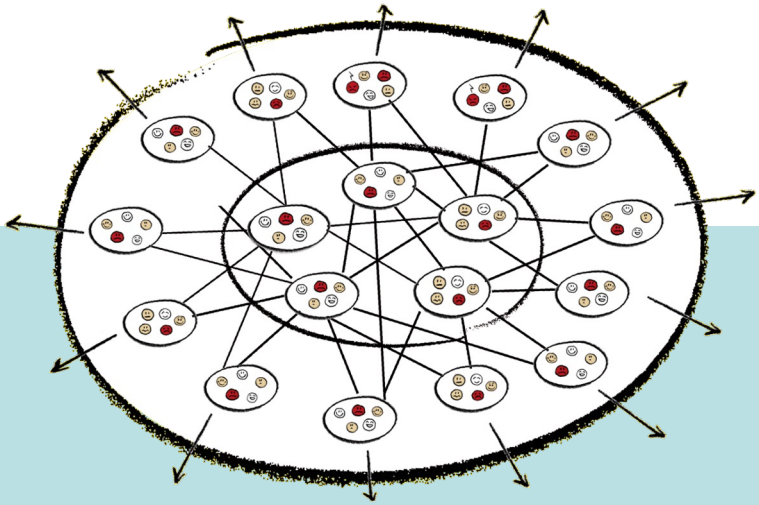
the
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network

since 2008



OPENSPACE DEV: OPENSPACE IN CHANGE AND TRANSFORMATION

To serve as a cornerstone of organizational development,
the world's most powerful large-group method needs retrofitting

BetaCodex Network Associates
Niels Pflaeging | Silke Hermann

BetaCodex Network White Paper No. 25 | July 2025 | betacodex.org/white-papers

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Dedication

This BetaCodex research paper
is dedicated to the memory of

Harrison Owen
(02.12.1935 – 16.03.2024),

inventor of
OpenSpace Technology

The BetaCodex is concerned with organizational transformation. Why then talk about a large-group meeting format?

The BetaCodex Network is all about organizational transformation: More specifically, it is about transformation from command-and-control (Alpha) to decentralized and democratic (Beta). So you may wonder why we are dedicating a research paper to a well-known and decades-old large-group meeting, or conferencing method. Why, you might ask yourself, is research on this topic needed? And why does the use of OpenSpace DEV in organizational transformation matter at all? The answer is simple: OpenSpace Technology (OST), or OpenSpace, as we will call it in this paper, can be a powerful enabler of *very fast organizational transformation, together with all the willing, all at once.* But the commonly practiced forms of OpenSpace are not very well-equipped to be used in the context of organizational change and development work. **Instead, a specific form of OpenSpace is possible and helpful that differs significantly from OpenSpace as you have come to know it.** That variant of OpenSpace for organizational change work called OpenSpace DEV is the topic of this paper. The authors of this paper assembled and developed it, starting in 2011, and we believe sharing this social technology will make a difference to everyone involved in contemporary organizational development, and to everyone approaching Beta transformation.

There have been several different phases in our use of OpenSpace. One began in 2011, when we started to apply OpenSpace in earnest with our clients in our consulting work, with groups of 100 to 300 people – then mostly groups of managers from client firms. One of the most important deviations from traditional OpenSpace that we took was that we removed session "pitching" at the start of the OpenSpace meeting, having participants generate session proposals online instead, during the weeks running up to the actual meeting. We knew back than that this was a breakthrough, as we were able to raise the meeting's intensity dramatically, while at the same time shortening the OpenSpace gathering itself. Participants arrived at the meeting very well-prepared, energized for topics and sessions, and in the mood for discourse, right from the start. **We took another take on OpenSpace in 2018, when we began to use OpenSpace even more systematically and more consistently in our transformation work with the OpenSpace Beta approach.** Here, again, we produced a bunch of concepts.

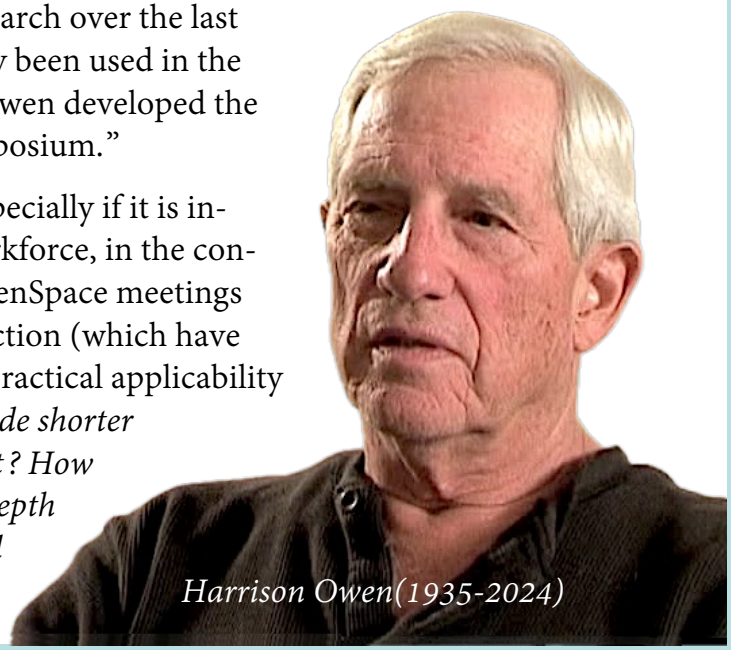
This research paper presents the 14 concepts that we consider foundational to OpenSpace DEV, and it explains the role of the open source license when using OpenSpace DEV.

