

PRACTICAL  
DYNAMICS OF  
SOCIAL CHANGE

CONTEXTUAL  
DETERMINANTS  
HISTORY

ENABLING  
AGENCIES  
HISTORY

IMPLEMENTING  
MECHANISMS  
HISTORY

PREFACE

Previous Research Assemblies have documented the theoretical dynamics of the social process. It is now possible to articulate the movement's understanding of the practical dynamics of change within the social process. This document presents the profound functions of the potential catalytic trend dynamics in society, i.e. the Nine Whistlepoints. The four major sections of the document are: (1) the inclusive whistlepoint dynamic, (2) the contextual determinants, (3) the enabling agencies, and (4) the implementing systems.

1. Arising against the background of the Shogunate and its inability to deal with western incursion, the Meiji Restoration (1850-1900) accomplished a shift from feudal peasanthood into a national industrial state. Industrial Japan, one of the only two non-white global powers today, is the visible residue of the Meiji Restoration. The myth factor operating within the Meiji Restoration was the raising up of the emperor as the High Priest of the nation. Devotion and loyalty to the emperor would make the people sole beneficiaries of his power and authority and, thus, the focus of the universe. The implication is that local man today needs a story that will enable him to see that he is the one in charge, that power and authority to change society are his if only he decides. The action factor was demonstrated in the Meiji Restoration by the formation of labor unions, which acted on behalf of the Japanese Emperor and enabled local man to see his work as directly related to his significance-giving myth. He thus participated decisively in the economic reformation of late 19th century Japan.

2. The enabling agencies in the Meiji Restoration provided the construct of resurgence through formation of an order, cell and guild force. The order force reformers were small groups of men from the court nobility who held a vision of emerging nationalism. Political parties were formed in order to create a cell force. These formed public opinion and implemented the economic transformation. The guild forces trained youth who wanted to be part of a nation. They consisted of training in the textile and metal industries, the army and the new agriculture system, instead of agriculture in a peasant feudal context.

3. The four implementing mechanisms were operational in the Meiji Restoration. The primary impact system was the establishment of a compulsory educational network, which included the sending out of propagandists from village to village to instruct the people. An interchange system was developed with a massive increase in newspaper publication and book translation as well as government sponsored educational exchange programs with foreign nations. A demonstration system was the building of the Imperial Palace and numerous Shinto Temples and the recentralization of government institutions which all pointed to the absolute power and authority



of the emperor. The training system, though developed primarily for impact, served to raise the literary level in Japan and trained the people in leadership as well as economic, social and intellectual arenas.

#### I INCLUSIVE DYNAMIC

##### INCLUSIVE DYNAMIC

4. In metaphor, a whistlepoint is the place at which only the slightest sound is required to start an avalanche. In practice, it is the activation of a key dynamic or structure, which occasions the realization of many other forms and relationships. The nine major whistlepoints are defined by the role they play in the re-creation of society. The myth whistlepoint serves to recreate the vision of the necessary task and brings to full self-consciousness the encounter with the Mystery. The action whistlepoint opens concrete possibility for local man to engage himself authentically in the humanizing process. The demonstration and impact whistlepoints enable the myth and action whistlepoints by giving concrete form to the vision and by creating impact systems to break open local man. Order, cell, and guild force dynamics are basic task forces. Broadly, the role of the order is to do the task; the role of the cell is to be the sign, and the role of the guild is to engage local men. Interchange and training whistlepoints enable the order, cell and guild forces with communication and decision-making networks, and training system to prepare disciplined colleagues.

##### BIRTHING RESURGENT HUMANNESS

5. The profound function of the whistlepoints is Birthing Resurgent Humanness. This function points to the need for an adequate myth which defines man's relationship to the Mystery, to others, and to himself. It deals with the awakening of man to a meaningful way to expend his life. Birthing Resurgent Humanness requires taking embryonic resurgence and delivering it in a form that every man can embrace. When a man discovers that the meaning of his life is no longer freighted by old forms and symbols, he must either create a new story which allows him to re-engage his life significantly or become a living dead man. As man appropriates the new mythology and creates new symbols, his own creativity is broken loose. If resurgence remains unbirthed and is not allowed to grow and mature, every revolution is doomed to failure and humanness itself is endangered.

##### FORGING GLOBAL CONSENSUS

6. The first aspect of the whistlepoints profound function is Forging Global Consensus. This enables man to engage in wisdom exchange and decision-making out of a global context, and requires him to create his own future. Training is essential, for local man to assume the task of being the globally responsible decision-maker. By practical models and research methods within a tactical framework, he will channel this wisdom into a relevant and productive form to be used by all men. This would continue the pattern illustrated by the grass-roots initiated, international relief efforts occasioned by



CATALYZING  
RAW  
DECISION

the Nicaraguan earthquake disaster in 1972. Participation in global consensus gives local man the opportunity to care, a global awareness and a sense of his life's profound historical significance.

7. The second aspect of the whistlepoint's profound function is Catalyzing Raw Decision. This is a dynamic which enables and sustains the power of man's freedom to be decisional and thus allows him to embody his recreated role in history. Man is faced with being decisional or falling into apathetic paralysis. In ONE FLEW OVER THE CUCKOO'S NEST, McMurphy was such a dynamic. He catalyzed decision in a mental ward where roles, care structures, and myths had collapsed, thus bringing possibility to the lives of the patients and staff. Another example is the minister in "The Poseidon Adventure" who catalyzed decision in those who still had a germ of life urge in the face of overwhelming disaster. The decisional response to situations like these, and in society at large, itself is a strong catalytic dynamic. In the absence of recognized authority, man is faced with the rawness of his life and can respond decisionally or he can retreat into his numbed freedom.

