THE HUMAN DEVELOPMENT CONSULT TEXTBOOK

A reference book of practical contexts, models, procedures and tools for global taskforce leadership

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GRA: Chicago 1976
Taskforce G

THE HUMAN DEVELOPMENT CONSULT TEXTBOOK

Prologue	Consult Taskforce Operations				Epilogue
	The Preparation Week	The Consult Week		The Document Week	
		Orchestration	Configurations		
the historical response	Week's Overview	Designs & Rhythms	Early Collegium	Week's Overview	the global servant
	Taskforce Assignment	Short Courses	Breakfast Session	Forces Launch	
	Practics Supervision	Consult Singing	Consult Plenaries	Writing Procedures	
	Context Formation	Scribes & Archives	Consult Celebrations	Implementaries Battleplan	
	Leadership Preparation	Materials Flow	Teams Operations	Support Network	

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I

THE GLOBAL SOCIAL DEMONSTRATION CAMPAIGN

DEMONSTRATION CAMPAIGN

The Global Social Demonstration Campaign is an intensive, practical and total human effort in response to four major trends of our times which are calling for human development in every local community around the world.

TRANSITION TIME

1. The present age is a time of profound transition in which every social form is collapsing from within. Economic disparity between the haves and have-nots increases daily. The 15% of the world's population who control 85% of the goods and services live in one universe, and the great majority live in another, totally different universe. In the face of the many ills growing out of this great contradiction, political forms seem paralyzed and unable to respond with creative solutions. The social, religious and cultural forms that have bound life together continue to lose their power. Everywhere the is the clear need for massive social and economic development.

GLOBAL VILLAGE

2. In the last decade, every inhabitant of the planet has become aware that his existence is based on global relationships. Beyond the cuteness of the "global village" phrase and the novelty of standing on the moon, people now sense that the destiny of any part is bound up in the destiny of the whole. Interiorly, this is experienced as a double demand - that mankind be one around the globe in the practical terms of a new social and economic order, and that every unique local situation be enabled to participate uniquely in actualing this vision.

LOCAL MAN

3. There is a global resurgence of local man, not of a revolutionary elite, but of mass participation of local men and women in the reshaping of the societal forms which care for life. In the disilusionment of political programs of welfare, urban renewal, and rural development, and in seeing the exploitation within economic development schemes, the masses are increasingly looking to themselves to assume responsibility for the realization of their deep longings for a better life for their families and communities.

EMERGING PRIORITY

4. The task of building the structures of a more human society has become the self-conscious priority of many nations. Beyond the times of protest and of tearing down the old for the sake of change, new leaders are emerging who voice the peoples' desire to build up forms of human care within the existing established society. In several nations-the Harambee movement in Kenya, the Saemaul movement in South Korea, and the New Society in the Philippines-the involvement of local village folk in nation-building has become the core of the government's concern.

FIFTH CITY

The purpose of the Global Social Demonstration campaign is to engage the restless vitality of this age in building the new society at the local level. The journey of this campaign began in Fifth City, on Chicago's West side, in 1963. In a series of meetings of neighborhood residents thousands of problems were

listed, grouped and regrouped. Out of these listings, five basic arenas were discerned and named. To provide a structural means for dealing with the present problems and their future ramifications, a total of 80 community "agencies" were created. The arenas of economic, educational, symbol, style, and political, and the corresponding groups of community "agencies", constituted the Fifth City social model. Over the years the staff of the ICA has refined the methodologies of corporate problem-solving, social model-building, and motivating human development through their work in diverse communities across the globe.

GLOBAL BAND

Presently, the task of Global Social Demonstration is to establish a band of 24 Human Development Projects around the world, with an image of locating one in each time zone. By accomplishing rapid social and economic development in a series of strategically located communities, this campaign intends to shock the nations of the world in a new commitment to local reformulation. In 1975-76, eight Human Development Projects were activated. In addition to Fifth City, and in timezone sequence, they are: Majuro (Marshall Islands), Kwangyung Il (South Korea), Oombulgurri (Australia), Sudtonggan (Phillipines), Maliwada (India), Kawangware (Kenya), Isle of Dogs (London). At the time of this writing, six more are scheduled to be initiated, and several others are in various stages of preparation.

RAPID REPLICATION

The future of this campaign lies in testing and establishing a viable model for rapidly replicating any of the Human Development Projects in the villages and communities of the surrounding provinces. This aspect of the campaign is moving from research into a pilot program of replication in the State of Maharastra in India. The model there includes an eight-week-long ~~replication~~ METHODS school to train project leadership and a series of village forums and consults. The effects of Human Development will spread from the pilot project, Maliwada, to four other villages, and the to 25, and the 250. From there the program multiplies the number of villages involved in each phase by a factor of ten until Human Development is available to all 35,000 villages in the State of Maharastra.

CONSULT LEADERSHIP

This textbook is a valuable tool, both for completing the band of Human Development Projects, and also to serve as a training and leadership instrument in the replication programs. The content--the formats and procedures, practical suggestions--comes out of the experience of doing eight Human Development Consults in one year, and constitutes the first expression of the practical wisdom growing out of the Global Social Demonstration band.

PHASED PROJECT

It is important to look at the Global Social Demonstration Task Force in the perspective of the actuation process of a Human Development Project. The actuation is seen as developing over four phases, each imaged as a year in length. The Diposition phse is the implementation of the comprehensive social and economic plan created during the Consult and published in document form. The acceleration phase involves the expansion of the programs and the beginning of replication. The stabilization year is focused on the local leadership assuming full responsibility for the project with a decrease of auxiliary numbers. Finally, the maturation phase is reached with total local initiative driving the project and leading the replication effort.

SITE SELECTION

The Global Task Force catalyzes the Disposition phase through the staging of the Consult. This event comes after a period of preparation extending from the point of site selection to arrival of the Global Consult Team. The site is selected through a field visit process involving research centrum people and local ICA staff. Projects are chosen in places where there are few effective community projects and an apparent feeling of hopelessness which has engendered apathy and frustration. The community usually experiences itself as being cut off from the mainstream of national activity or as being "forgotten" by the world. It is located where there are realistic opportunities for replication of the project in other communities by virtue of the project site's eventual visibility and accessibility. The six-month Consult Preparation Manual gives a full description of this process and the guidelines involved.

SET-UP CADRE

Once the selection has been made, a team of ICA staff, usually already assigned to the region or metro, is designated as the set-up cadre and a consult date scheduled. From that point on, there are four major tasks to be accomplished prior to the arrival of the Global Consult Team.

RESEARCH AND FRAMING

The first has do do with research and framing. This work is to ensure that the Consult has the specific focus as well as a comprehensive scope. The preparations here are guided by the social development presuppositions: that the project will have a delineated geographical area, will address itself to all the problems of all the people in that area, will deal with the depth human problem out of the operative assumption that the symbols before which a people live are the key to real change. Therefore, information is gathered regarding the history and culture, landmarks, baseline statistics, etc. The full outline is contained in the pre-Consult Research Brief. Part of this effor t is to gather information, and in some cases, make preliminary contact with potential sources of project support.

CONSULT PARTICIPATION

Secondly, the set-up cadre has been working off the participation in the Consult. Here, the project formation principles are the guideline. A Human Development Project is supported through a coalition of public and private sources, both local and national. The basic approach is to work within and in affirmation fo existing social and economic structures, such as government and political agencies, social services, businesses, and religious institutions. Participation by representatives of these organizations is helpful in enabling the initiation of the project.

COMMUNITY INVOLVEMENT

The most important participation, of course, is that of the local community. Without the support of the local residents, the project cannot be carried out. Therefore, the set-up will have done extensive visiting in the community, gained the active involvement of local leadership, catalyzed some signs of development in advance of the Consult to build anticipation. Again, the Preparation Manual has the details of this effort.

PHYSICAL ARRANGEMENT

Thirdly, the set-up cadre makes the physical arrangements the Global Task Force. The dimensions of space preparations, materials procurement, food service and participant care will have been though through and models in process of implementation by the beginning of the Global Task Force. These arrangements will provide for the entire three week period. Checklists of this aspect are presented in the first chapter of this textbook. Procedural guidelines are in the Preparation Manual.

FINANCIAL MANAGEMENT

Fourthly, the set-up cadre will have a financial management model in operation. The principles of local economic development are informative in this dimension, as the handling of the Consult finances becomes a sign of the future of the village. Using local materials and labor, bringing cash flow into the community, setting up services on the spot, in-kinding whereever possible, and spending every dollar several times are all important to the financial management model. To enable project initiation the set-up cadre will have secured or targeted sources of funding for the beginning months.

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THE INITIATION OF A HUMAN DEVELOPMENT PROJECT

STEP	PREPARATION	GLOBAL SOCIAL DEMONSTRATION TASK FORCE			IMPLEMENTATION
ACTION	RESEARCH AND FRAMING PHYSICAL ARRANGEMENTS CONSULT PARTICIPATION FINANCIAL MANAGEMENT 6 months	THE PREPARATION WEEK Week 1	THE CONSULT WEEK Week 2	THE DOCUMENT WEEK Week 3	INITIAL PROGRAM ACTUATION WEEK 12 months
GUN	SET-UP CADRE	GLOBAL CONSULT TEAM			LOCAL AUXILIARY

THE GLOBAL TASK FORCE

TASK FORCE INITIATION

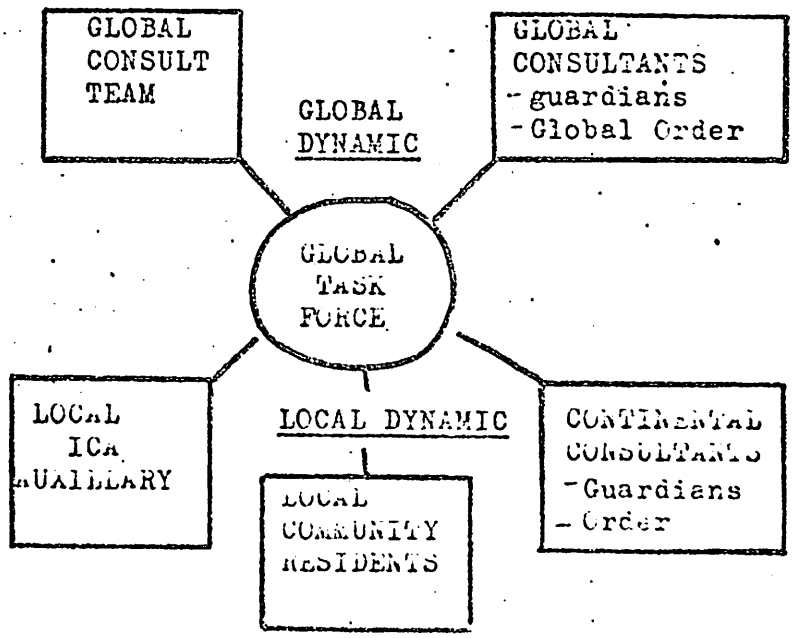
At the beginning of the ~~Disposition~~ Preparation Week (the week directly preceding the week of the actual consult) and upon the arrival of the Global Consult Team, the Global Task Force is called into being. This calling into being is a way to articulate the cruciality of the three weeks of the consult construct in carving out the future of the Human Development Project in the community where the consult is being held. It is the unique structure and function of the Global Task Force that enables the consult to be the new and crucial historical happening that it is.

TASK FORCE CONSTITUENTS

The constituents of the GTF are five fold. They are (1) The Global Consult Team of six people from the Institute of Cultural Affairs who are the objective outside consultants who interpret, monitor and orchestrate the consult as well as make sure that the Human Development Project is launched with the local auxiliary and local residents assuming responsibility; (2) The Global Consultants consisting of the global guardians who are there to lend objectivity and expertise to the consult. Also are the global Order colleagues there to lend expertise as team leaders and may also assume enablement roles if necessary; (3) The Continental Consultants consisting of guardians and continental Order colleagues who lend their expertise and the latter who assume enablement and participant roles; (4) The Local ICA Auxiliary consisting of staff from the local ICA center assigned to work with the local residents in the Action phase of the pilot Human Development Project; and (5) The Local Residents themselves making up one half of the GTF. It is the local people who lend their knowledge of the local situation and expertise towards forging the future of their community.

DYNAMICS

It is the creative tension of these global-local dynamics which allows for a comprehensive consult and for a comprehensive Human Development Project.



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THE HUMAN DEVELOPMENT CONSULT

INITIATING TOOL

The Human Development Consult, the initiating happening of the Human Development Project, serves as both an impacting and motivational tool in itself. As an impacting tool it is designed to awaken the total community within five days to new possibility by poking into every nook and cranny of village life. As a motivational tool, the consult is a historic event that in one fell swoop absolves the past and gives a new future to the community. A new community self-consciousness emerges as local people create an operating vision and practical operating models for renewal. The consult is that which calls forth those who care in the community, enables them to grasp the consciousness they already have of their relatedness beyond their local situation and to begin the informal training of local man. This is why the consult is always held--it is a happening and a motivational tool.

NEW OPERATING IMAGE

The ~~five~~ seven day Consult is designed to give the community a new operating image of itself. Local residents begin to re-gain the confidence the once lost as they show the consultants around their community utilizing their personal expertise and authority. Within the consult and in the midst of this new found confidence a symbolic life emerges through the methods of singing, rituals, song writing and the use of humor. From this local people are broken loose to find ways of articulating their hopes, dreams, and visions of new possibility for the community. The community senses itself to be altered in a radical and visible way as people begin to see that they and their community will never again be the same. They have a new symbol, a new song and a new story about themselves and their community.

COMPREHENSIVE PLAN

With a new vision of possibility, the consult moves the community beyond complaints by aiding the local community in the creation of a comprehensive, corporate plan. In the creation of a comprehensive plan within the consult local people are afforded many opportunities of experiencing their own corporateness and of finding new ways of eliciting care. Through the crucial team structure dynamic of the consult clarity is gained and plans are formed as local people forge out the day to day practical work of caring for the community. The plenary dynamic is the corporate time of the consult when the total mind of the consult is woven together into a single entity and corporate consenses emerges. A positive self-consciousness and a practical common grounding in the task ahead is realized through the total plan for renewal.

GLOBAL LOCAL RELATIONSHIPS

The Human Development Consult intends to give the community a future thrust by altering the social web thus creating whole new relations. The consult would not be viable nor the plans comprehensive without the creative tension between the subjectivity of the local community and the outside objectivity and global expertise. Through the decision making process that goes on, the relationship of the local ICA staff assigned to the project (auxiliary) and the local residents is deepened thus enabling them to follow-up on the work completed during the consult. Through the creation of an on-going guild dynamic in the community, the globalized practical vision of renewed community becomes particularized in the specific locality. Out of the consult and continued in the project itself a new global-local relationship emerges as those who care in the local are transformed into those who care for the local on behalf of the world.

I

THE HUMAN DEVELOPMENT CONSULT TEXTBOOK

The intent of the Human Development Consult Textbook is to provide the Global Consult Team with a practical operating tool to enable it to perform the function of guiding and directing the dynamics of the Human Development Consult. The Global Consult Team initiates the consult by calling into being a Global Task Force that works together over a three week period preceding the launching of the Human Development Project. The role of the Global Consult Team can be imaged as objective outside consultants adept in project training who interpret the pre-consult research, orchestrate the construct and monitor the practics. The tasks of the Global Consult Team are laid out in the next three sections of the text following this introduction. They are spelled out in three sections corresoponding to the three weeks of the consult--the Week of Preparation (pulling together of the pre-consult work and preparation for consult week), The Week of The Consult and The Document Week. The tasks during the first week of disposition include practics supervision, leadership preparation, building the context, making the assignments and leadership training. The task of the second week (the week of the consult) is orchestration of the consult, conducting plenaries, collegium and breakfast constructs and overseeing team operations. The third and final week of the consult is one of producing the document and launching the project. The tasks included are overseeing group writing, editing and document production as well as enabling the local auxiliary to assume responsibility for the Human Development Project. In order to do all of these tasks effectively and efficiently the following pages of the textbook describe the tasks in greater detail through the use of prose and charts, guidelines are offered that spell out the team dynamic; that provide a script as well as spell out dangers and offer hints to enable the plenary dynamic; that provide contesting material for leading songs and giving spins; and that enable the overall orchestration of the three weeks. It is hoped that this textbook, which is the pulling together of wisdom gained from the last eight consults, will be an effective tool that will enable new Global Consult Teams to prepare themselves for the future consults.

The arrival of the GSD consult team initieates a Global Task korce, which commissions and begins a three-week process of GSD actuation.

FOUR OBJECTIVES

At the time of their arrival to the opening feast of the Consult marks the week of the final countdown. Week one is a time of completing all the arrangements necessary for the smooth operation of the actual consult. There are four specific objectives that must be accomplished that lay the groundwork: Task korce Assignments, Practics Supervision, Context Formation and Leadership Preparation.

TASK FORCE

kor the week of the consult event, all previous assignments are cancelled and every person sees himself as a member or this task force. Refional and areaeal house members will need to be pulled in to fill gaps in expertise and to form the foundation of the support troops for the consult and document writing. A Task korce Panchayet is assigned and they serve as the clearing house for all decisions. The daily collegiums serve a s the corporate decision-making and formulation time for the GSD Task korce.

SPECIFIC ACCOUNT-ABILITY

Upon arrival the team holds specific accountability regarding the assigned preparation of the local auxiliceary rehearsing again the practical vision of the GSD Preparation Manual and cuts off any attempt to compromise the checklists. After discerning an objectice picture of the work to date, contradictions are isolated and the unblocking tactics and timeline implementaries are created. The consult team acts as a consultant to the set-up cadre, carrying with them the bank of experience gleaned from other situations and outside objectivity inherently releasing to hhe situation Memhers of the team assign themselves to a particular task arena to act as the guardians of the work.

COMMON CONTEXT

this week is spent in creating the common context for all members of the consult. Collegiums are important times and experience shows that from Monday on, the team best takes these over. A rationale for the use of these periods is provided in the following pages. Contene includes the laying out of the consult flow, reporting the key "news" from other demonstrations and raising questions that initiate brooding on the coming week. On Sunday afternoon the invited guardians will arrive, and the team will provide them with a context and orientation before the first meeting.

LEADERSHIP PREPARATION

This week is also the time of leadership preparation. The team blocks out specific times for walking throughout the local community familiarizing themselves with the total geography, experiencing the mood, and watching for the signs that signal the contradictions and proposals of the consults. A comprehensife, but quick grounding in the community sets the stage for finding the unique factor of this community. During this week, special care will be taken to meet the key local leadership, including the names, and particular nuances of honoring their dicision to invite your presence. The team wll make any necessary construct adaptions, including finding local illustrations and anticipating cultural sensitivities. The research brief and back-up data will be studeid solitarily with corporate reflection. Team leaders are trained in a one-day session at the end of the week.

GTF - WEEK 1 TIME DESIGN - CONSULT TEAM RESPONSIBILITIES

Mon.	Tue.	Wed.	Thur.	Fri.	Sat.	Sun.
GLOBAL TASK FORCE SPIN	LOCAL COMMUNITY WORKSHOP	GLOBAL ISSUES SPIN	LOCAL ISSUES WORKSHOP	DETAILED PRACTICS CHECK	WEEK TWO ASSIGNMENTS DETAIL	HOUSE CHURCH
General briefing with local set-up team (overall pic.)	Preparation Arenas issues & b/plan with local set-up and com. Field Work Walk around interior of c... community Informal practics check(discern focus)	Fieldwork Drive around -larger context Indiv. and Corp. Work	Field work -investigate. particular team arena in village Corporate Reflection Fieldwork Short visit observe	Study Fieldwork planning Practics Supervision as needed (continue)	Team Leaders Training Team Leaders Training	Final details in all arenas Guardian Orientation Session Prep / Practics
Team corporate reflection Ind. Study and pull	Team Corpor. Reflection Ind. Study and pull	Team reflec'n over dinner out in broader area	evening style Indiv. Study	Practics Follow thru Plan(1 man)	Team Leaders / Study / Orchestrators Practics Check	Opening Plenary "Preparation"

THE GLOBAL TASK FORCE ASSIGNMENTS

ASSIGNMENT PLANNING

During Preparation Week careful thought must be given to the assignments necessary to the work of the Task Force. The dynamics and personnel characteristics of the Global Task Force were described in the preceding section of this Handbook. The consult team will need to work through daily, the forces and their deployment into teams. It is crucial to be planning the assignments for all three weeks so that shortages of forces or expertise can be identified early enough to be corrected. One member of the consult team will be assigned to work throughout the three weeks on assignments.

FORCES SCREENS

The following pages will be useful in the process of making the Global Task Force assignments. The Global Task Force Design chart indicates the common life structures, mission, panchayat helpful in categorizing people according to their expertise. The profile sheet is for gathering the data on all participants, global or local (community residents). By setting up a series of these sheets in alphabetical order, and adding the information as it comes in, a permanent alphabetidal participant profile is compiled for use in making assignments during all three weeks. Once you have profile information, the Global Forces Screen organizes these forces according to the type of assignment they are coming from and the number or weeks they are planning to participate. The Local Forces screen organizes the community participants according to expertise, sex, phase, language capability, and attendance in the consult.

ASSIGNMENT ABSTRACT

Once the forces have been screened, the work assignments can be made. The Preparation Week assignments will probalby be antidipated by the set-up cadre and should be checked at the first meeting Monday morning. (The Consult Assignments--Team Composition page and Consult Assignments--Unit Composition page will be filled out and continually made as new information is received, so that the team and unit composition is comprehensive. The Document Writing Assignments Form should be filled during the Disposition Week so that suffiecient forces are ensured. If assignments or plans need to be changed, the consult team needs to start working on these immediately. The Major Assignment Issues chart provides a checklist of common difficultlies encountered in securing adequate forces for the Global Task Force. The final two pages are samples of the Team Assignments and the Consult Back-up Forces.

SET-UP CADRE

COMMON TIME DESIGN	COMMON MISSIONAL ASSIGNMENTS	COMMON SYMBOLIC LIFE	COMMON DAILY COLLEGIUM	COMMON MISSIONAL TASK

CONTINENTAL CONSULTANTS

TASK FORCE PANCHAYAT
1. 2. 3. 4. 5.

ECA CONSULT TEAM

GLOBAL TASK FORCE MISSION				
CONSULT SET UP	HDP CONSULT	DOCUMENT PRODUCTION	PROJECT LAUNCHING	COMMON PLANNING
PRECONSULT INITIATION	TEAM LEADERSHIP	REPORT WRITING	IMPLEMENTARY CREATION	REPLICATION DESIGNS
CONSULT PARTICIPAT'N	CONSULT PARTICIPAT'N	PROGRAMMES BUDGETS	PROJECT FRAMING	FUNDING SCHEMES
PRACTICAL ARRANGEMENTS	OVERALL COORDINATION	TYPING EDITING	INITIATING MIRACLES	ORDER STRATEGIES
FINANCIAL MATTERS	PRACTICS SUPPORT	PRINTING COLLATING	AUXILLARY ASSIGNMENTS	RELIGIOUS LIFE

GLOBAL CONSULTANTS

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CONSULT ASSIGNMENTS: PRACTICAL EXPERTISE GRID

CONSULT TEXTBOOK

EDUCATION DEVELOPMENT		COMMUNITY DEVELOPMENT		SERVICES DEVELOPMENT			BUSINESS DEVELOPMENT		FARMING DEVELOPMENT	
Children's Schooling	Adult Training	Social Meaning	Local Engagem't	Community Health	General Building	Essential Services	Local Commerce	Small Industry	Food Product'n	Income Agricultr
Pre School	Continuing Education	Heritage Recovery	Citizen Care	Preventive Care	Facilit. Constrctn.	Sanitation Systems	External Trade	Home Industries	Land Farming	Land Developmt
Elem. School	Global Language	Social Arts	Village Upkeep	Emergcy. Services	Residential Housing	Transptn. & Communctn.	Local Marketing	Local Factories	Animal Husbandry	Irrigtn. Systems
Secdry. School	Voctl. Training	Social Symbols	Community Workforce	Basic Nutrition	Archtctl. Design	Equipment Repair	Financial Services	Processing Plants	Marine Farm	Farmers Co-ops

ICA

CONSULT PARTICIPANT'S PROFILE

#	NAME	STAT	LOCATION	POSITION	EXPERTISE	M/F	PHASE	MOVEMENT EXPERIENCE	ADDITIONAL INFORMATION	ARR.	DEP.

II D.Section. GSD CONSULT TEXT.

GLOBAL TASK FORCE = GLOBAL FORCES SCREEN.

	INITIATION WEEK	CONSULT WEEK	DOCUMENT WEEK
Global Consul-tants Order + Guardians			
Contin-ental Consul-tants Order + Guardians			
Set-up Cadre			
ICA Consult Team			

GLOBAL TASK FORCE -- LOCAL FORCES SCREEN

Representation / Expertise		Agriculture		Commerce		Education		Services		Community	
Attend.	Phase	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
FULL-TIME CONSULT (con-sultant)	Youth										
	Rising Adult										
	Establish. Adult										
	Elder										
* Bilingual											
PART-TIME CONSULT	Youth										
	Rising Adult										
	Establish. Adult										
	Elder										

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GLOBAL TASK FORCE ASSIGNMENTS
PREPARATION WEEK

	I. RESEARCH AND FRAMING	II. PARTICIPATION PROMOTION	III. PHYSICAL ARRANGEMENTS	IV. FINANCIAL MANAGEMENT	V. TASK FORCE COORDINATION
TASK FORCES					
PARTICULAR TASKS AND ASSIGNMENTS	PRE-CONSULT BRIEF	COMMUNITY PREPARATION	SPACE PREPARATIONS	TASK FORCE BUDGET	TASK FORCE ASSIGNMENTS
	DATA BANK	RESIDENT PREPARATION	MATERIALS PROCUREMENT	IN-KIND PROJECT	PRACTICS SUPERVISION
	PRELIMINARY AUTHORIZATION	LOCAL GUARDIANS	FOOD SERVICE	FUNDING REPORT	CONTEXT FORMULATION
	SPECIAL GUESTS	BACKUP FORCES	PARTICIPANT CARE	ACCOUNTING STRUCTURE	LEADERSHIP PREPARATION

SDCRT

CONSULT ASSIGNMENTS TEAM COMPOSITION

ASSIGNMENT / RATIONALE		CONSULT TEAMS					ENABLEMENT FORCES
		Educational	Community	Services	Business	Farming	
LOCAL	Community	1 2 3 4 5 6					PRACTICS Food Housing
	Vicinity	7 8					Hosting
GLOBAL GUARDIANS		9 10					COORDINATION
Guardians	National	11 12					
	State	13 14					
	City	15 16					
STAFF	Auxiliary	17 18 19					TEAM SUPPORT Transport Production
	Metro	20					
	Continent	21					Services
	Other	22					

SDCRT

CONSULT- ASSIGNMENTS

UNIT COMPOSITION

	CONSULT FORCES					SUPPORT FORCES
	TEAM I	TEAM II	TEAM III	TEAM IV	TEAM V	
Unit a	a:	a:	a:	a:	a:	PRACTICS Food Housing Hosting
leader						
local						
guardian						
scribe						
aide a. local						
aide b. outside						
Unit b	b:	b:	b:	b:	b:	COORDINATION
leader						
local						
guardian						
scribe						
aide a. local						
aide b. outside						
Unit c	c:	c:	c:	c:	c:	TEAM SUPPORT Transport Production Services
leader						
local						
guardian						
scribe						
aide a. local						
aide b. outside						

GLOBAL TASK FORCE. Document Writing Assignments

	I. VISION	II. CONTRADICTIONS	LLL. PROPOSALS	IV. TACTICS
DOCUMENT				
	V. PROGRAMMES, BUDGETS	VI. EDITING	VII. PROLEGOMENA EPILOGUE	VIII. PRODUCTION AND CHARTS

	Housing and Food	Other Practics	Framing and implementation
ENABLEMENT			

ASSIGNMENT CHECKLIST

This chart represents the major issues that must be covered in assignments and represents a working check list for assignment making.

ASSIGNMENTS	LOCAL PARTICIPANTS
Drivers	Local invitations
Typists	~~Recruitment~~
Practics group	Opening attendance
Photographer	Language
Printers	Secondary strategies
Host/Hostess	Full time attendance
Team leaders	Men and women
Team translators	Young and old
Plenary translators	Social grouping coverage

SPECIAL QUESTIONS	ARRANGEMENTS
Local staff participation	Reception
Authorization figures	Hosting visitors
Assign team leaders by rationale	Local Host
Big opening	Consult orientation--Sunday morn
Rational chart of prospects	Photographs
Final guardian attendance	Pre/post housing, etc.
Expertise holes	Work, study materials, books
	Schedule orientation
	Arrival and departure data

"sample" CONSULT BACKUP FORCES

ORCHESTRATION	SUPPORT	ENABLEMANT
1. Crocker 2. Wiegel	Team Practice 1. Philbrook 2. Manapat	General Coordination 1. Troxel 2. Sentorias 3. Soderlind (books)
		Food 1. Edith 1. hire 1. hire 2. hire 2. hire 3. hire 4. hire 5. hire
	Team Production 1. Blackledge	Housing 1. Packard 2. Geni 3. Elizondo, Jon
		Hosting 1. Elizondo, Tony 2. Pascal

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LAPU LAPU HUMAN DEVELOPMENT PROJECT

MAY 1976

"SAMPLE"

TEAM ASSIGNMENTS

I Judi Wiegel	II Marilyn Crocker	III Jon Jenkins	IV Sandra Rafos	V Bob Rafos
Gordon Harper Marciana Cabalhug Augusta Dimataga Sharon Jeeen Charoen Laosirisathian Pascual Limpangog Ivalee McCord Sr. Estralita	Ron Clutz Maria Amistoso Linda Knutsen Alfonsino Limpangog Rogelio Limpangog Enriqueta Solana Rudolfo Ymbong Istignan Nasution	Bill Bailey Petronilo Leonardo Maguio Barbara Litiken Apolonio Ochea Mr. Querubin Alfonso Salcedo Carlos Espinoza Merv Ramage	Don Clark Jaime Cabalhug Sergio Itang Mrs. Mancao Tito de la Serna Restituto Taneo Ben Young Richard Seacord	Jim Boll Miguel Amistoso Tom Aquino Jose Baguingao Isabelo Limpangog Rosario Limpangog Pablo Potot June Seery Leonides Tan Hwang Zain Penigran Salleh
Sherry Greenwald Faustino Ador Vitaliano Amistosa Apolonio Limpangog Pat Miller Dedinia Nones Simplicio Ochea Addie Batica	Duncan Holmes Angel Amistoso David Greewald Eustacia Limpangog Felix Potot Joyce Quimby Joel Reterba Mary Zervigon Joe Slicker	Sandr True Geronima Amistoso Amada Berdin Bayard Coggeshall Miguel Mancao Erlina Martinez Linda Senturias Tom Whitsett Betty Ramage	Justin Morrill Lauriano Amistoso Irenero Bentulan Jack Callum Fermin Gonzales Soledad Limpangog Rufino Ochea Jim Taylor Don Quimby	George West Jacinto Ataçador Elsa Batica Leonardo Chiu Ed Dillinger Haji Wan Habib Tranquilino Limpangog Rudolfo Potot Alberto Yagong
Robert Vance Margarito Celades Charlotte Graham Mauresta Potot Pedro Sumalinog Vera Willur Josephine de la Serna Faith Vance	Roxana Harper Dane Adkinson Marcos Berame Mary Coggeshall Jose Limpangog Benita Omat Nancy Rabor Felisa Sarauses Connie Widyatma	Prospero Amatong Rufino Amadia Roberta Hoss Lester Knutsen Pilato Limpangog Victor Ordoñez Ernesto Ybañez Michalena Young	Vicente Gambito Kang Byong Hoon Faustino Limpangog Juana Neriquita Geronimo Ochea Jon Thorsen Narciso Yagong Carl Ennis Bro. Quipanis	Jeff Coolidge Sergio Ando Antonio Limpangog Domingo Limpangog Hale Prather Mr. Ruperos Feliciano Solana Jaime Vergara

PRACTICS SUPERVISION

Final push

One of the major responsibilities of the concult team during the preparation week is the supervision of the final preparations for the consult week itself. The set-up cadre has been working in advance to arrange the many details, and this week is their final push. The consult team can not afford to become involved in doing the practical preparations, for there are several responsibilities under their care. Nor can the team ignor the set-up process, since the success of the consult depends so much on these preparations.

team briefing

In supervising the final preparations, the team is briefed by the set-up cadre on Monday morning at 8:00 . After hearing reports, there is a conversation on issues to gather initial impressions on the preparations progress. The reporting arena include: Research and Framing, Participation Promotion, Physical Arrangements, and Financial Management. Adetailed breakdown of the tasks within each arena is given in the following pages.

team day

The rest of Monday the team is brooding, observing andnoting anticipated blocks. Tuesday morning at 8:00, the team and the set-up cadre go through a workshop which lists the issues, identifies the major contradictions, formulates proposals and tactics to unblock the preparations. Assignments are adjusted to move the contradictions. Each day the members of the consult team check informally with the leaders of the set-up teams to determine progress. Each morning, the last part of the collegium serves as a check point for reporting and working through the difficulties.

Team assignments

The first four days, each consult team member has one of the preparation contradictions to keep an eye on. After that , it should be possible to have only one team member looking after the whole practical preparation process. It is crucial in all this that the set-up cadre maintain full responsibility and initiative for doing these preparations throughout the week.

meeting formats

The next page lays out formats for the initial briefing and the practics workshop. The following pages describe working arenas for the preparation teams and checklists for the consult team to determine the completion of the work.

PRACTICS SUPERVISION MEETING FORMATS

INITIAL BRIEFING--- GLOBAL GSD TASK FORCE --INITIATION WEEK
Monday, 8:oo a.m. Members of the Consult team and set-up cadre

1. Singing
2. Spin on winning on the consult before it begins
3. Briefing agenda and lay out of set-up teams in the assignments
Reports by leaders of the set-up teams in the arenas of
   research and framing
   participation promotion
   Physical Arrangments
   Financial Managements
4. Conversation:

   a)What aspect of preparations looks the best at this point?
   b)What issues have arisen?
   c)What are the tasks that have to be done today?

5. The days schedule and assignments

PRACTICS WORKSHOP---
Tuesday, 8:00 a.m.,Members of consult team and set-up

1. Singing
2. Spin on contradiction as door to future, as true in practics as in community reformulation, effective worrying: prevent difficulties from happening
3. Brainstorm all the issues, (questions, concerns, blocks) that have arisen in the practical preparations.
4. Determine the key issues and cluster the others around them.
5. Name the underlying contradictions in each cluster.
6. Brainstorm proposals to deals with each contradiction
7. Consense on what must be done (which proposal) to move each contradiction
8. Assign forces to implement each proposal and have them think through the steps that have to be taken today
9. Report out the day's tactics for each group
10. Send out

PRACTICS SUPERVISION (issues holding chart)

RESEARCH AND FRAMING	PARTICIPATION PROMOTION	PHYSICAL ARRANGEMENTS	FINANCIAL MANAGEMENT
PRE-CONSULT BRIEF	COMMUNITY PREPARATION	SPACE PREPARATIONS	TASK FORCE BUDGET
DATA BANK	RESIDENT PARTICIPANTS	MATERIALS PROCUREMENT	IN-KIND PROJECT
PRELIMINARY AUTHORIZATION	LOCAL GUARDIANS	FOOD SERVICE	FUNDING REPORT
SPECIAL GUESTS	BACKUP FORCES	PARTICIPANT CARE	ACCOUNTING STRUCTURE

1. Several kinds of research need to be done on site before a consult takes place. These are spelled in detail in the Pre-Consult Research Brief.* The first check is to see that this brief has been completed by the set-up cadre. Secondly, there should be in process the publication of a report of this research for distribution to all consult participants on Sunday afternoon. In addition, there will be maps and grids produced for decor, as well as for individual reference. This material will emphasize the historical, contextual and geo-social factors necessary for the work of all the teams. There should be an imaginal grid as well as a grid superimposed on a map. In order for the consult to do its work, the boundaries must be determined, so that the parameters of the field visit can be established. Also there should be indication of the nodes, primary landmarks, districts arteries. The five stakes of the community are such a crucial symbol that these should be determined only after very careful and thorough consideration. Most of the villages have had a population of a few thousand, Kawangware being the largest with 20,000.

Pre-consult briefs

2. In addition to a published research brief, there will be a research data bank set up as a reference tool for the teams. This will be a set of files or catalog of materials holding in one place various documents and statistical information. The materials should be organized in relation to the team areans to facilitate them in locating the information they need. The data bank should also include in each category a list of sources for further data on related subjects. Re. Framing: The model of social demonstration is both universal in concept and unique in application to a particular community. Yet no community exists apart from its relations to other communities, the state, region or province and the nation in which it is located. Likewise, the community is dependent upon the socio-economic linkages which already exist or which are anticipated as a result of the development project. The basic approach of social demonstration is to work within and in affirmation of existing social structures. The approval of the established authority and the supportive encouragement of representatives of the larger business community, educational structures, religious or social service organizations is, therefore, highly desired. In a very real sense, the project provides its own authorization. It is, however, necessary that effective permisionnbe given to the ICA to assure the initiation of the project, the training of local leadership and the implementation of the methods. This is necessary not only for the effectiveness of the development project in any given community, but for the sake of social demonstration as a means of global development.

Data bank

*see appendix page ____

~~RESEARCH AND FRAMING~~

Prelimenary Authorization

3. While the set-up cadre is assembling the research information, they will be building a preliminary authorization frame out of their experience in dealing with local, municipal, regional, and national authorities. Also, the effort in consult inkinding and funding will yield valuable information for the support frame. There will be a preliminary grid or screen which holds projected funding sources and development progress reports, key contacts, and such information as funding guidelines for government and private sector and organizational charts for key sources.

Special Guests

4. This arena includes reflections and recommendations on the use of the consult as a tool for intensifying the authorization of the project. A list of special guests who have been invited will be prepared, together with their responses and the appropriate protocal in receiving them. The consult team will need to clarify their role in meeting special guests and know the set-up cadre's intent in inviting them. Also a schedule of their expected arrival will assist both the team and those assigned to reception.

PRE-RESEARCH CHECKLIST

HARD GEO-SOCIAL DATA

Site grid

Maps: national, provincial, borough, local community (scale 1"=100 ft.

Land ownership: plotted on map plus detailed list

Acreage

Objective background data

Grid of political structures with names

Population statistics and density: family structures

Other development plans: public & private

Economic statistics: economic, income, cost index

Industrial and business profile with locations and names

Health statistics: alcoholism, mental health, social pathology, suicide, drug addiction, care systems, birth rate, death rate and major causes

Organizational structures: service groups, social services, public and private with location and names, racial groupings, religions

Educational statistics: literacy

Educational institutions profile with locations and names

Agricultural production: detail on types and amount.

Housing profile: detail on conditions, types, and density

Transportation systems

PRE-CONSULT OBSERVATION

Field visit screen

Needed expertise

Potential signs

Underlying problem

SOCIO-CULTURAL MILIEU

Continental/national context

National development efforts

Current development philosophy

History

Current story

National statistics

Pictures of the local community

Local and national customs

Local symbols

LOCAL ADAPTATIONS

Orientation tour

Celebration--Saturday

Part time participation

Song writing

Language

PARTICIPATION PROMOTION

COMMUNITY PREPARATION

Social Demonstration is initiated at the invitation of the local community through the action of a representative group of local community leaders or representative group of community organizations. Such an invitation should be recieved and an assurance of the participation of local community redidents be given before the choice is made by the consultant body. To attempt to initiate a social demonstration without such support and participation of people from the local level selected would negate one of the fundelmental operating principles of the social method itself: the participation of local man in shaping his own destiny. Through the combined efforts of local leadership, concerned citizens and professional advisors, the consult creates a plan that defines the guidelines within which social demonstration will take place and its operating programs will function. Those guidelines then allow the social demonstration to proceed and periodic evaluation and redesign to occur. A period of two years is projected for training local leaders to operate the model independantly. The social demonstration model works through or alongside the existing agencies, organizations and social structures already in the community. At the same time, it motivates the community by being responsive to the people it serves. In terms of practics, moving in to the community- is the key step in obtaining local support for the project. Pre-consult miracles are also needed to awaken interest in the community and to give proof of good will. Probably most important, however, is to locate and work through whatever form of grassroots leadership is present. Getting into the community at the level below the bureaucratic structures not only finds openness but also a short trip to the local people and an avenue to move with them.

RESIDENT PARTICIPANTS

It is intended that at least one-third of the consult be composed of residents of the community, a minimum of 30 people. In addition there may be many others who attend the evening or breakfast sessions. But it is extremely important that there be at least 30 full-time consult participants from the villiage. Further, there should be a cross-section of the community in terms of occupations, sex, age, etc. The five teams are a helpful screen in checking local participation. There is a need for adequate representation of local wisdom on each of the teams: agriculture, Business and industry, education, essential services and community life. If this participation has not been secured, calling teams should be operating during the week. In any case, there should be a promotion plan designed to get as many people as possible into the consult sessions.

LOCAL GUARDIANS

The local set-up team is also responsible for the recruitment of local guardians from the nation. These are key to the implementation of the project and to the replication as well as providing local expertize. Where there is a local language other than English, these guardians also provide translation for the teams and units. They can in many situations be of significant help in the document writing process. Another function they can play is that of continuing to flesh out insights they had during the consult like the design of the drainage system or creating a curriculum for nutrition honoring local wisdom. The recruitment should be checked against the expertize needs and the translation needs.

BACK UP FORCES

The back-up forses provide the necessary enablement without which there can be no consult. Ideally these forces will be recruited from among the regional movement or houses in the area. The consult team will check to see that the back-up forces assigned are adequate to the task. Further, the team will make sure that the local auxiliary and others crucial to the implementation of the project are in the consult and not assigned to back-up. Adequate back-up during the document week ought not be over-looked. If there are any shortages in the back-up forces, the promotion team will work during the preparation week to cover them.

II.

PHYSICAL ARRANGEMENTS ISSUES

SPACE PREPARATIONS	MATERIALS PROCUREMENT	FOOD SERVICE	PARTICIPANT CARE
FACILITIES SET-UP DESIGN	PRODUCTION EQUIPTMENT	MENU PLANS	RECEPTION MODEL
CONSULT DECOR	WORKSHOP TOOLS	MEAL ORCHESTRATION	HOSTING PREPARATIONS
ROOM FURNISHINGS	PUBLICATIONS SUPPLY	EQUIPMENT PROCUREMENT	HOUSING LINESSE
SET-UP TIMELINE	AUDIO-VISUAL RECORDING	KITCHEN SET-UP	TRANSPORTATION ARRANGEMENTS

SPACE PREPARATIONS

SPACE PREPARATIONS

As a crucial aspect of the consult, both symbolically and practically, the facility chosen should be representative of the project site, and located within the geography of the signal community unless such facilities are unavailable.

MEETING SPACE

For the meeting space, one large room to comfortably seat at least 100 people at tables, in a seminar arrangement if necessary. The five teams will need space to meet in separate enclosed, though adjacent, rooms if possible. A lounge in close proximity to the meeting room is highly desirable.

SLEEPING ROOMS

Adequate sleeping rooms with linens should be provided. Separate rooms seem best, though in some instances dormitory style will be required. At Oombulgurri, consultants slept in large tents in a field. Any appropriate housing arrangement will be satisfactory as long as it is accessible to the working areas.

STAFF SPACE

The consult staff will require adequate work space for writing, planning, and orchestration and production. Although similar in style to the meeting space, relative isolation from other activities and its availability at all times for consult use are necessary.

FACILITY VALUES

In choosing the facility for the consult, these values to hold are important. The most crucial is providing setting appropriate for those attending the consult. Second, the location should be in or close to the project site. Convenient and serviceable kitchen facilities, adequate lighting, ventilation, and wall space for yards and yards of butcher paper, need also be considered.

MINIMUM COST

Naturally, a major value will be to keep costs at a minimum, or, preferably, to locate an in-kind facility.

TEAM PRIVACY

The consult team needs space for sleep and work. Some degree of privacy is helpful although housing with or close to the auxiliary is crucial.

MEETING SPACE

A writing team will continue to work for one week following the consult and will require a separate, full-enabled, facility providing space for work and sleep, not on the project site, preferably.

PHYSICAL ARRANGEMENTS

CONSULT DECOR

The Consult Decor is key to setting the mood and tone for the consult. The decor marks and claims the total space of the consult and proclaims that an event of significant proportions is taking place. The decor should include materials for the plenary space, the five team spaces, the public areas and gathering places, and, in some way, the total village or social demonstration site. The rationale and themes are important. Symbols of the nation, the world, the city or locality and the people themselves should be held. The global band of social demonstrations should be highlighted. In creating the local decor, community grids or other symbols will make great banners. Generally, the decor should be large, simple, and compelling. Banners which are a "must" for outdoor settings, lend excitement to an interior setting as well. The key here is good color and good color schemes, honoring local color symbolism. While the public areas beg contemplative pieces, the team spaces need working decor. The plenary space and the village public areas need impactful artforms.

ROOM FURNISHINGS

On the following page are three checklists for monitoring the decor and space preparations, including the necessary room furnishings.

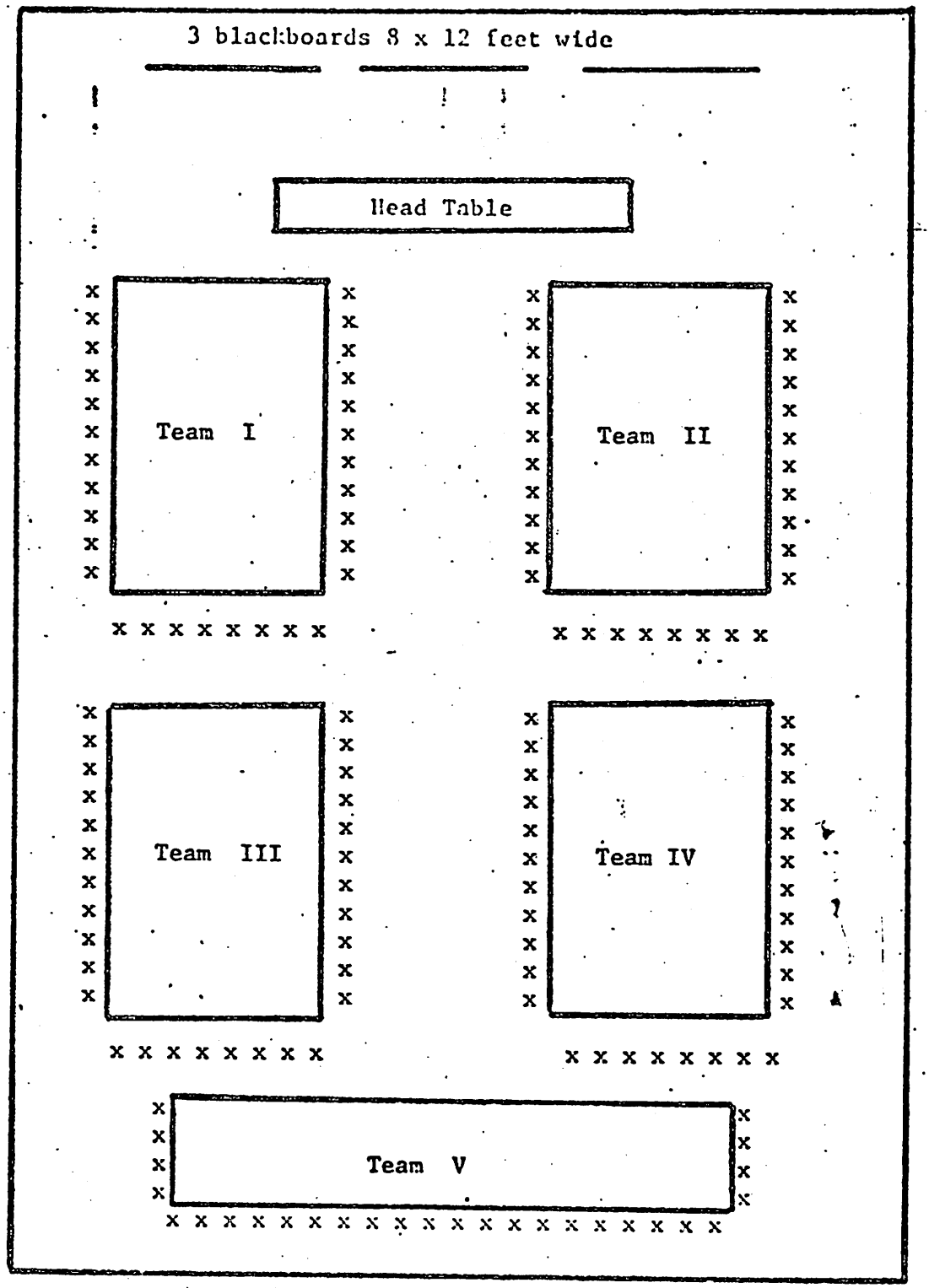
SET-UP TIMELINE

The consult team will need to see the timeline plan for completing the space preparations. The assignment of forces to meet this schedule will have to be coordinated with the other activities during the initiation week.

DECOR AND SPACE CHECKLISTS

	SPACE	DECOR	FURNISHINGS
Plenary	___1 large meeting room for total consult	_____National Symbol (map or other) _____World Map (locating S.D. band) _____City Map (Locating project) _____TWC symbol _____-Project Gird _____Photographs of 8 Social Demonstrations _____Local Artforms _____Master Charts (added as they are created in the consult.	___tables to seat total x 2 ___charirs to seat toal x 2 _____256 square feet of chalkboard (8 boards, 4 x 8 each) ___40-50 ashtrays
Team	___5 meeting spaces for 20 each or 1/5 of total consult number	_____Project Grid _____Project Map _____TWC Symbol	
staff	Space for 40		
lounge Node Restrooms Work space	___practics office ___orchestration team workspace ___production space	PUBLIC AREAS _____Bathrooms _____Hallways _____Nodes VILLAGE IMPACT ___Village Square _____Public Nodes _____Pathways	Work S!ace ___tables ___chairs ___shelves or cabinets for materials
Kitchen			___necessary furnishings
Housing	___couples rooms ___singles dorms		___beds, healthy mattresse ___closets or other provisions for hanging

PLENARY ROOM SET UP



MATERIALS PROCUREMENT

There are four categories of crucial materials which will be gathered and ready for use. The equipment and supplies plan must include the needs of the Document Week as well as the consult week. The first arena is the provision of adequate equipment for the production of working papers during the consult, and confirming arrangements for the printing of the final document. For the working papers, mimeograph quality or better is desirable, though ditto copy could

PRODUCTION EQUIPMENT

serve as a last resort. Several typewriters (three minimum) will be on hand throughout the three weeks for production work. For the document production week, at least six first-quality electric typewriters will be procured. The services of an MTST will be required for the charts, and a quality printer and binder. The quality of the consult document should match that of Maliwada or Sudtonggan. For the Budget Team one or two electric or battery calculators, preferably of the printout type, are needed.

WORKSHOP TOOLS

Secondly, there are a number of workshop tools to assembly for use by the teams and in the plenaries. A checklist of these follows. (p. 38)

PUBLICATION SUPPLY

Thirdly, certain documents and papers are handed out in the consult as educational devices. The opening and closing plenary packets are the major handouts. The opening packet contains material for the total consult. In addition, other handouts are distributed throughout the consult. The group working behind the scenes will hand out tentative charts of its work for the whole group to check. An "orders of the day" handout is distributed with each collegium as a means of facilitating the discussion of the methods and procedures of the day. In some instances, a briefing packet is sent ahead to the consultants. Also, teams and the consult staff have a large variety of reference materials available. A following page has a listing of the printed materials provided by research centrum and a listing of the contents of the three packets.

AUDIO-VISUAL RECORDING

Finally, it is important to record the consult on film or tape for research and public image purposes. This task requires some equipment, as well as one or two skilled and responsible people with an eye or ear to the recording of the events of the consult.

MATERIAL PROCUREMENT CHECKLISTS

EQUIPMENT

___ 2-3 Typewriters

___ 1 machine that will rapidly reproduce material

___ 1 back-up machine in case of mechanical difficulty

___ Use of 6 first-quality electric typewriters for document copy

___ Use of one or two electric printout calculator machines

SUPPLIES

___ Typewriter supplies (correction tape, ribbons etc.)

___ 33 reams (8½ x 11 or standard size) paper

___ Stencils, fluids, inks etc.

___ Batteries for equipment

WORKSHOP TOOLS

___ Butcher Paper, 500 yds.

___ Pencils 200

___ 200 name tags

___ 50 markers

___ 3 boxes Chalk

___ 10 chalk erasers

___ 7 rolls of Masking tape

___ 5 reams note paper

AUDIO-VISUAL RECORDS

___ 1 cassette tape recorder with batteries or extension cord

___ 1-2 35 mm Cameras with accessories

___ Before, during, and after shots of pre-consult miracle and consult

___ Extension cords

___ 8 hours of tape for cassette recorder

___ photographic supplies including 5 rolls color/ 5rolls b/w

CONSULT PACKETS

ORIENTATION FOR GUARDIANS

___ previous Consult Report

___ Previous Consult Spins

___ Site Map

___ Site Brief

___ Participant Services Bulletin

___ Letter of Welcome from local participants

OPENING PACKETS

___ Folder

___ Coversheet with Grid and dates of consult

___ TWC Symbol

___ 9-day Consult Design

___ 5-day Consult Flow

___ Daily Time Design

___ Methods Flow Chart

___ Participant Expertize List

___ Team Assignments

___ Consult Songbook

___ Local Songsheets

CLOSING PACKETS

___ Folder or Coversheet

___ Master Charts

___ Consultant Directory

Refectory service Check list

Menus

snacks
bag lunches
celebrations
breakfast
team supper
document week

Service Utinsels

bo ls
platters
p(s for drinks
table settings
extra settings for celebrations

PERSONELL

liason
dishwashing
cooks
transportation

SPACE

stge
Kitchen
rubbish
serving

REFECTORY SERVICES

MENU PLANS

Well done food service allows the staff and participants to concentrate on the work of the consult. Adequate quantities for three meals a day should be planned with breakfast the most substantial meal with the whole group. Noon meals should be flexible enough to allow bag lunches and dinner is served in the teams. Ten thirty snack should be available for the plenary and concessions should also be available. In addition, early morning coffee and late night refreshment should be provided. Menu planning should include food service for the document production week also. The opening and closing plenaries are high celebrational events and food should be of festive and sophisticated quality. Local specialties increase the flavor and overall spirit of the consult, and honors both the local and outside consultants.

MEAL ORCHESTRATION

The overall orchestration of the models including meal prep, serving, clean-up and transportation as needed should be given special care. Always on schedule style requires in-depth planning. The teams can be responsible for the setting, service and clear, if adequate space for distribution is available.

EQUIPMENT PROCUREMENT

Table service, family style service bowls and platters, coffee and tea pots in adequate quantity for both feast and daily hosting should be gathered as soon as possible in the set up.

KITCHEN SET-UP

Obviously, the kitchen itself needs to be a demonstration with cooking, washing, service and storage space neatly arranged and daily cleaned.

PARTICIPANT CARE

Reception Model

The invisible care provided consult participants is often one of the deepest addresses to both guardians and local folk. This begins with a gracious and smooth reception to the consult facility. Special care is taken in orenting Guardians to the situation and in seeing that they are plugged in to the consult. A constant reception and hosting dynamic is required throughout the Consult. A supply of opening night packets and the materials produced up to the point a new person joins the Consult is required. The numberous local residents who drop in and out make this role even more important.

Housing Finesse

Hosting Preparations

Secondly, thorough hosting preparations are required to provide a range of basic personal services. These are indicated on a following checklist. Housing finesse is another aspect participant care, adding a touch of surprising sophistication in the lodging situation.

Transportation Arrangements

Finally to allow the global consult team to concentrate on work, one person at the consult should act as transportation coordinator. This responsibility includes: getting the consultants and luggage and materials to and from airport to site. Arranging for orientation tours, field trips, and adequate vehicles so that each team can have 1 vehicle and driver available at all times, and at least one for practics and enablement people. Keeping cost to a minumum is a value, but the prime value is to get people where they need to be without wasting valuable consult time.

PARTICIPANT CARE CHECKLISTS

HOSTING CHECKLIST

___ Registration
___ Consultant Orientation
___ Check cashing and Currency Exchange
___ Mail and Postage
___ Phone and Messages
___ Medical and First Aid
___ Linen
___ Laundry and dry Cleaning
___ Morning Wake-up
___ Personal Items
___ Housing Assignments
___ Luggage Delivery
___ Opening Day Timeline

TRANSPORTATION CHECKLIST

TRAVEL ARRANGEMENTS.

___ To and From Airport to Site
___ Alternative Travel Arrangments
___ Orientation Tour
___ Field Trips

VEHICLES.

___ Jeeps/ Small Cars
___ Busses (one for each team available always)
(one for practics and enablement)

FINANCIAL MANAGEMENT

FUNDED LOCALLY

Social demonstration consults are designed to operate at a minimum expense and are funded locally. The exception to this is that the outside consultants are expected to totally care for their own expenses as a sign of their commitment to the project. On site expenses of ICA Consultant staff are covered by the sponsoring groups and whenever possible, that group would also participate in covering staff travel costs.

TOTAL COST

The budget needs to reflect the entire cost of the consult and document writing. The expenses of the consult includes facilities, food, supplies, materials, equipment, transportation and arrangements for the consult staff and writing team. An important additional item is the cost of producing and printing 1,000 to 2,000 copies of the consult report. It should be kept in mind that each global guardian is responsible for his international air fare, $300 for the Global consultant fund and $100 for local accomodations at the site of the consultation. The cost for the Global Consultation team is $750 per person per Consult.

IN-KIND SOURCES

Several weeks before the consult, sources can be located in the nearest large city and approached. The best possibility is with manufacturers and wholesalers. Local groups, networks and women's group can help with such things as food and tables and chairs. The food budget can be kept low by experimenting with indigenous food, spruced up nutritionally, if necessary. Office supplies can become a major expense and headache if not anticipated and secured well in advance.However, deadlines must be established so that the work is not blocked. Some of the goods and services will have to be purchased in any case, and funds will be solicited for this purpose. The consult team will receive a report on progress in this dimension. Care must be taken to see that the needed funds are raised in a way that does not jeopardize the long-range funding possibilities following the consult.

ACCOUNTING STRUCTURE

Finally, an effective accounting structure is crucial if the consult is to be self-supporting. The procedures and personnel assignment is checked by the consult team to see that all participant fees and payments will be collected, that petty cash will be available for necessary purchases, and that accurate records of all transactions are kept.

HUMAN DEVELOPMENT PROJECT
PREPARATION AND CONSULTATION BUDGET

I.	PRE-CONSULTATION RESEARCH		US $ 4,400
	-Site Selection	2,000	
	-Facility Procurement	2,400	
II.	CONSULTATION FACILITY		800
	-Plenary and Team Meeting Rooms	500	
	-Decor and Preparation	300	
III.	CONSULTATION HOSTING		9,045
	-Housing for Consultants	4,860	
	-Food	4,185	
IV.	CONSULTATION TRANSPORTATION		8,800
	-Consultation Team and Staff Travel	7,000	
	-Transport During Consultation	1,800	
V.	MATERIALS AND COMMUNICATION		1,250
	-Paper, Equipment, Tools	550	
	-Post, Promotion, Telecommunication	700	
VI.	CONSULTATION REPORT		4,000
	-Paper and Cover Stock	1,500	
	-Printing and Binding	2,500	
	TOTAL COST OF PROJECT THROUGH COMPLETION OF INITIATING CONSULTATION ...		US $ 28,259

Note:

1) This budget does not include any research and development costs that have gone into preparing ICA's approach to human development.

2) Non-staff consultants travel at their own expense.

III. CONTEXT FORMATION

DAILY COLLEGIUM

One of the most crucial aspects of the preparation week of the global consult is the intentionality spent on building a common context for the assembled task force. Most particularly, this is done through the morning collegium sessions within the house. These are lead by members of the consult team.

GUARDIAN ORIENTATION

The other crucial time for context formation is the orientation session for the guardians as they arrive on site. On the following page is a chart which pictures the flow of those collegiums. The second chart in this series contains the major points to be covered in these sessions.

GUARDIAN ORIENTATION — WEEK 1			
THE DEMONSTRATION	THE CONSULTATION	THE CONSULTANT's ROLE	THE LOCAL OVERVIEW
Possibility in Human Settlement This week's transformation	Design-- 3 Weeks Prep/consult/Document Winning/happening/Story Field research- obj. Team/unit reflection probing - refl. Plenary forging - interpret.;Doc. Wr. Story	Objectivity/Subjectivity = wisdom experience Global Presence Wiring of corporate conscious	Orientation Packet maps/history/statistic
Sign of Seriousness re. Local Community -Claim this community for renewal	Global Task Force Team - Basic Unit key to participation Research TF in arena Authentic check on whole	Passion = Care Hard work/ Fun	Customs notes
Global Care--Band Magic in the names, Hope for nations/ globe	Feild Research - Talking with/ not interview Honour Local wisdom	Guests =Honour=Nation Village's Consult	Tour context
Significant Re-engagement	Plenary - Gestalt- New Creation Actuation Focus - Practical/sign	Expertise A. Human Being B. Gift you bring lawyer;farmer Not here to learn (conversation on expertise)	Day's Schedule Style of Reviewing Opening Plenary Tomorrow colleg

LEADERSHIP PREPARATION GLOBAL TASK FORCE MORNING COLLEGIUM DESIGN

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
GLOBAL TASK FORCE	THE LOCAL COMMUNITY	THE GLOBAL BAND	THE LOCAL ISSUES	THE FINAL COUNTDOWN	IN THE CHUTE	THE BLAST OFF
	workshop	spin	vision, contr. proposals			
1. What is the task force? 2. Preparation 3. Consult Design 4. Document Writing Handout Global Task Force Abstract	1. Grid-Places-What is it? What see? 2. People Who are they? 3. Accomplished so far 4. Anticipation of the consult 5. Community stories about pre-consult miracles	1. a report on previous consults 2. A spin on the profound learnings 3. An edge on global wisdom	1. people's dreams 2. Community issues challenges 3. What you'd like to see happen in relation?	1. detailed accountability on preparation practics--all arenas	1. short collegium laying out final moves into position	1. Short check making any last minute corrections
	Push last 10 minutes on trouble spots in relationship to practics					

IV. LEADERSHIP PREPARATION

CONSULT PREPARATION

This preparation week of the consult on site provides the ifrst practical urgent time for serious study and reflection aimed at preparation for the consult. Severalsets of resources will have been prepared by the set up forces prior to the team's arrival. Also, actualpresence on the land and in the site will provide for futher observation as well as the conversations with local leadership and the house.

LEADERS TRAINING

Forging a team that is functional is the task of the team Leaders Training one day 8 to 5 construct. Assigned to this would be the global consult team, the team and unit leaders, and translaters for the consult itslef. The day's training is designed to ground the staff to the reality of the local geographic community and to the consults procedures. Through that the leadership team will be welded into one "move it" unit ready to work within the framework of the consult and the given situation.

RESEARCH GUIDES

The following charts present the objectives of the research, the sources or tools and the procedures for meeting those objectives and the products that hold the accomplishment. There are four charts on each of the following arenas: briefing materials, community and environs, the local people and the ICA staff.

TRAINING FORMAT

The final pages provide a format by which the assigned team leaders can go through a similar, though abbreviated reflection on Saturday in preparation for their role in the consult.

II Leadership Preparation
Team Orientation and Study Guides

I RESOURCE: BRIEFING MATERIALS

A OBJECTIVES: This aspect of leadership preparation requires becoming thoroughly familiar with all the printed briefing materials that are avialible to the consult team during the week before the consult in order to:

1) become comprehensively grounded in the economic, political, and cultural aspects of the national and regional context.

2) identify aspects of pre-research which still are needed for adequate grounding in the communities socio-economic nature

3) identify and discern which of the available briefs, articles, tables of statistics, grids etc. would be most helpful for use in orientating the global guardians.

B TOOLS: The pre-consult research project results compiled by the set-up team

and other available revelant printed materials

C PRODUCTS:

1) List of materials for the guardian orientation packet
2) List of gaps in needed information about the local situation

3) General operational ~~data~~ knowledge about the national and local socio-economic history and contemporary situation
4) Specific practical data related to the leader's assigned team arena
5)List of issues, unamswered questions and concerns

D PROCEEDURES:

1) General and focused individual study
2) Corporate reflection and information sharing
3) corporate evaluation

B. RESOURCE: the community and its enviornment

A. OBJECTIVES. this aspect of leadership preparation requires developing familiarity with the geographical context of the consult site and depth immersion in the life of the community with particular focus on the assigned arena that will be the focus of the five consult teams in order to

1) effectively move the team into the field on Monday

2) tentatively explore the possible nature of the teams work during each of the steps of the Consult method

3) discern uniquenesses of the community that may require the adaption of the construct space, time, and proceedural designs

4) articulate and anticipate actuation demands that require early attention

5) check the adequate coverage of needed expertize arenas by local and global consultants

B. TOOLS

1. Social Process Triangles
2. The Lynch Model (common memory)
3. The Consult Methods Concerns lecture (in spins 4x4)
4. The Field Visit Screen (in team leaders procedures)
5. The Team Leaders Preparation briefs (Reposit grps)
6. Work how the collegiums held with the preparation forces on Tuesday and Thursday morning (models in collegium rationale)
7. Adaptation guidelines chart

C. PRODUCTS:

1. abstract geo-social grid of community
2. grid to five sectors level
3. depth familiarity with physical layout of village
4. lists of unanswered questions relative to the community in general and in relation to team leaders assigned arena
5. Initial gestalts revealing intuited components of community's vision and manifestations of contradiction.
6. Initial list of recommendations for creative action to catalyze human development.
7. Data informing the focus of each of the five teams and 15 units.

D. PROCEDURES.

1. Walking the boundaries and interior of the community
2. General four focused visits to broader enviornments around the community
3. Close investigation of various aspects of the team leader's assigned arenas.

4. Consult team workshops and reflections on impressions, potential and actual issues and practical proposals.
5. Two collegium workshops (Tues/Thurs) held with local preparation team.

III. Resource: the local people

A. Objectives: This aspect of leadership preparation requires becoming aware of the unique aspects of the local resident and his culture in order to sensitively and effectively make adaptions in the consult operations on all levels including those objectives referred to in part two which procedes this section.

B. Tools: 1. Lists of concerns, issues, unanswered questions created throughout the initiation week.
2. Field visit screen
3. Selected tools previously noted

C. Products: 1. Identification of key leadership
2. Grasp of community's unique style
3. Understanding of local story and symbology
4. Baseline data varieties
5. Identification of needed and available expertise arenas
6. Reflective list of recommended construct adaptions

D. Process: 1. Observation and conversation during site visits
2. Consult team's corporate reflection sessions on "The Community: Who are they?"
3. Collegium and conversations with the local ICA preparation staff

IV. Resource: the local ICA staff

A. Objectives: This aspect of leadership preparation requires standing present to the dynamics, direction and needs of the local staff as it engages in the finishing touches of preparation in order to make assignment recommendations for consult teams; identify pressure points for future care and discern ways of unlocking practical contradictions in initiating the Global Task Force.

