



Book of Proceedings

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October 20 - 22, 2000

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Open Space on Open Space 2000

Issue: OS Issues - what do they mean to you
+ OS Spirit - how do we live it

Results / Recommendations / Action Steps

Kiss - Keep it short and simple!

Write loud and clear! Use the black fineliner!

- Not Done by "Companies", a Lifestyle
- 4 principles = Freedom, yet specific about expectations too
- Confidence that chaos is a beginning, open eyes to value of Life.
- "All is Well"
- Principles imply values - what are they? what are they not?
 - Respect in workplace, Diversity of viewpoint, Inclusion
- Difficult to accept in Life, Feeling alone w/ idea, hard to LIVE it. Need supporters w/in company
- Once exposed, many people change - see it to believe it.
- Freedom to release creativity, loose but not too loose.
- "Team Spirit", Connectedness
- Companies want to not waste time - OS can be explained as efficiency, but in a new way
- Create a new culture, by DOING (Management aware of it)
- Metaphors, Differences is unimportant yet KEY
- Difference between efficient and effective

Convener: Romy Shovelton & Fran Bainbridge

Participants: 40 p in/out. (Please add your names here, if you wish.)

Open Space on Open Space 2000

Issue: OS Issues - What do they mean to you AND OS Spirit - how do we live it

Results / Recommendations / Action Steps

Kiss - Keep it short and simple!

Write loud and clear! Use the black fineliner!

- Culture change happens because OS is more natural
- How to sustain afterwards
- Law of 2 Feet takes negative energy out (Worst Behaviors when don't want to)
- Culture being worked in needs to be understood, as well as your (Facilitator) interaction w/culture.
- First Law is key, all else follows

Convener:

Participants:

Open Space on Open Space 2000

Issue:

OS & Family Life

Results / Recommendations / Action Steps

Kiss – Keep it short and simple!

Write loud and clear! Use the black fineliner!

Modern life has many demands & distractions. Many things distract from family togetherness. Such things are: TV, internet, work, meetings, too many things. ~~SUM~~ Sacrifices are often made in family togetherness – meals are not together, many things are individualized. Putting the principles of OS into family life to bring together family spirit. We discussed how to do this with family history, intergenerational activities – game nights, reunions, etc. Intentional gathering.

Convener:

Butterfly Meeting

Participants:

Rosolde, Emily, Tim

3

problem identification

action
reflection
decision



STRUCTURE OTHER METHODS

WATERFALLS

3 SUMMER 88



FLEXIBILITY



ALWAYS TRAINED TO TRUST

ALWAYS FOCUS-47

OS-and...?

WHAT'S
YOU?

PLANNING WITH

LEADERSHIP

RESULTS

CREATING PRIORITIES



THANK YOU

GOOD 216
DOCUMENTS



GOV'T

DEVELOPMENT

TOOL

PROJECT

OD

SINGLE EVENT

PROCESS

EXPERIENCING

COURT

LARGER GROUPS



COVENANT

Open Space on Open Space 2000

4.1

Issue:

Analoge Methoden der
Dokumentation ?

1

Results / Recommendations / Action Steps

Kiss – Keep it short and simple!

Write loud and clear! Use the black fineliner!

Fotos

Videos

Sounds – digitally recorded

to catch atmosphere; illustrate

visual protocol to publish – emotional process
on flipchart, e-beam – contents

– energetical

what are the outcomes – contents

– topics for follow-up

– energy

so what's the task of documentation:

transporting contents, energy, symbols;

essentials of outcome

Convener:

Heiner von Uebachs

Participants:

Ergebnisblatt / open space

Open Space on Open Space 2000

4.2

Issue: *Analoge Methoden der Dokumentation*

2

Results / Recommendations / Action Steps

Kiss – Keep it short and simple!

Write loud and clear! Use the black fineliner!

presentation of process and contents

as a picture + vermessung
symbol + wording
motif +

documentation : for whom : aims

energy

symbols

contents

digital
information

using both brains

Convener: *Heiner von Vietbahn*

Participants:

Ergebnisblatt / open space

Open Space on Open Space 2000

4.3

Issue: Analoge Methoden der Diskussion

3

Results / Recommendations / Action Steps

Kiss – Keep it short and simple!

Write loud and clear! Use the black fineliner!

Using - play

• colours

• spontaneous painting

tools for analogue pots cols often miss

Convener:

Heiner von Uebahn

Participants:

Ergebnisblatt / open space

Open Space on Open Space 2000

6.1

Issue: OS on OS within Berlin

Results / Recommendations / Action Steps

Kiss – Keep it short and simple!

Write loud and clear! Use the black fineliner!

- Berlin : - fascinating, history laden
- the wall has come down, but still in people's mind
 - 1800 construction projects (1/2 of work non-union)
 - New Berlin
 - a deeply wounded city, optimism thriving (similar to Nikosia)
 - Contrast in Oranienburgerstraße - struggle between East + West (East feeling inferior)
 - healing conversation, speaking out, courage
 - passion + responsibility
 - use Appreciative Inquiry
 - Berlin is a great Open Space, (Spiritus Loci)
inspiration, lots of energy
 - Projects "Engine Chicago", "Engine Austria"
 - "The best of..." "What's possible"
 - Invitation to tell stories, Appreciative = positive
working out, karma

Convener:

Florian Fischer

Participants:

Chris Schock, Ingrid Ebeling, David Koehler
Ute Decker, Peggy Holman
Maarten Lillense
Ruth Karzel
Stefanie Hagedorn

Based on ideas of Gabriela Ender, Florian Fischer, Fred Möller and Michael M Pannwitz

Rolof WZfer

Open Space on Open Space 2000

Issue: *OsonOs within Berlin*

(page 2)

Results / Recommendations / Action Steps

Kiss - Keep it short and simple!

