

CHICAGO

FINAL LAB REPORTS
CONTEXTUAL STATEMENTSHUMAN DEVELOPMENT ZONE-LAB

Some of us thought, when the term "Human Development Zone" was introduced two years ago, that it was the logical extension of our work with local villages or communities. We'd go from single villages to clusters to districts to blocks and somewhere along that process we began to run into agencies, and had to deal with the public sector, one way or another, and then, we've tried to get the support of the private sector. That may describe the journey of a few of us, but it never did describe what we were doing very well. We have discovered, this year, that the Human Development Zone is far, far more than a logical extension of village development work. The HDZ is a grand spirit maneuver on the powers and principalities that are binding humanity in an adversarial mode of organizing and thinking and acting that is simply obsolete and going out of history.

I haven't seen very many movies in the last three years, but I have in the last several weeks. I don't know if you've noticed it or not, but the ones I've seen are all about death. Now, I wondered what that meant, and pulled out my spirit primer that says "Thanatos: preoccupation with death. Occurs at the time of great resurgence and onslaught of possibility." What we have in our movies these days, then, is negative evidence of the incredible breakloose that is happening in our times. We're coming into a time when the adversary mode is dead. We're moving into what Larry called the other day, the mode of reconciliation, which is nothing other than the social mode of the earthrise consciousness. That's the arena in which we're dealing with in working on the HDZ.

Some of us observed, the other day, that every time there's been a major historical shift, it has been prefigured by an intensive manifestation of the new that was coming to be. It was as though these things popped up as visible pilots, for the society of the next thousand years. Some of us who knew a bit of history pointed to the Greek city-states of Athens and Sparta and to Calvin's Geneva, maybe, as those kind of occasions when a new consciousness had emerged and it was given a new social form that was on a miniature scale, but prefigured what was going to be for the next thousand years. Today I think that's what we're dealing with in the Human Development Zone. I got excited when somebody in our lab said, and I quote, "The Human Development Zone stands at the intersection of the New Social Vehicle and the New Religious Mode." When this thing emerges, it comes either from a bubbling up of consciousness into social form and you can see through that to the new society that's coming to be; or a convergence of social forces happens and you get a miniature of what's coming to be and you can see through that to the profound deeps that are beginning to illumine everybody's life. Whichever way it goes, this Human Development Zone that we're about creating is at that intersection. It's what we've been longing for and working toward all our lives, and now it's here.

We talked about a context by saying, "This body of people needs a unifying missional image and it sounds like the HDZ's a good one." We do need that unifying missional image for our mutual empowerment, so we can share insights, listen to each other, learn from each other, and pour the corporate power into whatever particular place where we're working. But I believe, this body, if history required it, could go on without a unifying missional image for 40 years, if that's what history required. We do not intend to focus ourselves prematurely on something that's going to be a sidelight of the historical process. But that's not required: The HDZ is being

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HUMAN DEVELOPMENT ZONE LAB, continued

called for by history itself. The Human Development Zone, seems to be the name for what we've been working for all our lives: that visible form of the new that's coming to be, in which reconciliation simply happens. I was intrigued with the notion of being reconciled to your contradiction, which is the only door you've got to the future anyway, the reconciliation of the self to the contradiction of the self to the other, of the sectors to each other, all in the empowerment of the local, and with no utopian illusions about it. We're clear that the earthrise is not something without REAL differences and REAL tensions. But that's the possibility we're working on.

Often in our reports, a number of you have asked us if we would please describe the Human Development Zone and lay out the process by which it happens. Seems reasonable enough. But have you ever tried to describe making popcorn? You take this corn and you put it in either a pan or a pot or a bucket or a plate, or something, and you heat it with either a fire or electricity or gas burner, or perhaps focused sun rays, and then a miracle happens, and what you've got is this little thing-- have you ever tried to describe popcorn?! And all you do is say, "It sure is good!"

Now: we've gotten a little further than that on our description of the HDZ, but understand, what you're dealing with here is something that if you could precisely define its limits and describe it, it wouldn't be worth giving our next 20 years to. It's that which is coming to be and we happen to discern elements and key aspects of it.

Now I'll get around to saying what we did on that score in just a minute. First I think it's appropriate to read the summary. (See Document, page 1).

Now you might be interested in a bit of our paragraph that describes the HDZ, and in hearing briefly, the Pillars that we have discerned.
(See Introduction, paragraphs 1 and 2)

We've also, in our introductory statement, laid out what seemed to us to be the pillars, and they are laid out in the form of a one sentence summary and then a paragraph of explanation. The one sentences first. (Page 2, "Pillars") There's a paragraph on all of those, but this seemed to give us a few of the pillars of what we're pointing to in this HDZ experiment toward which we're positioning ourselves.

I believe that we're saying, as a Lab, that the timeline for this is to have our pilots underway, creating learnings for us all, and then on the other side of the IERD, unveiling what has happened, and our learnings, to which all of us can apply, in some form of a massive Human Development Zone experiment.

Now, we have therefore made a statement on page 2 which is the introductory statement and pillars. Page 3 is a page on which we designate the labs and pilots and explain what that means. The following pages have to do with the design of an empowerment trek, and that has to do with who does it and where they go, and I understand the pricing of the tickets has been done, I don't think that's held in the document, but it is a feasible model. Then an interchange model which includes a report format by which these pilots and labs can work with each other. And we're recommending that this work begin on the last day of this council, that the designated pilots and labs sit down with each other and go through a format laid out here.

