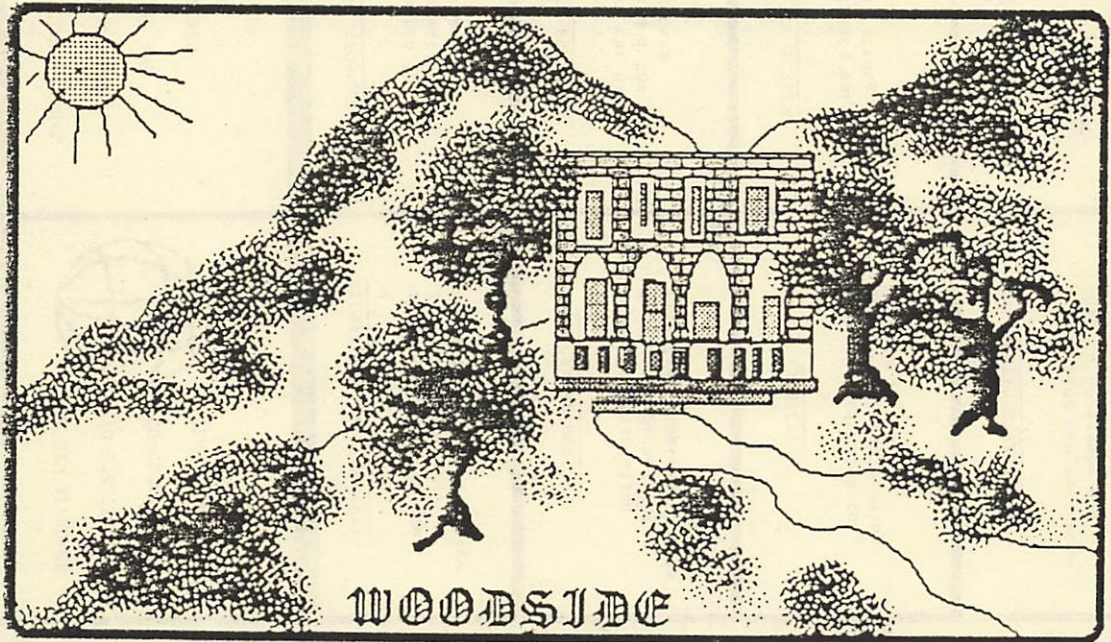


# GLOBAL FOCUSING MEETING

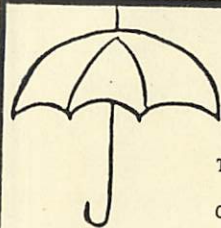
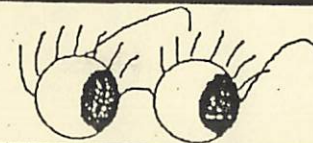


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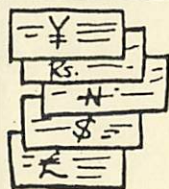
3-12 MARCH, 1986

\*CHART OF FINAL PRODUCTS

in preparation for its planetary task and destiny



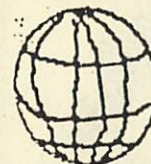
THE EMERGING  
CONTEXTUAL  
UMBRELLA OF THE  
GLOBAL ORDER



THE ECONOMIC  
UNDERGRIDDING  
OF THE ORDER'S  
FUTURE



THE ORGANISATIONAL  
TRANSFORMATION  
DYNAMICS AND  
STRUCTURES



A NEW APPROACH  
TO STRATEGY:  
CO-CREATING THE  
PLANET'S FUTURE

ACCELERATING THE  
CONCILIAR PROCESS:  
LAUNCHING THE CONSTRUCTION  
OF THE GLOBAL ORDER

THE  
TWO  
YEAR  
WINDOW

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DEAR COLLEAGUES,

The March Focusing Meeting was seen as the culminating event to the Global Think Tanks and in preparation for the Global Council in July. In fact, it has led us in directions that we had not expected and that have filled us with profound hope for our future.

You will no doubt read this report hungrily and we hope that you will read it many times. It is our conviction that it taps the deep currents of our Order life and reveals the direction of our transformation. We are convinced that life has strangely allowed us to see some of the foundation stones of our future. The glorious task that is now upon us is the CONSTRUCTION OF THE ORDER. As one of the group said in the closing plenary, "the future we dared not hope for is here".

The coming four months are critical. In fact, we might say that the conciliar dynamic in 1986 is 4 months long, beginning with this meeting in Hong Kong, including the forthcoming Panchayat treks to every Primary Unit and the Research Assembly in Chicago, and concluding with the Plenary event beginning mid-July in Spain.

We have stood in the global perspective, we have plumbed the deeps and we have cared deeply for all 600 in the Order. We humbly submit our work for your own care-filled brooding.

YOURS IN DEEP ANTICIPATION OF THE FUTURE,

ELLEN REBSTOCK

DUNCAN HOLMES

JUSTIN MORRILL

KIP MAY

ALAN BERRESFORD

MARTHA TALBOTT

LARRY WARD

BRIAN STANFIELD

KAY LUSH

MARGARET OAKLEY

JOEL WRIGHT

JIM OBERG

ELIZABETH CAPERTON

THEA PATTERSON

JOSE ARMAS

SAM WERE

PAUL SCHRIJNEN

CYPRIAN D'SOUZA

JAMES FENTON

ROBERT RAFOS

MARILYN OYLER

JEANETTE STANFIELD

ELAINE TELFORD

HIRAMAN KOKANE

DAVID LAZEAR

BRIAN ROBINS

## THE EMERGING CONTEXTUAL UMBRELLA

The Hong Kong Focussing Meeting has done for us all a job of focussing beyond all our expectations. It became clear as day light to the 27 participants of this meeting that there is emerging a new contextual umbrella related to the next forty years of the Order's history, which interprets for us with simple clarity our past forty years.

For the past forty years history has witnessed the emergence of a world-wide, ecumenical, pluriform, family Order in two main phases: from 1944 to 1964 was the CONCEPTION OF THE ORDER in two stages; from '44 to '56 a period that might be called The Founder's Preparation beginning with the maelstrom of World War II. Some of us were recently in a very convivial conversation with Joe Slicker in a motel room. Joe started taking us through what it was like to land on the Pacific beaches of Tarawa and Iwo Jima and maneuver 105 millimeter cannon in the midst of incredible human carnage. Joseph Mathews experience as a chaplain in similar situations began raising the ultimate questions of life and death that became the basis for the construction of RS-1. It was the plumbing of the meaning of World War II, of Hiroshima and Nagasaki on the post-war university campuses that conceived the Austin common life experiment, the intensification of the theological revolution, and the prophetic phenomenon of Joseph Wesley Mathews. This was the time of the Founder's preparation. There followed a period from 1956 to 1964 that might be called the time of the Founder's Action; it included the move of the seven families to Evanston, the creation of the common stipend, the work on life curriculum, and experimenting with being a teaching order.

A second phase was THE INITIATION OF THE ORDER from 1964 to 1984. The first stage of this was a period of Training by the Founder: from 1964 to 1977. This was a time of forming the order, a time of enlistment of university students, local church pastor families, and teachers. The Order was very clear what its clientele was. It was a time of training in our intellectual, social, and spirit disciplines first in the 5th City laboratory then in the global laboratory as we deployed ourselves in scores and scores of locations across the globe. It saw the invention of the religious house, of the New Religious Mode, The Other World charts and literally score upon score of spirit tools; we were being schooled for being a contemplative Order. At the same time we were taking the learnings of the 5th City experience and being trained to be social engineers as the serving order. 1977 to 1984 was a time of testing, annealing and deciding all over again to be the Order. I never quite got grounded for myself what this process of annealing is related to till I saw it happening in the course

of an HDTI excursion to an iron foundry in Aurangabad, India. First, the iron is heated to molten state, plunged repeatedly into vats of water to case harden it; then it gets the living daylights beaten out of it by repeated pounding; then it gets plunged into chemical baths for the acid test, gets put in rolling vats to be pounded all over again by great goolies, to come out in the end as marketable wrenches. All along the assembly line are scrapheaps of metal and piles of wrenches that did not pass the test. Those that came through the process are now usable and can be packaged for the global market. An awesome set of transparent images! This was something like the testing that happened to us after the death of JWM as we pursued the work of human development in the villages, towns and ghettos of the globe.

