

The Art of Hosting and Harvesting: Conversations That Matter

Founded in the early 2000s

Tenneson Woolf and Chris Corrigan

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The Art of Hosting – An Origin Story

In the early 2000s, The Art of Hosting was an experiment. It was a few practitioners, particularly Toke Moeller and Monica Nissen in Denmark, along with a few friends exploring what it would look like to combine participative and dialogic methodologies to support change. Among this small cadre, The Art of Hosting was emerging through a collective inquiry about practices that lay at the root of dialogue and learning. Over time many of us pondered “what if” questions together, and supported each other with stories of experiments that both succeeded and failed. Over a number of years, a growing community of practitioners began to discover a four folded set of patterns that created an emerging and improved container for conversations that matter. In its simplest formulation, it became: be present, participate, host others and co-create. Learning and high-quality innovation and co-creation can occur more regularly in dialogue when these patterns are present at every scale of a conversation.

In those early days, the Art of Hosting was not codified. It was not a formula. It was not a recipe. It was not a training. It was a few handfuls of good people with imagination, courage to experiment, and desire to seriously evolve how human beings exert energy, and hopefully wise action, on behalf of all forms of systems — self, team, family, community, organization, nation.

Starting in Europe and then quickly moving to Southern Africa and North America, the Art of Hosting gathered a group of like-minded dialogue practitioners and facilitators together to inquire into how to teach conversation as leadership, and learning as a key organizational principle. In workshops facilitators previously skilled in methods such as World Cafe, Appreciative Inquiry, The Circle Way and Open Space Technology, engaged in conversations about the practice that acted as “the river beneath the river” for facilitation and participatory leadership.

As capacity built, the Art of Hosting formed the core practice for people doing transformative systems work around the world. In Zimbabwe, a group of learners created Kufunda Village to explore learning in community. In Columbus Ohio, a large-scale community initiative organized people around the question of providing accessible and affordable health care for all. On

Vancouver Island in Canada, indigenous communities met to create a new, indigenous-led child and family services system. In Europe, a group of directors in the European Commission embraced the art, renamed it the Art of Participatory Leadership, and sought to bring new methods of meeting, collaborating and learning together into the heart of European governance. All over the world, The Art of Hosting became a core operating practice of initiatives from meetings, to conferences, to organizational and systemic change efforts.

Invitation

What is our invitation to learn about this approach?

The invitation from within The Art of Hosting is rooted in doing good work in the world that comes from simple, yet ongoing practices of presence and inquiry. It's an invitation that goes to all who inherently know that something substantive is missing from most contemporary forms of meeting. The invitation is to all who feel a longing for better, and whose hunch is that conversational leadership will help point the way. Whether in families and communities, or in organizations and governments, people everywhere have a hunger and need to do good work. For some of us, this is in creating connection. For some, in building strategies. For some of us, it is readdressing a paradigm for how human beings are intelligent and kind together.

The invitation at The Art of Hosting and throughout the many offerings world-wide, and through active communities of practice and relationship, is to grow skill in practice. As it was 20 years ago with the first practitioners, it is to be in conversations that support connection and learning. To try things. To share stories. To be generous in learning. To be generous in invitation. To evolve change through dialogue and participation.

Purpose

Why use the Art of Hosting?

Descriptions of “use” of The Art of Hosting come from many people. Among these, Mary Alice Arthur writes on [The Art of Hosting website](#), “Groups and organizations using the Art of Hosting as a working practice report better decision-making, more efficient and effective capacity building and greater ability to quickly respond to opportunity, challenge, and change. People who experience the Art of Hosting typically say that they walk away feeling more empowered and able to help guide the meetings and conversations they are part of, they move towards more effective and desirable outcomes.”

System

Who uses the Art of Hosting?

Mary Alice Arthur writes on [The Art of Hosting global website](#), “All around the world there is a growing community of people from many walks of life who are learning, practicing and reflecting on the Art of Hosting Conversations that Matter. This community of practice is

engaged in fascinating projects around the world. The Art of Hosting is being used at all levels of society, in Business, NGOs, Communities, in government, local as well as national and regional, in families and in more complex multi-stakeholder processes.

The Art of Hosting is being used as a basis for innovative work in healthcare, education, with young people, in the justice system, and in many other places. It enables those feeling called to grapple with large issues both a framework and an approach that hones their skills, builds their capacity and offers an invitation to others.”