Four decades after its inception, OpenSpace core methodology remains largely untouched. This poses problems

OpenSpace is the best and most intuitive large-group meeting format available today. Invented in 1985 by Harrison Owen, OpenSpace is arguably the world's most practiced and most well-known large-group format, too. Despite its popularity, and somewhat surprisingly, the was OpenSpace are taught and ran in practice have remained largely unchanged for more than four decades: One might have expected a well-known "open source" approach like OpenSpace Technology to evolve, over time, to spawn numerous innovations and derivations for specific purposes. But this has not been the case, by and large. Sadly, not much effort has been placed into adapting OpenSpace method for different needs and circumstances. Our understanding is that practical application has not been as varied as it could have been.

OpenSpace, as it is typically taught and practiced today, it is not well-positioned to play a major role in organizational development or "transformation" that deserves the name: It is often perceived as too time-consuming, and too little oriented towards results and impact. While it may have been reasonable in the 1980s to expect a large group of people to dedicate "three days or more" (Harrison Owen) to a gathering on a pressing matter, it is hard to imagine a company-wide event to consume such an enormous amount of time. According to our research over the last two decades, we think It is fair to say that mainstream OpenSpace has rarely been used in the context of organizational development. Which seems quite ironic, as Mr. Owen developed the method specifically for an event called "Organization Transformation Symposium."

We believe that, after more than 40 years, OpenSpace deserves a sibling, especially if it is intended to involve entire workforces or large shares of an organization's workforce, in the context of organizational change and development. While traditionally run OpenSpace meetings can liberate a lot of energy, and the original principles of OpenSpace interaction (which have changed very little since its inception) have held up, questions around the practical applicability of the OpenSpace method abound. Questions like: *How can meetings be made shorter (maybe less than a day long), without losing or maybe even increasing impact? How can web technology, which did not exist in the 1980s, be used to bring more depth to the OpenSpace experience? How might OpenSpace sessions be documented and further processed to generate sustained impact after the meeting?*



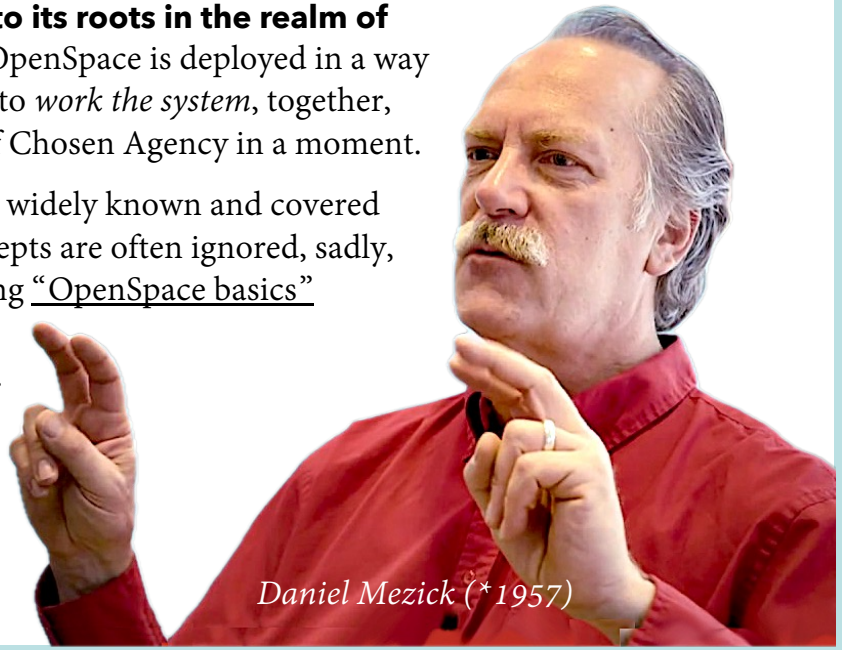
Harrison Owen(1935-2024)

