

Task Force I
**FOUNDATIONAL
CONTEXTS**

a compend of
task force
products

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Global Research Assembly 1979
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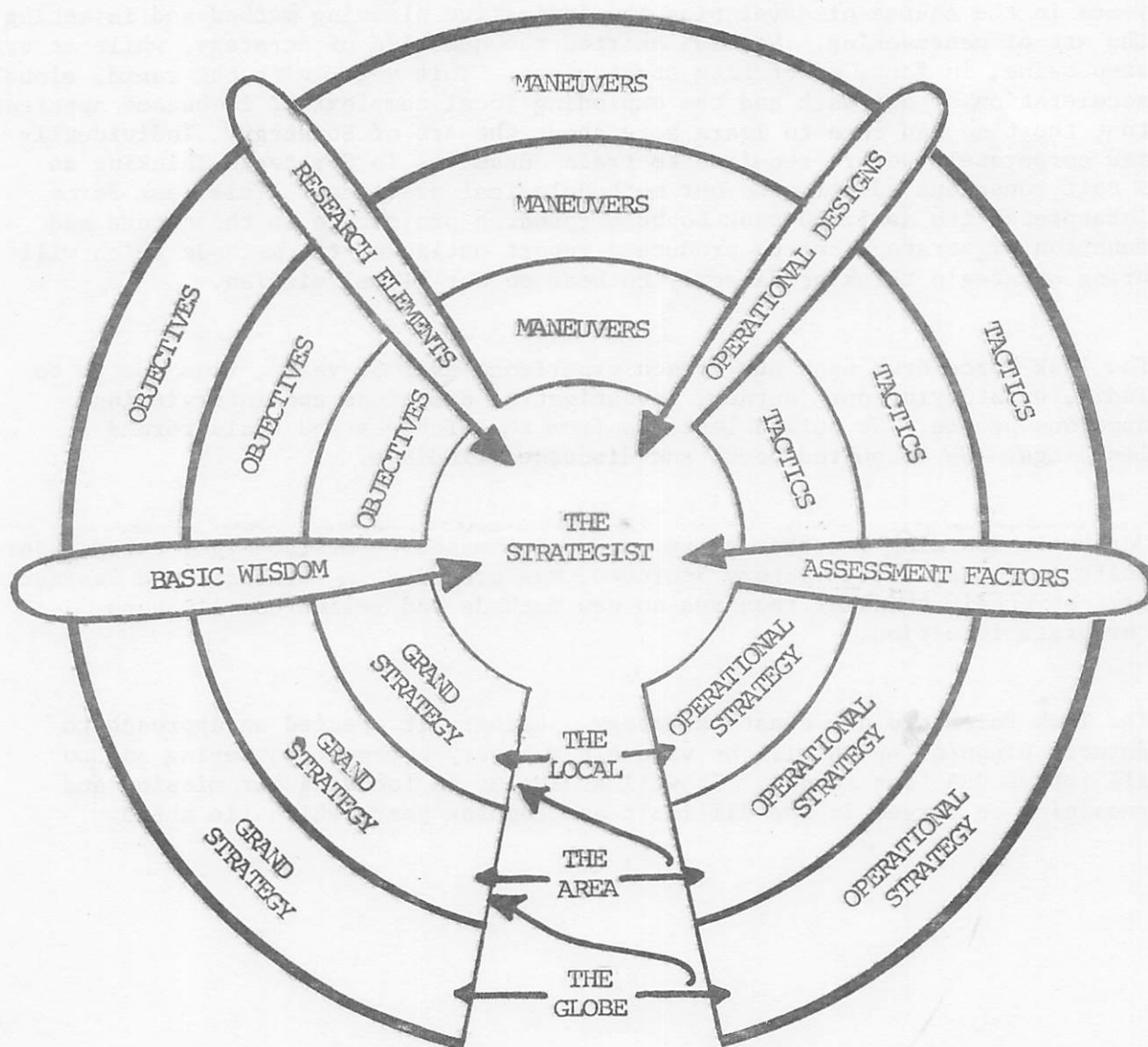
The word "strategy" has been widely and intuitively used in ICA work for many years in the course of developing the indicative planning method and inventing the art of maneuvering. We have skirted the question of strategy, while at every step, being, in fact, practicing strategists. This year, with the rapid, global acceleration of our work and the exploding local complexity, it became apparent that the time had come to learn more about the Art of Strategy. Individually and corporately we are required to train ourselves in Strategic Thinking as a self conscious addition to our methodological practices. This Task Force interpreted its assigned task to be a research project in to the nature and function of strategy and to produce a report outlining the methods which will bring strategic thinking directly to bear on our global mission.

The Task Force drew upon our common experience over 30 years, from Austin to India, by studying our journey, investigating campaigns and interviewing numerous people. We pulled lectures from the archives and brainstormed learnings. We consulted books and discussed findings.

Our basic learning was that every successful maneuver or campaign, every major shift in focus, every victory achieved, was grounded in strategy. We learned that strategic thinking requires no new methods and relies heavily upon corporate intuition.

The Task Force did not create strategy. Rather, it created an approach to futuric planning which will be valuable to every movement gathering and to all future GRA task forces. It will assist us in focusing our mission and remaining on target in the difficult and complex years which lie ahead.

