

TILDE

Transformative and
Inclusive Leadership from
Deep Democracy

OPEN FORUM KIT



INDEX

Introduction	Page 3
What is the Open Forum Kit		
Part 1	pages 4 to 15
Before the Open Forum		
Part 2	pages 16 to 26
During the Open Forum		
Part 3	pages 27 to 29
After the Open Forum		
Part 4	pages 30 to 39
Mapping the Field		
Introduction		
Discovering Roles		
Enumerating		
Polarities Process		
Structure		



Introduction

What is the Open Forum Kit

The Open Forum Toolkit is a **toolbox**. A **toolkit** is materials to support you in doing something.



This toolkit will teach you how to organise an **Open Forum**.

An **Open Forum** is a public space for **dialogue** on issues such as that matter to different groups of people.

Dialogue is about communicating, paying attention and valuing what other people say.

Everyone **has a contribution to make** in an Open Forum. Everyone's opinions matter.

Contribute means that all personal experiences and opinions teach.



The Open Forum Kit has 3 sections:

- Section **BEFORE**
Tips for setting up the Open Forum.
- Section **DURING**
Tips for running the Open Forum.
- **AFTER** Section
Tips for closing the Open Forum.

Part 1

BEFORE the Open Forum

Review your belief systems



The Open Forum is a concrete **methodology** of Deep Democracy and Process Work.

Methodology is a way of doing something in an orderly and meaningful way.

Process Work and Deep Democracy are methodologies for:

- dialogue between individuals or groups;
- **notice** deeper, more invisible aspects of everyday situations;
- pay attention to power dynamics;
- **conflict management**;
- value everyone's opinion;
- create more **sustainable** relationships;
- creating community among people.

To notice is to perceive or become aware of something.

Conflict management is about making it easier for people to talk to each other respectfully and to understand each other better.

All persons and opinions will be respected.

A sustainable relationship is one that lasts because people care for and respect each other.

In an Open Forum there are different opinions that can be uncomfortable or annoying.



Before starting an Open Forum, think about what might make you feel bad, **uncomfortable** or insecure.

Think also about what you think and feel.

Discomfort is not feeling at ease.

These questions can guide you:

- Are you afraid of **tensions** or conflicts?
- Does it make you uncomfortable when people get angry?
- Do you think it is better to talk calmly?
- Do you think it is better to **take it in turns**?
- How do you feel or react when you **experience** different emotions?

For example, sadness or joy.

- Do any emotions bother you or make you uncomfortable?
- What **attitudes** make you feel afraid?
- What do you do when you feel really bad?
- What kind of person makes you feel bad?

Tension is the discomfort or agitation felt by people in conflict.

Taking it in turns is for one person to give their opinion and then another.

Experiencing is what we feel and think.

Attitude is the way someone behaves. For example, in a critical or negative way.

Explore your own range



Explore your own rank and that of the group. Support the others with your own rank.

Rank is the sum of **privileges**

that one person has in relation to another at any given time.

For example, when someone of high rank is talking in a group, receives more attention than the rest of the group.

Privileges are advantages that a person has according to his or her place in society, and its **ability to impact** on others.

Impact capacity is having an effect on or influencing other people.



The person may receive the privilege. For example, when your family has money.



The individual can build privilege. For example, earning a lot of money for their work.

The range can be high or low. For example, knowing languages or having money gives a high rank.



Knowing the **dynamics** of rank is important in order to relate to each other.

Dynamics is the variety of changes and interactions.



Tips for facilitation

We recommend you to read the book

The Deep Democracy of Open Forums. Arnold

Mindell wrote the book.

The book will help you to run an Open Forum well.

Deep Democracy is a methodology for:

- dialogue between individuals or groups;
- conflict management;
- value everyone's opinion;
- create more sustainable relationships.

Do a role mapping



Search for information

about **migration** in your own **community**.

Migration is leaving one country to live in another. Sometimes because of war or poverty.

Community

is a group of people who share something.

These questions can help you:

- Are there migrants in your community?
- What do they do or need migrants in your community?



Then write a list of **roles**

community about migration. Writing a list of the different roles is called **role mapping**.

Remember

Roles are our ways of acting in different situations or moments.

For example,
being an advocate or a critic are 2 roles.

A person is an advocate when he or she supports or defends an idea.

A person has a critical role when questioning or analysing an idea.

Knowing your community's roles on the migration issue will help you to know the roles of the Open Forum.

Forum participants

Think about the **people involved** of the Open Forum.

Who do you want to invite to the Open Forum?