B. Tools: 1. Local staff pressure points chart
2. Preparation timeline products list

C. Products: 1. Team assignment recommendations
2. List of potential/actual areas for care, concern, brooding and releasing
3. Daily priortizing of "issues to push"; list relative to consult preparation
4. Running list of issues to be dealt with by end of each of the 3 task force weeks

PROCEDURES:

1. Casual conversation
2. general observation
3. team reflection

Leadership Preparation

II

TEAM LEADRES TRAINING CONSTRUCT

COMMUNITY OVERVIEW	CONSULT OVERVIEW	L	PROCEEDURES OVERVIEW	CONSULT TEAM SET*UP
Gather	Lecture Intent Methods Time Design Team Role 45 min.	LUNCH REPORT ON SOCIAL DEMONSTRATION	Lecture Basic Methodology Brainstorming/ Gestalting Field Work 45 min.	Visit to Consult Team Space
Welcome	Workshop in 5 teams as assigned for consult 1) Chart and study paper on Team Philosophy 2) Team leaders report to unit leaders on pre-research 3) Anticipation re team 75 min.		Workshop in 4 teams of 5, onefrom each consult team Study proceedures for workshop 1) Practical Vision 2) Contradictions 3) Proposals 4) Tactics get clarity on objective, how to proceed, dangers and hints 75 mn	Conversation "mini-celebration"
Community Tour	Report as a whole		report back to whole group	Commissioning Send out to futher study
Reflective Conversation	30 min.	60 min.	30 min	
Transportation Community map and grid	Consult flowchart, time design team philosophy paper, chart gathered pre-research	food	Orders of the day during Consult Team proceedures Prose of team workshop	Transportation Champagne
1½ hours	2½ hours	1 hour	2½ hours	1½ hours

1 The mornings task would be to begin to develope a practical screen of the reality of the geo-social situation thru a welcoming of the team from all over the globe. Touring the community to get a quick overview of it and reflecting on the first impressions would ground the group in the real situation of the community. The question of "now what are we going to do about it/" leads into the overview of the consult.

2 A notching of the trees on the intent, methods, time design and role of the team is done in a short lecture built to fit the particular people chosen to lead. The morning workshop would be held in the 5 teams relating to the consult "local arenas". Each team leader would lead a study on the paper, TeamPhilosophy. A report on pre-research in the expertise area would be reflected upon. The whole group would gather back together for reports on breakthroughs in illumination fo the study of the team and the local raàlity. At lunch another stories from the other social demonstrations would weld this group together as a very particular d edge on the GSD band.

3 The afternoon focuses on the proceedures for bringing off the consult thru study of team methodology. The basic method of brain storming and gestalting the data gathered in feild work is dealt with in a lecture. Four groups make up of one member from each expertise team are each assigned one of the processes of practical vision, contradictions, proposals, and tactics. Using the orders of the day a familiarization the group is grounded in the flow and intent of the speps in the proceedures. Confidence in moving thru them with finesse is developed. Reporting is done back in the whole group/ Visiting the c consult facility and spaces assigned to each team allows the teams to use the facilities gifts and limitations creatively. Conversing, celebrating, and commissioning cap the day.with the profound decision in creating history corporately.

CONSULT ORCHESTRATION

CONSULT CO-ORDINATION

It is naive to assume that the methods of the Consult are self operating; such that the technical application of the Consult methods to a situation will produce effective results. The Consult produces motivity in a situation by cutting through the paralysis and weight of a situation. It breaks through the numbing shallow analysis of the situation which are themselves a part of the human suffering that is present. But the Consult is not magic. It does its work through the objectivity brough by consultants. It does its work through the transrational manipulation of data to produce designs which change people's consciousness about the situation. It does its work through a large number of gimmicks the application of which are the responsibility of the Consult Team as a whole.

TEAMS' ROLE

The Team deploys its six person strength across the Consult, assigning five members to work as the gun of each Consult team leadership core which also includes the unit leaders. The team leaders may also be called upon to lead some of the plenary sessions. The sixth member acts as the Consult Co-ordinator, and is responsible for ensuring the smooth orchestration of the many different components which when operating in harmony allows for the cohesive happening of the Consult. The co-ordinator, working in concert with the team leaders and enablement guns sees to it that the support systems on every level back up the practical work of the teams and units which eventually shape the model for local human development.

CO-ORDINATORS PREPARATION

The co-ordinator must be thoroughly familiar with every detail of the Consult. He must have become as familiar with the community as the Team leaders, brooding over the particular team arenas as well as the whole. He must be grounded in the team procedures in order to anticipate team needs that range from transportation to magic markers, and must be available at all times to unblock the work of any group. He must be thinking ahead constantly in order to hold the comprehensive and futuric and move effectively in situations where the Consult needs to be broken loose to the possibility of exploring new courageous directions in its work.

CO-ORDINATORS ROLE

The coordinator usually leads a minimum of two plenaries and is prepared to train new plenary leadership and back them up even when he is not assigned to one of the two leadership roles. Here his role is subtle yet forceful. It involves pushing one or two arenas before the total group as an illustration for every arena. It involves selecting one or two of the most impossible elements of the situation and pushing new directions in order to open up tunnel vision. It involves selecting one area in each Consult and moving it quickly to practical c oncretion as a way of giving permission to other arenas to do the same thing.

III. A ORCHESTRATION 1. DESIGNS AND RHYTHMS

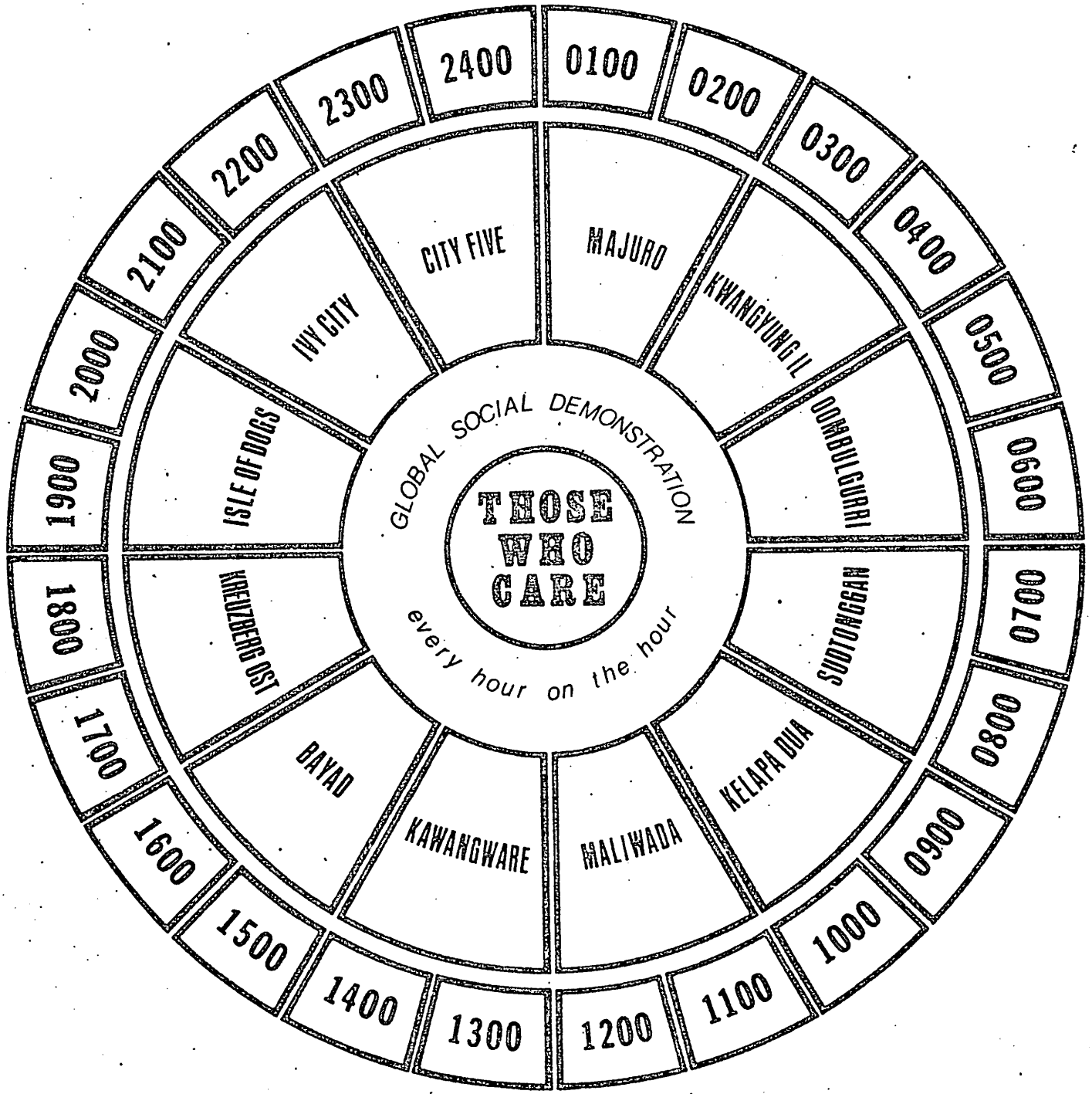
Global Time Frame (SEE "THOSE WHO CARE WHEEL")
The consult itself is approximately a week long event which becomes an historical starting point for a local human development project. The dates are set many months in advance as each is one of twenty-four such events of the July 1975 through July 1978 time period in order to locate one Human Development Project in each time zone around the world. Preparation and Document completion weeks bracket the Consult week.

WEEK FLOW (SEE MASTER FLOW CHART)
Actual scheduled events of the social demonstration consult take 7 days. It begins with orientation and opening on Sunday afternoon and closes on Saturday afternoon with a celebrative plenary session. The five days in between allow approximately one day for each movement of the decision making method. Monday morning through Tuesday morning is spent on the Vision; Tuesday morning through Wednesday morning on the Contradiction, Wednesday morning through Thursday morning on the proposals, Thursday morning through Friday morning on the Tactical Systems, and Friday afternoon (and possibly through Saturday morning) on Actuating Programs. This decision making process is the essential element of the consult format, but it is a dynamic and therefore the time design can be altered to honor the local residents and complete the task. This rapidly accelerated participatory planning technique was developed to minimize the time a consultant is absent from his normal work and to encourage local participation, but the option of some informality must be maintained to ease when necessary the pressure of such hogh intensity work, and adjust the weeks design in relation to the time design of the community.

DAILY DESIGN (SEE SAMPLE DAILY TIME DESIGN)

Sunday is focused on orienting the participants and holding the celebrative opening. Saturday is primarily wrapping things up, reporting and having a celebrative closing. The other five days have a common structure. The day begins early with an hour long common breakfast and collegium in which a brief presentation is made on the broad aspects of human development. After a short break the total consult gathers for several hours in the morning plenary. Here mothods are contexted and demonstrated, the work of the teams is reported and drawn together and the next steps clarified. At the close of the plenary teams gather to plan their day, have lunch together, do site visits, have dinner together and do depth practical workshopping in their assigned arena. This abstract design provides the maximum time possible for teams to work but represents a guideline rather than a rigid plan. There is great latitude for teams to organize their total time in order to incorporate individual time, meals, informal collegiality and corporate activity. This flexibility allows each team to plan its site visits and workshops to effectively meet the requirements of its particular assignment. The days work of the team feeds into the next mornings plenary to complete each step of the method. (See the methodological Diagrams Chart) (For more context on methods see 1st breakfast spin.) Where possible each day ends with a time for informal conversation in a relaxing setting.

STAFF TIME
The staff has additional work time not held in the Daily Time Design. Days begin with a very early collegium (ie. 5 AM) for staff and all who will come to prepare for the day. Likewise most evenings require post team time work to wrap up the days work and launch the next day. At the least the reports of the day must be reproduced for the next day.


GLOBAL SOCIAL DEMONSTRATION
THOSE WHO CARE
every hour on the hour
2400
0100
0200
0300
0400
0500
0600
0700
0800
0900
1000
1100
1200
1300
1400
1500
1600
1700
1800
1900
2000
2100
2200
2300
CITY FIVE
MAJURO
KWANGYURG II
OOMBULGURRI
SUDTORGGAN
KELAPA DUA
MALIWADA
KAWANGWARE
BAYAD
KREUZBERG OST
ISLE OF DOGS
IVY CITY

LHDP (SAMPLE) May, 1976

CONSULT DAILY TIME DESIGN

ICA Consultants Consult

BREAKFAST COLLEGIUM	6:00	WAKE UP
	6:30	TRAVEL TO SUDTUNGGAN
	7:00	CONSULT BREAKFAST COLLEGIUM
	8:00	PLENARY PREPARATION
CONSULT PLENARY	8:30	PLENARY
	11:30	MOVE TO TEAMS
TEAM WORK	12:00	LUNCH AND TEAM WORK
	1:00	SITE VISITS
TEAM	5:30	DINNER IN TEAMS
REPORTING	8:00	TEAM CLOSING/ TRAVEL TO HOTEL
	8:30	REPORT PREPARATION
	10:30	INFORMAL CONVERSATION

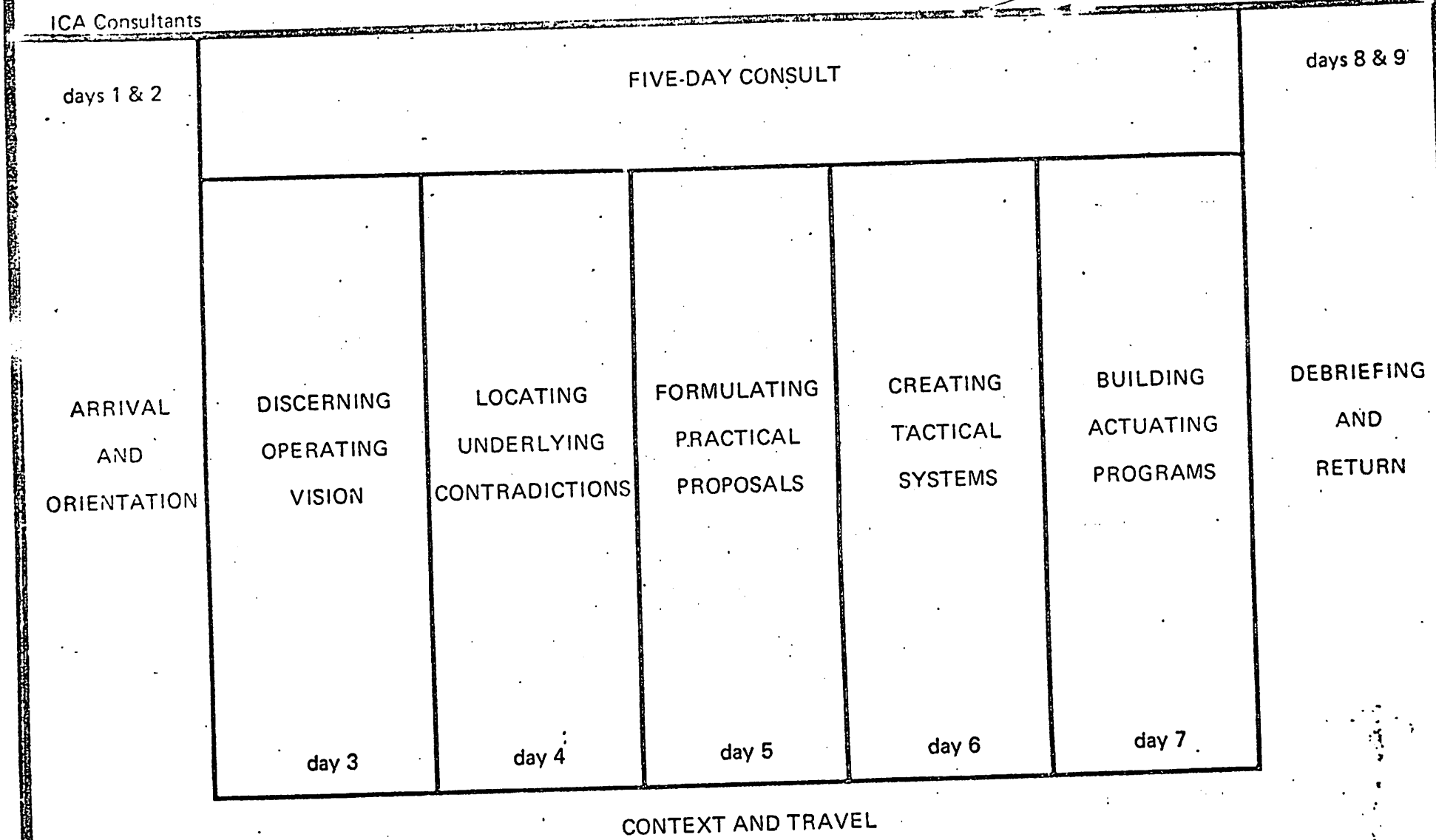
6D

LHDP

May 1976

THE GLOBAL SOCIAL DEMONSTRATION CONSULT DESIGN

nine days: one work week plus two weekends



LHDP

ICA Consultants

MASTER CONSULT FLOW CHART

MAY

1976

BRIEFING	THE CONSULT					DEBRIEFING
MAY 23 S[illegible]	MAY 24 Monday	MAY 25 Tuesday	MAY 26 Wednesday	MAY 27 Thursday	MAY 28 Friday	MAY 29 Saturday
	Breakfast Collegium	Breakfast Collegium	Breakfast Collegium	Breakfast Collegium	Breakfast Collegium	Breakfast Collegium
	METHODOLOGICAL DYNAMICS	LOCAL ECONOMICS	SOCIAL DEVELOPMENT	PROJECT FORMATION	INCLUSIVE FRAMING	COMMUNITY DEMONSTRATION
		Plenary	Plenary	Plenary	Plenary	
	FIELD TRIPS	VISION CROSS-GESTALT	CONTRADICTIONS SWIRL	PROPOSAL CROSS-GESTALT	TACTICS CROSS-GESTALT	
ORIENTATION	Team Work	Team Work	Team Work	Team Work	Team Work	CONSULT
TOUR	SITE VISITS	SITE VISITS	SITE VISITS	SITE VISITS	TACTICS WRITING	WRAP-UP
OPENING PLENARY	PROBLEMATICS WORKSHOP	DETERRENTS WORKSHOP	RESOLUTIONS WORKSHOP	TACTICS WORKSHOP	PROGRAMS WORKSHOP	CLOSING PLENARY
OPENING	OPERATING VISION	UNDERLYING CONTRADICTIONS	PRACTICAL PROPOSALS	TACTICAL SYSTEMS	ACTUATING PROGRAMS	CLOSING
ANALYZING THE SITUATION		DETERMINING THE POTENTIALITY			DESIGNING THE ACTUALIZATION	

5-88

METHODOLOGICAL DIAGRAMS

STEP \ TASK	TEAM WORK	PLENARY WORK
VISION	HDP VISION ELEMENTS list of 20-30 elements of the operating vision	Monday's work 1 list per team	The Operative Vision A | B | C I II III IV V VI VII Tuesday morning plenary
CONTRADICTION	PRIORITIZED PRE-CONTRADICT. list of 20 statements of blocks in order of priority	Tuesday's work 1 list for each column of Vision chart from Monday plenary	the Underlying Contradiction I II III IV V VI VII VIII IX Wednesday morning plenary
PROPOSALS	Practical Preproposals Master BASIC	Wednesday's work 1 set for each contradiction of chart from Tues. plenary	the Practical Proposals I | II | III A B C D E Thursday morning plenary
TACTICS	BASIC TACTICS list of 6-15 basic tactics	Thursday's work 1 set for each basic proposal held in Wed. plenary chart	the Tactical Systems A B C D I II III IV V VI VII Friday morning plenary

SHORT COURSES

This textbook includes a variety of short course resources. Some Short Courses are specified for specific occasions during the Consult, while others are available for any setting. The breakfast, team and plenary spins contain content and images that could well be used on more than one occasion to reinforce insights. The pargraph headings of the spins give ready access for use as short courses. The General image is given frequent play as leadership and corporateness are paramount themes of the consult. The chart on page 63 gives and overview of all the short courses.

SHORT COURSES OVERVIEW
for a GSD Consult

TRAINING IN SECULAR CONSCIOUSNESS		PLANNING METHOD		COLLEGIAL FELLOWHOOD		CORPORATE ACTION (Moving It)	
What	Where	What	Where	What	Where	What	Where
Preparing Local Forces Tangentially		Understanding Vision Contrad. Prop. Tactics Programmes	pages following	Singing Intros	pages following	Leadership (Gun)	pages following
Consult Method	pages following	Girmicks to Allow Group to Move (anti-liberalism)	pages following	Meal Intro's Closing	[illegible]	Corporateness	Pages following
Community Development	pages following	Pushing the Answers	pages	Daily Rituals		Team Work (Being Team)	pages following
Secular Consciousness	pages following	Workshopping Principles (hints & pitfalls) i.e. rules for brainstorming		Sustaining Spins Space-Decor Time-Story-Symbols	pages following	Significant Engagement	

63

written after Kawanga...

SHORT COURSES, IMAGES & MOTTOS OF THE CONSULT

Methods	Corporateness	Community Development	Secular Spins
1. Nontelecological	1. Wiring together of corporate minds	1. Pain of social change	1. 3rd time
2. Transrationality		2. All nations are developing nations	2. Standing tall
3. Die in executing tactics		3. Move it, move it	3. Individual consciousness and local community consciousness
4. Concern for actuation, not planning		4. Time for planning is gone	4. Those who care
5. Cruciality of asking the depth question WHY?		5. 3 aspects of motivity catalysis	5. The meaning of the name of a community
6. Importance of top level chart language		6. Global band - one every hour	6. Conscience keeping
		7. Social and economic development deal with political	
		8. Miracles and motivity	
		9. Outsider/insider dynamic	
		10. Danger of losing trans-establishment style	

GENERALSHIP - THE GUN

1. The gun is salvific presence - that is Being lends its presence to us.

2. Both Truman and Ceasar - the man Caesar was unassuming at the same time the General Caesar (or the President Truman) was iron. T thought, this is generalship.

3. By definition - a gun is one who knows what it means to move it, move it. But I am astounded how a person can be a "gun" in one situation and not in another.

4. If you are a gun you don't have to be sitting up front, or have a badge. If so, you are not what I mean by a gun. A general is a general; the title does not make him one.

5. You are after an unbelievable breakthrough that can bring all the forces to victory.

6. I like the way women are guns, if they are women and not trying to be a male gunslinger. It is amazing what a woman gun can do.

7. A general never makes an absolute decision until the moment it is necessary and never decides absolutely on more of the issue than is necessary at that moment.

8. A general knows his turf.

9. The job of a prior is to see that those working with him have one great profound spiritual awareness each day and then let God take care of the rest. Right now the spirit life is only approached indirectly.

CONSULT PLENARIES

I

PLENARY FUNCTION

A crucial part of the Consult dynamic is the three hour morning plenary which creates a transrational gestalt of all the data reported by the teams for each phase of the method. Although the type of gestalt and the nature of the resulting charts vary from one phase to the next the general intent is common for each. to wire together the detailed particulars resulting from each team's work in its assigned arena and to hold that wisdom in a rational picture that provides a context for dealing with the next phase of the method. In this way the plenaries re-create the common corporate mind of the group and knit the various expertise into a single fabric. The plenary gestalts freeze the imagination of the Consult and allow it to stop working on one step of the Consult and with a clean slate to begin on the next step. This dynamic is crucial in allowing the consultants to move through the full method in the space of a week.

The Consult plenaries are orchestrated in four phases each of which has four movements. Each movement has a number of steps. This orchestration flow is held imaginally on the abstract orchestration chart (Plate ____) and in greater detail in each of the sets of plenary procedures. Characteristic of the plenaries is an exciting disorder at the beginning. The room is being reset, people are putting up team report forms, others are reading and discussing team reports. The Consult plenary opens with one or two songs led by the breakfast host of the day as the group comes together. Meanwhile the plenary leader completes his preparation of the board which will receive data from the group. The plenary leader (#1) begins with a brief spin on the profundity of what is happening at that particular time in the Consult and grounds the groups common experience of it. This sets a common context for the plenary. The leader continues by spinning on the methods of the Consult attempting to ground and clarify the step being taken and the specific task of the particular plenary. The leader then briefly outlines the procedure of the plenary to orient and prepare the group for the gestalting exercise. The gestalting exercise, of course, involves the bulk of the time in the plenary. Moving in to the gestalting exercise is the most difficult transition. The data from the teams is reported in various fashions as specified in the procedures which follow to provide a selected pool of data out of which to begin the reorganization process. This is usually done by reporting arbitratily selected items from the various teams in series (such as going around the room and reporting the third and ninth item from each team.) As this first sample is being read, the plenary leader places each item tentatively on the gestalt board watching for initial similarities which begin to form the grouping s of the plenary gestalt. After the first sample has been put up the leader reports in a tentative fashion the initial categories which hold the groupings for him as a basis for team dialogue. The teams, in dialogue, go through a process of selecting data duplicating the sample on the board, and noting items in the team report not yet held in the gestalt. Depending on the plenary, the next step focuses either on the duplicate or unincluded data. Next, a sample of this data is added to the board, broadening and clarifying the common gestalt. After this, all duplicated items are subsumed into the gestalt, ~~thus~~ giving a picture of the total reorganization. As this mop-up proceeds, the second leader, who is assigned to rationalize and interpret the gestalt on behalf of the group, works through his final interpretation of the data in the form of a chart. He then moves to the board and sketches the final art form gestalt on the board. His interpretation is shared and the group is invited to do the reflection required to symbolize the consensus. The teams are commissioned to new assignments, procedures for the next movement are indicated, announcements are made and the group is sent out.

TYPICAL FLOW

PLENARY PRACTICS

The necessary practical preparations for the plenary are complex and manifold. At least four broad arenas of preparation are required for a successful plenary. Each arena required pre-brooding, advance preparation, effort during the plenary and follow-up work. The first arena is practical enablement. The room needs to be cleared following breakfast. This is done by the Team assigned in 30 minutes if the plenary is to begin promptly. Meanwhile another team will be appointed to collate, staple and distribute the printed reports of the team's work if this has not already been handled by the production staff. uring the plenary, the teams sit and work together. Half way through the morning refreshments are served. Since there is no time scheduled for a break in the plenary, it is crucial that any snack be served to the teams as they work, and served as quietly as possible.

PLENARY CLOSING

The closing of the plenary after the interpretation of the results is a brief but crucial movement. It must be though through carefully and in detail to ensure that it practically and s symbolically propels the teams into the day. The plenary interpreter works through and announces the team assignments at the end of the session. Each team is assigned to take a particular section of the rational chart as the focal point for moving through the next step of the method. Sometimes one or two columns are assigned to each team. Often, however, two teams may split the basic components of one column and work independently on them. This is especially true after the tactics plenary where the location and availability of consultant expertise in a team is a primary guideline for assigning the various components to a particular team.. One of the leader-ship team meets with the scribes immediately following the plenary ensuring that the specific detailed backup data for each of the assigned components of the gestalt are rapidly distributed to the teams after the plenary. Necessary announcements should be written out beforehand and checked for clarity and fullness of detail before they are read. Unique elements of the orders of the day should be reiterated at the close of the plenary and 1-2 suggestions made to release the minds of the teams to move quickly in their next step.

There are three key leadership roles upon which every plenary depends. The first is that of the five team orchestrators who lead the team work designated by the plenary gestalt leader and ensures the pace and quality of the team's participation throughout the session.

TEAM ORCHESTRATORS

The team's role in the plenary is important. First, it stands ready to clarify and interpret the intent and substance of each item of data forming part of its own report. Secon, it pushes for the clarity behind data from other team's work. Both of these serve to making the corporate wisdom of the total Consult available to the consideration, evaluation and reflection of the whole body. In this way the team, functioning as a whole or as units during the plenary, significantly effects the wiring together of the corporate mind of the total Consult. The role of orchestrating the team work which goes on during the plenary is critical to maintaining the pace required to complete the plenary within three hours.

TEAM OPERATIONS

The team leaders oversee the posting of their butdher paper work by the time the session opens. They also appoint reporters ans scribes and make sure they are located around the room in sight of all their team's charts. Several scribes need to keep track of how all items are dealt with. At least one scribe shoul be given exclusive responsibility for the data exchange among the team scribes at the end of the plenary. The simple management of the data requires team reporters and other assistants. Care shoul be take that these helpers represent a cross section of the group.

LEADERSHIP TEAM

The other two leadership roles are those of the team who together make possible the shaping of consensus which emerges by the end of the session. The plenary gestalter leads most of the session and is responsible for wiring the data from all the teams together into a critical gestalt which identifies the basic components of the plenary chart. The plenary interpreter comes forward during the last phase and pulls the gestalt components into a rational art form which he then uses as a basis for sharing a brief but profound interpretation of the work of the morning as it relates to the previous and following steps in the Consult.

LEADERSHIP TASK

The leadership of a plenary is challenging . First, the overwhelming amount of data to be comprehended - often totalling up to 500 items - creates extreme complexity. The gestalter must direct the group in creating a single coherent picture of the many-faceted results of the team work. Second, the leader must be consumed with organizing categories for the data which he must see emerging quickly, but yet must not superimpose upon the data. He must direct the mind of the group to see the plenary (i.e. vision or contradiction or proposals or tactic) and intuit while he prophesies the hidden integrity of their result. Third, he must be on the look out for the emergence of the shockingly unknown and unanticipated organizations and coagulations of data at the same time as he uses his own experience and critical intelligence to move the group quickly through the exercise. Fourth, if the plenary is to be effective, the total mind of the Consult must be woven together into a single entity. Both the gestalter and the interpreter must be concerned with the participation of the group especially at the point of the finale where the shocking interpretation of the emergent gestalt calls to consciousness the new consensus which has been forged in the group. After the finale, the leadership team must be concerned first with rapidly supplying the result of this gestalt to the teams' scribes as the basis of the next step in their work. Second, the gestalter must be concerned, after the plenary, to check the gestalt more rigorously with the specific team data and make whatever modifications in the chart are required to adequately hold the mind of the total Consult. He must also brood through the language of the chart until it accurately reflects the nuances of meaning which help it articulate the unique situation to which it is addressed.

III

PLENARY METHODS

During the plenaries the methodologies of the Consult are contexted and demonstrated for the whole group. The cross-gestating and swirling used in the Consult plenaries allow a profoundly new consensus to emerge in the group as one set of operational holding categories disappear in the face of the emergence of a radically new organization of the data of the local situation. Issues are clarified and decisions are made. Commonality is dramatized as the consensus of the group is forged and basic images unified. Three of the plenaries draw the team's work together into a siingle picture through a process called cross-gestalting, called intuitive swirling, is used in order to discern the depth complexity of relationships involved in articulating the underlying contraditions. Transrational cross-gestalting reveals new holding categories for raw data; intuitive swirling discloses a more complex pattern of relationships, producing a visual form which holds a number of values in one image. The transrational crossgestalt breaks open the one-dimensional, often imposed initial getalt through the use of intuition, revealing a new order; intuitive swirling arranges raw data in clusters which hold several dimensions and reveal the multiple inter-relationships present among the items.

CROSS-GESTALTING METHOD

The transrational cross-gestalting method is used in ~~several~~ plenary sessions as a means by which the group is enabled to move beyond an original set of gestalt categories to uncover new, more subtle depth relationships among the discrete items of data which comprise the original brainstorm. It allows for the data to be arranged according to a new screen, thereby offering a fresh, new perspective on the topic under treatment, and enabling the group to turn and ask a different question about the situation. Procedurally, the method begins by the group looking at the responses organized according to the initial gestalt categories. The set of rational operating titles for each category are erased in order to free the group from the previous organizing themes. The leader then asks the group to look at the raw data horizontally across columns to begin to identify like items . When one set of like items are identified and each related responses marked with a symbol, the group moves on to consider the remaining data looking for relationships until all of the data has been cross gestalted to produce a new rational order. If two or three items remain, they may either be grouped together as an additional category, or may likely be subsumed under one or several of the categories already identified and marked with a symbol. Only in special instances would a gestalt category contain less than three items of data. When every item has been dealt with in this fashion, the leader with the group gives a title to each of the arenas into which the newly organized data falls. This array then becomes the new gestalt representing the transrational order which explicitly reveals previously implicit, unconsciously intuited relationships. This additional method applied to the ordering of raw data, reveals a new texture of richness and depth to the wisdom of the group and objectifies the latent creativity resident in corporate intuition.

CONTRADICTION GESTALTING

Because of the nature of contradiction discernment in the plenary, intuitive swirling is the more helpful procedure. The contradiction plenary is a far more revelatory plenary than any other in the consult. The dynamic requires considerable pushing of team reports to move beyond surface statements to grasp the objective underlying contradictions of the situation. The teams bring in to the plenary lists of items which are perceived, from their perspective to be irritants, deterrents or blocks to the actualization of the operating vision. The task of the plenary is to push through these to the underlying contradictions which from any perspective inhibit the actualization of the vision. This requires the release of intuition in seeing new relations. Second, in the contradictions section the consult deals most profoundly and objectively with the local situation. This dealing is at a depth of awareness - painful awareness - that few people are skilled at dealing with. So the plenary must push the team reports to get beyond subjective surface analyses of problems in the situation and also to get beyond a simple reiteration of indicative elements of the situation. The plenary must also push beyond superimposed analyses of similar situations by the consultants usually described as "the lack of...". The need of this pushing requires a highly intuitive and unconditioned gestalting method. Indeed, in some consults the bullseye is not even drawn.

SWIRLING ~~PROCEDURE~~ METHOD

Procedurally, the swirling begins by placing the work of past team sessions before the total group. Each of the teams report forms (each holding the teams articulation of the 16 major contradictions gestalted into four categories is then read aloud. The leader then asks each team to circle the three most important, key contradictions in its list of 16. The leader calls for each of these to be read, one by one. As they are read he places an abbreviated holding term for each on a series of concentric circles - similar to an archer's target - which has previously been drawn on the board. After the first round of prioritized contradictions from the teams' lists are plotted, the leader calls for each team to select the next three most important contradictions, this time from another team's list. These then are plotted on the swirl. Then the leader calls for one person from each team to identify the next three most important items from the ten remaining on another team's list. These are also plotted. Finally, all of the remaining items are plotted with overlapping items eliminated as the work progresses.

PLOTTING PROCESS

The locating of each item on the swirl is decided intuitively. The center, or bullseye position represents the heat - or the position where the most overarching, all determining contradictions will appear. The outer rings represent decreasing levels of primacy. By arranging the items in positions from the center outward, one screen of priorities appears. This imagery is necessary in that in any situation each contradiction is related to every other one. They form a single matrix of contradiction around certain subcenters or clusters of contradictions located at different points in the social process. As a number of items begin to appear within a particular ring, another set of relationships emerge. To locate any one item after the first few are placed on the swirl, it is necessary to decide not only its relationship to each of the other items already on the swirl, but also its relationship to the center. A new item would be placed close to an item previously located on the swirl if it were similar; if it held a new contradiction dimension, it would be located in a position distanced from other items by the degree to which it is intuited to be different from each.

PLOTTING PROCEDURE

When time permits, the leader calls upon the group to intuit the placing of each contradiction item on the swirl. Often, however, he may employ a shortcut, and decide the placement of each item as it occurs to him, standing open, of course, to modification if the group suggests a different location. In calling for the contradictions to be read, the leader exercises discretion, beginning with those he intuits to be most central, and which will allow him to build the gestalt from the center of the swirl outward. Sometimes as the data is plotted, it reveals a shift as the center of the contradictions swirls away from the leader's previously intuited location. If this occurs, he simply continues to plot the items, keeping his eye constantly on the center and the direction in which it may subsequently move again.

CLUSTERING PROCESS

When the plotting is completed, the group is asked to look at the swirl and identifies the various clusters into which the plotted items coagulate. The leader draws a heavy line around all related items which make up a given cluster as it is identified to produce finally the image of the polar gestalt of swirled contradictions. The number of clusters depends upon the amount of data plotted on the swirl and usually tends to be high. Fewer then seven clusters usually tends to produce abstract categories rather than to identify clearly major contradictions. The Oombulgurri Consult produced 11 such clusters ranging in number of items from 19 to 4. The swirled clusters of contradictions are then named and the subsumed items listed under each for use in the next step of the research procedure. Later the polar gestalt of swirled contradictions becomes the basis of a series of paragraphs describing the underlying contradictions of the project.

IV

PLENARY PREPARATION

The leadership of the plenaries requires careful preparation. Several charts which serve as preparation tools and extensive procedures for each plenary are contained in this section where the Consult is conducted in a second language. Translation should be provided for in the plenary. This involves a master translator to work with the leader in translating overall plenary comments. Each team or unit should have a translator as well for its reports. Team leaders are instructed to seat bilingual members in an arrangement that puts them within earshot of anyone needing their help. Those leading the plenary need to reflect on previous gestalts, visit the teams the night before to get a sense of their work, and carefully study the team data as soon as it is available. Careful brooding is also needed on the practical management of the data and especially concerning the effective involvement of the teams in the plenary.

PLENARY PREPARATION PROCEDURES

BACKGROUND STUDY	CREATE FLOW CHART	WALK THRU THE BATTLE	FINAL FOCUSING
Study the 16 page procedures section for the plenary. Relating them to the flow Orchestration abstract and the imaginal orchestration and data charts (Plate ___ and ___ which follow.	Create your own leadership flow chart using your own shorthand. Work to get your notes for each phase on 1 page and lay out the steps and guidelines from the 16 page procedures section which relate to your grasp of your key moves.	Go thru each step of the 3 hours creating checklists of materials and making special notes, writing out alternate ways of asking questions, anticipating possible problems and working out ahead of time how you would handle such problems. Pay particular attention to the method of pushing data for clarity. Decide in advance how you'll handle the data in the alotted time.	Read through the printed team reports spotting the kinds of responses that will require pushing. Review the chart from the previous days plenary Decide on any remaining practical or procedural alterations necessiated by the amount of data of the way it is reported. Share your plan with your plenary partner deciding on orchestration of the 2 roles in Phase 4.

PLENARY LEADERSHIP PREPARATION

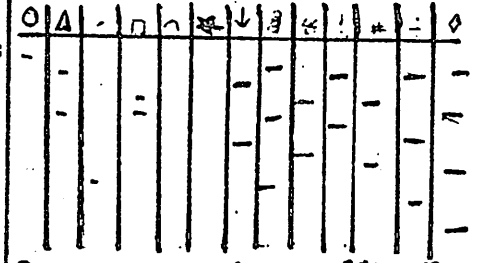
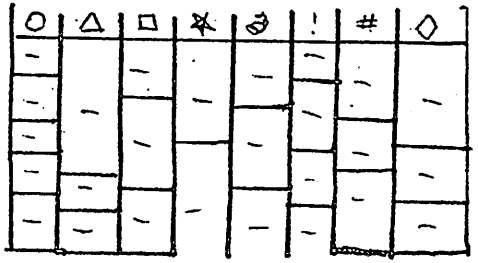
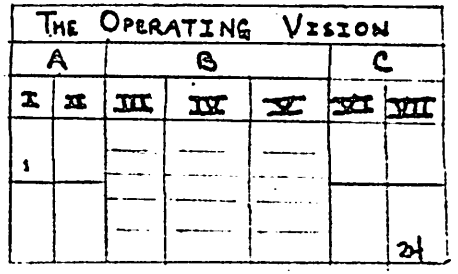
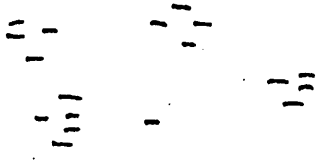
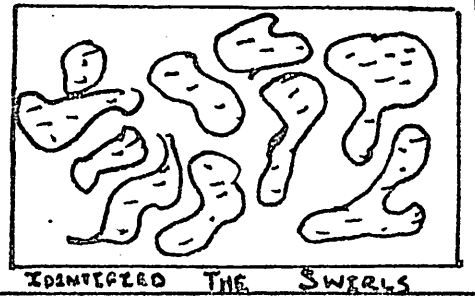
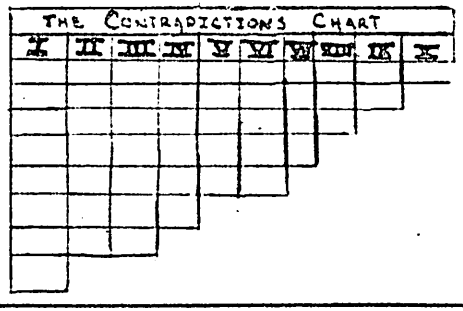
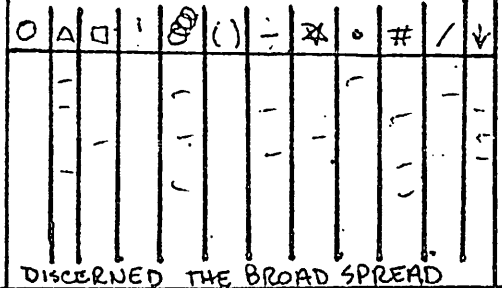
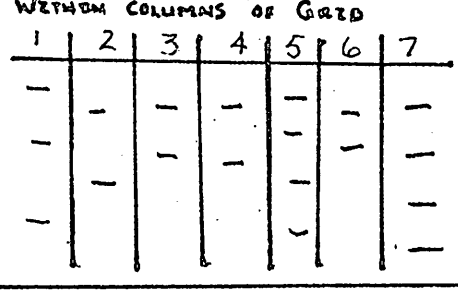
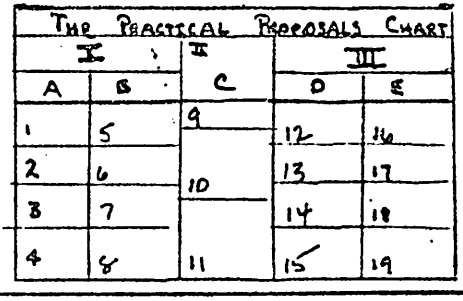
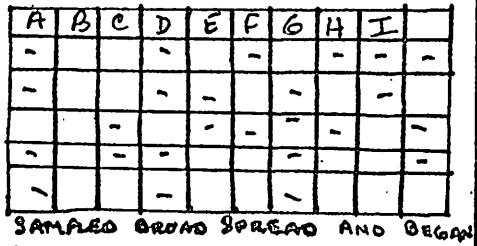
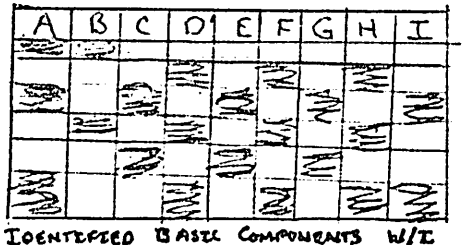
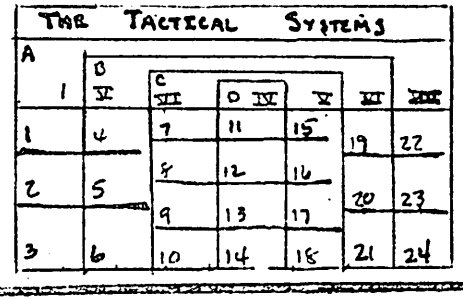
Plenary Orchestration Abstract

Settting the Context	Creating the Gestalt		Rationalizing the Consensus
I. Prelude	II. Discerning Breadth	III. Discerning Depth	IV. Finale
ON STAGE	RANDOM SAMPLE	TEAM TABULATION	FINAL GROUPINGS
SECULAR SPIN	SPECIFIED SAMPLE	NEW ITEMS	COMPONENTS IDENTIFYING
METHODS SPIN	SPECIFIED SAMPLE	SIMILAR ITEMS	RATIONAL CHART
TEAM INSTRUCTIONS	CORPORATE REFLECTION	CORPORATE REFLECTION	SEND OUT
30 Minutes	1 Hour	1 Hour	30 minute

PLENARY LEADER'S FLOW CHART

PHASE I leaders begin with	which contains	In Phase II the leader	In Phase III the leader	In Phase III the leaders
Mass of	Basic Component	Attempts to discern the broad range of basic components at the heart of the mass of new data 1. by taking a random sample from which to begin building to gestalt. 2. by calling on the team to select data which will likely reveal the broad spread of basic components 3. by intuitively spot'g the subsidiary components which get fed in and locating them in relat'n to the emerging basic components 4. by calling for group consensus relative to the emerging gestalt.	Tests the validity of the emerging gestalt by locating new basic components and getting a handle on the emphas's the Consult has placed on each thru 1. plotting items that do not seem to be held by the gestalt. 2. plotting duplicates of items already held by the gestalt. 3. initially organizing the basic components into a smaller number of holding categories 4. by calling for group consensus on the refined gestalt.	Rationalize the gestalt into an art form which holds the basic components in relation to each other within larger context levels.
	Subsidiary Components			

PLENARY LEADER'S ORCHESTRATION

YOU BEGIN WITH	BY END OF II YOU HAVE	BY END OF III YOU HAVE	BY END OF IV YOU HAVE
Five Each contains 20-30 elements of the vision Total Data: 100-150 pieces	 DISCERNED BROAD SPREAD & BEGAN TO RELATE SUBSTORAGE COMPONENTS	 IDENTIFIED THE BASIC COMPONENTS	 THE OPERATING VISION A | B | C I II III IV V VI VII 1 24
Five team lists Each contains 20 prioritized statements of the blocks to each arena of the vision (usually 5-7) Total Data: 100-140 pieces	 DISCERNED THE BROAD SPREAD AND BEGAN TO CLUMP RELATED DATA	 IDENTIFIED THE SWIRLS	 THE CONTRADICTIONS CHART I II III IV V VI VII VIII IX X
Team lists equal to the numbers of contradictions discerned (usually 9-13) Each contains 6 proposals (1 master, 5 basic) which will release the contradic'n Total Data: 54-78 pieces	 DISCERNED THE BROAD SPREAD	 IDENTIFIED BASIC COMPONENTS WITHIN COLUMNS OF GRID 1 2 3 4 5 6 7	 THE PRACTICAL PROPOSALS CHART I | II | III A B C D E 1 5 9 12 16 2 6 10 13 17 3 7 14 18 4 8 11 15 19
Team lists equal to the number of proposals created (usually 19-32) Each list contains 6-15 basic tactics which will implement the proposals. Total Data: 144-485 pieces	 A B C D E F G H I SAMPLED BROAD SPREAD AND BEGAN TO CLUSTER RELATED DATA	 A B C D E F G H I IDENTIFIED BASIC COMPONENTS W/I COLUMNS OF THE GRID	 THE TACTICAL SYSTEMS A | B | C | D | E | F | G 1 | II | VI | IV | V | VII | VIII 1 4 7 11 15 19 22 2 5 8 12 16 20 23 3 6 9 13 17 21 24

PLENARY LEADERS PREPARATION RESOURCES

VISION	CONTRADICTIONS	PROPOSALS	TACTICS
1. Paragraph on cross gestalting method in text.	1. Paragraph on swirling method.	1. Paragraph on cross gestalting.	1. Paragraph on cross gestalting.
2. Plenary procedures	2. Plenary procedures	2. Plenary procedures	2. Plenary procedures
3. Team products from night before.	3. Team products from night before.	3. Team products from night before.	3. Team products from night before.
4. Consult Summary Statements---Paragraphs 1-3 of sections I-IV (Introduction to each step) Plates 1,2,3,4 (master charts for each step)			
5. Oombulgurri spin on methods-JWM.	5. Methods spins transcripts	5. Methods spins transcripts	5. Methods spins transcripts
6. Document writing procedures for the Vision in the Text.	6. Document writing procedure for contradictions in the Text.	6. Document writing procedure for proposals in the Text.	6. Document writing procedure for Tactics in the Text.
	7. Document teaching plan: contradictions study worksheet.		

PLENARY CHART--COMPONENTS

	MONDAY (mini)	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY (mini)
OPENING	Wonder at Being Here	Dynamics of SelfConsciousness	Pain of Objectivity	Standing Tall	No Authority	Burden of The Task Ahead
METHOD CONTEXT	Total Method & Basic Intents	Total Method & Contradictions	Total Method & Proposals	Total Method & Tactics	Total Method & Actuation	Total Method & Remaining Steps
REPORTS	Impressions from Team	Choose 3--Use Choose 3 more	Read every 4th Item Aloud	One Person Read all Titles Report by Teams	Teams Rotate Data Send up Tactics Charts as Called	Read by Teams
EXERCISE	From Local People-- What should we see?	Crossgestalt	Swirling	Crossgestalt	Crossgestalt	Crossgestalt
SUMMATION	Impressions Gestalt	Vision Chart	Contradictions List	Proposals Chart	Tactics Chart	Programs Chart
TEAM REASSIGNMENT	To Expertise Arenas	To columns of Vision Chart	To various Contradictions	To the Basic Proposals	To each basic Tactic	To particular Programs
METHODS DIRECTION	How to Observe	On Locating Contradictions	On Formulating Proposals	On Creating Tactics	On Building Programs	On Consult Wrap-up
DATA	Conversational	20-30 Elements	20 Contradictions per PV Column	6 pt Aquinas per Contradiction	6-15 Tact/Prop	10-18 Programs

Plenary Display Forms

Tuesday

-HDP Arena Team

VISION ELEMENTS

1

20 - 30 elements

30

1 per team

Wednesday

-HDP Arena Team

PRE CONTRADICTIONS

1	
2	
3	
4	
5	
6	
7	
8	
9	
10	
11	
12	
13	
14	
15	
16	
17	
18	
19	
20	

1 per assigned column of Vision Chart

Thursday

-HDP Arena Team

PRE PROPOSALS

A Master

BASIC

B

C

D

E

F

1 per assigned column of Contradiction Chart

Friday

-HDP Arena Team

BASIC TACTICS

1	
2	
3	
4	
5	
6	

6 - 15 basic tactics

15

1 per assigned basic proposal

Display only - Sat noon

-HDP Arena Team

PRE-PROGRAMS

1

12 - 20

20

1 per team

PRODUCT CHART

		VISION	CONTRADICTION	PROPOSALS	TACTICS	PROGRAMMES
BEFORE PLENARY		MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
	Back-up Notes	BRAINSTORM	BRAINSTORM of Deterrents, Irritants + Blocks	BRAINSTORM	BRAINSTORM	Tactics Gestalt Proposals Gestalt Contradictions Gestalt Vision Gestalt Related Backup
	Published	Plenary Report 20-30 elements of the Operating Vision	Plenary Report 20 Prioritized Contradictions	Plenary Report 6 Point Proposal	Plenary Report 6-15 Basic Tactics	Plenary Report 10-20 Actuating Programmes
	Butcher Paper	3-5 Word Phrases	5-8 Word Statements	2-3 Word Titles + Sentences	2-3 Word Titles + Sentences	Programme Titles List
	Printed	Phrases + 1 sentence	Statements + sentence	Titles + Sentence + Explanatory Paragraphs	Title + Sentence + Explanatory Paragraphs	Programme List + Components
AFTER PLENARY		TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	Plenary Data	Plenary Chart and Team Raw Data Relist	Plenary Chart and Team Raw Data List	Plenary Chart and Team Raw Data List	Plenary Chart and Team Raw Data List	Plenary Chart and Team Raw Data List
	Team Creation	Team Gestalts Taking each box down to the 4 underneath with raw data listed	Team work naming each subswirl + listing subswirl data + paragraph describing each contradiction	Team 4x4's on each proposal (box) plus paragraph on each proposal	Team subtactics list for each tactic with raw data plus tactics paragraph for each tactic	Team list of 4 components per program + raw data (tactics, proposals, contradictions, + vision) + plenary data Descriptive, Component + Implementary Paragraph for each programme

LHDP MAY 1976

ARENA Community Life

OPERATING VISION ELEMENTS

TEAM II

#	TITLE	STATEMENT
1	Stone Cutting Implements	Village residents desire tools and mechanisms to clear the rock from the land and make bricks and other building and agriculture materials.
2	Rope Making Mechanisms	Almost all villagers are involved in basic or supplementary income through weaving rope, and simple but effective rope making machines could upgrade their product and produce much more per hour to move toward a more adequate income.
3	Health Center Operation	The villagers desire a health center to be established to assure regular visits by a M.D., medicine made available, services of a midwife provided and regular medical check-ups offered.
4	First Grade Classroom	A need was expressed for the opening of a first grade school classroom in Sudtungan to encourage increased and consistent attendance, with the possibility of additional classes in the future.
5	Free Schooling System	The establishment of free primary, elementary and secondary schools was seen as an obviously helpful assist in raising the educational level of the people of Sudtungan and thereby increasing their income potential.
6	New Industrial Factories	The people of Sudtungan hope for factories for new industry which will expand their opportunities for jobs.
7	Completed Modern Bridge	Completing the bridge between Sudtungan and Cordova will make it easier for people to market their products and purchase goods because Cordova is closer in miles than their present market of LapuLapu City.
8	Upgraded Roads & Paths	Improving roads and paths in the village will provide safer and faster movement for the residents.
9	Spacious Comfortable Homes	Larger homes will relieve present crowded conditions and make more comfortable living conditions for families.
10	New Indoor Plumbing	The people of Sudtungan see indoor plumbing as a way to improve their sanitary living conditions, making for better health in the family.
11	Improved Political Communication	Channels of two-way and responsive communications between the villagers and the government will provide needed services for the community.
12	Varied, Improved Diet	A varied and upgraded diet will improve health conditions of the people in Sudtungan.
13	Marketable Rock Uses	The people of Sudtungan would like to see additional uses and markets found for the rock which is so plentiful in the village.
14	Accessible Inexpensive Transportation	The people long for transportation which is both accessible and inexpensive to facilitate marketing and other necessary trips.

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TEAM IV

ARENA Developing Services

PRECONTRADICTIONS

	ELD	SENTENCE
1	Lack Marketing Knowledge	There is a lack of marketing methods needed to be successful in today's business world.
2	Synthetic Fiber Competition	The competition from the synthetic fiber industry reduces the demand for Sudtonggan rope.
3	Ineffective cost accounting	Ineffective cost accounting and bookeeping prevents knowledge of true costs of goods which results in inadequet profit margins.
4	Credit usefulness unknown	The usefulness of credit as a tool in expanding business opportunities or improving the cash flow within Sudtonggan is unknown.
5	Dependence on middleman	The dependence on the services of the middleman, although essential, restricts a broader view of each industry and limits the expansion of the industry through diversification and varied markets.
6	Restricted Capital Distribution	The available Capital in Sudtonggan is held by a few families, which restricts the local cash flow and availability within the village.
7	Limited Business Skills	People lack basic skills of managing a profitable business which would make it possible to not only serve family needs, but produce adequate income to purchase needed goods and services.
8	Wealth Invested Outside	Money available is put into investment outside the village thus limiting the cash circulation and depressing further the local economy.
9	Basic Goods Unavailable	Staples and many other commodities are not sold in Sudtonggan thus forcing cash outside the village for transportation costs as well as the purchases themselves.
10	Basic Services Unavailable	Basic services are unavailable in the Community mainly because there is not enough market income to pay for these services.
11	Village Marketing not Viable	Sudtonggan is quite remote from the main roads and places where regular social gatherings are held which are normally natural market places.
12	Irregular Income Prevents Loans	The earnining base, which is not regular, raises question of the accessibility of loans being obtained.

LHDP

MAY 1976

Unmeaningful Community Symbols and Celebrations

Team II

PRACTICAL PRE- PROPOSALS

MASTER --CREATE COMMUNITY SYMBOL

6A We propose to create community symbols that give Sudtonggan a new story of their past and future. This would allow the community to release its great past, honor its present gifts and create its future possibilities.

BASIC PROPOSAL TITLES	
6B Initiate Community Festival	We propose to initiate regular community festivals including a Filipino Arts Festival, Sudtonggan Day Festival. These will provide occasions for the total community to gather and celebrate its ongoing life.
Hold 6C Community Fair	We propose to hold a community fair as an opportunity to display products made in the village and to challenge surrounding communities in contests of skills and sports.
Establish Community 6D Center	We propose to establish a community center as a single meeting place in the community . This center will provide a node for meeting, celebrations and other activities.
SYMBOLIZE COMMUNITY LEADERSHIP 6E	We propose to symbolize community leadership in events that will make the community aware of its leadership. This provides the community with a new sense of direction and thrust into the future.
SYMBOLIZE LIFE PHASES 6F	We propose to symbolize the different phases of life through rites of passage and special trips to other cities within the philippines. This breaks open a new sense of time and roles within the community.

LHDP

MAY 1976

ARENA: Community Care Proposal #10:

TACTICS

TEAM NE

10

TITLE	SENTENCE	
Village Grid 1	To ensure the comprehensiveness of the community care network, a village grid will be paced out and outlined on paper to enable clarity of objective geographic locale.	
Bulletin Board 2	To enable internal selfconsciousness and external awareness of the arenas of community care, a bulletin-display board will be constructed and erected in a central village location.	
Community Newspaper 3	To facilitate the flow of accurate and relevant information to all village residents, a community newspaper will be published weekly in English.	
Care Models 4	To provide effective human care, models or "how-to-do-it" kits will be available to the villagers who serve their community through the care network.	
Family Census 5	To ensure every permanent resident a place in the development project a list of families and cluster families will be done in the village of Sudtungan.	
Regular Meetings 6	In order to bring about consciousness to the people for total village task and care, weekly meetings and daily collegiums will be held.	
Care Facilitators 7	To ensure a viable care network a list of volunteers will be recruited as care facilitators.	

THE OPERATING VISION PLENARY

THE FOUR PHASES	THE SIXTEEN MOVEMENTS
I. MOVING TOWARD THE FRONT	1. Preparation-- getting on stage 2. Secular Spin 3. Methods Context 4. Team Instructions
II. ESTABLISHING THE BORDERS	5. Initial random sampling-- round 1 6. Specified Selection-- round 2 7. Specified Selection-- round 3 8. Corporate Reflection
III. GRASPING THE FOCUS	9. Team tabulation & tightening the gestalt 10. Locating new data-- round 4 11. Locating similar data-- round 5 12. Refining the gestalt
IV. NAMING THE TARGET (Building the consensus)	13. Collapsing the uninclusive aspects 14. Re-ordering the columns 15. Rationalizing the art form 16. Announcements and send out

PHASE I

MOVEMENT	INTENT
. Preparation	To get board ready to receive initial round of data by drawing 14 columns. To announce the opening of the session with a song.

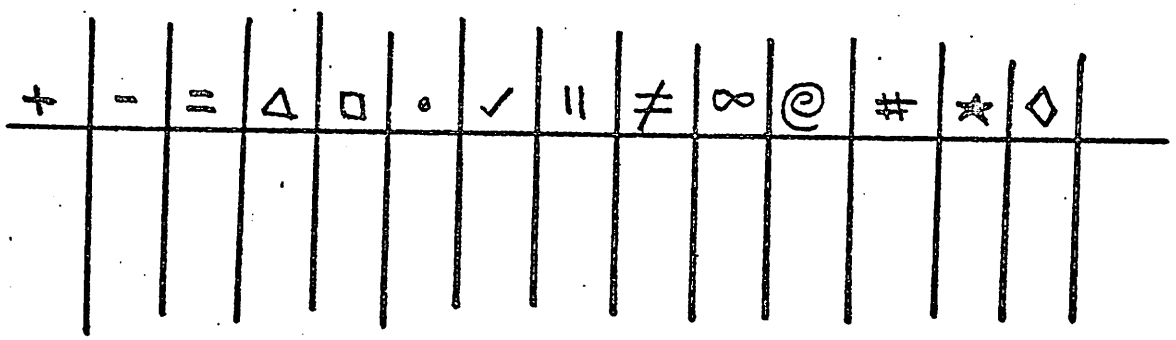
DIALOGUE

Let's turn to page___ and sing The Vision

(Meanwhile put chart on board. Begin with 14 columns as below. This can be expanded if data requires.)

DANGERS	HINTS
Forgetting to leave room for expansion on each side of the board Not beginning promptly at 8:30 (or 20 minutes after breakfast)	Design of the blackboard chart should be up by the time the song ends. Plenary floor plan (see design) values held 1) Teams sit together 2) All teams have view of board and space to hang reports

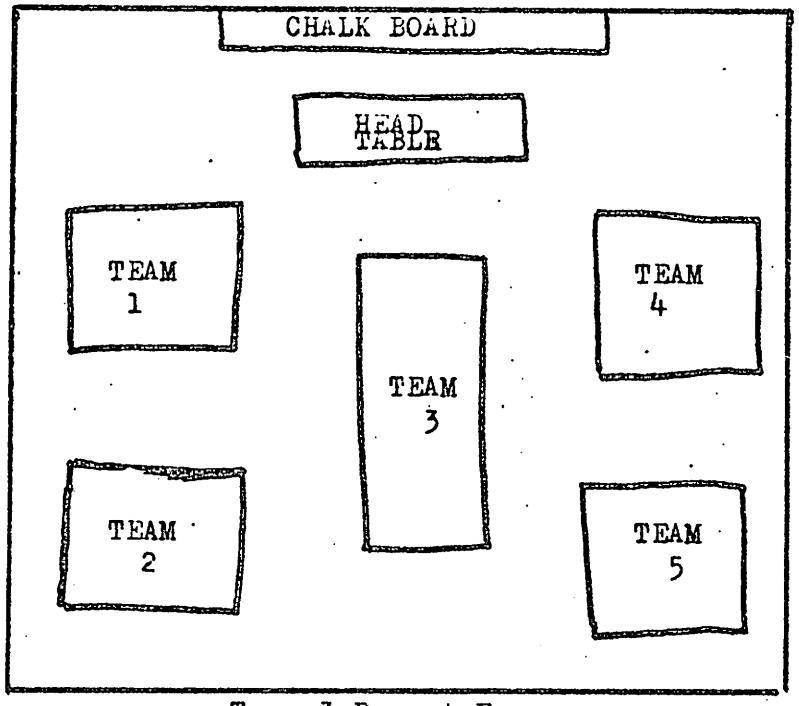
BOARD DESIGN FOR VISION PLENARY



Leave extra space on each side-- preferably use 3 boards putting chart on middle board

PLENARY I
PHASE I
MOVEMENT 1

FLOOR PLAN SPACE DESIGN



Team 1 Report Forms (this wall)

Team 2 Report Forms (this wall)

Team 3 Report Forms (this wall)

Team 4 Report Forms (this wall)

Team 5 Report Forms (this wall)

I. MOVEMENT	INTENT
2. Secular Spin	To make a secular statement that holds the rational/existential dimensions of the plenary

DIALOGUE

(See Sample Construct of spin attached)

DANGERS	HINTS
Making this a lecture rather than a conversational spin	Short, concise verbiage is particularly important when translation is necessary.

TOOLS - Vision Plenary

SECULAR SPIN

A. Individual and Corporate Selfhood

1. What defines a human being is his relationships
   Illustration: My life is made up of relationships--to my wife, sons, hometown, nation, etc. Those relationships define me.

2. My selfhood goes far beyond my relationships
   Illustration: When I take a self-conscious relationship to my relationships which define my being I assert or reveal my selfhood.

3. The same is true for a local community
   Illustration: What defines this community is it's relationship to other communities. But to be a community with self hood, every community must take a self-conscious relationship to those relationships.

B. Relationship of Operating Vision

1. I possess an operating vision - picture relationship to what is required in the future. It's mostly latent. My wife constantly interacts with me enabling my operating vision to become objectified. (Give illustration)

2. So will a community. Latent vision is submerged yet still present in people's imaginations.
   Function of consult= to→ interaction of subjective/objective to bring to self-consciousness the operating vision.

(Part of this section overlaps the methods spin of next step)

MOVEMENT	INTENT
I 3. Methods Context	To set this step of the method in relation to what follows To provide operating guidelines for identifying elements of an operating vision To set groundrules necessary for effective orchestrating of plenary dynamic.

Dialogue:

Spin based on 4 x 4

I. What an operating vision is

1. a community's picture, vision of itself rel. to future
2. usually latent, unself-conscious
3. always practical- real rel. to situation, yet has element of possibility in it
4. is operating - people operate out of it now, therefore it is part of social reality.

II. How Operating Vision is discerned

1. Objective-subjective interaction
2. Look for clues to hopes, dreams, yearnings
3. discerned in what people say they need, long for, anticipate
4. discerned indirectly in stories, symbols, style, architecture

III Cross-gestalting Method

1. wiring corporate consciousness of the consult
2. looking across the up and down lists on team reports
3. discerning new categories that cut across team focus
4. creating new rational form in which no data is lost: this will be our discernment of the vision

IV. Role of objective-subjective in shaping the group consensus raised by leader 1:

1. Role of push questions - reveal insight beneath unclarity
2. Other teams can honor insight of reporting team by listening; then get your insight in when you report
3. Opportunity for corporate reflection built in; this allows for objective-subjective check among teams
4. Role of leader 2: objective check on what leader 1 is doing (parallel to the role of teams in relation to each other.)

DANGERS:	HINTS
Long-windedness	Use 4x4 as guide; select what's relevant and helpful; be able to say the same thing 2 or 3 different ways.

I

4. Team instructions	to indicate procedures leader will use in calling for team reports to allow for common coding of raw data to check that each team has necessary materials and role assignments

DIALOGUE

We'll be working in our 5 teams at points during the plenary. I'll be giving specific instructions to the teams about how to report out the data to the whole consult. One of the team leaders will orchestrate how each team gets that done. We will need to work within certain time limits in order to get our work done by noon.

Does every team have 2 butcher paper reports on the wall? (English & local language) Does everyone have a printed report of each team's work?

Let8s code our data on the printed sheets so we can keep track of it Number your pages with Roman numerals I - V. When I ask you for the code of any item, give me both the Roman Numeral of the page and the arabic numeral of the item - i.e. I-20

Are the team scribes ready and does each team have 2 reporters one for English and one for _____?

Dangers:

Confusing the teams with too much or too little instruction.

Forgetting to nail down all crucial roles.

1. Initial random sampling (round 1 - 3 items per team)	-to demonstrate the method of reporting to be used throughout the plenary -to begin to build the gestalt -to involve each person from the start in the dynamic of consensus building.

Dialogue:

Each person take a minute to read your team's list of vision elements. Star the 3 items which are the most clearly stated in your estimation.

Now I'm going to call for 3 items from each team. Team orchestrators please appoint one person to report his 3 items on behalf of your team when I call for it. This can be anyone. Please speak so we can all hear when you report.

Team I, please read the code, the 3 word holding title and the sentence for each item as I call for it. I'll ask questions if I'm unclear and will locate the items in one of these columns on the board. We will have a chance to look together at what's up here in a while once we get enough data out.

(Continue in this manner for the rest of the first round. By this time 15 elements will be on the board. Push for clarity on data as needed.)

Dangers:	Hints:
Unclear directions	Create a checklist of roles/movements etc. you want team to go thru and announce beforehand.
Poor handling of board.	Decide ahead of time your initial organizing principle for placement of data in columns. For example, put all economic items on left, all social on right, all unknowns in middle or in a holding category off to one side. During first few rounds when you are exploring the broad range covered by the data do not be too hasty to pull items together. You can shift them later.
Ambiguous, unclear data	Listen for the concrete element of the vision being pointed to in the sentence. Ask of the data- Can I see a picture? - as a clue for its concretion Put it on the board in one or two words (adj. & noun) that hold it for you. Ie. village electricity. To screen the data: Push back with further questions in order to get clear on what the element being pointed to is (see chart)

II-1

WAYS TO PUSH DATA FOR CLARITY - VISION PLENARY

CLUE CATEGORY	EXAMPLE	PUSH
Tactical language	"Using local resources in factories"	If I were to say that sounds like a tactic, how could you clarify for me what aspect of the vision is being pointed to?
Abstraction	"Peace and order"	That's a bit unclear - read the sentence please. Now what would I see if that element of the vision were realized?
Outside Consultant Proposal	"Birth control"	I'd like to ask the local people here a question. Is that part of this communitiy's vision or is that a proposal one of us from the west has stuck in here?
Ambiguous	"New industry"	Can you say more of what you had in mind here? What sort of new industry would I see?

