WORKING PAPER ON BUSINESS

In the Business Arena, we see trends and styles developing which are dramatically different from even the immediate past. There is a major increase of women entering business and moving into positions of greater authority. The increased concern for productivity has had many corporations, and smaller businesses, to look to varying management styles, especially those coming out of Japan. This concern has also shown up in the increasing number of contracts between unions and companies to lose current benefits and wages to keep the company alive with promise of future increased benefits. The shifting of many countries from and "underdeveloped" to a "competitive" state with the U.S., has occasioned a shift in how the U.S. is viewed, and views itself, as an economic power in the world. Finally, the fact that many of those countries which have emerged as economically competitive have only done so by massive gifts of dollars, technical assistance, and equipment from the U.S. and other major economic powers has reinforced the global interdependence of the world business community, and the acknowledgment that all are "givers" as well as "recipients" in the larger picture.

The vision in the Business Guild is seen to encompass education, work environments, new economic designs, decentralization of power/authority, and the development of a social bottomline to augment the economic. Education will take on a new role, initially training all people to see jobs as vocations; and how to participate in decision making. Continuing education will deepen a sense of responsibility for the individual, and motivate greater participation in the decision making process. Work environments will be changed to reflect the needs of all of the participants in doing the best job possible. This includes change in style and methods of leadership, communication, physical environments, and decision making. The overriding effect of much of this will be a greater local/individual self-reliance, with more control in the local, or in the individual regarding choices about day to day concerns, issues, and work-life styles.

The Business Guild discerned eight major contradictions:
1. In the arena of Human Relatedness, the underlying contradiction is technologically fostered isolation. This is illustrated to (a) increasing computer applicationware "cottage industry", all the way to (b) a "nationalistic interests" mindset in the midst of global indicatives.
2. In the arena of participatory decision-making, the underlying contradiction is misunderstood leadership roles. This is illustrated by (a) unknown and/or unarticulated corporate vision, (b) inadequate manager orientation, (c) short-sighted human motivation, and (4) negative responses to positive proposals originated by those managed.
3. In the arena of Planning Ahead, the underlying contradiction is ambiguity attendant to long-range planning. This is illustrated by incentive compensation systems based on short-range results.
4. In the arena of Labor-Management Structures, the underlying contradiction is inflexibility. This is illustrated by (a) adversarial processes, (b) enforced separatedness, and (c) consequent occupational immobility.
5. In the arena of Lifestyle Story, the underlying contradictions is conspicuous consumption. This is illustrated by (a) equating "good life" with material affluence, (b) unequal distribution of consumer goods, and (c) unwillingness to encounter scarcity.

Therefore our strategic direction will be toward facilitating and integrating educational inputs from the community, parents, professional and students. This infusion will release professionals trapped by current educational issues. The creation and sustenance of pedagogy as a corporate style will be recaptured as a foundational skill. An understanding of teaching as a systematic process will release learner and teacher from focusing on content and containment as a perspective for viewing the world. New evaluation procedures must be invented to measure intended programmatic outcomes.

The intent is to experiment with and model the proven methods of Imaginal Education. A guild network will be established in order to interchange information regarding local efforts.