

a guide to

HOSTING & HARVESTING MEANINGFUL CONVERSATIONS IN VIRTUAL SPACES

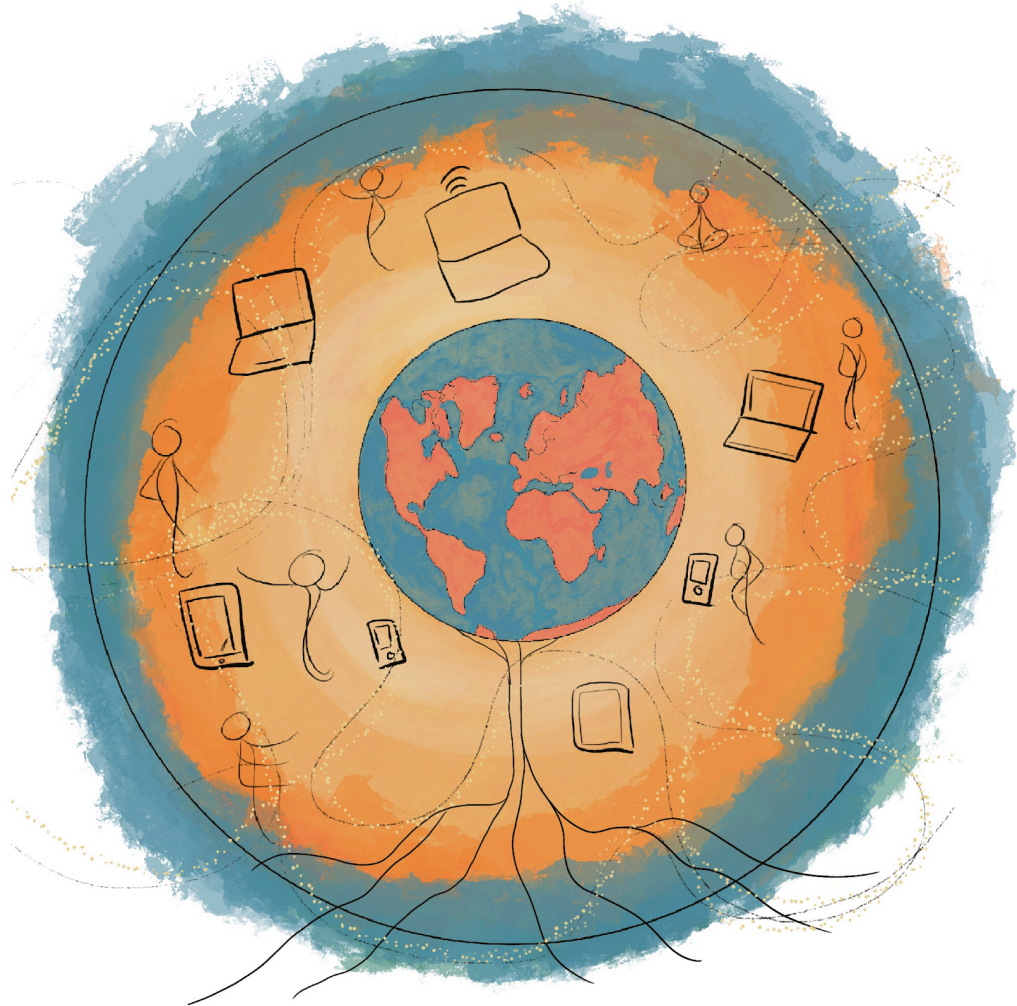


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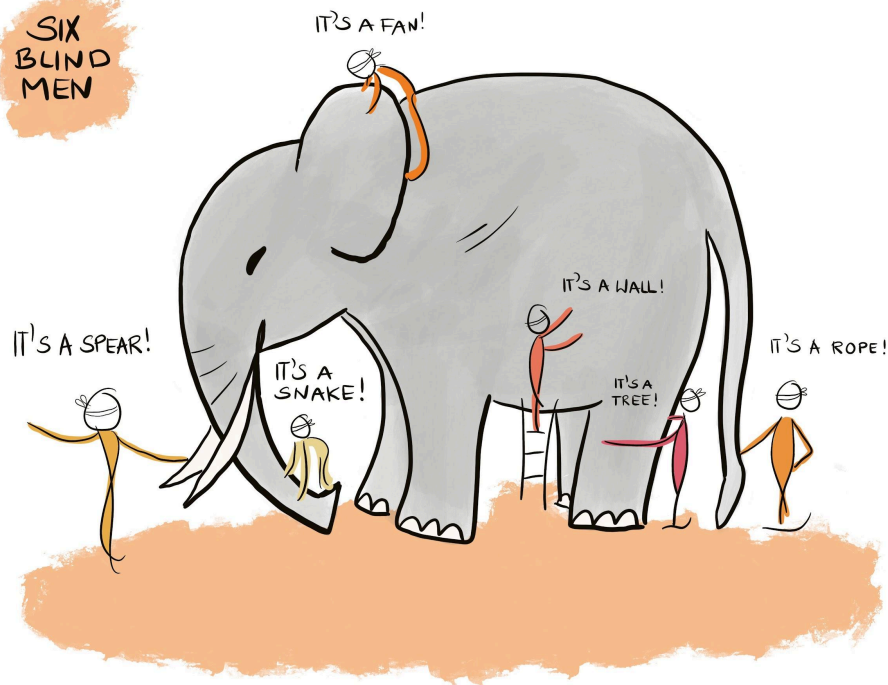
Introduction

*Art of Hosting and Harvesting Conversations that Matter practices are simple, powerful and concrete ways to have impactful virtual engagements. These practices invite hosts to create conditions for people to come together, to co-create, to learn and to address issues people care about most. In complexity, multiple perspectives are required to get a greater sense of the whole. By creating a participatory learning environment, one can invite in all voices to make sense of what is meaningful and relevant. Therefore, certain practices help **integrate diverse perspectives, create conditions for deep listening and leverage shared inquiry. During the great disruption of COVID19 we are putting this guide together to support meaningful virtual engagement.***

This guide is a supplement to the Art of Hosting Conversations that Matter Journals, as a companion to hosting in virtual environments.

As shown in the image below, **six blind men** are each feeling a part of an elephant but don't know what the whole elephant looks or feels like or even that it is an elephant! Together, if they share their sensations and ideas, they may eventually figure out they are touching a huge animal - an elephant. Similarly, stakeholders within a complex system can only see part of the system they are working in -- it's impossible! So, while their individual vantage points are essential to solving a piece of the puzzle, it takes many vantage points and the action of learning together to see more of the whole system. As a result, it becomes imperative to include as many diverse perspectives as possible, and to help stakeholders increase their capacity to see broadly, through each other's eyes.

SIX
BLIND
MEN



Acknowledgements | Contributors & Illustrators

AoH and other amazing facilitator colleagues responded to this invitation and contributed to the development of this guide.

In this document, let's co-create a **manual for working with community/organizations etc. online**. Please provide any ways of working + hosting + facilitating virtually that you have used that made all the difference in your virtual work! I have divided this up into 4 sections, please categorize accordingly and add any other important context, content you feel is important (add sections too, if needed).

This could be a very useful gift to the world to support our transition to a virtual environment, increasing connectivity in a time when we are being asked to physically (not socially) distance ourselves from each other and take care of each other.

- Dana Pearlman

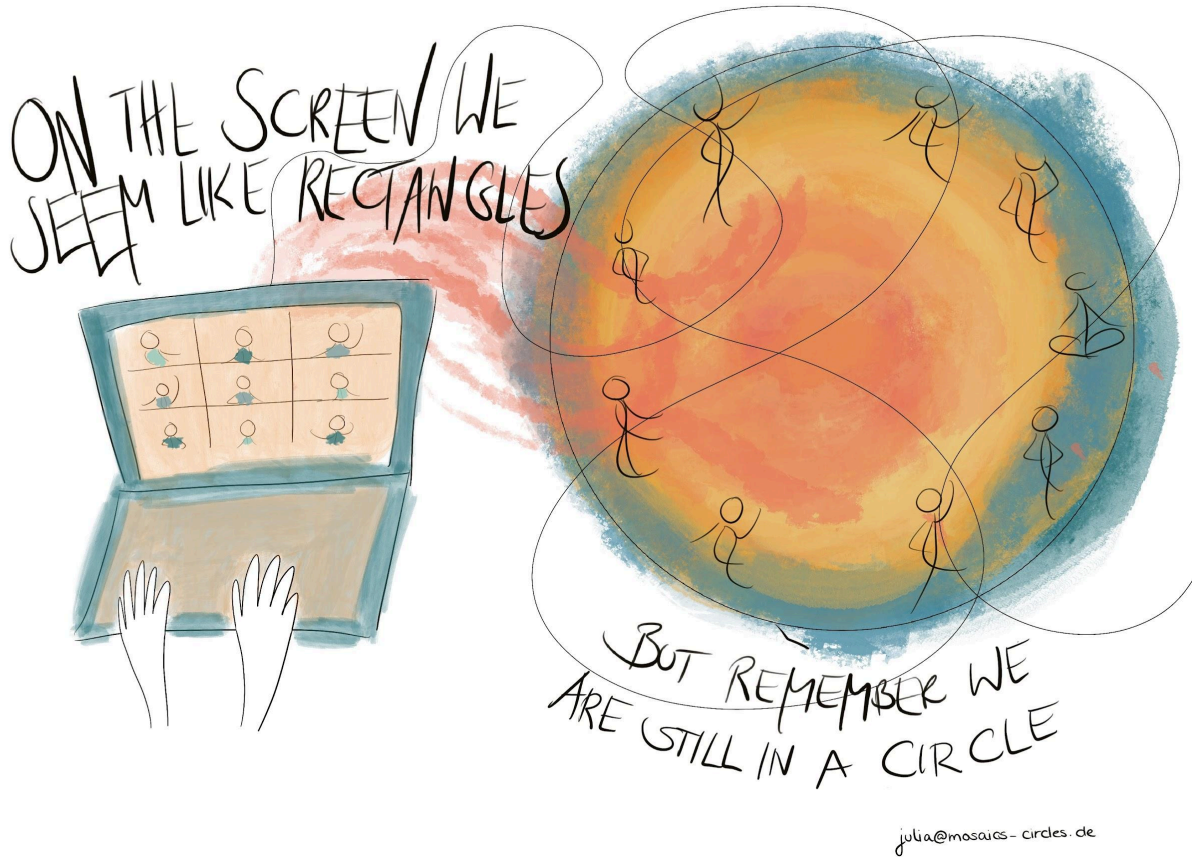
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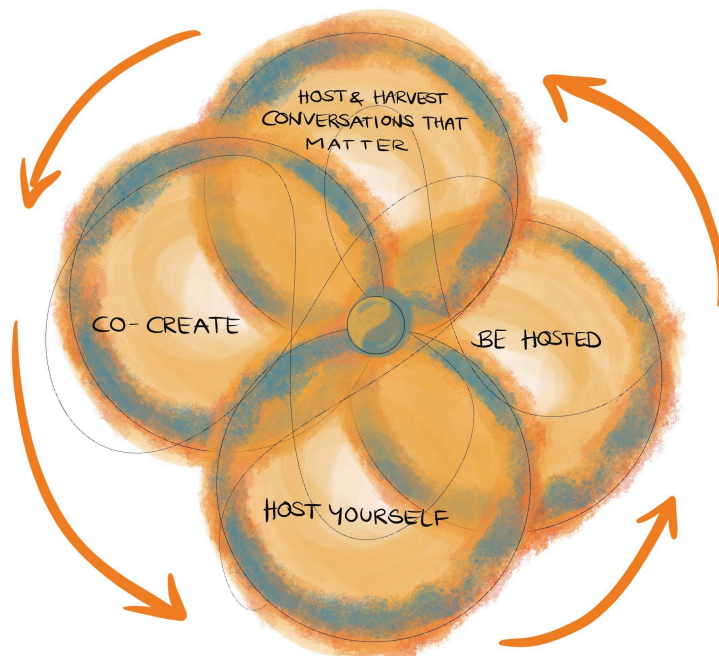
Purpose of This Guide