Then came 1984 and the council of a lifetime which focussed on redefining the life and mission of the Order, and putting in place new forms and structures. We at Council '84 began to see the Order as a major leverage point for planetary society beyond being an actuation agent for particular programs and projects. The closing part of Council 84 engaged us in dealing with so many bloody particulars that we tended to miss the depth underlying impact of that incredible six weeks, but the destinal meaning of it all is now seeping up through our consciousness. We see that the next twenty years is a time of CONSTRUCTING THE ORDER and positioning it to participate in the transforming and synergizing process that will allow society to function in a planetary culture. Another way to say this is that the time from 1984 to 2004 is a period when the whole 600 of us become the corporate founders and constructors of the Order.

To project even further, the 20 years after that to 2024 will see the Order being a key player in the reframing of the whole civilizational adventure, reconstructing the mazes for planetary culture and forming the planetary people in the ecology of being. We are just getting a sniff of a vision of what this new planetary game might be. Some of us intuit that the radicality of it will bowl us over, at least those of us who are still around then. Our research thrust will help us put flesh on this vision in the coming years.

This picture that the 27 representatives of the Hong Kong Focussing Meeting stood present to on the opening night was profoundly sense-making: it reinterpreted our past and reappropriated it for us; it made sense of our anxieties, frustrations, secret longings, sudden bursts of intuition, the bathroom and living room conversations we have all participated in but were never sure were appropriate to the collegium table. It allows us to see through the underlying intent behind our configurations, re-configurations and re-re-configurations over the past few years. It gives us a perspective and a standing point that gives energy to the tremendous moment we are in.

Our reflection on the Focussing Meeting revealed that what happened and how it happened were a complete mystery to us. Who would have thought that such a small random aggregation of order representatives could have come so far in ten days; could have sensed together in such a trusting way? We really listened to each other; we shocked ourselves with our capacity to hear, reflect, digest and discern the moment we are in without any defensive postures. We left our foxhole mentality at home. Perhaps this was because we experienced ourselves as a body deeply covenanted, trusted, and caring for the whole.

The rubrics for the Focussing Meeting were simple, but very effective. As usual the carefully wrought procedures did not last beyond the second day - which is about the normal life span of any set of conciliar procedures these days: the spirit seems to move faster and more deftly than any of our procedure writing can project. We are learning to trust and act on our intuitions while still giving due honour to rational processes. What we did was to walk four times round the 21 Primary Units, hearing our reports, reflecting on the assignment updates, reflecting on the thinktanks, interpreting the indices of effectiveness for Primary Units, poking, probing, pushing on the concretions of our life and task in each of these Units. The data coming out of these reports and reflections knocked us off our feet. None of us realized to what an extent the phenomenon of program marketing and New Age research had taken off round the globe. Who realized the scores and scores of Lens being done in Delhi and Bombay? Who knew that Brussels was making a business out of conference consultation? Who knew that Hong Kong was penetrating the Chinese youth population with New Age Seminars? Who knew that Tokyo was turning itself into a New Age centre for Japan? Who had half an idea that Lens International is now a half-million dollar a year industry? Who had the slightest notion that Kip May does meditation on his head every morning, or that various members and groups in the Order are experimenting with scores of new consciousness tools? This focus on the work of the 21 Primary Units kept our work grounded in the indicatives of what is going on rather than focussing on our axes, opinions and philosophies. The 21 Primary Units and the Networks was the foreground conversation in the sessions. But there was also a background conversation happening in the morning collegiums on the Times, pluriformity, leadership maturation, order forms, and the Panchayat.

Out of these swirls we discerned arenas for homework, scenarios, and what-ifs each night. The homework swirled around order capitalization, global positioning, the strategy for order construction, the contextual umbrella and the July Council.

The ambience of the meeting derived from the stunning space of the Hong

Kong Anchor Houses the panoramic views of a great 20th century city captured in our walks up the mountain, a great Chinese feast out, a great barbecue in, a water shortage crisis specially staged to exercise our detachment, singing our old songs, listening to the music of the New Age at every meeting, learning songs of the New Age... doing body glyphs, relaxation exercises, telling jokes and stories. We were schooled again in the importance of creating the spirit environment that allows a great happening to happen.

Out of all of this, we were able to name a number of critical shifts emerging that point to the necessity of beginning the task of constructing the Order. We saw that our STANDING PLACE has shifted from perceiving ourselves involved in a revolution in which we were raising the question of human dignity (self-consciousness, the person) TO standing in a revolution from which we are raising a more inclusive question related to a hope-filled future for the whole planet (related to the superconscious and the transpersonal). Was it Hamlet that said: "There are more things in heaven and earth than are dreamt of in your philosophy, Horatio."

Second, our perception of our TASK has shifted from local residential human development actuation projects TO affecting the planetary fabric through structural impact (collaboration training, facilitation, and networking, which involves reappropriating a much broader meaning of human development. Our constituency is now the planet. Africa is already envisioning a way in which it can ride particular networks across the whole continent.

Third, our concept of FORMATION is shifting from training and forming the Order and Movement in the common memory of the Order to forming the whole society using both the forty-year methodological residue of our work and researching and connecting edge consciousness movements and forward-moving social structures. Recent contact with people like Dr Arendonk, Willis Harman, Dr Jean Houston, Dr Jonas Salk results in the order being showered with encomiums and being asked to the point of embarrassment, "Why do you hide your light beneath a bushel?" Then they generally remind us that the world needs our gift and protest that "you (the Order) are the only organization that embodies what I'm talking about." The implication is that the world is ready for our theoretical and practical wisdom garnered over forty years, and will pay for being formed.

FINANCES: We have shifted from a survival-oriented immediacy and poverty-level imperatives TO the policy of accumulating strategic, corporate, wealth. This has become an historical indicative for us. If we are to have a future we have to capitalize it. We are not going to equip ourselves to remain on the leading edge in human consciousness and plumb the depths of it all if all our energy is being used on survival economics.

DEPLOYMENT: We have shifted from a slot-filling assignment and minimal deployment of the Order in each of many locations TO deploying powerful, balanced, synergetic teams in a fewer number of locations from which we can springboard and symbolize this new construction era for the Order. This shift assumes that we are not so much interested in covering the geography as capturing the societal edge in the evolutionary moment.

In the light of all of this, we perceived that this is a kairotic moment for the Order. We have moved through the Brussels Crunch in which we needed to sustain the old while exploring the new. We are in The New. We are going to stay in the New. We are now ready to engage whole-heartedly in the task we have all been longing to do for years: constructing the Order. We saw or intuited that we have a two-year window for putting immediate concretion on this decision, and that now is the time to act, or the moment and the window may easily pass. Shakespeare remarked in one of his plays, that "there is a tide in the affairs of men which, taken at the full, leads on to fortune." He then goes on to describe in uncomplimentary terms what happens if the tide is missed.

We also saw that the undercurrents of history have been moving faster than all our expectations in the last two years. Council '86 is now perceived by us a launching pad for the process of constructing the Order.

The next four months to July are a critical time for engaging the whole Order in the process of spelling out the implication of this decision to construct the Order and to claim the victory of the July Council. What does it mean to make a beginning on this challenge of order construction? Our conversation over the last several days it looks as if we are saying there are at least five critical steps to do the pre-launch stage of order construction:

1. CAPITALIZING THE ORDER'S FUTURE: we are concerned about the release of resources that allow permanent Order facilities to be put in place; we need a long-range funding process to build a strategic capital reserve; and we see making program marketing the major pillar of our self-support. We need to get this program marketing gospel preached and embodied in each Primary Unit.

