

CORPORATE STRUCTURES

Building Operating Forms

TRAINING UNIT
TACTIC 5
Cadre

A tactic designed to develop the structures which enable disciplined corporateness by creating meeting formats including the symbolic, intellectual, practical, and missional life of the cadre.

Organizing the Extended Framework	Corporate Vision	radical humanness	universal church	spirit movement	global society
	Co-ordinated Domesticity	time design	operating structures	family symbols	enabling childhood
	Inter-family Modes	extended family	economic connections	geo-social relations	children's structures
	Contextual Relations	local church	fraternal projects	church bodies	spirit movement
Forging the Operating Dynamics	Common Mission	religious vocation	inclusive planning	quarterly model	primary contradictions
	Meeting Structures	time/place schemes	dramatic movement	space arrangement	leadership dynamic
	Polity Principle	corporate power	consensus method	group assignment	symbolic priorship
	Operating Dynamic	division construct	work structures	problem- solving units	youth cadre
Creating the Symbol System	Primal Liturgies	corporate office	meeting liturgies	extra-cadre services	solitary office
	Corporate Rituals	meeting rituals	meal formulae	special ceremonies	christian rites
	Common Symbols	movement music	international space	visual symbols	corporate signs
	Cadre Celebrations	honoring units	quarterly fiestas	intentional parties	individual rites
Ordering the Missional Life	Corporate Discipline	covenantal relations	religious vows	common rule	mutual accountability
	Common Study	cadre curricula	individual studies	advanced education	practical training
	Life Together	mutual care	spiritual fellowhood	reciprocal honor	youth cadre
	Missional Style	vocational posture	futuristic people	global pioneer	parish sign

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PROCEDURES

The procedural steps for implementing this tactic are the following:

1. Develop the symbolic life of the cadre through regular participation in liturgical worship, spontaneous involvement in songs and rituals, intentional study of rites, symbols and worship in the historic church, and creation of the movement story.
2. Develop corporateness through a common rule specifying regular participation in corporate worship and study, utilizing a polity based on consensus decision making, and developing accountability and absolution structures appropriate for the enablement of missional assignments.
3. Develop corporate leadership by establishing training constructs such as teacher training assignments, rotating leadership models, team work structures, personal care responsibilities, broad movement participation, and continuing study which holds the cruciform life style before the group.
4. Implement a model for economic planning, budgeting, and sharing within the cadre in order to utilize the economic, political and cultural resources of the body to provide housing, travel, enablement, skills, and other missional wisdom undergirding the task.
5. Develop global consciousness through intentional use of dress and decor, study of other cultures and ur images, a plan for direct involvement through travel, teaching trips, vocational assignments, global councils, and global exchange of children.
6. Research and analyze local church and community groups developing a rationale for penetration and a comprehensive assignment structure for participation in the movement, the historic church and social structures at the local, regional and continental levels.
7. Construct curriculum for study of family patterns, institute strategies to get participation of disinterested family members, design comprehensive child care structures, invent a design for global engagement, and order the external mission of the family by assignment.
8. Create the rationale and structures to encourage selected persons of all ages to enter into the life of the cadre through the timely use of special guest celebrations, intentional parties, informal visitations, and course recruitment.

1. CORPORATE VISION		2. CO-ORDINATED DOMESTICITY		3. INTER-FAMILY MODES		4. CONTEXTUAL RELATIONS	
Radical Humanness	long-range goals	Time	evaluate timeline	Extended Family	children inter-change	Local Church	attend worship
	assure accountability		co-ordinate schedules		corporate living		build structures
	short-range goals	Design	congregational design		joint excursions		training construct
	design solitaries		co-ordinate resp'blty		cultural explanation		work assignment
Universal Church	denominat'nl assign'mts	Operating Structures	common meal	Economic Connections	pool resources	Fraternal Projects	recruit assistants
	religious studies		establish worship		share tasks		enable child-care
	experimental worship		organize solitaries		education fund		political involvement
	recognize symbols		house church		employment enablem't		image awareness
Spirit Movement	utilize literature	Family	understand symbols	Geo-Social Relations	cultural awareness	Church Bodies	list organizations
	assigning participants		create symbols		celebrate ur images		evaluate functions
	solicit finances	Symbols	ritualize greetings		special celebrations		permeate organizations
	comp've communicat'n		celebrate decisions		emissary programs		co-ordinate actions
Global Society	utilize art-forms	Enabling Childhood	education model	Children's Structures	weekend courses	Spirit Movement	recruiting courses
	global odyssey		encourage corp'ness		corporate play-time		enable guilds
	study ur images		planned recreation		task assignment		daily worship
	ur image celebration		enable solitaries		worship training		re-program youth

**I. ORGANIZING THE EXTENDED FRAMEWORK
PROCEDURES**

The procedural steps for implementing this tactic are the following:

1. Design an inclusive cadre symbolic life, utilizing common church, movemental and global symbols, relating the family to the church and movement, dramatizing the church's role in the journey of man and its relationship to other cultures.
2. Construct curriculum and methods of study for the cadre which include studies in areas of current concern in family life, family patterns in other cultures, common movement documents, signal books and current curriculum of the movement.
3. Encourage participation of disinterested family members through regular intentional visits, reports on signal cadre-related activities, invitations to cadre celebrations, participation in selected cadre activities and studies which would include planned short courses and conversations.
4. Develop the cadre's permeation thrust by research and analysis of church and civic groups, development of a rationale and timeline for contact and engagement with key groups and a recruitment model for recruitment of key people.
5. Order the external mission of all the cadre families by developing a pattern for comprehensive assignments and structures, with a quarterly timeline for broad movement and church participation at the local, regional and continental levels.
6. Create rationale, build models, and construct timelines for cultural and global involvement, to include travel, teaching trips, vocational assignments, global council participation, and plan for educational exchange of youth on a global as well as national level.
7. Forge a model for economic planning and sharing within the cadre including housing and transportation for maximum mobility and effective use of time, as well as the rationale and structures for financial support from external groups.
8. Design and institute adequate child care structures in the context of a year's comprehensive educational model to include a comprehensive curriculum as well as a clear rationale for sharing child care and nurture responsibilities.

