

OPERATIONS TIMELINE METHODOLOGY
FOR TERTIARY ACTUALIZATION

Manual
March, 1971

[. OPERATIONS TIMELINE

1. **CONTEXT:** This manual is designed to present to the local inclusive auxiliary group the basic rationale and values to be used in constructing timelines in the local church. It is the practical manual which outlines basic steps in timelining and analyzes the necessary charts and reference material which are involved in creating comprehensive yearly, quarterly, and weekly timelines for the actualization of the tactical model. The objective of this manual is to provide the auxiliary with a concise description of the timelining methodology as it relates to the entire tactical model. Used as a background outline of the procedures for designing actualizing timelines, the manual includes prose descriptions of working charts used in the timeline process and a contextual analysis of the three major steps in timelining: 1) the forging of Strategic Objectives, 2) the creation of Tertiary Actualization plans, and 3) the designing and modification of Battleplans and Weekly Timelines. The first of the four part manual is a brief review of the key aspects of the experiment to this point in terms of the overall rationale for the tactical model, while Parts I, II, and III detail the steps given above.

2. It is crucial at every point in studying various aspects of the experiment to review the major documents which form the theoretical, practical and operational grounding of the tactical model in the reconstruction of the local church. The four Documents (I, II, III, IV) of Councils of the Spirit Movement are the theoretical backdrop for the Local Church Experiment. Document I is the broad cultural and theological framework for church renewal. Documents II and III outline the historical role of the church and the dynamic role of the church in creating history. Document IV, written after Summer '70, is a statement of the decisions of Council V relative to the Local Church. The key documents in the local church project itself are based upon 36 tactics books written at Summer '70. The Master Index is a prose description of the tactical system in relation to the broad strategies of the Spirit Movement. This document is the most important tool in forging the Strategic Objectives in step #1 of the timelining methodology. The Inclusive Design document written in Fall of 1970 spells out the basic structures and roles for carrying out the experiment across the North American continent.

3. The last major document is the Priorities of the Tactical System which details the valuational formulae for prioritizing, or rationally ordering, the 576 tertiary tactics in the model. This document is the foundation for both the overall timelines for the year and quarter and for building detailed weekly battleplans. In addition to presenting the valuational ingredients in timelining, the document offers both master electric grids for cadre, congregation and parish, and individual electric grids for each tactic. These grids show the trends in the interrelationships of the tactics to each other and internally. The most important aspect of the priorities timeline is the section entitled, "Inclusive Timeline for the Reconstruction of the Local Church" which is a final prioritizing of 576 tertiary tactics according to the accumulation of many values (see prose section in the Priorities Document entitled, "Formula Computation."). It is from this final inclusive timeline that the "Operations Timeline" method takes its point of departure.

4, The priorities document is perhaps the most crucial practical key to both the comprehensive continental experiment and the revolutionary address to the local situation. The inclusive timeline for the local church holds several critical values in the continental experiment in addition to being a practical tool. The inclusive timeline holds the imaginal power of every church doing the same experiment and is the comprehensive design for proceeding tactically in the local situation. While holding the accumulated wisdom of many local churchmen relative to the values of any given tertiary's effectiveness, it also orders the tactical timeline in terms of the broad intent and effectiveness of primary tactical arenas. Thus, the priorities timeline holds two values in terms of the ordering of tertiaries. It allows the utilization of the tactical systems to strike comprehensively at the major contradiction in the entire church as a total experiment and it objectifies the implementation of tactical maneuvers (576 tertiaries) in terms of an overall strategy in the church. This allows objectification of the inevitable pitfall of "programatic thinking" as over against "tactical thinking." The practical address of the priority timeline occurs at the tertiary level. It is this factor that allows the entire experiment to deal comprehensively with the overall objectives as outlined by the rational and contextual charts and further delineated in and through the various values and factors included in the formulae for the priorities timeline.

5. While the inclusive priority timeline is the master design which is to be overlayed on a given situation and represents the most theoretically comprehensive, the question is always raised at the local level as to what tactical step is most comprehensive at this point in terms of both the comprehensive design and the "situation" at the concrete particular level. Or, in other words, the principle aspect of the major contradiction is always manifest in the local situation. Thus, the demand is always holding the tension between the system strategic objectives and the local situation. Within the system this tension is held by several aspects of the system itself. The first is that the practical applicability of the priority timeline occurs at the supplementary level which allows a wide variation of possible actualization schemes for tertiaries. Secondly, steps #2 and #3 (points III and IV in this manual) of timeline methodology are designed to relate the tertiaries to the local situation and modify battleplans to most effectively utilize the inclusive timeline in a given situation.

