Inviting Community, Sharing Learnings, Evolving Practice

Proceedings from the first-ever VIRTUAL OPEN SPACE on OPEN SPACE:
A Worldwide Open Learning Event • Everywhere, July 2015

Conference Homepage and Meeting Space:
http://vosonos.qiqochat.com

Conference Agenda Wall (now read only):
http://notes.qiqochat.com:9001/p/r.7361f8332e74c283596c6a56fe70d552

Conference Proceedings (now read only):
http://notes.qiqochat.com:9001/p/r.390eceaf361a26799bc0ab876f63a7e9

Conference Facilitators:
Michael Herman michael@michaelherman.com and Lucas Cioffi lucas@qiqochat.com

TABLE OF CONTENTS

SUMMARY

In the Spring of 2015, OpenSpaceWorld.org got a long overdue updating. As always with these things, this work raised the question, "What is Open Space practice now... and What might it be becoming?" Out of a number of conversations, OSHotline sessions chief among them, but also with many other friends in Open Space, an invitation emerged for the first-ever Virtual Open Space on Open Space. *It may well become the "Online" OSonOS, because what happened was entirely real!*

The intention was to extend and expand the best of the Organization Transformation symposium (where OST started), Open Space on Open Space, and OSLIST and support the sharing of all manner of practices, innovations and learnings. The invitation was to bring forth what's been working – and learn together how to make more of it. Offering that invitation on a global, online, round-the-clock, days-long basis was made possible with the support of Lucas Cioffi's Qiqochat.com community learning platform and by a number of supporting co-conveners who helped shape, share and inspirit the invitation.

The plan was simple: Invite the world. Do three Openings, with start times spaced evenly around the clock, around the world, each one followed immediately by a Discussion Session with multiple breakouts possible. Then twelve more Discussion rounds evenly spaced over forty-eight hours. Finally, we'd close with a series of three Closing Circles, starting eight hours apart in our fourth day. All sessions were scheduled for two hours, space evenly across all time zones. We didn't know if we'd have four, forty or four hundred participants.

The invitation went out just about a month before the start of the event. Forty-five participants were registered by the first Opening and sixty by the first Closing. Together, they created, managed and documented 22 working/learning sessions to address their most important issues and situations. The live action was a rich mix of voices and faces, participating by phone and computer, audio and video, reading and typing, link and file sharing. Notes were taken in a Collaborative Notes tool available in every breakout session. The Openings and Closings, and really the entire event, unfolded in ways remarkably similar to how face-to-face gatherings do. We made several important technical adaptations to the platform, and how we used it along the way, each time making it even more like face-to-face gatherings.

The conference agenda wall and proceedings document were open for public viewing throughout the event, and remain open at vosonos.qiqochat.com. The notes were open for participant editing and further commenting for one week after the closing sessions. You will see from these notes that we are just beginning a new learning curve for how to do this work online. Please pardon what might look like messiness... and let it help you imagine what it was like to be present at this first-of-its-kind global community gathering.

Let these notes also be a warm invitation to join us next time, perhaps as soon as this September, in conjunction with the 23rd Annual World Open Space on Open Space conference, in Krakow Poland.

Please do join us next time!

Michael Herman and Lucas Cioffi

CONFERENCE INVITATION

Virtual OSonOS: A Worldwide Open Learning Event
Everywhere, July 8-11th or 9-12th (depending on where you are)

Inviting Community, Sharing Learnings, Evolving Practice

We have learned so much about bringing people together. We have imagined, invited, and unleashed. We are agile and appreciative, artful and improvisational. Our media is social, our networks are linked, and upstart movements can have national and international effects. We mix the newest technologies and the oldest human patterns. We work on peace AND high performance, passion and purpose, sharing and storytelling. We focus on what's working, why it works, and how we can make more of it.

So what? And now what? The world is under pressure, in every time zone, maybe like never before – socially, politically, economically, environmentally, spiritually. Everywhere, complexity, diversity, real and potential conflict, and urgent needs are more obvious than ever. What is the opportunity here? What is our responsibility? What are the possibilities – and the practices that are working now – *where you are?*

A Virtual Open Space on (All Kinds of) Open Space

What are you learning about creating what you want in the world – in organizations and markets, communities and families, body and mind? What is your practice and what is it becoming? What can we learn and do now together to make a difference in your work? And what could happen if we work and learn together, all around the world, all at once, even for just a few days? This is what we want to find out, in a four-day virtual conference experiment in world-around self-organization.

Anyone with a good head and a good heart, actively engaged in bringing people together to meet the large and small challenges of our time, is invited to join in. We want to extend and expand the decades-old tradition of the *Open Space on Open Space (OSonOS)* conferences, in this *World-Around, Virtual, Video Open Space on All Kinds of Practices that Open Space – VOSonOS for short.* It's about inviting and renewing connections, sharing learnings and insights, and evolving practice(s), everywhere.

How Will It Work?

We will use QiqoChat.com to create our agenda, host (most of) our breakout conversations in live video galleries, and capture our notes on Qiqo's virtual flip charts. During waking hours in your timezone, you can join any of two opening plenaries, many different breakout sessions and two closing plenary sessions. Stay up late or get up early for more, if you like!

- **Day 1:** Three opening sessions, 8 hours apart, each one followed immediately by a 2-hour round of breakout conversations
- **Day 2:** Six 2-hour rounds of breakout sessions, starting every 4 hours (2 hrs on/2 hrs off)
- **Day 3:** Six more 2-hour rounds of breakout sessions, starting every 4 hours
- **Day 4:** Three closing circles, starting 8 hours apart.

Our full conference schedule will be filled with discussion topics, and stay available for editing in a global community bulletin board, viewable at QiqoChat. The QiqoChat platform will let us move ourselves between breakout circles and other meeting places. We will be able to convene breakouts via Skype, Zoom and other platforms, or even in-person gatherings in coffee shops, if you like. And of course, you'll focus on the issues and areas of practice that are most important to you.

How to Register?

Please register in advance at QiqoChat for this grand experiment, including a suggested $20 contribution toward direct conference hosting costs. Then, please share this invitation with friends and colleagues you would like to have join us!

Tech Notes: All participants will be able to participate by listening and/or viewing live sessions at QiqoChat. You can use your phone or computer microphone for audio connection (to speak). To share your video (be seen), please use Chrome, Firefox, Opera, or Internet Explorer 10+. Safari is not yet compatible.

Co-conveners (join us!)

Lucas Cioffi, Tricia Chirumbole, Suzanne Daigle, Karen Davis, Christy Lee-Engel, Joelle Everett, Lisa Heft, Michael Herman, Skye Hirst, Thomas Herrmann, Peggy Holman, Karolina Iwa, Lisa Kimball, Paul Levy, Jane Lewis, Daniel Mezick, Artur Silva, Anne Stadler, Alan Stewart, Linda Stevenson, Christine Whitney Sanchez, and… *you?*

Add a brief comment to add your own voice to this invitation, share something about what you want this to be, why you think this matters, or anything else you'd like to say to anyone joining or thinking about joining this experiment. AND THEN… Register at QiqoChat, spread the word, bring friends, and add spirit!

12 thoughts on "*Virtual OSonOS: A Worldwide Open Learning Event*"

Joelle EverettJune 4, 2015 at 6:04 am
Those who dream big, impossible dreams–and then figure out how to make them happen–are my kind of people! I'm looking forward to connecting with old friends and meeting lots of new ones. And to learning more about how to meet in an intimate space across miles and time zones. And to consider how to connect this powerful energy with the needs of this world.
Please do join me there . . . and be prepared to be surprised.

Artur SilvaJuly 8, 2015 at 1:10 am
So nice to reconnect with you, Joelle, and with so many others old and new open spacers and friends…And thanks Michael Herman for making this dream come true. As you have observed in your kind personal invitation a vOSonOS is something I have been dreaming for years – and have participated from a distance at as many as I have been able, using the technologies available in each moment – when the organizers of many WOSonOS have really tried to make that possible.

Thomas HerrmannJune 4, 2015 at 4:39 pm
Wonderful to connect in real time with people from all over our globe who are working to create a better World. I actually think that every time we open up space for people to get into genuine contact with themselves and others – we contribute to the creation of a better World. So it sure is important work we do! I've been using and spreading OST for the last 15 years and things are improving…at the same time there is a loooooong way left to go in all kind of organizations if participation and shared leadership is to become the norm.
So let's come together and learn, inspire each other to continue our work, because we ain't giving up! Looking forward!/Thomas

Christy Lee-EngelJune 5, 2015 at 4:09 am
I love this invitation, and it strongly echoes a keen sensing that I'm hearing from many other colleagues these days.
Most of all though, I'm drawn to this VOsonOS for the chance to be with you all, plus all the friends and colleagues all over the world whom we'll be inviting to participate.
I have just registered and poked around QiqoChat – it's a really beautiful platform/place, and I'm finding it very easy to use so far.
Thank you, Michael, and Lucas and Tricia, and looking forward to being with you all in July.

Suzanne DaigleJune 5, 2015 at 11:19 pm

Like a little kid counting the days until summer vacation, with wonder, delight and sheer joy, I am so looking forward to this trailblazing event. I feel a deep gratitude to the organizers (Michael, Lucas, Tricia, others) and all who will show up, friends, colleagues and strangers united in Open Space and the call that beckons us to be there. I imagine myself gazing at the faces around our virtual global circle, feeling the quiet presence of each of us, deeply connected. Already I smile as I see the names of those who will be there wishing time to stand still for those 4 days so we can savor each moment. Must we sleep, must we eat Thank you so much for this! Suzanne

Gordon YoungJune 24, 2015 at 11:52 am
I have been sitting on the side of the pool for years now, daydreaming that I may, one day, find the time to see OST in action and learn how to help my clients with this toolset / mindset. What a gift to have this worldwide event — thank you, organizers, each of you, for making this so accessible and affordable. I look forward to learning, sharing and having my world rocked!
All the best, Gordon

Hege SteinslandJuly 6, 2015 at 5:37 am
I feel a kind of scared and joyful at the same time wondering how this can and will work. Im amazed by the possibility, and also overwhelmed at the same time What a journey this can be!

Lucas CioffiJuly 6, 2015 at 7:43 pm
The part I'm looking forward to most is being able to meet members of the Open Space community through audio and/or video. I have enjoyed reading many insightful posts over the years on the OS List, and this will help me get to know many folks on that list in a more personal and complementary way.

Alan StewartJuly 7, 2015 at 5:39 pm
G'day All. Looking forward to meeting and greeting you. With no expectations and delicious anticipations. Not least in making firm friends, as has happened in all of the 5 WOSonOS in which I have been privileged to participate. Starting with Monterey, CA in 1998 and most recent in St Petersburg, FL , in 2013. From way Downunder. Go well, Alan

Suzanne DaigleJuly 7, 2015 at 7:23 pm
Alan, it will be such a delight to reconnect at whatever time that happens…Suzanne

Alan StewartJuly 7, 2015 at 7:27 pm
Looking forward enormously to conversing with 'old pals' with whom I have enjoyed such wholesome times – with or without a martini – all around our little planet, 3rd from the sun.

Artur SilvaJuly 8, 2015 at 1:29 am
Glad to see so many old friends and to know that I will make a lot of new ones, and learn a lot in the process. [Rephrasing a title from Harrison: the business of life is learning!]
And now let me make my co-convener invitation in my native language, Portuguese!

Para todos os que entendem português, vivam eles em Portugal, no Brasil, em Angola, em Moçambique ou em qualquer outros país de língua oficial portuguesa (bem como para os que entendem português, por falarem línguas afins, como o galego, o castelhano, ou mesmo o catalão), se puderem não percam esta oportunidade histórica de participar à distância numa reunião internacional, virtual, de Espaço Aberto sobre Espaço Aberto. A primeira sessão (o círculo inicial) para o meridiano português será hoje, 8 de Julho de 2015, às 17H. Espero vê-los por lá. Nota: Perceber um pouco de inglês será indispensável, mas podem também realizar-se conversas em português. Proponham-nas no círculo inicial ou depois…

TOPIC #1: Tony Budak: You're invited to chat about asset based community development or time, skill, and knowledge exchanges. https://www.hourworld.org/ http://tbmw.org/about-tbmw/ and a case, http://tbmw.org/about-us-youth-court/ ema

PARTICIPANTS: Tony, Dan, Hege, and maybe a few others

SUMMARY OF DISCUSSION:

We have been talking at length about "time banks" as a complementary means of assigning and exchanging value, in addition to the standard money economy. About 40% of the work that is done in society is unpaid - for example, a mother who raises children and keeps a household. The existing money economy does not really assign any value to such unpaid work, and people who do such work don't get any kind of remuneration that they can use to participate in the larger economy. Tony has been describing a time bank system, which uses hours of work (rather than dollars) to document such contributions to society. These hours can be exchanged. If Tony spends two hours making dinner for Dan, he can spend his credits to get two hours of piano lessons from Mary. Tony has been suggesting employing community time banks as a way to give deserved social value to the currently invisible 40% - a way to elevate community assets in an alternative sort of market or "bazaar," in a way that the current money economy has proven unable to do. Some people sustain themselves entirely in this way, totally off the monetary grid.

Two URLs to learn about Time Bank Service Exchages
http://timebankswork.net/forum/index.php
http://timebankswork.net/tiki/tiki-index.php?page=Starting%20a%20Timebank

Another suggested resrouce:

http://www.lietaer.com/

http://timebanks.org/

http://complementarycurrency.org/

Radio interview starts 5 min. 40 sec.
https://youtu.be/6WP0p8oOHIQ

Tony Budak... https://www.linkedin.com/in/tonybudak

Dan is a theological seminary student. Part of the calling of the Church is to criticize exclusive and repressive social structures, and to actualize more wholesome alternatives that elevate the core dignity of every human being and to provide a way for all people to particpate meaningfully in their communities and cultures. I am interested to know if local judicatories or congregations have employed such a complementary currency, for the benefit of the unpaid community and the community as a whole, independently from the realm of the state/money economy complex. I am thinking about how a parish or diocese could pilot something like a time bank in order to evelate the more marginalized people in the faith community, as well as the larger community.

TOPIC #2: Tricia Chirumbole: Opening space with a lowercase "o" - how to offer or describe "opening space" beyond the OST event/meeting platform

PARTICIPANTS: Tricia, Deb, Marie, others?

SUMMARY OF DISCUSSION:

...I am fighting with android, so am currently muted. Please continue

Hi Marie!
That is too bad! If you are comfortable with typing, we can have a brief text conversation

OK, I will give a brief into to what I mean and if anyone can contribute via text, perhaps we can all share in the widsom.

Tricia's explanation: "opening space" means something to me. I have tried to explain it to others, even did a whole presentation on it, but it is a challenge for me. Outside of providing a direct experience, do you have insight into how to express this concept to people or give them some ways to reflect on what it means to open space beyond the "unconference" meeting format?

The stage is open for you Marie! I think Deb has moved on!

Still here for now

Okay. I don't use OS much because I spent so many years learning to "facilitate" by teh seat of my pants that I seem to rely on that. But also, I don't do large groups very often. So, in groups of 7-10, usually around seven, it's more easing myself out and encouraging others to participate.
So, not sure exactly what you mean by os.

hahaha! I'd explain it to you, but I am not sure how! btw, I believe all facilitation is "improv", so I am guessing you have been doing a great job :)

I have used the jazz metaphor a lot in talking about what I do. :)

Deb?

Yes!

I've heard people on the hotline talk about large OS and little os and really want to know more since I don't seem to be able to memorize anyone's system perfectly. I almost always end up improvising. But I want to turn l oose more

Tricia: Yes! Well, I would say improvising as a way of being is a GREAT example of "opening space" with a lowercase "o"!.....What I mean by os is that there are principles at play during the OST type of meeting that apply to all types of human interaction, including the interaction that individuals have with their own mind and experience of reality. I see that the form of OST for group engagements is one way to qiuckly and easily invite people to "open space' without explicit discussion of what that means or to think about the "proicess" at all, because that is not relevant.

People still choose to be more or less "open" moment by moment, but the important thing in OST form is that we are doing our best to remove any barriers to "closing" space through uncessary structures, constraints, or expectations.

That is why some people are so intense about "one less thing to do" - which of course in itself can become an unecessary constraint!

Does any of that make sense? I am done for now!

I see ALL the work I do as "holding space". Some of it is also "opening space". How helpful is that? ;-P

Yes, I see opening space and holding space as on the same continuum or perhaps the same thing

So suggestoin: look at the law and principles and see how / if they apply in different situations! Ex:

GOTTA RUN see if my other meeting is happening. maybe back soon. deb

Ciao!
Deb here- in another meeting now. bye!

TOPIC #3. Skye: How might retirement issues be addressed with Open Space?

PARTICIPANTS: Skye, and a few others

SUMMARY OF DISCUSSION:

Death cafe.....is a trend in some locales....people come together to talk about death, so can talking about retirement, its' complexity in locales be useful.

or do we just go deep in this discussion- how about a retirement cafe during vosonos

Would the word transition be more interesting versus retirement?

quality of life?

isn't qualify of life the overarching issue

I would like to work indefinitely - as part of quality of life.

What does retirement mean? Some don't like that term

Transition in life may be more resonant than retirement concept

Will society accept those who want to work at old age

the box of retirement may be a false delimiter

One of the things I think about is public transportation

Deciding where to live older is complex but defn. a discussion item--driving all around not as desired...physical and cultural
set up a big consideration

Retiring old stuff no longer useful in our lives

Loneliness can be a life transition cafe topic to contend with in the future....people wanting touch....
life transition cafe...this may be and not a retirement cafe

life transitioning is a constant

maybe retirement is retiring from old ways of living onto new ways

this stage of life - accept the value of what interests you and you do it today...not in mode of striving for something out there there- let's go of sadness and expectations...feel so much richness in each moment--certainly is differentt from the past way of living

WHat determines where we are going to live; life partners, family, friendships?

Figuring out what I do next?   Set of values? Spirituality?

Without work, more time to focus on "me" to be more present.

I don't want to spend my last days in retirement home

Lonliness - how do we deal with it? It's harder for men to sustain connections and to make new ones?

TOPIC #4. DANIEL MEZICK: I want to discuss the train wreck that is mandated process change in organizations. Exhibit A: the mandate of "holacracy" at Zappos. This story has very serious negative implications for the future of OST in organizations and that is why I want to discuss it with you all. Related link: http://newtechusa.net/agile/the-mandate-of-holacracy-at-zappos/

PARTICIPANTS: Daniel, Linda, Joelle, and maybe 8 or 10 others?

SUMMARY OF DISCUSSION:

- *ARTICLE ONE: DONT COMMIT EARLY UNLESS YOU KNOW WHY:*
-

The extremely high level of confusion about the coercive mandate of "holacracy" at Zappos continues to absolutely astound me.
Maybe misinformation and spin has something to do with it?
As we all know, 14% left and 86% stayed.
Statements like this from Brian Robertson attempt to tell us exactly what to think about *that*:

The other side of the story is that 86% of employees turned down a lot of money **to stay and be part of a major change in the corporate structure.**"

Really? Is that really true?

Wait. Here is another example: this time in this blog item in the Huffington Post, where the author states:

"…What's encouraging is that **86 percent of the workers declared themselves "all in"** to this bold experiment."

OK. Stop. Just stop right there.
Is that actually true?
No, that's *not* actually true.

What we know *for sure* is that the people who stayed merely *opted-out* of taking a specific amount of money, at a specific time. See?
In other words, **they did not exercise an option**. And that option has since *expired*. Period. End of story.

Options have value, and options expire. Don't commit early unless you know why.

Employees at Zappos, confronted with an expiring option, made decisions based on the option expiration date. This is exactly what happened. Nothing more.
Create Your Own Options….
Now, those who remain at Zappos as employees are probably quite busy creating their own valuable options (for example, to *quit*) ….to be exercised later, at a time of *their* choosing. I'm guessing.
Yet is seems like a totally reasonable guess, doesn't it? Isn't that what *you* would do?
If this guess is true, Zappos can expect much more trouble with the roll-out of "holacracy."
Far from being over, the real drama of "holacracy" at Zappos might just be getting started.

Opinions Are Very Cheap To Produce

Thanks!

In reality, we actually have no idea whatsoever why this or that person stayed. Or went. We can have*opinions*, and make up *stories*, about the 14% being "totally out" and the 86% being "all in."

Or, we can use logic and reason… to think more clearly about *options*.

The truth is *we have no idea* why some stayed, and some went.
We can try to use small samples of empirical data, to take a shot at a reasonable *guess*.

That is exactly what Paul Carr does in this penetrating article on Pando, which describes, up close, *his* take on exactly what might be going on in Las Vegas: (emphasis added)

…Many of the 210 Zappos employees who took Hsieh up on his golden parachute offer did so **because they knew they could find jobs elsewhere**. Having spoken to some of those who remain, it's clear that**many stayed behind because they lacked any other options**. These are not young, single entrepreneurs, they are customer service employees and rank-and-file workers, who have mortgages to pay in Las Vegas and children in school. If they leave Zappos, there aren't many other jobs waiting for them…
Now: what is interesting in this quote is the reference to *options.*
Options have value.
Options expire.
Don't commit early unless you know why!
Zappos employees (who are rational) are thinking these very thoughts, and have acted accordingly.
What We Know For Sure

What we all know for sure is this:
— About 14% of the workforce (two hundred and ten people) **did** exercise the expiring option to take the cash, and they did actually take it, and vacate.
— About 86% of the workforce **did not** exercise the *option* to take the cash, and vacate. Instead, they let the option *expire*, and stayed. For now.

So: 14% exercised the option, and 86% did not. Beyond that, we know absolutely nothing about why.

This has some very important implications for the ongoing attempt to adopt "holacracy" at Zappos.
Real Options

The Zappos people and the "holacracy" people are quick to spin the story as a big victory, strongly implying that the 86% who stayed on are somehow "all in." This is a complete fabrication, and one based on opinions, not facts.
Some reporters also naively conclude that all of those who remain must be *all in*. Committed to "holacracy at Zappos." Is that really true?

It's a *very* safe bet to assume *no*. Take, for example, the employee who decides to just let the Zappos buyout-option expire, and then stay on for just 90 more days: what are their options?

— If they stay, they lose the weekdays inside the 90-day interval (they have to go to work each of those days.) And in return for that, after 90 days, they receive a wonderful, recurring, renewable, infinite option to keep playing the Zappos-income game indefinitely, regardless of their level of commitment to and engagement in "holacracy."

— When the 90 days are up, *no matter what*, they have received in money *exactly what most of the 14% received*, in return for just 90 days more service (actually, just 60 days of actual work on weekdays. Not bad!)

— Since no one made them sign a blood oath to support "holacracy" at Zappos, they have an infinite option to keep playing, regardless of what they think about "holacracy." (This is a key point.)

If this dynamic is actually playing out at Zappos, the "holacracy" adoption is in big trouble. Why? Because there probably is *still quite a lot of resistance located inside the existing workforce*.

And that resistance *just went underground*, because there is absolutely no "safe space" for expressing dissent. The "love it or leave it" ultimatum closed the space to any kind of expression of dissent.

In summary, I believe that offering the employees at Zappos money to quit did nothing to help the "holacracy" situation.

Why? Because right now, no one can know for sure what the 86% are actually thinking.

That said, maybe Paul Carr gets it right: "…**many stayed behind because they lacked any other options**."

Those who find the idea of viewing life as a set of ever-changing *options* may enjoy this wonderful little story-book, entitled: COMMITMENT. Here is the description: from the book …
When you have read Commitment, you:
- *understand what the Real Options model is;*
- *can apply the Real Options model to manage project risks successfully;*
- *understand why much of your life involves options that you currently are treating as commitments;*
- *see the world through a different filter opening up many new possibilities;*
- *understand the difference between Commitments and Options.*

Because the book will:
- *provide specific examples of how a project can manage its risks using the Real Options model;*
- *outline a simple technique for making decisions;*
- *make you aware of all the decisions you make every day;*
- *build your confidence in your ability to decide when to commit and when to leave options open.*

Summarizing: options have value. Options expire. Don't commit early unless you know why.

Related Links:

COMMITMENT, a book about Real Options (http://www.amazon.com/Commitment-Olav-Maassen/dp/9082056909)
An effective approach for creating lasting change, is to simply invite everyone into the process of changing. It's called Open Space. It's all very simple actually. It actually works. You can learn more by exploring the links listed below.

OpenSpace Agility: Social technology for introducing change in organizations(**Error! Hyperlink reference not valid.**

Open Space Technology: A hyper-efficient way to self-organize at epic scale (http://openspaceagility.com/what-is-ost/)

-
- *ARTICLE TWO: ADOPTING HOLACRACY AT ZAPPOS*
-

Zappos forced a process called "holacracy" on it's entire workforce in 2014. It changed everything. By 2015, it was obvious that it didn't really take.
In the Spring of 2015, employees were presented with an option to get some money if they quit by a certain date.

Some exercised that option, some did not.

What might be going on? Let's break this down:

—**The people who quit** are probably some of the more independent-minded people. These are the very people who question things- and create innovation. These are exactly the type needed to make self-management actually work. To make self-management *stick*. If this is true, then "**the**

ultimatum" is actually a huge step *backwards*. Why? Because the kind of people who can actually make self-management work have left the company.

—**The people who stayed** are implicitly accepting new implied rules, including the new rule that the *current rules about work can be changed at any time*, and without notice, by authority. By the CEO. If this is true then *the people who remain might actually be predisposed to living in a dictatorship or autocracy* rather than in a **self management** setup. If what I am saying is true, then this will tend to impede progress towards self-managed teams and self-organization.

—**The potential new hires face a real dilemma.** Anyone applying to Zappos must rationally assume that, after being hired, *whatever they are being told now about "**the game of working there"** is not actually very predictable or even reliable.* Rather: the game, as described, is subject to change, at any time, without notice, and without their consent.
This might tend to attract very compliant people who are *happy being told what to do*, the exact opposite of what is needed for **self management**.

Make a big change, then offer people money to "self organize to another job" if they don't like it. Does that actually work? The resistant do not just get up and go, even when money in dangled in front of them. There are many considerations when changing your job, not just money. The point is: many people who didn't take the money still work there, and are still skeptical. And probably being triggered every single day with the stress of that.