OpenSpace Technology needs to level up. This research suggests a way forward

We are not arguing that OpenSpace DEV is *the only way* forward for OpenSpace. Instead, we suggest it is *a* way forward, for those wanting to address organizational problems and make meaningful progress.
It is worth noting that, while OpenSpace was originally developed to suit the needs of the organizational development domain, its rise in popularity happened during an entirely different era, in the 1990s, through "looser" applications such as stand-alone public events run under the names of *bar camps* and *unconferences*. By the late 2010s, an entirely different kind of OpenSpace-based approach to organizational transformation gained contour. The first appearance of this was *OpenSpace Agility*, based on the *Prime/OS* approach, developed by Daniel Mezick. The *OpenSpace Beta* approach (by the authors of this paper) also utilized Prime/OS, in order to enable system-wide change. These sophisticated social technologies deployed OpenSpace in a novel way: by using OpenSpace events as "engagement structures" (Daniel Mezick) for profound transformation, applying the large-group format not once, but twice over a period of 90 days, in order to time-box the transformation intended to occur between the first and the second OpenSpace events.

One might say that these innovations took OpenSpace *back* to its roots in the realm of organizational development. In OpenSpace Beta, in particular, OpenSpace is deployed in a way that explicitly authorizes those who accept the Sponsor's invitation to *work the system*, together, building what we call *Chosen Agency*. We will turn to the concept of Chosen Agency in a moment.

Today, the fundamentals of the original OpenSpace Technology are widely known and covered in many sources and qualifications. While some of those basic concepts are often ignored, sadly, in practical applications of OpenSpace, we will refrain from repeating "OpenSpace basics" in this paper as much as possible – except when its fundamentals serve to accentuate or highlight specific aspects of OpenSpace DEV. Accordingly, this paper is intended for readers who possess at least a basic understanding of OpenSpace Technology, and who have ideally experienced OpenSpace dynamics themselves. If you want to explore different, and more impactful ways of using OpenSpace in organizational change contexts, then this paper is for you!


*Daniel Mezick (*1957)*

OpenSpace Technology versus OpenSpace DEV: Comparing the two approaches

	OpenSpace Technology (1983) – the original	OpenSpace DEV (2025) – the organizational development variety
Creator/origin	Harrison Owen	Silke Hermann and Niels Pflaeging, Red42, and based on the work of Daniel Mezick
Suitability	Great for open communities, public conferences	Great for organizational development and use in organizational change and transformation
Reference definition	1. Sit in a circle 2. Build a bulletin board 3. Open a marketplace 4. Go to work *(source)*	1. Have a *Sponsor* 2. *Theme & invitation* by Sponsor 3. Invitees *accept/decline;* open *session generation* 4. At meeting, *authorization* through Sponsor who opens and closes the day(s) 5. Structure documentation/results on *Prep Day* 6. Work the system, together
Authorization	-	Sponsor authorizes participants during meeting
Session generation	Starts during the meeting's opening plenary; involves session pitching	Starts weeks before the meeting; uses web technology and/or physical means for proposing/ commenting/voting session proposals; continues informally during the meeting
Post-meeting actions	-	Prep Day, OD work within work streams
Intended results	implicit agreements, unity within group	Explicit agreements, structured work streams for organizational development
Open source license	osius.org/ost-reference-definition	redforty2.com/openspacedev

OpenSpace DEV is the way building Chosen Agency for change – instead of yearning for acceptance

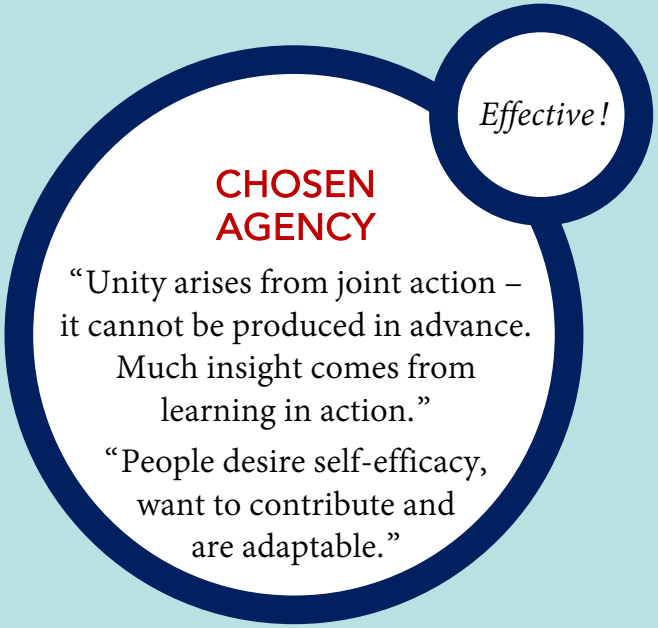
Over the years, we have worked and interacted with dozens of OpenSpace practitioners and consultants. We have observed fist-hand how today's "common" forms of OpenSpace ignore fundamental requirements of organizational development. As an example, take the fundamental aspect of *event duration*. It has been common practice in OpenSpace community that an OpenSpace meeting should last for "at least" two days. In the context of organizational development, this may be hard to pull off today, though, especially if you want to involve a large share of employees (not just managers) of an organization. In our view, OpenSpace meetings should be sufficiently compact and dense, in order for the approach to be feasible in organizational development. Even OpenSpace conferences extending for more than one day are usually not feasible.

