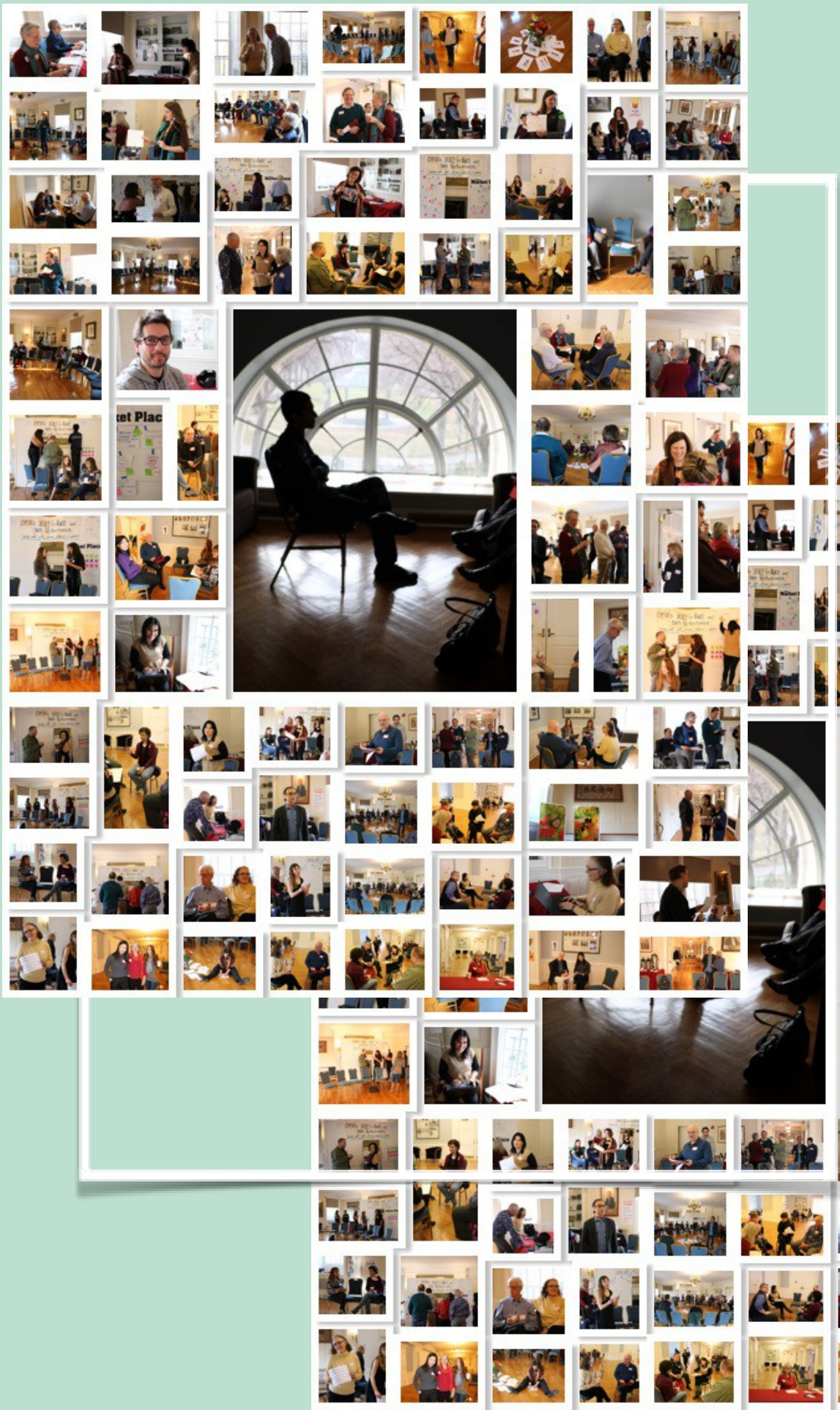

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International House, New York City
January 15 - 17, 2016

Open Space

for peace and high performance

WELCOME TO YOUR "FIRST DRAFT" BOOK OF PROCEEDINGS
CREATED BY ALL OF YOU ON SITE, IN REAL TIME

Thank you for being so diligent in capturing the highlights of your discussions. Although it will never capture the full breadth and scope of all that was shared, the Book of Proceedings is an important part of an Open

Space gathering. It provides highlights of what was discussed and can serve as an important resource from which to build, to connect and take action in the future. With photos and videos, it also provides a cellular memory of our time together.

As you revel in the reading of this report, we ask that you pay special care in reviewing it as it is our intention to share it with colleagues and friends in the Open Space Community. This is in the spirit of the mutual learning which has been part of our history and world wide growth over these past 30 years.

We invite you to edit, add or clarify – these are your reports! Because it will become a public document, perhaps there were things said and written that are too private and personal which you'd like to change or delete. Maybe you mentioned your company/organization and would prefer it not be mentioned.

To view/add photos and videos or to make changes to your documents go to bit.ly/osih2016. We would ask that you advise us afterwards (email Suzanne) so that we can make the corresponding changes in our final pdf Book of Proceedings.

A VERY SPECIAL THANK YOU TO:

The Hosts, Organizers, and Inviters… Harrison Owen, Karen Davis, Suzanne Daigle, Harold Shinsato (also videographer) and the Open Space Institute US. Over the past 20 years, hundreds and hundreds have benefited from the shared learning of this event at this beautiful historic place of International House. We also owe thanks to the wonderful staff working behind the scenes.
Much appreciation to the Newsroom support team – Amy Chen (also the photographer) and Dana Pylayeva plus everyone who pitched in every day. It was seamless, beautiful and heartwarming to see so many rolling up their sleeves to help.

Deep Bow to the Facilitators, Morning Announcements/Evening News hosts and Closing Circle guide.

Friday
Harold Shinsato - Opening Space
Tom Brown - Evening News

Saturday
Meridith Woolard - Morning News
Kennan Salinero - Opening Space
Susan Basterfield - Evening News

Sunday
Jeff Parrett - Morning News
Diana Weber - Opening Space
Robyn Stratton-Berkessel - Closing Circle

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Topic #1 - Title: Exploring Accessible Open Space

Initiator: **Robin Brown**

Participants: Meredith Woodland, Jose Garcia, Julie Defina, Cassandra Jones

Discussions Highlights:

What does accessible mean?
What is the connection between accessibility and convenience?

Library accessibility -- what about being open later hours?
How to make it welcoming or inviting?
What about knowing what’s going on?
Conversation about traditional accessibility issues
How do you make it welcoming or inviting?
Being mindful of who you are inviting as opposed to your idea of what it should look like.
In order to create an accessible open space you have to know your audience.
Exploring the use of open space technology in a variety of settings.

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Topic #2 - Title: What is your greatest challenge in being an imaginal cell in the ooze that is the world as it exists currently?

Initiator: Kennan Salinero

Participants:
Jeff Parrett
Diana Weber
Dawn Xie
Susan Basterfield
Jose Garcia
Doug Kirkpatrick

Discussions Highlights:

Susan - Impatience - how do I deal with the slowness of change?

Kennan - Impatience in entrenchment of non workable things, draining. I become very impatient when people say 'change takes time - it may be 100 yrs and long after you're gone before this really changes.' But I know change can happen very quickly. So my challenge is the entrenchment vs my eagerness for quickness, the 'new.' There is also the challenge of Male /female energies

Jeff: Male is separate from masculine.

Being able to stand in the response to challenge others assumptions. There can be significant evidence that something is not as it was assumed.
There is no feedback loop with outward and receiving energy.

Book: The Masculine Rational [get book title from Jeff Parrett] - that this is the only universally appreciated way of being in society right now.

Very interested in when fundamental shifts occurred in the world...the earth is round not flat, etc.

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The belief system we are currently built on is a profoundly masculine orientation, with our focus being [only] the balance of efficiency and resilience. Not receptivity.

Getting at the root of the foundational metastructures we are built of- when paradigm shifts happen, change the foundational roots, things collapse becomes chaotic

Diana - We are vibrational and we create our own resistance. We need to shift our vibration to that of what we want..the change we want to see. Live in that emotional space already, attract that state to yourself, don't focus on the blocks between here and there. Meanwhile it is our own internal blocks that are the challenge to this. So the interest is in: what tools do we need to not be pulled back into the 'hamster wheel' of everyday life.....What is my own resistance? Sense the metaphor of the machine that we are in.

One way to do this is to know you are a part of the organic life, such as thinking of myself as the bark on a tree...you are organic and present and self manifesting

If we change the metaphor of our being we can change the manifestation. WE can heal ourselves. We are consciously evolving.

Awakening - deep shadow work. Looking at what we hide, repress, or deny can be very powerful. Jeff leads guided meditations...dialog.

We have beliefs we are not aware of....
When we are not manifesting, we are actually more committed to something ELSE.

Right now on the planet we are shifting from collective consciousness to individual consciousness

Similar to Carl Jung's Individuation process for the individual.
~

Another challenge: There is a difference between being 'present' and being numb.

How can we be fully present? What approaches help with this? We have learned to control our emotions as we get older....but we need to *attend* to emotions.

Our own children know this - “Mom you don't need to give me a solution, just give me an ear.”

Book: “The God Problem: How a Godless Cosmos creates” by Howard Bloom

- Feeling is what is coming in, emotion is what I send back out -

Book: The Language of Emotions: What Your Feelings Are Trying to Tell You
by Karla McLaren

Jose - as children we know how to do this. Yet our unparalleled curiosity is socialized out of us. The challenge is rediscovering these tools.

Also challenged in having a solution ahead of it's time...finding acceptance. Challenge in connecting those who have a solution that is ‘ahead of its time’ and those that need that solution! He has an idea of using the needs of a business as the ‘finder’ for students looking for where their passion lies, in community college education. In using networking as a way of educating, the student finds where they want to learn, and will have an ‘offer’ after they graduate for those skills that are needed.
~
Habits run us. The brain is actually built for this. Very little space is for intake, most is for playback.
Book: The HoneyMoon Effect -Bruce Lipton

Another challenge: when in the ‘creative space’ making it physically happen...get it connected to reality and bringing it into being.
And, how do we find those who are attracted to that?

Having the experience that comes at us...universe plays a role.
As with the imaginal cells: migration can be painful...but it is still *feels* good in it gets us from here to where we are meant to be. Even if there is a physical experience of pain.
~

Doug - Key challenge is wrestling with anxiety, loves the book after meeting the author 3 yrs ago, having nearly died in a roll-over car accident:
The Vitality of Death: Essays in Existential Psychology and Philosophy by Peter Koestenbaum

Also article: "Do You Have The Will to Lead?", Polly Labarre, Fast Company archives, Feb. 29, 2000. which shares that anxiety is part of the leadership process.

The Idea of embracing the reality of your own death...working backwards to influence your life choices. Embrace your own anxiety because it will always be there and there is no escape. Let it work with you and through you.
Again it’s about being the imaginal cell...going against inertia.

We are very conditioned and need to learn to uncondition. Instead sometimes we become shut down.

Book: Supersurvivors: The Surprising Link Between Suffering and Success
by David B. Feldman and Lee Daniel Kravetz

Fight or flight...or freeze (dear in headlights)

Dream state is another ‘tool’ in being human
Book: Human Givens: The new approach to emotional health and clear thinking
by Joe Griffin and Ivan Tyrrell

Book: Waking the Tiger - Peter Lavine

Quote: Do not go where the path may lead, go instead where this no path and leave a trail.

Doug - I don’t really like ‘live every day as if it were your last.’ Instead I treat everyone like it's THEIR last day - that makes it work for me

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Topic #3 - Title: What is Oneness?

Initiator: **Skye Hirst**

Participants: Pierre, Joanne, Robyn, Susan, Ilan, Tom

Discussions Highlights:
Is oneness a metaphor which means homogenization of everyone to be alike
or is there a deeper way of knowing how we are one, connected and interdependent AND autonomous?

There is a Tall Poppy Syndrome where a person who is outstanding in some way is not valued by a community, culture etc., not keeping to norms
It's risky to be yourself in a world culture where structure and fragmentation has been the orientation. Us versus them
Carl Jung spoke of Syncronization
The Role of Empathy to help open us to the awareness of this oneness
Isn't there a deeper way of knowing than in knowledge as is usually talked about?
Something deeper in directly connecting to the wholeness
Identity of person preserved in the Oneness
When we know ourselves, we feel oneness
There is a fear if people just started acted without some form of order, there would be anarchy unimaginable.
Responsibility related to my actions when I know what I have to do
Identity well rooted creates authenticity
We have to be aware of our contradictions
Being human is being able to hold contradictory values.
We are constantly learning.
It is risky to be authentic mainly
What makes some coherence in these contradictions?
Chaos allows us to break the habits
Change is threatening, but is the one constraint.
So why is there a resistance to it?

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We cannot escape change, as long as we are alive, change is occurring
Life needs order and will adapt on the basis of interdependence, this requires openness to diversity. We cannot be aware of everything. That's why we truly are interdependent diverse beings.
We are each collectively creating the universe

Skye spoke of observing her own grieving process of three years, her change, from immediately being not in her body, then going into a deeply quieting feeling like she was dying, then she felt need to decide was she going to die. Instead, she chose to break out with a chaotic act of travel and breaking deep patterns and then moving into a feeling of balance and coherence and aliveness acceptance of it all, hard, tough emotions as well as joy to be alive.

Susan spoke of how in 20 min into conversation she felt a deep connection and welcoming by the group and the process and topic.

Ideas for Action:
More on conversation: Role of being with being in oneness? Conversation about inalienable rights and how we as living organisms cannot be separated from such rights? What are those rights? Jefferson said everything changes, except the inalienable rights of Men/women.

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Topic #4 - Title: Engaging Disengaged

Initiator: **Dana Pylayeva**

Participants: Bill, Kristen, Don, Meredith, Joanne

Problem: Oldtimers in a team are disengaged. (Others in the team don't feel comfortable speaking up and raising this as an issue.)

