

**Art of Hosting Training**

# Implicit Bias

The Women's Place / Confluence Unlimited  
The Ohio State University  
Mansfield, OH

July 29-31, 2013

DAY ONE

# ENTERING



**START**

Monday, July 29  
9:00am

**WELCOME: HAZEL MORROW-JONES**

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

**WELCOME, FRAMING, FLOW**

**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

**PURPOSE**  
of this training session

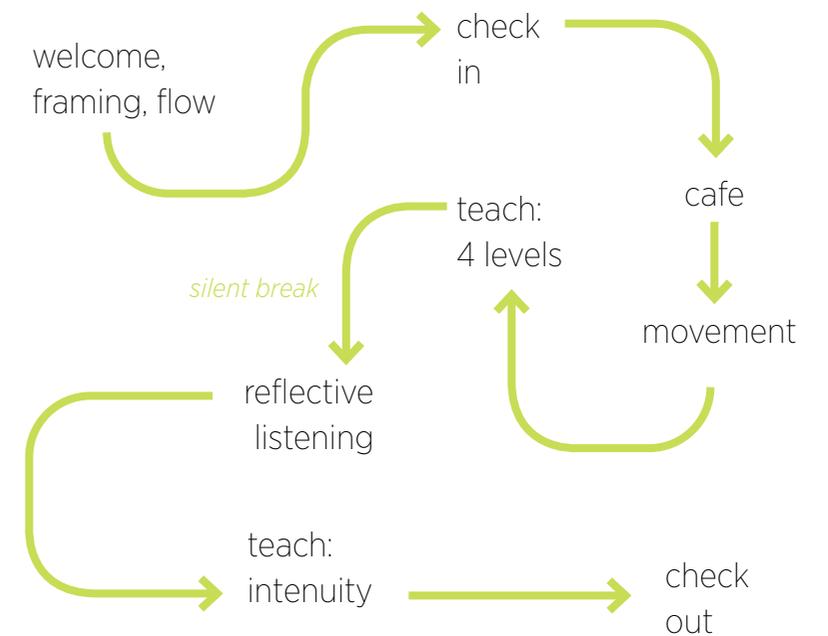
- 1.** to learn and explore methodologies in **hosting, designing and harvesting meaningful conversations**
- 2.** to enable participants **to contribute to the university community** by hosting and designing conversations that matter in their own context
- 3.** to experience meaningful **conversations around implicit bias to seed a larger initiative** concerning implicit bias on campus

**DAY 1 FRAMEWORK:**

**Entering**

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

“Together we are smarter than we are alone.”





NEXT  
9:45am

## 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:**

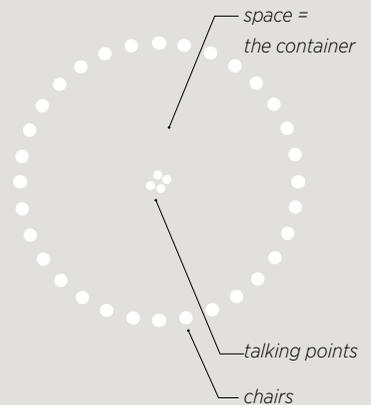
Who am I?  
*and*  
What is my  
work in the  
world?



**NOTES ON:**

### CIRCLE

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



↓ CHECK IN →



**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.

**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

**is circle good for things other than check in / out?**

Yes. We use circle for decision making. For asking a question and exploring its outcome. In this way, circle works well for groups of 15 or less.



# 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, aunts,  
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

a problem solver, I am here to make a difference  
in the life of our students  
a lover of movements  
i hold everything together

i'm not entirely sure,  
but making equity,  
making the world better for all  
that is what i'm here to do.  
and I find my comfort in the spaces in between.

Here. in all places,  
i am an introvert  
Here. in all places  
i am cold and wondering where the food is.

helping people be together better  
the survival of my people and holding their legacy  
i say these words breathlessly...  
our children were turned over to the state  
and now...how do I help them - and others belong.

Belonging.  
creating. seeking it. being it for others.  
that is my great work in the world.

My name combines two families  
My body combines two countries  
Our lives combines many worlds.

If this went around 100 times I could not tell you what my work is  
It is not clear to me.  
I will tell you that I do that I try to do it without selfishness  
and with bravery  
Yoda says there is not try. There is only do.  
and I know that it is through  
my work and speaking truth to power that I will find myself.

A translator - back and forth  
moving between people and situations  
guided by my own true north.  
That in teaching I receive more than I give.

