

Task Force II

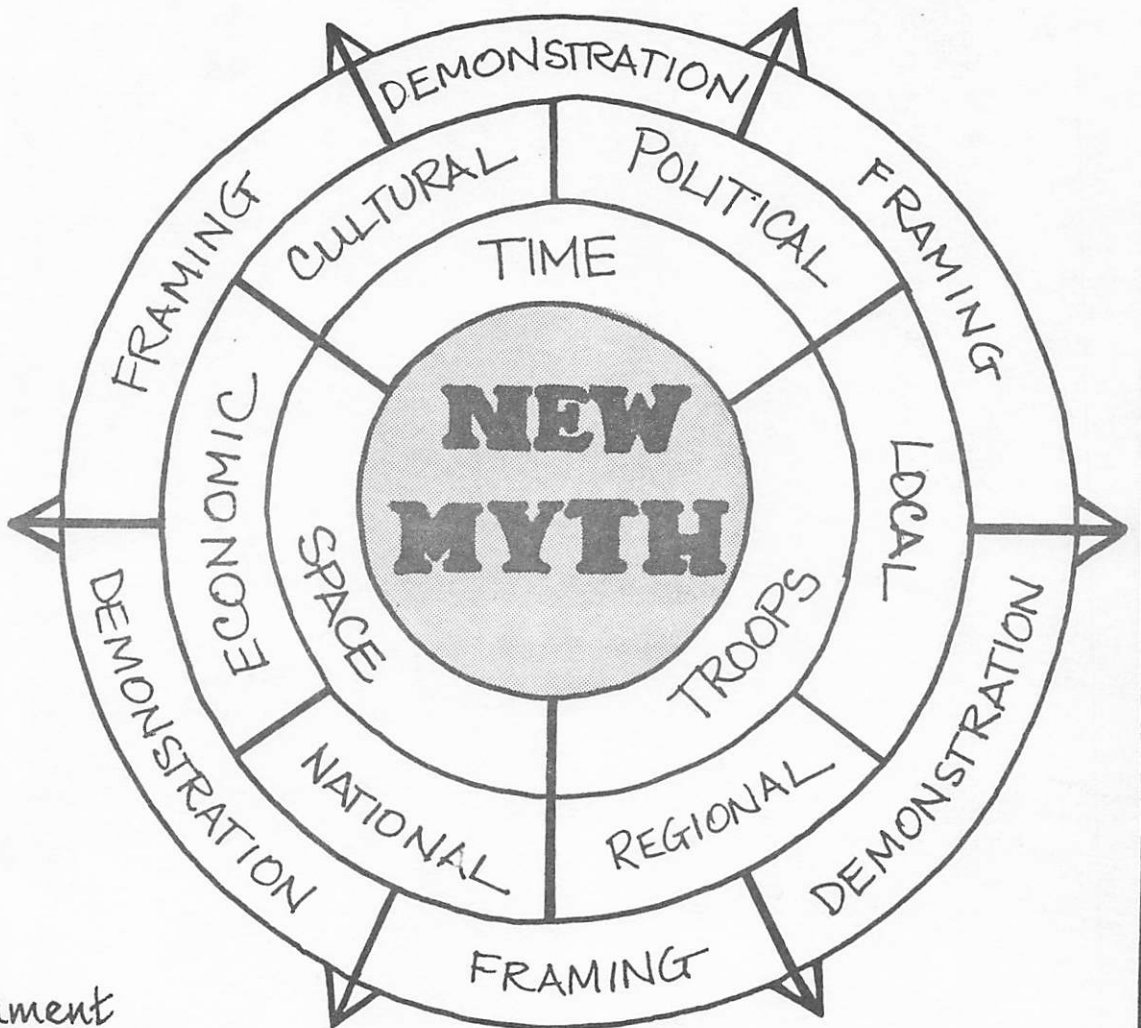
**M.A.P.  
STRATEGIES**

a compend of  
task force  
products

prepared by  
**Global Research Assembly 1979**  
**July 1-15, 1979**

M.A.P.\*

# STRATEGIES



\* Mass  
Awakening  
Positioning

The task of the Mass Awakening Positioning Strategies task force was to look at concrete images from the past year and discern how awakening was done and the implications for future campaigns. This was accomplished by developing indices of mass awakening and third level triangles which describe activities necessary to mass awakening campaigns. A chart was built, analyzing the stages of various awakening campaigns. Finally, summaries were made of preliminary 1979-80 campaigns for each area of the globe.

The basis for our research consisted of interviews and documented information, particularly that of work done in Maharashtra, Mactan, Mississippi, Sudbury, Europe, the United States and other mass awakening and saturation campaigns of 1978-79.

Key learnings included (1) the creation of a new myth which would crush the major contradiction, (2) the necessity for government or agency sponsorship and funding of mass awakening campaigns, (3) the impact of polished packaging and (4) the reality of public accountability while serving in the consultant role. In addition, insights were obtained concerning recruiting and training of local troops, and documentation to inform future activities and model building.

It was discovered that awakening campaigns may follow different sequences, leaping from initial probes to sponsored mass awakening. Long range, comprehensive campaign planning is essential. This planning must consider how Human Development Projects, replication plans and mobilization of forces converge to enable massive awakening.

The work of this task force informs the council in decisions needed to do mass awakening in 1979-80. It also serves as a guide to those performing this task.

## AWAKENMENT

## BREAKLOOSE

The world today is in the midst of radical change as people wake up to a new possibility for humanity. This experience has two faces. First, there is a shift of activity to the local; people see and sense the effectivity of decision-making at the community level. Second, people experience the interrelatedness of the whole globe; they see that their lives and their communities are affected by events that happen around the world. Where localization and globalization come together, there has been a great release of human potential. Local citizens find that their creativity and resourcefulness are required to shape their community and their world and they also discover that they have the creativity and cooperative resources needed. This breakloose of human consciousness and effective community engagement is "awakening."

## LOCAL

## INDICATIONS

At the local level awakening is seen in social shifts that are visible and relational. People change as they are engaged in common tasks and begin to experience a new power and vitality. Individuals take on new leadership roles, initiate local action, and care for their health and appearance. Communities experience increased citizen participation, a fuller calendar, neighborhood beautification, more effective services, new economic ventures, better communication, and broader based decision-making. Individuals and communities understand themselves as interdependent with their neighbors and the world.

## REGIONAL

## INDICATIONS

Awakening is also happening on a regional scale. Local people all over the globe have made themselves heard and this global awakening has demonstrated that citizen participation is critical to the public and private sectors. We see local agencies searching for direction in order to better respond to their constituencies: many agencies have shifted their focus from offering only social services to enabling economic development; health institutions are setting up satellite clinics in local communities and conducting health and training seminars for community involvement.

## NATIONAL

## INDICATIONS

Governments see the need to develop local communities and regain the respect and confidence of their citizens. Government officials are encouraging communities to "tell us your concerns". There seems to be an honest desire to humanize government sponsored projects and programs by encouraging citizen participation: in India a women's organization, Mahila Mondal, encourages women in villages to participate in social services and aids them in starting their own businesses; through the federally sponsored Neighborhood Strategy Act in the U.S., local governments and citizens plan and implement housing rehabilitation and other community development projects; and in Korea, a model of local and government cooperation is exemplified in the Saemaul Movement which stimulates village revitalization by providing infrastructural improvement, development programs and training for local citizens.

CHANGING  
MYTHS

Awakenment is seen most keenly in the change in a people's story about their community and about their own involvement in building the future. This change in self-story or myth indicates a deep new response of people to their situation: changes from "I can't" to "I can", from "me" to "us" and from local self-interest to united service. This radical change in basic operating images is the most profound indicator of awakenment.

ICA  
RESPONSE

In response to the awakenment that is happening around the world, the Institute of Cultural Affairs has been working to enable local, regional and global efforts through programs that elicit human spirit and demonstrate how local people can take charge of their destinies and be responsible for the future. Utilizing corporate planning, action and motivation methods, the Institute's task has been to link individuals and groups together through cooperative responses to common problems and turn age-old obstacles into creative possibilities.

FORUM  
PHASES

The work of the Institute of Cultural Affairs in awakenment has been carried out through the Global Community Forum programs in three primary phases. In the Initiation phase, forums are held on a pilot basis throughout a nation or region, as with the Bicentennial Town Meeting program in the United States. In the Demonstration phase, a scheme of rational geographic coverage of the nation or region is implemented; in Australia, for example, one forum has been held in each shire. In the Actuation phase, forums are offered to a significant proportion of a particular geographic area over a limited time period, as on the island of Mactan, where 222 forums were held in a period of two weeks. Significant involvement with existing public and private sector structures is also key in this phase, as with the Governor's Office of Citizen Participation sponsorship in Mississippi. While these phases are typically sequential, the various areas of the world where the ICA is working are at different phases at the present time.

NEW  
VANTAGE

We now find ourselves at a new vantage point. The awakenment efforts of the Global Community Forum programs and the demonstration work of the Human Development Projects are nearing a point of convergence and are raising new questions for our focus this coming year. A way to wire together our efforts on many fronts so they are part of one global response is demanded. We are called to push beyond the saturation or stronghold image of this past year to an understanding of actively positioning ourselves in order to facilitate mass awakenment across the globe. Just as farms across the world provide continuous nourishment for human beings through a constant process of plowing, sowing and reaping--so we are beckoned to nurture the spirit through giving form to the ongoing awakenment.

M.A.P.

STRATEGIES

The concept of Mass Awakening Positioning (M.A.P.) Strategies is a response to the critical need for a new unity in the multi-faceted services of the ICA and its colleagues across the globe. It is an image that pulls all levels and forms of our impact, demonstration and formation campaigns together as part of one concerted effort. From the broadest perspective, our intent is to enable the awakening of two million villages and four billion people--"the last fat lady." From a functional perspective, we are about specific Campaign strategies which are a part of positioning ourselves, perpetually, to do this job either in linear steps or quantum leaps. These strategies are both geographic and sociological; they affect both individuals and structures; they are both realistic and miraculous. In order to give a corporate direction to these strategies we must require of ourselves a global phasing rationale, continental recommendations and a decision about particular signal experiments aimed at pushing the edge of our campaign strategies.

The following triangle is a pictorial description of the essential dynamics in Mass Awakening Positioning.

A. Campaign Formation

This triangle is the key to MAP, the essential "how", the practical articulation of the cause toward which we move - the creation of a new life understanding of individual and corporate hope. It is the master plan, as well as at this point the "edge" of our corporate action.