2. THE PLANETARY POSITIONING OF ORDER FORCES IN STRENGTH. We have a fresh planetary perspective for placing ourselves in locations that can springboard us into a profound impact on planetary society and that have critical advantages for pushing forward the construction of the Order. We have discovered that location is not synonymous with the capacity to make a difference. It is like having a gorgeous tablespoon glob of rich tangy peanut butter, and trying to make 99 peanut butter sandwiches out of it.

The spread just will not go that far! We are not interested in being a place that would disempower the building of the Order. This summer we have to visualize the 600 of us being beamed down to Earth from a Mars spaceship and deciding afresh the question of where the Order needs to place itself on Planet Earth. This is a tremendously exciting challenge that we will all participate in over the next several months.

### 3. SYNERGISTIC ORDER ORGANIZATION

This has to do first of all with Primary Unit empowerment. Out of our discussion on effectiveness factors in Primary Units, we see the necessity of creating a number of balanced, viable, synergetic teams, with a variety of perspectives, and array of skills, a balanced combination of roles and physical and chemical synergy so that any of us would experience it as a privilege and delight to be a part of any one of these Units.

The second aspect of this has to do with restructuring Global Order cohesiveness. Discussion on planetary positioning of our forces revealed that new images are developing around the topic of ensuring the cohesiveness or "glue" of the Primary Units. Formerly Bands, Centrums and more recently Networks have performed a large part of the gluing function. It is now apparent these approaches to Order cohesiveness are no longer appropriate. We have witnessed the Primary Units picking up more and more functions of the Bands, especially funding, fiscal, and training functions. There are many alternative approaches possible to the global glue issue. One gluing scenario might be centred around global breakthrough teams of short-term duration to deal with specific emerging challenges--like facility capitalisation, New Age retooling, programme marketing skills distribution.

### 4. SYMBOLISING THE CONFIRMED ORDER COVENANT

It became apparent that a major factor in P.U. effectiveness is the presence of long-term, committed Order members and that the key to capitalising further on this process is the covenantal symbolising of this dimension of the Order. We see that the marking of this confirmed form of the Order allows us to have the real conversation on other forms of the Order covenant. The confirmed form gives us objective leverage to do this. The Order desperately needs a NORM for commitment and covenant. Confirmed Form could serve as this norm. In Council '84 we muddied the norm by getting bogged down in the discussion over specific requirements for the confirmed. What is needed in the first instance is something fairly simple. The Roman Catholic Orders distinguished between simple vows and solemn vows. We could initiate the simple phase of the confirmed Order by making a very simple but profound promise: to be the Order unto death. Once this simple form of the Confirmed is in history, we can take

the time to figure out how the dynamics of poverty, chastity and obedience would be structured into the solemn form of the Confirmed. Positing the Confirmed Form of the order in history independent of who fails or succeeds in its fulfillment will allow us to carry the conversation on covenant to a new level of seriousness and authenticity.

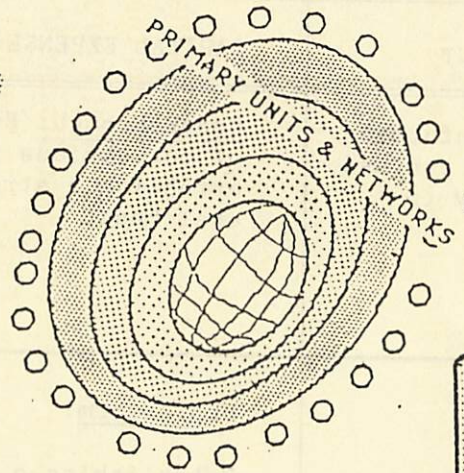
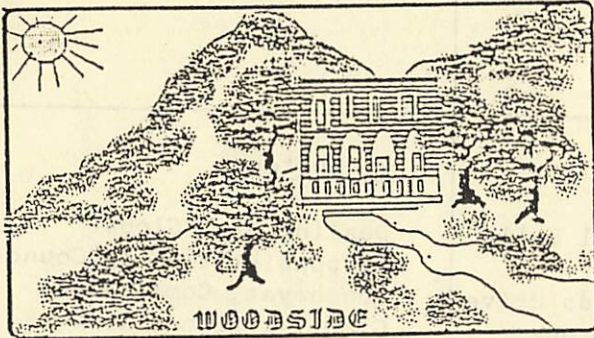
5. RETOOLING THE ORDER: allowing the whole Order to ground itself in the perception, process, and tools of the New Vision of Reality and at the same time equipping the Order with skills to market our 40 year programme residue and creating a new level of old and emerging Order leadership--a formidable 3-cornered re-equipping task.

One of the team responsible for putting this talk together remarked that if we were after a gimmick to hold our new sense of priorities it might be The Three Rs:

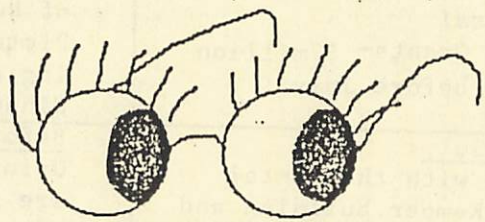
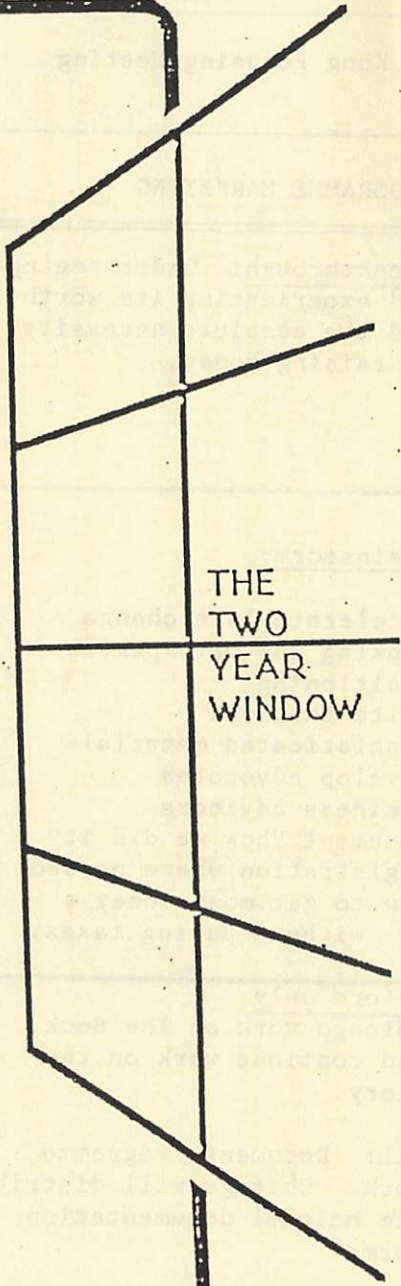
1. RESOURCES: to sustain the Order and capitalize its future;
2. RESEARCH : to equip the Order for its future planetary service;
3. RESIDUE : marketing the methodological residue of the last 40 years.

The perceived implication of all of this is that the July Council of '86 is the linchpin tactic to launch this era of Order construction. However, to wait until July to have this conversation will be counter-productive. The time to hold the conversation on all of these wide-ranging topics is the next four months. We have decided to release the resources to send the Panchayat and other Order leaders on treks round the globe to get everyone of the 21 Primary Units and the 4 Networks inside this umbrella and the Focussing Meeting document by the middle of May. Packets in the mail do one thing; but we felt that only the intimacy of eyeball contact across the Order's collegium tables was adequate to freight the kairotic moment we are in. What a time to be alive! What a time to be visionaries and dreamers. What a time to be the bold and daring adventurers we have always been. Let's go to it.

