

WORKSHOP SETTING (catchment)

individuals (YOU!)

little groups (WITH NOTE-TAKER)

questions & mini-dialogue

information flow

**PLEASE TAKE NOTES AND LEAVE THEM HERE**

## dendritic form

Stella will type up notes and share in the [permacultura.pbwiki](http://permacultura.pbwiki.com) (RELIABLE HELP WITH THIS VERY WELCOME) ...

an exercise in  
COLLECTIVE  
INTELLIGENCE

... so that it can most effectively **FLOW**  
into the permaculture community ocean ...



builds on existing landscape

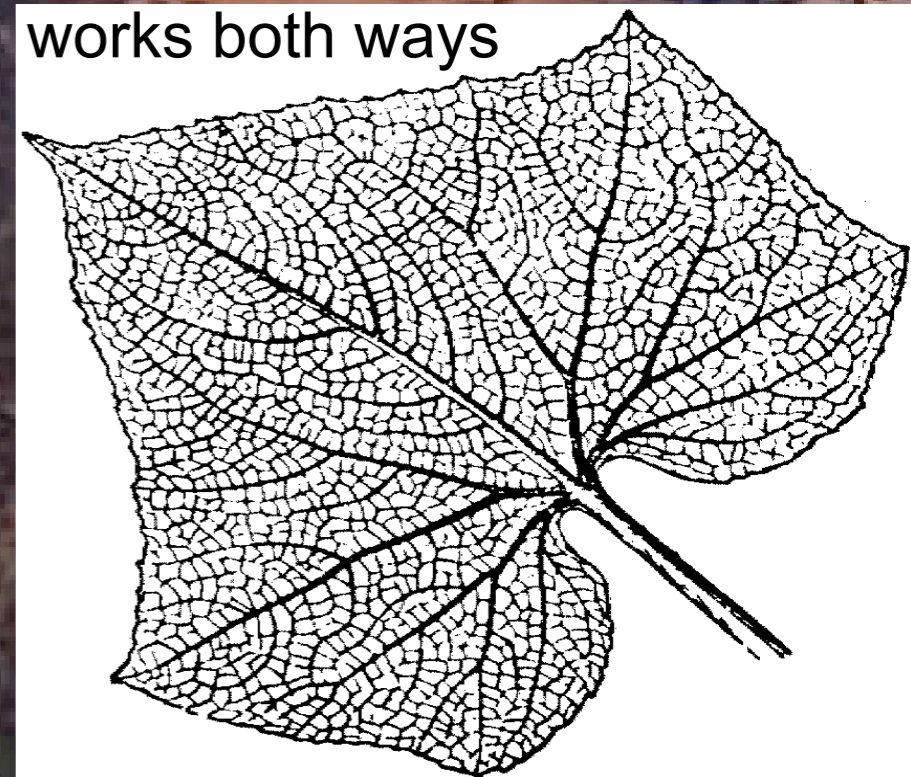
existing individuals

# MAKING CONNECTIONS

existing institutes

existing projects

works both ways





# Chaordic Institute Design

## *ADVANTAGES*

---

- Showcase of PC work on the ground*
- Inspire (in & out of PC)*
- Transparency & Standards*
- Builds the Network, & our Professionalism*
- Action Learning - Diploma (facilitate)*
- Increase Collective Intelligence*



# Chaordic Institute Design

## *DISADVANTAGES*

---

*Discouragement (high tech?)*

*Organizing Permies?*

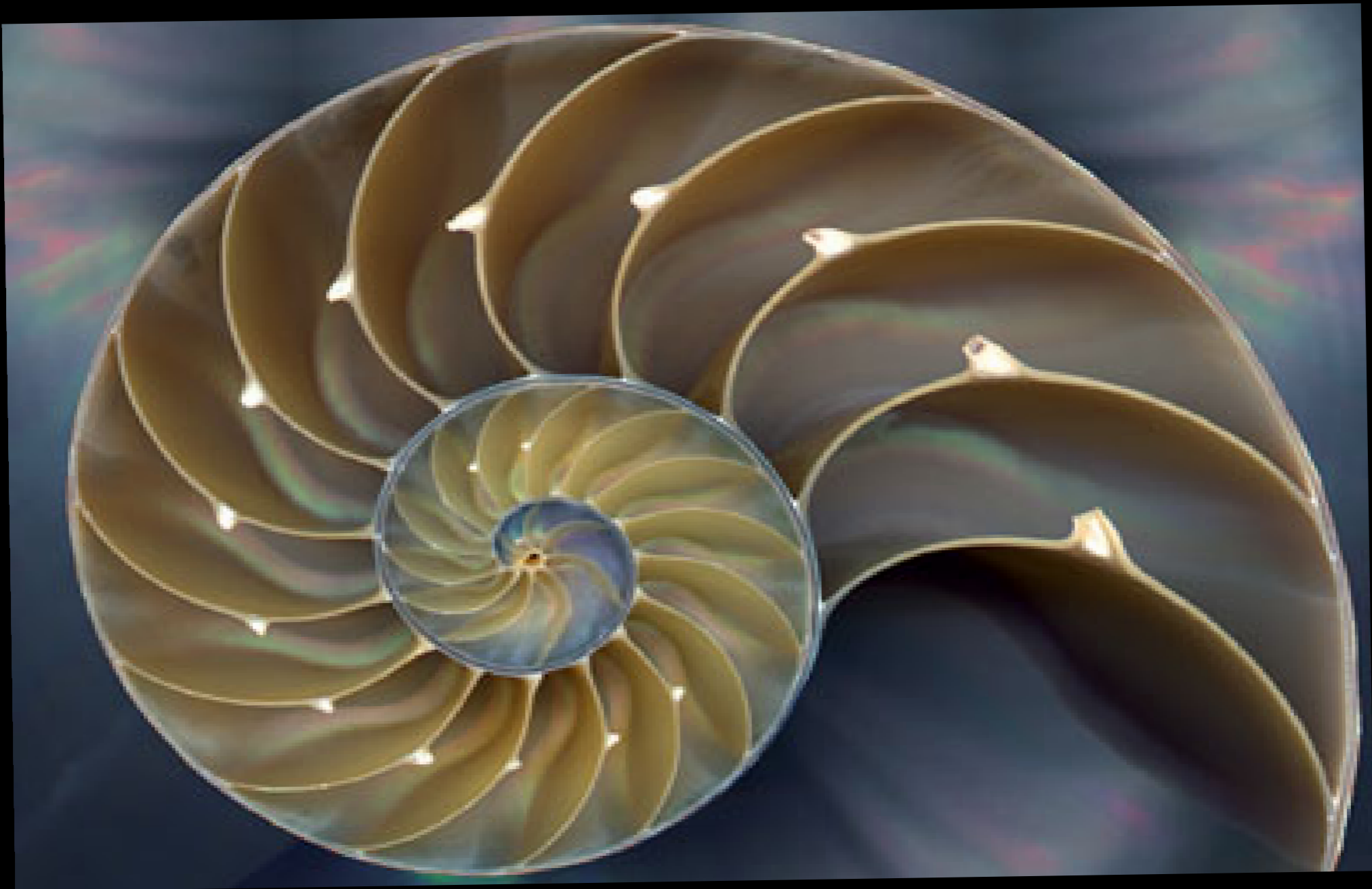
*Temptation to centralize*

*(the problem is the solution)*





an exercise in COLLECTIVE INTELLIGENCE



<http://permacultureinstitute.pbwiki.com>



# Design for a chaordic Permaculture Institute

*presentation of pilot project*

*stella@finca-luna.com*

*What is “chaordic”?*

*What is an Institute?*

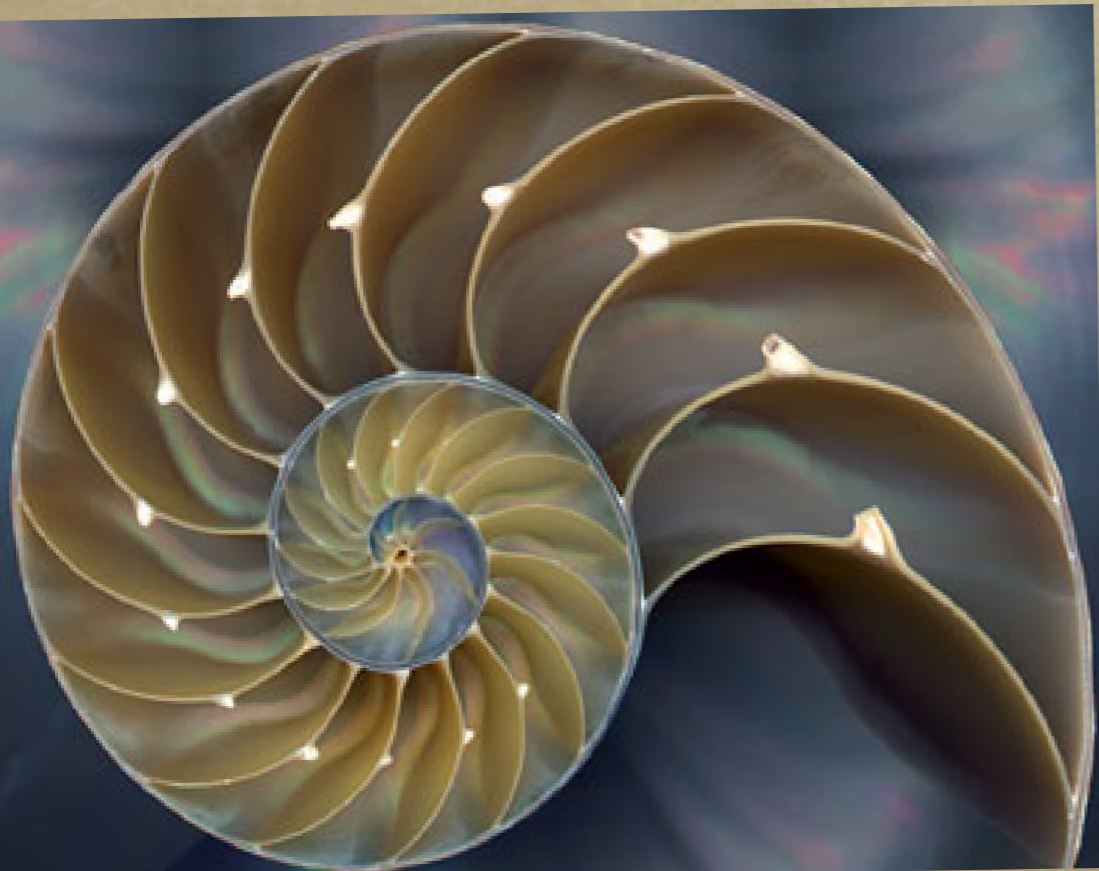
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*Rethinking organizational models*

*Some results of the pilot project*

*Next steps*





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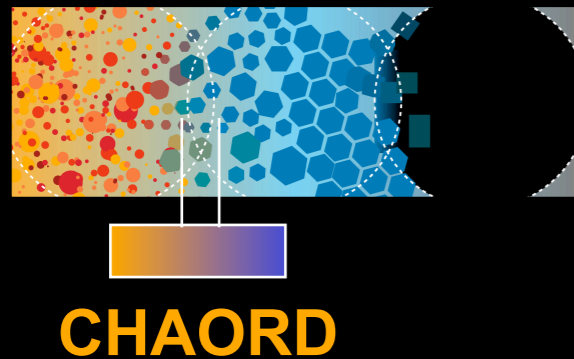
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# A “Chaord” is...



Any organism, organization or system that is:

Self-organized  
Self-governed  
Adaptable  
Non-linear  
Complex

*“Chaordic” means characterized by the fundamental principles of nature and evolution.*



# re-thinking one-dimensional models



Chaordic



Decentralized

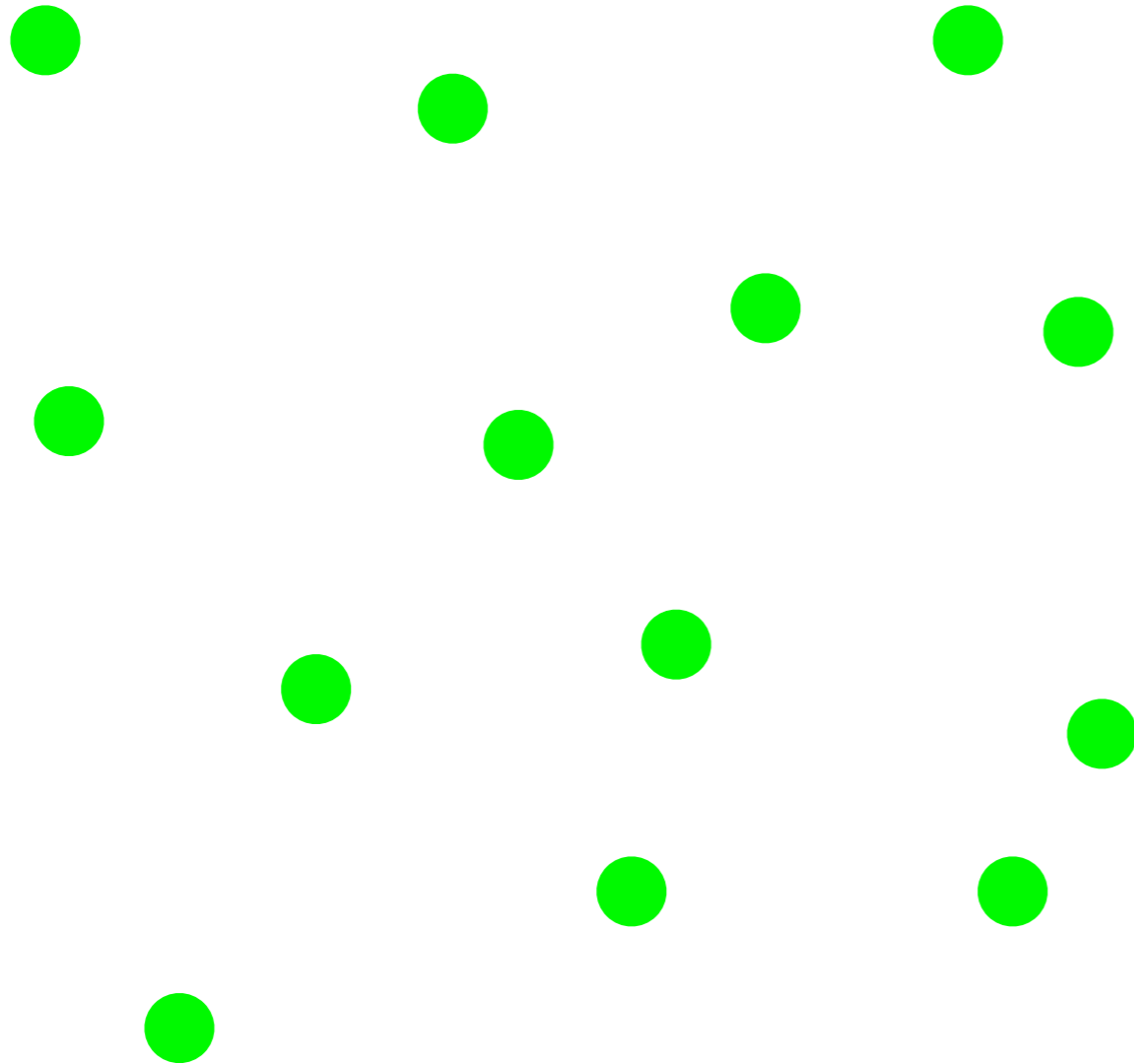


Centralized



# Decentralized

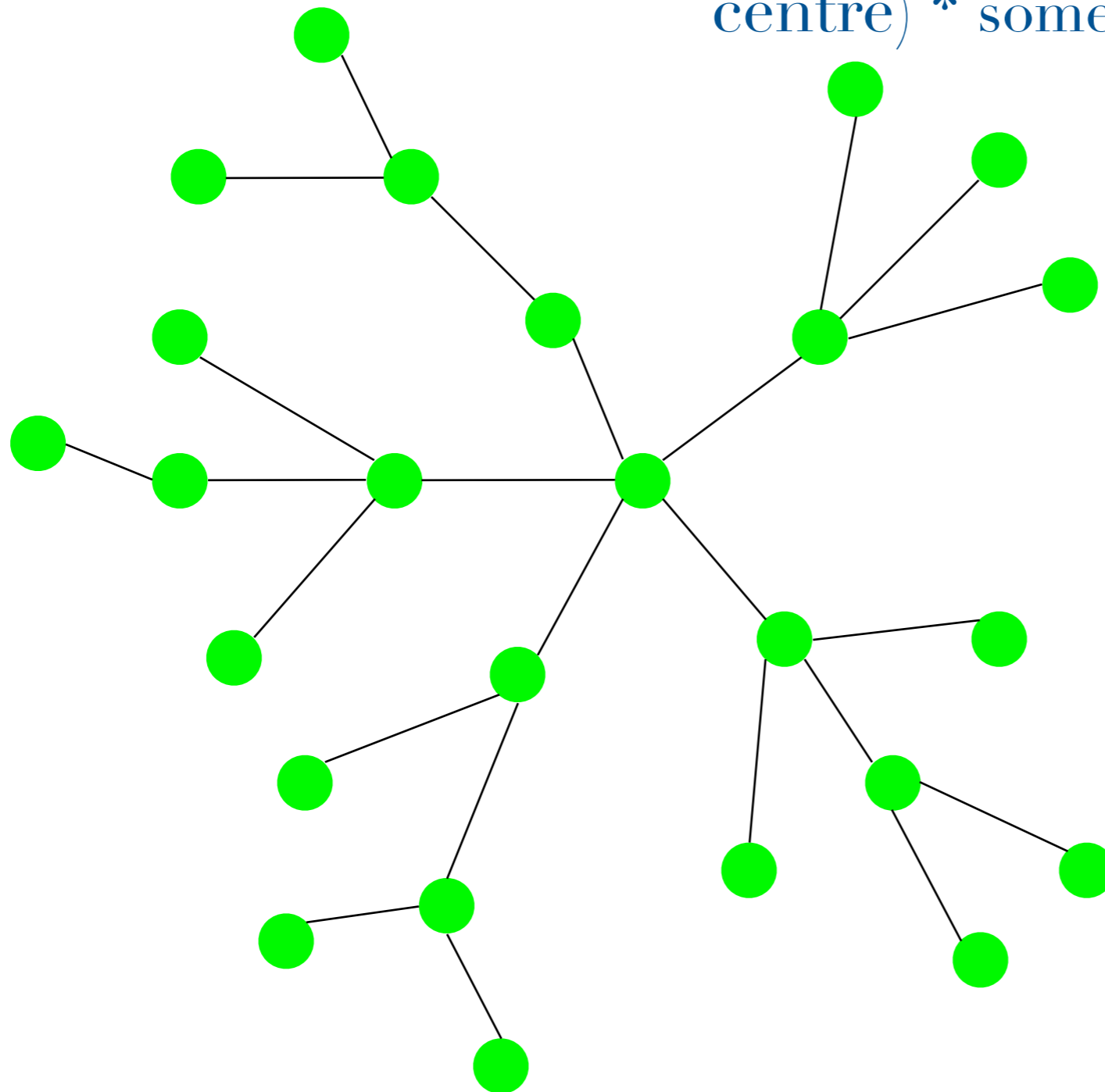
eg. the 'green movement' \* our PC 'network' \*  
most neighbourhoods \* the 'centres' for radical  
social change in general \* a poorly designed  
local economy \* some families \*  
our PC 'network'



- ~ *Fully autonomous*
- ~ *Unconnected*
- ~ *Unstable relationships*
- ~ *Diverse or Uniform*
- ~ *Random growth*

# Centralized

eg. any multinational \* most associations \*  
NGOs \* franchises \* governments \* some  
families \* a road network (capital in the  
centre) \* some parts of our PC 'network'



- ~ *Largely dependent*
- ~ *Connected by power*
- ~ *Fixed relationships*
- ~ *Uniform*
- ~ *Growth from the center out*



