TOPIC 01:   Getting the Word Out

CONVENER(S): Ric Giardina

PARTICIPANTS: Joelle Everette, Kathleen Pichola, Debbie Drake, Larry Peterson, Michael Pannitz, Hart Frech, Michelle Cooney, Peg Holman

SUMMARY OF DISCUSSION, CONCLUSIONS, RECOMMENDATIONS, ACTIONS:

We began by attempting to articulate the question. Several participants shared their experiences of going into organizations to discuss OS as an option only to discover that nothing was known about it. Most agreed that the "more you talked about it," the worse it became. We determined that the question at hand was how to give OS more visibility, or, as one participant put it, "How do we get this idea into the drinking water?"

There was some discussion of how we each describe OS, which included calling it a "self-organizing, self-managing meeting," which would probably be acceptable to even the most conservative of organizations.

One participant said that he found that sharing OS was a conscious effort at networking with individuals who had trust in him. The network was used to share stories and OS experiences. This tended to also build links between practitioners.

The following ideas were suggested:

-   Post these proceedings to the OS Institute's website to begin a dialogue with any OS practitioners who have similar concerns or ideas.

-   Permit OS practitioners to post PowerPoint type presentations they have successfully used with clients to the website that other practitioners could download and use to create their own presentations for use with clients.

-   Get clients comfortable with the idea of OS by exposing them to it before making a pitch to use it. Suggested methods of doing this included showing the U.S. Web video, providing complimentary books and the newer, shorter booklets on OS to clients.

-   Look for opportunities to introduce OS into the conversation. (For example, one participant said that she mentions OS as a remedy when clients commented that the best part of a conference or meeting was the time spent in the bar afterwards.)

-   "Just do it." Start making use of OS techniques in less-than-full OS sessions. For example, in standard meetings, allow participants to self-organize the meeting in terms of deciding how the time will be spent without referring to OS. They will become comfortable with these "baby steps," to which you can refer when you

discuss the possibility of a 2-3 day OS session. (Note: It is extremely important to be aware of anxiety that might come arise using this method. Keep your antenna up! One suggested solution is to make clear the boundary aspects about possible outcomes beforehand.)

- Get internal consultants to OS trainings so they have an experience of OS, understand it, and are no longer threatened by it. These people can become valuable allies to help bring OS into an organization.

- Pull together a "public OS" so that it "gets into the drinking water." Several participants stated they had had success with this approach. One participant did this using foster childcare as the theme. It was extremely successful with participants coming from all walks of life and experience. While the primary goal and actual result was dealing with the theme's issues, a secondary result was the proliferation of the news about the success of OS as a process. (To do this, get approximately 20 "co-conveners" who are passionate about the issue and agree to bring five people. This is a true grass-roots effort and it works.) In short, a community-based OS will tie into various elements of the community.

- Host Harrison and invite clients and others to attend.

TOPIC #02: Open Space for Healthcare Executives (Admin/Physician/Nursing)

CONVENER(S): Michelle Cooney

PARTICIPANTS: Michelle Cooper, Rob Cahill, Dave Rupley, Betty Healy
BUMBLEBEES: Maureen McCarthy, Debbie Drake

SUMMARY OF DISCUSSION, CONCLUSIONS, RECOMMENDATIONS, ACTIONS:

Canadian Healthcare is experiencing many mergers/consolidations. Michelle and Betty talked briefly about this. Michelle related her recent experience in a client organization around a theme of creating leadership in a merged organization. The experience was multidisciplinary including admin, nursing, and physicians. Participants were skeptical at first and there was actually a "back up" plan in case the Open Space experience began to fail. The experience was positive after the participants overcame their fear of the unknown and positive changes were made in the organization and some individuals left the organization as a result, which still was a positive outcome. She began this event with a process the evening prior to help participants create relationships with one another.

We agreed that you cannot ask people to think out of the box, when you put them in the box in terms of physical structure, thus the circle of chairs begins to transform individual and group behavior.

As a group we had much discussion around the current state of healthcare in the US and the cynicism and skepticism that has developed among healthcare leaders. We talked about the possibility of creating open space across organizations to create energy and unleash the passion necessary to recreate healthcare as we know it today.

We agreed that healthcare as a business is so focused on outcome and policies and procedures, that it does not really value the process and the journey. Open Space is a PROCESS, which is why we need to introduce this technology to the industry. We talked about some techniques that have been used locally in specific communities and in specific healthcare organizations e.g. appreciative inquiry and open space. Due to the negativity that exists among healthcare leaders today, we discussed the need to acknowledge the negativity but not to give voice to it in group dynamics/techniques, lest it stifle potential solutions.

We also talked about the need to allow formal time and the end of the Open Space event to create convergence of related issues and next steps/action plans.

We talked about the actual business model of healthcare itself and agreed that it is disempowering, in that the patient gives over their power to the industry to heal their problems vs. owning the responsibility as an individual for health and wellness. We briefly discussed some organizations/associations in healthcare that are promoting the new model of creating healthier communities and the challenges/obstacles that they have encountered.

We discussed a strategy for using stakeholders from several different organizations in healthcare to introduce Open Space technology to create awareness and commitment. This would create a ground swell of key healthcare leaders who understand the power of Open Space in setting the field that will allow the voice of healthcare leaders to create their own solutions to the existing problems. This contingent of "enlightened" healthcare leaders will be influential in convincing their colleagues and the rest of the industry that an Open Space on Healthcare Redesign would be a valuable use of their time and energy.

We learned about the Dead Moose Society and fully understood the consequences of telling the truth, but still believe it is worth the risk. We were honored to have 2 members of the Society in our midst.

TOPIC #3: Watch This Space

CONVENER(S): Joelle Lyons Everett

PARTICIPANTS: Michelle Cooper, Michael Herman, David Koehler

SUMMARY OF DISCUSSION:

Watch this space for Open Space principals to show up in your personal life, in your organization, in the future.

How are the 4 principles useful to you?

--I find whoever comes is the right people helpful in many situations: adult children on holidays, meetings of all kinds.

--I wonder whether whatever happens is the only thing that could have makes people feel that there is no need or value in reflective feedback. I also notice that what looks like a failure works in the long run.

Does Open Space offer us any helpful visions for the future of organizations?

--Open Space is a community of people who come together because they want to. But people have to go back into the organization where this is not true. I think to change the organization we must deal with issues of ownership and commitment. We need an equalization of power, such as shares held by the union. Commitment is needed by all parties.

--After Open Space, what are they going back to? Are you setting people up? This is an ethical and contracting issue. And, Open Space builds capacity within the individual for whatever (?).

--In some places, unions are moving toward new-model unions, labor-management cooperation, less confrontive models. When we do training, it is always voluntary for union members, usually mandatory for management. Open Space is more realistic where there are new-model unions.

 Watch This Space

Open Space is the shape of the future,
steps away from hierarchy and control,
the power of face to face
and passionate to change the world.

Imagine a place where work gets done

with laughter and passion,
where I'm valued for who I am and what I know,
put-downs and criticism no longer rule.

