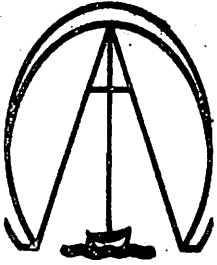


*To Guardians from
Nov 1972 meeting*



THE ECUMENICAL INSTITUTE

3444 CONGRESS PKWY. CHICAGO, ILL. 60624 TELEPHONE 312 722-3444

February 23, 1973

Dear Guardian,

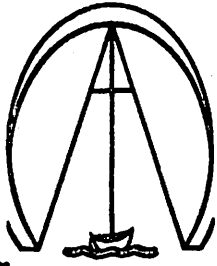
We are looking ahead with anticipation to the next Guardians' meeting which you will remember from the December mailing is to be the weekend of April 13-15. No doubt by now your regional house prior has contacted you for suggestions of additional people to be invited so that we will have 200 around the table as suggested at the November meeting.

As you probably know, Dean Mathews is on a 2 1/2 month global trip, and four Guardians, Martin Pesek of Chicago, John Thorson of San Francisco, Ben Ball of Houston and Bob Springs of Denver have joined him for three week intervals during this trip. When Joe called in from Bombay last Friday, one of his first questions was, "How is the Guardians' meeting coming?" We know you already have the meeting dates on your calendar but to help us answer his question in a concrete way, please send us the enclosed card as soon as possible. We will be sending you more specific information about the meeting at a later time.

The guardian dynamic has indeed been established as a vital force in the movement as evidenced in the many concrete ways in which you have enabled our work in recent months. We look forward to your participation in the April meeting as together we continue to shape and enable the thrust of our common task for the years to come.

Grace and Peace,

Donald Moffat
for the Movement Guardians



THE ECUMENICAL INSTITUTE

3444 CONGRESS PKWY. CHICAGO, ILL. 60624 TELEPHONE 312 722-3444

March 13, 1973

Note: This letter was done individually on the MTST for each invitee, a two-page letter on smaller paper.

Dear

In the past year the Institute has sponsored a series of meetings of business and professional men who see themselves broadly as "Guardians of the Movement." On behalf of our Dean, Joseph Mathews, I would like to invite you to the next meeting in Chicago on April 13-15. The following is the invitation dictated by Dean Mathews from Tokyo on his global visitation trip.

"As I'm sure you know, the past 20 years of our work has concentrated on the renewal of the local church, though always for the sake of the world. With the daily increasing evidence of the success of the Local Church Experiment, now involving 200 churches across the continent, we are confident that in principle the Local Church has been renewed, and that the time has come for a turn toward the secular structures of society. We see many signs in the 70's that responsible men are seeking to serve the world more effectively.

"As you receive this invitation, George West, Charles Moore, and I will be starting on the final leg of our trip to church, movement, and business centers on four continents. Ground-breaking work has been done in Europe with the LENS course (Living Effectively in the New Society) scheduled to be taught there several times during the spring quarter. Further development of the LENS course as a key method of creating and sustaining dialogue with the world will also be done in Seapac and North America, where it will be taught an additional twenty-five times next quarter. At the same time, movement leaders in India have planned and begun to recruit four ITI's, one of which is an advanced ITI, to be held simultaneously this summer in Bombay, Delhi, and Hyderabad.

"In North America, momentum is building toward Summer '73 as a pivotal happening in the Great Turn toward the world. Our research forces have been hammering out theoretical clarity on the dynamics of responsible social change in preparation for the major work to be done this summer by the participants in the research assembly. It is increasingly apparent that the parish guild will be the focus of that thrust and I'm sure you will agree that input from colleagues directly involved in secular structures will be essential in preparing for the summer."

To enable this and to share together how business and professional men might authentically engage in responding to the demands of our time, we are inviting 200 key colleagues from North America to meet with us, April 13-15. Your position, experience and depth concern indicate that you are needed for the concrete, practical visioning and planning that will take place. We hope that you will plan to be here. Our meeting will be held at our new north side center at 4750 North Sheridan. It will begin with dinner at 7:00 PM on Friday, April 13th, and will conclude at 2:00 PM on Sunday, the 15th, following the noon meal. We anticipate a great weekend of fellowship as well as hard work, and we look forward to having you with us.

Grace and Peace,

Donald R. Moffett
for the Movement' Guardians

March 13, 1973

Dear Priors,

We are giving you several items regarding the Guardians' Meeting to be held April 13-15.

The roster includes the new prospects who received an invitation as well as the twelve men (marked A) who consider themselves to be Guardians but who were absent from the November meeting. The grid includes the 55 movement guardians plus centrum and religious house order members who attended this meeting. The numbers on the grid indicate the number of new prospects invited per region. Centrum and house order members have not yet been assigned to the spring meeting.

If you have more names to suggest, or data on any men listed, give this information to Marty Butler in Development or to Fred Haman in Projects.

Your role in the follow-up to the invitations is very important and we suggest you coordinate this with a key guardian in your region. We have enclosed a short sample letter that could be modified and sent as a personal follow-up from you. We are sending the roster, grid, and a cover letter to one guardian in your region asking that he help recruit the men in his region by whatever means you and he can devise. In several regions a guardian from an adjacent region has been assigned to the task.

We are excited with the impressive roster of new candidates. If you have any additional names or questions please contact one of us.

Marty Butler

Fred Haman

The Guardian in your region who is to receive the letter and roster is _____.

AREA CHICAGO

77

Cleveland
Robert Ault
Robt. Battershell
Larry Davis
Karl Hess
Leonard Lybarger
Ronald McQuigg
David Sedgley
George Shotis
Ken Smith
Jack Fooks-(A)
Stan Grueninger
James Lipscomb
Charles Pickney
Robt. McWilliams
Robt. Cromer

Indianapolis

Bob Bain
Howard Burroughs
Tsuneo Innui
Clarence Monk

Cincinnati

Gary Drown
Bill Schroeder
Ed Berg
Jay Antenen
Jim Armour
Don Delahunt
Don Block

Detroit

John Donnelly
Bob Reid

Minneapolis

Charles Curry
John Dettman
Jim Beede
Ralph Brown
Steve Smith
Louis Pierce
Kent Hove
St. Louis
Berkley Bedell
Dean Glattly
Phil Kerber
Bob St. Clair(A)

Kansas City

Paul Ertel
Peter Rinn
Richard Hunt
Walter Blood

Wichita

Jack Fost
Rusty Richards
Larry Jones
Charles Landrum
Charles Pearson
John Fuller
Dr. F.R. Applegate

Lincoln

Edwin Loutzenheizer

Chi/Milwaukee

Charles Drake
Bob Geise
Ralph Housman
Harry Humphries
Bob Klug
Michael Larkin
Bob McClelland
George Moore
Gerald Neu
John Philosophos
Don Rholl
Sheldon Wilcox
John Chamberlain

Chi/Madison

Sam Bowen
Tony Pavlick
Edward Keller

Chi/Champaign

Todd Dawson
Jack Harlan

Chicago/Chicago

Len Dresslar (A)
Martin Pesek (A)
Ted Swain
Bob Lamson
Charles Livermore
Robt. Wiley
Joseph Ayres
Tom Hanna

AREA NEW YORK 55

New York

Charles Gribble
Bill McLean
Kenneth Keith
Kim Jefferson
Roy Justensen
Ats Matsouka
Harold Norton
Richard Seacord
Edward Robert
Harry Henriques
Carlton Osbourne
Gary Rauch
Bruce Hamilton
Patrick Walker
Richard Smyres
Neil Sinclair

Long Island

Richard Kaiser

New Haven

Allen Berrien
Jack Middleton
Stewart Stowell
Doug McCrea

Boston

John Price
Henry Jacoby
Earl Good
Walter Liggett

Manchester

Mendon MacDonald
Raymond Moore
John Muehlke

Portland (A)

Harry Bliss

Rochester

Charles Botsford
Peter Viles
Charles Kroeger
Robt Brandenstein

Washington D.C.

Paul Hickman
Andrew Wolfe
Morris Bratton
Philip Agee
Stanley Crow
Tom Snider
Robert Bright
Hayward Riley
Louis Rigdon
Ed Jacobson
Robert Lundy
Dennis Stackhouse
A.J. Raper

Philadelphia

Blair Simon (A)
Anthony Perratto
Frank Elliot
Robert Little

Pittsburg

Jim Mohn
John Harvey
Robert Salas
Robert Arrott
Lee Jones

AREA SAN FRANCISCO

42

San Francisco

Jim Murphy
Bob Prather
Robt. Crane
Ben Briggs
Barney Etcheverry
Karl Dolk
Franklin Stark

San Jose

Ralph Morrison
Don Loughry
Stan Smith
Carl Olsen(A)
Howard Davis
Phil Sampson

Sacramento

David Swoap

Los Angeles

Ken Ashberbacher
Richard West
Richard Newcomer(A)
Larry Davis(A)
Delbert Elder
Ben Baudo
Willis Wingert
Wm. DeFalla

Denver

Paul Hamilton(A)
Frank Greenburg
Ron Slater
Lee Sugg
Don Elliot(A)
John Richardson
Jim Kiser
Ron Barkdoll

Phoenix

John Reed
Rosendo Gutierrez
George Welsh

Seattle

Frank Bennett
Jim Taylor
Bill Taylor
Lowell Shaffstall
Harlan Jensen

Billings

Bruce Allison
John Lipinski
Robert Smith

Rapid City

Don Hopkins

AREA HOUSTON

39

Houston

Ford Nielsen(A)
Craig Allen
Tom Smith
John Johnston
Robert Marlow
John Turner
John Douglas
Dean Isaacs
Joh Chapman
Ervin Meier
Roy Smith
John Childers
Fred Griswold
Len Griffeth
Dick Wanger
Ernie Stokley

Miami

McGregor Smith
Robert Sherwood

Memphis

Dix Archer
Jerre Freeman

Atlanta

David Thomas
James Young

New Orleans

Wayne Stracener

Oklahoma City

Gary Davis
Raymond Tompkins
Delmar Stagner
John Clifton
Bill Scribner
Larry Savage

Tulsa

Harley Galusha
Bill Doenges
Martin Fate
Jim Chapin
Kay Wilson

Amarillo

Frank Morris
Max Sherman
Robin Green
Guyon Sanders
Glen Parkey

AREA WINNEPEG

3

Winnepeg

Rudy Barton
Keith Jackson

Vancouver, B.C.

Jim Burger

AREA MONTREAL

5

Montreal

Ross Common
James McBurney

Toronto

Douglas Gilmour
Walter Scudds
George Buch

MOVEMENT ENABLEMENT COLLOQUY

November 3-5

1972

Vancouver B.C.

Winnipeg 2

Chicago

Toronto

Montreal

Boston 4

Paul Evans
Irving Macomber

Rochester 4
Wayne Ellsworth

New York

Joe Crocker
John Howell

Philadelphia 4
Jim Kelbaugh

Washington D.C.

Dick Galbreath
Bill Schrempf
Bill Newkirk

Atlanta 2
Charles Weltner

Miami 2
Scott Stahr

New Orleans 1

Houston 16
Randy Johnston
Duane Day
Ben Ball
David McCleskey

Oklahoma City 16
Jerry Tubb
Tom Whitsett
MacKenzie Thompson

Memphis 2
Henry Warren

St Louis 4

Kansas City 12
Hugh Wilkins

Cleveland 5
Jack Gilles
Jim Fenton

Pittsburg

Detroit 2

Minneapolis 7
Harry Kuehn
Sam Hanson
Burt Dyson
Steve Laxdal
Bill Butler
Oscar Sperstad

Billings 4

Seattle 5
Rod Worden

San Francisco 14
George Walters
Bill Goodger
Jon Thorson
Jim McCabe
Jess Mark

Los Angeles 8

Denver 8
Frank Wherry
John Singleton
James Overall
Bob Springs
Dick Brooks

Phoenix 3
Jim Brooks
Fred Emerson

Phil Townley
George West
David Wood
Bob Cowser
Ken Gilbert
Gary Tomlinson
Arlin Raedeke
Jim Oberg
Don Fleischman

Joe Thomas
Fred Haman
Sheldon Hill
John Webster
John Sedlander
Ted Farrar
Ken Hamje
Fred Buss
Bill Holmes
Jim Phillips

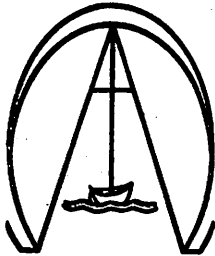
Reinhard Plaut
Don Moffett
Tom Smeltzer
Andy Burrows
Foster Stockwell
Norman LaDuke
Bob Convey
Rod Wilson
Dan Smith
Bob Porter

Lane Erskine
Ray Caruso
Clarke Robinson
George McBurney
Fred Gruner
Larry White
Jim Baumbach
Clancy Mann
Jon Jenkins

Manila

Don Quimby

The names are those who attended the November Guardian Meeting.
The numbers equal the names per region on the roster.



SAMPLE LETTER

March 13, 1973

Dear

When I was in Chicago recently for the North American Priors' Council, I was pleased to hear that you had been invited to attend the Guardians' Meeting in Chicago on April 13-15. It will be an exciting and significant event when 200 men like you gather to shape the visions and plans necessary to undergird the increasing demands on the Spirit Movement. (Possibly recall your past conversations with him.)

I was impressed with your ideas and enthusiasm and therefore recommended that you be included in the Guardians' Meeting. If you have not already replied, I encourage you to do so and make whatever arrangements necessary to attend this meeting. Your participation in this important occasion is needed. I look forward to talking with you about this in the near future.

Grace and Peace,

To Key Guardian

(This letter will be individually typed on the MTST for the guardian.)

March 15, 1973

Dear

We're now one month away from our April meeting and things are moving along well toward that date. On March 3rd, invitations were mailed to your colleagues in the region who have not yet attended a guardians' meeting. The enclosed letter is a copy of that invitation and the roster reflects the invitation list.

It is my feeling that a personal phone call from you could be the key factor in their decision to attend. Will you assume responsibility for speaking with each of the men on the list from your region relative to their attendance in April? Any additional context for the meeting from your own reflections on past meetings would be most helpful.

I'm looking forward to seeing you in April. If you have any questions please let me hear from you.

Grace and Peace,



Donald R. Moffett
for the Movement Guardians

AREA CHICAGO

77

Cleveland
Robert Ault
Robt. Battershell
Larry Davis
Karl Hess
Leonard Lybarger
Ronald McQuigg
David Sedgley
George Shotis
Ken Smith
Jack Fooks-(A)
Stan Grueninger
James Lipscomb
Charles Pickney
Robt. McWilliams
Robt. Cromer

Indianapolis

Bob Bain
Howard Burroughs
Tsuneo Innui
Clarence Monk

Cincinnati

Gary Drown
Bill Schroeder
Ed Berg
Jay Antenen
Jim Armour
Don Delahunt
Don Block

Detroit

John Donnelly
Bob Reid

Minneapolis

Charles Curry
John Dettman
Jim Beede
Ralph Brown
Steve Smith
Louis Pierce
Kent Hove
St. Louis
Berkley Bedell
Dean Glattly
Phil Kerber
Bob St. Clair(A)

Kansas City

Paul Ertel
Peter Rinn
Richard Hunt
Walter Blood

Wichita

Jack Fost
Rusty Richards
Larry Jones
Charles Landrum
Charles Pearson
John Fuller
Dr. F.R. Applegate

Lincoln

Edwin Loutzenheizer

Chi/Milwaukee

Charles Drake
Bob Geise
Ralph Housman
Harry Humphries
Bob Klug
Michael Larkin
Bob McClelland
George Moore
Gerald Neu
John Philosophos
Don Rholl
Sheldon Wilcox
John Chamberlain

Chi/Madison

Sam Bowen
Tony Pavlick
Edward Keller

Chi/Champaign

Todd Dawson
Jack Harlan

Chicago/Chicago

Len Dresslar (A)
Martin Pesek (A)
Ted Swain
Bob Lamson
Charles Livermore
Robt. Wiley
Joseph Ayres
Tom Hanna

AREA NEW YORK 55

New York

Charles Gribble
Bill McLean
Kenneth Keith
Kim Jefferson
Roy Justensen
Ats Matsouka
Harold Norton
Richard Seacord
Edward Robert
Harry Henriques
Carlton Osbourne
Gary Rauch
Bruce Hamilton
Patrick Walker
Richard Smyres
Neil Sinclair

Long Island

Richard Kaiser

New Haven

Allen Berrien
Jack Middleton
Stewart Stowell
Doug McCrea

Boston

John Price
Henry Jacoby
Earl Good
Walter Liggett

Manchester

Mendon MacDonald
Raymond Moore
John Muehlke

Portland (A)

Harry Bliss

Rochester

Charles Botsford
Peter Viles
Charles Kroeger
Robt Brandenstein

Washington D.C.

Paul Hickman
Andrew Wolfe
Morris Bratton
Philip Agee
Stanley Crow
Tom Snider
Robert Bright
Hayward Riley
Louis Rigdon
Ed Jacobson
Robert Lundy
Dennis Stackhouse
A.J. Raper

Philadelphia

Blair Simon (A)
Anthony Perratto
Frank Elliot
Robert Little

Pittsburg

Jim Mohn
John Harvey
Robert Salas
Robert Arrott
Lee Jones

AREA SAN FRANCISCO

42

San Francisco

Jim Murphy
Bob Prather
Robt. Crane
Ben Briggs
Barney Etcheverry
Karl Dolk
Franklin Stark

San Jose

Ralph Morrison
Don Loughry
Stan Smith
Carl Olsen(A)
Howard Davis
Phil Sampson

Sacramento

David Swoap

Los Angeles

Ken Ashberbacher
Richard West
Richard Newcomer(A)
Larry Davis(A)
Delbert Elder
Ben Baudo
Willis Wingert
Wm. DeFalla

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Frank Greenburg
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George Welsh

Seattle

Frank Bennett
Jim Taylor
Bill Taylor
Lowell Shaffstall
Harlan Jensen

Billings

Bruce Allison
John Lipinski
Robert Smith

Rapid City

Don Hopkins

AREA HOUSTON

39

Houston

Ford Nielsen(A)
Craig Allen
Tom Smith
John Johnston
Robert Marlow
John Turner
John Douglas
Dean Isaacs
Joh Chapman
Ervin Meier
Roy Smith
John Childers
Fred Griswold
Len Griffeth
Dick Wanger
Ernie Stokley

Miami

McGregor Smith
Robert Sherwood

Memphis

Dix Archer
Jerre Freeman

Atlanta

David Thomas
James Young

New Orleans

Wayne Stracener

Oklahoma City

Gary Davis
Raymond Tompkins
Delmar Stagner
John Clifton
Bill Scribner
Larry Savage

Tulsa

Harley Galusha
Bill Doenges
Martin Fate
Jim Chapin
Kay Wilson

Amarillo

Frank Morris
Max Sherman
Robin Green
Guyon Sanders
Glen Parkey

AREA WINNEPEG

3

Winnepeg

Rudy Barton
Keith Jackson

Vancouver, B.C.

Jim Burger

AREA MONTREAL

5

Montreal

Ross Common
James McBurney

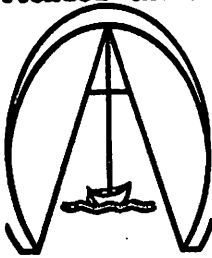
Toronto

Douglas Gilmour
Walter Scudds
George Buch

1ST

FOLLOW UP LETTER

This is a copy of the Follow-up letter that was sent to all guardians who attended the recent Guardian Consult. They also received a copy of



Joe's Sunday lecture, "Resurgence and the Religious." The extra rosters are for your guardians who might not have picked one up. This was done on the MTST with individual names.

April 25, 1973

Dear

I don't know about you, but the Guardian weekend was a signal happening in my life. Who would have thought that we would have doubled the November meeting both in size and spirit. The work we did was great. My reflections have been in the arena of authentic vocation and what the weekend did to expand my thinking on that point. Our recommendations also indicate that we've seen clearly that the task before the movement is "our" task, and that our wisdom and expertise is greatly needed in every arena of concern.

Last weekend the Order at Centrum was engaged in a Problem Solving Unit (PSU) to gestalt our recommendations and begin building the structures and models for practical implementations. You'll be receiving a report of that work very soon.

The rapid growth of the Movement across the globe has brought into clearer focus the need to continue and increase the support of our global task. The Kemper Building's use as our International Training Center is just one indication of this for me. As I mentioned at the meeting, a program was begun last spring to raise \$500,000. to renovate Kemper. To date, the Guardians have raised \$50,033. of their \$100,000. goal. In order to use the building for the summer program we need to complete the renovation by June 30th. I urge you to give serious consideration to helping us reach that goal.

In order that the renovation be completed at the least possible cost it is crucial that you provide materials or leads to materials listed in the In-Kind Questionnaire you received at the meeting. Call the In-Kind Post, 312-769-6363, as soon as you have completed your questionnaire.

One image that was intensified for me was our role as an advisory board. I remember Joe Mathews making the comment that our names listed as consultants to the Institute, would have an effective impact when attached to proposal presentations to corporations and foundations. Unless you notify me otherwise I'll assume that your name and business association can be included in that list.

As you can tell from the roster of the weekend, this will indeed be impressive. If you did not pick up a roster as you were leaving, your Religious House will have extra copies.

The excitement generated here on the weekend has resulted in a number of registrations for Summer '73. 9 of the 11 guardians from the Minneapolis Region have indicated that they are planning to attend. Possibly you will remember that as we were going over the other up-coming movemental events, one of the Guardians asked how he could come to Summer '73 and go on the Global Odyssey at the same time, both happening during the month of July. And as Joseph announced the global Guardian Consult in Hong Kong in September, I looked around the room and wondered which of us would go as representatives of this continent. We can look forward to an exciting report from our colleagues who go to Hong Kong when we all gather for the 5th Guardian Consult on October 12.

The 4th Guardians Consult was an event that holds great possibilities for the future. We will be in touch with you again soon, and I am looking forward to meeting and working with you, as we begin to put into action the recommendations and tactics that we've built.