5. COMMON MISSION		6. MEETING STRUCTURES		7. POLITY PRINCIPLE		8. OPERATING DYNAMIC	
Religious Vocation	missional role-playing	Time/Place	deciding location	Corporate Power	trusting colleagues	Division Construct	assigning task
	ritualizing commitment		deciding time		common structures		troop dispersement
	researching action	Schemes	devising timeline		common symbols		corporate consensus
	intent'l discontinuity		setting agenda		missional covenant		future vision
Inclusive Planning	tactical workshopping	Dramatic Movement	creative singing	Consensus Method	accumulating data	Work Structures	recruiting guild
	obtaining data		liturgical dancing		articulating criteria		physical enablement
	training personnel		symbolic gesturing		establishing values		practical administra'n
	articulating comp'ness		performing rituals		stating consensus		create task-forces
Quarterly Model	reviewing tasks	Space Arrangement	imaginal decor	Group Assignment	articulating rationale	Problem- Solving Units	finding edge
	allocating assignments		intentional setting		work planning		tactical studying
	constructing timeline		equipment employment		sending forth		model evaluation
	evaluating results		master detail		specific account'y		crisis evaluation
Primary Contradictions	identifying contrad'ns	Leadership Dynamic	training adequately	Symbolic Priorship	catalyze corporateness	Youth Cadre	spirit deepening
	penetrat'g spirit-blocks		missional demand		articulate consensus		cultural sensitivity
	pronouncing word		corporate caring		employ accountability		youth role
	re-context situation		common memory		spirit sensitivity		common tasks

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II. FORGING THE OPERATING DYNAMICS
PROCEDURES

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The procedural steps for implementing this tactic are the following:

1. Dramatize meetings and sustain the cadre in mission, by appropriating movement songs, rituals, sites and symbols and scheduling workshops to create a cadre covenant, songs, rituals and symbols supported by a rationale and a seasonal schedule.
2. On a quarterly basis, evaluate the cadre's life and mission, restate previous goals and schedule workshops in order to create the necessary models out of which specific quarterly assignments should be made and consensed upon.
3. Create the necessary timeline system exemplifying the local mission and its relation to the movemental thrust and design the cadre's weekly and quarterly time design relative to meeting frequency and the scheduled agenda.
4. Create symbolic and concrete accountability and absolution structures in order to hold the members of the cadre before their covenant with God and to their specific responsibilities in relation to the cadre's mission and timeline.
5. Develop the cadre's self-consciousness concerning its meeting dynamics, in particular the roles individuals fulfill, and create a common memory in relation to its history by using art forms, conversations and short courses.
6. Design and implement a model for the development of cadre leadership to include rotation of leadership, responsible youth engagement, maximum group participation, consensus dynamics and the actualizing of a prioring chart to structure concrete care.
7. Order the practices of cadre meetings by determining the meeting location, by intentionalizing the order of the room and decor, by building the crucial operating machinery and by printing and distributing the necessary reports and formats.
8. Research the cadre's blocks and contradictions in relation to its mission, particularly those relating to the family; then articulate a style, design the care structures and construct a timeline to deal with the issues.

9. PRIMAL LITURGIES		10. CORPORATE RITUALS		11. COMMON SYMBOLS		12. CADRE CELEBRATIONS	
Corporate Office	schedule times	Meeting Rituals	accountability structure	Movement Music	RS-I songs	Honoring Units	assignments send-out
	plan locations		creative opening		contemp-religious songs		receive reports
	appoint liturgists		worship structure		historic-religious songs		new assignments
	choose liturgy		closing send-out		reformulation songs		send-out procedures
Meeting Liturgies	opening rites	Meal Formulae	common meal	International Space	ur decor	Quarterly Fiestas	gather supplies
	closing rituals		choose theme		symbolic global-odyssey		decide theme
	free-form worship		plan logistics		global grids		determine location
	accountability rituals		determine rituals		ur costumes		appoint host
Extra-Cadre Services	re-creating celebration	Special Ceremonies	cadre events	Visual Symbols	movement symbols	Intentional Parties	determine events
	researching liturgies		religious events		ur images		create theme
	experimental worship		send-out ceremony		movement jewelry		thematic decorating
	dramatized liturgy		family celebrations		family symbols		design time
Solitary Office	create format	Christian Rites	appropriate church-year	Corporate Signs	operating document	Individual Rites	determine significance
	construct journal		reappropriate hymns		cadre budget		address word
	create covenant		revitalize symbols		movement accountability		symbolic ritual
	construct timeline		research history		create timeline		personal reflections

III. CREATING THE SYMBOL SYSTEMS
PROCEDURES

The procedural steps for implementing this tactic are the following:

1. Initiate the use of all forms of liturgical celebration through the study of liturgies, short discourses on the historical role and the significance of rites and symbols and create cadre and movement symbols and rites.
2. Develop comprehensive yearly format for incorporating secular and liturgical calendars, for furthering the symbolic life of the cadre and using the symbols of the historical church, the Spirit movement and the global society.
3. Create and implement a model for the symbolic life including the selection of worship locations, accountability rationales and format, liturgical role assignment procedures, and a method for continued expansion of global consciousness by articulating current events and their significance.
4. Assemble a song book including old and new seasonal liturgical and secular words and tunes, songs with global images, and songs that maintain a continual thrust toward creating music to capture the edge spirit insight of the movement.
5. Create a rationale and build structures to enable participation in experimental forms of worship and attendance at an Odyssey; and form a problem solving unit to research, develop and create forms of the solitary office and the daily office.
6. Workshop and art form the significance of rites and symbols in celebrations, build a celebration rationale, and create a rituals manual including those for universal or general use, and those having specific functions and purposes.
7. Develop all of the necessary corporate enablement structures to include: budget analysis models, finance and acquisition models, bookkeeping and reporting methods; meal enablement, meal planning and preparation set up, clearing and cleaning assignment rationale.
8. Create the rationale and procedures to encourage selected persons to enter into the life of the cadre through the use of special guest celebrations coordinated through the church year and the over-all cadre celebration calendar.