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Now, the next section begins on page 8, and that's the Every Region aspect. We discerned that the HDZ is what we're all doing, and we need a way to all hold that and to push it. So we recommend taking the next step on that for everybody. To do that through this HDZ empowerment trek. We've discerned that all of us are not at the same place. Not just geographically, but sociologically and in phases, and so forth. So we've designed four treks. And they are labeled A, B, C and D. That stands for Apple, Big, Cat and Design. It's not a priority which one you choose. It's not Good, OK, Poor and Terrible. That's not what this means. This is just an indicator of where the regions happen to be. And then we proceeded to lay out a five session workshop that would be appropriate for a region that found itself in that phase. And the procedures for those workshops are all included here. So that's done.

Now, finally, we have done a one page document on each one of the designated pilots. So that their current situation, geo-socio analysis, who they're working with and where they're going, is printed now, or is being printed, and will be available for all of us to be able to watch their learnings emerge. I believe that holds the highlights of our product. There is a chart in the middle that is the descendent of the one that was passed out to you earlier, that holds every region. And we've discerned that it was too simple to put every region in one box, because our work is going on in many directions. But the categories across the top are the Spheres: West, East, and South. Underneath that: Rural, Urban and Mixed, as a sociological screen through which our regions exist. And then the approach of that region to the Zone: through the Community Pole of the dynamics, through the Structures Pole, or institutions pole, of the dynamics, through the Formation of People Pole of the dynamics, or towards building the linkages. Now we discerned that it was too simple to put any one region in only box. So our graphics artists have figured out a way to disclose where the major thrust is, and where subsidiary or minor thrusts are. So that's in addition to the chart you found earlier in your material from us. And I believe we discerned in working through activated regions--the number of which was 50 West, 26 East, and 13 South--96 Regions in which we are active. These are regions in which active programming exists. Rather amazing. We have some work to do in the next year, but we believe, from the Human Development Zone Lab, that this is what we've been waiting for all our lives, and it's what history is watching for.

IERD LAB

First of all I think our report can be short, simply because we had the privilege of hearing from Sir James and Lady Peggy this morning about the IERD. Our report is 30 pages. However, there are three documents you need to take home, which add up to a grand total of 65 pages.

Our reflection in doing this is that you needed to have a manual that was as comprehensive as possible in explaining all of the details and implications of this. You needed to be equipped to tell the story and to establish the kind of style and structures that were necessary to implement the IERD so that it comes off with the maximum amount of intent and uses this force for the most significant implications that are possible. That was our mandate as we began.

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IERD LAB, continued

I want to share a couple of things that we had struggled very hard with, in terms of the intents of the IERD. I want to read them to you and show where we struggled with that and where we think the potential is for this kind of event. We looked back, when we were doing this summary sheet last night, at the first guild plenary where we took a short little statement, and were quite astounded by the fact that all of us in the lab, and you as well, fundamentally knew why we were about this kind of event at this time.

There's a quote that we put on an introduction that we wrote to ourselves, as the movement, about this event. It precedes whatever introduction and context there is to the manual. By the way, the introduction is entitled "The Challenge of a Lifetime". We really believe that is true about the IERD in terms of the state and the opportunity. This is the quote: "The world is moving so fast these days, that the person who says it can't be done is generally interrupted by someone doing it."

The Lonavala meeting outlined these five intents:

1. Illuminating Local Initiative. We perceive the challenge in the IERD is to guarantee that 80% of the participation at the 10 day event in India, February, 1984, are local people, engaged in the local task of local development. Now, you and I will guarantee that by our work through establishing the National Steering Committees and doing the preparation. To make sure that those people are equipped to be a part of that event, the National Steering Committees will have arranged the finances and done the documentation so that they can use that state to communicate what needs to happen relative to what people are already doing. I think it's important for us to grasp that image, because we all have struggled with trying to get that said to yourselves. Who is going to be there: 80% representing the local, and 20% representing the development community, the international community and the ICA.

2. The second intent was Staging the Zone. We really believe firmly that the IERD gives us a strong dimension of the two year research vehicle that will allow the Human Development Zone to be grounded in the practical implications rather than the danger of it being only theoretical by 1984.

3. The third intent is Forming the Global Movement. We perceive in this event that we will have a profound opportunity to engage those who care around the world in greater and deeper numbers. This will be done by all the contact that will be made in establishing the National Steering Committees, choosing and documenting the projects, choosing the 750 delegates and breaking open 15 new nations.

4. Manifesting the Transestablishment Posture. Certainly one of the breakopen categories in the Zone is creating effective coalitions. Surely there needs to be, at this time, a profound demonstration of the transestablishment stance.

5. The fifth intent is to Symbolize the Potential of Human Participation. The method is the key in this. This will be important in the preparation we do, the communication of that, and the orientation of the delegates. It is the demonstration of local participation in this kind of an event. It was reported in the lab that as we talked to our potential co-sponsoring organizations, what intrigues them and what

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IERD LAB, continued

they push us to do is to stick with the image of the 80/20 percentage ratio of participation.

Finally, in symbolizing the potential of human participation is the implementation. We're really talking about a three year event. There are really three years rather than just two, when you consider up until the summer of 1985. We're talking about a series of events that prepare us for the apex of the 10 day event in India and a series of practical implementation steps toward replication of local development around the world. We're not talking about, as most conferences do, just the implication of the ten day event in India.