What's becoming painfully obvious is that Zappos will now replace most of the current workforce with shiny new employees who are agree to play play the "Zappos holacracy" game at work. The evidence is found here:

"Zappos CEO Tony Hsieh believes the transition could take up to five years."

This statement about "up to 5 years" is significant. It's new and it points to a likely need. A likely need to replace most (if not all) of the mostly-resistant workforce with a mostly-compliant one, to make the "holacracy" thing actually work at scale. Sort of like what we see in the Agile space when Agile practices are mandated in big companies: lots of people who are coerced to comply with a mandate. Lots of people who resist the mandated change, the change they had not part in designing.

Ironically, the mandating of something prevents it.

But wait. We can replace everyone. That can work. Right?

Replacing everyone is one option. But: does replacing everyone still count towards a genuine and authentic success? Does massive and ongoing employee turnover for up to 5 years make for a high-morale, high-performance workplace? A place where innovators actually want to work? Probably not. Replacing everyone. Is this the new normal for culture change in organizations?

There is far more effective (and far less stressful) approach, for creating change with the people you *already*have. The approach is to simply invite everyone into the process of changing. It's called Open Space. It's all very simple actually. And it actually works. And fast. You can learn more by exploring the links listed below.

Related Links:
OpenSpace Agility: Social technology for introducing change in organizations(**Error! Hyperlink reference not valid.**

Open Space Technology: A hyper-efficient way to self-organize at epic scale (http://openspaceagility.com/what-is-ost/)

The Zappos story is getting a lot of press based on mandate as virtue promoting it as a successful change holacracy model which is the antithesis of the Open Space principles. We can follow the story

and become more aware of the impact it is having on the culture movement, while creating our own success stories and speaking and writing about the importance of invitation over mandates as well as the deeper philosophy of OST.

---------------------------- After the session comments
[Artur Silva - July 10th, 12:45 BST] Zappos is now under attention. But it is a fad and in two months no one will think any more about it. And OST will continue to be alive. I wonder if Agile, Scrum and such are also not fads that will disapear some time in the future. But OST will still be alive after that!

JEL - Important point!

TOPIC #5: Alan Stewart: Open Space principles as the underpinning of a way of being in the world,

PARTICIPANTS: Skye, Dan, Ken, Anne, Alan, Lucas, John, Michael

SUMMARY OF DISCUSSION:

- *whoever comes is the right people*
- *whenever it starts is the right time*
- *whatever happens is the only thing that could have*
- *when it's over, it's over*

- Love the people in front of you (!!)
- Humberto Matchurana - biology of cognition
- Heinz von Forester - We are responsible for interpreting and reacting to what has happened
- At any time... "If i act in this way, will it create a more desirable future."
- History is not fixed, we can reinterpret what happened... not fixed. Whatever happens may not be what happened.
- Autognomics (Skye) ...looking at organizing principles about life, on many levels, open space demonstrates that which is embedded in all of us as living beings
- Behavior is a projection of our hypotheses, meaning, and values. This insight came out of studying why they eat what they do.
- there's no such thing as them and us: we're all us
- Alan, you could say that the guy who came back from the moon was an expert in open space :)
- (alan met one of the lunar astronauts, who on the way home resolved to never complain again)
-
- From a spiritual perspective perhaps: "Let go and let God" And, the Serenity prayer, too.

how does this work in the context of disaster planning and response?
- Meg Wheatly on working with US Army to become a learning organization, to learn from battlefield experiences, move from mechanistic to systemic:

- - Response Phase
- - After Action Review (where can be reflective) (does not include "what went wrong?")
  - What happened?
  - What went well?
  - What would we do differently next time?
  -
- leads to freedom to take action, rely on your training, and figure things/better ways afterward. cultivates sense of gratitude, as well. gives permission to speak.

- "Superficial Administrative Ideas Held by Most Leaders" -- Plan, Organize, Motivate, and Control
- "Administrative Reality" -- Diagnose, Theorize, Decide, Accomplish, and Review (taken from "The Search for Enlightened Leadership:
  - Vol. 2, Many-to-Many Communication", 1998

- In disaster situations... do what you can with what you've got, do the best you can, and reflect afterwards on what went well and what we could do differently, learn from those experiences.
- "None of us is as smart as all of us."

...and then we went deeper and stopped typing for a while <grin>

We did some work on this topic and then agreed to take up the more practical dimensions of this tomorrow... Ken J: How can open space be utilized for my disaster planning practice?
- Cynefin Framework - response within zone of chaos

TOPIC #6: Dan B: How can the Church catalyze collaboration between domains and disciplines toward partnered community development?

PARTICIPANTS: Skye, Dan, Ken, Anne, Alan, Lucas, John, Michael

SUMMARY OF DISCUSSION:

- biggest problems are systemic... and by their nature they can't be carved up and divvied out in pieces to various groups and agencies... it takes everyone to deal with everything... government/state is the only "group" that's big enough to handle these large systemic issues.
- if men were angels, we wouldn't need government... ends up being about competition and individual interests
- what does it look like if collaboration looked more like crowdsourcing, open source, gift economy... instead of coercion and competition... doesn't church have a role in leading, inviting, creating, supporting this sort of meeting/conversing/addressing?
- skye: what are the issues and opportunities in working together collaboratively to create a good life through our organizations, communities and our lives? ....people came from all walks of life, for just an afternoon, afterward one minister says "if the world worked like this, we wouldn't need churches!"
- michael: at the end of the illinois food security summit, 2.5 days, 200 people, in open space, "this was genuine democracy, first time in my life..." said many participants.
- Does our underlying belief shape the way we respond? From Ken's ethics course, Rousseau proposed a "benevolent dictator" where the state knows best and will make decisions for the people. John Stuart Mill advocated, "the best for the most", and John Rawls, in A Theory of Social Justice, supported the idea of taking care of those who need care.
- From Dan: Open Space is a tough sell. How do you get people to buy in?
- Find what works by interviewing people and approach the boss and say "I want to see how we can make more of this. Can I have a room to gather some people?" That's how you sell Open Space Technology.
- See also... LIberating Structures: the surprising power of liberating structures (Lipmanowicz and McCandless) ...this might be the most important book, for me, that I've read since the OST Users Guide.

TOPIC #7: Some topics that popped up in Opening #3

PARTICIPANTS: Thomas, Hege, Alan, Pete, Mark, Lucas, Michael

SUMMARY OF DISCUSSION:

Some things we discussed here
* OSonOS in Bali?
* Mixing Agile and Open Space
* Games/Exercises as intro to Agile, (and maybe OS?)

http://tastycupcakes.org/ - Games for agile, communication, lean product management
http://leancoffee.org - a format of running open space in an hour using some agile techniques
https://www.youtube.com/watch?v=zhG-A-kRPAU - 2min video on lean coffee
http://liberatingstructures.com - many ways to open large/small spaces
A taste of something inspired from e g Open Space can increase possibilities to imagine what it is. Allows you to experience the possibilities with self-organization

TOPIC #8: How can I bring Open Space into my practice as an emergency manager?

PARTICIPANTS: Ken Jones, Paul Levy, Lucas Cioffi

SUMMARY OF DISCUSSION:

Emergency management could be renamed as disaster management. Within disaster management, there is a need to plan for disasters. This involves bringing planners into a room to discuss how we do things, if our efforts are effective, and if there is a better way of doing things. Currently, emergency management planning depends upon a facilitator to lead the process - framing the problem, asking a set of questions, and guiding the group toward an outcome. The outcome is not defined - although a desired product of the outcome is to create a plan (document) to articulate how the emergency will be managed during a crisis. Is it possible to use OST to work with groups on a variety of disaster planning topics?
•
Discussion: OST begins with the invitation. The invitation starts the process by asking a compelling question. Find questions that resonate with the group. The questions will bring them together - bring the right people into the room. When people want an outcome, they will participate. The question will bring people into the room who have passion on the topic. Spend some time exploring questions to ask, and find that question that simply explains the issue. By asking a simple, yet powerful question, it will create a spark that will draw the right people to the meeting.

For more information on Open Space: https://rationalmadness.wordpress.com/treasures/open-space-realm/

TOPIC #9: Brainstorm: simple and free tools for virtual conferencing without video (voice, whiteboard, gdocs, whatever) - Deborah Preuss

PARTICIPANTS: Lucas and Joelle and Deb and now Alan! Michael, Karolina, Marie, Vic, for more or less of the loooong conversation

SUMMARY OF DISCUSSION:
•
4pm CEST session #4
Free and Simple tools for lower-bandwidth conferencing

Convenor, Deborah Preuss here...
My internet has died at home! Troubleshooting...
No audio or video yet.

Notes:

Interests for this session:
• tools for conferencing
• lower bandwidth conferencing
• teaching OS online
• free and others too!
• see what is effective
• general interest
• tool builder (Qiqochat)
• translating in-person OS dynamics into software
• offer tools

Phone conference, but - why do we want more?
• We want lots of ideas to be transferred quickly.
• We want people to be able to make a human/emotional connection.
• Visual cues help people stay present
• greater presence feels more like a community than a webinar
• Chat is very useful for sharing links.
• Use of liberating structures which are interactive
    ▪ JUST DISCOVERED: Liberating Structures online
        o http://www.fullcirc.com/2014/09/29/liberating-structures-online/
        o https://docs.google.com/spreadsheets/d/1soPFGQ8tMaI0PKlkXE_CHqngWAfkFV1I0vjCl_B1vr8/edit#gid=220167776
        o and more https://drive.google.com/drive/folders/0B-GyooazSJf9UzBwcjJWSVV6SmM
• "back of the room" method also very interactive, kinesthetic
• get out of the way as facilitator - give the space to them

Objectives of virtual event - examples
• build relationships and a sense of community
• share knowledge
• connect to hearts, not just brains
    o synchronous
• time for action - get something done
    o all stages of ideation, leading to outcome
• learn / teach together; can be one-to-many broadcast or peer-to-peer knowledge transfer
• create a container for whatever the participants bring
• connecting people with one another
• foster conversation (ex: "breakout" to allow more intimate talk)
• like talking "over the fence" with a neighbour (ref: Susanne Daigle)
    o idea introduced by Alan, who will add more here about this concept later.

20

- more informal
- preferably easy for facilitator / convenor AND participants

Techniques that need to be modeled online
- "pre-work" assignments then discuss together (called "flipped classroom")
  - really, really valuable
  - option: use fixed partner
- breakout discussions

Tools
- "Open Space Online" openspace-online.com
  - Gabrela Ender, Berlin
  - we don't know much about it
- Qiqochat, obviously :-)
- Video conferencing
  - Maestro conference
  - Zoom has great quality video, feels easy
  - Tokbox (currently this is used by Qiqocat)
  - Freeconferencecall.com (more below)
  - VSee - used by Joelle. Really easy, free. File exchange.
    - Hospitals use it
    - HIPPA compatible (rules for sharing patient info)
- Whiteboards etc (allow kinesthetic involvement)
  - Qico
    - "share links" feature lets you emed these other things!
  - Adobe Connect - visual plus written notes and drawing
  - gdocs (like "ms-word" and also drawings)
    - example
      drawing https://docs.google.com/drawings/d/1GdECebC5aOxlHXL0_5KueQP40X6BEhyUOfawP0nOe7I/edit?usp=sharing
  - boardthing.com
    - example from a facilitated meeting
      online (deb) http://boardthing.com/board/53eb1985b42b8b00000001c1
    - free, NO registration except for moderator
    - try it here http://boardthing.com/board/559e8e99b2778d49b100089e

More tools here
- https://hackpad.com/Blind-Leading-the-Blind-Topics-Questions-and-Notes-LpiQ5dHyhAx
-

What do we create when using all this?
- hope
- interactive participatory meeting where ppl make decisions
- spontaneity
- important connections between people that bring new things into the world!
- the pure joy of connection!
- belonging despite distance - belonging with the heart
- co-location, in a non-technical sense, as in inhabiting the same space

Features
- voting
  - poll
  - dot-voting (well supported by BoardThing)
- breakout rooms
  - Maestro
  - Zoom (promising breakouts but not delivering yet)
  - Freeconferencecall.com (can freeconferencecall do breakouts?)
    - in the us yes

- in england I think so
- freeconferencecallhd yes it's at https://www.freeconferencecallhd.com/
  - web interface - muting, q&A etc. "light" web interface
- #1 to room 1 and ## to return
- still testing it out (deb)

Turnoffs
- complex usability
- constantly lost connectio
-
No money to spend
Not technically savvy

Liberating STructures book is very valuable, tells waht you need to know to jump in
More on Liberating structures at the top, with links. --deb

Tools research group: over 2000 tools; organized http://c4lpt.co.uk/Directory/

other stuff

* the core protocols
  * http://liveingreatness.com
  * http://www.greatnessguild.org

to be continued or branched in... Discussion Session #11 (Americas/EMEA -- 2pm ET / 6pm UTC)

1.   Michael Herman: when is organization, or how could organization be shaped in the same way as (digital) software ....also, is the product owner in scrum necessary hierarchy? Linda Stevenson Deborah Preuss

TOPIC #10: More on mandate - the sponsor relationship? – Pete Burden

PARTICIPANTS: Pete, Linda, Suzanne, Michael, Karen, Harold

SUMMARY OF DISCUSSION:

Notes from mingling:
This is Daniel Mezick's book: http://www.amazon.com/The-Culture-Game-Tools-Manager/dp/0984875301

3rdplacebooks.com or 3rdplacecommons.com
thirdplacebooks.com and thirdplacecommons.org

Mark Kilby knows Suzanne Daigle and is also the co-founder
of http://agileorlando.com and http://agileflorida.com
So does Alan

Pete has invited this session as a follow-up to yesterday's discussion on mandated change with Dan Mezick. For example, when CEO's (like Tony Hsieh at Zappos) are mandating changing.

Contrast that to self-organizing. Pete's experience is different as he is working with organizations for longer where there is a relationship with the sponsor, with a series of events and where the sponsor may be perceived as mandating the change.

If there is a mandate, maybe we can work with that mandate. That's what I'd like to hear about, says Pete.

Linda chimes in about the leader and CEO being on board and inviting the total organization. There is nothing wrong with inviting change only if there is hidden agenda tied to control. If they don't want to allow self-organizing. Linda speaks of the opportunity of giving people the experience through Open Space, knowing they will never be the same. Working with organizations, you can probably tell how much control people need, not a total free-for-all, opportunity to experience freedom.   Opportunity to give them the experience of other liberating structures.

Pete... in response to Linda, I really like that idea of giving them the experience (with Open Space). If the CEO is slightly wary, a day or 1/2 day gives them an opportunity to test this is a really nice way to frame it and from that point on they can decide. What I'm also interested in, say that experience happens, what is people's experience if the CEO starts to take control again?

Linda responds that she always has a one-on-one conversation with the CEO beforehand so that they understand they are just one participant. What happened in one situation as she was talking to the CEO is that he said after the open space, he'd do a Q&A with his vice-presidents. Linda said no, she suggested that he post that topic and invite everyone. Imagine if I had not had that conversation before with the CEO. Your job as a facilitator is to try to make sure that that doesn't happen as the CEO where the leadership takes over control of the space. You are doing everything you can to have the CEO be part of it. Through a relationship with the leader.

Pete asks another question...what happened when you had that conversation with the CEO. Linda says it was a 2.5 day event (in lieu of an annual meeting - mostly engineers 80%) Body language was are we going to waste our time, etc. at the beginning; within the first hour, they were all fully engaged. Went away with their book of proceedings in hand, back to their teams across North America so excited to show it to their staff. CEO at first was too busy to talk to the facilitator but Linda said no I won't do the Open Space if we don't talk. She got her 15-20 minutes (as described above).

Pete then asks what happened later, ...a month, a year later. Linda said she went back a month later. Everyone was happy. The CEO was amazing. He had read Harrison's book. Four months after that meeting, the CEO retired (I think this was planned). The new CEO who took over shut down

everything down after he arrived. The company was later bought up by another company and started Agile - major manufacturing. Linda says whatever happens happens. Sometimes the executives may be so frozen in control and it just won't work and won't give you the results that ironically executives really want.

Suzanne shares her concerns about how quick to judgment everyone has been regarding Zappos and Tony Hseih. While she is not necessarily a fan of holocracy, she appreciates the desire of Zappos to invite more freedom, authority and self-management in their organization. She talks about how prevalent top-down hierarchy is in organizations and how leaders and others will stumble and fail as we shift to more liberating ways of managing and leading. She understands the need to call a spade a spade "mandating" for example but wonders how we support the intention, the enthusiasm and passion of leaders and organizations who want to shift. She also said she was concerned that people will interpret that what Zappos is doing is self-organizing or self-management misunderstanding what it is. At the same time, she is willing to let go because this is so new to so many. The same can be said about Agile which brought in amazing concepts which then did get "mandated" by many. Is this not part of the journey to change? How can we welcome the trial and error, call a spade a spade without throwing everything out and reverting back to what's comfortable that we know: top down hierarchy.

Pete has empathy towards Hsieh... also believes in calling a spade a spade. Pete gets the intention of celebrating the people who are trying to make the change. In Open Space as Suzanne said, we are mandating the structure, and perhaps Tony Hsieh is also mandating the structure. Pete thinks some of this is maybe necessary, rather than saying we're mandating, we are advocating self-organizing. We really don't know what Tony is doing unless we are there. Also important to pursue is inquiry. When we get stuck in inquiry or mandating, then it becomes a scheme or a technology. I'd rather it remain flexible.

Suzanne says we need to support those advocating change and allow room for experimenting with change. The fact that 14% left Zappos is not necessarily bad - a healthy turnover of 15% is actually positive in an organization leaving room for new ideas and for those who don't find a fit to leave. Not to say that this is what happened at Zappos because really I am not there.

Linda says Open Space is not a methodology. It's more. How else can we engage people so quickly... in an hour. That doesn't mean that we go and promote we can invite self-organizing if it's not what is called for. Sometimes you need more controlled methodology, but if you have the criteria for Open Space then it's an experiment well worth trying. I see it as an invitation, not prescribed. Law of 2 Feet.   Maybe the organization can shift. This Zappos CEO is not a bad man, riding on a wave of great reputation in customer service. I think though he may be veering in a direction that will close the space.

Linda speaks of Bill Jensens' research, freeing people up to do their best. People want to be fullfiled and provide service. http://www.simplerwork.com/futureofwork. If you're not on board, then you're out is what Dan was referring to yesterday. When we use the retirees from business, now what? Can I pass along what I've learned? Can I be helpful as Business/Organizations are changing so fast? What are the issues and opportunities? "mandate", like doing a 3 day Open Space, that's an offer you can't refuse. If an organization is doing a retreat, it can appear like a mandate rather than an invitation. Of course you feel you have to attend.

I'd rather not see ourselves get stuck in a war on mandates.

Pete likes that and says what you're embodying is inquiry. We shouldn't advocate against mandating, we can inquire about it. We can ask endless questions.

Suzanne mentions the primary finding in Bill Jensen's research study which says that "Leaders are holding the future back" because it is wrapped in risk". She mentions that as much as we want our leaders to be a certain way, inviting more freedom, shared leadership, vulnerability, people are also looking to leaders to get things right, to be a certain way...almost perfect. This is a huge shift

compared to the command control that has been there since the industrial age. It is embedded in the way we work, our habits and more. We collude in keeping the old system. She mention Josh Alan Dykstra who talks about a CFO who said his shelf-life was no longer than a jar of mayonaise meaning that he gets assessed on his job by the financial community and his organization every 3 months. How do we help leaders and others in this shift, leaving room to fail, to try, not being so quick to judgment. Suzanne fears that if all leaders are under the public microscope like Tony Hsieh, they will steer away from innovating new ways of leading and managing, being less inclined to risk.

Who is holding the mandate and the relationship with leaders (Pete follows through)?

What do you suggest asks Pete to not be colluding in the system that exists now with leadership?

Linda again refers to Bill Jensen's research on the Future of Work- includes videos of CEO's totally honoring their people who want to do their best. It feeds the soul, she says to hear these stories. Also inspiring are the Millennials asking for shared leadership. We can see what's coming. We see how you can work with people who are not quite there. Perhaps sharing that report with your clients, she suggests to Pete and us.

Pete says that when Suzanne was speaking he got the idea that it's all about relationship. In fact they may be finding it and sharing it with me says Pete. But sometimes we may be colluding too (which props up the old system), with expectation on quarterly results. How can we best work with senior people to help them? asks Pete

Suzanne describes how we should meet them where they are, from the work of the business, the issues, the opportunities, the strategies, get the conversation going around the business to build trust, relationship, confidence, safety. Open Space is a perfect to introduce the experience of working in new ways. It's always connected to an important issue, where there is urgency, that is complex, etc. Suzanne says work is a good place to start, from people's jobs and roles. She mentions Jensen's study that showed what's behind the paltry 30% employee engagement numbers that people don't know is that people are nearly 70% engaged in their belief in the future, their life and their work. They're just not engaged in the workplace that they're in now. If we gave more freedom to people at work, those engagement numbers would go up dramatically. Everyone would reap the benefits of that.

Michael asks: How much of this doesn't have anything to do with corporate or chief level or work and it's just basic uncertainty? As Suzanne mentioned when people chose their jobs, they had some attraction to that work but all of them had some aversion to not knowing. when we sit and have a conversation, one on one, and we really don't know where it's going. How do we deal with that?

Pete says I agree, it's a good framework. I'm still thinking under those circumstances and my relationship with CEO or whoever, there's a danger of me holding them back or them holding me back. The other side of that is advocating and sharing. Suzanne mentioned vulnerability and that seems to be an important part of this. And then Michael ties this to accepting uncertainty.

Michael refers to an excercise a teacher invited them to do where one person would put their hand on someone's back and only talk about us and we and only talk about that meeting place. It was hard because we only knew half of what was happening. Having that conversation with a leader or someone, hard to know what holding back is for them, much less the thousands who are related to the bigger body of people. We don't know how to talk collectively, to make collective statements, as small as making a handprint on someone else's back. Hard to know what's possible and to know if we are achieving that. i don't think we ever really know if we're holding each other back.

In response to Michael's question about is this only about work and organizations, Suzanne responds that work is a bit part of our lives and it's a safe place to start. Open Space is baked to engage conversations around work, around performance and possibilities. In the midst of being in Open Space we get into the action of being together, of doing stuff together, of experiencing freedom and the potential of what can get done. Suzanne's bias is to action and experiencing and it's through those

experiences that we become more open to being self-aware because we live self-organizing and saw it in others. It's what happened to me, she said. I could not know what I did not know until I experienced it.

'We are wrestling - stumbling, failing, and failing again - let's open space with leaders and others to talk about in the doing- reminding each other about the illusion of control and how much more control there is with self-organizing - a control that elevates performance and much in life. .

---------------------------- After the session comments
DANIEL MEZICK:
The comments in this session seem to suggest that everything will be OK if we just "open space with leaders" to "inquire" into the futility of the need for control. These comments also strongly suggest that

• Enterprise-wide practice mandates (holacracy, agile, etc) are OK.

• That we can "work with" a coercive mandate from formally authorized leaders.

When I say mandate, I mean:

1. The mandate of new practices, forced on the employees-at-large, without respect for what they want, think or feel. Examples: holacracy, agile, etc.

2. The complete lack of any opportunity whatsoever by the people affected to influence (1) above.

To be clear, it is not the mandating of a direction, or a set of principles that is the problem. Formally authorized leaders must set direction. Formally authorized leaders can and do focus the workforce on principles. All of this is OK.

What is NOT useful, NOT effective and NOT OK is the PUSH of specific practices (like holacracy or agile) without the consent of the people doing the work. This is in fact tyranny and wrong, wrong, wrong. It kills morale and engagement and encourages feelings of resentment.

The whole idea that what Tony Hsieh is doing at Zappos is "OK" and good and model for other CEOs to follow is a very dangerous idea. Repeat: a very dangerous idea.
•
• Forcing practices on teams without consent?
• Giving people incentives to quit if they do not like it?
• Never opening space with the employees to inquire into the wisdom or folly of the program?
• A complete and utter lack of any invitation whatsoever? An enterprise completely lacking in any sense of belonging via invitation?
• Spinning the story in the press to sound good, even as practices employees had no part in choosing are forced on them without their consent?
• No Open Space? Tony Hsieh was well-informed about Open Space as ealry as February 2014. Someone I know "opened space for inquiry" with him about OST way, back then. He briefly investigated and then opted-out of OST, and closed space about even talking about it.
•
KEY POINT: The forcing of practices on teams in organizations without their consent is an organizational problem of the first order and must be de-valued if we are to make any progress at all.

The idea that the Zappos story "is OK" means that opening space does not matter and has never mattered.

The Zappos results are in: it didn't take. Why? Here is why: Coercion. Mandate. Closed space.

Giving Zappos a free pass on this is the same as perpetuating the very same problems Open Space is designed to solve.

It is very surprising to me that self-professed Open Space people would even entertain the idea that the forcing of new ways of working on employees without any respect to what they want, think or feel (at all) is OK.

If you are the CEO and you bring in a new set of practices and replace all the employees with new ones, can your change be said to work? This is the main question, because this is what Zappos is doing. Is this the new-normal for change in organizations? Count me out if this is the case.

