

# The Village eView

January 17, 2018

Colette Hoff, Editor

## Coming Up:

Women's Gathering, January 20

Pathwork, January 28

Council, January 29

Alfred North Whitehead wrote that "*the art of progress is to preserve order amidst change and to preserve change amidst order.*"

## Change, Transition, and Organizational Progress: What Does It All Mean?

By [Kenneth Wallace](#) | Submitted On December 09, 2005

### 1. A Basic Human Need

Change is a fact of life! The only thing that doesn't change is change. Consequently, it is also a fact of life that human beings are always dealing with change in some form at every stage of their lives. Change, in fact, is a basic human need. Change is really nothing more than movement from one state of being to another. Without movement - physical, physiological, biological, mental, spiritual, emotional - human beings would simply stop functioning and human existence, as we experience it, would cease. Change is the natural means to both improvement and deterioration. To a large extent, human beings have a choice in what the results of change will be.

### 2. There are two kinds of change:

Natural Change: change that occurs without cognitive human intervention and that takes place in a natural way, such as weather and the changing of the seasons.

## 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*

Designed Change: change that occurs as a result of cognitive human intervention and that takes place as a result of changing the environment to reflect human thought; this kind of change is governed by human intention and perceived need rather than by natural conditions.

The human experience of change is exactly the same in both natural and designed change. The reason is that all change in the environment provokes the same kinds of emotions about one's ability to adapt to and survive in the altered conditions. The initial human reaction to change is fear - fear of loss of something and the fear that what is lost will not be replaced by something of a greater value that will increase predictability and sustain life.

Article is continued on page 18.



## **Transitions are a process!**

Colette Hoff

This week as we conclude the friends weekend, the process of transitions was clear. Sahale is growing and room for the new is being made. Pedge Hopkins is transitioning to providing leadership for new systems at Sahale; Jim Tocher is constantly sharing what he knows about Sahale infrastructure. Many task lists have been generated and grounded with leadership And as Marjenta points out, a very feelingful experience yielded an organized social response to the Sahale mortgage. Irene and Mike also write about the weekend. This week, you will also read about Jim Tocher, a long-time community Council member. Kirsten writes about what she is learning during this time of transition for John Hoff.



# Friends of Sahale Weekend 2018

By Marjenta Gray

Between 20 and 25 friends of Sahale joined together this past weekend, January 12-14, in honor of the Goodenough Community's country sanctuary. The primary goal was to devise a strategic plan to secure the future of Sahale.

On Friday evening, Irene Perler led the group in an educational session about site planning. Irene has been researching site plans; what they are and how they are used. Many people have ideas of how to use areas of Sahale. Decisions need to be made about what areas can be developed, and what are the best uses for the different areas, while preserving many natural spaces.

Everyone took a meditative walk on Sahale grounds Saturday morning, breathing in the bounty of the land and reflecting on their dreams for Sahale and the weekend.

After the walk, facilitated by Barbara, Colette began a conversation about the history of acquiring Sahale. She talked of her childhood, where she lived on several acres, and of John's living the most influential time of his childhood in the bush of the Yukon. John and Colette each brought their dreams of owning land to their partnership. They began looking for land to buy soon after their marriage. The Cama Beach Resort on Camano Island was their first possibility for land to settle on.

On a community annual weekend in the late '90's, participants drew and wrote their visions for the future of the Goodenough Community. With no prompting or prior discussion, a surprising number of people had coinciding dreams of shared country property.

The purchase of Sahale in September 2001 occurred in a time of turmoil. The World Trade Center towers toppled on 9/11, soon before the community took possession of the land. A beloved friend of the community and native shaman, Beaver Chief, who had dreamed of sharing land with the community, passed away in June. In addition to Sahale, the community was in the process of purchasing a Seattle nursing home, known as Ravenna, to renovate into apartments and shared kitchen for community members and meeting facilities for programs. Ravenna did not receive the funding needed to be actualized, leaving Sahale as the primary shared community property.