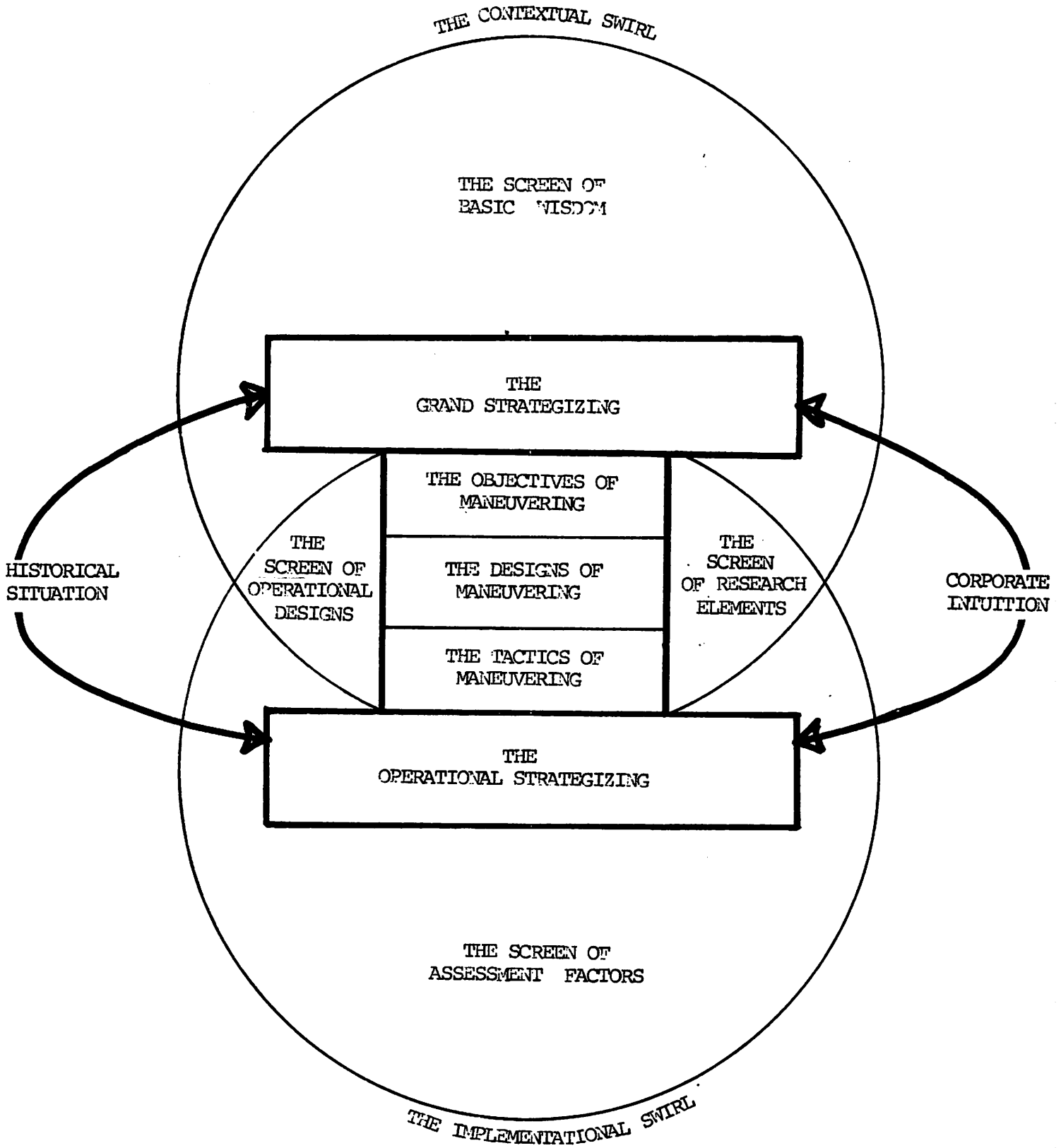
THE IMAGE OF THE STRATEGIST



THE STRATEGIST IS THE CENTER OF MULTIPLE CIRCLES OF ENGAGEMENT
 THE STRATEGIST IS LOCAL, AREAL AND GLOBAL
 THE STRATEGIST CONSTANTLY MONITORS ALL THE DYNAMICS OF THE CAMPAIGN
 THE STRATEGIST CONTINUALLY MOVES BEYOND THE CIRCLES TO THE HISTORICAL DRAMA ITSELF
 THE STRATEGIST IS ON THE WAY

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THE ART OF STRATEGY



THE DESCRIPTION

To be alive is to be a strategist. Everyone and every group has a standpoint, some direction or objective and some way of getting from here to there. In dealing with these three dynamics one is being a strategist. Miyamoto Musashi has said, "The Way of Strategy is the Way of Nature." The more strategy reflects the way-life-is and the way history is actually created, the more effective it is.

Strategy is not simply an analytical science. It cannot be turned into an automatic formula for victory, although it involves careful scrutiny of objective and subjective data. Rather strategy is finally an intuitive art. Strategy is not static; it is always shifting as the historical context changes, as objectives are altered, as data comes in from the field. Strategy is not a step by step procedure, but an inter-relationship of many factors. Strategy is not a particular maneuver; it provides the overall framework and careful orchestration of maneuvering.

There are two types of strategy -- Grand Strategy and Operational Strategy. Grand Strategy is a broad, practical visioning of the future which is dynamic yet relatively constant and which is done as a considered response to the actual historical situation. The launching of 25,000 village projects in the State of Maharashtra, India, through the New Village Movement exemplifies Grand Strategy. Operational Strategy is an artful, intuitive, flexible orchestrating of many diverse elements and factors which must be held in a balanced tension and employed with precise timing in order to achieve specific objectives. The campaign to initiate the first 232 village projects in each of the counties of Maharashtra, including the Gram Sabhas, the consults, the circuits, the HDTs and the quarterly meetings is an example of an Operational Strategy.

