!! Shri Ganeshaya Namah !!

WELCOME TO INDIA
12TH OS on OS 2004 CONFERENCE.

Namaste !!

OPEN SPACE ON OPEN SPACE – GOA
25TH SEPTEMBER TO 29TH SEPTEMBER, 2004
TAJ- FORT AGUADA, GOA, INDIA

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Sr. No.	Particpant Name	Country		Particpant Name	Country
1	Brian S. Bainbridge	Australia	36	Arup Gupta	Mumbai, India
2	Mark R. Jones	Washington , USA	37	Rajendra Mehta	Delhi, India
3	Candi Foon	Washington , USA	38	Anjali Raina	Mumbai, India
4	Zachary Metz	New York, USA	39	Ishan Raina	Mumbai, India
5	Susan O'Connor	Montano, USA	40	K. P. Ragina	Mumbai, India
6	Erin Lindberg	Montano, USA	41	Arun Wakhlu	Pune, India
7	Nevin Funda Oral	Istanbul, Turkey	42	Alan Noronha	Mumbai, India
8	Harrison Owen	Maryland, USA	43	Pythia Barretto	Goa, India
9	Anne Stadler	Washington , USA	44	Iola Vaz	Mumbai, India
10	Peggy Holman	Washington , USA	45	I M Salian	Mumbai, India
11	Gary Scott Wurtz	Washington , USA			
12	Eva P. Svensson	Sweden			
13	Gail West	Taiwan			
14	Richard West	Taiwan			
15	Raffi Aftandelian	Russia			
16	Chang Chiung Ling	Taiwan			
17	Michael Dobbie	USA			
18	Aart P. Groothius	Australia			
19	Jessie Yen Ju Hsiao	Taiwan			
20	Louise Kippist	Australia			
21	Peter Kippist	Australia			
22	Alexander Kjerulf	Denmark			
23	Viv Mcwaters	Australia			
24	Larry Peterson	Canada			
25	Friederike Sommer	Switzerland			
26	Shufang Tsai	Taiwan			
27	Jorie Wu	Taiwan			
28	George Yen	Taiwan			
29	Anupama Parmar	Toronto			
30	Janet Pinto	Mumbai, India			
31	Anil Sachdev	Haryana, India			
32	Shabbir Merchant	Bangalore, India			
33	Mirza Yawar Baig	Hyderabad, India			
34	Jack C. Gilles	Mumbai, India			
35	Judy J. Gilles	Mumbai, India			

Session Outcome 1

Topic: An Ongoing Conversation About Global Citizen Journey Projects in Nigeria 2005 and Burundi 2007

Session Initiator: *Candi Foon*

Day & Time: Sunday 26/9/04 10:30am

Participants: *Pythia Barretto, Chang Chiung-Ling, Rajendra Mehta*

We discussed the importance of building cross-cultural relations and acceptance using open space, appreciative inquiry and dialogue to bring about the understanding that despite political, religious or cultural differences we all have the same basic needs. We also talked about the importance of education, developing infrastructure and the importance of economic development.

Action Outcomes:

1. One idea was to tap into international funding.
2. The Times of India has a Foundation that supports many of the best value based and ethical NGO's in India. An idea is to share information about many of the projects happening in India with people in Nigeria and Burundi. Rajendra has offered to be the contact/link to the Times Foundation.
3. Another idea is to enroll those who are influential in Burundi and Nigeria to support Global Citizen Journey's efforts in these countries.
4. Build a network of people in India of those interested in being involved in these Global Citizen Journey projects. What can this group do to help move these projects forward?
5. Pythia would like to help write the business plan for GCJ, and has a friend who could help build a website.
6. Chuing-Ling is connected to a volunteer organization in Taiwan some of whom may be interested in being involved in the GCJ projects.

Hand outs about these projects are available during the Conference. For further information about the project, volunteering of participating in a journey, please contact:

Susan Partnow, Project Director
Address: 4425 Baker NW, Seattle WA, 98107, USA
email: Susan@PartnowCom.com

SESSION OUTCOME 2

Topic :   MANAGING THE CYNICYSM OF THE CEO ON OS

Session Initiator :   *Shabbir Merchant*

Day & Time: 26 September 2004 – 15:15 hrs

Participants :   *Brian Bainbridge, Peter Kippist, Yawar Baig, Anu Parmar, Funda Oral*

Action Outcomes :

- Leverage on CEO coaching

- Build CEO OS Evangelists

- OS Lists

- 5 – 6 line stories on OS Successes in corporates

- tell them where it has worked earlier

- send OS documentation to CEO before hand, before discussing with CEO

- Give the CEO reading lists on OS

- Have an open training program where you expose CEO's to the concept of OS

- Invite CEO's to attend OS in other organisations

- Challenge the CEO's assumptions on "Certainty" (Being in Control)

- Explain paradigm of "Nature" to CEO's

- Seek acknowledgement of CEO's on OS not acceptance

Session Outcome 3

Topic: Application of OST in creating corporate leadership
                                especially in dealing with management insecurity.

Session Initiator: *M. Yawar Baig*

Date & Time: 26 September 2004 – 15:30 hrs

Participants: *Jack Gillis, Brian Bainbridge, Anil Sachdev, Funda Oral, Shu
                      Fang, Jessie Hsiao, Shabbir Merchant, Raffi Aftandelian,
                      Gail West, Susan O Conner, Larry Peterson, Eva P
                      Svenson, Anu Parmar, Jorie Wu, Aart Groothuis, Louise
                      Kippist*

Action Outcomes/Comments:

Common top management fears: Loss of control, showing up of weaknesses,
challenge to leadership style, dispensability, low emotional maturity to deal with
other's empowerment, cultural issues.

F   Fear of Failure
E   Ego hurt – fear of criticism/loss of image
A   Ambiguity
R   Resource Myopia
S   Starved Sensibility

Book suggestion: "Fierce Conversations"

Who is responsible for the ownership of the OS session and its possible
outcomes?

Up until the OS, CEO is the client: After the OS session, the people become the
client. However the consultant is not responsible for the consequences, as those
are the outcomes of the decisions that the people take of their own volition. You
can say for example: We can guarantee that your people will be more creative,
innovative than they have ever been before this and will push for change, be fully
themselves and create a work-space where everyone has the freedom to
contribute their best. However if you can deal with that sort of organisation or not

is your call. This is because the organisation and its people are responsible for the consequences that emerge and for whatever positive or negative results that manifest.

Important to frame the leading question well. The first contact with the CEO is "therapy hour"; during which the consultant helps the sponsor frame the leading question in a language that makes sense to them.

We are already in Open Space, but may not be doing it well. OST is about teaching people how to do it well. Every system is essentially self organizing. OST is to teach them how to do it efficiently.

Question: What do you love about what you do?

Challenge: To shift it from head to heart. Help them get in touch with the point of wonder; (actually the life of wonder) allow them to experience wonder and be passionate about their work.

Differentiate between having ambition and living ambitiously: (Ambition comes from the same root as ambience or ambient meaning free & natural)

Coaching top management (CEO / Sponsor) about OST is essential. Talk about purpose, use own intuition and experience, empower his people, help them to reflect post OS session. This can happen 2-3 weeks later when the consultant goes in and talks to the participants and encourages them to share significant thoughts, events and ideas post the OS including some that may have happened during the session but which they recalled later.

When the CEO /Sponsor comes in with the Opening Question clear in his/her mind, and when you have a doubt about whether it is widely shared in the organisation it is necessary to do a quick informal survey with a core representative group to ensure that it is actually shared and not restricted to one individual. This is necessary to make sure that there is enough energy in the topic for people to volunteer to work with it. Help them move from "My Agenda" to "Our Agenda"

Work with the grief cycle of the organisation and see where the organisation is on it.