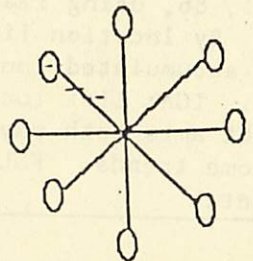
# INITIATING THE TWO YEAR PROCESS



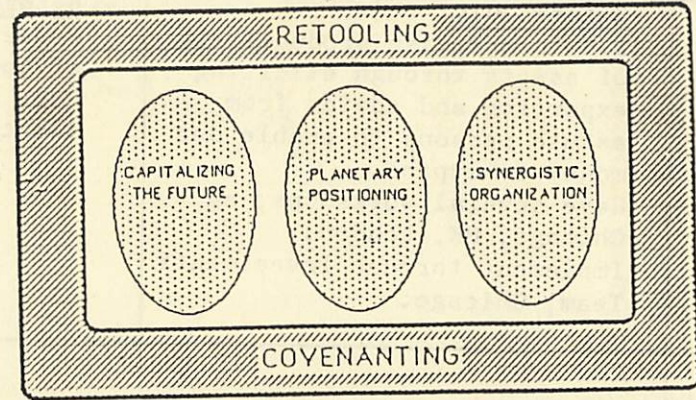
JULY '86



CONSTRUCTING THE ORDER



THINK TANKS



MONEY - INCOME ACCELERATION

PROGRAMME MARKETING	AGGRESSIVE MANAGEMENT	CAPITAL EXPENSE GENERATION	GLOBAL FINANCE TEAM
<p><u>Breakthrough:</u> Order seeing and experiencing its worth and the absolute necessity of raising money.</p>	<p><u>Breakthrough:</u> An informed team of experts who can use our money creatively to make money.</p>	<p><u>Breakthrough:</u> Exploring all of our various resources to establish a strong collateral base.</p>	<p><u>Breakthrough:</u> New structure for flexibility in Order Globality and ICA autonomy.</p>
<p><u>Brainstorm:</u></p> <p>Accelerate Interchange Linking use of expertise Positioning Write the Book Sophisticated materials Develop advocates Business advisors Document "how we did it" Registration where needed How to get most money without paying taxes.</p>	<p><u>Brainstorm:</u></p> <p>Income generation through interest. Flexibility between O:E and ICA. Pensions and Social Security Plans. Order Funds Order loans with INTEREST. Re-organisation of F&amp;L Cutting through principles which bind us. F&amp;L's job is to make money.</p>	<p><u>Brainstorm:</u></p> <p>Establishing a global collateral base Launch a Capital Funds drive Sell Kemper to 4 Patrons Establish Order members savings Establish Order members investment funds for use as collateral Capital Grants- \$2million secured before July.</p>	<p><u>Brainstorm:</u></p> <p>Dealing with Global responsibilities eg Council, Panchayat, Commissions Global response to weak income producing places Global reserve fund for Global costs. Develop an inclusive picture of budgetting Picture of current debilitating situations Financing July Council</p>
<p><u>Before July:</u> Chicago work on The Book, and continue work on the story.</p> <p>All: Document Programme work. Chicago will distribute helpful documentation forms.</p>	<p><u>Before July:</u> T/F to maximise productivity of assets through eliciting expertise and advice from astute persons to enable our money to expand. Have several workshops, eg Chicago, HK, London. Implement through Investments Team, Chicago.</p>	<p><u>Before July:</u> Proceed with the rental of the Kemper building and have the potential buyers located.</p>	<p><u>Before July:</u> Using Council 84 figures compare global funds. Give both assets &amp; liabilities as at March 31, 86, using imaginal graphs. By location list amts of accumulated funds in PU acts. ICA: List locations with debt amts both payment and income trends. F&amp;L to implement.</p>
<p><u>In July:</u> A time for marketing and programme strategies development.</p>	<p><u>In July:</u> Report on T/F work and assign an aggressive money management team.</p>	<p><u>In July:</u> Present and consensus on Capital Campaign and Kemper building plan.</p>	<p><u>In July:</u> Build the global budget and the necessary mechanisms.</p>

ORGANISATIONAL TRANSFORMATION

As we reviewed the work of the Think Tanks, the interchange reports of the 21 Primary Units and the service networks, our perspective was that of building 21 foundational pillars. We then looked at the 21 PUs a second time to discern what were the indicators and screens for a PU. This was based on our actual field experience of creating a viable Primary Unit. The "Flowering of a Primary Unit" screen emerged from this reflection (see page ). In a third review of each PU we asked where it is stuck and what do we need to do to make it take flight. Our reflection after this exercise revealed that our perspective had shifted dramatically from

ENSURING 21 FOUNDATIONAL PILLARS TO CONSTRUCTING A GLOBAL ORDER.

From this new perspective we asked ourselves what will it take to form and build the Global Order. We discerned that in every Primary Unit we need

A STRONG CORE TEAM WITH A MIX OF SKILLS, ROLES, STYLES AND PERSPECTIVES.

The screen of the Core Team (see page ) emerged from this insight. We discerned that this needed to be a minimum of 16 people who had decided to carry the physical, spiritual, intellectual and emotional load of building the Order. We described it with images like a willingness to work as a team, having forward energy, synergistic, willing to work anywhere, etc. As we talked further it became clear that not everyone in the Order has decided or is able at this moment to be part of the core team for a variety of reasons, such as new initiates, those with special health needs, those with undeveloped basic skills, those with educational commitments, to name but a few. Therefore the number of viable core teams is not simply a matter of taking the total number in the Order and dividing by 16.

It was at this point that a task force was set aside to think through the implications of this perspective on our organisational form. Using the enclosed screen of the core team we reviewed all 623 MEMBERS IN THE GLOBAL ASSIGNMENTS BOOK and intuited how many people were willing and able to carry the responsibility of a core team member.

THE CONCLUSION OF THE TASKFORCE IS THAT IT APPEARS WE CAN FIELD 15 CORE TEAMS WHO WOULD HAVE THE ENERGY AND CHEMISTRY TO GIVE FORM TO THE GLOBAL ORDER, ENABLE A RESEARCH BREAKTHROUGH, AND MARKET WHAT WE KNOW HOW TO DO.

Our Primary values for anchoring the Primary Unit with core teams are as follows:

1. People want to be part of a strong team.
2. We want to have flexibility in our Primary Units to move on new advantages as they arise.
3. People are not willing to just maintain situations or locations without the capacity to move in new directions.
4. We intend to build and retool a global order.
5. Order Formation, research breakthrough and marketing our "know how" are the primary values in deciding where to locate the Order core teams.

From this new perspective, we began to see that many of the functions and roles that are carried by the Networks could be handled at the Primary Unit level. From earlier conversations on the Networks we picked up on the image of GLOBAL BREAKTHROUGH TEAM--groups that had a highly focused task on behalf of the whole Order. These teams have a short term focus.

THE GLOBAL BREAKTHROUGH TEAMS WE DISCERNED ARE CURRENTLY NEEDED ARE:

CAPITAL INVESTMENTS - generating \$5,000,000 to \$10,000,000 of capital funds for missional flexibility and ICA stability.

NEW AGE RESEARCH - a concerted effort to make a major leap and take advantage of the bubbling globally in this arena. This is not to exclude research at the P.U. level.

ICAI SECRETARIAT - to monitor the global frame and coordinate our consultancy status and relations with the United Nations.

GLOBAL GRANTS - to monitor and coordinate our grants with agencies and organizations.

GLOBAL FISCAL ACCOUNTABILITY - to monitor and maximize the earnings of the global funds and investments of the Order and the ICA with regular reporting to the Order.

