

The Village eView

October 11, 2017

Colette Hoff, Editor

Coming Up:

Community Visioning, Oct 20 to 22

Third Age, November 3, 7:00 PM

Women's Gathering, November 4

Pathwork, November 5

Council, November 6

October 20 to 22, 2017, Vision Our Community Into the Future

Colette Hoff

The Goodenough Community has “suffered” many transitions in its history. I remember the Winter and Spring of 1998 and facilitating the Transition Team. In 2013, we adapted Project Renaissance to work with retiring our founder, John L. Hoff and prepare for the next phase of life in the community with Colette Hoff in facilitating leadership of the community. In 2014, the Hoffes moved (after 35 years) from the Community Center in Seattle to Sahale Learning Center and for 6 months the community was homeless. The Community Center at Barton St. in West Seattle became our in-town home and is serving us well. These are just a few of the transitions we have managed together through many years.

Now, October 2017, we are ready for the next phase of our community's development.

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

Please consider joining this initiative. If you can't come to our weekend, write your thoughts to krohde14@outlook.com or hoff@goodenough.org.

As we prepare to collect new visions and ideas, I think it is important to review some of what we have learned from the past and included is an article written by John L. Hoff. Much of what John wrote can be applicable NOW. John's article is followed by a quote offered by Kirsten in 2013. And fundamental to any change is holding to values; included in this eView is the community covenant where values and virtues are foundational. You will also read about activities of men's and women's cultural activities. Mike DeAnguera gives his experience of transition. Celebrated for over 30 years, the True Holidays Celebration is a key annual event for the Goodenough Community so please save the date!

Bruce Perler shares his experience at the West Coast Communities Conference. Bruce returned with an exciting sense of the role of the Goodenough Community with the global communitarian movement through the Global EcoVillage Network.

An article from Prosci Solutions details steps important to consider from an organizational perspective is also included at the end of this eView on page



Transition: An Approach to Managing Change

John L. Hoff

Much has been written about transition. Perhaps William Bridges's book of the name is the most practical for an individual person who is facing changes in their life. An entire field of human endeavor has been created within the business world as a response to management change: Organizational development is a method for planning changes within organizations. Since change is happening all the time, William Bridges suggests that transition is like creating a parenthesis in which you define the changes that are going to be focused on.

The focus of our transition is leadership because I am retiring after being the key leader in this community for about 35 years. I have encouraged a certain understanding of community and a cluster of programs around which community has been formed. It is natural for the organization to review what has been and how well it has worked as a first step in considering future changes. Here are the organizational aspects that I think must be focused upon in this transition:

1. The purpose of community in our lives.

This involves looking at both ancient (indigenous) forms of community and current needs for community in the general population. For instance, families are quite dependent on community, and therefore each school becomes a form of community. What are the needs for learning, for guidance, and for support?



2. **The organizational model of community.**

The model is developed to accomplish the purpose yet usually identifies several methods by which the purpose is furthered. For instance, the model that I have taught from European history has three levels:

The **foundational level** is a concern for human development from pre- birth to aging and death.

A **second level** of the model focuses on the relationships necessary to accomplish the task of human development in all ages and stages of life.

A **third level** has to do with designing a culture that civilizes and develops individuals through the whole journey of life. Culture usually clarifies the values and goals most operative in the community.

Another level of the model deals with the organization of life so that work gets done, an economy is created, and shared concerns can be addressed. This organized process also organizes each of the three levels. For instance, there are “focal persons” that resource human development, relational guidance, and cultural programs.

3. **A shared understanding of leadership is vital.**

There is a leadership that is better referred to as “management.” There is also a leadership that is best thought of as consultation or education. There is a leadership that is called “coordination.” There is a leadership that is described as “supervision.” There is also leadership that is described as primarily “inspirational” or “motivational.” **A community utilizes all these kinds of leadership and tries to use each kind of leadership in appropriate ways.**

Colette and I have offered leadership and trained others to lead in all of the ways just mentioned. It will be important to identify the kinds of leadership we need and the kinds of leadership we have present in our situation. We will be matching leaders with tasks and matching resources with needs.

4. The wise utilization of our seasoned leaders, which includes the Hoffs, is crucial because it is a characteristic of the organizational process to be respectful of history and precedent in planning futures.

As we seek leadership and attempt to motivate new people to lead in our organizations we need to remember that leadership in this community is done for the purpose of one’s human development as well as being offered as a service to the good of all. **We are looking for people who want to learn from their leading and desire to be a part of a learning/training community that is coaching each other as leaders.**



Kirsten offered the following quote during the annual weekend of 2013.

Every soul has to withstand great pressure and to be well-tested. Supposing the Master called upon you to do an important piece of work which was going to involve many souls; and supposing you had not been tested and proved? It is possible that you would break down under the stress of the work. We are telling you this in order to help you in your endeavors to follow the path of light with all its testings and disappointments. ~ White Eagle



Our Covenant

As a friend of the Goodenough Community,

I commit to being the best version of my self:

By entering fully into life's experiences;

By giving myself fully to the process of transformation through the expression of love;

By trusting the good intentions of each one of us;

By relating to others with respect and acceptance;

By making and keeping agreements with great care;

By being constant through conflict;

By honoring leadership in others as a method to develop the leader in myself;

By taking responsibility for my unique and significant role in the world;

By acknowledging the inner and interconnectedness of all creation, thus being safe and at home in the universe.

So be it!



West Coast Community's Conference 2017

Bruce Perler

I've attended a few regional gatherings, more in the last 10 years; [Northwest Permaculture Convergence](#), [Northwest Intentional Communities Assoc.](#) and this one the [WCCC](#), now in its third year. The national level communities conference has been going on since the 80s but, only since 2015 has there been a West Coast specific gathering. After attending the first WCCC in 2015, I wrote for the eView and expressed my sense of commitment, as a long time member in one of the country's elder communities, to attend these regional conferences. My commitment, though it stretches me, is worth so much more.