Education

“All around the world, education is both touted as the foundation for civil society and seen as an on-going challenge. Too many children are failing, teachers are challenged with packed classrooms, and many parents wonder what their children are learning that will help them navigate and learn in a world of ever-growing complexity.

Art of Hosting practitioners are taking the practices into the classroom with great results. Using circle to help children and students prepare for the day's lesson, World Café as a way for groups to share what they already know and identify what they need to study, Open Space as a way to share knowledge and inquire into topics together are some of the ways that participatory practice helps students to take responsibility for their own learning and gain skills in working well in groups. This approach recognizes that students need to be active learners and encourages teachers to host the learning, rather than being solely responsible for content. The result is a field of learning where everyone is engaged.”

Healthcare

“Art of Hosting is beginning to make inroads into the practice of healthcare. A decade-long inquiry into affordable healthcare in Columbus, Ohio, USA is built on Art of Hosting practice. Starting with the head of the Medical Association, who found colleagues and partners in other leaders across the community, Our Optimal Health is an initiative that has included medical practitioners, patients, healthcare organizations and the wider public.

It is an on-going inquiry aimed at streamlining and strengthening affordable healthcare across the community and a model of how participatory practices can make a change in the way complex and challenging community issues can be worked with. Many other initiatives and inquiries have sprung from this work. Inside the Medical Association itself, it is proof that participatory practice works alongside standard organizational practices in ways that bring successful results.”

Youth

“Young people are our future!” so many of us say, but how do you welcome and work with the energy of youth when they are disengaged, disenfranchised and disappointed with what life offers? The Art of Hosting community is using participatory practice to create spaces and places for young people to learn collaborative skills and work on issues that are important to them. In places like Nova Scotia and Ontario, in Canada, practitioners have used the motto “if it’s about us, don’t do it without us” to focus on bringing young people into community

conversations, teach them participatory skills and mentor them to take the lead with great results. Art of Hosting's very fluid and participatory style suits both younger generations and intergenerational work."

Experience

How does the Art of Hosting work?

In preparing this Chapter, Chris and I (Tenneson Woolf) asked our community to respond to a question about essence — it had the flavor of "What is it that is essential for an Art of Hosting to be called an Art of Hosting?" What is it that makes a multi-day gathering (not a shorter workshop for which additional variety could be present) recognizable as part of a brand or shared identity? There was no one answer to this question. There were many responses and reflections that represented, at times, learned patterns that carry forward an integrity of naming. Or at times, preferences that highlight unique skills that people on particular hosting teams have.

The responses from the community were beautiful.

- Some responded with underlying belief — "It's about now-ness." "It's about staying with the center, knowing that all else are portals to that center."
- Some responded with favorite practices — "It must include Appreciative Inquiry." "It must include design for wise action and design for harvest."
- Some responded with how to work as a hosting team and preparation — "There must be transparency in roles and invitations." "It's important to not work alone." "You must choose a space that holds the group in a learning field."

All of these are excellent. All of these are relevant. But as many said, and as was true in the early 2000s, The Art of Hosting isn't a formula that promises narrowed results in the way that so much of contemporary thinking has falsely promised with embellished linearity. The Art of Hosting, and its set of practices, don't promise a perpetuated illusion of command and control and predictability. Rather, it promises potential. For improved, conscious, and kind ways of growing a capacity to support a deliberate wisdom, unique to being together.

Typically, we talk about the Art of Hosting being an integrated set of approaches to participatory process. We use methods to support dialogue, harvesting and collective meaning making. We ground those in good complexity theory and support them with design and planning tools that are also participatory. The four fold practice is woven through all of these approaches.

To support wisdom together, we are aware that a few methods are central and would feel odd to be missing from The Art of Hosting. There's The Circle Way (pioneered by Christina Baldwin and Ann Linnea in the 1990s that creates the most basic structure to shift from informal social interaction to deliberate learning through questions, stories, and plans. There's The World Cafe (pioneered by Juanita Brown and David Isaacs, also in the 1990s, that hones process for exploring in small table groups of 4-5 people, and then weaving them to the larger group learning pattern. As Juanita and David say, The World Cafe is about "conversation as action." There's Open Space Technology pioneered by Harrison Owen, who sought to reclaim simplicity

and self-organization in how people explore and plan together, invoking the spirit of a community bulletin board to establish minimal conditions to find interested allies.