2. Specified selection (Round 2 - 3 items per team)	to have team corporately evaluate own data and select clearest statements to expand breadth of data on the board (to include 30 items) to give teams a chance to briefly pull back and raise question of the larger picture emerging

Dialogue:

Now working as a team, take 2 minutes to select 3 of the remaining items from your list which are most clearly stated.

I'll go around as before. This time just read your 3 word holding phrase. Team 5 let's begin with you (

(Place items on board as before) Then generally spin on any identifiable chunk that seems to be emerging. Don't pin anything down yet.

Dangers:

Complex or vague team directions which cause the team to waste time figuring out what you wanted.

Warping the data when you move to hear only the holding phrases.

Spending an undue amount of time getting precise clarity.

Pulling plug on movement 4 by doing a thorough group reflection after round 2 - rather than an imaginal brush stroke

Hints:

Before you put your holding phrase on the board ask, "Would _____ hold your insight adequately?"

Be willing to graciously risk a degree of ambiguity at this point. Trust your ears rel. to what the group reports and remember these holding titles on the board must also be your way of simply holding the data in order to be able to quickly handle shuffling of positions later.

3. Specified selection Round 3 - 3 per team	to further expand the data to include 45 items (roughly 1/3)

Dialogue:

Again as teams select 3 more clearly stated items. Try to select items which reflect a new aspect of the emerging vision.

(Locate items as above commenting on rationale for placement as it seems necessary)

Mariner | Farrell

4. Corporate reflection	to tentatively point to emerging categories on the basis of one-third of the data thereby roughly checking the gestalt.

Dialogue:

Things are already beginning to emerge as components. Here we have something that seems to be related to fishing industry, here seems to be emerging types of urban services , here agricultural expansion This down here may be something like basic adult education, although I'm not really clear yet....

Where do you see other things emerging? Or where do you see things emerging differently?

I want to watch this area. I'm not sure about whether all these items are really related. Have you got your eye on any ambiguities like that?

Dangers:

Moving items together too soon

Forcing your interpretation on the group; Don't suggest too many pull-together titles. Local participants are often reluctant to speak out against a suggestion that an "expert" makes.

Hints:

As you chat about the columns, move from left to right.

Keep it open.
Receive group comments graciously
Don't label columns yet - just leave the symbols above the line.

PHASE THREE

1. Team tabulation	to test the comprehensiveness of the gestalt by isolating the potentially unique aspects not presently located on the board

Dialogue:

Take 10 minutes and work as a team identifying the items on your list that are significantly different from anything you've heard beging covered here so far. Then take the remaining items and decide which of the columns on the board they best relate to. Be careful not to force any of the data at this point. Put the symbol of the column beside the items you are able to locate.

(While the group is working, suggest one or two word holding title ~~Meanwhile, on the basis of the corporate reflection of step II-4, give a general title~~ to the columns on the board ~~using one or two~~ words. Make any shifts of data that seem to reflect the group consensus. See attached sample of the board at this point.

~~DANGERS~~

Leaning too heavily on your interpretation or any bias emerging from a part or one person of the group.

HINTS

Beware of certain consultants who may be grinding an axe out of a reduced concern and spot them ahead of time. Appeal to his team's sense of the data to broaden perspective. If one team is pushing hard for something different, listen hard. They may be onto something you haven't seen. Depend upon corporate leadership of plenary partner and team leaders to bounce in comments here that help to discern the group consensus.

Sample initial titles for items:

AGRIC. Δ	SERVICES □	TRNG ∘	FORMAL SCHOOLG ✓	HEALTH ‖	CONST. RUCTN ∓	INDUS. ∞	FINANC'L STRUCT. ⊜	EXT'L REL ⋕	SOCIAL ACTIV ★	HOLD
FOOD CROPS	ELECT	BASIC ADULT	PRE	SERVICES	HSING	STONE	MARKET ACCESS	LAND OWNER SHP	CELEB	II-2
SMALL ANIM.	COMMUNIC.	SKILLS	ELEM	NUTRITION	ROADS	ROPE	EXPORT MKT	COMM. REL'S	FAMILY	IV-15
MARI-CULTURE	TRANS-PORT		EDUC SUPPORT		PUBLIC FACIL	NEW IND	INVEST CAPITAL		YOUTH.	III-8
CASH CROPS	IRRIG					MARINE IND	CREDIT			
	DOMEST H2O									

III Movement Team 1

2. Locating ~~dissimilar items~~. New Data	to refine the scope of the initial gestalt by locating the items which are not covered.

Dialogue:

Each team count the number of items which didn't seem to fit into any of the columns and report the total as I call for it. Team 1.... (etc.)

Now I'm going to ask team ___ to report out those items and see which ones we can locate.

Proceed accordingly for other 4 team locating the items that do relate to titled columns, placing brand new elements in new columns, putting ambiguous items temporarily in a holding column. Throughout this push for clarity, assuming many items are really similar, but listen to and dialogue with the reporting team to discern the uniquely new elements.

Dangers:

Pushing your own gestalt

Hints:

Record this tabulation off to the side of the board:

team	1	2	3	4	5
# of responses	0	1	0	2	8

Choose the team that has the largest # of uncategorized items to begin this round.

Movement Totem

3. Locating similarities	to refine the emphasis of the gestalt in order to honor all the data and to discern clues as to the design of the rational chart form.

Dialogue

Now I'll ask each team to report the number of remaining items it discovered that were similar to the items already on the board. Give me the total number of new items you added to each column.

I'll call out the symbols. Team 1, how many circles? squares? etc. (See chart for recording form.)
Move to ~~1/2/3/4/5~~ locate each team's items:
Can you locate that item in relation to a particular item within the column?

Dangers:

Hints:

1) Write totals on a grid to the side under the appropriate symbols or on bottom or above each column.

TEAM \ SYM	✳	△	○	⊜	+	✳	∞	
1								
2								
3								
4								
5								

2) Begin with the symbol that has the largest number of similarities tabulated to rapidly get located items in the arena of the gestalt that probably already has its parameters defined. If these items are duplicates, simply put the code of the item up; otherwise use a 2 word phrase.

3) Then move to call for items from the column which you (and the group) are least clear about.

4) Then call for the balance of the data.

Encourage the reporters to locate as specifically as possible, to speed up the process and expand team participation.

write in a column

III MOVEMENT TATEN

4. Corporate reflection on the refined gestalt	to allow the group to participate in shaping the direction of the consensus reflected in the final chart.

Dialogue:

Now let's work on tightening the gestalt. It seems to me that we have 3 distinct things emerging in this column.

Where do you see that in other arenas?

Speak back to that .

Is this related here or here?

Dangers:

Hints:

- Work with the group to tighten categories within columns.
- Lead emergent consensus.
- Work to hold tension of your comprehensive grasp of the whole and the teams' particular focus on their arenas.

IV Movement PHASE FOUR Target

1. Collapsing the uninclusive aspects	to move toward finalizing the gestalt components by ~~conflating~~ reducing unnecessary spread.

Dialogue:

I'm going to take this category here which seems related to this one here and pull them together and rename this _____. This may not be what we'll end up with finally, but it seems to me from what I've heard that in this community .....(give rationale)

Dangers:	Hints.
Overpushing your point.	Share, don't lecture on your rationale.
Coming across as arbitrary.	

Movement Patent

2. Reordering the columns	to explore possible arrangement of columns in preparation for the pull together by the second plenary leader.

Dialogue:

What we are out to create now is a picture which rationally holds our consensus relative to the operating vision of the people of _____.(Hold up Plate 1 - the Operating Vision Chart- of a former Consult Document.

This is the one that the consult at ____ forged. It had ____ columns. Ours looks to me as if it may have LLL/ ____ or _____. We now want to reorder what seems to be the emerging columns and componen, categories to form a rational art form.

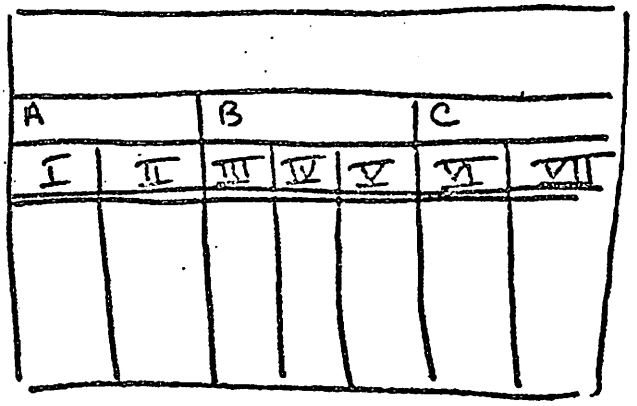
In this column there are ___ categories emerging. The same is true for this column where ____ (or ____) categories may be emerging. Both of these columns deal with the broader arena that I'm going to call for the time being _____. Right now I'll put these two columns side by side on the chart.

Dangers:

Trying to come up with a final 3 level chart in polished form at this point.

Taking extensive time to figure out what may only be possible by the second leader or not at all until later. post plenary reflection occurs.

Hints:



Decide the organizing principle for the abstract arrangement of the chart on the basis of studying the form of the previous Operating Vision charts. Allow this abstract to inform possible shaping of this unique chart. The job at this point is to clarify the solid relationships between columns that appear on the second level of the chart (level I,II above.) The final top level groupings (A,B) and any additional changes in the position of columns is done by the second plenary leader. The general guide line here is to organize the coluns according to subgroupings within the mor economic and the more social columns, as that is possible.

IV Movement Format

3. Rationalizing the art form	to pull the refined gestalt into a balanced rational art form which represents the breadth and emphasis of the raw data.

Dialogue:

Second plenary leader comes forth after explanation by leader 1 such as, "Now ____ is going to pull the chart into rational form and summarize what we've done this morning."

1. Affirm what has already emerged
2. Indicate possible shifts of columns or occasionally sharpen categories rel to what is already on the board.
3. Mesh those insights with the work of the group done thus far and draw rational, balanced art form.
4. Interpret the chart rel. to what it reveals about the vision of people of ____ community.

Dangers

The biggest danger is not having stood present to the group mind as pulled thru the work of the first leader. This is manifest if leader #2 comes up with a chart which radically alters total design on every level of organization. His job is to render complete (by giving the final touches to) the work of the day, not to redo it arbitrarily from his perspective alone.

There is no need for a long speech. A brief, succinct, insightful interpretation that paints the broad sweeps is all that is necessary.

Hints

This step requires a tremendously crucial act of blending individual rational genius and corporate discipline re honoring the work of your colleagues. If the only thing possible at this point is to put up a totally different chart which dismisses the struggle of the group as already reflected on the board it is preferable to leave the work as it is on, rather that destroy it. Draw a frame around it, indicate it will be refined at a later point, interpret what is there, and close the session

IV Movement Intent

4. Announcements and sent out	to give the teams a focus for the rest of the day and to get them into the field as quickly as possible.

Dialogue:

1. Scribes meet briefly after plenary up at the board.
2. Teams meet in __ minutes in team spaces and begin to work on contradictions
3. Refer to orders of the day passed out at breakfast.
4. Send out by 11:45

Dangers

There is no need to spend lo minutes giving the teams detailed instructions. Team leaders can do this more effectively when the teams return to lunch. Only give the broad what, why, when and where.

Hints

THE CONTRADICTIONS PLENARY

THE FOUR PHASES	THE SIXTEEN MOVEMENTS
I. SETTING THE STAGE	1. Preparation 2. Methods Spin 3. Plenary Task 4. Team instruction
II. FORMING THE IMPRESSION	5. Random Sample 6. Initial Impressions 7. Second Sample 8. Initial Interpretation
III. SEEING THE NEW IMAGE	9. Team Tabulation Data 10. Plot new items 11. Brief Reflection 12. Plot Balance of Data
IV. DESIGNING THE GESTALT	13. Locate the Clusters 14. Name Arenas and Rationalize Chart 15. Interpret the Rational Chart 16. Closing

PLENARY 2 PHASE I MOVEMENT 1. Preparation

OBJECTIVES: To announce the opening of the session with a song.

SCRIPT:

Let's turn to page ___ and sing "Top of the World".

HINTS

1. Begin promptly at 8:30 (30 minute after breakfast).
2. Same floor / space design as day before, however if this hasn't worked tables should be re-arranged before or after breakfast.
3. Alternate song suggestion: main value is that majority can sing it - good one if known is "Neverthless"
4. Board design:

work plenary here step 1-12	Save this space for step 13-16

PLENARY 2 PHASE I MOVEMENT 2. Method Spin

OBJECTIVES: 1. To set this step of method in relation to what has preceded and what has followed.
2. To provide operating guidelines for identifying contradiction manifestations.

SCRIPT:

Spin based on 4 x 4

Practical Tension	Indicative Reality	Creative Direction	Mysterious Power
Irritants	Deterrents	Motivity Block	Waves of History
Anti-goals	Not Subjective	Initial neg. Statement	Invisible currents
Social Change Tension	Not imperative	Doorway to Future	Unsynomous
Rational / Irrational	Hegelian/ Yin-Yang	Suggests Proposals	Can't be stated

2. Spin on the profundity of contradictions:

Secular Spin

1. Contradiction as the dread dynamic of AWE.
2. Danger of negativity - there's nothing wrong with this community - there are simply social contradictions
3. Contradictions and ontological pain
4. Social change occasions unbearable psychic pain (illustration: Australian Aboriginees see Oombulgurri spins for full text).

HINTS

1) Use 4 x 4 as a guide. Write out clear simple sentences
2) Be careful not to overcontext abstractions

PLENARY 2 PHASE 7 MOVEMENT 3. Plenary Task

OBJECTIVES: To context the focus of the work for the day by reviewing the objective subjective consult dynamic and introducing the swirling method.

SCRIPT:

3) Walk through the task of this plenary:
   a) Global/local eyes to see underlying factors (same dynamic as yesterday).
   b) Teams report out their observations from yesterday.
   c) Swirling the data to see clusters of contradictions.
   Seeing through the clusters to a new gestalt of situation.

HINTS

1. Use image of Van Gogh's "Starry Night" to illustrater result of swirling if it would be meaningful to the cultural context.
2. Read section in textbook Chapter 1 which described swirling to explain (c) above.
3. Avoid unnecessary complexity relative to explaining swirling.
4. Watch out for overcontexting.

PLENARY 2 PHASE 1 MOVEMENT 4. Team Instructions

OBJECTIVES: To indicate procedures leader will use in calling for team reports
To allow for common methods of coding raw data
To check role Assignments

SCRIPT:

Check that butcher paper is up and hand out team products packet; instruct on common coding.
Give out specific instructions:
a) Teams will be selecting data as requested (illustrate using A,B,C code).
b) Team orchestrators and reporters, scribes roles explained
c) Plenary leaders will arrange the data
d) All of us will be looking for the underlying patterns
e) This plenary is most difficult because context is deeply frustrating and painful. I will have to push data to enable us to get behind it and grasp manifestations of the contradictions. We are apt to expel anger at points because of this struggle. Yet this will allow us to get hold of the gateway to the future.

HINTS

1. Short course on frustration (see e above)
2. Shott course on seeing the brand new today.
3. Explain necessity of pushing at the beginnin

PLENARY 2 PHASE II MOVEMENT 5. Plot the Random Sample Round 1 - 20 - 25 items

OBJECTIVES: To get outthe broad sample in a beginning plot

SCRIPT (Assign one scribe to scribe the board for you - in pencil so changes can be made).

5) Take a random sample of 20 to 25 items:
"First, let's go around the room and have each team leader read out from his team's list these items: #4,8,12,16,20. As you read them, I'll arrange them on the board in a swirl. If I don't understand, a title, I'll ask for the sentence. If I still don't understand, I'll ask for an example of what you mean. If a better wording occurs to us, we'll put down the title that best holds the meaning for us all. Let's have items from team "A".
Plot phrases on board, clarifying as needed, but not pushing the insights yet. After plotting all of the random sample, push on weak or dangerous ones (see clues chart).

Dangers	Hints
1. Too soft or too hard a push on data 2. Explosive anger	1. Be ready to push data hard with key question "why"? Keep eye on the the clues which signal need to push (see clues chart). 2. Decide which one per team you'll push to the ground to demonstrate underlying nature of a contradiction. 3. You can trust being able to push all order or guardian reporters. A local person is more apt to get wiped out. Use this fact as a clue to where you can really blow the bottom out of an item 4. Watch triggering explosive anger. 5. Watch pushing all data so hard and far it collapses into the same thing. 6. In some way affirm response first before you push. 7. Design some code like the far corners to determine the placement of items you're unclear about. Put the rest in a location pattern like the one on chart (see chart). 8. Use no more than two words to hold item. Avoid adjectives of absense where possible.

Plenary 2 Phase II Movement 5

CONTRADICTIONS:

CHART: CLUES THAT A PUSH IS NEEDED

(the items at the bottom of team reports are likely candidates)

TYPE	ILLUSTRATION	EXAMPLE OF PUSH
Blaming outsiders	"myopic and irresponsive bureacracy"	Now today we're concerned with getting clear on the sociological blocks relative to this community's vision that are located in this community. Push behind that insight and tell me what in this community is the block RELATED TO bureacratic relations.
Describing the given situation (or the human condition)	"Disease"	There is disease in my country too. Now tell me why is there disease here.
Disguised proposals which are the flip of a problem	"lack of	Now I get the problem-unemployment To get at the contradiction you often have to go down several levels. Why is there the problem of unemployment?
Subjectivity	"Lack of confidence"	Now I'm not interested in subjectivity. That must point to an objective sociological situation or it shouldn't go up on the board. My point is why, why? If I crumple on a sharp word someone addresses to me the problem is not the sharp word or my response to it, it's something else.
Cultural bias	Superstition	Every culture has beliefs that seem strange to outsiders. Why is that a contradiction?
Problem is tradition	Traditional family	"You mean the fact that I have a wife and three boys blocksme? What is it in the traditional family that blocks?
Problem is no plan	No long range plan	Now why is that a block -because emergencies undercut hope? Then the contradiction has to do with dealing with fate.

Plenary 2 Phase II Movement5

CLUES CHART

TYPE	ILLUSTRATION	EXAMPLE OF PUSH
Psychological	Afraid to dream	I'm convinced everyone dreams. I've found people capable of dreaming. Is the contradiction closer to something like lack of exposure?
Loaded Criticism	Used to being refused by government	All my life I've been refused. Soon I'm going to die- that'll be a big refusal. Now why? (Push level of no proper representation therefore voice not heard, therefore experience of being refused) Let me say a word in defense of government - there are 700,000 villages like this one.
Too hasty reduction of data to myth factor	Inadequate self-story	Why do the people believe Maliwada is not a good market place? Why?

PLENARY 2 PHASE II MOVEMENT 6 Initial Impressions of Plot

OBJECTIVES: To begin to see the first glimpse of material coming together

SCRIPT:

6) Take a first impression of the plot: "What kinds of things do we have up here? What relationships do you see? [what picture do you see at this point? If you squint, what shape do you see?"]

HINTS

1) Move through this quickly.

PLENARY 2 PHASE II MOVEMENT 7. Plot second sample Round 2-10 more items

OBJECTIVES: Expanding the data and clarifying the sub-swirls

SCRIPT:

7) Add a sample of data selected by the teams: "Now, each team needs to select from the remaining items on your list the three key contradictions not yet up on the board." As these items are read out, push for the underlying insight with such questions as: "Why hasn't that been solved?" "Why is that a threat to the future of the village?", "Why is that the case here?", "What caused that?"

HINTS

1. Give teams adequate time to do this seldction. Meanwhile you do brooding or conferring with your leader partner as to what's emerging.

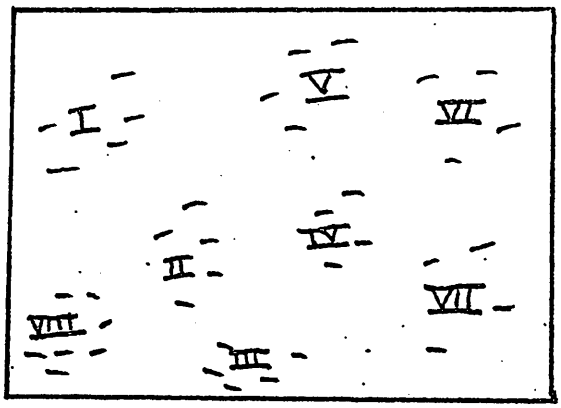
PLENARY 2 PHASE II MOVEMENT 8. Initial Interpretation of Plot
(one third of data)

OBJECTIVES: To obtain the group's emerging wisdom relative to contradictions cluster

SCRIPT:

1) Make an initial interpretation of the plot (about one third of the data is out). "Where do you see either, a) a cluster of closely related contradictions, or b) a key contradiction at the center of a swirl?" Receive all comments with interest without fixing anything.
2. Walk through the clusters that seem to be emerging as a summary of this reflection.
3. As a cluster is located place a Roman numeral near the center of what appears to be emerging. Don't draw lines to encircle clusters yet. Use colored chalk for numerals.

This is What Board Looks Like



HINTS

1) Remember this is an initial level interpretation. Don't argue. Nothing is fixed yet.

PLENARY 2 PHASE III MOVEMENT 9. Team tabulation of Remaining Items

OBJECTIVES: To hold all data on chart, to push clarity on grouping

SCRIPT: Seeing the New Image

9) Each team plots its remaining items: "Each team go through the rest of the list and decide which ones seem to relate to the emerging clusters identified by Roman numerals. Look at the items up on the board as a clue. Then decide which of yours are different than anything there. Mark the similar items with the related Roman numerals on your paper. Leave the different ones undesignated (allow the teams 10 minutes for this tabulation).

PLENARY 2 PHASE III MOVEMENT 10. Plot the new data

OBJECTIVES: To discern to adequacy of the catagories of the plotting chart

SCRIPT:

1. Go around and ask the team to report its tabulation. Team A how many unplotted. How many related to category I etc. Make a chart to hold this.
2. Take the new data: "Let me have the ones that do not fit close to anything already in the swirl." Push for clarity or for depth as needed. Add in the new items.

HINTS

Plotting chart:

	NEW	I	II	III	IV	V	ETC
1							
2							
3							
4							
5							

Here you are interested in checking the comprehensiveness of the gestalt quickly. If there are very few items that are new to the discerned groupings on the board, the spread is probably representative. If there are a high # that relate to one grouping this may indicate that cluster needs to be broken into several smaller clusters in the final gestalt. You may want to begin calling these during the next round. Here, however, youre still testing. Allow this to inform you, but do not freeze anything. Just plot the data in this and the next step. Push to several whether to relate or separate items.

PLENARY 2 PHASE III MOVEMENT 11. Reflection

OBJECTIVES: To elicit group participation, to build consensus

SCRIPT:

Make a second interpretation: "Let's look again for the pattern. What is different now from before? How are you seeing the clusters? What's new or surprising?" Again, don't nail anything down.

HINTS

Use this dialogue to allow shifts to emerge. As new clusters are identified add more numerals. Limit the # of clusters self consciously, don't over gestalt the clusters. Probably no more than XV Roman numerals. You're still exploring the spread. The next rounds will reveal the depth.

Elicit group participation to build consensus.

PLENARY 2 PHASE III MOVEMENT 12. Plot balance of data

OBJECTIVES: To hold all data in more refined clusters

SCRIPT: Plot the remaining data: "Each team check again your remaining iterms and see if you would still plot them where you said a few moments ago or somewhere else." Give them five minutes to discuss this, then quickly call for the remaining data . Call for data similar to I,(or the numeral you're least clear on) fromall teams. Then move to II and proceed thru the clusters. Plot where suggested unless seemingly out of place.

By this time you should have an idea of the categories each numeral cluster is pointing to. This will allow you to quickly but carefully do this plotting. When items are clearly similar just write code # on the board.

HINTS

Use a song to break mood and then pick up tempo
Use rapid fire to finish last rounds which will keep the group from being bogged down by the data.

PLENARY 2 PHASE IV MOVEMENT 13. Locating and tabulating the clusters

OBJECTIVES: To finalize clusters and the number of items in each, to "sniff out" the biggest cluster

SCRIPT:

Circle the clusters: "Help me locate the clusters (while this is proceeding you are constantly working to allow the big clusters to emerge for you. You are also searching for a name to hold them) Let's not rush to get big clusters at first but look for tight, small clusters to begin with. Where do you see one?" Work to include all the data in approximately 9-13 montradictions clusters. This may involve combining two numbered clusters into one grouping, or dividing another. "Don't force the data, but work to get a workable polar gestalt. With chalk of another color (bright) assign a letter (A,B,C) to new clusters. Then ask,"Those of you who can see the board clearly start adding up the number of items in each cluster, beginning with A." And B?"

As totals are made and called out fill in on a grid to one side. Reassign numerals to the totals giving I to the greatest number.

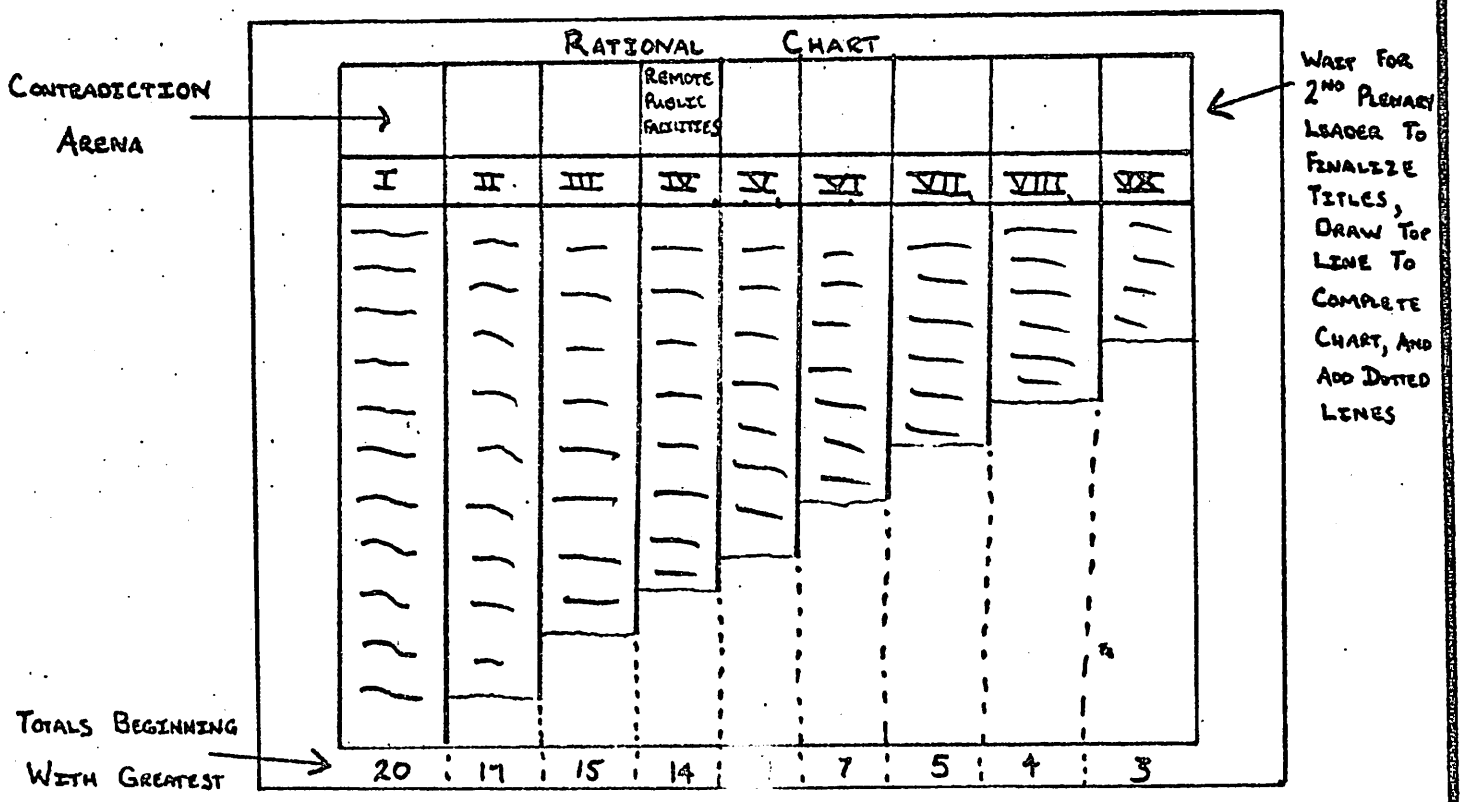
A	B	C	D	E	F	G	H	I
15	20	9	4	7	5	14	17	3
III	I	V	VIII	VI	VII	IV	II	IX

PLENARY 2 PHASE IV MOVEMENT 14 Naming and Rationalizing the Chart

OBJECTIVES: To name the clusters with consensus

SCRIPT:

Build a bar chart with I on the left: "While I lay these out here be thinking of a holding name for each cluster." This will require something like shoving your fist through the cluster in order to grasp the underlying sociological contradiction manifested by the swirling aspects we have identified. In one sense you can never a accurately name a contradiction - yet without a name or title that focuses its effects you have no way of creatively dealing with it. "Walk through the chart, naming the arena of each contradiction, involving the participants actively in the process. First seek to identify the social arena the contrast is related to [i.e. Public Facility]. "This one has to do with public facilities don't you think?" Then work to get a descriptive adjective which holds the qualitative nature of the contradictional aspect of that arena [REMOTE]. At this point, the other plenary leader may have reflections and refinements to make.



PLENARY 2 PHASE IV MOVEMENT 15. Interpreting rational chart

OBJECTIVES; To reflect upon the emerged chart.

SCRIPT:

15) Make a final interpretation of the gestalt: "Which of these is the most surprising to you? Which is the clearest? Which is the most intriguing? Which is the most dangerous? Which is the most impossible? Which ones reinforce each other?" This may have to be cut short for lack of time, but this is an important step for the consult to see the significance of what it has done.

Explain that the chart holds a reflection of the frequency of response. This does not necessarily reflect the contradiction priorities.

Make a comment that reconfirms the openendedness of the chart, yet indicates it is only after careful organization of and brooding over back-up data that any columns would be collapsed or expanded.

Make a brief comment about the relationship (likenesses or differences) between this chart and the operating vision chart (Tuesday Plenary). Example: Usually, though not necessarily, a flip will have occurred. (If vision emphasized the economic, contradictions may well emphasize the social.)

PLENARY 2 PHASE IV MOVEMENT 16. Closing

OBJECTIVES: To send out teams with new task

To hold the consult's wisdom as it moves from analysis to actuation.

SCRIPT:

16) Give out assignments and instructions for the afternoon: The second plenary leader announces the assignments he has prepared, giving each contradiction to the expertise team most able to deal with it. The scribes are asked to remain to make sure that the assignment details are clear. Summarize what has been said about the profundity of the contradictions. Have any practical announcements made and send the consult out.

Note that now we will make shift from analysis to actuation.

Send out.

Plenary 3

THE PROPOSALS PLENARY

The Four Phases	The 16 Movements
I	1. Preparation 2. Secular Spin 3. Method Content 4. Team Instructions
II	5. Data Walk Through 6. Random Sample 7. Specific Selection 8. Corporate Reflection
III	9. Team Tabulation 10. Unique Items 11. Similar Items 12. Corporate Reflections
IV	13. Main Thrusts 14. Reorder Columns 15. Art Form 16. Send Out

PLENARY 3 PHASE I MOVEMENT 1. Preparation

OBJECTIVES:

Objective Intent
Signal to begin
Board ready to recieve data

SCRIPT

Let's turn to page ___ and sing Create the New Way
(Meanwhile put chart on board. Begin with 10-12 columns as below)

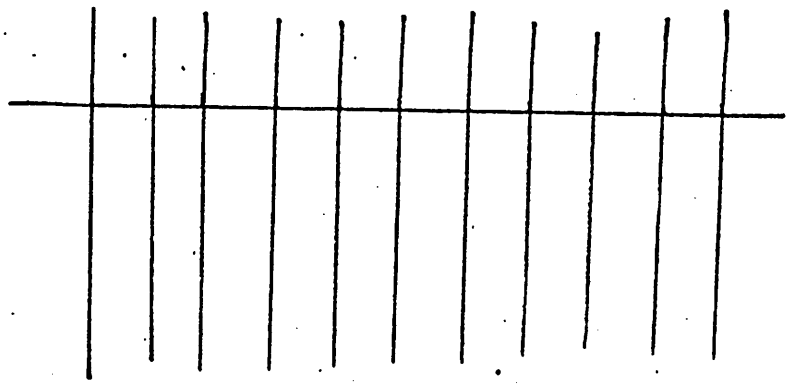
1

4

HINTS

Begin promptly at 8:30
Floor design sane as Tues. and Wed.
Be looking for missing wall charts.
Have you translator contexted on signals from you.

BOARD DESIGN FOR PROPOSALS PLENARY



Space for holding category

PLENARY 3 PHASE I MOVEMENT 2. Secular Spin

OBJECTIVES:

Set the stage for focusing on releasing the contradictions

SCRIPT

Movement 2 -- Secular Spin - "Standing Tall"

(See attached 4x4)

HINTS

This is not a lecture. Keep it brief and simply stated especially in bilingual consult. It is intended to give permission for the broad, creative, corageous thinking required for forging proposals.

STANDING TALL			
Yesterday's Experience	Today's Demand	History is Before Us	History's Promise
Experience self as 2 inshes tall	-Need to Have Courage	We gaze eyeball to eyeball	But has benign element
Contradictions focus on the blocks	Stand TALL!	Raw Consciousness	Seems to backon us to look at it
Seems impossible to do anything	Face to impossible	It seems to be playing a game	We do and it's so pleased that is moves
Raises question that divide mice and men	Think large and creatively	Attempts to crush us	Today history is in the making

PLENARY 3 PHASE 1 MOVEMENT 3 Methods Context

OBJECTIVES:

Lay out procedures for creating proposals.

SCRIPT

Methods Context

1. Review contradictions, walk through chart
2. What we know about proposals (short course);

Releases Swirl of contradictions	Creative Breakloose of Practical Possibility	Strategic Plan of Action	Identifies Arenas of tactical action
Deal with Contradiction	Wild Creativity	Recommended Direction	Never do Proposals
Whole wirl	Find Openings	Not imposed	Points to Action Arenas
Release, not Resolve	Surprising Possibilities	Necessary Changes	Directs Tactical Thinking
Utilize Contradiction Reality	Realistic Responses	Rational Web	Strategic Objectives

HINTS

1. The review of the contradictions chart is done in order to set the context for the proposals. It should be done quickly and clearly in order to get that job done.
2. The methods spin is not a lecture. Say only what is necessay to get the group clear on the morning's task.

PLENARY 3 PHASE I MOVEMENT 4. Team Instructions

OBJECTIVES:

To clarify practics of the task.

SCRIPT

1. Walk through plenary prodecures in the broad checking the roles the teams' members will be called upon to play (scribe, 2 reporters, orchestrator)

2. Now, let's label our printed reports of the teams' work published last night to be able to follow the flow of our data. Beginning with the first set of proposals label each set with arabic numerals. Some proposal sets require 2 pages so be careful. You should find ____ sets of proposals if you number consecutively from beginning to end. Then label your proposals for each set A-F. When you report toe code for each item, use both numbers and letters i.e. 1 - F.

HINTS

Keep instructions minimal. The teams have done 2 plenaries so have a feel by now. Any contexting is simply a reminder.

PLENARY 3 PHASE II MOVEMENT 5 Data Walk Through

OBJECTIVES:

Get feel of the whole body of data

SCRIPT Movement 5 Now I'm going to ask each team's reporters to get ready to read aloud the three word titles and sentences which holds each proposal. Let's start with team 1. You have 3 report sheets which means you'll read us 18 proposal statements.

Proceed through other teams.

HINTS

Move rapidly. Encourage public voice. This is in tended to give total consult a feel before any data is located on board or pushed. It also lets you know where to begin building the gestalt.

PLENARY 3 PHASE II MOVEMENT 6 Random Sample

OBJECTIVES: Test the types of proposals recommended

SCRIPT

Go around the room and have team reporters read out the last proposal on each chart (1 per contradiction). Place in columns according to similar thrust.

Now let's have the reporters read the last item - letter F - for each report and I'll locate those on the board. Let's begin with team 5.

Possible Pitfalls

Bogging down and losing concentration
Putting tactics or vision elements instead of proposals
Letting breadth get out of hand
Participants disengaging

Hints/Tools

Begin to push for clarity (see chart)
Make a game out of not missing a beat.
Short course: challenge to lesten for trends
Short course: Intent:"in order to ..."
Action:"we propose..."
Means: "by means of ..."
"What change in the ongoing pattern of community life is being recommended?"

Form of data on board

ADJ. - NOUN
Youth Forum

Decide you plan for locating types of items on the board (Economic on left, more social on right)
State decisions about location openly and allow some discussion
Don't shift anything except what's obvious to all
Guard the uniqueness of the data at this point. This is very important as you have the least amount of data to work with in this plenary.
Explain that this if locating only an initial attempt to grasp.

PLENARY 3 PHASE IX MOVEMENT 7 Specified Selection

OBJECTIVES: Expand the breadth of information

SCRIPT
1. Ask teams to select one item from each set of proposals from the ones on the board, excluding the major preproposals labeled A. Allow a few minutes for teams to work on this.

2. Call for the sample from each team. Push for clarity before locating. see chart for methodologic hints

HINTS Continue to hold value of getting the broad spread to this point.

Plenary 3
Phase II Movement 7

PROPOSALS PUSH

TYPE	ILLUSTRATION	HOW TO PUSH
Multiple proposals in one	Expanding existing school opportunities. (These are usually on the A level of the reports.)	I'm going to put that one in a holding category for now. It serves to contain several proposals.
Tactics or Implementaries	Community Work Days	Now I think waht we've got there is a tactic. What is the proposal in relation to your contradiction or I think that's been taken down to the tactic level but I'll put it here for now.
Abstraction	Utilizing urban structures	That sounds like a goal. Can you tell me, what is the change in the ongoing pattern of community life that's being recommended?
Same Old Approach	Community Celebrations	Appeal to history - "now that sounds like what the people here have been doing for years. What's the new edge you are proposing?"
Inapplicable or Inappropriate	High rise Housing	Appeal to local experiences "Let me ask the local people present, is this appropriate here?"
Cop Out	Any item that has word "plan" in it (Or "study") i.e. Four Year Plan	"I'm always suspicious of anything with the word plan in it. Everything up on the board requires a plan or it won't work."

PLENARY 3 PHASE III MOVEMENT 8 Corporate Reflection

OBJECTIVES:

From an initial interpretation of emerging pattern baded on one third of the data.

SCRIPT

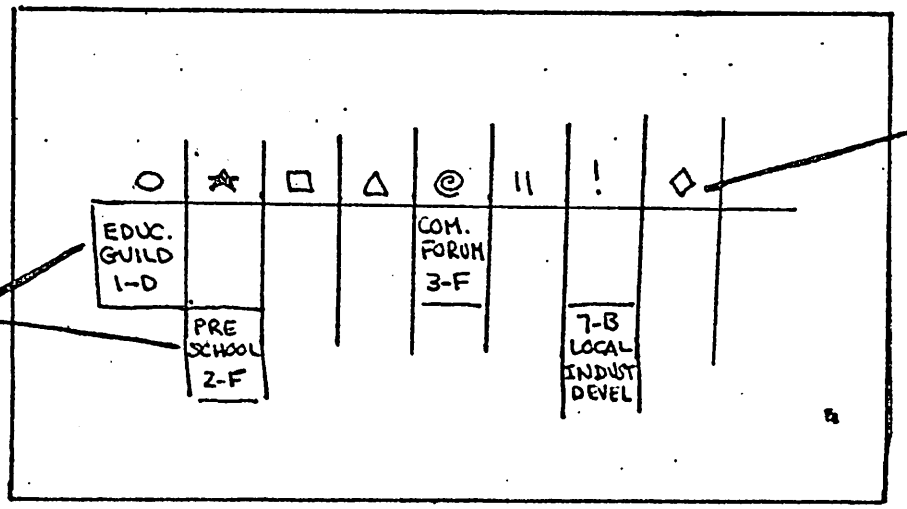
1. "What relation between columns do you see?"
2. "What common directions? Keep the gestalt open; make your responses tenative
3. This reflection can be quick. It's intended to familiarize everyone with what is located so far so that the teams can take the next step.
4. You now have located one-third of the data. You begin serious brooding on the emerging pattern.

PLENARY 3 PHASE III MOVEMENT 9. Team Tabulation

OBJECTIVES:
Begin to clarify spread by seeing wat data is held by the gestalt and what is not

SCRIPT
Take five minutes now and decide which of the remaining proposals relate to one already on the board and which are different. Indicate where you'd put the ones that do relate. I'll put some symbols on these columns for you to use as a key in identifying the location.

Board looks like this - will have 18-36 items of data.



HINTS: don't force the fit

PLENARY 3 PHASE III MOVEMENT 10 Unique Items

OBJECTIVES:

Begin to fix the full range of the gestalt

SCRIPT

1. Now, I'm going to sak the team reporters from team ____ to read the items which didn't fit the categories up on the board from your report sheets. We want to be sure to hear the unique aspect in each of these that sets it apart from the ones located already. Team members be ready to help me if I don't hear what's being pointed to. Other teams, if you hear one that sounds like one you have, note it. (Begin careful push on these.)

2. Now we'll call for the unique items from the other teams. Look carefully to make sure some you had categorized as unique before is not now located on the board. I'm only interested in the <u>different</u> one at this point.

HINTS

1. Select a team for step 1 whose work wll probably include a number of new items. If the team you frist call on only has aone or none, call on another team after you've located the <u>one</u>.

2. Make <u>obvious</u> shifts of location but nothing major across columns yet.

PLENARY 3 PHASE III MOVEMENT // Reporting Similar Items

OBJECTIVES: Discern where the weight of proposals falls

SCRIPT

1. Now let's fairly rapidly get out the similarities I'd like to first get the feel of where they fall. I'll move across the column symbols and ask you how many you have related to each. Team A ____ etc.

2. Let's begin by getting out the similar items related to the column with the ____ symbol.

3. Move accordingly to get out the rest of the data. Push as suggested below and earlier.

POSSIBLE PITFALLS

Losing a new dimension

Falling into a platonic or super-imposed category

Using tactical or vision language

HINTS

Push at new directions with the component aspects. Push at what social/economic structures are affected and what is the direction of change. Give examples of proposal names: they should sound like Action recommendations.

One Step 2, choose the column with the least similarities first; this may reveal a solid component. Then move to the columns with most items.

Create grid to hold tabulation in step 1

TEAM	○	△	□	@	
1					
2					
3					

PLENARY 3 PHASE III MOVEMENT 12 Corporate Reflections

OBJECTIVES:

Establish the number of columns

SCRIPT

Begin to walk through what seems to be up on the board. Stand open to group's wisdom. Begin on focusing the data within a column in order to identify the number of components in each column. Pull together and retitle those that obviously fall together as a solid thrust.

Then move to look across the columns' components to discern possible relationships calling for a shift of one component to another column. You are out to arrive at clean column without over gestalting. Keep in mind the guideline of 24 - 32 porposal components.

Now you can raise the question "What does this column have to do with?" and begin to get initial titles. You are looking for the statement of proposal thruse - like community equipping or industrial development.

PLENARY 3 PHASE IV MOVEMENT 13 Discerning Main Thrusts

OBJECTIVES:

Name overarching relationships

SCRIPT "What paris of columns are here?"
"WHat are the master proposals here?"

Begin to see relationships between or among columns as initial probe for design of rational chart as well as for checking component level within each column. Here component level language can be cleaned or sharpened too.

POSSIBLE PITFALLS

Abstractions

Losing involvement while redrawing

Failing to bleed out the significance

Too long a reflections period

HINTS/TOOLS

Look for modifying words that suggest a thrust, not just an arena

Have some reflective questions

Keep moving

PLENARY 3 PHASE IV MOVEMENT 14 Reordering Columns

OBJECTIVES:

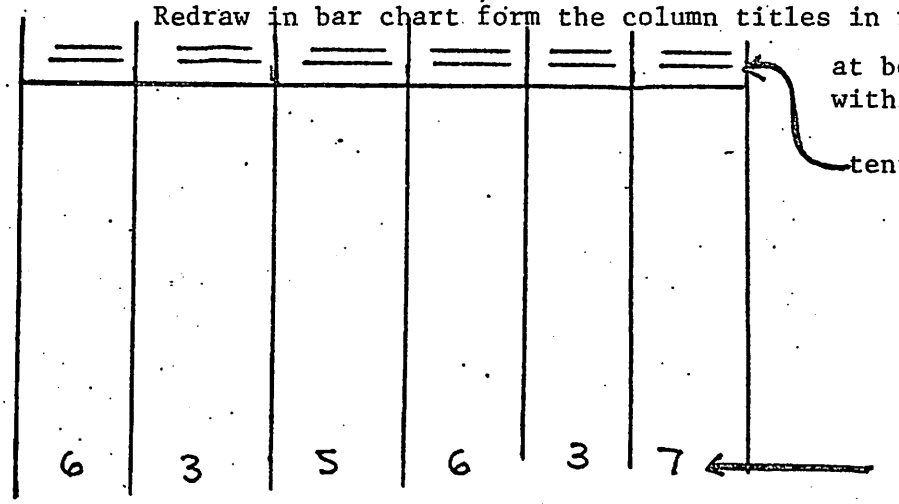
Fix the gestalt columns

SCRIPT

Ta[illegible] through the rearrangement of columns

HINTS This step involves the group in shaping the rough form of the rational chart.

Redraw in bar chart form the column titles in re-ordered arrangement. Note at bottom how many components are within each.



PLENARY 3 PHASE IV MOVEMENT 15 Creating the Rational Chart

OBJECTIVES:

Create art form
Interpret the chart

SCRIPT At this point 2nd Pleanary leader comes forth to pull together the rational chart from the work done so far.

See operating vision discussion on this step.

Begin with the broadest categories. Get those in place and then work to get lower level balance. (see diagram)

Then move into a brief interpretation of key points:

ex. "This chart gives us the large brush strokes. The teams will need to clean it up. My language is unsophisticated but it's the columns that are important because they came from our pleanary."

Education came back into the picture will force.. If poeple use this model replaces their hopes and dreams because it is geared toward a head on attack on the contradiction.

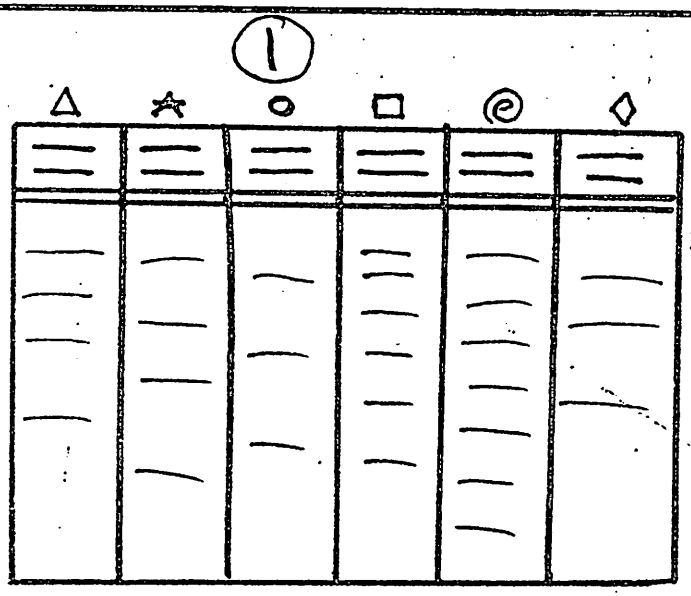
Care was a powerful factor in the vision chart. (Refer to wall chart) It has faded in this one. If you really care you do this chart.

There's unbelievable weight on symbol."

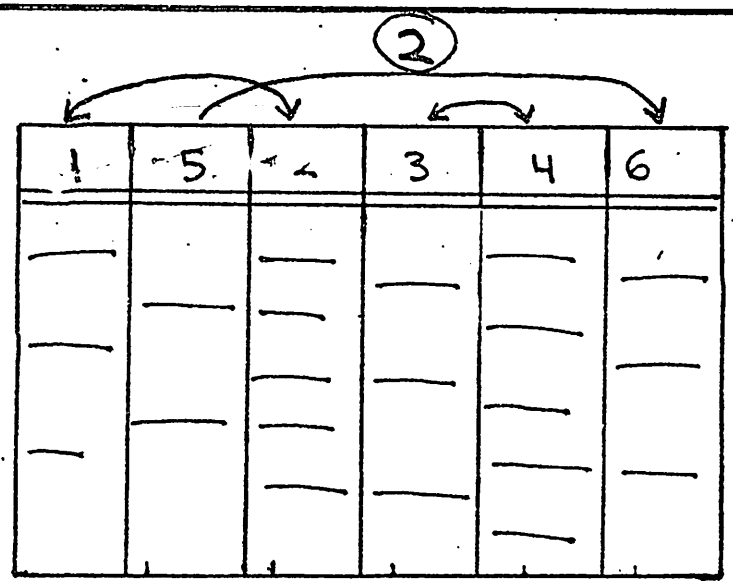
HINTS Talk through the proposal thrusts, drawing comparisons and contrasts, point to ambiguities that may need to change. Adk about surprises, comments, where people are intrigued.

Plenary 3 Phase IV

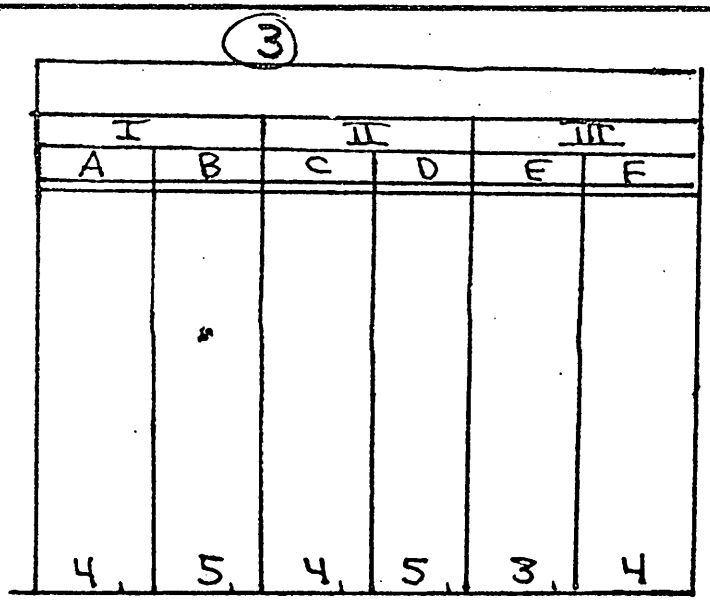
STEPS TOWARD RATIONALIZING THE CHART



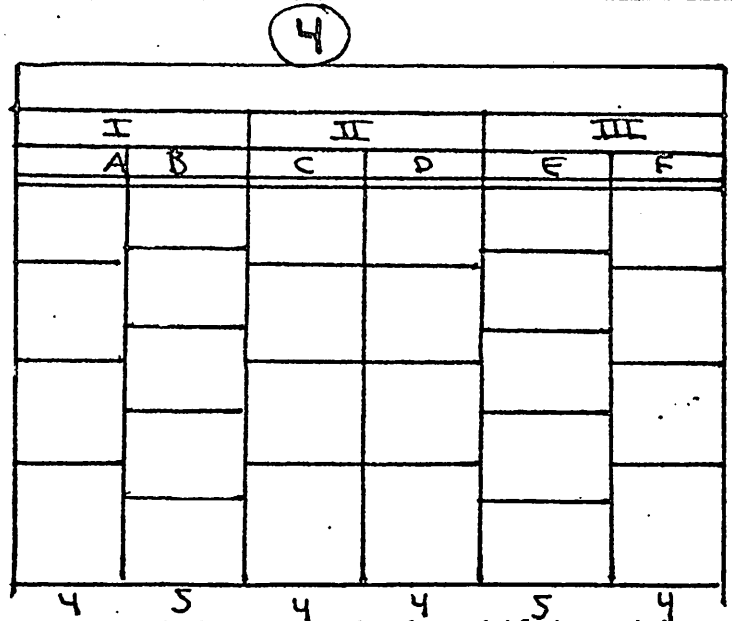
Firm up columns
Tighten components within columns



Discern which columns relate under a broader category



Then arrange in that fashion in abstract noting number of components in each column.



Finally, 2nd Plenary leader shifting either columns, positions or components discerns rational chart with more polished titles.

PLENARY 4

THE TACTICS PLENARY

	THE FOUR PHASES	THE SIXTEEN MOVEMENTS
I.	SETTING THE STAGE	1. Preparation
		2. Secular Spin
		3. Method Content
		4. Team Instructions
II.	ORGANIZING THE DATA	5. Random Sample
		6. Specified Selection
		7. Expanding Selection
		8. Reflection
III.	COLLECTING THE DATA	9. Team Tabulation
		10. Plot new data - 2nd sampling
		11. Plot new data - 2nd sampling
		12. Plot all remaining coded data
IV.	BUILDING THE SYSTEM	13. Plot items on hold
		14. Identify the basic tactics
		15. Rationalize interior design of chart
		16. Closing

PLENARY 3 PHASE IV MOVEMENT 10 Announcements and Send Out

OBJECTIVES:

Set context for afternoon work

SCRIPT

Make assignments to teams.
Ask scribes to remain behind
Comment moving into tactics:
High detail
Step by step

Refer to orders of the day

PLENARY 4 PHASE 1 MOVEMENT 1-Preparation

OBJECTIVES:

To announce the beginning of the session

SCRIPT

"Let's turn to page _____ and sing, "Local Man"

(Ask team leaders to distribute raw data copies - 1 per person)

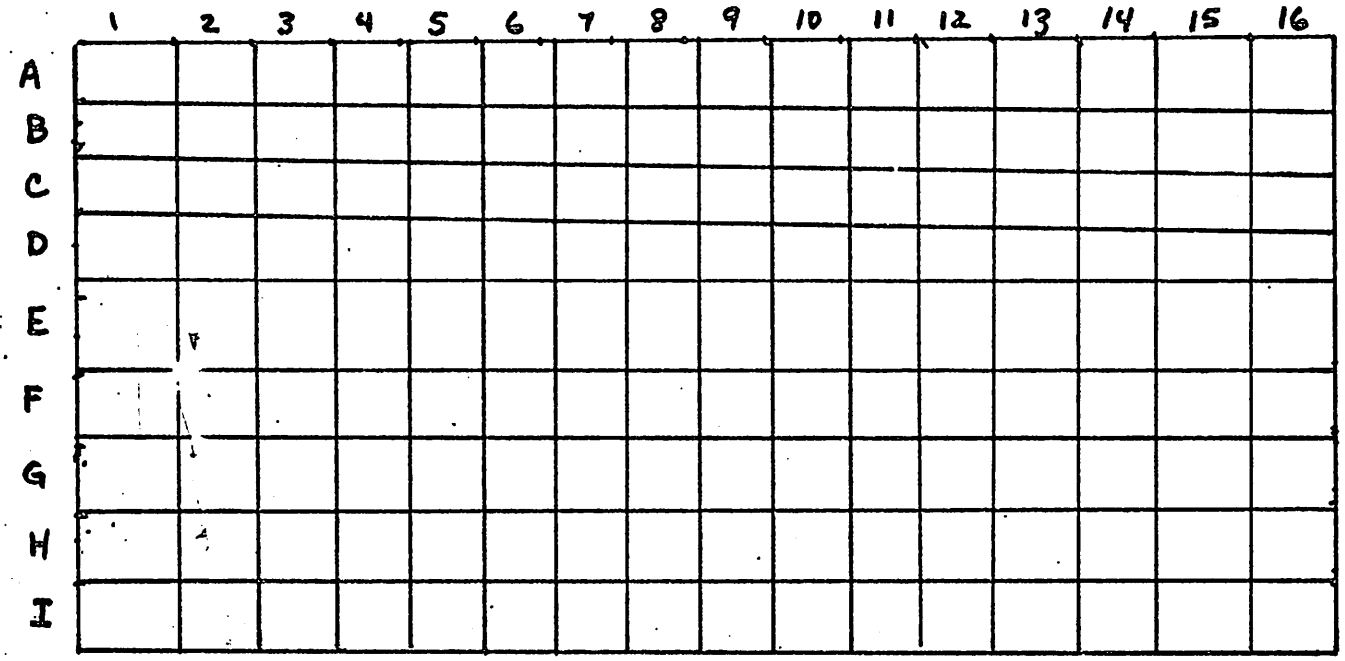
Hints :

1. Immediately after breakfast, 30 minutes before the plenary begins, the following tasks must begin:

    1. get someone to draw chart on board (see diagram)
    2. meet with team leaders and instruct them re:
        a. assigning 2 runners
        B. assigning 1 gun for each set of tactics produced by team the night before - use unit leader types
        c. data preparation overview (explained in movement 4: team instructions)
        d. assigning 1 reporter for each language
        e. assigning 3 scribes - 1 for board, 2 for keeping track of data received on board.

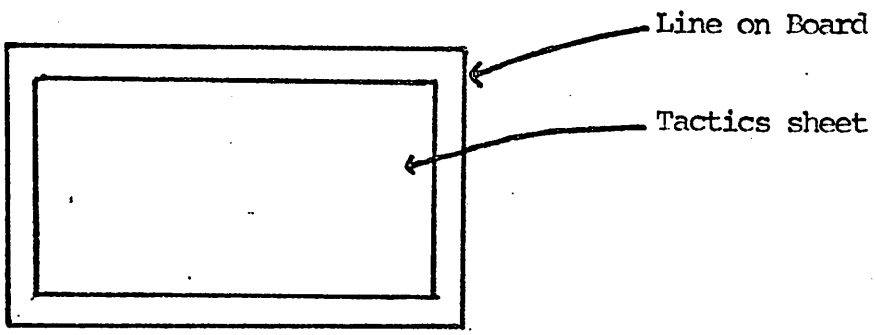
Plenary 4 - Tactics Phase I Movement I

BOARD DESIGN



1. Leave space on either side for holding categories and final chart pulltogether. This will necessitate 2 additional boards.

2. Draw grid boxes large enough to hold tactics sheets which measure 8 1/2" X 5 1/2" (half of an 8 1/2" X 11" sheet) with a slight margin.



PLENARY 4 PHASE I MOVEMENT 2. Secular Spin

OBJECTIVES: To set context for total participation of team in plenary.

SCRIPT ECULAR SPIN:

1. When I was a child I saw my parents as the source of authority for my life
2. They knew everything - I believed and so all my decisions against the screen of what my authority said was right. In that sense my decision were there decisions.
3. Today we stand as full grown men and women - we are all the "authority" relative to shaping the tactical systems for this community.
4. No one gives us permission - we decide.

PLENARY 4 PHASE I MOVEMENT 4. Team Instructions

OBJECTIVES: - to ensure the smooth flow of the complex operation of data retrieval

SCRIPT

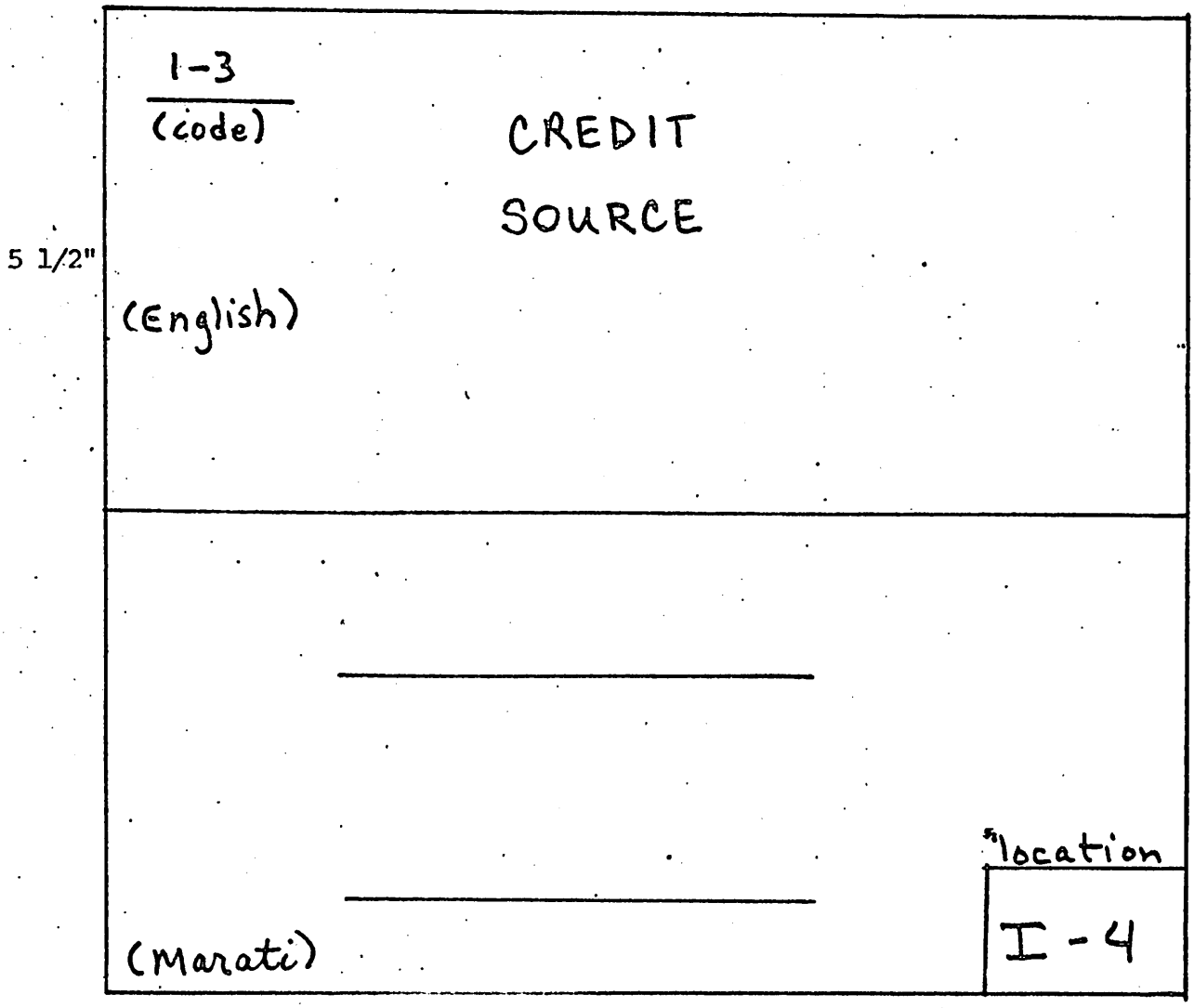
1. Take your raw data and code it. Number the separate report sheets 1 -_____. Watch out for long reports which go onto second page (1 number per report).
2. Now put this number also on your butcher paper wall charts at the top.
3. Divide team into as many groups as you have reports. This will be equal to the number of proposals you were assigned yesterday. Working in small groups, discern 2 word phrase that holds the unique independent tactic. Use adjective, noun form. Record Code +2 word phrase on report sheets.
   Put nothing in box yet at lower left corner.
4. Team leaders assign 2 runners. They'll bring me data when I call for it.
5. Assign 2 scribes. They'll keep track of where their team's data goes on board and check off located items on their list.
6. Assign 2 reporters (both languages) they'll read what I ask and mark off located items on butcher paper charts.
7. Assign several people to prepare tape. Put on 2 top corners Just before report sheet is given to runner. Take 10 minutes to do this now.

Plenary 4 - Tactics Phase I Movement 4

SAMPLE TACTIC SHEETS

1. Code in top left (follow leaders' directions)
2. Board location bottom right: Fill in only when asked.
3. Write both languages and code in large letters with dark, thick magic marker.

SAMPLE SHEET



PLENARY 4 PHASE 2 MOVEMENT 5 Random Sample

OBJECTIVES:

To begin the data gestalting

SCRIPT

1. Now look at the stack of tactics in your group and pull out the most substantial. From these give the 2 best to your runner. Wait until I call for them runners. When I do, please give them to _____ who is the receiver and will give them to me as I need them.

2. First I'd like the runners from team 1 to bring up data (arrange this on board - may be 16 items).
3. Locate this data on the board. If this team worked on five of the 24 proposals it will send up 10 items of data. Depending on these factors (the number of proposals a team worked on, and the number of proposals in the whole proposals chart created the day before) the data in this and each successive specified round through movement 7 will vary.

HINTS

Try to get this round up quickly sorting out unclarities and placing them in a holding category.

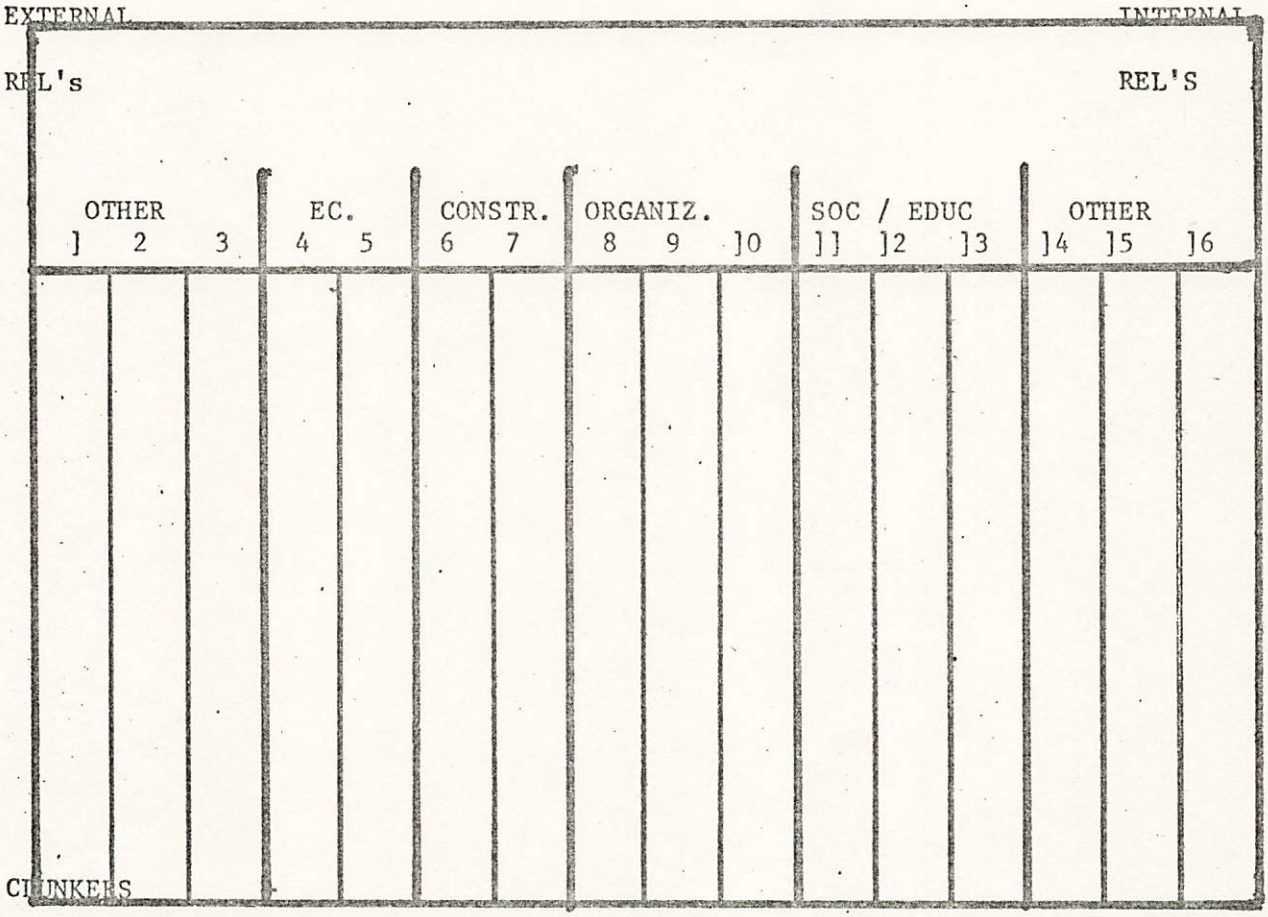
Push for the substantial act calling for the sentence to be read for clarity when necessary.