Open Space expands me,
encourages me to speak my truth,
builds my capacity to delight in
life with its terrors and charms.

JLE 1999

TOPIC #4:   title of topic: How does OS affect change when you involve the front lines and the CEO does not buy in?

CONVENER(S): Michelle Cooper

PARTICIPANTS: Kathleen Pichola, Gil Herman, Dave Rupley, Michelle Cooney, Harrison Owen

SUMMARY OF DISCUSSION, CONCLUSIONS, RECOMMENDATIONS, ACTIONS:

The chaos in the health care system has had devastating effect on people in the health care system. Nurses have been particularly affected by the destructuring process and it has had a negative impact on nursing leadership. The Nursing Leadership Network will be creating a forum using open space to explore the issues and opportunities for energizing nursing leadership. Leadership is defined in the broader context, formal and informal, leadership at all levels. The hope of these sessions is to provide a networking opportunity that could extend into a sustained mentoring/learning/networking group in communities that will help energize individuals and groups to influence change in their systems. This created the question: if you work with people on the front lines using opens space with the intent of building capacity, can this work to influence change across the organization? Has anybody tried this before? Do we set people up?

Discussion:
- If there is an intent to change health care, need to work with the broader stakeholders in the system- not just nurses, but all providers across the community
- Health care works in open space – self-organizing happens in areas like ER when a crisis occurs – explore how you can translate this across the system.
- If you are organizing this, what is your standing.
- The word leadership carries a lot of baggage – might create a threat for formal leaders.

- If you can get three to seven sites going simultaneously, you might be able to demonstrate impact – a single success is often ignored – three to seven successes can't be ignored – more than seven creates information overload.
- Can we work with a smaller group to get started?
- Need to do homework to understand what is going on in organizations. Identify possible OS facilitators and get them trained.
- Health care has a lot of silos. Restructuring efforts just creates more silos. Nobody has the perfect structure – structure emerges in organizations.
- Need to work from the notion that we are self-organizing systems, we don't create them, they happen anyway.
- How do we remove the barriers/create the environment where self-organizing happens if that is so? Using open space is one way. How when the CEO does not buy in? Have your strategy ready and wait for the opportunity to present itself. Monitor the environment and be prepared to launch with minimal lead time. Call up people who are ready to help.
- The health care system is really the sick care system. Ideally, we would set up the system where we would teach people to maintain their health….then why would we need hospitals, doctors, nurses, others. There is a disincentive to succeed.
- What examples are there of an organization that has effectively transformed into a self-organizing system? The metaphor was the ability of New York City to feed its masses daily and always have two weeks of food on hand. If we look at a micro perspective, some business live, some businesses die, but something else takes over. There are billions of cells in the body, may are dying every day and many more are being regenerated. It is a self-organizing system.

Despite the discussion, did not resolve some of the negative thinking about the opportunity to transform health care systems. Need to explore our "yes buts" more. The theory makes sense. We can see the possibilities and see where we are now, but we did not resolve the practical solutions to getting "There" from now. HELP!!

TOPIC # 5:   Spirit

CONVENER(S): Birgitt Bolton

PARTICIPANTS: The following persons signed the sheet of participants but many more bumblebees joined us bringing about a group of about 20 for this discussion:
Betty Healey, Al Schihazi, Michelle Cooper, Erika Lund, Ward Williams, Gabriella Ender, Kay Vogt, Gerard Muller, Roger Breisch, Dave Koehler, Harrison Owen, Ed Jacobson, Audrey Coward, Tom Mastandrea, Sushma Sharma, Maureen McCarthy

SUMMARY OF DISCUSSION, CONCLUSIONS, RECOMMENDATIONS, ACTIONS:

Birgitt opened this discussion by speaking about Harrison's first book being about Spirit (with a newer version of that recently released) and that what excited her most about her

introduction to Open Space Technology was that it enabled Spirit to be manifest within a group of people. She spoke of Spirit always being present, that we don't evolve to a state of becoming inspired, but what we do as individuals is to push fear aside enough for Spirit to work through us, for ourselves as spiritual beings to show up. And when we open space in a group it is critical for us as facilitators to come from a frequency of love rather than fear and that by our frequency of love the group shifts to that frequency rather than one of fear and Spirit shows up just as it needs to for that particular group at that particular time. To really open space, the facilitator must first open space within self. The following points were raised in the discussion by members of the group.

-we need to attend to how the consultant provides support to the open space

-there is room for Spirit and Spirit grows when space is opened

-space contributes to Spirit having the chance to work

-it would be neat if the Church had Spirit

-Spirit is who we are, how we are, how we are with each other

-engaging Soul at work—Spirit and Soul are interchangeable

-where the energy is is my most important tool

-why does Spirit come in Open Space? Because if you send out love, you get back love. If you send out fear, you get back fear.

-Spirit is the core of Open Space

-we are spiritual beings first and foremost—we need to remember that but we forget it much of the time

-the soul is the container through which Spirit happens

-expression of Spirit is purpose of human life

-holding space and time in ourselves is essential

-intuitiveness is what creates connections

-every organization has language about what is most meaningful to them—we need to meet them in the language that matters to them –Spirit is one word you can use anywhere, everyone has an understanding of it

-"when Spirit is up, good things will happen"

-Spirit is beyond organizations, in community

-where Spirit meets its match is when profitability, money are the master

-when Spirit is constrained, goes from love and light to the negative—but it is still Spirit—it is a misconception that Spirit is just love and light, it sometimes is very messy but it is still Spirit. We make a mistake when we separate our thoughts about Spirit thinking that for example money is dissociated from Spirit. Spirit is also about money and profitability.

-when negative things happen do we have the courage to stand from our truth and still be with Spirit

-look into your heart—see the dreams, see the fears. Look into the heart of another, see the dreams, see the fears

-when I get centred in love—unconditional love –allows other people to shift from filters of fear

-we can't leave the word of Spirit as a current buzzword for management, a passing fad of the current management jargon. This is a current danger regarding Spirit.

-the more freedom I give myself, the more Spirit comes through me—the more it affects those in the room bringing forth enthusiasm and positive energy

-this isn't just about the "flow and glow" crowd—sometimes it isn't pretty, shadow surfaces
-"the more I let myself be, other feel free to be"—fear recedes
-conflict and terrible things are also part of Spirit
-some of the greatest spiritual gifts come from darkest moments
-individual experiences come into the soul of the organization
-Spirit is me, Spirit is you, Spirit is us together
-there is choice in how we choose to live with each other
-when a person stands in their truth, others know it, makes it more possible for me to find my truth
-speak truth in a non-apologetic way
-allows me to start working with my truth

TOPIC # 6:   Ongoing Coaching of Open Space Facilitators

CONVENER(S): Michael M Pannwitz

PARTICIPANTS: 8-10?

SUMMARY OF DISCUSSION, CONCLUSIONS, RECOMMENDATIONS, ACTIONS:

the proceedings for this session were captured via digital camera and are posted on the web at http://www.openspaceworld.org

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TOPIC # 7:   Open Space: A piece of the puzzle – what are the other pieces?

