PROCEEDINGS

OF THE

10th Annual OPEN SPACE

on OPEN SPACE

November, 2002

Marysville, Australia

Issues Addressed

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2. After The Ecstasy The Laundry . . . after open space?
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1.
Mentoring People Getting Started in Open Space

CONVENOR: Kerry Willis
PARTICIPANTS: Allison Baensch, Andrew Donovan (briefly)

DISCUSSION:
We found it useful to observe, assist with and participate in other Open Spaces.
We are looking for a way of practising (not necessarily paid – yet).

Andrew:
* is generously willing to have assistants/observers at his events and suggests the OST Institute (contact Brian) to have a "Market Place" in its newsletter offering or asking for observers/assistants for Open Spaces in different settings or scenarios.

Allison and Kerry:
* to contact the OS Institute to follow up Andrew's suggestion.
* told our stories and found lots of compatibilities, pleasures, excitement and complementarities.
* will meet to discuss possibilities of working together in the local area.

One piece of advice from me: giving it away works. I have mentored people ever since my third or fourth OST, and several of those I mentored have gone on to use OST in their practice on a regular basis. Long ago I decided that offering OST meant inviting people to learn how to do it too, in what ever form that took. Certainly I do paid trainings, but I have never said no to bringing people along with me to learn and help. Usually I ask my client if it's all right if I bring a helper and they hardly ever object. Only on strictly in house jobs have I not bothered asking.

So keep inviting, facilitating and encouraging learning. It's amazing how quickly your reputation grows. Cornering the market on OST just doesn't seem practical. Growing a lot more of it seems to generate a lot more of it.
Good luck!

-- Chris Corrigan

2.
After The Ecstasy The Laundry
... after open space?

CONVENOR: Chris Wei-ying Low / Paul Everett
PARTICIPANTS: Jill Hardwick, Michael Kukla, Nicole Tamburro, Lyneve Whiting, Penny Wolf, Jan Carr, John James, Justus Lewis, Michael Dobbie, Herbie O'Flynn, Maria Maguire, Kerry Willis, Rob Chaffe

SUMMARY OF DISCUSSION, Conclusions, Recommendations, Actions:

Open space every six weeks in on the island of Lagonav, Haiti. How do we get action?

Resourcing issues: time, skills, ask group: "Is this appropriate?" Use inquiry to have the groups assess their own capacity, collectively and as individuals. Distinguish between what they want to do and what they CAN do given their resources and capacity.

Each meeting should be talking about the present issues, not the past issues.

Have a faith in success. It breeds actions that create the future.

Documentation is a way to maintain momentum, unofficial leaders emerge. Use a feedback process to plot progress, such as a chart, a space on the floor, listings, or illustrations to promote commitment and feel small successes.

Identify the person(s) who carried the group memory, criticism of actions is absent.

Follow-up is Crucial: Who is doing it? Relationship building, "How's it going", attitude, not "checking up on you".

Create song, dance, poetry and relationships between people, these are critical to on-going activities.

Open Space is the Story Action---changes people's story.

* Impact action: what's going to happen.
* Interchange action: How others have done it, go and see to convince.
* Capacity building: Training of the people.
* Celebration action: Discover what is meaningful.

Have a story action called Open Space

Carrying the group memory and facilitating/enabling others to succeed. You need someone to work the white spaces -- the place where people and/or organisations come together.

Formal acknowledgment of what has happened as a step to gaining further commitment.

Recognition of groups that emerge, using symbols (ribbons, badges, whatever is culturally appropriate) to add to their sense of commitment.

Opportunity to create space to celebrate experience. Discover what celebration means in the cultural context in which you are working.

How do you record your action plan?

Matrix of "want to do" and "can do". Map out the matrix on the floor and have people go and stand on the commitment square with their bodies.

Medicine Wheel

* Leadership
* Vision
* Community
* Management

What kinds of interventions might we do? (appropriate structure and control)

3.
Cost Cutting In Open Space
OST in situations such as cost cutting or downsizing

CONVENOR: Thomas Herrmann
PARTICIPANTS: Joelle, Malay, Mick W and some butterflies

DISCUSSION:
We discussed situations where OST could be of use to involve employees instead of just cutting with top-down decisions. Often there may be solutions that do not imply that "heads have to roll". Cost cutting doesn't automatically have to lead to downsizing. If management has decided that a certain number of persons have to go, it may be unethical to use OST. The outcome would be set already and the employees would be the ones to choose who has to go!

If the theme gives space for different kinds of cost saving solutions, management may be surprised of what happens. The choice of theme is important, as always. Givens too. Some stories were shared:

*   In one company participative approach was used, 2 persons volunteered to do something else, 2 others wanted to work half-time which meant the problem was solved.

*   OST was used in a private hospital. The theme was about reorganization in order to increase profits and cut off unprofitable parts of the service (!). It was obvious what had to be done to the participants and everything went much more smoothly than it would have, had they not used a participative method. Some employees were retrained, some moved to other companies and so on.

*   In one company all frontline personal agreed to cut their time 10%, which solved the problem.

*   One company identified the transportation costs to be of great importance. A reorganization and crosstraining resulted in a cut of transportation costs by two thirds.

One clear prerequisite for using participative methods is that management
really does trust its employees. If they have never used participative methods earlier this may not be the time to introduce them. Organizations that have used OST before may be well prepared. OST could be used to identify waste points but if it aims at enhancing processes it may lead to that employees get laid off. Is it possible to use then? It depends on the company, management, cultural and social context etc. It also depends on how well informed the employees are about the actual situation – short as well as long term.

There are some clear benefits of using participative approaches in these situations such as:

*   The best solutions may be found. Ideas that management would never (dare) think of could come forth. The solutions would come bottom-up which is crucial in all change.

*   If people have to change department/leave/retrain will "be better off".
They may even be ambassadors for the company instead of very negative "fired former employees".

*   The employees left in the company will feel a lot better.
They have a better understanding of the situation.

*   The reputation of the company/organization will not be as harmed.
It will be easier to recruit competence when times change.

We also talked about the value of using story telling in situations as those mentioned above.

4.
Beyond Convergence Beyond Training
Inviting Practice Beyond Convergence, Training, 'Open Space'

CONVENOR: Michael Herman
PARTICIPANTS: Paul Everett, Joelle Everett, Gabrielle, Chris Low, Herbie O'Flynn, Anne Pattillo, Alan Stewart, Lisa Heft, Ros Crompton, Peggy Holman, Brendan McKeague, Gail West, Thomas Herrmann

DISCUSSION:
Michael came with recent year's experience and experimenting with non-convergence/re-opening approach to closing open space events, with non-training/practice workshop approach to teaching others to open space, and a curiosity about non-'openspace' as an approach to getting our openspace language out of the way of real and ongoing movement in organization.

Generally, we started with re-opening, went a good way on practice workshop, and have yet to really wrestle with practice beyond 'openspace'…though some straggling conversations touched on agile software development and lean manufacturing as other languages and places where space seems to be opening in familiar ways.
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beyond convergence… is re-opening

*   convergence, voting, data crunching not consistent with spirit of ongoing open space …
alternative is non-convergence … which extends and expands the spirit and practice of open space into everyday business setting, calendars, conference rooms, etc.
*   non-convergence reopens space for what's next, let's 'processing' happen 'in body' of

participants, participants embody the decisions, results of the event… go beyond the 'feel good.'

*   updates language that can be outdated and stale by end of OS sessions, invites new languaging of current issues

*   non-converging, reopening process is news (reports), now (closing), next (reopening), nuts (and bolts… immediate next steps)

*   action plans and next steps are about what we WILL do rather than what we SHOULD do … so that when we do DO things, trust and integrity flourish

*   makes space, invitation for participants to do nuts and bolts of what is scope of next steps, who's invited/inviting, when/where next meeting(s) will happen, and what needs doing before that next meeting … invites participants to plan next OS meetings

*   re-opening is portable   can follow 2-hour meeting or 2-day conference

*   … seems to put pressure on assumption that 'training' is necessary and open the door to ongoing practice by anyone

*   a good articulation of the 'non-converging' approach is posted in the openspace conference at the metanet website … <http://www.tmn.com>.
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beyond training … is practice

*   vision is that of creating practice groups inside of places, managers opening and holding space for managers.

*   raises question of what preparations is needed for participants who come to practice workshops, and also of what 'training' becomes when it becomes 'practice workshop'…

*   practice workshop, as currently offered by Michael Herman, invites participants to …

   1.   learn about open space, through stories and conversation in two-day
    practice workshop,
   2.   learn IN open space, in two most-of-day open space events,
   3.   learn AS the leaders/sponsors of openspace events by working on real
    invitations to 'support' with their friends, colleagues , and
   4.   create a local practice community that can stay in conversation and can
    support participation in the larger global circles, oslist, etc.

*   willingness to participate (or at least consider the invitation to participate) in ongoing practice conversation, locally/worldwide.

*   read User's Guide and/or websites available.

*   building community and safety before they arrive, supporting invitation, allowing them to be known … hosting,

*   supporting the invitation as answering key/common questions … What's the agenda? Who's coming? How many? … openspace starts when you pick up the phone, need to model it all, BE it all from the start … this seems essential practice of OS

*   invitation is to learn WITH rather than FROM the workshop leader, who does more reporting of what stories are out there in the books, websites, emails, than they do reviewing of what is RIGHT way.

*   offering of ongoing (lifetime) coaching and support via workshop sponsors or leaders, of local community group, of worldwide online community.

*   gives rise to OS as "philosophy, practice AND process" and to… "authenticity in action" … no certificate for completion of 'intro workshop' until we add it to your tombstone! …

*   practice workshops become open space where leaders and participants ask the essential questions related to the practice of opening space

*   current (somewhat cryptic) version of workshop model as developed by Michael Herman, Chris Corrigan, Judi Richardson and others around the world this year is posted at <http://www.globalchicago.net> … see also Lisa Heft for her workshop outline.
*   globalchicago.net is also a good example of 'wiki web' mentioned at the end of the session, as a simple, powerful way of extending and expanding the OS conversations into ongoing online organization

5.
Open Space Conferences For Profit

CONVENOR: Nev Kennard
PARTICIPANTS: Karen Davis, Lavonne Boyd, Andrew Donovan, Michel Kukla, Gayle Hardie

DISCUSSION:
THE CORE QUESTION IS HOW TO ADVERTISE AND ATTRACT PEOPLE TO AN "EVENT" OF A DIFFERENT FORMAT TO NORMAL CONFERENCES - e.g. Absence of highly paid Celebrity Speakers.