Mentally locate data in some fashio similar to the organizational plan suggested in following chart.

Plenary 4 Phase 2

PLENARY LEADERS BOARD

ORGANIZATION SCHEME



A clunker is a cop out - like plan, research, fund, etc. or any infeasible tactic.

Try to work items which are obvious implementaries into boxes with substantial tactics family.

PLENARY 4 PHASE 2 MOVEMENT 6 Specified Selection

OBJECTIVES:

To develop the data spread.

SCRIPT

1. Now I'd like data from team 2 - (continue for other teams. Move quickly putting unclear items in holding category. Then go back to those at the end of the round for further clarification)

2. When needed say "I'm going to ask ____ to send back any tactics like this one that can't be read or that don't have enough tape.

HINTS

see push chart

By this time the board holds items which represent a total of the number of proposals x 2. This ranges from 48-64 items (based on proposal totals of 24-32). Because you have asked for the most substantial tactics, it should begin to give you an initial clue as to the basic tactics located in the mass of 200-400 items which must be gestalted.

PLENARY LEADER REFLECTION CHART for Pushing Raw Data

TYPE	CHARACTERISITICS	HOW TO HANDLE
Abstraction to proposal level (unsubstantiality)	Tend to point to broad actional directions or thrusts rather than concrete actions	Push to get behind abstration - "what's the substantial action being pointed to"
Particularization to implementary level	Tend to answer question of how, when, where, by whom on an implementary level rather than what on a tactic level	"I think this may be an implementary so I'll hold it here
Non feasibility	Seem inappropriate to local situation	Put these up in the clunker category
Overlap	Point to more than one action	"What one action is being pointed to here?"
Cop- outs	Popular versions of implementaties that call for funding research or planning	Deal with in the clunker category

PLENARY 4 PHASE II MOVEMENT 7 Expanding Selection

OBJECTIVES:

-to increase the spread of data in order to discern further substantial tactics held across the work of the teams.

SCRIPT "Now I'd like two more substantial tactics from each group." Select those which are substantial, but which you do not see held in some way already in the data we have plotted. Team one...(proceed thru team 5).

HINTS

Procede as before, beginning to group any boxes that obviously overlap in order to get board as clean as possible for next round. The number of items plotted in the round will be equal to those plotted by the end of movement 6 (48-64 more items). You will have somewhere between 96 and 128 items up either on the board or in a holding category to the side.

PLENARY 4 PHASE II MOVEMENT 8 Reflection

OBJECTIVES:

To reinforce the basic tactic categories that are emerging
and and that will be used to screen the next rounds of data.

SCRIPT

Walk through what's up there focusing on getting group clarity on the columns.
There seems to be emerging something to do with ___here etc....

HINTS

Allow for comments from the floor as appropriate for recommending other possible groupings.
This is not the time for involved discussion. Block this by keeping data in question ungrouped in order to keep board fluid at critically controversial points. You must have a mental picture which allows you to work the rest of the data from successive rounds. Don't shift anything if it confuses your operating picture. Resolving what are controversial subgrouping issues now will be much easier later when more data has been plotted. However, you must see a pattern emerging which holds the data in fewer than 96-128 categories. By this time you should try to find a way to shift items in holding category to the board. .Don't force anything that's still unclear, though.

GROUPING METHOD QUESTION:

"Are these the same activity?"
"Do all these activities have a like substance?"

PLENARY 4 PHASE III MOVEMENT 9 Team tabulation and Locating Duplicates

OBJECTIVES:

To refine remaining data not yet located. To check operating board gestalt by adding duplicates.

SCRIPT

1. Take 10 minutes in your groups and identify all tactics you can readily locate in one of the columns or boxes of the grid. These would be duplicate or closely related tactics. These also may be implementaries related to a basic tactic. In the lower right hand corner of your tactic write the location that seems most accurate - i.e. J-5. If you can't locate an item exactly within a column, simply locate the column letter. Give them to your runner.

2. Then pull out all tactics that are new tactics unrelated to the ones on the board hold these until I call for them.

3. Now runners from Team 1 bring up your duplicates - Team 2 etc. (after first round explain what you've just done.)

HINTS

1. At this point data can arrive massively. Work Team by Team. Keep in mind this will include related implementaries. Don't let the 2 word title mislead you. Allow the team's coding to inform you of the placement. Get all data from all teams plotted before you start any position shifting of groups on the board.
2. Locate duplicates quickly using team's suggested location and your mental grid (referred to in hints of previous movement) as guides.
3. Put items which seem to be brand new in holding category.
4. Move earlier gestalt groupings together where obvious. Shift locations of groups where clearly necessary- i.e. when a group which seemed to be economic is revealed as social shift it over to the right. Let the Consult know your rationale for making shifts but do this quickly. You could have half the data on the board by now.

PLENARY 4 PHASE III MOVEMENT 10 Plot new data first sample

OBJECTIVES: To refine comprehensiveness of operating gestalt

SCRIPT

1. Now from your stack of new items, select the most substantial tactic and send it up with your runner. Team A etc.
2. "Now if you have any in your stack that are like any of these that just went up, mark the column they would relate to in the box at the lower right of your tactics card.

HINTS

This round will add approximately 24-32 pieces to the board although it may be less depending on how comprhensive the gestalt is. and will reveal any holes in the operating gestalt on the board. (step 1 on the board) It will also begin to organize some of the remaining data held by the teams in relation to any new categories that have emerged as a result of testing the gestalt (step 2 above)

In this movement you will probably get a lot of items that are implementaries-that call for the "how to" step of a basic tactic. Be ready to push for clarity so you don't end up creating a new basic tactic which is really a cluster of items pointing to one implementaty common to a number of tactics.

PLENARY 4 PHASE III MOVEMENT 11 Plot another round of left-over data

OBJECTIVES:

To check the gestalt

SCRIPT

1. Now take a minute to look through your remaining data which yo-u din't code after the last round. Team 1 how many do you have left that don't fit in relation to anyghing up here? Team 2? etc. (this tabulation will indicate whether to do another round or to move to calling for all the remaining items. If there are a large # which the teams can't place then proceed as laid out. If the # is small omit this step. If only one team has a significant # call on it first and then decide after that plotting whether to go to next movement.)
2. "Do the same thing once more - select your most substantial new item of data." Give it to your runner Team 1 - etc.
3. Now mark any tactics you still have that are similar to or implementaries for the ones that were just sent up and write their location code in the corner..
4. "Who has any items left tha t don't fit anywhere?

HINTS

After this sampling get the board ready for receiving the massive data onslaught of the next movement.

PLENARY 4 PHASE III MOVEMENT 12 Plot all remaining coded data

OBJECTIVES: To hold all the data within the chart or note its exception

SCRIPT

1. Now look at your remaining tactics. Check each one to see if the code - column letter and box number are accurate relative to its location on the board. If you can still only identify its column, be sure to code that with the letter of the column and place it in a second stack. Place any items that relate to the tactics I have put temporarily here in the holding column in a 3rd stack.
2. First I'd like Team 1's runners to bring up all the tactics stack 1 (those that have column and box location). Locate them where they belong. Same for Team 2 etc.
3. "Next I'd like all data in stack 2 from Team 5." You receive these and plot. Same for other Teams.

PLENARY 4 PHASE III MOVEMENT 13 Plot items on hold

OBJECTIVES: To lot the remaining pieces of data.

SCRIPT

1. Now I'm going to try to place the items we were unclear about and had temporarity put in the holding category.

   Encourage discussion and suggestions from the group.

2. Now code your remaining items and give them to the runners who will bring them up and place them in location on the board.

PLENARY 4 PHASE IV MOVEMENT Identify basic tactics

OBJECTIVES:

To make the final refinement of the board in preparation for creating the rational chart.

SCRIPT

1. Walk thru the basic tactics that have emerged allowing your comments and those offered from the total Consult to decide the placement of groupings that were in question during earlier phases. A rough guideline is that you have 28-38 basic tactics represented in 6-8 columns on the board.

2. Meanwhile the 2nd plenary leader is working out the rational design which will hold the rational design which will hold the gestalted tactics in an art form.

PLENARY 4 PHASE IV MOVEMENT 15 Rationalize interior design of gestalt

OBJECTIVES:

To create the imaginal chart and provide an interpretation of its uniqueness in the work of this Consult.

SCRIPT

1. Now _____ will help us pull what we've come up with here into a rational art form that looks something like this chart (hold up a document Plate 5 worked out by the _____ Consult).

2. Second plenary leader comes forth and affirms the work done by the group and puts up the chart. Then he invites dialogue from the group.

3. Second plenary leader comments on the relationship between this chart, pointing to elements of surprise, shift.

HINTS

In step 3 you can use comment "Ruskin, in dealing with art suggested that an author reveals his point of view by the amount of attention or neglect he gives to particular aspects of his subject. Our chart is interesting to me because it emphasizes ____. It is also interesting because there is no mention made of _____ which I expected. Now I realize that's because _____.

PLENARY 4 PHASE _____ MOVEMENT 16 Closing

OBJECTIVES:

Set context for afternoon work.

SCRIPT

Make assignments to teams
ask scribes to meet by chalkboard to receive back up.
Comment briefly on the next step (refer to orders of the day)

Send out.

PLENARY SPINS - METHODS
SHORT COURSE RESOURCES

MALIWADA CONSULT
OPERATING VISION PLENARY--Tuesday Afternoon

JFW

INTRODUCTION

Yesterday we watched the teams as they went around the village. Every time I ran into a group of people moving from one place to another, they were almost running. Their faces showed how excited they were. Yesterday was a hard day, but last night, even though people were tired, they were exhilerated. I believe that had to do with encountering the concretions of possibility for inclusive development here in Maliwada.

CONSCIOUSNESS AND SELFHOOD

I want to say a few words about the Operating Vision to orient ourselves before we begin our cross-gestalting exercise. One of the foundational and obvious insights of anthropology today is the understanding that what defines a human being is his relationships. My self is made up of my relationships to my family, to my home town, to my employer, to my school, to my nation and so on. But my selfhood goes far beyond those relationships. I take a self-conscious attitude to the relationships that make up my being, and then I become a self, then I have selfhood.

CONSCIOUSNESS AND COMMUNITY

The second crucial insight that is emerging in anthropology is that just as a self, to be a self, must take a self-conscious attitude to its relationships, so too it is with a community or village. What determines Maliwada is a set of relationships among the people of Maliwada to the land of Maliwada, to Aurangabad and Dabladabad and Abdi Mandi. But to become a community those people must have a way to take a self-conscious attitude to the relationships of which they are a part.

LATENT OPERATING VISION

The operating vision which we worked on yesterday has to do with a community taking such a self-conscious attitude to the given relationships which make it up. We call this a latent vision because usually it is not self-conscious; it is submerged and unconscious, but it is still in people's imagination. Through the encounter between the subjectivity of the people here in Maliwada, and the objectivity of the outside consultants, this operating vision is brought to self-consciousness. This is the function of what we did yesterday. Only with this self-consciousness is significant community development possible.

OUTSIDE CONSULTANT DYNAMIC

This morning we will take the various elements of the Practical Vision that emerged in our teams yesterday and draw them together into an inclusive picture of the operating vision of the people of Maliwada. We worked in five teams and each team looked from a different perspective to try to discern that operating vision. We want to take those five perspectives now and draw them together into one statement, the Operating Vision of the people of Maliwada.

Without the presence of outside consultants here in Maliwada, spelling out this vision would be impossible. But the vision we are spelling out is the vision of the people of Maliwada, not something we have come in to superimpose.

VISION AND CONTRADICTION

Spelling out that vision gives us our goals, if you want to use that word, but we will not stop there. The vision will serve as a context as we go forth to discern the blockages, the factors in this situation that are prohibiting that vision from coming into being. The Operating Vision ensures that as we look for contradictions, we are looking for contradictions relative to the people of Maliwada, not relative to some other situation.

CROSS-GESTALTING PROCESS

We call the process we are going to use a cross-gestalt. As we worked in our teams to draw together the reports, we were thinking vertically, making lists of elements we discovered yesterday of the operating vision. With the cross-gestalt, we will move horizontally across these five lists of elements. By doing this we will be able to see the common elements that appear in all of them and therefore to create one picture from the five.

OPERATING VISION CHART

This operating vision chart is the temporary picture of the work that we have done up to now. Undoubtedly the organization will tighten and improve, but it seems to me that the chart expresses in social categories the remarkable capacity to hang on to existence which the people of Maliwada have. The quantity of data in the categories that have to do with health, nutrition and sanitation, with the complex task of intensifying and expanding agriculture and with cottage, village and light industry is a manifestation of that unbelievable drive to exist, to endure. The other major categories revolve around the concepts of social dynamics and community structures. It is noteworthy that they are secondary to just sheer existence. In the community structures arena there are two columns. One column has to do with phsycial structures and the other column with organizational structures. Of the two columns dealing with social dynamics, one refers to community care and one to community education in the new sense of the word "education."

You do not find the hopes and the dreams of the people of Maliwada in any one of these abstract boxes, nor even in all of them together. Rather you find their hopes and dreams and anticipations when you look through those boxes to the kind of comment I have just made. That chart is the locus of the hopes and dreams of the people of Maliwada.

THE CORPORATE MIND

Now we are going to try to draw together the objective sociological contradictions to those hopes and dreams. Any work that you did as an individual or that I did as an individual is relatively unimportant now. In one sense even the work you have done in the team is unimportant. What is important is the mind of the total group. In a little while we will draw that total group mind together on the blackboard.

PAINFUL CONTRADICTION PROCESS

If we get through today, we will have made the consult. I say that because the painful part of the consult is this morning. The most painful, the most dramatic wrenching of any psyche is in the midst of profound or radical social change. The locus of that pain within has to do with facing the primal contradiction. This is true of an individual as well as of a whole community. When my wife confronts me with the contradiction of my life we often have a fight. I do not like to face the real contradictions of my life.

But I am not primarily talking about the pain in the collective psyche of Maliwada village. Because of our own past guilt and our

GRASPING SOCIAL INDICATIVES

sentimentality, those of us who are outsiders are probably going to experience even more pain than are those of us who live in Maliwada. We are after just plain social indicatives. Because we intend to do something about them, we must deal with the concrete manifestations of the contradictions in the village of Maliwada. Their source might be as far away as New York, London, Tokyo, Delhi, or way down in Nairobi.

Now, we have to move rapidly.

STAND TALL

As you work with proposals, you create the new. That means that you have to stand tall, perhaps taller than ever before in your life. Today calls for courage and we have to decide if we are going to be men or mice.

DOING THE IMPOSSIBLE

Time and time again people have looked at the local situation, particularly the local situation in places like Africa and India and have been overwhelmed by the impossibility of doing anything. A good many social scientists will even tell you all the statistical reasons why nothing can be done. It is as if, over and over again throughout history, we are faced with the impossibility of doing anything. But I believe that history is playing a game with us. At the same time that it is saying, "No, no, no impossible°" there is something we catch sight of, out of the corners of our eyes, that beckons us to turn around and pay attention to it. Now most people do not seem to take any notice of that beckoning; but when a few people do notice that history is beckoning, and turn around and look at it, history is so pleased that it gets up and moves. Working out these proposals is daring to have courage to look at where the possibility is in the midst of what everybody says is impossible.

VISION AND CONTRADICTION

At the beginning of the week we pulled together the operating vision of the village of Maliwada. We talked about it as the latent vision, that which the people operate out of however consciously or unconsciously. Then we worked together to clarify what is standing in the way of that vision becoming reality. Yesterday we saw the arenas where the blocks are, the arenas of contradiction. As far as this group can see, the major contradiction lies in the arena of the unity of this community.

CONTRADICTIONS UNBLOCK FUTURE

One of the great gifts of this way of working is that as soon as you see a contradiction you also begin to see signs of what is beyond it. You get a hint of the proposal on the other side. You look through the contradiction to begin to see what it is that would begin to move this whole community into the future. Although we experience things such as the deteriorated essential corporateness or the underdeveloped income resources, as negative, they are in fact the keys to open up the future for us. Our work today is to design the proposals which will allow us to ride the back of the contradictions into the future.

It could be said that our proposals are built out of our discernment of the real situation. A goal is some kind of an abstract

ORIGIN OF PROPOSALS

idea that is conceived apart from the situation and then superimposed on it. It has a kind of idealism about it. It is created as somebody's idea of what ought to be, but we have not moved that way. We have seen out of the real situation what the contradictions are. And we have seen out of the real situation what the practical proposals are. These proposals become, therefore, not something that you wish or dream for, not the creations of some ideal, but things which must be done because of the given reality that we have on our hands.

DOING THE TACTICS

Tomorrow we are going to build our tactical systems from the proposals. You will find that we never do our proposals. Rather, we do our tactics in a given situtation day after day after day. But right now I think we will have to go to work and build the model of these proposals.

MALIWADA CONSULT
TACTICS BUILDING PLENARY--Friday Afternoon JWM

VISION AND PROPOSALS

You probably have noticed the relationship between the practical vision and the practical proposals. That is to be expected. The proposal chart is the practical substitute for the vision in relationship to this moment in history. Forget the vision chart temporarily and concentrate on the proposals, then notice the relationship between what goes up on the board, as we work with the tactics and the proposal chart. Obviously, there is a relationship, but there is a whole universe of difference. The proposal chart is still in the arena of goals. Though the human mind cannot operate without goals, goals never actually change history. I like to say that no soldier ever died in the goals of a war; he only died in its tactics. Only the actuation of tactics will bring profound socio-economic change to Maliwada.

ORGANIZATION OF TACTICS

In many ways we ought not to organize these tactics; we just ought to do them. But because there are only a few hundred people in Maliwada, it is necessary to draw these tactics together, so that they can be dealt with by an organized force. I learned this morning from one of the local leaders that, at one time in its history, this area supported 700,000 people. That is somewhat beside the point, but it interested me a great deal in terms of what we are about to do. Now this organization of the tactics does not mean too much relative to what remains to be done in the consult; it is just interesting.

EXTERNAL RELATIONS TACTICS

I don't know how many large categories there are yet, but we will try for nine. I find that it is extremely difficult for me to be loyal to all the data on the board, so I am going to need your help. One category has to do with what I am going to call external relations. Part of this category has to do with relations with the public sector. Another set of relations in this column are those with the private sector. These are the relations you have with industry, say in Aurangabad or with Mr. Mofatlal in Bombay who is exceedingly supportive of your work here. (By the way, he is going to help us immediately with some of his first-class bull semen from down around Pune.) This tactic includes the possibility of relationship with other operations in India, as well as other operations around the world through the Guardian network in the private sector. For the moment, I am putting another tactic in this column because it came out strongly, and that has [illegible]. Of course, that will be intimately related to the two above it. Then I am going to include a tactic

HOLDING THE DATA

If something looks like it is lost, it is not lost. My categories are not the important things. The important things are these sheets of paper that have all the actions grouped on them. My categories are important in that they pull the big picture out of it. When it comes to making decisions about the particular number of tactics or the particular title, you have one little group working on it and that is crucial. But you have not lost anything in the process.

SPECIFIC TACTICAL CLARITY

This is by far the best job we have ever done on tactics, here this morning. What this gets hold of is the activity within the situation. Most people create structures without knowing what is going to go on in them; therefore, they fail. We start with what is going to go on and then create the structures for it. The reasons why you are going to see something new in what you usually call adult education is that we have done a step like this.

INTEGRATED TACTICAL ACTIVITY

Is it not interesting that the tactics in training and in nutrition, especially, are integrally related to the ones in agriculture and industry? I have not been pleased with how we handle that division yet. I do not mean that I know how. I think that when you people work on it, it will break loose and you may discover that you only have one category. But do not forget that there was power when these things went up on the board. When we look at the matrix of tactics that has to do with youth and children, it all comes together and ends up as a tactic under social reconstruction. It may be that this is the education, not separate somewhere else, but as an integral part of the total community, combining education and other kinds of involvement. As you go to work and write up the tactics, you have to remember that every one is interrelated with every other one or it is wrong. If you begin to feel that there is overlapping, do not let that worry you. You ought to experience it.

TACTICAL CHART SIGNIFICANCE

One of these days when you people of Maliwada get this under way, I would like to go see Mrs. Gandhi with two or three of you people from the village. Just before Prime Minister Nehru died, I had an exciting interview with him. I think that must have been 1964. We talked precisely about Maliwada, not about the village, but about this kind of need in India. His Excellency was extremely enthusiastic about such a project. If we went to see Mrs. Prime Minister, I would want to call her attention to this chart more than to anything else. And I would want to call her attention to the fact that of the nine major categories, seven are beats on the social, and two are beats on the economic. If we remember that once you do the economic you do the social, then, according to this chart, you can expect an explosion in the local economy of Maliwada.

THE NEXT STEPS

Tomorrow morning I want to talk a little bit on the next steps after the consult. They have to do with what we talked about last Monday, the timelined implementaries. Only the local people and the catalytic staff can do that work. Now there is a lot of material that looks like it has fallen out during the week. When they do the implementaries that material will get back in, because they will have to research the technical information that did not get into the stew this week.

SHORT COURSES ON GENERALSHIP

1. Dont start on tasks without enough troops to finish

2. hold tension of knowing and doing
   where you are going, how long it will take, how fit, images of job and what is ahead

3. General is on top of every detail. He sees things out of the corner of his eye, notes them, already has a plan for how to deal with them

4. He knows what his war is , and whether this is a minor skirmish or a major battle

5. General teaches men to operate better without him than with him

6. He conserves his fire power

7. He knows the right time to throw

8. He errs on the side of corporateness

9. He may need to lose a skirmish in order to win the battle

10. He has a model and acts even when not sure it is the right one

11. He has a court jester

12. He uses power from 2 places: sense of direction
    willing to roll up his shirtsleeves

13. He plans strategy for troops and resources he has, not for what he does not have

14. He is on his own

15. He carries the symbol

SHORT COURSE ON TEAMING

1. Corporate discipline is learning to move in teams.

2. Teamism is an ontological reality.

3. Training, I would not think of training my team - we train each other.

CORPORATE ACTION

1. If the corporate group does not stand behind your timeline, it becomes just another set of good ideas.

2. This corporateness is not achieved through hierarchical organization, or through total obedience to authority, it is based on standing shoulder to shoulder in balanced participation. This is the source of adaptability and flexibility and mobility in the midst of commonality and stability.

3. The rational ordering of our common structures is the corporate glue.

4. Even if you try to pull of tactics yourself you end up being corporate. The only doing that is possible is corporate doing. We are talking about the systematizing the way society operates.

5. You are your relationships to the structures of society and other people. Therefore, your integrity depends on intentional corporate doing.

6. In corporateness you never criticize, though it is necessary to call into question. Because the action of your colleague, the administration, history is your action. Corporateness is like the air we breathe. Corporate action is ordering it, organizing it, empowering the deep resolves people are making about it, corporateness, now.

7. Corporateness is not synonymous with meetings. Every meeting is either a colleguim or a plenary. It is for checking with the task forces or drawing together the products of problem solving units. Therefore, they are necessary all the time but not for corporateness - for enabling the corporate action.

8. The corporate consensus is always in existence, but it is invisible. Therefore, consensus making is sheer symbolism. Our processes are ways we've built to objectify our intuitions and move on them with trust - you can't do this by yourself because consensus is like a surprise. It is never what you thought it was going to be.

9. Corporate decision making enables everyone to give themselves. You know you wouldn't trust those new people in the room with the task, but when they participate in the corporate action their intuitions get given and they have a way to give themselves.

10. Genuine authentic selfhood explodes only in the midst of the corporate. There are some geniuses who have made great individual contributions. But we are after the corporate genius made up of the individuals which is far greater than individual genius.

11. Authentic recpnciliation takes place in corporate action. Have you ever been part of a group with two factions faking sides which actually consensed on a proposal? That happened through corporate action.

UNBLOCKING

(ALLOWING GROUP TO MOVE WITH UNFAMILIAR METHODS)

1. Thing about this method is sometimes its confusing but you find yourself excited because it is the way your mind works.

2. Reason you have to be scared of a computer is you have to program it before you start.

3. The expertise you bring in from outside is relatively unimportant. The expertise is in the village, but without the expertise from outside you cannot get the village expertise out.

4. Who am I? - Presence that counts - not what say or do. I am 2,000 years old. I am as old as my operating culture.

   Who are you? I am caring. Caring is manifestation of whitehot intentionality. Care is only embodied.

5. We have to think globally in this moment in history - can't think within any limits if you are creating the future.

6. Corporate creativity - you are not concerned with what one thinks, it is an effort to wire brains together, miracles take place not by individuals, but by a group working together.

MUSIC AND SOCIAL CHANGE

I've had people in consults say to me, "Why is it that you sing?" Well, first of all you sing not for those of us who are guests. who come and go, but you sing for the sake of the characters who stay here and have to do the project. Today we have sort of forgotten the profound, ontological meaning of music. The greatest strain on any human psyche is social change. The reason you stay in structures in society is to ease the strain on your psyche. When you come to a stable moment, your psyche is maintained, but when you have to do social change you can hardly believe the pain involved.

THE PAIN OF CARING

You take the Australian aboriginal people. There isn't any western man in the world who has the slightest idea of the depth of the pain and suffering on the psyche of these people. As a matter of fact, I don't think there is anyone in the world who has experienced such pain. It is caused by the profundity of the social change in which, like it or not, they are engaged. I feel a great restraint on my moralism about the aboriginal people who collapse under than strain. But look at anyone who has determination enough to care. I was in Korea some time ago and a very prominent corporation executive wanted to talk. He began spinning out his story, in all kinds of confusion, and I saw immediately that the problem was he cared. If you care you lean toward the future and the future causes pain. You wouldn't want to have that pain on your psyche right now.

SINGING AND SOCIAL CARE

All of us try to keep up with what's going on in the world. I sometimes think the youth play their music so loudly in order to escape from the pain in the world today. However, the function of music is to enable one to stand strong while all his colleagues collapse in the heat of caring. That's what music is for. Of course, when people like us come together for a week, we can very well get by without singing, I guess. But you will not make it to your grave without singing, or without giving up caring for society, one or the other.

MUSIC AND MOTIVITY

In music, the concern is motivating people. I don't know if it's necessary for the people in Gombu'gurri to travel all over the world, but they must go somewhere in order to stand the strain. They must expand their space down inside, or they are not going to stand the strain. Most of the social engineering that you and I have been formally trained in has related to a stable society. Today we find ourselves in a highly unstable situation everywhere in the world. Social engineering is different now.

CONSULT SONG CHART

The songs used during the consult should be selected in relation to their appropriateness to the given situation and their familiarity to the group. A sample chart of the songs used in a particular consult is included. However, a new chart must be prepared for each consult in the preparation week. This should hold a rationale that begins with songs the group can sing such as old classics and local songs, gradually introducing new songs associated with the ICA, songs attached to social demonstrations, songs from other social demonstration sites, and finally adding songs and verses the group has written itself. Through group singing, local people and consultants alike are given permission to embrace the highly unstable situation of the globe as the context within which social care can be demonstrated and social change effected.

DCT

(SAMPLE)

CONSULT SINGING

MAR 1976

SUN	MON	TUE	WED	THU	FRI	SAT
	SINGING CONTEXTS					
	Why sing? Music & social change	Singing began	Breakloose of spirit	Group motivity	Singing & social care	Singing - Discontinuous event
	CONSULT BREAKFAST					TEAM BREAKFAST
	*Building with Demonstration *New Day	*Local Man *Top of the World	*Nevertheless *The Sign	*When Iron Men *Bharut Utdum Desh Hai	*Sa Rang Hae *Building with Demonstration	*Nevertheless
	CONSULT PLENARY					
	*New Day	*Top of the World	*The Sign	*Bharut Utdum Desh Hai	*Building with Demonstration	
	TEAM LUNCH					CLOSING PLENARY
	*Building with Demonstration	*Run into the Future	*Nevertheless	*When Iron Men	*Journey On	*Local Man *New Day
CLOSING PLENARY	TEAM DINNER					
New Day	*Journey On *New Day	*Local Man *Building with Demonstration	*Bharut Utdum Desh Hai *Run into the Future	*I Don't Know Why *Sa Rang Hae	*Ancestors *The Sign	

HOLDING CHART : CONSUNT SONG BOOK

~~SOCIAL DEMONSTRATION SONG RATIONAL~~ Revised Song Book

	RESURGENCE	SOCIAL DEMONSTRATION	
CLASSIC	NEVERTHELESS I DON'T KNOW WHY IT'S A GRAND NIGHT FOR SINGING *YOURS	TIMES AND NSV	CREATE THE NEW WAY LOCAL MAN SHALL RISE AGAIN
POPULAR	ON A CLEAR DAY TOP OF THE WORLD *MORE	GENERAL AND 3D BAND	BUILDING WITH DEMONSTRATION A NEW DAY SOCIAL DEMONSTRATION (round) THE SIGN THOSE WHO CARE
OTHER WORLD	I AM THE ONE AT THE CENTRE TRANQUIL WHEN YOU ARE AWARE MORNING OF FREEDOM THE COST OF MY CARE	COMMUN' Y AND SD SITE	WHEN IRON MEN GO MARCHING IN MARCHING SONG OF THE IRON MEN CHICAGO IS A WONDERFUL PLACE RUN INTO THE FUTURE JOURNEY ON ANCESTORS BUILDING OOMBULGURRI KWANGYUNG IL *BHARUT UTDUM DESH HAI *RALIK, RATAK

MOVEMENT

THE VISION
MEN OF THE SPIRIT
CREATION

ABBREVIATED SINGING INTRODUCTIONS

~~SINGING COMMENTS~~

FOR TEAM LEADERS

1. Music and Social Change

e.g., People in Consults sometimes ask "Why do you sing?" You sing first of all not for those of us who are guests, who come and go, but you sing for the sake of those who stay here and do the project. The greatest strain on any human psyche is social change. And one of the reasons you sing is to ease that strain.

2. How Singing Began

e.g., Did you ever wonder how singing began? Some say it was one day when a man dropped a rock on his foot and, in the midst of voicing his pain, turned a moan into a tune.

3. Breakloose of Spirit

e.g., Sometimes when discontinuity breaks into a situation of intense engagement singing breaks out and spirit is released. In Kawangware, when the lights went out on the evening of the third day of the consult, the teams spontaneously broke into singing and dancing led by the women of the community which lasted about two hours

4. Group Motivity

e.g., Singing releases motivity as it expands the interior space of a human being. The Aboriginal people of Oombulgurri, an ancient people, have been under incredible durress as they carry the weight of those 60,000 years of history into the 20th Century and become a post-modern people. Where do they go to stand the strain? Where do we all go to stand the strain of an unstable time and a society in flux? Singing is a way to provide breathing space for people to get control of their situation, handle the strain and creatively engage their energies in building the new forms of human society.

5. Singing and Social Care

e.g., Singing enables one to bear the burden of social caring, to stand strong while colleagues collapse in the heat of caring. Of course, when people like us come together for a week, we could, perhaps, get by without singing. But we will not make it to our graves without singing, or without giving up caring for society or one another.

6. Discontinuous Happening

e.g., Singing that is sparked by pleasure is an occassional event. The singing that sustains people on a day-to-day basis is the singing that reflects in the midst of the pain of life, the deep joy at being alive.

COLUMN III SECTION A ORCHESTRATION - 3 Scribing and Archiving

all data

Since the content of the Consult is research, all information, even that casually transmitted through conversation, is valuable and should if possible be recorded. It is important that all data be recorded objectively without editing or interpretation. To enable the most through records and the wiring together of minds, several constructs such as the use of common forms, and assignment of scribes and a file system has been developed.

common formats

To facilitate the interchange of data during the Consult, common forms and formats are used. Printed forms designed for use with each step of the Consult procedure simplify the recording of data and enable the quick accorate retreival of information. Common reporting formats formalize and clarify oral reporting. Displayed report forms provide a visual aid for oral reporting and become a part of the Consult decor at the plenary. Identical forms are used for published reports at the plenary. Duplicate copies of these reports for the consultants guide their deliberations. This both concretizes and symbolizes the accomplished work of the Consult. Altogether, the report forms and formats become a part of the intentional design and procedure of the Consult and one of the hallmarks of effective corporate work that the Consult represents.

Team scribe

The Consult Team scribe is also a team leader. However, when not leading a team she sees that all is recorded in retrieveable form. She works haned in had with the producgon crew in assuring the flow of materials and either is the materials coordinator or works closely with zhe person who plays this role. The scribe may run the zape recording herself or see that a responsible aid does this job.

all meetings

The content that the Staff Scribe focuses on preserving begins with the 5 am collegium which must be carefully recorded, either in written form, tape recording or both. Any other staff meetings and briefings should also be recorded. Next the breakfast spins, all the singing, contexts and pull togezhers of the plenaries must be recorded and filed.

plenary scribing

Recording the content of the plenaries is a special technique. First a second staff scribe is assigned to record word for word all the meth odology used in the plenary. Meanwhile the first staff scribe works h hand in hand with the plenary leader and her work is crucial to the proper progress of the consult. She sits near the black board at a table with plenty of working space and records exactly the board work - kiiping up with all changes as they are maňe. This means accurate hand notes and an aczual picture of the board made on large paper. The plenary leader needs this for reference, to make sure data is not lost and after the plenary for refinement.

unit scribes

After the plenary the consultant scribe becomes a team leader and team scribes take over. Each team and unit assigns a scribe or two to take careful, consist3nt notes on all the work of the team and to maintain daily a backup file on both individual and corporate work. This becomes the basic reservoir of information for all further work. The notes are taken on prescribed forms which can be redistributed to another team daily as the data becomes more relevant to its arena of work. These forms are handed in each evening to production with the typed zeam product. The team product is duplicated for distribution the next day and a butcher paper chart of the product in both consult languages is neatly copied in large letters for use as decor in the next mornings plenary. The The backup files are organized and labeld in a common reference set for use by all zhe teams and these are kept in the archives-production area.

taping prioities

Finally, during the consult week, the following events should be considered high priorities for taping: 1. The 5:00am consultant collegiums, 2. the breakfast talks, 3. the plenary introductions and conclusions, 4. breakfast and dinner time singing, and 5 all of the final plenary (especially any local testimonines.) A log of what is taped should be kept. Each tape should be labeld with the date, speaker and the sequence numbers of significant shift shifts in zhe tape. Regarding the equipment: battery-operated cassettes with plug-in mikes are the best to use. A good supply of batteries should be on hand. A ratio of 2 batteries for each hour and a half of taping time is a guide line.

FILES - ARCHIVES OVERVIEW

(Anything done in the local language is doubly valuable in any form.)

Consult Trek Files	Reference Library	Consult Scribes' Files	Team Files (by day)	Production Files (sequential-everything printed)
Social Demonstration Back-up	Black Bag- i.e. common consult contents -Depth consult wisdom; Global Band	Staff Meetings	Field notes and Debriefing	Consultant Team (Black Bag) 5 copies
Correspondence	Expertise Wisdom -Professional texts -Guardians journals -Medical journals	Tape Library -spins -plenaries -singing -contexts and short courses	Workshops - scribe forms -P/S -Charts -Paragraphs	Local Auxiliary 5 copies
Authorization and Funding Materials	Local Demonstration -maps &geosocic analysis -gov't publications -local info -prep. documentation	Plenary Data	Informal Notes -Stories Testimonies -Expertise notes	Second Language File 5 copies of anything done in second language
Finances and Records	Prep Week Notes -specialized arena -research notes -hand notes, -evaluations -debriefings	Methods Notes	Products and Wall-Charts Final Work	Document Writing Files 5 copies (to allow consultant & auxilary team files to remain in tact & still have backup to work with)

GL

materials flow

Throughout the consult week a constant flow of materials must be available to the consult participants. Someone of the consult staff must just be alert to this since some of the materials are produced shortly before they are needed such as daily orders of the day, and team reports of the day before and wall charts. The materials flow chart on the next page indicates when these items are needed and produced.

production room

During the consult, indeed in zhe preparation week a production center must be set up with 3 to 4 typewritiers, including typewritiers of both languages to be used, and quick duplicating equipment which can be run by Consult personnel. Teams can type their own reports each evening. Either staff must be available to run the duplicating euqipment or team personnle taught to run it themselves. An equipemnt supply list is available in the preparation week materiall. Many other items must be typed and duplicated by the production crew during each day of the preparation week and the consult week, the material wources chart shows which they are specifically responsible for. The flow chart whows when zhêngs must be ready.

plenary charys

The produczion crew also needs to tape together and very neatly draw the wall charts needed for the reports from the team workshops each day. There is one for each session (Vision, Contradiction, Proposals, Tactics, and Programmes). These will be hung as decor at each plenary so must look fine. There is a diagram showing how these should look and how many of each are needed in the following pages (or in the team products section)

handout references

In addition to materials produced there will be a body of hand outs and reference materials gathered for the teams work. These include the packets for particippants, songs, closing packets, maps, articles, geo-socio info-research notes, official publications, historical data, material brought by the guardians in their arena of expertise, and relevant wisdom from other human development projects. This material must be distributed, and the library set up and makde accessible and maintained for the zeams.
(A list of materials to be brought in the "black bag " of the Consult team is provided in the preparation week section.)

PACKETS CONTENTS

Orientation Packe for Guardians

Previous Consult Report
Previous Consult Spins
Site Map
Site Brief
Participant Services Bulletin
Letter of Welcome from Community

Opening Packet:

1. Folder
2. Cover Sheet (grid)
3. TWC Symbol
4. GSD Consult Design - 9 Days
5. Daily Design
6. Songsheet (3-4 selected songs)

Monday Breakfast:

1. Participant Expertise List
2. Team Assignments
3. Consult Songbook
4. Master Consult Flow Chart (7 day)
5. Methodological Diagrams Chart

Closing Plenary Packet

1. Folder or Cover Sheet
2. Consultant Directory
3. Consult Plenary Master Charts (4)
4. Song Sheet (5-6 selected songs)

CONSULT WEEK MATERIALS

SOURCES

BLACK BAG	TWC symbols Meal ritual sheet 5th City model New Day verses Framing diagram Other consult document Printed consult spins Consult (7 day) flow chart Methods Diagrams Consult songbook
PURCHASE OR INKIND LOCALLY	Folder or cover for participant packet Folder or cover for guardian orientation packet File folders and labels for teams Closing packet folder
PREP WEEK AND CONSULT PRODUCTION CREW	Team leaders procedures Scribes books - if used Daily procedures Orders of the day Consult song rationale chart Daily team reports: Elements, Blocks, Proposals, Tactics, Programs Cleaned plenary gestalt charts: (or holding charts) Vision, Contradiction, Proposal, Tactics Consultant directory Tactics paragraphs Site brief Site map Participant services bulletin Letter of welcome from community Participant expertise list Team assignments Local song sheet Butcher paper charts for team reports: Vision, Contradiction, Proposals, Tactics, Programs

Consult Week PRODUCTION MATERIALS FLOW CHART

	MONDAY	TUESDAY	WENESDAY	THURSDAY	FRIDAY	SATURDAY
5 a.m.	Mon.Scribes book Meal Ritual Sheet Monday Procedure	Tues.Scribes book Team Directory Forms	Wed.Scribes book	Thur.Scribes book	Fri.Scribes book	
BREAKFAST	Placemat rticipants Packet out rders of the Day	5th City Model New Day verses Orders of the Day	Orders of the Day	Framing Diagram Orders of the Day	Orders of the Day	Orders of the Day
MORNING		Collect/File: Mon.Scribes book Printed Elements Procedures	Collect/File: Tues.Scribes book Expertise Teams Printed Contrad'ns Procedures	Collect/File: Wed:Scribes book Printed Proposals Procedures	Collect/File: Thurs.Scribes book Printed Tactics Procedures File Folders for Tactics questions	Closing Packet: -Consult Direc -Holding Charts Collect and organize all Team Backup Type Tactics Paragraphs wit Carbons
AFTERNOON	Hand out:Vision Butcher Paper	Type Plenary Gestalt Hand out:Contrad'n Butcher Paper	Type Plenary Gestalt Hand out:Proposals Butcher Paper	Type Plenary Gestalt Hand out:Tactics Butcher Paper	Type Plenary Gestlat Handout:Programes Butcher Paper	
EVENING	Publish Elements	Draw Vision Wall Chart Publish Blocks	Draw Contrad'n Wall Chart Publish Proposals	Draw Proposals Wall Chart Publish Tactics	Draw Tactics Wall Chart Publish Closing Packet Publish Programs	

MATERIALS HANDOUTS FLOW

	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
TOTAL	Opening packet Orders of the day	Breakfast packet Orders of the day	Orders of the day Team Work on vision	Orders of the day Team work on contrad	Orders of the day Team work on proposals	Training spin chart Orders of the day Group photo order form	Closing packet
TEAM LEADERS	---------	Team Procedures Scribes forms Sample team report components Butcher paper forms Participant Directory forms	→	→	→ Previous Consult Summary Report	→ Participants Directory forms	→ Holders for tactics backup
GUARDIANS	Orientation packet Travel forms (schedules of departure)						

5 A.M. COLLEGIUM

Although the leadership of the consult is invisible or submerged, ongoing daily staff training sessions are a crucial aspect of the consult. These are necessary even when the consult team and team I leaders are experienced in the method. There is a continuing need for the staff to remain sensitive to the unique and particular needs of each local situation, and to corporately prepare itself to respond helfully and creatively. The collegium provides a time for the staff to rehearse the objectives and procedures for the day, check signals to ensure the completion of the team's work and to share corporately the result of individual overnight reflections. Valuable methodological training occurs in this session which provides the context for the work of the day and affords opportunities to raise questions about the practical rationale or philosophical foundations for various aspects of the consult. The daily sessions also become the occasions for corporate breakthroughs in methodology and thereby perform a significant research function. The collegiality which emerges from these meetings enables the staff to present a corporate stance with the local community and the consultants.

COLLEGIUM FUNCTION

The training sessions are held one hour before the breakfast meal and are structured to include symbolic life, reflections on the previous day's work and the group's journey, an overview of the present day's work, and the discerning of necessary methods adaptations. The tone of the session is informal and open. The leader has a simple agenda with adequate open space for whatever may arise. It is not done in translation. This session gives opportunity to the coordination dynamic to raise balloons about the overall dynamic and direction of the work in terms of the particular results. Specific reminders are also given relative to alternate seating and other stylistic concerns. Procedures and scribe's notebooks for the day are also handed out. Any special assignments are made corporately by the staff at this time.

COLLEGIUM FORMAT

The staff collegium is open to whosoever will attend. All ICA staff in whatever role are expected to be present. Though open to whomsoever, the style and mood assumes that everyone present is a staff member, thus, those who attend see themselves as staff. Attendance at this session particularly pushes the consultants who choose to attend. For them it is a training opportunity. It takes them inside the consult and in a way ordains them as global guardians.

OPEN ATTENDANCE

5 A. M. COLLEGIUM DESIGN

W O R K S H E E T

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
OPENING	Spin on context of community.	Spin on item that could be done as miracle	Leadership Pract. Vision Plenary reflec. -screams, interp	Local man participation; Old liberalism	Mood of last night; What learned re. tactics Helpful metho-dologic insi't?	Rediscovering role of consultant Screen of community doing tactics
HOW DID IT GO?	Reflection: Evening What struck you about last night	Was it a good day? Team reports Overwhelming?	Happened Yester. Insights re. the uniqueness of community?	How did it go? A shift took place - where?	Future direct'ns in community Trans. miracles located	Subtactics drafting; Status report
SPIN	Hand out proced. & scribes books Rehearse grid Context field gps Items to see	Strain of social change Daily proced. Walk through whole day	Underscore: doing this community. Contra's and Prop's contexting	Inside/outside experience; Practicality of proposals; thinking practically about society.	Tactics vs prop. Decisions not info. gathering	Activating Proc. Implementaries Development Assignments
PRACTICS CHECK	Breakfast set Transpt. mechan. Appoint scribes Announce. Team lead. Packets Seating & Singing	Team assignments Team space cards Team transp Scribe bks Team rat & seatin	Check celeb. Check team assignments	Aim of Proposals & Tactics; Form of tactics	Consult celeb. -plans -style --invitations	Layout Day Closing. Plenary plan
DISCUSSION	Team singing Flow of the day Practical serv. Learnings about the day	Breaks & part. Hosting people Day II part Celebration Seating by teams	How are teams going? Adjustments in time & space	Use of research consultants	Deadline document writing Translation plans	What can be done in next 4 weeks?
OTHER ITEMS	Breakfast host Context Songs: Placemat at breakfast	Breakfast ldship New Day verses Telegram Set up/decor Songs/rit.	Songs	Check times for writing teams	Who checks Sat. transportation	Guardian Travel Plans GIF Panchayet Mtg.

5 a.m. COLLEGIUM--MONDAY sample	
OPENING	Spin on context of community.
HOW DID IT GO?	Reflection Evening What struck you about last night.
THE DAY AHEAD — SPIN	Hand out procedures and scribes books Rehearse Grid Context Field grips/screen Items to be sure to see
THE DAY AHEAD — PRACTICS CHECK	Breakfast setup Transportation machanism Appoint scribes Announce Team Leaders + Space Be sure packets are out Local people expert list Sealing reminder Singing reminder
DISCUSSION	Team singing Flow of Day Practical Services Warnings about the day
OTHER ITEMS	Breakfast Hosting Context Songs: Local Man, Building with Demonstration, Journey On, New Day Placemat at breakfast

5 a.m. COLLEGIUM--TUESDAY Sample

OPENING CONVERSATION SIGNIFICANCE		Some little item that could be done as a miracle
HOW DID IT GO?		Was it a good day? Check team report What was overwhelming to you yesterday either in terms of need or possibility?
THE DAY AHEAD	SPIN	Strain of social change Passout daily procedures and scribe's books Walk through whole day
	PRAC-TICS CHECK	Revision of team assignments Team space cards--Plenary Team transportation Scribes books Team rationale Seating by team at plenary
DISCUSSION		Breaks and Participation Hosting people Day II participation Celebration Seating by teams in plenary/Team signs
OTHER ITEMS		Breakfast leadership New day v... Congratulating Telegrams Breakfast set up Songs: Local Man, Create a New Day, Run into the Future Run. Breakfast ritual Assign plenary scribes Spruce up decor Check plenary preparation Prepare for introduction of new local songs

5 a.m. COLLEGIUM--WEDNESDAY Sample

OPENING CONVERSATION		Leadership Practical Vision charts Plenary reflection --Screams --Interpretation --Logic of the chart
SIGNIFICANCE		
HOW DID IT GO?		
THE DAY AHEAD	SPIN	
	PRAC-TICS CHECK	Check celebration Check Team assignments
DISCUSSION		How are teams going? Adjustments in time and space
OTHER ITEMS		...s: Nevertheless, Iron Man, Sign

SOCIAL DEMONSTRATION CONSULT

BREAKFAST DYNAMIC

BREAKFAST FUNCTION

The opening sessions around the breakfast meal perform four crucial functions. These sessions provide an occasion for: 1) collegiality between the local residents and the visiting consultants 2) instruction in the principles of social change before engaging in the day's work, 3) corporate reflection on a particular aspect of community development, and 4) a demonstration of the kind of meal collegium which may be appropriate for the village dur ing the actuation phase of the demonstration project.

BREAKFAST FORMAT

Each breakfast follows a common format, with a greeting, songs, a ritual, a brief conversation, a spin, and announcements. The meal is hosted by the local auxilliary prior who is contexted by one of the consult team members. The greeting is spoken in the local language in such a manner that a response is evoked from the consult participants. In addition, the host leads songs selected from the rationale sheet, introduces any special guests for the day, and closes the meal with appropriate announcements. A local resident sits with the host at the head table throughout the meal. The conversation and spin are lead by oneof the consult team members whose task to turn the mind of the group toward the next step of the consult process in a brief, one-question conversation and a fifteen to twenty minute spin on one aspect of community development. The Monday morning breakfast is especially crucial as it is the first gathering of the consult; consequently , great care is given to the seating design (consultants are asked to space themselves around the room so that they will be sitting beside a local resident) and to the participant representation. If too few local residents arrive for the beginning, a plan for inviting people in for breakfast may be put into action.

ATTENDANCE

It is also expected that fine food will be served at these breakfast meals since they play such a crucial role in the whole consult design.

ICA CONSULTANTS

CONSULT BREAKFAST ORCHESTRATION

	MON	TUES	WED	THURS	FRI	SAT
GREETING	In loc. Lang "Good Morning, My Friends"	"Good Morning, My Friends"	"Good Morning, My Friends"	"Good Morning, My Friends"	"Good Morning, My Friends"	"Good Morning, My Friends"
SONGS & Contexts	*Building w/Demo *New Day -Why Sing?	*Local Man *Top of World -Origin of S.	*Nevertheless *The Sign -Breakloose	*Create New Way *Iron Men *KwangyungIl -Group motiv.	*Sa Rang Hae *Building w/D Singing & -Social Care	*Nevertheless -Sing &Discont
RITUAL	ANCESTORS Affirm great past of place and people	YOUTH Affirm future possibility of this com.	THOSE HERE WHO PICKED UP BURDEN OF CARE	THOSE WHO CARE: Guardians	OTHER LOCAL SITUATIONS Recall others engaged in SD	UNKOWN PATRONS Gratitude for unnamed patron who will enab.
CONVERSATION	Name/city/ Expertise IMPRESSIONS ABOUT COM	WAVES Where have you seen local man shaping history?	CREATIVE ACTION What is one practical thing	INSIGHTS What creative insight did you run into..	METHODS Where intrigued, interested, blocked.....	LIFE ADDRESS What has happened to you this wk?
SPIN	METHODS OVERVIEW	LOCAL ECONOMICS	SOCIAL DEVELOPMENT	PROJECT FORMATION	PROJECT FRAMING	
Orders of the Day ANNOUNCEMENTS	Walk thru Day	Walk thru	Walk thru	Walk thru	Walk thru	Walk thru
MATERIALS	Placements Participants Packet Orders	5th City Model New Day Verse Orders of Day	Orders	Orders	Framing Design Orders	Orders

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SINGING AND SOCIAL ENGINEERING

MUSIC AND SOCIAL CHANGE

I've had people in consults say to me, "Why is it that you sing?" Well, first of all you sing not for those of us who are guests, who come and go, but you sing for the sake of the characters who stay here and have to do the project. Today we have sort of forgotten the profound, ontological meaning of music. The greatest strain on any human psyche is social change. The reason you stay in structures in society is to ease the strain on your psyche. When you come to a stable moment, your psyche is maintained, but when you have to do social change you can hardly believe the pain involved.

THE PAIN OF CARING

You take the Australian aboriginal people. There isn't any western man in the world who has the slightest idea of the depth fo the pain and suffering on the psyche of these people. As a matter of fact, I don't think there is anyone in the world who has experienced such pain. It is caused by the profundity of the social change in which, like it or not, they are engaged. I feel a great restraint on my moralism about the aboriginal people who collapse under that strain. But look at anyone who has determination enough to care. I was in Korea some time ago and a very prominent corporation executive wanted to talk. He began spinning out his story, in all kinds of confusion, and I saw immediately that the problem was he cared. If you care you lean toward the future and the future causes pain. You wouldn't want to have that pain on your psyche right now.

SINGING AND SOCIAL CARE

All of us try to keep up with what's going on in the world. I sometimes think the youth play their music so loudly in order to escape from the pain in the world today. However, the function of music is to enable one to stand strong while all his colleagues collapse in the heat of caring. That's what music is for. Of course, when people like us come together for a week, we can very well get by without singing, I guess. But you will not make it to your grave without singing, or without giving up caring for society-one or the other.

MUSIC AND MOTIVITY

In music, the concern is motivating people. I don't know if it's necessary for the people in Oombulgurri to travel all over the world, but they must go somewhere in order to stand the strain. They must expand their space down inside, or they are not going to stand the strain. Most of the social engineering that you and I have been formally trained in has related to a stable society. Today we find ourselves in a highly unstable situation everywhere in the world. Social engineering is different now.

The songs used during the consult should be selected in relation to their appropriateness to the given situation and their familiarity to the group. It is helpful to create a daily rationale of songs to be intentionally used beginning with those the group can sing and gradually introducing new songs including those the ICA has begun to attach to social demonstration. Often a song is created by the group, or a verse to one of the social demonstration songs such as A New Day. Through group singing, local people and consultants alike are given permission to embrace the highly unstable situation of the globe as the context within which social care can be demonstrated and social change effected.

GBA'76	METHODS OVERVIEW SPIN #1	Social Consul

MAJOR POINTS	SAMPLE ILLUSTRATIONS
INTRO: Rapid Social Change: Profound social change requires socio-economic change on the local level.	One-year plan, not ten-year plan for Maliwada
LATENT PRACTICAL VISION: Every local community and every individual has his form of the operating vision	This vision, for many, is unconscious or hidden.
RENDERING VISION OVERT: Our job is to get to the bottom of that vision.	Listen for the hopes, dreams, and desires of local people.
DISCERNING UNDERLYING CONTRADICTIONS: Contradictions are the deterrents or blocks to the real vision of the people.	A contradiction does not only have to do with a single village, but with the deep currents of history.
CREATING PRACTICAL PROPOSALS: Proposals are created from positive aspects within the contradictions.	Proposals are the raw material from which you chisel out the yet to be.
BUILDING THE TACTICAL SYSTEMS: Tactical systems form the actualization model.	Actualization of the tactics will depend upon the expertise of local leaders, the blacksmith and the consultants.
DOING ACTUATING PROGRAMS: Effective organization of local forces is necessary to realize the practics of program actualization.	Timelined implementaries are the key to program actualization.
CONCLUSION: Consult Working Construct: These six parts corresspond to the six days of the consult.	Teams and Plenaries

SAMPLE SPIN

RAPID SOCIAL CHANGE

Contrary to what a person a few years ago could have expected the present to be, local communities are coming alive today. We are concerned with rapid social change on the local level, which is where it always takes place. It always occurs from the ground up, never from the top down. This is why we are excited about the rise of local man and local communities across the globe. We are interested in rapid social change--it cannot wait. The acceleration of time demonstrates this. Rapid social change, you are aware, often takes place with revolution; it occurs during political changes. Yet political change is rarely profound. Change that is really profound requires socio-economic change on the local level. Because we are interested in profound social change, we are interested in rapid local change. To be effective, rapid social change requires not a ten-year plan for Maliwada, but a one-year plan. To deal at the local level is to deal with the masses. Because of the many thousands of villages in India, ten years cannot be spent only in one village.

LATENT PRACTICAL VISION

I want this morning to look at the week and deal briefly with the methods. In delineating and spelling out our methodologies, it is within the context that I have just stated. We begin in the consult with the operating vision of the local people. It is practical, local, and latent. Every local community and every individual has his form of an operating vision. An operating vision cannot be rendered overt save there is a latent envisioned dream of a community. The same is true of an individual and larger communities. India cannot know who she is save there is Pakistan. The United States cannot know itself save there is a USSR. The dynamic of the consult is to bring together people from around the globe, outside and local, to impact the village in such a way that the vision is rendered articulate. The crucial point related to the future of social demonstration is that the vision is not superimposed, but forced to the surface by the consult itself.

RENDERING VISION OVERT

Today, Monday, our concern is to get to the bottom of that local vision here in Maliwada. This is done by the objective dynamic of the consult itself asking hard questions of the subjective dynamic of the village. The operating vision is rarely disclosed by just subjective talking. When talking with villagers, you listen not so much to their questions, but to the answers to your questions. You are after the hopes, the dreams, and the desires of the local people. Some of the answers will be realistic, some unrealistic; sort them out. Your eyes are going to be very important, as well

your ears, for the operating vision is hidden in the social structures. We are not after abstract sociology, but the actual concrete operating vision of the local people.

DISCERNING
UNDERLYING
CONTRADICTIONS

When that operating vision has been disclosed, we will discern the underlying contradictions, the deterrents and blocks to the real or realistic vision of the people. You are not after problems, but the deep underlying blocks. Problems have no meaning here. As a matter of fact, you see sub-contradictions around the edge of what you cannot see at the center. This is because a contradiction does not have to do only with a single village, but with the deep currents of history. As those currents, conscious and unconscious, affect people, they are painful and trigger anger in the local people and in the consultants themselves. Without the contradiction there is no chance of change in the profound sense. Goals never accomplish anything. Dealing with the contradictions is the only thing that brings about social change. This is the crux of the whole methodology. It is contradiction-oriented. It has probably become clear that once you have gotten the operating vision and used it to build the contradictions, you can tear up the operating vision.

CREATING
PRACTICAL
PROPOSALS

When you locate the contradiction, you are ready to state the contradictions, ready to release them into history. At that time, you will see that "contradiction" is not a negative but a positive category, for the future will be made out of it. With the contradictions in view, we will create the practical proposals, the raw material from which you chisel out the yet to be. This is raw creativity.

BUILDING
TACTICAL
SYSTEM

The next step after creating the practical proposals for the future is building the actualization model or the tactical system for the actual situation. This is most important for our method. At that time all of the expertise that any of us possess will be crucial--the expertise of local leaders, of the blacksmith and the consultants.

DOING
ACTUATING
PROGRAMMES

Finally, we will do the actuating programmes. The combination of tactics and actuating programmes enables the local forces, both public and private, to organize effectively to analyze the cost, and to create the motivity that is necessary to realize the practics. By the time we get there the consult will be over. There is one more step we call timelined implementaries. That job has to be done by the local people and the auxiliary staff.

CONSULT
WORKING
CONSTRUCT

Now what I have done gives you the working construct of the consult, the six days. We will work in the morning, in the afternoon, and at night. (That spells MAN.) Every afternoon and night we will work in teams. The teams are the life force of the consult. Every morning we will have a plenary in which the work of each team is brought a[illegible] through the common mind of the consult.

GRA '76

LOC.L ECONOMICS
Spin # 2

POINTS	ILLUSTRATIONS
COMMUNITY AS AN INDEPENDENT ECO. UNIT 1. The community needs to image itself as a particular, independent economic unit.	Maliwada similar to whole state of Maharastra or the whole state of India
BRING IN $ 1. The community must bring as much money into the community as possible.	1. Produce and sell products to the next village, near city or nation. 2. Extended Services-- employment in other cities to bring money in. 3. Acquire grants from state, provincial or national government
KEEP MONEY IN 1. Keep as much money in the community as long as possible.	1. Produce as much of the useable goods which the community needs locally as possible. 2. Develop small businesses
CIRCUL TE THE $ R.PIDLY 1. Circulate the money mostly in the community as rapidly as possible.	1. The local school teacher buys food at the local grocery store that puts money in the bank that lends money to farmer who buys materials for his farm.
GLOB LLY GE RED LOC.L ECOLOGY 1. Local economy must be geared into an economy that is more [illegible] than any local economy [illegible]	1. Development would not be effective if local did not search in the broader community of state, nation and world for resources and markets.

LOCAL ECONOMICS SPIN

LOCAL MAN

This morning I want to talk about local economics or economic planning on the local level. I think that it is obvious to anyone who takes community development seriously that social development and economic development must go hand in hand. One of the profound issues confronting the whole world is the rise of local man. The world is full of superstructures with rigid ideas and rigorous plans for the future. In the midst of that come such dynamics as the female revolution and the revolt of the youth around the world. Local man is concerned afresh about who he is and particularly about how he can participate in the decision-making processes that determine his destiny. This is also true of local communities in every nation of the world. They are asking who they are and are trying to find some way to participate creatively in the decisions of the future.

LOCAL ECONOMY

With the great global economy that is covering the earth, it seems impossible that the local community could say or do anything relative to its own economic development. But the global economy is in obvious trouble today. It must decide to open itself again to what I call local economy. It will be some years yet before the global economists spell out in detail the dynamics of local economy in relationship to global economy. But before some of us in this room die that will be done and will be accepted. I think there are four broad principles involved in any local community becoming a self-conscious economic factor and assuming responsibility for itself.

ECONOMIC UNIT

First, a local community must set itself aside in its imagination as a particular economic unit. It must grasp itself as an economic country, an economic nation, or an economic state or province in itself. It doesn't make any difference whether this social unit, this local community, is comprised of two hundred people or a neighborhood of twenty thousand people. In the context of this grasping itself as a single economic factor it makes its own plans for the future, creating its own local economy. To be sure, the local economy has to relate itself to the global economy. Why, the national economy wouldn't have a chance if it did not relate itself to the global. But it is a particular entity in itself.

BRING IN MONEY

The second principle is rather obvious. The community must bring as much money into that community as possible. This can be done in many different ways. How it is done depends on the uniqueness of the community itself. In a village on an island such as this, there are several ways by which it can increase the money flowing into the village. First of all it must find ways to increase the exports—that which is over and above the basic subsistence of the community. And export here means selling something to the next village or selling something to the near city or selling something to some other nation. In a community in Jeju-Do, another means of bringing money into the community is through extended services—I mean by that being employed in city or other village jobs that bring the money into the community. The people sell their services to bring money into the community. The third way in which money can flow into the community is through the government expenditures on the provincial and the national level. Any community that is going to take seriously its own sustaining economy has to attempt to get as much of this money as possible into its village. In certain types of communities or villages, a very crucial means of bringing money into the community is grants—either public or private. At this stage of

history this is a fairly easy thing to do in any community that takes itself seriously because there is a concern for the development of local economy. The last way in which to bring money into the community is through extending the loan possibilities and credit lines available to the local situation.

KEEP MONEY IN

The third principle is to keep as much of that money in the community as long as possible. This is done by producing as much of that usable goods which the community needs locally as possible. This has to do with such things as foodstuffs, building materials, and clothing. Cut to a minimum what you have to buy outside the community. In this compact world this is difficult, but part of the planning of a community must be in this direction. If the community wishes to be a relatively self-sustaining factor in the social dynamic. A crucial necessity here is the development of small businesses—and even smaller businesses which provide as many services locally as is feasible and sensible.

RAPID CIRCULATION

The fourth principle and in one sense the most important is to circulate that money mostly in the community as rapidly as possible. According to some formulas, you would try to turn it over nine times before it slips out for imports. A manifestation of this is that a province pays a school teacher who buys food at a local grocery store thatplaces that money in a bank that loans that money to a farmer who buys some materials for his farm. This tends to result in full employment, and raised standards of income. It also deeply motivates the local people relative to the other dynamics of local development. In dealing with especially small communities, it does not make any difference how large or how small the businesses are, or how much profit they make. Also, it does notrequire too much capital outlay at the beginning. The major concern is this rapid circulation of money within the community.

TENTATIVE ANALYSIS

Local economics is something like this. I'm sure you people here could do a better job of analyzing it than I have done. If this happens in the local then global economists are going to have some new substance to deal with. It is crucial that you developers understand this. You may say it in a different way. If you do not understand this, then this project is not going to be effective. And now I suspect you'll be very glad to hear that I'm finished.

THE LOCAL ECONOMY MUST

I.- BE AUTONOMOUS

What are the key economic & human resources of this economy?

Which are the most valuable resources to the needs of the local and to the surrounding economies?

Which resources have the most development potential?

How are resources now being utilized?

What is the greatest potential for tripling the income of the whole local population?

THE LOCAL ECONOMY MUST

II. ATTRACT MONEY FROM OUTSIDE

Increase Outside Sales Revenue	1. Increase volume of present sales 2. Increase prices of present sales 3. Produce new commodities for sale 4. Further process local commodities for export
	How can we increase the revenue we earn from exports?
Sell Services To Outside Buyers	1. Attract visitors 2. Provide wayside services 3. Develop regional business services 4. Extend professional services to outside
	How can we earn revenue from servicing the needs of the economies around us?
Earn Wages from Outside Employers	1. Secure government jobs 2. work for outside contractors 3. seek jobs in adjacent local economies 4. Send out to remote extended employment
	How can we increase wages earned from employers outside our economy?
Attract New Capital From Outside	1. Develop program grants & capital gifts 2. Increase government spending 3. Secure investment loans 4. Extend credit lines
	How can we secure outside capital for the development of our economy?

THE LOCAL ECONOMY MUST
III. KEEP MONEY AS LONG AS POSSIBLE

Reduce Outside Goods Purchases	1. Enhance local retailing 2. Reduce cost of necessary purchases 3. Substitute domestic production 4. Use local resources creatively
	What are the creative alternatives to desired outside purchased goods?
Reduce Outside Services Expense	1. Cut outside travel & transport costs 2. Eliminate outside middleman fees 3. Provide all necessary personal services 4. Import entertainment to satisfy needs
	How can you reduce local dependence upon services provide on the outside?
Reduce Outside Capital Expenditures	1. Utilize low-cost intermediate technology 2. Build own tools 3. Design attractive investment schemes 4. Reduce capital loan repayments
	How can we produce what is needed with the minimum capital investment?
Reduce Outside Cash Flow	1. Provide local consumer credit 2. Extend outside wholesale credit 3. Develop locally owned banking services 4. Reduce tax payments
	How can the drain of cash to the outside be sharply reduced?

THE LOCAL ECONOMY MUST

II. CIRCULATE MONEY RAPIDLY

Increase Cash Availability	1. Make wage payments daily or weekly 2. Secure prompt payments from outside 3. Provide rapid loan services 4. Assure effective debt collection
	How can we put more money in peoples pockets when they need it to spend?
Assure Local Goods Availability	1. Provide adequate stocks of goods 2. Assure full variety of necessary goods 3. Supply stocks for local production 4. Easy consumer credit availability
	What will encourage people to buy more local goods?
Provide Necessary Services	1. Assure rapid repair services 2. Develop preventative maintenance services 3. Provide personal health & care services 4. Assure variety of entertainment alternatives
	How can the local economy satisfy all of the residents needs?
Make Investment Opportunities Accessible	1. Promote corporate savings plans 2. Create many investment opportunities 3. Implement investment projects rapidly 4. Upgrade & expand individual tools
	How can we capture all unspent one for rapid use in local capital investment?

THE LOCAL ECONOMY MUST I-RELATE TO THE SURROUNDING ECONOMIES

	What do the surrounding economies now purchase from this local economy?
	What do the surrounding economies purchase from other similar local economies?
	What would the surrounding economies like to purchase from this local economy?
	What do the surrounding economies now purchase elsewhere that they could purchase from this local economy?
	What can be done to enable the surrounding economies to purchase from this local economy?

GRA'76

SOCIAL DEVELOPMENT
SPIN #3

MAJOR POINTS	SAMPLE ILLUSTRATIONS
LIMITED GEOGRAPHIC AREA: You must severely delineate the arenas in which you are going to work in order to allow change to take place.	Defining the boundaries of the Oombulgurri community was simple: no one lived for miles and miles around the village.
COMPREHENSIVE PROBLEM-SOLVING: You must deal with all the problems, or all dimensions of society at once.	Much money has been wasted on programs in the United States that deal only with health, or education or with agriculture.
SIMULTANEOUS PROBLEM-SOLVING: It is necessary to attack all problems at once.	You will be lost if you begin only one program a month. They must all begin in the first week, even if that means erecting a sign announcing a program in the future.
COMPREHENSIVE AGE RANGE: It is necessary to deal with all the ages represented in the community.	Cradle to grave development
DEPTH HUMAN ISSUE: It is necessary to deal with the depth dimension of humanness.	Fifth City: victim image
SYMBOL AS KEY: The key to social change is the use of symbols.	90% of the work in any human devt project has to do with releasing the motivity of local people.