CONVENER(S): Atts-ma-oot

PARTICIPANTS: David, Pascal, Judy, Bob, Greg, Jay, John, Gil

SUMMARY OF DISCUSSION, CONCLUSIONS, RECOMMENDATIONS, ACTIONS:
The opening comment was about an Open Space that didn't work so well, and the desire to discuss what else might be necessary to support the organization to facilitate greater success.
It broadened to this question:
What are some practices that complement Open Space?
- That work in complimentary ways, and produce complimentary results

Jay offered a conceptual model which can be used to describe the essentials of self-organizing practices
Comes from the work of Margaret Wheatley, Posits that self-organizing systems require three essential components
- Identity: clear sense of what is the core identity, purpose and values of the organization or event
- Information: the practice of flooding the system with information so that all players who need access to it can do so
- Relationships: opportunities for rich and spontaneous connections between people in the organization

These attributes exist in Open Space
- Identity: clear theme or challenge
- Information: opportunity for information to be exchanged directly, without controls
- Relationships: opportunity to connect with people directly, spontaneously, authentically

Participants suggested a range of complimentary practices, first some for new organizations, and then some for existing organizations.

For new organizations:
Use open space as the process for the group to create its own process for change
-What are the processes, principles, practices that this group is committed to ongoingly?

Create physical community of people sharing work space
- Use Open Space to create the norms and the processes

For existing organizations:
Use a decision making model and disseminate it through the organization so that all players in the process can clarify what role they are playing in a given decision
- "House Decision Making Model of Nortel
- Sample roles: decision maker, ratifier, input person

Use play to build relationship and connection
- Tools of theatre improvisation

Use tools of "social network analysis" and related visualization software to visualize who goes to whom about what
- Use it before Open Space to stimulate thinking
- Use it to measure impact of Open Space

TOPIC # 8:   Keeping Open Space Technology Pure. What does that mean and does it matter?

CONVENER(S): Birgitt Bolton

PARTICIPANTS: a number of bumblebees joined whose names are not recorded below. Bob Nelson, Maureen McCarthy, Julie Benesh, Hartmut Frech, Rochelle England, John Engle, Dave Koehler, Gerard Muller, Michael Pannwitz, Kathleen Pichola, Audrey Coward

SUMMARY OF DISCUSSION, CONCLUSIONS, RECOMMENDATIONS, ACTIONS:

Birgitt started the discussion saying that she has previously asked the question at events like this and on the list serve of "what is open space technology and what is it not?" She cited many examples of open space that didn't work, and a bad reputation for open space, and then working with the persons telling her the stories to discover that they never experienced open space technology but rather "modified open space" . And then she wondered who has the right to define what Open Space Technology is. Is it defined by what we read in Open Space Technology: a user's guide? Birgitt stated that maybe this was so and certainly the best common definition we currently have. The book deals with the form of Open Space Technology but does it really deal with the essence? In Birgitt's experience, the form needs to be attended to to support the essence and it is the essence that is the critical ingredient.

The discussion then raised the following points:
-the question of the actual workings of open space and "how do we portray it? How do we live it?
-space and place and how things are organized within the space and place need to be attended to
-can have a glass of dirty water and a glass of clean water—both quench your thirst. One makes you sick and one is good for you. Is this the same with open space?
-when I come across modified open space, I ask them to call it something different
-do we adapt open space technology to the situation OR say "this is what it is?" which is right?
-being clear with a client about the key ingredients of open space technology and having the client wrestle with whether they can /will use it is an important intervention with that client just by itself.
-clear open space allows for people to go deeply
-the form likely doesn't matter nor where it takes place nor the length of time. The critical ingredients of open space are the essence. When parts of form are missing or the ideal situation cannot be realized, if the essence is attended to, it takes care of itself
-"modified" is maybe really about modifying the essence and that is why modified doesn't work
-maybe it is best to ask another who wants to modify open space to please give it a try in how it has been taught, how we know it will work and to try this a few times before modifying it—at least please give it a chance

-an open space meeting happened around a board room table and still worked because the essence was attended to. This is not the recommended way but there were no alternatives in that particular situation
-when we can create an ideal setting and use the form as noted in the User's Guide, we should do this. However, what we need to recognize is that when we are compromising on some of these things because we often can't work with the ideal, it is important for the space to be open so that people can express their truth—the facilitator needs to have the ability to hold a frequency of unconditional acceptance—then the space could be opened anywhere in many forms
-maybe the importance of adhering to the form as per the user's guide is much more so that we have a means of creating space for Spirit that is easily duplicatable and transportable—some commonalities so that it is a reapeatable experience
-key ingredient is to support energy for people to speak truth/passion for Spirit to emerge
-the more ingredients of form that we are able to create allow for a more likely connect with Spirit
-circle is complete—a natural order—if you build a fire, people naturally sit around it in a circle
-open space technology is a very resilient method
-there is a consciousness within any group and this comes forward in open space—the consciousness is different for each group
-keeping to the form creates a ritual for people who experience more than one open space that enable persons to go deeply into their issues and opportunities and transformation

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TOPIC #9: Open Space With Governments and Politicians

CONVENER(S): Gabriela Ender

PARTICIPANTS: Michelle Cooper, Larry Peterson, Sheila Isakson, Emily Isakson

SUMMARY OF DISCUSSION, CONCLUSIONS, RECOMMENDATIONS, ACTIONS:

How I made the connection with the Government (or vice versa):
-Over a business dinner with Corporate Partners, I told them as an aside how much fun I was having making movies with my new digital camera. They were very interested because they have a client who was looking very hard for someone to film a speech that could be put on the internet. Even thought this is only a hobby and I do it well, I said "OK."
-The Johannes Rau, the President of Germany and the Chief of Berlin Eberhard Diepken were making the speeches. During the speech, the President said "We need more Future Conferences in Germany?" After making the movie, I told the Convenor of the event that my usual business is facilitating change processes and Future Conferences. At this

moment, he stated, "We will stay in contact. This is what we need." We will be meeting in November to discuss these opportunities.

- So, my question was, has anyone worked with governments and public administrators (bureaucrats) using open space and/or future search?

Start of Discussion:

- At my first contact with this man, I realized that one of the intents of doing this is because the government is afraid of losing control. "Lots of businesses and non-profit organizations are using future conferences in their work. Therefore we have contain it so society does not go ahead without us".

Topics of Discussion:

- The participants could mistrust future searches and open space, because they could think about manipulation by the sponsors of the events
- The government is searching for a safe future? Safe to have control
- Open space is not recommended for making political decisions, but may be used to gather ideas and issues.
- Open space could be used for preparing for and complementing other future search-events.
- Important for the facilitator to inform the sponsors about the possible effects.
- The bureaucrats must be involved in order to have success.
- Good to put this question out on the OSList to dicuss this with colleagues who have experience.
- Sharing helps to validate the work other people are doing.

TOPIC #10:   Sensuality and Creativity

CONVENER(S): sushma sharma

PARTICIPANTS: roger, ed, maureen, dick, ...

