

Chicago Nexus
JWM

September 19, 1977
T-470

MEETING WITH
CENTRUM PRIORS AND PANCHAYAT

I want to talk about the dynamics of the Centrumms and maybe if we have time the broad maneuvers of the Centrumms.

The global polity structures, some of which we have forged and others of which we have had forced upon us or fallen into--which is the same thing--are just tremendous. We have a firm underlying philosophical ground on the polity in light of our overall theological and philosophical ground. However, as yet we cannot define some of the components. Yet, if we could define all of the components, we would not be forging a new polity in history. There is so much that we do not understand.

I would like to spend the time today having us answer the question "What is the one thing that you use on yourself to check that you are "of the way"? How do you catch the danger of operating in a reduced universe? Thinking this through is crucial for the "man of maneuver." Life itself forces you back to this particular thing. The instruments of self-care that each of us builds are unique, but each of us could understand the other's.

In relationship to all of the years of the development of the Order, I am clear that I have never run the Order. The way we operate I couldn't run the Order if I wanted to. Neither could you. What I have done is basically three things: (1) I hear everything that is said, (2) I take all of that--leaving nothing out--and weld together a tentative consensus, (3) I then see that a consensus comes out of the group. We have moved rapidly and broadly, because we operate out of consensus. I look back at when we were 30 or 40 people. I guess that it was possible to be on top of everything--at least in some way. However, being on top of things has more to do with an intuitive capacity. Being on top of something has not to do with details. Ever since the houses, our polity has been forced upon us.

I am now interested in the Nexus. In the past I have been interested in the Areas. This now is going to be hard work and nasty work. We have got to spell out the legitimate functions of the Centrumms. The symbolic and practical functions have got to be in Chicago. I use the polar approach. I am always coming down on one pole at a time. This may be my propensity, but I believe that this is the way of life itself. This has to do with developing extreme skill at bracketing--not forgetting--issues and spending time where it is necessary. You have got to spend time building a consensus before ever going before the group. This is hard work and has to do with yourself.

My son Joe had his 31st birthday the other day. I was 30 when I got woke up. I got married, and it was World War II. However, I think that it had much more to do with getting married. Anyway I got Joe a haircut for his birthday. He has made a decision about his life, and he needed a way of symbolizing it. Tomorrow he is going to come in with a 21 point plan.

The Ph.D. is very dangerous. It is the temptation to surrender to academia. It is easy to slide into psychologism. You are not of the way if you slip into psychologism. If you cannot work with anybody, you are not of the way.

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There are three basic historical organizations of religion. In dealing with Buddhism, you need to keep in mind the checks that you use on yourself in working in this direction. The first is profound humanness. Second, the Ur images. Third, the barefoot Jesus. In working with Buddhism, remember that in the history of Christian doctrine sin is basically pride in the flesh. This is a crucial propensity to control. It also manifests itself in the propensity to be somebody. It is the drive for honor. The flip side of this is "I cannot work with somebody" or what I call the "lust of the flesh." Remember that Satan makes use of our fine gifts to destroy us.

I want to talk about what has to do with the overall polity of the Order. The Centurms have been our model of polity in Knowing, Doing, and Being. Chicago is the primal laboratory. We have now three years' experience in the Centrum Band. We have got to discern the 12 operating principles or dynamics. You need to spin on the names. There could be three, four or five dynamics. However, we need to keep to as few as possible, and for transrationality's sake each of the four Centurms needs to have the same number of dynamics. Remember that bureaucracy begins with the proliferation of activities. Transrationality in this work is absolutely crucial. Normal rationality screams at you, and you experience intense pain in doing this. Let's try the least number possible in order to enhance effectivity. Now what are these 12? Transrationality deals with eternity, it is not history-long--that is temporality.

Now what are these? They will change, but not every year. It has to do with the problem we face in maneuvers--it has to do with timing. You bracket things you know have to be done. Once you give something a name in a revolution, you wait a long time before you change that name.

The main issue on my mind is what I have been taking time to go around the barn on. Let's think of Chicago. Each of the dynamics needs to stand on its own bottom. From this point on we need to be as concerned about who is assigned to each of these 12 dynamics as we in the past have been about the assignment of area priors. There are 12 dynamics in each of the Centurms, just as there are in the Nexus as a whole. For symbolic reasons you need a first among equals in each of the Centurms. For example, one is the first among equals and is in charge of the Continental Patrol; another is in charge of the Systems Patrol, and a third is in charge of the Metro Circuits Patrol. Each of these dynamics runs on its own bottom. None of these priors waits for a nod from the first among equals. However, each is concerned with the whole. This depends on being nobody--then you can be interested in all aspects. If you are the one to do Town Meeting, this does not mean competing with your neighbor, which is wanting to be somebody and is what was taught to us in the universities. We receive ourselves as significant. We affirm our own depths as a part of life. The practical believer looks to his own profound life.

