ENTERING

DAY ONE

entering
day one

3
Monday, July 29
9:00am

PURPOSE

We are called together to address Unconscious Bias, the annual topic that will be explored by the Women’s Place. This training will give us:

- A network of like-minded individuals who can come together around the topic of bias
- Improvement in our courage
- Tranquility for the upcoming year

WELCOME: HAZEL MORROW-JONES

“The success of the intervention is based on the inner state of the interveners.”

WELCOME, FRAMING, FLOW

PURPOSE

“The purpose guides everything we do. What is worth bringing us together?”

“Together we are smarter than we are alone.”

DAY 1 FRAMEWORK:

Entering

1. to learn and explore methodologies in hosting, designing and harvesting meaningful conversations

2. to enable participants to contribute to the university community by hosting and designing conversations that matter in their own context

3. to experience meaningful conversations around implicit bias to seed a larger initiative concerning implicit bias on campus

the art of hosting: implicit bias

check in
check out
silent break
4 levels
movement
teach: intensity
reflective listening
teach:
cafe
Circle is a method for making a space to hold important conversations. What is said in the circle stays in the circle.

**Circle etiquette**
- Arrange chairs in a circle, ideally where everyone can see each other.
- When you have the talking point, you may speak.
- If you don’t want to speak yet, pass the talking point. It will come around.
- What is said in the circle stays in the circle.

**Check-in: Circle**

**Circle is an ancient form.** Circle, or council, is a form of meeting that has gathered human beings into respectful conversations for thousands of years.

**Question:**
Who am I?
and
What is my work in the world?

**Purpose**
We take turns answering this question, talking about our jobs, our titles, our roles and our responsibilities. But we also go deeper, and answer the question from a more profound, metaphysical perspective.

**Heard in circle**
Speak truth in the world.
Speak with intention.
Listen with attention.
Silence is part of the conversation.
Approach less selfishly and more bravely.

**Day 1: Entering**

**Notes on:**

Circle is a method for making a space to hold important conversations. What is said in the circle stays in the circle.

- Space = the container
- Talking points
- Chairs

**Day 1: The art of hosting: implicit bias**

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Who am I?
What is my work in the world?

Speaking into the circle with words of intent understanding that the words I say, the words I hear... the time spent... is meaningful.

I am showing you who I am... professor, dean, mother, wife, father, husband, I am a lover of marriage! a good friend, a dad, a mathematician (And doesn’t this add up)

we are daughters, sisters, aunties, animal lovers, students, creatives, partners,

At least one of us is Greek-ORican, Another is a widow One an authenticity coach helping others find what they don’t know - about themselves as they truly look inside.

I share the light serving others with a missionary zeal and while some may not understand how this feels, I know that I am...
i am my son’s first teacher I must care deeply about what I do teaching resilience, compassion, and care And I will dare to be this way myself.

to make him the man I want - and hope - for him to be.
a lover of people a person of compassion a person of passion... helping others find their way

Chronic illness lives in my house It lives in the body of my spouse. It brings me back to Simplicity. To Practicality.

A door. A producer. A compiler. Someone who gets stuff done. I am those, but I am also someone who sounds funny and I wonder how did I get this old? I wonder how can I be bold?

This is how: If I don’t write it, Nobody will. Just got kicked by a baby. and maybe... i will find a connection between my introversion, pragmatism, overwhelmed-ness and my collection of stuffed animals.

I am deeply curious spirit. I am a maker of peace. and i will not cease until i make a catapult for all of us. to have better lives.

I am “papa” and that might be important that the whole enchilada - of CEO, leader, psychologist, and patient. and all the other things i might be.

I am a chemical engineer and I hear... that there are actually people who like science. working out of my misery I am now on a journey to be a happy person regardless.

It’s a small world after all. It’s a small world after all. And my work is to make it smaller. Make it so when I holler the person next door will hear me and respond.

