In the midst of increasing tactical diversity there seems to be a fundamental unity of purpose.
4. There is a primacy of formation and movementalization being called for.
5. Permeation is emerging as a grassroots upward thrust.
6. The Temple dynamic and the roles of guru and guides are emerging as foundational roles.
7. In relationship to the Way the emphasis seems to be on being exemplars rather than simply describing or identifying them.

IB. THE CONTRADICTION ARENAS

Band Meeting - Maliwada

January, 1980

- I. The first contradiction has to do with the undeveloped image of missional identity in Global Research Centrum. During the past few quarter, intensive programmatic implementation, the approaching conclusion of the current four year plan, the adven of a new decade and the subsequent call for re-definition of strategies and spirit profundity have thrust upon Research Centrum a new role of crucial significance. In this year of Global Research Centrum old images no longer identify the nature or importance of the task now how that task will be accomplished. For the Centrum to perpetuate the image of "fourth among equals" will only result in reduced effectivity and missional paralysis.
- II. The second contradiction is related to the undisclosed shape of movemental direction in Global Research Centrum. In the face of attractive requests made of the movement by structures of society and an awesome complexity of task possibilities an uncritical absorption of the new simply because it is new has led to action which is unrelated to identified contradictions. The drive for simple, quick answers has allowed HDTs to be seen as a training panacea and therefore indiscriminately scheduled. The "ITI is dead" mentality, the receiving of volunteers on their own terms re-enforce the move toward agency-ism and the compromising of a profound heritage. Unthought through response to successfully further opportunism and confusion of activity with profound societal transformation.
- III. The third contradiction is found in the arena of unconsensed systems of missional responsibility in Global Research Centrum. With the expansion of HDP replication and the move toward strengthening the nexus outside of Chicago, some nexus are structured to care for HDTs in Research others in Operations. There is sporadic faculty creation and training, unclarity on the method of being the centrum and ungathered reflections on the learnings across the board. The Centrum experiences itself as uncoordinated in bringing focus to the task and ill-equipped to stand in the company of other professional approaches to research.
- IV. The fourth contradiction is related to the misplaced meticulousness of operational style in Global Research Centrum. With the new claim laid upon the creativity of Research to delineate the directions of the future and the profundity of who we are, the centrum finds itself operating with the burdensome legacy of consuming care for minutia. The doing of what we have done in the way we have done it before is crippling to the grasp of the future. The approach to mission seems to be more mechanistic based on past principles than creatively based on hard data. Unless there is a re-focussing of detailed care to the emerging missional edge the work of the Centrum will remain encased in detailed routine.
- V. The fifth contradiction is related to the naive use of interchange mechanisms in Global Research Centrum. The incomplete collection of data from campaigns, sporadic reports received from house PSU's and collegiums and a diminishing sense of urgency has impaired documentation effectivity. The massive amounts of information and articles which are exchanged has occasioned a sense of saturation. Without a new chastity in the critical selection of materials an unserious response to interchange will continue and ways of practically forming the edge of corporate brooding remains undiscovered.

- VI. The sixth contradiction has to do with the incomplete modes of task symbolization in Global Research Centrum. With the new demands placed upon the centrum the symbols which will dramatize the profound pillars of the past and the radical claims of the task have got to be formulated and globally commonized. Working decor currently used does not yet adequately portray the particularity of the emerging edge arenas of urban probes, documentation of the human factor or service to the historical religions. Revitalization of the symbol system and cration of movemental art are essential pre-requisites to releasing the dynamics of research throughout the movement.
- VII. The seventh contradiction is related to the eclectic forms of the movement spilit life. The work of Summer '79 and Quarter II has re-emphasized the metaphor of The Way and pointed to the cruciality of mythology. We have been sobered by the seemingly overwhelming task of myth creation that is grounded in the human factor and that does not fall into the trap of an exercise in comparative mythologies. The propensity to be paralyzed on the impressionistic level and cut off from a grounding in our initial mythology curtail the possibility of authentic universality and profundity.
- VIII. The eighth contradiction has to do with the reduced scope of geographic engagement in Global Research Centrum. In taking radical responsibility for serving the houses and doing the missionally necessary task in the local, the nexus have become closely identified with certain regional, national, areal and continental concerns. The global geo-social responsibility of centrum is compromised by a stance of zonal protectionism. Unless the radical global sociality of the centrum is held tenaciously, the creativity of missional engagement will remain compromised.

