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A STATEMENT  
OF  
THE GLOBAL VISION  
THE GLOBAL ISSUES  
THE GLOBAL CONTRADICTIONS  
OF  
THE GLOBAL ORDER

Prepared during the Global Research Assembly  
for use by the Global Priors Council, July 1977

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24-YEAR AND 4-YEAR VISION  
OF THE  
GLOBAL ORDER

One of the working documents available to the Global Order Council is the 24-year and 4-year Vision Statements and accompanying charts. It represents an image of possibility, a dream for the potential of human ingenuity, the Movement's hope for the fruit of its expenditure on behalf of the world. It is a practical vision because it is founded on trends already emerging in the life and work of the Order. It is an operating vision because it already informs our sense of direction and image of strategic priority. It is the vision for "the Second 24 Years", beginning in 1976 and ending in the year 2000.

# TWENTY-FOUR YEAR OPERATING VISION CHART

Chicago

A Summary of the Global Order Operating Vision Towards the Year 2000

12 July 1977

toward DEMONSTRATING REPRESENTATIONAL COMMUNITY		toward FORMING RESURGENT CIVILIZATION			toward CATALYZING SERVANT FORCES	
PRIMAL COMMUNITY  I	SUPPORT INTENSIFICATION  II	INDICATIVE METHOD  III	PROFOUND HUMANNESS  IV	EMERGENT CHURCH  V	SERVICES SOPHISTICATION  VI	GLOBAL ORDER  VII
Social Demonstration	Institutional Responsibility	United Nations	Universal Symbology	Historical Religions	Technical Back-Up	Expanded Assignments
International Awakenment	Major Funding	Governmental Operations	Diverse Heritages	Training Programs	Information Accessibility	Area Activation
Urban Breakloose	Agency Consultations	Public Education	Transparent Hero	New Church	Global Communications	Global Polity
Global Alliance	Volunteer Networks	Local Man	Servant Role	New Theology	Methods Training	Assignment Configurations

## I. PRIMAL COMMUNITY

The 24-year vision of the Global Order is massive demonstration of revitalized Primal Community. Global Community Forum will be happening in 100 nations. This campaign of mass awakening will create new forms of participation in both rural and urban centers. Across the world, there will be 200,000 primal community projects, each catalyzed by the Community Forum and Social Demonstration campaigns. Demonstration cities will stand alongside massive replication in rural areas. A world-wide alliance of Those Who Care, both in the public and private sectors, will forge new patterns of global commonness in order to close the gap between the 85% and the 15%.

## II. SUPPORT INTENSIFICATION

In the next 24 years, support will be intensified in the arenas of institutional responsibility, major funding, agency consultations, and volunteer networks. Institutional responsibility will be increased, especially in the field of technological development. Major funding will be provided by grants and gifts from both the private and public sectors for particular projects and the comprehensive mission. Special agency consults will be held as a mutual training and sharing of wisdom and tools towards the support and enablement of new community. Volunteer networks will be greatly expanded as people from all walks of life contribute their time and talents towards the building of the earth.

### III. INDICATIVE METHOD

Within the next 24 years, the Global Order's indicative methodologies will be seen by the world's social structures as the most effective means for engaging groups of people in shaping their future. The United Nations will gradually replace its parliamentary deliberative style of decision-making with consensus-building and corporate action methods. Many nations' formal governmental structures on both national and local levels will discover indicative planning as a means of tapping previously wasted citizen creativity. Public education will train people for effective engagement in society using a participatory experiential approach not at odds with traditional classical wisdom, but complementary to them. Local citizens will find that the "expert" is not the one with the best credentials, but the one who knows how to get the job done most effectively. Increasingly, citizens will realize that their own practical prowess, gained through experience, can be of service to others.