Grace and Peace,

Donald R. Moffett
for the Movement Guardians

Sixth Guardians' Consult
April 19-21, 1974

REVISED SUNDAY TIME DESIGN

The Institute of Cultural Affairs
Quarter IV, 1973-74

THE OPENING BREAKFAST	THE PRACTICAL IMPLEMENTATION				THE CLOSING PLENARY	THE CLOSING FEAST			
	THE TEAM PRACTICS	THE SECTOR REFLECTION							
7:00	8:30	8:30	9:15	9:15	10:00	10:30	11:30	12:00	2:00

SIXTH GUARDIAN CONSULT
APRIL 19-21, 1974

THE THINK TANK TIME DESIGN

THE INSTITUTE OF CULTURAL AFFAIRS
QUARTER III, 1973-74

FRIDAY

SATURDAY

SUNDAY

A

B

C

I

V

THE THINK TANKS

THE
OPENING
PLENARY

THE
SECTION
CONTEXT

THE TEAM WORK SESSIONS

THE
CLOSING
PLENARY

THE
PRACTICAL-
IMPLEMENTATION

II

III

IV

TEAM
WORK

TEAM
WORK

TEAM
WORK

6

9

9

11

9

12

2

5

7

10

9

11

11

2

1. Gather at table and sit down.
2. Leader stands and briefly welcomes the participants.

--It's good to see you. I'm Don Moffett from Chicago. I have found myself looking forward to this weekend. This is our sixth time we've gathered, and those who are new this weekend will discover that at these twice yearly occasions, we work hard, have fun, visit, plan, and, or course, sing. We are going to use our meals for conversations, presentations and reports on things that we want to know about. And we are going to do our work in the form of a problem solving unit throughout the weekend. You'll find in your packet an overall time design. We'll go through the whole thing later on in our meal.
3. Turn to Song Sheet: TOP OF THE WORLD
Song, page 49: I'LL BE SEEING YOU
4. Secular Spin.

As we approach our own nation's celebration in 1976 I'm reminded of the Guardians of that Revolution--there were at least 200 of those who contributed toward the signing of the Declaration of Independence, and the founding of our country. I'd suggest that we eat this meal in celebration of that group, and all the past guardians of history that insured the necessary changes in history.
5. Let us feast. Entertainment.
6. Song Sheet: IT HAD TO BE YOU
7. Joseph Slicker will be talking to us this evening.
8. Slicker Address.
9. Leader: Take a few minutes to walk through the contents of the packet and lay out the rest of the evening. _____ is going to tell us about our P.S.U. this evening.
10. Announcements:

You will have a host and hostess in your sector. If you need anything, be sure to ask either of them. (If any names have been omitted from the assignment sheet, announce that they see _____ at the front of the table immediately at the break.)
11. Dismiss by saying: Well, let's break now and be in our sectors in 30 minutes. By my watch that will be _____.

NOTICES AND ANNOUNCEMENTS

1. Trip Availability One of the most exciting new areas of Guardian participation in the past year has been global travel on behalf of the mission. Oscar Sperstad and Rodney Wilson just returned from the first weeks of the current Elders' Trip with exciting reports from Southeast Asia. Harry Bliss and Jon Thorsen are planning to join the present trip in India and Europe respectively. Guardian participation in global missional travel is a great symbol to the Movement. Whether you have a week or four weeks, arrangements could be made for you to join one of the trips. If you are available to participate in national and international trips such as LENS Treks, development trips, or the Global Elders' Trip, you should contact Symbolic Centrum for specific information and dates.
2. Summer '74 The Tactical Back-up System for Effective Promotion of Summer '74 has been built. Spring Quarter heralded the beginning of the Summer '74 Promotion Task Force. Paid registrations have already come in from Milwaukee, San Jose, Detroit, Bombay, and Cleveland. Requests to attend have come from Atlanta, Madison, Anchorage, London, and Tokyo. Guardians are encouraged to attend Summer '74 and to recruit others to attend. Materials are available from the Summer '74 Promotion Task Force on 2nd floor.
3. The Global Odyssey A task force will be doing initial brooding on the Global Odyssey during Spring Quarter. The Odyssey will take place in July and will generally approximate the dates of the summer program. The cost should be imaged as \$2200 or a little more due to the rise in cost of airline tickets and other expenses. The task force, however, will be investigating ways to cut the cost. Anyone considering participating in the 1974 Global Odyssey should get his name and passport number into Operations Centrum so that information concerning the Odyssey can be communicated.
4. The Bookstore The bookstore will be open around mealtimes. It is located on second floor near the men's dorm. Special items of interest available are guild pins, the Hunter-Warrior cards, and a few Saint booklets.

1. Gather at the table and sit down.
2. Leader stands and briefly brings group together. Did you find your bed?
One fellow said "_____."
I think everyone is here, so let's get started.
3. Songs: We seem to be making a turn in our singing, and have discovered when we substitute the word "mystery" in our minds whenever we sing "you", these oldies but goodies are given back to us in a whole new way.
songsheet: NEVERTHELESS
song book: Page 8, THE VISION
4. Secular Spin:
I think of all kinds of work done by people in a revolution. One fellow I just heard about in Spain during the war was to take upholstery out of automobiles to make room for carrying hospital supplies. One of my friends said he was amazed at discovering he had a part time job and was a full time revolutionary. Let us eat this meal in our awareness of the myriad tasks that contribute toward the revolutionary process that goes on in our time.
5. Let us feast. Entertainment.
6. Conversation:
7. Song: Page 25, WHEN YOU ARE AWARE
8. This morning we are going to hear from Clancy Mann who will talk about something all of us are dealing with in our daily work, in our families, in our nations--the emerging polity dynamic. Clancy is an international lawyer with Sears, Roebuck, lives here at Base Centrum, and has recently returned from Caracas on business for his firm.
9. Let's hear a couple of words about last night. What happened?
10. Announcements.
11. Let's break now and meet in our teams at _____ (approximately 30 minutes)

1. Gather at the table and sit down.
2. Leader stands and makes a comment about the morning's work.
3. SONGS: on your songsheet, RAINDROPS KEEP FALLING ON MY HEAD
songbook, page 16, AMAZING GRACE
4. SECULAR SPIN: The last several months of our nation's crises have stunned us and rocked us. I've found myself thinking about past ages in history when nations have been brought to their knees. Each one of us, as well as the whole body of citizens have discovered the meanings of the words hostility, weakness, _____ and suffering. Let us eat this meal in the joy of knowing that out of hostility we find love, out of weakness we find strength, and out of suffering comes healing.
5. LET US FEAST. Entertainment by the Fifth City Singers.
6. CONVERSATION:
7. SONG: page 31, I AM THE ONE
8. One of the most exciting things that has happened since we last met is the 10th anniversary of Fifth City, and the celebration of that took place on December 15th. Lela Moseley, the symbol of Fifth City, will talk about that.
9. LET US HAVE REPORTS FROM THE SECTORS.
10. ANNOUNCEMENTS.
11. Let's break and meet back in our sectors at _____ (About 30 minutes).

1. Gather at the table and sit down.
2. Leader stands and says: How is the work going?
What songs are you singing?
3. SONGS: Page 53, SOME ENCHANTED EVENING
Last page in your songbook, A NEW DAY
4. SECULAR SPIN:
I would surmise that you and I being a part of the technological age that we live in, are brought to self-consciousness that to be human means that we don't leave the future just to chance. Of course, things may not end up the way we plan them, but nonetheless we are aware that carefully planned tactics always alter the future. Let us eat this meal on behalf of those who plan the future.
5. LET US FEAST.
6. CONVERSATION:
7. SONG: Page 21, CALLED TO WALK
8. As you know, Joe Mathews, Joe Crocker, and Neil Vance are on the Elders' Trip and are in Seoul, Korea tonight. Rodney Wilson and Oscar Sperstad left with them, and traveled to the Marshall Islands, Guam, and to Singapore with them. The two of them will tell us about what is going on over there.
9. Let's have reports from the four sectors.
10. Announcements.
11. We'll break now and return at _____ into our sectors. (Approximately 30 minutes) Tonight let's try to finish our work by 10 o'clock for we have planned some time for you to have a drink or two, and just visit and sing around a piano upstairs in the Lounge on second floor to the right of the elevator. Then down here in this room we will see Bill Schrempf's slides of his recent trip to China, and also see the Video tape of the December 15th Celebration in Fifth City.

1. Gather at table and sit down.
2. Leader stands and makes a comment about last night.

Have you had any breakthroughs in your work?
Did you have a good time last night?

3. SONGS: Page 35, AT THE CENTER
Page 49, I'LL BE SEEING YOU

4. SECULAR SPIN:

Last night, having things going on upstairs in the Lounge, and seeing slides of China, and the Fifth City Celebration, it occurred to me how filled life is. Everywhere we go, life is brimming over. Let us eat this meal in gratitude for life that is just bubbling out wherever we find ourselves, and it is waiting around every corner.

5. LET US FEAST.

6. CONVERSATION:

7. SONG: Page 41, TILL THERE WAS YOU

8. We've been refining the LENS course this last winter and this spring, adding practical methods and tools for the participants to take to their jobs, to their homes, in their everyday activities. And we have been marketing LENS on a systematic basis. Gary Tomlinson and Jack Gillis will talk to us about that.

9. Let's have reports from the sectors.

10. Announcements.

11. We'll break and return to our sectors at _____ (Approximately 30 minutes).

1. Gather at the table and sit down.
2. Leader stands and says:

This has been a fantastic weekend for me. The work we've done will have an effect on our work this summer, and particularly in September when we establish our Global polity and centrums throughout the world. I'm leaving for Brussels and will tell them about this weekend.
3. SONGS: On your songsheet, TOP OF THE WORLD
" " " IT HAD TO BE YOU
4. SECULAR SPIN:

This is the close of our sixth meeting. How many of you were here for our first? Second? Third? Fourth? Fifth? Well, let us eat this meal as a toast to all the ones who will come to future meetings, and maybe the Fiftieth would be a good one to think about. That will be in 1999.
5. LET US FEAST.
6. CONVERSATION:
7. SONG: Page 50, ON THE STREET WHERE YOU LIVE
8. Our thoughts are beginning to turn to our work, on the future. Charles Moore, prior of the Chicago Religious House, will talk to us about the future.
9. Announcements

Next Meeting:
10. I send you forth as Guardians of your local area, of the spirit movement that is taking place throughout the globe, for the sake of the past, present, and the future. Peace go with you. Goodbye.

THE THINK-TANK ARENAS

Sector I SOCIAL PROCESSES	Sector II POLITY MODELS	Sector III COMMISSION ISSUES	Sector IV GLOBAL DEVELOPMENT
Team 1 ECONOMIC PROCESSES	Team 4 SYMBOLIC MODELS	Team 7 LEGAL ISSUES	Team 10 MAJOR FUNDING
Team 2 POLITICAL PROCESSES	Team 5 BUREAUCRATIC MODELS	Team 8 INTERCHANGE ISSUES	Team 11 URBAN CIRCUITS
Team 3 CULTURAL PROCESSES	Team 6 COMMUNITY MODELS	Team 9 MISSION ISSUES	Team 12 LENS FUTURE

SIXTH
GUARDIAN CONSULT

The Think-Tanks

Institute of Cultural Affairs
April, 1974

SOCIAL PROCESSES

THE CONTEXT

The social process triangles have been created to describe the operations of a social system at any level in society. They have been used to create a practical vision of society which is applicable in any social situation. As we move with LENS and the Guild into the business community, we need to transpose the triangles into that context in order to enable the creation of a practical vision for the global business community.

THE TEAM WORK

THE TEAMS	THE CONTEXT	THE TASK
TEAM 1 ECONOMIC PROCESSES	The business community's most direct impact in society is the economic arena. How do we describe this process, as it operates specifically in the business community?	Ground the economic process in the business situation, illustrating their dynamical relationships, the imbalances and the strategic pressure points, and produce a list of implications and recommendations for the future of this work.
TEAM 2 POLITICAL PROCESSES	As business has become increasingly global, its political dimension has been pushed to new creativity. How do we describe the political process in the midst of the global business community?	Ground the political process in the business situation, illustrating their dynamical relationships, the imbalances and the strategic pressure points, and produce a list of implications and recommendations for the future of this work.
TEAM 3 CULTURAL PROCESSES	In the midst of the cultural revolution today, the business community is confronted with its cultural uniqueness and its impact on the world. How do we describe the cultural process in the midst of the business community?	Ground the cultural process in the business situation, illustrating their dynamical relationships, the imbalances and the strategic pressure points, and produce a list of implications and recommendations for the future of this work.

SECTOR II

POLITY MODELS

THE TASK

Page four

This Week II we will refine the order polity triangles and using those refinements discern the issues facing business and society. After discerning those issues, making recommendations for new directions that society, business and the order might take and the next steps for implementing the recommendations.

THE TEAM WORK

THE PROCEDURES

MORNING	AFTERNOON	EVENING
1. Review symbolic model triangles 2. Restate each pole in sociological terms. 3. Brainstorm business examp. for each pole of the triangle 4. Write descriptive paragraphs for each pole using business examples	1. As Sector what is the dominant, collapsed, and ally pole of the polity triangle. 2. Write paragraph describing dominant, collapsed & ally poles using business examples 3. Brainstorm & gestalt issues facing society & business in each pole. 4. Team repeat 1 & 2 each pole	1. As sector, Brainstorm, gestalt & write recommendation for new direction of triangles. 2. Team Brainstorm the recommendation for society, business & order in sym. triangle arena. 3. Gestalt to 4; write 4 pa 4. Brainstorm next steps pa
MORNING	AFTERNOON	EVENING
1. Review Bureaucratic models triangles 2. Restate each pole in sociological terms. 3. Brainstorm business examp. for each pole of the triangle. 4. Write 3 descriptive paragraphs, one each pole, using business examples.	1. As Sector what is the dominant, collapsed, and ally pole of the bureaucratic tri. 2. Write para. describing dominant, collapsed & Ally poles using business examples 3. Brainstorm & gestalt issue facing soc. & business/each pole 4. Team repeat 1 & 2 each pole	1. Sector: brainstorm, gestalt & write recommendation for new direction of trian 2. Team brainst. recommendations for society, business & order in bureaucratic triangle arena. 3. Gestalt to 4; write 4 par 4. Brainstorm next steps to implement; write 4 paragra
MORNING	AFTERNOON	EVENING
1. Review Community Models triangles 2. Restate each pole in sociological terms. 3. Brainstorm business examples for each pole. 4. Write 3 descriptive paragraphs, 1 for each pole, using business examples.	1. As Sector what is the dominant, collapsed, & ally pole of the community triang 2. Write paragraph describing dominant, collapsed & ally poles using business example 3. Brainstorm & gestalt issues facing soc. & busin's/each pole 4. Team repeat 1 & 2 each pole.	1. Sector: brainstorm, gestalt & write recommendation for new direction of tri. 2. Team brainst. recommendations for society, business & order in Community triangle arena. 3. Gestalt to 4; write 4 par 4. Brainstorm next steps to implement; write 4 paragra

THE CONTEXT

Page Five

The Chicago Centrum is a node of troops, services, training and symbology which provides the movement many useful tools and services. In fall of 1974, we plan to replicate Centruns in other parts of the globe. This occasion demands of us serious preparation for the new issues and practical demands which will arise.

THE TEAM WORK

THE TEAMS	THE CONTEXT	THE TASK
TEAM 7 CENTRUM OPERATIONS	Creating 5 global centruns require a careful look at how these centruns will operate with a sustained common focus and create a profile consistent with the missional intent. This will require guidelines for establishing an authorization base, developing common property control, sustaining a global force, and maintaining common program images.	This group will deliniate the 5 major functions of a centrum, and will articulate 5 principles of operatio: in each of the + arenas and state 5 practical means of effecting and sustainin those principles.
TEAM 8 INTERCHANGE NETWORK	The prospect of locating as many as four centruns around the globe presen presents us with the issues of inter-relating the total movement and these five centruns. The web of connections that hold such a body together as one entity need to be designed in terms of inspection teams, communication instruments, publication forms and fiscal systems	This group will raise the basic issues any global corporation would need to face, project the movement strategies needed and delineate images, principles, format and policies required by these strategies. They will produce 20 proposals, a statement of the 20 implications of global centruns and 10 recommendations on next step
TEAM 9 DEMONSTRA- TION SIGNS	The movement is moving toward the world by creating concrete demonstra-tion signs around the globe. There are already 50 signs in North America and 34 in other communities. LENS grads in corporations are exploring busi-ness guilds. These signs need author-ization. The centruns will supply consultations as extended services	This group will explore the impact of these signs on society and delin-eate the issues the movement will soon be faced with as a result of such activities. Before these issues that will unite 20 guide-lines for these projects, 20 authorization values, and 10 spec-ific recommendations for practical action to implement the guidelines

SECTOR III

CENTRUM ISSUES

THE TASK

Page six

This sector will outline the issues, practical solutions and arenas to be researched relative to globalcentrum interchange systems, and demonstration signs. They will then delineate the respective revolutionary principles and procedures out of which the Movement will need to function.

THE TEAM WORK

THE PROCEDURES

MORNING	AFTERNOON	EVENING
1. Brainstorm issues involved in any global operation in arenas of Authorization, Property, Forces & Program. 2. Raise ? of how these issues are same for gl. Mov't 3. Discern underlying principle in each arena; list. Gestalt to 5. 4. Divide group, write german sentence to hold each principle.	1. Review principles of the am in each of the 4 arenas; list effective means in business 2. Which would be key for mov. in light of principles discerned. Star these. 3. Discuss forms starred ones might take for centrum organization, select 5. 4. Divide, write sentences, read	1. Brainstorm what we've said about a global centrum so far & implications 2. From discussion each person write 3 functions of a centrum. Put all statements on board. 3. Gestalt to 5 and restate. 4. Divide and write short paragraphs on each.
MORNING	AFTERNOON	EVENING
1. Review what goes on at Chic Centrum and services it has provided. Appoint scribe. 2. Brainstorm images of what will take place in 4 locations Gestalt to 4. 3. Reflect on the one master image for each centrum. 4. Brainstorm pract. ways multi-nat. corp. maintain selves=4	1. Review means by which move't has maintained global glue. 2. Brainstorm the issues inv. in doing inspection teams, communications, publications, and finances form 5 global centurms; gestalt to 5. Brainstorm proposals/issues. 4. Gestalt to 4; 4 grps/5 propos	1. Image yourself in Bombay Centrum; reflect what require to keep contact w/other cent 2. Brainstorm implicat'ns of global centurms for total movement. 3. Gestalt to 4. Divide into 4 groups, write 5 implications per group. 4. Brainst/write 10 next step
MORNING	AFTERNOON	EVENING
1. Discuss results of LENS grads in local community and business. 2. Share miracles stories from local situations. 3. Brainstorm issues involved in community demonstrations and business guilds, 4. Gestalt to 4x4.	1. Reflect on prospective responses in communities & corporations. 2. Brainstorm guidelines for both kinds of demonstration 3. Gestalt to 4. Write 5 guidelines for each. 4. Read guidelines to the group.	1. Share the stories about authorization. 2. Brainstorm the values to be held in selecting authorization. 3. Gestalt to 4. Write 5 value for each. 4. Brainstorm recommendations for action. Write 10 recommendations.

THE CONTEXT

Page seven

As of 1976, funding Ecumenical Institute programs will require a series of regularized systems of giving. The basic arenas in which systems of funding are needed are major funding and local donor circuits. LENS will become a self-supporting program as a system is developed for broadening its impact upon business.

THE TEAM WORK

THE TEAMS	THE CONTEXT	THE TASK
Team 10 MAJOR FUNDING	Within the next two years, major funding through corporations will need to intensify from an average \$50,000 per year to \$1,000,000 per year. To do this, systems of corporation funding are required	Design strategies for major corporations, small corporations, and local government funding, and steps to implement those strategies. Design a style chart for the stance needed in this funding.
Team 11 URBAN CIRCUITS	In order to fund the projected and continuing programs of the Institute, the urban circuit system will require certain modifications and refinements. The projected necessary increase in funding within this arena is from an average \$2,000 to \$10,000 income per week.	Design the means by which the effectiveness of this system may be increased by articulating the tactics which provide for the increase, upgrading and nurture of donor contacts, the training of circuit teams, and the refinement and modification of the present urban circuit manual.
Team 12 LENS FUTURE	The LENS course functions as both a one-shot training event and the beginning of an ongoing relationship with the movement. We need a means of assuring the funding of community LENS courses and a system of follow-up consultations including a 5 or 7 day social methods school for business.	Design a community LENS funding model, a followup consult for businesses, and a social methods school model for businesses.

THE TASK

Page eight

Each team will create, for its funding arena, a description of a system of funding for that arena as of January 1, 1976, and the series of steps required to get from our present operation to that of the future within two years.

THE TEAM WORK

THE PROCEDURES

MORNING	AFTERNOON	EVENING
1. As a sector, project funding needs for 1976. 2. Brainstorm as a team practical ways to intensify major corporation funding. 3. Brainstorm as a team practical ways to intensify small corporation funding. 4. Brnstm. as team practical ways to intensify local govt funding.	1. Break into 3 subgroups, and design a plan out of your data. 2. Brainstorm and gestalt the steps needed between 1974 and 1976. 3. Report to whole team. 4. Check and clean plans and steps for effectiveness.	1. Brnst. what are corpn's looking for when pitched for funds? 2. Brnst. what style is needed to do this. How is this style acquired? 3. Gestalt into a chart for the corp'n development stance 4. Complete all models for printing and bring to Rm. E.
MORNING	AFTERNOON	EVENING
1. As a sector, project funding needs for 1976. 2. Brnst. ways of regularizing the % effectiveness and increased donations in return call of Ur.Cir. teams. 3. Brnst. ways of incr. # of new contacts per cir. visit to 50%. Gestalt to 4 strats. 4. List 4 steps under each.	1. Review present composition org, and training of ur.ct. teams. 2. Brnst ways to incr effect. of teams. 3. Brnst., discuss and gestalt to 10 a training checklist for urban circuit teams. 4. Gest. and write up 4 strats and 4 implem. steps in each.	1. Review present manual & list arenas needing modifica. 2. Brnst. the particular revisions necessary w/in each arena to improve effectiveness 3. Talk thru recommended modifications, write, polish. 4. Complete all models for printing and bring to Rm. E.
MORNING	AFTERNOON	EVENING
1. As a sector, project funding needs for 1976. 2. Brnst. what is needed to fund community LENS courses. 3. Gestalt this list to 4 strategies. 4. List, in 4 groups, the steps to accomplish each strategy.	1. Brnst. what needs to happen to a businessman after LENS. 2. Brnst. the aims of a 1 day consult. 3. Brnst. the elements of the consult. Choose the key ones & how would be presented 4. Lay out the form of the consult on a timeline.	1. Review the SMS construct. 2. Reviewing the afternoons work, brnst the additional elements involved in a 5 or 7 day SMS for business. 3. Gestalt these elements by days of SMS and draw together your construct. 4. Complete all models for print. and return to Rm. E.

