

SHEER GOLD

SOCIAL DEMONSTRATION CONSULT

REFERENCE TEXT

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WORKING DRAFT:
NOT FOR PUBLICATION
OR DISTRIBUTION

September, 1975

A Companion to Summer '75 Consult Documents

I INTRODUCTION

CURRENT
TIMES

1. The present historical moment is a time of profound transition. It has broken in upon the journey of man with a forcefulness that is shifting the meaning of life itself. Not only has the consciousness of man expanded with the never-ending assault of scientific technological advancement, but the consciousness of that expansion and the effect of human decisions upon it, have thrust man into a new realm of existence. Virtually every societal form has been called into question. Economic disparity between the haves and have nots increases daily. Yet in the midst of what often appears as sheer chaos, there are signs of new life emerging. In fact, the socio-economic transition which is being experienced around the globe is itself an indication that these are times of profound human development. There is a global resurgence of local man, not of a revolutionary elite, but of mass participation of local man in the reshaping of the societal forms which care for life. The painfilled cry from every corner of the earth is that local man participate significantly in creating his destiny and that the structures of society care for all.

SOCIAL
VISION

2. Throughout history great cultures have flowered, embodying for their people a transcendent vision of purpose and wholeness. These cultures rose out of the chaos and collapse of preceding eras, and were shaped through the efforts of those who desired to capture in tangible form a new social vision. This dynamic is occurring globally today. A new social vision is emerging. The profundity of the social transition, the intensity of the pace of change and the quality of globality are enough to make this happening like no other experience in man's history. This is a phenomenon in which every local community participates to a greater or lesser degree consciously or unconsciously. It is a sociological dynamic, rather than an institutional form. It is participated in by those who care profoundly and comprehensively for the future of mankind. It becomes manifest wherever local man takes seriously the creation of his destiny and ventures to engage in the change that is taking place. It is the seeking to transpose the gifts of every culture into meaningful 20th Century sociological forms that release the wisdom of any given culture to all men. It is not the creation of a few visionaries', but is that which emerges from the deep yearnings of the masses of mankind. It does not seek to destroy, but to enable the building of structures of total human care from within the existing established forms of society.

SOCIAL
DEMONSTRATION

3. Social demonstration is a practical and total human response to our era of social transition. In the latter half of the 20th century, the world has seen variant forms of social protest, signifying frustration with the old and a vital yearning for the new. Protest has served a useful purpose in awakening society's recognition of dehumanizing injustices; but like that which it stood against, protest is over. It has made its historical contribution and though remnants will persist, it is finished.

The times of transition call now for social demonstration, the creative signalling of what is to be. The purpose of social demonstration is to engage the restless vitality of this age in building the new society at the local level. Social demonstrations, therefore, are planned at strategic locations around the world and are designed to show the possibility of restructuring society and its institutions through practical methods. Twenty-four demonstrations will be established over a three year period, beginning in 1975-76. In such a global band, each entity cares for each other entity. The global reality of development is dramatized and each local demonstration becomes a part of a sign of possibility for the whole globe. With common methods, personnel can be easily interchanged and interested guardians can easily relate to more than one.

DEMONSTRATION
BASIS

4. The basis of these projects is a social model for reconstructing local community which was developed over a period of twelve years in Fifth City, Chicago, the first social demonstration developed by the ICA. The methods used to develop Fifth City were used in Australia in an aboriginal village demonstration begun in 1970. This led to the demonstration now operative in Oombulgurri. Again, the methods were used in the Marshall Islands of the Pacific Trust Territory in a demonstration begun in 1972. It is the intent to make full use of these methods with local adaptations for the replication of social demonstrations anywhere in the world. The unique aspects of these demonstrations is their comprehensive scope and specific focus. It is presupposed that to be effective, a social demonstration will work with a delineated geographical area, will address itself to all the problems of the people in that area, and will deal with the depth human problem on the basis of the operating assumption that the symbols before which a people live are the key to real change.

CONSULT
TREK

5. The social demonstration consult is an important part of this network. It is simply a tool to enable the establishment of a band of 24 projects. The current series of social demonstration consultations began on August 6th, 1975 and is designed to include eight consultations in as many months. There are three social demonstrations already begun: Oombulgurri, Majuro, and City Five. Five others are projected to be initiated by the end of this trek: Jejudo, in South Korea; Taj Gunk, in Agra, India; Kawangware, in Nairobi, Kenya; Trastevere, in Rome, Italy; and Isle of Dogs, in London, England. Therefore, the purpose of this trek is fourfold: to launch eight social demonstrations and thereby initiate a global sign of possibility; to refine the methods of consultations; and to make available the consultative services of the ICA to other interested communities. In the latter, the consultation is a methods laboratory where an educative value is realized in the sharing of social methods.

CONSULT
INTENT

6. The intent of the social demonstration consult is to accelerate the process of development through the rapid creation of practical, yet comprehensive plans for actualization. It seeks to articulate a consensus between local residents and representatives of the private and public sectors about the indicative social need of a situation and the real possibilities for meeting it. Additionally the consult provides the local people with access to contacts in the establishment. The tone of the consult is informal and relaxed, indirectly releasing the motivity required for direct engagement in historically significant work. The informal tone makes of the consult a fellowship happening within which a spirit of collegiality emerges between the local residents and the consultants; as a result, the hard work of the consult is experienced as woven with a thread of enjoyment if not authentic fun. In this way the conversations which occur over the noon buffet meals, during trips in the field or after the evening sessions each day become as important a part of the consult design as plenary sessions or team work. A number of techniques are employed throughout the consult to allow for the informal tone and spirit of collegiality. For example, early in the consult the suggestion is made that during the corporate sessions a guardian sit at the table between two local residents and vice versa. Low key, loosely designed occasions for catalyzing informal dialogue and relaxed interchange among the consult participants become tools for creating a helpful tone for creative production.

II CONSULT PRE-REQUIREMENTS

7. The social demonstration community is chosen where there is an absence of community projects and the apparent hopelessness of the situation has resulted in local frustration. The community in most instances will be insular, or cut off from the main stream of society; it will usually reveal the obvious innocent suffering of a population of "the forgotten ones", the people who are usually overlooked by those making the broad socio-economic decisions of society at large. The choice of the community will be initially in keeping with the global rationale of creating a band of demonstrations around the world with one in each time zone, and of creating representational variation in types of communities within that global band. The communities selected will all have local support and regional, state or national authorization from both the public and private sectors.

SELECTION
CRITERIA

8. Social demonstration is initiated at the invitation of the local community through the action of a representative group of local community leaders or representative community organizations. Such an invitation should be received and an assurance of the participation of local community residents be given before the choice is made by the consultant body. To attempt to initiate a social demonstration without such support and participation of people from the local community selected would negate one of the fundamental operating principles of the social method itself: the participation of local man in shaping human destiny. Through the combined efforts of local leadership, concerned citizens and professional advisors, the consult creates a plan that defines the guidelines within which social demonstration will take place and its operating programs will function. Those guidelines then allow the social demonstration to proceed and periodic evaluation and redesign to occur. A period of two years is projected for training local leaders to operate the model independently. The social demonstration model works through or alongside the existing agencies, organizations and social structures already in the community. At the same time, it motivates the community by being responsive to the people it serves.

LOCAL
SUPPORT

9. The model of social demonstration is both universal in concept and unique in application to a particular community. Yet no community exists apart from its relations to other communities, the state, region or province and the nation in which it is located. Likewise, the community is dependent upon the socio-economic linkages which already exist or which are anticipated as a result of the development project. The basic approach of social demonstration is to work within and in affirmation of existing social structures. The approval of the established authority and the supportive encouragement of representatives of the larger business community, educational structures, religious or social service organizations is, therefore, highly desired. In a very real sense, the project provides its own authorization. The staff of the Institute of Cultural Affairs is drawn from around the world and functions as consultants to the community, living in the community and sharing the community's life and style. Its role is one of catalytic service. It is, however, necessary that effective permission be given to the ICA to assure the initiation of the project, the training of local leadership and the implementation of the methods. This is necessary not only for the effectiveness of the development project in any given community, but for the sake of social demonstration as a means of global development.

EFFECTIVE
AUTHORIZATION

III TIME DESIGN

10. The social demonstration consult is more a dynamic than a structure. The rapidly accelerated techniques of decision making puts considerable pressure on the consultants, both local residents and guardians. Because of this a certain flexibility is essential to the week's flow, even flexibility as to the length of the consult. The time design of a consult runs from five to nine days. The necessity is to complete the task. Within this an attempt is made to minimize the time that a consultant is absent from his normal work. The orchestration of the time is as uncomplicated as possible. Each movement of the method requires about one day. The specifics of the design are held in relation to the time design of the community. Since the practical work of the consult is done through team structures, the design allows for a maximum amount of time in team work. The time design permits a latitude within which the teams may create their own design for field trips and other activities according to the requirements of their particular work. Special events and celebrations are included in the overall design.

WEEK'S
FLOW

11. The day is structured, yet flexible. It begins with a common breakfast and collegium in which a presentation is made on the broad aspects of human development. After a short break, the total consult regathers for the morning plenary. Here methods are contexted and demonstrated, the work of the consult teams is reviewed and drawn together, and the next steps are clarified. After the plenary the teams convene and begin the next phase of their work, which usually will take them through the day and into the evening to complete. Lunch and dinner are eaten in the teams. There is usually an informal time of collegiality around each meal. Overall, the design of the day holds the rhythm between corporate and individual activity and allows for the assigned task to be completed.

DAILY
DESIGN

12. The breakfast meal serves as an opportunity for contexting and reflecting with the total group of consultants. Each morning an informal talk or spin on the broad aspects of human development is given. These cover a set of delineated topics from "Current Waves of History" to "Local Economics" and the consult itself. They are made as tentative statements and are followed by discussion with the group aimed at clarifying the basic points. Not only are these collegium spins educational devices; they also serve as a context for the work of the consult as they provide the opportunity for the group to think through the crucial issues of social change and human development.

COLLEGIUM
SPINS

13. In order to release intuitive reflections and insights which provide a check on the major consult products and enable the transition to the next movement, the device of a reflective question is used. This question, through its indirect, tangential relationship to the subject matter releases a flood of images which, because intuited, are therefore not directly a part of the rational gestalt. At this point they prefigure the next set of rational categories. For example, the question, "What is the one crucial lack here?" does not ask people directly to reflect on or search for the contradiction, but does set in motion their intuitive faculties and occasion reflection in this general direction. Like the warmup before

INTUITIVE
REFLECTIONS

a game, intuitive reflections function to limber people up for the next undertaking. They also provide an enjoyable, somewhat refreshing exercise for the whole group as imagination is encouraged in the responses:

MEAL
CONTEXTS

14. Corporate meals provide helpful occasions for reflection on the significance of the human development project for both the local people and the consultants. This kind of reflection is possible through the use of meal contexts. These contexts are one-line statements which hold the group present to the history-long and world-wide nature of social demonstration. It is helpful if these brief statements which imaginably highlight certain aspects of global social demonstration are deeply related to local illustrations wherever appropriate and possible. These are particularly necessary for the meals where the entire consult is gathered. A rationale for these contexts is presented in the chart on breakfast constructs.

COMMON
RITUALS

15. The necessary brevity of a social demonstration consult requires the rapid development of common memory, common mind and common method of procedure. One device for accomplishing this is to regularize or ritualize transitions from one point in the day to another, or one activity to another. Although rituals have been used in every culture and at every age of history, the intentional use of rituals is initially experienced as foreign; actually, however, they are intended to make the consult participants feel "at home" by allowing them to mark the conclusion of one period of engagement and to anticipate what is to occur next. Local rituals will be brought to self-consciousness and informal statements announcing the beginning and ending of various activities will be used.