The Grand Strategy and the Operational Strategy are the book ends to the art of maneuvering. They incorporate objectives, maneuvers and tactics. Objectives are formed through the indicative process which includes articulating the vision, discerning the contradictions and shaping the proposals. Maneuvers are created to focus a particular task limited in time and space, which is also understood to be a keystone to the larger task. Tactics are the specific actions to be done by assignment to implement maneuvers and are commonly held on a timeline for which accountability is held.

Strategy operates at every level of geography -- the global, continental, areal and local. Strategy also operates over various periods of time -- the long range, 20 years, 5 years, one year or shorter periods.

THE ISSUES

The work of the Three Campaigns this past year has revealed five issues or dangers which The Art of Strategy seeks to address. It is critical that the strategist maintain the comprehensive in face of opportunism, commonality rather than localism, relentlessness in the face of opposition, continuity in the midst of

discontinuity and flexibility as opposed to rigidity.

The first danger is that of opportunism. An incredible number of doors have been opened, some with very attractive offers behind them. The question of the strategist is which opportunity to say 'yes' to and which to decline regretfully. A broad strategy used to evaluate and respond to these requests will enable vital resources and energy to be used effectively.

The second factor to be guarded against is the variation occurring around the world. Experiments in adapting global models and programs to the local needs are becoming more numerous as the campaigns expand. This creative element provides vitality and momentum for leaping into a new orbit, but only if focused in a common direction. It is the inclusive corporate strategy that provides the focus and guideline for local experimentation.

The third issue is the danger of relenting in the face of opposition. Strategy takes into account the presence of opposing forces and the necessity of avoiding needless conflict with them. Strategy anticipates and minimizes unhelpful confrontation. Framing and authorization can help create useful relationships to deal with potential opposition. When opposition is encountered, it is dealt with only when it is necessary in order to continue with particular maneuvers within the larger strategic context.

The fourth issue is the danger of losing continuity. Multiple demands require reviewing operational strategy to be sure that all the needed activities are kept spinning. High mobility of troops at short notice can be used advantageously when there is a broad, objective strategy for new troops to operate within. Without a strategic context, it leads to fragmentation of the task.

The fifth issue is the danger of rigidity. Models, programs and assignments are necessary for enacting strategies and maneuvers, but they must be used creatively within the local situation. Continual feedback on programs allows for remaneuvering when any situation becomes immobilized or rigid. New images and new models can be injected into slow moving maneuvers to elicit new vitality and action.

The present move from operating exclusively out of immediate maneuvers to the broader, long range issues of strategy represents a positive trend in the global task towards increasingly effective utilization of current resources in response to the many new opportunities.

THE STANCE

There are two keys to the Art of Strategy. The first key is the 'stance' of the strategist. Every person or group strategizes from a particular life-stance: a particular relationship to life and history, and consequently beliefs, values and roles.

The comprehensive strategist has seen that all the earth does indeed belong to all the people and works to realize this through strategy. Four qualities of the strategist are care, courage, creativity and corporateness. Care is profoundly felt for all of life, while not becoming too attached to any one aspect of a situation. Courage is experienced in risking decision and action in the midst of tremendous ambiguity, doubt and danger. Creativity is shown in using both critical intelligence and depth intuition about the direction and action being called for, over-against the routine of doing things as they have been done before. Planning is done out of a corporate context, finally standing with all of history and on behalf of the whole group, the whole world and the far-reaching future.

The comprehensive strategist acts out of several roles. As the 'general,' one plans in every theatre or field of action and finds ways of involving all the forces in responsibility for the particular and the whole. As the 'sage,' one sees the unity and inter-relatedness of many complex factors and the unique situation in its historic and global context. As the 'poet,' one intuits and articulates the profound significance of the swirl of action required at every moment. As the 'saint,' one's total life demonstrates expenditure on behalf of all. As the 'elect,' one passes over to the standpoint of universal benevolence and embodies the Way of Life. Finally the strategists of the Way always stand at the center -- the center of their own being and the center of the world. They stand on the pivot and consider all the complimentary and opposing elements of the total situation. It is from this standpoint alone that they are in a position to decide the strategy of the Way -- the strategy of Being -- the strategy of building the earth.

THE SCREENS

The second key to operating strategically is a set of comprehensiveness screens. These screens serve as a checklist to ensure that all pertinent data is taken into consideration in building a strategy. The Grand Strategy is the broad framework of maneuvering. The Operational Strategy is the orchestration of the particular objectives, maneuvers and tactics within the Grand Strategy.

The first screen is called Basic Wisdom. It rehearses our basic revolutionary principles and operational policies. What are the societal contradictions addressed by this maneuver or campaign? What does the geo-social analysis and pressure point screen tell us about what needs to happen? What is this maneuver out to accomplish; within what time-frame? These are questions raised by the strategist in using a Basic Context Screen. Without this screen, a group may have a fine, well-orchestrated strategy that is aimed in the wrong direction. The first screen brings clarity and focus on the target.

The second screen, Research Elements, basically hold Sun Tzu's categories that are necessary for comprehensive strategy at every level. These are the ingredients that go into planning and carrying out particular maneuvers. What is the terrain and who are the local guides who know it well? What is the proper timing and

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how does the element of surprise fit into maneuvering? What is known about the opposition and who will be allies and authorization support? What is the financial cost and where can local support be obtained to meet the costs? What are the existing advantages and how can they best be utilized? These elements are the building blocks of an effective maneuver. Without this particular screen a carefully built strategy may break down due to a vital missing part. This screen ensures that no crucial element is overlooked before it is too late.

The third screen focuses on the Operational Designs. What is the campaign design, major events and story being called for? What are the human resources available and how can they be utilized most effectively? What training and materials will be required? What support systems such as food, transportation and lodging must be provided? This is the basic operation coordination necessary for maneuvering. Without this screen a group may have a well thought through plan of action that never actually happens. Operational Designs puts wheels under the maneuvers and keeps the wheels oiled.

