

HANDBOOK FOR HARVESTING WORKSHOPS

USER MANUAL FOR MULTIPLIERS



SOS CHILDREN'S
VILLAGES

Hermann Gmeiner Academy



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Introduction

Why this handbook

This handbook is an attempt to compile the approaches and methods used during the experience exchange and knowledge sharing project called Harvesting. We hope to spread the approach and methods used. It serves as a basis for the practical implementation of participatory processes of collaboration and leadership.

After providing a short introduction to the main ideas of SOS Children's Villages Harvesting and its goals and benefits, we will focus on describing the methods and tools. As we have witnessed the strength of these participatory approaches during years of implementing Harvesting workshops, we intend to promote the use of the methods throughout the SOS Children's Villages federation, into the different work areas of Harvesting workshop participants and beyond.

The participatory methods used in Harvesting can be applied to day-to-day work life at SOS Children's Villages. Experiencing the different tools during the course of the Harvesting workshop inspires the participants to use them, for example during meetings and gatherings with

- SOS parents
- young people in the care of SOS Children's Villages
- caregivers
- sponsors and donors

We see this as a positive side-effect of the Harvesting workshop that creates a long-lasting impact for the organisation.

During our biannual virtual circles and our email correspondence with former Harvesting workshop participants, we regularly get feedback on how the participants use the methods they embraced during the Harvesting workshop. Moreover the conscious shift from a problem-solving approach to appreciative inquiry enables the participants to enact positive change within their direct work environment. The ongoing group exchange on these experiences keeps the Harvesting network alive.

With this handbook we want to encourage more people to work with this set of tools and the appreciative inquiry approach. We believe they have great potential to foster meaningful conversation, lead to a sustainable positive change and support the exchange of experiences and transfer of knowledge.

SOS Children's Villages Harvesting workshops build on the concepts of Appreciative Inquiry¹ and Storytelling². Our approach in hosting the Harvesting workshops and networking process is based on the principles of the "Art of Hosting"³ community. We are in constant exchange with this vivid and enriching community of practice.

About this Handbook

This handbook is one part of the "SOS Children's Villages Knowledge Harvesting Workshop Curriculum" that comprises three parts as follows:

Curriculum: Describes target, structure, framework, scientific approach and methods used.

Handbook: Is an „instruction manual“ for multipliers who aim to offer an entire Harvesting Workshop or plan to implement parts of it.

What inspires us in our work for SOS Children's V.: Contains stories told by Harvesting workshop participants about extraordinary, life-giving moments in their worklife as well as dreams for their professional future in SOS Children's Villages.

By describing and giving reasons for approaches and methods used we want to guarantee the repeatability of Workshops called "Harvesting" and want to define the scope for the format that uses this workshop title.

We are happy to be informed by multipliers and are happy to consult or co-host your workshops.

SOS Children's Villages Hermann Gmeiner Academy
Education Team

¹ Cooperrider/Whitney/Stavros (2008): Appreciative Inquiry Handbook.

² Denning (2011): The Leader's Guide to Storytelling. Dietz/Silverman (2014): Business Storytelling for Dummies. Frenzel/Müller/Sottong (2004): Storytelling. Das Harun-al-Raschid-Prinzip.

³ Art of Hosting (2015): The art of participatory leadership workbook. www.artofhosting.org

Impact of Harvesting

The Harvesting workshop process impacts each participant on a personal level as well as SOS Children's Villages worldwide.

- Participants learn and benefit from each other's wealth of experience in making a difference in a child's life. During the intensive group process, they **discover their strengths**. This helps them find identity, meaning, and purpose in work life through a connection to the bigger picture: SOS Children's Villages International, an important player in alternative child care.

"It was a wonderful experience in life to be a participant of harvesting. I have a feeling that I received the greatest appreciation and reward of my work in my life. To meet so many great friends from different parts of the world is not common. I am highly influenced by the intimacy and trust which developed naturally among us within the nine days which I am sure will last forever. [...]With great delight I shared my harvesting experience with all children, mothers and coworkers. "

Bhola Nath Paudel, Project Director SOS Children's Village Bharatpur, Nepal, participated in 2012

- Coming together in Harvesting offers participants the possibility to **reflect on what the vision of SOS Children's Villages means** for their work. It offers a path for co-workers to unlock their potential for the benefit of children and young people in the care of SOS Children's Villages.
- Looking at moments, patterns of behaviour or circumstances when SOS Children's Villages' co-workers are achieving **best results enables SOS Children's Villages to grow in that direction.**

"(...) I feel so proud to be part of the Harvesting network, mainly because there are great human beings with huge dreams for a loving home for the children of the world! Harvesting made me feel alive, motivated myself to continue giving the best of my heart and brain for the children and to move actions in my circle of influence. "

Emilce Peñon, National Sponsorship Advisor, SOS Children's Villages Colombia, participated in 2012

- Increased understanding of the field work and of the administrative back up vice versa influences the professional performance and collaboration within the federation positively.

"Compare it to a beehive with each bee having its particular function and specialization. With each bee performing its assignment with passion and skill, their differing skills and competences collaboratively contribute to the general success and sustainability of the bee colony."

Erika Sunnemark, Manager Sponsorships, SOS Children's Villages, Sweden, participated in 2014

- Harvesting proves that telling one's own story and relating it to the narrations of colleagues **fosters the feeling of belonging, inspires taking action, gives motivation and is lived appreciation.**

Harvesting workshop foundation

The (Hi)Story of Harvesting workshops

It all started at the Hermann Gmeiner Academy in Innsbruck, Austria in 2002. All in all, 128 co-workers have participated as of June 2016. So many colleagues who have partaken in a Harvesting workshop tell us with excitement how they still retain this time as a special and treasured memory. They continue to be enriched by the stable network, by the wealth of experience they gained and by the fruitful exchanges of best practices they had. Harvesting workshops have become an integral part of the Herman Gmeiner Academy's education programmes. The workshops now take place every twelve to fourteen months.

Goals of Harvesting workshops

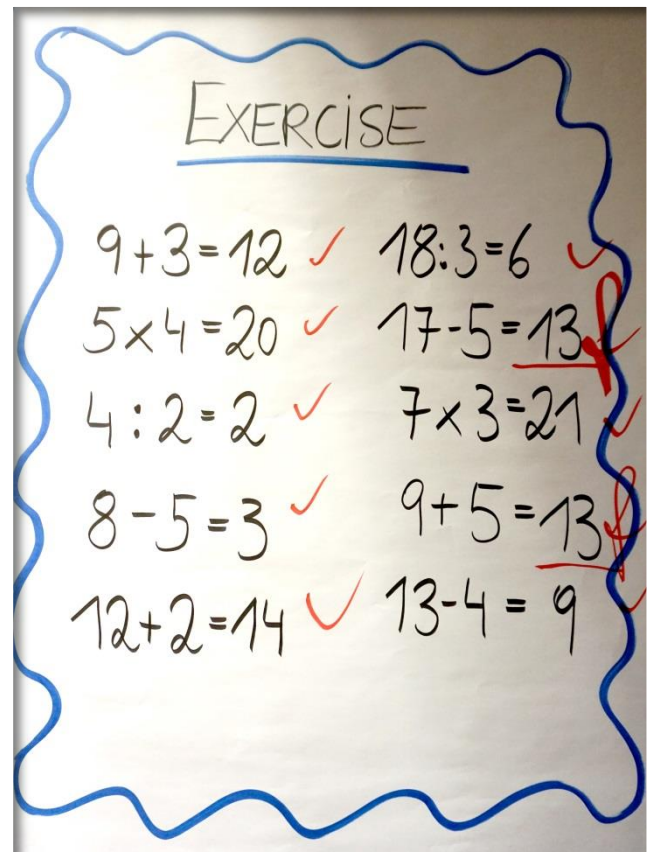
The overall goal of Harvesting is to discover what works well in our daily work, what gives strength to SOS co-workers and what we can build on within SOS Children's Villages. Furthermore, knowledge sharing within the worldwide federation is a central aim of the Harvesting workshops. Harvesting is about mobilizing and spreading the fire of enthusiasm and strengthening the feeling of belonging through getting to know the many faces of the organisation.

Diversity is essential

For each workshop we invite a group of 22 long-standing co-workers from different hierarchical levels and functions, from various backgrounds and countries. Harvesting thrives on diversity. Participants come together to discover the treasures of their rich work experience and knowledge through a process detailed on the following pages. SOS co-workers tell stories that deal with issues that are of particular importance to our **vision**: *Every child belongs to a family and grows with love, respect and security.*

Focus on what works well

Systems and human beings grow in the direction of their focus. In Harvesting we focus on the things that help us achieve our **mission**: *We build families for children in need, we help them shape their own futures and we share in the development of their communities.*



What do you see in this picture?

