

Which role can media play in fighting stereotypes & discrimination?

**Open Space Report
*Asia-Pacific and Europe Media Dialogue 2007
Bonn/Germany***

**4th September 2007
1430 – 1830**

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Which role can media play in fighting stereotypes & discrimination?

Open Space Report

TOPIC SCHEDULE

CYCLE 1 : 3.30PM TO 4.15PM (Stations 1 to 13 are at the Rheinlobby)

TOPIC	STATION NUMBER	CONVENOR/ COUNTRY
The role media should play in fighting stereotypes: Produce them and use them!	1	Christian Stahl/Germany
Gender stereotyping in the media	2	Claudia Derichs/Germany
The Image of Iran in media	3	Shahidi Mooddab/Iran
Politic and broadcasting	4	Lilik Gani/Indonesia
Getting access to information	5	Hank Sokunthy/Cambodia
Domination of discussion by people who command good English	6	In Chhay/Cambodia
Peace journalism / media conglomeration	7	Pirongrong Ramasoota/Thailand
Media as forwarding mediums/agent:ownership of development and transformation by developing country-no external projection of values and norms	8	Ohme/Germany
Empowering women through media	9	Many Sok/Cambodia
How media could help implementing MDGs?	10	Javad Mottaghi/Malaysia

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CYCLE 1 : 3.30PM TO 4.15PM (Stations 1 to 13 are at the Rheinlobby)

TOPIC	STATION NUMBER	CONVENOR/ COUNTRY
Between idealism and commercialism: the dilemma faced by news media, give the audience what they want (commercially popular) or give the audience what they need	11	Zsa Zsa Yuhanyahya/Indonesia
<i>No topic for this station</i>	12	
Islam=Terror?	13	Chandra Muzzafar/Malaysia

CYCLE 2 : 4.15PM TO 5.00PM (Stations 1 to 13 are at the Rheinlobby)

TOPIC	STATION NUMBER	CONVENOR/ COUNTRY
Minority group and violence (This topic is merged with Topic 12 and was renamed)	1	Peerapong Manakit/Thailand
The image of Iraq, Afghanistan and Kosovo in the media	2	Martin Lammert/Germany
Racism in media in the world and in Europe	3	n.n./Germany
Public service broadcaster versus commercial broadcaster	4	Ram Karki/Nepal
The use of new technology in broadcasting	5	Chan Yiu-wah/Hong Kong China
The role of social networks in mass media	6	Simon Spanswick/UK
In poor countries, journalists often cannot make a living – corruption. How could this be improved	7	Vom Busch/Germany
Islam and the west: a clash	12	Dr. Chandra Muzzafar/Malaysia

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DISCUSSION NOTES

Cycle/ Station	Topic	Convener/ Country
C1 S1	The role media should play in fighting stereotypes: Produce them and use them!	Christian Stahl/ Germany
No	Discussion Points	
1	Accept that there are stereotypes. Use them responsibly to raise awareness of both sides of the story.	

Cycle/ Station	Topic	Convener/ Country
C1 S3	Gender stereotyping in the media	Claudia Derichs/ Germany
No	Discussion Points	
1	.Training kit/tool kit to avoid/prevent stereo typing of women e.g. situations in which female politicians' attire is commented on instead of commenting on the content of the speech.	
2	No one-way street of stereotyping between "Asian" and "Western"	
3	Common features: e.g. asking working women questions such as : How do you manage professional and family life (work life balance?)	
4	Portrayal of Malaysian females in media very neutral	
5	Beijing '95 GMP (Global Media Monitor Project)	
6	"Beauty sells" still a functioning principle	

Cycle/ Station	Topic	Convener/ Country
C1 S3	The image of Iran in media	Shahidi Mooddab/ Iran
No	Discussion Points	
1	Media should not be selective	
2	Explain the background	
3	Domestic achievements over-shadowed by foreign policy	
4	Invite more journalists	
5	Iran should explain itself more	
6	Iranians leaders should not make inflammatory statements	
7	Focus must be on every day life	
8	Iran has a rich civilization	

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Cycle/ Station	Topic	Convener/ Country
C1 S4	Politic and broadcasting	Lilik Gani/ Indonesia
No	Discussion Points	
1	Political influence can be categorized : (1) from viewers perspective and (2) from enterprise perspective	
2	If that is true, how far is the independence of broadcaster?	
3	Why are such people inclined to certain media broadcaster?	
4	The ideal things are viewers are educated, viewers are informed, and viewers have balanced opinion.	
5	Foreign policy process has a great influence on international broadcasting.	
6	Media could be some kind of ambassador for one's country, to try to make friends with other countries.	

