

# TWG

The Washington Group

Dear

Thank you for your expression of interest in the nurture of Organization Transformation. Judging from the level of response, it would seem that we are really going to have to do something. Under the heading of doing, several things are proposed and/or underway.

Item #1 - The First International Symposium on Organization Transformation. This one we are going to do. The attendance may be five or five Hundred, but it must happen. Scheduled for late spring 1983, the symposium will center on the practical/pragmatic application of OT to real organizations - what has been done, what can be done. To get there, three sequential areas will be explored - the Theory of OT, the Technologies of OT, and finally the application of OT in a variety of areas, such as - government, the corporate world, academe, and the health care system. The objectives of the symposium will be threefold - 1) Further definition of OT. 2) Identification of extant and needed technologies, and 3) Area strategies, what to do and how. A final objective will be the publication of proceedings which will gather together the collective wisdom (and questions).

Symposium design is off to a healthy start, with Burns, Channon and Ackerman in the lead. Peter Vaill suggests a series of mini-symposia preparatory to the main event. Tom Chase has indicated interest in applying his management skills in making it all happen.

So it is real, and getting "realer" - but it ain't there yet. In fact it is wide open season for new ideas, people and organizations to be drawn in. What are your suggestions? To borrow a line from somebody, "getting there should be at least half the fun."

Item #2 - A Network/Newsletter This hasn't happened yet, but it seems inevitable. At the very least we feel obligated to share the names, addresses, interests and areas of activity of those who have responded thus far - provided they agree. Beyond that there are new technologies and areas of application appearing every day. These need to be shared. For example, did you know that there are seven contiguous cities currently in the first stages of inventing a new future for themselves? It hasn't happened yet, but win, loose or draw, much can be learned.

The Newsletter, once initiated will appear "as needed". For the moment, we will pick up the tab, but eventually some help will be useful, but only for costs.

Item #3 - Who are "WE" - You may have wondered what on earth is TWG. Truthfully, TWG is three letters on a letterhead...in short an open space into which ideas may be put. It began, to the extent that it had a beginning, on my front lawn in Maine while reading Toffler's Third Wave. It occurred to me then that there really ought to be group thinking together in that whole area...hence the Third Wave Group (TWG). That sounded a little far out, so the next idea was The Washington Group. From there, things went down hill (or got better?). Along came the Transformational World Group. Peter Vaill's fertile imagination has supplied the following entries - Those who Grock, The Wild Gurus, and Die Walkurie Gruppen. What is your suggestion?

Anyhow, TWG, at present is a focal point for a small group of people who are concerned that Organization Transformation be defined, and made operational - responsibly. It has no structure, budget, or business. What it does have is energy, excitement and ideas. Moving within this "energy field" you will find the likes of Elsa Porter, Peter Vaill, David Belle Isle, Sue Eichorn, Sherry Connelly, Tom Chase, Frank Burns, Jim Channon, Linda Ackerman and others. My role seems to be that of tribal scribe.

As a non-organization (or maybe a round organization), there are no formal membership criteria or policy, except that we all learn, share, and occasionally support each other. We do feel that Organization Transformation is an idea and reality whose time has come. We don't own it and couldn't, but we do want to grow it. Anyhow, to the extent that you already seem to be part of the "energy field", we would like to acknowledge that, and solicit your entry into the "Name TWG Sweepstakes". Of course, we are all winners, and any name will do. As Peter Vaill said, "I have never belonged to a group whose very name was a movable feast."

What shall become of TWG is an open question. It might just disappear if there is a better way to go. Alternatively, we might really have to get ourselves organized. (God forbid). For the moment, we are very much happier thinking and doing.

Under the heading of WHAT NEXT - you might - 1) Share this letter with friends and colleagues, and ask them to contact us and join the "energy field". 2) Invent a new meaning for TWG. and 3) Give us your thoughts by filling out and returning the enclosed.

Sincerely,

Harrison Owen  
TWG Scribe

# TWG

The Washington Group

## NEWSLETTER

Reporting on

### ORGANIZATION TRANSFORMATION

Vol I Number I

July 1982

#### THE PRACTICE OF ORGANIZATION TRANSFORMATION

Within the past several years, the reality of the transformation of individuals and organizations has become virtually an accepted fact. While the wonder of the sea-change continues, the pressing issue is to appropriate and enhance the benefits which are appearing, and to facilitate or midwife the process of transformation itself. That is the task of Organization Transformation.