1. Use some "Names" as draw card participants.
2. User endorsements and testimonials of recognisable people.
3. Use an "Expert" or two to introduce.
4. Have an After-Dinner Speaker" ?? (probably not).
5. List names of Participants on the Web-Site as they register.
6. The Title and Theme is important.
7. Words like "Exploring Leading edge questions"
8. Use the words "Forum", "Event" to distinguish it from normal such "Conferences".
9. Say things like-
     *   "You can make a difference"
     *   "Being there will make a difference".
     *   "will offer the opportunity for on-going participation and involvement".
     *   "An opportunity to take responsibility…"
     *   "Tap into the collective wisdom of passionate and committed experts".
10. Partner-up with appropriate organisations for mailing lists and promotional help.
11. Share profits with an appropriate cause or organisation - e.g. Open Space furtherance
12. In the spirit of Open Space have "Open Book" transparency of accounting and reporting - reveal it all.
13. Use Open Space techniques in admin.
14. Use Open Space software and offer on-going participation.
15. Have web-site link to OS Web-site.

Chris Corrigan adds online:

Obviously, not being present for this conference, I missed the link between OS Conferences for Profit and the subsequent discussion which seems to focus on invitation and pre-meeting types of

concerns. The session title attracted me because I guess I've never thought of using OST purely as a profit making venture. To me, it seems like "Brainstorming for Profit." Why would anyone attend a brainstorming session on something just to generate profit for someone else? LIkewise, I feel the value of OST is not as a marketable process in itself, but rather in what it can do for an organization. Seems to me if you want to really make money from using OST, convene one with a sponsor who is looking as cutting costs (see the other topic) and contract with them to take 10% of whatever is saved as a result of the conference.

But OST purely for profit? Nah.

Anyway, the substance of the conversation seems to deal with issues relevant to invitation and that's cool. Writing invitations is fine art. Perhaps we (who's we, eh?) could create an invitation archive in this Wiki somewhere to archive good invites as well as templates, pointers and processes. Writing invitations is perhaps THE most important task in planning an OST, so maybe a worldwide collected resource would be useful ... hmmmm.

6.
Facilitating Open Space Online

POSTED BY: Chris Corrigan

This is my first time facilitating an online Open Space gathering. In Vancouver, I worked with Gabriel Shirley to help create the online environment, but I have never held space online before.

Several colleagues in the world have, including Gabriela Ender who has developed an online Open Space Technology conference tool that gets rave reviews.

So what do we need to know to keep things going in cyberspace? Is holding the space the same kind of experience? Is it just another form of invitation?
* * * * * * * * * * * * * * * * * *

Dear Chris and dear colleagues!

Thank you Chris for posting this interesting topic!

When I got my deep flash with a real-time online open space conference software in 1999 - I saw this software in a very complex way, so that it was at the same time the virtual conference center and the virtual facilitator. During the real-time conference (between 2,5 to 8 hours!) the software leads the group through a structured working process, which is close to the OST-procedure and at every time the group and also each participant has a good orientation. The main development goal for this software was, that during this hours all are independent from third parties, like e.g. online-moderators. Our tool offers a high range of democracy. The experts are the participants - and for example a CEO or a consultant is during this time one of the others. For my team and me it was the biggest challenge of all to include this virtual "facilitating" in such a way, that everything from the users side looks very easy and simple. That took the most time and money. It was really an

experiment - luckily with a happy end.

I am not an expert regarding asynchron[sic] online tools - perhaps here it is very important to support peoples energy - to let the fire burn. Often such online spaces have a duration over one or more weeks. I can imagine, that it could be helpful to summarize special working steps during a longer period, or to bring in new features from time to time, or combine different online activities during this long process. I guess that in such cases it makes really sense to work with online facilitators.

One part of such asynchron collaboration could be, e.g. to include an Open Space-Online® conference. That is a good example to explain my view from future process facilitatings and the future role of change facilitators. The challenges regarding communication in general became bigger and bigger. One big task will be to build bridges between offline and online communication, to create individual designs of collaboration and learning processes, and to support clients to find their best own architectures, and to help them to became more and more independent with that all.

So, I see a big future for different and new kinds of facilitating change and for the role of facilitators.

With warm greetings,
Gabriela Ender
* * * * * * * * * * * * * * * * * *

Thanks for that Gabriela. So what have you learned, as someone who has actually held space face to face and online about the experience of facilitating? One difference I have noticed is that I'm a lot more involved in this space than I might otherwise be in a live event. As I was checking through the participant check-ins, I was finding myself wanting to clean up the formatting and so on, akin to organizing the agenda wall perhaps (wink to Michael and Judi!). So for me, I'm trying to figure out the intricacies of holding space online, and will learn a lot more I think as the next 10 days progress. I wonder how it will affect my face to face facilitation practice?

Chris

Oh, what have I learned? A big question. It depends on ... I want to explain it with my limited english. What I have learned is e.g. :

1. That it makes no sense to compare [face to face] (F2F) methods with online methods. Its the same with OST and OpenSpace-Online®. Both have its own personality. So many things you can do F2F, you can´t do online, and also several good things are only online possible. It is much more better to focus on the potentials of each single method and for the individual needs, and also for excellent combinations. Luckily we have a lot of very good online and F2F change methods.

2. In general what I find very interesting is the issue "control and facilitating". My opinion is that a deep understanding of the wisdom of OST and of the power of OST leads a person more to be

careful and at the same time [to behave] self-confidently. For me a good OST Facilitator is also a good consultant of change processes, he/she knows when its time to switch the role between mentoring, consulting and facilitating. During an OST the main task is to create a safe space, to hold the space and to close the space, and during this time to LET GO [of] control with the deep belief and trust, that everything will develop in a good direction. The EVIDENCE for "everything works well" can be that the OST facilitator can observe from a distance "his or her" participants. "Does all look in that way, that it works - like in the past?" The facilitator see the people **...** they talk, they walk, they eat, they laugh, they discuss **.......** OST facilitator see, feel, smell the growing energy - the vibrations of OST. WOW! It works every time - so wonderful ...

3. But how does it feel to facilitate in an online environment? Here it depends so much also on the special method. I know, e.g., mailing lists in which the host offers the space, but he is very quite in the background - "what will happens is the only **...**". And I [also] know mailing lists, where the initiator is acting more as a space controller. So it depends very much of the [initiator's] personal style. As I said, I am no expert with asynchron online work space, but I guess it would be not easy if one person would have the task / is responsible for ongoing energy of the participants. What can be the evidences for "good" conversations, for the "right" work flow or the "right" themes?? How much and what has the online facilitator to do? Where is the beginning of control or manipulating? Oh - I don´t know! I guess, that task must be stressy.

4. With OpenSpace-Online® the idea was, that during the real-time process the consultant, CEO, organizer or who ever it is, has to do a good job in front of [before] this event and after this event. But during that online conference the software is the "facilitator" and the participants are all equal. So, here the "holding space element" is the hugh complex software structure, which is not so visible for the people, but what enables a good orientation. But please believe me, that it is conference for conference an exciting moment for me - you can´t do nothing **...** grrrrrr - the groups are working totally alone. But it works. So I agree with you 100%, that it is a strange feeling to be "responsible" for online work space. One additional very interesting point is the total different behaviour of many people. But that's another story. Sorry **--** for that long text -- I guess in German it would be "shorter" :-)

Gabriela

Gabriela:

This is getting VERRRY interesting. I am especially interested in the notion that the software holds the space, and it makes me wonder what that implies for software design. When you were putting together the software for OpenSpace-Online® were you conscious of this role of the software, or did it become apparent to you only after you started using it? And how does this make your software different from other kinds of collaborative technologies? And where does it leave the human facilitator?

I take it from your post that the human is far off in the background, watching and caring, but not able to respond to everything with "feeling."

I have to say that my experience holding space for this conference feels very weird. Very dissociated. I can check in an out and it doesn't really seem to matter. But I can't do nothing, as you say. I also feel quote sad that I'm not in Marysville. I have never felt that before in holding

space, never felt sad that I wasn't a part of the discussions. At least face to face if something really catches my ear I can find an excuse to go over there and listen, but not so in this environment. Yours is different though, but can the facilitator drop in unannounced, or is the group informed if the facilitator lurks?

Wow ... so many more questions...
And this teaser about the different behaviour of the participants ...I HAVE to hear more about that. Don't worry about the long text. I don't have any cups to pick up or any tables to get rid of or any space invaders to deal with, so I have lots of time to read. And if you did write in German, I have no doubt that it would be shorter, but the words would longer and thus there would be no net savings in keystrokes ;-)

Looking forward to hearing more...

Chris Corrigan

- -

Hi Chris,

An online environment will never and can never be an equivalent to humans f2f communication, and we should not compare f2f communication with online collaboration. That are two total different areas. Therefore we can´t compare 1:1 offline facilitation with online facilitation. Additionally it depends soooooo much on the kinds of online methods and online tools.

I am in my thoughts in Australia too, and I wished to be there. It must be wonderful! I am happy for all friends, who have the opportunity to be there!

... Yes, it was from the beginning on one of a few main goals to create the software structure in that way, that the participating groups don´t need a special online moderator during this real-time process, and that they also need no knowledge about OST (one good effect is, that they became curious about OST after working with OpenSpace-Online®) The ""space holder"" during this duration (only a few hours!) is e.g. "the software structure and procedure with Comoso, the virtual facilitator", and "the energy and passion of the group", and "their trust in such online process". My idea was, to create a tool, which makes groups and organizers much more independent from third parties. Therefore the software supports self-organized collaboration and e-participation in a very new way.

I think that it is the goal of many change facilitators, like me, to help clients to become more and more familiar by facilitating change. I believe, that the field of competence for each professional facilitator will be becoming bigger in the future. Our software is just one tool between so many different online tools. Many tools need moderators, or e.g. an online teacher and that is good too, like in the wide area of e-learning. Over all the big task for change

facilitators in the future is to have a good overview about different online (and offline) tools to consult clients in using that or that depending on their individual situations and or steps of processes. And from case to case the facilitator is more in front or more in the back of what happens. For example during an OpenSpace-Online® a CEO, an organizer or an facilitator is a

participant in the same way like all others are. Only the participants are the experts - that is the clear frame, and it works. Before or after our online conferences it could be good to have an external process facilitator ... but it is not a must **...** it depends on the group and their situation.