### IV. PROFOUND HUMANNESS

In the next 24 years, the Global Order anticipates the emergence of new manifestations of profound humanness around the world. As people respond with their lives to the claims of the future, a symbology will evolve from Those Who Care which both reminds them of their commonness and enhances the gifts of their diverse religious and cultural heritages. There will be a mosaic of profound human interchange, in the midst of which stands Jesus, the Transparent Hero embodying the fulfilled human life, liberated from the bonds of sectarian theology, yet grounded in the mythologies of historical tradition. Those Who Care, as the New Human Beings, will emerge as a Global Servant Force.

## V. EMERGENT CHURCH

In the next 24 years, the work of the Global Order in community development will enable the church to take a fresh and invigorating relationship to the sociological task of care. In the Christian heritage, as well as in other historical religions, the role of traditional symbols to relate man to the universal deeps of life will be clarified and recovered. In the transparency of such experience, new understanding, trust, and confidence will grow among religious bodies as collegiality develops through their care for common geography. Training programs in the New Religious Mode will provide practical tools for living. From within continents such as Africa, which have long been fertile ground for the mixture of major religious forms, pilot demonstrations of new forms of the historic church will emerge, embodying the wisdom of many traditions. Documents and writings in the new theology will be written, grounded in the practical experience of day-to-day care and community building, to rehearse the fullness of a life lived as expenditure on behalf of all mankind.

## VI. SERVICES SOPHISTICATION

In the next 24 years, the Global Order will see the increasing sophistication of functions which aid the expanding campaigns. Technical back-up services in the areas of finance, information management and communications will be readily available to local projects. Sophisticated global communications networks will provide practical and timely information to the whole movement. One can imagine the use of mass media and computer technology in the service of village education and interchange. Practical training in the methods of socio-economic development will be continually available around the globe on the local level.

## VII. GLOBAL ORDER

The next 24 years will accelerate the massive geographical and numerical expansion of the Global Order, understood as a structured network of Those Who Care. There will be 25,000 people around the globe under assignment as one disciplined corporate body engaged in building the earth. An operational network of 54 active areas will practically enable care for the whole earth. New global polity forms will emerge, including a Global Panchayat, mobile quarterly global councils, and GRA's on every continent. Troop configurations will be flexible as in mobile teams operating out of nexus locations.

# FOUR-YEAR OPERATING VISION CHART

A Summary of the Global Order Operating Vision Toward the Year 1980

toward CATALYZING MASSIVE FUNDING	toward ACCELERATING THREE CAMPAIGNS			toward FURTHERING COMPREHENSIVE CARE
SUPPORT MANEUVERS  I	LOCAL ENGAGEMENT  II	NATIONAL AWAKENMENT  III	GLOBAL MOVEMENT  IV	INCLUSIVE TRAINING  V
Replication Funding	Strategic Replication	Geographic Coverage	Global Staff	Mobile Schools
Established Credibility	Primal Community		Polity Experiments	
Financial Xavierism	New Projects	Governmental Catalysis	Rural Houses	Secular-Religious Retreat
	Economic Vehicle		Expanded Movement	
	Continental Strongholds		Network Participation	

## I. SUPPORT MANEUVERS

In the next 4 years, the Global Order expects extensive publicity for ICA programs, the inevitable visibility of ICA staff, and the strategic use of both to promote funding. In replicating Human Development Projects during the next four years, the Order sees the possibility of governments, corporations, and other entities sponsoring villages. Training will be provided for village development teams, and Project villages will take responsibility for other villages. Since funding is more readily forthcoming if the projects and programs have established credibility, real victory and careful public relations will be critical. An appropriately documented but non-ideological social philosophy, concerned with the future of communities, will allow the Order to work with otherwise unapproachable people. Finally, each staff member and volunteer will assume the Xavier stance, one of self-supporting relatedness, and will image himself or herself as belonging to an inclusive corps of developers.