Discussions Highlights:
Start from trying to understand what do they find individually fulfilling? What do they find motivating?
(extrinsic vs. intrinsic motivation). Do they expect more than can be achieved in your environment?
Inter Knownness - a lot of times we don't know who we really are and what we really want. A coaching session with a disengaged person could help to get to a root cause of the issue (using "5 Whys" or powerful questions)
Most of the time disengagement could be driven by external factors, logistical issues. Focus on these first, don't think immediately that disengagement is driven by people's issues.
"Potholes" - things that are not real issues from organizational standpoint, but really annoying for people on the ground, who are affected the most.
Example: new employees not getting laptop for a month.
Need to establish trust for this type of conversation. Could be their direct manager, mentor within organization or external coach.
Understand how do they see their level of engagement?
Another option - run a survey (could be anonymous) : Do you feel you are engaged? If not, why?

Discussion about Agile how it is effective in some organizations, while other perceive it as a way to make people to work harder to deliver more. Some companies want to move to Agile as a cost cutting effort (?)

Disengagement needs to be taking in context. All 21st century organizations are being disrupted, we are experiencing systemic issues in the society. Companies are faced with two alternatives:

1. everything will be Uberized (taxi vs. Uber example)
2. scramble to not be disrupted.

Many companies have virtual team and distributed workforce. One of the good practices for keeping team members engaged - bringing them into face-to-face environment periodically. (example - a team that was alternating 2 weeks on-site vs. 2 weeks remote. Big advantage is that people don't need to move to work for that company. Since this is an Arts and Culture industry, people who join the company are already excited about working there. They are motivated and engaged from the start. Management makes it a priority to meet every remote employee by visiting them at their locations and bringing them along on their trips to conferences etc.

New employee's perspective:

What's keeping me engaged is that opportunity to learn something new every week. It is the opportunity to interact with people, working on interesting assignments, researching and learning more. I am being entrusted with large projects where I need to become a guru on the subject.

Taking the engagement to the community level:

Example on engaging a village in Haiti as part of NGO (international development organization) in discovering project objectives and the priority of projects to be done.

Using **appreciative inquiry** instead of gap analysis. Discovering the strength and building on those strengths: "What makes it worthwhile to live in this village?" Projects that were discovered were very different from what NGO originally planned on doing.

Need to be careful and deliver on what was promised so that you don't lose trust of the people that you've engaged. Engagement is powerful and sacred.

One more example **"Every voice engaged"** organization which recently helped the city of San Jose to overcome budget deficit. They facilitated an innovation game with citizens of San Jose that engaged them in making decisions about what can be cut from the city budget and where these money can be re-invested. They are preparing to do it again, this time by engaging facilitators from around the country via virtual environment.

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Topic #5 - Title: Coaching - Changing the World One Person at a Time

Initiator: **Elena Feliz**

Participants: Joanne, Ilan, Neshwa, Elizabeth, Regina, Kristen, Tom, Meredith

Discussions Highlights:

1. a few certified in coaching; others have a practice; some mediators; others just curious
2. one-pager shared on Leadership That Works with 5 pathways and skills needed
3. concept of subtle influencing outside of coaching - not establish as an agenda which can create too much resistance - personality directs that - concept of leading through the 9th chair; creating optimal conditions - structured transformation - shift in the whole
4. listening - mediating - asking questions (empowering vs. yes/no questions)
5. brought up ACR-GNY (Association of Conflict Resolution of Greater New York) - mostly mediators-attorneys who do mediation through community, courts, etc.; has monthly meetings with speaker
6. the more you know yourself the less you have to manage
7. definition of democracy is determining your own future; perception that conflict is a bad thing but it is healthy
8. discussion of conflict of ourselves - inner critic or conflict of values e.g., freedom vs. security
9. how you coach that is have conversation between Ms. Freedom and Ms. Security - coach facilitates with client that conversation - see the perspective of each
10. Theory U - Otto Scharmer/Peter Senge - tool for transformation - who is mySelf; what is my work
11. Similar in Gestalt - who am I; what do I want; and how am I going to get it
12. on NPR - writer talking about how it is peaceful to write in Rwanda - because dissension not allowed (oppression)
13. Dialogic OD is the new Organization Development; have conversations rather than analyze data; create a safe container; use tools like open space, world cafe, appreciative inquiry
14. convening U.S./Europeans like Mars-Venus dynamic

15. greatly influenced in different program - focus on skills deficit that can resolve the conflict - can educate which helps; self aware can move folks to change
16. there are presenting agendas, deeper agendas and transformational agendas
17. know it is transformational when there is an aha moment; happened when I told someone they deserve to be on that stage and they get emotional - great moment; they felt vulnerable - gift to me since they felt safe enough
18. program brought out my intuition which takes us to the aha moment
19. discussion turned to marketing and resistance to doing that
20. need to charge because it is energetic investment
21. need to be careful not to undervalue yourself
22. replenishing/self care - need money - demonstrates your value
23. discussion on what the bible says about money - parable of woman who gives two coins more committed vs. the rich man who gives 100 times more because it represented all she had

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Topic #6 - Title: What is the impact of complexity and interdependency on peace?

Initiator: **Bill Fenwick**

Participants:
Regina Ritcey
Kennan Salinero
Neshwa Boukhari

Discussions Highlights:
The imbalance between complexity and cognizance. The increased interdependency between the countries on the planet makes it much more difficult to make decisions that don't have a lot of unintended consequences. For example, the execution of the Sheikh by Saudi Arabia that riled all of Iran and a good portion of the rest of the Middle East countries. After all the major powers of the world suggested Saudi Arabia not carry that out.

Complexity takes us to a point of no return.
Q: What is the 'point of no return?'

One can only go in the trajectory you are on; you cannot go back to the way it was. An analogy is crossing a 3,000-mile wide ocean. At mile 1,501, you cannot go back, as you may not have the resources to make it back to the home shore after that.

The dynamic between eg Democrats and Republicans - one or the other. Is a revolution needed to go back to a better paradigm for the 99%? Is there a way to go beside revolution?
Makes one participant think of the work of Henry Mintzberg, which became a course out of McGill University in EdX - Social Innovation for Social Impact.
http://www.mintzberg.org/sites/default/files/rebalancing_society_pamphlet.pdf
Henry Mintzberg 'Rebalancing society'
Goal of interdependence
Seems like the goal currently of this interdependence on the planet, and particularly in America, is to amass as much power and wealth as possible
New goal NOT be the most powerful and have the most money

Some people would be I want to live in a safe place with my family, have meaningful work, and time to not be working and scrapping to try to get by
A complete reorganization or addressing of what it is that we are doing and agreeing on a different goal
Historically the only mechanism is a revolution
Individual effort: Question - how do you get a consensus?
Revolution - ideas spread rapidly, for ideas to rise up. That is the only way we know in history to make things change
But this history is only recent history, western civilization - think beyond that 'this is so' and get curious about what else may happen
Responsibility - all the details of of being personally satisfied
Most people may not do this
If objective is to create a society and culture that encourages that, you have to take on all the vested interests that make up the current society
Voting with your feet - is a luxury, a privilege
But one of the very few who can realize you can do that
Not enough people empowered to do that
Part of it is knowing what 'possible' looks like
People that complain about their things rather than doing something to change it
Not the 'type' that can do that
Working in a nonprofit instead of for a law firm
Doesn't even have the time
Over time and in recent history we have surpassed the capacity to work with complexity
Point of no return where we can't make up that deficit
Point of no return in battle b/w cognizance and complexity, complexity has evolved to such great extent that you can't undo the complexity or freeze it to get back to cognizance where [you can have sanity]
Deconstruct the source of complexity. The complexity's source in one point of view is 'science'
Creating complexity as a response to something deeper
Mental power or mass to address the problems needs to rise up
Not supporting one side in Syria but supporting stability

Realizing what the cost of stability is

Dealing with the Point of no Return - is a form of grief
Dealing with it is likely a messy process
AND the point is effervescent
Is that point the year 1470?
Bill believes the destruction that is taking place, there are not enough resources to replace.
Infrastructure yes, but millenial old sites of humanity and [world treasures] that have been bombed out of existence. No.
Highways in Syria right now - they are full of concrete mixers. The rebuilding is possible.

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Topic # 7 - Title: How can peace emerge in our families?

Initiator: **Pierre Chenier**

Participants: Ilan.

Discussions Highlights:

Usually, the families operate on a conditioning mode called also education.
We talked about a new mode that is intended to build the relations between the parents and the children, so that conditioning is replaced by a true communication process. This allows people to act not from a conditioning but from their inside knowing.
This redefines the true meaning of the responsibility by developing a genuine ability, the ability to respond to situations which, in turn, are meant to be much less conflictual.

Ideas for Action:
Communicate, as required by the relational mode, the whole information of a situation: the facts, the needs, the emotions, without judgment, so that all people involved in that situation can act collaboratively in a harmonious way.

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Topic 8 - Title: High Performance and High Volume (many people)

Initiator: **Don**

Participants: Karen & Dawn (small but mighty group)

Discussions Highlights:

Not any direct experience in assembled group with large open space events.
Doing a large group with a software user group could be intimidating for some. In his circumstances Don does not think intimidation is an issue as users are already communicating about pluses and minus of the software.

If scaling up to large group 1000, 1500 or 2000 people - logistics seem to be very important to get right. Harder to be nimble when the group is larger.

Will there be 20 topics during a session or 150? Will a topic attract 2 people or 200? Flexibility with space is trickier.

Attitude of people gathering is paramount.

Ideas for Action:

Explore other OS resources for large group ideas/experiences.
Don't be afraid to blaze new trails and become a resource for future large OS gatherings.

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Topic #9_ Title: Communicating Effectively Virtually

Initiator: **Kristen Olson**

Participants: Elena, Robyn, Pierre, Dana, Dawn

Discussions Highlights:
Consensus that a combination of virtual and in-person communication is probably necessary for successful on-going communication

Some ideas: convening the entire group at least every six months, be intentional about getting to know people - virtual breakfasts that are social only, SOCOCO for virtual rooms that are social

Will everything become all virtual all the time? No, people crave human connection and get lonely without in-person connection.

Is a virtual open space possible? Dana tried one with WebEx and Confluence

Ideas for Action:
Make sure that all virtual communications are accessible - transcriptions for persons with visual limitations, recordings for persons with hearing difficulty

Some tools to explore:

Virtual meetings - Adobe Connect, GoToMeeting, WebEX
Virtual post-it boards - LIMO, GroupZap
Virtual collaboration - Confluence, Hip Chat, Google Hangouts, SOCOCO

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Topic #10 - Title: How to transition from centralized to horizontal organizations

Initiator: **Thiago Padovan**

Participants: Bill Jensen, Regina Ritcey, Bill Fenwick, Harold Shinsato, Hélène de Saint Front

Discussions Highlights:

Ego /centralized vs distributed/ aware/ ecosystemic organizations

- **Is it possible to transition for every organization?**

o There will always be some form of centralization for effectiveness, and to hold the space
o Not everybody wants to be a leader, but everybody can add value and participate
o Difference between being a responsible and sensitive adult being a leader

- **Conditions for transition?**

o Transition to decentralization/ horizontal cannot be ordered: how
o Environmental conditions: creating motivation in individual units to decentralize?
o Natural tendency to be systematic: holacracy: people decide what they want to do but sometimes some important things need to be centralized
o Let the people fail and learn, experience new ways of working
o Not to have too many objectives, let things happen, ensure survival
o We are all connected, we need to be careful on not being too much connected: interdependency can create failure and collateral effects of one element failing AND it can also create solidarity mechanisms
o Creating redundancy to make sure that the one person/resource responsible will not be missing if it fails
o Need to have shared and global information
o Have small groups, 5 to 25 people

- **Who can initiate the transition? How can we change mindset?**

o When people realize they can work independently without stepping on each other's toes
  - Each person is responsible for his or her own transition, choose the person they want to work with

- Leadership is systematic if they have instilled low trust
- Need for a mindset shift: leaders are holding back the future because they are too afraid to be disrupted
- People will need to accept letting go on control
- Accept being authentic and share your feelings, connect with people
- Need to have time to get deep into subjects, make sense out of information, feel and sense, have conversations
- Build trust for people to respect the view of others

Decentralized organization issues:

- Ethical issues: a bit dictatorial
- it is too forced, not free, will fail (Zappos)
- Too many information for people: cognitive overload, we are no longer able to focus
- People are all publishers and say mostly the same thing: short supply of unique information, meaning that if shared, can improve
- Fear and reject
- Two many people that discuss issues

We are in a major transition from centralized to a decentralized world, we need to make a personal choice and be aware of who and what is going to get hurt, and we need to be ok with that…

Ideas for Action:

How can we accelerate the transition?

- Sharing information to get full picture
- Create sense of belonging
- Communicate when people feel pain that they can try something else
- Bring a dream that will create motivation for people to change
- Persuasion: can be a two sided sword if intentions are not good
- Set the right values and ethics
- We need to accept who and what will get hurt
  - Work on education to make people experience and grow

o Need to rebuild trust: Break down trust in the agent: nobody allows anyone to be their agent, and if we don’t rebuild the trust, civil society will be destroyed.

Tools for transition:

- Open Space
- Having distributed tools that will make sure there is redundancy, therefore resilience if one fails (ex: Netflix)
- Get rid of the tools that define the universe we operate in or make sure everybody gets the same tool
- Dependency of tools or resources is important, redundancy is not always possible but it is on the long term so much more effective (ex: 3 persons working on the same code, this way less bugs)
- Create communication space
- Serious Conversation circle: each week, 5 to 25 people, each will be asked the question “What have you been thinking last week that deserves a serious conversation?”, then the conversation starts randomly, with always people talking to the group, never one to one (not more than 3 exchanges between individuals), never interrupt.

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Topic #11 - Title: Building Structures which Balance Masculine and Feminine

Initiator: **Jeff Parrett**

Participants: Thiago Paravan, Regina Ritcey, Joanne Mantha, Hélène de Saint-Front, Jose Garcia

Discussions Highlights:

Having more of a matrix structure which has more self organizing and chaos. People can restructure themselves. More fluid and agility. This is seen more in startups. Trust someone enough to have give them access to resources.

