

# **Open Space Technology Facilitator Training**

15-16 August 2002

Issue: **How do you “Follow-up” ie: Keep levels of commitment after the event?**

Convener: Malcolm

Participants: Richard, Karen, Rita, Benny, Emma

Insights:

- Senior management “drive”
- Quick wins
- Encourage the right behavior
- Distinguish between those who are ideas generators and “doers”
- Break the journey up the mountain into smaller steps
- Provide time and resources
- “Coach” the MD or 360 degree appraise MD
- “Remove” the MD – make him chairman?
- Tie in OST outcomes to performance appraisals

Issue: **Overcoming organizational resistance to movement**

Convener: Linda

Participants: Emma, Barry, Mark, Veronique, Florence

Insights:

- Thin edge of the wedge → seek people open to ideas
- Look for small wins early on and reward
- Look for champions at “right” level
- Communicate ideas and relate to bottom line
- WIIFM What’s in it for me
- Planting seeds of ideas
- Overcoming fear (life strategies)
- At many levels, individually
- Layer small positive steps
- Start with safer questions
- Spend 1-2 days with top few people to accustom them to OST – alignment and dialogue before large group session
- Work on communication skills
- Cultural awareness raising
- Making invitations
- How is success measured? Is change a criterion?
- Win heart and mind of top leader – the champion
- What does/should success look like?

Issue: **How do you engage people early on in a gathering?**

Convener: Christine

Participants: Emma, Dean, Joy, Jeff, Rita

Insights:

- Strong opening
- Make people feel secure/comfortable early on
- Clear “topic” make passion flow faster
- Facilitator needs to “suss” out participant and their passion

Issue: **Someone afraid of expressing views/being defensive**

Convener: Rita

Participants:

Insights:

- Scene setting, set ground rules, fair chance to speak for everyone
- State the objective/expected outcome, tell’em potential benefit of talking/being polite
- If people don’t talk, let’em write
- Home work/preparation: platform for stating views before
- Expectations for different people
- OK if some just listen

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Issue: **Overcoming perceived time constraints to government departments**

Convener: Emma

Participants: Malcolm, Rita

Insights:

- Time and resources
- Want something for nothing
- Unfamiliar process
- Must be results/outcomes
- Lack of vision, stick to tradition
- Cooperation should be part of the job
- Changing mind – set → this should be what you do
- Need for:
  - Education, presentation – results, demonstrated worthwhile
  - Targeting ‘night’ people and convincing them – director level
- Concern over accountability

Issue: **Use of OST in “teaching” environment**

Convener: Veronique

Participants: Joy, Barry

Insights:

- Learn against/or experience
- Process: learning styles inventory → preferred learning styles
- OST type process for styles to work on same topic
- Segues into Joy’s them → make sure the get the whole thing
- Use HBDM to divide people into groups
- Measurements

Issue: **How to overcome entrenched and/or opposing views**

Convener: Richard

Participants: Christine, Karen, Emma, Rita, Malcolm

Insights:

- Establish objective criteria for evaluation of ideas before ideas are generated
- Ask “groups” to establish objectives for solutions to the problem at hand
- Identity parts of the problem not always the whole
- Accept that agreement may not always be possible
- Set workshop objective to be shared views and understanding
- Prior research of viewpoints and pre-workshop dialogue
- Use of HBDM technique
- Get opponents to explain views in simple language or event pictures since perception of views is often false
- Make sure the topic is very clear
- Accept that understanding only may be the output of a workshop, possibly leading to a series of workshops
- Set ground rules for listening and speaking
- Facilitator to use paraphrasing to get rid of emotional responses that cloud the issue
- Set time for uninterrupted statement of views and agree to listen to facts not volume or eloquence
- Clear set objectives for the various groups in workshop
- Understand and accept emotional responses and provide feedback
- Set groundwork/rules – respect, no interruption
- Spend time with key protagonists to allow them to gain self awareness
- Use of Technology of Participation technique

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Issue: **Good to Great: How to create long-term growth**

Convener: Mark Pixley

Participants: Linda, Benny, Jeff, Florence, Dean

Insights:

- Can we have Open Space all the time?
- The structure pulls out ideas
- Leadership is important but not everything – quiet leadership is more long lasting and effective
- The really big ideas go underground for a while, and only appear later
- A lot of this is about relationship building
- Possible to shift organization behavior using open space
- How to preserve organizational teams
- Can this be used in structured organizations

Issue: **Style of group participation is OST's 'outside'**

Convener: Dean

Participants: Various, mobile

Insights:

- Taoist/Confucian
- Participate by listening
- Need an audience
- Invitation text is critical
- Response to pressure best?
- Convergent or divergent
- But action? Or germ?
- Learning styles/outcome expectation

Issue: **Helping people, in groups, better deal with their career fears**

Convener: Jeff

Participants: Joy, Karen, Florence, Benny

Insights:

- Build Trust
  - Ask GP to keep comments/discussion
  - Explain process of career management
- Ask people to ID their strengths
- Ask people what career means to them
- Ask people to pose their questions