## II. LOCAL ENGAGEMENT

In the next four years, the Global Order envisions an expanded and accelerated Social Demonstration campaign to replicate pilot efforts already underway. Community development methods will enable broad and swift implementation across the globe. This component of the vision reflects the intention to bring both inclusiveness and depth effectivity to campaign operations. First, the Order anticipates the establishment of strategic replication projects which visibly demonstrate the possibility for mass development of economic self-sufficiency and social self-reliance in local communities. Replication will take place in several strategic locations around the globe, made feasible by a phasing plan which catalyzes national, regional and state governmental structures to pick up responsibility for project implementation. This includes the completion of 2500 villages in Maharashtra state and replication in Africa, Seapac, Europe and North America. Second, the Movement envisions the emergence of a network of Primal Community Demonstrations where residents have decided for comprehensive proposal implementation following a Community Forum. There is likelihood of this work beginning in North America. Third, the initiation of Human Development Projects is anticipated in selected areas and nations of the globe where pilot projects have not yet begun, such as Iran, Pakistan, Bangladesh, Eastern Europe, Latin America, Sri Lanka, and the strategic addition of projects in other nations such as India, U.S., Canada and Malaysia. Fourth, accelerated implementation of project tactics is projected in launching local community cooperatives (The Local Economic Vehicle) in each project and in the creation of the Repository of resources and expertise. Finally, the establishment of a stronghold in each of the nine continents is seen as critical to "doing the globe". This includes strategies for expanding work in Latin America, Africa, and the Middle East, and initial penetration efforts in Russia and China.

### III. NATIONAL AWAKENMENT

In the next four years, the Global Order anticipates saturation of twenty-five countries in which Town Meetings will be done in every county or similar unit. The Order foresees North America becoming a sign of public sector participation in catalyzing Town Meeting. Several state governments in each area of the United States will adopt the Town Meeting program as their instrument for local citizen participation. In Canada, federal, provincial and regional governments will provide similar support. The possible endorsement and financial support of federal and state governments will catalyze towns to pursue practical means of implementing the Community Forum Program.

### IV. GLOBAL MOVEMENT

The Global Order sees itself exploring new configurations throughout the world. These configurations may include new patterns of organization in relation to local staff, global polity, Religious House location, the engagement of colleagues, and the tapping of various sources of socio-economic energy and expertise. Because of the Movement's increased globality, it will be necessary to develop a deepening rapport with other cultures and religions, for Religious House staffs will likely include people from other parts of the world. Procedures for decision-making will enable a greater sensitivity to diverse new colleagues and situations and a growing responsiveness to emerging trends. Replication of Human Development Projects may necessitate moving Religious Houses to rural villages in order for the staff to serve as the auxiliary. The Order envisions an expanded Global Servant Force as guardians give initial form to their international network, metro colleagues increasingly see themselves responsible for the campaigns, and many decide to intern. Increasingly, businesses, civic groups, universities, and congregations will create specific means of participation in the campaigns.

## V. INCLUSIVE TRAINING

The Global Order's vision for the next four years is to provide inclusive training designs through mobile training schools, new impact courses and secular religious retreats. The Movement will mobilize formal training programs, bringing the Academy, Replication Schools, and ITI's to local demonstration communities, grounding participants in local community and giving more community participants access to these forms of intensive training. The Order will teach new impact courses in schools, universities and religious institutions, in business, professional and service organizations, and to women, elders, and minorities. Secular religious retreats will allow time to reflect and articulate the consciousness generated during intense engagement. They will be an experience of the New Religious Mode and the Other World categories with solitary reading, writing, and reflection to retool the spirit and re-empower engagement.

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THE ISSUES  
OF THE  
GLOBAL ORDER

The following Global Issues Screen and listing of issues was compiled from members of the Global Research Assembly. It is intended as a comprehensive reference tool for the Global Priors Council.

