

This statement is written directly to persons who see themselves operating as a self conscious local expression of the Spirit Movement in the business community. The profound function of the Business Guild is to influence the organizational framework within business as an indirect means of expanding the context of a business entities activity. Basically, its influence takes three forms; the infusion of wisdom, the exemplification of embracing the world through the economic and the calling forth of the consensus decision-making process. Wisdom is infused by the strategic use of common Movement methods, such as act-forming, indicative battle planning and news conversations, within the framework of and with due respect for existing business objectives. Love of the world through the economic community is exemplified by the tactical use of symbols and stories, such as self-conscious wall decor, vision conversations and the cabaret dynamic, that bring meaning and awe to even its most mundane activities. Consensus decision making is called forth, as the DEMONSTRATION SIGN OF RENEWAL within the business community; with an expanded operating context, the organizational framework will adopt this inherent life process in order to release its full wisdom and creativity. To summarize, the Business Guild acts as a sociological engineer, overlaying the existing framework of the economic community, indirectly enabling that community to rebalance its internal social process, and thus to enable society to move with integrity into the twenty-first century.

<p>Formulating Universal Values</p>	<p>Articulating Universal Values</p>	<p>Employing Universal Values</p>	<p>Employing Universal Values</p>
<p>Recognizing the Needs</p>	<p>Articulating Needs</p>	<p>Employing Needs</p>	<p>Employing Needs</p>
<p>Implementing Global Responsibility</p>	<p>Communicating Technical System</p>	<p>Employing Sustaining Methods</p>	<p>Commonizing Operating Models</p>
<p>Enlightening Global Morality</p>	<p>Humanizing Business Operation</p>	<p>Weaving Structural Overlay</p>	<p>Deploying Sustaining Resources</p>
<p>Authenticating Global Integrity</p>	<p>Rebalancing Social Process</p>	<p>Empowering Existing Structures</p>	<p>Interchanging Movement Data</p>

Research Assembly
Summer '74

Guild 7
12th July, 1974.

ANALYTICAL STATEMENT -- RELATIONSHIP OF BUSINESS GUILD ACTIVITIES AND PROJECTED
BUSINESS TRENDS.

In order for the Business Guild to be effective, it needs a comprehensive understanding of trends and changes in the economic community, and the arenas of the social process to be acted upon, consistent with the trends. In order to enable the economic community to transform itself into an effective foundational dynamic.

Our analysis of Projected Trends (by means of the social process triangles indicated that the winds of change blowing through the business world primarily tend to spin around the political and cultural arenas, with the most significant ones in the political arena. It tends to involve clusterings around "Significant Engagement" and "Legislative Consensus." This indicates organizational changes are coming in business. The relevant pressure points are in "Deliberative Systems" and "Knowledge Access", while clusters in the Cultural Arena tend to be around "Communal Symbols" and "Communal Wisdom". The pressure points affected are "Inclusive Mythologies", "Social Morality", "Formal Methods" and "Basic Roles".

Therefore, since the basic catalyst/vehicle to bring about change in the economic arena is the political dynamic, changes made there will most effectively transform the economic (or business community), serving as the

demonstration for rebalancing the social process. We suspect that the impetus would come from the cultural.

This hypothesis is informed through examining the Activities of the the Business Guild, which overwhelmingly cluster around the Cultural Dynamic (80%) - mainly in "Communal Symbols" and Communal Wisdom. This is mirrored up by clusterings in the meaning pole of the Political dynamic, "Legislative Consensus". These tendencies are strengthened by the fact that the activities of the Guild touch upon "Inclusive Myths", "Social Morality", "Formal Methods", and to a lesser extent, "Basic Roles", all in the cultural arena. In addition, the pressure point touched in the Political arena was "Deliberative System".

The Guild should be informed of tactical tools and techniques which are not a threat to the businessman, since he must concentrate on the Cultural dynamic without directly touching the Political or the Economic, thus avoiding being locked upon as a "subversive" or "spy" or otherwise counterproductive. At the same time, the Guild can genuinely commit itself to this course of action, since this is the valid approach; and thus he can genuinely love the business businessman (i.e. the economic community), and thereby enable the business community to recover its serving role in the foundational dimension of society.

1. Corporation Guild is within one business. It may be initiated in one department or plant. A Guild is not an inter-business or professional society experiment.
2. The first year of the experiment is a controlled demonstration within a limited number of businesses.
3. The experiment phase is groundwork for launching a global network.
4. At least one member of a guild is a guardian.
5. The guardian network is the consultant force tying the guilds.
6. Initial experiments are in North America.
7. The guild experiment is an authorized activity within the business.
8. There is a centrum business guild post.
9. Nurture for the guild is provided by movement logistical system.