The Circle Way, World Cafe, Open Space Technology, and other participative forms created by Art of Hosting practitioners such as Pro-Action Cafe, Collective Story Harvest, are approaches that practitioners learn, experience, and get to offer while at The Art of Hosting. Through the methods, participants learn to help create containers for groups of people to interact well together, and at scales ranging from individual, to small group, to large group to help people interact more curiously. Each approach utilizes an internal structure to help access more of the wisdom that is in the room, expanding doorways of access from through just a few people, to exponentially wider layers of collaboration. Each of these methods exhibits the common features of participant-led process supporting self-organization and emergence. These methods require a “holding space: an approach to facilitating and place the responsibility for harvesting and meaning making on the participants themselves, to increase ownership and equity in choosing paths forward. All of the methodologies help access a wisdom animated by connection on behalf of so many circumstances and projects and initiatives so habitually bereft of vitality.

Technology

How do we leverage technology when near or far?

In the Art of Hosting community, we plan our conversation design around the harvest we want to produce. The results we are seeking help to determine what methods and technology we use and how. We are continuing to grow our harvesting capacity and experiment with different forms of harvesting and technology to do so – digital images, photographic, musical, social media, multi-media, narrative and other modalities. We think good harvesting is one of the most potent ways to assure that the agreements and decisions arising out of conversations that matter lead to action.

On the whole, however, the Art of Hosting as a practice relies less on technology and more on connection of people. The Art of Hosting involves teaching, but often that teaching is done from the center of the room rather than from the front of a conference room. It is said by many leaders from our field that form follows function. The Art of Hosting relies substantively on the function of people turned to one another, whether in groups of 5 or 500. Even with large groups, the simple form of generating learning is invited by the simple tools of presence and attentiveness, followed by a meaningful question.

To be clear, many forms of technology can be used. The Art of Hosting is not without contemporary technology to reach people in the best ways possible. But rather than reliance on a seduction of technical knowhow, it relies on critical connection rather than critical mass, on spacious wondering rather than compressed oversimplification.

Evidence

What are the theoretical and empirical foundations of the Art of Hosting?

In a workshop setting, or in capacity building within organizations, *The Art of Hosting and Harvesting Conversations That Matter* is grounded implicitly and explicitly in a few underlying theories and epistemologies that nuance customized design for each gathering. It's not a collection of "anything goes" without connection to theory. However, there is much freedom to try new things if it can add to the narrative, most fundamentally, based on applying principles of living systems theory, self-organization, and emergence.

It was some early thought-leaders, including Margaret Wheatley that helped invoke this narrative in the early 1990s, particularly with her award-winning book, [Leadership and The New Science](#). Meg contrasted and challenged the prevailing strategic orientations that organizational systems, and the people in them, should be treated like machines, or like computers. It seems a bit obvious now, but at that time, this entrained habit was quite difficult to break.

What was a prevalent and deeply ingrained assumption in organizations — dissecting further and further the parts of a system to get a sub-atomic level of linear detail, and thus predictability and control -- shifted to a much more holistic approach, an interruption of linearity, and an honest truth-telling about inherent uncertainty. One of Wheatley's prevailing assertions was that as living systems, organizations have an inherent capacity to self-organize — she invoked leadership in narrative and vision, interrupting management for control — all of which found its way into *The Art of Hosting and Harvesting Conversations That Matter*.

From these thought leaders, has grown many commonly employed theoretical bases behind the methods and tools used at *The Art of Hosting*. As knowledge and experience with complexity has become more widely understood and accepted in the world of organizational and community development, the *Art of Hosting* has taken on this theory to help understand why participatory approaches are necessary.

Dee Hock's work on the chaordic organization was an early pointer in this direction. Since then many practitioners in the *Art of Hosting* have explored and incorporated complexity theory from a variety of sources to help frame their work. When confronted with emergent problems, requiring emergent solutions, practices of dialogue and participatory harvesting are essential. This body of theory helps provide an orientation to the *Art of Hosting* as a practice, an approach to working in complexity.

From a pedagogical orientation, *The Art of Hosting and Harvesting Conversations That Matter* is deliberate to invite participants to encounter, use, and practice hosting the processes themselves — to create practitioners. This is balanced against a need to have participants understand enough of the way the methods work. It means that teams are coached. If there is enough capacity and understanding, they host for the group as part of the needed learning. Not role plays. But rather, experiences to build confidence and courage to apply in their respective settings.

