

THE
CAMPAIGN
LEARNINGS

NORTH AMERICAN COUNCIL

ADVENT 1977

1. Effective Dispersement - The missional nurture of our dispersed troops lies in constantly maintaining the crucial tensions of localizing our immediate concern for local communities along with globalizing our long-range concerns in the local house dynamic through intantional discontinuity in the midst of direct mission.
2. Objective Reports - Objective reporting of victories and blocks builds a corporate mind necessary for creating the constructs to keep us missionally on target (e.g. maneuver mid-course corrections)
3. Regular Interchange - The regular interchange between circuit teams and the R.M. and between Houses and Centrum troops are crucial for providing missional objectivity
4. Quarterly Designs - Quarterly designs are critical, especially in situations where subjectivity and immediacy are likely to dominate (i.e. small houses, circuit teams.) They push comprehensiveness & depth in all aspects of mission, spirit journey and practical tasks.
5. Order Pillars - The soundness and adequacy of the principles and marks of Order life - House Church, Ecclesiola, Collegium, etc. - are not changed by the number of residents in or the spirit state of the house.
6. Practical Structures - The "tighter" the structures, the greater the success in practical doing. Deciding to stay within those structures allows the necessary focus. This is true in everything from maintaining the format of the weekly planning and reporting meeting, to weekly team-check meetings and structuring auto conversatsns.
7. Assignment Schemes - Using assignment rhythms & troop configurations is more effective than dividing responsibilities. (e.g. special blitzes with the whole house on one task, assigning tasks to teams rather than to individuals.)
8. Daily Collegium - Collegium is crucial to maintaining the long range vision for every house. Input is essential to the collegium dynamic, even in a time of dispersed or small numbers. A common design can be used in various locations with a reporting plan for getting the wisdom shared. Consensus building involves creative tension; therefore, participation is key.
9. Common Spirit - In a time of dispersion, corporate debriefing and imaginal study become a spirit event which allows many efforts to become one thrust.
10. Solitary Journal - The quick availability and the common use of the solitary journal and the red book empower them as tools which sustain the common spirit.
11. Specific Engagement - Specific assignments that relate the individual or group to the larger common mission of doing the global priorities build a corporate movement. The direct engagement of permeators and metro colleagues in Town Meeting, MDP's and Impact Courses fosters unity.
12. Decor/ Celebrations - Decor & celebrations that reflect the latest situation and are functional become a poetic rehearsal of the victory just accomplished (e.g. colouring continental county map yellow).
13. Space Design - In a time of dispersion space becomes more important as it imagin-ally articulates the immediate and long range mission. We set up our space commonly and use it representationally.
14. Religious House - The Religious house is primal community involving worship, study, discipline and mission. Each of these elements is essential to its effective engagement. As a stake the task of the Religious House is to intensify the consciousness of the Other World, thus allowing the external mission to be genuinely transestablishment.

1. Research existing networks to provide regional authorization and access into local towns: the focus of authorization is to make local contacts comfortable with us.
2. Remember the major advantage of finding economic support for TM on local level.
3. In order to effectively utilize time, troops and materials it is necessary to maintain full logistical coordination.
4. In order to sustain motivity it is necessary to clearly define the victory and name the maneuver.
5. Preprinted posters and flyers with space for local information need to be in circuiters hands from the onset. This facititates quickly and publicly establishing the TM as a fact in a community.
6. Letters, packets and media coverage prior to circuiters hitting the road creates appropriate atmosphere of expectancy.
7. Early conversations with people who know the geography reveal(critical) avenues and obstructions to local access.
8. Small evening Town Meetings facilitate colleague engagement but the committment of time happens before the maneuver begins.
9. Insuring set up of accommodations, telephone facilities and automobile servicing before hitting the road, reduces anxiety and increases effectivity of circuiters.
10. Bringing authorization figures fully up to date on maneuver condition provides maximum sponsorship in localities.
11. The selection of authorization in the midst of particular maneuvers includes consideration of long range needs for the three campaigns.
12. Published maneuver phasing plan for the year's objective informs what moves must be taken in each phase and sustains the troupe in the knowledge that all the territory is dealt with.
13. In the arena of funding we have learned that: (1) there are agencies and institutions willing the fund/salary the ICA to do GCF such as VISTA, community colleges, Campaign for Human Development; (2) the best sources for partial funding of specific TMs are Utilities, phone companies, local industries employing over 100, realtors, morticians, insurance agents, banks. Personal high level guardian referrals and requests from local person involved have been key.
14. Maximum funding occurs when it is solicited as a part of initial maneuver authorization, and is part of the initial local community set up.