How do you see if a new idea is viable? Use of empathy to create compassion in relationships within the organization. Elimination of hierarchy. Alignment with organizational purpose.

How are activities orchestrated, level of flexibility. How much autonomy does the individual have? Family structures can dictate how an individual will integrate into a business structure.

How does the individual take responsibility for their happiness in the business.

Creating a relationship which is more equal. Development of systems which allow individuals to mature. Creating the environment which has allowances for errors.

System of advisors from experts and those impacted.

Transcend the concept of competition. Understand your unique identity. How you fit inside group.

How do we deal with ownership? Shifting to a mind set of stewardship which facilitates the growth and evolution of the business. What role does money play in the building of the structure?

What role does risk play in business structure? Could a cooperative structure be more viable.

Success is often based on return on investment vs the impact of the idea. Value defined more broadly than just financially. How would a system look without money? How would value be exchanged. Access to resources are generally available and shared.

Alignment of goals. Each make a contribution towards the goal. How to deal with different levels of contribution? Is a less skilled job less valuable than another? What about its impact? Which job saves more lives in the hospital? The cleaning person can have a larger impact than the brain surgeon.

Recognized for both technical skills and human skills. Include all three dimensions in contribution, body (physical), mind (intellectual) and heart (social).

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Topic #12 - Title: Overcoming Leader's inner obstacles to opening and holding space

Initiator: **Hélène de Saint Front**

Participants: Tom Brown, Robyn Stratton- Berkessel, Susan Basterfield, Jose Garcia, Kennan Salnero, Suzanne Daigle, Elizabeth D Amez

Discussions Highlights:

Obstacles:

- Fears
- Ego
- Rationality
- Feel the need for delivering outcomes: think it takes too much time, my ideas are the best, the process will not be efficient
- People do not have enough view to get it right
- Costs too much to take people out of
- Other leaders will criticize me for doing it
- People will expect it to be always like this
- Worldview that people cannot be trusted
- Not fully empowering people
- Need for control, for plans
- Mental and physical exhaustion
- Afraid to go see inside who we are and even more afraid to express it:

o thinking we are actually bad, we don't deserve to be there, we should not be the leader
o if we express who we are, people will realize we are empty, we are bad, and we will love everything

Other difficulties:

- Open Space and transformation cannot be sold, people buy because this appeals to them: how to make it appealing
- If the path is too long, then it will not work rationally
-

- Worldview of leaders: they are always dealing with problems, so they feel there are only problems and conflicts => the context changes their worldview
- MBA students: "I am a good problem solver", they feel this is a good value added, forgetting what gives them energy and pleasure
- The world is completely changing, the rules as well, so inner obstacles are going to evolve as well
- People have so much opportunity and wealth, they get overwhelmed, especially when they have high potential and capabilities, they often get crazy
- Uber and Airbnb should be cooperative, not a value extracted by the top
- Need for being more responsible and accept that things can change

Paradox of visionary leaders:

- Inner confidence and arrogance: it is important to have energy and confidence and have a big vision, could other people have done it?
- But they "extract value of people", like Steve Jobs, Bill Gates : they built empire by them, but did people feel they were being used or were they proud? We all give value to them (via facebook, Instagram etc) but do we get this value?
- They are brilliant geniuses, have purity in their head, an amazing vision, so focused, but they are blind to empathy towards people around them.
- The whole system should be blamed for the problem of those megalomaniac
- People dreaming with confidence AND humility can also realize dreams, like Martin Luther King and Muhammad Yunus
- Before: vision of the kingdom taking the value and king redistributing value, now we project our value and vision on the leader and expect him or her to defend it for us

"It is one thing to run AT&T in 1980, it is a totally different thing to run it in 2016, so much more difficult"
Book: "The Business of Belief" Tom Asacker – about Desire and Belief
Fix mind vs growth mind path

Ideas for Action:

Ideas to overcome obstacles:

- Having leaders participate to open space, if possible outside of their power space (not in their own company)
- Mentoring leaders for them to adopt another posture outside of their power space
- Shift the dialogue from head to the heart: recognize who we are, your strong identity
- Go inside to explore inner barriers and constraints, what really lights them up
- Talk to the heart, reinsure them
- Express their feelings and emotions: prove that emotions drive decisions
- Be a role model: explain as open space facilitator our own journey
- Connect to the leader and understand and embrace their worldview to simply express the desires they have, what they love, what they want
- Tap into their desirable future

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Topic #13 - Title: Front Row - Why do people avoid it?

Initiator: **Jose Garcia**

Participants: Elena F, Susan, Meredith, Don

Discussions Highlights:

The discussion examined the common tendency in programs where folks don't have a strong connection to the attraction (ie: conferences, movies, work seminars) the tendency to avoid being towards the front. We examined the psychological, physical and human rationale to stay away such as

Human Rationale

1. Not being in the awkward situation of disrupting others should they want to leave or use the restroom, or get food
2. Not being able to see others in the audience in the front row

Physical

3. The need to make a quick exit
4. Being unattractive (ie: having to look up) or giving the impression of physical danger

Metaphorical

5. A desire to not stand out among the crowd
6. A fear to not embrace opportunity which allow us to seize the moment for our lives

Ideas for Action:

1. Put the food in the front
2. Have prizes under seats, put better prizes in the front

3. Reduce tables from the back
4. Create a row on the stage with the speaker and invite audience
5. Use circular or U-table layouts at events so there is no perception of the front
6. Have speakers seem to come from the audience to make them feel one of the audience

DATE: 1/15/2016

Topic #14 - Title: How can young people find their career?

Initiator: Amy Chen

Participants: Harold Shinsato, Thiago Padovan, Bill Jensen, Ilan, Kennan Salinero, Neshwa Boukhari, Bill Fenwick

In China there are limited resources available for education, especially for the poor. The rich get to go to other countries, or send their children there. The poor have trouble even being able to afford having children. And education in general is like a factory. Students become robots. They don't learn to have social skills. They don't learn to follow their interests or passions. Teachers tell them not to ask questions, but only to focus on passing the exams for High School. Like that is all they need, to pass the exam.

There is lots of depression in the Universities in China. Even after working really hard, the options are limited. And the teachers don't have the time to offer mentoring. People cheat on the national exam because they don't respect the courses. Some places are strict. Others are not.

China was reported to be seeking 4,000 therapists because there is a crisis. Suicide level is very high in college. One student committed suicide because he or she was late for the exam. The governments even closed down busy streets and businesses to make the space near the exams quiet. The problem isn't only in China. In Palo Alto, some might consider the pinnacle of Western creativity and aspiration - there were recently 3 suicides in high school. There are volunteers now that watch the train lines where students have jumped in front of trains to guard against suicides. There is just so much pressure on these students to accomplish and achieve. There is a huge generational divide happening now, maybe one of the worst.

Amy said that even after college she didn't have enough experience to get work, but after only 4 months in the United States she has had much better experience being ready for work. In China, students are not encouraged to start their own businesses. They must have more experience first. Instead, she started selling Herbalife and introduced the product to people in China. But she only had 5 course studies in China, including Bioengineering what she chose, and City Planning, Business, and a few others. But it wasn't long that she found she wasn't actually interested in Bioengineering, and gradually worked through the library herself to find what she was interested in. She loves Coursera and TED talks.

It was good to be helping the teachers teach the students and that her ability to support the younger people was rewarding. She liked it and she was good at it. Could even work 12 hours straight, enjoying mentoring those closer in age who could better learn from her than maybe their parents or their teachers.

Amy feels it will be "horrible" for China because of all the growth, people chase money and lose their values.

STREET SMART?
BOOK SMART?

Let to a conversation about comparing the two. In China, there is a focus on book teaching. She feels the Chinese are more book smart than street smart.

Street smart? In U.S. there is a sense of being in unsafe situations for "street smarts", like a gang, etc.

Ilan - mentioned Round Square Schools. An elite boarding school that came out of Kurt Hahn's work in Germany that started Outward Bound. There's a school in Germany Kurt started. Round Square uses very different principles for education. Instead of traditional where you start with

Book Learning and then use Experiences/Practice - for Round Square, they focus first on having an Experience, then Debrief.

Experience FIRST => Debrief Sense Make SECOND

Also called Expeditionary Learning
http://www.aee.org/ (Association of Experiential Education)

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Topic #15 -Title: How Do We Create Safe Space?

Initiator: **Susan Basterfield**

Participants: Susan, Elizabeth, Bill, Don, Robyn

Discussions Highlights:
Convener's impulse comes out of 30 years of working with corporate internationals. In her experience, there is an Illusion of safe space, which often turns out not to be so safe. Raising the questions what is safe space and how do we create it? What do words mean to you - what comes to mind?

One person replied that for him it means being able to say something without fear of retribution. Without fear of this coming back to haunt me. Everyone says my door is wide open. We're a family. But that's not always the case. Organizations have unwritten rules.

For another it means being able to show up as my authentic self. Without pressure to adopt a persona. To conform to expectations, whether group norms or social norms or current understandings of political correctness.

What are safe spaces? What constitutes safe space?

We also discussed how pressure to create safe spaces can undermine efforts in some contexts (universities, for example) where goal is to challenge students to (re)think attitudes, ideas, etc. But if students hold unpopular opinions, they don't always feel safe in voicing them. There is a lot of pretending to agree with professor, etc.

One person talked about his role as provocateur and the importance of having people play this role, even if making outlandish proposition, going beyond what he believes feasible, to move agendas forward.

We're never going to all agree. Safe space is not about getting it right.

We see some of the unhealthiness playing out in US politics. With Democrats accused of not speaking truths and micromanaging perceptions. While Republicans are filled with anger. We agreed there is something healthy about allowing anger, if it is really there.

There was agreement that a condition of safe spaces is tolerance. So that if you have someone passionate about something even where others don't think it's important, they can express their viewpoints, however unpopular.

Even having what is billed as safe space, many times the outcome of which is agreement to disagree, there is the experience of having others leave the circle and afterwards expressing dissatisfaction with process, with having to agree to disagree.

One person expressed the importance of differentiating between people and ideas: People should always feel safe. Ideas should always feel dangerous. But most of us not taught how to debate an idea aggressively, so there is a perception of un-safety when the only thing under challenge are ideas. Lawyers get this kind of training in how to debate properly without imposing on person.

There are things we can actively do to encourage safe space. But what about individuals coming into space? Very clear which individuals feel comfortable/safe in any space. They are confident in their opinions. And don't express those opinions in way harmful to another's safety.

Importance of intentionality: however I turn up and interact in this space, I will not do it in a way that is harmful or damaging to anyone else.

In provocateur role, I will put idea out there, pushing beyond personal beliefs, to take it out of too safe space.

Of course, some will come into circle without conscious awareness, not knowing what to expect, how can we hold space and help everyone to feel what we are feeling?

This is an interesting challenge because there is in open space culture a lot that is unsaid. There is a belief in the goodness of people, a notion that people don't heed major guidance in terms of how to treat each other.

Most of us would hesitate to instruct a group be nice to each other. We don't do that, as much as it might be valuable. Within open space context, best we can do is to model what it looks like.

Law of two feet provides out. Unspoken social pressures and norms. In most society norms we don't have right to object. In open space law of two feet is safety valve absent from traditional meeting.

In moving from thinking about traditional hierarchical meeting where there is a clear line of delineation as to power in room to open space where people are self organizing, self managing choices, do we remove the need to think about creating safe space? People who come must be volunteers. That creates a certain amount of safety. Then the law of two feet allows you to get up and leave.

Of course this is not the intention of the law of two feet. It's supposed to be utilized where you're not learning or contributing. Probably not supposed to be used instead of speaking up when uncomfortable or angry?

Is there role of those in the group to speak up?

One person identified three levels, all need to take responsibility, in right way, at right time.

At first level there is the institution/organization, which has responsibility of setting guidelines at high level.
Then there is the team level, where we hold each other accountable, calling out bad behavior.
Lastly, there is the individual level. And it seems ~ 80% of us don't know who we are as individual. So there's a responsibility to do this interior work.

It can be a gradual process for people, who are willing to experiment with new ways of working, to do that interior work. So there's a need to allow time. And to not expect people to show up in a certain way.

There are also competing demands for attention and it's important to mange them.

How to get people to commit to doing this? Most people see this effort as too much. Most people not able to sit down for a day. More sound-bitish. But were dealing with complex challenges, we need these kinds of discussions.

Considering unconference. Questioning whether we can get people to give a whole day. Finding sponsorship. Space. Getting it done. Issue we're so busy we're so occupied. Do we have a whole day?

We discussed general perceptions, attitudes, which determine how we show up in the world, with perception of world as helpful, friendly, vs. unhelpful, hazardous, etc.

One person suggested to shift from defense to focus. Reframing as positive orientation. Because in truth world is aligned against me to gobble up time / attention / resources. Focus means setting goals, setting out what I'm going to accomplish this year, etc., and not allowing other things to drain energy / attention.

Speaking of ways we care for ourselves. On person mentioned health issues and need to make choices in area of self-care. Based on inner knowingness. And then being ok with that choice. Most people don't know how to preserve their time without feeling guilty.

Another person mentioned process of stepping into leadership role, accepting that I'm expert, and giving myself permission to do things. Making small and incremental changes in organization, defending them on basis of empirical evidence, etc.

Do we have the right to feel safe? Given the numbers of people in the world who live in really unsafe conditions.

Here conversation shifted to circle of influences and importance of delineating small territory where we can actually make a difference. There are people who no longer consume news media.

We live in space where I'm conscious of fact that to be young, male, of color in this city not safe. Nevertheless, choosing to rejoicing in what I've got rather than debating what I don't have. How do I understand quality of my life given so many whose life uncomfortable. What I

can do? I am generous to charity. I have chosen life work a place where I feel I can at least make a tiny effort to make world better place. 98% of stuff in news, I can’t do anything about, if I interact with it too heavily, it interrupts my serenity, and I need my serenity. What enables me to move through world.