Finally, we struggled creatively in our lab with how to perceive the IERD as that vehicle for the exponential leap. We believe that if we decide to manifest ourselves creatively in the regions we're in by using the advantages that the IERD gives us, and by reaping the benefits, that this will in fact happen.

SELF-SUPPORT LAB

The Self-Support Lab is pleased to stand before this Council and present the results of our work--hard work--during these past two weeks. I find I'm a little more nervous than usual. It's not because I'm looking out at all of you, but it's because of the burden or a sense of responsibility to try to communicate the kind of excitement, confidence and courage that happened in our lab as we moved toward creating some vehicles that will make it possible for us to win on one of our foundational principles: self-support. It has been an exciting time for all of us. We're anxious to share this with you.

During the years, we, the Order:Ecumenical, have created an incredible economic vehicle--a system that when fully operative gives us the missional power to address the contradiction in this world of human suffering. We are so used to this vehicle that it is hard for us to stand present to what we have done in working out the practices of being a self-supporting group of people. Now where our missional power lies is in our Order Funds. There are two kinds of funds. First of all there are the Trust Funds. The Trust Funds include annuity, health, education, and culture. Those funds give us security for our future. They release us from what most people spend most of their time worrying about: What are we going to do in our old age? How are we going to care for that? How are we going to take care of health needs--whatever they may finally be? How are we going to get our children educated? These funds release us to be totally engaged. They free us from a lot of worry, to do our mission.

The Task Funds are the funds set aside through the years that we have decided to use in order to be able to move. I remember that six years ago, toward the end of the time that I worked in Order Finances, I went through our records and pulled off the amount of money that we had sent to launch India in the very beginning days. We had decided in our councils that was where we had to move with power. The total at that time was \$65,000. It is incredible to be able to make those kinds of decisions and have the wherewithall to back them up. Now the present situation is our funds are

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SELF-SUPPORT LAB, continued

no longer adequate to meet our needs. We are having a hard time just meeting the health and educational needs of our Order relative to cash flow. This is a situation that obviously we'd all agree can not continue, that has to shift.

Now the second thing is that we have gone way beyond our operating principles. For instance, we have moved way beyond that principle of every unit being self-supporting. We have moved way beyond the principle that program monies are ICA or Ecumenical Institute and only earned income goes into self-support. We have moved beyond our principles and find ourselves in a sort of a vacuum of not knowing what our principles are. Now, there is nothing wrong with that. Part of our story to ourselves is that principles are meant to be broken. But the time has come for us to state some new ones.

Now, thirdly, in the Panchayat Report of 1980, they stated that it is critical that a stipend be received monthly by each and every member of our Order. Today that is not the current situation. In our lab, when we tabulated the number of stipends that had been missed in some of our locations during this year, it was pain-filling. Getting a stipend every month represents a kind of stability. This is not some kind of moralism. Getting that stipend monthly has everything to do with our missional effectivity and our sense of corporateness. There is just erosion in the life of our Order when that doesn't happen.

The Basic Skills Lab report this morning has to do with equipping ourselves to be self-supporting so that each and every month every member of the Order gets a stipend. It is very exciting that during this Council we have decided to move on equipping ourselves with the basic skills needed to accomplish self-support. We were all excited by that lab report because it is pointing us toward a very viable future.

These next remarks have to do with the economic discipline that those of us who are in the Symbolic Order have decided to live out of. I want to return to the cruciality of receiving twelve stipends per year. Many of the members of our lab have reported that while walking down the hall, people will tug you on the arm and comment, "We don't care whether or not we get an increase in stipend. What we want is a stipend that is paid regularly." There are those of us in the Order for whom that stipend coming regularly every month is not as important as for others. Some of us find ourselves in the position of having outside incomes, or parents, or whatever. And that's fine. We have talked about ourselves as being the beggars. But whatever we do with our economic life has to be based to meet the needs of those who have no outside resources. So our lab has been concerned to create a vehicle that would be able to do that.

Intern recruitment is not happening. In 1980 we had 1583 people living in a corporate setting with 735 available for global assignment. This year we have approximately 1000 living in a corporate setting with 600 available for global assignment. That is the objective data of the situation. If you went to Order Personnel and looked through the names of those who have left, the reason why most families found it necessary to leave is because of the irregularity of stipends, or because they just could not cope with the economic situation that they found themselves in.

SELF-SUPPORT LAB, continued

What we were dealing with in the Self-Support Lab is utterly critical and crucial in order to begin to build the Symbolic Order. If we actuate our recommendations and couple them with those from Order Formation and from Basic Skills, then I would predict a reversal in that trend of attrition. We would all agree that that trend has to be reversed. The future is demanding a shift in terms of the Symbolic Order. We have to find ways in every dimension of our corporate life style to allow people to intern. Frankly, I go into a lot of houses and I don't think I'd ever decide to intern there. I'd raise an awful lot of questions about making that decision. That's why the Configurations Lab report excites me. We are moving toward a situation where we will have houses that are spirit nodes and not frazzled down to the last bone. There are some very old principles that we've lived out for a long time that I always consult when I see the future calling for something different.

This movement will not last without the Symbolic Order. Nor will we last without the 30,000 or 50,000 or 100,000 in the Movement. Any movement needs the sign of radical engagement. It is extremely crucial that we find a way to reempower the Order in every dimension of its life.

In 1972 we turned to the world. In 1982 the world is turning to us. As we listened to the Human Development Zone pilots reports, a colleague said, "I thought they were a little swirl but they are a huge swirl." Well, that's exactly the way I felt. That swirl is filled with possibilities for us as an Order, for those who can pack our suitcases and get on the spot where we're needed. We need troops. This Lab report is attempting to address that very need.