REVEALING  
SOCIAL  
MALAISE

8. The third aspect of the whistlepoint's profound function is to Reveal the Social Malaise currently affecting the globe. Social conditions are constantly changing and becoming imbalanced. Institutional collapses, disappearance of formerly effective social roles and breakdown of myths all contribute to these changes. Coping with the ecological dilemma and widespread apathy in the economic and political arenas are similar indicators. The whistlepoints show which part of the social process has broken down. Furthermore they provide an analytical method for determining the primary cause of the malaise amongst many secondary causes and manifestations. They thus initiate the constructive process to restore balance, simplicity courage and integrity to society.

SUMMONING  
SOCIAL  
REPENTANCE

9. The fourth aspect of the whistlepoints profound function is Summoning Social Repentance. Twentieth century man has experienced unrelieved humiliation in his attempts to order community life. Both traditionally political forms and visionary experiments have failed. This incapacity is creating despair in all human associations. Manifestations in society that call forth social repentance range from the current senate hearings probing into the issue of social morality behind the Watergate scandal in the executive branch of government to the crisis in energy supply, from the disappointment of model community service projects like Chicago's Mile Square to the impotence of the Wounded Knee demonstration. These signs herald the need for relinquishing outmoded forms and understandings and creating anew the necessary structures of humanness for our times. Man's failure to recognize the need for every human community to relate to the universal is at the root of the problem. Until man is able to relate the ordering of the human community to his total



INCLUSIVE  
DYNAMIC  
CONCLUSION

humanness, his global awareness will only increase his despair. This repentance, therefore, is a call to ground the reformulation of human community in the mystery of life itself.

10. The metaphor of the Whistlepoint is taken from the fact that by standing at a certain place on a mountainside and whistling, you can cause an avalanche. In the discerning of nine whistlepoints, we selected those nine points upon which historical change pivots.

II. THE CONTEXTUAL DETERMINANTS

CONTEXTUAL  
DETERMINANTS

11. The Contextual Determinants of social change, which give meaning and form to resurgence, are the Myth Factor and the Action Factor. Together, they have four primal dimensions. Symbolic Shifts point to collapse of old symbols and creation of new symbols to hold man's definition of himself and his relationships to mystery, to other men and to the universe. Cultural Shifts occur as people yearn for depth meaning, become self-conscious about their cultural heritage, and experiment with new ethical patterns. Shifts in Social Roles point to appropriation of a life style that potentiates the uniqueness of each stage of life, awareness of responsible care for the earth and its people, and reimagining the use of time. Shifts in Political Consciousness create an explosion of alternatives as nations and peoples become self conscious about their interrelatedness and aware of their particular gifts to the globe. The following paragraphs attempt to clarify the dynamics of social change which reimage for every man the possibilities of his own life.



A. THE MYTH FACTORS

MYTH  
FACTORS

12. Mythology, like a mirror, is the context in which man's existence is presented. With symbols as tools it reflects his story and guides him into the future. Myth helps man create a vision of his social behavior and gives him energy to see the universal picture.

EXPOSING  
EXISTING  
CONSCIOUSNESS

13. The profound function of Myth Factor is Exposing Existing Consciousness. Man must be allowed to see that he has within him all that is needed to stand in a world of war, terror, collapsing ethical systems, families without purpose and disillusionment. Our time has given man an implosive consciousness about his life, yet he falls under the burden of that consciousness without exposing to the depth of his being that he is adequately equipped to live life abundantly. If we are to continue the "Long March", we must equip ourselves with the necessary tools for bringing forth the latent internal strength of everyman.

ENABLING  
CREATIVE  
LUCIDITY

14. The first aspect of MythFactor's profound function is Enabling Creative Lucidity. During the past decade, through mass media, observance of others and personal experience, man has been exposed to the raw data of life all over the globe. The abundance of data, and its consequent ambiguity, have encouraged man to avoid a conscious sense of the significance of what has bombarded him. He must be offered utter lucidity about his own life and life in general. When he becomes aware of what he "knows", he will begin to assimilate the data and decide its significance. Only then will he be able to respond effectively to the demands placed on his life.

ALTERING  
OPERATING  
SYMBOLS

15. The second aspect of myth factor's profound function is Altering Operating Symbols. Male/female roles have become so vague that laws have been changed to allow a family to have a hyphenated name to include the last name of both the husband and wife. This indicates the ambiguities of describing male/female uniqueness at this time, to the point of officially symbolizing it. Presidents, foreign emissaries and athletes as representatives of nations are assassinated in attempts to destroy the inauthentic stance the nations they represent may take. In democracies, symbolic legislative representatives are continually called into question because they are not able to deal seriously with all the demands of their constituents. The symbolic role of the presidency is called into question not because it is an unneeded role, but because the presidential story conflicts with demands set forth by the constitution and with the story demanded by the times. Stories of heroes like Martin Luther King or characters in the Horatio Alger stories who embody the dream of work and reward which gave meaning to everyday life are inadequate for today. They have been replaced by stories about ecology and political reform as weak substitutes in an attempt to tell again the meaning of life.



RAISING  
AUTHENTIC  
STYLE

16. The third aspect of Myth Factor's profound function is raising of an Authentic Style which gives direction to local man's search for genuine expenditure. The consuming fires of the pentecostal, charismatic and evangelical movements are attempts to raise this sign. The modification of vestments and indicative symbols within the Catholic Church is an attempt at secular identification. A reorientation of the past and a vision of the new style are necessary to move into the future. The new style must offer the possibility of meeting the demand to change and the hope of embodying the dream through social experimentation. Until an authentic style possibility is raised, man is paralyzed to muster the courage to sacrifice the comforts of his present stance and style.

