



**THE
SEVENTEENTH GUARDIAN
CONSULT**

**OCTOBER 12 - 14, 1979
CHICAGO, ILLINOIS**



ICA THE INSTITUTE OF CULTURAL AFFAIRS
CONCERNED WITH THE HUMAN FACTOR IN WORLD DEVELOPMENT

September 20, 1979

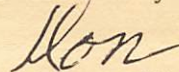
Dear Guardians,

The 17th North American Guardians' Consult will be held at the International Training Center in Chicago on October 12-14, 1979. Registration will begin at 4 on Friday afternoon, and dinner will begin at 7pm.

We will be meeting in the context of an accelerated demand for professional engagement relative to such concerns as the State Campaigns, HDP transitions, funding refinement and the strategic permeation of social structures. Edge issues have also emerged from the work of the Global Research Assembly and the Global Priors Council that the gathering will be called upon to address. These have created a firm base for the new imagery that will massively awaken the structures of local community.

We look forward with great anticipation to seeing you on Friday, Oct. 12, on the International Mezzanine at 4750 North Sheridan Road, Chicago.

Take care of yourselves,



Donald R. Moffett

Context for 17th Guardians Consult

CHALLENGING ISSUES

Everything that we visioned doing in the first Guardians Consult has come to fruition. The 17th Consult has the urgent task of discerning what new frontiers will be permeated over the next five years by Those Who Care and Those Who Will. Tackling the questions of - "what is history requiring of the Guardian", "what needs to be done now", "how does one discern the engagement directives" and "what do the Guardians 'guard'" will be addressed.

GLOBAL DEMAND

In order that the structures be effective in building a human society it is critical to unleash the corporate power of the Global Guardian net to impact all arenas.

OPERATING IMAGE

At the 17th Guardians Consult we will combine the dynamics of Those Who Care and Those Who Will by using the LENS methodology through the 44 hour time design. We will be planning together the future picture of the Global Guardian network. In the five sessions of the week-end we will employ the methods of getting out the vision, contradictional analysis and proposal writing toward the discernment of our practical strategic thrust for the next five years.

Oct. 8, 1979

SEVENTEENTH GUARDIAN CONSULT LEADERSHIP ASSIGNMENTS

ANNOUNCER	TEAM LEADERS	PLENARY ORCHESTRATORS	MEAL LEADERSHIP	TALKS	SONG TEAM	COORDINATION
Don Elliott	Joan Seacord Bud Ames Dick Seacord Kitty Cole Jim Phillips Laverne Phillips Dick Galbreath Audrey Ayres Tom Whitsett Jay Antenen Laurie Hyland Baret Griffith Sam Hanson Jan Ames	Marilyn Crocker Eliz. Loudermilk Jim Wiegel Carl Johnson Barbara Williams	C-Current Trends Joan Seacord H-Laurie Hyland C-Working Environ. Karl Hess H-Andy Batchelor C-Effectv Tmwork David Patterson H- Karl Hess C-Ancient of Days Mary W. Moffett H-Mary Coggeshall C- Consult Reflection Don Elliott	1-Global Gdns. Don Moffett 2-Social Proces Rick Loudrmk 3-Human Factor Joyce Ollison 4-Effective Methods Pat Scott 5-Signif. Eng. Clancy Mann		Don Elliott Alice Wright Rick Loudermilk Marianne Mann Mary W. Moffett Centrum Prior (Chas Hahn Rick Loudrmilk Barbara Barkony (Muriel Griffin)
RONIN READINGS						
Jim Phillips	(Area Priors as back up on each team)					

REPORT ACCOUNTABILITY		17th GUARDIANS' CONSULT			HDTS COUNTDOWN			
US AID		LEADERSHIP TEAM			FACILITY			
G. Walters*	D. McClesky	PLENARIES		TALKS	A. Smith*	B. Westre		
K. Troxel.	B. Bonnell	M. Crocker	B. Williams	P. Scott	B. Slicker	K. Lush		
K. Townley	E. Elizondo	R. Loudermilk		C. Mann	E. Caperton	S. Rafos		
B. Pesek	A. Elizondo	C. Johnson		R. Loudermilk	L. Ware	M. Wainwright		
D. Jewell	S. Morris	COORDINATION			L. Spencer	R. Stanley		
N. Vance	H. Wainwright	A. Wright*		J. Johnson	C. Lingo	J. Boone		
J. Wright		M. Mann	M. Whiting		P. Townley	M. Allen		
(Unit Ia)	(Unit Ib)	B. Barkory	J. Morrill		D. Lingo	T. Lush		
COMPUTER BLITZ					J. Ballard	M. Ford		
J. Mathews* L. Ballard					(Unit Ic)	(Unit Id)		
B. Compton					CURRICULUM			
ORDER REPORTS								
M. Talbott*	B. Parker	DEV. Joe Thomas		OPERA. Leadership Team	M. Tomlinson*	C. Powell		
Mary Bengel	B. Hawley	S. True		Kay Lush	A. Avery	V. Price		
D. Allen		MGMT.		RESEARCH	C. Walters	R. Carter		
		C. Hahn		N. Grow	C. Olison	B. Grow		
		Joy Thomas		M.W. Moffett	K. Krauss			
RESEARCH UNDERGIRDING		PANCHAYAT: B. Booher, L. Mathews, D. Hahn, Duffy						
UNTOWN DOCUMENTN	CUSTOMARY	REGISTRATION						
J. Bishop*	C. Pierce*	Fri. 1-6PM		Fri. 6-10PM	Sat. AM			
I. Bishop	D. Drown	J. Kilgore*		J. Kilgore	J. Kilgore			
M. Teffase	J. Pierce	S. True 1		Joy Thomas 1	M. Mann			
S. Kock		A. Avery Security		D. Raschke Sec.				
		M. Allen		A. Duffy				
HDTS UNDERGIRDING								
RECRUITMENT			BUDGET/INKIND					
D. Raschke*								
A. Duffy			M. Crane*					
			D. Owens					
			S. Laxdahl					
			B. Scott					
SUSTAINING FORCES								
INNKEEPING		SECURITY		PHASE I		PRACTICS	PRODUCTION	SOUND
J. Smith*	D. Horn	J. Crocker*	D. Baines	Student House		D. Yost*	B. Hawley*	K. Balm*
J. Troxel	D. Hinkleman	M. Jones	D. Talbott	Staff		C. Boivin	B. Gazarian	M. Porter
M. Gergen	Leah Early	R. Marshall	R. Funk	M. Jewell*		A. Stanley	K. Jones	
M. Hoff	J. Kilgore (Sat)	T. Neuwirth	H. James	C. Ennis	S. James	C. Bonnell	C. Welch	BAR
Lee Early	R. Williams (Sat)	J. Jewell		M. Ennis	R. Grow	A. James	M. Wagner	
+ Fri. PM Ia		D. Baines		M. Welch				K. Raschke
Fri. EVE Ib	Sun. AM Ic							
	Sun. PM Id							

SPECIAL	EXTENDED
<p> B. Davis P. Moriarty M. Lazear D. Lazear D. Morrill R. Grunberg R. Mohan Margy Gergen A. Mathews </p>	<p> Minneapolis CYF--Mary Boivin Training Europe--J. Chia RSI Academy--Sheela Westre M. Marcos India--David McClesky R. Spencer J.S. Dethe Study--Fred Hess Pat Scott Permeation--P. Allard R. True K. Bishop San Francisco--R. Williams Caracas--I. Besin </p>

17th Guardian Consult

October 13-15, 1979

FRIDAY NIGHT

Meal Format

Chicago: Global Nexus

ADVANCED ROOM PREPARATION

Theme: New England Buffet

Decor: Buffet tables on Mezzanine with baskets, brass candlesticks and bounty Gold napkins

In Great Hall: Small napkins, fork and spoon
Centerpiece like buffet tables on Mezzanine

Background Music: Appalachian Spring

Bar opens at 5 PM

Buffet served at 6 PM

Session begins 7 PM

Role Assignment	ACTIVITY	MEAL PROCEDURES
D. Elliott and Singers	Welcome & Singing Host will announce songs and step back into singing group.	After bar and Mezz. buffet, the group will gather in the Great Hall. Dessert and coffee will be served. After a very brief welcome, the host will ask the song leaders to come forward. Context: The songs we will be singing this weekend will include songs that typify the engagement and journey we as Guardians have taken to this weekend. 1. Blue Skies (sing through twice) P. 1 2. The Exemplars P. 3
	Ritual	Let us begin this 17th Gathering of the North American Guardians on behalf of all our colleagues around the globe who join us in caring for this world. Our ritual to remind us of this fact is one that comes to us from outside our continent: My line is: These are the times, your line is: We are the people. We'll do it 3 times. After ritual say, Let us begin.
J. Seacord	Conversat'n	Calls attention to time line of the weekend to set context for activity of the evening and proceeds with conversation on trends. (see attached page)
D. Moffett	Talk #1	Global Guardians
M. Crocker D. Elliott J. Phillips	Vision Wkshp Announcements Ronin	Introduction to Vision Teamwork - Teamwork - Plenary Part 1

ANNOUNCEMENTS

MENU

Daily Office - 6:30am Great Hall
Breakfast - 7:00am Guild Hall
Registration - 1st floor - Lounge
Drinks on Mezzanine til 12:00 clock

New England Boiled Dinner

Dessert and Coffee/Tea

LENS MEAL CONVERSATION CONSTRUCT - SESSION I

Oct. 1979

17th Guardians Mtg.

Rational Objective: To re-affirm the corporate though geographically dispersed body; people called guardians and to get out before it events, issues trends that reflect current history.

Existential Aim: To create the attitude that guardians not only experience the on-sweep of historical events and trends, but can be objective participants in determining the future.

TOPIC: CURRENT TRENDS

ON-STAGE: Welcome, I am _____. This weekend we will be focusing our attention on practical thinking/planning on guardian involvement during the new decade of the '80's. To enable our comprehensiveness, lets begin by spending a few minutes looking at events/trends that affect our current lives.

A. First, will someone from Area New York stand, give his/her name and State and an event going on in the world today which caught your attention.

Houston
Edmonton
Chicago
Montreal
San Francisco

Do the same with all the North American Areas,
Anyone else?

B. What global, national issues challenge us as Guardians?

C. What trends (E,P,or C) do you see emerging today?

D. Where have you seen or do you experience "TWC" participation in the trends of our times?

E. How would you talk about the greatest challenge to "those who care" as you look forward to the '80's?

CLOSING

We need to continually keep abreast of the trends so that we can do effective planning.