The components are:

1. Strategic Design - the total picture of the campaign, the way to victory.
2. Sociological Frame - the pivotal authorization, representative of all facets of human society.
3. Total Campaign Funding - the practical, total, financial support of the campaign.

B. Field Maneuvers

This triangle represents the practical, more immediate and basic strategies of awakening. The components are:

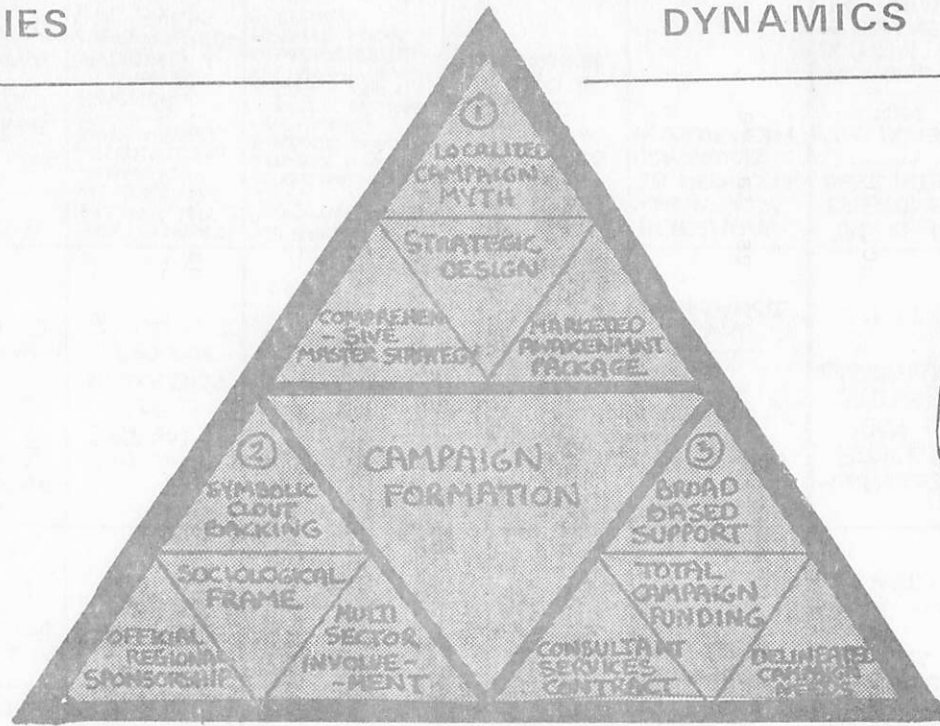
1. Geo-Social Coverage - the actual geographic and sociological reality to be touched, both immediately and as the anticipated aim.
2. Troop Mobilization - the maneuver configuration of people, the roles to be played and the development of new staff.
3. Timing Designs - the when and how long of the positioning maneuver, the imaginative and actual phases.

C. Support Systems

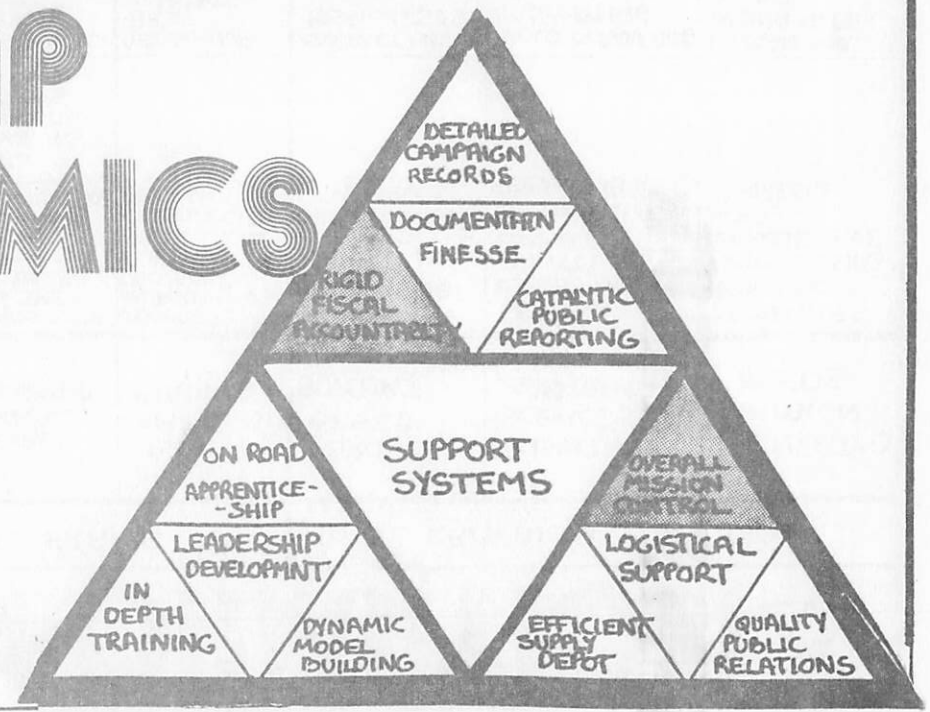
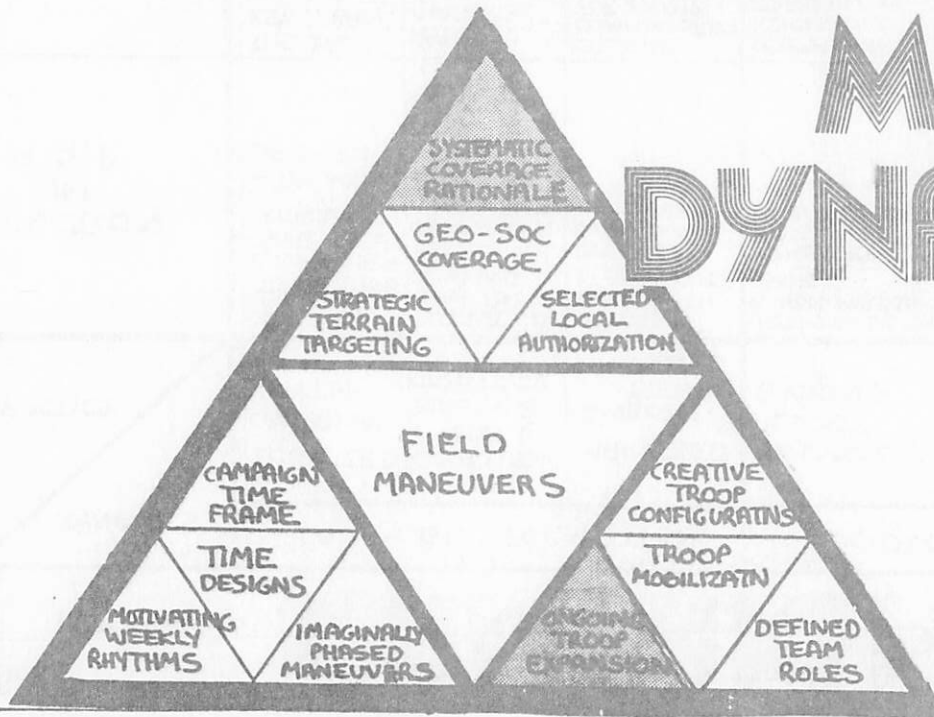
This triangle points to the basics of MAP, necessary training, materials, supplies, care and documentation of the campaign. The components are:

1. Documentation Finesse - the essential and even apparently non-essential documentation that will be required for public materials and campaign evaluation, as well as the fiscal systems of the campaign.
2. Leadership Development - the training of new staff as leadership in the events.
3. Logistical Support - the coordination of materials, supplies, and overall needs for the maneuvers.

The dynamics of Mass Awakening Positioning are designed to enable the strategies to be comprehensive in their planning. In reality, there are no "priorities", everything is important; however, there are keys. These have been shaded to emphasize the need for special attention.