It is not so easy for me to explain that all, without producing misunderstand-ings with my english. The best would be, if you would have the chance to jump into an OpenSpace-Online® one day. Thomas Hermann from Sweden organized his first some weeks ago and he will have his next on Nov, 25th.
Did you read Thomas' short report about his first OpenSpace-Online® experiences?? Or do you know our new software-presentation? You can find it on the welcome page from <www.OpenSpace-Online.com>

I am curious about, where the next F2F OSonOS will take place! You too? Perhaps in Africa, Asia or Haiti, or in Sweden? In a few hours we will know that.

Have a nice sunday, Chris!
Gabriela

Gabriela:
This has been a great conversation, and lots of food for thought. Of course, online and f2f facilitation is waaaay different, and I'm interested in what we can learn from each to apply to the other, or not!

Thomas's story on the use of OpenSpace-Online was great, and gives a really good taste about how it feels to use this software. I've looked at your website last a few weeks ago, but I'll check again for the new presentation.

And yes, maybe one day OSonOS will be held in a place where we can finally meet each other. Wouldn't that be ironic?
Chris

7.
Self Organizing Living Projects

CONVENOR: Larry Peterson
PARTICIPANTS: Robert Chaffee, Viv McWaters**,**   Emily Reich, Helen Patterson, Lisa Kimball, John Moore, Louise Kippist, David Smith, Henri Lipmanowicz, Harrison Owen, Peter Wallman, Anne Hiha.

DISCUSSION:
Projects that are complex take on a life of their own – they become living organisms. Most of "project planning" is based in a linear or mechanical view of projects. Project "managers" try to shape and control them using tools that often don't work. What if we looked at project as living, self-organizing systems? Open Space creates the conditions to enhance to stimulate self-

organization. Some of us have been exploring the use of Open Space in project development processes.

The group explored some ideas:
*   What does complex mean? Longer term, not just dealing with Materials, requires people and cultures to change, many organizations or communities of organizations involved.
*   In many projects we are doing something that has never been done before, even if you have built the building before – not in that location, in that environment.
*   Project GANT Charts.
*   Mind mapping may be more helpful (or a good compliment) to a GANT Chart.
*   GANT chart may be seen as the spine of a living projects or as a partial map of the territory of the process.
*   GANT charts provide an image, a social construction, of the project.
*   Keeping everyone informed of a project's development cannot just be done by linear e-mail. Need a space like an OS wall that is continually updated with what is happening with some chaos as well as order for those who want the "whole" picture. (Could be on a web-site.)
*   One Coaching model focuses on the now, building on energy that is there and utilizing what we do best. Can enhance leaders in living projects.

*   Success in using Open Space in large construction projects to get the whole system to see how they interact. The use of OS in a multi-stakeholder meeting was critical. One engineer said, "It is the relationships that drive the project
and they were developed in the meeting." The relationships between the architect, construction team and the project manager were transformed in the OS. The architect invited construction folks to planning meetings. It was the first time it ever happened to them.
*   Executives or sponsors of the project are part of the living system. (There are nested living systems where one is environment for the next, even symbiotic relationships.)
*   Some do not want to be involved, and just assume the project will be behind schedule.
*   Some give review and feedback to somebody else.
*   All systems are self-organizing systems. We are often in situations where the complexity is incomprehensible. Maybe you can handle it for the moment, but the next moment will have innovation, uncertainties.
*   If a shift in awareness is needed, you cannot get to the shift by argument.
*   Increase awareness of what is there.
*   Not that hard to bring the current paradigm to consciousness if it is not working. (Harrison told the Dacron story.)
*   Calling attention to a transformation that has already happened often requires "Translation" or interpretation of experience.
*   In projects with multiple communities, "politicians" at one level or another get involved. To make the complexity appear simple, they often "dumb down" the project.
*   Mapping emergent project structure is doable. OS can allow the structure to emerge rather than be predetermined.
*   Managing individual energy as a new approach is worth considering.

Increasingly I am using web logging and knowledge logging as a way of facilitating communication with people involved in a project. A group of youth working on organizing a

conference in Open Space used the Practice Workshop Wiki at <http://www.globalchicago.net> to help develop the invitation for their conference after a training and practice workshop I did with them in October.

There is software out there that allows for collaborative mapping, none of which I have used very extensively. But some good places to start in looking at
knowledge logging include**:**
<http://www.gurteen.com/gurteen/gurteen.nsf/ID/X00141D06?open&p=3022> which is the Gurteen Knowledge Log**;** and Sebastien Paquet's website which is

for the more technically minded: <http://radio.weblogs.com/0110772/>**.**

Also check this site out for more collaborative tools: <http://radio.weblogs.com/0111988/> .

Chris Corrigan

8.
Forty Five Plus
45+ : Exploring the Challenge

CONVENOR: Christine Kent
PARTICIPANTS: Herbie O'Flynn

DISCUSSION:

Open space for facilitating life change:

Can the principles be used to assist people who need to make significant life changes for any number if reasons including:
* Desire
* Unemployment
* Unfulfilled dreams
* Parenting transitions/concept of family
* Hormones
* Aging etc?

Can these principles be used to assist maximise the benefits of the process?

Can this process help people identify what can be allowed to pass and what should be retained and valued in the process of change – what are the stories?

9.
It Always Works
It always works … right? A story

CONVENOR: Anne Pattillo
PARTICIPANTS: Allison Baensch

DISCUSSION:
This story like open space started with an issue and opportunity that led to an invitation. A Minister on the Government of New Zealand wanted key leaders from the tribes of the indigenous people of New Zealand (Maori) to talk about the development of treaty relationships between Maori and the Crown. New Zealand's founding document is a Treaty between the indigenous people and the colonizers. In particular she wanted this discussion to be held in the light of the increasing number of **iwi** (indigenous tribes) talking on contracts to provide health services. The Minister had seen open space work and said let's use open space. Her officials were nervous and resistant, but the Minister said let's use open space and invited the leaders of the relevant **iwi** groups.

I was asked to facilitate. Who could say no – ego was engaged, let the process begin.

The venue was an indigenous meeting house. The Minister opened the gathering. Because of the history of the issue, we had a time for story telling to honour the history and the stories. The Minister was called away. The officials had another meeting. At the conclusion of the story telling – about mid afternoon I open the space, as you do.

No one moved. Not one person.

After a little time one of the elders stood – this is an important issue - but we must not use this process. Others continued, how can we discuss this issue using paper on the floor, who is she, we have own process….

After a couple of hours, as I reminded people this was an invitation, we broke for dinner. After dinner people decided to use culturally appropriate meeting process to share information on current relationship practice. I could stay but my business colleague could facilitate. This process continued until the following afternoon. There was an eruption from some of the younger members of the group.

Anger – you invited us to talk about the issues and opportunity that were important to us. We have not been able to do that.

After a short time for this anger and eruption – the local elder closed the meeting.

At the debrief, the Minister sighed, apologised and said we tried.

So a question from our session was, Why had I not written this on the List serve?

Anne:

Woah. It's good to have one of those stories in your back pocket. I have one like that too, but you can find it by searching the OSLIST archives for "goat farming." Trust me.

Even from kitty corner across the Pacific it seems clear to me that you can't open space if the sponsor isn't committed to it. The Minister can't just get up and leave. She is holding space as much as anyone. She invited the **iwi** to use her process. It was wrong of her to open up and then leave. Once all of the non-Maori people have gone, it would be natural for the rest to say "why don't we use our process." OST didn't get a ringing endorsement from the people who wanted it.

Having said that, the question remains, what is your role as the facilitator? Sounds like you had people who were there with an expectation that the process would unfold as promised.

It's tricky to stand up to an Elder and say "You may have your own process but I'm here to do this." But that's what being authentic is all about, knowing when to step aside because your truth won't let you waver from your purpose.

In a funny way, if you think about it, there is a very refined practice of letting go tied up in that.

Anyway, this might be a good conversation to migrate to the OSLIST. It would unlock some really interesting stories.

Chris Corrigan

Corrigan... "Anyway, this might be a good conversation to migrate to the OSLIST"

"...Great,why don't you take care of it!" Michael Herman <grin>

----

commitment and respect

IMSNHO, I have to agree that the Minister showed that s/he was less than serious by leaving.

My question: if you all were committed to an "open space" format, what was "wrong" with using "their" process?

Thanx,
Carol Tucker

10.
Story Telling
The Story of the Storytelling Session

CONVENOR: Andrew Donovan
PARTICIPANTS: Ros Crompton

DISCUSSION:
As we told our stories
I found myself listening
As we told our stories
I found myself wanting to hear more
As we told our stories
I got more enthusiastic about sharing my stories
As we told our stories
I heard what I had shared being expanded and I learnt more

The storytelling allows for connections as humans. It allows the opportunity to explore what we have in common and therefore make connections/growth.

We need to open up space for stories more often in our organisations. That is possible as a transfer-in exercise in a 'regular' meeting.

When we stop listening … has the storytelling stopped?

The joy in storytelling is in the listening.

The stories emerged and were shared with interest and connection.

Our dialogue was a profound reminder that I have to do more to make all around me convinced that I will listen to all of their stories – every story is a gift to both.

Ambiguity – in goals; in ways of expression; in … everything.

The experience was more powerful for me than the content (how it was said vs what was said).

Deep listening – respect – gentleness: all prerequisites of producing goodwill, a sense of adventure and feelings of belonging.

Suggestion for recording OS sessions:
    *   Put blank sheets of paper in the circle and invite participants to record
    anything that conveys the essence of the conversations;
    *   Connections and spirit around.

11.

Using Open Space In Fatigued Organizations
Risks & Challenges of Using OS in Fatigued and/or Cynical Organizations

CONVENOR: Val Embree
PARTICIPANTS: Maria Maguire, Jill Hardwick, Gillian Rivers, Lyneve Whiting, John James, Penny Wolf, Carla Vliex.

DISCUSSION:
Specific concerns regarding use of OS in a 'toxic' environment:
*   Concern about potential for negative impacts on individual participants – people may pay a price for making the invisible visible.
*   Assumptions about ability to safely exercise OS rules – e.g. law of two feet – may not be valid.

Is there insufficient structure or support to participants in an OS event to manage these risks?

COMMENTS:
*   Appearance of non-structure is an illusion.
*   OS may in fact be less of a risk in this organizational structure than other approaches.
*   Benefits of using OS is that it can impact the unhealthy environment. Fatigue and cynicism pushes people into isolation; OS allows people to connect with one another in organizations and to see the future.
*   Key issue is the pre-event work – OS facilitator must establish/confirm event sponsor/senior manager needs to understand and legitimize the OS event/approach.