Elias picked me up at John Wayne airport then took me to a beautiful condo in Laguna Hills. A friend of his mother's was out of town and offered us the place. The next morning, after searching out a local Kona Loa Coffee, we drove the hour or so to Escondido and the site of the conference, Terra Madre, just a few minutes into the mountains from downtown. We were on



time for Elias, a volunteer at the event, but early for me so I took the time to walk the grounds and take pictures of the splendor of the ecovillage and gardens. This was to be Terra Madre's first large scale, multi-day event. They hosted us amazingly well with only a few inconveniences which the

incredible food more than made up for.





As Friday turned to evening, people from far and near began to show up at the event; cars, campers, tents and lots of buzz filled Terra Madre over the next several hours.

David, the lead gardner took us on a tour of his magical and diverse gardens. Almost everything was edible, except for those odd purple flowers. Below David explains how Dragon Fruit must be trellised to create the conditions for fruiting.

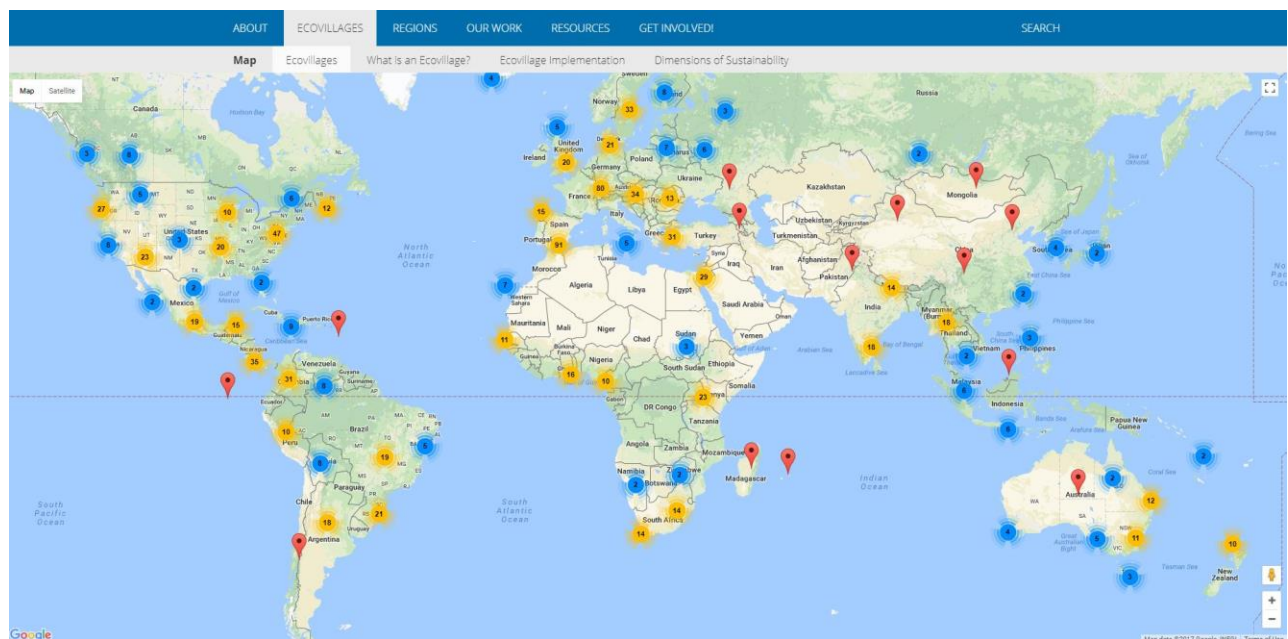
Friday after supper, we all gathered in the main presentation space, outdoors near two huge oak trees, where Sky Blue, of Twin Oaks and Diana Leafe Christian, of Earth Haven, gave the opening presentations; "Why Do Intentional Communities



Matter?" and a slideshow of international ecovillages. I already knew my efforts to attend were to be well rewarded.

The schedule of workshops and gatherings had quite a range and, I was there to focus on the business and governance of community. I attended several panel discussions and presentations over the weekend; [How to do Healthy Community](#), [The Making and Thriving of LA Evovillage](#), [Financing your Community](#), [Introduction to Sociocracy](#), and [Places as Facilitation of Social Connection](#). Of the presentations and talks I joined, it was the ones by Diana Christian that had the most meaning for me. Her presentation on the activist face of community as global healer, and, the now well tested governance model, **Sociocracy**, were particularly compelling.

The presentation on communities as humanitarian and ecological activism really got my attention. I'd seen stories about and witnessed other's enthusiasm for the [Global EcoVillage Network](#), but had not understood the scope of positive impact they are having around the globe. Communities of all types and traditional villages on most continents are being supported by the network. Inventions, solutions, experiments and restorations of the natural world exemplify the work of the network. As a resident and advocate for ecovillages and friend of our Sahale, I'm certain we belong in this network, walking arm-in-arm with the hundreds of others around the planet.



Some of the questions in the back of my mind while attending the conference were about governance, decision making and models others' use. While attending Diana's introduction to **Sociocracy** I found myself having strong feelings of rightness and more energy than I was comfortable sitting with. I stood and added to the high energy in the space where Diana was presenting, by now known to her as the representative for the long time and well- respected Goodenough Community (GEC).