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

A doer. A producer. A completer.  
Someone who gets stuff done.  
I am these, 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,  
optimism  
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'm 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.



*hover and click here to hear  
Tuesday read the poem*



CAFE  
11:30 am

## 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.



NOTES ON:

## WORLD CAFE

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



**Size and Scale**

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



### 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.*

### 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.”

### 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.



**QUESTION 3:**  
15 MINUTES

What was present in me that made it meaningful?

**DECA POEMS**  
(2,3,5 SYLLABI)

At the end of our – selves, meaning happens

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



**BREAK**  
1:00pm

**MOVEMENT: WALKING**

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.

**REFLECT:**

What did you notice from movement?



**BACK**  
1:45pm

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.

**LUNCH**

**MOVEMENT**

**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.

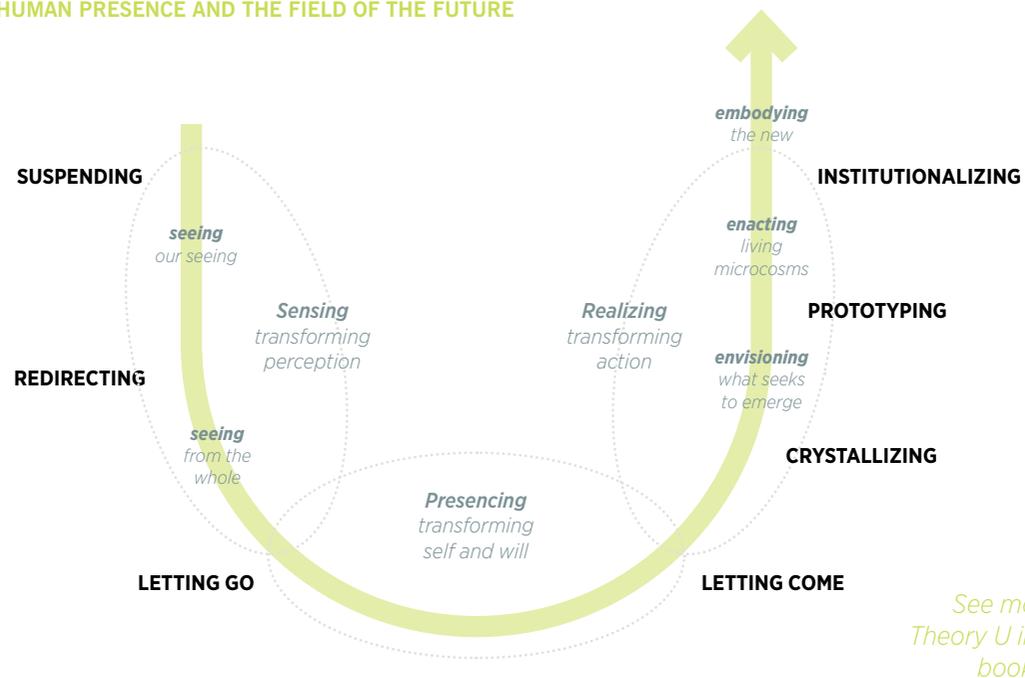
- |                      |                 |
|----------------------|-----------------|
| receptive            | respect         |
| contemplative        | gratitude       |
| grounded             | understanding   |
| values               | joy             |
| trust                | aha!            |
| new understanding    | support         |
| intuition            | relief          |
| openness             | authenticity    |
| curiosity            | bravery         |
| strong presence      | caring          |
| courage              | need            |
| love                 | self reflection |
| focus                | humility        |
| trust and admiration | vulnerability   |

**RUMI**

“What you seek is seeking you.”



THEORY U: HUMAN PRESENCE AND THE FIELD OF THE FUTURE



## LEVELS OF LISTENING

HOW AM I LISTENING? WHAT ARE YOU ATTENDING TO? you might find that you're attending to the habits. when you're in the 4th space, you can listen to the whole.

<b>LISTENING 1</b> from habits	<b>DOWNLOADING</b> —————→ habits of judgement	<b>RECONFIRMING</b> old opinions and judgements
<b>LISTENING 2</b> from outside	<b>FACTUAL</b> —————→ <i>open mind</i> noticing differences	<b>DISCONFIRMING</b> looking for the wholes in the data
<b>LISTENING 3</b> from within	<b>EMPATHIC</b> —————→ <i>open heart</i> often this has been the goal	<b>EMOTIONAL</b> seeing through another's eyes
<b>LISTENING 4</b> from source	<b>GENERATIVE</b> —————→ <i>open will</i> from the future wanting to emerge	<b>PRESENCING</b> connecting to an emerging future whole, shift in identity and self

