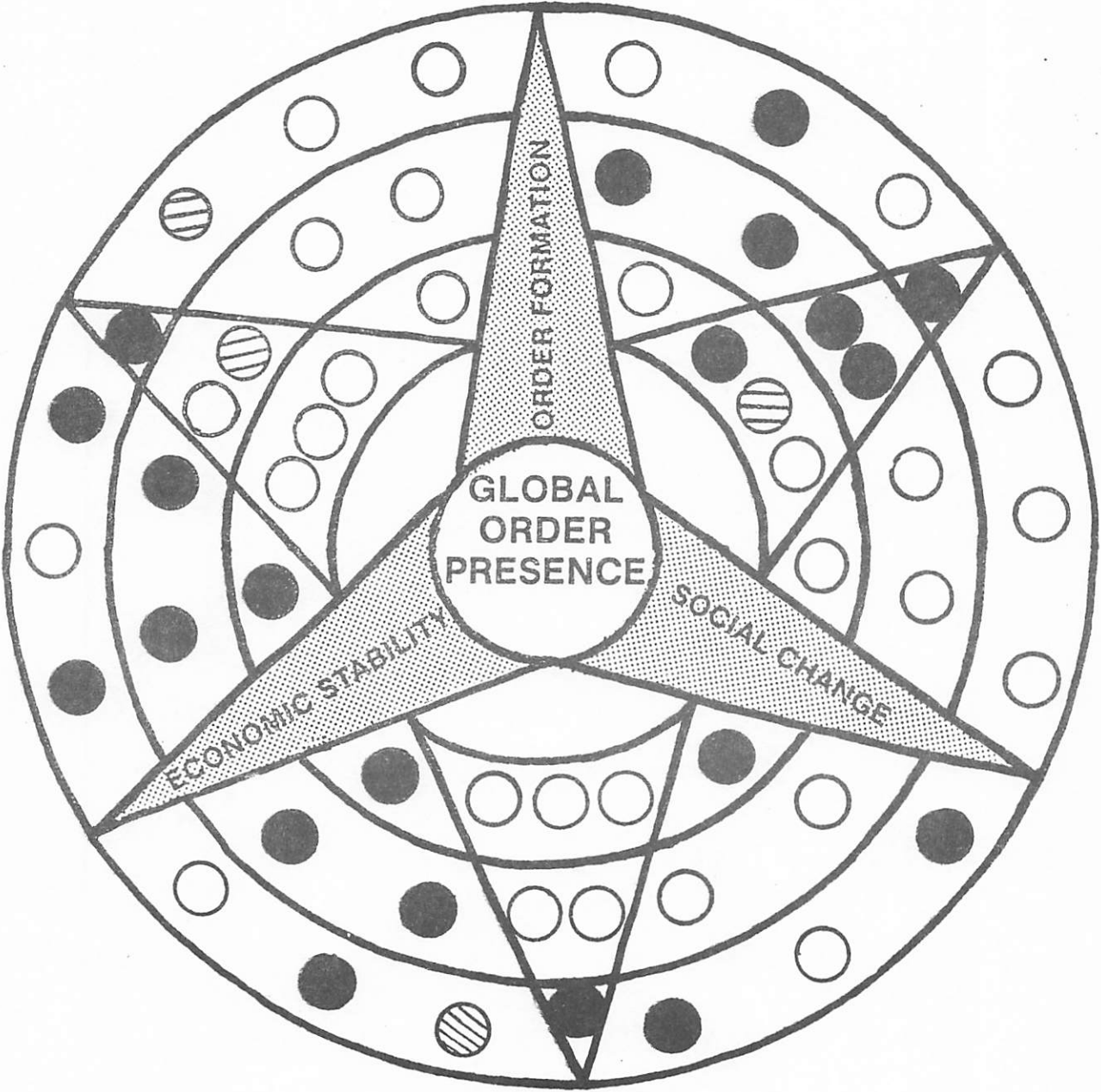


GLOBAL ORDER COUNCIL

Order Polity Report

TOWARD THE YEAR 2000



SYMBOL EXPLANATION

Global Order Council

Chicago

This symbol represents our intention as the Order to be present across the globe and to have the peoples of the globe within us by the year 2000. It includes:

1. The Globe
2. Four Service Bands
3. Three Spheres
4. Nine Continents
5. Fifty-four Areas

Each small circle represents an Area. Those shaded black are ones which are established in 1984 as Primary Units. Those partially shaded are Areas with Globally Designated Programme Houses attached to a Primary Unit located in another Area. The one exception is SEAPAC where one extra circle is shaded in because we have established two Primary Units within Area Hong Kong.

The four rings within which the Area symbols are placed represent the four Service Bands. The nine segments (each with six small circles) represent the nine continents. Sphere West is the three segments on the Upper Left; Sphere East is the three segments on the right and Sphere South is the three segments on the bottom. Reading clockwise starting at the 12 o'clock position at the top of the page, the continents are: Sub-Continent, SEAPAC, China, Black Africa, NAME, Latin America, North America, Europe, and Eurasia.

The three "impellers": Economic Stability (Healthy Sustenance), Order Formation, and Social Change, are the foundations of each Primary Unit - its resources, its people, its task.

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3 LEVEL OPERATING MODES

Global Order Council

Chicago

PLANETARY NETWORK LEVEL

GLOBAL
CONSENSUS

The Planetary Network is the mechanisms and rhythms by which our long term task, our primary forms and our corporate symbols are decided and implemented. It is not the locus of regional strategies and issues deliberation except where the globe determines this as crucial to our planetary effectivity.

GLOBAL
RELATIONS

The Planetary Network is the global network which integrates all Primary Units world wide, through interchange, communications and strategic mission-al banding. It is not a federation of isolated autonomous units at continental or primary levels operating outside of global decisions and guidelines.

GLOBAL
SERVICE
SYSTEMS

The Planetary Network is the global design of coordination systems, service functions, and special nodes and forces that support the effectiveness of the Primary Units. It is not a large extra pool of people; it is not synonomous with a linear extension of the nexus/centrum experiment.

THE CONTINENTAL TEAM LEVEL

CONTINENTAL
OPERATIONS

The Continental Team is composed of all the people of all the Primary Units participating in the conciliar and strategy building deliberations at the continental level. It is not a separate group of people who strategize on behalf of the continent.

COORDINATING
UNITS AND
SPECIAL TASK
FORCES

The Continental Team is that which creates coordinating units and special task forces from the forces assigned to the Primary Units on that continent, as determined by global and continental strategy. It is not a permanent bureaucratic structure.