THE MARCH FOCUSING MEETING RECOMMENDS TO THE GLOBAL ORDER THAT WE EXPLORE THE SCENARIO OF A MAXIMUM OF 15 PRIMARY UNITS EACH HAVING A 16 CORE MEMBER TEAM. WE ALSO RECOMMEND EXPLORING THE POSSIBILITY OF DESIGNATING GLOBAL BREAKTHROUGH TEAMS. WE BELIEVE THAT THESE RECOMMENDATIONS WOULD PUT US IN A POSITION TO MAKE THE NEXT BOLD LEAP IN OUR ORGANISATIONAL TRANSFORMATION.

The number of core people for all of the breakthrough teams was 34 plus 5 on the Panchayat would be a total of 39 people. At the same time we saw the necessity to strengthen certain Primary Units to enable continental systems (e.g. finances). This might take an additional 15 people. Subtracting this from the total number in the Order of 623 allows 569 people to be assigned to 15 Primary Units. This averages out to 38 people per Primary Unit, but every Primary Unit would not be of equal size. This is due to our current strength in locations like Africa, India, Lima, and the Philippines where we have the greatest numbers of national staff in the initiation stage of their Order formation journey.

3-12 March 1986

March Focusing  
Meeting: Hong Kong

ASSIGNMENTS PROCESS: ORDER COUNCIL 1986

The Global Assignments Task Force in October assigned the March Focusing Meeting to come up with three scenarios based on the configuration work done in each primary unit. We deeply appreciated the recommendations, insights, and fresh images that came from that work. It propelled us into looking again at what it really takes to have a viable vital primary unit. We feel that the core team approach is our contribution to the ongoing conversation on the assignment process. Therefore we are suggesting a few modifications in the assignment process between now and July.

1. The priority of each Primary Unit will have a series of conversations with each person and family in the Primary Unit regarding their sense of what is needed in terms of their next assignment. This is intended to be a depth, vocational conversation.
2. Following these conversations, the priority of the Primary Unit will reflect on each individual using the team core screen from the March meeting. The Priority will make recommendations to the Assignment Task Force based on these conversations regarding potential core team members as well as specific recommendation on all people in the Primary Unit.
3. The Priority of the Primary Unit will get this information to Charles Hahn by the first of June.
4. The pre-council assignments group will then assimilate the data from the Primary Units. They will do a very careful reflection on what this data reveals. They will then construct a preliminary set of core teams based on the data from the priority and individuals. They will also construct a preliminary set of possible Global Breakthrough Teams. Then they will place everyone in the order on a team and in a particular continent.
5. The assignments group will report to the Council on its reflections and its work within the first couple of days of the Council.
6. The Council will then proceed with its deliberations regarding where exactly to position ourselves in order to Construct the Order on this planet.
7. Once the Council has made these decisions, the assignments group will look again at the teams, make specific geographic assignments and make any team member adjustments needed.
8. The Assignments group will also make a recommendation to the Council on how to most effectively phase this move based on the decisions of the Council.
8. We recommend that the pre-council assignment group be: Linda Alton, Zeneida Armas, Leah Early, Charles Hahn, Ramesh Jamleker, Aminah Mwamose, Manuel Samayoa, and Larry Ward.

Core

Priority  
name  
Core

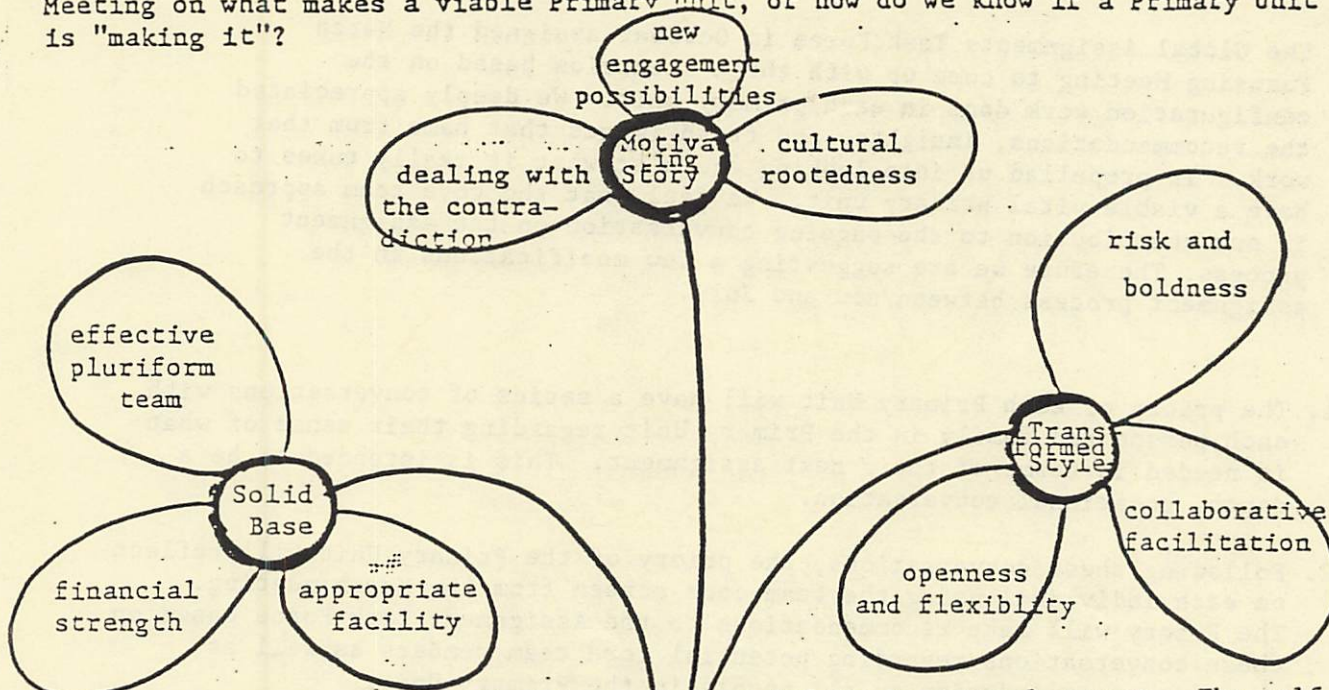
create  
core  
teams

position

THE FLOWERING OF A PRIMARY UNIT

...a screen for discerning viability and strength

The following screen was created out of many conversations at the March Focusing Meeting on what makes a viable Primary Unit, or how do we know if a Primary Unit is "making it"?