Sahale has had many ups and downs, and I have sometimes wondered if it would ever become self-sustaining. I have been willing to avoid thinking about it, as it seemed too big a problem to



solve. One of the gifts of the weekend was showing that no one person can make Sahale sustainable. This can be attained only with the combined effort of a joined group.

Now, 17 years under Goodenough Community stewardship, Sahale has seen a steady flow of visitors. Guests pay to hold weddings and events on the beautiful land. AirBnb customers can receive a taste of community, along with their retreat rentals. Many come to Sahale as friends of the community or its members, and pitch in to build, garden, cook or clean to offset their time of relaxation and pure enjoyment.

Sahale is truly loved by almost everyone who steps foot on her soil. Colette read a card from one of many Workaways (primarily young people who stay on the land and contribute their amazing strength and energy to help with whatever needs doing, in exchange for room and board). The card expressed the feelings of many who have been so grateful for their transformational time at Sahale, where they were appreciated, respected and witnessed a different, and better, way of life than what they'd known. Sahale has become a yearly home to many groups' transformational events. Family get-togethers



enjoy Sahale regularly. Sahale is the container for the community's very popular annual Summer Camp for children, and the annual Human Relations Lab.

Despite all the love and support Sahale receives, she is like a goddess who is bound by a mortgage that is supported by only a few, and therefore not sustainable. This is the main issue that the friends of Sahale who met this weekend aimed to find a resolution to.



Peter and Madison  
Two workaway friends

Three groups met to discuss options for Sahale:

1. Subscription Model, led by Bruce Perler: focused on ways to address the current shortfall on the Sahale mortgage, that can continue.
2. Creative Options, led by Kirsten Rohde: focused on ways to develop a sustainable financial model into the future, welcoming "out of the box" ideas, large and small.
3. Exit Strategy, led by Hollis Ryan: the steps to take if it is determined that Sahale is not sustainable, or in the instance of natural disaster, or unforeseeable events that call for letting go of the property.

The weight of the mortgage seemed to lighten with the creativity brought forth by the three groups. Ideas percolated; of expanding the current ownership model, researching different zoning options, members purchasing plots to build tiny, or slightly larger homes on the property, and forming businesses. Elias shared a strong dream of facilitating transformational music and speaker events that could appeal especially to younger generations. His dream

would be to reach out and connect with a network larger than we have now, creating cross-generational dialogue and collaboration.

Three groups that were formed at last year's weekend met to review progress on their respective goals and to discuss priorities for the coming year. The groups are:

- Land Stewards, led by Irene,
- Physical Plant and Building Projects, led by Bruce and Jim
- Aesthetics, Safety and Accessibility, led by Hollis.

Kirsten presented an overview of Sahale finances in a unique environment, over happy hour.

Individual dreams were described on Saturday night, with enough details to help others join the dreamers' energy. By the end of Saturday, there was a sense of having received a wide scope of information about the current state of Sahale and ideas to follow up on for the future. The feeling among participants was positive and joined.

Pedge Hopkins, Sahale's newest employee, hired to wield her exceptional experience in helping propel Sahale to a new level of success, demonstrated her leadership on Saturday morning. Pedge reminded us that money is energy. A contribution in any amount is joining the dream of Sahale's financial sustainability. It was not planned for individuals to jump up and claim what they were contributing, but that is what happened. First one person, then another, until most of the room had written a donation amount on an index card, deposited in a basket. Many spoke of how much it means to them to give to the group, the land, and a way of life that has given to each, transformed us many times over.

I do not have the luxury of abundant financial resources, and it was freeing to offer what I could, going a bit beyond my comfort zone.

Some could not give money, but are generous with gifts of work and the energy to manifest group dreams that will benefit Sahale abundantly. Some people, who are more well-endowed, gave with breathtaking generosity and heartfulness. There was electricity in the air and tears in more than a few eyes. We were joining in a vision of a place where those who care for the land work with themselves and each other to be their best. A dream where we extend welcome, respect, and compassion to all who come. This is a good dream, one worth funding and fighting for.

In my giving to the dream of Sahale's future, I am also giving to a positive future for myself. Believing and trust begets confidence and a higher capacity to receive good.