1	2	3	4	5	6	7	8	9	10
What is the adequate transition mechanism?	How do we increase the commonality of the mvt; in its many forms?	What is the appropriate spirit life for this moment?	What are the most effective GRC systems	What is the most effective coordinative use of our training tools?	What intentional moves are missionally appropriate toward historic religions	What are the appropriate principles re profound human mythology?	How do we imaginatively and practically make global coverage feasible?	What corporate events will enable us to work thru the future shape of the Order	How do we now corporately discern & design the future socio-spirit directions of our task?
Replication Documentatn Trek	Movement Under Assignment	Continental Experiment in Liturgy	Monthly GRC Band Update	Local Curriculum Pull Together	Local Festival Attendance	Campbell Method Study	Kreutzberg Urban Summit	July 80 Task Force	Document Order Effectivity
Extension Phase Documentatn	Movement Council Procedures	Formation Fortnight Experiment	Continental Summer PSU	Internal Life Guide	Visiting Sage Addresses	Movement Events Story-making	Cluster Principle Workshop	6 month House Collegiums	Historical Waves Study
Global Transition Events	Red Journal Distributn	Local Language Ritual	GRC Systems Experiment	HDTs Field Faculty	Religious HDP Invitationa	Historical Event Mythmaking	Area Grids PSU	Nexus Talking Papers	Selected Historical Events
Village Leaders HDTI	Continental Personnel Interchnage	Movemental Style Lab	GRA 1980 Prep	Comprehensive Training Functions	Visitable Religious List	Voyage Products Compendium	Unopened Area Probes	Interim Blueshirt Covenants	4th World Survey Model
Follow thru Schemes	Expanded Mailing Lists	New Ritual Model	Strategic Research Treks	Methods Manual Distributn	Print f Exchange Addresses	Nexus Principle Creation	Distr. Hse Function PSU	Guardian Covenant Elements	Rewritten Community Stories
		Voyage Experiment Plan	June Band Meeting		Services to Religious Groups				Document Societal Penetration
		Nexus Way Conversatns			Phase III LCX				Pr Visioning to 2060

Band Meeting

(Selected)

Focused Material Interchange

Structured Research Roundtable

Proffered Edge Inventions

Extensive Band
Movement

Expanded Information Outflow	Intentionalized Consensus Building	Created Working Designs	Mobilized Research Presence	Published Experiments Documentation	Enabled Corporate Writings	Intensified Specific Input
extend EXISTING MATERIALS DISTRIBUTION	offer COMMON COLLEGIUM MODELS	invent TRANSRATIONAL MASTER DESIGNS	conduct CAMPAIGN RESEARCH TREKS	assure 24 PROJECT DOCUMENTATION	describe EXISTING MOVEMENTAL COVENANTS	gather SUPPORTIVE PEOPLE LISTS
	design GLOBAL INTERCHANGE SCHEMES		orchestrate EDGE GLOBAL EVENTS EVENTS		write SUPPORTIVE PROCEDURAL GUIDELINES	
regularize BAND INTERCHANGE MAILING	provide GLOBAL PSU FORMATS	build PROFOUND SPIRIT FORMS	enable FUTURIC MISSIONAL PROBES	articulate EXPERIMENTAL EDGE EVALUATIONS	organize EDGE BROODING ARENAS	produce GLOBALLY NEEDED MATERIALS
	initiate JULY 80 TASK FORCE		hold MOVEMENTAL FORMATION PROGRAMS		conduct REPRESENTATNAL STUDY MODULES	

I-E
THE TACTICS ALLOCATION

Band	Nexus	BOMBAY	BRUSSELS	CHICAGO	HONG KONG	SINGAPORE
Journal Distribution	District Houses Functions PSU		Formation Fortnight Experiment	Distribute GRA 79 Methods Manual	Unopened Areas Probes	SEAPAC Soundings Production
Monthly Research Up-Dates				Print Solitary Journal		
July 1980 Preparation				Service Model For Religious Organizations		
July 1980 Task Force				GRA 1980 House PSU Design		
Experimental Liturgies						
Transition Treks	Village Leaders HDTI		Kreuzberg Ost Urban GRC	Awakening Follow-Through Schemes	Continental Movement Interchange	Renlication Learnings Documentation
Voyage Experiments				Religious Frame Trek		
Way Conversation Model				Global Transition Events		
Local Religious Frame Guidelines				Kreuzberg Ost GRC Design		
Movement Councils Procedure						
Myth Experiments Screens & Principles	Bombay Replication GRC	Guardian Covenant Designs		Permeation Methods Study	Blue Shirt Covenant Designs	W.C.C. Framing Preparation
Nexus Talking Papers				Guardian Covenant Documentation		
Religious Leaders Visitation Lists				House Collegiums		
Collect & Produce Curriculum Designs						
Talks by Religious Leaders				Area Gridding PSU		