Just as Organization Development sought to enhance the capacity of existing institutions under relatively stable environmental circumstances, Organization Transformation must now midwife the birth of new organizational life forms suitable for the new age. (continued on page two)

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#### ANNOUNCING - THE INTERNATIONAL SYMPOSIUM ON ORGANIZATION TRANSFORMATION

Scheduled for the early fall of 1983, the Symposium will concentrate on the practical aspects of Organization Transformation. Beginning with a brief theoretical consideration of the nature of transformation, the Symposium will quickly turn to a "hands on" exploration of available technologies and approaches useful for the facilitation of the transformational process. The bulk of the Symposium, however will be spent in special area working groups (eg government, health, corporate, academe etc), developing concrete approaches to the practice of Organization Transformation in each area. It is not anticipated that any single approach will emerge, but rather that a spectrum of efforts and technologies will be identified. Perhaps most important, special attention will be given to the gaps - what needs to be developed - in order to establish an agenda for the growth of the practice of Organization Transformation. The findings of the Symposium will be gathered in suitable media forms, in order to assure the widest possible distribution and use.

Symposium design is already well under way, having been begun by a small working group consisting of Peter Vaill, Elsa Porter, Frank Burns, Linda Ackerman, Jim Channon, Sue Eichorn, Joan McKinney and others. This group will work closely with Tom Chase, who is undertaking the actual management of the Symposium, a task for which he is superbly suited.

Peter Vaill has suggested that Regional/special area groups be convened prior to the actual symposium to assist with the agenda building process. In fact such a group has already formed in Boston independent of Peter's suggestion, and it seems reasonable to assume that others will follow.

#### THE PRACTICE OF ORGANIZATION TRANSFORMATION - CONTINUED

This thought is not new, for indeed many have been working in this direction. It is now time to raise the effort from the level of a scattered, sometimes covert activity, and give it a name, identify and develop workable technologies and approaches, and - bluntly - get on with the business.

As with any new enterprise, there is presently more excitement, energy and hope than any agreed upon statement of technique and procedure. This is as it should be, for it is out of such energy that the substance of the undertaking will be fashioned. Despite the amorphousness of the moment, it appears true that there are presently extant (and/or quickly developing) technologies which work, or show great promise of doing so. Bearing such names as Evolutionary Management, Mythological Analysis, High Performance Programming, Guided Imagery, and the like, these approaches are designed to move organizations through transformation with a minimum of disruption and a maximum of gain. For sure there is no single approach, nor have all the existing ones been identified. But it will be the intention of this NEWSLETTER to identify the more salient ones, and to bring authors, practitioners, and users together.

Thanks to Marilyn Ferguson, Ken Wilber, and many others, what once appeared as a scattered vision of what might be, is increasingly taken as a given. Transformation is real, and it is happening now. Why the movement for transformation should be accelerating at this particular moment is a matter of intense discussion. That this is the case seems almost beyond dispute. In response to forces emanating from the environment at large, the souls of individuals, and perhaps (assuredly?) from the ground of being itself, organizations and institutions of all shapes and sizes are finding it necessary to modify their form and function in order to more adequately face a new world. There are, of course, those who view such movement and change with alarm, as a dire threat to the established order. Others, and we would include ourselves, perceive the sea-change as filled with great potential for the renewal and expansion of the human spirit. Will Lewis has remarked that for those who believe the motive power of society to be money and fossil fuel, the approaching age is indeed one of scarcity. Others, who understand the motive power of society to be the creativity of the human mind will see the coming age as one of great abundance. Sharing and enjoying that abundance is the hope of mankind. Facilitating and midwifing the arrival is the work of Organization Transformation.

#### THE LITERARY CORNER

At the moment, the "Corner" is quite small, testify in part to the newness of the field, and also to the speed with which this NEWSLETTER was put together. We hope that this changes radically.

First - two books to set the stage. They are The Aquarian Conspiracy, by Marilyn Ferguson (Tarcher, Los Angeles), and Up From Eden by Ken Wilber (Anchor Press). Marilyn has provided the overview of what is happening in the area of transformation, while Ken Wilber gives, what can only be described as a brilliant statement of the nature and function of transformation.

Secondly - Three books describing the forces which are driving transformation presently, and outlining what some of the effects are. In order of their appearance, they are The Third Wave by Alvin Toffler (Bantam Books), New Rules by D. Yankelovich (?), and a brand new book by John Naisbet entitled Megatrends.

