WORKSHOP PROCEDURES GUIDE



TOWN MEETING '76 is a program of community involvement developed by The Institute of Cultural Affairs; a world service organization. The ICA conducts training, demonstration and research programs concerned with the human factor in world development. The TOWN MEETING '76 format has been tested and refined in 47 diverse community settings.

The ICA is a not-for-profit corporation with tax exempt status registered in the State of Illinois.

The ICA has 101 offices around the world, 47 of which are located in the United States. Area centers are located in Bombay, Brussels, Chicago, Hong Kong, Nairobi, and Singapore.

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This Workshop is built on a method of collecting the wisdom of a group of people on a given subject. It rests on the assumption that everyone has worthwhile insights which will make the final product richer than one created by an individual or small group. The key to a good workshop is group participation in the process. There are many procedures and gimmicks that are designed to enhance creative participation - some of which are contained here.

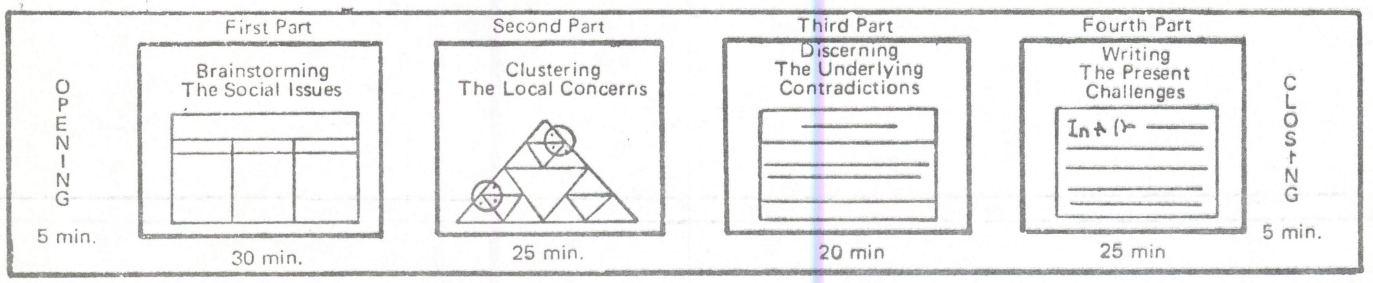
"Brainstorming" is one of the basic methods used in the TOWN MEETING workshops. In leading a brainstorm, there are four things to remember: (1) Ask the questions clearly and simply (Be sure you have answered the question yourself, so that you are clear on the kind of answer you are seeking.); (2) Record every answer; (3) Keep the pace rapid in order to get first responses and fresh intuitions instead of old or stale answers; (4) Don't discuss answers during the brainstorming, even if they are controversial (Reflection comes later in the process.). The Brainstorming Method is intended to produce new insights and to maximize people's engagement in the process.

As a workshop leader, you will not "know" all the answers. The best image of the workshop leader is "orchestrator" rather than "teacher". A teacher is supposed to know answers while an orchestrator is responsible for only the score - i.e. the workshop procedures. The "music" or content comes from the participants themselves.

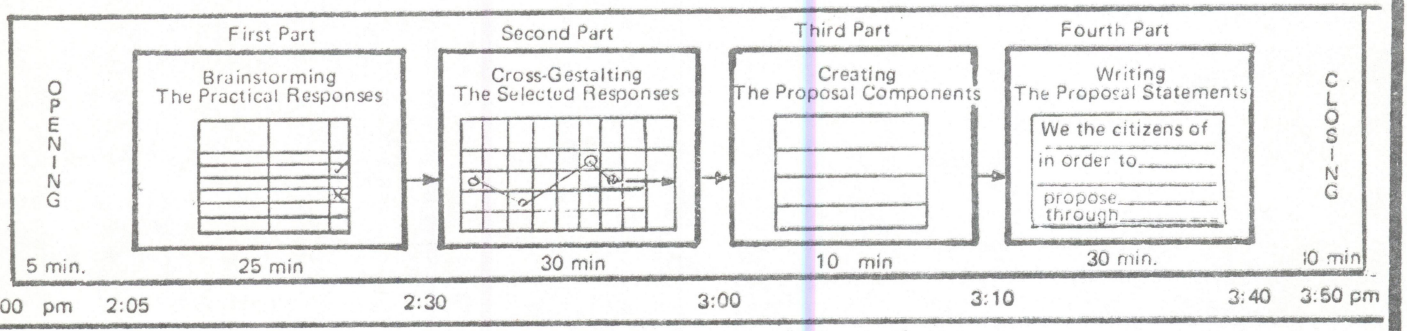
The following hints are helpful in leading workshops:

1. Honor all participation (There are no wrong answers).
2. The time design is right - fast pacing pushes intuition.
3. Get across to the group that intuition is the key--trust your first response.
4. Keep the group moving rapidly (Dramatize shifts with a song, perhaps).
5. Prepare and order your materials beforehand so that the workshop can move from step to step smoothly.
6. Workshopping is a method--trust it.
7. Know your product--i.e. what the workshop is out to produce.
8. Keep the group reminded of the product.
9. Have fun--this is serious business, but it's fun to do.
10. Sing a song or tell a joke when bogged down to release the group's creativity and to get distance.
11. Always begin by giving the group an overall view of the major steps and the final product of the workshop.
12. End on a celebrative note that honors the hard work that has been completed.

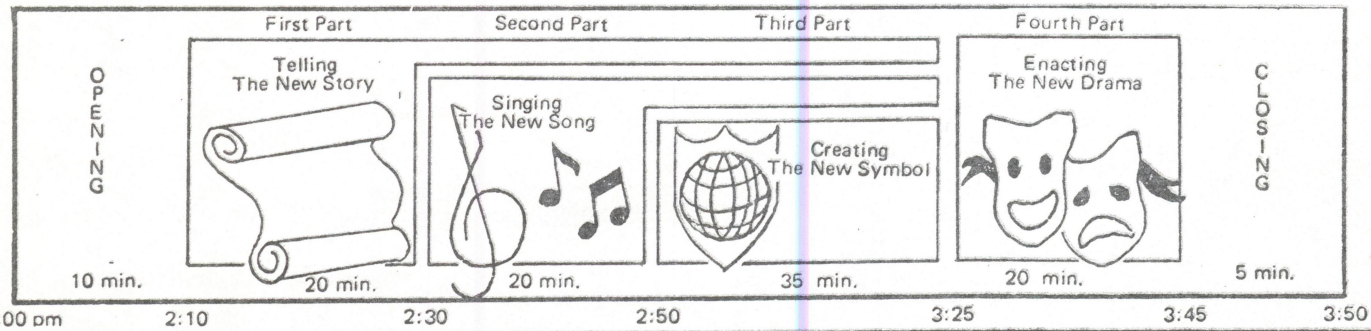
THE PRESENT CHALLENGES WORKSHOP



THE PRACTICAL PROPOSALS WORKSHOP



THE NEW STORY WORKSHOP

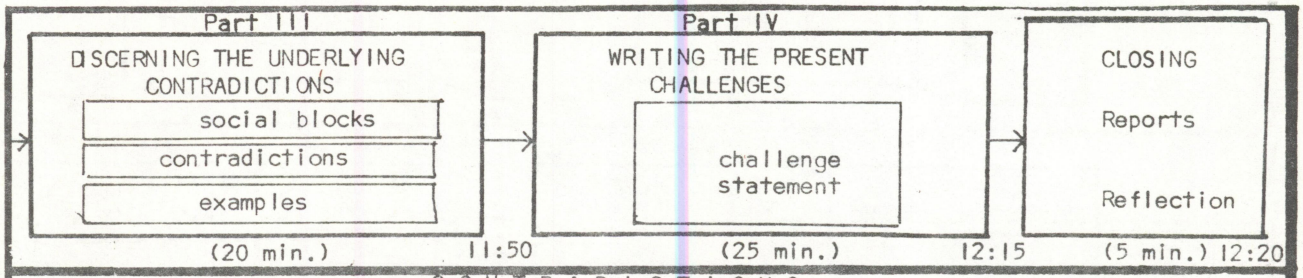


THE PRESENT CHALLENGES WORKSHOP

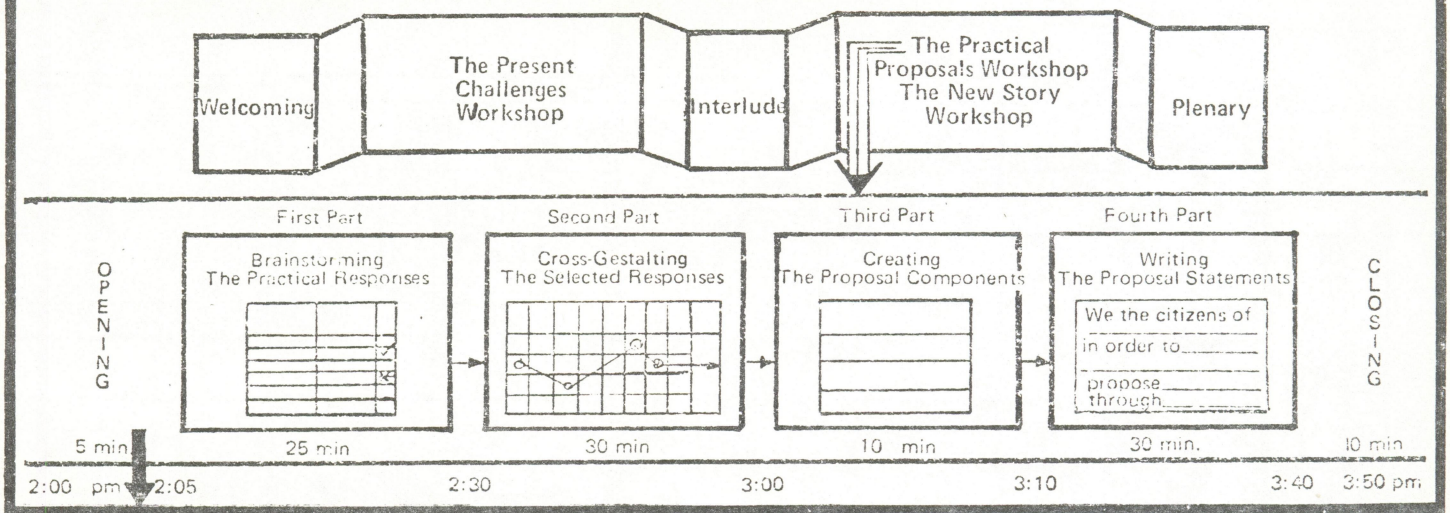
THE PRESENT CHALLENGES WORKSHOP

OVERVIEW

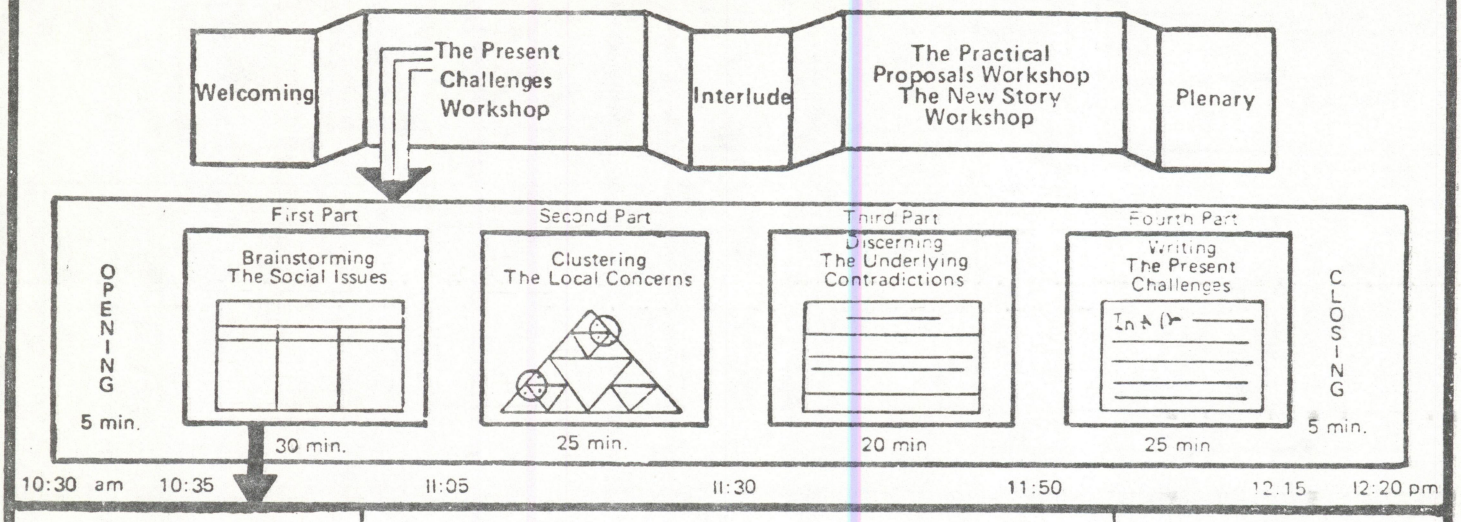
	Part I		Part II
	OPENING Welcome Hopes and Dreams Discussion	BRAINSTORMING THE SOCIAL ISSUES E P C	CLUSTERING THE LOCAL CONCERNS
	10:30 (10 min.) 10:35	(25 min.) 11:05	(25 min.)
TASK	ISSUES Gathering the Corporate Data		
LDR'S IMAGE	TOUR DIRECTOR	CIRCUS RING MASTER (keeps it moving)	BARKER FOR SHOOTING GALLERY
GROUP SIZE	GUILD		
STEPS	"Good Morning" (1 min.) Song (2 min.) Step 1--Hopes & Dreams Discussion (5 min.) Place overview of the day on board or wall chart (2 min.)	2. Individuals List Social Issues (4 min.) 3. Individuals Select Social Issues. (1 min.) 4. Guild Lists Critical Issues (15 min.) E P C	5. Guild Selects 20 Key Issues (5 min) 20 KEY 6. Guild Plots Selected Issues (14 min.) 7. Guild Clusters Selected Issues (4 min.) 8. Guild Numbers Circled Clusters (2 min.)
PRODUCT	CONTEXT OF MORNING WORKSHOP	FIFTEEN TO TWENTY ISSUES LISTED UNDER ECONOMIC-POLITICAL-CULTURAL	FOUR OR FIVE CLUSTERS OF ISSUES
KEY	WELCOME AND OVERVIEW	BREAKING LOOSE IMAGINATION TO GET OUT ISSUES FOR LIST	RELATING ISSUES ON TRIANGLES
HINTS	Relaxed Confidence Leader's illustration emphasizes short phrases & clear images Overview: ½ is data ½ is discussion	Beckon, not force, participation; encourage, not force, note-taking There are no wrong answers; brainstorm list is a stew needing more ingredients. 15-20 items per list is enough.	Describe clustering; demonstrate plotting. Social Process Traingles are a dartboard--useful for organizing data Trust initial reactions and responses Accept data and record: THERE ARE NO WRONG PLOTS!
MATERIALS	Overview Wallchart Magic markers	3 Issues wall charts 3 Magic Markers	20 Issues Wall chart Social Process Triangles wall chart 25 pieces of paper Magic Markers