She admits to living in a bubble. To creating routines. Managing what she can manage.

If we are planning on opening space, depends on context of space we are opening. Best possible outcome is what happens after. We’re trying to change world but only in ways that we actually can.

Do you have safety issues in your life?

Given confidence I have in my job, where I feel pretty good, but behind that, insecure about approval from boss, from family, kids, etc. That’s where security is weakest, thinnest, not sure why? What I should do about it?

I rarely think about safety. Even if not wealthy, privileged, not living in Detroit or where I have to worry about water. Overall safety is a non-issue for me. Safety issues self-imposed. More often paint myself into corner. Scramble to get out. Travel world. City street sense. Feel safe everywhere. Big safety issues are self-created. Have to own that. Entrepreneur. Take risks. Not all have paid off. Worried about healthcare. Still hasn’t saved enough.

How we provide healthcare. One of things we need to change if we are interested in growing that way as society. Political system so dysfunctional.

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Topic #16_ Title: Being with Being

Initiator: **Robyn Stratton-Berkessel**

Participants: Doug Joanne, Thiago,

Discussions Highlights:

If we treat everyone we meet as if it's their last day, it shifts the quality of the relationship, increasing potential for positive, loving, caring interactions. We may never see that person again. And even if we meet someone for the first and last time, we know we have honored their being.

Being ….being present in the moment. When we are in the moment, there is the sense of time slowing down.

Being …. Being without drama …. Not bringing the past into the present, nor taking the present into the future. When we treat others based on the past, we are not giving them a chance to be present . When we have a future agenda for someone, we are not allowing them to be in the present.

Being …. a practice of meditation, bringing the sacred into the present… coming to the now…. Passing through suffering and pain

Being…. stopping to breathe …. The breath brings us to the present moment

"There is nothing sane in trying to adapt to a crazy world." Krishnmurtti

Being … without anxiety… off the grid, … unplugged

Being…you have a sense of everything you could do, you did….

"People do the best they can with the resources they have." Such a premise sets the frame for forgiveness.

Being in Open Space

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To truly get to the wholeheartedness of the practice of Open Space, being in a state of being facilitates a movement from the cerebral to the gut.

State of being ….the capacity to dive deep into the inner world and trust what emerges.

A state of being can prevent us jumping to solutions; it slows us down and invites trust. Cf Otto Scharmer’s Presencing and being in the U to allow for intuition and emergence

Being …. just being

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Topic #17_ Title: Create your Life Intentionally (**report missing?)**

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DATE: January 15, 2016

Topic #18_Title: Opening Space in Education to Create Resiliency

Initiator: Doug

Participants: Bill, Joanne, Regina, Thiago, Jose, Doug

Discussions Highlights:

Joanne: NYU alumni are pursuing a class action lawsuit for having not realized value for their tuition dollars. There is a problem out there. Joanne modeled curiosity for her children son found a pathway through the system through art.

Bill: Son attended a TED conference, met Neil Simon, Eve Ensler--eye-opening experience. Boy Scouts provided education and he found a college that supported his son socially.

Joanne: Children would sit on the floor and brainstorm, learned how to self-manage. Regulated their own video game use. Built a foundation of trust.

Regina: Son now in public school, formerly in Montessori. Public school too structured, routine. Want to support teachers, but a challenge.

Joanne: Referenced Rudolph Steiner, the Waldorf Schools. Teachers are inspired by that approach.

Bill: Children are incredibly resilient despite retrograde education systems. Kids performed a version of "A Funny Thing Happened on the Way to the Forum" in Latin. Extracurriculars are enormously important.

Joanne: a Harvard researcher identified 8-9 intelligences. Designed a curriculum that addressed all of them.

Bill: An experience at class night was a multi-week exercise in self-organization. Competition between classes. Kids self-organized around a theme. Bill directed the creation of a mural. Kids created their own play, musical. Basically practicing Open Space over several weeks.

Regina: What is the difference between self-organization and self-management? Is "management" a negative term?

Doug: Use the terms interchangeably, referenced the Zappos experiment.

Jose: Self-organizing about dealing with new issues that arise. Some bosses don't care about hierarchy anymore. More openness today.

Thiago: Current system won't change itself. It will die naturally, like the fax machine.

Doug: Interested in reconstituting the current system--completely and totally--and abandoning the principles of force and coercion at the heart of the current system.

Bill: Internet will disruptively alter education forever.

Joanne: Amazing the degree of command-and-control, e.g. in China (Amy's experience)

Bill: Beware of "edutainment", where education is merely eye candy.

Regina: A system where everyone is "only somewhat miserable" is not okay!

Doug: How can a single system make all its customers happy when so much diversity in beliefs, customs, traditions? How can one size fit all. Some kids should be mechanics, and the system tells them to go to college.

Ideas for Action:

Woven throughout the above discussion.

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Topic #19_Title: Exploring How To Build A Community

Initiator: Meredith

Participants: Jose, Skye, Dana, Jeff, Cassandra, Julie

Discussions Highlights:

Define "Community": A community is a group of people with a shared interest, passion and identity. Rooted in connection; spoken & unspoken mutuality.

What puzzles us about community?
How do we get the wider population to show up & participate?
People will come when they know they can make a contribution & see the impact.

How do you invite the unempowered people?
- Identify the elephant in the room
- Personalized invitations; invitations by mouth

To bring a community together:
Identify the purpose, desire & impact of the meeting.

Find the invitation question that has passion & urgency. Ie: "What is YOUR view on the future of Grenada?"

Technology is allowing community to form like never before (online surveys, Facebook, social media), but technology is not always the answer. In some cases, having face to face connection will have greater impact.

Ask the question directly: "What can I do to get your voice in the room?"

Remember:
The people who show up are the right people.

Connection & Trust happen over time.

Building a community is like growing bamboo. It takes over 2 years to grow bamboo. You first plant the seeds and water every day. You’ll get a little growth the first 2 years. After year 2, the growth takes off and the bamboo is incredibly tall & strong.

Ideas for Action:

Woven throughout the above discussion.

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Topic #20_ Title: What is involved to come out of your comfort zone?

Initiator: Dawn Xie

Participants: Elena, Jose

Discussions Highlights:

Dawn shared she has become more and more content and comfortable where she is, who she is, after having lived in US for many years and kids all grown up. However, she is facing a career change, moving from technical position to sales. She also realized that she has been taken route with sure success in the past. This career change could mean no guaranteed success. This means she will need to come out of her comfort zone. What it takes to come out of the comfort zone?

Elena shared her view of what takes to come out of the comfort zone. The first thing is willing to be vulnerable. She shared the actions she took last couple years to come out of her comfort zone. Elena took a class to learn new things. ß She attended a women's club, potentially get her exposed to all kinds of conflicts women club may have. She took 12 step program, stop eating sugar, flour, and wheat, lost 70 pound and overcome diabetes. All these took courage and willing to expose unknown and accept vulnerability. Elena also shared letting it go helps coming out of comfort zone. She shared her experience of letting it go regarding her intensity on diversity issue after realizing her approach could have actually hindered her from improving the situation

Jose shared his experience of moving from one job to another, allowing unknown and uncertainty, letting opportunities lead him, not having to fight to hold on what is not able to be held on and forced to feel comfortable. He shared his understanding on what is involved and important in the career change I am facing.

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Topic #21 _Title: What Does It Mean to Be a Successful Human Being?

Initiator: Doug Kirkpatrick

Participants: Susan, Ilan, Jeff, Jose, Chuni, Robyn, Neshwa, Bill

What is success, exactly?

To a religious person, it may mean one thing—to an athesist, something totally different. Can we think about fulfillment instead of success? We may or may not be successful, but may derive value from all experiences.

Jose: to define success, think about what is more likely to cause the fewest regrets. Most people don't wish they had spent more time at the office on their deathbed.

Robyn: Is success about peak performance? Quiet happiness?

Jeff: worked with girls in Uganda, saw educational success.

Susan: leave every interaction with another human being at least slightly better off.

Jeff: The ability to see more in another person than they see in themselves. Success not a formula.

Jose: Planting seeds.

Chuni: Seize each moment.

Doug: Not about money.

Ilan: Fulfillment may be about satisfaction realized on a journey, where success may be more about reaching an end point.

Jeff: Quotations: Churchill: "[Success] is the ability to go from failure to failure without losing enthusiasm." And Einstein: "Intuition is a gift, the rational mind a servant—we've forgotten the gift and elevated the servant." Uganda is about sustainable animal husbandry for families. The economics of happiness.

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Ilan: We often think about "high performance" as being about corporate metrics, but it may well be about being a monk (it depends).

Susan: High performance an expression of passion and effort.

Robyn: The term "high performance" has been highjacked by the mechanistic world.

Jeff: Performance of children may be every bit a great in its own context as that of professionals. It's the subjective vs. the objective, the context.

Chuni: As we shift through life stages, prism shifts regarding success.

Susan: Purpose can shift as we move through life stages.

Robyn: What is high performance? What is success? We may be more attuned to fulfillment, inner peace—not as much to "success".

Ilan: This seems to be a successful Open Space session…Various: characteristics of what made this a successful session: focus--stayed on topic, everyone contributed and added value, topic had gravity (more important than facilitation), stories are important so we didn't over-intellectualize. We were curious. Like a flow state. "When I weave, I weave."

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Topic #22_Title: Open Space as a way of living

Initiator: Joanne Mantha

Participants: Robyn, Tom Brown, Diana Weber, Karen, Thiago, Skye, Ben, Susan, Pierre, Harold

Discussions Highlights:

- We need to open space within before anything else. to be open to receive.
- OS as a process in my organization … OS in office for convening. Not About Me.
- Not About You? It's all about you…. as Thou
- Its about being OS… being gracious… open to opportunity.. surrender to what comes up… be value driven… not necessarily true to a process… a way of being. EX: 1st women's collaboration Summit -- with women of different worldviews… becoming closed and seeing myself closing is a challenge…. Just observe.
- Teaching about OS requires to be passionat about it like passion for a product… if no passion, it busts.
- Coming back to not having expectations… open to surprise… gift in OS…. hard to hold EX: Giving a challenge of sitting beside people with different values… anyism.
- Work at not getting attached.. look at dark side… observe
- Challenge to keep excitement about OS burning.
- Recognize our fluidity… We pick up information at many levels.. consciousness helps to capture these levels.
- To sit with the questions and the "I can't" equals self-reverence -- honouring self… step back as an observer… Looking at what<s going on for you.
- Underlying trust about what will be will be. EX: There is something I want in my life… Life with provide it for me.
- Question: How can you know you can trust the Universe? EX: Came across that your man in the Hall this morning who was interested in OS.
- We have learned to focus on others and not on the I or the THOU.

- We cannot open anybody else …. inner opening will affect our actions… some may resonate, some may not.

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- What is our impacting or influence equals our inner state.
- Word important for me is Inter-twingle… We live in a universe where we impact in everything we do or say.
- OS can manifest in body movement such as dance (social presencing: where a person creates a body sculpture that symbolizes a situation and how they feel about it) or yoga.
- Digging deeper… a practice more often or with a good length of time. EX: OS Virtual Hang-our … go deeper when hanging out with same people… it creates a synergy.
- Coaching circles with check-in at beginning on interconnections helps observe synergies. Other processes such as Lean Coffee: a process of multiple group with multiple topics.
- Moving from collaboration to inter-dependence… about allowing the self-organizing principle.
- Choose less and Feel More EX: I create my job or career. I create my relationship from my inner feeling of what feels right.
- Living OS .. how do you set boundaries… should there be boundaries
- Other cultures especially traditional cultures may not invite OS… becoming more conscious OS inviting to look at life<s conditionings.
- Question: Am I doing it right
- Choosing one less thing to do… Love that as a living process such a liberating principle.
- Krishnamurti said: The point that you have to reach is the one you reach as what you feel you need to do. EX: Finding a job or career by just connecting with people in places where I feel comfortable… people I feel comfortable with, with same desires, and where I contribute what I can.
- To take responsibility for what you love as an act of service.
- Consciousness is the core to OS.

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Topic #23_Title: Learning from a tiny snail

Initiator: **Dana Pylayeva**

Participants: Michael, Pierre, Meredith, Jeff, Kennan, Jose

Discussions Highlights:

Inspired by:
The Snail and the Whale Book by Julia Donaldson
This very simple children book has a very deep message about a hunger for knowledge and learning, taking the risk and stepping out of the comfort zone as well as sharing the knowledge and the inspiration with the community you've originated from. Helping them grow as well. We've read the book and shared the thoughts:

It was about choosing "unsafe" route. Often we are too afraid to take the route that is less safe. We choose to be marginally happy by taking a safe route.
Life isn't only about being always happy. It's also about experiencing fully the life that we are privileged to have. It's about a journey, letting the life unfold and let it take you wherever it goes. It's important to listen to your senses, to your own body, your reaction to the situation. We get sick when we are stressed. We can get back pain, which would be our bodies message to slow down.
As we go through life, we may find ourselves stuck and may need someone's help before we can move forward. And the help can come from anywhere. You are never too small to make an impact. You are not less or more important than anybody else in the World. A humble snail, as small as it is, has its place in the world and has the right to be. It is important to keep in mind, that by being a part of something bigger, you don't have to lose your individuality. You can help others to live their dream with the gifts that you have by being open and offering help. Be open to accepting help too. By allowing others to help you, you are letting them grow.
One other aspect of this, is knowing when to stop. Is this important and how do we know how to stop?
It's about playing with risks and consequences. Sometimes you fail, sometimes you succeed, what helps is reflecting on what's coming up down the path. Start thinking about taking small experiments that can take you closer to the goal you are trying to reach. Identifying these small experiments to run that can prove or disprove your assumptions (instead of overthinking it)

One of the technique is about setting a “tripwire” - a specific measure or a timebox. Once the tripwire is reached - taking an assessment of weather to move forward or to pivot and start a new experiment.

“Lean Startup” by Eric Ries and “Decisive” by Chip Heath and Dan Heath are good books to read on this subject.