CONSULT
PLENARIES

16. The consult plenaries held every morning conclude each phase of the consult and give direction to the next steps. They are the working sessions of the whole consult which pull together into a common holding form the work of the teams. During the plenaries the methodologies of the consult are contexted and demonstrated for the whole group. Issues are clarified and decisions are made. Finally, commonality is dramatized as the consensus of the group is forged and basic images unified.

METHODOLOGICAL
CONTEXTS

17. Like the collegium spins, the methodological contexts are tentative statements. They consist of general contexts given at the opening of plenaries and specific instructions to teams announced at the end. They are equivalent to a set of lectures on social methods that would be given in a training course, but they are not didactic. They aim at orienting people to the next step by providing them with a theoretical and practical base for the methods. This is done in an informal, spinning style using illustrations which ground the universal applicability of the method and indicate its particular use in the consult.

18. The transrational cross-gestalt method is used in several plenary sessions as a means by which the group is enabled to move beyond an original set of gestalt categories to uncover new, more

subtle depth relationships among the discrete items of data which comprise the original brainstorm. It allows for the data to be arranged according to a new screen, thereby offering a fresh, new perspective on the topic under treatment. Procedurally, the method begins by the group looking at the brainstormed responses organized in columns according to the initial gestalt categories. The set of rational operating titles for each category are erased in order to free the group from the previous organizing themes. The leader then asks the group to look at the raw data both vertically within the columns and horizontally across columns to begin to identify like items. When one set of like items are identified and each related response marked with a symbol, the group moves on to consider the remaining data for relationships until all of the data has been cross gestalted to produce a new rational order. If two or three items remain, they may either be grouped together as an additional category, or may likely be subsumed under one or several of the categories already identified and marked with a symbol. Only in special instances would a gestalt category contain less than three items of data. When every item has been dealt with in this fashion, the leader asks the group to give a title to each of the arenas into which the newly organized data falls. This list then becomes the new gestalt representing the transrational order which explicitly reveals previously implicit, unconsciously intuited relationships. This additional method applied to the ordering of raw data, reveals a new texture of richness and depth to the wisdom of the group and calls forth the latent creativity resident in corporate intuition.

CROSS
GESTALTING

19. In discerning contradictions, a special form of cross-gestaltling is used in order to discern the depth complexity of relationships involved in articulating the product of this step in the research process. Transrational cross-gestaltling reveals new holding categories for raw data; intuitive swirling discloses a more complex pattern of relationships, producing a visual form which holds a number of values in one image. The transrational cross-gestalt breaks open the one-dimensional, often imposed initial gestalt through the use of intuition, revealing a new order; intuitive swirling arranges raw data in clusters which hold several dimensions and reveal the multiple interrelationships present among the items. Procedurally, the swirling begins by placing the work of past team sessions before the total group. Each of the teams report forms (each holding the teams articulation of the 16 major contradictions gestalted into four categories) is then read aloud. The leader then asks each team to circle the three most important, key contradictions in its list of 16. The leader calls for each of these to be read, one by one. As they are read he places an abbreviated holding term for each on a series of concentric circles - similar to an archer's target - which has previously been drawn on the board. The locating of each item on the swirl is decided intuitively. The center, or bullseye position represents the heat - or the position where the most overarching, all determining contradictions will appear. The outer rings represent decreasing levels of primacy. By arranging the items in positions from the center outward, one screen of priorities appears. As a number of items begin to appear within a particular ring, another set of relationships emerge. To locate any one item after the first few are placed on the swirl, it is necessary to decide not only its relationship to each of the other items already on the swirl, but also its relationship to the

INTUITIVE
SWIRLING

INTUITIVE
SWIRLING

center. A new item would be placed close to an item previously located on the swirl if it were similar; if it held a new contradiction dimension, it would be located in a position distanced from other items by the degree to which it is intuited to be different from each. When time permits, the leader calls upon the group to intuit the placing of each contradiction item on the swirl. Often, however, he may employ a shortcut, and decide the placement of each item as it occurs to him, standing open, of course, to modification if the group suggests a different location. In calling for the contradictions to be read, the leader exercises discretion, beginning with those he intuits to be most central, and which will allow him to build the gestalt from the center of the swirl outward. Sometimes as the data is plotted, it reveals a shift as the center of the contradictions swirls away from the leader's previously intuited location. If this occurs, he simply continues to plot the items, keeping his eye constantly on the center and the direction in which it may subsequently move again. After the first round of prioritized contradictions from the teams' lists are plotted, the leader calls for each team to select the next three most important contradictions, this time from another team's list. These then are plotted on the swirl. Then the leader calls for one person from each team to identify the next three most important items from the ten remaining on another team's list. These are also plotted. Finally, all of the remaining items are plotted with overlapping items eliminated as the work progresses. When the plotting is completed, the group is asked to look at the swirl and identifies the various clusters into which the plotted items coagulate. The leader draws a heavy line around all related items which make up a given cluster as it is identified to produce finally the image of the polar gestalt of swirled contradictions. The number of clusters depends upon the amount of data plotted on the swirl and usually tends to be high. Fewer than seven clusters usually tends to produce abstract categories rather than to identify clearly major contradictions. The Oombolgurri Consult produced 11 such clusters ranging in number of items from 19 to 4. The swirled clusters of contradictions are then named and the subsumed items listed under each for use in the next step of the research procedure. Later the polar gestalt of swirled contradictions becomes the basis of a series of paragraphs describing the underlying contradictions of the project.

20. Although the leadership of the consult is invisible or submerged, ongoing, daily staff training sessions are a crucial aspect of the consult. These are necessary even when the consult team and group leaders are experienced in the method. There is a continuing need for the staff to remain sensitive to the unique nuances and particular needs of each local situation, and to corporately prepare itself to respond helpfully and also to adapt the consult design creatively. Moreover, there is a daily need for the staff to rehearse the objectives and procedures for the day, check signals to ensure the completion of the teams' work and to share corporately the result of individual overnight reflections. In cases where the staff includes inexperienced leaders, valuable methodological training occurs here which provides the context for the work of the day and affords opportunities to raise questions

SDCT

EARLY
COLLEGIUM

about the practical rationale or philosophical foundations for various aspects of the consult. The daily training sessions also become the occasions for corporate breakthroughs in methodology and thereby perform a significant research function. Beyond this is the collegiality which emerges enabling the staff to present a corporate team stance in its encounters with the local community and the consultants. The training sessions are held one hour before the breakfast meal and are structured to include symbolic life, reflections on the previous day's work and the group's journey, an overview of the present day's work, and the discerning of necessary methods adaptations. Any special assignments are made corporately by the staff at this time.

FELLOWSHIP
EVENTS

21. A crucial aspect of the consult's effectiveness is the corporateness which is nurtured through allowing for various discontinuous and celebrative events to occur where people experience a change of pace and have fun. Such fellowship events can be intentionally scheduled as part of the consult design, as is the case with the opening and closing feasts; they can be called for by the local community on the spur of the moment; they can be stylized or informal happenings, such as a spontaneous evening song fests or late night chats among the guardians. In any case, fellowship events release motivity and corporateness which sustains participants in the hard work of the consult sessions.

THE GLOBAL SOCIAL DEMONSTRATION CONSULT TIME DESIGN

nine days: one work week plus two weekends

DAY 1 & 2	FIVE DAY CONSULT					DAY 8 & 9
ARRIVAL AND ORIENTATION	DISCERNING OPERATING VISION	LOCATING PRIMAL CONTRADICTIONS	FORMULATING FUTURIC PROPOSALS	CREATING TACTICAL SYSTEMS	BUILDING ACTUATING PROGRAMS	EVALUATION AND RETURN
	DAY 3	DAY 4	DAY 5	DAY 6	DAY 7	

CONTEXT AND TRAVEL

MASTER CONSULT FLOW CHART

BRIEFING	JEJU CONSULTATION					DEBRIEFING
SEPTEMBER 28	SEPTEMBER 29 Monday	SEPTEMBER 30 Tuesday	OCTOBER 1 Wednesday	OCTOBER 2 Thursday	OCTOBER 3 Friday	OCTOBER 4 Saturday
ORIENTATION TOUR	<u>Daily Check</u> TEAM ORIENTATION	<u>Daily Check</u> CONTRADICTIONS CONTEXT	<u>Daily Check</u> PROPOSALS CONTEXT	<u>Daily Check</u> TACTICS CONTEXT	<u>Daily Check</u> INITIATION ISSUES	CONSULT WRAPUP
	<u>Brkfst Collegium</u> METHODOLOGICAL OVERVIEW	<u>Brkfst Collegium</u> HISTORICAL TIME	<u>Brkfst Collegium</u> ECONOMIC DEVELOPMENT	<u>Brkfst Collegium</u> SOCIAL DEVELOPMENT	<u>Brkfst Collegium</u> PROJECT FRAMING	
	<u>Plenary</u> FIELD TRIPS	<u>Plenary</u> VISION CROSSGESTALT	<u>Plenary</u> CONTRADICTIONS SWIRL	<u>Plenary</u> PROPOSAL CROSSGESTALT	<u>Plenary</u> TACTICS CROSSGESTALT	
	<u>Team Work</u> PROBLOMATICS WORKSHOP	<u>Team Work</u> DETERRENTS WORKSHOP	<u>Team Work</u> RESOLUTIONS WORKSHOP	<u>Team Work</u> TACTICS WORKSHOP	<u>Team Work</u> COMPONENTS WORKSHOP	
<u>Opening Plenary</u> WELCOMES & ENTERTAINMENT						<u>Closing Plenary</u> GRATITUDES & SEND OUT
OPENING	VISION	CONTRADICTIONS	PROPOSALS	SYSTEMS	PROGRAMS	CLOSING
ANALYZING THE SITUATION		DETERMINING THE POTENTIALITY			DESIGNING THE ACTUALIZATION	

JHDP

DAILY TIME DESIGN CHART

TIME BLOCK	GENERAL RUBRICS	SPECIFIC EVENTS
6-9	RISING AND BREAKFAST	6:30 WAKEUP 7:00 CONSULT BREAKFAST COLLEGIUM 8:00 BREAK AND PLENARY PREPARATION
9-12	PLENARY AND TEAM PLANNING	8:30 PLENARY 11:30 BREAK
12-3	LUNCH AND FIELD	12:00 BUFFET LUNCH 1:00 TEAM WORK
3-6	FIELD AND MEETINGS	5:00 INFORMAL CONVERSATION
6-9	DINNER AND WORKSHOPS	6:00 TEAM DINNER 7:00 TEAM WORKSHOPS
9-12	PREPARATION AND RELAXATION	10:00 INFORMAL CONVERSATION
12-3	RECREATION AND REST	
3-6	SLEEP AND RISING	