The friends at Sahale this past weekend represented a small subset of all the friends of Sahale. If you have been to Sahale and benefitted from your experience there, consider donating to the





future of Sahale, to the dream of a very possible, sweet reality, a “Heaven on Earth.” I encourage you to go a bit beyond your comfort zone. You will not regret it.

If you have not been to Sahale, but you are curious, or resonate with the dream, contact us, come visit, ask questions. We welcome any gifts you are drawn to contribute.

Sahale can only survive and give to us when she is supported by many.



## **Postcard from the “Friends of Sahale” weekend**

*Irene Perler*

One of my reflections from the weekend is the image of Pedge Hopkins talking about the “sacred 18” from our head to our heart”. Pedge has joined us and is playing an important role in our lives, which is evolving as she deepens her awareness of what is needed and what she has to offer. She is an expediter with heart. Her fresh perspective and curiosity are welcome. Pedge has a soft and calming presence as she speaks. When Pedge spoke of the head and heart, she illustrated the distance with her hands crossing back and forth from one to the other. I really felt my own human challenge to keep the connection always flowing. This metaphor stayed with me all weekend and is with me now. The weekend was an exercise for me as an individual and as a group to keep that flow going, especially as we heard all of our voices talking about what Sahale means to us. We went the distance on many conversations through the weekend, including talking about the history of Sahale, the dreams and visions we each carry, the stories of creative finances over time and the need for creativity now, the challenges of being dreamers and being creative to keep the dreams alive. We also reported on our accomplishments this year and our appreciation for developments this past year. We appreciate that change is happening and that we are always facing into change, sometimes on our own terms and sometimes by surprise.

I personally appreciate many conversations that leave me feeling optimistic about the future together. The overall time together created solidarity and clarity of purpose. It is time for action and hope. I want to do my part and I feel like the circle of support has expanded greatly to meet the goals. Sahale is beloved and its friends will work to see it grow into the future...even into the next seven generations.

*A more formal report on land stewardship goals and accomplishments will come next week.*



**Women's March 2: Saturday, January 20, 2018**  
**Gather at 2021 33<sup>rd</sup> Avenue South, Seattle, at 9:00 a.m.**

On Inauguration Day 2017, hundreds of thousands of women, men, and children took to the streets – not just in Seattle but across the country and around the world. In Seattle, 400,000 marched peacefully. Many were marching against something, and many – perhaps all – were marching *for* human justice. It was a monumental experience, and women, men, and children from the Goodenough Community have lasting memories of having participated in something good.

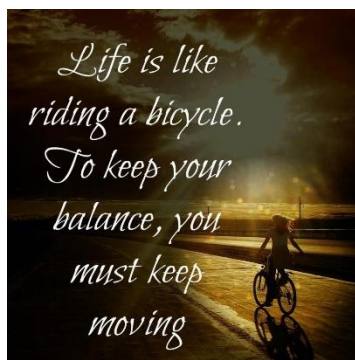
This year, **January 20** marks the anniversary of that march, and people across the country are planning to march again. This year, many feel we have even more to march against. And I believe we have even more to stand up *for*. The staggering events of this past year – the assaults against human rights, against women's rights, against people with less money, against equality, against people who have different skin color or different sexual preferences or different faiths – leave me determined to stand up, and to stay standing, and to march once again *for* human values.

**Here in Seattle, in the Goodenough Community,**  
**the women's leadership team invites *you* to join us on January 20, at 9:00 a.m.**  
**Women, men, children are all welcome.**  
**We will gather briefly on the front porch of Amie and Colin Aylward's home,**  
**2021 33<sup>rd</sup> Avenue South**  
**to feel ourselves united in our passion *for* what is right.**

From there, we will make our way to the march. The march convenes at **Cal Anderson Park off Broadway**, close to the Metro tunnel. You may wish to join the crowd at the very beginning of the march, there at the park. Or you may prefer to join farther along the route. (To be kept informed of the parade route, check the Facebook page and the EventBrite page:

<https://www.eventbrite.com/e/seattle-womens-march-20-tickets-41645372430?invite=&err=29&referrer=&discount=&affiliate=&eventpassword=> To check transportation routes, look up the train schedule from McClellan Street Station, or the #14 bus from 31<sup>st</sup> Avenue South ).