II STRATEGIC OBJECTIVES

6. The set of 8 charts which hold the inclusive strategic objectives are the tools necessary for building the comprehensive context relative to a particular local context that will overarch and comprehensively context the activity of the local auxiliary. These charts provide a gestalt of the year's tactical activity as ordered through the priorities timeline. The setting of the year's and of each quarter's activity is the context of the tactical system's strategic objectives which guards the auxiliary from the danger of sinking into a morass of mere disrelated activity. They, thus, provide the necessary tensional relationship between the comprehensive intents and the local demands that is crucial and necessary for the authentic and global reconstruction of the local church.

7. The chart "Inclusive Strategic Objectives for the Tactical Systems: Year One" lays out the strategic objectives for the three tactical systems of the cadre, congregation and parish, and the 36 primary tactics on a one-year timeline. The first column on the left delineates the three tactical systems. The second and third columns lay out the Rational Chart categories which indicate the fundamental thrust and function in the reconstruction process of each of the primary tactics. The fourth and fifth columns lay out the contextual categories which indicate the arena within which the tactical action takes place and the context which circumscribes that arena. The combination then of the functions and contexts of all the individual tactics indicate in one image the strategic objectives for the tactical systems of the cadre, congregation, and parish. The timeline gestalt found on the right hand side of the chart shows where primary tactics are used in the various quarters of the year. It also shows which tactics belong to which categories of the rational and contextual charts. For instance, by looking at the first primary tactic on the chart (Crash Education #2) one can see that it is used only in the first quarter of the year. One can also see that crash education falls under the tactical system of the cadre, the rational chart complex of schooling in internal discipline and intensive training, and the contextual chart categories of internal discipline and basic training.

8. The three charts titled "Inclusive Strategic Objectives: Cadre (Congregation, or Parish)" hold for the year the tactical systems for each of the primary dynamics of the Local Church. On the left hand side are the strategic objectives of the tactical systems for each set of 12 primary tactics. The center section shows in what quarter the primary tactic is actualized according to the Priorities timeline. The function of this chart is to allow the local auxiliary to build the Inclusive Strategic Objectives for the Rational Chart complex and sub-complex levels for the year. In this way the auxiliary is able to articulate a vision of the direction and thrust of the Tactical System relative to his local situation.

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9. The 4 charts titled "Inclusive Strategic Objectives: Quarter One (Two, Three, or Four)" delineate the primary tactics which have tertiaries on the priorities timeline in each quarter. It also shows the Rational and Contextual arenas each of these primary tactics operate in. Holding these tactics in the context of the tactical systems the local auxiliary is then able to articulate the particularized strategic objectives to the primary tactic level quarter by quarter. This gives the auxiliary a relatively concrete image and vision of the missional intent of the tactical actualization work.

10. Having completed these charts the local auxiliary is ready to turn to the stages necessary to forge the particular tertiary battleplans and timelines for the week to week operation of the tactical system. These charts release the auxiliary to move into the most particular areas of activity confident that he will be at every point deeply related to the comprehensive context and intent of the total system. The completion of these charts will ensure that the auxiliary never loses sight of what is being demanded of him by the Comprehensive Context; thus enabling the auxiliary to move responsibly in the local situation.

III THE TERTIARY ACTUALIZATION SHEETS

11. The Tertiary Actualization Sheet for the actualization of the tertiary timeline is the master chart for the last two steps of the timelining method. It will allow the local auxiliary unit to stand in the context of the comprehensive thrust of the project and relate themselves and their work most relevantly to the local church situation. It provides the means where numbers of values, as conceived in the tactical system and as related to the local situation, can be held. It is also the final master link in the journey from the theoretical tactical systems to the weekly operations timeline.

12. After completing the objective contextual data called for in the top section of the chart the local auxiliary moves to the establishment of the Tertiary Strategic Intent for the tertiary. The first area here is simply the secondary tactic of which this tertiary is part. This holds the insight that in the tactical system when you are operating at one level, the level immediately above it becomes your strategic objective. This again established the local auxiliary in the necessary and most concrete comprehensive context. The second area is the major contradiction of the local situation which the local auxiliary unit has deduced is the focus of the actional thrust of this tertiary's primary tactic. Then the particular tertiary is considered in light of this and the inclusive tertiary objective is articulated relative to the primary contradiction. Finally the local auxiliary establishes the procedural form of the tertiary through examination of the procedures for the secondary tactic and the selection of the most relevant procedure in the context of the inclusive tertiary objective.

