

HDZ I INTERFACE SYSTEM	MASS II COMMUNICATION SYSTEM	CLUSTER III SYSTEMS	SPONTANEOUSLY IV "COMBUSTIBLE" CONDITIONS	OPERATING V COLLABORATION OF DIVERSE GPS	MOTIVATING VI DESTINAL VISION	COMMITTED VII LEADERSHIP FORCE	ENGAGEMENT VIII METHODS TRANSFER	PARTICIPATORY IX VEHICLES	SUPPORTED X CATALYST ROLE
<ul style="list-style-type: none"> <li>-Interchange with other zones</li> <li>-Activating interchange system</li> <li>-Extensive &amp; intensive thrusts</li> </ul>	<ul style="list-style-type: none"> <li>-Consciousness impact schemes</li> <li>-Using media as a catalysis tool</li> <li>-Public interchange on what's working</li> <li>-High profile accessibility</li> </ul>	<ul style="list-style-type: none"> <li>-Multi community linkages</li> <li>-Community cluster system</li> <li>-Structural revitalization consortium</li> <li>-Cluster system</li> </ul>	<ul style="list-style-type: none"> <li>-Climate for social innovation</li> <li>-Love with people who've 'got to win'</li> <li>-Existing geo-identity</li> <li>-Maximum population re. ability to be self-sufficient</li> <li>-A determined geography</li> <li>-Specific geography (has identity)</li> <li>-Linked to societal contradiction</li> <li>-Targeted geography &amp; focused structures</li> </ul>	<ul style="list-style-type: none"> <li>-committed partnership of org's</li> <li>-requires network homework</li> <li>-Networking around a common concern</li> <li>-4- sector collaboration &amp; common mission</li> <li>-need 4 sectors</li> <li>-ICA=one partner among many</li> <li>-ICA grounded presence w/ global links</li> <li>-long-term sponsoring anchor</li> <li>-top level &amp; local programming</li> <li>-Strong partnership re. contradiction</li> <li>-Establishment sponsors</li> <li>-Local estab. sponsor</li> </ul>	<ul style="list-style-type: none"> <li>-Locally-created motivating story of futuristic hope</li> <li>-Motivating symbols, think-tanks</li> <li>-on B-4 of consciousness &amp; relation to other HDZ's</li> <li>-Integrated multi-structural responsibility</li> <li>-Multi-sector multi-level approach</li> <li>-Positive scenarios to mass media</li> <li>-Addresses felt need</li> <li>-Mission statement of goals</li> <li>-Publically recog. entity</li> </ul>	<ul style="list-style-type: none"> <li>-Committed cores</li> <li>-Monthly core meetings</li> <li>-Covenant of self-conscious core</li> <li>-Committed group-ICA is dis-continuous memb.</li> <li>-Task, guilds network</li> <li>-multi-sector cores with concrete task</li> <li>-Committed coordination core</li> <li>-Core formation on behalf of story</li> <li>-Volunteer internship program</li> <li>-Catalyze core through networks</li> </ul>	<ul style="list-style-type: none"> <li>-Motivity leadership methods application</li> <li>-Training the leaders</li> <li>-A training center (for Order &amp; movemental forces)</li> <li>-Sustainment methods</li> <li>-Impact/training formation system</li> <li>-Intensified development dynamics</li> </ul>	<ul style="list-style-type: none"> <li>-Local management of track record</li> <li>-Programmatic activity that displays ICA contribu'n</li> <li>-Tailored packaging</li> <li>-Package of multi-impact training programs</li> <li>-Programmatic focus</li> </ul>	<ul style="list-style-type: none"> <li>-Supported catalyst role</li> <li>-Funds &amp; staff are released</li> <li>-Maximizing use of local resources (people/\$/media)</li> <li>-Self-contained HDZ oriented self-support</li> </ul>

May 13, 1984

Greetings from the North American HDZ Lab!