13. CORPORATE DISCIPLINE		14. COMMON STUDY		15. LIFE TOGETHER		16. MISSIONAL STYLE	
Covenantal Relations	participat'n commitm't	Cadre Curricula	historical church	Mutual Care	maternal assistance	Vocational Posture	all-time assigned
	corporate timeline		political inventions		pairing technique		missional exploration
	comprehensive goals		theological studies		intellect'l challenging		life-time vocation
	assignment acceptance		economic inventions		spirit sustainance		shaman role
Religious Vows	missional commitment	Individual Studies	meditative readings	Spiritual Fellowship	temporal sharing	Future People	visionary goals
	intentional detachment		current affairs		intercessory prayer		continuous evaluation
	uncondit'l assignments		ur studies		vocational direction		comprehensive planning
	disciplined poverty		cultural heritage		collegial labor		prophetic insight
Common Rule	corporate study	Advanced Education	academy participation	Reciprocal Honor	celebrating anniversary	Global Pioneer	all wisdom incorporated
	regular worship		pedagogical experience		affirm accomplishment		revolutionary empathy
	consensus decisions		research assemblies		acknowledge struggle		global symbol
	economic discipline		local research		salutation rites		intentional travel
Mutual Accountability	presence accountability	Practical Training	regional colloquy	Youth Cadre	covenantal account'y	Parish Sign	intentional signaling
	task accomplishment		problemat construction		polity structure		comprehensive planning
	symbolic accountability		methodology training		common rule		organized impact
	economic participation		leadership experience		movement curricula		symbol creation

The procedural steps for implementing this tactic are the following:

1. Establish a covenanted body by workshopping on the group's rationale, creating the group symbol, providing adequate care structures for its members through accountability and absolution rituals and implementing the organizational format to embody its mission.
2. Develop corporate life within the body through regular participation in corporate worship such as the daily office, the eucharist and symbolic rituals, as well as regular participation in individual worship such as the solitary office.
3. Develop a corporate life within the body through a common rule embodying an imaginal twenty-four hour time design, a meeting plan which is inclusive of common tasks, and a polity based on consensus decision making.
4. Embody a revolutionary spirit by upholding a cruciform style of life and by building a curriculum which includes selected revolutionary readings, advanced education through regional structures and the study of the disciplines of various historical bodies.
5. Enable priorship by establishing internal training constructs such as regular practice teaching within the cadre, advancing pedagogical skills through regional training, participation in a pedagogy guild and experiential learning through being responsible for teaching assignments.
6. Develop global consciousness within the body through the use of intentional dress and room decor, the study of other cultures and ur images, global experience such as world travel, and representation at global councils and international teaching assignments.
7. Develop an economic model which utilizes the available financial and time resources of the total body so that common budgeting will provide housing, travel and enablement needs of the group to securely undergird the missional task.
8. Develop a futuric construct for the emerging generation which includes a comprehensive plan for child care structures with a curriculum and a development model for a youth cadre with its own

1. CORPORATE VISION

The corporate vision of the cadre must be deepened and broadened to enhance the corporate structures which are essential to further cadre development and training through embodying a style of radical humanness, being thoroughly bound to the spirit movement, and intentionally being an integral part of a global society.

- a. A life style of *radical humanness* must be developed by the individual cadreman by broadening his vision through building long range and short term goals, being held before his decisions in accountability structures and engaging in solitaries to strengthen inner life.
- b. A vision of the *universal church* is essential in broadening the cadre's outlook; this can be accomplished by assignments in denominations, religious studies, participation in experimental worship and workshops designed to recognize and understand the symbols of the church.
- c. An understanding of the global *spirit movement* by utilizing all movement literature, assigning participants to quarterly gatherings and summer programs, soliciting finances and developing a comprehensive global communication model furthers development of the cadre and enhances their ability to operate corporate structures.
- d. Active participation as a part of a *global society* by study of ur images, ur celebrations, utilizing art forms from round the world and, if possible, participation in a global odyssey, broadens the view of the developing cadre.

3. INTER-FAMILY MODES

Inter-family modes must be developed and sustained in order for the cadre to see itself as part of the extended family of man; this entails establishing economic connections to enable inter-family financial co-operation, developing geo-social relations to broaden vision and eliminate parochialism, and building children's structures to free adults for greater participation in the global thrust of the mission.

- a. *Extended family* structures, which give cadre families an expanded vision of themselves, must be created to allow inter-change of children, joint excursions, cultural explanations of other family practices and corporate living to develop a disciplined life style.
- b. To encourage *economic connections* within the cadre, resources should be pooled to enable the ongoing missional thrust, all tasks should be shared, an education fund established for mutual benefit and employment enablement provided as needed by any cadre member.
- c. To strengthen *geo-social relations* within the cadre, it is crucial that all members develop an awareness of other cultures through ur celebrations, emissary programs, and special celebrations that hold up the gifts of all the families of the world.
- d. *Children's structures* which free the adults for maximum use of time for the mission should be provided through weekend courses, corporate playtime, task assignment, worship training and other means to enable children to develop greater responsibility and discipline.