The interior organization is now three. It could be four or five. This is built on the interior dynamics that must be created in relation to the three-fold structure. I always liked Mao because of his use of poetry and prose in relation to maneuvers. But that is wisdom that has been around for a long time in the West as well--for example, the use of the term "The Manhattan Project" for the development of the atomic bomb during World War II.

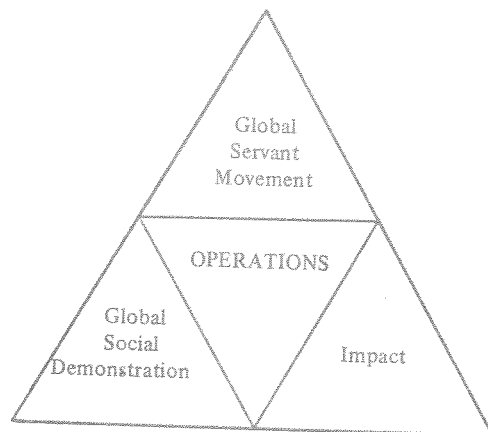
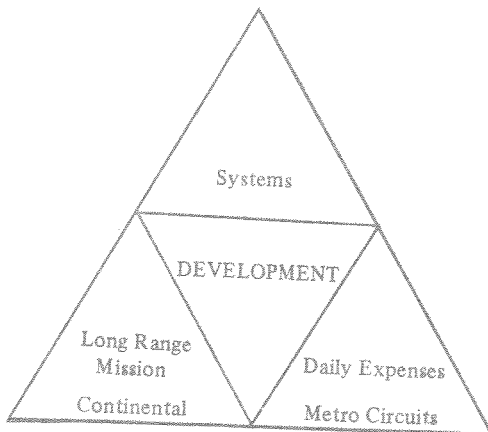
We reorganized development in March. They came up with the names Samurai, Immortals, and Gurkhas. You do this when your program shoots out beyond your capacity to operate effectively. You move when everybody is ready and waiting with creative ideas. The three major dynamics in Development are: Systems Patrol, Metro Circuits Patrol, and Continental Patrol. We haven't worked out yet what each one is at the next level.

In transrationality when you move to the next level you take it down to four. For example, in the Metro Circuits Patrol it would be the three teams on the road plus the backup people that are in that week. In the Continental Patrol it could be (1) National, Washington, or maybe better just Government. The next could be Corporations and Foundations. (3) The third is our development of new products and constituencies. This is the churches, universities, ethnics, organizations, and the women. When you are doing this kind of a transrational dynamic in breaking loose new arenas, you go out and do the transrational design. Where we lost in this third dynamic is that they decided, instead of doing the design, to go out to get money. In the first instance you are not out to bring back money in this arena. I think that we have to hold separate for the moment the international from the national and continental. (Possibly the fourth dynamic here is the Regional Patrol.)

In the Systems Patrol the first dynamic is the Master Index. I am pleased to learn that it is now underway. Next year we will have to have an international systems index. The second dynamic is played by somebody that is globally on top of the situation around the world. Development has developed a kind of corporateness. It is a unity of working together. One other thing: everyone in Development is either a Samurai, Immortal or Gurkha. However, only a portion of the Development troops are full time as a Samurai, Immortal or Gurkha. All three dynamics need each other. There is a corporateness here that does not depend on the structures. Times come when you need an elite force. It is when the next orbit breaks loose.

On maneuvers. We might experiment with double terms here, e.g., Development and Public Image, Research and Training, Program and Operations, Management and Production.

Move on Development. Our operation is ontologically clear. We are still having a hard time. We do not have that kind of clarity in relation to Development. The key is Knowing, Doing, and Being.



The rock in Development is the clue to our next step. We need to develop very special forces who have no relationship with us who become partners with us in our global effort. That's what we mean by looking for "the man." It could be some organization, or someone or some group that will "adopt" us. From this point of view it is likely to be a hydra. We are not looking for cooperation. We are looking for a way to use them in a very friendly way to accomplish our ends. A revolutionary never cooperates, because then you never accomplish your ends. A revolutionary is out to accomplish his ends.

