

THE NEW PARTNERSHIP VOCATION
a dialogue presentation

Georgiana: Larry I think we ought to run through the script once more before the people come in. The people that are here won't mind. They can make comments as we go along. You said earlier that we ought to image this space kind of like a park through which we were strolling during a dialogue. Is that right?

Larry: Well, we need an image that we can step into.

Georgiana: Do you think they will step into the park image?

Larry: I don't know. We could ask them.

Georgiana: Well let's go through the script first. Do you remember what we had decided we were doing to do? Fast, Fast Fast and then reach a Profound Depth. Remember, we need to pause after the depth.

Larry: Ok. Very good. Are you ready?

Georgiana: I'm ready.

Larry: "I'm the Order."

Georgiana: Not yet. I say..."As all of you know in this day of economic crisis everything is going on sale. You get more for your money than ever. And why should the spirit movement be any different? You ought to get a bargain for your money when you come here. So consequently, we today are going to give you for the price of your ticket not just one speaker with a limited, narrow point of view, but..."

Larry: "Two speakers with a limited point of view."

Georgiana: Correction. It's many speakers." Now you say...

Larry: "I'm the Order."

Georgiana: I'm a Guardian." (That's a two-fer)

Larry: "I'm clergy."

Georgiana: "I'm not."

Larry: That's secular-religious. "I'm black."

Georgiana: "I'm female." That's a two-fer revolution.

Larry: "I lived in the 3rd world." That's a four-fer.

Georgiana: "I married a multi-national law firm member."

Larry: "I'm an educational innovator"

Georgiana: "I'm catalyzing local resurgence in Chicago's neighborhoods." That means for the price of your ticket, instead of one you got an Order/Guardian dynamic, a Secular/Religious mode and six revolutions. (You're supposed to interrupt me here).

Larry: Oh yes. "Just a minute. There are seven revolutions. And according to my calculations of your age and my age, I am youth!"

Georgiana: Have you ever heard of the gray panther hit list?

Larry: With all this bargain you also get an experiment in a new form of conversation--of talking--which we are calling a dialogue.

Georgiana: That's very good. We don't have the foggiest idea what a dialogue is, but that is the ICA way. First you get an idea, then you name it, then you take a stab at it, and pretty soon people all over the world are doing it saying it's a very in-depth form.

Larry: Now let's make one thing perfectly clear. To use a phrase out of the seventies. The seventies called the guardian dynamic into being. It has played many many roles and taken many shapes in the life of the movement. And the eighties, as well, is demanding something new from this relationship.

Georgiana: That's good. "Now you have probably guessed from what Larry has said the title of this dialogue. It is, "The New Partnership Vocation of the Spirit Movement in the Eighties". That's a grabber. They like it. We will fit everything we have to say under that one.

Let's take a look first at the sixties and the seventies. A colleague of mine called it, "Fighting cadavers." That is the way you knew you were on the edge, because you spent your energy calling those who were asleep to wake up and come out of the tomb. You knew you were on target if you felt strange and if you felt alien... much like being one-eyed in the valley of the blind. But we are suggesting that era is past. The time of awakening has happened. The world is no longer in transition, and indeed a new era is already here. We are in the process of forming that new consciousness in the structures."

That wasn't bad Larry, was it?

Larry: "When we first began this guardians thing, we began it with fear and fascination. Which is still with us. I think. We sort of looked upon people like Georgiana as "money-bags" and "clout." Which is true, in a way.

Georgiana: Well if you looked on us as "money-bags" and "Clout"... (Shall I tell him?)

Audience: No!

Georgiana: Sorry. Let me tell you how we viewed you. We were clear that the Order had all the answers. We were also clear that they weren't telling us. And you wondered why we got mad when you fouled up. We knew that you had the answers. It was probably because you just weren't doing the right thing. It wasn't that you didn't know how. It was only when the illusion collapsed--that is, that you found our Guardians had credit cards that don't work and we found out that the Order didn't have all the answers--that the new partnership began to emerge.