SESSION OUTCOME 4

September 26-27, 2004

TOPIC :   Using OS to move from TOLERANCE to
                          ACCEPTANCE/APPRECIATION of difference

SESSION INITIATOR :   *M YAWAR BAIG*

PARTICIPANTS :   *Erin Lindbergh, Anu Parmar, Yawar Baig*

ACTION OUTCOMES :

*   Several stories shared.

•   LEARNINGS :

1.   Do we explore differences enough or are we content to form opinions about
         people different from ourselves based on incomplete or incorrect
         information?

2.   Why are we reluctant to look at differences?

         • Fear of changing our own opinion if we allow ourselves to listen?
         • Fear of accepting that we had been wrong all along?
         • Goes against the grain to talk of 'difference' instead of 'çommonality'

3.   "superficial congeniality" is the result of such an interaction instead of
         running the risk of really knowing someone

4.   Problem with looking at differences objectively due to mental conditioning:
         Good = like myself or my group; bad = different from me & my group
         Accept = I must change (point of view, self, opinion, actions): therefore
         easier option is to not listen and to reject so that I don't need to change.
5.   "Ïf you are against a culture, go and live with those people."
6.   Key is not to be reactive but to respond positively. Several stories at this
         stage about inclusion/exclusion dealing with aggression and so on.
7.   Not react to suspicion, discrimination, profiling, but to behave with dignity.
         Stories about handling questions on "terrorism"; "fundamentalism"; etc.

SESSION OUTCOME 5

September 26-27, 2004

TOPIC : How can we assist organizations in "best way" to become an organization of Open Space i.e. to use the energy and space in every day life?

SESSION INITIATOR : *Eva P*

PARTICIPANTS : *Iola, Erin, Peter, Jorie, Chang Chiung-ling, Janet, Shu-fang*

ACTION OUTCOMES :

We started with a round why we choose the topic:
- Challenge to run a company of OS spirit
- OS is an ability to heal people and organizations
- How to live my life out of OS philosophies
- People want to give more - hierarchy is a hinder
- OS take away the boundaries

Then we talked about the differences between leadership and management, and being a leader <-> boss.

When we thought about how a company-life with every day energy as of Open Space would look like we thought about the following:
- Behaving in a more mindful manner
- More focused
- Attached to the mission
- Where people listen to each others
- Trust
- Less controlling
- Caring respect for all knowledge in people
- Not afraid to questioning the way they do business
- They appreciate questions and new way of doing things
- There are leaders not managers
- There is trust and an ability to letting go

What can we do to assist to achieve the above?
- Offer process facilitation for action/experts group
- Offer space where people can be reflective
- Discuss about giving up control (as if they ever had it…)
- Have the departments/company monthly meeting in Open Space with the same theme every time and the law and principles is on the wall and in action.

SESSION OUTCOME 6

TOPIC :   STORIES : SAD/MAD/BAD/GLAD – AND LEARNING
                      FROM THESE FOR THE FUTURE.

SESSION INITIATOR :   BRIAN BAINBRIDGE

PARTICIPANTS :   SHABBIR MERCHANT, RAFFI AFTANDELIAN,
                      ALLAN NORONHA.
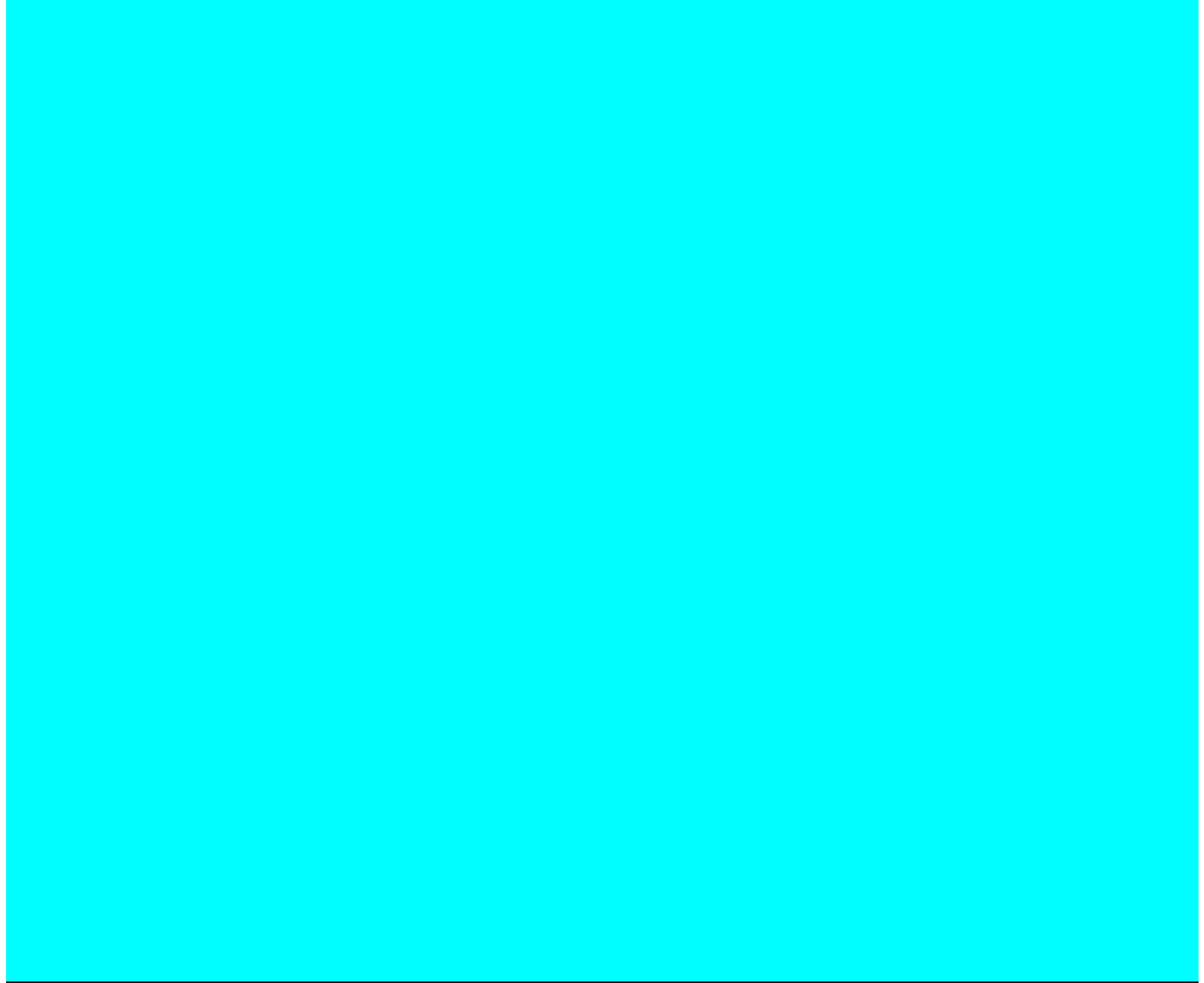
ACTION OUTCOMES :

*   Several stories shared.

•   LEARNINGS :

8.   Sometimes right to use as much of OST principles and process as seems
        appropriate, even though not openly using/naming the whole process.

2.   OPEN SPACE is a natural process, not something contrived and imposed.
        It seems to RELEASE/OPEN UP qualities and potential that is actually there
        already in the person/group.

3.   Learning – even in school – can be done in an OS mode, with minimum
        interventions/involvement of teacher.

4.   Holding to the principal that all stakeholders be invited to be in the space.

5.   CEO/Sponsor needs to be open AND honest in the space – otherwise the
        participants will not benefit from the exercise.