# GLOBAL ISSUES SCREEN

Chicago

12 July 1977

## GLOBAL FISCAL FOUNDATIONS

### MISSIONAL RESOURCES DEVELOPMENT

#### APPROPRIATE ENGAGEMENT FORMS

PROGRAM SELF SUPPORT	SERVANT FORCE FORMATION	EFFECTIVE DEPLOYMENT MANEUVERS	GRAND STRATEGY DESIGNS	GLOBAL POLITY OPERATIONS	FUNCTIONAL DATA ACCESS	ORDER SELF SUPPORT
Unified Development Thrust	Empowered Symbolic Glue	Movemental Order Discipline	House Missional Role	Global Panchayat Experiment	Models/ Learnings Interchange	Innovative Permeation Strategies
Program Funding System	Formal Training Constructs	Missional Task Configurations	Diversified Impact Events	Empowered Centrum Bands	Project Statistical Monitoring	Order Budget Guidelines
Expanded Support Base	Intensified Practical Training	Strategic Staff Locations	Historical Movement Edge	Commissions Operational Roles	Public Relations Tools	Replication Staff Support
Forum Financing Strategy	Indigenous Leadership Training	Symbolic Global Leadership	GSD Expansion Scheme	Elicited Local Input	Legal/ Financial Accountability	Trust/ Task Funds
New Development Schemes	World-wide Guardian Network	Maximized Mobility Effectiveness	Quantum Leap Discernment	Area-Centrum Creative Tension	Effective Data Exchange	Housing Costs Management

GLOBAL ISSUES SCREEN

I. PROGRAM SELF-SUPPORT

UNIFIED  
DEVELOPMENT  
THRUST

- . Channeling development funds
- . What is the development dynamic?
- . Unified global development thrust in local
- . Project/operational funding as related to development
- . Global funding coordination

PROGRAM  
FUNDING  
SYSTEM

- . Operational practices of HDP funding
- . Government-initiated/ICA-run HDP
- . Style/revolutionary intent/method relative to program  
"fees"

EXPANDED  
SUPPORT  
BASE

- . Project self-support
- . Public sector support of national replication
- . Guardian support for treks/consults
- . Pledge base timing (short-term immediate need over  
against long-range regularity)

FORUM  
FINANCING  
STRATEGY

- . Compilation of in-kind program support
- . Program support strategies
- . TM financial strategies
- . Unified program financing scheme
- . One story per front

NEW  
DEVELOPMENT  
SCHEMES

- . Congregational project funding
- . Audience-oriented development schemes

GLOBAL ISSUES SCREEN

II. SERVANT FORCE FORMATION

<p>EMPOWERED SYMBOLIC GLUE</p>	<ul style="list-style-type: none"> <li>. Profound structural care</li> <li>. Dealing with divorce in the Order</li> <li>. Public stance relating to family covenants</li> <li>. Focused, engaged staff</li> <li>. Factors relating to intensified casualties</li> <li>. Study life</li> <li>. Care for permeators</li> <li>. Circuiter nurture</li> <li>. Phase I engagement/care</li> <li>. Youth nurture in House</li> <li>. Retreat dynamic as related to the mission</li> <li>. Common decor</li> <li>. Symbolic life directions</li> </ul>
<p>FORMAL TRAINING CONSTRUCTS</p>	<ul style="list-style-type: none"> <li>. Religious studies training</li> <li>. Role of ITI/Academy/HDTs</li> <li>. Mobile Academy</li> </ul>
<p>INTENSIFIED PRACTICAL TRAINING</p>	<ul style="list-style-type: none"> <li>. Training in maneuvers/strategic thinking</li> <li>. Intensified practical training</li> <li>. HDP auxiliary continued training</li> </ul>
<p>INDIGENOUS LEADERSHIP TRAINING</p>	<ul style="list-style-type: none"> <li>. Global training for local HDP leadership</li> <li>. North American parochialism</li> <li>. Indigenous priorship</li> <li>. Shadow training dynamics</li> </ul>
<p>WORLDWIDE GUARDIAN NETWORK</p>	<ul style="list-style-type: none"> <li>. Role of guardian network in relation to Order</li> <li>. Coordinated global guardian network</li> </ul>

GLOBAL ISSUES SCREEN

III. EFFECTIVE DEPLOYMENT MANEUVERS

MOVEMENTAL  
ORDER  
DISCIPLINE

- . Extended/movemental Order assignment possibilities
- . Expanded grassroots collegial support