What happens during Harvesting workshops?

The Harvesting workshops are designed, developed and carried out by the Hermann Gmeiner Academy's education team, comprise the following parts.

Generating and sharing knowledge

In Harvesting, knowledge sharing refers to the sharing of tacit knowledge, which could also be described as the intuitive knowledge that is rooted in context and practice. This requires a culture conducive to this type of sharing, as this kind of knowledge is not easy to articulate. Therefore, our focus for the successful sharing of tacit knowledge lies in appreciative social interaction and teaching.

Networking

Building enduring, mutually beneficial relationships that are the catalyst for success. We foster continually connecting new people by linking yearly emerging Harvesting networks with one another. We cultivate and leverage the emerging network.

Incentive

Harvesting allows participants to share their experiences with others and reinforces the reward and the behaviour that led to the giving of the reward. The workshops are one way to increase employee motivation, to reduce turnover, boost morale and loyalty and increase retention.

Capacity building

We foster a process of equipping Harvesting participants with the understanding, skills and access to knowledge that strengthens them in their effective performance. We visit the first SOS Children's Village located in Imst and enjoy a topic-guided city tour through Innsbruck related to the roots of the SOS Children's Villages federation.

Workshop structure in a nutshell

Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7
Learn and practice Harvesting approach		Knowledge Sharing		Learn and practice Harvesting approach	Knowledge Sharing and Networking	Capacity Building
<ul style="list-style-type: none"> • Give orientation on the workshop process and methodology • Create safe space within the group and build trust • Introduction to Harvesting Storytelling and to Appreciative Inquiry • First steps into Storytelling exercises 765 	<ul style="list-style-type: none"> • Practise Storytelling based on Appreciative Inquiry • Discover what gives life to SOS co-workers • Craft and document story 	<ul style="list-style-type: none"> • Connect with SOS's roots and history through a topic-oriented guided city tour in Innsbruck • Sharing of stories. Session open for guests • Finding out collective meaning and factors that give life to each storyteller 	<ul style="list-style-type: none"> • Programme visit focusing SOS core (= care) in the centre • Sharing of stories • Finding collective meaning and life-giving factors of each story 	<ul style="list-style-type: none"> • Participants engage in bridging their dream with the given reality on their specific work place • Peer-to-peer coaching 	<ul style="list-style-type: none"> • Face-to-face exchange of Harvesting participants with co-workers from Innsbruck offices in a World Café 	<ul style="list-style-type: none"> • Summary of approach and methods used in Harvesting Workshop • Further networking • Self-reflections on the workshop process
	Knowledge Sharing	Capacity Building	Networking	Networking	Knowledge Sharing	Networking
	<ul style="list-style-type: none"> • First sharing of stories in the whole group • Finding collective meaning in stories 	<ul style="list-style-type: none"> • Envisioning future grounded in those aspects that give life to each co-worker and to SOS Children's Villages 	<ul style="list-style-type: none"> • Experience closeness within the group created by joint experience • Prepare exchange with more colleagues beyond the workshop group 	<ul style="list-style-type: none"> • Joint finding of relevant questions to be discussed in a World Café together with International Office colleagues 	<ul style="list-style-type: none"> • Continue sharing stories • Find collective meaning of stories 	<ul style="list-style-type: none"> • Networking with former Harvesting participants • Exchange with colleagues from Innsbruck in a loose atmosphere at the World Kitchen Dinner

From individual experience to collective meaning

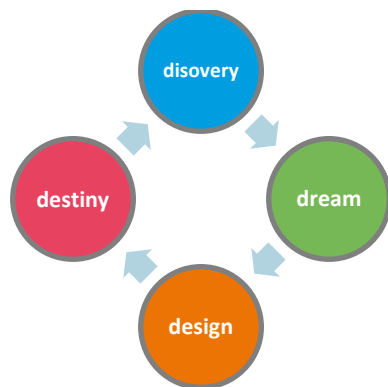
In Harvesting knowledge sharing takes place within and beyond the workshop participants group. Harvesting participants tell their stories in a variety of settings, from small to bigger groups to the sharing with other colleagues from the International Office.

In the Harvesting process we aim to extract the **tacit knowledge** of participants. "People carry knowledge within them that involves such intangible factors as personal beliefs, perspective, instinct and values (...) It is more of an 'unspoken understanding' about something, knowledge that is more difficult to write down in a database"⁴ embedded in their individual experiences.

The following activities help convey the knowledge SOS Children's Villages co-workers hold.

Extracting knowledge

The underlying approach of Harvesting is called "Appreciative Inquiry."⁴ The process cycle wheels from **discovery** to **dream** over **design** to **destiny**, with the aim to extract knowledge.



In "**discovery**" participants discover what gave them life and strength at times when they were at their very best at work. They discover what is already there, their joys. We use questions, like "Tell me about a time when you felt energized in your work?". In phase two, called "**dream**", participants, with their discoveries in hands start imagining a future with increased strength, more life and energy to support the mission of SOS Children's Villages. Here again we

ask questions like: "What might still be?" "What can it look like?". Participants bring them out in a symbol for themselves and for others to see.



They are equipped now to begin **design**. Like an architect, they design the future they think worthy for their circle of influence⁵ within SOS Children's Villages. How to expand aspects of what works well in order to support the SOS Children's Villages mission? We ask questions like: "How can we get there?" This is the time to give shape and structure to the participants' expectations and desires. Now that participants have what they desire in shape, they begin seeking partners, support, measures, infrastructures, means and chances to realise their designed project or task in normal day life and work. In this phase the collective wisdom of the Harvesting group is of great value. This last phase, called **destiny**,⁶ helps each participant define concrete milestones on the way to build their desired future.

The Appreciative Inquiry approach, together with storytelling,⁷ is the underlying methodology for a successful Harvest of the valuable knowledge of participants.

⁴ D. Cooperrider/D. Whitney/J.M. Stavros (2008): Appreciative Inquiry Handbook. For Leaders of Change. Second Edition, Crown Custom Publishing, Inc., Ohio and Berret-Koehler Publishers, Inc. San Francisco.

⁵ Stephen R. Covey (2013): The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change, Simon & Schuster, NY.

⁶ Some authors use "delivery", a term that was subsequently changed to "destiny" as "delivery" can evoke images of traditional change management implementation which may be counter to the very philosophy of Appreciative Inquiry.

⁷ See references page 23.

Harvesting: Making collective meaning out of the extracted knowledge

The process of SOS Children's Villages knowledge "Harvesting" goes beyond the core group of participants. It is our aim to support individual and collective meaning-making. Harvesting acts to inspire all co-workers in the worldwide federation. We capture SOS Children's Villages' achievements by making collective knowledge visible, accessible and useful. We produce an outcome with the participants that is both tangible and intangible and produces results on the collective and individual level. The outcome can be tangible e.g. as the documentation of results of a meaningful discussion, as a story in the story compilation, as a short film about the workshop process. It can also be intangible and happen on the level of strengthening relationships, feelings of belonging or gaining important personal insight.

We have a media-rich environment at our fingertips and use it to share the learning we generate. We take advantage of these tools to make learning visible and useful. We embrace diversity. We acknowledge different cultural backgrounds, but also different learning styles in the group of participants. Learning styles vary from visual, auditory-musical to kinesthetic, from introverted to extroverted. Using tools and modes that work for a range of learning styles enhances the ability for all voices to contribute in a process. Capturing the Harvest in different ways allows it to speak to different audiences with gravitas and influence.

Thus by knowing what we in SOS Children's Villages are good at, all involved feel motivation, commitment and positive energy. This document is one way of spreading the knowledge. Read how we generate, extract and harvest the knowledge during the workshop.

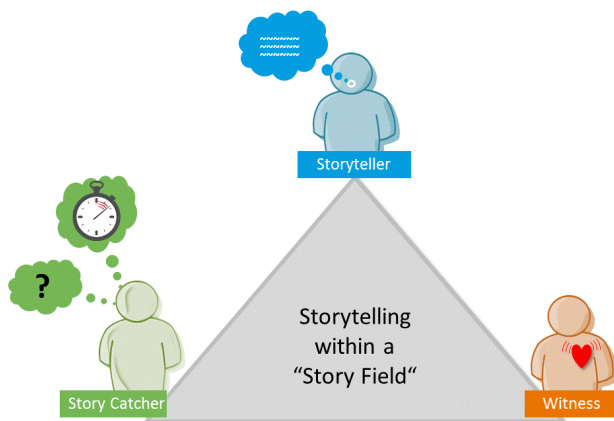
How we share knowledge

Face-to-face knowledge sharing within the Harvesting workshop group

In this section you will find descriptions of the methods we use in Harvesting. By explaining how to implement them, we encourage you to use and adapt them according to your context and the topics you are working on.