12.
Informality In Organizational Culture

CONVENOR: Alan Stewart
PARTICIPANTS: Louise Kippert, Lisa Kimball, Karen Davis, Gabriele Burkhardt, Tony Coyle, Andrew Donovan, Peg Holman, Henri Lipmanowicz.

DISCUSSION:
Alan initiated the conversation by saying that a CEO with whom he has been working – including facilitating a one day Open Space on 'How do we make the most of this opportunity?' said recently:

"I have long believed that there were two main roles of a CEO, to sustain the vision and values of the organisation. Now I appreciate that their is another.

This is to foster and nurture 'informality.' Since this has been happening
I sense that the quality of our relating, as associated standard of what we do, is higher than it has been before."

Snippets of what emerged in this session were captured on a electronic white board.
Among the emergings were two associated questions:
* What the limits to informality in the day to day operations of an organisation?
* How to balance the yin and yang?

13.
Positive Expression Of Rage

CONVENOR: Lisa Heft
PARTICIPANTS: Joelle Everett, Allison Baensch

DISCUSSION:
LH: We're not very good about making it safe to express rage. We don't form outlets for people to use / go to / interact with to express rage. I facilitated a post-performance discussion of a theatre-in-education piece on teen-to-teen homophobic hate violence. Most of the audience that day were teens from / in / recently having left gangs. When I asked them why they think it is that we identify "others" and want to harm them, of course the conversation turned to anger and rage as a reason / cause. And why did they think people do this to others? They need to feel Power. And why do you have to harm someone to feel power? Feeling small / scared / powerless / fearful. And the conversation went on in that way, as they were unfolding / identifying where rage and wanting to hurt people comes from. What I was struck by was not only how gang members were so eloquently discussing fear at the root of violence, but they were in a positive expression of rage moment – one of the ways is to put it into words. I don't think we let people a talk about rage, even, very much. Just creating the safe space for that can happen more [than it does]. Often the only way we know to express rage is by damaging something – ourselves, another, crockery, or by distracting/separating ourselves from it (drinking, going out to find sex, medicating). What are the productive ways to express rage?
All: Expression through the arts, martial arts, sports and other physical exercise, asking permission to talk about it, making appointments to talk later after the rage subsides a bit **…**
LH: My parents didn't express rage – my family culture is that you express yourself, you communicate, you let it out, you tell someone when you are angry with them; you express what you're feeling.
JE: My parents were different than that – I actually feel my father didn't ever hold or feel a lot of rage. Therefore we didn't show feelings like that. I came to know that my mother felt rage but didn't feel she could express it. So it all simmers. Someone I know says we must learn to separate anger from violence and to express the anger. It's interesting to think about how you express anger to others, and how you allow others to express anger to you.
LH: We are afraid of anger. So what if we have conflict? What if we get angry? Is conflict necessarily bad? Something to be facilitated / soothed / settled? JE: Conflict is a big issue in organizations. But some organizations can create positive ways to express rage**:** in one organization I worked with a woman was having a lot going on in her life; she was really stressed, and it was playing out all over the workplace. The supervisor had a face to face (no table in-between) meeting with her, saying this is not okay – you are hurting other people and this is also creating a lot of anxiety in the workplace. You are really under a lot of stress, aren't you? I

understand. You have so much – perhaps you could use some time off? Also, we have arranged for paid counseling sessions if you wish to use that. This organization, in other words, is in a learning mode about how to find ways to safely express rage. Included in a facilitator's job is to create space where I can feel safe about any way they may express rage.

AB: What about the possibility of them doing physical violence to you?

JE: I've never had that happen. Sometimes I say, **"**I want to hear what you have to say but I'm not willing to have you be violent to people.**"** Sometimes I say, **"**tell us what you want to say but tell it without being violent.**"** But usually I don't have to say anything.

AB: You are creating a space where people are / feel respectful of each other.

I have done some work with land use issues, and there is always high tension / passion in those meetings. The first group met outside and they yelled the whole time. But I let them yell without intervening (I would bang a judges gavel every time the noise got really too loud so others couldn't hear in their groups) – yelling is the normal mode for guys who work outside and are always yelling up the driveway to their fellows who are also working outside.

It's all about creating a safe space. Sometimes I walk the space before they come.

LH: Once I had an Open Space with union representatives, non-union, managers, government, minority training programs, construction workers, teamsters, and more, all talking about money to / support of federal highway construction project programs. For the first whole day whatever group would meet in this one area of the room was yelling the whole session (even if the session topics and the people would change – that was a very thick and intense side of the room, for some reason). One guy would be up standing and all the others would be yelling at him (along a union/non-union dynamic) – the client came to me and said, **"S**ave Bill! Can't you intervene and save Bill? They're all beating up on him.**"** I said, **"**That's hard for me and I want to save Bill, too,

but I cannot or Bill will not be able to do what he needs to – he knows the Law of Two Feet so clearly he feels his [need] is being served by being there in some way (as are all the other guys who keep walking back and forth angrily muttering about Bill)**"**.

That night I was talking about somehow cleansing the room when a participant who was an indigenous man asked if he could smudge the room (burn sage to purify it from the negative spirits). Of course I said, **"**Oh yes please!**"** He smudged the room, and he also smudged me. The next morning he burned sweet grass to bring in the good energy. The next thing that happened is that music burst over the loudspeakers and James Brown sang out "I Feel GOOD" and we all burst into song and dance, dancing away the bad spirits. It was what the catering guy had wanted to add to the ritual. Then we all looked at each other and said, **"**now the room is ready**"**, and we opened the doors to the participants. Don't know which part worked but they had obviously had enough of the chest-thumping and yelling the first day and went directly into solution orientation the second day.

I also felt the need to say a few framing words in Evening News and Morning News…but I suspect if I had not said anything it would have all happened just fine.

JE: I worked with a group working on occupational safety. We always measure safety by how many accidents there have been, I said – **"**can't there be a positive, proactive way to measure safety? Like measuring preventing accidents?**"** One manager went on and on about why it wasn't going to work back at the plant. Client asked me, **"**are you going to let him go on?**"** I said, **"**perhaps he represents some others**"**, and I let him go on for a long time – after a while I said, **"**I think what you are saying is very important AND I'd like to hear what others like to say.**"**

LH: I was doing an open space and there was so much pain about only being advisory and not the implementers that when we came back to close this one woman talked with such anger and passion and frustration – and everyone else got exhausted by it (I think they'd heard it all before from her

and felt 'held hostage' by it). And I let it go quite a bit and then I walked across the circle and sat down on the ground directly in front of her to listen and nod and offer words of affirmation. And just to go love her up. And finally she came to a point where she felt heard and she relaxed and stopped. And I thanked her for her sharing and her honesty and her authenticity and then turned back the focus to who might like to speak next. Later a fellow facilitator told me he thought it was amazing that HE just wanted to wring her neck or tell her to

shut up already and he laughed that I just went over and loved her so much and focused on her so much that she wound down. And that's why we work with a diverse team, eh?

But it's just as anyone in customer service knows: the complainer doesn't want you to SOLVE their problem, at least right away – they need you to HEAR their problem – to WITNESS for them. Then they can move through onto the next part if they're ready.

JE: One guy in one of my groups goes on and on and on and everybody feels held hostage – and I was letting him go on and listening and I realized that he does that all the time, but each time he has a really good thing to say – he has really good thinking. And it struck me that he's probably never had a job that used all his intellectual capacity and talents. So therefore there is a piece of him that's always just dying. So I just began affirming him and thanking him and it worked just the same: some people have to know they've been heard before they can stop talking.

AB: Often if just anyone in the group can make any connection at all to what the person is saying and how they themselves take personal responsibility – say, **"Yes I can see how that might feel and I wonder if maybe I have done that to someone in the same way somewhere in my life"** (even if the taking responsibility is not for that guy's situation but for one like it – ownership of how we each contribute) – it totally changes things. It is terribly important that responsibility be picked up – not just, **"Gee it's terrible what was done to the aboriginal people isn't it awful!"** – No one owns it and the buck doesn't stop – it just keeps circulating.

(We talked about how we hold space for all this)

AB: When I take my knitting it really makes a difference. And it keeps me busy; gives me something to do.

LH: Your knitting is also your weaving, holding, loving.

JE: It has a meditative quality. And they look over and you look okay so they don't have to panic(!). I did an OS with my husband, who'd seen OS but never facilitated it – he'd never seen one in an organizational setting. He chose his role as co-facilitator: He held space. I did all the talking things and he just held space for the entire meeting.

Group question: Do you have to be in the room? To hold space? We agreed it is about intention – don't have to be in the room. Some people go off and

meditate – some take walks, some do xeroxing, one of us really likes to stay in the room to hold space. It's about attention **...** and intention.

JE: Harrison once told me he (he's one who spends a lot of the time not in the room) he stays in a meditative state and intuition works very well in that state and if there's a place he needs to be he'll know to go there.

I asked him **... "**What are you doing from a participants point of view?**"**

Group said: **"**That's not saying, **'**do you have to look like you're holding space / be there for them to feel it**'** – **"**we mean that from a participants point of view it feels like a safe space- a space to breathe and be their fuller selves – we set that with intention, meditation, being in or out of the

room according to our style.**"** They feel it the space being held anyway. It FEELS different.

LH: I work in prison, too. And some of even our interactive curriculum / learning workshops (training inmates to be peer health educators among each other – subjects like immune system, HIV/AIDS, tuberculosis, peer counseling, cultural differences in health values) creates the same space as Open Space. It's how you hold the space and how you invite and welcome and respect each person's value and wisdom. And always, a circle helps.

JE: As a facilitator you are coming into the room knowing you can hold whatever anybody else expresses. Which I guess is intention.

AB: What are some other productive ways to express rage – ways that move you / propel you forward?

All: Artwork is a very passionate way to express anger and rage.

LH: Expressing rage (being able to, not being able to) is so closely linked with expressing joy and passion. The ability to / lack of / tools for joy and passion are so connected to / the other side of feeling / expressing rage.

AB: I was thinking of not OS – I've got this fire in my belly thing in my guts and how do I find ways of engaging that rage and using it to thrust forward into action? Into getting action out into the world to change what I'm raging at?

All: You ARE doing that. You are founding groups, pushing further research, sharing information for activism**…** Rage is often how movements start.