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Topic #24_ Title: How Can Eliminating Sugar, Flour and Wheat in Your Food Plan Support High Performance and Peace in You and the World?

Initiator: **Elena Feliz**

Participants: Susan, Harold, Amy, Ilan, Pierre, Chuni, Meredith

Discussions Highlights:

- discussion of food can be more polarizing even more so than politics, sex, etc.; can lose friends from this
- review of one-pager; not a food addict
- gluten free (not eat wheat) now fashionable, made fun of
- foodaddictsanonymous.org is a fellowship based on Alcoholics Anonymous that helps folks to eliminate sugar, flour and wheat from their food plan; more than just gluten free
- many different organizations to address this - Overeater's Anonymous, Food Addicts Anonymous (FAA), Greysheet, Food Addicts in Recovery, Kay Sheppard program
- to eliminate caffeine would be a start
- recommend book Always Hungry by David Ludwig
- we all need food - food today too processed, unnatural, fast food deadly
- tried to eat healthy before, organic years ago but felt to be social I had to give it up
- not eat my emotions
- food is a comfort for people; need to listen to body
- best seller Wheat Belly talks about how wheat has beens so processed now deadly to eat
- not everyone is a food addict
- as a food addict and part of FAA (on the board of trustees) I have not only lost weight, but have a clear mind, energy, sleep well, and no longer diabetic
- eat one cookie, can't stop, back to being diabetic

- know about macrobiotic diet; more of Zen meditation; some people use it to battle cancer
- some eat seasonally and local
- this is a biochemical disease - didn't know before - tried every diet - FAA is the only thing that worked - 4 years not eating sugar, flour and wheat
- easier now to eliminate sugar, flour and wheat because so much research on how it causes cancer, diabetes, illness - obesity in the U.S.

- in China, obesity not much of an issue
- can eat in an restaurant with no problem; if there are substances my body reacts to it
- so FAA is a physical (suggested food plan), emotional, spiritual program. Doing the twelve steps is what is healing and helps the emotional and spiritual aspect
- "I am a chemistry set" provocative statement but relates that this is a biochemical disease
- I can look at a donut and not want it; if I take one bite I want the whole box
- will never have cake again a newcomer asks; told just do this a day at a time; makes it easier to follow the program

Ideas for Action:

- get off caffeine
- read some of the recommended books
- continue on the journey with FAA, do service, get the word out there

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Topic #25_ Title: Slow down to open your own time

Initiator: **Hélène de Saint Front**

Participants: Thiago Padovan, Bill Fenwick, Harold Shinsato, Dana, Kennan, Tom Brown, Chuni Li

Discussions Highlights:
Need to be present, to have time to open and hold space

Problem of accelerating world:
- We are being carried away so easily, driven to do all those things
- More and more things are pressed upon us, things are accelerating
- People are expected to do more: corporations are adding pressure
- More and more technology, big data and algorithm

Race for productivity and multitaks
- 300 emails a day, important things that we take on our shoulders
- We feel we are able to multitask and be very productive: comes to a point of absurdity
- Boomers are workoholics: heavy smart phone and social network users
- Now possibility to speak to your smartphone, accelerating even more
- Communication devices are more and more convenient, to accommodate for even more speed
- Whenever we think of something to be communicated or solved, we switch to do it immediately
- Emails become a conversation instead of a phone call
- Chat gets a higher rate of interruption

Consequences:
- Burn out: couple of times for each individual
- Mentally and physically feel it is too much even if we know we need to slow down
- Not present
- Less emotions and empathy
- Being nervous and quickly getting frustrated or angry
- More likely to make mistakes

Book:

- Thinking fast and slow: Daniel Kahnemann
- Decisive, by Chip Heath
- Freakonomics episode Philip Tetlock & Gardner

Making predictions:

- Cognitive overload: not openness to different opinions
- Freakonomics episode Philip Tetlock & Gardner: Ability to make predictions: people all make irrational predictions, especially experts that do not use specific words because they cannot actually give figures
- Collective intelligence/ Wisdom of the crowd: averaging a lot of individual predictions usually is a better predictor than an expert with lot more information
- Problems: fake comments, reviews etc that will influence our perception
- Information and prediction: problem of trust in people and in information, especially in politics, when they have to take a crucial decision

=> American tend to trust people like Donald Trump that will be disintermediated and create some kind of "fake trust" that would then be able to express false things.

Slowing down is needed for intuition and making our own choices, curating information from different sources, listening to our inner voice.

Crisis management: mechanism to ensure there is one consistent message across the whole country, but difficult to believe it when you have other sources of information.

Ideas for Action:

- 1min silence to start with the discussion
- Deep breathing in a couple of minutes a day
- Small meditation period
- Delegate to other people
- Handy instead of smart phone to avoid being interrupted and discussing things via mail: boomers all have smart phones, whereas millennials have less proportionally
- Need for a lot of will to slow down
- Morning meetings or stands up with people that we exchange most email with
- Sort email by senders to see who is sending the most, engage direct conversation with them
- Train people in communication
- Humble attitude: not think we know or can do better
- Sit and listen: people will probably express most of the ideas you could have expressed

- Light to speak: we can only light it after 10-15 people have spoken, and change depending on about what people have spoken
- Distributing token for people to speak by turn

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Topic #26_ Title: Reopening space after the "passing" of a community member

Initiator: **Tom B.**

Participants:Tom B., Dana P, Kennan S, Neshwa B, Karen D.

Discussions Highlights:

This session represented an opportunity for me to hold space and live into the when it starts principle.

- We fairly quickly got to the idea that there are all sort of passings not just death. People leaving communities of all sorts.
- There is a sense that folks die / depart the way they live. Either leaving closure and completeness or Chaos or something in between.

I was left with the thought: How am I preparing to leave my organization someday and how do other get to "done/done" so that they could leave their communities.

Planning for one's departure takes courage.

I encourage others in this session to comment below.

Ideas for Action:

When we are leaders in community what succession planning do we do before we depart a community?

How can open space help after the departure of key members of a community?

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Topic #27_ Title: Alternatives for the word "Empowerment"

Initiator: Susan Basterfield

Participants: Jose, Jacklyn, Susan, Harold

Discussions Highlights:
ALTERNATIVES TO THE WORD EMPOWERMENT

Jose reckons you can empower someone but only for a limited time

Conversations can leave one in a heightened state

How do we define 'power'?

Jose – feeling or believing or having the capacity to face or resolve what I'm facing – could be skills, or influence – believing that what you have is enough to resolve what you face.

We are both correct because we use empower in different ways – an example could be for Susan "You as a woman should feel empowered"

I think it's disrespectful and un necessary – we each have all the power within us

Abhisheka
Jaclyn original in Tibetan beyond our human potential that's not yet realized – this is the translation – what is yet to be revealed.

In the Indo-Tibetan Buddhist tradition, an abhisheka can be a method for performing esoteric transmission, a way to offer blessings of a lineage to participants, or it can be an empowerment to begin a particular meditation practice.

Harold – it borders on unethical – you didn't have the power I'm giving it to you now, AND I can take it away.

Peter Senge TQM -- people put velvet gloves on that doesn't really do anything; it's accommodation and PC.

Harold – maybe ‘responsibility’ or ‘passion and responsibility ‘ open space and feed emergent leadership.

Jose we don’t want to have to explain the same concept, which is why buzzwords are so popular….

Motivated? Instead of empowered? Encourage.

Positive elements possible?

Initially it was encouraging – but with discernment it’s not a good paradigm.

What about permission?? You have permission.

Collective decision bubbling is better. Any third person ‘granting’ takes away another persons essential wholeness.

“The Theatre of Leadership” people want a hero who is in control and honest, like John Wayne.

Jaclyn too much to do with the group dynamics or the mores of the organization – and even if I am telling the truth, if the culture doesn’t support that honesty it’s wasted.

Lots of people playing the roles, but are trying to level up the organization, and still have to put on the mask, and do the theater, and sometimes we in service it would be great to take on the role

We are always representing, and it will always be through the perception

The Treachery of Images

Magritte painted *The Treachery of Images* when he was 30 years old. His statement is taken to mean that the painting itself is not a pipe. The painting is merely an image of a pipe. Hence, the description, "this is not a pipe." The theme of pipes with the text "Ceci n'est pas une pipe" is extended in his 1966 painting, *Les Deux Mystères*.[4]

If we decide to put on a mask and do the group dance the individual is subverted and can even be forgotten.

The first time you are seen without the mask it is met with suspicion. You need a second follower.

Is ‘Safety’ the better buzzword? In environments where there is safety to engage in experiment that may not work out. When you feel safe, people are able to point out problems. That one little metric, that one shift, offered huge potential for “Peace and High Performance”

Toyota factory “Andon” cord everyone feels safe to pull the cord at anytime.

Agile world is adopting Improv – the book Impro talks about masks and roles that represent a spirit and group energy. Value and risk there. Improv helps to recognize that the personas we put on aren’t really us – we take on a CROW (character, role, objective, where) distinction between your true self and what we put out there.

Western into the essense – Plato – nouning. Asian tradition more about verbs, and masks and the truth that it’s a ‘presentation’ or a process.

Ideas for Action:

Is ‘Safety’ the better buzzword? In environments where there is safety to engage in experiment that may not work out. When you feel safe, people are able to point out problems. That one little metric, that one shift, offered huge potential for “Peace and High Performance”

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Topic #28_ Title: Is there a deeper gender difference than we knew and is there a way to tap into it well?

Initiator: **Kennan Salinero**

Participants: Neshwa Boukhari, Joanne Mantha, Thiago Podovar, Pierre Chénier, Dana Pyloyera

Discussions Highlights:

There were several themes that came out, which I will umbrella under Pierre's beautiful contribution that one cannot deny the beauty of women. There was an underlying theme (the convener's personal interpretation) that we are in a long-standing era of masculine energy in society. The need to control the sexual response to the beauty of women, by men, has in recent times made for restrictions in the workplace. Some women in the group had histories of being in large groups of men, with few women, where 'external' women were objectified

- eg a boring talk made more exciting by interspersing slides of pin-up girls, and referring to various women in the secretarial pool as similar to the various personas on the slides, during a professional talk on legal aspects of document preparation in that industry.
- How extremely uncomfortable and depersonalized and dehumanized these experiences made them feel.

· Many strides have been made, but we don't know where we're at
· The need to support the dignity of women
· How does a man see a woman? Why does she need to protect herself from?

A very beautiful woman who attracts attention can *stir* the community -

· Why women used to not be allowed on ships or on submarines
· How to cope with sexual energy without losing respect from one to the other?

o Tamping down of that sexual energy - can lose our creativity
o Tamping it down can also take energy away from doing your job because you [mostly men, here?] are moderating and controlling yourself

Men raised in a culture that holds women a certain way – leading to the assault of over 500 women in Germany on New Year's eve this year:

· Men around an attractive women need to control themselves – what level of development does this speak of for humanity/society?

· Societal differences. The practice of hugging and kissing - getting 'American' training as a new immigrant from Russia, we're told 'remember, in this country we don't kiss the secretaries'
· What do we lose when teachers are now not allowed to hug their students, even in kindergarten, where the kids are found hanging on the teacher's legs, and physical interaction is their mode of interaction and 'being'

More on culture – the Muslim head dress (Hijab):

· Not that many years ago, en masse women suddenly began wearing the head dress. The Shiite women wouldn't wear them, the Sunni women would. It was a cultural decision, not a state decision.
· Now, in that culture, women are seen as whores when they don't wear them
· In Quebec, there is a strong feminist history. Women voiced that they did not want to see the head-dress in Quebec. The fact that they could not NOT wear it. If it was a personal choice it would not have been an issue. Started inquiring 'where is a choice here?' - looked in the Qur'an for where it was written that women must wear a veil – found out it was the decision of an imam.
o A lot of people wore masks to vote at the election to make a statement. Still very hot area of debate, which was mildly visible in our discussion group.
o The right to decide for oneself
o Yet, many Muslim women say they are more comfortable wearing the head-dress. The question that arose by non-muslims: is that comfort actually a residue of control by men, that these women have absorbed internally?

More on how women are 'seen:'

· We women often have a very masculine underlayment. And there are men that have a very feminine approach and energy.
· Men that express and are comfortable with their feminine energy, yet still operate in a 'male only' environment like young boys playing in a tree-house/boys' club. Not able to work well with women. Maybe not comfortable with 'girls,' don't know how to interact with them in a working relationship.
· Women in the scientific/academic workplace seen through two lenses:
o The seductress
o The battle-axe

In the engineering workplace:

· not many women in the workplace
· 2 categories for men and women, each [note that these are categories for *women*….what are the categories for *men*….and are there only two?]
· Women:

1. Women who are reluctant to be found beautiful - this man just wants to seduce me
2. Women who are pleased to be noticed b/c they are valued by having the attention of the men

· Men:

1. See the women as an object
2. See the women as person with whom they can share talk

[found ‘The Angelic Mother and the Predatory Seductress’ https://muse.jhu.edu/books/9780807144466 after looking up some definitions for these notes]

· There is a possibility of gaining much more (for working society, in groups, in what we do) by honoring our authentic parts – all of them
o Not having to suppress things such as a natural capability for being sassy and sexy
· Would we gain much more creative energy in the workplace if we figured out how to manage and control this energy, rather than trying to disallow it completely?
· How can we protect women and how they are seen, and the history of dehumanization and masculine domination, while allowing feminine energy to be expressed and present?

Development of peace in the world - an approach of care-taking

· The basis for peace - if everyone can develop the caring side for themselves
· women are better pre-disposed for care-taking.
· Q: If women didn't have any men, who would build all the roads, etc?
· Yet roads and sewer systems and etc are not only buildable by men
· BUT:
o Women are not, overall, as physically strong as men
o Men, overall, are more drawn to building roads and infrastructure than are women

Some of the gains of the feminine movement of the past are perhaps being encroached
Is there an "Attrition in the economy of empathy?" on the planet?