Guild 7
Research Assembly 8/74

BUSINESS GUILD
1 Year Initiation Timeline - by weeks

July 12, 1974

QTR	AIM	1	2	3	4	5	6	7	8	9	10	11	12	13	
1	Cultivate Forces														3 LENS Recruitment
	IMPACT BUSINESS										1 Planning PSU		2 Authorization Meeting		
2	CULTIVATE FORCES		4 Guardian Consult			5 Upper Management LENS	6 Sign #1	7 LENS Follow-up		9 Pre-guild Meeting	10 Sign #3	11 Preguild Meeting	13 Leadership Luncheon	14 Pre-guild Meeting	
	IMPACT BUSINESS								8 Sign #2			12 Authorization Meeting			
3	CULTIVATE FORCES		15 Pre-guild Meeting		16 Pre-guild Meeting	17 Business LENS			19 FIRST GUILD Meeting	20 Sign		22 Sign			
	IMPACT BUSINESS						18 ONE-DAY CONSULT					21 Sign		23 Company Celebration	
4	CULTIVATE FORCES		25 GUARDIAN CONSULT						28 Guild Consult						
	IMPACT BUSINESS		24 BUSINESS SMS			26 Corporation PSU		27 IN-HOUSE LENS				30 Signs			
										29 Corporation Inductive BIP					

#	NAME	DESCRIPTION	INTENT
1	Planning PSU	Planning PSU with Guardian from the targetted business and movement colleagues	Plan the application of the initiation timeline to target business. Research the business leading to a story to release LENS scholarship funds. Identification of LENS prospects and perspective guilders.
2	Authorization Meeting A	Guardian meets with the authorization figure(s) within the business	Authorization for LENS Commitment of Scholarship funds for LENS.
3	LENS Recruitment	Guardian visits individual LENS Prospects	Create context for LENS participation Recruit to LENS Release possibility for participation of spouses
4	Guardian Consult	Chicago meeting of Global Guardians with a PSU on the Business guild	Review of the Business Guild timeline and creation of implementation tactics and models.
5	Upper Management LENS	Participation of four or more upper-Management figures in a Business LENS	Create and context preguild forces Develop authorization within the business.
6	Sign #1	A guardian initiated Sign	Cultivation of forces particularly those who attended LENS and who will be invited to the LENS follow-up (e.g. reinforce LENS images through office decor
7	LENS Follow-up	3-hour training meeting similar to Ecumenical Parish Field Visit done either with only grads from several LENS from the business or grads from the geographic area.	Formulation of the pre-guild
8	Sign #2	Guardian initiated sign that will impact business authorization figures	Solidify authorization for LENS (e.g. application of LENS methods in strategic way) Preparation for further LENS recruitment.
9	Pre-guild Meeting	Meeting of interested LENS grads from the business	Decision to launch LENS recruitment

#	NAME	DESCRIPTION	INTENT
10	/Sign #3	Guardian and pre-guild do sign to impact forces	Prepare way for LENS recruitment (e.g. spiritize an activity)
11 14 15 16	Pre guild Meeting	Informal and flexibly scheduled meetings to continue LENS recruitment planning	LENS recruit and pre-guild Formulation
12	Authorization Meeting	Guardian and or pre-guild members meet with authorization figur(s).	Re-establish authorization for LENS and commitment of scholarship funds.
13	Leadership Luncheon	Informal or formal luncheon gatherings with LENS prospects	LENS recruitment
17	Business LENS	Multiple Corporation LENS attended primarily by upper management and also lower levels	Confirm positive value of LENS. Expand # of potential Guildsmen
18	One Day Consult	Contextual Spins w/s context and proposals - Corporation grads & non grads	Release decision to create guild through showing relevance of methods Identify Guildsmen
19	First Guild Meeting	Self-conscious in relation to their role - meal conversation Decision to meet again	Signal Turning Point
20	SIGNS		
20 21 22	SIGNS	Inside Corporation done by guild - visible up and down the line	To show corporateness of group dramatize tenacity of Guild to unblock a significant Point
22			
23	Company Celebration	"All Corporation From Guild"	Authentic Celebration that is patterned after cabaret dynamics
24	Business SMS	SMS tailored for Business Community	Methods Training
25	Guardian Consult	Weekend PSU and Plenary including significant # of new guardians in experiment	Evaluation of SMS Coordinate Guild Experiment Experiment interchange

26	NAME	DESCRIPTION	INTENT
26	Corporation PSU	1 - 2 Day PSU lead by Guildsmen broader participation	Demonstration of methods by working with a significant problem in the Corporation
27	In House LENS	IN HOUSE LENS	Impact Corporation - broader number of potential guildsmen major re-contexting.
28	Guild Consult	Context on Guild in that Corporation - Guild Battleplanning	Guild Battleplan expand Guild
29	Corporation Indicative Battle/ Planning	"Company Wide" participa- tion in Indicative Battle/planning	Corporation Implementation of Indicative Battle/planning methods.
30	Signs	A series of diverse signs visible, physical	Continue contexting demonstrate possibilities.