# MAP DYNAMICS



# CAMPAIGN FORMATION



| DYNAMICS<br>PRACTICES | CAMPAIGN FORMATION                                                                 |                                                                                                                |                                                                                                               | SOCIOLOGICAL FRAME                                                                                                                                                                     |                                                                                                                 |                                                                                      | TOTAL CAMPAIGN FUNDING                                                                                |                                                                                         |                                                                                                                              |
|-----------------------|------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|
|                       | LOCALIZED CAMPAIGN MYTH                                                            | COMPREHENSIVE MASTER STRATEGY                                                                                  | MARKETED AWAKENMENT PACKAGE                                                                                   | SYMBOLIC CLOUT BACKING                                                                                                                                                                 | OFFICIAL REGIONAL SPONSORSHIP                                                                                   | TOTAL CAMPAIGN FUNDING                                                               | BROAD BASED SUPPORT                                                                                   | CONSULTANT SERVICES CONTRACT                                                            | DELINEATED CAMPAIGN NEEDS                                                                                                    |
| FUNCTION IN M.A.P.    | THE KEY TO CREATING A COMPREHENSIVE "POPULAR MYTHOLOGY" - THE WHY OF M.A.P.        | PROJECTS A PLAN FOR REACHING EVERY COMMUNITY & IS LOCALLY TAILORED TO BREAK OPEN CAMPAIGN.                     | CREATES PUBLIC MYTH & LAYS OUT INTENDED EVENTS & COMPONENTS                                                   | KEEPS CAMPAIGN A NON-PARTISAN THING. PROVIDES PROTECTION WHERE NEEDED                                                                                                                  | GROUNDS MYTH WITHIN THE STRUCTURES<br>CREATES CAMPAIGN INFRASTRUCTURE<br>ENLISTS SPONSORING ORGANIZATION TROOPS | ASSURES AUTHENTIC GEO/SOCIAL COVERAGE & GIVES LOCAL CREDANCE TO PROGRAM              | PROVIDES ALTERNATIVE FUNDING, SUPPLY & AUTHORIZATION SOURCES                                          | ESTABLISHES ICA AS A QUALITY CONSULTANT & FORMALIZES SERVICE ROLE                       | DETERMINES REALISTIC FIGURES USING COMPREHENSIVE NEEDS SCREEN                                                                |
| ACTIVITIES            | THE ONE KEY PHRASE WHICH IS ON ALL MATERIALS - SYMBOL IS PREFERABLE NOT IMPERATIVE | RATIONAL PHRASING TEAM REQUIREMENTS<br>BACKUP FUNDING & AUTHORIZATION ASSEMBLY                                 | CREATING COMMON STORY FOR MEDIA<br>W/S TO DECIDE TARGET MARKET<br>MARKETING VISITS                            | DETERMINING KEY "OFFICIAL LEADERSHIP" OR "HIDDEN" OR "SENSITIVE" LEADERSHIP<br>INVOLVE AT EVERY PHASE<br>SECURE CONCRETE COMMITMENTS                                                   | ENLIST VITAL NETWORKS<br>DO DOMINO THEORY IN AUTHORIZATION VISITS                                               | DETERMINE FIRST CONTACT<br>OPEN CAMPAIGN HQUARTERS IN SPONSORS OFFICE                | CONTACT ALL POSSIBILITIES<br>GET HEALTHY COMMITMENT FROM ALL SECTORS<br>PASS THE HAT!                 | HOLO CLARIFYING NEGOTIATING SESSION - AS MANY AS NECESSARY<br>AIRTIGHT PROPOSAL         | DO PLAN FOR INKING NEEDS AS WELL<br>DETERMINE BOTH SELF SUPPORT/ GLOBAL DEVELOPMENT<br>HAVE PUBLIC STORY FOR EVERY COMPONENT |
| ILLUSTRATIONS         | "MISSISSIPPI IS LEADING THE WAY"                                                   | MACTAN AWAKENMENT REPLICATION SCHEME<br>UPPER M.W. U.S. (MINNEAPOLIS) PLAN                                     | THE JAPAN 1000 MARKETING PACKAGE                                                                              | OWEN COOPER IN GOVERNORS OFFICE IN MISSISSIPPI<br>AUGUST VANISTENDAEL IN BELGIUM                                                                                                       | MISSOURI TM COMMITTEE<br>S. CENTRAL BELL TEL. FUNDING IN MISSISSIPPI                                            | MAYORS & P.D.'s IN MISSISSIPPI<br>BELGIAN REGIONAL PLANNING ORGS<br>A.V.V. IN FRANCE | MINNESOTA FUTURE DAY STATE CAMPAIGN                                                                   | MISSISSIPPI PROPOSALS 78-79<br>79-80<br>CONSULTANT ROLE W. SUDBURY 2001                 | EUROPEAN CAMPAIGN                                                                                                            |
| STRATEGIC VALUES      | MUST BE DERIVED IN DIRECT RELATION TO FELT & ACTUAL CONTRADICTION - CAT            | TOUCH EVERY VILLAGE<br>REALISTIC /MIRACULOUS<br>LONG RANGE (2-4) YRS AND INTERMEDIATE<br>INCLUDE EVERYTHING IN | DONT FORGET YOU ARE ICA BUT DONT ANSWER ANYTHING YOU ARNT ASKED<br>PRACTICAL VISION AVOIDING OVERWHELMED-NESS | YOU HAVE TO FIND "SENSITIVE" LEADER -SHIP.<br>HOLD BALANCE BETWEEN WORLDS SYMBOLIC LEADERS AND YOURS<br>ENLIST REGIONAL LEADERS ONLY WHEN YOU HAVE DEMONSTRATED MASSIVE LOCAL SUPPORT. | PUSH YOURSELF FOR COMMITTED AUTH. FROM ALL SECTORS<br>ECO, POL. & CULTURAL.<br>A NOD IS NOT ENOUGH.             | DETERMINE WHO IS KEY TO GEO-SOCIAL GRASSROOTS INVOLVEMENT                            | TM IS IN EVERYONES BEST INTEREST<br>YOU DETERMINE KEY<br>NOTHING TO DO WITH \$ IS SECURE TILL IN HAND | DONT BECOME AN "EMPLOYEE" - YOU ARE A CONSULTANT - ALL YOUR RECORDS ARE PUBLIC PROPERTY | DONT SUBMIT ANY PROPOSAL THAT DOESNT HAVE A LOCAL-GLOBAL SCREENING.<br>UTILIZE PREVIOUS PROPOSAL MODELS                      |

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M.A.P. STRATEGIES :

# SUPPORT SYSTEMS



| DYNAMICS<br>PRACTICES | DOCUMENTATION FINESSE                                                                                                |                                                                                                 | LEADERSHIP DEVELOPMENT                                                                                                       |                                                                                                                                  |                                                                                                             | LOGISTICAL SUPPORT                                                                                          |                                                                                                              |                                                                                               |                                                                                                                                        |
|-----------------------|----------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
|                       | DETAILED CAMPAIGN RECORDS                                                                                            | RIGID FISCAL ACCOUNT-ABILITY                                                                    | CATALYTIC PUBLIC REPORTING                                                                                                   | ON THE ROAD APPRENTICE-SHIP                                                                                                      | IN DEPTH TRAINING                                                                                           | DYNAMIC MODEL BUILDING                                                                                      | OVERALL MISSION CONTROL                                                                                      | EFFICIENT SUPPLY DEPOT                                                                        | QUALITY PUBLIC RELATIONS                                                                                                               |
| FUNCTION IN M.A.P.    | ENSURE HIGH STANDARD OF RECORD KEEPING MAINTAINED                                                                    | TO MAINTAIN FISCAL INTEGRITY IN RELATION TO THE                                                 | SHARE THE STORY OF VICTORY + ANNOUNCE SPONSORSHIP<br><br>PRESENT OBJECTIVE DATA ON PROFOUND SIGNIFICANCE OF CAMPAIGN         | PROVIDE NEW TROOPS IMMEDIATE OPPORTUNITY FOR METHODS TRAINING.                                                                   | ENSURE HIGH QUALITY REVOLUTIONARY MEETINGS, NOT JUST PROGRAMMES                                             | TO SPREAD RESPONSIBILITY FOR TOTAL CAMPAIGN TO ALL THE TROOPS                                               | MAINTAINS TOTAL PICTURE + COORDINATES OPERATION                                                              | ANTICIPATES, GETS, + DISTRIBUTES SUPPLIES                                                     | MAXIMIZE BENEFITS OF MEDIA IN SPREADING MYTH<br><br>CREATE AN AWARENESS OF PROGRAMME SCOPE.                                            |
| ACTIVITIES            | EVALUATION SHEETS<br>DOCUMENTS<br>CONTACT FILE<br><br>INKIND RECORD<br>STATISTICAL DATA<br>SEPARATE CAMPAIGN RECORDS | SEPERATE CAMPAIGN ACCOUNTING SYSTEM<br><br>ASSIGN ONE PERSON TO BE ON TOP OF FINANCES           | STATE DOCUMENTS<br>SUMMARY CHARTS<br><br>LOCAL LETTE OF SUPPORT<br>DEMOGRAPHIC CHARTS                                        | TRAINING DURING MEALS<br><br>POST MEETING EVALUATION + TRAINING<br><br>INVITING PEOPLE TO HELP DO FORUMS WITH EXPERIENCED FOLKS. | OFFER TRAINING AS PART OF FORUM SERIES<br><br>INTERPRETER BECOMES ORCHISTRATOR                              | REGULAR MEETINGS WITH CAMPAIGN TROOPS                                                                       | IMAGINAL TRACKING BOARD<br><br>PHONE CENTRE<br><br>TROOP DEPLOYMNT.<br><br>CELEBRATIVE EVENTS                | BEEF, BED<br>BUGGY<br>+<br>BOOKS                                                              | PRESS RELEASES<br>MAILINGS<br>PHONING<br><br>HOSTING PUBLIC + PRIVATE DIGNITARIES<br>T.V. STATIONS<br>MAGAZINES<br>LADY IN POST OFFICE |
| ILLUSTRATIONS         | NO EXAMPLE TO DATE!                                                                                                  | TM MISSISSIPPI INC. BOOKS.                                                                      | MISSISSIPPI DOCUMENT + 2" THICK STACK OF SUPPORT LETTERS<br><br>U.S.A. NATIONAL REPORT                                       | ROAD CURRICULUM DONE IN KENYA                                                                                                    | PRE-TRAINING OF LOCAL LEADERS DAY BEFORE FORUM IN U.K. + BELGIUM<br><br>INSTANT COLLEAGUE COLLEGE IN DENVER | WEEKLY 6-HOUR MEETINGS IN MISSISSIPPI                                                                       | JEFF ROPER IN THE GOVERNORS OFFICE IN MISSISSIPPI<br><br>ARIZONA COMMAND POST                                | MACTAN PORTABLE BACKBOARD LOGISTICS SYSTEM<br><br>MISSISSIPPI INKIND OF WATS, HOTELS, + MORE. | USE OF LOCAL MEDIA IN MISSISSIPPI<br><br>WEEKLY T.V. SHOWS IN SIOBURY                                                                  |
| STRATEGIC VALUES      | DONT THROW IT OUT TILL YOUVE DONE THE PUBLIC REPORTS<br><br>HAVE ONE PERSON IN CHARGE                                | NO SUCH THING AS SECONDARY INTEGRITY HERE.<br><br>YOU'RE A RIP OFF ARTIST TILL PROVEN OTHERWISE | IMAGINALLY PRESENT OBJECTIVE DATA + USE SIMPLE STATEMENTS OF SIGNIFICANCE<br><br>TENSION BETWEEN INTERNATIONAL + LOCAL PIECE | DONT SACRIFICE QUALITY FOR EQUALITY<br><br>BE A TRAINER FIGURE.                                                                  | NO FORUM IS REVOLUTIONARY OF ITSELF - KEY IS GLOBAL CONTEXT.                                                | BE WILLING TO FIGHT TILL CONSENSUS IS REACHED<br><br>ALWAYS PUSH YOURSELF FURTHER THAN YOU FEEL YOU CAN GO. | COORDINATOR WHO CAN MAINTAIN TRANS ESTABLISHMNT STANCE.<br><br>OPERATE OUT OF SPONSORING ORGANIZATION OFFICE | TAP + ENGAGE LOCAL RESOURCES<br><br>UTTERLY CONSISTANT INKIND STORY                           | EVERY CONTACT IS AWAKENMENT<br><br>DONT ANSWER ANYTHING YOUR NOT ASKED.                                                                |