### How This Meeting Came To Be

A while back the Chicago House, with a passion for this subject, invited participation in an Urban HDZ Summit; not much interest was generated. In March, at the U.S. Implementation Meeting and Jaipur Report, a new spotlight was put on Y.O.C. Model Building and the image of the event was expanded to a Cycle II North American Lab on behalf of continental HDZ strategy. Interest strengthened when Phase III money was appropriated to support participation from each Area. The participants did experience a fine continental representation, with Jim Oberg standing tall for all of Canada. (See enclosed participants list.)

### What We Intended

Stepping out of the hologram of North America, we intended to shine the light directly on HDZ and to create a model (i.e. concrete picture and proposal) for North America's intensive HDZ strategy, and to present it to North America and the Houses building Multiple Community Catalysis Models for our deliberation in preparation for the Global Order Council. We were particularly interested in 1) building from on-the-ground experience in North America and the present momentum of Phase III; and 2) answering, Why do this? We wanted people around the table with a passion for the subject on the front-end and ownership and excitement about the model created.

### What We Did

#### HDZ FIELD REPORTS/Session I

The fifteen reports on activities across the continent were truly awesome, perhaps the real surprise of the Lab. The substance, diversity and momentum were staggering. The reflection after every three reports began to build the palette of keystones, learnings and common threads that were the grist for the next session on the WHAT of HDZ. From several locations there are written reports. Debriefing participants on this session would be worth anyone's time. Locations heard from: Chicago, Westside and Northwest Communities; Iowa; Bangor, Michigan; Canada; Cleveland Region; Denver/Billings Region; Westport Cluster, (KC); Loisaida; Starks, Maine; Houston; Minneapolis; Mississippi; California; Arizona/New Mexico.

#### HDZ DESCRIPTION/Session II

After reflecting on the Reports (learnings, keystones, etc.) we brainstormed and gestalted components. The "Naming" step turned into a conversation that was an experience of walking around inside something you'd never seen before but you knew was real. The group's unwillingness to live with old names was an indication of our certainty that this work in describing the imagery of HDZ is no longer theoretical. We DID have a snapshot-- albeit a bit fuzzy. Refer to the HDZ components chart and keep working on it! Our final step in clarifying our understanding was to list individual statements of what an HDZ is and is not.

### HDZ DECLARATION/Session III (Why do it)

The approach we used: First, a conversation on books, articles/TV shows on the current situation in the globe and our own deep concerns—"what keeps you awake." Then, standing in the shoes of someone we've been closely working with we named the social contradiction they were most concerned with, we plotted these by componets of HDZ and did a reflective conversation on what this revealed to us. Secondly, we named North American societal contradictions by individual writing and building the common set. We then asked, in light of these contradictions, what does history require of North America? We wrote individual responses, did some organizing and wrote them up. Lastly, we asked, How is HDZ the appropriate response of the Order? The work of this session resulted in the enclosed HDZ Declaration.

### STRATEGIC CONSIDERATIONS AND INTIAL MODELS/Session IV

After a conversation on strategic considerations we worked in small groups to create scenarios with hard parameters. Models were presented which played out six different strategic approaches: 1) same locations as this year, everyone moving toward HDZ, 2) the six Areas, 3) the Nine Nations, 4) applying the Components as indices to HDZ to each location and "rating" them, 5) focused on specific social issues, 6) targeted structures. Each was done with the common parameter of 50 people available to be assigned to the NA HDZ experiment.

After hearing reports, we noted similarities, differences, what learned and questions raised. We noted which locations came on strong in each model, we reflected on the strong role of IERD Phase III, we gained clarity on the components. By evening's end we had built the foundation for our

consensus. We said our final model would include: the strength of addressing societal contradictions as dramatic signs for North America, addressing the diverse social realities highlighted by such screens as "Nine Nations of NA", pointing to intensive/extensive dimensions, giving indications of phasing, building from Phase III momentum as well as our historical investment; portray a simplicity of imagery.

