Hub Hosting & Programming Handbook

Edited by Maria Glauser, with input from the Hub Community of Hosts
November 2009
Version 1.0
'Hospitality requires a threshold over which I can lead you - the friendship, the possibility of leading somebody over the door. Hospitality requires a table around which you can sit and if people get tired they can sleep. I do think that if I had to choose one word to which hope can be tied it is hospitality. A practice of hospitality — recovering threshold, table, patience, listening, and from there generating seedbeds for virtue and friendship on the one hand — on the other hand radiating out for possible community, for rebirth of community.' - Ivan Illich
Key Questions for this Handbook

What’s the Hub’s vision and intent?
What the Hub’s value proposition?
What are the guiding principles when hosting a Hub?
What is the Hub approach when hosting?

What is our role as hosts?
What the the qualities we see as hosts?
What’s the hosting team structure?
What’s the culture we create within a hosting team?

How do we cultivate the right environment?
What does a day/week/month/year in the life of a Hub look like?
What is the experience we offer members?

What principles and approach guide the programming in a Hub?
What strategies and tools are used?
What are best practices?
What is the process for setting up a new Hub service?

What resources and services are available for hosts?
How do hosts connect and collaborate with each other?
What are development opportunities inside the Hub?
Where can hosts read/learn more?
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Hosting as you develop your Hub
1. Hosting as you develop your Hub

You start hosting when you invite people into an experience, and that is from day 1 of the creation of a Hub! Here is a very short overview of what the hosting practice as you develop your Hub:

1.1 Imagining Phase

You are:
- imagining and scoping opportunities and the vision and mission for a Hub in your context
- starting to explore potential spaces, partners, services, business models
- learning about the Hub network internationally

The hosting team that will run the Hub is not formed yet, but as a development team you will have several meetings and sessions to host. The meetings and activities at this stage have the aim of helping the founding team and potential stakeholders imagine the potential and opportunities of starting a Hub in a particular context.

At this stage we recommend you to read Chapter 2 of this handbook ‘Hosting a Hub’ and all key documentation sent to you by the Hub Futures Team (futures@the-hub.net), as well as feasibility studies from other Hubs (ADD LINK) and their blogs (http://the-hub.pbworks.com/HUB-ONLINE) to learn how other teams have hosted their events at this stage. We strongly encourage you to spend a day or two at at least one open Hub to get a real understanding of the experience and work involved when running a Hub.

Case Study

What happened in Oaxaca

A methodology called U-Process(see bibliography for details) was used to discover what vision, opportunities and challenges a Hub in Oaxaca (Mexico) would see. Throughout a process which lasted 5 weeks, about 40 key social innovators and stakeholders were interviewed in depth and two community events were held in order to understand their own personal vision, goals and challenges as social entrepreneurs as well as the context’s vision characteristics and opportunities. The key research outcomes from these activities where compiled in quotes and used by the team to collectively cluster them into areas such as business model, services, member types, challenges, potential, local need and approach. These outcomes were then explored further by the team and turned into strategies thus becoming the core of the feasibility study and strategy plan for the project. - Maria, Hub Oaxaca Team

1.2 Feasibility Phase

You are:
- learning about people and social projects to understand the local social innovation landscape
- meeting people who could potentially join as members or support the project and gathering data
- conducting a market study and modelling how the financial structure and membership model might work
Hosting at this stage is all about meeting people and building relationships as you start attracting people into the project. Through building relationship you can do your market research and inform your financial and business modeling as it evolves.

At this stage we recommend you to read all key documentation sent to you by the Hub Futures Team (futures@the-hub.net), as well as feasibility studies from other Hubs (ADD LINK).