# FIELD MANEUVERS



| DYNAMICS<br><br>PRACTICS | GEO-SOCIO COVERAGE                                                        |                                                                                       |                                                                                     | TIME DESIGNS                                                                 |                                                                                |                                                                   | TROOP MOBILIZATION                                                                                           |                                                                                              |                                                                                                                            |
|--------------------------|---------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------|--------------------------------------------------------------------------------|-------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|
|                          | SYSTEMATIC COVERAGE RATIONALE                                             | STRATEGIC TERRAINE TARGETING                                                          | SELECTED LOCAL AUTHORIZATION                                                        | CAMPAIGN TIME FRAME                                                          | MOTIVATING WEEKLY EVENTS                                                       | IMAGINALLY PLANNED MANEUVERS                                      | CREATIVE TROOP CONFIGURATIONS                                                                                | ONGOING TROOP EXPANSION                                                                      | DEFINED TEAM ROLES                                                                                                         |
| FUNCTION IN M.A.P        | TO PROVIDE COMPREHENSIVE GUIDELINE FOR TOTAL COVERAGE                     | TO ASSERTAIN THE POINTS OF ADVANTAGE IN WHICH TO ACTUATE CAMPAIGN                     | TO ENLIST APPROPRIATE LOCAL ORGANIZATIONS AND OFFICIALS IN ACTIVITY                 | TO MAXIMIZE IMPACT THRU HAVING CLEAR, SYMBOLIZED BEGINNING & END TO CAMPAIGN | TO ENABLE TROOP MOTIVITY & FRESHNESS                                           | TO CREATE IMAGINAL PICTURE OF IMMEDIATE & FUTURE                  | TO USE TROOPS IN WINNING TEAMS TO COVER GEOGRAPHY                                                            | TO CREATE BROAD BASE OF TRAINED LOCAL TROOPS                                                 | TO JOURNEY TROOPS & ASSURE QUALITY EVENTS.                                                                                 |
| ACTIVITIES               | • DESIGN WAY TO PHASE THE COVERAGE OF CAMPAIGN TERRITORY                  | • CHOOSE FORUM SPOTS IN CONTEXT OF 1-5YR PHASING PLAN                                 | • CONTINUOUS AUTHORIZATION PROCURE-<br>MENT<br>• LOCAL NETWORK BECKONING & TRAINING | • CREATE PUBLIC CAMPAIGN CALENDAR                                            | • SCHEDULE STEADY WEEKLY RHYTHM OF WORK, CELEBRATION & DISCONTINUITY           | • BREAK CAMPAIGN INTO SEVERAL SEPARATE CHUNKS OF VICTORY          | • MESH TROOPS & SKILLS WITH CAMPAIGN NEEDS AND ASSIGN CIRCUITS                                               | • INTENTIONALLY STRUCTURE INFORMAL & FORMAL TRAINING w/ A INVITATION SCHEMETHILE CAMPAIGNING | • USE OF NATIONAL AND EXTRA NATIONAL TEAMS IN FRANCE                                                                       |
| ILLUSTRATION             | • MISSISSIPPI- 200 TMS<br>• 20 EVENTS PER PLANNING DISTRICT               | • CHOOSING SUBURBY SATURATION TO BREAK OPEN ONTARIO                                   | • ALBANY CO. WYO. ENERGY COUNCIL SPONSORS EVENT                                     | • MACTAN- ALL LOCAL EVENTS DONE IN 2 WKS IN LIGHT OF ASSEMBLY AT THE END     | • REGULAR MTGS & MIDCOURSE CELEBRATION DURING 6 MOS OF TREK WKS IN MISSISSIPPI | • LIGHTING UP ONE AND DEVELOPMENT DISTRICT AT A TIME. MISSISSIPPI | • SQUADS PER GEOGRAPHY IN EUROPE                                                                             | • 100 TM ORCHESTRATORS IN JAPAN THRU PIED PAPER METHOD                                       | • MACTAN 1222 TEAMS<br>1-AUXILIARY<br>2-BLUESHIRT HDTS GRADS<br>2- HDP VILLAGERS<br>2- VILLAGERS FROM PAST TM EACH W/ ROLE |
| STRATEGIC VALUES         | • DO A PLAN WHICH GENERATES EXCITEMENT FOR LOCAL PEOPLE & CAMPAIGN TROOPS | • CATALYTIC LOCATIONS, COLLEAGUE PROXIMITY, PAST SUCCESS AS PRIORITY TARGETS IN M.A.P | • FRAMING IS A NEVER ENDING CAMPAIGN TASK.                                          | • USE WORLD TIME SCHEDULE TO ADVANTAGE AVOIDING COMPETING EVENTS.            | • REGULARITY ENABLES SAVORING OF THE UNEXPECTEDNESS THAT A CAMPAIGN IS.        | • MARK PHASES OF MVR BY CELEBRATION                               | • GIVE SPECIFIC GEO. RESP. TO TEAMS<br>• ROAD INTERCHANGE<br>• NEVER DO NOT SWITCH OVERALL GENERAL MID-CAMP. | • THE BUSIEST CAMPAIGN IS IDEAL TIME FOR TROOP TRAINING                                      | • ROTATION OF TEAMS BUILDS EXCITEMENT AND TROOP QUALITY.                                                                   |

## M.A.P. Phasing Chart Content

GRA 1979

M.A.P. Strategies

The phasing chart is our accumulative wisdom of the way to mass awakenment of the communities of the earth. Awakenment is what we do. It is our way of life. The only decision we have is the method by which our life is expended.

The Chart is intentionally exclusive of the actions of other campaigns. The insertion of HDP's or Training Schools or troop expansion necessarily changes the apparent static flow of the chart. Yet these strategic insertions can serve to catalyze the phasing flow.

The phasing indicated is obviously not strategically sequential. The leap charts document the dynamic nature of the phases. The primary function of the phasing chart indicates the critical factors necessary to accelerate through a phase as well as the residual components which become the point of advantage for the next strategic move.

Six phases have emerged from our work to date. They proceed from the initiatory on the left toward mass impact on the right. "Regional Forum Pilots" describe the introduction of the campaign in new territory. "Regional Geographic Probes" describe the first efforts to extend the campaign to the dissimilar elements of the regional terrain. "Systematic Geographic Coverage" points to a concentrated campaign that claims all the geography, such as the county coverage in North America. "Strategic Mass Demonstrations" are depth probes of multi-forums into several delimited natural territories (Mactan). "Mass Geographic Impact" indicates the "every village" campaign, which proceeds rapidly, massively and in depth across the political geography of the region. "Inclusive Social Penetration" points to the massive, rapid and strategic impact of the social structures that are crucial to the awakening of every local community.

The "What is Required" row is based on the M.A.P. Dynamic Triangle. It describes the critical activity necessary to do a particular phase. This becomes a screen of contradiction location during a particular maneuver.

The "What is Released" row describes the residue of the Campaigns and forms the screen indicating the strategic advantage for selecting the next campaign thrust. This row can be used as the primary indicator of M.A.P. contradictions phasing. It is important to note that this row will clarify the indicative move of the next phase (whether N - S - E - W).

# MASS AWAKENMENT POSITIONING PHASING

| TYPICAL ACTIVITY            |                             | INITIATION                         |                          |                           |                           | DEMONSTRATION                    |                                         |                                         |                                | ACTUATION                  |                                 |                                    |                               |                                   |                                       |                                  |                                   |                             |                                 |
|-----------------------------|-----------------------------|------------------------------------|--------------------------|---------------------------|---------------------------|----------------------------------|-----------------------------------------|-----------------------------------------|--------------------------------|----------------------------|---------------------------------|------------------------------------|-------------------------------|-----------------------------------|---------------------------------------|----------------------------------|-----------------------------------|-----------------------------|---------------------------------|
|                             |                             | REGIONAL FORUM PILOTS              |                          | REG'L. GEOGRAPHIC PROBES  |                           | SYSTEMATIC GEOG. COVERAGE        |                                         | STRATEGIC MASS DEMONSTR.                |                                | MASSIVE GEOG. IMPACT       |                                 | INCLUSIVE SOCIAL PENETRA.          |                               |                                   |                                       |                                  |                                   |                             |                                 |
|                             |                             | DEMONSTRATE TO COLLEAGUES          | NEARICA OFFICES          | REGION WIDE DEMONSTRATION | EVENTS EVERY METRO        | EVERY COUNTY COVERAGE            | EVENTS EVERY POLIS                      | MULTIPLE FORUMS IN SELECTED TERRITORIES | CLUSTERS THROUGHOUT REGION     | EVERY VILLAGE INVITED      | MASSIVE REGIONAL COVERAGE       | EVERY NETWORK INVITED              | MASSIVE NETWORK ENGAGEMENT    |                                   |                                       |                                  |                                   |                             |                                 |
| WHAT DEF-COORD IS REQUIRED. | FORMATION                   | STRUCTURED COLLEAGUE RELATIONSHIPS | KEY CONTACTS AND FRAMING | LOCAL INKIND SUPPORT      | PUBLIC STORY              | WORKING WITH SELECTED NETWORKS   | MIXED FUNDING SOURCES                   | CAMPAIGN MARKET-ING PACKAGE             | STATE ADVISORY COMMITTEE       | LIVE OFF THE LAND          | INTEGRATE IMPACT TOOLS          | EXTENSIVE SUB-REGIONAL FRAME       | SPECIFIC CAMPAIGN GRANT       | REGIONAL MYTH CREATION            | SPONSORS TAKE CAMPAIGN RESPONSIBILITY | MATOR PUBLIC AND PRIVATE FUNDING | NEW OPERATING MYTHOLOGY           | MULTIPLE STRUCTURAL ENTREES | LOCAL IZED FINANCIAL SUPPORT    |
|                             | FIELD                       | TERRITORY GRIDDING                 | MANEUVER CHARTING        | RECRUIT COLLEAGUES        | METRO GRIDDING            | RESPONSIVE LOCAL SCHEDULING      | OLD HAND TROOPS                         | INCLUSIVE GEO-POLITICAL COVERAGE        | PUBLIC CAMPAIGN ACCOUNTABILITY | FULL TIME TROOP ENGAGEMENT | STRATEGIC TERRITORY SELECTION   | CRITICAL STRUCTURAL ACCOUNTABILITY | NEW ORCHES-TRATORS ENGAGEMENT | PUBLIC GRID COVERAGE              | IMAGINAL CAMPAIGN PHASING             | LOCAL ORCHES-TRATOR RECRUITMENT  | IMPACT PRIORITY SOCIAL STRUCTURES | IMAGINAL SCHEDULING         | MASSIVE TROOP MOBILIZATION      |
|                             | SUPPORT                     | REPORT AND EVALUATION SYSTEMS      | ORCHES-TRATOR TRAINED    | MATERIALS IN LANGUAGE     | WIDELY PUBLIC-ISED EVENTS | LOCAL CAMPAIGN OFFICE            | REGULAR TRAINING AND CELEBRATION EVENTS | STATE DOCUMENT PUBLIC-ATION             | INTENSIFIED CIRCUIT MODELS     | QUALITY CAMPAIGN MATERIALS | DOCUMENTED LOCAL TESTIMONIALS   | ESTABLISH MOBILE COMMAND POST      | INTENTIONAL PUBLIC RELATIONS  | DOCUMENTED PUBLIC SERVICE MODULES | LOCAL TRAINING MODULES                | EXTENSIVE MEDIA COVERAGE         | DOCUMENTED PROGRAM ALTERNATIVES   | DEPTH METHODS MODULES       | STRATEGIC DE-BRIEFING FOLLOW-UP |
| WHAT IS RE-LEASED           | CONTEXT'L FOCUS INSIGHT     | INITIAL REGIONAL STAFF             | DOCUMENT'D FORUM IMPACT  | TRAINED WORKSHOP LEADERS  | ESTABLISHED PUBLIC FACE   | SIGNAL PRIVATE FUNDING           | GEO-SOCIAL MYTH EMERGENCE               | ROAD READY TROOPS                       | NEW PUBLIC MYTHOLOGY           | LOCAL MAN TROOPS           | SPONTANEOUS LOCAL AWAKENMENT    | EXPANDED TRAINING DEMAND           |                               |                                   |                                       |                                  |                                   |                             |                                 |
|                             | BASIC TERRITORY FAMILIARITY | POSITIVE EVENT FEEDBACK            | BASIC CIRCUITING SKILLS  | INITIAL MARKETG PACKET    | DEPTH TERRITORY KNOWLEDGE | ESTABLISH'D COMMAND BT FUNCTIONS | CAMPAIGN SPONSORS UNCOVERED             | LOCAL COMMUN'S INTERACT'N               | REGIONAL NETWORK ADVOCACY      | UNRESTRI'D LOCAL ACCESS    | REGIONAL COOPERATIVE STRUCTURES | INTERNATN'L ADVOCACY LINKAGE       |                               |                                   |                                       |                                  |                                   |                             |                                 |
|                             | INITIAL FRAMING ENTREES     | LOCAL METHOD ADAPTAT'N             | INTUITIVE 5 YEAR MODEL   | INITIAL FRAMING COVERAGE  | VOLUNTEER SECTOR INTEREST | PUBLIC SERVICE ACKNOW'T          | SPECIFIC REGIONAL ADVOCACY              | DEMONST'D PUBLIC SERVICE                | SIGNAL COMMUNIT'S EMERGING     | DOC'D MASSIVE LOCAL CHANGE | AGENCY PROGRAM ALTERATION       | NEW ETHIC ENERGIES                 |                               |                                   |                                       |                                  |                                   |                             |                                 |