1. A maneuver time line requires a maneuver story to create the master image of what the maneuver is out-to accomplish in the context of the overall strategy and timeline for the year, spells out the time and space parameters including the public closure of the maneuver and is symbolized in naming the maneuver. It includes ways of telling that story to the local community which gives them permission to say yes to community forum now.
2. A maneuver time line requires careful analysis of both physical and sociological aspects of terrain (climate, hunting season, school basketball schedule, Chanukah etc.) moving from advantage to a point of advantage, i.e. not painting yourself in a corner.
3. A maneuver time line requires sweeping a specific geography (as defined by physical or decisional boundaries) in a specified time frame towards building the overall momentum of the campaign.
4. A maneuver time line requires a weekly rhythm including the elements of structured debriefing with reporting and planning, town visitation, office work, discontinuous activity, and symbolic life. This creates a regular beat for the week to enable each circuiter to care for practice and one's self. The rhythm of the whole maneuver has a different week to week emphasis dependent on its particular design.
5. A maneuver time line requires effective troop usage, facilitated by scheduling teams of two in a rhythm which allows inclusive engagement and training of forces and provides both on the road participation and reflective strategizing.
6. A maneuver time line requires celebration. Celebrations symbolize the beginning and ending of maneuvers and are woven in a rhythm throughout. They are corporate, it is critical to draw everyone connected to the maneuver into celebration.
7. A maneuver time line requires a stable logistics base which provides lodging, food and transportation sources, acts as a communications and tracking center, provides necessary materials weekly, houses circuit troops on Week II's, and coordinates the week II events.
8. A maneuver time line requires that the general knows the range and limits of his authorization, acts to maintain advantages, paces the reporting dynamic, updates materials regularly, and focuses the momentum on local authorization.
9. A maneuver time line requires the timely creation and use of materials which freight broad images, include current authorization, reflect the campaign, motivate troops, and maintain the comprehensiveness of the campaign.
10. The maneuver time line requires a logistical plan clearly defined and actualized beforehand and implemented and revised during the maneuver. This plan provides for materials preparation, printing, phoning, housing, transportation and food.

11. A maneuver time-line requires a strategic reflection to happen continuously during a maneuver to focus on the present contradiction which allows for mid-course correction. These reflections inform the rest of the maneuver, relate to the over-all strategy, and link the particular maneuver to the global campaign.
12. A maneuver time design, in order to maintain troop motivity, requires focused time intervals that are less than a quarter long and have public kick-off and closure dates.
13. A maneuver time line requires a funding plan. Without a funding plan there will be no funds for maneuvering, Since development may take longer than set-up it should be initiated first. Sun Tzu says, "Get your gold pieces and chariots; then got to war."
14. A maneuver time line requires the use of flexible winning tactics such as using different pitches for different geographies, initiating the most helpful town meeting time design and format, creating new set-up forms to win, and deciding if and when to move on to the next town.

**Circuiter
Decision**

The key to rapid set-up is the circuiter's decision
1. to hold a Town Meeting in the one targeted town per county, 2. to set the date, 3. and to announce the great event to the town. The circuiter makes visits to secure arrangements and nods that enable increased attendance, and avoids any formal or informal decision-making structure. The circuiter finesses the yes in one day and leaves the town anticipating a great mysterious event.

**Short-Term
Set-up Pitch**

Many times old images of cumbersome long-term planning for large community events blocks people from going ahead with a Town Meeting. The circuiter shifts the old images by making it clear that most Town Meetings can be set-up in 9 days or less because the set-up is simple and the method flexible enough to fit any number of people. In the conversation, a story is created with the local contact as to why they are having a Town Meeting in their town.

**Instant
Publicity**

Local people are very encouraged and willing to move it if the things which normally consume their time are already done for them. For this reason, circuiters carry a publicity kit which includes a sample or "fill-in" news releases, radio announcements, posters and flyers. The circuiters make local assignments and hands out material for distribution or goes to the media himself.