"Storytelling in a story field"

Storytelling is an act of courage and creativity. We create a "story field" that consists of three people. The roles of two are to honour and appreciate the openness and courage of the storyteller. Working in a trio enables the storyteller to let him/herself be guided by questions asked by a story catcher.



All stories carry important insights that we call life-giving forces referring to the Appreciative Inquiry. We extract the life-giving forces of each story as overarching topics e.g.: respect, listening and trust, valuing human beings, risk and surviving, relationships, being ready for change. These life-giving forces are used to inspire action toward the desired future of each participant through the four-point-cycle.

When to use

- To encourage participants to immerse themselves in their own experiences and discover moments of flow in their work
- To enable an authentic form of sharing and knowledge discovery

What to plan and prepare before you start

- Think of a few questions that can help the storyteller to get into the process of telling the story
- Prepare a hand-out with roles and questions
- Prepare enough quiet places where trios can work without being disturbed

How to implement

- Explain the roles and process to entire group of participants
- Hand out a short explanation of the process and the roles together with the starting question
- Split the group into groups of three
- Decide on the roles for the current round of storytelling

Roles

- The storyteller immerses him or herself in memories and tells his/her individual story
- The story catcher asks questions and tries to maintain the flow of the storytelling
- The witness listens respectfully and closely to the story and gives short appreciative feedback by telling the storyteller how this story touches him/her on an emotional level at the end
- After the first round of storytelling, the storyteller gets ten minutes to take note and reflect on the story by him/herself
- The rounds are repeated three times, with the group members rotating roles

What you need

- Quiet space for small groups
- Hand-out



Collective Story Harvesting

When to use

Collective Story Harvesting is a powerful method to create room for sharing knowledge and practices within an organisation. Storytelling raises awareness about relevant topics and builds emotional connection. By actively listening to the storyteller, the whole group is encouraged to reflect and take different listening perspectives – a way to create collective wisdom.

What to plan and prepare before you start

- Look for a story about, for example, a change process, or an inspiring project
- Find a person who was directly involved and can tell the story from his/her perspective
- Help the person to think about how to tell the story in an natural and inspiring way
- Keep the elements of a good story in mind (hero, challenge, solution...)

Prepare question/ topics that can be used as “Wisdom Catcher” (cards)

- **Pivotal moments and breakthroughs:** What are the pivotal moments or breakthrough moments in this story? What can we learn from them?
- **Relationships:** What can we learn from this story about the importance and tending of good relationships and how we can work effectively together?
- **Overcoming barriers:** What barriers were encountered in this story and what can we learn from them?
- **Innovation:** What were the innovative ideas? What failed experiments did we learn from?
- **Common ground:** What can we learn from this story about releasing generational assumptions and discovering common ground?