2. CO-ORDINATED DOMESTICITY

Cadre domesticity must be coordinated to allow for maximum participation in corporate spiritual and intellectual life and to enable the missional life style by structuring a time design, creating operating structures for the sake of nurture, creating family symbols to hold their story before them and enabling childhood by allowing children to participate as full human beings in mission.

- a. An overall *time design* for families participating in the cadre must be created to best utilize human resources and to enable the cadre to learn to utilize time by evaluating individual timelines, coordinating schedules, creating congregational time designs and coordinating responsibilities.
- b. *Operating structures* such as common meals, established worship, house church and organized solitaires must be created to enable the families in the cadre to hold themselves before their common identity, and to symbolize and deepen their spirit struggle.
- c. Creating and understanding new *family symbols* including ritualized greetings and celebration of important corporate decisions, enable families engaged in their spirit struggle to hold their mission before them and assist in maintaining and broadening corporate structures.
- d. In order to *enable childhood* through allowing children to participate in a missional family, an educational model must be built, corporateness must be encouraged, recreation planned and solitaires enabled, thus allowing the family single-mindedly to pursue its mission.

4. CONTEXTUAL RELATIONS

The contextual relations for organizing corporate structures ground the cadre in a particular local church and community, enable it to participate in parish fraternal projects as a sign of the church in the world and hold it present to the needs of the various church bodies and to the story of being part of the total spirit movement.

- a. Within the context of the *local church* where the cadre must be firmly established, cadremen must regularly attend worship, develop training constructs, be obedient to all work assignments and build structures to enable full congregational participation in church renewal.
- b. The cadre should involve itself in *fraternal projects* which embody the style of the church in the world, by recruiting assistants for various projects, encouraging political involvement, enabling child-care and creating an image of the church participating in the community.
- c. In order to ground itself in *church bodies*, the cadre should list the local church organizations, evaluate their functions, permeate the functions of crucial bodies by assigning cadre members and maintain a constant coordination of these actions of cadre members.
- d. As part of the global *spirit movement*, the cadre must maintain a comprehensive view by recruiting support from organizations, enabling guilds to form and function, participating in daily worship and assisting youth activities to be re-programmed as mission to the world.

I. ORGANIZING THE EXTENDED FRAMEWORK

In order to organize the extended framework of corporate structures and to hold itself ever-present to the demand to be mission to the world, the cadre should create a corporate vision to achieve radical humanness and full participation in history, coordinate domesticity to give meaningful structure to family life, create inter-family modes as a means to re-image how the family of men might be viewed, and relate itself contextually to the local church, the community and the spirit movement.

II. FORGING THE OPERATING DYNAMICS

SENTENCES

5. COMMON MISSION

A common mission is utterly crucial to the corporate structures of the cadre and is created by the symbolizing of the religious vocation, embodying inclusive planning to enable the most comprehensive models, building a quarterly model to hold the cadre present to immediate demands, and continually articulating the primary contradictions to enable structural reformulation for the sake of the mission.

- a. The *religious vocation* of the cadre is articulated in order to build the corporate mission through missional role-playing, imaginably ritualizing their commitment, researching the particulars of their local situation in order to strategically act, and participating in intentional discontinuity.
- b. *Inclusive planning* is crucial to build corporate structures and will be accomplished through tactical workshopping which gets out the best possible wisdom, obtaining necessary data, training personnel in the needed skills, and constantly articulating the comprehensiveness of the mission.
- c. Building the *quarterly model* in order to push at the depth dimension of the common mission, is done through reviewing the assigned tasks, timelining the priorities, allocating assignments, and evaluating the results, knowing that the model symbolically holds the necessary deeds.
- d. The *primary contradictions* will be dealt with by identifying them, building models for penetrating spirit blocks, pronouncing the Word of possibility in the midst of the contradictions, and re-contexting the situation to prevent parochialism and overcome blocks to common mission.

7. POLITY PRINCIPLE

A primary concern in forging corporate structures is to clarify and adapt a procedure of polity which constantly honors the individual-in-community and the community-in-individuals in order to focus both single creativity and corporate power on a single task; it is this procedure which will avoid the demons of individualism and self-surrender, and will release persons to concentrated work.

- a. *Corporate power* is increased by enhancing lucid trust among colleagues by utilizing common structures such as time design, study, and budget, by developing common symbols, and by formulating a missional covenant which binds persons together in a task.
- b. The *consensus method* involves including all the insights of everyone in the decision-making process and thus includes everyone in responsibility for those decisions; it involves discussion in which data, criteria, and values are held up, then with someone articulating the group mind.
- c. *Group assignments* are made to individuals, units, and teams by articulating the rationale and planning the work, by sending them out to the task by the group; by holding the assigned people accountable by group for their work.
- d. The role of the *symbolic priorship* assumes the responsibility for catalyzing corporateness, for fostering the group process by articulating the group consenses, for employing accountability, and by being sensitive to the spirit struggles of the cadre.

6. MEETING STRUCTURES

The meeting structures of the cadre both reflect and establish the style and direction of the cadre as a whole, through adequate designations of time and place, artful pacing of the meeting to create dramatic movement throughout, intentional and imaginal arrangement of space and equipment, and provision for a leadership dynamic which fosters corporate internal care and external mission.