Participating persons are those who are in the Forum.



When you know, issue an invitation.

Write a title and a message for the invitation.

Choose an interesting title and message!

The way people are invited is important.

Sometimes the invitation can **exclude** people.

And also attract people.

To exclude is to leave someone or something out.



Important

An Open Forum has to be accessible for participants with disabilities.



Tips for facilitation

Rank consciousness is knowing your rank and the rank of other people.

You dialogue and relate better with other people when you **are aware** of the range.

Awareness is the same as realisation.

For example,
you can avoid abusing your power
when you are aware of your high rank.

You will find activities to explore the range in
the **TILDE TOOLKIT** document:

- Activity 1: Rank in Relationships.
- Activity 2: Rangometer.
- Activity 3: Statue Game.

You can also consult the following resources:

- Book: *Sitting by the Fire*, by Arnold Mindell.
- Book: *Power, a user's guide*, by Julie Diamond.
- [Julie Diamond's blog](#).

Choose the initial group



Think about the people who **will present** first. A group of a few people starts the forum.

Each person explains his or her **perspective** on the issue.

To explain is to explain what you think or feel about something

Perspectives are different ways of understanding a situation.

Choose people with **polarised** perspectives even if you don't like some of them. **Polarised** means that they are opposing perspectives.



After the initial group of people, the space is opened up so that everyone can participate and express their opinions **in turn**.

Taking it in turns is for one person to give their opinion and then another.

Rehearse an Open Forum

Try doing a **rehearsal** of the Open Forum among the **facilitation team**.

Rehearsing is practising something before actually doing it.

The **facilitation team** are the people who support other individuals or groups to:

- dialogue;
- managing or transforming conflicts;
- to encourage rapprochement;
- meet objectives;
- improving conflict management processes.

The facilitation team also organises and facilitates the Open Forum.



A forum rehearsal prepares the team better.
Everyone has a say in the forum.

The Open Forum trial can show you:

- how real Open Forums work;
- how to recognise different roles and their **dynamics**;
- some opinions or situations
- that may appear in a real Open Forum.

Dynamics is the variety of changes and interactions.

Linguistic diversity and translation



Open Forum participants can communicate in different languages. You will need a **translator** or **translation** team to help people understand each other.

A translator is a person who translates from one language into another.

Participants may have a disability. You will need accessibility resources to enable them to participate equally.

Accessibility resources include:

- ramps for wheelchair users;
- quiet zones for autistic people;
- **sign language interpreters** or ILS.



The sign **language interpreter** translates oral and written messages into **sign language**.

Sign language is a language used by people with speech difficulties and hearing impairment.

For example, by deaf people.

Important

Ask translators, **transcribers** or ILS teams not to give their opinion while working.

Transcriber is the person who writes down what she hears from deaf or deafblind people.

Let them not speak their minds as long as they do:

- **translate** a person's views;
- **interpret** a person's opinions;
- **transcribe** a person's opinions;

Indicates to all teams

when they have a say and when they don't.



Remind them that their work is valuable. Improve communication between people and conflict management.

It is difficult not to have an opinion on annoying ideas.

If a translator or interpreter gives feedback, the facilitation team will will inform you that this is a personal opinion.

Part 2

DURING the Open Forum

Introduces the facilitation team

Introduce the facilitation team.



Remember

The facilitation team are the people who will support the Open Forum to:

- dialogue;
- managing or transforming conflicts;
- to encourage rapprochement;
- meet objectives;
- improving conflict management processes.

The facilitation team

will also organise and coordinate the Open Forum.

Appreciate diversity



Appreciate the **diversity of people**

of the Open Forum.

Treat everyone kindly and thank them for coming.

Diversity is different people who deserve equal respect.

Invites everyone to participate.

In an Open Forum all opinions contribute.

Some people may be **uncomfortable**

if there are few people from your community.

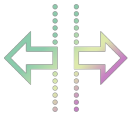
Ask them what they need to feel good.

To be uncomfortable is to feel uncomfortable, scared or nervous.

Introduces the initial speakers



Introduce the people who will present first.
Each person will have 5 minutes
to explain their perspectives on the issue.



Remember

The people who exhibit first
will have very different or polarised perspectives.

Open the Forum to interventions



Open the Open Forum to everyone when the initial speakers ends.

In this way,
everyone will be able to participate
and present their perspectives on the issue.

Each person will have 2 minutes
to take it in turns to explain their ideas on the subject.

Describes the atmosphere of the Forum

Describe what happens in the forum
and what happens in relationships between people.