LH: Interesting about rage: do you go there? Do you soothe it? Love it up? Bathe it? Take some self-loving quiet time right then to replenish? Neither direction when you feel rage is wrong, I think…

 As I child I would go to my mother and say 'I'm going into the closet to scream now' and she'd look over from the dishes and say 'okay, dear' and I would go to the thickest deepest coat closet and just scream and scream until I
got it all out. I was such a wise child: In that way I could let go the worry about breaking something or scaring someone and put that right out of the way and still go someplace (literally and figuratively) where I could be as wildly expressing my rage and frustration as I needed to. When I came out of the closet I would feel great, though my throat would be rather raw…

(Laughs) So I now find myself thinking,**"**that was a good idea, how can you replicate that in your adult life? what do you need to do?**"** I laugh and say, **"**don't analyze it or transfer it – do exactly what you said you did: go find a closet and scream in it when you need to!**"**

We ended the session by taking great handfuls of eucalyptus branches and rustling them very very hard so they made a lot of noise and movement and rustled them at each other making rage-y faces and spinning them overhead so they sounded like a wild flock of birds and that all felt like very productive

14.
Opening Inner Space
How to open up space if/when people's inner space is closed? How to open up a space for spiritual connection and personal growth?

CONVENORS: Bayyinah Bello & Malay **Biswas**

PARTICIPANTS: Gayle, Peter, Janet, Michael, Peter, Andree, Christine, Johanne, Tony Coyle(recorder)

SUMMARY:

How do we naturally think about and frame this issue? Do we think about people being open or closed, fixed in their views or flexible? We shared our opening frames including people's examples of their experiences with people who were dogmatic or even obsessive-compulsive in their beliefs.

One conclusion is that we may (and routinely do) overemphasise the power of thinking-as compared to other ways of knowing of which there are many. These inner spaces, not located in the frontal lobes, have power and presence beyond discursive cognitions. And yet we don't know how to easily give voice to these or honor their value. Peter talked about his research on Passion mapping and the identification of 25 different energy states or energetic spaces, which include but are not limited to thought or that which we can easily put into words…

We sense this **…** how limiting it is to live in our heads only. And yet we oftentimes get trapped there!

Does Open Space make a difference to this? We were some way into answering this question with many ideas when Michael challenged the group to become present and attend to what was going on in the group, here and now with us. This was a sudden and dramatic shift in inner space and a powerful interven-tion. It was further punctuated by four people choosing that moment to leave the group…..

Interestingly, one of the leavers later described the "extraordinary tension" they were feeling existed in the group at that time.

So what happened when the group process became the content, when what had been in the background became figure or foreground? Hard to say or describe but some other energy came into play and we all felt this **….** A palpable release of tension, a paying attention to and honouring of the real time experiencing of each other, an honest and directness in talking, we slowed down, "dropped the masks" as one person described it. And we laughed! Christine described how she now felt a belonging in the group, an acceptance of each other….

One tentative conclusion of all this is that there is something in the structure of Open Space which allows a space to move from content to process, or to have the process become the content, which is profoundly liberating. And because the leadership and facilitation functions are distributed around the group, everyone and anyone can intervene at any time to shift the inner space of the group.

Overall this was a positive experience for us, we felt we grew a little together, and we expressed

15.
Being Present Feeling Present Transmitting Presence

CONVENORS: Lisa Kimball, Tony Coyle, Emily Reich
PARTICIPANTS: Lisa Kimball, Tony Coyle, Emily Reich, John James, Louise Kippist, Kerry Willis, Joelle Everett, Bayyinah Bello, Michael Dobbie

DISCUSSION:
How do we transmit energy via new technologies like email, online conferencing, instant messaging, etc.?

What are strategies to increase our consciousness of the presence of others when we are communicating virtually?

What are active listening skills online?

Is there a difference that makes a difference in how people think about and language what they are doing (for example, talking vs. writing memos)?

What could we learn from meditation practice that would help us with virtual presence?

How can we connect with all parts of ourselves and enable our full presence?

Are there characteristics of some technology (for example, the requirement to type) that make it harder or easier to transmit presence?

What are the conditions that support being open to receiving energy across distance (for example, when you are ill you may be more open because of need? What are other enablers?)

What is the possibility to use gaming environments (such as the SIMs games) to create opportunities for kids (and others) to work on solving problems for the **"have nots"** rather than just playing in familiar context?

16.
The Circle Of Knowing
– another way of opening space

CONVENOR: John Moore
PARTICIPANTS: Jill Hardwick, Karen Davis, Peggy Holman, Val Embree, Ros Crompton

DISCUSSION:
The six of us spent the time exploring a new way of opening space. Based on traditional ways of generating dialogue, including the Wisdom Council, The Circle of Knowing provides a moderated entry point to dialogue. It also offers opportunities to take the group away from the circle and workshop specific issues that arise as the circle develops.

The Circle of Knowing is not concerned with DOING – only with BEING.

Each circle is developed in a context related to the group taking part. In this case we chose the context of leadership.

There are essentially three parts to the circle development:
* The first round is about our past experience. The questions we asked were:
    * How have I been led?
    * How Have I led?
    * What has been my experience of leadership thus far?

In this round, each person chose a card from a large range of cards bearing single words. They then associated this with one of sixteen words arranged around the centre of the circle and spoke about the association, using a story or example from experience.

Gradually a pattern of cards emerged with some interconnections appearing quite quickly. We went round a second time and there was more energy in the second round than the first.

We have generally found this to be true in the demonstrations we have been doing in Melbourne over the past couple of months.

The second round is a dialogue around the issues that arise in the present – How is it now? – in the context chosen for the group. We spent a brief period in this arena before moving on to the third round.

In the third round we changed the cards for a new one containing brief phrases about becoming. We connected a phrase chosen at random (apparently) with one of the sixteen words in the ring we used in round one. This time though we talked about how we choose to become in our leadership or how we will become.

We noticed a number of applications including visioning, as a warm up for more in depth dialogue or as part of an ongoing learning group practice.

We also noticed that the cards people pick up often connected directly (the same word or at least same sentiment) as someone had been voicing in the moments before the card was chosen. This has also happened often in other demonstrations).

This material will be made available as part of a workshop where participants will learn how to use the circle and then take away a set of the materials. A community of practice will develop around these early adopters so that we can fully explore how to use this material in a variety of settings.

17.
Training Open Space Facilitators
What are the ingredients of a good process/program for training OST facilitators?

CONVENOR: Brendan McKeague
PARTICIPANTS: Kerry, Justus, Lisa, Michael H

DISCUSSION:
Began with discussion around the experiences we've had of training and being trained, the language we use to describe our experiences

Lisa calls her training: Learning Workshops where the emphasis is on mutual learning – these are 2.5 days and participants are invited/recommended to read books (Users Guide and Expanding Our Now) beforehand

Lisa also now offering 'The Practice of Peace' Open Space – experiencing this in the process of OS.

Lisa has offered to send anyone who wishes copies of her training outlines/lesson plans – get in touch if you wish.

INGREDIENTS OF TRAINING

Trainer's preparation – careful planning and designing the process what does the training need to provide?

Participants need to 'experience' open space within the training process.

What can be obtained in other ways – from reading, hand-outs, OS List serve, website, other conversations?

What does not need to happen in the training?

Setting up the space beforehand – according to what they need to know – sometimes they can be

involved in this themselves.

We're all different with our own styles/approaches – so we will have variations in how we deliver training.

There will be variations in how we appear to engage/disengage, how we are fully present and how we hold the space.

We need to keep the space open – through meditation and/or other processes, before/during/after …

We can provide opportunities to participants to co-facilitate, join with us in other facilitator trainings, OS events after their training to get further experiences and stay connected – in a local 'practice group' or network – OS is about communities as opposed to individuals.

PARTICIPANTS' PREPARATION

What do participants need to know/have access to before the training?

How we shape and communicate the invitation to people is very significant – offer to dialogue according to needs.

During the process, provide participants with a 'container' in which to store their issues while they are experiencing the process on the first day – perhaps even draw a storage jar on a flip chart and invite them to 'post' their questions as they think of them and check them off as they get answered.

Thanks folks,
Brendan

18.
Can Open Space Be Sabotaged

CONVENOR: Val Embree
PARTICIPANTS: John Moore, Jan _____

DISCUSSION:
Earlier discussions on the risks of OS in fatigued and cynical organization informed this discussion.

The concern about sabotage was seen to arise significantly from weaknesses in
1. preparation – ie. Context is inappropriate for use of OS, there is not appropriate senior level sponsorship, the invitation was unclear, etc.

2. protection of the space – ie. The space is not 'held' – the facilitator leaves the event, the sponsor permits a the theme to be overridden by dramatic events (e.g., a downsizing announcement at the

beginning of an open space event not designed to accommodate that event), etc.

Subsequent discussion in the corporate sector discussion group added the idea that
3. internal facilitators may run more risk of 'sabotage' or breakdown - e.g. via weak senior sponsorship, or withdrawal of sponsorship during the event.

4. External consultants advise they see themselves able to manage this kind of thing more assertively and successfully.

19.
Routine Process In Organizations
Routine use of OS in organisations: stories, experiences and where to.

CONVENOR: Henri Lipmanowicz
PARTICIPANTS: Many

DISCUSSION: Routine use was defined as a situation where an entire organisation would use Open Space as the standard process for the majority of meetings that are taking place on a daily basis.

Several examples of regular use of OS-like processes were described by participants. They covered the following settings:
* monthly staff meetings where the agenda is created at the start of the meeting
* monthly board meetings with no predetermined topics of discussions
* occasional single issue meetings that are posted for open attendance.

All of the examples are better described as "periodic" use rather than "routine" since the vast majority of day-to-day meetings continue to be organised in traditional ways: preset agenda and schedule decided by one or a small number of participants, pre-determined attendance, standard presentation+discussion formats, etc. Some felt that routine use [OF OS] could not develop within an organisation without the support of both the CEO and of a critical mass of senior managers. Reference was made to several examples of organisations where top people would never support OS because of their desire to prevent problematic information from surfacing or becoming public.

In spite of this the group did not see a limit for the routine use of OS but how such a practice could develop and what it would look like was less than clear.

As I reflected this morning on our conversation my own thoughts went in the following direction. I believe that everyone at any level in an organisation already has the power and the freedom to initiate Open Space meetings. At the minimum this can consist of inviting some people for lunch (or a few beers at the bar, or barbecue on Sunday, etc.) to talk about an important issue. Probably most people can do a lot more than that without stepping outside the framework of their official responsibilities. I then asked myself "what would be in the way of me doing this if I imagine myself in the middle of some organisa-tion in a non-executive role?" What came to mind are things like: fear of failure, lack of confidence in the value/effectiveness of the process, fear of

ridicule, lack of confidence that others will respond, lack of confidence that it will make a difference, etc. I concluded that, for myself at least, fear of retribution or of being fired would be very far down the list and not likely to come into play. I also did not feel that any such move would require any particular approvals from higher up.