- a. *Time/place schemes* are built through the establishment of a location, time and agenda for meetings and devising timelines, which is critical for enabling the work to proceed smoothly and for reducing the administrative detail, to allow optimum time for the mission.
- b. *Dramatic movement* should be designed throughout the meeting so that the group mood is progressively paced through periods of creative singing, liturgical dancing, symbolic gesturing and the performance of rituals, and thereby focuses attention to multiple agenda items without plodding.
- c. *Space arrangement* at the meeting place in terms of imaginal decor, intentional setting of furnishings and employment of equipment can be best utilized through the creation of a master chart designed with the thought in mind of impacting the participants.
- d. *Effective leadership dynamic* demands the adequate training of all members in both the theory and practices of the meeting structure through the cultivation of corporate caring and common memory, in order for the missional demand to be corporately decided, assigned and undertaken.

8. OPERATING DYNAMIC

The operating dynamic is the means by which the cadre carries out its decisions relative to the common mission, involving establishing divisions responsible for areas of work, guilds assigned to particular tasks, problem-solving units which study and resolve particular blocks and a youth cadre which involves the resources of the teens in the mission.

- a. The *divisions construct* is the distribution of tasks among cadre members by assignment and consensus in such a way that the time, energy and insights of all persons are effectively used and the vision of the future considered.
- b. *Work structures* for the cadre are those task forces or guilds which carry out particular assignments; they may be recruited from non- cadre members by a recruiting guild, but require practical administrative coordination and physical enablement from the cadre.
- c. *Problem-solving units* are task forces designed to focus maximum resources of time and energy towards exploring a particular problem using tactical studying, finding its edge, evaluating crisis situations, and producing and evaluating alternative models for dealing with it.
- d. The *youth cadre* is a corporate structure of awakened youth which deepens their spirit and cultural sensitivity, defines their role in significantly contributing to history, and focuses their unique gifts on the common task of church renewal.

II. FORGING THE OPERATING DYNAMICS

Forging the operating dynamics is the intentional shaping of cadre corporate structures for maximum effectiveness in training for visionary spirit leadership by insuring that a common mission is envisioned and symbolized, that meetings are structured to produce the needed result, that the decision-making structure is inclusive of all persons using consensus methodology, group assignment, and symbolic priorship; and careful consideration of the operating dynamics of the cadre, such as divisions, work structures, problem-solving units and youth cadres are formed.

9. PRIMAL LITURGIES

Primal liturgies are structured into meetings to provide the spirit encounters necessary for the cadre to hold itself before life as it is, and may include such areas of liturgical training as preparing and participating in the corporate office, the framing of meetings with liturgical forms, the designing of extra-cadre services, and the enablement of personal journeys with the solitary office.

- a. Since regular *corporate offices* are important in building the corporate life understanding basic to mission, the cadre trains itself by scheduling offices, planning locations for worship, choosing the liturgical forms to be used, and appointing liturgists to lead them in the experience.
- b. The use of *meeting liturgies* in opening rites, closing rites, in accountability and absolution rituals, and free-form worship experiences, provides continued training for the cadre in creating and incorporating basic understandings about life into all phases of its meetings.
- c. *Extra-cadre services* enable the cadre's training in symbol creation by providing them with opportunities to create liturgical experiences for others, by doing research in liturgies, exploring experimental worship, re-creating meaningful celebrations, and making use of dramatized liturgy.
- d. The *solitary office* provides serious training in the interior basis of corporate mission, and the cadre enables this personal journey by creating a format for the office, constructing a journal, planning a timeline, and holding these decisions in a covenant.

11. COMMON SYMBOLS

The creation and use of common symbols aids the cadre in maintaining its commonality; these consist of the use of movemental and historical -religious music at meetings, the production of international space through ur decor and grids, appropriation of visual symbols of family and movemental significance, and finally, corporate signs which show up as signals of the cadre's consensus prodedures.

- a. *Movement music* provides a key symbol system for the cadre by using RS-I, contemporary-religious, historical-religious and reformulation songs as sources for creation of a common memory and symbolization of the cadre's link to both the historical and the revitalized church.
- b. *International space* is used as a reminder of the global nature of the cadre's involvement in mission and involves using ur decor at meetings, wearing ur costumes at celebrations, displaying grids, and scheduling the cadre to participate in a symbolic global-odyssey.
- c. The use of *visual symbols* such as movement jewelry, ur images, family and movement symbols are constant reminders to the cadre members and their missional families of who they are and what they have decided in the midst of today's individualism.
- d. *Corporate signs* are manifestations of the cadre's corporate style that are exemplified by those written documents such as the cadre budget, operating document, and timelines which are produced as a result of the cadre's struggle to order its polity and time/task structures.

10. CORPORATE RITUALS

Working with corporate rituals provides training opportunities in creating and maintaining a corporate identity by using a framework of meeting rituals which dramatize the cadre's life understanding at cadre meetings, using the common meal and other meal formulae to recover the symbology of eating corporately, ritualizing special ceremonies in the cadre's corporate life, and recovering the significance of traditional Christian rites.

- a. The cadre uses *meeting rituals* in order to enhance intentionality in their meetings while reminding them of their global mission through structured accountability and absolution rites, the use of opening rituals, scheduled worship, and creative send-outs to close meetings.
- b. *Meal formulae* allow the cadre to recover the significance of the shared meal, and to use it for rehearsal of their self-understanding, by planning the logistics of the meal, choosing themes carefully, determining rituals to be used, and incorporating the common meal.
- c. Through *special ceremonies* such as signal cadre events special religious happenings, sending colleagues out on assignments, and family celebrations, the cadre trains itself to symbolize its corporate mission and point to the deepest meaning inherent in the events of its journey.
- d. Through the re-appropriation of traditional *Christian rites*, such as the church year, the familiar hymns, the customary symbols, and the historic story, the cadre trains itself to honor and recover the deepest meaning of its historic heritage.

