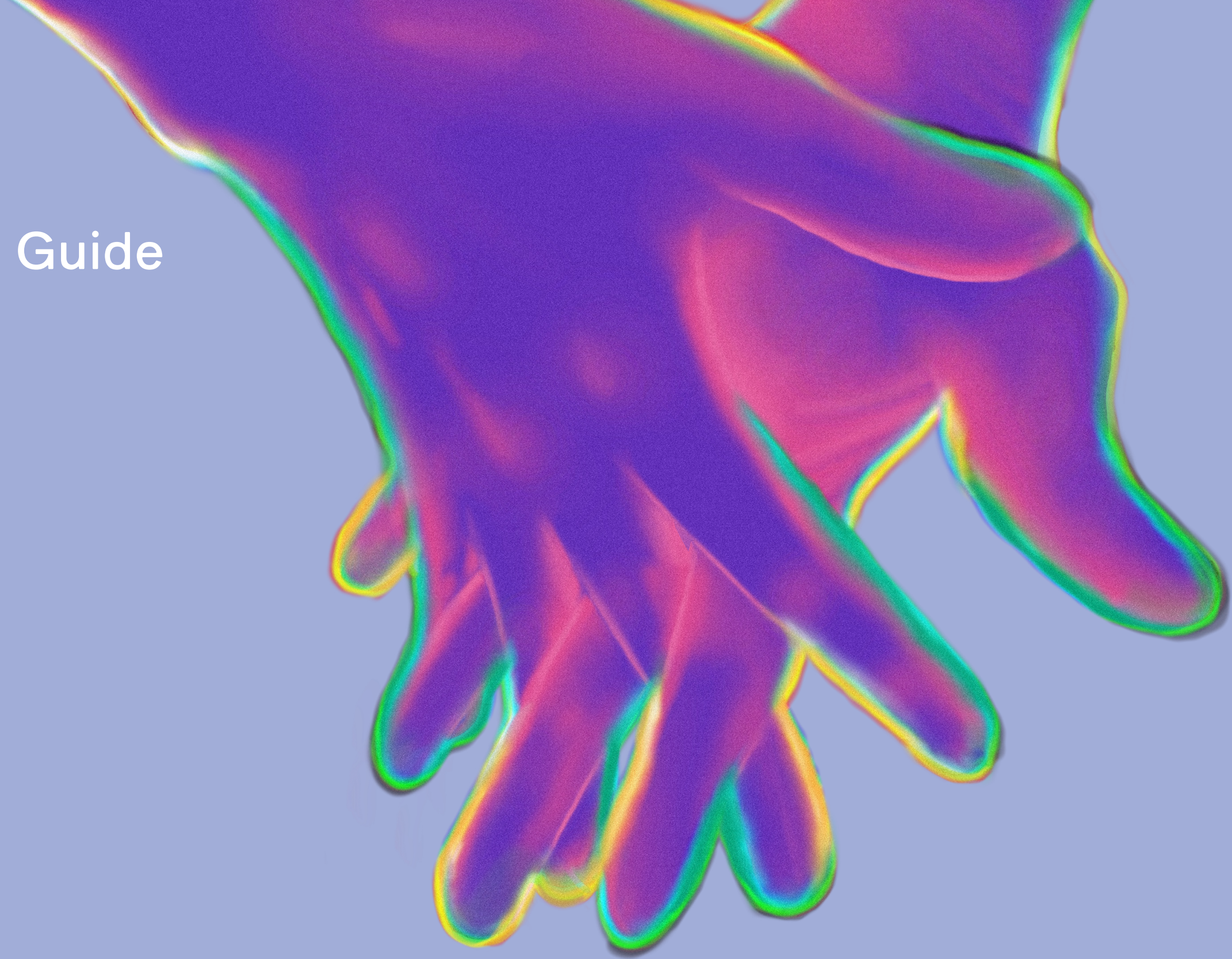


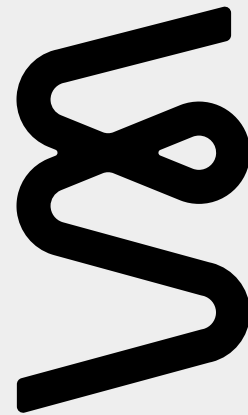


Emergent Strategy  
Ideation Institute

# Immersion Guide







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**Acknowledgements**

“Without the support of the people, no movement for liberation can exist, no matter how correct its analysis of the situation is.” - Assata Shakur

To the organizers and facilitators of every Immersion thus far, to the tour guides and space providers, thought leaders and advisors, thank you. Your participation in ESII has made it possible in itself, and what follows is an emergent blueprint for what you poured into this work.

Participating cities: Twin cities, Puerto Rico, New Orleans, Detroit, Oakland, New York, Washington DC

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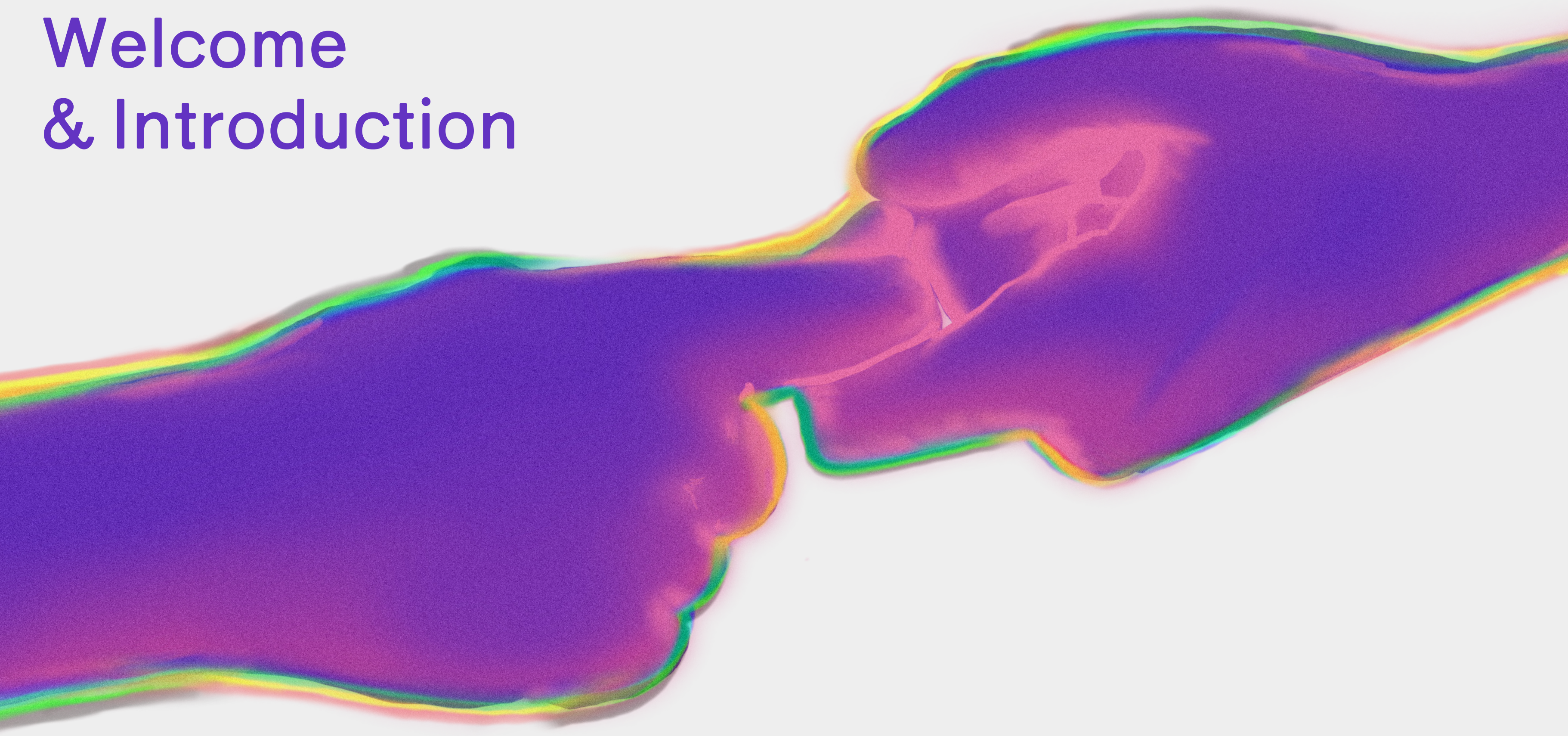
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# Welcome & Introduction





# Our Welcome

Hello and welcome to the journey of hosting and facilitating an Emergent Strategy Immersion.

**Emergent Strategy Ideation Institute (ESII) uses science fiction as a tool to practice strengthening our imaginations and our capacity to think beyond the limitations of our socialization - beyond competition, beyond binaries and beyond linear, short-term outcomes.**

Over the course of 2018 and 2019 we hosted eight Emergent Strategy Immersions and captured our processes and lessons from the initial immersions in this guide so others can host and facilitate an adaptive approach that empowers participants to guide and deepen their work.



# The Guide

This guide shares our best practices for hosting and facilitating an Immersion. It will walk you through how workshops work, how to prepare and the necessary considerations before, during and after.

01

Overview of ESII and Emergent Strategy

02

Immersion Planning and Hosting

03

Immersion Agenda and Facilitation

04

Example Agendas, Activity Instructions and Offering Examples





**Before you start planning an Immersion, we strongly suggest compiling a core team that has read Emergent Strategy.**

**If you are not familiar with the book, we recommend having a book club before planning an Immersion in your community.**



# Purpose of Immersions

- Gather to interact, play and develop with the principles, elements and practices of Emergent Strategy
- Connect with others interested in this approach
- Make the elements of Emergent Strategy tangible by bringing them into communities, organizations and movements



# How Do Immersions Impact Participants?

The first ever Immersions in 2018 in Detroit gathered organizers, facilitators and strategizers.

Here are some of their reflections:

## On Hope

“Remember that your emotions are not your enemy. This is about being in right relationship with hopelessness. Hopelessness has a purpose and is connected to our ability to feel hope. Celebrate the balance.”

- ESII Facilitators Orientation Participant

## On Conflict

“What is generative about conflict? What keeps conflict from being generative? What if conflict generates more conflict? How does dignity show up in conflict?”