GLOBAL
LOCAL
INTERCHANGE

The Continental Team coordinates the service functions going on in each Primary Unit and acts as an interface between centres of Global Service functions coordination (e.g. International Funding in Chicago) and each Primary Unit on the continent. It is not a separate pool of

3 LEVEL OPERATING MODES

Global Order Council

Chicago

people playing coordination roles, but rather the integration of service functions and coordination tasks into the Primary Units (e.g. Bombay Primary Unit would have management coordination responsibility for all the Primary Units on the Sub-Continent.

THE PRIMARY UNIT LEVEL

GLOBAL
CONTINENTAL
STRATEGY

The Primary Unit is accountable to and responsible for global and continental strategy. It is not a loose collection of houses isolated from global/continental systems or strategies.

STRATEGIC
MISSIONAL
CONFIGURATION

The Primary Unit is an Anchor House, and/or Programme Houses. It has the capacity for short term and campaign related house configurations within its assigned geography. It is not synonymous with an area house (because there may be more than one Primary Unit assigned within one area,) or an automatic shift from our present house location. Primary Unit configurations beyond the Anchor House are continentally decided on unless the globe designates strategic places for purposes of global strategy.

AREA
COVERAGE

The Primary Unit is responsible for area(s) coverage and expansion. It is intended to be a mechanism for covering geography through various strategies such as circuits and campaigns. It is not imaged as a means of placing a number of small houses on a permanent basis across a broad geography.

STRATEGIC ORGANIZATION

SHIFTS IN CONFIGURATION UNDERSTANDINGS

Previous Configuration		New Configuration	
Area	<ol style="list-style-type: none"> 1. Included all locations within an area. 2. Each location was self-sufficient. 3. Locations might or might not work closely with each other. 	Primary Unit	<ol style="list-style-type: none"> 1. Includes all locations within an area. 2. The Primary Unit is a single self-sufficient entity. Various locations within the Primary Unit may or may not be self-sufficient. 3. Primary Unit operates with an integrated strategy.
Area House	<ol style="list-style-type: none"> 1. One of self-sufficient locations in area. 2. Sometimes provided co-ordination of service functions. 3. Varied dramatically in size. 	Anchor House	<ol style="list-style-type: none"> 1. Imaged as a permanent order location. 2. Hub of activity in Primary Unit. 3. Minimum of 12 assigned order staff.
Regional, Metro and Replication Houses	<ol style="list-style-type: none"> 1. Static house image. 2. Imaged as permanent location. 3. Commissioned by globe. 4. Were self-sufficient units. 	Programme Houses	<ol style="list-style-type: none"> 1. Flexible house image. May move toward designation as anchor house to ensure 54 Area coverage (or intensify the Primary Unit they are in) 2. May be short- or long-term locations depending on strategy. 3. May be globally or continentally designated. 4. Self-sufficiency is tied to the entire Primary Unit.
Centrum Bands	<ol style="list-style-type: none"> 1. Included those assigned to Nexus (4-6). 2. Provided extraordinary/campaign troops. 3. Provides outside perspective and informal interchange. 	Global Service Bands	<ol style="list-style-type: none"> 1. Includes those with given function assigned to many Primary Units. 2. Provides structural forms for local effectiveness. 3. Provides outside perspective and informal interchange.
Nexus Location	<ol style="list-style-type: none"> 1. All four bands present in each location. 2. Set up as separate locations from area house. 3. First among equals in Chicago. 	Global Service Centre	<ol style="list-style-type: none"> 1. Bands also present at Primary Unit and continental levels. 2. Part of a Primary Unit, sharing in all aspects of Primary Unit life. 3. First among equals distributed among GSC.

STRATEGIC ORGANIZATION

THE ORDER'S CONFIGURATION DECISION PROCESS

Planetary Network

Continental Team

Responsibility:

1. Guards our Order configuration.
2. Determines globally designated houses.
3. Commissions Primary Units.

1. Guards Order enlistment.
2. Determines Continental strategy
3. Commissions Continental Programme Houses.

Criteria for Primary Unit:

1. 54 Area coverage priority.
2. People/Economic Viability/Frame/Programme
3. Globally strategic locations re: int'l frame, coverage of nations and Order flanks.

Criteria for Programme Hse:

1. Continentally strategic location.
2. Primary Unit staffing capacity/Economic feasibility/Affiliate Order development.
3. Empowers Primary Unit missional effectivity without diminishing Anchor House.

Mechanism:

1. The Global Council decides the priority of 54 Area phasing.
2. Global Council receives, evaluates and responds to continental recommendations on Area coverage and Primary Units.
3. Dialogues between consensus on future directions and assignments of the Order.

1. Responsible for implementing the Order's journey towards 54 Area : coverage.
2. Future recommendations on additional Primary Units within existing Areas.
3. Continental Council in dialogue with Primary Unit determines the Programme Houses.

STRATEGIC ORGANIZATION

CRITERIA FOR COMMISSIONING NEW ANCHOR HOUSES

The following criteria for commissioning new Primary Units is the consensed recommendation of the Network. Although these are stated as in regard to new Primary Units, the criteria should be met within 4 years by all Primary Units commissioned in 1984 as well.

PLURIFORM PEOPLE (12 staff in the Anchor House)

1. 1/3 staff are indigenous to the area
2. 2 nationalities are present in the remaining assignments configuration

ECONOMIC BASE

1. Unit is totally self-supporting- 12 stipends
 - funds payment
 - stable income for more than 1 year
2. Programme support-unit can meet continentally assigned bottom-line which is at least equal to local expenses

SOLID FRAME

1. Has a multi-sector Board of Advisors
2. Has legal arrangement(s) which permits programme operation within the geography
3. Has minimum one-year visas with option for renewal

PROGRAM FOCUS

1. Implements total strategy as held in continental and global priorities

PHASING AND CRITERIA FOR COMMISSIONING NEW ANCHOR HOUSES

CONTEXT

The intent of the Primary Unit is to create 16-year configurations that can be self-sustaining, in money, programme, formation and authorization. Primary Units are located according to a global strategy of positioning the Order across the planet.

Primary Units can have many missional configurations but there are elements they have in common--the most important of which is the Anchor House. The Order is committed to keeping this house in being for 16 years, with the assignments needed to do this. It is the Order's intention that no Anchor House will be closed, therefore, no Primary Unit will be commissioned until all the criteria are met. The concern of the Continental teams in the next four years is to carry out the manoeuvres that will enable this to happen in the designated locations.

STRATEGIC ORGANIZATION

PHASING TOWARD THE ESTABLISHMENT OF NEW PRIMARY UNITS

I. Research Circuits--Visits are made to the Area to establish contact, build a frame and explore programme possibilities and funding.

II. Residential Probes--When the Primary Unit responsible is able to assign people and cover financing and there is sufficient authorization to justify it, the Primary Unit will send people to live for a period of time in that location to intensify work toward an Advisory Board, legality, self-support base, programme, funding and formation of movemental colleagues.