**Case Study**
*What happened in Berkeley (to be sent by Alex and Meredith)*

### 1.3 Mobilisation Phase

You are:
- designing space and services
- attracting potential members and hosting team
- attracting resources to finance the next phases

At this stage when you are getting ready for the setting up of the Hub, the most important thing is the identification of the hosting team, the people who have the skills and attitude to run the Hub once it’s open. Have a look at chapter 2 ‘The Hosts’ to learn about the role, qualities and skills needed when looking for people for your team, and about the hiring and induction process. You are also heavily involved in building your community, taking people for coffee and hosting small gatherings. A blog and mailing list are very helpful at this stage, as it helps share the stories you are getting to know, communicating about events and building a sense of community before the space opens.
Case Study
What happened in Madrid

It took about one year before we found the right space and one more year to renovate it. In the meantime, we were busy building the community and fund-raising. Many wonder how we managed to keep a network interested and vibrant for two years. We started by setting up a blog, Facebook and LinkedIn groups and Twitter, organized regular (bimonthly) community events for the first year tapping our friends and known networks. Facilitated with Art of Hosting principles, the meetings were about the Hub and co-creating it at first but then slowly transitioned to events that were more about the members-to-be. The meetings started to evolve so that the first hour was for people that were new to the project and the second one for regular members of the wider community. The programming then developed to a combination of three types of events that worked well for attraction of non members and for delivering value for current members: first an “open hub”: a weekly tour of the space for interested people, the monthly community meeting open to everyone with the aim of experiencing the collaborative way of working, and a monthly member-only workshop with speakers. Also, five months prior to opening we launched a ‘connection’ membership offering the connection with the community through the local/national mailing list, the global online platform and the monthly member-only events. We got to 70 members one month before opening. An important learning is that once you start having members they will of course demand value and this is more difficult without having all the systems completely running nor the physical space. You can see all our events, dynamics we used and harvests here: [http://the-hub.pbworks.com/Madrid-Programming-Plan](http://the-hub.pbworks.com/Madrid-Programming-Plan) - Sole, Hub Madrid Team

1.4 Realisation Phase

You are:
- committed to opening within a certain timeframe
- consolidating your team and founding community of members
- designing and crafting the space and setting up communication systems and procedures

Realisation is all about making it happen. You are now hosting regular community events, around both the co-creation of the space and services and content based to foster visibility of skills and collaboration opportunities in the network. See the Design and Make Handbook for ideas on how to host your Co-Creation Events. Your team is now formed and clustered in areas that need specific attention - space design, core services, members experience, business development, operations and finance. Hosts are busy setting up systems and procedures at this stage and hosting people at events.
Case Study
What happened in Milan

We started off by building a solid community of potential Hubbers by tapping into various key sectors relevant to our work: first of all the third sector, then the design and social innovation sectors, the ICT and web communication sectors, the INGO sector, etc. We then organised a presentation event (about 6 months into the feasibility phase) inviting everyone we met who was interested, who brought friends and colleagues. In all, about 80 people attended the first co-creation event, where we tried to capture what people really wanted from a Hub in Milan. After another 3-4 months, we held a series of small meetings to show the space of the future Hub Milan to a few key members, and then held a large co-creation event, where Oliver facilitated the co-designing process of the space and the attached service. As we moved into the space, we finalised the brief for the space design and organised another large event (about 60 people) of future users of the Hub, to get their feedback on the design and tweak the project to meet their needs. And that is as far as we got until now!! - Alberto, Hub Milan

1.5 Habitation Phase

You are:
- opening your space to an initial community of members to test your space design and service offering
- setting up a rhythm for space operations, community events and house rules
- starting to pilot events such as Hub Lunches and evening events and other services

Here there won’t be any time for anything else besides hosting the space and people. Make sure you prepared all the back-end work (systems and procedures) before this stage as the running of the space and hosting of people will take up all your time and energy. Take a look at chapter 3 ‘Hosting the Space’ to have an overview of what’s involved.