DEPTH  
REALITY  
AWARENESS

17. The fourth aspect of Myth Factor's profound function is Depth Awareness of Reality. Scientific technology and industrial growth has, by necessity, demanded specialization. Since the Industrial Revolution, man has obviously separated himself from his neighbor. Separation creates disoriented individuals. This lonely twentieth century man is now at the crossroads and in despair. He is uprooted. He needs to redefine roles which will support his struggle to redirect and integrate a new morality with new values. Our hope is collective experimentation with new cultural forms in our existing patterns of life. We are in need of a Don Quixote mirror to reveal outmoded forms and discern their weaknesses.

MYTH  
FACTOR  
HISTORIC

18. The myth factor is illustrated by Indians who invaded the high valley of Anahac in 1325 and through assassinations and alliances with native Indians began a century of imperial success by telling their people that the gods had to be appeased by the sacrifice of 20,000 prisoners of war per year, thus the common man's vocation was fighting wars to capture prisoners.

B. THE

ACTION  
FACTORS

19. The action factor injects new forms into the present situation and is the final enactment of resurgence. The action factor grounds the myth. It creates the framework which acts as the catalyst and power base for the strategic reconstruction of local institutions. It decides key involvements and builds the involvement constructs. Trained internally disciplined local leadership will initiate the action factor.

RELEASING  
LOCAL  
POWER

20. The profound function of Action Factor Whistlepoint is Releasing Local Power. A key method to accomplish this function is providing local man with a self-story that enables him to see his potential for meaningfully effecting social change. Supported by an impressive self story and symbols system Martin Luther King illustrates one man's impact in bringing about social change.



STRUCTURING  
CREATIVE  
ENGAGEMENT

Without such support men are overwhelmed by despair in their helplessness they cannot respond to the challenge of history. "You can't fight City Hall" is an all too prevalent story for local man. To counter the victimization of local man, a whole range of local miracles, structures, and celebrations, which are related to a global context, provide the actional framework for releasing local power. An example of this function is the overnight creation of a playground in an empty trash lot, showing possibility where it had not been seen before.

21. The first aspect of the Action Factors profound function is Structuring Creative Engagement. It provides channels to involve local man in caring for society by removing blocks to this engagement and eliciting his creativity within corporate structures which serve the needs of his community. For example, cooperative preschools release parents to participate in other structures and provide a creative way for adults and youth to engage in an activity which provides a real service. In addition, they train and engage young children. Structuring Creative Engagement calls forth the unique gifts of every individual through meaningful activity aimed at rebalancing the social processes. With the word creative, activity and involvement are indicated. The emphasis is dynamic. The structuring is geared so local man can build the structures, and create the myths, and thus design his own history.

APPROPRIATING  
NECESSARY  
ROLES

22. The second aspect of Action Factor's profound function is Appropriating Necessary Roles. Ours is a period of accelerated social change where new roles are being continually demanded and traditional roles disrupted or altered. Effective and imaginative ways are demanded for people, individually and corporately, to adopt roles needed for society to reverse the loss of human talent, heal the frustration and suffering, and release creative human resources into the social process. The need for transformation of roles is exposed by the collapse of such fundamental roles in our society as the elder, housewife, breadwinner, parent, child, spouse, professional, teacher, etc. Invention of methods for training people to move into new role patterns is a key factor in fulfilling the function of this whistlepoint. For example, the training of retired elder citizens to be a mobile faculty of preschool teachers who bring their experience and patience into the arena of child education with a new enthusiasm. This type of role transfer and creation is critical to the adequate transformation of society. It gives a channel whereby the obsolete and frustrated can move into meaningful roles thus reinforcing weak dynamics in the social process. Without this function the tragic imbalance of social roles is continually recreated.



CONTEXTING  
MISSIONAL  
STYLE

23. The third aspect of the Action Factor's profound function is Contexting Missional Style. This implies comprehensive framework in which every man may decide the life style he must adopt to be creatively and corporately engaged in his local situation. The dynamic process in this function may be seen in the Israeli kibbutz, which is intentionally designed to provide a corporate life style through which the mission of the corporate group can be accomplished. This function demonstrates the intentional styles that enable men to involve themselves in global servanthood. The need for missional contexting is clear - to enable the channeling of creativity into developing new life styles which will motivate and sustain local man, as he engages himself in the reconstruction of the social process.

ENABLING  
ECONOMIC  
SERVANTHOOD

24. The fourth aspect of Action Factor's profound function is Enabling Economic Servanthood. Enabling Economic Servanthood is the process whereby the economic systems can be made to serve all men. This enables local men to participate creatively in the economic function structures of which he is a part. This is seen in the grocery co-ops in Harlem in New York. Here local people, with the Federal assistance, purchased the co-op and placed it under the ownership of the community. The Employment pool and the marketing area were brought together by the hiring of residents of the community to staff the stores.

ACTION  
FACTORS  
HISTORIC

25. The establishment of mosques in every settlement of Islam in order to focus the vision, images and life style of the Moslem population for the purpose of unifying Moslem society is an example of the radical power of the Action Factor.

SYMBOLIC  
SHIFT  
POSSIBILITIES

26. Symbolic shifts point to the possibilities that are opened to each man as he realizes his relationship to the mystery. Cultural shifts include man's emerging self-consciousness. Social role shifts encompass the uniqueness of all life. Shifts in political consciousness define the expanding alternatives as nations and people realize their political responsibility. These occasion continuous re-evaluation and creative restructuring in a movement directed toward global resurgence, and result in an intensified and sustained movement.