The good news is that there is no need for such extended meeting periods at all**. With OpenSpace DEV, the duration of an OpenSpace meeting can be brought down to one day or a bit less. The 14 modifications presented in this paper enhance the OpenSpace experience significantly –** from the Sponsor's invitation to the Prep Day (an OpenSpace DEV innovation). With OpenSpace DEV,

- You open the discourse ahead of the OpenSpace meeting, along with participant preparation and the generation of session proposals, plus commenting and voting,
- You make the OpenSpace meeting itself dense and highly effective by shortening plenaries dramatically and ensuring that participants can process plenty of information and be intensely involved in the large-group dynamic.
- You ensure that the discourse doesn't end with the meeting day, as the Prep Day builds a bridge between the OpenSpace Meeting and the organizational development work that follows.

To produce Chosen Agency within groups of fifty people or hundreds of thousands, OpenSpace is the method of choice





BELIEFS		
ATTRIBUTES	Convince "them", enforce later if necessary, get started when "those who matter" all agree	Must be authorized by a person ("Sponsor") who really, really wants "it"
	System design is a matter for the few: politicians, experts, change agents, those with "the right level of maturity"	Everyone deserves to work on the system and take responsibility for the common good. Specialists are occasionally needed
	Those who "drive change" feel superior (often unconsciously), but at the same time slip into self-overload. Those who are unwilling find it easy to stop progress	Invitation leads to self-identification of those who want the new. Acceptance of the invitation leads to immediate action - and thus to social dynamics that generate change

Overview of OpenSpace DEV concepts: It's not a menu, but a set of requirements for OpenSpace serving organizational change

1. **Authorization to work the system:** The Sponsor authorizes participants through their acceptance of the invitation to the OpenSpace
2. **Theme:** It is articulated by the Sponsor and written down as a question, with specifications around problem, purpose & means
3. **Invitation by the Sponsor:** Invitation by the Sponsor: The Sponsor's invitation must be a high-quality text. Make it personal, specific and "inviting"
4. **Voluntariness:** Invitees must be able to decline the invitation without punishment
5. **Session generation:** Start session generation, voting and commenting weeks in advance – online or in a physical space
6. **Session grid:** Start the OpenSpace day(s) with a grid that's 70% to 80% filled
7. **Meeting duration:** A duration of a single day or slightly less is sufficient – if other OpenSpace DEV parameters are met
8. **Make the meeting single-space and flat:** It will increase the fluidity and intensity of the experience many times over
9. **Role of the Sponsor:** She/He opens and closes both the meeting day and the Prep Day and takes part in sessions like anybody else
10. **Session design:** make circles small enough to provide intimacy, make sessions long enough for depth of conversation
11. **Plenary setting:** Focus introduction on principles, refrain from storytelling and metaphors. Keep the closing plenary tight
12. **Session documentation:** It is indispensable, critical input for the Prep Day. Use physical means for consistent documentation
13. **End the OpenSpace Meeting with an informal gathering** for social processing
14. **Prep Day:** Follow up the OpenSpace with an invitation-based session to cluster/sort content and identify/ assign work streams

1. Authorization to work the system: The Sponsor authorizes participants through acceptance of the OpenSpace invitation



The person inviting people to the OpenSpace Meeting can only be a person with sufficient authority to authorize the OpenSpace itself, and the work on the system following the OpenSpace Meeting. We call this person the Sponsor. The organizational change and development work that the Sponsor wishes to address must be systemic in nature, meaningful, important and explicitly authorized by a Sponsor.

Through their acceptance of the invitation and participation in the OpenSpace Meeting, the Sponsor authorizes the participants to do the actual **change work within boundaries, or principles that are binding to everyone**, including the Sponsor.

Holding sufficient formal authority is a prerequisite to being the Sponsor. This means that neither internal event organizers or organizational developers will have sufficient authority to invite people to the OpenSpace. They can support the organization of the OpenSpace DEV process and the OpenSpace Meeting, but they cannot authorize it.

The Sponsor is always a single person – never a group or a committee.

Authorization by a Sponsor is not to be mis-interpreted as "top-down", of course:
The Sponsor imposes neither solutions nor actions, nor does the sponsor coerce others into obedience.

2. Theme: It is articulated by the Sponsor and written down as a question, with specifications around problem, purpose & means



In OpenSpace DEV, there is no OpenSpace without a proper theme. The theme must always be articulated in writing, describing a problem, or a task that relates to the whole system (not just part of the system).