SUMMARY OF DISCUSSION, CONCLUSIONS, RECOMMENDATIONS, ACTIONS:

We started the session with opening remarks on the topic as to how we fragment ourselves , hence the creativity in the real sense gets blocked , how people seem almost scared to get in touch with their senses , as it might unleash a passion they do not know how to deal with.

This opened the space for people to dialogue on , the question that was put to clarify the range of topic was does it include intuition as well , so we discovered that it included all senses , imagination , intuition , feelings language etc.

Is language required for creativity , is language indication of something , it is important to see language as an indicator ,

.in U.S.A THE WORD SENSUALITY IS MISUNDERSTOOD PEOPLE CONNECT IT
WITH SEXUALITY hence it is devalued and overvalued, has got contaminated /
some personal experiences around sensuality were shared which led to very sensuous
experience of having fun and connecting in an intense way with family/
we talked of cultural differences about sensuality , how in some of the cultures esp in
America there is a feeling of threat in touch, though people do require touch and a heart
but afraid to ask for that ,
hugs are us
What may help is going to other expressive cultures to experience these parts of ourselves
to heighten experiencing , sensing the world from other perspectives , hence the question
that challenges us is how much are we opening ourselves to other perspectives /
Meeting other cultures within our own community is useful way to enhance sensuality /

Are we creating unnecessar boundaries , we need to be in touch with the profound truth
How do we open ourselves to more awareness , heightened sensuality of experiences ?
Instead of starting to do something we need to stop doing , stop looking for tools and
techniques
what blocks me is the me versus rest of the world , the expectations of cognitive thinking
being better .
how do we get back to ourselves ?
first step monitor ourselves , slow down , sensory awareness .
giving up change management , how many of us get into fixing things , hence become
tool in managing change , probably we may feel better when we give up hope than
operating from hope ,
probably people have tried to control others by moving them away from their senses, an
artificial control has been imposed on people/
Inability to experience leads tostability , so it is easier to deal with chaos
We talked of how we have fragmented the world as a result lopsided development took
place , that is how rational mind and mechanistic view of the world came , it was a way
of handling complexity .We realized how masculine and feminine ways have to be
integrated to get more balanced view /
The dialogue moved to how we view time and experience it , need to take time to do
things which are not apparently productive , seems hard to be patient , tolerant and slow
paced , asking ourselves where are we racing to facilitate getting in touch with our senses
.
What does time mean to us?We get so involved that we lose touch with concept of time .
Controlling and controlling is the biggest problem.
We need to open ourselves to open space within to discover all parts of ourselves .
A satisfying sensuou experience .
More room for reflection …………..

TOPIC #11:   Current business models don't tend to work in the best interest of people.
How can we use Open Space to create new models?

CONVENER(S): Maureen McCarthy

PARTICIPANTS: Greg Sedbrook, Ric Giardina, Gretchen Neve, Debbie Drake, Rob cahill, Roger Breisch, Ed Jacobson, Erika Lund, David Rupley, John Engle, Hart Frech, Pascal Olero, Michael Herman

SUMMARY OF DISCUSSION, CONCLUSIONS, RECOMMENDATIONS, ACTIONS:

(This conversation was lively, passionate and intense, but was very hard to translate into words on screen! Please read with vim and vigor. :})

It appears that people all over the world are crying out for a better way of working. More and more people are "dying" at work because their souls are not engaged and they are feeling a deep lack of respect and honor in the workplace. Part of the desire to post this topic comes from the belief that current business models don't work in the best interest of people. They are built to be profit driven. And although the work many of us are doing is successfully creating more people driven environments, it might be said that this tends to be a more band aid approach and the actual foundation is never truly going to balance people and profits.

That being said, the question was asked whether everyone agreed that we needed to create new models or not, and can Open Space be a vehicle to come up with the needs and ideas. Also, is Open Space in and of itself a business model? Could we operate our organizations and our lives by the principles and law of Open Space? Nordstroms Department Store is a good example. They're employee handbook is a 5x7 laminated card that says on one side something like "Welcome to Nordstroms, we're glad you're here. We believe in you and we want you to enjoy your work here." The other side says "Nordstrom's Rules: Rule #1 – Follow your heart in all your decisions. There will be no other rules." That's operating in Open Space on a daily basis.

- Ric began by saying that he started a e-commerce software company that was basically run in Open Space even though at the time he didn't know what Open Space was. It worked beautifully as long as the space was kept open by a facilitator of sorts.

- John Cummins wrote: "The quest for power creates its own horizons, its own justification, and it's own methods. Subjected to such an atmosphere for any length of time, we come to accept it as normal and self evident; it creates its own twisted logic. Peace-ableness, communication with others, openness and candor are less and less trusted as methods for achieving human goals.

- Narings Liv: This is Swedish for work, which literally translated means "Nourishment for life." How interesting it would be for us if we truly thought of our work as a way to nourish our lives rather than just make money.

- Being authentic at work: Most of us have two selves, the person we are at work and the person we are in the rest of our lives. Often times we take off our mask as we walk in the door from work. We need to converge the two and live a more authentic life. It's about being who we really are, in total honesty, more of the time, across all boundries.

- If every person were to have a dialogue with themselves and with others about how the products and services of the companies we work in are ultimately effecting our world, maybe half the companies would decide to go out of business. If people were authentically living, what would we be doing?

- It's not so much a matter of teaching people something new, it's about remembering what we're truly all about and creating experiences and organizations around that.

- Redefining Success: A friend commented that her sister was wildly successful, yet terribly miserable. Which begs the question, how do we define success? How can a miserable person be considered successful? We need to have conversations about the reality of the choices we're making to be "successful."

- The Center for a New American Dream bumper sticker says: "More fun, less stuff."

- Do we need to start moving toward what we want to create rather than running from what what's not working? We need to start by telling stories of a more personal nature so that we know what we want to create. We're becoming a world of free agents because so many people are running from organizations that are toxic. It's not that they are necessarily the right person to work on their own, for themselves, it's that they just know that they no longer want to be part of a system that's "killing them."

- What if people were to follow their calling? What if everyone discerned what they were truly called to do, what they're passionate about? Wouldn't that create an environment where people were moving toward something rather than running away?

- We spoke of the book "Callings" by Gregg Levoy. It's a powerful book about finding and following your authentic life. A great read for everyone. Ric has been in touch with the author because Mr. Levoy sees the need to consult on this topic he has written about. People are seeking a more fulfilling life at work and otherwise. We're crying out for authenticity on a daily basis.

  Callings speaks of The Dream Police concept whereby you have only 20 minutes to preserve what is most precious in your life, what has formed you, what sustains you, what is essential, what you can't live without. Whatever you forget will disappear. For anything to be saved it must be named in its particularity. Not trees, but oak.

What if everyone had to make choices about what really matters and let go of all the rest. What if we made new business models based on those thoughts?

