

On Ouishare values - Qualitative analysis from the survey

GENERAL ANALYSIS

OVERALL ENGAGEMENT / IMPORTANCE OF VALUES

ROLE OF VALUES

WHAT STANDS ASIDE

Quick review of values in the survey

GENERAL QUESTIONS TO ADDRESS (DURING WORKSHOPS?)

DETAILED "QUALI" ANALYSIS : VALUE BY VALUE

TRANSPARENCY

OPENNESS

MPRL

PERMANENT BETA

INCLUSION

PLAY

FEEDBACK

INDEPENDENCE

ACTION

IMPACT

ABOUT VALUES IN GENERAL

GENERAL ANALYSIS

OVERALL ENGAGEMENT / IMPORTANCE OF VALUES

50 answers, from ouishare people of all « history » (recent or older ones) —> it seems the question of our values isn't a sub-subject in Ouishare community (because it was quite an investment of time to answer a survey, in a population where the words « busy » / « we have no time to... » come back very often, even in the answers of this survey!!

ROLE OF VALUES

General feelings : Values are a guide to **how** we do or should do things; but also very much linked to the **WHY** - so this link should not be forgotten

which isn't always clear is, is it a guide for Ouishare as an « organization » (the things ouishare should do and how ouishare should do them), or is it a guide for individuals and teams within ouishare, clarifying how we should interact between each others ?

Values in OS are loose principles, and as a result they have applications at different levels. What would be important is to express how each value is interpreted and intended at both a personal and organisational level - OS is much more of a collective/network than it is an 'organisation' in the traditional sense, it's the people that make it.

WHAT STANDS ASIDE

Good acceptance / liking of the actual values « for what they represent »; often seen as important values overall.

But also general / shared feeling that globally the practices / habits aren't totally aligned with those values, and that they could guide us much more in what we do / how we do things to be totally consistent.

One reason that is often cited is that it takes time, and that there is a compromise to find between staying true to this value and staying effective / getting things done. So one question is : what is really important in how we do (or want to do things), that we consider it is important to invest time in it ? even if it means taking more time on a subject ? or is « Getting things done » a value above all the others ? it seems that even if we don't really want to do « business as usual », we're busy as usual ;-)

We're also quite realistic about who we are and what we do, admitting our current limits. This is particularly true for the following values : IMPACT / INCLUSION; saying that we shouldn't « brag » about what we are not. but the options differs on what to do concerning that : should we take more actions to embody these values ? or should we not keep these values and be more realistic about what we do ?

Are values aspirational or descriptive? We see from the survey that in OS they seem to have both functions, but it would be maybe helpful to clarify that relationship towards values overall. So values are yes 'how' but also 'how we would like to', and as long as it is clear that they are aspirational things that push the direction and actions of OS and its members, then that makes it clear that it isn't necessarily always achieved, but that it is the direction that is pushed...

Quick review of values in the survey

Permanent beta & feedback : not questioned but need of more practices to endorse it

MPRL : is it too much nail / cheesy ? and how do we bring more practices to endorse it ?

Openness & transparency : not clear the frontiers

Openness & Inclusion : the same + inclusion doesn't sound like what we do (we lack social inclusion)

Action : be more specific in description

Impact : sounds arrogant and with no evidence. We should question internally what we're aiming at, and reword it in our communication

Play : maybe pleasure / purpose in what we do, rather than just play. And the idea of celebration / enjoying

Independence : sounds more of an argument for partners and potential « customers » / really related outwards. And if it stays a value, we need to be more specific about what it means, as we're not financially independent for example.

→ We need to share a common vocabulary, we don't put the same meanings, and it is quite blurred, behind Openness, transparency etc...

And we need to CONDENSE - there is a recurrent sentiment of 'there are too many values' - and also analytically, there is just so much overlap, it could be so much simpler and clearer and hopefully more actionable if there were less of them.

GENERAL QUESTIONS TO ADDRESS (DURING WORKSHOPS?)

> Values : Whose habits / practices do they concern ? individuals or the organization ?

Should we distinguish both ? Are they aspirational or descriptive? Or both - and if so, how?

> SHARING isn't a strong value among us; well it is not spontaneously cited. is it because it is so obvious? or is it that we're not sure about what we share and want to share ?

> is « Getting things done » (maybe what some call action) the priority value ? we got a kind of unconscious and collective prioritization of values in the survey, but it would be great to see 2 by 2 : in a given situation, if you cannot do both, do you favor « ACTION » or « FEEDBACK » ? « TRANSPARENCY » or « IMPACT ».... ?

> We're getting more « serious » and professional, it has an impact in how we do things, and it sounds that for a lot of people working on some Ouishare projects isn't playful at all, but can be painful : is it a pb we want to address ?

> New things coming : a lot about how we relate to each other, the question of caring, of being humble, authentic, etc... that isn't today really explicitly present (except in our logo ? the same, we could question ourselves, why this logo ? how does it represent who we are ?)

> It feels like a lot of us are in ouishare to change the world, in a way or the other (it is expressed in the survey), but to move things for the better. But on the other hand it doesn't seem clear anymore how we do it / why and what we do it together

→ a need to work on our mission / to bring back some clarity on it. For some people it seems ok not to have one anymore, we're a bunch a cool people doing cool things. but not shared

DETAILED “QUALI” ANALYSIS : VALUE BY VALUE

One thing to keep in mind : we are here sharing the interesting content from the survey, without any judgment or evaluation of it. You may read comment that you would like to contest or answer, but here is not the point, just take it as a collection of reactions and feelings regarding our values and the way we are and work in OuiShare.

TRANSPARENCY

As an open organisation, it is our priority for everyone to understand what we do, how we work and how we are funded. As we grow, our aim is to disclose all information in a reader-friendly fashion.

Overview of feelings

:-)	:-(
<p>Concrete positive examples given</p> <p>External transparency</p> <ul style="list-style-type: none"> • Open sourcing OuiShare Fest / The toolkit for the fest • Crowdfunding of Colaboramerica and incomes & costs spreadsheet available for everyone to see • The way we co-curate OuiShare Fest • Fran's initiative to open source OuiShare • Benjamin's profit transparent project where Transdev can access our internal budget <p>Internal transparency</p> <ul style="list-style-type: none"> • I feel more and more involved thanks to transparency I can have all the information I need to work on very different projects • Get to know so many things during the summit just few weeks after I joined / I felt trust and empowered <p>Strong believes</p> <p>General</p> <ul style="list-style-type: none"> • It's really part of OuiShare Identity • That's one of the part that keeps me attached and aligned to OuiShare • Transparency is important as a core value of OuiShare <p>External</p>	<p>Counter-examples expressed</p> <p>External transparency</p> <ul style="list-style-type: none"> • For most people the way OuiShare is funded is - I think - a mystery <p>Internal transparency</p> <ul style="list-style-type: none"> • Internally, between ourselves, we are certainly not “making everyone understand what we do and how we are funded” • There are still some areas that are not yet fully transparent, like open budgeting not been yet implemented • We still fail to explain other groups what a certain group is doing • Most of the time we are, but when it comes to money or opportunities, the transparency seems not so important • There is no transparency on financial activities, neither on big discussions before big decision making <p>Strong believes</p> <p>General</p> <ul style="list-style-type: none"> • Full transparency isn't necessary a good thing • Many information is infoxication • In practice it's almost utopic to achieve / we cannot commit to be always transparent so this is very deceptive

<ul style="list-style-type: none"> • Sharing information about how we do (tool, money, organization etc.), ie documentation is what make Ouishare projects differents • Transparency on financials is key <p>Internal</p> <ul style="list-style-type: none"> • I need as much transparency as it is possible within a team project work, this is the most important way to be successful • Having no secret with your team makes work really easier 	<ul style="list-style-type: none"> • A good transparency means giving the keys to people to understand the information given
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⇒ A “balance” between positive and negative quotes, even if we can see that it’s really the internal aspects that triggers more doubts about the application of the value→ it raises debate within our community

Main regrets expressed / tensions raised

- **There is necessary a trade-off between doing things and using resources to get things done and the time and effort needed to make things transparent, to document and transfer the ouishare knowledge. How to choose ?**
- **A need expressed by some to not forget internal transparency in between us**
 - A wish for more authenticity within Ouishare
 - A feeling of lack of transparency on opportunities and money people get thanks to their role in Ouishare
- Time is needed as well to go through all the information and follow everything that is happening within local, national and international projects. Does transparency means we don’t have to take time and effort to understand and follow ?
- We lack tools / processes to implement real transparency / to transmit

What needs to be changed in the description

- **Be more specific in the “area” covered by transparency**
 - *Transparency also deals with how decisions are taken, not only about budgets*
 - *The description is ok as long as we don’t mean being transparent in “how Ouishare operatively works”*
 - *Explain what kind of information we would disclose*
- **Be more explicit on how we are doing this**
 - *Make the link with open sourcing Ouishare as well / maybe open sourcing is missing*
 - *Speak more of clarity ? giving everyone the possibility to understand who we are, what we do and why we do it: the how being a step further.*
- **Importance to add an internal aspect on transparency**
 - *Distinguish*
 - *Internal transparency : being transparent among each other within Ouishare*

- *External transparency : ie open sourcing OuiShare*
 - *Add internally and externally*
 - *The description is very “rest of the world” oriented, for me transparency starts within the organization*
 - *The description could reflect more the idea of between transparent between us, and implementing process and tools to help that*
- **Explain why it is important to us**
 - *Hiding / keeping informations from each other hinder the collective intelligence of an organization and ay develop conflicts and misunderstanding*
 - *Being transparent and open sourcing allow people to improve and replicate it, and allow more impact*
- **Other**
 - *“As an open organization” : confusing use of open here*
 - *Adding “authenticity” in what we do to reinforce transparency*

