



HOW WE GATHER • FIELD GUIDE

THE ROOM IS SMARTER

THAN ANY ONE *individual.*

How NXT Move gathers rooms to solve problems together — on one conviction: **what people design together, they own together.**

8

SHIFTS

6

MOVES IN THE METHOD

5,000

IN THE LARGEST ROOM

7

MAJOR GLOBAL
GATHERINGS SINCE 2022

INSIDE

01	Why	The default, and why it fails
02	The Shifts	Eight shifts behind every room
03	The Arc	Six moves, most of them before anyone arrives
04	Worked Example	Tirana: six slots from complaint to commitment
05	The Roles	Five roles and one discipline for writing it down
06	The Record	Seven major global gatherings since 2022
07	Voices	In their own words
08	If you are gathering a room	What this asks of you, and what it gives back

01 THE DEFAULT, AND WHY IT FAILS

A stage broadcasting into a room *can't* solve anything.

The standard gathering runs on four unexamined habits. Experts inform. Organizations present themselves. The invitation list follows whoever has historically held the table. And the relationship lasts exactly as long as the transaction does.

Each habit produces the same failure eighteen months later: a report nobody implements, because nobody in the room ever owned it. The delegates were an audience. Audiences applaud; they don't carry things home.

So we turn all four around — once for *why we gather*, and again for *how a single ninety minutes is facilitated*.

Eight *shifts* behind every room.

Each one names what we move toward *over* what we move away from. Four decide who is in the room and what it is for; four decide how the next ninety minutes run.

LEDGER I • PHILOSOPHY

HOW WE GATHER

Decided months before anyone books a flight. These show up as budget lines, invitation criteria and seating charts — or they don't exist.



INFORMATIVE → CONSULTATIVE

Consultative over informative

The agenda is an output of listening, not an input to it. Ten regional conversations came before Dallas. Twenty-five problems, distilled from global listening calls, became the twenty-five rooms in Seoul. Research goes out before the gathering, labeled a conversation starter rather than a finding.

SEEN AT Dallas 2022 Seoul 2024 Tirana 2025



SELF-PROMOTING → COLLABORATIVE

Collaborative over self-promoting

Partners contribute but do not dominate. Findings are credited to the room and published with their disagreements intact — including the questions that challenge the convener. Lausanne owned none of the action teams formed at its own Congress. That was the design, not an oversight.

SEEN AT Seoul 2024 Tirana 2025



HISTORIC POWER CENTERS → REPRESENTATIVE

Representative over historic power centers

Working streams are built around *who is missing*, not around what is topical. Seats go first to the people the existing structure doesn't represent, and the people who live with the problem should outnumber the people who administer it. Who is in the room is published as a success measure before the agenda is set.

SEEN AT Tirana 2025 Baton Rouge 2025



TRANSACTIONAL → RELATIONAL

Relational over transactional

Dallas delegates stayed in local homes rather than a hotel, matched to the people they wanted to know. Working groups shared a channel nine months before Seoul. The honest measure of a good afternoon: one person walks out with one relationship they can build on.

SEEN AT Dallas 2022 Seoul 2024

HOW WE FACILITATE

Decided in the room, by the person holding it. Trained, rehearsed and debriefed — the facilitator's job is to glean, not to teach.



CONSUMPTION → CO-CREATION

Co-creation over consumption

Facilitating means helping a room build insight together, not transferring knowledge into it. Session one is ten minutes of framing and twenty minutes of the room reshaping the frame.

SEEN AT [Tirana 2025](#) [Baton Rouge 2025](#)



PRESENTATION → CONVERSATION

Conversation over presentation

Interaction brackets every input. At the Istanbul forum the daily rhythm never changed: ten minutes of content, five of interaction, fifteen of panel, five of interaction, ten to close. Leaders glean from the group.

SEEN AT [Istanbul 2023](#) [Calgary 2026](#)



CONCEPTUAL → CONTEXTUAL

Contextual over conceptual

Every question starts where the participant actually works — their role, their constraint, the version of the problem they personally live with. Lived experience is treated as data, not anecdote.

SEEN AT [Tirana 2025](#) [Izmir 2022](#)



AGREEMENT → ACTIVATION

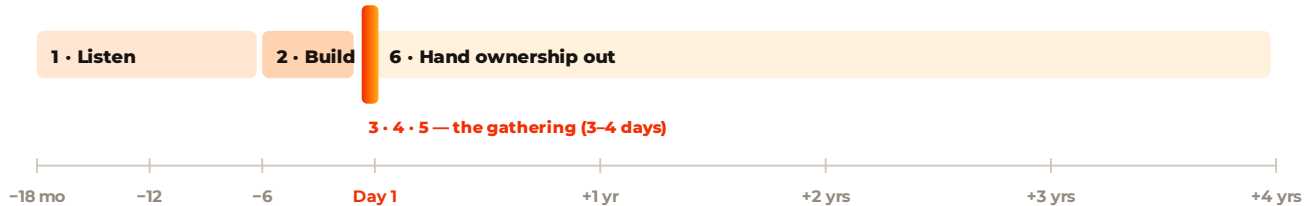
Activation over agreement

Agreement in principle is cheap. Every track lands two things: a shared reading of the present, and practical initiatives that came from the group — framed as next steps the community can act on, never as decisions forced early.