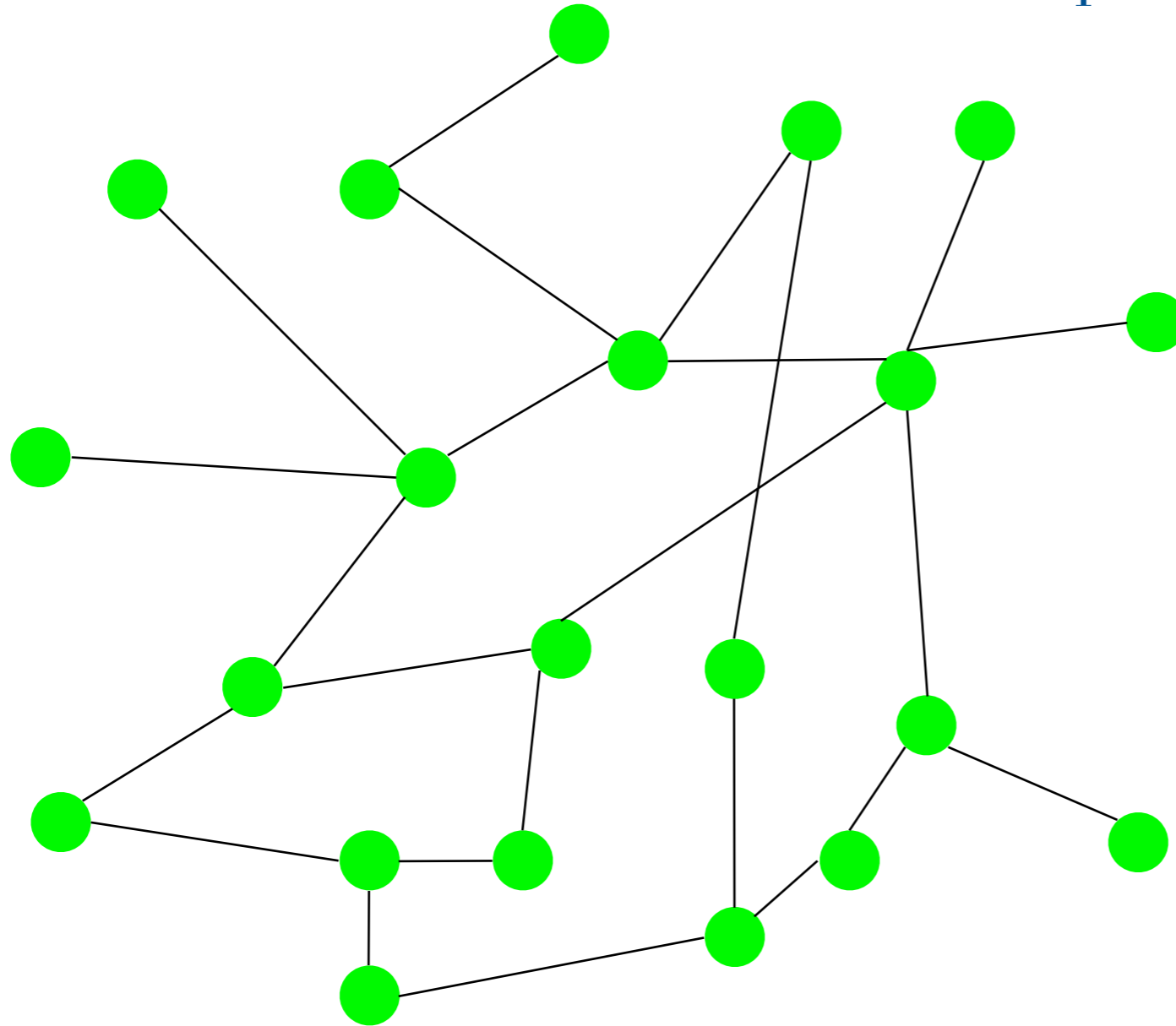
# Chaordic

eg. internet \* an ecosystem \*

VISA \* our brain \* networks in general \*

families by choice \* the 12 step movement \*

some parts of our PC network



~ *Largely autonomous*

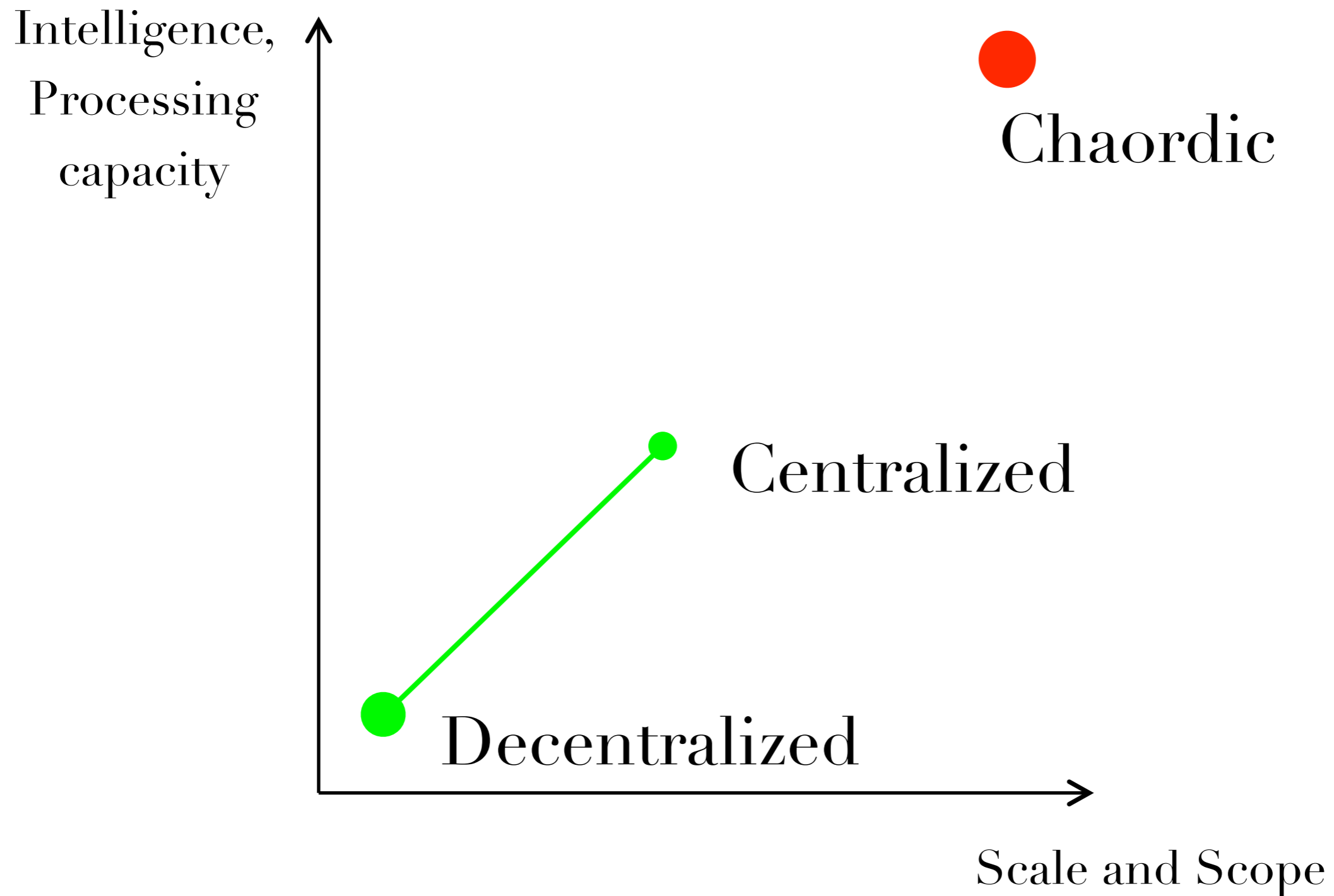
~ *Connected by protocol*

~ *Stable relationships*

~ *Diverse **and** uniform*

~ *Growth from any point in any direction*

# how EFFECTIVE are these models?





Chaordic

networks

groups

institute

friends

other

events

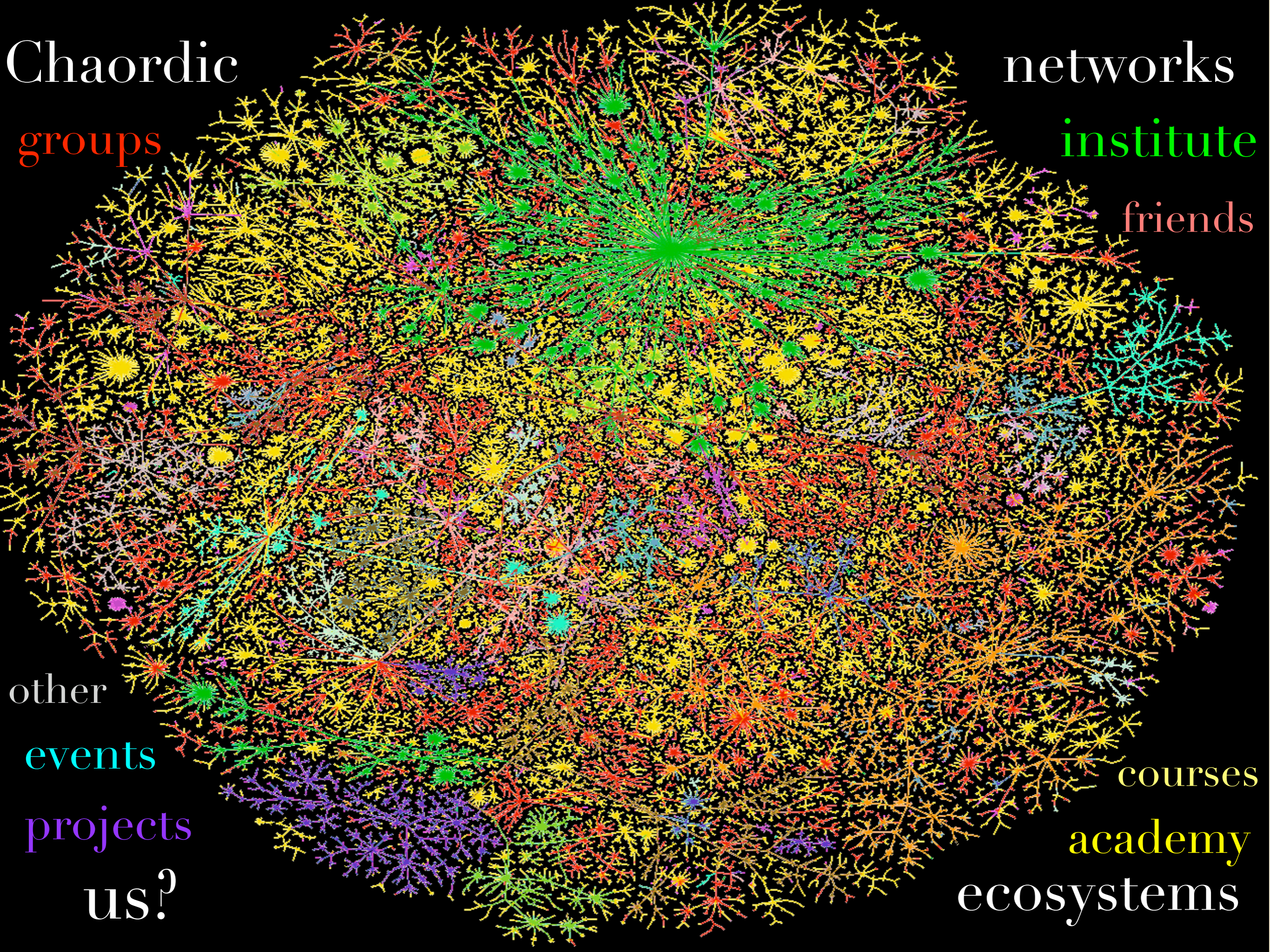
courses

projects

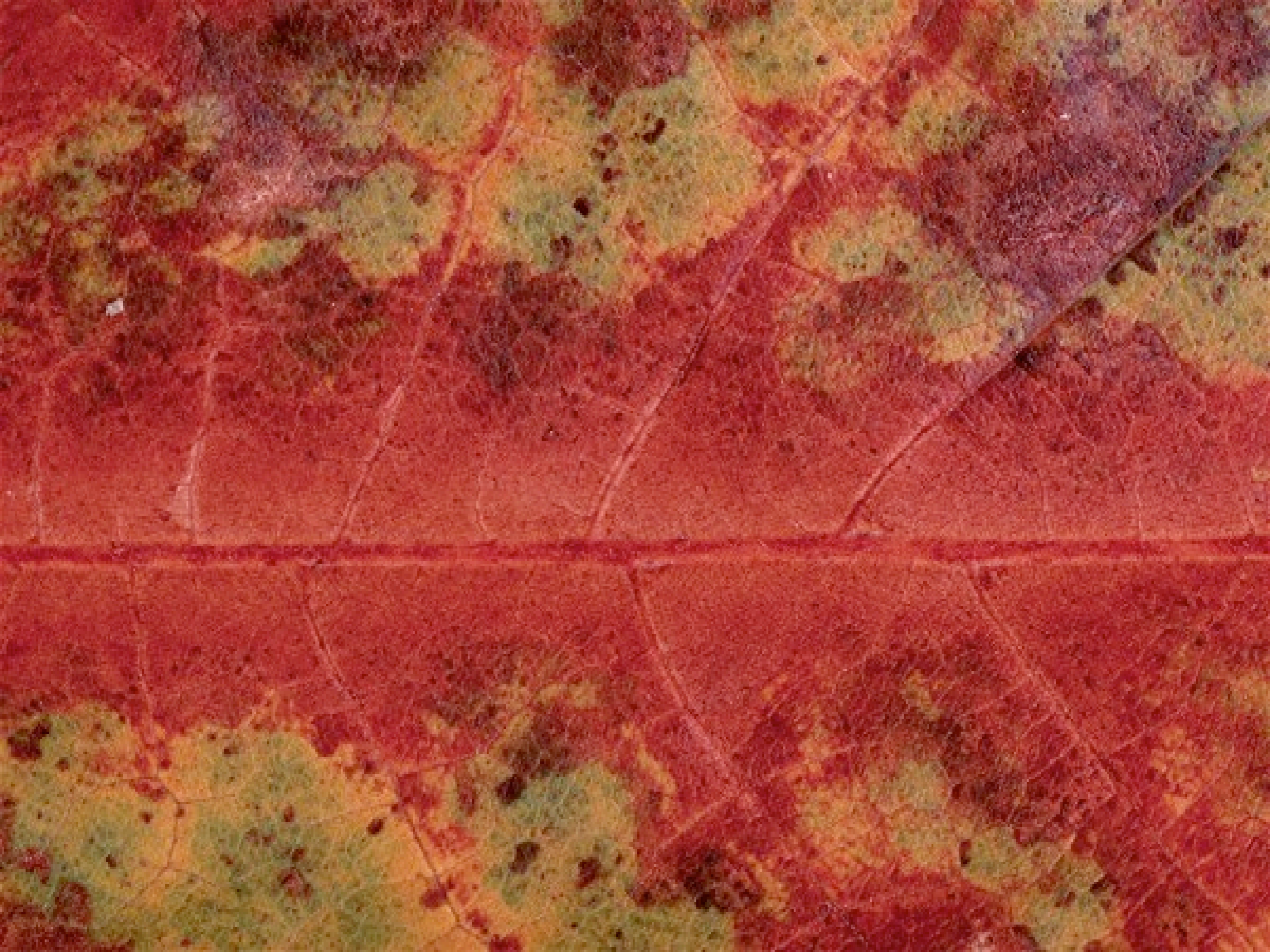
academy

us?

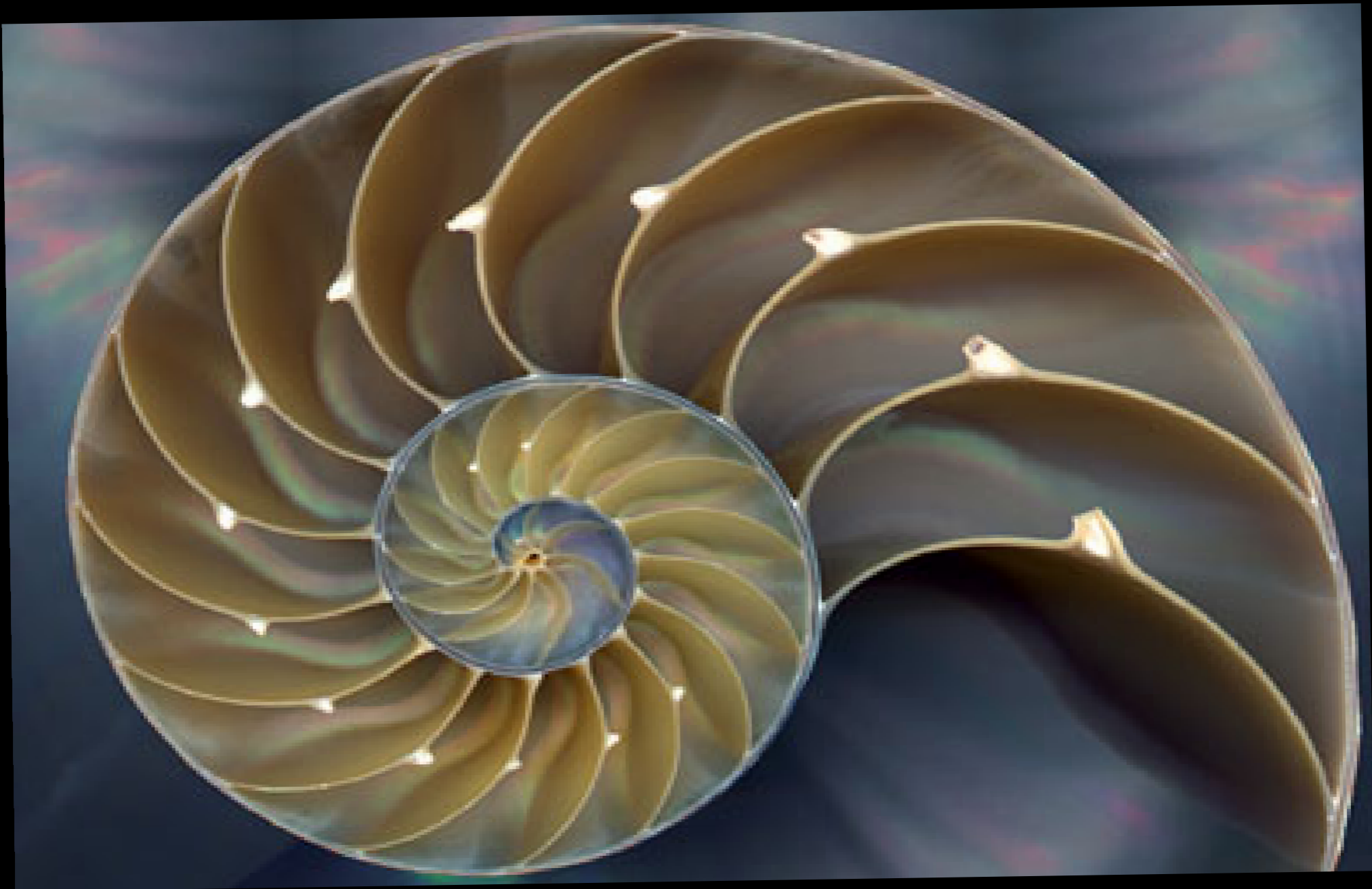
ecosystems











<http://permacultureinstitute.pbwiki.com>



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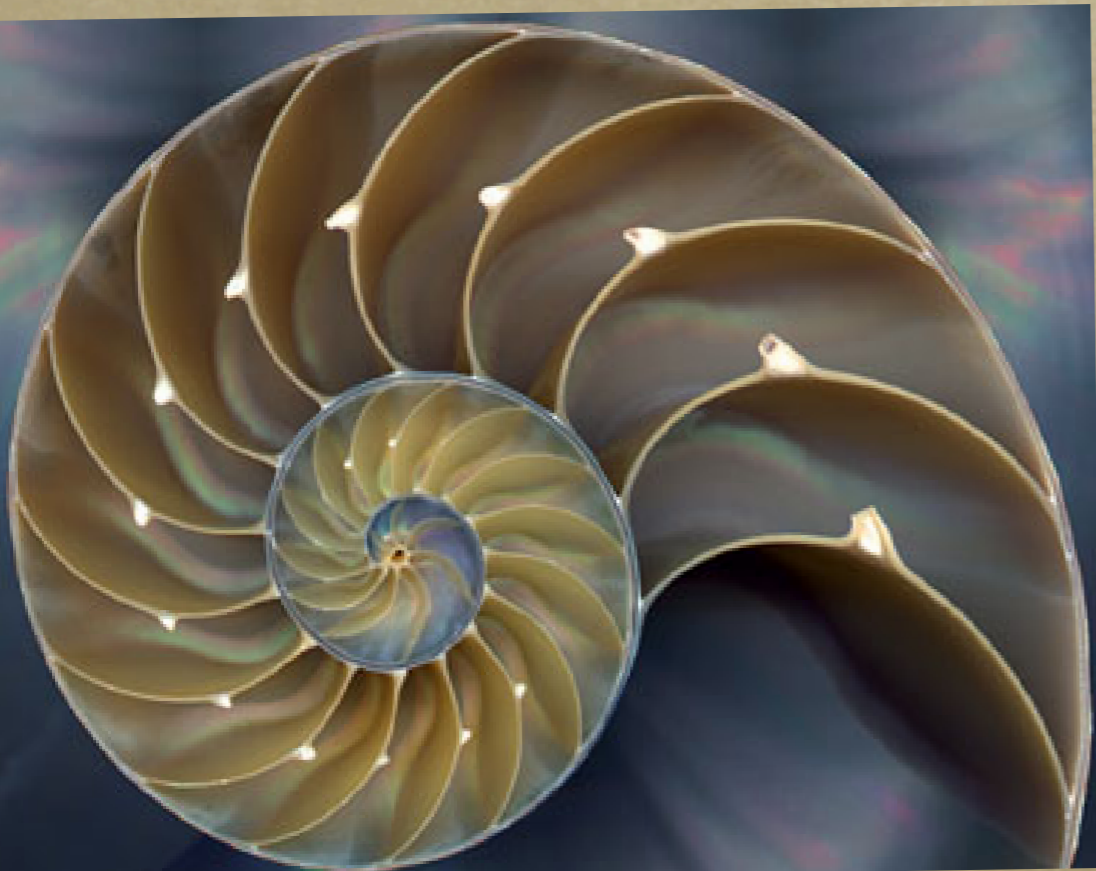
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<http://permaculture.org.au/>

## The Permaculture Research Institute

The Permaculture Research Institute (PRI) is an international non-profit charitable organization working with communities worldwide to expand the knowledge and practice of integrated sustainable agriculture using the whole-systems approach of Permaculture Design to provide solutions for permanent abundance by training local people to become leaders of sustainable development in their communities and countries.

We raise funds, consult, manage projects, and provide support for our local affiliates, who further our shared mission by teaching and practicing sustainable design in their own countries and Bio-Regions. We design large and small projects on an international scale that address issues of critical global importance.





<http://www.permaculture.org>

Located near Santa Fe, New Mexico, the Permaculture Institute was founded in 1997 as the sister organization to the Permaculture Institute of Australia.

It came on the footsteps of the Permaculture Drylands Institute, formerly the leading permaculture educational institution in the US.

Our mission is to promote sustainable living skills through education, networking and demonstration projects. We facilitate networking among permaculture groups and projects in NM/Southwestern region and beyond.







