

# Challenging Organisations and Society

reflective hybrids®

WISE ACTION and UNCERTAINTY



*What do we do when we don't know what to do?*

EXPERIENCE REPORT

**COS Conference 2017**

18 - 22 October 2017, Noordwijk, the Netherlands



## OUR QUESTION,

*We are living in rapidly and radically changing times, in many places across the world. These times are hard to make sense of, making it difficult for us to figure out what to do.*

*So... What do we DO when we don't know what to do?*

*Each of us has relevant experience and we, as humans, have all created valuable knowledge.*

## CURIOSITY,

We are curious and passionate about the question and/or have deep experience and wisdom in working with uncertainty. We are looking for fellow travellers to share, create and disseminate this type of wisdom.

We send out invitations to join the 4-day learning expedition. Hoping that some might join the optional 5th day, meant for writing and creating products.

## EXPECTATIONS,

We aim at:

- Exploring, sharing and creating collective wisdom;
- Building capacity to navigate unmapped territories;
- Forming guidelines for wise action in times of uncertainty;
- Producing a book and other products for spreading knowledge and understanding to people who consider this relevant across systems.

*(you will find what we actually did in this report!)*

*"Why I participate in this conference?  
As a consequence of the continuing process of secularisation and rationalisation of the Western world and of the disappearance of the big overarching stories, we risk to also lose those processes and practises that helped in the past and could help now to face the challenges of a rapidly changing world. These are for example: to forgive, to reconcile, and to give hope.  
With the other participants I would like to investigate if there are more of those processes and to look for ways in which to restore them. Other cultures have also developed important ways of coping with changing worlds. I very much would like to learn more about them too in this conference."*

*Lieteke van Vucht Tijssen,  
interim governor for universities, participant*

## INVITATIONS...

We invite fellow travellers with a wide diversity of experience and knowledge. People of all ages, from all over the world. We aim for 70 - 100 participants.

Leaders, scholars, students, artists, consultants, journalists, entrepreneurs, people who share a strong interest. We intend to start weaving a web of relations before we meet in October of 2017.  
*(find out who joined by reading on!)*



# What is COS?

## Challenging Organisations and Society

COS is a home for reflective hybrids and a growing platform for co-creation of meaningful, innovative forms of working & living in and for organisations and society, between and beyond theory and practice. For creators, entrepreneurs, leaders, scientists, consultants,... who desire to impact Organisations and Society.

COS is a non-profit cooperation of owners and members. It has the legal form of a European Economic Interest Grouping (EEIG). COS Collective is founded in 2015 by a core group of five people with the desire to build a Platform for reflective hybrids.

The platform is based on three pillars:  
COS Journal

Challenging Organisations and Society.  
reflective hybrids®

COS Conferences

Conferences of experiences, reflections  
and actions

COS Creations

A space for individual and collective  
development and transformation

This report reflects the experience of  
COS Conference 2017, Noordwijk, the Netherlands

COS Conferences are a hub for fresh ways of thinking, an opportunity for the exchange of innovative research and a space for co-creating visionary solutions within organisations, social profits and networks by exploring uncharted territory with the aim of benefiting society as a whole. COS Conferences are held every one and a half years.

COS Conference 2017 started a process on *Wise Action and Uncertainty*, finding and developing rules of thumb for what to do when you don't know what to do.

We invite you to become an active member of COS!  
See [www.cos-collective.com](http://www.cos-collective.com)

# Colophon

## The making of this experience report

The COS Conference 2017 experience report is  
published by COS Collective  
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<https://www.cos-collective.com/>

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& Lay-out

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Tonnie van der Zouwen in  
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Tonnie van der Zouwen with  
contributions from Jan-Erik Tarpila,  
Yve Susskind and Eva Wieprecht

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# WISE ACTION and UNCERTAINTY

## EXPERIENCE REPORT

### Sponsors

< f.l.t.r. Yve Susskind, Tonnie van der Zouwen, Tova Averbuch  
and Peggy Holman





*In many cases, sponsors are only mentioned on the last pages. In our case sponsors were key to what we wanted to achieve: we wanted to enable as many people as possible to participate in the conference, by aiming at keeping the costs down as much as we could. We managed to do this, thanks to these people.*

*Because we all owe these organisations that supported us a great deal, we have dedicated these first pages to them.*





### Oganim – Tova Averbuch

[Oganim](#) is an international network and alliance of practitioners who share the intention to create value for people as individuals, systems and the society at large, using participatory and 'network' approaches.

We design and host processes of inquiry and problem solving in complex situations by gathering diverse stakeholders who are relevant to the issue at hand. We open space for collective wisdom and for co-creation of shared map of reality and of desired futures. Our work takes place in and across organisations and communities, crossing boundaries and connecting what is apparently not contactable.



### Story Bridge – Peggy Holman

[Story Bridge](#) combines art and science to establish the practice of social transformation and peace within and across communities. Developed by Dr. Richard Geer with a team of distinguished artists, scholars and scientists at Community Performance International (CPI), Story Bridge uses true personal stories and creative expression to engage deep dialogue, enable authentic relationship building, and facilitate individual and community transformation.

Story Bridge has engaged people of different ages, social economic status, ethnicity and backgrounds in discovering their community with one another, and their innate capacity to realize the beloved community they desire.



### Het Eerste Huis – Thom Schouten & Richard Kwakernaak

Happier employees, better and nicer cooperation, positive energy. That is why we are doing what we do. Our ambition is to bring inspiration and connection back into organisations. The basis for this is having people look at themselves at a deeper level. We do this by bringing people and organisations in contact with their full potential. [Het Eerste Huis](#) (The First House) guides and trains people in new ways of seeing and being.



### Dok Online – David van Brakel

As an online marketing agency, we at [Dok Online](#), distinguish ourselves through our personal approach. No standard processes, products, packages or outcomes, but a service that suits you. We work with a marketing-according-to-need model whereby we seamlessly align all our services with your wishes.

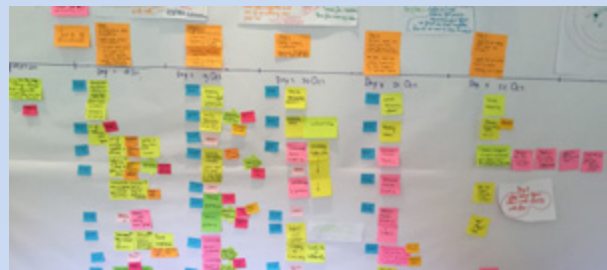
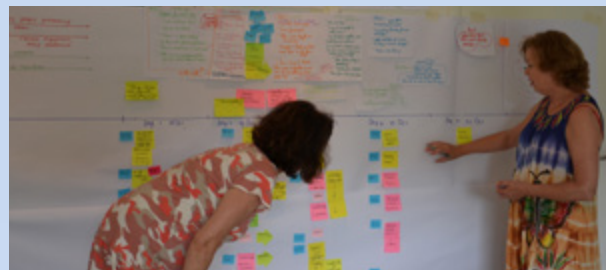
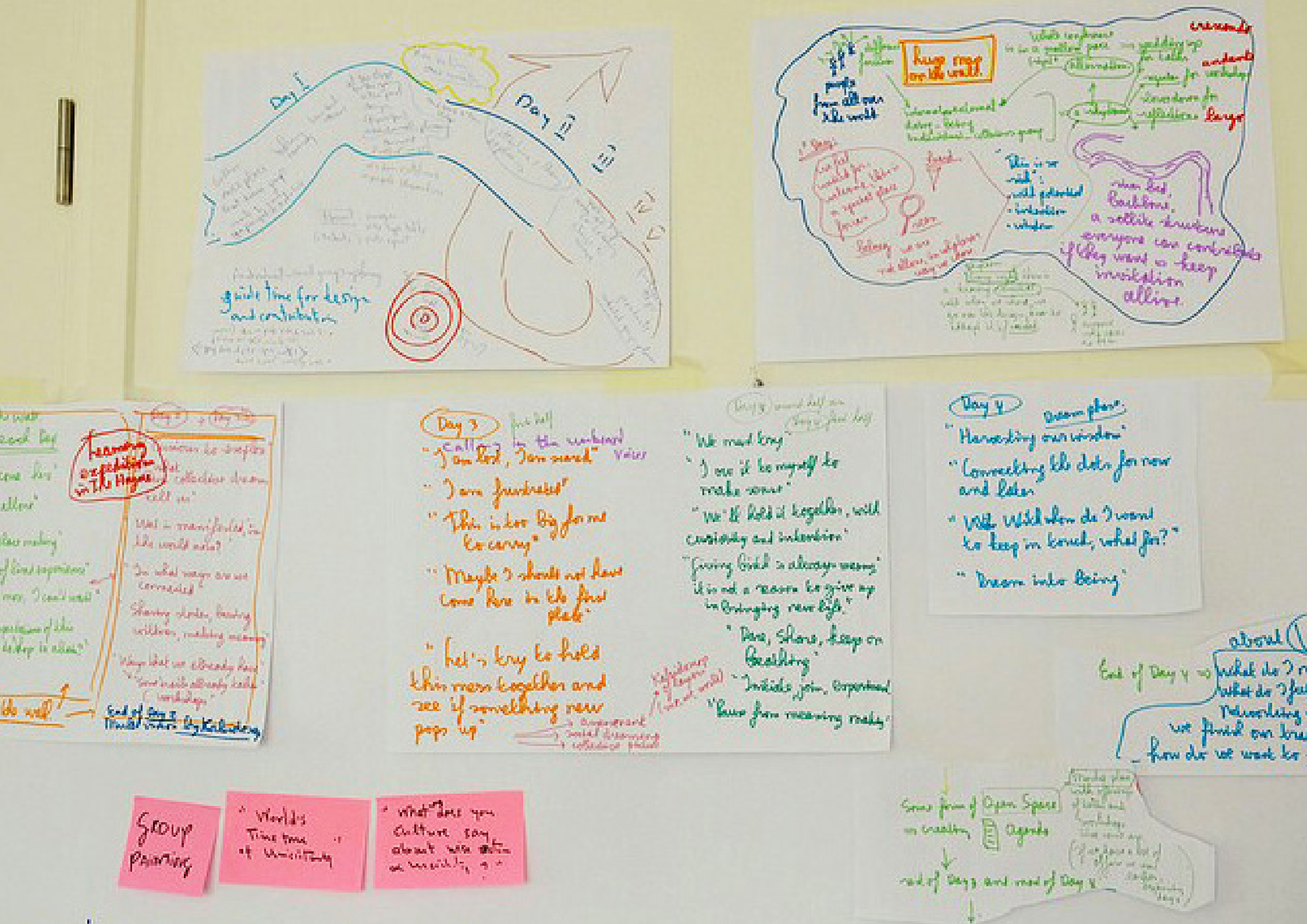


### De Baak Seaside Conference-hotel

Meeting, learning and connecting. At [De Baak Seaside](#) our guests are our priority. The meeting venues, the accommodation and our services are geared to our guests; they must be able to concentrate fully on their training program, meeting or event. In this way we help our guests maximize their learning efficiency. The sea, the dunes and the beach provide panoramic views. This provides space to think, surprise and marvel.







# WISE ACTION and UNCERTAINTY

## EXPERIENCE REPORT

### Conference design and invitation process

< The basic design ideas





&lt; Steering session Day 1

*The preparation process for our conference was set up in such a way that emerging insights and understanding would influence the design when needed. We wanted to follow this approach during the conference as well.*

*The conference is part of a larger process, that started long before the meeting in October 2017. An initial circle of contributors has been built. The contributors become co-invited and some of them also co-creators of the conference design.*

*The main flow of the design is to start the first two days with a structure to get to know each other and for exploring our experiences and knowledge; a wealth of TED-like talks, workshops. We wanted the third and fourth days to shape themselves using 'Open Space methodology', to allow for co-creation, the possibility and space for contributions to emerge and to be led by all participants/co-creators that feel inclined to do so.*

*Taking the idea of using emergence to the full, we scheduled a gathering of the design group every evening, to evaluate how we were doing, and discuss and adjust the design for the next day, wherever necessary. Every participant who wants to is welcome to join these steering sessions.*



Program COS Conference 2017, 18 – 22 October

Time	Day 1, 18 October	Day 2, 19 October	Day 3, 20 October
8.30		Opening the day in plenary: Morning News and tapping into the unconscious and the tacit	Opening the day in plenary: Morning News
9.00	Preparations		Story Bridge
9.15			Including Break
9.30		Surfacing global issues	
9.45			
10.00			
10.30		Break	
11.00		Ted-like talks, 2 par.	
11.20		Ted-like talks, 2 par.	Collective journaling
11.40		Ted-like talks, 2 par.	
12.00	Reception and welcome lunch	Lunch, self-arranged	Lunch, self-arranged
12.15	On the Go		
12.30	Opening and Welcome		Opening Space, Agenda setting
13.00	Coming together in plenary	Workshops round 1, 6 or 7 parallel	
13.30	Expectations and aspirations		
13.45	Break		
14.00			
14.30	Diving into what we do when we don't know what to do. Sharing lived experience	Break and harvest	Open Space round
15.00		Workshops round 2, 6 or 7 parallel	Including Break
15.30			
16.00			
16.15	Short Break		
16.30			
16.45	Talk Sandra Janoff	Break	Evening News
17.00	Talk Michel van Dartel		Design group meeting starting time to be decided (optional for participants)
17.15	Questions and Insights	Evening reflection and sensemaking	Dinner and evening program, self-arranged
17.30	Teaching and Ceremony by Angilaqaaq Angilakorsuaq		
17.45			
18.00	Evening News	Evening News	
18.15	Break	Design group meeting (optional for participants)	
18.30		Dinner, self-arranged	
18.45	Welcome dinner, collectively	Making music and singing together (optional)	
19.30			
20.00			
21.30	Design group meeting (optional for participants)		

## The story of COS Conference 2017

### COS Conferences

#### Conferences of experiences, reflections and actions

*The COS Conference is a hub for fresh ways of thinking, an opportunity for the exchange of innovative research and a space for co-creating visionary solutions within organisations, social profits and networks by exploring uncharted territory with the aim of benefiting society as a whole. COS Conference is held every one and a half years. COS Conference 2017 started a process on Wise Action and Uncertainty, finding and developing rules of thumb for what to do when you don't know what to do.*

#### Emergence of the question

We – the initiators of this conference: Tonnie van der Zouwen and Tova Averbuch – experienced strongly that we are living in rapidly and radically changing times. People all over the world seem to share the same experience. These are times in which sense-making is hard, in which it is difficult to figure out what to do. So the question rose between us... *What do we DO when we don't know what to do?* We reckoned that each one of us has some relevant experience and we, as humans, have all created some valid knowledge.

#### Creating an initial circle of contributors

So what do we DO? The answers to this question became our quest, we wanted to explore what people actually did. Our invite went out to people we know who might want to contribute with a talk or a workshop. People curious and passionate about the topic, or those who have deep experience and wisdom in working with uncertainty. People that are looking for fellow travellers to share, create and disseminate this type of wisdom. We started with an initial circle of 20 contributors.

We asked them to become a co-inviter: invite anyone and everyone who is passionate about this inquiry, and urge them to register and take an active part.

#### Personal invitation, weaving a web of relations

Almost every potential participant was invited personally. At the start of the conference we had 74 participants, with a wide diversity of experience and knowledge, of all ages, from all over the world. Leaders, scholars, students, artists, consultants, journalists, entrepreneurs, people who are deeply interested.

We started weaving our web of relations long before we met in October, through personal phone contact and email. If you like: here's a quick [hyperlink to the participants list](#) (which you may also find in this book).

#### Design group and facilitators

As we take emergence seriously, and want to work with what we notice, we gathered every evening with the design group, to evaluate how we were doing and discussed the need for adjusting the design for the next day. Participants were welcome in these meetings to contribute to the fine-tuning of the program.

As initiators, Tova Averbuch and Tonnie van der Zouwen were the lead facilitators. During the conference Peggy Holman, Julia Maaru and Miriam Subirana stepped in to facilitate collective activities.

#### Design and program

The design and preparation process of this conference was an emerging work. Yve Susskind, developmental evaluator, stepped in to fine-tune the way of harvesting. For all parts of the conference we added activities for documenting and harvesting insights and plans.

We used a structure with a wealth of TED-like talks, workshops, space for emerging contributions by all participants/co-creators who wanted to. Interaction and exchange of knowledge, stories, wisdom, methodologies, practices were key.

In this book you may find impressions of talks and workshops. You can also follow the program day by day and in the appendices the detailed script that reveals what went on behind the scenes.

We see the conference as part of a larger process and we will continue with a network of networks to create wisdom on what to do when you don't know what to do. You are invited to participate and follow this process on [www.cos-collective.com](#)

To view or engage in the ongoing discussion, you may want to check our [Facebook page](#).





Meeting up to start designing

From January 3 to 8 of 2017, Tonnie van der Zouwen travels to Israel to meet with Tova Averbuch. They develop the first outlines of the conference: a 5-day conference on What do you do when you don't know what to do: about Wise Action and Uncertainty.

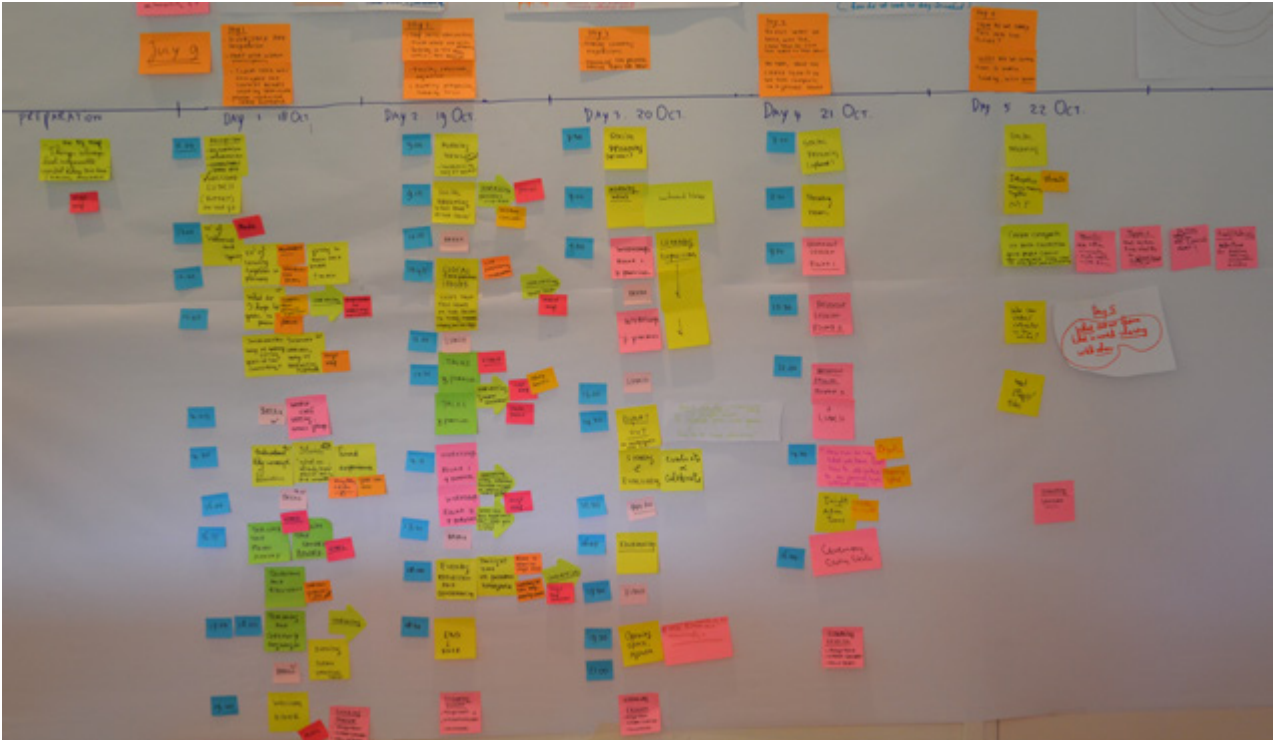


Tova Averbuch working on outlines

Tova travels to Tonnie's place in the Netherlands on July 5, 2017. They further develop the conference design until the 9th of July.



Tonnie and Tova discussing the design of Day 4



July 9th, Overview of the conference design

July 9, meeting with Doris Gottlieb at Schiphol airport, preparing Learning Expeditions that were originally planned for the third day of the conference.



Doris Gottlieb and Tova

End of August, Yve Susskind joins the design team, especially for organising the process of harvesting.



Tova, Yve and Tonnie meeting up on Skype

Invitations and program

What do we DO when we don't know what to do?

**COS Conference 2017**  
18 – 22 October 2017  
Noordwijk, Netherlands

**Taking Wise Action in Uncertainty**

What if I invited you to take an active part in exploring the making and mending of life in uncertain times?

We are living in rapidly and radically changing times, in many places of the world - times hard to make sense of, when it's difficult to figure out what to do. SO...

**What do we do when we don't know what to do?**

Each one of us has some relevant experience and we, as humans, have all created some valid knowledge. Come and join a 4-day learning expedition to explore, share and create our collective wisdom, and to form guidelines and directions to unmapped territories of emergent futures.

**IF YOU ARE:**

- *Worried about the future* – yours, your community's, the world's...
- *Confused yet looking for ways to partake in these radically and rapidly changing times*
- *Curious and passionate* about this topic and want to meet other wonderful people like you

**Save the days 18-22 October 2017**

We shall meet in Noordwijk on Sea, North of The Hague, Netherlands  
[Conference hotel De Baak Seaside](#)

**Call for contributions**  
This is an emerging process – you are invited to step in and offer a lecture, a workshop or any other contribution you consider essential for our collective exploration.

Challenging Organisations and Society

**Wise Action and Uncertainty**

COS Conference 2017  
18 – 22 October 2017, Noordwijk, Netherlands

REGISTER NOW ON [www.cos-collective.com](#)

**What do we do when we don't know what to do?**  
**Wise Action and Uncertainty**

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*If you are:* Curious and passionate about the topic, or have deep experience and wisdom in working with uncertainty, if you are looking for fellow travellers to share, create and disseminate this type of wisdom please join us for a 4-day learning expedition and an optional 5th day for writing and creating products.

*What we will do and aim for:*

- Explore, share and create our collective wisdom
- Build capacity for navigating unmapped territories
- Form guidelines for wise action in times of uncertainty
- Draft a **BOOK** and other products for spreading it to relevant people and systems

*Who will be there?* We are inviting 70 – 100 participants/co-creators, with a wide diversity of experience and knowledge, of all ages, from all over the world. Leaders, scholars, students, artists, consultants, journalists, entrepreneurs, people who are deeply interested. We intend to start weaving our web of relations long before we meet in October - stay tuned!

*Design, program and facilitation:* The design and preparation process of this conference is an emerging work. We use a structure with a wealth of ted-like talks, workshops, space for emerging contributions by all participants/co-creators who want to. For detailed program and conference information see **next pages** or go to [www.cos-collective.com](#). Feel free to approach us with more ideas!

*Become a co-inviter:* Invite anyone and everyone who is passionate about this inquiry, and urge them to register and take an active part.

**We are very excited to invite you to actively take part!**  
[Tonnie van der Zouwen and Tova Averbuch](#)  
Designers and large group facilitators

[www.cos-collective.com](#)

April 7th, invitation to initial circle of contributors

When the members of the initial circle are invited, they become co-invitors and send out their invitations from the first week of July to beginning of October 2017.

REGISTER NOW ON [www.cos-collective.com](#)

**Wise Action and Uncertainty**

COS Conference 2017  
18 – 22 October 2017, Noordwijk, Netherlands

Challenging Organisations and Society

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Designers and large group facilitators

[www.cos-collective.com](#)

First week of July, invitation to all participants

Overview design COS Conference 2017, 18 – 22 October (version 9 October)						
Time	Day 1, 18 October	Day 2, 19 October	Day 3, 20 October	Day 4, 21 October	Day 5, 22 October	
8.30		Opening the day in plenary: Morning News and tapping into the unconscious and the tacit	Opening the day in plenary: Morning News	Kaleidoscope, holographic, multi-perspective look at real issues		
9.00	Preparations		Story Bridge	Opening the day in plenary	(optional)	
9.15		Surfacing global and personal issues		Open Space round 3	Day 5 will be dedicated to product making and the creation of infrastructures for co-production.	
9.30		Break	Break	Including Break		
9.45		Ted-like talks, 2 par.		Open Space round 4		
10.00		Ted-like talks, 2 par.		Including Break		
10.30		Reception and welcome lunch	Opening Space, Agenda setting	Lunch		
11.00		On the Go	Lunch, self-arranged		The planning for this day will be made together, emerging during the first 4 Days.	
11.20		Opening and Welcome				
11.40		Coming together in plenary		Meaning making and looking for patterns and themes for heuristics		
12.00		Workshops round 1, 6 or 7 parallel		Where do I want to take it from here?		
12.15		Break		Closing circle of Open Space		
12.30		Diving into what we do when we don't know what to do. Sharing lived experience		Informal drink and meeting	Steering committee session. Starting time to be decided (optional for participants)	
13.00		Break and harvest		Dinner and evening program, self-arranged		
13.30		Workshops round 2, 6 or 7 parallel				
13.45		Open Space round 2				
14.00		Including Break				
14.30		Evening News				
14.45		Evening reflection and sensemaking				
15.00		Evening News				
15.15		Break				
15.30		Evening News				
15.45		Evening News				
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54.15		Evening News				
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64.00		Evening News				
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64.30		Evening News				





# WISE ACTION and UNCERTAINTY

## EXPERIENCE REPORT

### Setting the stage

< Beach entrance in front of de Baak





*The afternoon before the conference and the morning of Day 1 the stage is set for the five-day conference. Preparing the main room, news room, reception desk. Briefings with De Baak housekeeping and technicians. Fine-tuning with the micro teams and getting all materials in place.*

< Preparation team: f.l.t.r. Aliza, Tova, Lucy, Yve, Doris, Peggy (Tonnie taking photo)



**(Micro) teams**

Tova Averbuch and Tonnie van der Zouwen consult De Baak Seaside housekeeping to make sure everything is clear for the services and room setup. Micro teams have been set up to handle parts of support and facilitation. Doris Gottlieb coordinates the welcoming and hosting. She also functions as a contact person for De Baak, for practical matters. Students will work with Andrea to provide help with logistics, and with guidance from Yve and Ineke van Kruining, will provide on-site support for the harvesting process. David van Brakel, a technician from De Baak and three students take care of video and sound. For overall facilitation a team is formed consisting of Tova, Tonnie, Yve and Peggy.



