

GLOBAL CONFIGURATIONS STRATEGY LAB  
PROCESS SUMMARY

Chicago

Page 1

"Without a clear story, it's not possible to call forth people to the task of our times. Many of us were called to stand in the no-man's land between the no longer and the not yet. Later 1700 young men and women responded to the call, "Let's shock the world with replication in Maharashtra." It is crucial that each of us have a story if we are to create common strategies. We need to look through our times to see the deep undercurrents of history, to listen to the scream of human suffering within our world at war, to discern the new edge of society toward which we are required to be a radical experiment."

Overall Strategy

From 1972-1982 the Order's configuration has undergirded the "turn to the world" strategies of rapid geographic expansion and social demonstration, by establishing Religious Houses in some 30 plus nations. The rewards of this expansion have been rich and various, placing us in dialogue with local cultures; national structures and global bodies, and creating the possibility of an event like the IERD (which would have been unreamt of in 1972). The results of this expansion have been to stretch the available resources of the Symbolic Order into patterns of small houses with large geo-social responsibility, without having the undergirding spirit resources and common sense of mission of previous years.

Our extended global positioning has revealed the need to rearticulate the operational modes through which our missional strategies will be accomplished. In the "turn in the turn toward the world," a strengthening of the spirit resources and vocational journey patterns is called for. Without reducing the geo-social task of the Order, an intensification of developing the human, economic and spirit resources is called for. The positioning of our houses and people in such a way as to maximize the effectivity of these resources, and provide the opportunities for intensified formation in every area is required. The configuration strategy recommended for this year and the future will enable the growth of new forces and the revocation of long-term Order troops, to create the in-depth secular religious body whose task is caring for two million settlements and 54 Areas.

The Situation

Over the past several years the assignment process has served to dramatize the decreasing number of trained Order members available to meet an ever-expanding number of missional opportunities. The resulting clashes of missional demands for limited resources has diffused our common global mission.

The geographic expansion and strategic emphasis of the past several years have stretched the troop resources, globally, to its limits. The rapid growth of indigenous troops from development experiments has blurred the actual loss of trained and mature leadership. The reason for the decline in skilled and long-term Order personnel has been varied and ambiguous but often due to an unclear sense of significant engagement. The perception of Europe and North America as back-up for troops and money year after year has resulted in small house configurations with a massive self-support burden on a small portion of our Order. Moreover, the increasing number of skilled Order personnel assigned into non-self-support situations is decreasing our ability to generate Trust/Task funds and undermining the long-term fiscal autonomy of the Order.

If a new global strategy is not articulated, we are threatened by areal competition for resources and an internal sense of splinteredness will remain.

The Resolve

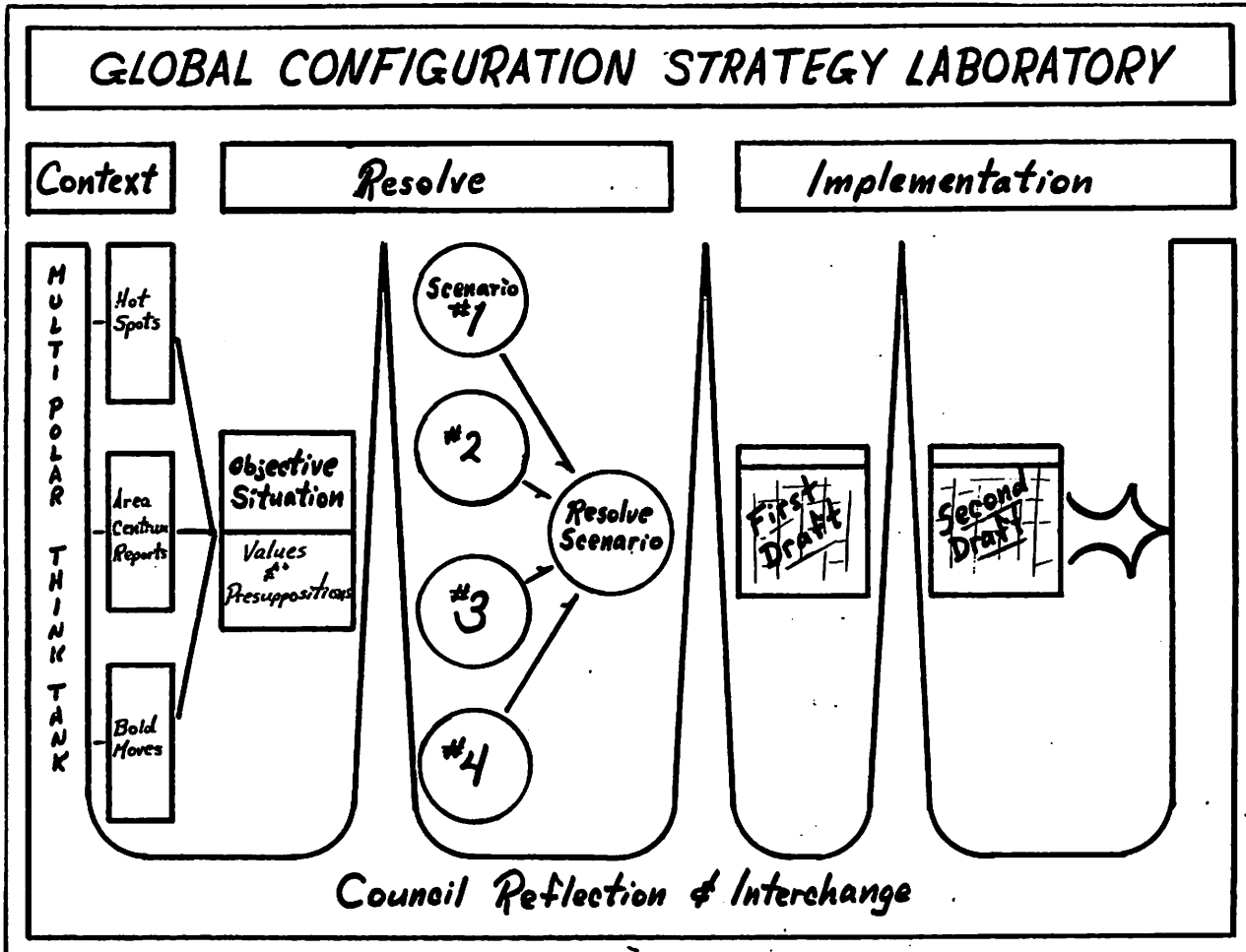
In coming to terms with our current situation we examined four possible future directions: (1) Continuing to focus our resources in the Third World, (2) Rebuilding our economic and human resources in the West, (3) Maintaining our diverse

coverage by regional residence, and (4) Consolidation configuration for missional focus and spirit care. This examination led to the decision to maximize the flexibility and effective utilization of the economic and human resources of the Order Ecumenical. The resulting configuration design for the year 1982-83 recommends:

1. That we hold the continental troop levels as of June 1982,
2. That we maintain our areal positioning across the planet,
3. That we reconfigure house locations in North America, Europe and SEAPAC, to undergird missional flexibility and effectiveness,
4. That we continue the Kenya and Maharastra replication experiments,
5. That we hold our strategic positioning in NAME and Eurasia, positioning for a new leap,
6. That we take the next step in Latin America.

#### Implications

In deciding to hold to continental troop levels each continent is forced to examine and clarify its strategic emphases. It puts the strategic choices at the continental level and pushes for a maturity in thinking that does not depend on assumptions of an available resource pool elsewhere. It positions us for a new paradigm of catalytic action within an expanding field of possibility. The indicative is created for national leadership to emerge rather than relying on increasing extra-national presence. The reconfiguration enables us to build in-depth priorship for our long-term sustenance as an Order. It emphasizes caring for the long-term future of the Order by ensuring the Trust/Task funds and our self-support potential. By re-emphasizing the social demonstration of primal community that our life is, this strategy will allow us to build the Order through enhancing our missional effectiveness and creating means of calling others to the task.



### The Process

The assignment of a laboratory to deal with Global Configurations Strategy reflects both the complexity experienced in the arena of our configuration and the need for a corporate re-articulation of our broad missional strategies, and how our configuration of Houses and people empowers that.

The process of building a configuration recommendation went through the following steps:

1. Global context and dialogue with the times and the world situation (Multi-Polar Think-Tank) including identifying Hot Spots, reports from Areas and Centrus, and discerning Bold Moves.
2. The objectification of the complex value screens out of which configuration decisions are made and the delineation of the real global situation relative to houses and people.
3. The playing out of diverse scenarios for possible configurations and their implications, resulting in consensing on one emphasizing the formation potential in every continent in which we are placed.
4. Interpreting that scenario in terms of the number of locations and people based on the image of not adding additional troops to any continent and moving toward transrational numerical models.
5. Wrestling with the gaps and possible exceptions to the guidelines in dialogue with the whole council.
6. Offering up our work to the Assignments Commission.

WHAT IS THE WORLD REQUIRING OF US?