This guide provides a resource for hosting and harvesting in virtual environments utilizing the practices, principles, frameworks and methods from the Art of Hosting and Harvesting Conversations that Matter. This manual is a collaborative effort to co-create in both new and old ways, in a virtual environment, inspired by the current conditions and realities of the COVID-19 pandemic (or further disruptions that might occur) and motivated to create resilient, connected communities through **inclusive and solid virtual hosting practices.**

Our motivation is *intentional learning*. The opportunity for conversations across continents increases all of our capacities to listen for what is most needed in complex and uncertain times.

The Four Fold Practice

The Four Fold Practice is a foundational framework and practice in the Art of Hosting Conversations that Matter.



Hosting yourself -

Becoming part of a learning community begins with your capacity to show up, fully present to yourself, to your learning community and to those you are accountable to. Exploring what you need to be fully present and engaged is essential. We ask participants to practice self-care so you, as host, can navigate the path of collaboration and innovation for the sake of your community. (A good night's rest? A cushion to sit on? A conversation

with a trusted colleague?)

Being a participant - A learning community thrives on full participation of its members.

- What conditions support you in showing up as a fully engaged participant?
- What can we do collectively to enlist everyone's full participation?

- Who do we need to become a fully participatory learning community?
- When engaging your own community - what invites full participation?

Often, it requires curiosity, the capacity to listen to others, and the willingness to support others in your learning community.

Hosting others - A learning community runs on the self-organization, passion, drive and responsibility of its members, being willing as a group to step up for what they believe in.

- What is your passion and what are you willing to host to create change in your community?
- What conditions will allow you to be brave and lead change?
- What conditions are needed for collective presence?

As a host, you are willing to work in a self-organizing structure where you ask for what you need and offer what you can to support those in the community. It is also the capacity to “hold space” for co-learning and co-creation around shared purpose.

Becoming a community of practice - When we are engaged in the four-fold practice, it is in service to co-learning and co-creation for the sake of something that we care about. A community of practice lives in the questions and explorations, experimentation and implementation that may or may not work. In this dynamic process, however, the community continually reflects on what is most needed to find the way forward, together. Found within is a willingness to fail, learn, and iterate for the greatest impact in addition to learning and increasing our collective capacity to navigate complexity. When we engage in this kind of learning together, we multiply our capacity and enter the field of emergence.

- What is our community of practice's purpose?
- What need are we aligned around and in service to?
- How might having shared language, practices and ways of working and being support us?
- What principles can guide how we want to work together?

And, in the center of the Four Fold Practice is **Purpose, the invisible leader** - the reason for coming together to learn and work together in the first place. Have a strong purpose that attracts those people that care to the work. When things get challenge, refer to the purpose of the work to help you overcome and navigate the challenges and have the difficult conversations.

The Four Fold Practice in a Virtual Setting

As most of us host in physical spaces with human beings in the room, we must not forget that the Four Fold Practice also remains a foundational piece of hosting virtually. Taking care of ourselves to step into our role as hosts, letting ourselves be hosted by others with care and curiosity, hosting others so that they may show their true selves, and being part of a larger community that practices together.

These elements are just as important in virtual environments as distractions or difficulties may arise because of this medium. Integrate the Four Fold Practice into your virtual space by offering a teach and sharing with the community to set the container and build relationships.

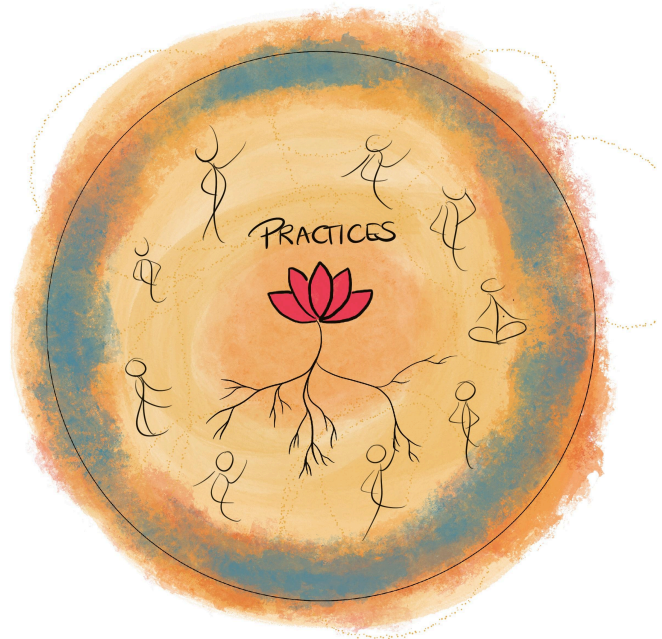
What Sectors Have Used These Practices?

The practices, resources, methods, and ways of working and being have been used across multiple sectors including public health, government, social entrepreneurship and fellowships; technology, non-profit organizations, the public sector and diverse groups in local community organizations across a large global community of practice.

These communities or organizations coalesce around shared inquiry or issues of great importance in order to explore, build knowledge or skills, or co-create change together. These methods are transferable to a virtual space - when considerable *intention* and *attention* are given to solid and meaningful meeting design.

Powerful Practices for Virtual Engagement

Use Simple Powerful Practices to include all voices and seek what wants to emerge. Practices are simple but powerful ways to have impactful online engagements. We have broken this section into practices to do before, during and after your engagements.



Design Practices - to do before your engagements.

Use a Design Team

- Invite ***diverse*** representation (up to 5, depending on the size of your gathering) from your participants to help you co-create the meeting design; [see this article here for more](#)
- Ask what they are hoping will come from this meeting
- Review a design and get feedback
- See if anyone wants to host portions of the call and assign roles

Principles of invitation:

It is important to clarify who is your audience that you will invite to the meeting, which is based upon the purpose of the call. It is natural that you as an Art of Hosting practitioners may appreciate opening up the meeting and enjoy the diversity of the people, but you need to be aware of the strength of the container based on the virtual space. The needs and the purpose are important to hold the space. In order to have the right people, it is recommended that the invitation should be clear enough for everybody to know when to say YES and when to say No to join.

Inclusion and Accessibility

Taking into account ***accessibility needs*** is key to making the call inclusive to a greater number of people. You may want to consider ways to ask potential participants about their needs before the call (through survey, registration form...) and learn how you can best support them. Be

prepared to make adjustments, such as closed captioning (function available in Zoom for example useful for translation or instead of sign language), alternatives to exercises or energisers that use sight or (parts of) the body, etc. You may also consider the digital gap, and include ways to access via telephone (Zoom or Jitsi provide this option). **Remember, not everyone has access to the internet!**

Design your meetings

Design your meetings and share the flow of the call with others (for example, you could use document sharing platforms such as Google Docs, Dropbox, Microsoft, or any other shared collaboration tool) for the call. *Good meetings have (1) a purpose, (2) a simple structure and (3) are engaging and inclusive of many perspectives.* People feel they have contributed and made a difference while offering their ideas and perspectives. Share the document with participants and have others take notes on the document for a harvest.

Here is an example design outline for 75-minute conversation, modify it based upon your needs.

- **2-minutes** Welcome all participants. Create hospitable space for others to feel welcome
- **5-minutes** Orient groups to the logistics of how to use the online technology from the beginning
- **5-minutes** Do a mindfulness practice so people can arrive and be present
- **5-minutes** Frame the purpose and flow of the call
- **15-minutes** Ask a [Check-In Question](#), have introductions if people don't know each other, use a virtual talking piece (so one person talks at a time); for very large groups use a breakout rooms and put folks in groups of 3
- **25-minutes** Explore powerful questions focused on the purpose of the call
- **5-minutes** Determine any Next Steps
- **5-minutes** Create accountability. Have people make Requests + Offers to each other and the community, if in a large group have a shared document that people post their requests and offers
- **5-minutes** Check out. Express any key takeaways, appreciations or other ways to close your time together; remember the breakout room for very large groups

Craft Powerful Questions for your inquiries and conversations

- [The Art of Powerful Questions](#), Vogt, Brown, Isaacs
- Check-in questions from Circles Online:
<http://www.thecircleway.net/articles/2016/12/27/questions-for-check-ins>

Co-host the meeting with others

- Ask for help. Potential roles with your co-hosts include:
 - a time-keeper,

- graphic facilitator or harvester (creates visual representation of the call or takes notes),
- process host,
- technology host,
- technology support may help 1-1 tech issues that may be more hands on to one individual such as helping the call in with weak sound signal; if someone is having challenges with sound suggest they call in on phone while keeping video up so they can fully participate.
- Once you establish a pattern and a community of practice, you can ask participants to step in and support some of these roles, too.