12. CADRE CELEBRATIONS

Cadre celebrations are needed to allow the cadre to affirm its life as it is experienced, and are made manifest by constructing honoring units as parts of the cadre meeting model, scheduling quarterly fiestas as discontinuous celebrations, participating in intentional parties, and creating individual rites which allow personal reflection and also address the Word in a symbolic celebrative manner.

- a. *Honoring units* such as send-out procedures, receiving of reports, new assignment acceptances, and assignment send-outs are signal occasions for celebration where the cadre is symbolically helped to re-affirm its broken-yet-wholeness and its inadequacy-yet-sufficiency to operate and accomplish its assigned task.
- b. *Quarterly fiestas* are cadre celebrations without a work timeline which symbolize the cadre's engagement in the global context using a discontinuous construct and are enabled by deciding the theme, determining the location, appointing the host, and gathering the necessary supplies.
- c. *Intentional parties* are occasional celebrations oriented around a created theme that are scheduled by the cadre to accomplish a specific purpose involving thematic decorating and certain events to be celebrated within an intentional time design for maximum effectiveness.
- d. Structures for *individual rites* are built into the cadre's operating forms so that each individual may experience symbolic celebration of his existence through personal reflections and symbolic rituals that address the Word in a predetermined and meaningful manner.

III. CREATING THE SYMBOL SYSTEM

Creating the symbol system of the cadre includes structuring primal liturgies into corporate and solitary offices, developing meeting liturgies to dramatize life as it is, and composing rituals to symbolize corporate identity through accountability structures, meal and meeting rituals and selfconscious Christian rites; this creation of common symbols reminds the cadre of its movemental nature and global context, and cadre celebrations allow it to signify its existence with abandon within regular meetings, in personal rites, during quarterly fiestas and intentional parties.

13. CORPORATE DISCIPLINE

Corporate discipline enables the style and method of the cadre as it orders its missional life in the congregation, achieving this by the willingness of cadre members to order their relationships in intentional covenants undergirded by religious vows voluntarily undertaken, a common rule of worship, study, polity and economic support; and by holding members to mutual accountability.

- a. The *covenantal relationship* greatly facilitates the corporate discipline of the cadre members and their understanding of the training task, as they commit themselves through participation, agree to a corporate timeline, establish comprehensive goals, and accept assignments.
- b. *Religious vows* give depth to the corporate discipline when undertaken and carried through voluntarily by the individual, and take the form of missional commitment, a stance of intentional detachment issuing in disciplined poverty, and the acceptance of assignments unconditionally.
- c. A *common rule* will be the mark of the corporate discipline as the cadre meets for regular worship and common study, arrives at decisions by consensus, and financially undergirds its activities by the economic discipline of the members.
- d. The acceptance of *mutual accountability* enables the integrity of the cadre and is signified in either a general or symbolic manner, and is applicable to such specific responsibilities as attendance at meetings, task accomplishment, and participation by economic support.

15. LIFE TOGETHER

The cadre's life together is set within the context and discipline of corporateness which erases isolating individualism by enabling the cadre to set up structures for mutual care, by establishing spiritual fellowship which is vital to maintain the life and growth of the cadre, by developing reciprocal honor among the members and be creating constructs for the youth cadre.

- a. By *mutual care* cadre members are trained to establish a life together by creating structures which enable the members to give each other material assistance, challenge each other intellectually, create mutual spirit sustenance and learn the techniques of working in pairs.
- b. *Spiritual fellowship* is a significant training element of the cadre's life together which is established through sharing temporal responsibilities, supporting members of the cadre through intercessory prayers, providing visional and vocational guidance for each other, and learning to work collegially.
- c. *Reciprocal honor* within the cadre refers to that dynamic and structure which acknowledges, and honors, on behalf of all men everywhere the celebrating of individual and corporate anniversaries, affirming accomplishments, acknowledging struggles and concretizing salvation rites.
- d. Forming and ordering the *youth cadre* is part of the missional and congregational life of the cadre which enables the adult cadre members to create parallel youth models for covenantal discipline and accountability, polity structures, common rule and movemental curriculum.

14. COMMON STUDY

A program of common study orders the missional life by allowing the cadre to participate in past and present wisdom as well as preparing them for their future tasks, by setting up a curriculum which includes cadre and individual studies, advanced education in the Spirit Movement's courses, and finally by grounding this intellectual knowledge in practical training.

- a. A *cadre curriculum* of common study will include both religious and sociological subjects designed to give members a grounding in the history of the church and theological studies, and in the political and economic dynamics underlying the social order.
- b. The common study program includes *individual studies* agreed upon by the cadre, such as meditative readings, studies in the cultural systems of the world and the local culture heritage in particular, and readings necessary to keep abreast of current affairs.
- c. As common study matures *advanced education* will be undertaken by engaging in local research, in research assemblies, academy courses of the renewal movement, and gaining pedagogical experience necessary to broaden the training program of the cadre and congregation.
- d. Common study includes *practical training* directly applicable to the life of the parish and congregation, including the construction of problemats, the building of experience in methodology and leadership experience, and participation in the skills required for regional colloquies.

16. MISSIONAL STYLE

Ordering the missional style of the cadre involves creating a life-style which takes the cadre out of their local context by giving them the possibility of being a global pioneer and a futuric people, by awakening them to the necessity of appropriating a new vocational posture, and by thrusting the cadre into the parish as a concrete sign of renewal.