In the arena of Human Settlement, the world is demanding:

Community Development, as indicated in Africa

Quality Work-life, as indicated in Eurasia

Computer Interchange, as indicated in SEAPAC

In the arena of Human Suffering, the world is demanding:

Youth Engagement, as indicated in Europe

Women's Advancement, as indicated in India

Release from Poverty, as indicated in Latin America

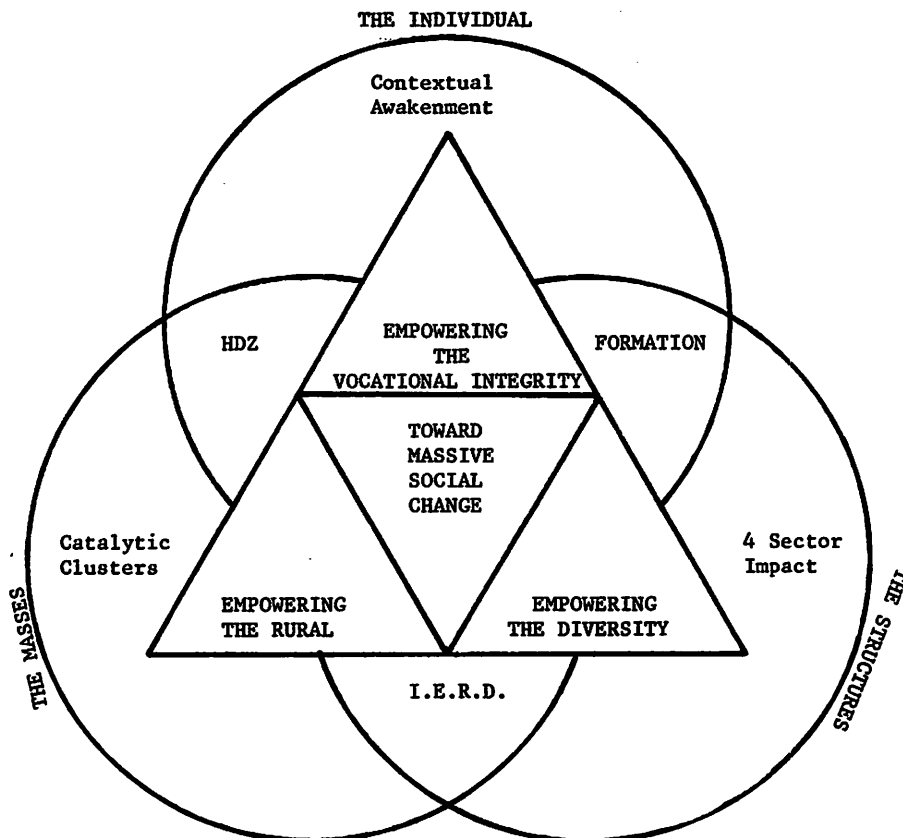
In the arena of Contextual Ambiance, the world is demanding:

Methods Transfer, as indicated in China

Simple Lifestyle, as indicated in North America

Destinal Story, as indicated in NAME

SCHEMATA FOR MISSIONAL STRATEGIES



COMPONENTS OF  
GLOBAL CONFIGURATIONS STRATEGY  
Situation Analysis

FLEXIBLE POSITIONING	HUMAN RESOURCES	MISSIONAL INTENT	GEO-SOCIAL PARAMETERS	ORDER INTEGRITY
<p><b>CONFIGURATION EXPERIMENTS</b></p> <p>REP in North America Black Engagement Strat. Single Family Priorship Kenya Mobilization Maharashtra Ashrams Phase I Wedge Team Consult Teams Panchayat Commissions Regional Houses Metro Houses Area Houses Centrum Nexus Probes &amp; Pilots</p>	<p><b>MOVEMENTAL STRENGTH</b></p> <p>Number of movemental forces by area &amp; continent, including .Human Devel Assoc .Village Leadership .Day I and fulltime volunteers .Guardians &amp; Regional team .Global Advis. Bd .Formation Events .Impact Events .Academy Grads</p> <p><b>PERSONNEL STATISTICS</b></p> <p>Number of people in each place Number of staff by place of origin Experience profile on the order Rate of influx by continent</p>	<p><b>STRATEGIC EMPHASIS</b></p> <p>Structural Probes IERD Emerging Replications HDZ Self-support Ventures Invitations &amp; openings Big Breakthroughs Vulnerabilities Poorest of Poor Global Hot Spots Global Pressure Points Continents Prioritized 4 Sector Coalitions 3 Master Strategies Convergent &amp; divergent strategies Global &amp; Local Strategies.</p>	<p><b>GEOGRAPHIC PROFILES</b></p> <p>Analysis of locations by continents by type by date(began, left) by population served by program impact</p> <p><b>ECONOMIC &amp; LEGAL REALITIES</b></p> <p>Funds accrual &amp; disbursement Pattern of agency funding losed currency places Number on development in addition to Nexus Outstanding Contracts Loan liability Nexus location costs &amp; functions Developed Funds &amp; Program Income Where legally registered Where visa restrictions Self-support Statistics &amp; Mode</p>	<p><b>FOUNDATIONAL SCREENS</b></p> <p>National Invitation Geographic coverage by area, region &amp; continent Adequate Frame/Funding Readiness of major participants Local Infrastructure Definition of a Religious House(#) Pluriform Order Global Assignments Global Representation in each local Vocational Covenant Continuity</p>

**CONFIGURATION EXPERIMENTS**

The replication experiments and REP experiment are departures from our previous rationales of geographic coverage.

- .We have 2 pilot replication experiments in India and Kenya.
- .North America experimented with 13 REP houses last year.
- .Assignment experiments were done in North America re Black Engagement Strategy and single-family priorship.

**MOVEMENTAL STRENGTH**

The strength of movemental forces in the regions affects the missional potential of the order.

- .We have no consensed upon, objective criteria for evaluating movemental strength regionally, areally, etc.
- .There is no consensed criteria for determining regional areal and Nexus missional requirements.
- .We can create short-term voluntary troops when that's usefult to the mission and that changes the configuration.
- .The network of trans-national corporations personnel in some places is a strong part of our configuration.

**PERSONNEL STATISTICS**

The numbers, placement and origin of symbolic order members reflects a changing composition which correlates with past challenges and guidelines and drastically affects the flexibility of our configurations.

- .There are 530 mobile troops, 318 not moveable. The rest of the 1076 are difficult to move.
- .We are largely a group of people who have worked together for 10 or more years.
- .As a large core of the order grows older, there are increasing physical limitations and health care expenses.
- .Over the last 20 years, North America has generally had the most globally assignable troops.
- .We have 1/3 of our 530 mobile troops living in the five nexus locations.
- .1/2 of all symbolic order troops living in North America live in Kemper.
- .The large difference in average years of service in the order among 1st and 3rd world personnel affects our priorship assignments.
- .Between 1/3 and 1/2 of O:E come from rural villages of developing nations.
- .The total number of order members has decreased from 1260 in 1980 to 1076 in 1982.while the number of locations has remained fairly constant.

FINAL LAB REPORT  
Components of Global Configurations Strategy  
Situation Analysis

Chicago

Page 6

## PERSONNEL STATISTICS (Continued)

- .The decrease in O:E numbers represents a loss in trained leadership.
- .The 298 people under assignment located in North America and the 308 in Africa make up more than 1/2 of the order.
- .39% of the moveable people are currently located in North America; 24% are in SEAPAC (129).
- .Over 1/2 of the order are citizens of North America (478); more than 1/4 are citizens of African nations.(279).
- .Over 1/2 the people in both the Sub-Continent (52%) and Black Africa (63%) are not considered moveable at this time.
- .The houses of North America and Europe average less than 5 people per house. In SEAPAC the average is less than 6. In Latin America and Africa the average number is between 6 and 7 and in the Sub-Continent more than 8 people per house.

## STRATEGIC EMPHASES

The diversity of our engagement does not easily lend itself to a distinct strategy upon which to base configurations, thus resulting in a situation of unclarity.

- .Our indecision re missional strategies beyond the region hampers our configuration decisions.
- .Our pre-dominant profile in the developing nations is social demonstration and in 1st world nations is programmatic training.
- .The current configuration places more emphasis on the centrum functions rather than on the regional house operations.
- .We have 3 symbolic order assigned to Brazil which has a population of 125 million people.
- .The only function Operations:Chicago played for Latin America was in program staff co-ordination and similarly Brussels to Africa.
- .We have no consensed global recruitment strategy.
- .There is no Religious House in China.
- .There is deep concern about not being in the poorest of the poor nations, such as Mali and Upper Volta.

## ECONOMIC &amp; LEGAL REALITIES

The order pays careful attention to economic and legal conditions as a part of its long-range mission in history.

- .The economic life our body consumes 50-75% of our troop strength (self-support, development, and management).
- .North America is responsible for a larger part of the global budget, i.e. developed funds for ICA and order income for O:E trust/task funds.
- .There are some places where our current modes of self-support are difficult, because of such things as visa restrictions and rural locations.
- .Some religious houses (10) are in audited nations which makes it difficult to contribute globally.
- .Places where we are vulnerable relative to auditing of grants and liability for loans include areas Nairobi, Lagos, Kinshasha, Delhi, Bombay, Manila, Tokyo (Korea), Buenos Aires, Mexico City (Guatemala), and Havana.
- .Places where our visas are tied to working in projects include Ujang Pandang, Mam Wai, and Murrin Bridge.
- .Our visa situation in Kuala Lumpur (Area Singapore) and Nigeria is unclear.
- .Political vulnerability in some locations requires positive response to governments' request for program.

## GEOGRAPHIC PROFILES

The picture of where the order is assigned points to past missional intents and strategies.

- .Our current locations are: 11 in Europe, 1 in Eur-Asia, 1 in NAME, 8 in Africa, 12 on the Sub-Continent, 25 in SEAPAC, 7 in Latin America and 33 in North America. Total 98
- .We have the residue of an intentional drive for global presence through the church.
- .25% of our Religious Houses are in SEAPAC (27/98).
- .We have residential houses in 5 of the 6 areas of SEAPAC.
- .17 of our 33 areas are covered by one Religious House and these single houses are generally located in 3rd world nations.
- .We have 5 centrum nexus locations.
- .Our progress toward a geographic coverage of the globe by areas has been slower in the past 3-4 years than in the previous 5-6 years.
- .We have self-consciously decided to maintain a minimum presence in every area in which we have taken up residence.

## FOUNDATIONAL SCREENS

Many of our screens for assignments are in conflict.