Daniel Mezick, dan@newtechusa.net, 203 915 7248203 915 7248

TOPIC #11: Teaching Open Space online? Let's talk! - Deborah Hartmann Preuss

PARTICIPANTS: DEB, Pete Burden, Harold Shinsato, Suzanne Daigle, Marie Nelson, Bill Bilodeau , and eventually Michael, Skye

SUMMARY OF DISCUSSION:

Hello! this starts at 20:00 CEST / 6PM UTC ... see you then. Deb (I'll be back then)

- - - - - PLEASE SPEAK UP WHEN YOU JOIN SO WE CAN GREET YOU! - - - -

Participants:DEB, Pete Burden, Harold Shinsato, Suzanne Daigle, Marie Nelson, Bill Bilodeau

Interests: Deb does a time check and we agree to be together for 50 minutes

We start with introductions:
   Pete Burden: a bit of a fraud, not teaching OS facilitation in the way you imagine it (on-line). Basically very interested in org development which is what I do (for many yrs). also work as a coach and a facilitator in the UK. Pete mentions Paul Levy (sort of a neighbor) lives in Brighton, Interested in meeting people and getting a sense of the community.
   Marie Nelson: Lives in the Tampa Bay area, known about OS for about 20 yrs (used informal version); part of OS conferences, attended Art of Hosting a few times and WOSonOS in Florida. Never led a formal Open Space. Here to learn.
Suzanne Daigle: Business consultant. Love Open Space and have loved sharing what I know with facilitators who are opening space for the fitst times.
Often asked to share about Open Space
Harold Shinsato: On the OSI board with Suzanne; opening and part of OS communicty since 2008. The more I am in Open Space, the more complicated and simple that it is. Marketed myself as an Agile Open Space Coach and Hacker. Interested how Open Space connects us all on the planet. Qiqo chat opening up a lot of possibilities. This seems a very rich topic with a lot of teaching elements, of being in Open Space, spirit of it, not just the tool
Bill Bilodeau; from Florida, in Permaculture (locally and state wide); had some experience in Open Space, read Harrison's book
Deborah (Hartmann) Preuss, moved from Canada to Germany, involved through Larry Peterson, sponsored event at once,
created a viral open space adjunctcoachcamp.org, 50th this year, seeing OS being used in Germany cargo-culting? sprit is being lost, decided to teach so is teaching OS to very small groups an trying to see a different way of being and holding space. Has run it 3-5 times in Germany, but people who're interested are people who have facilitation experience and all over the world, doing one right now, creating it, co-creating it with her students and giving them all a discount.

She was running it f2f in Europe, now doing a virtual one, using freeconferenceall.com with breakoutrooms and dboardthing.com; and google docs, etc. Not so concerned about the stuff but how to make it as light as possible while increasing engagement, using things like "training from the back of the room." a book by Sharon Bowman, using it as leaned it from colleagues, to get out of the way, peole engage with what they do and don't know, creating learning containers for students. Ran one meeting, 1.5 hours, they thrilled but she exhausted, but hard to run group and do tech at samem time. Goal is to model OS, can do with 6 in a training context.

 What do you cover? What trying to get across?
 Pasting a workshop outlline, doesn't go into the content.
 the spine of th eworkshop is Holding Space, subversive purpose is:
    1. understand that opening and holding space is larger practice than we knew, begins way before and way after the wall.

2 bring home th e concept and paradox of holding space, come to g rips with fact that it's HARD since we're human

The practic is in the pre-work, expected to do it before, then deals with the issues that arising in their practice.

Questions she asks:
What is this space
What is it to hold space
what is it to open space
Paradoxes...

Here are 15 cards I've selected from the Tarot of Holding Space, pick two, go for a walk and reflect, come back to discuss

Who have been attracted to the course: Their backgrouns?
Most I have met, now thorugh community, all have facilitation skills--agile or life coaches, prereq is that must have been in OS or barcamp
must have community or purpose in mind for which want to use OS
They hungry for more, but not telling her what to do
Filters for passion and momtivated to apply it
Current one, all from agile work, senior people in the community

Harold's Comment: there's a flow in what's happening, wants to go meta:
As a member of OS Institute, interested in having a science for teaching open space and understanding it.
He sees the community as sbeing a bit of pre-science, not all completely in alignment
Lisa Hect and Harrison Owen somewhat different, plus a third approach

Deborah: The way I'm understanding my work now is that everything I do as work is a form of holding space; invitation is very important, pre-filtering, for people to come, important to know they're in the right place, important to learn. Peole don't always realize the filtering. It's not necessarily whover comes are the right people, she's filtering as an application of something she learned in OS

Harold: The inviation is about both attracting and repelling; Just spent itme in Black hills, talked aobut indigenous wisdom, don't get pushed into rituas, have to choose them, 180 degrees from our training; paradox of this is we're already built for invitations, it's part of being human; hard d ocome to grips with dominant western way of doing things.

How do you deal with that paradox.
Deborah: I'm trying to be this at my stage of development, for 6 hours in ths course.
H: curious, one of challenges is that Harrison says it's already inbuilt and don't have to teach it, how to hold or open space gets pulled back into no teaching
D: I use the Tao of Holding Space, presents puzzles not answers. The thing about the web, it allows for creating a course that depsnds on people needing and wanting to be there, from CA or Switzerland, can help them when the time is right but the place is wrong. Don't have to fill a class in one place. Do it when timing is right, counerbalances the loss of intimacy of not doing it in person.
Link to her book, the pre-work book she uses with studetns.

Pete: talking about unlearning things..in .

Marie: there seems to be a parallel between Deb's approach and mine in teaching teachers. I have learned a lot from leadership studies, which parallels what is going on in teaching and learning field.There is unlearning in a paradig shift it atkes time, particularly if you want people to be able to practice it. Also there's art or improvisational component as well as an underpinning of science aobut

how peopl elearn. What deb is doing is providing continuity teaching at the point of need and hand-holding over time which is necessary in a paradigm shift.

Suzanne: start with mechanics, a developmental process, of becoming more familiar with the moving parts, people evolve in their needs, wanting to go deeper and deeper, but at first nervousness about remembering the mechanics.

Harold: A paradox in teaching OS facilitation, if actually set it up as a gate, you have to do first, that doesn't seem right. It's a relatively simple practice, if follow the formula, it works. Why is the stunning questions. particularly interesting is once you get the bug of it, it seems to have many pathways to explore, go deeper, get the mechaics working, help the commuity that's embracing it go further, not just a one-off thing. Need more understanding of faciltiation, of authority structures, yet if suddenly in place where it's needed, if you know some of the logistics, it will work. It's really important to let people know this and not let the depth prevent people from doing the work. Also sensitive to cargo-culting? of open space, so people don't throw things out because people don't understand why it's needed.

Suzanne: Feeling vulnterable, I could have read HO's book, not a purlic speaker, self-conscious and scared, when I got into OS, fell in olove with it so much that had to conquer her fear of Public speaking, but when really nervous, and it happens often, the basic, I don't wnat to screw this up feeling, they say it's not about me, often aftewards remember what they might have told people and beat themselves up. But it doesn't matter, even if forget, nervous, it will work. That happens often but not often spoken about. If a lot of high-powered authority in the room, that feeling creates anxiety and the learning comes with time.

Paul Levy said in one of his books, a really good OS facilitator looks a little inept. The vulnerability of the facilitator is...??
Pete: I agree what he means. This conversation is making me think about one angle, pre-reqs for attrendance, what strikes me is that when I think about other ways of working with groups, most include an enormous amt of work on oneselr, and on oneself within the group, and this isn't to be --in my own development I've spent many years working on myself. It is about understanding the deeper psychological principles, I remember experiencing my own transference, and it's with me for the rest of my life. A need for ongoing work, years and years, to gain that kind of experience.

Deb: I would like to respond to that and to Suznne, third pre-req is that must do the prework before you come. It starts with what do you care about, a values exercise, this is who you are. Now, put it aside because it's not about you... (see link at bottom of this session for the e-book for pre-work -- deb(

Pete: We stumble and make mistakes. Learning to fail (as at public speaking above), it relates to unlearning the social fears, etc. and realizing that we
Deb: we come back to parado. from the T ao of HOlding Space. "Keep it Short"

Pete: It's about what happens before, and after, and ..... In therapy, regular, a lot of continuity and material.
Harold: Thisi is critical here, part of what HO thinking about that you don't need all this time to do this work. The simple process of invitation, and as in the Tao of Holding Space, just setp out of the way. All the other things that people practice aren't necessary in order for us to do great work togehter.

Pete: Taht's right, Harold. But it's one of the paradoxes. We don't need to learn anaything but we do need to unlearn some stuff.

YES!! Unlearning. And remembering what we have forgotten.

deb's Other Notes:

Deb's workshop outline:

Prework and Partnerwork 1:
"Day 1" personal reflection (your values and mission). (see book link at bottom of this session notes -- deb) If you've recently done this, pull it out and reflect on it. Share the outcome of this first exercise with your partner *before* our first meeting, preferably in real time. You'll work with this partner until the end of the July workshop.
Download or have the link handy for the doc specified for our first meeting (see downloads, below).

Telephone Kickoff (90 minute call, **June 25th**)
meet, align, make agreements and plans.

Prework and Partnerwork 2:
"Day 2" and "Day 3" personal reflections. Check in together on progress & learning.
Read the Tao pages specified for "before Workshop 1" (as input only) and discuss "What is "Space?" with your partner. We will discuss again when we meet in the big group.

Telephone Workshop part 1: July 11.
Focus "What is this Space?" and "Holding Space"

Prework and Partnerwork 3:
"Day 4" personal reflection, including: prepare (or revise) your draft script and review it with your partner.
Read the Tao pages specified for "before Workshop 2".

Telephone Workshop part 2: July 25.
"What is is to Open Space?" and "Paradoxes" and your own puzzles using Lean Coffee format.

Phone mentoring singly or several together, when you have an event to plan, a topic to address.

(full info about the course is here, if you are curious about how I get my students http://agileambulance.com/osworkshop/ --deb)

Back to conversation...

Suzanne: It starts with the mechanics from Harrison's book, but it's the different moving parts and the invitation and getting comfortable with the container of Open Space before facilitating. Not always knowing what had gotten organized. And then there's the comfort level with the moving parts. I'll admit that a lot of the conversations have been around the moving parts, and walking around the deeper elements. Meditating. Letting go. I'm not doing it at the level you are, Deb, and I'm sitting in that. How people evolve in their needs. Of wanting to go deeper and deeper. I was too nervous to forget something. I love hearing them after the first time. The questions are so gen

Suzanne: Vulnerable. I was probable a terrible public speaker, self-conscious and scared. I fell in love with Open Space so much, that I had to conquer my fear of Open Space. Even if I had read the book, when you are really nervous and not self-confident. People who are facilitating, I don't want to screw this up, they say to themselves, it's not about me. Often time, I forgot to tell people... you can combine topics, etc. They beat themselves up about it. Even if you were nervous. Even if you felt stupid. And I find that part seems to happen more often than not. Or if someone else is opening space, and a lot of high power official authority in the room, as was described this morning that creates a lot of anxiety. The learning.

Marie: It seems more about the underlying principles. Than about any particular mechanics. There are some underlying principles. About how people learn. The power of interacting with other people. The

joy that people find in that. Those are the guidelines, or principles, about what human nature is. In our culture and many cultures. And those are what makes open space works.

Harold: Paul Levy said that a good open space facilitator looks a little inept. What is probably more acurate, is that the facilitator has a vulnerability.

Pete: Agree with that. The prerequisite, has done enormous work on themselves and in a group. Not self-agrandizement. In my own training and development, I've spent many years simply working on myself. It is about understanding the psychological principles, but not from a theoretical, but a practical one. I understood transference in a group, understood it viscerally, it was a body memory for the rest of my life. The key thing to me, a recognition, for ongoing, I'm talking years and years of ongoing work. That personal experience. Not a theoretical understanding, but a practical one.

Deb: Our time is about up, but can stay 30 minutes longer. The prerequisite for class includes a value exercise (pre-work), what do you are about. Now put it aside because it's not you. There's no help for them, they have to carry it around with them while they're waiting for class.

Pete: That's what it's like - if we project whatever it is we do - we're clumsy and a little bit helpless. Getting angry, learning to do public speaking, that's about learning to fail at it. We can continue. That brings us back to unlearning. All the fears we've learned. We operate with those things happening to us.

Deb: The last section is called paradox. One of the readings is from the Tao of Open Space. Keep it Short.... all you have to do is to state the principles and the law, the space is bounded by a few simples rules. They don't need the theory or the name of the process. Simply name the principles and the law, the order we get for free is what we need. You have nothing to add.

Pete: I like what you're doing, but it's about what happens before, and what happens after, how many years months. Life throws up opportunities all the time. That's why most of the things I'm aware of, therapy, these are regular things. You have a lot of material to process every day. There's a regularity, isn't there.

Marie: Continuity, there's continuity, you're working with people as they practice as they learn over time. Not over a long time. People are expressing over time.

Suzanne: bringing us back to the topic of the session--focus on development in ourselves and others, HO telling her at the beginning, Just do it, Just do it, and she did 1 a month for two years, but by doing it the consciousness level and evolution happens.
What happened in this group is tht the participants are in this room too.

Michael: (coming very late with two thoughts) 1. i always want to work with one or more real situations, so that we have some "heat" in the decision-making process for all kinds of large and small decisions in setup of an event... i thnk they remember better (for next times) the options they choose AND the ones they didn't choose. 2. I always root around in folks' experience, looking for things they've done, places they've been, where they opened, experienced, held space. I want them to discover the practice in who they already are or have been.

What were you doing right before you did anything? "What did it look I was doing?" "It looked like you were being space." "That's what it looked like on my side".
Loving them - how you said it - keeping company and wishing well. The other phrases.

Deb: LEAP AND THE TEACHER WILL APPEAR (summarizing Michael's story about stepping of a real cliff)
Michael: but call the ambulence anyway

Deb: Brain chemicals. Oxytocin. The state is a loving state and you can evoke it in other people. But you can't do it indefinitely, it's takes a toll on the body. It would be foolish to stay there.

Michael: The teacher I met after my leap - she teaches for 30 some years from someone in Tibet. Somatic psychologist has translated a lot of the Tibetan teachings. Small mind and big mind - we still - even when we do that - we have the Oxytocin or whatever juices give us that big experience, we still have perferences and local concerns. We still want to eat, the body still wants food. What a teacher of hers kind of a famous Tibetan guy is often quoted - "It's not that big mind is better than small mind, it's the going back and forth that strengthens us". You can be that space, and then cut and copy and paste the proceedings and make a PDF out of it. By going back and forth, more and more easily and often, we get to be able to hold both of those realities without having to crush - without either one having to be better. Know them without merging , they are separate and distinct.

Deb: Had a coaching session with a client - bad self-management, giving advice, there was a moment of 2 minutes of bigness. The whole result was from the wholeness of the coaching experience. It was what it was. I can't live there right now... The thought when I was cut off, I don't teach spiritual practices in my workshop, but if they have spiritual practices they come to realize they need their practice to do open space. The Tao of Open Space - a different way of processing. The people who come have all have been in Open Space, some have led Open Space. Many come to realize that they never really understood open space. I raise the awareness and watch what happens.

Michael: It requires going back and forth in the world in order to offer it. If anything is really truly new can't be shared because there is no language for it. It has to be someplace in the middle, new enough to be different, familiar enough to be recognized. Another version of this sort of balance of going back and forth. How do you sell a space coaching session? (laugh)...

Deb: I'm happy with this idea of the facilitator as the Fool. It's been an attractive archetype for me anyway. And this is part of what is shooting us in the foot. If that fool can do it, I can do it. She just stood in front of an empty wall and said bring me your post-its.

New topic:

How do we engage with those who cargo-cult open space?

Harold: How do we build the immune system of Open Space - so more of them get the real deal?

Michael: You do what you can when you can?

I've helped put on meditation retreats. I've sat hear in quantum practice and equanimity. Do I have a responsibility to the fledgling community to help improve the logistics around these courses? Or should I stay and just practice equanimity. These gypsy courses, are challenging. But if 10% of the people get 10% of the benefit, that will be ok. I'm also thinking about this - because Suzanne Daigle - because Brian Bainbridge, going to these different OS on OS conferences, if he had just really 2-3 good conversations. I don't disagree about the goodness of achieving what I am describing. I don't know how to talk about it and work on it and stay in the practice. It's all actually working anyway. I just don't know how to do it. And stay in the practice.

Deb: It's a heart issue. You are watching people model things for other people that are destructive practices.

Michael: There are lots of situations. Wanting to find out where people are in this - we find ourselves really close enough to understand the suffering. And suffering to not be able to make it otherwise.

Deb: I've actually started to divorce myself from a community that I've been in. Because they can't hear it right now. There's this adolescence phase, they're in this adolescent phase, they can't hear you. I'll let them grow as they need to grow. There are other communities that I'm affecting that I can help. Here in Germany, not.

Michael: I get to see where they miss opportunities. I've twice been into their organization facilitating open space. Last great leader, great guy, and it was as much as he could do, and he ran with that as much as he'd learned. We see lots of... I wish I could tell them more about what I do. I see that in my neighborhood association. To me - even though the Agile community that are making these decisions and having an influence, they're no different than my wife's organization is having suggesting. There's plenty of leverage out there. Everyone is doing something at some scale. I can't ... in almost every case, I don't have any levers to pull - that only - if we go back to what I was thinking - you just have to keep doing it. Maybe in the terms we - maybe what I'm suggesting - there's an individual immune system. And I need to keep doing to understand what is the practice. Where it overlaps publicly. In a practice like this. Whereever I can do it and be public about it. I stretch that immune system a little farther. First I have to maintain my own practice.

Deb: Simple Rules. They would be paradoxical. The reason the scriptures are hard to understand. And not be finished.

Simple rules:

http://simplerules.org/aboutsimplerules.html
   Example: http://www.hsdinstitute.org/about-hsd/evolution/simple-rules.html
the Human Systems Dynamics Simple Rules
• Teach and learn in every interaction
• Search for the true and the useful
• Give and get value for value
• Share the HSD story
• Attend to the whole, the part, and the greater whole
• Engage in joyful practice

Michael: I resist finishing. We've been having that conversation on a global scale for as long as I've been around the community. I think it is happening.

Deb: Concept map. Patterns. http://abiggerga.me/resources/ConceptMap_coloured.jpg The law of two feet give you butterflies. These new conversations. They lead to one another. They're generative. That's one of the things that's lovely about Open Space, if we can find a way to talk about it. You talk about flattening it. They're orthoganal to each other, they resist this flattening. (See HSD Simple Rules above).

After Session Commenting:

Hello, dear colleagues - this is Lisa Heft with some notes of reflection. I was unable to join your rich discussion, but I very much enjoyed reading your notes. Thank you so much for taking such detailed notes as I feel that I received so much from the shared wisdom of your conversation. This may be a bit out of context because I am writing this without having received the nuances of your shared thinking. However reading your notes prompted in me this reflection:

(and yes, we can call it something other than 'training' as in "do we teach this / should we teach this") but for the moment I will use this word)

From what I read here and have heard from my other colleagues who teach Open Space, it seem as if so many people teach about the inner work of the facilitator - about holding space. I do not - which is a particular design choice. Part of it is because when I design my trainings or adjust the design as I see how people respond and learn and update my trainings over time, I do not include anything someone can learn from a book or by practicing - so I can maximize the precious face-to-face time we have together (or to translate that to online - the precious group time we have together). So far I am not teaching in a not-face-to-face environment because I have not yet figured out how to really truly show people the sense of how group process works (of any kind) on individual and group dynamics -

or how to show a longer-form process experientially in a shorter frame of time. That will come with a bit more creativity and reflection on my part, I know, and I am thinking of several options. Back to this topic: I also do not do workshops about stewarding or inner practices, no matter what the process I am teaching - mostly because I like to teach for the gaps, and many colleagues teach about inner work for facilitation so instead, I refer people who are interested in those topics to other peoples' existing workshops and writings. Except that I do include inviting participants' thinking about the universal-to-facilitation teaching that "it is about them (the organization and / or the participants for whom you facilitate) and not about you" - "it's their work, not yours", work on your own "stuff" so you are clear on the difference between you / your feelings and them / their objectives-abilities-realities, it is usually useful to refer a colleague to facilitate if you yourself feel the need to participate - and so on. This being universal to any dialogic method.

Also, I have seen so many people come through my workshops who are perfectly capable of holding space or knowing they are not people who actually are comfortable facilitating using this particular method, after experiencing the workshop. The difference may be that those who don't have to practice working / be introduced to working on their inner work… seem (if I am observing correctly) to have had much more and more diverse =facilitation= experience (different methods / processes, not new to facilitation). (by the way there are all levels of participants in my workshop - "first-timers" and seasoned facilitators). It is not that there is not a remembering / unlearning for these facilitator-folk to do, it is that they do not attend because they feel they need the holding-space practice / focus in a workshop - though they get that the need this for any form of participant-driven process. And they get that they can learn the basic process from Harrison's book. Instead they (say they are attending because they) need to compare more of the nuts-and-bolts (as in lessons learned from around the world, observations about what can go wrong, about power dynamics, about using challenging sites, about documentation design, things like that).

I am wondering if there is a way to show the pathways (when we show or speak to people about how they can learn - self-learning, workshop learning, however they learn) that shows these diverse options for learning and shares a bit about the differences in different learning approaches - because it looks like many of my colleagues' trainings are very different than mine and in some respects, may draw different kinds of people (as in people yearning to explore inner / servant-leadership as a majority in many of my colleagues' workshops but not mine - where there are some people like this but that is not why they are drawn to learning this process).

Anyways, it was very interesting to read these notes - as it always is when we share how we each approach teaching - and I continue to feel that when we refer people to each others' workshops - even if they have already taken someone else's - they learn very different things and in very different ways by taking our different workshops. Which to me sounds very complimentary (in content, in approach, in different ways of looking at things) for one's learning.

Deb here, again:
Thanks Lisa for your notes! Never too late :-) Some of my thoughts, in response:

You wrote:
"so many people teach about the inner work of the facilitator - about holding space. I do not"

What I didn't really get to say yet is: while I do ask the question "what is it to hold space?" and hold space for this discussion, I hold it as a puzzle, by using selected Tao of Holding Space cards (Chris Corrigan's book, which I turned into cards see bit.ly/DebsPrintShop). I do not teach about the inner work (this feels like a paradox in itself, to me), but I invite reflection on the challenges in Holding Space, which in my experience tends to remind people of inner work they want to do to hold space more fully, and of inner-work practices they know and want to use. I generally say something like: I am still learning, too. I might share a simple practice I have, like being quiet for an hour before I open or close space, to show that this, too, is part of the practice for me.[Beautiful, Deb - if one is going to teach about holding space, you model a lovely way to do it! - Lisa]

You wrote:
"I do not include anything someone can learn from a book or by practicing - so I can maximize the precious face-to-face time we have together"

I thought you would be interested to hear: me too. I do include that learning in the pre-work they do themselves, so they engage with the source material themselves, afresh, and can internalise it in their own way, as they are ready. [Ah - kindred spirits in this way of thinking, Deb - Lisa]

You wrote:
"not about you" - "it's their work, not yours", work on your own "stuff" so you are clear on the difference between you / your feelings and them / their objectives-abilities-realities,"

Thanks for this affirmation - this is what I had hoped to find here, among other things, to test if my ideas are in line with the community. This is exactly my intention in the first and second pre-work reflection exercises in mý student book. If you have time to look at it i would love feedback. Link below.

You wrote, about more experienced facilitator participants:
" Instead they (say they are attending because they) need to compare more of the nuts-and-bolts (as in lessons learned from around the world, observations about what can go wrong, about power dynamics, about using challenging sites, about documentation design, things like that)."

This is helpful and interesting to me. I am feeling this tension in my class - both kinds of people are attending - newbies and people wanting to deepen their practice. I currently wonder if having both queries in the space is a helpful tension, to create dialogue between the two groups? or if these are two groups needing two different workshop experiences? For now, my default position is generally "who ever comes..." and "diversity is an asset" ... and I will operate this first workshop on that basis. Stay tuned :-)

[I find that when people self-identify as experienced, they still fall into two groups - those who feel like first-timers and those who feel they are always co-learners in a lifelong practice. These lifelong practice folks seem to enjoy attending each others' workshops when the opportunity is available because deeper learning continues in the co-learning. I think it is great ot have both queries in the space (newbies + deepeners) - remembering that one of our values is that we are always learning from one another and OS is not a 'mastery' course. Newbies' questions can bring old-bees' startling discovery, as I know you know, Deb, because we seem to share our delight and respect for how diversity enriches everything, including learning. I myself would never want to separate these two groups - simply design my workshop so it's never a delivery of knowledge but a journey of discovery and exploration together. Not just "I do this" but "hmm - I do this differently than you do - and why is that? Why do I make those choices? what does it mean?" and all that great stuff.

Thanks, Lisa. Love, Deb.
"Backatcha", Deb. A big hug to you and my deep respect for you. May we meet again soon for in-person exploration and co-learning.

A gift for anyone who wants it (feedback welcome, tell me how you use it!):
Deb's Student Pre-Work **Workbook** (available in German upon request. Translation help welcome for other languages)
http://abiggerga.me/resources/Create%20Your%20Unconference%20with%20Open%20Space%20-%20workbook.pdf
(note: it is designed for smartphone / tablet reading, that's why it is formatted that way)
- Contents:
- Preparing for this workshop:
- Reading LIst
- Day 1: Start from where you are
- Day 2: Taking care of what's important
- Day 3: The Right People
- Day 4: How does Open Space support new thinking/doing?
- Next Steps:

TOPIC #12: The mobius of leadership – leading from the inside out and from the outside in - Christine Whtiney Sanchez

PARTICIPANTS: Joelle, Hege, Christine

SUMMARY OF DISCUSSION:

Joelle: Sessions about self-care, how you support yourself as you do external work. Resistance to change

Hege: Working with leader group in health care in Norway. We worked quite a lot with feedback - strengths and different approaches of people in the group. Also worked with coaching groups within

Mentor coaching: Groups of 3
• coachee, coach and observer
In Open Space, they were very quick in posting and making action plans
When they have really worked well with the inner work/appreciation, it was easier to be effective as a group

Whenever you are working in OPen Space, it requires that the facilitator does inner work, which creates a climate for others to be more intimate, touching their own spirituality.

Two stories about when I'm able to bring more intimate conversations into a group I'm working with. I'd like to quickly share two quite different experiences, both with government groups, who may be resistant to this type of change.
1) Working with the Human Resources group for a county government. I was able to begin with a nice amount of Enneagram work, we had a check-in with cards with koans, people had a chance to say how they were feeling. When we got down to work on the process of changing from one leader to a new leader, the work went very fast.
2) Three-day training with a statewide policy institute. We used Open Space, World Cafe and Strategic Collaboration, a change model I developed based on appreciative inquiry. It was a jam-packed 3 days, including virtual training with Lucas. I came away with the sense they would not be able to embody this work, even though it was experiential.

Makes sense to prioritize the inner work. But whatever the group is ready for.

When you start with the Enneagram and similar activities - you are taking them out of their heads (our normal state) and maybe that makes it easier for them to stay there

Ennegarm is very interesting. Good tool for coaching and group reflection Does one day with Enneagram make a difference? It gave us a lexicon to talk about some of these things.