SEEN AT [Tirana 2025](#) [Calgary 2026](#)

Six moves. Most of them *before* anyone arrives.

The gathering itself is the short part. Most of the work sits either side of it — in the listening that sets the agenda, and in the ownership that outlives the venue.



1

MOVE 1 • 18 TO 6 MONTHS BEFORE

Listen the problem into existence

Conversations run long before a date is set, each answering the same two questions: what can we bring to the table, and what do we need from everyone else? Often the raw material is the *previous* gathering's unfinished business, coded and turned into the next one's problem statement. A researched framing paper is written from what surfaces, shared openly, and labeled a conversation starter rather than a finding.

Thematic analysis of prior rounds

Pre-calls by constituency

Framing paper

Key questions

Pre-gathering survey

Online hackathon

SEEN AT

Dallas 2022

Tirana 2025

2

MOVE 2 • 6 TO 1 MONTHS BEFORE

Build the room on purpose

Streams are chosen by *who is missing* rather than what is topical — an invitation to those who don't currently have a seat but should. People are then placed by declared conviction: in Seoul, every participant chose a problem in a pre-survey and found the assignment printed on their badge. Tables are composed in two modes, on purpose: mixed to cross-pollinate, uniform to go deep. Facilitators, hosts and scribes are recruited per table and trained repeatedly, months out.

Who-is-missing streams

Preference-based placement

Mixed vs uniform tables

Facilitator training ×4

SEEN AT

Seoul 2024

Tirana 2025

Baton Rouge 2025

3

MOVE 3 • DAY 1

Teach people how to take part

The Istanbul forum opened not with a keynote but with ten minutes of interaction training. If you are going to ask 230 people across five languages to think together, you owe them the instructions first. Tirana spent its first five-minute slot on a question with no informational content at all — purely to get every hand on the polling tool before it mattered.

Interaction training

Low-stakes first poll

10 min frame / 20 min room

Shared vocabulary

SEEN AT

Istanbul 2023

Tirana 2025

4

MOVE 4 • DAYS 1-3

Run to a bullseye, not a script

Every session is planned against four columns — topic, bullseye, tools, discussion questions — and the outcome is written before the questions are. The working shape is a sandwich: a poll to surface where the room actually is, a short input, table work producing one specific action, then a second poll on which action matters most. Tables submit *one negotiated answer*, not a scatter of opinions. Interaction runs through every session as a thread, never parked in an afternoon block, and seating is reshuffled so nobody spends three days with the same eight people.

Bullseye per session

Max 5 live polls

Group force-ranking

Table turn after every input

Reshuffled seating

Narrowing rounds 20→15→10 min

SEEN AT

Dallas 2022

Tirana 2025

Calgary 2026

5

MOVE 5 • EVERY NIGHT

Capture without editorializing. Synthesize overnight.

Scribes record; they don't moderate. A synthesis team works each evening and reports back the next morning — not a parade of table reports but one picture of where the room agrees and where it genuinely differs, which the room then corrects while it still can. Disagreement is kept as data: every table logs a consensus level, every facilitator report carries a tension line, and an open question wall runs beside the polls where anyone can post and upvote a challenge.

One scribe per table

Open question wall

Consensus level logged

Overnight synthesis

Synthesis presents, room corrects

SEEN AT

Baton Rouge 2025

Tirana 2025

6

MOVE 6 • DAY OF CLOSE TO 4 YEARS AFTER

Hand ownership out, not up

The convener doesn't keep what the room made. A topic earns a team by attracting people willing to lead it — three committed leads at minimum, fifteen members, spanning career stage, way of working and location so no single institutional culture owns the problem. Six months on foundations, six on implications, two to four years on results, reporting twice a year, with a public commissioning so the handover is witnessed. In Seoul the vehicle was deliberately lighter: people committed to collaborative action, not to a committee.

Ground-up topic selection

3 leads • 15 members

6 / 6 / 24-48 months

Twice-yearly reports

Public commissioning

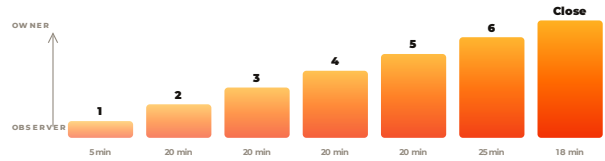
SEEN AT

Tirana 2025

Seoul 2024

Six slots that walk a room from *complaint* to commitment.