- .RHs are equally composited, self-sufficient teams with areal training and coordination components (81-82 screen).
- .There is an emerging value of public accountability and sensitivity to style vs methods (language and professional style criteria).
- .All 324 regions have equal significance in relation to geo-social coverage of the globe.
- .We are operating with English as our primary medium of communications.
- .Numbers of new order members in 3rd world nations cannot read and write English.
- .Most North American order members do not speak a second language.
- .There is currently an experiment in Religious House style and configuration in the Area Tokyo houses.
- .The bias of our 1969 grid re population may need review.
- .We attempt to have pluriform presence in each of our locations; this requires mobility in assignments.

FINAL LAB REPORT  
Global Configurations

Chicago

Workshop Data Sheet: Numbers of assigned personnel and requests by continent

Location	# currently assigned	# requested
<u>SEAPAC</u>		
Jakarta	7	8
Bontoa	5	7
Bubun	9	5
Kuala Lumpur	5	5
Manila	6	6
Cebu	11	8
Davao	10	5
Putsan	4	4
Hong Kong	3	6
Taipei/Kao	8	8
Tokyo	6	8
Fukuoka	4	4
Sapporo	5	5
Osaka	5	6
Sendai	0	4
Nagoya	0	4
Seoul	20	20
Apia	4	9
Aghana	3	3
Sydney	10	9
Murrin Bridge	3	4
Brisbane	4	4
Melbourne	5	5
Adelaide	4	4
Perth	5	5
Consider:	146	156
Consolidation		
Taiwan - 1 house		
Japan - 2 new hses		
Area Suva +6		
HDZ		
<u>NORTH AMERICA</u>		
Chicago	14	12
Cleveland	2	2
Indianapolis	2	2
St. Louis	2	2
Kansas City	5	6
Mneapolis	6	7
Detroit	2	4
New York	6	9
Rochester	2	2
Philadelphia	3	3
Boston	8	8
Washington	7	9
Pittsburgh	4	4
Houston	11	11
Miami	3	2
Dallas	2	2
Memphis	7	7
Atlanta	6	7
New Orleans	3	5
San Francisco	7	9
Seattle	2	2
Denver	4	4
Billings	1	3
Phoenix	5	5
Los Angeles	7	8
Edmonton	5	7
Vancouver	2	2
Winnipeg	2	2
Anchorage	6	6
Toronto	8	4
Halifax	2	2
Ottawa	4	2
Montreal	4	5
	155	165

Location	# currently assigned	# requested
<u>Considerations: North America</u>		
Consolidation--what does it mean		
KC High School House + youth clusters		
REP houses, Extended Order House Commissioning		
Black Engagement Strategy, Native American Strategy		
Indianapolis, HDZ, Training, Inc request		
Detroit outpost		
<u>LATIN AMERICA</u>		
Caracas	12	13
Rio D'J	4	6
Santiago	6	6
Lima	11	11
Conacsste	6	7
Mexico Coty	4	6
Kingston	15	21
	58	70
<u>Consider: Jamaica Request, Caracas Request (2 hses)</u>		
Latin American "next step", HDZ		
<u>EUROPE</u>		
London	9	8
Glasgow	4	4
Bristol	4	4
Copenhagen	3	2
Frankfurt	5	7
Amsterdam	3	4
Berlin	3	4
Rome	5	6
Madrid	10	12
Paris	4	5
Brussels	4	5
Vienna	2	2
	57	62
<u>Consider: consolidation, Lamego RH, HDZ pilot</u>		
<u>AFRICA &amp; NAME</u>		
Cairo	11	11
Nairobi	27	31
Kabiro	8	8
Sect. A	51	51
Sect. B	73	75
Sec-. C	107	112
Lagos	9	11
Lusaka	8	8
Abijan	7	10
	301	317
<u>Consider: Lagos visa situation, Kenya additional trained personnel, HDZ lab</u>		
<u>SUB-CONTINENT</u>		
Chikhale	24	26
Maliwada	15	15
Vaviharsh	8	7
Jawale	18	18
Male	12	12
B udhola	5	7
Sevegram	19	19
Temburwahi	12	12
Babhad	6	7
Delhi	10	7
Calcutta	6	8
Madras	9	9
	144	147
<u>Consider: Hyderabad 2nd House, HDZ</u>		
<u>CENTRUM BANDS</u>		
Brussels	15	15
Bombay	30	38
Kuala Lumpur	12	12
Hong Kong	13	13
Chicago	132	199

FINAL LAB REPORT  
Global Configurations Strategy

Chicago

Page ..8.

SPHERE WEST

- I. In NORTH AMERICA we are recommending:
  - . Creating strong area houses for the sake of training and creating flexibility in troop configurations.
  - . We are consolidating strength for larger regional houses.
  - . We are reconfiguring the REP experiment to one per area.
- II. In EUROPE we are recommending:
  - . Creating key centers in areas London, Frankfurt, and Madrid for the sake of missional effectivity and self-support.
  - . Holding ground in areas Rome, Paris and Stockholm.
  - . Maintaining our strategic positioning in the same number of nations.
- III. In EURASIA we are recommending:
  - . Holding ground in the same configuration as last year.

SPHERE EAST

- I. In the SUB-CONTINENT we are recommending:
  - . Staffing the training centers in the three block experiments.
  - . Bolstering the Maharashtra projects which are starting their clusters in the coming year.
  - . Holding ground in areas Delhi, Calcutta and Madras.
- II. In SEAPAC we are recommending:
  - . Releasing global troops from the Philippines and Australia.
  - . Moving strongly to empower Area Suva.
  - . Holding our ground in areas Tokyo and Singapore.
- III. In CHINA we are recommending:
  - . Continuing our research toward strategic entry.

SPHERE SOUTH

- I. In LATIN AMERICA we are recommending:
  - . Taking the next step by supporting rural/urban configurations in three of the areas - Havana, Caracas, and Lima.
  - . Pushing ahead in areas Mexico City and Rio De Janeiro.
  - . Holding ground in area Buenos Aires.
- II. In NAME we are recommending:
  - . Holding ground in the same configuration as last year.
- III. In BLACK AFRICA we are recommending:
  - . Supporting the Kenya Replication Experiment.
  - . Moving ahead in area Abijan.
  - . Holding our ground in area Kinshasha.
  - . Maintaining a presence in area Lagos in anticipation of clearer visa status.

GLOBAL CENTRUM BANDS

- . Merging the Hong Kong and Kuala Lumpur Nexi into one location in Hong Kong.
- . Incorporating proposals from the IERD, Self-support, and Basic Skills Labs into Centrum Functions.
- . Releasing people to the globe.

	I	II	III	
Opening Context	REAL SITUATION	SCENARIOS	IMPLICATIONS	Closing Statement
5 min	15 min	30 min	35 min	5 min.

CONTEXT

If the group participating in this workshop has not heard the Lab Process context it needs to be included in this workshop. Key points would be:

1. A Lab is/is not
2. "Eye of the Needle" Image
3. Scenarios Method: Imagining possible futures, making strategic choices, maximizing human potential
4. Resolve and Implementation dynamics

The new configuration and strategy articulation came out of an intense ten day journey which is very difficult to tell someone about. This workshop will lead you on a similar journey to allow everyone to wrestle with stating the real situation, looking at values and choices and coming to understand the framework of the new configuration strategy.

Read the Lab Summary Statement.

The three parts of this workshop parallel the parts of this statement: getting clarity on the real situation, writing scenarios as a way to create the context for the new resolve, and wrestling with the implications.

THE  
SITUATION

The first step in the process was to get clarity on the objective situation. The work of the Lab revealed these seven components of configuration decisions.

1. Put/chart on the board (See back-up: Components of Global Configuration Strategy) categories of
2. Have each person fill in the chart with objective statements of our real situation. Use examples from the chart to clarify what's being asked for. Ask people to read some of their statements.
3. Pass out copies of the Components Chart. Reflect on the chart together:
  - what strikes you?
  - do you have statements that are different than what's on the chart?
  - what surprised you?
  - How would you talk about our real situation?

Getting clear on the real situation is a critical dynamic, although never wrapped up. New information and further clarification are a continuing part of the process.

SCENARIOS

The scenario process asks the question: what are possible directions we can take in configuring our personnel within the limits of the situation that has been revealed to us?

1. Have each person write down several possible scenarios--a brief phrase as a holding image. Give an example. Break into smaller groups and have everyone read one of their imagined scenarios (the holding image).
2. Pull the group back together. Introduce the 4 scenarios that were written up by the Lab as indicated in the summary statement. Talk through the elements of a scenario. It is possible to see actually happening, but it may be radical or conservative. You really want a spectrum of scenarios to play out so you can compare the impact. Scenarios should include assumptions; the proposal: what it is and why; details such as who, what, where and particularly the cost, financially and otherwise; And, if we do this, what is our new position and what are positive and negative ramifications.
3. Break into four groups and have each group talk through one of the scenarios using the above categories.
4. Reflect together on the process. Get out examples of different scenarios in different categories.
  - what was revealed in doing this exercise? Where were points of difficulty?
  - How was this an exercise in limits/possibility/freedom?