Case study
What happened in Kings Cross (to be sent by Eleanor/Dermot)

1.6 Acceleration Phase

You are:
- hosting a space with regular activities
- improving existing services and testing new ones
- aggregating impact by fostering collaboration opportunities between member and measuring social impact

This is the stage an open Hub is in after the more developmental stages. As soon as the systems, procedures and rhythm are set and practised there is more time for activities with members. Programming becomes a key part of a more mature Hub, without hosts ever failing to deliver all basic ordinary space tools and services. For the best practices and experiences around programming see chapter 4 ‘Programming and Services’. Once your Hub is up and running hosts have more time and
incentive to participate in the global community of hosts to support new Hubs in their process as well as to improve their own practices with the innovations shared by others in the network.

Case study
What happened in Islington...

2009 has been a year of change and development in Hub Islington. We knew we were ready to move into the acceleration phase of a Hub but needed to think about what we needed (systems, roles, characteristics, members and so on) to grow successfully. We realised that while we were running well on a day to day level, engagement and collaboration with members wasn't happening as much as we would have liked. We also weren't integrating with the local community (businesses, projects, individuals etc.) in any way despite being open for nearly five years. To ensure all of this changed, we firstly had to accept that we just didn't have enough of a team (just one full time host and one part time) to do everything! This was the main thing we needed to change. We mapped out where there were gaps in both roles and skills and had to really stretch the budget to be able to afford the calibre of someone we needed. We hired a new Host to focus on programming and accompany the other Host focusing on operations. We also made sure we had an ongoing internship programme so that mini projects can be completed (attraction, research, social impact studies etc.) and there are always fresh eyes in the team. To engage better with members, we established the Pool of Hosts, members who volunteer to host the space one day a month in return for discounted membership, and the Members Council, an ongoing open invitation to members to propose ideas for a £100 budget and 16 hours of time. Finally, we hired a new intern to focus on attraction with in the local community, looking at what we have to offer/need, mapping out who we should be in touch with, who the contact is, setting up initial meetings and so on. Having realised what how we needed to develop and what we needed to do it, we are in a much stronger position. Hosts are happier, things are working better and most importantly, members are engaging more. - Holly, Hub Islington
Hosting is a vital component of a healthy Hub culture - so much, that we ourselves think of people in the hosting teams as the soul of the Hub. Hosts set the culture in a Hub and deliver the Hub Experience.

Hosting events, conversations and spaces is a new concept but a very old practice. The newness is using the ancient practice of hosting to cultivate the conditions for collaboration, horizontal innovation (in peer to peer manner), knowledge sharing, meaningful conversations and events.

To really understand what hosting a Hub is all about it’s key to revisit the purpose and intent of the Hub. In this way hosting, seen as the vehicle to achieve this purpose, can be understood within this specific context.

### 2.1 Hub Vision & Intent

**What are we hosting for?**

The Hub is about the power of people with ideas. It’s about the audacity, optimism and drive of the people who believe they can change things. Another world is not just possible, it’s happening. People from every profession, background and culture are being united by one thing - the imagination and drive to pursue enterprising ideas for a radically better world. These are the people who see and do things differently: community leaders, the entrepreneurs, the executives, the policy-makers, the freelance professionals.

In the same way that an ecosystem is about the interaction of living things with their environment, the Hub is about the power of inspiring places where new connections, relationships and initiatives can evolve, adapt and thrive.

However, many people around the world are still involved in everyday practices that are no longer sustainable for the planet. And there some others who are already practising those new ways that are best for tackling the most complex problems in the world. According to Margareth Wheatley\(^1\), in the backside of the old practices that are falling, the new ones emerge. There is not one moment when individual people or the whole system changes, so we need to give hospice to the old while we give way to and illuminate the new practices. How do we hold them or host them so that their lives don’t fall apart and they feel invited to change? And at the same time, how do we support the emergence and mainstreaming of the new? What is our role in enabling people who are illuminating the new choices?

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\(^1\) See Bibliography section for references.
These patterns are described by Margaret Wheatley as changing patterns. See the bibliography for more on this.