Briefing with the design and preparation team

**Preparations**

Each student needs to receive an orange key cord, so they will be clearly recognisable. Folders are prepared for all participants. These contain worksheets, sticky notes for golden nuggets, a marker, a diary/notebook and a program overview. All of this is to enable participant note-taking and public sharing of wisdom and insights, which facilitates harvesting. At the reception table in the main hall, Doris double-checks the reception procedure with De Baak.

Everything is put into place; coloured key cords for participants, name cards and the participant list for checking in.

**Main room**

We aim at an inviting, hospitable and practical setup of the main room.



Autumn flowers, part of the centrepiece bouquet for the main room

**News room**

We set up a news room, with laptops, printer and video devices, for working on recordings and other documentation.

**Information Wall**

One of the design principles of the conference is that all information stays available for all participants at any time. Everything we need to know and everything we produce is placed on the walls. The Information Wall serves to hold all information participants need to work productively. We put up titles for what goes where from all harvesting actions. Allotted sections are 'Hopes and aspirations'; 'Lived Experience'; 'Glocal Issues'; 'Other inspirations'. We use large paper sheets, as sticky notes would not stick well on the wall.

We place flip-charts for: program schedule; harvesting guidelines; information (Wi-Fi code, Twitter #COSconf2017, website COS with schedule, participant list, meals, travel, phone numbers etc.). Tape and markers are dispersed.

**Landscape Map**

We create a large – 10 meters wide by 2,5 meters high – Landscape Map. This map is meant to become a collective overview of the harvest of the conference. With heuristics and patterns for what to do when you don't know what to do, presented as elements in a landscape.



Lucy and Aliza stick three 10 mtr. paper scrolls to the wall

On the outset it contains: valley of hopes and expectations; roads; trees; clouds; waterfalls; mountains of fears. Elements that will be added over the five days need to be drawn on cards and put on the map with flexible glue, so they can be moved around. The cards can be used for elements and connections; there will be no direct writing on the map! Small yellow sticky notes are designated to be used as golden nuggets, clouds are to carry basic principles. We put up a large banner to remind us of the conference title in a colourful way.

**Preparing the rooms**

We needed to get the news room set up in advance. The student group of Avans – we had started to call the Avans COS team – helped out Tonnie, David, Aliza, Lucy, Yve and Doris. To support the processes behind the scenes and have all media available, we installed laptops, a printer and cameras. We made sure to have enough printing paper.

The large room where all participants were to meet for the large-group activities was decorated with a vase containing a gorgeous bouquet of flowers. A music system was made ready to fill the space.



Aliza displays the basic working principles

**Briefing**

As the harvest of the conference is extremely important, the Avans COS team receive a briefing in how all wisdom will be 'caught'! The final check on the program is made, we discuss if all tasks are clear, everyone knows which materials need be in place. Yve and Aliza are there to aid the students.



Briefing of the Avans COS team

**Reception desk**

The video system and projection are tested by the technical team. By means of the script (see appendices) Tova, Tonnie, Peggy, Doris and the students take a last look at the design, facilitation and hospitality procedures.



Welcoming team Doris and Peggy

By 12am we are ready to receive our fellow participants...





# WISE ACTION and UNCERTAINTY

## EXPERIENCE REPORT

**Day 1: Creating a field of energy and connections**

< Ineke van Kruining and Avans students checking in with Peggy Holman



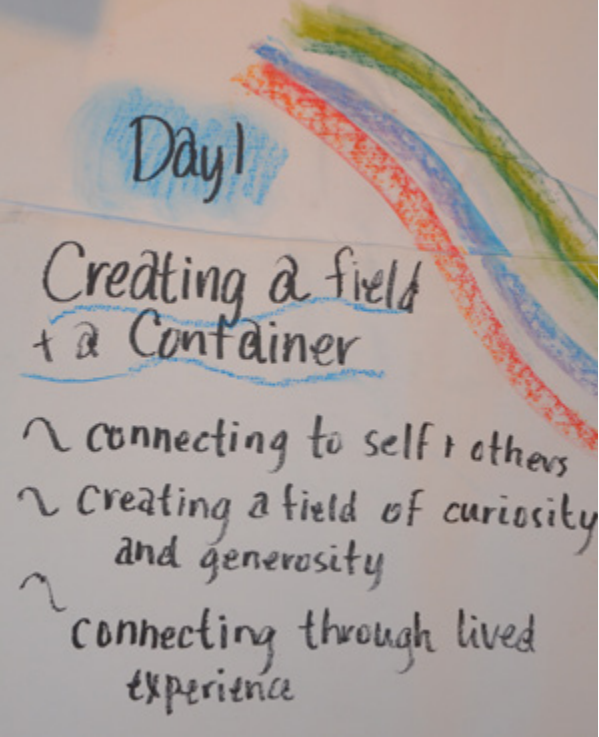


< Participants taking notes while being introduced to the process

Time	Day 1, 18 October
8.30	
9.00	Preparations
9.15	
9.30	
9.45	
10.00	
10.30	
11.00	
11.20	
11.40	
12.00	Reception and welcome lunch
12.15	On the Go
12.30	Opening and Welcome
13.00	Coming together in plenary, wind blows, hopes and aspirations
13.30	Introduction way of working and harvesting
13.45	Break
14.00	Diving into what we do when we don't know what to do.
14.30	Sharing lived experience
15.00	
15.30	
16.00	
16.15	Short Break
16.30	Ted-like talk 1
16.45	Ted-like talk 2
17.00	Questions and insights
17.15	Teaching and Ceremony
17.30	
17.45	
18.00	
18.15	
18.30	Evening News
18.45	Break
19.30	Welcome dinner, collectively
20.00	
21.30	Steering committee session (optional for participants)

- Day 1 General idea**
- **Start with wisdom of participants;**
  - **Divergence and inspiration;**
  - **Participants claim their own will, space and context before hearing from others;**
  - **Provide inspiration, shared experiences.**

**Main Flow of day 1**  
Day 1 is about getting to know each other, collecting stories and discovering ‘what we do when you don’t know what to do’. We do this through sharing our lived experiences, listening to TED-like talks, and making ‘collective memory’ on a large map on the wall. Eskimo spiritual leader Angaangaq Angakkorsuaq provides a teaching and ceremony session. We close the day with a welcome dinner and a steering meeting.







Checking in



Welcome lunch

**Welcome lunch**

At the reception desk, we invite people to join the welcome lunch ‘on the go’, and to talk with someone to share first encounters, handshakes, asking why the other decided to attend...

**Coming together**

An opening word to the large group in the main room. The facilitators, Tova and Tonnie, introduce themselves and extend a warm welcome. Everyone is invited to say hello in their own language, which leads to a pleasant buzz and smiling faces. All people involved in setting up the conference are asked to stand up, so they stand out for just a moment, and be recognised in more senses of the word. Tonnie elaborates on the intention of the conference, the exploration, the importance of sharing, the necessity of generating new ideas and heuristics, disseminating what it is that we hope to find, our added value.



Tova explains the conference flow

Tova concludes with an overall framing of the conference, what the main flow is going to be. And the flow begins! Music is turned on and we are invited to move around. In three ‘rounds’, the assignment is to form a group of three and discuss: Who am I, how do I feel in this moment, right now?

Another round, more energy in the room. Again a group of three, now answering ‘who am I’? Share a small funny story of cultural embarrassment that I encountered... By the third round, people are almost dancing around the room. In threes: Who am I? Share an event that changed your life. A dynamic way to break the ice, deepen the first contact and start sharing wisdom.



Getting to know each other

**Wind blows**

Peggy Holman lets us ‘blow with the wind’: a way to see similarities and differences in the room. So we can identify who is here. We stand along the room in a large circle. Peggy says: ‘The wind blows for...’ At every statement she poses, people for whom the statement is true, cross the room and take another place in the circle. The person left standing in the center makes the next statements: everyone from America, over 60, under 40 etc. This way we get to know a little bit more about our companions.



Peggy introduces ‘the wind blows for...’

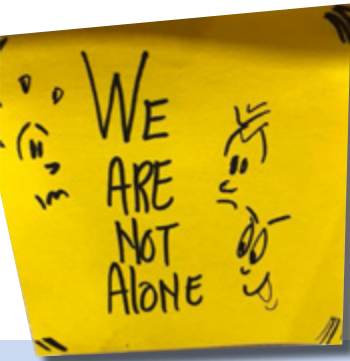
**Hopes and aspirations**

Everybody is back in their seats when Tonnie invites us to take time to reflect and to share our hopes and aspirations for the conference. She pushes us a bit further by saying; What would ‘blow my mind’, exceed my wildest dreams and expectations if this were to happen, here during the conference? We are invited to say the question posed out loud in your own language and take a moment to think about it and write our answer in our diaries.



Tonnie invites for sharing our hopes and aspirations

After everyone has finished writing, form groups of three and take five minutes to introduce ourselves briefly and share our hopes aspirations, and then discuss what stands out for the trio. We write the outcomes on three stickies (per group), one idea per sticky.



In groups of three



Each person shares hopes and inspirations for the conference



What stands out?



Then we come together in plenary again. We share our hopes and inspirations using pop corn style: What pops up? Who has something to add? Each group is invited to post their own stickies on the Information Wall and to feel free to place stickies that seem related near each other. We are supported by students Colin and Stijn. They help us cluster as much as possible on the fly.



Overview of the hopes and aspirations

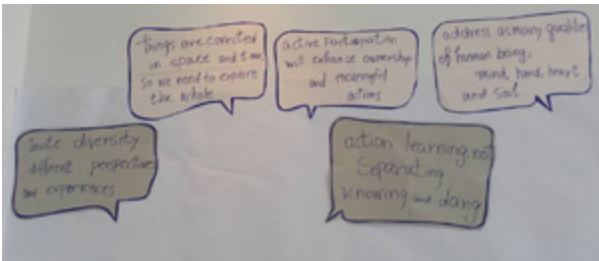
**A summary of our hopes and aspirations**

- Find comfort in uncertainty, knowing that you don't know, stop hunting and it will come to you
- Connections, to others, to body, to (inner) wisdom
- A network of networks, a community of wisdom
- Make allies in unexpected places, 'enemy territory'
- Breaking out: Beyond rationality, not only verbal ways, out of our own systems, stay/become open minded
- Meaningful action, what is our work to do in the world? What is next?
- New practices
- Love yourself



**Way of working**

The wall is filled with stickies. When everyone is seated again, Tonnie continues with explaining everything we need to know about the way of working. First she explains the principles of the design and the implications of the intended way of working, pointing to the principles posted on the wall. Tonnie tells us how the strive for ownership, participation, is core to the conference, and she invites us to become leaders and self-manage. She stresses that we will do our own information gathering, analysis and meaning-making as much as possible, in real time.



Basic design principles

**The basic design principles**

- Things are connected in space and time, so we need to explore the whole;
- Active participation will enhance ownership and meaningful actions;
- Address as many qualities of human beings as possible: mind, hand, heart and soul;
- Invite diversity, different perspectives and experiences;
- Action learning, not separating knowing and doing.

Tonnie explains how the design reflects the topic of the conference by stating we don't know what is going to happen, the process is emergent, we don't know what the Landscape Map will look like in the end. Tonnie invites each and every one of us to address as many qualities we have as possible. To use our mind, body, heart and soul for finding meaningful ways of going forward in unmapped territory, generating integrating knowing, learning and doing.

In the process we will work in a rhythm of diverging and converging, of working individually, in small groups and in plenary. While being assisted by several micro teams. These micro teams are introduced to us; the facilitating team, Tova and Peggy stand up and say their name; Ineke, Doris and students forming the logistics and hospitality team do the same; lastly the harvesting team, made up by Yve, Aliza and students make themselves seen.

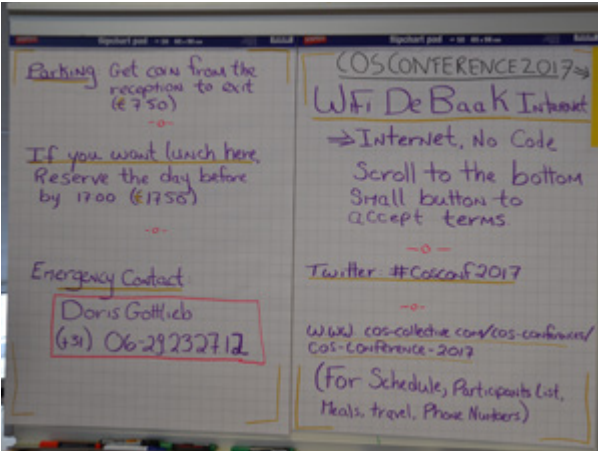
**Practical matters**

As for the program, we are asked to open our folder. It is explained that after this introduction we will take time to explore and share our lived experience. Then we will get inspired by the talks of Sandra and Michel, followed by a very special teaching of Eskimo wisdom by Angaangaq. We get a warm invite to join the welcome dinner starting at half past eight.



Participants in plenary

Tonnie goes on to invite everyone to be a timekeeper to enable us to start and finish on time, and informs us that sometimes a bell will ring when plenary work is supposed to start. She explains that every evening the design team will reflect on how we are doing and look forward to the next day. Participants are invited to join the design team if they wish.



Practical information made available on a flip-chart

**How we harvest**

Questions from participants are answered. Then Tonnie introduces Yve, a developmental evaluation specialist, who will take an advisory and guiding role for the harvesting done during the conference.



Yve Susskind explains the way of harvesting

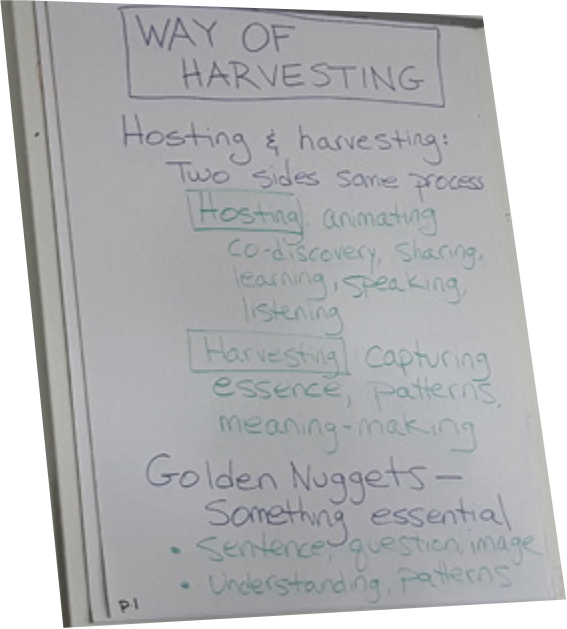
**Wisdom catching**

Anyone who wants to, can be a 'wisdom catcher'. Yve takes us through the key points of the Harvesting Guidelines. She explains that 'golden nuggets' are insights about being and acting in uncertainty that we write on the yellow sticky notes and post on the Information Wall, under the headings for each section of the agenda. All outcomes of sessions also go on the Wall so all information will be available at all times. She then explains the difference between the Information Wall and Landscape Map. Whereas Golden Nuggets are ideas that feel important, once we understand why they are important – what role they play in the landscape (e.g., nurturing fertilizer or rain, cliffs to fall off, traps to fall into, rivers that converge) – once patterns and conclusions start to emerge, these go on the Landscape Map, using colour and imagery to represent the ideas visually. She reminds us to use flexible glue in case there is a need to rearrange. She assures us that in addition to the two Walls, every step in the process and all outcomes will be documented for a photo report or video.



Instruction for the Landscape Map

We are all invited to share impressions, findings, stories etc. on social media using #COSconf2017, respecting privacy and sensitive personal information.



**Lived experience**

After the break, Tova explains the concept of Heuristics: simple practical strategies for problem solving, like rules of thumb, or intuitive judgments, which elicit the sharing of and conversations on lived experience. What does it feel like when we don't know what to do? What do we do then? She invites us to share a story of a time when we did not know what to do. What does it feel like? What did we do?



Tova explains heuristics



We form groups of three to share experiences. Tova reminds us to start harvesting, using the activity worksheets provided and also using our diaries. Students take pictures and notes.



Groups of three, divided roles: teller, listener, recorder



The teller shares a story of lived experience with the partners



The recorder takes notes, the listener helps catching wisdom

When a story is told, participants in the group of three shift roles, until all three have told their story. Than the bell reminds us that we have to take the next step. We get two minutes of silence to reflect individually. Think about the golden nugget we take from sharing our lived experience. We may write this down in our diaries and on post-its.

### Shared golden nuggets

We are invited to share our nuggets in plenary, pop-corn style. Tonnie asks us who has a similar one, something different, something to add? The nuggets get posted on the Information Wall. Completed worksheets are collected and put in a binder for anyone who wants to look through them.



Popcorn sharing of the golden nuggets of the lived experience

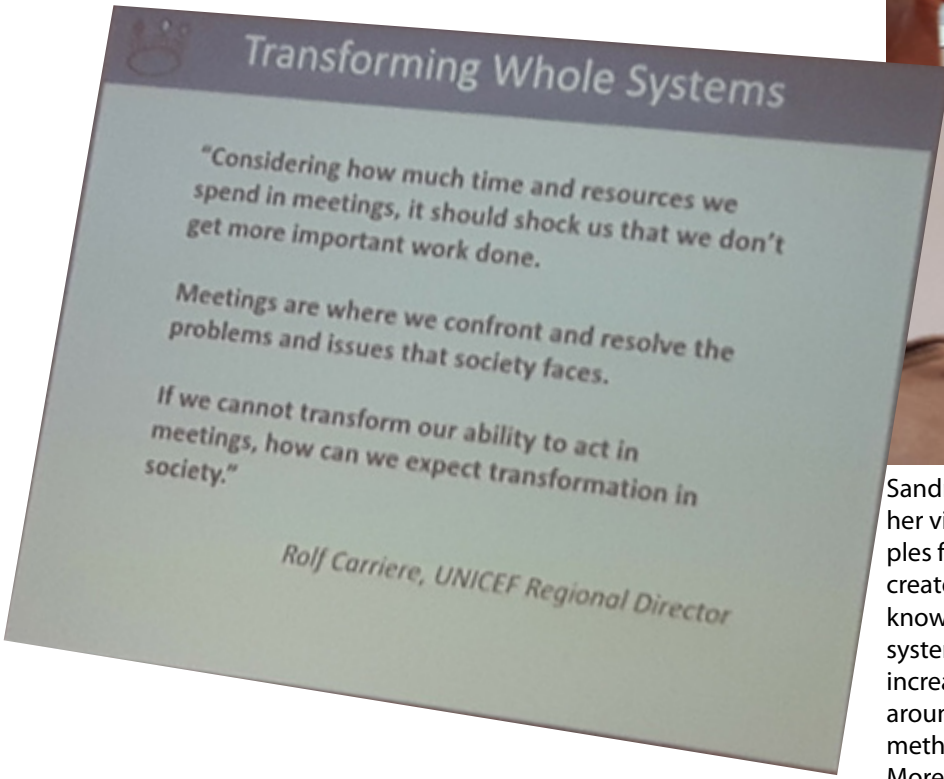


Collected golden nuggets

The insights and conclusions of the Shared lived experience session are presented at the end of this chapter, in the paragraph 'Meaning making'.

### Break

There's a short break. We are urged to be back in 10 minutes for the TED-like talks, which will be recorded in their entirety.



### Talk Sandra Janoff

Facilitating a system to transform itself [\(video\)](#)



Sandra Janoff 'kicks off' the TED-like talks by sharing her views on non-traditional leadership and principles for whole systems change. In her work, Sandra creates conditions that enable people to use the knowledge and experience they have to transform systems under conditions of non-stop change and increasing diversity. She brings 25 years of experience around the world in nearly all sectors. Her ideas and methods are set out in her best-selling books, Lead More -Control Less; Eight Advanced Leadership Skills that Overturn Convention and Future Search: Getting the Whole System in the Room for Vision, Commitment and Action. See [www.futuresearch.net](http://www.futuresearch.net)

### Talk Michel van Dartel

Unravelling human situatedness through art [\(video\)](#)



To advance society we need to unravel human situatedness. In his talk, Michel proposes art as a strategy to do so. Michel is a research professor at Avans University of Applied Sciences and senior curator at V2\_ Institute for the Unstable Media. He holds an MSc in cognitive psychology and a PhD in artificial intelligence. See [www.v2.nl](http://www.v2.nl)

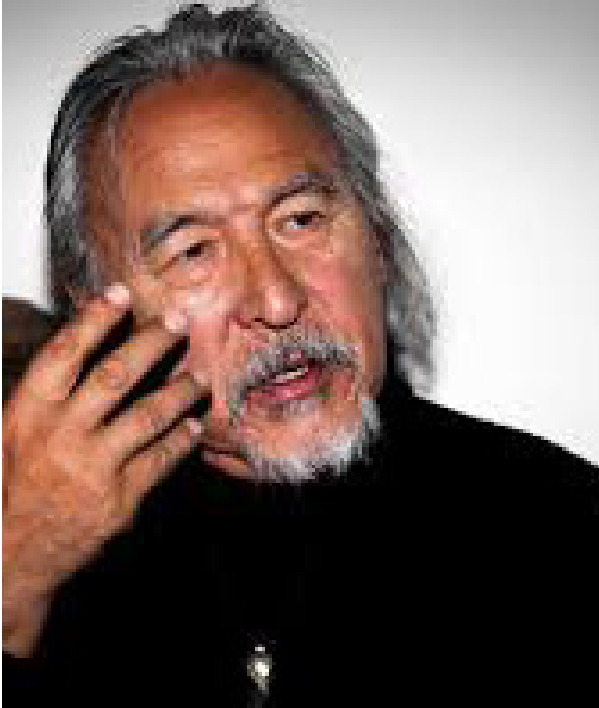
### Questions and insights

After these two inspiring talks, there is a call for reflection. We are asked: What comes up? What stood out for you? Just ponder on these... When everyone seems to have finished their reflection we go on to popcorn sharing - one person shares, others feel free to add. Two Harvesters transcribe what is shared onto A4 sheets. They take turns writing. One harvester collects and a third one posts on everything on the Information Wall.



Teaching & ceremony - Angaangaq Angakkorsuaq

Coming home to yourself



Angaangaq performs a teaching and ceremony from the Eskimo-Kalaallit people, a peaceful culture thousands of years old that has never known war. He is a Great Shaman, healer, storyteller and carrier of the Qilaut (wind drum), and Eskimo-Kalaallit Elder, whose family belongs to the traditional healers of the Far North from Kalaallit Nunaat, Greenland. He bridges the boundaries of cultures and faiths in people young and old. His work has taken him to five continents and over 60 countries around the world. His teachings are deeply rooted in the wisdom of the oral healing traditions of his people. See [www.icewisdom.com](http://www.icewisdom.com)



Angaangaq shares Ice Wisdom



Ceremony of the wind drum



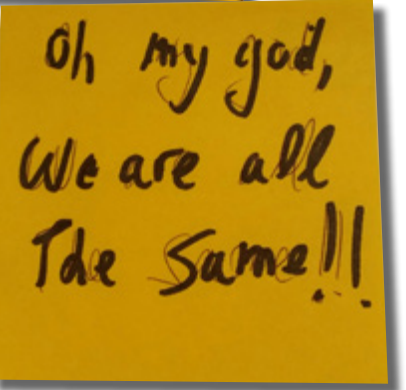
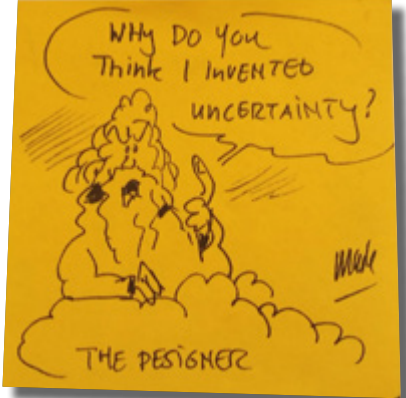
Every participant gets involved

Qilaut, the Eskimo Wind Drum, is a circle that has no beginning nor ending, in which we all belong. Only The Man Who Made Us – The Great Creator – holds the handle, and every time He touches upon the rim, He hears the heartbeat of mankind. The stronger the heartbeat the healthier mankind is. There is an old prayer that says – my prayer is that we will all have a strong heartbeat so we can be healthy together – and since it is your heartbeat, every time you talk to your heart, she will always speak back. So now it is for you and I to learn to listen to our hearts.