GLOBAL CONFIGURATIONS STRATEGY LAB

CONTEXT

- I. The Process
- II. The Resolve
- III. The Values Emphasized:
  - .Positioning and harnessing our human resources for another great leap.
  - .Creating strong houses to enhance our flexibility in covering geography and responding to opportunities.
  - .Caring for the long-term future of the Order by protecting the Trust/Task Funds and our self-support potential.
  - .Building the Order and our missional effectiveness and creating means of calling others to the task by re-emphasizing the social demonstration of primal community that our life is.
- IV. The Issues being faced:
  - .The growing complexity of our mission and our order composition cannot be reflected simply in numbers. New ways of standing before our increasing pluriformity, evaluating our missional advantages, and prioritizing our missional thrust is demanded.
  - .The past 8-10 years were ones of rapid geographic expansion. We have had to face the reality that there is no place for the troops and money to come from outside the continents where we are.
  - .Standing before the globe and our missional diversity we are being forced to get a picture of our overall global strategy and missional effectiveness.
- V. The Strategy Emerging:
  - .Consolidation relative to positioning for a new paradigm of catalytic action within an expanding field of possibility.
  - .Creating the indicative for leadership to emerge continentally rather than relying on increasing extra-national presence.
  - .Requiring of ourselves that we build in-depth priorship for our long-term sustenance as an order.
- VI. The Implementation Recommendations:

	NA	EUR	E-ASIA
EXISTING	35 / 152	11 / 51	1 / 2
RECDM	22 / 151	8 / 51	1 / 2

	SUB	SEA	CHIN
EXISTING	12 / 148	23 / 147	0 / 0
RECDM	12 / 148	19 / 138	0 / 0

	LA	NAME	AFR
EXISTING	7 / 58	1 / 11	4 / 310
RECDM	7 / 60	1 / 11	4 / 311

	GLOB CENT BDS	
	EXIST	REC
BRUX	15	17
BOM	30	32
HK+KL	25	20
CHI	132	121
TOT	202	190

## GLOBAL CONFIGURATIONS STRATEGY

### SPHERE WEST

- I. In NORTH AMERICA we are recommending:
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- III. In EURASIA we are recommending:
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### SPHERE EAST

- I. In the SUB-CONTINENT we are recommending:
  - .Staffing the training centers in the three block experiments.
  - .Bolstering the Maharashtra projects which are starting their clusters in the coming year.
  - .Holding ground in areas Delhi, Calcutta and Madras.
- II. In SEAPAC we are recommending:
  - .Releasing global troops from Hong Kong, the Philippines, and Australia.
  - .Moving strongly to empower Area Suva.
  - .Holding our ground in areas Tokyo and Singapore.
- III. In CHINA we are recommending:
  - .Continuing our research toward strategic entry.

### SPHERE SOUTH

- I. In LATIN AMERICA we are recommending:
  - .Taking the next step by supporting rural/urban configurations in three of the areas - Havana, Caracas, and Lima.
  - .Holding ground in three areas - Mexico City, Buenos Aires and Rio De Janeiro to allow a formation team to release new troops.
  - .Assigning two people to the continent to recruit 8 others to create a formation team to do the training school in Jamaica and to market program in the other areas.
- II. In NAME we are recommending:
  - .Holding ground in the same configuration as last year.
- III. In BLACK AFRICA we are recommending:
  - .Supporting the Kenya Replication Experiment.
  - .Holding ground in areas Kinshasha and Abijan.
  - .Maintaining a presence in area Lagos in anticipation of clearer visa status.

### GLOBAL CENTRUM BANDS

- In the GLOBAL CENTRUM BANDS we are recommending:
- .Merging the Hong Kong and Kuala Lumpur Nexi in one location in Hong Kong.
  - .Incorporating proposals from the IERD, Self-support, and Basic Skills Labs into the Centrum Functions.
  - .Releasing people to the globe.



CURRENT  
# OF LOCATIONS  
# OF PEOPLE

N. AM.	EUROPE	EURASIA
35	11	1
152	51	2

SUB-CONT.	SEAPAC	CHINA
12	23	0
148	147	0

RECOMMENDATION  
# OF LOCATIONS  
# OF PEOPLE

LT. AM.	NAME	BLK. AFRICA
7	1	4
58	11	310

GLOBAL CENTRUM BANDS						
	CHICAGO	BRUSSELS	BOMBAY	HONG KONG	KUALA L.	TOTALS
DEVE.	31	6	8	4	5	54
	32	6	9	8	0	55
RES.	36	3	8	3	2	52
	30	4	7	3	0	44
OPRS.	34	3	8	3	2	50
	29	3	10	3	0	45
MGT.	31	3	6	3	3	46
	30	4	6	6	0	46
TOTALS	132	15	30	13	12	202
	121	17	32	20	0	190

GLOBAL CONFIGURATIONS STRATEGY LAB

CONTEXT

- I. The Process
- II. The Resolve
- III. The Values Emphasized:
  - .Positioning and harnessing our human resources for another great leap.
  - .Creating strong houses to enhance our flexibility in covering geography and responding to opportunities.
  - .Caring for the long-term future of the Order by protecting the Trust/Task Funds and our self-support potential.
  - .Building the Order and our missional effectiveness and creating means of calling others to the task by re-emphasizing the social demonstration of primal community that our life is.
- IV. The Issues being faced:
  - .The growing complexity of our mission and our order composition cannot be reflected simply in numbers. New ways of standing before our increasing pluriformity, evaluating our missional advantages, and prioritizing our missional thrust is demanded.
  - .The past 8-10 years were ones of rapid geographic expansion. We have had to face the reality that there is no place for the troops and money to come from outside the continents where we are.
  - .Standing before the globe and our missional diversity we are being forced to get a picture of our overall global strategy and missional effectiveness.
- V. The Strategy Emerging:
  - .Consolidation relative to positioning for a new paradigm of catalytic action within an expanding field of possibility.
  - .Creating the indicative for leadership to emerge continentally rather than relying on increasing extra-national presence.
  - .Requiring of ourselves that we build in-depth priorship for our long-term sustenance as an order.
- VI. The Implementation Recommendations:

	NA	EUR	E-ASIA
EXISTING	35 / 152	11 / 51	1 / 2
RECDM	22 / 151	8 / 51	1 / 2

	SUB	SEA	CHIN
EXISTING	12 / 148	23 / 147	0 / 0
RECDM	12 / 148	19 / 138	0 / 0

	LA	NAME	AFR
EXISTING	7 / 58	1 / 11	4 / 310
RECDM	7 / 60	1 / 11	4 / 311

	GLOB CENT BDS	
	EXIST	REC
BRUX	15	17
BOM	30	32
HK+KL	25	20
CHI	132	121
TOT	202	190

## GLOBAL CONFIGURATIONS STRATEGY

### SPHERE WEST

- I. In NORTH AMERICA we are recommending:
  - .Creating strong area houses for the sake of training and creating flexibility in troop configurations.
  - .We are consolidating strength for larger regional houses.
  - .We are reconfiguring the REP experiment to one per area.
- II. In EUROPE we are recommending:
  - .Creating key centers in areas London, Frankfurt, and Madrid for the sake of missional effectivity and self-support.
  - .Holding ground in areas Rome, Paris and Stockholm.
  - .Maintaining our strategic positioning in the same number of nations.
- III. In EURASIA we are recommending:
  - .Holding ground in the same configuration as last year.

### SPHERE EAST

- I. In the SUB-CONTINENT we are recommending:
  - .Staffing the training centers in the three block experiments.
  - .Bolstering the Maharashtra projects which are starting their clusters in the coming year.
  - .Holding ground in areas Delhi, Calcutta and Madras.
- II. In SEAPAC we are recommending:
  - .Releasing global troops from Hong Kong, the Philippines, and Australia.
  - .Moving strongly to empower Area Suva.
  - .Holding our ground in areas Tokyo and Singapore.
- III. In CHINA we are recommending:
  - .Continuing our research toward strategic entry.

### SHPERE SOUTH

- I. In LATIN AMERICA we are recommending:
  - .Taking the next step by supporting rural/urban configurations in three of the areas - Havana, Caracas, and Lima.
  - .Holding ground in three areas - Mexico City, Buenos Aires and Rio De Janeiro to allow a formation team to release new troops.
  - .Assigning two people to the continent to recruit 8 others to create a formation team to do the training school in Jamaica and to market program in the other areas.
- II. In NAME we are recommending:
  - .Holding ground in the same configuration as last year.
- III. In BLACK AFRICA we are recommending:
  - .Supporting the Kenya Replication Experiment.
  - .Holding ground in areas Kinshasha and Abijan.
  - .Maintaining a presence in area Lagos in anticipation of clearer visa status.

### GLOBAL CENTRUM BANDS

- In the GLOBAL CENTRUM BANDS we are recommending:
- .Merging the Hong Kong and Kuala Lumpur Nexi in one location in Hong Kong.
  - .Incorporating proposals from the IERD, Self-support, and Basic Skills Labs into the Centrum Functions.
  - .Releasing people to the globe.

X = Extra-national  
 N = National  
 C = Continental (B.Af. only)