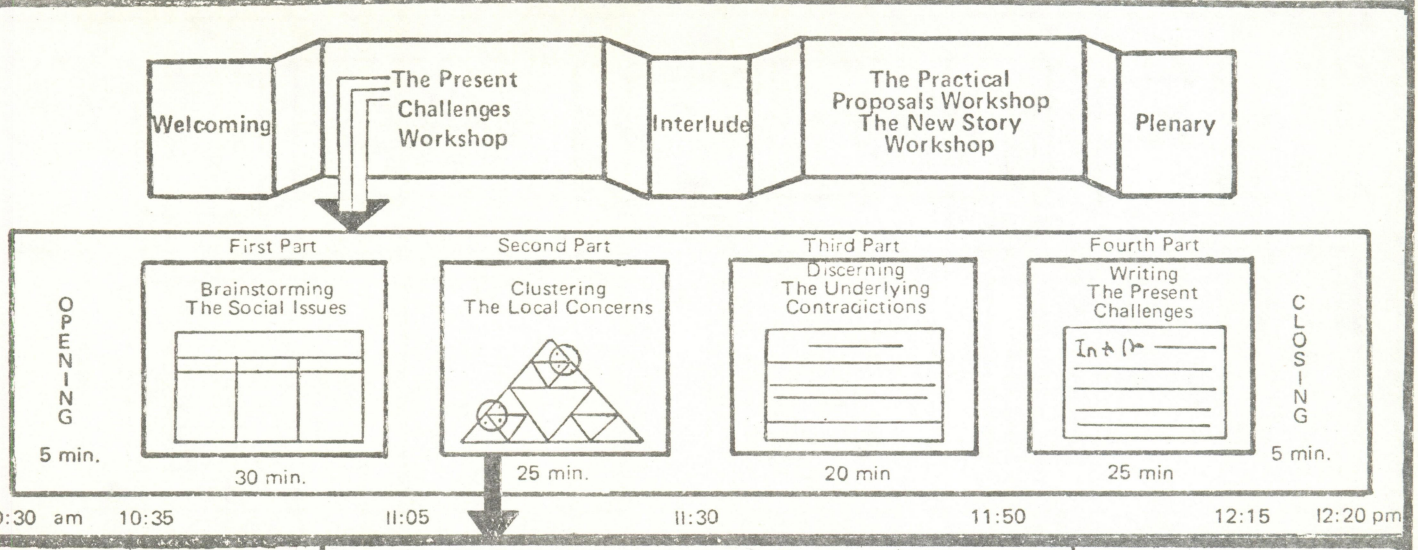
CONTRADICTIONS Grasping the real blocks		
TIME KEEPER--EXAMPLE GIVER	CATALYZER--BLOCK REMOVER	CHOIRMASTER
TEAM	UNIT/TEAM	GUILD
9. Team Copies Assigned Issues (5 min.) 10. Team chooses Major Blocks (5 min.) 11. Team Discerns Underlying Contradiction (5 min.) 12. Team Lists Local Illustrations (5 min.)	13. Units Summarize Discussion (5 min.) 14. Units Write Initial Sentence (4 min.) 15. Team chooses challenge Phrase & Contradiction Title (8 min.) 16. Team Writes Final Challenge Statement (8 min.)	Call Teams Together Song (2min.) Hear Challenges (2 min.) Reflect Briefly (1 min.) Dismiss to Interlude
TEAM'S DISCUSSION NOTES	4-5 CHALLENGE STATEMENTS	COMPLETED FORMS
UNCOVERING THE BLOCKS TO THE ISSUES	ALLOWING INSIGHT TO EMERGE	PULL TOGETHER ANY REFLECTIONS
Context for steps 9-16 before beginning to work in teams Give concrete examples of final product. Distribute cluster issues to teams on small sheets of paper Move around room to unblock teams	Note time and instructions on board Help teams divide into units when necessary Insure challenge statement forms are completed Label all forms (Guild number, and Economic-Political-Cultural)	"We may be onto something" helps group reflection Acknowledge great results in products Display challenges during interlude
Town Meeting Workbooks	Challenge Statement Forms Document Production Forms Magic Markers	Masking Tape



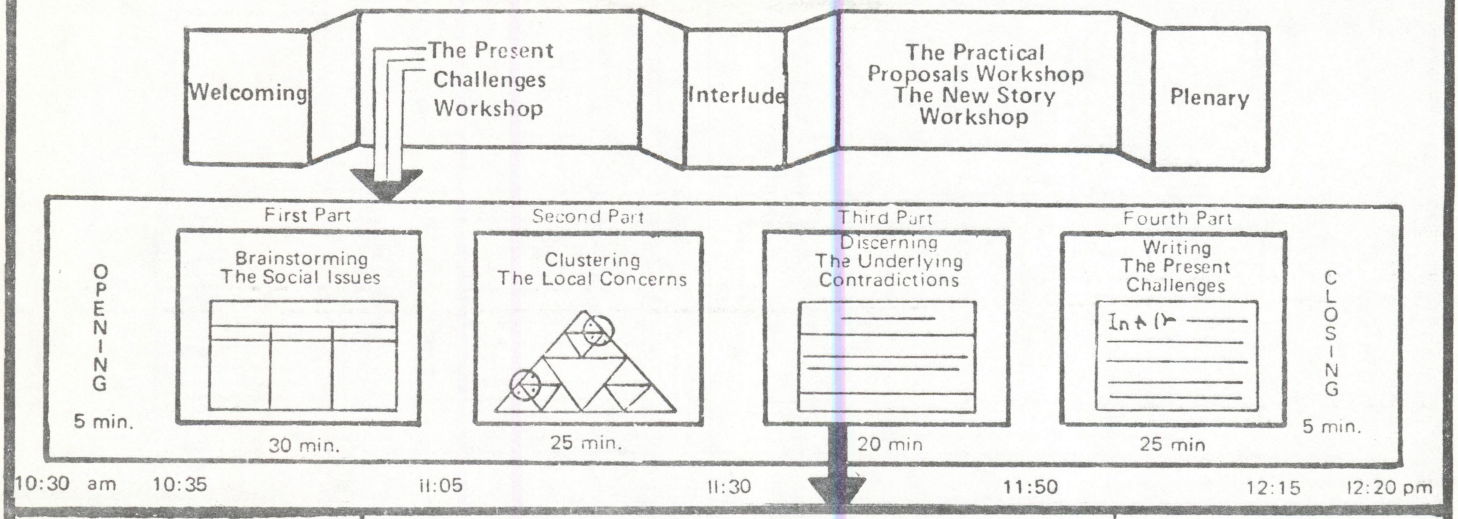
Steps/Time/Wall charts	Procedural Notes	Practical Hints
Workshop Leader Prepares	a) Put up Wall Charts b) Check to see that the room is in good order c) Give the scribe his book and the "Document Production" forms d) If possible instruct someone to fill out issues on the 20 separate sheets of paper during step 5.	Materials: Wall charts if no blackboard Social Process (1) Challenge Forms (6) Document Production Forms (6) Markers - 3 colors (6) Masking tape (1) Scribe Book (1) 20 sheets of blank paper (20)
Guild Gathers (1 min.)	"Good morning. My name is _____. I suspect if each one of us were asked why we came today, beneath all our answers would be our concern for the future. I'm looking forward to a day of hard but exciting work on the issues of this community and the nation."	First impressions count. The script is an example; look at it and then create your own.
Guild Sings (2 min.)	Introduce a song. For example: "Throughout history people have often sung together as they worked at a common task. Let's begin by singing _____ on page ___." Or tell a good joke.	Participation in the singing is more important than musical ability.
Guild Receives Workshop Context (2 min.)	a) Briefly describe the procedures for the morning listed on page 5 of the workbook. Focus on the 4 major steps shown on the chart. b) Encourage participation by saying something such as: "Trust your intuitions... Now its time to talk about all those things you've always wanted to say... Everyone speak out...	Keep the product of the workshop in mind i.e. the 4 to 5 challenge statements.



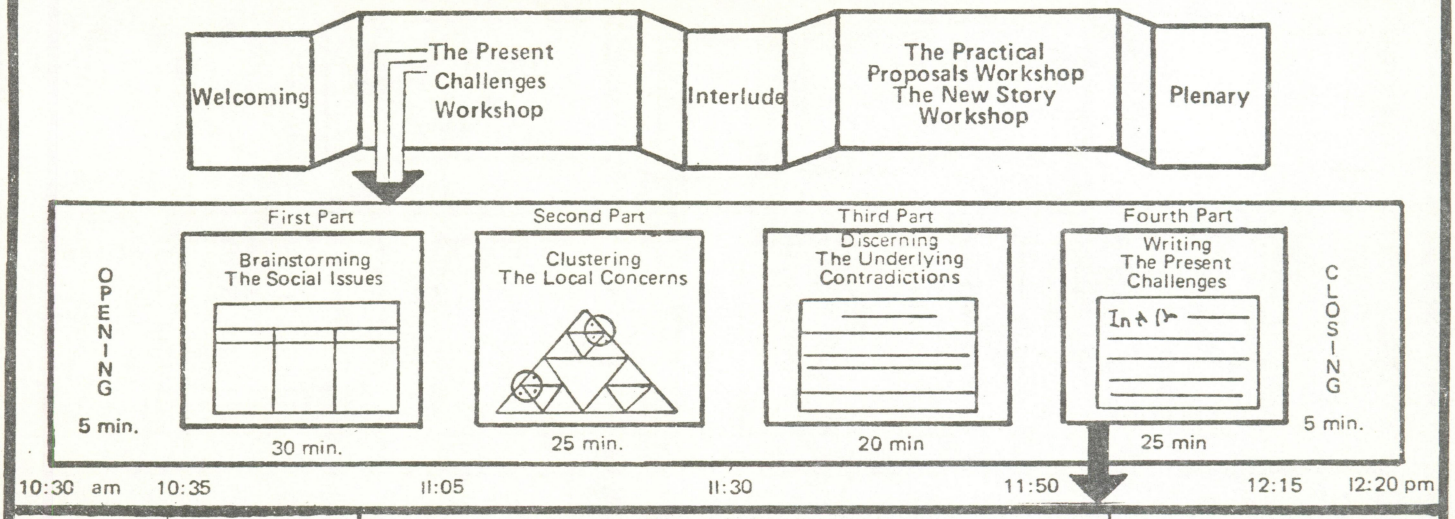
Steps/Time/Wall charts	Procedural Notes (Pages 14-15)	Practical Hints
1. Guild Discusses The Community's Vision (5 min.)	Get the group to informally talk about their vision for the community and nation, asking, for example: "What things would make this community what you want it to be? What have you always hoped this community would be like?"	The intent of this conversation is to get the group's interest and participation and to put the group at ease.
2. Individuals List Social Issues (4 min.)	a) Direct the group to Page 15 for space to write their individual listings. b) Give several examples of issues in each arena to get the group thinking.	Walk around the room and encourage people to write their lists down.
3. Individuals Select Critical Issues (1 min.)	This should be very quick	Be sure they are clear about selecting one economic, one political, and one cultural issue.
4. Guild Lists Critcal Issues (15 min.) Eco | Pol | Cul	a) Begin the brainstorm by saying, "We are out to get up as many of the starred issues as possible in a short time. We will not discuss them yet, just list them. It will be helpful if you can name your issues in a few words." b) Ask for their starred items, rotating the order. c) After getting 15 to 20 issues on each list ask for any other critical issues and list them in the appropriate column.	If someone begins to give a speech, remind the group that there will be time for discussion later, that this list is intended to generate a swirl of data for the discussion. Move quickly repeating as you write the issue on the board the point of the issue in three to five words.