- ESII Facilitators Orientation Participant

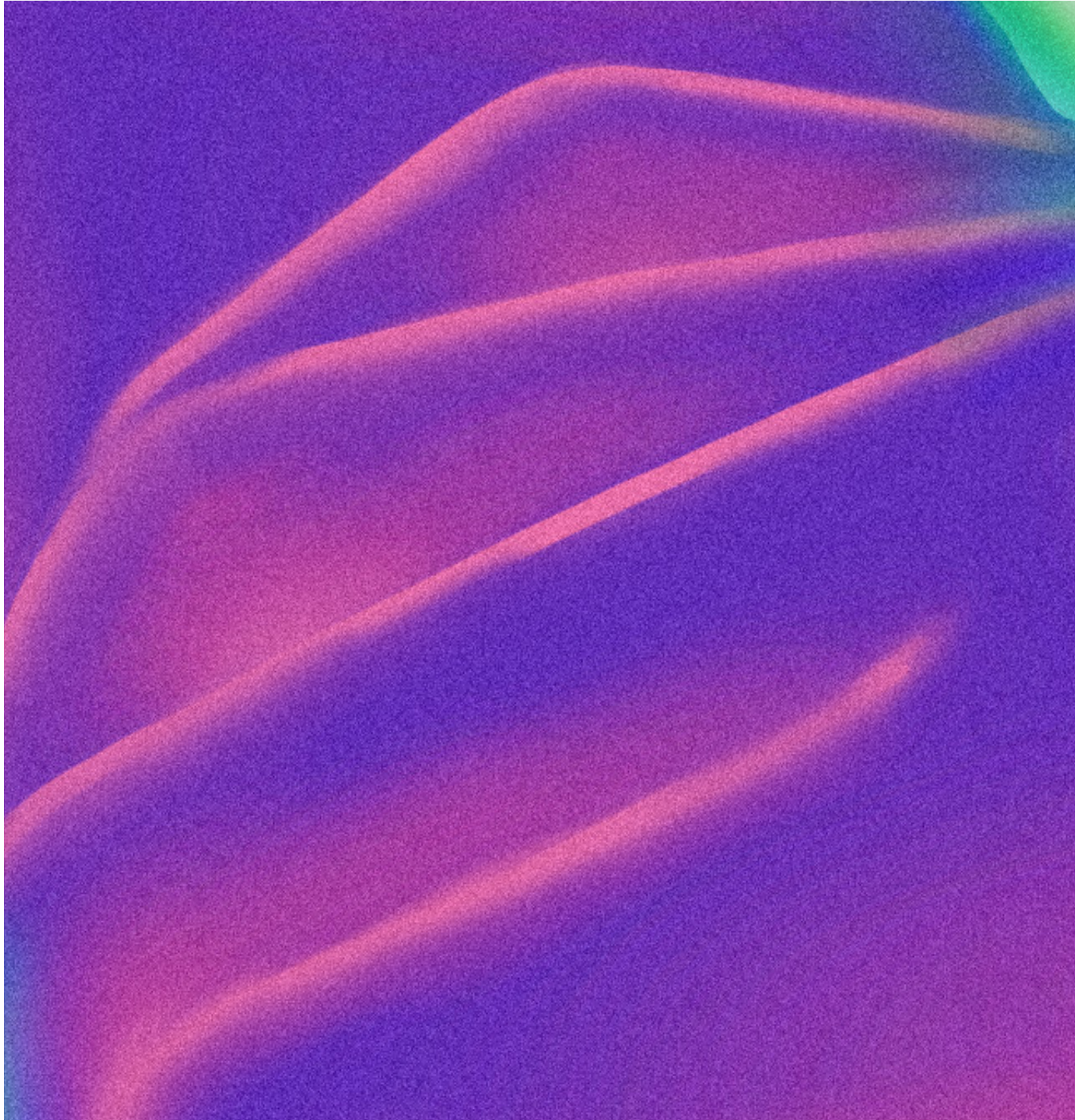
## On Leadership

“What’s possible if leaders were able to operate from their full humanity (seen, messy, full, healing)?”

“What might you bring out of our leadership to be or feel more whole?”

- ESII Facilitators Orientation Participant





**“So, so, so, so much love and gratitude for being invited to this space, to grow, and to feel loved.”**

“Wow! This retreat was deeply necessary for me at this time in my life... I learned so much that I can’t wait to practice. I facilitate at so many different levels (fractal facilitator!) and I feel like the tools and practices will be useful in all the areas of my work (and life!)”

**“The co-facilitation part stands out to me as the most helpful piece.”**

“This training was dope and it felt autonomous and clear throughout. It’s sooo effective for teaching and establishing ways that I can practice on my own.”



# Emergent Strategy Ideation Institute

The Emergent Strategy Ideation Institute (ESII) is a hub to experiment with, think about, facilitate, learn from and share Emergent Strategy.

ESII was founded by formerly based Detroit facilitator and writer [adrienne maree brown](#), initially as a home for her Emergent Strategy facilitation and coaching. “Emergent Strategy” refers to practices, responses, visions and plans that embrace complexity, change, interdependence and transformation. The Institute developed out of adrienne’s obsession with writers and thinkers Octavia Butler, Grace Lee Boggs, Charity Mahouna Hicks and Margaret Wheatley, coinciding with an increased interest within Detroit—particularly at the [Boggs Center, Complex Movements](#) and [Allied Media Projects](#)—around the concepts of emergence

and complex sciences.

In the simplest terms, “Emergence is the way complex systems and patterns arise out of a multiplicity of relatively simple interactions.”<sup>1</sup> In *Emergent Strategy* (AK Press, 2017), adrienne maree brown applied this scientific concept as a metaphor for understanding social transformation. As she writes in the introduction, “Many of us have been socialized to understand that constant growth, violent competition, and critical mass are the ways to create change. But emergence shows us that adaptation and evolution depend more upon critical, deep, and authentic connections.”

**Emergent Strategy is a philosophy that emphasizes acknowledging the real power of change and being in right relationship to it.**

It is an alternative to how humans are typically socialized into strategies that indicate we have more control than we do—that assume time and change are linear, foreseeable processes. One of the primary objectives of the Institute is to identify the guiding principles and elements of Emergent Strategy, which individuals and organizations working for social justice can then implement in their own work.

<sup>1</sup> N. Oblensky, *Complex Adaptive Leadership: Embracing Paradox and Uncertainty* (Burlington, VT: Grower, 2014).

# Emergent Strategy Overview

## Elements

The six elements of Emergent Strategy reference systems and practices in nature that we can use to reframe the way we work and live. Each element is unique and also connects to the other elements. All six elements are a part of an ever expanding understanding of emergence.

- **Fractal:** The relationship between small and large
- **Intentional Adaptation:** How we change
- **Interdependence and Decentralization:** Who we are and how we share
- **Nonlinear and Iterative:** The Pace and Pathways of change
- **Resilience and Transformative Justice:** How we recover and transform
- **Creating More Possibilities:** How we move towards life

These [Element Cards](#) give a more in-depth explanation of Emergent Strategy's six elements.

## Principles

These statements help us stay grounded in the Emergent Strategy elements. The principles are related to each other and they lay inside of each other in a given moment. They show up as catch phrases when we want to center ourselves in a particular practice or element.

- Small is good; small is all (the large is a reflection of the small).
- Change is constant (be like water).
- There is always enough time for the right work.
- There is a conversation that only these people at this time can have. Find it.
- Never a failure; always a lesson.
- If you trust the people, they become trustworthy. Move at the speed of trust.
- Focus on critical connections more than critical mass - build the resilience by building the relationships.
- Less prep; more presence.
- What you pay attention to grows.



# Planning an Immersion

When planning an Immersion for your community there are four major phases or steps to consider:

## 01

**Gathering the core team  
and setting the intention for  
the immersion**

## 02

**Planning logistics  
and recruiting participants**

## 03

**Hosting and facilitating  
the Immersion**

## 04

**Debriefing the whole process**

### **What to expect from an Immersion:**

- Participants will spend three to four days steeped in collective manifestations of Emergent Strategy's key principles;
- They will eat, plan, laugh, cry and make offerings; and
- They will embody the learnings and questions that impact so much of this work.

# Core Team

## Roles & Responsibilities

There are two primary roles that compose the core leadership team of an Immersion: the **Host Team** and **the facilitators**.

They work together to create the conditions for an intentional space for the Immersion from logistics to agenda design. This requires forward planning, collaboration and paying attention to both details and big picture through the whole process.



# Host Team

As a Host, you bring the Immersion into your community. As mentioned before, you are familiar with Emergent Strategy and interested in deepening your community's practice.

You are **leading the conception and the logistics** of the Immersion.  
Ideally the Host Team is made up of 3-5 people.

## Hosts are responsible for:

- Developing the framing/intention for the Immersion
- Recruiting facilitators
- Recruitment of participants
- Workshop Logistics
  - › Providing space
  - › Providing materials
  - › Providing meals
  - › Providing childcare
  - › Documenting attendance
  - › Setting up any tours and/or community activities
  - › Supporting participants' travel and lodging
- Project management
  - › Leading regular check-ins between Facilitators and the Host Team
  - › Conducting the evaluation process, including interviews
  - › Editing curriculum and providing curricular support
- Supporting the workshop facilitation

# Facilitators

As facilitators, you lead the **implementation** of the Immersion. There are usually two types of facilitation: a Lead Facilitator and Group facilitators. Both types work together to be the guard rails for the workshop. You have the necessary expertise in holding and guiding space and will make sure the workshop goes where it needs to go.

Both facilitators support participants and offer them space to explore and grapple with the element and the creation of their offering. Supporting, not dictating, the process is one of the more important components of what happens in an Immersion. You will need at least 6 facilitators (one for each element) but ideally 12 facilitators.

## All Facilitators are responsible for:

- Fostering the culture of the Immersion
- Moving the group through the Immersion agenda
- Fostering a space for participants to experience:
  - › Deep and meaningful relationships
  - › Safety and challenge
  - › Learning
- Managing time effectively
- Gauging participant energy and making needed adjustments to agenda
- Being impeccable. For example, that means you:
  - › Show up as your best self
  - › Are on time
  - › Communicate if you won't be on time
  - › Always have strong communication with the Host
  - › Assume everyone is putting forward their best effort, too



# Facilitators continued

## Lead Facilitator

- You manage the participants, the group facilitators and the agenda.
- You guide all parts of the Immersion into collaboration.
- You are not there to solve every problem, but you are there to usher participants through a process that is beautiful, challenging and transformative.
- You are ultimately responsible for the quality of participants' experience.

## Facilitator Competencies:

Ideal facilitators will already have an active facilitation practice with a willingness to grow and experiment. Competencies and/or facilitation practice includes; nonlinear processes, stewardship, pattern keepers, suppleness, small and large group facilitation, knowing when to ask for help and how to delegate responsibility, how to hold space and trust the process, creating a space rooted in radical love, embody curiosity to build connection and have a willingness to be life water.