### MODEL REFINEMENT/Session V

We walked through the models again, stated our points of consensus, stated our necessary products and then configured ourselves to work on several aspects of the model. In final plenary we confirmed our decision to

present this model for the North American HDZ experiment: That we launch the North American Experiment by naming Chicago, Loisaída, Mississippi, Southcentral Ontario and the Southwest Axis of Colorado, Arizona and New Mexico as five HDZ Labs, to be the intensive strategy of the continent.

We understand these labs to be the Keystone of a broader North American strategy. Naming labs doesn't devalue our exisiting activites moving toward HDZ, it simply recommends a strategy of powerful focus for this experiment.

Implications

We have included a list of implications which are intended to ground the seriousness of this recommendation and contribute to and bring focus to the dialogue this is intended to initiate.

Configurations was a critical issue in constant counterpoint to our model deliberations. This model is not intended as an answer to configurations, but it does imply investment of our human resources, and thus implications for configurations.

Another critical implication is the spelling out of the HDZ Interface System. We constantly reminded ourselves not to underestimate the resurgence in North America, and the gift of lateral exchange to the acceleration process and to the turning on of the continent. The Components in the chart are relevant not only for each Lab, but for the continent as a whole.

We recommend that each House use the work of this Lab, the work of the NA Check Signals Meeting in March on Emerging Strategic Directions for North America to build Area and North American Strategic Direction Models.

Next Steps

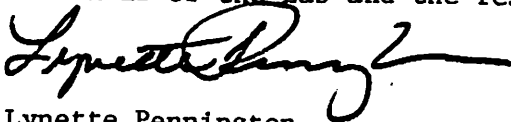
One of our products is a "Critique Screen." Each Lab will use this as a building block for strategic planning. Each designated Lab will be sending its analysis to each of the Houses of North America by mid-June.

We recommend a gathering be held at the Chicago House, June 24-25, with representatives from each area, including one area prior from each, to pull together the total strategic picture for North America for presentation to the Global Order Council.

A Final Word

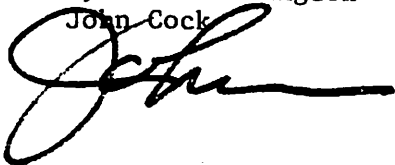
Given the years of diversity in our North American thinking and moving toward HDZ, we experienced a high degree of consensus and a real "coming together" of our intuitions was present in the building of this model. When asked, why was it worth it to come to this lab? people responded: "Because we were dealing seriously with what society needs." "We're so focused on the local we're cross-eyed! This was a great opportunity for getting distance by building the continental picture." "It's given me a place to stand, a reference point for decision-making." "We dared to create a model on behalf of the future." "So we won't be found saying, Why in the hell didn't we do this before, July?"

On behalf of the Lab and the resurgence in North America,



Lynette Pennington

John Cock



## HDZ CRITIQUE SCREEN

### A. HISTORY OF THE ZONE

1. Geographical profile: Area of zonal focus, maps, grids, etc.
2. Demographic profile: Population, now and projected yr 2000, unemployment, income sources of area, significant trends.
3. Economic, social, political, cultural profile.
4. Significant institutions
5. Structural linkages
6. Movemental history; programs, IERD, etc.

### B. MAJOR PLAYERS IN HDZ DRAMA

1. Current public, private, volunteer, local frame.
2. Structural gaps.
3. Authorization; names, positions, endorsements of Zone and ICA.
4. Media relationships; coverage, past and present.
5. Self-conscious committed core.
6. Supportive core.
7. Understanding of what core sees themselves about.
8. Interns and sojourners from zone.
9. Formation strategies.
10. Danger points; ICA or zone; antagonists or opponents- nature of their concern.

### C. GLOBAL RELEVANCE

1. Global contradiction HDZ is in response to.
2. National and regional contradictions HDZ in response to.
3. Futuristic vision HDZ is moving toward (ICA intent)
4. Major images people of zone have of the future.