In my years with the GEC, one of the more difficult types of experiences I've had seems to stem from our adherence to our home-grown governance and decision making model. As a founder type community, we've benefitted greatly from John and Colette Hoff's vision and energy for a sustainable future and, the work of creating this and passing it forward to a next generation relies on our being flexible and creative with our approaches. I've observed, over the past decade or so, a number of enthusiastic outsiders interested to join us and our work of development; building, outreach, web presence, etc. Some of these people ended up moving on, unable to easily join our process. This experience had left me with questions about our approach. We don't seem to need to change much about all that's good about the GEC, just this thing about how we make decisions and manage our projects. We needed something that was more transparent, more recognizable, and more teachable. What if Sociocracy is it for us too?

My energy and curiosity had me talking with Diana after her presentation. She first asked about John and Colette, their health and about our transition from a founder based community to something next. As I spoke with her, I began to see more why she seems so well loved and respected by the communities movement. She's bright, energetic and full of passion for community and she doesn't mince words. She spoke of her west coast presentation tour and her interest to come to Sahale to meet the Hoff's and see our ecovillage. As we talked more I could see how we'd be partnering to put on a communities training weekend, in collaboration with NICA, offering Sociocracy to our region and ourselves. And, she reminds that Sociocracy is to be engaged as an experiment, a process to be taken on with great care over a couple years, studied in its essential form and applied as learning and transformation to a community's systems.



That night, after another amazing supper of homemade burritos and local salad, a bunch of attendees gathered around the fire to sing songs lead by any who had songs to share. What a wonderful way to wrap up the day. I drifted off to sleep in a shared yurt with a dozen others, my dreams filled with images from the day and of our potential as a point of light in the global network.

After breakfast and a couple lighter weight workshop on Sunday we set about to clean up camp; tents down, beds rolled and cars packed. The final gathering, a circle under the huge oaks in the central plaza, was touching and full of appreciations. There's more to my visit than I've written here and, these are the highlights. My commitment to attend and participate in the larger movement is clearer than ever and my hopes for an even more vibrant Goodenough Community and Sahale Ecovillage warm my heart and brighten my mind. Community truly is a labor of love - the hardest work I'll ever enjoy and the most meaningful purpose I can imagine.



Save these Dates!

True Holidays - Dec 2:

We invite you to The Goodenough Community's **True Holidays** celebration this year on **Saturday, December 2** from 6 to 11 PM, at the Mercer Island Congregational Church. Please save the date – and watch the eView and your email for more information to come.



The True Holidays party is a fun and family-friendly community event that has become an annual tradition for many, including those beyond the Goodenough Community. For more information, contact Kirsten Rohde, krohde14@outlook.com

During the evening, we will have the chance to reflect on the kind of holiday season we'd like to have as well as being able to spend time with friends, co-workers, and families (all in one place!) There are planned activities for children, plus food, libations, and a fun silent auction.

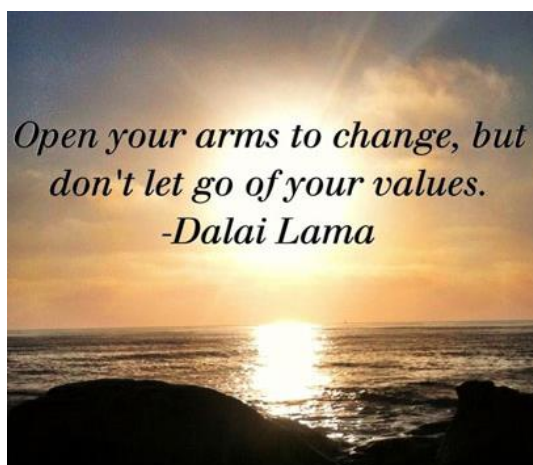
**This year we are again happy to be led in contra dancing
by Sherri Nevins and her musician friends!**

Winter Solstice Bus Trip - Saturday, Dec 16



With your friends and family, enjoy this day-long journey that embraces the longest night of the year. We will board a chartered bus and travel over Snoqualmie and Blewett Passes to the beautiful Bavarian Christmas village of Leavenworth and to Eagle Creek Ranch, just outside of Leavenworth, where a horse-drawn sleigh ride awaits us, followed by a buffet dinner. [Please register with](#)

[Elizabeth now](#) Additional information coming soon.



On the Path toward Peace of Mind

Hollis Guill Ryan



All that I am is the result of what I think.

attributed to the Buddha

As a group of more than a dozen women came together in October, we agreed to be willing to be open-hearted and open-minded. In particular, we agreed to be open to learning how we can use our minds to change our brain.

Brain science tells us that replacing old, negative thoughts with new and more positive thoughts begins to physically change the brain, causing us to become more habitually positive. We can choose to change the damaging stories we have told ourselves, disconnecting our habitual responses of shame, guilt, anger, and other emotions. As we remind ourselves that we are human and as we forgive ourselves for mistakes we made, “over time our new thinking will affect the neural structure of our brain, synapse by synapse” [*Parabola*, Summer 2017].

We learned that there are 4 steps to changing our minds and thus our brains:

1. Open our minds to alternative ways of thinking about life—and we agreed to do that throughout our day together.
2. Recognize the importance of attention—which we each experienced for ourselves as we meditated on the contents of our minds.
3. Uncover our habitual ways of thinking and acting.
4. Give up the habit of criticizing ourselves [from *Parabola*, Summer 2017].

The concepts caught fire among us, and we enjoyed animated discussions, first in small groups and then in the whole group. Some of the insights that were captured and reported included:

- Attending to my mind shows me that I have many parts of me, each trying to control my life, my thoughts, my behavior. Some of these parts are not friendly to me. And none of these *parts* is my *whole* self or my essence. They are only parts, and I must not let them be in control of my larger self or of my life.
- Living in positivity is not the same as glossing over genuine unhappiness. It is possible, for example, to grieve and still be in positivity.
- My good moods and my bad moods, my anxiety and my depression are all the result of the way I think. It is possible to change the way I think about myself. I can sleuth out my attacks on myself. I can re-think those thoughts, replacing each self-attack with self-compassion and forgiveness. I trust that this practice of changing my thoughts will change my brain, and change my life.