Write loud and clear! Use the black fineliner!

- "strange" energies in Berlin
- people were scared / mistrusting in an OS in Berlin
- Berlin - should know that we are here (OsonOs) and what we are doing
- If Berlin weren't healing we would not be here.
- How can OS help the healing
- Healing vs. Development
- GROK - understand "gestalt" / by permission
- Development could cover over the real healing
- OS breaks down walls
- standard of living - sense of community having suffered together.
- New Reichstag as a symbol
- Where do I get the feeling -
- Yes, there is feeling
- Truly knowing, shifts or changes stereotypes
- Community is waiting to happen.

Convener: - (The remainder of the conversation

Participants: was from the heart at a much deeper level - people shared their stories)

Open Space on Open Space 2000

Issue: I BELIEVE IN YOU

YOU AS AN INDIVIDUAL?

THE PROCESS

Results / Recommendations / Action Steps

Kiss - Keep it short and simple!

Write loud and clear! Use the black fineliner!

I DO NOT HAVE TO BELIEVE IN EVERYONE

I AM
I DO NOT BELIEVE IN ME
(AND THAT IS WHY I DON'T BELIEVE IN YOU)

BECAUSE I SEE ME IN YOU

BECAUSE I AM FEELING
MY OWN FAMILY DYNAMIC

WHOOOPS! MOMENT IS PASSED NOW.

I BELIEVE WE DON'T HAVE TO BELIEVE
IN EVERYONE

I CAME...

IT'S...

YOU CAN FEEL
TRUTH - INSTINCT - NO WORDS FOR IT
IN YOUR STOMACH
WHEN I WROTE
ON THE BOARD THE
TITLE OF THIS SESSION?

I ALWAYS THOUGHT INTUITION BLURS
CLARITY, BUT IT IS MORE CLEAR.

Convener:

LISA HEFT

Participants:

JOELLE

MATT

ULLA

ANDRÁS

CSABA

.. AND PEOPLE WITH OTHER
NAMES WHO WERE ALSO
ESSENTIAL
HONEST PRESENT
REFRESHING
WONDERFUL
AMAZING

Open Space on Open Space 2000

8

Issue: Convergency - how to do it?

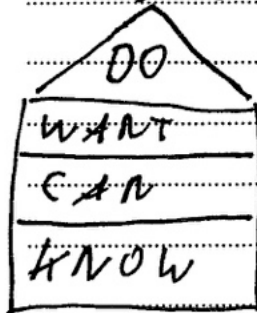
Results / Recommendations / Action Steps

Kiss - Keep it short and simple!

Write loud and clear! Use the black fineliner!

Questions raised:

- How far goes the responsibility of the facilitator?
(only for the conference or beyond that)
- How to ensure keeping the spirit after the end?



What is the given mandate or purpose & authority to the OS?

What is convergency in OS terms?
- still open on a higher level ooo

Convergency depends on the upfront contract / clearness of the givens & "non givens"

~ depends on the culture of the organization

Different techniques:

MICHAEL

↓

I can do it alone
need help
need not

Now Soon later

based on

auction:

invest budget + time...
plan willing to take responsibility

KROMY

Convener:

MICHAEL FUNKE

Participants:

Ergebnisblatt / open space

Open Space on Open Space 2000

9

Issue: Visual Images of Organizational Open Spaces

Results / Recommendations / Action Steps

Kiss – Keep it short and simple!

Write loud and clear! Use the black fineliner!

1. Movement from hierarchy to Open Space Organization involves saying "good-bye" to structures that are not needed
2. IN DOT.COM companies fast more important than correct
3. Shift through matrix → Adhocracy → Network → Strategic Network
→ living system requires waves of interactivity

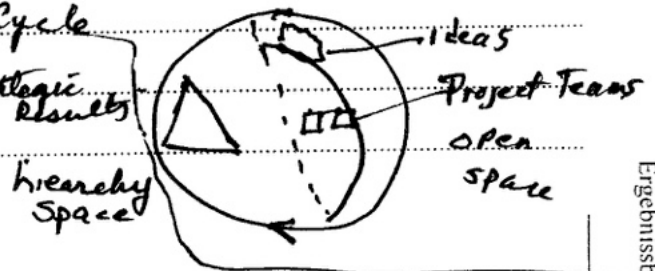


4. OPEN SPACE ORGANIZATION / self-organizing: The Agile Organization

5. Can resemble Problem-Solving Cycle

6. Harrison Owen's Stages of Transformation: Reactive, Responsive, Proactive, Interactive & Inspired (Riding the Tiger pg. 94)

Convener: Sheila Isakson



Participants: NIELS LANGKLOE, Gernot Krieger, Marianne Munzel
Sven Ole Schmidt, Michele Cooper, Larry Peterson, Matthias Müller, Angelika Baum

Ergebnisblatt / open space

Open Space on Open Space 2020

10.1

Issue:

Open Space in schools.

Results / Recommendations / Action Steps

Kiss – Keep it short and simple!

Write loud and clear! Use the black fineliner!

1) Gymnasium (high school), prepare teachers, ~~we~~ prepare kids, some cannot sit down in dialogue.

Some misinformation from teachers to students.

Open Space as a means to start the democracy work in schools. Student democracy is a law in Sweden.

The classroom is microcosm of society. It works in the hierarchical mode. It takes a long time to change in schools. Brian told about his

Convener:

(continuity!!!)
Agneta Faller

Participants:

Ulaiane Mubwand, Pius Müller
Jane Schütz, Stirling, Nuran, Ralf,
Brian, Larry +

Ergebnisblatt / open space

Open Space on Open Space 2003

Issue:

O.S. in schools

Results / Recommendations / Action Steps**Kiss – Keep it short and simple!****Write loud and clear! Use the black fineliner!**

work with Teachers, doing 6 x 45 min
Open Spaces over a period of 1 1/2 months.
The idea to bring in the kids came
from the teachers themselves.

