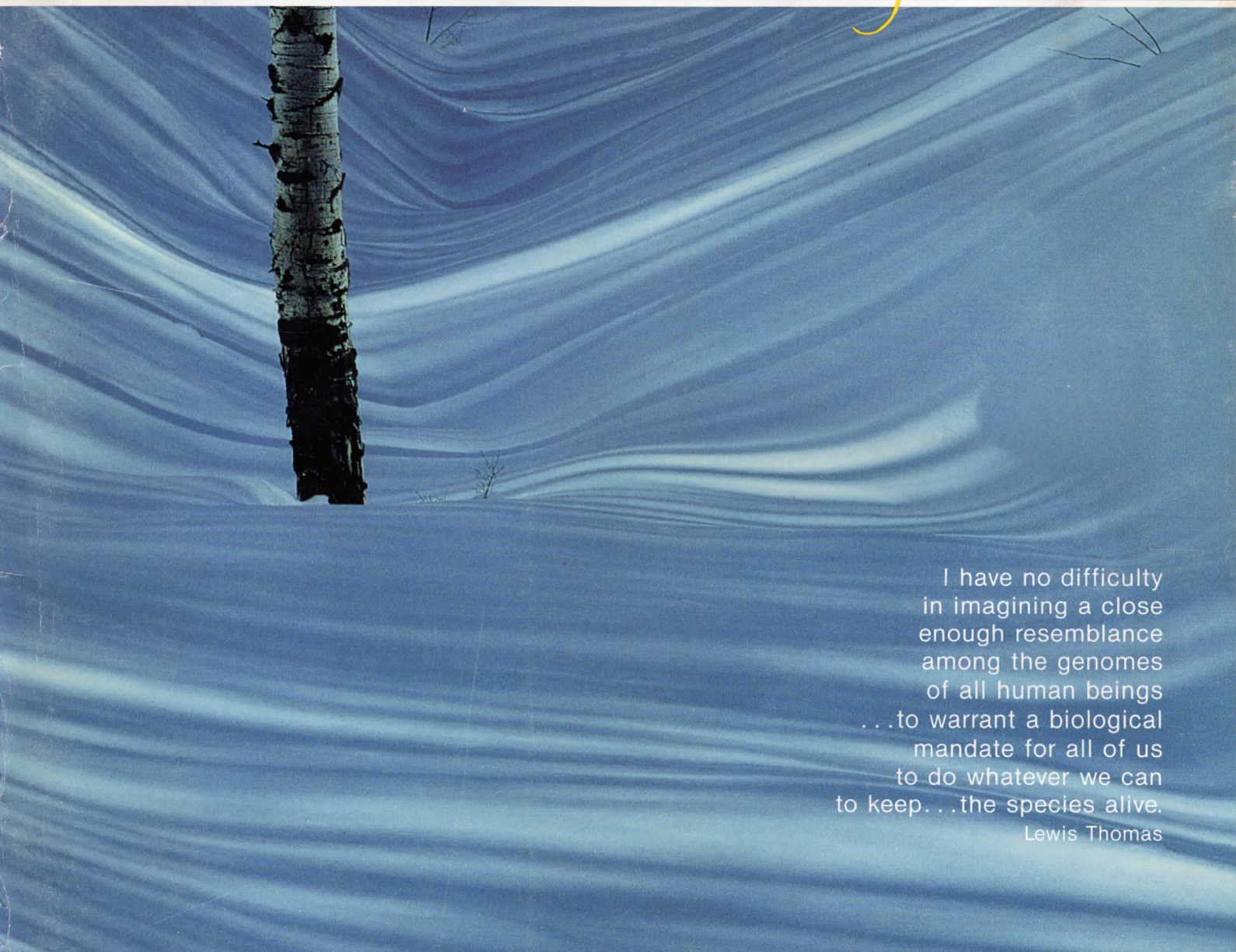


LEWIS THOMAS  
VICTORIA WATSON  
DAVID AND ROGER JOHNSON  
ANN MEDLOCK  
JOHN GRAHAM  
JOHN DENVER  
CHUNGLIANG AL HUANG  
HAL HARVEY  
AND MORE

