

QUARTERLY RETREATS

Forging Corporate Models

TRAINING UNIT TACTIC 6

Cadre

A tactic that forges the machinery for regular evaluation, basic planning, spiritual development and celebration in a time and place discontinuous with the regular meetings during the quarter.

Creating the Corporate Format	Preliminary Preparation	climate creation	committee appointments	materials selection	reporting preparation
	Creating Dynamics	time schedule	theme selection	goal delineation	agenda design
	Planning Practics	facilities selection	travel arrangements	meals/ housing	children's structures
	Youth Cadre	planning interchange	program coordination	financial support	mutual sharing
Arranging the Corporate Life	Leadership Assignment	priestly work	prior team	workshop unit	spiritual teachers
	Shared Enablement	work structures	team complex	unit assignments	mutual care
	Spiritual Fellowship	singing design	contextual statements	guru dialogues	corporate solitaries
	Intentional Meals	symbolic menus	designed rituals	structured conversations	meal decor
Forging the Corporate Symbols	Common Worship	corporate office	common rituals	solitary office	eucharistic meal
	Vision Development	formal presentation	contextual statements	group discussion	informal conversation
	Pervasive Decor	space design	room decor	art forms	special symbols
	Celebration Plan	opening feast	missional discontinuity	informal conversation	commissioning service
Designing the Corporate Task	Evaluation Session	cadre life	congregation state	parish mission	movement relations
	Planning Dynamics	preliminary workshop	psu construct	reporting session	group consensus
	Quarterly Construct	battleplan creation	time lines	operating calendar	quarterly assignments
	Planning Follow-up	youth exchange	congregation report	retreat evaluation	interim celebrations

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PROCEDURES

The procedural steps for implementing this tactic are the following:

1. Build a quarterly evaluation workshop on past quarter's progress and contradictions and next quarter's goals; create a planning workshop and set up teams for theme selection, decor, agenda creation, practices, financial models and children's structures.
2. Create models and timelines for a variety of retreats with individual internal dynamics; build back-up short courses on corporate enablement and consensus involvement for emergency enablement structures; build a model for check points in enablement progress.
3. Build enablement workshop models for each team to provide leaders with all necessary materials (e.g. what supplies and art form enablers) and for gathering data necessary for planning (e.g. model for symbolic meals, decor and work structures).
4. Build a closing workshop for various retreats; plan for an evaluation session and a celebration after the evaluation; create a model for past reports at the metro and regional meetings and other necessary fellowship structures.
5. Create a model for each role in the celebration and workshop with role players the symbolic meaning of that role; create short courses for the workshop on common rituals, the corporate office and spiritual development.
6. Build a vision workshop for the retreat; plan the formal contextual statement and create questions for informal conversations and group discussions; plan and include a session in the workshop on imaginal futuric goals for the cadre.
7. Build a practical enablement workshop; decide on location of retreat and plan a model for corporate enablement to set up all physical arrangements; make a list of supplies and equipment needed and create a menu model.
8. Create a workshop for financial planning of the retreat; work up a tentative cost analysis sheet for all who are participating; create a model for corporate sharing of the cost and include a plan for transportation and cost.

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I. CREATING THE CORPORATE FORMAT

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1. PRELIMINARY PREPARATION		2. CREATING DYNAMICS		3. PLANNING PRACTICES		4. YOUTH CADRE	
Climate Creation	structure discussions	Time Schedule	determine limits	Facilities Selection	establish criteria	Planning Inter-change	meet representatives
	design symbol		chart rationale		list possibilities		brainstorm possibilities
	write ritual		flow chart		visit sites		write timelines
	clarify goals		symbolize time-design		choose/confirm		establish consensus
Committee Appointments	workshop issues	Theme Selection	workshop themes	Travel Arrangements	gather information	Program Coordination	plan curriculum
	appoint membership		obtain consensus		create budget		structure account'blty
	make assignments		determine thrust		select means		synchronize timeline
	structure accountability		establish globality		make schedule		create story
Materials Selection	workshop needs	Goal Delineation	workshop long-range	Meals/ Housing	determine attendance	Financial Support	decide budget
	establish priorities		workshop immediate		plan menus		explore resources
	assess funding		state context		assign housing		collect funds
	procure materials		develop timeline		plan logistics		award scholarships
Reporting Preparation	collect data	Agenda Design	review past	Children's Structures	assign space	Mutual Sharing	structure meals
	design format		particularize schedules		determine staff		develop rituals
	construct accountability		assign responsibilities		structure timeline		exchange art forms
	evaluate groundwork		obtain consensus		collect materials		share reports

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I. CREATING THE CORPORATE FORMAT PROCEDURES

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The procedural steps for implementing this tactic are the following:

1. Assign cadre to make a poster timeline for the coming year's quarterly retreats, display the timeline at all cadre meetings, assign members to revise the timeline when cadre modifies its projects and priorities.
2. Create a model for the kind and number of committees necessary for planning and enabling the retreat, build a model for the agenda of the committee meetings, and assign cadre members to take responsibility for the committees.
3. Design a model for and assign cadre to participate in a workshop where they create a list of next quarter's goals, consense on a theme, make a timeline, and build a reading list for the retreat.
4. Design a workshop model for creating a comprehensive practices checklist that can be gestalted for the purpose of committee assignments for the retreat; assign cadre members to make a wall-sized check list to record completed practices.
5. Design a workshop in which cadre members are assigned to creating models for registration forms, menus, and housekeeping tasks; create a model for child care, pet care, and transportation structures; forge necessary accountability rites and structures.
6. Assign cadre to brainstorm financial resources at a special meeting and consense on a treasurer, build and assign for cadre practice short pitches for financial support, design a workshop for building budget and accountability models.
7. Design an agenda for a final pre-retreat accountability meeting on practices, assign cadre to account for practices by committee, design an agenda for a post-retreat evaluation meeting, and assign cadre to consense on a meeting date.
8. Create a model for a youth workshop on brainstorming retreat themes, study materials and designing of a timeline; assign a youth-adult meeting for planning practic and theme coordination; forge models for youth accountability.