III. Programme House--When the Planetary Network is satisfied that a self-support base has been established, and Advisory Board exists, a formation strategy has begun that will lead to indigenous people willing to be initiate order members, and programme has been done and funded within the area, it will assign a team to that place as a Programme House. The team will be large enough to sustain itself and be effective in moving toward commissioning as an Anchor House.

IV. Anchor House--An Anchor House will be commissioned by the globe when all of the criteria below have been met. These decisions will be made at plenary council in 1986, 1988, 1992, 1996.

STRATEGIC ORGANIZATION

Global Order Council

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NEW CONFIGURATION TERMINOLOGY

It is our consensus that we move toward a common set of terms for our locations and operations.

1. Our public documents, house signs and internal communication we refer to our location as the (location) House. (Lusaka, Cairo, etc.)
2. Our areal configuration would be the Primary Unit. We would recommend that this be a holding name for now and request that the Panchayat explore other possible terminology that may reflect our new understanding of this polity structure for the next 16 years.
3. With a Primary Unit would be an Anchor House and possibly Programme Houses. All would be ICA offices and other locations could be established through our colleagues with clear guidelines established by the Continent for their operations.
4. Our location of service centres be a Global Service Centre located in the (location) Primary Unit. The multiple location system would be the Global Service Bands.
5. The various cross Primary Unit configurations (like research responsibilities) be referred to as Guilds.
6. The term Network be used in our internal configurations only for the total interaction of the Planetary Network.

1984-85 CONFIGURATION CONSENSUS

II. 84-85 CONFIGURATION CONSENSUS

1. The 7 major values

The Strategic Organization scenarios presented to this council have been an attempt to provide a global framework of Primary Units that hold the following values:

1. Position ourselves toward 54 area coverage by the year 2000.
2. Adequate size for the training and care of the Order.
3. Configurations that accelerate the development of the Movement.
4. Adequate self-support viability.
5. New missional modes for geographic care.
6. Flexibility in assignment patterns.
7. A series of collegium tables large enough to reflect the total, radical, and unconditional covenant of the Order.

2. Statements of Consensus

1. The Order is our greatest strategy.
2. We are positioning ourselves for Economic Foundation, Order Formation and Catalytic Social Change toward the year 2000.
3. In the year 1984-85 we intend to configure ourselves in 21 Primary Units toward 54 area coverage.
4. We will operate in three orbits: The Planetary Network, the Continental Team and the Primary Unit.
5. There are globally designated Anchor Houses and Programme Houses.
6. There are continentally determined Programme Houses, Task Forces and ICA Offices.
7. The Primary Unit commissioning criteria includes a pluriform people, an economic base, a solid frame and a programme focus.
8. Each service centre will be contained within a Primary Unit.
9. Each Primary Unit containing service functions also assumes responsibility for its assigned geography.
10. Continental Programme Houses are phased into and phased out of being by the strategies determined by the Continental Team.
11. The Global Priory is assigned from the Associated and Confirmed forms of the Order.
12. The Global Priory is assigned by the Global Assignments Task Force for one year.
13. Four Global Service Bands, 3 intercontinental locations.
14. Focusing Band responsibilities and functions at all levels of organization.

1984-85 CONFIGURATION CONSENSUS
1984-85 Configuration ModelLatin America will operate with four Primary Units:

Area Mexico City Primary Unit includes the following globally designated House:

1. Area Mexico City Anchor House

Area Caracas Primary Unit includes the following globally designated Houses:

1. Area Caracas Anchor House
2. Area Rio de Janeiro Programme House

Area Havana Primary Unit includes the following globally designated House:

1. Area Havana Anchor House located in Kingston.

Area Lima Primary Unit includes the following globally designated House:

1. Area Lima Anchor House

Black Africa will operate with three Primary Units:

Area Nairobi Primary Unit includes the following globally designated House:

1. Area Nairobi Anchor House

Area Kinshasa Primary Unit includes the following globally designated House:

1. Area Kinshasa Anchor House located in Lusaka

Area Abidjan Primary Unit includes the following globally designated House:

1. Area Abidjan Anchor House

Sub-Asia will operate with three Primary Units:

Area Delhi Primary Unit includes the following globally designated House:

1. Area Delhi Anchor House

Area Bombay Primary Unit includes the following globally designated House:

1. Area Bombay Anchor House

Area Calcutta Primary Unit includes the following globally designated House:

1. Area Calcutta Anchor House

SEAPAC will operate with four Primary Units:

Area Hong Kong Primary Units include the following globally designated Houses:

1. Area Hong Kong Anchor House including Hong Kong Global Service Centre.
2. Taipei Programme House
3. Manila Primary Unit with Anchor House located in Manila.