The fourth is the Assessment Factors Screen, which provides continuous feedback and evaluation of the operations for the sake of remaneuvering where necessary. It provides information on the condition of the personnel involved and their morale. New breakthroughs and advantages as well as blocks are discerned. Is the timeline being met and, if not, what is the cause? Have intermediate objectives been attained and, if not, what effect will this have? Measurable factors of success are established to provide objective data for evaluation. Based on this information, mid-course changes and remaneuvering can take place. Without this screen, a maneuver can lose its direction or use its resources in inefficient and ineffective ways without knowing it. Assessment Factors ensure that new advantages and vulnerabilities are taken into consideration and timing adjustments made.

PRACTICAL STRATEGIZING

THE CONTEXT

Effective strategizing is the activity of comprehensive visioning at every level of life - from the local to the global, from the next few minutes to one year or four years or fifty years. The complexity of strategizing is the dynamic inter-relationship between all geo-social levels and all time-frames. The strategist stands in the midst of multiple levels of strategies as he plans and orchestrates the next moves and maneuvers.

Strategizing in the context of the Movement is both an individual and corporate task. It is absolutely continuous and a part of every activity where visioning, battleplanning, model building, maneuvering, debriefing and remaneuvering goes on. The following materials present a series of guidelines and considerations for this activity. At present, it contains no new procedures as such but is aimed at recontexting presently available methods and in assisting in the development of strategic thinking.

THE HISTORICAL SITUATION

A strategy always arises out of an historical situation which indicates the need for action. It is assumed in the Art of Strategy that a group of people have discerned a necessary task or action and have decided to respond in an orchestrated fashion. Strategy is never disassociated from the historical situation but is modified by changes in the perceived situation.

THE CORPORATE INTUITION

The Art of Strategy requires intuitive breakthroughs which occur in the midst of a swirl of information and relevant data. It is the exercise of practical imagination in such a way that new combinations of factors allow a leap into new formations of response. There are no detailed procedures for exercising intuition. A strategist learns to inform and exercise his intuitions and then to trust them at key moments.

THE INDICATIVE METHODS

The Art of Strategy depends upon the use of the indicative approach. Strategizing depends upon the availability of comprehensive information and its corporate interpretation and utilization. The basic process of brainstorming, gestalting, reflecting and naming is the key element in the ability of an individual or group to prepare for the intuitive leap. Any particular method employed in the data gathering phases of strategizing is an extension of this basic procedure.

THE CONTEXTUAL SWIRL

The function of the Contextual Swirl dynamic is to bring a universe of relevant information to bear on the proposed action. With the assistance of the Basic Wisdom Screen, a swirl of data is generated, then carefully considered, until a statement of the broad, overall strategic intent emerges which represents a strong consensus. This creates a functional unity within the forces and positions the whole effort for winning.

The Contextual Swirl employs the Screen of Basic Wisdom and is open to all relevant data contributed by the participants. More is of greater value than less in this process. A basic swirling method, such as gestalting, is used, followed by a test for comprehensiveness.

The product is a statement of strategic intent which will inform the campaign and birth the maneuvers.

THE MANEUVER BUILDING

The function of maneuver building is to determine the particular limited actions which will accomplish the Grand Strategy. This requires a process of contradictory analysis, proposal creation and tactics selection. It involves extensive research on the internal and external factors which will assist in maneuver creation. It brings focus to the task and describes the necessary practical expenditure.

The Maneuver Building process first employs the indicative planning method to discern the contradictions and create proposals and tactics. It uses the Screen of Operational Designs and the Screen of Research Elements to guide the research and designing of the task. It moves through the steps of the maneuver building workshop to an assignment scheme which specifically details the implementation design. It uses the keystone method to focus the actions on critical pressure points.

The product of Maneuver Building is written statements of one or more maneuvers, which are specific corporate actions limited in time and space. These maneuvers will be understood in the light of stated contradictions and objectives and held together in a broad implementation projection scheme or timeline.

THE IMPLEMENTATIONAL SWIRL

The function of the Implementational Swirl is to orchestrate and monitor the complex inter-relationships between various maneuvers, isolated tactics, new data and numerous more intangible factors not directly contained in the maneuver designs. It allows the strategist to discern the need for remaneuvering, altering directions, and moving into new phases or orbits of action. It is an accountability process. It maintains a dialogue with the Grand Strategy in order to assure a steady focus upon the victory intended.

The Implementational Swirl process employs the Assessment Factors Screen and refers also to the Operational Designs and Research Elements screens. It also uses tools like the debriefing workshop. As necessary it uses the maneuver building method to recreate the campaign action and it uses communication networks to stay in daily-weekly contact with all the fronts.

The product of the Implementational Swirl is objectified data which describes the actual situation of the campaign. It also creates the operating images of the next steps and makes specific assignments, determines shifts in troop configurations and build new maneuvers. It orchestrates the rhythm of the action, calls upon external influence to assist at critical points and maintains the spirit and morale of the forces. It records the necessary statistics and enables the celebration of victories.

THE SCREENS

The following four lists of questions point to the functions of the four screens needed in effective strategizing. Basic Wisdom Screen provides the comprehensive background information needed. The Research Elements Screen provides the specific information needed to create a particular maneuver or campaign. The Operational Design Screen provides the factors needed to design a maneuver or campaign. The Assessments Factors Screen provides the data required for remaneuvering. Neither these screens as such nor the questions which follow guarantee that a strategic maneuver will be created. These are not workshop procedures which automatically issue in a full-blown maneuver or campaign. Rather, the four taken together constitute a screen or an artist's palette which points comprehensively to the data required by the strategist. The maneuver emerges only after the strategist intuitively swirls this information until transrational breakthrough occurs.