**Visible
Signs**

The learning in rapid set-up is to get the TM visibly announced by the appearance of fast, visible signs within the community by the circuiter such as large striking posters and brochures in key community locations. The event is imaged as being for the whole community which can be enhanced, for example, by providing a free meal for all who attend. The event should ideally contain an element of mystery, a surprise together with an actual community event such as a meal.

**Geographic
Cluster
Rationale**

Setting up Town Meetings in a geographically proximate cluster allows better use of time and space. Planning visits to towns in contiguous counties over a short period allows towns to be visited more rapidly, local recent TM stories to be told to encourage neighboring towns and TM to be scheduled sequentially to reduce overallp.

**Circuiter
Momentum**

The key to circuiter momentum is starting fresh with a new town each day. This means not letting loose ends, etc., from the previous towns detain the circuiter from moving on to a new county. This is necessary if we are to do 3000 counties by July, 1978.

**Using
Available
Resources**

In the midst of having learnings, guidelines and models, there are NO limitations finally, about who can do a community forum. Forums have been set up all days of the week, at any time of the day, with all kinds of groups and contacts. The key was in using all the resources that are available in each particular situation.

1. Singing must not be done automatically and takes careful planning to pull it off as a group happening.
2. The initial Welcome and Context is a place to trim time. The essential opening dynamic can be maintained without the traditional jokes, introductions, and brief comments made that allow the quickest entry to the workshop.
3. The four basic steps of the challenge workshop are held in order to take the group on the journey of identifying the underlying contradictions of their community. Various factors within the situation, e.g. size of group and the experience of the workshop leaders, as well as various workshop gimmicks allow the time to be shortened.
4. The Interlude dynamic can be held by reading the story, talking about the symbol, and singing the community song, also reading corporately the challenge statements with a quick reflection on the first workshop, allowing everyone to see that a creative response can be made by the participants and lead them into the next workshop.
5. Proposals and their titles are to be concise, concrete and practical, honoring all the challenges,
6. Reflection insures the happening of Town Meeting is objectified in the minds of the participants and can happen throughout the event.
7. The document illustrates the practical seriousness of the event and enables follow through and in no situation is a document impossible to produce.
8. All five pillars are necessary to hold a Town Meeting. Great Town Meetings can be done in 3 to 4 hours with attention to a brisk pace and the planning for any dead spots. All orchestrator teams can drastically improve their situation with careful planning for each situation.
9. The New World and New Human spins are critical in preparing the participants for the Town Meeting event, especially in contexting the challenge and proposal workshops, and can be done effectively either informally or formally.
10. It is most helpful to have the decor and workshop materials set up before the Town Meeting begins with production set nearby in a fashion most conducive to eliciting everyone's wisdom.
11. Each Town Meeting is self supporting. Funds can be raised before, during, or after so that the community is aware that they are not participating in another handout.
12. Small groups require a more informal style, that transmits helpful social methods without loss of Town Meeting wisdom.
13. In whatever size meeting, breaking into team size groups insures every participant engages in producing results.
14. The song, story, symbol, workshop is most flexible, should be done, and needs a minimal number of participants.

Economic Support

The learning of this quarter is that while TM's cost \$1200, we can do them for less, but we need not do them for free. Some experienced models include asking 10 local businesses for \$10 each, asking \$25 from banks in neighboring towns, and soliciting donations from local or county industries. These requests can be made in person, by phone or by mail.

Locating Set-up Authorization

Obtaining permission to set-up a Town Meeting is done by contacting individuals who have influence on groups or who are key authorization. To locate key persons ask casually who are those who care in the town, use people's professions or organizations as a clue to whom or how to approach. Approaching people as individuals as opposed to representatives of groups is usually more effective.

Troop Deployment

The basic set-up unit consists of two people. A mixed team of one woman and one man is the most strategic combination. Several teams working together avoid a protracted campaign. This statement is about the future, training, and care for ourselves.

Choice of Targets

In choosing targets, circuiters keep in mind that we are dealing with sociological promise, therefore a town that thinks that it has only one big problem is less likely to participate. Circuiters look for a small town away from the symbolic center of the county; in other words, a left-out town that is hungry for possibility. Circuiters avoid meeting with any decision-making group who could say yes or no to holding a Town Meeting, or, positively stated, we only hold a group meeting with individuals who have already said yes.