17th Guardian Consult

October 12-14, 1979

SATURDAY BREAKFAST

Meal Format

Chicago: Global Nexus

ADVANCED ROOM PREPARATION

Theme: Canadian Breakfast

Decor: Red Placemat/black print-Earth Rise White napkin
Centerpiece: Blue Tablecloth - Sculpture

Background Music: Musical Comedy

Handout: Global Priorities on Plate
Visions Chart " "

Role Assignment	ACTIVITY	MEAL PROCEDURES
Host <i>Rainie Hyland</i>	Greeting & Singing Ritual	1. New Communities p. 1 2. Open a New Window - p. 5 Repeat after me: At the edge of history the future is blowing wildly in our faces----sometimes brightening the air and sometimes blinding us. Let us feast
<i>Karl Hess</i>	Conversation	"Working Environment"
R. Louder milk	Talk # 2	Social Process
Jim Wiegel	T/T Procedures	Introduction to Contradiction Team Work Review Vision Chart
D. Elliott	Announcements	
J. Phillip	Ronin	Part 2
D. Elliott	Ritual	These are the Times --- We are the People 3 times

ANNOUNCEMENTS

MENU

Registration
Team Assignments/Space
Meet here in Guild Hall for Lunch - 12:30.

Ham
Hashbrown Potatoes
Warm Applesauce
Parsley garnish
Coffee/Tea

LENS MEAL CONVERSATION CONSTRUCT - SESSION II

Oct. 1979

17th Guardians

	<p>Rational Objective: Create through conversation a swirl of images through which the guardians operate effectively and strengthen their community.</p> <p>Existential Aim: Enable Guardians to move towards unity and intentionality. You want them to be able to see unity and intentionality. to recognize it when they see it.</p> <p>Totality: Commitment, Responsibility, Unity, Intentionality</p>
<p>OPENING</p> <p>Host (after singing)</p>	<p>QUOTE : (Repeat after me) "At THE EDGE OF HISTORY, THE FUTURE IS BLOWING WILDLY IN OUR FACES, SOMETIMES BRIGHTENING THE AIR, AND SOMETIMES BLINDING US."</p>
<p>Conversation</p>	<p>Topic: WORKING ENVIRONMENT</p> <p>ON-STAGE: We want to take this time to examine what it means to be <u>effective</u> over against <u>efficient</u>. (spin short example or story)</p> <p>A. When you have been involved in creative movement/ICA work, what has been the most enabling environment. Give example</p> <p>B. What is the quality of the environment that enables effective work?</p> <p>C. Where else have you observed surroundings that are supportive of getting a job done. What was the key? Push for examples.</p> <p>D. Presupposing this environment, what would it release in terms of human potential? (ideas are always there; how environment release) Again, push for examples</p> <p>E. What would be the results for the Movement 'if people were released to that potential commitment?</p> <p>F. How could Guardians be catalytic in releasing potential of others?</p>
<p>Closing</p>	<p>OFF-STAGE: Spin back to the group a pull together of their insights.'</p>

17th Guardian Consult

October 12-14, 1979

SATURDAY LUNCH

Meal Format

Chicago: Global Nexus

ADVANCED ROOM PREPARATION

Theme: Fiesta Lunch

Decor: Yellow placemat - Earth rise Orange napkins

Background music: West Side Story

Materials: Campaign News
Contradiction Chart-
Con tradition Sentences on table

Role Assignment	ACTIVITY ..	MEAL PROCEDURES
Andy Batch & Singers	Greeting & Singing Ritual	Comment on the work of the morning 1. Gibson Town - p.6 2. Harvest Time - p. 7 Repeat after me: We have arrived at a Historical vantage point-----where the wasteland ends-----and human wholeness and fulfillment begin. Let us feast
David Patterson	Conversation	Effective Team Work
Joyce Ollison	Talk	The Human Factor
Barbara Williams	T/T Procedures	Introduction to Preproposal Teamwork Reflection on Contradiction Chart
D. Elliott	Announcements	
J. Phillip	Ronin	Part 3
D. Elliott	Ritual	These are the Times-----We are the People

ANNOUNCEMENTS

Meet in Teams - 2:30PM

Celebration tonight - Set up at 6:00
Gather on Mezzanine at 6:30

MENU

Tacos in Abundance

Rational Objective: To understand that teamwork is the key to effective actions by Guardians.

Existential Aim: To experience that the power of the Guardians is manifest in their corporate action.
Corporateness; Power, Collegiality, Fellowship, Obligation

TOPIC: EFFECTIVE TEAMWORK

ON - STAGE: Sometimes when I work with a group of people, I experience myself as working alone in the midst of a group; at other times I experience the power of intensive teamwork. I remember when... (your own example, or an example such as the astronauts)

- A. What are some examples of disciplined teamwork? And from your work?
- B. What would you say are some qualities of corporateness? Get examples.
- C. Where have you observed such a corporate group in a work situation?
- D. What is the struggle in working as a team? What blocks teamwork?
- E. How could the power of a corporate team be manifest in our work as Guardians?

CONVERSATION

17th GUARDIAN CONSULT CELEBRATION

PRELUDE		THE CELEBRATION		POSTLUDE
6:30	7:30	ACT I 7:30-8:30	ACT II 8:30-11:00	11:00 ---- 12:30
Assemble on the Mezzanine Apple Cider Imported Beer Mugs Music: German Polka Band	ACT I Octoberfest Meal Buffet Knockwurst German Potatoe Salad Tossed Salad Hard Rolls Ice Cread		ACT II Gather in Great Hall Seated around tables of 8-10 Leaving large space in middle of room for dancing Square Dancing Folk Dancing Waltzing Polka etc	Return to Mezzanine for drinks Those who would like - continue dancing in space provided Music: Dance Music

17th Guardian Consult

October 12-14, 1979

SUNDAY BREAKFAST

Meal Format

Chicago: Global Nexus

ADVANCED ROOM PREPARATION

Theme: Southern Breakfast

Decor: Tan and white earth rise placemats/ brown napkins

Background music: Square dancing echoes

Materials: Journal
 Proposals Chart
 Proposals Sentences

Role Assignment	ACTIVITY ..	MEAL PROCEDURES
Host & Singers <i>Dick Dalbreath</i>	Greeting & Singing Ritual	1. Kinney - p. 2 2. Amazing World - p. 7 Repeat after me: The task before us now-----is to shake off our ancient prejudices----and to build the earth. Let us feast.
<i>L. Phillips</i>	Conversation & Myth Elements Close with song	3. Open a New Window - p. 5
Pat Scott	Talk	Effective Methods
<i>B.Wins</i> Rick L.	T/T Procedures	Introduction to Tactics Team Work Reflection on Proposal Chart & Proposal Sentences
Don Elliot	Announcements	
J. Phillip	Ronin	Part 4
D. Elliott	Ritual	These are the times ----We are the People

ANNOUNCEMENTS

MENU

Taxi Sign up Sheet

Team Time - Great Hall - 8:30pm

Here in Guild Hall for closing meal- 11:30

Scrambled eggs
 Corn bread
 Syrup

Tomatoe Juice
 Coffee/Tea

Oct. 1979

LENS MEAL CONVERSATION CONSTRUCT - SESSION IV

17th Guardians

Rational Aim - To recreate the story of the role of the guardians

Existential Aim - This story is my story.

We have shared many incidents and stories from our life experience; and we have also talked about the need for a new story that talks about what it means to be a human being and a part of the global network of guardians. People in every time and place have always done this, sometimes in a formal way in writings and slogans, always in informal ways in their mindset and presuppositions about themselves and those with whom they work.

I am going to read you an old tale, a myth. Just sit back and enjoy it and then we'll talk a little about it.

(Read the Ancient of Days "Build with stone" part)

A. Well, what do you recall, pictures or images that come to you as I read? Words or phrases that you remember?

B. What were some of the events or parts to this story?

C. What happens in the beginning? The middle? The end?

D. Where is the climax of the story?

We are going to assign some of us to write a story today and everybody needs to help. The story will be about the Guardians.

E. What will be the CLIMAX or TURNING POINT for the Guardians?

Describe this climax and other elements of the story poetically on 3 cards. Write Big, just a few words. Elements are events, persons, plot suggestions, slogans, bits of poetry, titles, main characters, anything you feel should be included.

Great DRAMA needs to be a part of these.

(when most are finished) Please pass the cards in.

CONVERSATION

17th Guardian Consult

October 12-14, 1979

SUNDAY LUNCH

Meal Format

Chicago: Global Nexus

ADVANCED ROOM PREPARATION

Theme: In your own backyard

Decor: Blue Napkins----White Boxes
Wine glasses

Background music: Billy the Kid

Handout: 25th Celebration Piece
House Address List

Role Assignment	ACTIVITY	MEAL PROCEDURES
M. Coggesl & Singers	Greeting & Singing	1. The Vision - p. 2 2. Song of Convergence - p. 5
Clancy Mann	Ritual	Man anticipates more or less clearly-----his entire future-----at every moment Let us feast. Significant Engagement
Don Elliott	Talk	
Don Elliott	Final Presentation	Pass out Tactics Chart and sentences Reflection on work: 1. What words/phrases strike you in our work? 2. What do you find the most exciting? 3. What seems most focused toward releasing the global priorities? 4. What do you see happening in your area/region in terms of the creation of implementaries and timeline. 5. What are the ways to release the self-consc. participation of other Guardians in your Region/Area?
	Toasts	Claim a promise for the future and call for other toasts.
J. Phillip	Ronin	Part 5
D. Elliott	Song	The Sign - p. 8
D. Elliott	Ritual	These are the times-----We are the people

