



September 16, 2015

Colette Hoff, Editor

The Village eView

***On-Line News of the
Goodenough Community
System:***

**The American Association for the Furtherance
of Community
Convocation: A Church and Ministry
Mandala Resources, Inc.
Sahale Learning Center
The EcoVillage at Sahale**

Wisdom:

Wisdom is the ability to think and act using knowledge, experience, understanding, common sense, and insight.^[1] Wisdom has been regarded as one of four cardinal virtues; and as a virtue, it is a habit or disposition to perform the action with the highest degree of adequacy under any given circumstance. This implies a possession of knowledge or the seeking thereof to apply it to the given circumstance. This involves an understanding of people, objects, events, situations, and the willingness as well as the ability to apply perception, judgement, and action in keeping with the understanding of what is the optimal course of action. It often requires control of one's emotional reactions (the "passions") so that the universal principle of reason prevails to determine one's action. In short, **wisdom is a disposition to find the truth coupled with an optimum judgement as to what actions should be taken**

Upcoming Events

Women's Culture – September 19

Mike's Birthday - September 20

Pathwork – September 20

A Quiet Retreat – October 2-4

Men's Cultural Weekend – October 23 to 25

Community Development Weekend – Oct 30 to Nov 1

*See the pages throughout this eView for additional
announcements about our fall programs.*

The Wisdom of Community

Colette Hoff

It was with regret that we were not able to publish the eView last week or hold the Community Development weekend. We intend that the story and various perspectives will come out in this issue of the Village eView (See Mike's article on page 3 for more). Once again, I experienced a

deep appreciation for the value and wisdom of community. People working, playing, and supporting each other together.

In the meantime, as I was researching the word *wisdom*, I was introduced to a group in Eugene, OR called the **Co-Intelligence Institute**. The following is from their web site: (bolding is mine)

<http://www.co-intelligence.org/index.html>

***Together we can be wiser than any of us can be alone.
We need to know how to tap that wisdom.***

Healthy communities, institutions and societies -- perhaps even our collective survival -- depend on our ability to **organize our collective affairs more wisely**, in tune with each other and nature.

This ability to wisely organize our lives together -- all of us being wiser together than any of us could be alone -- we call *co-intelligence*. **Co-intelligence is *diverse people working really well together* in ways that make things better from a bigger picture perspective - especially in the face of challenge and change.**

In its broadest sense, co-intelligence involves accessing the wisdom of the whole on behalf of the whole.

Deep Democracy and Community Wisdom

A short popular article describing a simple theory about why a community can be wiser than an individual



This image is from a book cover, **Empowering Public Wisdom: A Practical Vision of Citizen-Led Politics** by Tom Atlee

A wise person has perspective. They can see the big picture without losing sight of the small. They can see the part without losing sight of the whole. They understand the partnerships of day and night, good and bad, the known and the unknown. They have observed how it all fits together, including their own limitations and immense ignorance - and that realization makes them humble, insightful and flexible. They are free to creatively see and respond to what's actually around them.

"God grant me the serenity to accept the things I cannot change, courage to change the things I can and wisdom to know the difference." This famous "Serenity Prayer" arises out of, and nurtures, wisdom.

Can communities be wise? Interestingly, a community of people (whether a group, a company, a town or a nation) is better equipped to be wise than an individual. This is true despite the fact most of the communities we live in or with are clearly foolish, small-minded, unconscious and/or destructive. Truly wise communities (some of which operate on millennia-old traditions) are seldom seen or publicized by our civilization, preoccupied as it is with bustling off to its own demise.

As individuals, we are inherently more limited than a community. Although we can consult books and friends and critics, in the end we are limited to our own single perspective. We are, alas, only one person, looking at the world from one place, one history, one pattern of knowing.

A community, on the other hand, can see things through many eyes, many histories, many ways of knowing. The question is whether it dismisses or creatively utilizes and integrates that diversity.

This article is continued on page 19.



The deAnguera Blog: Ocean Shores 2015



Pharaoh Kuykendahl wanted to see the ocean. Having grown up in Utah and lived on a farm in Iowa, he had never seen the ocean. He talked about wanting to go see the ocean and we wanted to show it to him. Eventually everyone at Sahale (John, Colette, Irene, Kirsten, Evelyn, Josh, Tanya, Anthony, Yako, Pharaoh and myself) all went to the ocean. We spent one night at Ocean Shores.