Now, what are the new directions that are required in order to turn us around? In this council, we have decided to take at least a two-year leap into the future. It's going to take two years to turn this ship around. It might even take a little longer, but we have to begin to turn the wheel. Until now, our major mode of self-support has been an individual mode--the permeator's salary. What we have created is a corporate mode of support in which the total Order can engage. That is the shift and the new that is in the report from our lab. Individual permeation is utterly crucial. Those who are permeating the structures of society are our eyes and ears. They are the ones who are listening to the world and letting us know what the world is saying and what it needs. Our fundamental contradiction at this point in history is that we have lost our missional flexibility. We no longer can do what we have been able to do in the past--in terms of troops and available resources. This we must reverse.

Another decision that is required is to address the issue of education in our Order. We must be free to assign people to go out and get the necessary training to live in this new information society. We have had a flurry of people who want to go back to school. Some of those requests are on target. We must be free to assign people to get the necessary training that is needed. The whole world is retooling. Adult education is a booming business. We as an Order have to be able to assign people to get the necessary training. I was delighted that Chicago Nexus was able to assign an Indian colleague to Indianapolis to participate in Training, Inc. , to get the kind of training and skills that school provides.

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SELF-SUPPORT LAB, continued

Now, fourthly, we must decide to release Management Centrum to move into brand new arenas. Management Centrum by definition functions on the conserving pole. What Global Management Centrum has done around this world is incredible. It has stretched our dollars so they went as far in the mission as they possibly could. We need to stand in appreciation for their exercising that conserving role, or we would be in a different position than we are now. By having regular stipends twelve times a year and the corresponding regular payment going into the funds, we could liberate Management Centrum to be the venturing role in its decisions. That is one of the arenas of decision that is required of us. We have to implement that by doing our self-support. There just is not a bottomless pot of funds. We get a little water in it each month, but it is used up very quickly. By moving into a 100% victory in self-support we will be liberated to make some venturing decisions in our corporate life.

What are operational changes that need to happen? First of all, we need to do something about our global systems. Several of us went into this lab in the hope and anticipation that we were going to be able to work on the funds. We discovered that just to get a hold of the objective data of the Order funds globally would require that a task force work all year so we could have the data to begin next July. We made the decision to bracket that work and put our creative energy and best thinking to creating some corporate vehicles that will enable us to claim a victory in self-support. That means we have to work on our global systems relative to stipends, funds, and interchange. There is a dynamic of interchange relative to our economic life that is just as important and productive as the interchange that occurs in Development Centrum globally when we work to raise development monies.

Then, every Order member has to have the capacity to participate in self-support. We're out to create the environment where every Order member has the capacity to earn a salary and turn it over to corporate self-support. That is what we are all about--living the disciplined corporate style of detachment and obedience. Another point of operational change is flexibility in the use of program money. We recommend that for the next year we decide at the continental level how and to what extent ICA program money goes to self-support. We spent a great deal of time around this issue and are making this recommendation for this year.

Finally, we have to create a corporate story about our economic life. A story that re-states self-support is foundational to our missional effectivity. It is a pillar, a foundational pillar, for us to be missionally effective in addressing the contradiction in this world. The profound intent of self-support is that every individual is given the environment in which he or she can respond to life before the Mystery. The profound intent of self-support is to give us the raw creative freedom to decide what has to happen. Thus in every house this year we have to rehearse the profound intent of self-support.

In doing a development call you don't say much about self-support unless you get asked. If you get in a situation where you begin to spell out our corporate life, particularly our economic life together, the reaction is astounding. People sit across the desk with their eyes boggled and jaws dropped. They can not believe they are hearing what they hear. In that sense, our self-support story is also crucial.

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SELF-SUPPORT LAB, continued

For three years at least, as we have left this council we have said, "We are really going to do self-support. We are REALLY going to do self-support if we do nothing else." And we have not done it. Now I don't know how we are going to corporately resolve with our total being that this year we're going to DO IT--PERIOD. I am sure it means shuffling some priorities. But we deceive ourselves if we think that not doing our self-support does not effect our missional effectivity. It is insidious. It eats at us way deep down inside and we do not even know we are being eaten up. So let us resolve this year that we are really going to win. What our lab has done is to create some new vehicles of possibility. I do not know how we are going to journey all of the Order to the point where we have arrived. But these new vehicles are exciting. I think as we present them you will recognize some new ways that we can move in the arena of self-support.

COMPREHENSIVE RESEARCH MECHANISMS LAB

When we came before you at the end of the first set of labs, we felt that we had had a major breakthrough. We saw research as critical to our next two years. It was that without which so many things that we intend to do would not get done in the way that they need to be done. I think that we have come another round on that journey at this point. We are clear that research now gives us a canopy through which many of these other reports begin to make sense in relation to our entire strategy.

One story that put us through that particular eye of the needle, had to do with a story from Brussels. Brussels put a three-line note in the local English-speaking newspaper, inviting people to come to a Third Wave Study for four weeks. They were interested in a very local small event, thinking they'd get a couple of people. They had 25 people show up and they haven't been able to stop that group all year. For us that says that not only will research help us to put the necessary wheels under the HDZ, not only will it give our public face some credibility relative to IERD, but that it is and will be an impact strategy. It is a way of widening our dialogue, our audience and our colleagues.