I am warmth. And I will bring warmth to others. Turn up the heat I am changing, and I don’t know why.

I’m here expanding my box. And now - a little bit - I’m regretting those talks - of telling my son to do the same.

I am reborn and on this beautiful, sunny morn i am back in the work world after years away.

Take me back home son. I am forgetting how to speak. So I honored my mother and took her home. And I write about what’s happening there. Stay connected. Show my care and the deep commitment to my country.

I painted the door a particular shade of green And now I believe I am seeing... a vision of what could be next for me.

Being in conversation with those I never thought possible. It doesn’t mean that all of our problems are solvable. But what doesn’t kill you can make you kinder.

(Who am I and What is my work in the world?) Finding my way without a map. Putting myself in places of extreme learning and chaos. Creating it as I go. Letting go. Into the beautiful combination of sounds around me.

Who am I and What is my work in the world? Sitting in this circle we’ve begun to unfurl...not only who we are but what we can become.

Welcome.
THE WORLD CAFE

DIALOGUE IS FOR LARGE AND SMALL GROUPS. It is a method for creating a living network of collaborative dialogue around questions that matter in real-life situations.

QUESTION 1:
20 MINUTES (5 MINUTES EACH)
Share a time when you were in a conversation that changed your life.

METHOD
In small groups around the cafe tables, tell a story about when your life was changed through a conversation.

SWITCH
One person stay at the table, everyone else switch to a new table. Try to join people you don’t know.

CAFE ETIQUETTE
• Stay focused on what is on the table
• Listen to understand. Listening is the greatest gift you can give to anybody
• Contribute your thinking. Speak with heart and mind.
• If you’re a person who likes to contribute a lot, you might want to step back and let others speak first. If you’re quiet, you might challenge yourself to speak up a little more.
• Listen for the themes, insights. Cafe is not always about finding the answer, but about surfacing the deep questions
• Play, doodle, draw, eat candy and raisins. Have a good time in the conversation.

CAFE
11:30 am

Cafe leader: 11:30 am

CAFE

ALBERT EINSTEIN
“If I had an hour to solve a problem... I would use the first 55 minutes to formulate the right question... As soon as I have identified the right question I can solve the problem in less than five minutes.”

Size and Scale
• Round tables with paper, candy, pencils, crayons
• 3-5 people per table
• As many tables as needed

Can we do this with any number of participants. Just want to keep the tables between 3-5.

WORLD CAFE

DIALOGUE IS FOR LARGE AND SMALL GROUPS. It is a method for creating a living network of collaborative dialogue around questions that matter in real-life situations.
METHOD
In small groups around the cafe tables, tell a story about when your life was changed through a conversation.

QUESTION 2:
20 MINUTES (5 MINUTES EACH)
What was present in that conversation that made it so meaningful?

The group reported back some of the feelings and values present in meaningful conversations.

**LOVE AND TRUST**
- Encouragement
- Connection
- Love (compassion, regard, care, empathy, concern...)  
- Trusting Environment / Safe Space
- Compassionate
- Enthusiasm
- Willingness

**TIMING**
- Timing (disruption, a choice, a challenge)
- Bring present, being mindful
- Awareness. In the moment, or after (in reflection)
- Timing (if said at a different time, may not have been as meaningful)

**ACCEPT VULNERABILITY**
- Vulnerability
- Presence
- Unexpected

**CONNECTION**
- Engagement
- Trust
- Who is hosting the conversation
- Altruism – no agenda
- Connection between people

**PRESENCE AND OPEN MIND**
- Being Open in the conversation
- Open and receptive mind-set
- Feeling valued
- Different people come with different pain, hurts, experiences
- Open minded
- Desperate curiosity

HEARD IN CAFE
Challenge ourselves to bring these things in—and if you heard something you’re not bringing in, challenge yourself to bring those things, too.
For this exercise, the group walked around the space made by circle. The goal was to walk in a random fashion. After a moment, other cues were introduced: Try to fill the space as much as possible. Don’t speak, try to avoid collision using non-verbal communication. Change pace, go faster, slow down. Move in groups of 2, 3, 5, 8, back to one person. Keep filling the space.