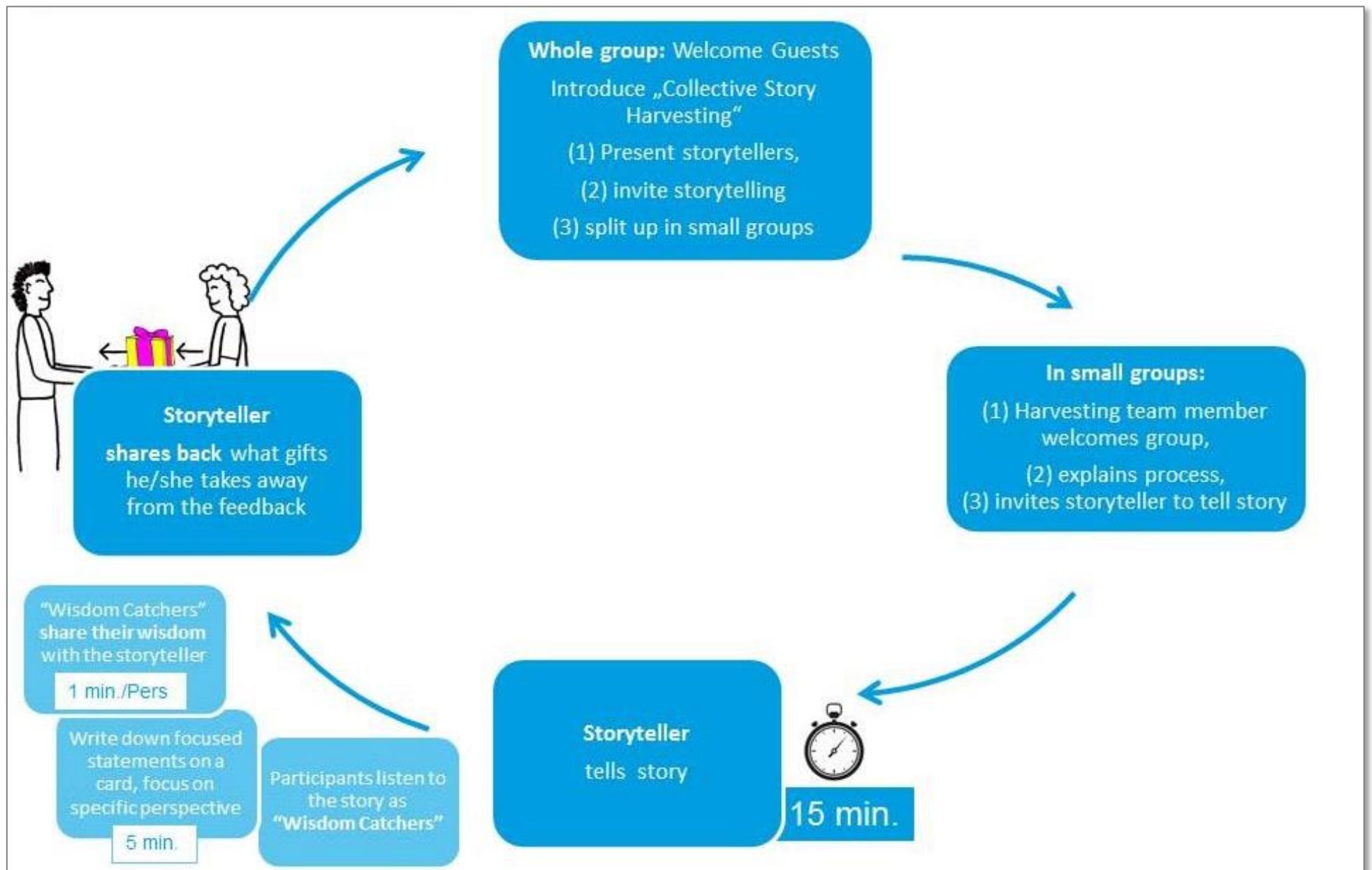
How to implement

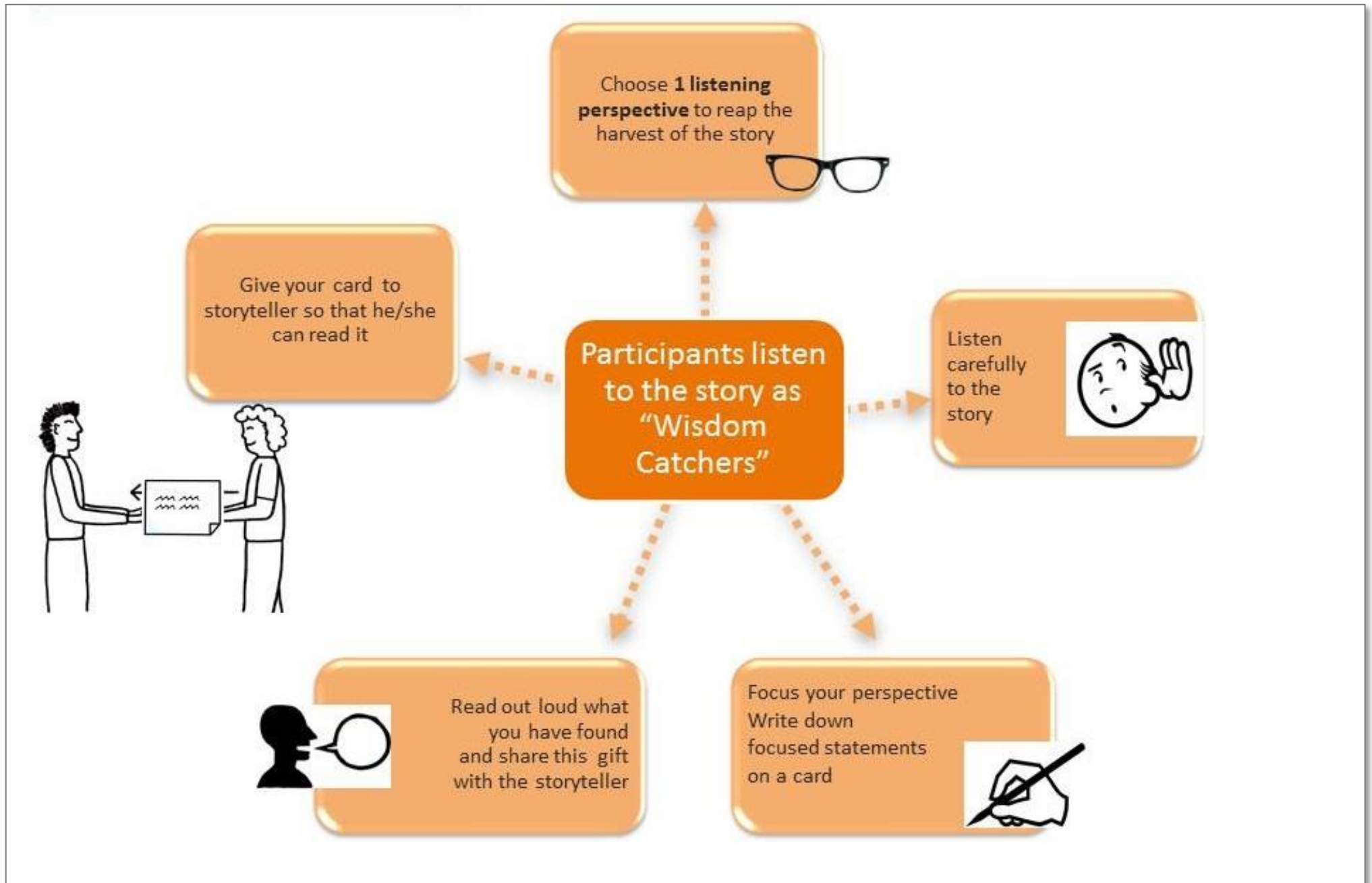
- Total time is 45 minutes
- Introduction to process and roles
- Handout Wisdom Catcher sheets to volunteers
- Storyteller shares story (approx. 12 minutes total)
- Wisdom Catchers listen with focus of question
- Wisdom Catchers share back (25 minutes total)
- Storyteller shares what gifts or insights they are taking away (5 minutes)

What you need

- Cards with Wisdom Catcher questions
- Flip chart

Please find graphics showing the process steps of “Collective Story Harvesting” on the next page.





Circles at “fire place”



“The circle is the basic form underlining all other forms of participatory process. In every type of organization or group, we meet in circles to plan for the future, handle crisis, and listen to each other.”⁸ Part of the Harvesting process is reflecting on what we have accomplished at the “fire place” (a setting similar to campfire) every evening. We create a space for reflection and meaning-making and practice the art of appreciative listening.

Former participants continue to enjoy the group exchange in so called "virtual fireplace circles" on a regular basis.

When to use

- If you want to create room for meaningful conversations that includes everyone and enables a feeling of connectedness
- If you want to hear what participants think and feel about a particular question or about the entire process of your workshop
- If you want to encourage individual and collective reflection

Goal of the method

- To create room for meaningful and inclusive dialogue and reflection
- Repeating ritual to create moments of conscious reflection and to share our insights and learnings throughout the process
- If you want to shift from informal socialising or opinionated discussion into a receptive

attitude of thoughtful speaking and deep listening

What to prepare

- Prepare a powerful question fitting your process
- Think about how you can invite the participants into the sharing practices by explaining the question with simple words
- Prepare a circle with stools/pillows or chairs
- Decide on a talking piece. A talking piece supports turn-taking and active listening and is the only tool you need for your circle practice.
- Prepare a center for the circle (firewood, flowers etc.)

How to implement

- Everybody gets comfortable in the circle
- To indicate the start of a new form of dialogue begin with a short “centring” exercise (read a poem, silence, ...)
- Take the talking piece and announce the question you want to focus on
- Pass the talking piece
- Whoever has the talking piece is invited to speak or pass it on in silence

What you need

- Talking stick/ talking piece
- stools or sitting pillows
- object for centre (firewood, flowers...)



⁸ www.art of hosting.org

Philosophical Round

The Philosophical Round is a method to examine both concrete and thought situations in their essential details before conclusions can be drawn for action and judgement passed. It does not search for a single truth. It rather aims at clarity by exploring the diverse nature of things, issues and concepts. The philosophical question asks about the quintessence, the nature, the core of a particular issue or phenomenon.

When to use

- If we want to gain deeper insight or wider knowledge about questions of our concern
- When there is need to gain common ground on complex matters
- To find meanings, relationships between things. It is neither a mere debate nor a discussion

Goal of the method

- When we want to enrich ourselves individually and collectively via thinking
- To discover connectivities and meanings and not to give answers to questions

What to prepare

- Select a specific area of concern, a specific topic area or a specific issue
- Develop an inspiring philosophical question
- Draw a mindmap for yourself to explore the diverse nature of the concept or topic
- Write down the philosophical question on a card or flipchart
- Clarify rules, roles and choose facilitator /moderator
- Prepare conducive atmosphere
- Decide on sitting order (ideally stools or pillow in circle)
- Choose a "talking stick"
- Choose a symbol of wisdom which will be in the middle (e.g. owl)
- Decide on your ritual for introduction into the theme and process (e.g story, song)
- Prepare papers to write in the middle of the circle (optional)

How to implement

- **Start:** everybody gets comfortable in the circle

- **Welcome statement:** explain what a philosophical circle is and relationship to process (e.g. discovery – dream).

- **Explain rules:**

- Listen well and with our heart and mind.
- Who has stick is speaking. All ideas are valuable.
- Questions can be asked either to explain, deepen an idea, repeat for audibility purpose.
- Enlarge thoughts by bringing in own experience or own view.
- Time for philosophizing is definite. The sandglass is our time-guide.

- **Start:** begin with your introductory ritual (a story, song, text)
 - Pose the philosophical question and philosophizing begins
 - Pass talking stick in the circle. Participants contribute one after another. When everyone has finished speaking, the stick comes back to the moderator, who tries to animate philosophizing again by bringing in inputs
 - Sandglass indicates length of talking time
- **Rounding off:** ask reflecting questions
 - How did I feel during the process? Did I participate as I wanted? Did the topic relate well to me and my personal experience?
 - Use check ritual: thumb showing:up/down; wolf-cry, etc to evaluate process
- **Moving to action:** What action can be taken to:
 - Visualize results to put results into practical action (e.g. collective mindmap)
- **Facilitator:**
 - Be awake awake and vigilant
 - Ask questions for clarification when needed
 - Ask for an illustration or examples to make it easier to connect
 - Help the participants to change perspective, especially when the topic seems slipping off hand
 - Give a brief summary from time to time

What you need

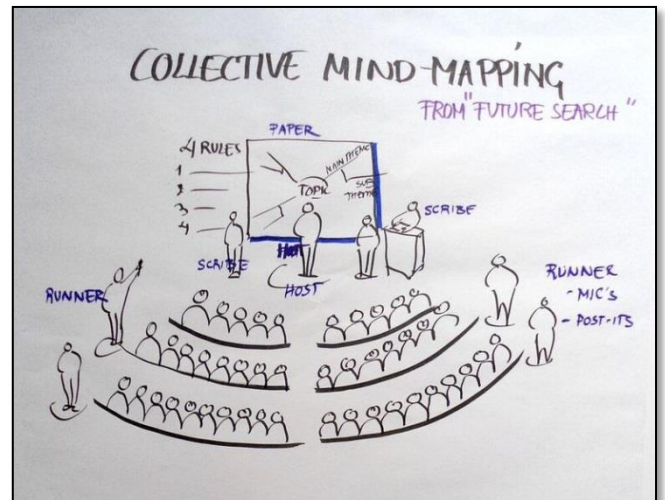
- Sandglass
- Talking stick
- stools or sitting pillows
- Paper and pens (optional)
- Material for ritual (this depends on what is chosen as ritual based on topic)

- Flower pot or symbol of wisdom in the middle

Resource

www.kinder-philosophieren.de

Collective mind-map



When to use

A collective mind-map is a quick and simple way to create a shared overview of issues and opportunities relevant to a particular subject or challenge. It is a helpful tool to visualize the thoughts and perceptions that individual participants have on a particular issue. You can use a collective mind-map to integrate individual ideas into a bigger collective picture.