We need to redo our Board. The Board is our extended leadership, our advisors, our legal guardians. The decision-making remains in our hands. The Board of a revolutionary group is out to guard the flanks, not to make your decisions for you. We have worked hard with our Board, and they understand it that way. The new step is that we have to develop a relationship with the establishment on our terms. We need defenders in the broader aspect. You keep the establishment at arm's length. The man of Tao never has a friend. Also, we need to do this with each other. Friendship is a luxury that destroys you.

Now about Operations. How do you divide impact into four? Well, one aspect now is Town Meeting. Impact is to be turned on this year. There is the Women's Course. And the Youth Course. What we got of LENS was 24 Global Social Demonstration Projects. LENS as a head-on thrust, on its own bottom, we did not do right.

The second is Global Social Demonstration. The first thing here is symbol. Without that "every hour on the hour" image we would never have done the 24, much less than the 41 now in existence. The second part of this is framing. We learned this in Majuro. After Majuro it was carried out in every location. Zambia looks OK now, especially after the phone call. The Women's Course looks good. I confess that this was a hard one for me. But people who have guts and are willing to change their minds are what is called for. We do not have a firm foundation for the Global Women's Forum. We still need to find "Mrs. Woman." How you are going to organize this, I don't know.

Town Meeting is the sun. This is tactical thinking. Then you may have some earths orbiting around it. The crucial thing are the two million villages. LENS builds primal community, as do Global Women's Forum and the Youth Course.

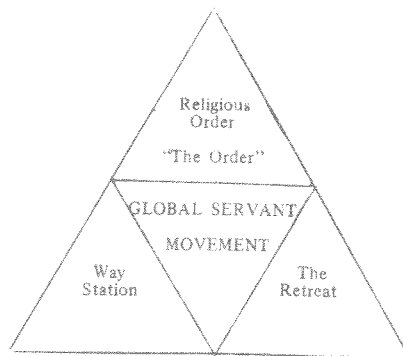
The President of Harvard, Dr. Derek Bok, really shocked me (although he shouldn't have, since I am supposed to be somewhat of an academic myself) when he told me that the basic job of Harvard is to prepare the leadership of the world for twenty years from now. What we are out to do is to prepare this world for a new understanding, for the shaping of primal community for the new humanization of mankind.

This is what makes Operations exciting. The job of impact might be to prepare people for impactment. Primal community cannot be turned over. Other tools and techniques may be developed. You need to look at Ted Owens' new

book on what he says about the trend in history. This is of importance to Town Meeting and Global Social Demonstration.

In Operations we were not as careful as we should have been. What we need are three strong men and three to six strong women. The success of Town Meeting has had outstanding ramifications. However, the work of the post has been woefully inadequate. Feel extremely free to come to me or send for me. The rest of us have got to believe that your work is primary.

The next step in the Global Servant Movement will make what we have done in Town Meeting and Global Social Demonstration look like baby steps. We have got to have iron theory behind it.



The Retreat is the sociological manifestation of the religious in history. It is the new shape of the church to come.

The Order has overcome the traditional understanding of celibacy and the isolation of "the core" of the Order from the world. The Extended Order is crucial for our understanding of the Order. The dynamics of the Order are the Symbolic Order, Extended Order and Movemental Order. The guardian movement has to do with the Extended Order. The movemental dynamic remains hidden, invisible. It is the Order of the Holy Spirit, not our Order. Our Order will initiate various kinds of movements. The question is what are you going to do with 2,500 Hindu Blue Shirts? We need to run down the yin-yangs in that circle. These are foundational dynamics.

The Way Station. How do you care for those who care? How do we take care of the existing Order around the world?

In Global Social Demonstration the whole thing is the repository. It has to do with forces. It has to do with exchange. The repository has got to be global. You need to follow through on the university tactic that we started last spring. You need to run down all the research centers, first in the United States and then in Canada.

Do not worry about the treks. I have not found a system of maneuvers for doing the projects. The scheme of treks that we built this summer now looks stupid in the sense that they were out to set up the Local Economic Vehicle. The Local Economic Vehicle comes out of the earth itself.

We have a horrendous job to do with the Guardians. The three arenas maybe are: (1) Health and Nutrition, (2) Economic: commerce, industry, and agro-business, and (3) Education, Social Organization, and Human Environment.

This summer we did not draw together what we know in Adult Education. Here we need to think through the non-formal structures: stakes, guilds, town meeting, assemblies, trips, etc. Basically the Health Trek did Community Education. We need to do a curriculum for the stakes for one year built on the ecclesiola dynamic. We need education, spirit nurture, and thinking through the village. The trend of history of the rise of local man is directly related to the stakes.