The pedagogy, intention in learning, is one of learning through doing, and learning to do without requiring performance or delivery. The *Art of Hosting* often distinguished between some commonly used words — "facilitation" and "hosting." Facilitation, we suggest often has connotations of making things easy for the group, like you would facilitate kids doing Saturday chores. Hosting has a different intent that overlaps with facilitation, but seeks to have

participants take much more responsibility for the process. Hosting creates fierce commitment to creating a container for the group to participate in creating wisdom and insight together. It's not filling people with information. It is creating conditions so that inner awareness can arise, individually and collectively.

Values

What are the core principles of the Art of Hosting?

One framing that commonly anchors Art of Hosting gatherings and community is what is referenced as The Four Fold Practice. At its core, it is a practice, as in something that is ongoing, and without finish lines. There are four folds, four aspects of this defining commitment.



Figure 1. The Four Fold Practice¹

¹ Diagram Credit: The Art of Hosting Community of Practitioners. created by Marshall Watson.

These are the four folds, four aspects of this defining commitment.

Be Present — Showing up is the work. It sounds a bit silly to say such a basic thing. Yet, contemporary society demands much from most of us, much that can detract from this basic capacity. Multi-tasking is a norm, and even a shame if unable to keep up. The best conversations unfold when people are present to one another, and to the work at hand. In the Art of Hosting community we often talk about being present as “hosting self.” Facilitators, leaders, and participants are better able to work with complexity when they have hosted the many internal conversations with themselves, conversations about self-esteem, fear, anxiety, excitement, and attachment to outcome that would otherwise stand in the way of providing a productive experience for the groups and people with whom they are working. Hosting self results in a person developing curiosity about the potential of a meeting. Curiosity is an essential pre-condition to learning.

Participate — Showing up from a practice of presence (perfection isn’t required), makes a big difference in participation, in being with other people and on teams. Participating as a practice is not passive listening, just waiting for a meeting to end. Nor is it necessarily a full blooded debate on talking points. Presence changes the way that any of us are able to participate in gatherings. It adds just a bit more ability to listen to what others say. It adds the ability to be curious about each other, and ourselves, and the many choices of how we approach our tasks at hand. In our work over the years with The Circle Way, there are three practices that are always encouraged, that we find help improve and guide participation: Speak with intention. Listen with attention. Tend to the well-being of the group. We offer these as key reminders to nuance participation.

Host — To participate in society (and communities, and families, and teams) means that all of us will have our share of stepping in to host. To convene groups. To create containers so that many people can be in their learning together and can offer and receive contributions. Hosted spaces allow for imagination, grief, conflict and resolution to be present and productive. As Chris often says, “Hosting conversations is both more and less than facilitating. It is an act of leadership and means taking responsibility for creating and holding the ‘container’ in which a group of people can do their best work together.” Hosting does imply some of the basics — a time, a place, chairs, sometimes food. It’s not, however, about placating needed difficult exchanges or over-simplifying complexity for people. We often think of hosting as a practice of “activating and animating a composite being.” It’s waking up the “we” that is present and yet so elusive, while many of our cultural traditions point us at best to expect, “a collection of me’s.”

Co-Create — This last fold is the highest outcome that so many of us in the work of dialogue and change are trying to experience. You can see from the above diagram the references to learning, and the evolution from “becoming a learner” to a “community of learners” to a “community that learns.” All of these are important. However, the community that learns, that holds as core identity the practices and habits of paying attention, amplifying curiosity, gathering to listen well together, unleashing creative energy to experiment together, trusting and supporting amidst unavoidable unknowns, uncertainties, and complexities — now that’s something to write home about. Co-creation, that deliberateness — it’s the gold of the journey, scaled. It’s the thing you look back to in 20 years and recognize, that’s when we changed, essentially so, who we were.

Mastery

How do I become competent and confident using the Art of Hosting?

Competence and confidence are themselves practices. For those wishing to grow both, be it through improved awareness and use of tools, or through a deepened commitment to a cultural way of being, a first step to becoming a practitioner is often to register as a participant at a 3-day Art of Hosting training / retreat. An international group of stewards holds the deeper practice pattern and assures the quality of the trainings and the integrity of the global network.

Again from Mary Alice Arthur, practitioner, on the Art of Hosting global website, “Just as what we see of an iceberg is only the tip, so there is much more to creating an effective conversational process than meets the eye. Art of Hosting practitioners spend dedicated time at the beginning of any process to help the event holder get very clear about the purpose, select and support a great hosting team, design a compelling invitation and prepare both the space and the participants. Next, attention shifts to designing the intervention itself. What kind of conversation is needed? How have participants been involved up to now? What do they know and what do they need to know? What will make this a conversation that really matters and leads to worthwhile results? The flow of the time together and the blending of processes creates the conditions for people to participate well together.