The theme should be articulated as an open question. It will thus always end with a question mark! The theme usually ends up being articulated as a longer sentence, as some contextualization is needed to make the question precise and understandable

The theme must be articulated by the Sponsor personally. Articulation of the theme cannot be delegated to other people internally or externally. Others may support the writing, but they cannot take ownership of it. The words must be those of the Sponsor.

3. Invitation by the Sponsor: The Sponsor's invitation must be a high-quality text. Make it personal, specific and "inviting"



The invitation is always a written document. It is authored by the Sponsor personally: writing it cannot be delegated to other people – internal or external. The invitation will be sent/delivered by the Sponsor personally, in electronic or physical form. The invitation should cover the following:

1. An outline of the **problem, need and context (as the Sponsor sees it),** including the theme; problem and need are explained in a way that's is personal to the Sponsor, describing why and how this undertaking matters to her or him.
2. Explanation that participation in the OpenSpace will result in **authorization to do the change work initiated with the OpenSpace**; explicitly naming the boundaries within which the change is undertaken – e.g. principles of the BetaCodex, Time-Oriented Work Systems or Deming's 14 points.
3. Explanation that **declining the invitation will not result in punishment** of any kind.
4. Articulation that **individual preparation for the OpenSpace** is paramount, and that "being well prepared" will greatly influence the outcomes from the OpenSpace Meeting. This might include recommendations about how to prepare for the meeting, as well as hints at specific resources that will be made available prior to the OpenSpace.
5. Explanation that the OpenSpace will consist (mainly) of **sessions proposed and run by participants,** including links to sources about OpenSpace in general, as well as specific instructions regarding where/how session proposals can be submitted, voted, and commented on ahead of the OpenSpace; sessions can also be proposed during the day of the OpenSpace.
6. Information about the voluntary **Prep Day** that will occur on the day following the OpenSpace.
7. Specification of the **logistical details:** Date, location, timing of OpenSpace Meeting and Prep Day, deadline for and methods of accepting/declining the invitation; how participation or non-participation in the OpenSpace will affect work hours or pay (if needed); details around travel and languages (if needed). Names people involved in planning the logistics of the OpenSpace.
8. Emphasis that she/he is **open to conversation** about the theme, invitation and OpenSpace Meeting at any time, and invite direct contact with her or him personally, if there are questions or doubts.

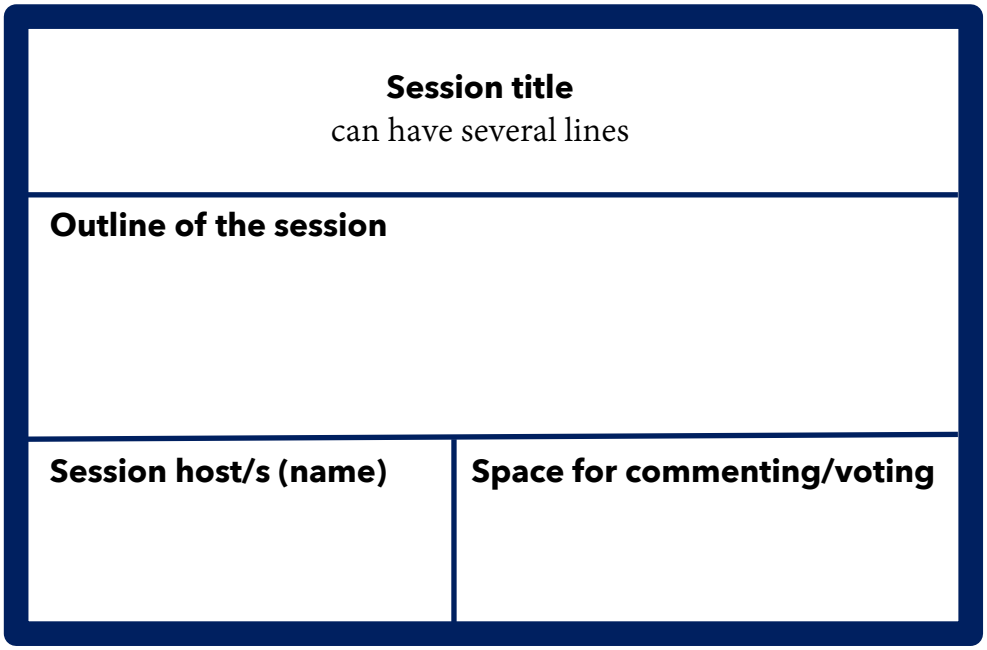
4. Voluntariness: Invitees must be able to decline the invitation without punishment



Invitation means that both accepting and declining the invitation to the OpenSpace Meeting is okay. This must be made explicit in the invitation text – and at all times before the OpenSpace Meeting. If there were negative consequences for declining the invitation, then there wouldn't be invitation, but coercion.

Consequently, there must be a process for responding to the invitation – a RSVP. Replying to the invitation should be mandatory, as it can be expected by the Sponsor that a response to her or his invitation is given. Responding is "personal", just as is the invitation by the Sponsor. Therefore, a person's response cannot be delegated. The Sponsor will expect a short reason to be given by each and every invitee for accepting/declining the invitation.