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THE NEXT STEPS FOR THE BUSINESS
GUILD EXPERIMENT

Guild 7
July 13

1. Research and analysis of businesses where there are guardians.
2. Selection of businesses to initiate the experiment.
3. Decision by the Movement to implement the Business Guild Experiment.
4. Creation of the Centrum Business Guild Post.
5. Creation of model for Quarter 2 Guardian Consult PSU on Business Guild.
6. Creation of model for LENS follow-up meeting similar to Ecumenical Parish Field Visit Model and decision about who leads the meeting (e.g. Guardians, Centrum etc.)
7. Creation and scheduling of a Business SMS for Quarter 4.
8. Creation of a model for Quarter 4 Guardian consult PSU to evaluate Business SMS
And coordinate the experiment.

Projected Trends Within Business Arena
Brainstorm

POLITICAL

1. Participatory management at all levels.
2. Humanized work environment.
3. Grounding in social process triangle.
4. Inter-division knowledge of the corporation thrust.
5. Periodic evaluation of cooperation effectiveness; people function vs profit.
6. Localized politics.
7. Lowest level employee to sense his power in the human process.
8. Participate in the building of a new polity system in the corporation.
9. Have everyone in the corporation carry out his job so that it fits in with and helps fulfill responsible corporate action as if it were a calling.
10. Infuse indicative battle planning into division processes.
11. Everyone get an awareness of the external environment relative to the corporation to discern contradictions, problems, etc. which can be corrected by changing the corporate behavior.
12. Whole corporation operate out of a consensed upon long range timeline.
13. People audit.
14. Devise synergistic groups.
15. Inter-corporation planning.
16. All levels participate in arriving at criteria to measure their own effectness.
17. Inter-corporation planning.
18. Management team concept.

ECONOMIC

1. Decide its relationship to global future.
2. Responsible action in products produced, processes used, and relationships with customers.
3. On-going educational structures.
4. Participation of front lines in new procedures and polities.
5. Development of leadership within the corporation from all levels.

CULTURAL

1. Reinforcing labor unions relative to roles.
2. Inclusive mythology.
3. Effective primal community.
4. Inclusive economic models.
5. Reimagining the coffee break.
6. Spiritize the mundane.
7. Reclaim the power of celebration.
8. Revitalizing the symbolic power.
9. Sense of unity between work and the rest of life.
10. Understand its uniqueness.
11. Spell out the uniqueness.
12. Identify imbalances and devise tactical system to rebalance.
13. Infuse and sustain personal worth and excitement
14. Inter-corporate action to combat a social problem.
15. Rituals for changes within corporation, reflect corporation story.
16. Humanized training system
17. Expert resource made available to community in the normal business practice
18. Expert resource made available to government

POLITICAL

1. Identify those that are misfits or prisoners of the job.
2. Enable decision to be.
3. Begin integrating consensus decision method.
4. Deciding out of the context of the whole.
5. Identify corporation activities which fail or succeed.

ECONOMIC

1. Spot and develop key leadership.
2. Present alternative forms of budgeting money.
3. Encourage corporation members to identify own budgetary situation and discuss ways to restructure.

CULTURAL

1. Acts as initial research dynamic.
2. Rotational leadership within the guild.
3. Analyzed corporation through social process.
4. Discerns contradiction.
5. Determines what blocks need to be dealt with.
6. Develops strategies to unblock.
7. Cooperates with corporation objectives.
8. Tactical visionary conversations.
9. Brings self-consciousness.
10. Be a training dynamic.
11. Drop miraclettes.
13. Spin global stories.
14. Do news conversation.
15. Expecting authentic humanness in everyone.
16. Embraces economic through symbols and stories.
17. Personifies positive thinker.
18. Do the unexpected little things.
19. Be the celebrative dynamic.
20. "Guardian Consult" representation.
21. Bi-weekly battle planning sessions.
22. Infusion of comprehensive data.
23. Invisible methods master
24. Unnecessarily enthusiastic about your job no matter how menial.
25. Enable cabaret dynamic to surface.
26. Become master question asker
27. Have symbol between guildsmen.
28. Be the symbol maker.
29. Celebrating awe in the mundane.
30. Identify hidden possibilities in corporation to release creativity.