Goal of the method

A collective mind-map helps a group to build a foundation for working on a specific topic by pointing out that individual perspectives are interconnected and each opinion is relevant.

What to plan and prepare before you start

- Develop a question that builds on the experience of the participants and inspires them to think about different aspects of the question
- Decide how to do the mind-map. It can be done on a larger sheet or electronically by using a mind-map computerprogram and a projector.
- Clarify roles: Depending on the group size (10-100) you will need: one host to facilitate the process; one to six runners, who collect the names of contributors of statements; one to four scribes who add ideas to the mind-map
- Prepare setting: Set the room up as shown in the picture and distribute post-it notes and markers on the chairs.
- Write ground rules on big cards to display later

The ground rules are:

- All ideas are valuable! We do not evaluate or discard ideas at this point.
- Whoever presents an idea or issue decides where it goes on the mind-map, and whether it is a major theme or a sub-issue.
- It's OK to have contradicting themes or issues.
- Whenever possible, give concrete examples.

How to implement

Introduction: The host introduces the ground rules and explains how the collective mind-map will be created.

Creating the mind-map

- Distribute post-it notes on the chairs
- When anyone has an idea or issue they want to suggest for the mind-map, they write their name on the post-it and hold it up
- Runners will collect the post-its and give them to the facilitator, who will then call out the names in the order received
- Once a person's name is called, they can present their idea or issue
- The host asks the participant to present their idea and where it connects to what has been stated already (an existing branch or a new branch of the mind-map)
- One scribe writes down the idea, while the process continues

Voting

- When no more ideas are presented the host wraps up the collecting phase
- The runners distribute sticky notes to the participants
- The host invites the participants to indicate which ideas are central or a priority
- Round-up: Host describes the collective mind-map and summarizes the main insights gained from the exercise

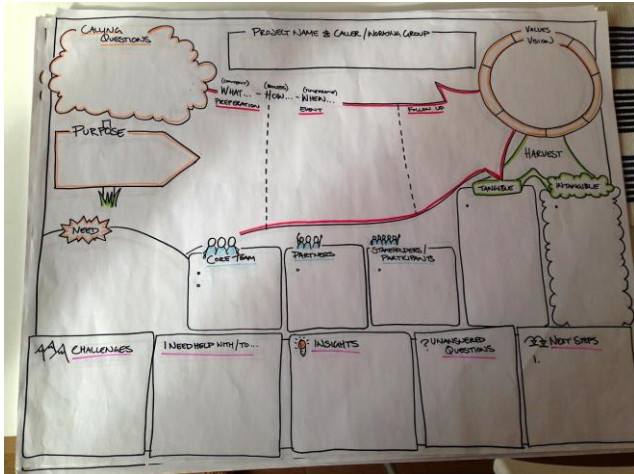
What you need

- A room with a welcoming atmosphere
- Big paper or computer and projector
- Markers
- Post-its
- Sticky notes
- Ground rules for display

Resources

www.artofhosting.org

Design for wiser action



When to use

Design for wiser action is an effective tool to support each other in developing a clear picture about a concrete project and the next necessary steps.

Goal of the method

By using the Design for wiser action method, the project owner gets concrete input on his/her project and uses the group to break the process down into clear steps.

What to plan and prepare before you start

- The “**caller/project owner**” is clear about the desired future and feels the commitment to engage in implementation of the project
- The project, that will be developed out of the dream is in “**circle of influence**” of the caller/project owner
- **Clarify roles:**
 - The Host introduces the process, roles and rules and keeps the overview
 - The Caller is the person who wants help to become clear and craft focus, design and practice in action. He/she seeks feedback that helps to transform the project he/she dreams of into a clear design (see Appreciative Inquiry Phases)
 - The Co-designers: Are the people who help with the first brush strokes of co-creating design.

The ground rules are:

Listen with your heart and mind to understand
 Ask powerful and open questions
 Be generous and contribute your ideas without any expectations
 Value ideas from your co-designers as much as your own ideas

How to implement

Introduction:

- The host introduces the steps of the process, explains the ground rules and the design template, and chooses the caller for this round for the entire group
- Participants split up into several working groups located at the 4-5 working tables

Round 1: (20 minutes)

- The caller describes his/her dream and first ideas on how to design the implementation
- Co-designer asks open questions using the keywords from the design template
- Co-designer write ideas on post-its and explains them to the caller
- After 15 minutes co-designers take a break while the caller reflects on the ideas and insights

Round 2: (20 minutes)

- Caller stays at the table, while participants choose a new working group
- Caller summarizes the main ideas of the dream/design
- Co-designers may ask clarifying questions if necessary
- Caller turns his back to the group and assumes a listening position
- Co-designers discuss questions and brainstorm ideas on how to develop the design further
- After 15 minutes co-designers take a break while caller reflects on the ideas and insights

Round 3: (15 minutes)

- Co-designers go back to working group 1
- Caller presents the further developed design to his former co-designers
- Co-designer asks further questions to clarify the next steps
- Caller summarizes and thanks the co-designers for their generous support

What resources you need

- Room with 3-4 working tables with 4-5 chairs each
- Design template
- Markers
- Post-its
- Ground rules for display

Resource: www.artofhosting.org

Knowledge sharing beyond workshop participant group

Following the workshop process, participants share their new or newly discovered insights with a wider group of people in a variety of face-to-face settings.

World Café conversation

In the Harvesting World Café we create a room where Harvesting participants can connect with more SOS co-workers.

World Café is a method for creating a living network of collaborative dialogue around questions that matter in service to our real work. We have named our café "Meet the Harvesting people Wworld Café".

Participants of the 2015 workshop developed the following questions meaningful to them and to the expected guests:

- How can we ensure that "our" young people live independently?
- How can we keep the child at the heart of our daily work?
- What does sustainability mean in our practical work?
- How can we improve international networking and exchange for increased synergy?

When to use

World Café is a format that encourages a large group to enter a meaningful conversation.

Goal of the method

The goal is to engage a wider circle in a face-to-face conversation about moments of flow and shared values.

How to prepare

- Questions: The Harvesting participants develop three guiding questions with the Harvesting team
- The questions should encourage inquiry around topics that are relevant for SOS Children's Villages and its vision or organisational culture (A different format, like Open books, is used to explore the stories of the Harvesting participants)
- The questions should also be relevant to all participants taking part in the World Café

Depending on our objectives and the available timeframe, we may explore a single question or use a progressively deeper line of inquiry through several conversational rounds.

- **Setting:** We create a café-like environment that makes people feel at ease and invites conversations.
- Each table offers place for four participants and is covered with paper so they can write or scribble notes.
- Provide pens to doodle, write and draw on each table.
- If possible provide drinks and snacks to foster the relaxed atmosphere.

How to implement

- **Welcome and Introduction:** The Harvesting team welcomes the guests and Harvesting participants and introduces the World Café process and the rules, called the World Café Guidelines.
- **Small group rounds:** The process begins with the first of three or more rounds of conversation for groups of four (maximum five persons) lasting approximately 20 minutes.
- We encourage everyone's contribution about perspectives and ideas, while also allowing anyone who wants to participate by simply listening to do so.
- At the end of the conversation round, each member of the group moves to a different new table. These people usually are called "travellers".
- **Table Host:** The group may or may not choose to leave one person as the "table host" for the next round. The table host welcomes the next group and briefly fills them in on what happened during the previous round.

Harvest: After the last discussion round all hosts are invited to share insights from their conversations with the entire group.

Open books

Storytellers open up to their listeners and tell their story like an “open book”. Guests from the international office and the public are invited to select a book (a participants’ story). The “open book” tells the story, answers questions and engages in a meaningful conversation. Guests can choose several books.