Thirdly - Specifically on the field of Organization Transformation. Here the pickings are rather thin, a fact that is sure to be rectified as authors who were neglected bring their work to our attention, and the rest of you get to work. For openers, we suggest a new work by Jim Channon called Evolutionary Tactics, which is the field manual of the 1st Earth Battalion - the transformed version of the US Army.

Next, you might consider two papers by Harrison Owen, one entitled Mythology and Transformation, which is a first cut effort towards building a theory base for OT. The second is called Searching for High Performance - The Uses of Myth and Ritual, which is a practical application of an understanding of mythology to the organizational process.

Lastly, you may be interested in a paper by Frank Burns entitled High Performance Programing, which describes a workable approach to the process of transformation in organizations.

CAVEAT LECTOR All of the papers above were written by folks associated with TWG, which may indicate a degree of bias. HELP STAMP OUT BIAS - let us know what you have !

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#### WHAT ON EARTH IS TWG ?

In truth, TWG is three letters on a letterhead, which can stand for virtually anything you want. Initially, we called it the Third Wave Group. That seemed a little far out, so we called it The Washington Group. Then came the Transformational World Group, and it has gotten worse since. Basically, TWG is an energy field (E-field - perhaps it is an M-field ?), organized around the practice of Organization Transformation, and dedicated to making it happen. Within this energy field, you will find the likes of Elsa Porter, Jim Channon, Marilyn Ferguson, Frank Burns, Peter Vaill, David Belle Isle, Sue Eichorn, Linda Ackerman, Joan McKinney, and about 100 others including myself, Harrison Owen, who is currently appearing in the role of Tribal Scribe and editor pro tem. A full listing of those inhabiting the E-field will appear with the next NEWSLETTER.

TWG is not a business, it has no policy, board or membership criteria. In short it is a non-organization, possibly a round one, or as we would hope a transforming one. We would be very pleased if you would join us, in spirit for sure, and more formally if you like, by filling out and returning the attached. (see last page)

# TWG

The Washington Group

## NEWSLETTER

### Reporting on ORGANIZATION TRANSFORMATION

VOL I NUMBER 2  
OCTOBER 1982

#### SYMPOSIUM ON ORGANIZATION TRANSFORMATION

Yes, its real. Dates: July 19-22, 1983. Place: University of New Hampshire, Durham, New Hampshire. Featured Speakers - None. Eminent Teachers - All of us.

The purpose of the Symposium will be to create a working agenda for Organization Transformation. Acknowledging the fact of the transformation, the intent will be to move beyond wonder to practicality. How do we facilitate the process of transformation in organizations? What technologies are available and workable? What conceptual models have proven utility? When current practice in the area is both effective and paradigmatic?

Any one attending the Symposium should do so with the intention of sharing, learning, stretching and growing a great deal. To the best of our knowledge there are no experts in the field, nor has the book been written. We are all students at the edge of a brand new venture in which there are plenty of mistakes to be made, and much to be learned. The Symposium itself will provide a rich learning environment, structured to the extent necessary, in which the powerful questions may be raised, solutions (to the extent that they exist) identified, and a course mapped for our collective journey as practitioner and participants in the process of transformation. (Continued on pg. 2)

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#### WHATS HAPPENING OUT THERE?

OT is happening right now. Telling the tale and showing the results is part of what this newsletter is all about. Send us your News Report -- 100 words or less.

A Tale of Seven Cities - The leadership of seven contiguous cities (names withheld to protect the innocent) in the Southeast have concluded that their past and present, pleasant though it may be, is inadequate for the future either in terms of vision or available leadership. They have therefore entered upon a process through which they intend to fashion a new collective dream outlining who they are and where they're going. They understand that the dream must be big enough to unite, strong enough to energize, distant enough to stretch yet practical, hence doable. Interested? Contact Harrison Owen or Judy Ellison (703) 469-8328. (Continued on pg. 4)

## SYMPOSIUM (Continued)

Design - The Symposium, as it appears now, will move in three phases:

### 1. Imaging the Transformation (Day 1)

In words, images and sounds we will create a picture of the transformation - what it is and what we hope for. In part this may sound like a standard "keynote" session, but we intend to go beyond that in order to allow everybody a chance to practice some real "imagineering." Those who desire a single definition will undoubtedly be frustrated - for the result will more nearly approximate a dynamic tapestry which changes even as we watch it.