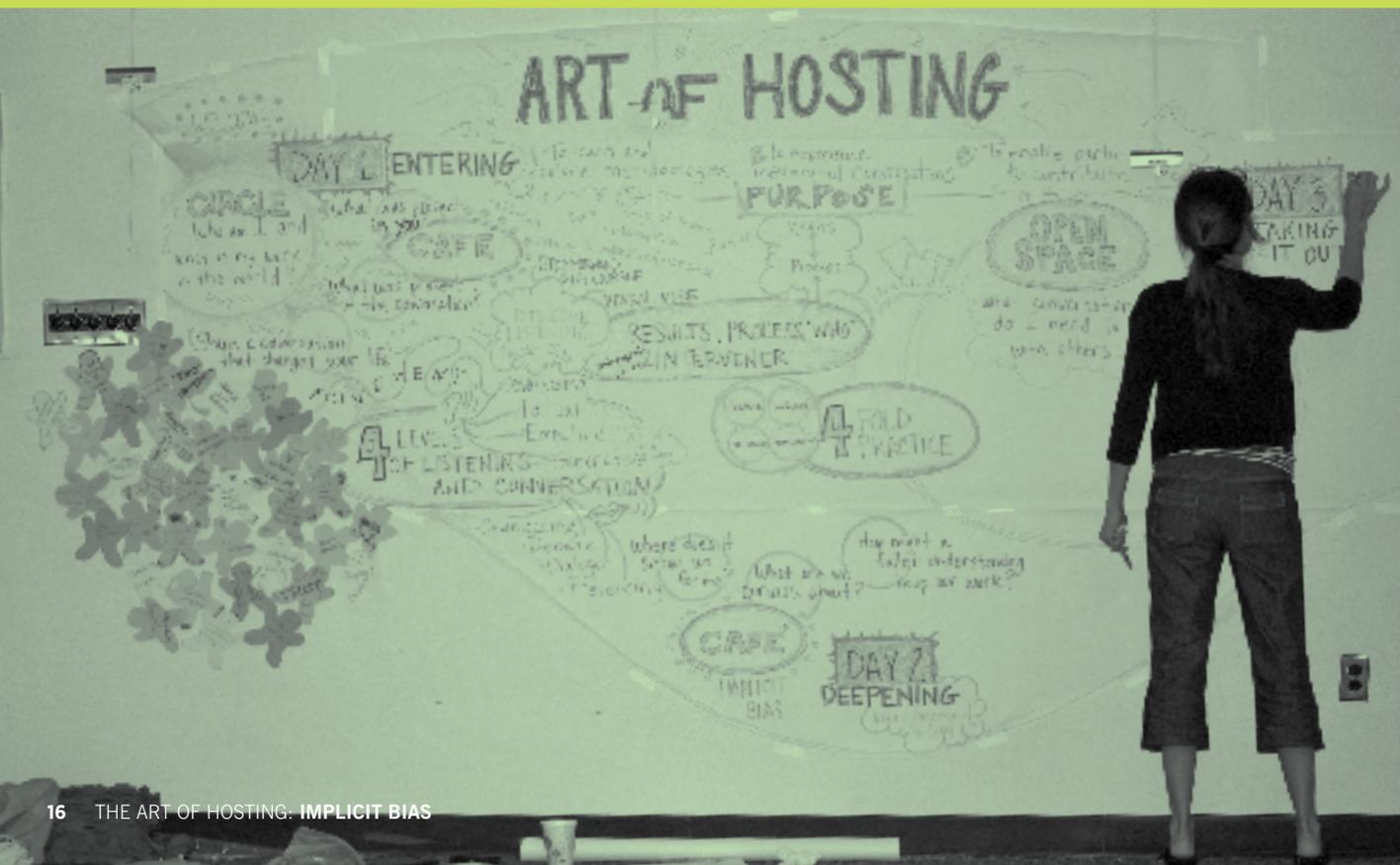
**Listening in a generative space**, listening for the whole.

**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

TEACH: 4 LEVELS OF LISTENING



## LEVELS OF CONVERSATION

<b>LEVEL 1</b>	<b>DOWNLOADING</b> talking nice	<b>RECONFIRMING</b> Speaking what others want to hear: Polite, empty phrases
<b>LEVEL 2</b>	<b>DEBATE</b> talking tough	<b>DISCONFIRMING</b> Speaking from what I think. Divergent views: I am my point of view
<b>LEVEL 3</b>	<b>DIALOGUE</b> reflective inquiry	<b>EMOTIONAL</b> Speaking from seeing myself as part of the whole. From defending into inquiry.
<b>LEVEL 4</b>	<b>PRESENCING</b> generative flow	<b>PRESENCING</b> Speaking from what is moving through. Stillness, creativity, flow.