TEAM REPORT

Team Number: 1Subject: Economic Processes

ACCOMPLISHMENTS AND TASK

Brainstormed list of describing economic processes of R-P-D in the business community and their interrelationship. Used screen of 3 pressure points: community groups, basic roles, and anticipated needs - got out examples, listed issues and gestalted to 4 under each pressure point. The listed proposals and gestalted to 4 under each category

NEXT STEPS

1. If LENS is taught to social services, education community, etc. community people this same kind of weekend should be done in community context.
2. Direct data to parish experiment.
3. Apply to middle 3 LENS lectures
4. Apply to marketing techniques.
5. Work 36 issues into a LENS follow up.
6. Test in a LENS consult
7. Apply to broad representation of bueinss (ie. area guardians)
8. Do this research on other continents.
9. Look at possibility of chanign triangles language to business

SPECIFIC PRODUCTS

1. List of Ways of describing Res., Prod, and dist. in business
2. Examples of rel. of E,P,C, and imbalances
3. Gestalt of issues and recommendations relative to pressure points in business

TEAM REPORT

Team Number: 2Subject: Political Processes

ACCOMPLISHMENTS AND TASK

1. Brainstormed 3 poles of political processes with emphasis on business.
2. Brainstormed relationships between 3 poles.
3. Analysis of imbalances in this social triangle.
4. 3 pressure points were listed and other ways to describe them listed. Listed examples in business for these.
5. Brainstorm and gestalt issues and proposed resolutions.

NEXT STEPS

1. If LENS is taught to social services, education, community, community people, etc. this same kind of weekend should be done in community context.
2. Direct data to parish experiment
3. Apply to middle 3 LENS lectures
4. Apply to marketing techniques.
5. Work 36 issues into a LENS follow up.
6. Test in a LENS consult.
7. Apply to broad representation of business (ie. area guardians)
8. Do this research on other continents.
9. Look at possibility of changing triangles language to business.

SPECIFIC PRODUCTS

1. List ways of describing order, justice and welfare in business.
2. Examples of relationships of E P C and imbalances.
3. Gestalt of issues and recommendations relative to pressure points in business.

TEAM REPORT

Team Number: 3Subject: Cultural Processes

ACCOMPLISHMENTS AND TASK

Brainstorm a list of ways of describing the cultural processes of wisdom, style, and symbol in business and their interrelationships. Used screen of three pressure points: social morality, formal methods and inclusive myth. Got out examples, listed issues and gestalted to 4 issues under pressure points.

NEXT STEPS

1. If LENS is taught to social services, education, community, community people, etc. this same kind of weekend should be done in community context.
2. Direct data to parish experiment.
3. Apply to middle 3 LENS lectures.
4. Apply to marketing techniques.
5. Work 36 issues into a LENS follow up.
6. Test in a LENS consult.
7. Apply to broad representation of business (ie. area guardians)
8. Do this research on other continents.
9. Look at possibility of changing triangles language to business.

SPECIFIC PRODUCTS

1. List ways of describing wisdom, style and symbol processes in business.
2. Examples of relation of E, P, & C and imbalances.
3. Gestalt of issues and recommendations relative to the pressure points in business.

Economic Commonality

The economic dynamic in business is the process which systematically gathers, converts, and distributes goods, services and know-how in response to the anticipated consumption of the total society.

COMMON RESOURCES	COMMON PRODUCTION	COMMON DISTRIBUTION
The common resources dynamic in business is the process of discovering and gathering the necessary goods, services and know-how to best accomplish a company's defined goals and tasks.	The production dynamic in business organizes know-how, services and goods to convert systematically existing resources into more desirable commodities.	The distribution dynamic in business creates systems which discern society's anticipated consumption and allocate output accordingly

Political Commonality

The process of political commonality in business is that process which embodies organizational principles by defining the working structures, providing the mediating procedures and assuring meaningful and secure participation in achieving individual and company goals.

CORPORATE ORDER	CORPORATE JUSTICE	CORPORATE WELFARE
The corporate order in business organizes working relationships into prescribed principles of action to be followed in the execution of power through providing plant/office security, personnel protection and safety and basic contractual procedures.	Corporate justice in business is achieved both formally and informally through an appropriate authorization, legal processes and consensus	Corporate welfare exists as a dynamic in business by providing sufficient employee rights and a fulfilling context.

Cultural Commonality

The cultural process enables the global business community to fulfill its purpose by enhancing information exchange, giving meaning to individual and corporate identity and structuring comprehensive operating relationships.

COMMON WISDOM	COMMON STYLE	COMMON SYMBOLS
Wisdom in the business context is comprised of pooling, disseminating and utilizing useful skills and knowledge to enable satisfying engagements.	The communal style of business reflects awareness of individual abilities to form a corporate and purposeful body, harmoniously carrying out its purpose through effective structures.	The communal symbols of a corporation describe its significance, responsibilities, and sociological roles to the business community and the world, and enable employee participation by creating a positive working environment.

IMBALANCE GROUNDING

Whole Social Process

Economic --- Political --- Cultural
(dominant) (weakened) (collapsed)

1. The economic process evaluates and determines the content of wisdom according to economic needs so that wisdom is seen as that which is technically useable.
2. The economic controls and determines the appropriate life style.
3. Economic dominance creates mindset of immediacy therefore contexting is "wasted" time in a meeting.
4. Creative engagement is measured by its monetary value and style of monetary expenditure.

<p>Economic Resources-Production-distrib (weakened)(Dominant) (colla)</p>	<p>Political Order - Justice - Welfare (domina)(weakened)(collaps)</p>	<p>Cultural wisdom - style - symbol (dominant)(weakened)(collapsed)</p>
<p>1. Advertising instead of using the same resources for employee salaries, increase demand for production at expense of distribution. 2. Maintaining production lines at constant level of functioning despite fluctuating demand de-emphasizes the influence of distribt'n 3. The distribution of goods is not governed because of the easing of fixed credit policies for short term loans and sales. 4. The societal value of maintaining continued growth of economic production is not weighted against realistic needs.</p>	<p>1. Running smoothly is placed as the highest value as a result of overemphasis on order. 2. High value is given simply to keeping busy because of a dominant order mindset. 3. Dominance of order creates a mindset which limits willingness to risk. 4. Order overemphasis stifles creative engagement.</p>	<p>1. Wisdom focuses on individual skills rather than the significance of corporate action. 2. Symbols not comprehensive because of emphasis on functional economic wisdom. 3. Symbols do not endure because wisdom is related to what is easily done rather than what is necessary. 4. Wisdom overemphasises short term time lines rather than long range goal planning and thus the associated symbol system does not freight comprehensive care.</p>

Sixth Guardians' Consult

Social Process Examples

Economic					Political					Cultural							
Resources		Production		Distribution		Order		Justice		Welfare		Wisdom		Style		Symbol	
n	organizing	i	-using con	p	-taxation	c	-bonding	l	-grapevine	s	-following	u	-using	c	-rotating	c	-using
a	work space	n	veyor belt	n	scheming	o	-plant	e	dec. mkg.	e	performanc	s	fundament	y	assignmen	o	technic
t	-extract'g	s	-actuaries	o	-verbal	m	security	g	-question-	c	standards	e	technique	c	-claiming	r	jargon
u	energy sup	t	tables	p	arrang'ts	m	planning	i	airing	u	-tenure	f	-sensitiv	l	seniority	p.	-posit'n
r	-dev.cash	r	-building	e	-purchas'	o	-creating	s	-meeting	r	setting	u	training	i	privileges	l	titling
a	base	u	transport	r	liability	n	emergency	l	at cooler	e	-giving	l	-using	c	-apprentica	a	-direc'v
l	-locating	m	models	t	insurance	d	models	a	-meeting	e	fringe ben	s	multiling-	a	programm	n	making
	environmen	e	-using	y	-contract	e	-emergenc	t	formally	x	-profit	k	ualism	l	-honoring	g	-product
	resources	n	insurance		making	f	funding	i		i	sharing	i	-playing	r	stockhold	u	percent
		t	policies	c		e		v		s		l	the game	o	power	a	report'g
		s		l		n		e		t		l		e		g	
				a		s		c		e		s				e	
h	-determ'g	f	-hiring	e	-using	d	-creating	j	-planning	p	-honoring	a	-creating	p	-stock	s	-creat'g
u	skill level	o	designers	x	credit	o	personnel	u	annual	o	freedom of	c	operations	r	splitting	o	decor
m	-recruit'g	r	=ass'g	c	cards	m	procedur	d	budget	l	assembly	c	manual	o	-acquisi-	c	motif
a	expertise	c	personnel	h	-wage	e	-writing	i	-meeting	i	-expecting	u	-using	c	tion/merge	i	-using
n	-using spec	e	organizers	a	scale bld	s	policy	c	w/base	t	privacy	m	elders	r	-research	a	bulletin
	gifts	s	-assigning	n	-using	t	manuals	i	-review	i	-providing	u	experien	e	& design	l	board
	-drawing on		lobbyists	g	bank acct	i	-zoning	a	wage/salar	c	access to	l	-printing	a	-job		-arrang'g
	outside		-hiring	e	-giving	c	activitie	l	-honoring	a	advance't	a	trade	a	advertis'g	a	space
	'brainpowe'		systems	m	fringe	t	-defining	p	labor un.	l	-exec. oper	t	papers		r	-styliz'g	
			analyzers	e	benefits	r	reception	r	stewards	f	door polic	e	-record		t	costume	
				c		a	areas	o		r		d	keeping	s			
				h		n		c									
t	-install'g	s	-manpower	c	-making	l	corporate	e	-following	s	-providing	f	-providing	s	-job des-	c	-reward'g
e	computer	y	scheduling	o	materials	e	dialogu'g	x	organ.char	i	trad. com.	i	useful	o	cribing	o	w/gold
c	-using info	s	-quality	n	available	g	-making	e	-mtg for	g	n memory	n	services	m	-honoring	m	watch, pin
h	systems	t	contract'g	s	-using	a	union	c	policy	n	i -providing	a	-living as	m	union	o	-honoring
n	-using teste	e	=organiz'l	u	advert'g	l	contracts	u	creation	i	signal	l	production	o	contract	n	common
o	procedures	m	charting	m	policies		-licens'g	t	-emobdyng	f	events	m	-working	n	-going on		values
l	-package	s	-material	p	-making	b	-underst.	i	company	c	-disclosin	e	for econ	r	annual		-punching
o	designing		flow chart	t	inventori	a	areas of	v	style	a	private	a	advancemen	e	picnic		a clock
g				'	-using ec	s	responsib	e	-honoring	m	opinions	n	-TGIF ing		-keeping		up w/cost
i				p	climate	e		a	symbolic	t	-assign	n			company	l	of living
c				l				u	leader	e	work space	g			charting	i	

PRESSURE POINT ISSUES

I. FORMAL METHODS

1. The vision which guides corporate decision-making is fragmented and narrow, rather than integrated and comprehensive.
2. Corporation problem-solving procedures are inadequate to identify and deal with complex contradictions.
3. Corporation decision-making methods both within and among departments are ineffective.
4. Accountability is used for placing blame rather than for releasing future possibility.

II. INCLUSIVE MYTHS

1. The profit motive is blocking the economic community from occupying its necessary role as pioneer in building new cultural forms across the globe.
2. The business institutions have not formed structures which would consistently rehearse the corporate story, and thus have blocked the creative engagement of their individual employees in the absence of a significating framework for daily tasks.

Individuals therefore are trapped in a conception of a personal responsibility for a particular job and not for the task of their company's engagement in the civilizing process; their jobs in themselves are meaningless and therefore this conception of personal responsibility fails to provide motivation.

4. The self story out of which the typical corporation operates is centered upon the corporation's health, rather than the world's; and therefore the corporation generally acts within immediacies to preserve the relationship of itself to society: ie, profit, rather than forging the long-range, creative response to the demand of history.

III. SOCIAL MORALITY

1. Maintaining the tension between the profit motives and motives of assuring the common good is a key issue in the new business ethics.
2. In each particular geo-social situation, multinational corporations struggle for a comprehensive sense of their social responsibility.
3. Companies too frequently engage in token social action, and tend to ignore futuristic, comprehensive societal engagement.
4. Job security induces working men to live out of now defunct images of

PRESSURE POINT ISSUES, CONTINUED

craftsmanship, for example, the belief that specialized trade skills are self-perpetuating.

IV. COMMUNITY GROUPINGS

1. Lack of communication between groups, which exists because of prestigious feelings and a certain caste system.
2. That groups within a plant, such as union members, and the executive staff, frequently become adversaries rather than operating under a common story.
3. Meaningless or do-nothing groups exist and continue to meet with little or no vision of what they are about.
4. Exclusion rules are promoted by unions, certification policies, and seniority systems.

V. BASIC ROLES

1. Roles determined by credentials and not skills block the most effective accomplishment of the task.
2. Fear of assuming responsibility for decisions required within prescribed roles avoid the risking of one's self.
3. No vision in relationship to the task results in empty roles.
4. Sociologically enforced barriers between roles preclude participation in the task.

VI. ANTICIPATED NEEDS

1. Constant shift in the technological and natural resources, inflation, focus on short-range survival, and the inability to forecast future consumer demands.
2. Shifts in technological and resource availability demand constant change in production methods.
3. The inability to forecast consumer demands aggravates the problem, making long-term survival difficult to program.
4. Focus on short-term survival becomes a common mode of operation in the face of constant change.
5. Inflation compounds the situation by encouraging external controls and invalidating projections.

PRESSURE POINT ISSUES, CONTINUED

VII. KNOWLEDGE ACCESS

1. How do you define the relevance of data required at varying levels within an organization?
2. What are the standards that are needed for the dissemination of information at any level within an organization?
3. What is the viable communication network that is required to foster effective and responsible action?
4. What methods for assimilating information are required for the creation of effective learning situations and rational systems?

VIII. DELIBERATIVE SYSTEMS

1. Proper selection of data sources
2. Assurance of comprehensive problem solving
3. Independence of the deliberative body
4. Evaluating methods and criteria of decision-making

IX. BUREAUCRATIC SYSTEMS

1. The structure of the bureaucratic system stifles;
2. The existing systems are sometimes not relevant to their content;
3. The independence of the systems are questionable;
4. Job functions are not clearly delineated.

TEAM REPORT

Team Number: 4Subject: Symbolic Models 1

ACCOMPLISHMENTS AND TASK

The Team accomplished the translation of the symbolic pole of polity into modern business language. The work was hampered by an original confusion of hierarchical structures with polity dynamics. The confusion became apparent when the Movement model of polity was displayed beside the hierarchical model. The absence of a recognizable community pole in a corporation provided the breakthrough and the first clue to the imbalance. The first task was to make this translation and commit it to paragraph form. The next task was the determination of imbalance, with its paragraph. The final team task was the brainstorm and gestalt of issues and recommendations.

NEXT STEPS

In Sector Report

SPECIFIC PRODUCTS

Restatement Paragraphs - Rough

Dominant-Collapsed-Ally - In Sector Report

Issue Statement - Rough

Rest of Product - In Sector Report

TEAM REPORT

Team Number: 4Subject: Symbolic Models

2

Symbolic Pole of Polity

The Presidency is that symbolic dynamic that accepts the responsibility to synthesize, evaluate, and distribute know-how in order to coordinate operations and policies to accomplish the fundamental objectives of the corporation.

The Vice President assures that the total plan is accomplished in the local situation through three functional dynamics: the corporately assigned management (V.P.), the wise old hands, and the missionally determined team leaders. The Vice President is one who embodies the style, story and vision of the mission and corporation. The wise old hands represent the stable face of the corporation to the world and provide the image and specialized expertise. The team leaders are those missionally determined individuals who watch over the day-to-day management of the task forces in light of the long range goals.

The Owner/Board articulates the broad and key objectives of the corporation and affirms decisions by checking them against those objectives.

The symbolic pole has the responsibility for affirming policy decisions of the corporation as a whole regarding its mission, internal and external image, style, vision, and story. Its business concerns are primarily the relationship of the corporation to society and to its work force. It equips the corporation with image projection standards such as logo, titles, facility site, and design criteria. It holds the future of the corporation in tension with its ongoing mission through policy decisions concerning profit and the management of assets.

Issues in Symbolic Pole

There appear to be four immediate issues relative to the symbolic pole of the polity triangle. The first one is in the area of missional responsibility. It is seen in a lack of vision by corporate leaders and an obsession with structure or personal power. The second is in the area of social responsibility. It is seen in the breakdown of corporate ethics and in the increasing interrelatedness of society which implies that any corporate decision affects the total society. The third issue is in the area of relationship to the real world. It is experienced in the struggle to discern the consensus of the organization as in the arena of the image of the organization when confronted with a shift, such as government intervention or a wildcat strike. The fourth is in the area of the leadership dynamic. It is seen in the breakdown of the ability of corporate leaders to build and maintain teams.

TEAM REPORT

Team Number: 5Subject: Bureaucratic Models 1

ACCOMPLISHMENTS AND TASK

Team 5 was assigned to the task of transforming the bureaucratic order polity function to the polity functions of business, renaming those functions in business language. We determined the imbalance within the bureaucratic dynamic and found, much to our surprise, that the management function dominates the decision-making process.

NEXT STEPS

SPECIFIC PRODUCTS

Team Number: 5 Subject: TEAM REPORT
Bureaucratic Models

2

Imbalances

The executive function in business has collapsed under domination of management. General Dynamics executives abdicated their symbolic and leadership function to the specialized technocracy of aircraft design program managers. Company presidents shun delegation of management responsibility and clog the bureaucratic dynamic with concern for approval of purchases of toilet rolls.

The domination of the management pole has been created as a result of the technical specialization, size and complexity of major corporations. Examples: in larger universities, responsibilities have been delegated to individual deans and department heads; within the aircraft industry technical responsibility has dictated that vital decisions be made in the management pole in lieu of the executive pole. Today, as enterprises grow bigger and more complex, we find ourselves in a transitional period from domination by the executive pole, as in the past, to domination by the management pole.

The advisory reinforces management's strength through management only calling in an advisor when they are sure of having their position sustained. Example: A management officer, desiring to produce a certain product already patented by a competitor, redesigns the product and checks with the patent attorney before presenting the idea to the executive. Management will check with as many attorneys as is necessary to find one who agrees before presenting the idea to the corporate executives.

Issues

One issue facing the advisory dynamic is the mystique syndrome manifested by the outside consultant who clouds his work by being inaccessible for his own job security. There is a lack of effective accountability which allows deliberate slow downs and an inflexible stance if necessary for his own self-preservation. Another type of issue is the opposite situation where the consultant is a permanent "in house" employee who loses his objectivity and becomes vulnerable to the management pressures.

Due to the highly technical requirements of corporations today, present specialization procedures create blocks, unwieldy communication problems and a sense of disassociation from difficult issues. Management thereby finds itself unable to cope with many situations due to inadequate tools and methods resulting in middle management "firemen" rather than effective decision makers. In addition, cultural parochialism blocks productivity by amplifying good of self rather than good of the whole community.

The executive function has collapsed and retreated into a conservative self-preserving stance popularly characterized as "Parkinson's Law."

The executive role of the visioning adventurer has been significantly diminished and overtaken by the role of conserving the bureaucratic machinery for its own sake rather than standing accountable for the broader task.

TEAM REPORT

Team Number: 5Subject: Bureaucratic Models

3

House - The subsidiary (house dynamic) is part of a larger organization functioning as a circumscribed sub-unit and works with particular people, tasks and geography. Within the larger organizational policy, it operates and makes decisions autonomously in meeting its goals and objectives based on the demands of the particular situation, and it is held accountable by the central executive function.

Centrum - The centrum in a business situation involves those areas which are universally applicable over all corporate activities. It frequently initiates the visioning process through brainstorming. It makes those decisions appropriate to the universal, and holds the resulting accountability. A third activity is supportive, including such functions as model-building. In the bureaucratic triangle, the centrum dynamic acts like the central nervous system in coordinating all three poles into a functioning whole.

Commission - The commission dynamic takes place for the purpose of providing a specialized service. In response to a particular need, corporations utilize the expertise of consultants to develop and evaluate alternatives. This in-put enables the corporation to make the final decision. A financial commission advised a major electronics manufacturer on alternatives for financing future long-term growth.

The bureaucracy is the dynamic which receives the data, makes the decisions, provides support, and holds accountability so that the whole body can be productive. The centrum in a business situation involves those areas which are universally applicable over all corporate activities and acts as the central nervous system, coordinating all three bureaucratic poles into a functioning organism. The house dynamic is a subsidiary, autonomously operating unit which deals with particular goals and objectives in light of the corporate policy. Corporations utilize a consultants commission to develop and evaluate alternatives; the commission's expertise enables the corporation to make the final decision. The bureaucratic pole needs to hold the tension between the comprehensive and the particular, assuming responsibility for the total corporation, as well as their particular assignments.

Sixth Guardians' Consult

April 20, 1974

TEAM REPORT

Team Number: 6

Subject: Community Models 1

ACCOMPLISHMENTS AND TASK

Our task was to discern the issues facing business and society in the community dynamic (Council, PSU, Collegium) of the polity triangle. We were able to identify the imbalances and articulate four recommendations to deal with these imbalances. Our major accomplishment was in being able to illustrate that these are dynamics rather than hierarchial structures by grounding our examples in the business world and society as a whole.