ANNOUNCEMENTS

MENU

Box Lunch
Fried Chicken
Coleslaw
Brownie/apple
Wine

SEVENTEENTH GUARDIAN CONSULT
MATERIALS DURING CONSULT



FRIDAY	SATURDAY	SUNDAY
<div>FOR EACH TALK</div> <div>chalk</div> <div>eraser</div>	<div>AT BREAKFAST</div> <div>Global Priorities Card</div> <div>Visions Chart</div> <div>Team Assignments/Space</div> <div><div>EACH TEAM</div><div>markers</div><div>tape</div><div>cards</div><div>"butcher</div><div>paper"</div></div> <div><div>PLENARY</div><div>markers</div><div>tape</div><div>cards</div><div>chalk</div><div>eraser</div><div>yardstick</div><div>paper</div></div>	<div>AT BREAKFAST</div> <div>Journal</div> <div>LENS brochure</div> <div>Proposals Chart</div> <div>Proposals Sentences</div> <div>Taxi Sign up sheet</div> <div>Cards for Myth Elements</div> <div><div>EACH TEAM</div><div>markers</div><div>tape</div><div>cards</div><div>butcher</div><div>paper</div></div> <div><div>PLENARY</div><div>markers</div><div>tape</div><div>cards</div><div>chalk</div></div> <div>eraser</div> <div>yardstick</div> <div>paper</div>
<div>AT REGISTRATION</div> <div>Registration Forms</div> <div>Packets (charge \$2.00 for each)</div> <div>Receipts</div>	<div>AT LUNCH</div> <div>Contradiction Chart</div> <div>Contradiction Sentences</div> <div>Campaign News</div> <div><div>EACH TEAM</div><div>markers</div><div>tape</div><div>cards</div><div>"butcher</div><div>paper"</div></div> <div><div>PLENARY</div><div>markers</div><div>tape</div><div>cards</div><div>chalk</div><div>eraser</div><div>yardstick</div><div>paper</div></div>	<div>AT LUNCH</div> <div>25th Anniversary Piece</div> <div>House Address List</div> <div>(After Talk)</div> <div>Tactics Chart</div> <div>Tactics Sentences</div> <div>17th Guardian Consult Roster</div>
<div>Bar Tickets</div> <div><div>TEAMS</div><div>markers</div><div>tape</div><div>cards</div><div>"butcher</div><div>paper"</div></div> <div><div>PLENARY</div><div>markers</div><div>tape</div><div>cards</div><div>chalk</div><div>eraser</div><div>yardstick</div><div>paper</div></div>	<div>Bar Tickets</div>	<div>PRODUCTION CENTER</div> <div>2 typewriters - one w/carbon ribbon</div> <div>2 extra carbon ribbons</div> <div>ruler</div> <div>paper</div> <div>white out</div> <div>correcta type</div>

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- 1. Time Design**
- 2. LENS Workbook**
- 3. Global Calendar**
- 4. North American Events**
- 5. Guardian Journey Chart**
- 6. Songbook**

SEVENTEENTH GUARDIANS CONSULT

TIME DESIGN

FRIDAY	SATURDAY	SUNDAY
 <p>LEADERSHIP EFFECTIVENESS</p> <p>AND</p> <p>NEW STRATEGIES</p> <p>FOR THE</p> <p>NORTH AMERICAN GUARDIANS</p>	<p>6:30 DAILY OFFICE</p> <p>7:00 CANADIAN BREAKFAST Conversation Working Environment</p> <p>8:00 PRESENTATION Social Process</p> <p>GUILD HALL</p>	<p>6:30 DAILY OFFICE</p> <p>7:00 SOUTHERN BREAKFAST Conversation Motivating Story</p> <p>7:30 PRESENTATION Effective Methods</p> <p>GUILD HALL</p>
	<p>9:00 TEAM WORK Contradiction Issues</p> <p>10:00 PLENARY Contradiction Analysis</p> <p>GREAT HALL</p>	<p>8:30 TEAM WORK Tactics Generation</p> <p>9:30 PLENARY Tactical Plan</p> <p>GREAT HALL</p>
	<p>12:30 FIESTA LUNCH Conversation Effective Teamwork</p> <p>1:30 PRESENTATION Human Factor</p> <p>GUILD HALL</p>	<p>11:30 CLOSING MEAL PRESENTATION Significant Engagement</p> <p>GUARDIAN STORY</p> <p>1:00 SEND OUT</p> <p>GUILD HALL</p>
	<p>2:30 TEAM WORK Preproposal Development</p> <p>3:30 PLENARY Proposal Strategy</p> <p>6:00 CELEBRATION SETUP</p> <p>GREAT HALL</p>	 <p>RETURN TO</p> <p>AREAL AND REGIONAL</p> <p>IMPLEMENTATION</p>
<p>5:00 MEZZANINE</p> <p>6:00 NEW ENGLAND BUFFET</p> <p>MEZZANINE</p>	<p>6:30 MEZZANINE</p> <p>7:30 OKTOBERFEST BUFFET</p> <p>8:30 FOLK DANCING</p> <p>(11:00 CELEBRATION RESET)</p> <p>MEZZANINE & GUILD HALL</p>	
<p>7:00 CONVERSATION Current Trends</p> <p>7:30 PRESENTATION Global Guardians</p> <p>8:00 TEAM WORK Vision Elements</p> <p>9:00 PLENARY Vision Analysis</p> <p>GREAT HALL</p>		

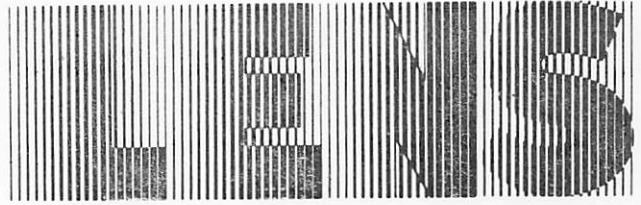


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INTRODUCTION

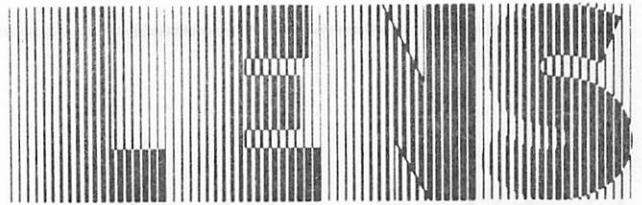
SESSION I — LEADERSHIP EFFECTIVENESS & PRACTICAL VISION

SESSION II — CORPORATE PROCESS & UNDERLYING CONTRADICTIONS

SESSION III — HUMAN FACTOR & CREATIVE PROPOSALS

SESSION IV — EFFECTIVE METHODS & SYSTEMATIC TACTICS

SESSION V — PRACTICAL IMPLEMENTATION & TIMELINED IMPLEMENTARIES



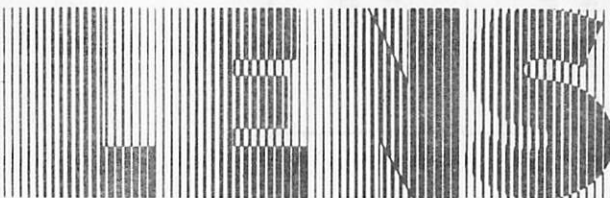
THE LENS PROCESS

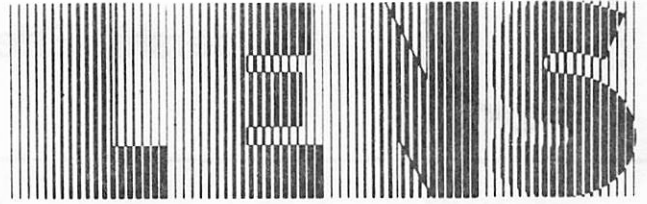
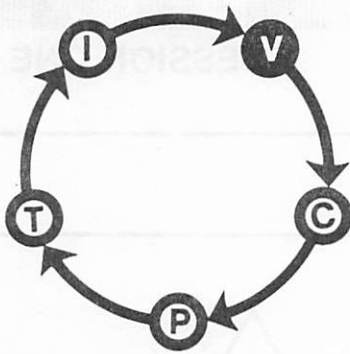
SESSION	I	II	III	IV	V
CONVERSATION	CURRENT TRENDS	WORKING ENVIRONMENT	EFFECTIVE TEAM-WORK	WINNING STYLE	MOTIVATING STORY
PRESENTATION	LEADERSHIP EFFECTIVENESS	CORPORATE PROCESS	HUMAN FACTOR	EFFECTIVE METHODS	PRACTICAL IMPLEMENTATION
WORKSHOP	PRACTICAL VISION	UNDERLYING CONTRADICTIONS	CREATIVE PROPOSALS	SYSTEMATIC TACTICS	TIMELINED IMPLEMENTARIES
PRODUCT	VISION ANALYSIS	CONTRADICTIONS ANALYSIS	PROPOSAL STRATEGY	TACTICAL PLAN	IMPLEMENTATION CALENDAR



LENS: Leadership Effectiveness and New Strategies
Seminar Time Design



DAY I		DAY II		DAY III	
 Leadership Effectiveness and New Strategies	30 MINUTES	CONVERSATION: WORKING ENVIRONMENT	30 MINUTES	CONVERSATION: WINNING STYLE	
	30 MINUTES	PRESENTATION: CORPORATE PROCESS	30 MINUTES	PRESENTATION: EFFECTIVE METHODS	
	60 MINUTES	TEAM WORK: CONTRADICTION ISSUES	60 MINUTES	TEAM WORK: TACTICS GENERATION	
	90 MINUTES	PLENARY: CONTRADICTIONS ANALYSIS	90 MINUTES	PLENARY: TACTICAL PLAN	
30 MINUTES	CONVERSATION: CURRENT TRENDS	30 MINUTES	CONVERSATION: EFFECTIVE TEAMWORK	30 MINUTES	CONVERSATION: MOTIVATING STORY
30 MINUTES	PRESENTATION: LEADERSHIP EFFECTIVENESS	30 MINUTES	PRESENTATION: HUMAN FACTOR	30 MINUTES	PRESENTATION: PRACTICAL IMPLEMENTATION
60 MINUTES	TEAM WORK: VISION ELEMENTS	60 MINUTES	TEAM WORK: PRE-PROPOSAL DEVELOPMENT	60 MINUTES	TEAM WORK: SYSTEMS INITIATION TEAM 14 POINTS THE STORY
90 MINUTES	PLENARY: VISION ANALYSIS	90 MINUTES	PLENARY: PROPOSAL STRATEGY	90 MINUTES	PLENARY: IMPLEMENTATION CALENDAR



Session One

LEADERSHIP EFFECTIVENESS AND THE PRACTICAL VISION

SESSION CONTEXT



30 minutes

VISION ELEMENTS

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

60 minutes

DATA ORGANIZATION

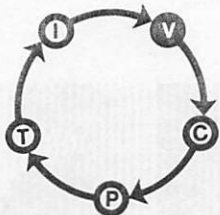
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60 minutes