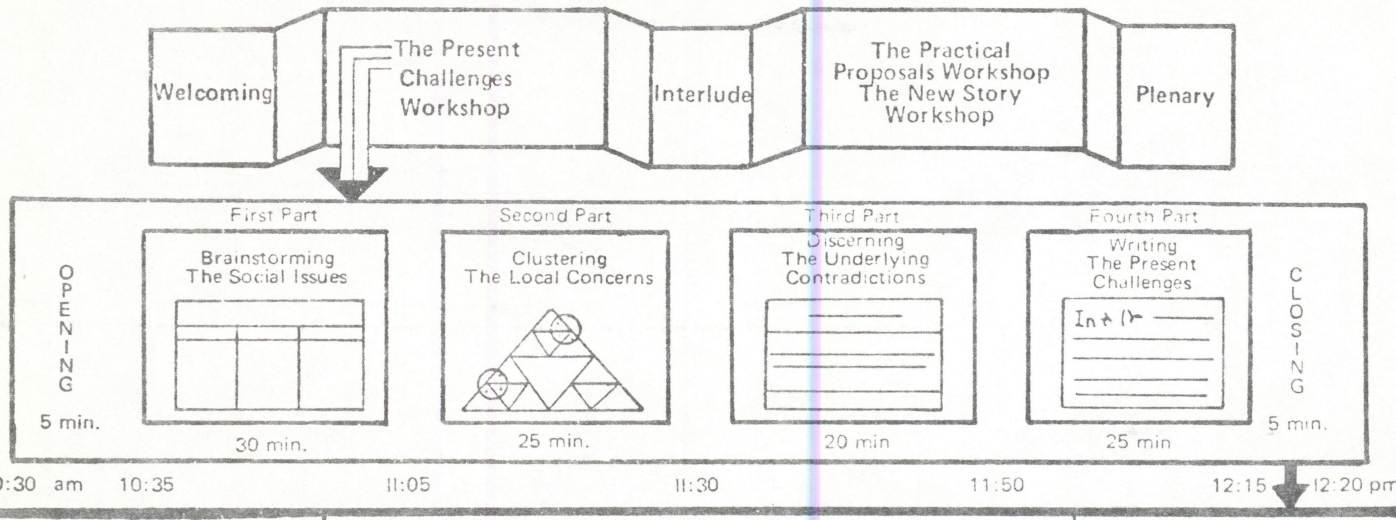
Steps/Time/Wall charts	Procedural Notes (Pages 16-17)	Practical Hints
5. Guild Selects 20 Issues (5 min.) 20 Key Issues	a) As the group calls out the most important issues, circle them on the brainstorm lists. While you are doing this, have the scribe write each of them on a separate sheet of paper. b) Never allow the group to argue over the 20 key issues. There may be only 15 or as many as 25 important issues.	You may want a volunteer to make a separate list of these issues in addition to the scribe writing each on separate sheet and you circling them.
6. Guild Plots Selected Issues (14 min.)	a) Demonstrate the plotting by plotting the first couple of issues. For example: "Issue #1 is "high crime rate", Ask, is that more Eco., Pol., or Cul. ?...Political? Does it have to do with Order, Justice, or Welfare?...Order?Does it have to do with Legal Base, Common Defense, or Domestic Tranquility? Domestic Tranquility. OK? Then draw a 1/2 to 1 inch in diameter dot in Domestic Tranquility triangle and draw a line to its number. b) Assign the rest of the issues to every 2 or 3 people (who are sitting together) to plot, asking them to call out their plot as soon as they are finished	Have them call out the plot as soon as they are finished by giving you the arena, triangle name, and the number of the issue. There are no wrong plots - at whatever level. Move rapidly through the mechanics of getting the dots onto the triangle.
7. Guild Clusters Plotted Issues (4 min.)	Draw the 4 to 5 circles as small as possible, including all the dots.	Have the scribe divide the issue sheets into the cluster groups
8. Guild Numbers Circles Clusters (2 min.)	Do the number quickly. This step is mainly mechanical and intuitive.	Give each team the sheets with the issues in their cluster.



Steps/Time/Wall charts	Procedural Notes (Pages 18-19)	Practical Hints
9. Team Copies Assigned Issues (5 min.)	a) Quickly divide the group into as many teams as there are clusters. b) Briefly review Steps 9-16 noting key phrases in each step and the time allotment. c) Go over challenge statement components until group is clear on the task of the team. d) Make sure each team has its Production Form and Challenge Wall Chart and a marker. The Challenge statement below is an example of the four parts that make up the statement: IN THE ARENA OF corporate ordering within the urban political system...	Arena Of Society is that part of the eco. pol., cul. dimension of society in which the assigned cluster seems to be most located
10. Team Chooses Three Major Blocks (5 min.)	THE FOLLOWING BLOCKS, understaffed police department, inadequate local law enforcement, and unequal judicial responses,...	Social Blocks are the actual structures or dynamics in society that are blocking the realization of the community's vision.
11. Team Names The Underlying Contradiction (5 min.)	INDICATE THE UNDERLYING CONTRADICTION OF a lack of individual responsibility.	Underlying Contradiction is the reason (the foundation) which allows the social blocks to exist.
12. Team Lists Four Local Examples (5 min.)	THIS IS ILLUSTRATED BY a high crime rate in the community, a lack of respect for local authorities, purse snatching, burglary, and traffic violations, and low participation in local civic clubs.	Local Examples are actual ways in which the contradictions shows up in the community's life.



Steps/Time/Wall charts	Procedural Notes (Pages 20-21)	Practical Hints
13. Units Summarize Discussion (5 min.)	When teams are large, divide into units.	Encourage participants to write in their workbooks.
14. Units Write Initial Sentence (4 min.)	Make sure units write initial draft quickly. This will be refined in Steps 15 and 16.	These questions may help units that get stuck: 1) What part of society are we talking about? 2) What are we saying about it? 3) Where does that go on in the community?
15. Team Chooses Challenge Phrases and Contradiction Title (8 min.)	Keep time for the teams and call them to move along to the final product. Be sure that each team has someone designated to fill out the Production Forms and Wall charts.	To move quickly here the team should choose the best rather than trying to combine phrases.
16. Team Writes Final Challenge Statement (8 min.)	Each team needs a blank Challenge Wall Chart and a Document Production Form for writing its final challenge statement.	Make sure each Wall Chart has the Guild letter on it and whether the challenge is economic, political, or cultural.

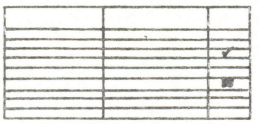
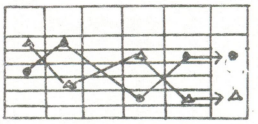


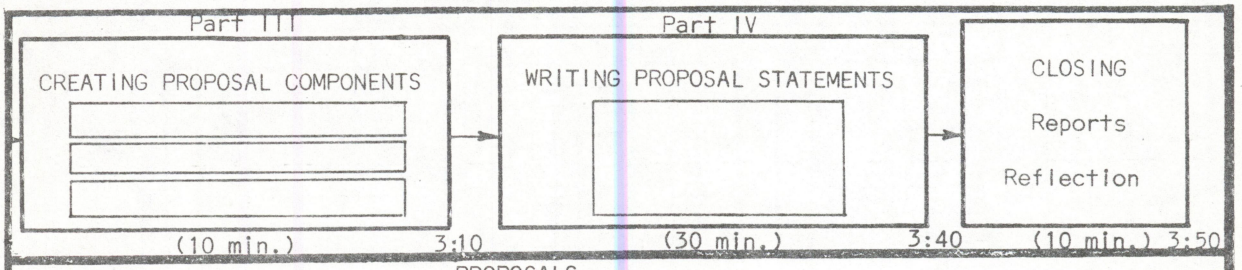
Steps/Time/Wall charts	Procedural Notes	Practical Hints
Guild Gathers And Sings (2 min.)	a) As teams complete their challenges, be sure the scribe collects their Document Production Forms. b) A short song is best, but use a longer one if some team is not quite finished.	Be sure the forms are complete.
Team Reports Challenges (2 min.)	Have each team read their challenge title and their challenge statement.	A quick "Thank You, next", will allow this to proceed rapidly.
Guild Engages In Corporate Reflection (1 min.)	Ask several questions quickly: 1) Which of these challenges caught your attention? 2) Which ones should be acted on immediately? 3) What is one practical response you might make to that challenge?	Brevity is key.
Guild Dismisses	a) Collect the Challenge Statement Wall Charts for posting in the main hall for the Interlude b) Be sure the scribe takes the completed Document Production forms to the Document Production typists. c) Straighten the room as necessary	Collect the markers for use in the afternoon.

THE PRACTICAL PROPOSALS WORKSHOP

THE PRACTICAL PROPOSALS WORKSHOP

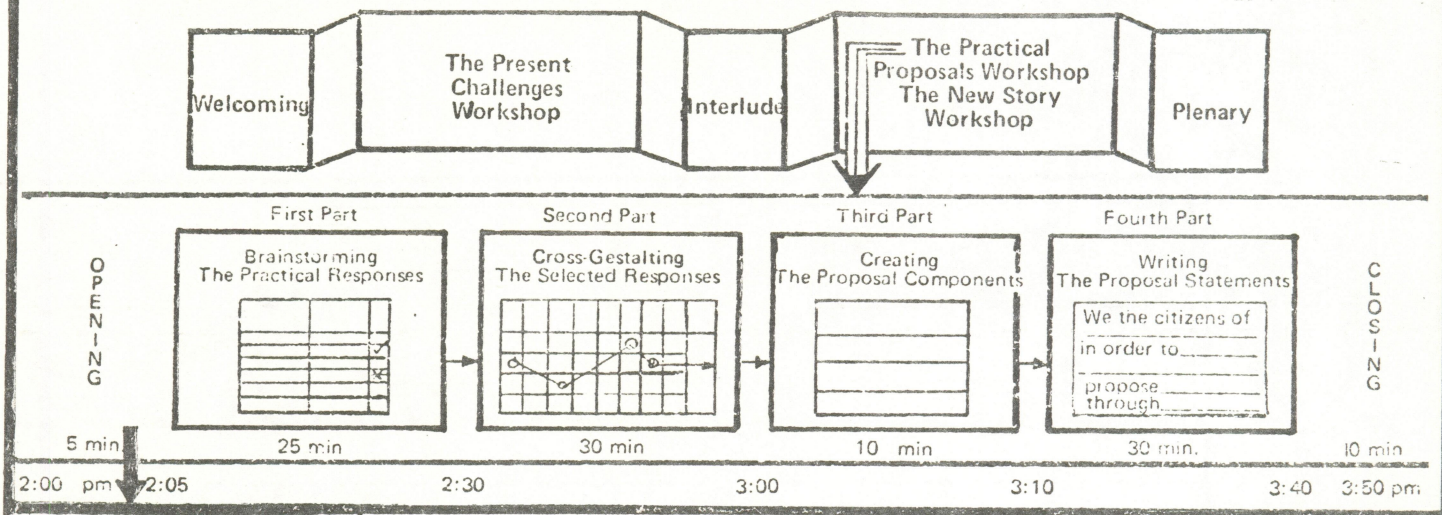
OVERVIEW

		Part I	Part II
	OPENING Group Similar Challenges 2:00 (8 min.) 2:08	BRAINSTORMING PRACTICAL RESPONSES  (22 min.) 2:30	CROSS-GESTALTING SELECTED RESPONSES  (30 min.)
TASK	RESPONSES Gathering the Corporate Data		
IMAGE	BRIEFING FOR TAKEOFF	CREATIVITY CATALYZER	SORTING NUTS AND BOLTS
GROUP SIZE	G U I L D		
STEPS	"Good Afternoon" Song (2 min.) Workshop Context (3 min.) Step 1. Group Similar (3 min.)	2. Record Revised Challenges (10 min.) 3. Write Practical Responses (10 min.) 4. Select Best Responses (2 min.)	5. Transfer Challenge Titles (3 min.) 6. Record Responses on Chart (12 min.) 7. Mark Similar Responses (10 min.) 8. Connect the Sets (5 min.)
PRO-DUCT	CLARIFIED GROUP OF CHALLENGES	TWO BEST RESPONSES PER INDIVIDUAL	FOUR TO SEVEN SETS OF RESPONSES
KEY	OVERVIEW and FAMILIARITY WITH CHALLENGES	BREAKING LOOSE IMAGINATION	MARKING SIMILAR RESPONSES
HINTS	DO NOT READ script. Make your own. Give overview. Make sure room is set with charts before hand. Go over challenges before hand & note similar ones	No WRONG responses. Each person lists several & chooses. Clear Challenges Titles. Give examples of responses. A response completes the statement: "Why don't we. . ." or "What if we. . ."	Name one obvious set of 2 or 3 similar responses. Start guild with Δ on upper left. Remind, don't force to use chart on page 47. Develop cross-gestalting short course: a simple explanation.
MATE-RIALS	Overview wall chart Magic Markers Morning's Challeng Masking tape	Cross-Gestalt wall chart Magic Markers	Magic Markers in 3 colors

