Open space technology planning pack: agenda wall, reports and checklist

Open space technology is a meeting method in which participants set the agenda around one theme question, run parallel conversations and report back. This pack gives you a theme question worksheet, an invitation, an agenda wall grid, a session report, a convergence sheet and a logistics checklist, blank and filled for a fictional half-day event. The method is Harrison Owen's; the sheets are original.

240 minutes | 20–100 participants | Online and adaptable in person

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The outcome

By the end of the four-hour open space, every session has a report on the news wall, everyone has marked priorities, and each proposal is Go, with an owner who said yes, a first step and a date, or Parked. Everyone receives the typed reports the next working day.

Before the session

- For facilitators and learning teams planning an open space for 20 to 100 people, half a day or one day.
- Six weeks ahead, agree the theme question, what is fixed and what the sponsor will do with the results. If the sponsor cannot promise a response, choose another format.
- Book a room for a circle of chairs plus one space per ten people, and recruit two helpers.
- Accessibility: step-free spaces, a hearing loop, a quiet room, printed copies of the wall for people who stay seated, written ways to propose and mark, and interpreters or a scribe on request.

Included in this kit

A facilitator run of show, participant worksheets with real tables, reference tables, debrief questions, adaptation notes and a follow-up plan. Use the editable Word copy to tailor examples and prompts before delivery.

Original material by Superglue. Timings are suggestions; adjust them to your participants. This resource has not been independently evaluated.

What is inside

- Theme question worksheet
- Invitation template
- Agenda wall grid
- Session report sheet
- Convergence sheet
- Logistics checklist
- Filled example: theme question and invitation
- Filled example: agenda wall
- Filled example: convergence sheet
- Filled example: logistics checklist
- Facilitator section: run of show, reference tables, debrief and adaptations

Theme question worksheet

Fill this in with the sponsor at least six weeks before the event. Write the situation first, then two drafts of one question. Test each draft against the six checks below.

The situation in two sentences

_____

_____

Who needs to be in the room

_____

_____

What the sponsor will do with the results

_____

_____

What is fixed and not open for discussion

_____

_____

Draft 1

_____

_____

Draft 2

_____

_____

Test	Draft 1	Draft 2
The sponsor does not already know the answer	☐ Yes ☐ No	☐ Yes ☐ No
Every person invited can answer it from their own work	☐ Yes ☐ No	☐ Yes ☐ No
It can be read aloud in one breath (about 15 words or fewer)	☐ Yes ☐ No	☐ Yes ☐ No
It invites many answers, not yes or no	☐ Yes ☐ No	☐ Yes ☐ No
It is free of jargon, blame and a hidden answer	☐ Yes ☐ No	☐ Yes ☐ No
What is fixed is said separately, not packed into the question	☐ Yes ☐ No	☐ Yes ☐ No

Invitation template

Write each part in short, plain sentences. Send it as plain text and as a printed notice, so people without a work email see it too.

Part	Your text
Heading: the theme question	
Why now (two or three sentences from the sponsor)	
Who is invited, and why their view matters	
Date, time and place	
What will happen	
What you will leave with	
What is fixed	
Access and support	
How to reply, and by when	

Agenda wall grid

Tape this grid on a wall, large, or print it on A3 as a planning copy. One row per time slot, one column per space. Conveners write their topic and role in a free cell. Leave a cell empty if nobody needs it.

Helpers keep a printed or shared copy up to date for anyone who prefers to stay seated.

Time	Space A: _____	Space B: _____	Space C: _____	Space D: _____	Space E: _____
Slot 1 **from ___:___** **to ___:___**					
Slot 2 **from ___:___** **to ___:___**					
Slot 3 **from ___:___** **to ___:___**					

Session report sheet

One sheet per session. The note-taker fills it in during the last ten minutes, in large clear writing, and hands it to a helper for the news wall. Write roles, not names, unless people agree.