You can see how Pharaoh was enjoying the ocean in the left hand photo. He was ecstatic amidst the waves and roar of the ocean. This was all new to him.

Irene Perler unfurled a kite and we both practiced flying it. She took the photo on the right of me prancing in the waves along with Neddie.

Colette made a reservation for us at the Morning Glory Hotel in Ocean Shores. We got three suites. One suite had a common doorway to John and Colette's room. I shared the third suite with Pharaoh.

Since the Hotel was built perpendicular to the ocean front, we all could see it from our respective rooms.

We had dinner at the Shiloh Inn next door and watched the sun set in the ocean. Actually the sun never made it into the ocean. Instead a feathery cloud swallowed it. I know from experience that the sun seldom drops into the ocean. Usually it disappears into a line clouds.

The rooms were quiet. The hotel was soundproof from the outside. I remember a time when my folks rented a cottage in Long Beach for \$50 per week. I could hear the roaring ocean at night from my bed. Ahh....yes. An earlier time. A childhood memory, a luxury gone from the 21st century.

The last time I sat on the beach for a few hours with nothing else to do was 11 years ago on Long Beach. I was not hiking or driving anywhere else. I love hiking particularly along the coast but I also needed the timelessness of the ocean.

Going on vacation to my favorite spot with my Goodenough family was certainly a sign for me that we were becoming a family. A chosen family. The Divine is making sure I have some great times with my chosen family. Sharing vacations together along with work is one of the best ways to come together.

For me faith does not involve any kind of spiritual practice. It is trust. I am trusting that I will be lead to a good place. If I am trusting I am much more likely to listen to what my life's story is telling me. My life's story from beginning to end is a living expression of the Divine in my life. Heavenly experiences like being on the ocean are signs I am going in the right direction. The heavenly experiences will counter the difficult times in my life. A mortal lifetime includes both good and difficult experiences by design. True heaven lies in what we all share together. Just looking at the pictures and writing this article is enough to bring back the beach experience.



A nice beach collage of John, Kirsten, Colette, Tanya, and Neddie. All the elements are just right, don't you think? Could this be heaven?

From Colette;

Last Tuesday, as Mike describes, everyone living at Sahale went to the ocean for a night and day. The Sahale Home Owners (Bruce, Irene, Kirsten, John and Colette) wanted to express our gratitude for all these folks have done for Sahale this spring and summer. We had a great day at the ocean including a bit of sun. John woke up after about an hour of sleep in distress with shortness of breath and with a 911 call and the support of friends, he was taken by ambulance to Aberdeen Hospital and then Good Samaritan Hospital in Puyallup. The diagnosis was pulmonary edema. He was discharged on Sunday afternoon feeling much better and very happy to be back at Sahale. His cardiologist in Bremerton will be following John closely.

Throughout the ordeal, I have been so grateful for all the support that has come to John and me from our family and our community. Your prayers and notes have been very heart-warming and there have been many gestures of practical support as well. I can't imagine going through a medical emergency without the feeling of being well-held by so many and I feel sad for all those who don't have these resources. Community is indeed greater than the sum of its parts and expresses co- intelligence as defined by Tom Atlee.

John will share his version of this story next week.



Altogether

Kirsten Rohde

There's a little book called The Collective Yoga that I have kept around for decades now. It is a collection of conversations with Sri Aurobindo and The Mother related to the spiritual collective at Pondicherry, India. In one section they talk about how the general consciousness of a collective can go down – a “leveling process” that happens when the individuals are only acting as individuals. When the recognition of the need for a common existence became apparent then individuals needed first to each make an effort in consciousness to create a “true union, a deeper bond.”

“If everyone collaborates consciously and with goodwill, it will be done more quickly...The individual effort you may put in, instead of being merely an individual progress, will spread and have very important collective results.”

In our community we have experienced times where the general level seems to go down in spite of all our efforts. When we remember to practice joining in conversation, feeling, and activities then we can raise the collective level. For example, when we all focus on creating a great Human Relations Lab then we can feel the sense of a joined community all intending a common purpose that also supports each individual. I felt this at the Lab we just had this past August. Some of us recently had an experience of joining to support a medical response. I personally felt each of us setting aside individual needs in the service of supporting the whole.