2. Experiencing the Technologies (Day 2) - During the course of a day, a series of concurrent work shops will present the available technologies for the facilitation of the process of transformation. No representation is made that these are the only technologies, or even the best. But it is what we have, and where we start. The presentators will offer their best, and collectively we will make it better.

3. Strategic Navigation for Organization Transformation (Days 3-4) - or how do we get there from here. Participants will be asked to group themselves according to their major area of professional interest and competence (civil service, corporate world, academe, health care system etc), and address the practical issue of how do we most effectively "move the business." How do we create the environment, develop the technologies, . . . . facilitate the transformation? In all likelihood, no single program will emerge in all areas or any area. But what does emerge must be practical. Of course none of this will be the "last word," and in addition to everything else, we must be about the business of identifying what needs to be developed in addition to what can be done now.

"Group hopping" will be encouraged, for it is clear that transformation in one area can and must work synergistically with all others. We need to ride that synergism. In the final analysis we are talking about the transformation of our nation . . . and the planet, even though we may start in our own small corner whether that be health care, or the corporate world.

The Outcome - Lord knows what the longterm impact of the symposium will be. Short term we intend something very tangible and practical - "The OT Workbook - A Users Guide to the facilitation of Transformation." That's just a working title, and if everybody has a more respectable name, please step forward. During our four days together we will write the book, at least the 1st edition. The major sections will correspond to our experience (1) The Images of Transformation (2) The Technologies of Transformation (3) The Work of Transformation - where do we go from here.

WHAT NEEDS TO BE DONE - WHO'S DOING WHAT?

Reserve the Date - Tom Chase will be handling all registration and conference arrangements. Fees will be moderate, \$200-\$250 including meals. Accomodations range from spartan (cheap) to luxurious (expensive).

Demonstrate a Technology - if you have, or know somebody who does have a workable technology which facilitates the process of transformation, think seriously (or get him/her to think seriously) about sharing it at the Symposium. Specifically, we are looking for technologies which meet the following criteria: (1) they are definable - i.e., one can state steps 1, 2, & 3 what you do and how (2) have some reasonable theoretical base - i.e., the technology can be set in a larger context which explains (describes) not only what happens but why and (3) have a track record - its been done before and the results are in.

If you are interested contact:

Harrison Owen, TWG, Suite 600  
1401 Wilson Boulevard, Arlington, VA 22209  
703/841-5931

Publications - John Adams will be handling the Publication activities. In addition to riding herd on the "OT Work Book" John will be assembling pre-symposium readings which will include amongst other things a Book (Series of Essays) by a variety of authors on the theory and practice of OT.

John Needs Some Help - Specifically we need: (1) a publisher who will take over the whole thing and (to hopefully) provide some front money. (2) Word processing/telecommunications equipment for producing the product during the Symposium. Hey all you WANG, DEC etc. folks! -- Don't you think this would be a marvelous opportunity to show your stuff in a good cause? Contact:

John Adams  
2914 27th Street North, Arlington, VA  
703/524-8126

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WHO'S GOING TO COME, AND WHAT CAN WE DO IN THE MEANTIME?

For sure you are going to see the faces of those who have been involved so far - Jim Channon, Elsa Porter, Joan McKinney, Frank Burns, Linda Ackerman, David Belle Isle and many others including your tribal scribe Harrison Owen. As for the rest the enclosed listing of the inhabitants of the TWG "Energy Field" might provide a useful roster.



### WHAT TO DO IN THE MEAN TIME?

Enjoy the energy field! We have listed the inhabitants by region. You might contact your neighbors. If it would be useful, your tribal scribe Harrison Owen would be delighted to sit down with any gathering of 3, 4 or more to tell the tale and gather some new versions.

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### WHY CALL IT A SYMPOSIUM?

Admittedly that sounds a little stiff, not to say pretentious. But it's precisely the right word for what we intend. The gathering will be serious with real work to do. In addition it will be fun. For those who have forgotten their Greek, symposium is from two words "syn" meaning together and "posis" which means drinking. Webster's first definition is "in ancient Greece, a drinking party at which there was intellectual discussion."