The Innovation Lab wasn't a breakout. It ran as a short slot on the main stage inside every plenary, all week — each one turning the room's table talk into something the next slot builds on. Each step asks a little more of the person answering.



SLOT 1 • 5 MIN

Get every hand on the tool

“What would make this week wildly successful for you?”

Produces: a live map of what the room came for, and a shared vocabulary before any content lands. No informational stakes, on purpose.

SLOT 2 • 20 MIN

Set a baseline you can be held to

“Rate how relevant each of these pressures is in your context.”

Produces: a scored diagnosis in the room's own numbers, on the record from day two. Nobody can later claim a different starting point.

SLOT 3 • 20 MIN

Make tables agree on one answer

“Force-rank these obstacles *based on your discussion as a group*.”

Produces: a ranked problem list the room owns. Individual opinion is turned into a negotiated group position before it enters the data.

SLOT 4 • 20 MIN

Move from diagnosis to opening

“Where is the greatest opportunity for *you* to address this in your context?”

Produces: openings people name for themselves. The first slot that asks for personal exposure rather than analysis of someone else's situation.

SLOT 5 • 20 MIN

Put a claim on their calendar

“What percentage of your effort will you put into each quadrant?”

Produces: a long-horizon trend map plus a personal effort split — the moment an idea becomes a demand on someone's own time.

SLOT 6 • 25 MIN

Collect commitments and write them back

“What do you intend to change next? And how can we be most helpful?”

Produces: the raw material for a ten-point statement of intent, written entirely from the room's own words and read back to it on the final morning.

CLOSE • 18 MIN

Report and commission in one act

Analysis and ownership read out together — not in separate sessions.

Produces: eleven teams, publicly commissioned. Nobody leaves before hearing their own week read back to them, with their name on what happens next.

Five roles. One discipline for *writing* it down.

Keeping these roles apart is what makes everything else work. The person holding the process isn't the person holding the subject — and neither of them is the person recording it.



Content specialist

HOLDS THE SUBJECT

Holds the subject. Doesn't run the process. Large problems get several.



Room facilitator

HOLDS THE PROCESS

Holds the process, working from a minute-by-minute sheet and a deck they can adapt. Trained four times before the gathering.



Table & language host

HOLDS THE TABLE

One per table. Keeps a group genuinely inside the conversation rather than next to it — including in its own language.



Scribe

HOLDS THE RECORD

Neither facilitator nor participant. Captures decisions, owners and dissent — accurately, neutrally, discreetly. If a voice dominates the table, the scribe doesn't intervene; they record the dominant view and the dissent.



Synthesizer

HOLDS THE PATTERN

Works overnight across every table's capture to find the themes the room hasn't yet noticed it is holding — and presents them back for the room to correct.

INSTRUMENTS

Table canvas

Flip-chart size, printed, one per table; photographed and uploaded at the close of each session.

Live polling

Word cloud to open, group force-rank to frame the problem, open text to share, scale to synthesize, commitment prompt to close. Never more than five slides.

Open question wall

Runs beside the polls. Anyone posts, anyone upvotes, nothing is deleted — including questions aimed at the convenor.

Planning & tracking sheet

Focus, time, poll, activity, poll, action planning — outcomes declared before questions are written.

Three-line report

Filed by every facilitator within 24 hours: *Track*.
Breakthrough. *Tension*.

THE SCRIBE'S CAPTURE, IN PRIORITY ORDER

- 1. Decisions and conclusions** — in the room's exact words.
- 2. Action items** — action, owner's full name, due date, priority. No owner? Ask. Still none? Log "needs assignment."
- 3. Three to five key takeaways.**
- 4. Notable quotes** — verbatim and attributed.
- 5. Unresolved questions.**
- 6. Resources and examples** named at the table.
- 7. Consensus level** — unanimous, majority, mixed or split.
- 8. Attendance** and corrections.

"You are not a facilitator and you are not a participant. Don't editorialize — describe."

Where this has been *run.*

Seven major global gatherings since 2022, from a hundred and thirty people in a university hall to five thousand at a global congress. The method grows by adding tables, not by lengthening the stage — and each gathering changes the next.

SEP 2022

Dallas

The NOW Conversation

~130 IN THE ROOM · 11 TABLES

Closed a two-year global listening process: ten regional teams, five paired calls, one question — **why are we losing a generation, and what will we do about it?** Delegates stayed in local homes, matched to the people they wanted to know. Four discussion rounds with seating reshuffled each time, narrowing 20→15→10 minutes into a standing pitch. Three hours for regional think tanks; a full day for reporting back.

NOV 2022

Izmir

ICETE C-21/22

NEXT GENERATION TRACK

Produced not a report *about* the next generation but a co-authored document of five fundamental shifts and five strategies, ending in next steps the participants owned. Its central move — **from being “for” the next generation to being “with” them** — is still the clearest statement of the whole practice. Being “for” gives answers. Being “with” gives time.