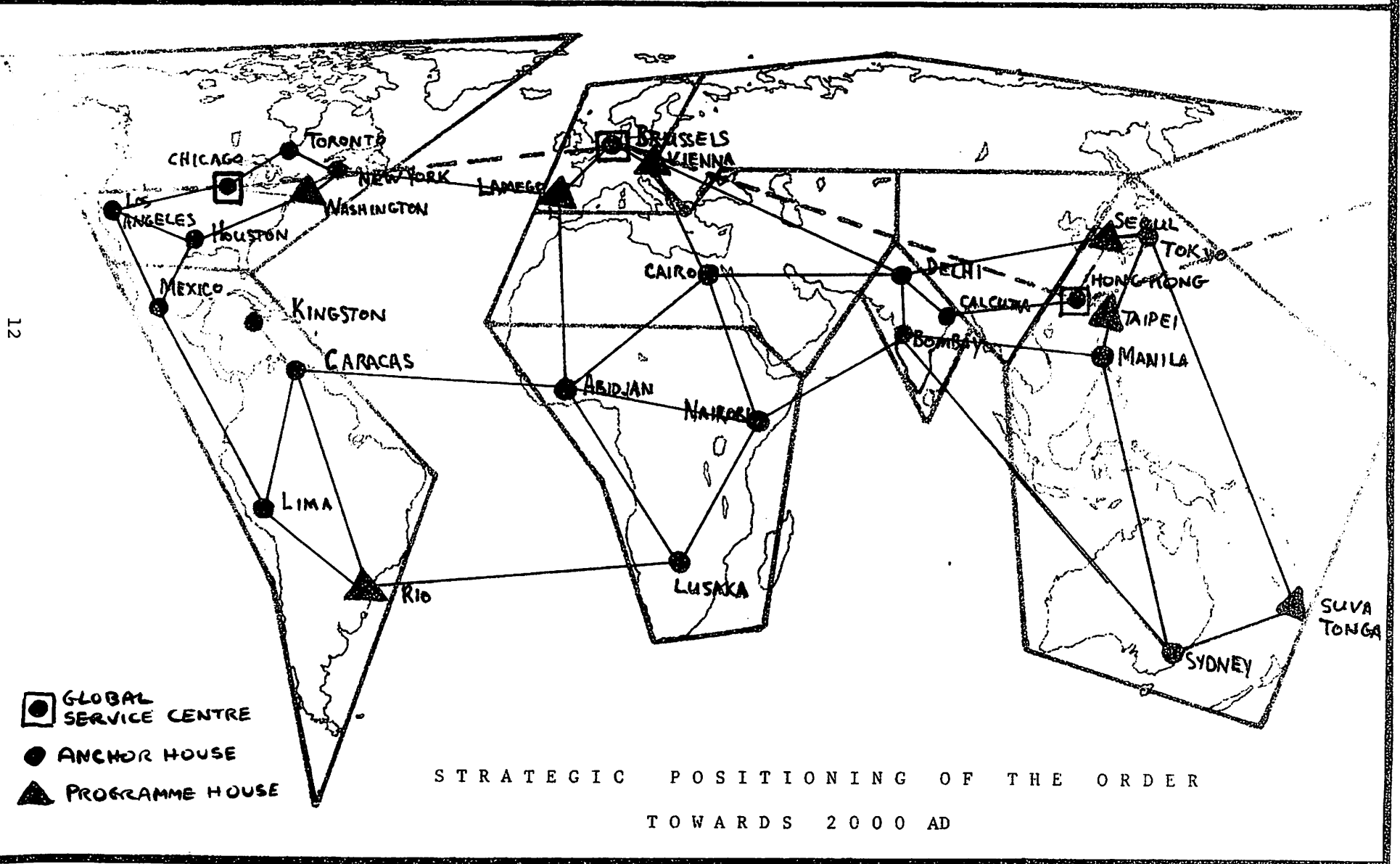
Area Tokyo Primary Unit includes the following globally designated Houses:

1. Area Tokyo Anchor House
2. Seoul Programme House

Area Sydney Primary Unit includes the following globally designated Houses:

1. Area Sydney Anchor House
2. Area Suva Programme House located in Nuku'alofa

MAP OF 1984-85 GLOBALLY DESIGNATED HOUSES



1984-85 CONFIGURATION CONSENSUS
1984-84 Configuration Model

Global Order Council

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North America will operate with five Primary Units:

Area Chicago Primary Unit includes the following globally designated Houses:

1. Area Chicago Anchor House including the Chicago Global Service Centre
2. 5th City Programme House

Area New York Primary Unit includes the following globally designated Houses:

1. Area New York Anchor House
2. Washington D.C. Programme House

Area Houston Primary Unit includes the following globally designated House:

1. Area Houston Anchor House

Area San Francisco Primary Unit includes the following globally designated House:

1. Area San Francisco Anchor House located in Los Angeles

Area Montreal Primary Unit includes the following globally designated House:

1. Area Montreal Anchor House located in Toronto

In attempting to read the dialogue between the council and Europe and the dialogue between those assigned to Europe this year, regarding our global recommendation of a framework of configuration of Europe and Eurasia, we seem to be consensed on the following points:

- A. The location of an Anchor house in Brussels
- B. The placing of a Programme House in Vienna
- C. The placing of a Programme House in Lamego
- D. On the concern of formation and networking in Northern Europe, it is our recommendation that the continental team be assigned to configure itself within its Primary Unit to adequately care for these realities.

The Globe's consensus as we read it is that it is not going to put itself in a position of choosing either, or both, or neither Frankfurt or London as Globally Strategic Locations, when we have clearly decided to be in those locations within the framework of 16 year 54 area coverage.

We feel that at this point the conversation required to articulate the long-term continental strategies that would determine this further configuration is the mandate of the continental team presently assigned to this continent.

NAME will operate as one Primary Unit which includes the following globally designated House:

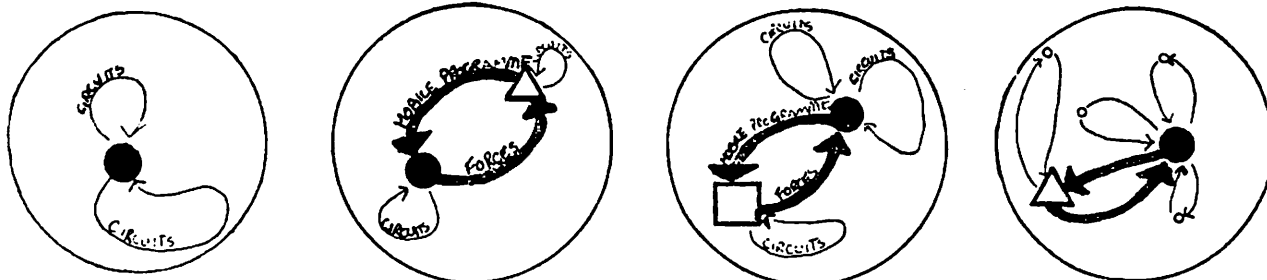
1. Area Cairo Anchor House

ELEMENTS OF THE PRIMARY UNIT

Order Polity Systems				
ELEMENTS OF THE PRIMARY UNIT				
	MISSION	ECONOMICS	PEOPLE	FRAME
DYNAMICS	<ul style="list-style-type: none"> * Comprehensive Missional Strategizing * Local Tactical Implementation 	<ul style="list-style-type: none"> * Total Fiscal Management * Innovative Funds Procurement 	<ul style="list-style-type: none"> * Total Engagement and Training * Comprehensive Human Care Structures 	<ul style="list-style-type: none"> * Four Sector Relations * Legal Status Guarding
FUNCTIONS	<ul style="list-style-type: none"> * Address socio-spirit Contradictions * Implement Global/ Continental Strategies 	<ul style="list-style-type: none"> * Self Support * Programme Funding * Fiscal Management 	<ul style="list-style-type: none"> * Corporate Spirit Life * Pluriform Order Demonstration * Corporate Care * Order Enlistment 	<ul style="list-style-type: none"> * Authorisation * Public Relations
STRUCTURES	<ul style="list-style-type: none"> * Mobile Programme Forces * Local Missional Teams * P.U. Interchange Banding 	<ul style="list-style-type: none"> * Permeation * Ventures * Fund raising * Management 	<ul style="list-style-type: none"> * Corporate Life Designs * Corporate Sustenance Teams * Participatory Polity Systems * Comprehensive Training Structures 	<ul style="list-style-type: none"> * Advisory Boards * Guardian Network * Programme Coalitions
SKILLS (representative list from the skills inventory list)	<ul style="list-style-type: none"> * Strategizing * Facilitator * Circuter * Story telling * Model Building * Cluster Catalysis * Corporation Consult * Event Orchestration 	<ul style="list-style-type: none"> * Small Business M'gt. * Marketing * Proposal Writing * Bookkeeping * Audit Preparation * Computer Skills * Fund Raising * Handy person 	<ul style="list-style-type: none"> * Priorship Roles * Design Spirit Life * Curriculum Writing * Imagina} Education * Language Skills * Health * Home Sciences * Living Economically 	<ul style="list-style-type: none"> * Public Relations * Journalism * Media Skills and Knowledge * Framing * Strategizing * Events Orchestration * Public Speaking