NEXT STEPS

SPECIFIC PRODUCTS

TEAM REPORT

Team Number: 6Subject: Community Models

2

Council - The council dynamic keeps before any community its sense of global relatedness as that which sustains a body in its task. Research is the aspect of the council work that creates the rational screen through which community models are created. The expressions and insights of the council dynamic are symbolized in a common consensus, giving direction and focus to the community.

PSU - The PSU dynamic is the expression of the common mind of the community in solving problems. It uses a consensus process to build models and make specific recommendations. The key to the PSU dynamic is the process of coming to recommendations that are related to identified problems and expressed vision. For example, in a machine shop, the lack of use of safety equipment may be identified as a problem endangering health of the employees. The PSU dynamic then would be a group of concerned workers making the decision that safety glasses use be encouraged by co-workers, material on health hazards be gathered, and signs posted.

Collegium - The collegium is the dynamic in the community pole that holds the common vision. It gathers data on issues and problems from the PSU and discerns trends from that data and determines the edge work. It articulates images of future thrust for the council's deliberation and consensus. The collegium dynamic rehearsees the story of how the grassroots labor force is significantly engaged in the whole corporate effort, such as the opening ceremonies in a Japanese company. It is that dynamic that honors and focuses the diversified wisdom of the corporate body such as the committee of an agents' association in an insurance company. The collegium in relationship to the council dynamic is seen when it articulates recommendations on company policy as seen in an annual stockholders meeting.

Imbalance - In community polity the collapse of the collegium dynamic points to a lack of articulation of a common vision that is based upon all possibilities in the total situation. The lack of vision supports the status quo, paralyzing the deliberation process of the council. The collapse of vision in community polity creates a situation where decisions are fragmented and creative activity is not sustained, e.g., departmentalization in business and industry with no common focus of activity.

The council is an ally to the dominant PSU, albeit reduced, allowing the PSU to function in its own self-interest. An example of this would be in the executive boards of major oil companies which have aligned themselves with the powers that control oil without a global model of how energy could be consumed.

Within the community pole of a polity dynamic, the PSU dynamic is dominant today. There is no shortage in problem identification or proposed solutions and models to deal with individual issues and problems, but because the collegium dynamic is collapsed and no common vision is being held before and rehearsed by the PSU dynamic, it operates without the effectiveness of a common mind. The council dynamic functions as an ally of the dominant PSU dynamic in not having consensus building methods which release the motivity of the entire community pole. The untapped creativity we are pointing to can be witnessed at a coffee break discussion in any corporate business entity today.

TEAM REPORT

Team Number: 6

Subject: Community Models

3

Recommendations

1. Story: Create common story of corporation's role in the social process which sets the context for its polity.
2. Methods: Create common methods that adequately relate you to the actual life situation, guarding against abstract idealism and cynical defeatism.
3. Vision: Create common practical vision of company responsibility with forms that adequately embody it within the total corporation.
4. Context: Establish common context and relate within the company, to other companies and to society as a whole.

ACCOMPLISHMENTS AND TASK

See individual paragraphs of Teams 4, 5 and 6.

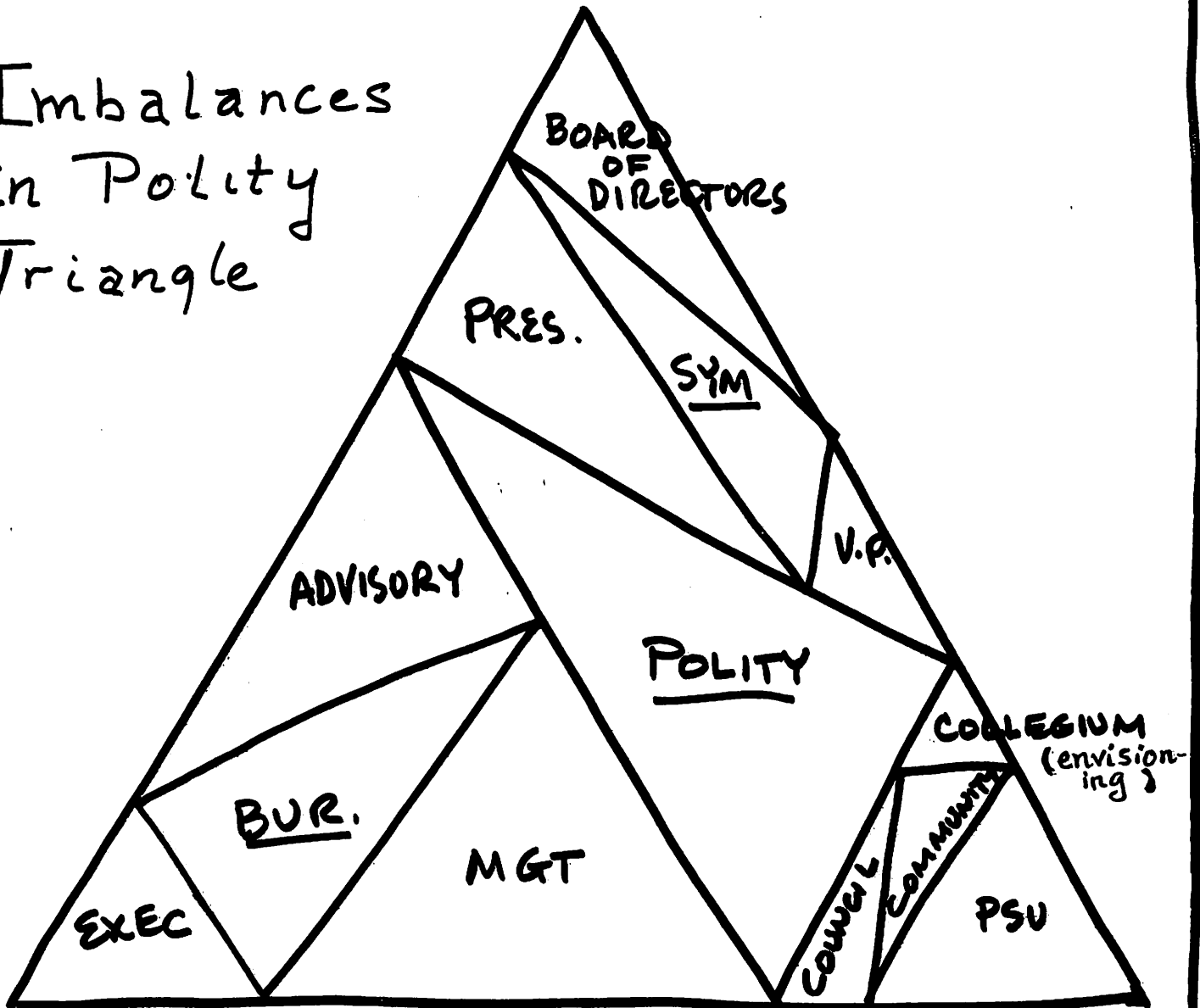
NEXT STEPS

1. Explore the implications of the polity model for LENS marketing and build a model for dealing with the company after its executives attend LENS.
2. Through PSU's and Research Assemblies design a tactical system for in-company guilds and, in particular, a model for opening dialogue with vice presidents about polity issues in corporations.
3. Use the results of this consult to work in depth on the Order polity triangles.
4. Develop a neutral nomenclature for transposing the polity triangles into a secular model.
5. Specific questions were raised about the present location of "Commissions" in the polity triangle. Perhaps it should be third level as part of the Centrum dynamic. Also what form should collegium take in business operations?

SPECIFIC PRODUCTS

1. Draft restatement of symbolic, bureaucratic and community model in terms applicable to business companies, including a paragraph on the first level and one on each of the three second level triangles.
2. Draft one-paragraph descriptions of the imbalance manifested in the symbolic, bureaucratic and community models.
3. Draft paragraphs on each of the major gestalts of issues faced by business companies in the symbolic, bureaucratic and community models.
4. Lists of new directions are contained in one overall gestalt for the entire polity model.
5. Imbalance triangles on business operations.

Imbalances in Polity Triangle



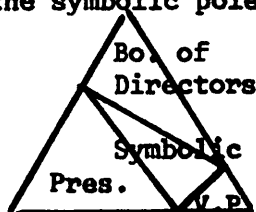
TEAM REPORT

Team Number: 4, 5 and 6 Subject: Polity Models

3

The polity dynamic in business consists of bureaucratic, community and symbolic dynamics. The symbolic dynamic in decision making authorizes, sets limits and defines the scope of the mission. The Bureaucracy dynamic receives refined data, makes practical decisions, provides support and holds accountability so that the whole body can be productive. The community dynamic applies group wisdom to raw data it gathers in an assigned, externally defined area, and refines this data so that it is useful in modification of the operation of the organization in support of the mission. When the poles of the polity dynamic are in balance in a business organization, a government, the church, or global society, it becomes an effective vehicle for human involvement and accomplishment.

Symbolic Polity - The collapse of the symbolic pole of the polity triangle is as shown:



When corporations are in trouble, the problem usually originates in the corporation's vice president sphere because of abdication of power to the bureaucratic pole. When collapse occurs, if the company is to be saved, the president is what saves it because the board of directors is conditioned to be the ally of the president. A sign of this malaise is the vice president handling symbolic problems with the style and tools of bureaucrats. For vice presidents to discern the consensus and guard the integrity of the company while preventing the bureaucracy from taking over is one hell of a job. The hope for this collapsed pole lies in the recovery of the community dimension of polity whereby there is a vision, consensus, and broadrange input system that can be given symbolic power to temper the bureaucratic mindset.

Community Polity - The abstract model includes the community pole. This in the rational scheme is the democratic process or the power of the masses in any polity dynamic. It is the way the local, the particular, the pluriform, the grassroots can participate in the decision making process. This dynamic in the model presupposes that all insights, intuitions, and creativity are actually affecting the social process in one form or another and, therefore, is to be honored and self-consciously acknowledged and related to the total polity model in order to develop self-confidence and release the power of the local. The community dynamic includes seeking and expressing the common mind, the common vision and the common will. As such, they are held respectively by the problem solving unit, the collegium and the council.

Imbalance - The imbalance of the polity triangles is seen in the dominance of the bureaucratic pole with the symbolic pole as its ally, rendering the community pole as collapsed. The bureaucratic pole is seen as dominant because it is the only pole that has both the data and the machinery to make the decisions. The demonstration that the symbolic pole is the ally is that its job is to maintain and sustain the bureaucratic. It is a frozen role and does not call for creative risking. The community pole is collapsed because there is no creative structure through which street wisdom can enter the decision making process.

TEAM REPORT

Team Number: 4, 5 and 6

Subject: Polity Models

4

Recommendations - In dealing with the polity malaise of corporations, the following recommendations are proposed for each of the three leadership dynamics: the symbolic, the community and the bureaucratic.

1. It is recommended that the vice president pole of the symbolic dynamic, which also includes old hands and team leaders, be taught imaginal methods for increasing control and motivating the community. It is necessary to reimage the role of the vice president dynamic in terms of guarding the integrity of the corporate mission in terms of a global understanding of the corporation's role.
2. It is recommended that the entire corporate community create a vision of the corporation's global future through collegiums utilizing vision spinning and indicative battleplanning. The vision will be created and maintained through the establishment of weekly collegiums, creation of stories, and utilizing consensus methodology.
3. It is recommended that those participating in the bureaucratic dynamic be taught and allowed to use model building methods for dealing with the decision making process.

TEAM REPORT

Team Number: 7

Subject: Centrum Operations

ACCOMPLISHMENTS AND TASK

Brainstormed, gestalted and articulated the general, over-arching operating principles of global operations relative to four broad areas: Authorization base, Property Control, Forces Sustenance and Program Maintenance.

Brainstormed, gestalted and articulated the particular implementing means for each of the above four areas.

Brainstormed and gestalted the principles and implications of the centrum dynamic. Articulated the broad considerations and implications of centrum operations.

NEXT STEPS

A PSU to determine the concrete practical steps and the broad implications of the principles and implementing means proposed here.

SPECIFIC PRODUCTS

Three documents:

- a) Sentences stating in four arenas the over-arching principles of globalizing operations.
- b) Sentences stating the practical implementing means for each arena
- c) Five paragraphs articulating the broad dynamics of centrum operations.

Resource Center

The centrum dynamic maintains the operation of the 20 programs of the movement by providing the necessary management. This includes procurement of necessary resources such as money, supplies, edge research data, and personnel as well as the coordination of operations and assignments

Corporate Vision and Research

The Centrum, in its role of visionary prophet, senses and articulates local and global trends in human relations and social structures. Out of its corporate vision and research it creates strategies to ground those trends in movement programs.

Training

The Centrum dynamic provides the focus on training for the movement directed toward missional achievement. As a common training resource center it provides a back up system for program training and funding. The Centrum initiates and activates intellectual activity to prepare its members to renew humanity around the globe.

Data Interchange

Centrum performs as a data interchange center. It enables commonality among the demonstration projects and other programs going on in the areas. It spread news of the breakthrough and success stories of the movement. It retains new insights and old wisdom until such time as they can form new models. It performs global movement accountability.

Symbolic

The Chicago Centrum plays the role of being the symbolic center for the global movement, creating and maintaining symbols and rituals that enable the movement to act out of the common vision and be held accountable to corporate discipline, and also enable the continuing explosion of the depth dimension of life.

TEAM REPORT

Team Number: 7Subject: Centrum Issues

4

4. All costs need to be carefully considered in establishing a new abode in any area -- not only the cost of the property to be used, but the full cost of maintenance and future repairs. Costs should include school tuitions. Utilizing the expertise of local help would be advantageous in helping to establish rapport with indigenous business and professional people.
5. Property, whatever its practical use, must always be viewed as a function of "mission."

Program Maintenance Principles:

1. In order to insure continuity and consistency within the overall program, there must be an effective blend of indigenous staff and nationally rotated personnel.
2. Program follow-up is to be formalized with specific, articulated guidelines for the purpose of bringing commonality to the ongoing mission.
3. Global operations must be held to specific standards by continuing evaluation.
4. Programs must be clarified and carried out through an overall battleplan utilizing all available data and wisdom on needs and goals.
5. Program commonality is to be maintained through a data interchange network, communication network, and local grassroots representation at global gatherings where the edge thrust is determined through research and planning.

Authorization Principles:

1. Develop a comprehensive model to secure institutional endorsement for the organization on an international, national, and local scale by the use of symbolic, corporate, and participant identities.
2. Prior to obtaining authorization, create concrete goals and understand those which are most appropriate for specific situations.
3. Develop printed materials or brochures on the identity, history, and financial undergirding of the organization, defining goals and programs being offered by the organization.
4. Create a comprehensive story which delineates the activities of the organization as they relate to various structures and needs in society.

Forces Sustenance Principles:

1. Meet basic physical needs to release missional engagement.
2. Maintain spirit needs of deployed forces through recreational and celebrational events.
3. Maintain programmatic and symbolic commonality in order to assure global impact.
4. Share movement resources across the globe.
5. Enable mobility by acquiring transferable skills and employment with international possibilities.

Property Control Principles:

1. The expertise of the local business, political, and community leaders should be utilized in gathering adequate data and in making decisions regarding the whole process of locating and maintaining property in an area, and an ongoing advisory "board" should be developed to deal with the purchasing and care of housing, equipment and supplies.
2. In choosing an operations base, careful consideration should be given to adequate space for future expansion needs.
3. It is essential that local services be such as to be readily available for both real and personal property maintenance, and that the location be adequate for efficient Movemental operations with good transportation facilities nearby for maximum mobility.

TEAM REPORT

Team Number: 7Subject: Centrum Issues2Property Control Implementing Means:

1. Prior to acquiring real or personal property, a statement of present and future need based on mission should be established with input by all Movement personnel with background in the area being considered.
2. Create a comprehensive, detailed manual of property specifications including space quantity and design, strategic geographical location, and cost and use considerations.
3. In acquiring real and personal property, the Centrum makes use of and gives serious consideration to expertise locally available in the business, political, and cultural communities. It is recommended that this expertise be identified by gridding the guardian dynamic present after initial penetration has taken place.
4. The financing of property should be carefully examined in light of the types of contracts available (such as purchasing, leasing, renting) and the benefits derived from each, keeping in mind visible costs such as heat, light, etc. as well as invisible costs such as remodeling, maintenance, wear out, etc.
5. When considering acquisition of production equipment, not only must alternative costs be obtained and compared but the benefits of using people trained for other higher Movement activities for production work must be compared with cost of outside contracting.

Program Maintenance Implementing Means:

1. Develop a model to provide orientation to new staff about operation, personal and social structures to which he is assigned and a means to interrelate to all of these.
2. Develop a monthly evaluation reporting model which will allow for evaluation of completed and in-progress programs.
3. Develop organized mobile training units to cover mission houses, including indigenizing of foreign locales.
4. Delineate all Centrum production activities and the technical support systems, and analyze the availability of the systems in the geographic area in question. Discuss compatibility of other Centrum capabilities in an attempt to develop efficient interchange.

TEAM REPORT

Team Number: 7Subject: Centrum IssuesAuthorization Implementing Means:

1. The Centrum organization will establish its relationship with the community by strategically and tactically arranging visits with the people it has discerned are keys to influence in the community with a view to bringing them to participate in making presentations to community groups and giving verbal and written financial authorization to the Centrum operations.
2. Research carefully the political and sociological climate of the area making effort to meet people on every level. From this research compile a list of key people for future authorization.
3. In order to promote the Centrum organization and the program, it is necessary that goals be clearly stated, that the concerns felt by Centrum be articulated, and that benefits to the prospect be outlined carefully. It is our recommendation that a looseleaf binder be developed with tabbed sections as follows:

Section 1 - Who is the ICA?

Section 2 - Who recommends the ICA? (letters of recommendation)

Section 3 - Corporation Pitch

Section 4 - Educators Pitch

Section 5 - Social Service Pitch

Section 6 - Medical Profession

Section 7 - Small Business

4. Hand-out brochures will be used to supplement the visual presentation. A futuristic idea is to employ visual aids.

Forces Sustenance Implementing Means:

1. Create missional discontinuity time to allow Movement personnel to experience additional life happenings.
2. A table must be drawn up showing the job skills which are marketable in each country whereby personnel can enter a country prepared to obtain employment within a specific time limit.
3. Develop a comprehensive list of services available and those that are not available for sustenance for the particular locale in question.
4. Forces must be prepared for international assignment by formal orientation on the salient points of the new culture in order to reveal and prepare for inevitable culture shock.
5. Undertake a comprehensive study to review and evaluate the best health and dental insurance program which will provide the broadest benefits at the lowest net cost.

Resource Center

The centrum dynamic maintains the operation of the 20 programs of the movement by providing the necessary management. This includes procurement of necessary resources such as money, supplies, edge research data, and personnel as well as the coordination of operations and assignments

Corporate Vision and Research

The Centrum, in its role of visionary prophet, senses and articulates local and global trends in human relations and social structures. Out of its corporate vision and research it creates strategies to ground those trends in movement programs.

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TEAM REPORT

Team Number: 7Subject: Centrum Operations

ACCOMPLISHMENTS AND TASK

Brainstormed, gestalted and articulated the general, over-arching operating principles of global operations relative to four broad areas: Authorization base, Property Control Forces Sustenance and Program Maintenance.

Brainstormed, gestalted and articulated the particular implementing means for each of the above four areas.

Brainstormed and gestalted the principles and implications of the centrum dynamic. Articulated the broad considerations and implications of centrum operations.

NEXT STEPS

A PSU to determine the concrete practical steps and the broad implications of the principles and implementing means proposed here.

SPECIFIC PRODUCTS

Three documents:

- a) Sentences stating in four arenas the over-arching principles of globalizing operations.
- b) Sentences stating the practical implementing means for each arena
- c) Five paragraphs articulating the broad dynamics of centrum operations.

Sixth Guardians' Consult

April 20, 1974

Team Number: 8 Subject: TEAM REPORT
INTERCHANGE NETWORK

ACCOMPLISHMENTS AND TASK

Delineation of issues and proposed resolutions in relation to the Centrum network , and delineation of implications as a result of this type of network.

NEXT STEPS

SPECIFIC PRODUCTS

Twenty proposals to deal with the issues and twenty implications

Please fill out a paragraph for each of these boxes and turn in by 9:30pm.

I. In the Arena of "Inspection" teams:

1. In order to insure the symbolism of the centrum dynamic it is recommended that the symbolic leadership, area priors and guardians representative of the whole centrum dynamic be sent forth in three teams, one to each sphere, once a year to visit the locations of the missional thrust, the Houses.
2. In order to adapt the Elders trip dynamic to global expansion it is recommended that such visits be corporately imaged as providing sustained commonality, objective accountability, and absolution, and revitalized missional resolve.
3. It is recommended that the inspection teams consense with the Houses on the missional breakthroughs, blocks and growth sustained since the last "inspection."
4. In order to globally support the corporate mission in a specific area, it is recommended that the visiting elders ascertain how the House battleplan focuses its energies upon the missional contradictions it has identified, gather a consensus on objective accomplishments and blocks, and ensures that essential House components are in operation.
5. In order to make effective use of inspection teams it is recommended the team review new methodologies and models developed and edge research that has developed be shared with each House.

II. In the Arena of Communication Instruments

1. It is proposed that task forces be assigned to investigate various systems for fast communication between Centruns, which would provide the possibility of daily communication. This task force would communicate with the area Houses in Tokyo, Bombay, London and Sydney with specific questions to be researched and answered. Among systems to be reviewed are Telex, Wats, Ham and Computer. Basic recommendations should be reported to Base Centrum for decision by August 1.
2. Propose that a communciation committee be established which shall have the function of simplifying and quantifying the weekly global reports, examine the continuing value and feasibility of such a report in the light of establishing 5 centruns.
3. Propose that each centrum send out report from each of its Houses weekly to each House in area. Each House would receive a report from Houses in the block related to its centruns. In addition there shall be weekly Centrum reports which summarize this data sent to other centruns to be distributed to the Houses.
4. It is proposed that a storage and archive system be developed which will place in every centrum the principal knowledge that the EI has developed since its inception. This will include a Propaedia giving easy reference and access on a cross reference basis to this knowledge. Methods of storage such as computer, micro-film, etc. need to be investigated and evaluated.