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II. ARRANGING THE CORPORATE LIFE

QUARTERLY RETREATS
Forging the Corporate Models

5. LEADERSHIP ASSIGNMENT		6. SHARED ENABLEMENT		7. SPIRITUAL FELLOWHOOD		8. INTENTIONAL MEALS	
Priestly Work	train staff	Work Structures	choose tasks	Singing Design	short-course context	Symbolic Menus	set schedule
	select rites		assign leaders		select songs		create rationale
	collect materials		design charts		assign leader		order food
	designate liturgists		short-course context		enlist suggestions		enable kitchen
Prior Team	assign responsibilities	Team Couples	assign individuals	Contextual Statements	introduce conversations	Designed Rituals	create symbols
	define tasks		present structure		give lecture		build format
	provide constructs		determine time		employ art form		secure rituals
	enable evaluation		secure materials		determine context		tell story
Workshop Unit	establish subject	Unit Assignments	describe tasks	Guru Dialogues	depth brooding	Structured Conversations	order content
	assign roles		assign responsibilities		reflect contradictions		write questions
	explain methodology		enable work		category selection		design timeline
	delineate goals		sent forth		schedule reflections		assign leaders
Spiritual Teachers	inform leaders	Mutual Care	receive accountability	Corporate Solitaries	determine format	Meal Decor	set theme
	provide materials		pronounce absolution		design time/space		design room
	set context		structure health-care		rehearse leaders		collect art forms
	provide short-course		provide child-care		secure materials		assign enablers

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II. ARRANGING THE CORPORATE LIFE
PROCEDURES

QUARTERLY RETREATS
Forging Corporate Models

The procedural steps for implementing this tactic are the following:

1. Assign a retreat prior, teachers, a guru and workshop leaders, who together would be the corporate pastorate; design a teaching workshop for practices and leadership dynamics; design a role model for the guru and prior.
2. Develop a quarterly retreat rationale, present it to the corporate pastorate, structure and present a conversation on the symbolic importance of choosing a discontinuous place and time, build and conduct a planning workshop on the study life, spirit life and work.
3. Design and implement a workshop model for previous quarter's progress and contradictions, and next quarter's imperatives; create and implement a priorities workshop for goals, strategies, tactics, instruments and timeline; plan and conduct a theme workshop with the corporate pastorate.
4. Create a work model including tasks, leaders, charts and materials; make team assignments in units; build care structures for accountability, absolution, and health care; create a spirit program through contextual short courses and guru dialogues.
5. Assign units to design and collect rituals including decor, symbols and conversations; develop corporate solitaires with decor montages and new religious mode charts; train song leaders on contextual importance of songs and song rationale selection.
6. Create contextual statements in the form of lectures, conversations, movies, short courses and graphics; create structured meal conversations that include life questions, responses and group imperatives; assign and train units to lead meal conversations.
7. Build a mealtime model and assign units to write symbolic menus, plan, order, cook and serve the food and clean up; design the meal decor using central theme in the table setting, art forms and centerpiece.
8. Design an accountability and absolution model through the corporate pastorate; create and implement the model to assure the progress of preparation, the gathering of necessary instruments, the ordering of pertinent materials and the readiness of all participants.

III. FORGING THE CORPORATE SYMBOLS

9. COMMON WORSHIP		10. VISION DEVELOPMENT		11. PERVASIVE DECOR		12. CELEBRATION PLAN	
Corporate Office	schedule time	Formal Presentation	evaluate situation	Space Design	draw floor-plan	Opening Feast	introduce format
	assign liturgists		decide roles		envision wall-space		contextualize event
	arrange area		prepare construct		design traffic-flow		timeline celebrat'n
	procure equipment		ground imaginally		plan furniture		symbolic decor
Common Rituals	simple wording	Contextual Statements	lecture construct	Room Decor	create design	Missional Discontinuity	structured discontinuit
	practice response		witness rationale		communicate theme		corporate disc.
	task orientation		imaginal short-course		build corporately		solitary disc.
	ritual rationale		reporting format		movable furniture		self-structured disc.
Solitary Office	build context	Group Discussions	struct. participation	Art Forms	wall-space rationale	Informal Conversation	time consciousness
	procure materials		assigned leaders		create montages		decide category
	create format		topic selection		select centerpieces		design questions
	prepare leaders		concluding image		table decor		corporate reflection
Eucharistic Meal	select liturgy	Informal Conversation	assign guru	Special Symbols	movement symbols	Commissioning Service	corporate assignment
	obtain supplies		structure time		parish symbols		summarize address
	assign roles		provide context		cadre symbols		claim promises
	create decor		create spirit-underlay		congregation symbols		send out

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III. FORGING THE CORPORATE SYMBOLS PROCEDURES

QUARTERLY RETREATS

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The procedural steps for implementing this tactic are the following:

1. Assign liturgists for corporate office, plan experimental rubrics, assign cadremen to set up the worship area; prepare a short course on meditation, contemplation and prayer to introduce the solitary office; construct accountability and absolution rituals.
2. Include eucharistic meal at the feast of endings; assign common meal service liturgist roles; prepare a witness pointing out highlights of the retreat and imperatives of the future; initiate corporate creation of rites to officially begin new quarter.
3. Construct a four by four model for the opening formal presentation of vision; select appropriate religious and secular readings to set context and mood; project short film or slides illustrating the church in mission on the global, national or local level.
4. Create center pieces to enhance group discussions and informal conversations; push the discussions to deal with the spirit edge struggles of the corporate body in its relationship to the congregation; make a personal evaluation of each member's struggle with his mission
5. Create a space design of the facility; assign workshop groups to specific rooms; provide groups with decor materials; have world maps and ur images available to create a global context; insure that tables and chairs can be easily moved.
6. Plan a brief art form workshop for participants to create a personal symbol to hold the past and future quarters together, and assign cadremen to take responsibility for imaginably exhibiting the retreat report on the church bulletin board.
7. Formulate a construct for the opening feast; create significant opening rituals; have symbolic rite of accountability to cadre rule for last quarter; present kitchen and dining room enablement model; make the necessary task assignments for the duration of the retreat.
8. Structure in periods of missional discontinuity; have specific sleep accountability rituals; organize sports teams and games if space permits; have a sack lunch or barbecue, coffee breaks and snacks; initiate a song fest and corporate dance.

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IV. DESIGNING THE CORPORATE TASK

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13. EVALUATION SESSION		14. PLANNING DYNAMICS		15. QUARTERLY CONSTRUCT		16. PLANNING FOLLOW-UP	
Cadre Life	quarterly report	Preliminary Workshop	brainstorm vision	Battleplan Creation	articulate goals	Youth Exchange	structure evaluation
	accountability format		articulate problems		select tactics		pool wisdom
	effect'ness assessment		decide methodology		chart instruments		write report
	timeline assignments		timeline assignments		overlay forces		envision quarter
Congregation State	assess spirit-journey	PSU Construct	set context	Time Lines	determine goals	Congregation Report	contact leaders
	cadre/church contrad'n		brainstorm problem		assess priorities		evaluate context
	wkshp tact'l situation		assign units		coordinate assignm'ts		enable report
	review timeline		revise/regroup		imaging timelines		distribute report
Parish Mission	evaluate progress	Reporting Session	reflective sharing	Operating Calendar	coordinate timeline	Retreat Evaluation	assign leader
	assess mood-shifts		content categorizing		structure tasks		evaluate construct
	cadre participation		chart displaying		allow discontinuity		workshop report
	identify blocks		unit reporting		distribute calendar		mail report
Movement Relations	pedagogical progress	Group Consensus	define context	Quarterly Assignments	establish pair-care	Interim Celebrations	design celebration
	course enablement		discuss blocks		rotate assignments		structure enablement
	penetration particip'n		list alternatives		define tasks		plan discontinuity
	financial account'y		make revisions		schedule accountability		assign roles

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IV. DESIGNING THE CORPORATE TASK
PROCEDURES

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The procedural steps for implementing this tactic are the following:

1. Conduct a preliminary workshop with key cadre members; discuss spirit journey dynamics needed for the weekend; assign leadership roles for every session; develop and distribute a list of the responsibilities included in each assignment; create retreat accountability structures.
2. Design an opening workshop which evaluates the cadre life and its movement relationships in the past quarter, and a second workshop which considers the state of the congregation and the parish mission, in relation to the cadre.
3. Develop a list of problems which should be dealt with in problem solving units at the retreat; design a construct describing PSU procedures for each PSU leader; create a model for PSU reporting and arriving at group consensus.
4. Develop a workshop model to determine study selections, work assignments, and goals for the development of the symbolic life of the cadre for the next quarter, and coordinate them with the year's timeline for the cadre, congregation, and parish.
5. Design an operating calendar for the coming quarter, including all cadre, congregation and parish plans, and enter on the calendar assignments of cadre members for each event and for on-going quarterly responsibilities within and outside the cadre.
6. Instruct the youth of the cadre in giving short-courses and making reports; schedule a youth report to the adults of the cadre; design a report for other youth of the congregation about the quarterly calendar.
7. Develop an evaluation workshop to determine the gifts and problems of the retreat; conduct the evaluation workshop at the last session of the weekend; compile a list of suggestions for both content and enablement for future cadre retreats.
8. Develop a short course on the importance of celebrations between retreats; design a workshop to schedule at least two celebrations per quarter based on a comprehensive rationale; consider values of celebrations and needs.

I. CREATING THE CORPORATE FORMAT
SENTENCES

1. PRELIMINARY PREPARATION

The preliminary preparation for the quarterly retreat constitutes a process wherein the cadre, using the workshop methodology, creates a climate that reinforces the image of corporateness, makes committee appointments in order that issues be resolved and accountability be integrated into structures, investigates the material needs and arranges for the acquisition of materials selected, and prepares a reporting procedure.

- a. *Climate creation* of the retreat is accomplished through the use of structured discussions and corporate designing of a retreat symbol and rituals, and through the use of workshop and consensus methodology to clarify the goals which are to be pursued.
- b. *Committee appointments* are derived from the workshoping of the issues the cadre undertakes and the decision by the cadre to appoint members to team structures, to assign the tasks to teams, and to implement an accountability and absolution structure.
- c. *Materials selection* for the various tasks is determined by workshoping the needs and establishing long and short range priorities, after which an assessment of the available funds will decide the materials which need to be procured at a given time.
- d. *Reporting preparation* is accomplished by first collecting the available data, designing the format of the report, constructing a reporting accountability structure or ritual which can be employed by the cadre, and then by the cadre, and then by evaluating the data which is obtained.

3. PLANNING PRACTICES

Crucial to the creation of a corporate format for quarterly retreats is the planning practices which include the investigation and selection of, and the reservation of suitable facilities where pre-planned meals may be easily prepared, and adequate housing may be provided; the arranging for suitable means of travel, and the planning for an assignment of curriculum, staff, and space for related children's structures.