**Women, please note:** Participating in the march takes the place of the regular women's program that was scheduled for January 20. We do hope you will be able to be part of it!



## Excerpts from: **Being with Dying: Cultivating Compassion and Fearlessness in the Presence of Death**, by Joan Halifax, 2009

Kirsten Rohde

Each of us will go through a transition at the point that our death is near. Sitting with John as he is in that transition, I picked up this book by Joan Halifax. Here are a couple excerpts that I found helpful. We are so fortunate to be in a community at this time!

From the chapter, Giving No Fear:

Recognizing our interconnectedness is the heart of giving no fear. We are linked together in our blood, in the stringing of our nerves through us and between us. Life connects us to one another, as do suffering, joy, death, and enlightenment. When we see our fear clearly and step through it by reconnecting with the moment and our sameness, fear may evaporate and, in its place, compassion can bloom. When I am sitting with a dying person, I cannot in deepest reality separate myself from him. Our unconditional goodness connects us.

Life is  
pleasant.  
Death is  
peaceful. It's  
the transition  
that's  
troublesome.

- Isaac Asimov

From the chapter, The Jeweled Net: Communities of Care:

The metaphor of the jeweled net gives us some sense of how a community of caregivers can function. At each node in the net, we find a jewel, a being who cares; each caregiver reflects the shared concern and compassion of all other caregivers. In the Buddhist Avatamsaka Sutra, the question is asked, how can all these jewels be considered one jewel? If we now arbitrarily select one of these jewels for inspection and look closely at it, we will discover that in its polished surface there are reflected all the other jewels in the net, infinite in number. Not only that, but each of the jewels reflected in this one jewel is also reflecting all the other jewels, so that there is an infinite reflecting process occurring. This is a wonderful image exemplifying interconnectedness.

I don't think we can sanely do the work of being with dying outside of some form of community. You may have heard the phrase "**relationship-centered care**" used to describe one model for caregiving, a model based in a strong vision of extended community. So many kinds of relationships around a dying person make a difference – the relationships between the dying person and his health care professional; between his friends and family and the medical team; between the healthcare professionals themselves; among family, friends, and volunteers; between all the community members and the dying person.





## AUTOBIOGRAPHY

Jim Tocher

I was born in Fresno, California in 1935, the same year as John Hoff and Joan Valles were born. I grew up in a small town about 60 miles northwest of Fresno, the first son of two high school teachers. I soon realized that academic achievement would be my distinguishing feature. At around age 10, I decided I would be a civil engineer like my grandfather (my mother's father), so I focused on math and science and that kind of



stuff. During high school I also played on the tennis team and in the orchestra and marching band. During summers I worked at the gas (service) station fixing flats, changing oil and doing all things mechanical, all the while saving money for college. I was our high school class valedictorian, got a scholarship and went off to the University of California in Berkeley ready to become a civil engineer. (Small town kid going to the BIG University). I enjoyed the studies, did well, and joined the Cal Marching Band. I also was the president of the Cal student chapter of the American Society of Civil Engineers. I graduated in 1957 with honors, including Phi Beta Kappa.

Wisely or not, at the ripe old age of 21, I married two days after graduation from Cal. Not ready for a full-time professional career, my bride and I headed off to England for a year's study at the Imperial College of Science and Technology in London. After that adventure, I returned to Cal and worked towards a PhD in structural engineering. (One of my advisors in 1960 told me I was wasting my time trying to get computers to do complex structural analysis – nowadays this is the only way it is done). Still not ready for permanent employment, I got a fellowship from the National Science Foundation for a year's post-doctoral study at the Technical University of Norway in Trondheim.