I'd like to say that the band of 24 HDPs that circles the globe...the town meeting campaign that catalyzed world-wide resurgence at the local level, and the creation of a financial base and public credulity... I mean credibility... that's made the IERD possible in 1984 are but a few of the joint ventures that were Guardian and Order ventures."

Larry: "The eighties are calling for a new image. don't know what it is because it is very clear that we are one thing: one movement. It is difficult to tell when you're on the edge because wherever you go what used to be the edge seems to be the norm or becoming the norm. So today if you feel strange you probably are. The question of building the earth is the question on everybody's table."

Georgiana: Well maybe we need to say a bit about the world of today before we go on any further in this. You and I are clear that it is a world that is inter-dependent. But I know that if George's law firm is becoming international and moving to Singapore, you know it is an inter-dependent world. (He's probably not going to like me after this. But everyone knows that the law does not initiate it follows.) The global village is here!

Larry: This is true.

Georgiana: Pluriformity is here. Is that right?

Larry: Yep. And so are Pac-Man critters that gobble up this universe. It is a world of limited resources and limited energy.

Georgiana: "And it is a world in which bureaucratic systems stifle creativity, point on the negative side. It is a world in which the political has become impotent beyond our wildest, wildest thoughts when we created those social process triangles back in the early seventies." Now I get to ask you the hard question. "If that is the case, what is the role of the new Order/Guardian partnership in the world of the eighties?" Let's just turn over to the next section.

Larry: We ought to add something in here, Georgiana, about the urgency that exists in the world today. If people are in fact awake and our experience is that people are moving... it seems like the question is more a question of form, a question of whether or not people are awake and ready to move. You do have to ask yourself, how will the decisions that are on the table for the globe get made? This next twenty years will have a lot to do with everyone's future.

Georgiana: Turn the page. And now that we have strolled casually toward the back you say...

Larry: I say, "Let's shift our focus to the question of vocation's claim. My image of vocation's claim is waking up in my bed in the morning with an alligator at the end of it. I mean..."

Georgiana: Now that is not going to attract a lot of people. It really isn't
If you're going to say later on that we want people to go out and get two million guardians, that is not the marketing story that you want to use.

Larry: What should we say?

Georgiana: Let's talk to them about a slice of life. Do you want to give me the context for the slice of life?

Larry: One of the things we have got to work out before we actually do this, Georgiana...

Georgiana: You were going to context this like a movie conversation.

Larry: Oh yes. "You want to use your eyeglasses as you look at this slice of life and then as we are done, we will have a bit of refreshment."

Georgiana: "This is a true story. The names have not been changed in this story because none of the parties involved in it are innocent. Three years ago on a day much like today in this building, an urban taskforce came into being. Kitty Cole (who sits over there and denies involvement and wouldn't get up here and tell this story with me) and I were assigned to this urban taskforce. There were many Order and Guardians assigned to it. They were all working under the leadership of George Walters. We felt loved and we felt secure. Several months later, the troops began to disappear. The West-side troops went to where the West-side crises were. George Walters got assigned to do Regional Consults and then overseas and then who knows where. He kept saying in his infrequent appearances in the building that he wasn't the leader and we kept saying he was. Over the year, the attrition continued. One person went to Mexico. One went to work for money. One went to school. One went to Management Centrum. One moved to Washington. One day I arrived and sat down at my usual place at the table. I looked across and the only other person in her rightful place was Kitty Cole. We waited and we waited and we waited. No one came. Then we got angry. No one came. Then we really got angry. Still no one came. Then we toured the building and told everyone how angry we were. Our greatest wish at that time was to get ahold of George Walters and kill him. Lovingly of course. It finally hit us. Here we were. Two liberated, female guardians sitting around waiting for George Walters to tell us what to do! We knew what to do, we knew how to do it, and here we were sitting like helpless victims. Shame, I suggest to you, can be great motivation. So instead of just deciding to do a little thing here or there, we'd get an overkill. We decided (out of anger and shame), that we would do the whole city of Chicago!

I don't know whether you see the absurdity of that. We didn't at the time.

Two middle-aged, honky women deciding to revitalize the city of Chicago. We did announce our limits: we would not do the suburbs.

That cut the task down to two million instead of six million.