**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.

**PROMPT:**  
90 MINUTES

Tell a story of a time when your work in the world asked you to step forward with courage to reveal more about yourself.

# 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?

- heavy
- deeply grounded
- flying high
- involved
- excited
- vision
- introspection
- submerged
- baby steps
- fortunate
- sustained
- things that make you go
- hmmmm...
- excited
- challenge journey
- have more
- inquisitive
- waiting
- reflective
- calm
- peaceful
- hurry wait
- move=ing forward
- an exciting journey in
- which i may not be
- as much control as i
- thought
- holding possibilities
- protective of newness
- challenged
- exhilarated
- exhausted
- cascading
- potential
- loopy
- limitless
- relaxed
- at ease
- aged well
- intensely watchful
- pulp
- part of the problem part
- of the solution
- processing
- contemplative
- integrating the pieces
- chaos leading to center
- figuring out how it all
- works
- new vantage point
- innovative energy
- open hand open heart
- deeply
- connectedreceptive
- reevaluate

## 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.**

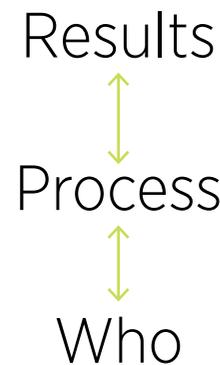
to tell an entire story without interruption is an unusual experience. taking a minute to come up with our stories. to take a moment to start the thinking about what I want to share. the reflection is insightful - people see things you don't see yourself.

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

Until you speak it, you dont 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.**

## CHECK-OUT



**AS WE LEAVE DAY ONE**

Take home with us tonight— what is shifting in us?

DAY TWO

# DEEPENING



**START**  
Tuesday, July 30  
9:00am

**WELCOME, FRAMING, FLOW** .....



**AN OVERVIEW TO THIS CALL ON  
IMPLICIT BIAS: HAZEL MORROW-JONES**

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

**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

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>

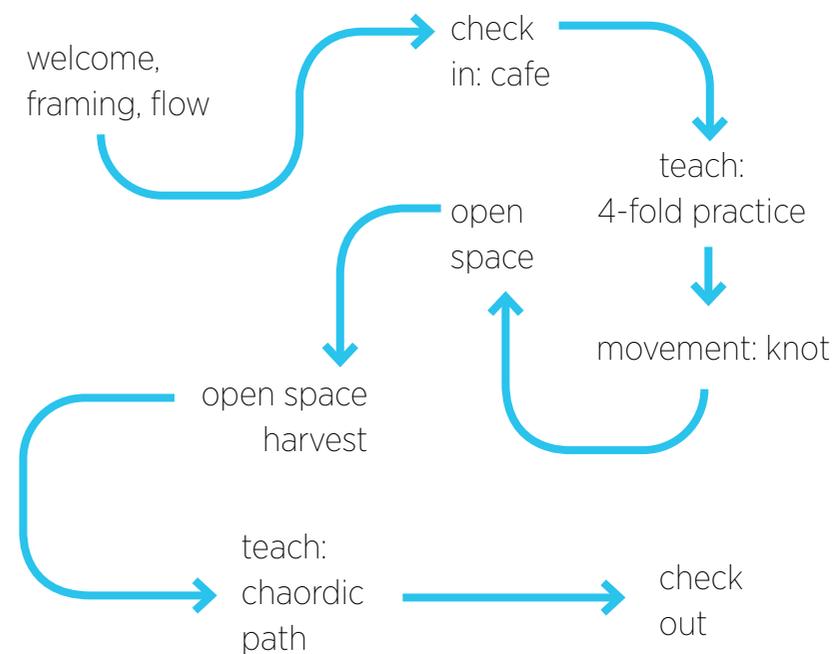
literature review on implicit bias

**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.)

**DAY 2 FRAMEWORK:**

**Deepening**



# 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.



**NEXT**  
9:30am

**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?

CHECK IN

**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 does diversity training fit in?

How do my actions impact someone else's 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 on 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 fall prey to applicable biases?

What is the difference between implicit and explicit bias? Is there anticipated bias based on the past?

**How do you account for bias before you know the background of the person?**

Does it matter if we have implicit bias if there are no perceived consequences?