Other words associated with the value

AUTHENTICITY - OPEN SOURCE - CLARITY

Suggestions on what we should do next regarding this value

- **Develop tools / mechanisms on transparency**
 - *There should be a mechanism to make people respect it*
 - *It's great as long as the process it involves don't slow down our projects and actions. Should be as light as possible*
 - *There could be a session (at the summit) on how to improve transparency (best practice), in particularly which tool to use*
 - *Investing on documentation and nice and easy formats to sharing it*
- **External transparency**
 - *Develop more such initiative such as open sourcing ouishare : curating stories on ouishare projects, journey of connectors, our interactions, our decision making processes*
 - *Less information and more quality of information*
 - *Improve the way we communicate on financials*
 - *We could have a button on the website, something like “understand OuiShare” or “ask a question to a OuiShare member”*
 - *We maybe should do a big work on the description of OuiShare / We should work on this on the next summit, and maybe have a communication plan on what we do, not only what we think*
- **Internal transparency**
 - **Not only a question of tools but a question of behaviors**
 - *Think about how we create more trust between us*
 - *Progress to make in internal communication, this is more about individual learning than organizational processes*
 - *Ouishare QC is doing something : LOOCC*
 - *Giving a notion of transmission of knowledge to everyone is relevant*
 - **Transparency on money / revenues of OuiShare people**

- *Have complete transparency on what kind of income people who get money from ouishare have in general*
- *Being more transparent regarding the revenues we make thanks to the reputation of OuiShare*

Conclusion on transparency (to be completed)

The intention for transparency in itself looks as an important value within OuiShare, but opinion disagrees on whether it is or not an absolute value, and its relative importance regarding other values, such as "ACTION". There is also a shared feeling that we are really outward oriented in this value, where we should begin maybe with internal transparency and authenticity in our relations. The link with Open sourcing OuiShare is very "strong"

OPENNESS

We strongly believe that a culture of openness has many benefits. OuiShare is a non-hierarchical organisation, which anyone can join and contribute to. Decision-making is based on peer governance and meritocracy. What we produce is open source, making it easy to reuse, remix and share alike.

Overview of feelings

:-)	:-(
<p>Concrete positive examples given</p> <p>Openness as a way to welcome people and interact between us</p> <ul style="list-style-type: none"> • The fact that I became a connector based on “do-ocracy” • Recruitment • Diversity of people and opinion we can see within OuiShare <p>Openness as open to new projects</p> <ul style="list-style-type: none"> • The fact that the community was open to embrace a new event; we have all the autonomy necessary to push the project forward <p>Openness as open in our processes</p> <ul style="list-style-type: none"> • Loomio, for decision making • The open value accounting system <p>Openness towards the world</p> <ul style="list-style-type: none"> • Will of OuiShare to be fully open source • After the Fest and being part of the gitbook project to explain how we release the OSF I understood it could be very helpful to know how to do something thanks to previous experience of others that are sharing it with you for free. <p>Openness in our individual behaviours</p> <ul style="list-style-type: none"> • I produce a lot of content under CC • When I participate on debates I ask them to be taped and freely available <p>Strong believes</p> <ul style="list-style-type: none"> • Openness definitely exists within OuiShare • What OuiShare produces is open and shared • People in ouishare are open to new activities, change, new models, new 	<p>Counter-examples expressed</p> <p>Openness as a way to welcome people and interact between us</p> <ul style="list-style-type: none"> • We lack a proper onboarding strategy that goes beyond welcoming someone that a peer with high trust and reputation considers an interesting addition • With a restricted amount of time to dedicate to new members it's hard to fully contribute to openness in OuiShare • Anyone who wants to become a member can, but there are significant barriers to entry if you want to be a connector. • I've heard people mention that they feel it's not equally easy for everyone to join OuiShare. If someone doesn't have immediately beneficial skills they might not be respected. • Not always easy for introverts and people starting as it was my case. • “OuiShare is a non-hierarchical organisation, which anyone can join and contribute to” I don't agree : we have our glass hierarchies and internal step on how to take part in the community. <p>Openness as open in our processes and projects</p> <ul style="list-style-type: none"> • I'm not sure it's very clear how decisions are made in OS right now. It seems that many decisions have been taken from a global to local or projects level and thus won't appear in loomio • I just think that we're not totally a open organization since our decision making is strongly dependant on informal relationships and non objective

<p>people, open to reaction, difference of point of view</p> <ul style="list-style-type: none"> • I think this is very related with the transmission of our internal culture through guidelines, tools etc (something improving clearly now) • Just come and contribute, this is what I love in OuiShare 	<p>reputation (mostly face to face, influence related)</p> <ul style="list-style-type: none"> • In my experience we are more a friendocracy than a meritocracy. Most of the time is more important the relationship that the leader of a project has with someone than the real impact that this person may have in that project. Sadly we are replicating the traditional procedure most of the time • I sometimes struggle with the everyone can contribute while trying to get things done • Within our projects usually we get too busy that we don't realize we leave behind a few people who are unable to cope up due to several reasons. Hence just a few old and dominant are heard and many remain unheard. • We're still far on P2P evaluation <p>Openness towards the world</p> <ul style="list-style-type: none"> • I don't see this part executed "What we produce is open source, making it easy to reuse, remix and share alike", might be too general <p>Openness in our individual behaviours</p> <ul style="list-style-type: none"> • What freelancers cooperating in OuiShare produce isn't always open and shared, but we can't ask everyone to share all their materials • I'm not sure OuiShare connectors share their training slides; if you ask people they will but the culture of sharing isn't always there • We're still experimenting issues in sharing informations with each other inside OuiShare • I unfortunately regularly feel a lack of it in people's behaviours • I still feel there is a split in OuiShare since the Italy summit - maybe just me! • Again to do with communication between connectors - I hunt down news about OS and connectors every day and i still don't feel I know what people are doing <p>Strong believes</p> <ul style="list-style-type: none"> • This is related with the welcoming process and accompaniment of newcomers (this need more work) • The way we're trying to organize OuiShare is leaded by openness but it feels like we're struggling how to
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	<p>manage it, due to reflex from the traditional world.</p> <ul style="list-style-type: none"> • OuiShare is a lot less open now than it was in the beginning. I think we need to clarify this to be not deceiving. • Openness is a great value that isn't always possible; we can be very open but still want to select who we want to work with. • Openness is dangerous but necessary inside OuiShare. Dangerous because it could be easy for malicious person to access information
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⇒ overall, more “negative feelings” / a value that raises a lot of question. Very few people says it is not desirable, but a lot acknowledged a gap between the value and reality within OuiShare, especially concerning who is welcome and may play a role within the organisation, and also the manifestation of openness in our interpersonal relationships and individual behaviors, that is linked here with a spontaneous “sharing spirit” value that is reported as missing / lacking.

Main regrets expressed / tensions raised

- Tension of time again : too busy to be truly open / to truly welcome everyone
- To what extent should we be open in our projects ?
 - the tension between “anyone can contribute” and getting things done (risk to loose time etc.)
 - The tension between everyone can contribute, and choosing who you want to work with

What needs to be changed in the description

Overall,

- **A need for clarification between open & transparent**
- **Some words who don't have a shared meaning within us and that are challenged : meritocracy, non-hierarchical**
- **The need to emphasise openness at an individual level**

Details

- Values that seem to be mixed : Transparency, openness, and inclusion, and the way we're organized
 - I think it's a bit mixed the open source and being open to others.
 - We're mixing a lot of things here, which are also related to transparency
 - We mix the question of transparency with the one of openness. I would say something like transparent is a movement from the inside to the outside, whereas openness is a movement from outside to inside
 - I would update the description by differentiating it more from transparency
 - It might feel a bit mixed between transparency and inclusion too
 - The description is a bit blurred because it is a combination of openness and horizontal management

- Separate openness on one side (open to contribution, sharing of information) and distributed leadership / horizontal management / collaborative decision making) on the other
 - Decision making and Open source are 2 big things. I would take out the part about decision making for more clarity
- Openness as “open source”
 - I don't see this part executed “What we produce is open source, making it easy to reuse, remix and share alike”, might be too general. Erase it.
 - To me the open source part should be moved to “being transparent”
 - Decision making could be part of transparency value actually leaving openness with produced information and results
- Openness as “welcoming people”...
 - Not sure if “anyone can join and contribute to” should/could be limited at times (as long as it doesn't violate our values or do harm, to be discussed)
 - I would let the openness to being open to new people, to being horizontal, to have a do-ocracy etc.
 - Meritocracy isn't obvious to me, translation/explanation welcome
 - Maybe we should focus on the content and forget about the meritocracy, since it is not real
 - I think there are confusions between meritocracy and democracy...
 - Ouishare is a non-hierarchical organization which anyone can join and contribute to, as long as they share the values and accept to be patient; to join, people need to meet the community and learn some knowledge.
- Openness in our processes
 - I do not think we should ever use the word “non-hierarchical” or horizontal anymore because this doesn't reflect the reality. I speak of dynamic hierarchy instead, because roles are not fixed to people and change all the time
 - Remove Ouishare is a non-hierarchical organisation. We need to acknowledge this and it's a normal human way of structuring. and to be honest i would say that there is nothing bad on having a bit of structure. I wouldn't talk about ouishare as old-fashion hierarchical structure, it's based on leaderships and organised by project managers.
- Openness in individual behaviors
 - It's not only about processes, it's also a mindset. I would add something about being open to people “We're open to a diversity of viewpoints and worldviews. We're open to everyone uniqueness”
 - When I hear openness I understand more openness of the heart, mind, will.
 - It's being open to the diversity of the world, keep an open heart, mind, will, look for confrontation in opinions to better learn and progress
 - The description focuses a lot on the “outside-in” perspective; for me the word also described our practice of actually being also inside-out, open in the sense that we're open to different contexts with no fear of contacts
- Complete proposition
 - Ouishare is a non-hierarchical organisation, decision-making is based on peer governance and meritocracy. Thanks to our first value : Transparency, what we produce is open source, making it easy to reuse, remix and share alike. Anyone can join and contribute to the organisation because we strongly believe that a culture of openness has many benefits as creation of synergies, business opportunities, inclusion...