I-G
THE ASSIGNMENTS SCHEME

	I	II	III	IV	V	VI	VII
TRANSITION TO THE WORLD TREKS	Krueberg Ost (Brussels) St. Allen G. Walters	Majuro Cano Negro (Chicago) G. Walters R. Harper	Lorne Vogar Cannon Ball (Chicago) G. Walters B. Pesek J. Addington N. Addington	Nam Wai Sungai Lui Maliwada (Hong Kong) J. Bell G. Harper J. Stanfield D. Scott	Fifth City Ivy City Delta Pace (Chicago) G. Walters P. Philbrook	Oombulgunni Kelapa Dua Sudtongan Jeju Oyubari (Singapore) J. Crocker D. McCleskey J. Epps W. Holcombe N. Grow	El Bayad Kapini Ijede (Brussels) St. Allen M. Battacharya
	REPLICATION FUTURE				URBAN APPROACH		
TWO MILLION POSITIONING STRATEGY	232 Documentation A. Epps B. Westre A. Berresford Do McCleskey E. Vergara		GRC India J. Bell J. Wiegel G. Harper Ju. Wiegel D. Scott		Chicago Campaign G. Walters J. Bishop (Chicago Nexus & House)		Kreuzberg Ost Summit St. Allen C. Simon G. Walters B. Vance N. Vance C. Ollison
GLOBAL HISTORIC RELIGIONS FRAME	Europe Strategy		U.S.A. Entrees			Australia W.C.C.	
	D. McCleskey J. Crocker N. Grow		J. Crocker P. Townley			D. McCleskey J. Crocker N. J. Epps C. Holcombe	