**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?

**SWITCH**

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



## NOTES ON:

**APPRECIATIVE  
INQUIRY**

Part of the practice of World Cafe, Appreciative Inquiry comes from a place of believing in every system, **there is always something that works.**

The world cafe is a practice of **being in dialogue around a question.** It started with a group being the "seed carriers" between groups of people to have the conversation. How did the Revolution begin? In the sewing circles, in the cafes... **Where does change come from? It has been in small conversations between people.** Small, little conversations, connect together by people, where things start to happen.

Experimental questions get posed – **how do we ask the right questions to change systems?** You never know where these conversations are going to go. But they are the basis for major change in the world.

In cafe, you can work with any number of people. You can take huge numbers of people and create small conversations. **The community can start to engage itself with questions that are significant.**

Cafe is an accessible first experience for those new to AoH. Its a nice way to start - you need good questions, you need a good harvest. Its natural, so its an easy process to enter into a space.



Can open up our definitions of excellence (group) / Makes me a role model for colleagues if they see my work benefit (self) / People can bring the whole person versus part / Enhances creativity; diversity enhances innovation / Encourages people to do their best work (creates a safe space to bring everything to the table) / Makes me more open to hearing 'others' / Fewer barriers to hiring and advancement / Better performance due to fewer negative expectations (self-fulfilling prophecy) / Question is biased – should say "How might a fuller understanding of bias affect our work?" Phil discussed this after the café and pointed out that AoH usually tries to use and Appreciative Inquiry approach that looks for the positive. / Counteract your biases so you can be more progressive / Help you think outside the box via being more open-minded and acceptance of others' views / We could move to the next level which is to develop a belief and then ultimately act on the belief / Recognize who speaks and who gets heard in important moments / Who someone is and what they have experienced impacts the ability to receive. "know thy self and the others"

/ Keep the whole in perspective so we address all the correct parts / Recognize how fear keeps us superficial and uncommitted "Live at surface" / Over developed sense of self-awareness can lead to false enlightenment. / Opens us up to the world; provides opportunities / More welcoming environment for all at the university / Expands perspective / Easier to serve people; provide better service / Better opportunity for collaboration and connection / Better climate to come into conversations; makes it easier to come into conversation / Coming in without an agenda / Improved relationships / Fuller understanding shaper our work: 1. Have to develop self-awareness in order to affect awareness and change in others. 2. Being change agents – awareness leads to self-reflection leads to leadership 3. Appreciating diversity in its truest sense 4. Establishment of programmatic and policy interventions 5. Creation of empathy leading toward generative conversations 6. "walking" the "talk" – leading by example 7. Title of "implicit bias" may need to be re-branded. / Implicit bias => identification

**QUESTION 3:  
20 MINUTES**

# How might a fuller understanding of implicit bias help our work?

**WRITE DOWN YOUR  
QUESTIONS**

On a single piece of paper, write down all of the groups' questions

of explicit in our organizations. Understanding one helps understanding of the other. / Manifestations and mechanisms of operation of implicit bias. / Removes a layer of guilt and blame and leads to faster, more effective healing and understanding / People are able to be more valued participants in the process. / You feel comfortable offering yourself to a community (Parents in schools) / Able to move to a more productive place, move to the questions that really matter. / Leading to a better performance evaluation, i.e. what do we need to know to get to a more informed performance evaluation. How do you get a fuller understanding? / Has to be personal connections. Sharing the personal stories to get to a place of understanding and compassion. / Would create an environment in which people can speak a bias and respond. / Have conversations, awareness, begin small and local. / Be brave – begin the conversations. / How to show the outcomes benefits of fuller understanding / Less stress, more productive. / Helps me help others in understanding their IB (who want to be helped) / Opening the number of possibilities / More opportunities for students. Seeing more merit, not on what they are. / Fairness / We begin to change the expectations of the biases, thus change the result. Who -> process-> result. / Consistently challenge yourself and carry this awareness / How do you - can never eradicate from it as it is biological survival. Be aware.

Recognize bias hurtful to others and change that mindset. Can't be onerous. What is simplest way to carry this – individualized. / As IB is personal, you commit to recognize the IB and then what action you will take to minimize the negative behavior that impacts the result/outcome. / Result->process->who. Change yourself, change the outcome. / Opens up opportunities/possibilities for others and produces domino effect. /

A powerful question is simple and clear. Is thought provoking. Generates energy. Focuses inquiry. Challenges assumptions. Opens new possibilities. Evokes more questions.



ART OF HOSTING IS A 4-FOLD PRACTICE

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



TEACH  
11:45 am

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!”