GRA  
CHICAGO

# M.A.P.S. PHASING: PRESENT AND PROJECTED

JULY  
1979

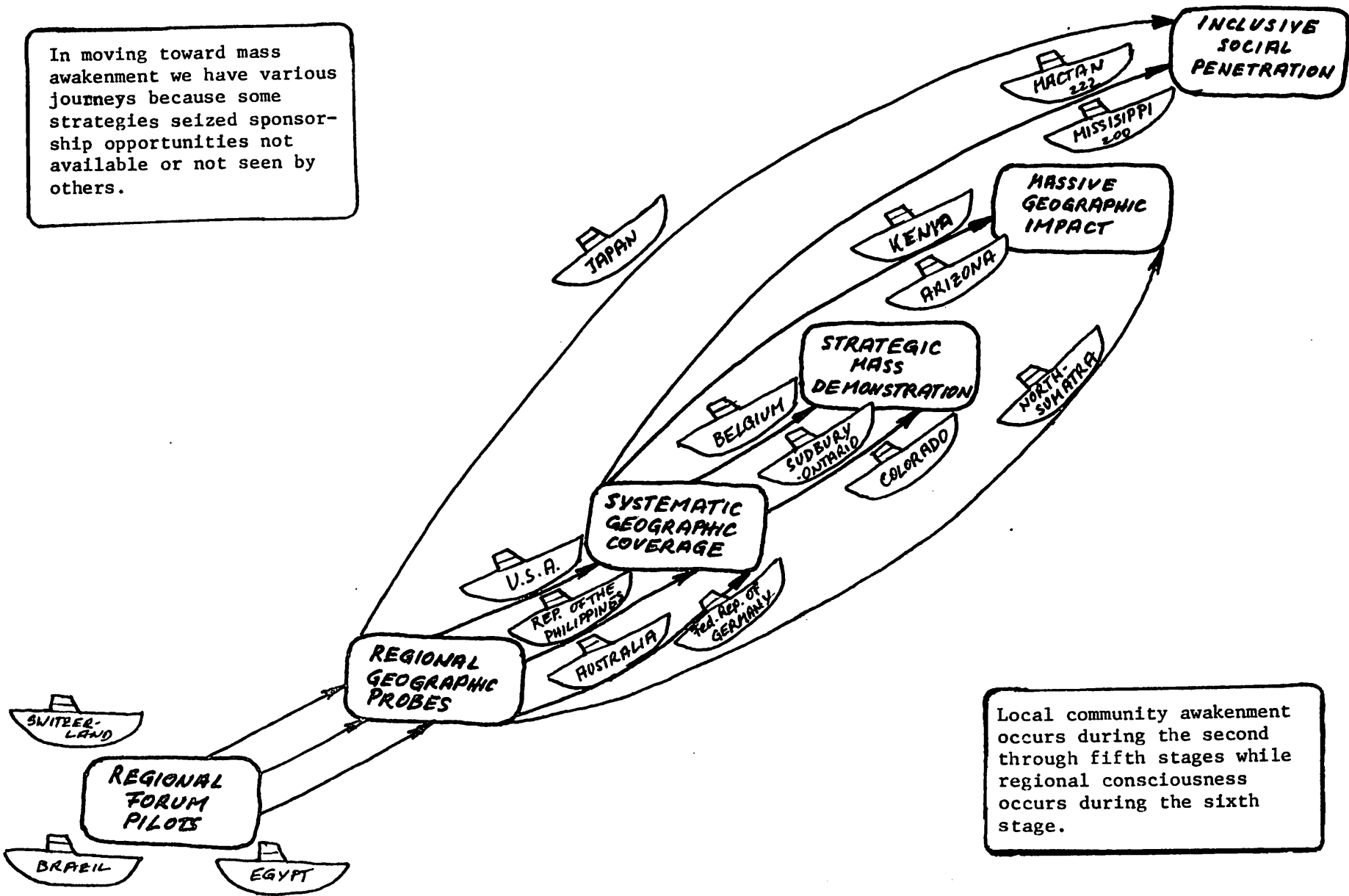
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|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-------------------------------------|------------------------------------------|--------------------------------------|-----------------------------------------|------------------------------------------------|
| <p>THE<br/>COMING<br/>YEAR</p>    | <p>U.K. CANADA<br/>AUSTRALIA PHILIPPINES<br/>INDIA HONG KONG<br/>EGYPT NIGERIA BELGIUM<br/>ZAMBIA INDONESIA VENEZUELA MISSISSIPPI<br/>NETHERLAND LUXEMBOURG KENYA MAHARASHTRA<br/>JAPAN EIRE<br/>GUATEMALA S.KOREA SPAIN FRANCE AUSTRIA GUAM SUDBURY<br/>NORWAY<br/>SWITZERLAND SWEDEN NEW ZEALAND CHILE TAIWAN ITALY JAMAICA AM.SAMOA COLORADO MARSHALL IS.<br/>UGANDA CAMEROON PERU MEXICO DENMARK BRAZIL MALAYSIA W.GERMANY USA W.SAMOA ARIZONA MACTAN</p> |                                    |                                     |                                          |                                      |                                         | <p>THE<br/>PROJECTED<br/>1980<br/>POSITION</p> |
| <p>THE<br/>COMPLETED<br/>YEAR</p> | <p>CHILE EGYPT W.SAMOA ZAMBIA HONG KONG U.K. INDONESIA COLORADO MACTANZZ GUAM<br/>PERU S.KOREA AM.SAMOA NIGERIA TAIWAN FRANCE INDIA SUDBURY MISSISSIPPI 200<br/>MEXICO BRAZIL MALAYSIA JAPAN. AUSTRIA NETHERLAND USA KENYA MARSHALL ISLAND<br/>GUATEMALA SWITZERLAND JAMAICA EIRE AUSTRALIA LUXEMBOURG CANADA ARIZONA PHILIPPINES BELGIUM<br/>VENEZUELA MAHARASHTRA</p>                                                                                       |                                    |                                     |                                          |                                      |                                         | <p>THE<br/>PRESENT<br/>1979<br/>POSITION</p>   |
| <p>PHASES</p>                     | <p>REGIONAL FORUM<br/>PILOTS</p>                                                                                                                                                                                                                                                                                                                                                                                                                              | <p>REG'L GEOGRAPHIC<br/>PROBES</p> | <p>SYSTEMATIC GEO.<br/>COVERAGE</p> | <p>STRATEGIC MASS<br/>DEMONSTRATIONS</p> | <p>MASSIVE GEOGRAPHIC<br/>IMPACT</p> | <p>INCLUSIVE SOCIAL<br/>PENETRATION</p> | <p>PHASES</p>                                  |
| <p>INITIATION</p>                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>DEMONSTRATION</p>               |                                     | <p>ACTUATION</p>                         |                                      |                                         |                                                |

EXAMPLES OF THE JOURNEYS OF MASS AWAKENMENT  
 Illustrating Various Moves Between Phases

GRA, 1979

M.A.P. STRATEGIES

In moving toward mass awakening we have various journeys because some strategies seized sponsorship opportunities not available or not seen by others.



Local community awakening occurs during the second through fifth stages while regional consciousness occurs during the sixth stage.

# Mass Awakening Indices

III.

## CORPORATE PATTERNS

II.

### SOCIAL STRUCTURES

I.

#### IDENTITY SYSTEMS

D.

New  
Polity

B.

New  
Creativity

A.

New  
Mythology

C.

New  
Vitality

E.

New  
Linkages

9.

Corporate  
Leadership

3.

Indigenous  
Resources

1.

New  
Story

6.

Essential  
Services

11.

Local-  
Local  
Interchange

4.

Cooperative

7.

Comprehensive

10.

County

5.

Action

2.

New  
Unity

8.

Education

12.