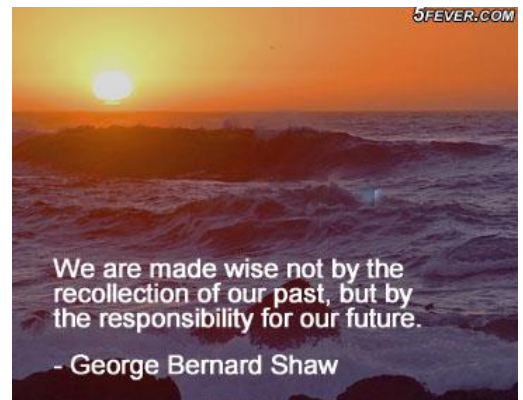
*Knowledge speaks
but wisdom listens.*

-Jimi Hendrix

I can't really find adequate words to describe the feeling of *community*. Increasingly I sense the real-ness of an entity created by all of us. I'm working on learning to join this flow and not stress about the details so much. Combining many wise moments creates a shared wisdom over time. Often when a problem arises, there is someone or several who have ideas about a solution. As our community transitions to new leadership and members in the coming years, I am encouraged by the amount of interest and support that is arising. A number of folks are coming along who wish to volunteer their skills and experiences to help create a continually updating and sustaining community into the future.

We postponed our community development weekend until the **weekend of Oct 30-Nov**

1. We need a good talk about what we want from community and what each can offer to help. How should we shape the future of the community? Many of you consider yourselves friends of the community and do contribute in many ways. So much gets done through the volunteer efforts of many. Would you seriously consider coming to our community development weekend at Sahale? **We are looking for new Board and Council members as well as filling many other roles.** Everyone doing a small part will make the difference in the continuation of this work. If you love Lab, Sahale, any of our offerings, please bring your wisdom and join in the energy for the future of our community.



COLLABORATIVE INTELLIGENCE means finding and working with all the available allies and cooperative forces around us--and there are many. There are always energies, both existing and potential, with which we can fruitfully align--even within the hearts of adversaries and within the problems we face. Working with one another, with nature, and with the natural tendencies in us and the world, we can accomplish more with less, and enjoy it more. Rather than asking, 'What can I get from this land, or person?' we can ask, 'What does this person, or land, have to give if I cooperate with them?' ... Everything is a positive resource; it is up to us to work out how we may use it as such.

Bill Mollison

Permaculture: A Practical Guide for a Sustainable Future (Island Press, 1990)

WISDOM means seeing beyond immediate appearances and acting with greater understanding to affirm the life and development of all involved. It involves balance, mystery and tolerance of ambiguity and change. The expanded perspective that accompanies wisdom fosters wonder, humility, compassion and humor.

Co-Intelligence web site

Let's help Mike know of our appreciation of who he is

Sunday, September 20:
A Celebration of
Mike deAnguera's 60th Birthday!

4:00 pm

At the Community Center
3610 SW Barton St.

A brief program
Food and beverages



An Opportunity to Serve

This is an annual Community event brought on by the promise of the fall rains.

On the weekend of **September 25 to 27**, we will be taking down the big white tent at Sahale. Our schedule will be similar to the past: On Friday, **about 10 AM**, we will begin the take-down process. Depending on the weather and how many able bodies we have on Friday, we should have the roof frame on the ground and the side curtains wiped down and ready to store. On Saturday, I also hope you can join the party at 10 AM when we will complete the process. You are welcome to come out to Sahale on Friday night if you can't come out on Thursday night.

As usual, we expect that we will eat well and have great "happy hours." Please let Norm Peck shkwavrydr@aol.com know if you can join in.



OPPORTUNITIES for the upcoming programmatic season

Themes for Future eViews:
September 23: Wisdom, continued
September 30: Faith

September is the start of a new programmatic year in the Goodenough Community. The following events and on-going programs are intended to enable connection and continue the work of human development. You may also find additional dates for programs and events on the last two pages of this eView.