What about using simpler methods?

LIFO - strengths development - easy to understand and use. Not about the personality but about your approaches to problems and your worldview

Deeping experience of self and others?
1. Gestalt - some elements. Drawing, modeling to tranfer-in, perhaps connected to the question and then share what's happening and what's emerging. Might share in the cirle afterward - deeper levels of sharing
2. Start doing more head things and as we go through the workshop, try to get the bodies into it.
• 2.1 lying down on a big sheet of paper and people draw their outline around them. Then they draw in the changes they want to see and bring the lifesized picture into the group as a way to introduce themselves. Often chakras show up as symbols even if they aren't aware of the concept of chakras. They come back to the circle excessively open and excited. Often people keep the

picture on the wall. Have also used it with corporate planning - small groups that make pictures of where they want to go.

3. Go slow to go fast (Positive Deviance)

4. What children accomplish through play (dissertation)

5. Norwegian article that describes when she and a collegue that counseled overtime. AFternoon/early night. Coming from jobs, quite tired. Spent two hours. Write Logs (separating body, mind, etc). Wrote about how energizing this was and the increase in shared leadership.

TOPIC #13: CHANGING NORMAL http://bit.ly/MissionChangingNormal -- Vic Desotelle

PARTICIPANTS:

SUMMARY OF DISCUSSION:
-

THEME:
As facilitators, the idea of 'Changing Normal' can help to give us a broader sense of meaning in our work, and move our energy in different ways for supporting group and individual change. Let's talk today about considerations for changing the way we see, think, and act about 'change' itself and how it shifts our sense of what we consider to be 'normal' and abnormal.

+ + +

QUESTIONS:
1-What does 'change' actually mean? What does 'normal' mean?
2-How do we make 'change' happen? What works and what doesn't?
3-How is 'normal' valuable to creating a healthy future? How does it hold us hostage?
4-Why are we in the state we are in? What is good and what is bad?
5-What underlies our condition of 'normal'? 6-And most important … How do we 'change normal'?

+ + +

MISSION: CHANGING NORMAL

A CHANGE AGENT'S GUIDE
http://bit.ly/ChangeAgentGuide

Being change means facilitating the transfer of will, done to empower others to lead their own awakened intentions into action. Together, it becomes humanity's next spiritual evolution.

AWARENESS (heart/compassion)
"Normalcy is the surest sign of low self esteem." (John Trudell) Collectively, this becomes an expression of a world filled with low esteem, fear, and insecurity – signaling social melt down. Awakening to this truth is an emotional process that takes incredible courage, and is when true compassion is realized. Do not rush it's process in an attempt to avoid the pain that arises, as this is the foundation for true change. It must occur in order for the movement toward real change to happen.

INTENTION (mind/intellect)
"We can't solve problems by using the same kind of thinking we used when we created them." (Albert Einstein) The way out of our troubles starts with an intentional thoughtful commitment to change normal as we know it. Done through conscious interactive learning and collaborative design, it must not be attempted alone. Stay awake and be watchful, as the mind is a trickster that can fool you into believing with poor intent.

WILL (gut/action)
"You must be the change you want to see in the world." (Mahatma Gandhi) During times of stability, it is the applied scientist whose will leads culture through the changing norms of life. But within times of great change (such as now), it is the creative artist who leads us through the abnormal labyrinth into our future. This exchange of power is where the social collective has failed, and thus will be your greatest challenge. When completed, an evolved human(e) spirituality will be the outcome.

+ + +

MORE ON CHANGING NORMAL

Extended content on how to change normal in relation to community development.
http://ChangingNormal.com

MORE ON COLLABORATIVE DESIGN
Considerations for moving insightful conversation toward applied social innovation
http://vicdesotelle.com/?s=collaborative

+ + +

Conversation Rounds:

1- CHANGING CHANGE: (15min)
Considering what 'change' is and how it is changing. (past present future)

2- NORMALIZING ABNORMAL: (15min)
Considering what 'normal' is and how it is becoming abnormal. (past present future)

3- MAPPING EMERGENT THINKING: (15min)
Bringing the ideas of 'change' and 'normal' together. What insights come up for you?

4- WIDE OPEN DISCUSSION (if there's time)

+ + +

TOPIC #14: What is the difference between facilitating a one day public open space and a 2.5 half day internal open space to plan an organization strategy? -- Mark Kilby

PARTICIPANTS: listed below

SUMMARY OF DISCUSSION:
  •
Hege - facilitated OST for last 2-3 years
Harold Shinsato - facilitated open space
Mark Kilby - facilitated some small open spaces (20-30) and just facilitated
Michael Herman - joined later
Suzanne - joined later

Differences between 1-day versus 2-day open space?

Difference between internal and public (Harold: have done 1 day)
- difference is people meet with each other daily
- there is an authority element

Ideas for 3rd (half) day
- e.g. Peggy Holman "Journalism that Matters" open space is a good example -

Mark: Day sees like it should be:
   - Divergence (day 1)
   - Convergence (day 2)

Harold
- day 1: exploring
- day 2: going deep
- day 3: going into action (perhaps "heavier facilitation") - both Hege and Harold's experience
-- for those wanting to lead action groups, they might go to different corners of the main room (and let people choose which group to join)
- Agile Open CA also in some of the Germany

- another idea: dot voting on proposals (Hege has used the vote)

- third idea: use normal breakouts

Open the space again for initiatives - report is a little different (Hege)
- need to have someone who is "burning for this"

Harold -> Michael: How might you organize the 3rd day?
Action Plans
- look at the OST User Guide to identify: (1) connections between issues (2) immediate next steps (next release, next couple of sprints) vs long-term plan

Harold: How?
- you'll finish with a bunch of topics
- are they identifying action in the main work or will require discretionary resources and available
- take a vote and develop a prioritized list (convergence as described in OST User Guide)
- as an alternative, give them an hour to read the "book" (proceedings) and identify the next issues
- opening the space for action: identify segments of the wall into "3 buckets"
- what we might do in the next couple of sprints (doesn't need approval)
- what we might do in the next quarter (may need approval but may or may not need discretionary funds)

- what me might do different in the next year (will need additional funds and approval)

Michael: When working with the Agile Alliance board, divide up the wall as:
   - issues that anyone could handle
   - issues that everyone need to be a part of

But what do you ask them to do?
- it's a version of Done Criteria
- use the "bucketing" techniques you are already familiar with in agile

What is more interesting is what happens 2 weeks, 2 months, or 6 months later

How will you organize the set of issues
- day 2
- day 3 (may or may not reflect the earlier topics)

You may want to repeat day 3 a month or more later

The 4 elements of Open Space - ??? REMIND ME ???

You can affinity group the issues and then charter a group that wants to take them on

Michael: Univ of Kentucky Rural Health Systems
Tales from Open Space
michaelherman.com/openspacetechnology - rules for ongoing open space (UK developed)
- 4-5 things that can't be limited
- 4-5 things you have to do
e.g., anyone can call a meeting, but everyone must be invited
e.g., anyone can implement anything as long as it doesn't harm anyone else

Need an expiration clause/condition for the group
e.g., you have as many meetings as there are people in the group, and then re-charter

Some things might happen immediately - e.g., we need a new XYZ
e.g., as people are reading the book on day 3, have them identify DONE items (maybe a fourth column on the wall)

Another prompt that you can frame (day 3 opening): What are we going to STOP doing?

What do we want to Keep / Drop / Create (from Fred Emory and Eric Trist - conference planning; did some of first work on self-management

Michael: Private vs public open space
- much easier
- much clearer commitment (gotta make it work)

Problem: being a facilitator vs participant
Michael:
- difficult to do justice to both
- once newsroom up and running, you can attend as a participant
- never get involved in first or last session
Suzanne:
- the "can you fix this?" expectation - need to explain in this role there is "no attachment to outcome"
- there is a grounding by having you "present" in the space but not participating (while doing nothing)
- you may feel like an "outsider" (loneliness) as you will have a different experience

Can you continuously open space?

- one client of Suzanne's held a wee

Problem: Facilitator vs Session Host
Harold: have done in public events
- may not work well in a private event
- Michael has talked in the past of wearing different hats
- others have "played with the facilitation" and even shared the facilitation
- becomes a non-issue after the group has done a few open spaces

- look at Tavistock Tradition - authority dynamics -
 https://www.it.uu.se/edu/course/homepage/projektDV/ht09/BART_Green_Molenkamp.pdf
- when you take on a role, you are authorized by the community to do certain things
- if you start taking on other roles, it starts to pile on authority and may squelch participation

Problem: You might become a lightning rod when you are faciliator and part of the org (Harold)

If many are experiencing open space for the first time in an organization
- it will unlock some emotions that cannot be anticipated and may be powerful
- you can discuss with the sponsors, but it will not click until you observe

When there is discomfort with the process (going too fast, going too slow, or something)
- if they know you, they know where to poke you

What to do with low EQ individuals that may re-act very negatively?
Michael
- e.g. using the bells to get the crowds attention (was asked not to by the VP)
- crowd got energized and pulled out the bells (and did one other thing that irritated the VP)
- he approached when the marketplace opened and got in my face: "You have to remember who you are working for?"
- response: "Right now, I'm working for everyone"

What can you do if someone explodes?
Everyone has the Law of Two Feet (and a resposibility to apply it)
If they keep engaging, you just stand your ground, or ...
(like the Space Invaders chapter in the OST Users Guide) propose a break
Give them choices; show them more choices as to where they can move

TOPIC #15: How can we develop the personal wisdom needed to engage others in OST? - Ken Jones

PARTICIPANTS: Ken, Alan, Vic, Joelle and one other

SUMMARY OF DISCUSSION:

- Practice of OST allows wisdom to happen. You can find ways in daily life to use OST principles. One principle is, "whatever happens is the only thing that could happen." This helps me to live life with delicious expectation (Alan).
- OST resonated wtih me the first time. It was the way I was functioning already. I felt at home.
- I recommend the book, "TIme to Converse".
- Listening allows wisdom to apprear.
- OST allows possibilities to come from everything
- (Metaphor) Open Space reminds me of a well-built house. A good house has many windows that allow light to come in and illuminate the inner rooms. OST is like that well-built house. The process itself allows light in shin-in unexpected areas. I've seen group wisdom occur just from the application of OST.
- Learning to trust intuition - especially in the moment. This also applies to my work as a facilitator - I have to trust my intuition about the direction the group is taking, not where I think it should go.
- (There was a story about a business that was preparing to change locations.) It was estimated to take four days to complete the move. However, planners were running into all sorts of logistics problems - things that did not consider when making the master plan. They convened the employees to get their ideas of things that had not been considered. When the employees began to speak, wisdom arose. There were all sorts of ideas for improving the process - things that were not dreamt of in the master plan. On the appointed day, the move was put in motion. It took two days (not the original four days). Afterward, planners commented they could have completed the move in one day had they implemented all of the suggestions from the employees. In retrospect, the planners wished they had sat down with all employees at the outset - before a plan was devised - and sought the wisdom of the employees.
- I find that OST allows people the chance to contribute and move the process along.
- Our brain has a part called the Reticular Activating System. Rather than get lost on a description of RAS, let me say simply the brain allows us to be aware of things we place in its awareness. That's why I keep a notebook. As I move through the day, I am amazed that things - ideas, connections, wisdom - will come from every direction. Trust that wisdom will bubble up in unexpected places. Just take note of things that happen, and reflect on the solutions that appear. This is one way wisdom is gained.

TOPIC #16: How can OST be a part of the development in a Municipality on a regular basis (from the inside)? – Hege

PARTICIPANTS: Hege, Lucas and Alan Stewart

SUMMARY OF DISCUSSION:

Hello. Its 1200 PM here in Norway. Many of you are slleeping... I will pop in to looke if anyone are up for a conversation about using OS on a Regular basis in a municipality (or other goveremental, public organisation). I want to eleaborate on te oportunities and issues acording to work with this approach from the inside, beeing a part of the leadership. If not today, maybee the time is right som other time. When ever it starts... :-)

Opengov Playbook is a harvest of open space / unconference sessions w/ federal agencies in the USA: https://opengovdirective.pbworks.com/w/page/1832552/FrontPage 2010-2011

Intrapreneur

Agile Community and software development. They use 1-week or 2-week "sprints".

Alan Stewart - Talk about a Port i South Australia to be developed. Want to use OS - with the government and others

TOPIC #17: Can OST be taught through courses? - Artur Silva

PARTICIPANTS: Artur, Lucas, Alan

SUMMARY OF DISCUSSION:

-

Previous Note for today - Day 3: I am still having problems with my microphone connection to qiqochat,which will not probably be solved until the end of the event. Until know, I can heard everything but thegroup is not able to hear me… So the only way I can participate is by writing.An alternative has been suggested to me to connect through Skype, which I have just tested but it did not work aldo. I have come back to the connection and condition sabove.
As I am the convener this session (and 2 other today) , I am asking to some other(s) that will participate in those sessions to lead the conversation and I will try to participate inwriting.

My introductory intervention in this session is as follows:
I begin with the assumption that OST is self organization at work. The role of the facilitator is to do the opening (as short as possible) and then get out of the way.
The OST facilitator should be a "minimalist faciitador" and learn not to try to control the group with "exercises" or "instructions" that make it difficult - or prevent - this **self-organization** of the group.

Two examples of another domain - parenting:
No child has lessons on how to breathe, walk, talk their mother tongue,etc. - and, however, all learned that ...
In another example, if parents wish to teach their children "not lie" but the children see the parents to lie systematically, they willcome out liars and not vice versa.

According to my 40 years of experience as a professional trainer and 20 as an University Professor, the position of the teacher / trainer is always of **superiority** towards students. This often inhibits learning. The role of a good teacher / trainer is to create the conditions and contexts that allow self-learning and then act in a minimalist way.

Under these conditions, I always felt that **"to give courses" on OST is self-contradictory**, for while being the "teachear" I am **actingas as a "role model" for the opposite of what I think to be the skills that the trainees should obtain**!

I know that some colleagues give courses that they consider effective and some even were kind enough to give me their course plans. I always felt uncomfortable in using them (and didn't) or creating my own, but I would like to hear from the experiences of others.

So what do I suggest as a valid way to coach trainee facilitators? Giving them the opportunity to first participate in one or more OST events. Then they start to act as facilitators - in small risk settings - and are accompanied by a more experienced facilitator, who only acts as back up. After one can do an After Action Reviews with them. But, above all, create OSonOS events where they can exchange experiences and learn from others - more and / or less experienced.
What are your experiences on that? How do you solve the self-contradiction noted above?

 --------------- **Comments and discussion during the session time**

No one showed up until now (30 minutes past). This space will be open until the end of the 2 hours. **After that, I will cretae a space where other participants of VOSonOS can add their "after the session" comments**

Lucas joined.

Lucas: I learned OS by being a participant in an OS event facilitated by Kaliya Hamlin. It was easy to understand and learn the technique that way. I have never been a trainer or trainee in a formal class. I have found the OS List and the User Guide to be very useful.

Thanks for adding two very important things I forgot. Reading (often) the OST Users' Guide and participating in the OSLIST are advises that I always gave to my trainees.

How do you train the trainees? Is it by the technique you mentioned above where it is a safe space to learn how to facilitate?

Yes. First they attend one or two "real" OST events; then read the Guide. Then they must find a safe situation where they can try with no much risk (familly, friends, or church groups have beee some choices used). Than AAR and or OSonOS.

It takes a lot of courage to try for the first time!

The same courage that a todler needs to begin walking ;-) Of course they need some courage the first time. But if they try it with familly or a group of frients (to plan an holliday, for instance) it is not very difficult.

Yes! I have a todler now who is still afraid to take those first steps on her own.

Alan joined.

Hello Artur We have connected qui

(from that point Alan was not able to write, but he could speak).

He told us (Lucas and myself) how he discovered OST (through Harrison's manual, and later connecting with Brian and others in Australia) and later The World Cafe. He never followed any formal OST training.

He also considered that this VOSonOS is pioneering work.

I agreed with Alan! that this VOSonOS is pioneering work with OST **mediated by computer.** (I don't like the word "virtual". I am real, the other two are real and our communication is real, even if with some problems...)

There are some small problems to correct before the next one!

We had an interesting conversation where Lucas and Alan could both speak and hear, I could write but could not speak, and Alan could not write ;-)

1H30 after the beginning Alan and Lucas leaved, and 1H45 past I decided to close the session.

-------------------- **After the session comments**

Please add here your "after the session" comments to the subject. Thank you. [Artur Silva]

Michael: I always want to teach open space in the context of a real situation, something important to the learner. this allows us to work together rather than as artur says, with some superiority. i bring a range of open space options from my experience, they bring knowledge of themselves and the situation. in practice then, i end up playing the role they are trying to learn and they are the client. the learning is experiential. and in the same way that i plumb my experience for options that might work in their situation, we plumb their experience for what they already know and have experienced. we look for the ways and places where they already have been in open space and held space for others. i have worked in this way for the last ten years or more. previous to that i tried to do the same in workshop events, but it was harder to make sure that we had real situations to work with. teaching in hyptothetical situations is more work and less learning, i think. and no way for the "student" to "test" the ideas they get from the "teacher." with real situations, i bring options, they make choices, and experience the consequences, then draw their own conclusions, adapting as they choose next. AND... yes, i do agree about the importance for OSonOS events, to learn the practice, within the practice.

TOPIC #18: Conditions, Connections and Future of Open Space Institutes around the world - Artur Silva

PARTICIPANTS: Suzanne Daigle, Michael, Lucas, Charlotte Denny Henley, Karen Davis, Harold Shinsato, Linda Stevenson, Hege Steinsland, Charlotte, Artur, Paul

-

CONTEXT NOTE: this was a two-hour conversation, ten of us total, five or six of us on video and several of us with various challenges. one had a tractor working loudly nearby, another was in a busy cafe space. some people had only audio, not able to see the notes. at times, several people typing notes while another was speaking, one person (the convener) who could only listen and read/type notes but not speak. it should NOT have worked. and it was FANTASTIC. here's what we did...

LINK TO PDF FILE with authorship color coding in tact:
https://s3.amazonaws.com/barkinbucket/uploaded_files/attached_files/000/000/042/original/Future_of_OSIs_World_Around.pdf?1436551279

-

SUMMARY OF DISCUSSION:

-

Paul Levy... out and about, conserving battery, will join when things get started
Michael... making breakfast, lurking and will join soon...

I am here - Artur. That is my introdution for the session. Please read:

Convener: Artur Silva

ExpectedParticipants: MichaelHerman, Suzanne Daigle, Linda Stevenson, Karen Davis,

Previous Note: I am still having problems with my microphone connection to qiqochat, which will not probably be solved until the end of the event. Until know, I can heard everything but thegroup is not able to heard me… So the only way I can participate is by writing. [An alternative has been suggested to connect through Skype, which I have tested anddid not work].
As I am theconvener of this session, I am asking to some other that will participate in thissession to lead the conversation. I have written an Introduction and will participateby writing (and video – that is working…).

My introductory intervention in this session is as follows:

A) In the first (W)OSonOS that I attended, in Berlin, 2000, there was a time allotted for a meeting of the OSI-US board. As far as I could understand, then but also latter, that Institute (and some others that where already created or have been created later) had the purpose that is stated in theOSI-US Internet page, that I quote:
« **Open Space Technology was discovered byHarrison Owen as a better way to unleash the power of self-organization inteams, organizations, and communities. The Open Space Institute of the UnitedStates (OSI-US) believes that inspired behavior can be an everyday experienceand that humanity is limited by its perceptions of the possible. The OSI-US was created to grow that sense of possibility and make it a reality by focusing on:learning, research and practice**.».

This is a good objective because it is unclear and must be clarified by other statements. During a long time I understood that statement as relating mainly with the "dissemination" of OST. Today I tend to understand it mainly is a body **to protect the spirit of OST** against a lot of misconceptions and misuses of OST, that have appeared (due to reasons that are **not** under the scope of this conversation)

B) And, of course, Harrison's Users' Guide and the OSLIST were (and still are) the main tools of the OST community.

C) By the same time, the page at openspaceworld.org/ was considered the "unofficial OST page" and was written only in English, what I have pressed to be changed and a lot of other languages appeared in a short time, that were directly accessed from the main page – that is no longer the case with the new site http://openspaceworld.org/wp2/ and a normal visitor will not understand that one must click in "Explore" to see if there are subjects in one's native language… look again artur... thx... <grin>

D) With the development of OSI's in other countries (and, what, in somecases, have been considered "almost equivalent bodies" - like cooperatives, forinstance) there have been some collective phone call meetings, during sometime, but that didn't come to a normal practice, maybe because not seeing theothers was a main inhibitor to communication.
"
So, I suggest that we reflect about:

1) Conditions – What are now the main objectives of OSI's? What is needed for a body to be accepted as an OSI for a certain country by the others(if the question makes sense)?

2) Connections. How can we improve regular connections between OSI's around theworld. Can we try to have regular video and audio meetings between the OSI's worldwide?

3) What can we foresee for the future in what concerns, objectives,connections, membership, leadership, etc.?

Question: Why do we need an "Insitute"? Paul Levy
(I think the word "institute" has academic connotatations, also feels quite "traditional" and many institutes are fixed. We surely dont mean that? IN the UK "intitutionalised" is not a nice thing to call something
Personally I like the word - its comical and serious at the same time
In England we have an expression "They put her in an institute" - it means a home of those whose minds have goneThat is good for opensapacers!

I think that Harrison was the person that suggested the creation of OSI-US.

Answering Artur's first question:
   Holding Open Space for Open Space... It is a paradox, want to be a presence with a light touch, supporting the community. It often helps me to think what it would be if we did not have OSI, only had individuals. I also wish that the Institutes could gather and meet once in a while. I am torn about it but still believe in it. Suzanne

Harold: That is a good question. It is to protect OST's spirit. It is also to "hold space for open space". But the biggest purpose (with such a paradoxical name), but the biggest place is simply to hold a space for thinking about the nature of Open Space, promoting it, and keeping the question open. And it helps to have a non-profit status for many purposes
Suzanne: It helps to be able to have funds for activities
Paul: It's some kind of home base.
Suzanne: I'm very reflective, because I'm torn about it. What is our mission? Feeling like, there is so much we can or should do. And at the same time, is that our role, do we have the capacity to do this? When there is real passion for something we can initiate and invite others? Like Tricia's OSHotline, it's not official OSI initiative, but people can participate.
Harold: OSHotline has been officially supported as an initiative of the OSI-US.
So what does "officially" mean in OSI, Harold? Are there officials and people who have status to confer "official approval?"
Harold: It means we chose to support it, we as the board, financially.

Linda: The solution will emerge. We can't pin it down right now. I continue to support the institute right now. Continue to connect globally on qiqochat

I agree with Harold: to protect OST's spirit !!!
Thaks Linda. Indeed I have proposed this same topic many times. I don't expect final decisions, but airing possibilities...

Paul: Institute's solid. Wasn't OST given away? Isn't there a danger? It hasn't been given away. We don't trust everybody, even if they get it wrong. You have faith that enough people will. Walls of protection. Rules. Minimum statues. Official status. I'm not comfortable with that.
Michael: Raises the question, protect from whom.
Harold: From entropy :-)
Paul: Protect it from people who want to change it. Protect it from people who want to copyright it from itselves. You can come up with lots of ideas from people who want to protect it.
Michael: That is a great list. How do we decide, those who want to change it, who is changing it for the better, who is changing it for the worse.
Harold: Who decides? It shouldn't be one person, it shouldn't be a who. It needs to be open.
Paul: Open Space is so simple, does it need elders? Does it need any institutional form.
Harold: The spirit of Open Space should not be a spirit of static-ness. But of resilience. There are elders in any circle, but not of power over!!!
I have cone an OSonOS in Portugal some time ago. And I have been told about people (ans consulting companies) that are selling OST facilitation services that violate eveything (incluiding the simplicity) that i think is crucial to OST, with a lot of "warming up" activities and other techniques that have nothing to do with OST.
Suzanne: Is there that closing of space - in how the institutes are perceived. Is there a forcing of anything? Does it interfere? Is this a non-issue. How is it perceived even now.

Does OS need elders to UPHOLD or have power?
Does an OS institute need young folks for energy and idealism?

Charlotte: I've been doing Open Space by myself, not connected to the community. I moved to South Dakota and felt isolated. I used Open Space without being connected to the community. I would consider myself as an elder. But because I haven't been part of the community until St. Petersburg, I sensed that there is now a hierarchy. And that's contrary to the principles of Open Space. So I think of an organization like Alcohol's Anonymous, that specificially there is no "expert" and they have guidelines, so that some expert doesn't take over the meetings or the organization. And it works beautifully. I compare it to the other community that I am part of, Appreciative Inquiry, it is less welcoming. So, that's where I'm sitting, when I'm thinking of this and what you are all saying.

Suzanne: thank you for your candor Charlotte!

Harold says that is where we're at witht he institute and that something should be written out in our constitution to prevent that.
Michael: Here's another thought, in terms of practice and modeling. If the Open Space Institute, the years I was involved with the board. Of keeping a bin of stuff, a backlog, things that we wanted to discuss, names attached to them, and each conference call. What is in the bin, and what is most important in the moment. It was great practice, and good to be in, and it's a practice I've described to clients and others over the years. What if that practice was announced monthly, and enough to make it known that everyone was invited to those meetings. Those names have to be on a bylaws, and it was announced, like the hotline is, and anyone can come, and the invitation would be there.
Paul: The field of invitation - hierarchical - a bit elitist - a bit western. They were replaced with a community of practice. It feels more in tune with the circle. You can still have training. The notion of a community of practice. Rather than an institute.
Michael: If that is commonly accepted view of community of practice means. It accomplishes a lot in positive practical language. What Charlotte was talking about. It doesn't have room for anyone to be the expert.
Charlotte: I like the notion of community of practice, it seems more inclusive.

Harold: It has been very much that.
Michael: OSI has had people who have done a lot of trainings. It can be a point in the community that anchors, and points to other things.
Harold: It would be helpful to have "rule" to keep it open, make the OSI meetings open and welcoming, by keeping it open.

Artur: I think that OSI-US has been in many ways the core of the OST CoP! CoP's also have "legitimate peripheral participation" like it happens in the OSLIST

Artur: May I suggest to the ones that have video to connect it? And to the others to say one's name before talking?