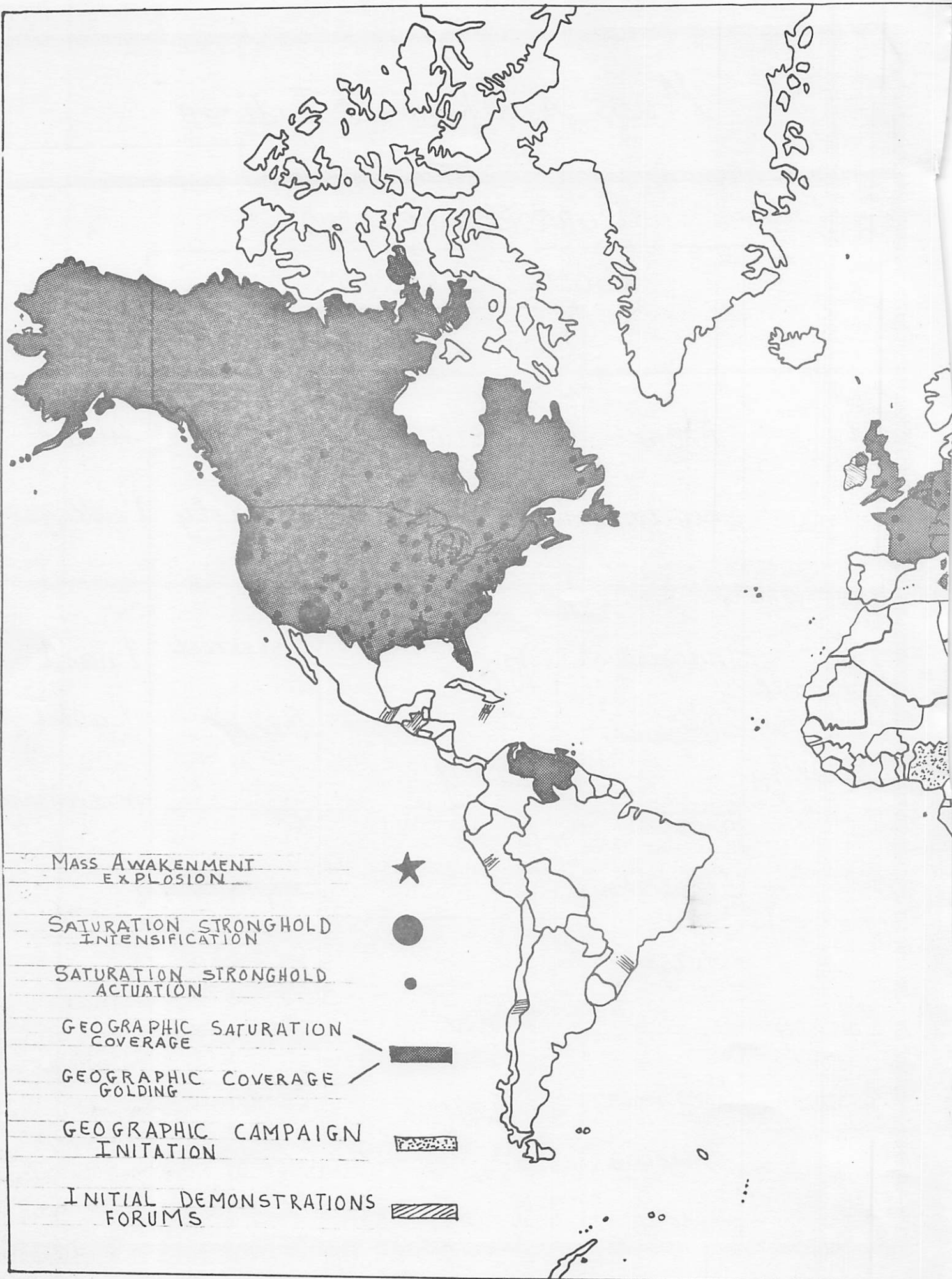
Local-  
Regional  
Networks

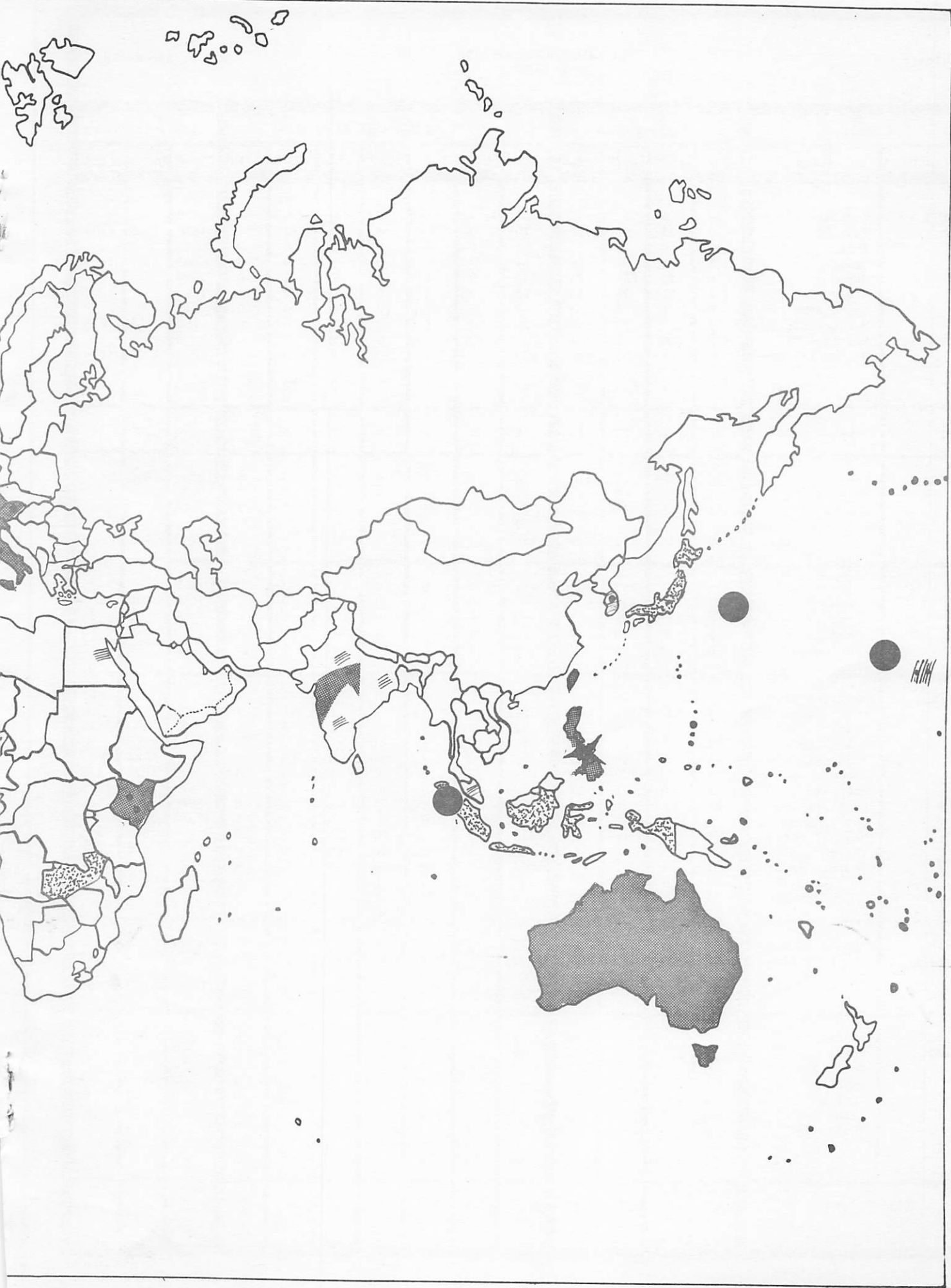
5.

Corporate  
Planning

8.