□ **Pathwork: A New Season Begins, Sunday, September 20**

On Sunday September 20, at 7:00 p.m. we invite all interested to participate in a “**Pathwork Process**,” a process of sharing our own faith journeys and problems with development. The focus is on what is happening in our lives now and not on an earlier history. It is a process in which we **coach each other** and elicit insights from those who have done psychological and relational work with themselves. John and Colette Hoff have been asked to provide leadership and to resource us thematically. **John and Colette would each welcome meeting with anyone interested in attending.** Email hoff@goodenough.org to RSVP. Pathwork meets at the Community Center at 3610 SW Barton Street in Seattle. You are welcome even if you are just a little curious!

□ **Meditation is Not Day Dreaming: A Quiet Retreat**

On the weekend of **October 2 to 4, 2015**, we will be presenting a weekend to support your spiritual practices. We will be reviewing elements of spiritual practice with an emphasis on the importance of quieting the mind. A variety of meditation experiences will be offered, including walking, small groups, individual, observing the natural world as well as the use of quiet and rest.

You might want to attend this workshop if:

- You are carrying a burden in life,
- You are worried about something in your future
- You are working with your emotional life
- You carry tension and stress
- You desire to learn to meditate
- You appreciate group meditation



John and Colette Hoff are offering this workshop; John has taught meditation for decades and Colette is requesting John to bring his knowledge about meditation and prayer to this workshop. Participants will be invited to imagine a more serious and spiritual life for themselves.

The workshop will be held at Sahale Learning Center beginning at 6:30 p.m. Friday evening, October 2, and concludes at 3:00 pm on Sunday, October 4. While there is a sliding

scale, the suggested donation for the workshop is \$200.00 which includes room and board and learning materials. This event is sponsored by Convocation: A Church and Ministry, an interfaith Church that supports the work of the Goodenough Community.

☐ **A Relationship Group**

Beginning on **Tuesday, September 30 at 7:30 p.m.**,

Meets at the Community Center, 3610 SW Barton Street, Seattle

This group is intended for **anyone** (being in a couple is not required) seeking to improve relational abilities and deal with old attitudes about relating. There will be an intellectual exploration of the nature of relationship and the skills required. The interactions of the group are a source of learning and improves skills.

Let us know (John and Colette Hoff hoff@goodenough.org) that you are interested in a relational / educational counseling approach to personal development.

☐ **Creativity Weekends at Sahale**

Kirsten Rohde

At the Human Relations Lab this year there was much enthusiasm about finding more times to get together and explore creativity – music, art, movement, poetry, drama, writing, quilting, and more. Musicians are especially eager to get together; artists and quilters enjoy the company and sharing with each other, as examples. Personally, I want to learn, again, to play my violin with others and I love doing art with others. (I also have a shy interest in learning to write and recite poetry.)

Therefore, we have scheduled three weekends in the fall at Sahale for *anyone* to join in a creative time together. A donation to help with the cost of food is suggested.

Here are the weekend dates:

- ☐ September 25-27
- ☐ October 9-11
- ☐ November 13-15

Please contact me for more information or to RSVP about any of these weekends.

krohde14@outlook.com

206-719-5364



Save this date: A major decade birthday

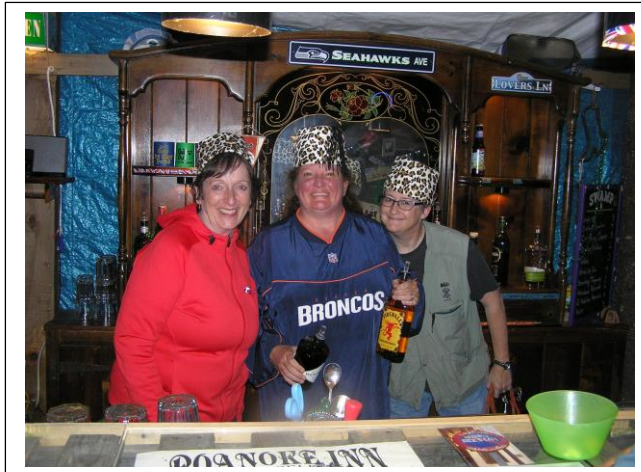
November 15: Celebrating 80 years with Jim Tocher
Community Center, 3610 SW Barton St. Seattle



Mike's blog written **September 9**, is a good description of Labor Day weekend activities at Sahale.