When you get the report, turn to page three, to what we have affectionately called the Dial-a-Think-Tank Model. I think it will be obvious when you see it. The outer ring of this is the 1000 local Think Tanks. This implies 10 per location, or about one per quarter for the next two years. These events may be very low key or they may be very public. Two would be globally common--the Rural Development Symposium related to the IERD, and HDZ Practicum. Four would be assigned related to Global Research Council topics, and four would reflect particular local/regional concerns. The implication is that each region would create a regional research program in Quarter I councils this year. That would mean scheduling the think tanks, the symposium, the practicums, choosing the topics relative to the screen, and planning the preparation phase. It's very clear to us that 1000 think tanks are not going to do their job unless they are undergirded by a great deal of research and thinking prior to and after them. That kind of research might occur as individuals, it might occur in guilds it might occur in special teams, or many other configurations. There is also a suggestion in here that each house location look at the possibility of individual brooding weekends, perhaps even one per quarter, as a way to do some of this research.

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COMPREHENSIVE RESEARCH MECHANISMS LAB, continued

The think tank does not focus on a product, but integral to our making this a common research method is a common report format. We are suggesting a report format which has a very short summary at the top. More data can and probably will, back up these.

Back to the Dial-A-Think Tank. The next ring has to do with the nine great global gatherings. Eight of these are Global Research Assemblies. One is the IERD itself, and the final one is the Global Research Council/Global Order Council dynamic at the center. The implication of this model is that you go from local think tanks to great global gatherings which then generate more local research, which are then pulled together in a council dynamic.

On the next page of our report you will find the ten great global gatherings. The rationale for these is five days. All of the Symbolic Order would have the possibility of participating in one within the next two years. Most people would attend one in their own continent, but you will note that there are eight areas assigned to each research assembly from outside that particular continent. Every particular location that is represented here has been talked to, and has said an initial yes. The dates, in most cases, represent piggy-backing on another event that is happening in that continent. This is a very practical way to deal with travel and other expenses. Every region would be sending a minimum of one person to one GRA outside of their own continent in the course of two years. Beyond the Symbolic Order, we see this as a great opportunity for the participation of regional colleagues and Extended Order people. Perhaps this is exactly what we've needed to begin to build and tie together the guild dynamic.

The third dynamic in the report is the web. We are suggesting that the Panchayat play the role of intensifying the research function that they have been doing on behalf of the Order, thereby providing leadership in this direction. We are also recommending that Global Research Centrum functions would shift in terms of dealing with the particular research edge of the next two years. The model shows in the orbits the four major components of that shift. One component is a Futures Think Tank, within research centrum responsible for edge research and for edge talking papers. The second is Local Support, which deals with supporting and undergirding the local think tanks. The third component is Global Matrix, which includes the great global gatherings, and the fourth Data Management, or the entire interchange system, so that all the emerging data is available to us.

Under data flow systems you will find a reporting format. We are suggesting that every research project sends an abstract to its own nexus location, where there would be a master file index system that could easily be converted to computer files. Thus the global materials catalogue would be updated quarterly and include some if not all of the research. We recommend two types of publications: "The Image" as our public piece, and something new, a quarterly report from each nexus location. On page 6 in the report there is a report rationale. Once a month, each house would receive a report from a nexus location, that would pull together work done in the preceding quarter in that geography. The report would contain the short summary statements from the top of the research forms.

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COMPREHENSIVE RESEARCH MECHANISMS LAB, continued

On page 7a there is a chart which holds the 24 points of Investigation--the edges of our research. There are eight categories, with three points of investigation under each one. The questions at the bottom relate directly to the numbers at the top. These questions are intended to illuminate each topic; they are not intended to be a restrictive definition of each topic. Each topic has multiple definitions which can become the focus of local think tanks. We felt that we all needed some place to start in terms of focusing our imagination. These also relate to the GRA's.

It is helpful if you put Roman numerals down the four left side categories of the chart: I. Social Religious Trends II. New Paradigm Models III. Social Change Methodologies, and IV. Human Development Strategies. So that IA. Profound Humanness, is related to the GRA in December of 1983, in Hong Kong, on the religious edge. This is an example of how all the research mechanisms are tied together from the local think tanks to the global research assemblies.

There is a rationale for the mandated think tanks on page 8. Each area would decide which region could be most helpful in doing a think tank or research on a particular topical arena.

BASIC SKILLS LAB

Prior to the beginning of this council, when we looked at the seven lab briefs, I raised a serious question as to the urgency of the Basic Skills Lab. I was still full of exuberance from the Majuro Lab and raised my question in a very loud voice, so you can imagine how I felt when my name showed up assigned to the Basic Skills Laboratory. I had suggested that in order to get a sense of priority for the labs, we should fill out a piece of paper saying the lab we had to be in, the one we would like to be in, and the lab we'd refuse to be in. Basic Skills would have been in the last category for me.

At this point though, I have been revoluted. Transformed. This morning I was called the Basic Skills Evangelist. So keep that in the back of your mind as I report.

The hologram has been one of our ways of explaining what's going on in our times. The conclusion we came to about what was needed might be illuminated by looking at the difference between a standard photograph and a hologram. With a regular photograph you hold it up, the light strikes it and then you see the reflection. It's sort of a straight line thing. A lot of our training has been in that mode. People we train can pick up and can do a direct reflection. In a hologram, the light comes through the "hologram thing". If you stand directly on the other side of where the light is, you just see the light as it comes through, but not the hologram. You have to move over to the side to see the picture of the hologram. If you look at what the vehicle of the Basic Skills Lab is, as if you were standing in the straight line, you see the kind of basic skills that we feel are needed across the globe. But if you stand over to the side, you see a holistic globally mobile order member.