Impacting ceremony

When Angaangaq finishes, we are invited to reflect on what the ceremony meant for us, what we experienced and asked to share questions. We are encouraged to write this down in our diaries. People walk around to add golden nuggets to the Information Wall. These are less verbal, we notice more images and feelings.



Evening News

Tonnie takes us through some practical matters and invites people to join the design meeting in the main room, later that evening. She announces the welcoming diner, that will start at half past seven. We have decided to let the design meeting take place before dinner.

Design meeting at 6.00 p.m.







# WISE ACTION and UNCERTAINTY

## EXPERIENCE REPORT

**Day 2: Sharing skills  
and practices**

< Doris Gottlieb talking about the knowing is in the doing





< Marcel Elsenaar presenting patterns discovered

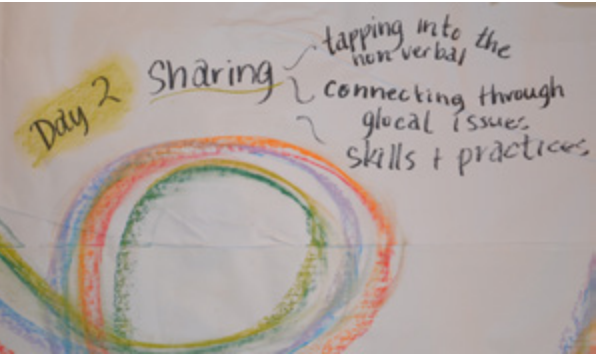
Time	Day 2, 19 October
8.30	Opening the day in plenary: Morning News and tapping into the unconscious and the tacit
9.00	
9.15	
9.30	Surfacing glocal issues
9.45	
10.00	
10.30	Break
11.00	Ted-like talk
11.20	Ted-like talks, 2 par.
11.40	Ted-like talks, 2 par.
12.00	Lunch, self-arranged
12.15	
12.30	
13.00	
13.30	Workshops round 1, 6 or 7 parallel
13.45	
14.00	
14.30	
15.00	Break and harvest
15.30	Workshops round 2, 6 or 7 parallel
16.00	
16.15	
16.30	
16.45	
17.00	Break
17.15	
17.30	Evening reflection and sensemaking, integration and harvesting
17.45	
18.00	
18.15	
18.30	Evening News
18.45	Steering committee session (optional for participants)
19.30	
20.00	Dinner, self-arranged
21.30	Making music and singing together (optional)

General idea: Sharing skills and practices

- **Tapping into the unconscious flow state via social dreaming;**
- **Inviting in the real world in, felt sense of issues;**
- **Feeling, emotional, cognitive;**
- **Sharing perspectives, sharing skills.**

Main flow of day 2

Throughout the day TED-like talks continue and workshops are offered. All exploring what to do when you don't know what to do. Insights and guidelines are harvested from every session and collectively shared in plenary.





**Preparation**

Before the start water was provided in all breakout rooms, materials for talks were checked, schedules with names of talks and workshops were put up in the corridor to enable people to choose their sessions and make their agenda.

**Opening in plenary: Morning news**

Tova connects what happened yesterday with what is planned for today, and shares some administrative notes.



Tova sharing morning news

**Tapping into the unconscious and the tacit**

Miriam Subirina guides us through meditation, which is followed by journaling.



Miriam introduces the meditation

Ten people come up with one sentence that is shared using the popcorn method.



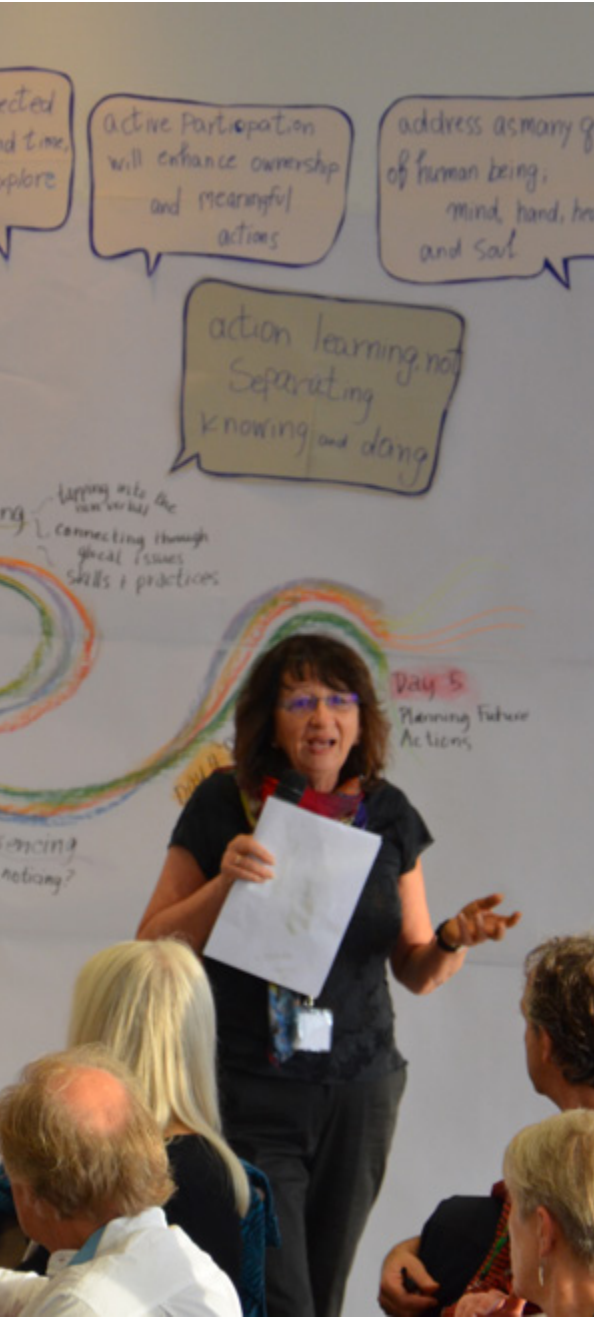
Popcorn sharing of insights from the meditation

**Surfacing glocal issues**

We are kindly invited to surface glocal issues. Tova leads us through this activity. We are invited to sit in threes, then individually go back home to look for one to three issues and write them down. When done we share these with our two companions. We choose one issue per person and write it clear on an A4 sheet.



Writing down our glocal issues



**Clustering**

After matters seem to have surfaced, Tonnie asks us to stand up with our issue in front of us and start walking and intuitively cluster with people.



Who has a similar issue?

Groups form quite naturally. We sit together and explore; what makes us a cluster. We write the name of our cluster and the insights we have taken from our conversation on a 'glocal issue summary sheet'.



From each cluster someone shares the main insights

**Harvest part 1**

First we start harvesting by cluster. When done we get to share our findings and insights in plenary, for which we get one minute to mention our cluster name and one insight. The presentations are video recorded and the main insights go to the Landscape Map.



Discussing the issue in the cluster group







**Clusters of glocal issues that came up**

***Fire as a symbol***

Missing dialogue, holistic view about the issue, holistic prevention and fighting of fire, fire as symbol for transformation, phoenix out of the ashes, the healing fire.

***Connecting across differences***

The need to belong separates us, causing splits in society and difficulty of connecting with those who are different.

***Energy***

We need energy in many manifestations. Personal, environmental, social, political

***Reframing negativity***

Reframing, re-energising of negative experiences and humiliation. Letting come and letting go an appreciative life. Fight, with focus of energy.

***Ubuntu is our home planet, how do we live well together?***

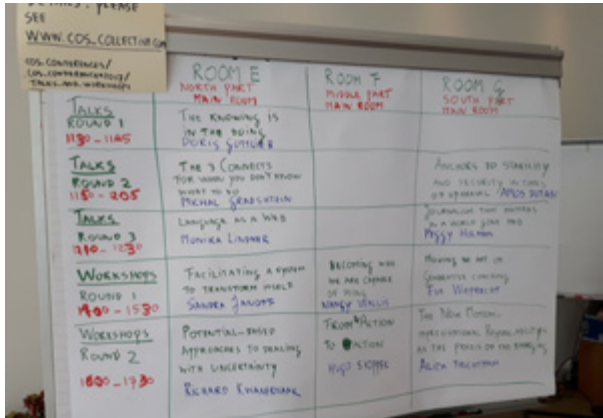
Each of these issues is tough. The answers seem simple, but changing the story is not easy. What would happen if political leaders had to answer to the children? Authentic service, both personally and professionally. How can I serve you? Focus on the children, they could be the start of the solution.



**Harvest part 2**

For the second harvesting part, Tonnie asks us: What are we noticing? Yve guides the students in deciding whether things go on either the Information Map or Landscape Map. All issue summary sheets are collected for further analyses.

Then we are given instructions for what happens after the break. There will be three rounds of talks and two rounds of workshops. There is no need to sign up, it will be on a first come, first served basis. It is emphasised that all information on what is where is to be found on the overview on the wall near the coffee corner. We are reminded to continue harvesting.



Tonnie writing down the workshop schedule

**Tonnies diary**

Some notes from Tonnies diary, reflection on Day 2  
What stayed with me:

- The strong feeling that we are all human beings. We need to focus on what we share, not what divides us.
- From Angaang's teaching: Hang on in your assignment and never give up
- What is happening with me? A transition to letting go of things I cannot control, to doing nice things with nice people. Why is it so difficult to let go of control?



Talk Doris Gottlieb

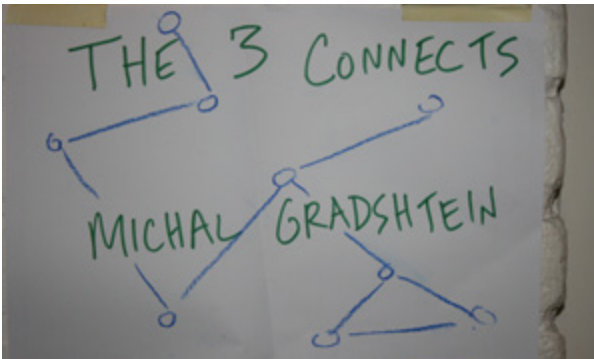
Not knowing as deep knowing [\(video\)](#)



Doris takes us along an enquiry into the wisdom of being present and not knowing as a way of greater knowing. Doris works as an educator, consultant and facilitator, guiding people to come in contact with their power and wisdom. She is a certified Genuine Contact trainer, holds degrees in Mass Communication and Media, and Theatre.

Talk Michal Gradshtein

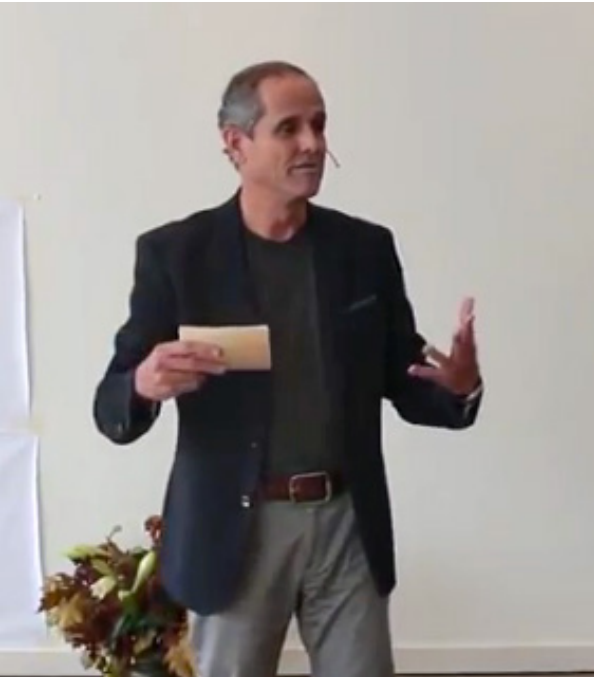
The 3 Connects for when you don't know what to do (video not made public)



Not knowing what to do can be thought of as ‘a state of disconnect’. In order to figure out our way in the fog, Michal claims we need to engage in connecting to others, connecting to ourselves, and connecting the dots. Through this process of connecting, paths emerge, and situations clarify.

Talk Amos Dotan

Anchors to stability and security in times of upheaval [\(video\)](#)



Amos asks us: is the necessity to separate from familiar models and values, and enter a world of uncertainty, unique to our era? What anchors and foundations can we base on dealing with a changing world characterized by uncertainty and anxiety? He talks about a farewell to the familiar and the old. With courage and willingness to build new models. Amos is an urban and regional planner, historian, geographer and lecturer, specializes in managing and leading communities for change and strategic planning. Director of a rural community in northern Israel, lieutenant colonel (ret.) in the Israel defence.



Talk Monika Lindner

Language as a web [\(video\)](#)



Monika poses that being in the midst of our globally and environmentally interconnected lives, bearing openness and not having clarity is a virtue. From this perspective, she finds ‘not knowing what to do’ a promising starting point! She believes that attitudes that do not jump to easy conclusions or simplified assumptions need supportive practices in developing what is at stake: more than facts, information and data can easily convey. Monika shares perspectives on the intricacy of experiential backgrounds and on possibilities to creatively unfold ‘what matters’ in complex settings, questions and constellations.

Talk Peggy Holman

Journalism that matters in a world gone mad [\(video\)](#)



Peggy believes, the stories we tell ourselves shape the way we see the world. And that shapes our behaviour. As cultural storytellers, journalists influence the narratives we share. In 1999, a racially motivated shooting sparked her seventeen-year journey working with journalists to reinvent their work so that people, communities, and democracy thrive. Peggy is the award-winning author of Engaging Emergence: Turning Upheaval into Opportunity, author of The Change Handbook, Executive Director of Journalism That Matters.

102th CONFERENCE/ CONJUNCTION/ TALKS AND WORKSHOPS

	ROOM E NORTH PART MAIN ROOM	ROOM F MIDDLE PART MAIN ROOM	ROOM G SOUTH PART MAIN ROOM
TALKS ROUND 1 1130 - 1145	THE KNOWING IS IN THE DOING DORIS GOTTLIEB		
TALKS ROUND 2 1150 - 1205	THE 3 CONNECTS FOR WHEN YOU DON'T KNOW WHAT TO DO MICHAL GRADSHTEIN		
TALKS ROUND 3 1210 - 1230	LANGUAGE AS A WEB MONIKA LINDNER		
		ANCHORS TO STABILITY AND SECURITY IN TIMES OF UPEHAVAL AMOS DOTAN	
			JOURNALISM THAT MATTERS IN A WORLD GONE MAD PEGGY HOLMAN
		BECOMING WHO WE ARE CHANGING THE DIRECTOR	



Workshops round 1

Sandra Janoff

Lead More, Control Less: 8 Advanced Leadership Skills that Overturn Convention

A radical approach to how people can make themselves into better leaders and facilitators. Introducing the 8 skills and taking a plunge into managing meetings and managing yourself. Participants will discover, through discussion and experience, the essentials of controlling what you can and letting go of what you can't control. This is another opportunity to change the paradigm that breeds time-wasting meetings to one that promotes holistic, productive meetings.



Nancy Wallis

Becoming Who We Are Capable of Being

Workshop with the intention of guiding us in unleashing our leadership capacity. Using reflection and exploration we will consider leading in alignment with our most cherished values, talents, and personality. Nancy Wallis PhD is a professor in leadership development, keynote speaker, writer, and seminary student.



Eva Wieprecht

Moving the Art of Generative Coaching

A pathway to move through the river of life with its risks and possibilities fluid and skilful. In times of uncertainty and change we are called for systemic identity changes and to create something completely new. Solutions on a systemic level that have not existed before. In this workshop we will introduce a 6 step pathway to lead a way to make that happen. Eva works globally with a special expertise in body focused approaches. She is the Director of the Int. Virginia Satir Institute of Germany, Cologne and Part of The Trainer Team of the Generative Coaching Cert. Program (IACG) developed by Robert Dilts and Dr. Stephen Gilligan.



Heike Brembach

Movement is in every Moment

How can we use movement as a field of knowledge in uncertain situations? We will experience reflection principles that top sportsman use to improve their performance. Heike is Process worker at Iuv-Beratung Berlin, master in movement science and an Olympic athlete.



Jef van den Hout & Frans van Gassel

Hand-storm on creative thinking, uncovering collective ambition

Jef will first present his view on how to deal with uncertainty by using his pioneering conceptual work on team flow. In this theory team members start by uncovering a collective ambition that feeds shared passion, capability and values. To awaken collective ambition for the COS Conference we will apply the Hand-storm principles developed by Frans. Jef is a psychologist specialized in Flow, he holds a PhD on Team flow, guides professional teams to achieve team flow. Frans is an experienced designer in the building industry, holds a PhD on Hand-storm principles for creative and collaborative working.



Doris Gottlieb

The gift of unknown and impossible to plan for moments.

What makes some moments where you "loose your way" beautiful jewels for creativity, and what makes others paralysing and traumatic? Working as a stage actor I came across these golden moments. It was as if those unexpected and impossible to plan for moments promoted brilliance and life and excitement. During this workshop we will explore this phenomenon together and see how we experience this in our own fields. What can we learn from the collective brilliance or the collective paralysis?





Mary-Alice Arthur

**Art of Hosting. What is your practice?**  
In a quiet part of the restaurant, Mary-Alice offers an extra workshop. She explains the principles of the Art of Hosting and how they are connected. It all starts with host yourself: Be Present.



Workshops round 2

Richard Kwakernaak

**Potential-based approaches to dealing with uncertainty**  
Exploration of commonalities and variance between working with Theory U, Transformational Presencing and Appreciative Inquiry in times of complexity. Richard is trainer and consultant for Het Eerste Huis, supporting organisations in transformational processes.



Hugo Skoppek

**From Re-action to Action**  
Exploring the underlying values of our re-actions. Instead of just defending our own point of view, we shall seek to connect with the other in order to move forward. Hugo Skoppek has been involved in sustainability since 1974 and has worked at every level along the supply chain. He has held leadership positions with major organic and Fair-trade certifiers in Europe and the US. He has founded Slowtalk, an initiative to enable people to better understand - each other and themselves.



Aliza Fruchtmann

**The Now Motion – Improvisation-al Response-Abilities as the Praxis of the Emerging**  
The workshop is about experiencing improvisation by embodying the powerful action of creativity. The Now Motion encapsulates a syntax of the language of improvisation which allows participants to respond, communicate and express themselves as a method of emergence from uncertainty. The Now Motion invites participants to practice the language that can activate all of the layers that exist within us. This method enables healthy movement in space and in the here and now, by accelerating our existing life forces. Aliza works as a Creator, Designer, improvisation Actor, Art and Drama Therapist. Teaching The Creative Consciousness Method.





Monika Lindner

Thinking at the Edge

Becoming aware and taking along embodied, felt and implicit dimensions of knowing, creativity, empathy and transforming critique. How to unfold ‘what matters’ in complex situations and questions.



Michal Gradshtein

Mapping your social capital for guidance in uncertain times

Trying to make sense of an uncertain world requires inter-personal interactions. The social structure in which we are embedded has a deep effect on our interpretation of the world. In this workshop we will learn how to map this social structure and use the map for guidance. Michal is an Organisational Psychologist living in Israel. Michal holds a network approach focusing on the connections between entities (e.g. individuals, concepts), and the co-evolution of these connections and the overall network structure.



Michael Sonntag

De Anima – Giving back the soul

A short theoretical input and then a self-experimental series in which we become aware how transformational processes happen in our body, as example of a living system. Then links will be made to the needed leadership skills to be able to govern such transformational processes in teams and organisations. Michael is a medical doctor and Bio-energetic Analyst with a consulting practice that ranges from treating patients, developing leadership to supporting transformation in organisations.



Marcel Elsenaar & Frans Duurland

In search of shared wisdom – an Ubuntu-talk

Ubuntu means ‘I am because we are’. Ubuntu talk is a method to find solutions for problems with a wicked character. We briefly introduce the history, principles and structure of the method, then participants have an Ubuntu-talk. Marcel is an educator and theologian at Kadans. He organises new forms of education and new initiatives in contemplative traditions. Frans is an innovation specialist and facilitator at Kadans. He has over 30 years of experience in marketing, technology development and business consulting. Kadans organises reflection in organisations.



Golden nuggets from the workshops



Evening reflection and sense-making

After a wealth of impressions from the workshops, Tonnie invites us to take a close look at the diversity of information that has been gathered on the walls.

Group forming

We need to split up into six small groups, and are to divide roles in our groups for supporting self-management: leader, timekeeper, recorder, reporter. Tonnie asks us to particularly make sense of:

- Golden nuggets of hopes, aspirations and other inspirations
- Lived experience stories
- Glocal issues
- Golden nuggets of talks and workshops
- Patterns and images, obvious and hidden, between the parts
- Patterns and images, obvious and hidden, embracing the whole.



What do we see?



Analysing



Subgroup talks and workshops



Subgroup lived experience

Analysing

In groups we analyse the information and prepare a 'sense-making report' on a flip-chart. Also we are requested to develop a presentation of maximum two minutes...



Each subgroup prepares a presentation



Each subgroup makes a report

Feeling is a language we can hear!  
(Julius)

Sense-making presentations



Sense-making of lived experience



Sense-making of talks and workshops



Presentation of glocal issues



Presentation of patterns: hidden and obvious



Presentation of patterns: embracing the whole

sit comfortable in the unknown, wait and listen  
wu wei



## Harvest day 2

Again we use the popcorn style to make public what it is we are noticing. As we state our insights, we write them on cards. Those who wrote cards, – and anyone else that wants to – go to the Landscape Map to place the cards and everyone is invited to draw visual elements. Group flip charts are posted on the Information Wall, underneath the original notes...



Participants translate their insights and conclusions to elements on the huge landscape wall. Connections are made and patterns emerge



## Evening news

After the evening news, where Tova shares some practical matters, an invite goes out to join the design team for the daily meeting. Part of the group stays for music and dancing in the main room. Then it is time for dinner, self-arranged by participants.

## Design team meeting

The design team gets together with volunteers. On the agenda for day 2: What are we noticing about alignment with our intentions for today, and with the principles? What are we hearing?



design team meeting day 2

The main results of the design team meeting:

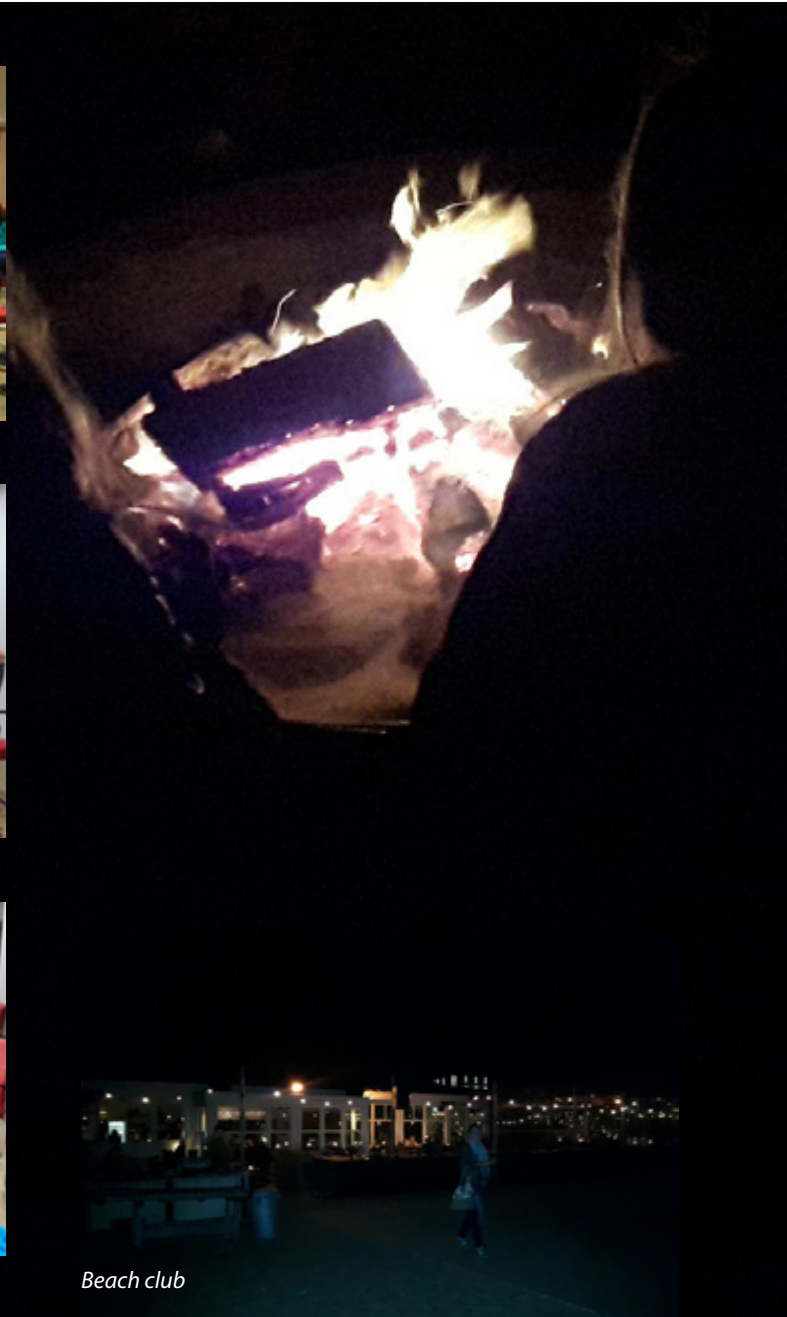
- We decide to reschedule towards more open space for participants. Story Bridge with Peggy was planned in plenary on the morning of Day 3, it will now be offered as an Open Space session.
- There will be two more rounds of Open Space sessions.
- We need more bodily involvement, Julia will facilitate the opening of Day 3 with Biodanza.
- Sharing in plenary on Day 3 only for administrative things.
- The News Wall for the Open Space reports will be set up in the corridor near the coffee corner.