Other words associated with the value

OPEN SOURCE

Suggestions on what we should do next regarding this value

- We still need a framework where this value can be practiced. A framework that enables all members to understand this value and act accordingly.
- Not sure if “anyone can join and contribute to” should/could be limited at times (as long as it doesn’t violate our values or do harm, to be discussed)
- Also not sure if “What we produce is open source” should always and automatically be the case, thinking of Michel Bauwens saying: “the more open (communist) the license, the more capitalistic the exploitation” and his suggestions/ideas of “reciprocity license”.
- Being a bit more humble with announcement and make it more real
- Open mindness and a real sense of equity could help strengthen real openness
- It would be great to document the decision making process for all levels (local and projects), even in retrospective
- We could check our processes, where/how could we be more open ?
- To be discussed what openness all means and implies
- More control on projects
- Keep working on governance
- Keep working on welcoming and accompaniment the newcomers

Conclusion on Openness (to be completed)

A real need for clarification : what do we precisely mean by “openness” and how de we really support / encourage this ?

MPRL

Amazing things happen in real-life. The internet cannot replace real-life interactions; it is only a tool that supports them.

Overview of feelings

:-)	:-(
<p>Concrete positive examples given</p> <ul style="list-style-type: none"> • I've seen the real benefit of coming to OS events. When you meet in real life you create bonds that are much stronger and you grow a sense of community that internet does not allow. • One big step was the OS fellowship for BCN and Rio (congrats to all for that) • Best things that can happen in OS is simply meeting awesome people • OS Summit and fest • I think Summit are the embodiment of this value • I see communities that practice it more strong and healthy than those that don't • I was at the summit in london and really changed a lot my perception of OS and the people composing it • When I visit other cities I always make a point of having a coffee with other Ouishare people <p>Strong believes</p> <ul style="list-style-type: none"> • This value remains at the core of real change. • Great things happen in real life connections • All magic OuiShare moments happened in real life. Well, all magic moments happen in real life! • The MPRL gives the best recharge on Ouishare energy • Great and very warm, welcoming value • This is one of the key of success of the organisation • It's important to put a face on our username and know our collaborator • You can't have a proper connection if you avoid meeting people in real life 	<p>Counter-examples expressed</p> <ul style="list-style-type: none"> • Here in Latin America as distances (and costs) are much bigger the MPRL is more difficult and does not happen as easy as in european context • I'm feeling it's not really well explained or practiced daily, especially in relation to remote members. • I can also feel strong connection with people I have never seen. • Did not join in real life meeting for a while, mostly work in a distributed way on Transformap • Now we haven't had a Summit in almost a year. Last time the attendance at the summit was really low, and some core people only stayed for two days. • It's really time consuming and sometimes I try to avoid another flight • It's not the first value I think of when I start or shape a project • There are rules to promote this value (ex : going to summit is mandatory) but we don't have any mechanism that act when someone doesn't follow the rules • It's really difficult to find time to spend together <p>Strong believes</p> <ul style="list-style-type: none"> • In our decentralized organization we need to maximize MPRL but I'm not sure that it is a strong value which guide the way we act in OuiShare. • I think it's not relevant as a value, it just means meeting people • It think it's not a value, but something really practical and efficient
Neither + or - ?	

- We definitely became an organization that only work for those that can meet in real life (essentially in Paris and somehow/rarely in other cities).
- It's quite a digital generation value, older people find it hilarious that we even think to mention this. It's just really "cute" to have; but it's so obvious
- A network is different from a community. I think, OuiShare is a human network, not a community. For me, a community needs to work together in real life day by day. Or ... maybe in some case we are a network of local communities, but not a global community. I think if we were a global human network, many things would be more simple, less governance. More trust and less governance. Human net with common tools and projects. Only governance or instructions in tools, projects and use the resources, no more. Many people from Ouishare are into others nets and communities too,,,we are connecting people.

⇒ An overall feeling that it's obvious it's valuable (and that you miss something when you can't / don't do it). But some raises the idea that it's so obvious it's not even a value. It's also not so easy outside of Europe (long distances / costs).

Main regrets expressed / tensions raised

- Time and cost consuming

What needs to be changed in the description

- Maybe add something about strong bonds that are created when you meet in real life, and that communities in the end are all about people's relationships.
- Is there anything we do to encourage or facilitate this ? It'd be good to include it here.
- I would add something about collective intelligence and the way we work together IRL in addition to the online/offline issue, to make this value less specific.
- New proposition : OuiShare is a global network, we work a lot on the internet but we strongly believe that internet cannot replace real-life interactions; it is only a tool that supports them. Amazing things happen in real-life that's why we organize so much events IRL all around the world to MPRL :)
- **+ 2 persons saying we should remove this as a value**

Other words associated with the value

CONNECTIONS

Suggestions on what we should do next regarding this value

- We need to come up with the mechanisms to improve this (distances and costs in Latin America)
- Let's continue to organize moments to meet in real life!
- Maybe encourage or document / share smaller meet ups (one to one learnings?)
- Something about the summits...
 - Summit are always a struggle to organize, and if we loose them we will lose this strong value that make a link to our international community. We need to reflect on those international summit or retreat, how can we make sure they happen on a regular basis ?

- It would be great if people could put more weight to the summits. If we don't see each other live in the summits with most connectors present, then MPRL does not happen. Especially the people most active in OuisShare should also be active with organizing the summits
- Discussion on the importance of OS Summits (international, national or regional) and exchanging ideas/best practices how to improve
- Keep the focus on that by organizing regular summits and gatherings
- Continue to organize OuisShare drink and continue with the upper formats like those happened in november in paris
- We should encourage people to travel more and discover OuisShare people all over the world
- Create a control system with enough flexibility to respect personal & human that make sure that people participate in the system
- Create a budget fund for cross communities best practice exchange

Conclusion on MPRL (to be completed)

A value/practiced more related to the community part; a feeling that internationally it's more difficult to keep the bond and a will to maintain / reinforce the summit opportunities.

PERMANENT BETA

OuiShare is an ongoing experiment with a lean startup approach. With curiosity and an open mindset, we strive to continuously try new things and challenge our assumptions. Release early, fail often, learn by doing and iterate.

Overview of feelings

:-)	:-(
<p>Concrete positive examples given</p> <p>In projects undertaken :</p> <ul style="list-style-type: none">• The value is often reflected in new projects we start within OuiShare• POC21 would be a good example of it• The same goes for Colaboramerica, we're experimenting with putting a new name in something just because we changed location.• I liked the openness and spirit in the backfeed experiment. Also it "failed" there was no focus on judgment, rather on learnings• In Quebec we never do the same project and no one want to create a template to back our projects up• Most of the projects I have in mind in OS are totally in line with this value (ex : Sharitories)• OuiShare Radio <p>In our organization</p> <ul style="list-style-type: none">• For instance testing new governance models for 3 months and then doing a retrospective. <p>At a personal level</p> <ul style="list-style-type: none">• I feel very encouraged to share my work, even if it's not perfect, will do soon• I've learned a lot thanks to OuiShare because every year there's a new way of working and experimentations. <p>Strong believes</p> <ul style="list-style-type: none">• Amazing value which is hard to explain but so important in the way we create and take part to project• We live in a complex world. There is no way anyone can know for sure what the world will be like in a few years from	<p>Counter-examples expressed</p> <p>In projects undertaken</p> <ul style="list-style-type: none">• When consulting I try not the "fail"• For example OS Fest as a project seems a little stuck. Of course we have new content, theme, format every year but the project hasn't evolved into something more disruptive. We should also try to reflect our values within projects too• The pressure put by some people while experimenting new ideas/concepts/projects may lead to less experimentations & permanent beta <p>In our methods / way we work</p> <ul style="list-style-type: none">• We lack rituals / tools to make it more a learning process• Most of the people I know in OuiShare don't really use canonical lean approaches <p>Strong believes</p> <ul style="list-style-type: none">• I guess this is kind of a systemic issue : once everything is new, with no clear structure set, it's easy to always question, change and adapt. Once you grow, once you establish, you tend to get a more narrow view• This is very important to experiment all the time but sometimes it's interesting to fix some point to stabilize the organization (I'm not so sure about that...)• It can be difficult to put into practice, especially for newbies• In a global level I believe this is a value that very often is materialized but locally not so much.

<p>now. We have no other choice than constantly try and learn.</p> <ul style="list-style-type: none"> • Permanent beta is OuiShare top 3 most interesting differentiation, and we walk the talk. • Probably one of my favorite values because it helps us always been in an experimentation mode and move quickly on decision because we don't give them too much weight. • This is one value that really is unique about OuiShare and really implemented! • That's the only value that should stay :) • I believe in this value because it reflects our humbleness as an organization, always open to feedback in order to get better and change whatever doesn't work. • Everything seems to be constantly changing, which means this value is being respected • One of the reasons I'm in OuiShare; Experimenting as an organization. • This value describes well the mindset of the people within OuiShare and is our big strength. It reminds me of the saying "they didn't know it was impossible, so they did it" • Exploring is a value for me • I think the permanent beta concept is well said, as people we constantly evolve and experiment and learn lessons, so that's my concept of OuiShare 	<ul style="list-style-type: none"> • It can be stressful to participate in such a work environment so ideally it would be good to find how to balance that, as well as people's need for perfection
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⇒ Permanent Beta is a value or a state of mind that is really much supported within the community, and seems to happen organically / not really supported by methods / processes or rituals. It is also questioned : is it relevant in any situation ? The words Learning / Experiment are very much associated with it.

Main regrets expressed / tensions raised

How can we maintain this spirit while structuring the way we work and getting more professional ?

What needs to be changed in the description

About the "startup reference"

- Not sure lean startup is a good quote; in general make it less startup like
- The reference to "lean startup" may not be necessary, it's a bit outdated

- For the description, I don't think we should be so much in the "lean" stuff because we are not at all in our processes!
- Take out the "start-up"
- "Release early, fail often, learn by doing and iterate" is surely true to a larger extent but sounds very much copied from a lean startup manual. Spontaneous suggestion : not afraid of releasing early and failing. Learning by experimenting and doing. Evaluate, Re-evaluate, Iterate and move on.