### III. THE ENABLING AGENCIES

#### ENABLING AGENCIES

27. The strength of the enabling agencies lies in their ability to articulate emerging trends and occasion new authentic life styles enabling man to embrace his uniqueness. Through recovering of tradition and global vision, the enabling agencies embody and release the possibility of authentic life styles.

#### C. THE ORDER FORCES

##### ORDER FORCE

28. The Order Force formulates, organizes, and sustains the social process, holds the common rationality and acts as the external discipline that holds man accountable to that rationality. It focuses, channels, and directs society toward a long-range goal, while keeping in mind the emergent perspective and radical reconstruction of society.

##### GUARDING GLOBAL AUTHENTICITY

29. The profound function of the Order Force is Guarding Global Authenticity. As a global presence, this force discerns the emerging edge humanness acting as a transparent filter screen through which the spirit of humanness is pulled forward. This is shown by the stance of risking, forging, guarding and synthesizing global authenticity by the corporate body which is futuristic, comprehensive and disciplined. Through the performance of this function the many divergent trends of society are marshalled toward a global society in which all people are cared for.

##### DISCERNING RESURGENCE SIGNS

30. The 1st aspect of the Order Force profound function is discerning signs of resurgence and possibility within changes occurring across the globe. By lifting up and charting the courses of change, resurgence becomes apparent. An 'advance-man' stance in the catalytic troops is needed to care for a new change which could easily flicker out, if not quickly reinforced. The troops take a lead in all movement work, and take change that is discernable to the established mindset, and through practise voice the changes necessary to realize futuristic possibilities and to guard the deeps.

##### TRANSMITTING VOCATIONAL POSSIBILITY

31. The second aspect of Order Force profound function is Transmitting Vocational Possibility. Not only does the Order Force speak the word of possibility, but also demonstrates, in transparent life style, the fact that every person has the possibility of meaningful engagement in the time and place in which he lives. As an establishment churchman rehearses the story through the renewed forms and understanding of liturgy, he hears regularly the life saving story of his own life. As a black child sings songs and creates decor in celebrating the richness of being black, he comes to affirm himself as utterly significant.



NURTURING  
GLOBAL  
SYNTHESIS

In the performance of this function local man is given a global context for his life, and new sensitivity to the spirit deeps bubbling within him and is thereby released to offer his life in significant service to the entire globe, where a deep human problem afflicts man, possibilities can be transmitted by those concerned catalytic troops.

32. The third aspect of Order Force profound function is Nurturing Global Synthesis. Nurturing Global Synthesis is that which formulates an inclusive community and orders global consciousness into viable structures. It is the embodiment of a global paradigm, i.e., Religious Houses; the household of global polity, for instance, the United Nations, the engagement of Academia for religious and cultural studies, implementing them as in Peace Corps. Nurturing Global Synthesis amidst an implosion of new global forms makes possible an explosion in humanness across the New Earth.

OFFERING  
PRACTICAL  
ENABLEMENT

33. The fourth aspect of the Order Force profound function is the offering of practical enablement. It acts as a unifying mechanism giving the possibility of total global involvement to local man. Within the established church this is achieved through dissemination of wisdom by hierarchy consults and honoring ecclesiastical forms; through structuring models such as Fifth City preschool, the Elder concept, and by the erecting of participational politics. It enables indigenous leadership through Religious Houses and preschool teachers.

ORDER  
FORCES  
HISTORIC

34. Order Forces may be illustrated by the frontiersmen of the western expansion in North America who acted as that force which carried the shift of man's consciousness of the possibilities of economic advancement in the westward movement. Out of necessity they worked as a corporate body with the results of an expanded America and new life style for man.

D. THE CELL FORCE

CELL  
FORCE

35. The Cell Force as an enabling agency is locally grounded and a sign of global resurgent community; nurturing the Guild and Order Forces in their mission and therefore basic to the whole enabling agency. Standing in the local situation, it calls the Order Forces to respond concretely to local spirit needs, and as a sign of the new Local Community. As symbol of the Global it holds local guild forces responsible to the vision of global reconstruction. A sign of local resurgence in a global context, it is called to be the concretion of the entire movement's will catalyzing the local spirit leadership and giving meaning to local expenditure with symbols of universal consciousness.



AUTHENTICATING  
SYMBOLIC  
GLOBALITY

36. The profound function of the cell force is authenticating symbolic globality enabling a global consciousness. This creates new family and vocational interests dramatizing the importance of their relationship to the globe. The cell force provides opportunities for local man to experience his responsibility for the world by initiating cultural studies; celebrations of various cultures and stimulating interest in global decor, music and literature. This will serve to impact local man with the reality of the many cultures across the world. The cell force is also responsible for contexting local man in what ever activity he participates to see the significance of his action for the local community, but more importantly for the globe. The cell force is also responsible for enabling the guild forces and order forces to see that whatever they create and participate in must be comprehensive and able to be used by anyone in the globe.

COMMONIZING  
INDIGENOUS  
LEADERSHIP

37. One aspect of the cell force is commonizing indigenous leadership. It creates consciousness of the globe. It empowers the passion of fragmented local leadership, rallies it together and channels it to care comprehensively for the local situation. At the same time it provides opportunities for significant global engagement. The commonizing of indigenous leadership is demonstrated in the collegium meeting of 5th city leadership, the grassroots style of human engagement of the red guard. The necessity of indigenous leadership is to maintain the common will of the revolution by standing before the global in the local situation, and before the deeps of resurgence. This prevents the revolution from turning in upon itself and enables society to engage in building the earth.