Part	Notes
Topic (as on the wall)	
Convener (role) and note-taker	
Space, slot and people at the start (a number)	
Main point 1	
Main point 2	
Main point 3	
Questions still open	
Proposed next step, if any	
Who wants to keep going (roles, or “ask the convener”)	

Convergence sheet

A helper copies the proposed next step from each report. Everyone gets three priority marks, as dots or written on a slip. Rank by marks, then ask who will take the first step. A proposal is Go only when an owner has said yes.

#	Proposal (from a session report)	Session	Marks	Rank	First step	Owner (said yes)	By when	Go or parked
P1								
P2								
P3								
P4								
P5								
P6								
P7								
P8								
P9								
P10								

Logistics checklist

Sixteen tasks from six weeks before the event to four weeks after it. Write an owner who has said yes next to each task. Add your own tasks in the empty rows.

#	Task	When	Owner	Done
T1	Agree the theme question, what is fixed and what the sponsor will do with the results	6 weeks before		☐
T2	Book the main room and the breakout spaces; check step-free access, a hearing loop and a quiet space	6 weeks before		☐
T3	Confirm the event is paid working time and arrange cover for shift staff	5 weeks before		☐
T4	Send the invitation, in plain text and as a printed notice, with one way to reply	4 weeks before		☐
T5	Ask for access, language and dietary needs; arrange interpreters or large print if asked	3 weeks before		☐
T6	Recruit two helpers: one for the agenda wall, one for the news wall and the convergence count	2 weeks before		☐
T7	Order materials: markers, A3 paper, tape, sticky dots, report sheets, name badges	2 weeks before		☐
T8	Send a reminder with the theme, the times of the day and the access options	1 week before		☐
T9	Prepare a seated way to see the wall: printed agenda copies and a shared document a helper updates	1 week before		☐
T10	Print report sheets, convergence sheets, slips for written marks and large-print copies	2 days before		☐
T11	Set out one circle of chairs with gaps for wheelchairs; tape the grid; label every space	1 day before		☐
T12	Test the microphone and the hearing loop before people arrive	On the day		☐
T13	Collect the report sheets after each slot and post them on the news wall	On the day		☐
T14	Type up the reports unedited and send them to everyone who took part	1 day after		☐
T15	Confirm each owner’s first step and date in writing	7 days after		☐
T16	Hold the first check-in on every proposal marked Go	28 days after		☐
T17				☐
T18				☐
T19				☐

Filled example: theme question and invitation

Fictional example. The learning team of a distribution company plans a half-day open space for 42 shift leads, trainers and warehouse staff on Thursday 19 November 2026. The invitation went out on Thursday 22 October 2026 by email and as a printed notice in each break room.

Part	Fictional example
The situation in two sentences	Shift staff finish fewer courses than office staff. Courses are planned in office hours, and the learning team has heard about the problem only from managers.
Who needs to be in the room	Shift leads from all three shifts, warehouse staff, trainers, the operations planner and the learning team. 42 accepted.
What the sponsor will do with the results	The head of operations (sponsor) reads every report, gives each proposal with an owner a decision within four weeks and pays for small pilots from the training budget.
What is fixed	Safety training stays compulsory. No change to shift patterns or pay.
Draft 1 and its test	“How can we increase training completion on the warehouse floor?” Fails two tests: completion is the sponsor’s measure, which not everyone invited can answer from their own work, and the question hints that staff are the problem.
Draft 2 and its test	“What would make learning at work easier to fit into a shift?” Passes all six tests. Twelve words.
The invitation	The nine parts below, as sent
Heading: the theme question	What would make learning at work easier to fit into a shift?
Why now (two or three sentences from the sponsor)	Shift staff tell us that courses rarely fit their day. We want to hear how learning could fit, from the people who work the shifts. I will read every report and answer every proposal that has an owner within four weeks. (Head of operations)
Who is invited, and why their view matters	Shift leads, warehouse staff, trainers and planners from all three shifts. You know what gets in the way. You do not need to prepare anything.
Date, time and place	Thursday 19 November 2026, 09:00 to 13:00, the training centre, ground floor. Paid working time; your manager has arranged cover.
What will happen	There is no fixed agenda. In the first hour anyone can propose a topic, and we build the timetable together. Then two rounds of small conversations. You choose which to join and can move at any time.
What you will leave with	A typed report of every conversation by Friday 20 November, and a short list of proposals, each with a person who has agreed to take the first step.
What is fixed	Safety training stays compulsory. Shift patterns and pay are not part of this event.
Access and support	Step-free rooms, a hearing loop and a quiet room. Large print, an interpreter or a scribe on request. You can take part seated the whole time, and in writing.
How to reply, and by when	Reply to the learning coordinator by Thursday 5 November, in person, by phone or by email. Tell us any access, language or dietary needs.