BREAK  
1:00pm



NOTES ON:

# 4-FOLD PRACTICE

There are many ways to enter the Four-Fold Process.

**BETWEEN 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.

**BETWEEN HOSTING CONVERSATION AND CO-CREATION** 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.

**BETWEEN CO-CREATION AND HOSTING OF SELF** is the **Gateway of the Myth of Complacency**.

You must be able to move through these gateways to get to more meaningful conversations.

## FOUR-FOLD PRACTICE

## LUNCH

### 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 mindfully as 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

### 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 participators

### GATEWAY OF THE MYTH OF DOUBT

### 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.

### GATEWAY OF THE MYTH OF COMPLACENCY

## MOVEMENT: THE KNOT

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

### MOVEMENT

## 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 skillful 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

### TEACH

#### 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.

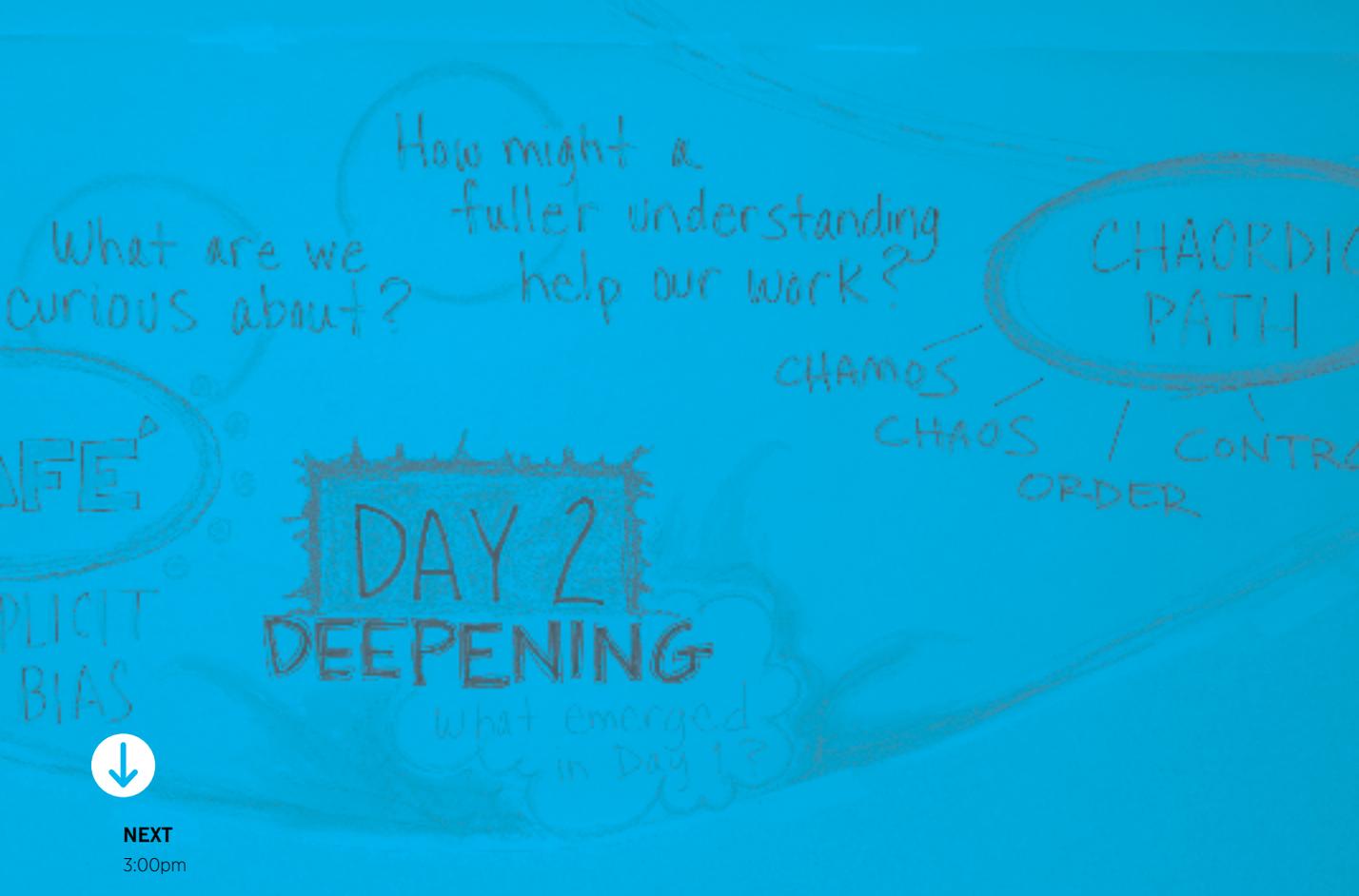
**Shared Work:** Getting to work and figuring it out as we go. Not setting "preconditions" for doing the work. Leverage the urgency of the issue