- a. *Facilities selection* can be accomplished by establishing criteria for the type of facilities needed, listing all possible facilities available, visiting those sites which might prove suitable, and then choosing the site and confirming its reservation as soon as possible.
- b. *Travel arrangements* should be made by gathering information on all possible means of transportation, creating a budget, selecting the means of transportation, and making a schedule, including terminals and departure and arrival times to and from those terminals.
- c. In planning for *meals and housing* approximate attendance will be determined by pre-registration, menus planned considering budget and food practicality, housing assigned according to type of facilities and personal needs, and logistics planned concerning meals and housing by developing a timeline.
- d. *Children's structures* are provided for quarterly retreats by reserving space early and making assignments, by recruiting and training staff members, considering number and needs of the children, structuring time to suit the age group, and collecting materials for planned activities.

2. CREATING DYNAMICS

In creating dynamics required for sustenance and growth, the cadre plans for the quarterly retreat by employing a flow or task chart and a time schedule for the retreat, utilizes the learned consensus method while workshoping to select themes and delineate goals for the retreat, maintains a global perspective in each session, and employs an intentional agenda design at each meeting.

- a. A cadre's *time schedule* is created by determining the resource limits of the group, charting the task rationale, developing a flow chart to show the various paths and time required to complete each task, and creating a symbolic time design.
- b. The quarterly retreat *theme selection* is achieved by means of a workshop which utilizes the decision making process of consensus to determine the specific thrust of each retreat in light of globality and the current status of the spirit movement.
- c. A cadre's *goal delineation* will be accomplished by conducting workshops on the long range goals followed by workshops on the cadre's immediate goals which are then restated in contextual terms where tasks are defined and timelines are developed.
- d. Cadre meeting *agenda design* should include a review of past events and work of the cadre, an updated report on the particular schedule the cadre is working on, the assignment of responsibilities, and the obtaining of consensus on all issues.

4. YOUTH CADRE

The youth cadre is designed to involve the youth of the local cadre in the corporate format of quarterly retreats by having a planning meeting interchange between the two age groups in order to coordinate their programs, provide financial enablement for the youth, share the responsibilities of the retreat, and open the possibility for greater participation in the cadre by the youth.

- a. A *planning interchange* with youth and adult representatives should take place for the purpose of brainstorming the possibilities, writing timelines for retreat assignments, and establishing a consensus form of polity for the youth at the retreat.
- b. *Program coordination* for the retreat should include planning a special curriculum for youth, structuring in symbolic accountability, synchronization of adult and youth timelines for the retreat, and the creation of a story about the relational youth and adult participation in the retreat.
- c. *Financial support* to enable youth to attend the quarterly retreat must be planned, by deciding a budget, exploring resources for sending youth to the retreat, collection of available funds, and awarding scholarships to those young people needing financial assistance.
- d. The *mutual sharing* of responsibilities for the retreat includes shared youth and adult participation in meal preparation, service and cleanup, the development of new and different rituals, the exchange of artforms, and the sharing of age-group reports.

I. CREATING THE CORPORATE FORMAT

The process of planning and enabling the quarterly retreat creates a corporate format which embraces each missional family and teenage youth through their participation in the retreat planning and the taking of responsibility for the various tasks, such participation being in a climate of structured discussions and the employment of consensus and workshop methodology, by the setting up of committees, assignments, and accountability structures, and by cooperative sharing of the program responsibility including facilities, travel, child care, and finances.

II. ARRANGING THE CORPORATE LIFE SENTENCES

5. LEADERSHIP ASSIGNMENT

Leadership assignment is of vital importance to the enablement of the corporate life of the quarterly retreat and demands attention to the priestly work of staff training and selecting the rites as well as careful selection of a prior team for the care structure. A workshop teaching unit is necessary to the retreat to actualize the dynamics introduced by the spiritual teachers.

- a. To enable the *priestly work* of mediating the life giving word through rehearsing the Christian understanding of the way life is, liturgists must be designated, rites selected, necessary materials collected, and staff training supplied in all areas.
- b. Auxiliaries should meet with those of the *prior team* to be sure responsibilities are assigned, tasks defined, to provide constructs to enable care of the teams, the rationale of participation, and later enable evaluation of the priorship training and accountability structures.
- c. Auxiliaries should work with the *workshop unit* to be sure the methodologies are explained clearly, that roles of blackboard catalyst and second teacher are assigned and all together they delineate the goals and establish the subject of each workshop.
- d. The *spiritual teachers* for the retreat will need to be trained in methodologies, be informed which seminars they are to lead, set and rehearse the appropriate contexts, and have worked out the short courses to be injected during the seminars.

7. SPIRITUAL FELLOWSHOOD

The structures necessary for creating a spiritual fellowship dynamic during the cadre's quarterly retreats are the singing opportunities, made meaningful by the intentional selection of music, the contextual statements which introduce the conversations and employ the use of lectures and art forms, the guru dialogues for depth brooding and reflections, and the corporate solitaires set in an imaginal time design.

- a. To create an adequate *singing design* to enable corporateness in the cadre retreat, suggestions for songs and music need to be gathered, selections made, short courses written which lay the context for the music, and song leaders assigned to this task.
- b. The use of *contextual statements* is crucial to enable spirit fellowship at the quarterly retreat, and requires the determining of the context, the introduction of conversations, the dynamic of the lecture, and the employment of artform methodology.
- c. *Guru dialogues* are necessary in order to deepen the spirit sensitivities of the retreat participants, and require self preparation of the auxiliary, selection of categories for dialogue, planning for reflections on contradictions, and scheduling time for depth brooding and final second reflections.
- d. The use of *corporate solitaires* as a structure to create a spiritual fellowship needs an intentional format, an imaginal time and space design, leaders who have been prepared for this role, and all necessary materials for enablement of this structure.