EMBODYING  
PURPOSEFUL  
RESURGENCE

38. The second aspect of the cell force profound function is embodying purposeful resurgence which is seen only in the local situation. The cell force functions to give that resurgence form: to define it, to give it direction, and to suggest and help actualize the possibilities, by placing the cell force of the guild in contact with the emergency of new thought in the community. The cell force stands as a sign of the authentic life style which it aims to catalyze among local men. The Women's Liberation Movement has made a move to gether women together in order to proclaim the humanness of all women. The cell force would pull the women together to articulate what it means to be a woman today and demonstrate that through corporate action they have many possibilities of proclaiming their humanness. The Women's Liberation Movement is unorganized and directed in upon itself, rather than recognizing the possibility of the great influence and help it can be to the whole earth, by putting the dynamic energy of this happening to work for the local community within a revolutionary global context.



INTERNATIONAL-  
IZED  
INTENTIONAL  
SOCIETY

39. The third aspect of the cell force profound function is internationalized persistent questioning running through social concern movements. Running through these movements is the common thread of seeking release from political, economic and cultural oppression whose theme is to lay demands on each human being to participate and to recognize his social identity, human dignity and equality emphasizing every human beings's relatedness. This affects other social identities and calls forth all cultures to be released to be what they are in recognition of their freedom, and all men's freedom to create the future. The form that this function takes is found in direct social encounter or reduced and parochial situations. This happens when small local groups, loosely related continentally and internationally, bring into being a common image, birthing larger groups to carry out the visible social impact.

FORMULATING  
INTENTIONAL  
SOCIETY

40. The fourth aspect of the cell force profound function is formulating intentional society by re-articulating man's symbology in relating to his understanding of self in order to reveal to the global/local man of the twentieth century, the style that will honor his authentic humanness. This is illustrated by the experimentation with the kibbutz in Israel and the role the church played in the revolution in Brazil and Chile. This particular function exists in response to the existing consciousness of man that reveals the need for an authentic way to deal with existing styles, roles, values and technological knowledge. This self-conscious struggling will enable the resurgence of social man to be directed toward an authentic way to embrace the new earth.

CELL  
FORCE  
HISTORIC

41. The industrial revolution shift from individual craftsmanship to machine mass production meant that local man suffered a sense of loss of individuality and status. Trade unions were organized which gave workers a new channel of significant engagement by providing a collegial dynamic in which all the members saw themselves working to create a human society.

E. GUILD FORCES

GUILD  
FORCES

42. The guild force is that body which brings about the grassroots transformation of society. The guild reveals the dynamics of care, justice, mercy and witness by directly engaging people in the discovery of their vocational role as individuals within a corporate society. The guild is involved at the everyday level enabling man's participation in his future by applying its insights within particular society.



OCCASIONING  
CONSCIOUSNESS  
BREAKLOOSE

43. The profound function of guild forces is occasioning consciousness breakloose. through releasing spirit by enlarging the context out of which man operates. By participating in corporately creating a myth and symbol to live before, an individual's context may be enlarged. This was shown in the "Black is Beautiful" movement. The effect of this function is to release human motivity without which society cannot continue. Conversely, we can no longer condemn large numbers of people to limited participation in the social process for to do so is to deny them life. The times demand a move toward wholeness and fulfillment of individuals and society to enable the creativity required to Build the Earth.

GENERATING  
COMPREHENSIVE  
ACCOUNTABILITY

44. The first aspect of guild forces profound function is generating comprehensive accountability. Methods by which the guild force answers the whole community need to be developed, must be reciprocal, and should include absolution. Guild forces catalyze the rebalancing of established social structures to recover the authentic tension between the political and economic forces. Ralph Nader's Raiders, Common Cause and The Equal Employment Opportunity Commission exemplify grassroots accountability forces. Generating comprehensive accountability within the established structures of society is necessary for the emergence of global community. The rebalancing of the social processes and separating the decision making processes from the economic processes with the resultant actualization of social justice remains only a dream if not actualized in concrete social structures. Without infusing accountability structures with global consciousness, and without the Social Forms for creative engagement in the actual creation and operation, social processes remain in the hands of the economic .

PRESENTING  
SOCIETAL  
ALTERNATIVES

45. The second aspect of the Guild Forces profound function is Presenting Societal Alternatives. The sociological inadequacy in present political, economic and cultural systems calls for a prophetic body who can identify shortcomings and provide choices that will contribute to the humanizing process, and demonstrate new possibilities. The ability to engineer community resurgence projects such as 5th City, the St Louis housing experiment, alternative educational methods, etc., is required. Presenting societal alternatives is a way of freeing society from systems that hold mankind in bondage. The effective use of available human resources serves to create meaningful relationships within the primal community. One's context for decision making becomes global and the search for authentic structures is occasioned.



ENABLING  
AUTHENTIC  
COMMUNITY

46. The third aspect of the Guild Forces profound function is Enabling Authentic Community by catalyzing the creation of structures which affirm the dignity of all men. It provides a receptive climate for the release of their creativity and sets a comprehensive context which honors the gifts of people in all age groups. It promotes signal demonstrations of new communities, such as work and living communes and the 5th City model. New images of male and female roles, the family and primal communities enable new relationships among isolated residents of presently fragmented social units and encourages a deep honoring of our human resources giving individuals a chance to build meaningful relationships. Without this community man sees no way to spend his life except as a victim of himself and society.

ENGAGING  
HUMAN  
CREATIVITY

47. The fourth aspect of the Guild Forces profound function is Engaging Human Creativity by engaging latent energies of people. Signal demonstrations would enable the breakdown of hindering attitudes by showing that the required changes can actually happen and that ordinary man is indeed free and able to participate creatively in deciding the future. For example, the expertise of retired businessmen and executives could find a new release giving meaning to their lives while contributing creatively to their guild force. Creative engagement might be the involvement of grassroots representatives on regional management boards implementing central government programs honoring human worth and dignity by using the various individual gifts. The opportunity to engage one's creative energies motivates commitment and thus mobilizes troops. Without this function, societal movement progress would be limited and man would be bound to traditional patterns of thought and action. This function is necessary to breakdown the division between oppressed and oppressor, or likewise, between participant and spectator.