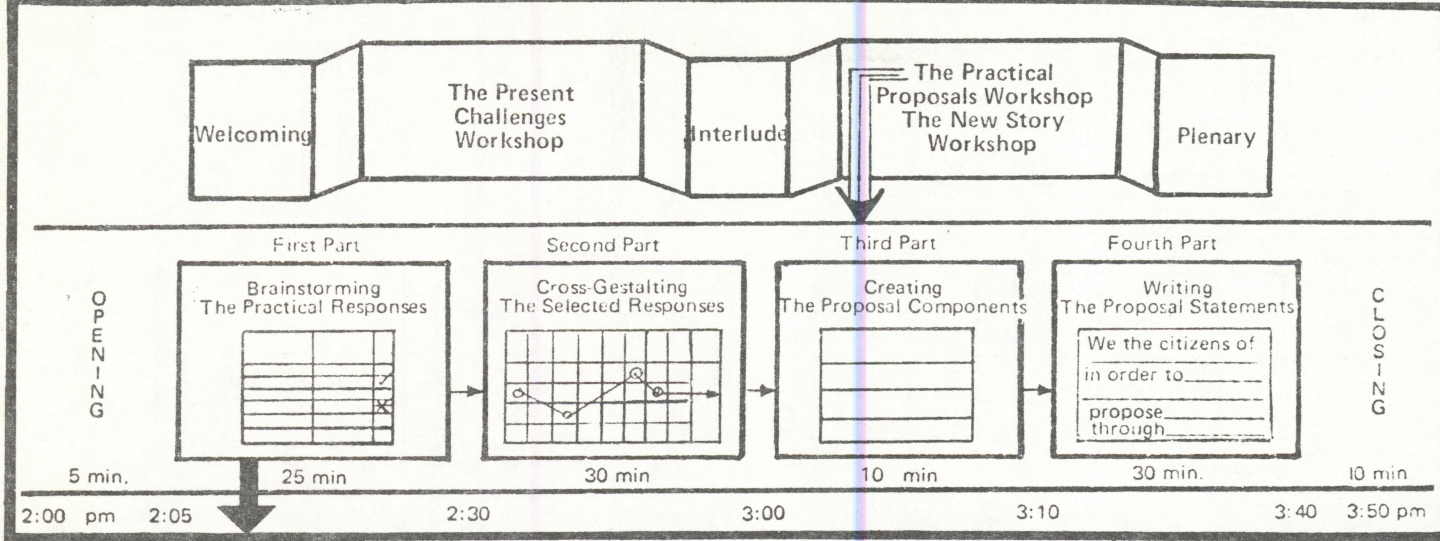


PROPOSALS
Inventing the **Practical Action**

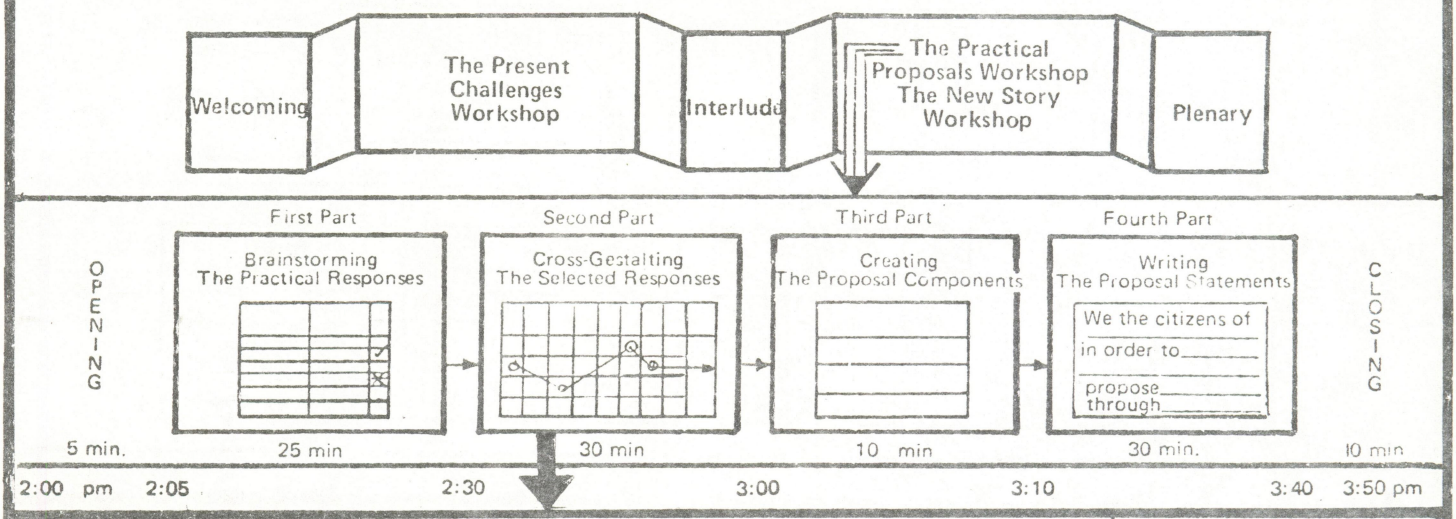
PROCEDURES EXPERT	AVID SPORTS FAN	SONG LEADER
TEAM/INDIVIDUAL	TEAM/UNITS	GUILD
9. Record set of Responses (4 min.) 10. Individuals write Intent (2 min.) 11. Individuals write activity (2 min.) 12. Individuals write steps (2 min.)	13. Read Individual Work (7 min.) 14. Select Best Phrases (7 min.) 15. Write First Draft (7 min.) 16. Decide Final Statement (9 min.)	Gather and Sing (2 min.) Report Proposal Statements (3 min.) Corporate Reflection (3 min.) Select Reporter (2 min.)
INDIVIDUAL PRE-PROPOSALS	ONE PROPOSAL STATEMENT PER TEAM	COMPLETED FORMS
WRITING PRACTICAL ACTIVITY	WRITING THE FINAL DRAFT	PULL TOGETHER REFLECTIONS
Explain 9-16 before break into teams. Give example of a proposal. Walk among teams encouraging and helping where necessary. Keep time.	Keep teams moving towards product. Ensure Scribe takes results to typists. Take charts to Guild Plenary.	Assign Final Plenary Reporter. Assign person to take wall charts to final plenary. Give authentic appreciation to the Day's work.
	Wall Charts (1 per proposal) Document Production forms Magic Markers	Masking tape

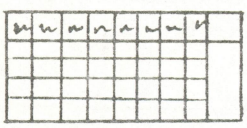
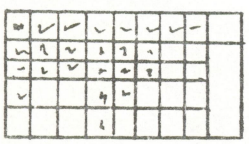
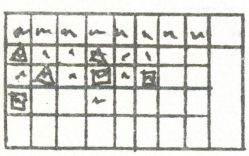
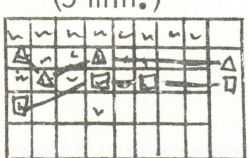


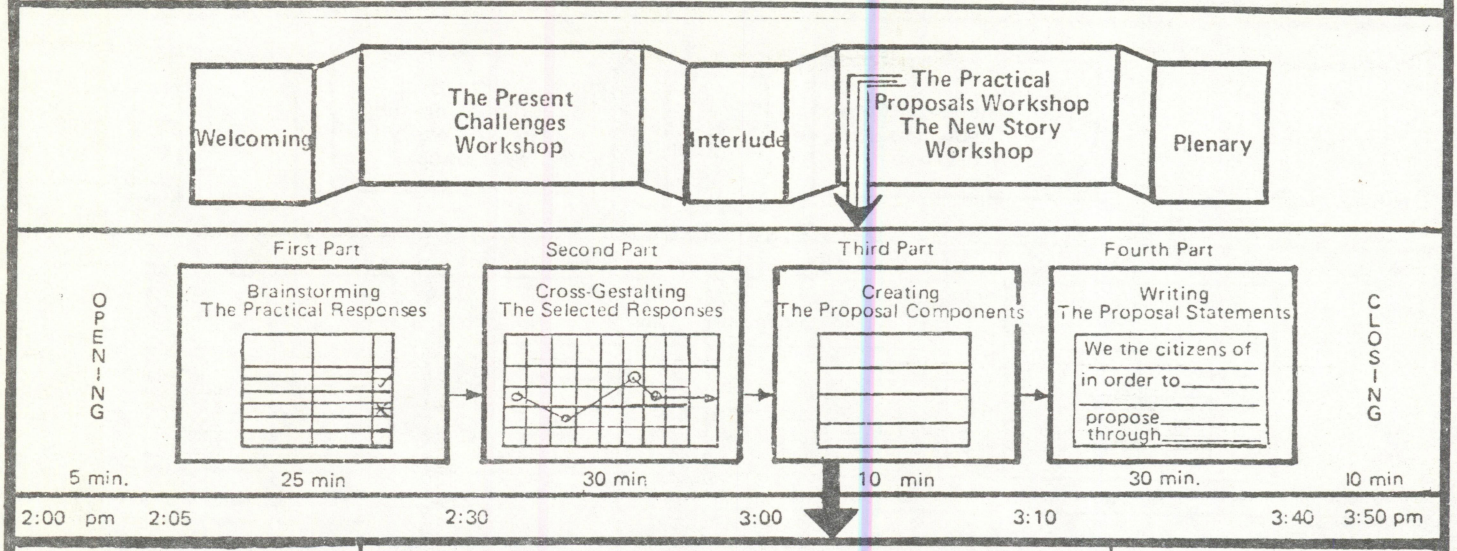
Steps/Time/Wall charts	Procedural Notes	Practical Hints
Workshop Leader Prepares	a) As the Interlude closes get the Challenges Wall Charts for your workshop (Guild A - Economic; Guild B - Political; Guild C - Cultural) and take them to your workshop. b) Check to see that the scribe has his Scribe Book. c) Check to see that the room is in order and that there are enough chairs. d) Put up the Challenge Wall Charts and the Cross Gestalt Chart.	Materials Needed: Wall Charts Document Production Forms (6) Proposal Wall Charts (blank) (6) Markers (3 colors) (6) Masking tape (1)
Guild Gathers And Sings (2 min.)	Open the afternoon session by saying something such as: "This has been great, hasn't it? The lunch - the jokes - the music - it was really something too how we got out all those challenges! Makes you feel like we are on the verge of, or that something great is about to happen. All kinds of proposals and things to do just keep sparking in my mind. Well, let's start with a song..."	Do not read the script but make it your own.
Workshop Context (3 min.)	Briefly go over Page 34, indicating that the product of the afternoon is the statements of Practical Proposals for dealing with the Challenges of the morning. Also go over the four steps in the workshop that will produce the Practical Proposals.	



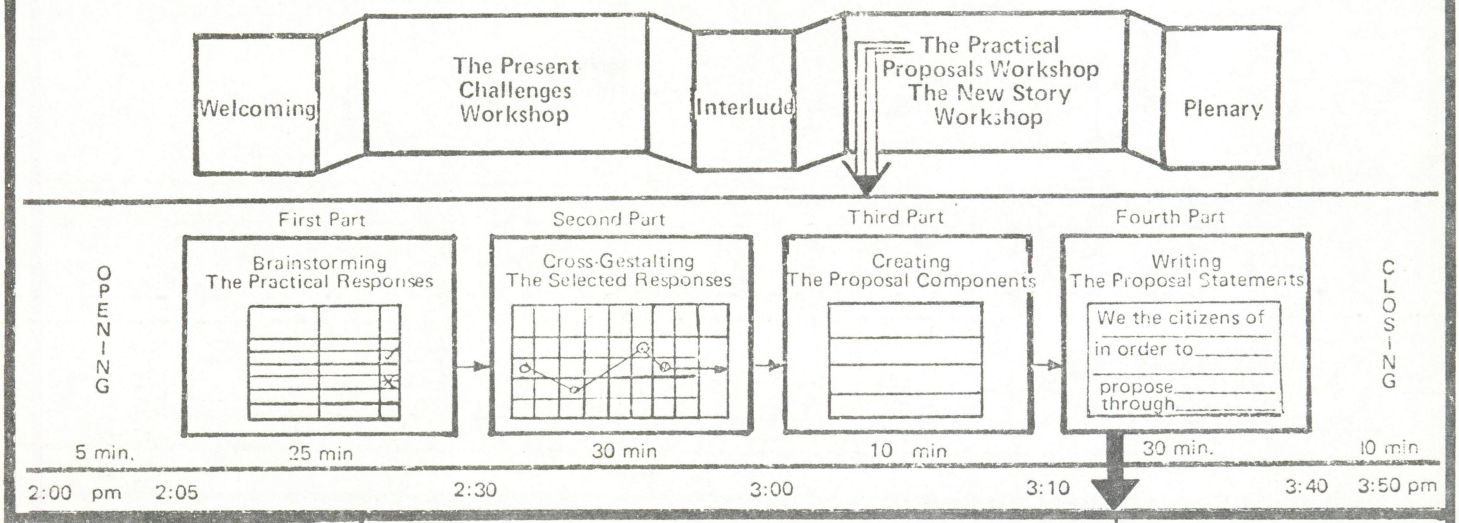
Steps/Time/Wall charts	Procedural Notes (Pages 36-37)	Practical Hints
1. Guild Groups Similar Challenges (3 min.)	a) Ask for comments, like: "Which one surprised you? Which ones are alike?" b) Group and retitle similar ones (should have a maximum of eight challenge titles).	Do very quickly. This step and the next is mostly mechanical preparing for Step 3.
2. Guild Records Revised Challenges (10 min.)	a) Ask if any one of challenges is unclear. If so, get the group to clarify. If this begins to take too long, determine the arena of the challenge contradiction and write practical responses from that. b) Workshop leader writes the new challenge titles on the Cross-Gestalt Chart, one title at the top of each column.	Point out that participants list of challenges is on page 37.
3. Individuals Write Practical Responses (10 min.)	Keep time and encourage the group to write their first responses.	
4. Individuals Select Best Responses (2 min.)	Keep time and answer questions about the chart on Page37. Encourage people to give at least one response to each challenge. But if they are blocked on one, leave it blank and move on.	Each individual will have one (✔) and one (□) on Page 37.