Forms of the Primary Unit

Designated by Planetary Net	Designated by Continent	Designated by Primary Unit
<ul style="list-style-type: none"> ● Anchor House △ Programme House 	<ul style="list-style-type: none"> □ Programme House 	<ul style="list-style-type: none"> ◦ ICA Office



PRIMARY UNIT ORGANIZATIONAL SCREEN

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The Primary Unit Organizational Screen is a way in which a Primary Unit might organize itself. Each member of the Primary Unit is responsible for the entire mission. However, there are specific roles that must be played. Each Primary Unit needs to decide how to modify these guidelines to be most effective. In addition, a team structure would exist to care by rotation for enablement tasks and E.G. pedagogy.

ORGANIZATIONAL SCREEN												
Social Change					Econ Stability			Order Formation				
Multi Cmty Cata- lysis	Plan- etary Guilds	Res'ch and Inter- change	IIRD Phase III.	Media	Order Income	Devel- opment	Fiscal Mgmt	Heal- th	Spir- it Life	Facil- ity/ Space	For'n and Trn'g	Emer- ging Gener- ation
Legal		Order Life		Order Finance		ICA Finance		Assignments				

Each of these taskforce arenas are explained on the following page in the categories of Description of Responsibility, Suggested Form and Implementation Plan.

It is imaged that each individual in the Primary Unit would be assigned to a minimum of two of the arenas listed above under Social Change, Economic Stability, and Order Formation. A Primary Unit needs to decide how to modify these arenas, that is expand or consolidate, to organizationally fit its particular situation. The Primary Unit might then divide these according to the amount of time necessary. Some of these will require full-time assignment and others can be done on a part-time basis. Each individual would be assigned one full-time and at least one part-time arena. When creating its time design a Primary Unit might include a time where a block of these might meet. Where possible assignment to a particular arena would include representatives from the various locations. This would allow for input, interchange and commonness.

The arenas listed across the bottom are the Primary Care Units. This is the commission dynamic within the Primary Unit. All five may not be needed in each Primary Unit. As the Primary Unit increases in size it might choose to add Care Units. Not everyone would need to be assigned to a Care Unit.

Order Polity Network

PRIMARY UNIT OPERATION

Chicago

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DESCRIPTION OF RESPONSIBILITY	SOCIAL CHANGE					ECONOMIC STABILITY			ORDER FORMATION				
	Multi-Cnty Catalysis	Planetary Guilds	Research & Interchange	IERD Phase III	Media	Order Income	Development	Financial Management	Health	Spirit Life	Facility/Space	Formation & Training	Emerging Generation
	Create All Sector Care Force	Focus on Building Collabor'e Efforts in these Cmties Development Education Planetary Unity Economic	Year Long Research on Assigned Topic Maintain Interchange System Integrate With Local Mission	Capitalize on IERD Advantage	Work Local Media for New Impact Methods	Insure the Financial Stability of P.U. and Order Funds	Raised the Assigned Bottomline for Local and Global Operations	Maintain and Protect the Integrity of the Order and the ICA	Maintain Health and Reduce Health Costs for Every P.U. Member	Enable the Participation of the P.U. in the Spirit Life Exper of the Order	Provide Living and Office Facilities That Create a Style of Simple Elegance	Advance the Skills and Journey of Every Order Member Enlistment Program	Care for the Educa-tion and Journey of all E.G. and assign-ed Youth
16 SUGGESTED FORM	Each P.U. Focus on Delimited Geography LENS Schools Courses Guild Development	Each P.U. Develop two Planetary Guilds(min) Local Educa-tion/Training Demonstration	Study Life Local Program P.U. Model Exchange G.O.R. G.O.E. Computer Link	S.A.T.W. Events Phase II Materials NSC Mtgs Mailings Culminating Event	Local Media Team Interviews Videos Articles Displays	Monthly Forms Total PU Assigned to S/S and Funds Status Venture Documen'n Programs	Annual Appeal Programs Grants Proposals	Local Accounts Global Accounting System	Health Caretaker Menu Plan Reports to Health Band Health Education Curative & Preventive Plan	Indiv/Corp Study Daily/Weekly Rituals Solitary Spirit Exper VJL's Retreats Pilgrimage Public Story	Facility Upgrade Space Plan Decor Mainte-nance	P.U. Faculty Two people Assigned to Monitor and Coor-dinate Member's Training Journey	Curricu-lum Writ'g and Coor'n Schooling
IMPLEMENTATION PLAN	Research Advantages Find "Natural Region" Sharing Learnings Through G.O.E	Assign All P.U. Members to a Guild Involve with Local Inter-face Exchange Learnings Through G.O.E.	Quarterly Report to Service Band Continental Evaluation ly Review of PU/GOE Whole P.U. Involved Res. Coor'n	Explore New Working Relation'ps F/U 54 Area Coverage Advantages	One Person Assigned Full Time Build Media Team Integrate into Impact Strategy	Explore Venture Estab't or Expansion Work Out Family Savings Plans	Develop Tracking System Regular Reporting to Service Center	Keep Books Regular Reporting to Service Center	Coordinate through Service Center Regular Corporate Review	Design Spirit Life and Eval. Plan Pilg. Coor."Decl of Intent Letters" Discuss Cov. Forms w/Colleas	Each P.U. Evaluates Facilities for Long and Short Term Needs Create Space and Decor Plan	Coor'n Course Sch with CSC Prepare Program for Order Members	Establish Full E.G. Program for All Resident E.G. and Youth
CARE UNITS	Legal		Order Life			Order Finance		ICA Finance			Assignments		

LEADERSHIP DESIGNATION MODEL

Global Order Council

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LEADERSHIP DESIGNATION MODEL

Foundational to the leadership designation model is the assumption that our power as a community to effect social change rests in our ability to move on consensus—and that this consensus process begins in the local collegium dynamic. As stated in the Polity document:

The local collegium dynamic represents the deliberative aspect of the democratic or community dynamic of corporate polity. It is the basic vehicle through which a common mind is forged and thus is the foundational aspect of consensus. The paramount function of the local collegium is to shape and give expression to the consensed will of the Order. Without the collegium dynamic, the refinement of strategy and manoeuvres and the building of implementaries become an exercise in abstraction, divorced from the significant engagement of the Order in decision-making.