Julia invites us for dancing



Having fun together



Beach club





# WISE ACTION and UNCERTAINTY

## EXPERIENCE REPORT

**Day 3: Presencing,  
what are we  
noticing?**

< Peggy Holman guides meditation



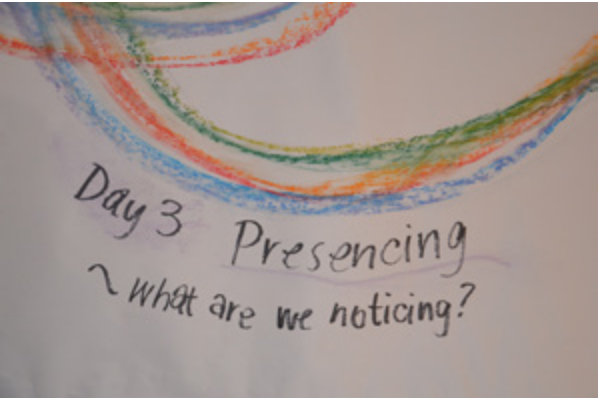


< Aliza Fruchtman writing down her offer for Open Space

Time	Day 3, 20 October
8.30	Opening the day in plenary, movement for getting connected again
9.00	Meditation
9.15	Morning News
9.30	Opening Space, Agenda setting
9.45	
10.00	
10.30	
11.00	
11.20	Open Space round 1
11.40	
12.00	
12.15	Lunch, self-arranged
12.30	
13.00	
13.30	
13.45	
14.00	Open Space round 2
14.30	Including Break
15.00	
15.30	Open Space round 3
16.00	Including Break
16.15	
16.30	
16.45	
17.00	Evening News
17.15	Steering committee session. Starting time to be decided (optional for participants)
17.30	
17.45	
18.00	
18.15	Dinner and evening program, self-arranged
18.30	
18.45	
19.30	
20.00	
21.30	

- Day 3: General idea**  
**Open space for participants to do what they feel passionate about to do now**
- **Workshops for participants who want to share skills or experience**
  - **Explore and discuss issues**
  - **Create ideas and plans**
  - ...

**Main Flow of day three**  
Reflection with Biodanza  
Morning News  
Opening space for ‘How Do We Work Wisely With Collective Issues of Uncertainty’  
Three rounds of Open Space sessions  
Evening news  
Steering session





October 20

Preparation

In preparation for day three a banner is made and put up to signal the place where Open Space activities are to be posted, and an agenda is made. The Open Space 'explanation' posters are hung on the wall. A3 sheets, markers and OS report forms are put into place. For the first activity the main room is setup in a circle and the vase with flowers placed in the center.



Preparing the Open Space Agenda and Market place

**Getting connected again, Biodanza with Julia**  
Tonnie announces the way of working for today, which will involve a start with movement and meditation. Julia changes the group dynamic by offering a Biodanza session, we are to move, dance even, in the inner circle. There is music to enthuse us. She invites us to do several exercises in pairs. People are smiling, the atmosphere changes. We start to open up to immerse in Open Space.



Biodanza



Julia explaining a Biodanza exercise in pairs



A moving experience

Meditation

In addition to moving physically, Peggy moves our minds in meditation. She lets us connect yesterday with the present day.



Peggy invites us to meditate

Morning news

The news for today is the change in schedule, brought about by decisions made in the design team yesterday evening. There are some remarks on transportation from Tonnie as well.



Lucy shares a reflection

**4 Principles**

- Whoever comes are the right people.
- Whatever happens is the only thing that could have.
- Whenever it starts is the right time.
- When it's over, it's over.

**Butterflies And Bumblebees**

**Law of 2 Feet**

Law of Mobility

**Passion**

bounded by Responsibility

Opening Space

How Do We Work Wisely with Collective Issues and Uncertainty

Tova introduces the Open Space part of the conference program. Principles are made clear, as are the roles of *butterflies* and *bumblebees* and the *law of two feet*. She emphasises we should be prepared to be surprised!  
(more about Open Space Technology in the appendices section)



Tova invites us to Open Space

Then we are called to bring in topics for the agenda, that we will be co-creating on the spot. We are invited to use the microphone and explain what activity we will be putting up, so people get a better understanding of what is on offer and where to participate. Every facilitator may place their activity in a slot in the agenda, which suits them best, that has been prepared on the wall. During the filling of the agenda we can negotiate rescheduling, if desired.



Every participant who wants to can create a session and invite others to join



Andrea Schueller announces her topic



Queuing up for announcing topics



Choosing a timeslot



Negotiating topics, choose sessions for three rounds

The agenda is set and hosts and participants leave for their session. We explore, discuss, create, plan, etc. Facilitators are requested to write a report on the structured form. Participants are asked to collect important conclusions, actions or whatever they find of interest on the notes on the form. It is pointed out, once more, that anyone is welcome to harvest golden nuggets and post them to the Information Wall or the Landscape Map. The students spread out so that all sessions have at least one person who is focused on harvesting nuggets.



Leaving for the sessions



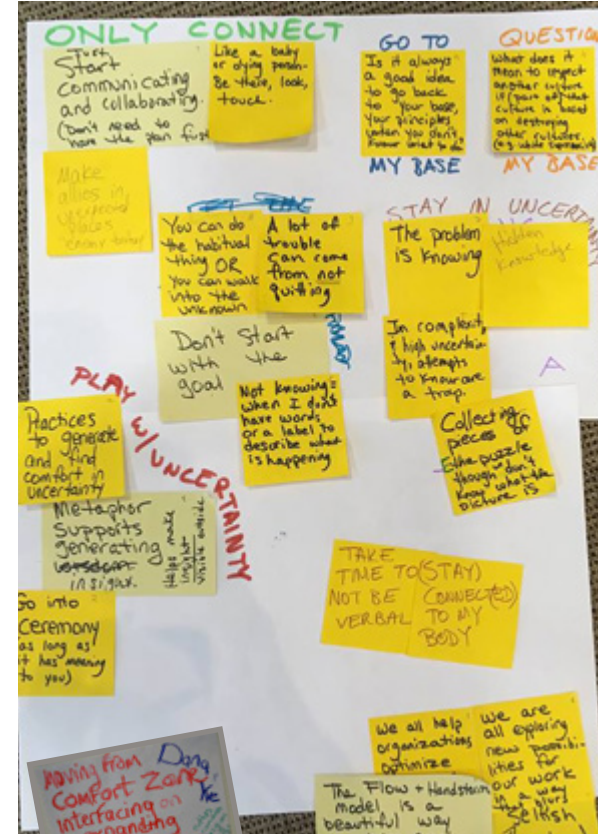
Open Space sessions day 3



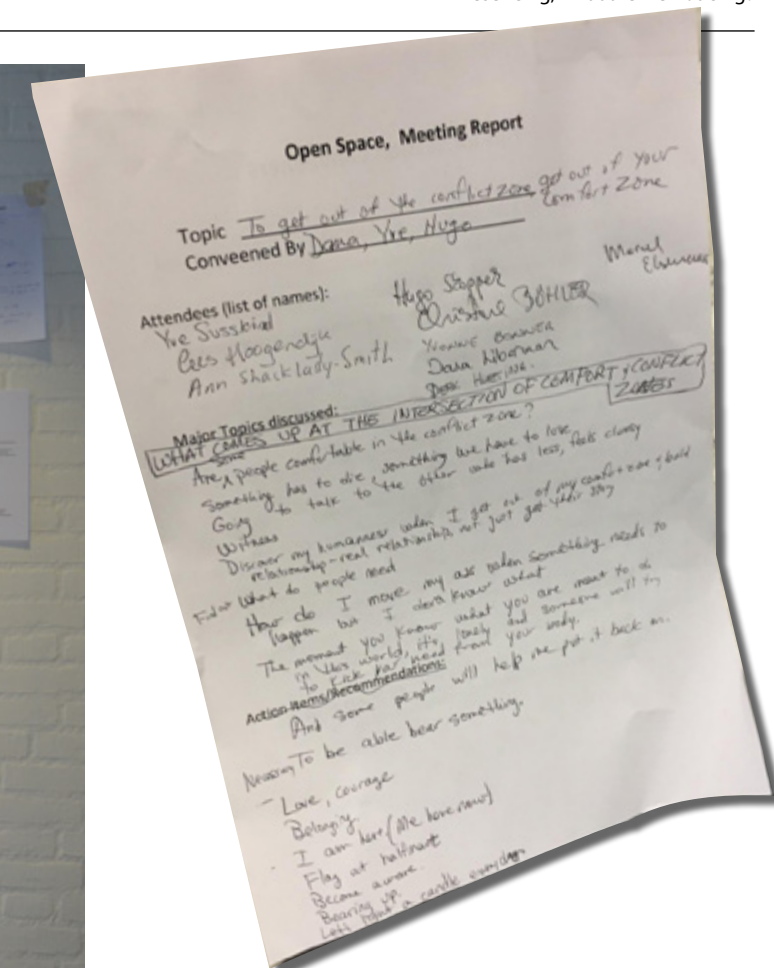
The Marketplace: three rounds with in total 25 sessions







News Wall with Open Space reports



Every host of an Open Space session takes care of the report and sticks it on the News Wall



Evening news

A wrap up of the day and update on practical matters. As has been the case every day, people are invited to join the design team meeting in the evening. Then there is dancing in the main room, before the self-arranged dinner.



Evening news



Dancing



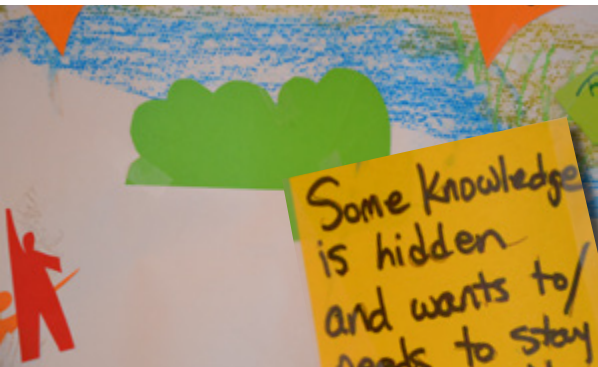
Design team meeting

The design team gathers in a break out room. We talk a long time about how to integrate all findings, how to fill in the looking for patterns and themes for heuristics part in the afternoon, before the closing. What we decide:

- Meaning making of all the harvest will be combined with personal reflection; we start Day 3 with 15 minutes 'Walk the landscape'; then people reflect on the question 'Where do I want to take it from here?' and write in personal diaries. In plenary share Golden Nuggets, they will be written on stickies by Yve and posted on the Landscape Map.
- Re-open space for action planning. We formulate the main theme for agenda setting as 'What do I feel moved to do now and bring it into the world?'
- [Kaleidoscope](#) was planned in plenary, it will now be offered as option in an Open Space session
- Peggy will facilitate [35/7](#) in plenary: a work form that is activating, integrating and meaning making.



Design team meeting on day 3



Kaleidoscope session guided by Tova

Diner at the AirBnB villa







Whoever comes are the right people.



Whatever happens is the only thing that could have.



Whenever it starts is the right time.



When it's over, it's over.



Handwritten notes on a whiteboard or wall, including the word "STRUCTURE" and "CONTENT".

Handwritten notes on a whiteboard or wall, including the words "CO-EXISTENCE", "CO-ACTIVITY", "CO-CREATION", "COMMUNITY", "CULTURE(S)", "CLIMATE(S)", "COMPLEXITY", "CLASH", "CONFLICT", "COS", "CHALLENGING", "SOLUTIONS", "SOURCES", "COES".



# WISE ACTION and UNCERTAINTY

## EXPERIENCE REPORT

Day 4: Co-creation

< Impressions of the first three days



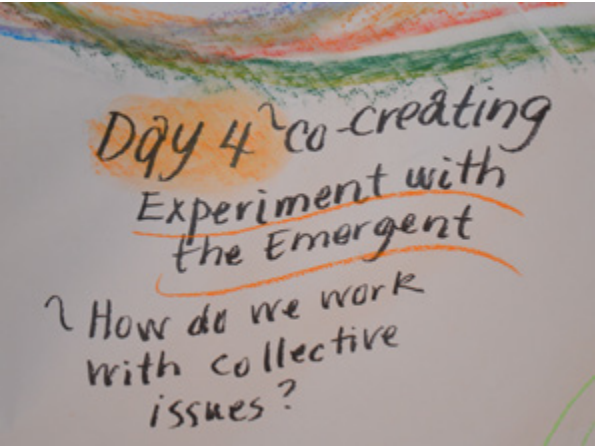


< Open Space session

Time	Day 4, 21 October
8.30	Opening the day in plenary, meditation
9.00	Agenda setting, planning for action
9.15	
9.30	Open Space Action planning round 1
9.45	
10.00	Including Break
10.30	
11.00	Open Space Action planning round 2
11.20	
11.40	
12.00	
12.15	Lunch, self-arranged
12.30	
13.00	
13.30	Meaning making and looking for patterns and themes for heuristics
13.45	
14.00	
14.30	What do you take from here?
15.00	Closing circle
15.30	
16.00	Informal drink and meeting
16.15	
16.30	Music and play
16.45	
17.00	
17.15	
17.30	Steering committee session. Starting time to be decided (optional for participants)
17.45	
18.00	
18.15	
18.30	Dinner and evening program, self-arranged
18.45	
19.30	
20.00	
21.30	

- General idea day 4:**
- *Revisit what we need, wish for, came from all over the world to talk about*
  - *Do that, have the choice to do it so we feel complete in a gestalt sense*

**Main flow:**  
Reflection by revisiting what we collected so far  
Opening Space for agenda setting for action  
‘What do we feel moved to do now and bring it into the world?’  
Meaning making, looking for insights and patterns  
Closing of the conference  
Design team meeting, planning for the optional production Day 5.





October 21

**Start of the day**  
The rooms are prepared for the second day of Open Space. We meet at 8.30 am in the main room. Tova welcomes us and shares the morning news with some administrative things. The rescheduling is talked through by Tonnie. We start with a combination of reflection and meaning making of all harvest so far.



Morning news

**Reflection translated into action**  
We are invited to 'walk the landscape', individually look at all the walls, and feel what comes up. Then take 10 minutes in silence to reflect and make notes in our diaries. To think about The Golden Nugget we have dug up so far. In plenary we sit in the large circle and share the golden nuggets we just collected. Yve writes these on tiny sticky notes and creates a rainbow with them on the Landscape Map. We are all welcomed to revisit the harvest as is.



A rainbow of reflections added to the Landscape Map



Walk the landscape, News Wall, what comes up?



**Opening Space - Agenda for action**  
A new planning round for action opens, the agenda is set in the same manner as the day before. The main question: 'What do I feel moved to do now and bring it into the world?' The time schedule and locations are announced and we are invited by Tonnie to bring in our topics, announce them in plenary and place them on the agenda frame on the market place. Special attention is again drawn to the idea that we may all collect important conclusions, actions or anything else worthwhile on the notes, or the format sheet provided, as well as harvest golden nuggets and post these on the walls where these seem appropriate.



Writing down topics



Announcing topics



Choosing sessions



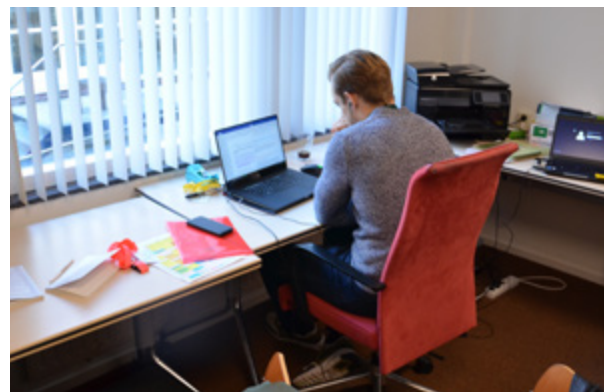
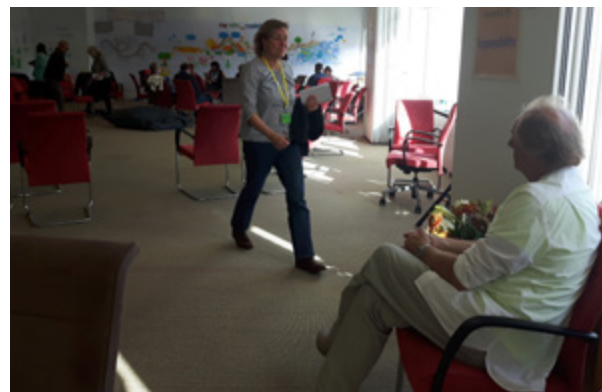
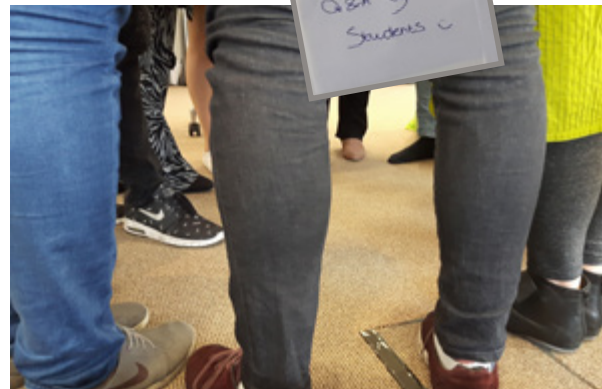
Open Space sessions day 4



The market place







News room: David edits the videos of the talks

## Golden nuggets from Open Space sessions

**35/7 What insights do we value most?**  
Everyone gathers back in the main room after lunch. Peggy invites us to move through the room and form groups of three, to share our insights. From the conversation we are to choose our personal golden nugget and write it on a card. (more on 35/7 via [link](#))



Peggy invites us to play 35/7

**THE golden nugget**  
The nuggets are on the cards, now we walk around the room, read golden nuggets in pairs and swap. When Peggy says stop, we get to divide seven points for the two cards, representing their value for us, and write the score at the back. An action we are to repeat four times. We do 5 rounds, so every card can get maximum 35 points.



How many points do we give this statement?

Peggy asks us to form a circle. She starts counting down from 35 – the maximum score a card can have. As soon as the highest score is attained, a hand goes up. Coincidentally, it is the tallest person in the circle. Jeroen has the card with the highest value : 25 points for the insight 'Courage enables partnership in fears'



Jeroen presents the card with the highest score

The countdown continues until all cards are shown.



- The values on the cards (17 points or more):
- 25 Courage enables partnership in fears
  - 24 Feel free to really be who you are. It is your birth-right
  - 23 Trust
  - 22 Remember connecting with the eternity in our eyes
  - 22 Enjoy to create the space in between
  - 21 My epic journey serves the world
  - 21 If I listen (more) to myself, what is in me, I can hear and profit from wisdom of us all
  - 20 Be sensitive on many levels, Body, Mind, Spirit
  - 20 Don't worry, don't be afraid, its just a ride you have one life, now explore!
  - 20 Open Up
  - 19.5 Hold the difference
  - 19 Talk less, walk more
  - 19 Healthy fe+male power!
  - 19 Conscious living & working: the choice is yours
  - 18 Reach out to allies
  - 18 Hold & Honour the differences & add more perspectives
  - 18 When uncertainty comes around/happens, always try to connect with people
  - 17 You can see everything as an expression of love, or as a cry-out for love!
  - 17 I am good enough, able and committed to connect, bring together and open truthful field for exploring and holding not knowing fields in the service of common good
  - 17 Community, circle of life, embodied experience



**Closing ceremony**

We all sit in the large circle. Tonnie closes Open Space officially and shares some practical matters and offers the microphone so everyone can say something about their experiences, insights, remarks, wishes etc.



*Tonnie: some practical matters*



*The microphone goes round, so everyone can share something*



*Closing circle*



*Saying goodbye to each other  
Twenty participants stay for the (optional) 5th day*

**Evening news**

This time Tova shares the evening news and invites those who are interested for the design team meeting. And of course everyone is invited to stay for the production day, the optional 5th day of the conference. About 20 participants stay, the others have to go home or to other destinations.

**After party**

But before we leave, there is a celebration in the restaurant. We have a drink, enjoy each others company, share feelings and ideas, and say goodbye.



*Lucy and Julia*



*Closing ceremony, thanking everyone who made this journey possible, including yourself*



*After party*





# WISE ACTION and UNCERTAINTY

## EXPERIENCE REPORT

### Day 5: Planning Future Actions

< Lucy Wairimu Mukuria and Miriam Subirana





< Dana Liberman presenting

Time	Day 5, 22 October
8.30	
9.00	(optional)
9.15	
9.30	Day 5 has been dedicated to product making and the creation of infrastructures for co-production.
9.45	
10.00	
10.30	
11.00	
11.20	
11.40	
12.00	
12.15	
12.30	The planning for this day was made together, emerging during the first 4 Days.
13.00	
13.30	
13.45	
14.00	
14.30	
15.00	Steering committee session. (optional for participants)
15.30	
16.00	
16.15	
16.30	
16.45	
17.00	
17.15	
17.30	
17.45	
18.00	
18.15	
18.30	
18.45	
19.30	
20.00	
21.30	

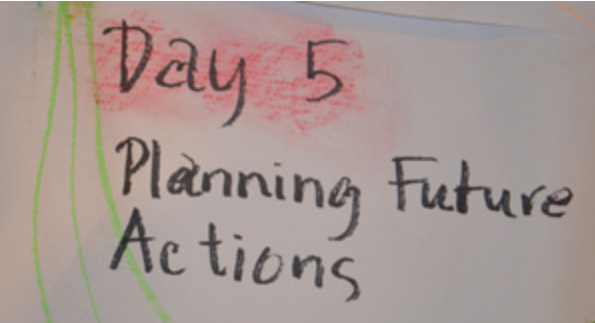
General idea day 5:

- What did we learn that is worth sharing with whom?
- Build heuristics for what to do when we don't know what to do
- Dedicated to product making and the creation of infrastructures for co-production

The planning for this day was made together, emerging during the first 4 Days

Main flow of day 5

- Agenda setting
- Invitation to form action groups: What do we feel moved to do now and bring it into the world?
- Production sessions in action groups
- Presentation and sharing plans
- Closing





October 22

Opening the day

After the rooms are prepared, most importantly the agenda wall(!), the morning news is shared and Richards wife Fabienne is welcomed.



Opening of the production day



Chair and dance game

Dana stirs things up by having the group engage in a dance and chair game. As long as the music plays, everyone dances around the chairs.



Chair dancing: a 'warm-up' game

When the music stops, everyone has to find a chair. There is one chair short. The one that does not get a chair has to step out of the game. Then one chair is removed.



We continue until only one person is left

Opening space

The agenda is set in a similar manner to day three and four. The theme is 'What do you feel moved to do now and bring it into the world?' All participants are invited to bring topics to the table they find important to explore.

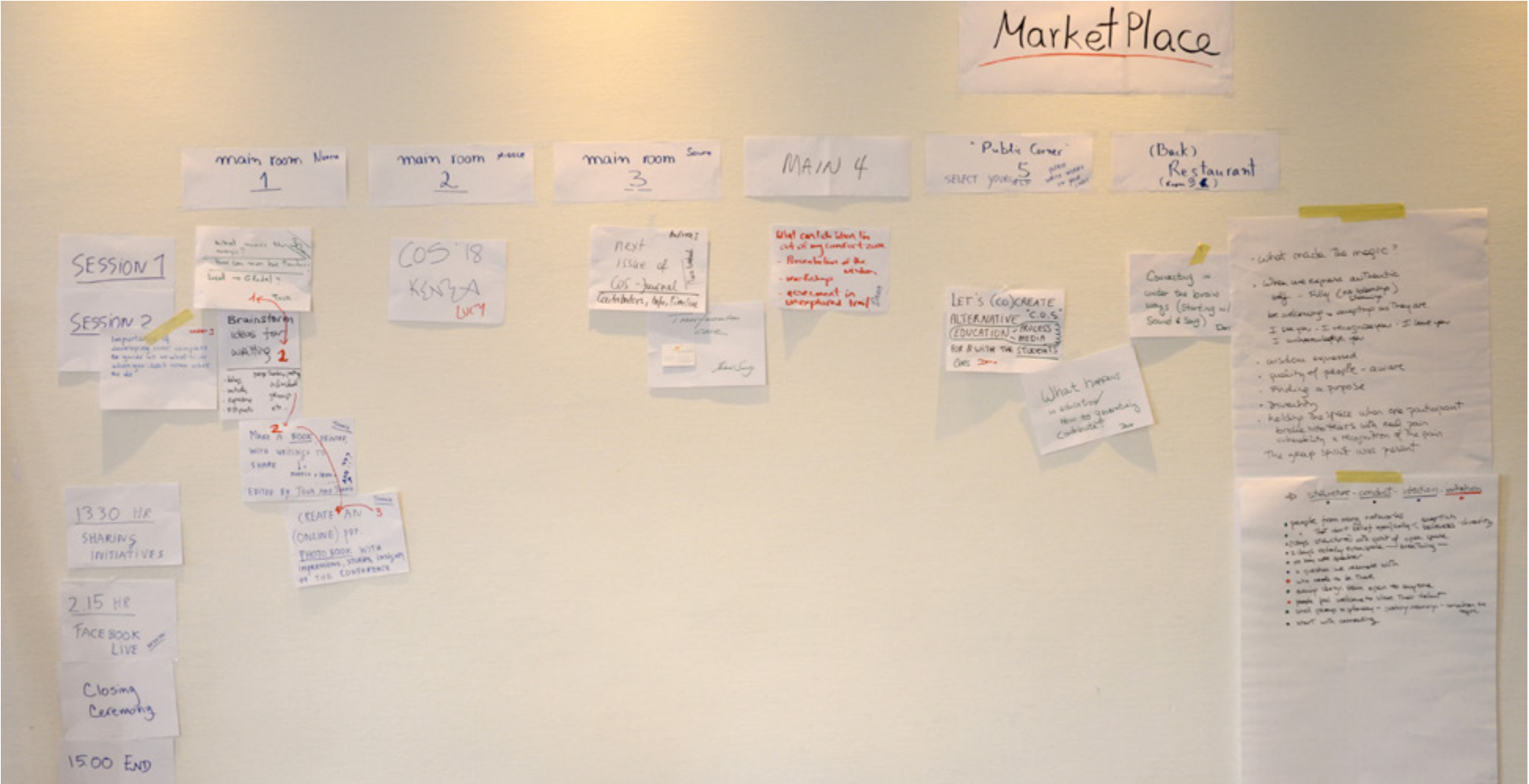


Announcing topics for action groups  
Miriam: brainstorm ideas for writing



Doris: connecting in under the brain ways  
(starting with sound & song)

What do I feel moved to do now and bring into the world?