Economic  
Base





| THE GLOBE     |                | YEARLY TOTALS |       |       |       | 78-79 PROGRAMATIC BREAKDOWN |     |     |      |      |      |       | PARTICIPANTS |       |        |  |
|---------------|----------------|---------------|-------|-------|-------|-----------------------------|-----|-----|------|------|------|-------|--------------|-------|--------|--|
| Continent     | Nation         | 73-77         | 77-78 | 78-79 | Total | GCF                         | GWF | CYF | RS-1 | LENS | TRNG | ASSEM | 73-78        | 78-79 | Total  |  |
| EUROPE        | Austria        | 0             | 0     | 12    | 12    | 12                          | 0   | 0   | 0    | 0    | 0    | 0     | 0            |       |        |  |
|               | Belgium        | 0             | 33    | 95    | 128   | 70                          | 0   | 2   | 0    | 0    | 18   | 5     | 1650         | 2483  | 4133   |  |
|               | Eire           | 0             | 0     | 5     | 5     | 5                           | 0   | 0   | 0    | 0    | 0    | 0     | 0            |       |        |  |
|               | France         | 1             | 21    | 61    | 83    | 61                          | 0   | 0   | 0    | 0    | 0    | 0     | 682          | 973   | 1655   |  |
|               | Germany        | 6             | 33    | 239   | 278   | 232                         | 0   | 0   | 3    | 0    | 4    | 0     | 3120         |       |        |  |
|               | Italy          | 1             | 17    | 26    | 44    | 25                          | 0   | 1   | 0    | 0    | 0    | 0     | 1080         |       |        |  |
|               | Luxembourg     | 0             | 1     | 2     | 3     | 2                           | 0   | 0   | 0    | 0    | 0    | 0     | 42           |       |        |  |
|               | Netherlands    | 1             | 10    | 39    | 50    | 39                          | 0   | 0   | 0    | 0    | 0    | 0     | 132          | 641   | 773    |  |
|               | Switzerland    | 0             | 0     | 1     | 1     | 1                           | 0   | 0   | 0    | 0    | 0    | 0     | 0            |       |        |  |
|               | United Kingdom | 9             | 24    | 164   | 197   | 153                         | 2   | 6   | 0    | 3    | 0    | 0     | 1280         | 2804  | 4084   |  |
|               | Total          | 18            | 139   | 644   | 801   | 600                         | 2   | 9   | 3    | 3    | 22   | 5     | 7986         |       |        |  |
| NAME          | Egypt          | 2             | 1     | 13    | 16    | 6                           | 4   | 0   | 0    | 0    | 3    | 0     | 300          | 200   | 500    |  |
| AFRICA        | Kenya          | 27            | 39    | 96    | 162   | 78                          | 0   | 5   | 0    | 4    | 0    | 9     | 10350        | 11650 | 22000  |  |
|               | Nigeria        | 2             | 7     | 40    | 49    | 22                          | 9   | 7   | 0    | 0    | 2    | 0     | 270          |       |        |  |
|               | Zambia         | 1             | 11    | 36    | 48    | 26                          | 3   | 1   | 0    | 6    | 0    | 0     | 3120         |       |        |  |
|               | Total          | 30            | 57    | 172   | 259   | 126                         | 12  | 13  | 0    | 10   | 2    | 9     | 13740        |       |        |  |
| SUB ASIA      | India          | 27            | 20    | 253   | 300   | 251                         | 2   | 0   | 0    | 0    | 0    | 0     | 7050         | 17640 | 24690  |  |
|               | Bombay         | 27            | 20    | 251   | 298   | 251                         | 0   | 0   | 0    | 0    | 0    | 0     | 7050         | 17600 | 24650  |  |
|               | Delhi          | 0             | 0     | 1     | 1     | 0                           | 1   | 0   | 0    | 0    | 0    | 0     | 0            | 30    | 30     |  |
|               | Madras         | 0             | 0     | 0     | 0     | 0                           | 0   | 0   | 0    | 0    | 0    | 0     | 0            | 0     | 0      |  |
|               | Calcutta       | 0             | 0     | 1     | 1     | 0                           | 1   | 0   | 0    | 0    | 0    | 0     | 0            | 10    | 10     |  |
| SEAPAC        | American Samoa | 0             | 0     | 5     | 5     | 5                           | 0   | 0   | 0    | 0    | 0    | 0     | 0            | 45    | 45     |  |
|               | Australia      | 19            | 123   | 385   | 527   | 381                         | 0   | 1   | 1    | 0    | 1    | 1     |              | 3412  |        |  |
|               | Guam           | 0             | 1     | 16    | 17    | 16                          | 0   | 0   | 0    | 0    | 0    | 0     | 40           | 600   | 640    |  |
|               | Hong Kong      | 2             | 2     | 19    | 23    | 11                          | 2   | 1   | 0    | 0    | 2    | 0     |              | 476   |        |  |
|               | Indonesia      | 1             | 2     | 84    | 87    | 59                          | 3   | 2   | 0    | 3    | 16   | 1     |              | 6892  |        |  |
|               | Japan          | 2             | 23    | 100   | 125   | 54                          | 28  | 12  | 0    | 1    | 5    | 0     | 400          | 3025  | 3425   |  |
|               | Malaysia       | 3             | 2     | 11    | 16    | 7                           | 1   | 0   | 0    | 0    | 3    | 0     | 475          | 700   | 1175   |  |
|               | Marshall Is.   | 26            | 26    | 0     | 52    | 0                           | 0   | 0   | 0    | 0    | 0    | 0     | 2968         | 0     | 2968   |  |
|               | Philippines    | 9             | 119   | 241   | 369   | 142                         | 34  | 60  | 0    | 0    | 4    | 1     | 10314        | 10405 | 20719  |  |
|               | Rep. of Korea  | 8             | 20    | 18    | 46    | 12                          | 2   | 2   | 0    | 0    | 2    | 0     |              | 865   |        |  |
|               | Taiwan         | 2             | 3     | 19    | 24    | 16                          | 0   | 0   | 1    | 0    | 2    | 0     | 400          | 478   | 878    |  |
|               | Western Samoa  | 1             | 1     | 3     | 5     | 3                           | 0   | 0   | 0    | 0    | 0    | 0     |              |       |        |  |
|               | Total          | 73            | 322   | 898   | 1293  | 706                         | 70  | 78  | 2    | 4    | 35   | 3     |              |       |        |  |
| NORTH AMERICA | Canada         | 54            | 289   | 153   | 496   | 127                         | 4   | 7   | 0    | 0    | 9    | 6     | 10056        | 4723  | 14779  |  |
|               | United States  | 1318          | 2701  | 1378  | 5397  | 1022                        | 64  | 102 | 15   | 18   | 119  | 38    | 164000       | 38754 | 202754 |  |
|               | Total          | 1372          | 2990  | 1531  | 5893  | 1149                        | 68  | 109 | 15   | 18   | 128  | 44    | 174056       | 43477 | 217533 |  |
| LATIN AMERICA | Brazil         | 0             | 1     | 11    | 12    | 2                           | 7   | 2   | 0    | 0    | 0    | 0     | 50           | 360   | 410    |  |
|               | Chili          | 0             | 1     | 1     | 2     | 0                           | 1   | 0   | 0    | 0    | 0    | 0     | 50           | 25    | 75     |  |
|               | Guatemala      | 0             | 1     | 7     | 8     | 2                           | 5   | 0   | 0    | 0    | 0    | 0     | 50           |       |        |  |
|               | Jamaica        | 1             | 1     | 13    | 15    | 1                           | 3   | 5   | 0    | 0    | 0    | 4     | 100          | 690   | 790    |  |
|               | Mexico         | 0             | 0     | 1     | 1     | 1                           | 0   | 0   | 0    | 0    | 0    | 0     | 0            | 80    | 80     |  |
|               | Peru           | 0             | 1     | 3     | 4     | 2                           | 0   | 0   | 0    | 0    | 0    | 1     | 50           | 220   | 270    |  |
|               | Venezuela      | 5             | 4     | 40    | 49    | 30                          | 2   | 1   | 0    | 1    | 6    | 0     |              | 808   |        |  |
|               | Total          | 6             | 9     | 76    | 91    | 38                          | 18  | 8   | 0    | 1    | 6    | 5     |              |       |        |  |
| WORLD TOTALS  |                | 1528          | 3538  | 3587  | 8653  | 2876                        | 176 | 217 | 20   | 36   | 196  | 66    |              |       |        |  |

1. Context for Mass Awakening Indices Chart: Mass Awakening is a breakloose of human consciousness and effective community engagement. Though it may occur across any size of geography, it happens in local communities. Indicators of awakening must be looked for at the local level. "Regional" indicators are common local indicators seen across the region.
2. Mass Awakening is indicated when significant transformation is taking place in three major arenas of life: (I) Identity Systems, (II) Social Structures and (III) Corporate Patterns. In the area of Identity Systems the transformation occurs through the creation of a New Mythology. In the area of Social Structures, the transformation occurs through the release of New Creativity and New Vitality. In the area of Corporate Patterns, transformation occurs through the construction of New Polity and New Linkages.
3. Mass Awakening is indicated when groups of individuals and communities in a given geographic area experience together creating a New Mythology (A), releasing New Creativity (B), and New Vitality (C), and constructing New Polity (D) and New Linkages (E). The impact is felt at all levels--local, regional and national and in a diverse spectrum of economic, political and cultural structures. In creating new mythology, communities find themselves telling a new story and experiencing a new unity. In releasing new creativity, communities make use of indigenous resources, participate in cooperative action and do corporate planning. In releasing new vitality, communities ensure essential services for all, initiate comprehensive education and build a viable economic base. In constructing new polity, communities call forth corporate leadership and form community associations. In constructing new linkages, communities create local-to-local interchange and empower local-regional
4. In the arena of New Mythology, mass awakening is indicated when a community experiences a new self-story(1). This is seen when a community takes pride in its uniqueness through celebrations, beautification and symbols, and articulates changing from a stance of apathy to concern, from impossibility to possibility and from self-care to communitywide responsibility. The community experiences a new sense of unity (2). This is seen when people relate to their community as one reality, see the interrelatedness of all community dynamics and act out of a comprehensive care for their community.
5. In the arena of New Creativity, mass awakening is indicated when a community experiences using indigenous resources (3), This is seen in engaging local resources, people and skills to renovate a community hall, start a preschool or launch a new business. The community experiences cooperative actions (4) focused on benefitting the entire community. This is seen in volunteer work forces such as youth groups re-roofing a school or building a park, or citizens from across the community participating in clean-up days or painting public building. It is evidenced when a com-

- munity experiences corporate planning (5). This is seen in communities holding follow-up meetings to implement Community Forum proposals and then moving toward a regular rhythm of planning and implementation for the whole community.
6. In the arena of New Vitality, mass awakening is indicated when a community experiences an infra-structure of functional essential services (6) that are responsive to the people's needs. It is indicated when the community has a comprehensive education system (7). This is seen when both young and old are being educated in formal and informal education. It is indicated when there is an adequate economic base (8) for community participation in productive work.
  7. In the arena of New Polity, mass awakening is indicated by the presence of a corporate leadership (9). This is seen in local people having a way to participate in the decision-making process, and orchestrating and exchange of various roles that they can play. Mass awakening is also indicated by the effective work of community associations or groups (10) that grow out of the needs and planning of local requirements.
  8. In the arena of New Linkages, mass awakening is indicated by an interchange between local communities (11). This is seen as communities share insights, resources, expertise and celebrations. Communities find that their new story and new unity includes other communities. Mass awakening is also indicated by an improved relationship between local and regional structures (12). This is seen among governmental, economic, social, cultural and religious groups as an open dialogue and exchange of ideas and a new sense on the part of local residents that their ideas and input "make a difference."

MASS AWAKENMENT LEARNINGS

Strategic Design

GRA 1979

M.A.P. STRATEGIES

- \* 1. In a closed state or area that is skeptical of "outsiders", being an official Governor's Program both provides shields from attacks and opens doors. MISSISSIPPI
2. Use advantage of previous forums and present focus on hot issues to break loose forum set-up. CANADA
3. Extend forums from previous Town Meetings. Previous Town Meeting in areas around Denver and Boulder left contexted troops in place allowing much faster setup in 1978-1979. COLORADO
4. Town Meeting set-up is pushed to larger geography through visible success of past Town Meetings. County commissioner saw that other communities needed Town Meeting and gave his unconditional support. FLORIDA
5. Teams were assigned five contiguous counties each week; mop-up was carried on later by special teams. AUSTRALIA
- 6. Have an assembly with a timeline after any size of Town Meetings Cluster Sequential Town Meetings on Monday through Thursday with assembly on Friday of same week. COLORADO
7. Planning meetings were held with the Mayor and leaders in community which established a valuable local authorization platform and increased public attendance of the Town Meeting. MISSISSIPPI
8. There are "working" assemblies and then there are "symbolic" assemblies. We developed a regional assembly (working) model which broke loose useful, enabling cross-community communication and future dialogue. The State Assembly (symbolic) occasioned an incredible rehearsal of new Mississippi myth. MISSISSIPPI

KEY

- \* Model Available
- Further Information Available

MASS AWAKENMENT LEARNINGS  
Sociological Frame

GRA, 1979

M.A.P. STRATEGIES

1. A sensitive balance was maintained between Black/White authorization and position in sustaining a state wide program. MISSISSIPPI
2. Federal government officials were informed of the Community Meeting program, and informational materials were lodged in government agencies and organizations, so they would know where to refer inquiries. AUSTRALIA
3. A regional 5-state conference was a vehicle for working with mayors and state planning agencies of each state. MINNESOTA
- 4. ICA in Denver had the visibility, reputation and credibility to be invited to submit a proposal to the Albany County Energy Commission to do Special Issue Forums on energy. WYOMING
5. Four hour Town Meetings were done with five neighborhood social agency staffs to demonstrate Town Meeting and to train them in the method in preparation for saturation moves in urban high-rise apartments. HONG KONG
- 6. In following the current issue of a community, Special Issue Forums yielded interesting and thought provoking meetings. CANADA
- 7. The Community Forum workbook had all the authorization in it so no separate pieces were needed. The back page listed names from each of the cluster HDP's, the municipality, region, province and ended with the Federal Minister of the local government. MACTAN
8. Village Meeting set-up was accomplished totally through government authorization. KENYA
9. ICA in Denver was able to respond due to existing, flexible models for TM set-up and troop training of agency supplied troops. COLORADO