THE BANI OF TWENTY-FOUR
PROJECT EXTENSION TREK

The Global Extention Consult Construct

I. Introduction - The transparent 24

1. Extention Strategy
2. Campaign Symbol
3. Trek Rational
4. Local Set-up

II. Tools - The transition Screens

1. Transition Indices
2. Framing Brainstorm
3. Extention Functions
4. Facilitating Mechanisms

III. Content - The Sessions Plans

1. Symbolic Events
2. Contextual Talks
3. Morning Collegiums
4. Task Force Workshops

IV. Procedures - The Working Procedures

1. Sub-tactics Review
2. Narrating History
3. Long-range Plan
4. Narrative Myth

Global Research Centrum

IIA

Quarter III

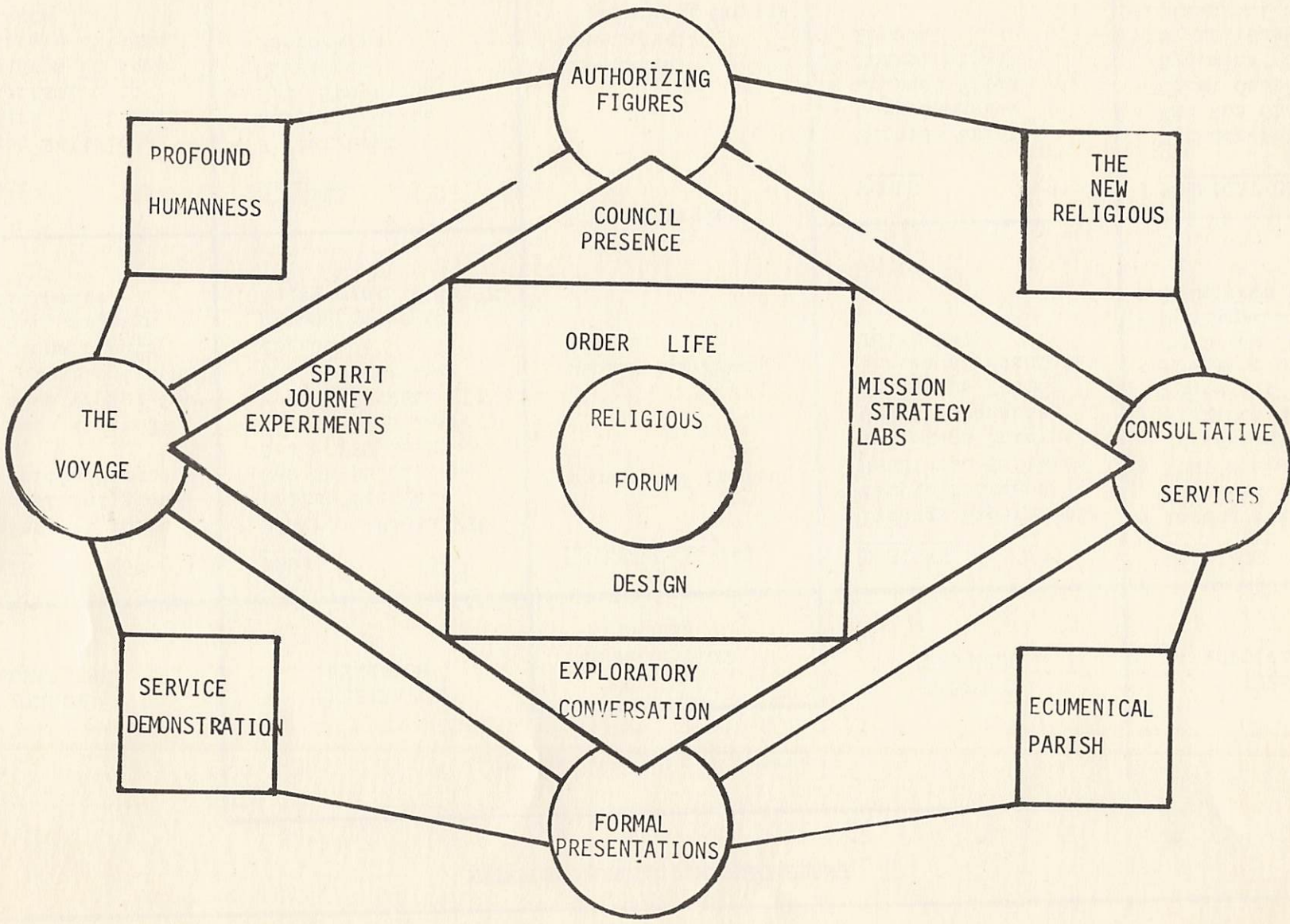
THE GLOBAL EXTENSION CONSULT

Band Meeting - Maliwada

The Time Design

January 1980

		WEEK II			WEEK I				
		The Project Summary			The Project Future				
		FRIDAY	SATURDAY	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
BREAKFAST COLLEGIUMS			Global Catch-up	The Engaged Frame	The Two Million Vision	The Extension Function	The Third Campaign	The Community Myth	The Task De-brief
T A S K F O R C E S	Morn	Travel Prep Set-up	Village Tour	Keystone Discerning Workshop	The Task Forces Context Plan	Session 2	Session 4	Typing	
	Aft		Subtactic Review Workshop	Discontinuity	Session 1	Session 2	Session 5	Production	
DINNER PLENARIES		Opening Context Happening of Transition	Auxiliary Core Celebration			Plenary	Plenary	Community Celebration	



IIB. THE HISTORICAL RELIGIOUS FRAME

SCHEME OF STRATEGIC TASKS
FOR RELIGIOUS FORUM DEVELOPMENT

EXTENDED PUBLIC COMMUNICATIONS

INTERNAL MODEL ENACTMENTS

DIRECT CONTACTS	PREPARATION RESEARCH	PRACTICAL DEMONSTRATION PROBES	CENTRUM SERVICES	IMPACT INVOLVEMENTS
<p><u>EVENTS</u> (5)</p> <ul style="list-style-type: none"> ◦ Evenings at Inst Cultural/Religious ◦ Ecclesiola/House Ch Guests ◦ Rel Ldrs Visit Us Dialogue w/ Res Cent ◦ Participation in Maj Religious Events ◦ Recruit Campaign Participants 	<p><u>PSUs</u> (5)</p> <ul style="list-style-type: none"> ◦ District House PSU Polish Products ◦ New Shape of the Order PSU in RHs ◦ Work on The Way/ Mythology PSU ◦ Analyse Current Trends ◦ Common Modes of Engagement, HDP, TM 	<p><u>EXPERIMENTS</u> (4)</p> <ul style="list-style-type: none"> ◦ Ecumenical Parish ◦ Expand Ignatian Retreat ◦ Edge Liturgies ◦ Movemental Covenants: 25 District Houses Philippines Indonesia 	<p><u>DESIGNS</u> (7)</p> <ul style="list-style-type: none"> ◦ Liturgy Experiments ◦ Temple Pentagon ◦ Readiness Criteria and Steps Internally ◦ Order Covenants ◦ Religious Frame ◦ Screen of Possible Joint Work 	<p><u>WRITINGS</u> (5)</p> <ul style="list-style-type: none"> ◦ Interpretive Speeches (Darus) ◦ R.H. Operative Principles ◦ District House Functions ◦ Movement Order 20 Years ◦ Our Experiment in Ecumenism (Order)
<p><u>VISITS</u> (4)</p> <ul style="list-style-type: none"> ◦ Target Religious Leaders - T/L Calls ◦ Presentation to Ecum Comm in Rome ◦ Cultivate Existing Contacts ◦ Service Projects 	<p><u>STUDIES</u> (3)</p> <ul style="list-style-type: none"> ◦ 9 Continent Cultural Gifts ◦ R.H. Functions ◦ Classical Pastoralia 	<p><u>TOOLS</u> (3)</p> <ul style="list-style-type: none"> ◦ Methods Brief ◦ Comprehensive Contact Files ◦ Consultation Arsenal 	<p><u>PUBLICATIONS</u> (8)</p> <ul style="list-style-type: none"> ◦ Methods Publications ◦ End Run Statement ◦ Local Church Dynamics (5 phases) ◦ Social Task of Church ◦ Classical Statements Transparentized ◦ Religious Bearers of the Symbolic ◦ Common Modes of Engt ◦ R.H. 	