Thus driven by conviction, shame, anger and whatever other hounds of hell which happened to hit our heels that day, we mounted our brooms and flew off to the neighborhoods! We did pretty well. We did a lot of gimmicky things to hold ourselves to our decision. One day in a fit of despair we decided to treat ourselves and we promoted ourselves to Co-Directors. Some days I directed Kitty and some days she directed me.

We flipped for the odd days. Cynthia Vance, who never misses an opportunity, heard about these new titles and created a whole budget around them. She agreed to pay us each \$38,000 a year (on paper) because we told her we wouldn't work for nothing. She is now out raising money to support this broad program.

Another gimmick that held us in being: we did all the documentation and the planning for this program at the great ape house at the Lincoln Park Zoo. It amused us and reminded us of certain people.

By the end of the year, after the Regional Consult, the West-side Order troops again joined us and just four months ago the Nexus Research appointed a team to work with Uptown. And with all those fine people now working on the urban, I want to say to you that Kitty and Georgiana lived happily ever after.

Georgiana: Do you want to get serious or should we go on?

Now the next thing we wanted to talk about was responsible action. The Guardian Order Partnership in the eighties. We wanted to say it is different and more dangerous. Remember how in the seventies we told ourselves how dangerous it was. You thought when the eighties came along that it wouldn't be so dangerous. It's more dangerous. Can you wait for the nineties? In the seventies we knocked on the door of society and the systems, and when they opened the door we threw in a hunk of consciousness and left. The Town Meeting was a glorious example of that. We kept hoping after we left those towns that something would result from those meetings. The HDP's were a portent of what was to come. In this world, our role is to spot restrictive systems and injustice wherever they exist, and first move in on them in our own body (a la Niebuhr) and then move in on them within the system.

Larry: Well that means that what's dangerous is moving in on structures with the same kind of seriousness that we've always moved on individual lives. It is becoming increasingly obvious to the world that that is what is necessary. It is whispered quietly in the halls of my region. It is being whispered by every conceivable perspective. The future is requiring new forms in society. I work with youth. Our experiment with youth is incredible. We don't have a way to appreciate it. Increasingly it is clear we are like fish in water who do not know what we have because it is our environment. There are many many things like the guild and the image of the guild out of insights from the past that are going to become more and more relevant to the future.

Georgiana: All of you can view the internal demonstration before you leave. If you want to see what exciting, disciplined, intentional youth are all about stay for that play, Oliver. If you can't do that, go up and take a look at the emerging generation art display. It is something. Nicole Westre has a painting up there, and she is only 10 months old. People would pay money for this. The external demonstration, which, I would suggest to you is dangerous, calls for us to go into the structures themselves. Having decided where the strategic places of catalytic strength are, we do more than knock at the door. We knock and then we enter the structure, become one with the institution with the full knowledge of that institution. In the process we don't lose our souls.

My new hero-heroin team these days is the dynamic duo of Caruso and Crocker. Ray and Marilyn have set about, within McDonald's Corporation to use LENS under the name of Total Market Approach. My understanding is that 25% of the markets in North America have already been covered. They even have little pins that they wear on their lapels for those who have adopted the Total Market Approach. Those two are out to change the way McDonald's thinks and plans in order that the McDonald's licenses and corporate staff can effectively decided the action they take in order that the company can be a demonstration of what the company says it wants: bottoms-up participatory policy. It may well be that this company will be the major world demonstration of the new human work environment that is created by the people from within...not by somebody from without.

Larry: As I think about this a little, Georgiana, it seems to me that a part of what the question is is whether or not structures can change. I think that is the world's question. Whether or not the institutions invented over the past can in fact be metamorphosized toward the future that we all see is coming into being. Signs of hope of that possibility of structural repentance or something is in fact possible in this globe.

Georgiana: I can see the day when our guilds will say to us, we need you to go into an institution or a structure to do a job there and it is going to take so much time for you to do it. It is critical that you do it, for example, if we are going to have a global health net. I can also see the faces of guardians who will respond to that. I can see Bert and Betty Dyson standing up right now to sign up. There are many others. There are guardians now that are ready to move. I think we are going to discover the gift of having them in companies that are strategic, as well.