September 26-27, 2004

TOPIC :   OPEN SPACE IN TRANSLATION, I.E. FACILITATING
                                 A GROUP WITH MULITPLE LANGUAGES AND
                                 LITTLE CROSS OVER

SESSION INITIATOR :   Zachary Metz

PARTICIPANTS :   Funda Oral, Pragnya Wakhlu, Yawar Baig, someone
                             else whose name I missed

ACTION OUTCOMES :

The challenge at hand is working with a group in which we see one or more
participants not engaging and we believe this is happening because s/he doesn't
speak the language of the rest of the group. What do we do to "open space" for him
or her?

The dialogue looked at the following themes and responses to the challenge:

- Communication isn't only about spoken language
- Given enough *time* we can communicate
- More space and more patience is needed
- What helps may be interventions of the "conceptual" nature – reflecting on
  what we see as facilitators at the macro level, and asking if the group has
  any reflection on these dynamics. This also includes process observations,
  i.e. I am noting that the three women in the room haven't spoken today. Do
  we have any sense of what this means or indicates? Is this relevant? What
  is happening?
- We may also have a power balancing role to play at times when structures
  are being reinforced and recreated to limit access to participation in the
  process. But the choice is still the participants in terms of what to *do, if
  anything.*
- Even when we speak the same language we may not be communicating.
- We have an opportunity to address language issues in the preparation
  phases of OS.
- Use visuals, body language
- Our job is to find ways to include all who are present
- Make this a challenge for the group rather than for the facilitator or host
- Make the challenge an opportunity for new connections
- Collectively deal with the challenge / problem
- In another session the idea of creating "language buddies" was shared. We
  identify those in the room who speak more than one language and ask them
  to be a resource, identified with a button or sticker that says the languages
  they speak. Then those who want language support are asked to seek out

an appropriate language buddy to work with them during the various sessions. This has worked in OS settings in the past.

- Another resource is to gather multiple interpreters and add them to the mix as language buddies.
- Some facilitators don't like working with interpreters and strongly prefer using other facilitators who speak the language of the participants.
- Some facilitators have people post sessions in whatever language they choose and then have them translate the session titles into the other language.
- Others have an interpreter come to the agenda wall with the speakers of the non-represented language and read each session title out loud so the participant can choose sessions to attend based on full knowledge of what is available.

SESSION OUTCOME

Topic: **An Appreciative Inquiry into the Effect of Open Space on the World**

Convenors: Peggy Holman, Larry Peterson, Viv McWaters

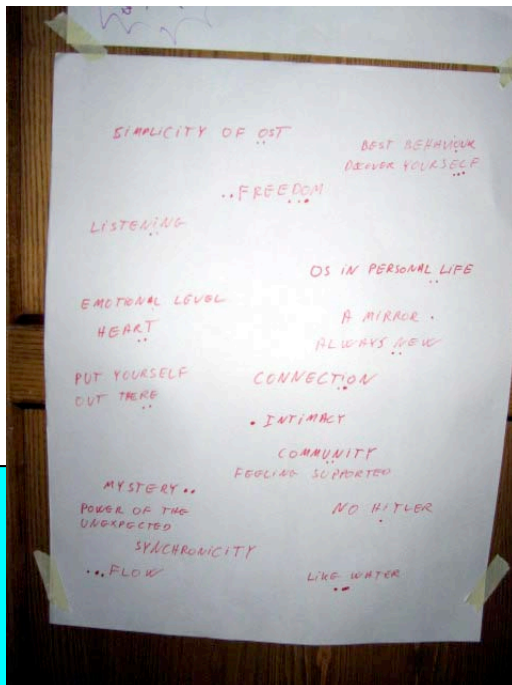**Participants:** about 30

Discussion

We began with a quick description of what Peggy, Larry and Viv were intending – independently, we have each expressed an interest in research into the effect Open Space is having in the world.

We agreed to begin with paired Appreciative Interviews using the following questions:

1.   Describe a high point or peak experience in working with Open Space. What was happening? What made it powerful? What made it possible?

2.   What do you value most about yourself as an OS practitioner? About your work with OS? About OS itself?

3.   What core factors give life to OS?

4.   Imagine a miracle has occurred. You fell asleep for 10 years and wake to find Open Space is simply a conscious way of life. What's happening? What steps did you take 10 years ago to help bring this about?

Following this, we said we'd look at what we'd uncovered and discuss what's next – how to create a world-wide inquiry and come to understand the data. Viv is bringing to the puzzle a process – MSC – "Most Significant Change" as a possible approach to understanding the data. Larry also has an interview guide from some work that came from an OS on research into OS that was held last year.

In practice, following the interviews, people gathered in groups of 4 to 8 to compare findings and document what they'd learned through the interviews. The notes from each group follows:

We agreed to continue on Monday…

<p style="text-align:center"><u>**SESSION OUTCOME**</u></p>

<p style="text-align:right">**September 27, 2004**</p>

<u>TOPIC</u> :   Stories of 'inspired work'
                  Calling + Uniqueness - dedicated to a higher
                  purpose = Inspired Work

<u>SESSION INITIATOR</u>:   Anil Sachdev

<u>PARTICIPANTS</u> :   Arup, Rajendra, Jack, Peggy, Ann, George, Jorie, Alex, Pythia, Judy, Janet, Gail, Jack, Aart, Anu, Khushru and many others….

<u>ACTION OUTCOMES:</u>

The participants shared stories that inspired them and also shared thoughts on various subjects.

Some points discussed / shared:

1) Our perceptions of other people often keep us from seeing what they really are like.
2) It is important to build relationships. Mentoring based on unconditional love is uplifting for both 'mentor' and 'mentee'.
3) To be able to really achieve, you need to put yourself in situations in which you may not know anything about and be open to any outcomes. You need to be able to let go and really believe that there is a greater force that helps you get things done. Things have a way of falling into place when you really believe in a cause.
4) Many times our insecurities hold us back. We hoard sentiments and emotions which keep us bound.
5) Very often people change as a result of painful experiences in their life. However, although the external pain may cause change, real inspiration comes from within you. Real transformation is a combination of pain caused by surrendering the ego and inspiration which occurs when calling combines with uniqueness to produce great work.
6) 'The teacher will appear when the student is ready'
7) There is an ability of things to get done, but the energy of the fear (you may be feeling) or the energy of the ego may be too great and thus prevent or delay the positive outcome.

Some interesting stories shared:

1) Dr. Samuel Noordoff, an eminent doctor who did great work in Taiwan. He was however, very humble and very willing to share his time, expertise etc with others. He was a man of vision and compassion who

believed that he was only a channel for God's work. (Shared by Jorie Wu)

2) The project for the sugar company where the consulting firm helped the people, from the company and the community get together and work with each other to improve the situation. Results were seen in 6 months. (Shared by Anil Sachdev)

3) A saint who had the gift of healing was granted 3 wishes by the Gods in recognition of his good work. He asked asked the Gods to:
   - Let his shadow heal wherever it fell
   - Let his shadow always be behind him so he didn't know the extent of the healing work done
   - Let his name never be known

   He is known as the shadow saint. (Shared by Anu)

4) Story of Siddhartha:
   - I can think
   - I can wait
   - I can fast

   (Shared by Arup)

<u>SESSION OUTCOME - 10</u>

September 26-27, 2004

TOPIC :   TALK ABOUT COMPLEX ADAPTIVE SYTEMS THEORY (CAST), SELF-ORGANIZING SYSTEMS (SOS), AND MANAGEMENT PRE-OCCUPATION WITH CERTAINTY.