IIB - b. RELIGIOUS FORUM MANEUVER IMPLEMENTATION

Brussels January '80

Maneuver	Bottom line	Intent	Who	When	Where	What
1. Global Service Conversatin	5 conversations	Initiate dialogue on P.H. & global service	B-H.K. H-Bombay M-Singap C-Brussel J-Chicago	during transitn treks	Japan Bombay Indonesia Rome Israel	Build conversation 1. Service in yr. traditn 2. Edge today 3. Observed in yr work 4. Invitatn- site visit
2. WCC Presence	Presence of intentnal team	1. update on WCC 2. contact leaders 3. our story	internatl team? 3rd world	May '80	Melbourne	film showing Exemplar card conversations Murrin Bridge site visit NY contact/set up list of questions
3. Denomina-tional Accountabi lity	attendanc & 4point report	keep firm structural relatin of clergy & laity	clergy lay mem- bers	April '80	Indian'is	UMC - after Bp Jim Research SBC UC of Canada
4. Order '80 Readiness	5 PSU's 3 studies 7 designs 5 writing 8 publica 3 tools	posit on Order for mass movement	Chi Nexus & Houses by inter change & Rel. Squa	Qt III & IV by Band Meeting	Global Chicago	Chic Nexus wk II PSU's schedule & prioritize
5. House Guest Encounter	invite rel guests sustain new mvt	dialogue on PH & spirit care of guests' hosts	Research Centrum	2 events per qt.	Nexus Houses	Evenings at Institute Ecclesiola Hse Ch or Sunday Celeb
6. Local Church Strategy Lab	2 paris! reps pe Area in North America	set stage for Ecum enical Parish Ex periment	Chicago Research Centrum	week 2 of Qt IV	Chicago	Design consultative arsenal
7. Spirit Journey Exercises	30 Voyages	Refine construct & sustain emerging movement	Chicago Nexus	5 wkends qt III & IV	6 NA Areas 30 region	Voyage Covenants Liturgies
8. Religious Forums Capstones	written report circulate	clarify the issues	Nexus Nexus	by June 1	Chicago	rel to world cultures Christian Church Order symbolic & spirit life
9. F ime Pres ntatn	written statemen on HD ar us as ex periment in ecumen	dialogue on work c other religion & relig Orders	Chicago Brussels Nexi & Panchayat	in May (March)	Rome	Presentation to Ecumeni cal Commission for Rel. Orders (RC/Anglican) work c Orders c other religions sharing who we are

Global Research Centrum
Band Meeting Model

GLOBAL RELIGIOUS FORUMS
6-MONTHS TIMELINE

Quarter III

Brussels

January 1980

Week Man'yrs	QUARTER III													QUARTER IV												
	1	2	3	4	5	6	7	8	9	10	11	12	13	1	2	3	4	5	6	7	8	9	10	11	12	13
1. GLOB SERVICE CONVERSATN					B U D D H					H I N D U					M U S L I M					C H R I S T					J E W	
2. WCC PRESENCE																					SITE PREP	WCC FAITH/ORDER Melbourne				
3. DENOM'AL ACC'TABIL														Prepare 4-Point Report - Qs			UMC									
4. ORDER '80 READINESS	5 PSUs 3 STUDIES 7 DESIGNS													3 TOOLS 5 WRITINGS 8 PUBLICATIONS												
5. HOUSE GUESTS ENCOUNTER					E V E N T 1					E V E N T 2					E V E N T 3					E V E N T 4						
6. LOCAL CHURCH STRATEGY														LAB												
7. SPIRIT JOURNEY EXERCISES					VOY AGE			VOY AGE			VOY AGE	Evaluation/Refinement					VOY AGE			VOY AGE	Evaluation/Refinement					
8. RELIG FORUMS CAPSTONE																					WRITE RELIGIOUS FORUMS REP'T					
9. ROME PRESENTATN														PANCHAYAT REVIEW First Draft			Final Draft		ECUM COM MTG							

THE RESEARCH METHODS
of
THE INSTITUTE OF CULTURAL AFFAIRS
(First Draft)

THE
RESEARCH
METHODS

The work of the Institute of Cultural Affairs in grassroots development of local communities around the world has required the invention of a number of unique planning, implementation and documentation methods. Their uniqueness has to do with the context which informs the Institute's methods in general, with the master designs of its research in particular and with the universal modes which characterize its use of these methods. This document is an initial survey of these research methods.

THE
INFORMING
CONTEXT

The invention and use of the Institute's research methods rests on a common context which informs them in all of their forms and manifestations. This context involves the inclusive functions of the research methods, their underlying presuppositions and their general characteristics. These three aspects of the context comprise that which most profoundly differentiates Institute methods from other research methods.