GUILD  
FORCES  
HISTORIC

48. The Guild Forces Whistlepoint is demonstrated by the Congress of India following India's independence in 1947. It became a catalytic national instrument, as a microcosm of Indian life, in its ability to express concretely the three great principles of the new India, non-violence, self-sufficiency and service to others.

ENABLING  
AGENCIES  
HISTORIC

49. Enabling Agencies is that cluster of supporting, nurturing, and directing activities composed of the three distinct dynamics of Order Force. These agencies represent the ever-present functions in any society which serve to organize, formulate and sustain (order); nurture, envision and spur (all); and actualize, signal and transform (guild). No significant change in the long term montage of the social process can be intentionalized without the self-conscious deployment of these forces.



#### IV. THE IMPLEMENTING MECHANISMS

##### IMPLEMENTING MECHANISMS

50. The four implementing mechanisms; Impact Systems, Demonstration Systems, Interchange Systems, and Training Systems, are tools to be used by the Enabling AGencies. Among these tools and methods are the technological breakthroughs in transportation and communication, social breakthroughs in education and care structures and experiments in style, roles, and interior discipline. The Implementing Mechanisms will equip local man with the tools necessary to react to social injustice in an effective way. He thus will be able to overcome socio-economic imbalance and to bring about international coo-operation.

##### F. THE IMPACT SYSTEMS

##### IMPACT SYSTEMS

51. The impact system is a way of awakening every local man to the life-giving Word through the use of songs, conversations, advance courses stated in secular languages. Local man with the new corporate life style. The impact machinery is implemented with long range global strategies to effectively impact every local community. The local marketing and public relations machinery is designed to "sell" the product.

##### COMMUNICATING UNIVERSAL STORY

52. The profound function of the Impact System is communicating the universal story. In the late 1960's man landed on the moon. This historical happening brought about a new global awareness. As cameras captured the image of the globe from out in space, a common mind developed about the globality that we are. It demonstrated that we are. It demonstrated that no human, individual or community, is an island disconnected from the rest of the world and must therefore assume responsibility for the whole world.

##### ENCOURAGING DISENFRANCH- ISED VOICES

53. The first aspect of the Impact System's profound function is encouraging disenfranchised voices as they demand that humaneness be experienced by all men. This exposes the malfunctioning parts of society and brings to universal consciousness effort by those exploited by existing social conditions. The church's stand as it supported the Montgomery bus boycott and Caesar Chavez' lettuce boycott are signs of supportive pressure against dehumanizing activity. Innocent suffering must be uncovered and the resulting cries by head and responded to. This is crucial to the creation of a global brotherhood and a human future.

##### PROVIDING CREATIVE INPUT

54. The second aspect of the Impact System's profound function is the provision of creative input by self-conscious social pioneers into impacting structures such as the educational system, communications, and publications. Two illustrations of this creative input are B.F. Skinner's contribution to educational



CREATING  
GLOBAL  
RESPONSIBILITY

experimentation and Marshall McLuhans philosophy, pointing to the possibility of the electronic media as a responsible art form. Mankind needs the wisdom of the visionaries they provide responsible leadership, motivation, and stories out of which people can operate.

55. The third aspect of the Impact Systems profound function is creating global responsibility. Global responsibility was illustrated with the ending of the Viet Nam war. Somehow something happened in which most Americans saw that the United States has a responsibility to rebuild that nation which it helped destroy. This could indicate a new global compassion on the part of the United States towards all men. The Impact System's task here to make the man who sees no reason to care see the necessity of Global responsibility without this the formation of the new global society would be blocked by parochialism.

EMERGING  
GLOBAL  
SELFHOOD

56. The fourth aspect of the Impact Systems profound function is Emerging Global Self-hood. This global self-hood has been seen emerging in the American black man. Not until the 1950's did he throw off his past self-image of a slave and realize his own cultural gifts. In acknowledging his own rights he took upon himself a responsibility for the rights of others. The Impact System, therefore, has two tasks here. It must preserve the diversity of cultural gifts, but at the same time maintain the awareness that even in this diversity, man must take responsibility for other cultures.

IMPACT  
SYSTEMS  
HISTORIC

57. During the westward expansion in North America the government encouraged mass participation in settling the new territories. A time of exploring and settling in new areas, legends and stories became an important vehicle for sharing experiences and awakening the masses to the possibilities offered by the West.

G. DEMONSTRATION SYSTEM

DEMONSTRATION  
SYSTEM

58. Demonstration Systems are concrete, as well as symbolic models of the possibility of local man to bring about sociological renewal. Universal and flexible models along with the creative devices and forces needed to implement them will result in renewed social structures. Signs of possibility presented to local man by the decisions of his neighbor. The new man is symbolized by local leaders through the use of self-conscious signals. Local & global long-range strategies are held in tension and honor every situation.

SIGNALING  
HISTORICAL  
NECESSITY.

59. The profound function of Demonstration Systems is signaling historic necessity which allows man to participate in a valid response to the key contradictions in society. Examples of such models are the Local Church Experiment which deals with the



ENABLING  
HUMAN  
FUNCTIONS

renewal of the church and the 5th City Project which deals with a geographically delimited area by giving it an identity as a community, models such as these hold up the possibility of a participation in the flow of history by engaging local man in human social forms that will bend history.