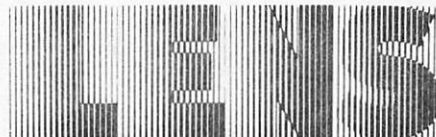
VISION ANALYSIS

VISION CHART									

30 minutes

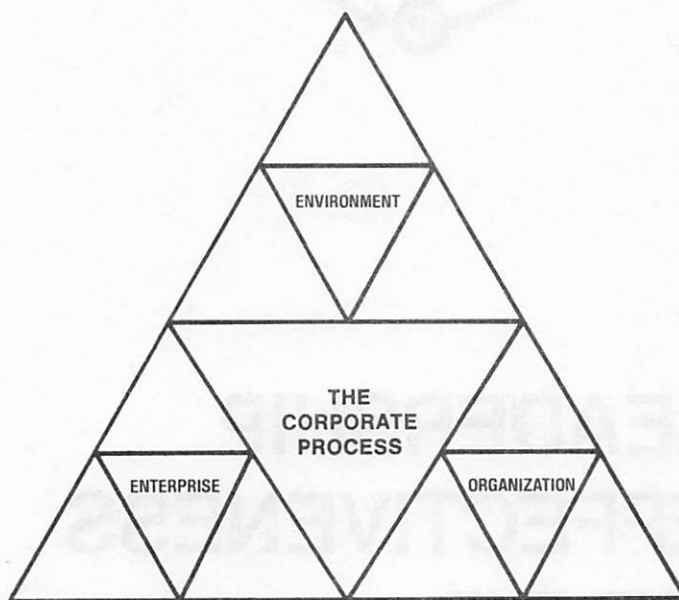
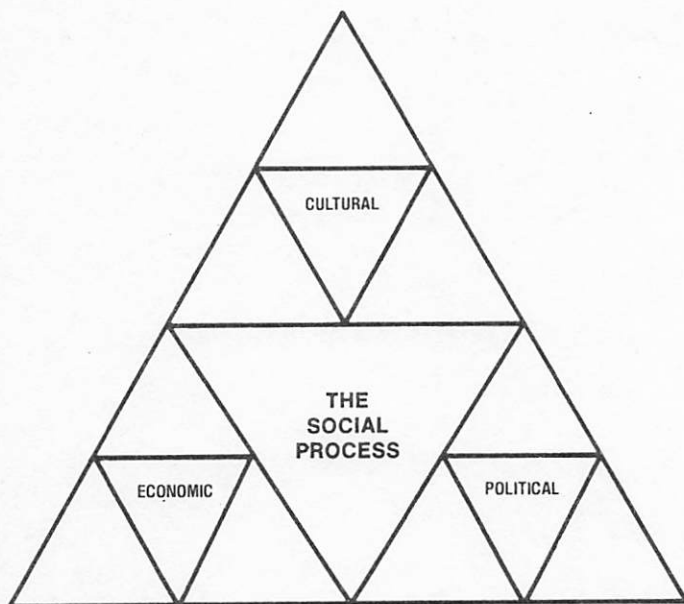


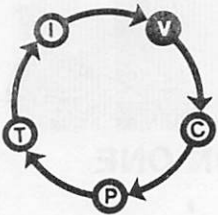
Leadership Effectiveness



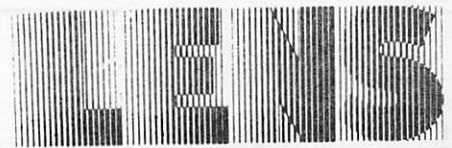
SESSION ONE

NOTES



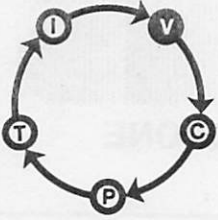


Leadership Effectiveness

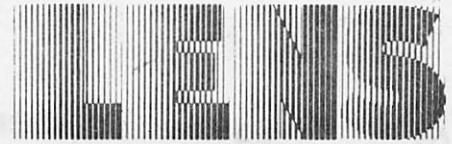


SESSION ONE

NOTES



The Practical Vision



SESSION ONE

In Session One the group projects its common vision through a reflection on the trends of the times and on concrete expectations for the future.

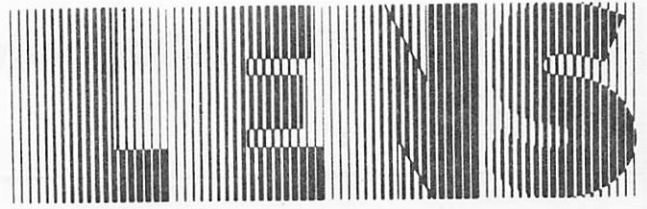
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2.

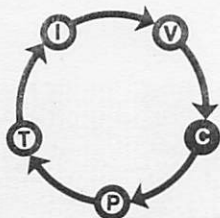
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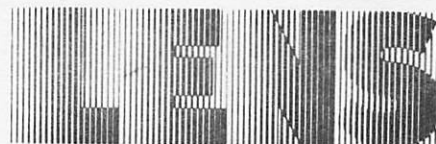
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30 minutes

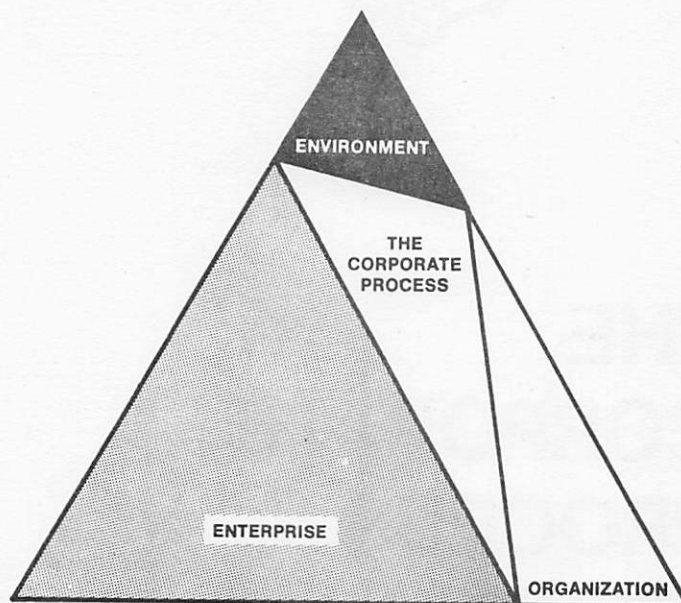
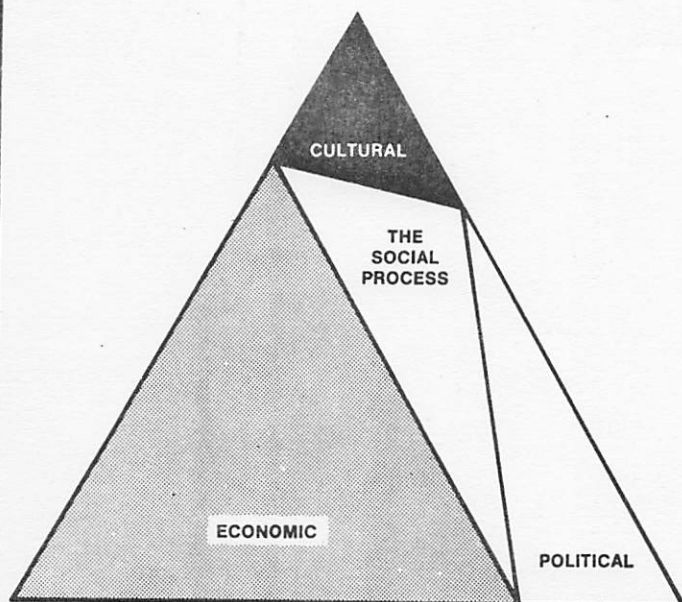


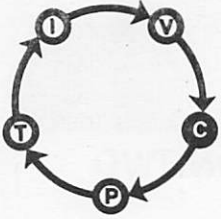
The Corporate Process



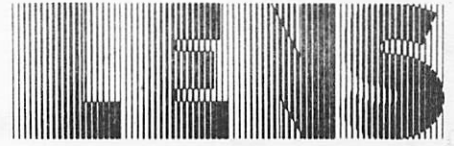
SESSION TWO

NOTES



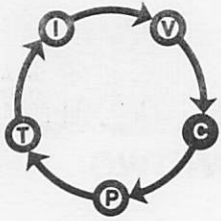


The Corporate Process

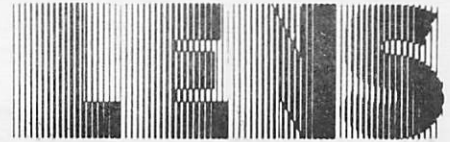


SESSION TWO

NOTES



The Underlying Contradictions



SESSION TWO

Individual Brainstorm Worksheet

VISION COLUMN TITLE :

VISION COLUMN TITLE :

1.

1.

2.

2.

3.

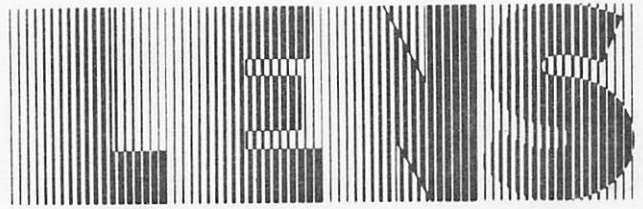
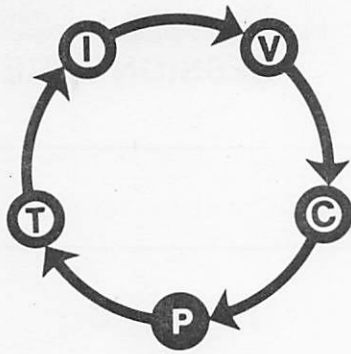
3.

4.

4.

5.

5.



Session Three

THE HUMAN FACTOR AND THE CREATIVE PROPOSALS

SESSION CONTEXT



30 minutes

PRE-PROPOSAL DEVELOPMENT

1.	}	1.	1. I want to find out what I can do to make this happen.
2.		2. I want to find out what I can do to make this happen.	
3.		3. I want to find out what I can do to make this happen.	
4.		4. I want to find out what I can do to make this happen.	
5.		5. I want to find out what I can do to make this happen.	
6.		6. I want to find out what I can do to make this happen.	
7.		7. I want to find out what I can do to make this happen.	
8.		8. I want to find out what I can do to make this happen.	
9.		9. I want to find out what I can do to make this happen.	
10.		10. I want to find out what I can do to make this happen.	