Specifically, facilitators will be trained in:

1. Meg Wheatley process
2. Emergent Strategy Facilitation
3. Somatics and/or
4. Transformative Justice

## Group Facilitator

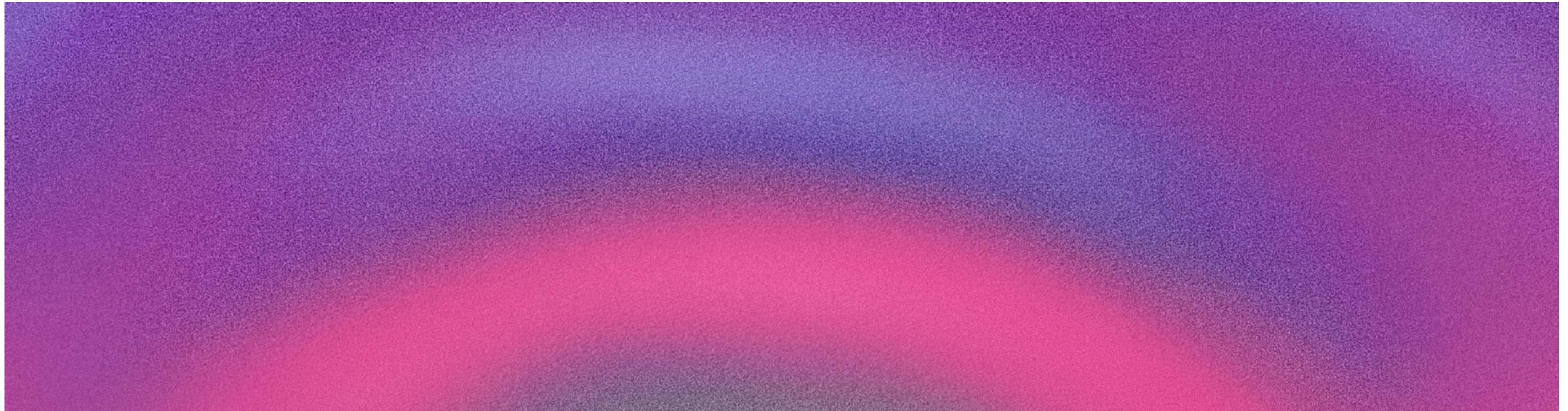
- You hold the space of one of the element groups during the Immersion.
- Your role is to support the group by staying grounded in the element and providing a net if the group gets too overwhelmed in preparation for their offering.



# N O T E

**Both facilitators and the host team should be prepared to help with interpersonal dynamics/conflicts between participants and/or facilitators.**

**Consider having a healing team who are available for support after the immersion. Lastly, consider having a good mix of facilitators in terms of identity and competencies.**



# Planning & Framing

Use this section to lay the groundwork for your Immersion and create a space that welcomes participants and allows them to be fully present.

The goal is to ensure it is clear that everything — the physical space, the food, the agenda — is intentional.



# Intention Setting<sup>2</sup>

The first step is to set an intention for the Immersion, which starts with the Host Team. Immersions are a way to make the elements of Emergent Strategy tangible and bring them into communities, organizations and movements. Importantly, Immersions are also an opportunity to gather and connect folks interested in this approach to organizing.

**As a Host Team you must be clear on your intention: why you are bringing this to your community.** Your Intention will be your northstar for planning the Immersion. Below are some questions we like to ask when developing Goals and Intentions.

- **Why are we meeting?**
- **What can this Immersion uniquely accomplish and/or address?**

# Conditions of Satisfaction

Once you are clear on your intention, as a team you will need to determine your Conditions of Satisfaction (COS). COS are tangible indicators that let you know you have achieved your stated intention. To set COS we suggest you answer the following questions:

- **How do we want this Immersion to serve our community in the short term?**
- **How do we want this Immersion to serve our community in a long term way?**

Here's an example of a long term COS:

*A year after the Immersion we want to see more local organizations collaborating on projects (ie. fundraising, organizing, staff development).*

<sup>2</sup> For more see “1. Goal setting/Intention” on p.214 in Emergent Strategy: Shaping Change, Changing Worlds

# Recruitment

Who participates in your Immersion is one of the most defining factors for what happens at each iteration, which means it's vital to recruit intentionally. For our first Immersions in Detroit, we recruited from the Octavia Butler and Emergent Strategy Facebook Group, an online community that has been sharing links and love for years. This meant that folks were coming from across the U.S. and Canada. We also aimed for a group that was majority Black, as a reflection of being in a majority Black city.

## **We have two strong suggestions for recruitment:**

1. The ideal number of participants for one Immersion is between 20 and 60 people. This limits small groups to no more than 10 people per Emergent Strategy element.
2. Recruitment should always yield a majority People of Color. The Host Team should also consider if the Immersion should only recruit People of Color (we have had immersions that have been for BIPOC only. This decision goes back to the intention of the Immersion.)

The Host Team determines who to invite to the room. Here are a few questions your team may want to answer to anchor recruitment.

- **Who do you want to work with?** Consider a variety of identities: age, gender, ethnicity, class, social position, ability, etc.
- **What considerations should you make about geography?** Do you want a locally focused group or folks from particular places/regions?
- **Who is missing that you want to make sure to include?**
- **What political, social, racial (etc.) dynamics will be at play?** Consider how emotional labor can increase depending on who is making up the space.

Once you have an idea of who you want to come, strategize the best ways to connect with them (social media, phone calls, community meetings, etc.).



# N O T E

**Be unapologetically intentional about who you want in the room and why.**

**Consider the different dynamics at play depending on who is in the room. Facilitators should be skilled in navigating and managing these dynamics as well as mitigating and repairing harm (for example: managing white-centering).**





# Registration

In order to plan successfully participants will need to register for the Immersion. We recommend an online registration form, and in the past we've used Google Forms to collect participant information.

If possible, begin the registration and recruitment process at least two months before the immersion.

**Collect all the BASIC INFORMATION you need in the registration form:**

- Name and pronouns
- Age range
- Race
- Location they're coming from (and whether or not they'll need lodging and/or travel support)
- Dietary needs
- Access needs
- Childcare needs (if you plan to provide childcare)
- Gender identity

# Fundraising

The Host Team will need to consider how to cover the cost for the Immersion. Start your planning early. This will save you a lot of stress.

Consider a small team of two to three people who are excited to help raise resources for this event and will lead the efforts, checking back in with the planning committee on a regular basis.

## Consider the following:

- **Begin with a budget. How much do you need to raise?**
  - › Consider food, space, childcare, supplies, coordination support, facilitation, artists/cultural offering/site visit fee, anything else? Do you want to plan for a subsequent gathering, meeting, or follow-up that will build upon or reflect the Immersion?
- **What services, tools or other needs can be donated in-kind? Who do you have relationships with in the community that may help with getting donations, sponsorships or in-kind support?**
  - › For a donation of coffee, teas, food, or space, the donating entity may want to advertise to participants. Are you open to this type of exchange?
  - › Often this requires a phone call to management, a letter sharing what you're looking to do & what you're requesting, including a 501(c)(3) letter, a thank you letter after the fact, and a letter detailing the in-kind amount of their contribution for their taxes.
- **Are there local businesses that would sponsor this effort?**
- **Are there local community foundations or donors that would be willing to give to this effort?**
- The difference between what you've raised and the costs will likely help you determine how much the event fee per person will be.



# N O T E

Please check out the plethora of resources from the [Grassroots Institute for Fundraising Training](#) (GIFT) to help with planning, budget tools, and how to make an ask if this feels new or uncomfortable to you.





# Logistics and Creating A Culture of Care

There is so much magic that happens at an Immersion, but often bringing that into fruition comes right down to logistics. Proper planning can allow participants to be their best selves and be fully present. It's hard to be "on" when you're worried about food or if you're concerned about childcare. And often these details don't get the love they deserve, so thank you in advance for taking this on! This is about matching the level of intention and space building.

Below are considerations for location, materials, food and childcare. Additionally, we suggest following the Care Bear process to support creating a culture of care at the Immersion.

# Logistics and Creating A Culture of Care

**Here are some important guiding consideration for logistics recommendations:**

## 01

Strive toward creating zero-waste and consider the Immersion's relationship to environmental justice

## 02

Prioritize accessibility and disability justice (Principles of Disability Justice)

## 03

Skillfully hold contradictions and contradictory needs of participants\*

## 04

Stay organized and plan ahead: have checklists, purchase ahead, communicate with participants

## 05

Prioritize and honor the work that goes into creating space, it is relational and necessary.



# N O T E

**\*Contradictions show up everywhere when we are putting our political and ideological values into practice at the Immersion.**

**For example, we strive to be zero waste but an extreme allergy of a participant might call for special attention and increased waste when buying snacks and supplies. They will show up everywhere and must be held with intention both in planning and during the Immersion.**





# Location

The space for the Immersion needs to be open, warm and welcoming.

**Consider:**

A space large enough to have the full group sit in a circle, with no tables in the center

Enough space for small groups to work independent of each other

The ability to tape paper on the walls

Space for an altar and/or reflection that can remain in the space for the duration of the Immersion

Participant access needs

Gender neutral bathrooms or single stall bathrooms\*

Space for childcare in separate, on site room

Space for coats, bags and any belongings that aren’t necessary for the Immersion

Control of the temperature in the space

Music system for playing jams

**Other pluses:**

A space that is colorful

Access to nature

Uses scent free cleaning products.

\*If they aren’t already labeled as such, consider seeing if the space can make this exception for the duration of your Immersion.

# Food

Essential to make participants feel welcome and present is providing them with sustenance. Given the length of the day, Hosts should provide breakfast, snacks and lunch. Review the registration information to honor dietary restrictions.

Be sure the food is also appropriate for the task at hand; these are long and sometimes trying days so light food might not suffice. On the other hand, heavy meals might put folks to sleep. Try to ensure that the amount and type of food will help participants participate fully in the Immersion.



# N O T E

**This is a great opportunity to work with local vendors, including restaurants and markets.**

**If there are restaurants that you know of with missions or practices that align with the goals of emergence and liberation, we recommend partnering with them.**





# Materials

Below are the materials you'll need for Immersion activities. Keep in mind that the amount of items you need relates to the number of participants.

*Purchase everything beforehand.*

Poster Markers (range of colors)	Butcher paper	Table for the altar
Ink pens	Painter's tape	Flowers
Post-it paper, large and small	First Aid Kit	Laminate 8.5 x 11 papers with one principle, element, agreement or goal in them
Name tags, reusable with pronoun space	Chairs	



# Childcare

Parents are welcome to Emergent Strategy Immersions! Having childcare makes it possible for them to participate. Childcare can happen in the same building as the training but requires that there is a separate room for all the sounds and happenings with young people.

Childcare can be solicited through a variety of means. Maybe there's a local, radical childcare collective or a great group of people that can offer care for the duration of the Immersion. The more folks trust childcare upfront, the more nurturing the space will be. Remember to communicate clearly with participants about childcare needs and expectations.

# Care Bear Process

The Care Bear process is a framework that supports community care. Participants choose a Care Bear Team (see below) that demonstrates how they will care for the community during the Immersion. *This is distinct and separate from the Element groups.*

Here are considerations that the facilitation team should engage:



Be aware of people choosing teams because it's what they are good at or simply socialized to do.