Tech Hosting

When hosting a virtual meeting, it is essential to invite a host for technology.

A tech host:

- supports people that are having difficulties with their tech
- prepares and gets people into breakout rooms
- makes the harvesting platform available (like a collaborative online pad), shows visuals (like a slide presentation), highlights a presenter (like using Spotlight on Zoom), etc.
- pays attention to unintentional unmuting and other distractions
- shares the questions being explored in the document/chat as the host proposes it

Power Dynamics

It is important to note that power dynamics in teams and amongst communities exist. When trying to create a more equitable world, it is important to both name and tend to these dynamics before and when issues arise. Some ways to deal with power dynamics is doing a teach on them - how they show up in general and principles that may help you address them like Naming tensions as a practice, rotating who is hosting and leading, naming what the current power structures are and playing with how it could look or if it needs adjusting.

Set The Virtual Space

- **Tools:** Get familiarized with online tools (Zoom, Google Docs, etc.).
- **Agenda and Purpose:** Send an outline agenda clearly stating purpose and intended outcome prior to your meetings along with basic etiquette prior, for example mute when not speaking, raise your hand to talk or others, how to use the chat function.
- **Privacy:** Inform participants in the invitation if you will record the meeting or if you will take screenshots of participants, and inform them of what you will do with them (for your own archive, posting on social media, etc.). When in the meeting, give a warning before you take a picture (screenshot) of the group so they can opt out (e.g. by turning off their camera, removing their name).

- **Get ready:** Ask participants to download the platform you are going to use and open the virtual room 15-20 minutes in advance to host people coming in early. It will give you an opportunity to troubleshoot any issues before opening the session. In some programs, you can enable a waiting room.
- For some meetings you will need people connected on their desktop or laptop to utilize in-call resources. Let them know mobile phones will be insufficient if that is the case. Some platforms allow participants to call in through a phone call. Inform participants if your agenda is not fit for people using this function.
- Ensure your physical space is ideal, such as a room with good light for the camera and beauty in space. Minimize background noise. Here is a resource: [How to pull off professional video calls from home](#)
- Virtual space requires decent internet speed. Ask participants to check internet speed prior to meeting: <https://www.speedtest.net/run> or speedof.me

Have them phone in with computer video on if low bandwidth

- For 1:1 video **calling**: 600kbps (up/down) for high quality video. ...
- For group video **calling**: ...
- For screen sharing only (no video thumbnail): 50-75kbps.
- For screen sharing with video thumbnail: 50-150kbps.
- For audio VoIP: 60-80kbps.
- For **Zoom** Phone: 60-100kbps.

<https://support.zoom.us/hc/en-us/articles/201362023-System-Requirements-for-P-C-Mac-and-Linux>

During The Meeting

Create depth and keep time

Invite Deep Listening

- Video calls allow for deep connections and, to experience this connection, it is important to “lean in” with an open heart and open mind. Remember: we are whole people and more than the headshots we see.
- Share an etiquette (etiquette online) with the group but keep to the points which are essential to your context: For example:
 - It can feel unnatural to see ourselves when we speak. Suggest that people minimize their image for a more natural feel or put a post-in on their screen.
 - Ask people to have only the Zoom video screen or other video conferencing platform on their computer, with all other distractions closed, and to turn off notifications.
 - Remind people to have their microphones on mute when they are not speaking.

- Provide some guidelines for the use of chat; using it with intention is as important as speaking with intention.
- Personal messages can be sent directly to that particular participant as opposed to everyone, though they may show up on recordings so beware!

Time Keepers - Host Time

- Agree with the group on some time constraints. Set a start and ending time. Discuss the opportunity to add time instead of silently slipping into overtime.
- Show respect to others. Be punctual. Arrive a few minutes early to check audio and technology in general.
- The use of a bell to invite pauses/silence establishes the space to slow down and reflect individually, yet together.
 - tip: use a recorded bell or record your own bell beforehand if your conferencing solution doesn't handle bell sounds well. (Note: In Zoom you can enable advanced audio option "show in-meeting option to 'Enable Original Sound' from microphone" to help).
- If you are keeping time for an intervention or exercise during the gathering, you may want to use a visual cue like a sticky note to the camera instead of giving a verbal or audio cue.

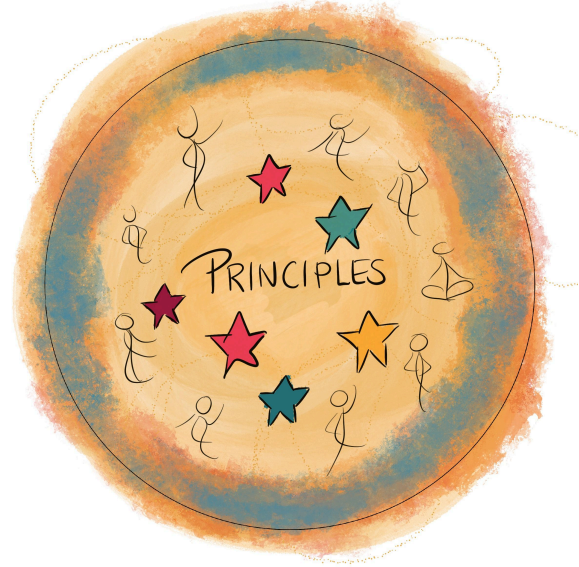
After the meeting

Continually improve your hosting

Debrief the call - learn what worked well, what could be improved - ask your team, your participants and continually reflect and improve your hosting.

Principles for meaningful engagement

Principles - are ways of being and behaving that allow for deep connection and truth so that each person can fully show up as themselves with all their gifts and contributions; *for example, inviting each person to show up and be present, share airtime equitably, etc.* Principles can be co-created with the group's participants adding ideas around what is most needed to nurture inclusive, meaningful and brave spaces together for rich learning and sharing across diverse perspectives.



Some examples of stated group principles / norms could be:

- *Engage with an open mind, an open heart and an open will*
- *Respect and deeply listen to yourself and each other to understand.*
- *Be Present - remove distractions and turn off notifications, especially in an virtual environment.*
- *Slow Down - things tend to speed up when we gather online. Breathe and invite for pauses if you need them.*
- *Share airtime amongst the group equitably. Know when to step up and step back with your sharing - if you tend to offer your perspective more than others, perhaps step back more, and if you tend to withhold your perspective, perhaps step forward and share more.*
- *Ask permission if you plan to share the harvest with others outside of the meeting, especially any harvest that makes anonymity difficult such as video or photography.*
- *While using technology, it will at some point fail. Be patient, creative and adaptive.*
- *Processes may take longer in virtual environments, so add additional time just in case!*
- *When using breakout rooms - broadcast a message with a 5 minute warning that everyone will reconvene as a whole group. Tell people they don't need to rush to finish a conversation; perhaps allow some collective silence in the breakout before getting back. Remember silence is part of the conversation and can support deepening the conversation - it is important to invite silence particularly in a virtual environment*
- *All hosts have their own flavors and ways of approaching the work - be open and curious when it is different than your own way.*

Methods for participatory engagement

Methods - various structures that give just that right shape but are simple enough to allow for emergence, in a virtual environment, remember to add additional time for technology just in case there are glitches! - *for example a check in and check out practice*

Mindfulness Practices - *to support folks in arriving and being present. In a virtual space people are often jumping from one thing to the next and need a moment to pause, become present and engaged.*

The Big Welcome - create an inclusive welcoming space to set the tone.

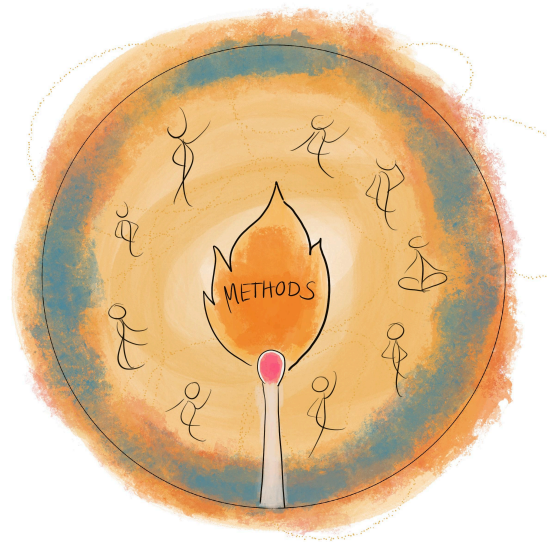
Read a poem, share a story, music or even a live performance to set the tone

Check-in Practice - *use a virtual talking piece, have people state their name, location, and answer a powerful question that invites their humanity.*

Utilizing Breakout Rooms to invite small group conversations, using various methodologies like World Cafe, Open Space Technology, Storytelling Triads, and others. Have a tech host support! NOTE: It is important to allow breakout rooms to be optional!

World Cafe The World Cafe can be done both in person and virtually. You will need to use breakout rooms to engage. It is best to have a tech host, a process host, and a harvesting team.

In this method, as a whole group you have an inquiry and purpose for coming together and move through rounds of dialogue exploring questions or topics of meaning and relevance to the participants. Generally you do 3 Rounds (though it could be more or less) in small groups of 4 (new groups for each question) and explore powerful questions as a group. There can be whole group sharing between each round or after the last round. See [Virtual World Cafe](#) Resource. Remember to review etiquette - emphasize the importance of inviting shared airtime and focusing on the questions at hand, and how the process will go. Give 5 minute warnings and share the questions in the breakout rooms.