Filled example: agenda wall

The wall at 10:00 on the day: nine sessions in ten places, with space E free in slot 2.

Time	Space A: main room, window side	Space B: main room, door side	Space C: meeting room 1	Space D: meeting room 2	Space E: training room 3 (quiet)
Slot 1 **10:00–10:50**	S1 Ten-minute lessons at the start of a shift: what would they need? Convener: Shift lead, inbound	S2 The night shift always gets training last. How do we change that? Convener: Night shift lead	S3 Learning on a phone when not everyone has a work phone Convener: Warehouse operative, returns	S4 Who covers the line while someone is on a course? Convener: Operations planner	S5 Making the forklift refresher less of a lecture Convener: Safety trainer
Break **10:50–11:05**	Reports go on the news wall				
Slot 2 **11:05–11:55**	S6 Buddy learning for new starters on the floor Convener: Team leader, despatch	S7 Training in a second language: what helps? Convener: Warehouse operative, picking	S8 Recording training without more paperwork Convener: Learning coordinator	S9 What managers say before and after a course Convener: Learning and development partner	(no session: space free)

Filled example: convergence sheet

40 people marked priorities (two had left), three marks each: 120 marks. Seven proposals are Go with an owner; two are Parked.

#	Proposal (from a session report)	Session	Marks	Rank	First step	Owner (said yes)	By when	Go or parked
P1	Pilot ten-minute lessons at shift start on the inbound team for four weeks	S1	24	1	List three topics and draft the first lesson	Shift lead, inbound	Fri 4 Dec 2026	Go
P2	Run every new course on the night shift first or in the same week	S2	19	3	Put night dates in the January course calendar	Learning coordinator	Fri 11 Dec 2026	Go
P3	Put two shared tablets in the break room for online modules	S3	15	4	Ask IT for a cost and a support route	Learning and development partner	Fri 18 Dec 2026	Go
P4	Agree a cover rota for course days a month ahead	S4	22	2	Draft the rota rule and test it on the January courses	Operations planner	Wed 9 Dec 2026	Go
P5	Rebuild the forklift refresher around practice tasks	S5	9	7	Draft two practice tasks and agree them with the safety lead	Safety trainer	Fri 15 Jan 2027	Go
P6	Write a one-page buddy checklist for a new starter’s first two weeks	S6	14	5	Draft the checklist with two recent starters	Team leader, despatch	Fri 11 Dec 2026	Go
P7	Make picture-based quick guides for the three most common tasks	S7	11	6	Photograph the three tasks and agree the words	Warehouse operative, picking, with the trainer	Fri 8 Jan 2027	Go
P8	Replace paper sign-in sheets with a scanned code	S8	4	8	No owner today	—	—	Parked
P9	Agree two questions every manager asks before and after a course	S9	2	9	No owner today. The sponsor asks again at the check-in	—	—	Parked

Filled example: logistics checklist

The checklist as it stood on Monday 16 November 2026, three days before the event. Eight tasks are done. T9 is overdue: it was due on Thursday 12 November.