60. The first aspect of the Demonstration System's profound function is Enabling Human Functions. This exposes innocent suffering to the eyes of the world. This exposure occurs wherever people risk themselves to create structures of care. These permit local man to affirm his own life and enable him to determine his future rather than a victim of his past. As man affirms his life, he is able to discern and honor certain relations within which man has always existed. These relations have and are evolving from the struggle to realize the authenticity of the Male/Female relationship, of the life phases from birth to death and the inter-relatedness of all the races of man. It is the task of the guild to reveal these relationships through effective demonstrations of human dignity. In enabling these relations man can stand on his own, contribute to society and thus affirm his life purpose.

REBALANCING  
SOCIAL  
PROCESSES

- 61.. The second aspect of the Demonstration System's profound function is Reblancing Social Processes, that is it shows the possibility of creating a global action dynamic which will result in international cooperation. Rebalancing social processes restores the inter-relatedness of the economic, cultural and political dynamics. Japan with few recourses has risen to an economic world power, while India with more resources continues to starve. As both countries struggle to maintain or gain economic stability cultural gifts are being lost. The European Common Market is an attempt to provide an inter-European resource, distribution and production port. The thrust of the future must also include educational and cultural arenas. Political co-operation will be an essential aspect in this re-balancing of social process. International Co-operation will aid in grounding more in global consciousness.

OPENING  
FOUNDATIONAL  
FISSURES

62. The third aspect of the Demonstration System's profound function is opening foundational fissures, that is pointing to restrictive and parochial images which block global consciousness. Some forces which have helped to point out parochialism and confront man with a wider arena of consciousness are the following events: Watts and Detroit racial riots, the assassinations of the Kennedy's and Martin Luther King Jr., the first landing on the moon and the first flight of a super sonic transport plane. Opening Foundational Fissures provides a dynamic which will enable man to extend his world and to build those models needed to live out the emerging consciousness of global responsibility.



MAINTAINING  
DYNAMIC  
VISION

63. The fourth aspect of the Demonstration System's Profound Function is Maintaining Dynamic Vision that is evaluating past structures in view of present needs. Attempts to actualize this function are as varied as the Benedictine Order's local focus, the decrease of apartheid in South Africa, the Global Ecumenical Council (Vatican I) and the shift toward a volunteer army. These are examples which point to the necessary characteristics of the self-conscious demonstration of the future. If there were not constant self-conscious experimentation for the future, utilizing the wisdom of the past, society would become static and demonstration would cease to signal historical necessity.

DEMONSTRATION  
PROJECT  
HISTORIC

64. An example of Demonstration Project Devices occurs in India's struggle for independence. Indian selfhood developed from an image of dependent selfhood to a deep awareness of significant historical engagement. The demonstration project device was Ghandi's controversial untouchable campaign which cut across the prevailing cultural understanding, namely the caste systems.

H. INTERCHANGE SYSTEMS

INTERCHANGE  
SYSTEM

65. The Interchange System is a concrete rationale for maintaining and sustaining commonality in local/global communications and decision-making channels. Interchange Systems guarantees that the consensus process for decision-making be a creative force in history. It insures commonality through global accountability rationale. Interchange Systems creates the forms for releasing the new myth that is the life story of local man and coordinates the constructs for leadership training and nurture.

TRANSMITTING  
FUTURIC  
TRENDS

66. The profound function of the Interchange System is transmitting futuric trends. Data Interchange Systems which transmit futuric and prophetic trends in society across the globe are being called for and created in our time. These systems, in order to be effective, will impact the entire world, and persons everywhere will be witness to the universal and immediate relationship of the globe upon their local situation. The systems will illustrate present attitudes and reveal implications pointing to possibilities. Life styles will be affected through daily communications which focus on the existence and nature of the global community. This will be accomplished through such present forms as the recent SALT talks, the Common Market and the kibbutz; and through intensified application of films, books, ads and TV and radio. Without transmitting to every local situation futuric trends which are stated as an overlay of hope on a collapsing society, the globe has no way of making sure that the hopes of man have an opportunity of being actualized.



RESURGING  
SOCIETAL  
MECHANISMS

67. The first aspect of the Interchange System profound function is resurg-ing societal mechanisms. This will call forth comprehensive planning that can release and form the creativity of local men. The task of this system is to supply to the grass-roots necessary information for the implementing of corporately defined missional efforts and programs. Without this, any global movement toward resurgence is reduced to a series of unconnected, spontaneous, disassociated and largely ineffective social action efforts. The Interchange System, as it provides data to local men, articulates the contest out of which resurgent forms are born. The principal means for communicating this information is the creation of new societal stories, styles and forms.

INTENTIONAL-  
IZING  
EDUCATIONAL  
INSTRUMENTS

68. The second aspect of the Interchange System's profound function is intentionalizing educational instruments. This releases and engages human potential so that each man can demonstrate his creative concern for society as a whole. Educational opportunities must include adults as well as children, and present-day trends indicate that available opportunities are concerned as much with spiritizing as they are with education. Such opportunities are enabled by instruments such as Imaginal Education, global assemblies, maximum creative use of media, etc. Education must inform on a global scale to allow each man to participate in consensus activities which continually provide for the reformation and renewal of both the individual and his society. Another of the functions of interchange relative to education is to enable increased collegiality and thereby inform every man to enable his authentic engagement in consensus decisions.

CONTEXTING  
LOCAL  
STRUCTURES

69. The third aspect of the Interchange System's profound function is contexting local structures. It also serves as a data bank for holding insights and information, so that local man across the globe is included in a connectional network for human care through the consensus process. It also serves as a data bank for holding insights and preserving wisdom of the past. This function is necessary to sustain human concern. It honors people in every culture and encourages closer working relationships.