Georgiana: Guardians these days are not only doing the mission, but initiating the mission and guarding that it happens. I think of the Blanchards. It is only the Blanchards, who have participated in the area meetings and the regional meetings, who can decide, indeed, that Oshkosh, Wisconsin needs a LENS in one of the university dormitories and then go ahead, set it up and do it! They don't have to wait and have someone come and tell them what to do in their local situation. They have the screens for deciding because they participated in planning at the area level. That for me is the new dynamic which we are beginning to see.

We have talked about the new and the old Order/Guardian relationship. We have talked about a slice of life's vocational claim. We have talked about the responsible partnership action. Let's close this by spending some time on the new orbit of the eighties.

Larry: What would you say they are?

Georgiana: The first is the workplace environment. I caught myself in a heresy recently. I said, "I want McDonald's to do LENS. I am not interested in whether they sell more hamburgers. I just want them to have methods." Now that's heresy, because I really am interested in their selling more hamburgers. I am interested that McDonald's can put out the highest quality product, using the best chefs in the world, at the price that is affordable to everyone. I am interested that they produce a quality product through massive distribution, by employees who have participated in the decision of how that is going to happen. That is what I am interested in. I am interested that they do it so well that the stockholders to whom they have to account say, "Yes, this human work environment is really worth it." They have to stay in the black to stay in business. I am interested that we find ways to create human working environments and that we find ways to do more in that particular area.

Another arena is consensus method and the need for it to operate in society. We have a city of 40,000 people in our region whose city council has collapsed. They can't have meetings without walking out on one another. So we are doing a LENS for the city. This is a demonstration of a new mode of making decisions, an alternative to the current mode which has been stagnating that city's future.

But consensus is not just something good that the ICA does. Rather it is a deep need in every dimension of society if the future we hope for is to come into being. Another is strengthened networks of care around the globe, I think the IERD is an example of networking the movement that is out there already so it gets to know itself and can become conscious of itself. I believe that those two million people are there in various places and in various states of relationship and consciousness, but they are there.

This is related to a statement Mary Warren Moffett is always saying: if the opportunity is not given to every woman to become a full partner, that no woman becomes a full partner. That is what those global networks are out to do: to make sure that opportunity gets delivered to everyone. Only this will guard against creating a new 15%-85% dichotomy.

The fourth orbit is building the bridges that allow the sectors to come together. I took a government group out to Oak Brook to the OAK, an airline company. They have recently put in a day-care center in their company confine. It is the first of that kind in their industry and in the Midwest. There are about 10 in the country.

The people in the group were clear they were going out to see what big, bad business was doing to corrupt those little kids. On the other hand, the industry had no way to talk about what it was doing other than making its bottomline. In talking back and forth, the people from the public sector pushed hard to get the OAG people to talk about what they had done in human terms. They fairly well succeeded. You couldn't help when they described what had happened to their work situation...Can you imagine what the Christmas office party is like when you have a bunch of kids? It's a different dynamic.

Larry: I think one of the things that is unique about us as a group and is the point of our integrity, is our capacity to share our own lives to meet the moral issue of our time. We have a great capacity for flexibility in how we use our own lives to deal with the contradictions in society, as nobody else but ourselves is positioned to do globally. Nobody. The more organizations and groups that I talk to, the clearer I am that that is true. It's both good news and bad news. I think that is a part of what we are trying to describe in the oneness of our future. I think what we have to do is recognize that the world is in deep need of reconciliation, with the time, with the new era we are in; reconciliation amongst peoples. One of our unique capacities, grounded in our corporateness, is our capacity to create the atmosphere in which reconciliation between structures can take place. I am not talking about feelings here. I am talking about decisions to create the future together. So our own unity, our own corporateness is the key to our many and diverse strategic focuses which we choose to do in order to meet the world's needs at this moment in history. The metamorphosis of structures and institutions in which we have always been interested and involved, the human transformation that is required and the formation of the movement all seem to me to be getting more and more exciting as we face the future.

Handwritten notes:
Cicero
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Adams / staff
Hopper
End of
EVP
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