THE
INCLUSIVE
FUNCTIONS

The Institute's methods are designed to serve specified functions which both inform and limit the designs and modes of research methods. The first such function of research, in the Institute's view, is that of disclosing the profound dimensions of the situation under examination. There is more attention focussed on the basic realities of a given situation, in all of their complex interrelationships, than on the theoretical presuppositions or abstract models which are brought to the situation by any and all observers (including Institute observers themselves). The second function of research is that of discerning the directions needed to move a given situation toward a creative future. Thus, these methods are aimed at what must be done, not at what has been going on, even when the research task is one of documentation rather than, overtly, one of planning. The third of these functions of research which provide a portion of the context for the Institute's research methods has to do with fostering effective implementation. This means that, in the process of model-building itself, forming corporate motivation of the model-builders to actuate their plans is considered to be of at least equal importance to the task as the particular procedures involved or the specific products generated. These three functions of research are foundational to the context out of which research methods are designed and used.

THE
UNDERLYING
PRESUPPOSITIONS

The Institute's methods also share a set of underlying presuppositions which characterize the unique context which is fundamental to their design and use. The first such presupposition is that any given research group is self-sufficient in terms of its capacity to complete the given research project. This means that the Institute places a profound trust in the capacity of local people to deal with their own research issues, and that when practical specialized expertise is required, those with such specialized skill are brought into a research program from the outset to work side by side with local people. The second presupposition underlying the Institute's research methods is that every step of planning has an objective contradictional focus. This implies that the Institute's research does not try to solve "problems" and declines to do analysis out of the image of someone or some specified institution, either inside or outside the focal arena of research, being at fault; the analysis, rather, is oriented toward articulating the objective sociological contradiction which lies beneath a multitude of blocks and irritants in the community. The third underlying presupposition is that practical followthrough is that practical followthrough is assumed in every research project. This means that the results of research are not limited by what is imagined to be feasible, but rather that such results are not complete until their feasibility has been demonstrated to the satisfaction of the research group itself, which bears practical responsibility for the follow-through of the implications of their own work. These three presuppositions form the second pillar of the context which informs all of the Institute's research methods.

THE
GENERAL
CHARACTERISTICS

Finally, there are a set of general characteristics which arise from the context which informs the research methods of the Institute of Cultural Affairs. The first of these general characteristic has to do with inclusive grassroots participation in any research project. This means that not only are local people competent to participate in authentic research, but, indeed, that only through their participation is such research effective; it further means that it is the responsibility of the research method to receive, honor and incorporate the wisdom which emerges from anyone who chooses to participate in the research project, no matter the degree of such participation. The second general characteristic of the Institute's methods lies in the fact that all products of such research are corporately written. There is neither individual credit nor blame to be attached to individual authorship, therefore, for the product of a body of people working with their minds "wired together" is the outcome of their corporate activity rather than their individual prowess. The third general characteristic which is part of the informing context of the Institute's research method involves the fact that all research programs are short-term. This means that the duration of a particular project, in its planning, implementation or documentation mode, is determined in advance, and appropriate

methods are invented to assure that the task will be completed within the allocated time frame (maximum for planning: one month; maximum for implementation: four years; maximum for documentation: two to four weeks). These three general characteristics mark all of the Institute's research projects and programs.

THE MASTER DESIGNS

The research methods of the Institute of Cultural Affairs, although put to diverse uses in a number of different settings, nonetheless share a set of master designs which mark them as profoundly interrelated. These designs include the basic research dynamics as the Institute has defined them, the foundational forms in which these dynamics occur and the principal components which may be found in any and all of the programs of the Institute. These master designs lie at the heart of the inclusive view of the research methods and programs.

THE BASIC DYNAMICS

All of the Institute's research methods share a set of basic dynamics which are the foundation of the "how" of research as we understand it. The first of these is the practical context which establishes the parameters of the research project and focusses the mind of the working research group upon the issues at hand. It is important to note that the "why" of the project is more important than the "how," that providing context is not a "one-time-only" occurrence but is woven throughout the duration of the project, and that indirect elements of the context, such as corporate singing and tangential broodings are critically important in forming an assortment of individuals into an effective working group. The second basic dynamic of the Institute's research methods is the exhaustive brainstorm, through which means all of the insights of the group are objectively held before the entire group. This dynamic assures a thorough debriefing, and is intended to push the context of all participants by revealing the inclusive wisdom of the whole group. The third of the basic dynamics of research is the transpositional gestalt, which organizes the brainstorm data into a relatively few holding categories which emerge from the group looking at the whole picture. This dynamic allows all of the data to be put in relationship to itself, and is intended to reveal hitherto unseen relationships in order to allow a creative leap to be taken. These three basic dynamics, modified by the changing practical context, are the most elemental pattern of the Institute's research work.

