

.....that is to say that this has to do with the whole political ~~dynamic~~ arena of life not simply organized politics, but the processes of decision making and corporate action. I want to come at the practicality of corporate action in a round about way and talk about the political process and its firment a little bit and the consequence struggle with engagement that is taking place in every phase of life, or every age group. Then want to talk abit about what that is exposing about human care and then come at the practicality of corporate action. That probably seems disjointed to you but the insights that I want to lay out are simply...if ~~we~~ our practical methods of acting do not come out of what is going on in the times and the deeps of human experience than they are cute gimmicks, that have no change what so ever of being effective and making long range changes that we all see as necessary.

I want to try to hold all that together in one theses..whõch goes something like: The political process today in order to support necessary economic development has emphasized order at the expense of justice and welfare which has caused in people frustration of effective engagement that ~~is~~ you experience in every age group and since it is so ~~is~~ frustrating that exposes the universality of human care which then can be acted out effectively in oorpprate action.

I think it is demonstrable today that someting is happening in the political process and your clue there is in looking at the news events. I want to do this, not from the importance of the news events, but they expose ~~was~~ something about what is going on in society. ~~The~~ Take Aug. 8 of last year....that was the day that Nixon resigned. That was also the day that Gen. Franco in Spain was convalescing from the illness that forced him to turn over power to his chosen successor, Emporer Hille Sallasie was being systemimatically deprêved of his prestige and power almost, the wife of Pres. Park of Korea was enjoying her last few days before an assassinâs bullet stopped her. The residents of Cyprus were going about their every day chores unaware of the massacre that was going to in a few days leave 90 of them dead-under buried under a garbage dump. Mrs. Juan Peron was struggling to maintain her power in Argentina with that countries first female head of state. The family of Nikita Krucheve ~~was~~ had just ~~was~~ a monument to makk his grave bought

from the artist ~~is~~ whose work Krucheve had called garbage before his death. Pres. Ferdinand Marcos in the Philippines was consolidateng his power with marshal law and pushing his program of community development overagainst fierce opposition from the church, and he was systematically jailing leading churchmen and wiping out resistance in the Muslim community in the southern part of the Philippines. The Israeli army was preparing for mobilization that would raise for all the specter of a Middle East War, Portugal was preparing to grant independnece to its African colonies which independence is occassioning civil war now in Angola and Mozambique. You know Aug. 8 was one hell of a day.

You sense that something is going on in the poikitical process. 18 countries in the last 2 years have undergone traumatic governmental upheava You start naming them and it gets scary....England, Canada, West Germany, Australia, Palestine, France, Egypt, Us, Viet Nam, Cambodia, Japan. and on and on and on. You can add to that list almost infinitely. You sense that something is happening...that coiencedence does not accountfor it. And these theories about a world wide conspiracy don't quite do it either

Something more profound and basic is going on in the political process and that upheaval is interesting only because it is happening across the board, not just world wide, but in every level of society. This upheaval that says that every body is going to have a voice in the decision making process. And our mechanisms for involving people in those processes have got their circuits overloaded. Every form of organization in society has had its exposed certainly in the last few years, whether that be family decision making, community decision making, city, national, or international decision making. Within business, within corporations, the mechanisms of ordering that are somehow overloaded with the complexities of the 20th century. And yet what the givenness is is that new situation in which Barbara Ward calls it space ship earth...it is like the residents of space ship earth are suddenly sensing the impingement of our neighbors to a degree that has not been true before. That is a little bit about what is going on. It is important, for us to begin to be clear about some of the dynamics going on in that. that have to be dealt with in order to move effectively.