The Market Place with action groups  
We decide to do one round with five action groups



**Presentations of the action plans**

Each action group presents the needs and goal of the action plan they have been working on in max. five minutes time. They convey the invitation they have put forward to others and their needs. In between presentations there is five minutes of discussion and a possibility to add actions on the flip-chart.



The COS Kenya group



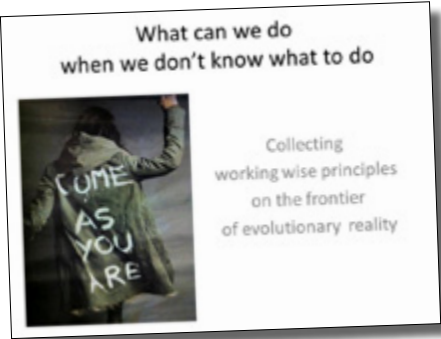
Lucy invites us to come to Kenya for the next COS conference



Every action group presents the highlights of the results



Dana is developing a one-day workshop on what to do when you don't know what to do



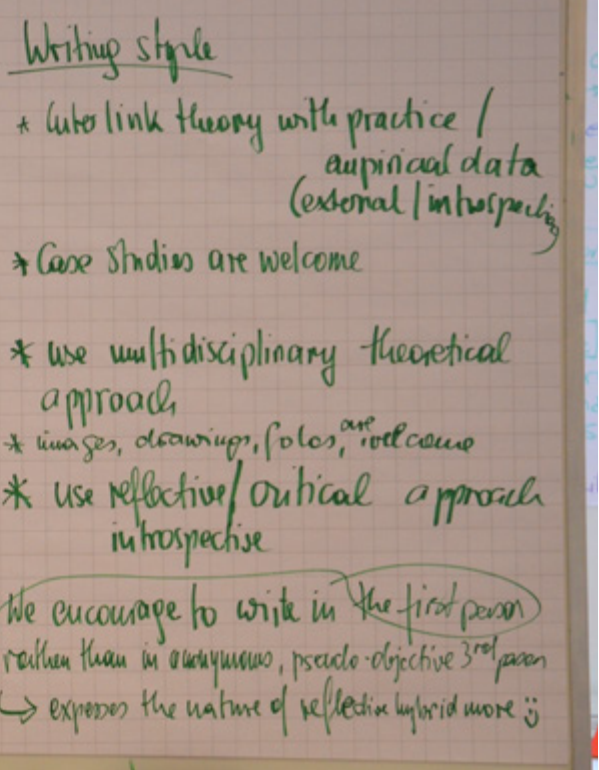
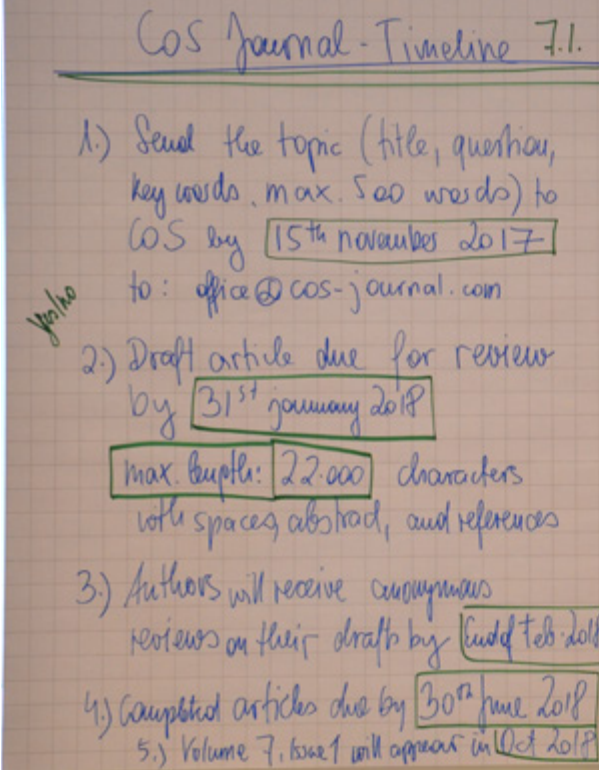
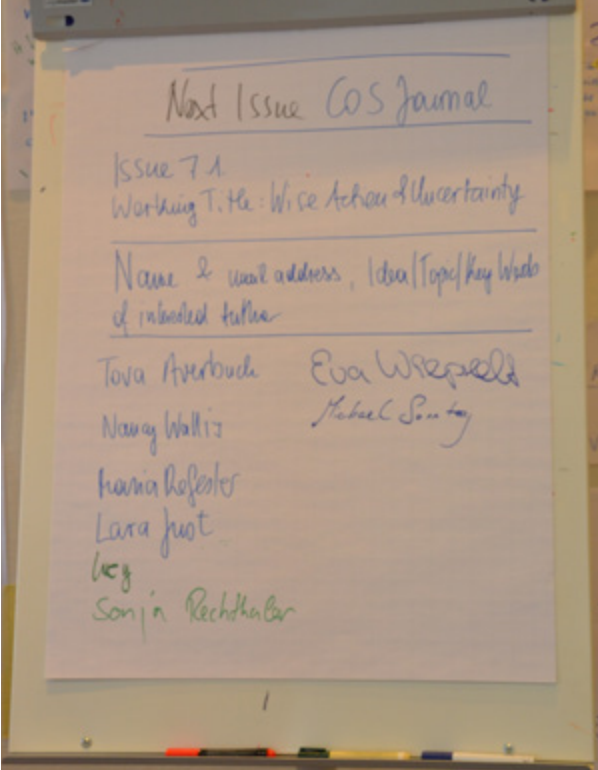
Slide from the workshop slideshow



Dana presents the workshop



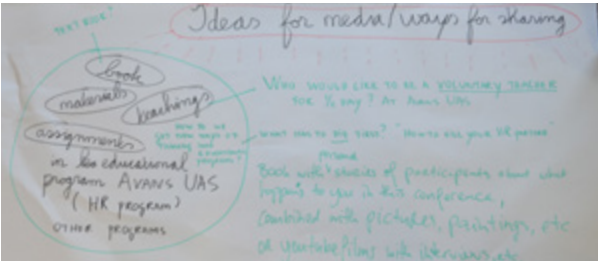
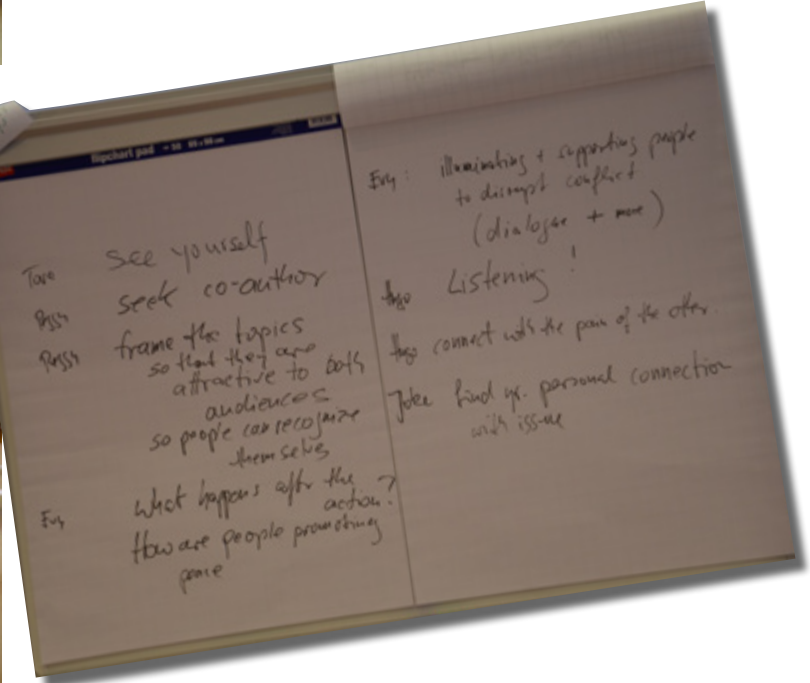
Action group COS journal issue



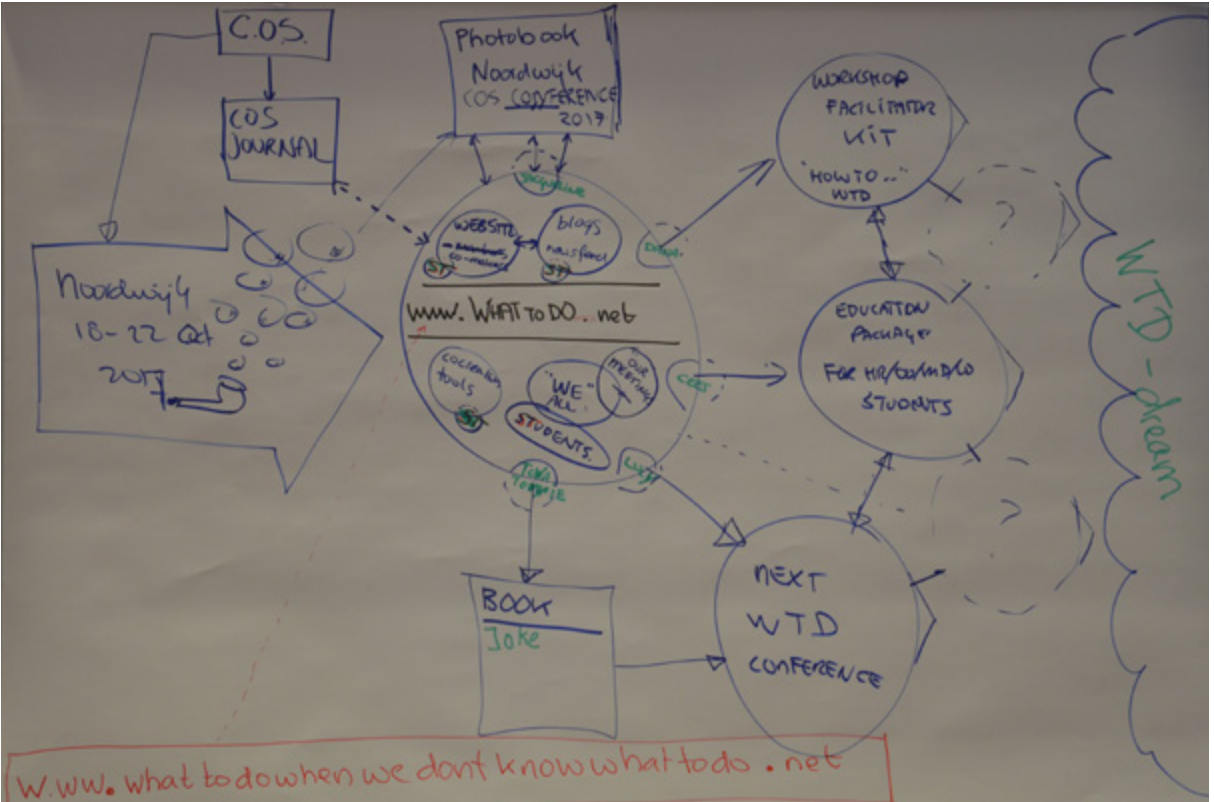




Action group Story Book



Ideas for sharing with programs in higher education



Action group media/ways of sharing



Initiatives

Below you may find all initiatives that sprouted from the conference. Every owner is mentioned and has a hyperlink to their name. Please feel free to contact anyone if, for instance, you would want to get more information or support their work.

Story book



[Tova Averbuch](#) and [Tonnie van der Zouwen](#) will invite people to write a story with personal experiences on collective issues, with wisdom for what to do when you don't know what to do. They will draft and edit a story book.

COS journal special issue



[Nancy Wallis](#) and [Andrea Schueller](#) are going to initiate a special Issue of COS Journal on Wise Action and Uncertainty, with articles connecting practice to theory, and connecting organising to issues in society; to be published October 2018, editors

Experience report



[Jacqueline Janssen](#) has drafted, coordinated and designed the experience report you have before you. This book aims to share the design and flow of the conference. It presents the harvest in the form of 'golden nuggets' and takes you along the journey: to experience what participants encountered and form an understanding of what emerged and was co-created.

Workshop



[Dana Liberman](#) will create a one day workshop for what to do when you don't know what to do, allowing different content/task groups to explore and gather wisdom.

Learning community



[Justin Hensen](#) coordinates the translation of the experiences of the six students of Avans COS team to a learning community around the innovative HR program at Avans University of Applied Sciences in Breda, Netherlands.

Learning and wisdom for HE



[Cees Hoogendijk](#) has taken up the initiative to transfer experiences and wisdom to learning elements in programs for higher education.

Follow up Kenya



[Lucy Wairimu Mukuria](#) has put out an invite for a follow up conference in Kenya!

Videos

If you are interested in viewing the TED-like talks that were on the program, you may use the hyperlinks below.



Sandra Janoff:  
[facilitating a system to transform itself](#)



Michel van Dartel:  
[unravelling human situatedness through art](#)



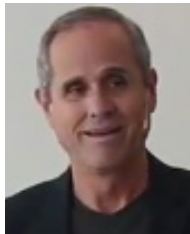
Doris Gottlieb:  
[not knowing as deep knowing](#)



Peggy Holman:  
[journalism that matters in a world gone mad](#)

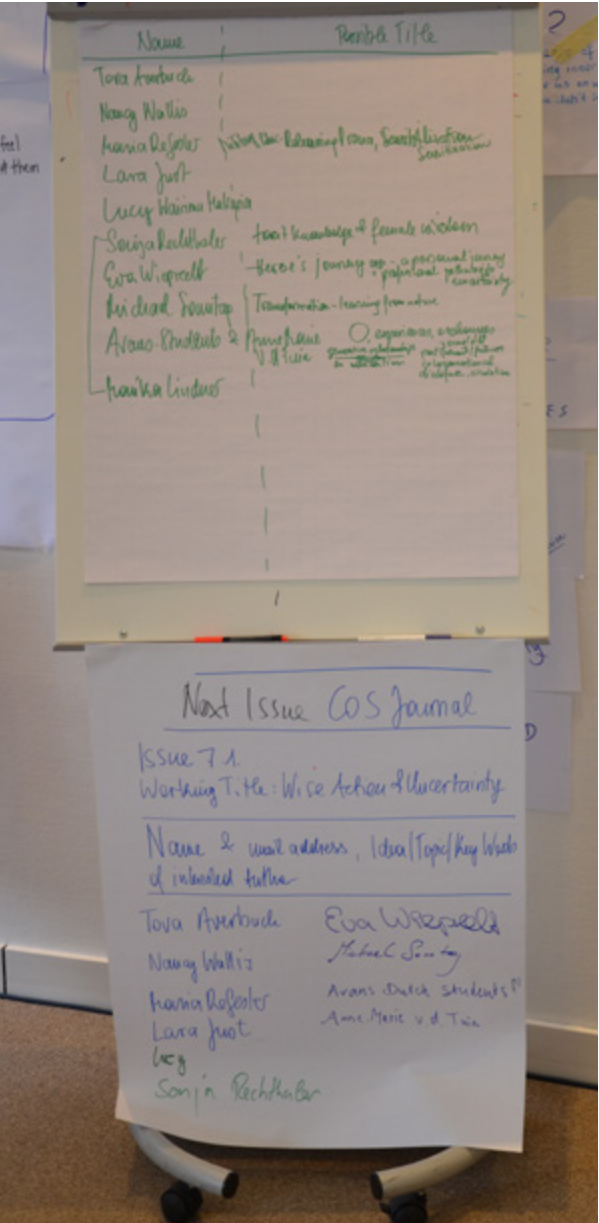


Monika Lindner:  
[language as a web](#)



Amos Dotan:  
[Anchors to stability and security in times of upheaval](#)

[Link](#) to all videos of Talks





Closing reflections

To conclude the five intensive days, a closing circle is formed and participants are invited to reflect. Remnants of the day are scattered on the floor.



Closing circle on the 5th day

For the last time people are invited for the design group session. It is now time for drinks, thank everyone for putting in so much energy. Then it is time for the largest part of the group to say goodbye. The people remaining start cleaning up...



Cleaning up, collecting all harvest materials



Our proud design and facilitation team

What we want you to know about our experience:

- If I hurt, irked or annoyed you, please tell me
- Take it easy
- Please contribute to the Story book
- You'll be getting a Story book
- We are 18 people from 9 countries now
- We had a constructive conference with all kinds of collaboration. We want to create educational materials. Contact Cees if you have a contribution.
- Write the story of the magic now
- If you don't know what to do, if you need partner, reach out
- Stay connected to yourself and the network
- No pressure will come from sufferers because they are surviving. But from those who don't have to worry about their daily bread (poor sufferer)
- Great challenge to consolidate the wisdom. We come out with a roadmap



Our hosting team



Flying away



Chinese food in the Airbnb



Notes in personal diary

The day after

On Monday morning the last guests clean up the Airbnb villa, after having a good breakfast together. Then we have to say goodbye. Tova, Peggy and Lucy stay for a few relaxing days at Tonnie's home in the South of the Netherlands.



Breakfast on the day after, saying goodbye to our friends in the Airbnb



Conversations:  
Men:- Trust Monday  
Acceptance  
Appreciation  
We give our partners what we think we need.  
Women:- Respect  
Caring  
Understanding



Dana, Erik-Jan and Yve



On our way to Tonnie's place where we have lunch



The Airbnb villa



Cooking together









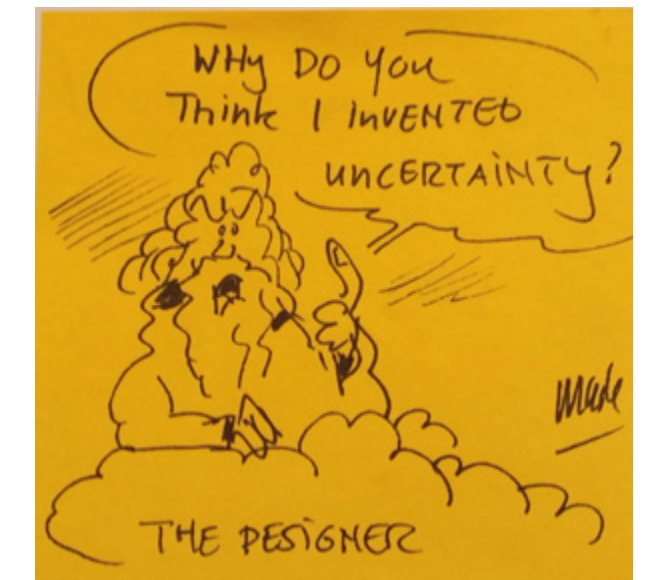
< Rainbow over Noordwijk

*We explored, shared and created collective wisdom, both in ways that we planned and in ways that emerged during the five days.*

*By involving everyone in the process of interrogating our lived experiences, “harvesting golden nuggets,” and creating the “Landscape,” we supported people’s capacity for learning as they navigate unmapped territories.*

*We have definitively woven a network of networks. All of this, in great spirit and with lots of fun!*

*What do we do when we don’t know what to do?*





In the first days of the conference, people began posting their thoughts for wise action in times of uncertainty, on the Information Wall. Here is a summary of what was posted from the Shared Lived Experience session on the first day.

- Not knowing what to do brings negative feelings, frustration, being lost, anger, hatred, confusion, shock, fear, being stupid
- An 'Oh Shit' moment
- A new unexpected situation
- Trusting your instincts, let your intuition help you
- Ask for help, making yourself vulnerable, go with the flow and admit that you don't know
- Curiosity, relaxing, trusting the process, accepting that you don't know helps to hold uncertainty
- See not knowing as an opportunity for growth and deal with your fears, inner works is important and not so much the focus on the external factors

- Rest, stop and reflect, not pushing for answers, take your time
- Emotional resilience (emotional) and Urvertauen (spiritual)
- Connecting to others
- Need for relationship and community on the one hand, on the other hand the inner work, taking time/rest/reflect/connect to your intuition.
- Letting go and letting come

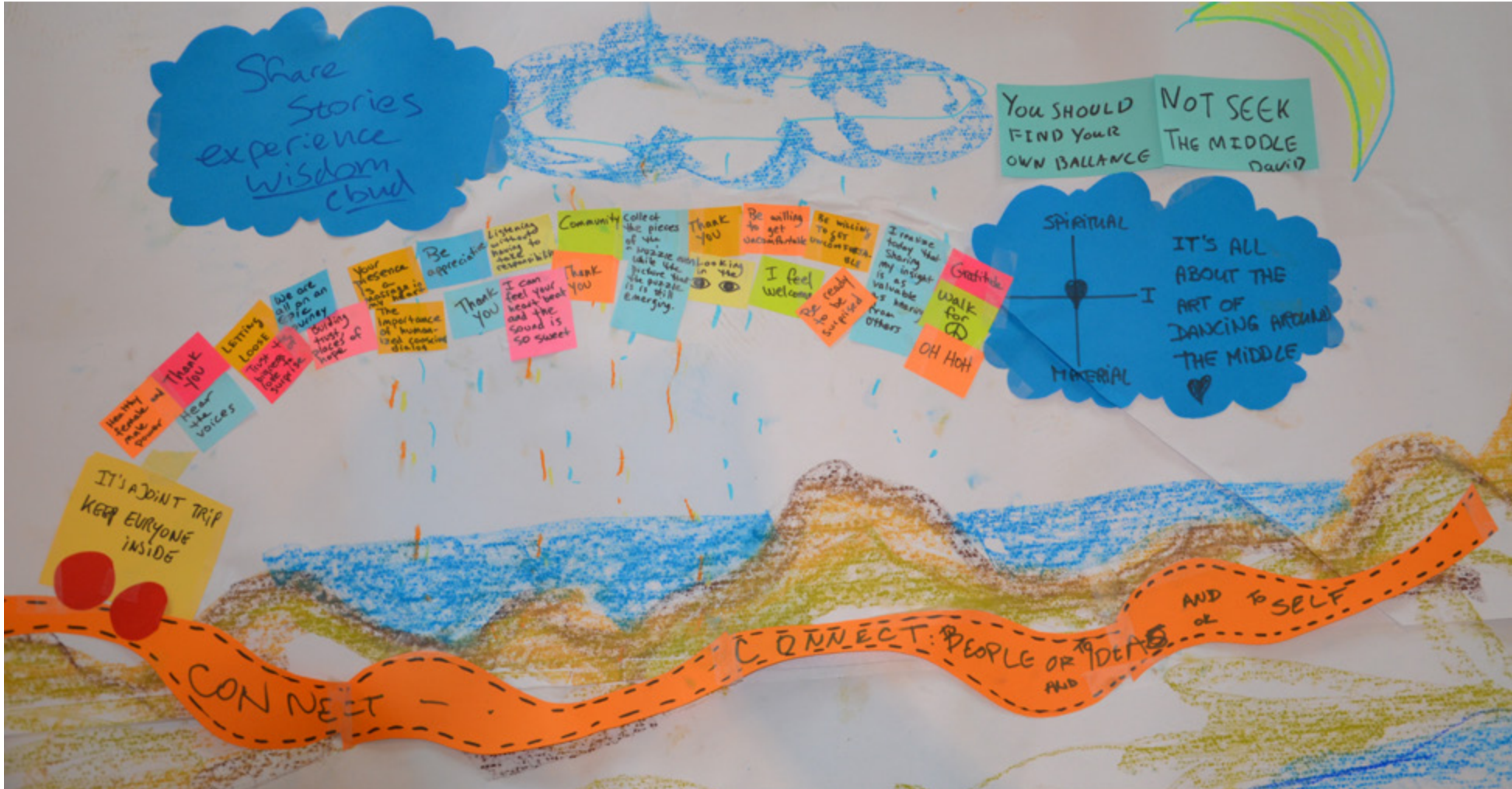
- It is almost like giving birth, a bloody painful process, when it is over you feel good about yourself. Relief
- Acceptance and letting go: When you don't admit that you don't know, you are not open to asking for help or trying something else
- Not-knowing is both scary and a creative force. So we have to accept our not-knowing in order to receive our knowing

