

# Setting the table...

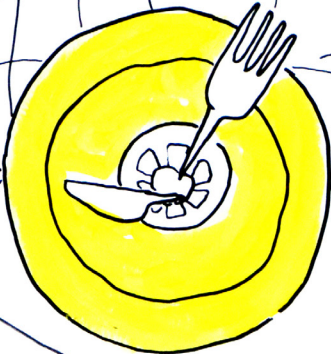
Setting the rules for a game is a possibility to negotiate a new order

To play means to experiment. to be more open to the process and also to be okay with making mistakes

Can failing be fun?



adrenalin for dinner



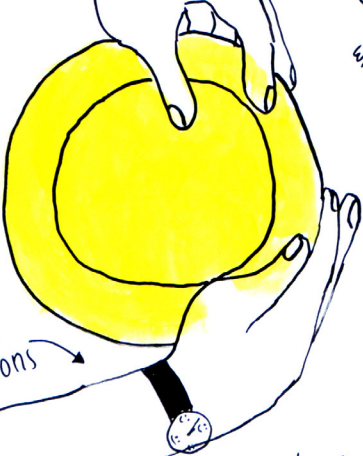
Can you pull out the table cloth?  
Can you  
Can you



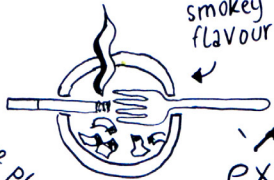
no risk

no fun

no game without negotiation

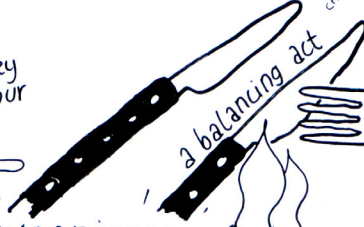


no time for social conventions



smokey flavour

experiment-tisch



a balancing act



this is not a scrambled egg

the failing fork

the failing fork

drop it like it's hot...



hands on! fuck it! Let's go!



the stealing spoon

aka räuber-

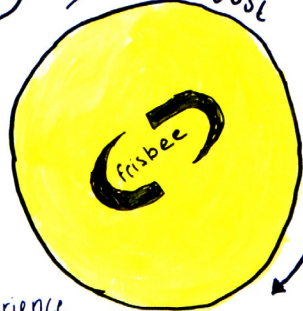


the small spoon

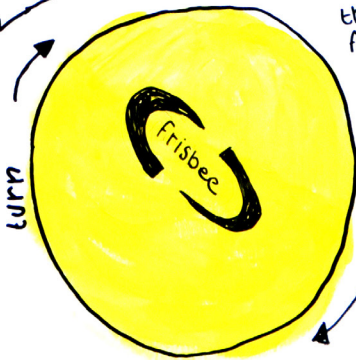
you have to get your hands dirty



make it a body-experience

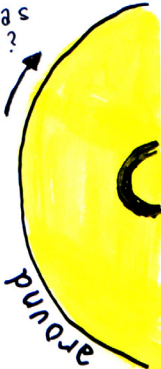


just



turn

what did you think how the frisbee was invented?



around

# and turn Learning into playing

f n k n

WE DON'T HAVE TO DECIDE FOR A LEADER. BUT IT SEEMS THAT IT IS BECAUSE WE HAVE AN EXPERT, PAULA, THE COOK. I THINK HAVING A COOK ADVISING US FROM THE OUTSIDE ALLOWS US TO KEEP A FLAT HIERARCHY INSIDE OF OUR LITTLE GROUP.

TO SELF ORGANISE, COMMUNICATION IS KEY. SO WE HAVE TO FIND A SPACE, LIKE THIS TABLE, WHICH CAN GATHER EVERYONE AND PLACE US AT THE SAME LEVEL.

NON-HIERARCHICAL GROUPS THEN REQUIRE SPACE, BUT ALSO THE PRESENCE OF EACH MEMBER, AND A DEEP COMMITMENT OF EVERYONE. MAYBE IT IS A LOSS OF FREEDOM?

YES, BUT THEN YOU EARN ANOTHER KIND OF FREEDOM, WHICH IS BEING FREED FROM THE OPPRESSION OF YOUR BOSS!

DOES IT MEAN THAT THE PRESENCE OF AN EXPERT, OF SOMEONE WHO KNOWS BETTER, IS AN INPUT IN A NON-HIERARCHICAL PROCESS?

MAYBE, BECAUSE THEN THE EGO DYNAMICS OF "I KNOW BETTER" DON'T EXIST IN THE GROUP.

BUT THEN WE RELY ON THE PRESENCE OF THE EXPERT, WHICH IS, IN THE END, ANOTHER KIND OF HIERARCHY...

I GUESS THEN WE MISS A CLEAR STRATEGY FOR DECISION MAKING!

BUT WE CAN SEE THAT IN OUR PROCESS OF LOOKING THE FLAT HIERARCHY COMES REALLY NATURALLY...

THE INSTINCTIVE PART OF SHARING THE TASKS WITHOUT HAVING HIERARCHY CAME AS A PROOF: WE ARE IN CAPACITY OF DECONSTRUCTING OUR CULTURAL BEHAVIOURS, AND COME BACK TO A MORE "NATURAL" ORGANISATION OF SOCIETY, WHICH WOULD NOT BE SO BASED ON POWER DYNAMICS.

I GUESS IN NON-HIERARCHICAL GROUPS, WE ALSO HAVE TO SHARE RESPONSIBILITY. WHEN ONE IS MAKING MISTAKES FOLLOWING THE RECIPE, HIS/HER MISTAKE IS A GROUP MISTAKE. EVERY MEMBER BEAR RESPONSIBILITY.