BREAKFAST CONSTRUCT

		MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
O P E N I N G	SONGS	TOP OF THE WORLD	A NEW DAY	TOP OF THE WORLD	JOURNEY ON	I DON'T KNOW WHY	A NEW DAY
	PRAYER	ARCHAIC/ELDERS	FUTURIC/YOUTH	THOSE WHO PICK- ED UP BURDEN	TWC-GUARDIANS	OTHERS AROUND WORLD	UNKNOWN PATRONS
	RITUAL	REPEAT AFTER ME					→
	CONTEXT	COMMON LIFE	SINGING	RITUALS	TEAMS	FUTURE	CLOSING
MEAL		Menu decided locally - substantial, simple, regular food.					
C O L L E G I U M	TRANSITN'L INTRODUCTN	GLAD TO BE HERE	HOW DID YESTERDAY GO?	DIFFICULTY OF CONTRADICTIONS	ICA AND SOC'L DEMONSTR.	IMPLEMENTATION	RETURNING
	PROCR SPIN	METHODOLOGICAL CONCERNS	HISTORICAL TIME	ECONOMIC DEVELOPMENT	SOCIAL DEVELOPMENT	PROJECT FRAMING	LOCAL ORGANIZATION
	WORK REVIEW	CONSULT PACKET	TOTAL METHOD & IMPRESS. RESPNSE	OPERAT'G VISION & TOTAL METHOD	FAR. CONTRAD. & TOTAL METHOD	PROJECT PROPOSLS & TOTAL METHOD	TACTICAL SYST. & TOTAL METHOD
	REFLECTIVE CONVERS'N	WHAT DID YOU NOTICE?	WHAT OBSTACLE? WHAT WAVES?	WHAT IS NEEDED HERE?	WHAT PRACTICAL JOBS ARE CLEAR?	WHAT CONCLUSIONS ARE EMERGING?	WHAT HAS MADE THIS WORTHWHILE?
	SHORT COURSES	LOCAL ORIENTATN CULT. TRANSPOS'N	TRANSRATIONALITY SINGING RATIONALE	5TH CITY MODEL HOW STATE CONTR.	ACTUATION EMPHASIS	BAND OF DEMONSTRATIONS	GUARDIAN NETWORK
C L O S I N G	ANNOUNCE	PLAN OF THE DAY	PLENARY TIME	PLENARY TIME	PLENARY TIME	DEPARTURE SCHEDULES	CLOSING PROCEDURES
	SEND OUT	TO THE DAY AND WORK					→
	RITUAL	LET US GO FORTH					→
HANDOUTS		CONSULT PACKET	IMPRESSIONS CHART	NAMES & ADDRESS FOR.			

PLENARY CHART

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
OPENING						
METHOD CONTEXT	TOTAL METHOD & HOW TO OBSERVE	TOTAL METHOD & CONTRADICTIONS	TOTAL METHOD & PROPOSALS	TOTAL METHOD & TACTICS	TOTAL METHOD & ACTUATION	TOTAL METHOD & REMAINING STEPS
REPORTS		READ BY TEAMS GET EACH RECOMM. ON BD-CO ACROSS	CHOOSE 3 - USE CHOOSE 3 MORE	ONE PERSON READ ALL	TOTAL GRP STUDY HOLDING CATEG'S GRPS WATCH PARTS PUT UP DATA	CROSSGESTALT
EXERCISE		CROSSGESTALT	SWIRLING	CROSSGESTALT	CROSSGESTALT	CROSSGESTALT
SUMMATION		VISION CHART	CONTRADICTIONS LIST	PROPOSALS CHART	TACTICS CHART	PROGRAMS CHART
TEAM RE- ASSIGNMNT		TO COLUMNS OF VISION CHART	TO VARIOUS CONTRADICTIONS	TO THE MASTER PROPOSALS	TO SETS OF PARATACTICS	TO PARTICULAR PROGRAMS
METHODS DIRECTION		ON LOCATING CONTRADICTIONS	ON FORMULATING PROPOSALS	ON CREATING TACTICS	ON BUILDING PROGRAMS	ON CONSULT WRAPUP
DATA		11 RECOMMENDATNS FROM EACH TEAM	20 CONTRADICTNS PER PV COLUMN	6 PT AQUINAS PER CONTRAD'N	2-3 PARAM.TACTIC WITH 3-5 SUBS 6-15 TACT/PROP	18 PROG/TEAM

JHDP

EARLY COLLEGIUM CHART WORKSHEET

DAY		MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
ITEMS							
OPENING CONVERSATION							
SIGNIFICANCE							
HOW DID IT GO?							
THE DAY	SPIN						
AHEAD	PRACTICS CHECK						
DISCUSSION							
OTHER ITEMS							

IV INTERIOR ORGANIZATION

CONSULT
PERSONNEL

22. By far the most critical factor in any consult is the personnel who participate in it. The local leaders who possess practical expertise and familiarity with the situation are the foundation of the consult personnel. Guardian participants who demonstrate serious commitment and have the kinds of professional expertise needed by the community are also priority personnel. A staff component is also required to ensure methodological consistency and coordination. These three components are important, as are the various enablement and support task forces.

TEAM
ORGANIZATION

23. The organization of the forces who participate directly or indirectly in the consult is a critical aspect of the overall orchestration of the event. For maximum effectivity adequate assignment of personnel must occur in five basic arenas. The first involves creating the team structure which represents the design of the consult research forces. The thirty local residents and thirty guest consultants are assigned across the board to five teams of twelve people each. In making specific team assignments it is helpful to include as great a mixture as possible of residents and consultants, men and women, and a variety of ages. These values may be somewhat limited as each team will include people who have experience in a special arena of expertise, such as education, agriculture, business, health and community services. Included as part of the teams, but functioning in a special role are the team leaders. They should be drawn from local ICA staff who are grounded in the social methods of the consult and who have demonstrated their ability to lead a group in research work. When numbers of personnel permit, the team leaders are backed up by a member of the ICA consult team who works with the team leader behind the scenes and in the research sessions to enable the progress of the work. One of the team leaders is assigned to be the breakfast host each morning throughout the nine days.

CONSULT
COORDINATION

24. Any consult requires a small number of people working invisibly as a support force to allow the teams to move full speed ahead and to provide the glue that holds the consult together. This is the consult coordination team. This force, usually comprised of two members of the ICA consult team, leads all the plenaries and staff training sessions and functions behind the scenes to adapt the methods, articulate the procedures, refine gestalts, and anticipate next steps which may be variants to the design. From time to time the coordination force calls upon a small task force pulled from across the consult teams to work on special gestalting or writing assignments beyond the ongoing research work. It also maintains contact with the symbolic leadership of the community and stands ready to converse with guest consultants on broader aspects of global social demonstrations. The coordination force is responsible for presenting the methodological spins and for moving among the five teams as they work during the day, to release blocks and catalyze new directions of thinking as necessary.

25. Working closely with the coordination force is the enablement force which is responsible for executing the production and publication of materials and summary documents, and overseeing the provision of

SDCT

ENABLEMENT
FORCE

the working tools needed by the research teams. It also works with the team scribes to enable adequate record keeping, maintains the ICA consult team's back up files, and implements necessary taping of sessions for future refinement. The enablement force is made up of at least one member of the ICA consult team and one or more local ICA staff as needed.

PRACTICES
FORCE

26. The practices force functions invisibly to enable the meals and housing for all consult participants. It is comprised of at least one local ICA staff member and a core of local residents. It moves graciously to care for the physical needs of the guests and the community so that the work of the consult can proceed smoothly, calling upon consult participants only for the setting, serving and clearing of meals and snacks.

JHDP

CONSULT ORGANIZATION CHART

		TEAM 1	TEAM 2	TEAM 3	TEAM 4	TEAM 5	
		P A R T I C I P A N T S	LOCAL LEADERS	M			
W							
NATIONAL CONSULTANTS	M						
	W						
INTERNATIONAL CONSULTANTS	M						
	W						
ICA STAFF	M						
	W						
BACKUP FORCES		COORDINATION		ENABLEMENT, WRITING AND PUBLICATION		PRACTICES, HOUSING AND FOOD	
		CONSULT TEAM		LOCAL AUXILIARY CONSULT TEAM WRITING TEAM TYPISTS		LOCAL AUXILIARY HOUSING, FOOD AND SERVICES TASKFORCES	

V. CONTROLLING METHODOLOGY

27. The methods used in the consult emphasize five particular qualities of the situation. First, the consult emphasizes local planning over imposed formulae. It aims at applying a common method of operation to a unique situation, rather than adapting a general solution to many different situations. Second, the consult emphasizes the creation of comprehensive models of development over dealing with isolated issues. The task of development, though complex, is a single unified process and must be dealt with as a whole if underlying issues and not simply symptoms are to be dealt with. Third, the consult guards corporate creativity over individual expertise. Since the primal anchor of development is the indicative social system being developed rather than any aspect of it, the mediating of various expert views over against one another and a common perception of the situation produces a critical kind of creativity in the group. Fourth, the consult emphasizes effective action versus abstract insight. The consult is more a decision-making reality than academic research. Its aim is an effective plan of action, not simply more clarity on the situation. Fifth, the consult emphasizes motivating people versus sterile solutions. The consult seeks the initiation of acceleration in concrete efforts of development as a direct result of its work. In sum, the consult aims toward releasing specialized, technical knowledge or expertise and also local situational wisdom to participate together in practical model building through a design which allows and enables the participation of all parties.

METHODOLOGICAL
CONCERNS

28. The first movement in the method is the bringing to self-consciousness of the latent practical vision or image of the future already existing in the imagination of the local people. Without a grasp of this vision (or without an articulation of it) any efforts at analysis of the situation or proposed solutions are hopelessly abstract and disrelated to the actual situation. Yet, at the same time, this vision must be drawn into an inclusive statement which holds all of the anticipations of all of the people of the community. This positive statement of vision is the starting point for any grounded social analysis and planning. Here, the interchange between the social subjectivity of the local residents and the social objectivity of outside consultants is crucial in forming an indicative statement of practical vision.

OPERATING
VISION

29. How is such an articulation of the conscious vision of a community created? It begins in the field with an examination of the actual situation of the community. Usually this is done by teams to facilitate covering the many aspects of community life in detail. 1) Field trips are helpful here. Descriptions of the situation by local residents, conversations with other members of the community are helpful in gathering data. These various data of the situation are sifted through objective (though indirectly applied) screens and various intuitive (directly applied) screens. The consultants bring to bear, indirectly, all of their data related to the globe and their experience of other particular situations. The social process triangles, the cultural emphasis, the nine pressure points, the Fifth City model as a universal model of primal community, other Human Development models - all these provide indirect clues for screening

VISION
PROCEDURES

the data of the situation and for "seeing" the totality of the community. 2) What the consultants are looking for directly is an intuitive sense of the irritants - those elements in the situation which grate on the people. These irritants indicate a disparity between the present situation of the people and their anticipated future. These irritants are the clue towards discovering unself-conscious elements of the vision. 3) The second intuitive clue to the practical vision is to discover the problematics. These are commonly perceived problems of the situation separated from the subjective complaints which are really inverted statements of the vision. After an inclusive examination of the situation and various individual and group applications of the screens, the teams will gather for a summarizing workshop. 4) Here, the various irritants and problematics uncovered during the day are inclusively listed before the team. These are grouped informally into arenas. The next step is reflecting on the total montage of problematics and irritants, to brainstorm positive recommendations for the future. This brainstorm must be sufficiently long and varied enough to cover all of the irritants and problematics. The question is, "What is necessary in the broad for dealing with these?" This list of recommendations should be grouped into 11 recommendations of 3 - 4 sentences each. These team recommendations are then crossgestalted in a consult plenary to articulate the inclusive practical vision.