5. It is proposed that a model be developed which will prioritize the necessary method of communication for various types of data and that a policy be established to guide this selection for each Centrum: e.g. Telex, telephone, mail.

III. In the Arena of Publication Forms

1. We propose that a construct for the types of publications be produced by each centrum be designed with basic lists for p.r., curriculum, reports, common memory.
2. We propose that a basic grid of target audiences for centrum mailings be designed delineating the type of mailings and frequency to each audience.
3. We propose that a manual of specifications for centrum publications be designed to maintain common use of format and symbols.
4. We propose that effective models for missional engagement be solicited and redistributed by each Centrum among Centruns and to areas.
5. We propose the preparation of document delineating criteria and principles for translation of documents into non-English languages.

IV. In the Arena of Fiscal Systems

1. We propose that an effective money transfer mechanism be held up to assure that quick conversions can be made to needed currency based on global requirements. A task force should decide such means as whether our currency should be in a single or multiple medium.
2. We propose that each centrum compute and pay the stipends for their assigned religious Houses in order to maintain the symbolic importance of the centrum dynamic.
3. We propose that a simple and uniform accounting system be constructed for use at all centruns.
4. We propose that a system be created to insure that distribution of funds may be made according to geographic need regardless of where they arise.
5. We propose that a reserve account be set up in Chicago to enable distribution of funds as global needs arise.

I. Global Management Designs

1. Recreates global self-management based upon the corporate self-consciousness of missional constructs, operating models, and spirit wisdom.
2. Intensify movement discipline in relation to missional task.
3. Generate missional obedience in self-actualizing motivations.
4. Increase the corporate reliance upon the myth of the common vision.
5. Rehearsal of commonglobal vision becomes 1st priority of centrum priors.

II. Global Polity Experiment

1. E.I. is publically a world-wide organization.
2. Creates opportunity for broader and more comprehensive participation in movement consensus.
3. Make a one-world concept a possible reality.
4. Symbolize that the movement is no longer exclusively North American.
5. Shifted image of our sense of global time and space.

III. Local/Global Engagement

1. Greater possibility for global involvement by movement people.
2. Immediate increase in number of overseas Religious Houses.
3. Increased number of indigenous order people.
4. Non western man in the movement will relate to his local situation without taking his cues from the west.
5. White western man pushed to a radical shift of what it means to be human.

IV. Intensified Movement Complexity

1. Troop training and deployment will be increased.
2. Movement program implementation will be intensified.
3. The resources needed for particular projects will be more immediately accessible.
4. Increased program activity will place new demands on development forces and systems.
5. Research will be pushed more deeply into practical implementation of demonstration in variant cultural contexts.

Team Number: 9 TEAM REPORT
Subject: Demonstration Signs1

ACCOMPLISHMENTS AND TASK

Team 9 explored the impact of community and business guild signs on society and delineated the issues that the Movement faces relative to these. The team articulated guidelines for the demonstration projects and values to be held in selecting authorization. Finally, ten recommendations for action to implement the guidelines were proposed.

NEXT STEPS

1. The Research Centrum should use the brainstormers to inform the Summer Research Assembly relative to procedures for dealing with the issues and guidelines which have been delineated.
2. Summer '74 needs to deal head on with the issue of the form of a "business guild."

SPECIFIC PRODUCTS

24 Guidelines for community and business guild demonstration projects.
10 Recommendations for practical action to implement the 24 guidelines.
4 x 4 on issues relevant to demonstration projects.
4 sentences holding the values for selecting authorization.
Brainstorm lists.

Team Number: 9TEAM REPORT
Subject: Demonstration Signs

2

GUIDELINES FOR COMMUNITY DEMONSTRATION PROJECTSGuidelines Relative to Story and Style

1. Operate out of a common story that concretely and imaginatively shows the benefits of LENS, ICA and EI to the community.
2. Tell the story to community leaders in such a way that it becomes their story and their responsibility.
3. Our stance is that of the servant concerned about the community as a resident.

Guidelines Relative to Troops and Methods

1. Enable participation of all colleagues (House, Region, Movement, Guardians) in the demonstration project while honoring other Movement projects, i.e., LCX.
2. Assign strategic and winning leadership to the demonstration project.
3. Use proven revolutionary social methods.

Guidelines Relative to Preparation and Initial Contact

1. Research the power structure of the community, being especially aware of those who could potentially stop the project.
2. Get whatever permission is necessary to permit working with existing structures.
3. Focus on locating and training the sensitive, caring people in that community, not just the existing power structures.

Guidelines Relative to Sustaining

1. Maintain the tension between the immediacies of the signal demonstration and the 20 year vision.
2. Make liberal use of spirit methods to make guild meetings great happenings.
3. Use Centrum to hold the commonality of the demonstration, both symbolically and practically.

Guidelines Relative to the Demonstration Proposal

1. Have a clear vision of what we want to have happen from initial LENS marketing through the establishment of the demonstration project.
2. Deal with marketing blocks in a corporation by articulating how LENS is beyond any existing training program.
3. The story to corporations is a stance of openness, articulating a sense of the newness of the demonstration with concrete examples of how the project can benefit the company.

TEAM REPORT

Team Number: 9

Subject: Demonstration Signs

3

GUIDELINES FOR COMMUNITY DEMONSTRATION PROJECTS - Cont.

Guidelines Relative to Authorization

1. Develop sophisticated image of competence and credibility.
2. Prepare for relationship by researching corporation structure and obtaining clearance from top management.
3. Honor corporation structures by requiring funding participation and respecting confidentiality.

Guidelines Relative to Initial Steps

1. Build a solid core with a sustaining internal life.
2. Involve new LENS grads for recruiting next course.
3. Create a motivating mythology and purpose based on indicative situation.

Guidelines Relative to Operating Principles

1. Keep model open-ended.
2. Maintain dialogue with parish guild experiment.
3. Design experiment so that the corporation can only win.

RECOMMENDATIONS

1. Five different forms of a business guild demonstration sign be delineated and their implementation begun in January, 1975, one each in Montreal, New York, Chicago, San Francisco, and Houston.
2. A parish guild experiment interchange be initiated with a summary report of the local community convocations followed by a monthly publication of a data interchange.
3. A new group of businessmen be formulated for the purpose of feeding in data for building business guild models, by holding a meeting of non-movement businessmen LENS grads in Chicago in December, 1974.
4. We call together a high level advisory group of sentinel academic/business thinkers at a special meeting in spring, 1975.
5. A consultants corps of 5-10 be trained by October, 1974.
6. An executive social methods school be conducted in Hilton, Chicago, in December, 1974.
7. A continental parish brochure covering the 52 parish projects be created by September, 1974.

TEAM REPORT

Team Number: 9

Subject: Demonstration Signs

RECOMMENDATIONS - Cont.

8. A businessmen's task team be activated in each metro by fall, 1974.
9. The special report brochure be reprinted with an ICA/LENS focus by June, 1974.
10. A global LENS faculty of 100 (75 businessmen) be created by January, 1975.

Team Number: 10Subject: MAJOR FUNDING

ACCOMPLISHMENTS AND TASK

The team journeyed into the land of the seemingly impossible task of intensifying the level of major funding support in tow short years from an average of \$50,000 to \$1,000,000 per year. On the other side of that journey the vision of the necessary model has begun to come into focus and is ripe to be set into motion.

NEXT STEPS

In view of the overlapping of procedures among the loans sub group proposals, the broader implications of some proposals, and the expected similarities with other teams' recommendations, the next step required is the cross-checking with other teams' data to produce a coordinated global development thrust.

SPECIFIC PRODUCTS

The group produced separate fund-raising strategies for major corporations, small corporations, and government funding that will increase the level of such funding twenty-fold by 1976. The group also brainstormed a chart which shows the major arenas for impacting the corporate decision-maker. The data will be of greater utility, however, after refinement using a screen of the "Total" Global Development system.

Sixth Guardian Consult

MAJOR FUNDING TIMELINE

April 20, 1974

Team Number: 10

2

1974		1975
April	September	January
1. A, B, C, _____		
2. A, B, C, D, _____		
3. B _____		
	1. D _____	
	3. A _____	
		1. D _____
		3. C, D, _____

TACTICAL STEPS

1. Proposals Possibilities	2. Identify Government Sources of Funding	3. Future Funding Possibilities	4. Develop Information Network
<p>A. Determine project priorities of movement.</p> <p>B. Identify secondary projects with secondary gain for movement.</p> <p>C. Stabilize development personnel and free of other movement responsibilities.</p> <p>D. Organize key guardians for monthly fund-raising consultation.</p>	<p>A. List agencies with funds.</p> <p>B. Identify history of agency funding.</p> <p>C. Identify recipients of prior funding.</p> <p>D. Determine proposal evaluation methods, ie. outside consultants?</p>	<p>A. Guildsmen to contact government officials to determine direction of changing emphasis.</p> <p>B. Subscribe to Congressional Record and other sources of information regarding funding and legislation.</p> <p>C. Identify long-range community develop. programs</p> <p>D. Review U.N. projects for world-wide programs.</p>	<p>A. Survey guildsmen for contact or key men to access funding agencies.</p> <p>B. Publish monthly account of key contact, grants funded, etc. to Religious Houses and guardians.</p> <p>C. Remind all guildsmen to read their alumni and business news to find names of contacts and forward to Centrum.</p> <p>D. Appoint regional contact person for fund. visits</p>

Team 10

April 20, 1974

Practical Ways to Intensify Major Corporation Funding

Quarter 3 73	Quarter 4 73	Quarter 1 74	Quarter 2 74	Quarter 3 74	Quarter 4 74	Quarter 1 75
Wall chart of top 100 corporations and key executives		Top 100 corporation executives through LENS				
Create common pitch		5	10	25	25	50
Develop training model						
Expand week of contacts to 100	200	400	800	1200	1600	2000
Structure for co-ordinating all key contacts	Fifth City cite visit designed	Create model to instigate corp. speaking invitations				
Visitation model which includes requesting key contacts	Use ad agencies for effective image projection					
	Create model for key points to win over execs.					
	4-visit model to elicit major gifts					
Pick 10 cities to zero in on		Give fund raising course for regional colleagues		Pick additional 10 cities to zero in on		
Identify sociologist "friend"	Advisory service: professional fund raiser			Sociologist publishes Fifth City Story		
	Contract for analysis and publication					

SMALL CORPORATION FUNDING INTENSIFICATION

Arenas	Prospect Analysis		Family Strategies		Presentation		Presentation Materials	
SETUP	Reference Material	National Directories	Wills & Trusts	Estate Lawyers	Preparation	Pre-approach Mailings	Contextual Manual	Definition
		Chamber of Commerce		Funeral Associations		Calling Profile		Relevant
		Public Libraries		Local Contacts		Caller's assignmt Rationale		Authorization
		Business Directories		Memorial Gifts				Photos Local/Continental
HOOK	Society Circle Data	Society Editor	Annuities	Research	Story	Local Miracle Story	Flip Chart	Succinct
		Country Club		Compiling Data		Continental Miracle Story		Imaginal
		Private School		Planning		Elder Will Story		Artistic
		Social Register		Implementation		5 Basic Presuppositions		Need powerfully Depicted
STING	Local Contact	Business Categories	Family Profile	Who's Who	Presentation	Lay Out Situation	Audio-Visual Materials	Video-tapes
		Guardian Input		Local Contact		Use Key Leverage		Slides
		Funding Operations		Newspaper Articles		Develop Vision		Photographs
		Relatives		House Organs		Ask For Decision		Movies
	Prospect List	Set-up Criteria	Family Future	Particular Funding	Post Presentation	Recommended Prospects	Authorization Documents	Peer Letters
		Prioritize		Family Budget		Donor Calling		Miracle Stories
		Geography		Global Perspective		Gift Appreciation Note		Relevant Magazine Articles
		Timeline		Futuric Planning		Quarterly Progress Report		Relevant Newspaper Articles

SMALL CORPORATION FUNDING TIMELINE

1 Million/year
Nationwide
Small Corporations
(Family held)

1974				1975			
Initial Contacts \$400,000				1976			
clean up models	1 key develop- ment person assigned from each metro to work with centrum devel- opment	regional dev- elopment PSU for training and beginning prospect list- developing, prioritizing, pitches and slogans Begin mailing quarterly reports to small corpor- ations.	Complete prospect list ICA prospectus Develop flip chart packet out of local demonst- ration project	at least 2 previsitation mailings (return card) begin profiles	final prepar- ation finish profile decide on individual pitch set up appoint- ments	initial calling	follow up calls
review devel- opment manual							
area Houses secure new brochure							
send new brochure to existent donor							
SPRING	SUMMER	FALL	WINTER	SPRING	SUMMER	FALL	WINTER

OVERALL CALLING MODEL

CORPORATION STANCE	CORPORATION STORY	DEVELOPMENT LEVERAGE	DEVELOPMENT STYLE
Tendency to abrogate decision making power to either higher or lower authorities	Tendency of giver to want results to be seen in the local.	Appropriate use of clout and authorization.	Have confidence in face of corp. executive.
Passing the buck.	I'll give when done.	Big league outfit.	You direct the call.
Tendency to lock budgets for long periods of time relative to vice presidents interests.	Show that they are getting something for their investment and show change.	Homework completed relative to corporation giving patterns and current focus.	Passionate involvement in the product for which funds are being requested.
No money left.	What's in it for me?	Pitch is on the thin edge.	You really care.
Tendency to be skeptical to progress that has no long history of broad corporate support.	Have credentials, be well schooled in presentation.	Format and setting created in advance of the call.	Knowledgeable succinctness relative to particular request.
Boys don't know you.	What are your credentials.	Site visit.	You did your homework.
Tendence to make foundation budgets relative to yearly profit patterns.	Match private money with government grants.	Finish pitch with a depth insight that he remembers.	Intentional appearance and serious non-chalance.
Had a bad year.	What does the govt. have in it?	Depth success.	Cool and together.

DEVELOPMENT PROCEDURES FOR SMALL CORPORATIONS

I. Pre-Approach

1. Mailings
 - a. Cover letter
 - b. Brochure
2. Phone Calls
3. Include response care in mass mailing

II. Appointment Set-up

1. Based on Geography of City
2. Use and availability of current donors, guardians, and movement people
3. Specifics
 - a. Writing letters of introduction
 - b. Calls for appointments
 - c. Calling
 - d. Setting-up presentation

III. Presentation

1. Lay out situation
2. Develop the vision
3. Call for decision
4. Honor and implement the decision

IV. Follow-up

1. Letter of appreciation
2. Quarterly Reports
3. Copies of E.I. Annual Report

TEAM REPORT

Team Number: 11Subject: Urban Circuits

ACCOMPLISHMENTS AND TASK

Team 11 developed four strategies for improving development team efforts in order to increase the effectiveness of urban circuit teams. Research procedures involve the creation of the mystique (historical cruciality), identifying "The Mark" (new donor prospects), setting up "The Mark" (i.e., developing a screen for effective approach), and "The Sting" (i.e., structuring the tactics for securing the donation.) Refinement of the urban circuit manual requires adding sections which deal with donor nurture, guardian assignment rationale and role, pre-visit time line and manual familiarization. Guardian Participation necessitates clarifying and honoring role, developing group self-consciousness and creating a common guardian/development team operational model. Donor nurture demands maintaining, and enlarging the mystique, maintaining creative tension, and developing guardians from donors.

NEXT STEPS

During Summer '74 develop 44 hour urban circuit training lab model.

Revise the urban circuit manual.

During Summer '74 develop manifesto of the guildsman.

Entire Guardian Network be made aware of the urban circuit manual.

SPECIFIC PRODUCTS

Brainstorm of urban circuit contradictions.

Four strategies and sixteen tactics for overcoming the contradictions.

Checklist of the ten desirable attributes of the urban circuit rider.

Teaching construct for instilling attributes in urban circuit riders.

Strategies and Steps for Improving Development Team Efforts

2

In order to increase the effectiveness of Urban Circuit Teams, we recommend:

Strat Step	DONOR NURTURE	RESEARCH PROCEDURES	GUARDIAN PARTICIPATION	REFINEMENT OF URBAN CIRCUIT MANUAL
1	Maintain mystique	Creating the mystique (Historical cruciality)	Clarify Guardian role (Who, What, Where, How?)	Add a page dealing with post-call F/up and nur- ture of donors, and a section containing an assign. rationale for Grd. participation in development calls in own & other regions
2	Enlarge mystique out of gift (Tell the donor winning stories.)	Identifying "The Mark" (New prospects)	Develop a Guardian group self-conscious- ness (Global guardian directory by urban circuit.)	Create a T/L for what a Guardian does when he has a one day or one week notice of a team visit by Development.
3	Maintain tension of in- volvement (Engagement)	Setting up "The Mark" (Screen for effective approach, i.e., "Stingy, generous, churchd, un- churchd, direct, indirect")	Create between Guardian/ development a common model for each donor circuit trip.	Add a page which clear- ly articulates the Guardians role vis- a-vis Development.
4	Develop Guardians (Every donor to see himself as a guardian)	The Sting (Structuring the tactics for each call)	Honor Guardian role locally (Identify, assign & assist Guardian.)	Devise a system for familiarizing Guardians in the contents and use of the manual.

44 HOUR LAB

3

Team 11 suggests a 44 hour lab be developed during Summer '74, in order to develop the qualities of the checklist.

	DEVELOP FLEXIBLE STYLE	DEVELOP USEFUL SKILLS	RECORD KEEPING	LOCATING NEW SOURCES
1	Release the spirit man stance by grounding the comprehensive role of Development in the thrust of the mission.	Train in the use of the Urban Circuit Manual.	Analyzing the year's calls.	Learn how to ask for names from present donors.
2	Research the personal appearance needed.	Train in the use of the telephone.	Review existing records.	Learn familiarity with existing sources of names.
3	Learn the dramatic presentation of our brochures and materials	Teach how to tell miracle stories.	Evaluate effectiveness of calls.	Create a mindset oriented to ask for new sources.
4	Learn how to honor the prospect.	Learn the techniques of making a pitch.	Train in utilizing the forms.	Create a daring initiative on behalf of.

Team 11

4

CONTRADICTIONS

1. Transportation
2. Decision by regional colleague to cooperate with incoming Developer.
3. Six weeks notice so that regional colleagues can get set to help.
4. Lack of a screen that will allow a Guardian to sort out who the best financial contacts in a community are.
5. Lack of people - a good spread of Guardians who are "movementalized" to the point where they can respond with flexibility to changing development needs.
6. Our own unwillingness to risk ourselves.
7. A development context for regional colleagues.
8. Not having "financial potential" as a part of the screen we use when we "journey chart" our grads.
9. Not caring for all men
10. Who is responsible?
11. Lack of intentionality
12. Lack of research
13. Print-out lag
14. Lack of training of regional colleagues to tell the "Development Story."
15. Print-out should point out Area's relationship to the church.
16. Numerical increase
17. Guardian spirit life intensification
- *18. Donor Nurture - "Account for the use of my funds"
- *19. Guardian participation and role - how do you enable that?
- *20. Researching your contacts
21. What is the Guardians's role?
22. Development role needs image shift in relationship to Religious House and Regional colleagues.

URBAN CIRCUITS TRAINING CHECKLIST FOR DEVELOPMENT TEAMS:

1. Knowledge of contents and use of Urban Circuit Manual and portfolio
2. Know how to give a pitch (attention, interest, demonstration, desire, close)
3. Know how to fill out call reports, forms, and records
4. Know how to honor the prospect
5. Know how to handle objections
6. Know how to set up procedures
7. Know how to evaluate and follow up
8. Know how to locate new sources
9. Know how to use the phone
10. Know how to articulate the role of development.

Team Number: 12

Subject: Lens Future

ACCOMPLISHMENTS AND TASK

Design Community LENS funding model

We wrote paragraphs on funding in specific arenas of program enablement, underwriting seminars, individual potential resources, and institutional sponsorship.

Design Follow up consult for business

Came up with 4 arenas of what consult is out to do and built a one day example.

Design SMS model for business

Identified "think" dynamics (4). Listed tools that would be brought back: skills, vision, sustenance. Exploded ICA knowhow skills to a list of 25.

NEXT STEPS

Assign PSU to research and seek out funding sources available to community LENS. Create imaginal listing of resource possibilities and distribute to Parish Guild Experiments
PSU to bring practical implications to existing one day dynamical construct form.
PSU that incorporates ways to get all the skills incorporated into SMS and can be most effectively imparted to participants.

SPECIFIC PRODUCTS

One day example model attached.

SMS Report

The returning participant from the SMS School will become grounded in methods developed through great pain and fulfillment by the movement over the past 20 years in learning how to successfully deal with the complexity of life in the 20th century. The key for a corporation is to have returned to him employees who have practical applicable skills, vision and sustaining methods for a forty year task.

Movement methodologies such as procedure writing, PSU creation and execution, corporate workshopping, charting, model building, gestalting and indicative battleplanning will provide the skills needed in corporations today. The social process screen and its applicability in any hunk of sociality, imaginal forms and context setting provide the comprehensive vision of a corporation task in civilization.

In order for a corporation to operate effectively in century 21 it will be necessary to nurture the employees via motivity methods and corporate action. He will see the value of concrete methods of designing space and time, creating symbolic leadership and invisible leadership, corporate writing techniques, intentional celebrations, secular solitary reflection, decor, methods of creating polity structures, and indirect motivity tactics.

POST-LENS CONSULT

LENS is an introduction to global consciousness and the creation of basic awareness of the social process as context and corporate techniques for analysis and decision. The post LENS consult is a one-day follow up session, initiated on request of a corporate client or group, for an agreed fee, in which ICA professional staff reenforces the LENS message and enables the client (group) to begin the process of practical application of LENS understandings and techniques to their specific concerns. In addition, the consult offers opportunities to elaborate upon or pursue in greater depth those aspects of LENS that are of specific interest to the client. The "consult" is a means for ICA to expand its influence, broaden the scope of authorization, and achieve an expanded program of funding.