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Topic #29_ Title: Foundations for "The More Beautiful World our Hearts Know is Possible"

Initiator: **Jeff Parrett**

Participants: Robyn, Ilan, Meredith, Ben

Discussions Highlights:

Many worlds from each person's experience. Honor and all can coexist.

Paradox between the world of separation and connection...if we only live in the world of connection we may actually separate ourself from the world of separation.

What does that world look like
- basic necessities are met, food, clothing and shelter
- access to healthcare and learning
- safety and security
- opportunity and responsibility to contribute
- freedom to be creative
- sense of belonging
- more love, passion
- take responsibility for what you love as an act of service

Borgerpligt - in Danish culture the responsibility as a citizen to a contribution to society above and beyond your personal life.

Expressed as volunteerism. Even those receiving the benefit make a contribution.

Shifting from me thinking to we thinking.
Experience of belonging to the community.
Being co-creative in the world.
Alignment with work with values.
Rethink the role money plays in the expression of our values.
Alternative, stable financial system (New Money for a New World).
Execution in local/regional areas.
Smaller/replicable systems.
Collective intelligence systems (Open Space).

Mavericks role in innovation.

What business structures would need to be built?
How does technology support?
How do we measure value?

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Topic #30_ Title: Carpe Diem

Initiator: **Skye Hirst**

Participants: Suzanne Daigle, Jo Ann Rolle, Jose Garcia, Meredith Woolard, Thiago Padovan, Michael Li, Pierre Chénier, Hélène de Saint Front, Chuni Li, Doug Kirkpatrick

Discussions Highlights:

Why Carpe Diem?

- Taking the first step to be able to find Carpe Diem
- Come from someone that had faced death and decided to fully live every single day, deciding what to do with every day
- After taking the first step, fear to take the second, regrets etc.: then we feel bad and stop, but ultimately when we take it we feel better
- Urgency in open space: this is really what is important

What is Carpe Diem?

- Waves: first it is exhuberation, being too excited, then little by little getting more quiet- and then finding serenity
- Carpe Diem as a wave, a flow, that we need to follow and go with it
- It is a constant choice
- Fall of self-interest to focus on the present
- It comes from deep within
- In difficult times, it is always looking for the best of ourselves in this specific moment
- What am I saying a 100% yes to
- Seize the day can mean I have to do something big, but how can I find carpe diem in my work?
- Life has spikes, we need to have some pain and accept it, breathe into it
- People that are struggling and in crisis are learning and experiencing so much, if they find the way to survive and go through it, they build an incredible resilience
- It is the experience of life: see what is going to emerge, and go with it
- At that moment, an inner voice is talking and tells you what you have to do
- Finding the center of the storm, where it is all quiet: it happens when you are in the middle of difficult moment, when everything seems to be so desperate, then the answer comes: we get to the center because it is the only choice

- Understanding that whatever happen to us is linked to many other people, so we are part of a complex environment, all connected to the greater humanity, we will never be able to find the perfect peace, the movement is perpetual

Comfort zone comes with a hefty press: staying in our comfort zone we don't feel that good

Opportunities:
- We are afraid to take them, take the first step
- Not seizing it: Can we forgive ourselves for not taking this step? it is ok to judge myself to have not taken it, I get to choose again how I will live with that decision, and
- Taking risk and trying: we get to be surprised, and understanding things we have not
- We make a lot of mistakes, this should not make us unhappy
- Being an adult = taking full responsibilities for our decisions
- Nothing is perfect
- Every choice is a conflict

Ideas for Action:
Ideas:
- Be fully present
- Being in love with myself
- Accept we can do mistakes: learning it does not mean we have to be unhappy
- Making everything we lived a resource to help us live the present
- Asking the whole universe to help us at that second
- accept what people can think or believe about us
- have compassion for ourselves
- create a circle and share the now with other people
- Mindfullness
- Pay attention to what is around us
- Powerful presencing
- Choosing to live fully the moment, even doing a simple task
- Gratitude moment

Gurgieff: quest to understand what the meaning of life was: giving stupid exercices to people (brushing the floor with a toothbrush) and helping them be present to other

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Topic #31_ Title: Apply Open Space Principles to day to day management

Initiator: **Helene de Saint Front**

Participants:Skye Hirst, Doug Kirkpatrick, Tom Brown, Jo- Ann Rolle

Discussions Highlights:

- Company with no boss, self-organized, based on open space

2 principles:

- Human beings should not force anything on other human beings
- People should honor their commitment and agreement

People have to embrace those principles when they get there.
Story of morning star:

- Finish a factory in 3 months
- Everything is now self managed

HR:

- Hired by the boss, with salary that are the norm in the market + 10%
- Hourly seasonal people also have a voice
- Performance rating is done by themselves, totally transparent
- Requirement to ask for talents and find them in the market place of talents
- Market place of projects

Decision making:

- Zero mandatory force
- No one can fire anyone
- Request and respond: we can ask a person to leave, they can respond and say either yes or no and negotiate training, other job or reject the request => mediation by one person, then mediation by several people

Law of two feet:

- Everything is negotiable to change job, projects etc.
- Loyalty and engagement is higher
- Interlocking peer agreement: individuals have personal mission statement
- Natural leaders using trust, communication and persuasion

Mission statement is the boss.
Legal CEO that owns the company but the entrepreneur does not call himself CEO.

Harmony: people value the fact that all their needs are met, they have a voice, they don't need to own the company.

Resistance:

- difficult to be self-manager when they have a big ego
- experienced recruit have a hard time adjusting to the new way of working
- hard to know my own mission statement
- non-stable environment: could it work? No inherited barriers, but might be more complicated

Ideas for Action:

Ideas:

- Nothing but two guiding principles at the beginning
- Full day orientation to help people build their own mission
- regularly having people (even genitors or workers) take courses in anything they want as an MBA, to be able to take business decision and managers
- Teams form and dissolve
- Collaboration: if the roles are negociated clearly, then they do not need to renegotiate
- Market place of talents and projects
- Live externally with the customer and suppliers the same principles: open communication with the clients
- Having students making internships in those companies
- Helping SCRUM communities to meet with students

Book Morning Star by Doug Kirkpatrick: ***Beyond Empowerment, the age of the self-managed organization***
Other example: Self-management-institute.org, meetup.com

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Topic #32_ Title: Self Care Around Negativity

Initiator: **Kristen**

Participants: Meredith, Bill, Elena, Jose, Joanne, Howard, Dawn

Discussions Highlights:

Consensus that self care and boundaries are important. You can;t take care of others if you're not taking care of yourself.

Great resource for people managing up and down a reporting structure - Polarity Management by Johnson.

One way to counter negativity in others might be to intentionally invite positivity - gratitude list, gon a walk, etc.

50% of people who bring problems to you don't need you to do anything other than listen to them

Be careful not to create dependencies, unless you are intentional about your willingness/ability to accept that dependency for a period of time

Heroic managers are not good for the company

None of us is sufficiently able to help others, we need to help them help themselves

Negativity can be contagious so don't be tempted to give in

Joanne told a story about her time in Jacmel, Haiti after the earthquake - appreciative inquiry to help assess needs - What is it about this place that makes it worth living here? Their answers revealed the issues and what needed to be done, but the conversation started from a positive place.

Ignoring negativity won't make it go away; acknowledge it to diffuse it.

"Say what you mean; mean what you say; but don't be mean about it."

Can you tell people that you’ve heard enough? Yes, but depends on the context - can we talk later? here is another alternative. create distance/decline invitations.

Coaching perspective - can you create an interruption? “How do you benefit from this situation?”

“What do you think you can do to change your situation?”

In Agile software development - “Take this to the team.

Ideas for Action:

Howard recommended “Non-violent Communications” by Marshall Rosenberg

Elena will send a touch chart of feelings to Kristen and Howard

Joanne recommended “Positive Psychology” by Seligman

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DATE: January 16, 2016

Topic #33_ Title: Beyond our rational mind lies a great big world to activate our senses

Initiator: **Suzanne (solo)**

A link from a New York Times article that popped up on my Droid in the early morning prior to the start of our day.

A reminder the beauty of the places around us like International House which was our home for 3 days!

Title of the Article…. **When Beauty Strikes!**

http://www.nytimes.com/2016/01/15/opinion/when-beauty-strikes.html?smid=fb-share&_r=1

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Topic #34 _ Title: How to open a closed mind with Open Space...if possible

Initiator: Chuni Li

Participants: Tim, Kennan, Bill, Thiago, Robyn

Highlights:

How do respond to a client request for a demo of open space when you know that their management philosophy and culture are not nutritious for open space?

- Ask if they have an issues or questions they don't have answers for, OR
- Give the demo and see if that will lead to a real open space
- Demo can be done through a small-group simulation with people
- Create an open mind in the client through pre-work - a dialogue to understand vision and business needs.

- Have a dialogue with the client on how important it is to cultivate a culture of tolerance, and help them see the vision of the new environment - what will high performance be like?
- Use strategic question - where we are where we need to be - to drive the desire to invite all employees
  - Keep your own curiosity to learn about them, stay open, and set aside own biases about their closed mindedness, be playful, and let your energy show and flow..

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Topic #35_ Title: How to Co-Create a Flourishing World - Sustainability, the Climate Change Agreement and Us

Initiator: **Elena Feliz**

Participants: Kristen, Jeff, Skye, Bill

Discussions Highlights:

- selling ourselves short with sustainability term - too static - prefer thriveability which brings dynamism
- climate change is the poster child for the green movement - e.g., solar panels - more how can I commoditize (make money)
- believe in climate change but that's it not man-made
- need to pay attention to total impact like solar panels - again who is making money on it; sun is out of model; other example hydrogenated oils a big thing but natural palm oil created huge amount of degradation of tropics - impacts orangutan livelihood/habitat
- Blue movement vs. green movement - look at full supply system/chain
- interested in wholism - not talked about - fragmentally - look at it; getting rid of carbons in universe is a good example - we need it for oxygen
- as Organization Development consultants we think we can support sustainability through using our skills and interventions; usually detached - believe in helping organizations become sustainable
- some organizations need to die
- who's the we; concerned about non humans and issues of equality, social justice, poverty; what about animals
- eating meat - cows consume energy; antibiotics, GMO - get full of bacteria; don't look at full ramifications; seen in newborns
- need to look at the economic model - good book Sacred Economics - Charles Edelstein
- LEED certification another example of making money - ability to get expertise about green buildings
- need a different economic system - bitcoin?

- Sustainable brands - has worldwide articles; Hallonomics good book; wholism is exciting - even Harvard getting on the bandwagon

- hesitant about OD consultants coming in with their own agenda
- 5 questions (answer yes or no) - is learning and growing important? Is healthcare important? Is childcare important? Is eldercare important? Are we doing a good job of these? If someone can't make money doing it, it doesn't get done. Shows a disconnect between our values and our economic system.
- money is technology
- greenwashing - the idea of companies who pretend to protect the environment
- is capitalism what is wrong? GDP
- problem is we make money on disasters like Katrina, war; GDP is flawed
- need to shift existing system
- need to overcome existing system; overcome inertia
- time bank is a concept - exchange time; no person should go without food
- change happens when we make something to replace it
- call wisdom out whether 10 years old or 100
- be careful about indigenous wisdom - principles need to be conceptualized to the world today
- story telling from all walks of life; transfer of wisdom
- create economic model
- all technology creates social behavior
- working on finding better ways to get whole system
- include marginalized populations - Lenwinkle from Africa - ask questions - kids are dirty so don’t want to go to school; they don’t have sewer system
- democracy is a form of oppression
- people talk about conservation - preserving species - they are opposed to change
- do change for the sake of change - get to the underpinnings...look at amazon, netflix, google - no manual needed
- complexity vs. cognition
- go into an organization and want to understand the world - tell me what you can’t do
- fixed vs. growth mindset - mistakes are OK

DATE: January 17, 2016

Topic #36 _Title: Transforming Large Scale Performing Arts* Through the Application of Self Organized teams

Initiator: Tom Brown

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Participants: Tim Stadinski, Harold Shinsato, Skye Hirst

Discussions Highlights:

There were other hierarchical creative systems added to our discussion. Education and Journalism to the potential areas.

Harold indicated that the Information Technology departments (IT) may be "Trim Tab" to make changes in organizations.

There were a number of questions to Tom about his "Goal:" for this session. He expressed that this was more of an exploration of the topic out of his observation that these methodologies we not being used not that he has a specific goal for this session.

We spoke about the importance of invitation to change organizations.

Tim spoke of his work with members of the local lutheran church in New Jersey. He was sharing how he was introducing Agile, Scrum and Kanban to the leadership of the church. His also expressed the interest in expanding the use of Agile and Scrum in the broader church.

There were a number of writers and Artists discussed in this session. These Highlights will be more of a bibliography than detailed notes.

Examples of artists working from these principles:

- Phelim McDermott Improbable Theatre Company
- Create or Die Journalism that Matters

Examples of writers and thinkers in this area:

- Lyssa Adkins and Michael Spayd were identified ask folks interested in using Agile approach in non-technology place. http://www.agilecoachinginstitute.com/ Tom has spoken to Lyssa about her interest in this topic.
- A Breif History of Everything by Ken Wilber http://www.amazon.com/Brief-History-Everything-Ken-Wilber/dp/1570627401
- Reinventing Organizations - Home the work of Frederic Laloux

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- SAFe Scaled Agile http://www.scaledagileframework.com/
- Creativity Inc A book about Pixar
- Bill Joiner Leadership Agility
- The Starfish and the Spider: The Unstoppable Power of Leaderless Organizations by Ori Brafman
  - Wikipedia Article on these idea
-

There is a reference to "Fallacy of Appearance" in Tom's Notes. Not clear what this was about

Those in attendance are invited to update or extend these notes
Others not in attendance are invited to extend these notes

* I.E. Theater Dance Orchestral Performance, File Production, Opera, Festivals...