30. The second movement is the discernment of the underlying contradictions to the practical vision. Many development efforts are hampered by a subtle teleological orientation. This is manifest in the establishment of goals or objectives and in the direct attempt to reach them. The practical vision is never achieved directly but always indirectly by dealing creatively with the elements in the situation which contradict the implementation of the practical vision. Thus, contradictions are a positive and not negative term. They represent the door to the future. They indicate the focal points of activity for social change. Battles lost in war and social projects which have stagnated are the result of contradictions not seen. There are different kinds of contradictions. Many are related to deep currents of history against which no movement is possible. Some lie directly within the arena under examination, while others seem to loom directly ahead, clouding the entire future; still others are seen only out of the corner of the eye. Some are a surprise while others seem to come through directly from the practical vision. What is a contradiction? It is an arena of society in which the unavoidable trends of history in that situation run counter to what is actually and concretely going on, producing a drain on the motivity or drive of the community. It is always a present reality, never a future possibility, although it may have been in existence for many years and may continue for many years in the future. Contradictions have only to do with the present. While the appearances of contradiction in a situation are manifold, these appearances seem often to be interrelated in a single, complex web or matrix of contradiction.

31. How is this matrix of social contradiction perceived? This is the hardest step. Unclearly on what the practical vision is will haunt one and fill him with self-doubt. Discerning contradictions

PRIMAL
CONTRADICTIONS

CONTRADICTIONS PROCEDURES

is most painful because it is most objective. Contradictions indicate particular situations illuminated by the practical vision. Again, firsthand examinations, conversations and interviews are helpful for revealing elements in an arena which function as deterrents to the total practical vision or to major segments of it. Several different brainstorming questions are helpful: "What is blocking the realization of the practical vision?" "Why hasn't the practical vision already been done?" "What are the issues in actualizing the vision?" The brainstorm is intended to reveal the objective entities in the situation which deter the vision. Hence, a long brainstorm list is critical. Brainstorm 20 deterrents, then brainstorm 20 more. The second 20 will be more helpful than the first. The overuse of the phrase "the lack of" should be avoided as it leads back into a listing of problematics. Contradictions are present realities, not the absence of future realities. With the list completed an organization of the brainstorm of blocks into statements of contradiction should commence. The final product will be a list of 20 contradictions organized in priority order from most central to least central to the total blockage. Thus, the organization combines gestalting or grouping with prioritization to produce the final list of 20. This requires focusing on the deep currents of history, not on surface ripples in order to uncover the many interrelated concrete contradictions of varying importance, rather than a single abstract statement. As with the practical vision, a consult plenary is used to meld the work of the teams into a single picture. A process called swirling is used which allows two dimensions of relationship to be held simultaneously.

FUTURIC PROPOSALS

32. The third movement in the consult method is the creation of practical proposals. Proposals lie between strategies and tactics. They are concrete, "biteable" programs, rather than broad movements. Yet their concern is effectively dealing with the contradictions more than practical implementable reality. The proposals avoid utopian idealism by aiming to break loose the contradictions rather than implement the vision. Proposals are independent, though correlated courses of action, usually with specific ongoing structural form. While independent, sets of proposals manifest themselves as coagulations of major and sub-proposals relative to their effectivity in dealing with the contradiction. Indeed, proposals in some ways are already contained in or hinted at any statement of contradiction. Thus, this is an easy step for the teams. Proposals, once contradictions are clear, demand neither the technical expertise nor intimate local knowledge in order to be created.

PROPOSALS PROCEDURES

33. The first step in proposal writing is to study carefully the assigned contradictions for clarity on their precise meaning. This involves reviewing relevant backup materials and using the practical vision statement as preliminary context. Then the team brainstorms viable programs, resolutions, recurrent needs, cogent solutions and creative actions for resolving the contradiction. The brainstorming is continued until all aspects of the contradiction have been adequately covered. Then the team reflects on the entire list organizing it into discrete proposals. The proposal which most effectively deals with the total contradiction is selected and titled. It then stands as the major proposal. The remainder of the proposal data is clustered into four to five independent sub-proposals. These are written in one sentence statements in Aquinas form (one major with several independent sub-proposals.) The work of all the teams is then crossgestalted in the plenary.

SDCT

TACTICAL
SYSTEMS

34. The fourth movement, from proposals to tactical systems, moves the consult from analysis to implementation. Tactical systems have to do with describing the substantial entities entirely apart from the subjective forces which are required to implement the proposals. Here the consult moves from any form of idealism to hard headed practical matters. These tactics are the practical actions which define the future of the project. Here the context loses importance - only the doing of tactics is important. A tactic involves a particular task performed by a specific force acting at a designated time in relation to a concrete intent, program or goal. Tactical systems are the complex interrelated set of discrete practical acts required to implement a given inclusive set of proposals.

TACTICS
PROCEDURES

35. The creation of tactical systems requires a flow which is quite similar to the earlier movements: initial assimilation of basic data, visits, conversations and interviews, a team brainstorm and written report and a consult plenary. Tactics are "do-able" entities. They are realities which are not conditional on other circumstances. They are not simply a "flip" or direct completion of the proposals. Any tactic might influence several proposals. The teams will brainstorm the ways and means of actualizing or implementing their assigned proposal. This brainstorm will focus on immediately possible steps of concerted action and necessary initiations of longer range programs, while avoiding the creation of additional proposals not directly related to the implementation of the project. The teams will gestalt the brainstorm into two or more paramount tactics with basic tactics underneath. These will be reported at the plenary where a cross-gestalt to develop the inclusive tactical system will be made. Following the crossgestalt, the tactics are organized to eliminate overlap, subtactics are delineated and descriptive paragraphs written at each level.

ACTUATING
PROGRAMS

36. The fifth movement of the consult method entails creating the actuating programs. In a way, these are the summation of the total consult. They freight the entire development plan. The actuating programs are the tactical structures by which the tactics are implemented. They give focus to the tactical system, yet are not in a one to one relation to any tactic. They are an ongoing dynamic which bridges the gap to implementation. They are the means by which the practical vision can be immediately moved on. As such, they release motivity. They give practical substance to the proposals and therefore make the project a sellable entity, exciting and imaginative. They unify the tactics and thus make a cost analysis possible and provide the means for effective organization of local forces. These programs are equivalent to battles in a war. They are generally dictated by strategy, but their only real significance is as a vehicle for tactics.

37. The creation of Actuating Programs requires the intuitive organization of the total data of the consult. This movement, unlike the previous ones, begins with a plenary. Two groups looking separately at the tactics work, plot the basic tactics into programs, clustering any leftovers at the basic tactics level

PROGRAM
PROCEDURES

into additional programs. Two other groups, also working separately do the same thing with the proposal data. These four sets of programs are blended; any leftovers are clustered into already existing or additional programs. All proposals and tactics are included in some way. These programs are then checked against both the practical vision and the contradictions to aid in organization and to focus the programs. Next, components of each program are delineated. Once these have been checked, the group divides in two. One group, using primarily the data of the tactics paragraphs, builds initial budgets for each of the programs in terms of itemized capital expenditures, salary expenses and operating expenses over a four year period. The second group, using the vision, contradiction and proposal data primarily writes three paragraph essays on each program, describing the components, the need or intent, and outlining the implementation of the program.

PROJECT
PHASING

38. The actuating programs hold the tactics together in relation to one another. The sixth movement, phasing, holds the tactics and programs together through time, and thus provides a framework for creating a story and momentum relative to implementation of the project. Phasing consists of the projection through time of relative emphases, objectives, transitions and focal events. It bridges the gap between the overall vision and the day to day actualization. It enables unique events to be seen in a wider context and ensures that all tactics are appropriately grounded. It creates external marks of progress and thus sustains motivity and allows accomplishment to be marked and celebrated. By holding the total project in view at any point, it builds comprehensiveness into the actualization and allows development to be seen as a dynamic and not a static reality. Thus it is the key to being able to implement the total project immediately and at once.

PHASING
PROCEDURES

39. The procedure for phasing consists of four steps: prioritizing, timelining, art forming, and titling. The first step is to divide the consult into the Budget and Essay groups of the previous movement. The budget group will build a phasing chart in the form of a financial projection from the budget sheets. The essay group will build a phasing timeline using especially the implementation paragraphs. Both teams will use the same procedure. First, the teams will need to converse briefly on the practical vision and contradictions, on the intuited four year and eight year overall objectives and possibilities. Then each team will go through and interrelate its assigned programs through prioritizing the various components in relation to rational sequence, power in releasing the total project and ease of implementation. With this data, the various components will be projected on a four or eight year timeline. This should be done for each program. In the plenary, these broad images are coordinated and a story built which describes the phases of the project.

TIMELINED
IMPLEMENTARIES

40. The seventh movement of the consult method consists of building the implementaries for the project. These specify why, what, who, when, where and how for the myriad activities of the development project. It is essential that the implementaries be created by those who will do them. In any project there will be two correlated sets of implementaries - one for local action and one for national or regional support. These have no obvious relation to vision or contradiction or proposal or tactic. They are the translation of the entire project into time. The phasing, or course, serves as a guide here.

IMPLEMENTARIES
PROCEDURES

41. The process for creating the implementaries consists of spelling out the whats, whys, whens, wheres, hows and whos for each component of each program. This is most quickly done in a chart form with the six categories across the top and the program components down the side. This can be filled in rather quickly by the team, being sure to honor past wisdom. These charts should then be turned into prose statements or implementary paragraphs for each component to ensure a flow and to fill in gaps in implementation. These paragraphs are read to the team and commented on to see if they are realistic in terms of time, space, and other limitations, and then are rewritten. The team translates these implementaries onto a phased timeline for presentation at the plenary. In the plenary, the various implementary timelines are adjusted to the overall phase chart and to one another in a temporal cross gestalt. Through a swirling process, various implementaries will coalesce into signal happenings or achievements in the project.

MOTIVATING
SIGNS

42. Ninety percent of a human development project is fundamentally related to motivity or drive in the local community. Motivating signs are catalytic happenings which all at once do whole groupings of implementaries. These visible, signal accomplishments are a motivity tool relative to the community. They produce momentum in the project. A rational structure of motivating signs in relation to time, produces a march which builds anticipation and commitment.

SIGN
PROCEDURES

43. Motivational signs are built out of coagulations of implementaries delineated in the plenary. These coagulations will be assigned to teams to work on. The first step will be to assemble and study all back up material to the coagulation. This should be organized into three to five components and paragraphs written to describe the event. Steps leading to and following the signs should be brainstormed. Finally, the signs should be named and dramatic elements added. These are presented at the closing plenary as the final product and focus of both the local community and the external support network.

METHODOLOGICAL
INTENTS

44. The intent of the methods being developed in the Consult is to invent a new mode of systematic sociological thinking aimed at practical action and grounded in humanness. It is tactical, not abstract thinking. It is based on the necessity of relating the minds, consciousness and perspectives of many people together. It is hoped that the method can be used effectively in other communities, corporations and social institutions.

		step	Plenary	Team Work	form	Special Groups
P L A N N I N G	A N A L Y S I S	1	Field Orientation Trips	Problematics	Eleven single sentence recommendations	x
		2	Practical Vision Crossgestalt	Deterrents	Twenty Prioritized Statements	Clean and write up the practical vision
	R E C O M M E N D A T I O N	3	Underlying Contradict'ns Swirl	Resolutions	Six point Aquinas Statements	Clean and write up Contradict'ns
		4	Practical Proposals Crossgestalt	Tactics	2-3 paratactics with basics	clean and write up proposals
		5	Tactical Systems Crossgestalt	Subtactics	150 word prose paragraphs	Clean and write up tactics
I M P L E M E N T A T I O N	F O C U S S I N G	6	Actualizing Structures Reflection	Components	150 word description & component paragraphs	Clean up Programme Chart
		7	Actuating Programmes Cleaning	Pre-Implementaries	Implementary paragraph & Budget	Clean Programme Essays
		8	Project Phasing Workshop	Implementaries	Support & local paras. + timelines	Clean para's. budgets & holding charts
	I N I T I A T I O N	9	Implementary Timeline Crossgestalt	Signs	Descriptive & Implementary Paragraphs	Clean Implementary Paragraphs & Timelines
		10	Miracle March Orchestration	Initiatories	Participant Assignments	Publish Total Report

VI CONSULT MOTIVITY

45. The work of a consult produces a profound awareness of the weight and costliness of social care. The corporate bringing to self-consciousness of this depth awareness is a crucial part of any social reconstruction effort. This can be done through a series of spirit spins, or talks scheduled around a meal or at the beginning of a corporate session. The spins are more a pointing out of realities experienced in the effort to recreate human community than any formal attempt to instruct or educate. They are broad reflections on the universal human response to significant social engagement which create for the consult as a whole the common memory and frame of reference which permits ongoing individual reflection in the future. Spirit spins will assume various forms and will deal with a variety of subject matter depending upon the needs and journey of the particular group. In each consult, however, the spins will be a secular articulation which contains an element of testimony or witness reflecting the present spirit edge.