At the end of my fellowship, the Boeing Company offered me a job in a remote place called Renton, Washington, and because they were willing to transport my wife and I and our year and a half old son and all our goods to America, I said sure. (I had once travelled north from California all the way up to Crater Lake, OR, so I figured going to Renton wouldn't be too close to the arctic). I figured I would stay two or three years and then return to the aerospace industry in northern California. I stayed with Boeing from 1964 through 1991 (27 years) before taking early retirement. We settled in Bellevue and after a year bought the house many of you know well (I thought that paying \$23,000 for a house was exceedingly extravagant, but it worked out).

I started my career at Boeing as a research engineer, continuing my work on computerized structural analysis. I was part of the mathematics unit of the Commercial Airplane Company and wrote computer programs and did analysis of complex structural components. I presented my work at various technical conferences in the U.S. and Europe. (Altogether I co-authored about 30 papers, and after each one I swore I would never do another one – but I always got sweet-talked into doing the next one). Around 1969 I was promoted to supervisor, and got to suffer through the great Boeing layoffs – Seattle area employment dropped from about 110,000 to 37,000. I survived, but my stomach ached every night. I eventually was promoted to 2<sup>nd</sup> level management, and at one time I had 5 supervisors and about 65 employees as my responsibility. (About that time I had become very active in the Goodenough

Community, and I had quite a challenge changing my management style to fit the norms of a loose, mostly volunteer organization).

During my time at Boeing, I also managed and coached youth soccer teams and served as a referee. I also supported my wife's political interests and even served as a precinct committeeman during the Dan Evan's Republican era. And during my tenure at Boeing, we raised 3 boys and helped them through college.

After I retired from Boeing, I spent about 10 years doing handyman work, carpentry, plumbing, electrical and general contracting. I did this through the Community's Mandala Resources, Inc. organization. This learning experience helped me a lot in terms of one of my primary Community functions at Sahale – working with Bruce Perler and supervising the maintenance and operations of the Sahale buildings, equipment and infrastructure.

## COMMUNITY ROLES

Over the past 37 years I have held a variety of roles within the Goodenough Community. I was the Center of the Council from 1983 through 1985, when we were all trying to learn the concept of the Mandala form of governance. I was the titular head of Lab 1985 at Doe Bay (that was really something!). I was the leader of the Men's program for a while, and the head 'mover of stuff' for our Labs (and people) until we settled in at Sahale. And I have been the keeper and owner of the Green Truck! I also attended almost every session of PSHD and Pathwork. For about 20 years I owned the old Community Center on 33<sup>rd</sup> Avenue and rented it out to the Community. But enough of the good old days.

I currently am the president of MRI and one of its shareholders. I am also the bookkeeper, tax preparer and Washington State corporate registrar. I take care of the accounting for the work that Hollis Ryan and Brandy Bradford do through the corporation.

I am also the treasurer of Convocation. I help prepare the IRS 990 tax form, sign checks, operate as the Washington State registrar, and am a regular donor to Convocation.

I have been a long-time member of the Goodenough Community council (30 years or more). For our 16 years of ownership of Sahale, I have played an important role in the maintenance of the place. I currently share that responsibility with Bruce Perler, and together we manage the maintenance and repair of the water systems, electrical systems, structures, the wood boiler, mechanical equipment and anything else that needs fixing or building. My weekly visits to Sahale always provide some interesting challenges.





## The deAnguera Blog: Friends of Sahale Weekend



What are friends for? One can share many things with friends. People can be friends for different reasons. In our case our friendships were forged during many Human Relations Labs over the years. We know each other quite well.

In the upper left hand photo I joined Bruce Perler, Tom George, and Ellias Serras in exploring a nearby clearcut. A logging road lead up to a ridge where we could see out over the whole Tahuya River Valley. It was quite a sight.

Tom George found a desk and gave us his best at work pose. You never know what you might find in a clearcut. People have been known to build squatter shacks in the woods.

Without Sahale would we have built the kinds of friendships we now have? Probably not. Having a place to call our own allows us to put down roots together here. The more we share the deeper our ties with each other go.