Always start with the people who are
in power or – start where you can.

Pius introduced his project O.S.
on Science and Society. Dialogue
between these areas.

~~It~~ Starting the right **THEME** is
crucial to passion and responsibility.

John, working in Haiti mentioned
Touchstones discussion project.

Convener:

He has material on it.

Participants:

Larry spoke about his project
"Safe schools".

Cutting down on resources seems to be an
international trend.

Issue:

Results / Recommendations / Action Steps

Kiss – Keep it short and simple!

Write loud and clear! Use the black fineliner!

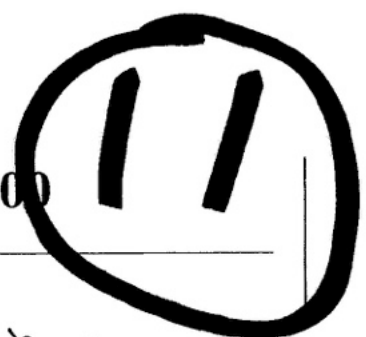
We talked about releasing teachers' dreams. Teachers could be anxious, uncooperative, not open to change but they all have or did have DREAMS.

Harry told about his work with the teachers' federation in Canada. They initiated dialogues ~~between~~ in the community with teachers facilitating the conversation, after some training.

Convener:

Participants:

Open Space on Open Space 2000



Issue: E-learning and OST in corporations

Results / Recommendations / Action Steps

Kiss – Keep it short and simple!

Write loud and clear! Use the black fineliner!

OST as a means to build relations between people. Find issues of common interests. ~~Raise~~ awareness that there's a lot to learn from each other. *Givers Gai*

- Go on learning on the web.

Within a company/org.

Involve CEO/leadership. If they want to start a "learning community" on the web they will have to invest time & resources. ^{start} 2-3 days OST. Use the technique (program), which will be used further on, at the OST - for reporting.

Ex. Montreal Bank of Canada

Diverse groups

- find issues of common interest
- develop relationships
- shift in mind. How?

ex. www.agroforum.dk
"networking farmers"

Convener:

Thomas Herrmann

Participants:

Larry, Mogens, Birthe, Sheila, Gabriella

Open Space on Open Space 2000

12

Issue: OST - leadership ^{development-} program

Results / Recommendations / Action Steps

Kiss - Keep it short and simple!

Write loud and clear! Use the black fineliner!

Is it possible - start a program for more or less experienced leaders, without having any content?

The participants have knowledge, needs, vision etc.

Try clarifying:

Within an org: What is the vision for leadership?

Involve stakeholders: Board, leaders, employees/staff

Agreed on vision - frames the program

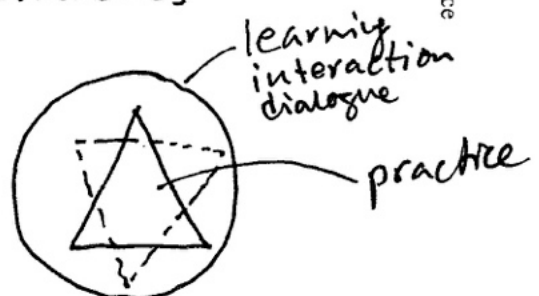
Goal of program? $\leftarrow$ give a tool for selforganization
fulfill needs concerning leadership skills

Who is a leader in our future organization
Leadership by issue - distributed

Ex. VISA International Dee Hock

Convener: Thomas Herrmann

Participants: Sven, Laurence, Toke + bumblebees



Issue: the Open Space Organization - an interconnected learning organization - sustainable, renewable, effective, efficient + getting results

Results / Recommendations / Action Steps

Kiss - Keep it short and simple!

Write loud and clear! Use the black fineliner!

- Birgitt told stories of her learning about the open space organization beginning in 1992 and replicated a number of times since
- there is no model, but critical ingredients to pay attention to - same values but different way than chaotic organization
- CEO must be the person who wants a way of working that is participative
- can be a hierarchy or a collective
- biggest obstacle is FEAR - how to get past Fear of Success, Fear of making Genuine Contact, Fear of BEING REAL
- and yet so much success happens with real connectedness
- Open Space Organization is already present - it needs to be uncovered from all the barriers we put in its way
- appropriate structure, changed work of managers

Convener: Birgitt

Participants: Eddie, Jo, Csaba, Rainer, Koos, Marianne, Sibylle, Ward, Reinhard, Betting, Artur, Monica, Alena, Matthias, Gabriella, Liane +++

Open Space on Open Space 2000

Issue: How do we measure "success" from OST? 2-4 months after the OST meeting. What is success? Who measures it? Viewpoint of client? Viewpoint of facilitator?

Results / Recommendations / Action Steps

Kiss - Keep it short and simple!

Write loud and clear! Use the black fineliner!

- follow up is critical - arrange this during the contracting - for best success of OST in the organization
- OST as part of OD process - follow up if OST is critical in OD process - this adds to implementation
- one way of follow up is action groups - within 6 months to have one bigger meeting - the action groups are meeting along the way
- OST meeting is not the goal, it is the vehicle
- follow up by meetings, e-mail, many ways
- OST can lead organization to "hanging there," which brings big ethical concerns
- what do we mean by "success"
- for follow ups use list serves or e-mail feedback
- how we measure success is very important - success is defined in many levels - one level is the deep, meaningful, truthful organizations - this is

Convener: Birgitt

Participants: Sonja, Eva, Kirsten, Tölke, Peter, Gerhardt, Heiner, Jan, Jette, Monica, Kirsten, Susanna, Doerte, Müller, Matthias, Jan, Peter, Jan, Emilio, Ellen, Karen, Andreas, Angelica, Tilman, Jukka, Hope, Leconte, Susanna, Monica, Rosalbe, Kirsten

Based on ideas of Gabriela Ender, Florian Fischer, Fred Möller and Michael M Pannwitz

- about having a one time or two time conversation that is real - this is one measure of success - there are many from many perspectives
- Context + objective of meeting helps to define success
 - but there are so many objectives + perspectives of content - so there are so many measures of success that are possible
 - people make statements of personal commitments + then how can I get support + support others to fulfill personal commitments
 - Sometimes the objective is to find new ways of doing things - and then OST is successful
 - much of this discussion pointed out the many paradoxes - the many dilemmas we face as we do OST, or to measure success - whatever that may be
 - it is critical that we find a way to tell the way that OST is successful so that there will be more interest in using OST

Issue:

OSI-US Annual Meeting

Results / Recommendations / Action Steps

Kiss – Keep it short and simple!