#	Task	Due	Owner	Status
T1	Agree the theme question, what is fixed and what the sponsor will do with the results	Thu 8 Oct 2026	Sponsor and facilitator	Done
T2	Book the main room and the breakout spaces; check step-free access, a hearing loop and a quiet space	Thu 8 Oct 2026	Event lead	Done
T3	Confirm the event is paid working time and arrange cover for shift staff	Thu 15 Oct 2026	Operations planner	Done
T4	Send the invitation, in plain text and as a printed notice, with one way to reply	Thu 22 Oct 2026	Sponsor	Done
T5	Ask for access, language and dietary needs; arrange interpreters or large print if asked	Thu 29 Oct 2026	Learning coordinator	Done
T6	Recruit two helpers: one for the agenda wall, one for the news wall and the convergence count	Thu 5 Nov 2026	Facilitator	Done
T7	Order materials: markers, A3 paper, tape, sticky dots, report sheets, name badges	Thu 5 Nov 2026	Learning coordinator	Done
T8	Send a reminder with the theme, the times of the day and the access options	Thu 12 Nov 2026	Learning coordinator	Done
T9	Prepare a seated way to see the wall: printed agenda copies and a shared document a helper updates	Thu 12 Nov 2026	Helper, agenda wall	Open
T10	Print report sheets, convergence sheets, slips for written marks and large-print copies	Tue 17 Nov 2026	Learning coordinator	Open
T11	Set out one circle of chairs with gaps for wheelchairs; tape the grid; label every space	Wed 18 Nov 2026	Facilitator and helpers	Open
T12	Test the microphone and the hearing loop before people arrive	Thu 19 Nov 2026	Event lead	Open
T13	Collect the report sheets after each slot and post them on the news wall	Thu 19 Nov 2026	Helper, news wall	Open
T14	Type up the reports unedited and send them to everyone who took part	Fri 20 Nov 2026	Learning coordinator	Open
T15	Confirm each owner’s first step and date in writing	Thu 26 Nov 2026	Sponsor	Open
T16	Hold the first check-in on every proposal marked Go	Thu 17 Dec 2026	Sponsor	Open

Facilitator run of show

1 Open the circle and name the theme | 10 minutes

Seat everyone in one circle, with gaps for wheelchairs. Welcome people for two minutes, then hand to the sponsor for five: why this question now, what is fixed, and exactly what will happen to the results. Take the

last three minutes yourself. Read the theme question twice, slowly, and say: “Take one quiet minute. What part of this question do you care about enough to talk about for 40 minutes?”

2 Explain how the day works | 15 minutes

Five minutes on the plan: point to the theme wall, the agenda wall, the news wall and the five spaces, and give the slot times. Five minutes on the principles and the law, in your own words: “Whoever turns up is enough to start. Let the talk go where it goes. Start when the group is ready and stop when you are done, even early. And if you are neither learning nor adding anything where you are, go somewhere you can, or take a break.” Five minutes on roles and access: conveners and note-takers, the helpers, the printed copies of the wall, and that staying seated in one session all day is fine.

3 Run the marketplace | 25 minutes

Five minutes of silent writing. Say: “If there is a topic you will start and look after, write it on an A3 sheet in a few words, with your role. You can also hand your idea to a helper.” Then 15 minutes for conveners to read their topic aloud, about 20 seconds each, and post it on the grid with a space and a slot. Say: “Proposing a topic means you will be there and make sure a report is written. It does not mean you must know the answer.” In the last five minutes ask twice: “Any more topics?” Wait in silence each time.

4 Settle the agenda wall | 10 minutes

Invite people to read the wall, or the printed copies the helpers bring round. Conveners with similar topics may merge or swap slots; nobody else moves a topic. A helper photographs the final wall and updates the shared document for people at their seats. Say: “The wall is the agenda. If it changes during the day, the convener changes it.”

5 Session slot 1 | 50 minutes

Sessions run in their spaces. Stay out of the conversations. Walk the room twice to check that every space has what it needs. At 10:40 announce: “Ten minutes left. Please write your report sheet now.” Each session spends its last ten minutes on the report: main points, open questions, a proposed next step and who wants to keep going.

6 Break and news wall | 15 minutes

Helpers collect the report sheets and post them on the news wall in session order. A helper copies each proposed next step onto the convergence sheet. Say: “The reports from slot 1 are on the news wall. Slot 2 starts at 11:05.”

7 Session slot 2 | 50 minutes

As slot 1. Announce the ten-minute report warning at 11:45. Helpers add the slot 2 proposals to the convergence sheet as the reports arrive, and print one reading pack per table.