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### WHAT'S HAPPENING (Continued)

The Army In Transformation - (Those of you who know about Delta force may pass, but for the rest read on). If you saw the phrase "Be All You Can Be" on a green bumper sticker, you might think the driver had been to Esselen or some other center for human potential. You would be only partially right. Actually that's the U.S. Army talking, and they're learning to mean what they say. At the center of this transforming activity is the Delta Force, a unique high performance system consisting of 300 plus individuals (civilian and military) who are dedicated to thinking through and acting out the meaning of an Army of Excellence - in which the individual is urged to meet his or her potential and the mission is peace . . . real peace. Want to learn more - contact:

Linda Franklin, Deputy Director  
Delta Force, U.S. Army War College  
Carlisle Barracks, PA 17013

### The Remything of America - A Fantasy?

In 1987 the country celebrated the Bicentennial of the Constitution. During the years preceeding, the elemental beliefs which guided the founding fathers had been projected anew in powerful and fresh mythic garments. Coming from the Seven Bio regions in the nation, a rich tapestry of story, song, dance and deed spread across the country giving new substance to the vision of a common people united in freedom and respect for the dignity of man. The New American Network carried the news and spread the tale and the rest of the media picked it up. But the real story was told on main street, it was new in terms of power and form, but old as the nation itself and the eternal dreams of all mankind. Interested? Stay tuned or contact yourself and other inhabitants of the TWG energy field.

## THE LITERARY CORNER

Something New and Someting Old! Brand new is a book by Kennedy and Deal, entitled Corporate Cultures. As a work on transformation - it isn't. But it does introduce the reader to the subtle world of organizational culture in which transformation may take place. While the book may be faulted for what it does not say (a lot), it has opened the door and manages to describe in a way that many executives will find digestable, something of the powerful world underlying the superficials of technology and structure. To the extent that folk can get in touch with that world, they may be prepared to deal with the elemental changes which are taking place in global transformation.

Old, powerful, but not recognized is a book by Arthur Young called The Reflexive Universe, Delacorte Press 1976. Arthur Young has elaborated a theory (likely story) of the evolution of human consciousness. It is in fact the story of the journey of energy, from its primal manifestation when the first photon nudged an errent neutrino towards atomhood up to and including the "final" manifestations of energy at the peak of the chakras. Above all this is the story of transformation. Arthur Young is not the easiest author to read, but its well worth the trip, first because he really covers the territory from A - Z. Secondly, Arthur Young is brilliantly innovative, and we just haven't begun to appreciate how much. For example, he scooped Rupert Sheldrake by 20 years, although Arthur made the mistake of calling "IT" a group soul as opposed to a morphogenetic field.

Still Available - Frank Burns and Linda Nelson on High Performance Programming. Also Harrison Owen on Mythology and Transformation. We'd love to have some more. What do you have?

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## GETTING STARTED IN ORGANIZATIONAL TRANSFORMATION - Linda Ackerman

With concepts like myth, vision, attunement, cohesion and paradigm being tossed about these days, it's difficult to figure out just how to get the ball rolling in OT for yourself and your organization (or client organization). You are not alone, wandering around in this blooming garden of Eden, wondering which apple to pluck.

Here are a few suggestions of specific things to do as you walk this path. Take a glance and see what hits you. And send us your own ideas and experiences to share with others.

1. Start a discussion/support group in the organization or in your local professional network. Share books, ideas, visions.
2. Personally or anonymously drop off a copy of the Acquarian Conspiracy or other choice resource on key executives' desks. Follow-up as appropriate.

3. Start a "for-your-interest" mailing list and keep neat information flowing out.
4. Scan your entire workload and select any projects that have the potential for "breakthroughs" or larger impact than initially thought. Set up a "Let's take a fresh look at this" meeting.
5. Seek out organizational sponsors - people who are politically tuned in and connected.
6. Have meetings or lunches to "scheme," dream or take action.
7. Open your sensors to any opportunity to spread the word, extend your resources, share reading material, dream.
8. Vision yourself as managing a transformationally oriented project - what it would look like, how it would feel, who else would be involved, what purpose it would serve, etc.
9. Hire a special guest to speak and personally invite those people who can make a difference. Set up an organizational sponsor for the event who is a strong figure, champion or hero of some sort.
10. Find a way to work with the company's strategic planners and assist them towards a visioning process.
11. Study the myths, rituals and dramatic figures of the organization - past, present and future. Set up time with people who play a key part in the drama of the organization.

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#### WHAT ON EARTH IS TWG?