Our leadership is in transition. The true test of any good idea is does it survive to the next generation? The work of Dr. John Hoff has passed this test. It is still being carried out. In fact each of us embodies enough of the work to make possible its continuation. Thank you John for all you have done for us. You have shown us just how important relationship is.

We all understand relationship is where it is at. If relationships are not consciously valued nothing else will work. This is even true for permaculture. Relationship must come first for it is the foundation of any social changes we might wish to make as a society.

The primary reason my life didn't work out the way I hoped it would was because I didn't value relationship. Things go much better with friends.

Our society gives us the impression that we work on our careers alone. I certainly bought into that idea as I planned my career life.

I could live in a college dormitory and have nothing in common with anybody else there. To me that seemed normal. Now it seems absurd.

For me building friendships with other students would be the primary reason for choosing college.

Increasing awareness is part of my life journey. In my dreams I never questioned my experiences even when they were strange. Questioning is necessary for increasing awareness.

Maybe increasing awareness is part of the game. It is necessary in order to have my choices agree with my desires.

We all need the Goodenough Community discipline to grow together. If I don't have anyone to grow together with it is doubtful I would grow at all. I cannot grow in isolation.



Everything goes better with friends.



## Sociocracy for Intentional Communities

**Save the Date!**

Gather Thursday evening, Workshop begins  
Friday AM April 27 to Sunday, April 29, 2018

A Three-day Workshop

Led by Diana Leaf Christian

At Sahale Learning Center



Planning  
our  
Spring

Sponsored by The Goodenough Community and

The Northwest Intentional Communities Association (NICA)

**Workshop – Sociocracy**  
Bruce Perler

On-line registration at <https://sahale-sociocracy.brownpapertickets.com/>



I'm appreciating the process of collaborating towards a training event at Sahale, our Spring 2018 Sociocracy Workshop. Collaborating with Syd Fredrickson of NICA, the GEC Council and Diana Leafe Christian of Intentional Communities (.org), this project is addressing several areas important to the Goodenough Community's time of life, in its own story. Working together for a regional event, increasing our shared understanding about hosting and planning workshops with a national presenter and, building our connections as sister communities is great stuff to be doing together.

Personally I'm anticipating an important and enjoyable experience for our community, one which represents positive action on behalf of our own sustainability and beneficial collaboration with the larger community's movement. What a great way to enter the spring of 2018!



### Mark Nepo at Harmony Hill in May

*This path is a continuous inquiry into what it means to be human, to be here, and to care for each other. My hope is that through this workshop you will deepen your conversation with life. That through your own path of obstacle and surprise, you will be opened to your gifts and become somewhat freed of all you carry. My hope is that this time together will support you in becoming skilled at living with both effort and grace.” – Mark Nepo*



Beloved as a poet, teacher, and storyteller, Mark Nepo is a bestselling author and one of Oprah’s favorite spiritual guides, using his gifts and his talents to elevate humanity. He returns to Harmony Hill May 7-8, 2018 to lead a special two-day workshop, **The Struggle to Be Real: The Journey of Transformation.**

As a poet, philosopher and teacher, Mark Nepo has been breaking a path of spiritual inquiry for more than forty years. This workshop affirms how precious this one life is and opens the chance we have to be fully alive and to be of use to each other and the world. Drawn from his years of teaching, Nepo explores how our hard work and authenticity ready us for meaning and grace. He unfolds how our sincerity and labor help us to survive and thrive through the journey of transformation. Being human offers a path of soul work that can help us find our way, as Nepo puts it, “to discover the story behind the story, and to find what can last.”





## Spatialist for Hire

Pam Jefferson

Do you need help with organizing a room for more efficient storage and use of the space? Do you need help sorting and organizing your stuff? I can do all of it for you or just give you some ideas for you to work with. My hourly rate is \$25.00. You can reach me at 206 372 9801.



## NICA Monthly Meetings

We've been having NICA Board Meetings on the 3rd Monday of each month, usually meeting @6:30 PM at Bengal Tiger, an Indian restaurant in the Roosevelt/Grn Lake area of Seattle. We settle in and order food, then start the business meeting at 7:00 PM, and try to wrap up by 8:30.