Remember to set it up with the 4 principles 1 law so that there is some structure. Also it is helpful to give guidance on how to host the OST session - such as hosts state why they offered this topic, others share why they are interested and then dive in.

One way to host a virtual Open Space is to have multiple Zoom rooms - or video platforms with different call in numbers. For groups that are familiar with the method you can have them post topics, send calendar invites and people can opt into the Zoom rooms they prefer. For groups that are not familiar with the process, have an opening call to post topics then have links to the various rooms, and set a good container. If you use one Zoom platform the hosts would need to stay in the main lobby and help people enter other sessions.

[Open Space Technology](#) is another dialogic tool that can be transferred to a virtual environment in these times. You come together around a shared theme or purpose where the people create the agenda collaboratively and post topics about things they care about. They go into breakout rooms based upon topics of interest. In-person open space sessions allow people to use the law of mobility and to enter into different groups as they wish, therefore, the host will need to support folks moving to various breakout groups throughout the process if you are going to adhere to this one law. [Virtual Open Space Resources for a step-by-step guide](#).

Keep in mind that virtual hosting can have its own timeline, so add time to the process - more than you may need just in case!

Requests and Offers at the end of meetings, ask the community to make requests of each other or offers based upon what they believe is wanted or needed. This creates a culture of accountability and allows self organizing and support.

Check-out - invite participants to close the session by sharing key take-aways, how they are feeling upon leaving the call or what action they are ready to take.

Examples:

You can ask:

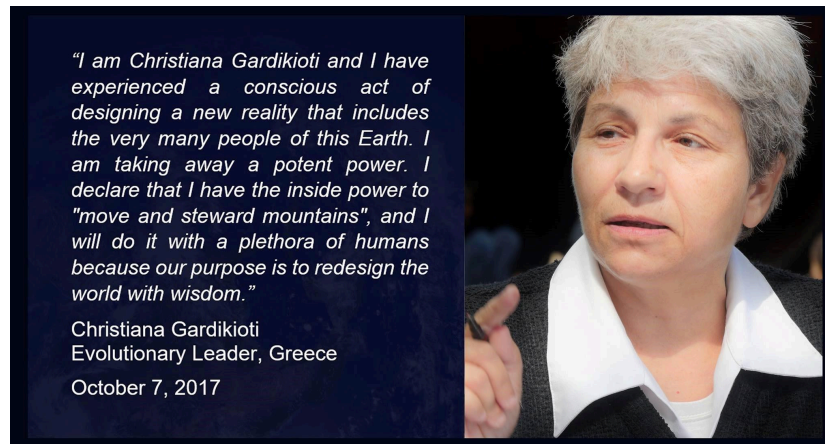
What struck you, what moved you, what are you ready to act upon?

How are you leaving this call?

What did you arrive with and what are you leaving with?

When in a large group you could ask folks to enter their response in the chat box and hear maybe 2 or 3 verbal responses.

Another example could be- complete these sentences ***I've experienced ..., I am taking away ..., I declare....*** Here is an example of such check-out statement:



Truth Circles Triads, Inspired by Anna Caroline Türk,

with some platforms (i.e. Zoom) you can set up breakout rooms with 3 people each and invite participants to the 3 roles (speaker/storyteller - listener - witnesser) - consider the time to go through 3 rounds and also some time for the harvesting in trios - then you can cluster each group

Methods to pass the talking piece:

You can write names in the chat following a certain order as if we were sitting in a circle.

You can ask the person who has just talked to “nominate” another person in the group and pass the talking piece to that person.

Or give time for someone to spontaneously pick-up the talking piece

You slow the conversation down and allow moments of silence in between speakers, by letting participants spontaneously pick-up the talking piece. Participants name when they take up the virtual talking piece, and name it when they end their sharing and put their virtual talking piece back.

Participants indicate they have picked up the piece by saying “I picked up the talking piece ... (name what the talking piece is)...” and “I have put down the talking piece”.

Mix Knowledge + Open Discussion

Alternate between sharing of knowledge and open discussion/questions, with 10-15 min and 5-10 min respectively for each alternance. It helps in keeping people focused and participating.

Use of Silence

When working with groups, it can be helpful to intentionally move out of habituated practices such as continuous dialogue and hold space for something new to emerge; the space in-between, an opening for creation to come through. Silence is an embodied practice that interrupts patterns and opens new ways of being, seeing and connecting. It grounds the whole by tending to what is needed individually and collectively.

Arawana Hayashi ([Social Presencing Theatre](#)) introduces such a practice using the Japanese word “MA.” MA can translate as the presence of space, pause, or stillness. A MA, or practice of silence, can serve as connective tissue for integrating practices and/or to deepen, open, or reveal unactivated potential.

A MA can be initiated and concluded using a distinct sound and/or invitation. The first time it is used, it is important to clearly introduce the practice. The MA can either stand on its own or be coupled with a shared intention, reflective question, and/or invitation to direct attention to full-body awareness. The Circle Guardian can host the MA; and/or, once it has been introduced to a group, the practice can be democratized by inviting any participant to call for a MA at any time they sense it serves.

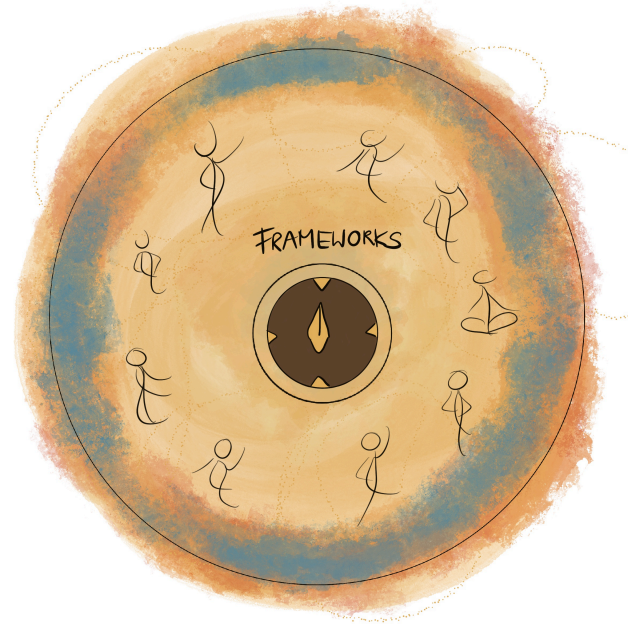
Upon conclusion of the MA, participants are invited to share from their embodied experience, as a continuation of the group seeing and sensing itself. This harvesting makes visible and further crystallizes the collective wisdom. Online, this can happen in many forms such as in the chat or via a shared document (especially when there are many people and limited time), or with participants speaking into the communal space. It can be helpful to offer a specific prompt to focus the sharing.

Movement

Pause every 30-45 min, invite people to get out of their chair, walk, move, have a drink etc, open some spacetime for the body.

Powerful Frameworks for Navigating Complex Systems

Frameworks - offer *guidance and clarity when complexity is present*. For example, during coronavirus we are heavily operating in the space of uncertainty, so sharing Cynefin Framework, Chaordic Path or Divergence/Emergence/Convergence or other sense making frameworks can help participants name, normalize and navigate what they are experiencing, with a long view in mind.



Work That Reconnects offers a path through emotions (towards oneself, the others, and the bigger system(s)/the whole). One can use a very simple spiral of the WTR to give space to what the people are feeling or saying about their reality, share their realities and acquire new perspectives, to finally going forth with new understanding.

The Work that Reconnects:

Gratitude ----Honoring our Pain -----Sensing with New Eyes -----Going Forth



Suggestions for Use: The Work that Reconnects

Use this process to support people in identifying gratitude, moving through grief and pain and seeing circumstances in new ways and act from a place of empowerment to navigate the many challenges we are facing as humanity.

Cynefin Framework

The [Cynefin Framework](#) is a decision-making framework. It draws on research into complex adaptive systems theory, cognitive science, anthropology, and narrative inquiry to describe

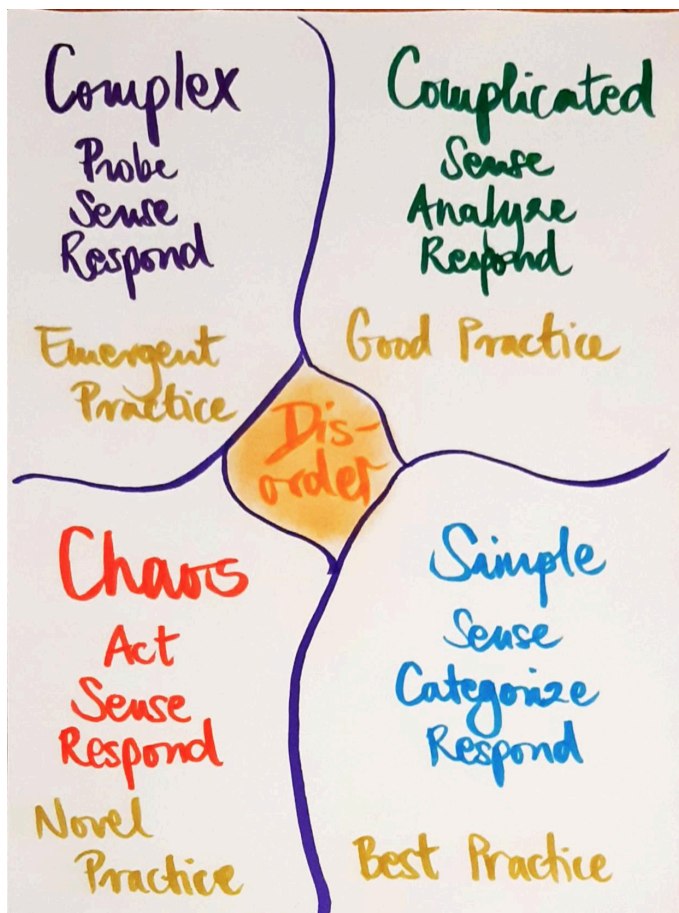
problems, situations, and systems. It proposes new approaches to communication, decision-making, policy-making, and knowledge management in complex social environments.