Cycle/ Station	Topic	Convener/ Country
C1 S5	Getting access to information	Hank Sokunthy/ Cambodia
No	Discussion Points	
1	Know who you want to talk to, where to find	
2	Not enough infrastructure can hinder the access (rural area in Indonesia has no electricity)	
3	Media can push the access to information by creating public opinion forum	
4	Paying for information form the government to get wrong information.	
5	Its good for journalists to build big network	
6	Building your own reputation being a good journalist can help to get information.	

Cycle/ Station	Topic	Convener/ Country
C1 S6	Domination of discussion by people who command good English	In Chhay/ Cambodia
No	Discussion Points	
1	Those who cannot speak out may develop a feeling of low self-esteem.	
2	Knowledge of English becomes status symbol/class	
3	Bright ideas not coming out due to poor English	
4	Try to use non-verbal expressions in communication	

Cycle/ Station	Topic	Convener/ Country
C1 S7	Peace journalism	Pirongrong Ramasoota/ Thailand
No	Discussion Points	
1	What is peace journalism? To help make people understand the conflict, not to exaggerate it. i.e. What is in the conflict? Conflict reporting.	
2	Journalists being advocates of peace!	
3	Objective report is also in a way subjective	
4	To cover the conflict, but through the lens of someone else. So, if it means withholding any information : e.g. murder in certain cases, you do not say who (identity) but mention the incident. Otherwise, with killer is ... & like that, it will create further violence.	
5	Is there any training on peace journalism? Yes.	
6	Put conflict in context. Principles of Peace Journalism: Reporting the world.	

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Cycle/ Station	Topic	Convener/ Country
C1 S7	Peace journalism	Pirongrong Ramasoota/ Thailand
No	Discussion Points	
7	In Sri Lanka : We talk about everything else but peace. As peace is also constructed. All NGOs are trying to get money. Representation.	
8	Justice – Passive? Is peace ensuring justice? Instrumental value.	
9	All peace journalists get sandwiched, or could get killed by either party to the conflict. Public expectation. Cruel harsh reality being reported.	
10	What is the connection between peace journalism & media conglomeration? Media conglomeration is supposed to be a different topic!	
11	Looking at themes in depth! Stereotypes are easy ready made products. How to make peace sell -> put it in context, make it related to their lives (put a human face). Peace with a human face.	
12	Conflicts can sell. War journalism ⇔ Peace journalism. Reporting on violence. You do not provoke violence. You should just report. Prelude to peace JR was already taking shape in troubled areas like Mindanao.	
13	Its time to report peace -> Change/reform new values!	
14	Research shows that peace journalism is not acceptable by professionals. Accusatory & degrading to journalists. Name should be changed to Media and Conflict Resolution, Media & Conflict Reporting.	
15	Facilitating peace in Sudan : Inform both parties about what happened? Making the connections start the “communication”.	
16	Basis of PJ is to give people information.	

Cycle/ Station	Topic	Convener/ Country
C1 S8	Media as forwarding mediums/agent: ownership of development and transformation by developing country- no external projection of values and norms	Ohme/ Germany
No	Discussion Points	
1	Media bring stereotypes & cultural values to developing countries – but should (2-way road) bring theirs to us. Important for “ownership” of development process which can be spoilt by too much external influence.	
2	MDGs are easily taken as “Donor” strategy (we fight your aids, poverty, child-mortality, etc).	
3	Media must bring the voices of partners to us!	
4	Media must be present & trained in developing country – for empathy and interest in development process.	
5	Development change = conflict. How to solve, how to integrate all participants on equal footing.	
6	How to educate the public in a ‘donor’ country on real needs & culture according MDGs.	

Cycle/ Station	Topic	Convener/ Country
C1 S9	Empowering women through media	Many Sok/ Cambodia
No	Discussion Points	
1	Call in show (radio). 1hr item : short story, drama, vox pop, radio magazine	
2	Drama TV. Content mainstream, gender equality	
3	Positive role model (success story). Gender is a new concept	
4	Integrate men into the program	

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Cycle/ Station	Topic	Convener/ Country
C1 S9	Empowering women through media	Many Sok/ Cambodia
No	Discussion Points	
5	Break down traditional barriers	
6	Understand women by men	
7	By broadcasting through media to change social behaviour to women.	
8	Give a voice to women to raise their issues.	
9	Educate families that raising a family is the responsibilities of husband & wife. Family is the basic unit for society.	
10	Encourage women and girls to play a role in media.	