# RECOMMENDED GLOBAL CONFIGURATION 1982-83

GRC  
 JULY 16,  
 1982

NORTH AMERICA		EUR/EURASIA		SUB-CONTINENT		SEAPAC				LATIN AMERICA		NAME/BAFRICA		GLOBAL CENTRUMS			
<b>SAN FRANCISCO</b>		<b>CHICAGO</b>		<b>LONDON</b>		<b>BOHEAY</b>		<b>SINGAPORE</b>		<b>SULVA</b>		<b>CARACAS</b>		<b>CAIRO</b>		<b>DEVELOPMENT</b>	
<u>CUR</u>	<u>REC</u>	<u>CUR</u>	<u>REC</u>	<u>CUR</u>	<u>REC</u>	<u>CUR</u>	<u>REC</u>	- JAKARTA -	- UJUNG PANDANG -	APIA	<u>CUR</u>	<u>REC</u>	<u>CUR</u>	<u>REC</u>	<u>CUR</u>	<u>REC</u>	
SF	7 -0-	CHI	14 12	LON	4x/3N 12	CHK	2x/22N 4/21	<u>CUR</u>	<u>REC</u>	<u>CUR</u>	<u>REC</u>	<u>CUR</u>	<u>REC</u>	5x/16N	5/6	CHI	31 32
SEATTLE	2 2	CLEVE	2 -0-	GLAS	1x/3N -0-	MAI	1x/14N 1/14	6x/1N	5/1	2x/5N	4/3	4x	9x/2N	7x/7N	7 2/5	BRX	6 6
BILL	2x/1x -0-	IND	2 2	BRIS	3x -0-	VAVI	0/8N 1/6	- MEDAN -	- KUALA LUMPUR -	AGANA						BOM	8 9
DEN	4 8	ST. LOUIS	2 -0-	<b>STOCKHOLM</b>				<u>CUR</u>	<u>REC</u>	<u>CUR</u>	<u>REC</u>	<u>CUR</u>	<u>REC</u>			HK	4 8
PHOE	5 8	KANS. C.	3N/2x 8	<u>CUR</u> <u>REC</u>		- PUNE -	<b>HONG KONG</b>	<b>TOKYO</b>	<b>SYDNEY</b>	<b>LIMA</b>	<b>ABIDJAN</b>					KL	5 -0-
L.A.	5N/2x 12	MINN	6 -0-	COPEN.	3x 2x	JAW	<u>CUR</u> <u>REC</u>	MANILA	<u>CUR</u> <u>REC</u>	10x	14	<u>CUR</u>	<u>REC</u>	<u>CUR</u>	<u>REC</u>		
		DET	2 8			MALE	1x/11N 1/11	PUTSAN	4x 4x	- MURRIN BRIDGE -	7 2x/4N	6/4	3x/3N/1c	4/4N			
		<b>FRANKFURT</b>				BUDH	0x/5N 1/5			2x/1N	5			<b>RESEARCH</b>			
		<u>CUR</u> <u>REC</u>												<u>CUR</u>	<u>REC</u>	CHI	36 30
<b>HOUSTON</b>	<b>NEW YORK</b>	FRANK	5x 9	- NAGPUR -	- CEBU -	- FUKUOKA -	- MELBOURNE -	<b>HAVANA</b>	<b>LAGOS</b>							BRX	3 4
<u>CUR</u>	<u>REC</u>	<u>CUR</u>	<u>REC</u>	AMST	3x 3	SEVA.	<u>CUR</u> <u>REC</u>	<u>CUR</u>	<u>REC</u>	<u>CUR</u>	<u>REC</u>	<u>CUR</u>	<u>REC</u>	<u>CUR</u>	<u>REC</u>	BOM	8 7
HOU	9N/2x 12	N.Y.	6 12	BER	3x -0-	TEMB	1x/11N 1/11	2x/9N	2/6	4x/0	1/0	2x/3N	9	3x/12N	6/12	HK	3 3
MIA	3 -0-	ROCH	2 2	<b>ROME</b>		DAGH	1x/5N 1/5							5x/2N/2c	2/2/2	KL	2 -0-
DAL	2 2	PHIL	2 -0-	ROME	<u>CUR</u> <u>REC</u>												
MEM	6x/1x -0-	BOST	8 8	ROME	8/5 5/5												
ATL	6 8	WASH	6 8														
N.C.	3 8	PITTS	4 -0-														
		<b>MADRID</b>															
		<u>CUR</u> <u>REC</u>															
		MAD		7x/3N	12												
<b>EDMONTON</b>	<b>MONTREAL</b>																
<u>CUR</u>	<u>REC</u>	<u>CUR</u>	<u>REC</u>														
EDM	5 9	TOR	8 9														
VAN	2 3	HAL	1x/1x -0-														
WIN	2 2	OTTA	1x/3x 2														
ANCH	6 -0-	MONT	2N/2x 6														
		<b>PARIS</b>															
		<u>CUR</u> <u>REC</u>															
		PARIS		3x/1N	4												
		BRUS		4x	4												
		<b>MADRAS</b>															
		<u>CUR</u> <u>REC</u>															
		MADRAS		3x/6N	3/6												
		<b>TAIPEI</b>															
		<u>CUR</u> <u>REC</u>															
		TAIPEI		5x/3N	5/1												
		<b>SEDUL</b>															
		<u>CUR</u> <u>REC</u>															
		SEDUL		8x/12N	7/12												
		<b>PERTH</b>															
		<u>CUR</u> <u>REC</u>															
		PERTH		3x/2N	-0-												
		<b>MEXICO CITY</b>															
		<u>CUR</u> <u>REC</u>															
		MEXICO CITY		3x/1N	3/1												
		<b>GUATEMALA CITY</b>															
		<u>CUR</u> <u>REC</u>															
		GUATEMALA CITY		3x/3N	3/3												
		<b>OPERATIONS</b>															
		<u>CUR</u> <u>REC</u>															
		CHI		34	29												
		BRX		3	3												
		BOM		8	10												
		HK		3	3												
		KL		2	-0-												
		<b>MANAGEMENT</b>															
		<u>CUR</u> <u>REC</u>															
		CHI		31	30												
		BRX		3	4												
		BOM		6	6												
		HK		3	6												
		KL		3	-0-												

(26 HOUSES)

	N. AM.	EUROPE	EURASIA		SUB-CONT.	SEAPAC	CHINA
CURRENT # of LOCATIONS	35	11	1		12	23	0
# of PEOPLE	152	51	2		148	147	0
RECOMMENDATION # of LOCATIONS	22	8	1		12	19	0
# of PEOPLE	151	51	2		148	138	0

LT. AM.	NAME	BLK. AFRICA
7	1	4
58	11	310
7	1	4
60	11	311

GLOBAL CENTRUM BANDS						
	CHICAGO	BRUSSELS	BOMBAY	HONG KONG	KUALA L.	TOTALS
DEVE.	31	6	8	4	5	54
	32	6	9	8	0	55
RES.	36	3	8	3	2	52
	30	4	7	3	0	44
DPRS.	34	3	8	3	2	50
	29	3	10	3	0	45
MGT.	31	3	6	3	3	46
	30	4	6	6	0	46
TOTALS	132	15	30	13	12	202
	121	17	32	20	0	190

## THE 14 GUIDING PRINCIPLES OF GLOBAL ASSIGNMENTS

- I. Assignments are made in a history-long, world-wide context.
- II. Assignment configurations fulfill the missional demands.
- III. Every individual is key to the Global Mission.
- IV. We have all we need to do the necessary task.
- V. Every location is equally significant for missional expenditure.
- VI. Every assignment is a global assignment.
- VII. Every assignment honors the individual.
- VIII. Every house is a missionally effective unit.
- IX. Corporate wisdom and individual recommendations are held in creative tension.
- X. Every assignment is worth the expenditure of one's life.
- XI. Everyone is responsible for the whole mission.
- XII. Anyone can play any role in any location.
- XIII. Assignments are a symbol of obedience.
- XIV. Assignments are consensed by the Order, announced on its behalf, and offered up to history.

GLOBAL CONFIGURATIONS STRATEGY LAB  
PROCESS SUMMARY

Chicago

Page 1

"Without a clear story, it's not possible to call forth people to the task of our times. Many of us were called to stand in the no-man's land between the no longer and the not yet. Later 1700 young men and women responded to the call, "Let's shock the world with replication in Maharashtra." It is crucial that each of us have a story if we are to create common strategies. We need to look through our times to see the deep undercurrents of history, to listen to the scream of human suffering within our world at war, to discern the new edge of society toward which we are required to be a radical experiment."

Overall Strategy

From 1972-1982 the Order's configuration has undergirded the "turn to the world" strategies of rapid geographic expansion and social demonstration, by establishing Religious Houses in some 30 plus nations. The rewards of this expansion have been rich and various, placing us in dialogue with local cultures; national structures and global bodies, and creating the possibility of an event like the IERD (which would have been unreamt of in 1972). The results of this expansion have been to stretch the available resources of the Symbolic Order into patterns of small houses with large geo-social responsibility, without having the undergirding spirit resources and common sense of mission of previous years.

Our extended global positioning has revealed the need to rearticulate the operational modes through which our missional strategies will be accomplished. In the "turn in the turn toward the world," a strengthening of the spirit resources and vocational journey patterns is called for. Without reducing the geo-social task of the Order, an intensification of developing the human, economic and spirit resources is called for. The positioning of our houses and people in such a way as to maximize the effectivity of these resources, and provide the opportunities for intensified formation in every area is required. The configuration strategy recommended for this year and the future will enable the growth of new forces and the revocation of long-term Order troops, to create the in-depth secular religious body whose task is caring for two million settlements and 54 Areas.

The Situation

Over the past several years the assignment process has served to dramatize the decreasing number of trained Order members available to meet and ever-expanding number of missional opportunities. The resulting clashes of missional demands for limited resources has diffused our common global mission.

The geographic expansion and strategic emphasis of the past several years have stretched the troop resources, globally, to its limits. The rapid growth of indigenous troops from development experiments has blurred the actual loss of trained and mature leadership. The reason for the decline in skilled and long-term Order personnel has been varied and ambiguous but often due to an unclear sense of significant engagement. The perception of Europe and North America as back-up for troops and money year after year has resulted in small house configurations with a massive self-support burden on a small portion of our Order. Moreover, the increasing number of skilled Order personnel assigned into non-self-support situations is decreasing our ability to generate Trust/Task funds and undermining the long-term fiscal autonomy of the Order.

If a new global strategy is not articulated, we are threatened by areal competition for resources and an internal sense of spintereuness will remain.