5. Session generation: Start session generation, voting and commenting weeks in advance – online or in a physical space



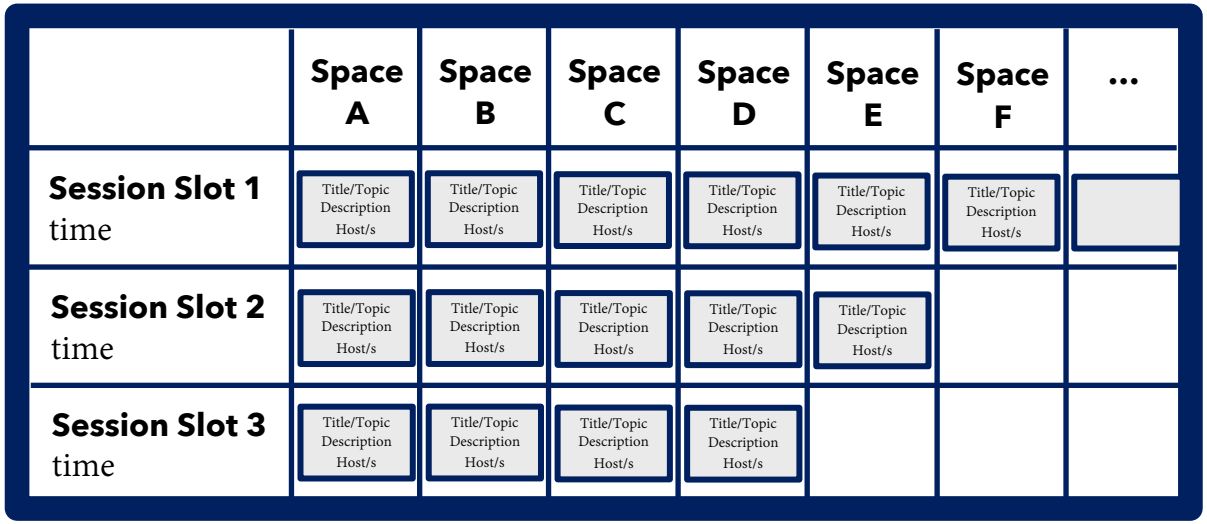
Session proposals must contain a session title, a brief explanation of the topic, and the name of the session host. The Sponsor carries the responsibility of taking action if individual session proposals are not in line with the Theme. Non-action on part of the Sponsor is not an option in cases when the topic is missed.

We have used both modes of session collection – online and in a physical space. Both forms carry advantages and disadvantages, for sure. But the mode to be chosen will ultimately depend on the organization's geographic setup.

Commenting on session proposals prior to the OpenSpace is useful in many ways: It indicates interest and relevance, allowing time for the session title and outline to be improved prior to the meeting. **Creating options for voting on session proposals also serves the purpose of indicating interest for the session, ahead of the OpenSpace meeting.** The amount of interest and number of votes may indicate whether the session should be included in the session grid (especially if there are many session proposals), and provides information on the size of the session space that's needed (there will often be larger and smaller session circles).

Session sheets will be printed on paper on the day before the OpenSpace Meeting and then be included in the session grid.

6. Session grid: Start the OpenSpace day(s) with a grid that's 70% to 80% filled



With the session generation, commenting and voting happening during the weeks prior to the OpenSpace Meeting, 70% to 80% of the session topics needed for the OpenSpace should be generated, ahead of the meeting day.

On the day prior to the meeting, the session grid is set up in a way similar with the illustration on the right. The first session slot will be fully occupied with session proposals that are suggested and voted for already, but there should be vacant spaces in the following session slots for topics that are suggested during the day.

The prepared and populated session grid will be on display when participants arrive in the morning. Participants will be allowed at any time to switch spaces and slots in agreement with others, whether it is to combine sessions if the hosts wish to do so, or to place new session topics in the session grid. This will provide for a lively start of the day, even before the official opening plenary. No "pitching" of sessions will be necessary, and coordination during the day around session proposals will tend to happen in front of the session grid, in an ongoing way. Make sure that additional sessions can always be added.

7. Meeting duration: A duration of a single day or slightly less is sufficient – if other OpenSpace DEV parameters are met



OpenSpace Meetings do not tend to be more productive, the longer they are.
Instead, they tend to be the more productive

- the better and clearer the Sponsor's theme and invitation are,
- the more conscious, energized and well-prepared the participants are,
- the more discourse around the theme and sessions has happened in advance of the actual meeting,
- the higher the quality of the session topics, and
- the more participants are willing to engage with each other, before, during and after the OpenSpace.