- Small steps matter. Keep moving/acting and make the path while walking
- It is like the stages in the hero's journey. Going through the dark does not come to the fore here. What does that say?
- There is a practice of being here with the not-knowing
- Do we need to know? There are also benefits in not knowing

- Not knowing is loss of connection with yourself, with others, with the situation. So try to connect. Then again, remember that we always are connected, only we do not realize it sometimes
- Opinions differ on whether to do something or to remain and endure the unknowing. Or just rest when not knowing.
- Trust



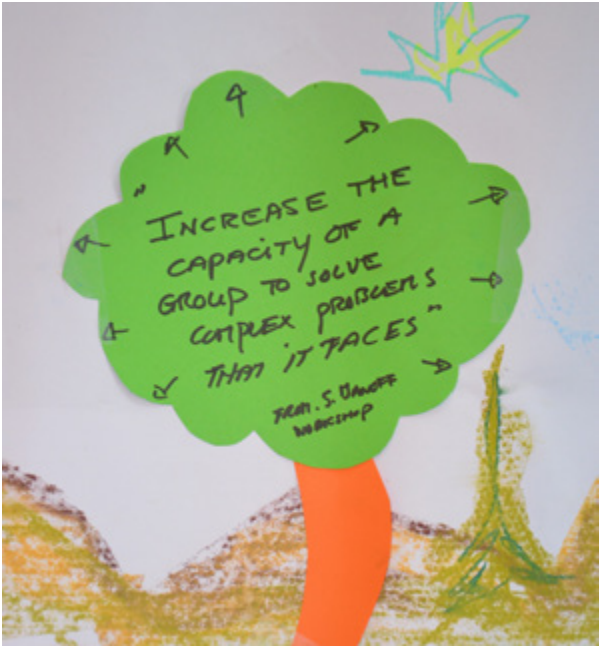




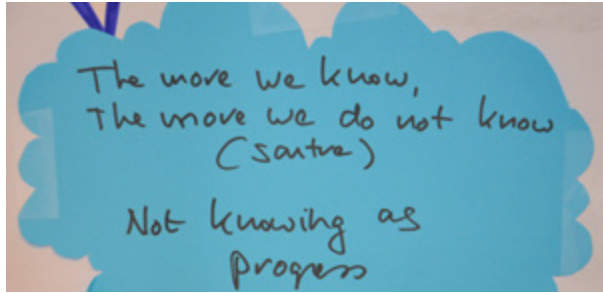
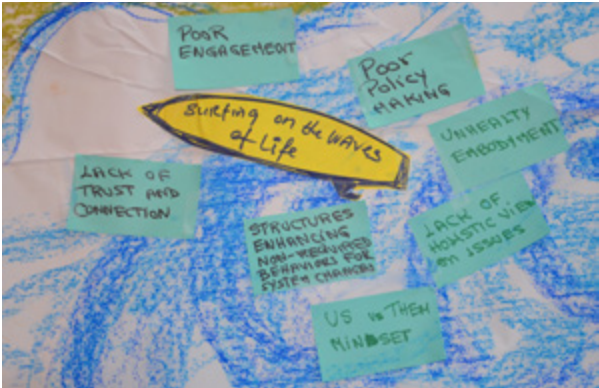
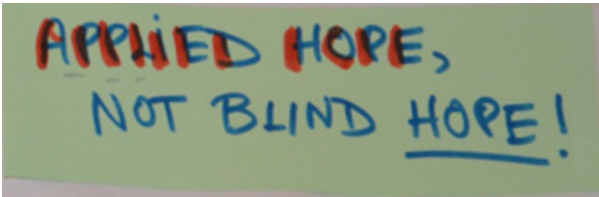
## Heuristics from the Landscape Map

Heuristics are strategies for problem solving, learning or discovery that employ a practical method not guaranteed to be optimal or perfect, but sufficient for the immediate goals. Rules of thumb, educated guess, intuitive judgment, common sense. We collected heuristics for what to do when we don't know what to do on the Landscape Map.

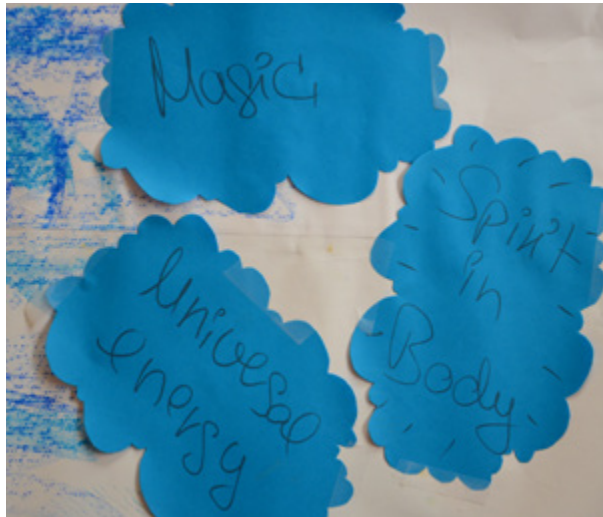




Increase the capacity of a group to solve complex problems

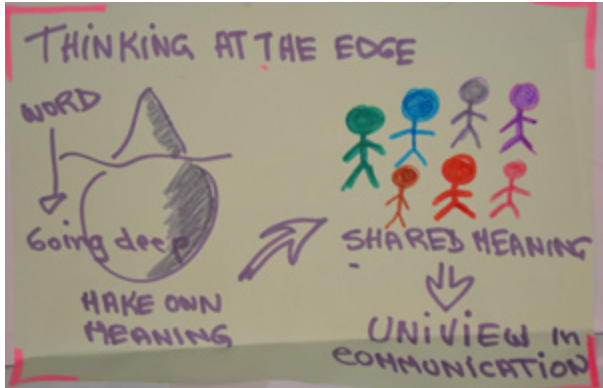


The more we know, the more we do not know (Sartre)  
Not knowing as progress



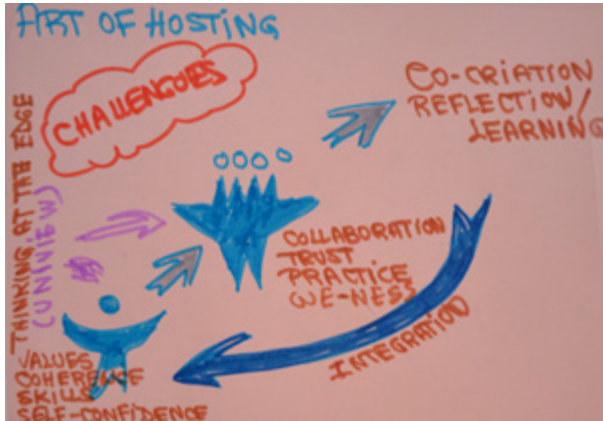
**Learning to surf on the waves of life**  
You cannot control the waves, but you can learn how to surf.  
Waves we have to surf on:

- Lack of trust and connection
- Poor engagement
- Poor policy making
- Unhealthy embodiment
- Lack of holistic view on issues
- Structures enhancing not-required behaviours for system changes
- Us vs. Them mindset



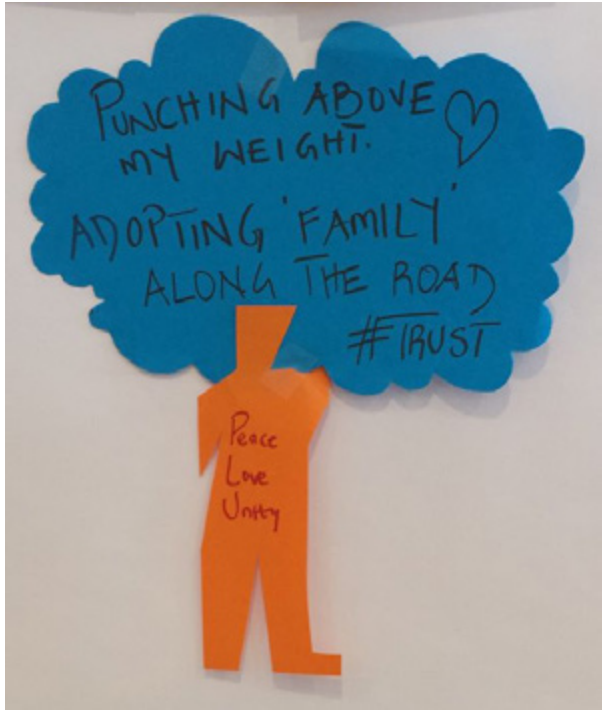
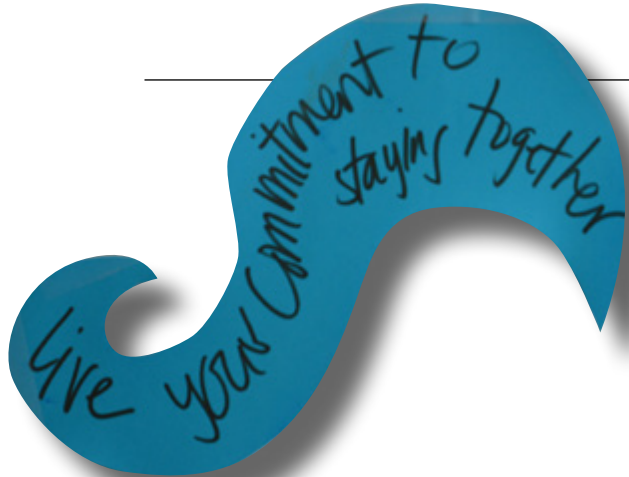
**Thinking at the Edge**

- Word
- Going deep
- Make own meaning
- Shared meaning, uni-view in communication

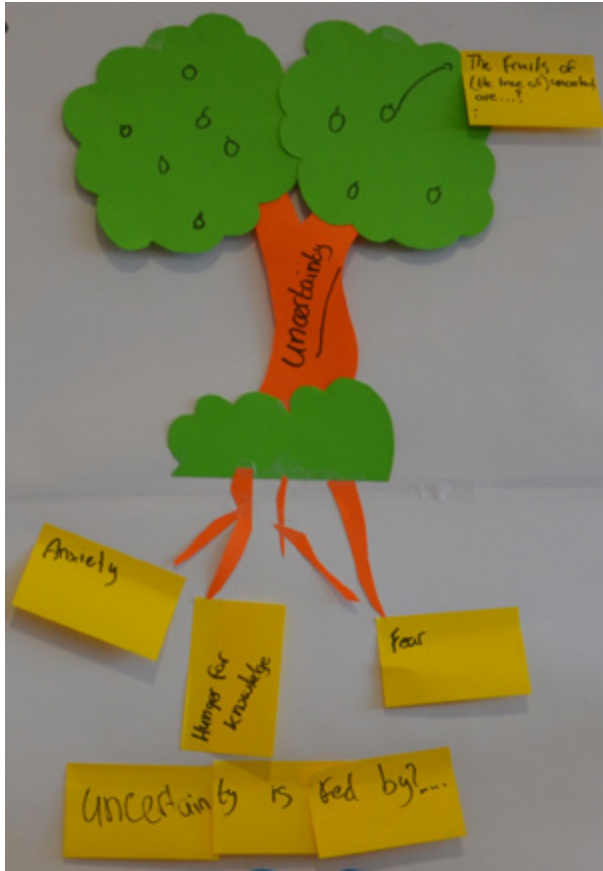


**Challenges**

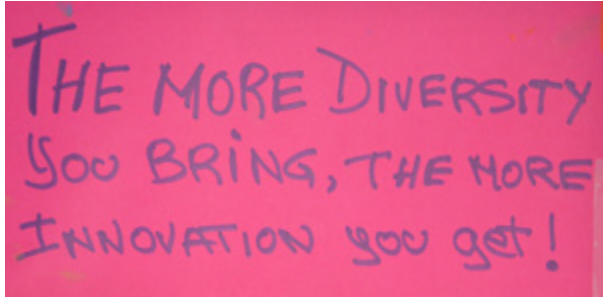
- Thinking at the edge (uni-view)
- Individual with values, coherence, skills and self-confidence
- Collaboration, trust, practice, we-ness in a collective
- Co-creation, reflection, learning
- Integration in individuals



Peace, Love, Unity  
Carrying  
Punching above my weight  
Adopting 'family' along the road  
# Trust



Uncertainty is fed by Anxiety, Hunger for knowledge, Fear ...?  
The fruits of uncertainty are ...?



What don't we see down deep? Listen deeper!



The Landscape Map unfolded in Tonnie's kitchen, to make photos of the details. January 2018.



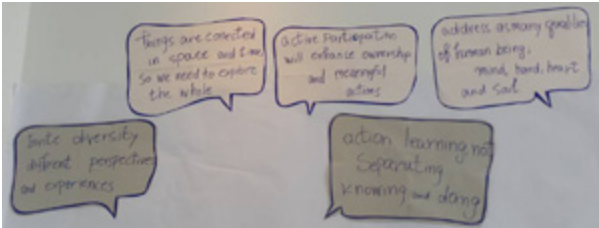


# WISE ACTION and UNCERTAINTY

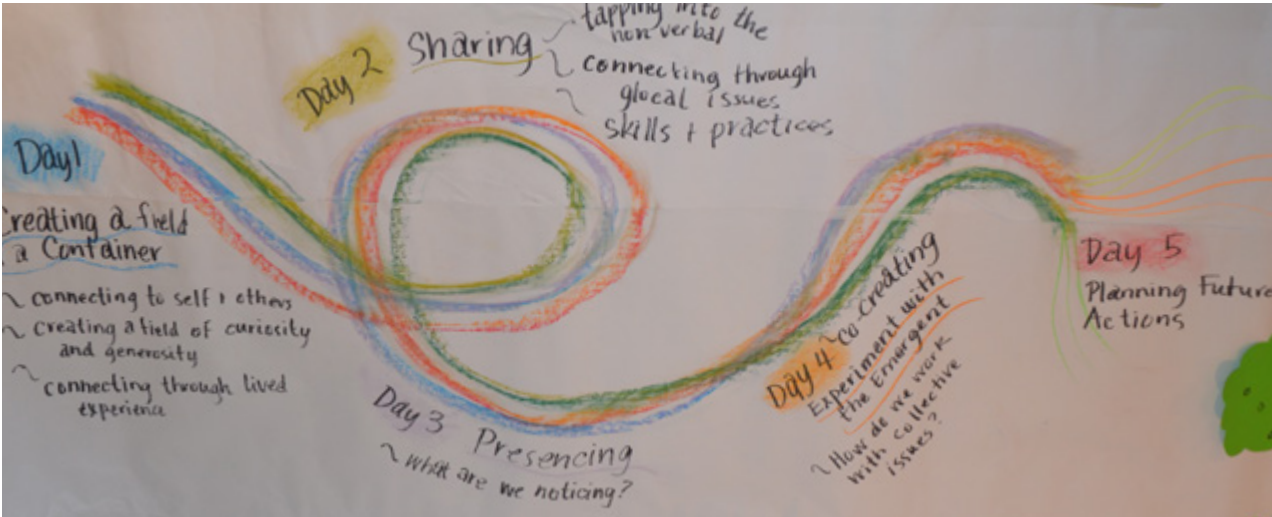
## EXPERIENCE REPORT

**Reflections on design  
and process: What  
made the Magic?**





The basic principles



The main flow of the conference



Connection



Joy



Yes, we did it!

## The Magic

As we reflect on the process, we sense that ‘Magic’ happened, which helped build capacity for navigating the unmapped territories that we encounter all the time:

- People connected, partnerships arose, friends were made. There were recognition, strongly felt emotions, deepened understanding, and novel insights.
- Through shared exploration and creation of collective wisdom, we formed guidelines for wise action in times of uncertainty.
- Most importantly we wove a web of connections.

Many participants shared how touched and surprised they were by the intimacy in the large group. The deeply felt sense of human interconnectedness bridged common splits between good guys and bad guys, feminine and masculine, young and old, army and civilians, aggressors and victims. There was a rare stance of exploring from a place of not knowing, of love and being non-judgemental, of finding complex and intricate beauty of who we are together.

### What made the Magic?

On Day 4, Tova offered a session in Open Space on the theme What made the Magic, using notes in her personal diary. Since then, the conversation expanded to Tonnie, Peggy, Andrea, Yve and others. Here are some of the insights we, Tova and Tonnie, would like to share. As Yve pointed out, we don’t know with certainty which design elements led to the results, nor do we know that the results that we experienced were shared by everyone else. Many of us have found that connecting in a meaningful way supports resilience and effectiveness in spaces of uncertainty and unknowing. In that spirit, we offer our reflections as part of the on-going conversation with you and we hope that you will join us in testing and deepening our understanding.



Noordwijk seaside



Reflections on ‘What made the Magic’ as part of the on-going conversation

1. Seeing the conference as part of a Larger Process

The conference is a peak event in a larger process that started long before the conference. We worked to hold on to the sense of “not knowing” as we let the conference shift and change as new people came forward to share their energy and expertise, and as practical realities moved into place. The journey continues after the conference as the organizers work to share the knowledge created and support post-conference initiatives and connections through this book, the Story book and COS Journal issue.



Closeness

2. Strong Alliance between initiators/organizers

Tova and Tonnie formed a strong alliance, committing to this work. Even though they never did such a project together before, they held a strong sense of “us” that became wider and included more and more people every day. They talked everything through, whether trivial or difficult.



Empathy

3. Conduct of initiators/facilitators that reflects Embodiment of the Not Knowing theme and Operating principles

From the beginning Tonnie, Tova and all involved committed to embody “not knowing” in doing and making of the conference, letting it emerge. Throughout the conference Tova and Tonnie embodied informal authentic presence, by connecting personally, holding on-going invitation for engagement and participation, welcoming initiatives of all sorts and opening space for shared leadership and co-creation.

4. Intention and Commitment

- Initiators (Tonnie and Tova) working from a place of clear intention (i.e.: “we are calling a gathering that is a network of networks”), with deep commitment (over of time and energy over shifts of place, finance), efforts (a year’s work) is critical to create magic
- A powerful generative question (“what do we do when we don’t know what to do”) is essential as an attractor
- We adopted design principles for interaction, ownership and co-creation; we wanted to produce meaningful things that could be shared to the wider world and not stay in the conference room
- We never gave up, we wanted to help deliver this ‘baby’, to nourish it and create conditions to let it grow in a healthy way

5. Invitation and Participants

- The invitation process created an energetic field.
- By connecting, we started weaving a web of relations that built energy long before the conference started
- We built an inner circle of contributors who became co-invited
- We paid much attention to the invitation text and the look and feel because we wanted people to feel welcome to share their talent
- Participants were invited personally; we talked with almost everyone before the conference, weaving our web of relations long before the conference
- Participants were hand-picked from our networks for their qualities of willing to share their knowing as well as their not knowing
- We invited for diversity; people from different networks, ages, experiences, perspectives and knowledge, and from different countries and continents

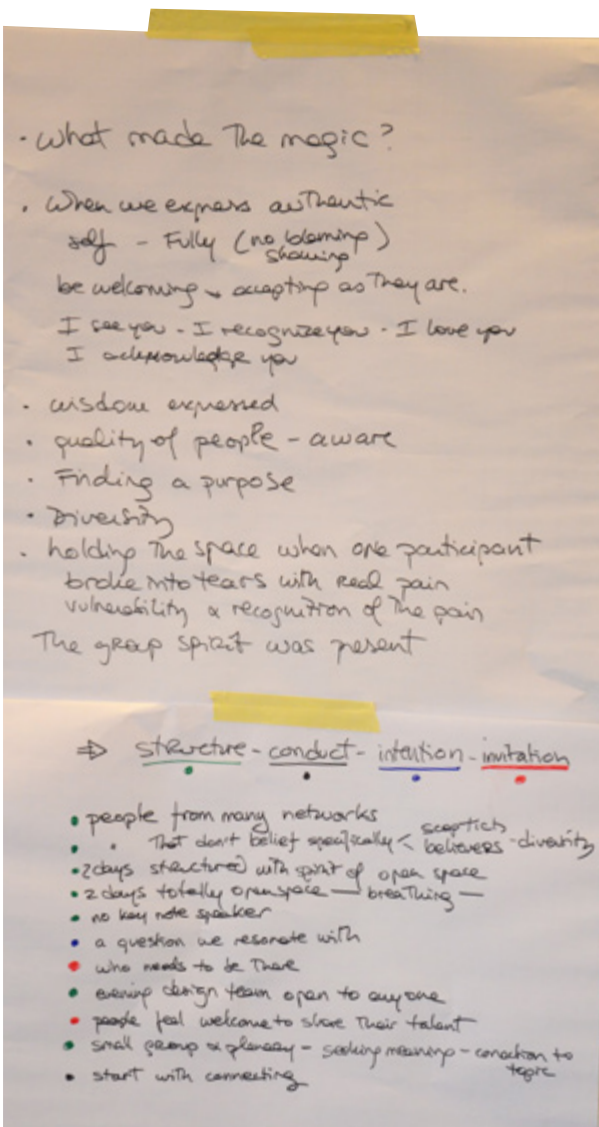


Noordwijk seaside in front of de Baak



Fun





Notes made by Tova, on what made the Magic

- The Avans COS team with the six students was valuable to the dynamics and harvest of the conference; they brought in fresh views and ideas, experiences of young people and questions about what students can do when they don't know what to do
- We invited evaluation into the design process to help us use our design principles to reflect on and guide our collaborative process, understand and address the emerging challenges, and design for harvesting.

**6. Structural aspects that made a difference**

- Time. Full attendance for 4-5 conference days created prolonged engagement, inviting commitment for a collective journey
- Territory. As home territory for Tonnie, the venue offered a supporting space and location; it felt important that place and language be native to at least one of the organizers. Moreover, the seaside is exciting, and represents a boundary place
- Highly structured and loosely structured days mix. The first two days were highly structured, the second two days were self-organized and the fifth day was totally emergent. This enabled being in a comfort zone or out of a comfort zone at different times for different people and moved from "Form to Flow" and "Form to flow" gracefully
- Three main configurations in Rhythm: alternating Individual - small group - large group work configurations throughout the five days enabled breath
- The rhythm of being passive, active, interactive: combining doing and knowing
- Work forms engaging a wide variety of human qualities: Mind, heart, hands, spirit and soul
- Shifting roles, shared leadership: no keynote speaker, all participants were equally invited to offer TED-like talks, workshops, or other forms of leadership and inspiration
- Participatory and engaging at all times: people were part of preparing the space, revealing per-

sonal knowledge, making meaning, harvesting patterns, designing etc.

- Opening and closing Ceremonies, such as the ceremony of Angaangaq, anchor community
- A Daily Open Design Team meeting as a Built-in Self-Correcting Mechanism. Why did we open the design team meeting every evening? It was late and some of us were very tired. Since Tova only works in this way, we said 'okay, let's try it'. It brought camaraderie—a sense of alliance in leading and designing. Moreover, the daily design team meetings allowed a self-correcting influence on the conference, and it also enabled new design elements to emerge; not everything listed above was planned in advance! We feel good that we allowed that to happen, because we see emergent and responsive design as emblematic of a process that recognizes the existence of uncertainty.

**Conduct**

Inviting the talent of others in facilitation is an engaging way to create shared leadership, discover emergent and unseen potential and co-create magic in a short time. Peggy became a co-facilitator for several parts, Julia facilitated movement, Miriam facilitated meditation, Aliza designed and created shape templates for the Landscape Map and so on. A huge thank you to all fellow travellers!

Golden rules of conduct for organizers and facilitators that came into play during the conference we see in:

- Start with connecting; of participants to each other, to the venue, to the topic, to themselves
- Be welcoming, accepting people as they are; don't judge anyone, work with what is
- Hold the space with care, recognizing pain and vulnerability, honouring differences
- The group spirit was present
- Invite and support Self-management: Participants did their own documenting, meaning making, sharing insights
- Align with the venue staff: The hospitality of de

Baak, the commitment and pro-active support of their staff, especially of the technician and host Nico Lammerse, allowed for smooth flow of the conference

**Some lessons learned**

- Organise more 'hands' for housekeeping and logistical activities in the weeks before the conference; for instance a management assistant
- We had long days, for some there was too little 'soaking' time
- Take close-up pictures from all of the harvest (we forgot to collect the Open Space reports)
- Organise photo recording better: All steps and all outcome photographed in detail and all presentations recorded or someone taking notes. We had to put quite some effort in collecting and organising data for this experience report

- Document the evening open design meetings in more elaborate way if you want to trace it's influence
- One structure we did not manage well was finance. We don't like finances and we did not think about it enough. The conference price was too low. For most participants 200 Euro more would not have been a problem, and it would have given us extra funding for participants in a low budget situation
- We should have started finding sponsors much earlier
- More money would have made it easier to get participants on board from South-America, Africa and Asia; although we had participants from 14 countries, most of them were from Western and Middle East backgrounds
- Don't short-change the time needed to fully utilize reflective and evaluative thinking to support

nimbleness and responsiveness as the conference unfolds. Establish and hold to a daily practice of asking question such as: Are we aligned with the principles that we identified to support the intended process and purpose of the conference? Are those principles still serving the group, are they adequate, are they meaningful? How does what happened today inform us about what to do next? And how does it inform whether the original convening purpose is still meaningful and adequate?