Karen notes that we seem to have been focusing primarily on OSI US and asks if we will also be focusing on the broader Open SPace Institutes?
I think OSI-US is a model. But I am more interested in discussion other Institutes and the conections between them!

Michael: The disposable resources of practitioner community is always going to be much much greater than what the OSI could build up. The OSI could be the conduit for having these projects that might need some support that the OSI where needs could be posted, and individuals could support and leverage the tax exempt status and do some of the bundling of donations and pledges of support. And this has happened in fact, there are many things that have worked this way, and through access queen. But it has never been held up as a marketplace, as a core practice, what we understand as a core practice for such things. If we pointed to these things and pointed to these things - crowd sourcing, crowd funding - it would be another way that is the way the world is becoming.

Harold: Cool - that belongs on the OSI "bin".

Paul: Wearing a more traditional hat as a researcher - a big thing that happens on the call - deploying sharing stories. There is still a huge lack of data. We don't have the use cases, maybe if there is an institute - encourage anybody in the world - to do research in the field. It becomes an unproven medicine with lots of anecdotes.

Harold: Since our founding in the 90's that's been on our radar, but it's hard to do without funding. There are new scientific methods (like Brene Brown's methods) for research. Also some technologies, that can tag and monitor the movements of people in Open Space. The OSI could talk about this and send out proposals to universities, but that is a lot of work.

Suzanne: I do not know, Artur, how many institutes are out there, except the one in Canada, and Paul is talking about the one in the U.K. Me and some folks have created one in Portugal, some years ago, as a non profit legal organization.By the way: The Open Space Institute of Portugal has a Web page at: http://www.instituto-ost.pt/ (you can go there if you understand Portuguese).

Harold: Keeping the sharing of knowledge and skills is a core practice, but it has been hard to even know where the continuing groups and insitutes are in the world. In practice, the Open Space Community of Practice has been the OSList - which has been in English - and not really keeping the community of practice groups (like the institutes) in communication with each other. The openspaceworld.ning.com has been an attempt to go beyond English, but it's not clear if it has served that need as well as it could.
Artur to Harold: the Ning has NOT fulfilled the expectations. I wonder if it should not be closed.

Suzanne: Feel paralyzed as an Institute - because the OSI-US does not want to come across as hierarchical.
Paul: I can send out an invitation to the world - I'm in this cafe' righ tnow (an Open Space App), if I want to have this conversation - then we have a session. The cafe' is bubbling. An App that allows you to issue invitations.

Some research questions for an OSI:
   - a database of case studies
   - a "trial" that proves the benefits of OS compared to other approaches
   - liteature reviews
   - sector or country-specfic research
   - the OS "R and D lab" - how ti evolves"
   - the links between OS and other institutes

Could we create a model where we would operate as a Community of Practice that would further initiatives that people have passion for and want to take responsibilty, bringing their skills and talents?

(am I capturing this correctly?)
Paul: There's an app that let's people indicate that they want to meet in a place like a cafe in the real world and then many people can join in-person.

Michael: Community of practice... part of the definition? basic mechanisms? circle, bulletin board, marketplace, breathing (or pulsation or iteration)... invitation? storytelling? what else? as we identify these practice mechanisms, we can see where we do them... the osi bin, the worldmap, the osonos... all obviously incarnateng, and animating, these mechanisms... and as we see these mechanisms elsewhere we can effectively point to the os we live in.

Michael: (speaking) I added text above as a list of questions, building on that, you are talking about a lead mechanism in that app is invitation. The Users's Guide uses the word invitation, but when Harrison describes the four mechanisms. Invitation didn't show up in the 4 mechanisms. But invitation is a pretty common word. When Daniel Mezick goes out there with OpenSpace Agility, he uses Story Telling. As a Community of Practice - instead of the spirit words - emergence, creativity- hard to nail down. The beauty of these basic mechanisms, you can see them happening, you can see their shape in the world. Looking for them more actively and looking for them in the world, we can identify them, what the OSI has been doing all along has been bulletin board and marketplace. We can FIX mechanisms. We can see them there or not. Instead of the fuzzy words. But we can notice, like crowd sourcing, like OSonOS, you can see these things at work in the world. And be able to point to them and make the case very concretely tangibly, this is the Open Space we live in. The internet is bulletin board, marketplace, it makes it easier to make that case.

Paul: Does anybody feel like we're on a mission? I'm in a town in 300K people, about 500 shops, and in everyone of them there is a boss telling people what to do. There are 20 schools, the teachers from their training managing the class room, there are rows of seats. The churches. The businesses. There is a hierarchy. The vast majority don't have Open Space in their repertoire. It is a mission.
Lucas: Neat idea, Paul!
Michael: Yes!
Harold: AMEN Brother!
Suzanne: There is so much pain out there, like you described. Open Space is such a powerful method for us to operate different. I'm thinking of this VOSonOS, and how that came about. There was no hierarchy, because the way it was invited, was so open so generous, so warm, so full of hard work by Lucas, Michael, and others. We are getting together with no hierarchy. But it required people to take the lead because they believed in it. Great sacrifice in it. It totally Spirit. Totally what he did. It makes me so pained to think of the worry that I had, stupid president, you don't want to hold things back, don't want those titles. What Paul described is at the heart. To smash some of those hierarchies to allow everyone at all levels to come forward. If we could do that for our world Community of Practice, and model that help each other in every language everywhere, without acknowledging what is happening world wide, which we mostly don't know about. So it doesn't close space by taking up too much attention. It just becomes.
Lucas: So well spoken, Suzanne!!
I agree fully with Suzanne in this!

Suzanne: Feel sometimes inarticulate. What you have done are things I can not do. It is the power of each of us together to make things happen. Even if we err in doing it, it is so much beyond size, it is like all of us. If we did have Institutes that point to communities of practice, in a light way, there is work happening outside of it and connected to it and partnered with that. To take away the burden, when none of us want to be seen as a hierarchy.

Charlotte: Institute implies a hierarchy. I respect the community. I in know way sense no intent for a hierarchy, but the word institute implies that. And so we're having that discussion.

Michael: I want to add to what you are saying. And raise another facet of it. The Hotline is an example. Sometimes attached to the hotline, called an OSI project. But it is something that Tricia does. She shows up. She took the initiative. She posted the invitation. She invited people to join. She can say, part of the OSI. But is actually her as an individual that is making it happen. I think if she sits on the board, then she brings what she's done to the board. But I don't think she can give it away.

Harold: Actually - often Tricia does give it away to Skye or myself to host.

Michael: People are passionate, we put that responsibility to people care about. What is there in the institute? The Institute can support the Hotline by inviting people to offer money into the pot, to make it easier for the Hotline easier to have. It could flow into qiqochat, support the flow as a market maker. The actual work, is rightly maintained at the individual level. An organization can't be passionate.

Artur: What MH is saying shows one of the virtues of the Institute! I am not afrraid of being "institutionalized" if the Institute has the right spirit.

Suzanne: Karen has hosted for many years the Open Space at the International House. What you described Michael, when we can be individuals and collect with other individuals. It's not complicated and there is no hierarchy. It's something we believe in. The Institute is a 501(c)(3), allows us to meet and gather with tax exempt status. It's hard in the U.S. to get this status. You'd like to redirect the name. But it's a helpful thing to have. I can agree in concept to be a pass through, it's a lot of work to validate and verify so there is total transparency.

Lucas: I want to share this link for future reference: http://www.ssireview.org/articles/entry/collective_impactIt's about how a group of people has collective impact through a "backbone organization". It seems relevant to what an OSI could do for a community of practice–being a vehicle for collective impact. A backbone organization like the OSI could provide a lot of infrastructure for collective impact.

THe OSI could pulse OS out into the world in ways that never compromise freedom

Michael: what if... OS Circle of Institutions... and the "Institutions" end up being/looking very un-institutional... karen hosting this program for 18 years is an institution, and 16 years of osworld is an instituation, and worldmap, and osonos, and oslist, oshotline... many others that can be identified

Harold: in·sti·tute ˈinstəˌt(y)oōt/ a society or organization having a particular object or common factor, especially a scientific, educational, or social one.
Thank you Artur for proposing this topic! Welcome.

Suzanne: Like to ask a question. Knowing Open Space as we know it. What is missing as a body? As an identity. Is there something missing? AA is a self-managed organization. The embodiments of Open Space. It still has an identity. It has principles. It has sustainability. It has an identity. I ask this question not just thinking of us, thinking of Australia. Thinking of Australian companies.

Karen: There is nothing missing. It is only yet to be discovered. Whether that is internally individually, or discovering it from the outside. I say that with our five principles. We have a lot to discover.

Michael: my response to "missing" was "huh? nothing!" and agree with Karen.

Lucas: One thing that seems missing is a steady stream of new people into the *center* of the community of practice. They may bounce in and out without us noticing.
Indeed there is a movement in and out. The point is that it is not ebough transparent to the all community!

Michael: Vic made a distinction the other day in a session, between the nucleus vs. the membrane of a cell. the action is directed by the membrane, not the nucleus. the edges are where the action is, even as the center stores the history/code. that code doesn't direct action.

quoted from above... "C) By the same time, the page at openspaceworld.org/ was considered the "unofficial OST page" and was written only in English, what I have pressed to be changed and a lot of other languages appeared in a short time, that were directly accessed from the main page – that is no longer the case with the new site http://openspaceworld.org/wp2/ and a normal visitor will not understand that one must click in "Explore" to see if there are subjects in one's native language…" look again artur... thx... <grin>
It was already there or have you changed that now? Thank You for the change! Changed just now.

Paul: Is the Institute - a particular technology. Or is OST just a first draft? It is potentially a community of millions of people.

Harold: Keep keeping the question open. Lots to experiment with. Lots to discover. Many different technologies that can help to Open Space.
Suzanne: On the receiving ends, stuck at the middle or bottom of the hierarchy. Having the pleasure and joy of taking meaningful action. The dialog is wonderful. And the doing is wonderful. How can we make doing, inspired action, we don't get caught up. It's like continuing these conversations to identify the possibilities, within reasonableness in what we have time to do.

Great quote by Suzanne: "Many people are stuck on the receiving end of delegated work."

~~Your conveno~~r Artur (one of us! <grin>): Can we stop talking about OSI-USA and begin discussing "conections" among Institutes, CoP's or Coop's around the World? I have proposed 3 points; we are still in the 1st one.
Michael: YES! we're still talking about the (apparent) nucleus and not the edges

Artur's other two questions:
2) Connections. How can we improve regular connections between OSI's around the world? Can we try to have regular video and audio meetings between the OSI's worldwide?

3) What can we foresee for the future in what concerns, objectives, connections, membership, leadership, etc.?

Karen: In terms of format, is it possible to use qiqochat?
Harold: We need something that works for Artur.
Paul: Maybe ask what does Open Space needs. What would an invitation look like to share experiences with whatever I call it on opening space.

Harold: Artur - what does the OSI in Portugal need? We have little insight as to your needs.
Artur: It is not so much a question of my needs. It is a question of helping opening the space for OST world wide.
Some years ago there were some phone conferences with the people that want to join. I would prefer to see the people faces in video, as this helps me to understand their English... (five videos click on immediately) Apart from that I think theseconversations were great! Can we have that regularly AND with video?
Suzanne: Artur's issue with his microphone, there is something to be worked through. If we were looking at qiqochat to start some conversations world wide with a compelling heartfelt invitation - from a financial standpoint. What would that look like? Would it work? That is the technical question. The second, the name Institute - while it is wonderful to have a core body - could the invitation could be framed that it is clearly understood that when we are Institutes - that others could also join. That it wouldn't just be for the Institutes.

Lucas: We can get Artur connected through Audio. All he has to do is dial in through Skype. About cost. It's fantastic to have large video chats. I recommend we use Zoom for large video chats. 10 people in a video chat costs 40 dollars. It's 40 per hour. That's what I pay, even when I use Zoom. If one person uses Zoom as a facilitator. It costs less. I recommend that for the large calls. You can use QiqoChat. You can send out notifications everywhere else. Qiqochat is useful for peole today. When you are practicing Open Space. Zoom will be a better choice for the large video calls.

Michael: I've tried to work this out. Is there anyway to hack this thing up a little. If we were all on Zoom, but someone was sharing their screen here. We could still be here, and there could be other things going on. We could be sneaking in the back door with cheaper video. What qiqochat bundles, except zoom for audio and video. Or you get all these components individually. Google docs. Or qiqochat's notepad. Notification layer, when someone creates a new event. Or you could just blanket announce, through the OSList. You have to come up with a smart plan. You would need multiple Zoom accounts for breakouts. What is affordable. Qiqochat. I want to support however I can.

Suzanne: Go into groups. Have this video. As an Open Space tool. The time care and attention that has been put into qiqochat. A lot of care and tenacity and hard work. Can we explore the edges of what is possible. That makes this financiallly good. Not to be profiting. We have to feed our families. Something has been invited that is pretty darn cool. You are always saying "I'm there to help". We're also here to help.

Lucas: I hear you. I want to help this group. I think this group is going to help me, how they have been. Patient. I'm benefiting greatly. Start with Zoom. Reconvene.

Suzanne: We can't eliminate the financials and pay for things. Imagine the spaces that could be opened with qiqochat as a tool. Doing this round the clock as a four day event makes it clear to me what is possible. When you open space 24 hours. Greater collaboration, institutes across the world, different challenges for facilitators around the world. Need to share them

I agree with Susanne. With all the small problems that can be solved, and being one of the (small number of) unfortunate people, this is the best product to support "virtual" OST that I have ever used!

The old conversations also had someone from France (no Intitute) and Germany was represented by BUSCOP... There are also OSI's in Scandinavian countries.

Linda: The Institutes can feel like ONE community of practice, how can we learn from each other. How can we make it better. What do you need from us. And make qiqochat better. This is the most powerful, the most easy to use, with all the bells and whistles. All in one place. Thank you!

Lucas: I know we can co-create something awesome. It is early days for video. These prices are coming from Zoom. There is heavy competition. It's only looking up from here.

Michael: Suzanne mentioned Facebook, the view looking inside, and I look back from where we've been, I'd like to think some years in the future, this thing we have, it really started with the Hotline and Qiqochat, and maybe VOSonOS. It started where we started meeting this way. It is important in our history as a Community of Practice, like OSonOS, this is where the community is. OT was this for about 20 years. And then it ended. If we are swimming in video, email might get old. Maybe it already has for some folks. I think what we're doing here can be that kind of foundational piece, for years to come. I think by doing this if we can help qiqochat, not just the cost for the bandwidth we use, if we can help build it into a model for the world, that can be us doing this here on a much bigger stage, modeling next to some of those really big sites. It's creating a platform that our clients, neighborhoods, schools. That's how the world can work. A really big invitation.

Amen, Michael. And I think that soon Computer Mediated OSonOS will be much more important than WOSonOS mainly because it will cut expenses of flights, hotels, etc. hoping to pilot online osonos in september with polish crew and participants. Good. I am not planning to go there in person.

Suzanne: Look at it as an investment. And we here are part of a Beta group. However the investment happens to scale this up. There are a lot of beta testers. It is a new offering. Look at who is connected to this. I know that the world of technology, giving it away for free, and monetizing it later. I'm sure that can be thought through , and plan for it, plan for it.

In what concerns my third point
3) What can we foresee for the future in what concerns, objectives, connections, membership, leadership, etc.?

can we discusss this after the session in the notes? And specially think about that as events will unfold in the next months or years?

Suzanne: Invite a global community of practice conversation. Established groups.
Michael: Take this to the Poland WOSonOS. We could do that simultaneously that blurred the two. It doesn't have to be a standalone. And in September, that's pretty darn quick.
Suzanne: Having hosted a WOSonOS in Florida. And people are there face to face. By having something before then. And not make it complicated to write an invitation. It creates more familiarity. It may feed the participation at the Poland event.

I agree with Michael. In WOSonOS in Chile there was a session on OSI Institutes, that was posted in my name. Then a lot of people were present in Chile (namelly, Peggy and Harold) and myself and others joined throuth Skype to the computer of some of the presents.

I am very cool with all this!

What kind of people ARE YOU? Taking my gismo from the bedroom to the bathroom is a friggin long journey! Forget Poland!

In my clock it is 1h58 past the beginning. It was a very rich conversation. Thank you to all of you! Thanks, Artur!

Artur have we answered your questions sufficiently?

And yes, almost all my questions have been aired....

So rich conversation to listen to. Feel blessed! Thank you floks :-) Hege

Hege...really nice to see you! we never met. suzanne here :-)

Nice to meeet you too, Hege. Thanks :-) See you!

So, bye bye everybody ;-)

Bye

Afterward...

ADDING THIS INTERVIEW WITH ANNE STADLER WHICH TOTALLY FITS WITH THE INTENTION AND SPIRIT OF WHAT WE DISCUSSED TODAY:
http://www.seattlechannel.org/SeattleVoices?videoid=x56167 SPEAKS OF COMPASSION AND BELOVED COMMUNITY. HERE an amazing quote:

"I feel I am in a relationship with the beloved community, the community that cares about me and that I care about. That's the tissue of our civilization I think."

TOPIC #19: When is organization, or how could organization be shaped in the same way as (digital) software ....also, is the product owner in scrum necessary hierarchy? -- Michael Herman

PARTICIPANTS: Linda Stevenson, Deborah Preuss, Lucas Cioffi, Suzanne Daigle, Judy Gast, Harold Shinsato, Artur Silva, Karen Favazza Spencer, Deborah, Ray Perras (spelling?), Christy Lee-Engel, Michael Herman, Joelle Everett, Vic Desotelle

SUMMARY OF DISCUSSION: *Ongoing, synthesizing interpretation by Michael, followed by a more detailed transcriptional capture, mostly thanks to Harold.*

open space... agile... software, operating system and library.... yikes! not software! better as garden... compost and SEEDS... and, yes, also tools - that we choose for ourselves.

agile is about human interaction/communication... not software. we don't have to go down to that level. scrum prescribes no software related practices at all, extreme program is similarly non-software specific in its articulation of practice.

software/information systems consuming the world? perhaps like the assembly line and standardized parts did a century or more ago. critical to maintain the human side of the equation/story. software as weeds in the garden? but need to maintain balance, be mindful of human and technology parts, what each contributes.

consider informing vs. relating, information vs. relationship... potential to emphasize relationship development over information management/development... need to rebuild, renew, strengthen the right/relational/wholistic side of brain/processing... starting with how we think about design... noticing that technology is extension of ourselves, not separate -- it can narrow OR expand our view/experience.

can't go back, give up technology... but have to remember who we are, we're human. information development is a human activity before it's an electronic activity. scrum is a culture hack not a technology hack, can't put new wine (agility) in old skins (rigid organization)... without creating pain. product owner is a blocker to protect the team from the more rigid organization, like a universal joint moving between two things moving at different rates.

potential for positive deviance, to pickup the good things and amplify them. whoever's behavior needs to change, needs to be engaged in the discovery process... it's clumsy, local, and can't be copied and stamped onto other areas. needs to be repeated, as a slow process that allows to eventually go faster. but it's a tough sell. open space is a good place to come from, to positive deviance.

the real urgency is not about the work, or software, it's about the desire to be more fully human, alive. agile and open space both come in and say "what do you know?" (rather than imposing an answer.) need new language and metaphors. need fewer tools than we think... love, curiosity, help create some space to let them be more fully human. "they don't care about the activities and processes, they just want to know if you love them."

cognitive psychology and other views more and more suggesting that the answer is within. don't be a slave to the various tools, processes and practices, dogma and experts. use this crude tool that is language to create new stories. shared space, everyone has a role, part of a coherent story. the organization becomes the prime site of person-making... need to provide the circumstances wherein people can do their best, reach their fulfillment.

why do we need all the extra things, can't we just make software in open space? and that's how agile used to be before we mucked it up. 50 years of male-written software... inertia, momentum. what if we'd been a matriarchal society when software development started? would we even have

software? maybe we'd have fewer statues of men and more gardens in parks? more girls/women in STEM. and more of the feminine, not just females. the appetite is there.

distinguish head, heart, gut... dare to go to gut, to invite people to go to scary, power of gut. anger there, but also power. scary because out of control, potential for explosion, not welcome/allowed in organization. our future is in the gut. see "core protocols."

head heart gut... or head, heart, pelvis... or smart, caring and powerful... commonly allowed to be one of these at a high level, but our cultures don't generally support individuals' being very smart, very caring and very powerful ALL AT ONCE. this is one way to understand wholeness or wholly human. potential to extend the story to extend as head, heart, pelvis and LEGS... the ability to let these three energies move into action, take steps. also... anger as the flavor of energy that wants things to be different and doesn't know how to make it so. need is to release the containment, compression, pressure, separation.

and finally, 2-1/2 hours after we started, a number of closing comments that were not captured here, but do show up in the transcription below.

Starting Question: When is organization, or how could organization be shaped in the same way as (digital) software?

Harold: Another question: How is organization *different* from software? And how does that difference inform our choices when we meet digitally?
Harold: A thought. Harrison Owen seems to be somewhat against organization - or rather other-organization. That self-organization just happens.

Karen: FWIW, I think there has to be someone who is managing the energy. Ideally, that should be minimal, hence the OS format. But without some "ownership" .... things can fall apart.
Harold: Very interesting. What does it mean to "manage" the energy? I said something not so nice once. There's only one problem with managers. They manage. Maybe a bad joke?
Karen: Manageing energy,.... an example, if a leader sees some mysoginistic behaviors or language, he or she should model some more inclusive behaviors, have a side conversation or step in, dependent on format. For example, after an OS last year, I was with a woman in teh parking garage who was sobbing because during the OS some guy said to her, "Honey, that really doesn't matter, what is important is....."
Harold: Ouch. There's a value to watching and protecting - looking at what is in alignment and what isn't, to the objectives.
Karen: Yes, but that was just one example..... perhaps the hostess of a dinner party is another metaphor.... thinking about seating plan, etc.

INTRODUCTIONS

Judy Gast: I'm learning about the process (qiqochat). I'm curious to listen and learn. Have been into open space since 1996.
Ray Perras: I'm a newbie. Never participated in Open Space myself. My main goal because of involvement with Continuous Improvement for 40 years. The angle is to reduce effort and increase results. I believe that Open Space allows that to happen according to what I read. I've written some books.
Deborah Preuss: Former software developer. Retrained as a life coach. Coaching the change agents. My interest is to say "stop it". We hurt ourselves so badly - a metaphor that is less than human to our work. Applied the Tayloristic conveyor belt work - Assembly Line - applied it to our work it gave productivity but great pain. Computer is a complicated metaphor and might seem better than the simple metaphor, but it is not alive. Life is bigger than
 the complication of computers. Life is complex.

Karen Spencer: I've attended a bunch, volunteered at most, and "project managed" a couple OS. I'm a former kindergarten teacher (long time ago) and see the holistic community building and experiential activiities of kindergarten in both Agile and Open Space.... always loved the Circle Time:)

Christy Lee-Engle: I'm in Seattle, accupuncturist and naturopathic physician, I'm resonating with what Deb mentioned. My practice of medicine is based on metaphor of a garden and a wilderness, rather than a mechanic to fix things.

Karen Spencer: Christy, my Masters thesis I used the metaphor, moving from the "industrial plant" to an "organic plant"...... growth oriented rather than assembly line bound.(wow, lovely! is it available to read? - christy)

Harold Shinsato: software developer. Becoming more and more aware that this metaphor is damaging. maybe we should also ask: should we notice how orgs and software are different: be cautions, use that to inform how we organise.

Linda Stevenson: Done Open Space for many years. Also coaching. I love metaphors, but know they also have limits. I'm not sure how much I have to contribute to this conversation but happy to be here.

Suzanne Daigle: I'm happy to be here and see faces to names. Predominantly a lot of control and hierarchy, move towards more liberating ways of working. I come from a group of moving towards self-managing. I think that there's the mindset. How do we move towards improving working. Agile and Scrum has helped, and Open Space helps with the mindset and experience.

Karen Spencer: I'm the chair of a city committe on Cable TV. I used some Innovation Games to involve the community over a year ago, it went well, focusing on problems and goals..... but got to reach out to others in other communities to move towards an Open Access Broadband backbone into our area. It's different when everyone is independent and doesn't have anything more than an address to bind them together. That's what I'm looking for.... working with municipalities where the participants are likely to be less willing to give it a chance given their independence when it is going to involve real work.

What does the bell mean????

Lucas Cioffi: Software developer w/ QiqoChat. Calling in from Charlottesville, VA.

Joelle Everet: Have been a consultant for more than 35 years. Have used Open Space and have been quite involved in the OS community. I am semiretired, kind of a joke, helping and facilitating and setting up conference calls around health care issues. A huge shout out to Judy Gast. So happy to see you on the board after so many years.

Judy Gast: Was in a topdown command and control organization. Summarily dismissed. Afforded me the opportunity to go in a different direction. I had some great relationships and learned a lot and it was a good gig while it lasted. I have a couple OS projects and looking forward... I saw invite from Michael Herman, and joined. One client is quite keen, and is a large organization, he's an IT guy, totally keen on this and see how it works and to learn from others.

Michael Herman: I'm here in Chicago, been playing in OS for about 20 years. A couple trivia pieces to add to my story earlier.

Artur, calling from Lisboa (not Lisbon), Portugal. My micro is not yet working, so I can only communicate by writing. I am a former IBM Systems Engineer (many, many years ago) with almost 20 years of OST experience and came here out of curiosity because, like Deborah, I think that organizations are complex and I cannot see any analogy with software…

THE DISCUSSION
*
Michael: I had an experience, exploring agile and software and then the thought that we might make organization the way we make software. When i mentioned this, Deb said "yikes" and "no" ...so i wanted to understand that. how much of the yikes is about wrapping any limiting/limited words

around this marvelous mess we live in and how much of it is specifically about it being a software story?

Deb: For me for sure, the kind of words that help are more poetic than software. Metaphor. Every model is wrong. Some are helpful. To use models to understand. But to try to live inside of models is .... anything that is a creation of our minds is going to be smaller than us. There is a loss there. There is a compression loss. Like shrinking an image to fit it in a smaller space.

Karen: I like a lot of what I'm reading, but confused as to what we are supposed to be doing. Is it the municpality question? The shaping it like software qeustion? Do we have a common purpose here?