6. SHARED ENABLEMENT

Through shared enablement the needs of the quarterly retreat can be planned and provided for by designing work structures for all needs, team complex and unit assignments made, set in the context of mutual care so that every need of the participants is provided for, including the children, with the spirit dimension of accountability and absolution included.

- a. *Work structures* for enabling the retreat can be shared by choosing the tasks and making appropriate assignments with design charts which show the relationship of the tasks to the entire retreat schedule and its needs, and giving a short course on the context.
- b. Each cadre member is part of the *team complex* and should receive his individual assignment within the context of the structure, with necessary timelines or time constructs made clear, and all necessary materials and other enablement provided for all tasks.
- c. For all *unit assignments*, tasks must be carefully determined and described and resulting assignments made and enabled, with those participating in the unit assignment being sent forth to their tasks, and attention given to the priority of each job.
- d. To enable *mutual care* for all persons attending the retreat, recognition of the need for accountability should be followed by providing a structured accountability and absolution, with health care and child care included in the design as necessary.

8. INTENTIONAL MEALS

Intentional meals are a basic part of the quarterly retreat and their value is greatly enhanced by the use of a rationale which includes symbolic menus, a work enablement model for the kitchen, rituals designed specifically for the retreat, structured table conversations and decor which carries out the theme of the retreat through the use of art materials.

- a. *Symbolic menus* point to food selection with an eye toward attractiveness and suitability, perhaps including an ur rationale; a schedule must be set for menus and meal time, food must be ordered, and assignments made for enablement of the kitchen.
- b. *Designed rituals* are an integral part of intentional meals, creating a sense of order and completeness, and permit the building of a format, the creation of symbols and the telling of the story of the uniqueness of the quarterly retreat.
- c. *Structured conversations* are necessary for the intentional meal and must have an ordered content, a list of appropriate questions for assigned leaders to use, and a timeline designed to enable the cadre to best give form to its own wisdom.
- d. *Imaginal meal decor* creates the setting for the intentional meal and requires a decision on a theme, a design model for the room, the collection and skillful arrangement of artforms, and the assigning of enablers for these tasks.

II. ARRANGING THE CORPORATE LIFE

The quarterly retreat highlights the corporate life of the cadre, giving particular attention to leadership assignments, shared enablement, spiritual fellowship, and intentional meals, each activity representing a major opportunity for the continuing development of the corporateness into which the cadre must lead the members of its local congregation; thus the quarterly retreat provides the machinery for full evaluation of itself in relation to all the tactics by which its task of renewing the church is fulfilled.

III. FORGING THE CORPORATE SYMBOLS
SENTENCES

9. COMMON WORSHIP

Common worship, being the highly symbolic, individually and corporately articulated rehearsal of life, context and the life decision, holds a crucial role in the structure of the quarterly retreat, and is built in through participation in the morning and evening corporate office, common rituals before and after meals and meetings, solitary office for depth spirit journeys, and the eucharistic meals.

- a. The *corporate office* serves as the cadre's symbolic rehearsal of who it is and what it plans to be, and is performed with the necessary equipment in a pre-determined location, with assigned leadership roles, and at scheduled times in the quarterly retreat format.
- b. *Common rituals* which have been rationally and comprehensively written by the cadre or borrowed from other sources, and rehearsed periodically at appropriate times, orient the cadre to the relationship they have decided to take to the task before them.
- c. The *solitary office*, allowing the cadre members to plumb the depths of their own existence, must be adequately contextualized by leaders prepared to enable it with a format designed to allow smooth solitary movement using previously procured materials.
- d. The *eucharistic meal*, the high symbolic occasion in the worship life of the church, is celebrated by the cadre at the quarterly retreat in the midst of intentional decor with a pre-selected liturgy, procured supplies and roles assigned to cadre members.

11. PERVASIVE DECOR

Pervasive decor, being the subtle method the cadre employs for reminding itself of the decisions it has made about life and its relation to the church, can determine the use of the space available, create imaginal room decor consistent with pre-planned rationale, select and arrange appropriate art forms, and place special symbols in strategic locations, rotated by a scheduled plan.

- a. To enable rational and intentional *space design* at the quarterly retreat, the cadre must consider the traffic flow and the placement of furniture by drawing a retreat floor plan, and by envisaging the effective use of wall space.
- b. To enable powerful and imaginal *room decor* at the quarterly retreat, the cadre must create a rationale for decor that will communicate a theme, rotate the decor intentionally, and allow the corporate body to participate in its creation.
- c. To enable the creative use of *art forms* at the quarterly retreat, cadre members must create a rationale for the use of available wall space, create the necessary montages, banners and symbols, and select the needed center pieces and arrange the table decor.
- d. *Special symbols* which use the power of decor at the quarterly retreat should be employed in order to hold the cadre before the global spirit movement, its task in the parish, its relationship to the congregation, and its self-understanding as a cadre.

10. VISION DEVELOPMENT

Vision development, being the creative key for releasing movement in new directions and edge activity, is a critical part of the quarterly retreat and can be developed in formal presentations, contextual statements that ready the cadre to move into particular workshops or seminars, group discussions that gather the group wisdom, and informal conversations that push at a depth level.

- a. A *formal presentation* as a means of developing a common vision of the cadre's task, should be prepared from a rational construct grounded imaginally, and roles assigned to the cadre members, who will evaluate the presentation for possible future change.
- b. The *contextual statement* is an additional method for developing the future vision of the cadre, and should be included in every lecture construct, witness rationale, imaginal short course, and reporting construct to focus the cadre's insights beyond present immediacies.
- c. *Group discussions* resulting from topics rationally selected, led by assigned leaders, concluding with an image that grasps the imagination, and structured for participation within the cadre's quarterly retreat, will enable the development of a common vision for forging the future.
- d. The assignment of a guru to lead the *informal conversations* at the cadre quarterly retreat will be enabled by a rationale that indicates the content of the conversations, maintains an underlying spirit thrust, and structures the conversations at appropriate times.