THE SCREEN OF BASIC WISDOM

1. What are the societal contradictions which this strategy is out to address?
2. What are the specific victories which this strategy is out to accomplish?
3. What is our internal story and our public story about the significance of what we are out to accomplish?
4. How does this strategy complement our wider strategic purposes and/or global priorities?
5. What are our own revolutionary principles and policies which inform the planning and implementation of this strategy.
6. What have we learned from our own individual and corporate experience which informs the planning and implementation of this strategy?
7. What are the pertinent economic, cultural and political factors which inform the planning and implementation of this strategy?
8. What aspects of our own social research inform the planning and implementation of this strategy?
9. What is the common mythology or self-story of the people in the area where we are intending to work?
10. What are the advantages and offensive opportunities to be seized and the vulnerabilities and lurking dangers to be guarded against?

THE SCREEN OF RESEARCH ELEMENTS

1. What is the basic economic, political and cultural data and what has our own concrete experience disclosed about the chosen terrain or structure?
2. What are our allies, guides and local leaders and how will we train and engage them?
3. What is the needed authorization frame and how will we get it?
4. What is the cost of this maneuver and how will these funds be secured?
5. What is the enemy and how will we deal with it?
6. What values will we hold in the timing and rhythm of this maneuver?
7. What are the strengths and weaknesses of every troop and what are the key spirit issues?
8. What are the present and anticipated internal contradictions and how will these be dealt with?
9. Where do you see the elements of surprise as a key to victory?
10. What is the comprehensive arsenal of resources needed to accomplish this maneuver?

THE SCREEN OF OPERATIONAL DESIGNS

1. What are the needed spirit dynamics which will sustain momentum and unity throughout this maneuver?
2. What is the geo-social design of this maneuver?
3. What are the troop and leadership configurations and the assignment rationales which will release courage to risk?
4. What are the support systems in terms of set up, financing, inkind, transportation, board and lodging and materials production and distribution?
5. What are the two or three 'keystone' events or accomplishments which will catalyze or explode the entire maneuver?
6. What training dynamics are required by this maneuver?
7. What are the coordination and communications designs for this maneuver?
8. What are the evaluation, interchange, remaneuvering and accountability mechanisms for this maneuver?
9. What is the time design for this maneuver, including its beginning, ending and phases?
10. What are the master holding design and master holding images which weave this maneuver together into one powerful thrust?

THE SCREEN OF ASSESSMENT FACTORS

1. What is the morale and spirit condition of the troops?
2. Have the support and coordination systems met the needs of the field teams?
3. Have teams been "closing deals" and meeting "bottom lines?"
4. Has the pace of the maneuver moved as planned and is there evidence of acceleration or a new phase to be entered upon?
5. What are the actual accomplishments of the maneuver and what stories and statistics document this?
6. Where have we not succeeded and how do we need to remaneuver?
7. What breakthroughs have occurred and how have they occasioned new advantages, allies, forces or resources?
8. What blocks have been encountered which illuminate the societal contradictions and/or our own vulnerabilities?
9. Have we been on target and, if not, how did we lose focus?
10. How can we use new advantages, allies, forces or resources?

AXIOMS OF STRATEGY (Liddell Hart on "Strategy")

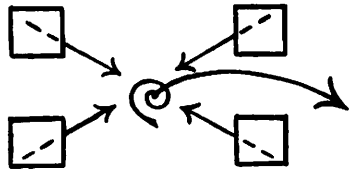
1. Adjust your ends to your means.
2. Keep your object always in mind.
3. Choose the line of least expectation.
4. Exploit the line of least resistance.
5. Take a line of operation which offers alternative objectives.
6. Ensure that both plan and dispositions are flexible, adaptable to the circumstances.
7. Do not throw your weight into a stroke while your opponent is on guard.
8. Do not renew an attack along the same line after it has once failed.

AXIOMS OF STRATEGY FOR THE HUMAN REVOLUTION

1. At all times remember the broad object of awakening 2,000,000 villages, and engaging human creativity in building the future. Do not allow your imagination to be captured by anything less than the comprehensive.
2. The myth factor is the key to transforming societal structures at every level. Direct action is for the sake of altering the common myth.
3. A strategist cares for the world by renewing his local turf on behalf of all.
4. Do all your geography all the time, even when strategic emphasis requires the relatively firm bracketing of certain sections for a period of time.
5. Plan the formation of demonstration points and strongholds which provide local credibility and serve as defensive blocks.
6. Build your network of patrons and guardians as a means of providing protection for the efforts of local man.
7. Seek a series of rapid, visible victories in order to build momentum, maintain morale, and create a winning image.
8. Operate within commonly recognized socio-political boundaries which will assist in focusing your effort and mobilizing local response.
9. Project all phases of your campaign from the beginning to the final victory you seek. This will inform the expectations of the troops and interpret your work to the support forces you will seek to enlist.

10. Cooperate with other groups only after weighing considerations such as time expenditure and objectives.
11. Advantages can be created anywhere; therefore your strategy rather than unexpected opportunities must tell you where to move.
12. Rely first of all on your ordinary forces in their usual deployment configurations.
13. Maneuvers do not fail, but some, in retrospect, may be seen to have been poorly designed.