The framework describes five domains: the centre domain of disorder, or confusion, and four other domains. When we are unsure of what to do we start in the disorder domain and ask:

- If the problem has a known solution that doesn't require expertise, it is simple (or obvious, or clear) and a best practice can be applied
- If the problem is solvable, but requires expertise to do so, then it is complicated and requires an expert to analyse the situation and provide a good solution, fit to context.
- If the problem has no solution, but instead continues to evolve and change, exhibits self-organization and emergence, and there is no consensus

on what to do, it is complex, and requires a diversity of perspectives and approaches to take actions which probe the system and tell us more about it. When we find things that work, we do more of those. When we find things that don't work, we do less of that.

- If the problem is a crisis and there is no sense to it, then it is chaotic and requires someone to take action fast to stabilize the situation before everyone decides what to do next (moving the problem out of the chaotic domain).



Typically organizational and community life contains problems in all of these domains, requiring leaders to be adaptable to context, apply linear solutions where appropriate and complex methods when experimentation and emergence is required.

All living systems (incl. every human interaction) are complex, and require emergent practices. For example, if you are working to address food insecurity, you need to ask many diverse stakeholders how to best work on the issue, applying interventions that are built for the current state and that can change over time. See [Cynefin Framework](#) by *Dave Snowden*.

Suggestions for Use: Cynefin Framework

Collect many stories and data points about the system. Place them into a large canvas as individual data objects. Ask your group to sort them according to the four criteria above. Draw boundaries between the domains and make plans for addressing the various aspects of the problem by applying best practices, expertise, participatory methods, or crisis response as appropriate.

Chaordic Path

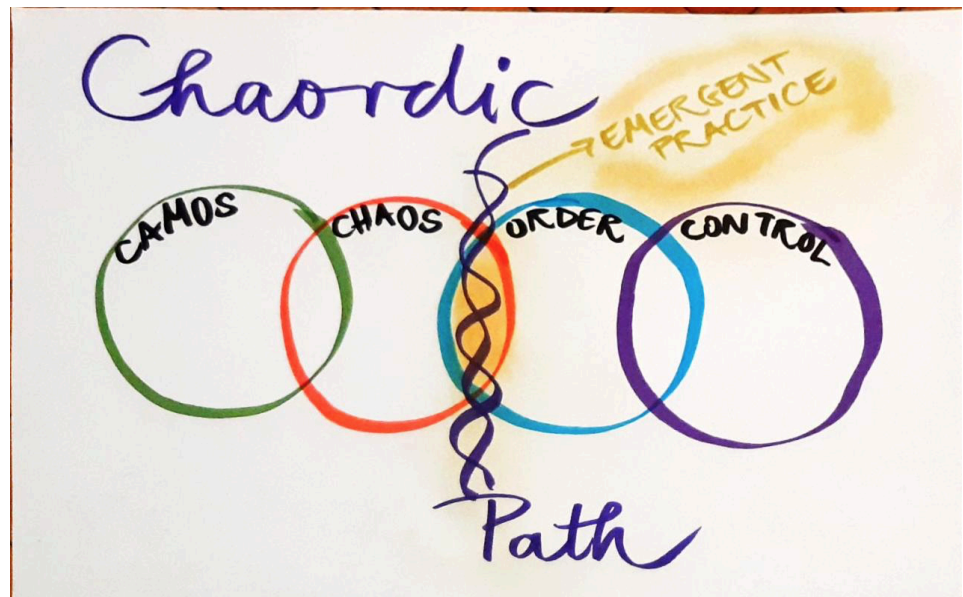
Challenging complex systems - like domestic violence, hunger, homelessness, environmental devastation - requires a certain kind of leadership. This kind of leadership is one that invites an “*I don’t know*” mind - that is open to learning and

listening to what is happening in the greater system. It is recognizing one’s blind spots and the willingness to see them. There is a detective type quality and inquiry to embody - in order to fast track understanding of the system - to find viable solutions. Leadership becomes a practice, by sensing into what might be needed through **inquiry and curiosity**. This type of leadership leaves one vulnerable because they do NOT know what to do - and this requires partnership with others to fill in the gaps you have, because you are human and truly want to make a difference in these complex systems - for the sake of healing and supporting life living it’s full potential.

The Chaordic Path is a path of uncertainty, yet also deeply intentional. It is walking a fine line of not yet knowing what is needed, but an unyielding **commitment to finding out solutions**. It is listening to many diverse perspectives, observing the interconnected web of life contributing to the issues and looking for root causes.

The Chaordic Path is a framework that helps you recognize where your default or “go to” leadership style resides. It’s concept invites you to learn where your **leadership capacity** is currently and where your **leadership potential** resides. It invites you to increase your ability to *walk the line of not knowing, of being in inquiry, innovating creatively, relying on others people’s gifts and talents and allowing a solution to be born that will lead towards systems change*. It is about increasing your understanding of what root causes contribute to the complex challenge, and what types of interventions are most needed. This in turn opens possibilities to contribute to systems healing for the sake of life reaching its full potential.

The Chaordic Path includes various ways of operating within a complex system - and walking that fine line between Chaos and Order is a leadership capacity that is cultivated with intention



and necessary for leading in uncertain environments. Below are some of the terms and definitions that contribute to working with and deepening understanding of the Chaordic Path process:

Chamos - is destructive chaos, or deterioration. Life is not able to reach its full potential and people sense they don't have agency over their future - which can lead to a sense of apathy, or to revolution.

Chaos - is a creative, imaginal space where many ideas are possible, but has not yet taken form, because it needs the right amount of structure to manifest. This is where the artist begins a creative process, but needs order such as a paintbrush or canvas to be manifested. It could be asking a powerful question or inviting in new voices.

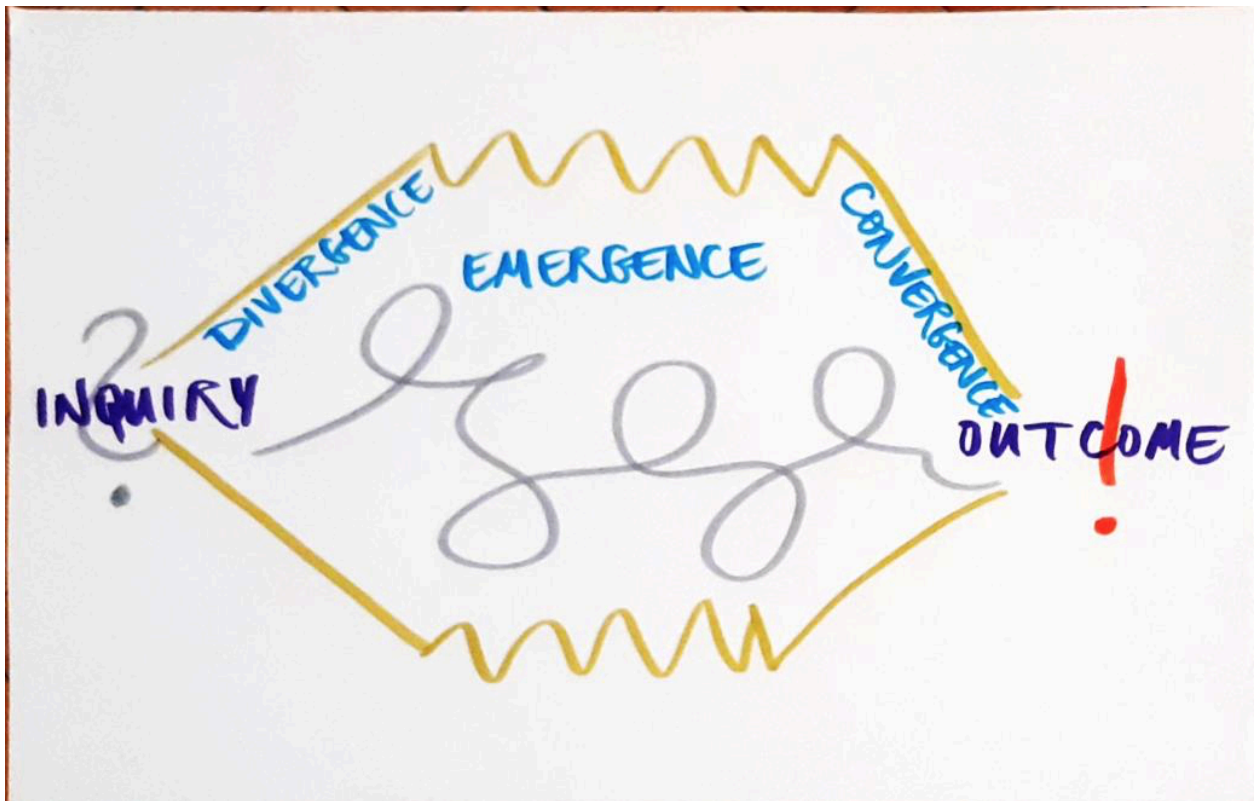
Order - is the structure needed to manifest what is being imagined in chaos.

Control - leads more towards managing. Solutions don't come from creativity in this environment. Things are approached mechanically, even if it is not the best approach, while sometimes it is. Living systems require ongoing adaptation, so unless you are working on a machine you are using an approach that will not solve a complex problem.

Chaordic Path - is the line between chaos and order and allows you to lead from the best of both worlds. This walk is about identifying the minimal amount of structure (order) needed to allow what wants to emerge and be created in the system. This might be a downstream innovation that allows hungry people to eat (such as increasing transportation to food access) or an upstream solution that shifts mindsets about how we think about hunger, minimizing stigma or creating policy that gives ALL people access to healthy food. It usually takes practice to learn to navigate the Chaordic Path - and flexing your chaordic muscles is what makes one more proficient.

Suggestions for Use: Chaordic Path

As a leader or team, Identify where on the chaordic path-you feel the most comfortable. **Determine Questions** to ask yourself that might help you increase your capacity to live in the Chaordic space and flex your Chaordic muscles. Identifying capacities that feel uncomfortable create a bold strategy for the sake of increasing skill and impact. Maybe you need other team members that embody capacities you don't have to balance each other out and create a more responsive and capable team. Honor and leverage each other's gifts to increase capacity and navigate complexity.