Pay attention to the **hot spots**
and the **cool spots** of the forum.

The **hot spots** are intense moments.

Hot in this context is the same as very high or elevated.

The **cool spots**
are moments of better understanding
and **temporary resolution**.

Temporary resolution is deciding something for a period of time.



If it is necessary to describe what is happening in
the forum, use short and clear sentences.

At a hot spot you can say, for example:

"**Tension** builds in dialogue."

Tension is the discomfort or agitation felt by people in conflict.

At a moment of cool spot you can say,

for example:

"These 2 roles seem to be getting
closer."

Share your feelings

Remember

As a facilitator you are part of the group.



Use what you feel to help the group.

For example, tell the group

when you are afraid and explain why.

Telling the group that you are afraid can support another person in the group who also feels fear or discomfort.

It can also facilitate that there is a better understanding of what is going on. Your fear can be a supportive role.

Sometimes it is difficult to say that you are afraid.

Identify your polarisation



Sometimes,
you will agree with some opinions
and disagree with others.

Or you will be so interested in some
opinions that you may forget the group
or the **process**.

Process is everything that
happens in the forum. For
example, communication
or energy.

It is good that you prepare yourself before the forum
to **be aware** of everything that happens in it.

Being aware
is to realise.



Use your emotions to support the group.
Don't forget your role as a facilitator.

Tackle criticism with dialogue



When someone criticises you during the Forum, don't react badly or criticise them yourself.

Ask the person why they are criticising you.

Pay attention and try to understand. Maybe their answer will give you information.

Don't just apologise or defend yourself. Try to better understand their perspective.

Sometimes dialogue with a **critical role** can be helpful to the group and the process.

A critical role is one who analyses and refutes arguments before accepting them.

Highlight moments of hope



Identify the moments of **hope** that occur during the Open Forum. Highlight these moments and acknowledge them.

Hope is wishing and believing that things will get better.

An Open Forum

also tries to transform the problems of the **hopelessness**, mistrust and blockage that difficult situations can provoke.

Hopelessness is not having hope.

With hope we find **new ways** even in difficult situations.

New ways are new alternatives or new solutions.

The closure of the Open Forum



Warn people that the forum ends with 10 minutes to go.

Comment to the people that there may be interesting **aspects unexplored yet**. Your comment may motivate people to comment on new issues.

Sometimes, having **just the right amount of time** helps to think and say the most important things.

Aspects are different parts or sides of something.

To explore is to investigate a topic from different perspectives.

To have **just enough time** is to not have much time to do something.

Summarise what you learned in the Forum



Explain what you learned during the process to end the Open Forum.

Tell people that this is only your opinion and that there are other perspectives on the issue.

Part 3

AFTER the Open Forum

Acknowledgements



Thank you for attending the Open Forum to the group of people who spoke first.

Remember that each person shared their perspective on the issue. Their perspectives were very different or polarised

Analyse and learn from experience



Learn from your experience in the Open Forum.

Gather your team and discuss what happened.

For example, discuss with the group:

- what happened during the forum;
- what you learned as a group;
- what you learned separately;
- what to improve in the next forum;
- what to do to learn more.

And think about the next Open Forum!

Open Forum and social awareness



Social awareness is understanding how other people think and feel.

Pay attention to what is happening in the world.

An Open Forum is about social awareness and raising social interest.



For this reason,

many different people give their opinion on the subject when they know that an Open Forum is organised.

Telling people that you are organising a forum is very good because it gets more people involved.

Part 4

Mapping the field

Introduction



All topics of conversation create polarised opinions or **polarities**.

Polarised opinions or **polarities** are opposing views on an issue.

For example, on **nuclear energy**:



- one person is in favour because it is cheap;
- another against it because it harms nature.

Nuclear energy is the energy inside atoms.

Polarised opinions create roles.

For example, being an advocate or a critic are 2 roles.

A person is an advocate when he or she supports or defends an idea. For example, the use of nuclear energy.

A person will have a critical role when questioning or analysing an idea. For example, the risks of nuclear energy.

There are many roles in a group.

Each person in a group can be in different roles at the same time. Each person is more than just one role.



For example, the same person can be both a critic and an advocate.

A role can be both on one or more people in the group. Each role is more than one person.



For example, several people in the group can be advocates of an opinion at the same time.

For this reason, people will act in different ways and we will not always know what they are going to do.

Next,
creates a **field map** before the Open Forum.



Field Map is a list of topics and roles that can be raised in the Open Forum.

It also shows how the roles are related.

You can create the map in a group or alone.
It is better to work in a group and with different people.
You can also work with the facilitation team.