### D. STAFF SCENARIOS

1. Activities of next four years with
  - \* same configuration as present (indicate).
  - \* 2 additional staff.
  - \* 5 additional staff.
2. What are major considerations regarding characteristics of needed team configuration? eg. sex, age, pluriform presence, education, ICA experience.

### E. LEVERAGE POTENTIAL

1. Impact of zone on rest of nation.
2. External network connections.
3. Factors contributing to zone "combustibility".
4. Four year impact scenario (projection)
  - \*Who holds cards to scenario?
  - \* Extensive and intensive modes
  - \* Story or accomplishments which provide anticipated leverage.

### F. SUPPORT FOUNDATIONS (Development, Self support, facility)

1. History of zone/region re dev, s/s, facility.
2. Anticipated sources of same.
3. What exists which make zone an answer to a recognized problem?
4. Advantages and vulnerabilities in this arena.

G. NATURE OF THE YES (Zone Symbolization)

1. What is the nature of the Yes.
2. To what is the YES said.
3. What other Yes is needed?
4. What is the plan for getting Yes.
5. What questions do we need to be ready to answer?
6. What is the symbolization of the yes?
7. What is the public story?
8. How is it being tested?

## N.A. HDZ-X LABS DESCRIPTIONS

### 1. Chicago HDZ Lab

For nearly two years the Chicago House and Chicago Nexus have staffed the Chicago Westside and Northwest Communities HDZ Probes. The Westside HDZ is 5 Neighborhoods (S. Austin, N. Lawndale, S. Humboldt Park, E. Garfield, W. Garfield), 18 sq. miles, c. 300,000 Blacks and Hispanics. The Westside was referred to this year in a political speech as the "Developing Nation of Chicago." A favorable political climate of accessibility is at last present, though highly accelerated services are still blocked. Fifth City, in its Third Decade, with its \$40,000,000 of new construction, all to be operating this summer with 1200 new job opportunities, has become an authentic Westside node. 66 training and planning sessions (modules of the Westside Leadership Institute) have been conducted or scheduled with over 40 organizations during the past 9 months, led by ICA and Fifth City citizens of the Westside Methods Auxiliary. A Westside Guild of 25 organizational leaders is being launched during May and June. The Northwest (HDZ) Communities is the pan-handle of Cook County, north of O'Hare Airport, 200 sq. miles, 500,000 people, 24 municipalities, urban/suburban/rural and "typically North American." These communities are increasingly becoming an independent reality rather than an appendage to the City of Chicago. William Rainey Harper Community College serves these communities. Bill Howard is a movement colleague of fifteen years and is Dean of Continuing Education. 53 planning and training programs have been conducted or scheduled through Harper College in 20 of the municipalities. A monthly NW Guild has been established for facilitating programs with organizations. Economic forums with the communities is the present edge, catalyzing stronger 4-sector cooperation. The collaboration between these two HDZ Probes has been highly important to the Chicago HDZ thus far.

### 2. Loisaida HDZ Lab

Loisaida, an inner-city area ghetto in NY City with a population of 35,000, has been a program focus of the ICA and the movement around the NY House for 8 years. The hopelessness and complexity of the poverty cycle is reflected in a 75% school drop-out rate, a \$6000 median income, a 24.8 median age, a 50% below poverty level, and double the unemployment rate of the nation. Focusing on this contradiction, the ICA has been working regularly with a 116 person task force with the result that a \$4,000,000 employment program is anticipated in July. The IERD has also generated major advantages including a powerful frame and open invitations for a city-wide SATW conference. Many other programs and services have been requested but are beyond present staff availability. A 50 person core called the "Challenge Group" can be relied upon to continue taking program initiative and tapping the major financial resources of NY City.