- a. The dynamic of *vocational posture* creates constructs which hold before the cadre that all time is assigned time, that their entire life is vocational and involves both missional exploration and playing an enabling role in the context of all activities.
- b. As *fururic people* the cadre thrust themselves into the future dynamics of the mission by comprehensive planning of the forthcoming times, by continually evaluating its present tasks, by maintaining visionary goals of a just world and the prophetic insight to achieve it.
- c. The role of *global pioneer* adds the universal dimension to the cadre's training by enabling the cadre to incorporate the wisdom of global cultures, empathizing in a revolutionary way with different cultures, creating global images and planning intentional traveling odysseys.
- d. The cadre's missional life style becomes a *parish sign* by establishing those structures which help to create intentional signaling, including comprehensive planning and symbol creation, with a view to applying an organized impact on the mind of the parish.

IV. ORDERING THE MISSIONAL LIFE

In order that the training task of the cadre be implemented it is necessary that the ordering of its missional life be developed through corporate structures, which includes corporate discipline that help create the common working patterns, common study which informs the cadre and creates a broad context for the missional task, life together which is strengthened through its collegial activities; and as the cadre grounds its missional style it becomes a symbol of its common intentionality.

1. CORPORATE VISION

Radical Humanness

143 corporate worship checklist
241 instructional equipment list
312 timeline
321 copies of rule
324 related books
431 mission models manual
431 problemat instruct

2. COORDINATED DOMESTICITY

Time Design

112 banner of church year
223 time divisions world chart
314 assignment sheets
414 problemat instruct
441 typewriter
443 church calendar
443 member information list

3. INTER-FAMILY MODES

Extended Family

124 art forms
141 presentational equipment list
321 house rules
322 financial model
323 coat of arms
443 lists of international contacts
444 transportation provision list

4. CONTEXTUAL RELATIONS

Local Church

121 liturgy sheets
143 hymn books, church bulletins
414 problemats
441 duplicating supplies
443 list of social service agencies

Universal Church

143 corporate worship checklist
221 books on christian religion
241 instructional equipment list
321 denom. mission project book
443 church year special events list
443 list of churches

Operating Structures

124 bible
314 assignment sheets
342 meal model
342 meal serving equipment list
443 telephone and directory
444 transportation provision list

Economic Connections

223 investment magazines
313 personal schedules
322 credit listings
322 list of income
443 savings & investment information
444 transportation provision list

Fraternal Projects

141 audio visual checklist
214 discussion starters' construct
241 instructional equipment list
244 child care list
443 community organizations list
443 political org. handbook

Spirit Movement

121 geneva offices
222 image & movement documents
322 c.e.p.u. model
434 e.i. course calendars
434 communication model
443 prospective names list

Family Symbols

123 list of music
142 art craft supplies
214 conversation construct
221 symbol source book
221 encyclopedia
342 refreshments plan

Geo-social Relations

141 posters
342 ethnic foods list
414 geo-social problemat
431 exchange model
432 parish research instruct
443 maps

Church Bodies

121 liturgical offices
423 symbols
443 congregational membership lists
443 denominational research file
444 transportation provision

Global Society

124 globe and ur symbols
143 corporate worship checklist
221 selected books
241 instructional equipment checklist
242 room arrangement checklist
312 meeting agenda

Enabling Childhood

124 music
211 public school curriculum instruct
211 church school curriculum instruct
221 psychology book
243 recreational equipment list
323 family symbols
414 age need analysis

Children's Structures

121 liturgy sheets
124 records, picture, bible stories
142 art supply kit
143 stoles, banners
211 imaginal education manual
211 course construct
343 health supplies list

Spirit Movement

121 common meal, geneva, daily office
222 "image"
241 instructional equipment list
311 telephoning network plan
411 fifth city construct
434 e.i. course calendars
443 movement contact list

TRAINING UNIT TACTIC 5
Cadre

II. FORGING THE OPERATING DYNAMICS
INSTRUMENTS

CORPORATE STRUCTURES
Building Operating Forms

5. COMMON MISSION

6. MEETING STRUCTURES

7. POLITY PRINCIPLE

8. OPERATING DYNAMIC

Religious Vocation

111 religious symbols
112 new religious mode chart
144 solitary accoutrements kit
221 books
232 role playing manual
323 coat of arms

Time/Place Schemes

312 meeting format model
322 checking account
342 refreshments
443 roadmap
444 transportation provision

Corporate Power

114 world grid
124 pictures
142 burlap
311 cadre manual
312 meeting construct
441 office equipment kit

Division Construct

311 task force model
311 division organization
314 assignment sheet
431 battleplan instruct
443 member list
443 spiritmen list

Inclusive Planning

213 planning workshop construct
241 instructional equipment list
441 card file
442 computer cards

Dramatic Movement

124 wall hanging
141 record player
142 symbol kit
143 worship checklist
242 room dividers
312 meeting format manual

Consensus Method

241 instructional equipment list
321 polity construct
331 consensus instruct
443 grad list

Work Structures

312 workday meeting construct
314 assignment sheet
344 work clothes
344 maintenance tools checklist
434 regional recruitment model

Quarterly Model

222 movement documents
241 instructional equipment list
313 local church calendar
333 accountability chart
423 regional newsletter
434 course calendar

Space Arrangement

114 global grid
142 crepe paper
221 atlas
242 room dividers

Group Assignment

142 poster making kit
314 assignment chart
441 office equipment

Problem Solving Units

241 instructional aids checklist
242 furniture checklist
311 problem solving manual
311 pert chart model
414 problemat
434 telephone calling system
444 transportation provision plan

Primary Contradictions

121 ritual handbook
123 cadre song book
221 dictionary
414 contradiction chart

Leadership Dynamic

224 academy reports
241 clock
314 assignment chart
324 leadership manual

Symbolic Priorship

314 prior assignment chart
314 rotational model
323 individual timelines
334 group leadership manual

Youth Cadre

123 song sheets
124 posters
141 record player
314 assignment sheet
414 problemat
434 course schedule
443 speakers list