Notion of learning

- Maybe this could be somehow coupled with the notion of learning / feedback and taking time for retrospectives.
- Maybe "learning by doing" could be better / clearer than permanent beta and means the same thing

Other

- I would add the notion of humility
- It's not dissatisfaction it's optimism
- Definition : very good first part.
- Not sure about "try new things" it could be also old things, reevaluation of old things (or thinks = thoughts)

Other words associated with the value

EXPERIMENTATION - LEARNING - FEEDBACK - AGILE - EMPOWERING PEOPLE - ACCEPT FAILURE - EXPLORING

Suggestions on what we should do next regarding this value

Support it at an individual level / spread the state of mind :

- Since we've been brought up in a culture that tells us we can only do things when we are pretty sure they are going to work, it could be good to make this principle particularly clear and explain how it works. I have been personally encouraged to "empower myself" (if that makes sense) and I appreciate this so I'd like everyone that gets involved to feel the same. Sometimes, you need people to tell you twice before you dare to try and fail.
- Let's explain people how to put into practice when they first get involved in OuiShare. Let's show them the tools or how to approach OuiShare and other OuiShare members, to forget hierarchies and stop fearing failure
- I think, empowering people even more to get as much experience "outside" in other contexts as possible at the same time as being OuiShare really would help us to sustain this in the long run

Methods / tools

- Develop retrospective times to be more agile in our projects
- We should have more feedbacks on experiences which worked / failed to speed up new acculturation processes
- Promoting more P2P learning among the connectors
- Share more lessons learnt
- The idea of "labs" in one I hoped would take off more in OuiShare - also education to start a blog, post on medium and find their voice would be good for everyone.

Conclusion on PERMANENT BETA (to be completed)

We may rename it or enlarge it with the notions of learning / experimentation etc. but the feeling is that it is strongly linked within OuisShare. Next step is more to think how we can even more embody it at individual & project levels.

INCLUSION

Innovation happens in diverse environments. OuiShare benefits from having members across the globe and from very different backgrounds: entrepreneurs, designers, makers, hackers, social innovators, environmentalists, researchers, journalists, public officials, activists, and many more.

Overview of feelings

:-)	:-(
<p>Concrete positive examples given</p> <p>Diversity of people in the organisation and in our projects : geographical & professional</p> <ul style="list-style-type: none"> • We are quite good at putting very different people around the table • OuiShare contexts are amongst those I experience the most inclusion of backgrounds. • I really like the bandwidth of people in the OuiShare universe! From institutional to grassroots, very welcoming and honest. • Right now I'm in contact with a lot of professors, doctors from the University and I can feel the good things it brings to OuiShare, not only for the knowledge, but also for our image • Definitely one of the things that attracted me with OuiShare : a mix of passionate people from all over the globe from very different backgrounds • To me OuiShare is very inclusive, people from around the world are involved in the organisation • OS is quite good in attracting and achieving gender equality and also drawing people from different professional backgrounds (but mostly university and certain subjects) and nationalities. <p>Openness</p> <ul style="list-style-type: none"> • I have always felt welcomed! Thank you! <p>Content</p> <ul style="list-style-type: none"> • The overall atmosphere inclusion is present in OuiShare online content and this make me proud to share other connectors work <p>Personal behavior</p>	<p>Counter-examples expressed</p> <p>Quite a consistent / homogeneous community...</p> <ul style="list-style-type: none"> • For me inclusion is not just for the educated crowd from different backgrounds, so I'm not quite sure of this value within OuiShare • In the end I believe we are more or less the same even with our difference • people from OuiShare come mostly from a homogeneous social background (same schools, educated parents, low financial insecurity...) • I'm not sure we are the best on it, we are mostly a bunch of business schools alumni... • I try to talk about OuiShare to people from different background, but I'm also aware that you definitely need to have an entrepreneurial mindset to find your place in the community... if you are not confident in yourself, it can be a bit hard to get into the community. • I think OuiShare is good at multidisciplinary but not so good at diversity, except on the gender side -- at least in Paris, 90% of the team is comprised of highly educated white business school / sciencespo alumni. Not necessary an issue in itself but we should not brag about being more inclusive that we are. • However, I also do think that overall the group is still pretty white and well educated. • According to me, OuiShare is still too elitist, intellectual and not enough focused on how it can bring answers to concrete questions.

- When presenting OuiShare I always mention this value
- It inspires me a lot in what I do in my daily professional work, outside OuiShare
- That would guide me if I would have to recruit a team for example

Strong believes

- Very good value we need to reinforce within OuiShare. Its close to openness but need to be apart from this value
- I think we are doing a great job on inclusion
- For the context we are active in, we really try to include a lot of diversity
- Diverse people can bring diverse points of view and it enriches our organization.
- It seems to be OuiShare is a pretty diverse organization

- Race and age is already more limited (mostly white and between 20x - 40) and class even more.
- Well, I have always felt that in OS, we are all very much like-minded, coming from a pretty similar background. I remember the presentation of Joshua Vial at Mutinerie (it was a OS drink I think) . He's the founder of Enspiral, a similar organization to OS. Someone highlighted that they are mostly tech people, and we are mostly "business school" profiles. Which is true.
- but I think that OuiShare is also very intra-community.
- For exemple, I think it's very easy to people working in this environment to understand what we do but it is only a little little %.

... not including other kind of people in our communication and in the community

- In my experience very often OS has bounced people that don't fit in the typical millennial-bobo-nokids-no family-allwork-<30-speak french profile. Sometimes I've heard from founding members that we shouldn't include these people because they can't change mindset. They're too old. So I definitely don't think we're being really inclusive.
- We are still struggling to be socially inclusive. We are communicating very poorly with mainstream
- When you look at the reality of our projects and who attends our events, our communication is not really that inclusive. We try with things like hacker tickets for OuiShare Fest etc., but overall the ouishare community is a niche.
- We tend not to include the ones that disagree with us. It is difficult yet when it works the results are great. It is not about "converting" them but about understanding the point of view.
- But talking about inclusion also means talking about e.g. people that are not naturally attracted to what we do. Not so

	<p>sure here, whether it is really our job e.g. to talk to people not digital affine, less educated, less economically privileged but to really wanting to be inclusive, this would be the imperative.</p> <ul style="list-style-type: none"> • We try to be inclusive, but OuiShare is complex and not easy to join. • Moreover, we work a lot on the internet and with technological equipments and some people doesn't have all the equipment needed to work with us. • However at times I feel that we lack diversity in our community. • I think there is a big part of people who are not sensible all this "entrepreneurs, makers, ... world" that we didn't reach at all. <p>Personal behaviors</p> <ul style="list-style-type: none"> • Inclusion is very important to me and reading this page I become aware that I don't really take this value into account when i work on a project. I'll pay more attention to this in the future • There again, people interpersonal behaviors are not always 100% aligned. I have felt in the past judgment and arrogance that felt very much out of place • Anyhow, all these "social categories" influence the judgment of anybody in OS like other else. Once I heard an OS founder member arguing to welcome a person because of his study level! • I think I see some "human dissonance" also, I have talked to many people who said that the people they talked to were not super friendly and they didn't want to join OuiShare, depending on who you talk to, you will feel more or less supported to join, and helped to find your place, see how you can learn, contribute, etc. • Inclusion also sounds "make people feel at home", but that's not so easy within OuiShare, you have to find your place and no-one will find it for you. • Being inclusion is not the ability I'm very good at :s
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	Strong believes <ul style="list-style-type: none"> • We could have more of global and cultural diversity • So this value is a key one, but I'm not sure we managed to put it in practice overall in the organization. • Negative - there is still something in the air after Italy Summit.
Neither + or -	
<ul style="list-style-type: none"> • For me it's not a value as an obligation, but I see it just like a result 	

⇒ Inclusion as a value raised a lot of questions and harsh content. Diversity is acknowledged : A diverse geographical and professional background found in the community and a true gender diversity. But the word Inclusion raised high expectations and there is a very widespread feeling that we're not being inclusive to other kind of diversity (social background, color of skin, education background etc...). For some it's just a result of the issues we're working on; for others there's a lack of openness, a desire to stay between us and individual behaviors that are not aligned with this value. It seems obvious we cannot keep this value as it is, one way or the other (either endorse it really, or not "brag" about it as someone put it).

Main regrets expressed / tensions raised

- Should we pursue social inclusion as a value (and significantly work on it) or should we accept we're only working on diversity of professional backgrounds and that is not a problem in itself ?
 - Is there a tension between being on cutting-edge topics and being truly inclusive ?
- Is it "ok" people have to "struggle" to find their place or should we work on being welcoming for everyone ?