PHASE	SURVEY THE PANORAMA	LOCATE THE FOCUS	FOCUS THE TARGET	SHIFT THE MANTLE
WINDOWS ON THE FUTURE	Sociological Bird's Eye View	Fruitful Campaign Opportunities	Form the Engagement	Co-Operational Harness of New and Old
	Grounding the Comprehensive Values	Powers, Resources Forces, Frame, & Foes	Artful Public Style	Actualizing Symbolic & Mythological Impact
	Interpret the Significant Trends	Harmonious Space & Time Designs	Orchestrating Shifting Situation	Recollectional Reflective Deepening
	Our Picture of Our Arena	Contradictional Impact Named	Objectifying Spirit Refreshment	Escalating Cumulative Relational Effects
INTUITIONAL LEAP	Our Arena, History's Claim State the Group's "Fix" on Profound Function that Needs to Be Served at This Point in History	Private Campaign Story Get Key Campaign Resolves Stated	Navigating the Victory Continually Design Tactical Activities in Response to Shifting Situations	Responsibility Transfer Catalyze Expanding Engagement and Illuminating the Resultant Experiences



Strategies are built as the body clarifies basic objective questions, then answers them from the corporate intuitions. Present campaign experience suggests that there are four phases in this process, which are pictured in the four columns of this chart. In each phase, the objective data is reviewed and the swirl thus created is examined through "windows" so that an intuitional leap occurs. This provides the transition point into the next phase of the objective analysis.

EXAMPLES OF PRACTICAL EXERCISES				
	<ul style="list-style-type: none"> - News Conversation - TM Practical Vision Workshop - Identify Local Human Suffering - Trends Conversation - Global Priorities - Wall of Wonder - Local History W/S 	<ul style="list-style-type: none"> - Contradiction Analysis - Spirit Analysis - Targeting Population - Frame Chart - Phasing Considerations - Gridding 	<ul style="list-style-type: none"> - Adaptive Pedagogy Sessions - Discover Local Myth - Update Media Context - Logistics Models - Public Campaign Story - Tactics Modification Sessions - Miracle Planning 	<ul style="list-style-type: none"> - Assemblies & Councils - Regularized Strategic Mailing - Reflective Conversation - Appropriate Rituals - Shadow Training - Victory Celebrations - Local Workshop Meetings

RATIONAL OBJECTIVE: To become familiar with the screens and dynamics of strategizing.

EXISTENTIAL AIM: To experience oneself as a strategist, asking questions of the situation and designing bold strategies.

Time	Content
<p>Minimum time 1 hour</p> <p>Maximum time 3 hours</p> <p>Adjust flow accordingly.</p>	<p>Song</p> <p>Conversation:</p> <p>Introduction: In this workshop we want to get inside of strategizing as a strategist.</p> <ol style="list-style-type: none"> 1. Who is a strategist you think of? 2. Who are some local man strategists? 3. Who here considers him or herself a strategist? <p>Read a Case History aloud (after passing copies out) in two parts, alternating sentences. Read in objective, "news reporter" fashion.</p> <p>Artform Conversation:</p> <ol style="list-style-type: none"> 1. What are the facts of this campaign? 2. What countries were involved? 3. What types of forces were engaged? 4. What elements were in the campaign? 5. What was the flow of timing, the phasing? 6. What were the geographic movements? 7. How was this campaign triggered? 8. What were the breakthroughs? 9. What advantages resulted from this effort? <p>Context the group on the strategizing process or flow, and the function of the screens. Use the Art of Strategy design. Then follow one of these procedures:</p> <ol style="list-style-type: none"> 1. divide the group into four and ask each to answer all the questions on one particular screen; <u>or</u> 2. have the entire group work with each screen, one at a time. <p>Give the group the image of doing a corporate role play. They are standing at a date before the case history campaign, anticipating the leap described. They are the strategists.</p>

Screen 1, Basic Wisdom - Creating the contextual swirl

1. Ask for data generated by the screen questions.
2. Request other relevant data to fill gaps.
3. Discuss this data, and begin to swirl it into a feel for the evolving strategy.
4. Probe for new insights, places where intuition is pushing through.
5. Begin to describe the elements of the grand strategy for this leap.

Screen 2, Research Elements, and Screen 3, Operational Designs - Discerning the actions

1. Ask for data generated by the questions of Screen 2.
2. Request other relevant data to fill gaps.
3. Inquire as to what we now know, and where research is needed.
4. Ask for data generated by the questions of Screen 3.
5. Request other relevant data to fill gaps.
6. Discuss points of strength and vulnerability as we anticipate this action.
7. Ask: In what directions does the data from all three screens begin to point? (swirl)
8. Ask: What major actions are indicated as necessary?

Screen 4, Assessment Factors - Creating the Implementational Swirl

1. Ask for data generated by the screen questions.
2. Ask: What else do you know about the campaign and its operations?
3. Ask: What is the critical new data?
4. Inquire for surprises, insights, and intuitions.
5. Ask: What modifications are now required?

Reflection:

1. Ask the group to describe the dynamics or process they have just experienced.
2. Ask: What were the key elements of the process, and what was the role of corporate intuition?
3. Inquire as to what they have learned that will be helpful to the task of strategizing.
4. Ask: What is the stance of the strategist?
5. Ask: What is the profound function of the Art of Strategy?

Let's send ourselves out with this quote: My line is--All men can see those tactics whereby I conquer. Your line is--What none can see is the strategy out of which victory is evolved.

In order to release local care for communities of the Philippines, the Philippine Cluster Experiment was initiated on Mactan Island. After the successes of the Sudtonggan HDP had become apparent to the public sector, mayors were demanding that the ICA renew the rest of the nation, village by village. The ICA staff viewed this idea as unworkable due to the large number of troops it would have required. Therefore they shifted their attention to another response to this demand -- impact saturation.

In order to initiate saturation, the Philippines staff in Quarter I of 1978 decided to hold three sets of 222 forums in the areas of Manila, Davao, and Cebu. Also at this time, the Philippines Cluster Experiment was designed and the HDTs was scheduled in Sudtonggan for November and December, 1978. In October, a site selection team selected four villages within approximately five miles of Sudtonggan to become the first "cluster" of HDP's. These four villages were selected according to the criterion that each village must send approximately 10 villagers to the Sudtonggan HDTs.