9. PRIMAL LITURGIES

Corporate Office

121 offices
133 decor model
143 corporate worship checklist
221 symbols in society, duncan
223 jwm common worship
443 list of members

Meeting Liturgies

111 cadre symbols
121 geneva offices
142 room decor kit
143 corporate worship checklist
242 room furnishings checklist
312 meeting opening construct
333 accountability format

Extra-Cadre Services

121 geneva offices
123 songbooks of movement
141 audio visual checklist
313 timeline model
443 church calendar

Solitary Office

124 list of revolutionary songs
132 solitary office construct
144 meditative prayer wheel
144 solitary accoutrements kit
221 list of devotional writings

10. CORPORATE RITUALS

Meeting Rituals

111 cadre symbols
121 opening/closing ritual sheet
123 spirit songs
141 presentation equipment list
221 symbols in society, duncan
312 meeting format

Meal Formulae

133 decor model
214 conversation construct
312 corporate meal format
342 menus
342 checklist for dishes and utensils
342 food list
342 cookbooks

Special Ceremonies

121 ritual sheets
124 ur art forms
312 ceremony format
332 secular/religious celebrations list
441 office supplies kit

Christian Rites

114 ur arid
121 ecumenical service book
121 ritual collection
133 room decor models
143 corporate worship checklist
221 wcc reports
443 church directory

11. COMMON SYMBOLS

Movement Music

123 song books
141 audio visual kit
241 instructional checklist
243 musical instruments
441 office supply kit

International Space

114 ur grid
142 artcraft supplies
221 selected books
221 atlas
241 globe
243 newspapers

Visual Symbols

111 movement symbols
124 photographs
124 art forms list
124 ur symbols
344 carpenter kit

Corporate Signs

124 bible
133 room decor model
144 corporate prayer list
222 documents 1 and 2
241 notebooks
322 common budget form
323 family constitution

12. CADRE CELEBRATIONS

Honoring Units

124 art forms
133 festive decor plan
141 projector/screen
142 gift materials
142 craft checklist
443 list of members

Quarterly Fiestas

124 theater guide
124 japanese lanterns
124 flags
141 record player
142 craft kit
241 notebook

Intentional Parties

111 wedge blades, 5th city pins
114 regional/metro grids
124 montages
141 projector/screen
142 craft kit
332 party plan instruct

Individual Rites

124 bible
124 sculptures list
141 record player
142 craft kit
323 rite of passage design

TRAINING UNIT TACTIC 5
Cadre

IV. ORDERING THE MISSIONAL LIFE
INSTRUMENTS

CORPORATE STRUCTURES
Building Operating Forms

13. CORPORATE DISCIPLINE

14. COMMON STUDY

15. LIFE TOGETHER

16. MISSIONAL STYLE

Covenantal Relations

- 222 copy of the order rule
- 222 local church document
- 313 individual timeline chart
- 313 family timeline chart
- 323 family constitutions
- 323 covenant copy

Cadre Curricula

- 124 "2001: a space odyssey"
- 124 "2"
- 124 "battle of algiers"
- 124 "he who must die"
- 221 movement booklist
- 223 political studies paper
- 324 cadre training construct

Mutual Care

- 124 new testament
- 223 community paper, bonhoeffer
- 323 covenant copy
- 443 telephone list

Vocational Posture

- 144 journals
- 221 book list
- 223 social pioneer, niebuhr
- 313 personal timeline chart
- 323 family constitutions
- 434 course schedules
- 444 airline brochures

Religious Vows

- 111 regional symbols
- 121 solitary, geneva, daily office
- 124 church symbols
- 144 solitary accoutrements kit
- 322 church budget
- 323 common group symbol
- 443 church group list

Individual Studies

- 214 individual study curriculum
- 221 movement booklist
- 221 religious classics booklist
- 221 koran
- 221 "man's search for meaning"
- 231 study assignment sheet

Spiritual Fellowship

- 111 wedge blade pins
- 124 montage
- 124 geodesic dome
- 143 breviary
- 314 common assignment chart
- 323 covenant copy

Futuric people

- 124 "2001: a space odyssey"
- 124 dune; herbert
- 221 das kapital; marx
- 313 family timeline
- 322 insurance policy
- 323 geneology chart

Common Rule

- 314 agenda assignments list
- 314 meeting task assignment sheet
- 321 consensus agreement
- 323 cadre history or story
- 331 consensus construct

Advanced Education

- 142 craft supplies
- 214 child care curricula
- 314 faculty training construct
- 433 scholarship fund
- 434 course brochures
- 434 e.i. course schedule

Reciprocal Honor

- 121 family eucharist sheets
- 143 breviary
- 323 cadre events log
- 323 family events sheet

Global Pioneer

- 124 "2001: a space odyssey"
- 124 decor list
- 142 national geographic
- 322 common budget
- 342 foreign foods cookbook
- 423 foreign exchange adress list
- 443 travel brochures

Mutual Accountability

- 212 joe mathews tape
- 313 timeline chart
- 313 timeline chart of individuals
- 314 assignment list
- 322 financial records
- 333 roll list
- 443 extended family list

Practical Training

- 314 task assignment sheet
- 322 local church budget
- 324 pedagogy training construct
- 414 parish geo-social analysis
- 414 local church program evaluation
- 442 regional mailing list

Youth Cadre

- 141 audiovisual checklist
- 142 art supply checklist
- 211 youth course
- 223 rs-l papers
- 341 facilities checklist
- 443 youth agencies list

Parish Sign

- 124 film series schedule
- 311 unity week events schedule
- 312 forum meeting schedule
- 414 parish geo-social analysis
- 423 parish symbol
- 443 parish churches member rosters
- 443 speakers list

LOCAL CHURCH RESEARCH ASSEMBLY

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Summer 1970