What needs to be changed in the description

- Describe inclusion beyond professional diversity
 - I think we lack inclusion that goes beyond the career path in the definition. Would be nice to make it more clear that we want to be inclusive respect to age, race, gender, etc...
 - we could have more of global and cultural diversity as an addition
 - We are missing the dimension of social inclusion in the description. Right now it only refers to having people from diverse sectors, which is really just a small part.
 - The description associates with diversity rather than inclusion, meanwhile lacking the typical diversity/inclusion characters (gender, ethnicity, orientation etc), we should add those as well.
 - We should mention others kinds of people than those in the description, especially people who feel left apart
 - "from very different backgrounds and opinions" ... or something along these lines
 - Maybe we can try to put some more focus on including people "outside the radar" in the future

- Diversity is a matter of gender, social-economic level as well and probably more aspects.
- Change inclusion for...
 - *Inclusion .. can we find something less buzzword:)*
 - diversity
 - The current definition relates more to diversity for me. Inclusion rather means our capacity to address issues such as dealing with poverty, mixing generations and social classes, cities and rural areas...
 - Maybe rename the value to "inclusion and diversity"
 - I would name it "Diversity" rather than "Inclusion". Inclusion refers to social or economic inclusion, like having different races represented, or diverse socio-economic backgrounds, it's striving to integrate people from disadvantaged backgrounds. So the term is confusing. And it's all the more confusing that we are NOT good at social inclusion :) we're socially quite homogeneous really...
 - For me, this description mean Diversity not inclusion. Inclusion mean whatever you are, your social level is, your education level is, etc you are welcome. Changing it to Diversity
 - For me, inclusion is related to poor people. Diversity would be a better word.
 - Diversity would be a better to describe what we put under this value.
 - So this is a diversity thing AND member thing.
 - Ecosystem
 - I think maybe inclusion is not the good term... inclusion for me means including anyone, which is trully not OuiShare, if we look at us. Maybe "ecosystems" would fit better the description, we need a divers ecosystems, diverse competences, divers cultures, for great things to happen.
 - Plurality / multidisciplinary
 - The description aboves refers to multidisciplinary, which is not the same as inclusion or diversity, which would mean reaching out to a wider range of ethnical and socio-cultural backgrounds.
 - Openness
 - Openness is affects to this value directly, since we are open to everyone under a meritocratic principle.
 - When I hear inclusion, I hear social inclusion, taking care of the people who need it and so on. The description for me describes more an openness / diversity value, which is good as well! But it's not inclusion.
- Explain why it is important
 - Maybe we could extend more on the idea of why inclusion is beneficial for OuiShare. It's not just about innovation, but about having a good understanding of the different realities we work in, for example.
- Inclusion as "taking care of" & including people / how we include
 - I think we miss the "care" dimension of the "inclusion" value... take people where they are, with empathy, and help them climb the stairs to come in if they wish.
 - Also maybe that we include the wholeness of people - not only the mind but also the heart (sounds a bit cheesy...)
 - The definition shows a range of diversity within OS, but doesn't express sth about inclusion concerning outsiders to join.
 - Moreover, another value we can join to inclusion is MIRL. Indeed, our physical meeting permit people who doesn't have access to technological equipment to join the network and contribute to build the new world! :)

- I think that before the inclusion there is acceptance for what we don't know. we are curious people exploring new way of living our life with meaning. It's not a matter of we Include you, but we are Open and we attract people that are like minded and willing to find their purpose and meaning of life.

Other words associated with the value

DIVERSITY- OPENNESS - TAKE CARE - PLURALITY - INTEGRATION

Suggestions on what we should do next regarding this value

- we need to better practice it.
 - In our projects
 - Keep developing OuiShare non profit part, work on a mainstream speech, go to where we can meet more heterogeneous people
 - We need more diverse environments in our working teams. recruit actively other profile like developers, designers ... more artistic people.
 - it's up to people to start more inclusive projects and convince other OuiShare to support them.
 - Including new guide on how our projects teams should tend to include.
 - In our behaviors
 - More humility and sincere sense of equity.
 - It could be a good idea to have several persons to help inclusion. But maybe the complexity is a part of the way?
 - Suggestion at a OSSummit/Fest how to reach beyond one's own (academic and partialy racial and age) bubble and comfort zone.
 - Finding ways to connect between events and summits.
 - In the inclusion process
 - Simplify the integration to have more people, so many differents profiles (LOOCC)
 - Also I am VERY conscious of new people joining OuiShare and as someone who has been around since 2013 I need to make the effort to speak to new people as much as I do the long standing connectors and members.

Conclusion on Inclusion

Inclusion is a strong word and what we can feel from the survey answers is that it cannot be used "lightly". We have to make a choice : either we really aim for "inclusion" of all people, and then we admit we're not there yet but we work on it; or we admit that it's not the aim and we rename this value around the idea of diversity of professional backgrounds.

There is also some intention around being more inclusive / welcoming of people generally (of new people), that is linked both with individual behaviors and processes.

PLAY

Work doesn't have to be boring. We want collaborative lifestyles to go viral, and believe that this can only be achieved if work is as fun and creative as play.

Overview of feelings

:-)	:-(
<p>Concrete positive examples given</p> <ul style="list-style-type: none"> • One concrete example of it is the OuiShare Love i think. It's not just to do it in a playful way, but to celebrate it. • simply yeah, thx, can be felt in gatherings :-) • This definitely happens at Summits. • Facilitating workshops is having adults play in a creative and productive manner :) • Maybe I see it more in Summit but more as something spontaneous than something promoting • This year I have worked to ONLY do the things I love and LOVE podcasting and writing. And I am happier ;-) <p>Strong believes</p> <ul style="list-style-type: none"> • Need I :) • I don't have any concrete example, I think the balance is pretty ok within OuiShare. • I think If it is not fun it is not sustainable at long time. • I have a full time job and I don't want to work with OuiShare if the work needed is binding. I learn a lot working with OuiShare team and we always have a lot of fun. I won't do it again if this were to change. 	<p>Counter-examples expressed</p> <p>Dealing with stress & expectations</p> <ul style="list-style-type: none"> • I don't think our work is playful when we are struggling with deadlines :D experience of OSFest... In general it is difficult and I think Play is more of an attitude than a value. • I feel that still it seems difficult to replace stress with play - too many stress/burnout indications in our community • i don't see a lot of play sometimes around..people freak out often and that's not nice to see. expectations from different members involved in a project, multiculturalism, personality and elephants in the room etc.. can make us be far from this concept <p>Every tasks are not playful !</p> <ul style="list-style-type: none"> • It depends what you do in the organization. Looking for money or negotiating partnership can barely be seen as a funny game... Same with taking care of the office, or having to fill in some very boring administrative papers related to OS or certain projects. <p>Getting professional on projects</p> <ul style="list-style-type: none"> • it's difficult to make funny some serious projects from politicians or something else... So it could be better to have more fun be it's difficult in real life. • we need work with classic organisations, be professionals...and its easy forget to be play... <p>Not embodied in how we work / in our teams</p> <ul style="list-style-type: none"> • It seems to be more out -oriented but does not really reflect in how we work as teams • I don't see how we are promoting this our projects. <p>Strong believes</p> <ul style="list-style-type: none"> • I'm not in the organization since the beginning but I have the feeling that people used to play a lot before • Work can be fun but when it's too heavy (and it can still be especially in OuiShare, we are hard worker) it can take precedence on playing part.

	<ul style="list-style-type: none"> • I think it's really cool to have it as a guideline, as a reminder, but in practice it's less and less applied. We're getting professional ! And it would do us (at least me) good to remember that we don't have to stop playing :) • However, sometimes I feel that some people have such a strong drive for achieving certain goals and milestones that this value can get forgotten. • At the Fest, we have some "play" dimensions, but overall I don't know if play is that practiced. I am not involved in any project currently, and previously I was always working with max another connector. "Play" was never "that" important.
Neither good or bad	
<ul style="list-style-type: none"> • I have the feeling that OuiShare is becoming more and more serious in its projects and development. But I'm still having fun! • I recognize the importance to address serious issues with a lighter tone, or no one will follow, and I have seen myself the power of play to connect and bound people. So I want to get better at it. 	

⇒ This value don't generate as many comments as the others; It's interesting to say that "play" value seems more associated to the fun part (and then, either liked or dismissed as not central in what we do) than to creativity, which is the second element in the description. Other "definitions" of this value "play" sounds like : "do something you love", "opportunity to learn", "celebrate".

The questions raised by the comments are : is this really a central value / way of doing things in OuiShare (some contest) ? and is it compatible with getting professional ?

Main regrets expressed / tensions raised

Ouishare getting a lot to do and more professional : it seems to impact the "playful" part of it --> do we need just to accept it or should we find a way to work on it ?

What needs to be changed in the description

About "collaborative lifestyles"

- I don't see a connection between play-fun and collaborative lifestyle.
- Remove "collaborative lifestyles", it doesn't strongly resonate with us anymore I think.

What is play about ?

- General considerations
 - I guess I'd need to have a better understanding of what this value means. We have parties, yes!, but how does this apply to business-as-usual activities, projects.
 - The description is all about "work", I think this is a bit restrictive.
 - Maybe another word for fun?
 - Avoid a negative description
- Learning & creativity / new way of working & doing things in OuiShare

- I would get rid of the "fun" aspect of play, and refer more to play as a way to improve and learn (in constructive terms, like with "Serious Play")
- It should not be about work not being "boring", but play being important for creativity
- I also wonder if "creativity" should be added as a separate value, or kept within the "Play" element.
- but also an integral part of life that we don't want to shut out of the work place.
- stress/burnout work life balance play/fun
- When I think as this value, I think at this sentence I like : "It's important, not serious"; I think this is the idea, we may work on important things but don't take ourselves seriously; I think there is also the idea that we take people, and things as a whole and we acknowledge in what we do that we cannot, and we don't want, to only speak to the left brain. Where we see it most I think is in our event, that's why the description should be more wide than work.
- We could find a term that includes "play", "fun", "whole", "experiences", and the idea of enjoying ourselves, taking care of ourselves.
- Fun is referring here to work (but why just work and not live in general?). And maybe "if work is as fun and creative as play" continuing experimentation, tinkering,
- Play. I don't know if I wouldn't replace it with something more about the wellbeing, which will include also the "OuiCare" philosophy. Work within OS is enjoying, growing as a person. You see?
- Celebration
 - I would change this to Play&Celebrate maybe. I think it's important to keep the community going that we always take time to celebrate our results, recognizing their value.
 - add something about celebrating - because we are really good at that :)

Other words associated with the value

CELEBRATE - LEARN - FUN - LOVE - LIFE

Suggestions on what we should do next regarding this value

Tasks distribution & project types

- hope that some stability will enable to distribute more tasks and let more room to fun
- Members of the local OuiShare communities should pay more attention to the people who fulfil unpleasant tasks, be more comprehensive and offer help/support.
- Better choose project on which we want to work... but if we continue with the same quantity and variety of projects I don't see how to improve the importance of this value inside OuiShare
- Bring the governance to the project level and include the play value on the management of the project

Ways of working

- thinking about how we can enjoy and work hard in the same time. no idea for now but thinking about it
- Finding ways to connect about how we work. I think people would have more fun if they knew it was ok to 'be in beta' 'mess up' and 'ask for help' - I don't ever feel I am in a negative or 'work' environment but I do wonder if other people do.