At a time when we seemed to have lost faith in our ability to create authentic consensus, the recent work of the Model Building Units jolted us into seeing once again that the Local is the key factor in our polity process. The intent of this model is to create a mechanism which allows for every individual's and Primary Unit's significant participation in global consensus-building, for an intensification of our experiment in corporate priorship, and acceleration of the formation of both new and established order members.

The image of the caterpillar-cocoon-butterfly has been a helpful way to talk about the radical transformation period the Order finds itself in. As we create the forms and structure for the future, there is a deep concern that we ensure flexibility in a time of transition and diversity in tension with the need to ensure stability and continuity with the wisdom of our past.

There is a need for empowering symbols especially symbolic leadership. At the same time there is a need to avoid the images of personal advancement which predominate in society. It is our common understanding that every member of the Order is fully responsible for the work of the order and for the care of its members. Any structure or form created needs to allow for full participation in polity and offer ways for many people to share in the leadership. The structures and forms of the Order need to honour the family—both multi-membered and single person. They need to offer continued opportunity for training and exposure to the global demonstration we are. The following social form of the symbolic priorship allows us the flexibility to honour our diversity and to experiment with a variety of priorship configurations as we struggle to create the appropriate forms to carry us through the next 16 years.

LEADERSHIP DESIGNATION MODEL

Global Order Council

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I. PRIORY ASSIGNMENT RATIONALE

A. Pillars of Assigning Global Priory

1. The Global Priory is assigned from the Associated and Confirmed forms of the Order.
2. The Global Priory is assigned by the Global Assignments Task Force for one year to ensure the rotation of new priorship.
3. The Global Priory assigned to Primary Units and Global Service Bands operate as a corporate priorship team.
4. The Primary Unit and Global Service Band Priory contains a balance of men and women, the life phases, and married and single families.
5. The Primary Unit and Global Service Band Priory has a First Among Equals whose function is to call for and state the consensus of the body and to stand accountable for the total mission of the Order.

B. The Structure

1. The Primary Unit Priory consists of 4 units. The Global Service Band Priory consists of 6 units (6-12 individuals). The Global Priory may include 3 types of units: a) a married family, b) one member of a married family, 3) a single family.
2. Actual size of the Priory (4-8 individuals) is determined by the uniqueness of the Primary Unit's make-up and particular mission.
3. In exceptional situations where the size and make-up of the Primary Unit make a designation of 4 units impossible, the Global Priory will not be less than three people.
4. In a Primary Unit which has an Anchor House and a globally designated Programme House, members of the Global Priory will be resident in both locations.

C. First Among Equals Designation

1. First Among Equals consists of one or two units, but does not exceed two people.
2. The First Among Equals in the Primary Unit live in the Anchor House.
3. The First Among Equals in Global Service Bands who are globally responsible for the operation of the bands are configured as follows: Brussels, Formation/Trng.; Chicago, Fiscal/Legal and Auth/Funding; Hong Kong, Research/Interchange.
4. The First Among Equals, as a minimum, serves as the designated representative to Global Priory gatherings.

D. Value Screens

The Global Priory assignments:

- contain a balance of men/women, life phases, married/single families
- manifest our pluriform globality
- journey both new leadership and established Order members

LEADERSHIP DESIGNATION MODEL

The Global Priory assignments:

- contain skilled journey guides.
- include, wherever possible, indigenous priorship from the continent or nation.
- contain skills in arenas of missional thrust and global priorities.

The First Among Equals:

- has the Order's trust.
- if a couple, both members embody necessary leadership qualities.
- family and extended family obligations and care have been taken into consideration.

II. LEADERSHIP INTERFACE

A. Planetary Network

1. The function of the Planetary Network Council is to articulate and symbolize the consensus on planetary directions and assignments.
2. The representational Planetary Councils, held yearly, are hosted by different continents from year to year. The schedule for these councils need not be limited to July.

B. Continental Team

1. The function of the Continental Leadership Team is to create and coordinate continental maneuvers, training and interchange, assignments, and finance decisions.
2. From the First Among Equals within a continent, one unit will be designated as the Continental Convenor, to be decided by the Continental Team.

C. Primary Unit

1. All Primary Units would be represented at the annual planetary meetings.

CONCILIAR RHYTHM			
	PLANETARY	CONTINENTAL	PRIMARY UNIT
WHOLE	16 Years*	Bi-annually*(2 years) (minimum)	Quarterly
REPRESENTATIVE	Annually	Semi-annually(6 mos.)	Monthly
COLLEGIUM DYNAMIC			
*Whole order represents symbolic order (Associate and Confirmed) Service Networks, Continental Banding and Special Focus Task Forces meet as needed in the respective Planetary, Continental or Primary Unit configurations.			

GLOBAL SERVICE FUNCTIONS

Global Order Council

Chicago

	PLANETARY	PRIMARY	CONTINENTAL
GLOBAL RESEARCH & INTER-CHANGE FUNCTION	Assuring Futures Research Sustaining Interchange Mechanism	Continuing Geo-Social Research Networking Local Exchange	Undergirding Global Campaigns Utilizing Media Resources
GLOBAL AUTHORIZATION & FUNDING FUNCTION	Coordinating Multi-Level Funding Deepening Global Framing Network	Writing Local Funding Proposals Intensifying Local Fund Raising Schemes	Supporting Local Fund Raising Generating New Income
GLOBAL FISCAL & LEGAL FUNCTION	Guarding Fiscal Integrity Insuring Global Accountability	Maintaining Accurate Financial Records Managing Grant Accountability	Ensuring Legal Compliance Systematizing Financial Acct'y Managing Order Investments
GLOBAL FORMATION & TRAINING FUNCTION	Designing the Order Life Curriculum Guiding the Order Vocational Journey	Intensifying Training Programme Delivery Accelerating Priorship Developmt	Establishing Basic Skills Training Programmes Journeying Order Formation Guiding Life Education