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## Birthdays and Anniversaries

Dear Friends - we are recreating our birthdays and anniversary lists. Please send me birthday/anniversary information of you and your family so we can update our master list. Send to [Elizabeth](#) right away. Thank you!

**Happy birthday to Joan Valles** – January 25. We love you!



## 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](http://www.goodenough.org)



**The Third Age:** Those of us age 60 and older have been gathering every other month, Friday evenings in Seattle. **Future meetings: March 2, June 1.** Contact Kirsten Rohde for more information: [krohde14@outlook.com](mailto: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](mailto:hollisr@comcast.net). Dates: **Saturday 10 – 2 in West Seattle: January 20, March 3, June 9. Womens Weekend: April 13-15 at Sahale.**



**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, June 8-10** at Sahale. Contact Bruce Perler for more information: [bruce\\_perler@hotmail.com](mailto: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.

**Gathering are at the Community Center in Seattle: Jan 7, 28, Feb 11, 25, Mar 11, 25, Apr 8, 22, May 6, 20, June 3, 17.**

Contact Colette Hoff for more information: [hoff@goodenough.org](mailto: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](mailto:krohde14@outlook.com)



### **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](mailto: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 49<sup>th</sup> year! Contact: Colette Hoff, [hoff@goodenough.org](mailto:hoff@goodenough.org)

**Lab Leadership Training, February 16 to 18, 2018**





**Annual Community Day at Sahale: March 17<sup>th</sup>, 2018.** This gathering is foundational to all programs and events within the community. Come and be curious! Please contact Kirsten Rohde [krohde14@outlook.com](mailto: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](mailto:hoff@goodenough.org)  
**Council meetings are November 6, 20, Dec 4, 18, Jan 8, 29, Feb 12, 26, Mar 12, 26, Apr 9, 23, May 7, 21, Jun 4, 18**



### **True Holidays Celebration, Saturday, December 1, 2018**

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](mailto: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](mailto: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.

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**Designed Change:** change that occurs as a result of cognitive human intervention and that takes place as a result of changing the environment to reflect human thought; this kind of change is governed by human intention and perceived need rather than by natural conditions.

The human experience of change is exactly the same in both natural and designed change. The reason is that all change in the environment provokes the same kinds of emotions about one's ability to adapt to and survive in the altered conditions. The initial human reaction to change is fear - fear of loss of something and the fear that what is lost will not be replaced by something of a greater value that will increase predictability and sustain life.

### **3. How to Take Charge of Change**

Regardless of the type of change that occurs, there exists a basic human need to experience the change process as being well-ordered and safe rather than chaotic and dangerous. Without this experience of ordered and safe change before, during and after any transition the human element of the organization cannot fully participate in productive contribution to positive change. It is imperative to identify and remove existing and potential risks that can inhibit the successful execution of any strategic change initiative.

Like it or not, change happens continually in your life and in your organization. As Whitehead's comment indicates, the only way to make change work in your favor is to take charge of the change process. When you do this, you use the change process as a means to design the future you intend rather than passively allow the changing environment to present you with limited options and narrowed choices for meaningful action.

How can you "take charge of change" so as to make it happen in your favor and to make it "ordered?" There are several points to be considered in answering this question:

- Change is conceived as an event (something which happens at a particular moment in time and at a specific place or places).
- Change is experienced as a process; this process is called "transition."
- Because transition is a process, it can be managed.

How well the transition is managed will determine if change is remembered as a positive or negative experience. The remembrance of previous changes is the basis of motivation for or the resistance against future changes. Assessing the level of "change readiness" is a critical first step in determining the level of support and interest in changing from the current state of affairs. How has change been experienced in the past by those who will be responsible for and who will be affected by changes in the present? The answer to this question will help you determine if some "pre-work" or "stage-setting" is needed to prepare the organization for a



successful transition. This step is a part of an overall "Transition Risk Analysis" that will help you determine what the transition facilitators and inhibitors are within your organization.