- Explicitly invite people who are feeling frustrated or who don't see the connection between the principles, the design and what is emerging. A few brave souls came to share dissenting viewpoints, but we have no way to really know in what ways the conference was not working for some people and might have been strengthened further.



Seaside at Holon, Israel.  
Our first preparation meeting in January 2016,  
in a restaurant near Tova's place





# WISE ACTION and UNCERTAINTY

## EXPERIENCE REPORT

### Participants





*Seventy four people, curious and passionate about our topic, or with deep experience and wisdom in working with uncertainty, looking for fellow travellers to share, create and disseminate this type of wisdom joined us to a 4-day learning expedition. Some of them could not stay for the full four days, but most did. Twenty participants worked during an optional 5th day on projects for writing and creating products.*

*All were co-creators, with a wide diversity of experience and knowledge, of all ages, from 14 different countries. Leaders, scholars, students, artists, consultants, journalists, entrepreneurs, people who are deeply interested.*



First name	Last name	Country	Email address
Stefanie	Antonissen	w	<a href="mailto:smh.antonissen@student.avans.nl">smh.antonissen@student.avans.nl</a>
Mary-Alice	Arthur	NZL	<a href="mailto:mary-alice@getsoaring.com">mary-alice@getsoaring.com</a>
Tova	Averbuch	ISR	<a href="mailto:tova.averbuch@gmail.com">tova.averbuch@gmail.com</a>
Caroline	Baan	NLD	<a href="mailto:Caroline.Baan@rivm.nl">Caroline.Baan@rivm.nl</a>
Jakob	Barfod	DNK	<a href="mailto:jrb@mil.dk">jrb@mil.dk</a>
Christine	Böhler	AUT	<a href="mailto:christine.boehler@uni-ak.ac.at">christine.boehler@uni-ak.ac.at</a>
Yvonne	Bonner	ITA	<a href="mailto:yvonne.dilys@gmail.com">yvonne.dilys@gmail.com</a>
David, van	Brakel	NLD	<a href="mailto:dvanbrakel@dokonline.nl">dvanbrakel@dokonline.nl</a>
Heike	Brembach	DEU	<a href="mailto:kontakt@luv-beratung.de">kontakt@luv-beratung.de</a>
Joke	Buringa	NLD	<a href="mailto:jokeburinga@gmail.com">jokeburinga@gmail.com</a>
Maurits	Chapot	NLD	<a href="mailto:maurits@modernmonk.nl">maurits@modernmonk.nl</a>
Michel van	Dartel	NLD	<a href="mailto:mf.vandartel@avans.nl">mf.vandartel@avans.nl</a>
Amos	Dotan	ISR	<a href="mailto:amosdotan@gmail.com">amosdotan@gmail.com</a>
Frans	Duurland	NLD	<a href="mailto:duurland@kadans.nl">duurland@kadans.nl</a>
Marcel	Elsenaar	NLD	<a href="mailto:elsenaar@kadans.nl">elsenaar@kadans.nl</a>
Eva van der	Fluit	NLD	<a href="mailto:evdfluit@planet.nl">evdfluit@planet.nl</a>
Aliza	Fruchtman	ISR	<a href="mailto:mind4u2@gmail.com">mind4u2@gmail.com</a>
Frans van	Gassel	NLD	<a href="mailto:info@handstorm.nl">info@handstorm.nl</a>
Doris	Gottlieb	NLD	<a href="mailto:doris@dorisgottlieb.com">doris@dorisgottlieb.com</a>
Michal	Gradshtein	ISR	<a href="mailto:michal.gradshtein@gmail.com">michal.gradshtein@gmail.com</a>
Andrea	Henning	NLD	<a href="mailto:ahenning@tiaracoaching.com">ahenning@tiaracoaching.com</a>
Justin	Hensen	NLD	<a href="mailto:j.hensen@student.avans.nl">j.hensen@student.avans.nl</a>
Rosien	Herweijer	NLD	<a href="mailto:rosien.herweijer@gmail.com">rosien.herweijer@gmail.com</a>
Jeroen	Hoekstra	NLD	<a href="mailto:jeroen.hoekstra61@gmail.com">jeroen.hoekstra61@gmail.com</a>
Peggy	Holman	USA	<a href="mailto:peggy@peggyholman.com">peggy@peggyholman.com</a>
Michelle	Holmes	USA	<a href="mailto:mholmes@al.com">mholmes@al.com</a>
Cees	Hoogendijk	NLD	<a href="mailto:mail@ceeshoogendijk.nl">mail@ceeshoogendijk.nl</a>
Jef van den	Hout	NLD	<a href="mailto:jef@flowconcepts.nl">jef@flowconcepts.nl</a>
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Total		72	18 October 2017



## Student team

We were extremely lucky to have amongst us a student team of Avans University of Applied Sciences. This is what they said, on reflection, about the conference in an interview for **Punt**. [Online magazine, Avans, Breda, the Netherlands].

### HRM students full of praise for conference 'dealing with unforeseen situations'

3 November 2017, by: Arold Roestenburg, 310 - Last update on November 3, 2017, 08:29

How do you behave in situations where you have no idea what you actually have to do? That was the central question during a four-day conference in Noordwijk. In addition to professionals from different countries, six students of Human Resource Management at Avans Breda participated. 'It is one of the most beautiful things I have experienced during my training.'

'Its four intensive days, but we got so much in return,' says fourth-year student Selwyn Kuipers. He is full of praise for the conference organised by Avans lector Sustainable Working and Organising Tonnie van der Zouwen. Second-year student Stefanie Antonissen looks back with a good feeling. 'I wanted to get outside my comfort zone, I certainly succeeded.'

### Impact

It is difficult to explain to outsiders why the conference had so much impact on the students. 'Family and friends also asked about it, but in fact you should have been there,' says Selwyn who attempts to explain: 'As a participant, we constantly encountered surprising situations in which we had no idea how to behave.'

Through different game elements, the participants got to know each other and according to both students an atmosphere was created in which it was easier to deal with unforeseen situations. 'If you do not know what to do, having respect for each other and daring to be vulnerable is very important,' says Stefanie.

*'We noticed that we think less limited than people who have been working in the business sector for some time'*

### Appreciation

At the conference, in addition to the six Avans students, mainly business people participated. 'Like business people from Africa and America. They were very appreciative of our input,' says Stefanie. 'We were also invited by an Israeli woman because she appreciated our vision.'



'We noticed that we think less limited than people who have been working in the business sector for some time,' Selwyn adds.

The students are planning to go to Israel together. 'We have built a very close relationship in four days. Of course because we dared to be so open and vulnerable towards each other,' says Selwyn.

The students want to contribute to their own study program and later on possibly on a larger scale within Avans. 'We do not yet know how to do this, but it is important for every student that they know how to deal with surprising situations,' says Selwyn.





 TRANSPORTS  
 NEED GIVE

HR Place

Need a ride to Amsterdam on Saturday  
(→ Michal Grdshtein) THANKS! → @ end of day ☺

ME TOO (DANKS) (AROUND NOON)....

Anybody going to The Hague tonite? <sup>Thurs 19th</sup> Hugo

Need a ride to Hague on the end (22)

~~Needs ride to Leiden/Delft~~

LOST AND FOUND

50 | Big ORANGE NOTE BOOK - YONNE

NEED ACCOMMODATION sun 22. - 23.10 - Jan-Erik

WISE ACTION and UNCERTAINTY

EXPERIENCE REPORT

Appendices



Open Space Technology

Conference structural context

Day 1 and 2 of the conference were still quite structured. We felt this would facilitate people to get to know each other a bit better, form an understanding of what it was that we tried to explore. Establish and give way to enrich the field with the wealth of knowledge and experience that is in the room. Allowing for deeper conversations in Open space on day 3 and 4. So movement and cross fertilisation could take place as self-organising processes.

To allow for emerging insights to impact the design of the conference the design team met openly every evening (all participants who care to – invited) , sharing evaluating and adjusting the design.

Open Space Technology

Open Space Technology is described in detail in the book “[Open Space Technology: A User’s Guide](#)”, by Harrison Owen, B&K publishers.

4 Principles

- Whoever comes are the right people.
- Whatever happens is the only thing that could have.
- Whenever it starts is the right time.
- When it’s over, it’s over.

Law of 2 Feet



Law of Mobility



Passion



bounded by

Responsibility



What is Open Space?

Open Space Technology is one way to enable all kinds of people, in any kind of organisation, to create inspired meetings and events. Over the last 20+ years, it has also become clear that opening space, as an intentional leadership practice, can create inspired organisations, where ordinary people work together to create extraordinary results with regularity.

In Open Space meetings, events and organisations, participants create and manage their own agenda of parallel working sessions around a central theme of strategic importance, such as: What is the strategy, group, organisation or community that all stakeholders can support and work together to create?

With groups of 5 to 2000+ people – working in one-day workshops, three-day conferences, or the regular weekly staff meeting – the common result is a powerful, effective connecting and strengthening of what’s already happening in the organisation: planning and action, learning and doing, passion and responsibility, participation and performance.

See also ‘[Working in Open Space: A Guided Tour](#)’.

Read more, find examples, communities of practice and resources on [www.openspaceworld.org](http://www.openspaceworld.org)





Detailed Conference script

Even-though we wanted to make sure to leave enough room for things to emerge – and for the program to adapt to what we noticed was happening – we did design a script to support us along the way. The last version of the script you may find on the next pages. It may provide you with detailed insight on the design of the conference.



Every detail - up to the flowers - was given attention...

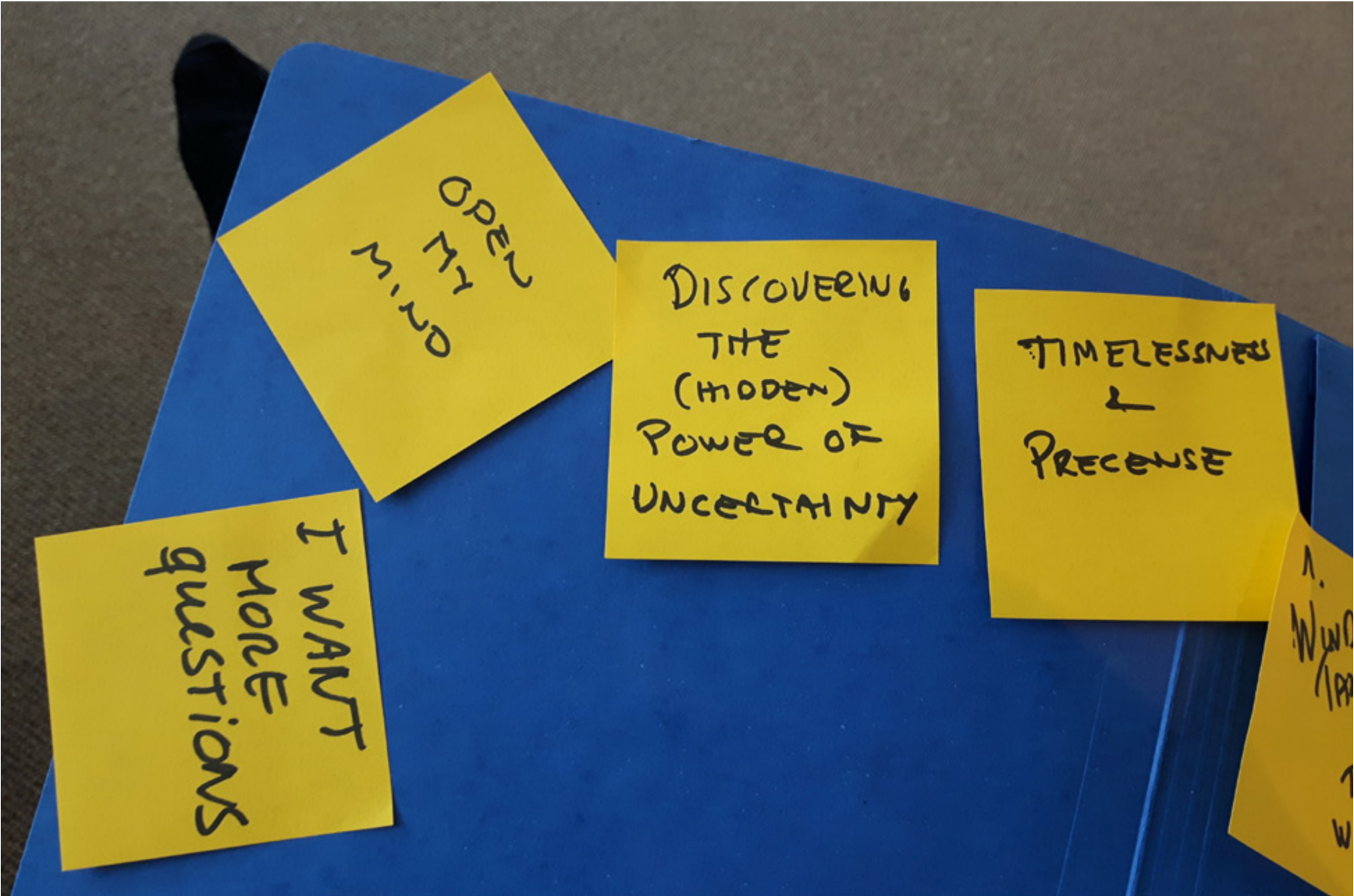
Time	Part & purpose	Activity & organisation	People	Materials
10.00 -11.30	House keeping	Discuss program and room setup with De Baak Seaside	Tova, Tonnie	Program overview, script
17.00	Preparations	Micro teams <ul style="list-style-type: none"><li>Hospitality team: Doris Gottlieb (also contact person for De Baak for practical things), ...</li><li>Logistics team: Avans students (2), Andrea</li><li>Harvesting team, wisdom catchers: Yve, students Avans (4), Ineke van Kruining, (and all participants do their own harvesting), Aliza Fruchtman, Alexandra Rentroia, Mark de Koning?</li><li>Video &amp; sound team: David van Brakel, technician De Baak, Avans students (3)</li><li>Facilitating team: Tova, Tonnie, Yve, Peggy</li><li>Orange key cords for Avans COS team</li></ul>		
	Folders	Prepare folders: <ul style="list-style-type: none"><li>Blank sticker on front</li><li>Worksheet Sharing lived experience</li><li>Set post-its for golden nuggets (dark yellow square post-its)</li><li>Thin black marker</li><li>Diary notebook</li><li>Program overview</li></ul>		
	Reception	Arrange reception table <ul style="list-style-type: none"><li>Check reception procedure with De Baak</li><li>Put everything in place</li></ul>	Doris, logistics team, de Baak	<ul style="list-style-type: none"><li>Key cords, name cards</li><li>Participant list</li></ul>
	Main Room setup	Inviting and practical setup of main room <ul style="list-style-type: none"><li>Put everything in place</li><li>2 material tables in front of window, near Landscape Map</li><li>Arrange material table</li></ul>	Logistics team Tova, Tonnie, Peggy, Aliza	
	Information Wall	<ul style="list-style-type: none"><li>Titles for what goes where from all harvesting actions: Hopes and aspirations; Lived Experience; Glocal Issues;</li><li>Large paper sheets, if post-its will not stick well on the wall</li><li>Flip-chart with program schedule</li><li>Flip-chart with harvesting guidelines</li><li>Flip-chart with information: Wi-Fi code, Twitter #CO-Sconf2017, website COS with schedule, participant list, meals, travel, phone numbers</li></ul>	Aliza	<ul style="list-style-type: none"><li>Paper for titles</li><li>Think markers</li><li>Tape</li></ul>
	Landscape wall	<ul style="list-style-type: none"><li>10 mtr. wide, 2,5 mtr. high</li><li>All elements are drawn on cards and put on the map with flexible glue, so they can be moved</li><li>Valley of hopes and expectations</li><li>Roads, trees, clouds, waterfalls, ....</li><li>Mountains of fears</li><li>Use cards for elements and connections; no direct writing on the map</li><li>Small post-its for golden nuggets</li><li>Clouds with basic principles</li><li>Banner with conference title</li></ul>	Aliza, Tonnie, Lucy, Yve, Doris	<ul style="list-style-type: none"><li>Plotter paper</li><li>Scissors</li><li>Broad tap</li><li>Glue</li><li>Principles</li><li>Dream clouds</li></ul>



Time	Part & purpose	Activity & organisation	People	Materi-als	Materials
9.00	News room setup	Avans COS team	Tonnie, David, Avans COS team, Aliza, Tonnie, Lucy, Yve, Doris	<ul style="list-style-type: none"><li>• Lap-tops</li><li>• Printer</li><li>• Print paper</li><li>• Cam-era's</li></ul>	<ul style="list-style-type: none"><li>• Key cords p.p.</li><li>• Name cards p.p.</li><li>• Participant list;</li><li>• Thin Mark-ers</li><li>• Folders.</li><li>• Music</li></ul>
		Finish room set-up		<ul style="list-style-type: none"><li>• Vase with flow-flow-ers</li><li>• music</li></ul>	<ul style="list-style-type: none"><li>• Lunch</li><li>• Drinks</li></ul>
10.30	Briefing	Train Harvesting team <ul style="list-style-type: none"><li>• Train students in wisdom catching and harvesting</li><li>• Go through program, check for clarity of tasks and materials</li></ul>	Yve, Avans COS team, Aliza?	<ul style="list-style-type: none"><li>• Pro-gram p.p.</li></ul>	
		Video, sound, projection <ul style="list-style-type: none"><li>• Check everything</li></ul>	Technical team		<ul style="list-style-type: none"><li>• notes Tonnie</li></ul>
		Design, facilitation and hospi-tality <ul style="list-style-type: none"><li>• Check clarity on tasks and materials</li></ul>	Tova, Tonnie, Peggy, Doris, Avans COS team	Scripts	
13.22 (5')	The wind blows	<ul style="list-style-type: none"><li>• Listen, look</li><li>• Stand up and run as response to question of the wind blow</li><li>• Find new seat</li><li>• Ask new question</li></ul>	<ul style="list-style-type: none"><li>• Wind blow game to get a sense of who is in the room</li><li>• Explain what to do. People run to center and find a new seat when a question applies to them</li><li>• Say wind blows to everyone from North America, from Israel, from Netherlands, from other coun-tries, who is a facilitator, under 40, above 60, ...</li><li>• Person left in the middle starts next action</li></ul>	Peggy	
13.27 (15')	Hopes and aspirations	<ul style="list-style-type: none"><li>• Listen to instruction</li><li>• Write individually in diary</li><li>• Share in threesomes after writing in diary</li><li>• Write on sticky notes for your threesome</li><li>• Share out to the group: read stickies</li><li>• Post stickies on Informa-tion Wall under 'hopes and aspirations'</li></ul>	<ul style="list-style-type: none"><li>• Thank Peggy, take time to reflect and share our hopes and aspirations for this conference</li><li>• What would 'blow my mind' (uit je dak gaan), exceed my wildest dreams and expectations if it were to happen here in the conference?</li><li>• In plenary: Please say the question out loud in your own language</li><li>• Take a moment to think about this question and write your answer in your diary</li><li>• Form groups of 3 and take 5 minutes, introduce yourself briefly, then share your hopes aspirations</li><li>• What stands out for you as a group? Write up to three stickies per group, one idea per sticky, with the black thin marker</li><li>• In plenary: pop corn</li><li>• Each group will post their own stickies to the Information Wall (remind people to feel free to place stickies that seem related near each other)</li><li>• (Two Harvesters help and cluster as much as possible on the fly)</li></ul>	Tonnie	<ul style="list-style-type: none"><li>• Diaries</li><li>• Thin mark-ers</li><li>• Pens</li><li>• Yellow post-its</li><li>• Information Wall hopes, and aspira-tions</li></ul>
13.42 (10')	Introduc-tion way of working	<ul style="list-style-type: none"><li>• Listen and look</li><li>• Ask questions</li></ul>	<ul style="list-style-type: none"><li>• When everyone is seated: Everything you need to know about way of working and practical infor-mation. First the principles of the design and the implications of our way of working, also see the principles on the Landscape Map</li><li>• We strive for ownership and participation, so we invite you to step into leadership and self-manage subgroups, and you will do your own information gathering, analyses and meaning making as much as possible, real time</li><li>• All information will go the walls and will be avail-able as much as possible at any time; from every part of the conference</li></ul>	Tonnie	<ul style="list-style-type: none"><li>• Landscape wall</li><li>• Principles</li><li>• Folders</li><li>• Flip-chart with practical information</li></ul>
	Way of working Practical matters	<ul style="list-style-type: none"><li>• Listen and look</li><li>• Ask questions</li></ul>	<ul style="list-style-type: none"><li>• the design reflects the topic of the conference: we don't know what is going to happen, the process is emergent, we don't know what the landscape will look like, but we invite as many human qualities as possible, addressing mind, body, heart and soul for finding meaningful ways in unmapped territory, integrating knowing, learning and doing.</li><li>• In this process we will work in a rhythm of diverg-ing and converging, of working individually, in small groups and in plenary</li><li>• Several micro teams will help us in this process (invite team to stand up and say name): facili-tating team (stand up and say your name Tova, Peggy), logistics and hospitality team (Ineke, Doris, students), harvesting team (Yve, Aliza, students)</li></ul>	Tonnie	<ul style="list-style-type: none"><li>• Folders</li><li>• Bell</li><li>• Flip-chart</li></ul>
13.52 (8')	Introduc-tion way of harvesting	<ul style="list-style-type: none"><li>• Look and listen</li></ul>	<ul style="list-style-type: none"><li>• Program, please open your folder. After this intro-duction we will take time to explore and share our lived experience, then get inspiration by listening to the talks of Sandra and Michel, followed by a very special teaching of Eskimo wisdom by An-gaangaq. Welcome dinner will start half past 8.</li><li>• We invite everyone to be a timekeeper so we can start and finish on time. Sometimes a bell will ring when we want to start plenary work.</li><li>• Every evening the design team will reflect on how we are doing and look forward to the next day; participants who want to are welcome</li><li>• Practical information: see items on flip-chart</li><li>• Any questions?</li><li>• Intended harvest</li><li>• Introduce Yve as a developmental evaluation specialist, who will take an advisory and guidance role for harvesting during the conference</li></ul>	Yve, Avans COS team	<ul style="list-style-type: none"><li>• Landscape wall</li><li>• Information Wall</li></ul>
14.05 (25')	Break	<ul style="list-style-type: none"><li>• Have a break</li></ul>			
14.30 (120')	Diving into what we do, sharing lived experi-ence	<ul style="list-style-type: none"><li>• Listen to introduction</li><li>• Make groups of three</li><li>• Divide roles: teller, listener, recorder</li><li>• Share lived experience</li><li>• Tell story to partner</li><li>• Listen to story, taking notes for partner telling the story on work sheet</li></ul>	<ul style="list-style-type: none"><li>• Introduce the concept of Heuristics</li><li>• This is to elicit sharing and conversation on lived experience of what it feels like and what we do when we don't know what to do</li><li>• Invite to take out the worksheet 'Sharing lived experience' and explain steps</li></ul>	Tova	<ul style="list-style-type: none"><li>• Diaries</li><li>• Worksheet Sharing lived experi-ence</li><li>• Pens</li><li>• Card p.p. for story</li><li>• W&amp;M map</li><li>• Post-its</li></ul>
20'	Harvesting	Take Step 2: <ul style="list-style-type: none"><li>• Write reflections on sheet</li></ul>	<ul style="list-style-type: none"><li>• Remind people to start with the harvesting</li></ul>		<ul style="list-style-type: none"><li>• Bell</li></ul>