SIGNIFICATING
SPINS

46. The greatest strain on any human psyche is social change. In a consult which is about the work of creating an intentional plan for social change in a given community, there must be incorporated devices for releasing motivity. It is human motivity which enables the human psyche to bear that strain. This is probably more important for the local residents who participate in the consult than for the guest consultants; for it is the local people who will remain on the scene long after the consult is concluded, and will actualize the tactics and implement the programs day after day. Group singing is one such motivity device. It enables a local community to stand with strength and steadiness in the white heat of caring while everywhere else people collapse under the pain. It enables the expansion of space down inside a person, that allows him to continue leaning in care, toward that future, the demand of which causes excruciating pain. The songs used during the consult should be selected in relation to their appropriateness to the given situation and their familiarity to the group. It is helpful to create a daily rationale of songs to be intentionally used beginning with those the group can sing and gradually introducing new songs including those the ICA has begun to attach to social demonstration. Often a song is created by the group, or a verse to one of the social demonstration songs such as A New Day. Through group singing local people and consultants alike are given permission to embrace the highly unstable situation of the globe as the context within which social care can be demonstrated and social change effected.

GROUP
SINGING

CONSULT SONG RATIONALE

SOCIAL DEMONSTRATION SONGS	RESURGENCE SONGS	MOVEMENT SONGS	PROJECT SONGS	LOCAL SONGS
Building with Demon- stration Social Demonstration Round A New Day - all verses	Top of the World I Don't Know Why	The Sign The Vision Local Man I Am The One	<u>FIFTH CITY SONGS</u> Iron Man Songs Chicago is a Wonder- ful Place <u>COMBULGURRI SONGS</u> Run Into the Future Journey On Ancestors Building Oombulgurri <u>MAJURO SONGS</u> Bunganim	

VII PROCEDURAL FLOW

SMOOTH
FRAMEWORK

47. Though the structure of the consult must remain flexible, extreme attention to details is required in order to provide a smooth framework in which adjustments can be made. This section contains day by day procedural outlines and checklists for the consult. Special emphasis is given to ordering the work of the teams for the sake of their familiarity with the method. The task of the other forces in the consult are designed in relation to the work of the teams.

TEAM PROCEDURAL FLOW

PRACTICAL VISION	UNDERLYING CONTRADICTIONS	PRACTICAL PROPOSALS	TACTICAL SYSTEMS	ACTUATING PROGRAMS
ANTICIPATORY CONVERSATION	DETERRENTS BRAINSTORM	DATA REVIEW	DATA REVIEW	INTUITIVE GAPING
FIELD TRIPS	CONTRADICTION IDENTIFICATION	RESOLUTIONS BRAINSTORM	TACTICS BRAINSTORM	PROGRAMS ORGANIZATION
IRRITANTS/ PROBLEMATICS	HOLDING PHRASES	MASTER PROPOSALS	PARAMOUNT TACTICS	COMPREHENSIVENESS CHECK
RECOMMENDATION STATEMENTS	CONTRADICTION PRIORITIZING	BASIC PROPOSALS	BASIC TACTICS	PROGRAM COMPLETION

THE PRACTICAL VISION

METHOD OVERVIEW

The starting point for any grounded social analysis and planning is bringing to self-consciousness the latent practical vision or image of the future already existing in the minds of the local people. This workshop is intended to discern the operating vision within the indicative social situation and the local anticipations of the future.

NECESSARY DATA

Orientation packet
Any notes from orientation tour or field trips

BASIC QUESTION: WHAT IS THE OPERATING IMAGE OF THE FUTURE EXISTING IN THIS SITUATION?

PROCEDURAL STEPS

1. ANTICIPATORY CONVERSATION

Where should we go?
What will you be looking for?
What do you expect to find?
What do you want to be sure to watch for? What screens will be helpful to look through? (Social process, 5th City model, other Human Development Projects)

2. FIELD TRIPS

Note: Informal interviews with local residents as well as team discussion will enhance observation in the field.

3. IRRITANTS/PROBLEMATICS

What are things that irritate people about the situation?
What are the problems of the situation?
Group into arenas.

4. RECOMMENDATION STATEMENTS

Brainstorm positive recommendations for the future.
What is necessary, in the broad, for dealing with these?
Group into 11 recommendations and write a sentence to hold each one.
Give each one a 3-word title.

TEAM PLANFINAL PRODUCT

11 ONE-SENTENCE STATEMENTS OF RECOMMENDATION

PRODUCT EXAMPLE

We recommend IMPROVED TRANSPORTATION SERVICES which would include an expanded subway system, a regular bus service, and the construction of a highway bypass over the city.

PLENARY PREPARATION

Write the 11 one-sentence statements and their titles on a large sheet of paper for display at the plenary. Appoint a spokesman for the team. Turn in all back-up work to the Team Scribe for filing.

THE UNDERLYING CONTRADICTIONS

METHOD OVERVIEW

The Practical Vision is never achieved directly, but always indirectly by dealing creatively with the elements in the situation which contradicts its implementation. The intent of this workshop is to bring to the surface the underlying contradictions to the Practical Vision and to identify their relative blocking power.

NECESSARY DATA

Orientation packet
Any notes from Orientation Tour or field trips
Backup notes on the Practical Vision
Plenary notes

BASIC QUESTION: WHAT IS IT THAT IS OBJECTIVELY AND SOCIOLOGICALLY BLOCKING THE REALIZATION OF THE PRACTICAL VISION?

PROCEDURAL STEPS

1. **DEFERRENTS BRAINSTORM**
What are the objective sociological blocks to realizing the Practical Vision? List 20.
Brainstorm 20 more.
What is preventing the Practical Vision from being accomplished?
2. **CONTRADICTION IDENTIFICATION**
Select 5 or 6 major contradictions.
List related data under these.
Continue the selection process until there are about 20 distinct contradictions.
3. **HOLDING PHRASES**
State each contradiction in a 5-10 word holding phrase.
4. **CONTRADICTION PRIORITIZING**
Which contradiction is blocking the total Practical Vision of the community most?
Arrange the list of 20 contradictions from the one that blocks the total Practical Vision most to the one that blocks it least.

TEAM PLAN

(Teams will utilize field trips, interviews, study sessions and workshops as seems appropriate to their task.)

FINAL PRODUCT

20 PRIORITIZED STATEMENTS OF CONTRADICTION

PRODUCT EXAMPLE

Ineffective means for goods supply and distribution

PLENARY PREPARATION

Write the 20 contradictions on a large sheet of paper with the highest priority contradiction at the top and the lowest priority contradiction at the bottom. Appoint a spokesman for the team. Hand all backup work to the Team Scribe for filing.

PRACTICAL PROPOSALS

METHOD OVERVIEW

In any statement of contradiction there is contained - or at least suggested - a proposal which will break loose that contradiction. The task of this workshop is to create a plan of practical action to release the total matrix of contradictions.

NECESSARY DATA

Orientation packet
 Relevant notes from Orientation Tour or field trips
 Backup notes on the Contradictions and the Practical Vision
 Plenary notes

BASIC QUESTION

WHAT PRACTICALLY MUST BE DONE TO RESOLVE THE CONTRADICTIONS?

PROCEDURAL STEPS

1. DATA REVIEW
 Artform the picture of the whole swirl. Relist and organize data for the assigned clusters.
 Review the Practical Vision
2. RESOLUTIONS BRAINSTORM
 Brainstorm specific recommendations, practical solutions, & creative actions for resolving the contradiction.
3. MASTER PROPOSALS
 Reflect on this list of resolutions and select the resolution which most effectively deals with the total swirl. This will form the kernel of the master proposal. Which other resolutions are essentially the same as this one? Write a concrete, practical one sentence statement which draws these together into the major proposal.
4. BASIC PROPOSALS
 Organize the remaining data into 4-5 basic proposals which relate to but are independent from the major proposal. Hold each of these in a 3-5 word phrase. Repeat this process for each assigned contradiction cluster.

TEAM PLAN

(Teams will utilize field trips, interviews, study sessions and workshops as seems appropriate to their task.)

FINAL PRODUCT

2-3 ONE SENTENCE MASTER PROPOSAL STATEMENTS WITH 4-5 BASIC PROPOSAL HOLDING PHRASES

MAJOR PROPOSAL EXAMPLE

It is proposed that the market garden be expanded to two acres to provide additional food and income for the community by extending the system of trickle irrigation, establishing a seedling nursery and re-searching produce markets in the surrounding area.

PLENARY PREPARATION

Write the Master Proposal titles and statements on a large sheet of paper with the Basic Proposals for each listed underneath it. Appoint a spokesman for the team. Hand all backup material to the Team Scribe for filing.

TACTICAL SYSTEMS

METHOD OVERVIEW

The move from Proposals to Tactical Systems shifts the Consult from the realm of analysis solidly into the realm of implementation. The task of this workshop is to invent the complex interrelated set of discrete practical acts required to implement a given inclusive set of proposals.

NECESSARY DATA

Orientation packet
 Relevant notes from Orientation Tour or field trips
 Backup notes on the Proposals, Contradictions, and the Practical Vision
 Plenary notes

BASIC QUESTION

WHAT NEEDS TO BE DONE TO IMPLEMENT THE PROPOSALS?

PROCEDURAL STEPS

1. DATA REVIEW
 As a team, review the data from the plenary.
2. TACTICS BRAINSTORM
 List tactics for each proposal.
 What are the immediately possible steps of concrete action?
 What is necessary for the initiation of longer range proposals?
3. PARAMOUNT TACTICS
 Gestalt the brainstorm into 2-3 paramount tactics.
 Hold each one in a 3-4 word holding phrase.
4. BASIC TACTICS
 Arrange the data held under each Paramount Tactic into 3-5 Basic Tactics
 Hold each one of these in a 3-4 word phrase.

TEAM PLAN

(Teams will utilize field trips, interviews, study sessions and workshops as seems appropriate to their task.)

FINAL PRODUCT

2-3 PARAMOUNT TACTICS HOLDING PHRASES EACH
 WITH 3-5 BASIC TACTICS HOLDING PHRASES

PRODUCT EXAMPLE

DEVELOPING NEW SOCIAL FORMS
 defining community operating regulations
 devising community management scheme
 building overall community curriculum
 developing new cultural forms

PLENARY PREPARATION

Write the Paramount Tactics on a large sheet of paper with the Basic Tactics written under each one. Appoint a spokesman for the team. Hand to the Team Scribe all backup work to file.

ACTUATING PROGRAMS

METHOD OVERVIEW

Drawing together the Tactical Systems into Actuating Programs finalizes the work of the Consultants. This is accomplished in this workshop by refocusing the requirements of all of the Tactical Systems into precise structures or forms within which the tactics are done.