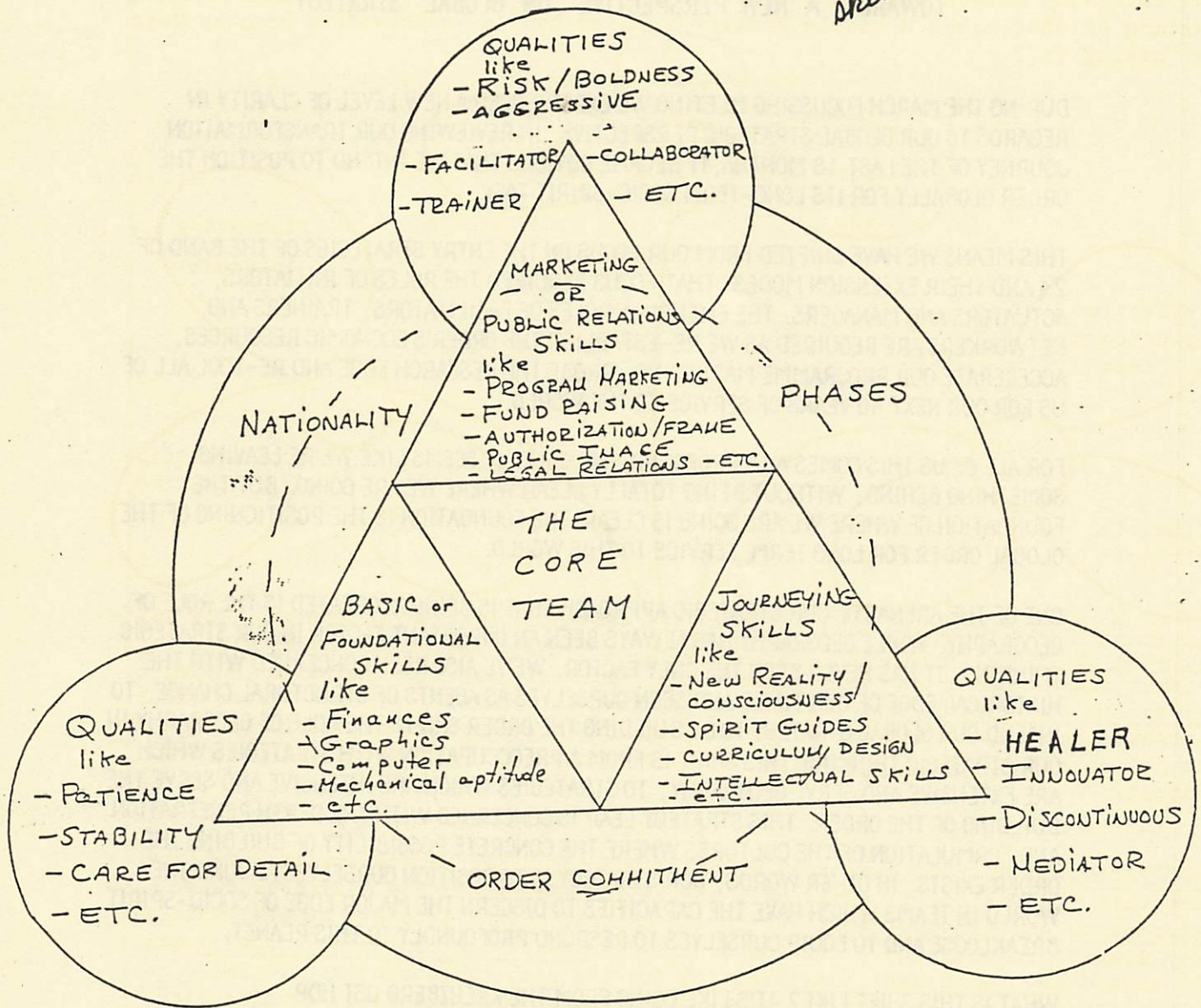
SOLID BASE is concerned with Primary Unit stability in several arenas. The self-sustaining capacity in the financial arena and the question of the PU being legal within its assigned geography seem to be important stability factors. Having a effective, pluriform team was seen to be another vital ingredient--a team which possesses a wide variety of human capacities. A key symbol of stability of a PU is having an appropriate facility which communicates seriousness and long-term intent.

MOTIVATING STORY is concerned with the PUs grounding in its assigned culture and with its ability to creatively engage its members in the missional task. Addressing and somehow dealing with the contradictions of one's geography is a key element in motivity. The PUs ability to create and implement strategy and to create new engagement possibilities for its members is another crucial viability factor. The PUs rootedness in its assigned culture is crucial for its effectiveness and impact in a given nation and/or Continent.

TRANSFORMED STYLE is concerned with the operational modes and style of life present within the Primary Unit. The openness and flexibility of the PU is related to its willingness to incorporate the new and to engage in serious experimentation (e.g. with such things as time designs, spirit life modes, assignments, etc.). Risk and boldness are key factors which demonstrate a PUs ability to make bold strategic moves necessary to its task and the future of the Order. Engagement in active collaborative facilitation and the capacity to be linked with other organisations and groups to accomplish common goals is a sign of strength and maturity.

..A screen for determining the core team composition

*core team is not a  
collection of individual  
skills*



We found the following screen helpful in illuminating the critical ingredients in the composition of the core team. The TITLES ARE NOT RIGHT BUT give indicators of what we mean. Within the triangles are the particular skills. The circles around the skills point to the roles and styles of the skills. Obviously these qualities overlap into all of the categories. The larger circles around whole triangle relates to the perspective that we envision running through the whole team.

## TOWARDS A NEW PERSPECTIVE ON GLOBAL STRATEGY

DURING THE MARCH FOCUSING MEETING WE EXPERIENCED A NEW LEVEL OF CLARITY IN REGARDS TO OUR GLOBAL STRATEGIC PERSPECTIVE. IN REVIEWING OUR TRANSFORMATION JOURNEY OF THE LAST 18 MONTHS, IT BECAME OBVIOUS THAT WE INTEND TO POSITION THE ORDER GLOBALLY FOR ITS LONG-TERM SOCIO-SPIRIT TASK.

THIS MEANS WE HAVE SHIFTED FROM OUR FOCUS ON THE ENTRY STRATEGIES OF THE BAND OF 24 AND THEIR EXTENSION MODES. THAT FOCUS REQUIRED THE ROLES OF INITIATORS, ACTUATORS AND MANAGERS. THE EMERGING ROLES OF FACILITATORS, TRAINERS AND NETWORKERS ARE REQUIRED AS WE RE-ESTABLISH THE ORDER'S ECONOMIC RESOURCES, ACCELERATE OUR PROGRAMME MARKETING, PROBE THE RESEARCH EDGE AND RE-TOOL ALL OF US FOR OUR NEXT 40 YEARS OF SERVICE TO THE WORLD.

FOR ALL OF US THIS COMES AS A PROFOUND STRUGGLE. IT SEEMS LIKE WE'RE LEAVING SOMETHING BEHIND, WITHOUT BEING TOTALLY CLEAR WHERE WE ARE GOING. BUT THE FOUNDATION OF WHERE WE ARE GOING IS CLEAR. THE FOUNDATION IS THE POSITIONING OF THE GLOBAL ORDER FOR LONG TERM SERVICE TO THIS WORLD.

ONE OF THE ARENAS OF OUR STRATEGIC APPROACH THAT IS BEING RECREATED IS THE ROLE OF GEOGRAPHY. WHILE GEOGRAPHY HAS ALWAYS BEEN AN IMPORTANT FACTOR IN OUR STRATEGIC THINKING, IT HAS NEVER BEEN THE ONLY FACTOR. WE'VE ALSO BEEN CONCERNED WITH THE HISTORICAL EDGE OF OUR TIMES AND SEEN OURSELVES AS AGENTS OF STRUCTURAL CHANGE. TO INTEND OUR GLOBAL STRATEGY TO BE BUILDING THE ORDER SHIFTS THE ROLE OF GEOGRAPHY IN OUR STRATEGIC THINKING. THIS SHIFT IS FROM A PREOCCUPATION WITH STRATEGIES WHICH ARE EXTENSIVE AND SERVE GEOGRAPHY, TO STRATEGIES WHICH ARE INTENSIVE AND SERVE THE BUILDING OF THE ORDER. THIS STRATEGY LEAP IS CONCERNED WITH THE DEPTH PENETRATION AND FORMULATION OF THE CULTURES WHERE THE CONCRETE POSSIBILITY OF BUILDING THE ORDER EXISTS. IN OTHER WORDS, OUR STRATEGY IS TO POSITION OURSELVES AROUND THE WORLD IN TEAMS WHICH HAVE THE CAPACITIES TO DISCERN THE MAJOR EDGE OF SOCIO-SPIRIT BREAKLOOSE AND TO EQUIP OURSELVES TO RESPOND PROFOUNDLY TO THIS PLANET.

WHAT IS THIS SHIFT LIKE? IT'S LIKE GOING FROM THE KREUZBERG OST HDP TO CONSULTING WITH GTZ. IT'S LIKE GOING FROM MALIWADA TO THE IERD PLENARY EVENT. IT'S LIKE GOING FROM THE CHURCH TO THE WORLD. IT'S LIKE GOING FROM BIG TO BLUE OR FROM SMALL TO RED.