60 minutes

ARENA IDENTIFICATION

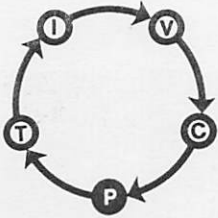
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60 minutes

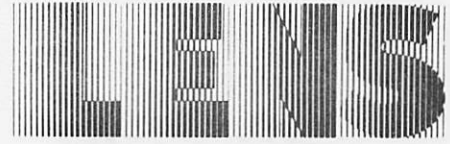
PROPOSAL STRATEGY

PROPOSALS CHART									

30 minutes

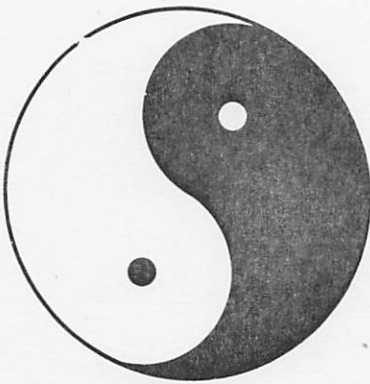


The Human Factor

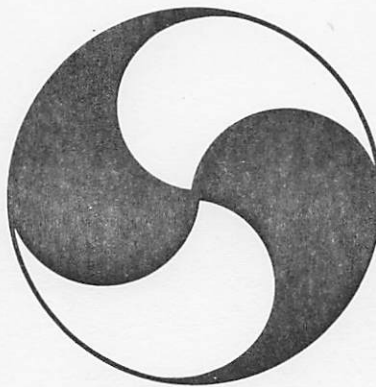


SESSION THREE

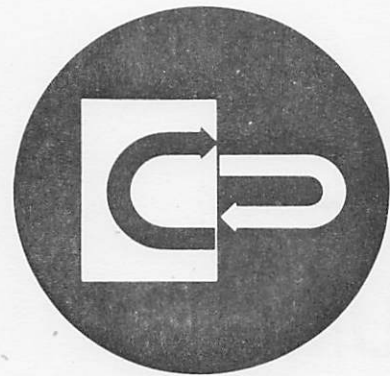
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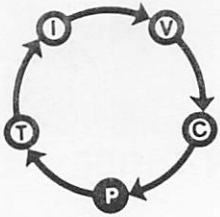
CO-CREATIVITY



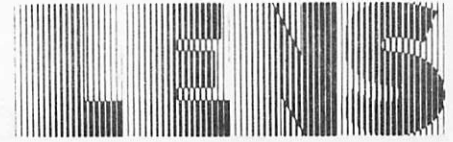
PHASIALITY



RATIONALITY

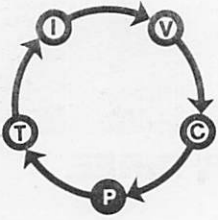


The Human Factor

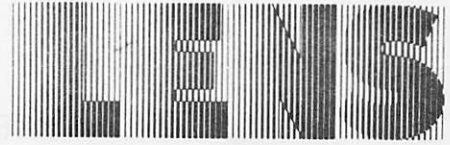


SESSION THREE

NOTES



The Creative Proposals



SESSION THREE

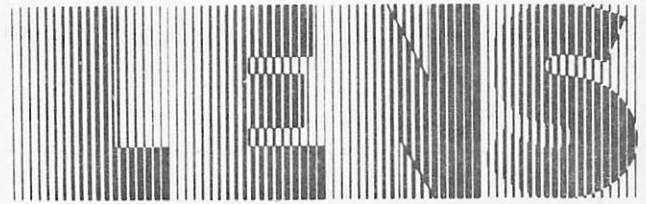
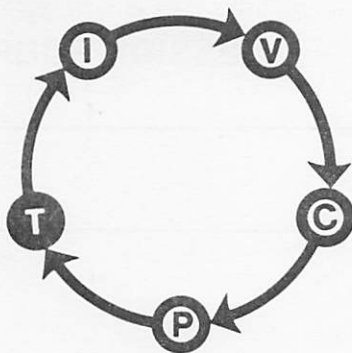
In Session Three the group discerns the overarching strategies which will deal realistically with the contradictions identified in Session Two.

CONTRADICTION COLUMN TITLE:

CONTRADICTION COLUMN TITLE:

CONTRADICTION COLUMN TITLE:

--	--	--



Session Four

EFFECTIVE METHODS AND THE SYSTEMATIC TACTICS

SESSION CONTEXT



30 minutes

TACTICS GENERATION

1.	}	1.	Let's start with a small number of people.
2.		2.	Let's add a few more people.
3.		3.	Let's add a few more people.
4.		4.	Let's add a few more people.
5.			
6.			
7.			
8.			
9.			
10.			

60 minutes

TACTIC SELECTION

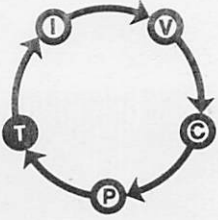
1	2	3	4	5	6	7	8

60 minutes

TACTICAL PLAN

TACTICS CHART							

30 minutes



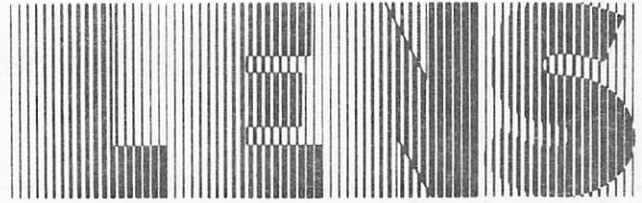
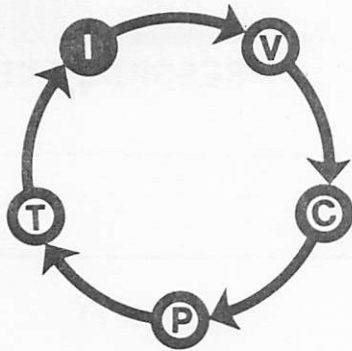
Effective Methods



SESSION FOUR

NOTES





Session Five

PRACTICAL IMPLEMENTATION AND THE TIMELINED IMPLEMENTARIES

SESSION CONTEXT



30 minutes

SYSTEMS INITIATION

TACTICS SYSTEM				
	★	★		★
★				
	★		★	
		★	★	

TEAM 14 POINTS

60 minutes

TACTIC ACTUALIZATION

TACTICS BRIEF	
WHY HOW WHERE	WHEN WHO

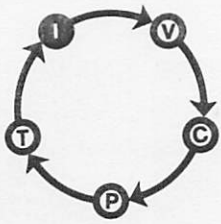
THE STORY

60 minutes

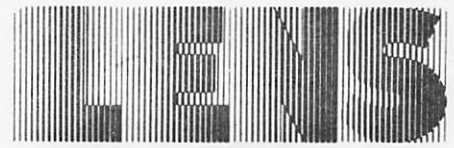
IMPLEMENTATION CALENDAR

TACTICS TIMELINE									
	1	2	3	4	5	6	7	8	9
Task 1									
Task 2									
Task 3									
Task 4									
Task 5									
Task 6									
Task 7									
Task 8									
Task 9									

30 minutes

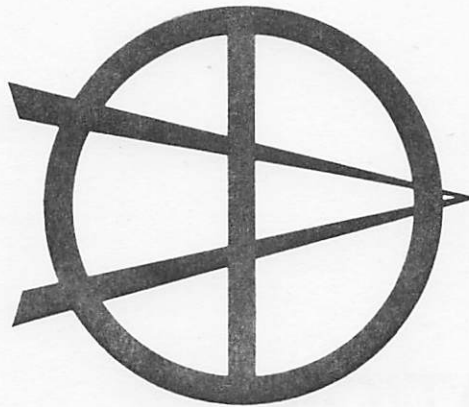


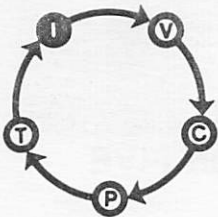
Practical Implementation



SESSION FIVE

NOTES



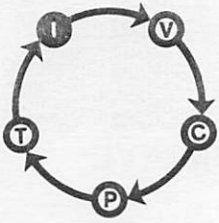


Practical Implementation

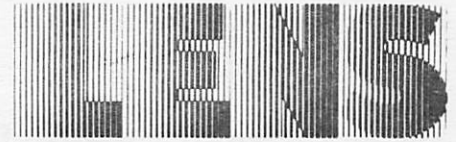


SESSION FIVE

NOTES



The Timelined Implementaries



SESSION FIVE

In Session Five the group writes and timelines the implementary actions of key tactics and creates a group story and the 14 guiding principles of effective team action.

TACTIC COLUMN TITLE:

WHY			
HOW			
WHERE			
WHEN			
WHO			

LENS	SESSION 1 - VISION THINKTANK CONTEXT
ICA	4-79 Chicago
TALK REFLECTION (5 min)	<ol style="list-style-type: none"> 1. What came to mind while _____ was talking about the social process and the corporate process? 2. What are your reflections on the imbalances?
CHART REFLECTION	
THINKTANK INTRODUCTION (2 min)	<p>The VISION is:</p> <ul style="list-style-type: none"> - Hopes and dreams for the next 2-4 years. - Often latent or unarticulated. - What you practically want to <u>see</u> for this corporation/organization. - Specific elements. - (What do your workmates, colleagues want to see happen?) - (If I show up in 1985, what would I see going on?) <p>Examples:</p> <ul style="list-style-type: none"> - Not just better, more, or upgraded, but exactly what you want to see. - Not better communications, but regular department memos or monthly inter-department meetings. <p>-Unless you are clear about a specific vision, you'll be working towards very different futures.</p>
ASSIGNMENT (2 min)	<ol style="list-style-type: none"> 1. We will break into teams. 2. Each team will come up with 20-25 specific elements of the vision. 3. We will meet back here in one hour to build a consensus of our vision from the work of the teams. 4. The team assignments are: (read team assignments, make sure that everyone is assigned, and announce where the teams will meet).