Divergence / Emergence ie. Groan Zone / Convergence

In entering into an inquiry or multi stakeholder conversation we operate with three different phases in the process – divergent, emergent and convergent. Each of these phases is different, and it is important for a host to know where we are in the process – and what is needed in each phase.

The “breath’ of divergence and convergence, of breathing in and breathing out is at the heart of our process design. Every process goes to a few or more of these ‘breathing’ phases.

In the **divergent phase**, there is as yet no clear goal. This is a “goal-seeking” phase where a clear shared purpose gives the collective direction. Another driver in this phase is asking the right questions.

If you close the divergent phase too soon, the level of newness or innovation will be less. Ideally a group will stay in inquiry in the divergent phase until a new shared and agreed solution or goal is seen by everyone.

Divergent thinking typically generates alternatives, has free-for-all open discussion, gathers diverse points of view and unpacks the problem.

The divergent phase is non-linear and needs "chaos time". It is process-oriented and needs prolonged decision time.

The **convergent phase** is goal-oriented and focused, linear, structured and usually subject to time constraints. It is focused on getting results and may require quick decisions.

Convergent thinking means evaluating alternatives, summarising key points, sorting ideas into categories and arriving at general conclusions.

The **emergent phase**, between the divergent and convergent, is fondly known as the '**groan zone**' – It is the phase where different ideas and needs are integrated. It may require us to stretch our own understanding to hold and include other points of view. We call it the groan zone because it may feel messy - an uncomfortable stretch - but it is also the phase where the new solution emerges.

Source: "Facilitator's Guide to Participatory Decision-making" by Sam Kaner et al. (1998)

Suggestions for Use: Divergence/Emergence/Convergence Framework

This framework names three phases that occur during a complex change process. As we navigate COVID 19 we are living in a collective GROAN ZONE where we don't yet know what the future looks like. And people will navigate this differently from each other. Naming and identifying the groan zone as a collective now can help people identify their conditioned response to the uncertainty and create space for new responses that may serve them better - from a place of choice.

Harvest the Fruits of your Engagements

Harvesting is creating artifacts that exemplify what happened during a meeting. A harvest in the virtual space is important to reflect and share with others that were and that were not present.

Co-host with someone that can support in the harvest and recording of the meeting

There are many ways to harvest what transpires on call, here are just a few:

- Take notes on a shared document (google doc), work on shared whiteboards or collaborative platforms
- Draw a visual representation of the conversation - invite a graphic recorder, when possible (see additional examples below)



- Photograph the meeting - **ask permission to share!**
- Video or audio record the meeting-**ask permission to share!**

Collective Narrative as Harvest

Collective Narrative is a way of harvesting conversations. Here are the nine key steps for cultivating a rich and balanced collective narrative:

- 1) Communicate format, channels, and deadlines for participant contributions
- 2) Host conversations

- 3) Invite high-context storytelling for report-outs & allow individual contributions by midnight
- 4) Aggregate all properly submitted contributions and convert them into text
- 5) Defragment your text by clustering connected ideas
- 6) Rearrange clusters to create backbone structure
- 7) Rearrange sentences within clusters, replace “I”s with “We”s, and embrace contradictions
- 8) Take a break, let go of the narrative, then come back and polish it without owning it
- 9) Provide meta-context, give credit to contributors, and allow for feedback

Here are a few examples:

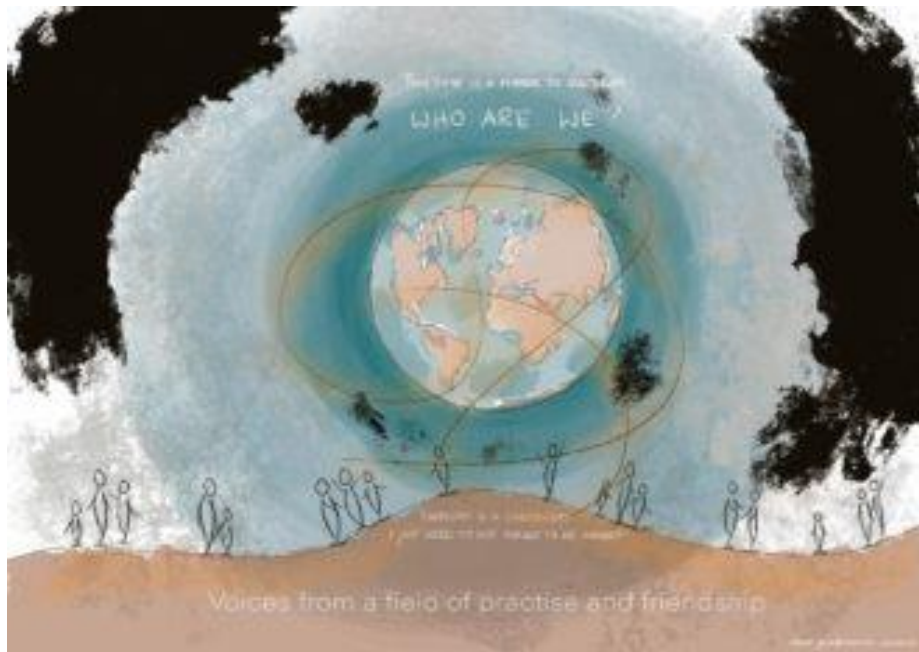
- 1) [Harvesting the Wisdom of Networks](#) (ReGen18)
- 2) [UN75 Global Consultation with Government & Civil Society in San Francisco](#) (UNA-SF)
- 3) [UN75 Multi-Stakeholder Global Consultation in San Francisco](#) (UNA-SF)
- 4) [Reflections on the Consciousness Deep Dive](#) (NowWhat?!)
- 5) [Wealth and Poverty in America](#) (National Dialogue Network)

More about how to do it is here: <https://www.evoleadinstitute.com/collective-narrative>

In a nutshell: brief (2-5 min) summaries shared by table hosts + critical additions by participants (can be adjusted for processes other than World Cafe) are recorded (audio/video), transcribed (<https://sonix.ai/> is a great tool for that), similar ideas are clustered together, rearranged for greater coherence and then the entire text is edited to make it readable with maximum preservation of the original language.

This type of harvest is pretty labor-intensive. It's designed for conversations that need to be harvested for a larger community or for tracking the evolution of cultures over time - both applications need minimizing individual bias that normally has a very significant impact if only one individual is writing a report and has freedom to include, exclude, add, and interpret ideas.

Examples of Graphic Facilitators Harvests

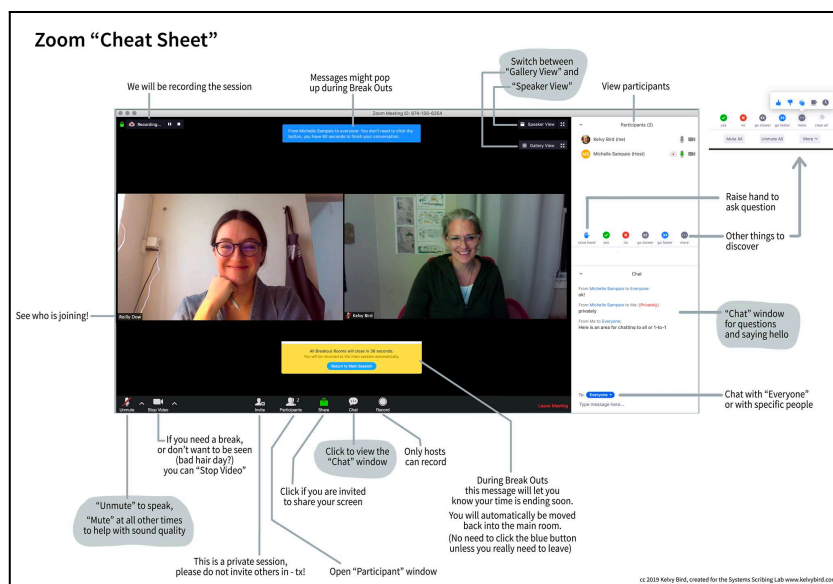


Platforms, resources, tools for virtual engagement

Platforms and tools for online engagement. *There are many different offerings to host virtually. Here are some ideas and resources to support you in navigating this great big world. When in doubt, call a friend or two and ask how they are doing it!*

Links to these documents to learn about many collaboration tools:

- *Start up Guide: [Operations & Communication Tools](#)*
- *[Facilitators Choice: Our Top Online Collaboration Tools](#)*
- *[Online Collaboration Tools](#)*



Zoom "cheat sheet" that you can share in emails when inviting others into a zoom room.