Those thoughts help reinforce my commitment to help people I know at all levels become more conscious of the power they have, of what they already know how to do and to help them build their comfort level with OS so that they lose their fear of making the first attempts. Thereafter I trust that the results will create a momentum of their own. I continue to believe that top management approval/support while highly desirable is not a pre-condition for starting the use of OS at some lower level in an organisation. Otherwise nothing would ever change that would not come from the top…

Those are my thoughts. Other participants need to add their own views.

20.
Practice Of Peace Training

CONVENOR: Harrison Owen
PARTICIPANTS: Many Notable People

DISCUSSION:

PEACE: The dynamic interrelationship of complex elements productive of wholeness, health and harmony

ENGINE OF ACCOMPLISHMENT: An ordinary, everyday Complex Adaptive System

MEANS OF ADDRESS: Open Space -- Self organisation intentionally utilised

THE PRACTICE OF PEACE – Open Space whenever, however, and wherever you can. To sustain Peace – Just keep the space Open.

When Peace disappears: Open More Space

Practice of Peace ...second session, see also
Open Space Learning Programs Australia NewZealand

CONVENOR: Harrison Owen

PARTICIPANTS: Many

DISCUSSION: Chaos, confusion and conflict need to be part of peace. Self organizing systems work for peace (wholeness, harmony and health).

We are all self-organizing, we can help people be consciously aware of what they already are --
self-organizing.

Three days typically: exploratorium on peacemaking. 45 minutes presentation with talking by HO.

1. Peacemaking in pieces re: fixing pieces has unintended consequences that then need fixing
again.
2. Muddling thru: been doing that for 14 1⁄2 billion years. Question is how to do the muddling
thru consciously.
3. Strategies for peace. Learnings of OS/the OS mentality (how we live our lives, the Four
Principles, One Law) Meeting methodology yields a way of life, consciously and intentionally.

Then do OS for three days. (Controlling will kill it).

Lisa H:
1. Self, land, orgn, sustaining, actualizing.
2. Peace in your organization and personal life.
3. So what? What do you need from us?
           Laptops, help, commitment.

Peg H: Expectations in some cultures for lecture, therefore some context is very helpful. Taiwan,

Gail W: Storytelling helps to ground the idea that peace is something that happens. Therefore, day
One: lecture and some discussion followed by two days of OS.

HO: It's always a compromise and will always work.

HL: Read about OS in advance and ask [???] to quote something they'd read and use that to get
conversation going and leaders pull out more and more as the circle gets interactive.

HO: Sounds like Seattle and Toronto. Read 4 books + 2 optional. Worked OK. Each day, a new
OS. 15 minutes to frame the theme, present high chunks of ideas, then coffee. HO becomes
participant, someone else opens the space each day, new people get that experience. 2nd day, more
depth.

LH: An opening and light close every day, then the fuller close at the end. Different theme
everyday.

HO: Put the program into the public domain, get it Harrison-free

Larry P: Framing so far- org. transformation + leadership was theme.
They invited people with substantial experience in OS

HO: If you think you can jump in and swim, please come, but this is not a training program for
OS. Peace doesn't begin and end at the negotiating table. Should be everywhere, families,
organizations, etc.

Advertising/practice of peace, for yourself, your organization and your world. Broken family,

dysfunctional business, dysfunctional world.

Two parts: How to do OS; Presuming that's in place, do OS. Beginners didn't fit.) Ken Wilbur **--** 4 Quadrants, elegant, complex, deep. "For every outside, there is an inside", for individuals and groups. HO drew 4 quadrants, left them blank and group in Toronto filled in the spaces. Systems thinking gets stuck with externals.

Word "peace" has taken on many meanings. "Soul pollution" is epidemic---when individuals find the rug is pulled out from under them and their place, personhood and destiny is destroyed, deprived from them. We have the tools and power to achieve what we all need and it's not complicated or difficult. Involves being aware of who you are and applying simple principles we can all do.

JPE: Ouspensky---Possible Psychological Evolution of Man **--** postulated three states of being: sleeping sleep; waking sleep; and fully conscious (transforma-tional consciousness). Problem: people live in the second state and therefore won't actively seek for that which they think they already are, i.e. conscious. What might we do in OS to help people become more conscious?

HO: People come to OS and there's a distinct change in their level of con-sciousness, an 'aha!!'. You couldn't convince them it would be possible logically. The experience is a wonderful teacher, they may not take it actively further but they also can't lose the experience. (added by JPE: A mind stretched to a new dimension never returns to its former shape — Thoreau??) But, you need to ANCHOR that experience and take it out to life. Do so at the end by taking a few moments for personal reflection: "What did you notice that was different from the usual meeting?" "How will you sustain this over time, starting with yourself?" e.g.: deep spiritual practice to hold space for deeply alienated people. And, I need to do my own spiritual work, e.g. meditation that makes sense to me, not necessarily you. If not, I'll be washed away in the first few minutes.

LP: In the weaving of the event, how do we build in maps as well as the exper-iential. HO provides a frame. How to provide just enough conceptual frame for all?

Lavonne B: It's like a loom, you need the frame to weave the threads. Doing so without the frame is possible but very difficult.

MW: Do you need people to have an understanding of "Peace"?

HO: What gets opened to people, rather. Gets away without defining the word. (Like HO giving no definition of "spirit" over the years)

Days: what; why — in the world, a bigger picture; how — for individuals as a way of living.

JPE: start with individuals to work collaboratively and start a network and a support group.

HO: Run an OS, topic doesn't matter, you still get the sense of community, etc. Then participants are encouraged and supported to run. Building a collective consciousness — relationship.

And, you have three days!!! (and it does work like that). People need different things---in a small group it happens simultaneously.

21.
Raise The Profile Of Open Space In Corporate World

CONVENOR: John Moore
PARTICIPANTS: Nev Kennard, Larry Peterson, Val Embree, Gail West, Alan Stewart, Lavonne Boyd, Julianne Bell, Carla, Vliex, Brendan McKeague?, Jill Hardwick, Chris Weiying Low

DISCUSSION: We discussed several themes around this issue:

Preconditions for making it more likely that OS will be accepted and will then be useful.
*   getting the 'top team' on board first
*   not selling OS – getting the client to buy the consultant (trust)
*   using lots of AI type interviews before deciding to suggest OS
*   attaching OS to something else (like Future Search, Coaching)

Contexts in which OS might be useful
*   Culture merging
*   New CEO (getting the 'lie of the land')
*   Organisational reform

Ways of gaining access to CEOs
First rule – avoid HR/Training Department (they usually have little money and less clout)
*   Presentations or workshops for e.g. Rotary, Institute of management, The Executive connection)
*   Storybook – client endorsements
*   Being provocative – "This might be a bit too leading edge for you" "Not all companies are ready for this"
*   Get the trust of the key person who will make decisions about going ahead (events/conferences)

Getting attention within the organisation
*   Use web based information and possible registration to attract attention
*   Make attendance voluntary
*   Interactive on-line registration that educates the reader

Other issues that we discussed
*   Consider other ways of opening space – FSC, Circle of Knowing
*   Bring the OS Mentality to bear – use the principles as a way of life and encourage others to do the same
*   Partnerships between experienced practitioner and CEO who wants to facilitate OS. Work in non-competing companies. Reduces the potential form conflicted relationships for internal consultant.
*   Encourage company to run OS outside working hours and make it voluntary – pay expenses for those attending.
*   Have the CEO make an announcement and invitation to those who want to take part.

22.
Global Wisdom Organizations

CONVENOR: Karen Davis
PARTICIPANTS: Gabriele Burkhardt, Joelle Everett, Lisa Kimball, Emily Reich, Christine Kent, Andrew Donovan, Michael Dobbie

DISCUSSION:
A definition of "global wisdom organization" (GWO) based on Institute of Noetic Sciences definition of "global wisdom society"* - An organization that values all cultures and traditions and skillfully utilized multiple ways of knowing for the greater benefit of all"

GWO – is it already existing, about to evolve, or still be to discovered?

What would a GWO look like? Some components: diversity, authenticity, communication, open space **. . . .**

The importance of "wisdom" is to be preserved and passed on.

"Organization" is always a problem – maybe "network"

Is it enough to be wise or does it have to come into action?

SUMMARY STORY OF SESSION:

How can we ensure that the space is open for all the wisdom in the room?
The open space is only as powerful as we can open our inner space as well.
How can we 'upload" the shared humanity into the space?
Magic through fire, breath, silence?
There are different degrees of being open.

*   From Institute of Noetic Sciences
"Current research in multiple fields of inquiry suggests that a global wisdom society will be marked by:
    *   a profound recognition of universal interconnectedness among all peoples and all life
    *   a commitment to right action for the benefit of all, guided by the mysterious intelligence of the whole
    *   valuing learning and openness above certainty and closure, and embracing multiple ways of knowing
    *   living in ecological balance
    *   and, perhaps most important, acknowledging that we exist in a universe alive with consciousness and spirit."

23.
Access Queen King

At the 2001 **OSonOS** in Vancouver a group of us posted issues for discussion regarding how to help those who wish to attend the annual global meetings to physically get there. A number of us are from other countries where the money it would take to attend is simply impossible - others of us live on very low financial levels. We developed an idea where one of us could raise awareness on the OSLIST (our OS global learning community's virtual discussion list) regarding who needed support and who had support to give -- as a way both to raise awareness of those who'd like to be included and as a way to pool support across our community.

I (Lisa Heft) volunteered to be the awareness-raiser / town crier / weaver of people and needs. Our dear colleague Laurel Doersam soon after named me "Access Queen".

So between one **OSonOS** and the other I shared ideas of how people could raise funding (I put a sample Request For Funding proposal online for people to use parts or all of for giving to potential funders --- I invited those who came to the **OSonOS** to bring handicrafts from their countries to sell [in the "Global Village Marketplace" to raise money for the Access Queen Fund or to get some money back for their own outstanding travel expenses -- I encouraged folks to believe in themselves and the community by asking for assistance --- I asked people to consider donating their Frequent Flyer miles, sharing their accommodation on-site and paying for that other person's bed) --- just about everything I could think of.