And that is the purpose of looking again just briefly at this triangle. I want to deal with just the political dynamic. Note there that you have the three dimensions of order, justice, and welfare. I don't mean by welfare the welfare system, this has to do with the well-being of the body politic or the corporate body. We want to contend that whether you are talking about the family, community, business, or nation there is always a process of ordering that goes on. That maintains the basic patterns of life. That has to do with the processes of legal base, common defense and domestic tranquility. That is that without which no body can stay in being. In the realm of justice is the legislative consensus, judicial procedures, and executive authority. This has to do with the implementation of the decisions of a group. Under wellbeing, this is the dimension that we are most likely to neglect, the dimension of secure existence, political freedom, and significant engagement. If I was to point to one place where the de-emphasis has come these days it would be up in this arena, probably closer toward the top. Now, you take a concrete example. I've been to the Philippines a couple of times and you sense very vividly there that Pres. Marcos has made a decision to allow that country to develop economically. Now, what he has on his hands is a country made up of 7000 islands, each one of which has its own dialect, and until recently had its own army, its own government, its own corruption, and its own poverty, & which is grinding and paralyzing. Now, what you-do-~~for~~-in-a-situation-like-that do you do, to allow a situation like that to develop? What he did was to declare martial law, put an emphasis on order. The fact of the matter, every male in that society carried a gun at all times, and used it very often. There was no possibility for economic development in that kind of unfavorable situation. So he just clamped down on order and advocated a common language and a common symbolism and tried to bring somekind of dignity into that body of people.as a people. It sounds like a reasonable strategy for moving. Nobody there that I have talked to has an effective alternative, though there is grating under the notion of martial law. The issues that get raised are quite simply; 1. how to maintain cultural identity; those 7000 islands have no desire or intent to give up their unique heritage as a people, but it is a struggle to participate in a wholistic country and yet maintain your identity. &x The second issue is how you maintain a minority voice

You've got to have some kind of order to develop, to what extent can you allow disension? That is a wide and real issue. The third one is how does the local, grass roots get its voice into the decision making? Those three issues are the issues in the political arena, whether you are talking about business, or labor-managment relations, whether you are talking about race relations in a country like this. Whether you are talking about international relations. We were in Kenya recently and Kenya is moving, develoing loke crazy--to be a part of the world. There are fantastic things going on there. With the same kind of issues, how do we maintain our ~~xxx~~ identity, and our traditions as Africans, as East Africans in an economically developed society. Most particuarly it has to do with monogomy, which is a jolt to their consciouhness. They were accustomed to polygomy and yet the economic necessities of urban life do not allow support of more than one wife for a man. The woman are not about to go out--- 4 or 5 woman working to support a man. That doesn't have anything to do with morality, it is an economic necessity. Out of that they are struggling with how to maintain their identity and traditions How do we as a minority country have an effective say in world policy over against the super-powers? How do we participate in the decisions that effect the globe? Same sort of issues are true in communities orver against the coty, how do you maintainn a view of our ciety with as many minority groups as we've got. I live in Uptown....27 languages spoken in the public schools, an incredible diversity. --Not by any one person....That many right there in Uptown of Chicago. Even in the family we have so many diverse experiences and view points...the whole arena of maintaining your identity participating effectively in your directions and decisions as a body, and retaining some kind of minority voice..... If I made a diagram, it would be something like this....these days, for good or ill, the emphasis has been placed on order to the neglect of the dynamics of justice and welbeing. This kind of imbalance analysis is seen in raising these issues. which is exciting in hhat it gives you a clue toward effective engagement. Also you can see signs of hope in ~~xxx~~ the resurgence of the new beginning to bubble as these situations get dealt with creatively.

I was just astounded in Kenya at the East African community. The ~~East-African-community~~ There is the East African Airline and these three countries that cooperate on virtually everything, Tansania, Uganda, and Kenya....~~NO~~ None of them is Maoist in its leansings though their is a close relationship with Communist China...that is Tansania with ~~Nyxxx~~ Neyere. Uganda with Amine, he is building a monumant to Hitler a public monument to Nazism, and Jomo Kenyatta in Kenya who is attempting a more democratic capitalistic system. And yet the newspapers every day you see the picture of those three men ~~xxxking~~ walking arm in arm...there is an East African community emergiang that cuts across the ideological boundaries that would have in the past sep-erated people.

I get intrigued also with the way Watergate has been a creative happening for our society, in that ~~ix~~ grass roots people have said, we are going to have an effective say in what goes on. We are not going to be dominated by any over-empyazized order, by bureaucratic ~~ys~~system, by any secret police action. The implications of that are really far-reaching. What has gone on is a break loose in local grass roots

participation that shows up in discovering effective pressure points in which to move. Watergate exposed, three parts of the political process that are key to getting anything effectively done. Deliberative systems and bureaucratic systems are places where anything to happen in the political process, those are going to have to be touched. I think of Watergate as just an example of the ~~quxxx~~ press and the bureaucracy and the legislati~~me~~ sort of converging as nodes of activity that created the kind of change that we have on our hands today. I don't want to get into that too much.