Invite folks to challenge their personal norms as it feels safe.



Ensure people take this seriously as an invitation to experiment with what they want to learn about themselves



The most critical skill is listening. Listen to your team.



An iteration learned from [Black Organizing for Leadership and Dignity \(BOLD\)](#): each day a different member leads the team.

At the end of the day, each leader is debriefed by each care bear team member sharing how they think the leader performed and supported the team as a whole.



Encourage teams to reach out to the facilitation team for support if needed.

This is a collective endeavour that supports all of the participants.



Do less talking and more teaching.

Ask questions before telling people what to do.



# Care Bear Teams

**Fire**  
hype crew

- Keep energy burning, remind us of passion
- Set up and clean up breakfast
- Be on time

**Air**  
gathering folks

- Keep energy flowing and clear
- Clean up at breaks
- Be on time

**Earth**  
beauty

- Set up the space
- Keep energy grounded and depthful
- Clean up after lunch
- Be on time

**Water**  
cleansing

- Keep energy transforming and refreshing
- Clean up at end of the day
- Be on time

# Tours & Cultural Offerings

A part of your Immersion can include a tour or cultural offering to ground the participants in a sense of place. It's an opportunity for participants to connect with organizations or parts of the city that offer opportunities to reflect on Emergent Strategy in practice. Emergent Strategy is based on elements of the natural world. By touring, or otherwise being outside (if possible) we can see Emergent Strategy in action.

This experience can be grounded in an organization or a space and can be had with multiple organizations and spaces. Depending on the intent and length of immersion, you can design a tour or cultural offering that matches the need.



# Tours & Cultural Offerings

In determining where you will take participants or who you will connect participants with, think through the following questions:

## 01

**What organization has a clear goal of liberation and/or creating a new world?**

## 02

**What organization or people can speak to the impacts of the elements of Emergent Strategy** (fractal, intentional adaptation, interdependence and decentralization, nonlinear and iterative, resilience and transformative justice, and creating more possibilities) **in their work?**

## 03

**Is there one organization/space that is incredibly reflective of one element and another organization/space reflective of another that could complement each other?**

## 04

**What is the best way to get participants from one site to another?**

### Examples:

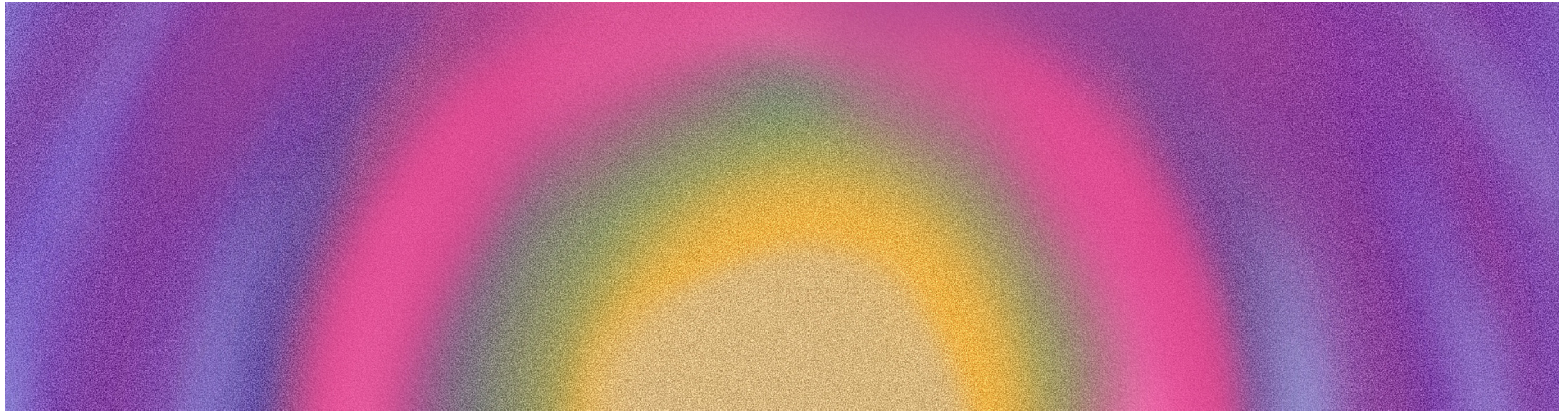
- Detroit 2018 Immersion tour of the Heidelberg Project, Packard Automotive Plant and James and Grace Lee Boggs Center.
- New Orleans included a cultural offering of a whale singing with Michaela Harrison.



# N O T E

**Allow planning for the tour to be emergent. While it should be planned in advance, you may find that some participants are intimately connected to the places and spaces you decide to engage.**

**In Detroit, the tours were enhanced by having participants pair with the tour guides to offer more insight.**





# Evening Activities

In past Immersions, there have been evening activities that take place sometimes just one evening or on multiple evenings. This happened organically and was initiated by participants. Make space for this to happen. In the past, participants hung up large sheets of paper for everyone to share local food spots and places to see in the evenings.



# Spirit Reflected / Spiritual Practice

We exist in a world where things happen that are outside of our control, for better, for worse or just for change itself. In fact, this is a part of what Emergent Strategy is framed around. Many people turn to spiritual practices as a way to navigate through moments like these. It's important to acknowledge that uncontrollable events might happen during the Immersion and create a space to hold what those present cannot. We encourage the host committee to honor and prepare for this intentionally during the Immersion.

During the planning process, we encourage the host committee to determine how they want this practice to look.

**Questions for reflection can be:**

01

**What spiritual practices have you found helpful for this kind of work and how can they be employed universally?**

02

**What practices do you feel comfortable inviting others to participate in and share?**

# Spirit Reflected / Spiritual Practice

## Community spirituality during the Immersion has looked like:



The Host creating an altar (including the four earthly elements: water, air, fire and earth; tarot decks; Florida water and a sage smudge stick) and informing participants of its presence during the Immersion.

The Host shares the altar's role in their life, and welcomes participants to add to the altar during the course of the Immersion.



Host encourages participants to engage with the altar through setting an intention for their time during Immersion, smudging and pulling a tarot card.

Participants are also invited to spend time at the altar at the beginning of each day as an intentional entrance into the space for the rest of the Immersion.



Pull from the deck of tarot cards to determine the order of the offerings shared on day two.

**No religious denomination has to be highlighted or placed at the center of the Immersion.** But there are spiritual practices that are universal to many religions and offer the same opportunity to acknowledge the forces at play that are outside of our immediately tangible or conscious realm. Inviting participants into a spiritual practice can make them feel uncomfortable no matter how inclusive you try to make it.

### Accordingly, we encourage facilitators to do the following:

- Openly acknowledge that this calls people into a process they might not individually practice, and offer to answer any questions about it that arise.
- Offer ways for those uninterested in this practice to navigate around it or not participate in the practice at all during the Immersion.



# Grounding & Debrief

On the day prior to the Immersion, the host and the facilitators should gather for grounding. Since this may be the first time that everyone is in one room together, it’s incredibly important and is a great time to celebrate all the work that has brought you to this point!

This is a time to reestablish the intentions and Conditions of Satisfaction for the Immersion. It’s also a great time to do a walkthrough of the space and review the agenda.

**An agenda for this gathering can be:**

**Time:** 90 mins

**Materials:** Copies of agenda, writing materials and paper for note taking, snacks

Time	Event	Summary
5 min	Welcome	Welcome and space logistics.
20 min	Introductions	Share name, pronouns and anything that feels relevant for the Hosts and Facilitators to know.  If this is a team that hasn’t met before, allow people to really connect, even if that takes more time.
5 min	Roles	Share the role each person will be playing for the Immersion: Lead Facilitator, Group Facilitator, Host, logistics point person.
15 min	Immersion Intentions & COS	State the Intentions and COS for the Immersion. Get clear on why we’re gathering for this Immersion.
15 min	Immersion Agenda	Walk through the agenda for the Immersion.
20 min	Questions	Hosts answer questions from facilitators.
10 min	Closing : Hopes for the Immersion	Circle up and do a go-around of everyone’s hopes for the Immersion.

# Grounding & Debrief

A Debrief allows explicit time for lessons from the Immersion to settle and for collective processing of the experience. It can be long or short to fit the needs and schedule of your team, but doing it within the 24 hours after the end of the Immersion is ideal to capture the juiciest rememberings.

Also, please be sensitive to the fact that the team has just completed an intensive few days, so the folks may be tender and not ready to digest intense critical feedback. In these cases, it’s helpful to identify this. Make a note of feedback that you can fully dig into once the team has had a chance to recover. A meal before and after the debrief is highly recommended.

**Here is an agenda that can guide the debrief:**

**Time:** 90 mins

**Materials:** Writing materials and paper for note taking, snacks

**Roles:** Facilitator and scribe (these can be shared roles)

Time	Event	Summary
15 min	Welcome & Celebrate	Take a moment to celebrate the end of the Immersion!
10 min	Successes	What worked well during the Immersion?
10 min	Challenges	What was an edge or lesson from the Immersion?
15 min	Role Review	Break into small groups and speak on how you showed up during the Immersion.  Move back into the full group and share out any big learnings.
10 min	For the future	If you were to do this again, list what you would keep and what would you change.
10 min	Appreciations	Share appreciations for each person on the team.
5 min	Good Bye	Close out the space.

# Documentation

Documentation before, after and during the Immersion is essential. It allows you to share learnings to the community and larger field, reflect on the process, and capture what happened and what was created. We suggest assigning a person to be the head of documentation in advance.

Basics of documentation include:

★ **Cultural artifacts like group photos, video capture of special, celebratory moments.**

★ **Records of agendas, problem solving, questions that emerged.**

★ **Records of logistics including how to address access needs.**

**Tip:** Take pictures of chart paper before it's thrown out. Carve out time to clean it up before you move on or back into other work.



# Documentation

## 01

### **Hiring a photographer to capture cultural artifacts.**

- If you do, consider how to capture intimate moments and still respect people's space?

## 02

### **How and why to share lessons or what was created:**

- Who needs to know about what was created together and what is the best way to share it?
- What is important to share to the broader practice field?

## 03

### **Impact of immersion on participants.**

- How can we document the ways folks are embodying ES after an Immersion?

# Design and Facilitation

Now it's time for the Emergent Strategy Immersion! We've learned that Immersions are most full when they are over four consecutive days. Determining the length and design for your Immersion will impact logistics. Such as how many days you need the space, how many meals you will need, etc.

Having an agenda allows you to structure your time together and offers space to include everything you're passionate about. This section provides a sample agenda and details on how to facilitate each suggested activity.