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Topic #37 _ Title: Once we are happy, then

Initiator: Pierre Chenier

Participants: Meredith, Doug, Thiago, Robin, Suzan, Helene, Ilan, Skye

Discussions Highlights:
Definition of Happiness:
- experience of life creates happiness
- Enthusiastic, decision of no judgment
- Mind body spirit contentment and satisfaction meaning a science of happiness
- Flow state, being true to yourself

Conditions to be and stay happy:
- Choice to be happy also based on a capacity to adapt
- Expectations for oneself might create conditions for happiness
- Aspirations to be happy
- Difference between our head that says we are happy vs feeling of happiness
- Having some fundamental worries removed is not enough
- Fulfillment of basic needs then more evoluted needs
- Creativity
- Freedom
- Comes from interaction, from interdependency, the feeling of being part of the world, the universe, even though the experience is individual
- Full awareness of the moment
- Sense of gratitude, appreciation
- Accept to not be
- Some of us are best adapted to be happy: how can I make myself more adapted for happiness
- Be on the road towards our own purpose and values
- Need for some sadness, for opposite forces where happiness appears by contrast

Fake happiness:
- Distraction, television
- Commercials
- Frustration
- Entertainment
- Action, possession, success

- "pursuit of happiness": Something we need to run after, to catch and to keep
- People prefer to be ruined by praise than saved by criticism
- Scarcity, there is not enough for everybody

Benefits of happiness:
- Less conflict
- More performance (does not imply comyn, Supetition)
- More creative
- Can share it and make other people happy
- Generosity

Book The Happiness Industry: use the happiness index to measure how to increase sales
We are conditioned to be happy

Bhutan National Happiness

The pursue of happiness is embedded in US Constitution as a right of opportunities for being happy enforcing the idea of something to catch.

UN Happiness Index: most happy countries were west Africa: people feel connected, have openness and accept their life and their faith

Book The Moral Molecular: everytime you hug someone, you get a positive feeling for 20min

Happiness, the source is mostly from becoming aware of our interdependency, sharing

Ideas:
- Mirror on the front door: please validate your smile before entering
- Share your happiness
- Be creative
- Working out loud: sharing 2-3 times a day a work somebody has done
- When a man faces his maker, he will have to account for those joys of life he failed to experience
- What can I do to make myself adapted to be happy
- Vision that love and unhappiness is unlimited, boundless
- Be generous, appreciative, loving
- Learn about who we are and what will make us happy, what our calling is: alignment

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Topic #38_ Title: Letting go of PTSD's stories

Initiator: Scott Gassman

Participants: Susan Basterfield, Harold Shinsato, Diana Weber, Skye Hirst

Discussions Highlights:
1.Referenced Family Constellations Therapy and how it keeps trauma from being recreated; provides people with safety and individual healing.

2 loss of blood brothers created familial/sibling holes, loss of bloodline

3. Disconnection from heritage and natural flow of love through generations

4. Healing approach: write story, burn it, bury it, move forward.

5. Adoption - familial loss or disconnect to relations. Important to understand where we came from.

6. Happy to let go of broken records we keep spinning (storytelling of experience)

7. Right before Trauma - T Minus One
Fragmented brain - 3 directions: Amiglyilia, Fight- Flight, Freeze (shut down, everything stops working); trapped or reengage mind; We tell story in fragments. This indicates when we tell story - probably not real story.

PTSD- has not been way to process, getting through story.

8. Survivor - we have guilt for having lived through it.

9. Check out: Jinshinjyutsy - for self healing

10, What part of body shows symptoms
- messages in our body
- accessing body parts let body express self

11. 6 steps of energy, emotions - Kundalini Yoga looking at body parts to heal
- creative visualization

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Topic #39_ Title: How do we change society from within?

Initiator: Joanne Mantha

Participants: Scott, Jose, Kennan

Discussions Highlights:

- All the structures or situations that we perceive, whether they create suffering or enjoyment for us, are a reflection of our inner life. Our sense of reference creates a need for us to come back to what we are used to and so we (mostly unconsciously) recreate this reality even though we say we want to change it. This process is fundamental to our survival. To change our world, or to change these references takes courageous consciousness and needed in order that we may create the change we want to see.
- How can we change our references --- change our perspective of reality and thus our intentions and actions.
- I feel like a voice in the wilderness -- I feel disempowered…. how can I have an impact.
- I feel I need to do something local…. What will be my commitment?
- I may empathize as I observe the world… but is this enough?
- Trying to change something in my life such as in my family is too hard… I have learned to be quiet now.
- There is so much suffering around… Can we embrace it as part of humanity… or do we keep trying to push it away and resist to it…. Is my love deep enough to accept that part of humanity?
- Pain is part of reality while suffering is optional.
- To get in the space of what is… What am I bringing to the world….what is the seed that I want to plant?
- To look at a situation differently… to halt my judgement for a time...to take a step back….to go within and let emerge the new instead of simply reacting.
- how do we help accountability to occur…. What leader are we looking for? Is it we?
- We are afraid of confrontation….

- We need to simplify our lives as much as possible ...to make room or space for more energy.
- Energy flow is the key barrier
- The reality is our perception… is there really an absolute reality? We put our emotions about reality in front of us… like a filter… it affects our energy and our clarity
- Our minds can overwrite what IS at any time..
- Every conversation is like planting a seed… seeds need nutriments and water… for a seed to grow it needs nurturing…

- But what kind of seed are we planting? Are we conscious of the intent we plant it with….when it grows will the plant reflect what we wanted to see or will it reflect who we were when planting it or nurturing it?
- What kind of seeds are we planting or nurturing that we are unaware of at this time? You cannot unknow what you now see.
- Adam Kahane author of Power and Love is a good author to follow-up. He also wrote on a process where people in conflict are brought to take a pause after having acknowledged to each other the origin of what pains them… the result of this presencing moment together has helped them find areas of harmonization they had not suspected previously.
- How do we flow with the worlds thats changing…. I want to make a stand… Does it mean that I want recognition?
  Transition by changing big systems is harder and takes more time… Today small and agile enterprises are creating the new in a faster way.

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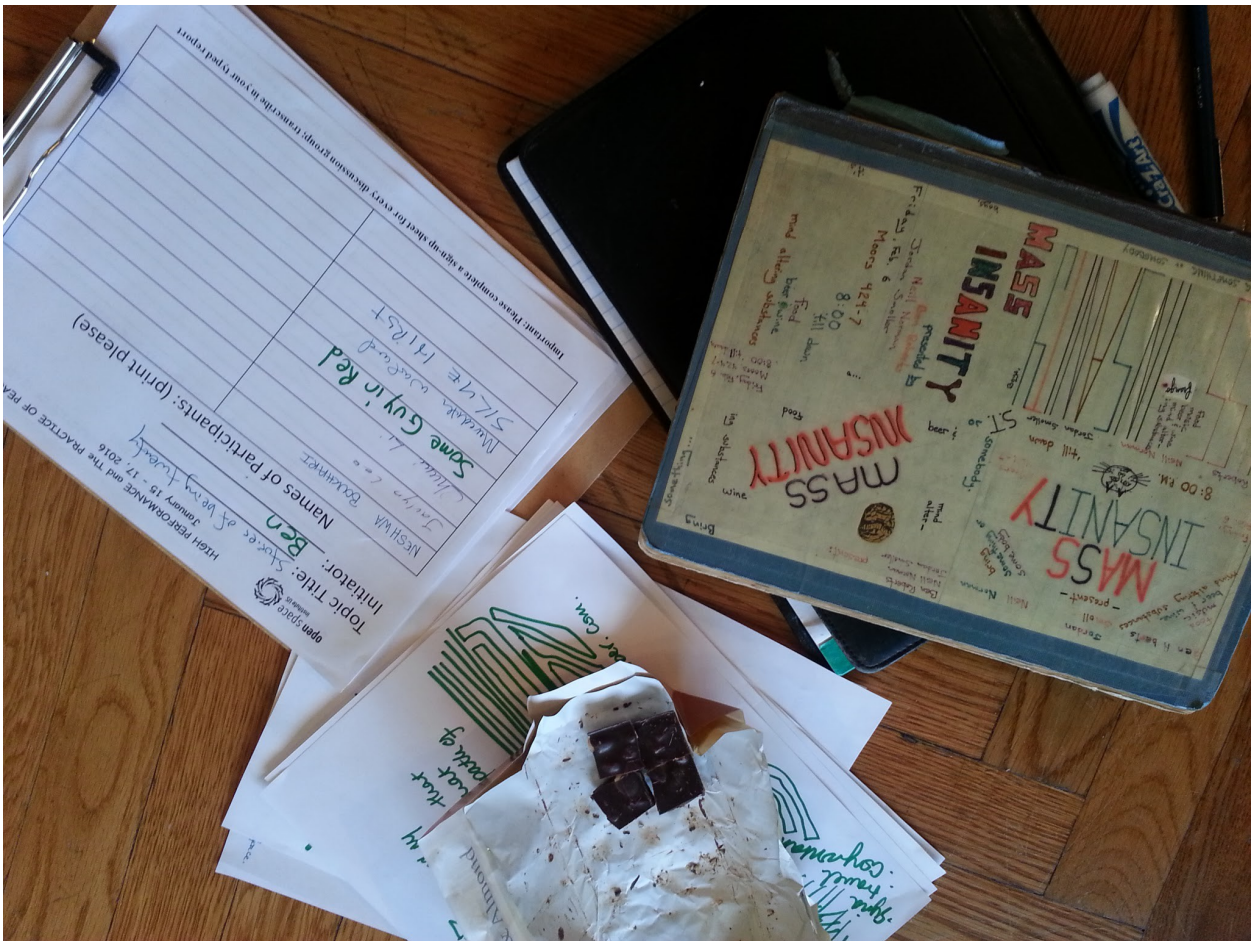
Topic #40 _ Title: Our Stories of being 20 (including how Ben met David Bowie) and what they might imply for peace, high performance, and the current state of humanity

Initiator: Ben Roberts

Participants: [see first image below]

Discussions Highlights:

[More detailed notes coming soon!]



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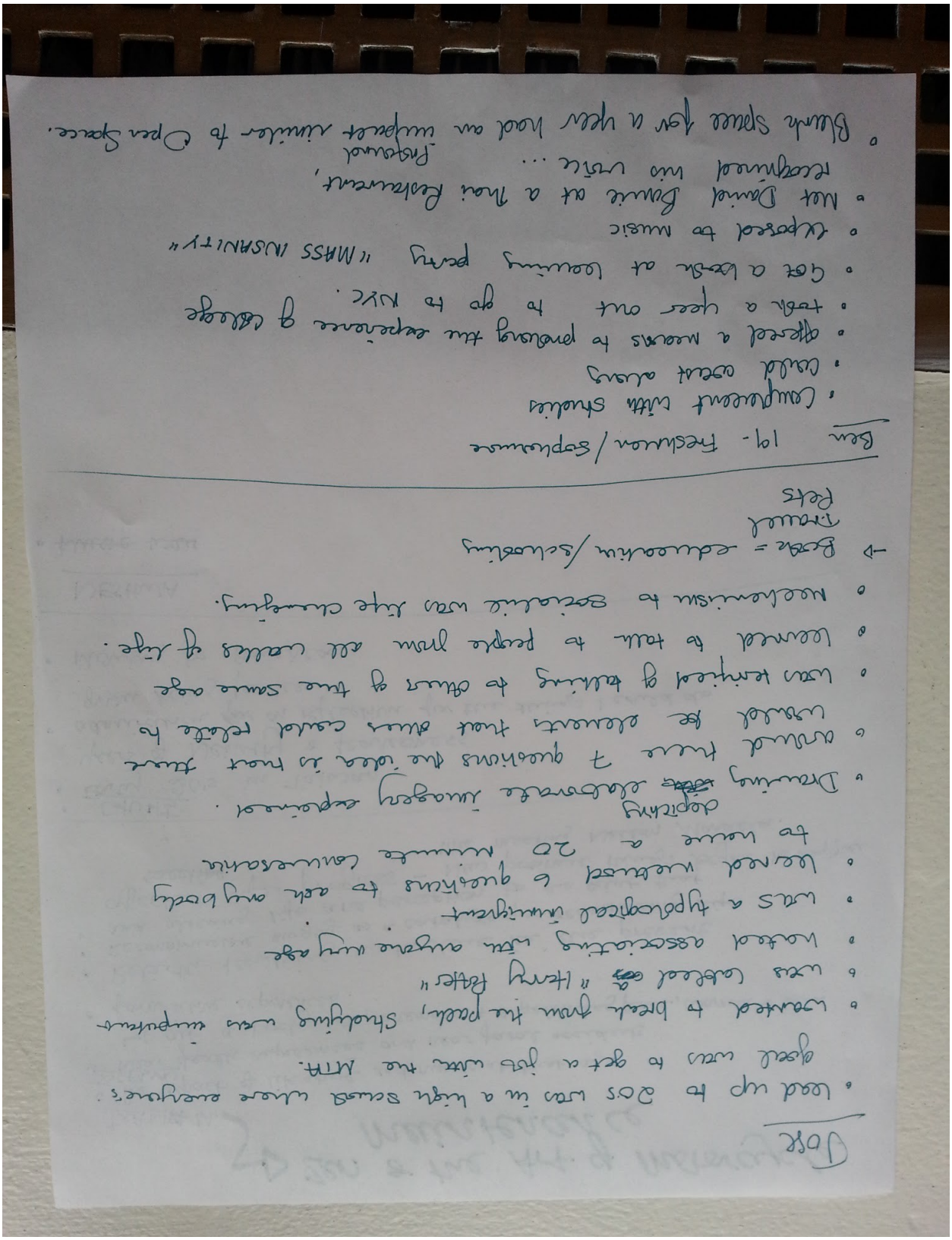
Jose

- lead up to 20s was in a high school where everyone's goal was to get a job with the MTA.
- wanted to break from the pack, studying was important
- was labled ~~as~~ a "Harry Potter"
- hated associating with anyone my age
- was a typological immigrant
- learned method 6 questions to ask anybody to have a 20 minute conversation
- Drawing ~~with~~ depicting elaborate imagery explained.
- around these 7 questions the idea is that there would be elements that others could relate to
- was terrified of talking to others of the same age
- learned to talk to people from all walks of life.
- mechanism to socialize was life changing.