**Ecocentro IPEC**  
Instituto de Permacultura e  
Ecovilas do Cerrado

[ecocentro.org](http://ecocentro.org)  
em testes



# *Reclaiming Important Words*

*what do these words suggest to you?*

*Academy ?*

*a teaching institution*

*inside permaculture?*

*outside permaculture?*

*Institute ?*

*a research institution*

*multi-functioning*

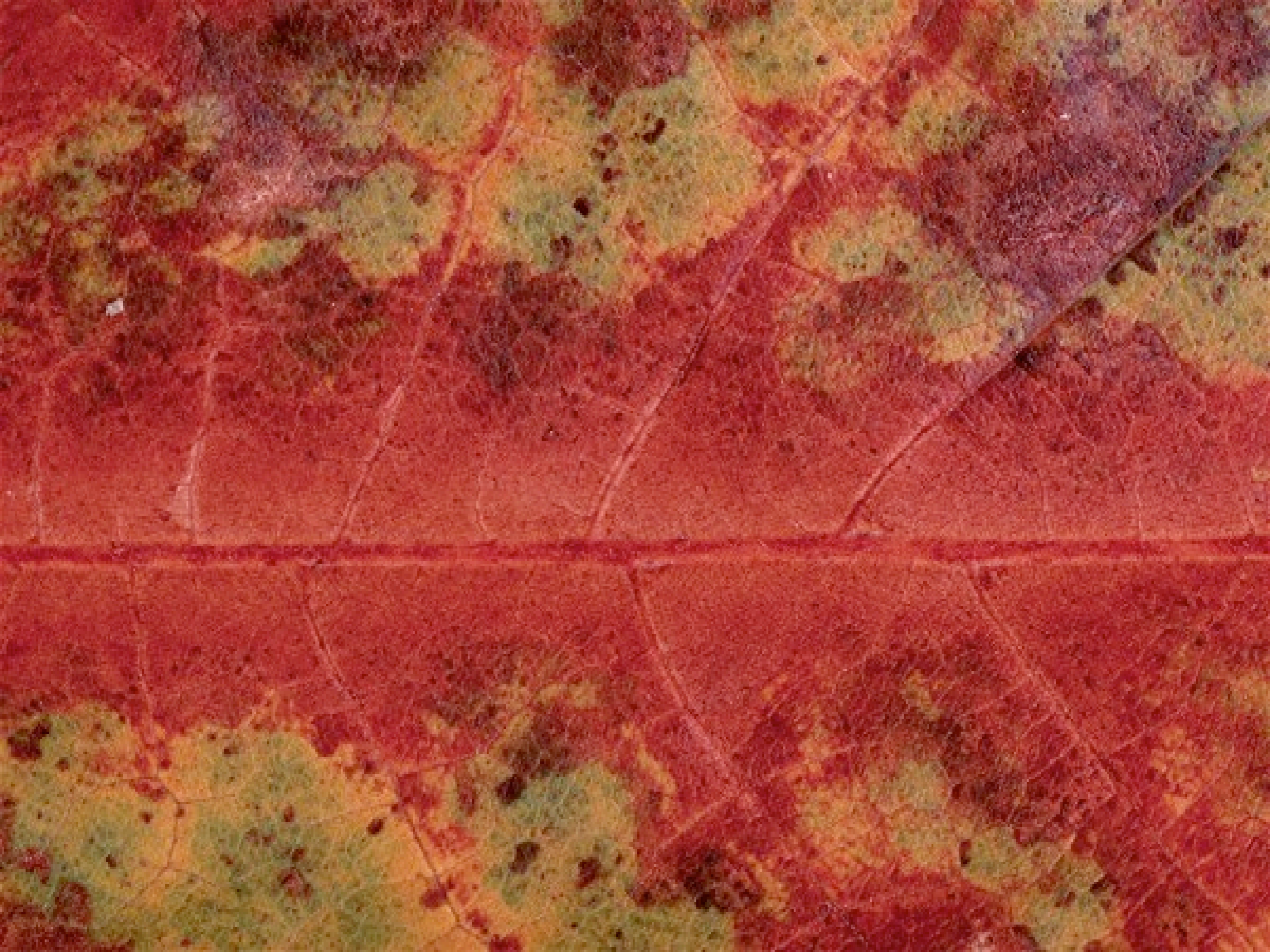
*with words*

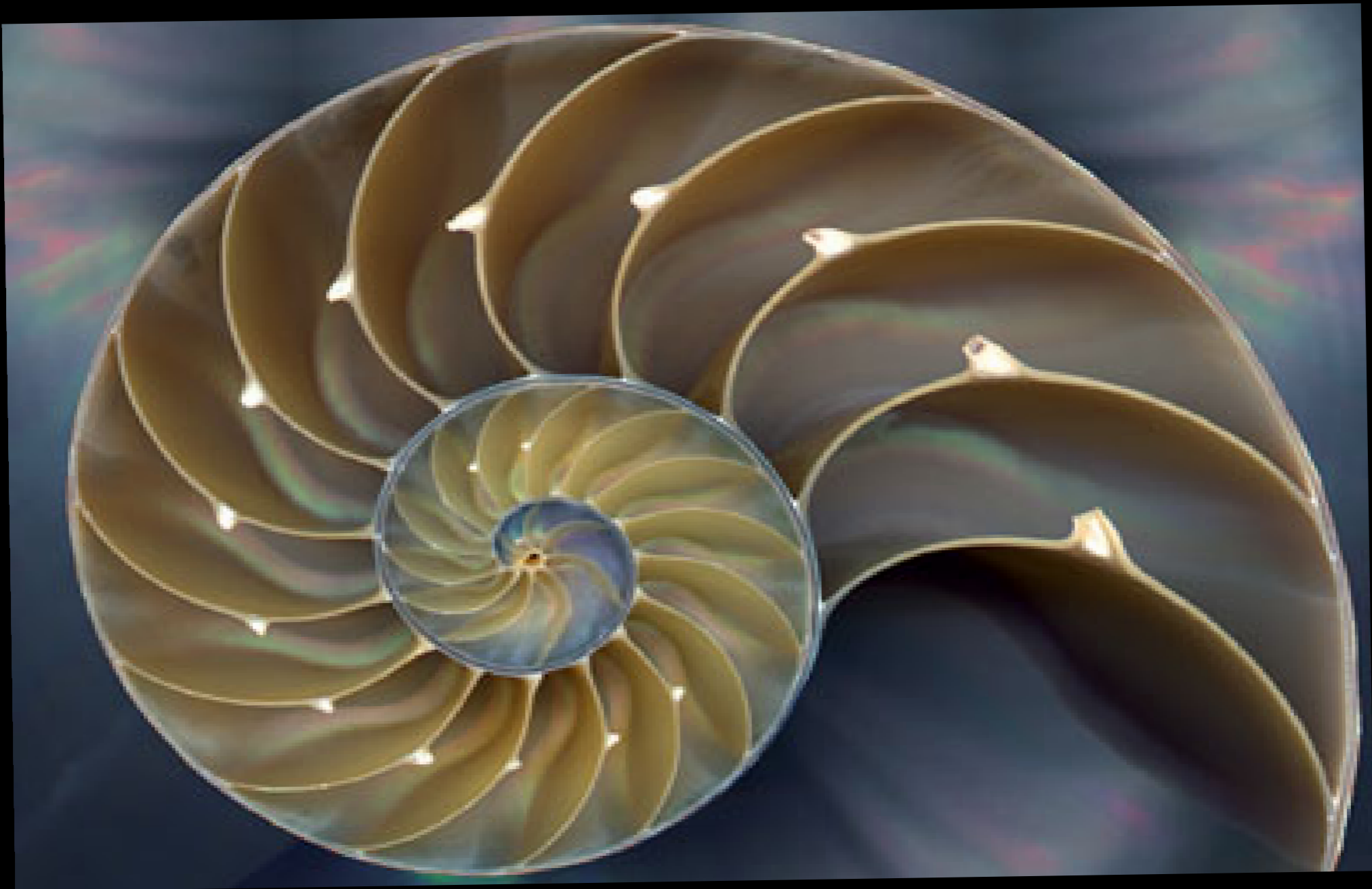
*often isn't a good idea*

*Project ?*

*any institution*







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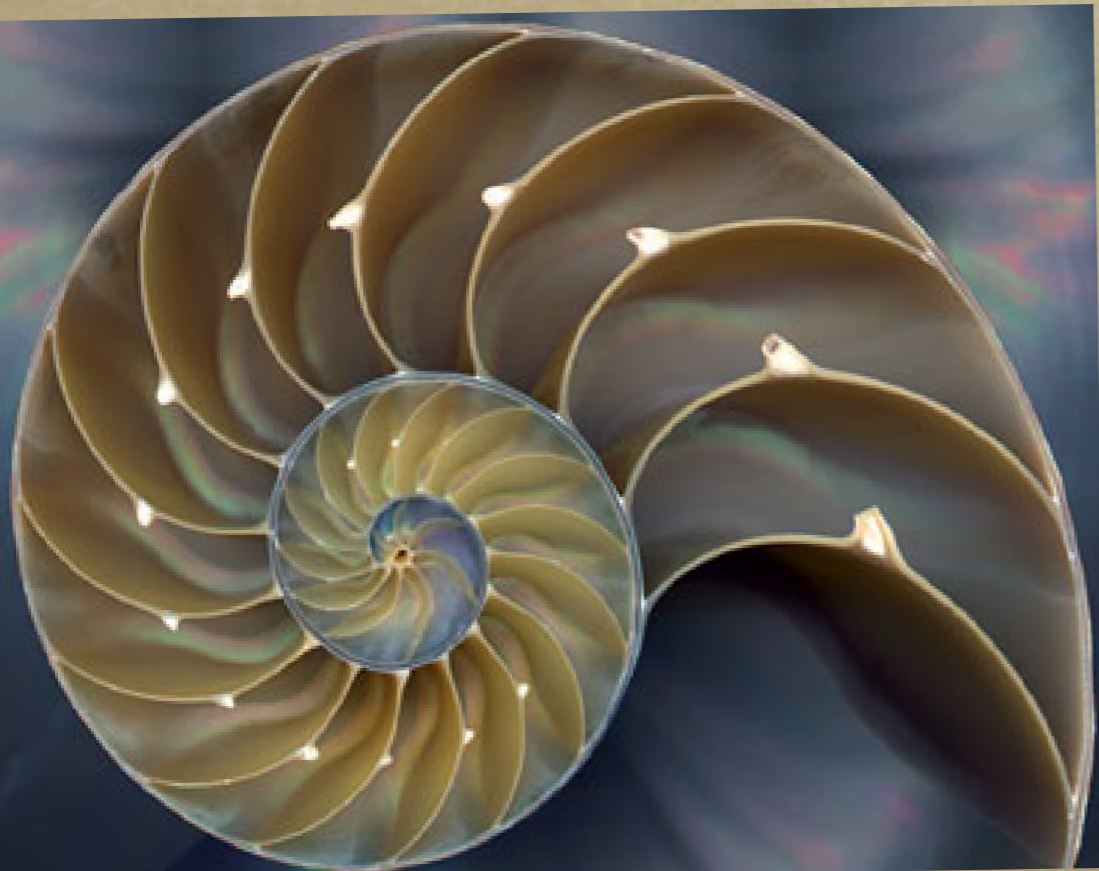
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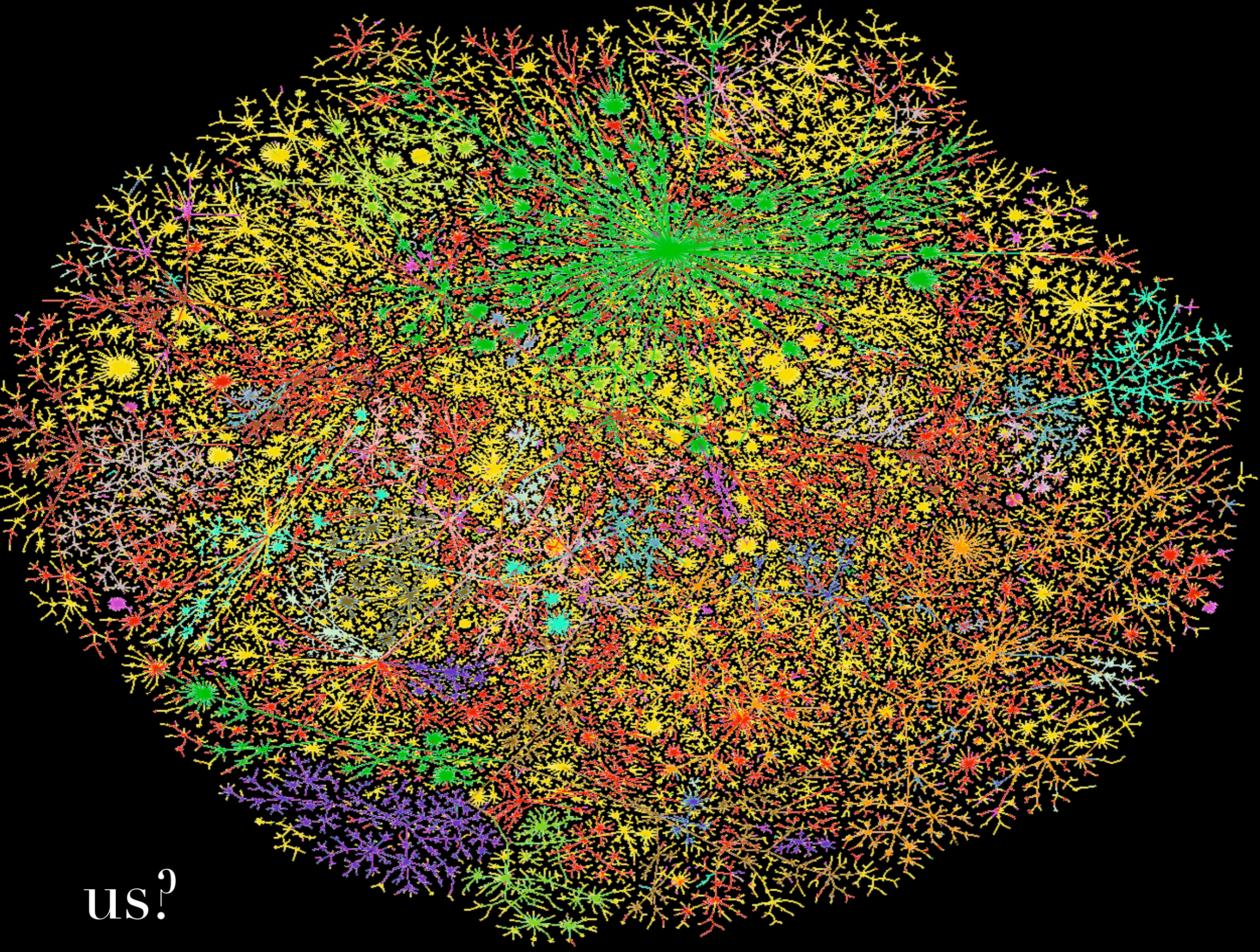
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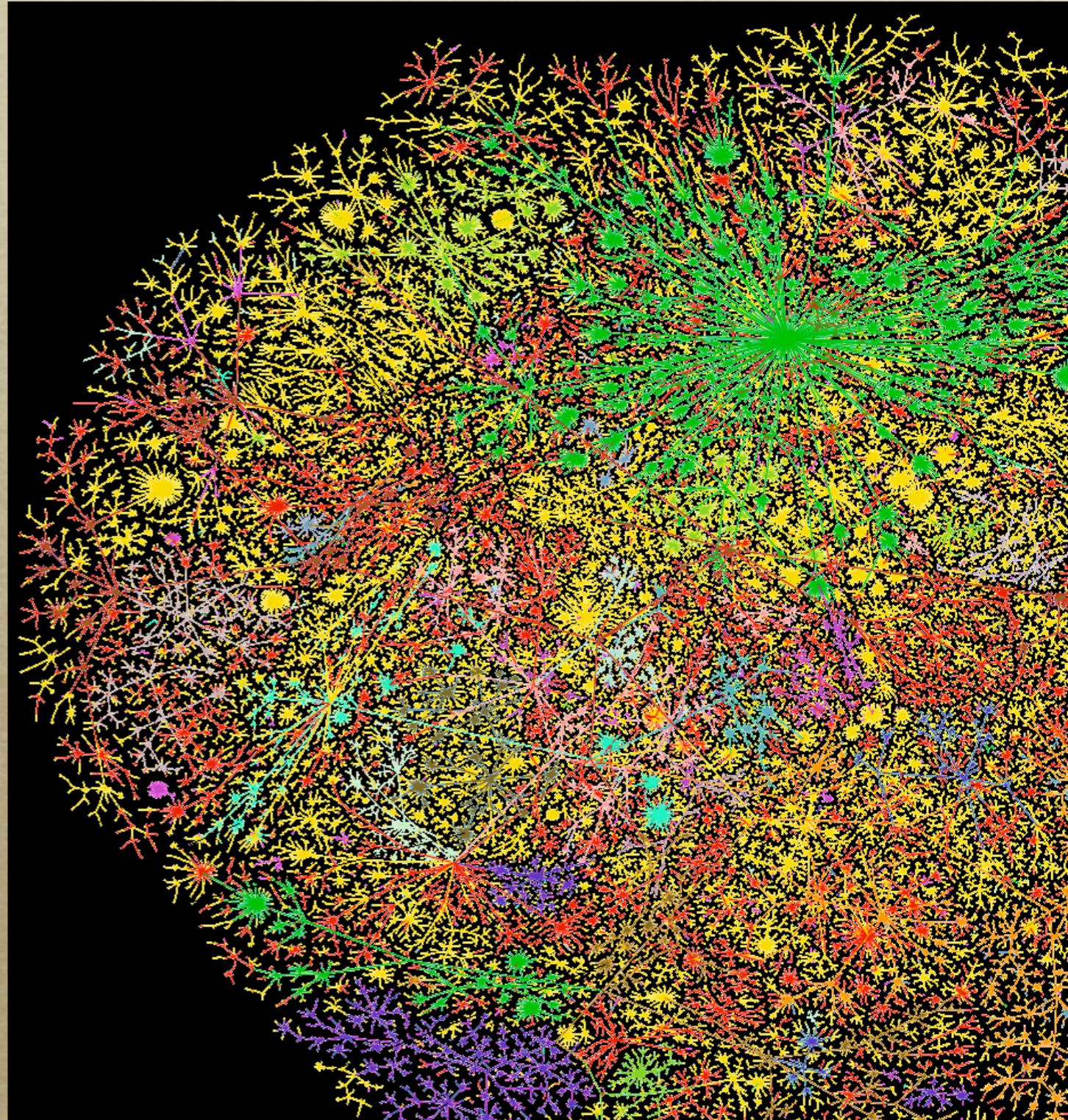
us?