# Immersion Agenda

Core Team Grounding and Set-up			
Day One (7 hrs)	Day Two (9 hrs)	Day Three (9 hrs)	Day Four (6 hrs)
<ul style="list-style-type: none"><li>• Welcome &amp; Lunch</li><li>• Woe Pairing</li><li>• Emergent Strategy in Your Life</li><li>• Hungry Conversations</li><li>• Form Element Groups</li><li>• Closing</li></ul>	<ul style="list-style-type: none"><li>• Welcome &amp; Breakfast</li><li>• Woe Check-In</li><li>• Risk Spectrum</li><li>• Element Groups &amp; Creating Offerings</li><li>• Lunch</li><li>• Offerings: Elements 1-3</li><li>• Woe Check-out</li><li>• Closing</li></ul>	<ul style="list-style-type: none"><li>• Welcome &amp; Breakfast</li><li>• Woe Check-In</li><li>• Offerings: Elements 4-6</li><li>• Lunch</li><li>• Debrief</li><li>• Tour or Cultural Offering</li><li>• Closing</li></ul>	<ul style="list-style-type: none"><li>• Welcome &amp; Breakfast</li><li>• Woe Check-In</li><li>• Debrief</li><li>• Dance Card</li><li>• Lunch</li><li>• Fishbowl</li><li>• Closing</li><li>• Clean-up/take down</li></ul>
Core Team Debrief			



# Daily Consistents



Meals and snacks will be provided each day (ideally provided by local vendors/restaurants).



On-site childcare will be provided.



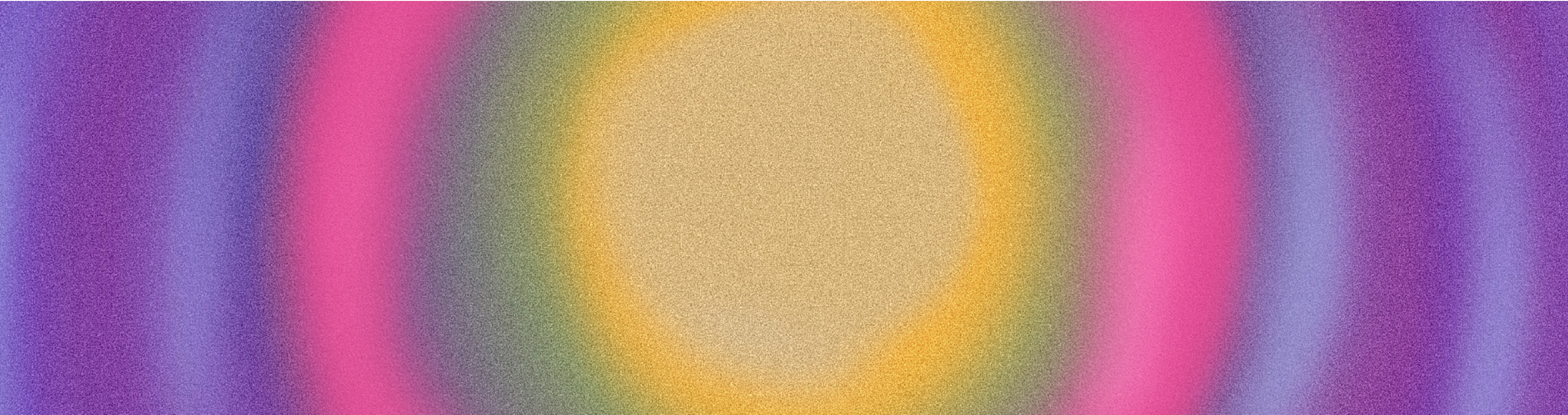
Offer participants start and end times for each day.



Care Bear Process at the top of each day to create a culture of care in the space.



Breaks, music and dancing!





# Detailed Agenda

## Day One: 9hrs

*(including breakfast or lunch, depending on when the day starts)*

This day is dedicated to laying the foundation of what Emergent Strategy is, building community among the participants and allowing them to dig into the elements.

Time	Event	Summary
40 minutes	<b>Welcome and lunch</b>	Give time to eat and settle in
	<b>How to Show Up</b> <b>Agenda Overview</b> <b>Spiritual Practice</b>	Welcome participants to the space
20 minutes	<b>Woe pairing</b>	Find the person you will be “working on excellence” with for the duration of the Immersion.
	<b>Entering the Circle</b>	An intentional process for entering the Immersion space.
1 hour	<b>Emergent Strategy in Your Life</b>	Share a way you’ve seen Emergent Strategy in your life.
45 minutes	<b>Hungry Conversations</b>	Distill down the conversations people in the room are hungry to have.
30 mins	<b>Break</b>	Break, eat, replenish!
2.5 hour	<b>Form Emergent Strategy Element Groups</b>	Six groups will form around each element for community building.
30 minutes	<b>Healing Stations</b>	Participants get to make the stations to offer them an opportunity to refill.
10 min	<b>Closing</b>	Close out the space and formally end the day.

# Detailed Agenda

## Day Two: 9hrs

*(including breakfast)*

The goal of Day two is for participants to dive deeper into building community through risk assessment and adjustment. With the Risk Spectrum, they will assess the level of personal risk they’ve taken at the Immersion so far.

From there, they can determine if they want to continue at that level, decrease or increase, and they will have multiple opportunities to practice what they decide.

The offerings have been known to leave participants deeply emotionally impacted, so checking in with participants during the day is important.

Time	Event	Summary
40 minutes	<b>Welcome and breakfast</b>	Give time to eat and settle in Welcome participants to the space.
15 minutes	<b>Woe Check-In</b>	Morning check in with your woe.
20 minutes	<b>Risk Spectrum</b>	Participants assess how much risk they have taken during the Immersion.
2.5 hrs	<b>Element Groups and Creating Offerings</b>	In element groups, participants will create experiences to lead the rest of participants through.
1 hour	<b>Lunch</b>	Break, eat, replenish!
3 hours	<b>Offerings: Elements 1-3</b>	First 3 element groups make their offerings to the group.
20 minutes	<b>Woe Check-out</b>	Afternoon check in with your woe.
5 minutes	<b>Closing</b>	Close out the space and formally end the day.



# Detailed Agenda

## Day Three: 9hrs

*(including breakfast)*

The goal of Day three is for participants to make offerings and begin to debrief the progress. This is often a good time to schedule a tour or cultural offering.

Time	Event	Summary
40 minutes	<b>Welcome &amp; Breakfast</b>	Time to eat and settle in. Welcome participants to the space.
15 minutes	<b>Woe Check-In</b>	Morning check in with your woe.
3 hours	<b>Offerings: Elements 4-6</b>	Second 3 element groups make their offerings to the group.
1 hour	<b>Lunch</b>	Break, eat, replenish!
2 hours	<b>Offering Debrief</b>	Groups internally offer feedback to each other.
2 hours	<b>Tour or cultural offering</b>	Optional space to connect to place
5 minutes	<b>Closing</b>	Close out the space and formally end the day.

# Detailed Agenda

## Day Four: 6.5hrs

*(including breakfast and clean up)*

The goal for Day four is to offer participants space to close out the Immersion space and see emergence in the world.

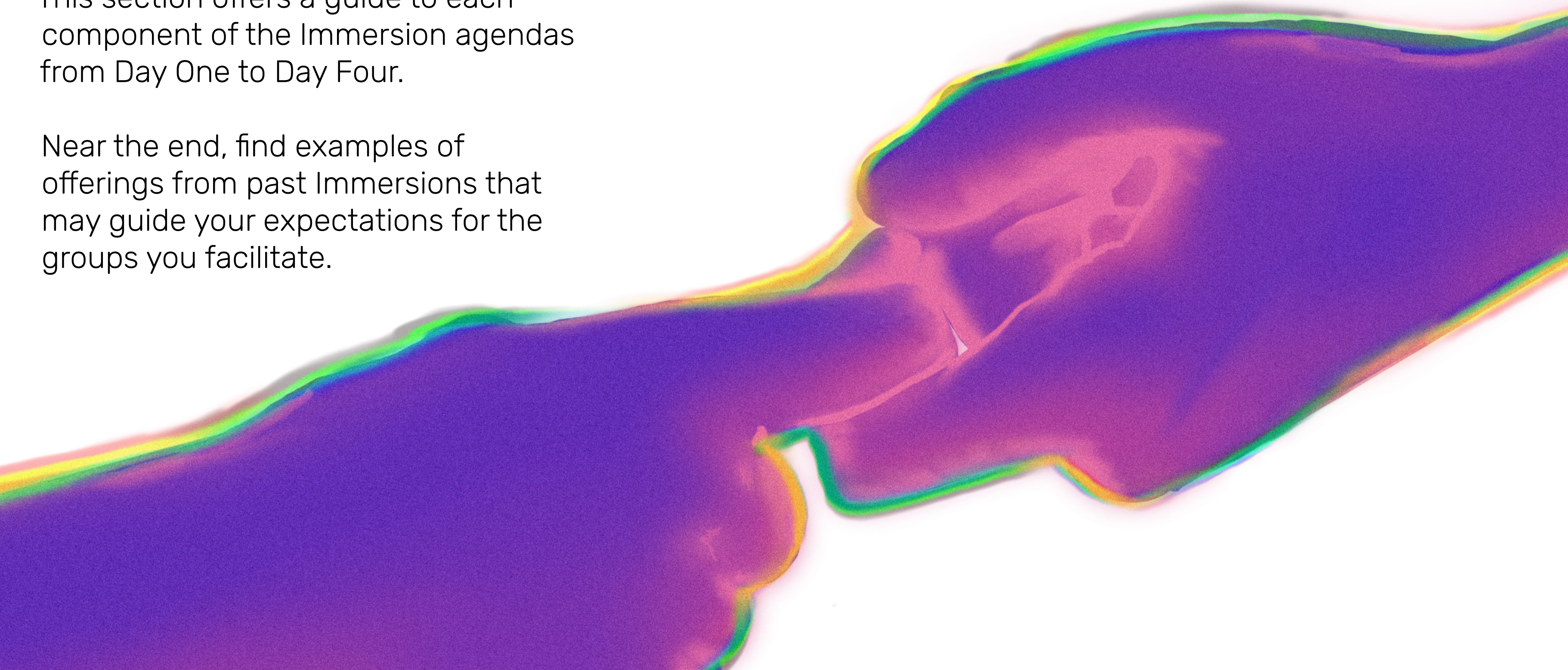
Time	Event	Summary
40 minutes	<b>Welcome &amp; Breakfast</b>	Time to eat and settle in. Welcome participants to the space.
15 minutes	<b>Woe Check In</b>	Morning check in with your woe.
30 minutes	<b>Dance Card</b>	Share topics people can connect with you on.
1 hour	<b>Lunch</b>	Break, eat, replenish!
1 hour	<b>Fishbowl</b>	Full Group Conversation
20 minutes	<b>Closing</b>	Wrap up the day and weekend.
1 hour	<b>Clean Up</b>	Taking time to clean up the venue.