SESSION INITIATOR :   BRIAN BAINBRIDGE

PARTICIPANTS :   Alex Kjerulf, Peter Kippist, Louise Kippist, Jessie Yen Ju Hsaio, Shu-fang Tsai, Raffi Aftandelian, Viv McWaters, Janet Pinto, Larry peterson, Eva Svensson

ACTION OUTCOMES :

1.   Historical outline of where this matter seems to be up to.

2.   We/all are living systems – and not "in control" as many profess.

3.   What are we trying to improve, and why, and what is our aim?

4.   "Maintenance" versus "Mission" is the delicacy – but why so? To make things better for those who are worse off, really.

5.   Accounting – in a values sense – is part of how we need to be moving forward – but we need to LEARN from the numbers, not just use them as a measure – aim is to go forward from what we learn. In areas such as spirit and morale versus just maintenance.

6.   How did other "paradigms" get accepted? What's the "Tipping Point" for change? Mavens matter – i.e. tend-setters and fashion-setters. <Plexusinsttute.org> is relevant. Some writing is happening on that site. So too from Brenda Zimmerman.

7.   Some managements have tried to use CAST to reach "better" certainty!!

8.   Many people in organizations are just tired of "more change" - just let us be.

9.   The word "change" needs to be changed – perhaps "auto-poeisis" or "self-renewal" or "adaption".

10. Strategic planning should be (but seldom is) to do with "finding the fit with our environment".

11. Projects set in place by Larry Peterson and Harrison Owen at the recent research meeting in Canada will help.

12. What do we tell sponsors? Papers are better than books.

13. We could share some documents and resources. A list of e-participants to whom this data and reference papers will be sent was prepared. Items such as :

    Meg Wheatley recent document from Brian Bainbridge
    Book references : Wheatley, Quinn, Kelly, Surfing the Edge of Chaos, Linda Eoyang (HSDI), Mintzberg (MBA and Strategy Safari), etc
    Strategy Planning uselessness – look for articles.
    "Re-Engineering"articles
    Gareth Morgan (York U) web site – get from Larry P. Pay-site.
    HH Owen Books
    Plexus Institute : <plexusinstitute.org> Pay site plus other items.
    Ken Wilbur – some papers and pay-site. <www.integralnaked.com>
    Larry Peterson article (recent) – TBA by Larry P
    <Openspacecanada.org> has some aterial also.
    Fred Kofman is working now with Ken Wilbur – see address above.
    Larry P has some biography material listed – TBA

14. Important to get some short material (on OST) available for sponsors – even
    in various languages. Gail West has some available in Chinese.

15. BSB will forward data as per above to the list provided.

SESSION OUTCOME 11

September 26-27, 2004

TOPIC : Open Space Technology/Levels of Organizational Consciousness/Results

SESSION INITIATOR : Larry Peterson

PARTICIPANTS : Shabbir Merchant, Peter Kippist, Judy Gilles, Jack Gilles, Eva P. Sreussa, Fredericka, Sommes, Aart Groothuis, Viv McWaters, Funda Oral

ACTION OUTCOMES :

- Organizations are at and evolve through developmental levels, waves of conscious – and tend to be predominantly at one level at a given time
- Participants saw this in the different ways people in different organizations respond to Open Space Technology, in initial response and in impact after an event.
- Organizational industry seems to influence the level of consciousness
- Spiral Dynamics is one map of that developmental journey that Larry has found useful combined with Ken Wilbur's insights
- People can have a "peak experience" of any level of consciousness, but staying continuously at that level requires going through the stages/waves to get there.
- Organizations can have a peak experience in Open Space, but sustaining themselves at that level is not possible unless they have grown/transformed to that place. That is a challenging process.
- Some organizational processes reinforce the current level in the organization rather than lead to experiences beyond.
- OST creases dissonance in many organizations.
- Structural Transformation is difficult and required to move to a next level
    - As outsider the capacity to change an organization (long term) is O
    - Now focus on developing and sustaining individuals as change agents (coaching)
    - Size of company, organization, is critical in enabling and sustaining transformation, as larger culture reinforces the old patterns
    - Many individuals who shift to new levels of consciousness leave their organizations – burn out or follow their bliss
    - Death is required for transformation

- o **Coaching has become the approach for many consultants who have lost hope in changing organizations**
- **A CEO in the group reinforced these issues – lucky if can get COO to shift or a group of 20, when move to a group of 50 then not sure it is possible**
- **Affirming where you are, (accepting whatever happens is the only thing that could have) may be essential for moving forward. Only those who say yes to what is, can co-create what is to be**
- **Communications, flow of information is the nutrient of self-organization**
- **OST can improve info flow of information, can create a sense of the whole**
- **The level of consciousness in an organization influences what will happen after and what results can be encouraged by an externa.**

Session Outcome

Topic: **OST and the Holy Books**
Session Initiator: *Raffi Aftandelian*
Day & Time: **Sunday 27/9/04 10:00am**
Participants: *Brian Bainbridge*

The motivation behind this session was to talk about how to make OST not sound like yet another Western idea imposed from without. While working in Russia, I haven't really encountered that sense, I think it would be an interesting exercise to see what connections can be made between OST and Russian Orthodoxy. Russian Orthodoxy, in my view is closed (at first glance, at least) in many ways.

Key ideas:

1. There is much in the New Testament that reflects the spirit of OST. Brian as a Roman Catholic priest cannot say that he is a scipturalist, so cannot point to exact parts of the Bible, but much of relevance in Jesus's teachings. Idea of reconciliation, loving thy enemy reflect OST principles. Harrison, as a priest and man very familiar with world's religions could help perhaps in pointing to exact parts of the Bible…

2. New Testament, in contrast to Old Testament, has attitude of we don't seek to control nature.

3. Old Testament, in a sense, is a history, a story of a journey, what led us to the Open Space of the New Testament.

4. All of this reflected in other holy books.

Various tangential conversations—
Some at World Bank think that in 20 years Mandarin will become the language to know, in contrast to English.

Brian listed priests and laity who are leaders in their congregations around the world who use OST. Don't know of any mullahs who use OST.

Discussed notion of how some leaders are missionary-minded vs. maintenance-minded (latter is not visionary). Putin presented as maintenance-minded leader.

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SESSION OUTCOME

OSonOS GOA – Session Report - 13

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Topic: Improve spontaneity, storytelling and letting go – linkages to OST

Proposer: Viv McWaters

Present: Peter Kippist, Louise Kippist, Scott Wurtz, Brian Bainbridge, Michael Dobbie, Michael, Arjah Raias, Shurfang, Anil Sainder, Jessie Hsia, Jorie Wu, Erin Lindbergh and a number of bumblebees

We began by playing a few Improv games and used our own experience of those games to explore four of the key principles of Improv and the relationship to OST.

- Accepting offers
- Letting go of outcomes
- Listening and awareness
- Trust

Some of the insights that emerged:
- Improv is a way of dealing with complexity and therefore a useful tool in organisational and real life
- Saying YES! is a key to Improv (and accepting offers). This is about moving forward without judgment or analysis to see where it gets you
- Improv. is also about co-creation and a way of being
- The reflective process is important in understanding our own responses to change, complexity, fear etc
- A successful business is one that can be ín the moment'and respond to the dynamic and changing circumstances
- You can substitute OST fro Improv in all of the above statements
- OST is a form of Improv

SESSION OUTCOME

Topic :   **Using voice as a healing device. Trusting this space…time to see what comes up**

Session Initiators :   Allan & Arun

Participants :   Shabbir, Erin,

Action Outcomes :

- Healing cancer patients with voice…silence…listening

- Silence as a healing. Inner guidance to practice.

- The voice is integrated with the heart. Mind → Force → Effort

- Least amount of resistance = The greatest amount of purity

- Everyone has the gift of a beautiful voice….the divine source in each of us. Invites the other to enter their source. The song as a homecoming….as a returning to the heart….an expression of the love. i.e. the chariots evoked an expression of the divine in everyone present

- Voice is the greatest musical instrument…maximum range, timbre, also it has its own unique identity. Easy to teach people, it helps to culture the voice.