WHAT A TIME TO BE OUR ORDER !

## SCENARIOS FOR GLOBALLY DESIGNATED PROGRAMME HOUSES

ALL OF THE BREAKTHRU INSIGHTS AND STRATEGIC REFLECTIONS THAT FOLLOW PRESUPPOSE THE PARAMOUNT STRATEGY OF BUILDING THE ORDER. THE PAGES WHICH FOLLOW PAINT A SCENARIO OF WHAT THIS MIGHT MEAN IN RELATION TO OUR CONTINENTAL STRATEGIES AND GLOBALLY DESIGNATED HOUSES.

AT THE 1984 COUNCIL PART OF THE STRATEGIC ORGANIZATION MODE AND PROCESS WAS CALLED GLOBALLY DESIGNATED HOUSES. THESE PARTICULAR LOCALES HELD SPECIFIC STRATEGIC EMPHASIS OF OUR WORK.

THROUGH MANY DIALOGUES DURING THIS MEETING WHICH FOCUSED ON PRIMARY UNITS AND GLOBALLY DESIGNATED HOUSES, WE BEGAN TO RAISE QUESTIONS ABOUT THE APPROPRIATENESS OF THIS DISTINCTION FOR THE FUTURE.

IN ORDER TO ENCOURAGE EMPOWERMENT AND FLEXIBILITY OF THE PRIMARY UNIT EXPERIMENT, WE PROPOSE THE FOLLOWING: THAT DURING JULY COUNCIL '86, WE "UNDESIGNATE" THE GLOBALLY DESIGNATED HOUSES. THIS DOES NOT ASSUME THAT OUR PRIMARY UNIT TEAMS WOULD NOT HAVE PRESENCE THERE IN THE FUTURE. NOR DOES IT ASSUME THAT PRIMARY UNITS WOULD AUTOMATICALLY CONTINUE TO MAINTAIN RESIDENCE IN THOSE LOCATIONS. THIS DOES ASSUME THAT PROGRAMME HOUSES WOULD BE DESIGNATED AND STAFFED ACCORDING TO THE RECOMMENDATION OF THE PRIMARY UNIT AND THE CONTINENTAL TEAM.

BETWEEN THE MARCH MEETING AND JULY '86 COUNCIL, WE RECOMMEND EXPLORING THE FOLLOWING SCENARIO:

VIENNA - BRUSSELS PRIMARY UNIT IS RESPONSIBLE, BUT THE SITUATION WOULD BE REVIEWED IN APRIL BY A TEAM COMPRISED OF BRUSSELS P. U. AND THE PANCHAYAT. EUROPE NEEDS TO PROBE WAYS TO COVER EURASIA THROUGH NETWORKS RATHER THAN ASSIGNED STAFF IN VIENNA.

NUKU'ALOFA - SYDNEY PRIMARY UNIT WOULD CREATE A RECOMMENDATION FOR THE FUTURE TO BE REVIEWED BY SEAPAC. THIS REVIEW WOULD LOOK AT IMPACTING THE PACIFIC THROUGH NETWORKS, AND THE IMPLICATIONS OF THE NEW "ADAB" GRANT FOR OUR FUTURE ORDER POSITIONING.

LAMEGO, SEOUL, TAIPEI, WASHINGTON, D.C. AND RIO - THE PRIMARY UNITS OF WHICH THESE PROGRAMME HOUSES ARE A PART WOULD ASSUME FULL RESPONSIBILITY FOR THEIR STAFFING AND OPERATIONS AS DESIGNATED BY CONTINENTAL AND PRIMARY UNIT STRATEGY.

5TH CITY - SEE ATTACHED REPORT ON NEXT PAGE.

## FIFTH CITY

THE CHICAGO PRIMARY UNIT, IN ITS ASSIGNMENT BY THE GLOBAL ORDER, TO CARE FOR THE FIFTH CITY HUMAN DEVELOPMENT PROJECT, HAS DISCERNED THE MAJOR CONTRADICTION TO BE A PERSISTENT DEPENDENCY OF THE COMMUNITY ON THE ICA. THIS IS MANIFEST IN THE CONTINUED EXPECTANCE OF ICA FUNDS TO "BAIL OUT" ECONOMIC CRISES, THE MAJOR ROLE THE ICA PLAYS IN MANAGING COMMUNITY BOOKS, CONTRACTS, ETC., AND IN THE MEDIATION ROLES THE ICA IS CALLED UPON TO PLAY.

WE HAVE REACHED THE POINT AT WHICH WE FEEL NO FURTHER TRAINING WILL DIMINISH THIS DEPENDENCY. THE NEXT STEP IS FOR THE COMMUNITY TO STAND ON ITS OWN FEET, EXPERIENCE THE PRESSURES OF THE "REAL WORLD" AND LEARN TO RESOLVE ITS ISSUES WITH ITS OWN RESOURCES. THE CONTINUED RESIDENTIAL AND OPERATIONAL PRESENCE OF THE ICA ONLY DELAYS THIS CRITICAL POINT IN THE MATURATION OF THIS COMMUNITY AND ITS LEADERSHIP.

THEREFORE, IT IS THE INTENT OF THE CHICAGO PRIMARY UNIT TO SHIFT ITS RELATIONSHIP WITH FIFTH CITY TO A CONSULTANCY RELATIONSHIP BY JULY 31, 1986. THE TERMS OF THIS NEW RELATIONSHIP WILL BE NEGOTIATED BETWEEN NOW AND JULY 31. WE ANTICIPATE THAT THIS WILL BRING ABOUT A NEW LEVEL OF INDEPENDENCE, REALISM AND PROFESSIONALISM TO THE LEADERSHIP OF FIFTH CITY, ALLOWING IT TO FULFILL ITS ROLE AS A DEMONSTRATION COMMUNITY.

## THE CONTINENTAL STRATEGIES

AFRICA - The Africa strategy is focused on moving from national strategies to continental networks. To move to another phase will require documentation of what we have done and how we have done it. This needs to be of professional quality in written and media forms that establishes our credentials. We need to create an African manoeuvre that would work out of Africa, Brussels and New York. The visible demonstration in Kenya would lead the new mode of network facilitation such as the proposed programme to do cooperative training with the collaboration of Kenya National Federation of Cooperatives and the Swedish Cooperative Centre. This base would allow for the practical training of our staff in the facilitation methodologies.

The other parts of the Africa team would be working the networks in Scandinavia, Rome, France, New York etc. to market our products to organizations and groups concerned with and working on the Continent. They would be seeking non-residential, contractual programmes for our services anywhere in Africa. These groups would carry the burden of paying fees, handling our travel and expenses and deal with any visa issues. One of the key networks to be explored before July would be the Interaction agency in N. America. Representatives would come from each of the 3 Black African PU's for the annual Interaction Conference in mid-June in New York. These representatives would be joined by V. O'Halleran, D. Wagner, J. Oyler who have been working with Interaction. The time following the Interaction Conference would be used to market training and planning programmes to Interaction groups. This time could also be used to prepare continental materials and documentation for use in marketing. This exploration would be the basis of continental strategies to be implemented at the Global Council in July.

One strategy toward identifying clients would be to organize think-tanks or symposia on what is required for Africa that would enable us to share and learn from other groups as well as stimulate the dialogue on discerning the real contradictions and dealing with them. We will need to review our programme offerings in light of the required needs. The Africa team would work as a team and the staff would not be fixed only in their locations, but would freely interchange to coordinate and support each other.

MIDDLE EAST - We recommend that a global team visit the Cairo P.U. before July, with the intent of exploring alternatives for building the Order in the Middle East. This would involve reviewing our legal frame, the funding possibilities and determining viable probes into other nations. The teams would be made up of members from the Panchayat and the Global Priory. A key in the future strategy is to figure out the networks that would take us into other countries of the Middle East. The Management Training Centre in Modinagar, U.P., India, has raised the idea of hiring the LENS people to facilitate programmes that they are being asked to teach in the Middle East. Initial conversations have been had with the Delhi P.U.