The group reported back on the exercise, how things shifted in the experience.

More difficult with more people
If you’re together, it can seem better, but it can challenge how you move.

How you move changes
How you connect with each other shifts within the group

When things got faster, everyone was an impediment
When we walked in groups our movement was less random. when we were individuals it was very random. it got harder and harder - but when we went back to walking as individuals we were able to fill in the spaces better.

QUESTION 3: 15 MINUTES
What was present in me that made it meaningful?

Who am I? What is My work in the world?

BREAK 10:00 pm

LUNCH

MOVEMENT: WALKING

At the end of our selves, meaning happens

Who am I? What is My work in the world?

MOVEMENT

DECA POEMS (2,3,5 SYLLABLI)

METHOD
In silence, think about one or two things the group shared. Write them down on the sticky person available at the center of the table.

APPLICATION

What was present in me that made it meaningful?

Who am I? What is My work in the world?

BREAK 10:00 pm

LUNCH

MOVEMENT

What was present in me that made it meaningful?

Who am I? What is My work in the world?

BREAK 10:00 pm

LUNCH

MOVEMENT

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BREAK 10:00 pm

LUNCH

MOVEMENT

What was present in me that made it meaningful?

Who am I? What is My work in the world?
Listening in a generative space, listening for the whole. When you listen for the generative space, we can listen to the future that is trying to emerge. As in the case with the conversation in Berlin, compassion was the future that was trying to emerge.

You need to be able to speak your truth with skill. Debate is usually not about skill—it is a contest. With generative conversations, you don't know where it is going to go. These are the conversations that can bring what's emerging into existence.

Levels of listening:

1. **Listening 1**: From habits to whole.
   - **Listening from habits**: habits of judgement.
   - **Downloading**: reconfirming old opinions and judgements.
   - **Reconfirming**.

2. **Listening 2**: From outside to whole.
   - **Listening from outside**: noticing differences.
   - **Factual**: open mind.
   - **Disconfirming**: looking for the wholes in the data.

3. **Listening 3**: From within to whole.
   - **Listening from within**: emotional.
   - **Empathic**: open heart.
   - **Emotional**: seeing through another’s eyes.

4. **Listening 4**: From source to whole.
   - **Listening from source**: generative.
   - **Presencing**: connecting to an emerging future whole, shift in identity and self.

Levels of conversation:

1. **Level 1**: **Downloading**
   - **Talking nice**
   - **Reconfirming**: Speaking what others want to hear: Polite, empty phrases.

2. **Level 2**: **Debate**
   - **Talking tough**
   - **Disconfirming**: Speaking from what I think. Divergent views: I am my point of view.

3. **Level 3**: **Dialogue**
   - **Reflective inquiry**
   - **Emotional**: Speaking from seeing myself as part of the whole. From defending into inquiry.

4. **Level 4**: **Presencing**
   - **Generative flow**
   - **Presencing**: Speaking from what is moving through. Stillness, creativity, flow.

**Teach: 4 Levels of Listening**

- **Suspension**: Seeing outwards.
- **Redirecting**: Sensing transformation.
- **Prototyping**: Realizing transformation.
- **Crystallizing**: Embodying transformation.

**Theory U: Human Presence and the Field of the Future**

**Levels of Conversation**

**How do you prepare people to move through this process?**

Personal practice. You’ve intentionally created a space of consciousness for yourself. A discipline to be personally reflective. Not everyone in the group needs to be that. It can just take 1 or 2 people. We can go beyond empathy and dialogue to another layer. Sometimes simply knowing there is another layer beyond empathy can open possibilities.
4-WAYS OF LISTENING

IN A GROUP OF 4, TAKE TURNS TELLING A STORY AND LISTENING. One person tells the story. One listens for facts, another listens for feelings, another for values. Those systems are reported back to the story teller. Then everyone switches roles and the process is repeated.