- Silence is healing

- Circle intoning – spontaneous emergence….expressing my music & sharing with others…………mind / judgment gets in the way. Appreciate – see boundaries.

- Celebration of the community, being together, joy, togetherness….like a train

- Vibrations – past – Present – future. Voice out of innocence……….the vibration connects me to inner peace. Boosts you up. Being present to whatever is coming up. Invite an awakening to our own voice & what its speaking to express.

Presence – Connectedness – Now !

<u>SESSION OUTCOME</u>

September 26-27, 2004

TOPIC :   **WORKING WITH OST IN COMMUNITIES STRUGGLING WITH VIOLENT CONFLICT AND WAR**

SESSION INITIATOR :   **ZACHARY METZ**

PARTICIPANTS :   **CANDY, HARRISON, LARRY, ISHAN, FUNDA, GAIL, JANET, YAWAR, ANJULI, FRIEDERIKE, PEGGY, AART**

<u>ACTION OUTCOMES :</u>

This group was looking at the challenges and opportunities for using OST with communities struggling with violent and deadly conflict.

The themes and ideas that emerged were:

Reflections on the Practice of Peace event in November 2003. This event happened serendipitously, bringing together people who: have facilitated OS in these settings, who live and work in these settings and who were interested in exploring OS as a part of building peace.

Group heard about the Global Citizens Journey as a powerful example of the use of OS to help heal communities. Burundi and Nigeria are examples of the use of group processes to create real networks across conflict lines. The use of music and singing were also discussed.

The question of "success" was opened, as was the question of what gives us hope that these conflicts can be approached at all.

The role of simple connections was underlined.

We talked about the importance of bringing these processes to peoples' attention and of bringing hope where violence makes people unhopeful.

Sometimes it feels like this is an "impossible task" and that we can't touch these conflicts.

We looked at Taiwan, a place where there is significant conflict but where there is not as yet violent expressions of conflict. People are able to be friends with and connect with others across political divides. There is a search for national identity and dialogue.

Telling stories of grief is often a center piece of OS and other work with these communities.

We are inspired by stories of success.
It is important to do something to empower people to get their lives back and start to be more human. This urge is especially powerful when it comes from others within the community in conflict, rather than from the outside.

The group then looked at some structural questions about linking OS with training and other efforts. The question of "order" was discussed. Some felt that it was useful to put OS first if a conflict resolution / transformation workshop was also being done, so that participants have the opportunity to reflect on and integrate the real experiences they have just had in OS. It was felt that respect, trust and hope are all supported in OS and these are things often totally lacking in conflicted communities.

Others saw the utility of doing a workshop first, followed by an OS. This is particularly true in environments where the group wants skill building and focused team building. It is also possible that doing the workshop or training first can ease people into OS in societies and environments which have limited people's access to space and voice, i.e. violent totalitarian regimes. "Open space" may feel like an invitation to do something that would have been deadly in the recent past and this can be terrifying or "re stimulating" for victims of such systems. Building safety in a facilitated environment may help to lay the ground for and OS.

It was emphasized that in such communities it is imperative to do at least 2 days of OS, since the overnight reflection can be very powerful in deepening the experience of the OS for participants.

One participant shared a story of a total "shut down" in OS in which the level of conflict was extreme. In response to the high conflict, the facilitator invited the participants to again reflect on and choose the path they each wished to pursue – to leave the space or to stay and reengage. He completely left the gathering for one hour and then returned to see that all had stayed.   He passed a talking stick around (an olive branch) and invited all to share where they were right then. Many spoke of very painful personal histories connected with the conflict. After that, the group was able to look at action steps and further work leading from the experience.

We discussed the usefulness of working with a second (or third) facilitator when working in settings of very high conflict. We also looked at the critical importance of doing thorough personal preparation prior to the work. Some do meditation to prepare.

Finally, the group took up two challenges found in some OS experiences. The first was the question of time, i.e. participants moving a session from one time to another, sometimes without letting the group know. Some felt that this is a phenomenon we need to understand as facilitators and to grapple with, as are other participant behaviors that may be challenging. Many felt that not intervening is the right path.

Some suggested that even by not intervening we are in fact still a fundamental part of the system of OS, and that we in fact are reinforcing, sanctioning or supporting behaviors and ways of interacting all the time, through our non intervention. This is true even if our basic commitment is to supporting self-organizing systems and participant power, responsibility, passion. This is a basic lesson from open systems theory and must be understood especially when we work in settings of deep and violent conflict.

The question of multiple languages in OS was discussed. We looked at the challenge and opportunity of working with groups in which there are two or more languages with little or no cross over. We again discussed the role of the facilitator when this challenge is confronted in OS.

Some practical suggestions were offered:

Remember that if we want to connect we will find a way to connect.
Have participants post in their language and then have them find a translator to translate it to the other language(s).

The other tool is to create "language buddies". These are people in the group who speak multiple languages and who are willing to provide language support to other in the group. They can identify themselves with a sticker or button and then the people who wish to have support with language have the invitation and responsibility to seek out a language buddy when needed.

This can create new connections and we may then see multiple languages as an added resource rather than a problem to be overcome.

SESSION OUTCOME

September 28, 2004

TOPIC :   This is IT!

SESSION INITIATOR : Anne Stadler

PARTICIPANTS :   Circle

ACTION OUTCOMES :

This is IT.

This is really it.

This is all there is.

And it's perfect as it is.

*
There's nowhere to go but here.

There's nothing here but NOW.

There is nothing now…but this.

And this is it.

This is really IT.

This is all there is.

And it's perfect as it is.

(James Broughton, poet. As recited by Anne Stadler)

SESSION OUTCOME

Topic: **An Inquiry into the Effect of Open Space – Part 2**

Convenor: Peggy Holman, Larry Peterson, Viv McWaters

Participants: Anjali, Friederike, Allan, Eva

Discussion

We took the work generated yesterday through the inquiry, each did our own silent review of it and then identified the resonant themes that we collectively uncovered. From this, we developed 5 questions to use for a more in-depth inquiry.

The topics and questions follow.

INVALUABLE GOODIES	BEING HERE	INTIMATE COMMUNITY	SIMPLE COMPLEXITY	THAT FOR WHICH WE HAVE NO NAME (The X Factor)
Growth In Capacity	Passion & Responsibility	Resonance	Contradictions	Something More
Practical/Rational	Listening	Supported	Silence/Voice	Extraordinary
Value	Paying Attention	Acceptance	Freedom/Ritual	Higher Spirit
Ongoingness	Personal Power to Choose	Openness	Self-selection/ Invitation	Power of Mystery
	Opportunity to Choose	Trust		Energy/ Flow Water
	Contradictions	Like Minded		Music
		Receptive Connections		

INVALUABLE GOODIES

Open space has many practical and subtle benefits that ripple and resonate long after the event has ended.

Tell me your stories of direct and indirect outcomes

BEING HERE

The essence of open space is taking responsibility for what you love, deeply care about, and / or your deepest passion. This leads to embracing personal choice, and paying attention to others and ourselves. How has your awareness of yourself, others, and your environment, changed? What difference has that made?

INTIMATE COMMUNITY

People consistently talk about feelings of acceptance, trust, openness and support in Open Space. They express amazement at the sense of intimacy. How has this sense of community, connection, and receptivity affected your life?

IMPLE COMPLEXITY

Open Space has an elegant simplicity that allows us to address great complexity. Where and how has the experience of simple complexity served you?

THAT FOR WHICH WE HAVE NO NAME

Some call it Energy, some call it Spirit. It is that mysterious power that defies description which pervades OS. Tell us, if you tapped into this magic, what has changed for you?