#### 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."



**NEXT**  
3:00pm

**OPEN SPACE** .....

**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



**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 your 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?



NOTES ON:

**OPEN SPACE**

**PRINCIPALS OF OPEN SPACE**

1. Whoever comes are the right people
2. Whenever it starts is the right time
3. Whatever happens is the only thing that could have
4. When its over its over

**ROLES IN OPEN SPACE**

**Host:** announces and convenes a conversation

**Participant:** participates in a conversation

**Bumble Bee:** moves between conversations, cross-pollinating

**Butterfly:** takes time out to reflect

**THE LAW OF MOBILITY**

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

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?

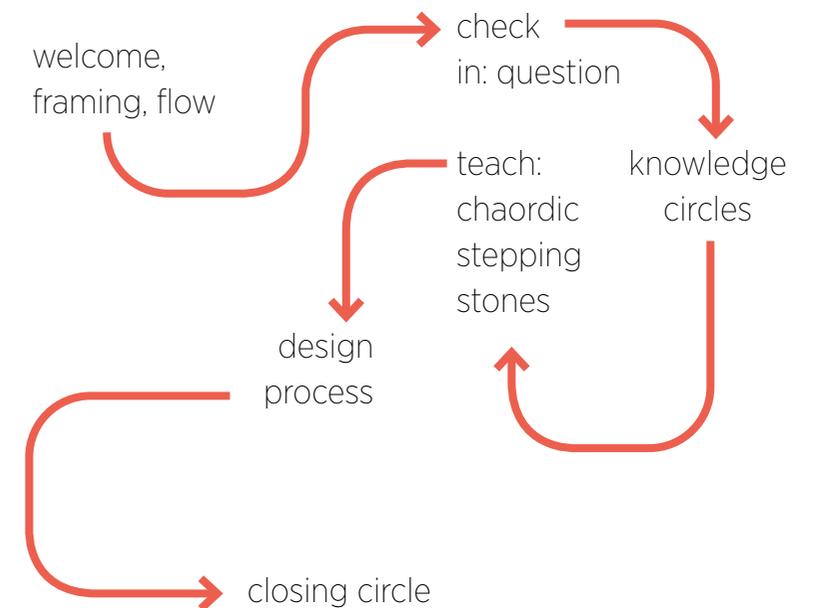
### POPCORN HARVEST

Ask the group to share their thoughts by calling them out as they want to share. Its 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



# 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*

**HARVEST:**

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

**POWERFUL QUESTIONS:**

“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.