# Windstar journal



I have no difficulty  
in imagining a close  
enough resemblance  
among the genomes  
of all human beings  
...to warrant a biological  
mandate for all of us  
to do whatever we can  
to keep...the species alive.  
Lewis Thomas

FIVE DOLLARS

cooperation

WINTER 1988/89

# welcome to the windstar journal

*Cooperation. It blossoms in times of crisis. It forms in response to earthquakes and floods, famines and tragic accidents. The winter holiday season in many parts of the world also is a time that invites and encourages cooperation. Food and clothing drives, visits to people in retirement and nursing homes, projects to bring toys to homeless and needy children and other charitable efforts fill the season. The new year arrives and—in a few weeks—many people return to a daily lifestyle that does not emphasize cooperation. As the newness of the year wears off, the resolutions fade.*

*Cooperation is necessary in human relationships. Increasingly, we are recognizing that it is also essential for humans to establish a cooperative spirit of interaction with other life forms and the whole of the planet. To the extent that we humans recognize the value of cooperation with other life forms and the environment as a whole, we believe this approach will contribute to greater peacefulness and productive cooperation among humans.*

*This issue of the Windstar Journal is dedicated to exploring the concept of cooperation. These few articles do not provide a comprehensive look at the topic.*

*Ann Medlock and John Graham inspire us with examples of people who have stuck their necks out to make a difference in their lives and the lives of others.*

*Victoria Watson invites each of us to contribute ideas and actions to a global effort in support of a world that works.*

*Chungliang Al Huang looks at the concept of cooperation in the written Chinese language—and illuminates our understanding with his beautiful interpretations and calligraphy.*

*Jan Rensel and Alan Howard give us a glimpse of one cultural group on the planet where cooperation is an essential part of the social fabric—among the Rotuman people in the South Pacific.*

*Hal Harvey takes us to the global reaches of cooperation—addressing the most fundamental issues of planetary security.*

*Lewis Thomas shares his perspective that cooperation is the most natural of acts—in all species, not just among humans.*

*Pam Stacey gives us examples of cooperation in the animal world—looking especially at some of the fascinating reports of altruism in dolphin society.*

*Tom Crum suggests that cooperation is a key to a healthy economy—more cost effective, productive, and encouraging of quality than traditional competitive approaches.*

*We are seeing examples of cooperation everywhere we look. Increasingly, there are dramatic and encouraging instances of cooperation across political, cultural, and geographic boundaries. In these early weeks and months of another new year, we can feel an invigorating and promising commitment to cooperation that is growing throughout the world.*

*In these times more than ever, we need to do what we can to nourish one another and our environment. Each of us begins with ourselves—to maintain our own wellness in as many dimensions of our lives as is possible. Whole humans are those best prepared to work creatively and cooperatively with others to create a healthy future. A cooperative spirit does not deny individual and autonomous actions. It is a matter of perspective. Since each action we take is in fact a part of a larger whole, we are part of a cooperative venture at all times. Thanks for your contributions to the whole.*

*Cheryl Charles and Bob Samples, Editors.*

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*The photographs on the front cover and inside back cover are by Celia Roberts. They are from her 1989 calendar, "For Love of the Rockies." See the Windstar products page for how to obtain this calendar. The photograph on page 20 is by Global Cooperation for a Better World; those on pages 40 and 41 are by Jan Rensel. All other photos are by Bob Samples.*



# Partnering and Parenting

It is time to get personal. We live in nearly constant association with other humans. We may spend some time alone at times in our lives—some of us more than others. Most of us, however, are in contact with one or more other people nearly every day of our lives. We spend a considerable amount of time in interaction with other people. Minute to minute, we have choices to make about the nature of those interactions.

Are we prepared to interact effectively with other people? Are we prepared to work with others to mutually define our goals and to accomplish them?

With interactions ranging from personal to planetary, we have opportunities each day to improve our personal relationships. We also have opportunities to increase the likelihood of accomplishing goals as a result of our tendencies to cooperate with others. Here are just a few of the areas in which these opportunities may arise.