We ended with a reading from “What *Is* Positivity?” (Barbara Fredrickson):

... whether you experience positivity or not depends vitally on how you think. Positive emotions—like all emotions—arise from how you interpret events and ideas as they unfold. ... We all have the power to turn positivity on and off for ourselves.

Our next gathering of women is Saturday, November 4, from 10:00 a.m. to 2:00 p.m. It is open to any woman who is interested in learning about who she is, how her mind works, and how she can become the best possible version of herself—all in the company of other heartfelt, thoughtful women. For more information, send an email to Hollis Ryan: hollisr@comcast.net.



Men's Weekend – Fall 2017

Bruce Perler

Oh, and the weather! We were way blessed as the crew for our annual event tent take down. Friday afternoon, in a heck of a southerly blow, we pulled down, cleaned and bagged the side curtains. Slowed by the wind on Friday, Saturday was going to be a full day.

Amazing clam chowder, created by our favorite Cookie, Tod Ransdell, greeted all who arrived that evening. After supper, as is our custom, we gathered in the living room for some circle time. I like to start us out with game-like conversation on a Friday evening. This time we each took a few minutes of individual reflection then shared something we were feeling good about in our lives, followed by something that was difficult. It's not right to share anything but my own experience, left nut rule ya know. I can only say that my heart was warmed as everyone spoke up, filling the room with short stories of real life, open, honest and willing to be seen. I know it's a good conversation when, after we close the circle, everyone stays in the room.

Saturday morning, we began the real work, starting with gathering as a crew under Norm Peck's lead. We began with a circle for some stretching and orientation to the work of the day. We've been working on all sorts of projects together for more than 25 years and, working with our event tent has a higher level of risk-of-injury so, our rule about following carefully the one leader gets explained for all to understand.



Some things are best done by hand.



Lowering the tent is an all-hands task. Each side raised with special jacks then, one by one, we remove the support posts.



Most good projects of any size need a safety committee and ours is top notch.



Like the side curtains, the roof panels need to be washed with vinegar water, then dried, folded and bagged.



The rest is a careful process of disassembly; eaves, hips, braces, rafters and finally the peak.



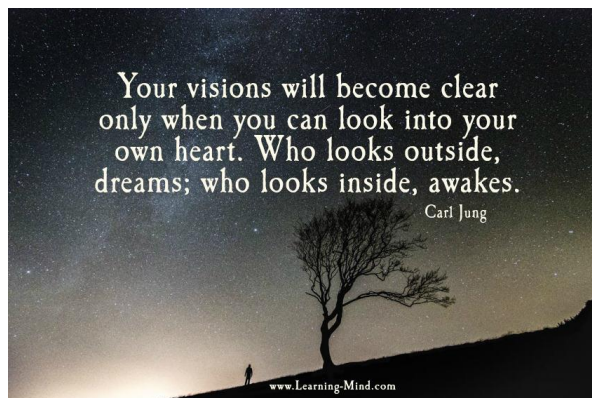
We're not complete till the floor is up and stowed, the chips raked and tarped, our supervisor's "job well done" and release to happy hour. Even Ned was ready.



All of the tent pieces get carefully tucked away in our Log Building, an amazing home turned storage shed, built in the mid 1940s. Watch out for the spiders when sliding the frame pieces into the crawlspace racks.

That evening after a meal of burgers we hung out by the firepit or watched the football games. I did a little of each.

Sunday we often circle up after breakfast; sourdough pancakes, short order eggs and sausage. Thank you Philly B! Our work done, we've time to reflect on the tasks and conversation of the weekend. Of the themes that came out of our circle on Friday evening, I noticed *practice* as one that tied all of our stories together. So, after some warm-up activities, I invited the group to talk about our *practice* as individuals and what we're appreciating and learning. Our sharing ranged across all of the areas and stages of a man's life and was touching to me for its honesty and congruity. Afterwards, one of the younger men spoke up about how much he appreciated hearing about other's practice, especially from the men with careers and family - full lives. It was a wonderful underlining of the value of an intergenerational men's circle. And fine reminder that ours, is good enough.



Co-Creating Our Community into the Future, October 20 to 22

Colette Hoff

The Goodenough Community, founded in 1981, has proven its effectiveness and longevity as an organization. **We are inviting you to join the Community Council on October 20 to 22 at Sahale Learning Center** with the intention to sharpen our focus toward the future and renew organizational goals and objectives. The Community Council feels this weekend is important to precede the **Friends of Sahale weekend January 12 to 14**. Sahale, sponsored by the Goodenough Community, is one aspect of the work of the whole community.



This year at Lab, we learned how much more effective it is to work in teams rather than alone. No one person can decide community goals, but together we can generate the creative energies needed. This weekend is open to anyone interested and being a member of Council is

not necessary. Please RSVP by emailing elizabeth.ann.jarrett@gmail.com By the way, Pathwork will not meet on October 22 due to this weekend.



Save the date!

Third Annual Friends of Sahale weekend January 12-14, 2018

Kirsten Rohde

In 2016, the Council of the Goodenough Community decided that all that happens at Sahale, including visioning and planning, would best be reviewed by the group of people most connected to Sahale – residents, volunteers, frequent visitors, and other community members. We termed this group, “Friends of Sahale” and had our first weekend at Sahale in January of 2016. A second weekend followed in January of 2017. We will be holding our third weekend this coming January and all are invited who have an interest in the life and future of Sahale.