EMERGING  
COMMUNICATION  
NETWORK

70. The fourth aspect of the Interchange System's profound function is an emerging communication network. This gives grassroots people around the world a way to participate effectively in the consensus-making process. All kinds of established religious communities, e.g. Hindu and Muslim, will be a part of the network. Grassroots participation in decision-making will give local man a global perspective. A data interchange system that allows local man's voice to be heard in the consensus will make this a viable process for every man.



INTERCHANGE  
SYSTEM  
HISTORIC

71. Interchange System is illustrated by the impact on the Malis by the Moslem conquest of North Africa. Growing Moslem influence necessitated an exchange of data foundational to the shift to a more complex Mali society. The data-gathering took place through exchanging scholars with schools in the East and the West and by informal meetings on caravan routes.

L. THE TRAINING SYSTEMS

TRAINING  
SYSTEMS

72. The Training System provides curricula which initially impacts everyman with the new vision of the possible and then gives him necessary intellectual, practical, and spiritual skills. It awakens and envisions everyman at the grassroots by impacting him with the common myth. Without this whistlepoint there would be no skilled troops to carry out the vision.

RELEASING  
SECULAR-  
RELIGIOUS  
STYLE

73. The profound function of the Training System is to re-release secular-religious style. Appropriating this style allows everyman to experience his life as fulfillment. It provides opportunity for healing of the cut-off-ness and release from the victim image that is so much a part of contemporary existence. One illustration of this function is the use of song conversations which explodes the lives of those singing. This method provides a **mirror** to one's own existence which gives sanction to new decisions. By drawing upon the deep springs of his being man is released to participate in his future.

CATALYZING  
GLOBAL  
COMPREHENSIVE-  
NESS

74. The first aspect of the Training System profound function is catalyzing global comprehensiveness. Engaging comprehensively releases mass creativity within his situation. This illuminates the folly of living in isolation whether as an individual, or within a family, business, community or nation. It restores effective participation by placing man in his real situation which is a global village with Twentieth Century complexities and yet he is given the screen, tools, methods and resources to deal with his situation. By delineating the social processes and revealing the methods whereby trends and contradictions are identified and goals are tactically and strategically given power, man is released into his situation with a comprehensive futuristic vision. There is no possibility for creating significant social change outside of the affirmation and appropriation of Twentieth Century globality.

RESTORING  
VOCATIONAL  
SIGNIFICANCE

75. The second aspect of the Training System's profound function is restoring vocational significance. In order to enable each man to participate fully in building the earth, the training system releases each man to engage his particular gifts and skills in forming his own society. By honoring each individual's personal



freedom, human dignity, and inherent human rights, the training restores the pride and self-story necessary for creative engagement. The economic world of the Twentieth Century operates with an idealized vision of the status of economic symbols. This does not honor the fact that we are a global village. The New Society demands that vocational status be collapsed in order to free all men to engage in their vocation as the vehicle by which they thrust themselves into history.

EMPOWERING  
GRASSROOTS  
PARTICIPATION

76. The third aspect of the Training System's profound function is empowering grassroots participation. The training system equips grassroot individuals with tools and methods through which they can creatively shape their own situation. This restores men's own life experience as that which is all that is needed for him to shape his own destiny. The Training System, in rehearsing for the individual the global context in which he finds himself, shows him the fantastic possibilities he has for actively determining his own situation. The Training System teaches the individual how he can intentionally operate in each situation in the context of fulfilling his possibility and the globes.

CREATING  
RELATIONAL  
VISION

77. The fourth aspect of the Training System's profound function is creating Relational vision. By analyzing historical trends and his relationship to them the training system enables the construction of a vision of the future; grounded in the past. The Training System empowers man to embrace his real situation. The illumination at the possibility of his situation releases man to fulfillment.

TRAINING  
SYSTEMS  
HISTORIC

78. Grassroots training apparatus may be illustrated by the civil service training schools in imperial China which taught Confucian doctrines and advocated political centralization. Young men were prepared for Imperial Service through the school's teaching of global social relationships which culminated in the creative centralism of the Emperor.

IMPLEMENTING  
MECHANISMS  
CONCLUSION

79. Man shapes his future roles, relationships and rights, and conversely, those roles, relationships, and rights shape man. Implementing mechanisms structurally allow man to be sustained. They are also the structural way that the gifts of every citizen are engaged.



## CONCLUSION

### CONTEXTUAL DETERMINANTS

80. Implications of the contextual determinants for the world include articulation of a new world view and direct activity which reflects that shift in understanding. The church will experience intensified struggle to communicate the gospel and an enabling climate of renewal appropriate of the mythical element. Implied for the movement will be an increased research in the dynamics of self-consciousness and image; a greater degree of sophistication and understanding of the Action Factor whistle-point; an intensification and grounding in archaic forms; and the imperative to articulate the movement's new anthropology.

### ENABLING FORCES

81. Implications of enabling forces are the formulation of new structures and the creation of signs, signals, and symbols of possibility. The church demands the necessity for greater physical support and existence. The enabling forces would allow the church to give attention to the deep, demand for comprehensive articulation of the gospel. The movement's struggles towards global community sees the need for polity sophistication and deliniation, sees a new horizon in historic order demand and relates in new ways with the secular non-christian man.

### IMPLEMENTING MECHANISM

82. In our time of resurgence, awakened people cry out for ways to participate in the shaping of their destinies. The church has an historically unique opportunity to fulfill its task of global servanthood through its global structural network, and new understanding of the mission that unites it. Acting in responsibility for the church and the world, the movement is called to provide and demonstrate the models that will equip local man to build the earth.