PRACTICAL VISION PLENARY PROCEDURES.
(Time: 90 minutes)

CONTEXT (5 min.)	See previous page	Hints: Before plenary, draw 10 columns and mark each with an abstract symbol.
ESTABLISHING THE BOUNDARIES (20 min.)	<ol style="list-style-type: none"> 1. Ask for the 2 clearest items per team 2. Ask for next 2 clearest items per team 3. Ask for two additional items representing new aspects per team. 4. Give columns one word names 	<p>Be firm about disciplined attentive team reporting. Move quickly getting data up in order to push intuition. Reflect later</p> <p>Position items on board as follows:</p> <ul style="list-style-type: none"> - "Enterprise" items towards the left. - "Environment" items in the center - "Organization" items toward the right. <p>Try to keep data within 7-9 columns. Push for clarity, e.g. selectively question items in order to dispel abstractions and goal orientation, and to implant a sense after hard images of the future.</p>
GRASPING THE FOCUS (35 min.)	<ol style="list-style-type: none"> 5. Tabulate similar items. 6. Ask for dissimilar items. 7. Ask for more data omitting duplication for columns with high tabulation. 8. Identify clumps (main divisions) within columns and give one word name (intuitive) 	<p>5. Instruct groups to tabulate data. Check with second leader on emerging relationships. Tabulate data along bottom of columns; change totals as you work with the data.</p> <p>7,8. Pick highest total--only get data that adds new aspect to the column. Name clumps. Repeat for next two highest columns, then work on columns with 1 or 2 cards but with significant totals. Finish remaining columns. Decide where 1-2 card columns can be subsumed into larger categories.</p>
NAMING THE TARGET (30 min.)	<ol style="list-style-type: none"> 9. Draw 7-9 column chart and put major columns 1,2, or 3 in center 10. Name column titles 11. Get holding divisions for chart. 12. Reflect on corporate wisdom. 	<ul style="list-style-type: none"> - Explain how we will now build a chart where we can see relationships emerge. - Explain highest number indicates (only) commonality of vision. - Quickly get up total Chart with boxes and titles. Cross out columns as they are transferred. - Allow group to rename weak components, combine boxes, or break into two to get transrational chart. - Column titles and division titles should be pushed to reveal practical vision.
REFLECTION AND OFFSTAGE		

(Time: 60 minutes)

Step	Procedure	Tool	Hint
	TEAMWORK		
I (15 min.)	<p>Review trends conversation(from meal opening conversation). Then ask, What is the role of the Global Guardians over the next 10 years?"</p> <p>(Where would you like to see things moving, in what directions? What do you see developing)?</p>	Names What's happen'g	Short course the go groundrules for a brainstorm, i.e. all received, no objections (only questions of clarity) etc.
II (5 min.)	<p>Each team member writes individually one element of the vision onto an index card in a 3-word phrase (adj, adj, noun). Write in LARGE CAPITAL LETTERS using all of the space on the card.</p> <p>(Any clarification can be written in pencil on the bottom of the card. This is a critical rational process because of so much data)</p>	Butcher	<p>Refer to Social Process triangles to keep thinking comprehensive.</p> <p>State vision elements as descriptively as possible.</p>
III (30 min.)	<p>Write each vision element in its 3-word phrase onto butcher paper to clarify each one. Number the elements consecutively on the brainstorm list. (Be sure cards are numbered in accordance with numbers on Brainstorm list)</p> <p>Accept at least one card from each individual to honor participation of all team members.</p> <p>(If clarification suggest a better 3-word title be sure to make a new card)</p>		Use adj,adj, noun form if possible. Ex. "Employee Training Program"
IV (10 min.)	<p>Put tape loops on the back of each card and display them all together on your team's table.</p> <p>It is critical that the entire team gather around the team table so each member can see and help make the decisions that form the consensus.</p>		

The VISION is:

- Hopes and dreams for the next 4-5 years.
- Often latent or unarticulated.
- What you practically want to see for this corporation/organization.
- Specific elements
- (What do your workmates, colleagues want to see happen?)
- (If I show up in 1985, what would I see going on?)

Examples:

- Not just better, more or upgraded, but exactly what you want to see.
- Not better communications, but regular department memos or monthly interdepartment meetings.
- Unless you are clear about a specific vision, you'll be working towards very different futures.

Corporateness: The individuals in a team each bring experiences and particular perspectives to the total team task. The intent is to arrive at the best wisdom of the group (our corporate mind).

Brainstorming: In brainstorming we are out to get everyone's wisdom into our product. There are no right or wrong answers. We will not analyze ideas as to whether they will work or not; that comes later. Questions of clarity are appropriate if an idea is not understood by the group.

SESSION I - VISION PLENARY INTRODUCTION

ICA

Chicago

CONTEXT	ON STAGE	
	WHAT IT IS	A plenary is a means of consensus building. We have generated four independent visions. We could try and have each group describe its vision, or we can build it through a structured gathering of the data. By seeing the emerging overlap we will formulate a common vision without rejecting some insight.
	WHAT WE WILL BE DOING	I will be calling for data from each team beginning with the clearest item - the one that needs the least explanation. First I will place the card at random in these columns; as new data comes forth we will be placing similar data together. The more cards in a column, the more an arena of common vision becomes apparent. Finally together we will try and hold this all together in the form of a rational chart.
	TEAM TASK	You need to have data where all can see it. Be prepared to discuss the selection of data as I call for it, and to interpret the meaning of things unclear to the whole group.
(5 min)	PROCEDURE PREPARATION	<ol style="list-style-type: none"> 1. Is all your data in BIG BLOCK LETTERS? 2. Is there tape on the back of each card? 3. Does each team have a spokesman?

THE VISION CHART

October 12-14, 1979

MOVEMENTAL_CREDIBILITY			GLOBAL GUARDIANSHIP				PRACTICAL CATALYSIS		
			INCLUSIVE CORPORATE COLLEGIALITY		RESPONSIBLE DELIVERY SYSTEMS				
SUPPORTIVE FUNDING	COMMUNITY SPOTLIGHT	AWAKENED SPOKESMAN	EXPANDED GUARDIANS	DISCIPLINED STYLE	INSTITUTIONAL AWAKENMENT	APPROPRIATE TECHNOLOGY	STRATEGIC POSITIONING	SKILLS UTILIZATION	SOCIO-ECONOMIC DEVELOPMENT
TRAVEL FUNDS	NEIGHBORHOOD NETWORKS	GRASSROOTS INPUT	MINORITY PARTICIPATION	COLLEGIAL STRUCTURES	MULTI-NATIONAL PENETRATION	MANAGEMENT TRANSFER	POLICY LEADERSHIP	COLLEGIAL COOPERATION	RESPONSIBLE ECONOMICS
	SIGNAL DEMONSTRATION	EFFECTIVE TRAINING	RECRUITMENT STRATEGY	REPLICABLE SERVANTHOOD	SOCIAL PERMEATION	AREAL STRIKE FORCES	BUSINESS INTERCHANGE	CROSS DISCIPLINE STRIKE FORCES	PROFITABLE INDUSTRY
LOCAL GUARDIAN PLANNING			PROFOUND VOCATION	CORPORATION GUILDS	RESOURCES DELIVERY	INTENTIONAL LOCATION		CONTINENTAL INTERCHANGE	
GENEROUS FUNDS	MODULE TRAINING	PUBLIC CREDIBILITY	TOTAL GLOBE	DRAMATIZED MYTHOLOGY	EXPANDED LENS FACULTY	HUMANIZING TECHNOLOGY	PRACTICAL LINKAGES	TALENT BANK	ECONOMIC THINK-TANKS
FOUNDATIONAL SUPPORT	LOCAL ENGAGEMENT	INNOVATIVE LEADERSHIP	INVISIBLE COLLEGE	PARAVOCATED COMMITMENT	APPROPRIATE EDUCATION	TECHNOLOGIES INTERFACE			

Seventeenth Guardians Consult

Chicago, Illinois

October 12-14, 1979

THE CONTRADICTION CHART

I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII
UNINTEGRATED VOCATIONAL MYTHOLOGY	INERTIA OF LEADERSHIP PATTERNS	UNEVELOPED GUARDIANSHIP STRUCTURES	DISMISSED GRASS-ROOTS WISDOM	UNSHARED ECONOMIC EXPERTISE	SURRENDERED GUARDIANSHIP POLITY	UNFORMULATED GUARDIAN STRUCTURE	PRIOR CONCEIVED ICA IMAGES	NO WORKING LOCAL GUARDN STRUCTURE	ABANDONED CORPORATE METHODS/MODEL	LOW PROFILE P.R. INVITES DISTRUST	INSUFFICIENT LOCAL GUARD'N STRENGTH
unintegrated drama-tizable myth unmotivated success stories multiple worthy demands inappropriate cost/reward = uncertainty blocks engagement peripheral guardian vocation unappropriated guardian story unintentional journey guardian dual loyalty individualistic success image uncoordinated competing groups trad'l jargon convergence paralyzing ave phobia unshared gift possibilities individ'dualized manag'l deen-makg' fear priority shift alluring elite image discomfort in group causes not shared undefined collegial roles unappropriated guard'n engag'm't narrowly defined calling corporate mgrs vulnerability unperceived mission urgency limited guardian vision unstated guardian story basic missional conflicts fear risking position public servant image	local prof'l status inadequate trained leadership promotion training overemphasis inflexible organi-zational struct's guardian under-value skills special interest tyranny unpenetrated est-ablishm't network limiting tech. specialization narrow power base inadequate methods training old methods overused restrictive bur-eaucratic proc's partisan politics cynicism entrenched socio-econom habits entrenched local leadership corporation self-interest tradition-bound inertia status quo defended rigid bureau-cratic priorities non-west think'g feared historical authority patterns organ'l immediacy program apparently static program academic qualifi-cations overlookd	effective peda-gogy syndrome ICA leadership reliance uniformed local structures "someone else" dependency narrow guardian pledge base uncommunicated guardian pledges splintered local structures someone else's plan missing collegial reinforcement ineffective inter change vehicle inadequate follow-up missing guardian accountability awaiting order invitation undefined decision criteria temporal spon-taneous reaction isolated corporate experience unsubstantiated founder'l story lack on-going structures local planning paucity minimal coopera-tive structures conflicting ICA commitments poor interchange patterns	uninvolved grass-roots decn-making outside motivation sought regional planning absent big brother dependence misstrusting local people discounting local wisdom liberal welfare mindset trickle-down mindset short range planning fully disclosed budget sophisticated revolu'y requestg big is beautiful approach technology is savior myth we/they dichotomy community organi-zations mistrust unperceived per-sonal unefulness unpenetrated depth parochialism minimal grass-roots input	lack consumer responsibility production-line mindset one share/one vote ventures immedi-ately unprofit'le non-global giving inadequate long-range planning excessive consum-erism orientation fear saps capital no social accounting guardian travel budget unstructured man-power utilization inadequate econ-omic enablement conflictig business contexts underutilized corpor'n guards	limiting amorphous relationship indiv'dualized guardian engagem't unintentional un-structured dynamic untimely disclosed awe undeveloped seduc-tive style basic task diffusion poor participation strategy truncated engage-ment plan hard sell wariness narrow business understanding few engagement options undemonstrated spirit methods no centrum dynamic underutilized corpor'n guards	task linkage absent geographical distance separates no strategic consensus fragmented communi-cations network undocumented program results categorical fund procedures Incomplete national frames untargeted world-wide registration single frame solution Ineffective liason method derogatory self-worth image irrelevant Xian ethics ICA methods exclusive	programs appear inflexible Imprudent crisis funding assumed visual disparity radicalism pub-lically suspect "doing good" mistruited cultural style barrier negative cult identity our liberal mind-set offending input response loser image prevalent Xian ethics ICA methods exclusive	limited partici-pation images Invistible signi-ficating engaged unintentional penetratn scheme unstructured paravoc'n opport limited innova-tion incentives undefined loca-tion targets unpersuasive ICA credibility unexpres'd global relatedness Improper business communication undeveloped recruitm't story	unintegrated field models support requiring tools uncoordinated imp-lement'n plan untrained product user Inadequate devel-opment method Basic services isolation Inaccessible movement materls anemic basic methods unintentional team recruitmt	little supportive publicity limited media use investigative reporting fear unappropriated demo'n dynamic untapped media use unshared positive press low profile history no spotlighted communities	insufficient people-power supply unclarified societal role Limited pedagogical opportunities limited LENS cadre limited local input undefined local role no effective yardstick limited local faculty

CONTRADICTION SENTENCES

I. UNINTEGRATED VOCATIONAL MYTHOLOGY

In the arena of Paravocational Environment the fact that guardians do not have a dramatizable inclusive myth which unifies their practical engagement indicates that the underlying contradiction is an Unintegrated Vocational Mythology. This contradiction is illustrated by guardians experiencing multiple worthy demands and not being able to respond with a sense of integrity, and by being lured by individualistic success patterns and elitist images which leads to a limited vision of guardianship.