# *the Permaculture Network*

*is it ...*

*a network?*

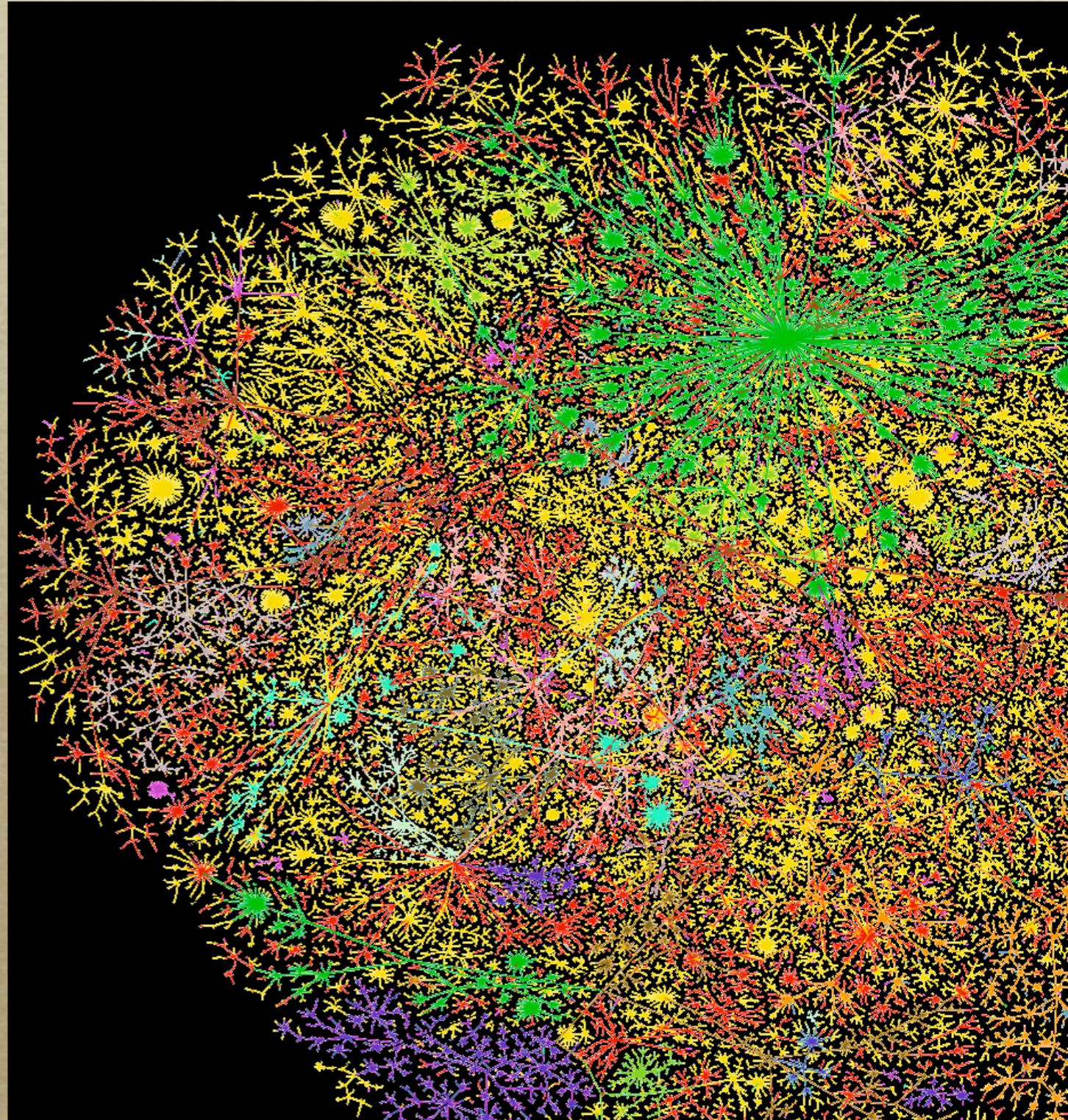




# *the Permaculture Network*

*is it ...*

*a family?*

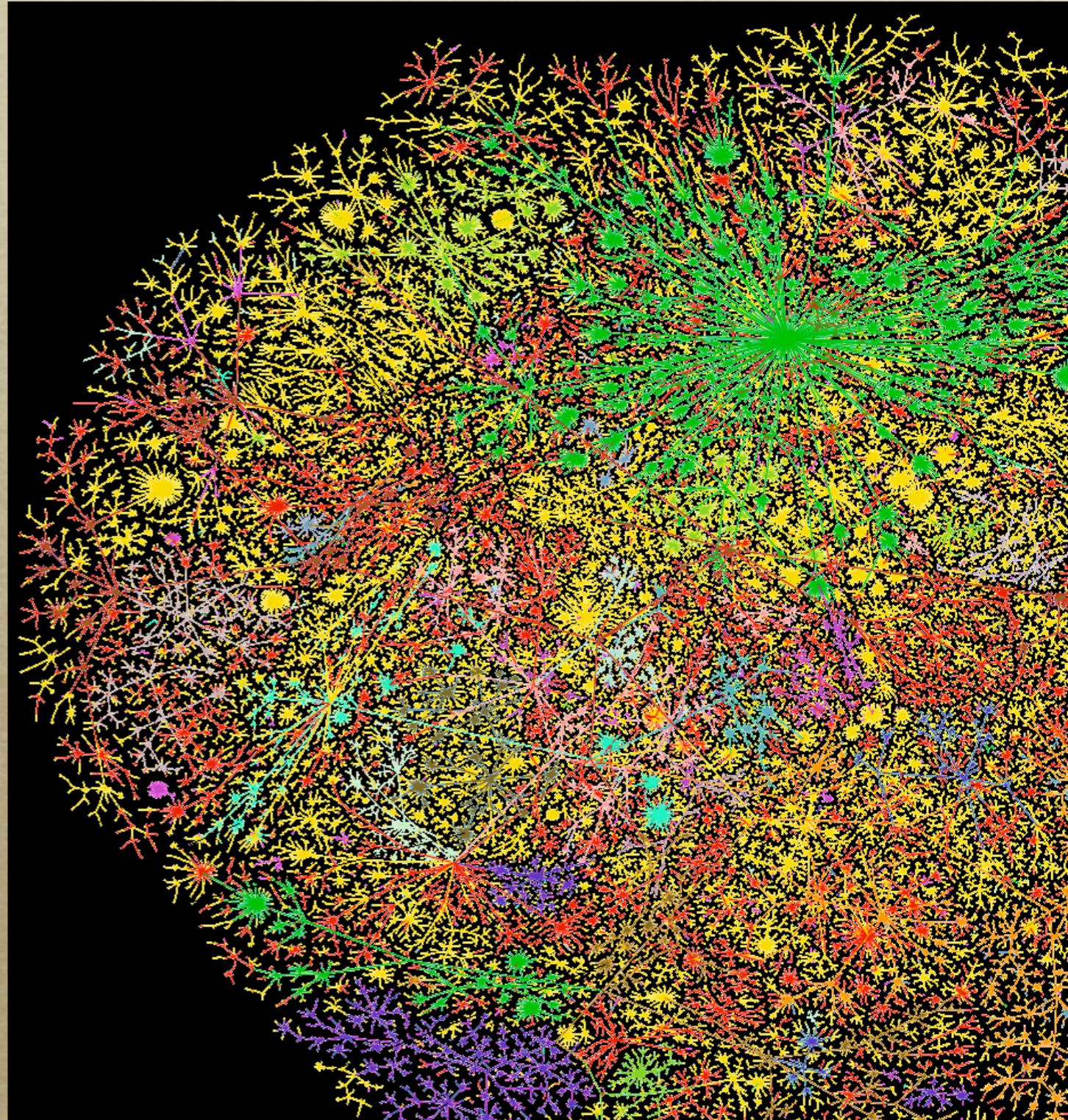




# *the Permaculture Network*

*is it ...*

*inclusive enough?*

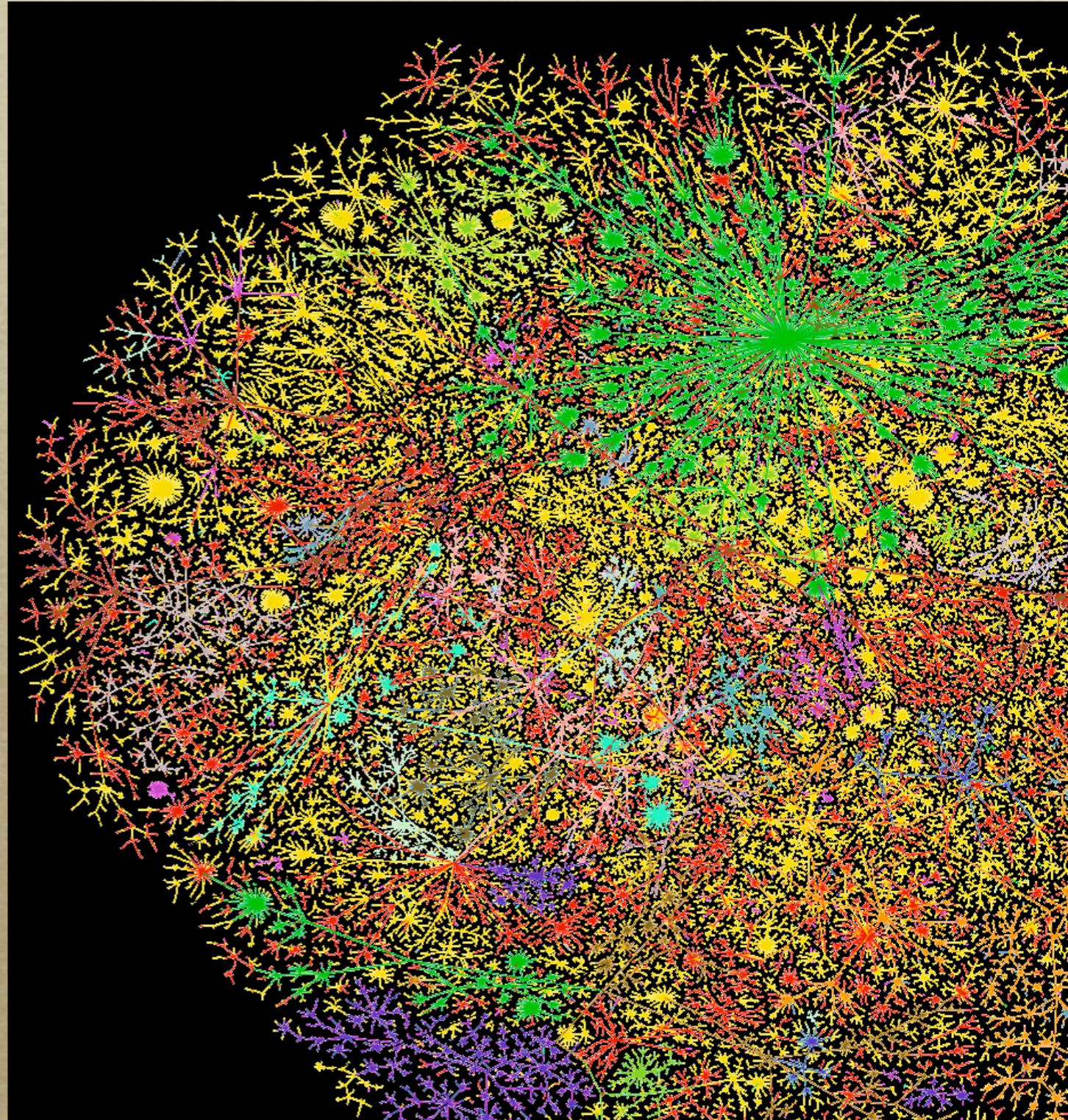




# *the Permaculture Network*

*is it ...*

*exclusive enough?*

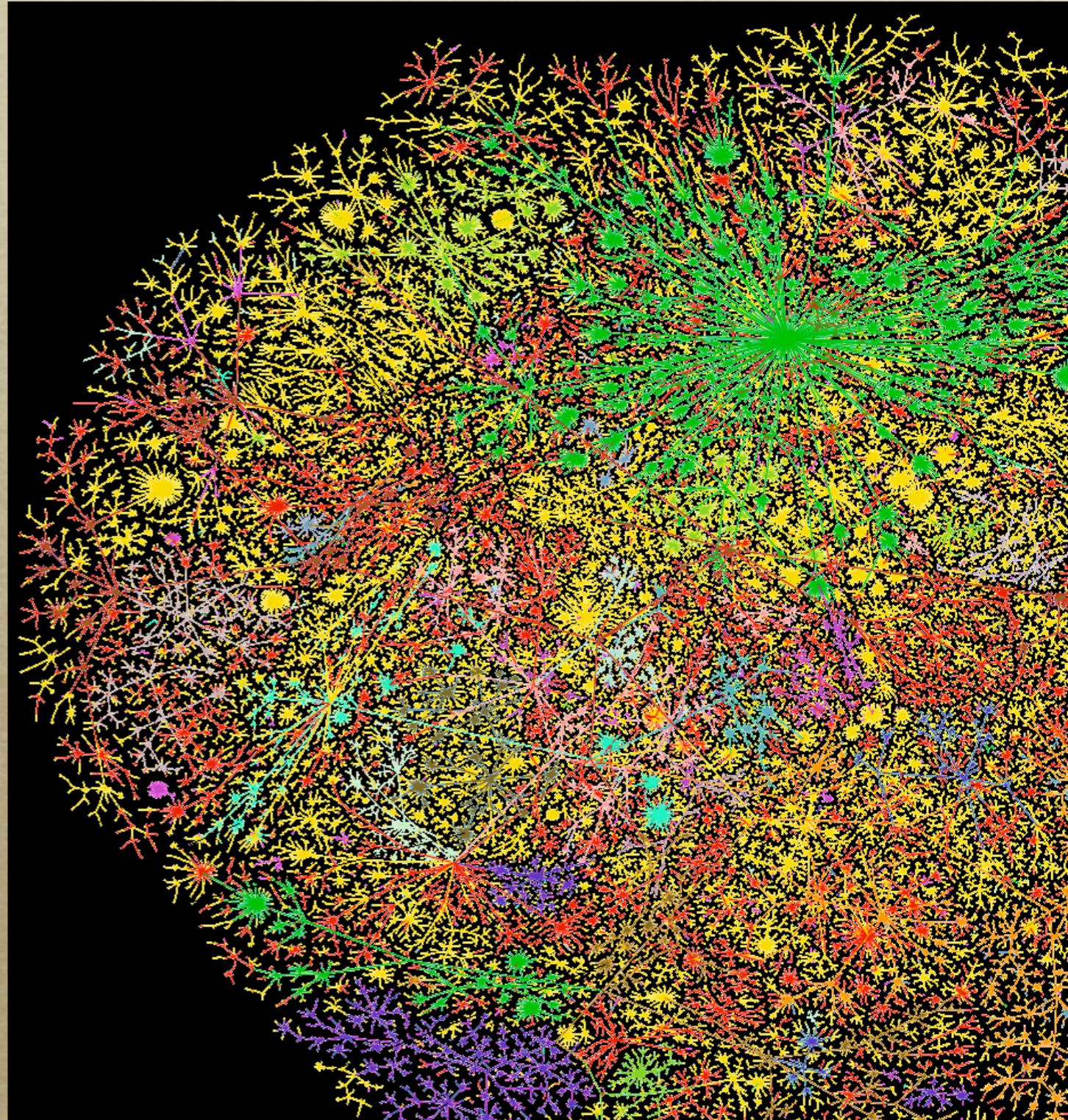




# *the Permaculture Network*

*¿does it ...*

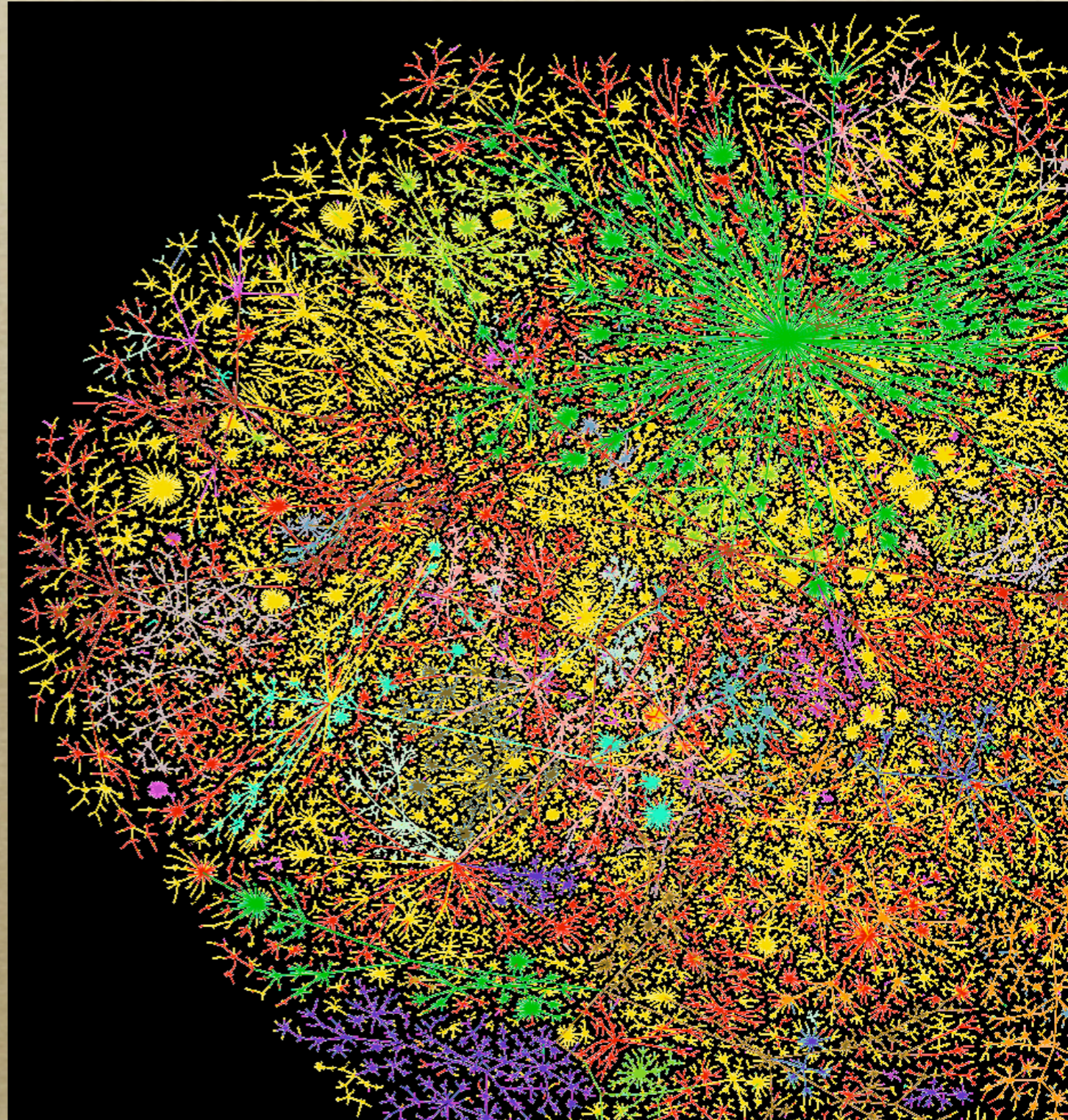
*do justice to permaculture?*





# *the Permaculture Network*

*¿IS it ...  
designed?*

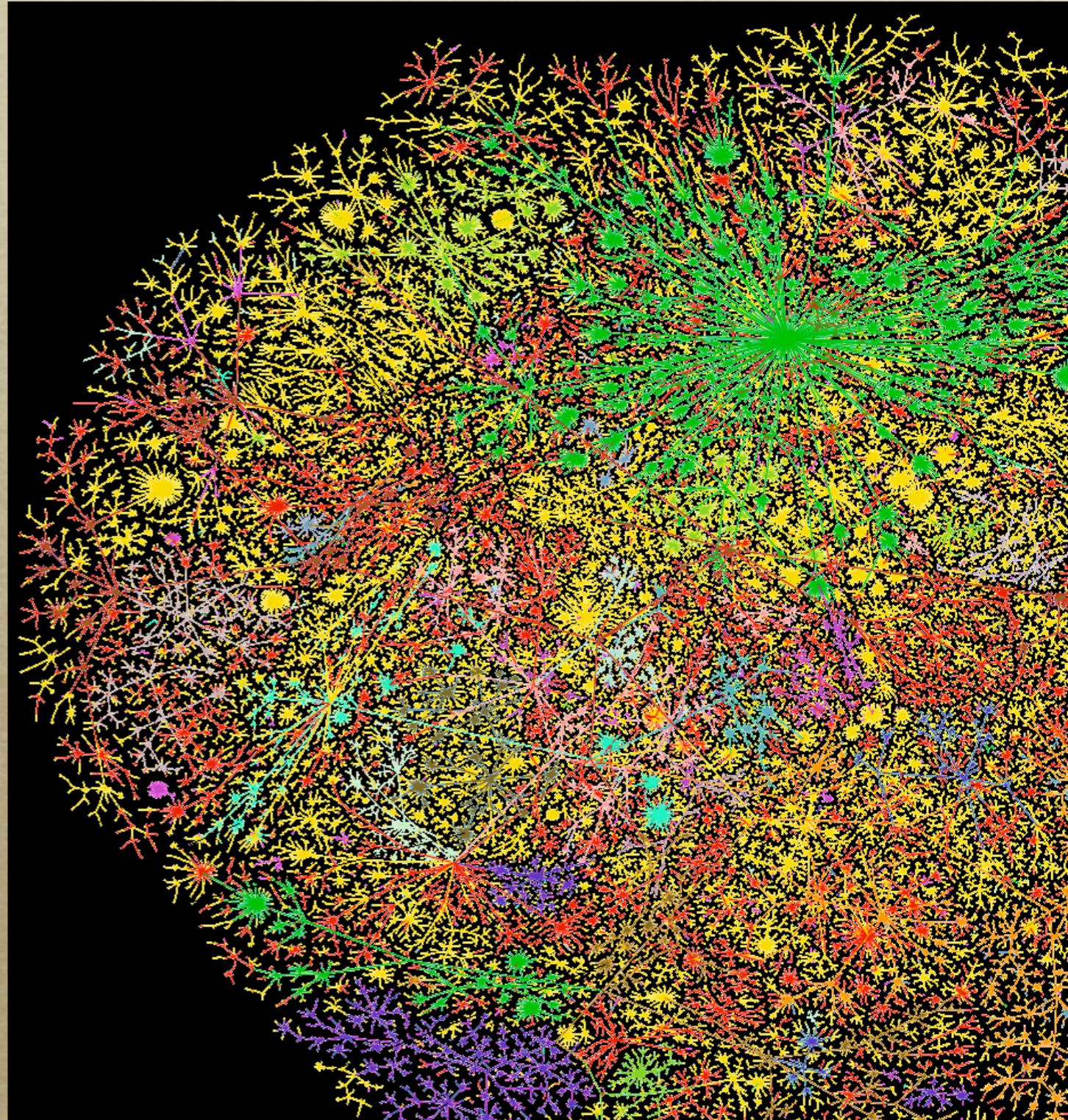




# *the Permaculture Network*

*is it ...*

*as EFFECTIVE  
as it can be?*





# *the Permaculture Network*

*is it ...*

*a network?*

*a family?*

*inclusive enough?*

*exclusive enough?*

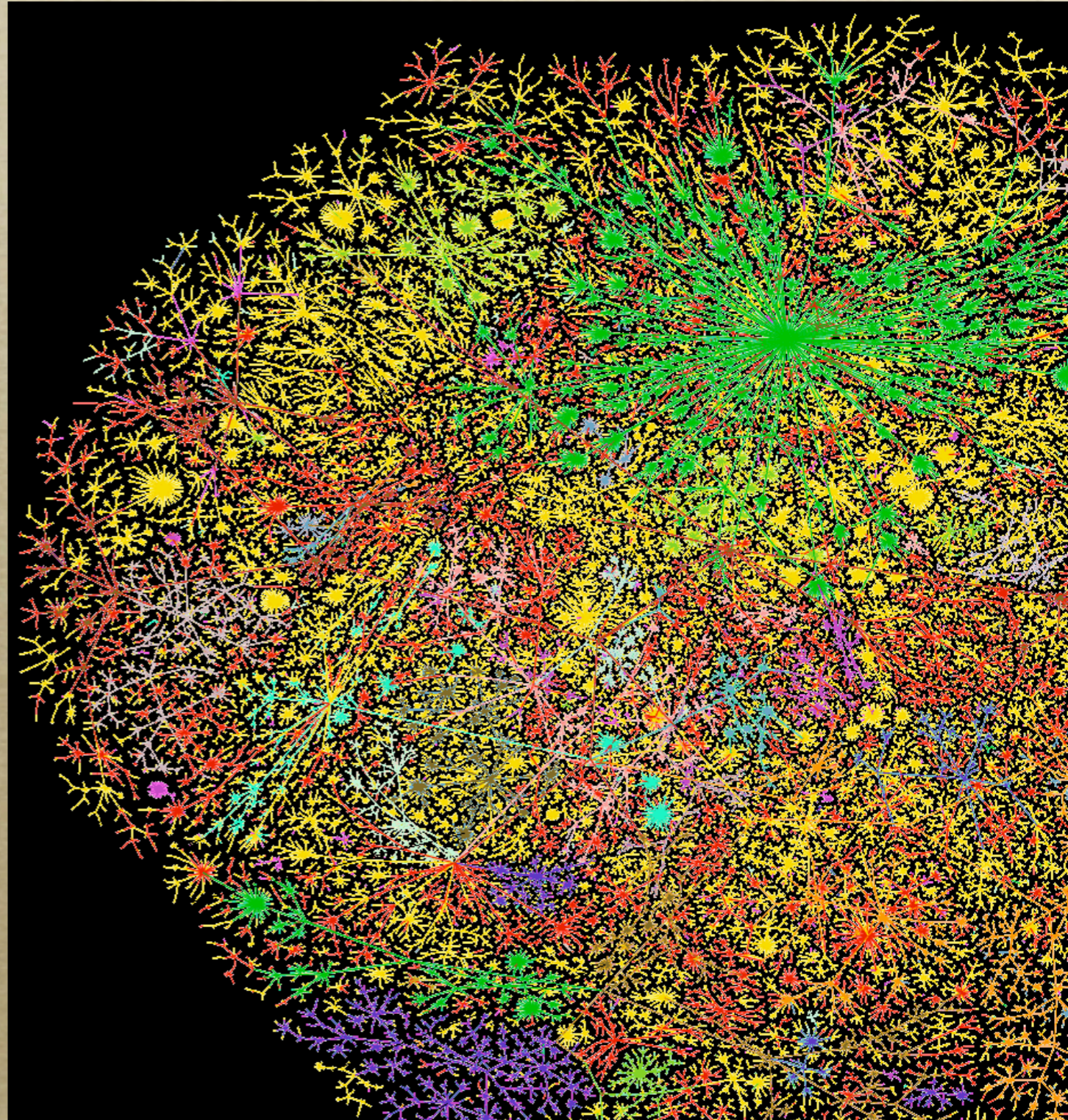
*fair?*

*does it do justice to*

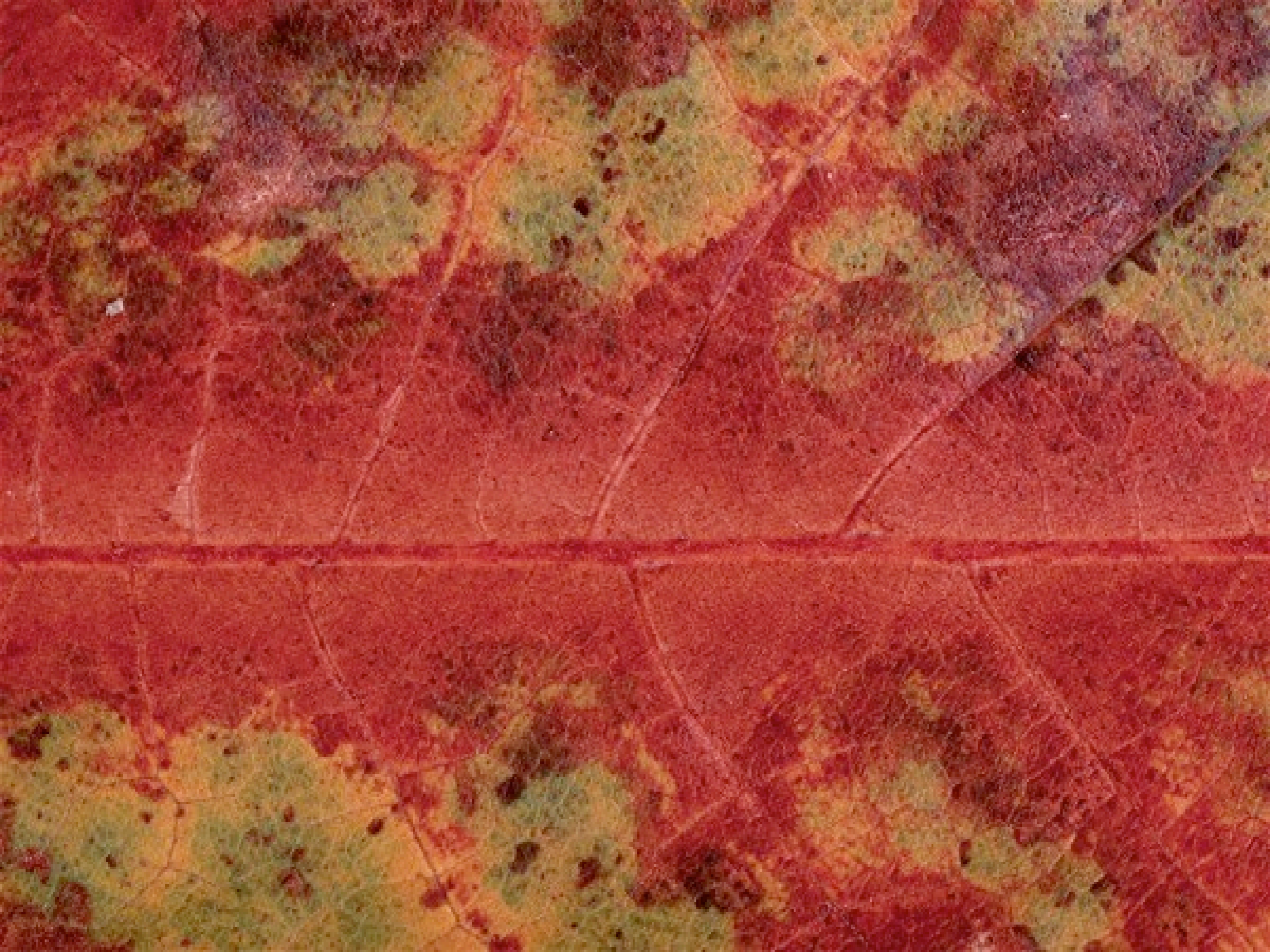
*permaculture?*

*IS IT designed??*

*as effective as it can be?*









# other 'problems'

- *lots of 'institutes' (professionalism? organizational design?)*
- *diploma administration*
- *organizing without centralizing*



# Diploma Criteria

---

- *2 Essential Criteria:*
- *Theory into Action*
- *Design Practice*



# Diploma Criteria

---

- *4 Complementary Criteria (40%):*
  - *Dissemination*
  - *Community Building*
  - *Symmetry*
  - *Evaluations and Costings*



# the PC Diploma Challenge

---

- *Great design (diploma criteria)*
- *Great idea (diploma network) ... BUT ...*
- *Difficult to implement (lack of tutors)*
- *Obscure method (action-learning, portafolio)*
- *Exclusive not Inclusive (amplifies privilege)*