Cycle/ Station	Topic	Convener/ Country
C1 S10	How media could help implementing MDGs?	Javad Mottaghi/ Malaysia
No	Discussion Points	
	<p>8 Goals :</p> <p>(1) Poverty reduction/alleviation by 2015.</p> <p>(2) Achieve primary education (universal).</p> <p>(3) Promote gender equality & empower woman.</p> <p>(4) Reduce child mortality.</p> <p>(5) Improve maternal health.</p> <p>(6) HIV/AIDS & Malaria (combat).</p> <p>(7) Ensure environmental sustainability.</p> <p>(8) Global partnership & development.</p>	
1	<p>Eradicate extreme poverty & hunger (media can help achieve this objective) :</p> <ul style="list-style-type: none"> - Study value system in a country, come out with action plan - Persuade people to work & to help each other (giving skills) - Disseminate information to the public for empowerment - Create culture of hope – motivate for better future - Create/enhance value of work; creating/encouraging dignity of labour - Promote success stories; highlight innovation in poverty programs 	Which role can media play in fighting stereotypes & discrimination?
2	<p>Achieve universal primary education :</p> <ul style="list-style-type: none"> - Promote value of education & maternal languages - Set up specific educational/skills channel - Training/skills development - Community media access - Promote entrepreneurship into education – awareness - Empowering parents - Encourage transparency/accountability - Good governance - Media should change the perception of education/employment 	

Cycle/ Station	Topic	Convener/ Country
C1 S10	How media could help implementing MDGs?	Javad Mottaghi/ Malaysia
No	Discussion Points	
3	Promote gender equality & empower women : <ul style="list-style-type: none"> - More visibility to women - Empowering/encouraging women to participate in economic, political, social life of a nation - Media should have its own policy & will to implement - Mainstreaming of gender issues - Educate media to avoid women stereotyping in media 	
4/5	Reduce child mortality & Improve Maternal Health: <ul style="list-style-type: none"> - Information campaign on immunization, maternal care - Traditional beliefs to be demystified - Highlight/enlighten effects of traditional beliefs - Education campaign on hygiene, births control 	
6	Combat HIV/AIDS, malaria and other diseases : <ul style="list-style-type: none"> - Lobby/push governments to address diseases - Public awareness campaigns : Facts, Risks, Stigma; Help eliminate stigma - Change perceptions - Promote condoms - Changing attitude towards high risk groups - Support big events to reach young people - Encourage faithfulness - Include AIDS into media programs - Celebrities/goodwill ambassadors - Build profile of aids positive 	
7	Ensure environmental sustainability : <ul style="list-style-type: none"> - Encourage use of renewable energy - Awareness media programs - Promote greener lifestyles - Promote development education 	

Cycle/ Station	Topic	Convener/ Country
C1 S10	How media could help implementing MDGs?	Javad Mottaghi/ Malaysia
No	Discussion Points	
8	Global partnership & development : <ul style="list-style-type: none"> - Stop arms business; defence budget to be reduced - Media should promote less war & violence - Encourage multi stakeholder partnerships - Encourage/support civil societies to lobby for reforms - Peace journalism - Help mobilize/lobby funds - Good governance/accountability - Encourage/scrutinize/monitor implementation of international treaties/agreements; monitor implementation – watchdog role - Promote solidarity and sense of humanity - Watchdog role of development activities/agencies - Strengthen UN agencies – role & use of resources - Develop blueprint for media action to alleviate poverty 	

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Cycle/ Station	Topic	Convener/ Country
C1 S11	Dilemma between idealism vs commercialism faced by news media. Give the audience what they 'want' or what they 'need'?	Zsa Zsa Yuhanyahya/ Indonesia
No	Discussion Points	
1	Bring certain 'values' to the popular programs.	
2	Cannot 'force' the people, innovative & creativity	
3	What is the role of regulations? Should it be regulated.	
4	If you change the medium, i.e. from TV to download program, people still choose the 'popular' programs	
5	Conclusion : The dilemma will always be there. The challenge is on the broadcaster to make programs that are packaged to meet both requirements.	

There is no topic for station 12 in Cycle 1.