GLOBAL SERVICE FUNCTIONS, DYNAMICS AND RELATIONSHIPS

Global Order Council

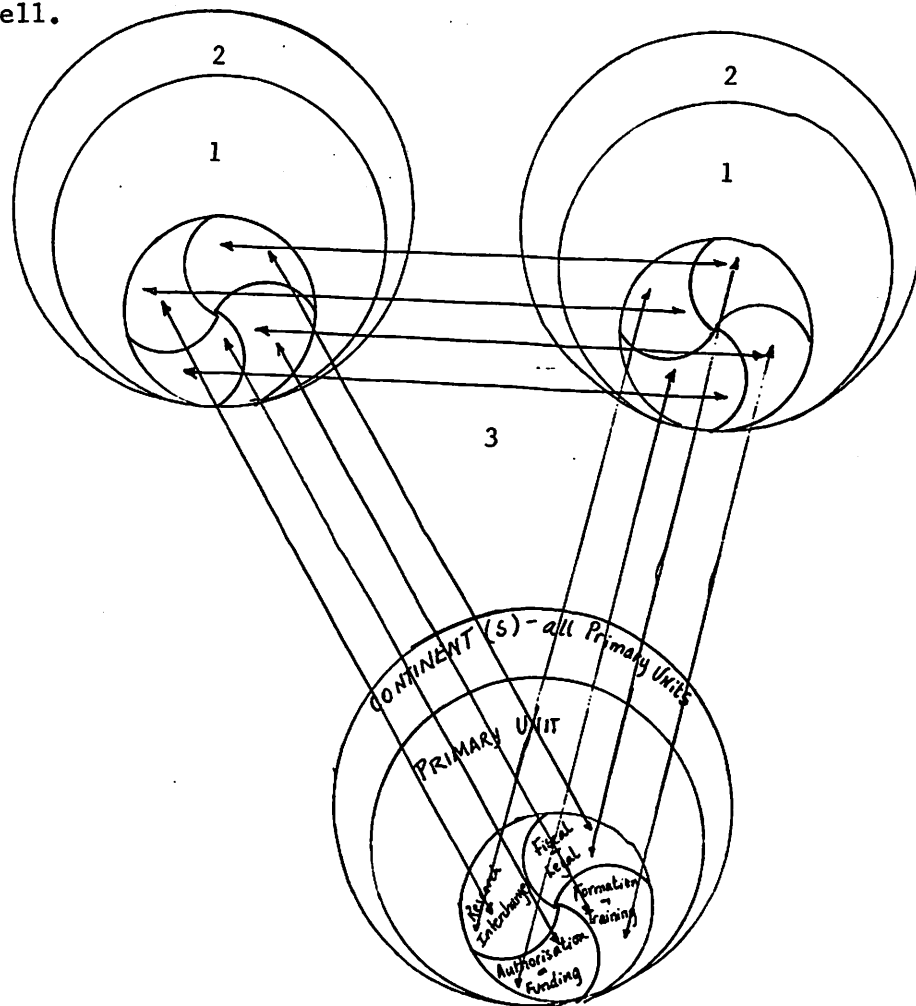
Chicago

The Global Service Functions: Research & Interchange, Authorization and Funding, Fiscal & Legal, & Formation & Training will work together around the globe in four Global Service Bands. They will be located in the Chicago, Brussels & Hong Kong Primary Units. In most cases, they will be in the Anchor House.

In addition, particular Global Service Functions will be located in the Primary Units of Caracas, Bombay and Nairobi to care for local continental needs.

Four Global Service Functions in a Primary Unit comprise a Global Service Centre.

The Service Functions will assume responsibility for their organizational arenas as well as for the geography for which the Primary Unit is responsible. They are responsible for enabling every local unit to carry out the Service Functions, as well.



Every Service Function has several orbits or relationships:

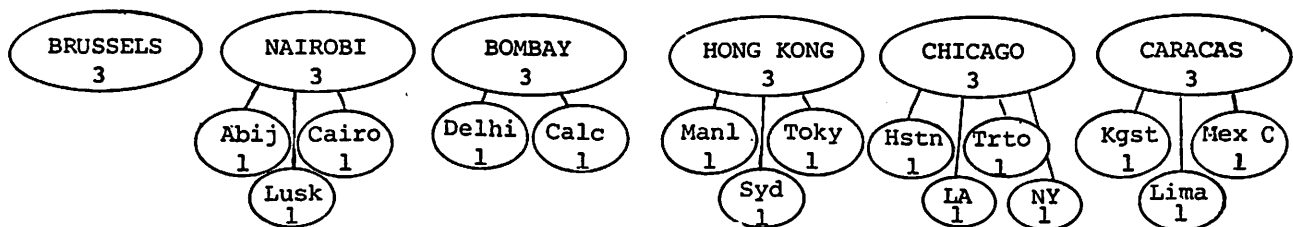
- 1 - to its own Primary Unit (the Anchor House and any other locations).
- 2 - to other Primary Units the continent's Service Centre is responsible for.
- 3 - to the Service Functions located in other Service Centres or its Band.

THE ADVISORY COMMISSIONS

Global Order Council

Chicago

RESPONSIBILITY COMMISSIONS	Planetary/Continent Respons'y	Continental Responsibility				
	Hong Kong	Chicago	Brussels	Caracas	Nairobi	Bombay
ORDER LIFE * Guards symbolic life * Dialogues with Phase I * Special family issues * Cares for formation journey (Makes recommendations to Order Finance)	3 from HK PU	3 from CHI PU	3 from BRUX PU	3 from CAR PU	3 from NBI PU	3 from BOM PJ
	1 from each other SEAPAC PU	1 from each other NA PU		1 from each other LA PU	1 from each other NAME/BA PU	1 from each other SUB-CONT PU
ASSIGNMENTS * Prepare recommendations to Planetary/Continental Priority * Update Personnel Files * Ensure full missional engagement * Receive & recommend interim assignments	Chicago	Hong Kong	Brussels	Caracas	Nairobi	Bombay
	3	3	3	3	3	3
	1/PU	1/PU		1/PU	1/PU	1/PU
ICA FINANCE * Fiscal viability surveillance * Global cash flow * ICA monies management * Insure ICA books audit ready	Brussels	Hong Kong	Chicago	Caracas	Nairobi	Bombay
	3	3	3	3	3	3
		1/PU	1/PU	1/PU	1/PU	1/PU
LEGAL * Guard investments * Legal resident requirements * Advise on issues of legal and contractual agreements * Provide legal counsel	Chicago	Hong Kong	Brussels	Caracas	Nairobi	Bombay
	3	3	3	3	3	3
	1/PU	1/PU		1/PU	1/PU	1/PU
ORDER FINANCE * Monitor 12 stipends * Guard O.E. Funds * Review funds requests * Insure O.E. books audit ready	Hong Kong	Chicago	Brussels	Caracas	Nairobi	Bombay
	3	3	3	3	3	3
	1/PU	1/PU		1/PU	1/PU	1/PU



THE ADVISORY COMMISSIONS

Global Order Council

Chicago

The five Commissions will function as advisory bodies within the Order; The Assignment Commission, the Legal Commission, The ICA Finance Commission, the Order Finance Commission and the Order Life Commission. The Commissions are assigned the power to make certain kinds of decisions and are subject in all matters to the deliberations and scrutiny of the Global Priory and the approval of the Panchayat. The Commissions establish guide lines and provide dialogue and objectivity in specific situations but do not presume to take responsibility from the priorship of the primary units.

