

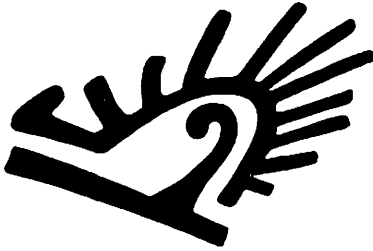


FALL 1989

A Newsletter of
**The Institute of
Cultural Affairs**
serving the West/Southwest

Initiatives

CONCERNED WITH THE HUMAN FACTOR IN WORLD DEVELOPMENT



! Concertación! ¡Manos a la Obra! the call for consensus and putting hands to the work is heard throughout Venezuela today. Presidential elections in December 1988, the disturbances in February 1989, the depletion of the international reserves, and inability to pay the ever increasing foreign debt marked the end of an artificial system created by the oil boom of the '70's. In 1989 one can see that the entire system is adjusting to the new situation. **From Rags to Riches -- and Back ...**

As a founding member of OEPC, this South American nation Andean, Amazonian and Caribbean in nature has experienced in this century a shift from being one of the poorest nations in Latin America to being one of the richest. The driving force which changed the destiny of the nation was oil, but material benefits provided by the oil bonanza could not guarantee a balanced model of development. Too often economic considerations subverted individual and social values. This rapid change, coupled with seemingly unlimited resources and a traditional sense of *desconfianza* (mistrust) between various sectors of society gave rise to a tendency to "buy" everyone into compliance instead of looking for futuristic

VENEZUELA A LEARNING SOCIETY

INITIATIVES is pleased to share with you a look at the shifts occurring in one of Latin America's leading nations, Venezuela, and ICA Venezuela's response to these shifts. Their work has spread from the villages of rural Barlovento to serving the transformation of the nation at all levels. We offer our thanks to the staff of ICA Venezuela for this article and for their invitation to North Americans to join in this work.

solutions.

ICA Venezuela Shaping the Transition

Three years ago Dr. José Antonio Gil, an ICA Venezuela director, foresaw much of what is now happening and advised ICA to position itself for the "new" Venezuela. He was amazingly on target. We find "ourselves" --staff, advisors, directors, supporters, donors, clients, colleagues being called upon to use our greatest creativity and compassion to be a part of this transformation. From Dr. Guistabo Roosen, an ICA director, who is the current Minister of Education to Jacobo Pacheco, ICA director, who is a candidate for the District Council in Barlovento we being called upon to take on key roles in this national transformation.

Corporate Culture Research

ICA Venezuela has found itself defining its current role as bringing consciousness to cultural modes and concerns (i.e. taking its name seriously). For the past year ICA has sponsored the Corporate Culture Research Project, under the direction of Dr. Susan de Vogeler. We are working with six companies and foundations to identify the current trends facing managers in Venezuela resulting from the shifting cultural values and assumptions of the 1980's.

Addressing the Dilemmas Facing Venezuela

Eleven dilemmas have been discerned and the next phase of the project will focus on how these dilemmas are being and can be managed. Some the these dilemmas are:

- What role do cherished values (such as depending on personal relationships) play in a changing, competitive environment?
- What constitutes "private" and "social" at this time? How does one define the limits of responsibility of the private sector?
- How do you manage the generational transition going on in such a time of discontinuity with the past?
- How do you inculcate a mentality of conservancy after years of abundance?
- How do you institutionalize creativity?

Venezuela a "Learning Society"

Another aspect of this project, was the sponsoring of a public seminar with Harrison Owen on "Leadership, Spirit and Corporate Culture." This was well received by the private sector and released participants to see at this time of change in Venezuela that "We have met the enemy and it is us." Out of the work with Owen, ICA is coming to view organizations as

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ASTD COMMUNITY SERVICE AWARD

The Los Angeles chapter of the American Society for Training and Development (ASTD) is presenting a community service award to John Oyler,



Photo courtesy of FOOD FOR ALL

A FOOD FOR ALL workshop conducted in Ventura County by John Oyler

Director of ICA West, for his contribution to human resource development in Southern California. John will be giving a presentation on "Facilitating Local Consensus, participation and action through long-term partnerships" at Showcase L.A., the ASTD Training Fair, October 31.