Personal behaviors

- More people having fun and not taking too much stuff too seriously
- We could take work more easy ourselves
- Also the "play" part should be done in a way that respects also everyone, sometimes we don't realize that something "fun" can harm some other people. Play doesn't mean not following the frame, we need some rules to play together in a constructive and caring way :)

- be more self aware of ourselves, accept different way of working and try to learn from each other; and try to enjoy while reaching the deadline.. it's normal to freak out, but it's good to ask for help and keep enjoy and have fun.

Conclusion on PLAY

Feeling that this value shouldn't be abandoned overall but enriched, maybe in association with another value.

FEEDBACK

Regular and personal feedback is critical to sustaining the participative dynamic of OuiShare and enabling everyone to learn and progress. This is why we praise valuable contributions, celebrate achievements and encourage constructive criticism.

Overview of feelings

:-)	:-(
<p>Concrete positive examples given</p> <ul style="list-style-type: none"> • It's not perfect yet, but we're getting better and better at this. In the projects I'm in, I invest a lot of energy in making sure proper feedback is given, individually and collectively, and we grow from our mistakes. • On all new projects that I am part of now we try to plan specific times for retrospectives on how things are going to be able to improve. • I gave five on the last answer as I will pick projects and people based on how I have worked with them and because I think they will tell me when I am being a knob. ;-) I would hesitate to work with people who I did not think would speak up - which is also my responsibility to give them space. • Value accounting process in some projects <p>Strong believes</p> <ul style="list-style-type: none"> • I believe it is an extremely important value • totally in line with that and deeply used within ouishare • Learning is extremely important part of OuiShare for me and something it absolutely has to fulfill for people who are part of it, especially since they are not being paid market wages. 	<p>Counter-examples expressed</p> <ul style="list-style-type: none"> • We lack rituals / processes or habits to really make it true. Whether in our internal projects / meeting or in our small events we could do it more, and between peers as well. • I try to do it but don't always find the space / time / way to do it. • We sometimes forget to do feedbacks during OS projects, and not so much for day-to-day OS life. • I haven't really gotten any feedback from what I'm doing as a connector, or given that much feedback to others. I know, it's hard. • it's not systematic. <p>Strong believes</p> <ul style="list-style-type: none"> • A very few number of people do that in our community. • introvert personalities can struggle in sharing feedback • Not easy for everyone to give / receive feedback • I think there is a culture of feedback within OuiShare, but that it's sometimes said in a form that can be a bit rude (I had one experiment in my early stage at OuiShare, I received a feedback that actually paralyzed me and I didn't move forward on the project.) • In general we lack skills to receiver feedback (specially negative) on a constructive way. The non-violent communication sessions at the Summits

<ul style="list-style-type: none"> • I am happy to see we do this :) • I am very thankful to the experience, how reflection, feedback, open appreciative inquiry and improvement is practised in ouishare! • If it wasn't for this value, things in ouishare wouldn't be the same. It helps people to make them listen and apply that "permanent beta". • Some people within ouishare are extremely good for that. and they are therefore infusing this value around them. • It is sometimes difficult to hear, because of our ego but it's necessary for not being stuck with something! • It only when we get a good critique with senses and examples that you understand what's wrong and how you can change some parts and be the best version of yourself. • Feedback is important inside the ouishare team but also with people with whom we are working 	<p>have been very helpful IMHO. Diversity of EU (and beyond) cultures on how to deal with this</p> <ul style="list-style-type: none"> • While I experience that mostly the aim to implement this in daily work is there, unfortunately time pressure, "to much things to do" etc. prevent the realization. • Also I have the feeling that as we estimate having a good time together very high the feedback culture suffers ;) • In an organization such as OuiShare, where relationships between people are closer to friendship than to what it is in traditional companies, it is not easy to make honest feedbacks. You don't wanna wound the people you work with, because you like them and you don't know how the feedback can be perceived. Especially when it's directly or indirectly related to money. • Hmm. Tricky one. Feedback isn't often practice in my opinion, also because we are a non-hierarchical organization. Who gives the feedback?
<p>Neither good or bad</p>	
<ul style="list-style-type: none"> • I feel there is a tendency to praise... it's a difficult one • We're awesome at positive feedback, not at critical feedback! 	

⇒ very balanced “amount’ of positive & negative comments. No one contest it’s something important, but the reality of it day by day vary greatly among people; the intention is recognized everywhere but we lack practice.

Main regrets expressed / tensions raised

- It's difficult to take time to do it / we're often too busy to do it properly
- We don't no how to give it / receive it properly
- We tend to favor positive feedback and limit constructive feedback

What needs to be changed in the description

How we do it

- We say constructive criticism but I would add a very important word to the description of this value: respect and measurement - sometimes we can take "feedback" too far. We need to find when and how to give it.
- I think the feedback value cannot go without a "care" one associated to it.

Linked to permanent beta

- Feedback is a bit redundant to me with Permanent Beta, which for me is the same, learning by doing with quick feedback loops, one is more about OuiShare and the other about individuals, but maybe we could merge them two (if that makes sense, we are all permanent beta!)

- It's very related to permanent beta.
- It should be merged with "Learning By Doing" (aka "Permanent Beta" today) but in itself, "Feedback" is way too specific a practice, to be a value imho
- maybe we could reformulate it to include the term "Learning" or "Reflection" somehow.

Link with openness / transparency

- For me it's a more specific word to mean transparency and openness
- open and feedback have big connections

Contexts of feedback

- I would add something like "feedback is needed to let the people know how their involvement/action/behavior is perceived within OuiShare in a 1/1 relationship. It is also needed when it implies relationship with other people we work with (OSF volunteers, partners, ecosystems, etc.). It is also needed to improve the impact and efficiency of our projects. Hence, feedbacks are personal and non-personal.

Other comments

- the part "critical to sustaining the participative dynamic" I am not sure.
- feedback for me is a principles. it's not so unique that journalist could write a paper on that :)
- i would put awareness that could include more concepts

People thinking we should remove it as a value

- I think it's not a value. It's a management principle.
- I think it's not a value. It's a management principle.
- we need constant feedback, but i wouldnt put it as value

Other words associated with the value

LEARNING - PERMANENT BETA - TRANSPARENCY - OPENNESS - VALUE ACCOUNTING

Suggestions on what we should do next regarding this value

Remember it' is important

- Maybe we forget a little this part, and we should try to re-introduce this value
- Make it even more important
- keep this value very high and don't forget it.

Develop process / rituals for that

- we need a structure where everyone can practice this. It should sort of become a natural thing for all of us.
- Remembering this value is an opportunity to develop processes for constructive feedback (we have some, like the Open value accounting, but I don't think we have management methods yet.)
- We should think of concrete rituals / habits we could do to make it happen. a "feedback" sprint, one day a year, where we take some time to give personal feedback to the people we worked with ? a time at the end of meetings for that ? during summit? Not sure, but I think it's something we need to keep but that we need to embody more.
- Finding a way/process to establish feedback as "normal" - i.e in not postponing retrospectives
- Perhaps having some kind of more formal peer feedback system? People could create feedback forms for themselves, and others could then answer their questions on how they could develop.
- I wish this value was a lot more practiced. I practice it with a group of people, but I wish it was more present, maybe during summits where we could show gratefulness and give advice on how to progress.
- Thinking of feedback strategies and best practices at OuiShare Summit?
- Bring the governance to the project level and include the feedback into the project management

- By the way, maybe we could imagine a more structured peer-to-peer "feedback" process when closing a project.
- The idea of value accounting etc is in OuiShare and I know where to find it. I am just not sure how to implement it!

Conclusion on FEEDBACK

3 persons question it as a value in itself, and many associate it with the permanent beta, it may make sense to associate both. But what sounds more important is to really develop ways to practice it more within the community

INDEPENDENCE

We are happy to work with companies on individual projects, but do not enter exclusive partnerships of any kind that could compromise our independence. You may not like this at first, but in the long term you'll see the benefits.

Overview of feelings

:-)	:-(
<p>Concrete positive examples given</p> <p>About partnership</p> <ul style="list-style-type: none"> • I have the feeling OuiShare has never compromised its integrity for a partnership. A good example would be all the partners at the fest or at ColaborAmerica. • This is central to our activities, and it's particularly visible within the Fest, where we refuse many partnerships we don't believe in. <p>About individual autonomy</p> <ul style="list-style-type: none"> • Positive experience : we don't need any validation for all the things we communicate through social media / newsletter and so on... so i clearly see the benefits!! <p>Strong believes</p> <p>It's applied</p> <ul style="list-style-type: none"> • From what i've experienced it seems to be applied. • I think this value is pretty well embodied in the community... <p>Integrity in partnership</p> <ul style="list-style-type: none"> • partnerships are great, and ouishare is great in partnerships. Within the different frames, there is always room as I experienced it, and even with 	<p>Counter-examples expressed</p> <p>About partnership / sponsors</p> <ul style="list-style-type: none"> • I think within time we developed a business model that strictly depends on sponsors. This impacts strongly our plans (eg: the pivot in Ouishare fest strategy). • Partly true as we're very close to MAIF now, but I think it's not a problem. And this may change in the upcoming years. • I think we are not independent since we have global partners that condition the way we work with other partners from the same field (insurance). • Also, while working with some cities I have seen the power some politicians have in ouishare and how we are conditioned by the money they give. <p>Strong believes</p> <p>Integrity in partnership</p> <ul style="list-style-type: none"> • Sometimes, I have concerns on how some partnerships can condition our activities (e.g. OuiShare Fest talks and sessions). I know there is always a price but let's try to not compromise this value. • There is a lot of people who look at OS with preconceptions and even if we provide a balanced and independent point of view they will still claim we are in favour of certain sharing economy companies or similar.