MALIWADA CONSULT
SOCIAL DEVELOPMENT PRESUPPOSITIONS--Wednesday Breakfast JFW

SAMPLE SPIN

LIMITED GEOGRAPHIC AREA

First, community development requires that you delimit the boundaries of the community with which you are dealing. When you are dealing with profound social change, the raw burden of human suffering and social contradiction is so great that you must severely delimit the arenas in which you are going to work in order to allow change to take place. Creating boundaries also allows the creation of a self-conscious identity as a village or a community. When we were in Oombulgurri, delimiting the community was very simple: there was no one living for miles and miles and miles around the Oombulgurri community. In the consult itself, of course, this takes the form of our concern that we cover the geography by being in the field; the consult does not deal with ideas but with the concrete space for which we are concerned.

COMPREHENSIVE PROBLEM-SOLVING

The second principle is to deal with all the problems, or all dimensions of society at once. I cannot count the amount of money that has been wasted in the United States with programs that are only dealing with young children, or programs that are only dealing with health, or with education, or with agriculture. The complex inter-relatedness of the social process in a community requires dealing with all aspects at once if effective change is to occur.

SIMULTANEOUS PROBLEM-SOLVING

Secondarily under this point, it is necessary to attack all problems at once. As the staff here begins to actuate the programs and tactics we come up with, if they start timelining to start one program now and one program in the next month and one program the next month, they are lost. When they start, they must start every program within one week. This is true whether there are eighteen programs as there are at Majuro or twenty as in Korea. They must start all of them in the first week. Even if that means taking a sign and putting it out in the fields where it says," "On this site a dam will be erected in two years," they must start everything all at once. This is crucial to building the morale and the motivity of the people to release the effort required for development.

COMPREHENSIVE AGE RANGE

Third, it is necessary to deal with all the ages represented in the community. When we began in Fifth City, which is where we learned this, we started a pre-school and found out that the grandmas and grandpas, and mothers and fathers, were consciously or unconsciously undercutting the little ones when they came home at night, so we began educating the adults and elders as well as

the children. You must deal with and involve all ages--we say from the cradle to the grave--in the development effort.

DEPTH
HUMAN
ISSUE

Fourth, it is necessary to deal with the depth issue that is present in any community. Profound social change involves the deepest wrenching of people's psyches and is perhaps the most painful experience that human beings ever go through. Because of this, it is necessary to deal with the depth dimension of humanness. What is the pervasive depth problem here in Maliwada? In Fifth City we uncoverd the fact that the black people of the United States, because of the oppression and prejudice they had suffered, had come to see themselves in what we call the victim image, to see themselves as hopeless and unable to pick up their power and move. That image had become a part of the social fabric or the mileau in which people live and was quite objective to any individual. Untill it was dealt with, there wan no way to move on the other problems in society.

SYMBOL
AS
KEY

The fifth principle is that the key to social change is the use of symbols. Ninety percent of the work in any human development project has to do with releasing the motivity and overcoming the despair and building the morale of local people. And so the use of symbols in many forms is crucial to giving signs of possibility and releasing people to hope and move.

GRA '76

PROJECT FORMATION
Spin # 4

POINTS	ILLUSTRATIONS
LOCAL DEVELOPMENT AS DEMONSTRATION 1. Select project site that will allow local development effort to function as demonstration. 2. Local development effort must take place in communities that can demonstrate possibility in midst of need.	1. 5th City(heart of America, easily accessible by road, plane, train and bus. 2. Low physical and economic plain in Maliwada (possibility in the midst of seemingly impossible situation)
LOCAL DECISION TO DO PROJECT 1. Local decision to do demonstration project is necessary.	1. 5th City-- local people were aware that social change was needed and a community consensus to do something about it emerged.
GLOBAL/LOCAL PLANNING 1. It is necessary in the formation of the project that an event occur that brings the expertise of outsiders from the globe together with the local dynamic for planning.	1. Discerning unique focus and direction for local over against objectivity of global which lends comprehensiveness to the plan
ACTUATION PLAN 1. It is necessary that the plan be focused on actuation that allows the community to move with unbelievable speed towards the future.	1. 5th City or Maliwada actuation miracle stories. (Housing, community
LOCAL MOTIVITY 1. Project formation calls for local community motivity.	1. Emergence of interior resolve and passion to care within the local people.

PROJECT FORMATION SPIN

PROJECT INITIATION

We have been talking at our breakfast sessions this week about the principles of human community development which we said on Monday is always local and socio-economic. On Tuesday we talked about the five principles that allow for local economic self sufficiency, and on Wednesday the five guidelines that allow for the development of social self-determination on the local level. Today, I would like to focus on the initiation of local, socio-economic community development and talk about the five principles of project formation. I know that every local community on the globe is ready for and in need of human development. How, then, do I decide where to begin? Do I select my hometown because I know it best? Or, do I choose a village somewhere else because I might bring greater objectivity to it? I turn to my five guidelines.

DEMONSTRATION POWER

The first guideline is to select a project site--a rural village or a local urban community that will allow a local development effort to function as a demonstration. All local communities of the globe are in deep need of a visible example of effective local socio-economic development. I could choose my hometown of Dedham, Massachusetts, on the east coast of the U.S., but very few people would ever see community development going on there because of that town's location off in one corner of a huge 3,000 mile wide continent. If other local communities are going to be effected by the demonstration of human community, the pilot project must be located on a site which is accessible and visible and which, therefore, has power as an example which can be replicated. Fifth City is a good example of this. The city of Chicago is located in the center of North America. It functions as a crossroads webbing East and West, North and South. Historically, it has been seen as the heart of America--it was a milestone in the great Westward settlement and the center of the meat packing industry that fed America. It is now the locus of a courageous experiment in orban government. Fifth City sits on a huge expressway that heads out of Chicago. It is accessible by road, plane, train, and boat. It can't be missed. A community development project there has power, because of its location to stand as a demonstration to many people from many other local communitities.

VISIBLE NEED

It is important also that local development efforts take place today in communities that visible demonstrate possibility in the midst of obvious need. My hometown is a comfortable suburb. Now, I know there is pain there, but it is not obvious--it is not the raw, physical and economic pain that is lived day in and day out by the people of Maliwada. If I were to do a community development project in my hometown, people would say, "Well, that might work in Dedham because the people there

eat three meals a day, have jobs and good education, have TV's and cars and money, but it would never work in my community." So I wouldchoose a place like Maliwada where human development appears impossible. When we told one of the government officials in India about the development work going on there he said, "Maliwada, Maliwada, oh, yes, Maliwada! Dirty little village, isn't it?" Then I sat down and listened hard, because he knew if social change could happen in Maliwada, it could happen in any of the 60,000 villages in the state of Maharastra. It has power as a demonstration sign of possibility that can be replicated.

LOCAL DECISION

Second, it is important--in fact absolutely necessary--that the local people have decided social change is needed. The local awareness of that need and the consensus by a community to do something about meeting it is the second guideline in project formation. It did little good that I thought a small community on the island of Singapore needed social change when I lived there six years ago, for the local people hadn't made that decision. Project formation is possible only on the foundation of local decision.

GLOBAL LOCAL PLANNING

Third, it is important to the formation of a project that an event occurs that brings the expertise of outsiders from the globe andthe expertise of local residents from the community together for planning the project. Our Consult this week has created that dynamic. Both the local and the outside perspectives are crucial in discerning the unique focus and direction for local, socio-economic reshaping the global consultants bring an objectivity which lends comprehensiveness to the plan, while the local consultants bring a familiarity that gives it depth and relevance.

ACTUATION PLAN

Fourth, it is necessary that such a plan be focused on acuation and spell out how, where, when and by whom the concrete action called for is possible. It is important that such an actuation focus allow the community to move with unbelievable speed in accomplishing the anticipated benefits it has decided are called for in the future. In Maliwada within four months of the end of the Consult the community garden was providing the vegetables needed to supplement the villagers diet. The dusty roads had been lined with painted bricks; the first demonstration house had been built and 12 more planned for. The first water storage tank and three rebuilt wells were completed. A global language school to teach interested villagers English was meeting regularly and a box assembly factory employing a number of the previously unemployed villagers had been established. Now this was not done by magic or by some Big Daddy. It was a vision made real by the efforts of the local people who had decided to invest their time and energy in realizing a plan oriented towards actuation.

LOCAL MOTIVITY

Finally, project formation calls for local people who are willing, open and ready to fully participate in the difficult and demanding task of project actuation. This has to do with what I call a community's motivity, or interior resolve and passion to care, that gets acted out in relation to implementing a practical plan for social change. When the potential motivity which I believe is latent in every local community gets

uncorked, then there is no question about its readiness to act on a plan and "move it, move it, move it" 24 hours a day, 365 days a year.

INTERIOR SPACE

How is that motivity and deep resolve released to sustain engagement? I believe it has to do with at least three things. One is the expansion of interior space--the space deep inside a community's life that allows it to understand itself related to the whole globe. That has happened to Sutunggan this week by the presence of people from all over the world. If I lived here, I'd make sure that next week I put these grids of the eight social demonstration projects up somewhere in the community where everyone could see them and be reminded of Sudtunggan's relationship to the globe. That kind of thing sustains a community's motivity.

INTERIOR TIME

Secondly, it has to do with the extension of interior time--not the time of day but the sense of a community's life being related to the ancient past and the distant future--the great sweep of history. If I lived in Sudtunggan I think I'd make sure that I got a hold of stories about my ancestors who shaped the journey of this community in the past. I'd also make sure I kept singing--especially the songs that tell me about the promise of Sudtunggan's future.

Thirdly, motivity has to do with sustaining relationships of corporateness. We've done that this week through the structure of our common breakfast meals and plenaries, and our work together as teams. If I lived here in Sudtunggan, I'd thing seriously about having a common breakfast gathering every morning to plan the day and rehearse the vision; and then I'd consider assigning the whole community--even the children--in some kind of team and unit structure so that the work of the community could get done corporately.

SUDTUNGGAN DEMONSTRATION

If I see these five guidelines operative in a local community, I have a pretty good idea that effective local socio-economic community development will happen. Now if someone from another sitio were to come here and say to me, "What makes you think that human development can happen in Sudtunggan?" I would have a pretty fine answer. I would say, "Sudtunggan is a community that has demonstration potential. It is accessible by air, land and sea. It is located near the teeming metropolis of Cebu on the island of Mactan, whose interesting history, unique local crafts and attractive natural setting invites the presence of many visitors. What is more, it is a community whose problems are painful ones, and whose need is obvious. As social change happens and is seen, other sitios like it in the Philippines will be able to follow the example of possibility set by Sudtunggan and replicate human development themselves."

And then I'd go on to say, "In addition, the people of Sudtunggan have decided social change is necessary. Acting on this decision they invited close to 100 people from across the nation and world to consult with them, and out of this consultation they shaped a practical plan for actuation which they intend to implement right

SUDTUNGGAN DEMONSTRATION

away. The people of Sudtunggan are ready and quite able to "move it, move it, move it,' because they care."

And now if I were to say that it wouldn't be boastful bragging. I believe it would be the truth.

GRA '76 FRAMING
Spm # 5

POINTS	ILLUSTRATIONS
PUBLIC AND PRIVATE SECTORS 1. The public and private have to operate together if effective development is to take place (authorization)	1. Mr. Reddi of Mrs. Gandi's cabinet led us in the direction of work with villages in India. 2. Limousine driving into Maliwada which had previously been unknown by public officials.
PRIVATE SUPPORT 1. Local projects need the support of the private sector-- guildsmen, guardians and patrons	1. Examples of those who have invested their care, expertise, wisdom, position or wealth on behalf of the globe.
PUBLIC SUPPORT 1. Local projects need the support of the public sector--- local/regional/national	1. Examples of funding grants and support-- World Bank and money for India.
ACTUATING AGENTS 1. There is necessity of supportive relationships both moral and financial (Social and Economic Development).	1. Actuating agent which directs directs, co-ordinates and support the social and economic programs.
CATALYTIC CORE 1. There must be an initiating and catalyzing force of highly disciplined people who grasp methods and become part of the community for a period of time.	1. Group of up to 20 people who train, catalyze local guildsmen and lead and implement the project.

FRAMING
Spin # 5

CONTEXT

This morning I have 3 contexts, 5 points and 20 minutes.

Massive Community Reformulation

CONTEXT#1: These morning spins intend to deal with the philosophy of social demonstration. The philosophy of social demonstration would not be important if what we were interested in was 5th City. And it might not be very important if what we were interested in was the eight social demonstrations or the 16 or the 24. But when you begin to think of the fact that in the state of Maharastra, India where Maliwada id located there are 40,000 villages that need community reformulation in depth, then it becomes an issus to get on top of what is undergirding the presuppositions. We have spent breakfast this week on those presuppositions. We have dealt with methodological flow, with local economics and how you have to take that very, very seriously. We talked about the philosophy of social development and about project formulation. This morning I intend to say a few words about the activity of framing.

DOING NOT PHILOSOPHY

CONTEXT #2: This time of day, after a day like yesterday and a night like last night, when the last thing you are interested in is talking about philosophy. One thing I have learned in this group is that if you get caught dozing, very often you get assigned to do that which you were dozing about. So although I am very skilled at this art, there are those who are far more skilled than I and who are not fooled for one minute. Therefore, I stand before you this morning. That was just a word of caution.

WINNING WITH FRAMING

CONTEXT #3: Social Demonstration and community development are about winning. It is not about trying hard. It is not about going down in glorious failure or defeat. It is about actuating. It is not about planning. If all you were talking about was planning, you would never have to deal with the issue of framing because framing has to do with winning--winning before you go to battle. A quote from a general about tactics is that "the best strategy is to have won and not to have gone into battle". Framing is about stacking the deck in your own favor before the game starts. It would not be of value if all we were concerned with was planning. But since our concern is implementing and doing, framing becomes a very live issue.

That was context number 3 and now on to the 5 points.

PUBLIC & PRIVATE SECTORS

POINT#1: If you look at this chart you will see that the top has to do with the public sector and the bottom has to do with the private sector. For any local demonstration project to win, it requires the support of both the public and the private sectors. Normally these two segments of society operate in complete disrelation to each other except at a very high level. In spite of that fact, they are both immensely powerful. But in disrelation to each other, both are ineffective. Without both of those sectors operating on your side and doing local community development, the project will join the wreckage of thousands of other projects which began with the assumption that all you needed to do was to have a good idea and lots of action. You know from experience that a Government program without the support of the private sector goes down the drain quickly and expensively. The same is true of programs backed alone by the private sector. The active support of both public and private sectors is required if the project is to be implemented successfully. This has to do with engaging both those structures as allies instead of

your supporting forces and with your help they experience a new kind of creativity that they do not experience in isolation from one another.

Point #2: In the private sector your support comes from three levels: the local guildsmen, the guardian network, and what we call, the patrons. The local guildsmen are those without whom there is no project. They are those who care. They represent all parts of society, all colors, all educational levels, all backgrounds. There are enough local people who

GUILDSMEN

care in every single community to make sure that the project will get done even if there is no one else dto do it but them. That is the kind of person that is the local guildsman. The function there is simply to get the work done, to do the job, to make sure the groups of tactics, implementaries and programs are actualized. It is clear that no one but a person on the local level is as capaable of doing that, nor has as much interest or passion for doing it.

The Guardian level consists of people with position and expertise in professional arenas who are driven to invest their expertise in history, so that it makes a difference to the local community. These are people who drop everything when called to perform a task which requires skill. The task is accomplished because their expertise was available to draw upon. Guardians will go anywhere and will do anything. For Fifth City to be effective, it will require the guardians of the globe cooperating together through this kind of network of expertise. One of the guardians

GUARDIANS

who came to Kawangware is a sanitation engineer. He spent the week of the consult with two local guildsmen and together they designed the local drainage system the village. Now it is done. In Maliwada a water harvesting and delivery system was desperately needed. One of our guardian colleagues returned after the consult and used his expertise in building the required dams and bunds. Majuro needed a sawmill to use cocoanut lumber. Through the contacts of a guardian, the sawmill was delivered to Majuro. That kind of very practical contact and skill is available to the globe. Without this, no local project has a chance to win.

The third level of the local sector has to do with the patrons. By patrons, I simply mean wealthy friends, or friends in high positions. They may nevervisit a project site, but it is

PATRONS

through their wupport, both moral and financial, that the project is implemented. The shopping center across the street from this building is there because of the patrons' creative help in caring for community development.

Point #3: Public sector support comes from three directions: the local, the regional and the federal, or national levels. All three are crucial. The leadership appointed or elected on the local level provides the grassroots authorization without which community development is hampered. Regional level leadership, too, must be on board. This is the level whereyou begin to work with the bureaucracy of government. Many people don't want anything to do with government bureaucracy. However, we know that there are those who care in every agency. The issue is enabling those people to come on board. In Chicago the Regional level leadership is problably best represented by Mayor Daley. The letter from the Mayor which was

Framing

PUBLIC SECTOR

READ AT THE opening session is invaluable in providing authorization for the work being done in Fifth City. Local Community development depends upon this kind of endorsement, the stamping of "approval". The letters from Senator Percy and Senator Stevenson Sunday night are evidence of how that kind of support can be made available. Project framing depends on opening the channnels whereby those who care in the public sector can participate in futuric development.

ACTUAT ING AGENTS

Point # 4: The economic and social development of a community are two highly separated aspects, yet both are necessary to comprehensive community development. Both arenas require an actuating agent which directs, co-ordinates, and supports the social and economic programs of the project. ~~[illegible] bureaucracy. Many people don't want anything to do with the bureaucracy, however, we know that there are [illegible]~~ Such agencies can take many forms. Their importamt function is to allow for the effective direction of the many programs, and the unified thrust of the project.as a whole.

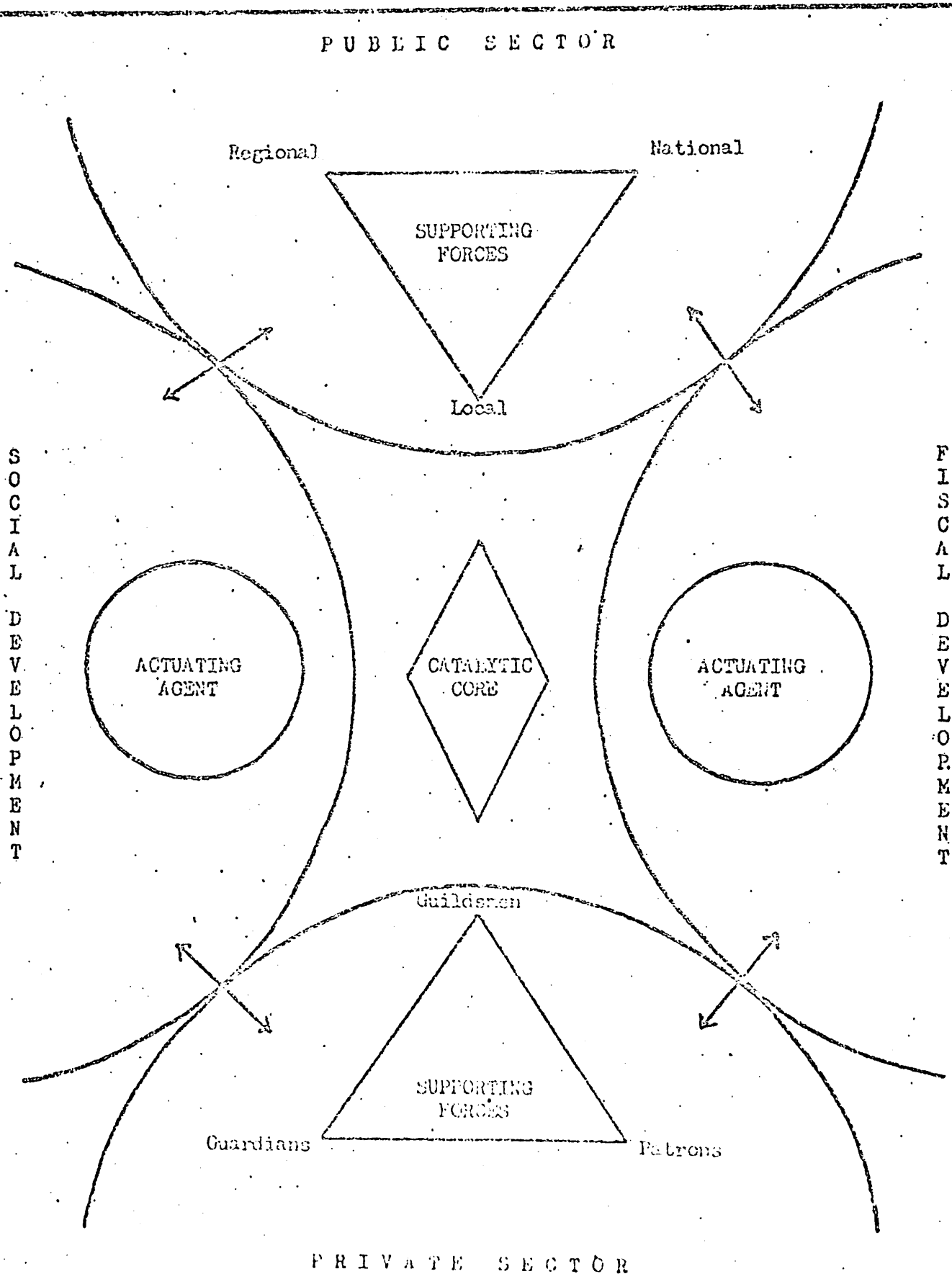
CATA* LYTIC CORPS

Point #5. A catalytic corps is required in order to initiate community reformulation. For anything to get started there has to be a corps of highly disciplined people who can stand indefinitely when things get complicated. For them discipline and objective social methods are key to their ability to continue to move it, move it, move it. The corps is a small group, from ten to twenty people, whose function is to catalyze and train the local guildsman who will lead and implement the project on the front lines. I suspect that all three of their functions are of equal importance; project initiation, leadership training, and releasing local motivity.

ICA

THE FRAMING DESIGN

toward actualizing the socio-economic development project



ical culture
symbols

comm organiz
roles
leadership
social groups

family style

orders of the day

all group data flow

MONDAY TEAM PROCEDURES

CONTEXT

The starting point for any practical social planning is articulating the total latent practical vision or image of the future existing in the minds of the local people. This is brought to the surface in the consult out of the encounter of outside consultants and local people as they work together. The teams will operate in the field all day investigating their assigned arena in site visits, conversations, and study of reference materials. By the end of the day, each team will create a list of 20-30 elements of the operating vision of the community.

PROCEDURES

TEAM CHECK

45 min - 1 hr.

1. After breakfast meet briefly as team to plan the day. Introduce the various team members and their expertise arenas and appoint scribes for the teams. Lay out the various investigations needed during the day. Assign the team to cover them. Move to the field as quickly as possible.

FIELD WORK

2. As a team, units, and individuals investigate first hand the arenas of community life related to your assigned arena. Find out the concerns of the community, gather the objective data of the situation and investigate particular problems first hand whenever possible.

DAY'S PULL TOGETHER

3. In the evening over dinner, after the investigations have been completed, meet as a team to discuss the day. Report on places visited and people seen and discuss the people's hopes and dreams and the community's needs, and possibilities uncovered through the day. List insights by the whole team coming out of the day's work which hold the practical expectations and indicative needs observed in the community.

8:00 LEAVE VILL

REPORT PREPARATION

8:30

4. Draw these observations together into a list of 20 to 30 distict elements of the operating vision which emerged in the reporting over dinner. State each in a brief one sentence statement, then title it with a 3-5 word holding caption. Print these titles on the large butcher paper form provided for the plenary. Take a copy of both titles and statements to the practice room for typing and duplication.

TUESDAY ORDERS OF THE DAY

On Tuesday morning, a crossgestalt of 100-150 elements will be made by the whole Consult which will provide an articulation of the practical vision for the comprehensive development of the community. The Operating Vision is achieved indirectly by dealing creatively with the factors in the situation which contradict its implementation. The intent of this day is to bring to the surface these underlying contradictions to the Operating Vision and to identify their relative blocking power. Working with the assigned components of the Operating Vision, the teams will investigate the subjective irritants, concrete deterrents and sociological blocks to the Vision, organizing the lists for each component into 20 prioritized and titled statements which begin to suggest the contradictions.

MORNING PLENARY

1. The first part of the morning will be spent working as teams in a plenary session to articulate the Operating Vision of the community. Twenty (20) minutes after breakfast has been cleared, meet back as teams in the plenary space. Put up your butcher paper in a location visible by all the teams. Study the published copy of the team's report and check it for accuracy and clarity. Appoint scribes and a reporter for the team. As the plenary procedes, instructions will be given to the teams. At the conclusion of the plenary send the scribes to exchange data with the other teams.

TEAM CHECK

2. Meet as teams over lunch to plan the day. List the data gestalted into each assigned component for the team to see. Gestalt it into 3-5 groupings for each component and relist the plenary data under the gestalt. This will serve as the basis for work on the contradictions. Discuss briefly the procedure for the day and list the investigations needed to uncover the blocks related to each of the assigned components. Then organize the team into subgroups, one working on each componentñ check practical arrangements; announce when the team will meet back before sending them out into the day.

VARIED INVESTIGATIONS

3. As a team, subunit, and individuals, look into the arenas of community life pertinent to the assigned components of the Operating Vision. Investigate, discuss and discern the concrete deterrents, [illegible] and blocks present in the situation which are preventing the realising of the assigned components of the Operating Vision.

DAY'S PULL-TOGETHER

4. At dinner, meet as a team to go over the day. By units report on the investigations made in relation to each of the assigned components, listing deterrents and blocks uncovered during the day on the board. Then as a team, list additional factors uncovered during the day for each component. Use questions like "What is blocking the realization of the Operating Vision?" "Why hasn't the Operating Vision already been accomplished?" Appoint a scribe and time-keeper to keep the team moving. List 30-40 factors for each component.

REPORT PREPARATION

5. Work in subteams on each component to pull the data together. To begin, select 5-6 significant factors or contradictions listed and organize other items related to these into a grouping. Select several more which seem relatively independent and build groupings around them also. Continue this process until you have about 20 distinct blocking factors related to each assigned component of the Operating Vision. State each contradiction in a sentence and create a 3-word holding phrase for each statement. List the sentences and their phrases in order of importance. Print the holding phrase on the large butcher paper form provided for the plenary; type the sentence and phrases on a stencil and turn it into practics for duplication.

WEDNESDAY ORDERS OF THE DAY

On Wednesday morning, the total Consult will swirl the 100 or more issues in order to disclose the inclusive underlying contradictions to the total Operating Vision. At the conclusion of the plenary the teams will be assigned to various swirls of the total matrix of contradictions discerned in the plenary. They will analyse the contradictions, investigate the possibilities for their creative resolution and build 6-point practical proposals for dealing with these contradictions.

MORNING PLENARY

1. The first part of the morning will be spent working as teams in a plenary session. Twenty (20) minutes after breakfast has been cleared, meet back as teams in the plenary space. Study the published copy of the team reports and check it for accuracy and clarity. As the plenary procedes, instructions will be given to the teams. At the conclusion of the plenary send the scribes to exchange data with the other teams. Get transport back to your team space to begin the day.

TEAM CHECK

2. Meet as teams to plan the day. Review the total set of contradictions and study each assigned contradiction cluster. Work through the data to uncover the subswirls of blocks within each assigned contradiction. Name these subswirls, clarify the title of the contradiction. Asking one person to write a paragraph describing the contradiction using the paragraphs in a consult Summary statement as a model. Organize the team to cover the various assigned contradictions, check practical arrangements, and set a time for the team to meet back. Send the team into the day.

FIELD INVESTIGATIONS

3. As a team, subunits, and individuals, investigate and research proposals for each assigned contradiction. Through the day keep in mind the one central question: What practically must be done to resolve the contradiction? Pull together a list of tentative proposals at the end of the afternoon.

DAY'S PULL TOGETHER

4. In the evening, meet as a team to go over the day. Hear reports from the units on recommended proposals. Then as a team, brainstorm additional creative resolutions for each contradiction.

REPORT PREPARATION

5. Draw together the brainstorm for each contradiction into a six-point proposal including one (1) <u>major proposal</u> to centrally impact the contradiction and 5 basic proposals which together will deal with all aspects of the contradiction. Give each proposal a 2-3 word holding phrase and write a paragraph which describes each proposal. Write the proposals titles and a holding sentence on large sheets of butcher paper. Type the title and paragraph on a stencil for duplication.

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THURSDAY ORDERS OF THE DAY

CONTEXT

On Thursday, the total Consult will perform a cross-gestalt in order to arrive at the Practical Proposals for the comprehensive development project. The move from proposals to Tactical Systems shifts the consult from the realm of ideas solidly into the realm of action. The task of the day is to work out 6-15 separate practical acts required to implement each of the proposals.

MORNING PLENARY

1. The first part of the morning will be spent working as teams in a plenary session. After breakfast has been cleared, meet back as teams in the plenary space. Study the published copy of the team reports and check it for accuracy and clarity. As the plenary proceeds, instructions will be given to the teams. At the conclusion of the plenary send the scribes to exchange data with the other teams.

TEAM CHECK

2. Meet as a team to plan the day. Go over the assigned Paramount Proposals relisting the data from the plenary under the relevant Basic Proposals. Because of the number of basic proposals assigned to each team (4-7), it is suggested that you work in sub-groups throughout the day with each sub-group working on a single Basic Proposal. Using the plenary data gestalted into the basic proposal, determine the 4 rational parts or sub-proposals of each proposal. If possible take them down another level to the 4 components of each sub-proposal. Share the 4x4 description of each of the Basic Proposals with the team; then assign someone to write a prose paragraph which describes the proposal. Plan the study and investigation necessary by the sub-group to determine the specific tactical requirements for actualizing each proposal. Send the team into the day.

VARIED INVESTI-GATIONS

3. As a team, sub-units, and individuals, investigate and research the tactical requirements for the assigned proposals. By the end of the day you should have uncovered 5-8 substantial tasks (not procedures or abstract steps) necessary to implement each of the 4 sub-proposals of each assigned Basic Proposal. Looking at those 4 brief lists of 5-8 tactics per sub-proposal, use your imagination to walk through the total actualization of the proposal in order to see the necessary tactics. Pull out 6-15 independent tactics necessary for implementing each Basic Proposal. Give each tactic 3-5 word title which clearly states the tactical action and write a long sentence giving the specifications of the tactic. Have these ready to present to the team in the evening.

DAY'S PULL TOGETHER

4. In the evening, after the investigations have been completed, meet as a team to go over the day. Report on the work done relative to each of the proposals and reflect on the day. Allow the team to critique the work of each unit for: 1) practicality (Are these do-able tactics and not add onal proposals?) 2) applicability (Are these all necessary d do-able?)

3) substantiality (Are these each substantial acts and not abstract steps?) NOTE: a rough guide is this: any suggested tactic which would require less than one man-day of effort should be subsumed if possible in another tactic... and 4) inclusiveness (Are substantial tasks unmentioned?) Comments by the total team will ensure a balanced picture of the tactical necessities for each proposal.

5. Return to sub-groups, go over the comments of the total team and clean the basic tactics incorporating new insights. Clean the holding title for each tactic to a 2-word phrase (adjective and noun) and rewrite the descriptive sentence. Print these on butcher paper provided while the rest of the team writes inclusive holding paragraphs on each Basic Tactic. Get down as much of the practical specifications and data as possible. The titles plus the topic sentence for each tactic's paragraph should be typed to be run off for the plenary in the morning. Type each paragraph with 2 carbons--one paragraph per page. Turn this work in to the team leader.

REPORT PREPARATION

FRIDAY ORDERS OF THE DAY

Friday, once more a cross-gestalt will be made by the while Consult. This will transpose the tactical actions i to a co-ordinated tactical system of 25-35 basic tactics. Working with assigned Paramount Tactics discerned in the plenary, the teams will finalize the organization of the Tactical Systems and write 150-300 word holding paragraphs describing the subtactics for each Basic Tactic. Each team will also build a tentative set of Actuating Programmes for the project.

MORNING PLENARY

1. The morning will be spent working in a plenary session to articulate the tactical systems necessary for the community. This will involve organizing 250 or more tactics into a single system of 25-35 primary tactics. The amount of data involved in this plenary requires a different kind of participation by the group mind than has been needed before. We will sit by teams but work primarily as subgroups within the teams, each focusing on one particular proposal and the tactics listed beneath it. This means that to cover all the work we will be operating on 17-22 separate groups. The groups will be assigned to work with material which they themselves did not create. The purpose of this is to bring maximum objectivity to the corporate mind. Detailed instructions will be given step by step as the plenary procedes. At the conclusion of the plenary teams will be assigned to write up the basic tactics which emerged out of the crossgestalt. After the plenary the scribes will exchange with the other teams.

TEAM CHECK

2. Meet as a team to plan the day. Review the tactical data gestalted into the assigned Paramount and Basic Tactics. Build backup data fulders for each basic tactic which include: cut and pasted portions of the plenary reports which were gestalted into the tactic plus any additional back-up information from the night before. For each tactic clean the gestalt to eliminate overlap and, in subgroups, delineate the discrete subtactics for each Basic Tactic. Check these subtactics briefly as a team for consistency, inclusiveness and to avoid overlap. List and discuss each of the subtactics in terms of what actions are specifically involved. Then discuss the tactic as a whole including its intent and significance.

VARIED INVESTIGATIONS

3. Write the first sentence or two as a whole team describing the subtactic, intent and significance of the tactic. Then assign groups to each subtactic to write holding statements which describe the subtactic concretely and specifically. The emphasis here is on holding data, so don't be afraid of length at this point. Read the whole tactic aloud as a group and comment on and clean it. Be sure nothing is omitted. These paragraphs are the basis for programs and implementaries as well as the tactics section of the summary report, so be sure to get down all relevant information. The wholde day will be spent in writing up the tactics. However as teams, subunits and individuals, investigate and list, out of plenary reports, backup materials and conversations with various consultants, all the specific data pertinent to each tactic. Build a backup folder to hold all this data in an organized way. Note: the basic data for discerning the subtactics will be the published plenary report. However, other material is extremely helpful in amplifying and fully specifying the subtactics. Write up the paragraph, each on separate sheets of paper, [illegible] them to check for inclusiveness and readability. The emphasis [illegible] in a usable form all of the practical data out of the Consult. Turn [illegible] holding paragraphs in, together with back-up information, one tactic per folder to the scribe. Check practical arrangements and set time to meet back as a team.

DAY'S PULL TOGETHER

4. In the evening, after the tactics paragraphs have been written, meet as a team to reflect on the work of the Consult. You should have Vision, Contradiction, Proposal and Tactics charts before you. Converse on the insights and breakthroughs of the Consult. Talk over the actuation of the project. What courses of action are clearly needed? What decisions have we made? What structures will be needed in the community in actualizing the project? As a team intuitively list the 24-30 programs needed for doing all the tactics and proposals.

REPORT PREPARA-

5. Draw these four sets of suggested programs into one set of 12-20 actuating programs for the total project. Hear reports from each of the groups, eliminate overlap, and combine similar programs into a single set. Plot the tactics and proposals into the programs making sure none are left out. Use that data to delineate the 4 components of each program. Copy the Actualizing Programs chart, including the components onto a large sheet of butcher paper. Note: While the actual process of discerning the actuating programs is much more lengthy than this, the work of the teams will provide helpful initial reflections for the following week. Collect and organize all backup material for filing. Send a copy to practics for duplication. Assign two people to refine the list of actuating programs eliminating overlap and checking their coverage of all proposals and tactics. Draw work into a list of 12-18 programs and print 3-word holding titles on butcher paper. By units and subgroups list all implementing specifications for each subtactic (all assigned tactics) and draw into a lengthy paragraph or specific designs. Then list areas where there are holes in the data about implementation and create an initial plan for doing additional field visits and investigations.

Consultation
Mid. Islands

The Opening Celebration

~~Opening Plenary~~

Opening Plenary Construct		
The Opening	Greetings, songs, and Introduction	15 minutes-
The Meal	Welcome Letters	20 minutes
The Address		20 minutes
The Closing	Announcements Sending Forth	10 minutes

The consult week begins Sunday night with a celebrative event gathering consult participants and wider community leadership together for a festive meal and program contexting the significance of the week to come and building a plane of motivation for the work of the consult teams.

Usually held in the plenary space of the consult, the evening takes no more than one and a half hours. The food should be fine as befits a banquet and the mood is stately.

Beginning with greetings and songs preferably hosted by local colleagues or national staff, the meal is prefaced with the introduction of special guests. As the food is served there may be ~~time~~ for any welcome speeches appropriate from the local community leaders or national guests.

As the meal is finished ~~the consult coordinator~~ a representative of the Consult Team is called upon to make the opening address. This address is passionate in style and sets an overview of the whole week as well as pays particular ~~homage~~ honor to this local community.

The closing after this address is very brief with necessary announcements and a sending forth to the coming week.

OPENING PLENARY ADDRESS

WHO are we (ICA)	What we do	Why we are here	How we operate
Intra-global Movement	Local Level Demonstration Projects	Unique national Gifts	Dynamics of Subjective and Objective
112 Outlets in 23 Nations	Shared Training	Local Center of World	Five parts of Method
Human Factor in Socio-economic Development	Global Band	Honored Past	Summary Statement
These Who Care	Invited Here	Building the sign For the World	Actually Start A Project as glob Sign

946 225

THE CLOSING CELEBRATION - Saturday noon

The closing celebration is a plenary gathering of the whole group which occurs around the Saturday mid-day meal. It provides an occasion for the total Consult to celebrate the completion of the work of the six days and to send forth the global and local consultants to renewed engagement in their respective communities. The food, local music and symbolic nature of the reports offered at this time all contribute to the festive but simple and tastefully designed event.

Preparation for this event involves planning by the food services staff for a special menu; arrangements for local musicians with the community; assignments by the team leaders of reporters for each team; assignments by the consult team of those designated to offer words of appreciation.

The hosts for the plenary are a team comprised of the local symbolic leader and the auxiliary prior. The event begins with songs, the opening ritual and the introduction of special guests invited to participate. The work of the Consult is presented to the body in symbolic reports and a packet of printed materials which hold the four plenary charts created during the week. These reports are given by a representative of each of the five teams and by the coordinator of the Consult. Care is given to insure that the team reporters represent a cross section of the consultants, including both men and women, and local, national and global consultants. Brief words of appreciation to the community are given by representatives of the Guardians and the Consult Team. Words of appreciation are also expressed by the community's symbolic leader on its behalf. This is an occasion for honoring local customs through careful planning before the event with the local leadership about appropriate style and orchestration. The closing address, given by a member of the Consult Team grounds the event of the Consult as a gift to history and claims the promise of its significance in the work of Those Who Care around the globe. The sending forth of the body follows necessary announcements concerninng travel arrangements and the schedule of the next week of document writing. The event concludes with the singing of a song which has been significant in the work of the week.

On the pages which follow the abstract flow of the closing celebration is held in chart form. The time allowed for this is approximately one and one-half hours. A sample construct for the structure of the closing address is also included. The flow and particular content of this address will require adaptation to the uniqueness of each situation.

MAXIMUM TIME
2 HOURS

THE CLOSING PLENARY ABSTRACT

THE OPENING RITUALS 10 min.	The Consult Singing The Contextual Welcome
THE CELEBRATIVE FEAST 20 min.	The Final Meal The Musical Interlude
THE SYMBOLIC PRESENTATIONS 20 min.	The Work of the Teams - team work presented by team members representing the categories indicated Team 1 Team 2 Team 3 Team 4 Team 5 The Work of the Consult
THE WORDS OF APPRECIATION 40 min.	To the Community - 10 min. From the Guardians From the ICA Consult Team To the Consultants - 10 min. From the Community The Closing Address - 20 min.
THE SENDING FORTH 5 min.	The Practical Announcements The Sending Forth The Closing Song

III. C.

THE WORDS OF APPRECIATION: THE CLOSING ADDRESS

Not a Spin 15 - 20 Minutes

Deep Appreciation		Individualize For Particular Consult				Writing the Document	
		This Community's Relation To GSD Band		Relationship of GSD Band To This Community			
TO COMMUNITY CONSULTANTS	Local People					HOLDS VISION OF CONSULT	Write this week
	Leadership						Invite Participa
	Guardians/National						Translation
	Guardians/Global						Write Implimentaries
HONORED THE PAST	Nostalgia					RETURNING A COMMUNITY EVENT	
	Heritage Uncovered						Clearest Task
	Heritage Shared						Locate Work To D
	Heritage Seen Through New Eyes						Locate Support
HONORED THE FUTURE	Participate in History					PRESENT CONTENT TO COMMUNITY	Begin Implimentation
	Here's Where History Created						Training and Models
	Local Consciousness Developed						
	Primal Community						
LEAVE HERE AS NEW MAN	Author of Human					CALLING CONGRESS OF COMMUNITY	Talk Through Decision
	Society Expenditure						
	Word Accomplished						
	New People						Social Change, Hardest Work Th Is

274 228

MALIWADA CONSULT
CLOSING PLENARY--Saturday Afternoon

JWM

INTRODUCTIC

I was, as I am sure you were, deeply moved by the celebration we had just before lunch. What an expression of the hospitality of this community it was. I am sure that all of us who beheld that scene and had the opportunity to participate in it shall not soon forget.

THE CONSULT DOCUMENT

The citizens and leaders of this community need to know that a group of us will stay for five to seven days at the government guest house to write a document that holds together the work of the consult. It will contain all of the wisdom that came out of the consult, and we will give it to the community when it is finished. It will be a document like this one which was done for the community of Kwangyung Il in South Korea. I will leave the Kwangyung Il document with the leaders of the community. In two weeks, the Maliwada Human Development Project document will be printed, and hopefully we will make a copy for every person in the village.

PUBLIC-PRIVATE SUPPORT

In three or four days I may leave this community for Bombay and Delhi. In Bombay; I will make a report to the Honorable Chief Minister of the State of Maharastra, Mr. Chavan. And in Delhi, to the Honorable Minister of Home Affairs for the nation of India, Mr. Reddi. I intended to make a report on this consult to the Governor of the State of Maharastra, Mr. Aliyawa Jung, on the same trip. However, it so happens that His Excellency is in Aurangabad today; he has summoned my to make a report to him this afternoon at 5:30. I am extremely pleased at such an opportunity. I am persuaded that all levels of the government of India in the years ahead are going to turn its full attention to the development of this nation's villages. I am also persuaded that the top leadership of India's private sector has directed its concern to rural India. I do not want to take time to talk in detail about my visits with Mr. Tata and Mr. Mofatlal and Mr. Hoxar of India Tobacco, Ltd., but these men were concerned and they cared. Indeed, Mr Bierla helped to set up this consult. I mentioned these names in the government and in the private sectors for the purpose of saying that the people on the top levels of both structures now care about the village people of India, and, in my opinion, intend to act on their behalf. I am an old and hardened warrior in the battle for social change; therefore, I do not believe such things easily. But I believe that it is true.

After this week in the village of Maliwada, I believe that local man is ready to move also. I believe! And I believe that the leadership on the local level is ready to move. Often the local leadership is afraid to move, but I have not found that to be true

in Maliwada. When the local people are ready to move and the local leadership is ready to move, and when the top leadership on the state, provincial and national levels are ready to move, what can stop the success of the Maliwada Human Development Project! That success lies on the other side of hard, hard work by the local people themselves, and hard work by the auxiliary staff that the Institute of Cultural Affairs will leave here to live and work with them. As you are aware, there will be some twenty farmers, machinists, teachers, businessmen, and fundraisers, who will be left to work with the local people in accomplishing the project. They will live in the castle that you rebuilt for them. They are fine, fine people and I care very deeply about them. I hope you take good care of them. Not only will the staff here be working with you, but so will the guardians who have come to this consult. They have laid aside their own work, paid their own way to come here, and helped to pay for this consult from their own pockets. These guardians, to whom not enough praise can be given, these men and women will be working for Maliwada throughout India and throughout the world.

LOCAL MAN RESURGENCE

My parting work to you is found over in the first column of the contradictions. It is that you work together and you work together hard. If you do, in a short time people from all over India will be coming to visit in this land, as they used to long ago. And they shall come from other nations of the world to see what is happening in the rebirth of this sacred land. This is because your nation and local man across the world is standing on tiptoe, looking for a demonstration of what can happen in local communities. In the nation of Mexico, in Latin America, when people depart from one another, they say, "God go with you." With new warmth in my heart, and new hope in my heart, and new courage in my heart, I say, "God go with you."

REBIRTHING SACRED LAND

Team Philosophy

TEAM FUNCTION

The consult depends upon the effective operation of its basic unit, the team. Within the team, the unique gifts of the local residents, national guardians, international consultants, local (auxiliary) and global ICA staff are blended to provide broad expertise and maximum experience. The values of male and female participation, a cross section of the life phases, and bilingual abilities are also held in making specific team assignments. The function of the team is threefold. First, it releases participation in the effort of the consult. The wedding of various backgrounds and capabilities into the fabric of a team releases a profound catalysis of otherwise latent abilities and insights. The dynamic of the team allows each member to experience himself as an expert primariliy in humaness, and, therefore, to see himself called upon to make a unique contribution to the work at hand. Second, the team is a research taskforce. As such it becomes the eyes, ears, nose, tongue, fingers and legs of the consult. Most of the time the consult is spent in teams or sub-groups of the team doing (1) first hand investigation of sites and reference material, (2) gathering and refining data used in model formation for the morning plenaries. Third, the team is the means by which flexibility is provided within the iron framework of the six-day consult design. Where there is fluctuating participant membership in the consult, the team is the context within which broad orientation can be provided rapidly and effectively thereby engaging newly arriving consultants or visitors in the task.

TEAM OPERATIONS

Each team is assigned to work in one general arena within the social process. While covering the whole social process, the delineation of five arenas (ex. industry, health, housing, etc.,) reflect intuited points of emphasis in relationship to the particular project and the expertise available. Functioning as independent self-supporting units, the teams each develop a common life or mode of operation. Each team decides how to arrange, decor and maintain its space, design its meals and perform the assigned enablement for the total consult. Its various tasks are accomplished by the assignment of its members to particular roles or responsibilities. The small size and familiarity of the team, along with the practical nature of its task, encourage the participation of local residents, to the point of overcoming shyness or language difficulties. By the end of the consult, the teams have become wellintegrated corporate working units. This arrangement affords both a fruitful exchange of information and multiple perspectives in exposing contradictions and proposing new actions. While following the same general set of procedures, each team builds its own plan, using common methods and techniques of research.

Team Philosophy

Within its assigned arena each team works in relation to particular components\see p) of a holding chart created during the first morning plenary. It is on the basis of the number of such components, as well as the expertise resident in the team that smaller working units are assigned. The units are assigned particular tasks with very practical objectives. The results and products of the units are then presented to the whole team for reflection and review. Working as units extends the versatility of the team and the distribution of the team s for community observation.

TEAM RESPONSIBILITY

Continual reflection as a team insures inclusiveness and cohesiveness in the unit work. The team is also responsible for undertaking special auxiliary studies and creating specific designs for its assigned arena. For example, architects may sketch housing designs, educators may outline needed curriculum and farmers may test the soil. Such practical blueprints and models done by units or individuals will be of great value after the consult in implementing the tactics of the project. Finally, the team is responsible throughout the consult for channeling critical insights to other teams in order to insure the utilization of all data uncovered about the community.

LOCAL CONTEXT

If the teams are to be effective, they must have intimate, yet incisive contact with the various social dynamics of the community. Pre-authorization for such contact is crucial. More important is the value that half the team participation be comprised of local residents. Acting as hosts as well as consultants, the provide access to the community and sensitive direction to the work of the team in the field. Bilingual local residents also play an important role in serving as translators thourghout the consult. Likewise, people trained in ICA social methods, familiar with the consult localis, are extremely important. While they must not dictate the content of the consult, indigenous auxiliary personnel, local guardians, and other colleagues are indispensible to its operation.

Morning reporting: During the morning plenary the consult is seated by teams to facilitate data reporting to the whole consult. During these sessions the team is called up n by the plenary leader to prioritize, interpret, and further push its reflections on the d ta represented in its reports. It is important that the team leader has orchestrated the report format and reporting assignments to facilitate the flow and pace of the plenary. Team Check: After the plenarythe team meets to design the focus of its time in the fields and to eat lunch together. Often this requir es refining the specific components of the plenary gestalt to which it has been assigned. It then requires

Team Philosophy

THE TEAM'S DAY

sometime for brainstorming the issues which require consideration and exploration in the field, and for the assignments of smaller units to specific research tasks.
Field Research: Reorganized in smaller units, the team moves to the field to implement the day's plan. At a designated time later in the afternoon units pull back from the field to brainstorm and reflect in preparation for the team reporting at dinner. Evening Reflection: The dinner session provides an opportunity for the units to report the work of the afternoon over dinner and for the team as a whole to reflect and interpret the findings. Frequently scribes will be called upon to elaborate from notes taken during the week in the fields or during interviews and research forays. At this point, pushing for depth reflection becomes most important. This session is an occasion of research, required for a claerly articulated, solidly grounded plenary report the next day.
Report Preparation: Following the meal, the team usually breaks, and outside consultants return to their housing. The outside consultants utilize this time for reflection and refinement of brainstormed data. The data is written into a polished report form and sent to production for the next morning plenary.

METHODS SUPPORT

A vital arena of team enablement is methodological support. A methods consultant is provided in the leadership of each team. this member, who often is also a team leader, works with the unit leadership of the team to eliminate procedural blocks and generally enable the operation of research. The methods consultant provides an unobtrusive support for the flexible informal style of the team's day. His intent is not to teach or train, but to rapidly create a feasible grounded plan of human development for the target community. In addition to the methods consultant, team members who are experienced in social methods can enable the team in two ways. First, they can take responsibility for leading certain workshops and for summarizing the groups' insights in a given arena. Second, they can function as team and unit scribes insuring adequately detailed preparation of team reports and managing the exchange of backup data with other teams.

TEAM LEADERSHIP

The 5 team leaders shape the direction of the entire consult. As those who lead the consultants for the major portion of the consult time, they are responsible for keeping the expertise of the team operating at full speed. They are responsible for the spirit and mood as well as for effective building. Each team is composed of 12-24 people all with expertise in one broad arena. About half are local residents and another third are national and global guardians

TEAM LEADERSHIP

and the remainder are ICA staff members. The team leaders' job is to keep this conglomerate moving rapidly and effectively in their task. He is guided in this by a simple common set of consult team procedures. His concern must be the continual unblocking of expertise and know-how in such a way that it actually and concretely meets the local need. Supporing the team leader are the unit leaders who stand ready to provide momentum and direction in the specific research tasks. Heading the team is as complex as leading the consult. A number of different concerns and values must be orchestrated to provide depth and breadth to the work. These are enumerated on the chart entitled "Team Roles." The team leader provides continuity to team life and judicious guidance to its deliberations. To simplify his task, procedures are simple and straightforward. Sophisticated methods are focussed within the plenary with the total group to minimize time for contexting teams. Simple common procedures are available as well as a clear description of each day's product.

IIID	TEAM ROLES
TEAM LEADER	Responsible for total effective operation Assign leadership of workshops Care for comprehensiveness of investigation Push depth reflection Hold values of practicability, viability, wisdom of recommendations Push exploratory intuition to enlarge thinking Assign subgroups Train unit leaders Care for orchestration of time and space Appoint scribes Lend continuity and direction Care for total participation Set style of consulant not pedagogue Care for translation needs
METHODS CONSULTANT	Provide methods expertise Clarify procedures Troubleshoot methodological blocks
TEAM TRANSLATERS	1. Translate continuously so everyone on team understands all questions & responses (resisting temptation to evaluate data as translate) 2. Enable communication of outside consultants with villagers
LOCAL AUXILIARY	Provide familiarity with village and its residents Provide awareness of local customs, regulations Learn consult leadership methods in detail for replication consults
TEAM SCRIBES	Record all brainstorming and discussion Represent team at post-plenary scribes meeting Record team work on butcher paper for plenaries Provide other teams with relevant helpful data Scribes need to be selected for each unit for recording unit observations
UNIT LEADERS	Lead unit workshops and investigation Function as team leader within context of unit (see list related to team leader) Meet with team leader at end of day for report refining, reflection and planning. Learn consult leadershp. methods in detail.
INTERNATIONAL GUARDIAN	Provide practical expertise from context of globe Develop collegueship with national guardians

TEAM METHODS

BRAINSTROM-ING

Brainstorming is the methodological device most frequently used during the consult. It is employed as early as the first plenary to gather the groups reflections on the time spent in the field. It is a foundational method used by the teams which allows the common wisdom resident in the group to be made available to all. Brainstorming provides the raw data needed for the subsequent refinement steps of the research process. Procedurally, brainstorming involves having each member respond to a common question posed by the group leader who systematically elicits reponses until all available data has been recorded on the chalkboard by the scribe. Sometimes this process is preceded by the individuals listing a certain number of responses to the question on paper before the corporate brainstorming begins; at other times the brainstorm is initiated conversationally. An example of the process is found early in the consult during the vision section. The question is raised, "What are the hopes, dreams, longings, of people in this community?" The question solicits from the group a long list of community hopes based on their observations and experience. It is sometimes helpful to layout elemental principles to the group before beginning brainstorming. The following three principles will help the group to maximize their participation in the process: (I) the function of brainstorming is to get as much data out as quickly as possible (2) organizing the data is the next step so that no time is needed for reflection or analysis intially (3) no answers are invalid - every answer helps to spark the creativity of the group.

Team Methods

GESTALTING

A second procedure often used after brainstorming is gestalting. This process is a fairly simple method of organizing data into coherent, related groups. A long list of disparate variables are quickly "grouped" by asking the question "Which of the elements in this list are related?" Symbols (such as triangles, circles, squares) are used to identify like fragments of data, by placing a symbol next to the top item of the list, and then quickly identifying related data with the same symbol. This throws the focus of the sifting process on the intuitive perceptions of the group rather than on analytical logic. It is a rapid, quickly paced process.

FIELD TRIPS

Field trips are a tool for exposing consultants to the local conditions which are the raw material of the work of the consult. It is also the method for allowing local residents to see their familiar surroundings through another set of eyes. An orientation tour of the area provides the basic input for the first step of the consult procedure. While the consultants visit the community, the local residents answer their questions and point out the unique features and problems of local agriculature, industry, education, health care, community structures, etc.,/ During the week as teams require field data to complete their work, additional trips are planned. Thus, the field trip is an ongoing dynamic of the consult.

OBSERVATION METHOD

The methodology of Field Observation as used in the consult is based upon three fundamental presuppositions. First you are interested in social analysis for the sake of human developmentand, therefore, you are investigating possibilities, not looking for problems. You are asking yourself, "What do I know could be dome here?" If I were absolutely going to transform this place, what would I do? " Second, since human development depends first of all on illuminating insight and, secondly, particular expertise, your most crucial set of eye-glasses for looking is your basic humanness, and your most useful tool, your common sense. Therefore, have a conversation with the local people, not an interview, using an informal, indirect and personable style. Allow yourself to understand what you know by looking. Third, since no one can finally be objective about his own situation the role of the consultant is to bring objectivity to the wisdom of the local people. This is accomplished by first honoring the situation and secondly seeing what the local can not see. You must get underneath the situation and analzye it by asking, Why? Why? Why?

Team Methods

Following are an outline of three basic dynamics of methodology and then a list of "Do's and Don't's" for the field observer.

BASIC DYNAMICS

1. SEE. Where appropriate, walk through the village. Look for basic clues such as the basic appearance of the village, general health and vitality of the people, education, and general (physical and social) mobility of the people.
2. LISTEN. Listen with your third ear to what people say are their concerns. Do not argue. Do not talk back. The local people are the only ones who know about the situation. Listen for the attitude change.
3. REFLECT. What did you see? What did you not see? What are the unique or pervasive elements of the village? What are the underlying concerns of the people? What is the deep pain?
4. STYLE. Dont be an ugly American(Australian, Korean, European, etc.) As an outsider (foreigner) blend. Play an invisible role. Maintain the dignity of distance. Dont stay too long. Your're not after the last hunk of wisdom.

As you are looking at human community as a dynamic with many interrelated parts, it is crucial to look first at the whole and then, secondly, at the parts. Following are a set of broad guidelines for looking at the whole.

GUIDELINES

1. Cover the total geography. Walk the interior geography. Travel its perimeter and take a good look as far as you can see.
2. Cover all arenas of community life.
3. Cover all age groups.
4. Look for the depth human problems.
5. Pay attention to the things that have (inexplicable) significance for the people.

FIELD VISIT SCREEN FOR CHECKING THE PARTICULAR

LOCAL ECONOMY	1. Employment/income agriculture, fishing, industry, service 2. Resources ownership and development--land ownership, land usage, leasing, etc. 3. Basic foods/nutrition/variety, costs 4. Stores--goods availability, distribution, costs, procurement patterns. 5. Fiscal services--savings and loan, credit unions, banking services, credit rates, credit requirements. 6. Spending patterns--% income on food, housing, health, clothing, education, recreation, transportation.
BASIC EDUCATION	1. Schools--availability, costs, requirements. 2. Early education 3. Vocational training 4. Adult training programs 5. Newspaper/radio/T.V. 6. Extension services
LOCAL CUSTOMS	1. Community holidays, vacations, events 2. Local arts 3. Major families 4. Village architecture 5. Local religion, shrines, interfaith relations 6. Sports, recreation, playgrounds
SOCIAL DEVELOPMENT	1. State of the family 2. Community care 3. Community roles, leadership 4. Community organizations and decision-making 5. Elder/youth roles, development 6. Social services-welfare
COMMUNITY SERVICES	1. Medical/health care 2. Transportation 3. Electricity 4. Water, drainage, and sanitation, sewage 5. Housing-ownership, leasing, rehabilitation, new construction 6. Power-cooking, heating, cost, availability

CONSULT WEEK TEAM TIME DESIGN

	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
7	CONSULTANTS ARRIVAL AND ORIENTATION	CONSULT BREAKFAST					TEAM CHECK
8		TEAM CHECK	DAILY PLENARY				UNIT WRITING
9		UNIT RESEARCH					
10							
11							TEAM CHECK
12		TEAM CHECK					CLOSING PLENARY
1		UNIT RESEARCH (SITE VISITS AND WORKSHOPS)					DEPARTURE AND/OR DOCUMENT WRITING PREPARATION
2							
3							
4							
5							
6		TEAM PULL TOGETHER					
7	OPENING PLENARY						
8							
9		UNIT REPORT PREPARATION					
10							

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TEAM DAILY OVERVIEW

Social Demonstration
Consult Trek
7/76

ABSTRACT RATIONALE OF TEAM TASK

WEEK'S VARIATIONS: Tues-Wed-Thurs are days with a common design which establish the basic rhythm of the week. They follow the abstract below. Monday is spent almost entirely in teams and units doing field vists, but from noon on this abstract is followed each day. Friday is different only in that Movement II is accomplished in unit workshops rather than in field visits. Saturday has only three movements, beginning with breakfast.

TEAM CHECK	UNIT RESEARCH	TEAM PULL TOGETHER	REPORT PREPARATION
1. Lunch Reflections	5. Anticipatory Workshop	9. Dinner Meal	13. Data Refinement
2. Context for the Day	6. Field Plan	10. Unit Debriefing	14. Relevance Check
3. Methods Demonstrat'n	7. Site Visits	11. Team Reflection	15. Report Writing
4. Plenary Data Refine.	8. Unit Reflections	12. Data Listing	16. Report Publishing
MOVEMENT I	MOVEMENT II	MOVEMENT III	MOVEMENT IV

ACTUAL TIME OF TEAM TASKS TUES-FRI

MOVEMENT I	MOVEMENT II					MOVEMENT III		MOVEMENT IV	
12:00 Team Lunch & Plenary Review	1:00 Planning Workshop Team & Unit	2:00	3:00	4:00	5:00 Field Visits and/or Unit Workshop	6:00 Team Dinner & Debrief.	7:00 8:00 Team Workshopping	9:00 10:00 Leadership Report Writing	11:00 Typing & Production Preparation
Check	Unit				Research	Team Pull Together		Report Preparation	

Local Adaptation:
Some locales have no electricity or some other situation which call for special plans in order to get the work done. A variation must be created so that teams have a minimum of two working sessions after field visits. These sessions must have adequate lighting. In addition, consultants must have a facility to work in for at least 11/2 more hours to prepare reports. Finally, another hour or two of working time must be anticipated for typing and production and filing scribes notes in preparation for the next days assignment.

DESCRIPTION OF TEAM'S DAY

A. BASIC ELEMENTS

DATA Each team starts the day with an assigned social arena of focus plus specific hunks of data out of the plenary which just preceded their gathering.

TASK Each team has the common set of procedures for the day which revolves around one key step in the consult method.

PRODUCT Each team each day is responsible to come up with a specific published product for the next day's plenary.

B. MORNING PREPARATIONS

REPORT CHECK The teams check in the morning to see that their reports from the previous day are published without error, and that butcher paper displays are hung for the plenary.

PLENARY ASSIGNMENTS As the plenary is beginning the leader of the team assigns the various reporters, scribes, and translators that are needed for the plenary.

TEAM DIALOGUE During the plenary, the team works together in placing items on the board in the emerging gestalt.

DATA EXCHANGE The teams carefully track the various items of data and immediately after the plenary sends one or two representatives to the front to see both that the team's previous work and its new data are properly placed.

C. PROCEDURAL MOVEMENTS

MOVEMENT I: TEAM CHECK The teams gather after the plenary to plan their day.

1. Lunch Reflection - The team eats lunch together beginning with songs and a ritual and doing informal reflection.

2. Context for the Day - The team leader then briefly spins about the teams team's function in the overall process of corporate planning and action.

3. Method Demonstration - The team leader reviews the flow of the consult methodology, and particualryly explains the next step in the method, the teams day and the screen for the field work.

4. Plenary Data Refinement - As soon as the scribes bring the plenary data in it is put up on display for the team to see and is then studied and analyzed further both to familiarize the team with its new subject matter and enable the final refinement.

MOVEMENT II: UNIT RESEARCH After lunch the team breaks into units for the afternoon field work.

1. Anticipatory Workshops: In units the group brainstorms the anticipated results by comparing this with the data it has to work with it plans its investigations to secure further concretion on the items it anticipates, as well as to uncover data on arenas not immediately obvious. Out of this work, the team plans field trips, study and interviews.

7. Site Visits: The units spend the bulk of their day in first hand study and research into their arena. This may consist of walking through a farm, or studying statistics or interviewing residents or just talking among themselves.
8. Unit Reflections: The teams continue an ongoing dialogue sifting the results and impressions they have, attempting to arrive at practical conclusions for the evening. Scribes make notes during this time.

MOVEMENT III: TEAM PULL TOGETHER Usually there is a break between the investigations of the afternoon and the reporting of the evening in which consultants can freshen up, reflect on the day and prepare for the evening. This is also the time when set-up for dinner must occur and plans for the evening workshops be finalized.

9. Dinner Meal: The dinner meal is a sit down affair and usually has a celebrative tone to it. Songs and some kind of opening riteual is employed.
10. Unit Debriefing: Short reports on the days work in the field are shared by each unit.
11. Team Reflection: There follows a period of informal conversation among the total team on the general topics: "What did you see and do?" and "What did you find out?" which is designed to gather raw impressions and get out intuitions before the structured work begins.
12. Data Listing: As a team, the total group brainstorms responses to the basic question (i.e. what is the block) for each hunk of data the team is rsponsible for.

MOVEMENT IV: REPORT PREPARATION Often because of the time or other factors the report preparation is done primarily by outside consultants, but as much as possible local people are encouraged to stay.

13. Data Refinement: At this point the team breaks into units to take the total group brainstorm, and reflect on it and make additions so that it inclusively covers the llenary data and covers all their focused observations.
14. Relevance Check: The data is then evaluated with a series of questions.
15. Report Writing: When the outline of the basic report is clear, the unit divides into subgroups to do writing in the assigned form (i.e. paragraphs, sentences, or phrases). After an initial draft, the work is shared with the unit and critiqued and reworked for inclusiveness and incisevness.

16. Report Publishing: The final version of the work is put on butcher paper for the plenary and also published in extended but identical form for team use. This involves writing on the report forms provided and sending a typist to type the results onto a stencil in both languages.

PRODUCT CHART

		VISION	CONTRADICTION	PROPOSALS	TACTICS	PROGRAMS
BEFORE PLENARY		MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
	BACK UP NOTES	BRAINSTORM	BRAINSTORM of DETERRENTS IRRITANTS & BLOCKS	BRAINSTORM	BRAINSTORM	TACTICS GESTALT PROPOSALS GESTALT CONTRADICTIONS GESTALT VISION GESTALT
	PUBLISHED	PLENARY REPORT 20-30 ELEMENTS OF THE OPERATING VISION	PLENARY REPORT 20 PRIORITIZED CONTRADICTIONS	PLENARY REPORT 6 POINT PROPOSAL	PLENARY REPORT 6-15 BASIC TACTICS	PLENARY REPORT 10-20 ACTUATING PROGRAMS
	BUTCHER PAPER	3-5 Word Phrases	5-8 Word State.	Sentences & 2-3 Word Titles	Sentences & 2-3 Word Titles	Components & Program List
	PRINTED	Phrases & 1 Sent.	5-8 Word Statements	Titles & Sentences &Explanatory Para.	Titles & Sentences & Explanatory Para.	Program List & Components
AFTER PLENARY		TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	PLENARY DATA	Plenary Chart & Team Raw Data Re-List	Plenary Chart & Team Raw Data List	Plenary Chart & Team Raw Data List	Plenary Chart & Team Raw Data List	Plenary Chart & Team Raw Data List
	TEAM CREATION	Team Gestalts Taking each box down to the 4 underneath with raw data listed	Team work naming each subswirl & listing subswirl data and paragraph describing each contradiction	Team 4x4's on each proposal (box) plus paragraph on each proposal	Team subtactics list for each tactic with raw data plus tactics par. for each tactic	Team list of 4 components per program & raw data (tactics, propos., contra., & vision) & plenary data. desc, imp,&comp para: for programs

MONDAY IN THE TEAMS

THE PREPARATION

Monday is the first experience of the consultants in the teams. Packets with assignments are passed out at breakfast and team meeting spaces are assigned. Since there is no plenary, the teams gather immediately after breakfast to begin the day.

CONTEXT FOR WORK

The task for the day is clear. focussing on one practical social arena using the intuitions, impressions, hopes, dreams, needs and visions uncovered during the day to create a list of the objective elements of the latent practical operating social vision of the community. It should be noted that considerable controversy exists on how mucha team should focus on its arena and how much it should focus on the whole. This will be decided in each consult.

DAY'S PROCEDURES

The first meeting of the teams requires time to get acquainted--a few songs; an introductions conversation, sharing names, practical expertise, cities of residence. The team leader will need to spin briefly on the consult itself, the role of the team, his own initial observations, and a tentative recommendation for the way the team might operate during the day in order to give people images of what is meant by field trip. Specific procedures of operation are found on the four pages to follow. AT the conclusion of the day, the leaders need to check briefly afterwards (during the publication if possible) to share data and check on personnel, especially clarifying and making shifts in unit assignments and decor and anticipating practics for the next day. Anticipating the morrow includes making assignments for reporting and scribing and translating in the plenary and going over procedures for the next day making modifications, assigning leaders, etc.