COMPONENTS

1. Each Commission would be based in one of the Continental Service Centres; Hong Kong would be the Global Coordinator for the Order Life and Order Finance Commissions, Chicago for the Legal and Assignments Commissions and Brussels for the ICA Finance Commission. In addition each of the Continental Service Centres Primary Units would coordinate Commissions which function on a bi-Continental/Continental basis, consulting with the Global Coordinator as required.
2. Assignments to all Commissions are made annually by the Global Assignments Task Force in consultation with the Panchayat.
3. Each bi-Continental/Continental Commission would be comprised of one person from each Primary Unit plus two additional people from Hong Kong, Brussels, Chicago, Bombay, Nairobi and Caracas.
4. The Commissions would meet at Continental Councils. In December 1984 they would establish the system of ongoing communication and operation among all their members.

DIFFERENCES

1. Legal Commission now has responsibility for overseeing investments and making recommendations if additional advice is necessary.
2. Order Life Commission is responsible for Phase I and Order care. If necessary this includes recommendations relative to funds use which then go to the Order Finance Commission.
3. Order Finance Commission is empowered to review and recommend expenditure of Order monies while monitoring accrual and fulfillment of funds obligations.
4. ICA Finance Commission is empowered to guard over budget, expenses and income for the ongoing ICA operations.

THE PANCHAYAT

The Panchayat, those who guard the comprehensive, defend the deeps, and watch over the election, will remain in its present form for 1984-86.

All processes concerning selection, length of service will remain the same. The location will remain in Chicago for 1984-85, and then be reconsidered.

COMPONENTS

Research and Interchange will provide constructs for the dialogue at all Primary Units on the Panchayat. Role, Location, Selection and Length of Service of the Panchayat Think Tank will be called together at the next planetary gathering to evaluate the research and make recommendations.

Consensus and implementation of the new directions for the Panchayat will begin at the 1986 Council on the Planetary level.

THE CHICAGO PRIMARY UNIT

Consensus: Area Chicago Primary Unit includes the following globally designated houses:

1. Area Chicago Anchor House including the Chicago Global Service Centre.
2. 5th City Programme House.

Implications:

In 1984-85 the Chicago Anchor House will be located in the Kemper Building and be responsible for the global and continental service functions, the corporate self support ventures, and the research, formation, interchange, development and programme activities in Area Chicago.

The globally designated Programme House will be located in 5th City and be responsible for the coordination and implementation of activities in the Chicago Metro including 1) journeying 5th City to a new level of leadership responsibility; and 2) research into the role of 5th City in ICA's relationship to Chicago in the future.

The Primary Unit as a whole will take responsibility for all of the above activities through common strategizing, a new relationship to the geography and a new experiment in care functions.

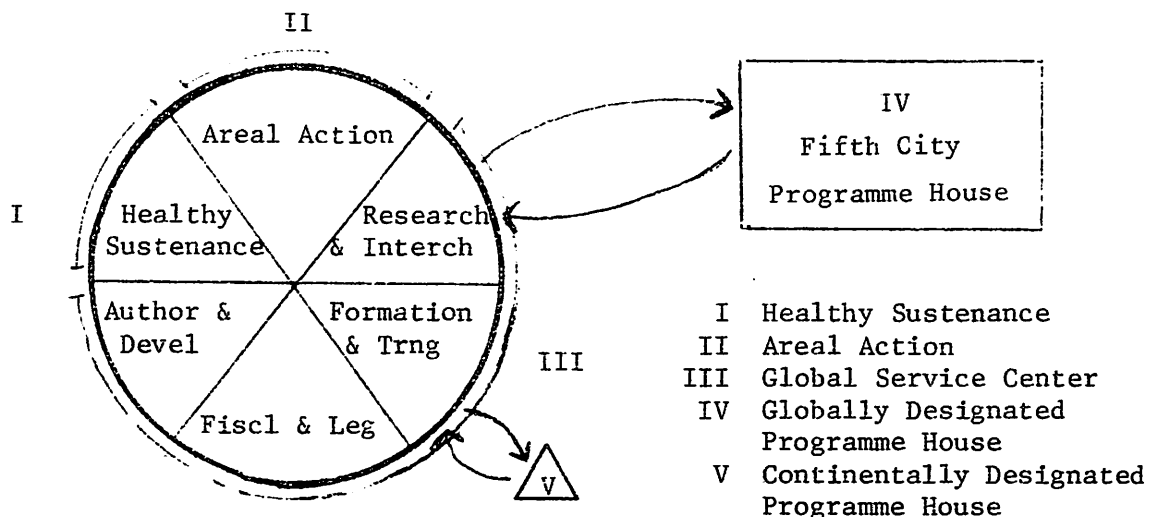
Over the next 16 years the City of Chicago will continue to be the residence of this Primary Unit. The facilities of the Kemper Building and in 5th City may or may not be that residence in the future. The following consensus was expressed:

1. Delay the decision on the Kemper Building for the next two years while other options are explored.
2. Move toward making the building self supporting by exploring several options for rental income: rent paying corporate ventures, hosting various conferences, renting space for offices, stores and hostelry, and hiring kitchen, security and maintenance personnel.
3. Maintain a Phase I Centre for Imaginal Education in the Kemper Building and take steps toward making this a self-supporting programme.
4. Locate the corporate self support ventures (SoftWare World, LENS International, Inc., Horizons Unlimited Travel Service) in the Kemper Building.

THE CHICAGO PRIMARY UNIT - A SCENARIO

Global Order Council

Chicago



In this scenario, the Primary Unit in Chicago (PUNCH) consists of one Anchor House, one globally designated Programme House, plus any Programme Houses and regional offices the Continent names. The priorship team of the Primary Unit consists of people from each of the five parts of the diagram above. The Primary Unit priorship team meets at least monthly and the entire Primary Unit team quarterly. To allow for development of Anchor House dynamics and Chicago metro probes, we recommend maintaining them as relatively separate during the first year.

The new dynamic in this configuration is the Areal Action Unit and Healthy Sustenance Unit in the Anchor House. The Areal Action Unit catalyzes and coordinates programmes and engagement modes in the Area for all Anchor House personnel. The Healthy Sustenance Unit catalyzes and coordinates ventures and self-support activities for the Anchor House.

The Anchor House includes 6 operating units of roughly equal numbers. This includes Ventures, Self-support and Areal Action as equal partners to the 4 Service Centres. Anchor House Priory includes representatives from each of the Anchor House dynamics. They meet at least weekly, and deal with both the internal operation and the external task of the Anchor House.