"What ever happened to the thinktank?"

--Ann Epps, Kuala Lumpur

ICA West continues to hold a global focus on the development of the Earthwise Learning Series (ELS), a University level curriculum for sustainable planetary living. August 21-27 a group gathered to review and plot next steps in the development of the ELS. The week was an extended and wide ranging conversation interspersed with study, a video, a bucket of chicken, the movie "When Harry Met Sally" and a tubing excursion down the Salt River. Our time together confirmed a deep eagerness to support the development of the curriculum in the face of continued delays in the funding.

This eagerness expressed itself in the creation of practical ways for ICA members and friends to support this effort we are:

- forming a network of those interested in developing and testing
- gathering resource materials
- looking for paying opportunities to test introductory courses
- seeking partners and collaborations with higher education institutions in developing ELS
- eager to establish a regular supply of money to underwrite the ongoing development of this curriculum.

Intrigued? Interested? Like to participate? Contact Jim Wiegel in Phoenix at ICA West

FACILITATION METHODS TRAINING AVAILABLE IN SOUTHERN CALIFORNIA

This article is reprinted from the FOOD FOR ALL NEWS, August 1989.

Many of you have attended a FOOD FOR ALL Think Tank or regional meeting have asked about the methods we typically use to get input and build consensus. These methods were developed by the Institute of Cultural Affairs (ICA) and are designed fo use in almost any setting. We use them daily at FOOD FOR ALL in planning and problem solving. They make participatory management easy and effective.

Several Think Tank participants commented that the long-range planning emphasis of the Think Tanks is what is missing in the hunger movement. There is probably no question that if those of us involved in the hunger problem met on a regular basis for planning and problem solving we could make inroads into this porblem more quickly. for this to happen, we need trained facilitators. At FOOD FOR ALL's urging, the ICA will be offering several two-day methods training courses during the comming year. The cost will be \$175, but anyone who

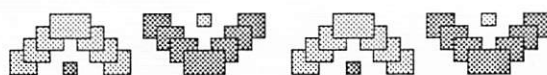
would like to take the training to become part of FOOD FOR ALL's Consensus for Action facilitation team will receive a \$100 scholarship. The training will include methods for leading discussions, group problem solving and strategic planning. The Schedule is:

LEVEL ONE

- San Diego, Nov 11-12, '89
- Orange Cnty, Nov 29-30, '89
- West L.A., Dec 2-3, '89
- Redlands, Apr 21-22, '89

LEVEL TWO

- Orange Cnty, Mar 21-22, '90
 - West L.A., May 19-20, '90
- Call FOOD FOR ALL (714) 792-6638, or ICA West for more information.



Hopi youth from across the Reservation participated in four days of training and planning in late August. This group of youth along with adults representing parents and supporting agencies created a years plan for the Teen Center at the Hopi Jr. /Sr. High School. A number of these youth are preparing an article for the next edition of INITIATIVES so that you will have the chance to

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hear first hand of their accomplishments.

As we publish this report we prepare to work with the San Juan Southern Paiute, a small band in Northern Arizona who are just being granted tribal status. ICA West has been asked to work with them as they endeavor to create a government which institutionalizes community participation.

A PLANNERS PERSPECTIVE ON ICA METHODS

Sandra Pinel

Several years ago, while working as a community planner for a consortium of Pueblo Indian tribes in New Mexico, I received a mailing from the ICA West on how to facilitate comprehensive planning. At the time, I was trying to figure out how to facilitate depth policy discussions on the question, "What kind of development gives us both economic self-sufficiency and continuity of our ways of life as Pueblo peoples?" After four years as a professionally trained town and regional planner assigned to economic development, I had faced community paralysis - a dead end of business venture feasibility studies often aborted after Councils couldn't agree the realities of change in the community and on whether such a venture would be positive or negative for the unarticulated values and desired future.