### 3. Southwest Axis HDZ Lab

Comprising the three States of Colorado, New Mexico and Arizona, this Lab is focused upon expanding and accelerating the IERD local initiatives: Colorado sent 2 projects out of 100 and NM/Ariz. sent 3 projects, out of 70. Intensively, the SW Lab will focus on the Hispanic rural poverty of S. Colorado and N. New Mexico. Extensively, 1) focus will be Native American, building off of Pisinemo plus, and spanning the tribes in the two regions; 2) rural networks in the 3 States. The image now is two Houses in operation next year, Denver and Phoenix. Three major cities of Dever-Alberquerque-Phoenix will form the axis. There are three State Advisory Boards active. NM/Arizona have 6 Strategy Forums scheduled, the first in June. They have begun to formulate the Native American training package. Major funding is beginning to flow in the three States.

4. Southcentral Ontario

The projected HDZ Lab in Canada is located in Ontario, which has Orillia at its center and extends to Peterborough in the east, Parry Sound to the north, Owen Sound to the west and the suburbs of Toronto to the south. In Ontario there have been strong Native American strategies during the past 3 years. This began with an HD-1 in 1982, followed by visits to Reserves and Metis Locals in Central and Southern Ontario. The frame around these events is the Native Community Branch, a division of the Ministry of Citizenship and Culture of the Government of Canada. SATW activities of IERD deepened our relationship to NCB as well as resulting in direct involvement in planning, organization and leadership development with 5 communities and organizations within the Lab geography. Recently, a 6 months contract between the ICA and Rama Reserve has heightened the HDZ potential. Funding source was the Community and Social Services Ministry of the Government of Canada. 2 ICA staff have spent 2 days/ week from January til June working with Rama Band Council to enable renewed community services for the Reserve. Future implications: ICA has been approached to do similar programs with other Native Reserves within Ontario and across Canada.

5. Mississippi

The state of Mississippi with a population of 2.5 million is the fourth most rural state in the U.S. and one quarter of its people live below the poverty level. The Delta Pace HDP was one of the Band of 24, having its impact on the Delta, the state and the globe. Over 450 Town Meetings have been held across the state and the statewide Assembly of local people signaled "Mississippi is Leading the Way," a new mythology of citizen participation. The IERD/Sharing Approaches That Work birthed Success, Southern Style in Memphis with its spin-off, the Mississippi Rural Development Symposium. The ICA, contracted with the state, facilitated the 3-day event attended by 400 Missisippians representing over 100 agencies and the local communities across the state. The named Rural Development Policy Directions. The high level support for the Symposium, the high-powered, cross-sector Steering Committee efforts have culminated in a new beginning for the Allain Administration, the people of rural Mississippi and the ICA's role in the state.

## NORTH AMERICAN DECLARATION

The two nations in North America are powerful players in the globe. Yet this power is often misused and eroded due to societal problems which are pervasive and systemic.

### THE CONTRADICTION

Economic patterns are askew. Canada and the United States are faced with massive misemployment. This is illustrated by soaring unemployment rates while cleaning the environment, creation of preventive health systems, design of new educational forms and retraining for third wave jobs are left undone because these tasks do not fit into existing employment patterns. Long term national economic security is tenuous. Because North Americans do not grasp the individual's dependence on the planet, we continually foreshorten the future by destroying life-giving resources.

While they were the first to enter the 20th century, today North Americans are imaginably blocked from creating necessary structural changes for moving into the 21st century. People experience themselves as being unable to effect political structures. This is experienced on a day to day basis in the inability of organizations to effectively cooperate. Confrontational and divisive responses to disagreements are the common operating mode.

The individualistic values of Western culture are hollow to the pluralistic society of North America. Mass media's projection of false images of the 'good life' present an unmeaningful life reflection system. The collapse of primal community is experienced in the continued breakdown of family life, child and spouse abuse, drug dependence, unsafe neighborhoods and cultural animosities.