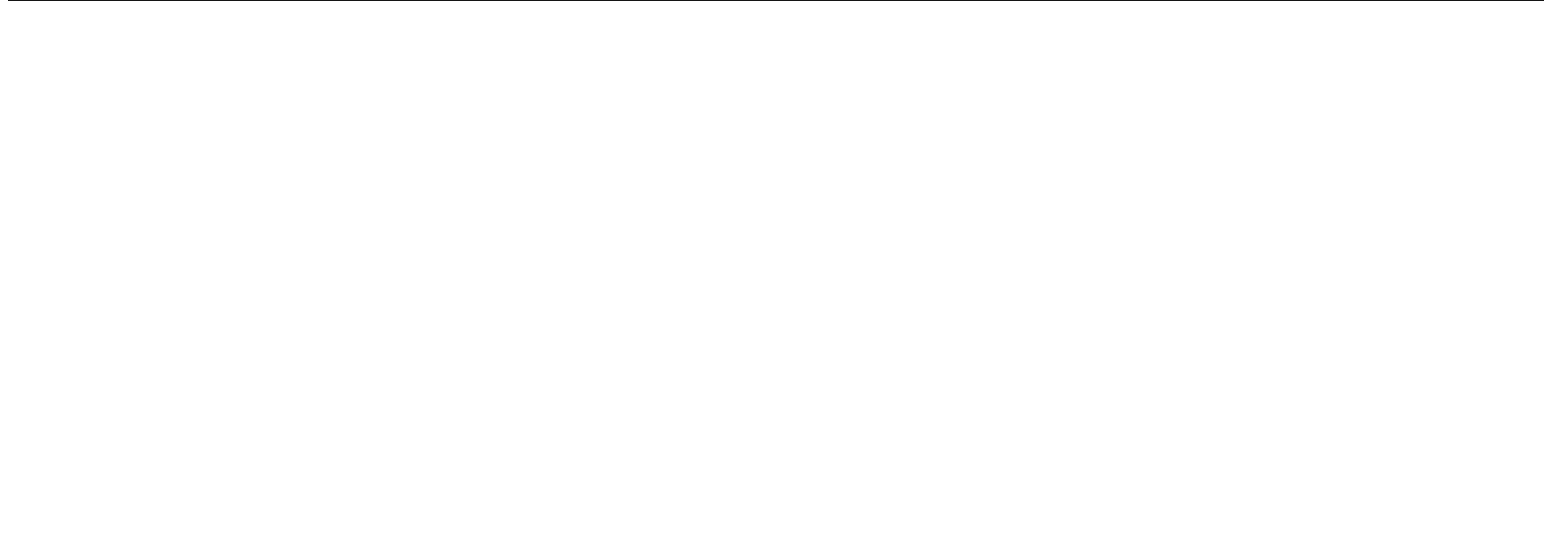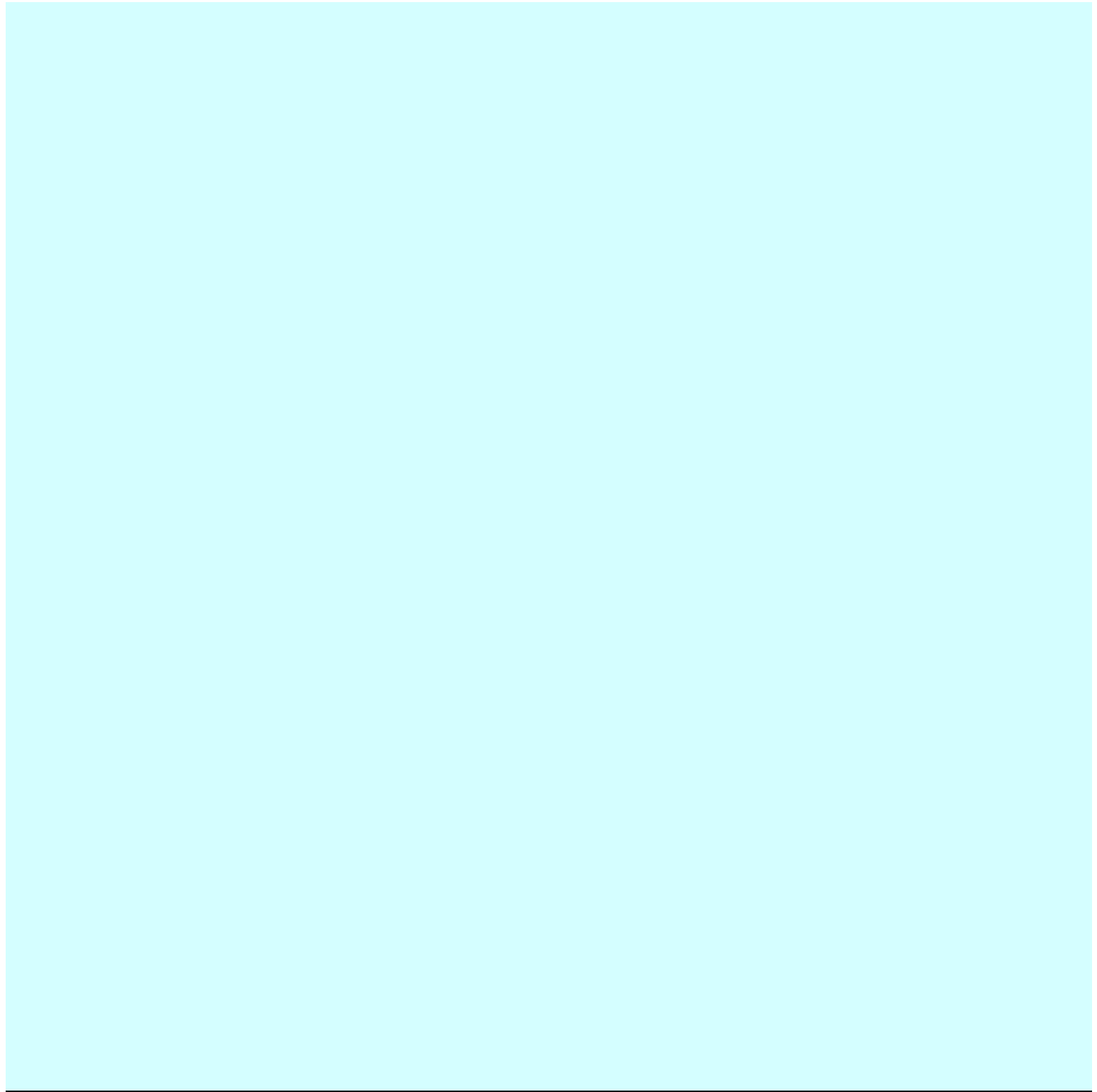We discussed the need for an open-ended question to capture any effects not related to these topic areas. After the session, I drafted this question and a dream question to begin and end the interview guide.

To begin:
Tell me a story about how OS has most deeply affected you or your organization during or after the experience.

To end:
What three wishes do you have for furthering the effect of open space?

Session Outcome

Topic: **OsonOS with an external purpose**
Session Initiator: Alexander Kjerulf
Day & Time: **Tuesday 29/9/04 10:45am**
Participants: Pythia, Aart, Yawar, Michael, Peter, Chiung

This session was based on a sense of dissatisfaction with the OsonOS conferences.

We tried to define the current purpose of the OsonOS:
- To develop OST
- To exchange ideas and experiences about OST
- To give people an introduction to OST
- To strengthen the OS community
- To have a good time

When looking at the current purpose of OsonOS'es, it seems clear, that the purpose is inner-directed. This is about our individual and common learning. Sure we take that home and use it for other things, but at the conference this is about us.

There is nothing wrong with this, but it might create an imbalance, and it was argued, that a vast potential for doing good is going untapped.