The deAnguera Blog: Labor Day Weekend 2015



Sahale is probably the only place in the country where people actually enjoyed working on Labor Day. Just look at the cheerful faces of Elizabeth, Draí, and Pam as they served us at the Swamp. Each is wearing a fez. Can you imagine having fun working? Most people can't.

Norm Peck in the left hand photo is showing a lot of the work done over the weekend. I spent many hours today helping Tanya, Evelyn, Josh, Pharaoh, Yako, Jenny and John Schindler (Draí's partner) move logs and brush from over 30 cut down trees. That was very hard work but we helped each other. In this way our work resembled the way work was done in tribal societies. Tribal people looked out for each other and nobody had to work too hard. We had thirty guests for the weekend.

I share with the interns a working life on the margins. We are able to fit in because we take advantage of marginal opportunities. We love working at Sahale which is also our home. The vision each of us has for Sahale is the most important ingredient. We have what we need.

In the outside world labor and management often engage in a bitter struggle over wages. Labor Day was set aside to honor us working folks and hopefully get authorities to act on our behalf. This didn't always happen and it seems laboring folks are losing ground as machines and cheaper labor elsewhere replaces them.

Labor Day reminds us to stand up for what is rightfully ours. That's going to take increasing stamina in the coming years. Why would anyone want to work on Labor Day?

We at Sahale represent how people should work and have fun together. Sahale is a living demonstration of how work should be done in the world at large.

Our work is part of our life together. It is how we get to practice what we learned at the Human Relations Lab. We are very conscious of how we relate to each other. Nobody is back biting anybody else. We trust each other.

We also played together. Sunday night was Train Dominoes and we played until a little after 12 midnight. We do need to practice for our Tran Dominoes Tournament on New Year's Eve. I only won once.

I doubt most working folks have any kind of community at their workplaces. They are forced to compete with each other if they wish to advance their careers. One wonders if they know how to have fun together.

For me career life was often psychologically and physically draining. In the evening I came home to a place where I had no friends. By contrast I can feel proud of the work I do out at Sahale and it feeds me. The Divine intended for this place to be my home.

Wisdom can only consist of what the Divine shares with me. I have to be open in order for this sharing to occur. I learn what the Divine has in mind for me by examining my life's path. When I appreciate the good things set before me that's when I develop trust which is where I become wise.



Elizabeth's Birthday. Colette does the honor of lighting her cake. Those sparkler candles proved hard to blow out.

More from Labor Day at Sahale

Here Draí is picking grapes





Nest step, sorting and juicing. Joan was a champion and sorted many pans full of grapes.



Theresa and Draí preparing the juicer.
Theresa Jacobson operated the juicer and made over 10 gallons in a day and a half. We had a bigger harvest than other years and the total is around 22 gallons!

In addition to all of the above activities over Labor Day weekend, many forms of creativity were expressed from meals to entertainment in the Swamp. Hal Smith made shelving for the Weavery.

A new project emerged which will help make Sahale more visible: a paper flyer describing Sahale that will be a piece to hand to anyone interested. A flyer describing Sahale as a venue for weddings and most exciting is a new web presence for Sahale. It is just a few tweaks away from public view. We are grateful to Draí Turner for her creativity and for sharing her craft with the Goodenough Community.

News from Members and Friends

By Elizabeth Jarrett-Jefferson

Our thoughts and prayers are with Irene and Bruce Perler as her mother, Becky, is declining from her difficult cancer.

Birthdays & Anniversaries

- **Happy belated birthday, Claudia Fitch – September 11**
- **Happy birthday, Bruce Perler – Sep 22**
- **Happy birthday, Pharoah Kukendall – September 23**
- **Happy 60th Birthday, Mike DeAngera – September 23 [read elsewhere in the eView about a party planned for Mike – you're invited!]**



COWBOY WORDS OF WISDOM

Never kick a fresh turd on a hot day.



Always drink upstream from the herd.



Never drop your gun to hug a grizzly.



The quickest way to double your money is to fold it in half and put it back in your pocket.



Never miss a good chance to shut up.