In short: The energy during the OpenSpace Meeting does not come from the meeting's length, but from context and engagement, which is why OpenSpace DEV meetings can and should be short. Three or four rounds of session slots will usually suffice for an OpenSpace DEV day. Participants will likely be pretty exhausted after three or four rounds.

8. Make the meeting single-space and flat: It will increase the fluidity and intensity of the experience many times over



For any OpenSpace Meeting, a single clear, flat space is more suitable than a noble, but cluttered and divided space. We recommend refraining entirely from using locations that require participants to move between floors – and for good reason.

When the OpenSpace Meeting happens in a single flat space without dividing walls or doors, not only can participants switch between sessions much more easily, but, more importantly, they will perceive the whole meeting's energy all the time. Participants will be able to observe other people's movements and witness the behaviors and interpersonal dynamics of everyone in the space, first-hand. **In a flat, single space people simply get a fuller sensory experience, at all times,** raising the meeting's energy, consciousness and dynamics significantly. People will not feel as if they have missed out on anything. People do not have to wonder what's going on: they can wander around, for sure, but simply by looking around, they can get an idea of what's going on everywhere. For this reason, a single-space location is a hundred times more effective than a conference location with many separate session rooms. We have had much excellent experiences with school gymnasiums, or "sports halls", as OpenSpace locations.

Keep in mind that OpenSpace DEV does not require "session pitching" at the start of the day. Consequently, the OpenSpace opening plenary requires only a faction of the space that the opening circle in conventional OpenSpace Technology would. The area used for the OpenSpace DEV plenary can be partially dissolved during the session slots.

We recommend providing only basic setup for each individual session space: Just a circle of chairs (placed relatively tight) and a flipchart or white board (with paper and pens). Plus, digital equipment for session documentation, if needed – though documentation on paper should suffice, especially if it is digitized immediately afterwards. A good share of the attention of organizers slots will go into re-arranging the circles of chars between session slots, so that the initial set-up is restored whenever new sessions begin.

9. Role of the Sponsor: She/He opens and closes both meeting day and Prep Day and takes part in sessions like anybody else



While the role of the Sponsor is a special one, that does not mean the Sponsor should not participate in the OpenSpace sessions like everybody else. The Sponsor should consider proposing at least one session herself/himself and should participate in other sessions normally – speaking up, debating and discussing.

We have often noticed Sponsors' attempts to avoid participation in the OpenSpace ("I will open the event and then just shut up"). This would be a grave mistake. The point of OpenSpace is for everybody to be themselves. To show up. To interact. To participate in the formation of the group's will. That requires the Sponsor to be present and to be an active part of the dynamic. Consider the content of the invitation: There is clearly stuff worth fighting for! The Sponsor will of course have to open and close the meeting day, as well as the Prep Day, in order to clearly signal authorization and commitment to the Theme.

10. Session design: make session circles small to provide intimacy, make sessions long enough for depth of conversation



Session group size should be sufficiently small and session duration sufficiently long, in order to allow for high-quality and sufficient depth of conversation.

Each session space should consist of a circle of no more than 12 chairs – additional chairs will be stacked nearby, in several corners around the space. Session, or "time slot" duration in OpenSpace DEV should be between 75 and 90 minutes, so that there is time for a good beginning and end of the session, as well as high-quality, deep discourse, as well as an appropriate amount of time for moving on to the next session. Just as in a traditional OpenSpace meeting, sessions can be extended into the next slot, if agreed upon by the participants.

All sessions must be documented.

11. Plenary setting: Focus introduction on principles, refrain from storytelling and metaphors. Keep closing plenary tight



In OpenSpace DEV, you can keep plenaries simple.

In the opening plenary, the Sponsor will open and authorize participants not just to discuss, but to do so with the purpose and mandate to work the system – together, afterwards – according to the invitation. It's okay if the Sponsor reiterates key messages from the invitation in the plenary. After opening the plenary, the Sponsor hands over to the OpenSpace Facilitator. Apart from house-keeping, the Facilitator only needs to explain the functioning of the OpenSpace Meeting (including the 5 principles and 1 law), the mechanics of proposing and running sessions, and doing session documentation. Explanations should be kept brief: There is no need to talk about butterfly and bumble-bee metaphors, when describing how OpenSpace works.

In the closing plenary, the Facilitator will invite statements from participants. As a finalizing structure, we recommend to having all participants stand in a large circle and invite each participant to share a one-word "conclusion" with the whole group. The Sponsor will then close the OpenSpace day and share organizational details about the use of session documentation, the Prep Day and the subsequent work around streams will be briefly discussed. The closing should take no more than 25 minutes.

12. Session documentation: It is indispensable, critical input for the Prep Day. Use physical means for consistent documentation



Be strict about documentation of every session. You need documentation for every session, otherwise there will be no results to be processed during the Prep Day!

Documentation of each session will include the session title, the names of all session participants – and the content, of course. For documentation purposes, we like to either use flip chart paper on flip charts or white boards (instead of technology), but we also like to use the removable labels and foldable maps by Manual Thinking. The latter offers a fun, different and very conceptual way of approaching session documentation. Participants will get used to the documentation process during the first round of sessions.