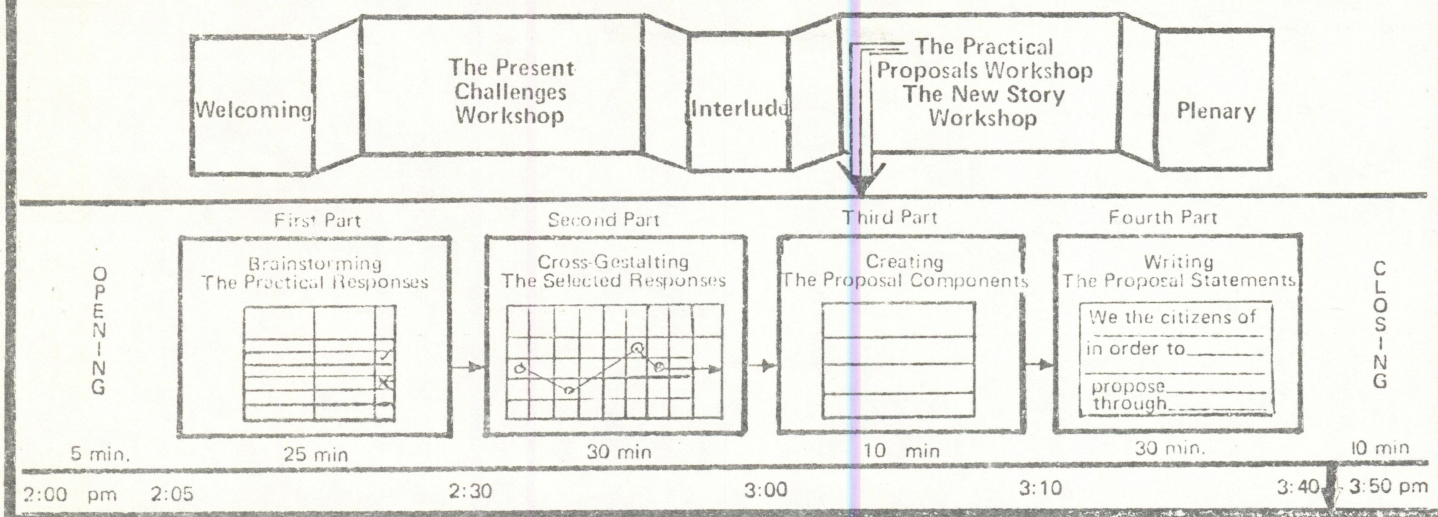
Steps/Time/Wall charts	Procedural Notes (Pages 38-39)	Practical Hints
5. Guild Transfers Challenge Titles (3 min.) 	Read the Challenge Titles aloud so that the whole guild can copy them onto their charts on Page 39 in their workbooks.	Suggest that participants transfer response titles to Page 39 in their workbooks.
6. Guild Records Responses on Chart (12 min.) 	a) Proceed rapidly without discussion of the individual responses. b) Call for second choices for challenges with less than two responses.	Condense responses to three or four words.
7. Guild Marks Similar Responses (10 min.) 	a) After individual reflection, proceed with this step rapidly and without evaluation. b) Name the obvious 2 or 3 responses in several sets. c) Add in remaining responses and create any other sets.	If available, use a different color for each symbol. Remind participants to fill in the cross-gestalt page in their workbook (Page 39).
8. Guild Connects The Sets (5 min.) 	a) This step should be led by the workshop leader. b) The leader should comment that cross-gestalting is simply one-way a group can organize its data in a creative way.	Use same color for lines or symbol. Cross-gestalting is a way of reflecting on rough data. It is a method of re-organizing the data.



Steps/Time/Wall charts	Procedural Notes (Pages 40-41)	Practical Hints
9. Team Listens To Set of Responses (4 min.)	a) Divide Guild into as many teams as there are symbols (set of practical responses) in Step 8. b) Inform the team on how much time they have for each step.	Encourage all members to write data in their workbooks for use in Steps 10, 11, and 12.
10. Individuals Write Primary Intent Phrase (2 min.)	a) Walk around room encourageing and helping teams where necessary. The Proposal statement felow is an example of the four parts that make up the statement: WE THE CITIZENS OF (name of community) IN ORDER TO create an informed electorate	Primary Intent is the main focus or asnwers why necessary. Ask, What is the one thing that these responses intend to accomplish?
11. Individuals Write Practical Activity Phrase (2 min.)	PROPOSE the education of all citizens in basic intellectual skills	Practical Activity is the concrete cooperative action that describes what is to be done. Ask, What might be done to achieve this intent?
12. Individuals List Four Implementing Steps (2 min.)	THROUGH a free and compulsory school system readily accessible to all.	Implementing Steps is the concrete programme that tells how it is to be done. Ask, What steps would begin to make this practical activity happen?



Steps/Time/Wall charts	Procedural Notes (Pages 42-43)	Practical Hints
13. Team Reads Individual Work (7 min.)	a) As the team members read their phrases, they need to write ONLY those phrases which most impress them. There is not enough time to write all the answers of every member. b) Circulate among teams and keep them moving towards the final product.	Keep the teams and units informed of the time allotment.
14. Team Selects Best Phrases (7 min.)	a) Encourage the teams to use language that focuses on the positive aspects of the phrases.	
15. Units Write First Draft (7 min.)	a) If a team has five members or less, then they remain as a team rather than breaking into units to write statements.	
16. Team Decide Final Statement (9 min.) Title Proposal Statement	a) Each team needs a Document Production Form and a wall chart for writing its final proposal statement. b) As soon as the proposal statements are completed, the Scribe should collect the proposal Document Production Forms and take them to Production typists.	Check to see that each unit has someone appointed to fill out Production Form and Wall charts.

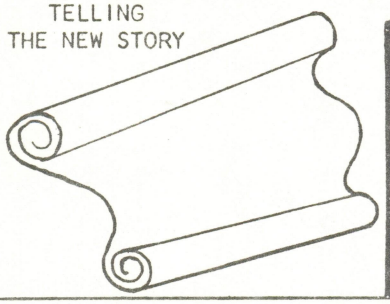


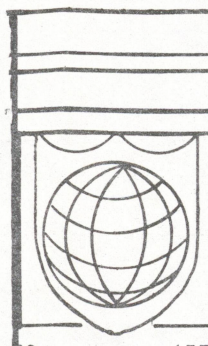
Steps/Time/Wall charts	Procedural Notes	Practical Hints
Guild Gathers And Sings (2 min.)	a) As teams complete their proposals, be sure that the scribe takes their Document Production form to the Production typists and that the teams put their completed Wall Charts on the front wall. b) A short song is best, but use a longer one if some team is not quite finished	
Guild Reports Proposal Statements (3 min.)	Have each team read their proposal title and their proposal statement	
Guild Engages in Corporate Reflection (3 min.)	Ask such questions as: Which of these proposals caught your attention? What practical effects would this proposal have on our community? If these proposals were carried out across the nation, what would be the effect? What did you learn today?	
Guild Selects Reporter and Dismisses	a) Select a reporter who can put drama into the final plenary.	Celebrate the workshop with a song.

THE NEW STORY WORKSHOP

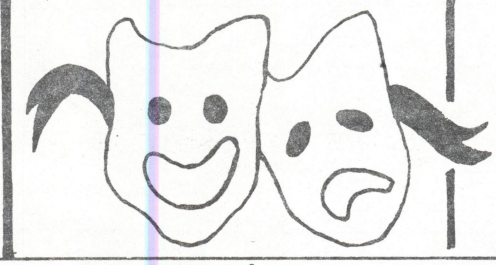
THE NEW STORY WORKSHOP

OVERVIEW

	OPENING	TELLING THE NEW STORY 	SINGING THE NEW SONG 
TIME	(10 min.) 2:10	(20 min.) 2:30	(20 min.) 2
LDR'S IMAGE	. POET	WILL ROGERS	THE MUSIC MAN
GROUP SIZE	GUILD/UNITS/TEAMS		
STEPS	"Good Afternonn" (1 min.) Poetry Reflection (7 min.) Song (2 min.)	1. Guild Brainstorms Themes and Images (20 min.) 2. Units write Paragraphs (20 min.) 3. Team Combines Paragraphs (20 min.) 4. Team Writes Final Story (15 min.)	5. Remainder of Guild Brainstorms Tunes and images (20 min.) 6. Units write Song Verses (15 min.) 7. Unit Sings Verses (10 min.) 8. Team Finalizes Song (10 min.)
PRO-DUCTS	CONTEXT OF AFTERNOON WORKSHOP	MYTHIC STORY OF COMMUNITY	SONG
KEY	SIGNIFICANCE OF CREATING STORY, SONG AND SYMBOL	ENABLING PEOPLE TO RISK BY CREATING FROM THEIR INTUITIONS	BRAINSTORMING AND SPINNING IMAGES THAT SPARK PEOPLE'S IMAGINATION
HINTS	Story/Song/Symbol capture spirit of who we are as a community. There's bit of artist, composer, story teller in each of us.	Define "image" by giving example (rock rolling down hill). See Workbook for questions. Create teams by a)numbering off, b)dividing room, c)choosing arena. Team has 50 minutes to complete work on story.	Selected tune should be singable. Be sure song chart follows the sequence of the tune (i.e. chorus, 1st verse, 2nd verse,) Workshop leader sings song with the team. Team has 30 minutes to complete work on song.
MATER-IALS	2 Community Brainstorm charts	2 identical Community story Brainstorm charts Magic markers, Masking Tape Document Production Form	Song Chart Magic Markers Document Production Form