There are several things that we have to keep reminding ourselves--first of all, we are so used to our work and have been on the road so much, that we keep forgetting

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we were talking about ourselves. We were talking about Order members of at least two or three years, over 400 of the 1060 names that are on the assignment board.

Once you touch this arena, there is an overwhelming desire to ask the question of comprehensive education. It was very difficult for us to hold ourselves to the next year. During the past two weeks, I discovered more profound educators in our outfit than I had ever imagined. Our whole laboratory revealed itself as finally interested in education, and therefore wanted to raise the question of the whole shooting match! What does the 21st Century educated human being look like? But we were addressing the question of next year, the issue of the first step toward a comprehensive education.

Then we had to keep reminding ourselves that this is a new arena, not a response to deal with questions we always deal with. Imaginal education has had a resurgence in the last several years, and you know it is on our minds. Our lab was a response to the cards and letters that were sent in to the July Prep Task Force. We were not to do the job of the Academy or the Human Development Training Institute. We were not to do any construct that we have already put together. We were to deal with basic skills.

Then, as we went through the eye of the needle and began to focus on India, we had to remember that we were not to turn everything into the MOST maneuver. We were responding to an objective situation--to the facts, not to what was good or bad or what we thought was right or wrong.

The question we were responding to has to do with releasing human beings to grasp their freedom. We could say that every person in our outfit has done that, that's why they are in our outfit. The question becomes--are we going to do the training of ourselves? Or are we going to say, if in grasping our freedom, we need to go somewhere to get training, we go somewhere else. And therefore we experience the attrition.

The last part of the context is the jagged line on the front of the report representing the training journey that has to do with events and engagement. Then another intensification happens that drops the bottom out which allows people to experience the depth and engagement. That takes time. The kind of holographic result we are after takes time. We are not sure how much time, but in our interviews, it was clear that it takes more time than 13 weeks.

We used this quote to remind us of our task: "If a person cannot talk and participate in the planning, it's a problem. They do not feel they're part of the group. So they quit." As you can see that speaks to people being released to grasp their freedom.

We saw our task as creating a leap, and wanted to lay the mantle of particular expectations on the team that does this maneuver. On page 5, the minimum category across the top is what we would expect everybody who went through the MOST training maneuver, to accomplish. That is the bottom line. There are five categories. Remember there are two ways of looking at the maneuver. If you look through the hologram, you see one thing, but if you look from the side, you see a globally

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mobile human being. The maximum is what could be possible if a human being took this training and really ran with it. We expect that everyone will excell in at least one of the five maximum arenas. You can see that a great deal is possible. We used the Training Inc. categories which were very helpful. They do all their curriculum decisions over against the criteria of fitting the student into a business. Training Inc. said the businesses knew how to hire typists, accounting clerks and people with all kinds of business skills, but when they showed up, they didn't fit into the business. So Training Inc. was created in order that people could not only get skills, but could fit into the business from the first day.

The other category they use in evaluating what they teach in their curriculum is immediately employable skills upon graduation. So these five minimum categories are things that the day after they finish the MOST maneuver they would be able to do. These categories helped us sort through lots of things we would have liked to include.

On page 6, the leap over the period of a year is laid out. There is an intensification and engagement kind of rhythm. The three vehicles in the classroom setting would be communication skills, writing skills, and office skills. Under catalytic cluster actuation, the group is divided into three tracks. Over the period of the year, they would BE the regional faculty. They would BE the development team. They would BE the cluster actuation team. Thus they would have a chance to be on the firing line and put into practice things learned in the classroom. Then, they would come back into the classroom and reflect, and get "educated".

On page 11 is the "How". We are projecting 40 people in the MOST maneuver for \$40,000. Someone said \$1000 a year for room, board, education and materials is very cheap. It is in this country. In India it may be different. We consulted with people who have done schools in India, and \$40,000 is our best estimate of what it would cost to do this 12 month maneuver, if everything were bought or purchased. It is not cheap in terms of what it would require of India as well. Putting 25 to 40 of their troops into this maneuver would be costly in terms of momentum, the IERD, the block launch and everything else they are doing. But in our conversations with our Indian colleagues, after they said that, and scratched their heads and went into great dismay over the cost, they came back and said, "It has to be done." It's not something we can put off any longer. The preliminary consensus from the sub-continent is that by the time the team would be ready to do the first day of intensification, which would be the first of January, 1983, they could find a way to release the number of people it would take to radically impact the leadership structure of our order members in that location.

On the first page are our bold moves. At this point our investigation shows that probably, if we had to choose a facility today, we'd choose a facility in Puna, or the Maliwada Training Center. And we asked for particular staff, in terms of their past experience in villages, in projects, in training schools and Training Inc.

Now, as I was preparing for this it occurred to me that our economic situation in the globe is one that helps illuminate how we can decide to do this. It's like

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BASIC SKILLS LAB, continued

we have a loan which has floating interest rates (determined month by month, and week by week). It has gotten to the point where it is more expensive to pay the interest than it is to pay the loan. It is more costly to the momentum, to the work in India and around the globe, to put off taking the first step, than it is to take troops from what we are doing and get started.