The impact of all this emphasis on the individual is a sense of sheer frustration with what's going on, because the vehicles that we have for participating in decision making in our society just don't freight it anymore. My vote is one of 3 million in Chicago, maybe those statistics aren't right, but when you consider yourself as having 1 3 millionths of a voice, that does not adequately handle your passions and your ~~xxxxxxxx~~ consciousness to deal with the situation. The old thing we were taught in school about writing your Congressman. I wrote J. Strom Thurmond one time. I'm from South Carolina and I got a letter back within 4 days. with his signature on it. That told me two things, one that he had a very efficient staff and two that he hadn't taken it seriously. You just sense that that vehicle doesn't do what you are out to get done. It is incredibly frustrating as volunteer workers. I worked in a hospital one time and the gray ladies who came in there and worked just pouring out just tremendous hours of effort and passion. into that hospital. They were not allowed to sit on the Board and determine the new kinds of policies. They saw that what was needed from their perspective of dealing with patients on an informal basis....not bad or good...it is just frustrating these days. Or you run up against the red tape phenomenon...you know what I'm talking about? I had a car stolen in Chicago and it was great....the police found it within 18 hours and told me that it had been towed to the appropriate lot, which happened to be all the way across town.... I didn't have a car....I got a friend to take me over there...and discovered when I got there that there were parking fees. for being in that lot. I didn't bring enough money or a check book (which they wouldn't have taken anyway) so it took another hours ride back home. By that time my friend didn't have anymore time to take me back. I had to wait another couple of days so he could get free again. I went back over there and found out that the theives had broken the wiring mechanisms and the thing wouldn't run so there was no way to drive it home, and of course, we hadn't had foresight enough to think about that. so we had to go back again. The third time I went back again with chains, and prepared for my friend to tow it across town. So we got it chained up, out to the gate, and stopped....and found out you can not tow a car in Chicago with chains, you have to have a professional tow bar. which we had not gotten, but which we went to get, that was another couple of hours. Finally got out of the parking lot and realized it was a good ~~half-hour~~-- 30 minutes or half day to the nearest VW repair shop which was going to require another tow bar and another day.....You would not do away with any of those systems....it is necessary to have policeman parking lots, and it is necessary probably to charge rental fees, it is necessary to protect that from the crazies towing cars. by making that law about tow bars, and yet all that is necessary, but the import of that on me..... There was a guy ~~at the Y~~ who offered to buy the car ~~xxxx~~ as we got back to the gate. .

at \$5.00 more than the fees to get it out cost....by that time I was ready to give him the thing....or throw it at him. Almost for spite I didn't do it, but you can hear frustration to try to get anything moved. And that is just true across the board. Anything you touch and try to get anything moved....there is this jungle of vines and creeping crawling distractions that Business has invented the category of management simplay , I think, ~~to~~ in order to clear away enough brush for the artisans and craftsman to get their work done. We have reimaged that and ~~xxxxxx~~ thought about it as a heirarchy of management which is glorious, but the job of management is obviously brush clearing.

My wife is in market research for International Harvester...and there are huge buildings full of great skilled people in business to get this farmer what he needs in order to be able to do his thing. That is just the way it is. ...not bad or good...just frustrating. In the midst of that you begin to sense the creative break looses in dealing with that kind of overwhelming organizational These things that some newspapers and radio stations have..their hot line, in which you can call on a particular issue and they guarantee action quick. And that has been pretty effective. There are communities that are re-inventing the category of ombundman, the ones who have got the data and you can call in and get the straight story. I think these minority revolutions are tremendously exciting, overcoming that tremendous- horrendous frustration in the political process. YOU go through a couple of stages like the raising of consciousness among the minority groups where you-have-got-the blacks did that. Very effective with black power, blackk is beautiful kind of slogan like King and others did. The next step is building a consensus among that minority group and I suspect that is where the American Indian is struggling right now, building a cohesive voice. And then the third stage, I think, is designing the vehicle. Very interesting that these days that the Black Panthers are no longer making a lot of noise. on the street. thro an They are finding that it is at the grassroots organization.

where effective change can take place. Where effective decisions need to go onl Work ing in that arena, I think, is an creative sign.