Cheryl Charles

## Self

Successful *interpersonal* communication begins with successful *intrapersonal* communication. We begin by hearing our own voice. Each of us is in a continual dialogue with our self. Sometimes we listen to our feelings; sometimes we don't. On occasion, we may take a fresh look and challenge our assumptions about who we are, about our way of being in the world, and about what we want to accomplish during our lifetime. Other times, we may spend years on end without thoughtful examination of our operating assumptions and values. Some of us may ask *too many* questions of ourselves—doubting so much that our self-examination immobilizes us. Once again, it is a matter of healthy balance—a balance we each must establish for ourselves.

**IDEA:** *In the morning, make a list of the things you most value about yourself. At the end of the day, check to see whether your behaviors throughout the day were consistent with those values.*

## Spouses and personal partners

Marriage is an experience in cooperation at a profound level. It may be blissful, exhilarating, rewarding, joyous. It may be painful, discouraging, debilitating, destructive. When two whole humans come together—capable of independent, autonomous action and equally capable of creating a partnership with an intimate other—a marriage certainly has more options for survival than if two hollow humans join together. Marriage and other forms of intentional intimate partnering work best when each participant is standing firmly on solid ground—and then chooses to share a larger area of ground with the other. Cooperation in marriage does not mean giving up one's own identity. It means maintaining a sense of self, while creating a new entity that transcends either as individuals. Cooperation in marriage can enable each partner to flourish—without diminishing the other. At its optimum, each partner finds support and encouragement to accomplish things—sometimes alone and sometimes with the other—that he or she might not undertake without the nourishment and assistance of the other.

**IDEA:** *Celebrate your partner. Remind your partner that you—as a whole human being with many diverse interests and talents of your own—are actively choosing your union with him or her. Take a fresh look and remind yourself, and your partner, that you are consciously re-choosing to be together—day to day, year to year. Think of an area where you and your partner can work together—each using his or her own special skills and insights—to accomplish something that you would or could not do alone. Then do it!*

## Children

We adults may forget what it feels like to be a child—with the poignant range of feelings from being invincible to being totally vulnerable, from knowing everything to knowing nothing, from accomplishing wonderful things to feeling like nothing works, from loving others with confidence to fearing no one will love you at all. Extending genuine respect to young people is one of the most profound acts of cooperation in which we adults can participate. For example, remember to greet each child in a room—instead of saying hello only to the adults; take the time during social visits to talk, one on one, with the children in the household to find out how they are and what is interesting to them in their lives; share time for household chores with your own child or children—instead of always relegating them to tasks of isolation; and find moments as often as possible to share humor and love. Adults typically greet each child they meet with questions like, “Hi—what's your name? How old are you?” Always asking questions of children—especially by imposing adults—is disrespectful and discourteous. It takes the initiative away from children—only leaving them to respond. Engaging in mutually interesting conversation, in contrast, is an experience in genuine cooperation—premised on mutual respect. As parents and adults, we are authority figures—but speaking with authority need not negate our abilities to actively converse and listen. Today's busy lives—with many single parent and working parent households—tend to inhibit many opportunities for parent/child cooperation. As a result, it is even more important to actively create such opportunities.

**IDEA:** *With your child or someone else's, think of a project that you can do together—with each person making a real contribution to improve the world you both share. Plan time together to accomplish it. Model for the child ways to work cooperatively, to use each person's knowledge to solve problems and resolve conflicts. Be fully present with the child in the process of accomplishing this task—and pay attention to what you learn from the child about successful ways to cooperate.*





### Extended family and friends

Most people—especially children—learn some fundamentals of cooperation through experiences in their nuclear family. However, many children today are experiencing a sense of community outside the nuclear family unit. Day care centers, schools, and peer groups create extended families and foster environments in which children get to practice skills of cooperation. Many families are physically separated by long distances in today's society. Large family gatherings may happen a few times a year, or even less frequently. New kinds of extended families are being created—with friends becoming “family” in a special sense. New traditions are being created as a result. Models of cooperation within the structure of new relationships are being invented all the time. There is a disequilibrium in the society in the midst of these changing forms. Some of the new models are working well; others are incomplete and inadequate. Just as with all of life's changes on the planet at this time, there is tremendous ambiguity and unsettling while people are renewing their commitment to some long-held family and community values—and simultaneously creating new values that are associated with a redefinition of family.