There is a page on Kenya in the report. This we see as a prototype on behalf of our locations around the rest of the globe. The request for basic skills did not come just from India. It came from many places around the globe. Our four-year projection lays out how we see it would be possible to take it to the globe in a short time.

When we have started out on new ventures we have always done it on ourselves first. We have been our own guinea pigs, and that is what we are suggesting again. That we be our own guinea pigs in this arena. However, some of my colleagues are quick to point out that at the end of the year, they know several corporations that are working in developing nations, which would just love to get their hands on this kind of curriculum for their own staff.

ORDER FORMATION LAB

I stand here in tremendous awe. We have been talking about formation in everything we have talked about today. The journey of our lab has been a very interesting and painful journey. For me it has been held by songs such as "Stillness Linger in My Soul." We began to do rituals like "I am always falling down" and "This is the lab we have." This morning I appreciated the song "By the Power of Every Local Woman", because by yesterday we were able to sing that song. That is truly a formation song.

Order Formation Lab has been charged with the responsibility of working on forms to implement the master strategy of the vocational formation of the new people. In this Council, July 1982, we have stated and symbolized a turn in the world by our symbol. When we made the turn to the world in 1972, the world needed our methods and our skills. That is still true, but we in our lab believe that during the turn in the world, the world needs our spirit, our sign of what it means to be a human community, of what it means to radically care, comprehensively care. We believe that the turn in the world is a turn to push on the profundity of the religious, to turn to formation. For three years now we have stated that this is a time of being. Our bold moves address what we believe is demanded of us as an Order in this time of history.

GLOBAL CONFIGURATIONS LAB

Our lab wants to know if we're always last because you think we're the rear end of the camel.

I want to reverse the order on this and describe for you what is in our report, and then read our summary statement. Our report has four parts: The first part is an overview; the second part states some of the objective data that we got out relative to our situation; the third part contains our recommendations; and the fourth part deals with implementation. In the overview is our summary statement and also a pull together of the whole journey and process we went through, both visually and with a few simple statements about the turning points and the keys relative to going through the eye of the needle. The second part, includes a statement on the missional directions that came out of the multi-polar think tanks and the continental reports. That was one of our basic starting points: what is our mission. Then you have several sheets that deal with the analysis of the situation. We built a screen of seven basic components that you have to consider when you are creating configuration strategy. That chart, along with some of the data that we collected in each of the seven arenas, is included in our report.

During this period of our lab time, stories were very important. Images helped us grasp our situation, even better than the statistics did. One of the images that was very vivid for us was that of peanut butter. You have to imagine that the world is a slice of bread, and the Order is peanut butter that is being spread over the bread. The contradiction that we face is that the bread keeps expanding and so the peanut butter just keeps getting thinner and thinner, except for a couple of lumps somewhere around Kenya and Maharashtra. As one person stated, our task was to try to figure out whether you just keep spreading the peanut butter thinner and thinner, or whether there were certain places you wanted to pile it up, in order to have a more nutritious bite. That was very helpful to the understanding of our troop situation.

We also had people that felt we needed to understand our financial situation. They stated it something like this. We corporately have decided that we should live off of the fat cat. The fat cat is the north, the west, and the developed countries. We have intentionally decided to live off of the fat cat. That's all tremendous! But what happens if the fat cat gets killed? So those were two very helpful images that enabled us to understand our situation. Now they're not included in our report, but we wanted you to know that images were helpful.

Now, in our report you will find a chart that shows the number of assigned personnel in each location where we have been located in the past year, and the number of troops who were requested. That chart is there for several reasons. It probably represents more graphically than anything else we could share with you, the pain that we have experienced. We had tremendous arguments about how you listed the number of people currently in a situation. There were those who felt you had to list the number of people who were assigned last year at this time, so that everyone would understand how many troops that place deserved. We finally decided that was not helpful. We had to get the facts. So we listed the numbers according to June, 1982.

GLOBAL CONFIGURATIONS LAB, continued

After we made up our continental teams, each team was given a chart that showed the number of locations, the number of staff available for assignment and the request from that place to the globe. It was excruciating to take the list. Every continent was painful! Area Tokyo requested this year to open two new religious houses. As we faced the reality of the situation in the continent of SEAPAC, we were forced to refuse that request. That was our recommendation, to refuse a very valid, vital request. We faced the situation in NAME. There is no one here who does not feel that NAME is the critical continent today. We wanted, very desperately, to meet their request for more troops. Our guidelines did not permit us to do that.

We went to the continent of Africa. We all feel that the Kenya experiment, just like the Maharashtra experiment, is the edge of our mission, and they were requesting trained leadership relative to their locations across Kenya. When we faced the reality of Africa, we refused that request. Likewise, in Latin America, Jamaica has been a great symbol here in North America to the breakloose of the four sector coalition. There was a request from Jamaica for 19 auxiliaries. Our recommendation was six. Santiago requested six people. Continentally we decided that Santiago would need to just hold position with four, and work in a close relation with Lima in order to maintain itself. Budapest and Stockholm--none of us wanted another year with two people in those two areas. It was painful to face the reality in Europe. None of us wanted to close the houses in Glasgow and Bristol. And on down the list.

There was not one single continent where it was easy. The first time we came back with our recommendations, they were for more troops than we had. It was a six hour plenary, intended to be two. We sent everyone back to cut, and to look again at what was possible. The image here, that was helpful to us, was that if you're given \$15 to go out and buy the groceries for your family or your house, and on your way to the store you lose the \$15 in the gutter, it is not helpful to come home and say, "Tonight we are going to have a spiritual fast." First of all, you have to face up to the reality of the situation. For us, wrestling with those charts from each continent was wrestling with God! Wrestling with the reality that God is beyond us, and setting limits to all of our wish dreams.