<p>strong and demanding partners, there is no sellout</p> <p>Importance of it</p> <ul style="list-style-type: none"> • especially when it comes to content and sponsorship this value is super important to remain credible • Please, let's keep doing it. It's a crucial value! • I think is our differential value outside OS • Very important value to me that show that we can't be corrupted by money and that even if sometimes we do not get the maximum funds that we would normally need we can find solutions and do a great job! 	<ul style="list-style-type: none"> • I feel we are sometimes feeling obliged to give too much to partners when we need money. I hear people thinking OuiShare is evil, working with multinational. • I know we need money but I don't like sponsors ;-) • I think this is something we really want to achieve, but when you need budget to do your activities and you need partnerships and sponsors.. well then you are not so independent. <p>An outward and corp only value ?</p> <ul style="list-style-type: none"> • I think this value is weird because it's explicitly oriented towards companies we could work with. • I would not keep it for the OuiShare "commons", it's more related to the "corp" side. I don't feel "energized" by this value, and wonder if it adds value ? Or if we keep it, maybe we could expand it to partnership ? Not sure about it.
<p>Neither good or bad</p>	
<ul style="list-style-type: none"> • It's very important to be independant but get some partnerships sometimes is really good to scale (have more impact) and getting new opportunities • It's important that we can take position on topics publicly when we want to, and stay "neutral" as much as possible - but the reality is that by working with companies and taking sponsorship for the Fest etc. we have already given up some independence and it simply is a trade-off. I think we simply need to be aware of it and communicate this challenge. • It's important to not be dependent from an external organisation, but I think OuiShare stays dependent of the community projects. 	

⇒ a value that is very much oriented outwards / guide OuiShare as an organisation, but not really the individuals within OuiShare; and a value that is questioned by our actual business model.

Main regrets expressed / tensions raised

- Question the consistence between having partnerships and claiming independence
- The tension between needing money for projects and having impact, and the wish to stay independent
- A value that seems business oriented / not really linked with the community and the individuals

What needs to be changed in the description

General feelings

- I don't think people understand the way we do it and the description isn't clear enough.
- consider this description a bit weak/unclear/not fully satisfying.
- Would like to see a workover of this description and happy to discuss the meaning of independence - also in relationship to interdependence.

- I am wondering if we shouldn't also recognize our interdependence somehow, but that also maybe is in the "care" value.
- Again, outward oriented value without in-organisation dimension

What we mean by independence

- I feel like the description lacks the core idea. It's not only about "exclusive partnerships", it's rather about an alignment of purpose. We work with teams we feel comfortable with, we don't just sell stuff. We're not consultants. So it goes quite a lot further. Basically, we don't compromise the quality of our projects in exchange for money (this is what we do for the Fest). We'd need to formulate this diplomatically... :)
- Maybe try to mix the independence with a "moral compass" (very american expression)

Acknowledge reality

- the reality is that by working with companies and taking sponsorship for the Fest etc. we have already given up some independence and it simply is a trade-off. I think we simply need to be aware of it and communicate this challenge.

About the notion of "benefits" we see in the description

- What are the benefits? What have we done that proves those benefits? I'd love to know.
- Not so sure about this: " You may not like this at first, but in the long term you'll see the benefits. " the sentence before explains it all - this add-on in my opinion only lowers the meaning and feels like an excuse
- This sentence isn't clear to me : "You may not like this at first, but in the long term you'll see the benefits." Clarifying it would have benefits internally and externally.
- I didn't get the part "You may not like this at first, but in the long term you'll see the benefits." and do not understand why do we need it in?
- remove: 'but do not enter exclusive partnerships of any kind that could compromise our independence. You may not like this at first, but in the long term you'll see the benefits'

People willing to remove it / questioning it more

- I would not keep it for the OuiShare "commons", it's more related to the "corp" side. I don't feel "energized" by this value, and wonder if it adds value ? Or if we keep it, maybe we could expand it to partnership ? Not sure about it.
- This question of independence is a real one but do we need to say it? I believe more in interdependence in our collaborative world.
- Make it a must (with a guide about how to act when money from some organization comes) or remove it

Other words associated with the value

PARTNERS - SPONSORS - INTERDEPENDENCE - ALIGNMENT

Suggestions on what we should do next regarding this value

- Make it a must (with a guide about how to act when money from some organization comes) or remove it
- sacrifice some freedom for something that will give more independence (even financial independence)
- Finding ways to create revenue for OuiShare through products, consulting, patreon pages etc.

Conclusion on INDEPENDENCE

The relevance of keeping this value is very related to the question of "what are values about" in Ouishare ? something for external communication or an internal guide. If an internal guide we need to be more specific about this value.

ACTION

We don't like talk without action. When you have a great idea, don't wait for others to execute. Build something yourself from day one and let people join you!

Overview of feelings

:-)	:-(
<p>Concrete positive examples given</p> <ul style="list-style-type: none"> • This survey is an example of it. ;-) don't just talk about updating values, go and do something about it. • I do feel this value is especially reflected in governance and how we communicate internally. • Action is one part that I really like in OuiShare, for example during the Fest, where we can act and try new things :) <p>Strong believes Link to do-ocracy</p> <ul style="list-style-type: none"> • Yes, I think OuiShare is a great example of "do-ocracy". I keep seeing people taking action on pushing projects forward. • This is the word for do-ocracy. • I 100% share the doocracy principle. I think I do embody that as well, • That is what is great in OuiShare: you want to do something? Do it! <p>Importance of it</p> <ul style="list-style-type: none"> • this one is real good... • make really cool thing happened. it's quite the story of OuiShare • only when we do things we can change/manifest things • I also think it empowers many active members, especially in France as I can see it, to take initiative. • "Action" is a great value that we should keep it • I am truly inspired by how this value is lived within the community, it's just that I tend to overthink at least 1000 times before getting there ;) • lots going on in the ouishare miniverse • Action is really important and it's good to see that in OuiShare people are so complementary. Some are thinking a lot, this is essential, they are visionaries, 	<p>Counter-examples expressed Empowerment & do-ocracy not so easy</p> <ul style="list-style-type: none"> • I usually feel quite shy when it comes to start something on my own just because I think it's goo + I lack time to do all the things I'd like to do. I must admit I am now, after a year and a half, starting to understand how the decision making process works and whether there is scope for me to do new things and how I should proceed. • Still very often the leaders are the same. • MMMM.... it took me a long time to realise I did not actually have to ask for permission! <p>A tendency for "talk"</p> <ul style="list-style-type: none"> • but I have the feeling in some projects, like the OuiCare one for exemple, we talk but don't have so much doing, something we need to work on I guess ;-) • Sometimes (ouishare fest Paris / BCN) we are too philosophical and forget about the action. This year in BCN we have received feedback regarding exactly this. It s useless to talk about something without doing anything or showing how to do it. <p>Strong believes Empowerment & do-ocracy not so easy</p> <ul style="list-style-type: none"> • It's a principle that some people hardly apply to themselves in the team. Maybe because of others people who sometimes have their say too early in projects, block motivation and restrain action. • also think it empowers many active members, especially in France as I can see it, to take initiative. I have seen less of this behavior in other locations. • We are really dependent of the members involvement. So in theory, it's ok but more complicated in practice.

<p>they give impulse to the team. And some others prefer to concretize ideas into real things. This is very very interesting</p> <ul style="list-style-type: none"> • I agree, it's the best way to work, learn, teach, educate... for me :) • OS is really a think and DO tank (with projects), and it makes it unique compared to other think tanks. • very important i think is a value that people near to OS recognizes us 	<p>A tendency for "talk"</p> <ul style="list-style-type: none"> • I feel sometimes there's a lot of talk and ideas and little action. It's understandable though as people are very busy. I myself feel I contribute more ideas but have less time to actually act upon them.
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⇒ Action is really seen at 2 levels : how we do things internally (linked to do-ocracy) and the kind of projects we do as an organization; The main challenge seems to develop empowerment for all for it to work.

Main regrets expressed / tensions raised

- It takes time to understand how it works within OuiShare and hinder the "action" / do-ocracy principle
- As an organization, what do we mean by not only talking ? The majority of our well communicated project seems more conferences & content, and not action.

What needs to be changed in the description

General remarks

- Perhaps what we need is co-creation models or something ;)
- The description is a bit weird. It reads like a suggestion not like something we share (using "you" instead of "we").
- Same as previous description of independence. Also sounds like taken from leanstartup manual guide or an accelerator programme.

Enrich the concept

- I wonder if Risk-taking is missing. We don't only take action, we assume the risks of our actions. We're not afraid of failure. Or to put it positively, opportunities are worth taking risks.

About the duality / confrontation of talk & action

- First, I don't like the first phrase "We don't like talk without action", a bit aggressive to me. What I understand of the description is that we don't talk. The reality is that we talk much more than doing. Don't misunderstand me. What I want to see is that "Action" is a great value that we should keep it and rewrite the description (LIKE:) "Action is in the heart of OuiShare members day life. We love to hear new ideas and do our best to transform it in Action..." something like that
- maybe if you want to be more relaxed you can add "walk the talk"
- I think on the first year I needed also to talk about issues I saw within OuiShare, talking can also be a form of action ;-)

Action as projects we do a an organization

- Again there is 2 levels for that, at a global scale, it's linked with the idea that we are not only a Think Tank but that we intend to lead concrete actions and have concrete impact in the world;
- I think there are two ways of defining action: - starting projects vs doing nothing - being action-oriented (building stuff/solutions) vs talking/thinking/writing ...On the first one, OuiShare is ok. On the second one, OuiShare is not ok at all, since it's mostly a club of intellectuals /

freelancers, whose flagship projects are conferences and media production, not building real stuff / going out on the field to make stuff. Problem is, most people will understand the latter in "Action", I think

Action as individual empowerment

- there's a notion of empowerment.
- I'm thinking we may link it with the ideas of do-ocracy, empowerment, having Impact...
- At a "team" scale, the description here links it to the do-ocracy style
- Action is not so clear. I miss something like emancipation or empowerment...
- I don't think it's true: 'don't wait for others to execute. Build something yourself from day one and let people join you!' as per my comment earlier on the glass/invisible hierarchy, plus to 'build something from day one within ouishare' i think you need to have a bit of understanding of ouishare at least. But once there is an understanding or a feeling of understanding and be part of it.. well i fully support this. i would rephrase it.