*IDEA: Invent new traditions for your family—extended or immediate—to share. For example, you might establish an annual picnic, a holiday play where everyone has a role and the whole event is videotaped, a memory box with each group of two or three people responsible for adding something that represents a wonderful (or ridiculous, embarrassing, hilarious, tender, etc.) moment in the family's life. Think about the area of homelife that you like least—if any. Does it involve cooperation with others? If so, how can it be improved? Brainstorm solutions to this problem with other family members.*

### Business partners and associates

The world of work often has been characterized by an emphasis on competition. Sometimes it is competition to get ahead of those with whom we work—to climb the ladders of achievement. That happens at an individual level. It also happens at a group level as companies, corporations, organizations, and neighborhoods work to beat their

competitors at income, profits, growth, prestige, and returns to investors. That competitive edge—honed and sharp—is valued and championed. While some jobs obviously require a team approach and a cooperative spirit, the dominant approach in contemporary business is to emphasize the drive to compete—often forcing many in the workplace into isolation. Achievement and excellence are defined, in a sense, by the products of a competitive process. Excellence does not *require* competition. Excellence does require attention to quality. When large numbers of individuals work at their optimum level to produce results of the greatest quality, their individual efforts combine to create a healthy group that produces excellence. A willingness to nourish oneself and support others—more characteristic of what are typical cooperative tendencies—can actually produce more tangible results of quality than competitive approaches that can serve to fragment, polarize, and immobilize the talents of individuals and groups.

*IDEA: Identify one project that you could and normally would do alone—but one in which others could actually make a constructive contribution to improve the quality of the end result. Invite some of your associates to cooperate—and then successfully develop the jointly-produced project. Actively encourage and recognize the talents and interests of those people with whom you work. Popularize the notion that diversity in a workplace is a wonderful source of creativity. The creative accomplishments of the many—focused on a common purpose—add up to a community of productivity and effectiveness. In a climate of mutual respect, the products tend to translate to real profit in dollars and cents—as well as in mental and physical wellness.*

### Schools

Schools have traditionally been modeled on measures of excellence that create a “normal” curve—from losers to winners. Judging is “one against another”—instead of each person striving to accomplish clearly stated goals or outcomes. Global health depends upon cooperation in defining and accomplishing goals for humanity and the planet. It does not depend upon one person being incrementally better than another at accomplishing some task. It does depend upon each of us doing the best we know how to do to contribute to the accomplishment of the task itself. Now, more than ever, it is all of us or none. Schools today must prepare young people to function in an increasingly complex and intricate world. Knowledge is literally expanding and changing at unprecedented rates. The task of managing this knowledge base is beyond the scope of what any one individual can accomplish—therefore, it becomes imperative for schools to help prepare young people to work cooperatively, and to value cooperation.

*IDEA: Visit with your local school superintendent, principal, or teacher. Find out whether cooperative approaches to learning are being included as part of the school's instructional practices. If yes, commend them. If not, encourage them.*

### Churches and organizations

Churches have tended to create climates of support within their memberships and then—to an unfortunate degree—to create climates of divisiveness that polarize one segment of people against another. Religious differences and discrimination continue to plague humanity. Many ecumenical efforts have been thoughtfully articulated and encouraged. Even so, divisiveness, separation, and sometimes violence have been undertaken in the name of religious belief. Organizations also are sometimes used as weapons rather than tools.

**IDEA:** Encourage cooperative efforts among groups and organizations. If you are an active member of any group, think about its purpose. Then look to see what other groups may have the same or a similar purpose. Create a tangible project that your group and other groups may work on cooperatively—transcending differences in support of a meaningful project of common concern.