These weekends are a time for appreciation and celebration, brainstorming and dreaming. We learn together about strategic planning, the art of discussion and decision, and the value of appreciating what we have accomplished. At the first weekend we reviewed the activities of the past year, roles, goals, projects and accomplishments. We looked at finances and had our first of many conversations about the future of the aging white tent. We reviewed aspects of Sahale including the retreat business, the forming Home Owners Association, and the EcoVillage residents and projects. The need for structural improvements and funding these was a major topic of discussion and a list of possible upgrades was created to be forwarded to the community annual meeting in March.

In 2017 we worked on goals and objectives for Sahale, thinking many years into the future. The Capital Campaign fundraising for Sahale improvements and the status of several of the projects was reviewed. Three ongoing teams are working on:

- Aesthetic, including safety, accessibility,
- Land Stewardship;
- Infrastructure and building projects.

The financial report was very positive for Sahale with an emphasis on the ongoing need to **expand** the number of people who are making monthly contributions to support a major Sahale expense: the mortgage.

Please consider coming to this year's Friends of Sahale weekend. This weekend is an invaluable opportunity to share reflections, ideas, creativity and dreams; help with planning and visioning, work in groups to strategize ways to accomplish goals, enjoy each other's company, and share many appreciations.



Pathwork

Joan Valles

Pathwork, a program of Convocation: A Church and Ministry, meets from 7 to 9:30 p.m. on alternate Sundays as an interfaith circle of practice under the leadership of Colette Hoff.

This autumn the Pathwork circle is going to continue working with Lab, partially drawing upon the work of Rick Hanson and his book, *Buddha's Brain*. **Anyone who is interested in continuing work begun at Lab or anyone wishing to explore the idea of using your brain to change your mind and move beyond habitual patterns is invited to join.** You need not have attended Lab to participate. For those who attended it's an opportunity to enhance the experience; for those who did not, it's an opportunity to learn about this transformative work.

The next Pathwork circle gathering is on September 24, with subsequent dates Nov. 5 and 19, and Dec. 3 and 17 in the Community Center in West Seattle. Check the eView for confirmation of these dates or possible changes. For additional information, contact Colette (hoff@goodenough.org).



The deAnguera Blog: Transitions – Taking Down the Tent



Summer always comes to an end. Always. The days get colder. We are transitioning between summer and fall. The major way we mark this transition is with the white tent take down.

We were once again under the expert leadership of Norm Peck. Bruce Perler was second in charge. The most important thing any of us did was to pay attention to Norm. That was critical for all the steps to go right. The most dangerous part was taking the legs off and lowering the tent roof to the ground.

Why is it important for us to take down the white tent? The winter weather can be very destructive of the fabric. Winds could potentially blow it down. We have been known to have some pretty strong winter winds. Also rain. Water tends to pool in various locations on the roof causing it to sag. It tore on one side as a result.

The white tent is not meant to be a permanent structure. So every year we put it up for 4 months and then take it down again. It provides shelter for a large number of people during Lab and other events. It has proven to be a great place for wedding receptions.

One day we will need to build a more permanent structure. Our white tent is nearing the end of its useful life. It has been patched many times. We will transition to a different structure with a hard roof. Then we will just need to put up the side curtains rather than the whole tent. Many of us are getting older and we are not as strong as we used to be.

The seasonal cycle is just one of many cycles we are all subject to during this lifetime. The biggest one is the birth and death cycle. The most obvious example is salmon coming to spawn. As they come up the Tahuya River, their aging process speeds up. Their bodies are literally falling apart when they finally spawn. When the salmon come wriggling up the river, then leave their lifeless bodies behind I am reminded that sooner or later we will all make the same journey.

In a sense birth and death can be seen as part of the same process. It is a process that for the most part feels like it's continuous. But we all notice when we get older. Most of us get married and have kids. These can be seen as boundary markers where life suddenly becomes very different. Other times the transition is smoother and not as noticeable. Aging is a process. Sometimes it is marked by things such as strokes and heart attacks. Life is never quite the same afterwards.

This weekend was also a time for our men to share together. All of us are dealing with



issues surrounding careers, family, and health. As I get older it is wonderful to share my life with such a fine group of men. I cannot imagine my older years without my community friends. They give me the energy to keep going.

The Blue Pearl in action! Here he is Parting the Roof. An act marking our transition into Fall.

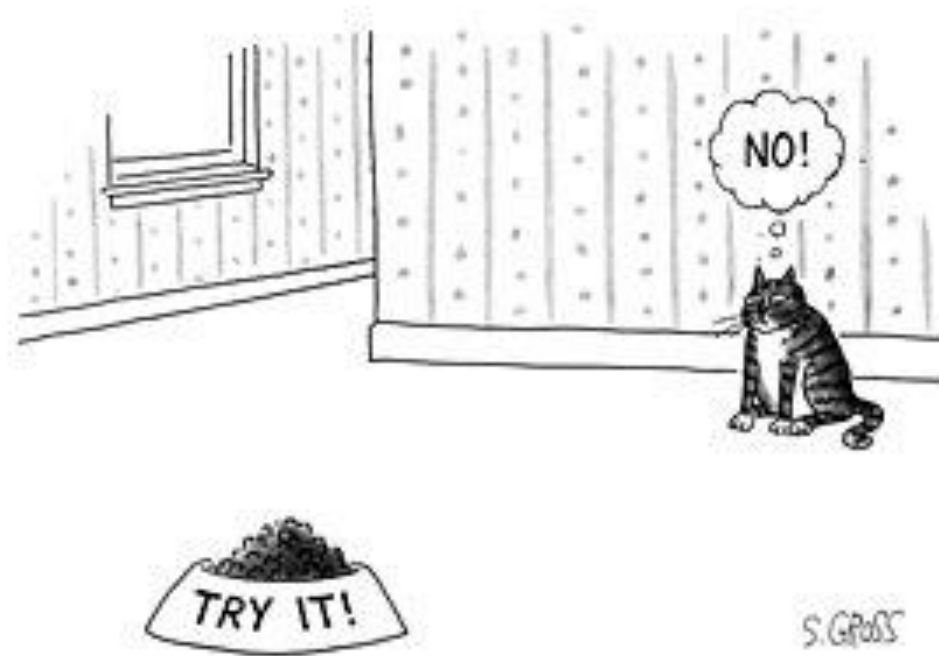


We are suggesting that our next **Third Age** gathering will be on Friday, Nov. 3. We hope this date will work for you.