TWG is not a business or association. It has no membership criteria or dues. TWG is an Energy Field organized around Organization Transformation, and dedicated to making it happen. As a matter of fact, TWG is three letters on a letter head, which may stand for whatever you want. Some recent suggestions have included:

Third Wave Genesis (Linda Cunningham)  
 Those Who Grock (Peter Vail)  
 The Way (To) Go (Sharon Hardy)  
 Transformation Without Gurus (Tom Jenkins)

Invent your own, and above all join us . . . in spirit for sure and more formally if you like by filling out and returning the attached.



# NEWSLETTER

The Washington Group

Reporting on

## ORGANIZATION TRANSFORMATION

July 1983

vol 2 no 1

WHAT'S HAPPENING.....

One year ago, the TWG Energy Field came into being. As you can see from the enclosed Roster, it has grown considerably since then. Participants now come from virtually every part of the USA and a number of foreign countries. We began with a dream that the practice of OT might prove a hospitable environment for those who take the presence and reality of transformation as a given, and are resolved to facilitate that process in organizations. At the start we were admittedly short on substance, but replete with energy and hope. Over the course of a truly remarkable year, substance has begun to match enthusiasm. This does not suggest that all the answers are in, but rather that the energy has begun to assume some shape and form. The Symposium in New Hampshire will be a critical event - celebrating what has occurred, and marking some of the paths to be followed in the future.  
(continued on pg 3)

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COME TO NEW HAMPSHIRE ...Yes there is still room. Registration form is on the last page.  
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### Essay - Some thoughts on OT by Tom Chase

(The following is a slightly edited letter from Tom Chase to an individual who expressed honest concern about the emergence of OT, and the attendant new language (jargon). We reproduce it here for several reasons. First because Tom makes a useful contribution to the definition of OT. Secondly, he raises and deals with potentially troubling issues. And last, but by no means least - we like Tom's spirit.)

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Organization Transformation focuses on what might be called organizational paradigm shifts. Let me explain what that term means in this context.

Thomas Kuhn, a philosopher and historian of science, wrote a book entitled The Structure of Scientific Revolution . In that book, he argued that science does not advance incrementally with the discoveries of today being built on the theories and discoveries of yesterday. Rather, it advances by periods of revolution and evolution. During the periods of revolution, the old theory, world view, or paradigm is challenged. Contradictions within the theory are noted. Contrary experimental evidence is gathered. (cont on pg 2)

Instances where the theory does not predict or does not predict correctly are described. Some cling to and defend the old theory. They add new laws to handle the exceptions. They question the experimental expertise of their opponents. They accuse them of heresy. Others behave more responsibly as scientists. They gather data and seek new formulations to account for their observations.

When the new formulation or theory is articulated, it completely displaces the old theory. The paradigm shifts. The world view shifts. And science moves into an evolutionary mode (Kuhn calls it "normal science") with discoveries building on each other and "filling in" the theory.

The scientific paradigm shift with which you are most familiar was the shift from the Ptolemaic to Copernican astronomy .. from an earth-centered to a sun-centered theory of the solar system.

So, with Kuhn as a conceptual guide, might we not find that organizations grow and develop within a particular environment and with a particular strategic plan or vision. And might not organizations also change and become something altogether different? Transformed by the environment.

Kuhn describes normal science and extraordinary science. Why not organization development and organization transformation.?

I could say more about OT as a phenomenon and as a practice, but I don't think I could do as good a job as Dick Beckhard did in his keynote address to the Seattle OD Network Conference. It was printed in the OD Practitioner December 1981.

The other topic I would like to address is your concern that the Symposium on OT will do some damage to the practice of OD. To be quite honest, that sounds something like a management consultant might have said (and probably still does) about OD consultants. It also sounds like something a catholic bishop might have said to Copernicus. But to ease your mind, I would note that the mailing did not go to managers. Only to consultants. On the other hand, the managers already know that they need something other than the same old stuff. That is why Theory Z, In Pursuit of Excellence, and Corporate Culture are on the best seller lists of late. Each, in its own way, is talking about how organizations can be different. And so are we.

I would also note that new theories need new words. So we have encouraged people to invent some. Old ideas need to be challenged. So we have encouraged people to challenge them. And new new theories only come out of our intuition. Out of our "little professor" child. Out of our right brain. Out of our enthusiasm. Out of our risk taking. So we have permitted (actually, I hope we've encouraged) people to play. And I truly hope that new insights and understandings result because of this symposium. And I hope that connections are formed...between people and ideas.. so that we go back to our organizations not just to develop them. But to transform them. And to make the world a better place.