8 Read the news wall | 15 minutes

Ten minutes of reading. People read at the wall or from the printed packs at their seats. Five minutes of writing: each person writes one line on a card, “The idea I want to see happen is…”, or passes. Collect the cards; they go into the typed reports.

9 Converge on proposals and owners | 35 minutes

Five minutes: read each proposal on the convergence sheet aloud with its session number. Say: “You have three marks. Put them on the proposals you most want to happen. All three on one is fine.” Ten minutes for marking with sticky dots, or by writing proposal numbers on a slip that a helper adds to the count. Five

minutes while the helpers count and read out the ranks. Fifteen minutes on owners, from the top: “Who will take the first step on this, and by when?” Write a proposal as Go only when an owner says yes aloud. With no owner, write Parked and move on. Marks set the order, not the decision.

10 Close the circle | 15 minutes

Back in one circle. The sponsor says in two minutes when the typed reports will arrive and when the first check-in is. Then ten minutes for a round: one word or one line about the morning, or a pass. Pass a microphone so everyone is heard. Take the last three minutes to thank conveners, note-takers and helpers and close on time.

Reference tables

Theme questions: weak and stronger

Original examples. A strong theme question is short, open, and something the sponsor does not already know.

Weak theme	Why it struggles	Stronger theme
How do we improve engagement?	Abstract; nobody owns “engagement”	What would make you want to come to the Monday briefing?
Should we move to a four-day week?	Yes or no; the sponsor may not be able to decide it	What would have to be true for a shorter week to work in our team?
How can staff use the new system properly?	Hidden blame and a hidden answer	What gets in the way when you use the new booking system?
Our strategy for 2027	A heading, not a question	What should our team stop, start and keep doing in 2027?
How do we fix communication, morale, hybrid working and the office move?	Four topics; too long to read aloud	What would make working across two offices easier?
How do we cut training costs by 20%?	The answer is fixed, and only some people can speak to it	Where does training take time without giving people much back?

Filled example: session report

The report from session S1 of the fictional event, as posted on the news wall.

Part	Notes
Topic (as on the wall)	Ten-minute lessons at the start of a shift: what would they need?
Convener (role) and note-taker	Shift lead, inbound (convener); a trainer took notes
Space and slot	Space A, slot 1, 10:00 to 10:50
People at the start (a number; names only with consent)	10 at the start; 2 left and 1 joined

Part	Notes
Main points	1. The ten minutes before a shift are already used for the safety briefing, so a lesson must fit after it or replace part of it. 2. Lessons work best standing at the task, not in a room. 3. One topic per lesson; a shift lead can run it from a one-page card. 4. Night shift wants the same cards.
Questions still open	Who writes the cards? Does a ten-minute lesson count in the training record?
Proposed next step, if any	Pilot ten-minute lessons at shift start on the inbound team for four weeks.
Who wants to keep going (roles, or “ask the convener”)	Two shift leads (inbound, returns), one trainer, ask the convener

Plan the spaces and materials

Planning figures, not rules of the method. Change them in the Excel planner.

Item	Rule used in this kit	Example: 42 people
Spaces for sessions	People ÷ planning group size (10), rounded up	5
Session places on the wall	Spaces × slots (2)	10
Chairs in the opening circle	People + facilitator and helpers (3), with gaps for wheelchairs	45
Markers	One per person	42
Report sheets	One per session place + one spare per space	15
Priority marks	Three per person	126
A3 sheets for topics	One per two people, rounded up	21

Roles on the day

Six roles. Only the sponsor and the facilitator are fixed in advance.