OCT 2023

Istanbul

WEA Future of the Gospel Forum

~230 DELEGATES · 5 LANGUAGES · 10 TRACKS

Banquet seating, the same interaction rhythm every day, and every poll question translated into five languages ahead of time with one instruction: **frame the questions very basic.** Opened with interaction training. A synthesis team met every evening; the final day was report-back and commissioning, feeding straight into the next General Assembly.

SEP 2024

Seoul

Lausanne Congress — Collaborate afternoons

~5,000 PARTICIPANTS · 25 ROOMS · 4 AFTERNOONS

Every afternoon of the Congress given to a four-step arc: **listen, imagine, act, commit.** Each room was one problem; participants were placed by their own pre-survey choice, printed on their badge. Printed canvases on every table, scribes uploading to a shared hub, a parallel virtual room. Deliberately no committees at the end — people committed to collaborative action, not to a structure.

MAR 2025
Tirana

ICETE C-25 Innovation Lab

6 SLOTS · EVERY PLENARY · 11 TEAMS FORMED

Three years in the making: an analysis of the previous consultation's unfinished business, streams chosen by **who was missing rather than what was topical**, a research paper, a thirty-question survey, a January hackathon — and the ownership structure designed *before* the problems were known. Topics earned teams by attracting people willing to lead them. The final document went out three days after close, every raw dataset linked, with a standing note that it is **an initial draft rather than a conclusive statement**.

NOV 2025
Baton Rouge

ATKI Global Gathering

600+ LEADERS · 32 TABLES · 4 DAYS

Half the gathering's time spent at tables. Participants chose a table in advance and stayed with it all week, each held by a facilitator and a scribe. One question ran underneath everything — **what can we do together that we can't do alone?** — worked through a fixed polling pattern: single words into a live cloud, paragraphs grouped into themes, then a forced ranking that showed where the room agreed and where it didn't. Instead of a dozen table reports, the room heard one synthesis of agreement and difference, and corrected it.

WHAT IT TAUGHT US

Interaction was a section of the program rather than a thread through it, and the room left aligned on vision but short of named owners.

OCT 2026
Calgary

ATKI Canada

IN DESIGN · BUILT ON BATON ROUGE

Same machinery, tightened by what Baton Rouge taught. Interaction woven through every session — a live poll or a ninety-second table turn after each input — rather than parked in one block. The room writes its own problem statement, live. Capture templates built ahead of time so the overnight work becomes **assembly rather than writing**. And no commitment goes on screen without an action, an owner, a date and a measure.

In their own *words.*



Traditional facilitation relies on experts speaking to a group; this co-design unlocks the collective wisdom already present.

ATKI REGIONAL TABLES · CO-DESIGN DOCUMENT



The tracks will be an invitation to those who do not currently have a seat at the table but should.

ICETE C-25 · THEME RATIONALE



A picture is a diagnosis, and people don't rally to a diagnosis. They rally to something they've helped name.

JURIE KRIEL · ON THE LESSONS OF BATON ROUGE



If we are visioneering, we have to start by listening, and be prepared to go off our expected track. The safer route is the well known one, but that gathering would be called Transacting.

COLIN PIPER · FACILITATOR THREAD, 2025



Rather than prescribing topics or agendas, a team listens and supports individuals in a community to shape the topics for conversation.

STEPS TO IMPACT · ICETE IMPACT TEAMS



Leaders are to glean from the group.

FACILITATION 101 · PHILOSOPHY & APPROACH



Innovation showed it is possible. Community empowered creativity.

ICETE C-25 · CLOSING SESSION, TIRANA



Success won't be measured by the experience of the days. What people carry out, and what actually happens afterwards, is the real measure.

JURIE KRIEL · ATKI CANADA DESIGN NOTES

What this asks of you, and what it *gives* back.

This isn't a facilitation package bolted onto a program that's already written. It changes the shape of the gathering — which is the point, and also the cost.

IT ASKS		IT GIVES
That you start listening a year out, and let what you hear change the agenda you had in mind.	→	An agenda the room recognizes as its own before the first session begins.
That you build the streams around who is missing, and fund their seats before you book content.	→	A room that can actually solve the problem, because the people living it are in it.
That you give up the platform, and publish findings with the disagreements left in.	→	Credibility that survives contact with the people you are describing.
That you hand the outcomes to owners who are not you.	→	Work still moving years later, because someone else is carrying it.

LET'S DESIGN YOURS TOGETHER

Gathering a room that needs to *solve* something?

We design and facilitate catalytic gatherings with partners around the world.

EXPLORE THE INTERACTIVE GUIDE

nxtmove.global/room

START A CONVERSATION

nxtmove.global/partner