- Roger spoke of the Footprint principle. If we gave the weight and space to sustain the lifestyle of the average American, we'd need four planet Earths. Radical change is necessary to effect the future of our planet. It's more than refusing the plastic bag at the card store. Yet that's a start. And like the saying "All I can do, is all I can do," no matter what that amount is, we'd better start doing it.

- Recycle Your Ass: Talking about saving the Planet is really only about saving our asses! If we decided the best thing for the planet was to obliterate the Human race, would we? Nope.

- There is an importance in keeping the history of work in perspective. It's imperative that we see where we've been to enable us to change the world of the future. Yet we want to work from a place of what's good rather than focusing our efforts on what's bad and needs to be changed.

- Before we can transform our families, communities, world, we need to work on transforming our inner selves. Create new business models based on the new individual models we're all seeking.

- People often get stuck in victim mode. And if they were given the chance to be in a utopian work environment, they might not want it because they've become so at home with what's not working.

- You begin to conform, you begin to get the privilege of conformity. You soon come to believe what you're saying because it's useful to believe it, and you've internalized the system of indoctrination and distortion and deception, and then you're a willing member of the privileged elites.

  That happens all the time, all the way to the top. It's a very rare person, almost to the point of non-existence, who can tolerate what's called "cognitive dissonance" – saying one thing and believing another. You start saying certain things because it's necessary to say them and pretty soon you believe them because you just have to.

    - From an interview with David Barsamian in Language and Politics

- John Engle is the co-director of Beyond Borders. Beyond Borders has a program called "Transformational Travel" which are travel seminars to Haiti used to help Americans wrestle with questions of values as we are talking about here. Go to www.libertynet.org/bborders for more info or call John at 610-277-5045.

Books/Movies that came up as interesting resources to this topic:

"How I Found Freedom in an Unfree World" – Harry Browne

"Escape from Freedom" – Eric Fromm
"When Corporations Rule the World" – David Korton
"The Gods Must Be Crazy" - movie
"Manufactured Consent" – movie
"Get Off the Fast Track and Lead a Life That Money Can't Buy"
"How to Retire at 35"
"Zen and the Art of Making a Living"
"Calling" – Gregg Levoy

TOPIC #12:   Facilitator Stories and Learnings

CONVENER(S): Jay W. Vogt

PARTICIPANTS: Not recorded for posterity

SUMMARY OF DISCUSSION, CONCLUSIONS, RECOMMENDATIONS,
ACTIONS:
We each told stories of open space facilitation experiences that taught us something.

Tales about our choices in the early stages of preparing for an event
There were stories about holding the space in the process of creating the space, before the
event, and being willing to say "no" to the sponsor, and walk away from the opportunity,
if certain requirements weren't met. And other stories about making compromises of
various sizes in the design of the event, so as to allow sponsor needs to be met, and so as
to accomplish a greater good by having the event go forward with Open Space.

Tales about the power of intention
There was a story about the attractiveness of setting out a strong intention to convene
around a topic, and having folks come forward to help realize that vision, and how the
clarity and passion of a person makes such a huge difference in what that person attracts.

Tales about preparing sponsors
There was a story about the questions that must be asked of sponsors to prepare them for
the most powerful experience in Open Space

Tales of when it works, but doesn't feel like it
There was a story of one company that had a "successful" Open Space, which spawned
worker activity that threatened the CEO to such an extent that he closed the company and
reopened it under a new name, with a leaner business model. We speculated that most
everyone was probably now better off than we they labored under the illusions of the old
company.

Tales of emergent themes

There was a story about wandering around various groups, and hearing that most groups were essentially talking about the same things, and learning that the "personal" is really "universal," and how Open Space reveals this

Tales of latent abilities
There was a story of how a very technical crowd in Open Space learned new respect for the "soft skills" of interaction as they experienced the depth of technical conversation that was possible given the new "process" of Open Space.

Tales of convergence
We heard a couple alternatives to voting, and how satisfying these were. One approach posed proposals for action, and grouped them into affinities, and offering people the opportunity to self-select around these topics for a final round of action planning. The presenting question was: Write the single most important thing you personally want to take action on as a result of this experience…

TOPIC #13:
Are there stages to the development of Open Space facilitators?

CONVENER(S): Jay W. Vogt

PARTICIPANTS: Not recorded for posterity

SUMMARY OF DISCUSSION, CONCLUSIONS, RECOMMENDATIONS, ACTIONS:

Our wonderful conversation began with the individual stories of practitioners, from which we highlighted words and images which emerged from the stories, and ended with the weaving of a pattern of developmental stages similar to many.

We begin with the end: the patterns that emerged.

The whole story is one of letting go of what doesn't matter, and holding on to what does. Of releasing the energy we spend on things that don't matter, and focusing on what does.

***The Calling: Finding Open Space

"Ah ha, I'm home!"
Awe
Inspiration, hope, sense of possibility
An answer to a question
Finding others who share this love for this way of being

Being drawn to the shamanic role
Awareness of the need for spiritual depth in this role and awareness of a personal
yearning to grow in this way;

***The Doubts: Fearing Open Space

Fear, anxiety, doubts
Fear of jumping off the cliff: will I fly or drop like a stone?
Recognizing the inner work that is necessary to have the courage to do this work
Fear of embracing the possibility of wild success, and what that means
Sensing need to expand one's self concept to embrace that reality
Becoming aware of the mine fields in doing this work

***The Search for Courage: Finding Open Space Inside Us

Seeking training
Reading the book
Talking to people
Looking for a person to hold my hand
Drawing on other "resource states" – firewalk, master swimming, etc – (past success
experiences)
Seeking a "master" to "apprentice" to
Learning by watching veteran facilitators
Learning by doing
Seeking connections between Open Space Technology and other professions that I
already know – e.g. psychotherapy, open education
Acknowledging the pieces of the work that I already know
Leaning on the leadership and experience of others who have gone before

***The Jump Off the Cliff: Facilitating Open Space

Facilitating the first Open Space
When the facilitator is ready, the space shows up!
The space to be opened matches the ability of the facilitator to open it.
Being witness to miracles with awe –
Seeing people engage at very high levels of authenticity and performance

***Holding on and Letting go: Living in Open Space

Letting go of:
Desire to control
Need to be on stage

Need to intervene
Attachment to preconceived outcomes
Personal agenda
Of any holding onto the breath

Holding on to:
Breathing into conflict
Holding the space
Centering into the light and into the self
"Setting the table" masterfully so that the room is completely ready for participants

Going to ever deeper levels of practice
Holding bigger space for more and more of what wants to show up

Becoming more "attractive" to others as we step into our own light and into our own power, and follow our passions

Feeling more humility, feeling privileged to be of service

Increasing sense of contribution
Of good work being done

Aware of the fear beginning to drop away
Experiential knowledge that it always works
Accepting the diverse forms that "working" takes

PS: We took a shot at a graphic of this process as a spiral that cycles round and round as the facilitator returns to new callings to bring this work into new areas, which invite the potential of new fears, and so on…

PPS: I might like to write up these thoughts as an article. If you have a reaction, or would like to offer some thoughts, email Jay at jaywv@aol.com

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TOPIC #14: Clarity of intention as a strategic resource

CONVENER(S): Rob Cahill

PARTICIPANTS:

SUMMARY OF DISCUSSION, CONCLUSIONS, RECOMMENDATIONS, ACTIONS:

TOPIC #15: Open Space and Quality Improvement

CONVENER(S): Michelle Cooper

PARTICIPANTS: Rochelle England, Emily Isakson

SUMMARY OF DISCUSSION, CONCLUSIONS, RECOMMENDATIONS, ACTIONS:

Michelle has just spent a lot of time developing a quality improvement program and process with a consortium of not-for-profit home health care agencies. One of the principles of quality improvement is that everyone in the agency has responsibility and accountability for quality improvement. Open space inspires passion and requires people to take responsibility. Has anyone used open space in the context of quality improvement? When would we use it? Is it appropriate.