Deb: Something about the garden. the Computer metaphor is very male dominated. The mysoginistic is very male. The Garden metaphor feels richer and more difficult. And it's not so easy to apply. That's life.

Artur: AND NOW I STOP LISTENNING TO THE CONVERSATION :-(I HEAR NOTHING...(Christy: Artur are you still reading? Yes. And I have refreshed the screan and can hear now!:)

Karen: I had sound in main group, but no sound in this cornor.... is there supposed to be sound, here? (Yes Karen - I hear sound - Harold)

Harold: Maybe it having to be one or the other - is a bit male oriented (i.e. the garden metaphor having to win). And maybe the Garden metaphor is big enough to also allow the usefulness of the computer metaphor.

Suzanne: Will you describe the question again? Create context for myself.

Michael: My story is that I've been drifting in the direction of Agile through D. Mezick, learning the lingo, and there are things happening that Open Space is very similar and useful, and interesting in learning in that direction. Separately from that, talking about Open Space, maybe Open Space is enough. Maybe Open Space is enough. If that is the basis of the framework. Then I have to learn even less lingo. Less of a specialized languages. Of the software community. Thought I could be legitimate faster. Inside of such a story. I was talking to him is what I was proposing was very similar to software. It might be useful to think about working inside, if I was to talk to a software organization, the software piece of an organization. When I teach open space, I'm looking to discover, what they've already been doing that has been opening space. Point to it in their own experience. What we are proposing to do in this open space method framework, is FAST agile (Ron Quartel)? What if we can suggest it is already happening? Build the framework to choose what tools to use in creating and developing. What if the metaprocess could be actually analogous to the actual process? Like designing and building the software.

Michael: If the software access another piece of software, it uses it to finish the functions and then lets go of it. When we're done of it, it will let go of it. It will be done. It will be useful, but not to type the email to your friend. It will use other things. It seems useful from a story telling perspective.

Michael: If I understand well, your analogy is not between organization and software, but between OST and a specific software development methodology, Agile. Am I correct?

Another metaphor..... never too many spices in your spice rack. You might use some more than others, but don't look for the one perfect spice.

Karen: Like the garden metaphor - no matter what happens. You compost your weeds. Nothing is ever lost. It has value. It can be repurposed.

Deb: There is no mystery in computers.

Christy: There's interesting things for us to talk about in terms of this virtual space. Bring in our outside space. Wow. Bringing in the world, bringing in our lives. There's a piece of course, we save our seeds. Harvesting. Use that metaphor from Art of Hosting. You are planning for what seeds you want to bring to the next cycle of life.

Suzanne: The paradox I live with in the analogy of the garden and the mechanistic hierarchical ways we have of working to get from here to there, is such a big cavern. When I did some Scrum work, Open Space does ... we all know what it does. Scrum training it does certain things, using almost a tool or a process, when the job is done, when you are done, you put it back. In the Scrum world, they have work in process. It's a limit. The amount of work in process. When everything is so piled on. Even little concepts like that, they are valuable. Estimation. An example, hiring, numbering the hours, You can give it an 18. Time to hire someone. Do that as a team. Someone puts a 2, 12, 18. I was

astonished to see the broad range. Time and value of that work. Sometimes Open Space isn't enough. Tools to come to a common understanding.

Karen: I like what you said. There are tool sheds in the garden. We could get along with the pitch fork and the hoe. Or maybe we can get more fancy tools. Measuring things for your seeds. It's a question of each gardener, which are their favorite tools. Which are the ones to use all the times, and which only to pull out at certain times.

Deb: I identified potentially a different perspective on what Agile is, different from you. This is my perspective, a number of agilists. I don't think Agile is about Software Creation. It is about human interaction and communication. When you say you want to find the parallel with what people already know. Software is a servant. Computers are a servant.

Harold: Hear hear! To what Deb said. The first value - Individuals and Interactions over Processes and Tools. http://agilemanifesto.org (The four values also include working software over comprehensive documentation, customer collaboration over contract negotiation, responding to change over following a plan)

Michael: Thanks for describing that. What you say makes perfect sense in what I've understood Agile to be. The Agile in my story is only my pathway in to my environment. So your comments help me notice, and everybody here. You know a lot more about Agile.

Harold: There is an article called "Software is Eating the World": http://www.wsj.com/articles/SB10001424053111903480904576512250915629460

Deb: How to avoid the nightmare of the Terminator story: MORE WOMEN IN TECH

Karen: Software Code v. DNA - spaghetti code v. miracle of life. Information systems are complex and evolve.. It gets so complex we can't really deal with it. It's not that we're dealing with Software, we are dealing with Information Systems - a different slant on it. DNA is a complex elegant information system we don't understand no matter what we pretend we do. We should be modeling things more so on - these are the processes - these are the way we do things. So it can be useful. A valuable thought to keep in mind.

Deb: "Difficulties associated with Agile". Yes: It is difficult, when we try to squeeze the richness and unknowability of Agile into the mechanistic models of our organizations. It is the "new wine in old wineskins" problem: new wine is alive, growing, it explodes rigid old wineskins.

Human (capable of mindfulness) <--> Computer (mindless)

Ray: A little bit of background. I'm an engineer by profession. I understand technology. My son is a very high level IT person who works DSOP (VSP). He's been doing this for a while, Installs IT platforms. B to C. For big companies. I'm not in the IT business, but I've been on the edge, its' part of every day life now. I've lead teams in reengineering processes. I hear my son talk about the difficulties associated with Agile. I can't help but share here that the concept that I have observed, I don't remember who it was, software is consuming the planet. The calculator came of age and stopped using the slide rule. Our kids don't know how to do math because of the computer. We have the responsibility of maintaining the human side of the equation. Something like Open Space has tremendous value. It allows people to interact and use thought to create and construct, instead of machines that produces solutions for us. All we have to do is think about how we are surrounded, how many computers at work in the car. Even your microwave oven all kinds of stuff which is all computerized. And we are being progressively use the garden analogy, taken over by the weeds. Taken over by computer software. The big word I use, for coaching executives, spoke where I come from. Keep in mind balance. We can't do without technology. We have to communicate at the speed of light. Be mindful. Mindfulness. I work with athletes. At the peak of their performance. We have to be mindful. We human beings have to be mindful take the two, the human and the technology, about what each part plays. Come back to the question that Michael put up for discussion, how can organizations be shaped in the same way as software... What I focus on when working with a team, all to flourish, to contribute. Collective intelligence. Full circle when we come to Open Space. To create

collective intelligence. It is more important than the technology side. I agree 100% it is taking over. I don't like this word, but we are ge

tting lazy. We are letting the contraptions do instead of us. An opportunity when we sit around when we discuss this subject, to reflect on the tremendous responsibility we have if we are going to be mindful to help people remember we have to have balance between the human factor and the machine factor.

Vic: In Santa Cruz. I've been doing some of my own study of the difference between informing and relating. Information versus relationship. As an engineer myself in the past especially online technology, they design tools that are about managing information instead of relationships. Flip the bottle on its head, if we started emphasizing relationship development instead of information management development, when we are in designing something, how that would change the dynamics. Left & Right sides of the brain. We need to rebuild the intuitive side of our brain which is shrinking. Our logistical way of thinking is isolating the wholistic perspective. Between ourselves and our environment. Logistics separates everything into bits and serializing them. The biggest problem is the way we are thinking about design. Which is our nature. If we reposition technology as not separate from us, but rather saw it as an extension of ourselves, that we would change the way we create.

Joelle: I'm hearing a common theme running through here, and what jumped into my mind a conversation a few weeks ago. A primary care physician working at Trinity College in Ireland. In the course of our conversation... our technology is making us stupid. She said. Today a doctor walks into the room with the patient and they look at the test results. But it used to be the physician would examine the patient. He got a lot of information a lot of things about what doesn' tshow in test results. Whatever software it is, it may narrow our field of vision. How do we keep our senses open, and use software as a tool. We know a whole lot beyond the reach of that software.

Ray: I just had double hip replacement surgery. In preparation they did all the tests as you are alluding to. And one of the things they didn't like was my pulse. I'm a 40. We can't help you until you have a pacemaker or we'll lose you on the table. I'm perfectly fine. You won't find a thing. But they still had to put a pacemaker installed to get an operation.
Joelle: That fits the definition of stupid. My question would be, how do we over and over again use the software as a useful tool without shutting down our other human capabilities?
Ray: Relate back to what Vic was saying. If we were to align our focus on using IT for relationship development instead of Information management, that would create the balance. We can't live without the tech. I come from the farm. As a kid we didn't have electricity. We can't go back. By the same token, we should not forget who we are. We are human beings, not machines.
Joelle: We are building relationships via technology.
Lucas: Glad I got a chance to take a turn. I want to try a brief experiment. This conversation is going in lots of directions. If we posted one question per person in the conversation tool that I embedded. I don't think we have time to go through all the different angles. We all have a question at the tip of our tongues. To see if this would be a useful tool.
(sweet to hear your little one's voice! bringing such big life into the virtual space - christy)
Harold: Surrendering to this suggestion, but not happy about it. :-(
Lucas: This link will remain in collaborative notes next to the links.

Karen: Doctors and test results… doctor dismisses a patient by telling him/her that the tests are fine, go home…. so patient suffers with an undiagnosed illness until it worsens to the point the patient is unmistakability disabled.
Karen: "God made man in his image and man returned the favor." Software is our crude attempt to create life, and yes it is a tremendous responsibility to create life and, like organic life, it's going to be messy…. Conway's Law… we always model our organizational relationships in our software, so we need to mindfully communicate better in our work and let that inform our design. Information development is a human activity before it is an electronic activity.
Karen: A quick comment on the test results. You go in with a problem - you go home - you're fine. It worsens to the point where things go wrong. Where I started with all of this - God made man in his own image. Man returned the favor. Our crude attempt to create life. Especially organic life. It's going

to be messy. It's always a story. Man needs a story. It's in front of our nose. If an organization has communication problems. You have 4 different divisions. Conway's law outlined this a long time ago. It occurs to me in this, if we go back to this principle. We have to mindfully set up our organizational relationships. It is informing our better relationships. This is about information development, before the electronic activity.

Deb: The difficulties of Agile. This is the old wineskins problem. As long as we think we can take something alive and insert it into our rigid organizations. There will be pressure and disruption. And explosion. Don't put something alive and growing inside a box.

Ray: Do that programming in that sense.

Deb: We need to stop worshipping the tools.

Ray: Programmers have a narrow focus.

Suzanne: We have the privilege to spend a fair amount of time to be passionate. The organizations have full plates, trying to do more, faster, with less. There is a wide divide between what they want and what we want together. Open Space is an opportunity for invitation, meet people where they are. Together we can create the desire together to go where we want to go. We acknowledge what isn't working. Going back in the conversations where people are now - leaders, or wherever they are in the org, from their frame of urgency.. As misguided as it may be. This is where I'm sitting right now, being present with what is, even if it's not where we want to be.

TAKEAWAY: Stop worshipping the TOOL..... this is about creating a culture.

Suzanne: faster, faster, do more with less.

Deb: YES we cannot accept the scarcity mindset.

Joelle: Positive deviance. Someone spoke just now about putting new wine in old wineskins. One of the principles of Positive Deviance is the rule - whoevers behavior has to change must be involved in the discovery process. It hardly ever happens in the organizations you are talking about. It looks like a clumsy process, because it's very local. Like maybe in a hospital in one unit in one particular problem. So they look around what is happening right there, and they try something. And because they have ownership, they see it's working. If it is moved somewhere else, it may not work so well. It's about doing what needs to be done locally. Good process that brings fast results, but is a hard sell.

Suzanne: I think Open Space is an enabling way of opening that shared discovery, for people to come up with their unique solutions - truly are learning from each other.

Joelle: I went from Open Space to learning Positive Deviance. I couldn't have come with a better prelude. Open Space is a similar process.

Deb: I'm musing on what Suzanne was saying - something about an idealistic view of these models, and being pulled towards what is really there. Does that resonate?

Suzanne: Maybe not idealistic, but evolutionary that we can cocreate together.

Deb: Let me start at a funny point. I believe there is something essentially human, it is a direct connection to something very human. People trapped inside these old models, They're not in pain so much about writing software because they don't know how to make their processes work. Inside of every human is the spirit of open space - in pain because it wants to bubble out. Help people be with their pain and their desire and their dreams - they'll figure out the software. But they can't be when they are treated like cogs, disrespected. You were saying you had a pull towards the urgency. But it's not about software, but it's about making software.

Suzanne: I agree with you. It's not in the actual work, it's in the environment. When we work in the climate. Changing priorities. That's what I'm referring to. Does it make a clean pathway. Meeting people where they are - I don't want to come across that I know better and I'll show you what you don't know.

Deb: Neither agile nor open space say, in my experience, "I know better" - it comes in and says "what do you know?".

Suzanne: They don't know agile or open space, it seems very foreign. It is how we invite, or accept an invitation. There can be challenges.

Deb: That's why we need new language. Computer metaphor invites the old way. This is (I think?) part of Kuhn's writing, about the nature of paradigm shift. There is new language needed. It is difficult. I'm not disagreeing with you. This is why I trained as a coach. I need a lot less than I thought I needed. I need love, curiosity. Questions that let them be. Create that space in the organization to let them be.

Vic: Model. My thinking is always framed around a model. Flawed from the beginning. I've been thinking a lot about the emotional aspect of the human condition back to our work together. I was creating something. Design. As an engineer. Groups. As a facilitator. Being in groups. It's very interesting things I've watched. A while back at one of the large conferences and they had a Wisdom tent. Open Dialog. Different than open space. [ok - thought it was just me...]

Karen: I really liked what you were saying, Deb, about how we need a new language. It's not about software. I don't give a hoot anymore about software or the industry. I started in Psychology and I'm coming back to that. We know from Maslow we need to trust, security, food. As we get up on the scale, we need to help other people and generativity for the next generation. We need to help the species survive by becoming more cognizant to what the community needs. At some level in software and humanity, evolving towards what is necessary for thriving growth. Community and individuals. Community is made of individuals. We find a lot of spiritualism and metaphor. That turns off others from different perspectives - more competitive mode of life. I think that cognitive psychology offers a lot of language. Drive. Blink. Books and other things. Trying to help people understand. Not about the reality around us, but in us. A book that made a big impression of, I love the title. The title "If You Meet the Buddha On The Road Kill Him". What the proverb means, nobody outside of you has the answer. Don't become a slave to scrum, open space, agile. Listen and learn from the people road, but you need to sense the truth inside yourself. Not about becoming a cultist in service to a method or to an expert. It speaks to the psychology of Maslow. We need to be generative. This crude tool that we have, language. It's about story telling about letting each person see themself in the narrative. Creating that shared space where everyone see their part.

Deb: I have trouble seeing where Narrative is in the computer metaphor. This seems important. I agree Narrative is more human.

Linda: Harrison's first book Spirit - Transformation and Development in Organisations (page 88)
If one were to ask what is the point of the organization, provide the circumstances that the individuals might reach fulfillment. Everything else is secondary. As Karen has pointed out We need language that helps us bring that sense it is about helping people... Not about secondary things - get more efficient, agile, profit. Things like agile and open space, the language we can focus. As a Zen Buddhist...

Link to Spirit Book - Free as a PDF http://www.openspaceworld.com/spirit.pdf
THANKS!!!

Michael: When Deb was saying we need less and less of the tools, and instead she needs love and curiosity. Creates space for people to be human. It reminded me of where I started with Chicago Outward Bound, in a forest preserve outside Chicago. Team building initiatives. Chicago's west side - one of these really big guys, softie but you'd be scared of him when you first met him. At a fireside. What if I get it wrong - it won't work .... He looked at us, and he said, these kids don't care if you get the initiative right. They just want to know if you love them. I come back to that over and over again.

Lucas: Something that Deb said that had me thinking. Modeling our software in masculine ways. Definitely inertia. Men more powerful, women stayed at home. Women got the right to vote recently. Privilege for men. How would we have written software differently. Really curious what that could look like. If women took over writing software 100%, would be building off of male written software. Everywhere from our politics. A woman can become a CEO of an org. But men created the structure that needs a CEO. Maybe if women created organizations, there would be no need for a CEO. What if it started differently? Just a question?

Karen: What if we had been a matriarchal society, how would it be different.

Deb: One of the reasons we have a dearth of women in these top executive roles. I don't want to play the game this way. I wonder what women are playing. There is a shadow world somewhere. Michael, last summer I was with a handful of agilists out on his boat. One sentence that resonated, he said why do we need to do this other stuff to do software, can't we do this in Open Space. Do we need another thing, fast agile, or whatever? We need people to be acting human. If Open Space will make space for that.

Karen: Was that in response to the processes or the philosophy?
Michael: Daniel Mezick when I came to Agile XP. My God, you are making software in Open Space. That is what was happening. That isn't what's happening anymore.
Deb: Because we created a system.
Michael: What if we had a matriarchal society? Would we have software if we started with a matriarchal society? Now this also reminded me, L. brown, initiator of Imagine Chicago, large long running experiment based on AI. She was pretty thoughtful creating things - looked around 289 statues of men in the parks. And 2-3 women. And she was saying we need to get more statues of Women. I thought about it. I think statues are a male thing. Maybe we need more gardens.

Joelle: Focus on STEM. Getting more women involved. There have been big projects to attract more women into computer sciences. Most of these initiatives have had no effect whatsoever. But someone invited into a course to write software which would help people in some way. Help in assisting in an undeveloped country or inner city. And they had more women sign up than men. Thatwas the first initiative that had made a difference. So they tapped into women's caring side. Maybe that's just a tiny photo into how into the larger system might work. Maybe more women need to be asking the question.

Vic: Throwing things into the pond. It's all from my thinking so it's has a model around it so it has a flaw from the beginning. Around connectivity, there are lots of things going on at the same time. Ecology. Relationship development. Energetically that is feminine. It's very missing in our world, which is completely feminine. Masculine energy which is pointed and directed. The feminine, not necessarily female, but feminine. We need to facilitate a world not with women in the top - or more women involved in - but a way of thinking that enables our essential being that allows the connectivity. Corpus collosum grow. How can Open Space support that. I've spent a lot of time thinking - I spend a lot of time thinking - where is my heart in this? Where is my gut in this? Experimenting with Head Heart Gut model. Third principle. Facilitators. You are in your head or heart. What about gut? If you go in your gut, you are stopping right there. A while back was in a Wisdom Council tent. Full blood native americans. Rarely does it happens that a true dialog happens. It doesn't happen in a western culture. But since it was permitted, more people started showing up in tent. People were talking all heady, here is what I think we should do. Went to heart. They started listening to each other. More silence, Space. Then it did this interesting thing. Someone was deeply moved. And she went there. And it pulled the whole group deeper into the gut. Suddenly someone said that snapped everyone out of this emotional space, and popped everyone back up into the head. Logistics. Completely left the space we needed to be in. As facilitators, Open Space or other, find ways that allow people to go to that space. Anger, but also incredibly creative space. We are all creators, designers. It has been suppressed by our culture and the way we have structured technology. Relationship oriented design that releases our emotional essence. We are told to turn it off, especially in business. Just take i t away. All these things t. Our future is in the gut. And it is down there with a lead lid on it.
Lucas: Very eloquently stated, Vic.
Ray: it makes me think of the conundrum we are facing - our brain has a quality of plasticity, can morph; that is not the case for software that is fixed, and consistent.

From Deb: Relationship oriented design in computer-related terms:
The Core Protocols
 * http://liveingreatness.com
 * http://www.greatnessguild.org

Joelle: That is a scary place to be. When you get into that rich explosive stew of emotions. People are out of control. In a good way. But for a lot of people in organizations, the worst thing that could

happen is to be out of control. As if we were in control of anything anyway. When I'm talking with a client about an upcoming event of some kind, I'm almost always asked, what if this explodes. That would be great. It is a luxury you don't have in every day situations. There are no clients. No customers. We are in a contained space. You don't go quite to that explosive space, but it lets you get into deeper things.

Deb: There is no control. It's only an illusion.

Vic: The latest guy that went into a movie theater and hit people with machine gun. Gunning down of our humanity. Except to shut people in a therapy box. The community's responsibility is to hold that energy and behavior that we have. It's not the therapists job. We have isolated it more. The more we isolate it. The less. The more dark seated energy [? sound went bad ?]

Michael: I understand the head heart gut model. A teacher of mine says we don't support people to be smart,caring, and powerful all at once. It's about learning to be all of these things all at once in the same body and moment. The other thing I get from where I learn it is - the definition for anger. The flavor energy that wants things to be different but doesn't know how to make it so. The more we contain it, that energy, compress it, contain whatever, you only build the pressure. It is worth noting that all of the things, many of the things we've talked about, from power, generativity, they are both pelvic gut functions. Or capacities. So what we are talking about is letting, creating space to let this energy out. In ways that don't blow the connection to caring and smarts. To be whole in that way. And for what it is worth, I took those three. And rather than gut, I think of pelvis. That holding shape that holds everything in that bowl. All the stuff. When I read Ken Wilbur's stuff, and modeled for myself, working on his 4 quadrants. Caring, Clarity, Support. Pelvis. And action. taking steps. Added legs to that. You have to be able to do all these things, and move. Let them move. Extend the story as well.

Vic: It's got legs. The metaphor.

Deb: Have heard, "This is scary". Not my experience. I see relief in the people I've coached and assisted. Oh my God. Tell me more. I have empathy. I'm not a freak? The picture I'm getting from Suzanne's comments. I do it in an invitation environment. I'm not doing it in a push environment. I'm doing it in the unconferences where the people want it. The people who come are the ones who are curious about it. Oh my God, this is amazing. They came through desire and passion. Suzanne, if you are feeling dissonance with this - maybe we could have a conversation with you offline.

Suzanne: I feel no dissonance. What you are describing, I wouldn't be doing it if I didn't first experience that with myself, and then with other people. A conversation I will be having in 90 minutes. So many companies. The engagement level 30%. A side story that captures something. Sarasota Manufacturing Association. People at different levels, mostly men. They feel passionate about their companies. But about the people, they are holding back about talking about it. But the openings happen, during an outreach, or during sharing, or cocktail hour. They tread very carefully, hugely hugely painful for me seeing happen. When I am outreaching to clients and companies, I am putting myself out there, I'm asking a lot of questions about what is happening, leadership level and other levels. Wonderful people, but the stories make me sad. But not hopeless in any way. Stay in a grounded space every day. I live in both worlds. How can we do this a little bit more speedily, while respecting the gardening. Tight ass dumb ass executive. What would have it taken for me to hear. Now I'm a kick ass.

Deb: I was in there, and I left, and I'm doing work that feels easier, LIke you I'm feeling pulled back, and I want to spend some time with you. I'm trying to get back in there. I don't know how.

Suzanne: I took a huge risk at 49, I was in a leadership role, and left. I couldn't effect any change. Then I delved into the world of Open Space. Then I said, what do I do with this. I have to go back. I want to go back. Be there and listen. Be courageous. And be hopeful and excited. I want it all. The male female stuff. There are wonderful men here, and out there. But when you put the guys together sometimes, in larger numbers, it's harder to see who they really are. I want us to all be together in doing this journey.

Michael: I started taking notes in summary form at the top - "found poetry" would be generous. its' sort of a text version of graphic recording, if you will, it's text but not a transcript, it's not a perfect thing. It's not attributed to people. I looked at the waves we rode. My interpretation of where we went. I've been doing this as the transcript has been unfolding.

Karen: On the male energy. Sitting Bull. Crazy Horse. Really brilliant. Before the white man came. Occasionally someone would get hurt in the raids. They would sow their wild oats. But it was manageable and sustainable. And the wise men and older men tolerated it, testosterone element. There was a control on it. It went crazy later because of the European invasion of America. There was a lot of brilliance in that statement. Driven towards conquest and leads to a certain environment.

The more feminine environment, drawn to that world we want to be in. We left the Garden of Eden, we had to put on clothes, had to hide behind. Going into these organizations, they have their images they have to protect. Masks, hiding true selves. It is the world we created, it is not the Garden of Eden. It's going to be hard, because we did leave it at some point.

Michael: We managed to spend over 2 hours to say we have a fully grounded full body awareness in organizations. And we did it all floating around as talking heads on a screen with typing fingers, without any sitting together in a solid circle. It's kind of amazing to me! I wonder what the map looks like with the 8-10 of us. What kind of circle have we been sitting in.

Lucas: Storm knocked out our internet. People are downloading their personaility into an interactive software application. You can talk back, with things you would have said. There are problems with that. 20 years from now, as many people who were at the founding of open space, have moved onto other things. There could be people with us in the circle participating. Eventually, if did one of these downloaded personalities, I wouldn't even have known it. That's a little scarey to me. Or creepy or unnerving. Yes, you can download those thoughts, a lot of interpretation for letting Joelle speak.

Deb: I have made a Wordle.net of these notes and put the image in the Shared Links.

Here are all the Conversation Starters that everyone posted:
- **Suzanne Daigle:** How do we create "desire" in our organizations to shift away from the inordinate focus on information to relationship building?
- **VicDesotelle:** If we shift how we frame the design of ourselves, from managing information to developing relationships, how would that change our creative process, and how would it alter our daily practices?
- **Michael Herman:** the assembly line and standardized production (industrial view) took over the world in a 100 years or so. it was easy to see decades ago, how this track might lead us into problematic outcomes. the software/info view is taking over in succession... what if we need software/info to address previous industrial takeover, even if we see it as dangerous?
- **Deborah:** Open Space and Agile are "new wine". It cannot be inserted inside the "old wine skins" of our rigid organizations.
- **Coachrpp (Ray):** The priority in dealing with software vs human thought is to remember BALANCE; both are required in the modern society every day
- **Christy Lee-Engel:** I think of the root of "technology" : the Greek word "techne" --> in my mind this includes the notions of craft, beauty, the touch of the human hand - christy
- **LindaStevenson:** I would like to bring up Michael's original question about Scrum
- **Joelle Everett:** In what ways might we use technology productively, without narrowing our human capabilities?
- **Karen Favazza Spencer:** Conway's Law… we always model our organizational relationships in our software, so we need to mindfully communicate better and let that inform our design. Information development is a human activity before it is an electronic activity.
- **Deborah:** How to avoid the Terminator robot dystopia future? More women in Tech, our computers and systems are currently being largely made in the image of MEN.