Facilitators' choice: Our top online collaboration tools (separate link - and resource)

last updated: April 09 2020

Name link	What is it made for? (according to self-description)	Pricing; if free version – what can you do with it?	What do we use it for? (our description)	What do we like about it (what makes it special)?	What are the drawbacks?	Rating: 1 - 5 stars
Video conferences						
Zoom www.zoom.us	<p>Online meetings, video conferences, webinars</p> <p>-Has a whiteboard feature and polling feature to create surveys</p> <p>- Recording of meetings possible</p> <p>- Shared screen option</p> <p>-Can be accessed via mobile, ipad/tablet, laptop</p> <p>-Can add co-hosts - for multiple hosts and also someone to produce (by monitoring chat)</p>	<p>- Free version allows you to host conferences up to 40 minutes duration (Must subscribe for longer)</p> <p>- Monthly subscription approx. 13 EUR/ months</p> <p>- Webinar requires a separate subscription</p>	Telcos and larger online meetings; if break-out rooms are needed	<p>- Very large number of participants possible (I believe 100 is default but can also increase it in Settings)</p> <p>-Breakout rooms</p> <p>-Great video, allows you to view all participants in a grid simultaneously</p> <p>- Participants do not need an account; can use in browser without downloading the app</p> <p>- Can create a virtual background which makes it fun</p> <p>-Chat function which is great when hosting large meeting debriefs or check-ins</p>	<p>The facilitator needs to do a meeting invitation beforehand and mail out the link</p> <p>Technical set up for participants (first time users) may take a couple of minutes. Is not allowed in some companies/ government agencies because of lack of data protection (collection of user data).</p>	<p>Quality: 5 Very stable</p> <p>Security: 3 Apparently not safe from outside interference (troll attacks). ZOOM have since increased their security by enforcing password use. Please read below for concrete recommendations*.</p>
Jitsimeet	Online meetings,	Free	Online	100% open	Works with	Quality: 5

https://meet.jit.si/	video conferences, webinars		meetings, video conferences	source, free, unlimited, no need to download any software nor to create an account; all functions like screen sharing, virtual hand raising, chat	selective browsers (camera not working with Safari, troubles with internet explorer?) So far no break-out rooms available :(Security:
fairmeeting www.fairmeeting.net	Online meetings, video conferences up to 50 persons audio and video conference server based on jitsi meet	free or pay what you can	telcos, larger online meetings, video: very similar like zoom	made in austria vorarlberg, bug-proof, ad-free, data protection compliant, unlimited open source	not as stable as zoom should be used with Chromium or Chrome to increase quality no integrated break out room function yet but instructions how to add them manually	Quality: ? Security: 5
Skype www.skype.com	(international) calls and video conferences	you can do just that but all participants need a skype account		apps for smartphone available; easy to use	quality of sound/ image often not stable; often you need to mute the video to be able to continue	Quality: 3 Security: 1 (?)
Crowdcast www.crowdcast.io	summits, webinars	Free 2 week trial with 10 live attendees &				Quality: Security:

		30 minute sessions with all business features included. Starter rate is \$20/month includes up to 50 live attendees, stream up to 5 hrs a month (has lite, pro, and business rate as well - see website)				
Bluejeans	Video conferences; also break out rooms, Incl. whiteboard, chat and uploads		<p>same use as Zoom</p> <p>other facilitators recommended to use it only with small groups (?)</p>	<p>appealing and easy design</p> <p>allows for participation via link (without registration)</p> <p>they do have a data protection policy (apparently compatible with the European DSGVO standards)</p>	<p>am not sure if the use of break out rooms is as advanced as Zoom's but definitely worth to check it out</p> <p>seems not so stable</p>	<p>Quality: 3-4 (?)</p> <p>Security: 4</p>
QiqoChat	QiqoChat (Qiqo) provides a wrapper around Zoom meetings so that participants can move themselves into different breakout rooms. For example, Qiqo is good for when you want participants to	\$3 / month	Any meeting with break-out rooms, where we would like to harvest information	<p>Allows for participants to come and go as they please (breakout rooms).</p> <p>Compatible with Open Space Technology meetings</p>	Can be difficult to use / not as user friendly as other platforms	<p>Quality : 4</p> <p>Security : unsure</p>

	have more freedom (such as an online conference or workshop where you want people to be able to move freely in and out between sessions). Whereas with Zoom's standard breakout rooms, the admin is the one who has to move people into the rooms.					
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Project Management / Collaborative Project Work

Trello www.trello.com	Organizing projects and to do lists	Free	great for organizing projects, creating to do lists and prioritizing actions needed. Can include due dates. Can also share boards with others/teams	templates available	can be seen as linear some people find it better for individual vs. collaborative use	
Slack slack.com	Team/community communication	Free (only video 1:1 in free version)	Organized by different channels of topics	Far more efficient than group emails. organized by channels so people can easily find the topics relevant to them.	Mzx 15 video participants in standard pay-version	
Google Documents	Collaborative document creation (word, ppt, surveys)	free	Co-creating documents with remote collaborators			Security: It's google...if data protection & collection matters to

						you - hands off..
MS teams	Microsoft platform for online collaboration		Video calls, chat, can create multiple channels & teams, 'MS Teams Live' works for webinars that are less collaborative and more 1-way presentation style, 'Live' offers typed-in Q&A panel	IN house and when used to interface it is convenient to have video, chat, screen/document sharing, all in one	compared to other platforms, complicated (counter-intuitive) set-up, password/registration confusion, whiteboard function works with less than 5 people, after that it lags heavily.	
Asana asana.com	team collaboration/communication tool	Free			I find it less user friendly than Basecamp or Trello.	2
Basecamp basecamp.com	Team communication	Free	To have all emails and documents of a certain work-team in the same place.	Everything is there, well organised and separated from all the other emails and documents from other projects.		5
LeanKit Kanban: Leankit.com	Scrum/Kanban wall that comes close to index cards	\$19/mth/user	Visualize all your teams work in one place	Helps do Scrum or Kanban in a distributed team. Easy to use, easy to understand		5
Cryptpad https://pads.c3w.at	collaborative and secure work on texts, kanban, simple	free (donations welcome), no personal	replaces google docs and the like; wide range of pads for	easy to use; nice interface; if you hate the idea of companies or	a product by an Austrian not-for-profit alliance of	seems like a 5

	presentations, tables, whiteboards, surveys, ToDo lists	data needed; premium use needs registration via email, offers support and costs 5-14 EUR/months.	collaboration	the government grabbing your data - cryptpad is for you.	data and privacy protection experts; only in German available	
Yammer	is anyone familiar with it? inhouse communication Yes, we have it in the European Commission, and we used it for harvesting the outcomes of Salon evenings. Data Protection is US based, not EU compatible.		Can be used like an internal "Facebook" for staff to share info, activities, ask questions, create discussion, etc. Often used for the staff of a same organization.	Connect colleagues with each other, enable discussion around any topic of interest, enable greater internal communication, especially on activities run by different departments of a same organization		Quality: 5
SamePage	All-in-one, where you can create documents (to be on the same page) and associated chat in the same window and even better, ability to link certain parts on the document to chat about. Task management, calendar, and video calls also integrated. All on browser or app version.	Has Free forever option! Unlimited teams and members, unlimited documents you can create, unlimited chat & search history.	Collaborative online design of a facilitated session. On the document or 'same page' you can work on the agenda together, write any scripts you will read during the session, and ongoing chat live if you need to discuss something with fellow hosts separate from the actual video	It's like Google Docs except you have more features integrated into the view, like task management (% of completion, assignments), plus a chat, and can do video calls (in the same window as the document for easier editing during a call) and make calendar events	Easy to learn if you've used lots of pm tools before, but might take a bit of getting used to all of its features.	5

			call.	(e.g. milestones) that integrate into your calendar. Can also integrate your previously saved files from Box, Dropbox, Drive, etc.		
Nextcloud Talk	group ware for collaboration incl video conferences	free basic version but bigger groups need the business package		end to end encrypted, open source	free version works only with small groups; 30 pax plus need the business package	

Whiteboards/ Social walls

Miro www.miro.co m	online collaboration for everyone, who loves post its and graphic representation and visual cooperation	free version (only 3 whiteboards) \$ 288,00 one year consultant version is €13/month allows you to give clients day passes (for a workshop f.e.)	online working for teams brainstorms and online co-working space to host groups	many tools for visual collaboration platforms. Create, collaborate and centralize communication across your company. Lovely to design process flows, easy to handle. Identical to Mural but better in every way (has app, more powerful features, prettier, has video calling and more advanced options for voting, mindmapping, etc)	expensive; you can invite others to collaborate, but in the free version they will have access to all your boards ;) quite expensive	4
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Padlet padlet.com		allows for a couple of free padlets	getting to know participants/ expectations beforehand; documentation/ harvest of calls/ meetings; staying in touch in an easy social way	easy, appealing, playful graphic design; offers a range of templates; rather for social purposes than project management; easily accessible via mailed out link (no software download); privacy regulations can be adapted	sometimes slow in making/ saving changes;	5
Flinga flinga.fi	Collaborative whiteboard or Wall	Free	It offers versatile visualization tools for collaborative knowledge building. The entire group can participate simultaneously.	For this whiteboard, you have other than only text and the possibility to draw, some symbols for disposition, such as a circle, square or person. This is very handy and it also worked with 20 people simultaneously.	Could be more than just these symbols	4
Linoit Linoit.com	Collaborative post-it wall	Free version is good enough for a group of people to have a common board where they can stick post-its around a topic	Collecting needs and expectations from a group of people at the start of a training course or workshop, for example	That people seem to like it more than the physical post-it notes.	Smartphone version is not optimal (everything is too small in it)	4
IdeaFlip	Collaborative idea	Free for	realtime,	Easy to use and	modest cost	4

ideafliip.com	space; post-it note like elements, stickers, arrows, labels; can import/export	guests; \$9/m for unlimited boards up to 2 guests; \$16/m for no guest limit and additional facilitation tools or \$165/y (save \$27)	collaborative brainstorming and meaning making; used as a harvesting tool during Zoom call	I like the stickers that allow you to give feedback on post-it items like thumbs up, question, !, etc How-to guides	but enough that I would want to be sure I make regular use of the tool before subscribing	
Mural	collaborative whiteboard	Free 30 day trial with email signup	real time collaboration; voting feature; participants can join a board anonymously; allows both synchronous and asynchronous work	offers suggestions (templates) for workshop design; comes with many visual templates	\$12/m after initial free 30 day trial period - miro zooms more smoothly but mural makes it a more fun user experience while sharing anonymous links	6
Viima.com		Viima is free for up to 50 users, 1 board. then 5€ pm/per user	To map ideas in groups			
https://redpen.io/projects	A simple tool to add comments to one or multiple images; can be used to do dotmocracy voting as well, and is fairly easy to setup and use.	Images will only last for 20 days on a free trial account.	real time commenting; voting; participants can access anonymously; allows both synchronous and asynchronous work	All the person needs to access it is a custom link.	Account limitations, hard to control who gains access to it once link is out	Quality: 3 Security: ?
https://jambo						