Role	Who	Before the event	On the day
Sponsor	Owns the theme and the follow-up	Agrees the question and what is fixed; signs the invitation	Opens with why now; joins as a participant; answers proposals within the promised time
Facilitator	Holds the process, not the content	Plans the room, the wall and the timings; briefs helpers	Explains the method, runs the marketplace and the convergence, then stays in the background
Convener	Anyone who proposes a topic	Nothing	Starts the session, makes sure a report is written and posted
Note-taker	Any participant, asked by the convener	Nothing	Writes the report sheet in the last ten minutes; can scribe for someone else

Role	Who	Before the event	On the day
Helpers (two)	Agenda wall and news wall	Learn the timetable and the access options	Read the wall to anyone who asks, post topics for people who prefer not to walk up, count marks
Participants	Everyone else	Read the invitation	Choose sessions, move or stay, write a line, mark priorities

Debrief and next steps

Questions for reflection

- Which proposal has an owner but no date or first step yet, and who will ask about it before the check-in?
- Which group of people was missing or quiet today, and how will we hear them before decisions are made?
- What did the sponsor promise in the opening, and what is the date by which that promise is kept?
- Which parked proposal matters most, and what would it take for someone to own it?

Adapt the session

- For 20 to 30 people, use three spaces and two slots of 40 minutes, and run the convergence as one conversation in the circle instead of marks. The whole event fits in three hours.
- For a short version of two hours, keep the opening (15 minutes), the marketplace (15 minutes), one slot of 45 minutes, report writing (10 minutes), convergence (25 minutes) and closing (10 minutes).
- Online, use one breakout room per space, named with the space letter, on a platform where people can choose and change rooms. Keep the agenda wall and the reports in one shared document. Cameras stay optional; topics and marks can be typed in the chat or the document.
- For people who prefer not to move or speak in a large group: staying in one session all day is fine, topics can be handed to a helper to post, printed copies of the wall come to the seat, and priority marks can be written on a slip. Pass a microphone in every circle.
- For 60 to 100 people, plan one space per ten people, add a third helper and a third slot, and allow 20 minutes for the marketplace queue. Above about 100, get help from someone who has run a large open space before.

After the session

Send the typed reports, unedited, the next working day, with the convergence sheet and the date of the first check-in. Track each Go proposal in the Excel convergence sheet. At the check-in, about four weeks later, the sponsor answers every proposal with an owner: yes, no with a reason, or not yet with a date. Parked proposals are read out once more; any that gain an owner move to Go.

Questions people ask

What is open space technology?

A meeting method developed by Harrison Owen in the 1980s and described in his book “Open Space Technology: A User’s Guide”. Participants sit in a circle, propose topics around one theme question, build the agenda on a wall and run their own parallel sessions, each with a written report. Superglue is not affiliated with Harrison Owen or any open space organisation; this pack’s sheets and wording are original.

What are the principles and the law of open space?

Owen’s guide names four principles and one law. In plain words: the people who turn up are enough; the conversation can go where it needs to; it starts when the group is ready and ends when it is done. The law, usually called the law of two feet, says that if you are neither learning nor contributing, you move somewhere you can. In this pack, staying put is equally welcome.

How do you plan an open space agenda wall?

Count the spaces and the time slots. Draw a grid with one row per slot and one column per space, label each space, and leave every cell empty. Conveners write their topic in a cell during the marketplace. The Excel planner suggests one space per ten people; the fictional example uses five spaces and two slots for 42 people.

How is this different from the run of show template?

The run of show template is a minute-by-minute backstage plan for a session whose content is set in advance. Open space fixes only the theme, the times and the spaces; the participants set the content on the day. This pack covers what that needs: the theme question, the invitation, the wall, the reports and the convergence on owners.

What if nobody proposes a topic, or a session has one person?

Wait in silence after asking for topics; the first proposal often takes a minute. A clear theme question and a sponsor who has said what will happen with the results make silence less likely. A session with one person is allowed: the convener can think alone, write a report, or join another session. The pack does not promise any particular result from the method.

What is included in the free and editable files?

The open PDF has the theme question worksheet, the invitation template, the agenda wall grid, the session report sheet, the convergence sheet and the logistics checklist, a filled example of each, and the four-hour run of show. Subscribers also receive the editable Word file, an Excel workbook that sizes the event, counts the wall, ranks proposals and dates the checklist, and a CSV of the checklist.

Use and sharing

Free to use and adapt in your own training sessions, including paid client work. Do not resell or redistribute the unmodified download as a standalone product. Share the resource page instead.