NECESSARY DATA

Orientation packet
Tactics Chart
Proposals Chart
Contradictions Chart
Practical Vision Chart

BASIC QUESTION WHAT ARE THE IMPLEMENTING MEANS OR TACTICAL STRUCTURES NECESSARY TO ACTUALIZE THE TOTAL MODEL?

PROCEDURAL STEPS

1. INTUITIVE GAPPING
Divide into 4 groups.
Two groups decide the Actuating Programs hidden in the Tactical Systems and plot all of the tactics into one or another of these programs.
Two other groups decide the Actuating Programs hidden in the Proposals and plot all of the Proposals into these programs.
2. PROGRAM ORGANIZATION
All 4 groups come together and blend the 4 sets of programs into one.
3. COMPREHENSIVENESS CHECKING
Check this against the Practical Vision and Contradictions to aid in organization and focus.
What does this reveal?
How do these Programs relate to the Contradictions?
4. PROGRAM COMPONENTS
Relist all proposals and tactics under the programs.
Organize each list into 4 components.

TEAM PLAN

(Teams will utilize field trips, interviews, study sessions and workshops as seems appropriate to their task.)

FINAL PRODUCT

A CHART OF ACTUATING PROGRAMS FOR THE TOTAL PROJECT WITH BASIC COMPONENTS LISTED FOR EACH PROGRAM

PRODUCT EXAMPLE

See the Combulgurri Human Development Project Actuating Programs Chart.

PLENARY PREPARATION

Copy the Actuating Programs Chart onto a large sheet of paper. Appoint a spokesman for the team. Hand to the Team Scribe all backup work for filing.

JHDP

DAILY PLANNING WORKSHEET
on-site adaptations

Time \ Forces	TEAM	COORDINATION	BACKUP
Daily Check			
Breakfast Collegium			
Morning Plenary			
T E A M W O R K	Lunch		
	Afternoon		
	Dinner		
	Evening		

VIII TEAM OPERATION

48. The whole Consult hinges on the operation of teams, which are the basic working units of the consult. Each team is assigned to work in one general arena within the social process. While covering the whole social process, the delineations of five arenas reflect the intuited points of emphasis or focus relative to the development of the particular project and the expertise available. Functioning as independent, self-supporting units, the teams each develop a common life or mode of operation. Each team decides how to arrange, decor and maintain its space, design its meals and perform the assigned enablement for the total Consult. Its various tasks are accomplished by the assignment of its members to particular roles or responsibilities. The small size and internal familiarity of the team, along with the practical nature of its task, encourage the participation of local residents, to the point of overcoming shyness or language difficulties. By the end of the consult the teams have become well-integrated corporate working units. This arrangement affords both a fruitful exchange of information and multiple perspectives in illuminating contradictions and proposing new actions. While following the same general set of procedures, each team builds its own plan, using common methods and techniques of research.

RESEARCH
TEAMS

49. Field trips are the device for exposing consultants to the local reality which is the raw material of the work of the Consult. It is also the method for allowing local residents to see their familiar surroundings through another set of eyes. A guided orientation tour of the area provides the basic input for the first step of the Consult procedure. While the consultants are shown around, local residents answer their questions and point out the unique features and problems of local agriculture, industry, education, health care, community structures, etc. As teams require additional field data to complete their work, other trips can be planned. Thus, the field trip becomes an ongoing dynamic of the Consult.

FIELD
TRIPS

50. Brainstorming is the methodological device most frequently used during the Consult. It is employed as early as the first plenary to gather the total group's impressions and reflections on the time spent in the field. It is the foundational method used by the teams as they work together to create their assigned product each day. Brainstorming is the methodological form of 20th century thinking which allows the common wisdom resident in a group to be made available to all, creating the effect of having wired a number of individual minds together in order to produce a body of information in the form of facts, impressions, reflections - which is more comprehensive than that available to any one individual, however observant. Brainstorming in this way, provides at various stages in the Consult, the raw data needed for the subsequent refinement steps of the research process. Procedurally, brainstorming involves having each person respond to a common question posed by the group leader who systematically moves around the room eliciting responses until all available data has been recorded by the scribe on the chalkboard. Sometimes this process is preceded by the individuals listing a certain number of responses to the question on paper before the corporate brainstorming begins; at other times the brainstorming is initiated conversationally. A technique for insuring inclusiveness can be used when it appears that all initially available data has been shared. At this point the group leader will frequently ask

TEAM
BRAINSTORMING
AND
GESTALTING

been shared. At this point the group leader will frequently ask each person to jot down one more insight, and then will proceed around the room once more for the additional information. The leader is careful to context the group at the outset on the intuitive, impressionistic nature of the brainstormed items. He receives and records all answers offered, releasing people from hesitancy and giving them permission to incorporate their wisdom into the creation of the corporate brainstorm. He moves on quickly and decisively to receive the next response in order to demonstrate the non-evaluative, non-reflective, rapid-fire data gathering function of the brainstorming method, pausing to ask a question or call for a restatement here or there only if the response is unclear. When the brainstorm is completed, the component items are organized, or subsumed into a manageable number of overarching categories - depending on the amount of raw data - which hold all the responses and express the major arenas or subcategories of the original topic about which the question was posed. This organizational form, called a gestalt, can be created by a small number of people looking at each brainstormed item, grouping like responses together, and giving a title to each intended to get at its major thrust. A gestalt is not a summary of the brainstorm but rather a practical ordering and focusing of an otherwise chaotic miscellany of entities. In this way, the wisdom represented can be used in the next step of the research method.

51. Every Human Development Project Consult is an exercise in consensus building; hence, techniques for the common articulation of insights are essential to the effectiveness of its product. Corporate writing is the method by which a group can state the results of its research, and articulate both the conclusive discoveries and the ambiguities contained in the final product. Corporate writing begins with the creation of an outline which holds the relevant major sections and subdivisions of the topic to be written about. Small groups within the team then brainstorm the various items which should be dealt with. These are gestalted and checked by the whole team for comprehensiveness and relevant focus. Once the raw data and consistent form are decided by the team, individuals within the team are assigned to write specific paragraphs of the overall outline. Once the first draft is completed, the paragraphs are exchanged among team members for revision or rewriting to sharpen the articulation and scope of the content. Often this is preceded by reading each paragraph's first draft to the whole group in order to get a corporate critique before the revision is undertaken. This process of writing, critiquing and rewriting can continue as many times as is necessary until a set of paragraphs is ready for editorial polishing and finally production. Various checks are used as revision proceeds to evaluate the comprehensiveness and rational consistency of the writing. For example, a paragraph can be checked against a four-point gestalt of the topic to test its inclusiveness or it can be analyzed in terms of illustrative content to test its clarity or specificity. Corporate writing demands a kind of patience and discipline that are not satisfied simply with something that sounds good or reads smoothly, but which responsibly holds the total wisdom of the consult working group and articulates it in a clear, understandable, practical fashion.

CORPORATE
WRITING

SCRIBE
FILES

52. Each team assigns a scribe to take careful, consistent notes on all the work of the team and to maintain a backup file on both individual and corporate work. This becomes the basic reservoir of information for all further work. The notes are taken on prescribed forms which can be redistributed to another team as the data becomes more relevant to its arena of work. The transcription of talks, contexts, and spins given at corporate meals and at plenaries is also made, usually with the aid of a tape recorder. Since the content of the Consult is research, all information, even that casually transmitted through conversation, is valuable and should, if possible, be recorded. It is important that all data be recorded objectively, without editing or interpretation. A part of the scribe's assigned task is to keep a full record of all work of the plenary sessions.

PROCEDURAL
DIRECTIONS

53. All of the Consults use a common set of procedures which are capable of being adapted to the particular situation. Written in concise, readable prose, they are the printed or oral instructions that lead people through the methodology. They are broad enough to allow flexibility. They can be simplified or elaborated according to the time available and the degree of detail required. Necessary revisions during the Consult are made by staff who are practiced in the creation and use of the procedures.

REPORT
FORMAT

54. To facilitate the interchange of data during the Consult, common forms and formats are used. Printed forms designed for use with each step of the Consult procedure simplify the recording of data and enable the quick, accurate retrieval of information. Common reporting formats formalize and clarify oral reporting. Displayed report forms provide a visual aid for oral reporting and become a part of the Consult decor. This both concretizes and symbolizes the accomplished work of the Consult. Altogether, the report forms and formats become a part of the intentional design and procedure of the Consult and one of the hallmarks of effective corporate work that the Consult represents.

BUDGET
FORMSBUDGET
FORMS

55. The creation of the budget for each Human Development Project becomes crucial in preparing development tools for engaging the support of both the public and private sectors. It is a critical part of the implementing conclusions document. In reporting the budget projections, budget forms are a helpful means by which commonality is brought to the economic components of each program. The forms can be used both as worksheets to facilitate financial analysis and as an easily interpreted appendix to development publications on the programs for which funding is sought. The budget forms for the Oombulgurri Consult included four types. The first was the four year budget for each program. The second was the summary chart which pulled into one form data from the 18 program budgets and provided a comparative analysis of the costs in each category for the current fiscal year. The third was the long range projection which provided the calculated projections and broad estimates of total costs per fiscal year for each program for the first and second four-year periods, and also indicated the costs for the third four-year period when the project becomes economically self-sufficient. The fourth was the cost and funding flow chart which plotted the movement of the project toward self-sufficiency across 12 years and related this flow to the required funding and population increase of the community. Other budget forms may be created in addition to these as the financial aspects of each project exposes arenas where transrational analysis tools are required.

JHDP

Arena _____

Team _____

FIELD TRIP DATA

EXPECTATIONS

WATCH FOR

SCREENS

FIELD NOTES:

JHDP

Arena _____

Team _____

PRACTICAL VISION WORKSHOP

I
R
R
I
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A
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P
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C
B
L
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M
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ARENAS

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.
- 11.

JHP

Arena _____

Team _____

- RECOMMENDATIONS

	TITLE	SENTENCE
1		
2		
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11		

JHDP

Arena _____

Team _____

CONTRADICTIONS WORKSHOP

DETERRENTS BRAINSTORM

1.

20.

21.

40.

CONTRADICTION SELECTION

JHDP

Arena _____

Team _____

PRIORITIZED CONTRADICTIONS

- hi
- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
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- 11
- 12
- 13
- 14
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- 16
- 17
- 18
- 19
- 20
- 21

JEP

Arena _____

Topic _____

PROPOSALS WORKSHOP

Contradiction _____

RESOLUTIONS BRAINSTORM

MASTER PROPOSAL

_____ title

SENTENCE:

B
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J:DP

Arena _____

Team _____

PROPOSALS

(title)

JHDP

Arena _____

Team _____

TACTICS

Proposal _____

JPLP

Arena _____

Team _____

BASIC TACTICS

Tactic _____

PROCEDURES:

1. Organize tactics to eliminate overlap.
2. Write a 150-word paragraph for each basic tactic.

DATA ORGANIZATION

<p>PROCEDURES:</p> <ol style="list-style-type: none">1. Organize tactics to eliminate overlap.2. Write a 150-word paragraph for each basic tactic.	<p>DATA ORGANIZATION</p>

JHDI

Arena _____

Team _____

BASIC TACTICS

Tactic _____

PARAGRAPH

JHDF

Arena _____

Team _____

PROGRAMS WORKSHOP

Group _____

GROUP 1:

GROUP 2:

GROUP 3:

GROUP 4:

TACTICAL SYSTEMS

TACTICAL SYSTEMS

PROPOSALS

PROPOSALS

PROGRAMS

PROGRAM ORGANIZATION

JUDP

Arena _____

Team _____

PROGRAMS

IX PRACTICAL MATTERS

CONSULT
PRACTICES

56. The practices of the Consult are likewise designed to provide a conducive atmosphere for the Consult. They are usually the responsibility of the local staff with occasional help from Consult participants. These practices include a gracious facility in keeping with the project setting which would be relatively isolated from other activities and available at all times for consult use. Housing and work space should be adequate. Invisible practices provide a gracious atmosphere which enables the intensive work of the Consult.