I had a planners file of methods for comprehensive planning, strategic management, and consensus decision-making, however, ICA seemed to offer an integration of all of these. More importantly, ICA included steps for building a consensus on community vision and incorporating cultural values into the identification of problems thus avoiding two major pitfalls of standard planning practice. 1) The assumption that problems can be identified by comparing trends to national criteria for community quality of life "objectively" without systematic eliciting of local values, and 2) The assumption that commitment to implementation can be obtained separately from the plan making process.

Briefly, comprehensive local government planning results in policy goals and specific actions for each sector in a community - from social services to economic development and transportation. As commonly practiced, the process begins with data collection on problems and trends. After obtaining public input on various solutions to these problems, planners design an implementation plan for presentation to public officials for support. The perpetual difficulty in maintaining consistent support for implementation of plans has led to a debate in the planning profession as to the role of professionals vs politicians and the usefulness of strategic and incremental project planning vs long-term comprehensive planning. The points of view are that comprehensive plans are static, vague and quickly outdated, whereas incremental plans can be implemented but lack the broader and long-term perspective on community change. Another perceived trade-off is between public involvement and professional quality.

ICA methods provide an opportunity to side step these debates in three ways. 1) By involving all sectors who will have to implement the plan in using their knowledge and experience in understanding the problems and making the plans. 2) By starting with the fundamentals of vision and community perceived contradictions to achieving that vision in order to build commitment from the outset; and 3) Through a systematic process for engaging participants in articulating the connections between different problems or sectors and creating integrated solutions based on both their rational and intuitive knowledge. Professional planning has historically worshipped rationality and objectivity, whereas ICA methods provide a systematic way to merge differing subjective judgements into a creative solution which can meet many interests.

In terms of consensus building for implementation, ICA methods provide an entirely different set of possibilities to the assumption that only vague goals can be agreed on and specific implementation strategies require political tradeoffs. Although all groups within a session or community may not agree on every issue, they are led to create a statement which encompasses what they do agree on and then to design a specific action plan to address that item. The role of the planner is broadened from recommending solutions to facilitating solutions. In addition, the participants have an opportunity to decide how comprehensive and how incremental to make a plan based on their own analysis of how certain community issues are related. The result is not only a plan, but a more sophisticated and involved community.

The key gift of the ICA facilitation methods for comprehensive community planning, strategic planning and action planning is that they encourage a living planning process within communities and organizations rather than merely a ten year document or a one year project. The quantitative and technical methods of forecasting and analysis that professional planners also practice can be an input into, rather than a substitute for, community responsibility for improving the quality of life and dealing with change.

Sandra Pinel is a professional community planner with 10 years experience working with tribes in New Mexico and with Native American organizations at the state and national level.



A TRAVELING ADVENTURE CAMP

Thirty-two 6th graders and eight staff gathered in Albuquerque July 1 to experience **A Hero's Journey** in acting out our Rite of Passage from childhood to youth. The theme was inspired by the book *A Hero's Journey* by Joseph Campbell.



Stopping first at Bandalier National Monument we experienced the **Call to Adventure** as well as

the **Refusal** of the call not only in the more spectacular natural setting but also in the challenge to create camp life, cook meals, take care of ourselves and each other and manage tents and packs.

Blindfolded and driven to some mysterious place we left childhood behind crossing the **Threshold of Ogres** into some other world where only determination and co-operation would allow us to continue this journey toward the responsibilities of youthhood.

We traveled north beyond Durango to Little Molas Lake in Colorado. Our first full pack, three day hike was a **Road of trials**. The second day, our trail having been wiped out by rock-slides, we made our own. Soaked by rain, we hiked into the night and finally slept on the side of a

cliff. We worked at improving our skills at teamwork, setting camp, and cooking, in the heat of Arches National Monument, Utah.