THEN I GUESS SOMETIMES PEOPLE LIKE HAVING HIERARCHY SO THEY DON'T HAVE TO BEAR RESPONSIBILITY FOR THE WHOLE GROUP. HAVING A CHIEF IS ALSO GETTING RELIEVED FROM A SHARED RESPONSIBILITY.

ALSO, I AM WONDERING, ABOUT DECISION MAKING WITHIN A NON-HIERARCHICAL AND SELF-ORGANISED GROUP: WHAT DECISION CAN I MAKE BY MYSELF? DO ALL THE DECISIONS HAVE TO BE TAKEN BY THE WHOLE GROUP? WHAT DOES IT MEAN WHEN IT COMES TO RESPONSIBILITY?

BUT I HOPE THE FOOD WILL BE GOOD THOUGH...

MAYBE IT'S NOT SO MUCH ABOUT THE OUTCOME, BUT MORE ABOUT THE PROCESS? MAYBE IF WE WERE MORE FOCUS ON THE PROCESS AND LESS ON THE FINAL PRODUCT, WE WOULD HAVE TIME TO ORGANISE WITH LESS OPPRESSIVE DYNAMICS?



# HOW TO MAKE A SELF-ORGANISED SALAD AND A PITANARCHY BREAD



**THE BROTH**

EVERY LEARNING PRACTICE NEEDS A BASE: A BROTH THAT WILL DETERMINE THE REST OF THE RECIPE. WITH OUR EXPERIENCE AT FLOATING, WE SEE THAT SPACE IS A BROTH OF EVERY LEARNING PRACTICE. IT'S A BALANCED MIX OF ELEMENTS THAT NEEDS TO BE PREPARED IN ADVANCE, AND COOKED FOR QUITE SOME TIME.

**THE TIMER**

WE HAVE TO CREATE A SITUATION WORTH REMEMBERING. A LEARNING TIME COULD THEN BE THOUGHT AS A COLLECTIVE LEARNING SESSION. WE CREATE SOUVENIRS THAT WE ALL SHARE, TAKE PICTURES OF WRITE IN OUR MUTUAL MEMORY. LEARNING AS WE WERE DISCOVERING A NEW COUNTRY OF TASTES TOGETHER. LEARNING AS WE GO IN VACATION!

**THE OLD BLACK CABBAGE**

THIS OLD BLACK CABBAGE MUST HAVE A STRONG TASTE. WE HOPE IT WILL NOT SUPPLANT THE TASTE OF THE OTHER INGREDIENTS... WHICH DON'T TASTE SO STRONG. IS IT A MATTER OF AGE? IS THERE AN AGE-BASED HIERARCHY IN OUR PRACTICE? HOW TO BALANCE THE TASTES TO FEEL EVERY NUANCES OF A DISH?

**PERMACULTURE**

DO THESE VEGETABLES GROW TOGETHER? ARE THEY COMPATIBLE? MAYBE WE HAVE TO TAKE INTO ACCOUNT THE ORIGIN OF EACH INGREDIENT, AND START FROM THERE TO MAKE A GOOD STEW. IN PERMACULTURE, WE SEE THAT NON-HIERARCHICAL PROCESSES ACTUALLY HELP THE PLANTS TO GROW TOGETHER.

**THE SMELL**

IT SMELLS REALLY GOOD HERE. AS COOKS DO, WE REALLY HAVE TO INVEST MORE OUR SENSITIVITY SKILLS WHEN IT COMES TO LEARNING. OUR SENSES ARE DOORS THAT ARE ABLE TO LET IN MATERIALLY, THE OBJECTS OF OUR INTEREST.

**INSTITUTIONAL CHANGE STEW**

**TO CUT**

WHEN YOU CUT ALL THE INGREDIENTS, BUT ALSO WHEN YOU COOK THEM, YOU CHANGE THEIR MOLECULAR STRUCTURE. MAYBE WE HAVE TO CUT THE INSTITUTIONS, LIKE UNI, IN SMALL PIECES, TO CHANGE THE LEARNING STRUCTURE, LIGHTEN THE BUREAUCRACY... LITTLE PIECE BY LITTLE PIECE!

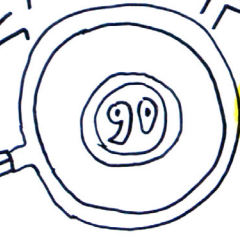
# LIST OF INGREDIENTS FOR AN INSTITUTIONAL CHANGE RECIPE

# making waffles...

yearly assembly



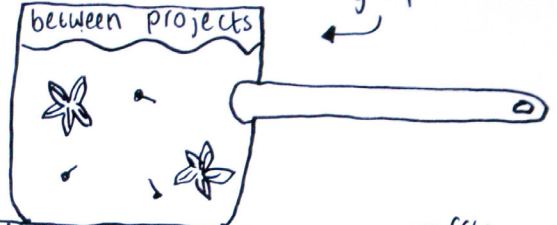
3: exchange moments of practice



cross courses

between projects

hot apple juice from group 1



waffle dough

intersections

2: cross pollination

more

plum jam



make it possible for others

the doer decides

assume asymmetries

witness and being witnessed

1: collective space

don't leave traces \*

the floating is a space that is ongoing...

...we want to foster

just let the dough rise...

practice needs continuity ...

a practice beyond the project logic... remember the hang...

how can we turn individual motivation into collective energies?

# in a community of practice

\* the four rules of paf: performing arts forum  
\*\* 1st rule for floatina?