CREATING
THE NEW SYMBOL



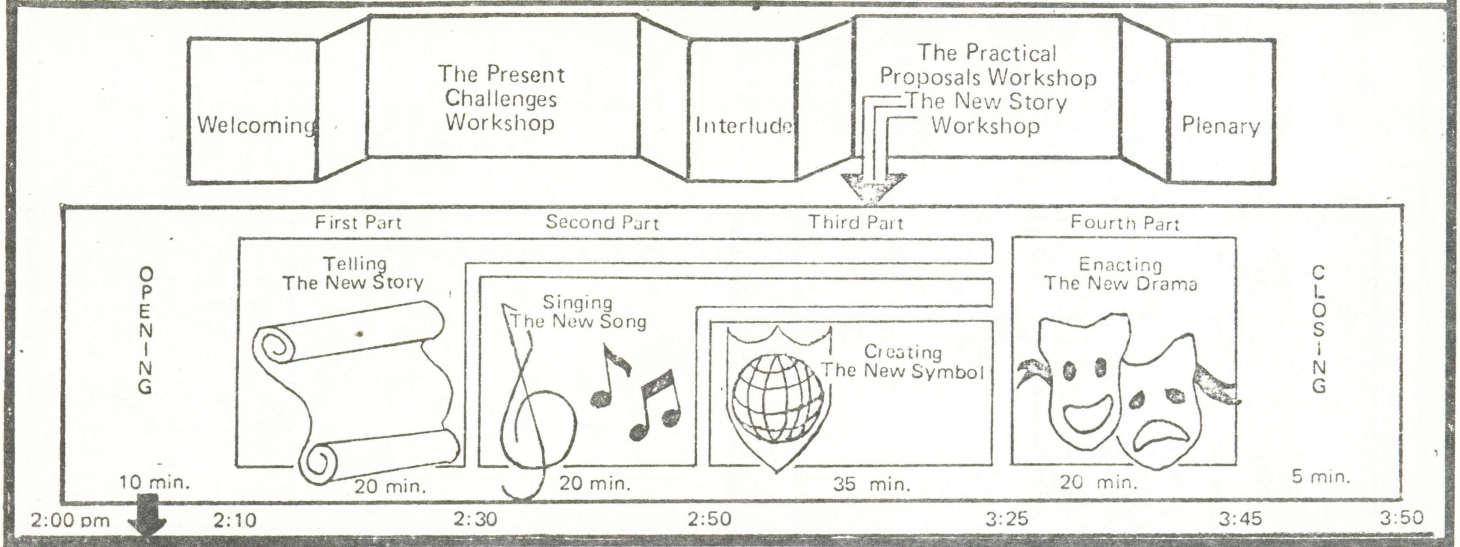
ENACTING THE NEW DRAMA

CLOSING

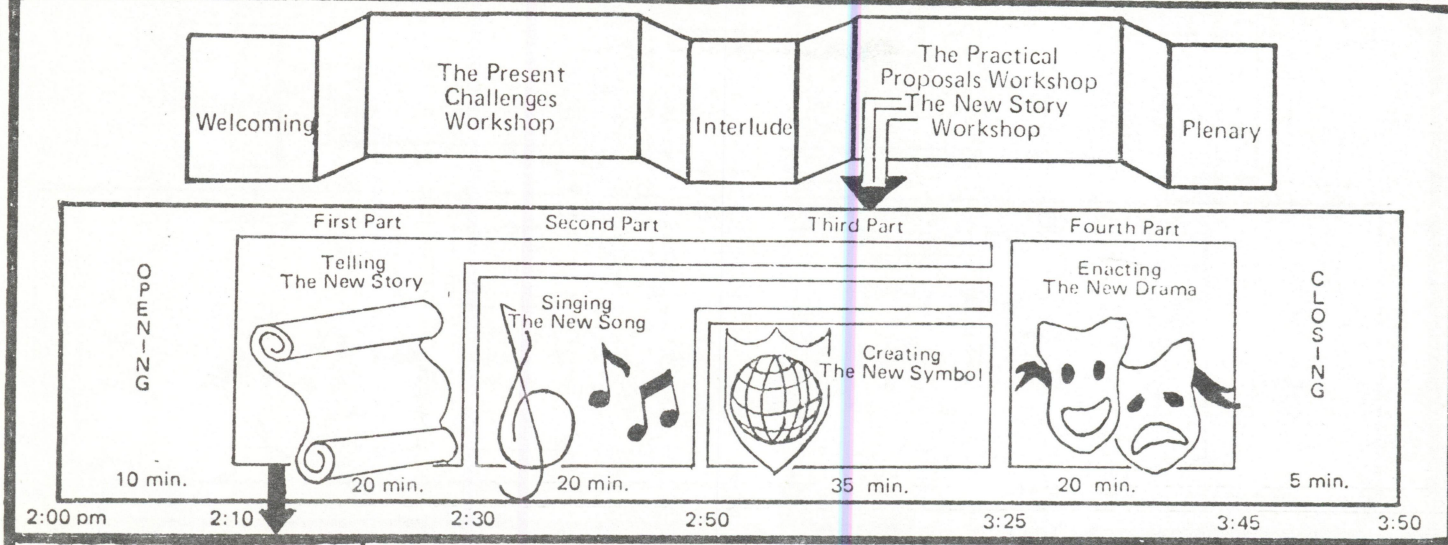
50	(35 min.)	3:25	(5 min.)	3:45	(5 min.)	3:50

GRANDMA MOSES	STAGE MANAGER	BAND DIRECTOR
TEAM/INDIVIDUALS	GUILD	
9. Team Selects Slogan & Symbol Components (10 min.) 10. Inidiyiduals Sketch Symbols (5 min.) 11. Team Consenses on Basic Symbol (10 min.) 12. Team Finalizes Symbol (10 min.)	13. Teams Report to Guild (10 min.) 14. Guild creates Drama (3 min.) 15. Guild Assigns Tasks (2 min.) 16. Guild Assigns Roles and Rehearses (5 min.)	Guild Corporately Reflects (4 min.) Song (1 min.)
SYMBOL	DRAMATIC ORCHESTRATION	CORPORATE DRAMA
CLEAR INSTRUCTIONS SO PEOPLE CAN MOVE INTO TASKS	MERGING THREE REPORTS INTO ONE HAPPENING	CELEBRATING CORPORATE EFFORT
Workshop leader moves among the 3 teams during steps 10,11,12. Be certain document production forms are turned in as soon as completed. Team has 25 minutes to complete work on symbol.	Brief reflection on key images after each presentation. Have in mind people for leading roles in case Guild has trouble making decision. Simple propos and costumes. Everyone participates in presentation.	Allow people to sing song creation several times. Affirm work done this afternoon.
Symbol, Slogan Wall Chart Magic Markers (3 colors) Document Production Forms	Simple Props	Completed symbol chart for presentation

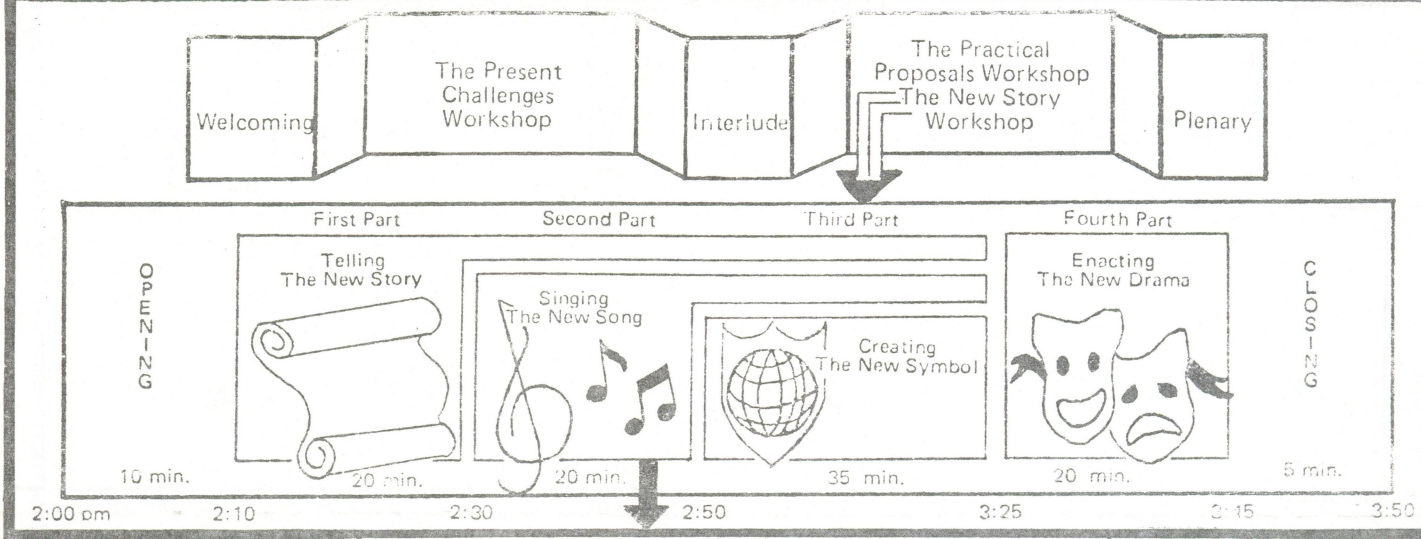
LEADER'S NOTES FOR THE NEW STORY WORKSHOP
THE OPENING



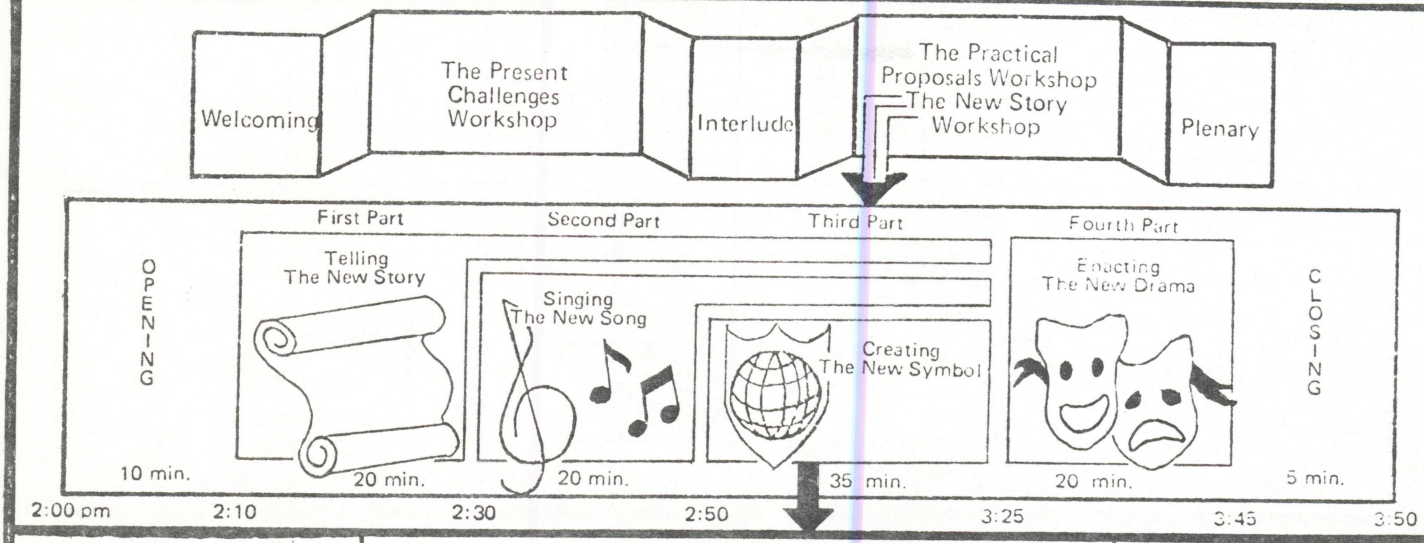
Steps/Time/Wall charts	Procedural Notes	Practical Hints
Workshop Leader Preparation	a) Check to see that the room is in order and that their are enough chairs. b) Put up Community Story Brainstorm Chart. c) Comment on singing at Interlude and the way great celebrations usually include singing. d) Sing a song from another Town Meeting.	Materials Needed: Wall Charts 1 for Story 1 for Symbol Markers (3 colors) Masking Tape Production Forms
Guild Receives Workshop Context (1 min.)	Review flow of the whole day, going over flow of the afternoon's work and its significance, such as: 'I think we've got the most exciting and crucial task assigned to us this afternoon. The other guilds will be working on proposals for the economic, political and cultural challenges. While they are doing that, we will be writing the story of our community; we will be writing a song that captures the great style and spirit of our nation and we will be creating the symbol of who we are as a community. First, let's begin by reading aloud a poem.'	
Guild Reflects On Poetry (7 min.)	a) Read excerpt from poem. b) Do a brief reflective conversation such as: -What images do you remember? -What images are related to the past? the future? -When poem was written, what social challenges faced the nation? -What descriptive title would you give to the spirit that is revealed here?	
Guild Begins Workshop (2 min.)	Sing another Town Meeting song suggesting that this group can do better than that.	



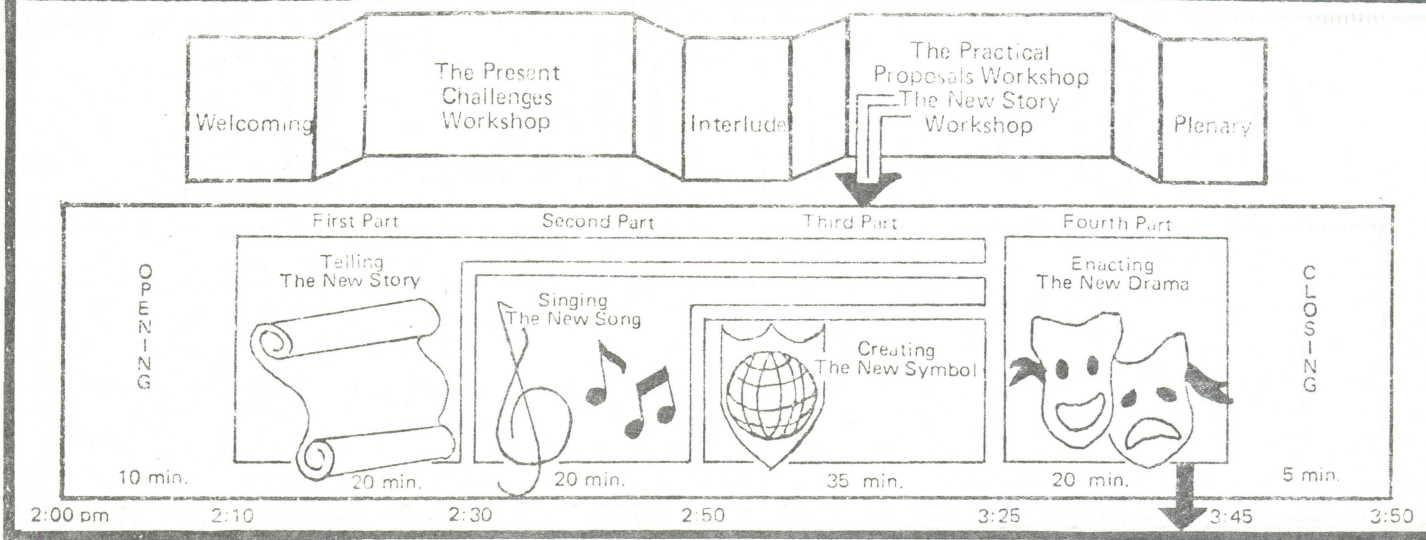
Steps/Time/ Wall charts	Procedural Notes (Pages 48-49)	Practical Hints
1. Guild Brainstorms Themes & Images (20 min.) Past | Present | Future	Since most people feel a little frightened of doing creative artistry, begin workshop by saying: 'Well, let's begin. You know, I suspect that each of us is a bit frightened about writing songs and stories and designing a symbol. But I have discovered a long time ago that there is a bit of poet and a composer and artist is each of us . . . even if it is only making up tunes in the shower, or doodling during a meeting or writing a love letter. We are going to try to bring all these creative gifts out this afternoon as we work together. Let's go to work.' After allowing 3 minutes for individual brainstorming, list 4 to 5 images on the Chart under each of the 3 categories. Have the guild select the master image by asking such questions as: -Which answer surprised you? -Which answer caught your attention? -Which answer is most representative of the community?	
2. Units Write Paragraph (20 min.) 3. Team Combines Paragraphs (15 min.) 4. Team Writes Final Story (15 min.)	Select 1/3 of the guild as a team to go aside and do Steps 2, 3, and 4. They have 50 minutes and should spend an equal amount of time on each step. Instruct the team to corporately review the images and themes and then divide into three units, following procedures 2, 3, and 4. Check with the team occasionally to see that they are following the timeline and offer any help that they may need. Make sure that someone is copying the story on the Wall Chart and on a Document Production Form.	Either number off or divide by seating. Make sure someone is designated to take copy of story immediately to production typist.