Regular Bombardment

The new learning in rapid set-up in the arena of attendance is the regular bombardment of every person in town from several directions, arranged by the circuiter before leaving town. Some examples include direct phone contact by local callers, radio announcements, newspaper articles, flyers sent home with elementary students, giving people set-up tasks, making sure all factions are represented, engaging local talkers, selling tickets at church, and informing persons where posters are put up. When most of these are used to publicize the Town Meeting, better attendance is assured.

Advocate of the Local

In rapid set-up, the circuiter does his homework on local regional customs in order to be identified as an authentic advocate of the local. Knowledge of farm talk, athletic rivalries, local geography, and other regional topics allows the circuiter to be imaged on the side of local man.

Demonstration Town Meeting

In town where town size, past relationship to Town Meeting, or scheduling difficulty create a climate of resistance, the image of Demonstration Town Meeting creates a yes and may even be secured with a phone call or letter. A demonstration can often be done at the regular meeting of an established group and it may be possible to develop a web of Town Meetings using the same group in several towns.

Methodological Suggestions that have been used and found helpful in doing four-hour Town Meetings:

Welcoming

1. An introduction of orchestrators by a local person
2. Coffee and snacks to serve people as they arrive
3. Reading by whole group of pledge of allegiance or a quote from poster.
4. Prayer offered by a local person
5. Starting on time to honor those present and the timeline.

Opening Context and Spin

1. Walking through the workbook while giving the context provides a visual aid and orientates them to the workbook
2. Start with who we are as the ICA
3. Including an image of the day helps people to comprehend what is going to happen
4. Weaving the spin through-out the challenge workshop helps save time and gives helpful images from which to brainstorm
5. Doing the spin in a conversational tone entices participation from the start
6. Doing the spin with one story

Past-Present-Future Brainstorm

This is a context for challenge workshop and needs participation of whole group. There are 2 suggested ways to proceed:

- | | |
|--|---|
| (1) brainstorm Past/Present/Future
break into 2 groups
Challenge workshop
Song/Story/Symbol | (2) brainstorm Past/Future/Present
One group leaves for Song/Story/Symbol
Challenge workshop continues, using
previous work as launching pad |
|--|---|

Several specific questions are helpful for each section to get richer flow of info:

- | | |
|---|---|
| Past: history of name of town
key landmarks
historic events
key characters
Future: hopes
dreams
Wouldn't it be great if _____ | Present: concerns
interests
types of people
What people do |
|---|---|

2nd orchestrator makes second list of the present list so that data is readily accessible for challenge workshop.

Challenge Workshop

1. Index cards or 8 1/2 by 11 sheets of paper for brainstorm so they can be moved when clustering and can be handed to teams.
2. Moving toward more simple form for challenge statement has been helpful
3. A prepared flip chart with procedures for display during team work time.
4. Rather than sentence report form, teams write data on corporate chart. Orchestrator uses data to show how to write challenge statement and uses this as opportunity to push back and keep data concrete and practical.

Issues					
Arena					
blocks					
Underlying Contradiction					
Illustrations					

Interlude

1. If Song/Story/Symbol workshop is done with challenges as a separate workshop, the interlude might be a time to present the drama of the song/story/symbol after the reflection on the challenges.
2. The song/story/symbol workshop may be done as part of your interlude after the reflection on the challenges.
3. The song/story/symbol workshop may be done with as few as one person.
4. The New Human Spin is a context for the proposals workshop which points to individual motivation.
5. This is imaged as a short break.

Proposals Workshop

1. The responses brainstorm may be contexted by the "see-do-think" short course. Get out examples of events that are visible, do-able, or planning activities.
2. With smaller forum, 9 or 10 practical responses are often enough to brainstorm.
3. In some cases, responses may be selected and assigned to teams to write into proposals rather than cross-gestaltting.
4. A wall chart containing all proposal areas with boxes for proposal components may be used, with a walk-through of one proposal as an example, and having teams fill in the chart instead of writing out large sheets.