Birthdays!



- ✚ **Darlene Finney** – Happy **70th** birthday!- October 13.
- ✚ **Happy birthday**, Lili Hoff – 8 years old on October 16.
- ✚ **Rachel Faasuamalie** – October 18. Happy birthday Rachel!
- ✚ **Jodine Hatfield** – October 19. Happy birthday Jodine!





Save the Date!

Celebrating Colette Hoff's 70th Birthday

Friday, November 10, 5 to 10:00 PM
Community Center – 3610 SW Barton
Street, Seattle

For information in the meantime, contact
Elizabeth or Hollis
elizabeth.ann.jarrett@gmail.com



Calendar of Programs and Events, 2017 - 2018

What makes community meaningful and fun?. The richness of life in community comes in many ways – getting together informally over a meal ... celebrating a significant birthday with long-time and newfound friends ... working together in a creative endeavor ... collaborating in a work party ... thinking deeply with others about what it means to be fully alive and connected with ourselves, each other, and Spirit ... and more.

In the Goodenough Community, we recognize such ways to connect as expressions of living life fully and in communities of all kinds. Throughout the year we offer programs that help you participate in your own development, learn about relating well with others, and discover your potential to have a good time in life and with others.

We welcome your interest and your participation, and hope that you will join us at any – or many! – of this year's events. More information about programs and upcoming events can be found on our website: www.goodenough.org



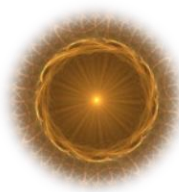
The Third Age: Those of us age 60 and older have been gathering every other month, Friday evenings in Seattle. The next meeting will be November 3. Contact Kirsten Rohde for more information: krohde14@outlook.com

The women's program is a long-established and ever-growing way for women to enjoy each other's company, learn about themselves as women, and even perhaps to experience the Divine Feminine. Contact Hollis Guill Ryan for more information and directions to our West Seattle community home: hollisr@comcast.net
Fall dates: **Saturday 10 – 2 in West Seattle: October 7 and November 4.**



The men's program is an expression of the best wisdom men have gathered from their life together—about what is a good man and how he could best express that in his own life. The fall gathering at Sahale will be combined with the white tent take down and continue into the rest of the **weekend as a men's gathering.**

October 6-8 at Sahale. Contact Bruce Perler for more information: bruce_perler@hotmail.com



Pathwork, a program of Convocation: A Church and Ministry.

On alternate Sunday evenings an interfaith circle of practice meets between 7:00 and 9:30 p.m. under the leadership of Colette Hoff. This is a time to learn together about our personal development, to talk out our chosen practices for the development of a spirit filled life, and to learn the skills of joining with others in service.

In the spring of this year, we studied the religion of Islam in our desire to understand this major world religion that is in the news so much. Our intention in studying Islam has been to help counter the negativity sometimes expressed towards Muslims by gaining understanding of their faith.

Fall gatherings on Sunday evenings in West Seattle are: November 5. **NOTE:** We will not be meeting on October 22 due to the community Visioning weekend.

Contact Colette Hoff for more information: hoff@goodenough.org



True Holidays Celebration, Saturday, December 2, 2017

Be part of this fun-filled family-oriented evening, and prepare yourself for the winter season (whatever faith tradition you follow) that fills your heart.

Contact: Kirsten Rohde, krohde14@outlook.com



Winter Solstice Bus Trip, **Saturday December 16, 2017**

Board a bus, play in the snow, shop in Leavenworth, have a horse-drawn sleigh ride and enjoy an abundant dinner.

Contact: Colette Hoff hoff@goodenough.org

New Year's Eve at Sahale, 2017 – 2018. Sunday will be New Year's Eve and



Monday will be New Year's Day. This is a time to honor the year's passing and the new year to come. It is a combination of playing and reflecting together. Games, poems, music, good food, laughter, relaxation, and thoughtful conversation are all usually part of our time at Sahale as the new year arrives.



Friends of Sahale annual weekend, **January 12-14, 2018**. The *Friends of Sahale* are people who enjoy and care about Sahale and are interested in helping shape Sahale's life, culture, and future. See more description of this weekend in this eView or contact Kirsten Rohde, krohde14@outlook.com

Work and Play Parties throughout the Year.

Traditionally, the Goodenough Community sponsors work parties over Memorial Day weekend (May 25 – 28, 2018), as well as other times throughout the year, to express gratitude for the presence of our beloved retreat center, Sahale, and to experience the satisfaction of playing and working together.

We often gather at Sahale on the Labor Day weekend to enjoy the end of summer and you are welcome to join. This is also a great time for those who attend the Human Relations Laboratory to reconnect. We will have good meals together, relax, and possibly do some early harvesting of apples or other produce depending on what is ripe. To confirm your plans to come out to Sahale contact: Colette Hoff, hoff@goodenough.org



Summer Camp for Youth, June 24 – 30, 2018

A wonderful opportunity for children 9 to 12 to have a full camp experience in a beautiful setting with loving leadership.