III. FORGING THE CORPORATE SYMBOLS

The corporate symbols of the cadre's quarterly retreats will be forged through common worship in the form of the corporate office, common rituals, the solitary office and the eucharistic meal; through extensive vision development with formal presentations, contextual statements, group discussions, and informal conversations; through pervasive intentional decor of rooms, comprehensive space design, use of art forms, and special symbols; through planned celebrations including an opening feast, some type of missional discontinuity, informal conversations, and ending with a commissioning service.

12. CELEBRATION PLAN

The celebration plan, being the missional discontinuity of the quarterly retreat, and taking place throughout the retreat, opens with a feast that sets the context for the celebration, includes informal conversation that allows for corporate reflection on the retreat, and concludes with a commissioning service that sends the cadre forth into the new quarter with its vision and assignments before it.

- a. The cadre's quarterly retreat begins with an *opening feast* highly celebrative in style, symbolically decoded, and laid on a timeline, in which the context for the retreat is set, and the overall format is stated.
- b. Celebration as *missional discontinuity* is an effective way to structure time so that, in the midst of mission, planned experiences are enabled that allow for adequate distance from the ongoing task and provide an occasion and a basis for reflection.
- c. An *informal conversation* within the celebrational plan will be held upon previously decided categories with selected questions which enable self-conscious corporate reflection, forging out the missional specifics, and brooding on the journey and expenditure of time during the quarter.
- d. The *commissioning service* at the conclusion of the quarterly retreat celebration will include a summarization of the address of the retreat, the reading of corporate assignments, the claiming of promises for the future and a send out into the newly planned mission.

13. EVALUATION SESSIONS

At the quarterly retreat it is imperative to include evaluation sessions which enable depth reflection on issues pertaining to effective cadre life, the congregation's spirit journey, the progress of the parish mission, and the cadre's participation in the global movement, thus allowing the cadre to build on past wisdom as they design the corporate task for the future.

- a. During the evaluation sessions *cadre life* needs to be considered in terms of its development, accomplishments, and journey during the the past quarter, utilizing the accountability format, and in defining the needs and goals for the coming quarter.
- b. The *state of the congregation* is analyzed by assessing the spirit journey of the congregation, articulating the cadre-church contradictions, workshopping the tactical situation, and reviewing the timeline, all of which are imperative in an evaluation.
- c. It is necessary to consider the *parish mission* during the evaluation session, focusing particular attention on the progress made, the current mood and identification of blocks, in order to facilitate precise planning which will evoke more effective participation during the coming quarter.
- d. When developing the evaluation sessions it is important for the cadre to deal with *movement relations* and to give close scrutiny to the cadre's pedagogical progress, participation in course recruitment and enablement, and cadre financial accountability to the movement.

15. QUARTERLY CONSTRUCT

The quarterly construct is a tactic which forces the cadre members to create an overall battleplan for the coming quarter in which goals of the cadre are clearly articulated, tactics selected, timelines designed, assignment of tasks made along with the designing of an operating calendar through which the timelines are coordinated and the tasks defined, rotated and structured.

- a. The cadre *creates a battleplan* which articulates goals, selects tactics, defines the instruments and names the forces that are necessary during the coming quarter to accomplish the cadre's objectives; this is imperative to defining the quarterly construct.
- b. *Timelines* provide the essential summary of the quarterly construct and special attention should be given to the development of goals, assessment of priorities, coordination of assignments and the construction of an imaginal timeline to hold before the cadre all key elements.
- c. An *operating calendar* is important for the cadre to include in the quarterly construct to coordinate various timelines, structure all necessary tasks and set aside specific time for discontinuity to facilitate orderly operations during the quarter coming.
- d. *Quarterly assignments* are imperative in order for the cadre to accomplish its goals for the forthcoming quarter, and comprise that part of the quarterly construct in which tasks are defined, assignments rotated, calling teams established and scheduled accountability developed.

14. PLANNING DYNAMICS

The planning dynamics of the quarterly retreat need to include the following preliminary workshops for brainstorming the vision and articulating problems: the P.S.U. construct for problem solving, brainstorming and unit assignments, reporting sessions for reflective sharing, with special emphasis given to imaginal reports, and a common understanding among cadre members that the group will operate on consensus during the quarterly retreat.

- a. During the quarterly retreat the *preliminary workshopping* plays an important role in planning dynamics for the coming quarter through the use of brainstorming to create the vision, articulating the problems, deciding the necessary methodologies and putting quarterly assignments on a timeline.
- b. When the *P.S.U. construct* is used it is necessary for the cadre members to set the context for problem solving, utilizing brainstorming techniques and assigning units to work on problems of strategic importance needing planned revision prior to commencement of the coming quarter.
- c. The *reporting session* is an important part of the planning dynamics because it allows necessary reflective sharing, specific content categorizing through the use of chart displays, and unit reporting to communicate pertinent data among the cadre members present at the retreat.
- d. The cadre uses *group consensus* as part of the dynamics of its decision making to define the context for discussion, deal with blocks to future plans, list alternatives and make the necessary revisions to reach an effective model for the future.

16. PLANNING FOLLOW-UP

It is important when designing the corporate task to include a follow-up structure to the quarterly retreat through reporting to the congregation in which content is evaluated and given to church leaders, youth exchange delineated in terms of pooling wisdom and planning for the future, intentional interim celebrations planned, and a detailed evaluation of the retreat is written up and distributed.