Discussion points:
-   Reviewed the concept of quality improvement – Deming's principles.
-   Although quality improvement has been promoted in North America since the early 1980's, few organizations are really doing it. Still in quality assurance mode.
-   Effective implementation of quality improvement requires organization-wide support and a commitment of time and resources to make it happen.
-   QI is really common sense – how come so many people don't get it?
-   Community development principles apply to QI too – select projects, which are small enough to be successful and produce results, and people will be encouraged to do more.
-   Involvement of people in the change processes from the outset is important for people to buy into the changes that might result.
-   Open space is a tool that could be used. However, even when we have Open Space, people in small circles may not always speak up. Suggested we need to work with people on setting the "ground rules" for dialogue.
-   If people apply the principles and laws of open space, non-participation is less likely to be an issue. If participants are in discussions that are meaningful for them and to which they wish to contribute, the opportunity is there. If someone is "pushing their own barrow" (Aussie saying), the law of two feet allows us to get up and leave the egotist sitting there and reconvene elsewhere (just a little more difficult if you are the discussion leader.)
-   Opportunities for using open space:
    -   On a broad organization-wide basis to look at the issues and opportunities for implementing continuous quality improvement. QI is about culture change which is complex, has diversity (cross departments, functions etc.), has no single answer, often is conflicted. A good way to get organization-wide buy-in.

- In performance improvement processes. Can get more people involved in looking at root causes of problems or improvement opportunities, prioritizing issues to explore, taking responsibility for moving issues forward and therefore increase involvement in solutions (thus accept change).

TOPIC #16:   Open Space Dynamics and the Creation of Community

CONVENER(S): Ric Giardina

PARTICIPANTS: Maureen McCarthy, Bob Nelson, Albert Schinazi, Greg Sedbrook, Sushma Sharma, Dick Whitehouse, Gil Herman, David Rupley, Harrison Owen, Peg Holman, Ed Jacobson, David Koehler, Judy Gast, Hart Frech, Gretchen Neve

SUMMARY OF DISCUSSION, CONCLUSIONS, RECOMMENDATIONS, ACTIONS:

All of us have experienced the transformation of a group of people (sometimes strangers) into a community of value as a natural result of the OS process. What is it about the OS process that contributes so consistently to this transformation? Several initial ideas were suggested for this phenomenon, including the clarity of intention of both the facilitator and the participants, that OS provides an environment in which personal relationships can deepen from the more common "acquaintanceship" model to one of true friendship, etc.

It was suggested that OS doesn't really add anything, but that it is simply a matter of acknowledging what is already there. There was a suggestion that posing the question about what is it that OS does to create community actually misses the point. There is no "creation" or "adding to," but an uncovering what is in reality in existence. This approach says that in OS we START with the notion that we are all already in community, that the divisions we experience in normal life are all self-imposed, and that OS is a structure in which those self-imposed divisions are removed.

The behavioral characteristic principles of OS that contribute to this structure are:

ONE – High Learning, in which radically diverse opinions and ideas are expressed. Moreover, it is an environment in which diverse opinions are honored and respected.

TWO – High Play, in which the participants take what shows up in the environment and construct a good story to connect the facts in a delighted, playful manner.

THREE – Appropriate Structure and Control, by which we acknowledge that OS is NOT structureless, but that it is self-generating. This means that it is totally appropriate to the group that has spawned it, and, if it becomes something that is not appropriate to the group, the group will change it.

FOUR – Genuine Community is the natural and direct product of the previous three conditions.

OS is not about doing an event, but about participating in the evolution of human consciousness. That is not to say that reflection after the event can not be enormously powerful.
There was then significant discussion of other "community" organizations with comparisons between those viewed as "healthy" (read: "good") versus those viewed as "unhealthy" (read: "bad). In the end we seemed to agree that all communities were efficient organizations created to deal with their respective environments. For example, street gangs are very effective communities for dealing with the issues that the members are passionate about and totalitarian governmental systems are very efficient communities to deal with the issues facing the proponents of that system.

Human beings are self-organizing, and the type of self-organization will depend in a large degree on the environmental forces surrounding the community.

Lastly, it was suggested that OS works so efficiently to create community at such a deep level because the four characteristic principles give people permission to do what they were going to do anyway. Giving them permission to do it, however, removes the guilt and transforms the space.

TOPIC #17: Creating an organization that exists in a continual state of open space

CONVENER(S): Bob Nelson

PARTICIPANTS: Julie Benson, David Rupley, Greg Sederook, Judy Gast, Sushma, Skainne

SUMMARY OF DISCUSSION, CONCLUSIONS, RECOMMENDATIONS, ACTIONS:

What I (Bob Nelson) am forming with a colleague is a Consultants' Guild which will be a basis for community. The organization is being formed in Open Space and I was wondering if the community can be sustained in a state of open space. What is necessary?

What came out in the discussion as being key is:

> A shared set of values

> A set of boundaries for where the community is to exist and live among

A clear statement of intent and clarity of the values and boundaries

A framework for review and reiteration and transformation of goals and values for each member of the community to determine whether each member should exist and remain in the community

With the framework above, following will be a flow of consciousness where I gleaned this framework from:

What does it mean to "be" in open space?

How do you create a framework?

The organization needs to be based on a clear intent.

How is the space being bounded? Are there physical boundaries, will it be virtual?

What about anarchy as a model? Do you need boundaries?

Make sure the process is not static and "perfect" The process is the important piece, not an idea of what is ideal. It needs to have change.
Make sure the process will endure. Is this ideal something that will end in disillusionment?

It is key that the participants are living the values. It is important to have the give to get principal, instead of a get and get.

You need to be there to give, you need a balance

How do you provide feedback?
There are play processes that can sustain an interest in an organization and work.

Is work bad?

Need a nourishment for life.

Play and get a task done. What is play – negative vs. positive energy, what about play as practice, like cats?

"Fulfillment" = fun

A "shared values" discussion is needs to be determined early in the process.

How do you continually filter on values?

Internet auction sites have a built in check on the values and value of the reputation of auctioneers.

Once someone is in the group, they shape the group

Need a diversity of intent to survive
    Explicit statement why you want to be here
    Truthfulness
    Communication sustained

 How does a community manage what they value?