**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.”

## CIRCLES OF KNOWLEDGE

**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.”

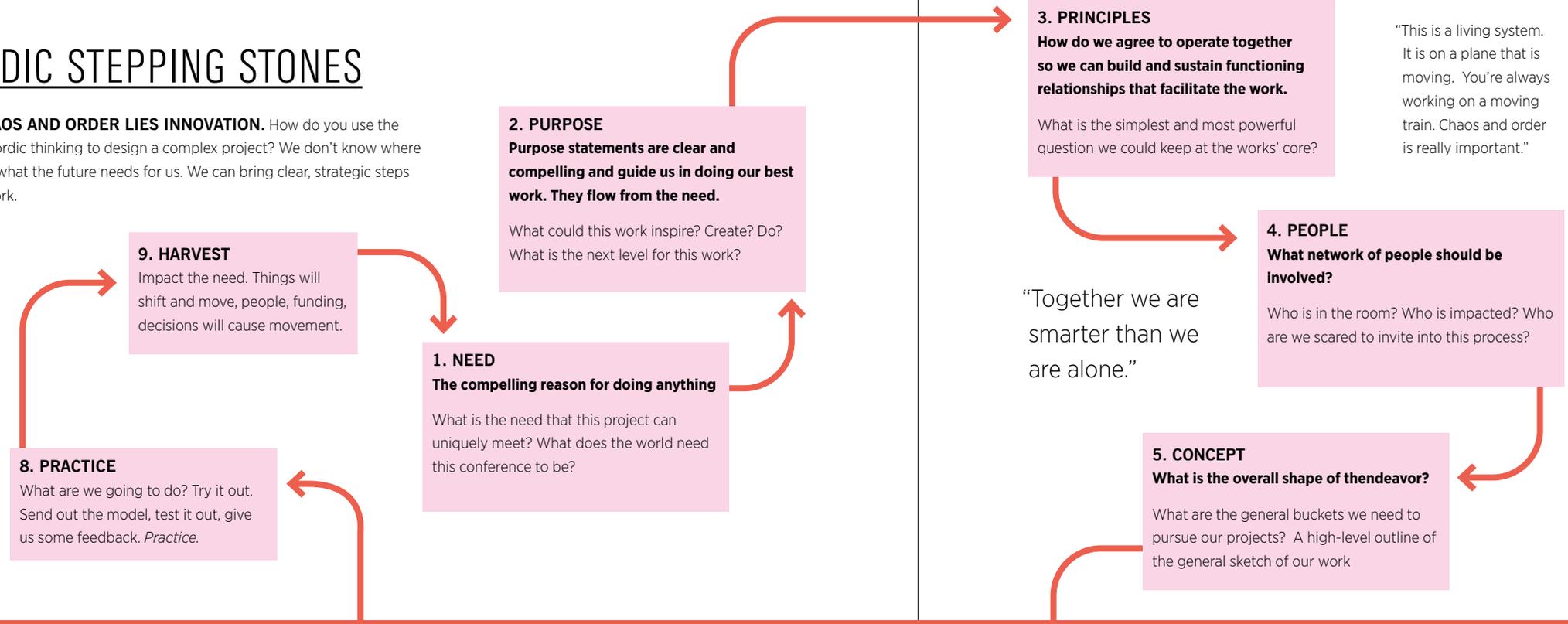
**PERSONAL PRACTICE:**

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.

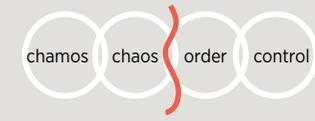
**TEACH**  
12:15 pm



"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."

"Together we are smarter than we are alone."

NOTES ON:  
**CHAORDIC PATH**



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.**

## TEACH: CHAORDIC STEPPING STONES

**What is the difference between a heads up about 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, its hurtful. Its 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.



- 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?

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

## CHECK OUT:

What did  
you learn?  
What are you  
leaving with?

## CHECK OUT

## CHECK OUT

**THE STONES OF ACTIVISM:**

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

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.**

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.**



END  
3:00 pm

**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.

# RESOURCES

## BOOKS

- The Dance of Change - Peter Senge
- The Fifth Discipline - Peter M. Senge
- Schools, Evolutionary Leadership - Peter Merry
- Consensus through Conversation - Larry Dressler
- Wave Rider - Harrison Owen
- Action Inquiry, The Secret of Timely and Transforming Leadership - Bill Torber and Associates
- Source, The Inner Path or Knowledge Creation - Joseph Jaworski
- Strengths - Christine Baldwin
- The Circle Way, A Leader in Every Chair - Christina Baldwin & Ann Linnea
- Leadership and the New Science - Margaret J. Wheatley
- The World Cafe, Living Knowledge through Conversations that Matter - Juanita Brown
- A Theory of Everything - Ken Wilber
- Synchronicity - Joseph Jaworski
- Reclaiming the Gift Culture - Vimukt Shiksha
- So Far From Home - Margaret J. Wheatley
- The Art of Powerful Questions - Eric, Juanita Brown, and David Isaacs
- Presence - Peter Senge
- A Simpler Way - Margaret J. Wheatley and Myron Kellner-Rogers
- Open Space Technology - Harrison Owen
- Calling the Circle - Christina Baldwin
- Turning to One Another - Margaret J. Wheatley
- When People Care Enough to Act - Mike Green
- Walk Out Walk On - Margaret Wheatley & Deborah Frieze
- Finding Our Way - Margaret J. Wheatley
- Power and Love - Adam Kahane
- Solving Tough Problems - Adam Kahane
- Therapy U - C. Otto Scharmer
- Presence, Human Purpose and the Field of the Future - Peter Senge, C. Otto Scharmer, Joseph Jaworski, Betty Sue Flowers

## MINDFULNESS MEDITATION WEBSITES

- jon kabat zinn
- pema chodron
- jack kornfield
- thich nhat hahn
- plum village
- presencing institute website

## AOH WEBSITES

- OSU list serve
- Columbus CoP listserve
- Global AoH listserve (list.art.of.hosting.org)
- AoH ning (artofhosting.ning.com)
- AoH website (artofhosting.org)
- Facebook page - facebook.com/groups/artofhosting