Write loud and clear! Use the black fineliner!

OSI-US Profit & Loss statement reviewed.

OSI-US Activities spreadsheet update reviewed by Peggy - three items added for CY 2000: (1) Decision to spread OS worldwide with financial and other resources. (2) CD in 2nd printing. (3) OS on OS VIII in Europe.

OSI-US Membership: Renewals not yet sent out - one reason is the question of whether a ~~membership~~ membership-based organization makes sense.

OPEN DISCUSSION: WHAT is the role of OSI-US, if any, in support of a non-US-centered world-wide Open Space movement? To support a community that is opening space in the world.

Convener:

Ric Giardinia

Participants:

Peggy Holman

David Koehler

Issue: USING OST TO INVITE SPIRIT OVERTLY INTO ORGANIZATIONS.

Results / Recommendations / Action Steps

Kiss – Keep it short and simple!

Write loud and clear! Use the black fineliner!

- BETTER TO USE/THINK OF "EMERGENCE" VS "INVITING IN;" (IT'S ALREADY THERE)
- FIND A 'HOOK' IN THE LANGUAGE/CULTURE OF THE ORGANIZATION AND USE THAT LANGUAGE VS "SPIRIT" LANGUAGE.
- SELL OUTCOMES NOT PROCESS
- IF CLIENT OPEN TO IT, USE LANGUAGE OF SPIRIT. IF NOT, 'CREATIVITY' ALMOST UNIVERSALLY ACCEPTABLE TERM (GO COVERT)
- SW SW SW N (SOME WILL, SOME WON'T, SO WHAT, NEXT)
- DEVELOPMENT OF PERSONAL SPIRITUALITY PRECEDES ORGANIZATIONAL SPIRIT
- SELL SOLUTIONS BASED ON CREATIVITY
- IT WAS OVER....

Convener: WINSTON KING

Participants: MANY INTERESTING AND WISE PEOPLE WERE THERE

Open Space on Open Space 2000

17

Issue: TRAINING, CERTIFICATION, ETC.

Results / Recommendations / Action Steps

Kiss – Keep it short and simple!

Write loud and clear! Use the black fineliner!

1. PRACTICE ELSEWHERE IS TO CERTIFY AFTER SEVERAL
OBSERVATIONS OF PROGRAMS.
2. EVALUATION IS DIFFICULT.
3. ANYONE CAN "DO" AN OPENSOURCE – WHO CAN DO THE TRAINING.
4. "MENTOR" FUNCTION MATTERS. – + MULTIPLE MENTORS
5. CERTIFICATION DOES NOT GUARANTEE QUALITY –
PASSION + RESPONSIBILITY DOES MATTER.
6. THE OPEN SPACE COMMUNITY PROBABLY DOESN'T NEED THIS.
IT'S NOT THE SPIRIT OF OPEN SPACE.
7. SUPPORT STRUCTURE WILL EMERGE AS A SUPPORTING
FOCUS
8. LOCAL TRAINING IS LIKELY TO BE THE BEST WAY.

Convener: BRINN

Participants: ERIK FRANCIS

Ergebnisblatt / open space

Open Space on Open Space 2000

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Issue: Perspective of the CEO

Results / Recommendations / Action Steps

Kiss - Keep it short and simple!

Write loud and clear! Use the black fineliner!

- the CEO often has good intentions but wrestles with fear
- the CEO is the one who opens space in the organization for OST
- the CEO is the one who keeps things open for follow up + implementation
- CEO experiencing success is critical in a good reputation for OST long term
- what happens when OST is just used as a tool without understanding passion, spirit, commitment?
- are there standards for OST facilitators? How do we know when a facilitator is ready?
- a participant described how it felt prior to having OST in his organization - feeling like it was very dangerous - physical reactions to fear - finally decided to use something more structured
- the pre-meeting + debrief are critical
- problem for CEO's is problem of accountability - at the end of the day, the CEO is accountable for what happens + a lot of one to one coaching helps with understanding + releasing of fear

Convener:

Participants:

Leonard, Michelle, Annette, Niels, Alenka, Artur

Ergebnisblatt / open space

18.2

- within OST, CEO equal participant
+ there is much learning
- FEAR is the barrier to space being open.

Open Space on Open Space 200

19

Issue: Bookproject 2001 Open Space - Cases
in german speaking countries.

11:45
Room 2

Results / Recommendations / Action Steps

Kiss - Keep it short and simple!

Write loud and clear! Use the black fineliner!

We collected following topics for articles in the above mentioned book:

1. OS in agriculture Wolfgang Kleemann
2. OS for community development Michael Stiefel
3. Gender Mainstream Heidemarie Wünsche-Pietzke
4. Qualität in d. Beratung Susanne Weber
5. OS on open air in Vienna Erich Koleraty
6. Quality development Carole Maleh

This book will be a project of around 20 people who want to share their experience with others.

You are wellcome to join.

Convener:

Carole Maleh

Participants:

the above mentioned people

Ergebnisblatt / open space

Issue:

OS @ WWW

Results / Recommendations / Action Steps

Kiss - Keep it short and simple!