TRAVEL
ARRANGEMENTS

57. With the locations of the projects and necessary distances of travel, ticketing and arrangements plays a large part in the practices of any Consult. To keep the cost of a Consult to a minimum, it is suggested that all Guardians pay their own way. Nevertheless, one person at the Consult should act as a travel agent to coordinate necessary arrangements. This is seen as a convenience for the sake of freeing consultants to concentrate on work. This responsibility includes procuring adequate facilities along the route and having a knowledge of alternative travel possibilities should changes of schedule be necessary. The prime value is getting the guardians where they need to be when they need to be there. Internal travel for field trips is also a responsibility of the assigned co-ordination.

CONSULT
FACILITIES

58. The facility is a crucial aspect of the Consult, both symbolically and practically. The location chosen should be representative of the site. If possible, the Consult should be housed within the geography of the project. The facility should be low cost and comfortable. Adequate rooms with linen should be provided. Separate rooms seem best though in some instances dormitory style will be required. At Oombulgurri, consultants slept in large tents in a field. Any appropriate housing arrangement will be satisfactory, so long as it is accessible to the working areas. In terms of work space, one large room is required which can seat the whole Consult around tables (design is attached). This room will need a blackboard and space to hang three-foot reporting charts. Meals are served family style, so access to a kitchen is a concern. In addition, meeting space for 5-7 teams adjacent to the main room will be needed. It will be helpful if lounge facilities are also available. The staff will require adequate work space for writing, planning, early morning collegium and for production.

CONSULT
ENABLEMENT

59. To make the best possible use of the consultants' time, it is helpful if as many of the practical chores as possible are arranged for them. At the same time, the Consult should be kept at as low cost as possible. A hosting crew should be available at all times to handle practical matters, minor emergencies, shopping trips and coordination. Meals should be provided and dishes cared for by the enablement staff. Consultant teams have participated in setting and clearing meals where this has been helpful. The image is invisible, gracious, sophisticated support.

REFERENCE
MATERIALS

60. Certain documents and papers are handed out in the Consult as educational devices. The opening and closing plenary packets are the major handouts. The opening packet contains material for the total consult. It contains a master time design, a one day detailed time design, a schedule of event, a calendar listing the dates of other consults, a map of the local team assignments, a procedures book, team meeting spaces, enablement assignments, and a list of all participants and their expertise. The closing packet contains the summary report, a directory of the participating consultants and any other products of the consult. In addition, other handouts are distributed throughout the consult. The group working behind the scenes will hand out tentative charts of its work for the whole group to check. A single sheet handout is distributed with each collegium as a means of facilitating the spins on the philosophy of development. In some instances, an orientation packet is sent ahead to consultants. These are kept to a necessary minimum. In addition, teams and the consult staff have a large variety of reference materials available.

CONSULT
SUPPLIES

61. Because the Consult is a full-blown research effort, a relatively sophisticated backup system, in terms of supplies, is required. First priority is a top quality, rapid, and fully accessible production system. Typewriters, offset printing facilities, instant copiers plus the supplies to operate and maintain them are critical. The teams need large sheets of butcher paper, markers, masking tape, chalk and erasers. Of course, an adequate supply of paper and pencils is essential. Other items such as maps of the area, decor, art and production supplies are also helpful.

PRACTICES
PREPARATION

62. To assure the success of the initial consult and therefore to lay the groundwork for the effective launching of the Human Development Project, certain practical matters are essential prerequisites. The dates of the consult shall be pre-arranged with the ICA staff. A site for the Consult, including meeting rooms and housing, shall be located and secured. Local and national consultants shall be selected according to their expertise and their willingness to arrange their personal time and commitments, and the invitations will be sent. Likewise, consultants and technicians from other nations shall be selected in consultation with ICA staff, invitations extended and visa and travel arrangements enabled. Materials and equipment used during the Consult shall be secured well in advance of the event. The Social Demonstration Projects are supported financially through a coalition of public and private sources, both local and national. The same principles apply to the financing of the Consultation with the exception that the national consultants are expected to totally care for their own expenses, as a sign of their commitment to the project. On-site expenses of ICA consultant staff are covered by the sponsoring groups. Whenever possible, the sponsoring group would also participate in covering staff travel costs.

MHDP

MATERIALS

	JEJU	CONSULT	SOCIAL DEMONSTRATION	OTHER PROJECTS	MISCELLANEOUS	SEND TO POST
HANDOUTS	Facts about Korea Folder with Grid Jeju Brochure	Construct Schedule of event Day Design Calendar Practics Sheet Particip. List Prodedures Book Space Design Map Consult Flo Chart		Fifth City Soc'l Model	Song Books	
CONSULT REFERENCE	Saemaul Comm Mvt & Korean Democr. Korea Past and Present Jeju pictures US Business Dir. for ROK Businessm's Guide to Korea Education Tunnel to Agres- sion # 2 4 copies of "The Islander" Jeju Calls You Jeju Proposal Foreign Capital Ind. Act	Practics Guide Operation Design Strategic Emph. Construct. 5 Day Design 9 Day Design	Village Proj S74 SD Philosophy Campbell Chart SD Is... SD Brief Essence of Global SD Proposal for Mas- sive Comm Ref. TWC Circle Framing Design SD & Majuro Consl Waves of NSV Frame of SD Tactl Thinking SD Report Upt 5 SD & PP Times & SD Human Motivity & Ref of New Com Revy as Ind BPnr China Report BS	Mowanjum Story Oombul. Story Oombul Proj Rpt Senate Testimony Maj Miracles Budget Summary Tact Prog. Maj Consult Rpt MHDP Brief MHDP Books Maj Advoc Lettrs Maj Claimg Miracl Actualizg Tactics 5th City Image 5th City Soc Modl 5th City Brochre Summary Report Implementing Con- clusions Transcripts	TWC Symbol ICA Brochure A Practical Vis- ion of NSV	Consult Constrict Transcripts Documents Partic. List Promotional Materials

X CONSULT REPORTING

63. A critical dynamic within each consultation will be the creation of a written report, reflecting the total wisdom released in the Consultation. During the Consultation one of the daily tasks of the staff will be to draw together the work of the consultants in both a prose description and a chart in order to hold the picture of each procedural stage in the method. At the conclusion of the consult the "Summary Report", including the Practical Vision, the Underlying Contradictions, the Futuristic Proposals and the Tactical Systems will be presented to leaders of the community and to the consultants, to symbolize the completion of the initial steps in social demonstration. Post-consult work of the staff and available consultants will include the completion of three other reports: the Implementing Conclusions, the Project Implementaries and the Consult Report. These reports will be used as tools for advocacy and funding, for description of the task in the local community and the basis of any oral reports on the consultation. All final reports will, by their professional appearance and style, symbolize the importance of social demonstration.

REPORT
CONSULTATION

64. The comprehensive analysis of the Consult is held in Document I, the Summary Report. This includes the practical vision, contradictions, proposals and tactics work, as well as a prolegomenon which is a brief summary of the project as a whole. The OHDP document serves as the paradigm for this report. A copy of the paragraph outline is in the appendix. Its intent is to faithfully hold the work of the consult. Its use is to convey the inclusiveness of the project and to serve as a resource for local people as well as a basic orientation tool for training in development.

SUMMARY
STATEMENT

65. The Implementing Conclusions of the Consult, Document II, describes the actuating programs for the project, together with the four year program budgets and holding charts. This document is an especially valuable fund-raising tool. It conveys the practical viability of the project and indicates, in terms of budgets, its feasibility. It is a kind of master proposal for the project, serving as a direct funding tool and as a resource for writing special proposals.

IMPLEMENTING
CONCLUSIONS

66. The Project Implementaries Document - Document III - details all of the implementary and miracles paragraphs necessary for the actuation of the project. It is primarily a reference book for on-site use. It contains no introductions and only brief transitional statements. In addition to the paragraphs, it contains implementary timelines by week for both programs and miracles. At times, this document can be supplanted by a long wall chart of the timed implementaries. A companion document delineating the implementaries of external project support is also required. The paradigm of these documents is from the OHDP Consult.

PROJECT
IMPLEMENTARIES

67. In addition to the formal written documents, an informal report will be created for each Consult. This will contain stories, illustrative material, contextual reflections and evaluative comments. It will serve as a basis of oral presentations, promotional materials and articles. Any photographs, maps, or charts pertinent to the report will be included.

INFORMAL
REPORTS

XI CONSULT FOLLOWUP

SUPPORT
INITIATION

68. Since most of the initial Social Demonstration Projects will be held in communities that are, for all practical purposes, cut off from the resources of developed society, each human development project initially will depend quite heavily upon support from both the public and the private sectors. It is the intent that the amount of such support will progressively diminish as the community becomes more self sustaining. This support will be initiated immediately upon conclusion of the consult with a series of strategic visits being made with key personnel in governmental structures and in the private sector. These visits will take the form of reports on the Consultation and the plan for the human development project. When appropriate, specific proposals may be presented with the initial visit or in subsequent calls. The national consultants, patrons of the project and others committed to its success form a guardian network which is mobilized to further initiate the support systems required beyond the geographical limits of the project. A task force comprised of guardians, ICA staff, and local concerned citizens is assigned to the ongoing task of developing economic support for the project.

LOCAL
LAUNCHING

69. One of the basic operating principles of social demonstration is to do the whole tactical system - or all of the programs all at once. The launching of the project is symbolized at the concluding plenary with the presentation of the Summary Report to the symbolic leader of the community. It remains in the week following the consultation to create the actuating agents - the social and economic commissions, which, in turn, reorganize the community into working guilds of local community people. It is essential that these guilds begin immediately to work on the implementaries and the creation of motivational signs, so that motivity engendered in the community by the presence of the Consultation be fully utilized to launch the project.

AUXILIARY
STAFF

70. It is the intent of the ICA to provide consultative services beyond the initial Consult until such time as local personnel are adequately trained to carry the leadership of the project. This is anticipated to be from two to four years, depending on local conditions. The staff assigned to this task are often referred to as the Project Auxiliary. In most cases it will be possible for such personnel to participate in the consultation. The post-Consult task of the Auxiliary is to complete the design of the implementaries in explicit detail in conjunction with the guilds. It is therefore necessary that the Auxiliary engage in a daily depth study of the documents until such time as they are thoroughly oriented to the work of the Consultation and its implications. However, it should be noted that this study is only for the sake of immediate and total engagement in the task of doing the project.

XII CONCLUSIONS

CONSULT
HOPES

71. The hopes relative to the future which become the residue of the first Social Demonstration Consult trek are initially grounded in the realization of the band of 24 projects across the globe. As eight Consults are held each year for the next three years, the methods for social change developed by the ICA will be shared globally and tested broadly in many social structures. It is hoped that, through this, viable solutions to a myriad of problems facing mankind today may be forged, and that through the consults the forgotten peoples of the earth will contribute their wisdom to the shaping of global sociality. Finally, as representatives from the private and public sectors of society come forth to lend support to human development projects, a world-wide network of "those who care" will be established as the guardians of the future of planet earth.