TOPIC #20: Open Space and Organizational Self-Management: Let's explore together how we can help people experience the power of self-organizing to co-create ways of working that bring dignity, performance and purpose to individuals and organizations. What can we learn from others in this important shift away from traditional top-down hierarchy? – Suzanne Daigle

PARTICIPANTS: see below

SUMMARY OF DISCUSSION:
-
We'll try something new in this session.
Please write your name and add your current status.
- Anne Stadler Confused but listening
- Lucas Cioffi: I have to go to Corner 2. I'll be back when it ends :)
- Suzanne Daigle: Ready
- Linda: Ready
- Ken Jones Ready (Joining from Rochester, Minnesota)
- Judy Gast - ready and eager
- Joelle-ready to roll
- Harold Shinsato

A few links on Self-Management germane to the topic:

Recent Frederic Laloux Article : http://www.strategy-business.com/article/00344?gko=10921

DougKirkpatrick: Ted Talk "Are we ready for the Self-Managed Organization?" https://www.youtube.com/watch?v=Ej4n3w4kMa4

BillJensen's The Future of Work: http://www.simplerwork.com/futureofwork/

Anne Stadler's interview on Seattle Voices:
  http://www.seattlechannel.org/SeattleVoices?videoid=x56167

Suzanne introduces her interest in this topic; from a background in manufacturing where she saw sparks of high performance in pockets coming most often from the informal structures, where people would circumvente top down hierarchy to get things done to her exposure to Open Space which makes this happen naturally and so very quickly. As she facilitated OS, she felt frustrated that while the events were hugely impactful, people most often returned to traditional hierarchy that closed space. She is now involved in her company in a consulting practice with colleagues who have lengthy experience in Self-Managed organizations.

Introductions:
Judy; from Mississauga Canada, found out about VOSonOS last night; context was summarily fired from an org that was conventional, top down, there 4 yrs, great gig and learned a lot. I have a lot to share on this topic, opinions and views; Getting back in this OS community; Have 2 upcoming consulting OS gigs
Linda: Been doing Open Space for a number of years; this has been a question in my mind for many yrs; will be a bumble bee to the other group and will be back
Anne: Interested in the whole issue of self-management; don't feel OS can work without self-management. My experience with spirited work... self management is critical in a high performing, co-creative org. Went back to a series of articles Berrett Koehler (1996) Spirit at Work of self-management. I felt there was such promise there and it seemed to fall off. I remember(she names 2 individuals; could not catch them) running lengthy classes and there was one other example of how Open Space managed itself. I'm interested in knowing why did we go backwards. There was a real

community of practice and then we slipped back in using OS as a meeting format and forgetting the self-management, self-discipline requirements.

Ken: New to OS; attended Art of Hosting at the end of May (learned about OST, AI and World Cafe). the technique of OS is new. A few yrs ago, there was a new job assignment that I had gotten and I didn't really feel the group was meeting with purpose. Using an agenda to take care of things so I decided to move the group very slowly to dialogue. I quit using agendas and gradually started adding questions. At first going around the room and asking what is going on in our lives. Then went with questions and allowed silence. What transpired is that we felt free to explore different idesas on how to work together. I worked with emergency management (with other depts). We all had the opportunity to express our views. Emergency Campaign initiative "Do One Thing". Happened 9 yrs ago (2006), still going strong because we were all part of it. Some things were very similar to OS. Still a viable campaign. Last year won the FEMA award from awareness to action. http://do1thing.com/

Harold Very excited to be here. Working as an Agile coach, was a software engineer for several decades. Very interested for people doing work in software, these ideas are very important. How we do governance seems to be at the leading edge of thinking. Like Anne says lots of ways to go backward. Very interested in heart and spirit. Not sure if I have a clear answer though that might not be what we should seek. Keep the question open.

Joelle: Introduced to OS more than a couple of decades ago, invited to attend a conference in CA, met Anne Stadler there. Through the 3-4 day meeting, I kept looking around and asking "what is so different" it felt so different from conferences I had attended and/or facilitated. Consultant for 35 yrs, Open Space and other social engagement - working organizations and individuals interested in transformation and change. Right now trying to be semi-retired, craziness but I am doing a lot of virtual facilitating, conference calls for Plexis Institute - an org that uses principles of complexity science. Gives me a chance to continue my long love affair with complexity science.

Judy the reason I am so passionate about this -- I have been in 3 org and experienced the same conventional management in all. I did an analysis of what contributes to the culure or infrastructure that perpetuates that environment. I'm at a point where I'm glad to be out of it, feeling that I really tried but pessimistic that it will really change. Contextualize this, came out of a quasi gov organization for 4 yrs, really tried to change the culture, What I concluded in the end, the infrastructure made it very difficult to change the culture. Large gov org. large pension plan, a large percentage of people vested and have been there for a while. When you have an org with a good pension plan, it's really hard to give that up. Ther only people that spoke up to leadership were the new people and I was one of them. the vested people did not want to rock the boat for fear of being fired. Many times I was with people my age and when we presented something I was the one saying what we had agreed to, and I was proverbially thrown out of the bus. No one would say anything. After 4 yrs and experinecing that many times with many Myers Briggs ISTG, I realize that with the infrastructure there and common law in Canada (where you can't let go people without it being very expensive). It took a while for me to realize that I could not change the org. It was one of those situations - analyzing the culture, feel I got a good view of it, many asked for my opinion but wouldn't say anything. When there are only few people willing to risk, it's very difficult to change anything.

Anne: Asks Ken about his successful initiative Do One Thing. That is really so cool. Would you deconstruct that for me? This has something to do with your question Judy -- because they operate within FEMA a governement agency. What was it that the people got really excited about? What was the essential thing that got them excited and kept it going?

Ken: Here are the principles that we chose. I decided I wanted to make sure we had ground rules: Everyone would have a chance to speak and we would not interrupt them. Try to make your comments as short as possible. We should all be allowed to speak from our perspective "speak for yourself". Those were some of the groundrules I used. I said we are all doing Emergency Preparedness for the Public. We feel that some who have done disaster work, ... we felt we would learn from them. Fema had its campaign which was not effective. What if we could rally around one idea? If we could just people to move from awareness to ... to action. When we give people a big long list, it seems daunting; if we could get people to do 1 thing, it would make it simple, the brain can handle. What if we took all those steps and divying them up once a month. Get it down to one thing and then everyone would be prepared for a disaster. And then everyone started saying What if

we do this or do this. People became involved. We still have champions. I'll be honest. We hired a Vista volunteer to coordinate the program but I find the people who were with it and that spirit of working together at the beginning has perpetuated through the process.

Anne; Harold mentioned heart and spirit, Anne asks Ken, were the people operating from heart and spirit, part of the motor power? You have a core group and they really care, have opportunities to contribute, keeps going. How does their own heart, commitment feeling this is something I really care about. does it account for the commitment?

Ken: Yes... at a meeting, Paul Levy was on the call and said it begins with Invitation. The way we were doing our meetings at that time. I didn't say would you like to join me. I simply said, here's the condition I believe we are in, seems we could do something different, what do you think. I believe that invitation shaped how this program could go, they could contribute, felt a kinship in making it go, all had a part in it.

Anne: You described the heart of Open Space, in your own wisdom and dialogue. Dialogue, you start from within and listen rather than being engaged in a discussion or argument. People participate from a listening in the field of something common. The rules of dialogue enable you to work from that. This is so beautiful what you describe -- heart of resilience, what you are cultivating. I feel that contributes to your question.

Judy: Creating a different culture where there is true invitation and dialogue where there is true listening I guess I am still skeptical. Not sure if it's possible in terms of large scale culture.

Ken: That was an experience that I had 10 years ago. I've since changed jobs and would want to recreate that but have not been able to. I believe we were able to create something special with that group but where I'm at now, the group is not as open. I've not been able to replicate in Minn. I join in your skepticism. I had a great experience a while back and want to replicate that.

Judy; I had my experiences but it does not mean it's there everywhere. The command-control tends to perpetuate a lot of vested interest in maintaining what they have and unless the senior people have a different perspective, the people who are willing to speak out are often thrown out. It perpetuates itself. In situations where people have never experienced anything different, hard to change their world view that has been in existence for many years. Suzanne in prior conversation said we have to meet people where they are.

Ken: I have run into issues where I work now, frustrating, I would like to see more participation, work in government, I see lots of issues. to change. As difficult as it is, I am going to keep prying to try to slip something in. Hazard mitigation plan... what it is that could impact you? Part of this plan is that we were able to do an outreach plan, able to hire some consultants, reaching out to disabilities communities. We had a real intense week of meetings. We met with focus groups : mental and physical disabilities, or their helpers. Through these meetings, the consultants reminded me that as a government person, I need to sit down next to the people in those focus groups and meet them as an equal. not as someone from the government who is here to help you. Doing so was the wrong approach. Worked with a group from Chicago Inclusion Solution; we need to get in our own heart from our perspective. I keep trying to find a way to leverage this. I'm not sure I've been really successful but trying to apply these principles and seeing it fits sticks.

Suzanne (focus on one thing.. OS)

Anne: thinking of what Ken said, had a situation much more chaotic, on Long Beach Penninsula, terrible storm, 3 communities cut off from each other, cut off from 911, cable cut out, no communication. In the aftermath, called and said help, We need to do something and how we can operate in the future if we have these types of event.s I coached my friends to do Open Space, all the poeple in those communities, sheriffs, etc. sitting with the people who have the problem. Newspapers featured positive stories, acts resilience of how people helped each other. For a number of weeks

after this, these stories dominated the newspaper and had lots of readership. 300 people -- a few thousand in the summer. It was the most remarkable experience and the sheriff at the end of the day said he had never seen anything where so much got done in such a short period of time including a communiciation systems with ham radio that people themselves could do. Even in large organizations we need to open space, bring people together in a larger open space, all they need to do is take responsibility for what they care about to live better. the right conversations, the right people. not magic it leads to real work that people know how to do and do all the time in the informal structure in organizations all the time. I've seen it happen all the time where companies use Open Space to have the informal structure inform their formal structure. The complexity of our society ... Open Space. it isn't a rift to propose it. It's a sensible alternative to propose it.

Joelle I've heard a couple of people say I want to replicate it. You can't replicate it. You bring people together in ways that precisely address the circumstances of the situation people find themselves in. Helping behind the scenes on a call; disaster preparedness, with a couple of guys who had worked in highway engineering - the greatest thing I took away from that call: The first responders? are the people who live there and look around to what needs to be done and they do it.

Anne: Absoluely true

Joelle: We know how to do Self-Management. If we see a neighbor's house that has gone into a heap; we go see if you can help them. and you can do it far quicker than getting someone else to help.

Judy; I agree I did a big Open Space event with union/management people, first time. Theme: Keep the Lights on. Having the people who were doing the work, responding whent the lights go out, felt listened to. Felt their opinions mattered. People heard their views. Open Space was one of the biggest thing that opened the eyes of the union people especially at being listened to for the first time. It was amazing. What happened after?, asks Suzanne? All of the "just do it" people went out and just did it. heard about a bunch of that after. All of the others that required managemnet to be involved, there was a big fiasco at the top because there wasn't the wherewithall. What I heard months later from the union is that they were able to make things happen on their own. I think the Top Level was shocked. The Top Level only showed up at the very end of the Open Space.

Anne I remember that Chris??? in France did some marvelous work. First he got as a follow-on which included different levels in the company created 4 quadrants... Things that were just do it, mgt needed, external, ? After the Open Spaces (new initiatives designed), the team came back together and looked at all the output, had a strategic path going forward to implement and to support the implementation at what was arisen. One of those things htat happened and I don't know now. Like Joelle says, every single time you open space is different and it looks different. The point of Open Space is not about the Marketplace Wall. That's not the whole world of Open Sapce. There are many ways we can track the opening of space over a number of years... 30 years or beyond 30 years. I recognized the format in 1989 because I had seem this way of how people organized themselves. It just codified it. I laugh that some people call it counterintuitive, not at all.

Ken: Suzanne's question how to explore self-organizing. Today at lunch, 2 co-workers talking about a problem he was having, volunteer firefighter, wants to go to his executive and was asking about how to approach him. What if you were to pose a simple question that would allow them to discuss this, to get their input rather than telling them what you want. You can just see what happens with it. His meeting will happen next Monday. He appreciated the advice. As I was looking at Suzanne's question, it made me think can we help people experience Open Sapce in small ways, and get success with it then go to a larger group with a larger question.

Suzanne I am so happy about this because I feel it is grounded in what we live, in the work, the opportunities So often, we are thinking in terms of methodologies and approaches. It seems like using a few good questions, we can engage with one another in an authentic way. OST allows people to get out of their mind and focus on one thing - together - to restore hope. OST allows people to create the agenda, and form key questions together.

Suzanne: How are people feeling?

Judy: I learned something new and while I've formulated some theories of what happened in organizations and why; it doesn't mean I give up hope because that's what gives me hope and energy. Spent time today talking with a former colleague (there 25 years needs to stay another 5 years). Feel it helped. I'm feeling skeptical about certain organizations but also positive about moving forward.

Joelle: I really liked what Anne said about the informal informing how the organization operates. A lot of change often happens in lower levels of the organization by people seeing what's needed and doing something about it.

Harold: I had an observation about OS about deploying it and using a more ? like planting a tree, you may not be a skilled facilitator but what I find very interesting is this tree will slowly grow and if you plant enough of them, you can actually change the planet. Open Sapce can shift the climate if you host enough of them. There's a resilience in the environment. Interesting that many of the conversations ahve been aorund FEMA and emergency. A lot of our systems are collapsing, climate, that require resilience in our community, so if you know your neighbors and you do one thing, that can be a lot easier, maybe even helping them and being good neighbors.

Judy mentions that Suzanne's name appeared in **A World Gone Social by Ted Coine.** Suzanne mentions the core concept in that book which Ted coined OPEN (ordinary people, extraordinary networks)

TOPIC #21: What is it about a great Open Space session that gives us a high? How do we make more of that? Lucas Cioffi

PARTICIPANTS:

SUMMARY OF DISCUSSION:

"What's the nectar?" Is it different for everyone, and how do we ensure that we help that to happen?

What's "the magic in the middle?"(phrase from World Café elder, the late Finn Voldtofte) - what are the feelings, experiences, sensations
- Life, humanity
- **Connectedness** at a very deep level - "I always think about how life could always be like this, it doesn't have to so limited" - Linda
- A field
- Alignment with who we truly are
- Freshness
- Feeling of being in flow, in the zone
- Transformation of conflict
- awareness
- It's something we all recognize, and something we all know how to do
- People feel trusted
- uncovering of what was buried
  - like the light coming in, doors opening
- meshing of personal and work life
- coming home to our true nature
- Wholeness

What are the conditions that support all the intrinsic good elements to emerge?
- **Invitation** to talk from your heart, what you care about - moving from head to heart --> connection
- **Passion**
- Tapping into what we all already know how to do
- vulnerability (no furniture in the middle)
- supporting uncertainty - we tend to be uncomfortable with that, but that is the world
  - change happening at faster & faster rate, much more unpredictable
- Icing on the cake elements:
  - Beauty, greenery, windows/light
- But no icebreakers etc - that gets in the way, unnecessary elements

Conditions that can be built into virtual OS space:
- Audio channel not just text
- A lot of value to video - though some folks not so comfortable with that yet
- Like any OS - need to respond to what people want / need to share - and at the same time, doing one less thing

(And how to help it be sustained when "back in the world")
"Do what is wholesome, avoid what is unwholesome" - Zen proverb

Resource: "The Future of Work" - a world where people are able to just do what they love to do: a feeling of "thank God it's Monday!"

How to create great OS conditions online?
- Let people satisfy their emotional- and information- sharing needs.
- Video and visual

Uses for online OS
- classrooms

TOPIC #22: What have we learnt from VOSonOS so far? -- Artur

PARTICIPANTS: Artur, Suzanne, Ulrika, Alan, Lucas, Christy, Anne

SUMMARY OF DISCUSSION:

[Artur Silva] I am still having problems with my microphone connection to qiqochat; I can hear everything butthe group is not able to hear me... So the only way I can participate is bywriting. I ask one of the presents thatis "able to speak" to lead the session, please

Participants: Christy, Anne, Alan, Lucas, Ulrika, Suzanne

This is an open topic. Please make your comments about what you have learnt through your participation on this VOSonOS.

Good morning!

It is great to be able to see both of you!

I was trying to make an experiment today, by using a different computer, but it is not working (the old computer, I mean...

Karen - are you reading?
Alan, Nice to here you. Can you activate your video? Ok. That's true!!!

Alan: What's this experience meant to us personally?
Christy: What have we learned?
Suzanne What can we share with the world from this and how to invite them to experience it?

Suzanne expresses the pure joy of reconnecting with old friends and meeting people who we've only read.

Hi, I have no mic! Sorry, my computer crazy today! Sorry!
But I can hear you so if its ok I stay here for a while! Can you activate your video? Video is also gone. My laptop broke down yesterday and now I am at my stationary and there I dont have mic or video. Sorry. That's ok. :-)

[Artur] Apart from some minor problems that can be corrected inthe future, I was impressed by the energy of this "computer mediated" event,where real people had real meetings. (not virtual ones). This adds to the spirit of community, Suzanne mentioned. I was also impressed by the qiqochat possibilities.

Ulrika: I also liked QiqoChat. It was easy to understand.
Alan: I'm enormously impressed by the pioneering effort and the potential for this to be phenomenal in the future.

Christy : artur mentinoned the opportunity to have real meetings, real people. I could feel so much energy and so much affection in the conversation happening. That energy and connection, never seen that before. All the communication channels, seeing each other writing, see each other sometimes, I am very impressed. I like how the collaborative notes give different colors. I also like Qiqochat; it was easy to understand.

Suzanne: I like the way QiqoChat captures the essence of the spirit of Open Space, no hierarchy, light touch facilitation, (mostly technical support and invitational always). It prompted us to self-organize, to figure things out together, to help each other, to welcome each other, and have fun experimenting. I think the depth of our connections , like what Christy said, is amazing. I too see great potential and have great pride in what we could bring to the world in Open Space for others beyond ourselves. I also want to continue to support the development of QiqoChat and help if I can. I know Lucas spent about 3 years developping this. It's wonderful to see Michael H and Lucas working so beautifully together. They met on Tricia's hotline and it led to this.

[Artur] I am also impressed (as I have been before in some other experiences, like the e-Book on "Forum Ouvert") with the difference that being able to see the others add to the conversation. That's probably because I am Latin… And English is not my first language, not even the second, or third. It's my fourth language.

Christy: I visited the website when no meetings were being held and no one was there and that energy was still there in the notes. QiqoChat very easy to use. The trace of the conversations were so easy to feel, the collaborative notes, looking through the map and being able to click on people's profile. It was sort of like being in an Open Space and going into the room and see people had marked their space (leaving something in the room on chairs), left their presence even if there was nobody there.   Michael (reading later): Yes! I had similar sense, like walking through the a physical OS meeting space in the evening and still being able to feel the vibe, or density of energy, of the day and group and work.

Suzanne: Is there anything we can offer as suggestions?

Christy: How many people can see each other at the same time?

Christy: How amazing it was for them to make changes and improvements on the fly during this event.
Deb (later): Lucas' active co-creation in real time was a wonder and a real gift. Thank-you!
Suzanne: How we can self-manage our meetings without the hosts/facilitators

Ulrika: What was the maximum of people that could be seen at the same time? With video, in the spaces. Ten? Ok.
Suggestions: Highlight, in some way, the person that is speaking even they are not using video so it is easy to follow even they are not on video..
Increase that number. I know of a 10 year old system that alowed to 16 people simultaneously.

Lucas arrives....
Alan : You will have some sort of record Lucas and Michael for the lack of sleep.

Christy: We've been raving about our experiences and now coming forward with suggestions.

I think this is the direct link given to Alan to help him connect: http://qiqochat.com/e/HUOygRELGWbBlgVxrKfncUreI/BzZcCfxvinYkhLaRkXqRPIDiw/participaten

Lucas: Please. The more honest the feedback, the better! Please do not hold back-- that's how we learn.

Suzanne: I think we are in such awe of this pioneering event that the suggestions will be a lot less than the appreciation because the future will be developed as we go. Maybe it's more the tweaking and figuring the technical difficulties of some people connecting and how that can happen.
Lucas: Absolutely.

Ulrika: The paying process, would be lovely to see that it is a "safe" process, like https - I became little doubtful to use my card :) I saw it afterwards, but not in the start. It was easy paying but... Thanks :-)

Ulrika: It would also be good if the names of the "videopeople" if you just hold the mouse over it.

Lucas: Yes, we want to move the whole site to https. Lucas says he will be working on that. Started experimenting. With the notes it's a bit difficult but what's on https fortuntely, the most important part, is secure.

The question of https is only for payments. There no need of that for conversations.

Suzanne: Yesterday there was talk of doing a concurrent QiqoChat at WOSonOS? Michael approached Karolina and we want to go there with their permission. She is very excited. We want to be there but not detract plus we don't want to discourage those who can attend from attending. She will be working with Michael on that.

Lucas: About WOSonOS: Instead of seeing my video, we'd see everyone and they'd see our faces too. We could talk and hear.

Artur: Agree with that. It would be great.
In a lot of previous WOSonOS we tried with many methods of allowing distant communication. Wiki in Sweden/Denmark; twitter in London, Streaming and some Skype Sessions in Chile. I think qiqochat in Poland would be great. Indeed I can't remember any effort to include people from the outside either in Florida or in Serbia :-(Lucas: Thanks, Artur! I recognize that Qiqo is not the first one to try so we have to learn from what worked, and we have to recognize that there will be other tools that come later.

I am leaving this session in this computer and try a different old computer... That is true, Suzanne!

Suzanne: We want to ask you some questions, so please do participate as much as possible.
Lucas: OK. I understand. I just want to make sure everyone else has enough chance to participate!

Lucas answering on the hurdles; video (in a hotel), sound (background noise); in real Open Space, everything is happening in one room and there could be background noise.

Lucas, how do we get people to speak across language barriers.

Lucas being asked if he's had the technical support he's needed. Lucas answers: The neat thing about building the software, part of the reason i got so excited is that professionals can share information. One example site, ask a question made for software developers. People answer so quickly with spot on advice, like Open Space. You know what works and what doesn't in software, software development is such a collaborative group, many components on the site, face the barrier, post it and they answer so quickly. This notes section that we're typing took 20 hours to develop but it represents (different language than I was familiar with) 20,000 hours of expertise to make this work and Lucas would integrate this component. I paid for the video, integrated the video, did the work to integrate, I can build with and collaborate with people that I never met. So I'm hoping more industry opens up like this. Open Space is the community that is the most present for each other. Probably because they've met in person over the years and there's such a core. I see a lot of similarities of how software and open space work. Then there's the feedback and suggestions, I take them in and build them in as quickly as possible. It's a great learning environment.
http://stackoverflow.com/questions/30495658/twilio-basic-global-conferencing-in-one-app

Sorry. It didn't work. I am back here. Artur when it happens, it will be the right time :-)

Ulrika: When I go to a new space the mic is on automatically - that could be disturbing for the conversation if there is background noise for example or if I am not aware of it and I speak or something. Maybe I should have to turn it on myself?

Alan: Suggests about having a virtual Martini (fun ritual) with the opportunity to have a 3D martini on line, where we could press a button and choose our gin and have a little nip.

Lucas: http://www.chow.com/recipes/10251-martini What a neat idea says Lucas, we would all be doing something together. We can recreate it while we can't drink it. Amazing how information can span space and time. We can't print the martini (6 a.m. ???) or we could build a salad and let's see what we each have in our fridge that we have in common. Interesting thing, we can and talk across cultural boundaries. We could all be eating a soup.

Suzanne: We're all in each other's home, or office. We're in each other's world.
Lucas: Yes! We can do a pet show, Suzanne! We could get all cats and dogs on screen. Learning how we all live. Showing everyone what it looks like outside our windows. Providing context for how each of us lives.

Artur: I don't feel at your home, Suzanne, without being able to talk :-(But I felt at your home during our Skype conversations and the work to create the e-book :-) Yes indeed! Mutually felt!!

Alan: Comments on the lovely interview with Seattle voices with Anne - 20 minutes of Anne wonderful to watch. For those who know Anne, the 30 minute video needs no further intro: http://www.seattlechannel.org/SeattleVoices?videoid=x56167

Great to reconnect with each of you-- Christy, Suzanne.
It was great to see!

I have tried to speak to see if a miracle had happen, but no!
I can hear you. Ok, Anne!

1. Close Qiqo.
2. Open Skype and d**ial (858) 707-7476, and enter access code 118-3349# when prompted.**
3. Open Qiqo.
I will try that. see you. Ok.
Or call Lucas through Skype at +1 917 528 1831.

Suzanne asks Lucas Do you know of anyone who has developed something like this? Lucas says Maestro Conference has done something and they do breakouts very well but have not figured out video yet. Their strength is that if you have a large number, the facilitator can break out the group. I think they are working on video. Ben Roberts has done amazing work on Zoom with conference rooms 1, 2, 3. Qiqochat is not as good as Zoom. Lucas uses Open Talk. The charge for video (Zoom)

Lucas: It is early days for web video still, because costs are high and there are tech difficulties from time to time. Zoom.us and OpenTok are the leading providers and OpenTok is the service that provides video in QiqoChat. They charge Qiqo $40/hr for 10 people in a video chat, for example. These costs will not stay that way, prices will go down as these services compete and tech moves forward. So video will become more common on the Internet in the future.

Lucas: I will be right back and connect Artur here through Skype.

Anne... it's been such a joy being together like this. The last conference I participated on was just typing. I haven't felt the great opportunity to butterfly or to bumble bee because there are only a few time slots. The things that I missed most is just hanging out and chatting and whatever. It has been great though!

Yay now we can finally hear and see Artur.
Deb (even tho I missed it): \o/ yay!

Anne says she can only see her video.

Suzanne invites people to visit her home and the outside -- another wonderful facet of this Virtual experience.

We can hear and see Artur now! Bravo!! Obrigado!!!

Lucas asks would it be helpful, there should be a way to indicate your status. Examples: I'm on the edge of my seat, want to stay or need to go. In other words, should we have a way to indicate emotion or our current status/temperature/feeling.