The Resolve

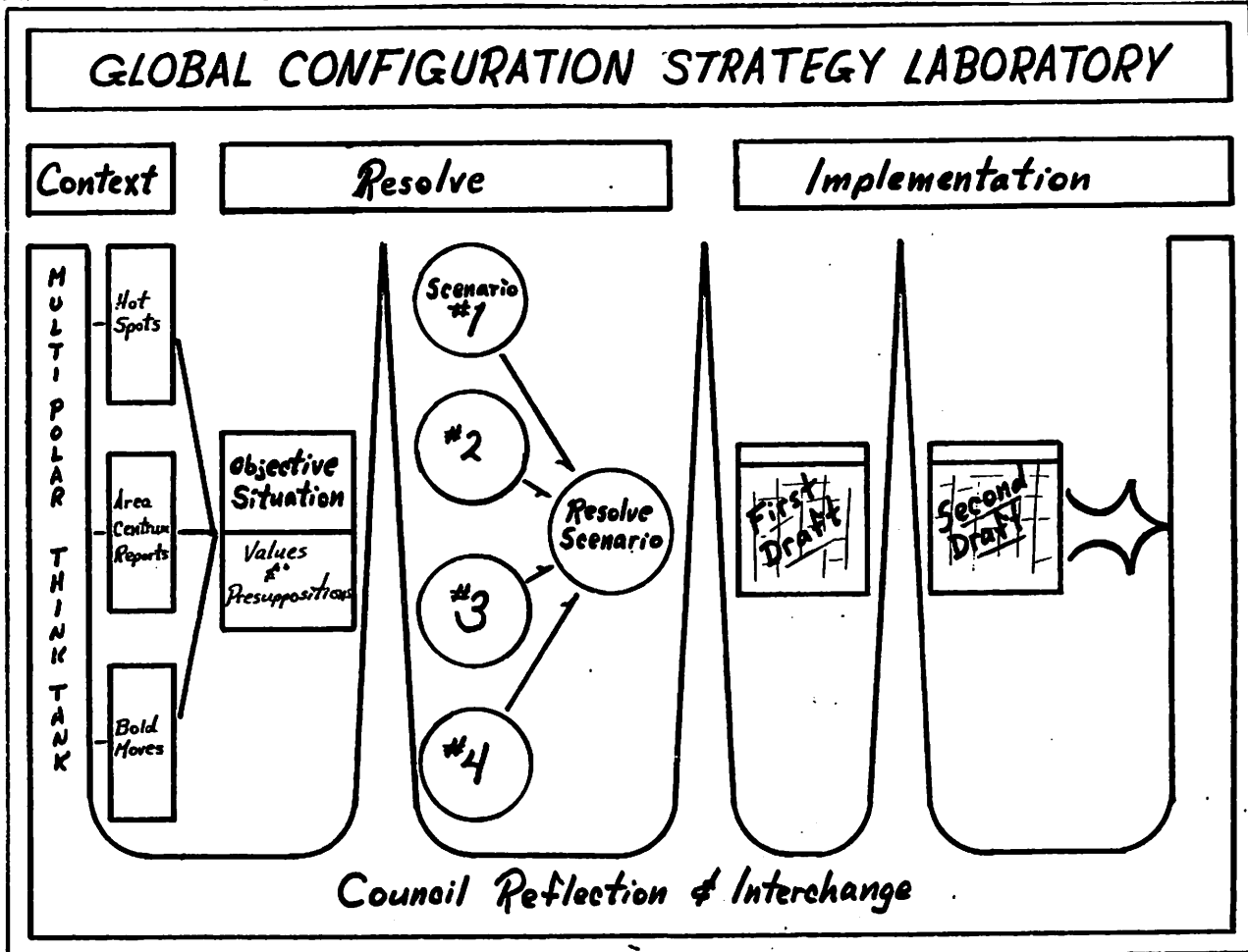
In coming to terms with our current situation we examined four possible future directions: (1) Continuing to focus our resources in the Third World, (2) Rebuilding our economic and human resources in the West, (3) Maintaining our diverse

coverage by regional residence, and (4) Consolidation configuration for missional focus and spirit care. This examination led to the decision to maximize the flexibility and effective utilization of the economic and human resources of the Order Ecumenical. The resulting configuration design for the year 1982-83 recommends:

1. That we hold the continental troop levels as of June 1982,
2. That we maintain our areal positioning across the planet,
3. That we reconfigure house locations in North America, Europe and SEAPAC, to undergird missional flexibility and effectiveness,
4. That we continue the Kenya and Maharashtra replication experiments,
5. That we hold our strategic positioning in NAME and Eurasia, positioning for a new leap,
6. That we take the next step in Latin America.

#### Implications

In deciding to hold to continental troop levels each continent is forced to examine and clarify its strategic emphases. It puts the strategic choices at the continental level and pushes for a maturity in thinking that does not depend on assumptions of an available resource pool elsewhere. It positions us for a new paradigm of catalytic action within an expanding field of possibility. The indicative is created for national leadership to emerge rather than relying on increasing extra-national presence. The reconfiguration enables us to build in-depth priorship for our long-term sustenance as an Order. It emphasizes caring for the long-term future of the Order by ensuring the Trust/Task funds and our self-support potential. By re-emphasizing the social demonstration of primal community that our life is, this strategy will allow us to build the Order through enhancing our missional effectiveness and creating means of calling others to the task.



The Process

The assignment of a laboratory to deal with Global Configurations Strategy reflects both the complexity experienced in the arena of our configuration and the need for a corporate re-articulation of our broad missional strategies, and how our configuration of Houses and people empowers that.

The process of building a configuration recommendation went through the following steps:

1. Global context and dialogue with the times and the world situation (Multi-Polar Think-Tank) including identifying Hot Spots, reports from Areas and Centrus, and discerning Bold Moves.
2. The objectification of the complex value screens out of which configuration decisions are made and the delineation of the real global situation relative to houses and people.
3. The playing out of diverse scenarios for possible configurations and their implications, resulting in consensing on one emphasizing the formation potential in every continent in which we are placed.
4. Interpreting that scenario in terms of the number of locations and people based on the image of not adding additional troops to any continent and moving toward transrational numerical models.
5. Wrestling with the gaps and possible exceptions to the guidelines in dialogue with the whole council.
6. Offering up our work to the Assignments Commission.

WHAT IS THE WORLD REQUIRING OF US?

In the arena of Human Settlement, the world is demanding:

- Community Development, as indicated in Africa
- Quality Work-life, as indicated in Eurasia
- Computer Interchange, as indicated in SEAPAC

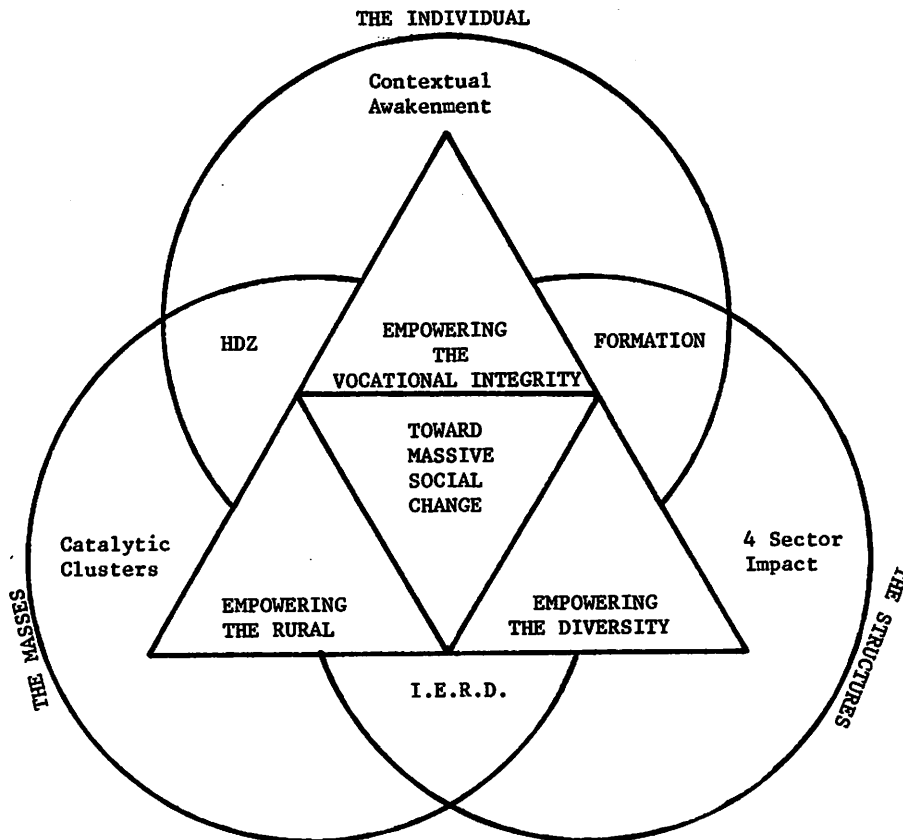
In the arena of Human Suffering, the world is demanding:

- Youth Engagement, as indicated in Europe
- Women's Advancement, as indicated in India
- Release from Poverty, as indicated in Latin America

In the arena of Contextual Ambiance, the world is demanding:

- Methods Transfer, as indicated in China
- Simple Lifestyle, as indicated in North America
- Destinal Story, as indicated in NAME

SCHEMATA FOR MISSIONAL STRATEGIES



COMPONENTS OF  
GLOBAL CONFIGURATIONS STRATEGY  
Situation Analysis

FLEXIBLE POSITIONING	HUMAN RESOURCES	MISSIONAL INTENT	GEO-SOCIAL PARAMETERS	ORDER INTEGRITY
<p><b>CONFIGURATION EXPERIMENTS</b></p> <p>REP in North America Black Engagement Strat. Single Family Priorship Kenya Mobilization Maharashtra Ashrams Phase I Wedge Team Consult Teams Panchayat Commissions Regional Houses Metro Houses Area Houses Centrum Nexus Probes &amp; Pilots</p>	<p><b>MOVEMENTAL STRENGTH</b></p> <p>Number of movemental forces by area &amp; continent, including .Human Devel Assoc .Village Leadership .Day I and fulltime volunteers .Guardians &amp; Regional team .Global Advis. Bd .Formation Events .Impact Events .Academy Grads</p> <p><b>PERSONNEL STATISTICS</b></p> <p>Number of people in each place Number of staff by place of origin Experience profile on the order Rate of influx by continent</p>	<p><b>STRATEGIC EMPHASIS</b></p> <p>Structural Probes IERD Emerging Replications HDZ Self-support Ventures Invitations &amp; openings Big Breakthroughs Vulnerabilities Poorest of Poor Global Hot Spots Global Pressure Points Continents Prioritized 4 Sector Coalitions 3 Master Strategies Convergent &amp; divergent strategies Global &amp; Local Strategies.</p>	<p><b>GEOGRAPHIC PROFILES</b></p> <p>Analysis of locations by continents by type by date(began, left) by population served by program impact</p> <p><b>ECONOMIC &amp; LEGAL REALITIES</b></p> <p>Funds accrual &amp; disbursement Pattern of agency funding lost currency places Number on development in addition to Nexus Outstanding Contracts Loan liability Nexus location costs &amp; functions Developed Funds &amp; Program Income Where legally registered Where visa restrictions Self-support Statistics &amp; Mode</p>	<p><b>FOUNDATIONAL SCREENS</b></p> <p>National Invitation Geographic coverage by area, region &amp; continent Adequate Frame/Funding Readiness of major participants Local Infrastructure Definition of a Religious House(#) Pluriform Order Global Assignments Global Representation in each local Vocational Covenant Continuity</p>

**CONFIGURATION EXPERIMENTS**

The replication experiments and REP experiment are departures from our previous rationales of geographic coverage.