→ Book = education / schooling
Travel
Pets

Ben 19 - Freshman / Sophomore

- Complacent with studies
- could coast along
- offered a means to prolong the experience of college
- took a year out to go to NYC.
- Got a book at leaving party "MASS INSANITY"
- exposed to music
- Met David Bowie at a Thai Restaurant, recognized his voice ...
- Blank space for a year had an ~~impact~~ Profound similar to Open Space.



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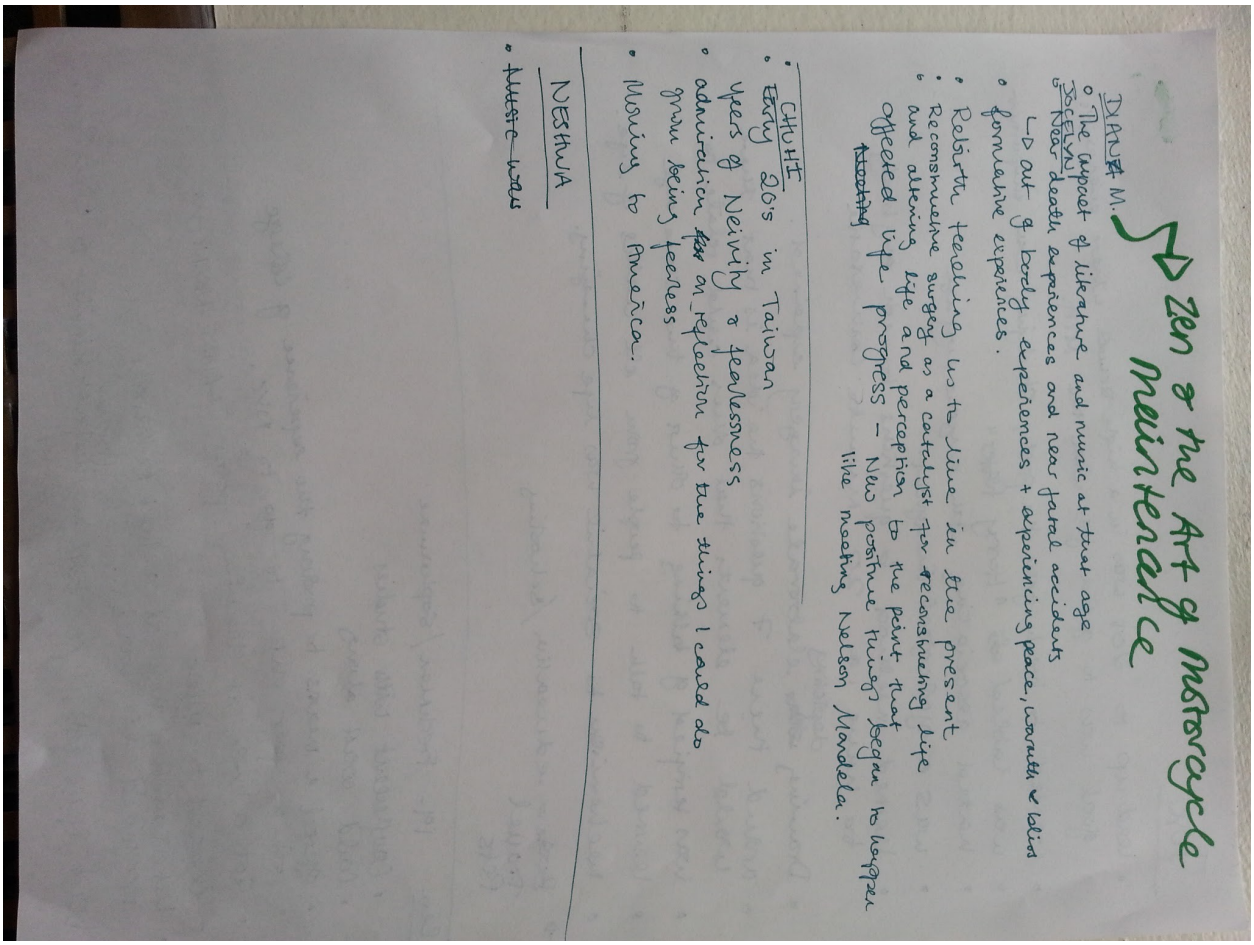

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Topic #41_ Title: Being a maverick in a world which wants conformity

Initiator: Jeff Parrett

Participants: Elena Feliz, Neshwa Baikhari, Skye Hirst, Peter Burgess, Susan Basterfield, Tim Stadinski, Hélène de Saint Front, Kennan Salinero

Discussions Highlights:

Why do fish swim in one direction, except for a couple which swim in the opposite direction. Fish in aquarium feed on the food being pushed by the other fish. Going against the flow, get ahead of the curve!

Disruption behavior and technology...creates change...innovation.

How do you reward it.

Status quo often valued over change.

Can be the target of ridicule and put down.

In the diversity of a large environment there is more opportunity..
Having some kind of support for maverick nature.

Very much a felt sense about being accepted for who you are.

Maverick values
- freedom
- authenticity
- creativity
- arrogance

Can the maverick displace the established system or need to leave for a fresh environment.

How does the leadership approach being pointed a broader perspective than they might otherwise.

Restraints on the rate of change and maintain some level of control.

All of us have that capacity and where it comes out, which environment is supportive. Being able to make fun of yourself allows you to let more of yourself out.

Small System
Support of Leadership
Shielding from bureaucracy
Removing rules
Culture of trust
Freedom to make mistakes
Mutuality of interest
Speaking of truth to power
Radical innovation

Being a skeptimist

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Topic #42_ Title: Communication, invitation and coercion

Initiator: Hélène de Saint Front

Participants: Susan, Diana, Tom, Meredith, Jose

Discussions Highlights:

· coercion vs encouragement
· Conviction vs persuasion

2 situations:

1- Open Space being imposed :
- Some people need to be given no real choice so they try it
- When people taste it, then they like it and do not regret it
- Some people will never get the opportunity if we don't "force" them to try
- Some people say no but a part of them is attracted

Limits:
- If a person really does not want to go, they can ruin it all
- Energy can be strange at the beginning
- People cannot be forced to be "mentally" present
- We do not accept the answer no after a certain time

2- Open Space only being invitational:
- People truly want to contribute
- They can ask questions and be curious

How do we invite in an authentic way? (Be persistent, but be willing to accept "no") :)
- Environment is safe and positive
- We need to be ok with a no
- It has to come from within
- Take some time to decide who you want to invite (for diversity and stakeholders)

Limits:

- People feel not comfortable with the definition
- People don’t believe it, they feel it is esoteric
- Need to play on emotions
- people that come from a command and control are not able to make an authentic decision based on if they want or not

Ideas:

- Present the open space differently so people will come, like “collaborative conference”, “workshop”, “new method” so people can relate it to something they know and feel comfortable with
- Objectives: what is it that people care about that this OS could help them discuss and solve
- Send a personal invitation, give the person a call, try to personalize why that person could come
- Invite but without explaining, let people experience it
- Think who should be invited, making “personae” and try to think of the theme they are passionate about
- invite some key stakeholders (or their personae) reflect on:
  - who they would like to see around the table
  - what they would like to discuss

  => decide what the general theme will be

  => get those stakeholders to invite the people they want to have
- Being persistent in inviting people : Don’t give up when people say no BUT respect their timing and their final decision

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Topic #43 _ Title: Using Collective Frustration & Hostility to make a + difference

Initiator: Jose Garcia

Bumble Bees: Robyn, Pierre, Susan, Tom, Kristen
Butterflies: Meredith, Elena

Discussions Highlights:

The group explored discussing using hostility and frustration as a means to invite a group or community to make an impactful difference.

Themes that resonated:
-The importance of making sure the individual/group's feelings are acknowledged when communicating. It is more crucial that they not only feel understood, but are given proper opportunity to share their feelings.

-Differentiating the level of interest/stake by the community, how personal is the change or what is happening to them?
ie: A change in a community where someone lives may gather more powerful feelings of opposition than one that doesn't affect the person every day. Work vs volunteer.

-Are you Imposing a change or really open to input
Are selling an idea that was already made, or are you truly seeking the input of your constituency?

-How can folks be invited to make an impactful difference?

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Topic #44 _ Title: Living Out our Inner Truth

Initiator: Jose Garcia

Bumble Bees: Jaclyn, Kristen

Discussions Highlights:

This discussion was inspired by session 26, alternatives for the word "Empowerment" initiated by Susan Basterfield where it was discussed that many of us wear masks and that there are consequences to our identity by performing a part for a long time

3 takeaways came out of this discussion:

1. It is crucial we feel at ease with who we are, especially if our identity doesn't conform to the stereotypes society labels us based on our appearance. It can be very intimidating to be ourselves as we are; especially when we don't feel support by those we rely on for social support, close friends & family, colleagues and bosses

2. We still live in a world that folks don't fully grasp the benefits and consequences that our perceived identity gives us, such as being white or black, being gay or straight, being religious or non-religious.

   As folks living an identity that is outside the stereotypical norm, we have a greater responsibility to ensure we don't judge and treat others as the stereotypes around them would define. Seek to understand, and challenge misconceptions around others.

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Topic #45 _ Title: Does (in)sufficient flow of resources and capital limit the pace of change?

Initiator: Kennan Salinero

Participants: Neshwa, Jeff, Peter

Discussions Highlights:
Capital 'investment' and the earning of money by money creates an economic system where money is accumulated (by a few). Capital investment is where capital is stored.

Money has the dangerous characteristic of both being a measure of value, and having value itself

There is an existential risk that the younger generation will give up on old men with money (some think they already have)

Does lack of money in the population lead to inefficiencies in individual lives?

The Berkshare - a local form of currency from the Berkshires, created for community/economy/ecology/sustainability

There are many examples of how the world is in an incredibly dysfunctional state

Bankers have a creed of 'know your customer' - what if that customer is a drug dealer?

Wish to facilitate the *flow* of money - it is NOT the engine nor the fuel, just the lubricant

Demurrage currency, a locally made currency in the middle ages that lost its value over time, gave rise to incredible creativity, because it had the characteristic of needing to be spent

In the coming years, half of the planet will become unemployable

But what if we turn all this on its head, and ask "with the talent, ideas, energy of this group of people, what is really needed for them to create?"

- Food, shelter, clothing
- But what about the things that are at our highest level of creation and ability right now? How do we keep those on the list? Not go 'backwards?'

Social innovation is a creative act.

Localized economics
An accounting system that assigns value to ALL of it, not just money-producing aspects

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Topic #46 _Title: What is Your Definition of Frustration?

Initiator: Skye Hirst

Participants: Thiago and Skye

Discussions Highlights: Frustration "is" occasionally, can it inform us of what and where our inquiry lies and help us recognize what direction of action for new learning with awareness that it may be moving us towards/back to loving, feeling non separate nor "attached" to outcomes, and how do we do that? It may be a question to sit within each of us in our own self-knowing discoveries.

T. "Sometimes it helps me to move towards what I fear and to do what I fear. "

Is Frustration perhaps a natural part of the choas, conflict and peace??? Maybe? Maybe not. Can it be valued as an opportunity for new learning? A pointer? to What? Maybe it points to nothing, but a made up idea of what we want something to be**.**

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Topic #47 _Title: Happiness is a serious problem

Initiator: Doug Kirkpatrick

Participants: Karen, Jaclyn, Chuni

Bhutan: measures Gross National Happiness. Probably the only country with that particular metric.

Jaclyn shared a personal story of how a near-tragedy (a traffic accident) led to happiness, and being able to relate to and receive love from her dad. Doug related a similar tale.

The United States is #15 in the world in happiness, Switzerland is #1. In Taiwan, it is possible to be grateful for the tiniest elements of happiness. Does happiness lead to satisfaction?

Jaclyn described living in a village in a Ladakh (part of Kashmir) without running water or electricity. Villagers drank yak milk, she slept on a rooftop. People were very happy. Happiness not dependent on material wealth.

Aging, loneliness, depression a factor in happiness.

"Supersurvivors: The Surprising Nexus Between Suffering and Success": a good book on true happiness.

Happiness related to expectations. People must be realistic about their expectations.

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Participant Roster

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Participant Roster (continued)

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January 15 - 17, 2016

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Some RESOURCES for OST 2016

OSList: To subscribe, unsubscribe, change your options, view the archives
Go to: **http://lists.openspacetech.org/listinfo.cgi/oslist-openspacetech.org**

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www.osius.org (Open Space Institute US)

www.openspaceworld.org (Open Space Institutes)

www.openspaceworld.com (Open Space Technology - Harrison Owen)

www.openspacecanada.org (Open Space Institute of Canada)

www.openspaceworldmap.org

http://bit.ly/I2v6mm (Harrison Owen's TedX talk)

http://www.chriscorrigan.com/openspace/nonguide5.pdf (OST: A User's NON-guide)

http://www.forum-ouvert.fr/ (French Book on Open Space in Organizations)

https://vimeo.com/75226991 (highly creative 29 minute video on Open Space produced by Phelim McDermott, Devoted and Disgruntled)

November 9-12 2016 – World Open Space on Open Space (WOSonOS) – Manila, Philippines
Welcome video: https://animoto.com/play/XvXVDcOKXjGo0jb1SkwqGQ

Open Space hotline Skype – each Tuesday at noon (EST). (Invitations weekly on OS List)
http://bit.ly/OShotline
[***Join the call*** from PC, Mac, iOS or Android: https://zoom.us/j/751609912
a. Join by phone: +1 (415) 762-9988 or +1 (646) 568-7788 (US Toll)
b. International numbers available: https://zoom.us/zoomconference
c. Meeting ID: 751 609 912]

Stammtische OS - worldwide informal gatherings monthly. (Notices on OS List)

January 2017 (MLK weekend) – Opening Space for Peace and High Performance – New York City