Sixth Guardian Consult
Team 12

LENS FUTURE

April 12, 1974

3

CONSULT FORMAT

MASTER CONTEXT	RE-EXPERIENCING LENS		REKINDLING POSSIBILITY	CORPORATE METHODS	
Spin conversation layout day (sharing reflections)	Statement current situation Plotting situation on triangles	L U N C H E O N C O N V E R S A T I O N	Lecture: The Statement of Vision	Indicative Battleplanning	W R A P U P
9 - 10	10 - 11:30		1 - 2	2:30 - 3:30	W H A T N E X T 3:30- 4:00

We suggest 4 basic approaches to the funding of community LENS - community institutional funding, program enablement funding, underwriting seminars, and individual potential funding.

1. The key factors to community institutional funding are ICA visibility and target institutional research.
2. Program enablement funding will tap the resources of foundations, international service clubs, and hotel-airline corporations.
3. The key to underwriting seminars by corporations, government, and small business is to relate their social responsibility to this request.
4. The key to individual potential funding is that each individual has the necessary resources available to attend LENS.

COMMUNITY INSTITUTIONAL FUNDING

The cost of community LENS can be substantially reduced by finding larger financial underwriting by single companies, or industries ("steel" Banking etc.) business organizations or government. Amounts of \$1000-3000 are the targeted amounts. The critical element is the creating the story of the relationship of the community LENS to their social responsibility and self interest. The success stories from Uptown and others will give the authorization necessary. This type of sponsorship will lay the groundwork for sustained funding sources for the 5th Cities that will emerge in the years to come.

PROGRAM ENABLEMENT

To acquire global support for the community LENS program we propose the following three tactics:

1. Foundations: The centrum development team to create a community LENS proposal for presentation to foundations. Recruit foundation directors to LENS courses. Have foundation director LENS grad adn development team present proposal to foundation.
2. International Service Clubs: Recruit local club members who have held international office to attend LENS. Have LENS grads contact international headquarters for appointment to present LENS as a pemotivational tool for local club community participation. Present community LENS support porposal to international staff, Have international staff and officers attend LENS for evaluation as a tool for local club to regain its purpose of authentic community service.. Acquire letter of authorization from international staff and officers to each local club. Also have authorization story presented in club publication.
3. Airlines and hotels: Have development centrum contact airlines and hotels internationally to negotiate with these for discount rates. Use as a sales pitch the possibility of filling up hotel and iarlines on their off season (which is LENS on season) Take the LENS global package to hotels and airlines. Obtain key authorization from hotels and airlines.

UNDERWRITING A SINGLE EVENT

Steps to accomplish the solicitation of an "underwriter" for a community LENS

1. Market definition: Identify potential organizations, institutions, associations or individuals who have the probably motivation, financial capability to underwrite \$2000-3000 for LENS seminar (consider group underwriting approach).
2. Contacts: Identify contacts to be used in approaching each potential underwriter.
3. Sales Strategy and timeline: Develop sales strategy and timeline for each, and an overall timeline for the total effort.
4. Sales Training: Select and train persons to implement the sales effort.
5. Story: Build basic 'story' plus tailored variations as needed.
6. Prepare 'sales packet': Brochure, tax statement, success stories, testimonials.
7. Implement strategy (sales effort)
3. Feedback to ICA materials and experience

INDIVIDUAL POTENTIAL

The individual needs to believe he has available to him the resources necessary to participate in LENS - a session of practical imaginal images would be helpful for the individual or group in question. This not only introduces him to one of the course methodologies, but breaks him out of his 'poverty mentality.' Some helpful images out of this particular meeting relative to individual potential are employer directly sponsoring him, or allowing him to work overtime, securing part-time jobs, finding a small local group to sponsor him, using time payments, or securing fee from family or friends.

Sixth Guardian Consult

April 19-21, 1974

JOURNEY OF THE GUARDIAN CONSULT

Institute of Cultural Affairs

Quarter IV, 1974

YEAR	1972			1973		1974
DATE AND ATTENDANCE	January 33	May 45	November 80	April 200	October 200	April 225
ISSUE	Inventing the Role of the Secular Movemental	Previewing the N I N S course	Marshalling the Professional Expertise	Establishing The Advisory Council	Forging the Form of The Guild	
KEY HAPPENING	Staking the Claim In Kemper	Launching the \$500,000	Discovering the Corporate Power of Think Tanks	Discovering the Guardian Globality	Revealing the Power of Corporateness	
ADDRESS	The Movement Calls For Secular Prowess	The Globe Calls For A New Movemental Decision	The Continent Calls For Engagement of Local Secular	The Globe Calls For Depth Human Creativity	The Global Secular/Relig's Style is Key To the Future	
RESOLVE	Commit Finances Movementally	Raise \$100,000	Serve the Globe Locally	Create the Global Network	Become the New Style	
OPERATING IMAGE	Pioneers in the New Venture	Defenders of The Movement	Permeators of The Establishment	Advisors for The Movement	Colleagues in The Task	

Global Development Centrum

Quarter IV, 1974

Chicago

URBAN CIRCUITS

April 13, 1974

	1	2	3	4	5	6	7	8	9	10
Track I	SAN ANTONIO	DETROIT	RENO	FRESNO	DES MOINES	ANCHORAGE	BILLINGS	BUTTE	MEMPHIS	HOUSTON
Track II	CORPUS CHRISTI	LOS ANGELES	SACRAMENTO	MOBILE	CHARLOTTE	NEW YORK	INDIANAPOLIS	MILWAUKEE	ST. PAUL	SAN FRANCISCO
Track III	OMAHA	CHICAGO	MADISON	MONTREAL	MIAMI	BALTIMORE	DALLAS	CLEVELAND	MINNEAPOLIS	ST. LOUIS
Track IV	CINCINNATI	SYRACUSE	GARDEN CITY	PHILADELPHIA	PHOENIX	NEW ORLEANS	PITTSBURGH	OKLAHOMA CITY	WINNEPEG	EDMONTON

CHICAGO
CENTRUM

GLOBAL IMPACT
INCLUSIVE RATIONAL COURSE SCHEDULE

QTR. IV, 1973-4

Quarter		I		II		III		IV	
Continent		July	Sept.	Oct.	Dec.	Jan	Mar	Apr	June
SEAPAC		ITI		LENS				LENS	
SUB-ASIA		(LENS)				LENS (IV)		ITI	
EUROPE				LENS		ITI		LENS	
AFRICA		ITI		LENS				LENS	
LATIN AMERICA		(LENS)		ITI		LENS			
NAME				(LENS)		(ITI)		(LENS)	
CHINA		(LENS)				(LENS)		(ITI)	
USSR		(LENS)		(ITI)		(LENS)			
N O. A M E R I C A	Winnipeg	Research Assembly						ITI	
	San Francisco	Research Assembly				(ITI) II			
	Houston	Research Assembly		ITI					
	New York	Research Assembly				(ITI) II			
	Montreal	Research Assembly						ITI	
	Chicago	Research Assembly		ITI					

QUARTER IV, 1973-74

NORTH AMERICA BUSINESS LENS DATA

WEEK 4	WEEK 5	WEEK 6	WEEK 7	WEEK 8	WEEK 9
<u>DENVER</u> Harvert House (Boulder) \$70.00 \$130.00/couple May 3-4-5	<u>CINCINNATI</u> Ramada Inn Sharonville, Ohio \$100.00 + room and board @ \$60.00 May 7-8-9	<u>WASHINGTON D.C.</u> Airport Holiday Inn 1489 Jefferson Drive Highway Arlington, Va. \$195.00 May 13-14-15	<u>MINNEAPOLIS</u> Normandy Motor Inn \$200.00 May 21-22-23	<u>SAN FRANCISCO</u> Mark Hopkins Hotel \$225.00 May 28-29-30 <u>ST. LOUIS</u> Park Chase Manor Hotel \$100.00 + room and board May 31-Jn 1-2	<u>HOUSTON</u> Marriot Hotel \$200.00 June 2-3-4

ICA: CHICAGO

LENS: QUARTER IV SCHEDULE

1973-74

WEEK		APRIL 8-14	APRIL 15-21	APRIL 22-28	APR. 29-MAY 5	MAY 6-12	MAY 13-19	MAY 20-26	MAY 27-JUNE 2	
G L Q B A L	I	GLASGOW	LONDON	BRUSSELS	LYON	LONDON PARIS	FRANKFURT	MANILA	MANILA	B U S I N E S S
	II	DELHI JAMSHEDPUR	CALCUTTA	HYDERABAD MADRAS	PUNE BOMBAY	BOMBAY	RANGOON	BANGKOK	SINGAPORE	
	III	GUAM	OSAKA	TOKYO	SEOUL	TAIPEI	HONG KONG	OSAKA TOKYO	HONOLULU	
	IV	APIA	BRISBANE SYDNEY	MELBOURNE CANBERRA	ADELAIDE ALICE SPRINGS	DARWIN PORT HEDLUND	PERTH	NAIROBI	CARACAS	
C O N T I N E N T A L	V	MONTREAL	ROCHESTER	CHICAGO	SAN FRANCISCO	MILWAUKEE	NEW ORLEANS WASHINGTON	MINNEAPOLIS	LOS ANGELES PITTSBURGH	C O M M U N I T Y
	VI	SAN FRANCISCO	WICHITA	NEW YORK	DENVER	CINCINNATI	OTTAWA	WINNIPEG	HOUSTON	
	VII	SAN FRANCISCO	NEW YORK	INDIANA- POLIS	WASHINGTON	RAPID CITY	CHICAGO	PEORIA	AMARILLO	
	VIII	BALTIMORE	WINNIPEG	GARDEN CITY	HOUSTON	TORONTO	NEW YORK	DENVER	SEATTLE	
	IX	PITTSBURGH	PHOENIX	PORTLAND	SACRAMENTO	SAN JOSE	MILWAUKEE	SASKATOON	MEMPHIS	
	X	LOS ANGELES	ANCHORAGE	SAN ANTONIO	CHICAGO	WICHITA	KANSAS CITY	TULSA	LINCOLN	
	XI	DALLAS	MINNEAPOLIS	ATLANTA	NEW HAVEN	MIAMI	MANCHESTER	ROCHESTER	ST. LOUIS	
	XII	EDMONTON	NEW ORLEANS	OKLAHOMA CITY	PHILADELPHIA DETROIT	CINCINNATI	RICHMOND	CLEVELAND BILLINGS	BOSTON	

Institute of Cultural Affairs
Chicago

LENS PEDAGOGY
Sixth Guardian Consult

Quarter IV, 1974

LENS
ENDORSE-
MENT

One of the most valuable credentials for the marketing of LENS is the compilation of endorsement letters from graduates of the seminar. These letters are of two types: (1) endorsement of the seminar and (2) a letter describing how you have applied in your business what you learned in the LENS seminar. The Guardians could be special help in this arena by supplying such a letter on their business letterhead stationery, addressed to ICA, Attn.: LENS Post, 4750 N. Sheridan Road, Chicago, Illinois 60640.

TEACHING
PREPARA-
TION

Attending a Course The first step is to take the course. The schedule for this quarter will indicate where and when the courses are available to you.

Home Preparation The second step is work you can do as individuals. The men should start working on the economic lecture and the women on the political lecture. Both should then master the Participants Manual. Chart it until you grasp and can remember the flow of each session. You can be on a teaching team if you do these two things.

LENS Pedagogy Seminars A third step is attending a teaching demonstration and training session.

P.O. a course As a participant observer you may play a small teaching role. The major intent should be to get on top of every detail relative to the orchestration of the course.

TEACHING
AVAILA-
BILITY

It would be helpful to know when you could be available for teaching during the coming year. For many this will be tentative. The data will, however, help to create an initial picture of teacher availability.

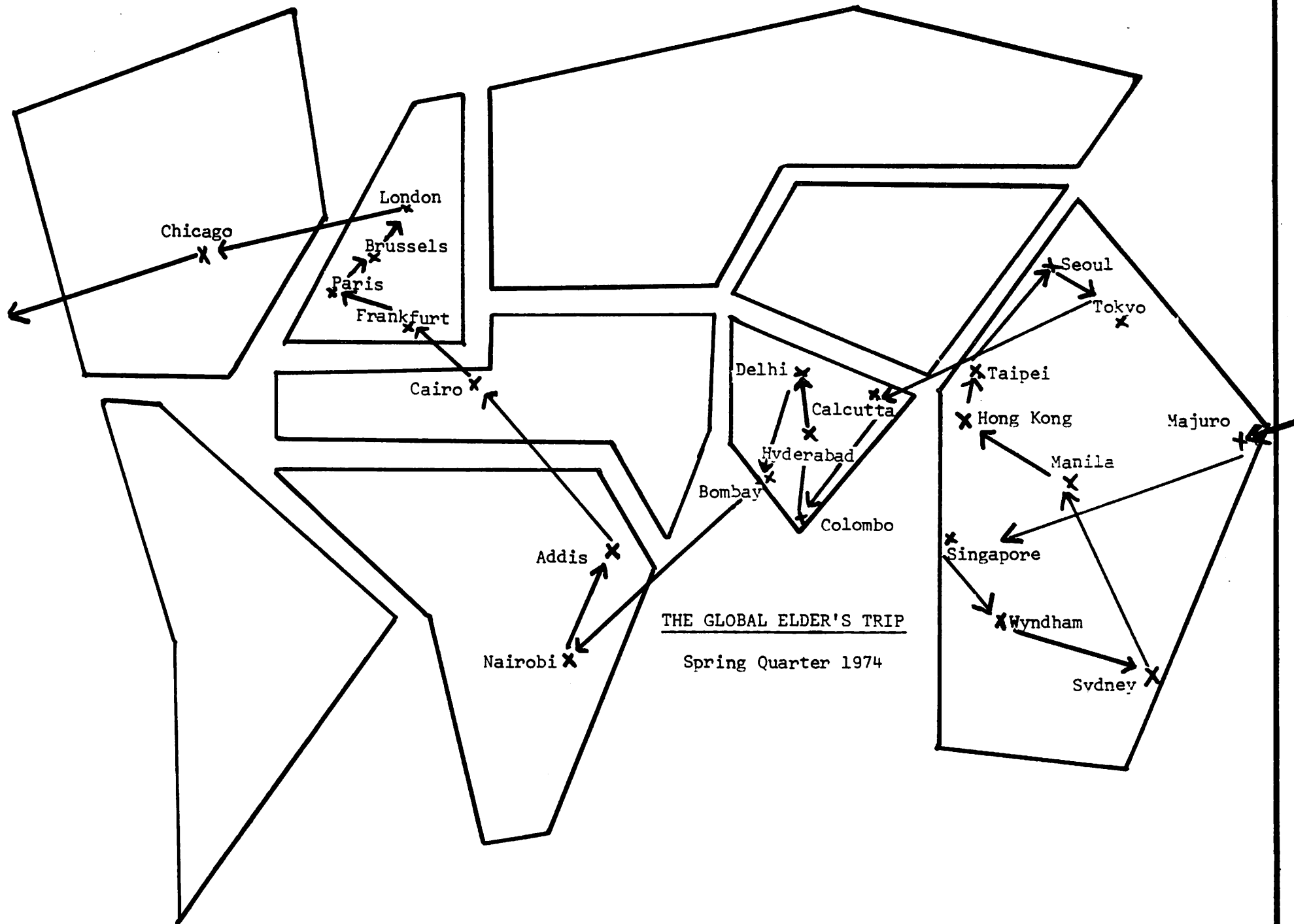
I can be available for teaching in North America on

_____ weekends in Oct/Nov 1974 or Jan/Feb 1975. (Circle the month)

I can be available for a teaching trip of

_____ weeks in Oct/Nov 1974 and/or April/May 1975. (Circle the months)

NAME _____



THE GLOBAL ELDER'S TRIP

Spring Quarter '74

Majuro	Wednesday March 13	Sunday March 17
Singapore	Monday March 18	Saturday March 23
Wyndham	Sunday March 24	Tuesday March 26
Sydney	Wednesday March 27	Monday April 1
Rest	Tuesday April 2	Wednesday April 3
Manila	Thursday April 4	Sunday April 7
Hong Kong	Monday April 8	Wednesday April 10
Taipei	Thursday April 11	Saturday April 13
Seoul	Sunday April 14	Thursday April 18
Tokyo	Friday April 19	Tuesday April 23
Rest	Wednesday April 24	Thursday April 25
Calcutta	Friday April 26	Saturday April 27
Colombo	Sunday April 28	Tuesday April 30
Hyderabad	Wednesday May 1	Thursday May 2
Delhi	Friday May 3	Sunday May 5
Bombay	Monday May 6	Thursday May 9
Rest	Friday May 10	Saturday May 11
Nairobi	Sunday May 12	Tuesday May 14
Addis	Wednesday May 15	Friday May 17
Cairo	Saturday May 18	Monday May 20
Rest	Tuesday May 21	Wednesday May 22
Frankfurt	Thursday May 23	Saturday May 25
Paris	Sunday May 26	Tuesday May 28
Brussels	Wednesday May 29	Friday May 31
London	Saturday June 1	Tuesday June 4

Development: Centrum

Quarter III- 1973-1974

FISCAL OBJECTIVES

Sources	Weekly	Monthly	Quarterly	Yearly Totals
I. PROGRAM	12,000	48,000	156,000	624,000
II. DEVELOPMENT	1. Grass roots	12,000	39,000	156,000
	2. Urban Circuits	40,000	130,000	520,000
	3. Major Funding	44,000	143,000	572,000
	Total	96,000	312,000	1,248,000
Total Income	36,000	146,000	442,000	1,872,000
EXPENSE TYPE	1. Operating Costs	120,000	390,000	1,560,000
	2. Order Loans	24,000	78,000	312,000
	Total Expenditure	146,000	468,000	1,872,000

I N C O M E

Sixth Guardian Consult

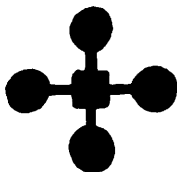
April 19-21, 1974

FUNDING SOURCES CHART
FOR QUARTERS II & III

Ecumenical Institute

Quarter IV, 1974

<div>Quarter/Month</div> <div>Source</div>		QUARTER II			QUARTER III		
		Oct	Nov	Dec	Jan	Feb	Mar
I. PROGRAM	E. I. COURSES	9,560	17,177	10,850	4,613	14,115	9,905
	LENS	3,827	4,850	4,240	6,443	8,495	2,567
	TRAINING	18,474	4,166	25,613	14,152	6,642	9,200
	OTHER	17,661	10,186	26,942	5,633	29,863	17,615
	PROGRAM TOTALS	49,522	36,379	67,645	31,841	59,115	39,287
II. DEVELOPMENT	MAJOR FUNDING	1,500	- - -	95,000	20,000	37,582	- - -
	DONOR FUNDING	30,860	20,500	67,213	16,720	9,000	18,255
	GRASSROOTS FUND'G	18,452	13,700	25,751	6,272	10,491	17,566
	DESIGNATED FUND'G	5,872	774	11,951	7,145	3,020	1,922
	DEVELOPM'T TOTALS	56,684	34,974	199,915	50,137	60,093	37,743
III. TOTALS	MONTHLY	106,206	71,353	267,560	81,978	119,208	77,030
	QUARTERLY	445,119			278,216		



HUNTER WARRIOR CONVERSATIONS

The Ixtlan conversation is designed to appropriate the account of a spirit journey in secular terms. This is a rational or intellectual conversation. It is as though you are describing a stick or a rock. The aim is to put this Hunter Warrior, this hero out in front of the group and have them describe him. These conversations are and must be very objective. They are not the time to go deep into yourself. Rather, they are to hinge on the mythical figure of an "eschatological" hero. The intent of the conversation is to get to know him.

At the same time, it is not a normal artform, nor is it like a scripture conversation. That's why you don't do this conversation on the book. The flow is something like this:

First, read the assigned passage from the book.

Second, spin briefly to create a transition to the reading of one of the twelve interpretive frames on the Hunter Warrior (pick one that is disrelated from the passage in the book, since the focus is on the hero, not the particular content of the passage).

Third, converse with the group using questions like those which follow:

1. (Optional) What were some words or phrases that grabbed you?
2. How would you recognize this guy? If you saw such a man on the street, what would he be doing or thinking about?
3. SUBSTITUTE WORDS (point out words Hunter Warrior). What word might you substitute for Hunter Warrior?

Finish the sentence: The Hunter Warrior is a _____. What is another term for the qualities he embodies?

(NOTE: This question is optional as a substitution question.)

4. When have you seen a man like this? When have you last seen a man who manifested this authority of his own being?
5. (This question is an offstage not really meant to be answered.) When was a time that you spoke with the authority of your own being? (Get offstage with: Well, we can leave that one for you to answer on some other occasion.)

This is a recommended flow. Obviously, the guru will need to alter these specific questions for particular situations and readings. The guru is the key to this conversation. Do not let the apparent simplicity fool you into unpreparedness. Preliminary brooding through the conversation is the best preparation.

The turn to the world has opened up new vistas to the movement. This necessitates a new effort at grasping the key trends and qualities of 20th century society. The following books and articles we have found helpful and think you might find of benefit.

Asimov, I., The Foundation Trilogy.
Boulding, K., The Meaning of the Twentieth Century, Harper and Row.
Campbell, J., Myths to Live By.
Casteneda, Carlos, Journey to Ixtlan, The Lessons of Don Juan, Simon and Schuster.
Cleveland, Harlan, The Future Executive.
Drucker, Peter, MANAGEMENT: Tasks - Responsibilities - Practices, Harper and Row.
Goodwin, Richard, The American Condition.
Halbertson, The Best and the Brightest.
Harrington, Fragments of the Twentieth Century.
Jay, Anthony, Corporation Man, Pocket Books
Jennings, Wm. Dale, The Ronin.
Kahn, Herman, The Future of the Corporation, Mason and Lipscomb.
Segundo, The Community Called Church.

Periodicals and Articles:

Challenge to Leadership, Henry M. Boetinger (in press).
Industry Week (weekly periodical).
McKinsey Report - Winter '73
Orientations (published in Hong Kong).

STATEMENT OF BIBLIOGRAPHY

The following books and articles have been consulted in the preparation of this report. The following books and articles have been consulted in the preparation of this report.