I also received from the **OSonOS** 2001 the money left over after expenses were paid. Into that fund a few folks sent me money from the sale of original works of art on Books of Proceedings that had been auctioned off at their Open Space events, books of poetry they'd sold, and more.

Some amazing people had the courage and faith to ask, and some generous people responded, as did the Open Space Institutes of Australia and of the United States. Together we helped six people get to OSonOS in Australia in November 2002. And that's only the first year's attempts!!

So if you have any ideas for how to raise money for next year's intrepid adventurers, if you want some ideas for how to raise your own money to get to **OSonOS** in "Svenmark" in 2003, if you have some extra money you want to donate to the Access Queen Fund, do contact me and let's make more dreams come true!

Contact me at lisaheft@pacbell.net

Lisa Heft Berkeley, California, USA

24.
OSI(US) Annual Member Meeting

CONVENOR**: Peggy Holman**
PARTICIPANTS**: Paul Everett**

DISCUSSION:

I. Peggy gave Paul a little background on OSI(US). Here are some highlights:
THE PURPOSE OF OSI(US) is (along with others) to hold space for Open Space. It serves by:
*   Connecting individuals and groups to support, mentor, sustain each other in opening and holding space;
*   Being an inclusive learning community;
*   Providing access to resources on Open Space.

2002 ACTIVITY HIGHLIGHTS

*   Sponsored Virtual OS on Virtual OS experiment
*   Supported 2 people from Haiti and 2 people from India to attend OsonOSinOz   **aka OSonOS-X**
*   Published issue #5 of STORIES, the on-line OSI(US) newsletter (thanks to Joelle Everett)
*   Negotiated with Qwest the permission to copy & sell U S WEST OS video at an accessible price

II. OUR CONVERSATION WAS GUIDED BY 2 QUESTIONS:
1) What's the edge for serving OS practitioners? (In other words, what needs are being expressed directly or indirectly by people at OSonOS-X that might lend some insight into how OSI(US) can best be of use?)
2) Is it over? (In other words, has OSI(US) served its usefulness and no longer needs to exist?)

III. THE RESPONSES:
What's the edge? Paul thought it would be of tremendous use to practitioners to get the insight out that a great way to do "convergence" is by doing another Open Space; a one-session OS following reading the proceedings focused on what's next.

Peggy expressed the wish for someone with the passion to bring some order to the wonderful collective wisdom and stories that currently live in the archives of the OS list and other places far and wide on the Internet.
Anyone interested? If so, contact Peggy (peggy@opencirclecompany.com).

Is it over? Paul thought not as long as there is an edge to be addressed.
So, not yet.
Peggy will take the question to the next monthly OSI(US) board phone call.
If you're interested in joining the board (assuming it's not over), let Peggy know!
Here are some of the documents of some of the numbers shared at the meeting...

25.
Research With Bodywork And Learning
Open Space for Research with Bodywork and Learning

CONVENOR: Allison Baensch
PARTICIPANTS: several unofficial

DISCUSSION:

This session ranged over several aspects of time, space and informal participation. No-one came to the group as such, but materialised in other ways. The content of the session ranged from the discussion I had anticipated (which happened later) to Ortho-Bionomy sessions and a class.

26.
Connecting Leaders And Organizations Throughout The World
through learning programs run in Open Space

CONVENOR: Thomas Herrmann
PARTICIPANTS: Penny Wolf, Justus Lewis

DISCUSSION:

Our little lovely group of three spent some time presenting ourselves and talking about our ideas regarding the issue at hand.

Why would we want to engage in the issue at hand?

Firstly to get added value to learning programs in different countries/cultural contexts.

We also talked about encouraging long term change in organizations, by opening up space for organizations to develop. Another aspect is to take advantage of and foster the network between OST facilitators worldwide,

We discussed some different aspects:

What is the added value of connecting learning programs in different countries? Learn from each other, expanded international networks, higher status which may help to get interested participants to come. Maybe the program should be directed towards companies that work on the global arena?

An example of a learning program that is developing in Sweden was briefly presented. The program aims at opening up space for managers and employee representatives from different

companies/organizations to learn together in Open Space. Its purpose it to encourage them to develop their organizations to be more "life affirming" and efficient. It will start next year and consist of three Open Space meetings + virtual collaboration in between.

The actual work done in the organizations could of course be made using whatever method that the organization uses. It might be OST?

DIFFERENT WAYS OF CONNECTING

If programs in different countries are run simultaneously there could be one or more physical gatherings for all participants. The virtual space could be connected throughout the program. This would imply that language issues had to be taken into account.

Translators could be used (which of course would have to be funded within the budget).

If programs are run separately there could be points of connection planned in the respective programs e g a Open Space meeting. **"OpenSpaceOnline"** could be used as a way to have real-time virtual meetings.

HOW TO GET THE RIGHT PEOPLE TO COME

Invite them… The global aspect might help. Another good thing could be to have an national or global organization as a co-sponsor e g , SOL (Society of Organizational Learning). Maybe one should decide on e g., SME (Small and medium-sized enterprises), companies that work on the global arena, etc.

FUNDINGS

There may be different sources to get funding in different countries.
There may be some international organizations willing to fund.
Alternatively it could be funded fully through the participants fees.

RESEARCH Interesting to do research on how the different programs develop.

NEXT STEP?

DO IT! If we wait to get ready for it, we'll never be. Maybe start off with two countries if not more are ready.

27.
Other Processes Compatible With Open Space
Processes connected with OS

CONVENOR: Henri Lipmanowicz
PARTICIPANTS: Malay Biswas; Bayyinah Bello; Chris Low; Anne Pattillo; Carla Vliex: Gillian Rivers; Viv McWaters

DISCUSSION:
The following processes were identified as compatible with OS **--** processes that could be used to complement or support an OS session.
* Processes that help break the ice
* Processes that can help people to move to what moves them; sociometry was
  mentioned in that context
* Storytelling
* Processes that help people connect
* Appreciative inquiry

In contrast, processes that are highly structured and controlled are not compatible with OS, particularly after the space has been opened.

The conversation on connected processes was cut short by a strong intervention on bad experiences with OS, experiences that led to some participants becoming "victims", to be traumatized. Questions were raised about the ethics of using OS in certain circumstances and about who takes responsibility for taking care of the "victims".

As convenor of the session I tried my best to help make progress in making sense of what had happened in those OS meetings that went wrong. Some others did as well. I, for one, struggled trying to figure out what was the constructive thing for me to do in the face of such a strong display of emotions and anger. Stories were traded but, frankly, we never got anywhere near closure and/or clarity. This leaves me with a clear feeling that there is important "unfinished business" that has to be attended to in order to satisfy the needs of those who raised questions that clearly were of major importance to them.

As much as I can tell the key questions raised were:

* Are there situations when OS may not only be the wrong process to use but when it may be very damaging to some already fragile or oppressed participants, in essence be counterproductive: achieving the opposite of what was wished, **"closing"** the space further rather than creating new opportunities? If so what characterizes those situations; how to anticipate?
* When things go "wrong" in an OS session then what? What is the role of the facilitator?

Those questions need to be more clearly articulated by those that raised them and a new space needs to be open.

It would be tempting to say that whatever happened was the only thing that could happen but I will

feel a lot better when I know that those who have raised those questions get the opportunity to make sense of the potential answers. It may not be possible to do this before the end of this meeting and so, I hope some other way will be found. Needed to contribute are those **. . . .**

28.
Open Space Learning Programs In Australia and New Zealand

CONVENOR: Julianne Bell
PARTICIPANTS: Penny Wolf, Maria Maguire, Brendan McKeague?, Justus Lewis, Michael Kukla, Helen Patterson, Anne Hiha

DISCUSSION:
Those of us who have run training programs in Australia and New Zealand (Brendan, Helen, Julianne) shared our stories on "how" we did it and the responses and outcomes from participants. Brendan also told us about Lisa Heft's course outline.

The issue of all of us doing "our own thing" was solved with the offer from all participants to join together and support the promotion of upcoming introductory training programs within our networks, sharing our experiences, ideas and insights.

We discussed things such as what to charge, duration and the structure of the full program including Harrison's Practice of Peace.
Part 1 consists of the Introduction to Open Space, with Parts 2 and 3 (by Harrison) as the Practice of Peace (although it would probably be promoted with a different title with Peace as the theme of the OS).
Participants in Parts 2 and 3 must have completed OS1 [Part 1].

We all agreed that the training programs must be economically viable for everyone involved.

OUTCOME:
All of us will run OS1 Learning Programs in each of our states next year.
We can call on each other to co-facilitate if needed.

The date for the South East Asia/Pacific Region Practice of Peace will be done by Harrison on 12-15 October 2003. Our thoughts for a location centered on the centre of Australia – Alice Springs/Uluru**?**.

Brendan told us about the UN Decade of Peace (2000-2010) from which we will apply for funding. We will also apply to the World Council of Churches . This will support attendance and pay for costs.

ACTION:
*   Set up an email group to remain in contact and support each other. Anyone who wasn't

physically present in this discussion and would like to join this email group, please tell Julianne
Bell <**mailto:julianne@exceptional-events.net**>.
* Julianne will email out her course outline.
* Confirm Harrison's availability for the dates identified.
* Start planning OS1's in each of our states for first half of 2003.
* Start planning Practice of Peace for October 2003.

REQUEST:
Who is interested in helping us plan the Practice of Peace? Please advise Julianne Bell on
<**mailto:julianne@exceptional-events.net**>.

29.
Ways Of Being
Ways of Being when Opening and Participating in Open Space

CONVENOR: Andrew Donovan
PARTICIPANTS:

DISCUSSION:
I cannot convey the depth and meaning of the conversation and time together, but some points I
would offer:
* In many circumstances (early in a relationship with an organisation, new to open space,
perceptions of bias) clearly a defined role of facilitator is valuable.
* It reminded at least two of us that we are on a journey to redundancy, where as facilitators we
become dispensable as open space takes hold.
* Recognition that it is a journey requiring a period of transition from facilitated to shared
opening of space.
* How the leader or sponsor is within the organisation and therefore how they are perceived may
alter the quality and nature of the space.
* Ultimately the group holds open the space for itself. Although there may be a person within
the system who invites people to the space.
* I provided examples of an organisation who has been holding board meetings in open space
over the last two years and we discussed the practicalities and spirit of this. Some points on this:
* The monthly meeting at a set time is an invitation to work together on ensuring that the
organisation is healthy.
* Meet in a circle. The chair of the meeting writes 6 blank headings on a board with blank space
under each (1. Strategic direction 2. Financial health 3. People 4. Infrastructure 5. External
relationships and brand 6. Health of the board. Chair invites board members to post topics. The
chair facilitates a prioritisation from 1. Onwards on topics. The chair asks for a minute taker and
confirms minutes of last meeting. Then the person who posted the first topic (as prioritised)
initiates the session and so on. (Contact me for more information).
* Being aware and present in a conversation brings an energy that provides a potential for the
group, even if you aren't talking.
* THE challenge to find interest in the uninteresting.