This kind of frustration and break loose is going on in every phase of life and we have tried to hold that with the symbol that comes out of the India culture. We talk about 4 phases of life...each one of which has a unique ~~an~~ social role and aunique way of participating in the body as a whole. This phase from 0 to 20, Phase I, 20 to 40, Phase II; 40 to 60, Phase III; and 60+ as Phase IV. Understan d there, I'm talking about roles that are not excluded to the age group- ing...there is a lot of over lap. What we are trying to do is get some kind of hold on people's participation in society. It is clear that in Phase I the image out of which people operate is that of the apprentice Even when he is learning his business is to ask why -questions about why,,why. Couldn't it be better done another way. The 20-40s is the experimenter. and probably no accident that most of us in that age group think that we could do a better job than our boss. We have all these ideas which have grown out of our questioningand anxious to give that a try. The 40-60 age group is the guardian whose social function it is to prevent the crazy hot heads from disrupting the whole process....we have to hang on to

The elders....the wise ones...whose social function it is to tell stories...to remember things out loud..to pass on the heritage from generation to generation. I don't ask you to agree with these age demarcations or anything like that, but it is something else to think about four great life times....if you were to consider our cultures thinking about this business it is sort of like;;;life reaches its peak somewhere like early phase II....probably later phase II for men for what ever reason....and everything else is experienced as down hill. This is the Pepsi generation...and when you see the Pepsi generation you know where they are. Four great lifetimes. Each one of which there is a fantastic role to play in society. You see people begin to invent that and to struggle with that issue. Uptown not only has a cultural diversity it has the elders in great quantities, Some 25 elders homes in our immediate neighborhood. ~~They are--incredible--Many~~ The struggle there is incredible. ~~Many-business-retired-people~~ Gifted retired people, many of whom are well-educated, greatly experienced, stuck off in a high rise vegetable garden and that is a bit harsh, but not too much. You walk by these places and you see these people sitting in lounge chairs just staring into space.and you wonder...don't we need their experience and wisdom? What is going to be the vehicle or mechanisms to get that experience.... I was talking to ~~one-of-them-one-time~~ a woman in one of them one time and suddenly realized that the group of people sitting around the table, only one of whom had been born in the United States, brought an incredible wealth of the world's experience to Uptown...and find themselves isolated from what is going on in Uptown...and they had wisdom probably no body else did...experience to enable that thing to take a creative shift.

How do you find vehicles for those elders to participate. I understand that there is a movement called the Grey Panthers which is demanding a voice...it is not like we give it to them...It is the elders saying by golly, listen, we have something to say. I think that is the problem. I think also we probably also we need to be able to mark symbolically each transition point between one and the other. There is a death that comes at the end of Phase I and at the end of phase II and at the end of Phase III and a real first rate final death at the end of phase IV. How you mark thatolder societies have had rites of passage, ceremonies and things go on. I wonder if we aren't just about to recover something like that. I went to a birthday ! party for a friend just the other day...who was making one of those passages...and some creative genius had prepared that thing...and had gathered a group of friends to sit down and ask whether we thought this character was mature enough to make that transition. and therefore would assign him to be the new phase that he was. It was all in great sport, but what we did was to ask that guy questions. and it was great fun...everybody was very clear something significant was happening in terms of his role in society and his role as a member of our circle of friends. It was pretty exciting. It is clear that other cultures have had that kind of life passage.One of the tribes in Kenya has their rite of passage into manhood extraction of your front four bottem teeth. It is incredible the kind of symbolic

(change tape)

people are not morally, but ontologically engaged in society, and therefore are caring people.