In this context, and in very simple words we’re creating the Hub with this vision, purpose and values:

- **The Hub’s Vision** is a world where diverse people are pioneering imaginative and enterprising initiatives for a radically better world.

- **The Hub’s Intent** is to inspire and support people in realising imaginative and enterprising initiatives for a radically better world.

- **The Hub’s Values** are:
  - Courage, a culture that supports the risk-taking involved in learning through doing
  - Conviviality, an enabling organisation that thrives on generosity of spirit and interdependence
  - Imagination, seeing things not as they are but as they could be

We see each Hub as a local node for catalysing change, each of them hosting people into the new ways of doing things in their personal areas of practice. The local change patterns that are aggregated and made visible by each local Hub get then mirrored across cities and continents thanks to the inter-Hub relationships and the international network of members we are building.
Case Study

What happened in Islington?

About a year after the first Hub opened its door, a newly built hosting team was formed and the initial vision of the project had to be re-visited and re-ignited with a new group of people who didn’t take part of the original vision sessions. We set a whole day aside for this purpose and with the help of flipcharts and post-its started by listing the major problems and challenges we saw society was facing in the UK and globally. We then started listing the innovative ways we saw these issues were being addressed and a list of people and attitudes we admired the most - and some were our own members! A list of innovative and creative approaches and people we admired emerged soon. Those were the existing approaches and the people we wanted to support while we inspired new people to become innovators in their own fields. A revisited vision statement was worked by the team, and it took many many hours until we were all happy with each of the words on the statement: A world where diverse people are pioneering imaginative and enterprising initiatives for a radically better world. Of course then we had to go deeper and work out together strategies on how that mission of inspiring and supporting people working towards a better world translated into activities at our Hub. And that’s the most inspiring part of creating a Hub. - Hub Islington Hosts
2.2 The Hub Experience

The Hub is a platform where members can experience a unique interaction with other members and the local and international network as a collective. Hosting is embedded in, and plays a critical role in, the design and delivery of this experience. This unique interaction we offer members is described in the diagram below, and is in some ways what makes the Hub unique and special when we compare it with other shared work spaces and social innovators networks. The Hub experience is facilitated by the hosting teams, but members actively co-create their personalised experience, which forms the basis of value to realise their ideas and projects collaborating with each other. See Chapter 4 ‘Hub Space’ to read more about the design and delivery of this experience.

Wow yet Everyday
Wow when I meet new people doing amazing work every day, yet everyday when I come in and get my stuff done.

‘The Hub facilitates open discussion but it’s also very work-applied so it’s a good combination of influences on people when they come in.’ - Hub Member

Nurturing yet Challenging
Nurturing when I get peer and professional support, yet challenging when people ask me difficult questions.

‘It’s the knowledge exchange that’s really valuable about the Hub, the informal communication that happens when somebody says ‘you need to look at that book, you need to look at this.’’ - Hub Member

Homely yet Eye-Opening
Homely when I feel welcomed and safe, yet eye-opening when I meet diverse people I wouldn’t otherwise meet.

‘There is something which is uplifting about being in a place where people are committed to similar things, because it gives me license to think, expand my thinking.’ - Hub Member

Fun yet Deadly Serious
Fun when I enjoy a day’s work with friends around, deadly serious when I am about to close a deal / am writing a funding application.

‘The other thing is about being around people who are very serious about their work and motivated by their work because it’s productive. You couldn’t easily get that in other offices.’ - Hub Member

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We see the Hub as an Experience Environment that allows members ‘to actively co-construct their own experiences through personalized interaction, thereby co-creating unique value for themselves.’ Members and their interactions define both the experience and the value derived from it. The Hub is an experience environment when it provides and hosts and members a framework they can use for themselves. This is possible through making the offering clear and presenting it like LEGO pieces so that people can pick and mix, creating their unique experience and value for what they care about and are trying to achieve. For further reading see C.K Prahalad & Venkatram Ramaswamy, ‘The New Frontier of Experience Innovation’, MIT Sloan Management Review, 2003.
2.3 Hosting Principles

■ Members are at the heart of the experience and value creation

Beyond all the Hub hosting teams do and provide, members are the very reason why the Hub exists. It’s their background, vision, goals and challenges we work for and with. It’s them whose work and social impact we want to inspire and support. Don’t do things for them, do things with them because in involving them you’ll have their commitment, loyalty and you ensure your support is effective as it’s suited to their particular needs. Use user-led approaches for the design of all activities and services for your members, this means you put them at the centre of what you design and implement.