Contact: Irene Perler, Irene_Perler@hotmail.com

Human Relations Laboratory, August 5 to 11, 2018

This intense and joyous week-long event is a communal experience of personal growth, and has been presented annually and is now in its 49th year! Contact: Colette Hoff, hoff@goodenough.org



Annual Community Weekend at Sahale: March 2018 This weekend is foundational to all programs and events within the community. Come and be curious! Please contact Kirsten Rohde krohde14@outlook.com for more information.

The Goodenough Community Council meets alternate Monday evenings in Seattle to discuss the day-to-day activities of the community and engage in planning, evaluation, and more. Contact Colette Hoff if you are interested: hoff@goodenough.org
Council meetings are September 25; October 9, 23; November 6.



On the **weekend of October 20-22**, the Council invites all those interested in exploring and planning for the future of our community to join us at Sahale. For more information: Colette Hoff hoff@goodenough.org



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 more effective in relationships.

Call Colette (206-755 8404) or at Sahale – 360 275-3957. In Seattle, Colette meets with clients at the community center, 3610 SW Barton Street, Seattle 98106, as well as at Sahale.



CHANGE IS A PROCESS

Tim Creasey

Change occurs as a process, not as an event. Organizational change does not happen instantaneously because there was an announcement, a kick-off meeting or even a go-live date. Individuals do not change simply because they received an email or attended a training program.

When we experience change, we move from what we had known and done, through a period of transition to arrive at a desired new way of behaving and doing our job.

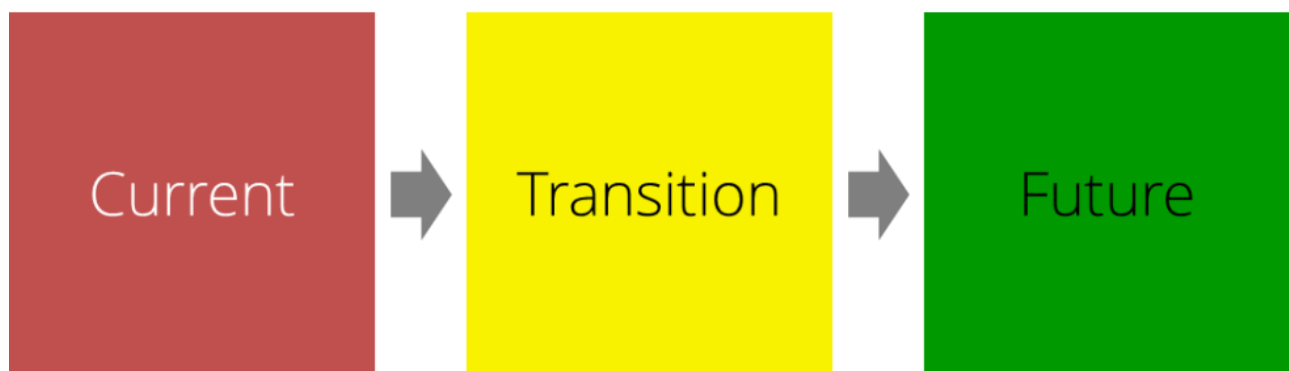
Although it is the last of the seven principles of change management, treating change as a process is a central component of successful change and successful change management. By breaking change down into distinct phases, you can better customize and tailor your approach to ensure individuals successfully adopt the change to how they work.

UNDERSTANDING CHANGE AS A PROCESS

It is easy to see changes in nature occurring as a process. Whether it is a caterpillar turning into a butterfly, or winter shifting into spring, we can easily appreciate the process of change. But when we begin changing our organization with projects and initiatives, we often forget the fact that change does not happen instantaneously.

The easiest, most basic approach to understanding change as a process is to break change down into distinct, understandable elements. The three states of change provide a powerful framework: the Current State, the Transition State and the Future State.

States of Change



- **The Current State** - The Current State is how things are done today. It is the collection of processes, behaviors, tools, technologies, organizational structures and job roles that constitute how work is done. The Current State defines who we are. It may not be working great, but it is familiar and comfortable because we know what to expect. The Current State is where we have been successful and where we know how we will be measured and evaluated. Above all else, the Current State is known.
- **The Transition State** - The Transition State is messy and disorganized. It is unpredictable and constantly in flux. The Transition State is often emotionally charged - with emotions ranging from despair to anxiety to anger to fear to relief. During the Transition State, productivity predictably declines. The Transition State requires us to accept new perspectives and learn new ways of behaving, while still keeping up our day-to-day efforts. The Transition State is challenging.
- **The Future State** - The Future State is where we are trying to get to. It is often not fully defined, and can actually shift while we are trudging through the Transition State. The Future State is supposed to be better than the Current State in terms of performance. The Future State can often be worrisome. The Future State may not match our personal and professional goals, and there is a chance that we may not be successful in the Future State. Above all else, the Future State is unknown.

The three states of change provide a way to articulate how change actually occurs. Whether the change is an ERP application, a new performance review process, a new piece of machinery on the production line, an optimized and managed set of business processes or a new reporting structure, there is always a Current State (how things are done today), a Future State (how things will be done) and a Transition State (how we will move from Current State to Future State).

Think about a project you are working on or a project that is impacting you. Using the following table, try to define each of the three states of change and come up with three adjectives that describe that state.

Description:	Adjectives Describing that State:
Current:	
Transition:	
Future:	

To take the understanding of change as a process one step further, think about who in the organization spends their time focused on the Current State, the Transition State and the Future State. The table below looks at three audiences and how they view the states of change.