Write loud and clear! Use the black fineliner!

- w. whoever comes is the right poeple ???
- Face 2 Face - meeting to expensive 4 some problems.
 - web-based communication and collaboration.
 - telephone conferences
 - List servers
 - bulletin board
- Acquaintance seems (physical meetings) to be helpfull. At least some poeple have 2 know each other
- On the web more poeple can participate
- Combine local get-together and continue work on web
- Folder with pictures / CV's
- needs discipline and structure: facilitators and rules

Software Caucus.com // <http://www.forgroups.com>

Clients - multinational / global companies
 - NGO's - int. projects (worldwide)

Convener:

Pius Muller

markel@smile.ch

Participants:

Hape hp.etrold@t-online.de linja@combrains.de
 (Michael) Poschmann poschmann@eventdesign.de
 Elke Koll e.koll@t-online.de
 Marianne Munzel marianne.munzel@arcamail.de

Based on ideas of Gabriela Ender, Florian Fischer, Fred Möller and Michael M Pannwitz

Open Space on Open Space 2000

Issue: Moscow Training Design

Results / Recommendations / Action Steps

Kiss – Keep it short and simple!

Write loud and clear! Use the black fineliner!

Some ideas on how to improve:

- start the training at the evening of day 1
- people are in small groups from the very beginning and participants open even the first OS
- choose the theme: "Preparing the sponsor" for the 2-nd OS and "How to train better facilitators" as an evaluation-OS
- invite some experienced facilitators to the training
- create shorter sessions, have more OS's
- theme for the 1-st OS: "Passion in our Life"
- Nut's & Bolt's could be done in circle training method with several learning-stations
- participant's could come together again after 6 month after the training
- provide a 3rd parallel learning section for non-rational things
- invite participants in before-hand to bring videos, books, musical instruments etc. to improve learning

Convener: Jo Töpfer

Participants: Laurel, Heidemann, Bettina, Ute B.
Nuran Yigit, Michael Stiefel, Sabine B.
Jaelle L., Carsten ohm, Michael M Pannwitz,
Lwin Guild, Christian Jellum, Felicia Schulz
Morion Wissen
Sterling Hayden
Gohard Rokhsar

Based on ideas of Gabriela Ender, Florian Fischer, Fred Möller and Michael M Pannwitz

Issue: Using open space for training & development.

Results / Recommendations / Action Steps

Kiss - Keep it short and simple!

Write loud and clear! Use the black fineliner!

- high learning takes place in open space.
- seems it would be a great vehicle for training & development in organizations & - for community, clients etc.
- What has been peoples experience, when would it work?

- situations: Paul had good experience using real time strategic change that was very positive in large group.

- if idea is to pass topics - can't guarantee the specific technical knowledge for the people e.g. 5 people in the group with experience question.

Would work: specific objectives & standards.

Would work & more open learning - open objectives

- where you are trying to build capacity in a group for the learning e.g. health promotion.
- learning needs assessment

Convener: Michelle

Participants: Michelle, Paul.

Conclusion: Will work in learning & development

- good idea at end of training where training = what OS = so what now?
How do we apply

Open Space on Open Space 2000

23

Issue:  & NO SUCCESS.
-- what happened?

Results / Recommendations / Action Steps

Kiss - Keep it short and simple!

Write loud and clear! Use the black fineliner!

- WHAT IS YOUR (YOUR CLIENTS/PARTICIPANTS) CRITERIA FOR SUCCESS?
- CHECK UP AFTER SOMETIME! MAY BE WHAT WAS A MESS IN OS TURNED OUT TO BE AN IMPORTANT STEP IN DEVELOPMENT
- OS SHOWS TRUTH: AN "ACCEPTED" LOW SPIRIT (DISEASE) CAN CAUSE CHANGES AFTER SEVERAL MONTHS
- CHECK IN ADVANCE IF PARTICIPANTS CAN/WANT/ARE ALLOWED TO HANDLE SELF ORGANISATION
- THE »EVENING NEWS« CAN BE A VERY POWERFULL »TOOL« TO PROVOKE (DRAMATICALLY) SHIFTS IN THE GROUP
- DO NOT RESPOND (AS A FACILITATOR) WHEN YOU ARE ASKED TO FIX SOMETHING
- WAS THERE A COMPELLING THEME?
- ---- FREE WILL TO COME?
- IS THE CULTURE ABLE TO COPE WITH OS?
- IT IS OK FOR PARTICIPANTS TO CHANGE THE RULES

Convener: Lothar FRANE

Participants: MARIA Laurel Matthias Müller
Zoltan Eder Lawrence LECONTE Felicia Schulz Joerte Heidenmann
Eckert THOMA Susanna S-E
Liane Dannenberg-Sch. Bente Ohrstrom
Tilman Schmidt Csaba Csaszar Wolfgang Willebrand
Frank Rambaek Sibylle Janigowski
Muran Yigit
Ulla Gläber

Based on ideas of Gabriela Ender, Florian Fischer, Fred Möller and Michael M Pannwitz

Harry Petersons
Arthur Silva
Angela L. Quinn

Open Space on Open Space 2000

Issue: What can a "Fairy Tale" do for OST?

Results / Recommendations / Action Steps

Kiss - Keep it short and simple!

Write loud and clear! Use the black fineliner!

Get the sponsor of an OS-event to tell the story of his organization ~~as~~ (past-present-future) as a fairy tale before OS starts. The tale should have 3 parts: past situation - journey - vision. It can be the tale of a ^{metropolitan} city which has to move away from its old location and needs to be rebuilt at a new place. The tale can follow the very old structure of "The Journey of the Hero" (Joseph Campbell).