In groups there are also **Ghost roles**. **Ghost roles** are roles that **are difficult to fill**. Therefore, nobody assumes or speaks from these roles and they remain ghosts.

A role is **difficult to fill** when the person has to take on parts of him/herself that he/she does not recognise.

For one person

It can be difficult to say that she is a liar because it involves acknowledging that she is lying.



For example, one person says they feel that they are a victim of **climate change** but does not recognise that he encourages it when he pollutes with his car.

Climate change is the warming of the Earth by gases from human activities, such as transport or factories.



The role of polluters and climate change is a ghost role.

When someone uses the car too much, they pollute the air unnecessarily. The air becomes polluted and warms the earth.

This warming can harm other beings by causing more natural disasters.

For example, more heat waves or droughts.

Questions to uncover roles



These questions may help you to discover or find some roles in the field:

- Which people or roles have the most power?
- Who do people think has more power?
- Which people or roles **do they marginalise**?
- What people or roles can be in the news or public dialogue on the forum topic?

To marginalise is to exclude someone or something that is not considered important.

These questions can help you **anticipate** the flashpoints and **hot topics** of the forum:

To anticipate is to know before it happens.

- How will people or roles relate to each other?
For example, one will have more power than another or not.
- What people or roles will come to the forum?
- Which people or roles will not come to the forum?
- Which people or roles will they feel comfortable with?
- Which people or roles will be of great interest?
- Which people or roles will feel excluded?
- What people or roles will they have **personal experiences** on the subject?
- Which people or roles will not have personal experiences on the issue?
- Which people or roles think a lot about the issue?
- Which people or roles do not think about the issue?

Conflicts are issues that provoke disagreement or conflict.

Personal experience is something that is lived or happens to the person him/herself.

List the polarities

Remember

Polarity is understanding a situation in opposite or very different terms.

Think and imagine the role of a person.



For example,
a person who leaves home and suffers.

Now, think of some opposing roles.



For example,
a person who does not leave home; a person who has 2 homes.

Next,
think and imagine the role of another person.



For example,
a person who takes a migrant person into his or her home.

Now, think of some opposing roles.

For example,
a person who does not take a migrant person into his or her home;
a migrant leaving home.



Tips for facilitation

You can create a polarity list or map with the 3 levels of reality.

You can show how they relate to each other with drawings, symbols, words or gestures.

You will find more information on Arnold Mindell's 3 levels of reality in the **Theoretical Framework** and the **TILDE Programme**.

Process Structure Mapping

The method we propose to detect roles and **events** in a forum is based on a book by Amy Mindell.

Events are things that happen or people do.

This method is suitable for a forum rehearsal as well as for a real Open Forum.

The method analyses the 3 levels of reality.

Each reality has events that happen on all 3 levels at the same time. but in a different way for each one.

Realidad consensuada

Lo que se acepta como experiencias "reales" por la corriente mayoritaria, los datos, lo medible o contrastable, etc.

Mundo de los sueños

Roles y actitudes en un grupo; experiencias que no son tomadas como "reales" por todas las personas; experiencias más invisibles, polaridades, emociones, etc.

Realidad de la esencia

Estado de conciencia no dual. Es un estado efímero donde se percibe una conexión con todo como, por ejemplo, cuando subes a una montaña y te sientes parte.

It is about being aware of what is happening on the 3 levels of reality:

- **Consensual Reality.**
This level of reality is easier to perceive.
People share it in a similar way.
- **Dreamland.** This level of reality is more difficult to perceive. It depends on each person's experience.
- **Essence Reality.**
At this level of reality there is no **polarity** or **duality**.
At this level, people feel the connection to a larger whole.

Polarity is perceiving reality in opposite terms. For example, good and evil.

Duality is the perception of reality in 2 parts. For example, conscious and unconscious.

The Consensus Reality includes:

- the Open Forum theme;
- **primary identity** of the people who expose first.

Primary identity is what we identify with.

The Dreamland includes:

- **secondary processes;**
- **sensory information;**
- **Layout** of people in space;
- volume and tone of speech.
- high points;
- time resolution points;
- disempowered or marginalised roles;
- publish events and history.

Secondary processes are aspects of experience with which we do not identify.

Sensory information is information that we perceive with our senses.

Layout is where and how people are placed on the site.

The facilitation team process includes:

- their reactions, emotions and mood;
- the relationship between people in the team.

Finally, reflect and ask yourself:

- What roles do you know well?
- What roles do you not know?
- Are there any roles that bother you?