FUTURE
PLANS

72. As the ring of 24 Social Demonstrations emerges over the next three years, so does the vision of Human Development Projects in every local parish become the viable possibility for the future. By January of 1976 it is conceivable that Primal Community Experiments could be launched by Social Demonstration Consults that would rapidly initiate momentum through the effective training of local forces, the creation of localized tactics and implementaries, and the enlistment of broad support systems for particular situations. This approach will be particularly applicable in locations where local residents have participated in a Global Community Forum and are calling for something beyond that which enables the practical implementation of grass-roots consensus. As local communities, regional administrative bodies, and national governments make requests for ICA's consultative services, it will become necessary to train consult teams to work with local people in a number of different languages. The consult design itself will become the form of the Social Methods School through which methodological expertise and consult leadership can rapidly develop.

GLOBAL
CALL

73. The call comes in the form of the beckoning and the demand of the future of the globe. Specifically, that call urges that the methods for building a human society be employed far beyond the construct of global Social Demonstration Consults. This will require the ongoing refinement of methods as they are employed in every cultural milieu. It will demand that the edge of social research remain sensitive and open for application to new situations. It will call for equipping an expanding ICA consultant staff in the many established locations across the world who stand ready to provide services at the request of those local people who care profoundly about building the new social vehicle.

m. Crocker

TEAM PROCEDURES

GLOBAL SOCIAL DEMONSTRATION
HUMAN DEVELOPMENT PROJECT CONSULT

1975 - 76

METHODOLOGICAL DIAGRAMS

	TEAM WORK	PLENARY	WRITING TEAM																																																																															
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JHDP

TEAM PROCEDURAL FLOW

PRACTICAL VISION	UNDERLYING CONTRADICTIONS	PRACTICAL PROPOSALS	TACTICAL SYSTEMS	ACTUATING PROGRAMS
ANTICIPATORY CONVERSATION	DETERRENTS BRAINSTORM	DATA REVIEW	DATA REVIEW	INTUITIVE GAPPING
FIELD TRIPS	CONTRADICTION IDENTIFICATION	RESOLUTIONS BRAINSTORM	TACTICS BRAINSTORM	PROGRAMS ORGANIZATION
IRRITANTS/ PROBLMATICS	HOLDING PHRASES	MASTER PROPOSALS	PARAMOUNT TACTICS	COMPREHENSIVENESS CHECK
RECOMMENDATION STATEMENTS	CONTRADICTION PRIORITIZING	BASIC PROPOSALS	BASIC TACTICS	PROGRAM COMPONENTS

THE PRACTICAL VISION

METHOD OVERVIEW

The starting point for any grounded social analysis and planning is bringing to self-consciousness the latent practical vision or image of the future already existing in the minds of the local people. This workshop is intended to discern the operating vision within the indicative social situation and the local anticipations of the future.

NECESSARY DATA

Orientation packet
Any notes from orientation tour or field trips

BASIC QUESTION: WHAT IS THE OPERATING IMAGE OF THE FUTURE EXISTING IN THIS SITUATION?

PROCEDURAL STEPS1. ANTICIPATORY CONVERSATION

Where should we go?
What will you be looking for?
What do you expect to find?
What do you want to be sure to watch for? What screens will be helpful to look through? (Social process, 5th City model, other Human Development Projects)

2. FIELD TRIPS

Note: Informal interviews with local residents as well as team discussion will enhance observation in the field.

3. IRRITANTS/PROBLEMATICS

What are things that irritate people about the situation?
What are the problems of the situation?
Group into arenas.

4. RECOMMENDATION STATEMENTS

Brainstorm positive recommendations for the future.
What is necessary, in the broad, for dealing with these?
Group into 11 recommendations and write a sentence to hold each one.
Give each one a 3-word title.

TEAM PLANFINAL PRODUCT

11 ONE-SENTENCE STATEMENTS OF RECOMMENDATION

PRODUCT EXAMPLE

We recommend IMPROVED TRANSPORTATION SERVICES which would include an expanded subway system, a regular bus service, and the construction of a highway bypass over the city.

PLENARY PREPARATION

Write the 11 one-sentence statements and their titles on a large sheet of paper for display at the plenary. Appoint a spokesman for the team. Turn in all back-up work to the Team Scribe for filing.

THE UNDERLYING CONTRADICTIONS

METHOD OVERVIEW

The Practical Vision is never achieved directly, but always indirectly by dealing creatively with the elements in the situation which contradicts its implementation. The intent of this workshop is to bring to the surface the underlying contradictions to the Practical Vision and to identify their relative blocking power.

NECESSARY DATA

Orientation packet
Any notes from Orientation Tour or field trips
Backup notes on the Practical Vision
Plenary notes

BASIC QUESTION: WHAT IS IT THAT IS OBJECTIVELY AND SOCIOLOGICALLY BLOCKING THE REALIZATION OF THE PRACTICAL VISION?

PROCEDURAL STEPS

1. **DETERRENTS BRAINSTORM**
What are the objective sociological blocks to realizing the Practical Vision? List 20.
Brainstorm 20 more.
What is preventing the Practical Vision from being accomplished?
2. **CONTRADICTION IDENTIFICATION**
Select 5 or 6 major contradictions.
List related data under these.
Continue the selection process until there are about 20 distinct contradictions.
3. **HOLDING PHRASES**
State each contradiction in a 5-10 word holding phrase.
4. **CONTRADICTION PRIORITIZING**
Which contradiction is blocking the total Practical Vision of the community most?
Arrange the list of 20 contradictions from the one that blocks the total Practical Vision most to the one that blocks it least.

TEAM PLAN

(Teams will utilize field trips, interviews, study sessions and workshops as seems appropriate to their task.)

FINAL PRODUCT

20 PRIORITIZED STATEMENTS OF CONTRADICTION

PRODUCT EXAMPLE

Ineffective means for goods supply and distribution

PLENARY PREPARATION

Write the 20 contradictions on a large sheet of paper with the highest priority contradiction at the top and the lowest priority contradiction at the bottom. Appoint a spokesman for the team. Hand all backup work to the Team Scribe for filing.

PRACTICAL PROPOSALS

METHOD OVERVIEW

In any statement of contradiction there is contained - or at least suggested - a proposal which will break loose that contradiction. The task of this workshop is to create a plan of practical action to release the total matrix of contradictions.

NECESSARY DATA

Orientation packet
 Relevant notes from Orientation Tour or field trips
 Backup notes on the Contradictions and the Practical Vision
 Plenary notes

BASIC QUESTION

WHAT PRACTICALLY MUST BE DONE TO RESOLVE THE CONTRADICTIONS?

PROCEDURAL STEPS

1. DATA REVIEW
 Artform the picture of the whole swirl. Relist and organize data for the assigned clusters.
 Review the Practical Vision
2. RESOLUTIONS BRAINSTORM
 Brainstorm specific recommendations, practical solutions, & creative actions for resolving the contradiction.
3. MASTER PROPOSALS
 Reflect on this list of resolutions and select the resolution which most effectively deals with the total swirl. This will form the kernel of the master proposal. Which other resolutions are essentially the same as this one?
 Write a concrete, practical one sentence statement which draws these together into the major proposal.
4. BASIC PROPOSALS
 Organize the remaining data into 4-5 basic proposals which relate to but are independent from the major proposal. Hold each of these in a 3-5 word phrase. Repeat this process for each assigned contradiction cluster.

TEAM PLAN

(Teams will utilize field trips, interviews, study sessions and workshops as seems appropriate to their task.)

FINAL PRODUCT

2-3 ONE SENTENCE MASTER PROPOSAL STATEMENTS
 WITH 4-5 BASIC PROPOSAL HOLDING PHRASES

MAJOR PROPOSAL EXAMPLE

It is proposed that the market garden be expanded to two acres to provide additional food and income for the community by extending the system of trickle irrigation, establishing a seedling nursery and re-searching produce markets in the surrounding area.

PLENARY PREPARATION

Write the Master Proposal titles and statements on a large sheet of paper with the Basic Proposals for each listed underneath it. Appoint a spokesman for the team. Hand all backup material to the Team Scribe for filing.

TACTICAL SYSTEMS

METHOD OVERVIEW

The move from Proposals to Tactical Systems shifts the Consult from the realm of analysis solidly into the realm of implementation. The task of this workshop is to invent the complex interrelated set of discrete practical acts required to implement a given inclusive set of proposals.

NECESSARY DATA

Orientation packet
 Relevant notes from Orientation Tour or field trips
 Backup notes on the Proposals, Contradictions, and the Practical Vision
 Plenary notes

BASIC QUESTION

WHAT NEEDS TO BE DONE TO IMPLEMENT THE PROPOSALS?

PROCEDURAL STEPS

1. DATA REVIEW
 As a team, review the data from the plenary.
2. TACTICS BRAINSTORM
 List tactics for each proposal.
 What are the immediately possible steps of concrete action?
 What is necessary for the initiation of longer range proposals?
3. PARAMOUNT TACTICS
 Gestalt the brainstorm into 2-3 paramount tactics.
 Hold each one in a 3-4 word holding phrase.
4. BASIC TACTICS
 Arrange the data held under each Paramount Tactic into 3-5 Basic Tactics.
 Hold each one of these in a 3-4 word phrase.

TEAM PLAN

(Teams will utilize field trips, interviews, study sessions and workshops as seems appropriate to their task.)

FINAL PRODUCT

2-3 PARAMOUNT TACTICS HOLDING PHRASES EACH
 WITH 3-5 BASIC TACTICS HOLDING PHRASES

PRODUCT EXAMPLE

DEVELOPING NEW SOCIAL FORMS
 defining community operating regulations
 devising community management scheme
 building overall community curriculum
 developing new cultural forms

PLENARY PREPARATION

Write the Paramount Tactics on a large sheet of paper with the Basic Tactics written under each one. Appoint a spokesman for the team. Hand to the Team
 Scribe all backup work to file.

ACTUATING PROGRAMS

METHOD OVERVIEW

Drawing together the Tactical Systems into Actuating Programs finalizes the work of the Consultants. This is accomplished in this workshop by refocusing the requirements of all of the Tactical Systems into precise structures or forms within which the tactics are done.

NECESSARY DATA

Orientation packet
Tactics Chart
Proposals Chart
Contradictions Chart
Practical Vision Chart

BASIC QUESTION WHAT ARE THE IMPLEMENTING MEANS OR TACTICAL STRUCTURES NECESSARY TO ACTUALIZE THE TOTAL MODEL?

PROCEDURAL STEPS

1. INTUITIVE GAPPING
Divide into 4 groups.
Two groups decide the Actuating Programs hidden in the Tactical Systems and plot all of the tactics into one or another of these programs.
Two other groups decide the Actuating Programs hidden in the Proposals and plot all of the Proposals into these programs.
2. PROGRAM ORGANIZATION
All 4 groups come together and blend the 4 sets of programs into one.
3. COMPREHENSIVENESS CHECKING
Check this against the Practical Vision and Contradictions to aid in organization and focus.
What does this reveal?
How do these Programs relate to the Contradictions?
4. PROGRAM COMPONENTS
Relist all proposals and tactics under the programs.
Organize each list into 4 components.

TEAM PLAN

(Teams will utilize field trips, interviews, study sessions and workshops as seems appropriate to their task.)

FINAL PRODUCT

A CHART OF ACTUATING PROGRAMS FOR THE TOTAL PROJECT WITH BASIC COMPONENTS LISTED FOR EACH PROGRAM

PRODUCT EXAMPLE

See the Combulgurri Human Development Project Actuating Programs Chart.

PLENARY PREPARATION

Copy the Actuating Programs Chart onto a large sheet of paper. Appoint a spokesman for the team. Hand to the Team Scribe all backup work for filing.