MISSIONAL  
TASK  
CONFIGURATIONS

- . GCF troop formation in North America
- . Learnings from small Religious Houses
- . Small House vitality
- . Size and location of Houses
- . Size of global nexus, especially outside USA
- . Assignment configuration value screens
- . Configuration/location of consult teams
- . Ensuring visionary/practicality poles in each leadership assignment

STRATEGIC  
STAFF  
LOCATIONS

- . Lengthen consultants' time in HDP's
- . Income potential as related to mobility
- . Nexus locations: Bombay, Nairobi, Singapore
- . Optimum length of priorship assignment/location
- . Expanded small house troop strength
- . Assignment/training strategies for acceleration teams
- . Consultant expertise as relating to consult needs

SYMBOLIC  
GLOBAL  
LEADERSHIP

- . Expanded leadership including women/internationals
- . Area prior selection methods

MAXIMIZED  
MOBILITY  
EFFECTIVENESS

- . Role of acceleration teams
- . Language barriers, especially Europe
- . Effective global troop maneuvers

GLOBAL ISSUES SCREEN

IV. GRAND STRATEGY DESIGNS

HOUSE  
MISSIONAL  
ROLE

- . Future of North American urban houses
- . Non-N.A. nexus size and location as related to role, function, tasks
- . Creating vitality in role of small house
- . HDP house responsibility for region
- . Do we do metro circuiting?

DIVERSIFIED  
IMPACT  
EVENTS

- . ITI curriculum design
- . Common public story for OE and ICA
- . Order in relation to movement it catalyzes
- . Globalization of courses

HISTORICAL  
MOVEMENT  
EDGE

- . New course strategies (film)
- . Initiating new approach to historic church
- . Next phase of end run strategy
- . How to build a movement based on non-church people

GSD  
EXPANSION  
SCHEME

- . Strategic coverage--sites for new projects
- . Where to do replication
- . Future of GSD in North America
- . Who pays for acceleration teams?

QUANTUM  
LEAP  
DISCERNMENT

- . Global priorities/quantum leap

GLOBAL ISSUES SCREEN

V. GLOBAL POLITY OPERATIONS

GLOBAL  
PANCHAYAT  
EXPERIMENT

- . Form of global Panchayat experiment
- . Relationship of Chicago nexus to other nexi
- . Creation and communication of global strategy consensus

EMPOWERED  
CENTRUM  
BAND

- . Make each centrum band one thrust
- . Enable corporate structures in multi-national areas

COMMISSIONS  
OPERATIONAL  
ROLES

- . Will commissions make trek?
- . Role/scheduling of continental councils
- . Form of commissions at global nexi (treks?)
- . Assignments commission composition (movement?)

ELICITED  
LOCAL  
INPUT

- . Movement's role in making global assignments
- . Intensification of local input into decision-making
- . What is local autonomy? (metro/region/area)

AREA-CENTRUM  
CREATIVE  
TENSION

- . Maintaining creative tension in areal/centrum polity
- . Area prior/troika role
- . Time for area decision-making

GLOBAL ISSUES SCREEN

VI. FUNCTIONAL DATA ACCESS

MODELS/  
LEARNING  
INTERCHANGE

- . Globally useful GCF models
- . Speed of data, learning interchange
- . Which kind of publications within the Order/how to use?
- . Initiation of articulation, disseminating, and employing profound learnings

PROJECT  
STATISTICAL  
MONITORING

- . HDP baseline statistics
- . Tracking GCF's worldwide--use of significant

PUBLIC  
RELATIONS  
TOOLS

- . National publicity campaigns utilizing the global film
- . Getting data/stories into communities (e.g., U.S. churches) for releasing participation and funds
- . Repository of visual materials for specific programs--women, 24 projects, etc.
- . Program tools (films, slides, books) common stories accessible globally

LEGAL/  
FINANCIAL  
ACCOUNTABILITY

- . Knowing status of global income and expense as related to development and house budget
- . Fiscal integrity especially in relation to grant accountability
- . Common incorporation modes
- . Global financial report commonality
- . HDP bookkeeping
- . Accountability: financial, legal, missional to national governments
- . Economic accountability of HDP's baseline