Effective change implementation management skills are necessary for all managers in any organization. These skills are essential to the strategic achievement of an organization's mission and goals. These skills can be learned and continually refined. The better these skills are learned, refined and implemented on a proactive basis, the more the process of change becomes a competitive advantage for the organization.

#### **4. The Three Phases of Change**

There are three phases of change:

- Letting Go
- Transition
- New Beginning

Change for the better always involves these three stages. If they are not gone through in succession, the resulting change will not be for the better. Focusing on helping your organization let go of the past, transition through the change and begin together to move in a new direction is the pathway for creating improvement, increased productivity and job satisfaction. This is the journey of change. In short, the process of transitioning needs to be seen as a strategic element of the organization's development and growth.

#### **5. Transition and Organizational Progress**

What Do I Mean by "Transition?"

Transition is: "The process through which an existing circumstance, condition or relationship (real or imagined) is acted on in a manner that produces a new and different circumstance, condition or relationship."

What Do I Mean by "Progress?"

Progress is achieved when the "new and different circumstance, condition and/or relationship" is better able to help the individual or organization realize their personal and/or corporate vision and mission. An individual or organization progresses by effectively managing the process of transitioning from one state of existence to a more desirable one.

An organization progresses by taking charge of the changes it undergoes by effectively managing the process of transitioning from one state of existence to a more desirable one.

Progress is achieved when the "new and different circumstance, condition and/or relationship" is better able to help the organization realize its purpose and mission.

If an organization does not take charge of the changes it undergoes by effectively managing the process of transitioning, then the changes it experiences will soon sweep it into dangerous and destructive currents.

## **6. Transition and Enterprise Integration**

The Three Areas of Organizational Structure:

- People
- Systems
- Environment

Any enterprise is composed of people, systems and the environment in which work is done. When change is initiated it often occurs in only one of these three areas of the organization. Any attempted change that doesn't involve all three areas of organizational structure will result in outcomes worse than the present.

It is true that people make or break the organizations for which they work. It is also true that people and their performance impact and are impacted by the following four components of organizational structure:

- the organization's principles and policies
- the organization's mission, strategies and planning
- the organization's arrangement, operations and administration
- workplace space, processes, procedures and arrangement of equipment

The above model demonstrates the interrelationship of the aspects of any enterprise. When there is a change in one area, all other areas are affected in some way. If one area needs change in order to be more viable and productive, the other parts must be involved in the change. If they aren't, if change occurs at all, it will not be for the better in the long run.

When planning any transition, honor the interconnectedness of your organization by actively and creatively involving all these areas and components of your enterprise. Don't segment the enterprise into separate entities and focus on only one to the exclusion of the others. Any organizational transition should be preceded by the creation of a "Strategic Plan and Implementation Blueprint" that serves as the marching orders for the entire enterprise and that keeps everything integrated, on track, within budget, on time and with minimum resistance from and disruption to the operating environment.

## **7. The Strategic Plan and Implementation Blueprint: No Doubt Contracting**

A vital part of any "Strategic Plan and Implementation Blueprint" for the transition process is what I call "No Doubt Contracting." This is an unambiguous document that clearly describes what is involved, who is involved, responsibilities and accountabilities and what the outcomes

will be for the organization, its employees, customers and the community in which it does business. If change is to be directed toward a better future for all involved, there will need to be a clear vision of the destination, how to get there and what is needed by whom to make it happen. When all parties contract with one another, then all have buy-in not just to the creation of the contract but, more importantly, to the results the contract is designed to help accomplish.

While pursuing a planned transition, it will be wise for the leaders of such an undertaking to remind themselves constantly of the words of Machiavelli: "There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things, because the innovator has for enemies all those who have done well under the old conditions and lukewarm defenders in those who may do well under the new."

Ken Wallace is one of only eight certified Business Systems Coaches worldwide for General Motors.

He makes it easy to learn how to live and work better than you are now no matter what you do. Get started immediately by claiming your free eBook, "How to Do Better Than Your Best in Anything You Do" by visiting the Better Than Your Best [<http://kenwallacecompany.com>] website.

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