ard.google.com/						
Zoom Whiteboard function						
BigBlueButton Whiteboard						
Teaching						
Moodle	Upload course materials/resources, videos					
Decision making						
Loomio	Open conversation threads, schedule events, vote on proposals, find a date, polls	free for 10 users, for more users there is annual fee	Open conversation threads, schedule events, vote on proposals, find a date, polls	keep track of information, see who read your message, newcomers can read all previous conversations, online voting function	users have to register (often invitation is in Spam folder); notification of messages in your email is not by default you have to set it up in your settings;	
Mentimeter mentimeter.com	Online brainstorming/ideas collection; live surveys (e.g. during conferences)	Free version is good enough (allows for a limited number of questions you can ask, I think it is 2)	To come up with and decide on what's the best title for a workshop, for example; allows for interaction with participants; intro survey as primer to an input; evaluation	It's very visual and colourful. It boosts creativity; offers a lot of designs for answers/ questions, e.g. graphs, percentages but also word clouds (converts immediately posted answers into a visual results;	you need to like the integration of smart phones into a workshop or conference setting	4

				participants contribute via their smartphones)		
Survey monkey	a tool for online surveys (but not in real time)	free version comes with a limited number of questions and basic data analysis options	set up your own questionnaire (choosing from a range of questions formats), mail it out to your sample and analyse the data:	easy to use; covers all questionnaire types; easy to do the basic data analysis; more sophisticated data analysis methods (multiple regression etc) are also available	you can include qualitative (open) questions but there is no function to categorize the data (you have to export the answers and come up with your own approach)	quality: 5
Poll Everywhere	Poll Everywhere is a live survey tool that integrates with PowerPoint and allows users to respond to questions anywhere using their own mobile device, tablet, or computer. You can display answers anonymously in a variety of formats, including word clouds, scrolling responses, bar charts, pie charts, and more.					
Meeting Pulse	For Live Q&A's, raffles, quizzes, polling and surveys - during meetings.	- 3 polls per meeting/event	getting the 'pulse' of the 'room', preferences for where to take	Fairly simple interface, can export results in CSV format, no apps to	Pricey if you go one level up from Free (\$79/mo)	3 - for more info - https://meet.pulse.com/features#security-section

		<ul style="list-style-type: none"> - Live crowdsource d Q&A - Real-time feedback (like Facebook Live) - Powerpoint integration - 1 brainstorm per meeting/event 	the conversation next, 'up-voting' questions to be answered	<p>download</p> <p>Can get answers to specific questions from the group, instead of 1 long chat msg where you have to find where you asked a question.</p> <p>Can be helpful for very large groups where circle practice might take way too long.</p> <p>30 day moneyback guarantee.</p>		
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Scheduling

doodle doodle.com						
sessionlab sessionlab.com	Create, share and organize your workshop or training content	Free version allows only 10 sessions	to create sessions for workshops and collaborate with the team	Big library of facilitation techniques		
Termino https://www.termino.gv.at/meet/	scheduling	free	see above	<p>oddly enough, a tool created by the Austrian government, server in Austria, high data protection standards</p> <p>seems to work just fine</p>	<p>only in German available</p> <p>a little less intuitive than doodle</p>	quality: 4 security: 5

Consultation/crowdsourcing

Synthetron
<https://synthetron.com/>

Allows large groups of people to engage in moderated real-time discussion - as ideas gain traction in one small group they are shared around others - by end of session (usually one hour) you have report on areas of agreement in participants' own words

Not free either purchase software & consultancy services OR purchase software subscription (significant savings) with access to e-learning platform so can set up and moderate yourself

effectively and efficiently engage people in considering issues and reaching common ground

moderated discussion
real-time anonymous so people engage with ideas not personalities can be used in conjunction with other tools access via web page - no software to download available around the world in multiple languages

text based so some people may find this difficult

Mindmapping

Mindmeister.de

a mind mapping tool with the option to invite teams/ persons to work collaboratively

free version allows 3 mindmaps but no export function ;

paid plans start with appr 6 Eur/ month

a very detailed overview about the pricing options

easy to use offers many templates that integrate concepts (e.g. SWOT, getting things done, pros/cons, site maps for home pages etc)

payment plans are offered for 6months/ 12 months (am not sure if you can book it on a monthly basis)

quality: 5
security: ?

coggle.it

collaborative mindmap tool

nice visuals

requires a google account to accept invitation

Mindjet MindManger	a professional mindmapping tool, enterprice version for 5 team members	120,00, co editing until 2020 free		templates		

Disclaimer: this collection reflects a strictly subjective selection and description of online collaboration tools by various facilitators/ hosts. There are many more tools out there that may be great to work with!

Contributors to Facilitators' choice: Our top online collaboration tools: [Ruth Picker/ Austria](#), [Martina Eisendle/ Austria](#), [Esther Vallado/ Spain](#), Jen Mein / USA, [Dana Pearlman](#), USA / [Alice Priori](#), Germany/Italy, [Amy Hosotsuji /Canada](#), [Nivek Thompson, Australia](#), [Colleen Leclercq](#), [Tracey Abbott/Canada](#)

*Details about ZOOM security/ privacy improvements:

It is recommended that you lock your meeting once all participants have joined. **Lock the Meeting**: when you're in the **meeting**, click **Participants** at the bottom of your **Zoom** window. In the **participants** pop-up box, you will see a button that says **Lock Meeting**. When you **lock the meeting**, no new **participants** can **join**, even if they have the **meeting** ID and password. Also, can **mute everyone** and **disable screen sharing** from anyone but host.

Be aware that: When **recording** your session locally (onto your device) it will include private messages between individuals that they may not have realized anyone would be able could see afterwards, if you record it to the cloud it will only keep the main public chat, excluding the private messages. [Reference](#).

Additional Resources for Virtual Hosting

Liberating Structures virtual meeting approach document - [Virtual Meeting Approach](#)

ABCD Asset Based Community Development and COVID 19 [ABCD Covid doc](#)

Amy Lenzo-online courses for virtual hosting and tech [courses](#)

(9 mins video) Tips for making virtual meetings more effective, by Keith Johnston of Cultivating Leadership

<https://www.youtube.com/watch?v=AD3zlxGkhKg>

Collection of remote work tools and tips on Trello (including virtual icebreakers):

<https://trello.com/b/0JAGn8Fu/remote-working>

Transition Network's guide for virtual teams - based on comprehensive experience in working together virtually. Includes how to successfully run meetings online (by chat and/or video) and work collaboratively together across time and distance.

<https://transitionnetwork.org/resources/virtual-teams-guide>

Institute for Evolutionary Leadership's Collective Narrative Methodology:

<https://www.evoleadinstitute.com/collective-narrative>

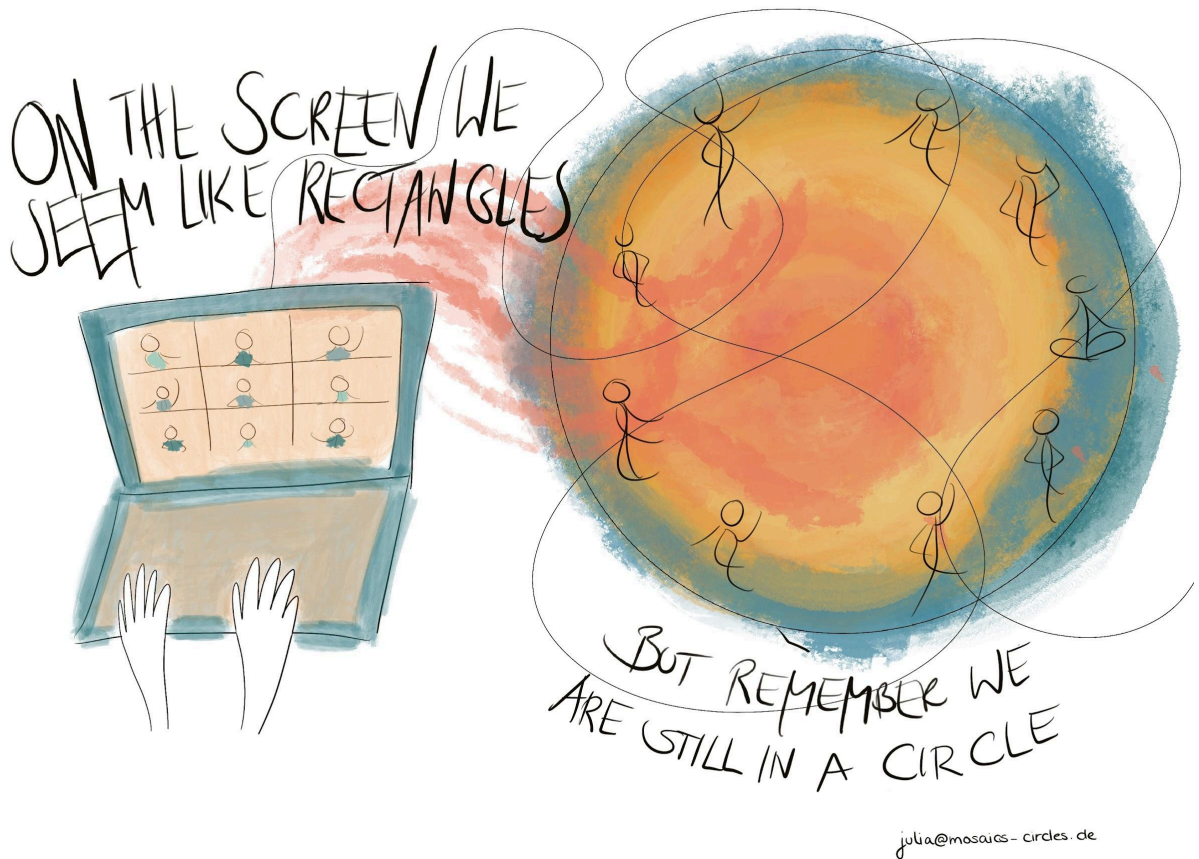
[Online Meeting Role Cards](#)

The roles, if done well, guarantee excellent technical hosting and support, harvesting the key outcomes and facilitating co-creation.

Conclusion and Close

Thank you for being a virtual host! May these practices, frameworks, methods and harvest ideas support you on this journey and help you create the conditions for meaningful and powerful virtual engagements in a time when we need them most.

And remember, when in doubt, reach out for support and get help. The [AoH FB page](#) is always a great resource, in fact that is how this guide began! All the amazing hosts out there are willing and able to step up and support and co-create with you - you are not alone! :)



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