Cycle/ Station	Topic	Convener/ Country
C1 S13	Islam = Terror?	Chandra Muzzafar/ Malaysia
No	Discussion Points	
1	Islam and the West/Post	
2	Islamic motivated terror in Indonesia, but its not Islam. Distinction must be made on perception of Islam.	
3	Clash of interest due to history of terrorism expl : Machrassa	
4	Madrassas are a reaction; have existed for a long time. Started reacting in 1980s.	
5	What creates the stereotype of Madrassas? Media developers uses/re-uses ideas. Conversations. Anchors present point of view which are or range of views which are problematic	
6	Global point of view is created by Muslims. Perception in the West is : Clash between Western and Islam => How do we transform a common view that we see its not Western vs Islam but Muslim-Muslim	
7	Are these stereotypes of the Western World?	
8	Its too easy if we as media persons say : it's a conspiracy +> we need to produce and challenge these stereotypes in the media	
9	Media people have to moderate between believers and non-believers (look in our own background, then blame others)	
10	Connection between terror and Islam : struggle of them and us?	
11	Sudan, Somalia : Oil is important } control problem, geopolitical; Israel in the Arab world	
12	Labeling Islam as violent has its roots in the 9 th century. Creators of violence project it to the others.	

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Cycle/ Station	Topic	Convener/ Country
C1 S13	Islam = Terror?	Chandra Muzaffar/ Malaysia
No	Discussion Points	
13	Media is part of the global power structure	
14	Journalists have difficulties adjusting to local environment and research actual incidents (get data/understand) e.g. Malay Muslims; Thai Muslims are well integrated; Chinese Muslims are well integrated	
15	CNN and BBC only project one side : Media usually simplifies even the longer explanations	
16	Understand why Western media depicts Islam as it is	
17	Look at media ownership : how is the content shaped? Interest of politicians, businessmen	
18	How free is the media to pose the question of Islam?	

Cycle/ Station	Topic	Convener/ Country
C2 S2	The image of Iraq, Afghanistan and Kosovo in the media	Martin Lammert/Germany
	Discussion Points	
1	Broadcasting station reporting multi-ethnic topics	
2	Examples in Kosovo are not reported	
3	Framework conditions are very different in these countries => discuss separately	
4	Improve communication about successes	
5	Need to counter pre-existing solely negative images about these countries abroad	
6	Why are good news not reported?	

Cycle/ Station	Topic	Convener/ Country
C2 S2	The image of Iraq, Afghanistan and Kosovo in the media	Martin Lammert/Germany
Discussion Points		
7	Who is setting the agenda of what is reported?	
8	How do we know what “the people” want to see?	
9	Education of the public: will be better informed people be more interested in positive news / more in-depth reporting?	
10	What image do we want to create & how? (via images? Via detailed reporting?)	
11	Local media in Afghanistan. Should collaborate more with international media. Is local media reporting the good stories??? Yes, but it is difficult to reach in the rural areas.	

Cycle/ Station	Topic	Convener/ Country
C2 S4	Public Service broadcaster vs. commercial broadcaster	Ram Karki
No	Discussion Points	
1	How to make PSB survive?	
2	The concept of PCB as an organization or type of programme content.	
3	Objectives are completely different.	
4	PSB mission is to serve public	
5	Business with conscience	

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Cycle/ Station	Topic	Convener/ Country
C2 S4	Public Service broadcaster vs. commercial broadcaster	Ram Karki
No	Discussion Points	
6	Professional ethics in broadcasting	
7	Packing of programmes	
8	Funding and regulation should be considered	
9	Credibility	

Cycle/ Station	Topic	Convener/ Country
C2 S5	The use of new technology in broadcasting	Chan Yiuwan/Hong Kong / China
No	Discussion Points	
1	It changes the ways of communicating with each others	
2	The use of new technology more and more information, therefore call for channeling and/or moderation	
3	Its creates new base/platform or alternative view and encourages exchange	
4	New technology also has its downside, say, the use of internet by terrorist.	
5	It creates new rooms to reach out to today's media consumers	
6	Blog is a new face of journalism, e.g. citizen journalism. Everybody can be a reporter or broadcaster	
7	Duplication of content under concentrated ownership will lead to less diversity	

Cycle/ Station	Topic	Convener/ Country
C2 S5	The use of new technology in broadcasting	Chan Yiuwan/Hong Kong / China
No	Discussion Points	
8	User could be a content generator for more information	
9	The decentralization of channel for seeking information would democratize the media scene	
10	It is almost impossible to control information flow by government	
11	It also creates more false or divergent information e.g. Wikipedia	
12	High definition TV could create new visual experience e.g. bringing court yard at home, use of new technology in broadcasting	

Cycle/ Station	Topic	Convener/ Country
C2 S6	The role of social networks in mass media	Simon Spanswick/UK
No	Discussion Points	
1	Is the growth of social networks a threat or opportunity for broadcasters?	
2	What do broadcasters gain through social networks; what do they lose by not being there?	
3	Cross-over points – in five years online may be the best way to reach certain communities	
4	Trusted brands will always appeal, but they may become a starting point for people to look for more information on stories covered.	
5	In specific areas (e.g. Iraq/Iran) blogs can provide first-hand news that is reliable. Peer review keeps them reliable?	