# Activities

This section offers a guide to each component of the Immersion agendas from Day One to Day Four.

Near the end, find examples of offerings from past Immersions that may guide your expectations for the groups you facilitate.





# Day One







# Day One

## Welcome & Lunch

### Materials

- Name tags
- Markers
- Breakfast
- Welcome area
- Altar

### Layout of Space

Welcome participants into the room at the start of the day. Ideally someone dedicated to logistics will be sitting near the entrance to welcome and acclimate each participant into the space and tell them what to expect. Have them fill out their name and pronouns on a name tag, point them to where breakfast is available and direct them to the circle area.

The room should already be set up to welcome participants, and as you get closer to the start time, invite them to find a place in the circle. Expand the circle if necessary.

### How to Show Up

Before participants take a seat, encourage them to set their belongings aside and allow themselves to be engrossed and incredibly present for the next four days. In this moment, **acknowledge the importance of setting a part of oneself aside in order to be completely present.** There is a power in only having the things you need to help you be present, putting everything else away to focus attention on the conversation in the room.

Also, reiterate information on the space: where the bathroom is, where jackets can be hung and anything else that feels relevant to make the Immersion possible.



# Day One

## Welcome & Lunch

### Immersion Agenda Review

On the first day, review the full four-day agenda as a group so all participants are clear about what to expect. This way, if access needs come up, they can make informed choices about being present, leaving the space or maybe even bringing additions that help to reach their goals and intentions.

### Introduction of the [Spiritual Practice](#)

This is a great time to introduce the room to the [spiritual practice](#) you chose. If you're using an altar, here are some suggestions:

★ **Explain what's on the altar.**

★ **Share its role in your life.**

★ **Invite participants to add personal or meaningful items to the altar during the course of the Immersion and interact with it in whichever way feels best.**

# Day One

## Woe Pairing

### Materials

- Participants
- Open Space

The first activity of the morning is to find an Immersion woe – a partner with whom to “work on excellence”. The term “woe” originated with the Canadian hip hop artist and producer Devontée and was popularized by hip hop artist Drake as a term of endearment and encouragement.

Working on excellence is the state of being that woes can encourage each other to adopt during the Immersion, committing together to intentional growth over the three days, whatever that looks like for each individual.

They can help hold each other’s north star and challenges. They will hold their partner accountable to their own development and celebrate self-awareness and growth. And this is a mutual relationship.



# Day One

## Woe Pairing

Have participants amble around in an open space and choose their woe using the following steps:

# 01

**Look around the group of participants and identify someone you want to know, who's energy you're attracted to, who you think looks cool.**

# 02

**Once you've chosen this person and you get consent from them to be your woe, find somewhere to settle and connect.**

# 03

**Take time to share names, pronouns, any access needs you have and at least one of your intentions for the Immersion.**

# Day One

## Woe Pairing

# Entering the Circle

### Materials

- Woes
- Altar suggested

Once participants have chosen their woe and have settled in, grab their attention to give them the steps for intentionally entering the circle and the Immersion. This will present a clear moment for participants to become fully present for the next few days. The host committee can determine this process, but in the past it has looked like the following:

- Once you and your woe finish sharing your access needs and intentions for the Immersion, approach the altar and spend some time with it. Depending what's on the altar this could mean:
  - › Smudging yourself with sage
  - › Saying an intention either aloud or to yourself
  - › Pulling a tarot card
- Self applying Florida water
- As you're approaching, allow a host to anoint you with Florida water.
- Once you finish at the altar, enter the circle only with the personal items you need and choose a place to sit.

**This can be modified; the entry process should be reflective of the hosts.**

# Day One

## Emergent Strategy In Your Life

### Materials

- Something to take notes
- If available, copy of Emergent Strategy

Regardless of how much time we've spent intentionally practicing Emergent Strategy, we can all reflect and find moments when emergence has happened organically or intuitively in our lives. It's important to offer participants an opportunity to see that in just living, they've been practitioners of Emergent Strategy. This activity helps to deepen one's trust in their ability to be emergent in the world.

★ Invite participants to think about 5 ways they have seen Emergent Strategy in their lives. The rememberings don't have to be from the book, but those are welcome as well.

★ Once they've thought about it, ask them to go around one at a time and share their name, pronouns and one of the ways they've seen Emergent Strategy manifest in their life.

★ Participants might have an example written down that another participant already shared. If this happens, instruct them to cross off duplicate rememberings from their list and offer something new when it's their turn.



# Day One

# Hungry Conversations

## Materials

- Pen
  - Paper
  - Post-its
  - Wall/Floor Space
- This part of the Immersion is used to generate the conversations that will inform what offering each Element Group decides to create. Through a process that distills the conversations that participants are hungry to have, a few topic categories will emerge and then groups will be able to pick the conversation they'll use to ground their offering.

# Day One

## Hungry Conversations

### Materials

- Pen
- Paper
- Post-its
- Wall/Floor Space
- Condense the conversations
  - › Ask each person to think of 2-3 conversations they are hungry to have and write each topic down.
  - › Have everyone pair up and share conversation topics. Ask them to synthesize the topics down to two topics per pair.
  - › Next, have the pairs form groups of four and share conversation topics. Ask them to synthesize their four topics down to two per group.
- Distribute post-its to the groups.
  - › Groups are given 2-3 post-it notes.
  - › Ask them to write clearly and concisely a topic they have been hungry to discuss. It can be a declaration or a question, as long as it's clear.
  - › One topic per post-it.
- On the wall (or floor if there isn't enough wall space), have groups put up their post-its. It's preferred to put them in columns across the wall, each topic getting a new column. Be aware of people who can't post their own post-its and support them to place their topics up.
- The first person creates the first columns. The next person reviews what's up there and adds their post-it notes according to the following instructions:
  - › Add to an existing column if it's part of the same conversation, even if the wording is different.
  - › Start a new column if nothing on the wall is part of the same conversation you want to have.
- Welcome the whole group into reviewing what has been generated and identify who will lead the group Hungry Conversation. This person will facilitate the process of clarifying more ways for the topics to be combined into categories or separated as necessary.



# N O T E

It will become chaotic for a moment as people cluster, arrange, rearrange and confer with each other. This chaos is good; they are self organizing.





# FACILITATION NOTE



**The facilitator for this activity will be managing social dynamics among people discussing the work they're passionate about. This is one of the first collaborative processes of the Immersion and it can set the stage for how folks work together over the next few days.**

**When creating categories, it's important to be patient and discerning. There is no need to condense and combine categories if it feels like you're stretching to do so. On the other hand, every little thought doesn't need its own category. Be intentional, reasonable and inclusive in this process and listen to those who are hungry to be heard.**

# Day One

## Form Element Groups

Participants will break out into groups based on the six elements of Emergent Strategy (fractal, adaptation, interdependence/decentralization, transformative justice/resilience, nonlinear and iterative, creation of more possibilities). This is the time for participants to become Emergent Strategy Practitioners. Though they're mainly focused on one, all six elements will be helpful in executing an offering for the group.

Immersion Facilitators will instruct participants to choose the element group they want to join. Element Facilitators can claim a part of the room and participants can cluster around the one they choose.

Facilitators should inform participants of what to consider when picking their element group, including:

- One they feel strong and competent in
- One they want to grow in
- One they want to spend more time practicing
- One that is their favorite
- Any other reasoning or thoughts

Participants might have to be encouraged to switch groups, so the groups become numerically even. Facilitators can prescribe what they want participants to base their choice on as well. For example, they can ask folks to choose the element they want to work on most as opposed to offering more than one option for making their choice.

**Once you have the groups set, they will have 2 tasks:**

Grounding and Healing Station



# Day One

## Group Task 1

# Grounding

This is where the groups get to know each other. Grounding is a practice in taking space and deep listening; ask each group to spend an hour together storytelling. This activity can bring up deep emotions, as this type of sharing and listening isn't familiar for many of us. This activity requires a lot of sustained attention, so prepare participants and ask them to take care of themselves before they start and throughout their grounding time.



# Day One

## Group Task 1

# Grounding

- Give an overview of the activity, and explain that getting to know each other builds the foundation for group collaboration. Explain that each member of the team will have seven minutes to share a/their story and that the facilitators will keep track of time. Ask that while each person is sharing, the rest of the group listens without speaking. This is an opportunity to practice taking space if you are sharing and for the others to be present for your story.
- Have each group find a space where they can sit in a circle with privacy.
- Ask someone in each group volunteer to share first, and explain that the order will go clockwise from there.
- Each person will be asked to share :
  - › Name
  - › Strength they bring to a team
  - › Proudest movement moment
  - › Hardest movement lesson
  - › How they understand the element
  - › Which elements they are looking to grow in.
- Instruct the groups to begin watching the time and give time updates at halfway and at 1 minute.
- At the end of each story, take three minutes to have the groups give brief appreciations and take any needed breaks. And repeat until the last person shares.
  - **NOTE:** Depending on the size of the groups, at the halfway point you might want to take a longer 5 minute break.

# Day One

## Group Task 2

# Healing Station

As we approach the last hour of the day ask the groups to create a Healing Station. This is a standalone station that participants can visit throughout the Immersion, and it should not require any facilitation.

### **Examples have looked like:**

- A station with words of affirmation on paper and chocolate for participants to take.
- A station with music playing from someone's mobile device and a speaker for dancing and body movement.

# Day One

## Closing

Intentionally ending the day allows folks to give gratitude and appreciation for what they’ve experienced. It is also a great way for facilitators to prepare participants for what’s next. Below is one way to close the space.



Have participants come into a full group circle.



Facilitators offer appreciation for the whole group and acknowledge the amount of work that has happened, maybe pointing out a few highlights from the day. Also give a short preview of what they should expect for Day two.



Invite participants to offer any other words of appreciation for the day and space.



As a way to formally close out the day, ask each participant to share one word that expresses how they’re feeling, wait for a volunteer and go clockwise from there.



Invite participants to interact with the healing stations at their own speed.



# Day Two







# Day Two

# Welcome & Breakfast

## Materials

- Name tags
  - Markers
  - Breakfast
  - Welcome area
- Welcome participants into the room at the start of the day. It’s preferred to have the entryway and the breakfast area set up the same as Day one. This consistency increases the amount of time that participants have to engage in the day’s activities.

Have participants circle up, remind them of the Day two agenda and guide them into their woe check-Ins.



# Day Two

## Woe Check-In

- Have woes check in with each other. They can start by sharing how they're showing up on this day, their access needs and how they're doing staying true to their intentions.
- There's flexibility about what woes talk about and facilitators can add to their check-in based upon what they think the space needs.

# Day Two

## Risk Spectrum

"Trust the People. (If you trust the people, they become trustworthy)." The more you trust a space, the more risks you're willing to take in it. This is an opportunity to gauge the level of trust in the space through seeing how much risk each participant is taking.