We then looked at two questions:
1. Why would an OsonOS with an external purpose be a good idea?
2. How could we do it?

When we say "external purpose" we mean an actual issue that we would be working on at the OsonOS. A real client with a real challenge. This is not meant to replace the current purposes of the OsonOS but to enhance and strengthen them. We would still ALSO meet to develop the ideas and community, but it would happen against the backdrop of a real-life issue. Something big enough to matter yet small enough to tackle.

It was also argued, that this OsonOS (and maybe others) didn't provide newbies with a very good intro to OST. A two/ady OS training was suggested just before the conference.

As for the first question: Why would an external purpose be a good idea, here's our thinking:
- There would be less tendency to skirt conflict and avoid disagreement. There would be a real issue on the table which demands action.

- We would have a clearer common ground, and a better sense of the purpose of an OsonOS.
- It could speed up the experience and the learning of both theory and practice.
- It could give the gathering a sense of urgency, which is currently missing and which, ironically, is listed as one of the success criteria of OS meetings.
- It would create passion – and give us something to fight about ☺
- It might work better for newbies, since they can participate in discussions which are more practical and less theoretical.
- It might strengthen the OS community, by giving us something "real" to work on.
- It might enable practical discussions in addition to the theoretical ones currently dominating.
- We'd achieve something specific during the gathering, we'd utilize our potential and do some good.
- It would create a balance.

It's important to notice, that this is not about revolutionizing the purpose and form of OsonOS'es. This is about finding an even better way to fulfill the purpose of OsonOS, and at the same time adding a balance that is currently missing.

Second question: How could we do it?
A key issue is of course to find the actual external purpose. This should be a real client with a real, pressing issue. Preferrably one that is local to the place of the OsonOS. Also, the client needs to be present at the OsonOS.

The current purposes of the OsonOS must remain and preferably be strengthened.

The external purpose is a starting point and catalyst.

Issues affecting communities may be better than business issues.

The question is of course, whether we will try to do two things, and do them both, only worse.

Alex will invite to a conversation on the Oslist.

Session Outcome

Topic: **Book share**
Session Initiator: Alexander Kjerulf
Day & Time: **Monday 28/9/04 10:45am**
Participants: Michael, Susan

We talked about a few good books, and here are some:

Thomas Erik Hylland: Tyranny of the moment
This is about slow time vs. fast time. Fast time is when you do 10 things at once. Talk on the phone, answer email, listen to music, etc… Slow time is immersing yourself in one experience. Hylland argues (convincingly) that society today is geared towards fast time, and that we need to create slow time for ourselves.

Sulak Sivaraksa: Seeds of peace
Describes a Buddhist view on how to renew society. Speaks clearly on the relationship between culture and religion.

Yann Martel: Life if Pi
A novel about a young Indian man trapped in a lifeboat with a Bengal tiger. A wonderful read!

Harpo Marx: Harpo Speaks
The autobiography of Harpo Marx. A wonderful story of a man who's lived an incredibly eventful life, and who's managed to enjoy it thoroughly.

S.G. Warburg: A man of influence.
An autobiography of a wise German banker who argues that it's better to be the one influencing the king, than the king himself.

Diane Dupuis: Famous players
The autobiography of the woman who created the "famous players" theatre in Canada, and who among other things persuaded Liberace to sponsor them by crashing a VIP-party and grabbing him on the dance floor.

<u>**Session Outcome**</u>

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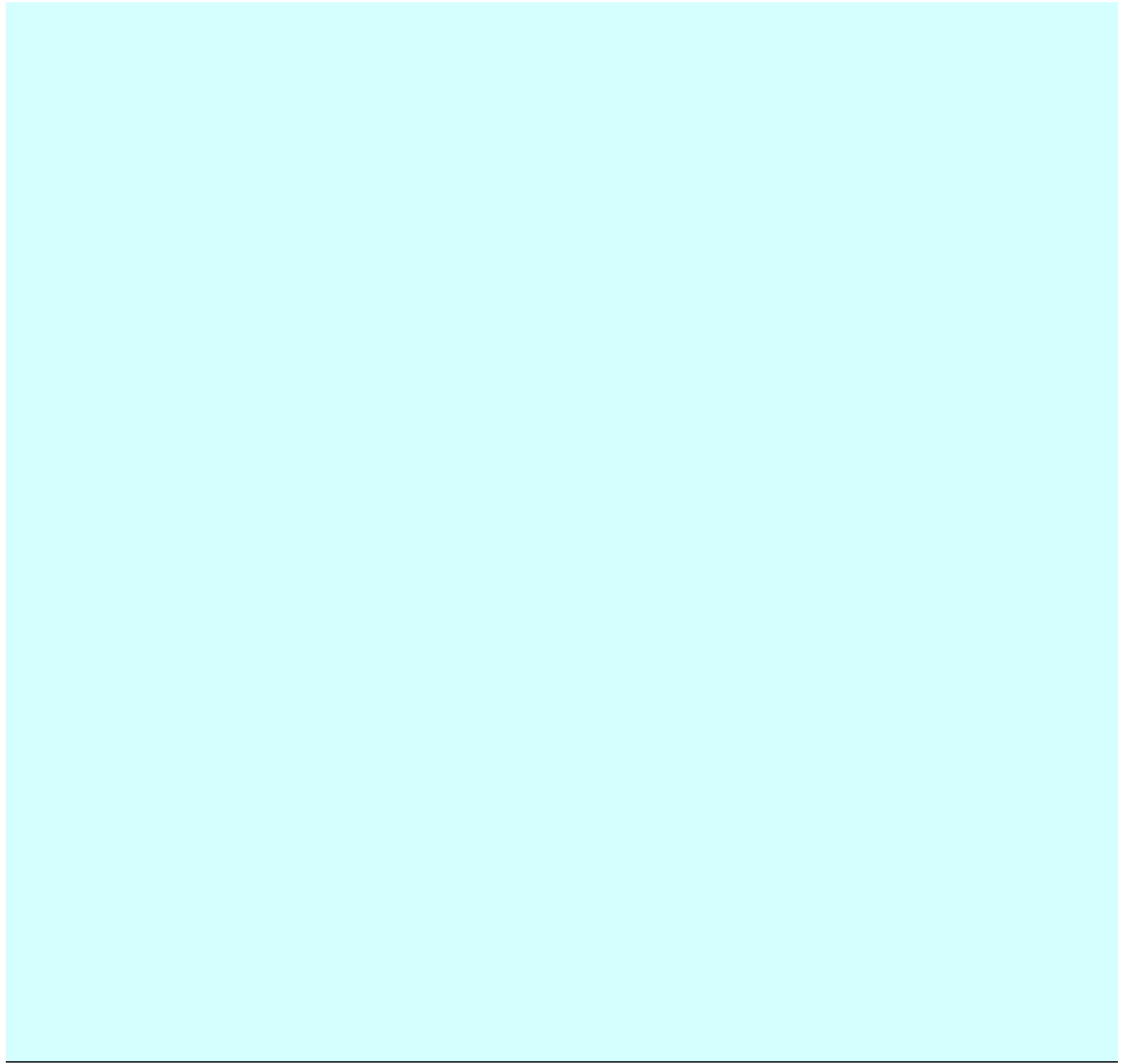
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SESSION OUTCOME

September 27, 2004

TOPIC :   **Getting started in OST consulting**

SESSION INITIATOR :   **Raffi**

PARTICIPANTS :   **Mark, Aart, Shabbir**

Main points—

- Starting point is ask yourself why do you want to do OST consulting? Give a <u>heart-based</u> answer to the question. The question itself is superficial, must dig deeper to intention.

- If interested in sustainable organizational transformation with corporations, this is possible only if work from within. One-off OST meetings by external consultants are great, but not necessarily sustainable.