The Hosting Team looks carefully at which methods might work best and when. They create a conversational flow that will help people get to know each other, be clear about why this topic matters to them, listen carefully to informational inputs and each other, work together on meeting their challenges and taking hold of opportunities and leave clear about what will happen next.

During the event itself, the Hosting Team helps to guide the process, support those who are giving informational inputs and, especially, help the group understand what it is uncovering as it works together. This is called harvesting, the targeted capture of what a group produces together – as notes, a document, graphic recording, video, pictures or through social media: whichever form is appropriate.

One of the most important results of a group working well together is its collective sense-making. The Art of Hosting creates the conditions that allow conversation-driven processes to lead groups into deeper insights and meaningful results. The more people participate in these kinds of well-hosted conversations, the greater becomes their capacity to participate in and contribute to wise and effective collective action.”

Frequently Asked Questions

What are some common questions about the Art of Hosting?

Question. How is the Art of Hosting managed without a formal, legal structure, appointed leader, accreditation program, or controlling party?

Answer. It is based on a practitioner network, with local communities of practice; it is committed to learning and generous with its sharing and support.

Question: How does one become credentialed with Art of Hosting?

Answer. The Art of Hosting is not a certification program. You become credentialed through your practice, in deliberate collegueship, and by offering the learning of that practice back to the community.

Question. How does one develop an Art of Hosting practice?

Answer. The Art of Hosting is not merely a tool for a toolbox. It is no more a thing than being a family, a community, or a city, is a thing. You don't "do" a family if first encountering it. You don't "do" a community. You don't "do" a city when you have 2 days in it. You encounter it, some of it. You get to know a few people, you create a beginning of a relationship. You begin a practice of being in relationship in a different way. Art of Hosting isn't done. It too, is encountered in a way that creates mutual attraction, creativity, animation, awareness, and contribution.

Question. What are scales of practice?

Answer. The Art of Hosting has implications on a full scale, from simply having better meetings together to evolving a cultural way of being. It is not everyone's work to bend and modify culture, but it is everyone's work to improve what is before them. If that means improving a weekly staff meeting by invoking some deliberateness of check-in and check-out, then do that. If that means, instituting a determined field of learning over multiple years and gatherings, then do that.

Question. How does one partner with experienced Art of Hosting practitioners?

Answer. Chris and I often talk about "friendship is the business model." This means that The Art of Hosting relies heavily on connection with other practitioners. Many of those people can be found on www.theartofhosting.org or through [facebook](https://www.facebook.com/theartofhosting).

Concluding Comments

Any final thoughts?

Now, as we draw near the 2020s, The Art of Hosting has grown to a global community of practitioners. What was a handful of gatherings in a few countries per year has spread to thousands of practitioners across all continents. It has scaled organically to a network of teams and surprise allies extending and evolving, germinating and growing, the seeds planted 20 years

ago and spread along the way. The Art of Hosting remains uncoded. It's not a speech. It's not a presentation. It's not a thing. It's a web of people in practice applied to work that matters, relationships that sustain that work, and learning that enlivens and keeps honest that work and those relations.

So, what is it? In connection with our global community of practitioners, we have attempted to capture the core of the practice, which nevertheless finds expressions in many different ways and in many different places. In writing an introductory chapter in this practice we know that we risk oversimplifying or excluding, yet we hope to encourage a clear-enough reference point within a growing network that has chosen not to certify trainers, but rather embolden courage and shared practice through friendship and collegiality.

Author Bios

Who wrote this chapter?

Tenneson Woolf I am a facilitator, workshop leader, teacher, blogger, and coach committed to improving the quality of collaboration and imagination needed in groups, teams, and organizations — to help us be in times such as these with consciousness, kindness, and learning. My work over 20+ years has been to design and lead meetings in participative formats. From strategic visioning with boards to large conference design to communities just learning to listen again to one another. Lately I have been working with faith communities, educators, and foundation leaders. I post a daily blog, [Human to Human](#), in which I offer reflection on varied aspects of participative leadership practices, insights, and human to human depth. Living systems, self-organization, and emergence inspire all of my work. So does emptiness, breath, or a fresh-picked garden tomato. My work lineages include The Berkana Institute with Margaret Wheatley, The Circle Way with Christina Baldwin and Ann Linnea, and The Art of Hosting with Toke Moeller. I live in a small town where urban meets rural in Lindon, Utah, at the foot of the Wasatch Mountains. I'm originally from Edmonton, Alberta, Canada. A new love for me is kayaking.