Artur: I said there is no need for that. In OST the rule of two feet is always working and is not rude to use it. Suzanne agrees with Artur. Less is more! In the flow of the conversations it's enough to participate by speaking, seeing each other, reading the notes and listening.

Anne.. what I was thinking was having a hangout space. I wondered if there could be a space there in the main room. Some indication that people were able to chat on that main page.

Lucas when you open the chat on the main page at http://vosonos.qiqochat.com you have 2 options, you can send an email to everyone and say "I'd like to chat now" and can they show back up. This helps because they may have page open but not be active. Then another link on main page, and it says live cafe for butterfly spaces, on any topic or no topic. Then people can jump in on that video chat. Under corner 1 and corner 2, you'll see my profile.

Anne would like to see something that says I'm available to chat... How can I tell people and ask is anybody here? I really wanted to do this a couple of times.

Lucas says you type a message in the chat and say "I'd like to chat." They will hear a beep and could go there. Suzanne again mentions that it might be distracting in the midst of breakout conversations. Having a room labelled Hangout with people seeing who's there might be enough.

Artur: I will have to leave in 5 minutes. Suzanne - can you take charge of the session?
Lucas: Ok. Artur. Yes I/Suzanne can. Thank you. See you in Closing 1. And thak you Lucas for all your effort! Yes

Alan... What you created here Lucas allow the intimacy of us being together. The technicalities are improving continuously and you have taken a giant leap. For those of us who have experienced this and we will be expressing our feelings at this connection. We will keep the connections going from meeting. I'll come tomorrow evening for the closing.
• Thank you Alan :)

Suzanne : I can feel the warmth of your smile over the video Anne all the way in NZ. Lucas feels the same.

Ulrika: I have problem with the computer, no mic, no video so I am happy to hear your voices and been able to write little of my thougts. I am happy for this, liked the program. I see the potential. I use Blackboard a lot for meetings, also OS-meeting. Liked this program. Missed somethings, but see other things that are great! Thanks for your work! I will definetly use it more in the future! :)
:) Great!

Anne: Yes thank you. I have loved this experience.

Anne: It was very intimate just typing indeed. but seeing and hearing have many more dimensions. Thank you all so much again for sharing so much of yourself the conversations have gone so deep. Good bye and see you anon.

Thanks, bye (Ulrika)

Lisa: It is great to read your notes here in reflection everyone - I will visit again soon when I can grab a moment to add my reflections as well. Deep bow of appreciation, Lucas and Michael. A few things made this stand out that make this better than other approaches and I look forward to sharing those thoughts. It was interesting, reflecting on this / my participation and yours, everyone - even if I did not get on phone or video or sit with people I did pleasantly participate as a butterfly. In fact, I had four days in reflection as I butterflied in and out of your topics and conversations, so I had so much to write that I decided to add my reflections as one more topic - read on.... - Lisa

TOPIC #23: What I have reflected on as inspired by this VOSonOS -- Lisa

PARTICIPANTS: Lisa

SUMMARY OF DISCUSSION:

I tried to participate several times via computer, because it is harder for me to do these things with phone-only. It did not work - I kept being disconnected, and possibly that is because my internet was not fast enough ? So I never got into your groups and conversations. However I did visit to read online several times a day over the several days of this conference. I read what topics were on the wall, then read the notes you all posted. And Qiqochat was very easy to understand - plus you two (Lucas and Michael) kept adjusting as you learned to make it clearer all the time. Thanks so much for all of this, as it helped me participate even though part of the technology did not work in my case this time.

Several questions come to mind, and I will share them throughout my reflections.

Access and inclusion: So does it make it more difficult for those who do not have good (I do not know the term for this - bandwidth? internet access speed?). Can a design adjustment or technology change improve this for the future? Michael: We added a new tool last night, a kind of "personal presence radiator" that will allow non-video communication of a wide variety of "body language" but also quick group polling and more. We tried it out in the last closing. Very useful and very fun!

Best / diverse individual modalities for participating: The inclusion of video enhances for so many kinds of people, from language-diverse to those who are visual thinkers, to those who better sense and feel by seeing another person thinking, speaking and listening. Just as in a face-to-face event. Just listening reduces so many of these modalities of absorbing and exchanging information. Just reading helps those who are comfortable absorbing and sharing through text but many people are not. So a salute to Lucas for designing multiple-modality conferencing to maximize all these possibilities and pathways for absorbing and sharing thoughts, ideas and communication.

Computer mediated: This was computer-mediated perhaps, self-selection included for participants moving around to wherever they felt passion and interest. However it was =facilitated by humans= (Lucas and Michael) who were very very present. Everywhere. On chat, in groups, on audio, welcoming people, 'showing them around', orienting people, thanking and welcoming throughout, re-arranging the visuals so anyone coming in at any time could see "the room" and what was about to happen, what did happen and so on.

Real meetings, real people: Applause ! Yes - energy and connection, seeing and feeling. I could read that in your notes. Which brings forth my question: How did documentation happen so very seemingly word-for-word? Who did that? A group of you? I find it SO helpful when documentation for any dialogic process but especially for Open Space is as word-for-word as possible - because people of all kinds can understand it - it's not "key words" or a flip chart or a phrase here and there. So one of the rich opportunities that is offered by having multiple groups work on something is having any individual be able to benefit from the rich wisdom not just of the several conversations they were able to attend but of =all= the conversations across the room, across the days(s). This is to me, true knowledge sharing. Not just coming to a meeting, getting what one person can get out of it, and then going home with one person's experience and information.

Qiqochat capturing the spirit of Open Space: Yes indeed. Helping and respecting people self-organizing, inviting experimentation, being so very invitational throughout. I underline again that the facilitation was not just about technical support - it was full-on light-touch presence, with each individual participant and the group(s) as a whole. This is not a "people go into a room with materials and do what they need to do." This is a facilitated event. And that shows the difference between the two. I have been in something called "Open Space" which was a room with lots of tables, a wall to post topics and locations, and that is that. No other elements of Open Space (so to me there is no reason to call it by a name) and the room felt like a big empty hall with one group talking in a corner

now and then. No interaction, no invitation to step in and step out, no random discoveries created by walking past something that gave off energy, no feeling of responsibility or relationship between people. No "container". Just a big room. So yes: Qiqochat - with this skilled and thoughtful facilitation - did capture the spirit of Open Space.

Was it Open Space?: I cannot fully tell as I could not participate in Opening and Closing circles to see all of what you said and did. However just as in face-to-face dialogue events, I ask is it Open Space if it does not have everyone come to some form of Opening Circle (even if there were several offered) to hear a welcome or a process or guidelines? Is it Open Space if people do not hear the invitations (guidelines, otherwise known as principles and law) that invite self-care, engagement, productivity and honoring passion and responsibility? Is it Open Space if someone comes in to post a topic, then says what they want to / what they think, then leaves? Never interacting with other people or topics? Is it Open Space if people do not gather for a closure, for comments and reflection? These are as I say the same things I ask about face-to-face design and process. Nothing =has= to be called Open Space. However if it =is= called Open Space, I would love it to have these and a few other elements (in face-to-face, it would include the facilitator not organizing-merging-recommending topics, the facilitator not facilitating groups - just as Michael and Lucas did not do - bravo). Anyway, I think Lucas and Michael experimented and tried things to explore in wonderful ways what makes it Open Space. One example is things they tried fro closing circle. Nice stuff.

The generous, mutually-supportive, welcoming and engaging nature of this group of participants: I do think this particular group was mostly people who do Open Space or are on the OSLIST or other communities of practice about Open Space. Which makes the group different =in that= no matter how different we are individually from one another we =share values= - the principles / guidelines of Open Space and the spirit of generosity which Harrison has offered since his earliest writings and engagements. So I think the warmth and interconnection of this group was indeed partly because some of us have met in person - which is a key success factor for any online engagement: Meeting first in person if possible. However I think even for those who have not met any of us in person they have met many of us via our conversations on OSLIST and emails and reading about and "getting" the values of Open Space. Unlike some other online communities, I think this shared-values stuff makes us a bit different, in wonderful ways. As was evidenced here.

Pre-registration: I like that you charged a small amount of money for this rather than (even if you could have afforded to) making it free. Some exchange, some being in relationship, begins setting the tone for a dialogue event. Even if not everyone registered was able to come to the event when it happened.

Qiqochat at this year's WOSonOS in Poland this September: Yes - engagement including people not physically at the event has had some great experiments, including in Florida. It is often difficult because the people at the event are often very engaged in the face-to-face, and the people not at the event often have such a difficult time being able to see and hear things. I think this was improved in Florida and will be even more so at the upcoming WOSonOS - because we have learned more about 1) bringing laptops around for those who Skype in - so they can =sit= in a circle, be held by a human who shifts where they can =see= others speaking. Video via other devices may also help, audio via other devices may also help. One thing that seemed very important in past events is a dedicated team of live-at-the-event humans to support, help with equipment, hold laptops in groups, dial in to help outside listeners, the whole thing. That team perhaps was not as able to attend sessions they themselves as individuals might have wanted to. So that is just something to consider in the assessment of human resources / abilities / choices.

Documentation: I support not sending out documentation immediately, but giving all participants a chance to add in their notes some days after the event - because just having notes from the quickest responders does not always represent the full group who attended. Lucas thank you for keeping the Qiqochat notes open and inviting this - I would keep them open a bit longer for this because there is not a specific action that needs immediate notes dissemination. Just an idea.

<u>Talking about the physical</u>: One of the experiments we did back many years when Gabriela Ender invited us to help her design and create OpenSpace-Online (a fabulous text-based design) - we realized that when we exchanged thoughts about the physical - our environment - it deepened our presence and physical sense of engagement, even though we were sitting separately in our own chairs in our own homes or offices. Larry Peterson would say he was drinking a hot cocoa, it was nighttime, and chilly outside. Berndt said that was interesting, as he was drinking a mango lassi in Mozambique, it was super-hot and daytime, and dogs were barking outside his window. Suddenly our bodies felt each others' presence. I saw you folks experiment with that as well here in this conference. Nice.   Michael: Yes, and this did happen often and naturally. The new "personal presence radiator" tool (my own unofficial name for it) will help more of this information "radiate" out, without having to interrupt the main flow of conversation.

<u>Indicating the status of one's emotion</u>: I agree with Artur and Suzanne that there is no need to indicate emotion if we are there to engage fully anyway with these rich options that Qiqochat offers.   Michael: with the new tool last night at closing, we found it was helpful to have that to communicate nodding, bows, thumbs up, grins and other emotion-related info, which is different from simply labeling oneself with a one-word emotion.

The above are thoughts inspired by my reading your notes on "What Have We Learned from VOSonOS So Far?" Thank you all for inspiring my reflection with your sharing and writing so thoughtfully here. I will see you on OSLIST, at the WOSonOS, via emails, in random in-person and virtual gatherings, and in my ongoing reflections and memories. I raise a virtual glass of (red) wine to you all - Lisa

CLOSING SESSIONS: HOORAY FOR ALL OF US, WE DID IT!

PARTICIPANTS: Linda Stevenson, Joelle Everett, Artur Silva, Christy Lee-Engel, Suzanne Daigle, Lucas Cioffi, Michael Herman, Harold Shinsato, Vic Desotelle, Paul Levy, Deb Preuss, Raymond Perras, Anne Hiha, Karen Davis, Alan Stewart, Lisa Heft

NOTE ON PROCESS: In three Closing Sessions, after three days of conversations, we took some time to write some comments below and then read/spoke something aloud on video together. In this way, we created both a careful record of our thoughts and feelings upon finishing, as well as a familiar sort of closing circle experience.

[Raymond Perras]
Eureka!
I have sampled and experienced OS. Indeed, it was easy, simple, engaging, non-threatening, enlightening, curiosity-building, filled with shared points of view, and deeply interesting understandings of how technology is becoming intertwined and even overtaking our human interactions. As an observer, it reinforced my view that we, as facilitators and coaches, have an important duty and obligation toward the people around us to help them develop awareness and appreciation of the need for balance between technology and the human factor.
Open Space offers a model for fostering and promoting the continued and sustained effort to (as Vic suggested) "manage" information and "develop" relationships as a basis to transform how we view IT programming.
As John Nesbitt wrote in his book *Megatrends,* as we move to the future and become more and more alienated through electronic communication, we should remember that we are in an age of high tech and need high touch to maintain BALANCE in our ways of relating.

[ArturSilva]
1) I was impressed by the energy this "computer mediated" event created within the people that joined. Real people, having real conversations (and not "virtual"conversations…). This was pioneering work of quality. Thanks to Michael, Lucas and all that made this event possible.
2) Being one of the (small number of) people that had problems with the platform, I was also impressed by the possibilities of qiqochat, especially as I think that some small problems can be fixed soon.
3) I think the future of collaborative long distance communication for groups must have the possibilities that qiqochat has of: "video" (seeing the others - Which is VERY important for non-native English speakers); micro (hearing simultaneously the others); writing (for notes and parallel communication) and not only some of them. No0one of the tools I have seen before had all that!
4) As it has been done in some – but not all – of WOSonOS, I hope that the next one, in Poland, will create the best conditions to enable long distance participation (streaming of many sessions, space for breakout sessions with long distance participants, or even conveners). I think qiqochat can be a good solution to support that.
5) I also thought that some of our conversations here (not discussions) could be followed by a larger conversation at our first home – the OSLIST...
6) I always loved the gardening metaphor for organizations and I was glad that it was mentioned yesterday.

[Harold Shinsato]
   This event has proved that a virtual Open Space can produce wonderful engagement and collaborative presence without requiring physical co-location. The video wasn't even necessary for my own experience, and I tried to use it sparingly because of bandwidth issues and also I knew it would cost Lucas more.
   But for me, the greatest compliment for the platform and the facilitation was not the technology. It was what happened, what I learned, what I experienced. I've come to a much greater appreciation

about how Open Space is an organic technology. It is a life based technology. Facilitation is often what we call what we do, yet it seems gardening may reflect more of the essence of what it means to open space.

Even though this was barely reflected in things I could share, I couldn't help but see - from my own recent experience with a Lakota leader, warrior, and elder - how much value there is to Open Space in how it organically reflects the resilience of our planet earth's indigenous cultures, and how much the wisdom of invitation is at the heart of so much of what we do in Open Space - and it is also a critical element in the nature of indigenous culture as well. Not a forced, conquest oriented way of being. But one of cultivation, invitation, and growth from a wholistic perspective.

As we become more and more of a whole planetary civilization - the technology of the internet and systems like qiqochat can become a wonderful servant for wholeness. And I'm so grateful to see Open Space getting a chance to help us convene with less airfare costs, and in a way that doesn't even require that I stop the rest of my life entirely. I don't believe this replaces the need for face to face meetings - but it can fill a very hungry need for connection and sharing.

Much gratitude to all who helped make this possible (Lucas & Michael & ...), and to all the wonderful and brillliant people who accepted the invitation. Aho!

Suzanne
This collaborative experience was beyond anything I could have imagined. I felt such deep appreciation and connection for this community. Somehow I felt more engaged than in a face-to-face; it felt easy, the learning was deep and the technology was seamless with no discomfort. There is so much I would want to say. I leave renewed in my affirmation for Open Space and clearer as to what a Community of Practice such as ours can do together, inviting many others to have Open Space come into their lives to solve real problems and to advance humankind. No words to describe the beautiful modeling of shared leadership and facilitation by our hosts Lucas and Michael. Thank you! To close I feel a little sadness leaving this beautiful place that became our home for 4 days.

Linda Stevenson - I am so amazed at the ability of qiqochat to deliver a true experience of a real time Open Space. The relationships, the sharing, the connections, the passions were in no way diminished by coming together virtually. As Lucas and Michael invitation indicated, I have made new friends and connected with old friends. And the beauty is the we can continue an online connection without having to wait for the next annual OSonOS. The virtual platform can allow all kinds of follow-up and next steps. I also noticed that it was compelling to remain in most of the sessions The law of two clicks was harder to do than the law of two feet, and time and space were never limited - they never have been! What was striking was the generosityof spirit and expertise that Lucas and Michael brought to us for four straight days. I'm looking forward to what emerges next in Poland using this technology to help us all promote and utilize the Open Space Technology we have been pioneering thanks to Harrison and others.As we talked about the world needs a balance between the scientific technology and the human technology of connection and our yearning to be whole instead of divided individuals competing with false beliefs and assumptions of divison and limitation. In Zen we talk of the three poisons: greed, anger, and self-delusion. I see OST and this new software with its capacity to bring more to the circle globally as an "antidote" and am excited to see where we're all going together.Life can be this good!

[Christy Lee-Engel]
This VOSonOS has given me the same **thrilled** feeling as the in-person WOSonOS that I attended in SF some years ago! The combination of video, audio, the collaborative note-taking (with color-coded contributions - and I really like how participants can modify their own colors!), and the addition of Butterfly spaces, allowed for multi-channel participation which **by including our physical senses, and our world around us, gave us the felt sense of connecting in real life**.
Like at that WOSonOS,I've had the opportunity to meet/hear/see OS friends from around the world whom I've only heard of for years via the OSList, and to become acquainted with a colleague I didn't know before who lives in my same town (John Spady) – and looking forward to meeting in person sometime soon.

I've used other virtual conference platforms such as Zoom,Maestro, G hangouts, etc – Qiqochat is the only one that feels like it **really supports self-organization and the essential abilities to bumblebee and butterfly.** I wasn't able to participate in sessions after the opening on day 1, but came by and dipped into the notes a few times, and even just reading through those I was struck by the energy and connectedness and ideas and good sharing that had been generated, and by how much of the format had changed due to requests by participants.

Qiqochat feels like it gives the possibility of convening world-wide OS gatherings regularly throughout the year, and it will be great to see what happens as we get more and more familiar with what it can do, and help Lucas to develop its functionality.

Very much gratitude and appreciation for Lucas and Michael and your very sensitive, responsive-in-the-moment, passionate convening and hosting. xo

[Lucas Cioffi] I felt like I was part of a science experiment :) Being awake around the clock and seeing people from different parts of the world at home caused me to lose track of time and place in a very good way. It caused me to think about "big picture" conversations and helped me reconnect with my purpose and motivation. I mentioned to someone that it was neat to see how sunlight looks different at different times of day all at once. I am especially thankful for Michael's design of this event. He pushed the limits of the tool and was a pleasure to work with.

Things I enjoyed:
- Some very, very stimulating conversations. I found there were deep conversations when we were in groups of 2 and when we were in groups of 8-10 so that was very encouraging.
- Seeing the group help each other get oriented when I wasn't present. Most folks are expert facilitators here, so I wonder how much instruction regular people need to get comfortable with an online open space like this. If it's too much instruction, then they get bored; if it's too little, then they get lost. So I want to find the sweet spot in the middle and I think we're close.
- I was able to suddenly feel much closer to authors when reading their emails on OSList. I heard Alan's accent when reading one of his OS List posts and it was wonderful!

Things to improve next time:
- Fix the bug with profile photos not showing up correctly on the left of this page.
- I will have better instructions for when it's difficult for someone to connect their audio.
- Michael and I simplified the design of the event by using the same meeting space. It took us a day to figure that out. We'd do that from the beginning next time.
- I think there's untapped power in having breakouts within breakouts. Of course that's up to the session convener, but I generally find that the most valuable conversations for me are when the group is 4 or less so that we can get in-depth on each person's train of thought. I find that it's easy to suddenly get so many directions to explore at once, and of course it's impossible to explore all of them, so sometimes going deeper down individual threads gets quite exciting.
- Find a way to make the Live Cafe more accessible or easier to get to.

[Michael Herman] This is something I've been hoping to do for a long time, maybe 15 years. I'm glad it's finally happened. I hope we will keep it going, hook it up to our practice of OSonOS gatherings, and use it to feed other community practice together. I also have no idea what we've done here. I'll have a look at the notes we've captured and this morning was thinking that it might be fun to have a kind of a fishbowl conversation on the OSLIST so others could hear more from participants here what went on.

The most memorable line that stands out for me in all of what I've heard was from Alan, a line I'll remember as "We just have to love the ones that are in front of us." This for me captures the essence of an old teaching that relates to the state of being up on a hill, taking in the vastness of the sky and in the same moment able to hear the dog barking down at the house. Everywhere and here in the same mind and moment. The vastness of caring and the insistence of the people and tasks in front of us. A bit like participating here while watching the neighbor kids playing on the sidewalk just out my window here. It's not that the space or action is better than the other. It's the going back and forth that strengthens us.

Thanks to Lucas, to Tricia's inspiration through her OSHotline work and recently renewed personal invitation for me to join in there, to Daniel Mezick and Paul Levy for the ways they've been stretching the story of Open Space. To Henri Lipmanowitz, old friend from Marysville OSonOS, author of a book of "Liberating Structures," and Harold Shinsato for pointing that book out to me... as it's putting my long-time practice of OST in an expanding and exciting new context, and also showing me some of what I'd forgotten I knew. Thanks to those who shaped and supported the invitation as co-conveners, including Lisa Kimball who generously invited me into MetaNet 20 years ago for my first taste of online open space learning, the folks who Liked it on FB and tweeted it, and especially Suzanne Daigle for her work in so actively spreading it around. And thanks to everyone I'm too tired to remember to name just now, including everyone who gave their attention and care to this during these last four days.

Joelle Everett. Every day I have closed my computer with your voices in my head. I am so amazed how much this feels like a face to face Open Space--some things missing, but the deep conversations have been wonderful--the essence is here. Hearing your voices and seeing your faces has brought back many memories, and created a bunch of new ones. A group in Seattle teaches about Gracious Space, and that is where I have been with you--in a space filled with grace. Thanks to Lucas and Michael for their hard work, especially the persistance to get everyone online and and able to speak.

It's been an interesting week for me in many ways. As soon as I signed out of the Wednesday morning sessions, I had a phone call from one of my nieces, telling me that her mother had had two massive strokes, two days after an apparently successful back surgery. So my husband and I spent the afternoon at the hospital with her and her daughters, and soon after I went to bed, we had a call from her daughters that she had died. So I am grieving and joyous and outside every day picking things in my garden, and it just feels like life--the grief and the joy and the everyday chores and totally alive.

Vic D: Butterflying off to the next adventure. Grateful for my new connections with you all. Reach out to me anytime. I'm always looking for new teammates. Click my profile to contact me.

Paul Levy: The secret of continuity is the next moment can also be the first moment - I've enjoyed this during this open space, less the lagging video and clunky technology. We have adapated to it and worked around it but the technology isn't quite there yet.

Deb: this event was a-ma-zing. I have been attending and trying to create, myself, online collaboration like OS, for 4 years. This was the first such event with the magical, timeless, float-y, living-room feel of a good in-person OS. I butterflied, I bumblebeed, I hosted, I shared books, I scribed, I listened to profound ideas, I met kindred spirits. Thanks, everyone for your warm spirits and patience as we all bumbled around, discovering. I want to work in this world more often. When shall we meet here again? **[Here are Deb's notes moved from the Marketplace Wall]** I am very sad that I will miss all the closings - teaching my own virtual workshop. I wish you well! Thanks so much to you and Lucas and other organizers - was truly a blessing. I look forward to more.

Anne: This has been a magnificent experience. I have been excited for 4 day and have had deep intentional conversations. I have learnt a great deal from the wise, insightful people. I have loved connecting with old friends, especially those who were at Marysville in 2002. I have also been honoured to meet new friends during this time. Lucas and Michael it is difficult to express the deep enduring gratitude I hold in my heart that you had the vision to bring this wonderful event into the world.
Once I got used to it the linear format was fine, but I would like to see a format indicative of the map of people and skills - less linear more global or even both.
I was most appreciative when the UTC was added. It made calculations in NZ so much easier thank you for that small addition.
The publish feature is fabulous. There are so many possibilities to make the 'inner' more accessible to all present.

Alan: OS has affected my life incredibly since 1994 and I am extremely grateful for this. I regard it as an amazing gift and to see how people have responded to it in the most wonderful way and that experience has been confirmed remarkably over the past 20 years plus the last 72 hours. And now with this wonderful invention of Lucus it will be even greater I believe. With Michael and everybody elses input.

We (Alan and Anne) are here in the Antipodes - the other end of the earth - and could participate. The times to suit the various parts of the world. We were participant pioneers and we can tell our children and grandchildren. My deep gratitude to the organisers and everyone else who has participated in this wonderful event.

This couldn't happen in a face to face - to let everybody know what you feel and where you are going next. - The last added feature 'publish'.

Karen: Such a fantastic adventure to be in the world with a global family! In gratitude to Lucas, Michael and technology and cyberspace! One of the delights was discovering that Brian Bainbridge has been with us too (Thanks for that inclusion Michael). For a year or so after Brian changed cosmic addresses, his Skype was still working saying his messages were being forwarded. For now I will only say "Namaste" to each of us.

Ray: indeed it has been a pleasure to read comments and reflect on what OS means to all of you. I concur with the idea that we are blessed to be able to communicate across the globe through technology. Thank you Michael and Lucas for making it happen; technology is a wonderful thing after all.

Lisa Heft: It is great to read your notes here in reflection, everyone. And a deep bow of appreciation, Lucas and Michael. A few things stand out that make this better than other approaches, as I shared in my session notes. However it was not just the really useful / easy / responsive / designed-for-the-process technology - it was how generously and welcomingly the space was held, Lucas and Michael, just like a physical space. I find so often that the technology of engagement feels like its design did not start from the person on out - how humans engage, think, reflect, participate, absorb and share things, interact, communicate =in person= - in their richly diverse ways ... and =then= designing the technology from that perspective forward - with an intimate and nuanced knowledge of those elements, differences and strengths. . This is what this felt like - design and facilitation from a knowledge base of what it is like to facilitate in person. Bravo ! And not just setting up a room with materials in it and saying "welcome - do anything you want to in here" - but holding space, being present, creating a nutrient-rich container, being responsive but not directive, "gardening" to keep the space understandable and the tools visible, welcoming difference, welcoming the newcomer, staying light on your feet, and trusting the group and its abilities and capacities. Thank you so much for inviting us into this experiment which I believe has moved the field of true technology-assisted engagement (not polling, crowdsourcing, voting but =real= particpant-driven engagement) - forward in rich and wonderful ways.