When to use

- To share stories face-to-face
- To enable meaningful dialogue and deeper understanding of the reality of SOS-CV co-workers

What to plan in advance

- Invite enough people to “borrow” and “read” the books (approximately same number as books)
- Briefly explain the method and make people curious

What to prepare

- **Prepare books:** Find a “magnetic” story title
- Design an attractive book cover presenting the story
- Write short summary/abstract to make people curious
- Prepare timeline (with 5 minute slots) and pegs for each books to organise “reading-sessions”
- **Prepare room:** creates a “library” setting where small groups of two or three people can talk to each other quietly
- Prepare a reception desk with book covers, timeline and pegs with book titles

How to implement

General introduction:

- Guests (“book readers”) come to the library
- “Open-books” introduce their title to the whole group

Reading sessions:

- Guests borrow one “open book” at a time
- They take their book and find a nice place to “read” it
- The “open-book” tells the story and answers questions
- After 20 minutes they return the book and can choose another book to read

Library reception:

- All book covers are presented at the reception desk
- An additional card with name and book title is created to represent the open books
- The open book carries this card to help the readers and librarians keep track of which books have been checked out and which are available
- Each participant can sign out one book at a time at the reception desk (pegs with the book title indicate the time the book will be returned)
- One or two people stay at the reception as librarians and organise loaning out books
- Duration: 20 minutes per book (several rounds)

What you need

- Cosy chairs and a small table for reading groups
- Material to prepare book covers
- One or two tables for library reception

World Kitchen

World Kitchen builds on the metaphor of a Harvesting feast, which is a tradition many cultures have, even if it is celebrated in different ways. World Kitchen is used to invite the wider community (e.g. more co-workers of SOS Children's Villages, donors and friends) to interact with the Harvesting participants and enter meaningful conversations. Sharing a meal with other people is a very natural way to enable social interaction.



Use if

- You want to create a joyful environment for sharing and connecting.
- You want to open a door to first-hand insights into the work of SOS Children's Villages in various regions of the world
- You want to raise awareness for the relevance of the SOS motto, "A loving home for every child", given the various circumstances that become more tangible through the face-to-face-exchange

What to plan in advance

- Invite people from different levels of the organisation
- Collect recipes from the participants and decide on the menu

What to prepare

- Create a shopping list according to the recipes
- Purchase the food items
- Prepare tags for buffet
- Decorate the tables
- Prepare a "Question menu" with questions that encourage good conversation

How to implement

The World Kitchen is composed of two steps:

Joint cooking

During this phase we invite people from the International Office and other departments to join into this activity. We consciously invite people from different management levels, as offer build to bridges between the different levels of SOS CV. Participation of management team members can be seen as a special asset to this Harvesting activity. Creating something together is not only a nice way to have an informal conversation; it also empowers all the participants. This experience can be transformed into other work areas and contributes to a culture of active involvement.

Eating together

Sharing a meal is a very natural way to connect with people. With World Kitchen we create an atmosphere that encourages openness and makes it easy to enter into conversation. We set small tables where groups of four sit together. Simple questions on cards placed at the tables help to find common ground.

Examples for a Question menu

- How do you celebrate the Harvest?
- What are the three things that you feel most grateful about in your life?
- What were the most important turning points in your life?
- Who are the people who inspire you?

What you need

- A kitchen to prepare the meal together
- Ingredients and cooking equipment
- A room where you can arrange tables for four people to sit together while they are eating

Continuously spreading the fire

The SOS Children's Villages knowledge Harvesting process does not end with the workshop. The fruits of Harvesting are reaped beyond the participant group. Participants use the experiences and methodology learned during Harvesting when they return to their work.

By building on the dream and design developed in the Harvesting workshop, certain work processes become clearer and useful approaches are easier at hand. Harvesting participants leave the workshop with clear plans. Some examples:

- To conduct a workshop with young people using appreciative inquiry
- To organize a team meeting in an environment where co-workers can witness the caring relationships between SOS caregivers and children and young people

That is the appreciative method in practice.

Virtual knowledge sharing

Virtual fireplace

The Harvesting network grows with each new Harvesting group. We keep the "fire" of Harvesting "burning" by regular virtual meetings that we call "virtual fireplace". We use the structure of the circle practice (see p. 11) to enable sharing about how the participants integrate the Harvesting experience into their day-to-day work.

The Harvesting participants feel committed to the "milestones" developed in the design and destiny phases of the Appreciative Inquiry process. The virtual fireplace strengthens the motivation to keep working on the positive change the participants envisioned. The ongoing Harvesting network increases the impact of the workshop by enabling tangible results.

Global Intranet and Workspace

Stories told during Harvesting are published on the intranet to inspire other co-workers. The workshop materials are available and accessible on the global intranet workspace (<http://collaboration.sos-kd.org/>), the intranet and partially on the Hermann Gmeiner Academy website.

Harvesting Workshop Handbook

The handbook is provided in three parts

Handbook A: Harvesting curriculum

Explains the methodologies and approaches that build the basis of the Harvesting concept.

Handbook B: Harvesting methods and approach

Gives an overview about the methods used and provides guidance for implementing these participatory methods in different work contexts.

Handbook C: Harvesting stories

Compile the stories told during the Harvesting workshop. The stories speak for themselves and inspire other co-workers by visualizing the positive moment of flow.

'The Harvest' – making collective meaning

There are different ways to summarise and use the outcomes gained throughout the process. We call these outcomes the Harvest. To Harvest means to make outcomes visible, accessible and to create meaning. We collect individual and collective harvests. An **Individual Harvest** is created through reflection, journaling, etc. The Individual Harvest enhances the individuals' learning and contribution to the collective inquiry. **Collective Harvesting** has a greater potential for emergence and yields more than Harvesting alone. Collective Harvesting raises individual insights to the next level of understanding, a meta-level, where individual meaning is woven into a collective understanding.

The simplest way to harvest insights is to record what is being said and done. This creates a record or collective memory. Recording can be done in words:

- Individual notes, which will be subjective
- Transcripts of output from recorded conversations, which will be objective
- The participants themselves documenting key insights, which will be objective

Usually we do the recording by

- Using templates, transcripts and a visual process map.
- Providing **short videos** to make participants' stories available both verbally and visually.
- Taking **pictures** in order to evoke and recall feelings, atmospheres, and situations

Creating a memory is the first step. As we pick the fruits or seeds for processing, some will be used right away, some will be used for further processing and some will be used as seed for the next season. The second step is making collective sense and meaning. This is where we add value and make the data useful. [The general idea is to take the many bits of information and transform them into "holons"—wholes that are also parts of greater wholes.](#)⁹

What gives life to SOS Children's Villages? Questions like this guide the process of documenting the

outcome of the workshop process and of the ongoing network process.

We analyse the material along statements like the following:

- What works well in our daily activities
- What gives strength to SOS co-workers
- What we can build on within SOS Children's Villages

Together with the workshop participants we analyse their stories along the above-mentioned categories. We condense them into statements.

Harvesting story books

We cluster stories harvested in the first phase of the Harvesting 2015 workshop process. The stories, quite true, are fragments of the rich Harvesting process; still, we fully trust in their power to ignite positive change.

The Harvesting groups discover what works well and dreams about what they want more of in SOS Children's Villages by building on these findings. The focus is on the strengths of SOS Children's Villages!

Harvesting participants embark on a journey of (re)discovering their best moments during their service with SOS Children's Villages.

They are personal stories about moments of flow. They cover many diverse areas, but what they all have in common is this: They are stories of "moving moments", the mere awareness of which "arouses feelings of joy". This awareness alone is a treasure for SOS Children's Villages.

Confidentiality

Storytelling is an act of vulnerability and it takes great courage for someone to put themselves out there to share their story. It's important for us to honour that act and do our best to use each person's story in a respectful way. Therefore some stories remain with the workshop groups.

In many stories names have been changed to maintain confidentiality.

Language

English is not the mother tongue of most Harvesting storytellers. To maintain the original character of the story, editing is kept to a minimum.

⁹ Art of Hosting (2015): The art of participatory leadership workbook, p 67

Harvesting Short Films

Videos can evoke and recall feelings, atmospheres, and situations for those who participated in the workshop. Three types of videos were created in order to:

- Show the variety of experiences and knowledge shared in the workshop using short films of the storytelling
- Allow the audience to be immersed in the story
- Explain the purpose and the setting of workshops
- Verbally and visually show the impact of Harvesting
- Explain the Harvesting method

List of trailers to stories told in Harvesting 2015

<https://www.youtube.com/playlist?list=PLqfzESCEqBWZfcbKnN3JpLfehGRQpUkrm> (by Tantegeert OEG)

Short film about Harvesting (April 2014)

<https://www.youtube.com/watch?v=x5E-IZXHV3U&feature=youtu.be> (by Tantegeert OEG)

- **What is Harvesting?** (November 2012)
<https://www.youtube.com/watch?v=nCRUX42FJT>
A. (© Joachim Puls)

World Café Harvest

We collect the results of a World Café in a collective harvest, since we always try to bring as many stakeholders as possible into the conversation. They themselves do the harvest together, collectively.