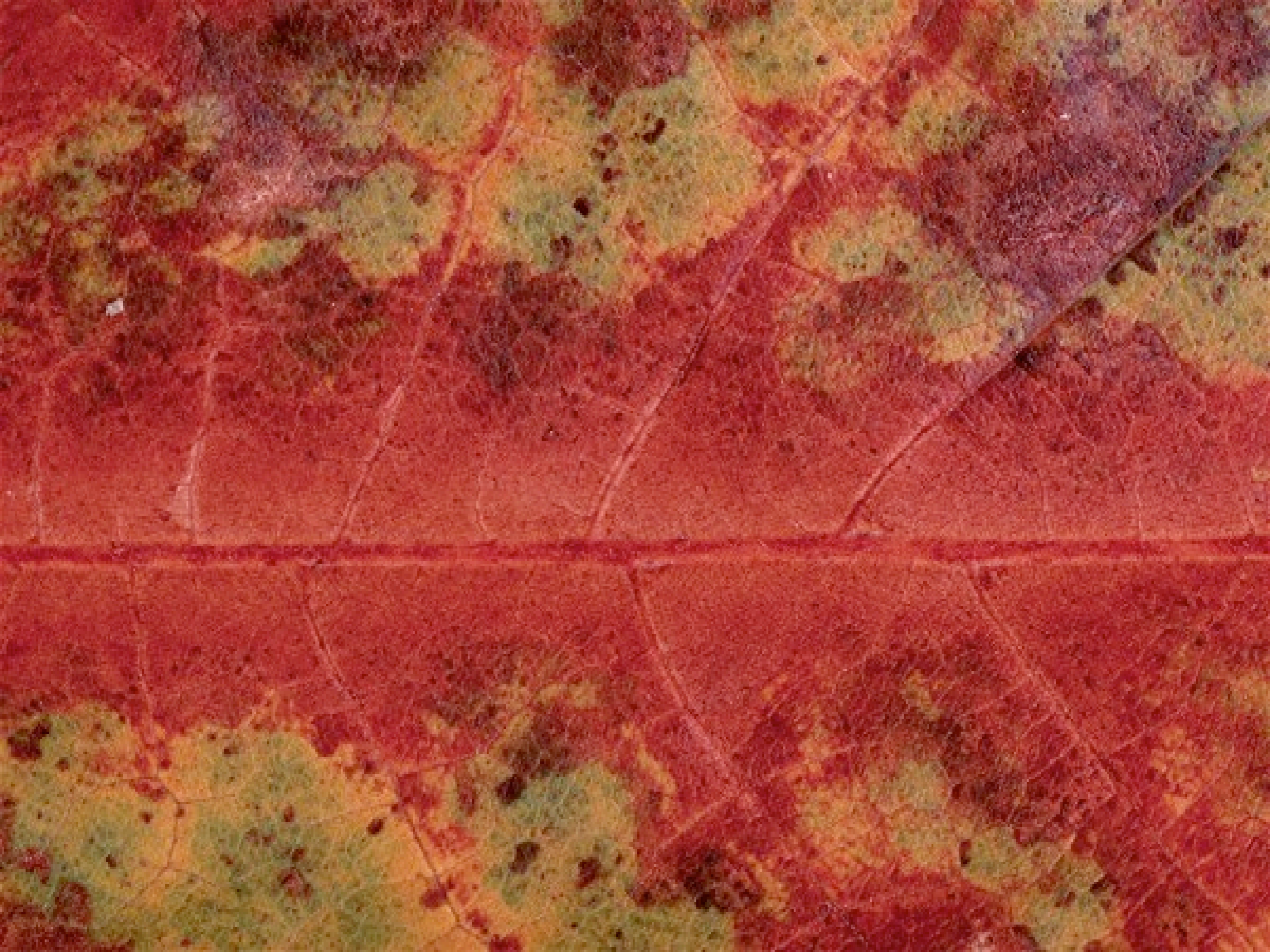


# Re-design

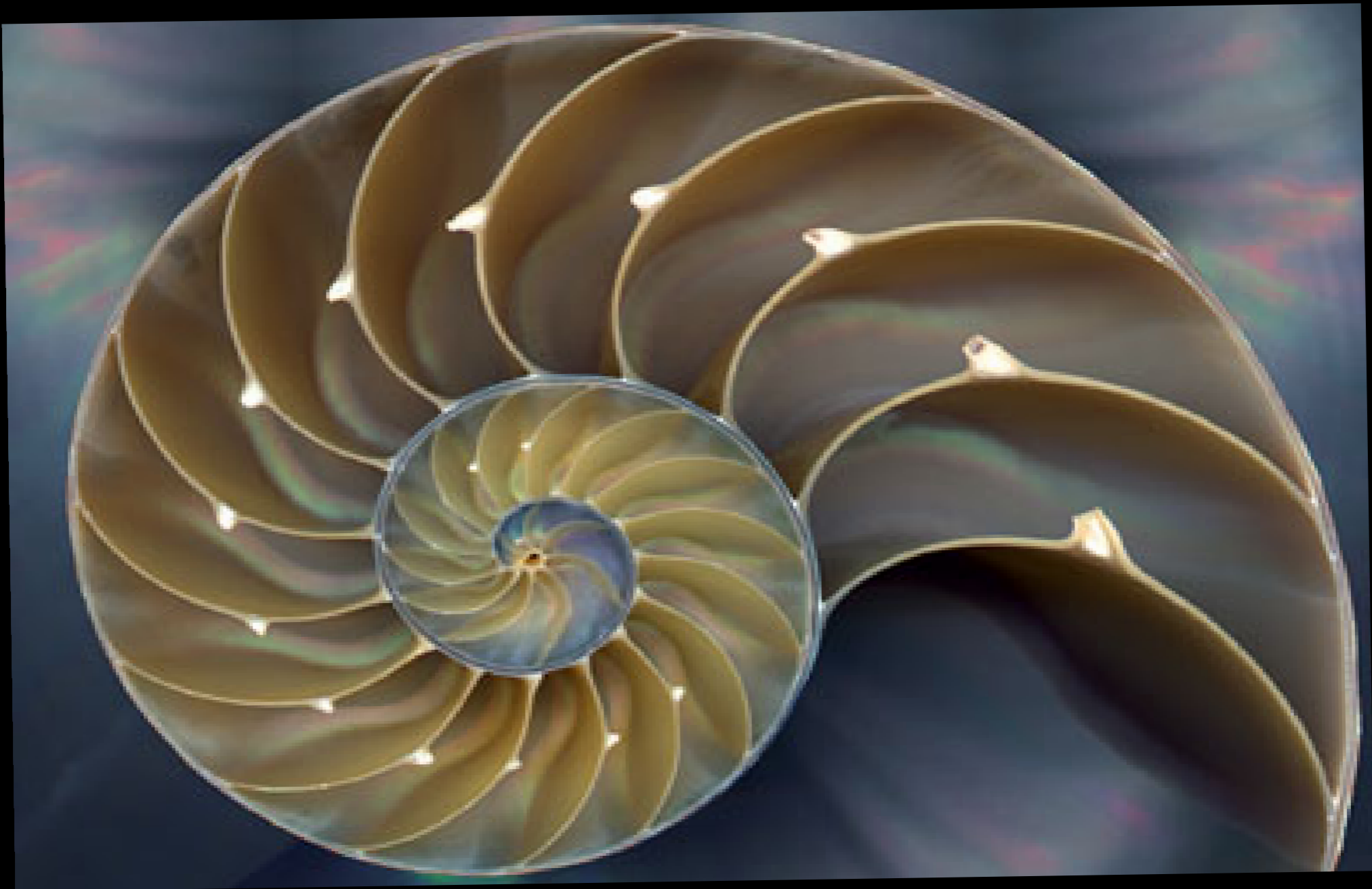
---

- *design always a cyclical process*
- *lots of observation important*
- *especially client interview*
- *make GOOD USE of existing resources*
- *and increment these*







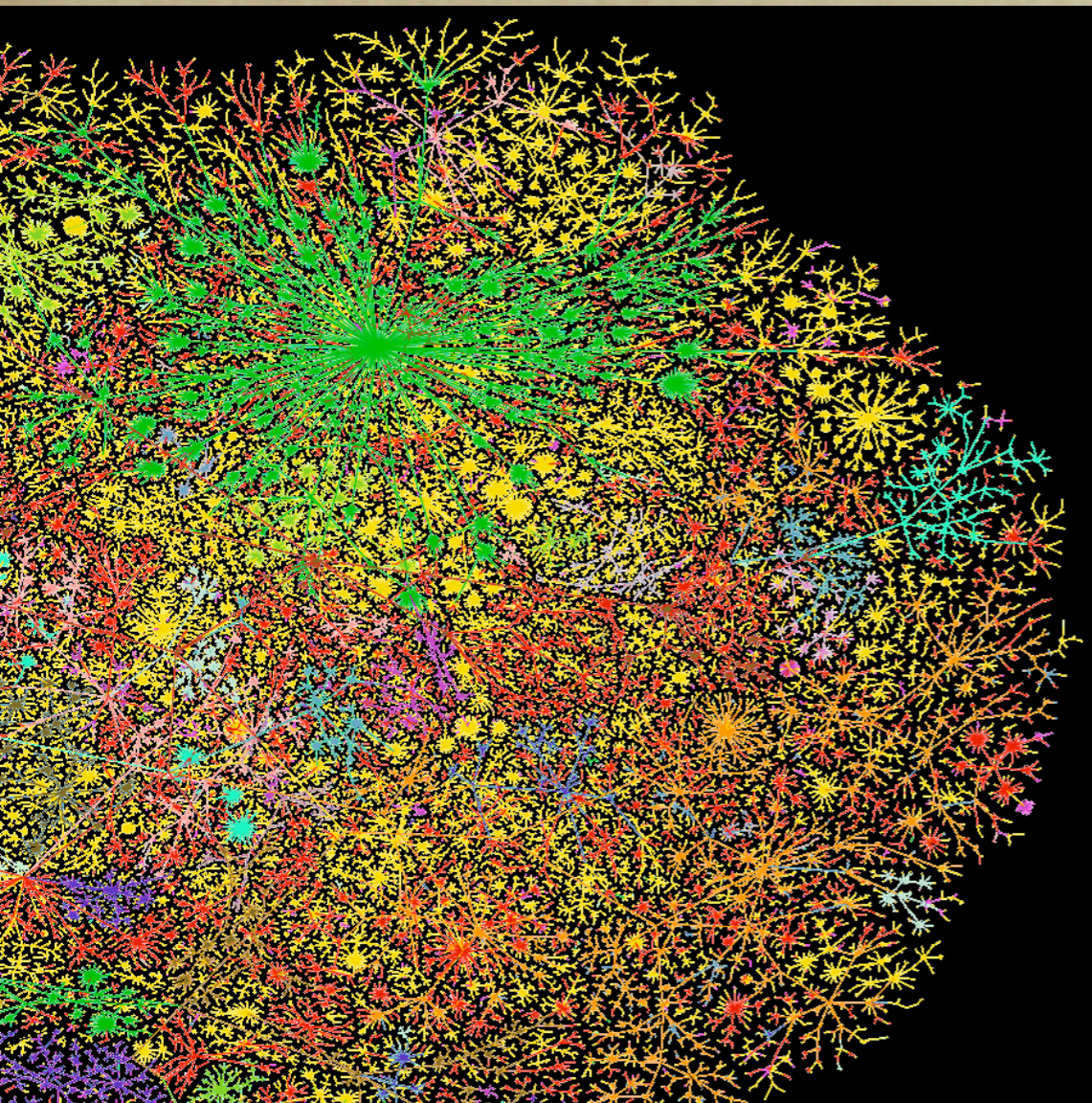


<http://permacultureinstitute.pbwiki.com>



# Design for a chaordic Permaculture Institute

*THE PROBLEM IS THE SOLUTION*



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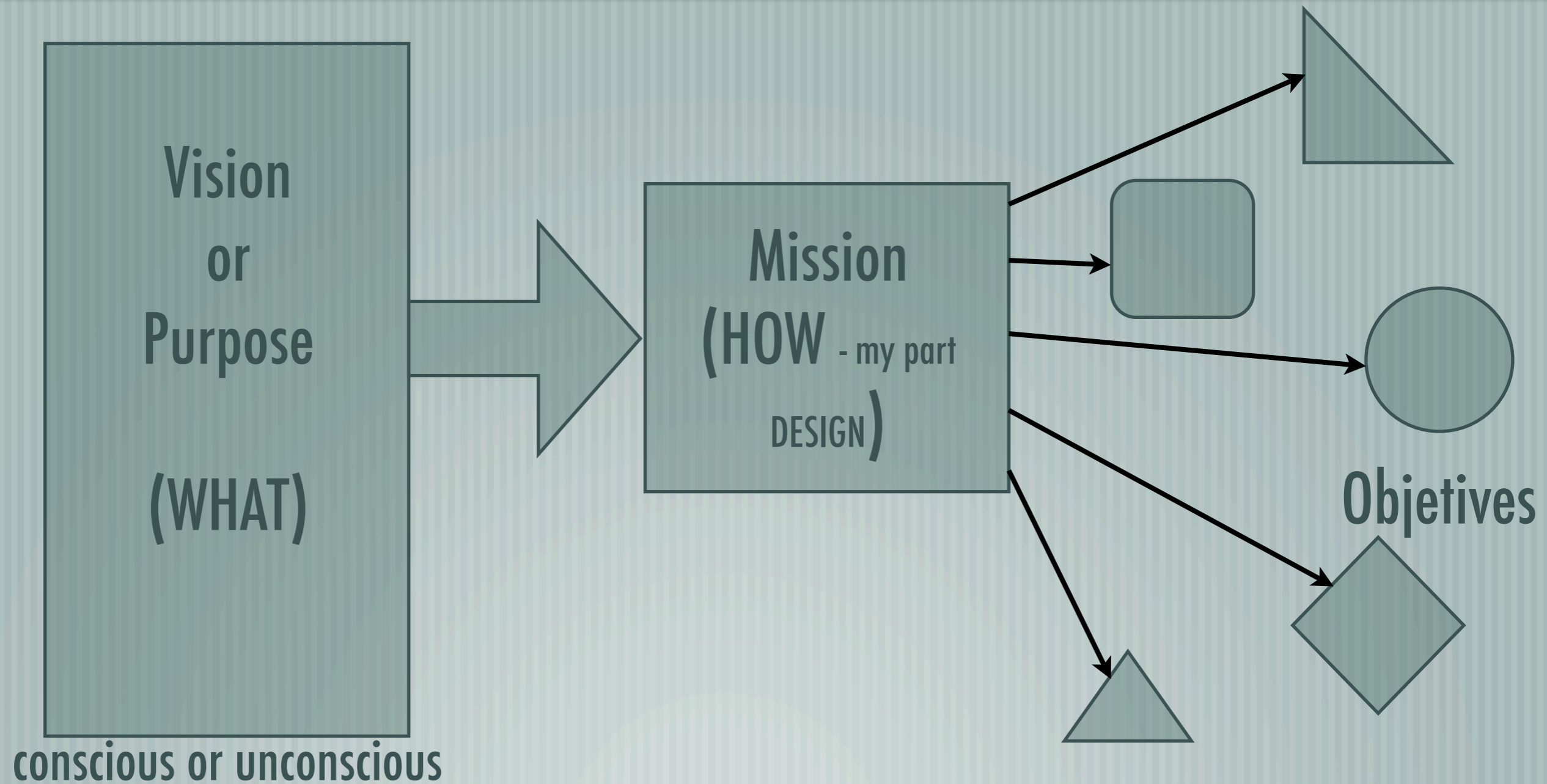
*Rethinking organizational models*

*Some results so far in the pilot project*

*stella@finca-luna.com*



# for any project



general design



# Odum Energy Economics

energy design

Odum's Third Energy Law: "the systems that survive ... are those who develop more power (ratio of flow of energy) inwards and they use it for their survival needs."

They do it by:

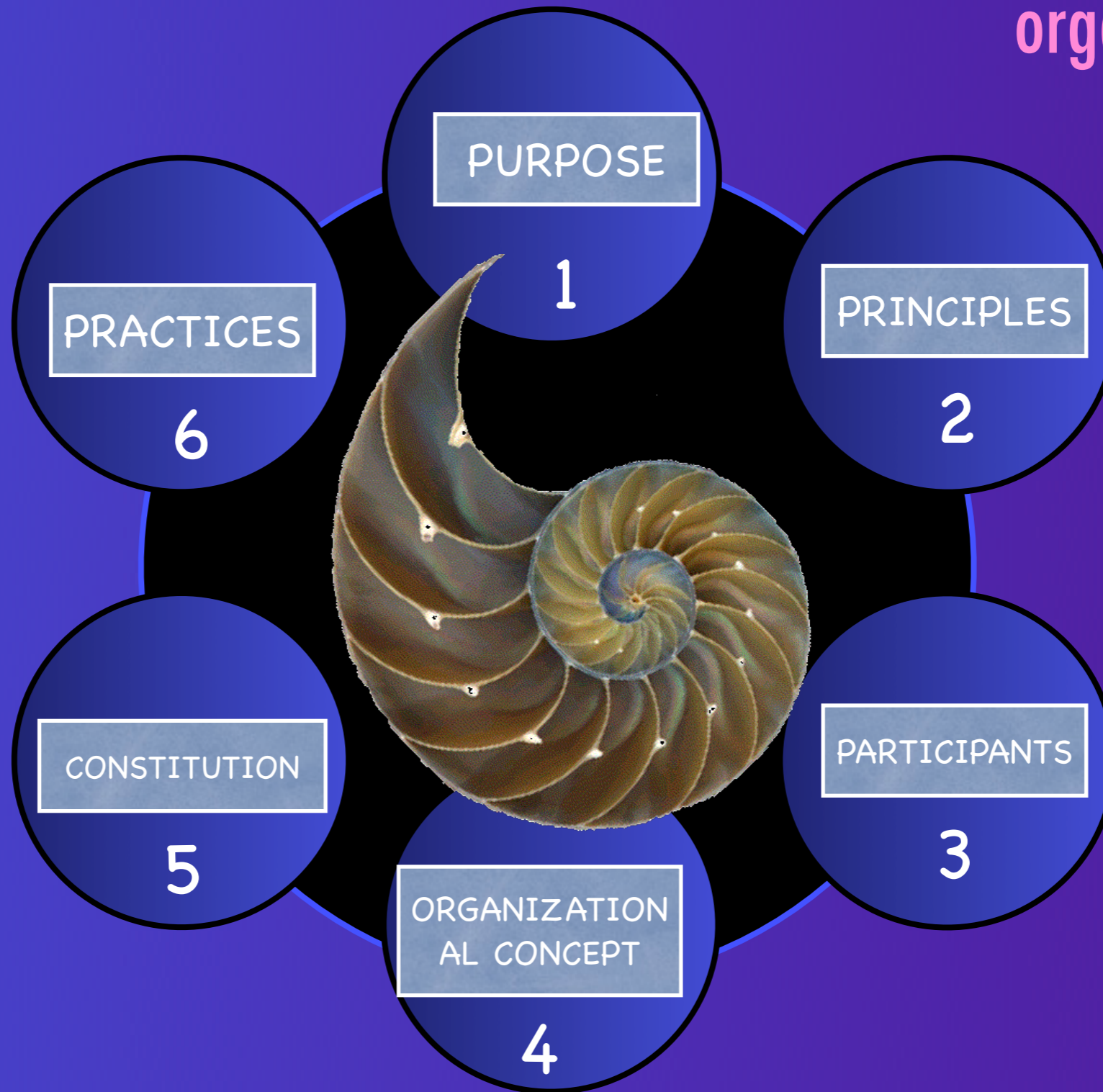
- 1) developing energy storage of high quality
- 2) retro-alimenting work from the storage in order to increase inflows
- 3) recycling materials as needed
- 4) organizing control mechanisms that maintain the system adapted and stable
- 5) making interchanges with other systems in order to provide for special energy needs
- 6) contributing useful work for the surrounding systems which help to keep favourable conditions



Towards something that is deeply felt  
A Sustainable Planet, PC Ethics

# organism design

Value created through action  
Courses,  
Conferences,  
Action Learning,  
Publications,  
Networking



Correct Relationships  
Ethics,  
Directives and Principles of PC

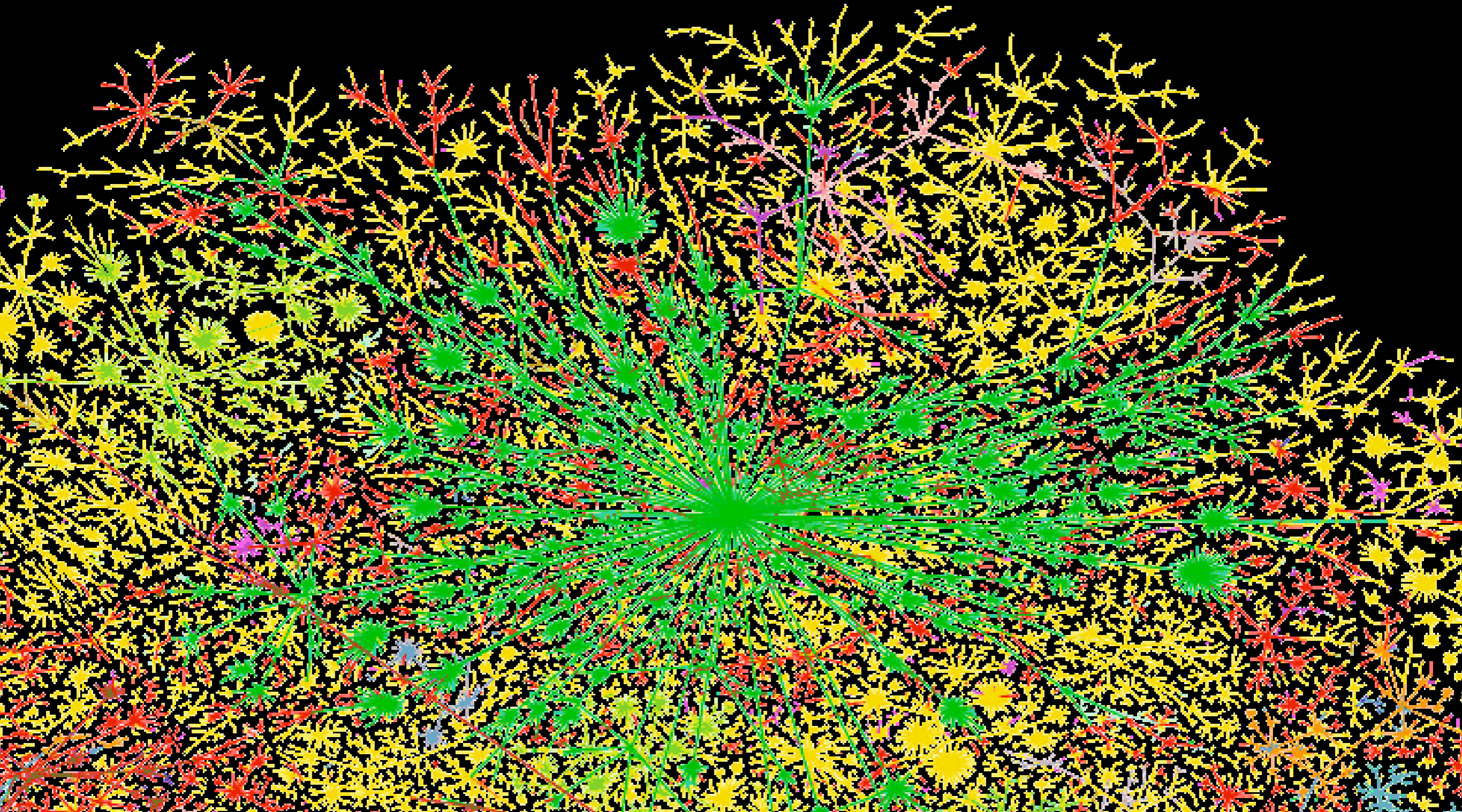
Community of Communities  
All of us: the International Network,  
national and bioregional nets

Images and Patterns of Connections  
Networks in General, but Details to be designed  
... meanwhile ...