- Give participants time to assess how much risk they've been able to take thus far.
- Let participants know the parameters of the spectrum: one side of the room representing taking little risk and the other side of the room representing taking every risk possible.
- Ask participants to position themselves along the spectrum at a point that's reflective of how much risk they've taken so far.
- Once they've chosen their spot, guide them through an internal assessment. Ask them to consider how they feel about the amount of risk they've taken so far. And how much risk they would like to take for the rest of the Immersion.
- Another reflection is to consider their level of risk in this space compared to that in other spaces and what is required of the environment in order for them to take more risks.

# Day Two

## Creating an Offering

## Element Groups

This task is perhaps the most challenging of the whole Immersion. Ask each newly formed and grounded group to create a 30 minute offering to lead the rest of the participants through. The offering should allow all Immersion participants to experience and practice the chosen element of the group.

This is where the Group Facilitators come into play; they will need to quickly gauge and communicate with their element group to decide the best way to be supportive. Group Facilitators can take a more hands-on approach and lead the group to the goal and/or be more unilateral and support the group in the direction where they decide to go. Group Facilitators support participants in determining the experience they want to make with their offering. There has not been an Immersion yet where a group has not been able to create an experience.

- Have each group pick a conversation cluster from the earlier synthesized hungry conversations. The goal is now for folks to explore that conversation in their offering through the lens of their element.
  - › For example: The conversation may be how to persevere in the face of hopelessness, and the element may be Interdependence and Decentralization. So the group may choose an offering that asks participants to explore hopelessness and resilience practices in teams that are interdependent.

# Day Two

## Creating an Offering

## Element Groups

- Give the groups at least 2 hours to work on their offerings, also give each group materials for making an agenda: large pads of paper, markers, sticky notes etc.
  - › In this time the Group Facilitator will help the group come to a clear intention for their offering, make it timely, account for the size of the group and consider the conversation and element.
  - › Ideally the group will have drafted an agenda that will support their facilitation
- After the two hours, as a way to close out this activity, have the groups pull a tarot card for the group. The cards will be shuffled and as they're randomly picked, that will decide the order in which each group gives their offerings.



# Day Two

## Offerings

The bulk of Day two and three is dedicated to experiencing the offerings, providing affirmations and debriefing the experience.

From the smaller deck of tarot cards each group chose on Day One, draw one card at a time to determine the order the groups will present their offerings.

Each offering is 30 minutes and the facilitator will keep time and give time checks. After each offering, allow 15 minutes for the group to cluster in the middle of the room, receive praise and answer any burning questions from other participants. Within this fifteen minutes, the facilitators will also offer feedback to the element group about their offering.

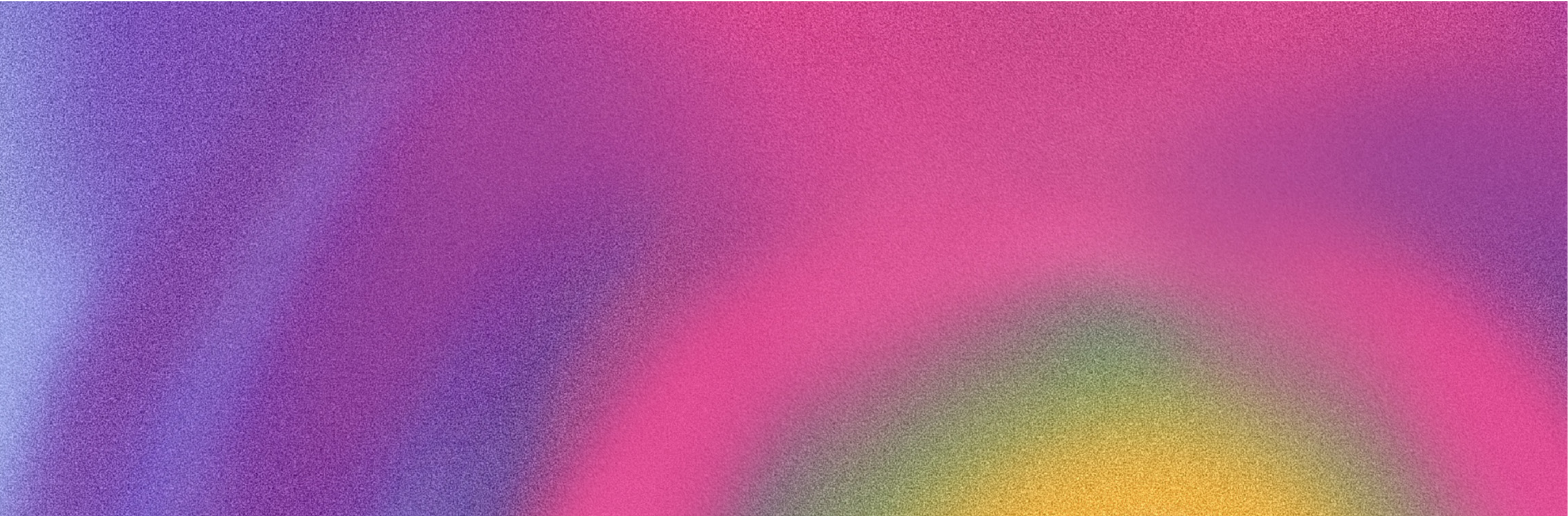
Draw the next card so the next group can be on deck and give all participants a 10-minute break before the next offering begins.

You will do 3 elements on day two and then they remainder on the next day.



# NOTE

To allow this to work, timing is key. You’ll be working on a tight schedule and here is an example schedule for how to ensure each group has time to present and debrief...





# Day Two

# Offerings

### Offerings Schedule Example over Day Two and Three

Time	Event
30 minutes	Offering #1
15 minutes	Praise, questions, facilitator feedback for Offering #1
10 minutes	Offering #2 on deck + Microbreak
30 minutes	Offering #2
15 minutes	Praise, questions, facilitator feedback for Offering #2
10 minutes	Offering #3 on deck + Microbreak
30 minutes	Offering #3
15 minutes	Praise, questions, facilitator feedback for Offering #3

### Day Three:

Time	Event
30 minutes	Offering #4
15 minutes	Praise, questions, facilitator feedback for Offering #4
10 minutes	Offering #5 on deck + Microbreak
30 minutes	Offering #5
15 minutes	Praise, questions, facilitator feedback for Offering #5
10 minutes	Offering #6 on deck + Microbreak
30 minutes	Offering #6
15 minutes	Praise, questions, facilitator feedback for Offering #6
10 minutes	Microbreak
15 minutes	Closing



# Day Two

## Woe Check-Out

Have woes check out with each other around the day.

### Questions that can be posted to them are:

- How are you?
- Did the principle help you?
- Practice: eye contact and gratitude
  - › I'm grateful for you
  - › You are beautiful to me
  - › You are enough
  - › I'm so glad to be on this path with you

Everyone is encouraged to stay in the present and avoid preparing for the end, as there is time for that at the end of the day.

# Day Two

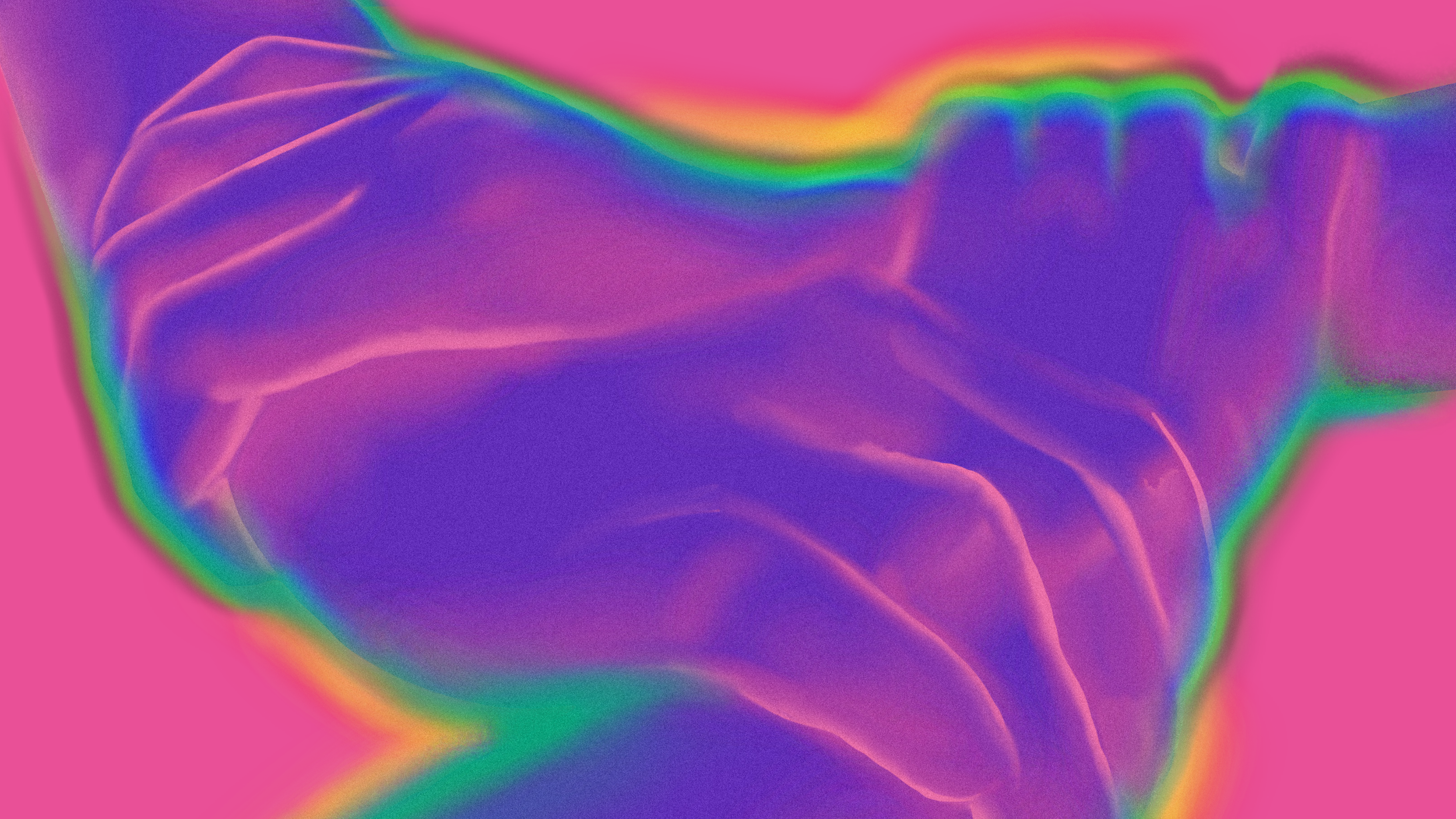
## Closing

Intentionally ending the day allows folks to give gratitude and appreciation for what they've experienced. It is also a great way for facilitators to prepare participants for what's next. Below is one way to close the space.