The third part of our report contains our recommendations. There are two sheets. One is the statement, continent by continent, of what our recommendations represent and what they mean with three statements for each continent. Then there is a comprehensive chart that shows all the locations, the current number of staff, and our final recommendations, to date, for staffing those. It was at this point that we went to the Council with our recommendations and had all the feedback from the continents.

The data that we got back from the continental feedback enabled us to clarify some economic and legal situations that we had been fuzzy about, and some strategic issues that were perhaps not as clear to us. When we took that data and made our refinements, we discovered that in the process we eliminated any pool of extra people. The assignments task force had asked us, when we did recommendations, to please provide a flexible pool of ten to twenty-five people, which would allow them a bit of maneuverability. When we did those refinements, we eliminated basically any pool. We decided to maintain the house in Hong Kong, largely because our visas in Hong Kong relate to our living in and being a part of the Nam Wai project. We decided to boost

GLOBAL CONFIGURATIONS LAB, continued

our troops in Latin America as one of the signs across the globe of our continuing to move toward the third world. We decided to strengthen our operations in Abidjan and in Kinshasa to ensure that continent as a whole was the symbol that we needed. When we finished these kinds of refinements, we had list of recommendations that represented our consensus which we took to the assignments group on the 8th floor. It also contained a list of our prayers. Those places where we really did not know what to recommend. We literally did not know how to read the mind of this body.

Now, I want to speak to that prayer list. What we told ourselves was that what we needed to do was to take our abstract rationale, allow the assignments task force to interject the human factor, and then see what that would reveal. It has been very helpful. Our prayer list primarily contained locations in North America. I'd like to speak to three points relative to our situation in North America. The first has to do with our decision to freeze the numbers on the continent. The second has to do with the meaning of consolidation and the third has to do with the reconfiguration of the REP experiment.

In North America the decision to freeze the numbers on the continent represents our reading of the self-support and Trust Task funds situation. As we listened to the Self-Support Lab, it was our decision that we needed to stop the downward spiral in Trust Task funds and self-support. North America, Europe and Australia play a very significant role in that arena. We froze the numbers on the continent of North America in order to stop that downward spiral. That is, not send any more troops off of the continent, in order to maintain our flexible positioning for self-support. You also have to understand that in relationship to our decision to consolidate.

The strategy on consolidation is basically cutting down on the numbers of locations. This has three very significant aspects to it. First of all, in cutting down on the number of locations, you release trained leadership for the globe. This was the sacrifice that we asked North America to make for the globe. You have to understand there was no one in our group who wanted to close a single location. But when we faced the situation on the 8th floor, of Area Singapore without an area prior, Ujung Pandang without priorship, and several other locations around the world, we faced the fact that we had to stand on our resolve for consolidation.

The second thing we had in mind with consolidation was creating flexibility in the area teams. We were after creating a large enough critical mass of humanity in one location that you could do a multiplicity of tasks, including the training of new people. We also saw this as a way to reduce the self-support burden. That is what the \$120,000 globally means. You translate that \$120,000 savings from lessening the number of locations that you have to have facilities in and you're talking about 12 to 15 day one troops.

The third aspect of consolidation has to do with our struggle with how to manifest the formation mode. In our lab it was a continual struggle to care for our internal life and spirit care. We were always so caught up in our work that someone would suggest we just have a buffet dinner and keep going--nevermind the conversation and Musashi exercise. When we had the presence of mind to do the recollection

GLOBAL CONFIGURATIONS LAB, continued

conversations they were very refreshing. If we hadn't done them we would never have found out where Alice Wright lost her green taffeta skirt. You can ask her, and I'm not sure if she will tell you, but in a recollection conversation she will. How do we reform the workaholics we've all become? How do we become again beckoners of those who care into a life of service? With consolidation, we were out to create a formation design that would allow us to reempower the Religious House internal life, and to find a form that would allow us to generate new cadres of priorship.

The fourth aspect is relative to the reconfiguration of the REP experiment. All of us in our lab wanted to be able to stay with the three year timeline. There was no question in anyone's mind as to the validity and the value of this experiment. What we faced was a choice, relative to our global positioning. It was a choice of area or regional positioning. Finally, we had to decide what was our strategy for getting to the 54 areas. Our decision was that we stood a better chance of reaching the 54 areas by maintaining our areal positioning than we did by maintaining our regional positioning. Those are not finally either-ors. But when we faced the decision of whether to close Area Abidjan or Pittsburgh, we decided that our strategic choice was areal. We had many people suggest that in reconfiguring the REP experiment, we name extended order houses in those regions that we were leaving. We did not feel that it was in the purview of our lab to do that, although somebody does have to think through what the reconfiguring of the REP experiment means.

Finally, the implementation. We have been working on transition mechanisms ever since we submitted our refinements to the 8th floor. This has involved dialoguing with the 8th floor relative to those places over which we are still unclear. It has also involved a series of conversations with the people who are involved in this consolidation move. Those conversations are not complete and we are continuing. We prepared two things for continental and areal meetings. The first is a simulation exercise, in which we would hope, in a matter of an hour-and-a-half to be able to take some other people through this unbelievably excruciating situation of strategic choices. We also created a regional strategy workshop. Those two appear in our report.