Agreements by members  
Design as well as possible in order to achieve objectives  
Details to be designed



# VISION





<b>PC design</b>	<b>IMPETUS</b>	<b>DC design</b>
<b>perception of a social problem</b>	<b>stimulus</b>	<b>erection of monuments, making money</b>
<b>Energy conservation, self-responsability, harmony ...</b>	<b>regulated by</b>	<b>economic considerations</b>
<b>long-term bio-social factors</b>	<b>guided (mediated) by</b>	<b>short-term material &amp; cost factors</b>
<b>client consultation, assisting them to learn design</b>	<b>achieved by</b>	<b>externa funds, energy, fuel .. little client consultation, no design teaching</b>
<b>leaving space, finance and feedback ways to adjst activity, redesign according to emerging needs</b>	<b>refined by</b>	<b>selling and taking no responsibility for the results</b>
<b>a dinamic and healthy place with people empowered to make the necessary changes</b>	<b>conse-quences</b>	<b>dislocated population, disempowerd for change &gt; anxiety &amp; dependency</b>
<b>stability of local dinamic adjustments</b>	<b>results</b>	<b>instability &amp; perception of individual disempowerment</b>



# PURPOSE

*WHAT we want to  
achieve with this  
design*

stimulus

perception of a social problem

- 1) to SUPPORT the growing number of people in their pathway of changes towards sustainability (= their Permaculture Diploma trajectory)
- 2) preserve & improve the PROFESSIONALISM and 'intellectual rigor' of Permaculture as a design science (= accelerate the natural succesion towards a sustainable planet)
- 3) ENCOURAGE the growth of the movement as a healthy community (= well designed, colective intelligence)



# CRITERIA

*HOW we propose to  
achieve this  
purpose*

**Regulated by**

**Energy conservation, self-  
responsability, harmony ...**

- a) a Mini-Max method of achieving these 3 thing  
**Energy conservation**
- b) that is an elegant solution (many fertile conexions &  
multi-functional elements) **harmony**
- c) also simple to understand & communicate  
**Energy conservation** **harmony**
- d) uses existing infrastructure (including mental ones where  
possible, like vocabulary) instead of inventing new ones  
**Energy conservation**
- e) does not need great implementation & maintenance  
resources - of course - (sustainable)  
**Energy conservation**
- f) self-regulates and generates the resources needed for its  
maintenance  
**self-responsability**



# Principles

*Each function supported  
by many elements*

*Learning PermaCulture  
(in a group, creating networks  
& community)*

*Diploma*

*Sharing info (portafolio)*





# Principles

## *Appropriate Technology*

*'High Technology' can be appropriate!*

*increase in internet use:  
change portfolio design*

*- lots of new self-publishing tools*

*- lots of PC people in PC  
(make good use of resources,  
and give them jobs)*





# Principles

## Connection Strategies

*How to create Support  
Groups between Perma-  
Investigators*

*Tutors for pre-dips (without  
so much travel)*

*Principles not  
Personalities  
(professionalism)*

*Inter-relating  
Investigations*





# Principles

## *Maximizing Edge*

*Creating lots of it*

*between investigators,  
their individual  
investigations,  
the groups,  
the pioneers,  
the diplomats,  
the email group (tutorials and  
dialogues - the corridors)*

*Courses*





# Principles

## *Accelerating Natural Succession*

*learning - accelerated by  
personal relationships (with  
information)*

*knowing our history (culture)  
- the pioneers*

*'mulching' - VALUING &  
CHERISHING the work*

*action-learning needs lots of  
communication: & to have  
the theory 'at hand' when  
most relevant*





# Principios

*MiniMax*

*Problema=Solución*

*la forma más fácil para  
diplomar a la gente (más  
auto-gestionada) - y esto es lo  
más efectivo (diplomados  
SON personas pro-activas:  
favorecer este aprendizaje*

*multiplicar misma  
comunicación (grupo email)*

*compartir tutorías  
(aprendizaje por colegas -  
peer-learning)*





# Principios

## *Ciclar Energía*

*Información - un recurso que  
aumenta al ser usado.*

*Simetría - devolver la energía  
al sistema que te ha apoyado:  
apoyando a otros - crece la  
comunidad*





# Principios

*Cada elemento Múltiples  
Funciones*

*Web:  
diseminación de PC en la  
práctica*

*muchos portafolios de  
diplomas*

*instrumento para introducir  
personas a posibles colegas +  
crea comunidad*

*mostrador de tu trabajo (CV:  
para posible clientes,  
publicidad)*

*un instituto!!*





# Principios

## *Gremios*

*César (admin) + Javi (web) +  
Stella y Sara + (tutores)*

*Profes + Alumnos + Técnicos*

## *Grupos de Trabajo*

*favorece formación de una  
INFINIDAD de gremios!*





# Principios

## *Local*

*usar recursos  
locales=fácilmente  
alcanzables*

*comunidad dispersa +  
internet (CREA 'pueblo  
global') > USA el recurso de  
apoyo e inspiración que sea  
lo más fácilmente alcanzable  
PARA ayudar crear proyectos  
locales*

*También crea un punto de  
encuentro PARA que los  
individuos ENCUENTREN  
sus colegas más locales  
activos*





# Principios

*Cada función Varios  
elementos*

*Tecnología Apropiada*

*Estrategias de Conexión*

*Maximizar Ecotono*

*Accelerar la Sucesión*

*Natural*

*MiniMax*

*Problema=Solución*

*Ciclar Energía*

*Cada elemento Múltiples*

*Funciones*

*Gremios*

*Local*





# Empezar Muy Pequeño

---

- *pero ambicioso:*
- *proyecto piloto - 5 puntitos / investigadores:  
personas haciendo su diploma*
- *evaluación*
- *presentar resultados piloto en Convergencia  
Internacional de PC en Brasil*



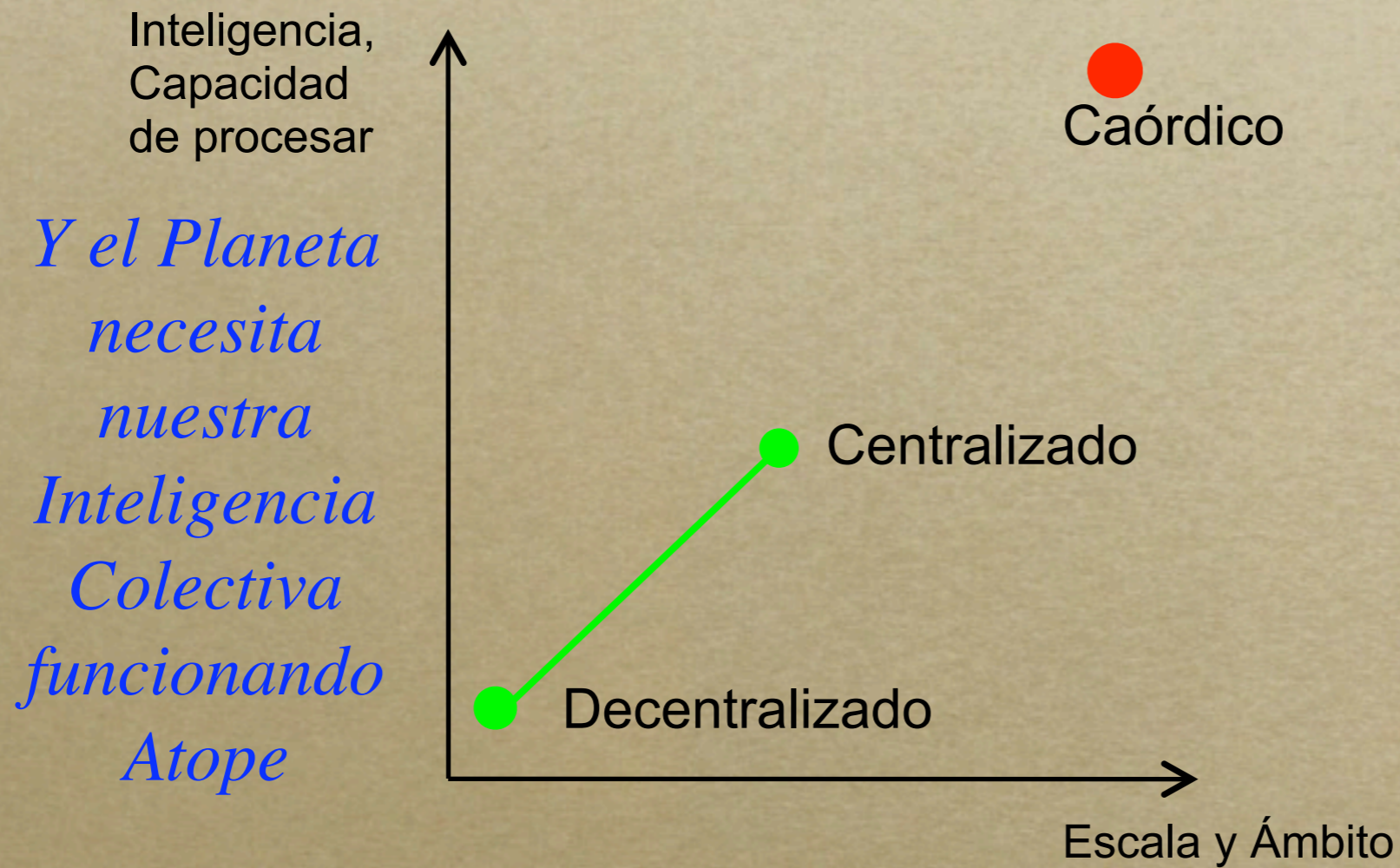
# Patrones Naturales

---

- *organizativos: ecosistemas*
- *organizaciones caórdicas*
- *auto-organizadas*
- *DISEÑAR LOS PROTOCOLOS*



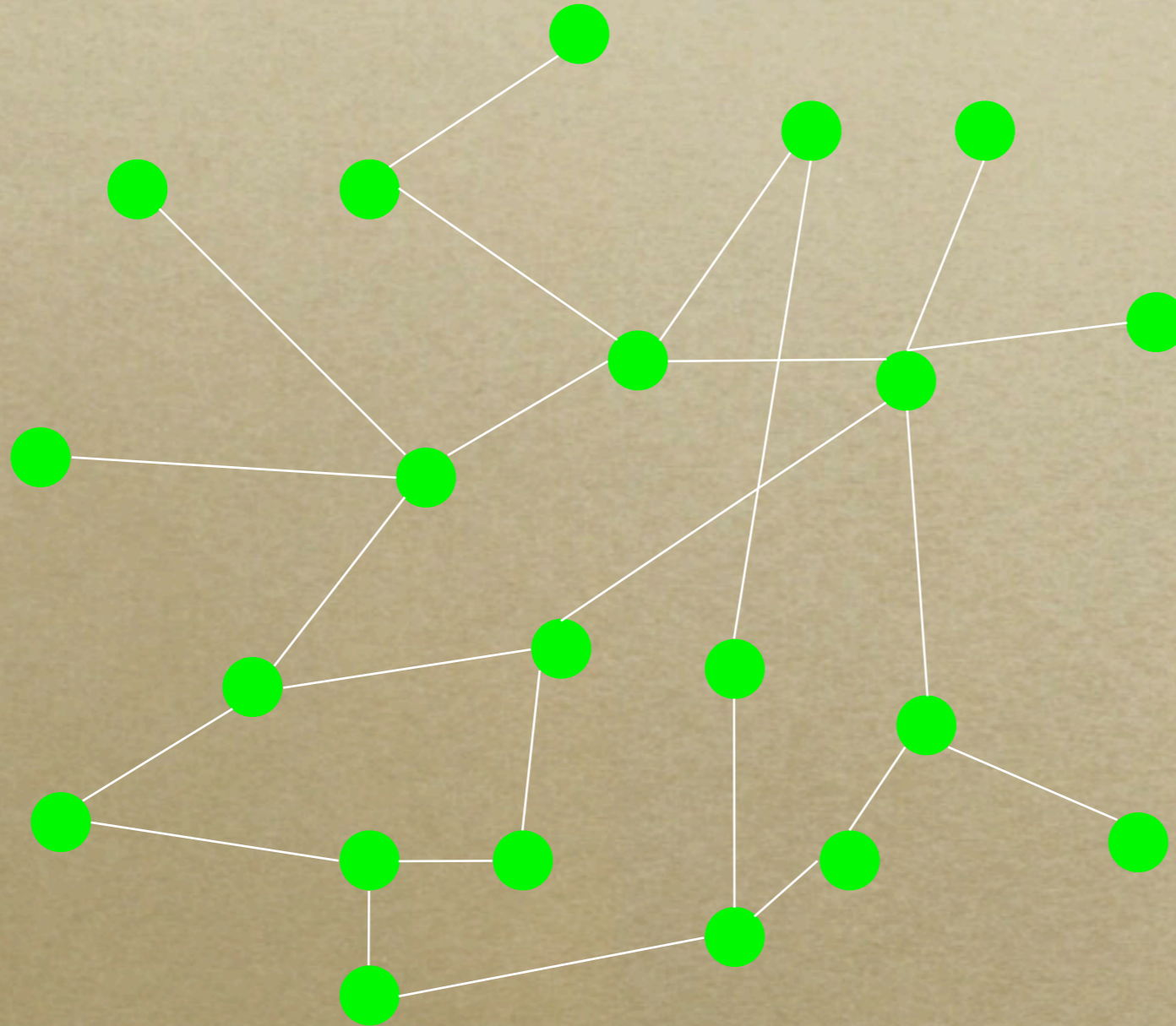
# ¿Porqué Caórdicas?



*Porqué la Red está creciendo*

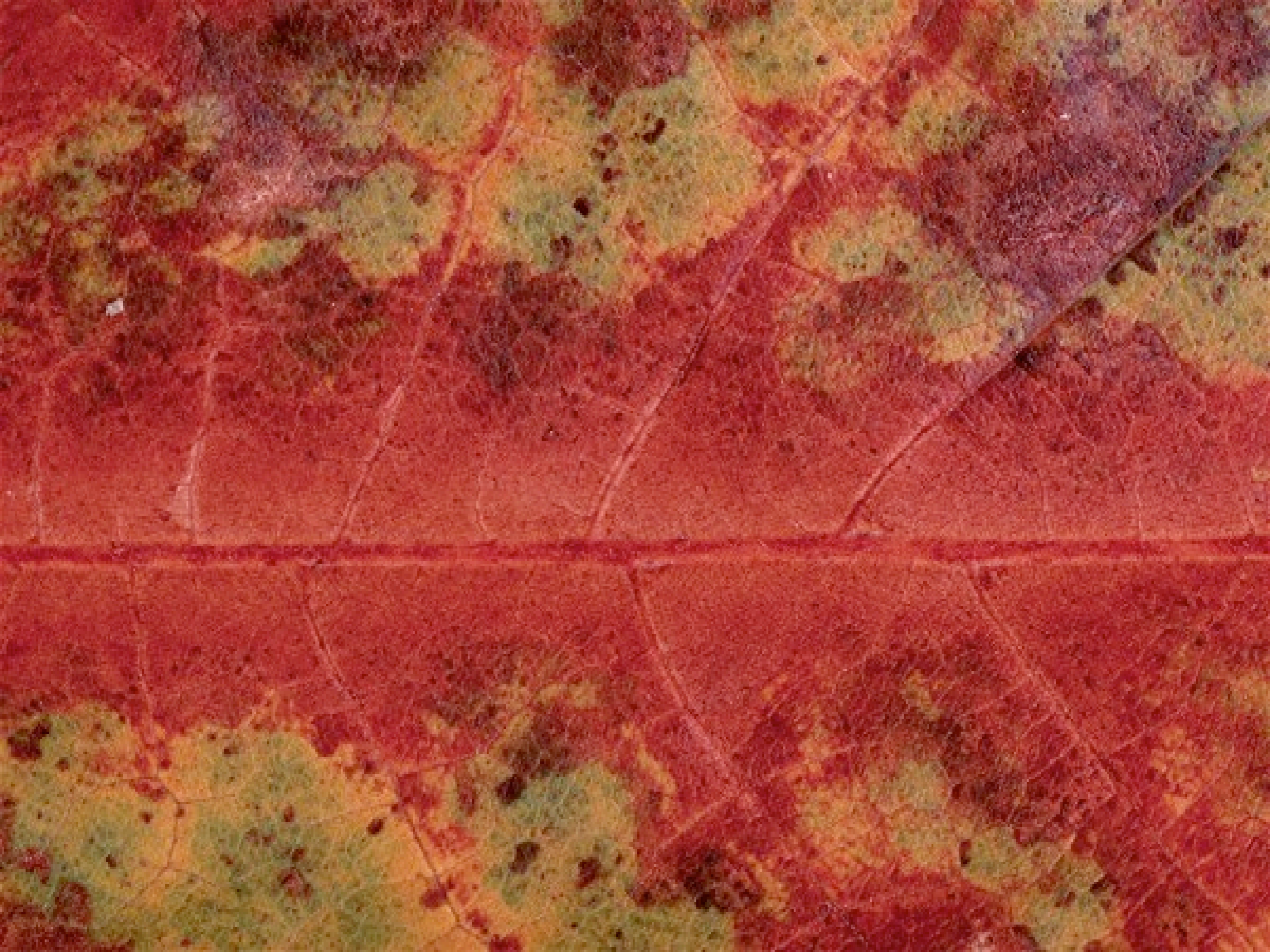


# Distribuido (Redes)



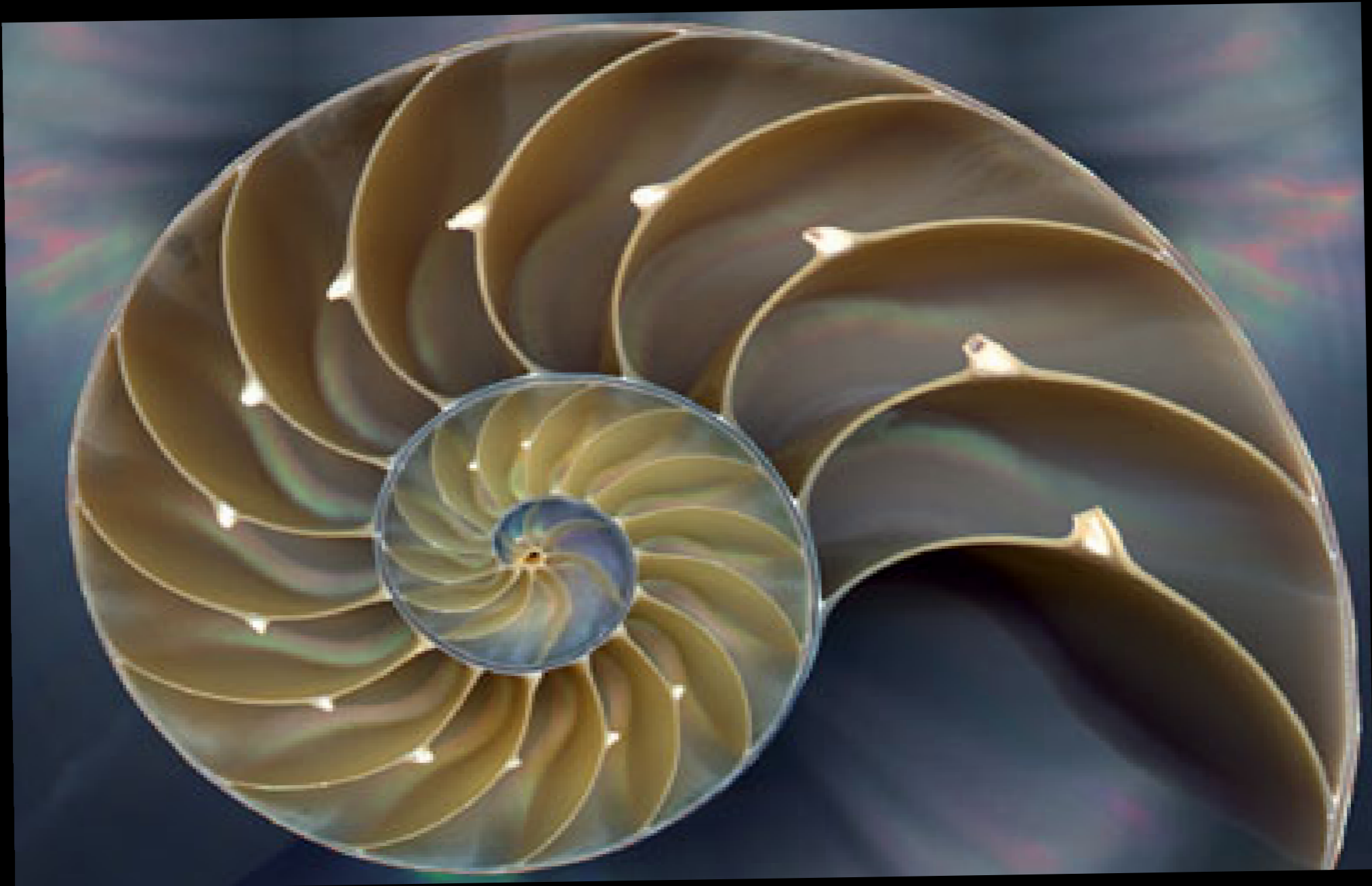
- *Autónomos (hacen lo que les da la gana)*
- *Conectados por protocolo (son todos investigadores en PC que quieren compartir)*
- *Relaciones estables; ambiente dinámico (diseñar por ellas)*
- *Diverso Y uniforme (pueden ser individuos, equipos, centros o no ..)*
- *Crecimiento de cualquier punto en cualquier dirección (empezar con los que quieren apuntarse)*