Need to limit administrative aspects

Incubators always tend to give more in the beginning, passion is needed

Open space allows for a smaller initial investment with a great possible return

Opening space in organizations…
    Create conditions for success
    People make it work

Can't always live in open space

Need to live the values

Organization with values/organization/people

Constantly access and purify the organization – deselection is necessary

Maintenance of values and structure

Community will make the judgement on values and who is living them, what chances are people to given when mistakes or transgressions are made?

Model in South Korea
    Love – Listening, valuing disagreement
    Excellence
    Frugality – all members of the organization from CEO to his driver staying in the same hotel room to keep company most frugal.

    Large degree of 'right' structure

    Societal coercion

    Life values

Volunteerism – are you willing to pay a community's price of belonging

"I decide myself what is important for me"

If you remove fear, choices are easier out of freedom

What is the infusion mechanism?

Make it small, create a waiting list to get in. You would rather be small and wildly successful than large and mediocre. Be small and allow for growth.

If you are smaller it is easier to define the values.

Inclusiveness is needed.

TOPIC #18:   Building an intersectorial network in Haiti on literacy

CONVENER(S): John Engle

PARTICIPANTS: Pascal Otero, Debbie Drake, Joelle Everette

SUMMARY OF DISCUSSION, CONCLUSIONS, RECOMMENDATIONS, ACTIONS:

There was consensus on the potential that OSI has in helping to facilitate greater collaboration among stakeholders in formal and informal education, for adults or children. The stakeholders who we talked about included: families, businesses, religious institutions, government agencies, non-profits, grassroots groups, etc. There seems to be three major challenges as we continue this project in Haiti:

1. building an inter-sectorial network which can invest and make resources available to the project of literacy and education
2. creating structures and practices which can allow for the training of teachers (we are using Rotary International's CLE and Touchstones Project's teaching methodologies)
3. developing means to help the organizations (schools, community based organizations, etc.) to develop the organizational capacity necessary to manage more resources

We then when on to talk about how OSI might be used concretely to facilitate this collaboration. Certainly, great care will need to be given in how the theme of the open space will be articulated. We share a view of the importance of being sensitive to the culture (organizationally/ethnicity) of the people involved. In other words, perhaps it

might be appropriate to modify certain aspects of open space practices. Joelle sighted her experience in working with a group in Mexico. They had studied various problem solving/creativity enhancing methods and then looked at the fundamental steps of each to determine the cultural appropriateness. Modifications using traditional customs and rituals were then made.   A critical issue in Haiti is adapting OSI in such a way that would not exclude people who do not know how to read and write.

Joelle shared the success story of the Better Method's experience. They had created a clear and simple system to follow, for anyone interested in proposing 'better methods' for getting things done. Thus, in working in an intersectorial environment, where resources might need to be allocated, decisions made, etc. it is important to clarify, communicate and demystify such decision- making processes so that interest and passion can turn into action. Lack of clarity and bureaucracy kills initiative.

We then talked about the importance of children learning about issues around leadership, learning organization stuff, systems thinking, etc. Although Debbie knows about several organizations which have developed pedagogy around these subjects, she has learned that there has not yet been much research done as to the impact that they are having.

Debbie suggested these web sites for resources for curriculum for children:

Midwest Society for Organizational Learning – www.mwsol.org
Peer to Peer – www.pairs.com/peers

It is important that we document and diffuse our experiences in these projects and Joelle has offered to include our stories in the OSI newsletters.

TOPIC #19:   REAL TALK:

CONVENER(S): Kay Vogt

PARTICIPANTS: Al Schinazik, Roger Breisch, Gil Hermann, Pascal, John Engle, Gretchen, David, Judy, Bob, and many others

SUMMARY OF DISCUSSION, CONCLUSIONS, RECOMMENDATIONS, ACTIONS:

Convened three different sessions: one on day one, two on day two. Very deep, very wonderful, very meaningful sharing using Interactive Focusing. Real Talk offers a way for co-facilitators to connect with each other, clear their issues, enter into a state of joining prior to facilitation. We also used the model to process our experience of the OSONOS.

TOPIC #20:   Not Going Through Life On Cruise Control

CONVENER(S): Greg Sedbrook

PARTICIPANTS: ???? Julie, Ed, Al, Roger, Audrey

SUMMARY OF DISCUSSION, CONCLUSIONS, RECOMMENDATIONS, ACTIONS:

Gurdjieff-Krishnamurts-Fromm-Maslow & others

Gurdjieff had a school in the 1930's & 40's & would do things like having classes at 2 a.m. saying if you had a passion to learn you'd be there. Characterized the mind like a magnificant _____ with crystal chandeliers, beautiful art and woodwork, etc and we choose to live in the basement. Krishanmurts was schooled to be like a Pope for the world _____ Religion when _____ said any organization that creates leaders and followers will pervert both- stepped down and became an amazing teacher/writer, writing a lot on being aware and alive. Feature film made on his life "With a Silent Mind". Fromm wrote Art of Loving, To Have or to _____ "Psychoanalysis & Religion" & Escape from freedom says that a pattern is once we get freedom we will subliminally sabotage it because were used to creating a sense of purpose at survival level with few cultural cues with what to do with real freedom. Maslow's contributions were to start studying amazing human behaviors instead of pathological plus a lot of nuts &bolts.

TOPIC #21:   Emergent Organization, Organism, Co-evolution

CONVENER(S): Larry Peterson

PARTICIPANTS: Jay, Pascal, Judy, Peg

SUMMARY OF DISCUSSION, CONCLUSIONS, RECOMMENDATIONS, ACTIONS:

- Organism in French is smaller than an organization. There may be many organisms in an organization
- Cha-ortic Aliane: Dee Hock has developed a linear design for creating non-linear organizations. (VISA for example). It is a way formalize and emerging community or organism.
- Appreciative inquiry may be a great way to reflect on what has emerged from an open space or a larger change process.

- Larry told a story that is still in formation of an emerging organization/organism. He is part of group that is working with the client and has taken on a role of working with the senior person. The client is quite conscious of the limitations of "mechanical" models of organization that dominate government systems. The client also is clear that the changes he seeks require a co-evolving community of business, government and IT specialists if real innovation is to continue and not be blocked or controlled by any of the parties. The client also has come to see that critical mass gatherings, and in particular Open Space gatherings, are key parts of the journey. One Open Space event has been held with wonderful success and more are planned. The three consultants in the group bring experience in Future Search, IT change processes and Open Space.
- The group listened to the story "appreciatively" and made some good suggestions as to further clarity.

TOPIC # 22 : SUSTAINABILITY , taking initiative to convene Open space on topical issues.

CONVENER(s) Albert Schinazi

PARTICIAPANTS: Rob Cahill, Erika Lund, David Koehler, Dick Whitehouse, Roger Breisch, Gil   Herman, Gretchen

SUMMARY OF DISCUSSION, CONCLUSIONS, RECOMMENDATIONS, ACTIONS:

Albert opened the session with a question and some thoughts around what are the challenges in using Open Space where no current organization exists but contentious stakeholders with diverse interests do exist as in the environmental issue of "Sustainable Community Development". The stakeholders on this issue may include, Developers, Environmental Organizations and activists, Governmental agencies, Politicians, the public, engineers, Real Estate professionals, etc. Is it "profitable" as an OS practitioner to convene such a meeting and what challenges exist.