### Community members we do not know

Nearly every day we meet and talk with people we have never met before. At grocery stores, in sales offices, on the telephone, through the mails—we touch and are touched by people we don't know. We have limited preparation for such interactions—except a coping strategy that guides us to treat others at least as courteously as we would like to be treated in turn. We sometimes act as if we have forgotten or never heard the homily, “A stranger is just a friend I've never met.”

**IDEA:** Make an intentional effort to be courteous and supportive of someone you've just met—especially someone who is providing you a service you might otherwise take for granted. Take a moment to recognize the importance of all the members of your community—their importance to you and to others. Take time to acknowledge in your own mind and heart the contributions of the public servants, the people in service roles of all kinds, the business people who create jobs in the community. Recognize that without these members of your

community—whether you know them personally or not—it would not be possible to find food at the grocery, books at the library, medical care at the hospitals, and street lights that work on busy corners.

### People around the world

Increasingly, the communications capacities of the planet in this age of information will inevitably and persistently bring us images of people from around the world. Each day we hear and see others who live in places far away—eating foods, wearing clothes, holding children, feeling pain, celebrating opportunities, facing crises that are both similar and different from those we experience each day. We are more alike than different—and yet our capacity to recognize our similarities is pushed to limits that are intolerable for some. We learn from the images, and feel the sense of oneness—at the same time we see the frustrations and fear that surround the perceived limits of some people's cultural and interpersonal boundaries.

**IDEA:** If you don't already have one, buy or borrow a good world atlas. Once a week, during or after a news broadcast with international reports, look in the atlas to find out where the people live about whom you just saw a news story.

Creating climates of respect does not mean that any of us necessarily agrees with everyone else all of the time. We simply are creating climates in which informed and responsible decision making is most likely to take place. Cooperative climates encourage informed and responsible decision making because the orientation is to value the potential contributions of all involved. Competitive climates tend to narrow the options. Participants are so focused on getting their way, they tend to lose the opportunity to enrich their vision—as well as the common purpose—by finding out what the community as a whole has to offer.

We are in the process of developing new models of cooperation in this society. Much of what we are experiencing is new. We have never before been a planet of more than five billion people. We have never before had the capacity for instant communications worldwide. We have never before created such an accumulation of pressing ecological problems on a worldwide scale. We have never before had exactly the form of partnering and parenting relationships between men, women, and children as we do today. There is a spirit of cooperation that is emerging in people everywhere around the world. Without previous models of success in some arenas, we simply have to go forward with sincerity and diligent effort—knowing that much of what we are trying to accomplish has never been accomplished before on such a scale. Promise is in the air. We are surrounded with opportunities. Authentic, well-informed cooperative actions are an important key to creating and maintaining a sustainable future—from personal to planetary.

# WHAT TO DO

No matter the level of intimacy—from partnering to parenting to learning to befriend others in the planetary family—there are some principles associated with cooperation that seem to be emerging.

- Build a reflex within yourself to communicate authenticity—beginning with an alignment of your personal values to the actions you take.
- Communicate the value of each individual human being—beginning with yourself. By doing so, you are extending dignity to people of all ages, cultural experiences, ethnicity, sex, and physical characteristics.
- Create a climate of commitment to communication, cooperation, and learning. The process of learning is valuable and important for people of all ages. It will guide adults to the future—while serving the youth and their future as well.
- Articulate your own beliefs and perspectives with clarity and energy. The world needs clear voices. When we each speak clearly—consistent with our values and beliefs—we can sort through any differences we may have more efficiently, productively, and honestly.
- Respect everyone's right to his or her perspective while simultaneously acknowledging your own. Acceptance does not necessarily mean agreement. Respecting another's humanity in a cooperative spirit does not require that we agree with each other's personal beliefs and actions—nor that we stand quietly by without expressing our own views.
- Recognize that cooperation does not mean loss of personal identity. In fact, cooperative efforts are enhanced when the people who participate are committed to their own personal integrity—while simultaneously respecting the inherent worth of all others.

Cheryl Charles