FINAL PRODUCT

The product of this first day in the teams is highly impressionistic--a list of 20-30 elements of the operating vision uncovered during the day stated as nearly as possible in the language of the situation. These elements emerge out of a dialogue between the needs and hopes as they are articulated throughout the day by the local people and the practical possibilities seen by the outside consultants. Thus, the aim of any workshopping or sifting of data is the clarification or objectification of impressions--not their gestalting or interpretation. The elements are not the sum of outside and inside reflections. The elements everge out of this encounter. YOu are after depth, but depth of objectivity on the actual operating vision.

MONDAY IN THE TEAMS

8.30	9.30	12.00	1.00	5.30	6.00	8.30
Team Planning Workshop	Unit Site Visits	Lunch Team Check	Unit Site Visits		Team Dinner & Workshop on Vision Elements	Unit Report Preparation Writing Sentences & Holding Phases
Movement I	Movement II				Movement III	Movement IV

IIID Team Operations

DAILY TEAM PROCEEDURES

MONDAY

MOVEMENT I

	CONTEXTING THE DAY (TEAM)	NOTES
A	INTRODUCTION CONVERSATION 1. Name, city, expertise 2. One thing you know about the community	Firmness on stating the area of expertise is part of building the self-image of being a consultant.
B	CONTEXT FOR THE DAY 1. Consult Dynamic 2. Team function 3. Team operation 4. Field visit 5. Walk through Day 6. Spin on operating vision	(See 6X4 on NEXT PAGE)
C	ANTICIPATORY WORKSHOP 1. What seen so far in our arena already going on? 2. Where else does our arena go on? 3. What other less obvious places?	Note. here the whole team will be drawing upon local knowledge and the Sunday orientation time.
D	FIELD PLAN 1. List possible places to go, people to talk with, data to study 2. Plan to see several places the whole team needs exposure to 3. Discuss appropriate style in the field 4. Divide team into needed number of units andassign a set of visits.	Note. use the wisdom of local consultants in creating the sequence of visits for the units, but try to schedule visits to high priority places first. Dividing into units means choosing a leader for each, assuring a cross-section of consultants and translation ability.

MONDAY TEAM CONTEXT
(USED DURING TEAM CHECK)

6x4

CONSULT DYNAMICS	TEAM FUNCTION	TEAM OPERATION	FIELD VISIT	TALK THRU DAY	SPIN ON METHOD
OBJECTIVITY OF OUTSIDERS	BASIC UNIT OF CONSULT	COMMON LIFE	ONGOING DYNAMIC	BROAD OBSERVATION	EVERY COMM. HAS OPERATING VISION
SUBJECTIVITY OF LOCAL	KEY TO PARTICIPATION	COMMON METHOD	SEE INVESTIGATING POSSIBILITY	SPECIFIC INVESTIGATION	OFTEN IS LATENT/ UNSELFCONSCIOUS
ACTUATION VS PLANNING	RESEARCH TASK FORCE IN ONE AREA	OWN PLAN	LISTEN-CONVERSATn NOT INTERVIEW	UNIT REFLECTION	DREAMS/ YEARNINGS NEEDS/ FRUSTRATION
FUN AND FELLOWHOOD	CHECK POINT FOR COMPREHENSIVE OF WHOLE	AUCILLARY TASKS FOOD SCRIBING DECOR SONG WRITING	REFLECT - ASK WHY?	TEAM WORK-SHOP	VISION-WHAT COMM. DISCERNS IS NEEDED RELATIVE TO FUTURE

IIID Team Operations

DAILY TEAM PROCEEDURES

MONDAY

MOVEMENT II

	INVESTIGATION (UNITS)	NOTES
A	DELINEATE UNIT PLANS 1. Decide various routes 2. Set context for scriging 3. Break into units for practical preparation 4. Unit make assignments for dealing with transportation, food, appoint. 5. Agree on time and place of departur.	
B	FIELD WORK (UNITS) 1. Site visits--get into field as soon as possible 2. Research 3. Interviews 4. Reflection (see Field Trip suggestions)	
C	LUNCH REFLECTION (TEAM) Song_____ Ritual____ (on Behalf of local comm) 1. What did you see that impacted you? 2. What did you find out that impressed? 3. What unique facts? 4. What are some unansw3red questions you have? 5. Delineate units'afternoon plans announcements.	Note. Announce time &place for dinner & evening set-up assignment The team leader needs to use his intuitions to spot any shifts or help needed to make the afternoon visits a happening for each unit
D	FIELD WORK (UNITS) Continue according to plan as in morning allowing break before dinner for brooding.	At the break team leaders need to make assignments to lead various parts of the evening

MONDAY MOVEMENT III

	TEAM PULL TOGETHER	NOTES
A	DINNER MEAL SONGS_____ RITUAL ON BEHALF OF those who have had a vision about the future -Ghandi-	
B	UNIT REPORTS 1. What did you find out about community? 2. What surprised you? 3. What unbelievable discovery did you make?	
C	TEAM REFLECTION What is the most important think you discovered?	
	TEAM WORK (vision brainstorm) 1. Review-what is an operating vision 2. Expand data pushing for objective clarity-what are hopes, dreams, longings of people? 3. Check comprehensiveness; check particularities what read in between the lines in addition?	Questions, continued 4. Read list-ask local people is this vision for Sudtonggan? Note. Use butcher paper for listing 30-50 items

MONDAY MOVEMENT IV

	REPORT PREPARATION	NOTES
A	DATA REFINEMENT (Reduce list to 20-30) 1. Identify and eliminate overlap 2. Clean language to hold profound elements --comprehensiveness -- overlap	Do this with the whole team before break, if possible. Before break from meal ensure plan for collection & filing of scribes notes, & other materials and back up resulting from day's work.
B	UNIT REFLECTION Is this the vision of the people of this community?	Units meet briefly to reflect on the product. The wisdom form this work should be provided in some form to the consultants during the final draft refinement
C	REPORT REFINEMENT 1. State the 20-30 vision elements in one sentence per element 2. Create three-word holding phrase for each element	See. sample vision elements chart
D	REPORT PRODUCTION 1. Type sentences and holding phrases 2. Write holding phrases on butcher paper in English and translation 3. Leaders of teams and units need to clarify team member data, space arrangements, and plenary assignments	Use same format as on following page for stencil and butcher sheet Note. work should be typed on a stencil or master

TEAM V

INDUSTRY

ELEMENTS

VISION

1. Recreational facilities for youth
2. Attract labour intensive industry
3. Lower property rates
4. Youth clubs - later closing times
5. House ownership
6. Development area to attract new industry?
7. Small hospital needed and dental unity
8. Local structure for participation in decision making
9. Restoration of garden allotments (and recreation)?
10. Improve public transport - possible underground system
11. Bigger shopping centre
12. Jobs for mothers - 10 A.M.-3P.M.
13. Need for cinema
14. Reduce vandalism and burglary
15. Family recreational centres (working men club)
16. Beautification programme
17. One building for use of cultural activities (meeting fun)
18. More private housing (query coop)
19. Need for large store, supermarket, department store
20. Release struggle, tensions people feel
21. Shipping - retain shipping services
22. Constructive use of mudschute
23. Community owned vocational training (cars)
24. Job training facilitie
25. Sense of possibility on island
26. Imaged of Isle of Dogs in other parts of London
27. Local structure for participation in decision
28. Constructive use of the docks
29. Local control of the docks
30. Enable Peninsula & Orient to stay
31. Responsive government organization

TUESDAY IN THE TEAMS

PLENARY PREPARATION

Tuesday in the Consult is the day of the first plenary. The plenary design needs careful thinking through by the team leader. Where does the team sit? Who will report for the team? What scribes are needed to keep track of what is happening? (At least two are required--one who keeps careful track of what happens to each item of the team's data for the data exchange and one who scribes the board for the use of the team immediately after the plenary.) Who will translate for the team? Which leader will orchestrate the team's participation in the plenary and which leader will focus his attention on planning what the team will do afterward?

CONTEXT FOR WORK

The moments after the plenary always seem chaotic. A rational chart of the operating vision has been created which did not exist before. It seems shocking to have such a gestalt but at the same time the details of the gestalt are not at all clear. Today the team deals with a new step of the method; yesterday it worked on elements of the vision; today it deals with deterrents, irritants, and blocks to the total operating vision with a particular emphasis on several master components. This must all be untangled and explained to the team as the first step in preparing for the day. While this is going on, the scribes need to be listing on a blackboard or butcher paper, the plenary data beneath each gestalt category for the team's use. This listing should start immediately and then be cleaned when the scribe arrives with the data exchange. A third scribe needs to quickly recopy the whole plenary chart on butcher for the team's use.

DAY's PROCEDURES

The team procedures for the day are held in the four-page tables which detail the method for discerning the deterrents to the practical vision

FINAL PRODUCT

The final product of the day consists of a list of 20 statements and holding phrases describing the blocks to actualizing the operating vision of the community.(see sample)

TUESDAY IN THE TEAMS

12:00	1:00	2:00	6:00	7:00	8:30	11:00
TEAM LUNCH & VISION GESTALT	UNIT WORKSHOP & FIELD PLAN	UNIT FIELD WORK ON IRRITANTS, DETERRENTS & BLOCKS TO THE VISION	TEAM DINNER & DEBRIEFING	TEAM WORKSHOP 20 contradictions	TEAM REPORT PREPARAT'N writing contrad. sentences holding phrases	TYPED PRODUCT
MOVEMENT I	MOVEMENT II		MOVEMENT III		MOVEMENT IV	

TUESDAY MOVEMENT I

	CONTEXTING THE DAY (TEAM)	NOTES
A	LUNCH REFLECTIONS SONG_____ RITUAL_____ Where have you seen local man shaping the future? (share stories)	Remember to introduce any new people, and be sure they are assigned to a unit.
B	CONTEXT FOR THE DAY Leader's spin to focus the team: "The function of the team in consensus making": 1. Broad observation 2. Embodies varied perspectives 3. Opens dialogue 4. Makes decisions representationally for the whole	Note: Use illustrations from the vision plenary on how the teams played these functions.
C	METHOD DEMONSTRATION A. Rehearse methods flow B. Emphasize location of blocks to vision as task: 1. second step 2. objective 3. sociolog. reality 4. actually present C. Discuss how to locate the contrad. (use banana peel illustration)	Note: Today the task is to discern the irritants, the deterrents to vision actualization. The contradictions are formed in the plenary on Wednesday. BANANA PEEL ILLUSTRATION: I slip--I'm irritated, because Banana peel deters me, because Monkey in tree blocks my safe trav el'cause Zoo gate left open: Contradiction: the city's security system
D	DATA GESTALT 1. Walk through assigned data 2. Take gestalt down one level 3. Exchange misplaced data 4. Send gestalt to coordination	Note: Begin this section by looking at the copy of the operating vision chart the team scribes have copied from the plenary. Describe the relationships between the data revealed by its placement on the chart.

TUESDAY MOVEMENT II

	INVESTIGATING THE CONTRADICTIONS (UNIT)	NOTE
A	ANTICIPATORY WORKSHOP (unit or team) 1. What's currently going on in relation to this arena? 2. What social forms operative? 3. What sense are lacks, problems here? 4. Why? How so? 5. Where go to find out? (rel. to above)	Write questions on board and assign units to each component
B	FIELD PLAN (Team & units) 1. Organize places, people, data listed from #5 above and assign to units for comprehensive coverage 2. Determine routes 3. Assign subgroups if necessary 4. Practical arrangements	Note: where you and community are irritated relative to assigned arenas. Where do you sense the community says it is deterred? Look behind for blocks, depth, problems. Key Question: WHY?
C	FIELD WORK (units) site visits research interviews conversation	Note: review the field visit context again for those who are new and as reminder to rest of necessary style for on-site visit.
D	UNIT REFLECTIONS Before breaking, briefly chat about what was learned relative to underlying blocks to the Operating Vision	

TUESDAY MOVEMENT III

	COLLECTING THE DATA	NOTES
A	DINNER MEAL SONGS _____ RITUAL on behalf of those who dared to live in the tension of the vision and blocks (MLK, for example)	Alert scribes to take notes on debriefing.
B	UNIT DEBRIEFING (team) 1. Units repot on what did you do? 2. What did you find out?	Encourage stories of the day keeping in mind that unintentional comments or mis-placed humor can inadvertently insult local participants.
C	TEAM REFLECTION Where did you encounter social pain?	
D	DATA LISTING 1. Review what is a contradiction 2. LIst for each unit's assigned vision column: irritants, deterrents, blocks 3. Expand data (all) for additional blocks from whole team. (30-40 factors for each component)	Key Question What is the block? How is that a block to _____? --Objective --Sociological --Block to vision

IIID Team Operation

DAILY TEAM PROCEDURES

TUESDAY

MOVEMENT IV

	PREPARING THE REPORT (TEAM)	NOTES
A	DATA REFINEMENT 1. Locate blocking factors to whole vision manifest in selected items in data lists. 2. Locate additional blocks in list which significantly deter vision (get 20 items)	Ask: What have we overlooked? Where has obv ious escaped our eyes?
B	RELEVANCE CHECK (For each item:) 1. Is this an objective, sociological factor? 2. How is it blocking the vision? 3. Which are the main priorities? lesser?	Be sure each item is clear. An objective social factor actually is present in situation blocking attempts to actualize the vision.
C	REPORT WRITING 1. State the blocking factors in 20 sentences in order of the most crucial to the least crucial. 2. Create 3-word holding phrase for each statement.	After the sentences have been written and prioritized, push them for authenticity as preparation for Wednesday's plenary.
D	REPORT PRODUCTION 1. Type sentences and holding phrases on stencil. 2. Write holding phrases on butcher paper (English and Translation)	(example) Community Services Contradictions Team IV

Title	Holding Phrase
1. 2. 3. 4. etc..	

CONTRADICTIONS

S.D. H.D.P.

COMMUNITY SERVICES

Contradictions Team IV

	TITLE	HOLDING PHRASE
1	Non-informative Communication Systems	Present communication systems on the Island inadequately inform residents of available services.
2	Low Income Concentration Trend	The assignment of "problem families" by the G.L.C. to the Island increases the economic instability.
3	Costly Alternative Transport tion	Alternative means of transportation are excessively expensive.
4	Inadequat Leisure Facilities	There are limited leisure and recreational opportunities on the Island for all age groups.
5	Official D cisions without Consultation	Bureaucratic decisions of official agencies proceed without adequate local input.
6	"Make-do" Stance	Prevailing stance preserves an inadequate consumer situation.
7	Negative Image Discourages Investment	The image held, on and off the island, discourages investment.
8	Inadequate Public Transportation Service	Public transportation is deemed inadequate in terms of cost, scheduling and "attitude" of the bus drivers
9	Lack Isle Community Council	The Island is virtually without any form of local community government.
10	Uncomprehensive Costly Consumer Services	There is little variety and price competition among local merchants.
11	Inadequate Cross-Isle Access	Limited cross-Isle access fragments the society.
12	People Victimised by Vandalism	Wanton property damage and increasing fear of personal danger limit activity of Island populace.
13	No Isle of Dogs Newspaper	There is no news coverage of the activities and announcement of special events and community services
14	Unresponsive Public Authorities	Public authorities are slow to respond to changing community needs.
15	Inadequate Medical/ Emergency Service	It is difficult to obtain medical prescription or ambulance service 24 hours a day.
16	Defensive Marketing	Economic insecurity of shopkeepers leads to defensive attitudes and practices of marketing.
17	Old-New Residents Tension	Disparity of life style between old and new residents of Isle leads to mutual suspicion.
18	Inadequate Commercial Road System	Present roads incapable of handling commercial vehicles & PLA roads & RR unused by lorries for hauling goods.

WEDNESDAY IN THE TEAMS

PLENARY PREPARATION

Wednesday in the teams is a relatively easy day. Team membership has stabilized and the team has learned to function together. The amount of data to work with is still relatively small. Though the plenary is hard in terms of the push to get the underlying contradictions, the breakthrough of the result in itself usually produces a spurt of motivity in the consultants.

CONTEXT FOR WORK

The task of the day id to build a single proposal complex of 5 or 6 parts for each contradiction, which meets the following criteria:

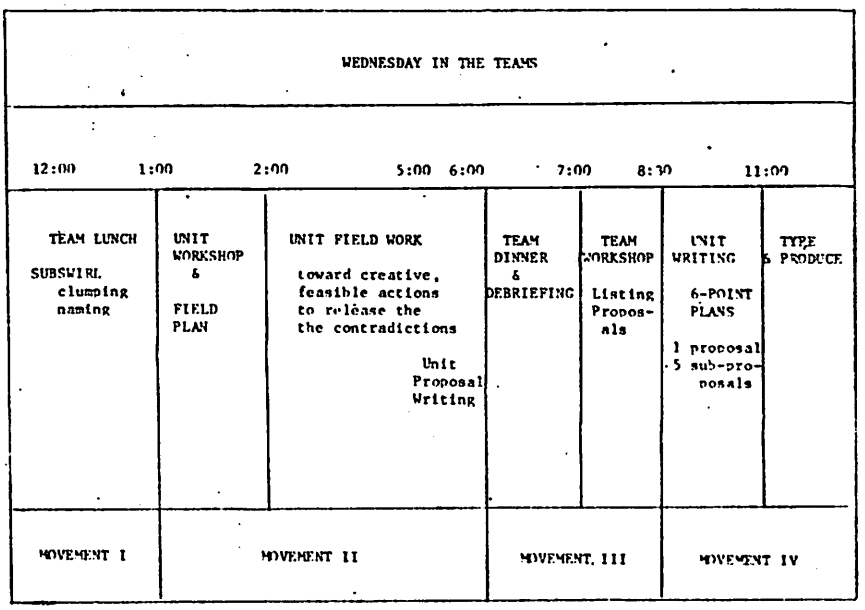
First, it promises to strike at the heart of the contradiction and thus deal with the depth blockage that is present;
Second, it is designed, in its various components, as a complex entity which addresses all the aspects and manifestations of the contradictions;
Third, it is a feasible plan of action, specific yet not gimmicky, broad yet not abstract or platitudinous;
Fourth, it represents a responsible decision for dealing with the contradiction and not simply an elaboration of alternatives;
Fifth, it represents a clear focused 5 or 6 point plan and not a conglomerate of many disrelated actions.
Sixth, it combines direct and indirect strategic approaches to the contradiction in a way that makes plain that it is dealing with a concrete social reality and not an abstract problem or kind of goal.

TEAM PROCEDURES

The team proceedures for the day are held in the four-page tables which detail the method for creating proposals to strike at the heart of the contradictions.

FINAL PRODUCT

The teams product of the day consists of one complex proposal (i.e. a proposal with 4 or 5 sub-proposals) for each contradiction which it is assinged. THAT MEANS each unit produces only one complex proposal. In the proceedures this is referred to as the six point plan and is in the form of 5 or 6 paragraphs per unit. These are typed and printed on a plenary wall form.



DAILY TEAM PROCEDURES

Wednesday — Movement I

	CONTEXTING THE DAY (TEAM)	NOTES
A	Lunch Reflections 1. Singing 2. Ritual 3. What is the one practical thing you would like to get done in this comminity?	
B	Context for the Day: "Function of Team as Motivity Catalyst" 1. expand interior space (globality) 2. foreshorten interior time (singing) 3. intensify being (radical knowing and doing)	
C	Plenary Data Refinment: 1. Review contradictions chart 2. Walk through assigned data relative to matrix BY UNITS 3. Clump and name subswirls quickly 4. Rename contradiction 5. Assign person to write holding paragraph	Demonstrate on one. Divide within the team without dispersing. For description of clumping and subswirling see method section of textbook.
D	Method Demonstration: 1. Revue w5 step consult method 2. Highlight today's key step, PROPOSALS 3. Put up team's whole time lin for the day and indicate the final product. 4. Spin on research screen for Field Visit a. What practical resolutions b. Arenas of action c. aim at contradiction indirectly d. creative moves- imaginally exciting	Proposals: Not a goal, stikes at heart, is a decision, feasible, several focused aspects, direct and indirect approaches addressing multiple manifestations of contradiction ASK: What were some of the great social proposals in history? (free public education)

DAILY TEAM PROCEDURES

Wednesday — Movement II

	INVESTIGATING THE PROPOSALS (UNIT)	NOTES
A	Anticipatory Workshop: (begin in unit or team) 1. Where might we go to see or learn manifestations of contradiction? 2. Where would we go to see successful and unsuccessful attempts to deal with contradictions? 3. What other ways do you sense this could be moved on ? 4. Where would we learn about it?	Be sure your questions are creating anticipation not theoretical clarity
B	Field Plan: 1. Organize places,people, data sources listed and assign to units. 2. Determine routes 3. Assign sub-groups 4. Practical arrangements	Get on road as quickly as possible in order that there is time for the after noon workshop, but emphasize that this is only apartial afternoon feild visit- a chanceto go back to a location you sense is key or pick up something missed and that the pull together before dinner is crucial.
C	Field Work: 1. Site Visits 2. Interviews 3. Research 4. Model creation	This is the third day of field work so increasing perception should be expected and enabled
D	Unit Reflections: (one hour) Pull back as unit and get out a list of tenative proposals for dealing with contradiction.	It is important to make the dinner debriefing come off powerfully and requires the team gather in an atmosphere conducive to workshopping and move quickly.

DAILY TEAM PROCEDURES

Wednesday — Movement III

	COLLECTING THE DATA (TEAM)	NOTES
A	Dinner Meal: Singing_____ Ritual on behalf of the great proposal writers	Inject some discontinuity into the meal singing with new songs, small groups or instrumental accompaniments
B	Unit De-briefing: By units report on the accomplishments of the afternoon.	Remind scribes to take notes Reports should be brief and consise. You are interested in the pertinent information, not all of the detail.
C	Team Reflection: 1. What new aspects of the community were uncovered? 2. What new insights about its residents?	
	Data Listing: FOR EACH CONTRADICTION: 1. Review what is a proposal. 2. Read the contradiction paragraph aloud. What aspects easiest/hardest to deal with? 3. Hear units initial proposals 4. Expand data. Ask for suggestions from the rest of the group. 5. Discuss the relevance of several proposals. Will it work/won't work? 6. Break into units.	The time here depends on how many contradictions the team has to work with. Move rapidly to #4, in order to gather as much data as possible. Make sure unit scribes get notes Push at the things that might be done to get at the heart of the contrad'tion.

DAILY TEAM PROCEDURES

Wednesday — Movement IV

	PREPARING THE REPORT (Consultants)	NOTES
A	Unit Work: 1. Short course on ricochet principal and indirection. 2. Each person build a six point plan. 3. 3people report, discussing briefly 4. Pull the 3 into one.	Ask for some indirect, unexpected or wild proposals for dealing with the contradictions
B	Unit Reflection: 1. Does this strike at heart? 2. Is it comprehensive? 3. What's left out? 4. Is this feasible? focused? a decision? not alternatives? 5. Can you articulate the basic or key proposal in one sentence?	The liberal temptation is not to decide - to include all of the ideas somehow. Units must be encouraged to decide between the available possibilities which they propose and then expand its sub-points
C	Report Refinement: 1. Draw into one proposal complex with a major and 4 or 5 minor proposals 2. Write holding paragraphs for each major proposal and minor proposals 3. Create 2-3 word holding phrases or title for the overall and for each paragraph.	IN WRITING THE PARAGRAPHS: Let the first sentence in each state the proposal and additional sentences describe and specify detailed aspects.
D	Report Production: 1. Type proposal paragraphs and holding phrases on a stencil. 2. Write first sentence of each paragraph and the two word holding phrases on butcher paper. 3. Take stencils to production 4. File Scribes Notes	PROPOSAL FORM: "The (first) proposal for dealing with the contradiction is _____." (may be followed by other descriptive sentences)

I.O.D. CONSUMER SERVICES TEAM IV

(Proposals)

ISLE SHOPPING.

We propose a programme to re- image Isle Shopping facilities and merchants. A plan would be created to encourage attractive windows and displays along with larger mall decor. New services such as short term child care and home delivery to elderly would be provided, and inovative advertising schemes would be initiated.

ADVICE CENTRE	We propose the creation of sonsumer advisory service. This would provide information on shopping services to I.o.D residents. It would also conduct surveys of consumer needs, give consumer protection i.e. Legal advice in dealing with complaints, Issues shopping leaflets of retailers goods and prices and offers advisory assistance to retailers in marketing.
SHOPKEEPERS ASSOCIATION	An IoD shopkeepers Association will be iniated. Such an orginisation could provide increased opportunities for Bulk Buying, improved marketing techniques and broadened customer services i.e. home delivery. This action would encourage local buying and retain capital turnover on the island.
MARKET GARDEN	We propose a vegetable and Flower Farm on the Mud Chute. This would mean the avalability of the produce to be marketed locally and in City Markets. Such a farm would utilise local labour and all possible forms of selling and transport. eg. the River
WHOLESALE WAREHOUSE	We propose to establish a wholesale business in a warehouse on the Isle of Dogs. The importance would be a faster goods delivery sefvice and a good variety of goods. By buying goods in volume and utilising storage services there would be a chance for good competitive shopping. The flex ibility of the wholesale warehouse seems important in coo-dination with a flourishing market and for the demands and needs of the consumer.

THURSDAY IN THE TEAMS

OVERVIEW OF THE DAY

On Thursday, the total consult will do a cross-gestalt in order to arrive at the practical proposals for the comprehensive development project. These will be organized tentatively to the level of basic proposals (boxes in each column) in the plenary to give hard data for the writing of the tactics. The move from proposals to tactical systems shifts the consult from the realm of potentiality solidly into the realm of implementation.

CONTEXT FOR WORK

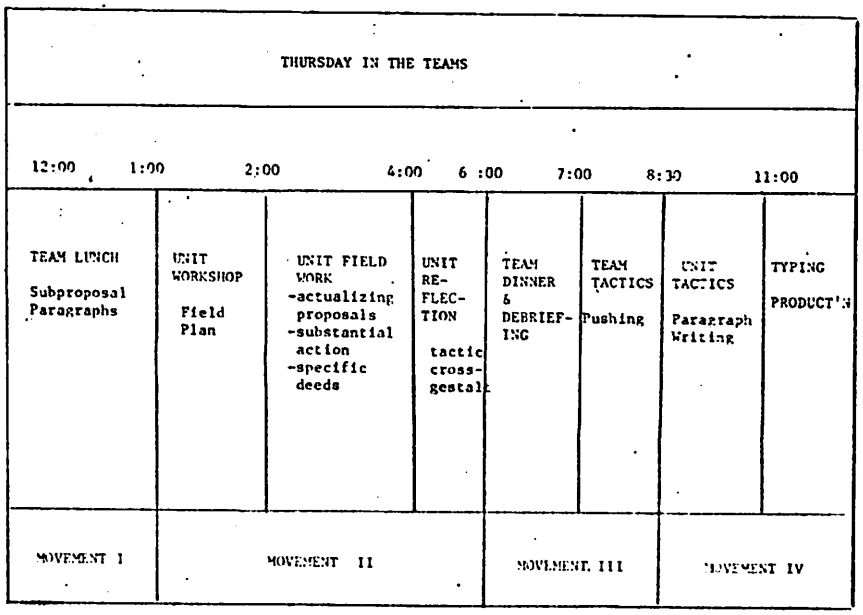
The task of the day is to invent the complex interrelated set of discrete practical acts required to actualize the given inclusive set of proposals. The teams will delineate 6-15 substantial tactics for each basic proposal. To do this, the teams work will be focussed in units building tactics all afternoon. Field trips are absolutely necessary not for further first impressions, but to determine actual tasks and real specifications. Before dinner, each unit in the team will pull together their recommended set of tactics for each proposal on a large sheet of butcher paper for presentation to the team at dinner.

DAY'S PROCEDURES

The team procedures for the day are held in the four page tables which detail the method for determining tactics for actualizing the proposals.

FINAL PRODUCT

The team's products for the day are 6-15 basic tactics for each proposal box of the plenary chart that the team was assigned to write on. It produces a butcher paper chart for each proposal with these 6-15 tactics listed with a 2-3 word title and sentence for each.



IIID Team Operations — DAILY TEAM PROCEDURES

THURSDAY — MOVEMENT I

	CONTEXTING THE DAY (TEAM)	NOTES
A	LUNCH REFLECTIONS SONGS_____ RITUAL_____ What practical resources (articles, books, models, lists, designs) would you want available here to implement proposals.	
B	CONTEXT FOR DAY "Corporateness of Team" 1. Power of corporate expertise 2. Power of engagement of everyone 3. P ower of experience 4. Power of wiring different minds together	**tactics are "do-able" actions which bring about the proposal EX: Adult Re-education is a proposal which the tactic of night classes , not village electrification whould help accomplish.
C	METHODS DEMONSTRATION 1. Review basic consult method 2. Note that today's focus is tactics** 3. Discuss timeline and final product of the day 4. Review field guidelines*	*FIELD GUIDELINES 1. Look for data under each of the four sub-proposals 2. Focus on what is necessary for a ctualizing proposals 3. Avoid making new proposals 4. Avoid dealing with steps 5. Get at substance of action not the process 6. Be very specific
D	PLENARY DATA REFINEMENT (team) 1. Review plenary proposal chart 2. Announce number of proposals assigned to team and divide into equivilant number of subgroups 3. By subgroups (one per proposal) -walk through assigned data -determine four subproposals -determine four components of each sub as data allows(put on butcher pap 4. Assign one person to write pa ragraphs	5.(cont.) Gather as a team and review units' 4 x 4's Note: It is important that you have 4 sub-proposals for each proposal so you know what is involved in proposals you are building tactics Send 4 x 4's and paragraphs for each proposal to coordinator

IIID Team Operation — DAILY TEAM PROCEDURES

THURSDAY — MOVEMENT II

	TACTIC INVESTIGATION (SUB-GROUPS)	NOTES
A	ANTICIPATORY WORKSHOP (team or subgroups) 1. Look at 4 x 4 of assigned proposal 2. List obvious substantial tasks needed to actualize proposal 3. Discuss where it is unclear as to what is neede for actualization 4. Tal about what concrete details need to be researched in field this day.	
B	FIELD PLAN (unit) 1. Plan necessary study and investigation in the field. 2. Make specific assignments for specific data to be gathered. 3. Make practical arrangements. 4. Make firm agreement to meet back for afternoon workshop on tactics.	For best use of this 2 hour field time, anticipate the actions which are going to be needed and use this time to locate infor on the how to, i.e. make measurements, do pricing, etc. In this way the proposals can be reality tested.
C	SITE VISITS Through visits as necessary, interview and model building, get out specific designs, materials, actions which answer questions: WHAT, HOW, WHERE, HOW MUCH, WHO, WHEN to actualize the assigned proposals.	Hint: Avoid thinking up new proposals or dealing with steps (re. one elementary part of a sequential list of steps) You are after the substance of what must be done, not the process of doing it. You are also out to gather specific designs and materials actual quantities, specific actions and tasks.
D	UNIT REFLECTION (unit) 1. Brainstorm lists of tasks for each sub-proposal. 2. Distill the lists to 5-8 substantial tasks necessary to actualize each of the four sub-proposals of the assigned proposal. 3. pull 5-15 substantial tactics from the four lists through an intuitive cross gestalt. (do this as individuals)	Hear the work of one individual. 4. (continued) Discuss this approach and then get several other individual lists out. 5. Isolate those substantial acts which show up as necessary. List them. 6. Add to these other required tasks. 7. Give each tactic a 3-5 word title stating the tactical action. 8. Write a long sentence giving details (specifications of each tactic. 9. Put the 5-15 titles and sent. on but. paper.

IIID Team Operations — DAILY TEAM PROCEDURES

THURSDAY — MOVEMENT III

	COLLECTING THE DATA (TEAM)	NOTES
A	DINNER MEAL SONGS RITUAL on behalf of those who dare to concretize the direction of his ory	
B	UNIT DEBRIEFING Reports from subgroups on afternoon field work.	
C	TEAM REFLECTION 1. What did you learn about forging tactics? 2. What guidelines would you suggest in tactics building?	
D	TEAM CRITIQUE For each basic proposal 1. Read paragraph aloud; review 4x4 2. Report tactics by proposal- read lists and sentences 3. Have the team critique each tactics group for practicality, applicability substantiality, and inclusiveness 4. Expand data. What other jobs are necessary to actualize the proposal? 5. Check relevance	Tactics critique questions: Practicality: do-able, not a propo? Applicability: necessary & relevant? Substantility: Substantial not abstract or steps? Inclusivness: Anything left out? Notes on expanding data: Is possible for 4x4 elements to become tactics ; if it takes only 1 man 1 day to accomplish a tactic, that tactic should join another.

IIID Team Operations DAILY TEAM PROCEDURES

THURSDAY MOVEMENT IV

	PREPARING THE REPORT	NOTES
A	DATA REFINEMENT (tactics subgroup) 1. Clean basic tactics incorporating team insights. 2. Decide on the 6-15 basic tactics	You should have a page with notes from the previous discussion for each set of tactics.
B	RELEVANCE RECHECK Check again for: -practicality -applicability -substantiality -inclusiveness	In the recheck you are very close to the final list--it may be that a wording shift is all that's required to redeem the intuition behind an unacceptable tactic.
C	REPORT REFINEMENT 1. Draw into final 6-15 item list 2. Create two word (adj.-noun) title 3. Write inclusive tactical paragraphs for each tactic. Sentence is topic sentence which describes the tactic generally, the other sent. describe subtactical requirements and practical specifications of tactic. 4. Exchange paragraphs between units to check forcohesiveness.	The purpose of holding paragraphs is to get as much practical thought and data down on paper as possible The paragraph writing should be an expansion of the sentences written before dinner.
D	REPORT PRODUCTION 1. For each final list of tactics type page with two word titles and topic sentences. 2. Fill in butcher paper chart with identical titles (in both lang's) and sentences for plenary 3. Label the tactics paragraphs in separate file folders 4. take work to production group	Team TACTICAL ARENAS TITLE / SENTENCE 1. 2. 3. 4. 5.

IofDIIDP — COMMUNITY IMPROVEMENT PROJECT — Team III

Tactical Arenas

Survey	1.	Survey un-used land	Consult appropriate authorities and prepare report and plan to show existing land use.
Plan-ing	2.	Create development of 'mudchute'	Develop the 'mudchute' incorporating allotment gardens, advertise playground and natural park area.
Instant	3.	Create Instant Mini-Park	Create an instant mini-park in an unused plot of ground being held for future use over a Saturday or Sunday.
Signs	4.	Tree Planting Day	Involve the community in planting and maintaining suitable trees on a specific day.
	5.	Scenic Cross Walk	Engage neighbourhood people in a task force to transform the public cross-walk into a scenic view dock walk.
Decor	6.	Wall Mural Competition	Hold a mural design competition by artists and art students living on the IofD to be painted on walls around Isle.
Com-peti-tion	7.	Estate Cleanup/Decor Competition	Hold an Estate Cleanup/Decor Competition which would enable people living in estates to join together to care for their building.
Ongoing	8.	Fund Raising	Investigate the possibility of obtaining funds from local authorities, P.L.A. or private sources.
Pro-jects	9.	Clean Up Campaign	To organise a clean up campaign on the basis of involving everyone to participate in clearing buildings of dirt & filth.
	10	Provide Litter Bins	Litter bins will be provided & placed in public areas.
	11	Emergency Repair Service	Form community action group to carry out emergency repairs for elderly or handicapped persons.

FRIDAY IN THE TEAMS

PLENARY PREPARATION

The morning will be spent working in a plenary session to articulate the tactical systems necessary for the community. This will involve organizaing 250 or more tactics into a single system of 25-35 primary tactics. The amount of data involved in this plenary requires a different kind of participation by the group mind than has been needed before. We will sit by teams but work primarily as subgroups within the teams, each focusing on one particular proposal and the tactics listed beneath it. This means that to cover all the work we will be assigned to work with material which someone else created. The purpose of this is to bring maximumobjectivity to the corporate mind. Detailed instructions will be given step by step as the plenary procedes. A cross-gestalt will be made by the whole consult. At the conclusion of the plenary teams will be assigned to write up the basic tactics which emerged out of the cross-gestalt.

CONTEXT FOR WORK

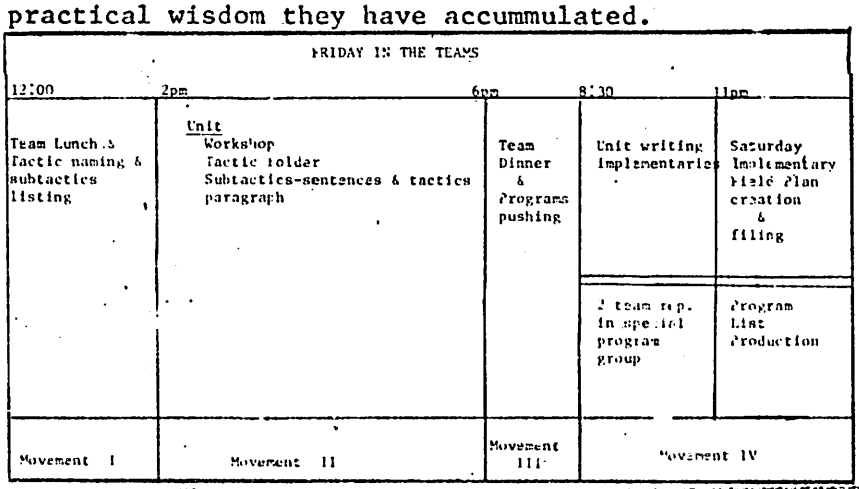
The period running from the end of the plenary on Friday until the closing plenary at noon on Saturday is generally conceived a s a single block of time with two jobs to be accomplished.The first job is to transpose the tactical actions into a coordinated tactical system of 25-35 basic tactics, working with the paramount tactics discerned in the plenary, and to write paragraphs on each one. The second task is to do an initial job of discerning the actuation programs for the total project. This task begins with a team brainstorm around the evening meal and is continued by a special group composed of two representatives from each team.

DAY'S PROCEDURES

The procedures for the day are held in four-page tables which detail the method for focussing the tactics, and obtaining detailed data for writing about them. In movement IV the procedures split the task into two sections, one of which details the remaining work on the tactics and the other explains the initial program work.

FINAL PRODUCT

By Friday night the special group comes up with 10-12 programs by title on a butcher paper. Throughout Friday and Saturday the units work on fleshing out the tactics. Each basic tactic will be named and a 150-300 word holding paragraph will be written describing the subtactics for each basic tactic in the form of one sentence per subtactic. The team will also write implemental paragraphs for each subtactic which explain in clear prose the why, where, what, and how of the subtactics. This writing gives the consultants the opportunity to put down in a systematic form the practical wisdom they have accummulated.



FRIDAY IN THE TEAMS

CONTEXT FOR DEVELOPING TACTICS AND SUBTACTICS

The result of the tactics plenary is an initial holding chart--the first attempt at the rational rendering of hundreds of pieces of raw data-which, in refined form is published as Plate 4 of the Consult Summary Statement. The plenary holding chart is typically comprised of 28-35 basic tactics, the particularization of which is part of the task of the teams for the duration of the Consult. It is important to remember that the word or phrase given to each tactic in the plenary chart is a holding image which represents the initial grasp of new reality discerned by the corporate mind of the consult as the necessary action for social change in a particular community. The basic tactics at this point are held in the form of words or phrases like "Food Crops," "Symbols," or "Business Support" and serve primarily to imaginally capture the intuited thrust of the many items of back-up, cross-gestalted into each basic tactic emerging from the work of the plenary.

The task of the teams at this point is to concretely articulate the unique dynamic-or tactical action-called for by each of the team's work of the previous day (as represented in the raw data which has coagulated to forge the necessary tactical directions revealed in the cross-gestalt). The task, of identifying the tactics and sub-tactics however, is more than a simple organization of the raw data related to a particular phrase on the plenary chart. It is, rather the task of cutting the diamond from the rough. The task requires an understanding of the groupings of original data as the initial insights which reflect a glimpse of the profound action of the tactics. This process requires the team to move beyond this glimpse to grasp hold of both the idea and the language of the new dynamic reality brought forth from the cross-gestalt process. Here the challenge for the team is one of both concept and language. The method whereby the new reality is perceived or conceptualized must allow for a leap of consciousness which breaks through the linguistic forms in which the raw data intuitions have been expressed. The challenge of this task cannot be underestimated, for it is the practical exercise of giving shape to a new symbology. The profound burden of this step in the Consult method lies in the fact that it determines the nature and direction of implementation, and therefore, of social change. It is here that futuric local actuation is given both substance and form.

A helpful way to begin the process of articulating tactics and sub-tactics is for the team to understand its task as one of clarifying and naming the new dynamic creation revealed in the plenary. A brief statement can adequately set this context.

The product called for on Friday is in two parts: paragraphs describing in detail the sets of tactics assigned to each team, and an initial list of programs, by title.

Writing the tactics summary paragraphs is easy. The major value is maintaining high precision and accuracy in naming and describing the specific required subtactics for each tactic. Gather the raw data slips belonging to each assigned tactic and paste them neatly on a single piece of paper putting the tactic title at the top. While this is being completed read and artform a tactics paragraph from one of the documents. Then context the group on what a subtactic is (a thing to do) and ask them to listen to another paragraph and jot down all the subtactics they hear. Read the paragraph then ask several team members to list the subtactics they heard. Discuss this exercise, then read the subs listed on the subtactics chart. Discuss the criteria for discerning a subtactic. Then read the raw data sentences gestalted into a tactic as though they were a paragraph. While you read, have team members listen and list the subtactics they hear. After the reading discuss and consense on the subtactics in a given tactic. Give each a 2 word (adjective plus noun) title. Note any subtactics which do not seem to fit the title. Repeat this process until you have named subs for each assigned tactic. Then describe the next step in the process. This involves building a backup folder for each subtactic inside a folder for each tactic, then reviewing that data and writing a lengthy precise descriptive sentence for each sub. The kernel of this sentence should be "A model house will be constructed." or "(name of sub) will be (action)." Modifiers and clauses should be added to the kernel to ensure that all necessary specifications are indicated. The paragraphs written on Thursday are the basic material here. If you find extra subtactics in the backup paragraphs, however, feel free to add them to the paragraph. When the subtactic sentences for a tactic have all been written, discuss and write an overall intent and descriptive sentence for the total tactic. Then rewrite the tactic paragraph for language and flow. These paragraphs should be typed and read aloud and critiqued at dinner, then rewritten and typed to be handed in.

Meanwhile the bulk of the team will begin work on the subtactical implimentals for each tactic. This involves reorganizing all the backup to each subtactic according to what why how where and other specific data and writing up clear specific recommendations on each subtactic. Where there are holes in the research additional field visits and investigations will need to be made. Where no consensus has been reached, indicate remaining issues to be solved. Provide equipment and supply lists and also cost estimates where possible.

DAILY TEAM PROCEDURES

Friday — Movement I

	TEAM CHECK (TEAM)	NOTES
A	Lunch Reflections: 1. Singing_____ 2. Ritual_____	The team will need to have large proposal and tactics charts before them for reference-- if not already done have someone do them now. Also, bring copies of Maliwada Tactic #35 for passing out to team
B	Context for the Day: 1. Leader does spin on naming tactics and subtactics. 2. Next pass out and art form "Maliwada Tactic #35" a. What did you hear? b. What concretions are present? c. What activity do you see going on? d. What did you find out about the form of writing subtactic? e. What is the relationship of subtactics and tactics?	There is a fine detailed backup document on naming tactics and determining sub-tactics. Use this to create a brief context for the team on the work of movement I.
C	Plenary Data Reflection: (for each tactic) 1. Gather all raw data gestalted into the basic tactic onto one sheet of paper. 2. Read aloud the data bits. 3. "In the context of all that we now know about this community and in relation to the general arena of (paratactic), What is this data pointing to as the required tactical action for future change?" 4. Give basic tactic four word title (gerund--adj.--adj.--noun)	This first phase of the method is more than an academic exercise. It sets the context for accurately discerning the subtactics, suggested by but rarely revealed in the raw data. There is a minor difference between "enlarging available consultative services (Fifth City #13)" and "Providing systematic consult service(oombulguri #13)", yet the distinction is significant and affects the accuracy of the subtactic discerned. This same care in crucial.
D	Subtactics Listing: 1. Illustrate form of subtatics 2. Re-read raw data and ask "What are subtactics suggested?" Have individuals list answers. 3. Get Total list out and using "subtactis Refinement Sreen" (next page) check and refine list. 4. Give each a 2 word title (adj---noun) 5. Now discuss the intent and significance of the whole tactic. 6. Take any inconsistant data to other teams	Rehearse that you are not out to list all possible subtactics but rather those that are sufficient and necessary to allow the change that will catalyze human development in the local community. Refer to Maliwada #35 for illustration that a) substantial acts working together effect dynamic of basic tactic, and b) are expressed in form of adj. and noun which point to a entity that will be created, transformed or altered in implementation.

TO CHECK FOR:	ASK THE QUESTION:	IN ORDER TO:
Inclusiveness	Have the insights held in the raw data been honored?	Honor the wisdom of the whole Consult
Sufficiency	Are these subtactics enough to get the tactic done?	Check sufficiency and identify gaps
Substantiality	Are they practical and concrete?	Eliminate abstraction
	Do they hold possibility of ongoing substantial action?	Reveal viability of implementation
Effectivity	Will they work?	Force anticipation of realistic implementation
Feasibility	Are they appropriate to this local social reality?	Checks relevance
Necessity	Are they necessary relative to the community's future?	Eliminates unnecessary effort
Implementaries	Do they answer the questions <u>how</u>, <u>when</u>, <u>where</u>, <u>by whom</u> rather than <u>what</u>?	Eliminates implementary procedures
Overlap	Are two or more pointing to the same thing?	Eliminate duplication
Language	Are they held in 2 word phrases that grasp the catalytic dynamic called for?	Demand creative imaginal grasp of the new reality perceived.

DAILY TEAM PROCEDURES

Friday — Movement II

	UNIT INVESTIGATIONS (UNITS)	NOTES
A	Backup Review: By units create backup folder for each tactic including: 1. paste-up of tactic 2. list of subtactics(2 words) 3. paragraphs written Thursday night (serve as backup)	
B	Subtactics Sentences --Unit and Individuals 1. By sub-units write a lengthy, precise, descriptive sentence for each subtactic. (A model house will be constructed) 2. Use modifiers to elaborate specifications as to color, size, location, frequency, nature, type, quality, amount, etc.	It is important not to mistake the implementing proceedures for the subtactics: a) Subtactic Identification Naming subtactiss is getting clarity on the Whats b) Subtactic Implementation The implementaries answer ?'s of how, when ,by whom, how often and where c) Subtactic Justification Why relates to tactic
C	Tactic Sentence --Unit: 1. By units read subtactics sentences 2. Discuss and write overall intent and description sentence for total tactic	
D	Paragraph Refinement--Pull together: 1. 1 Sentence per subtactic 2. 1 sentence for whole tactic and intent 3. Clean and name 4. Once overall components are ready assign 1 person to rewrite paragraph for language and flow.	Type final paragraph if there is time

DAILY TEAM PROCEDURES

Friday — Movement III

	DAY'S PULL TOGETHER (TEAM)	NOTES
A	Dinner Meal: Singing _____ Ritual on behalf of _____	
B	Unit Reports. 1. Brief reports on any field work 2. Each unit reports as to whether its assigned paragraphs are complete	Honor the field observations but keep focus on the writing team dynamic.
C	Team Reflections. 1. whathave been the breakthroughsof the consult? 2.what decisions have we made? 3.what courses of action are crearly needed? 4. What structures will be needed to actualize theprojecg?	
D	Data Listing. 1. Context actualizing Programs (rational implementation; organization of forces enabling funding;generate motivity; sustained over a long time) 2. Walk through proposals and tactics charts as review. 3. Individaals list program possibilities 4. On board, get out lists of programs for doing all tactics and proposals.(24-30)	Have half of the room look from the perspective of tactics and half look from proposals. Make this a quick intuitive brainstorm with short reflection on comprehensive coverage.

DAILY TEAM PROCEDURES

FRIDAY — MOVEMENT IV

	ACTUALIZING PROGRAMS (special group)	
A	DATA CLEANING 1. 2 people per team pull together program work and eliminate overlap by combining similar programs into 1. 2. Check comprehensive coverage of proposals and tactics by plotting each one in at least one program. 3. Use the plotting to decide the four components of each program.	Note: Though the process of determining programs is much more lengthy than this, the work of the teams provides helpful initial reflection for the following week.
B	REPORT REFINEMENT AND PRODUCTION 1. Draw programs work into 12-18 actuating programs. 2. Create 3 word program title (adjec., noun, structure) 3. Print actualizing programs list on butcher paper 4. Type list of programs for files and gather back up on programs into one file.	
	SUBTACTICAL IMPLEMENTATION (units)	
A	SUBTACTIC EXPANSION 1. By units go through subtactics for assigned tatic-list all implementary specifications: HOW/WHAT/WHERE 2. Where possible write up in prose 3. Brainstorm to expand subtactic paragraph.	
B	REFLECTIVE CLARIFYING AND WRAP UP 1. List arenas where there are holes in data relative to implementation 2. Create initial plan for additional field visits and investigation for Saturday AM for each unit 3. File subtactics implementation back up work in folders and turn in to team leader.	

Tactic 35: Establishing Ongoing Physical Upkeep

265 In order to improve Maliwada's physical appearance beautification and upkeep will be carried out. The village square will be improved by building a low
266 seating wall around the tree and setting in flowers and greenery. A community notice board will be erected where global news items and local events will be pub-
267 licized. An area suitable for a village park will be selected. Playground equipment, tables and chairs for use in the park, the square and other areas will be
268 constructed. The existing entrance to the village will be made attractive with plants and grass. Roadways will be landscaped and beautified. Street signs writ-
269 ten in Marathi, Hindi and English will be erected around the village. Yards around houses will be level-
270- led off and lawns and gardens planted. The swamp located at the north-east edge of the village will be
271 dredged out to a depth of 4 feet to create a village pond. A creek with a gated dike will be constructed to drain the pond. Low spots near the village which collect
272 stagnant water will be filled to eliminate mosquito breeding places. A thirty gallon rubbish disposal bin with a white cover will be positioned near each of the
273 five wells for the disposal of non-organic waste. These will be emptied weekly. Thirty gallon bins with blue covers will be similarly located for the disposal of organic waste and will be emptied daily into the compost
274 heaps.

IIID TEAM PROCEDURES

SAMPLE PRODUCTS

only on butcher paper, Friday night

ACTUATING PROGRAMS

TEAM 1 ACTUATING PROGRAMS
1. Vocational Skills Program
2. Urban Garden Demonstration
3. Community Arts Center
4. Day Care Center
5. Community Action Corps
6. Community Festival Commission
7. Supplemental Education Laboratory
8. Urban Student House
9. Consumer Services Cooperative
10. Business Development Agency
11. Public Works Corps
12. Public Health Outpost

SATURDAY IN THE TEAMS

FINAL PRODUCTS

Saturday is the day in the Consult where the subtactic paragrpahs are written and sent to production for presentation at the closing plenary as a symbol of team's consummation. It is a time of filling all backup materials for the week.

PREPARATION FOR PLENARY

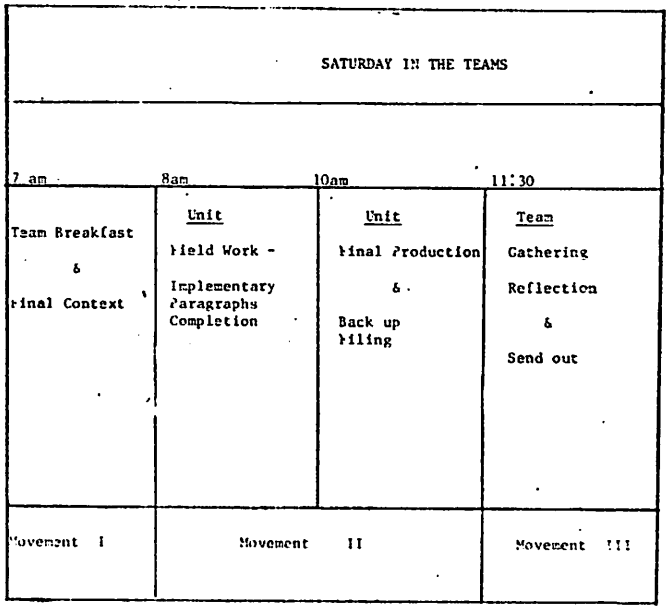
A task of the day will be to discuss what the team's report to the plenary will be and who will give it. The team leader or someone he selects needs to tutor the person giving that report. He will symbolically present the backup files of the work of the team. Therefore a key of Saturday morning is to see that all of the data of the team is properly labelled and filed.

CONTEXT FOR WORK

The finishing of the subtactics paragraph is not as simple as it may seem. A unit check is needed to clarify the progress of implementary paragraph writing. A completion chart working off paragraphs will provide objective accountability. The task is basically to write a paragraph for each subtactic inclusing all data describing what, where, how. The deployment of troops across unit lines by team leadership may be necessary to complete the task on time.. Remember to leave time for a final team gathering to formally send yourselves out from the last team meeting.

PROCEDURES

The three charts on the following pages hold the procedures for the morning in the teams.



IIID Team Operations

DAILY TEAM PROCEDURES

Saturday — Movement I

	I CONTEXTING THE DAY (TEAM)	NOTES
A	BREAKFAST SONG_____ RITUAL_____	
B	FINAL CONTEXT 1) Data Storage 2) Every note important 3) Next week 4) Final Plenary 5) Actuating Programs Chart	
C	REPORT REFLECTION 1) Appoint one member for presentation to plenary. 2) Reflect briefly on report he will give.	One member of team talk with person selected to assist in constructing the plenary report.
D	UNIT CHECK Check progress of implementary paragraph writing.	Completion chart marking off paragraphs will provide objective accountability.

IIID Team Operations

DAILY TEAM PROCEDURES

Saturday

Movement II

	UNIT WORK	
A	FIELD VISITS Individuals may make brief investigations as per Friday night plan.	
B	IMPLEMENTARY PARAGRAPHS For each subtactic paragraph write holding paragraphs including all data describing WHAT, WHERE, HOW.	The deployment of troops across unit lines by team leader may be necessary to complete task on time.
C	TACTICS FILES Order each subtactic paragraph and all back-up into one file for each tactic.	
D	BACK-UP DATA FILES Collect any remaining data and store in files including any ancellary work--drawings, etc.	

IIID Team Operations

DAILY TEAM PROCEDURES

Saturday

Movement III

	TEAM CLOSING	
A	TEAM GATHERING 1) Song 2) Unit Reports	
B	DATA COLLECTION Collect all files.	Give tactic files to team representative to plenary for presentation.
C	FINAL REFLECTION 1) What recall this week? 2) What funny? What angered you? 3) What happened this week? 4) What song shall we sing to celebrate?	
D	FINAL SEND OUT 1) announcements 2) Send forth	

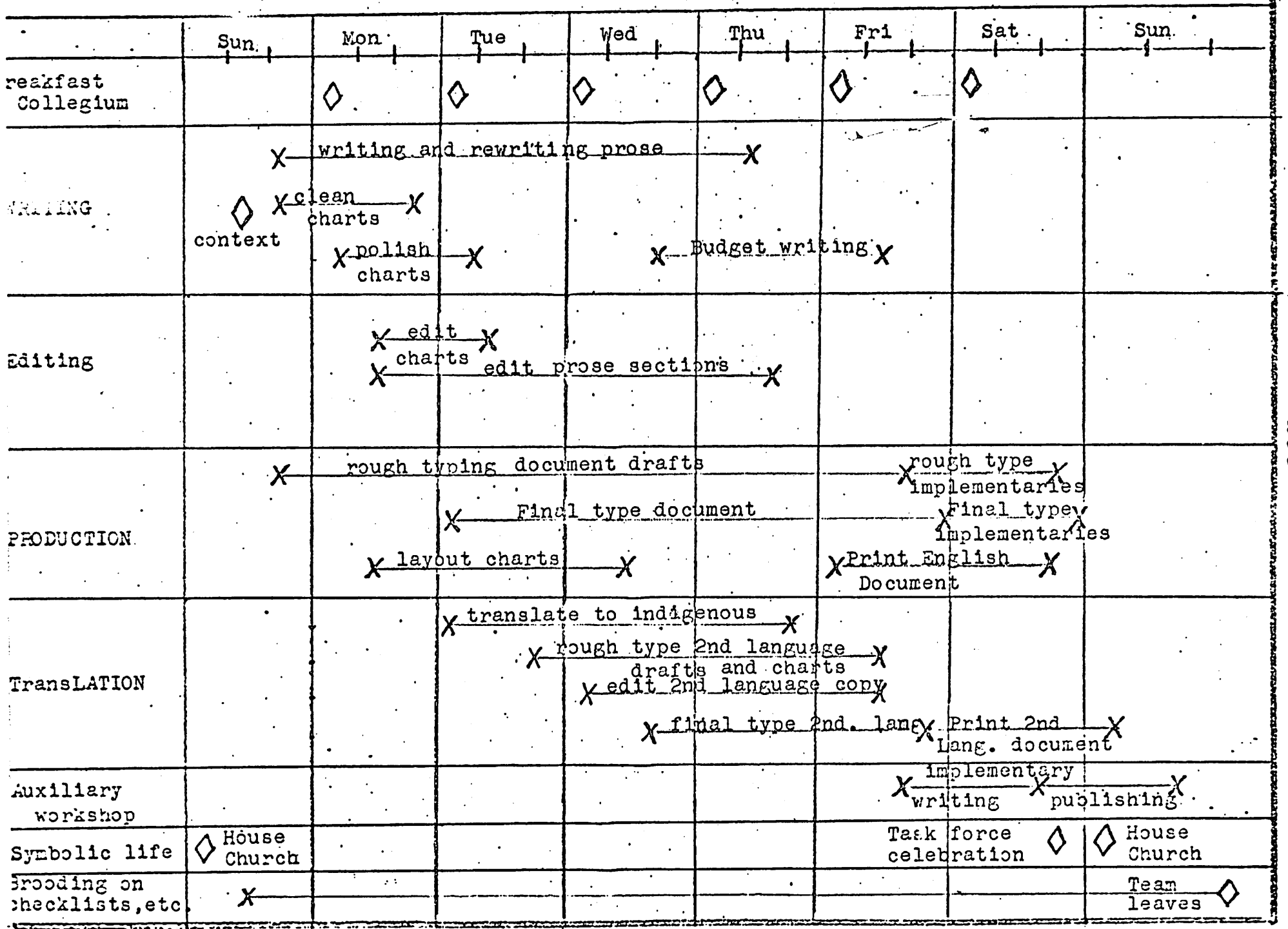
THE DOCUMENT WEEK

The third week of the Global Task Force is primarily focused for everyone on the job of writing and publishing the Consult Summary Statement. The Consult team's responsibilities also include ensuring that certain actuation systems are in place, thereby signaling a readiness for project implemmntation to begin immediately on Monday of the following week. These actuation signs are possible when the Team carefully orchestrates a number of actuation signs are possible when the Team carefully orchestrates a number of other activities - including training, planning, and contexting - in the midst of leading the writing teams through their tasks.

The following sections provide a description of and procedures for the four arenas of Team responsibility during the third week. These arenas include the team's role in relation to: 1) launching the local forces; 2) writing, editing and publishing the document; 3) initiating the implementaries writing;and 4) strengthening the support strategies. Each of the four discussion points is illustrated with specific models and designs and is cross referenced with practical resources located in the Appendix section of this text.

Document Week Overview

USE Boxes



IV. A.

DAILY TIME DESIGN - WEEK 3

6:30	Task Force Collegium
8:00	Writing Teams
12:00	Working Lunch
1:00	Writing Teams
5:00	Recreation
6:00	Buffet Dinner
7:00	Writing Teams
10:30	Reflection

A. LAUNCHING THE LOCAL FORCES

PROJECT IMPLEMENTATION

Effective and immediate implementation of the tactical model created by the Consult and reported in the Consult Summary Statement calls for the setting in place of four components that ready the local forces for launching the project. The Consult Team's role in ensuring this readiness involves a variety of activities ranging in style and form from training sessions to informal conversations. The objectives of this cluster of responsibilities are to ensure the publication of the Summary Statement's translated edition, to symbolize auxiliary priorship, to generally context the auxiliary core on the principles and guidelines for actuation and to ensure the scheduling and set up of the first guild meeting.

DOCUMENT TRANSLATION

Because the Consult document (with its companion implementation manual) functions as a tactical handbook for the local actuation forces it is crucial that it be made available in a form useful to the local community residents. Once implementation begins the auxiliary will find the press of other responsibilities make it difficult to mount the considerable effort required to oversee and publish a translated edition. The objective of the Consult Team in this regard is to oversee the completed translation of the document into the local language and to ensure its publication. It is important that the completion of the final typing process of the translation be guaranteed and that the publication plan be pinned down before the Team leaves. The general procedures for setting up the translation team are described as part of the context for the writing task of the third week (see page _____). The particular role of the Consult Team is to assign a qualified member of the English editorial team to serve as a consultant to the local coordinator of the translation team in establishing the translation and editorial procedures and second to hold the local auxiliary accountable for moving the practics of the production work according to the required time-line. The first task must be performed while the editing and production of the English edition is in process. The second task is performed by holding a daily progress check during the breakfast collegium meetings and by assisting in the building of implementation plans for getting each contradiction unblocked.

AUXILIARY PRIORSHIP

Before the Consult Team leaves it is important that they enable the local auxiliary to acknowledge and affirm the symbolic leadership of the catalytic core. In some cases this involves simply lending support to and publicly honoring the assigned priorship. This can be done in a number of ways, both formally and informally. Often, however, it involves giving permission to an indigenous auxiliary family to see itself as the emerging priorship of the project. The importance of enabling such a family to self-consciously mark the beginning of its journey toward assuming full responsibility for auxiliary priorship is related to 1) the need for the rapid training of replication priorship and 2) the crucial liason role a national family can play between the non-national auxiliary and the local residents.

Often it becomes clear early in the work of the Global Task Force that a particular family has been identified by the community as its respected leader among the auxiliary. Such indication in conjunction with the Teams's reflection of a family's potential and operating ability to move the project on all levels of engagement are clues for the Team in making recommendations to the assigned priorship relative to particular training necessary for the leadership development of the family.

AUXILIARY CORE

During the third week, the local project auxiliary is named as the corporate catalytic core of the project frame. This locally assigned ICA staff functions as the resident consultant team to ensure local training and the implementation of the community's plan. The purpose of the Team's role in contexting the auxiliary at this level is to familiarize them with the principles and guidelines for actuation that are commonly operative in the Global Band of Social Demonstrations. The content for this is found in the Appendix (Plate ___ entitled "The 24 Principles of Actuation). This briefing can be scheduled during the third week either during the breakfast collegium as an introduction to the Week II implementary writing for the auxiliary and the Global Team. In deciding the time of this meeting the value of the participation of community residents, other order personnel and guardians would be considerations.

LAUNCHING GUILDS

The local Project Guilds are key to involving all the residents in actuating all the programs. The momentum and motivity which builds during the Consult week sets the stage for planning the guild launch. The Consult Team can be helpful in working with the auxiliary to schedule the first guild meetings in the community. A sample guild meeting formal follows. This meeting could include the commissioning of the leadership, contexting the Global Band of Demonstrations distribution of documents and assigning program arena guilds.

IV. A.

THIRD WEEK
BREAKFAST COLLEGIUM TIME DESIGN

PHASE / TIME	MOVEMENT
6:30 THE OPENING	Songs Ritual Breakfast
6:40 THE VISION	The Corporate Spin or Workshop (See suggested collegium format model)
7:10 THE REPORTS	Yesterdays Accomplishments Today's Objectives Implementation Plan (Each writing group reports)
7:20 THE CLOSING	General Issues Battleplan Brainstorm daily checklist Create plan for handling priorities Make special assignments Announcements Send Out

V. Launching

COLLEGIUM MODELS - WEEK 3

TOPIC	THE CONSULT STORY	CONSULT EVALUATION	MIRACLES FOR_____	KEY ISSUES	IMPLEMENTARY WRITING	GLOBAL MISSION
STYLE	CORPORATE WORKSHOP	CORP REFLECTION	CORP BRAINSTORM	CORP BRAINSTORM	METHODS TRAINING	SPIN
FORMAT	1. What have you learned about doing global social demonstration? 2. What do we need to tell our colleagues about this consult? about this community? 3. How have we been informed relative to the future?	1. If you're glad you've come here, why? 2. What were strengths of the consult itself? 3. Relative to the future, what should be done differently?	1. The miracle of this Consult was_____? 2. What must happen in the next 6 months? 3. What are the concrete miracles for the next 3 weeks?	1. What issues must be resolved? 2. What are the 4 contradictions that you will work to release in the next 3 weeks? 3. Auxiliary create plan for dealing with.	1. Lay out procedures for A Auxiliary T/L implementary writing. 2. Who else needs to participate (local people local guardians) 3. What is our T/L for getting this done?	Various spins on aspects of the 3 campaigns by Task Force Personnel.
ALTERNATIVE OCCASIONS FOR USE	Special Meeting with Auxiliary	Consult Team Leader's Reflection	Special meeting with Auxiliary	Special meeting with Auxiliary	Initiating Implementary Writing	Guardians sendout celebration Kickoff for writing week Following House Church

V A LAUNCHING LOCAL FORCES

SAMPLE GUILD MEETING FORMAT

RATIONALE	INTRODUCTION	CONVERSATION	REPORTS	PLANNING	SENDOUT
EXAMPLES	COLLEGE	SEMINARY		SODALITY	
	SINGING ACC'T RITUAL	SPIRIT CONVERSATION GSD STUDY SPINS	IMAGINAL LOCAL and global GSD EVENTS	ISSUE BRAINSTORM ISSUE WORKSHOP WEEK GUILD STRATEGIES CROSS GUILD PLANNING (commissions-economic and social)	Reports Assignmen Singing Ritual

V A LAUNCHING LOCAL FORCES

SAMPLE AUXILIARY TIME DESIGN

INTERNAL LIFE			MISSIONAL THRUST						
Week I Schedule		Day	Week I				Week II		
Hour	Activity	Time Block	MON	TUES	WED	THURS	FRI	SAT	SUN
0500	wake up	collegium	village work	edge spin	village work (developm't	study	tactic contradict'n		
0600	daily office breakfast collegium preparation								
0730								Team	House Church
0800	Day I	Day I	PROGRAM IMPLEMENTATION					Guild work	village work day
0900			1) Guildwork (ex) 1. farmers 2. builders 3. traders 4. teachers 5. doctors 6. ambassadors 2) Implementary Planning						
1000									
1200									
1300	Lunch							PSU Training	Priors
1400									
1500									
1600									
1700	family								
1800									
1900	Prayers, Dinner debriefing	Day II	VILLAGE GUILD PLANNING				Guild Leader-ship Meeting	CELEBRATION	Discontinu (monthly village meeting)
2000	Day II		family Night	Guild Meeting	Stake Meeting	Eccles-iola Dynamic			
2100									
2200									
2300									

DIRECTING THE DOCUMENT WRITING

BROAD TASK

Now that the Social Demonstration Consult is over, two thirds of the work of the Global Task Force has been completed. The next step in the process involves the writing of the Consult Summary Statement, hereafter referred to as the Consult Document. This step is important not only because it reflectively summuarizes the finding of the Consult, but also because it subsequently becomes the key tool for project funding, actuation, and replication. Writing the document is an intensive research task. It requires the careful reporting and interpretation of the analysis and conclusions arrived at by the Consult. Although some of the preparation for this work (in terms of cleaning the Plenary Charts and organizing team backup) can occur during the week of the Consult itself, much of it is dependent upon looking at the future of the Human Development Project from the perspective afforded only after the Consult week is completed. The period required, therefore, is a solid one week block of time during which a 20-25 man team of local staff the Consult Team and global guardians engage intensively in the writing task. Sometimes it is possible to involve bilingual community residents in the writing week. Their presence is always a great gift in testing the authenticity of many of the document's sections. Adequate facilities located away from the Consult site and practical enablement are crucial for the writing team's effective engagement. This last point cannot be emphasized enough.