Trust everyone,
but always cut the cards.



There are 2 theories to arguin' with a woman. Neither one works.



Don't be all hat and no cattle.



Never squat while wearing spurs.

IT IS HARD TO BE A WOMEN

YOU MUST THINK LIKE A MAN,
ACT LIKE A LADY,
LOOK LIKE A YOUNG GIRL,
AND WORK LIKE A HORSE

STOP FUSSING OVER
THINGS YOU CANNOT
CHANGE. THERE IS A
SOLUTION FOR EVERY
PROBLEM, AND WISDOM
FOR EVERY DECISION.

www.kymariemcewan.com

Cultural Programs & Events in 2015

For the Goodenough Community, cultural life is an arena for creative expression. All programs and events are open to the public. We welcome your interest and participation.

Over thousands of years human communities have organized not only their work life but also their relational and cultural life. The Goodenough Community organizes its cultural life around encouraging human development—through our programs for men, women, committed couples, families and around age groupings. Cultural programs usually encourage maturity, responsibility, and the development of valued relationships. Some of our programs bring everyone together with a seasonal emphasis. Following, are program offerings for the next period on our calendar.

“Community is a word that captures the fullness and wholeness of humans together.”

■ Colette Hoff

Programs & Events:

Third Age Gatherings	Women’s Culture
The Conscious Couples Network	Human Relations laboratory
Family Enrichment Network	Sahale Summer Camp
The Men’s Culture	True Holidays Celebration

Women’s Culture



Hollis Guill Ryan

In September we began a new year in the women’s culture, a year of exploring our journeys as women on “The Path of Freedom.”

As is our custom when we gather as women, we will take time for inward reflection, we will share stories, we will give nurture and receive comfort. We will sing and stretch and share lunch. Our gatherings are informal and welcoming. Over the programmatic year, each gathering builds on the preceding ones yet each is discrete. We encourage you to attend as many as you can, but it is not necessary to attend them all. We invite all women who enjoy the company of women to join us as we learn, practice, and grow in our journey.

Fall dates include: Saturday, September 19; October 24; and November 24.

Come join us this Saturday!

Third Age Gathering

Joan Valles

The Third Age group is for older adults, approximately age 60 and older, who are interested in exploring the issues of living well while aging and supporting each other in this “third stage” of life.

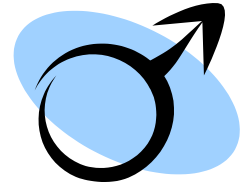
October 23, and November 20 are the remaining 2015 dates.



Third Agers will meet at the Community Center in West Seattle. Gatherings start at 6 PM with potluck supper. An RSVP is always helpful – either by phoning Joan at 206-763-2258 or by emailing me at joanvalles70@yahoo.com

Men's Program

Theme: Friendship among Men



The men of the Goodenough Community have for years had a program in which they can support and educate each other on ideals of men around the world. We deal with such questions as “are there characteristics of sound maleness that should be lifted up and taught to other generations of men?” The Goodenough Community has always thought so and we have several programs a year where we lift up ideals and goals for our lives as men. Bruce Perler is currently the spokesperson for our men's group and here is an announcement from him about a planned weekend this fall. -JLH

Men's Gathering Weekend at Sahale - Save the Date, Friday October 23 to 25

Mark your calendars for **October 23 - 25**, Friday evening through Sunday afternoon and consider men friends of yours you'd like to invite. We'll be continuing with the theme from Lab 2015; The Path from Stuckness to Freedom.

Personally I'm finding this is an excellent focus for my own development work as a man.

Please join me for a weekend of good conversation, work together time and enjoying the beauty of Sahale in the fall.

Warmly,

Bruce Perler

RSVP to bruce_perler@hotmail.com



Save the date

True Holidays Celebration

Saturday, December 5, 2015

This event has more than 25 years of history and is held early in the holiday season in order to deepen and enrich the winter holidays for people of all faith traditions. This interfaith celebration will again be at the **Mercer Island Congregational Church** and begins at **6:00pm**

Kirsten Babde will be our host and guide

Mark your calendars for Lab 2016!