■ Make it personal

We believe everyone is a social innovator. Everyone is encouraged to realise the social innovator in themselves running initiatives full-time, part-time, flexi-time. We see the potential in everyone to use his or her skills and ideas to change the world for the better. Our focus is on individuals, even if their whole team joins, because to The Hub each person is a change agent, regardless of what project or institution they are part of at any particular time. It’s them as people we choose for their attitude and vision for the world we need. The value we see in each relationship makes it key to take care of each individual member.

■ Paradigm of cultivation

Good hosting requires respect to the context and attention to every detail in it. Hosts are great at interacting with the external environment; i.e. the needs of other people and the atmosphere and energy of a space. Hosts can’t just design and implement activities they think are great, Hubs don’t work like moonshots, and they are not self-contained environments either. Within the paradigm of cultivation you observe and join the context, co-designing and co-implementing. This requires a great deal of leadership that enables hosts to cultivate the conditions for collaboration, serendipity and emergence together with a whole community of members.

■ Members and hosts are peers

Hub Hosting Teams and members see each other as peers in the journey of realising an idea. We recommend you to focus on sharing the opportunities and challenges in this ongoing process, as this helps create the culture of mutual support and ongoing development we seek to cultivate at the Hub. This also reinforces the conception of the Hub as an evolving organisation with an enterprising team and not one of a support organisation that provides space and business support for people who are not like the staff delivering the services. Moreover, while being part of this platform, the Hosting Team also has the role of cultivating it for members to relate in a horizontal way to each other.

■ Hospitality

Hosts welcome every person and set up a stimulating culture where people can be themselves and bring the best out of them (talent, gift, potential, skills), where they are able to perceive, pay attention, experiment, imagine and re-imagine, create and re-create, and where they can make things happen. We are creating a safe space and at the same time a challenging space; for people to expose themselves and their projects, get feedback, consider other perspectives, invite creative tension and take risks.
2.4 Hosting Approach

■ Tools for conviviality and interdependence

Hosts provide people with infrastructure, tools and channels they need to make things happen, to collaborate and communicate with each other. According to Illich, convivial tools facilitate free and creative interplay between people, environments, institutions, generations and the memory that binds them all together as an indivisible ‘community’. A ‘convivial’ society is one in which people control the tools. In the Hub’s context, knowledge and impact is generated as a result of the interactions among members, who use the tools provided by the hosting teams.

■ Stimulating environments

Hosting the Hub space and community is about providing the right environment; one of constant inspiration, sense of possibility, encouragement, confidence and support. Safe work environments for entrepreneurs to learn by doing and grow their ideas and projects, a space they can call home. This environment is partly created through ongoing collaborative design to respond to members needs but also to create a sense of real ownership. Hosting goes beyond the interactions between people; the kitchen, fireplace, garden, desks, corners, cosy library, even the size and shape of desks are hosting elements that deliberately encourage people to be creative and collaborate with each other. See the Design and Make Handbook for more on the role of the space and environment.

■ Using intervention and structure wisely

Hosting requires a constant attention and awareness as good interventions depend on acting lightly yet at the right time and in a very precise way. With good systems and frameworks, the interventions are minimal but strategic most of the time. There is a good balance between planned and emergent interventions; there’s the every day initiatives that emerge from casual conversations while the programming of events requires more organisation and planning. See Chapter 5 ‘Programming and Member Services’ for more on this.