Near the end of December, around 50 "Blueshirts" were graduated from the HDTs with special training in complete orchestration of 3-hour Community Forums and Special Focus Forums. After a brief discontinuity, these newly-trained young men and women spent the rest of December preparing for the 4 consults by doing inking of materials, development, and practice set-up.

In January 1979, all of the Blueshirts, several HDTs staff, the Sudtonggan Auxiliary and several villagers moved as one large team. They held the first 3-day consult and wrote the document, moved to do the second consult and document-writing, and finally split into two teams to do the two final consults simultaneously. Motivity grew with the rapidity of village set-up and the positive village response to the consult methods.

In February, the four new project directors were assigned (three young women and one young man) and they went to the villages along with project auxiliaries to initiate programs.

Building on the excitement of villagers and the public sector in response to the new "cluster" of HDP's, the Mactan 222 campaign was set into motion. 222 forums would be held in the 100 villages and one city of Mactan Island and the small nearby island. Operating out of Sudtonggan, the Command Post led the Blueshirts in preparations for the campaign, designing orchestration and logistics models, troop configurations, preparing brochures and workbooks, and consulting with the two mayors who sent letters of authorization to the Barangay captains in each of the 100 villages.

The geography was organized into five divisions, with one demonstration project responsible for each division. During the first five days, two teams covered each division doing Community Forums in every village. In the second five days, the two division teams were combined -- each division covered by one larger team comprised of Blueshirts and ICA staff who specialized in

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leadership of Economic Forum, Education Forum, Global Women's Forum or Youth Forum. Each team included one ICA staff, two Blueshirts, and two HDP villagers. These people played the roles of Orchestrator, Workshop Leader I, Workshop Leader II, Scribe (preparing the document and caring for registration), and Pointer (advance set-up at the next forum site). They traveled by tricycle (motorcycle with sidecar) or motorboat (to the nearby Santa Rosa Division).

Forum set-up was done swiftly: the Pointer arrived early to talk with the village leaders and to arrange transportation for the team; then the team came in time to set up the portable blackboard and materials (which drew much attention), and walked around the village inviting participation and arranging for practices.

Following the 222 Forums, an Assembly was held in City Square of Lapu Lapu. Here a document holding all proposals was distributed, and songs from many of the forums were sung. The Mayor of Mactan addressed the group on the urgency of doing village renewal.

Thus, the demand of the public sector for the ICA to start more village projects was met in a slightly different way. At this time, not only can each village proceed to work on actuation of the forum proposals, but they can also visit one of the HDP's of the cluster within reasonable traveling distance from their own village.

DOING A KEYSTONE MANEUVER

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El Bayad, a rural village on the Nile River, 35 miles south of Cairo, Egypt, is a typical example of the villages along the Nile, which have remained relatively unchanged for the last 5000 years. Throughout the centuries these villagers have been exposed to a debilitating parasite called Bilharzia, which drains them of vital energy and shortens their life expectancy. After the construction of the Aswan Dam upriver, the Nile ceased to flood, thus necessitating irrigation by canals. These provide an ideal environment for the growth of the snails which host the Bilharzia worm, thus increasing an already present health hazard for humans. In recent years as much as 80% of the population has been infected.

In the past ElBayad sustained itself through agriculture which has been inadequate due to a limited amount of arable land. Poor health and insufficient income kept the village in a subsistence life style. Improvement and change have been seen as impossible for so long that this subsistence was accepted as the norm, producing a sense of helplessness and despair.

In October of 1976 the first consult was held in ElBayad. Seventeen programs were created to deal with education, local services, agriculture, economic and community life. These programs included forming a health clinic, creating a women's activity society, constructing a village plaza, developing a domestic water system intensifying agricultural production, and starting industries.

In the midst of doing the seventeen programs it became necessary to focus on a single catalytic event to release the actualization of all the programs. In light of the debilitating health issue related to Bilharzia, it was decided that supplying clean water needed to be that focus. It also became apparent that this would be the key happening to counter the self-story of impossibility and the mood of helplessness.

When this program was presented to the villagers most were very skeptical. A few of the more hopeful ones decided to give it a try. About 50 villagers helped in the tough task of digging through clay and limestone to a depth of 13½ meters (45 feet), using primitive tools. In four months two wells had been dug and the first pump produced clean water at a rate of 108 liters (30 gallons) per minute for six straight hours, enough to supply the whole village. At this historic event, 200 people attended the ceremony celebrating the arrival of water. After this 100 men worked corporately for one entire day each week until the water system was completed.

By the end of 1978 a water tower had been built with a large tank on top, three pumps were procured and 2000 feet of pipe was laid from the wells to the tower. Through availability of clean water, as well as continuing educational programs on the problems of Bilharzia, infection was lowered from 80% to 30% within a single year of 1978. The improvement in health raised the general energy level, reflected in an increase in noise and activity. A community kitchen began providing nutritious meals for children, greatly reducing the number of malnourished babies. When five new water taps were opened in April, 1979 the first toilet and shower facilities went into operation, with instruction being given on their use. As the villagers began to say in greeting, "Water is life for Bayad"

Continent Europe hosted a total of six hundred and ten (610) awakening forums in nine nations in the time span of one year. In six nations the target was to complete polis coverage, and in four others to establish contacts for further programmatic thrust. Four hundred (400) of these forums were set up and orchestrated in a period of thirteen weeks in Quarter IV of 1979.