### THE CALL

- North America is being called to demonstrate dramatic signs of social transformation, signs that the "system" can be turned around.
- North America is being called to provide widespread opportunities for training in and demonstration of consensus-based methods in companies, schools, agencies, families, and communities.
- North America is being called to exemplify citizen responsibility for national, state and local policy by providing opportunities for people to participate in discerning the critical issues and future directions requiring their actions.
- North America is being called to transform ongoing social renewal into comprehensive coordinated efforts which catalyze local initiative and release the the structural logjam of city, regional, and state services.
- North America is being called to redirect its nuclear policies and economic priorities toward planetary preservation and human values.
- North America is being called to create an educational strategy that undergirds the interconnectedness of all people and equips them with approaches for responsible participation in a Third Wave society.
- North America is being called to use its technological expertise to project through mass media powerful new myths, hope-filled and life-giving symbols, and images of reconciling action.

## THE RESPONSE

The Human Development Zone is the revolutionary response because a systemic interconnected approach to change is required to empower the transformation now in process. The HDZ dramatizes the local manifestation of "system turnaround" which will give courage to the world. It is the shocking evidence that anyone and everyone can participate with power in creating a viable future.

The HDZ in North America will provide the Order a way to converge all it has ever done and knows into delimited geo-social masses. It will release vocational passion within the people and within ourselves. It is the longed-for vision that the social process can work, and is the desired focus of our quest for meaningful historical engagement.

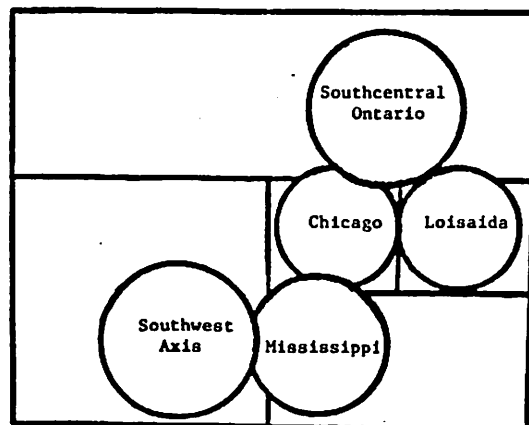
## THE MODEL

We therefore propose to launch the North American Human Development Zone Experiment beginning 1984-85 to respond to all the above by catalyzing

- state demonstrations of responsive public agencies
- urban demonstrations of economic and educational structural change
- suburban demonstrations of systems of local vitality and regional responsibility
- rural demonstrations of viable, sustainable communities
- demonstrations of empowered disenfranchised peoples

We recommend that there be five HDZ Labs as our North American Intensive Strategy, one in each Area of the U.S. and one in Canada:

1. Chicago--Westside and Northwest Communities
2. Mississippi--State
3. Southwest--States of Colorado, New Mexico and Arizona
4. Loisaída--Lower Eastside of New York City
5. Southcentral Ontario--out from Rama and Orillia, near Toronto



5 HDZ LABS  
N.A. HDZ-X

## IMPLICATIONS OF HDZ MODEL

### Clarify the Role of HDZ-X in North American Strategy

1. Fewer Houses in North America
2. Phasing plan for HDZ-X participation
3. Identify how HDZ-X is addressing key societal contradictions
4. Intentionalize coordination and interchange
5. Regular updating of the Order re HDZ-X
6. Replicability statements for next phase of HDZ-X
7. Retell North American track record story
8. Clearly stated area strategies in light of HDZ-X
9. Unify Phase III IERD with HDZ-X

### Image Formation of Growing National Movement

1. Formation strategy
2. Invent Extended Order forms (planning, celebration, covenant, financial support, programmatic engagement)
3. Phasing for transfer of responsibility for geography around closed Houses
4. Recreate geographic-circuit relationships

### Line Up Non-geographic Support Strategies

1. Overlay global learnings on HDZ-X model
2. Redefine and empower nexus role re Continental strategy
3. Re-evaluate role of research in relation to HDZ-X
4. Rethink use of comprehensive curriculum re HDZ-X
5. Develop long-range strategy re use of media

### Maintain Comprehensive Perspective Re Financial Accountability

1. HDZ-X locations are obligated to do self-support
2. Play out current Ventures scenarios re HDZ-X model
3. Maintain the North American funding base
4. Review grant and debt obligation (re long-range strategy)