Now that may sound very naive and idealistic to you. But I would bet that just those ideals were operating almost twenty years ago when Herb Shepard, Floyd Mann, and Lee Bradford

talked about convening a group of OD Consultants for the first time. And that became the OD Network.

Best Regards,

Tom Chase

WHAT'S HAPPENING (cont'd)

Regardless of what happens in New Hampshire, the reality of what we have all accomplished has spread like one of Rupert Sheldrake's morphogenetic fields. The first book in the field will appear shortly (see Literary Corner for details). Our friends in Sweden are scheduling mini-conferences, and last but not least, the OD Network will devote a track to the practice of OT at the annual meeting in October.

So in a truly extraordinary way, a hopeful deam has spread. What happens next remains to be seen, but I can't help but feel that we will all be the richer.

....The Tribal Scribe

THE LITERARY CORNER - BIG NEWS !!!!! The first OT book will hit the streets September 15. Edited by John Adams, the book entitled Transforming Work, contains a series of 22 essays by a number of our presenters and others. Covering a broad range of subjects and view points, the book sketches the state of the art, and points directions for the future. John is to be commended for this truly remarkable effort which will inevitably establish the bench mark from which the literature of OT will grow. And best of all, this book is just the first of a projected publishing effort in the field. For advance info, contact the publisher Peg Paul, Educational Challenges, 1009 Duke St. Alexandria Va - 22314 (phone 703-683-1500)....Last but not least, our hats are off to Peg Paul for taking the plunge. We need her, and she deserves our support.

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SEE YOU IN NEW HAMPSHIRE

IF YOU HAVEN'T REGISTERED DO SO NOW  
(see last page)

# TWG

The Washington Group

# NEWSLETTER

Reporting on

## ORGANIZATION TRANSFORMATION

VOL II NO.2  
SEPTEMBER 1983

### WHAT HAPPENED IN DURHAM ?.....

Well first of all there are the "facts" what ever they may mean. There were 240 participants from virtually every part of the country, and three foreign countries (if you count Canada). We gathered for three whole days, and parts of two others. 30 individuals and groups presented concurrently in 5 sessions, and when we were all through, we had created 183 pages of PROCEEDINGS not counting submitted papers and abstracts....so much for the facts. What really happened ?

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If you didn't make it to Durham, and want to find out more about what happened...a limited number of an edited version of the PROCEEDINGS (with photographs) are available. see last page.  
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The answer to that one probably comes in 240 flavors, and your tribal scribe can only represent one of them. Perhaps the major one was an incredible sense of energy and purpose which caused the whole thing to flow with power and direction that was awesome. It would be nice to credit good planning for what happened, but there was so much more. Even at points where things got confused - speakers spoke too long or whatever...it worked. Words like synergy, electric are appropriate but pale. Nobody did it...everybody did. When Robbie Gass and the "Wings of Song" opened on the last night, after one number he stopped. The place was literally throbbing. He came to the mike and said "I don't know what you folks have been doing around here, but let me tell you, the level of spirit and energy in here is what we hope for at the END of our performance. You're already there, and Lord knows where we will end up ". Well it only got better, and words are absolutely useless...cont'd next page

The sheer range of people, ideas, points of view, modes of expression, means of interaction was endless. Like a vast oriental carpet the colors and textures blended and merged to create something totally new. "Orthodox" folk found themselves thinking and doing things never thought possible, and those on the "leading edge" found that history was important. But most of all we shared, and permitted each person to go their own way if that is what they wanted to do. Despite the individuality - or maybe because of it - it was whole.

So much for purple prose ....what does it mean? I think we are going to be a long time dealing with that one. But there are a few things that might be taken as conclusions - First of all Organization Transformation is real, and so is the Practice thereof. That is not to say that it is all now carefully defined and put into a box....but rather that we have created a rich nutrient environment or community in which it can grow. Secondly, OT has real substance. The 30 presentations that were given plus 30 more that couldn't be fit in, have laid the ground work for some real, serious, heavy duty thinking and doing. And it didn't end there .... 19 separate study groups dealing with transformation in corporations, education, health care to name a few, pushed at the edges, made connections, and opened the way for a whole new generation of ideas and approaches. Lastly and probably first - the meaning was (and is) in the spirit, a spirit which appeared at one time and place, and now seems destined to spread.