The Continental Council in March designed a strategy to engage European colleagues and ICA staff from ten houses and surrounding areas in one focused and coordinated awakening thrust. Approximately twenty persons from over the whole continent gathered at the command post in Paris to finish the polis coverage of France. The decision to start in France was based on several factors, including considerable authorization and some funding from the Roman Catholic Church and a European story that France was often last to finish the campaigns. Since only forty forums were needed to complete polis coverage there a symbolic victory could be quickly achieved, while troops were trained to do fast forum set-up and to use short orchestration designs before covering the rest of Europe.

Initially teams were sent out from Paris for a week of circuiting. Debriefing showed that there had been minimal success and indicated critical needs for constant interchange between teams and for language proficiency. Teams were re-assigned in squads of three teams composed of two persons each, in order to meet these needs and to motivate the troops by a win in polis coverage in France. For two weeks the squads worked in team units, setting up and orchestrating forums for three days, then returning to a central point to debrief and regrouping into new teams for another three days of circuits. This pattern continued until the total geography of France was covered. Continental colleagues met again to celebrate the Diamond Hexagon victory and decide the next steps.

People were sent back to their home territories to set up Area command posts in Brussels, Manchester and Frankfurt and to finish European forums by developing strategies directed toward local geo-social contradictions. This coverage took eight weeks to set up and complete in five nations, namely Belgium, Netherlands, Luxemburg, United Kingdom, and Germany. After this, all troops gathered in Brussels for evaluation, and new team configurations were created to make forays into Switzerland, Spain, Ireland, Italy and Austria, for authorization and positioning for future forums. These forays were done in one week: the European sweep maneuvered across eleven nations in thirteen weeks.



- PHASE I: CONTINENTAL COUNCIL
- PHASE II: DIAMOND HEXAGON: 4 weeks
- PHASE III: AREA POLIS COVERAGE: 8 weeks
- PHASE IV: POSITIONING: 1 week
- COMMAND POSTS



(Framing in Mississippi)

TF 1

Over two hundred impact forums are already scheduled in towns and villages of Mississippi for the coming year. The Governor's Office of Citizen Participation is asking for ICA staff to continue with them in a consulting role. Mississippi has for many years held the image in the United States of America of impossibility, overwhelming poverty, poor education, and explosive relationships between races of people. Area Houston decided in 1976 that Mississippi was the place to demonstrate that local people cared about themselves, others and their communities.

Framing in Mississippi began as early as 1975 in preparation for Town Meetings in Jackson. In 1976 three Town Meetings were held in Jackson. The Master of Ceremonies in the first TM was a state legislator who continues to support ICA activities as related to community renewal and local man's needs. A letter from the Governor in support of Town Meeting '76, links to other legislators, and useful contacts with in state government offices, were early signs of ICA authorization in Mississippi. In 1977, when the community of Pace decided to become one of the 24 social demonstration communities around the world, individuals in local private and public sectors supported the project with goods, letters and funding. The Xerox Corporation supplied the financing and initiative so that 40 employees and their families worked with Pace citizens in building a community park. Xerox then used this event in its television advertising campaign.

The "Delta Voice", a monthly newsletter about happenings in Pace was produced for friends and supporters. Other town meetings were set up and held in every county during 1978. These activities sustained interest in what could happen by the action of local people in Mississippi. In August 1978, the guardians representing economic, political and cultural interests of Mississippi and the ICA staff submitted a proposal to the governor, with the support of the staff in the Governor's office, requesting permission to serve the state by orchestrating two hundred (200) Town Meetings. These meetings would be a joint venture of both the Governor's Office of Citizen Participation and the ICA. The Governor said "Yes".

The State of Mississippi and the participating communities contributed 74% of the costs. One ICA staff member worked directly out of the governor's office. Ruth Wilson, a colleague and Director of the Governor's Office of Citizen Participation, did much of the coordination and worked almost full time with ICA staff. Together they answered inquiries about the program, sent letters, made contacts with mayors and local people to enable rapid Town Meeting set up, as well as continuing funding and authorization for the program.

After each Town Meeting, two or three people were asked to write letters to the governor telling the story of the happening at their Town Meeting. These letters were pulled together into a booklet to help deal with local community authorization issues as they arose.

After all 200 Town Meetings were completed a state assembly was held to celebrate the Mississippi 200 and plan for the future. Five hundred representatives from Town Meetings across the state were present to learn and to share in this event, as well as a wide range of people from state and federal governmental offices, and people from Mississippi business world. "MISSISSIPPI IS LEADING THE WAY"

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2. "Patton"
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4. "The Seven Samurai"
5. "Tea House of the August Moon"

Foundational Context understands strategy to be a frame around maneuvers. Strategy is not a visible product but a transparent dynamic which merges the rational task with the intuitional in any particular situation. Strategy takes at least two forms -- as Grand Strategy setting a long-term global context, and as Operational Strategy which is orchestrating particular maneuvers or campaigns.

As a body of people concerned with demonstrating global care, we recommend internalizing individually and as a Movement the skill of strategic thinking. This will require careful analysis of existing methods and creation of a procedure that allows us to become strategic thinkers. The training component of our product is an initial step in this direction.

The need is to take the work of this task force, amplify it, think it through, and relate it to the possibility of a method which encourages intuitional breakthrough. The common memory of the Movement should be reviewed, models tested and necessary revisions made in methods based on the learnings of the Summer GRA.

Further experimentation and research might be done as part of collegium and ecclesiola dynamics using the training component of this report. Strategy screens might be added to current maneuver manuals and be part of Research Centrum's ongoing work.

RESOURCES

Existing resources which imply strategic thinking are "Indicative Battleplanning" and the "Keystone Maneuver Manual." These need to be revised, simplified, and abbreviated for use globally.