The second of the master designs of the Institute's research work involve the foundational forms in which that work is carried out. The first of these forms is the inclusive assembly, in which relatively large numbers of people are involved in discerning broad directions needed as a set of interrelated arenas of major futuristic ambiguity. Such assemblies are held relatively infrequently (at present, once a year) and involve as many Institute staff and local community representatives as possible in determining the major outlines

THE
FOUNDATIONAL
FORMS

of the work of the coming year. Much more frequent and diverse is the second foundational form of the Institute's research, the focussed consult, which is used to deal with a specific, relatively limited research arena. The focused consult may last a single weekend in the form of a problem-solving unit made up of three or four people, or it may be a week-long initiating consult for a local community development project involving an entire village along with thirty or forty outside consultants, but its task is defined within relatively rigorous limits at the outset, and its product represents a substantive step along the defined path of the Institute's work. The third foundational research form, the documentation module, is the most recently developed, and yet, in some ways, the most contemporarily critical. The documentation module involves a meticulous analysis of the whole work of a defined project arena throughout a given period of time with a view toward learning the profound objective aspects of that program which will impel it dramatically and creatively into the future. These three foundational forms, in one guise or another, are the vehicles for the entire research work of the Institute of Cultural Affairs.

THE
PRINCIPAL
COMPONENTS

The third aspect of the master designs of the research methods of the Institute of Cultural Affairs involves the principal components of any research construct. At the heart of any such construct is the working team, the basic research unit. At every phase of the research method, the team serves as the vehicle for exhaustively researching of the diverse areas of examination appropriate to that phase, operating as a singular unit with particular responsibility for the whole process. The second principal component of any research program is the reporting plenary, the assembly of the whole, which, as a total body, receives and clarifies the reports of the teams and discerns the new shape of the research data appropriate to the next phase of team work. It is the plenary to which each team is finally accountable, and from which it receives its new assignment. The third principal component of the Institute's research methods is the methodological leadership, which assures that the research body moves together, and creates and recommends appropriate procedures to both the team and the plenary. It is worthy of note that leadership requires skills in methods -- planning, implementational, documentary -- and corporate effectivity more than knowledge of the research arena or insight into appropriate product content. These three principal components of the master designs of the Institute's research comprise the practical "how" of the operations of any research project or program.

THE
DISTINCTIVE
MODES

In addition to a distinctive context which informs them, and master designs which shape them, the research methods of the Institute of Cultural Affairs display distinctive modes which set them apart stylistically from other models of research. These modes include the methodological means of research, the operating assumptions which occur in the midst of every research construct and the profound intents of each research module. In each of these arenas, the distinctiveness of the Institute's methods demonstrate a style of meticulous attentiveness to the dynamics of human experience itself which informs the particularities of a research event.

THE
METHODOLOGICAL
MEANS


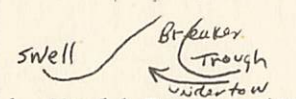

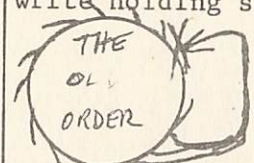
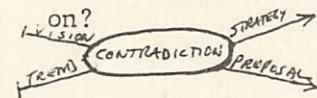
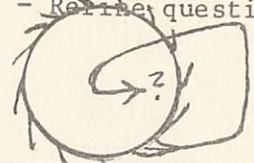
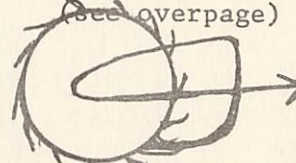
The first of the distinctive modes of the research methods of the Institute of Cultural Affairs has to do with the sets of methods which have been developed by the Institute in accordance with the several aspects of the research task which it has undertaken. The first such set of methods centers of contradictional planning and involves discerning the actual operating vision of those who are involved in an arena of research, articulating the actual set of contradictions which are blocking the realization of that vision, generating broad practical proposals which will deal with those contradictions, determining effective tactical actions which will implement those proposals and organizing those tactics into actuating programs which serve as a basis for both funding and operational assignment. This set of methods is foundational for effective planning and must be based upon the vision which the local people themselves hold and the tactics which they themselves can implement. The second set of research methods have to do with tactical implementation and focus upon the means of occasioning practical and objective change from the grassroots upward. This set of methods include inclusive scheduling of implementation of tactics, discerning and procuring the needed authorization from within and outside the local situation, writing, submitting and obtaining funding proposals, organizing operating teams with defined practical responsibilities and generating and maintaining momentum through a series of short-term maneuvers and regular "victory" celebrations. The third set of research methods have to do with human documentation and are concerned with accurately and completely demonstrating the effectivity of the work of local people in their communities. This set of methods includes determining the objective changes over a period of time, discerning the catalytic relationships among and between tactical implementation and social change, objectifying the economic and human costs and benefits of particular programs, creating artful products which tell an imaginably powerful story, and disclosing to local people the profound significance of what they have done. These three sets of methods are the cornerstone of the stylistic modes of the Institute's research.