FORCES DESIGN

The product of the third week is the Consult document in published form. This necessitates the assigning of forces to seven different writing tasks. Each of which relates to one of the seven sections of the document. In addition to this two slpecial teams are assigned to handle the final editing of all copy and all production matters. Depending upon the number of available forces writing groups can begin work independently. However, the usual arrangement is held in the following design which indicates possibilities for combining tasks across five teams.

DOCUMENT WRITING TEAMS				
1	2	3	4	5
VISION TACTICS	CONTRADICTIONS PROPOSALS	PROGRAMS BUDGETS EPILOGUE	EDITING PROLEGOMENA	PRODUCTION typing charts layout printing

ASSIGNMENT VALUES

The experience of writing the document is both painful and exhilerating. The writing team must be carefully contexted on bothe prospects during its orientation on Sunday morning. The particular assignments of personnel to the writing teams are guided by several values.

CONSULT MEMORY

First, it is important that the core of the team's writers have actually participated in the Consult week. A great deal of what shapes the uniqueness of each document arises from the common memory of the team work, the informal conversations with the local community residents and the emergent motivity which predictably grows as the Consult week unfolds. Most of this isnever recorded on paper, but is recalled in the reflective conversations and brooding that occurs during the writing. Every effort is made to include those staff who did not directly participate in the Consult in the writing groups their fresh perspective is invaluable.

WRITING SKILLS

Second, it is important that a cross-section of writing skills are represented in each of the writing teams. In principle, it is assumed that everyone can do the first and second writing drafts when the objective is to rapidly record the findings of theConsult in order to get the broad picture on paper. This is also true of the task of corporate critiquing of the drafts which requires that as many minds a spossible test the inclusiveness of the contents. As the paragraphs move toward further refinement it becomes more important that the skilled writers in each group are designated as a pre-editorial staff to prepare the prose for final edit. In this task all of the earlier drafts are of great importance for content reference. The sections which involve the most challenging writing in relation to style are the contradictions and programs. The sections which require the greatest strategic sensitivity in relation to the local project story, and the future of the global social demonstration are the Prolegomena and the Epilogue. Experience in development and funding is needed in designing the budgets. Specific assignments can be made in the light of these special requirements.

GRAPHIC SKILLS

Third, it is important that the document team include at least one person skilled in graphics and production who can effectively function as the liaison with the printer in making decisions about cover, stock quantity and printing layout time line.

GESTALTING SKILLS

Fourth, it is important to the timelines of both the final chart production and the prose discussion of the charts which for us the substance of each sectionthat each team be assigned at least two people skilled in gestalting, cleaning, and editing chart terminology. Working on the basis of the post plenary chart refinement done by the plenary leader, they can move to get their group's charts in final form within the first few days.

EDITORIAL ADVISORY

finally, it is important that an advisory board function in relatio to the editing team throughout the week of writing. This board includes the editorial gun, and representatives from the assigned local auxiliary, the local guardian network, the global guardian network, and the Consult team prior. This in relation to PARTICULAR ISSUES from time to time and to give the final check on copy ready for final production after each board objectively critiques the copy-in-process. The entire advisory board also functions as members of various writing teams during the week.

The chart in this section suggests a model for the makeup of the writing team. This chart is intended to indicate components rather than set roles. As the flow of writing unfolds, team members may find themselves effectively playing a number of roles simultaneously.

KHDP
Chapter 3

WRITING TEAM COMPONENTS

ICA
Nov. 1975

ARENAS	COMPONENTS	TASKS	SUGGESTED NUMBER	ASSIGNMENTS
EDITORIAL BOARD	* Editorial Team	~~Coordinate~~ consultant for writing, and translation work ~~and typing~~ through final copy. Edit for content, style and mechanics.	2	
	*Consult Team Prior *Local Auxiliary Prior *National Guardian *Global Guardian	Critiquing and final consensus on production copy that holds imaginal values of global, national, local levels and public and private sectors	4	
GRAPHICS AND PRODUCTION	*Production Coordinator *Chart Designers	~~Rough and final typing coordination~~ Liaison with printer. Final chart copy. Document graphics and layout.	1 2	
WRITING	Skilled Writers	Produce polished excellent readable prose. Critique ideas and form.	6	
	Rough Draft Writers	Produce raw content for early drafts. Critique ideas and form.	10	
	Chart Cleaning	Clean transrational chart form and language.	2	
BUDGET PROJECTION	Program Budget Designers Project Replication Model Builders	Design program budgets. Create funding flow and analysis. Create replication charts.	4	
TYPING POOL	Rough Typists. Final Copy Typists	Rough type paragraphs and charts. Type final perfect copy for production. Make corrections after first proofreading	4 3	
PROOF READERS	Skilled Grammarians	Proofreading each page 3 times. Feeding copy back to typist for correction.	2	

Corporate Writing

The writing team must be willing to function from the start according to corporate writing procedures. This method is the most effective means for quickly producing a document as extensive as the Summary Statement and for reflecting the consensus created during the consult.

The document writing proceeds effectively on the basis of the paragraph type analysis (which follows) as it applies to the step by step procedures for writing each section of the document found in this chapter.

In cases where the paragraphs are totally new creations the content should be corporately brainstormed and gestalted by the writing teams before first draft writing begins. This insures inclusive content from the outset. Once the raw data and consistent form are decided by the team, individuals within the team are assigned to write specific paragraphs of the overall outline. Once the first draft is completed, the paragraphs are exchanged among team members for revision or rewriting to sharpen the articulation and scope of the content. Often this is preceded by reading each paragraph's first draft to the whole group in order to get a corporate critique before the revision is undertaken. This process of writing, critiquing, and rewriting can continue as many times as necessary until a set of paragraphs is ready for editorial polishing and finally, production. At any point the team and editorial board must be willing to call for a complete rewriting of a paragraph. At the same time the value of previously written work needs to be honored. The final copy of the document should both reflect stylistic unity and excellence and reveal the content and expression of the individual writers who participated in shaping the various parts. Various checks are used to evaluate the comprehensiveness and rational consistency of the writing. For example, a paragraph can be checked against a four-point gestalt of the topic to test its inclusiveness or it can be analyzed in terms of illustrative content to test its clarity or specificity. Corporate writing demands a patient discipline that is not satisfied simply with something that sounds good or reads smoothly, but which responsibly holds the total wisdom of the group and articulates it in a clear, understandable, practical fashion.

Document Function

The function of the document is three-fold. First it is a careful reporting of the consult findings in prose and rational charts to succinctly summarize the planning and analysis aspects of the consult. Secondly, it is a handbook for the local auxiliary whose task it is in the following weeks to create the time-lined implementaries for the programs which actuate the project. In this respect the document is important because the tactics and programs sections become a research reference tool. Far beyond the practical value, however, is the symbolic value of the document which, in reporting the initiating consult, serves as a motivity device that sustains the local auxiliary in the daily practical task of human development. It constantly expands interior space by symbolizing the global band of those who care; it simultaneously extends interior time by placing the human development project in the context of man's past efforts in and future promise of shaping human civilization. Thirdly, the document serves in a number of ways as an important development piece in raising project funds and in engaging support of both public and private sectors. Depending on the particular situation, the document can be used in this respect as a promotion piece in total or in various parts, especially in the Prolegomena and Programs sections. It can be used as a resource for the creation of shorter promotional pieces.

5. THE THREE ELEMENTAL PARAGRAPH FORMS

The orchestration of the writing task is crucial to the effective performance of the team. The Editorial Coordinators will be largely responsible for enabling this to happen. The document patagraphs fall into three categories. 1) Universal paragraphs, or those which appear in the same form in each human development Consult Summary Statement; 2) formula paragraphs or those which require the application of a set paragraph design to the particular local consult characteristics; and 3) unique expository paragraphs, or those which require creative new writing each time.

UNIVERSAL PARAGRAPHS

The universal paragraphs can be considered essentially written even before the Consult begins. They describe the foundational presuppositions of community development and describe the social methods employed in each Human Development Consult. They appear largely in the Prolegomena section, but include also the first two paragraphs of each of the subsequent sections.

FORMULA PARAGRAPHS

The formula paragraphs are those which contain a word, a phrase or several sentences which must be altered to tailor the paragraph to the local situation. These can be written fairly easily after the Consult on the basis of objective data. This type of paragraph appears in the Prolegomena and Epilogue and is represented by all of the paragraphs which discuss the major categories of the master plates. Specifically these the paragraphs entitled "Rsults" in each section; the proposal arena paragraphs; the tactical arena and paratactics paragraphs; and the program "summaries" paragraph.

UNIQUE PARAGRAPHS

The unique paragraphs are those which require creative, fresh effort after each Consult. These include the Prolegomena paragraphs which discuss the host nation and the local community and which interpret the significance and impact of the Consult; the vision arenas the individual contradictions paragraphs; the master proposal paragraphs the individual tactics paragraphs, the individual programs paragraphs; and mayny of the Epilogue paragraphs. They require creative expression in some instances and the faithful but interesting rendering of details in other instances. These paragraphs usually require a greater number of drafts before the final version is complete, partly because they must be written with a greater concern for the audience than the other types of paragraphs. If the chart and brooding work that must go on before these paragraphs are written is done fairly soon after the Consult, this work can get underway before fatigue or deadlines compromise the quality of writing which is necessary.

ELEMENTAL PARAGRAPH TYPE ANALYSIS OF SUDTONGGAN DOCUMENT

THE PROLEGOMENA

I THE LOCATION	II THE CONSULTATION	III THE PRESUPPOSITIONS	IV THE APPLICATION
1 5	6 11	12 15	16 17
1. SHDP ✕ 2. PHILLIPINES □ 3. CEBU □ 4. SUDTONGGAN □ 5. BASELINE ✕	6. AGENT ○ 7. ORIGIN □ 8. PARTICIPANTS ✕ 9 DESIGN ○ 10. IMPACT □ 11. FOLLOW-UP ✕	12. FORMATION ○ 13. ECONOMIC ○ 14. SOCIAL ○ 15. ACTUATION ○	16. DOCUMENT ○ 17. PRACTICALITY ○

○ UNIVERSAL
✕ FORMULA
□ UNIQUE

ELEMENTAL PARAGRAPH TYPE ANALYSIS
(continued)

THE OPERATING VISION	
I	II
1. VISION O	4. INFRASTRUCTURES □
2. PROCESS O	5. ENTERPRISES □
3. RESULT X	6. CULTURE □

THE UNDERLYING CONTRADICTIONS	
I	II
1. CONTRAD. O	4
2. PROCESS O	THE 15 CONTRADICTIONS □
3. RESULT X	
	18

THE PRACTICAL PROPOSALS			
INTRO	I	II	III
1. PROPOSALS O	5. PROPOSAL ARENA X	8. PROPOSL ARENA X	12 PROPOSED ARENA X
2. PROCESS O	6. MASTER PROP	9.	13. MASTER
3. RESULT X	7. □	10. MASTER □ PROPSALS	14. PROPOSALS □
		11.	

O UNIVERSAL
X FORMULA
□ UNIQUE

ELEMENTAL PARAGRAPH TYPE ANALYSIS
(continued)

THE TACTICAL SYSTEMS									
INTRO	I	II	III	IV	V	VI	VII	VII	IX
1 TACTICS O	9 PARA- X TACTIC	14 PARA- X TACTIC	18 PARA X TACTIC	23 PARA X TACTIC	26 PARA X TACTIC	32 PARA X TACTIC	36 PARA X TACTIC	41 PARA X TACTIC	45 PARA X TACTIC
2 PROCESS O	BASIC TACTICS	BASIC TACTICS	BASIC TACTICS	BASIC TACTICS	BASIC TACTICS	BASIC TACTICS	BASIC TACTICS	BASIC TACTICS	BASIC TACTICS
3. RESULTS X	10-13 □	15-17 □	19-22 □	23-25 □	27-31 □	33-35 □	37-40 □	42-44 □	46-49 □
ARENAS 4-8 X									

THE ACTUATING PROGRAMS														
INTROD.	THE 14 PROGRAM DESCRIPTIONS													
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
O 1 PROGRAMS														
O 2. PROCESS	□	□	□	□	□	□	□	□	□	□	□	□	□	□
X 3. RESULT														
✓ 4. SUMMARY														
	5-7	8-10	11-13	14-16	17-19	20-22	23-25	26-28	29-31	32-34	35-37	38-40	41-43	4446

O = universal □ = unique
X = formula

ELEMENTAL PARAGRAPH TYPE ANALYSIS
(continued)

THE EPILOGUE						
	I	II	III	IV	V	VI
ACK	PHASING	FINANCE	FORCES	BENEFITS	REPLICATION	SUPPORT
1	2 4	5 6	7 10	11 18	19 22	23 26
X	2-0	5-X	7 0		19 □	23 □
	3-X	6 □	8 0	□	20 □	25 0
	4-0		9 0		21 X	26 X
			10 X		22 X	26 X

WRITING STYLE

It is helpful for each team leader to discuss elements of style before writing proceeds. All writers need to be clear on the audience for whom the document is intended. The Audience Guidelines worksheet is a helpful tool in this respect. Within each section of the document, they should identify paragraphs which require a tone of clear, objective reporting and those which require a subtle understated enthusiasm. They should understand the paragraphs which present analysis and those which offer recommendations. They need to understand the dimension of the document which depends upon the indicative spinning of an intriguing picture of the future and those which simply list or discuss components. They should plumb the bottom of the various ways by which the very mode of expressing ideas shapes a particular audience's openness to funding, authorizing, or supporting the project which is built on those ideas. It is helpful if the team explores together the power of using new language to point to the new social realities and processes being described in the dynamic of a human development project. Judiciously used, new language can release the reading audience to embrace new images and participate vicariously in the process of creating new consciousness. Finally the team at every point must be looking for the profound uniqueness that needs to be expressed in the document for the sake of both the local community and the entire globe.

LOCAL TRANSLATION

In communities where the local language is other than English it is often decided to translate the document. This decision cannot be automatically assumed but must be the result of careful consideration in relation to both the local need, and the troops available to carry through the burden of the translation task. The usual procedure these cases is to write the whole document first in English and as sections are completed, to assign several groups of people from 3-6 to work together on the translation work. The charts are translated first. It is helpful for one or two people from the English speaking writing teams to be assigned to discuss the nuances of a word or phrase or the meaning of a sentence in order to get the best translation. The translation group holds all the values employed in writing the document in English with the additional intent that the second language read as smoothly as if it had been originally written in the language. An editorial board should be established as the translation work moves to the stage of final draft. It is important that one person on the translation team be assigned to coordinate the work, making the assignments, collecting finished writing and proofreading final copy. The translated work can be sent through the English edition graphics and production channels but more often require a separate pool of rough and final typists and a differently phased production timeline.

WRITING ORIENTATION

The orientation for the writing team is held on Sunday morning and creates a common context for the task of the week. The Consult _Team member who leads the Editing group presents the broad overview of the task based on the discussion which is held on the preceding pages. The total group does a brief workshop together using the audience guidelines worksheet. In order to create a common focus and underatanding of how to effectively speak the broad audience for whom the document is intended. At this time the leader of the Production team makes the back-up files available to each group and provides, each team with copies of their writing procedures. Production guidelines are noted for the information of the whole team. The writing groups are encouraged to seek consultant assistance from the Editorial team. The daily time-design is presented, announcements are made and the groups move to their assigned spaces to begin work.

Audience Guidelines

Audience			Representative	Tone, Style, Language Guidelines
PUBLIC	Top	Symbolic Power		
		Operating Power		
	Middle	Middle Bureaucracy		
		Regional Leadership		
	Lower	Local Leadership		
		Mass Mind		
PRIVATE	Top	Top Executive		
		Executive Counsel		
	Middle	Middle Management		
		Regional Leadership		
	Lower	Global Guardians		
		Local Guildsmen		

WRITING TEAM TIMELINE

		SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
Editorial Board		Evening of reviewing the procedures	Serve as Prologemona Team	Editing the Charts/ Prolego and vision	Edit Epilogue and Proposals	Edit Tactics Contradictions Programs	Final Editing Finessing
PRODUCTION		See consult Document Production timelines					
WRITING TEAMS	Prologo/ Epilogue	Review Writing Procedures Research	Writing	Writing/ Final Edit	Final Edit		
	Vision	Review of procedures clean, edit chart	write	rewrite final edit			
	Contra-dictions	Clean chart Write first dft.	swirl rewrite	swirl rewrite	Critique rewrite/ finalize Chart	Polish	
	Proposal	Clean Master chart / Backup files Established	write 1st draft paprgraphs chart to edit build plates	critique rewrite	Rewrite submit to final edit		
	Tactics	Organize backup Build folders	1st dratf paragraphs and subtactics chart	critique rewriting	selecting sub-tactics; create charts, tactics write paragraphs	rewrite and send to final edit	
	Programs	Brainstorm and gestalt consult data. Create Components	component paragraphs	description paragraphs	implementaries paragraphs	rewrite all polish all final edit	
Budget Projections				Team formed form Program and other	1st draft budgets	complete with programs	

THE PROLEGOMENA

PROLEGOMENA PARAGRAPHS

The Prolegomena, or introduction of the Consult Summary Statement is a preface or orientation piece for understanding social demonstration as a philosophy and a method of community development as well as an introduction to the document. Because of this broad function, it is the most universal and unchanging section of the document. Its modifications from one consult report to another appear first, as attempts to ground universal statements about the method in the particularity of the community and nation where the consult takes place and second, in the paragraphs that give the broad national historical context. Obviously, the various audiences who are identified and anticipated as readers of the document will affect the expression, style and ordering of some of the Prolegomena paragraphs. In general, however, this alteration is largely an editorial consideration, rather than an alteration in the content of this section.

WRITING GUIDES

In the following pages, several charts are included as guides for shaping the uniqueness of the Prolegomena section of any Consult Summary Statement. Plate 1, entitled Prolegomena Structure, analyzes the content of each paragraph in relation to the four or five major points contained in each. It provides a tool for the study of this section of the document as well as a writing outline for those paragraphs which are unique and, therefore, need to be written anew for each consult. Plate 2, entitled Elemental Paragraph Analysis, identifies each paragraph on the basis of the categories defined earlier in this chapter: universal, formula and unique paragraphs. Half of the paragraphs in this section are universal, or essentially unchanging in content. The Audience Guidelines Worksheet introduced in the orientation section identifies the relevant audiences for whom the document is intended. This chart is a working tool for each writing team and can be modified to suit the unique complexities of the local, national and global framing and funding strategy. Space is provided for notations about style which will be also helpful to the writing of each successive section of the document. The intent in employing this kind of analysis early in the writing task is not to dilute the report in an eclectic attempt to couch the consult in terms acceptable to all possible readers, but rather, to identify the strategic audiences and appropriately design the tone, style and language in relation to framing and funding goals. This exercise, of course, is particularly important to the work of the Editorial Team which also is assigned to write the prolegomena.

PROLEGOMENA WRITING OUTLINE

I THE LOCATION					II THE CONSULTATION						III THE PRESUPPOSITIONS				IV THE APPLICATION	
HDP	HOST NATION	METRO AREA	LOCAL COMMUNITY	BASELINE	AGENT	ORIGIN	PARTICI-PANTS	DESIGN	IMPACT	FOLLOW UP	FORMATION	ECONOMIC	SOCIAL	ACTUATION	DOCUMENT	PRACTI-CALITY
INITIATES PROJECT	SOCIO-ECONOMIC	GEOGRAPH MAKE-UP	COMMUNITY RESIDENTS	GEOGR. DATA	3-FOLD FUNCTION	COMMUNITY NEED	DATE & LOCATION	COMMON METHODS	LOCAL READINESS	ACTUATION STEPS	DEMON-STRATION POSSI-BILITY	INDEPEN-DENT UNIT	DELINEATED AREA	PUBLIC/ PRIVATE	PROLEGOM-ENA	CONSULT SUMMARY
DEMONSTRA-TIVE LOCATION	LOCAL SELF-HELP	HISTORICAL ROLE	COMMUNITY HISTORY	ESSENTIAL SERVICES	ICA LOCATIONS	RESIDENTS DECISION	GLOBAL/ LOCAL	TEAM/ TIME	COMMUNITY TESTIMON-IES	COMMUNITY STRUCTURES	VISIBLE PLAN	CASH FLOW	ALL PROBLEM'S	LOCAL PARTICI-PATION	VISION/ CONTRA-DICTIONS	SYMBOL-IZE DECISION
COMMUNITY'S INTENT	BROADER IMPLICA-TIONS	SOCIO-ECONOMIC	RECENT HISTORY	SOCIAL STYLE	NOT-FOR-PROFIT STATUS	LOCAL SET-UP	VARIED EXPERTISE	MORNING PLENARY	NON-RESIDENTS' INTEREST	LEADERSHIP TRAINING	SOCIO-ECONOMIC	RETAIN MONIES	ALL PHASES	CATALY-TIC STAFF	PROPOSAL/ TACTICS	EDUCA-TIONAL TOOL
PILOT PROGRAM	HDP'S RELATION-SHIP	PRESENT ROLE	INDICATIVE CHALLENGE	ECONOMIC SUPPORT	GLOBAL SUPPORT	ICA INVITED	PUBLIC/ PRIVATE	CONSULT AIM	BROADER APPLICA-BILITY	SUPPORT SYSTEMS	REPLI-CATION POTEN-TIAL	GLOBAL RELATION-SHIP	SYMBOLS KEY	PHASED TIME/LINE	PROLEGOM-ENA/ EPILOGUE	REPLI-CATION HANDBOOK

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PROLEGOMENA PARAGRAPH TYPE ANALYSIS

Type		Title	Writing Hints
UNIVERSAL	6	Agent	USE AUDIENCE GUIDELINES CHART
	9	Design	
	12	Formation	
	13	Economic	
	14	Social	
	15	Actuation	
	16	Document	
	17	Practicality	
FORMULA	1	HDP	Use Operating Vision components
	5	Baseline	Consult with local auxiliary for expanded data
	8	Participants	Use consultant expertise tests and directory
	11	Follow-up	Consult with local auxiliary prior
UNIQUE	2	Host Nation	Consult with indigenous local auxiliary
	3	Larger Area	
	4	Local Community	
	7	Origin	Consult with auxiliary prior
	10	Impact	Use notations and tapes from final plenary

PROLEGOMENA WRITING PROCEDURES

Localizing the Universal	Utilizing Local Research	Insicive Introduction
Step 1	Step 2	Step 3
1. Review writing procedures 2. Read Prolegomenas from several consults 3. Review Prologomena Writing Outline to get an image of the product. 4. Discuss the audience guidelines. 5. Review the paragraph type analysis and priority list to build paragraph assignments. 6. Write first draft	1. Build back-up files out of the pre-research and consult research data. 2. Discern sections requiring fresh writing. 3. Brainstorm comments made in the final plenary testimonials for the impact paragraph. 4. Check host nation, local community, origin, ~~IGA~~ and ~~etc~~. other issues with Advisory Board 5 ~~Rewrite Write~~ 6. Critique 7. Rewrite	~~1. Rewrite~~ Final / ~~2.~~ ~~Internal~~ edit.
WRITING WEEK Sunday	WRITING WEEK Monday	WRITING WEEK Tuesday

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THE OPERATING VISION

VISION PARAGRAPHS

The Operating Vision section of the document can be undertaken as soon as the plenary chart is completed. It is comprised of two universal paragraphs which explain the intent and the process of this step in the method, a formula paragraph describing the total chart and several unique paragraphs, the number of which depends upon the major sections of the final version of Plate 1 of the Consult Summary Statement.

WRITING GUIDES

The greates difficulty in writing the Operating Vision paragraphs arises from the possible blurring of focus on the Vision which occurs when this section is written after the Consult workshops and plenaries on the proposals, tactics and programs. Although there is some value in waiting to write the vision paragraphs until after the Consult, it is helpful if the first draft of this section is written as soon as possible after the interpretation of the plenary chart is presented at the Wednesday early collegium. This is the responsibility of the Vision plenary leader. These four or five paragraphs can be assigned to several members of the Team or guardians to work on. In this way the Consult's initial understanding of the Vision is available to the writing team as it begins to write the second draft informed by the completed work of the Consult. Particular attention needs to be given by the writers and the editor that the language of this section avoid communitating the idea of proposals or programs. It is in this latter respect that writing the first draft of these paragraphs during the Consult is most important.

PROCEDURAL CHART

Plate 4, entitled Practical Vision Procedures, indicates the procedures for writing the Vision section including editing the chart. The major task in writing this section is the cleaning of the chart of the Operating Vision including taking it down a level from the plenary. The first draft of this process is done by the plenary leader during the Consult week. The revision process, then, can be completed by Sunday night after the Consult. This section can then be written on Monday and be ready for final edit by Monday morning.

OPERATING VISION PROCEDURES

Working Chart	Master Paragraphs	Final Chart	Final Writing
Step one	Step two	Step three	Step Four
Finish plenary chart. Take plenary chart down one level. Check gestalt categories and clean master categories.	Write master chart paragraphs. – first draft	Clean vision chart on basis of new perspective provided by total consult. Edit chart language. Present final chart to writing team for paragraph revisions.	Rewrite master chart paragraphs on basis of final chart. Rewrite introductory paragraphs (universal) on basis of new insights gained during consult. Send to final edit.
Consult week Tuesday afternoon and evening	Consult week Wednesday evening	Writing week Sunday ~~to Monday morning~~	Writing week Monday and Tuesday

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THE UNDERLYING CONTRADICTIONS

The Contradictions section involves the most challenging and the most creative writing in the document. At the same time it requires the greatest patience and precision, for it is the section that can be most easily misunderstood as a negation of the local community if it is not sensitively undertaken from the beginning. This section is comprised of two universal paragraphs which describe the intent and process of this step in the method, a formula paragraph discussing the master chart and a number of unique paragraphs, the total of which depends upon the number of major contradictions reflected in Plate 2 of the Consult Summary.

The first step is to clean the plenary chart. Each major swirl developed in the plenary is checked to see if the data belongs in the arena where it was initially placed. This work is most easily done by recreating the contradictions holding charts on a large butcher paper wall chart that holds every piece of data. During this process of initial checking, one or two of the major categories may disappear if is becomes evident that original backup data does not in fact support, but is better help elsewhere on the chart. The number of responses relating to any one of the major categories may change, thereby shifting the percentages and the initial interpretation of those percentages made during the Thursday early collegium. A word of warning would be well taken here. The process of arriving at the contradictions is intuitional; therefore, the original work on the chart is to be listened to and trusted. The task here is not to force every piece of data into a tight rational gestalt based on a consciously or unconsciously preconceived analysis. This task is one of cleaning--of spotting obvious error--in preparation for the second step which is large analytical. The intent is not to reconstruct the chart but to honor the data.

The second step is to write a first draft of the unique paragraphs. The team as a whole has a general feel for the contradiction arenas by now. It also has at its disposal the holding paragraphs written by the five Consult Teams on Wednesday afternoon during the Consult. This task of first draft writings is intended to hold the intuitional grasp of the contradictions reflected in the swirl produced by the Consult plenary. It later serves to check the direction of refinement which occurs after the next step.

Once the data has been assigned to one of the major contradiction categories, the subswirls within each category are identified in a manner similar to the original work of the plenary. This process is crucial, as the subswirls expose the many facets of the contradictions and thereby give shape to the content of each paragraph in this section of the document. Careful working with each piece of data and depth discussion of the subswirls is necessary. It is important to use the original sentences written by the consult teams as a major resource for the discussion. Additional materials needed include the scribes' notebooks which identify irritants, deterrents and blocks as well as notes from the Wednesday morning breakfast conversation on the waves of history. The task of the team is to build a chart which identifies the following:

(1) the arena of society to which each contradiction relates

(2) the global wave of history to which the contradiction most accurately relates

(3) the objective situation which is the local sociological manifestation

(4) the subjective response elicited by the objective manifestation of the contradiction.

Also helpful in this step is the Contradictions Content Chart included in the section of this chapter which deals with methods for studying the document (see p.___)

~~Plate 5, entitled~~ the Contradiction Procedures, illustrates the method used in analyzing the contradictions in preparation for writing. As this method is employed, it is important that a scribe record the discussion, for it is on the basis of this material that the first draft of the paragraphs can be written and the contradictions chart phrased in contradictional language. This discussion is always interesting, stimulating, profoundly exciting and time-consuming. It is necessary for corporate wisdom; however, it is but one step toward the task which is to ~~write~~ narrate the paragraphs. chart which follows

The analytical method employed to discern the contradictions is one task; the writing of the contradictions paragraphs is entirely another. In approaching the writing it is helpful to rehearse the nature of a contradiction, for its very nature informs the structure, style and language of the paragraphs perhaps more directly than is the case in any other section of the document. The term "contradiction" is a relational category used to indicate coagulations of objective, sociological blocks to realizing the practical vision. Contradictions are closely related to the somewhat invisible, deep currents of history and therefore are difficult to discern. At the heart of a contradiction is contained a tension between the deterring obstacle and the creative means by which future change occurs. For this reason a contradiction cannot be easily named. Stating a contradiction, therefore, is somewhat similar to describing the center of a cyclone: it is more like describing the flying particles of matter than defining the vortex itself. The statement of a contradiction indicates the local manifestations or the facets of the contradiction, while avoiding the simplistic discussion of a "problem". It suggests the related, profound motivational lack in terms which are indicative and sociological in tone rather than moralistic or imperative. The writing of the contradiction is, therefore, an attempt to articulate the nature of the transparent center which is seen beyond the pattern of relationships revealed in the various subjective and objective blocks, and which is intuited beyond the everyday encounter with the tension between negative and positive aspects of past concerns and future needs. By looking through the transparent center within which the element of mystery is always present, and intuiting the proposal which will release the contradiction, one is able to state the contradiction. The statement of a contradiction, however, is never synonymous with the naming of of the contradiction; mystery or transparency can never be held in a word or a phrase. The statement is a verbal, symbolic expression of the human discernment of a local historical contradiction; nevertheless, it communicates both the awe inherent in the encounter with the Other, and the radical possibility, which if not creatively harnessed, blocks the realization of human development in a given situation.

CONTRADICTIONS PROCEDURES

CLEANING UP THE PLENARY CHART	WRITING THE FIRST DRAFT	SWIRLING THE WHOLE CHART	ANALYZING THE SUBSWIRLS	STATING THE CONTRADICTION
STEP ONE	STEP TWO	STEP THREE	STEP FOUR	STEP FIVE
LOOK AT THE ORIGINAL DATA FROM THE TEAMS: WHICH PART OF THE DATA HOLDS THE ANXIETY? WHICH HOLDS THE ARENA OF CONTRADICT'N WHAT WAS THE ORIGINAL INSIGHT IN THIS DATA? TO WHICH CATEGORY OF THE MASTER CHART DOES EACH PRIMARILY BELONG? CHECK AND CROSSCHECK	ASSIGN THE CONTRAD. TO INDIVIDUALS ON THE TEAM WRITE FIRST DRAFT USING CONSULT PARAGRAPHS AND CLEANED PLENARY CHART	BEGIN WITH THE SMALLEST COLUMN WATCH TO SEE IF THERE IS SHIFTING BACK AND FORTH ACROSS THE COLUMNS. PUSH ON THE BASIC ISSUE BUT NOT BY COLLAPSING THE CULTURAL INTO OTHER CATEGORIES. PUSH FOR UNIQUE PHRASEOLOGY IN ORDER TO INCLUDE EVERY PIECE OF DATA. ASK "HOW DOES THAT ILLUMINATE THIS CAT. PLACE THE ITEMS IN QUESTIONS IN NEW CATEGORIES	SWIRL EACH COLUMN (CATEGORY) ON A SEPARATE SHEET OF PAPER. a. WHAT IS GOING ON b. START TO TALK ABOUT IT c. WHAT IS THIS SAYING d. WHAT IS THE WAVE e. WHAT IS THE SOCIOLOGICAL MANIFESTATION f. THIS CONTRADICTION HAS TO DO WITH.... g. WHAT IS OUR ANXIETY OR IRRITATION IDENTIFY THE SHIFTING PATTERN a. WHAT IS THE SOCIOLOGICAL MANIFESTATION b. WHAT IS THE UNDERLYING FEAR c. WHERE IS THE PASSION, PAIN AND VISION	HOW DO YOU STATE THIS IN A WAY THAT AVOIDS COMMUNICATING "WE OUTSIDE SEE THAT YOU INSIDE LACK SOMETHING" WHAT IS BEYOND THE DESCRIPTION OF THE SITUATION? WHAT IS IT THAT NO ONE HAS EVER SEEN? WHAT IS THE PROFOUND LEVEL?
WRITING WEEK SUNDAY	WRITING WEEK SUNDAY	WRITING WEEK MONDAY	WRITING WEEK TUESDAY	WRITING WEEK WEDNESDAY/THURSDAY

THE PRACTICAL PROPOSALS

The Proposals section of the document contains two universal paragraphs which describe the intent and the process of this step in the method, and a number of formula and unique paragraphs depending on the proposal arenas and master proposals reflected in Plate 3 of the Consult Summary.

The universal paragraphs can be polished on the basis of new insights gained from the experience of each consult. This revising in each case will be large an editorial task intended to sharpen expression and articulate the edge understanding of this step of the method. Therefore, such revision can be done during the consult after the Friday early collegium reflection on the proposals plenary or during the next week of writing. The other proposals paragraphs can be written only after the plate is cleaned in final form and the proposals charts have been built. These charts and proposal paragraphs are most helpfully undertaken in relationship to the completed contradictions chart, as the proposals, by definition, point to crucial arenas of needed future action relative to the contradictions. Often it is helpful to have a small group from the team working on contradictions writing move into writing the proposals paragraphs as soon as the contradictions chart is initially cleaned on Sunday night.

The Master Proposals charts (Plates 3A of the document) represent the several related proposals of each proposal arena and their four component parts or sub-proposals. Each sub-proposal, then, is further described in a four-word gerund phrase which pinpoints the intent. Such refinement of the master proposals charts requires extensive use of the team scribes' notes from both the proposals and tactics sessions as well as data from the proposals plenary. As this work will often slightly alter the Master Proposals chart terminology, it is wise to hold writing any of the paragraphs until all the plates have been through the final editing stage.

In writing the prose which describes the charts, the challenge lies in describing the proposal arenas and master proposals in fresh, interesting language which suggests, but does not reiterate, the contradictions and which imaginally describes the arenas of action within which tactics must be forged. Four guidelines are helpful in writing these paragraphs:

(1) Discern the difference between the practical vision, which reveals the image of the future out of which the community presently operates, and the practical proposals, which reveal the image out of which the community needs to operate relative to the contradictions.

(2) Describe the futuric proposals rather than reiterate the contradictions which the proposals address.

(3) Avoid using tactical language to describe the sub-proposals (read proposals and tactics sections of a previous summary statement and procedures for writing tactics to illustrate this difference.

(4) Avoid anticipating the programs, which are imaginal coagulations of the tactics, thus losing the initial focus and intent of the proposals articulated by the consult.

These values can be best held by dealing faithfully with the consult back-up data related to the proposals section of the method and by rigorously checking the tendency to create new proposals to fit a preconceived, imposed rational gestalt. The consult data itself is adequate to provide four sub=proposals for each of the projects (boxes) which emerged in the plenary gestalt (reflected in Plate 3). A careful review of the definition of a proposal and its function in relation to the preceding and successive steps of the method is also helpful in the writing (review methods spins and universal paragraphs on the consult methods in the document). The Proposals Procedures which follow outline the sequential steps required in writing the proposals section.

PROPOSALS PROCEDURES

Cleaning Plenary Charts	Create Master Proposal Charts (pt 3a..	Final Edit of Master Chart (pt 3)	First Draft Writing	Rewriting and Final Edit
step one	step two	step three	step four	step five
Take plenary chart down one level, checking proposals with team work on proposal components Check rational organization of proposal arenas and master proposals	Check four project components with consult backup data create four word gerund phrases Clean and check project language and gerund phrases for precision and absence of repitition	Make alterations on basis of master proposals charts Clean language for consistency and absence of repitition Send to final edit	Write first draft of master paragraphs for proposals write first draft of master chart paragraph write first draft of proposal arena paragraphs on basis of related master proposal paragraphs	Read, critique and rewrite Check for overlap and clarity submit to final edit with Master Proposals charts
SUNDAY	MONDAY	MONDAY	MONDAY	TUESDAY WEDNESDAY

4/5 3/4

THE TACTICAL SYSTEMS WRITING

TACTICS PARAGRAPHS

The introduction to the Tactical Systems section of the document contains two universal paragraphs which describe the intent and process of this step in the Consult method, a single paragraph describing the tactical systems chart Plate 4, and several other formula paragraphs the number of which depends upon the tactical arenas and paratactics represented in the chart. The body of this section consists of unique basic tactics paragraphs which describe the practical intent and subtactics of the system.

WRITING SCHEDULE

The universal paragraphs can be rewritten on the basis of new insights gained from the experience of the Consult. Such revision will be largely an editorial task intended to sharpen expression and articulate the edge understanding of this step of the method. This revision, therefore, can be done immediately following the Consult on the basis of the Saturday early morning collegium reflection on the tactics plenary. As the major part of the document is comprised of tactics paragraphs, it is important that a writing group immediately begin to work on cleaning the master chart and creating the subtactics charts. This task spelled out in the Tactics Procedures which follow is foundational to the writing of the tactics paragraphs. Once these paragraphs have entered the stage of final editing the paratactic and tactical arena paragraphs can be written. The tactics paragraphs play a c-ritical role in project actuation for it is on the basis of these paragraphs that the local auxiliary designs the project implementaries. The basic data for the tactics writing comes from the raw data of the tactics plenary as it is supplemented by the paragraphs written in the teams on Friday afternoon and evening and Saturday morning. Writing the tactics, therefore, requires the precise reporting of theConsult findings.

WRITING GUIDES

The intent of the tactics paragraphs is to communicate the swirl of subtactics which have to be done in order to actualize the tactical action of the primary tactic. The intent is to explain the "whats", not the "how" and "where", or "when". These latter questions are the concern of implementation. Therefore, the paragraph is built with an introductiory sentence which broadly holds the intent of the primary tactic and one or two additional sentences which identify and explain each of the subtactics. The content of these sentences is found in data from the Consult. All specific, relevant information from the paragraphs written by the consultants and from the back-up material in the scribes' notebooks is useful. It is helpful to remember that these paragraphs are not occasions for spelling out philosophy. Since internal organization of the subtactics may lead to programmatic expression, it

is avoided. That is, no attempt is made to gestalt the subtactics into components or to rationally list them in temporal sequence within the paragraph. Finally, tactical language is most effectively held if the action is expressed in the passive voice of the future perfect tense of the verb. For example, "two hundred yards of six-foot, dingo-proof fencing will be erected around the chicken yard" is the kind of sentence most appropriate for the tactics paragraphs.

TACTICAL SYSTEMS PROCEDURES

Organizing the data	Locating the subs and writing para's	Critiquing for inclusiveness	Writing the second draft	Writing the arena & paratactic para's	Team editing
Step one	Step two	Step three	Step four	Step five	Step six
Take the raw data from the plenary, cut each item into slips and distribute according to the primary tactics of the plenary chart.	Divide into 2 groups One group rewrites holding paragraphs for each primary tactic on the basis of assigned raw data distributed in Step one.	Read holding paragraphs aloud. Critique for coverage of slips of paper.	Rewrite the holding paragraphs building in additional information from the consult paragraphs, the critique of Step three and the finalized subtactics chart.	Reassign primary tactic paragraphs according to arenas and paratactics columns.	Rewrite all paragraphs in need of revision.
Building writing folder including all team backup notes, the team paragraph, a raw data sheet (see above) and a recommended list of subtactics. gleaned from the work of the teams	The other group builds, crosschecks and cleans the subtactics chart on the basis of the same data.	Redistribute the paragraphs, read and identify out of the readings the subtactics for each primary tactic. Check as a group & resolve all questions of overlap. Finalize the inclusive subtactics chart out of the old chart and paragraphs.	In several groups read each paragraph aloud and critique.	Write related arena and paratactic paragraphs. Assign an internal editing team to go through and check all paragraphs cleaning language and reworking problems.	Corporately read through all the paragraphs in order, finalizing and numbering the subtactics and cleaning the language of the chart and the paragraphs. Send to final edit.
writing week Sunday	writing Week Monday	writing Week Tuesday	writing week Wednesday	Writing Week Wednesday	writing week Thursday

THE ACTUATING PROGRAMS

PROGRAMS PARAGRAPHS

The programs section of the document is comprised of four introductory paragraphs and unique paragraphs which vary in number according to the number of actuating programs. The first two universal paragraphs explain the intent and process of this step of the method. The rewriting of these paragraphs is largely an editorial task intended to sharpen and incorporate new insights gained during the week of the consult. Such revision can be done at any point after the conclusion of the consult. The formula and unique paragraphs can be written only after the programs have been discerned and the four components of each program have been identified in relation to the tactics, proposals and vision. Most of this is undertaken after the conclusion of the consult.

PROGRAMS FUNCTION

The actuating programs are programmatic coagulations of all of the tactics. They are entities which are capable of standing on their own as focused efforts which can be accomplished by the local people. They are simple, yet now shallow. In providing an answer to obvious need, they are capable of eliciting the interest of the public and private sectors which generates funding. Therefore, it is important that the programs bear exciting, motivating titles and that they are accompanied by budget projections which reflect the realistic costs of each component. The function of the three paragraphs written on each program is to communicate the necessity, demonstrate the inclusiveness and illustrate the unity of the Human Development Project. The programs create motivity by indicating practical possibility both to the local actuating forces and to prospective funding sources. They ground concretely the underlying principles of local economics, social development and project formation put forth in the Prolegomena section of the Consult Summary. At the same time, the programs are empty forms which hold together the tactics and symbolize the initiation of the whole project.

WRITING PROCEDURES

The first draft of the Programs Chart is created in five versions by the consult teams on Friday evening. The writing team gestalts these versions and by carefully checking this with the Vision, Proposals and Tactics charts, discerns and rationalizes the Programs and their sub-components. Three 150 word paragraphs are written on each program. The first broadly describes the program; the second identifies the four components; the third discusses the arenas of implementation.

COMPONENTS PARAGRAPH

It is helpful to begin by writing the components paragraph of each program in order to objectively discern the four dynamic elements which shape each program's uniqueness. By first dealing with the four components one can check the programs' relationship to each other and to the tactics in order to eliminate overlap and inconsistencies. The components paragraph should clearly list the four distinct aspects of the program, each of which is fundable as a separate entity. The components paragraph is comprised of the introductory sentence followed by one or two sentences for each of the four components. It is important that these sentences avoid dealing with the issue of implementation.

DESCRIPTION PARAGRAPH

The paragraphs involving the most challenging writing in this section are those that describe each program. These paragraphs are best written after the components have been discerned and the writing group has had an opportunity to brood over and clarify corporately the common image of the program in operation in the community. The program description brings focus to the element of wonder which is already present in the community. In broadly describing the program and its purpose, this paragraph builds on one rather fantastic, unique aspect of the local situation--for example the boab trees in Oombulgurri--to capture the reader's interest and imagination and to communicate the plausibility and necessity of the program. The language of this paragraph is subtle and controlled, yet poetically motivating in effect. The content is suggestive of the components, yet does not anticipate the discussion of the components which comes in the following paragraph. Neither does it reiterate the contradiction.

IMPLEMENTATION PARAGRAPH

The implementation paragraph of each program suggests the broad arenas of action--such as securing equipment, enlisting personnel, providing training and obtaining materials--which will be necessary for program implementation. It is important that these paragraphs identify the 4-6 major implementation thrusts and communicate a sense of ordered simplicity that authenticates the program budget. It is helpful to remember that these paragraphs are written for project funders, not for the local auxiliary who build time-lined implementaries on the basis of the tactics rather than the programs.

PARAGRAPH LENGTH

The final draft of each program's three paragraphs should be 150 words in length. In order to allow for the sequential layout of the program prose and program budget (see document) it is important to hold prose copy on one page. The number of revisions necessary after the first draft can be limited if the writing group is clear on its audience and has identified the very different function, style and language required by each of the three paragraphs. This set of paragraphs for any one program should be able to stand on its own as an introductory development piece for the funding of any related component and therefore requires a sharpness, precision and creativity different from those required by other sections of the document.

ACTUATING PROGRAMMES WRITING PROCEDURES

CREATING PROGRAMME CHART	FIRST DRAFTING THE THREE PROGRAMME PARAGRAPHS	REWRITE AND POLISH
STEP ONE	STEP TWO	STEP THREE
1. Pull together programs list from the five consult teams work. Brainstorm data into 16 to 50 Programmes of structural realities. a. List all data in groups on board in 3-word titles. b. List on the side those that seem common to all. c. List remaining below these d. Gestalt into arenas 5-7. Create chart or programmes in arenas. Gestalt within arenas to 2-4 in each. Create Imaginal Art chart (See Plate 5 in document) 2. Create Components a. Plot tactics and sub-tactics in appropriate programmes. b. Gestalt tactics plotted into each Program into 4 components, each capable of standing on own bottom. Create 3-word titles for each. 3. Check chart. Plot proposals & vision components into programmes to check comprehensiveness. Hold chart against contradictions to check relevance.	1. Write 2nd paragraph first (Component Paragraph). a. Describe the four components of the programme and what they do or what they are. This is not a listing of implementaries. It describes the actual day to day doing of activities. b. Initially write and exchange and rewrite, eliminating implementaries. 2. Write 1st paragraph second (Description Paragraph) (This paragraph sets context of relationship to other programmes and benefits to whole community.) a. The first sentence or two are the most important since they set the programme in an indicative mode or establish the obvious necessity for the programme. It is important to avoid any negative relationship to the local people that the programme is designed to serve. (Use Maliwada document as an example of nature of the first sentence.) b. The next few sentences describe how the programme operates in relationship to the whole. c. The next few sentences describe the benefits of the whole, derived from the programme. d. After the first sentences for the programmes out on the board where they can be evaluated by the whole group for checking of indicative power. e. After exchanging, rewrite. 3. Write the Third Paragraph (Implementation Paragraph) a. Describe in the broad the implementation steps in sequence. b. Exchange for checking and rewrite	1. After writing all 3 paragraphs, put them together onto one page. Select the best for reading aloud and assign for cleaning and rewrite. Cleaning involves eliminating overlap, that is, putting implementaries out of the component paragraphs and components out of implementary paragraphs. 2. Rewrite each programme several times 3. Polish the paragraphs by reducing or expanding to 150 words each and cleaning the language and poetry. 4. Assign units to the 2 formula programme paragraphs
WRITING WEEK-SUNDAY	WRITING WEEK-MONDAY, TUESDAY, WEDNESDAY	WRITING WEEK-THURSDAY

BUDGET INTRODUCTION

The budgets section of the document is comprised of individual budgets for each program, a summary budget of the cost centers for each program for the first year of the project, a summary of the project cost by programs over the lifetime of the project, and a funding flow chart. The budgets are intended to display the projected costs and a viable funding scheme. This section of the document is vital to organizing the resources that will be required for the project and for providing the basic information to develop the project financing. The budgets cannot be created until after the programs have been determined and clearly defined. This is undertaken after the conclusion of the consult.

BUDGET WRITING PROCEDURES

The end products of the budget writing procedures are:

1. an individual budget for each program for the life of the project,
2. a projected cost for all the programs for the life of the project,
3. a summary chart of the project cost for the first year delineated into cost centers, and
4. a transrational project funding flow chart.

The individual program budgets are created first. Generally two or three people who have been writing on the programs are assigned out of that group to begin on the budgets. Before creating any of the budgets the project salaries should be established to provide consistency through all of the programs. Guidelines for doing that are:

1. The community wage is at the level of the national minimum wage, which is generally higher than the average family income of the project site. If there is not a minimum wage law, then a second guideline could be 50% to 100 % higher than the baseline average family income.
2. The apprentice wage is generally one half of the community wage.
3. The auxiliary salary is two to four times that of the community wage. A second guideline for assigning the auxiliary salary is to determine the total sustenance and mission budgets for the project and divide that by the number of auxiliaries to arrive at the individual salary.
4. Consultant salaries for outside consultants as a rule can be charged at $500 (U.S.) per month. This could be higher or lower depending on the local economy.
5. Check your determined figures with the local auxiliary for appropriateness.

After the salary and wage scales are established, read and review the program paragraphs that have been written to determine what the cost items are. Each program is costed by capital expenses, salary or pay and operating costs for the first year and then for the remaining fiscal years (generally, three to four years). Guidelines for allocating expenses are:

1. The major share of capital expenses fall in the first year, with some carry over into the second year.
2. Some salary costs could be phased out in the final year.
3. The final fiscal year would almost exclusively be carried by local income and must therefore be realistically projected and assessed.
4. Capital expenses and operating expenses should be charged at local costs. Local guardians or consultants who know costs for services, equipment, materials, and supplies are invaluable at this point. In lieu of these

resources assign one person to telephone local manufacturers and retailers to get actual retail costs for the desired items.

5. The travel costs include local travel, travel for training at other locations and at least one trip for each auxiliary to an area or continental council yearly.

After the individual program budgets are completed create a chart detailing the total project cost by programs and fiscal years. Generally speaking, the first projection is high and the costs need to be revised at this point. Valuable resources for checking the feasibility of your projected cpsts are local guardians, consultants, and auxiliary. Other guidelines include:

1. Determining the first year cost in relation to the current annual income of the project site.
2. Comparing the cost of the project to similar community development projects in the city and/or a nation.
3. Determine the cost of the project in relation to what various government funds are allocated to this community or one of its size. Calculate the per capita investment requirements used by the government in allocating funds.
4. Compare the cost of the first year and lifetime budgets of the project as a percentage of the cities (provinces, states) annual budget.

When the project cost by fiscal year has been established, then a chart is created analyzing the first year expenses by cost centers and programs.

The final step of budget writing is the creation of a transrational funding flow chart. As a rule this funding scheme is comprised of outside injected capital and local monies. Of the outside monies these are defined by public and private funding. In developing nations the greater share of the project cost should probably be in the public sector. In developed nations it should probably be in the private sector although this is not the case in a developed welfare state. In the first year of the project the local economy participation should be low (five to twenty per cent) of the first year cost. By the final year of the project outside monies would essentially phase out with the local economy carrying the bulk of the expense. In determining the local contribution to the project income items to be considered are in-kind labor, local loans, local cash donated or paid into programs for services.

When all of the budgets are completed the wriring team would then write the project financing paragraphs for the epilogue. As a rule the budgets should not be started until the programs are established and well defined. At this point two or three people could complete all the budget work in two days.

Budget Writing Procedures

Budget Creation

1. Determine the project lifetime and the basic salaries to be changed.
2. Read each program and list all capital items, personnel required and operating expenses.
3. Assign costs to each item for the lifetime of the project - by fiscal years.
4. Secure actual costs for equipment, materials, and services from local manufacturers and retailers.
5. Total and check the costs for each program.
6. Create a four year project cost chart.
7. Review project totals by years and adjust the costs to give a decreasing cost over the project lifetime.
8. review and modify the budget after consulting with local guardians and the auxilliary. Review and modify the budget after consulting with local guardians and the auxiliary.
9. Review and modify the budget in light of local income, government spending and known costs for other development projects.
10. Create final program budget charts.
11. Double check all mathematical calculations.

writing week
WEDNESDAY

Funding Design

1. Review previous days product.
2. Make revisions in light of any new data.
3. Create a chart of projected costs over the project lifetime.
4. Create a budget summary chart for the first fiscal year.
5. Make sure that all budgets balance and correspond.
6. Create a project funding flow chart.
   a. Review local input monies from in-kind labor, cash, and loans generated.
   b. Assign portion of the budeget to private sector and public sector.
   c. Determine impact on local economy in terms of income generation.
   d. Design a transrational funding chart.
7. Submit all final budget forms and charts to editorial.
8. Write project financing paragraphs for the epilogue.
9. Review, clean, nad final type paragraphs.
10. Submit all paragraphs to editorial.

writing week
THURSDAY

THE EPILOGUE

EPILOGUE FUNCTION

The Epilogue, or conclusion to the Consultation Summary Statement, summarizes in Six sections of paragraphs the broad implementation of the Human Development Project. The Epilogue states simply yet profoundly the future of the Human Development Project in the arenas of Actuation Phasing, Project Funding, Implementing Forces, Anticipated Benefits, Replication Schemes and Support Systems.

EPILOGUE PARAGRAPHS

The epilogue begins with a paragraph of appreciation and acknowledgement for all those whose practical assistance and encouragement were crucial in the successful completion of the Consultation. The intent of the first sections, Actuation Phasing, is to explain the universality and uniqueness of the methods, give an overall view of the consult and to say a word on the 4 Year Phasing Model. In the second, Project Funding, the Epilogue states where funding is needed, where it can be found as well as an overall analysis of project cost in relationship to the phasing out of all costs at the end of four years. Three charts--Budget Summary Chart, Projected Costs, and a Product Funding Flow Chart--are included along with the paragraph. The Implementing Forces Section lays out the possible structuring of local forces and names the role and function of the guardians and the function of the auxiliary. A visual image of the anticipated benefits of the Human Development Project (things that might be seen on a tour of the Human Development Project in 3 to 6 months time) is projected in the next section. The Replication Schemes Section presents a broad image of possibilities of replication locally and nationally with a word on personnel and financing. The sixth and final section, Support Systems, summarizes site selection data and support services (ICA and local residents) data. This section concludes with a statement on global support of the Human Development Project Band around the globe and the community's new found relationship to its own nation and to the rest of the world.

WRITING GUIDES

In writing the Epilogue it is crucial that all back-up data and research is completed in order to enable the effective and efficient pulling together of materials for the paragraphs. Pre-Consult Research includes collaborating with the local auxiliary to find out: (1) who sponsored, authorized, funded and participated in the consult; (2) what did they do?; (3) what are the replication possibilities; and (4) what were the values held in site selection? Immediately after the consult a visioning conversation asking for concretion on future anticipated scenes should take place (see Week 3 Collegium Design). The audience exercise should also be used. The next step is to gather a set of previous documents (at least 3 for reference and study) and to gather necessary materials--blank charts, paper, pencils, documents and writing/editing procedures. Next skim documents using screen of types of paragraphs. Using plenary products and documents sum up intent of each section using team writing and editing procedures (found in document writing section previous). Fill out necessary funding and cost charts from the rest of the document. Be sure to write all summary statements from consult documents and plenary statements to get comprehensive concluding statement on the consult. Constant conversation with the Advisory Board is crucial on the strategy statements contained in this section.

EPILOGUE WRITING--INTENTS OF PARAGRAPHS

Section	Intent	What possible questions asked
ACKNOWLEDGE MENTS	Honoring the authorization and participation and development	Who participated? In what way?
ACTUATION PHASING	Explain universality and uniqueness of methods. Overall view. Phasing model.	Use previous documents for general forms. Where were indications of concern? Where is the emphasis in this section? What is the intent? What is the phasing emphasis each year? What phase is the project in?
PROJECT FUNDING	Funding is needed. Where funding can be found? Overall analysis of project Cost in relationship to the phasing out of all costs at end of four years	Use previous documents for general forms. In terms of what funding is needed where are the possible resourses? Use budget summary charts to do analysis. Figure out % and projections for site.
IMPLEMENTING FORCES	Lay out possible structure Name roles of guardian Function of the Guardians Function of the Auxiliary	Use previous documents for general flow Consider audience chart for style and language adaptions
THE BENEFITS	Visual image of the transformed life occasioned by the project	Walk through each Actuating Program Art form Conversation What would you see? being the major question Push for visual images concrete Gestalt into approx 6 categories Write from 2-3 viewpoints
REPLICATION SCHEMES	Present broad image of the possibility of replication	Brainstorm particulars of replication possibilities using the catergories in the document from another site. Use the document for paragraph structure filling in unique items relative to site information.
SUPPORT SYSTEMS	Site selection data Support services data	Refer to site selection criterea form Use general outline of previous work The variables need to be brainstormed How was this location chosen? What criteria was used? What support will be needed here

EPILOGUE WRITING PROCEDURES

PRE-CONSULT RESEARCH Step 1	POST-CONSULT RESEARCH Step 2	GATHERING MATERIALS Step 3	WRITING PARAGRAPHS & FILLING IN CHARTS Step 4
Collaborate with local auxillary to find out the following information: 1) Who a) Sponsored b) Authorized c) Funded d) Participated in the consult? 2) What did they do? 3) Discern replication possibilities 4) Review site selection data	Visioning conversation asking for concretions on actual scenes	Gather set of previous documents (at least three for reference and study)	Skim documents using screen of types of paragraphs.
	Fill out audience guidelines chart	Gather necessary: -materials -blank charts -paper ~~-paper-~~ -pencils -documents -writing procedures	Using plenary products and document sum up intent of each section and use team writing and editing procedures.
	Record all data for writing		Fill out funding and cost charts taking data from rest of document. Write summary statements out of that.
BEFORE CONSULT INITIATION WEEK	AFTER CONSULT ~~DOCUMENT~~ ~~WEEK~~	AFTER CONSULT ~~DOCUMENT~~ ~~WEEK~~	AFTER CONSULT ~~DOCUMENT~~ ~~WEEK~~

EDITORIAL TEAM

The Editorial Team plays a critical role during the week of document writing. In addition to functioning as the writing team for the Prolegomena section of the document it also performs the following functions in overseeing the final editing of the document:

1. It receives all final draft copy and prepares it through editing for final typing. This involves returining drafts for revision by the original writing teams if the final copy is not up to necessary standards. It also involves checking through certain editorial points which bear upon project strategies, funding designs and authoriaation issues with the advisory board described earlier in this chapter. This process is critical to the reception of the document and therefore the project by a broad audience and requires a keen eye to discerning potentially sensitive issues.

2. It functions as a writing team consultant body, visiting other writing groups on request to unblock issues of style and content and receiving and critiquing early draft copies of sections of the document from writing groups who are uncertain about the necessary next step. This role demands that the editing team be well grounded in the objectives for writing each of the sections of the document as they have been described in this chapter.

3. It functions as a consultant to the translation group which is called into being as soon as the first edited copp has passed through the stage of final type. This consultant role is important as it facilitates the flow of the translation effort and thus effects the time line by which locally consumable copy can be put into the hands of members of the community. For the first two days the translation team coordinator - a bilingual national - functions as part of the editing team, thereby becoming thoroughly familiar with the editing procedures and guidelines, and aware of the issues about which decisions must be made in conversation with the Advisory Board. As all these factors also influence the accuracy of translation, this training aspect of the translation team coordinator is vital. The responsibility of creating a second language version of the document which adequately and authentially communicates the same story is a tremendous burden, and the English editorial team provides a supportive network to the translation coordinator and his whole team.

The style of the editing team is one marked by corporate discipline, and creative fun. Th press of deadlines as the week proceeds necessitates the adjustment of a normal daily time design to allow for work around the clock. It is critical, therefor, that corporateness develop early in order to sustain the team in the long haul of handling final draft copy once it begins to arrive. Practical suggestions for shaping a context which allows for accurate and creative work are contained in the following construc ts.

A. General Contexting Procedures

1. Briefly outline responsibilities of the team
2. General brainstorm of issues and concerns related to the task
3. Workshop to determine required tone, style and language guidelines using Audience Guidelines Worksheed (Plate _____)

B. Set-up Guidel jnes

1. Establish copy reading symbols immediatley. Post in the editorial and typing rooms.
2. Establish and distribute key hints to good writing. See Style Guidelines which follow.
3. Creat a visual chart which displays every paragraph in the document and can be used as a working chart for writing the Prolegomena and editing the balance of the document.
4. Assign one person to be the data systems coordinator who keeps track of document copy flow and location.
5. Establish space set-up and a commonly usable method to trace in-coming and outgoing pages.
6. Always keep document sections in folders. Staple the latest typed copy to the top of back drafts. File carbons in a cont file.
7. Editors initial each section when edited. Two editors (minimum) review copy before it goes into final type.
8. Arrange for typing pool to be located in close proximity to editorial staff.
9. Always have advisory board check final edit copies for suggestions about how to appropriately handle issues in question.

C. Materials for Editing

The editing team depends on a wide variety of resources in order to insure that the project document will be a professional piece of work that can be used as a handbook for project implementation, a promotion piece for development, and a motivity tool for initiating future demonstration projects. These resources include a reference library, a working list of spelling idiosyncracies, a common list of copy reading symbols. The accuracy of the document depends on the availability of baseline resources such as a map of the demonstration area, current socio-economic files, and several historical pieces on the community and area. Other consult documents are valuable tools for illustrating the style and format of the draft at hand. Below are listed particular reference texts and materials.

1. Dictionaries, including a Concise Oxford Dictionary
2. Fowler's Modern English Usage
3. Roget's Thesaurus
4. Sets of document writing procedures
5. Paper clips, pencils, rulers, scratch paper, stapler

D. General Guidelines

Some simple guidelines for document writing serve to keep before the team the corporate decisions that have been arrived at during the contexting session. Guidelines common to a document written at any consult would at least include the following:

(2) Agree upon basic editorial markings (see handout sheet)
(4) Keep a basic spelling "idiosyncracies" list posted on the wall.
(5) A rhythm of assignment which varies editing, proofing, and writing. Short breaks (10-15 minutes), shifting personnel or varying types of work sustain engagement over long time blocks and give fresh perspective for accuracy and sophistication.

E SUPPORT PROCEDURES

The Room Set-up

Tables and chairs are to be set up in a way which allows enough writing room and space for reference materials. The set-up should also enable easy conversation among the group members. The lighting should be excellent.

Symbolic Decor

A world map, a community grid and the communit's symbol serve as pervalent wall decor. Working decor in the form of quotations and charts are developed from the task of the teams.

The Wall Charts and Quotes

On the wall will be two charts, drawn on butcher paper, one laying out the paragraphs of the Prolegomena, and the other the paragraphs of the Epilogue. The serve as reminders of the structure of the work and allow for discerning adaptations. Quotations such as the following help to memind the team of the intentionality of the task.

"The poet is a man who rides easy in his harness."

-Robert Frost

"Igotta use words when I talk to you."

-T.S. Elliot

"Eschew surplusage." Rule 14

-Mark Twain

"Language arises out of a social situation and expands only in a problem-solving context."

-L. S. Wgotsky

"For one word a man is often deemed to be wise and for one word he is often deemed to be foolish. We ought to be careful indeed what we say."

-Confucius' pupil

Meals, Readings

The buffet style of lunch and dinner allows for a relatively unbroken block of time in the writing teams. Mealtime in the work groups become a source of relaxation and discontinuity where the pace of work permits mealtime readings related to the task, become a motivity tool. During the Fifth City Consult, for example; the Editorial team assigned one person each day to select a reading to share over dinner. The style and language considerations of editing the document but a new relevance to Carl Sandburg's "Chicago" and Mark Twain's "On the Art of Composition" A current article of the

1. Style and Language

a. Do not avoid the use of common words.
b. Context all newly created words
c. Avoid "jargon words; at the same time recognize that new perceptions of reality can often only be expressed in new configurations and uses of the inherited linguistic forms.
d. Use language understood by the establishment and the community.
e. Be Lucid: sensible, realistic
f. Be Crisp: to the point, minimize superlatives, descriptive adjectives, duplication and commas.
g. Be Compact: shorter sentences, divide three-line sentences into two; organize thoughts, such as "It is to be anticipated that it will be possible to..." Don't retard the reader with extra, unnecessary, useless, unclear and redundant words.

COMMON TENDENCIES AND PROBLEMS IN CORPORATE WRITING

A. Using two or three words to modify such as "The program will include a comprehensive and systemmatically designed plan" Use one adjective only when necessary.

B. Rendundantcy - "It is the form and structure which is of the foremost importance in the creation and design of the plan".

C. Using "The" too much - "The office facility will require the purchase and the installation of the appropriate telecommunication" rather "office facilities require purchase and installation of appropriate telecommunication"

D. Using "will be" too much

2. OPERATING PRINCIPLES FOR THE WRITING PROCESS

(1) Honor all data that comes in for editing. Do not change content; work to retain style which is appropriate and effective.
(2) If content changes appear to be necessary, check with the group from which it came to prevent distortion of meaning.
(3) Use an affirmative writing style.
(4) Affirm the community, even in its negative aspects.
(5) Be open to change. Be willing to correct, revise of completely rewrite at any time.
(6) Give attention to small detail such as punctuation, spelling, and fine points of grammer.
(7) Continually check writing style for sophistication.
(8) Remember your audience; the establishment, the government and the community.

3. ORGANIZATIONAL PRECAUTIONS

(1) During the aucience guidelines workshop discern the degree of writing detail to be used in each section.

Chicago Triaune on Jesse Jackson and an article on Benjamin Simms who created the transportation model for 40,000 people during the busy boycott at Montgomery, Alabama illustrated the pain of the social change in America which was part of this community's history.

GERUND PHRASES

The following sample, taken from a list of gerund phaases compiled in the Isle of Dogs, illustrates a helpful tool for editing charts (Note the local spelling idiosyncracies).

installing
lodging
locallising
situating
inserting
plaoing
laying
seating
stationing
stocking
posting
depositing
locating
engaging
contracting
employing
utilizing
involving
using
applying
organising
co-ordinating
maximising
expanding

THE COPYREADING SYMBOLS

Delete
Remove a letter and/or close up space
Reverse order of letters or words
Insert-marginal addition
space
New paragraph
Spell out a number, abbreviation or word
Lower case
Substitute in capitals
spelling error
Underline letter which should be capitalized

THE SPELLING IDIOSYNCRACIES LIST (a working list to be compiled by the editing team)

DOCUMENT PRODUCTION

The task undertaken in Week 3 of the Global Task Force for which long range planning is perhaps most critical is document production. The team cannot begin early enough to work with the assigned task force personnel to pin down every detail which contributes to this effort - from checking paper supply and typists to reserving printing time and selecting cover stock. The document can usually be produced through the soliticing of in kind equipment,supplies and labor. All arrangements should be made and firmed up in detail before the week of the Consult. It is helpful to keep in mind that this 120 page text will need to be produced in many cases virtually overnight in order to be used immediately for project framing. It also is intended to be of "first quality" as it is becomes an important tool in relationships with both the public and private sectors. All production materials and personnel should be reviewed during the week of the Consult to assure the smooth flow of all copy through the processes of rough typing, final typing, proof reading, correcting, printing, collating and binding. On the day of launching production a "dry run" of all machinery and electrical outlets is made. Production activity is s set up in a location which avoids distracting the work of the writing groups, but is preferably in close proximity with the editorial team with which constant interchange is necessary, especially during the end of the week.

An important aspect of the production task is sustaining momentum and assuring the involvement of the production crew. Careful attention to the assigning and rotation of troops is required throughout the week. The crew typically begins work at the beginning of the day by publishing those pages that can be printed up ahead of time. It is best to arrange in advance for four typists to be available for the whole day of "deadline" syle work. A minimum of six charts and the document cover will need to be typeset, drawn and pasted up and made photoready by a lithographer and a professional graphics team. Where skilled labor and resources are extremely limited, the cover can be prepared with transfer letters carried with the team as part of a portable production kit for emergencies. If proofed, typeset material can be obtained, several people can work at drawing the charts and laying out the material. This whole process will need to be repeated for translations of the document and will, in many cases, necessitate different equipment and personnel, such as a Hindi typist and typewriter.