EFFECTIVE  
DATA  
INTERCHANGE

- . Global development information exchange
- . Interchange between operations and development

GLOBAL ISSUES SCREEN

VII. ORDER SELF-SUPPORT

INNOVATIVE  
PERMEATION  
STRATEGIES

- . Examination of global order stipend
- . Permeation strategies
- . Permeation as self-support source and as professional/  
business network outreach
- . New sources of self-support
- . How to upgrade level of self-support

ORDER  
BUDGET  
GUIDELINES

- . Order care and mission funds
- . Order family debts
- . Basic living costs definition
- . Number of houses relative to self-support demand

REPLICATION  
STAFF  
SUPPORT

- . Generation of support for fulltime staff
- . Relation of 2-year volunteers

TRUST/  
TASK  
FUNDS

- . Inclusion of 2-year volunteers
- . Evaluation of supplemental health payments
- . Actual fund expenditures

HOUSING  
COSTS  
MANAGEMENT

- . Necessary Funds for Kemper
- . Look at house property

Working Paper  
Not for Publication

THE CONTRADICTIONS OF THE MOVEMENTAL MISSION

- I. SUPPORT SYSTEMS
- II. MOVEMENT FORCES
- III. POLITY FORMS
- IV. SELF SUPPORT
- V. TROOP CONFIGURATIONS
- VI. ICA STORY
- VII. PROGRAM FUNDING
- VIII. MISSIONAL NURTURE
- IX. ORDER TRAINING
- X. IMPACT TOOLS
- XI. COMPREHENSIVE STRATEGY

## I. SUPPORT SYSTEMS

The first contradiction relates to support of the campaigns. The modern world has passed through an information revolution in which ready access to data, knowledge and methods become the key to success in any enterprise. Much of this was made possible by the advent of the computer, connected with instantaneous global transmission of messages. With rapid expansion of the Movement, innovations, such as the global centrum bands, have been made in an effort to provide adequate support. The experience of the past year, however, is that the support task demands have exceeded the capability of the centruns. The interchange of monies around the world, accountability for public and private grants, and the initiating of common books in all houses and projects have imposed a tremendous burden. The prompt exchange of newly developed models and operational tactics, the transmission of crucial international contacts, and the maintenance of up-to-date global knowledge at every location have not been achieved. The Telex system, or comparable technology, does not yet link all ICA locations. At stake is not only the effective operation of ICA staff, but our legal and financial respectability before the world. A major effort is required to upgrade the entire network of support systems if momentum is to be properly maintained.

## II. MOVEMENT FORCES

The second contradiction relates to the formulation of Movement forces. Local man is prepared to give practical sociological expression to his care. He is ready to build the new global society in his own location, or, in many cases, wherever his effort is most required. Scores of programs have been initiated which rely on volunteers. The Movement has done little to provide systematic opportunities for individuals impacted by Town Meeting or a visit to a Human Development Project to continue a journey within the context of the Global Servant Movement. House-based activities have been given second priority, cadres have ceased to exist, and practically no movemental Week II activities have been held. Even quarterly battleplanning has been done around the edges rather than as a great three day event. While some have been trained to serve as volunteers in Community Forum roles, this has been sporadic and secondary to the task of setting up the meetings. Visitors to a project have often not found a role or task awaiting them that would allow an immediate engagement of their lives. The time is at hand. Those Who Care want to move, and until the Movement puts solid attention and effort into movementalizing and globalizing their journey, we will experience a shortage of available personnel.