THE
OPERATING
ASSUMPTIONS

The second distinctive mode of the Institute's research methods has to do with the operating assumptions related to effective engagement and lasting motivation which are typical of all Institute research activity. The first of these assumptions is that of imaginably intensifying space beyond the immediate confines of a village or a research center to the globe. This involves attention to the physical working space itself, filling it full with both imaginative decor and practical working wall charts, as well as attention to the global implications of the work at hand throughout the research process in the ongoing context of each phase. The second operating assumption involves imaginably expanding time beyond the duration of the particular research program or project. This involves both rehearsing the events which have brought the research group to the present and pushing the vision of participants far into the future, that the long-range aspects of the significance of the work are held constantly in view. The third operating assumption has to do with the deep affirmation of all of the relationships which are present in the research body and which are involved in the research project. This involves perpetual care of such practical things as a gracious style or tone to the proceedings, using every available moment to further the task at hand, encouraging individual and team creativity in song writing and performing skits, designing intentional reflective conversations and providing an overall ambience which reflects both the significance of the work and the deep fellowship of the working participants. These three operating assumptions about motivity toward effective engagement are that wh ch make the research task profoundly human.

THE
PROFOUND
INTENTS

The third distinctive mode of the research method of the Institute of Cultural Affairs has to do with the profound intents of the research task itself. Every aspect of the Institute's research intends, in the first instance, to further the common task. This means that research is never undertaken for its own sake or to answer some theoretical question or other; rather it is a master strategy in the Institute's work of practical service to the resurgence of local people around the world. The second profound intent of the research methods of the Institute is to create corporate consensus. This means that the posture of research is not that of an outside observer, but rather one of working with a body of people who intend to move into the future, assisting them to decide what those moves must be in accordance with their own decision about that future. The third profound intent of the research methods of the Institute is to demonstrate local effectivity. This means that the methods themselves are designed to be do-able by anyone anywhere in the world, without respect to education or social circumstance, provided only that they care about the future of their village and villages everywhere. These profound intents, finally, are what the research methods of the Institute of Cultural Affairs are about.

Step 1 Nexus Reports DM	Step 2 Trend Analysis GW	Step 3 Contra Analysis JC	Step 4 Strat Questions Sta	Step 5 Strat Tactics SaA	Step 6 Strat Implementn JS
<p>Handed out screen of the annual maneuvers</p> <p>Each nexus was given 30 Minutes to report on Qtrs I/II:</p> <ol style="list-style-type: none"> Events Breakthroughs <ul style="list-style-type: none"> -models -learnings Anticipations <p>One person gave each report, but called on others as needed.</p> 	<p>Wave Image:</p> <p>swell </p> <ol style="list-style-type: none"> World Events (30) since last band meeting - last 12 months Movement Events <ul style="list-style-type: none"> -Impact -HDP -Movement <p>What is ordering dynamic needed by history?</p> <p>What are the deep creative questions of the future bubbling up in these?</p> Trends <ul style="list-style-type: none"> -in 3 groups, what are the three trends emerging now in (see overpage)  	<ol style="list-style-type: none"> Each indiv. list 3 each <ul style="list-style-type: none"> -Blocks -Danger Signals -Infuriating obst. -Chronic Setbacks -Vulnerabilities -Ambiguities Looking at all these, which ones most get hold of the contradiction? <p>Group brainstorm (56)</p> <ul style="list-style-type: none"> -look at your list any left out? <ol style="list-style-type: none"> Looking at this list what are the arenas of contra? <p>Push each arena to get 3-word phrases of the contradiction in each arena -spinning</p> <ol style="list-style-type: none"> Have 4 groups write holding sent'ce 	<ol style="list-style-type: none"> Look through contradictions. Ask where are neces. arenas to be acted on? <ul style="list-style-type: none"> -you create proposals -you discern strat.s  <p>maintains historical continuity, longrange</p> Have each individ. write down 3-6 strategic questions raised by contras. Star 3 most creative strat. questns Group strat. questions in 9-10 columns. Push lists of questns by ask- what is strat Q. in each column? <ul style="list-style-type: none"> - Refine questions  	<p>(Opening: what are the song themes needed for the exemplars -what tunes?)</p> <ol style="list-style-type: none"> Put 10 columns on the board with the titles of the 10 strategic question arenas. Divide into 5 groups, 2 arenas ea. For each arena: <ol style="list-style-type: none"> List the sub-arena questions as a group List 3 or more ways or occasions in which this Q. gets raised. Individually list 7 or more dos Share, add, get 12-15 dos Prioritize dos (see overpage) 	<p>Decide the working groups needed to implement the tactics</p> <p>What do we look at corporately and when? Voyage, S '80, res'ch methods, GRCs</p> <div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 10px auto;">S '80 Research Method</div> <p>Opening- are we the ones? Images of the task? Length? Location? What's our research method?</p> <ol style="list-style-type: none"> 4 working groups: Treks, tactics, GRC, religious frame. Reports/Discussion <div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 10px auto;">Way Conv.</div> <p>alternative conversation method</p> <ol style="list-style-type: none"> Final wrkg groups t/1, tactics, materials, assignments and celebration

CONVER-SATIONS	WAY CONVERSATION	PRIMAL COMMUNITY	GLOBAL METHODS SCHOOL	WAY CONVERSATION	ORDER FORMATION	
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