30.
Creating The Map Of Your Life

I Have An Idea . . .

CONVENOR: Lisa Heft
PARTICIPANTS: Louise Kippert, Carla Vlliex, Gabriele Burkhardt, Bayyinah Bello, Val Embree, Jill Hardwick, Peggy Holman, Malay Biswas, Jan Carr, Emily Reich, John Moore, Janet Pinto

DISCUSSION:
I (Lisa) saw a videotape once of some work the choreographer/dancer Bill T. Jones did with a group of people with life-challenging illness. Bill T. Jones choreographs with famous US-based dance companies like Dance Theatre of Harlem and other large, world-renown companies as well as for dance companies of disabled people, for example. He uses a lot of spoken word, life experience exploration with groups to form works that are both for them and can then develop into a dance piece done by professional dancers, and otherwise taps into and from all manners of understanding and expressing spirit/heart/mind/culture/memory/experience. The Bill T. Jones / Arnie Zane dance company is the name of his group – his lover/partner/co-choreographer Arnie Zane died some years ago from HIV/AIDS. Bill T. Jones has HIV himself.

For the piece he created about living with a life-challenging illness, he worked with a group of non-dancers over several weeks or months as they reflected, expressed, supported, defined, got messy and shared healing with each other. Of course some of this included movement work, though all were non-dancers.

The piece I saw on video was one segment of this longer process of support and expression. I'd seen it years ago and always wanted to try it out / work it out / see if it would be of use for us / our work. So I wanted to try it here, as much as I knew and could intuit into it to co-create it with whomever came to my group. (perhaps you can find the video on the 'net – I found it through the US Public Broadcasting Station / PBS – with other key phrases including the title "Still/Here?" and Bill T. Jones / Arnie Zane.

Here are the elements, put simply (feel free to email or call me to engage in further conversation about any of this): - - -
   1. A guided visualization. Taking people through a reflection on their life and that journey, starting from when they were born / what they were born into, how they saw that, felt that, how they felt love or lack of love, trust or lack of trust, how they saw other people, how they saw themselves, what events brought them major shifts in how they saw how they thought how they moved through the world from that point forward, major events both joyful and perhaps also painful or otherwise surprising. Then this same reflection back to their adolescence, how they saw that, felt that, how they felt love or lack of love, trust or lack of trust, how they saw other people, how they saw them-selves, what events brought them major shifts in how they saw how they thought how they moved through the world from that point forward, major events both joyful and perhaps also painful or otherwise surprising. Then as a young adult, how they saw that, felt that, how they felt love or lack of love, trust or lack of trust, how they saw other people, how they saw themselves, what events brought them major shifts in how they saw how they thought how they

moved through the world from that point forward, major events both joyful and perhaps also painful or otherwise surprising. Then, if they are of an older age, as their current age of adulthood, how they saw that, felt that, how they felt love or lack of love, trust or lack of trust, how they saw other people, how they saw themselves, what events brought them major shifts in how they saw how they thought how they moved through the world from that point forward, major events both joyful and perhaps also painful or otherwise surprising. Then how they felt / what they carried in with them or left behind or thought about or tried not to think about as they began this Open Space. Then after they fit back (or don't) into their lives pre-OS, what they know is about to happen to them, good or bad, how they feel, how it might change them. Then to move from the cognitive to the intuitive and think about what is coming to happen for them – something they can't name but a feeling that something – they don't know what – is about to happen.

   2 A moment for silent reflection.

   3 Then each has a piece of paper and a marker pen. They are invited to place their pen on the paper wherever the story starts, and to tell themselves that story again, and watch where their pen moves / move their pen in a continuous line as they tell that story, to create a map of their life's journey. And to end by picking up the pen off the paper.

   4 Then to stand up, think of the whole room as that piece of paper, and holding their map in their hands, to find a place in the room where their map/story starts, and to walk, their path on the map, telling themselves the story again.

   5 Then one person volunteers to share their story with the group. S/he goes to stand where the story starts, and the rest of the group goes to stand behind him/her. The first two people lightly place one hand on his/her shoulder (one person with a hand on one of her/his shoulders and on with a hand on the other of her/his shoulders, both behind him). Then three others put their hand lightly on the shoulders of those two, then the rest behind those two, and so on, until all are connected as a flock of birds or something. Then s/he begins telling his story by moving though it – but this time with the others witnessing his story by fully listening and connecting and moving with her/him in this manner around the room.

   6 S/he talks and moves around the room with his/her life map and the others moving with him / connected to him / witnessing in this manner.

   7 Time for reflection on what it was like to go through the visualization, to draw one's map, to walk one's map, to tell one's story to/with the group, to witness, to be witnessed.

- - -

My sense is that this would be part of, say, a 6 week support group – one of the tools for experiencing / defining / naming / expressing whatever folks needed as they look upon their life, including for people with life-challenging illness the map of their life's journey up to and through death and beyond.

The must-haves would include holding safe space for folks to walk away / around, breathe, get messy, not get messy, reminders to breath, reminder that what happened may have been or still be difficult and to stay; with that or jump to another time and avoid that – all is fine; to remember that

what happened is always part of us but that they are also having other experiences now and that that is part of them too; that they are loved; to always ask permission of the volunteer if you / another can touch her/him lightly on the shoulder for this next bit (because many people are survivors of unwanted touch), and so on.

We discussed the power of ritual, of using other ways than words,
of witnessing, of being touched, of how important it is when working with emotional stuff to allow plenty of time and air around every transition, how important to help folks segue into the 'real' world / world outside that door by planning / designing what happens next / last – even if it is to include food together / loving up each other and one's self in that manner, decompressing, replenishing, whatever.

31.
Restorative Justice And Open Space
Restorative Justice – opening space for peace

CONVENOR: Brendan McKeague
PARTICIPANTS: Justus, Nev, Herbie, Peter O'Connell, Henri, Thomas, Maria, Lavonne, Janet, Jan, Ballayan

DISCUSSION:
Brendan described the retributive justice(RTJ) system (currently operating) and then introduced the notion of restorative justice(RSJ). Participants were involved in a role-play to go through the restorative process and experience how it works in practice.

The group discussed aspects of the practice of RSJ, the role of facilitation and the similarities with OST.

POINTS MADE INCLUDED:

1) The emphasis on the relationship between the victim and the offender – this is where the community/relationship was fractured and this is where the restoration and healing needs to occur. Opportunities are provided for this but there is no guarantee that it will happen. In this respect, this is similar to OS – as the facilitator opens the space and provides the container in which this restoration might happen – it is up to the participants to do their own work with the assistance of the process….

2) The role of others in the community – they are invited to participate and can contribute to the process and outcomes.
    For example, by helping to paint an overall picture of the offender rather than just focusing on the crime committed or by offering to support the offender in making reparation to the victim.

3) The power of the energy that can flow between the victim and the offender when genuine remorse is expressed and felt and where forgiveness occurs – the Spirit at work

4) The need for community involvement so that the offender can make the necessary lifestyle changes to transform behaviours in the longer term

5) The different models of RSJ that are operating - for example,
    A) in Juvenile Justice where the intervention from the system still occurs,
    B) in New Zealand where a community-based model is operating,
    C) in Canada where circle justice operates especially among first nation people,
    D) the foundation for the Truth and Reconciliation Commission in South Africa

6) The development of a RSJ in Western Australia through the existing judicial system and by spreading awareness in the wider community e.g., through schools, community centres, local councils, parish groups…experimenting with the application of the principles

7) RSJ and OS do have similarities in the approach to facilitation – the facilitator needs to be aware of opening and holding space – although [he or she] may need to be interventionist at times – at least to remind participants that they are there of their own choice and can leave at any time (Law of Two Feet) and return to the normal system.

8) The preference is to allow the participants to do the work that is necessary. RSJ works best when the space is kept 'open' so that the Spirit can get in there and prompt the work of restoration and healing – in this sense, this too is the practice of peace.

32.
Words Of Transformation

CONVENOR: Joelle Lyons Everett
PARTICIPANTS: Alan Stewart, Kerry Willis**?,** Anne Hiha, Paul Everett, Malay Biswas

DISCUSSION:
We came together to share poems, laughter, tears, and learn from each other's presence.

33.
Design Learning Programs For Managers
How to design learning programs for managers

CONVENOR: Carla Vliex
PARTICIPANTS: Lyneve Whiting, John James, Penny Wolf, Michale Kukla, Allsion Baensch, Ann Pattillo

DISCUSSION:
This is the story of the onion which wants to grow green

The basis for the management-development is the 'onion layers' theory of G. Baetson. The most outer layer is behavior, the second is knowledge, the third is values/culture, the fourth is personality and the deepest layer is spirit. Would an OS be an appropriate next step in helping to develop the organization as a learning community.

POINTS OF DISCUSSION
*   Design of content is not required as learning will occur, i.e. content is not required in OS. This will emerge.
*   However, the big theme should be agreed upon, i.e. " how do we manage in a better way/ how we are becoming a learning organization now"?
*   Create a bridge in language between previous things/work and what is next; i.e. 'now we understand the construction of an onion, we will now .. . . .'
*   How can you agree upon a theme, if you don't actually know what you/ others really want? (Johari window)?? Then the rule " whatever happens is the only thing that could . .' will apply. The group will then learn, at their pace.
*   Or, you can use the four quadrants of Wilber in a pre-meeting with the sponsor to set the theme. (And as Harrison suggested earlier use the quadrant again for reflecting afterwards).
*   Outcomes determined by sponsor, this will determine the process/method; i.e. if an sponsor wants to train then a training methodology will apply.
*   Is the commitment to the theme (i.e. developing a learning organization) genuine or is the commitment like ' the Jones next door'. The real, genuine purpose of an organization will also determine the method/process.
*   Acknowledgement that directions/trends for organizations is on greater networking with blurred boundaries and flexible work practices that also
includes greater levels of accountability.

*   Integrating learning from OS through reflection/action learning as a framework overarching the whole process by linking, thinking, learning and doing.