CHECK-OUT

IN SILENCE, SELECT AN IMAGE THAT REPRESENTS HOW YOU FEEL. Where am I, as I leave today? Select an image of what represents you. Circle can be big, can be small. It can have lots of words, or just a few. Thank you for the day!

FINALE:

20 MINUTES

Where am I as I leave today?

REFLECTIVE LISTENING

What did you notice about listening? It’s work.
you’re searching
focused listening is harder
it’s easier - there is a filter
when they are listening for one, you
don’t hear the other
I also bring my own biases to the story.

Where are the filters coming in?
Who found facts easiest?
I felt pressure with the facts - i wanted
to get it right. I wanted to do the
person a service.

We have easy ways of listening and
things that are harder for us. How
often do we get focused on our
professional ways of listening, what
keeps us from noticing? When i am
tired, i tune other things out.

It is hard work to not offer advice.
When people share their stories, they
aren’t asking to have their problems
solved, they’re asking to have their
stories heard.

To tell an entire story without
interruption is an unusual experience.
taking a minute to come up with our
stories, to take a moment to start the
thinking about what i want to share.
the reflection is insightful – people see
things you don’t see yourself.

Emotions. Telling the story in our
head, is different from saying it out
load.

Until you speak it, you don’t know it’s
happening. The emotions are stored
with the fact, and its stored in your
body. Things go along with trauma. Its
so affirming to hear what you’re going
through, it triggers something deep
in me.

Be kind to yourself. Body
memories, emotional,
stories we didn’t know
we’d tell.

Be kind to
yourself this evening.

Results

Process

Who

Results

Process

Who

AS WE LEAVE DAY ONE

Take home with us tonight—
what is shifting in us?
There are a few binding types that can detract from your portfolio presentation.

**Bindings to avoid**

1. anything plastic

The portfolio is a tactile experience, not just a visual one. Plastic coils, plastic sleeves, plastic covers can make your work feel, and subsequently appear, cheap and flimsy.
Implicit Bias
Unconscious attitudes that affect our behaviors in ways we might not want; we should work to become aware of our negative biases and determine not to let them affect our behaviors.

“If the university is a good place for women, it’s a good place for people.”

resources:

Implicit Association Test (IAT)
https://implicit.harvard.edu/implicit/demo/
Test to measure religious, skin-tone, weapons, gender, career, presidents, weight, age, Arab-Muslim, Native, sexuality, gender-science, disability, Asian, and race bias

Kirwan Inst. Literature Review
http://kirwaninstitute.osu.edu/?my-product=state-of-the-science-implicit-bias-review
Literature review on implicit bias

Women’s Place Goals (Sy13-14):
1. As many people as possible take IAT
2. Offer series of research presentations and interactive workshops (IAT, STRIDE, Allies & Advocates, AoH Cafe’s)
3. Encourage others to host conversations around implicit bias in different areas related to work functions (gender, race, class, etc.); inform Women’s Place about conversations/events; funding available to support individual events (refreshments, etc.)
CHECK-IN: WORLD CAFE

CHECK-IN CAN TAKE MANY FORMS. Yesterday we checked in with a circle. Today we check in using a world cafe.

CHECK IN

QUESTION 1: 15 MINUTES
Where does implicit bias show up within me?

QUESTION 2: 20 MINUTES
What are five questions you have about implicit bias?

NO HARVESTING
Since this conversation is deeply personal, it’s not necessary to harvest the outcomes yet. The first question acts as a way to build reflection, trust, and consideration.

SWITCH
One person stay at the table, everyone else switch to a new table.

HARVEST TWO QUESTIONS
Speak with your heart and don’t be afraid. If you want to share something, speak up.

OVERHEARD IN THE SWITCH:
“Thank you. Thank you.”

The group reported back two of the five questions about implicit bias.