- .We have 2 pilot replication experiments in India and Kenya.
- .North America experimented with 13 REP houses last year.
- .Assignment experiments were done in North America re Black Engagement Strategy and single-family priorship.

**MOVEMENTAL STRENGTH**

The strength of movemental forces in the regions affects the missional potential of the order.

- .We have no consensed upon, objective criteria for evaluating movemental strength regionally, areally, etc.
- .There is no consensed criteria for determining regional areal and Nexus missional requirements.
- .We can create short-term voluntary troops when that's usefull to the mission and that changes the configuration.
- .The network of trans-national corporations personnel in some places is a strong part of our configuration.

**PERSONNEL STATISTICS**

The numbers, placement and origin of symbolic order members reflects a changing composition which correlates with past challenges and guidelines and drastically affects the flexibility of our configurations.

- .There are 530 mobile troops, 318 not moveable. The rest of the 1076 are difficult to move.
- .We are largely a group of people who have worked together for 10 or more years.
- .As a large core of the order grows older, there are increasing physical limitations and health care expenses.
- .Over the last 20 years, North America has generally had the most globally assignable troops.
- .We have 1/3 of our 530 mobile troops living in the five nexus locations.
- .1/2 of all symbolic order troops living in North America live in Kemper.
- .The large difference in average years of service in the order among 1st and 3rd world personnel affects our priorship assignments.
- .Between 1/3 and 1/2 of O:E come from rural villages of developing nations.
- .The total number of order members has decreased from 1260 in 1980 to 1076 in 1982 while the number of locations has remained fairly constant.

## PERSONNEL STATISTICS (Continued)

- .The decrease in O:E numbers represents a loss in trained leadership.
- .The 298 people under assignment located in North America and the 308 in Africa make up more than 1/2 of the order.
- .39% of the moveable people are currently located in North America; 24% are in SEAPAC (129).
- .Over 1/2 of the order are citizens of North America (478); more than 1/4 are citizens of African nations.(279).
- .Over 1/2 the people in both the Sub-Continent (52%) and Black Africa (63%) are not considered moveable at this time.
- .The houses of North America and Europe average less than 5 people per house. In SEAPAC the average is less than 6. In Latin America and Africa the average number is between 6 and 7 and in the Sub-Continent more than 8 people per house.

## STRATEGIC EMPHASES

The diversity of our engagement does not easily lend itself to a distinct strategy upon which to base configurations, thus resulting in a situation of unclarity.

- .Our indecision re missional strategies beyond the region hampers our configuration decisions.
- .Our pre-dominant profile in the developing nations is social demonstration and in 1st world nations is programmatic training.
- .The current configuration places more emphasis on the centrum functions rather than on the regional house operations.
- .We have 3 symbolic order assigned to Brazil which has a population of 125 million people.
- .The only function Operations:Chicago played for Latin America was in program staff co-ordination and similarly Brussels to Africa.
- .We have no consensed global recruitment strategy.
- .There is no Religious House in China.
- .There is deep concern about not being in the poorest of the poor nations, such as Mali and Upper Volta.

## ECONOMIC &amp; LEGAL REALITIES

The order pays careful attention to economic and legal conditions as a part of its long-range mission in history.

- .The economic life our body consumes 50-75% of our troop strength (self-support, development, and management).
- .North America is responsible for a larger part of the global budget, i.e. developed funds for ICA and order income for O:E trust/task funds.
- .There are some places where our current modes of self-support are difficult, because of such things as visa restrictions and rural locations.
- .Some religious houses (10) are in audited nations which makes it difficult to contribute globally.
- .Places where we are vulnerable relative to auditing of grants and liability for loans include areas Nairobi, Lagos, Kinshasha, Delhi, Bombay, Manila, Tokyo (Korea), Buenos Aires, Mexico City (Guatemala), and Havana.
- .Places where our visas are tied to working in projects include Ujang Pandang, Mam Wai, and Murrin Bridge.
- .Our visa situation in Kuala Lumpur (Area Singapore) and Nigeria is unclear.
- .Political vulnerability in some locations requires positive response to governments' request for program.

## GEOGRAPHIC PROFILES

The picture of where the order is assigned points to past missional intents and strategies.

- .Our current locations are: 11 in Europe, 1 in Eur-Asia, 1 in NAME, 8 in Africa, 12 on the Sub-Continent, 25 in SEAPAC, 7 in Latin America and 33 in North America. Total 98
- .We have the residue of an intentional drive for global presence through the church.
- .25% of our Religious Houses are in SEAPAC (27/98).
- .We have residential houses in 5 of the 6 areas of SEAPAC.
- .17 of our 33 areas are covered by one Religious House and these single houses are generally located in 3rd world nations.
- .We have 5 centrum nexus locations.
- .Our progress toward a geographic coverage of the globe by areas has been slower in the past 3-4 years than in the previous 5-6 years.
- .We have self-consciously decided to maintain a minimum presence in every area in which we have taken up residence.

## FOUNDATIONAL SCREENS

- Many of our screens for assignments are in conflict.
- .RHs are equally composited, self-sufficient teams with areal training and coordination components (81-82 screen).
- .There is an emerging value of public accountability and sensitivity to style vs methods (language and professional style criteria).
- .All 324 regions have equal significance in relation to geo-social coverage of the globe.
- .We are operating with English as our primary medium of communications.
- .Numbers of new order members in 3rd world nations cannot read and write English.
- .Most North American order members do not speak a second language.
- .There is currently an experiment in Religious House style and configuration in the Area Tokyo houses.
- .The bias of our 1969 grid re population may need review.
- .We attempt to have pluriform presence in each of our locations; this requires mobility in assignments.

FINAL LAB REPORT  
Global Configurations

Chicago

Workshop Data Sheet: Numbers of assigned personnel and requests by continent

Location	# currently assigned	# requested
<u>SEAPAC</u>		
Jakarta	7	8
Bontoa	5	7
Bubun	9	5
Kuala Lumpur	5	5
Manila	6	6
Cebu	11	8
Davao	10	5
Putuan	4	4
Hong Kong	3	6
Taipei/Kao	8	8
Tokyo	6	8
Fukuoka	4	4
Sapporo	5	5
Osaka	5	6
Sendai	0	4
Nagoya	0	4
Seoul	20	20
Apia	4	9
Aghana	3	3
Sydney	10	9
Murrin Bridge	3	4
Brisbane	4	4
Melbourne	5	5
Adelaide	4	4
Perth	5	5
Consider:	146	156
Consolidation		
Tiwan - 1 house		
Japan - 2 new hses		
Area Suva +6		
HDZ		
<u>NORTH AMERICA</u>		
Chicago	14	12
Cleveland	2	2
Indianapolis	2	2
St. Louis	2	2
Kansas City	5	6
Minneapolis	6	7
Detroit	2	4
New York	6	9
Rochester	2	2
Philadelphia	3	3
Boston	8	8
Washington	7	9
Pittsburgh	4	4
Houston	11	11
Miami	3	2
Dallas	2	2
Memphis	7	7
Atlanta	6	7
New Orleans	3	5
San Francisco	7	9
Seattle	2	2
Denver	4	4
Billings	1	3
Phoenix	5	5
Los Angeles	7	8
Edmonton	5	7
Vancouver	2	2
Winnipeg	2	2
Anchorage	6	6
Toronto	8	4
Halifax	2	2
Ottawa	4	2
Montreal	4	5
	155	165

Location	# currently assigned	# requested
<u>Considerations: North America</u>		
Consolidation--what does it mean		
KC High School House + youth clusters		
REP houses, Extended Order House Commissioning		
Black Engagement Strategy, Native American Strategy		
Indianapolis, HDZ, Training, Inc request		
Detroit outpost		
<u>LATIN AMERICA</u>		
Caracas	12	13
Rio D'J	4	6
Santiago	6	6
Lima	11	11
Conacsste	6	7
Mexico Coty	4	6
Kingston	15	21
	58	70
<u>Consider: Jamaica Request, Caracas Request (2 hses)</u>		
Latin American "next step", HDZ		
<u>EUROPE</u>		
London	9	8
Glasgow	4	4
Bristol	4	4
Copenhagen	3	2
Frankfurt	5	7
Amsterdam	3	4
Berlin	3	4
Rome	5	6
Madrid	10	12
Paris	4	5
Brussels	4	5
Vienna	2	2
	57	62
<u>Consider: consolidation, Lamago RH, HDZ pilot</u>		
<u>AFRICA &amp; NAME</u>		
Cairo	11	11
Nairobi	27	31
Kabiro	8	8
Sect. A	51	51
Sect. B	73	75
Sec-. C	107	112
Lagos	9	11
Lusaka	8	8
Abijan	7	10
	301	317
<u>Consider: Lagos visa situation, Kenya additional trained personnel, HDZ lab</u>		
<u>SUB-CONTINENT</u>		
Chikhale	24	26
Maliwada	15	15
Vaviharsh	8	7
Jawale	18	18
Male	12	12
Budhola	5	7
Sevegram	19	19
Temburwahi	12	12
Dabhad	6	7
Delhi	10	7
Calcutta	6	8
Madras	9	9
	144	147
<u>Consider: Hyderabad 2nd House, HDZ</u>		
<u>CENTRUM BANDS</u>		
Brussels	15	15
Bombay	30	38
Kuala Lumpur	12	12
Hong Kong	13	13
Chicago	132 TL 202	121 TL 199

FINAL LAB REPORT  
Global Configurations Strategy

Chicago

Page ..8.