### III. POLITY FORMS

The third contradiction relates to polity forms in the Movemental Order. At a point in history where local man across the globe is demanding that his voice be heard and national governments are being driven to explore new forms of locally based decision-making, the issue of undergirding a tensional polity dynamic which ensures the meaningful participation of all the people in the shaping of consensus becomes particularly crucial to the Order. The rapid acceleration of our program outreach during the past year has carried with it the necessity for polity operations which far exceed, in both number and complexity, those ever required before. In the face of such intensification, the tensional polity systems which have formed the basis of our operations in the past have been burdened beyond capacity. Local units, often forced by the situation to "move it" in the midst of unclarity and geographical isolation, have resorted to action later interpreted from the perspective of the area or centrum as individualistic and uncorporate. Likewise, maneuvers initiated areally or continentally have been received as fait accomplis from the perspective of the local forces unit. The absence of a common understanding of the function of the area, the commissions, the role of the Panchayat, the operations of the global centrum bands in relationship to one another and to the areas has resulted in apparently haphazard stabs in the dark, which polarize the flow of common deliberation, data exchange, and grassroots wisdom and are experienced as a disabling dichotomy rather than tensional polarity. New practical images for, and a common articulation of, the tensional polity would provide basic guidelines for current and highly accelerated transitions into new forms of the Movement.

#### IV. STAFF SUPPORT

The fourth contradiction relates to self support for the Movemental Order. Communities, governments, and private sector organizations around the world recognize the value of assistance by outside consultants and are often prepared to spend generous sums to purchase methodological expertise. The global need for skills and consultants to catalyze comprehensive socio-economic development at the local level far exceeds the availability of trained people. In the midst of this situation, we, as the ICA, have decided to respond to this need by extending our methods and personnel in an extraordinary manner across the world. At the same time, a significant portion of our most skilled staff members are under permeation assignment and available as consultants only on a strictly part-time basis. The inappropriateness of this situation is reinforced by the fact that due to relatively frequent reassignment moves, and the consequent brief job tenure of most permeators, the average wage earned by Order members in North America is only about \$600.00 per month. In many cases, it requires 3 or 4 permeators to support one person on the road. Even though intensified efforts have been made annually to increase our earning ability, the fact remains that each year has ended with a self-support deficit, with the 1976-77 deficit in North America being triple of that of the previous year. While the principle of self-supporting local units is an essential part of the Order's foundation, it is now apparent that new methods need to be devised that will allow the structures of the world to pay for the employment of ICA staff in what we best know how to do.

## V. TROOP CONFIGURATIONS

The fifth contradiction relates to troop configurations. The fast changing nature of today's society requires the constant restructuring of large corporations, the relocations of plants and facilities, and the shifting of key executive personnel. Operational designs are at the service of the task, and any business that does not remain flexible does not succeed. In the tension between a limited number of troops, established operating patterns, and the emerging missional demands, the Movemental Order has tended to hold strongly to maintaining relative equity in troop strength among the houses already established. As the number of projects has increased, each demanding strong staff assignments, the number of persons under assignment has remained reasonably constant. Many houses have of necessity consisted of five or less adults. In many instances these houses have not been able both to be self-supporting financially and to devote adequate attention to the external task. Order members have experienced their assignment as a losing situation which, in turn, has been indirectly responsible for a noticeable casualty toll. From the outside, such houses have ceased to be attractive to potential interns and less-than-beckoning strongholds of the new church. Until the Order makes a bold reassessment of deployment patterns which are genuinely reflective of basic strategy, we shall continue to see a decline in the power and effective engagement of the houses of the Order.

## VI. ICA STORY

The sixth contradiction relates to the ICA story. The world is suspicious, made more so by Watergate and similar efforts to hide the truth. People are on guard for the rip-off artist and the con man. The "right to know" has forced governmental bodies to adopt "sunshine" laws requiring open operations and full disclosure of financial dealings. The ICA is a mystery. Standing outside the Movement context, it is difficult to understand who we are, what we do, and why we are doing it. Increasingly people ask, and when we try to answer honestly but tactically we often only succeed in deepening the sense of mystery, which is then interpreted as hiding something. This dilemma is intensified when the questions come from secular sources such as government, business and the press, and from people representing non-Christian religions. The "ICA Story" is a great and proud story, but until we carefully work through its components and learn how to tell the story to any audience with candor and passion, it will be a source of difficulty and occasional embarrassment.