1. Have participants come into a full group circle.
2. Ask the facilitator to take a moment to offer appreciation for the whole group and acknowledge the amount of work that has happened, maybe pointing out a few highlights from the day. Also give a short preview of what they should expect tomorrow.
3. Invite participants to offer any other words of appreciation for the day and space.
4. As a way to formally close out the day ask each participant to share one word that expresses how they're feeling, wait for a volunteer and go clockwise from there.
5. Invite participants to interact with the healing stations at their own speed.

# Day Three







# Day Three

## Welcome & Breakfast

### Materials

- Name tags
  - Markers
  - Breakfast
  - Welcome area
- Welcome participants into the room at the start of the day. It's preferred to have the entryway and the breakfast area set up the same as before. This consistency increases the amount of time that participants have to engage in the day's activities.

Have participants circle up, remind them of the Day three agenda and guide them into their woe check-Ins.

# Day Three

## Woe Check-In

Have woes check in with each other. They can start by sharing what their goals are for the day.

There's flexibility about what woes talk about and facilitators can add to their check-in based upon what they think the space needs.

# Day Three

## Offerings

Continue to facilitate the offering process that was started on Day Two.

# Day Three

## Offering Debrief

Debriefing is a meaningful moment to reflect about what has happened. Invite each Element Group to examine the process of creating and executing their offering.

- Let people know that the closing for Day three will be held in their Element Group. So upon finishing the debrief, the day is over and everyone is free to go (unless there is a tour or cultural offering planned).
- Have each Element Group gather separately and debrief with the following questions and considerations:
  - › How did we do at working together?
  - › Did people receive what we intended to offer?
  - › Did we embody our element?
  - › Did people learn what we intended?
- Take a Break. Reconvene the group and provide feedback for each person. How they shone. Where to grow.
  - › On Day one, each person shared which element they were working on. It's helpful to provide individual feedback grounded in that.

# Tour /

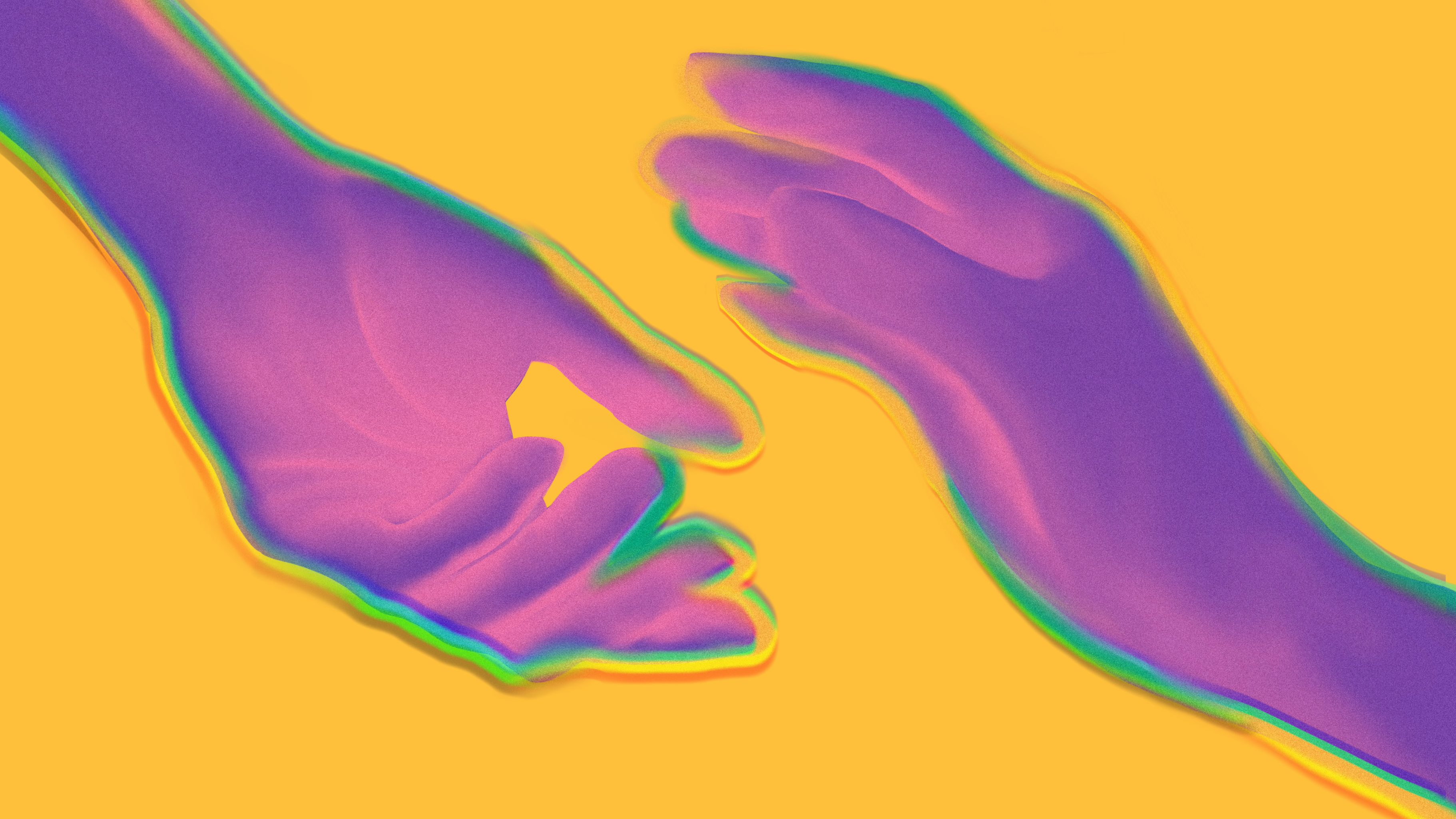
## Cultural Offering

If your Immersion includes a tour or cultural offering make sure to allow participants to offer any pressing reflections or insights to the group.



# Day Four







# Day Four

## Welcome & Breakfast

### Materials

- Name tags
  - Markers
  - Breakfast
  - Welcome area
- Welcome participants into the room at the start of the day. Preferably, set up the entryway and the breakfast area the same as before. This consistency increases the amount of time that participants have to engage in the substance of the day.

Have participants circle up and give them an overview of Day four, Make time for any announcements and then guide them into the woe check-Ins.

# Day Four

## Woe Check-In

Have woes check in with each other around conclusions.

Questions that can be posted to them are:

- How am I at endings/conclusions?
- How do I want to be today?

Everyone is encouraged to stay in the present and avoid preparing for the end, as there is time for that at the end of the day.

# Day Four

## Debrief Continued

If needed, create some more time for debrief in element groups.

Have groups write-up and document their offerings. At this point, groups should break down healing stations as a team.



# Day Four

## Dance Card

### Materials

- Pen and paper
- Historically, women have used dance cards at dancing events (a dance or ball) to list names of the men she intends to dance with in succession. This activity has a similar goal: to list who in the room you want to connect with after the Immersion. You'll fill out your metaphoric dance card based upon the information that participants want to share.
1. Give participants two minutes to write down topics they are open to others approaching them about.
  2. Go around the circle and give everyone 20 seconds each to give their name and the topics they've written down.
  3. Participants should write down names and accompanying topics on their metaphoric dance card of who they'd like to connect with. This list is intended to help maintain meaningful and lasting connections between participants.

# Day Four

## Fishbowl

Set aside time for participants to ask any lingering questions and discuss insights. In the past the fishbowl has looked like this:

- Create an inner circle of 4-6 chairs, facing each other. Participants will take turns being in the center.
- The rest of the participants pull their chairs in closely around the four chairs to form a more intimate space.
- The inner circle will discuss the following questions:
  - › What did we learn here?
  - › How do we bring it home/into our work, communities, and movements?
  - › What is our next most elegant step?

# Day Four

## Closing

- Woe check-in: Give woes time to connect and share final reflections. If they would like to keep in touch, this is a time to exchange information. And if participants have any hopes for how this relationship can continue, they're encouraged to share them.
- Once this time is complete, invite everyone back into the circle for a final closing of the Immersion. In the past closing has looked like this:
  - › Place a candle in the middle of the circle as a focal and grounding point for the circle and activity.
  - › One at a time, participants come to the center of the circle and share what they're leaving in the circle and walk away from the center sharing what they will be taking with them from this experience.
  - › Once everyone has completed the closing, inform participants of how they will be solicited for feedback. Remind everyone to gather their belongings from the space. And wish them well.
  - › In past Immersions, participants hung up large sheets of paper for everyone to share social media handles and local food spots and places to see. This happened organically and was initiated by participants.



# Sample Element Offerings

# Sample Element Offerings

## Freedom Fractal

### Framing

# 01

**Begin with a description of fractals, the element that this activity was designed to explore.**

**You can have participants refer to the definition and/or have folks share favorite passages from the Fractal Chapter in Emergent Strategy.**

### **Note:**

If someone is partnered with a seated person, the standing partner should also sit.

# 02

**Body Scan: Like all activities, it is helpful to start with a body scan to check in with your body.**

**Invite folks to close their eyes and focus their attention on each part of their body from toes to head. This is always valuable in regrounding and has been vital for folks to be as open as possible.**

# 03

**Name that this is a movement activity, give examples of the movements, and introduce modifications for how seated participation can look.**



# Sample Element Offerings

## Freedom Fractal

### Activity

1. Explain that music will be played and the group will be asked to move around the space and embody what freedom feels like them.
2. When the facilitator calls out “freedom fractal” and a number, the music is paused and the participants are asked to gather with that amount of people. Example: If the facilitator calls out “Freedom Fractal 2” then participants gather in pairs.
3. Start the music again and **allow the new groups to find a movement that represents Freedom for their group.**
4. From here the facilitator should increase the amount of people in the groups by calling “Freedom Fractal 4”, “Freedom Fractal 8”, “Freedom Fractal 16”, then “Freedom Fractal 32” until the group is split into two large groups. Then the instruction is for the Facilitator to call “Freedom Fractal Everyone” allowing the whole room to move together to represent Freedom.
5. Once the Room is moving together it is important to allow a few minutes for participants to feel what it’s like to move collectively with the group. You can ask participants to notice what it feels like to move collectively.
6. Once folks have had a moment to notice the facilitator then calls out “freedom fractal 1” to collapse the collective back down to an individual experience.

# Sample Element Offerings

## Freedom Fractal

### Wrap Up

- Wrap up with a discussion debrief. Here are a few suggested questions:
- How does it feel to scale up?
  - What did it feel like to scale down at the end?
  - How was your original movement changed by the collective experience?

### Extra!

One variation on this activity is to change what the movement represents. For example, how does “Love Fractal” to reflect what love feels like or how does “Joy Fractal” explore collective joy?



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# Immersion Guide

Thank You.