To make these results available to a wider group of people we record all results mentioned at the end of a World Café in a mind-map.

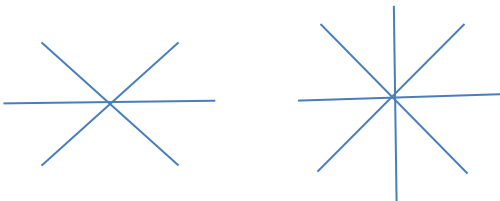
Appendix

Morning exercises

Rope knotting

Lesson/Content: Team building, leadership, finding a common purpose and common ground from diverse angles.

Process: Form teams with 6 or 8 persons each. Form a star on the ground (see below) with ropes.



One person stands at each end of each rope. The aim is to tie and form a knot or lump with the rope until each person is holding only the tip of the rope.

Rules: No talking. Communication is only nonverbal, by signs. At the end, untie again still not talking.

Specifically in Harvesting workshops: We may drop the knots and put adhesive tape around them. Write down the names of participants so that when untying on the last day the groups find themselves easily. This exercise is good for finding out how closeness, levity (lightness), team spirit and friendship develop during the whole workshop process.

Material: 1 m long ropes, energizing music, adhesive tape and a net or small container to store the knots for the last day

Drawing with the balance pen

Lesson/Content: Balance of heart and mind, creates team spirit, brings people together around a common purpose. It is a test of understanding and team work, a test of team dynamics and shows how leadership in a group emerges. It fosters listening and collaborating.

Process: Prepare some drawing paper like a large flip chart or even bigger on a steady base on the ground. Bring the drawing pen and rope. It is necessary that as many people as possible participate to enable the balance to hold. Each person takes an end of the rope.

The game is to draw any image, picture or whatever participants may agree to do. The facilitator does not give suggestions. The group decides on what and also on how they are to go about it. Time is fixed. All talking and drawing happens within the fixed timeframe. Put the balance item on top (egg or ball). The group decides which they want to begin with.

At the end the facilitator discusses and reflects upon the process together with the group. He or she tries to focus on observations of participants about group dynamics, leadership, etc.

Rules: If the ball or egg falls, the group restarts. When it falls a third time, the game is over. This ending of the game shows that the group does not have good functioning dynamics, cohesion, leadership, etc.

Material: Balance drawing set, wood or strong cardboard to fix the paper, adhesive tape, flip chart.



Identify sound and find me

Lesson/Content: Fosters concentration, orientation, building of relationships, trust, shows interdependence, helps finding balance, courage and imagination.

Process:

- Form pairs.
- Each pair agrees reciprocally on a sound by which each wants to be identified and located.
- In two rounds, each of the pairs is located and found by the other.

Rules:

- The finders close their eyes.
- The ones to be found go away from the finders very quietly.
- The facilitator gives a sign and the finders, with eyes closed, begin to move, finding their way to their partner.

Caution: The facilitators make sure the finders are shielded from any danger (like sharp corners, stairs, etc.). Those to be found also agree on a sound which they will give to inform their finders of danger. When you hear this sound, stop!!! And continue again when the original sound continues.

Material: Empty quiet room.

Feeling the spark of energy in space

Lesson/Content: Balancing, training the sense organs, courage, concentration, relationship, phases of relationship, sense perception, absorb energy, self-confidence, trust, empathy.

Process:

Walk – stop – avoid contact.

Walk, stop again – attract – don't break.

Walk again – repel.

Ask the group to gather together closely. Tell them to close their eyes throughout the exercise. Tell them to feel the sound and wave of energy in the room and close to them. Now they begin to move according to your **instructions:**

- Move far apart and stop whenever you feel the energy wave from anything close to you and then move again in another direction. No touching. No contact of any kind. Open your eyes. Observe where you and the others are in relation to the original position.
- Close your eyes again. Now move and feel contact only once with any energy that comes your way. Repel it fast in any way it comes. Open your eyes. Observe again the positions.
- Close your eyes again. Now move and attract any energy you feel and do not repel. Attach to it persistently. Go with it. Do not lose the glue.

Caution: The facilitators make sure the finders are shielded from any danger. Guard all edges to prevent the finders from moving into dangerous places while their eyes are closed.

Material. Empty room



Construct your image

Using others as “materials” or yourself as material. In 2016 participants used themselves as material and the moment of flow they discovered in their stories to form a shape.

Lesson/Content: Relationship building. Building, co-creating a common future. Collaboration. Being one with the moment of flow. Expressing in a visible form, non-verbal intentions. Using shape to communicate an experience or impulse. Being an external observer of your inward expression. Strengthening creative power. Creating your own self. Mutuality. Courage. Creativity. Imagination. Mindfulness. Service. Foresight.

Process: Recollect yourself, your story, your flow moment. Think of an image as an expression for it. Give it a name in your mind. Go into position and form it and show it. It is fine if one by one participants go into the shape of each other to enable each individual to see the whole shape with another person playing his or her own.

Material: Empty room



Breaking rules - widening horizon

We use the third eye, the mind, and the imagination to pierce through the known. Only by this is going extra mile possible!

Lesson/Content: Discover yourself in full swing. Discover your un-limitedness. Discover the power in you to do all. Going beyond limitations. Transcending the known. Experience new horizons. Observing quiet. Armouring the mind.

Process: People get in position. Take reasonable space for themselves. Stretch their arms to full length and breathe making sure not to touch anyone during the exercise. Make sure to have a strong balance well in your feet. Stretch out a hand, point at a point right in front of you with eyes open and turn right or left as far as possible. Mark that point very well with your inner mind. You will go come back to it again later. In the same way you turned, return to the initial position and point.

Now with eyes closed, and hands down, turn in your mind to that spot where you stopped before. And in your mind with eyes closed come back to the initial position. Still eyes closed, begin again and turn, this time, in your mind go round this room three hundred and sixty degrees and return back in your mind to the original position. Still eyes closed, turn again, in your mind, this time, like a bird, fly over the scope and shape of your country and again very quietly, come back to where you started, here in the room.



Now with eyes still closed, turn and go round the globe and in your mind, turn back again to where you started. Open your eyes. Now with eyes open and finger stretched out, pointing at the spot in front of you, turn again to that point where you stop at the beginning, and now try it, go beyond it. Exceed it!



Material: Empty room

Un-knotting the rope

Lesson/Content: Knowing the way down, appreciating differences in processes, team building, unlocking hierarchy, finding a common purpose and common ground from diverse angles.

Process: Each person takes his or her initial rope end and dancing to the music, they find the simplicity in un-doing processes. They un-knot until the initial star is again on the ground.

Material: The knotted balls from the first day, music



Appendix II: Documentation Material

Discovery: Find your flow moment

Discovery phase, Day 2

Finding a moment of flow while taking a walk

Definition of Flow: It is the feeling of pleasure resulting from enjoyment over the attainment of set goals, fulfilment of desired expectations, feeling of being in harmony with experiences of the moment and achieving of success unexpected before.

As you now go in the field, in quiet, in nature and into yourself, open your inner eyes, your mind and your senses. Like on a screen, let certain moments of your work life replay before you. Be attentive to the on-goings in you as you uncover the landscapes of your memories.