## VII. PROGRAM FUNDING

The seventh contradiction relates to the participation of the total Movemental Order in funding the programs. In a day when public agencies, corporations, churches and individuals are increasingly prepared to devote resources to local community awakening and reformulation, while at the same time the communities are increasingly prepared to mobilize their own resources to achieve future objectives, the situation is ripe for generating broad and adequate funding for Movement programs. Every service performed by the ICA for every social unit, even the smallest, poorest village, provides a promising opportunity to request a generous contribution to assist with the cost of the service and thereby to expand our funding base. Yet, given this context, many opportunities are missed or not adequately exploited when ICA staff and colleagues either do not request financial participation or do so apologetically, unskillfully, or unenthusiastically. Our tendency is still to trust that those especially equipped and trained people assigned to Development Centrum will care for all program funding. Claims are not laid with cogent urgency upon companies, government programs and wealthy individuals and the actual services performed become undervalued "freebies." Until every person in every role in every situation embodies fully and competently responsibility to attract financial resources to the programs, our funding will continue to be inadequate and irregular.

## VIII. MISSIONAL NURTURE

The eighth contradiction relates to forms of missional nurture. Social awareness of the importance of symbol has undergone a resurgence in recent years. Every corporation has a logo, bold and striking. Nations have revitalized national anthems and brought new dignity into old rituals. The Press commented almost daily on President Carter's symbolic activities such as putting a globe on his desk. The Movemental Order has for 20 years developed and used a symbol system which is a profound and comprehensive representation of life experience. Its power literally created the Order, and has guarded its forms and discipline. In the years since the Turn to the World, however, our experience of profound humanness emerging in the midst of radical doing has outdistanced our grasp of the Order's basic symbols. Rituals have become perfunctory. Daily Office is often dispirited. Conversations are flat and dry. The Odyssey has been abandoned and the new retreat is not yet invented. It has been a time when each person has been on his own to care for himself, and nothing external has worked with power. Until we bring effort to bear on the nurture now needed by Movement forces and recreate the needed forms, levels of human experience will pass by unsymbolized and we will continue to be in the clutches of a kind of interior schizophrenia.

## IX. ORDER TRAINING

The ninth contradiction relates to implementation of Order training. Successful business organizations have developed forms of intensive training designed to equip employees with a common set of methods, an empowering story, and a strong discipline. Any effective organization requires people who can think and work as members of a team which integrates their efforts towards a common objective. In the past two to four years, the training of Order members has been largely a marginal operation depending on indirect lessons learned in the midst of doing the task. Common memory studies have been infrequent and edge studies have normally been confined to abbreviated ecclesiola evenings when many were away on other assignments. The virtual absence of weekend seminars has eliminated one traditional method of grounding new interns in the basic curriculum of the Order. In this time of doing, House priors have concentrated on gunning the programs and given little attention to the training of forces. With the first portents already visible of a flood of interns from awakening and engagement programs, a refashioned program of basic and continuing training will soon be required in order to maintain cohesiveness and effectiveness in the corporate body.

## X. USE OF IMPACT TOOLS

The tenth contradiction relates to the use of a wide range of impact tools. The 20th Century has awakened the world to new dimensions of the human enterprise. The black, youth and female revolutions, the rise of local man, the turn towards community responsibility by major corporations, and the profound crisis experienced by the established church are all manifestations of the way in which people are asking new questions and demanding new answers. Various Movement tools such as RS-I, LENS, the HRM, the Global Women's Forum, the Youth Course, Social Methods courses, etc., provide the most effective instruments presently available to allow awakened people to appropriate their lucidity and begin to channel it into creative social engagement. With the single-minded thrust necessary to launch the Community Forum and Social Demonstration campaigns, the Movement has almost eliminated the use of most of these other programs. People wanting to attend a seminar have not had an opportunity immediately available. The student world has been bracketed and the business world is contacted only for development. The times now demand that a broader range of opportunities be provided for specialized constituencies so that their lives and resources may be made available to the needs of our day.