Following are the responses, comments, issues and questions raised.

If no organization were created as a result of such a coming together could it sustain momentum as a "Perpetual Collaboration"? (Dick)

People will support what they help to create. (Dick)

Discussion was held around the necessity to connect with the various groups to get a sense of where they were what are there issues so that that process would be like "merging into traffic" (Rob)

Perhaps this type of an effort was more like "how to create a road where there is none" (Gil)

Discussion revolved around these two metaphors of merging and or creating new roads. Examples were given of individuals who came together to address common needs where no organization previously existed. Gil offered and example of professionals from different backgrounds came together to collaborate found benefit and continued initially without forming a hierarchical organization. I do not recall if eventually they did. Gil?

Roger gave an example of a "spontaneous" coming together of neighbors in Batavia, IL, around a White River issue. I believe they came together to address the issue and when the issues were resolved the collaboration dissipated.

Other conversation included discussing how organization create, maintain and dissolve. Creating organisms versus organization. What is necessary to maintain a group, i.e. ongoing Open Space. Are there other processes that could supplement the use of OS such as Dialogue. Can OS be subverted by strong power imbalance such as the presence of Popular Political figures convening a workshop and though the topic is not of interest or passion being with the group or this person would be.

If you were present in this group and would like to offer clarification of what is presented here or additional comments on what occurred please post to this topic. All posts are welcome.

TOPIC #23: What Have We Learned? Where Shall We Go?

CONVENOR: Peg Holman

PARTICIPANTS: Larry, Hart, Judy, Ric, Harrison

DISCUSSION SUMMARY

The request that framed the discussion was to share stories of people's experiences with OSI. Here are some examples and some advice:

JUDY GAST: I am internal to a large organization, so that's what defines my needs. I want to draw on the materials the OSIs provide. I would include the symposium in that as well. For me, the OSI is a marketing tool that legitimizes the approach, particularly with senior level people. I have used the AT WORK issue, the web sites, the OS listserv and the videos.

The events, like OSonOS are also important for me because they let me connect with people doing this work. Another thing about the connections: my company is

international and I can say with confidence that "I have a connection with people all around the world."

Slick is good -- it looks well researched and well packaged which gives it standing with my audience.

HARRISON: I think we need to focus on electronic service. And the term "Institute" reinforces the feeling of legitimacy or "standing" that Judy discussed.

LARRY: I've seen this from the beginning as building an intentional network, using the web sites and events. I also find what we do helps with marketing by giving OST legitimacy.

HART: In my country, there are many places that call themselves institutes. What really matters is the reputation they establish for themselves.

RIC: I had attended 2 OSs. When I was asked to facilitate a retreat, I did some web-based research, found the institute and books. It got me started so that I could go do it. One thing that bothered me was no one had heard of OST.

About then, we ran out of time because it was time for the closing circle. So, what I took away about what we've learned is:

1.We are serving the needs of newcomers (a la Ric's story) and experienced folks (a la Judy's stories)
2.We are providing legitimacy to Open Space Technology by paying attention to the quality of the materials that we provide. Appearance matters.
3.As I listened, it reinforced that the kinds of activities originally identified as relevant for OSI to support haven't changed:

    Education in facilitating Open Space Technology
    Publishing information related to OST
    Research into the use and impact of Open Space
    Supporting connections through the web sites and listserv
    Conducting events for building connections among people

What I concluded about where we should go from here:

    Do the OS Symposium
    Use the Berlin OSonOS to catalyze participation in the US
    Support the Community by making visible what is already happening

These activities will continue to build the legitimacy and standing of the practice of OS.

Here is a way I'm now picturing how this all fits together:

Elements of Community

Enter Grow Leave a Legacy... generating interest for others to Enter...

Facilitation Workshop OS Symposium Publications, Research Findings

***** All these actitivies are supported by the ability to build connections: *****

***** In-person networks: e.g., OSonOS, other events and Electronic networks: e.g., web sites, listserv *****

TOPIC #24: Training

Convener: Michael M Pannwitz

Participants: As I recall everyone came to this session, about 12 colleagues

After a look at who is into "training" (Harrison Owen, Birgitt Bolton, Peggy Holman, Larry Peterson, fill in the others:_____) the group focused on the development of "training" designs. Here are recollections written down in a laundromat-café in Santa Cruz on the way to Birgitt Boltons training in North Carolina where the space again is threatened by a hurricane reportedly brewing up (Oct. 6)

- Training
  On the suspicion/experience that open space is neither teachable nor learnable but probably rememberable another term for what we call "training" would be helpful, such as perhaps "Learning Journey" or "Learning Odyssey" or "Learning Workshop" or "Preparing for open space" or "About open space".
  Ok, none of this is very convincing yet. Especially when you see how often "Learning" surfaces again just after having postulated that it is not "learnable". We will keep working on this.
  (A few days later in San Diego an old friend suggested that we should certainly use the word "learning" because he has the impression that what some of us do in "trainings" is actually what originally was meant by "learning").
- Design
  Everyone is experimenting with design constantly in the attempt to have design become as congruent as possible with os-principles and basis assumptions such as "selforganizing", "selfmanaging", "resource-oriented", "bounded", etc. Here are some of the suggestions as I jotted them down:

  Resource-rich environment:

Create a resource-rich environment in the training space incorporating videos, CDs, books, articles, reports and computer terminals to access websites on open space (a list is in preparation) with the stories, other materials available there

Theory space:

Have the resources spaced at the site so they can constantly be accessed, used, expanded, ….Garden of Solutions….open space-valley…..learning park…

All these approaches came out of designing something alternative to lectures but at the same time keeping in mind the need for certain areas to be covered (in a selforganizing way) such as chaos, spirit, design, systems, principles, nuts and bolts…..

Buddy groups:

Make space, perhaps at the very beginning at the beginning evening, for selforganizing into buddy groups that can each organize a design for their meetings during the event for issues people need to bring up such as unfinished business, open questions, insights that need to be vented in a smaller group…(collect possible criteria for forming buddy groups with the entire group using mindmap)

Community building:

Expand morning announcements and evening news (time and people there) …..install a treasure hunt the first evening to begin offering and receiving resources and getting to know people

Group data base:

Participants create their own roster (name, address, etc.) and fill in the data they want to publish to the whole group (place this roster into a protected space on the web that can be accessed only by them with the possibility of updating it for a certain period of time)

Trainer learning:

Those of us who are into "training" need to have a system, procedure, approach for exchange, growth, design development. The "symposium", formerly "Maste Class" will meet part of that need. Other ways will and are selforganizing such as pairing up for events, inviting other colleagues for parallel feedback and processing…..

At the close of our session there was a sense of that we are on the verge of a breakthrough in diversifying and growing in giving away open space in a professional manner.