II. INERTIA OF LEADERSHIP PATTERNS

In the arena of corporate decision-making the fact that rigid bureaucratic priorities, inadequate trained leadership and tyranny of special interests are widespread indicates that the underlying contradiction is Inadequate Methods Training. This contradiction is illustrated by (1) systems that appear static, (2) established networks that cannot be penetrated, and (3) status quo persisting into new eras in which it is inappropriate.

III. UNDEVELOPED GUARDIANSHIP STRUCTURES

In the arena of guardianship care the fact that there are no ongoing structures, guardians are not taking initiative, and there is minimal collegial support in geographic isolation indicates that the underlying contradiction is undeveloped guardianship structures or patterns. This contradiction is illustrated by guardians awaiting order invitation, a not feeling that they know what's going on in the programs, and a sense of "what's in it for me"-ism.

IV. DISMISSED GRASSROOTS WISDOM

In the arena of community socio economic planning the fact that local wisdom is discounted, old images of planning block change, and professional input deemed necessary indicates that the underlying contradiction is existing planning procedures do not demand local input. This contradiction is illustrated by (1) the "trickle down" liberal mindset, (2) minimal grass roots input, (3) overdependence of outside expertise, (4) "big is beautiful" solutions, and (5) unperceived personal usefulness.

V. UNSHARED ECONOMIC EXPERTISE

In the arena of economic operating patterns the fact that there is no guardian economic pool, limited access to capital for local ventures and inadequate financial planning indicates that the underlying contradiction is a lack of models for shared economic expertise. This contradiction is illustrated by guardians having no central fund center, unfunded ventures in HDPs and undocumented social accounting of economic projects.

CONTRADICTIONS SENTENCES

VI. SURRENDERED GUARDIAN POLITY

In the arena of Guardianship Polity the fact that sputtering guardian engagement, loss of guardian initiative, collapse of spirit care, indicates that the underlying contradiction is that we have given up Guardianship polity to the Order. This contradiction is illustrated by (1) non-functioning Metro Cadres, (2) movement not sustained after Order leaves, (3) Guardian network not pushing individual Guardian skills.

VII. UNFORMULATED GUARDIAN STRUCTURE

In the arena of Information Exchange Network the fact that there is a limited ongoing information exchange system, lack of an inventory of project results and needs, and unclear guardianship role indicates that the underlying contradiction is Unformulated Guardian Structures on Local and National Level. This contradiction is illustrated by guardians not getting information on breakthroughs, work with houses is unclear, isolated location of guardians, "not needed" self-image, spread out region, ignorance of project results.

VIII. PRECONCEIVED INSTITUTE IMAGES

In the arena of the public image of the movemental task the fact that activities are misinterpreted and categorized according to pre-existing notions indicates that the underlying contradiction is the absence of a continual evaluation process of the commitment story, methodology, and ritual for credibility, flexibility, and comprehensiveness. This contradiction is illustrated by (1) parallel drawn between cultic activity and auxiliary lifestyle, (2) unfavorable reaction to hasty descriptions of development fund usage, (3) frequent inaccurate public perception of our incredible story.

IX. NO WORKING LOCAL GUARDIAN STRUCTURE

In the arena of regional and local guardian effectiveness the fact that lack of recruitment strategy, inadequate guardian communications, unstructure paravocation opportunities indicates that the underlying contradiction is that no integrated story or structure exists between the order and local guardian networks for cooperative strategies. This contradiction is illustrated by (1) limited guardian recruitment, (2) dependence on order for direction, (3) guardians skills wasted.

X. ABANDONMENT OF CORPORATE METHODS AND MODELS

In the arena of program implementation the fact that methods are not used with power, accessibility to critical materials is difficult, models are applied inappropriately in the field indicates that the underlying contradiction is in the crunch of doing, the wisdom of corporate methods and models is abandoned to individualist modes and approaches. This contradiction is illustrated by uncoordinated implementation plans not taking the time to train local people, anemic methodologies non functioning teams, stressing short range efficiency rather than long-term effectiveness.

CONTRADICTIONS SENTENCES

XI. LOW PROFILE PR INVITES DISTRUST

In the arena of communications and publicity the fact that media useage is limited and the demonstration dynamic is not appropriated indicates taht the underlying contradiction is continuing ICA's history of a low profile image in a time of mass awakenment invites suspiciton and distrust of the programs. This contradiction is illustrated by fear of investigative reporting, unshared positive proess, no image of community spotlighting, and little supportive publicity.

XII. INSUFFICIENT LOCAL GUARDIAN STRENGTH

In the arena of Global Impact Events the fact that there is an undefined local guardian role indicates that the underlying contradiction is a limited guardian faculty. This contradiction is fllustrated by a limited guardian input, a small LENS cadre, and LENS pedagogy is not locally available.

THE PRACTICAL PROPOSALS
toward Regional Guardian Formation

FINANCIAL UNDERGIRDING I	AWAKENING SOCIETAL STRUCTURES		RELEASING GUARDIANSHIP DYNAMIC			ARTICULATING HUMAN FACTOR		OPERATIONAL EXPANSION IX
	EXTERNAL STRUCTURAL PARTICIPATION II	WORLD WIDE STORY III	PRACTICAL EFFECTIVENESS TRAINING IV	REGIONAL CONTINENTAL NETWORK V	REGULAR PUBLICATIONS INTERCHANGE VI	STRATEGIC PUBLIC ENDORSEMENT VII	HUMAN DEVELOPMENT DOCUMENTATION VIII	
TRAVEL FUND	DIVERSE INVOLVEMENT	ORDER STORY	GUARDIAN SHADOWS	REGIONAL STRUCTURES	QUARTERLY PUBLICATION	FINANCIAL CREDIBILITY	LENS EFFECTIVENESS	MODELS INTERCHANGE
	CONTINENTAL ASSOCIATIONS	COVENANTAL POLITY	FACULTY TRAINING	LOCAL MEETINGS	RESOURCE MANUAL	COMMUNITY ENDORSEMENT	LOCAL FEEDBACK	
FUNDRAISING PROJECTS	CORPORATE STYLE	RECONTEXTING OLD GUARDIANS	RS-1 REWRITE	PROGRAMMATIC TASK FORCES	TIME MANAGEMENT	MEDIA-IZE HUMAN FACTOR	PUBLISHED JOURNAL	GUILD SYSTEM

PROPOSAL SENTENCES

I. FINANCIAL UNDERGIRDINGS

We, the North American Guardians in order to financially enable missional engagement for all movemental forces propose to develop a Guardian Travel Fund and hold special fund raising events.

II. EXTERNAL STRUCTURAL PARTICIPATION

We, the North American Guardians in order to play a catalytic role in allowing the structures of society already in place to provide the foundational thrust needed for local human development around the globe propose diverse involvement in groups such as Rotary International, activity in continental associations such as the American Concrete Institute and expanding and refining our contacts with multinational enterprises such as ITT.

III. INCREDIBLE ICA WORLD-WIDE STORY

We, the North American Guardians in order to rejuvenate, rededicate and replicate guardianship propose to articulate the role and function of the guardian dynamic of the movement; recontext old guardians on the new thrusts of the movement; and write a PR brief on the Order: Ecumenical.

IV. PRACTICAL TRAINING

We, the North American Guardians in order to intentionally journey colleagues to the guardianship of Those Who Care propose practical training, as teams and understudies, consisting of faculty development pedagogy, and rearticulation of spirit and methods courses such as RS-1.

V. REGIONAL/CONTINENTAL NETWORK

We, the North American Guardians in order to create a social power base for developing effective human community propose activating a Region/Continental Network, through forming Regional Structures, geographically local strategy meetings and creation and creation of programmatic task forces.

VI. GUARDIAN COMMUNICATION SYSTEM

We, the North American Guardians in order to elicit, sustain and organize Guardian engagement propose a Guardian communication system through a quarterly publication and calendar a Guardian resource manual and a Guardian directory (names, locations and skills inventory and profession).

VII. PUBLIC ENDORSEMENT

We, the North American Guardians in order to broaden acceptance and participation in ICA activities propose that financial credibility, community endorsement and media support be solicited.

VIII. HUMAN FACTOR ARTICULATION

VIII. HUMAN FACTOR ARTICULATION

We, the North American Guardians in order to make visible and enable the resurgence of community groupings propose to document and articulate the human factor as evident in LENS effectiveness, human development project victories and local community change.

IX. OPERATIONAL EXPANSION

We, the North American Guardians in order to increase resources both in terms of humans possessing specific skills and create a documentation of successful replicable models propose the formation of vocational skills, guilds and a data bank for global dissemination.

THE TACTICAL SYSTEM

ENLISTING BROAD SUPPORT

SPOTLIGHTING LOCAL AWAKENMENT

TRIGGERING REGIONAL POWER

RELEASING THE
AWAKENMENT CAMPAIGN

I WORLD CREDIBILITY	II EFFECTIVE FUNDING	V SOCIOLOGICAL FRAMING	VII REGIONAL PATTERNS	IX Scheduled Impact Events	VIII TRAINING & PEDAGOGY	VI PUBLIC PRESENTATION	III INTERCHANGE SYSTEMS	IV SECULAR REL- IGIOUS MODE
Program Endorse- ments	Comprehen- sive Budget	Establish- ment Enlistment	Assignment Rationales	Intentional Guardian Expansion	Pedagogy Training Events	Speakers' Bureau	Resource Materials	Collegial Nurture
Public Media	Annual Pledges						Travel Exchange	Intentionl Study
Program Documenta- tion	"Fund Raiser" Events	Guardians' Events	Regional Calendar		Methods Update	Methods Presenta- tions	Global Reports	Geo-Social Analysis
Compelling Story	Selected "Wine Presses"	Fiscal Credibi- lity	Leadership Responsi- bility	Target Corporations	Field Experience	Cultiva- tional Events	Journal Distribu- tion	Sustaining Decor
	Corporatn Solicita- tion						Interchang Newsletter	

THE SUBTACTICS.