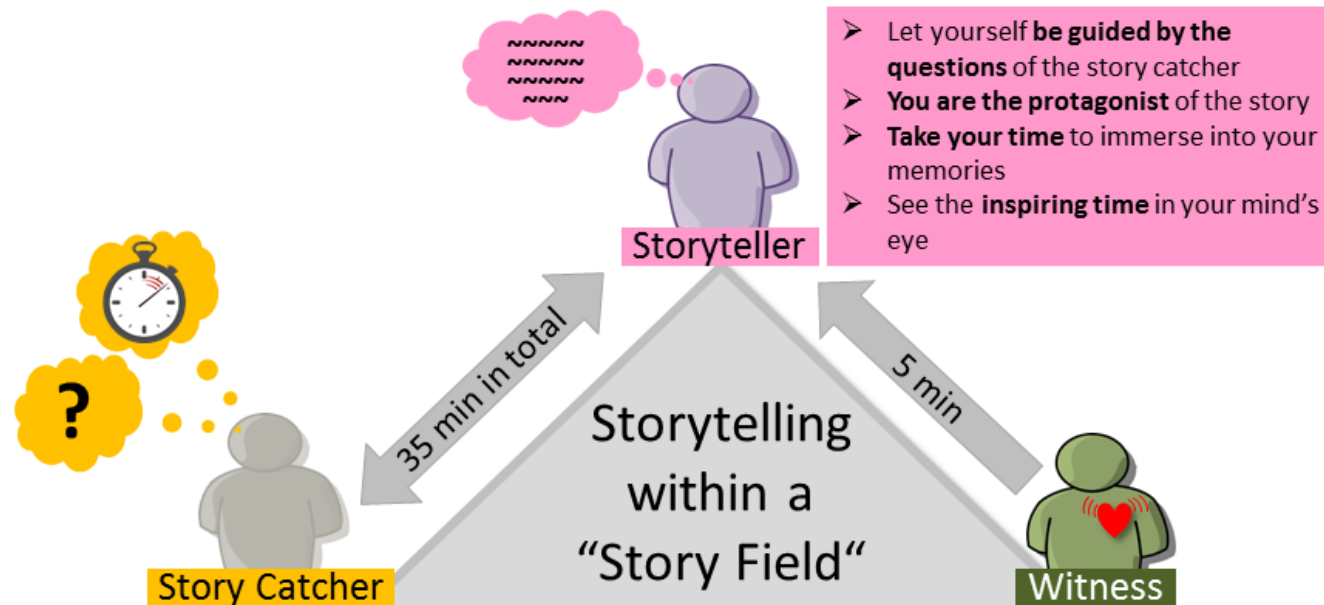
Begin to recall a time, a moment or an experience in your work life when you:

- felt most lively and concentrated
- felt yourself in control of the task before you
- enjoyed having attained optimal goals
- rejoiced over fulfilled expectations
- made the unexpected and unimagined happen
- felt being one with tasks facing you, and with yourself
- wished things can continue going on and on in this way

Recall this particular moment and re-experience once more the joy and flow from it.



Storytelling in a Story Field



- Let yourself **be guided by the questions** of the story catcher
- **You are the protagonist** of the story
- **Take your time** to immerse into your memories
- See the **inspiring time** in your mind's eye

- You are the **time keeper** for this session
- Ask **questions from the interview assistance** to generate a story
- **Maintain the flow** of the storytelling, **ask questions** as need be
- If you notice the Storyteller is digressing, please assist him/her to come back **on track** by reminding him or her. How? **Repeat** parts of the **introduction to the interview assistance**
- To assist **proper understanding of the story** being told, ask questions whenever necessary
- Try your very best to **"catch" the story**
- **After Storytelling:**
 - Please sum up what you have heard

- Listen closely and respectfully to the story shared by the storyteller
- **Do not ask questions** during storytelling
- Observe **your emotional reactions** while listening
- **After Storytelling:**
 - Give short appreciative feedback to storyteller
 - Open the trove of the story by **telling how it touches you on an emotional level**
 - Please share **how you felt** while listening
 - Capture "the pearl" / the gem

Discovery: Tell your Flow Story – Assisting Questions

Discovery Interview II Storytelling Assistance for the STORY CATCHER

Storytelling about a flow moment in your work life



A loving home for every child. My contribution.

Introduction

The following comments and question are meant to assist you being the story catcher. These are proposals.

Please choose only those questions, that you feel supportive for the storyteller.

Assistance for the story catcher – How to start

Thank you for coming ...I'm already looking forward to listening to you 😊

Please think back to a time in your working life when you felt entirely focused on a specific task or project in your given function.

Think of that time you were fully absorbed and energized in focus; the time you were fully involved and truly enjoyed the activity you had at hand. Remember when you were recalling a moment of flow yesterday while taking a walk. Bring that moment you found yesterday now again to your mind's eyes. Please paint a picture of that particular time. Kindly talk about it now! Describe and tell it to me/us.

I assist you with some triggering comments and questions.

Assistance for the story catcher (1)

- Which story wants to be told here and now?
- Would you like to tell me how everything began and what the general circumstances were?
- What was your intention at the very beginning?
- When did you realize that?

Assistance for the story catcher (2)

- What happened exactly...?
- What else was important at that moment?
- Who else contributed to make the story possible?
- And what next?
 - When/ where did it happen?
 - How was this energy you felt?
 - Could you recreate this specific moment for me?

Assistance for the story catcher - conclusion (3)

- Is there a title or a heading for your story?
- Is there a metaphor for your story?

*Thank you for sharing this experience with us.
Thank you for letting us be a part of your story!*



Discovery Documentation Sheet

STARTING POINT

SPECIFIC CIRCUMSTANCES
Who else was involved?
Where did it happen?
How...?

GOALS

THE TURNS

CHALLENGES

When I felt the Flow

INTENTION AT THE BEGINNING

SPECIFIC RESOURCES

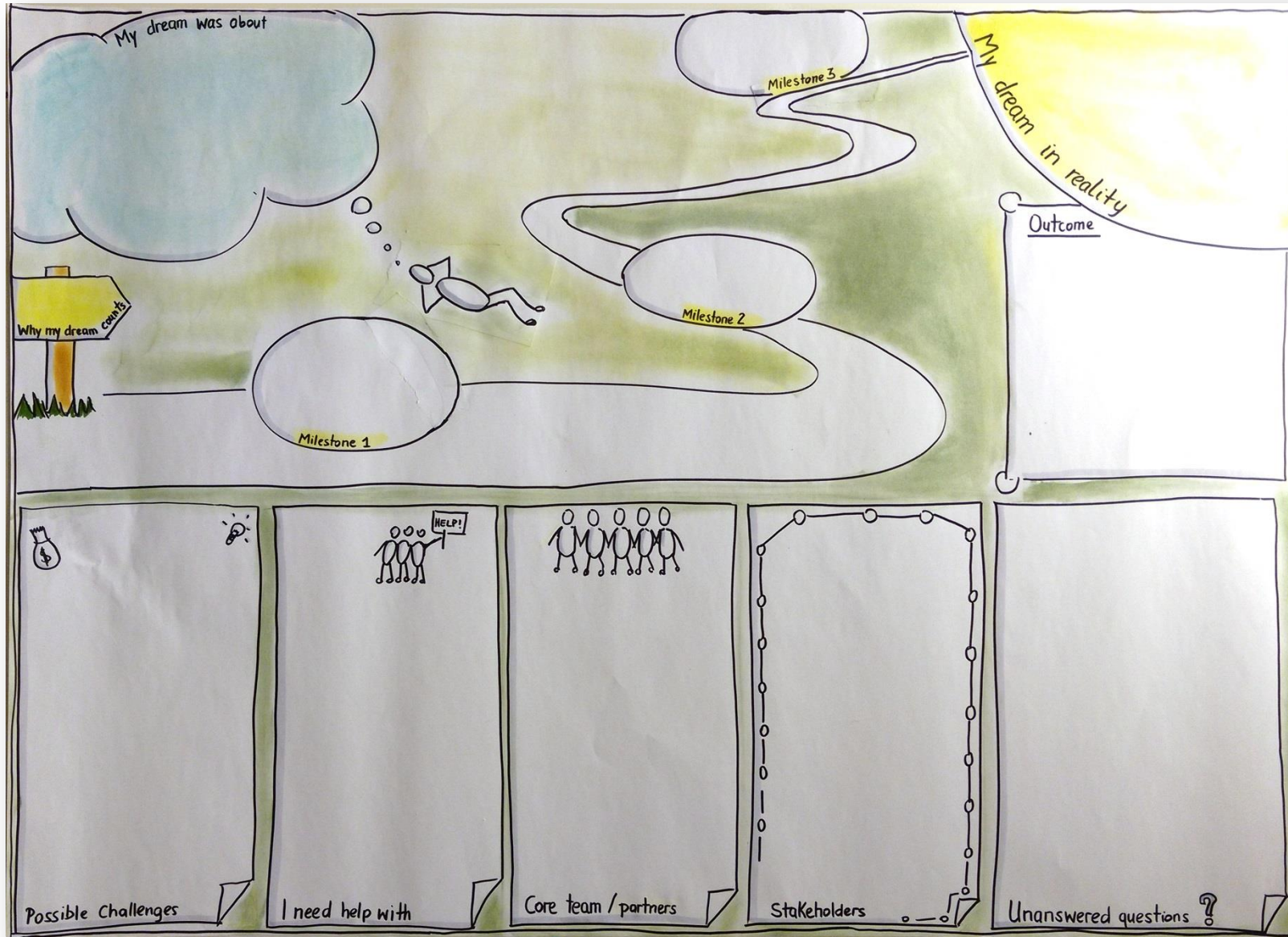
STORY TITLE:

OTHER ASPECTS

OTHER PEOPLE

GOOD END

Design Template



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