Likely I am through traveling. Next week somebody needs to go to India.

I have had certain functions. The most important function has been that of the hyena. This is not a power role. One thing that I do is get briefed on a call. I mean that I am prepared like a robot. We have called that role for various reasons "the international chairman". All that means in the eyes of others is "a very special person." What is required is some grey hairs, the willingness to be treated that way, not getting lost in the symbolism, and being on top of the underlying dynamics, the philosophy of our work and being able to articulate that philosophy.

Now for a tangent. The mail opening in our group needs to be the right person. We never open our own mail. If we do that, we destroy ourselves. The preference is a woman who can keep her mouth shut. Also, you need to watch who her husband is---if he can't keep his mouth shut then you can't use her.

On Management Centrum. This is a hard one for me to get into three. In Production we need a mighty woman. Maybe another is Purchasing and Finance, what you have called Business. The last maybe is Capital Assets which would include property, maintenance, and legal in relation to the whole Order in charge of property around the world.

We are looking for twelve people standing shoulder to shoulder, then the first among equals.

The Commissions. The most crucial dynamic in all of this is the Commissions. They are something like the Supreme Court--but no, they are a practical day to day operation. They are something like the Inspector General--but no, they are the guardians of the interior structures of the Order.

The Assignment Commission. Its job is to oversee the annual assignments of the Order and to keep arranging them during the year. This is crucial to our oneness.

The Economic Commission. The everyday goingonness is the function of Development and Management. This Commission is as worrisome as the Assignment Commission. Its job is to check the income and outgo every two weeks and

to ascertain where we are. They are prepared to blow the economic horn at any moment and are on top of our condition. Secondly, they are the guardians of our expenditures. Management cannot do this alone, and the Panchayat can never do this.

The Commissions represent the mass of the Order. They indirectly account to the Order by report and consensus. Remember that chart on how the Panchayat watches over the Centrums, Commissions and geographical continents. We need to see that the Chair is left clean of any other responsibility.

The Interior Life Commission. This is the one that I would most avoid. However, this is a life and death function for our Order. All the crucial decisions must be rendered in prose and checked through with the 12 and the Panchayat. The Panchayat then executes the decision. We never ask anybody to join the Order, to leave the Order, or to stay in the Order. The crucial issue here is obedience to the decision which has been rendered in prose. We are not concerned with the issue itself. This is not psychology. This is not phariseeism. I know many have been critical of some of the decisions, but the matter is whether the decisions were obeyed by those involved. There is a great difference between those who have obeyed the decision and those who have not done so.

Commissions in the other Nexus. My mind has been working on this. We could have one of each of the Commissions if it were not for the space factor. It is simply a problem of distance. The constituency of each of the Commissions is the everyday folk. How are they to be chosen? At the moment by the Panchayat. However, they are not under the control of the Panchayat. They represent the mass across the Order. There is a question of area participation and guardian participation.

The Legal Commission. This job is to guard the legal status of the Order and to work closely with Management. We must come to a legal status much less complicated globally than it is now.

Research and Training. The first dynamic is Pure Research. This is what we have called the Flagstaff function. It has to do with the transparentization of religion. The second function is the Quarterly Plan for the Interior Life of the Order. Then there is the Immediate Practical Research. This is getting the images around the world. This is the exchange. This is done by all the houses. We need to figure out how to do this. The third function is Training. We need to get on top of the informal training of the Order. This includes the impactment courses, Global Social Demonstration, the Global Servant Movement--which needs the New Academy. The Academy will be for the training of the Order members. We need to watch here and not get in too much of the social. This has to do with the Christian heritage and the poetry in which we are being sustained. This is the Christian understanding of life which is crucial for all humanity.

Now one last word. The 12 run the nexus and are the center for all of the other nexus. Therefore, the Panchayat is delivered from running Chicago. They need to meet regularly. Their meetings are open except when the personal life of an Order member is under consideration. There needs to be a meeting for signal checking among the first among equals. Watch each other. When you find one of your colleagues thinking that his assignment is his turf, then handle it either by humor or yank him.

Later we need to redo the Board of Trustees. We need to have alive guardians. We need a tight international board of advisors. We need to develop the global guardian network.

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The 12 dynamics of the Centurms need to be grounded in humanness. It is a Platonic approach, not an Aristotelian one. Actually they need to be grounded in the profound eternal, if you will, processes of social change. The focus needs to be on activities that are essential for an undelimited mission in history, the mission of God's people in history in any organized form. The institution is always transrational, but organization is always there.