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C2 S6	The role of social networks in mass media	Simon Spanswick/UK
No	Discussion Points	
6	Balance sources – webs vs. ‘old’ media	
7	Social bookmarking and voting on stories	
8	It’s got to be easy – easy access, uncomplicated	
9	Traditional media is easy	

Cycle/ Station	Topic	Convener/ Country
C2 S7	In poor countries, journalists often cannot make a living that leads to corruption. How could that improved?	Vom Busch /Germany
No	Discussion Points	
1	Two pieces of news (exchanging news)	
2	Mushrooming of new papers etc. => because everybody wants to earn money	
3	The topic is ‘true’ but why? Journalists do not have the required training/qualification (Is it true?) Not adequate training facilities Policies (government) lacking. No. of radio stations or salaries and perks for journalists Low salary Government employee ask for because they have low salary	

Cycle/ Station	Topic	Convener/ Country
C2 S7	In poor countries, journalists often cannot make a living that leads to corruption. How could that improved?	Vom Busch /Germany
No	Discussion Points	
4	Corruption => envelope journalism	
5	Better training and professional skills	
6	Follow ethics: employers and owners	
7	Create internal policy against envelope journalism	
8	Enforcement of internal policies – Follow or out!	
9	No bribe < 20 \$. No favors!!!	
10	Where to draw the line?	
11	What happened in countries where corruption is rampant?	
12	In countries where there is no corruption in journalism, too!	
13	Reform Salary scale	

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Cycle/ Station	Topic	Convener/ Country
C2 S12 & S1	What can the media do to overcome the image of culture clash? <i>(New topic merged from Islam and the west: a clash (S12) and Minority group and violence (S1)).</i>	Chandra Muzzafar / Malaysia & Peerapong Manakit/Thailand
No	Discussion Points	
1	Journalists say after Tsunami: First I need to report on the effect on my community	
2	Education of journalists in the Muslim world	
3	Media in India: Pakistan is glorified: Terrorism, bombs	
4	Journalists have a pre-concept	
5	You can educate media/journalists, but we must talk about power structure, media, regulations	
6	Concept of western media	
7	Danger in generalizing in multi-ethnic societies	
8	Education about culture, religion, societies is crucial	
9	Technology has brought us together, however, we haven't made much progress	
10	Does a journalist truly need better research tools (writing, etc.)	
11	First major source of information is media: there is also a danger	
12	Highlight voices of minority (e.g. non-Muslim groups)	
13	Bring stories out (Afghanistan hated the Talibans)	
14	Media is a strong element of our lives	
15	Question to journalists: how much time do you investigate? 2 hours every day up to 1 month. Academic: 1 year (amount of time varies tremendously) no time to reflect	
16	Media should be mediators	

Cycle/ Station	Topic	Convener/ Country
C2 S12 & S1	What can the media do to overcome the image of culture clash? <i>(New topic merged from Islam and the west: a clash (S12) and Minority group and violence (S1)).</i>	Chandra Muzzafar / Malaysia & Peerapong Manakit/Thailand
No	Discussion Points	
17	We should take the opportunity of such a conference (the international channels) to open domestic media regulations	
18	Greater caution on reporting immediately	
19	Extend cultural studies in school/universities (secondary school)	
20	How much time do we have to report in media? (how to differentiate in 2'30)	
21	Radio Multikulti Berlin-Brandenburg outlines it in its concept, but?	
22	Problem: Reach listeners: not many	
23	How can we reach the mass? Mainstream mass media? Immigrant communities like to listen to their own communities, music, issues	
24	Problem: trying to be global and yet general	
25	Solution: find common topics of interest	

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About Open Space

Open Space Technology

A short description

Open Space Technology meetings are simple to organize, require very little lead time, are effective for any sized group from fifteen to six hundred, and are effective for established groups such as corporations, private sector and public sector organizations, government and non-government organizations, coalitions, teams or communities. They enable the building of energy and participation in ways that few other processes do. Open Space Technology meetings create the conditions for interactive processes that allow leadership to surface naturally.