an exercise in COLLECTIVE INTELLIGENCE



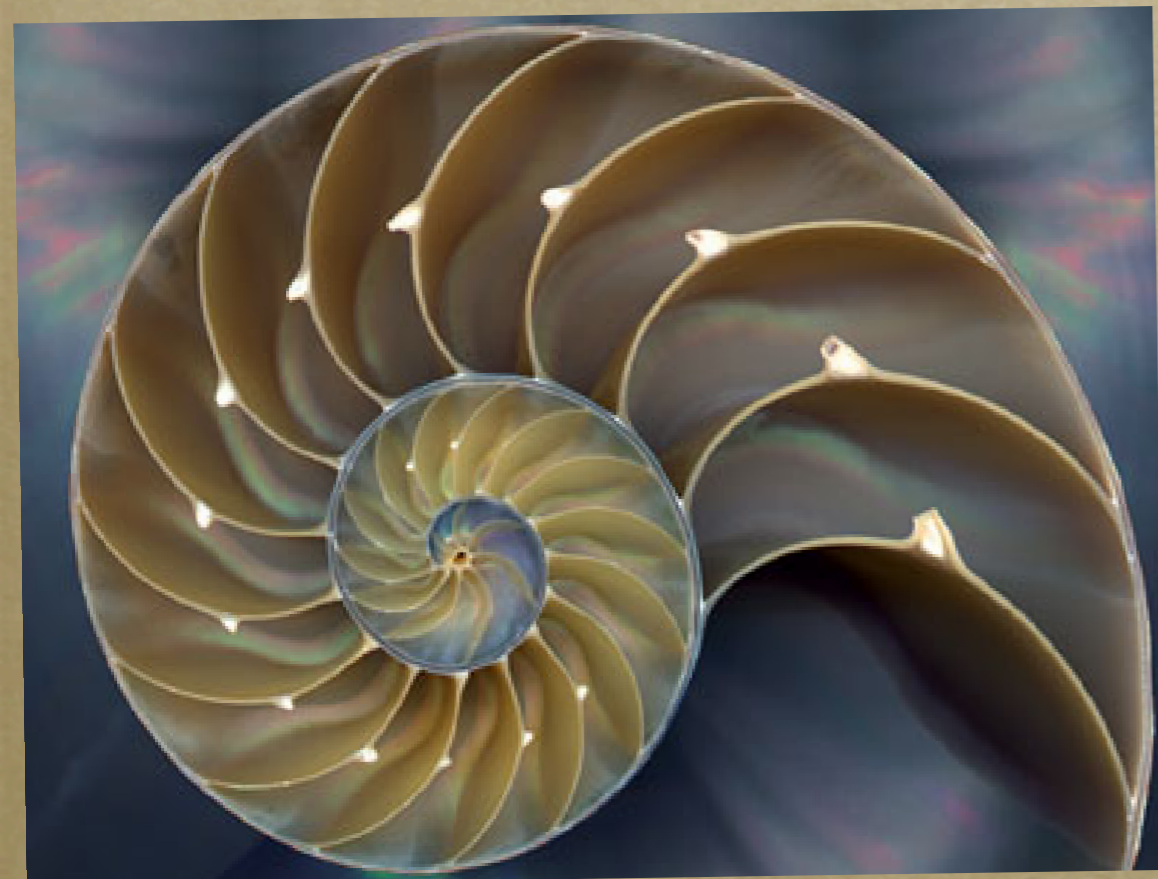
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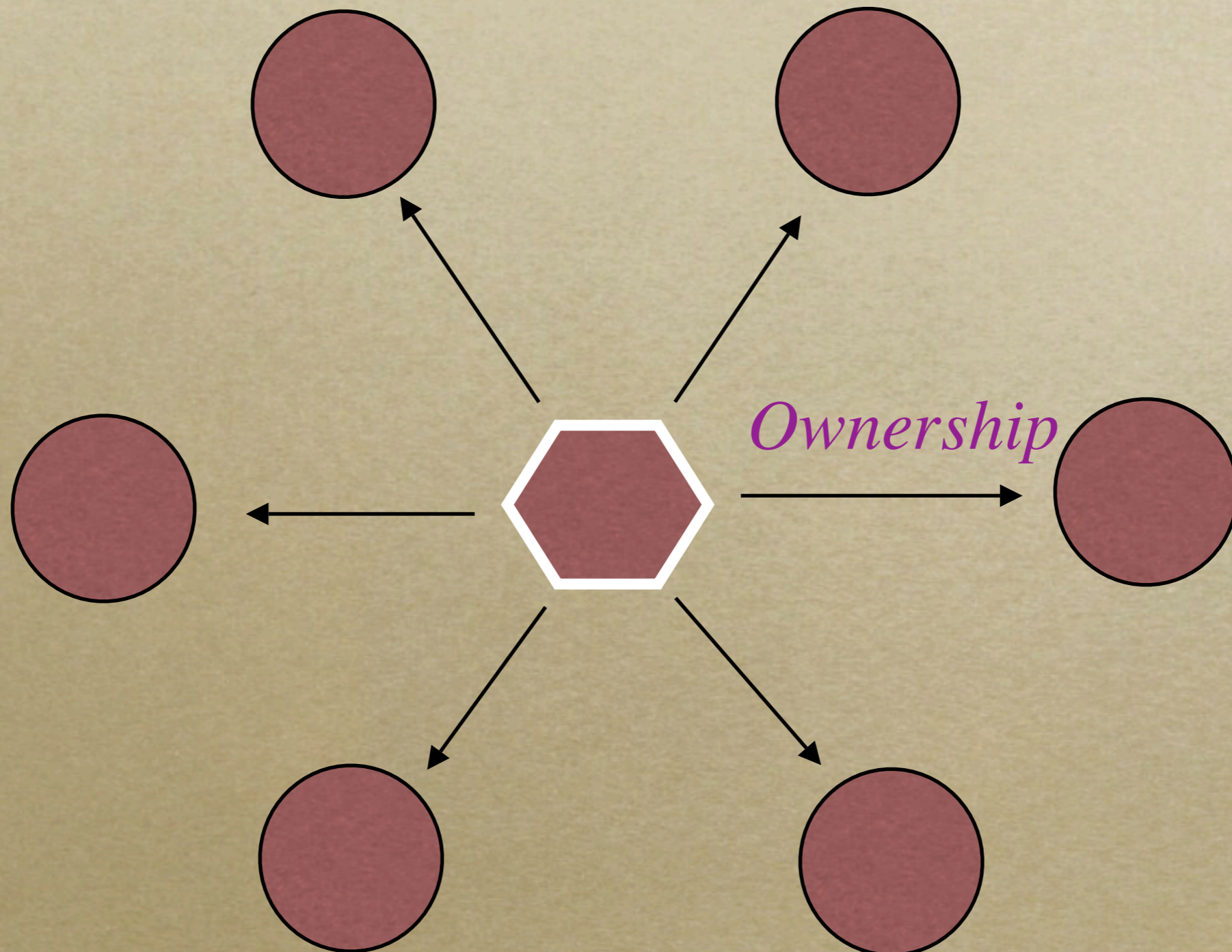
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*Some results of the pilot project*

*Next steps*

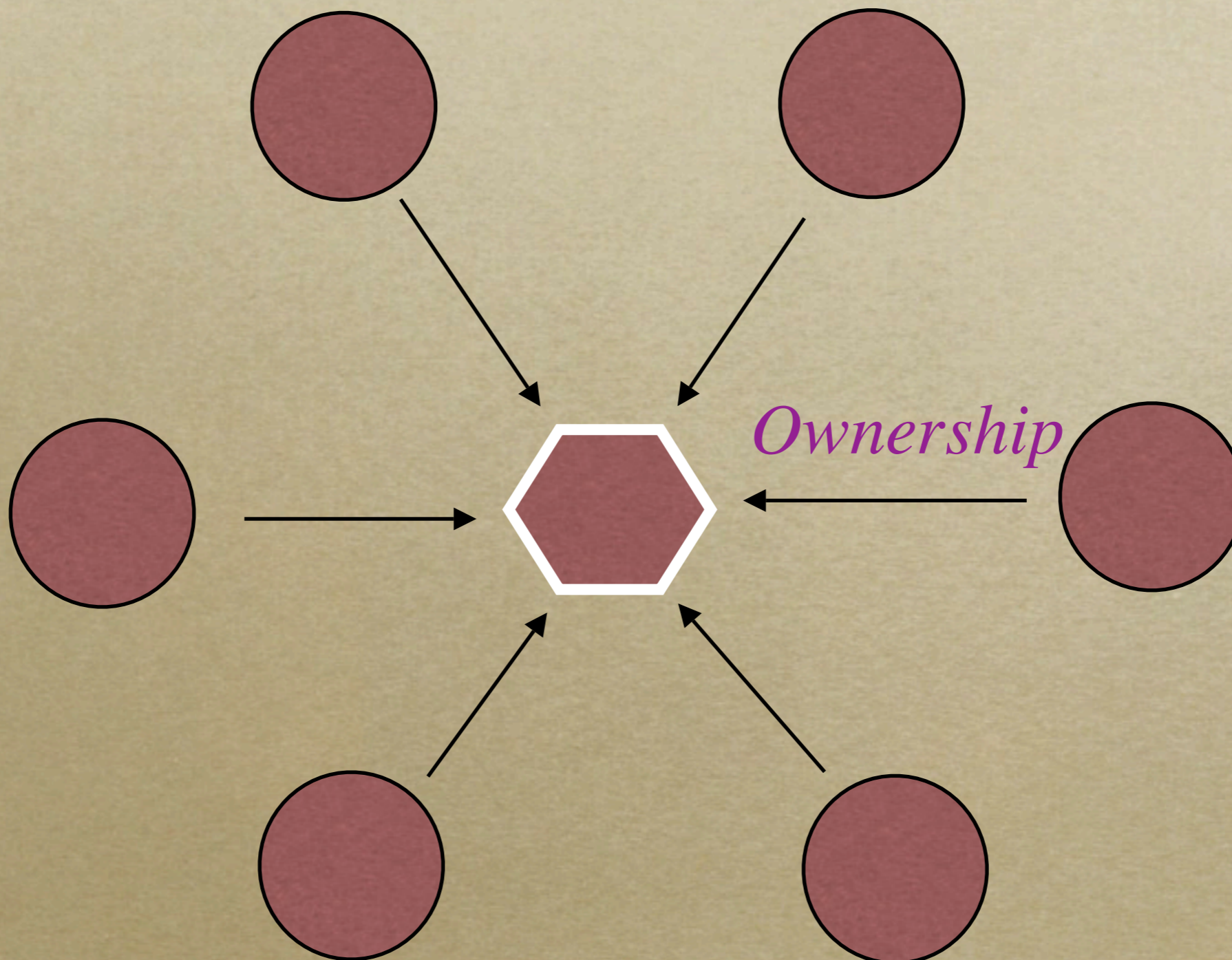


# Holding Company



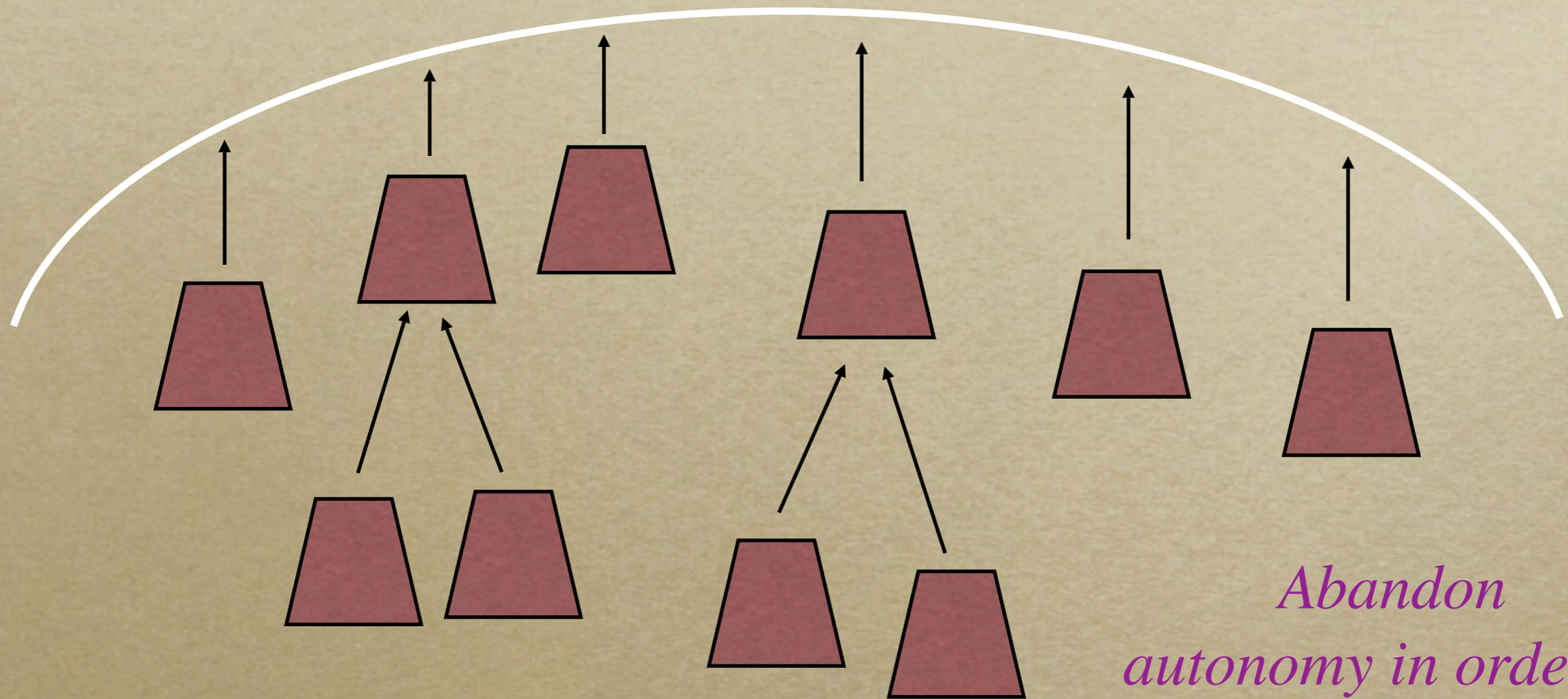


# Holding another way





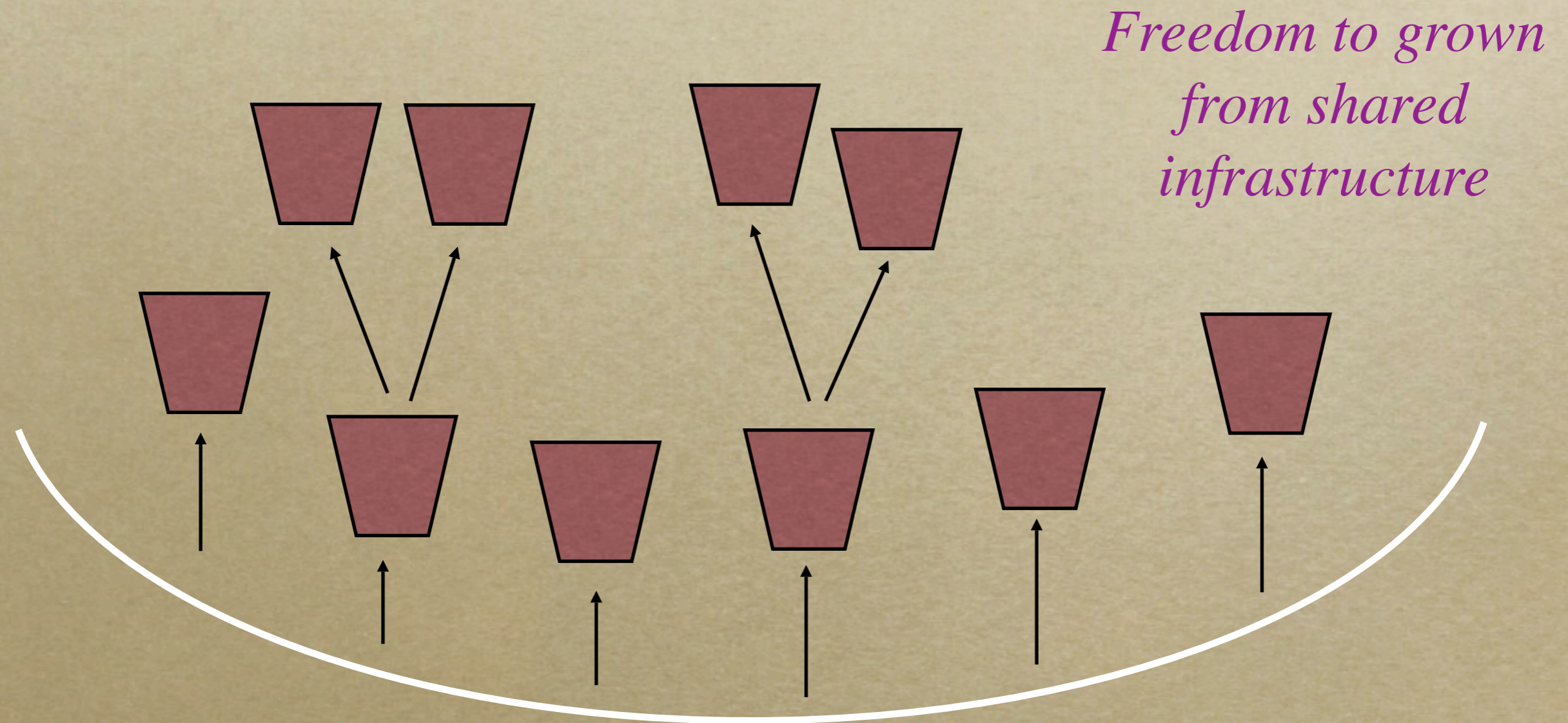
# Umbrella Organization



*Abandon  
autonomy in order to  
exert influence  
together*

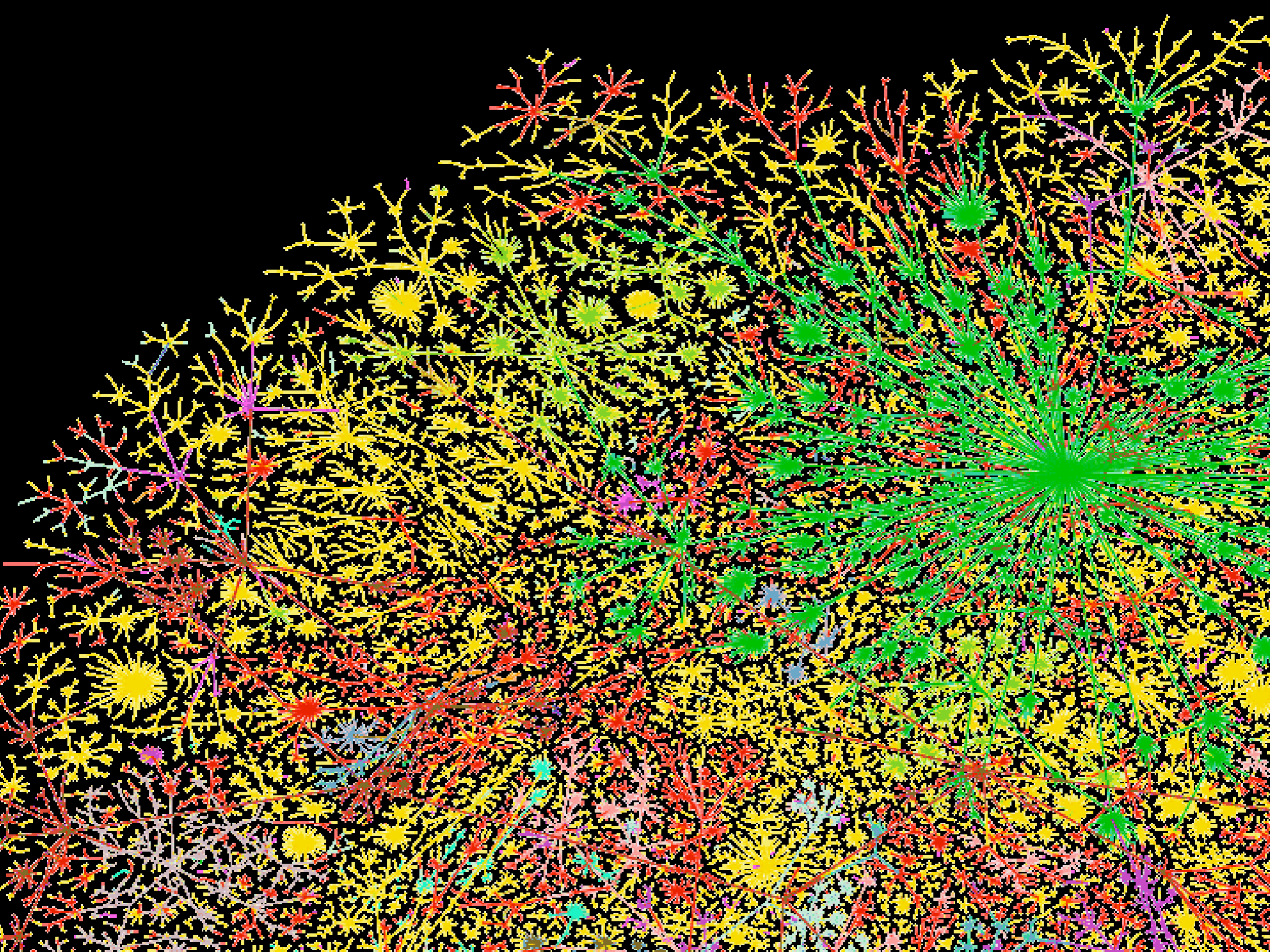


# Upside-down Umbrella Org.



*Cradle org?*

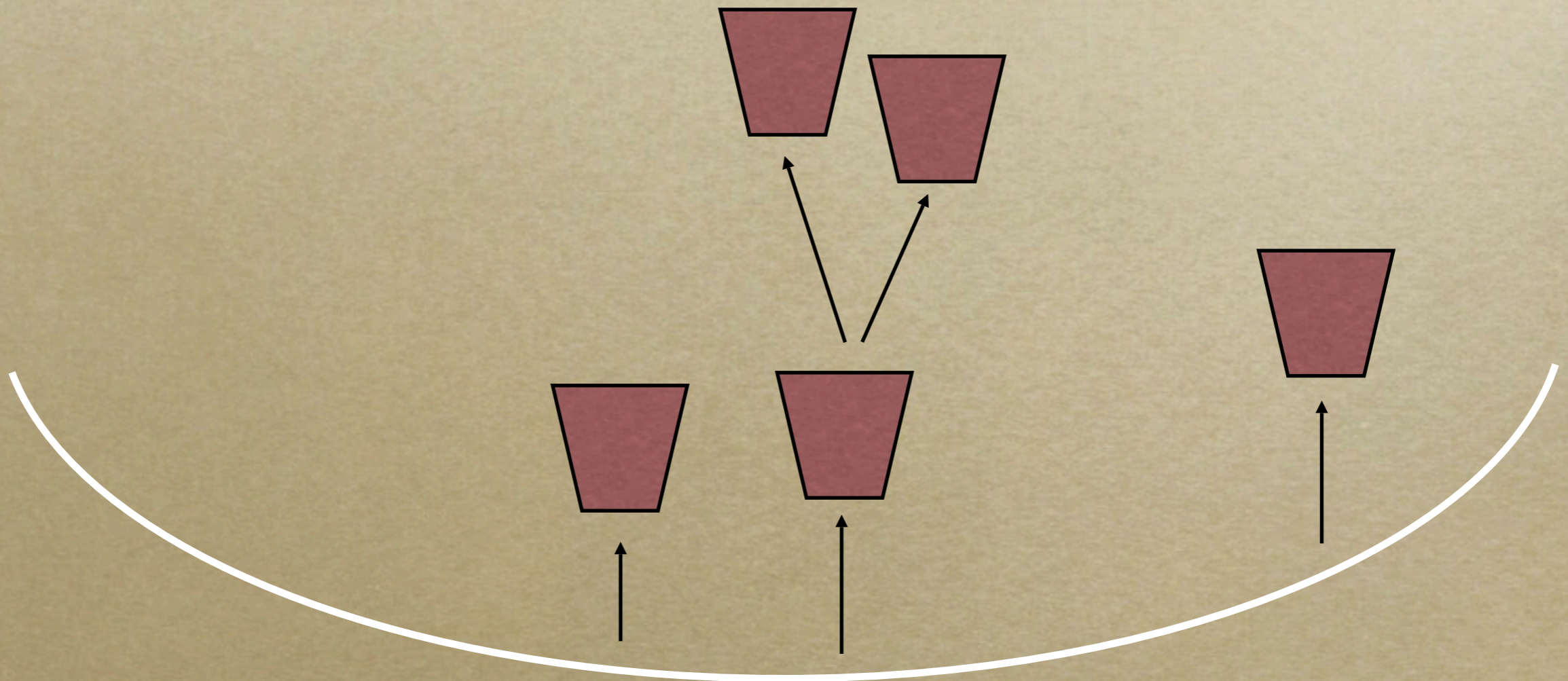






# Pilot Project

*4 cats ..*

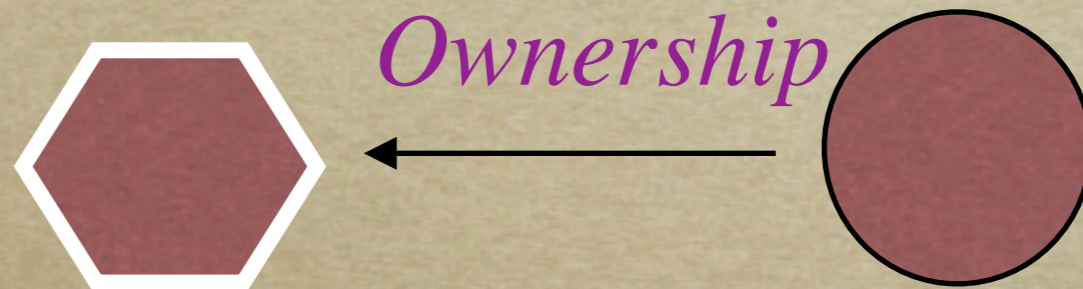


permaculture network “Cradle”