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NOTICES AND ANNOUNCEMENTS

1. Trip Availability One of the most exciting new areas of Guardian participation in the past year has been global travel on behalf of the mission. Oscar Sperstad and Rodney Wilson just returned from the first weeks of the current Elders' Trip with exciting reports from Southeast Asia. Harry Bliss and Jon Thorsen are planning to join the present trip in India and Europe respectively. Guardian participation in global missional travel is a great symbol to the Movement. Whether you have a week or four weeks, arrangements could be made for you to join one of the trips. If you are available to participate in national and international trips such as LENS Treks, development trips, or the Global Elders' Trip, you should contact Symbolic Centrum for specific information and dates.
2. Summer '74 The Tactical Back-up System for Effective Promotion of Summer '74 has been built. Spring Quarter heralded the beginning of the Summer '74 Promotion Task Force. Paid registrations have already come in from Milwaukee, San Jose, Detroit, Bombay, and Cleveland. Requests to attend have come from Atlanta, Madison, Anchorage, London, and Tokyo. Guardians are encouraged to attend Summer '74 and to recruit others to attend. Materials are available from the Summer '74 Promotion Task Force on 2nd floor.
3. The Global Odyssey A task force will be doing initial brooding on the Global Odyssey during Spring Quarter. The Odyssey will take place in July and will generally approximate the dates of the summer program. The cost should be imaged as \$2200 or a little more due to the rise in cost of airline tickets and other expenses. The task force, however, will be investigating ways to cut the cost. Anyone considering participating in the 1974 Global Odyssey should get his name and passport number into Operations Centrum so that information concerning the Odyssey can be communicated.
4. The Bookstore The bookstore will be open around mealtimes. It is located on second floor near the men's dorm. Special items of interest available are guild pins, the Hunter-Warrior cards, and a few Saint booklets.

The results of this consult will be collected and published for the closing plenary. These results will be extremely useful in charting practical futuristic directions for the movement. To enable this practical job, the following are recommended:

1. Assign a scribe to take notes and to create an inclusive file of backup notes on your work.
2. Turn in legibly printed final drafts of your reports to Room E by 9:30 p.m. on Saturday night.
3. Turn in to Room E a backup notes folder, organized sequentially with items well marked, by 9:30 p.m. on Saturday.
4. (Report form) In addition to your final product, write a one-page report on your team's work. This consists of three relatively brief paragraphs:
 - a) One paragraph on the accomplishments and task of the team.
 - b) One paragraph on the next steps required in the arena.
 - c) A list of the specific products of the consultation and their relative state of polish.

Special Note: Production equipment will be available during the entire consultation. Bring any special requests to Room E.

Sixth Guardian Consult
April 19-21, 1974

SAMPLE IN KIND CALL

Institute of Cultural Affairs
Quarter IV, 1973-74

CONTEXT

AUTHENTICITY WINS

Well, Al, as you know I've been very interested for some time now in the work of the Ecumenical Institute. They're a group of energetic people working on programs of community reformulation and church renewal all over the world, including here in Milwaukee.

NEED

SENSE OF URGENCY

This summer during the month of July, 1000 people from all over the world will gather in Chicago on behalf of their local communities for hard-nosed research and planning that will determine the next year. In order for them to share their efforts the materials they create need to be reproduced and made available for their return. Consequently, the Institute is in urgent need of various kinds of graphic art supplies such as tape recorders, typewriters, and copiers.

REQUEST

BEING SPECIFIC RELIEVES AMBIGUITY

Al, I'm talking with you because I know you are a responsible community leader and you're concerned about our urban centers and I suspect that someone in your position might know how we'd go about securing a donation of a number of reconditioned typewriters from your company for such a purpose.

Next time you're in my region I'd be willing to introduce you to someone who has the contacts in:

- | | | |
|--|--|--|
| <input type="checkbox"/> sound equipment | <input type="checkbox"/> office supplies | <input type="checkbox"/> building supplies |
| <input type="checkbox"/> tape recorder | <input type="checkbox"/> children's sports equipment | <input type="checkbox"/> white paper |
| <input type="checkbox"/> typewriters | <input type="checkbox"/> food, esp. coffee and milk | <input type="checkbox"/> computer time |

Name _____ Region _____

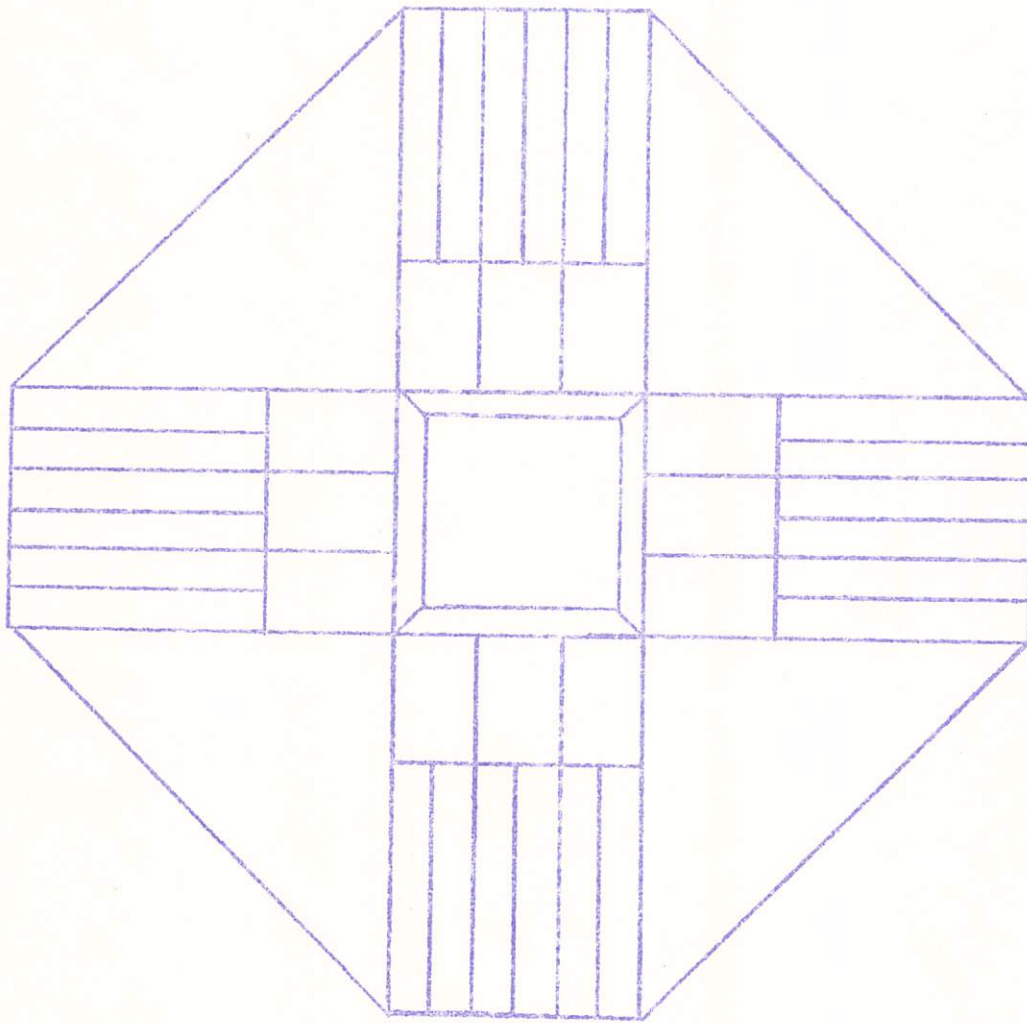
Chicago
April, 1974

SIXTH GUARD

SECTOR I SOCIAL PROCESSES		SECTOR II POLITY MODELS	
Team 1	OperationsCentrum ECONOMIC PROCESS	Team 4	Development Centrum SYMBOLIC MODELS
<u>Bill Schrempf</u> Dennis Kral Burt Dyson Nick Derrough Rhodes Trussell Roy Robinson Mr. Smith Bill Alerding Ann Antenan	Don Elliott Dick West Ed Berg Bill Pfaff Ken Knowlton George Rouse Jan Gilles Sharri Thorsen Ken Gilbert	<u>Dick Seacord</u> Steve Redfield Larry Sief Anne Slicker Pat Moore Clesson McDonaldSr. Robert Miller George Holcombe Trish Broersma	Reinhart Plaut Ralph Black Rod Worden Joyce Johnston Phil White Ed Dillinger George Dykes Lois Mohn Clancey Mann
Team 2	Order Finance POLITICAL PROCESSES	Team 5	Major Funding BUREAUCRATIC MODELS
<u>David Wood</u> Bob Giese Henry Warren Sam Hanson Robert Avant Stewart Stowell Fred Emerson Ann Jaekes Rose Worden	Ken Schneider Gary Tomlinson John Tresise Ross McIntosh John Webster Jim Reed Richard Hunt Hertilene Rouse Clara Piepkorn	<u>George McBurney</u> Martin Pesek Charles Moore Dave Crampton Pat Goodger Bob McClelland Bob Goodrich Ron Slater Mrs. Smith	Tony Pavlick Bob Jaekes Ed Born Don Johnson Linda Rossman Jesse Clements Dick Funk Alan Olson Catherine Bayer
Team 3	Lumumba Room CULTURAL PROCESSES	Team 6	Ecumenical Parish Post COMMUNITY MODELS
<u>Ray Caruso</u> Bob Booher Bill Skelton Terry McClelland Ann Sjolinder Clesson McDonald,jr. David Calhoun Frank Wherry Kathryn St. Clair	Alex Laiewski Bob True Bob Springs Alice Plaut Randy Johnston Larry Ward Chuch Gribble Alan Gilbert Donna Woodard	<u>Dick Brooks</u> Oscar Sperstad Fred Karpoff Bob Hartsfield Don Bayer Bob Prather Bob Battershell Clare Michael Louva Calhoun	Bill Bingham Bob Vance Ted Calantino Don Piepkorn John Stowell Joe Slicker Lynette Hunt Baret Hanson Vern Willers
COORDINATION TEAM			
Don Moffett David McCleskey Arlin Raedeke David Reese Marianne Mann		Betty Pesek Ian Gilmour	

SECTOR III CENTRUM ISSUES			SECTOR IV GLOBAL DEVELOPMENT		
Guild Room			Second Floor, S.		
Team 7	CENTRUM OPERATIONS	Guild Room	Team 10	MAJOR FUNDING	Second Floor, S.
<u>Rusty Richards</u> <u>Arthur Johnson</u> David Butler Tom Whitsett Tom Smeltzer Larry Henschen Rick Lauder milk Pamela Blood Kathleen Gribble			<u>Bill Goodger</u> <u>Ron Baker</u> Pat Moriarty Dix Archer Charles Hahn Walter Blood Hugh Wilkens Betty Dyson Mardell Phillips		
William Norris Jay Nichols Rich Jones Dick Kroeger Lee Sugg Art Smith Hazel Worden Lynn Mathews			Bain Davis Bob Cowsett Phil Townley Paul Ertel Bob Bright Mary Laura Bushman Carol Walters Freda Elliott		
Team 8	INTERCHANGE NETWORK	Uptown 5	Team 11	URBAN CIRCUITS	Second Floor, Sente
<u>John Howell</u> <u>Darrell Brown</u> Jim Scotta Jim Mohn Dick Talbot Leroy Philbrook Mr. Coulthurst Justin Morrill Pricella Wilson Roberta Hoss			<u>Bob Wiley</u> <u>Bob St. Clair</u> Harry Bliss Jon Rossman Jack Womack Virginia Pierce Bob Becker Kay Slattery Robbie Sperstad KamelaParekh		
George Walters A. J. Phipps Paul Hickman Kermit Myers Bud Jacobs John Johnston David Horn Gay Kennedy			Phil Eskridge John Kroeger Bill Ragsdale Chris Stenger George Lawson Donna McCleskey Olive Ann Scotta		
Team 9	DEMONSTRATION SIGNS	Lounge Off Lobby	Team 12	LENS FUTURE	Second Floor, N.
<u>Jim Armour</u> <u>Rodney Wilson</u> Lewis Pierce Peter Mataya Don Clark Harry Kuehn Vinod Parekh Jan Ames Mary Warren			<u>Dick Galbreath</u> <u>Fred Gruner</u> Jay Antenan Wayne Stracener Thomas Mathern Rich Michael John Vance Marty Butler Janet Love		
Don Rholl Rich Bringleson Ron Griffith Jim Overall John Turner Gary Gibson Claudia Kinsey Betty Johnston Fran Schneider			Jim Baumbach Ed Ames Jack Worden Carlos Ollison Tom Broersma Jack Gilles Douglas Gilmore Marge Tomlinson Thelma Battershell		

GLOBAL GUARDIANS NETWORK MANUAL



"Responsible for the destiny of mankind"

PURPOSE OF MANUAL

Guardian Dynamic Focus

Guardian/Movement
Self-consciousness

Guardian Network
Formulation

USE OF MANUAL

This manual is intended
for use by Movemental Guardians
and Religious House Priors
to implement the Global
Guardian Network

It is suggested that
this manual be adapted to each
particular local situation
in which it will be used.

Table of Contents

I. Identify the Guardian dynamic
history...3
presuppositions...4 signal...6
dynamics...5

II Formulating the Guardian
dynamic
Engagement arenas...7 Strategies...9
Function...8 Projection...10

III Sustaining the Guardian
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history of meetings...12
October '74 meeting...13
journey...15
directory...16
directory profile...17

GUARDIANS IN HISTORY

PAST

Every society has moved into its future through the practical decisions of visioning men, the Guardians of their day.

These master builders have defended empires, created new societies, given form to ideas, established order, and assured justice. They have served as the Guardians of human society.

PRESENT

In 1972 some 33 establishment friends and colleagues gathered to advise, authorize, and undergird the global spirit Movement in its turn to the world. These practical businessmen endorsed the Movement's turn to the world through their design and marketing of the LENS course. More than 300 Guardian colleagues now see themselves as the key to the future, creating the practical forms of the emerging new global society.

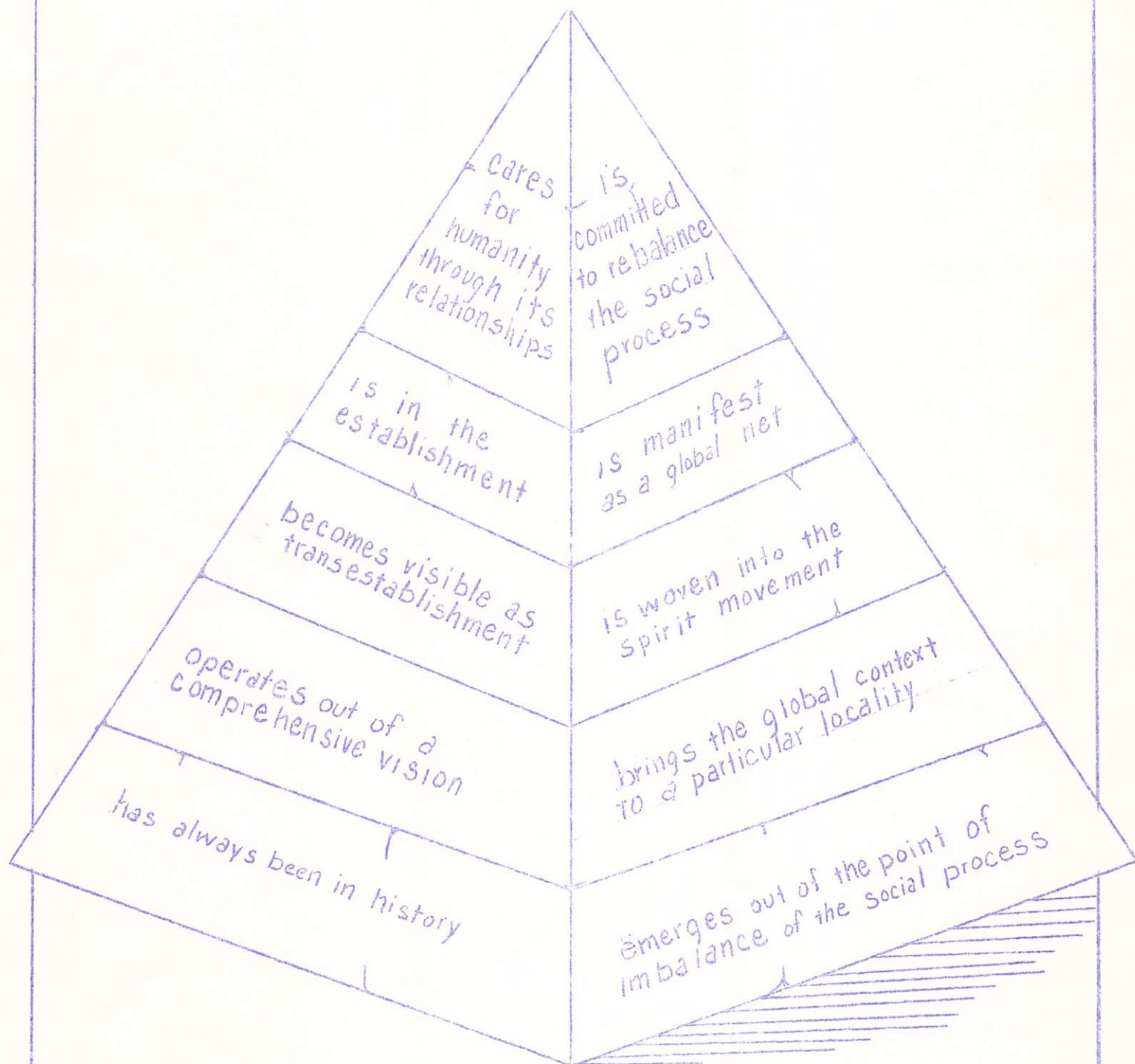
FUTURE

The Guardian stands as the vigilant sentry of the future with unwavering vision resolved to implement a network of global builders. History is shaped by such a body of pioneering spirits engaged in a corporate global thrust.

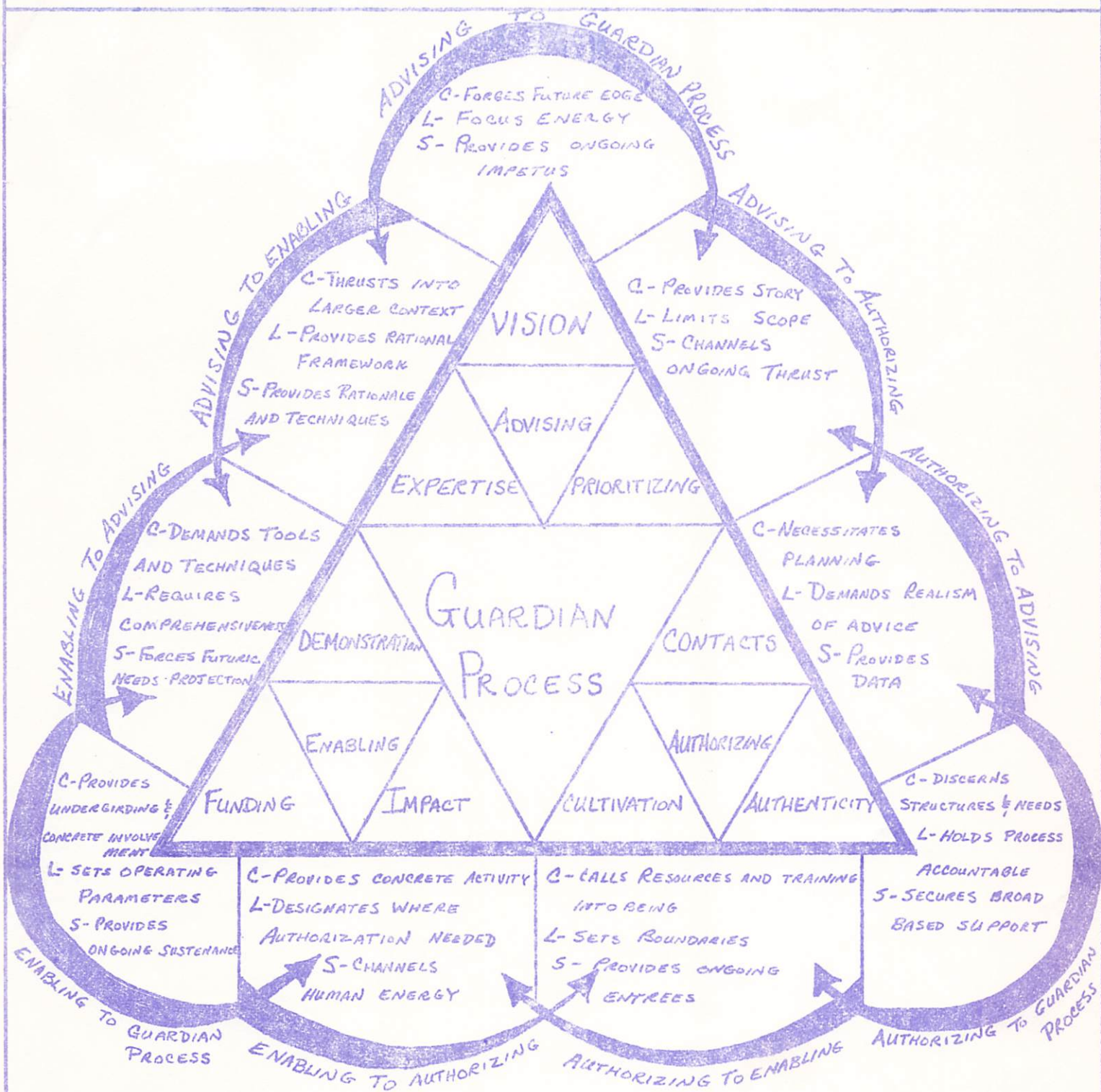
This manual is addressed respectfully to them.

BASIC PRESUPPOSITIONS

The Guardian dynamic...



DYNAMICAL RELATIONSHIPS OF THE GUARDIAN PROCESS



KEY TO DYNAMICS

C: CREATES

L: LIMITS

S: SUSTAINS

1. PRACTICAL VISION: THE SIGNAL
The practical vision is a global guardian net that webs the multiple impacts of the spirit movement into a net of care that directs human creativity toward the task of rebalancing the social process.