We observed that the audience of such a tale gets caught into the tale. People listen to the tale with a high level of concentration. In the OS workshops they repeatedly relate to the tale. And they also pick it up in the proceedings.

Convener: Matthias zur Bausen

Participants: Christopher Scholz, Ronny Shovelton, Cristina Petri, Matthias Wilke, Sabine Brodemeyer, Paul Erdelji, and many others

Open Space on Open Space 2000

Issue: OS and democracy
OS and OS training in CEE-Countries

Results / Recommendations / Action Steps

Kiss - Keep it short and simple!

Write loud and clear! Use the black fineliner!

How can we enhance the capacity and understanding of OS in East-European-countries/Baltic countries?

Reflections: Democracy can be expressed differently in different cultures. OS is a more advanced form of democracy but is not the "only" way to enhance dialog and understanding. Example: The using of appreciative enquiry/Tuberc Search

Learning commitment: Bringing the whole system together - people with formal power (politicians, organization-/business-representants) and citizens without formal power

"Upbringing" to OS: There is a important future in training with OS in High Schools -> young people

Convener: Eva | Heidemarie

Participants:

Matthias Wilke, Peter Bauer, Elke Koll
Andras Boros, John Engle, Carsten ~~Ohm~~
Csaba, Bektina, Rosalcha, Ohm
Michael

Issue: Mentoring program - OST

Results / Recommendations / Action Steps

Kiss - Keep it short and simple!

Write loud and clear! Use the black fineliner!

Using OST to facilitate a meeting between "newcomers" (for ex. students, employees etc.) and people with experiences from that context.

Instead of connecting one "newcomer" to one mentor you create a space for "a bunch" to get together - learning from each other.

Thereby it is inspiring for all parties.

Important to involve/invite (all) stakeholders so there won't be mistrust.

Prepare that other needs might come up, especially with a broad theme.

Talked about an example with a technol. University - hopefully coming on next year.

Convener:

Thomas Herrmann

Participants:

Ute, Burkhard, Mo.

Open Space on Open Space 2000



Issue: *Marketing Open SPACE - What works?*

Results / Recommendations / Action Steps

Kiss – Keep it short and simple!

Write loud and clear! Use the black fineliner!

using web site for data, information
use references & referrals
passion & enthusiasm on your part
purpose must be clear
market yourself
there must be a clear desire of mgt to solve problem

Convener: *Ward Williams*

Participants: *Thomas Herrmann, Susanna, ~~Raimund~~ Raimund, Agneta, Sonja, Erika, Tilman, Kerm Michael, Cspola, Birgitt*

Freigeblattsblatt / open space

Open Space on Open Space 2000

Issue: Follow-up activities

Results / Recommendations / Action Steps

Kiss - Keep it short and simple!

Write loud and clear! Use the black fineliner!

- * Open space opens networking in cultures with no tradition for network (farmers)
- * Open Space should always be followed by a meeting on the next steps
- * follow-up - depends on the result of the OS, it might be an OS or another activity depending on the need of the participants
- * How do the facilitator make his follow-up on the job? - what worked - what did not work?

Convener:

TOKE MÖLLER

Participants:

Sven Ole, Mogens, Berndt, Sengc
Anke

Open Space on Open Space 2000

Issue: Accelerating The shift to The Interactive Organization with O. S.

Results / Recommendations / Action Steps

Kiss - Keep it short and simple!

Write loud and clear! Use the black fineliner!



Convener:

Larry Peterson

Participants:

Burkhard Beusmann

Sheila Isakson

Cropold

Hans von Viebahn

Matthias zur Bousen

Peter Halman

Open Space on Open Space 2000

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Issue: OS and
Project Development

Results / Recommendations / Action Steps

Kiss - Keep it short and simple!

Write loud and clear! Use the black fineliner!

We enjoyed and recommend "walk+talk." ☺
Identify what the project definition is first
OS in Regional Development
Let's get to focus quicker
Be aware of the "hidden" things (corruption ie.)
Is reporting killing the process? - what's the purpose
When to use it
The leadership must be ready
Divide roles in the group to fasten the process
Criteria:
- large groups; part of ongoing process;
networking; commitment on follow up;

Networking results: DK-Romania; Unemployment
among immigrants project

Convener:

Carsten@innospace.net

Participants:

Jette, Sonja, Elke, Kirsten, George,

Ergebnisblatt / open space

Issue:

OST in Former USSR
 ← The "Big Bang" Market →

Results / Recommendations / Action Steps

Kiss - Keep it short and simple!

Write loud and clear! Use the black fineliner!

- Billions of dollars are dedicated to the development of "Civil Society" in countries of former USSR. Find out what "development contractors" have been awarded the money to implement projects. Contact those contractors and meet with them to assure them 1) you understand the outcomes they "must" produce, and 2) you have experience with "development designs" (OST) that will EXCEED their expectations.
- Always follow the OST USERS GUIDE, The Bells, and take EXTRA Time for presentation of the 4 Principles & Law of 2 Feet.
- Always insist on a WOMEN INTERPRETER and 12 Days of time (unstructured) to

Convener: Elwin Guild

Participants:

Jane Schulz, Christian Dorn,
 Sterling Hayles, Eddie Palmer, Ross
 Jahine B. Felinette, Reinhard
 Thommann

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have informal, café based, discussion about how you will move, speak and behave during OST. Make sure she fully understands the 4 principles.

— There is no bigger impact that OST can make than in leading the development of Civil Society in the former USSR.

Issue: Corporate Acceptance
of Open Space

Results / Recommendations / Action Steps

Kiss – Keep it short and simple!

Write loud and clear! Use the black fineliner!