- a. *Exchanging youth* members with the adult members of cadre in the follow-up sessions is imperative to enable joint planning, to share structured evaluation, to pool wisdom, to share in envisioning the quarter, and to have the group write the quarterly report.
- b. At the quarterly retreat a comprehensive *congregational report* must be prepared by the cadre members and presented to the church leaders as a printed document with special consideration given to retreat content evaluation, and the highly intentional distribution of the report.
- c. The *retreat evaluation* should consider the construct of the retreat, the retreat report workshopped, and the finalized report mailed to all participants and other concerned individuals as the follow-up of quarterly retreats.
- d. *Interim celebrations* are an integral part of the follow-up, in which roles are assigned, discontinuity intentionally planned, the necessary enablement structures created, with the celebrations designed to enable cadremen to reappropriate what it means to be a celebrative people.

IV. DESIGNING THE CORPORATE TASK

Designing the corporate task demands the following four tactics: evaluation sessions allowing cadre members to retell their history upon which they build when visioning the future; planning dynamics as a crucial element of the quarterly retreat; the quarterly construct which assures the cadre of its direction, timelines and assignments for the coming quarter, the follow-up planning that allows the wisdom of the adult and youth cadres to be shared with the congregation, and the planning of interim celebrations.

TRAINING UNIT TACTIC 6
Cadre

**I. CREATING THE CORPORATE FORMAT
INSTRUMENTS**

QUARTERLY RETREATS
Forging Corporate Models

1. PRELIMINARY PREPARATION

Climate Creation

112 dynamic rationale chart
134 mood construct
142 room decor kit
241 instructional equipment kit
311 comprehensive retreat construct
423 mailing design
441 office supplies kit

Committee Appointments

311 priorities list
314 assignment rationale
441 office supplies kit
443 archives file
443 list of members skills
443 list of needed committees

Materials Selection

141 audio-visual checklist
142 art supply kit
322 budget
344 custodial checklist
441 office reproduction kit
441 office supplies kit

Reporting Preparation

121 accountability ritual
213 workshop format
214 imaginal outline
244 evaluation format
441 office supplies kit
312 agenda

2. CREATING DYNAMICS

Time Schedule

311 comprehensive weekend schedule
311 imaginal calendar
312 meeting constructs
313 flow chart
443 printed research archives
443 printed research archives

Theme Selection

142 liturgical calendar
214 conversation construct
234 curriculum building manual
414 spirit problemat
443 archives files

Goal Delineation

244 evaluation reports
321 polity chart
414 cadre problemat
414 church goals analysis
414 world grid
414 world/parish problemat

Agenda Design

214 imaginal agenda
214 short course construct
244 report guidelines
312 meeting construct
314 assignments list
414 priorities analysis
313 blank time forms

3. PLANNING PRACTICS

Facilities Selection

242 room furnishings checklist
244 evaluation format
244 evaluation model
313 visitation timeline
322 budget model
341 facilities grid
341 list of possible locations

Travel Arrangements

214 en route conversation model
313 en route timeline
313 time schedules
322 budget model
414 area grid
443 participants list
444 available transport list

Meals/Housing

133 decor model
313 meal time schedule
322 budget model
342 menu model
434 registration format
443 participants information sheet

Children's Structures

142 art supply kit
234 curriculum construct
241 instructional equipment kit
242 room furnishing checklist
322 budget model
341 facilities data sheet
314 pedagogue assignment rationale

4. YOUTH CADRE

Planning Interchange

312 adult presentation format
314 leadership rotation model
324 visitor role model
443 list of cadre members
443 list of youth cadre goals

Program Coordination

121 ritual format
142 room decor kit
143 corporate worship checklist
214 contextual story
312 agenda
443 school calendar
443 church school calendar

Financial Support

322 cost analysis model
322 credit model
322 slush fund construct
433 fund raising model
433 resource analysis
433 scholarship model

Mutual Sharing

121 ritual copies
214 conversation model
244 evaluation format
313 common timeline forms
314 mutual assignments charts
331 common goals model
332 mutual celebration model

TRAINING UNIT TACTIC 6
Cadre

**II. ARRANGING THE CORPORATE LIFE
INSTRUMENTS**

QUARTERLY RETREATS
Forging Corporate Models

5. LEADERSHIP ASSIGNMENT

Priestly Work

121 ritual list
143 corporate worship checklist
312 meeting constructs
314 assignment sheet
324 training model
324 priest responsibilities model
441 office supplies kit

Pior Team

214 contextual short course format
244 participant list
321 polity construct
324 goals sheet
324 orientation model
324 training model
414 contradiction analysis sheet

Workshop Unit

211 workshop methodology manual
214 short course construct
232 workshop questions list
311 retreat construct
314 workshop assignments model
333 reporting format

Spiritual Teachers

112 new religious mode charts
112 spirit analysis construct
144 solitary accoutrements kit
211 odyssey model
214 guru short course format
221 reading list

6. SHARED ENABLEMENT

Work Structures

214 obedience short course
244 general care list
313 job analysis sheet
314 team structures model
333 accountability model
344 custodial checklist

Team Complex

214 corporate short course
311 team organization chart
313 time design
323 team symbol construct
324 prior's training sheet
333 team accountability instruct

Unit Assignments

214 corporateness short course
313 unit time design
314 task assignments
323 unit symbol construct
333 unit accountability format

Mutual Care

214 responsibility short course
214 global man short course
244 physical needs list
313 missional discontinuity model
314 substitution format
333 accountability format

7. SPIRITUAL FELLOWSHIP

Singing Design

123 song books
123 traditional hymn book
134 song criteria instruct
134 song writing methodology
141 musical instruments
214 vocal expression short course

Contextual Statements

214 short courses
214 conversations constructs
214 art form method construct
243 illustrative stories list

Guru Dialogues

134 mood awareness instruct
214 current critical conv list
214 spirit conversation construct
234 conversation topic rationale
313 timeline model