2. SINGULAR THRUST: The Guardian dynamic is one which emerged with the establishment of human community and has existed in every civilization throughout time. The task is to define and focus the already existing dynamic. The next step would be the movementalization of guardians which would establish an immediate sign of authenticity as the movement turns practically to the world. The strategy of initiating the global guardian network begins by forming clusters of guardians in all areas of movement activity, to act as the authorizing, advising, and enabling dynamic to the movement as of September 1974.

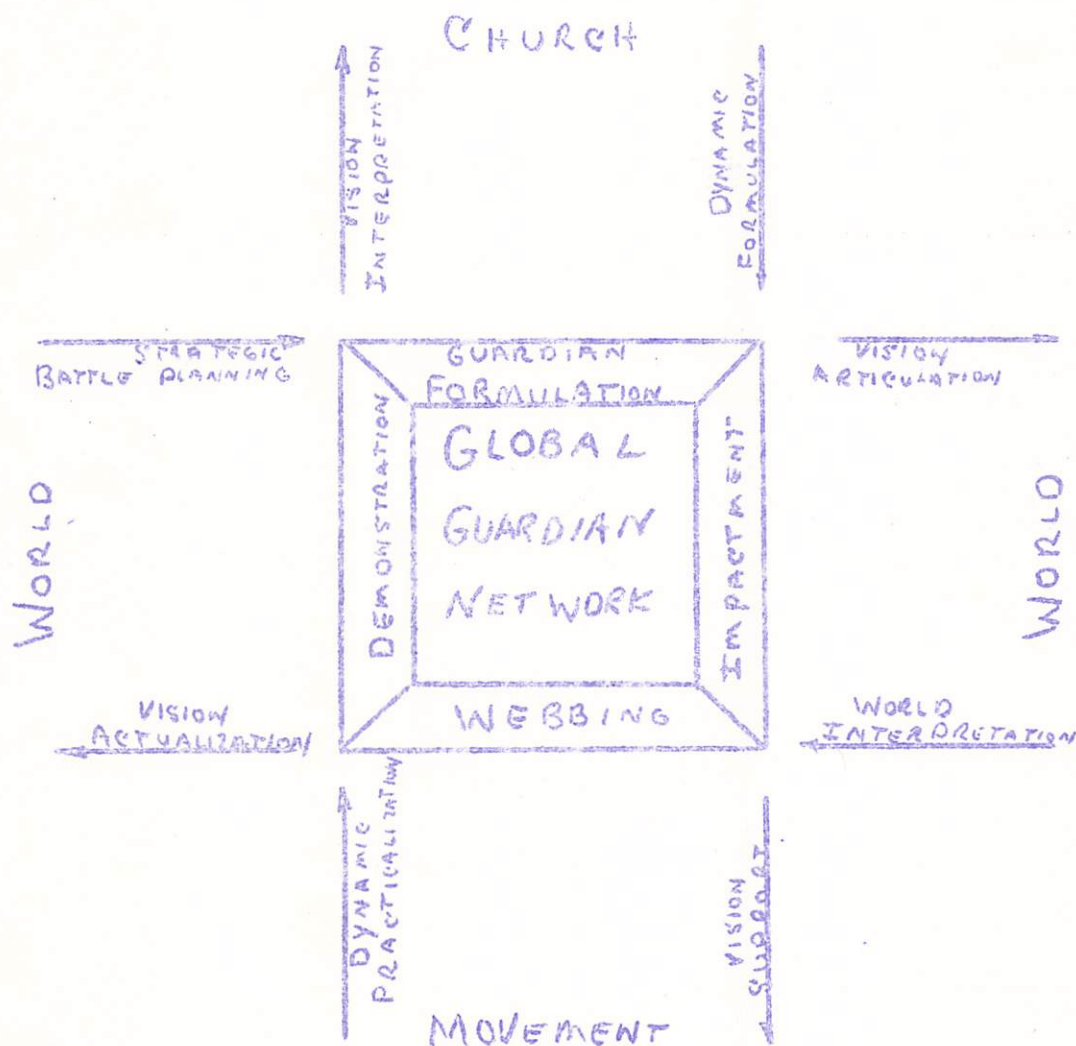
3. MOVEMENT STRATEGY: As we move into any new area the guardian cluster will be a part of the overall strategy as the guardian dynamic is an integral part of the movement, particularly in the impact arena. The movement's effectiveness in any area is in direct proportion to the strength of the guardian cluster. The formulation of the guardian net in and beyond the existing clusters will parallel the global strategy of the movement as a whole.

4. TRI-POLAR INTERFACE: The global guardian net stands as a tri-polar interface; it wears the face of the church as it turns to the world, the face of the world to the movement, and the face of the movement to the world. At the point the guardian net becomes visible, the world will see the church become visible as love to the world.

THE PROFOUND FUNCTION

The Global Guardian Net is formulated and operates by engaging in the profound function of webbing the Guardian Dynamic, the total movement, and the world into a single rebalancing dynamic.

The webbing function operates in two modes. First the Network catalyzes engagement in the world into cohesive action. Secondly, the webbing function facilitates the discerning of human needs and the clarification of the vision.



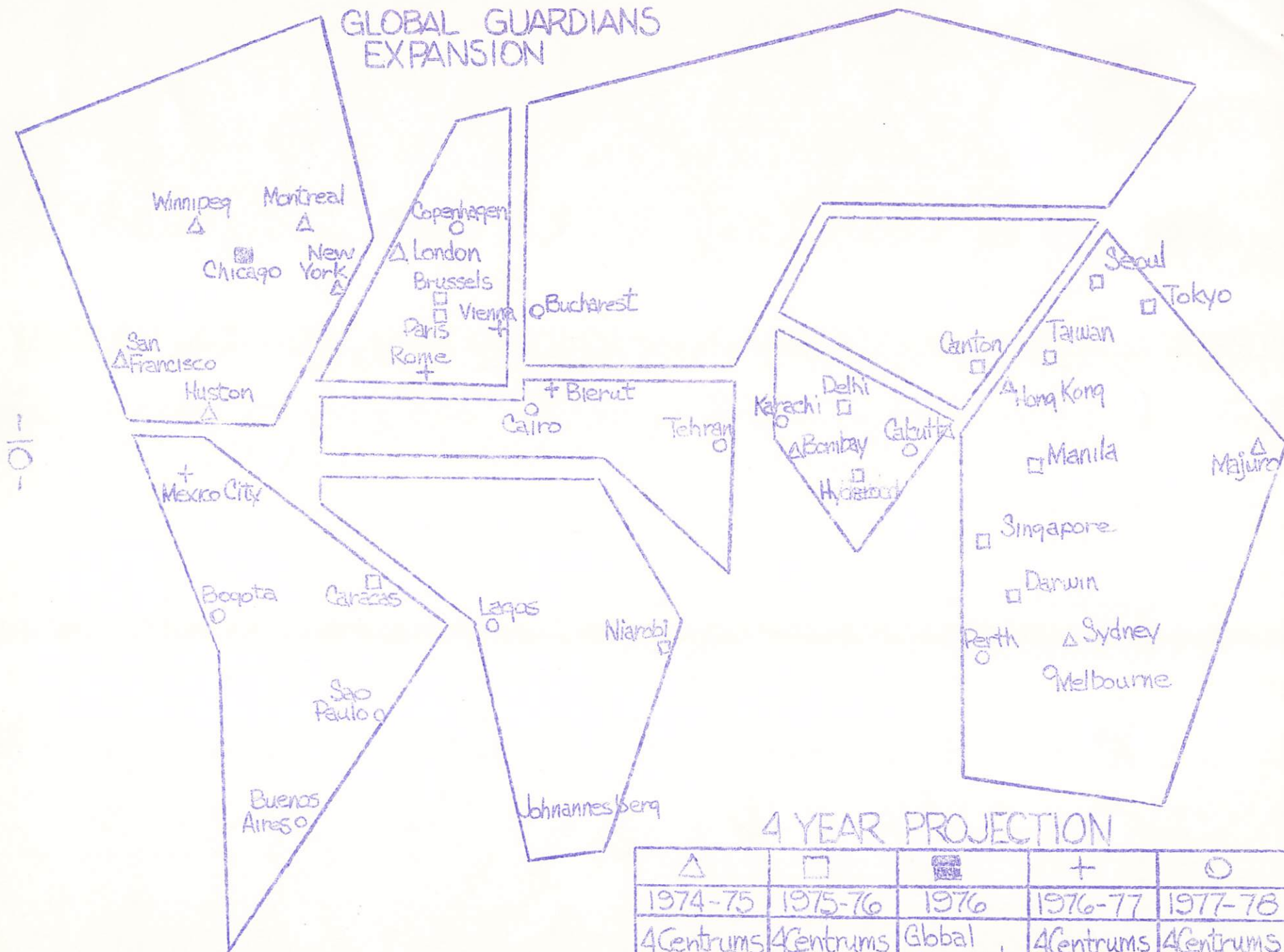
GUARDIAN NET STRATEGIES

PRACTICAL VISION

A GLOBAL GUARDIAN NET THAT WEBS THE MULTIPLE IMPACTS OF THE SPIRIT MOVEMENT INTO A NET THAT DIRECTS HUMAN CREATIVITY TOWARD THE TASK OF REBALANCING THE SOCIAL PROCESS.

STRATEGIES TIMELINED	1974 - 75	1975-76	1976-77	1977-78
IDENTIFICATION OF GUARDIANS TO ENGAGE IN THE NET.	1. 650 GUARDIANS. 2. EXECUTIVE LENS. 3. LENS FOLLOW-UP	1. 1400 GUARDIANS. 2. AREAL SOCIAL METHODS SCHOOL. 3. ECCLES. AND RENG. ORDER CONSULT.	1. 2000 GUARDIANS. 2. ECCLESIASTICAL AND RELIGIOUS ORDER GUILD.	1. 3000 GUARDIANS.
CREATION OF YEARLY SYMBOLIC HAPPENINGS THAT HOLD THE GLOBAL GUARDIAN NET.	1. 12 GUARDIAN GATHERINGS. 2. CONTINENTAL GUARDIAN CONSULTS.	1. 23 GUARDIAN GATHERINGS. 2. GLOBAL GUARDIAN ODYSSEY.	1. 29 GUARDIAN GATHERINGS. 2. GLOBAL MOVEMENTAL COUNCIL. SUMMER '76 QTR. I.	1. 12 GUARDIAN GATHERING. 2. GLOBAL GUARDIAN COUNCIL.
ESTABLISHMENT OF A COMMUNICATION NET.	1. PUBLICATION OF DIRECTORY.	1. ACTUALIZATION OF DATA EXCHANGE.	1. ADVANCED COMMUNICATIONS NET. →	
ACTUALIZATION OF THE GUARDIAN DYNAMIC IN THE SPIRIT MOVEMENT.	1. PUBLICATION OF MANUAL. 2. FINANCIAL UNDERGIRD OF CENTRUM. 3. WEB DEMONSTRATION. 4. BI-CENTENNIAL LIASION.	1. FORMATION OF ADVISORY COMMISSIONS OF EACH CENTRUM. 2. GLOBAL RESEARCH ASSEMBLY.	1. CREATION OF MODELS. 2. EVALUATION OF PILOT PROJECTS. 3. GLOBAL MOVEMENTAL COUNCILS. 4. BI-CENTENNIAL.	INTENSIFICATION OF DEMONSTRATION OF INSTITUTIONAL GUILDS; i.e., SOCIAL AND POLITICAL GUILDS.

GLOBAL GUARDIANS EXPANSION



4 YEAR PROJECTION

Δ	◻	⊞	+	○
1974-75	1975-76	1976	1976-77	1977-78
4Centrums	4Centrums	Global Movement.	4Centrums	4Centrums
11Cities	24Cities	Council	28Cities	41Cities

DYNAMICS OF GUARDIAN GATHERINGS

COLLEGIALLY

Welcoming decor
Rituals
Intentional Food and Drink
Reports
Accountability
Spins conversation

CELEBRATION

Global/local symbols
Commission reports
Data interchange
Intentional entertainment
Send out

"RESPONSIBLE
FOR THE DESTINY OF
MANKIND"

VISIONING

Reports
Addresses
Rehearse common memory
Context for gathering

THE NEW EDGE

Data gathering
Visioning
Battle planning
Plenary reflections

PATTERN OF GUARDIAN CONSULTS

	PAST		FUTURE	
	1972	1973	1974	1975
Date and Attendance	January 33 May 45 November 80	April 200 November 200	April 225 October (300)	April October
Issue	Envision role of Movemental Guardian	Create Advisory Council Function	Design Practical Forms of Guardian Service	Global Strategies of Guardian Dynamic
Key Happening	Underwrite Movemental Funding of Kemper Building	Discover Corporate Power of Global Guardian	Define Concrete Guardian Engagement	Timeline Implementation
Resolve	Commit \$100,000 Personal funds	Become New Style of the Global Guardian	Actualize Global Guardian Net	Being the Global/local Net
Image	Defenders of Movement	Advisors and Colleagues	Key to the Future of the World	Responsibility for the Movement

OCTOBER 1974 GUARDIAN CONSULT

Collegiality

Global and areal welcoming decor
secular meal rituals
each meal an ur meal in supper
club
singing, wave conversations
reports of guardian miracle
stories
accountability by areas

Celebration

Global local symbols
reports task forces
Global cabaret

Send out to actualize net in
each area

actualize
the global guardian
net

Visioning

interim reports of ongoing
commission opening adress:
The guardian as the key to the
future of the world

The New Edge

Global Strategies
of the Guardian Net

(see below)

GLOBAL STRATEGIES OCT MEETING TASK
FORMAT

I	II	III	IV[
GUARDIAN NET	BI -CENTENNIAL	GLOBAL POLITY	CENTRUM COMMISSIONS
Demonstration Signs	Sponsorship	Common Life	Legal Commissions
Support System	Liaison	Relationship to Area	Finance Commissions
Impact System	Preparation	Guardian Meetings	Personnel
Net Orchestration	Areal plans	Communication Net	Assignments

SEMI-ANNUAL GUARDIANS' CONSULT - OCT 1974

SUMMER 74
RESEARCH ASSEMBLY
GUARD 24
GLOBAL GUARDIAN NET

Theme: Global Guardians Network

Decor: Global & Areal in terms of space design

Leadership: Global

Image: Guardian
Global Odyssey

SATURDAY

Daily Office
Songs
Breakfast - Black Ur
Reading: "Ancient of Days"
Wave Conversation
Lecturette: Global Guardian Net
Hand out Manual
PSU's: Task Arenas

GLOBAL STRATEGIES

	SEE PAGE		

SUNDAY

Daily Office
Songs
Breakfast - Red Ur
Reading: "Ancient of Days"
Wave Conversation
Guild Reflection
Guild Plenary
Great Global Feast - White Ur
Commissioning - Give out Directory
Futuristic Charge Address
Closing

FRIDAY

Cocktail Hour
Around-the-World Slides
Songs
Accountability by Areas
Feast - Yellow Ur
Reading - "Ancient of Days"
Wave Conversation
State of the Movement Address
Elders Trek
Summer 74 Guild Closing

Interlude
Supper Club - Brown Ur
Meal Entertainment
Wandering Troubadours
Global Cabaret

SUGGESTIONS:

Spirit Life
1. Other World Spins
2. Love Spins

GUARDIAN JOURNEY CHART

Overall Intent: A systematic flow of events and activities to take a person from his initial identification to his commissioning as a Guardian.

	Fastidious Preparation		Movemental Contexting			Authentic Engagement	
DYNAMIC	Naming Prospects	Model Building	Initial Contact	Offering Possibilities	Individual Follow-up	Intensifying Passion	Eliciting Commitment
GOAL	To identify individuals who are Guardians	Know prospect better than he knows himself	An event that entices prospect	Show how Guardian can benefit from the movement and serve the world authentically	Authentic engagement in dynamic of Guardianship	Engagement in dynamic of Global Guardianship	Self-conscious decision to "Guard the Movement"
IMAGE	Prospect List	Set-up	Style Address	Movement Event	Local Engagement	Global Engagement	Guardian Commitment
PRACTICAL IMPLICATIONS	1) Create prospect list 2) Lens follow-up 3) Course Grads 4) Colleagues 5) Contacts (Latent Religious)	Data Dossier 1) Relationships 2) Point of Malaise 3) Passion 4) Achilles Heel Strategic Approach Model Tactical Time Line	Low key social contact such as Business Luncheon Group Hidden Agenda Model	Story spinning that fascinates with concrete signs of possibility and vision contexting. Occurs at movement events such as: celebrations New Years Eve LCC	Powerful Encounter that comes when Prospect is called upon in the area of his expertise to serve the Movement in an advisory capacity	Invite to semi-annual Guardian Consult through Development Centrum Follow Up invitation at local level	Symbolize Commitment through Leads, Parish, Leadership involvement

GLOBAL GUARDIAN DIRECTORY

Establishment of a global guardian communication network will transmit the wisdom, power and visional thrust in an interchange between guardians across the globe. This will sustain guardians and elicit their support between meetings.

The foundation of this communications network is a complete global name and data bank held at Chicago Development Centrum.

The Global Guardian Directory will have a breakdown according to geographical area; continents area, and region; as well as a composite alphabetical listing. This directory will be most helpful for identifying and contacting guardians.

Wisdom interchange and continuity will be established by circulating a monthly Global Guardian Report from Chicago Development Centrum which would magnify the excitement and diversity of Global Guardian activity. This report would be a forum for exchanging movement and guardian news events, miracle stories and possibilities.

The short-term future will see increased use of the communication network for other purposes, such as funds transfer, reservation exchange and movemental data. This could be facilitated by getting in-kind contributions from communication facilities.

Keeping in mind the profound function of the Guardian Network, the October '74 Guardian Consult might well review this communications model as well as any implementing forms necessary to a two way information flow between guardians and Chicago Development Centrum.

To be effectively brought off, the focus of this network needs to be at the areal level to enable prior and guardian participation and accountability.

Original to
Chicago Development Centrum
Copy in Area Guardian File

GUARDIAN PROFILE

~~Confidential~~

Summer '74
Research Assembly

GUARDIAN PROFILE

Global Guardian Net
Guild 24

NAME AREA/REGION/METRO	HOME ADDRESS/PHONE	BUSINESS ADDRESS/PHONE	OCCUPATION/TITLE
			PROFESSIONAL CERTIFICATION
FAMILY BACKGROUND	AFFILIATION/LOCAL CONGREGATION	INFLUENTIAL ROLES	SPECIAL INTERESTS/ GIFTS

II. GLOBAL GUARDIAN NET PARTICIPATION & SUPPORT

MOVEMENT CONTACT	COURSES, CONSULTS	PEDAGOGY & RECRUITMENT	WEBBING OPPORTUNITIES
ADRYAN AREA PRIOR			
FINANCIAL GIVING	IN-KIND CONTRIBUTIONS	REMARKS	UP-DATING

GUARDIAN PROFILE SHEET (Continued)

GLOBAL GUARDIAN NET DIRECTORY

Summer '74
Research Assembly

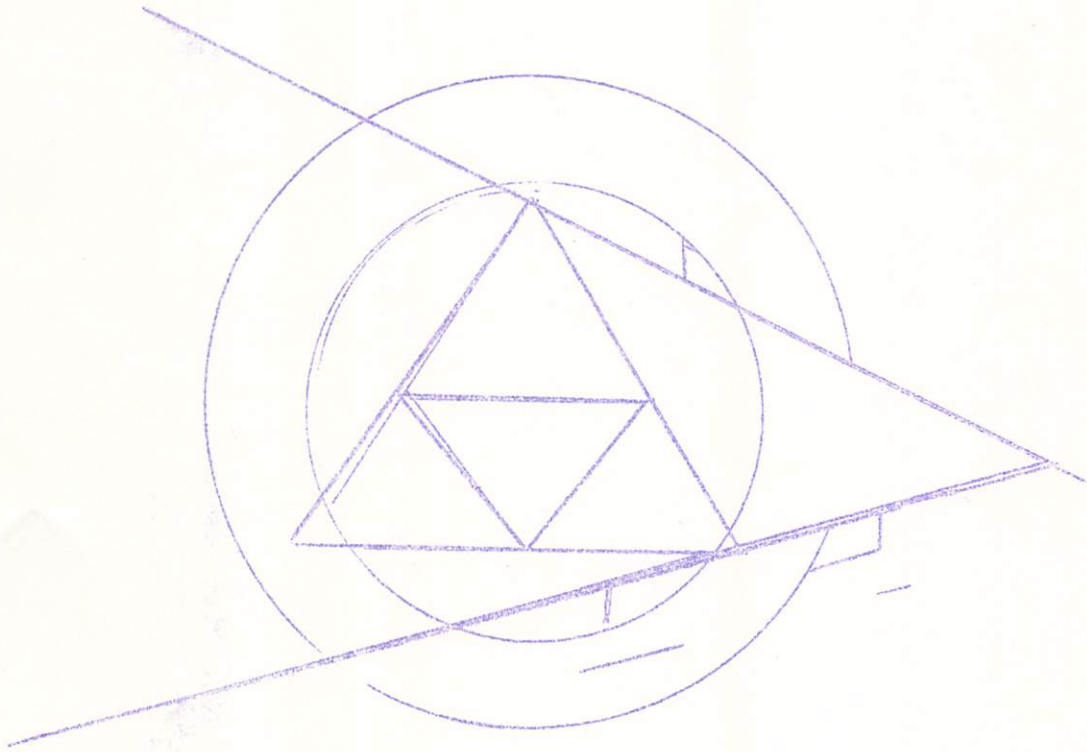
Global Guardian Net
Directory

Guild 24
Global Guardian Net

NAME area/region	ADDRESS/ PHONE	BUSINESS ADDRESS/ PHONE	TITLE

Tokyo Tashkent Bombay Hon Kong Calcutta Dacca Lhasa Peking Del Hl San Francisco

GUARDIANS GLOBAL NETWORK



"Responsible for the destiny of mankind."

Rio De Janeiro Shanghai Brussels Lagos Mexico City Algiers Paris London Chung King Montreal Chicago

Calto belitue natitodl moscow winnipeg adals vada caracus lime lennan natitodl