Chris Corrigan is an internationally renowned facilitator of participatory practices such as Open Space Technology and World Cafe. He specializes in large group facilitation process and participatory approaches to change, complexity and systemic innovation. He is known as an exceptional teacher, working in the Art of Hosting community of practice and teaching in university and continuing education programs at Simon Fraser University. His work has carried him to four continents, and he works extensively with non-profits, indigenous communities, faith communities and civil society. He is passionate about building participatory communities and organizations and achieving sustainable innovation and powerful results.

Resources

Where can I find out more?

Publications

We both blog regularly, to share on-going learnings. Access can be found at our respective sites www.tennesonwoolf.com (Human to Human) and www.chriscorrigan.com (The Parking Lot).

Author Bookshelf

Tenneson Woolf

Leadership and The New Science - Margaret Wheatley (Berrett-Koehler Publishers, 2006)
Read the Evidence section of this chapter for details on this best-seller.

The Circle Way - Christina Baldwin, Ann Linnea (Berrett-Koehler Publishers, 2010)
This is a go-to book at the top of my go-to collection. It is practical and poetic. Whenever people ask me about getting better with Art of Hosting, I tell them to get better at circle.

A Simpler Way - Margaret Wheatley, Myron Kellner Rogers (Berrett-Koehler Publishers, 1999)
At a time when we need to change not just what we do, but how we think of the context, this book points to the story underneath the story, that of living, self-organizing systems.

Living Beautifully With Uncertainty and Change -
Pema Chodron (Shambhala Publications, 2012)
This book points to some of the underlying dynamics of human life that inevitably show up in human systems - in particular, that of being in relationship with uncertainty.

Life: Selected Quotations - Paulo Coelho (HarperCollins Publishers, 2004)
Because it was a book given to me by Toke Moeller in some of our first work together in the early 2000s, with invitation to “walk this path together, in nowness.”

The World Cafe: Shaping Our Futures Through Conversations That Matter -
Juanita Brown, David Isaacs (Berrett-Koehler Publishers, 2005)
Because Juanita and David helped hone my instincts by sharing theirs through their practice of world as cafe, experienced together through a simple format of inquiry.

Chris Corrigan

Community: The Structure of Belonging - Peter Block (Berrett-Koehler Publishers, 2009)
Block was one of the first to write about the Art of Hosting as a part of this survey of new ways of inviting and convening community.

Emergent Strategy - Adrienne Maree Brown (AK Press, 2017)
A beautiful book about participatory work in complexity that is written from the perspective of a community activist who brings many sources and voices about participatory change that aren't highly visible in this field.

GroupWorks Card Deck: A pattern language for bringing life to meetings and gatherings.
Created by 50 people over three years, the GroupWorks project articulates a set of patterns useful for designing participatory gatherings. Available through www.groupworksdeck.org

Going Horizontal: Creating non-hierarchical organization, one practice at a time -
Samantha Slade (Berrett-Koehler Publishers, 2018)
An Art of Hosting steward, Samantha has taken the core practices of the Art of Hosting and applied them to organizational structure and in the process offers a deeply practical book for managers and leaders.

Organizations

www.artofhosting.org - links to resources, trainings and online community

<http://artofhosting.ning.com/> - a workspace and archive for the Art of Hosting community

<https://www.facebook.com/groups/artofhosting/> Active Facebook group with over 12,000 members as of March 2019

Method Profile

Mastery Domain [Specialize/ Blend/ Innovate]	Modality	Sub-modality
Blending	Dialogue	NA
Typical Length of Engagement [1-3 hrs/ 1-3 days/ 1-3 mts/ 1-3 yrs]	Size [# of participants]	Level of Application [indivd/team/group/system/ transsystem]
3 days	5-500	team/system
Technology [electronic/mechanical/hybrid]	Format [online/onsite/hybrid]	Timing [synchronous/asynchronous/hybrid]
mechanical/electronic	onsite	synchronous
Unique Requirement [logistic, parameter, principle]	Required Training & Development [DIY/Workshops/Adv. Training/Certif.]	Proprietary Nature of Method [proprietary/open-source]
N/A	DIY/Workshops	open-source
Method Founder[s]	Headquarters/ Homebase	Learning Community [name, size]
Toke Moeller and Monica Nissen	world wide	Art of Hosting, 1000s across all continents