## Total Campaign Funding

1. Acquiring public and private funding activates additional sources of funding. MISSISSIPPI
2. A proposal was submitted to the Department of Labor (C.A.P.) for funding of one half of the state's 200 TMs. The initial exposure was thru the GWF. MICHIGAN
3. Public funding was given on the regional level in the Upper Great Lakes Region. MINNESOTA
4. Mobil Oil extended credit in Queensland and then wrote off a significant portion of the bill. AUSTRALIA
- \* 5. The Japan campaign is based on a package with fine materials which indicates the size and number of corporate contributions necessary to support the campaign. JAPAN
- 6. Funding for saturation campaigns can be secured from both governmental and private non-profit sources. CANADA
7. A proposal for funding of 200 TMs was submitted jointly through the Department of Social Services and Volunteer Services. CONNECTICUT
8. Corporations are willing to support TMs. Tenneco supplies a grant of \$28,000 for Houston Pivot City TMs. TEXAS
- \* 9. A proposal was presented for campaign funding to Director of Community Affairs. PENNSYLVANIA
10. Arizona Department of Economic Security acquired funds from Community Services Administration for 120 TMs in Arizona and New Mexico, held in a three month period. ARIZONA
- 11. Having one large grant (Louisiana Committee for the Humanities) that pays for all the TMs of city campaign enables neighborhood organizations to say Yes to recruiting TMs (as opposed to being blocked by "more fund raising"). LOUISIANA
12. Government Development contradiction of lack of local input and involvement addressed by Village Meetings raises possibility of direct government funding to assist in Government Development Plan. KENYA

MASS AWAKENMENT LEARNINGS

GEO/SOC COVERAGE

GRA 1979

M.A.P. STRATEGIES

1. Used Planning & Development District divisions. There are ten Planning & Development Districts in Mississippi and the plan called for twenty Town Meetings in each one (10 x 20 = 200). This was acceptable to state officials and gave us bite-size chunks to cover. MISSISSIPPI
  
- \* 2. Village meetings were held on sub-locations and villages relatively near a district. KENYA
  
3. Coverage was primarily geographic, with at least one Community Meeting being held in each shire across the nation; the campaign was organized into state-level maneuvers of three to six weeks. AUSTRALIA
  
- 4. A regional cluster was done in a 40/50 mile area. SUDBURY, CANADA
  
5. Using existing natural economic units such as five states in upper Great Lakes region. MINNESOTA
  
6. The Mactan 222 campaign covered 100% of the villages in one sweep directly after the rational geographic coverage of "golding". MACTAN
  
7. Japan's golding campaign calls for three Town Meetings per Prefecture to provide a solid signal, guard against meeting quirks and provide a geo-coverage base in each Prefecture. JAPAN

MASS AWAKENMENT LEARNINGS  
Troop Mobilization

GRA, 1979

M.A.P. STRATEGIES

1. Town Meeting Mississippi, Inc. contract with the governor's office included three salaried jobs. Staff from three houses (Pace, Memphis, New Orleans) filled these "permeation" jobs enabling us to support ourselves while doing Town Meetings. MISSISSIPPI
- 2. Town Meeting campaign proposals include a committment for companies to assign their personnel to the campaign for set-up and TM orchestration. JAPAN
3. Tokyo House moved to larger quarters and attracted over fifteen sojourners to enable the house life and the Town Meeting campaign. JAPAN
4. The Mactan 222 campaign was held after the first month of the cluster village actuation and was a powerful follow up to the HDTs, consults and village actuation. MACTAN
5. Troops from two houses participated in common maneuvers which enabled concentrated effort. MINNESOTA
6. Approximately ten area troops worked throughout the campaign playing various roles (command post, road teams, state set-up, etc.), and re-maneuvering as a total team each weekend. AUSTRALIA
- 7. Government grant provided salaries for seven students to work on the Community Forum maneuver in Sudbury. CANADA
- \* 8. Invitation for colleague participation by using a letter informing them of campaigns and the intent during the early weeks of campaign. LONDON

MASS AWAKENMENT LEARNINGS

GRA 1979

Time Designs

M.A.P STRATEGIES

1. It took three to ten visits per community to ensure that neighborhoods were going to take seriously recruiting the Town Meeting, therefore, the set up time was extended from rural timeline of one to two weeks to four to eight weeks. NEW ORLEANS, LOUISIANA
- 2. When we started, we did 20 Town Meetings in one PDD (Planning and Development Districts) in two months. With experience we did twenty Town Meetings in one PDD in one month and increased to two PDD's (40 Town Meetings) in one month with fewer troops. MISSISSIPPI
3. This set-up took place in an area with trained troops, authorization, and framing "in-place" due to previous town-meetings and church activities. Set-ups were with steering committees and a great deal of recruitment - phoning - Model was not traditional. COLORADO
4. A two week period used in talking through unclarities prior to maneuver enabled three week maneuver resulting in three strongholds. SEATTLE, WASHINGTON
5. Maneuvers lasted three months with assembly date set and announced the beginning. MINNESOTA
6. Teams worked together in each state for three to six weeks state maneuvers. A command post established for each maneuver ( at the Regional House) and all troops gathered each weekend for debriefing, re-maneuvering and celebration. AUSTRALIA
- 7. Set-up from scratch in three weeks then sixteen Town Meetings done in another three weeks including assembly. GUAM
- 8. Thirty of fifty Community Forums were held in a short time by getting in touch with interested leaders. SUDBURY, CANADA
9. "Village Meeting" was set up in one day with first meeting with district officials in the morning and then getting the villagers together in the afternoon. KENYA
10. There were forty forums in three weeks which resulted in local people being delighted to participate in one big picture. LONDON
- 11. Mactan 222 was designed, authorized and all logistics done in three weeks. The 222 events were done by twenty teams of two in a two week period. MACTAN
- 12. Three week blitz around stronghold by working within existing government divisions accomplished awakening rapidly and effectively. KENYA

MASS AWAKENMENT LEARNINGS

Documentation Finesse

GRA 1979

M.A.P. STRATEGIES

- 1. Establishing a file folder for each event as we moved along which included a completed evaluation sheet. This was key to allowing us to type state wide mailing list. We kept ten documents from each Town Meeting. MISSISSIPPI
- \* 2. State report was a concrete imaginative document of data, spirit and action of local people which reinforced a united spirit of pride of local, city state levels. Acknowledgments to a large private, state and local contributors were made. MISSISSIPPI
- 3. Obtaining letters from participants in each community meeting created a key authorization tool for subsequent meetings as well a key for funding proposals and support. AUSTRALIA
- 4. Brochures of Community Forum - document each forum - Report: 400 pages on Regional Assembly with all 30 forums plus proposals for follow-up. It is worth the time and money to produce documentation. SUDBURY, CANADA
- 5. Follow-up letters enable set up of other forums such as Youth and Women forums. EUROPE
- 6. Introductory letters were key for fast set up. EUROPE
- 7. Consistent systematic way of reporting using tracking charts. EUROPE

MASS AWAKENMENT LEARNINGS  
LEADERSHIP DEVELOPMENT

GRA, 1979

M.A.P. STRATEGIES

1. In the second HDTS in Mactan there was a module on Community Forum which included doing GCF, GWF, CYF and ECF in the stakes of the host village (Sudtonggan). MACTAN
- \* 2. Training schools were held as a result of requests from the establishment to do forums in areas where no troops were trained. Steering committees participated in the training. COLORADO
- \* 3. The campaign was launched with a two-week Community Training Consultation summer program during which troops were trained, strategic designs were created and set-up of the Victoria State Campaign was done. AUSTRALIA
- 4. A handbook for training workshop leaders was prepared and training sessions were held. CANADA
- \* 5. Ten day training structures were operated in each HDP with auxilliary and village people; training included practice forums. A local saturation campaign was released around each village. INDONESIA/MALAYSIA
6. The circuit training program included and exchange of international and local troops. LONDON
7. One day workshops and training sessions were held to enable more troops to be engaged and for better polis coverage. BRUSSELS
- 8. Training events following exposure to Village Meetings released local leadership to enable villages to actualize their own development. KENYA

MASS AWAKENMENT LEARNINGS

GRA 1979

Logistical Support

M.A.P. STRATEGIES

- \* 1. One troop in the Governor's Office all year enabled us to answer questions from local residents (i.e. "what is this Town Meeting program doing in my town?"); deal with potential crises, coordinate field troops, enable mass mailings, do funding and authorization, general logistics, and to journey with key government liaison.  
MISSISSIPPI
- 2. Coordination of TV, radio, newspaper publicity, creation of French-English workbook and establishment of a permanent working space with necessary equipment and great decor. SUDBURY, CANADA
3. In-kind support was a key factor. This included petrol, accommodations (in Queensland, especially through the Roman Catholic network), use of shire office telephones, schools for meeting space, and printing equipment and supplies. AUSTRALIA
- 4. The Mactan workbook was made of four sheets of A-4 sized paper folded with outside sheet and center sheet constant while the second and third sheets could be changed for GCF, GWF, CYF, AND ECF.  
MACTAN

## CONCLUSION

GRA 1979

M.A.P. STRATEGIES

Important conclusions concerning mass awakening are: (1) Mass awakening occurs when campaigns generate a new mythology which releases people from old blocking myths. (2) Mass awakening campaigns require public and private sponsorship to obtain entree and resources with all the accompanying requirements for published packaging, sophisticated liaison and public accountability. (3) Effective recruitment and both formal and on-the-job training of local troops are necessary to mass awakening.

Potential recommendations include developing long range awakening campaign plans for each geo-social area. These plans should consider the integration of awakening, demonstration and formation campaigns. These should hold the tension between local circumstances and global strategies.

The relationship of awakening campaigns to Human Development Projects, replication and forces mobilization remains unresolved. More understanding is needed of the prerequisites for moving from one type of mass awakening campaign to another.

Research should be performed to provide simple, effective models for (1) myth creation, (2) entering into and performing consultant roles in relation to sponsoring and funding agencies, and (3) recruiting, training and sustaining local people for participation in awakening campaigns.

Key information sources are the ICA staff in the various areas and the awakening files created by this task force.