13. The selection of the supplementaries which will be used to actualize this tertiary is next. Here it is crucial that before selection of the supplementaries, the local auxiliary be thoroughly grounded in the objective of the primary and tertiary tactics. The supplementaries to be used are selected on the basis of being those which most comprehensively and concretely point to the action necessary for the impacting of the local situation relative to the primary tactic's inclusive strategic objective. These are noted in the supplementary area of the chart labeled "Chosen." These supplementaries now become the building of the actional context for the battleplan for the tertiary.

14. The 4 x 4 battleplan is only dealt with after the necessary modifications have occurred in the supplementary context and these revised supplementaries are entered in the area of the chart labeled "final selection." The 4 x 4 battleplan gives the local auxiliary the scheme whereby they will be able to pull off the needed happening that will actualize the tertiary. Once again it is crucial that the local auxiliary ask not what they can do but rather what must be done to actualize the strategic objective of the tertiary as it is articulated in the supplementary context. The battleplan must not so much reflect the question of time sequence as it must reflect the consideration of the time/energy factor required to act it out. Completing the battleplan the local auxiliary then moves to timelining this particular battleplan in the tertiary battleplan timeline at the bottom of the chart. This final step prepares the auxiliary for the creation of the total operations timeline for the week.

15. The tertiary actualization sheet in its completed form gives the local auxiliary a complete picture of what they are out to do and the why and therefore of the activity they will be about in any given week. It provides them with the necessary picture of their objectives, their tactical plan to achieve these, and of the timeline for their actualization. The weekly set of these charts will enable them to radically grasp that all of their activity is utterly significant and deeply related to each aspect of the renewal effort. The symbol of having done all of the tactics in the first week will be concretely demonstrated, not through the business of the local auxiliary, but rather in the breadth and depth of their activity.

IV BATTLEPLAN - TIMELINE

16. The forging of the tertiary battleplan and the creation of a weekly operations timeline are the final stages in the total methodology necessary to forge the priorities timeline into the timeline for action in the local church. These final stages are broken into a series of five stages to ensure the comprehensiveness of the final plan and also to ensure that a large number of relevant values are held. These stages are designed to enable the local auxiliary to rationally proceed through a complex series of adjustments.

17. The first stage is that of coordinating the 16 tertiaries of any one primary tactic. This is done by using the chart titled "modification of tertiaries relative to primary tactic arena." After filling in the objective data in the first section of the chart the local auxiliary would move to entering the tertiaries on the second line of the chart. These are arranged in order of appearance on the priorities timeline. The next line would indicate the weeks in which the tertiaries appear. The local auxiliary would then enter the supplementaries from the actualization sheets and proceed to coordinate all of these in the common thrust of the primary tactic as manifested in the inclusive strategic objective. This procedure allows the local auxiliary to grasp the totality of their tertiary activity as one thrust irregardless of the timeline sequence or location. It also enables them to see how any one activity in any one week is part of a total direction relative to the primary tactic and what they are out to do.

18. The final two stages of modification are carried on the chart titled "weekly and local supplementary modification sheet." This chart is composed of the twelve tertiaries that show up in any one week. The five columns to the left hold for the local auxiliary the crucial contextual data needed for these two stages. The first column on the left is the rational chart sub-complex and holds for the auxiliary the broad arenas of concern for the week. The next four columns hold the tertiary and modified supplementary (entered from the chart titled "modification of tertiaries relative to the primary tactic arena.") The weekly supplementary modification column holds the changes that may be needed relative to the group of tertiaries for the week. The last column would hold any further changes needed relative to the context of the local situation in a particular week. Again these two stages enable the auxiliary to deal comprehensively with sets of complex values. These will enable them to build the most effective and impacting weekly battleplan for the renewal effort.

19. The final chart titled "quarter one: tactical actualizations" is the weekly operations timeline. It is that which holds all of the activities of the week. The left hand side of the chart is designed to hold the Comprehensive Context for the quarter and for the week. The local auxiliary would fill out the weekly context columns and then enter the Tertiary Battleplans timelines in the appropriate time slots, thus charting out the tactical activity of the week. This timeline would stand as the constant symbol of the local auxiliary's decision to renew the local church, thus allowing them to be present to and accountable for the task they have made their own on behalf of the global local church.

20. The radical demand that the comprehensive task of reconstructing the local church puts upon those who have made this decision demands that they stand present to the demand and vision of the total local church project. The timelining methodology as outlined above provides the local auxiliary, at every stage, with the comprehensiveness of the task they are about and thrusts that comprehensiveness into the particular local situation. It is only the maintenance of this tension between the comprehensive and the local at every stage of the methodology that will insure that the local auxiliary falls off neither into comprehensive abstraction or parochial disrelated activity. It is only this comprehensive-local tension that will enable the auxiliary to move with power and depth in their local situation and to grasp that their every act is crucial to the global task of reconstruction.