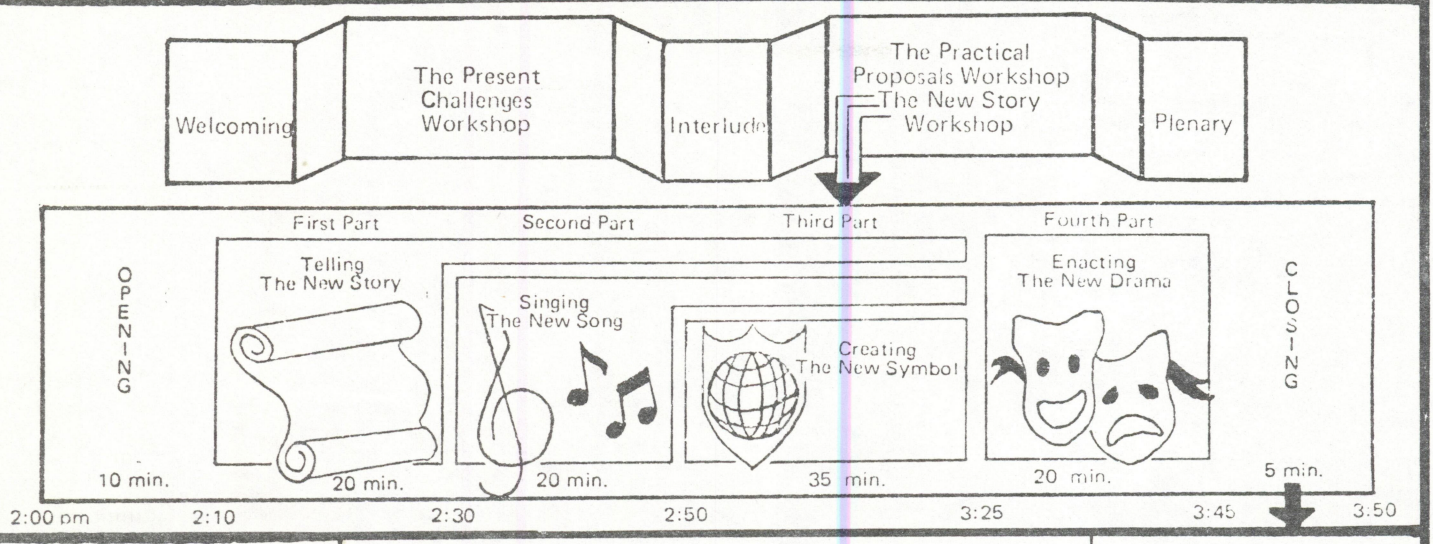
Steps/Time/Wall charts	Procedural Notes (Pages 50-51)	Practical Hints
5. Remainder of Guild Brainstorms, Tune & Images (20 min.)	a) Begin the tune brainstorm by asking such questions as: -What for you are some lasting songs? -What are some moving songs? -Which tunes do you find yourself humming? -What are some of your old favorites? -What are the qualities of a lasting song? -What are some of its characteristics? b) In deciding how many verses to do take into account the number of people on the team. c) In grouping the images from Step 1, the workshop leader should work on the wall chart while the participants work in their workbooks. d) Be sure that your song chart follows the sequence of the chosen tune.	Get at least 5-10 answers List 6-8 answers
6. Units Write Song Verse (15 min.)	Send the song team off to write the song, instructing them that they have 30 minutes to complete the song; Step 6 should take about 15 minutes; Step 7 should take about 5 minutes; and Step 8 should take about 10 minutes.	Make sure the team has their Document Production Form and has designated someone to fill it out.
7. Units Sing Verses (10 min.)		
8. Team Finalizes Song (10 min.)	It is helpful for you to visit song team and actually sing a verse or line of the song commenting on the rhyme and rhythm. Make sure someone is designated to copy song onto Document Production Form	Immediately after the the song is completed the scribe should take the Production Form to the Production typist.



Steps/Time/Wall charts	Procedural Notes (Pages 52-53)	Practical Hints
9. Team Selects Slogan & Symbol Components (10 min.)	a) Spend about 5 minutes in creating a slogan or motto. Put it on the wall chart. b) Begin to reflect on the symbol components by asking such questions as: -What pictures does the slogan bring to mind? -What other images or pictures are suggested by the master images?	List these on the Board or Chart
10. Individuals Sketch Symbols (5 min.)	Let the team contine to work on Steps 10-12. Of the 20 minutes left to complete the symbol, spend about 5 minutes each on Step 10 and Step 11. Take about 10 minutes on Step 12.	Make sure the team has their Wall Chart and Production Form and has designated someone to fill each out.
11. Team Consenses On Basic Symbol (10 min.)	During the final 20 minutes the workshop leader should move between the 3 teams to unblock them where necessary and to remind them of the amount of the time they have remaining.	
12. Team Finalizes Symbol (10 min.)	The Scribe should check with Production Coordination for specific form required for the quickest production of the symbol for the Document.	Immediately after the symbol is completed the scribe should take the Document Production Form to the Production typist.

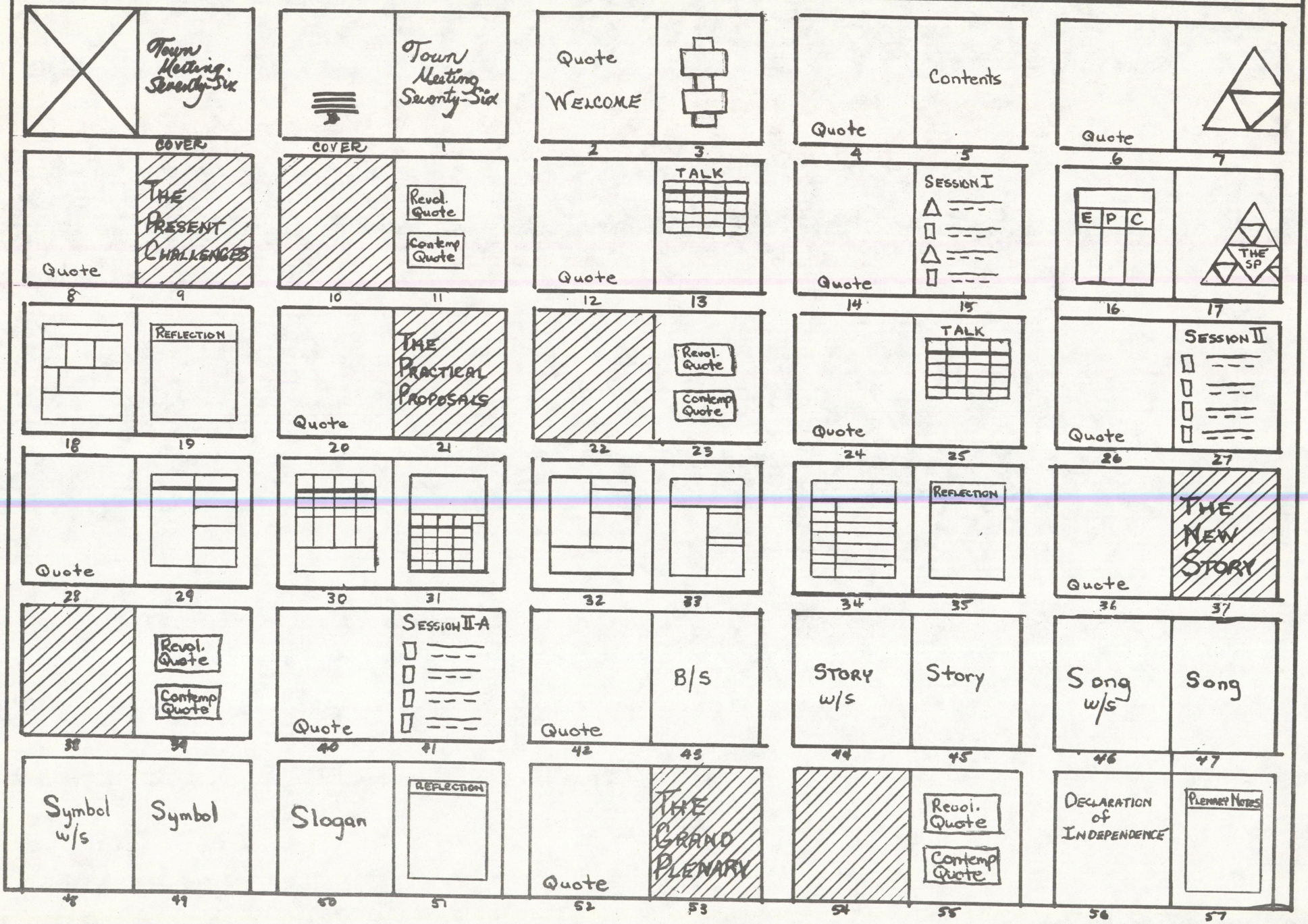


Steps/Time/Wall charts	Procedural Notes (Pages 54-55)	Practical Hints
13. Teams Report To Guild (10 min.)	a) Signal the gathering together of the guild by singing a song. b) Have each team present its work. c) After the story is read, reflect on it briefly asking such questions as: -What struct you about the story? -What did you find to be the most powerful part? d) After singing the song, reflect on it briefly asking: -What most impressed you about the song? -What instrument would you choose to accompany the song? e) After the symbol is presented, reflect on it briefly, asking: -What is the most prominent feature of the symbol? -How could it be used in the community?	The mood here should be one of excitement.
14. Guild Creates Drama (3 min.) 15. Guild Assigns Tasks (2 min.) 16. Guild Assigns Roles & Rehearses (5 min.)	Drama flow should be simple and clear	Have in mind people for leading roles in case the Guild has trouble making a decision Simple props and costumes are most effective



Steps/Time/Wall Charts	Procedural Notes	Practical Hints
Guild Holds Corporate Reflection (4 min.)	Hold a brief reflection on the work of the afternoon asking such questions as: -Thinking back over the afternoon, what do you remember? -What surprised you about our time together? -What is the significance of this afternoon for the future of this community?	Don't insist on getting answers.
Guild Concludes (1 min.)	Sing the Song.	Make sure everyone has all the props, charts, etc. they need.

TOWN MEETING '76 WORKBOOK THUMBNAIL SKETCH - 1-24-75



Chicago Nexus

March 10, 1975

TOWN MEETING PROJECT
Global Operating Principles
Workshop Procedures

CONTEXT The task of the evening is to articulate the practical guidelines of the inclusive town meeting project. The basic screen will be the 13-component chart handed out this afternoon and the prepared concensus statements distributed to the workshops. There are two products to be created for each of the 13 components:

1. A one-sentence description of what the component is, and
2. The 10 one-sentence practical guidelines of operation relative to the component.

The intent of the workshop is to spell out the project in such a way that, in principle, any nation in the world could see both what it is the project is and what it would take to do it. THIS WORKSHOP IS DESIGNED TO TAKE ONE HOUR.

PROCEDURES

1. Quickly brainstorm 4 or 5 images for each of the 13 components. Questions such as "what do you see going on here?" or "what is the activity of this component" would be appropriate.

2. Taking your assigned component, list additional images of the activities, asking, perhaps, "If you were assigned to do only this component, what would you be doing? What would you not be concerned with? What would be the name on your office door? or the like.

3. Assign a few people to pull together the brainstorm and write a sentence which describes what the component is in as clear and precise a fashion as possible.

4. With the rest of the group brainstorm practical operating guidelines to activate and sustain the component. Refer to the 10 proposed consensus statements document. Be sure to include questions of appropriate style, either directly or indirectly.

5. Cluster all the practical operating guidelines into ten groups.

6. Divide the group into 5 subgroups and have each one state, as clearly and practically as possible, two guidelines. This should take only a few minutes.

7. Have all 10 sentences read, reflected on, and published.

8. Then have the descriptive sentence read.

9. Check all the work by asking "Are these statements sufficient guidelines to this component? and "Are these statements peculiarly relevant to this component?" Complete any necessary final polishing.

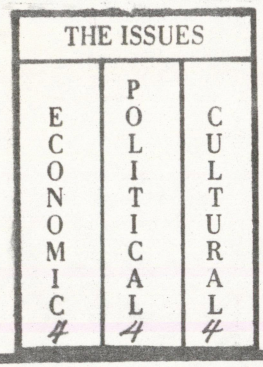
10. Turn the 11 sentences in to the Town Meeting Post.