Time	Part & purpose	Activity & organisation	People	Materi-als	Materials
15'	Integration	Take Step 3: <ul style="list-style-type: none"> <li>• 2 min. Silence, think about the one thing that stood out</li> <li>• Write what stood out in diary</li> <li>• Share in plenary</li> <li>• Post on wall</li> </ul>	<ul style="list-style-type: none"> <li>• Ask one of the students to take make photos and one to take notes</li> <li>• Invite to take step 3: Ring the bell, we will have 2 minutes of silence and reflect individually: What is the golden nugget that you take from the sharing of lived experience?</li> <li>• After 2 minutes, invite to write down, first in diary, then on post-it</li> <li>• Sharing in plenary, pop-corn style: Invite Who wants to share your golden nugget? Who has a similar one? Who has something different? Who has something to add</li> <li>• Post your nugget on the Information Wall</li> <li>• Collect all the completed questionnaires and put them in a binder for anyone who wants to look through them</li> <li>• Invite people to have a short break and be back in 10 minutes for the TED-like talks. The talks will be recorded integrally so please be back on time</li> </ul>	Tonnie Colin, Stijn	<ul style="list-style-type: none"> <li>• Bell</li> </ul>
16:30 (15')	Short break	<ul style="list-style-type: none"> <li>• Setup video recording</li> </ul>		David	
16:45 (18')	TED-like talk 1	<ul style="list-style-type: none"> <li>• Look and listen</li> </ul>	<ul style="list-style-type: none"> <li>• Introduce Sandra Janoff, give word to her</li> <li>• Start recording</li> <li>• Integral video recording</li> <li>• Thank Sandra</li> </ul>	Tonnie David	<ul style="list-style-type: none"> <li>• Camera</li> <li>• Projector</li> <li>• Presentation</li> </ul>
17:05 (17')	TED-like talk 2	<ul style="list-style-type: none"> <li>• Look and listen</li> </ul>	<ul style="list-style-type: none"> <li>• Change presentation</li> <li>• Introduce and give word to Michel van Dartel</li> <li>• Start recording</li> <li>• Thank Michel</li> </ul>		<ul style="list-style-type: none"> <li>• Camera</li> <li>• Projector</li> <li>• Presentation</li> </ul>
17:22 (8')	Questions and insights	<ul style="list-style-type: none"> <li>• Identifying questions and insights</li> <li>• Share what stood out</li> <li>• Listen, add to pop-corn sharing</li> </ul>	<ul style="list-style-type: none"> <li>• Now, reflection on 'What comes up'</li> <li>• Questions and insights, on what stood out for you: questions are not answered yet, there will be plenty of time later</li> <li>• Popcorn sharing - one person shares, who wants to add. (no clustering or processing yet)</li> <li>• Two Harvesters transcribe what is shared onto A4 sheets. Take turns writing. One harvester collects and a third one posts on Information Wall</li> </ul>	Tonnie, Yve  Colin, Stijn	<ul style="list-style-type: none"> <li>• stickies</li> </ul>
17:30 (60')	Teaching and Ceremony Angaangaq	<ul style="list-style-type: none"> <li>• Look and listen</li> <li>• Experience</li> <li>• Reflect</li> <li>• Ask questions</li> <li>• Write in diary individually</li> <li>• Add golden nuggets if they want to</li> </ul>	<ul style="list-style-type: none"> <li>• Introduce and welcome Angaangaq and Miranda</li> <li>• Invite Angaangaq</li> <li>• After the ceremony, invite reflection and questions</li> <li>• Then invite everyone to write in their diary</li> <li>• A good time to remind everyone again that they should feel free to add any golden nuggets to the Information Wall</li> <li>• This might be a particularly good time to capture nuggets that are less verbal, more images and feelings</li> </ul>	Tonnie	<ul style="list-style-type: none"> <li>• Video</li> <li>• Cards</li> <li>• Stickies</li> <li>• Markers</li> <li>• Pens</li> </ul>
18:30 (15')	Evening News		<ul style="list-style-type: none"> <li>• Practical matters</li> <li>• Invite for design team meeting in the main room</li> <li>• Announce diner</li> </ul>	Tonnie	
18:45 (60')	Break				
19:30 ...	Welcome diner	<ul style="list-style-type: none"> <li>• Eat and drink</li> <li>• Getting to know each other</li> <li>• Listen to music</li> </ul>			<ul style="list-style-type: none"> <li>• Diner</li> <li>• Music</li> </ul>
21:30	Design group meeting			Design team, wisdom catchers	



Jan-Erik Tarpila personal stickies



Time	Part & purpose	Activities participants	Activities facilitators & directions	People	Materials
7.00	Preparation		<ul style="list-style-type: none"> <li>Water in all breakout rooms</li> <li>Check materials in breakout rooms for talks</li> <li>Hang schedule with names of talks and workshops in the corridor for people to sign up</li> </ul>		<ul style="list-style-type: none"> <li>Water</li> <li>Schedule</li> </ul>
8.30 (5')	Opening the day in plenary, morning news		<ul style="list-style-type: none"> <li>Connecting yesterday and today, inspiration and administration</li> <li>Introduce way of working for this day</li> <li>Morning News</li> </ul>	Tova	
8.35 (25')	Tapping into unconscious & the tacit		<ul style="list-style-type: none"> <li>Meditation followed by journaling, Miriam Subirina</li> <li>10 people, 1 sentence, popcorn</li> </ul>	Miriam	
9.00 (90') (20')	Surfacing glocal issues		<ul style="list-style-type: none"> <li>Sit in threes</li> <li>Individually go back home look for one to three issues, write them down.</li> <li>Share in threes, then choose one issue (each person), write it large on A4 paper</li> <li>Stand up with your issue in front of you and start walking and intuitively cluster with people</li> <li>Sit together in the cluster and explore: What makes you a cluster</li> <li>Write name of cluster and insights on glocal issue summary sheet</li> <li>Harvest part 1 - by cluster. Share in plenary - 1 min: name of cluster and one insight</li> <li>&gt; Students write these insights in the 'pool of issues' on the Landscape Map</li> <li>Harvest part 2 - across all. Tonnie: Ask whole group - what am I noticing?</li> <li>&gt; Students write the patterns on Landscape Map</li> <li>Yve to guide deciding whether things go on Info Map or Landscape</li> <li>Also collect all issue summary sheets and put on Information Wall</li> <li>Give instruction for what happens after the break: go to three rounds of talk and 2 rounds of workshops; no signing up, first come, first served</li> <li>Information about what is where is in the folder</li> </ul>	Tova  Some-one to video-tape the clustering and some-one to one to one to photograph each cluster	
(7')	Clustering			Tonnie, Students to harvest	
(63')	Sense making			Yve, Students	
10.30 (30')	Break		<ul style="list-style-type: none"> <li>Remind people to harvest golden nuggets</li> <li>Ask students to prepare the breakout rooms</li> <li>Remind them to do wisdom catching too</li> </ul>	Doris students	<ul style="list-style-type: none"> <li>Overview talks &amp; workshops</li> <li>Name list per talk/ workshop</li> </ul>
11.00 (20')	Talks 1 Doris Gottlieb	<ul style="list-style-type: none"> <li>Look and listen</li> <li>Write golden sentences/images/questions</li> </ul>	<ul style="list-style-type: none"> <li>Harvest</li> <li>Video recording of every talk, integral</li> <li>Each participant invited to write golden nuggets on sticky notes and as leaving their talk, to post their nuggets on appropriate wall</li> </ul>		<ul style="list-style-type: none"> <li>Huge map</li> <li>Sticky notes</li> <li>Pens</li> <li>Social media</li> </ul>
11.20 (20')	Talks,2 parallel		<ul style="list-style-type: none"> <li>Idem</li> </ul>		<ul style="list-style-type: none"> <li>Idem</li> </ul>
11.40 (20')	Talks 2 parallel		<ul style="list-style-type: none"> <li>Idem</li> </ul>		<ul style="list-style-type: none"> <li>Idem</li> </ul>
12.00 (90')	Lunch	<ul style="list-style-type: none"> <li>self-arranged</li> </ul>			
13.30 (90')	Workshops round 1, 6 parallel		<ul style="list-style-type: none"> <li>Workshop presenters give 10 minutes at the end of your session for participants to do reflection and diary writing and to document any golden nuggets to post on the Information Wall when they exit the workshop.</li> <li>If there is time and you are so inclined, you can have participants talk in small groups to generate nuggets together or use another method based on your own practice to do so.</li> <li>Go around to each workshop and remind them to take 10 minutes at the end for reflection.</li> <li>Make sure that each workshop has a stack of sticky notes.</li> <li>(3 harvesters needed...)</li> </ul>	Ineke, Stefanie	<ul style="list-style-type: none"> <li>Huge map</li> <li>Breakout rooms</li> <li>Workshop plan</li> </ul>
15.00 (30')	Break and harvest time				
15.30 (90')	Workshop round 2, 7 parallel		<ul style="list-style-type: none"> <li>Idem</li> </ul>		<ul style="list-style-type: none"> <li>Idem</li> </ul>
17.00 (30')	Break				
17.30 (60')	Evening reflection and sense-making	<ul style="list-style-type: none"> <li>Listen to instruction</li> <li>Choose subgroup</li> <li>Divide roles</li> <li>Analyse the information, discuss conclusions</li> <li>Prepare report</li> <li>Prepare presentation of max. 2 min.</li> <li>Share insights plenary</li> </ul>	<ul style="list-style-type: none"> <li>Look at diversity of information on the walls</li> <li>Group into 7 groups, to make sense of this information:               <ul style="list-style-type: none"> <li>&gt; Golden nuggets of the hopes and aspirations, and other inspirations</li> <li>&gt; Lived experience stories</li> <li>&gt; Glocal issues</li> <li>&gt; Golden nuggets of talks</li> <li>&gt; Patterns and images, obvious and hidden, between the parts</li> <li>&gt; Patterns and images, obvious and hidden, embracing the whole.</li> </ul> </li> <li>In groups:               <ul style="list-style-type: none"> <li>&gt; Divide roles for self-management: leader, time-keeper, recorder, reporter)</li> <li>&gt; Analyze the information and prepare a sense-making report on a flipchart, and a 2 min max presentation</li> </ul> </li> <li>Groups present</li> <li>Harvest: What are we noticing (popcorn) - write it on a card</li> <li>Those who wrote on a card and anyone else that wants to goes to the landscape wall to place the cards</li> <li>Graphic recorder to draw some elements</li> <li>Post group flip charts on the info wall, underneath its original notes</li> </ul>	Tonnie	<ul style="list-style-type: none"> <li>Landscape wall</li> <li>Cards</li> <li>Post-its</li> <li>Landscape elements</li> <li>Markers</li> </ul>
18.30	Evening news		<ul style="list-style-type: none"> <li>Practical things</li> <li>Invite for steering sessions</li> </ul>	Tova	
18.45	Design group meeting	<ul style="list-style-type: none"> <li>Optional for participants</li> </ul>	<ul style="list-style-type: none"> <li>Design team and harvesters and any volunteers: What are we noticing about alignment with our intentions for today, and with the principles? What are we hearing? How does the emerging wisdom inform the design? (Students also do a learning reflection afterwards)</li> <li>Designate note taker (one of the design team to summarize what we learned and changes). And an observer-notetaker, on the process, what changes we made and to capture the process used-done by (action, reflection, reflection on reflection).</li> <li>Design team, wisdom catchers, volunteers</li> </ul>	One note-taker from design team, one observer /note-taker	
19.30	Dinner	<ul style="list-style-type: none"> <li>Self-arranged</li> </ul>			
21.30	Entertainment	<ul style="list-style-type: none"> <li>Making music and singing together (optional)</li> </ul>			



Time	Part & purpose	Activities participants	Activities facilitators & directions	People	Materials
7.30	Preparation	<ul style="list-style-type: none"><li>• Make banner</li></ul>	<ul style="list-style-type: none"><li>• Room setup in circle</li><li>• Make agenda for Open Space</li><li>• Hang posters OS</li><li>• A3 sheets, markers, OS report forms, flowers in vase</li></ul>	Tova, Tonnie	<ul style="list-style-type: none"><li>• A3 sheets</li><li>• OS report forms</li><li>• Labels for agenda times and rooms</li><li>• OS posters</li><li>• 50 Thick markers</li><li>• Flowers in vase</li></ul>
8.30 (30')	Opening the day in plenary		<ul style="list-style-type: none"><li>• Morning News: change of schedule</li><li>• Announce way of working for today: Movement, meditation, opening space</li></ul>	Tonnie	<ul style="list-style-type: none"><li>• Instruction</li><li>• Transportation</li></ul>
8.35	Movement /getting connected again		<ul style="list-style-type: none"><li>• Moving in inner circle</li><li>• Several exercises in pairs</li></ul>	Julia	<ul style="list-style-type: none"><li>• Music</li></ul>
9.00	Meditation Morning News		<ul style="list-style-type: none"><li>• Connecting yesterday and today</li></ul>	Peggy Tonnie	
10.15	Opening Space	<ul style="list-style-type: none"><li>• Listen and look</li><li>• Write agenda topics</li><li>• Line up for microphone</li><li>• Announce topic and invite participants</li><li>• Put topic on Agenda, chose time slot and place</li><li>• Negotiate rescheduling if desired</li><li>• Select and go to session or be butterfly</li></ul>	<ul style="list-style-type: none"><li>• How do we work wisely with collective issues and uncertainty?</li><li>• Introduction Open Space, explain principles, law of 2 feet, be prepared to be surprised, butterflies and bumblebees</li><li>• Invite to bring up topics</li><li>• Invite some more to bring up topics</li></ul>	Tova, Tonnie	<ul style="list-style-type: none"><li>• Agenda label</li><li>• A3 sheets</li><li>• Markers</li><li>• Room numbers</li><li>• Labels for rounds with time slots</li></ul>
11.15	Open Space Round 1	<ul style="list-style-type: none"><li>• Host/participate session</li><li>• Explore, discuss, create, plan,...</li><li>• Write report on restructured form</li></ul>	<ul style="list-style-type: none"><li>• Participants collect important conclusions, actions or whatever people want on the notes, format provided</li><li>• Remind people that as usual, anyone is welcome to harvest golden nuggets and post them to the "Wisdom &amp; Information Wall" or Landscape Wall</li><li>• Harvesters should be conscious of trying to spread out so that all sessions have at least one person who is focused on harvesting nuggets</li><li>• Make photos of all sessions</li></ul>		<ul style="list-style-type: none"><li>• Break out places</li><li>• Report forms</li><li>• Markers</li><li>• Pens</li></ul>
12.30 (75')	Lunch	<ul style="list-style-type: none"><li>• Self-arranged</li></ul>			
14.00 (90')	Open Space round 2	<ul style="list-style-type: none"><li>• idem</li></ul>	<ul style="list-style-type: none"><li>• including break</li></ul>	Tova, Tonnie	<ul style="list-style-type: none"><li>• idem</li></ul>
15.30 (90')	Open Space round 3	<ul style="list-style-type: none"><li>• idem</li></ul>	<ul style="list-style-type: none"><li>• including break</li></ul>	Justin, Selwyn	<ul style="list-style-type: none"><li>• idem</li></ul>
17.00 (15')	Evening news		<ul style="list-style-type: none"><li>• Practical matters</li><li>• Invite for steering sessions</li></ul>		
17.30	Design group	<ul style="list-style-type: none"><li>• Optional for participants</li></ul>		Design team, harvesters and any volunteers	
17.45 (105')	Dinner and evening program	<ul style="list-style-type: none"><li>• Self-arranged</li></ul>			

17.30 (60')	Evening reflection and sense-making	<ul style="list-style-type: none"><li>• Listen to instruction</li><li>• Choose subgroup</li><li>• Divide roles</li><li>• Analyse the information, discuss conclusions</li><li>• Prepare report</li><li>• Prepare presentation of max. 2 min.</li><li>• Share insights plenary</li></ul>	<ul style="list-style-type: none"><li>• Look at diversity of information on the walls</li><li>• Group into 7 groups, to make sense of this information:<ul style="list-style-type: none"><li>&gt; Golden nuggets of the hopes and aspirations, and other inspirations</li><li>&gt; Lived experience stories</li><li>&gt; Local issues</li><li>&gt; Golden nuggets of talks</li><li>&gt; Golden nugget of the workshops</li><li>&gt; Patterns and images, obvious and hidden, between the parts</li><li>&gt; Patterns and images, obvious and hidden, embracing the whole.</li></ul></li><li>• In groups:<ul style="list-style-type: none"><li>&gt; Divide roles for self-management: leader, time-keeper, recorder, reporter</li><li>&gt; Analyze the information and prepare a sense-making report on a flipchart, and a 2 min max presentation</li></ul></li><li>• Groups present</li><li>• Harvest: What are we noticing (popcorn) - write it on a card</li><li>• Those who wrote on a card and anyone else that wants to goes to the landscape wall to place the cards</li><li>• Graphic recorder to draw some elements</li><li>• Post group flip charts on the info wall, underneath its original notes</li></ul>	Tonnie	<ul style="list-style-type: none"><li>• Landscape wall</li><li>• Cards</li><li>• Post-its</li><li>• Landscape elements</li><li>• Markers</li></ul>
18.30	Evening news		<ul style="list-style-type: none"><li>• Practical things</li><li>• Invite for steering sessions</li></ul>	Tova	
18.45	Design group meeting	<ul style="list-style-type: none"><li>• Optional for participants</li></ul>	<ul style="list-style-type: none"><li>• Design team and harvesters and any volunteers: What are we noticing about alignment with our intentions for today, and with the principles? What are we hearing? How does the emerging wisdom inform the design? (Students also do a learning reflection afterwards)</li><li>• Designate note taker (one of the design team to summarize what we learned and changes). And an observer-notetaker, on the process, what changes we made and to capture the process used-done by (action, reflection, reflection on reflection).</li><li>• Design team, wisdom catchers, volunteers</li></ul>	One note-taker from design team, one observer /note-taker	
19.30	Dinner	<ul style="list-style-type: none"><li>• Self-arranged</li></ul>			
21.30	Entertainment	<ul style="list-style-type: none"><li>• Making music and singing together (optional)</li></ul>			



Time	Part & purpose	Activities participants	Activities facilitators & directions	People	Materials
7.30	Preparation	<ul style="list-style-type: none"> <li>Make banner</li> </ul>	<ul style="list-style-type: none"> <li>Preparing the rooms, new agenda</li> </ul>	Tova, Tonnie	
8.30 (15')	Morning news		<ul style="list-style-type: none"> <li>Announce rescheduling</li> </ul>	Tonnie	
8.35 (25')	Reflection	<ul style="list-style-type: none"> <li>Look at the harvest individually, reflect</li> <li>Make notes in diary</li> <li>Think about The Golden Nugget so far</li> <li>Share the golden nugget in plenary</li> </ul>	<ul style="list-style-type: none"> <li>Invite to revisit all the harvest</li> <li>Individually look at all the walls, reflect and make notes in diary</li> <li>Write The Golden Nugget</li> <li>Invite to share the golden nugget in plenary, sitting in a circle</li> <li>Yve writes down the golden nuggets on post-its and makes a rainbow of them on the Landscape Map</li> </ul>	Tonnie	<ul style="list-style-type: none"> <li>Walls</li> <li>Diaries</li> <li>Pens</li> <li>Post-its</li> <li>Thin marker</li> </ul>
9.00 (30')	Opening Space, agenda for action	<ul style="list-style-type: none"> <li>Look and listen</li> <li>Write, announce and post action items</li> </ul>	<ul style="list-style-type: none"> <li>New planning round for Action, agenda setting. What do I feel moved to do now and bring it into the world?</li> <li>Announce time schedule and locations</li> <li>Invite to bring in topics</li> </ul>	Tonnie	<ul style="list-style-type: none"> <li>Agenda with 2 time slots</li> <li>A3 paper</li> <li>Thick markers</li> </ul>
9.30 (90')	Open Space Session 1	<ul style="list-style-type: none"> <li>Host/participate session</li> <li>Explore, discuss, create, plan,...</li> <li>Write report on restructured form</li> </ul>	<ul style="list-style-type: none"> <li>Participants collect important conclusions, actions or whatever people want on the notes, format provided.</li> <li>Remind people that as usual, anyone is welcome to harvest golden nuggets and post them to the 'Wisdom &amp; Information Wall' or Landscape Wall</li> <li>Harvesters should be conscious of trying to spread out so that all sessions have at least one person who is focused on harvesting nuggets</li> <li>Make photos of all sessions</li> </ul>	Ineke, Colin	
11.00 (75')	OpenSpace Session 2	<ul style="list-style-type: none"> <li>idem</li> </ul>	<ul style="list-style-type: none"> <li>idem</li> </ul>		
12.30 (90')	Lunch				
14.00 (30')		<ul style="list-style-type: none"> <li>Look, listen</li> <li>Walk the room</li> <li>Write THE golden nugget on a card</li> </ul>	<ul style="list-style-type: none"> <li>In plenary, in circle, invite to move the room and... Invite people to make groups of three and share insights</li> <li>Invite to write The golden nugget on a card</li> </ul>	Peggy	
14.30	What is THE golden nugget?	<ul style="list-style-type: none"> <li>Walk, swap, read golden nugget in pairs</li> <li>Divide 7 points for the two cards, write at the back</li> <li>Repeat 4 times</li> <li>Answer call at count down</li> </ul>	<ul style="list-style-type: none"> <li>Give instruction for 35/7</li> <li>Hand out the cards</li> <li>Count down from 35 to ...</li> <li>Most points win</li> </ul>	Peggy, Tonnie	<ul style="list-style-type: none"> <li>Card p.p. and some extra</li> <li>Pen p.p.</li> </ul>
15.00	Closing circle	<ul style="list-style-type: none"> <li>Look, listen</li> <li>Share one sentence</li> <li>Do closing ceremony</li> </ul>	<ul style="list-style-type: none"> <li>Practical things</li> <li>Closing circle</li> <li>Closing ceremony</li> </ul>	Tonnie	<ul style="list-style-type: none"> <li>flower</li> </ul>
15.45	Informal drink				
	Meeting, music & play		<ul style="list-style-type: none"> <li>Practical things</li> <li>Invite for steering sessions</li> </ul>		
17.30	Steering session	<ul style="list-style-type: none"> <li>Optional for participants</li> </ul>	<ul style="list-style-type: none"> <li>Design team, wisdom catchers, volunteers</li> </ul>		
18.30 ...	Dinner and evening program	<ul style="list-style-type: none"> <li>Self-arranged</li> </ul>			
18.30	Evening news		<ul style="list-style-type: none"> <li>Practical things</li> <li>Invite for steering sessions</li> </ul>	Tova	
18.45	Design group meeting	<ul style="list-style-type: none"> <li>Optional for participants</li> </ul>	<ul style="list-style-type: none"> <li>Design team and harvesters and any volunteers: What are we noticing about alignment with our intentions for today, and with the principles? What are we hearing? How does the emerging wisdom inform the design? (Students also do a learning reflection afterwards)</li> <li>Designate note taker (one of the design team to summarize what we learned and changes). And an observer-note-taker, on the process, what changes we made and to capture the process used-done by (action, reflection, reflection on reflection).</li> </ul>	One note-taker from design team, one observer /note-taker	
19.30	Dinner	<ul style="list-style-type: none"> <li>Self-arranged</li> </ul>	<ul style="list-style-type: none"> <li>Design team, wisdom catchers, volunteers</li> </ul>		
21.30	Entertainment	<ul style="list-style-type: none"> <li>Making music and singing together (optional)</li> </ul>			

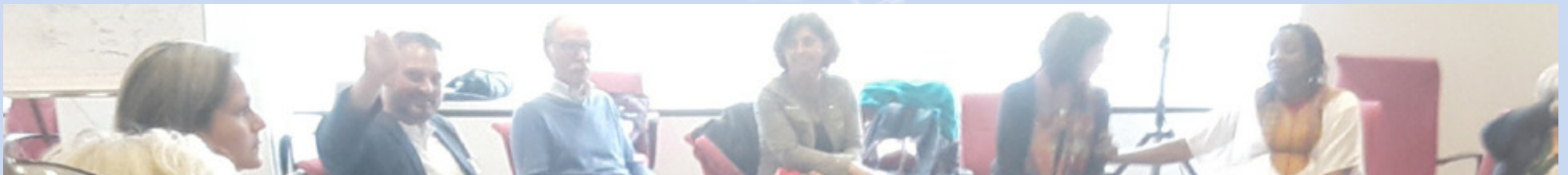
Time	Part & purpose	Activities participants	Activities facilitators & directions	People	Materials
8.00	Preparation		<ul style="list-style-type: none"> <li>Prepare the room and the agenda wall</li> </ul>	Tova, Tonnie	
9.00 (15')	Opening in plenary	<ul style="list-style-type: none"> <li>Look, listen, talk</li> </ul> <p>Play game</p>	<ul style="list-style-type: none"> <li>Morning news, welcome to wife of Richard</li> </ul>	Tonnie	
9.15	Agenda setting	<ul style="list-style-type: none"> <li>bring in agenda topics</li> </ul>	<ul style="list-style-type: none"> <li>Playing chair dance game</li> <li>Opening Space, main question: What do I feel moved to do now and bring it into the world?</li> <li>Invite to bring in topics for action groups</li> </ul>	Dana? Peggy	<ul style="list-style-type: none"> <li>music</li> <li>A3 sheets</li> <li>Thick markers</li> <li>Market place</li> </ul>
9.45	Session 1	<ul style="list-style-type: none"> <li>Co-creation and planning</li> <li>Write report/plan on flipchart</li> <li>Prepare a presentation</li> </ul>	<ul style="list-style-type: none"> <li>Invite to form action groups, reminder of the time frame</li> </ul>		<ul style="list-style-type: none"> <li>Flipcharts</li> <li>Markers</li> </ul>
11.00	Session 2	<ul style="list-style-type: none"> <li>idem</li> </ul>			
12.30	Lunch				
13.30	Sharing initiatives	<ul style="list-style-type: none"> <li>Each action group presents the needs and goal of the action plan</li> </ul>	<ul style="list-style-type: none"> <li>Invite each action group to present in max 5 min. what the invitation is to others and what they need, then 5 min. discussion and add actions on flipchart</li> </ul>	Peggy	
14.30	Reflection circle and closing	<ul style="list-style-type: none"> <li>Look, listen, share</li> </ul>	<ul style="list-style-type: none"> <li>What would you like to share know?</li> </ul>	Tonnie	
14.45	End		<ul style="list-style-type: none"> <li>Invite for steering session and a drink</li> <li>Thank everyone and wish well</li> </ul>		
15.00	Steering session	<ul style="list-style-type: none"> <li>Optional for participants</li> </ul>	<ul style="list-style-type: none"> <li>Design team, wisdom catchers, volunteers</li> </ul>		







# WISE ACTION and UNCERTAINTY



*Now... do we know what do we do when we don't know what to do?*

**COS Conference 2017**

18 - 22 October 2017, Noordwijk, the Netherlands