Corporate Solitaries

121 liturgy copies
141 record player
143 corporate worship checklist
221 spirit literature

8. INTENTIONAL MEALS

Symbolic Menus

342 comprehensive recipe list
342 menu interpretation instruct
342 menu rationale
342 resource list
342 ur recipes

Designed Rituals

121 international rituals
121 book of rituals
121 ritual sheets
223 secular readings
232 ritual writing methods instruct

Structured Conversations

214 alternative questions list
214 conversation format
234 conversations instruct
234 subject rationale
311 group dynamics model
312 agenda

Meal Decor

124 centerpiece art forms
133 decor construction model
142 art supply kit
242 room design model
242 table setting design
322 budget model

9. COMMON WORSHIP

Corporate Office

134 body rubrics
143 corporate worship checklist
242 space design
314 liturgists assignments

Common Rituals

121 ritual formats
121 ritual rationale
143 corporate worship checklist
323 send out formats
332 birthday celebration model
333 accountability forms

Solitary Office

132 solitary office instruct
144 solitary accoutrements

Eucharistic Meal

121 common meal sheets
131 service format
143 corporate worship checklist

10. VISION DEVELOPMENT

Formal Presentation

141 audio visual checklist
142 room decor kit
211 course format
211 lecture notes
221 contemporary reading
241 instructional equipment kit
312 collegium construct

Contextual Statements

214 short course lists
221 poetry list
221 contemporary reading list
223 illustrations file
241 instructional equipment list

Group Discussion

112 new religious mode charts
214 discussion questions
221 contemporary readings
223 illustrations file
241 instructional equipment list
244 evaluation questions

Informal Conversation

214 background research construct
214 transitional statements list
214 stories list
223 illustrations file
313 timeline

11. PERVASIVE DECOR

Space Design

142 masking tape
242 room blueprint
242 room furnishings kit
314 assignment list
341 cushions, rugs
344 custodial checklist

Room Decor

112 spirit charts
124 ur decor
142 art supply kit
142 room decor kit
313 timeline design
314 assignment list
443 mans

Art Forms

112 spirit charts
124 poetry, paintings
124 candles, blocks
141 audio visual checklist
142 art supply kit
341 tablecloths, flowers

Special Symbols

111 cross and open tomb
111 list of movement symbols
111 wedge blade
111 4x4 and timeline banners
114 world grid
124 theme banner

12. CELEBRATION PLAN

Opening Feast

141 audio visual checklist
142 room decor kit
143 corporate worship checklist
314 enablement assignment chart
314 symbolic role assignment chart

Missional Discontinuity

214 missional discon. short course
313 timeline
443 entertainment checklist
443 maps
443 public events schedules

Informal Conversation

122 classic illustrations file
122 humorous illustrations file
234 short course creation instruct

Commissioning Service

143 corporate worship checklist
314 symbolic role assignments

TRAINING UNIT TACTIC 6
Cadre

IV. DESIGNING THE CORPORATE TASK
INSTRUMENTS

QUARTERLY RETREATS
Forging Corporate Models

13. EVALUATION SESSION

Cadre Life

241 instructional equipment kit
313 timelines
314 assignment sheet
321 cadre rule plan
323 cadre covenant format
414 cadre problemat
443 past meeting records

Congregation State

123 song sheets
313 timelines
314 assignment sheet
333 accountability absolutions
414 congregation grids
414 evaluation construct
422 parish guild plans

Parish Mission

114 parish grid
121 ritual copies
241 instructional equipment kit
313 timelines
314 assignment reports
333 accountability absolution
432 problemat

Movement Relations

113 movement timeline
114 world grid
123 movement songs
244 evaluation construct
314 regional teaching assignment chart
322 contribution audit
333 cadre accountability design

14. PLANNING DYNAMICS

Preliminary Workshop

232 workshop format
241 instruction equipment kit
242 room furnishing checklist
242 space design model
314 teaching assignment list
414 problemat forms

PSU Construct

232 workshop format
241 instruction equipment kit
242 room furnishing checklist
311 psu format
313 timeline design
342 food plan
441 office reproduction kit

Reporting Session

214 conversation format
314 assignment construct
333 report construct
441 office reproduction kit

Group Consensus

121 ritual folder
123 song sheets
134 mood analysis diagrams
214 short course format
214 conversation format
313 timeline

15. QUARTERLY CONSTRUCT

Battleplan Creation

114 regional grids
314 comprehensive assignment construct
323 spirit sustenance model
414 congregational analysis
414 parish problemat
434 master tactical charts

Timelines

112 symbolic calendar
313 movement time designs
314 corporate assignment construct
324 enablement training schedule
333 accountability model
431 model building instruct
434 priorities list

Operating Calendar

312 ecclesiola construct
312 time/task calendar construct
314 individual assignment construct
333 accountability model
441 office reproduction supplies
441 office supplies kit

Quarterly Assignments

112 spirit journey chart
314 assignment enablement construct
314 external mission assign. construct
314 rotation assignment construct
331 presider task instruct

16. PLANNING FOLLOW-UP

Youth Exchange

313 quarter timeline
314 assignment pattern model
333 mutual accountability model
441 office supplies kit

Congregation Report

121 ritual copies
123 movement songs
142 room decor kit
214 visionary short course
241 instructional equipment list
313 imaginal time design
333 imaginal report model

Retreat Evaluation

214 evaluation conversation format
232 evaluation workshop model

Interim Celebrations

142 room decor kit
313 time-event plan
332 party model
333 celebration rationale

LOCAL CHURCH RESEARCH ASSEMBLY

Ecumenical Institute: Chicago
3444 West Congress Parkway
Chicago, Illinois 60624

Summer 1970