Open Space Technology is best used when there is an important issue to be addressed, there is a diversity of people involved, there is complexity, and when decisions need to be made quickly.

Open Space Technology operates on four principles and one law:

Those principles are:

1. Whoever comes are the right people. This reinforces that the wisdom to achieve solutions is present in the room and the group is not to worry about who is not present nor to panic about who is.
2. Whatever happens is the only thing that could have. This keeps the attention on the best possible effort in the present, not worrying about "what we should have done."
3. Whenever it starts is the right time. This reminds people that creativity cannot be controlled.
4. When it's over, it's over. This encourages people to continue their discussion so long as there is energy for it. Some sessions will finish well within the anticipated time. Others will run longer than the time allotted.

The one law or rule is called The Law of Mobility, also known as The Law of Two Feet. This indicates that people can enter or leave an open space session as they choose. If the session you are in is not meeting your needs for either contributing or learning, go to another one.

So how does it work?

An Open Space meeting is announced. Duration is most commonly between one and three days, though they can be shorter.

The venue is a large conference room with lots of break-out rooms or areas adjacent. When people arrive for the Open Space Technology meeting, they initially come to the plenary room and find an empty room, except for a large circle of chairs. The circle is an invitation to communication with no barriers.

It works like this:

- i. Anyone who has any ideas at all that relate to this broad topic are invited to take a sheet of paper and along the top write their topic of interest or passion. People are asked for ideas for which they have passion and on which they are prepared to take the responsibility of leading a group discussion (they do not need to have had previous experience in leading a discussion group but simply to get their topic started and to be sure that everyone who comes to their discussion has a chance to speak), and to make sure a record of the discussion is recorded (report forms are provided). The sheets announcing each of the ideas (along with the name of the person who put up the idea and a note of when the topic will be addressed and which breakout area it will be in) are affixed to a blank wall. Participants can put up ideas for which they have a lot of information including handouts that they have brought to the meeting, or they might know nothing about the idea beyond having a question.
- ii. The next step involves a "market-place." All workshop participants go to the market wall to look at the ideas outlined on each sheet. When they find the topic of most interest to them, they sign up.
- iii. The next step involves participants going to the break-out spaces to participate in the topics of their choice. As much as possible, each session is defined by a circle of chairs and no other furniture, though it may have flip charts, post-its, felt pens, etc. The person who posted the idea is responsible for leading the session in whatever way s/he chooses. The facilitator has no involvement whatsoever. The only requirement is that, at the end of the session, the session leader brings back to a central point a summary of session ideas, and who has agreed to do what. This is to be provided in a somewhat standardized format, usually noted on a pro-forma given to the session leader at the start of their session. It is important to record the highlights of the discussion in such a way that people who were not part of the discussion can understand them.
- iv. A bank of computers is available and session leaders (or representatives) enter their reports. As soon as a report is entered, the facilitator prints a copy of it for a news wall and posts it so that all participants of the broader meeting can read about what has happened in each session. As well, a copy of the report is made to be entered into a "book of proceedings", a book that is comprised of all of the reports and contact information of the participants so that they can reach each other for further networking. This book is available to each participant of the meeting. In a multi-day meeting, the "book of proceedings" is handed to each person prior to the time of convergent of various topics and getting further input from the collective about next step actions. In a meeting that is one day or less, the "book of proceedings" is available to participant within the week, either through a pick up or mailing. Often, the "book of proceedings" is available electronically as well on a website or by e-mail.
- v. In meetings where the intention is to move topics to action steps, the facilitator conducts a summarizing session for convergence, prioritizing and action planning, including seeking input on next steps and follow-up. This is a feature of Open Space Technology meetings that are longer than one day.

Open Space Technology has one outstanding characteristic - the generation of energy and commitment. It also has one outstanding enemy - control. It will not work where the energy and commitment generated are not permitted to bear fruit. This is not to suggest that OST is an invitation to anarchy. Far from it. Provided the constraints - economic, political, legislative - are recognized and spelled out very clearly at the start, and the areas where discretion and freedom to be creative ("defining the space") are also made clear, Open Space Technology is proving itself to be a powerful tool for harnessing commitment and responsibility. Several organization-wide Open Space

Technology meetings within a short time frame will start to shift an organizational culture from something that might be de-energized into a more vibrant, organic, networked community, effectively producing results.

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