TM'76

WALLSHEET DESIGNS

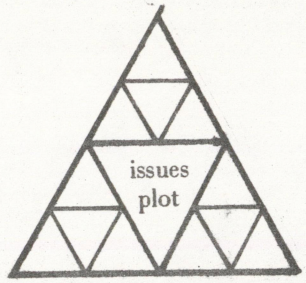
WORKSHOP I: THE PRESENT CHALLENGES

1. BRAINSTORMING ISSUES



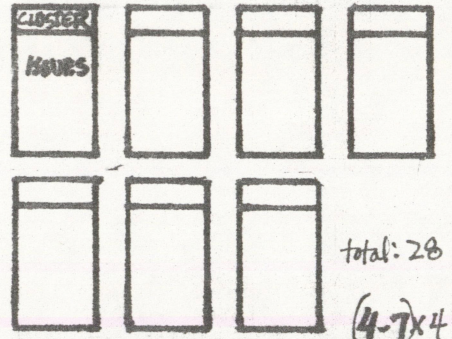
total: 12

3. PLOT AND CLUSTER



IN DESIGN PACKET

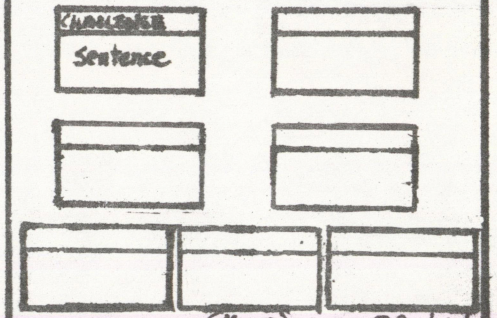
NAMING THE CHALLENGES



total: 28

(4-7)x4

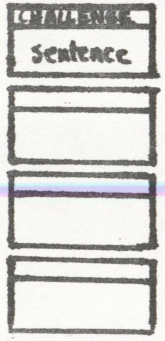
WRITING THE CHALLENGES



(4-7)x 4 = 28 total

WORKSHOP II: THE PRACTICAL PROPOSALS

P. FOCUSING CHALLENGES



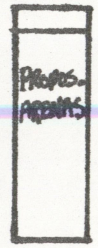
4x 3=12 total

BRAINSTORMING PROPOSALS

total: 3

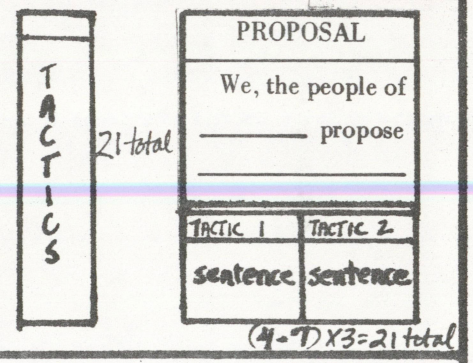
Proposal Brainstorm			
C_1	C_2	C_3	C_4
+		+	
	+		+
		+	

3. NAMING PROPOSAL ARENAS



total: 3

4. WRITE PROPOSALS / TACTICS

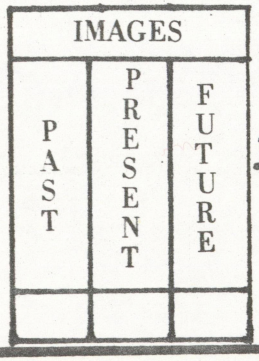


21 total

(4-7) X3=21 total

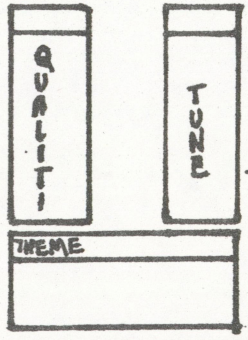
WORKSHOP II: THE NEW STORY

1. WRITING THE STORY



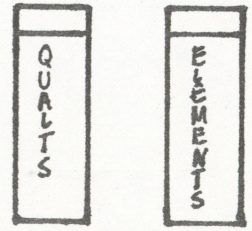
total: 1 set

2. DESIGNING THE SONG



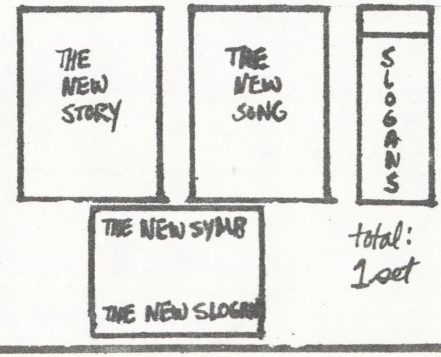
total: 1 set

3. CREATING THE SYMBOL



total: 1 set

4. INVENTING THE SLOGAN



total: 1 set

Grease Pencils

WORKSHOP I: THE PRESENT CHALLENGES

The Prelude

In order for us to get a little distance on challenges confronting Lacey - get a little distance in context of Am. - because no part of society that isn't related to any other part + of course sing in Lacey - no other purpose than [illegible] eyes of Lacy

THE OPENING (3 min.)

1. Spin for a minute on the greatness of such a day when concerned citizens can come together and celebrate the 200th anniversary of America's struggle to become a nation by participating in the creation of proposals which will give direction and form to her future.

2. Give a brief context for singing. Then ask the group to turn to p. ___ in _____ and sing _____.

SINGING CONTEXT

TALK REFLECTION (5 min.)

3. Move into the workshop by indirectly reflecting on the talk. Ask:

   "What's going on the in the world?"
   "This nation?"
   "This community?"
   "What are the critical concerns that are significant for the future of this nation?" List responses on the chalkboard or wall sheet.

SOCIAL PROCESS (5 min.)

4. Ask the group to turn in their workbooks to the Social Process Triangles on p. 17. Context the use of the triangles as an objective screen or tool for social analysis. Ask:

   "Where on the triangles would you locate any of the concerns we have mentioned?"
   "What does this exercise tell us about the issues facing us as a nation today?"

SOCIAL PROCESS

Human dynamics present in any society.
1. Economic-the foundational or sustaining dynamic.
2. Political-the organizing or decision-making dynamic.
3. Cultural-the rational or illuminating dynamic

WORKSHOP CONTEXT (2 min.)

5. Briefly define the role of the workshop in the Town Meeting.

6. State the task of each workshop.

7. Lay out the steps of this workshop.

15 minutes

WORKSHOP I: THE PRESENT CHALLENGES

Step 1: Issues Brainstorm

ISSUES CONTEXT (1 min.)

8. Direct each person to turn in his workbook to p. 16. Make the assignment for each to individually list in short phrases, 3 economic, 3 political, and 3 cultural issues facing our nation today.

INDIVIDUAL BRAINSTORM (3 min.)

9. As the group begins to work, briefly define and illustrate an issue.

INDIVIDUAL SELECTION (1 min.)

10. Just before time is up, direct the group to make sure that they have at least two issues in each column on the worksheet and then to star the most critical issue in each column.

11. Ask 3 people to act as scribes and come to the front of the room. Attached to the front wall or chalkboard should be 3 long strips of paper for recording the 3 economic issues, the political issues, and the cultural issues. Each paper should be numbered from 1 to 15 and have a small amount of additional space at the botton.

12. While the scribes are coming forward and preparing to write, context the brainstorming methodology.

CORPORATE LISTING (15 min.)

13. Elicit the corporate brainstorm by proceeding around the room, each person in turn naming one of his starred issues and which area it falls in beginning with an economic issue from the first person, a political issue from the second, a cultural issue from the third and then back to economic and so on around the room until each person has given an issue. (If his starred issue has already been given, then he should give another one from that column). While the issues are named the 3 scribes list them on the wall sheets.

14. Ask for critical issues that have been left out and questions of clarity. (Each list should contain 15-20 numbered items of data. Participants record corporate list in their workbooks.

20 minutes

ISSUES

An issue is a statement which holds the tention between a problem and its solution. It articulates the social dynamic present which prevents a concern from being resolved. For example, a concern is hunger. Issues behind that concern include 1)inadequate food distribution, 2)increasing production and 3)competitive political systems

BRAINSTORMING

A method which gets out a lot of data quickly. It involves trusting your own intuitions and honoring the wisdom of your colleagues. There are no right answers. This is not a time for discussion or evaluation or the various pieces of data but an opportunity to get everyone's wisdom out before the group.

WORKSHOP I: THE PRESENT CHALLENGES

Step 2: Issues Selection

SELECTION SCREEN (2 min.)

15. Proceed now to the selection of the key issues. Enable participants to individually select the 5 key issues with which this country must deal by asking themselves:

"Is this a real underlying issue? Does it get beneath a general concern and lead you to the heart of the matter (rather than just stating the short comings of a particular situation or event?"
"Is the issue objective and sociological (rather than a statement about the general condition of humankind?"
"Is this issue 'key' in terms of the future of our nation?"

INDIVIDUAL SCREENING (3 min.)

16. They should mark these key issues in their ~~note~~books.
work

CORPORATE SELECTION (10 min.)

17. Have several people name the 5 key issues they selected while you list them on the chalkboard. Ask for other critical issues that have been omitted in the selection process and add those to the list.

18. Talk through the list in terms of eliminating overlap of issues that are the same or can be subsumed under others and spotting items that are not real issues. Have the group restate issues where necessary.

CORPORATE CONSENSUS (5 min.)

19. Have the group corporately consense on the 30 key economic, political and cultural issues and number from 1 to 30.

Across board

20 minutes

WORKSHOP I: THE PRESENT CHALLENGES

Step 3: Issues Clustering

PLOTTING CONTEXT (1 min.)	20. Context the plotting method.
ISSUES PLOTTING (9 min.)	21. Taking the 30 issues one at a time, lead the group in locating each in the 3rd level social process to which it is most directly related. Identify its location by placing its number on a large wall-size social process triangle while the participants record this on p. 17 of their workbook.
ISSUES CLUSTERING (5 min.)	22. Lead the group in identifying 4-7 clusters of issues by their visual proximity on the triangles and lightly draw a line around the cluster. Allow group to decide which cluster an issue belongs with by reading the issue name.
	23. Look once again at the lines and finalize decisions by darkening the lines around each cluster.
CLUSTER NAMING (5 min.)	24. Relook at the group of issues that belongs in each cluster and quickly name the cluster.

20 minutes

PLOTTING

Plotting is the process of locating data within a rational framework-the Social Process Triangles. Plotting is a way of setting an issue in the context of a universal method. Plotting gives us a screen through which to look at the reality of our present actual situation. Plotting is a way to get objectivity.

NOTE

It is not necessary to include every issue in a cluster.

Sharpen - see where major issues are - where concentration is

1 level at a time

Does this issue fundamentally involve a shift in eco/pol or cult process?

WORKSHOP I: THE PRESENT CHALLENGES

Step 4: Stating The Challenges

5 nexus
ideology / current dilemma

CHALLENGES CONTEXT (5 min.)

25. Begin by explaining that a challenge is a way of stating the underlying issue as a key to unlocking the future and illustrate.

26. Mention that this part of the workshop will be done by small groups within the guilds and that each group will be working with one cluster of issues.

27. Talk through the procedures for the group work.

28. Have the total group count off by the number of clusters. Name meeting spaces, indicate a time allotment of 15 min. and move to groups.

29. The groups begin their work by reviewing the issues within it. List the issues on a wall sheet while people write them on p. 18 of their workbooks.

CHALLENGE DISCERNMENT (5 min.)

30. In order to determine the challenge within the cluster of issues the group asks themselves:

"What are the challenges presented to this nation by the issues within the cluster?" List "What is the underlying challenge of the whole cluster?"

CHALLENGE STATEMENT (5 min.)

31. Give the one challenge a 3-word title and indicate its social process arena (E/P/C). Write a sentence which describes the challenge as concretely as possible.

CHALLENGE REFLECTION (5 min.)

32. Edit and refine the sentence. Record on workbook p. 18 and large wall sheet the challenge title, social process arena and sentence. Assign a reporter to read the challenge title and sentence at the guild plenary.

20 minutes

CHALLENGE ILLUSTRATION

to deal creatively w/ demands of eco + energy

creating a new set of [illegible] to rest of world which takes into account global demand + get honor gifts + achievements of nation

deal w/ inflation / recession

NOTE

While the groups are working, move around the room to enable the work and hold people to the time allotted. At the end of 15 min. call the guild back together.

WORKSHOP I: THE PRESENT CHALLENGES

The Postlude

THE INTRODUCTION (3 min.)

33. Regather as a guild. Tape challenges and sentences to wall in the front of the room. Ask a scribe to copy these challenge titles and sentences on paper with guild indicated for production.

34. Spin a brief context on singing and sing _____ on p. _____.

SINGING CONTEXT

35. Spin a bit on the plenary and its role in the construct of the day.

PLENARY CONTEXT

1)A time to report on work accomplished.
2)A way of summarizing and turning the group's focus into one.
3)A way to stand back and reflect on total job done.
4)A time of celebrating the wisdom and work of the group.

CHALLENGE REPORTING (5 min.)

36. Call for reports from each group. Have the reporter read the challenge title, social process arena and sentence. Individuals may record all the guild's challenges in their workbooks on page 19.

37. Ask for questions of clarity.

CORPORATE REFLECTION (5 min.)

38. Reflect on the work of the morning:

"Which challenges strike you?"
"Which are most critically demanding of our attention?"
"Which challenges already suggest to you concrete actions or ways of meeting them?"
"Which challenges is society moving on already? Ready to move on?"

Rush Lacey

39. Reflect on the dynamic of corporateness:

"What did we do this morning?"
"What did you learn about working in a group?"

CONCLUSION (2 min.)

40. Announce lunch and the noontime interlude to follow immediately. Mention that the afternoon session will begin with a talk at 1:30.

LUNCH IS IN KITCHEN THROUGH HALL

41. Send out to lunch after singing _____ _____ on p. _____.

15 minutes