What next? Well, there are actually a few crazy folk who say we should have a Second International Symposium, and I suppose that will probably happen. But to be truthful, I think we will have another Symposium; what was done in Durham was a once done thing. For better or worse, the high points and the low ones, it happened, and it can never be repeated, nor should it be. In the mean time, there is much to do mining the potential. Perhaps the most useful thing at the moment would be to create a whole series of small working groups aligned by interest and/or geography to take the state of the art....and go for it. Then, when it is the right time to gather the Energy Field once more, we will be ready with something quite new, much deeper, and even more exciting.....The Tribal Scribe.

#### THE LITERARY CORNER

Ken Wilbur has done it again. In his latest book Eye To Eye - (Anchor Press) he tackles the problem of developing a new paradigm of thought appropriate to an age in transformation. In



his usual careful and thoughtful fashion he lays out the parameters for such a paradigm. Perhaps most importantly he details some of the major obstacles that must be dealt with and overcome before this paradigm might actually come into existence. His words may appear uncomfortable to some enthusiasts who appear convinced that transformation (or more exactly discourse about transformation) will roll easily and automatically along without careful thought and fine distinctions.

This book is a must for those engaged in thinking through Organization Transformation as a theory and practice. Spirit and energy are great, but both must be tempered with hard, careful thought - which Ken Wilbur supplies in abundance.

#### WHAT'S HAPPENING

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#### The Seven Cities and the Sea

.....an update. The seven cities of Tidewater Virginia, who have spent the last 300 years fighting each other, are now in the process of creating a new environment which will allow all that energy to be spent in more productive ways. Actually there are now eight cities and four counties. Seems like the idea is a good one, and it has spread. What started out 2 years ago as a very wispy dream has now captured the imagination of the private sector leadership of the area. They have come to understand that if the region is to reach anything like its full potential, it must literally transform itself, and unite around a common vision of the future which is at once big enough for all the municipalities, powerful enough to motivate them, and above all possible. They think they have such a dream, which they are now in the process of turning it into a NEW STORY. The dream is that Tidewater shall become the place in the world from which the responsible exploitation of the Oceans for the benefit of man will take place. Not a small dream, but possible. Tidewater sits on the edges of the largest natural harbor in the world - Hampton Roads, which is home port for the Atlantic fleet. Among their other resources is Jacques Cousteau, NASA, NOAH, the largest floating dry dock in the world, and much more. To bring all of this together in one powerful vision, the leaders have created an organization - Tidewater's Future Inc - hired a four star Admiral to lead it, and spread the vision out through 10 Opportunity Groups who's task it is to imagine and plan for a future with the seas as this might affect such things (continued on next page)

as transportation, marine research, high tech, education, health care and the like. All of this will be gathered together in a celebratory event scheduled for the last part of April 1984 - A Symposium on Man and the Oceans. But no matter how many papers are produced or press notices received, and there have been a lot..... the real action is in the hearts and minds of the dreamers who have conceived a future they are bold enough to claim.

#### IN NEW YORK

Karen Davis and Josephine Diagonale are convening a regional meeting on OT - for info call Josephine at 201-224-2143. The meeting will take place at Citibank in the 9th floor conference room from 4:00 to 8:00. As they say in their announcement this is "an Invitation to Continue" for those who "hold a vision of organizations as a living system operating in harmony and cooperation."

#### IN CALIFORNIA

The OD-NET gathers in Los Angeles October 9-14. Jack Hawley is the chairperson for the track on OT. For information - give him a call - 213-376-5448

#### ESSAY

We don't have an essay this time, but we do have an idea about the future. The Symposium has given us a rich lode of material which cries out for expansion. Your tribal scribe will be asking some folks to give us something, but if you don't get asked - don't be shy - send in your ideas. Something on the order of 200 words pushing the art of OT would be just perfect. Since we don't have an OT orthodoxy (and hopefully never will) we will print anything that represents a clear statement contributory to the range and depth of OT. Some ideas might be - the relationship between OT and Planetary transformation or personal transformation...Flow state management...new languages...case studies. The possibilities are infinite. Think of some.

#### WHAT ON EARTH IS TWG ?

TWG is neither a business nor an association. It is an energy field organized around the practice of Organization Transformation and dedicated to making it happen. As for this NEWSLETTER, it is the product of Harrison Owen, tribal scribe. Please address all complaints to me, and above all, let me hear what you are doing.