Research Centrum. I think that the three dynamics in Research are (1) research, which is the transrationalizing the forms of research, (2) the Interior Life of the Order, and (3) Training. We are an experimental group. Maybe we should keep order training here. The I.T.I. is mainly impactment, but has to do more with interior training.

Global Servant Force. What are the practical activities that it has to perform? (1) Uptown, we have two ways to go on this. Either the Chicago Religious House has to do this or all Centurms as Religious Houses have to do a Social Demonstration. No hurry on this; we have one or two more years before we have to do the urban. However, at that time we do Uptown or leave. (2) The New Faces of the Global Servant Movement across the globe. This has to do at this time with communications and publications. (3) Public Image. (4) Rapid Effective Communication, the comings and goings of people, the receiving and sending out of information, and the practical servicing of the order across the globe. (5) What the Global Servant Force is? This is a category of active brooding which is illuminated by the intrusions of the International Training Program, and people from the Global Social Demonstration projects spending time maybe up to months at the Nexus.

One word on the Global Servant Force. We are concerned about the missional brand. The focus is in terms of its mission in history. What would it mean to cover this world with an empirical shaping of "those who care"? What is its missional task? Without this broad historical mission this job cannot be done.

The other thing, at this next level we must push to four dynamics. This is crucial. Simplicity is not necessary for the first degree of rationality. However, it needs to be a rational construct. The intricacies in each situation might require a different rationality.

The double name or two word title of the Centrum is not to reflect the interior structure. Rather it is descriptive of the whole thrust. For example, Development does not have a Public Image post. All of the dynamics in development have the thrust of public image. It has to do with the blue suit, the public mystique. Coca-Cola did the same thing with their "secret" formula.

I want to underscore a very serious thought. This is not the time for long corporate Centrum meetings. The long meetings need to be in the small groups where the actual field maneuvering gets done. The failure of Town Meeting post in the past was its long meetings. Others of us have failed with individual propensities to hold long meetings. The next level down is where the

focus has got to be. The overall maneuvers are very easy. It is the next level down which are harder.

Teamwork in any situation is ontological. The paramount category here is corporateness. In overall teamwork we have failed. We never really found a way to make the obediences work. There was little trusting the teams in obediences. Obediences are a spiritual exercise. However, they are profoundly individual. The ontology of the team needs to be taken seriously. The concern here is that the mission gets down. Either in obediences or on a call in engaging in your work you experience the crucifixion.

The Bastion image in Development is genius. There is a danger here if the six people on the bastion team end up doing the work of the two that we used to do on a circuit team. Team-ology is not a group of people assigned to a space or an activity. You just show up and operate as a team.

There is a tremendous responsibility on the more particular levels of the chart. Planning has to do with making the team overt in a situation. How do we operate together in a concrete situation. Our emphasis is on local autonomy. No one checks up on you. Someone comes by and may bang some heads together, but this has nothing to do with checking up on someone. Our basic theology here is Xavierism. From your local situation you do the whole globe. The team fits into that.

Every person is a general. The power is in the middle of the table. In the Scriptures I am reminded of the story of the barrel of meal which was always full. Power in the middle of the table is like that. The power does not belong to you. It belongs to God. Then to the total thrust in history. Then to the total order. This is the importance of collegium. This requires a deepening of our understanding of priorship.

I would like now to hear the maneuvers for the Centrums. After we hear those, then the list of the issues for each Centrum. I believe in screens. The abstract categories of the screens are not to be taken seriously, but they are crucial. Then you list the current issues and those not so current. You think 10 years ahead, but you do not plan ten years ahead. Then there are those that are urgent and those not so urgent.

Work as a team of 12 or life will beat you up. I have a deep concern for the mail opening and the telephone calls. Any letter is a letter to the Order and any phone call is a call to the Order. You just happened to be the one who picked up the receiver, even if they asked for you. I can't tolerate whispering. The only exception is when the information concerns the personal life of an individual, and even that needs to be looked at carefully. Secretiveness is another issue. We work as a unit. We are not trustworthy as individuals, but we must be as a group.

Management has got to set up itself globally. Development has to expand and deepen and clean up globally. Operations has one year to go before it opens up globally. This year it must clean up the Area constructs. In Research, the next step ahead still needs a little more flesh put upon it, before any

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structural manifestation of participation is created. Training of the Order is not a killed issue yet. The urgent thing is structuring our interior existence. When globalizing this find a way of global participation in its creation. What you weave into this is the total mindset of the Order, the overall trends, the global situation.