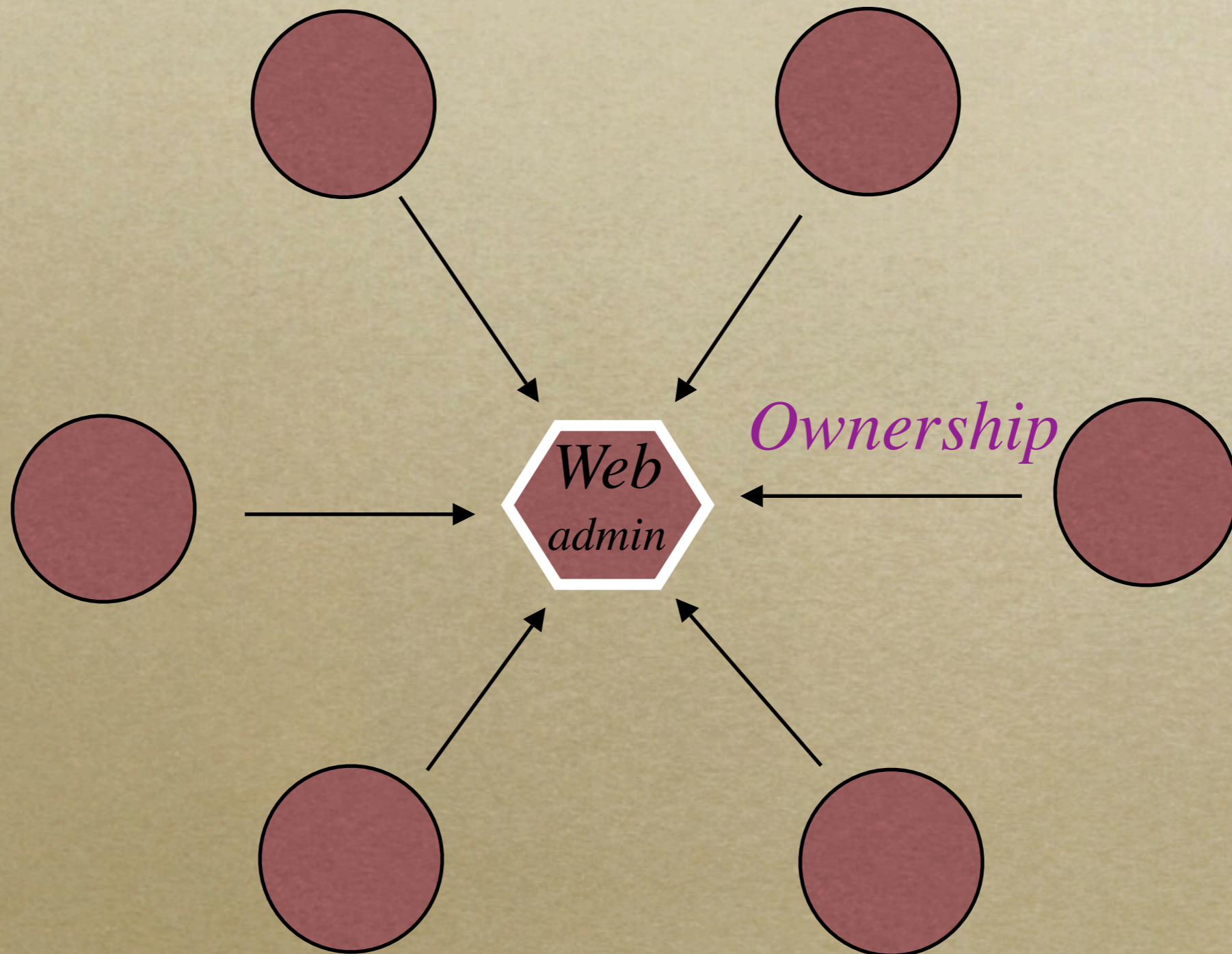
# Starting a new Structure

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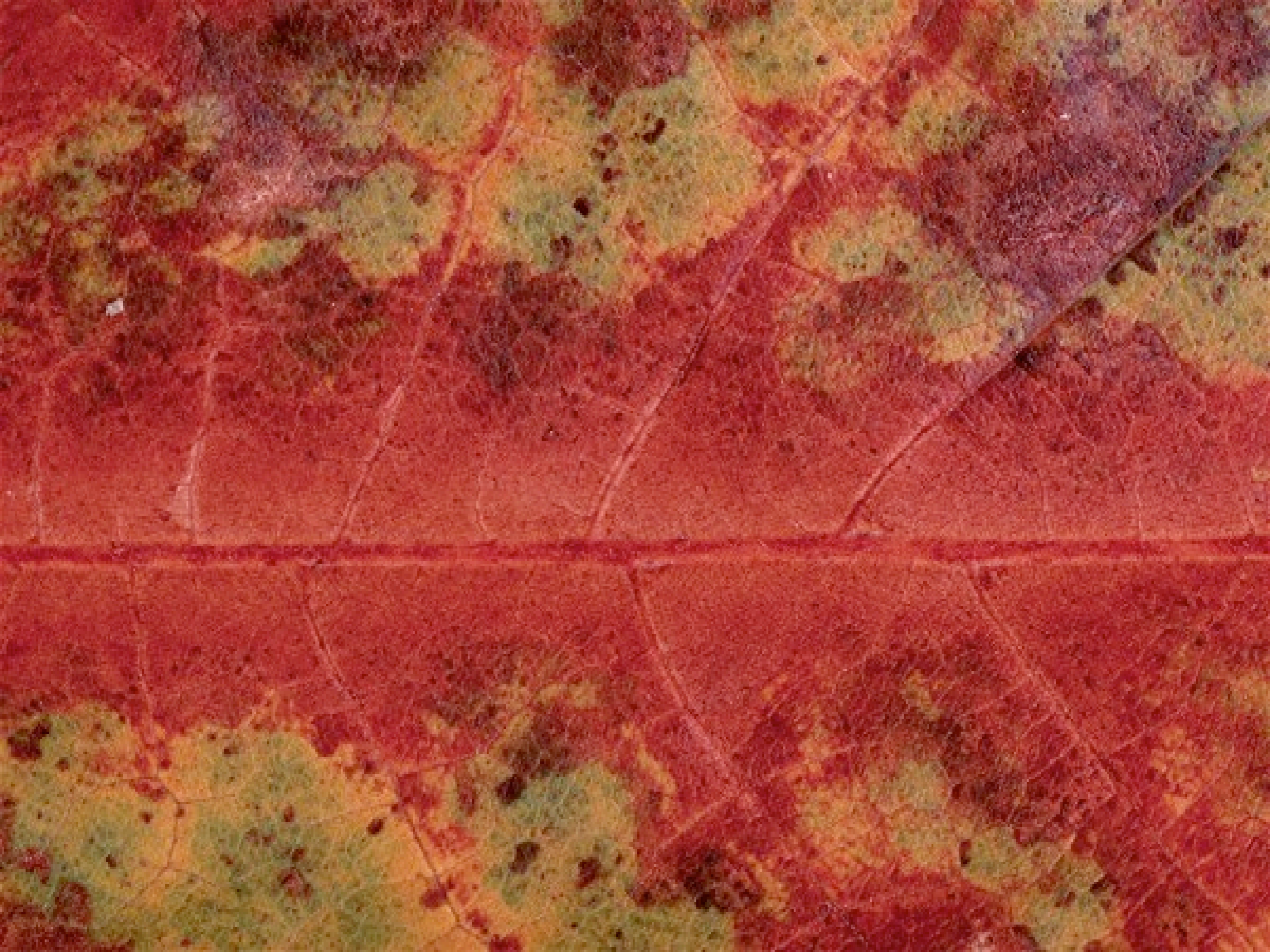




# Chaordic Institute

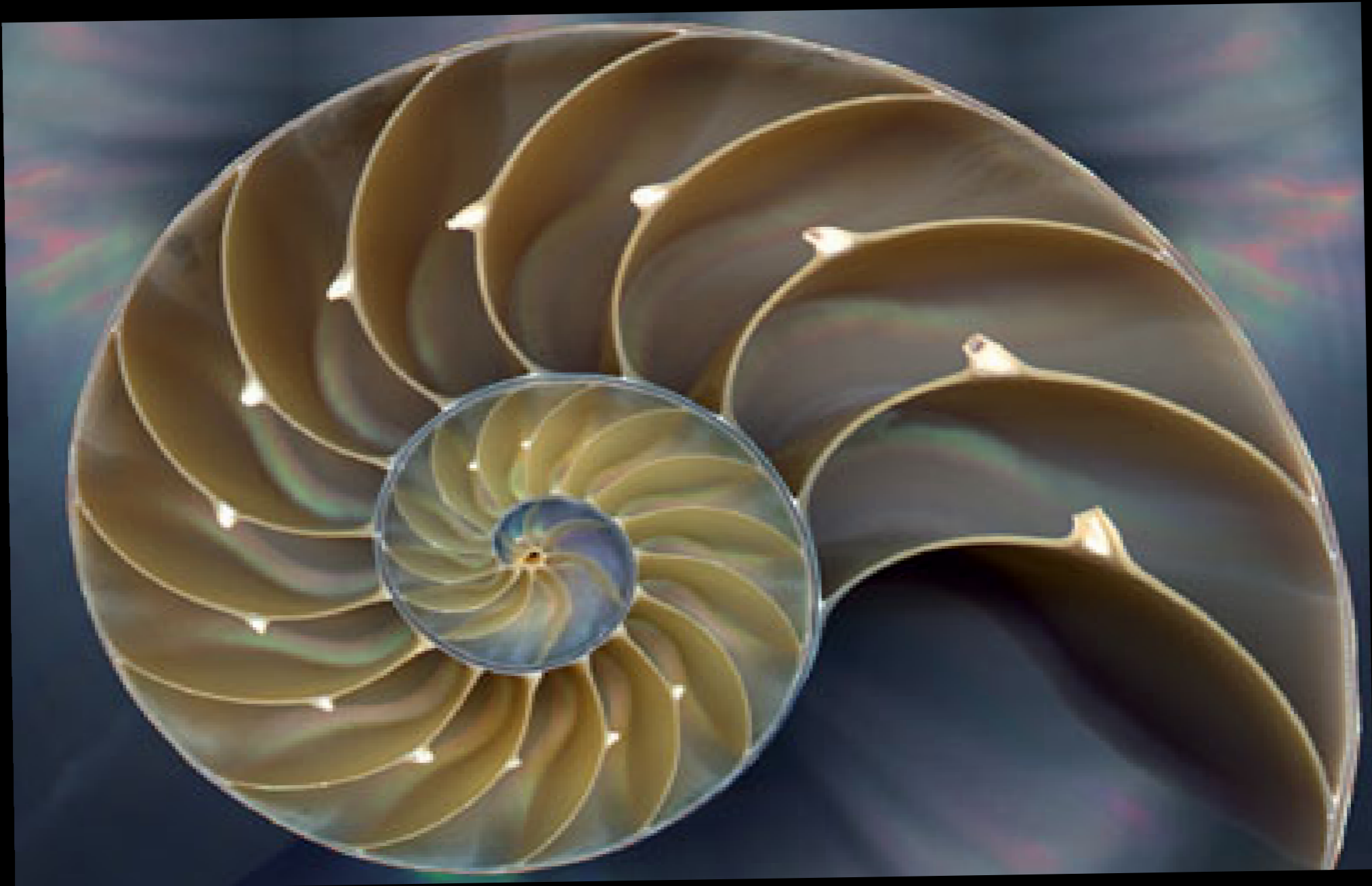








an exercise in COLLECTIVE INTELLIGENCE



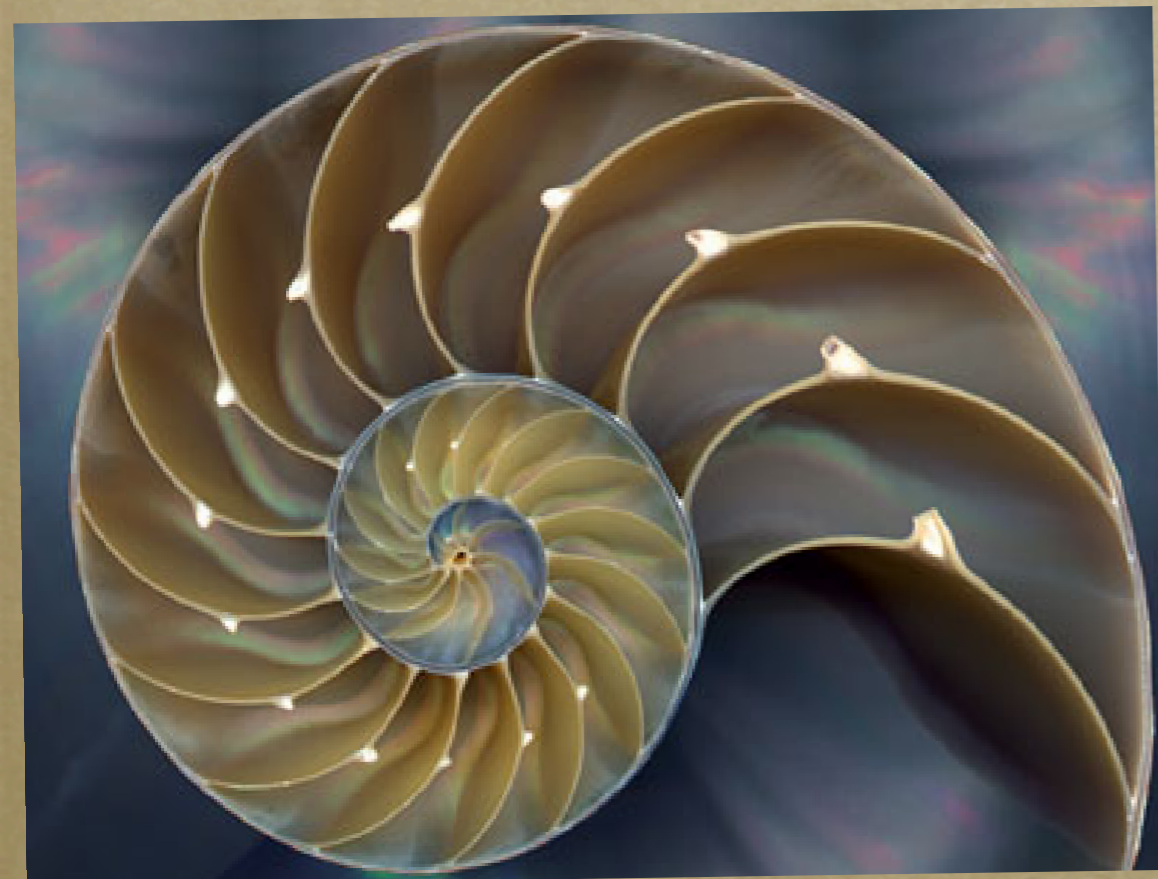
<http://permacultureinstitute.pbwiki.com>



# Design for a chaordic Permaculture Institute

*presentation of pilot project*

*stella@finca-luna.com*



*What is “chaordic”?*

*What is an Institute?*

*What is the problem? The vision?*

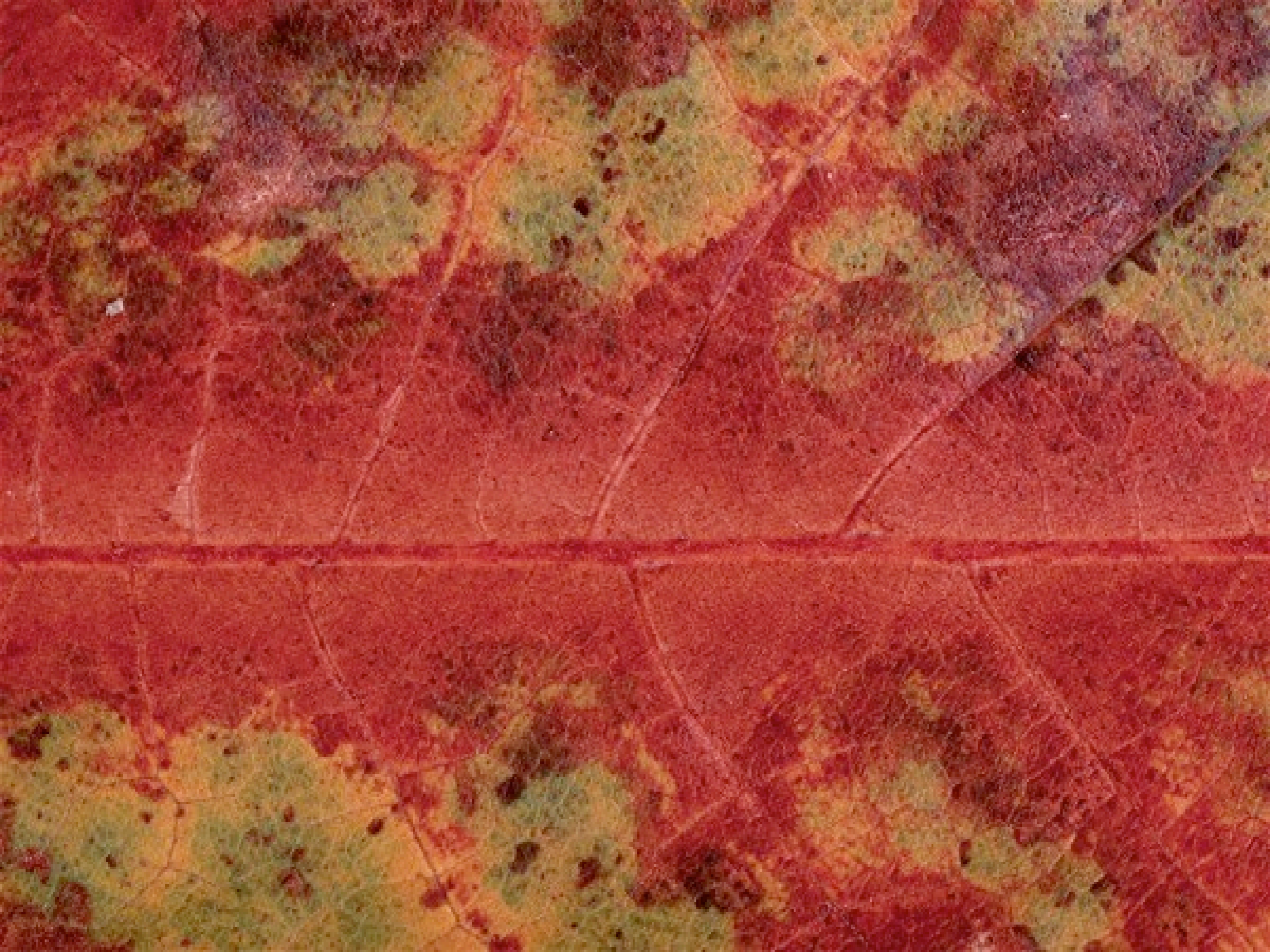
*Is permaculture design the solution?*

*Rethinking organizational models*

*Some results of the pilot project*

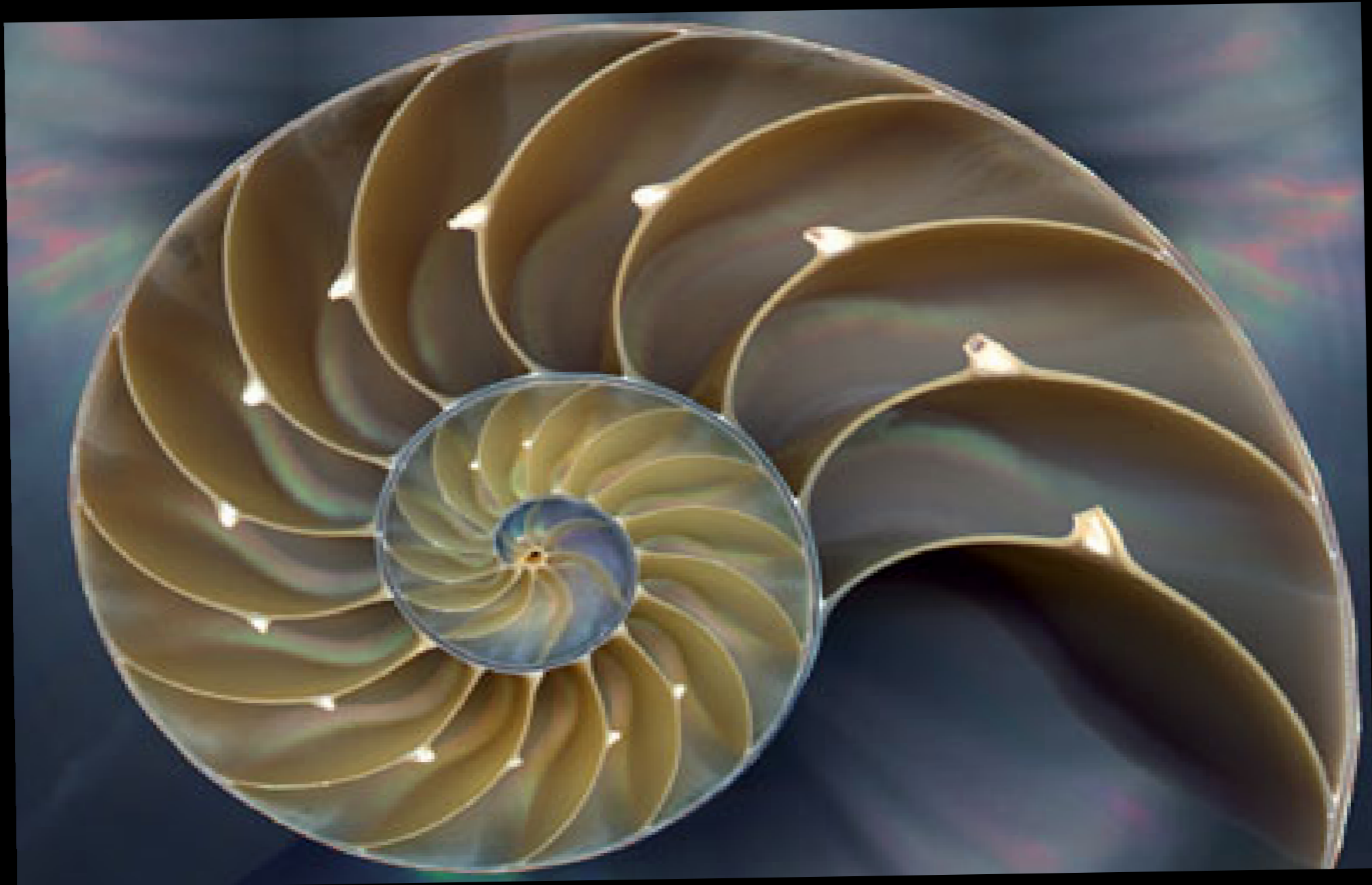
*Next steps*







an exercise in COLLECTIVE INTELLIGENCE



<http://permacultureinstitute.pbwiki.com>



# Design for a chaordic Permaculture Institute

*presentation of pilot project*

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*What is “chaordic”?*

*What is an Institute?*

*What is the problem? The vision?*

*Is permaculture design the solution?*

*Rethinking organizational models*

*Some results of the pilot project*

*Next steps*



# Pasitos

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- *Diplomas = Investigaciones*
- *Diseñar proceso de Diplomaturas*