Remember: You need at least one flip chart or white board for every session circle, and you should calculate with around 10 to 15 people per session, on average. This gives you the approximate number of session spaces you will need during the session slots.

13. End the OpenSpace Meeting with an informal gathering for social processing



Admittedly, this particular concept is hardly a "new" one in the realm of OpenSpace. But we want to make sure to accentuate it, as it is key when using OpenSpace in the context of organizational development.

OpenSpace Meetings are intense and "stressful", in a way. Cognitive dissonance arises, and on all kinds of levels. It is this cognitive dissonance that leads to new insights, and to learning, and for those things to happen, the dissonance needs to be processed. Part of this processing should happen together with the group, right after the OpenSpace Meeting – this is why an informal gathering with drinks (and maybe food) matters. Another part of the processing will happen during the Prep Day session.

In short: Make sure that participants can stay on in the space after the OpenSpace Meeting's closing. Think about an attractive informal follow-up gathering. It does not have to be sophisticated. But people will feel an urge to talk and to process the day, with each other.

14. Prep Day: Follow up the OpenSpace with an invitation-based session to cluster/sort content and identify/assign work streams



Prep Day is the bridge between the OpenSpace Meeting and the following organizational development work. It is needed to allow for Chosen Agency to manifest and take root, and for generating streams of action based on the session documentation.

Prep Day should take no longer than half a day. Participation is by invitation (same as with the OpenSpace), but the group will be much smaller than on the OpenSpace. It is natural for the Sponsor to think about individuals she or he would like to see at the Prep Day and invite them specifically. The Prep Day must happen on the day after the OpenSpace Meeting: If the OpenSpace is on a Saturday, then it will happen on the Sunday. The Prep Day session must be tightly facilitated – very different in style from the OpenSpace meeting:

- Participants will first read through all session documentation, individually, so that every participant will have time to review every session minute – with the additional task of having to come up with a possible clustering.
- Suggested clustering by informed participants will then be discussed and agreed upon in the plenary. For a typical OpenSpace theme, there should be no less than four and no more than eight work streams to follow up with.
- All work streams should have at least one owner assigned to during Prep Day, so that this person can carry the stream forward and identify/invite others who should be involved with tasks related to the work stream.

OpenSpace DEV:
The open source license



OpenSpace DEV is a social technology that brings OpenSpace firmly into the realm of organizational development. It builds upon OpenSpace Technology by Harrison Owen and incorporates 14 specific characteristics outlined in this paper. Because of it specific differences and concepts, OpenSpace DEV possesses its own CC-BY-SA open source license.

By the terms of this license**, you are free to use OpenSpace DEV in your work (also commercially),** and you are obliged to consistently refer to the open source license when using the approach, its visuals or components. **Referring to OpenSpace DEV in the correct manner is to your own advantage.** By referring to OpenSpace DEV in a consistent way, you help spread the word about the OpenSpace DEV approach, identifying you as knowledgeable among your peers and with clients. This also contributes to making consistent and sound use of OpenSpace DEV more likely. Another side-effect is that referring to the open source license of OpenSpace DEV, you will also be promoting further advancement of OpenSpace – conceptually and practically!

Open source license Attribution ShareAlike – "CC-BY-SA"

This license lets you use, commercialize, remix, tweak, and build upon OpenSpace DEV.
In so doing, you agree to three simple things:

(1) To credit the original authors, Niels Pflaeging and Silke Hermann,
(2) to provide our specified link to the source material, as listed below, and
(3) To license your derivative creations to others under the identical terms.

Specifically, you must provide and prominently display the following sentence and link with all derived works, and included as part of all related graphics you might develop:

"This work is derived from OpenSpace DEV, an open source, free social technology by Niels Pflaeging and Silke Hermann, published under the CC-BY-SA-4.0 license from Creative Commons, and found here: www.redforty2.com/openspacedev."

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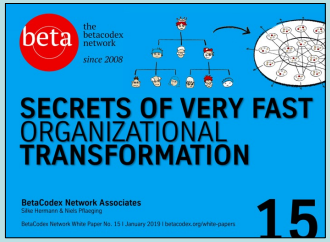
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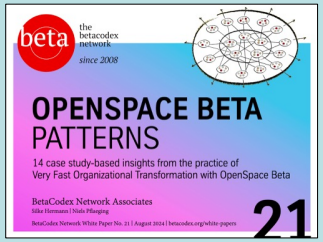
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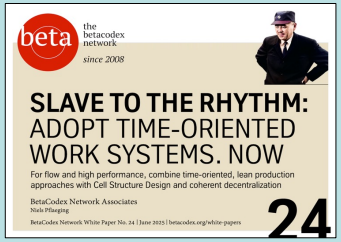
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