SPHERE WEST

- I. In NORTH AMERICA we are recommending:
  - . Creating strong area houses for the sake of training and creating flexibility in troop configurations.
  - . We are consolidating strength for larger regional houses.
  - . We are reconfiguring the REP experiment to one per area.
- II. In EUROPE we are recommending:
  - . Creating key centers in areas London, Frankfurt, and Madrid for the sake of missional effectivity and self-support.
  - . Holding ground in areas Rome, Paris and Stockholm.
  - . Maintaining our strategic positioning in the same number of nations.
- III. In EURASIA we are recommending:
  - . Holding ground in the same configuration as last year.

SPHERE EAST

- I. In the SUB-CONTINENT we are recommending:
  - . Staffing the training centers in the three block experiments.
  - . Bolstering the Maharashtra projects which are starting their clusters in the coming year.
  - . Holding ground in areas Delhi, Calcutta and Madras.
- II. In SEAPAC we are recommending:
  - . Releasing global troops from the Philippines and Australia.
  - . Moving strongly to empower Area Suva.
  - . Holding our ground in areas Tokyo and Singapore.
- III. In CHINA we are recommending:
  - . Continuing our research toward strategic entry.

SPHERE SOUTH

- I. In LATIN AMERICA we are recommending:
  - . Taking the next step by supporting rural/urban configurations in three of the areas - Havana, Caracas, and Lima.
  - . Pushing ahead in areas Mexico City and Rio De Janeiro.
  - . Holding ground in area Buenos Aires.
- II. In NAME we are recommending:
  - . Holding ground in the same configuration as last year.
- III. In BLACK AFRICA we are recommending:
  - . Supporting the Kenya Replication Experiment.
  - . Moving ahead in area Abijan.
  - . Holding our ground in area Kinshasha.
  - . Maintaining a presence in area Lagos in anticipation of clearer visa status.

GLOBAL CENTRUM BANDS

- . Merging the Hong Kong and Kuala Lumpur Nexi into one location in Hong Kong.
- . Incorporating proposals from the IERD, Self-support, and Basic Skills Labs into Centrum Functions.
- . Releasing people to the globe.



	I	II	III	
Opening Context	REAL SITUATION	SCENARIOS	IMPLICATIONS	Closing Statement
5 min	15 min	30 min	35 min	5 min.

CONTEXT

If the group participating in this workshop has not heard the Lab Process context it needs to be included in this workshop. Key points would be:

1. A Lab is/is not
2. "Eye of the Needle" Image
3. Scenarios Method: Imagining possible futures, making strategic choices, maximizing human potential
4. Resolve and Implementation dynamics

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The new configuration and strategy articulation came out of an intense ten day journey which is very difficult to tell someone about. This workshop will lead you on a similar journey to allow everyone to wrestle with stating the real situation, looking at values and choices and coming to understand the framework of the new configuration strategy.

Read the Lab Summary Statement.

The three parts of this workshop parallel the parts of this statement: getting clarity on the real situation, writing scenarios as a way to create the context for the new resolve, and wrestling with the implications.

THE  
SITUATION

The first step in the process was to get clarity on the objective situation. The work of the Lab revealed these seven components of configuration decisions.

1. Put/chart on the board (See back-up: Components of Global Configuration Strategy) categories of
2. Have each person fill in the chart with objective statements of our real situation. Use examples from the chart to clarify what's being asked for. Ask people to read some of their statements.
3. Pass out copies of the Components Chart. Reflect on the chart together:
  - what strikes you?                      -do you have statements that are different than what's on the chart?
  - what surprised you?                    -how would you talk about our real situation?

Getting clear on the real situation is a critical dynamic, although never wrapped up. New information and further clarification are a continuing part of the process.

SCENARIOS

The scenario process asks the question: what are possible directions we can take in configuring our personnel within the limits of the situation that has been revealed to us?

1. Have each person write down several possible scenarios--a brief phrase as a holding image. Give an example. Break into smaller groups and have everyone read one of their imagined scenarios (the holding image).
2. Pull the group back together. Introduce the 4 scenarios that were written up by the Lab as indicated in the summary statement. Talk through the elements of a scenario. It is possible to see actually happening, but it may be radical or conservative. You really want a spectrum of scenarios to play out so you can compare the impact. Scenarios should include assumptions; the proposal: what it is and why; details such as who, what, where and particularly the cost, financially and otherwise; And, if we do this, what is our new position and what are positive and negative ramifications.
3. Break into four groups and have each group talk through one of the scenarios using the above categories.
4. Reflect together on the process. Get out examples of different scenarios in different categories.
  - what was revealed in doing this exercise? Where were points of difficulty?
  - How was this an exercise in limits/possibility/freedom?

**RESOLVE  
IMPLICATIONS**

The next step for the Lab was to listen to each of the scenarios, and then get out the common values and presuppositions. The result of the workshop finally was the resolve statement.

Read the Resolve Statement. (From the Lab Summary statement)


As work progressed on the concrete implications continent by continent, several things emerged as critical to the process. The keystone was freezing the level of people by continent. The Lab also found they had to work with the number of people actually available for assignment for the coming year, not some number that had been assigned at the beginning or even during this past year. A category began to emerge that had strong implications on assignments. It was roughly held at first as nationals and extra-nationals, because this had ramifications particularly for self-support. It also revealed the critical gap in mature leadership available and the need to do some kind of leadership profile. Even if the numbers agreed with the "slots", there was still beneath that a significant gap in appropriately trained personnel.

We want to work on configurations for continents as a way to get inside the configurations strategy.

1. Divide into groups by continents (excluding continent of the group). Use as back-up material continental reports and data sheets for continents which give numbers assigned and requested and present (before reconfiguration) locations. The assignment is to build a configuration for the continent through the screen of the resolves statements, using the number of troops presently assigned.
2. Bring the group back together. Lead reflection:
  - How would you talk about our real situation now?
  - in this exercise what new insight came to you about the new configuration?
  - What questions did you find yourselves asking as you went about this?
  - What happened to you in doing this exercise?
  - What are some of the global implications revealed?
3. These are the implications stated by the configuration Lab. (Read Implication paragraph in summary statement).

**CLOSING**

After having gone through this workshop, let's listen a second time to this Strategic Perspective statement. (Paragraph in summary statement).

Prelude	Movements			Postlude
<p><u>Journey</u></p> <p>Three workshops:</p> <ul style="list-style-type: none"> <li>- Global Mission- al Strategy Conversation</li> <li>- Global Configurations Strategy W/S</li> <li>- Operational Modes W/S (this one)</li> </ul>	I	II	III	<p>What are the next steps?</p> <p>Where do we need to go from here?</p>
	<p><u>Areal Bottomlines</u></p> <p>In every House, certain B/L's exist. The same is true for an Area and when there seems to be no way to cover these B/L's realistically frustration is the name of the game. Part of the intent of consolidation has been to give new opportunities for creatively responding to the complexity. Let's look for a minute at this picture:</p>  <ul style="list-style-type: none"> <li>- Put the image on board and talk thru as you go.</li> <li>1. What lights up for you as a hot spot?</li> <li>2. Where experience tension or imbalance?</li> <li>3. Which ones link up most naturally?</li> <li>4. Where seen creative mans. that have integrated B/L's</li> <li>5. Where glimpse the edges for us - where edges exist in integrating &amp; focusing these B/L's?</li> <li>6. New forms, activities, struxs. that ensure actual.</li> </ul>	<p>Now let's look more in depth at how we realise or activate some of these new modes as an Area.</p> <ol style="list-style-type: none"> <li>1. Review the list and spell out or clarify where needed.</li> <li>2. Where do advantages already exist in relation to any of these?</li> <li>3. Where do they begin to swirl together for you? What treks, programs, creative troop organization etc. are suggested in the list?</li> <li>4. Which strike you as most critical to this year of transition? ie. How do we ensure geographic coverage and imaginative maximum troop usage? What do we need to do to be a sign?</li> </ol>	<p>Discern the arenas that need particular work.</p> <ol style="list-style-type: none"> <li>1. What are some of the particular things we need to put into place to care for the entire Area?</li> <li>2. What gifts or strengths do we have to work with? What constraints do we have to work under?</li> <li>3. What do we need to do or recommend in relationship to the following arenas? <ul style="list-style-type: none"> <li>- Facilities</li> <li>- Jobs &amp; Self-support</li> <li>- Authorization &amp; frame</li> <li>- Development</li> <li>- Programs committed or working</li> <li>- Marketing focus</li> <li>- Legal &amp; financial structures</li> <li>- Team care continuity</li> <li>- Special focus (youth, Area edges)</li> <li>- Other</li> </ul> </li> <li>4. What is the timing involved?</li> </ol>	