I. WORLD CREDIBILITY

1. GATHERING PERSUASIVE PROGRAM ENDORSEMENTS

- Endorsement Guidelines
- Endorsement File
- Access System (Master file-Chgo)
- Define Target Population
- Publish Responses

2. UTILIZING PUBLIC MASS MEDIA

- Immediate Documentation of TM Results
- Guardian Photographers
- PR Packet for Media Men
- Public Service Announcements
- Bill Board Quotes

3. ENSURING EFFECTIVE PROGRAM DOCUMENTATION

- Community Report Card-Cmtys Evaluate
- Effectivity PSU
- Stories Written
- Writing Weekend

4. TELLING COMPELLING HUMAN STORY

- Regional Myths
- Art-form Model
- Recruit HDP
- Adoption Story - Indian Villages

II. EFFECTIVE FUNDING

5. CREATING COMPREHENSIVE PROGRAM BUDGET

- Projected Travel Budget
- IRS Accounting
- Disbursement Criteria (Travel)
- Travel Pool Gdns/Order
- Gdns In-kind
- Distribute Reports

6. UPGRADING ANNUAL PLEDGE GIVING

- Pledge Manager
- Pledge Publication - incl. letters

7. HOLDING FUND RAISER EVENTS

- Development Circuit Weeks
- PARTICIPATION Pledges - Pledging Time
- Travel Walk-a-thon (so much a mile)
- Consult Auction(auction your days to friend)

8. EXPLORING SELECTED WINEPRESSES

- Subscription Travelogs
- Project Mementos
- Home Showings
- Greeting Cards
- HDP Cookbook

9. INTENSIFYING CORPORATION FUND RAISING

- Increase Development Callers
- Corporation Proposals

ENLISTING BROAD SUPPORT

THE SUBTACTICS

III. INTERCHANGE SYSTEMS

10. CREATING GUARDIAN RESOURCE MATERIALS
 - Collect Data
 - Resource Articles
 - News Articles
 - Resource Handbook
 - Publications List
 - Orientation Packet
 - Model Data Bank
 - Book Review T/F
11. SETTING UP TRAVEL EXCHANGE
 - HDP Ambassadors
 - Take Writer on Trek with Camera
12. ASSURING SUFFICIENT GLOBAL REPORTS
 - One Year Later Report
 - Regional Update Mailing
 - Continental Reports
 - 'Voice' Reprints
13. LAUNCHING HUMAN DEVELOPMENT JOURNAL
 - Subscription Rationale
 - Subscription System
 - Publish Quarterly
 - Publication Facility
 - Non Jargonistic
 - Get Translators
 - Photo Journalism
 - Family Constructs
14. ESTABLISHING GDNS INTERCHANGE NEWSLETTER
 - Regional Reporters
 - LENS Newsletter
 - LENS Grad Follow-up
 - Authorization Info
 - Interchange Formats

IV. SECULAR RELIGIOUS MODE

15. REGULARIZING GUARDIAN COLLEGIAL NUTURE
 - Regional Voyage
 - Forum Grad Assembly
 - Recall Commonalizing
 - Remember When?
 - Existing Guilds - Research existing Corp. Guilds
 - Discussion Groups
 - Dinner Invitations
 - Local Gatherings
16. ASSURING INTENTIONAL GDN STUDY
 - Attend Ecclesiola
 - Profound Function Papers
 - Cover Other Orgs Journals
17. CONDUCTING GEO-SOCIO ANALYSIS
 - Analyze Cmty Contradictions & Match Programs
 - Visioning Workshops
 - Social Spirit Analysis
18. CREATING SUSTAINING GUARDIAN DECOR
 - Visual Image
 - Secular Image

ENLISTING BROAD SUPPORT

THE SUBTACTICS

V. SOCIOLOGICAL FRAMING

19. ENLIST KEY ESTABLISHMENT ADVOCATES
 - Frame Care Groups
 - Media Framing
 - Guardian Callers
 - Network Utilization
 - Authorization Events
20. SCHEDULING SIGNIFICANT GUARDIAN EVENTS
 - Global Guardians Meeting
 - Area Event
 - Local Guardian Meetings
 - Guardian Coffees
 - Christmas Party
 - Guardian Covenant
 - Semi-Annual Meegins
21. UNDERGIRDING SOUND FISCAL CREDIBILITY
 - Credibility Rating
 - Publicize 90-Day Principles to Gdns.
 - Financial Advise - From Gdns
 - Train Bookkeepers
 - Accounting Assistance - for HDPs, RHs

VI. PUBLIC PRESENTATIONS

22. ESTABLISH GUARDIAN SPEAKERS BUREAU
 - Speaking At Churches
 - Association Presentations
 - Personal Spins
 - Speakers Bureau
23. SCHEDULING MOVEMENT METHODS PRESENTATIONS
 - Methods Presentations
 - Educate Educators
 - Care Group Forums
 - Contact Program Directors
24. HOLDING GROUP CULTIVATIONAL EVENTS
 - Photo Presentations
 - Storybook Party
 - Global Film
 - Consult Slides
 - Open House
 - Evenings at the Institute

SPOTLIGHTING LOCAL AWAKENMENT

THE SUBTACTICS

VII. REGIONAL PATTERNS

25. DEVELOPING COMPREHENSIVE ASSIGNMENT RATIONALES
Guardians Directory
Documentation Phoning
Economic T/F
International Assignments
Published Assignments
Development T/F
Guardian Area Watchdogs
26. CREATING ENCOMPASSING EVENTS CALENDAR
Quarterly Calendar
Regional Calendar
Quarters T/L
Course Schedules
27. ASSUMING KEY LEADERSHIP RESPONSIBILITY
Regional Responsibility by Theme (Program Arena)
Coordinated Plan
Areal Contact Network
Continental Interchange Office
Regional-Based Editorial Board: For Gdn Newsletter
Program Funding
Industry Set-up
Updated List
Awakenment T/F
Financial Planning

VIII. TRAINING AND PEDAGOGY

28. INTENSIFYING GROUP PEDAGOGY SESSIONS
Regional LENS Training
LENS Pedagogy
LENS Assignments
LENS Apprentice
29. UPDATING MOVEMENT METHODS PROWESS
Methods Training
Community Training
Leaders Guide
30. ACCELERATING GUARDIAN FIELD EXPERIENCE
Colleagues to HDP
Incognito Visits-to size up HDPs
HDP Treks
Collegial Travel

TRIGGERING REGIONAL POWER

THE SUBTACTICS

IX. METHODS MARKETING

31. SCHEDULING MASS IMPACT EVENTS

LENS Marketing
Association LENS
Ongoing LENS
Target LENS Corporations
Sponsoring GWF
GRA RS-1 T/F
New Movie
Regional RS-1s

32. INTENTIONALIZING GUARDIAN EXPANSION

Buy Mailing List
Recruit Minorities
HDP Marketing Contacts
New Participatns
TM Grads
Membership Lists

33. MOVING ON TARGETED CORPORATIONS

Guardian/Sponsor Stories
Rotary Think Tank
Employer Briefings

RELEASING THE AWAKENMENT CAMPAIGN

GLOBAL PROGRAM CALENDAR

		QUARTER II			QUARTER III			QUARTER IV		
CONTINENTS		OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
WEST	SEAPAC	JAKARTA LENS JAPAN GDNS		CONTL COUNCIL	AUSTRALIA SUMMER PROG ITI W. SAMOA	SEAPAC LENS	E. JAVA CONSULT			MACTAN ILOILO CONSULT
			HDTS SUDTONGGAN		MACTAN CONSULTS	HDTS KWANGYUNG IL	HDTS KOH DUH E RI	JAPAN GDN.	HDTS - KELAPA DUA	HDTS SUDTONGGAN
	SUBASIA	HDTS BUBUN								
		ADVANCED SCHOOL						ADVANCED SCHOOL		
SOUTH	LATAM	CARACAS LENS		CONTL COUNCIL	CONTL LENS TREK			L.A. GDNS.		
		5 GWF	VENEZUELA-50 TM					HDTS LIMA		
	NAME	GWF TREK			LENS TREK			CYF TREK		
EAST	AFRICA	LENS - ZAMBIA (7)			HDTS KAWANGWARE		HDTS KAPINI	ITI NAIROBI		
		HDTS KAWANGWARE		NAIROBI COUNCIL MACHAKOS CONSULTS			MACHAKOS CONSULT	CONTL COUNCIL MOMBASA CONSULTS LUSAKA CONSULTS		LUSAKA CONSULTS
	NOAMER	GDNS.						AREA COUNCIL GDNS.		
		HDTS CHICAGO			HDTS CANNON BALL			HDTS LORNE		HDTS PACE
EAST	EUROPE	ACADEMY						ACADEMY		
		GDNS.		CONTL COUNCIL				CONTL COUNCIL	GDNS.	

NORTH AMERICAN EVENTS SCHEDULE

[illegible]

SEVENTEENTH GUARDIANS CONSULT

Anticipated income and disbursements
October 8, 1979INCOME

Registrations 120 x \$50	\$6000.00	
(Based on present projections)		
Bar	1000.00	
Packets at \$2.00	240.00	
		\$7240.00

DISBURSEMENTS

Food - 6 meals for 300 @ \$1.50	2700.00	2700.00
Wine for 1 meal	75.00	
Bar - Liquor/mixes	560.00	
Bar groceries (ice, Lemon, etc.)	14.00	
		649.00
Paper goods		
packet	250.00	
placemats and paper for seminar	40.00	
Miscellaneous paper goods, kitchen, meals	90.00	
colored napkins	40.00	
nametags	17.00	
bar tickets	5.00	
		442.00
Decor		
bathroom finesse 1st, 2nd, 6th floors	50.00	
sculpture for centerpiece (rented 2 mos)	45.00	
boxes for box lunch, 200 @ 20¢	40.00	
candles	15.00	
		150.00
Postage		
invitations 400 @ 15¢	60.00	
leadership letters	15.00	
		75.00
Linens Rental		
100 towels @ 1.50	150.00	150.00
Coffee cups	123.00	
teaspoon purchase	35.00	
		158.00
Sound equipment	190.00	190.00
6th Floor Curtains		
fabric	412.50	
rods	140.00	
		552.50
Celebration entertainment	65.00	65.00
		\$5131.50

ICA: Chicago Nexus
16th Guardian Consult

Quarter IV
April 6-8, 1979

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