The Human Relations Laboratory

August 7 to 13, 2016

Sahale Learning Center

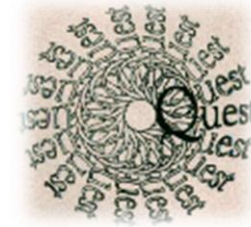
On the Kitsap Peninsula near Belfair

www.goodenough.org (360) 275-3957



Quest: A Counseling and Healing Center

Our belief is that mental and emotional health is a prerequisite for spiritual well-being, collaboration, and the expression of compassion. Quest's counseling and education programs, open to all interested individuals, focus on empowering individuals, couples, and family groups to be happier and be more effective in relationships.



Call John (206 963-4738), Colette (206-755 8404) or Colette and John at Sahale – 360 275-3957.

Currently, John and Colette are now visiting with clients at the new community center, 3610 SW Barton Street, Seattle 98106 as well as Sahale.

Deep Democracy and Community Wisdom, continued from page 3

Communities are wise to the extent they use diversity well. The wisest know that every viewpoint represents a part of the truth, and that it is through the cooperative, creative interplay of viewpoints that the wisest, most comprehensive and powerful truths emerge. So they engage in that interplay, that dialogue - a creative controversy or consensus process that winds its way to wise public judgment.

The best government is that government which enables communities to do this - to nurture and utilize their wisdom and resources - especially their diversity - in such a way that they require less and less government.

A community that can manage itself in a wise and sustainable manner is one that has mastered democracy. They know they can't depend on leaders (from dictators to saviours, from representatives to experts) to do things for them. They know that democratic citizens and leaders work best in partnership with each other, co-creating each other's power. They know that leaders must be seen as living extensions of their own will and wisdom, which must be kept active. They know that passive "followership" abandons leaders, deprives them of the wisdom and creativity of the community, and opens them up to the corruptions of alienated power.

A democratic community grows beyond dependence and paternalism. In a sense, the more democratic a society is, the more it has "come of age." Movements for democracy might even be seen as the maturation process of a culture. A mature society knows how to handle itself in dynamic context with others, drawing on its inner resources (its diverse members) and relating responsively and creatively with its environment.

The more it knows how to nurture and use the rich diversity of individual views and capabilities within it, the more wise (and democratic) a society will be. It will resist small-minded leadership and even the dictatorship of the majority. It will cherish dissent as a wise individual cherishes doubt - as a door to deeper understanding.

However, as we all know, it is not easy to do something creative with diverse opinions and experiences. It's much easier to settle for lowest-common-denominator agreements, press for (or give in to) one-sided decisions, or enforce thoughtless compliance. But a wise, democratic society knows that such approaches inevitably overlook important factors and result in poor decisions. A public rush to judgement is comparable to an individual jumping to conclusions. In the long run, it only makes things worse.

So a major activity of a democratic community is developing the skills, procedures, and attitudes needed for people to jointly create with their diversity. As more people become artists with these democratic tools, the community's thinking becomes more wise, their collective behavior more intelligent and successful.

In this process, communities leave domination and fragmentation (alienated individualism) behind. Those dysfunctional approaches arise from a false dichotomy between the individual and the group. In fact, individuality and community are two facets of the same thing - our alive humanity. Individuals and communities can only be whole and healthy when they nurture each other. This is the lesson of deep democracy.

Through building creative partnerships among empowered, deeply unique individuals and groups, deep democracy enables real community wisdom to emerge. Peace, justice and fruitful, sustainable lives are natural concomitants of this process.

Just as a healthy body contains a deep wisdom that enables it to heal itself and to go about its daily business with energy and intelligence, so does a deeply democratic society resonate with the creative, healing wisdom of the body politic.

A note on leadership and governance:

Good leadership is not a matter of getting everyone to follow you. Good leadership is helping the group or community make the best out of each individual's contribution. A good leader organizes or catalyzes a partnership of thought and action that cultivates and harvests each member's unique contribution for collective understanding and success. The best leaders are

like the best teachers and parents: They enable their groups to independently nurture and utilize their wisdom and resources.

Thus we find, as Rajesh Tandon, co-ordinator of India's Society for Participatory Research in Asia (PRIA), says: "The appropriate role of the state is to create enabling conditions for civil society to manage the public affairs of the community." (Tranet #77, 7/92)