Plenary

1. Pick an appropriate proposal. Praise it. Reflect on how it could be done, who, when, what, where.
2. Use of toasts is still effective.
3. Do a send out.
4. Present symbol to a "guardian" in the plenary.
5. Pass the hat and/or do a contribution spin.
6. Do Assembly spin and registration spin (if appropriate).
7. It may be helpful to include a rehearsal of ICA spin briefly with reference to non-profit and MDPs as an example of follow-up along with Assembly spin.
8. Ask questions to reflect on the event, significance of the event.

1. SHOWCASE MENTALITY ESTABLISHED: Because the six projects are places where people interested in the ICA come to visit to get a vision of what is possible in their own communities, it is key to establish a mindset of ongoing, visible, community structures, as well as an environment which is constantly ready to receive guests.
2. SELF-CONSCIOUS TRAINED LEADERSHIP: A broad base of community residents who have internalized the basic methods of NDP who operate as colleagues and are self-conscious about the NDP as part of a band of those who care around the globe will be established.
3. PROGRAMATIC STRUCTURES FORMULATED: Each programatic arena has at least one structure functioning on a self-sustaining basis and their inclusive operations and results have been documented against the original two-year plan.
4. COMMUNITY CONSENSUS STRUCTURE: Completion will see community decision making structures, such as stakes, guilds and community congresses and assemblies as part of the regular calendar of the community, participated in by a large number of community people who see that their power and their freedom lies in regular corporate consensus decision making and planning. These stake, guild, and congress structures will be planned, led and executed by the community people themselves as an expression of their total responsibility for creating the future of their community on behalf of local communities across the globe.
5. LOCAL LEGAL STRUCTURES: Each community shall have established and functioning an appropriate incorporated structure or structures which allow the community to respond to a broad range of socio-economic opportunities both from within and outside the community. These structures must include management systems designed to aid the community's development.
6. STABLE FULL-TIME EMPLOYMENT: Each community shall have developed a variety of vocational alternatives so that choices might be available and so that each family unit shall have an adequate income with a minimum of one member per family employed in a stable full-time job.
7. DIVERSE COMMERCE-INDUSTRY-AGRICULTURE: Diverse commercial development involving local entrepreneurs will provide services to the community while broadening the economic base. Industrial enterprises and agricultural development will utilize local resources and provide a stable economy.
8. ESTABLISHED COMMITTED LEADERSHIP: Established committed community leadership will symbolize the visibility and maturation of the 24 showpieces in June, 1978, globally.
9. GLOBAL PARTICIPATION PLAN: Completion is occurring when local people are regularly involved in awakening and engagement campaigns beyond the community -- doing Town Meeting set-up and orchestration and participating in initiating consults for new NDP's. Some will have put themselves under global assignment as members of the Order. Others will regularly participate in all the programs of the Global spirit movement.
10. SYMBOLIC CENTER ESTABLISHED: The community's central node would be completed with that symbol which represents the community's identity, i.e. the Iron Man statue on the Fifth City Plaza.
11. CONSTRUCTION COMPLETION SECURED: A completed project must have two comprehensive plans in concert with the NDP document--one, a comprehensive market analysis of all proposed commerce and industry; secondly, a comprehensive development plan for housing, new construction and renovation, expansion development plan for highways; public lighting, sewage, utilities, schools, public transportation, zoning; start up loans and financing must be secured and projected; and, ground breaking ceremonies celebrated.

Advent, 1977

Continental Priors Council

ARENA Project Completion
Campaign Learnings

December 10

Global Nexus Chicago

12. SELF-SUFFICIENT FINANCIAL MANAGEMENT: The "completed" community will have within itself the ability to manage its own financial affairs in order to demonstrate economic self sufficiency. In addition, the community will have established a financial base sufficient to support its social programs such that a minimum of 60% of funds for these programs comes from within the community.
13. EXTERNAL RESOURCES CLOUT: Establish clout with external economic and political public and private resources and design the liaison mechanisms to allow for ongoing, effective operations of local programs, e.g. tax and revenue sharing, public services and private expertise.
14. COMPREHENSIVE ONGOING TRAINING: Provide structures for ongoing comprehensive education for all age groups. Such education would include human methods imag. ed., basic education, practical skills, functional literacy, financial education, social, intellectual and spirit methods, as well as contradictional analysis and proposal thinking.