VALUES BASED
When you are confronted with a lot of examples that reinforce that bias, how do you reconcile that? Is it healthy to eliminate all biases... political threats, job safety, personal safety?

How do we deal with resistance, with people who don’t want to talk about bias?

UNIVERSITY BASED
How does it happen at the university that we don’t have women in senior leadership?

What are the crucial biases at the University?

How do we set the stage to get that first question answered at the University?

ACTION STEPS
How do I / we move from information into action?

Once we become aware of our biases, what is the next step? How do we have that first conversation?

How can we un-bias ourselves?

How do my actions impact someone else’ well-being?

SAFE SPACE
How do we create a safe space for people to talk about their biases?

How do we create a safe enough space?

How do we create a safe (really) environment for conversations around implicit bias?

How do we get to “explosive” / difficult topics and make it a safe space for people to share?

How are implicit bias and prejudice shared?

Does acting o a conscious bias become a prejudice?

Correlations between demographic groups and bias?

How do we create a safe situation for people to talk?

How can we challenge implicit bias without triggering defensive mechanisms?

CULTURAL AND SOCIAL NORMS
How to discuss the painful, taboo subjects?

Culture change to allow for implicit bias conversations?

What facets of society fuel bias?

What are the norms among the population? Different countries, different communities in the same country?

How do we respond in a social situation in which someone demonstrates bias?

What is a culture of grace?

Do we accept biases that are held by our social peers / communities?

PHILOSOPHICAL
What path is wide enough for all of us to walk?

How do we give up or let go of our knowing to discover a new path together?

What is our ability to see the impact of power relations on our implicit biases?

How can you devote your life’s work to a cause and still feel prey to applicable biases?

What is a culture of grace?

Do we accept biases that are held by our social peers / communities?

IDENTIFY THE PROBLEM
How do I see myself as part of the problem, impact, and solution re: bias? Ownership!

How do I / we recognize that we are part of the problem so we can then be part of the solution?

How to begin the conversations about implicit bias that will lead to culture change?

When do we challenge bias? Is it our duty to always challenge? Once recognized, how do I challenge it?
How might a fuller understanding of implicit bias help our work?

ART OF HOSTING IS A 4-FOLD PRACTICE

1. Hosting yourself
2. Practicing conversation
3. Hosting conversation
4. Co-creating action

HOSTING YOUR SELF
This is the practice of being present - to host yourself first so that you (as host) are undistracted, clear and prepared for the meeting ahead. We must be willing and able to truly become present. This is the easiest component that people skip. As a group, it is helping the group become present themselves and together.

PRACTICE CONVERSATION
Participate in the discussion as well. Practice conversation mindful, it gives us a chance to slow down to practice listening and conversing (mindfully). Curiosity and judgment cannot live in the same place.

GATEWAY OF THE MYTH OF FEAR
“Who decides what works and what gets replicated?”

“Who am I to call this conversation/meeting? – “I’ll join but I won’t host”. It is when you struggle with being active vs. stepping to the front.

GATEWAY OF THE MYTH OF DOUT
“It’s hard to be in the moment for nine hours!”

HOSTING CONVERSATION
Taking ownership and responsibility for hosting “This is mine to host”. It requires a little bit of faith in people – you need to believe that asking will lead to finding a better solution.

When hosting:
• Be clear on the purpose (compass)
• Make good questions – powerful and relevant
• Harvest something meaningful – to those asking and to the participants

GATEWAY OF THE MYTH OF COMPLACENCY
“You must be able to move through these gateways to get to more meaningful conversations.”

CO-CREATING ACTION
How do we work together to move forward? People will support what they create. This is a community of people that work together – where the whole becomes bigger than the sum of its parts.

OVERHEARD TODAY
"If it’s not present in you, you cannot manifest it in the world.”

"Who decides what works and what gets replicated?"

"It’s hard to be in the moment for nine hours!”