Trained guides joined us on our second three day hike and led as we swallowed our fear, donned climbing gear and repelled down a 50 foot cliff in the incredibly mysterious and beautiful canyonlands near Escalante, Utah. Truly a time of **Magic Flights**, by now we were working together well, in basic camp operations and at times when co-operation was the only way to survive in a rugged and challenging environment.

Exhausted and ready for our twenty-four hour Solo Vigil we spread out across Boulder Mountain, Utah. Crossing the **Return Threshold** each youth accepted the challenge of growing up and the responsibilities which that brings.

Experiencing and testing life as youth we engaged in artistic reflection at

Canyon de Chelley on the Navajo reservation, visited the home of a Hopi potter, and greeted the dawn on the plaza at the Hopi village of Sipalovi as we watched the Long hair Kachina dances. We returned home July 31 from Albuquerque as **Master of Two Worlds**, with new friends, new memories, and new decisions.



WILDERNESS LIVING IN A MULTI-CULTURAL SETTING

A hike to the top of Flag mountain closed four eventful weeks of wilderness camping for twenty-one fourth and fifth graders who were part of the Sangre de Cristo Youth ranch.

"I never thought I could make it-- but I kept going and I did it!" one of the campers said at the campfire after the 3,000 foot climb.

This camp, is organized in partnership with John and Barbara Wilson and ICA West. It is set at the Wilson's ranch in Lama, New Mexico.

Campers worked in teams building a rail fence, repairing ranch roads, caring for horses and maintaining irrigation ditches and campsite facilities.

In addition to developing camp and ranching skills the campers learned about honoring local

water rights, low impact camping, water safety skills, as well as teamwork and organizing.

Truly a global village, staff and campers hailed from China, India, Mexico, and the United Kingdom, the U.S. cities of Alexandria, Denver, Fort Worth, Los Angeles, New York and Seattle as well as various places in New Mexico.

Adding to the international flavor of the camp, one evening the entire camp traveled to Santa Fe to enjoy "A Night at the Chinese Opera."

The campers were exposed to the Native American lifestyle through a visit to the Taos Pueblo corn dance, tours of the cliff dwellings in Bandalier National Monument, and daily readings from the book *Ishi, Last of His Tribe* by Theodora Kroeber.

The Rite of Passage Adventure Camp will celebrate it's 23rd year as a program of the Institute of Cultural Affairs. Joining in this rich history of childrens curriculum is the five year old Sangre de Cristo Camp. ICA West invites you to consider these camps for your children next year.

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"learning communities" and indeed viewing Venezuela itself as what Willis Harman calls a "learning society."

Cultural Immersion Programs

Venezuela finds itself very aware of its role in Latin America and the Western hemisphere. In an effort to creatively nurture and strengthen these ties, ICA is sponsoring cultural immersion programs to create opportunities for North Americans to dialogue with the Latin America of the 90's.

Currently we have three high

school students living for five months in Caracas. Part of their time here includes living in Barlovento with a family in order to learn Spanish, become familiar with Venezuelan customs, see first hand the impact of the local election process on village life, experience the reality of the poverty and at the same time encountering the incredible vitality of Latin America. This program is available for adults as well, and is individualized to meet the needs of each participant.

The release of the human spirit within organizations, corporations, villages, schools, families and individual lives is the concern of ICA Venezuela. We welcome the dialogue with you in this adventure.

If you are interested in receiving more information about the Corporate Culture Research Project or the Cultural Immersion Programs please contact ICA Venezuela, Apartado 5842, Caracas 1010, Venezuela, Phone and Fax #58-2-261-5819.

The ICA

The Institute of Cultural Affairs (ICA) is a global network linking 18 major centers and over 50 offices in research, training and demonstration of global responsibility in the local community and workplace. Within the multitude of programs the ICA is doing, there is a common thread -- the desire to release the creativity of people that allows them to shape their own destiny.

INITIATIVES is a quarterly publication of the ICA serving the western/southwestern United States. Contributions of \$35 or more entitle you to membership and are needed to support the programs and projects of the ICA. Send your tax-deductible contribution to the Institute office nearest you.

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