	Current State:	Transition State	Future State
Executives and senior leaders	What I need to change and why I am trying to implement change	A necessary evil to get me where I want to be	The goal that I have decided to move my organization towards
Project teams	What I'm starting with and must improve	The focus of my daily work and what I'm charged with solving	Where we ultimately want to end up
Frontline employees, managers, supervisors	The day-to-day work that I do to deliver value to the organization	A disorganized inconvenience to me doing my job	An unknown that may or may not be good for me

Executives and senior leaders live in the Future State. That is what they are responsible for and compensated for - deciding how the organization should function in six months, one year, three years, etc. Project teams live in the Transition State. They investigate alternatives, decide on a path and develop a solution to change the organization. Employees, managers and supervisors live in the Current State. They cannot simply stop their work to implement a change. They are responsible for keeping the organization functioning while a change is being implemented.

The disconnect here can have significant ramifications when it comes to communicating about change. Senior leaders tend to focus on and speak about vision, almost detrimentally in some instances. Project teams tend to focus their communications on the details of their solution and the milestones and timeframes when change will happen. Employees want to know why what they are doing now (the Current State) needs to be changed in the first place. Change management practitioners play a key role in bridging the gap between the three states of change.

MANAGING CHANGE AS A PROCESS

Once you have started thinking about change not as a singular event but as a process, the question remains: how do you manage the process of change? Managing change as a process takes place on two levels:

- Individual level
- Organizational level

INDIVIDUAL LEVEL OF CHANGE

Each individual employee or manager who is impacted by a change must go through their own personal process of change. If the change impacts five people, then each of those five must move from their Current State through their Transition State to their own Future State. If the project impacts 500 people then there are 500 Current-Transition-Future processes that must occur. If the initiative impacts 5,000 people, then there are 5,000 individuals moving from a Current State to a Future State. This is the essence of change management: supporting individuals through the required personal transitions necessary in order for a project or initiative to improve the performance of the organization.

The **Prosci ADKAR Model** provides a more detailed description of how an individual successfully moves from their Current State to their Future State. The **ADKAR Model** describes the five building blocks of successful change:

- **Awareness** of the need for change
- **Desire** to participate and support the change
- **Knowledge** on how to change
- **Ability** to implement the required skills and behaviors
- **Reinforcement** to sustain the change

Whether it is a change at home, in the community or at work - individuals are successful at change when they have awareness, desire, knowledge, ability and reinforcement. This results-oriented description of the individual change process gives change management practitioners a new focus. For example, instead of seeing their job as "creating a communications plan," an effective practitioner with a focus on the individual change process sees his or her job as "creating awareness" and so forth.

Two final observations about change as a process at the individual level. First, people will start the change process at different points in time. A team that is part of a pilot program may learn about a change and start the change process months before other, larger groups of employees. Second, individuals take different amounts of time to move through the process themselves. For one, awareness of the need for change may only take a few hours where for another it may take days or weeks to arrive at the point of saying "I understand why the change is needed."

Once we begin viewing and managing the individual change processes associated with a project or initiative, we will be more successful at enabling those individual transitions that together will result in successful organizational change.

ORGANIZATIONAL LEVEL

When it comes to managing change at the organizational level, viewing change as a process helps determine the sequencing and content of the change management effort.

First, organizational change management itself should follow a process that parallels the process of change associated with a project or initiative. [Prosci's 3-Phase Process](#) for organizational change management lays out specific activities for Phase 1 - Preparing for Change (occurring during the Current State), Phase 2 - Managing Change (occurring during the Transition State) and Phase 3 - Reinforcing Change (occurring during the Future State).

Second, research shows that change management practitioners have five tools, or [levers](#), they can use to help move individuals forward through the change process: communications plan, sponsor roadmap, coaching plan, training plan and resistance management plan. Depending on if we are in the Current State, the Transition State or the Future State, different tools will be more effective, and the content will change. Two examples:

- **The Training Plan** - a training plan is a key component of a change management effort. Employees typically need new skills and competencies when adopting a change to their day-to-day work. But the training plan must be effectively sequenced based on where employees are in the change process. A training program that occurs right when employees learn about a change - when they are standing firmly in the Current State - will not be effective (this is an unfortunate reality in many cases, however, where the first response to a change is "send them to training"). Training should be delivered after employees have already started to move out of the Current State and into the Transition State.
- **The Communications Plan** - the content of an effective communications plan parallels or matches where employees are in the process of change. Early communication efforts should focus on explaining why the Current State is not working and must be changed. Communications later on in the change process can begin to focus on details and the eventual results the project or initiative is aiming to deliver. If the first communications to employees focus on the details, milestones and vision of the change, employees are left with unanswered questions that cloud their ability to process the details - namely "why?"

Managing change as a process from an organizational viewpoint ensures that the right activities are occurring at the right time, and that employees are receiving the right information they need to move through their own personal process of change.

KEY LESSONS FOR CHANGE MANAGERS:

1. Treat the changes you manage as a process, and not as a single event or series of events.
2. Individuals experience change as a process. Evaluate and focus your change management activities based on where individuals are in the change process.
3. No one experiences the process the same.
4. Your organizational change management efforts need to be tied to where you are in the change process.

Learn more about change management, what it is and why it makes a difference in your organization by downloading our free guide, [An Introduction to Change Management](#)
Written by [Tim Creasey](#)

Tim Creasey is Prosci's Chief Innovation Officer and a globally recognized leader in change management. His work forms the foundation of the largest body of knowledge in the world on managing the people side of change to deliver organizational results.

Prosci is derived from the first syllable in the words *Professional* and *Science*. We believe scientific principles and research can be applied to organizational settings in order to achieve greater outcomes. This belief has led us to creating the largest body of knowledge on change management, constantly asking new questions about how to better manage the people side of change in a structured and repeatable way.