BEFORE PRACTICING CONVERSATION AND HOSTING CONVERSATION is the Gateway of the Myth of Fear – when you say to yourself “Who am I to call this conversation/meeting? – “I’ll join but I won’t host”. It is when you struggle with being active vs. stepping to the front.

BEFORE HOSTING CONVERSATION AND CO-CREATING is the Gateway of the Myth of Doubt. Where we are not sure if we as a group can/will do something about the issue – we are not trusting of others.

BEFORE CO-CREATING AND HOSTING OF SELF is the Gateway of the Myth of Complacency.

There are many ways to enter the Four-Fold Process.
MOVEMENT: THE KNOT

For this exercise, groups had to untangle a large knot without using any words to communicate the task. How did non-verbal communication allow the group’s collective intelligence to emerge?

ACTION ACROSS DIFFERENCE

How can we be together better? How can we—together—create the world we want? There are many possible ways to take action together, but unless we have the relational infrastructure of community to support that action, we will not create the world we want.

Creating the world we want together... Community not collaboration. Relationships are a community’s infrastructure. We must continue to become more skilful in recognizing community, inviting it, building it, and sustaining it.

Fundamental Tension of Being in Relationships: Working in Commonality and Difference. How do we honor the common human experiences that can bring us together while fully acknowledging the differences among peoples’ lived experiences? How do work in both commonality and difference in a way that is impactful, respectful, and effective?

Possibility of Right Balance. Of course there are other ways of thinking of making change. But commonality and difference so fundamental to the human experience—that the possibility of right balance between them is intriguing and exciting and opens up new avenues of practice for those making change in the world. The time is now—we’ve tried the old ways, we’ve tried them harder. Systems are failing—time to take the system out of the center.

Conditions that Support Co-Revelation.

Working in Multiplicity: Allowing and inviting the wholeness of people to show up in the room, every time. Not forcing folks into roles. Making multiplicities visible.

Grace: Allowing ourselves and others to be human beings who will make mistakes. Radical act of community building—trust is not a prerequisite. There is no finish line.

Power Among: Moving away from traditional model of power over, power with, or power for. Reconceptualization of power which doesn’t rest on the notion of “othering.” Able to be accessed by all.

Shared Work: Getting to work and figuring it out as we go. Not setting “preconditions” for doing the work. Leverage the urgency of the issue.

WENDELL BERRY

“It may be that when we no longer know what to do we have come to our real work, and that when we no longer know which way to go, we have begun our real journey.”

AUDRE LORDE

“If our history has taught us anything, it is that action for change directed against the external conditions of our oppressions is not enough.”
OPEN SPACE

OPEN SPACE IS AN EXCELLENT MEETING FORMAT FOR: A real issue of concern / a diversity of players / complexity of elements / presence of passion (including conflict) / a need for a quick decision. The outcomes can be dramatic when a group uses its passion and responsibility to make something happen.

QUESTION 1:
How do we make the OSU community the world’s foremost university?

QUESTION 2:
What would be the most productive initial steps for OSU to take in fighting its systemic patterns of bias?

QUESTION 3:
How can we involve men in gender equity work?

QUESTION 4:
Does race matter anymore? Does being color blind enable implicit bias?

QUESTION 5:
Does implicit bias lead to efficiency?

QUESTION 6:
Tension between inclusion and exclusion
Poem handed to Karen

QUESTION 7:
Help me see how AoH practices can work with people having large ego. Can’t get past myth of self-sufficiency.

QUESTION 8:
How do you encourage the status quo to confront its biases at the risk of relinquishing privilege?

QUESTION 9:
Is it possible to be bias free?

QUESTION 10:
How do we bring this (our leaning) back (to our unit)?
Finger snapping fingers, inviting others to do so. Whom you are involved with is more important than the number of them.

QUESTION 11:
How can we use AoH on the Marion campus to address various concerns?

QUESTION 12:
Is grace inherent or developed?