Not really a value

- It's the name "Action" that isn't a value for me
- I'm unsure of this as a value. Action is natural for the individuals within an ecosystem like OuiShar.
- Remove it altogether.

Other words associated with the value

DO-OCRATY - EMPOWERMENT - IMPACT

Suggestions on what we should do next regarding this value

- always let's some room to action, people have to feel free to do stuffs
- Void leadership spaces shall be created for new and different leaders to emerge... yet this is scary as it means to lose power and control
- Bring more do-ers to the organization
- facilitating tools to do things
- Keep this dynamic
- More Loomio! X 10

Conclusion on ACTION

Being more specific on what we mean by it and continue to develop this culture

IMPACT

Our mission* is stated as "build and nurture a collaborative society". Maximum impact in doing this is what ultimately guides our actions.

Overview of feelings

:-)	:-(
Concrete positive examples given <ul style="list-style-type: none">• Transformap, which is also nourished by a fellowship in 2015 is developing for impact and visualization of the	Counter-examples expressed <ul style="list-style-type: none">• I think most of our activities are communication activities, so the impact is to be proven for real.

alternative economies movement in practical application

- POC 21 and OuiShare Fest have impact as a whole and I feel I have impact when I make small contribution to these.

Strong believes

- We try our best! I have the feeling we're going more and more towards concrete action-based projects, beyond think tank aspects, which is good.
- I think OuiShare creates big impacts in society, market and individual lives.
- I think all people within OuiShare want to have a positive impact and do their best, in different field, training, supporting companies in their transition, building startups, contributing to Commons, etc.
- We don't do a lot of things but when we do it they have a lot of impact
- I think it's extremely important that OuiShare strives for real positive impact.
- In my opinion it's one of the most important goal we need to keep in mind. I work with OuiShare to "change the world", impact is essential for me.

Strong believes

No proofs of impact given

- I've been increasingly annoyed by the word "impact". If we are going to talk about impact shouldn't we have metrics and clear parameters that could be isolated and measured? Maybe I'm just being too picky but "impact" is the new disruptive, that is the new sustainable. We need to be very careful here in order not to promote an empty speech. Of course we all understand what we mean with impact, but I don't like to use this word when we don't expose clear metrics and parameters being used (and we don't have global metrics, do we?) .
- It's not easily apparent what our impact on society is.
- actually, my judgement of OuiShare would be even more critical on "Impact", since we basically have no real-world impact ... I mean, beyond gathering a fantastic group of people online and offline, which is great, but is too "meta" to be qualified as real "impact". To me, "impact" is about solving a real world problem, which OuiShare doesn't
- It's really hard to define/judge what impact is. There are different terms: short & long. We do not measure our impact and sometimes we don't even know that we inspired other people because we open-source most of what we do or do not follow up. I really don't have a clear position about "impact", maybe I would bind it to "Inclusion".
- is a nice value...but is difficult to know what action will be impact or not...

What kind of impact ?

- We use the word a lot to describe what we do, but I feel like it's actually very vague. Since OuiShare does not have such a clear goal at the moment, I find it very hard to determine what having the most impact would actually mean in a given situation.
- This is the one really difficult "value" for me... our Why! the word "Impact" is

	<p>used a lot, but I'm not sure anyone has really thought through what it means...</p> <p>Not a guide of our projects ?</p> <ul style="list-style-type: none"> • I'm not really sure that it's what ultimately guides our actions; • I'm not sure "impact" guides all our actions / projects • Not sure it is a conscious and/or strategic goal or value of OuiShare as a whole. • If impact would be my first priority, then i would probably not continue what i am doing with ouishare... i believe we play an important role and that ouishare impact is bigger than we think. (ouishare had a big impact on my life) but still, we are talking to the happy few... • and passion and impact are not ever possible :) • Impact is nice word.. but impact, where, how, on whom? A lot of the exploratory work I do in OS is not impactful at all (for 3rd parties, it has an impact on me only). Not a problem for me and still a value but not always there <p>Other</p> <ul style="list-style-type: none"> • it's a long to medium term aspect - should not be driven by short term aspects • Also this is an outward-only value • Easy to say, not it easy to do. • As I was answering this I did not feel connected to it.
<p>Neither + or -</p>	
<ul style="list-style-type: none"> • What type of impact do we want to have? Before participating in the Summit in London, I have never felt that OS as an organization had the desire of changing the society. Really. I thought it's promoting a more collaborative society, but that's all. Promoting. When we say we want to have an impact, it means: we want to bring that change, to make it happen. 	

⇒ There is something that unites us with doing something that makes sense and contribute to something positive, but the word Impact raises a lot of expectations and evidence is not here; so we may need to find another terms to express what guides us. This is really liked with our mission, which isn't as clear as it may have been.

Main regrets expressed / tensions raised

- A strong need to clarify internally what we mean by Impact
- A difficulty to speak about something we don't measure

- It is really linked with the mission; and the mission needs to be clarified / redefined again (collaborative society ?)

What needs to be changed in the description

Be less "ambitious" / find a better term

- Yes, maybe we could change to "be fertile" or promote change. Something that doesn't requires measurements.
- I think the reality is that we don't really know where we're headed, but we know we need improvement. If we were honest, we would say that... If we really need to articulate where we're headed, we could either state vague notions like fostering harmonious interactions between humans, linking technological and human change, etc. Or we could just say What we do: we create links between different ecosystems, we create spaces for tech and human experimentations, ... The fact that we do what we do is the impact we bring, rather than Why we do it... Not sure I'm clear :)

Be more specific & give concrete examples

- Maybe add or link to a list of examples of our activities or results in this dimension (impacts of shartories, poc21 and fest's)
- Define what Impact mean to us. In which fields we want to make an impact. who to measure our impact. And finally create a kind of chart which manage our relations with other organizations.
- Maybe we should add some temporality notion here, long term impact rather than short term one, seek for systems transformation rather than symptoms treatments, holistic and systemic approach of impact.
- and we need to be more specific with what we means by impact.
- I think also that relationship between action and impact is a bit blurred, we should clarify it, maybe mix it, and maybe add something saying what kind of impact we expect ?
- We could do something with "social impact"

About "collaborative society as a mission"

- First, we probably need to remove the reference to the collaborative society as our mission.
- I think it should be more precise. What is a collaborative society? How do we nurture it?

Other

- Now that i read it, it seems weird describing the value "impact" as aiming for maximum impact. Of course it sounds nice and has some power in naming it, but in the end: why would someone engage in something if he/she doesn't expect some impact?

People willing to remove the value

- Reformulate or take out, but I don't have a good suggestion at the moment for how.
- Remove it. OuiShare has no real-world impact in solving pressing issues (social, environmental, economic), and thus should not brag about it :)
- In my point of view it's not a value but a goal
- I would remove it. We don't do something because we expect maximum impact but because it seems right and true to our DNA.
- i think impact is an expectation not a value
- i would remove it, plus the description has no connection to the concept

Other words associated with the value

INDEPENDENCE - ACTION - INCLUSION - POSITIVE CHANGE

Suggestions on what we should do next regarding this value

Clarify Impact for us

- I think that first we need to make it clear what "Impact" mean to us? What impact are we waiting in order to built a collaborative society? Is it social impact (what does that mean?), environmental impact, political impact, etc. in order to clarify in which action should we invest our time. Ex. In our events, we are trying as much as we can to make it a zero west event (environmental impact), but when OS is a partner of an event, we don't even look to this criteria.
- Discussion about the direction of "our" impact at OS Summit welcomed.
- Maybe the mission is not sufficient

Make impact guide our actions

- we may take the habit of saying the kind of impact the actions we do will have;
- While I currently can't find the words, I think it would be good to take some time in thinking about how we actually achieve maximum impact

Measure our impact

- How to calculate OuiShare impact?
- It would be nice to be able to showcase a bit more how we've managed to make impact in practice, but obviously this is really hard to measure.

Ways to be more impactful

- Impact is related to our capacity of inclusion. If we are staying confine are our homogeneous public, our impact will become irrelevant and decline.

Conclusion on IMPACT

This value is the one the most linked with a notion of mission and what unites us; it may be interesting to start discussion from here to clarify what we want and how it guides what we do.

ABOUT VALUES IN GENERAL

RECURRING OTHER VALUES PROPOSED

- Value of being humble and authentic
 - Needs of adding authenticity in what we do
 - Being more humble with announcements
 - add the notion of humility
- Adding a caring value associated
 - To openness
 - take care of the openness
 - To inclusion
 - I think we miss the "care" dimension of the "inclusion" value... take people where they are, with empathy, and help them climb the stairs to come in if they wish.
 - When I hear inclusion, I hear social inclusion, taking care of the people who need it and so on.
 - To "play"
 - We could find a term that includes "play", "fun", "whole", "experiences", and the idea of enjoying ourselves, taking care of ourselves.
 - Play. I don't know if I wouldn't replace it with something more about the wellbeing, which will include also the "OuiCare" philosophy. Work within OS is enjoying, growing as a person. You see?

- To feedback
 - So I think the feedback value cannot go without a "care" one associated to it.
- Independence
 - I am wondering if we shouldn't also recognize our interdependance somehow, but that also maybe is in the "care" value.

About values' role

- The value = how we as individual act within OuiSHare or How OuiSHare acts regarding the outside : needs to be clarified ?
- at this point of the survey, my insight is that we put too many things under our values - what would you think of having on one side ouishare guiding principles and on the other side ouishare culture? i agree sometimes it's both. our culture is was we tell to the outside world / our guiding principles is the poster we have in the office... both are super important but not to be shared with the same person.

About descriptions of values

- Don't use / avoid negative formulation (in neuro-psychology, they say that the brain doesn't hear the negation - ie, if I say, "do not think of a pink elephant" well see what happen; same if i say "don't be scared"that won't male you feel safer for sure) so in communication, always prefer positive formulas :)
- Say we instead of "you" / be consistent