I believe that there is a "give-a-damness" at the heart of humanness. I don't mean anything nice about that. I have personally clobbered people for apathy for years. Now I'm beginning to think that that is just a little bit off target, in the sense. Everybody knows today that to care for yourself is impossible without caring for the world. I don't mean anything nice about that. How do you deal with the drug problem without considering the farmers in Turkey? No way. How do you deal with families economic security without dealing with inflation which is a global economic inter-dependence. I got clear about that about a year and a half ago when King Faisal was determining the temperature of my bedroom. There is just a given relatedness of the world. It is impossible not to be caring that is engaged in that sense. When that bursts on me, I'm very clear ~~that~~ that is very clearly why I turn off the television set when the news comes on. Or if I don't turn off the set I turn off my mind and leave the set on. It is because, knowing that I am so frustrated with how to deal effectively with any of that stuff that it just gnaws away at your gizzard. And yet, in the midst of that, ~~xxx~~ you experience yourself with nothing less than the weight of the world on your shoulders. Neither bad nor good...when that bursts on you...what have I got on my hands. The only question is...not how you get out from under it, but the options are either you hide from what you have, reduce your sphere of influence ~~xxx~~ ^{and} world, cut your effectivity down to a very narrow sector, or somehow struggle with the methods of dealing with that reality.

The creative part of that, I think, there is a deep sense that we are all in this together. This is getting to the practical now. I think the ecology crisis did that for us. When it got clear all of a sudden that it is not just mankind, but it is birds, and plants and trees also that are passengers on the space ship earth, ~~xxx~~ With that sense of we are all in this thing together there is a over arching commonness that makes corporate action a possibility. I think most of our operating models for dealing with groups have come out of the notion that there is radical and total diversity that has to be arbitrated. I think that ~~xx~~ what has got exposed to us these days is that within that diversity and variety there is an overarching commonness that gives a stance from which to begin to modd the group. I want to talk just a minute about the dimensions of corporate action. Then tomorrow morning go more into the how-tos of that. I would suggest that if there is going to be any kind of corporate action a major step is going to have to be a common symbol. Some way of dramatically holding up that over arching commonness which the group of people has got. I think of the logos that are coming to the fore in business. ~~For example, the~~ ^{are examples of that} I think community symbols are an example of that. I know when we went to work on the west side one of the first steps toward getting that community changed was a very symbol which represented the geographical boundaries of that community. Like this. They ~~were~~ streets, but it made a picture which suddenly showed up on garbage cans and telephone poles all around the community. When people kept seeing that long enough there was an a-ha-hess and an identity of participation in some ~~thing~~ ^{thing} of Chicago that began to take place. Probably, a common style is another element of critical importance for a group to come together. Social forms of that have been such things as uniforms. It is no accident that huge numbers of children of the world wear uniforms to school...welding out a kind of style that dramatizes their role as a learner. Where most of us come at that as ~~if~~ though that deprives a person of his identity, in fact what it does

is give him participation. Even corporations are clear about that. H. Roth Paroh in Dallas has his executives buy their suits at a certain place and their hair a certain length..white shirts all the time you see them walk down the street you know them...their style marks them. Any kind of group that is going to weld itself into a common effective force is going to have that element of it. The key though to any kind of effective-ness is consensus structures. The methods for allowing a body of people to form a consensus as opposed to parliamentary methods which presuppose a winning and a losing side. In a compromise everybody loses. In a consensus, what you are out for is that agreement that incorporates the wisdom of everybody. The mechanics are...brainstorming is one of them. Where you take everybody's wisdom and molding that into a statement that everybody can go, I would not have come up with it myself, but I agree that is the statement that belongs in this group. The only effective substitute- disagreement with that statement is an alternative statement that holds all the wisdom that was there plus another bit of insight that was left out. The mechanics of that...it is quite a process. The next element is common method, it is obvious that you have to have a new set of ways of welding this wisdom together. Finally, just a common model, which is what we have been talking about all morning. That element of over arching commonness that is taking place around the world as we begin to discover ~~xxx~~ in each other levels of concern and levels of meaning that are breaking loose I would suggest that that has to do with the resurgence that is going on in the political process right down to the practical level. Because when corporate action begins to happen as indeed it is happening, people are finding ways to effectively embody the kind of care and passion that is released involving the contribution of every phase of life engaged creatively in the reconstruction of society which I suspect simply is the political process of the future.