THE LAW OF MOBILITY
If you find yourself in a situation where you are not contributing or learning, move somewhere where you can.

A POEM FROM OPEN SPACE
I come from the system of values
I feel like an outsider
My I is in unity with the other
My ego is in conflict with the alter
That’s where the conflict comes from
This is how I cross the river
taking it out

day three

TAKING IT OUT
YESTERDAY’S SILENT CHECK OUT:
What are you appreciative of today?

START
Wednesday, July 31
9:00am

WELCOME, FRAMING, FLOW

CHECK IN: SMALL GROUPS
WE START IN CIRCLE, BUT WE CAN HAVE SMALLER CONVERSATIONS WITHIN IT. For this check-in, we posed a question and broke into small groups to explore the question. We did a “popcorn harvest” to hear back a few responses.

CHECK-IN QUESTION:
What are my seeds of curiosity to plant, grow, harvest and take back into my work and life?

POPCORN HARVEST
Ask the group to share their thoughts by calling them out as they want to share. It’s a way to harvest if you don’t have time to hear from everyone.

- How do build trust and support?
- How do I cultivate and inspire grace?
- How to move from the conversation to action?
- How do we better understand minority graduate students / graduate admissions committees?
- How do we change the culture of meetings at OSU?
- How do we be the art of hosting within a non aoh meeting?
- How do I generate powerful yet simple questions?
- How do I get others to dance with me?

DAY 3 FRAMEWORK:
Taking it Out

welcome, framing, flow
check in: question
teach: chaordic stepping stones
knowledge circles
design process
closing circle
CIRCLES OF KNOWLEDGE

Art of Hosting techniques are explored with the host committee. What are some key questions and insights that emerged from these circles?

AOH IN THE WORKPLACE:
“How I show up changes the who, changes the process, changes the results.”

“Its okay to not be perfect.”

SESSION ONE
9:35 - 10:30 am

CIRCLE:
Intention shapes the circle and determines who will come, how long the circle will meet, and what kinds of outcomes are to be expected.

For more on circle:
see page 30 of the workbook

POWERFUL QUESTIONS:
“How if we all go to bed tonight and a miracle happens, how will we know the miracle occurred?”

We grow in the direction of the questions we ask.

SESSION TWO
10:35 - 11:25am

AOH IN THE WORKPLACE:
“You're not working the technology; you're hosting people.”

OPEN SPACE:
The goal of open space is to create time and space for people to engage deeply and creatively around issues of concern to them. The agenda is set by the people.

For more on open space:
see page 36 of the workbook

WORLD CAFE:
Naturally trust the group that will come out

For more on cafe:
see page 34 of the workbook

POWERFUL QUESTIONS:
“Keep in mind why you're asking the question and what you're going to do with it.”

“The deeper we go, we can see new things and make more connections with others.”

DESIGN:
“Art of Hosting is based on working in emergence. You have to be flexible enough to change where you're going based on the questions.”

HARVEST:
How to create a meaningful display for others? How do you get others involved in Harvest? What communicates best for the purpose?

For more on cafe:
see page 34 of the workbook

PERSONAL PRACTICE:
Being present means showing up, undistracted, prepared... What do you need to intentionally create a space of consciousness and personal reflection for yourself?
CHAORDIC STEPPING STONES

BETWEEN CHAOS AND ORDER LIES INNOVATION. How do you use the principals of chaordic thinking to design a complex project? We don’t know where we are going, or what the future needs for us. We can bring clear, strategic steps to this type of work.

1. NEED
The compelling reason for doing anything
What is the need that this project can uniquely meet? What does the world need this conference to be?

2. PURPOSE
Purpose statements are clear and compelling and guide us in doing our best work. They flow from the need.
What could this work inspire? Create? Do? What is the next level for this work?

3. PRINCIPLES
How do we agree to operate together so we can build and sustain functioning relationships that facilitate the work.
What is the simplest and most powerful question we could keep at the work’s core?