SDCT

IV D

CONSULT DOCUMENT PRODUCTION TIMELINE: ONE WEEK

MOTIF	A THOUSAND DRAFTS			THE FINAL FORM			DONE
TASK / DAY	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
OVERALL COORDINATION	Design and set up space.	Check document final typing, printing, and typesetting arrangements.	Build initial layout chart of document in pencil.	Check final form and make adjustments on final copy.	Create 24-hour schedule for Thurs.--Fri.	Print, collate and bind 50 copies of document through tactics.	Print, collate and bind 300 copies of the finished document. minimum
ROUGH TYPING	Tactics Pars. Backup prose →	5-10 drafts of all document paragraphs				Implementary Paragraphs 1st Par. 2nd Par.	
FINAL TYPING		Prolegomena Vision → Proposals → Title page, etc		Ed. Transcript. Proposals Chrts	Programs → Tactics Contradictions Tactics Charts	Epilogue Contents Budget Charts	Implementary Paragraphs 1 & 2
PROOFREADING				Proofread the final typed copy and corrections made on final copy twice.			
CHARTS	Check to see where help is needed cleaning charts & distribute Gerund Lists	Gather all necessary supplies & equipment. Draw & type charts as rdy.	Draw Proposals Charts (Pl.3A-) Typeset Vision & Proposals Charts (Pl 1&3)	Draw Tactics Charts (Pl.4A-) Typeset Contradictions Chart (Plate 2).	Draw Budget Charts (Pl. 6A-6C). Typeset Tactics Chart (Plate 4).	Typeset Programs Charts (Plates 5&5a).	
FILING	Collect, sort, label & distribute all backup research files & butcher paper.	Build Consult Team and Project archives.	Collect, check, straighten, and relocate files as groups complete their work.				
TRANSCRIPTIONS	Begin transcribing tapes.	Transcribe and check/listen tapes.					

CONSULT PRODUCTION PROCESSES

Process	Instructions
PRODUCTION COORDINATION	Clarify all production arrangements, on site and from outside sources. Build layout chart page by page, of the document in pencil. Establish production team procedures and quality control. Create 24 hour schedule for Thursday and Friday. Creating the team and project archives is a function of production.
ROUGH DRAFT TYPING	The handwritten drafts (often as many as 5-10 in number) of all document paragraphs are typed for revision by writing teams. The first rough drafts which arrive in production are the transcriptions from the consult which become part of the archives of the team and project. Extensive tactics paragraphs and back-up prose also are available.
FINAL TYPING	Set 1" margins on left and right. The first line of type starts on the 6th line from the top of the page, with the heading on lines 6 & 7. The text continues on line 10. The last line of the text is typed on line 60 (1" from the bottom of the page). The page number is centered ½" below this on line 63.
CHART PRODUCTION	Maintain ½" margins on all sides. The line around the outside of the chart and the line dividing the abstract categories or headings from the rest of the chart are the same width (c.2mm. or 1/12"). Other lines are thinner. Detailed charts should be drawn large, to scale, and then photo reduced when camera-ready.
PRINTING	Shift the front side print of prose copy ¼" to the right and the back side ½" to the left to allow for binding. Centre all charts and cover.
COLLATING	Collate by sections, checking to make sure pages are printed on both sides. Coat fingertips with glycerin as necessary for easy pickup. "Glycerin can be dispensed by a sponge, using a small amount in a cup, saucer, or cap from an aerosol can.
BINDING	For initial copies it is possible to staple twice ½" from the left edge and cover with a strip of 1¼" wide cloth binding tape cut to size. The preferred binding is wrap-around or perfect binding. The Duo-Tang binding (or spiral) is the first alternate; the Gestetnerscrip binding process is the second alternate.

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PRODUCTION REQUIREMENTS

PROCESS	QUANTITY	EQUIPMENT	MANPOWER	SUPPLIES
FINAL TYPING	35 Charts 85 Pages of prose	3 Elite typewriters with the same type face, preferably electric, clean and in good operable condition	5-6 Good typists 80 MANHOURS 2-10 Proofreaders 20 MANHOURS	1 Ream paper Carbon paper Correction material Extra ribbons
CHART PRODUCTION	6 Charts 1 Cover design	Typesetting machine(s) Light boards Scalpels Drawing pens Photo reduction equipment	Typesetting: 20-50 MANHRS Layout: 20-50 MANHOURS Photo reduction: 2 MANHRS	White-out Clay paper or equivalent Rubber cement Washable black India ink Graph paper Transfer letters--3 size Magic tape, White tape
PRINTING	120,000 Impressions	Offset press(es) Plate maker (Photographing camera-ready material is preferable to typing directly onto the Master.)	Press time and manhours vary with the number, type, and speed of the presses used.	160 Reams of good offset paper, 8½x11 or standard size and weight or uncut equivalent for larger presses 2,500 8½x11 Sheets cover
COLLATING	70,000 Sheets	Collating machine	80 MANHOURS by hand	For coating fingers, helpful, but not necess. 1 Pint of glycerin and Sponge pieces or Commercial product
BINDING	1,000 Booklets	Binding machine or 2-3 Heavy-duty staplers	30-40 MANHOURS by hand	4,000 Heavy-duty staples 1,000 Feet of 1 1/4" wid. cloth binding tape

SDCT

PRODUCTION PROCEDURES

PROCESS	INSTRUCTIONS	NOTES
FINAL TYPING	Set 1" margins on left and right. The first line of type starts on the 6th line from the top of the page, with the heading on lines 6&7. The text continues on line 10. The last line of the text is typed on line 60 (1" from the bottom of the page). The page no. is centered ½" below this (1.63)	
CHART PRODUCTION	Maintain ½" margins on all sides. The line around the outside of the chart and the line dividing the abstract categories or headings from the rest of the chart are the same width (c.2 mm. or 1/12"). Other lines are thinner. Detailed charts should be drawn large, to scale, and then photo reduced when camera-ready.	
PRINTING	Shift prose "fronts" 1/4" to the right and prose "backs" 1/4" to the left to allow for binding. Center all charts and cover.	
COLLATING	Collate by sections, checking to make sure pages are printed on both sides. Coat fingertips with glycerin as necessary for easy pickup. (Glycerin can be dispensed by putting a small amount in a cup, saucer, or cap from an aerosol can, together with a sponge.)	
BINDING	Staple twice 1/4" from the left edge and cover with a strip of 1 1/4" wide cloth binding tape cut to size.	

ERIC 34

SECTIONS THAT CAN BE INDEPENDENTLY TYPED IN FINAL FORM PRIOR TO PAGE NUMBERS

1. Contents page - general
2. ICA statement
3. Detailed contents page
4. Prolegomena
5. Operating vision introduction
6. Contradictions introduction
7. Contradictions paragraphs
8. Proposals introductions
9. Proposals paragraphs
10. Subproposals charts (Plate 3A series)
11. Tactics introductions
12. Tactics paragraphs
13. Subtactics Charts (Plate 4A-E series)
14. Programs introduction
15. Programs summaries
16. Program budgets
17. Epilogue
18. Budget summaries
19. Back page with address

The first line of type for continuing pages of a section (line 10)

SECTION NUMBER (line 15)

SECTION TITLE (line 18)

The first line of the first paragraph of a new section (line 22)

Center paragraph titles along the length of the paragraph and from a point 1½" from the left side of the paper represented here by a dotted line.

TACTIC 31: ORGANIZING VILLAGE CARE NETWORK

Subtactics Type the tactic number and title as above. Double space. Type the word "Subtactics." Reset the page margin at 3". Type the tactics paragraph. Space the subtactics numbers evenly along the length of the paragraph and center between the 2" and 3" margins (on the dotted line.

232

233

234

235

PRINTER:
Shift fronts ¼" to the right
and backs ¼" to the left
to allow for binding.

The last line of type (line 60)

page number (line 63)

V B

CREATING IMPLEMENTARIES BATTLEPLAN

1. Internalizing Document Components

Before the process of determining the implementaries begins, the auxiliary needs to familiarize itself with the newly created document. A full rationale for studying the document follows. In a seminar-like setting, it will be key to focus in on the contradiction and tactics sections by getting clear on the basic objective points of each and the intrinsic depth insight in each as it relates to community building. Such study can be initiated by the Consult Team, but would more likely be recommended to the summary prior as relevant collegium study over a period of time.

2. Building Implementary Timeline

The writing of the time-lined implementaries for actuating the projects tactics within the program arenas starts as soon as the auxiliary can be released from the document writing groups. This usually begins on Friday of the 3rd week when the English Edition of the document is being printed, and necessitates planning ahead by the teams to insure that other troops are in place to gun the English production and continued translation work. A minimun of one member of the team woks ahead of time with theauxiliary priorship to familiarize them with the implementary writing procedures, the back up files which contain the paragraphs written by the consultants during Friday and Saturday of the Consult Week and build a realisitc time-line for finishing the writing and production of the implementary paragraphs. The question of local community and local guardian participation in this work is also raised at this time, and invitations extended where appropariate. The Global Team member sets the context for the auxiliary during the first session of writingwhich is usually Friday evening. The procedures used are those laid out in the implementation manual (Chicago GRA S '76). Following the first session, the Team pulls out to leave the auxiliary priorship in charge, but is available through the weekend to serve as a consultant when needed.

3. Creating a Weekly Time-Task Calenday

In order to insure the unified thrust of the project as a whole at the same time that all the programs are being initiated, it is important that the auxiliary create a weekly calendar that holds the aspects of its internal life and the program events within the community. This allows for a weekly review of the comprehensive and practical demands of the project and as both a symbol and a tool serves to remind the auxiliary of its decision. The Consult Team's week 3 chechlist needs to include consideration of this item which it can handle in a number of ways depending on the local situation. An illustration of a typical weekly calendar is included in Plate ____ of the Appendix.

4. Replication Phasing Plans

In order to establish a common story and ground the role of the particular project in catalyzing social demonstration across a broader geographical area, a tentative replication strategy must be discerned. Often this is not immediately shared beyond the common mind of local ICA forces, but in other situations it is helpful to lay it out in some detail in the Epilogue section of the Summary Statement. The Consult Team's role is to imform the auxiliary of current replication thinking and to encourage them to do homework in this arena. The India Experimental Tactical System for Replication chart found in the appendix ____ is a helpful tool for initiating this kind of discussion, some of which will need to take place early in week 3 in order to write sections of the Epilogue.

V.

THE DOCUMENT STUDY PLAN FOR LOCAL AUXILIARY

	PROLOGUE	VISION	CONTRADICTION	PROPOSALS	TACTICS	PROGRAMS	EPILOGUE
STUDY METHOD	Chart Whole	Read paragraph 1 carefully Skim other paragraphs	Read all Par. Fill out the Contradictions Content Chart	Study paragraph 1 Skim prose, Plate 3 and Plates 3A-F	Divide into small groups by paratactics Study assigned tactics listing subtactics for each on chart	-Divide into groups according to major divisions of Plate5 -Study P.1, PartV -Study P. 1, 2, & 3 or each assigned program	Divide into groups accord to sections of the Epilogue Chart the sections
TEACH-ING METHOD	Seminar Study	Art Form (Plate 1)	Corporate W/S of chart in relation to Plate 2 Add other illustrations	Art Form the sub proposals Chart (Plate 3)	-Workshop brood picture noting relationships -Focus on one paratactic to demonstrate interval relationships -B/S implementaries	Workshop -Images of program in operation -Identify Components -What local expertise & organization is implied?	Seminar Study
FOCUS	Philosophical Presupposition (Section III)	The Operating Vision Chart (Plate 1)	* Key section The Underlying Contradictions Paragraphs	Sub proposals Chart	*Key section Plate 4 Key paratactic column	Relating components back to Plate 4 (tactics)	Replication Schemes
AIM	To ground the philosophy of community development	To illuminate operative vision held by the community prior to the consult	To ground the underlying contradictions and illustrate them out of own encounter with community.	To illustrate the proposals level of the method	To set context for comprehensive implementation	-To demonstrate the function of the programs in relation to local forces -To relate programs to tactics chart	To illustrate funding replication, forces, & support system strategies

Plate ____

THE CONTRADICTIONS CONTENT CHART - a study for grounding the Consult summary statement

aspect / contra-diction	I	II	III	IV	V
ARENA	IMAGE STORY IDENTITY				
TREND	CONSCIOUS OF UNIQUE WORTH AND VITALITY				
OBJECTIVE MANIFESTATION	ISLAND STORY OF "BEING OVER" (FOCAL POINT GONE - DOCKS)				
SUBJECTIVE MANIFESTATIONS	ADULT AND YOUTH SEEK WORK ELSE-WHERE				
DEPTH PAIN	LOST GREATLINESS				

V

C IMPLEMENTING THE SUPPORT NET

1. Unblocking major staffing contradictions

In order to accelerate the momentum required for project actuation, the team needs to look from the start for ways to release the major contradictions on the particular site. This effort is aimed at enabling the local auxiliary to get beyond the fear and paralysis that inevitably come with the realization of the great burden of catalyzing social change. This unblocking may take the form of looking for necessary expertise needed in the auziliary from other parts of the globe. For example if the auxiliary is in need of a nurse on site, then the team participates in building a model to ensure the nurse is there next week. Some general guidelines for staffing GSD are found in Apppendix-(Section __). In addition to this specific program needs would be identified once the document is written.

2. Actuating The Guardian Network

The local and global guardian network relations which will support the project must be launched before the Consult Team leaves. This usually takes the form of a meeting with the consultant guardians shortly after the Consult in order to find ways for them to continue participation in the project in the form of either financial of through the expertise of them or the specific immediate support possibilities of the Consult Team should be part of the brooding of the Consult Team duting the week of document production. This is a way of building a global network through the Social Demonstration band and allows for the expansion of the guardian net through contact with their colleagues.

3. Strategizing Document Distribution

The production and distribution of the document is the initial symbol of the new project's participation in the global social demonstration band. It is the vehicle for the story of the unique situation of the consult to be rehearsed and given to the globe. The consult team works with the task force Panchayat to ensure that the document gets to the printer, that the targets for distribution are identified, and that there is a consensed plan for distribution in operation before the team leaves the site. Plate____ outlines a recommended distribution scheme which can seeve as a model for allowing the story of the Consult to be shared with the globe.

4. Cementing Authorization and Funding

When promises made to authorization contacts, sponsors, and funders are fulfilled and the groundwork for future project support has been established. The consult team can contribute to this ongoing local effort by honoring the local symbolic leadership and locally appropriate ways of expressing appreciation care be discussed with the auxiliary priorship early in the document production week. Plans for funding the established with responsibility and coordination of area, centrum, and local development spelled out. These plans should be made in relation to the auxiliary's implementary battleplanning session. The Consult Team is prepared where necessary to make visits to key national authorization figures with the newly emerged auxilieary leadership immediately following the document production and auxiliary battleplanning.

V.C IMPLEMENTING SUPPORT NET

CONSULT DOCUMENT DISTRIBUTION PLAN

DOCUMENT DISTRIBUTION SCHEME

Document Targets	(recommended) Number of Copies		Distribution Channel Advised
	English	Indigenous Language	
A. Consult Participants Continental/Global Guardian	(100)		HDP coordinating nexus
Local Residents	(50)	(50)	HDP local house
B. HDP Local	(400)	(300)	HDP local house
Development Area	(400)	(300)	HDP area house
Authorization Global	(50)	(50)	HDP coordinating nexus
C. Area Order Families 1 p/fam in each Reg'n/Met. in HDP area	(5-50)	---	Area House
D. Global Nexus Operations and Research	(5)	(5)	Bombay
	(25)	(5)	Brussels
	(150)	(5)	Chicago
	(5)	(5)	Hong Kong
	(5)	(5)	Nairobi
	(5)	(5)	Singapore
E. Global Houses (1 per house)	(100+)		NA.SA: CHI HK-TOK: HK EUR: BRUS SING-SID: SING AF: NAIR SUVA: NAME: OTHER:
TOTAL COPIES			

DOCUMENT DISTRIBUTION TOTALS

AREA			GLOBAL		
send to	# Documents		send to	# Documents	
	English	Trans		English	Trans
HDP Local House			Nexus Bombay		
			Nexus Brussels		
HDP Area House			Nexus Chicago		
			Nexus Hong Kong		
SPECIAL			Nexus Nairobi		
			Nexus Singapore		

BEING THE GLOBAL SERVANT

The Consult Team plays a unique role as the "objective other" which becomes more critical during the final week of the Consult. The team will need to be sensitive to the spirit contradictions present in the situation as the impact of the global task becomes apparent to the local auxiliary. The team can creatively share with the assigned priorship their observations on the spirit contradictions and recommend possible tools for dealing with them. Plate _____ entitled "Spirit Issues Brooding Worksheet" is a helpful tool for the team in discerning how to move.

OBJECTIFYING ROLE

Ensuring that the common memory created by the Consult is available to the auxiliary on site, the centrum GSD post, and in other local situations across the globe is a task assignment of the Consult Team. A Consult debriefing is required so that an objective picture of the baseline data and personnel needs can be related to larger global support, and assignment schemes. It is important that the team evaluate the happening of the particular Consult as soon as possible in order to accurately reporting the next steps to Centrum and GSD posts. The team forwards five copies of all materials developed for the Consult to GSD post and gathers relevant information for the repository as a regular procedure. It is important to leave on site all back-up data which pertains to the implementation task of the auxiliary and to assist in developing a local data storage system when needed.

ORGANIZING MEMORY

The Consult Team is responsible for reflection and reporting on the Consult methodology in order to discern where it can be improved in future Consults. Careful notes should be taken regarding the experience of the Consult methods especially in the particular case of breakthroughs, difficulties, recommendations for future Consults, and questions for brooding. The team can compile a great deal of this data from its notes taken during the collegiums and workshops held with the total task force at various times during the three weeks. The daily logging of Team and individual reflections and checklists also provide grist for reporting out new edges before moving to nthe next Consult location the Team corporately discerns report arenas and makes specific assignments for often extensive writing of new copy. In addition to keeping the research edge of the GSD campaign finely honed, this regular discipline provides the opportunity for continuity and structured individual reflection and becomes a way by which the Team cares for itself in the midst of intensive engagement.

POLISHING METHODOLOGY

SYMBOLIZING DEPARTURE

The last phase of the Consult Teams task is to leave the project area. The way in which this happens should indicate to the auxiliary that they are now in charge. The Global Task Force is called out of being by the Team's representatives on the Panchayat at the House Church meal. By this time the Team should be organized for corporate pulling together of last minute details and caring for final travel arrangements. The celebration of completion of completion of the documents, the creation of the auxiliary's operating timelines, and the leave-taking of the team on the way to their next assignment are in the respect symbolic matters guided and orchestrated sensitively by the Consult Team in concert with the Panchayat which has functioned representationally as the Global Task Force priorship.

V. Epilogue

SPIRIT ISSUES BROODING WORKSHEET

Issue to address	Where Evident	Recommended strategy/tactic
NEGATIVISM	Naive activism--Negates winning by doing something all the time	Choose carefully where battle is to be fought Do the necessary first steps then deploy forces in relation to contradiction.
CYNICISM	Cynical idealism-- need to do it well discourages involvement in less tahn a perfect situation.	Work to see possibility emerge out of day by day implementation.
FEAR	Permission seeking--need for every ones approval before anything can be done.	Create chaos in your situation to calalyze a consensus in response to "surprise" factor.
PARALYSIS	Frozen immobility	Decide to do one difficult thing each day Shine your shoes and hit the road at sun up.
ECONOMIC VICTIM		
LIBERAL HERESY	Simple ideologyism-- abstract principles dictate every response.	Move on all the problems. Release corporate power as key to moving project.

V.)logue CONSULT TEAM CHECKLIST-)ROODING ARENAS)

Re: DOCUMENT	Re: PROJECT LAUNCH	Re: AUXILIARY CARE	Re: GLOBAL
1. Writing team's progress 2. Production issues: -typewriters -printing -cover stock and design -quantity -finances -charts 3. Editorial decisions 4. Distribution model 5. Translation of document: -troops -production -timeline -distribution scheme 6. Special presentations	1. Meeting with local people -key leadership -special groups 2. Authorization -immediate contacts -long range strategy 3. Support networks -meeting with guardians -long range and immediate participation -global and national roles -patron development 4. Funding schemes -immediate moves -proposals -budgetary issues -seed money -long range strategy -major funding contacts 5. Legal issues -receiving agency -registration -credit union and co-op systems 6. Replication 7. Initial miracles 8. Grid 9. Stake meetings 10. Guild meetings 11. Program issues--All at once, likely key programs most difficult, Guaranteed.	1. Assignments -expertise gaps -work out/development recommendations -symbolic role in relation to local people -program gun suggestion 2. Short courses needed relative to spirit 3. Training in relation to: -implementaries -document study -program initiation -actuation principles -broader relations. Area, Centrum, Post, Band	1. Report from other HDP sites 2. Consult methods 3. Actuation insights 4. Assignments -expertise needed -long/short term schemes 5. Supportive roles of other houses, centrum to the project.

THE APPENDIX CONTENTS

TITLE	PG	FOR USE WITH
ROLE OF GSD CONSULT TEAM IN CONSULT TEAM IN CONSULT PREPARATION	1	CHAPTER 1
LETTER OF WELCOME FROM THE RESIDENTS OF SUDTONGGAN	2	CHAPTER 1
CONSULT TEAM BROODING - SOCIAL SUBSTANCE IN THE ISLE OF DOGS	3	CHAPTER 1
TEAM LEADER'S PREPARATORY FIELD SCREEN	5	CHAPTER 1
GSD MATERIALS MODEL FOR BLACK BAG	6	CHAPTER 2 (A)
SOCIAL DEVELOPMENT SPIN	7	CHAPTER 2
SAMPLE AUXILIARY TIME DESIGN	10.	CHAPTER 3 (A)
GSD PROJECTS EXPERIMENTAL TACTICAL SYSTEMS FOR REPLICATION	11.	CHAPTER 3 (B)
GUIDELINES FOR STAFFING GSD	12.	CHAPTER 3
TWENTY-FOUR EMPIRICAL PRINCIPLES OF ACTUATION IN SOCIAL DEMONSTRATION	15.	3
SITE SELECTION SCREEN	21.	
RECOMMENDED COMPANION DOCUMENTS LISTING	25.	

SDCRT

February, 1976

ROLE OF GLOBAL SOCIAL DEMONSTRATION CONSULT TEAM
IN CONSULT PREPARATION

OUTSIDE CONSULTANT	SPIRIT SOCIOLOGIST	TRAVELLING EVANGELIST	JESUS PRESENCE
PROJECT FRAMING	MISSIONAL OBJECTIVITY	ORDER PRESENCE	SPIRITUAL VITALITY
PRE-CONSULT RESEARCH	ABSOLVE SITUATION	GLOBAL IMPACT	PROPHETIC INSIGHT
CONSTRUCT TAILORING	TURN AROUND NEGATIVISM	MISSIONAL EDGE	CATALYTIC AGENT
PRACTICS MONITORING	UNBLOCK CONTRADICTIONS	SPIRIT EDGE	TACTICAL DEED

A1

May 19, 1976

We welcome the consultants from across the Philippines, Asia and other nations of the world to the Lapulapu Human Development Consultation beginning in Sudtonggan on May 23, 1976.

On March 4, 1976 we decided to invite the Institute of Cultural Affairs to set up in our community this consultation in order to further the social and economic development of Sudtonggan. We look forward to working with you in creating the plan for the Human Development Project which will set a new direction for the future of our sitio.

Sincerely Yours,

on Behalf of the
People of Sudtonggan

(signed)
Angel S. Amistoso
X (Alberto Yagong)
R. I. Taneo
Petronilo Amistoso
Sergio Ando
S. Mosquida
Narciso Yagong

Felix Potot
Paquitot Niedes
Alfredo Mahinay
Simplicio Ochea
Geronima B. Amistoso
Faustina Limpangog
Amada A. Berdin
Rufina A. Taneo
Cesar Teno
Ramon Tiro
Lucia Tiro

THE FOLLOWING IS A SAMPLE OF THE CONSULT TEAM'S BROODING ON THE ISSUE OF SOCIAL WELLBEING IN THE ISLE OF DOGS BEFORE THE CONSULT

The community development issue in the Isle of Dogs focuses on the social or cultural rather than on the economic. The issues relating to the economic dynamics are a part of the larger social item. It is not that there is this or that social problem. It is a matter of injecting movement into the total social process. The social is sterile, boring, lifeless, sluggish to the point of bringing everything to a grinding stop. All of this produces a sense of remoteness, of being imprisoned or enchained, cuts down on all effort, activity, movement. It creates a sense of unspace, of dividing walls, of isolation, of opposition, of disengagedments, of resentment, of abstract criticism and protestation as a way of life. The result of this is to move out or constantly consider this; it is to do nothing; to give up believing anything can happen; to sit and bitch; a sense of impotence is widespread; victim image rules; and there is no anticipation or hope.

The practical screams form around items of transportation, entertainment, high prices, employment, gangs of youth (?), closing docks, industry moving, local "say-so", lack of community, highrise problems.

The future seems to relate to finding a new function for the docks; using the land, cultivatable and non; introducing local industry; long-range river-side development; bring local entertainment; developing rationally local business; creatively solving transport locally; perhaps most crucial is the need for nodal activities that relates to the above (these are socio-economic not political).

In socio-economic community development the economic principles must be checked by the social. And the social presuppositions must be checked by the economic. This is because the two are inseparable. Only then can you reasonably interpret the political that is the by-product of comprehensive and intense social and economic development. The political charta requires: 1) local autonomy (delineating the area), 2) community well-being, 3) individual freedom, 4) loyal opposition, 5) and larger submission and obedience. When these 15 principles are included and intensified the transparent dimension of the spirit presents itself to the masses (the last fat lady). The political must never be primary; only the social or the economic. Yet the political on the other side is crucial and indeed must be built into the two former prerequisites. The political must be therefore not an immediate check (as the liberal think) but a remote and long-range check. The "sustence-well-being" and the "social relations" are prior. The political has practical content only in the relation to the clarity of these two. What to do (overall) within the Isle of Dogs is our major issue; where to begin is our immediate issue.

When the social as over against the economic dynamic is prior the issue of internal circulation is spotlighted. According to the 5th City presuppositions you must do 5 or 6 things: 1) radically delimit the area, 2) deal with all the issues, 3) and all at once, 4) attack on all phasic fronts, 5) and stress symbolism and the underlying human issue. (This last may be number 6) Now what does this have to do with the economic principles as in another context one would ask what the 5 economic principles have to do with the 5 or 6 social principles. My question here is not the number 1 (delineation) save as it has to do with a strategic beach head. And it is not with number 5 (global relations) save as this has to do with the global human issues. The pressing concerns are the introducing economic power (social power) and containing that power within the community (social). (What does this mean? What is social power or money in this context?) But the primordial issue is the circulation of that power—what is the circulation of social power; really what is social power (not political). Is it motivity? Is it community identity or symbolism? Is it formal religion? (secular or religious) To sum what does it mean to inject catalytic "sociality" (money-stored up selfhood) into the Isle of Dogs, and to conserve it there; and most important to get it moving-circulating?

TEAM LEADERS PREPARATORY FIELD SCREEN (SAMPLE)

	WHERE TO LOOK	WHAT TO LOOK FOR	QUESTION TO ASK	WHAT TO AVOID
VISION	Total community	-spark in the eyes -posture & gait -secret hopes, delayed -impossible dreams	Do you like the way it is? How should it be?	The bureaucracy
CONTRADICTIONS	Where attempts at _____ are frustrated	anger, irritation where people have given up paralysis	Why?	Structural imperfections
PROPOSALS	Where winning efforts are being made	What captures the imagination broad priority actual thrusts	What can be done?	Established blueprints Tactical steps
TACTICS	Where proposals will be implemented	What will work?	How?	Bizarre solutions
PROGRAMMES	Funding sources Tactics Contradictions	-interaction of any one arena with the rest of community life -creative modes of coag. tactics	Who will do what?	Trying to do established programs better
IMPLEMENTARIES		link with forces that will bring it off	By what procedures? When? Who? Where?	Plodding

Appendix

GLOBAL SOCIAL DEMONSTRATIONS MATERIAL MODEL
(RESEARCH CENTRUM)

CONSULTANTS PACKET	DECOR	REFERENCE/BACK UP MATERIAL
1. Folder with grid 2. ICA Brochure 3. Those Who Care Document Operating Dynamic of Social Dem. Triangle Strategic Emphases of Soc. Dem. Social Demonstration Brief Consult Inclusive Design 4x4x4 Nine Day Consult Design The Role of the Consult in Soc.D. Five Day Time Design Consult Briefing 4. On Taking Care of Yourself-JWM 5. The Serving Role of Intra-Global Movement-JWM 6. Demonstration Site Data, History 7. Demonstration Site Map 8. GSD Consult Text(GRA 7/76)	1. Demonstration Site Grid 2. 8 Social Demonstration Grids 3. World Map 4. ~~Those Who Care Pentagon~~ 5. Those Who Care Hour-on-Hour Circle 6. Iron Man Photo 7. Guild Symbol 8. Pressure Point Triangle 9. Photos of the 8 Social Demonstra. 10. Social Demonstration Site Map Place Mats 11. Social Process Triangle Place Mats	1. MHDP Books 2. Global Social Demonstration Doc't (including Consult Procedures. 3. The Revolutionary As Indicative Battleplanner-J.W. 4. Social Demonstration and The Majuro Consult-G.H. 5. Social Demonstration and The Pressure Points-J.W. 6. A Proposal for Massive Community Reformulation 7. The Frame of Social Demonstration-G.H. 8. Framing Design 9. Fifth City Social Model 10. Consult Practics Manual 11. The Aboriginal Story 12. Global Repository Manuals

SOCIAL DEVELOPMENT

We have been talking in our breakfast sessions this week about local community development and chatted yesterday about the operating principles of local economic development. This morning I would like to talk about local social development within the context of understanding local community as socio-economic. The operating vision of the people of this community that we saw emerge at the end of our plenary session yesterday morning reveals the fact that the people of this community already understand that a human community requires both socio and economic development. They know that the education, the cultural life and the services of a community do not have a chance unless along with that businesses and industries are developed. That kind of co-operative working together of the social and the economic is necessary in any community.

SOCIO-ECONOMIC

Effective local social development occurs first of all when the geographical area of a community is clearly delineated. Man stands over against raw environment wherever he shows up, in any community, and by putting boundaries around that environment he is given courage to deal seriously with his environment, with his geography. It is as if when someone puts boundaries around the geography which makes up his community he can claim it as his own. You see people doing that all the time with their own personal propoerty. They put a fence around a garden or a stone wall around a yard or a fence around a field. This is both a symbolic act and a very practical act. In New England, where I come from, every spring those people who live in the agricultural sections participate in a ritual of going out and mending the fences. That is a symbolic act, but a very practical and necessary act for their functioning.

DELIN-EATED

GEOG-GRAPHY

Insome communities it is very easy to delineate boundaries. For example, although Oombulgurri is responsible for three million acres of tribal land, the village is set in one section of that expanse. It lies forty miles up the Forrest River from Wyndham, the closest population settlement, so it's not too difficult to delineate the boundaries. In an urban situation it becomes more complicated. In the Isle of Dogs in London, the boundaries are rather remarkable. The Thames River takes a meandering loop and the peninsula that is formed is the Isle of Dogs. During the war the Germans were very clear about the boundaries of the Isle of Dogs. When they dumped their bombs on the Island during World War II, they couldn't miss it. It was very easy to notice where the river took that loop. But strangely enough, when we began to talk with the people in that community there was great ambiguity about where the boundaries really were. It seems there are two political boroughs there. Some people were operating out of the image that it was only the borough of Tower Hamlets that was the Isle of Dogs and that anything north of the Blue Bridge was something else. It was not until the people decided themselves about the boundaries that they could claim the community as their own.
It is when people of a local community decide to mark off those boundaries and interiorize them that they have permission to say "This is my community."

INTERN-ALIZED

BOUN-DARIES

Now why is that all-important? There are a number of reasons. The raw burden faced by one who decides to take seriously the task of social change requires that boundaries be delineated. The pain and demand of human need becomes overwhelming. One looks beyond the northern boundary of this community and sees as much need as there is south of that boundary. When you are out to enable local community dev elopment, you would like to begin in general everywhere,

RELEASED EFFECTIV-ITY

but you have to beginspecifically somewhere. To focus energy and work in a community within boundaries is enabling, and is the key to effectivity. Second, when a community's boundaries are delineated, the likelihood of that community's becoming a dramatic and noticeable sign of possibility to other communities around it is much greate than when they are not defined. And finally, geographical delineation has to do with enabling a community to grasp itself as a community. By delineating boundaries the identity of the people as those who care for one piece of geography is released and the motivity, the desire, the urgency to do something is released along with that. In a consult we have operated out of that principle in our field work by insisting that a team cover all the geography and get clear on that which lies within the boundaries of the total community.

ALL THE PROBLEMS

The second principle of effective local social development has to do with dealing with all the problems comprehensively, or with all the issues of all the dimensions of society. The reason for this is obvious. Problems reinforce one another. It is not possible in Fifth City, for instance, to touch the problems related to housing without running into problems in the arena of income, the problems in the arena of jobs and even unemployment; the problems in the arena of education, the problems in the arena of understanding. You cannot touch one problem without touching them all, so dealing with all problems comprehensively is crucial. So often governments are most well intended, but they pour money and evergy into working only with education or only with health, and nothing happens. The myriad of related problems that make up the real sociality of a nation, a state, or a community is not dealt with comprehensively. When all the problems are dealt with momentum develops that releases evergy and engagement in every dimension of a community's life.

ALL THE AGES

Third effective global social development occurs when all the ages of all the people are dealt with inclusively: all life phases--children, adults, youth. I get worried when I hear the conversations focusing major concern on the youth and the children. Certainly, they are important. But unless all of the ages of all of the people are the concern--the infant school age, the mini-school, the pre-school, the kindergarten, the primary school, the secondary school, those who have dropped out of school and have not turned 20 yet, the adults, the elders--there isn't a chance that the youth can be cared for. This is due to the way the attitudes of one age group affect the future development of another. Local social development can not be effective save all of the ages are dealt with seriously.

DEPTH HUMAN ISSUE

Fourth, local social development occurs only when the depth human issue is addressed. This issue becomes manifest where the depth dimension of humanness becomes paralyzed thereby blocking a people to move creatively into the future. Such an issue is always sociological. To deal with it effectively is to release the motivity and selfhood of a community for engagement. Let me illustrate this. The people in the village of Maliwada stand before one of the most amazing monuments of history, Daulatabad Fort. This towering fortress commanding the beautiful panoramic view of the Deccan Plateau was built by the ancestors of the people of the Maliwada village which today lies just outside the wall of that fort. Centuries ago the fort was taken over by the Moguls. From that time on the people who had build and lived in the fortress were consigned to live outside the city walls as the gardeners. They were responsible for raising the food for the city, Dalatabad, which sprawled within the series of walls, circumscribing the fort.

Time passed. Drought came. The water distribution system failed. The thousands who had moved there when the city was made the Hindu capital moved back to Delhi. Those who remained--the gardeners--lived in the shadow of the story of lost greatness. Everyday they looked out and saw silhouetted before them the magnificance of the fort. They were reminded of their failure. They faced every day as futility. The image of failure and the story of lost greatness began to have a de-humanizing effect on them. It became part of the truth of life, part of the way people looked at themselves. It became the truth to others as they interpreted the people and life of that village. This depth issue was not a problem; it was the sociological mileux, the objec ive ontext within which the people of Maliwada lived. As long as it was pervasive, social change was inhibited. Unless the depth human issue is dealt with, local social development cannot occur.

SYMBOL AS KEY

Finally, local social development occurs when one understands that symbols are key to social change. Ninety percent of any effort to develop local community depends upon motivity. Many people say "The problem in my community is that people just aren't motivated. They just don't have any motivation." I do not believe that. I believe every community is full of motivity. The question is, how do you release that latent motivity for engagement--in life, in history? Symbols have a way of unleashing blocked motivity. Symbols have the power to hold people self-consiously present to that which they have decided is necessary in relation to their lives and the future of their community. Symbols release motivity when they allow people to stand present to possibility in their community.

POINT TO POSSIBILITY

This occurs in a number of ways. One is the recovery of a name. We discovered that for a number of years the village of Kawangware had been linked to its function as a detention camp during British times. And more recently the name Kawangware referred to the worst slum within the city of Nairobi. When the villagers began to look more carefully at that name, they discovered Kawangware means place of the guinea bird. The guinea hen often is used in Africa as a symbol of glory. By unlocking the symbolic power of the name, the villagers were able to see the possibility of their community becoming again a place of glory. Problems still have to be faced each day , but to see symbolized in the village name "a place of glory" released the motivity that was already there. It gave people permission to see their community in a brand new way. It will be interesting to see how the people in the Isle of Dogs reclaim the symbols of those cranes which are now inoperable because of the move toward containerization and stand motionless against the sky. How it is, I wonder, that those cranes which are fantastic symbols of the strength and outreach , that the people of that community can be reclaimed as a creative symbol for the new day they have entered. The symbolic dimension also becomes the key to releasing local community development in the creation of wonders and signs-- dramatic happenings that surprise and unexpectedly point to possibility. In Kawangware one of the first signs that was created was the reclaiming of the village mall, dealing with the mud, creating sidewalks and painting the fronts of all the buildings. In one day, 100 people transformed that space, paved the road, set in sidewalks, set in a green and painted all the buildings. What a sign of possibility! No one could miss it as he walked through that village. It became a sign of possibility for the future. From our work in communities around the globe we suggest these five guidelines as helpful checkpoints for serious attempt in the social development of local community.

V A LAUNCHING LOCAL FORCES

SAMPLE AUXILIARY TIME DESIGN

INTERNAL LIFE			MISSIONAL THRUST						
Week I Schedule		Day	Week I				Week II		
Hour	Activity	Time Block	MON	TUES	WED	THURS	FRI	SAT	SUN
0500	wake up	collegi um	village work	edge spin	village work (developm't	study	tactic contradict'n		
0600	daily office breakfast collegium								
0730	preparation							Team	House Churcl
0800	Day I	Day I	PROGRAM IMPLEMENTATION					Guild work	village work day
0900			1) Guildwork (ex) 1. farmers 2. builders 3. traders 4. teachers 5. doctors 6. ambassadors 2) Implementary Planning						
1000									
1200									
1300	Lunch								
1400									
1500								PSU Training	Priors
1600									
1700	Family								
1800									
1900	Prayers, Dinner debriefing	Day II	VILLAGE GUILD PLANNING				Guild Leader-ship Meeting	CELEBRATION	Discontinui (monthly village meeting)
2000	Day II		Family Night	Guild Meeting	Stake Meeting	Eccles-iola Dynamic			
2100									
2200									
2300									

A-10

GLOBAL SOCIAL DEMONSTRATION PROJECTS: EXPERIMENTAL TACTICAL SYSTEM FOR REPLICATION

April 1976

showing the phasing from the demonstration village through 25,000 villages in the 25 districts of the state with the focus on phase two

Maharastra State, India

ICA consultants

PHASES \ FISCAL YEAR		FIRST QUARTER			SECOND QUARTER			THIRD QUARTER			FOURTH QUARTER			FISCAL YEAR \ TACTICS	
		april	may	june	july	august	september	october	november	december	january	february	march		
PHASE ONE building the demonstration village 5 villages		MALIWADA village 1			villages 2-5									Villages Trek	FY 76-77
						villages 2-5								Maliwada Visit	
							villages 2-5							Town Meeting	
								School I 200 trainees			School II 200 trainees			Training School	
										200 interns	200 interns	200 interns	400 interns	Internship	
										village 2	village 3	village 4	village 5	Consultation	
PHASE TWO building the replication system 25 villages	PART I district pilots	villages 6-10			villages 11-15			villages 16-20			villages 21-25			Villages Trek	FY 77-78
			villages 6-10			villages 11-15			villages 16-20			villages 21-15		Maliwada Visit	
				villages 6-10			villages 11-15			villages 16-20			villages 21-25	Town Meeting	
		School III 200 trainees			School IV 400 trainees			School V 400 trainees			School VI 400 trainees			Training School	
		200	200	400	200	200	600	400	400	800	400	400	800	Internship	
							village 6 7	villages 8-9	villages 10-11	villages 12-13	villages 14-15	villages 16-17	villages 18-19	Consultation	
	PART II state network 250 villages	villages 26-35	villages 36-45	villages 46-55	villages 56-75	villages 76-95	villages 96-105	villages 106-135	villages 136-165	villages 166-195	villages 196-225	villages 226-240	villages 241-250	Villages Trek	FY 78-73
			villages 26-35	villages 36-45	villages 46-55	villages 56-75	villages 76-95	villages 96-105	villages 100-135	villages 136-165	villages 166-195	villages 196-225	villages 226-140	Maliwada Visit	
				villages 26-35	villages 36-45	villages 46-55	villages 56-75	villages 76-95	villages 96-105	villages 106-135	villages 136-165	villages 166-195	villages 196-225	Town Meeting	
		School VII 800 trainees			School VIII 800 trainees			School IX 800 trainees			School X 800 trainees			Training School	
		800	800	1600	800	800	1600	800	800	1600	800	800	1600	Internship	
		villages 20-21	villages 22-23	villages 24-25	villages 26-35	villages 36-45	villages 46-55	villages 56-75	villages 76-95	villages 96-105	villages 106-135	villages 136-165	villages 166-195	Consultation	
PHASE THREE navs gram prayas	PART I all district advance	2500 villages rationally spread through the 25 districts												repeat above steps	FY 79-84
	PART II state-wide campaign	25,000 villages rationally spread through the 25 districts													

GUIDELINES FOR STAFFING A GLOBAL SOCIAL DEMONSTRATION

The issue of assigning staff to a global social demonstration is primarily guided by the qualities of leadership, presence, and expertise uniquely required for the effective actuation of the project model discerned by the Consult and grounded in the Actuating Programs and time-lined implementaries. In general every GSD ausiliary staff would represent personnel who individually or as a group would make available:

1. an effective development team (2)
2. anchors of expertise in the priority program arenas for the particular year
3. indigenous (national) order personnel (50%)
4. non-national order (50%)
5. a phase three family unit
6. families with children (presehool or elementary)
7. male/female in rough balance
8. personnel with bookeeping ability
9. an operational troika which can effectively "gun" the project.

1. Development team - Observation of the two GSD's whose auxiliary staff also function as the Centrum nexus for the continent (Kawangware and Maliwada) indicates that the responsibiliy for primary project development is a creative and effectively borne aspect of the auxiliary role. First, it serves to imaginally and practically link framing and authorization efforts with those of funding and financing. There is a tendency to see the need for ever-expanding authorization after the Consult is over and actuation has begun. This drive can detrimentally gobble up the time and energy of the auxiliary when in remains unrelated to practical actuation needs. When funding is seen as the assigned task of the auxiliary (as it has been when the auxiliary is also development centrum) there is an added impetus and motivity to turn advocates into patrons or guardians of the project. Second, the presence of a team from the auxiliary on the road broadens the context and relationship out of which the whole auxiliary operates and guards against its becoming submerged in the particular at the expense of the comprehensive. Third, the auxiliary's responsibilitty for developing project monies - albeit shared with others across the globe assigned to development - guards against the victim image that because funding is someone elses's job, someone else has failed and is to blame when funds are not forthcoming. It makes concrete the fact that the auxiliary is responsible for the whole and thereby releases the possibility of performing miracles on a shoestring, or in the absense of major fundigg.

2. Expertise anchors - In discerning the timelined implementaries for actuation, the task is clearly to actuate all the programs all at once. However, it is clear that in designating the 20 -30 identifiable signs of a transformed community which will ground the anticipated benefits imaginally set forth in the

Epilogue of the Consult Summary Report, about half of the programs usually emerge as priority targets for effort and specialized expertise. In the SHDP, for example, the Programs in arenas A,B, and C are guaranteed relatively unquestioned success because of locally available expertise already committed to the project. However, porgrams in Arenas D and E will require additional expertise anchors - persons on the auxiliary skilled in agriculture, mariculture, financing and industrail development - if discernable results are to occur rapidly. The assignment of additional auxiliary personnel will be helpfully guided by this consideration.

3. National Order - The role and importancd of nationals on the auxiliary cannot be underestimated. Their cultural sensitivity, linguistic facility and local familiarity provide depth and authenticity to project actuation. One-half of the local auxiliary needs to be composed of indigenous order. When order personnel to meet those qualifications is unavailable - as in Kawangware - carefully selected local villagers can be encouraged to intern or sojourn as a way of ensurigg the daily sensitivity of the people of the soil.

4. Non-national order. - Equally as important are non-national o order members whose presense is representative of the globe and the "other" and therefore guards the inclusiveness and comprehensiveness of project actuation. The strain of maintaininig the inclusive and global when engaging month after month in the practical, local task of actuation cannot be underestimated. The wisdom of assigning non-national personnel to a project location in the cultural context where they have already been assigned for 3 - 4 years is in some cases questionable. The degree to which they are able to interiorly sustain the vision of the whole globe in the midst of steady, sustained local tactical implementation cannot be lightly assumed.

5. Phase three family - The gifts that the presence of the third phase makes available to a project include wisdom, continuity of memory, creative stability and mature accountability. As an increasing proportion of the Order's personnel shifts into phase three, those qualities become grounded and verified around the globe. The confidence of local elders, the relationships with the establishment, and the creative control of internal strain benefit from the presence of tested maturity.

6. Order children. - The role of order children in a GSD project is observably positive. Their presence can create an on-site demonstration of self-conscious, global youth who function as a sign of possibility to the local residents. Their use of the global language catalyzes interest in bi-lingual development on the part of local youth. Thier demonstrated familiarity with structures and grounding in the life methods of the 20th century give permission for local exploration of new forms of corporate life and work. The benefits gained by the children themselves through living in a project location are at least equal to their poten-

tial contribution. Issues related to the assignment of particular families of course include consideration of their ability to demonstrate a creative sign of family in mission; the viability of adequate available foundational schooling; and the viability of adequate physical health conditions in the local situation.

7. Male/female balance. - The importance of a relative balance of men and women is perhaps more important in the auxiliary assignment than in other assignment areas. Fifty per cent of the population of any project site will be male, 50% female. The actuating programs for compreehensive local development call for the maximum involvement of the whole community. The cultural mores in many localities designate occasions when it is locally appropriate for men and women to funciton as separate social groups. To ensure catalysis and leadership training on a comprehensive village-wide level, therefor, the balance of male/female personnel is a value for consideration.

8. Capable bookeeper. - The need for regular, reliable accounting and bookeeping procedures is crucial to the financing and funding of global social dlemonstrations. Increasingly, more of this must be performed on the local level. The effects of fiscal responsibility before the world are felt beyond the local or the national level. The global development of blobal funds depends upon it. Consideration of personnel who have demonstrated ability in this arena, therefore, is a more critical value than perhaps ever before.

9. Operational troika. The order's move to explore and demonstrate corporate priorship as a sign of the new form of polity for the future is receiving practical grounding in GSD projects' priorship. The gunning dynamic of a social demonstration can best be conceived as a troika whose corporate direction of project actuation effectively allows for the unity of the actuation thrust. The time has passed for social change to depend upon one individual. The effective first among equals is one who functions among colleagues to enable the corporate direction of the commong task. The qualities of priorship needed for a GSD are those required for any Religious House engaged in the intensive work of catalyzing social change, and include at least the following:

1. grounding in intellectual and social methods
2. demonstrated model building ability
3. decision to guard the symbols of the order
4. discipline to engage in the style of the religious as appropriate in the cultural/political context
5. fidelity to the comprehensive global mission
6. passion for the local actuation task
7. ability to relate effectively to the establishment
8. grounding in the operating principles of revolutionary finances
9. catalytic in releasing human motivity
10. capable of effective operation in a barric or a palace

Appendix

TWENTY-FOUR EMPIRICAL PRINCIPLES OF ACTUATION IN SOCIAL DEMONSTRATION

Set 1	Set 2	Set 3	Set 4	Set 5	Set 6
Actuation is a Structural Refram. (Reframing)	Actuation is an Auditable Accompl. (Accomplishment)	Actuation is a Corporate Respons. (Responsibility)	Actuation is a Revolutionary Meth. (Methodology)	Actuation is a Transrational Subs. (Substance)	Actuation is a Secular-Rel. Func. (Function)
DEVELOP FISCAL SUPPORT LOCALLY	USE PROGRAMS AS CHECK LIST	COOPERATE WITH NO ONE	GRASP FUNCTION OF MIRACLES	THE SYMBOL IS THE KEY	THE RELIGIOUS ORDER IS NECESSITY
EXPAND BASIC AUTHORIZATION	EXECUTE THE TIMELINED IMPLE - MENTARIES	OPERATE AS A SINGLE TEAM	ALWAYS EXERCISE TACTICAL THINKING	XAVIERISM: DO THE GLOBAL FROM THE LOCAL	REHEARSE DISCIPLINE OF BEING NOBODY
CULTIVATE SERVICE AGENCIES	BROOD ON REPLICATION CONSTANTLY	ALL LEARN GUN-SHIP (MOVING IT)	HAVE SOCIO-ECONOMIC PRINCIPLES SCREEN	DO ALL PROGRAMS AT ONCE	THOSE WHO CARE INCLUDES MANY
PARTICIPATE IN GLOBAL REPOSITORY	BEGIN STAKES & GUILDS	RAISE UP LOCAL LEADERSHIP	USE CONTRADICTIONALLY ORIENTED THINKING	GET IRON RATIONALITY INTO ORGANIZATION	CARE FOR YOURSELF IN MISSION

Appendix

July, 1976
JVM

TWENTY-FOUR ACTUATION PRINCIPLES

Set I

1. To do a demonstration you do not need the funding you are after. You could use the money if it were there. But to do demonstration all you need is about one bowl of rice a day. Some of you meanwhile work your head off to get the funds, but you don't wait until you get money, you go in and do wonders.

2. The nod you get before the consult is sufficient authorization for beginning actuation. You may be scared, because you know every government we serve has a deep file on us. But once you've got the nod, you've got it until somebody takes it away and the evidence you still have is that you're still sitting there. So you don't sit paralyzed with fear, you trust that nod and actively go out to expand authorization. And here it is like the old stratagem of making a friend out of somebody by asking them to do something for you; tell the story, turn them on and make a practical request.

3. To get what funds, expertise, services, etc. you need in actuation, you cultivate and organize the access channels of the service agencies of that community and that nation. This goes for developing nations, too. The problem is not resorces but delivery systems and we are serving those governments to get them functioning because almost every nation has the funds, goods and services to do massive community development.

4. In actuating social demonstration you need to participate in the delivery system for goods, information, personnel and services we are building here. But the global repository is a two-way system. You've got to feed in everything you can get of practical human wisdom, not university knowledge, but the stored-up wisdom of local man which can be used someplace else.

Set II

1. We discovered this year in the social demonstrations our colleagues had very unclear ideas of how they were doing in terms of actuation. There is an objective checklist over which the auxiliary can grade itself. It is a checklist over against the programs. The consult textbook is the Bible--the only relevant handbook for that situation. How long to do the program. How inclusive of the population is the program: Are all the programs done at once? These kinds of things....

2. You cannot check yourself if you don't do the implementaries. You must have a set of them. Then you've got to do them on your timeline. After that you have a checklist. The princple is that without the checklist, you do not have a chance. Then you must move it, not take 8 months to do one fine think, or do some great program which excludes 90% of the population.

3. There is one task in a demonstration--not 16 or 9 or however many programs you have. The principle is then you must operate as one team. Everybody there is responsible for everything coming off. If anybody goes around trying to do one good job , that destroys everything else; that sounds emphatic, but this is key.

4. In actuation we have a task that is impossible for one gun to do. Everyone out there has got to be a gun--in coordination--and in moving it. If this does not happen, we fail. You know you're moving it when you find yourself crying out "Lord, Jesus Christ Mercy, Us." If you're not moving it, you never really say Lord Jesus Christ Mercy Me.

Set III

1. Do not fall into trap of cooperating with anyone. The Document is the bible. Do the bible. Do not water it down by doing somebody else's thing that seems along the same lines. However, don't be mean or stupid;use all the wisdom you can get from others to do actuation.

2. Replication must be the constant concern of local actuation; have it on your mind constantly. Keep it before everyone else, too. The question is how is this applicable elsewhere? Firt of all, unless it is instilled that this is on behalf of the world, there's no chance for that community. But secondly, this is the edge of practical global concern in community development, and we've got to solve it.

3. Stakes and Guilds going on is assumed in actuation. This isn't written into the document for that reason. They are the backbone, the crucial structure without which nothing happens. The principle behind this is: "we are not doing community organization as a program, we are organizing community in order to do the programs. Nobody can renew a community for a community; only the community itself can renew its community." If we forget this, we're lost. Organizing stakes and guilds is a very hard job, nevertheless.

4. In actuation you must raise local leadership. When you rehearse that you plan to get out in 24 months,every day becaomes a year. Therefore, training that local leadership is life or death. The liberal mindset that thinks we're there to do the grogram must be purged. Immediately, for every single job that has to be done, get yourself a shadow. Then, hopefully, in a matter of weeks, or a month, there's a fantastic flip, the shadow is the substance and you become the shadow.

Set IV

1. We see now miracles are not just the way to get started, the whole thing is done by miracles. We also see miracles are not some smart, impactful thing you dream up, they are any awefilling way of

doing any part of delineated tactic or program in the "Bible". And I want to emphasis tactics. Programs are nothing except for motivation and money raising and organizing yourself--that is their function. What you do is your tactics--and that's what you're doing with miracles.

2. You can do anything with your mind, you want to , even if you are set in your ways. Program yourself to think tactically if you want to effectigely, structurally change society. This is a conditioning process, or programming process so that that is the only kind of thinking that ever goes on in your head again. Go back and read Mao's book, again & again. Never think abstractly, terms of what has to be done in the next 5 minutes , next 5 days, next 5 years, and how this isgoing to change history.

Never really sleep again. May be close your eyes after dark or at the light, but if you're a tactical thinker, your mind won't be asleep. When you opem your eyes, insist that your mind deliver, in any way you can get your mind around it, what happened between the time you closed your eyes and opened them.

3. Your underlying operating principles are the socio-economic principles. This must be your screen. Maybe you've heard these principles, but you've never seen it for yourself. Sometimes people even forget these are the underlying principles until you jog their memory. Well, you better build a screen which holds these and check with it every day or you'll not come off with that community. These are the principles held in the breakfast talks at the consult. Getting those before everybody is taking care of yourselves.

4. We have to learn to think contradictionally. We discovered that as our basic method--what, four years ago--but we still have to learn it. You waste your time if you suddenly find yourself trying to do these programs. You'd be surprised the number of us who use great hunks of longuage to conceal from ourselves that we arestill goal oriented. You see day by day, quarter by quarter, year by year, or four years where your see fundamental contradictions are and then those are the windmills you chase. Always inderection. That's why you do tactics.

App

Set V

1. For profound change your only serious weapon is symbolism. We get so used to the things (decor, symbols in guild hall) in this room we forget that this is what keeps us capable of ever being tomorrow. What we are not today, because you just get soused to it. Those of you who first saw Maliwada remember the most god-aweful thing in the world was the little bus stop at the edge. It was terrible looking. Well now it is something to behold. It is something and depth profound change has taken place. Everybody in the state of Maharastra you bump up against has one question. How did you do it. How did you motivate the people? Well, how do you motivate people? It is very simple in a way, isn't it. It doesn't take much effort

2. We still don't understand the Xavierism symbol. Xavierism is doint the global from the local. It comes from the story of Xavier in Japan doing the Roman Catholic Church without any possibility of communication with Rome on what he should be doing. He grasped that wherever he was, was the whole globe. If you find a delimited universe to work in and think you can get it done in a hurry you're wrong - even an Indian reservation is the whole universe and there is no end to it. We are not out to realize any goals. We are out to get a process going which when it's going we can pull out.

3. Do all the programs at once. Now I'm not a cynic, I don't mean tokenism - an industry is an industry, not one catfish. It would obviously take a little time to figure out how to do all programs at once. I wouldn't let anybody out of the house until we had discovered how we were going to do all of the 168 tactics and all 16 programs at once. Then I'd build a battle-plan for every step so that at sun-up somebody could initiate any program in 15 minutes. If that included a sign on December 15 that said on January 1 at 12:01 the fish pond would be full of fish.

4. Evenly operate trans-rationally. That means you've got to think through to the detail every single thing you expect to accomplish then push the organization of these until you create art. Such an organizqtion has absolute steel in it relative to the "real" but is also so ordered that its a symbol. You can hold it in your head, and it moves you because of the layers of significance that are there. This trans-rationality is not a luxury, its crucial for without it you become paranoid.

Set VI

1. Only a religious order can do what we are doing. Never in history has this kind of change happened out side of a religious order. This represents depth courage in standing before the Mystery.

2. Those who care is a far broader category than we realize. It's

those who envision the future and act on it out of hopes. What has always been underlying a religious order is those who care. Someday this is goint to get articulated as the form. We are those who have decided that we are of those who care. All discipline is secondary.

3. Discipline ourselves that we are nothing - we cannot serve another and try to be someone at the same time. We are the ones who remain nobodies. We're not after money, notoriety, credit or recognition. We try always to remain out of newspapers and journals for the sake of getting our job done. This is why we say no to publicity. But when the press comes to Town Meeting on its own you can't stop that. Something will happen but we are nobodies. There is a practical discipline in being nobodies, such as eating off the land.

4. Take care of yourself spiritually everyday, otherwise you have twice the burden the second day. This is not an exercise to keep us religious. You can't endure in the mission without it. Find a way to care of yourself every morning. Get up and put on RSI all over again and I don't mean RSI as a course, I mean it as the way life is. If you don't you may not see your slip showing, but it shows.

CONSULT TEXT

MAR 1976

SOCIAL DEMONSTRATION SITE SELECTION SCREEN

THDP

SYMBOLISM	EFFECTIVE FRAMING	GEO-SOCIAL SUITABILITY	IMMEDIATE REPLICATION	ADEQUATE FUNDING	LOCAL FEASIBILITY
Global Time-zone Position	Appropriate Local Advocacy	Viable Geographic Insularity	Realistic Project Acceleration	Local Self-help Initiative	Local Leadership Invitation
Provincial-National Influence	Official National Support	Local Community Identity	Leadership Training Channels	Government Agency Appropriations	Managable Community Population
Symbolic Site Proximity	Required Legal Status	Accessible Urban Services	Systematic Visitations Viability	Private Sector Interest	Community Residents Motivity
Obvious Human Suffering	Supportive Guardian Network	National-Global Visibility	Extra-Constituency Relationships	Urban Circuit Network	Available Socio-economic Structures

SOCIAL DEMONSTRATION SITE SELECTION SCREEN

The dynamics of virtually any local community in the world today provide the elements which are required for an effective, challenging human development project. In the past twenty years the ICA's work in inner city neighbourhoods, suburban towns and exurban villages across the globe has confirmed the fact that wherever there is local community there is both the readiness and the need for creative comprehensive social change. To create a visible sign of response to this reality, the first eight human development consults were scheduled to initiate eight community development projects in locations around the world. This first series of initiating consults and projects are seen as a demonstration of the applicability of the methods and models in widely variant socio-economic settings. Plate A and the accompanying discussion summarises the rationale employed in selecting the first eight social demonstration project sites. Although some of the elements comprising the screen were particularly important to the demonstration series, most will be applicable to successive project series as well. The screen provides a helpful guide for selecting a project site in an area or continent which is beginning its first demonstration; it is also an effective aid in determining the transrational model for replication patterns within a district, province, state or region.

PROJECT SYMBOLISM

The first twenty-four demonstration projects are based on a rationale which calls for locating one in each of the time zones that band the globe. The first eight have been initiated in Majuro, the Marshall Islands, Trust Territory of the Pacific; Oombulgurri, West Australia; Kwangyung Il, Jeju Island, So. Korea; Maliwada, Maharashtra, India; Kawangware, Nairobi, Kenya; Lapu Lapu, Cebu, Philippines; the Isle of Dogs, London, England, and Fifth City, Chicago, U.S.A. Four criteria related to the symbolic role of project location will be employed in selecting the sites for the sixteen projects to be initiated during 1976-77. First, they will cover the balance of the time zones not represented by the first series. This will symbolise the global applicability of the model and the concern for human development on a world-wide basis. Second, within the geography embraced by each time zone, community locations which exercise influence in relation to the life of the nation and province or state, will be preferred. This value is important for both project authorisation and funding. Interest in the development of a community by the public and private sectors expands the use of the support networks and lines of access to essential services and personnel crucial during the demonstration phase. The selection of Maliwada village in India, as opposed to an urban community, for example, was a response to the rational trend toward concern for village renewal. The fact that this village is located 15 miles away from the growing industrial centre, Aurungabad, lent the likelihood of proximity to private sector support sources. Third, the project's proximity to a national shrine of cultural or historical significance is a further value in selecting its location within a given time zone as it increases the likelihood of visitors from the nation and the globe learning about the human development project and stopping to see it. The proximity of Maliwada to the historic Daulatabad Fort and the ancient rock-hewn temples of the Ellora Caves makes project visitation an option for the thousands of tourists who visit the area each year. Finally the community in most instances will be one in which there is an absence of community projects and the apparent hopelessness of the situation has resulted in local frustration. A location in the midst of visible human suffering symbolises the project's intent to meet the real situation of human need and heightens the focus of accelerated, systematic replication during the later phases.

the need for community development present in larger socio-political levels, is important to discerning replication trends. Second, available channels for leadership training through which sufficient numbers of replication troops can be tooled is important. Third, the viability of systematic visitations from official, state and international figures is also key to establishing momentum. Finally, the relationship between the community and larger neighbouring constituencies must be discerned in anticipating patterns and directions of Replication.

ADEQUATE FUNDING

The adequacy of potential programme funding can begin to be discerned as early as the site selection stage. One clue is the degree to which local self-help initiative is already operative within the community being considered. This allows for a projection of likely local funding input. In Kawangware, for example, the reality of the Harambee Movement through which local funds were periodically raised for community projects strongly suggested the continued availability of local participation. A second area for investigation is government agency appropriations for local development projects. Often the public sector's provision of materials and equipment is readily available for local development construction and improvement programmes. Thirdly, a determination of private sector interest in community development will assist in assessing likely funding from business, industry, corporations, and key individual givers. Finally, the strength of an urban circuit development network adequate to catalyze, anchor and accelerate funding efforts as the project gets underway needs to be assessed.

LOCAL FEASIBILITY

The local feasibility of the community as a project site must be looked at in depth. This consideration goes beyond what the likelihood of local advocacy is. First, prior to selecting a site a clear invitation to the ICA from the local leadership is necessary. Second, the population contained within the prospective project area should be of manageable size. The population figures of the first 8 demonstrations ranged between 200 in Oombulgurri and 12,000 in the Isle of Dogs. Third, the level of community residents' motivity must be looked at again and measured in relation to the likelihood of people's readiness to radically expend themselves in social change. Fourthly, socio-economic structures available to use as actuating agencies for the project through which the programmes can be instigated is a crucial element.

In applying the values of this screen to a given local situation, both initial impressions and carefully researched data are important elements. It is very helpful to consider 3 or more locations at once in order to build objectivity into the process of comparative analysis and lessen the trap of tunnel vision. Finally, then the comparative strengths and limitations of the various sites can be weighed once again in relation to the global and national trends and a decision made.

EFFECTIVE FRAMING

The framing of a social demonstration project begins with the consideration of alternate sites and becomes more important as the choice narrows to one project location. In the very process of site selection, therefore, effective framing is initiated. At least four arenas are a concern during the selection phase. The first is appropriate local advocacy of the project. The readiness of the local community to become part of a community development effort needs to be discerned in a number of different ways. These include both conversations with residents that tangentially raise the question of their picture of the community's future as well as careful observations about past renewal efforts and their impact on the community. The likely support of symbolic and actual leadership, and the nod of key locally influential institutions would also be considerations here. Second, official national support is discerned. This involves ascertaining the official policy and outlook relative to local self development projects and identifying those people or offices without whose support a pilot project would be hampered. Formal pledges of support may not be necessary prior to actual site selection but solid likelihood that such pledges could be forthcoming are important. Third, the appropriate legal status of the ICA is a factor which influences overall framing and project funding and therefore site selection. Knowledge of the national procedures required for a registered not-for-profit corporation to operate effectively needs to be cleared early in the selection time-line. Conversations with local colleagues and movement guardians become part of this process. Finally, a picture of the existing and projected presence of a national guardian network is important data. Adequate support systems webbing the continent, nation and greater metropolitan area are crucial in providing lines of access to information, consult participants and ongoing project enablement during the actuation phase.

GEO-SOCIAL SUITABILITY

The geo-social suitability of the project site can make the difference between a slow start and rapid acceleration for a pilot project. First, the viable geographic insularity of the community is an important consideration, for effective project focus necessitates the delineation of the local area into a workable cohesive social unit. Second, the presence of local community identity on the part of the residents needs to be discerned and checked with the boundaries initially projected for the delineated geography. Third, access to urban services including transportation, communications and essential utilities makes a project location more desirable. This is true for the smooth operation of both the consult itself and the implementation of the project model. Of course in many situations the linking of the community to such accessible services will become the focus of the tactics built by the consult. Finally, the national/global visibility of the community is important for demonstrating the pilot and therefore for engaging funding and other forms of support. This factor is often closely related to the site's accessibility to urban services and proximity to symbolic national or historical shrines. The ease with which visitors and invited guests can travel to the community opens up a variety of support systems and authorisation channels during project implementation.

IMMEDIATE REPLICATION

The realistic possibility of immediate replication of the pilot project according to a transrational plan of systematic expansion needs to be discerned early in the process of site selection. First, consideration needs to be given to the factors allowing for realistic project acceleration. Here, both local leadership's openness and

RECOMMENDED COMPANION DOCUMENTS TO THIS TEXT

TITLE AND SOURCE	FOR USE WITH
1. PREPARATION MANUAL FOR HDP (GRA '76 TASK FORCE D)	CHAPTER 1
2. SUDTONGGAN PRE CONSULT RESEARCH PACKET (GSD POST ARCHIVES)	CHAPTER 1
3. ESTIMATES - ESSAYS 1,4, and 6	CHAPTER 1
4. OOMBULGURRI SPINS (GSD POST ARCHIVES)	CHAPTER 2
5. MALIWADA BREAKFAST AND PLENARY SPINS (GSD POST ARCHIVES)	CHAPTER 2
6. SET OF PREVIOUS CONSULT SUMMARY STATEMENTS ESPECIALLY FROM MALIWADA, 5th CITY, ISLE OF DOGS, SUDTONGGAN (GSD POST)	CHAPTER 2
7. SAMPLE SCRIBES BOOKS FROM '75-'76 TREK (GSD POST ARCHIVES)	CHAPTER 2
8. ESTIMATES - ESSAY 5	CHAPTER 2
9. IMPLEMENTATION PROCEDURES MANUAL (GRA '76 TASK FORCE D)	CHAPTER 3
10. EXPANDED REPLICATION DOCUMENTS (GRA '76 TASK FORCE E)	CHAPTER 3
11. THE 24 PRINCIPLES OF ACTUATION (GRA '76 TASK FORCE D)	CHAPTER 3
12. TRANSCRIPTS OF THE TALKS ON THE EIGHT GSD PROJECTS - (GRA '76)	CHAPTER 3
13. ESTIMATES - ESSAYS 5 & 6	CHAPTER 3