- ◆ How do we present OS to a corporate prospect – tell all the truth about the potential organization transformation or tell them as little as possible.
- ◆ Suggested that the benefits of OS be stressed, not the process. Ensure also that the organization has concrete & burning issue appropriate for OS. Consider yourself "preparing fertile ground."
- ◆ Consider a one-day mini-OS for the CEO & staff to give them the experience, followed by reflection period & a review of the full OS in light of the mini-OS experience.
- ◆ How do you ensure that the OS group has the authority to deal with the issue? Manage it via the invite list.

Convener:

Ric Giardina

Participants:

Wolf	Angelika	Bentl	Jette	Frank
Maarten	Csaba	Carole	Hape	Sienq
Maria	Birthe	Ian	Sibylla	Michael
Paul				

Based on ideas of Gabriela Ender, Florian Fischer, Fred Möller and Michael M Pannwitz

Open Space on Open Space 2000

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Issue:

(BEING QUIET
TOGETHER...)

Results / Recommendations

Kiss - Keep it short and simple!
Write loud and clear! Use the black fineliner!

Ergebnisblatt: open space

Convener: LISA HEFT

Participants:

Based on ideas of Gabriela Ender, Florian Fritzsche

Open Space on Open Space 2000

Issue: *Voices of Transformation*

Results / Recommendations / Action Steps

Kiss – Keep it short and simple!

Write loud and clear! Use the black fineliner!

Take a risk! Using poems, especilly your own writing, can be a powerful way of opening hearts in Open Space.

Convener:

Joelle Everett

Participants: *Audrey, Marianne, Winston, Emily, Gerhard, Georgina*

Ergebnisblatt / open space

What can we learn from our clients . . . about why open space is effective, under what conditions, and what they see as consultants' contribution . . .

~~Question~~ This workshop was actually a dialogue between consultants and Eckart Thoma, who has been my client over the last 3 years.

~~Question~~ Learnings:

- A key issue in opening space in a corporate setting is to prepare management to allow space after the "event" for new initiatives and changed relationship between manager & non manager.
- Commitment from CEO & senior Exec's to the principle of OS is important . . .
- Also important that "senior management doesn't shut the door" after opening the space . . . or more exactly knows which door to keep open.
- The chemistry between consultant & client must be quick.
- The consultant helps manager to realize his dream - not to realize the consultant's dream.
- Risk taking must be shared by as many people as possible . . .

participants → see other side

C. SCHOCH

Katrina Petri
Monica Nissen
Christine Scherder
Eckart Thoma
Wolfgang

Participants
Andrew Danolan
Andreas Moser
Lawrence Leconte
Lothar Franz

Jagrid

Issue:

Using Open Space to deal with love, fear,
+ especially hatred

Results / Recommendations / Action Steps

Kiss - Keep it short and simple!

Write loud and clear! Use the black fineliner!

Open Space has been used many times in the
transferring of fear + doubt into open discussion
and changed perspectives. It has even sometimes
been successful in creating love in organizations
and between people. Our question: can OS
deal with hatred?

These are among the stories people shared:

- In Germany Bettina is working with police
departments to handle racism + crime
related to racism. Diversity gives better
possibilities for change.
- In Haiti John is working to foster collaboration
between the elite sector + poor people.

Literacy is being used as a project which
brings people from these 2 classes together.

One Haitian man from the elite sector has
been particularly influential in getting

Convener:

Participants:

Open Space on Open Space 2000

Issue:

Page 2

Results / Recommendations / Action Steps

Kiss – Keep it short and simple!

Write loud and clear! Use the black fineliner!

his colleagues to become interested + involved. Open Space meetings have been helpful in this process.

- In Washington State Joelle conducted a process of landuse planning + legislation which included people representing all interests. There was much conflict in the beginning between various interest groups. With the use of OS + other methods trust developed + they (facilitators) were aware of their progress when they observed participants with different interests were speaking up for opposite groups.
- In San Francisco, Lisa worked with youth who were in gangs. She would have them feel powerful in themselves without the need to have the power of the gang.

Convener:

Participants:

Ergebnisblatt / open space

Issue:

Results / Recommendations / Action Steps

Kiss - Keep it short and simple!

Write loud and clear! Use the black fineliner!

- In Bosnia, an openspace meeting on "building a sustainable N.G.O." was successful in creating cooperation between Muslims, Serbs, + Croats. Each of the groups mentioned made up $\frac{1}{3}$ of the total group. Participants came to the meeting with the hope of receiving funding. In this story, as in many of the stories, diversity was part of the success.

These are some of the stories shared. Here are additional points made:

- Hatred is a frozen state of fear
- The more hatred + fear there is, the more we need power in the theme + the more we need diversity in groups.
- The outward expression of fear + pain can diminish its power over us.

Convener:

Participants:

- opposite side of fear is longing.
- the importance of one person honoring the pain of another - patient listening.

Based on ideas of Gabriela Buder, Florian Fischer, Fred Möller and Michael M Pannwitz

- hatred is a reaction on unmanaged fear.
- sometimes hatred is cultivated by systems.

Issue: Danger of using OS as a method without feeling / giving the spirit.

Results / Recommendations / Action Steps

Kiss - Keep it short and simple!

Write loud and clear! Use the black fineliner!

- Robby Starting argument: People training others without believing into the spirit of OS. Just Doing a job.
- What to do against ~~the~~ danger? Certification?
 → can't explain
- What is the spirit? Esoteric? → there is something existing.
 example: Football-Team → spirit inside the team with success
- Role of facilitator? Good introduction, to reflect on himself
 to train or not?
 own responsibility
- School/University → place of learning, responsible people are the teacher, learning in OS giving up the control, listen to everybody,
- In the name of OS a lot of things happen → What are we do about it?

Convener: Nuran Yigit

Participants: Ralf Eilers, GERARD MULLER, FR BR, and
 Robby Martensen, Ute Dettelsen, Stephan List
 DAVID KOEHLER

Open Space on Open Space 2000

37.2

Issue:

Results / Recommendations / Action Steps

Kiss – Keep it short and simple!