4. PEOPLE
What network of people should be involved?
Who is in the room? Who is impacted? Who are we scared to invite into this process?

5. CONCEPT
What is the overall shape of the endeavor?
What are the general buckets we need to pursue our projects? A high-level outline of the general sketch of our work

6. LIMITING BELIEFS
What do we need to let go of to do the work?
“We don’t have time. We don’t have money.” We always need resources, but we can let go of the belief that we need more resources to do good work.

7. STRUCTURE
Create the structure that will channel resources.
How do we get this work done? How do we want to organize ourselves for this work? How do we want to get this done quickly? How do we get work groups to help with this information.

8. PRACTICE
What are we going to do? Try it out. Send out the model, test it out, give us some feedback. Practice.

9. HARVEST
Impact the need. Things will shift and move, people, funding, decisions will cause movement.
What could this work inspire? Create? Do? What is the next level for this work?

“Together we are smarter than we are alone.”

TEACH: CHAORDIC STEPPING STONES

What is the difference between a land-mine and a limiting belief?
The strategy group took part in crafting the design. One must know – when do you invite people into the structure? How do you invite them in so their limiting beliefs help them do something?

What personal practices do you engage when you encounter the chatter, the resistance, etc. How do you move forward through resistance?
It sucks. It’s hurtful. It’s stunning. We had a circle on it and asked: How do we all feel about working together? How is this work being held by this group? Personally – I sat with it, I let it roll through me, I let myself be hurt… Do good work, and then throw it in the river. Keep moving. Depersonalizing by realizing I’m part of a system.

“This is a living system. It is on a plane that is moving. You’re always working on a moving train. Chaos and order is really important.”

“The Chaordic Path exists between Chaos and Order. Too much order or too much chaos creates confusion, repetition, stagnant. To be innovative we need to operate between chaos and order.

PUT IT BACK IN
These questions are put back into the design system. Projects are worked on in groups of 6.

Our Group Invited These Projects:
• Developing a program for a group of scholarship students
• How will we share our services for distance learning?
• Creating a truly diverse (race, economics, education) fatherhood initiative
• Designing a study
• Implicit Bias Project
• Creating a community parent center
• How to get our campus strategic plan implemented
• How do we evolve our networks into the future?

Day 3: Projecting the Art of Hosting: Implicit Bias
CHECK OUT

What did you learn?
What are you leaving with?

CHECK OUT

As activist writer Alice Walker reminds us in the introduction of her intellectual autobiography, Anything We Love Can be Saved (1997):

It has become a common feeling, I believe, as we have watched our heroes falling over the years, that our own small stone of activism, which might not seem to measure up to the rugged boulders of heroism we have so admired, is a paltry offering toward the building of an edifice of hope. Many who believe this, choose to withhold their offerings out of shame. This is the tragedy of our world. For we can do nothing substantial toward changing our course on the planet, a destructive one, without rousing ourselves, individual by individual, and bringing our small, imperfect stones to the pile. Sometimes our stones are, to us, misshapen, odd. Their color seems off. Their singing...comical and strange. Presenting them, we perceive our own imperfect nakedness. But also, paradoxically, the wholeness, the rightness, of it. In the collective vulnerability of presence, we learn not to be afraid. ...even the smallest stone glistens with tears, yes, but also from the light of being seen, and loved for simply being there.

As we close out our formal time together, we ask that you accept the stone you selected as a symbol not only of the transformative journey we have shared the past three days as we trained in the Art of Hosting, but as your empowering "talking stick" as you return to your home places to engage others in generative dialogue on implicit bias and/or other topics you deem important for meaningful conversations. Keep it on your desk, computer monitor, in your purse or pocket as a reminder that you DO and CAN make a difference. By showing up and bringing our small stone of activism to our workplaces, each of us can contribute to building The Ohio State University into an edifice of hope.

As we leave

Be very very kind to yourself as you leave this space and reenter the world. The good feelings you had here can and will happen again.