- Mark tells fascinating, engaging story of having worked with Boeing for some twenty years, graduating from senior scientist to senior management position with agreement to change serious challenges faced by division on his terms— read: his methods. His methods informed by his many years spiritual practice. All this boiled down to <u>not</u> checking your values and who you are at the door when coming to work. Succeeded in making major transformational culture change in division; this demanded much work, many hours. Curiously, when time came to leave Boeing question of whether next leader of division would keep practices and established culture. 4 years after departure pockets of division reflect the culture that Mark helped establish.

- Mark in work careful about outside consultants, important to be clear before hiring them to know value-base of them.

- Important to have different tools in tool box.

- Why do OS? To increase consciousness .

- In getting into OST consulting work- how evangelize concept in organizations? Use it as a tool to meet the needs organanizations are needing

- Raffi continued this session topic out of session with a number of other folks, which helped bring more dimension to this issue. Some other issues touched upon: deep innerwork necessary to establish clear sense of purpose in world. Importance of daily practices for inner alignment. Taking things a day at a time. Happy to share more details of this conversation by email.

Tangential points-
- common use of principles of 4-fold way (Angeles Arrien) in OST work in Seattle, makes OST meetings more productive.
- Is it possible to keep confidentiality agreement within framework of OST meeting even with an open invitation and reports? Mark and Aart think it's possible. People will observe it if sign non-disclosure agreement

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SESSION OUTCOME

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Sept. 28, 2004

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TOPIC :   **How do you do OST training?**

SESSION INITIATOR :   **Raffi Aftandelian**

PARTICIPANTS :   **Larry, Brian, Viv, Arup, Gail, Shabbir**

- Almost a non-negotiable to hold training offsite, otherwise too much coming and going.
- In Australia do 2 ½ day training course. Preceeded by ½ day taster OST meeting on a topic of passion for local community. Start with experience of working with organizations: mad, bad, glad, sad stories over dinner, start in evening.
- 1st full day multi-hour demo of how space is opened, Brian and Viv work in pairs, doing piece by piece of the form and inviting participants to reflect on each piece of the form.
- Also go thru how set-up time-space matrix and other practical issues.
- Brian, Viv make themselves available over dinner for questions.
- Followed by more Q and A on OST opening
- Followed by extensive work on developing theme, ask each participant of a real theme for their lives that they can think of to use for a possible (but not hypothetical) OST meeting. Discuss other pre-work aspects of OST meeting—establishing purpose of meeting, is OST suitable for event?
- Followed by practicum where each person has opportunity to practice opening space. Experience shows that biggest barrier to doing OST is fear of opening space. Participants get feedback from each other.
- Materials available for photocopying throughout, participants choose what they want. Whole training run on OS principles.

- Someone (who?) speaks of importance of emphasizing that facilitator needs to learn to let go.

- In Taiwan, talk in 2-3's on experience of 4 principles and law. Also discuss book Dao of Leadership. And discuss experience of being in a place that was closed down.

- Larry: In our training we offer an experience of a whole OST meeting, which also offers convergence, very important for government/corporate folks. Include discussion of pre-work and work with givens.

- Gail: we have a conversation on the 4 principles to look at how they can be used to manipulate if taken out of context; the principles work in tandem with responsibility and passion, not necessarily by themselves.

SESSION OUTCOME

September 28, 2004

TOPIC :   Role of religious ritual in OS in terms of inclusiveness, openness and spiritual integrity.

Related Topic: How do we create love, trust and connectedness in OS?

SESSION INITIATOR :   M Yawar Baig; Arup Gupta

PARTICIPANTS :   Yawar, Khushru, Scott, Rajendra, Erin, Arup, Susan, Chang Chiung –Ling, Anne, Allen, Zachary

ACTION OUTCOMES :

1. Differentiation was made between the Opening and Closing circles and the Market Place/Gift Exchange
2. Whereas the idea of a group opening a window into their culture was welcome, it was felt that if this was done in the form of a religious rite involving worship of some deity, it was not appropriate to do it in the Opening or Closing circles as there was the likelihood of there being people from different faiths and cultures who may not be able to worship in that way and may well find that ritual excluding them.
3. However it was felt that it would be appropriate to offer this window in the context of the Market Place as an individual session to which people were welcome to self select themselves depending on their own interest.
4. Differentiation was made between cultural activity and religious activity amounting to worship.
5. It was felt that while purely cultural activity, like drumming, offering flowers and sweets and so forth would be appropriate, anything that involved or amounted to worship of some deity would not be appropriate.
6. It was felt by some people that even with religious ritual, if adequate care was taken to explain it and its value and virtues, then people may choose to participate. In that case it may be possible to include it in the Opening and Closing circles, especially where it involves specific subgroups of a homogenic nature.
7. It was also felt that there is a need to check the religious calendar to ensure that the OS on OS does not conflict with religious holidays and observances so that people from all faiths may have the opportunity to participate comfortably.
8. On building trust it was felt that all that goes into organizing the OS helps to build trust. This would include hospitality people, organizers, personal interaction, group activity and so on.
9. Several stories were shared about all of the above.

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SESSION OUTCOME

Topic: **An Inquiry into the Effect of Open Space: What's Next?**

Convenors: Peggy, Larry, Viv

Participants: Lousie, Peter, Jorie, Brian, Friederike, Jessie, Eva, Gail

Discussion

We shared the AI questions developed yesterday. This was followed by Viv taking us through an experience of using the MSC (Most Significant Change) analysis process. We paired up and used a variant of the AI questions that asked what was the most significant change in the topic area (e.g., What was your most significant change in experiencing intimate community because of OS?) We gathered in groups of 4 and chose 1 story. The selected stories were shared and we captured the "essence" and "reactions" to the story on a flip chart:

This demonstration was followed by Larry sharing the research project idea/questions from the Toronto OS research conference that brought together academics and OS practitioners:

Open Space Technology
Research Proposal (Revised September 29, 2004)

Summary
This is a qualitative research project to get sponsors to "name" or describe their own experience of OST and to identify its effectiveness.

Suggested Protocol
Interview by the facilitator

Context Questions:
1. How soon after the event is this interview?
2. What was the role of the person being interviewed?
3. How many OST events have they participated in?
4. In what Sector (business, government, non-profit/NGO, Church, Community?
5. What was the theme?
6. What were the key organizational challenges, issues, drivers for the event.
7. How long ago was the event?
8. How many people attended?
9. How long was the event?

Questions to be asked in the interview
--Looking for the words used by the person interviewed

1. How would you describe your experience of Open Space Technology?
2. Describe the impact of OST on:
   a. The people who attended
   b. On organizational results
3. How was it different from your experience of other approaches?
4. Given your experience, in what circumstances would you recommend the use of OS to others?

We then discussed the purpose of investing time and energy in doing world-wide OS research. Here's what people said:

- There is a world-wide movement for evidence-based decision making by NGOs and government. Having such evidence is becoming more important.
- The AI-style interviews would deepen the impact on the interviewee that could result in reinforcing, further seeding and accelerating the use of OS
- Could be valuable for consultants to be a part of an international research project
- Could support marketing
- It would be good to do work that reaches publications such the New York Times or the Financial Times
- Government would be impressed by the "weight" of the research
- It would provide us with lots of usable quotes to share with clients

What's Next?

Several people expressed a willingness to use the questions Larry brought as a "standard" follow-up to an OS event.

Brian agreed to launch a pilot in Australia.

We'll start with an invitation to OS practitioners to gather the stories.

Larry will get back to his research group.

Larry and Peggy will co-ordinate setting up a wiki with the interview material and instructions for entering interview results/stories. It will include some simple instructions for the interviewer, the questions, and how to report findings.

We'll make both an AI and more traditional protocol available for people to use.