Write loud and clear! Use the black fineliner!

- Certification → control → not conform with idea of OS
→ doesn't say anything about Facilitator
- family example → giving a bit of ^{own} spirit to others
- living OS
- spirit is like a key → trust into the spirit will help
to avoid the „danger“ of „bad“
facilitators

Convener:

Participants:

Ergebnisblatt / open space

Open Space on Open Space 2000

38.1

Issue: Experiences about using OS in
Community Development / Grass-Roots, etc.

Results / Recommendations / Action Steps

Kiss – Keep it short and simple!

Write loud and clear! Use the black fineliner!

▷ Do communities trust consultants/researchers/trainers?
(Depend where they come from, who pays them?)

All methods can work:

- Planning for Real
- Open Space
- Future Search
- Zukunftswerkstatt etc.

▷ Do events for communities have to have a special name?

→ Do people care?

↳ More important the results are seen!

(Take out western psychology / American Slang)

"A Neighbourhood Summit" = good term for O.S.C.

People normal response "What's in it for me?"

Events don't work without passion!!!

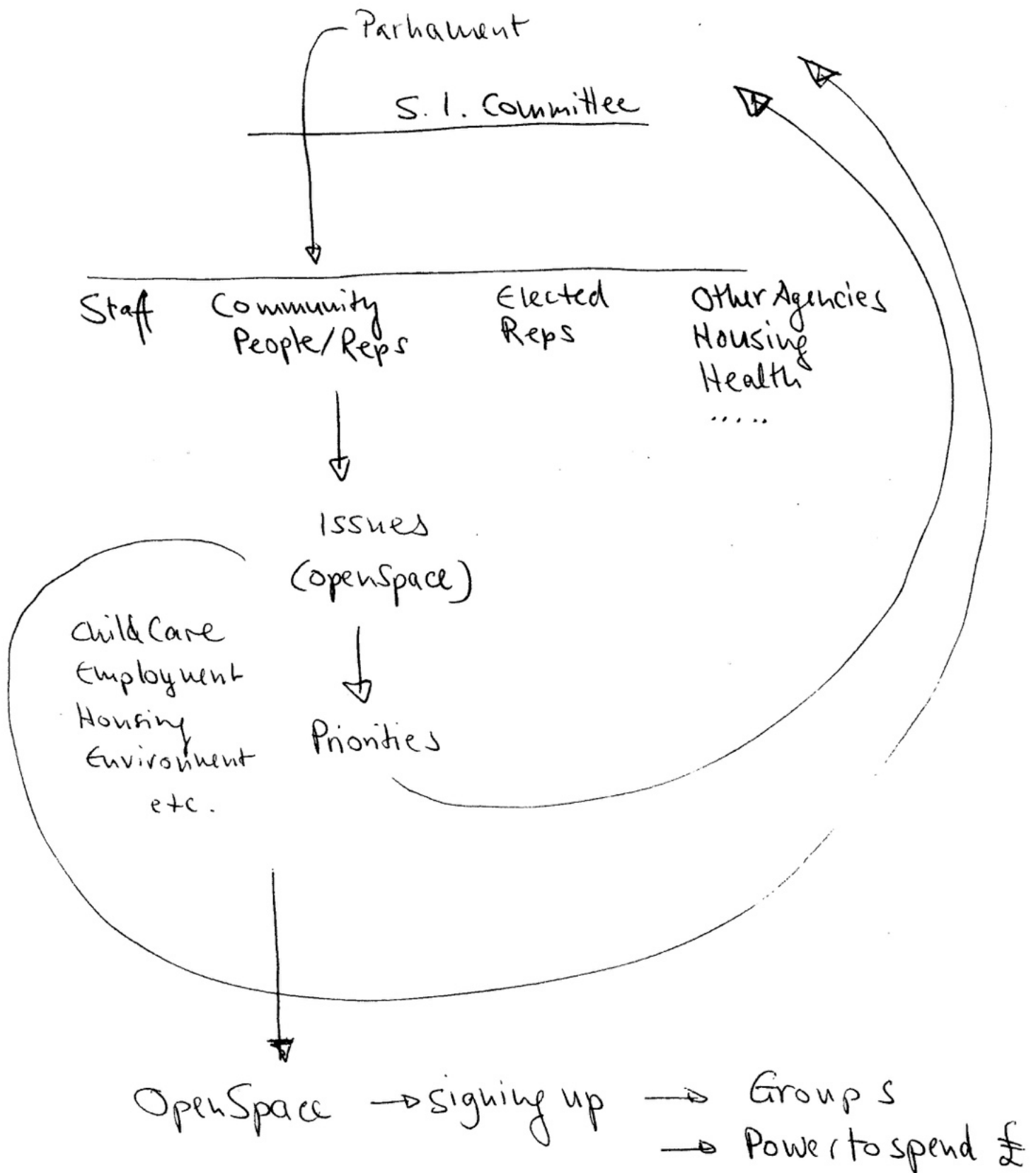
Convener: Michael Stiefel kairasconsult@aol.com

Participants: Jo Töpfer, Agneta Falk, DAVID KOEHLER
Marianne Matsgård, Maarten Willemsen
Eddie Palmer eeddiepalmer@cs.com

Ergebnisblatt / open space

38.2

Social Inclusion Partnerships



Open Space on Open Space 2000

38.3

Issue:

Results / Recommendations / Action Steps

Kiss – Keep it short and simple!

Write loud and clear! Use the black fineliner!

OpenSpace a good model

↳ facilitators don't "do it all for them"

↳ model forces people into leadership
(people in poor communities are not
used to this)

↳ topics with no names

"the dead mouse"

"the elephant in the room"

useful for subjects no one will
talk about it

↳ e.g. the bad teachers in the school
the daft idea of the boss

Convener:

Participants:

Ergebnisblatt / open space