SEAPAC - The next leap in SEAPAC is the transformation of Public Image and Story of our social relevance to these societies that accelerates our programme marketing, income generating capacities, delivery of services to the felt need of the nations as well as enabling the formation of the Order.

3 - 12 March, 1986

March Focusing Meeting

Hong Kong

LATIN AMERICA - A breakthrough strategy for Latin America is relating the New Age Consciousness arenas and the Latin American heritage research to futuristic development strategies through New Age curriculum at the June 30 - July 8 Latin American Priorship Training School, to explore the depths of Latin American mythology. In addition it is recommended that a marketing team circuit L. American houses to break loose paid programme momentum. While the marketing team is in Mexico it would be joined by a global team to enable exploration of the potential for building the Order in Central America through discerning the futuristic networks that can be used to accelerate our programme marketing and service to the felt need of Central America.

NORTH AMERICA - The next breakthrough for N. America is in the arena of empowering the Anchor House facilities to represent the long-term permanence and capacity of the Order to serve that Continent and the globe. Undergirding this thrust is the need to push through on the programme marketing break loose that has happened as well as holding the edge in creating new courses in the New Consciousness research arena. A key aspect of the service to the world is held in the image of continuing to explore and utilize networks that reinforce linkages with Latin America and with Africa.

EUROPE - The next areas of breakthrough for Europe involves exploring the possible networks for programme acceleration, discerning a culturally appropriate strategy for expanding European engagement, engaging language training for all assigned staff and probing networking potential for the next steps in Eurasia.

SOUTH ASIA - There is a general feeling of unease in the Sub-continent over diverse strategies relating to our past rather than re-directing our vision towards the new edge in community development. The India strategy is focused on moving from a state oriented strategy to a nation-wide strategy. The Continental Team is in position to take the learnings from the 10 years of village development work and the IERD to enable training and facilitation in the development networks as well as in new networks with the Government (eg. National Council for Education Research and Training) and the private sectors. To launch this concept before July, a team of marketers would be sent to Bangalore to do an extended probe, exploring and initiating programme events with Canara Bank and the key contacts.

To develop a clear vision of a nation-wide strategy calls for a bold, risk-taking stance. The present shaky visa status for extra-nationals undermines this stance. Therefore, a carefully phased model will be created before July, to reduce the number of extra-nationals over the next 2 years and to bring back some Indian leadership from their extra-national assignments. To enable dialogue and consensus to move in this direction, a team of 4 people would attend the April Continental meeting in the Sub-continent. (2 from the Panchayat and 2 from Hong Kong.)

March Focusing  
Meeting: Hong Kong

3-12 March 1986

### JULY GLOBAL COUNCIL INFORMATION

DATES: July 18-Aug. 3, 1986

PARTICIPATION: 100 total participants, with at least 70% of the total number coming from the Global Priory.

PLACE: A Private School near Bilbao, Spain

VALUES IN SELECTING LOCATION: Break "Kemper Building "pattern; Neutral location (one where we have no previous attachments; cost of both facility and transportation to it; encouraging global participation in the North American Research Assembly; a setting that fosters building a global team.

INTENT: A Global Council that is focused on "Constructing the Order" through creating the supporting futuristic images, symbolizing consciousness revolution and New Paradigm research as critical to the transformation, and discerning the benchmarks and conciliar rhythms for the next 6 years.

BOTTOMLINES: 1. Telling the story of the task and journey for the future  
2. Positioning toward the future organization forms and structures  
3. Undergirding structures, i.e. globally covenanted

#### OTHER JULY EVENTS

Chicago- Research Assembly- 27 June-13 July. Recommended global participation of at least 1 per Primary Unit from outside North America

Kingston- Priorship Training School- 27 June-5 July

Latin American Continental Council- 9-15 July

### PREPARATION PROCESS FOR JULY COUNCIL

As we considered what is required of us during the next 4 months, we recognized that we are actually in the middle of a longer process that began in Hong Kong in October, then engaged us all through the think tanks, and has been brought to a releasing focus in this meeting. We believe that the whole Order must now be engaged in an intense dialogue with the directions emerging from this meeting, and feed the results of this dialogue into the July Council so that we can practically take the leap through the window which is now open to us. This process will require that we all get ourselves inside this new perspective and reflect together on the implications for our thinking, organization and action as we move into our future. This process will require that the Global Panchayat and the Continental representatives to this meeting be employed in guiding the reporting and reflection in every Primary Unit. Also, since our organization and assignments are such a crucial part of this new perspective, the results of our corporate dialogue and individual conversations will be provided to the assignments preparation task force when it gathers in June to pull this information into a preliminary recommendation to the Global Council.

The major steps in this journey are:

#### DURING MARCH:

1. Returning Continental representatives to March Focusing Meeting report to Primary Units on their Continents. This will include hearing the tape of the closing talk, reviewing the document and doing a preliminary reflection on the implications emerging for us.

DURING APRIL AND MAY (see next page for schedule and assignments):

1. A team including a representative of the Global Panchayat and a continental representative to the March Focusing Meeting will facilitate a 2-3 day event on each continent or Primary Unit to enable an in-depth dialogue on the results of this meeting, and examine the practical implications.
2. Strategy treks will be done in NAME and Eurasia with teams including the Global Panchayat to clarify our current situation and define our strategy options for these continents in the near future.

DURING JUNE AND JULY:

1. Assignments preparation task force meets for three weeks prior to the Global Council to build preliminary recommendations to the council.
2. Council preparation task force meets 2 weeks before the Global Council to design the conciliar process.
3. Global Council, July 18 through August 3, in Bilbao, Spain.

#### GLOBAL PANCHAYAT

The meeting gave consideration to the evaluation of the Panchayat experiment and saw that reflection on our total leadership patterns needs to take place over the next 2 - 3 years. It specifically recommended that the Panchayat not be bound by the 2 year term. It was also decided that in light of the critical nature of the next few months the transition period of the old and new members be extended so that all 8 would be present through the Council.

FINANCIAL COORDINATION OF THE COUNCIL will be in the hands of the hosting Primary Unit - i.e. Brussels.

HONG KONG

## TREK SCHEDULE AND ASSIGNMENTS

March 3-12, 1986

CONTINENT	LOCATION	DATES	ASSIGNMENTS
EUROPE	BRUSSELS	MAY 3-6	PAUL SCHRIJNEN MARILYN OYLER CYPRIAN D'SOUZA
EURASIA	VIENNA	MAY 8-11	CYPRIAN D'SOUZA MARILYN OYLER BRUSSELS P.U. REP.
NAME	CAIRO	APRIL 24-27	PAUL SCHRIJNEN ROBERT RAFOS
AFRICA	NAIROBI	APRIL 17-20	PAUL SCHRIJNEN ROBERT RAFOS
SOUTH ASIA	BOMBAY	APRIL 23-27	CYPRIAN D'SOUZA MARILYN OYLER
SEAPAC	SYDNEY MANILA HONG KONG TAIPEI TOKYO	APRIL 15-18 APRIL 21-24 APRIL 28-MAY 1 MAY 5-6 MAY 9-13	BRIAN ROBINS THEA PATTERSON
NORTH AMERICA	CHICAGO TORONTO NEW YORK HOUSTON LOS ANGELES *	APRIL 11-13 APRIL 14-17 APRIL 21-25 APRIL 28-MAY 2 * MAY <del>24</del> 24-26*	KAY LUSH JIM OBERG
LATIN AMERICA	MEXCA KINGSTON CARACAS LIMA	APRIL 14-17 APRIL 21-24 APRIL 28-MAY 1 MAY 5-8	MARTHA TALBOTT BRIAN STANFIELD KIP MAY