■ Visible environments

Hosting teams develop the way of making visible the skills, the issues, the topics, the needs, the offers, and the knowledge generated in a particular Hub. They surface patterns, give people the tools to ‘see’ and leverage potential and collective intelligence (1+1=3). Together with members they mirror, measure and make mainstream the impact and outcomes of work done by members.

■ Quality of the experience

Be it about hosting a learning event or helping a member with making tea for an important meeting, the attention given and experience offered is one of authenticity and high quality in all senses.

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3 Illich, Ivan, ‘Tools for Conviviality’, Harper & Row, 1973. Illich provided some principles for how a more ‘convivial’ education system would work. One idea was to provide all those who wanted to learn with access to resources at any time — in factories, offices, museums and libraries as well as schools. Another was to make it easy for those who want to share knowledge to connect with those who want to learn through skills exchanges.
Case Study

What happens when...

Here we are providing some of the strategies that we think are quite ‘Hub’ when dealing with the everyday challenges that Hosts face. In all cases the hosts’ intervention is needed and fast action is required, but it’s the approach that will make the difference!

...members leave cups dirty in the kitchen?
- hosts make sure new members know about the rules of the space when they join,
- put signs in the kitchen so that members and visitors know what the process is; ‘Feel at home, wash up!’ or ‘Treat the cup how you treat the world’,
- find a very friendly and humorous way of telling people to wash up,
- use Post-its to put happy faces in the area where the clean cups are drying and sad faces in the area where dirty cups are waiting to be washed,
- hang a pair of headphones above the sink to tempt members to wash up...

...the printer and the toilets are broken at the same time?
- hosts communicate verbally to the people present that day so that they find out directly from them,
- inform members of back-up solutions if available, and get back-up solutions if there aren’t any, things always break!
- get technical support as soon as possible, don’t wait,
- get chocolate, flowers or something that would bring back a good atmosphere.

...someone is very loud on the phone?
- hosts make sure the person on the phone knows that she/he is disturbing others, indicate the door area to make phone calls,
- have a word with this person if the problem persists, in most cases they are simply not aware of their volume,
- have signs ready for hosts and members to use to indicate that someone is being loud.

Hub Islington
Hub Amsterdam
3

The Hosts
As the ‘soul’ of the Hub, hosts are the ones who always make members feel welcome and at home, who introduce them to new people, who pay attention to their big ideas and never seem to be tired of supporting them. Hub Hosts help members make the connections - they keep a lookout for people they should meet and help put them in touch with them, and make sure that the knowledge generated from conversation and events comes back to them in an organised way. In short, they cultivate the conditions for people’s projects and enterprises to grow well.

In time we will be experimenting with new hosting models - in addition to Space Hosts who connect people horizontally (in a peer to peer manner), we will be introducing Knowledge Hosts who will provide a nexus point for the exploration of key emerging issues and key specialisms. In much the same way as libraries are split into sections to aid navigability of explicit knowledge, we will seek to highlight the location of the living knowledge members carry.

### 3.1 Roles of Hosts

The roles played by hosts can vary a lot depending on the way the hosting team is structured, the development phase the Hub is in and, above all, the model and nature of a specific Hub. Some Hubs are organised in a very ‘do it yourself’ way, encouraging members to participate in the delivery of the service, whereas other Hubs are more ‘serviced’ and hosts step in to provide a higher level of support.

The different roles and varied offerings of the Hub allow hosts to develop their skills across a variety of areas. Somebody might start managing the space as a Space Host but in time become really interested and skilled for working on the online platform or the programming front. Roles can change and grow over time as there are a variety of services and offerings that can be explored.

**In a broad sense, hosts can play many of these roles:**

- Being the Hub: living and spreading the culture we are creating
- Attractors: spotting and attracting amazing people and projects
- Gate-keepers: inviting amazing people and projects into the network
- Community designers: designing the multi-disciplinary talent wanted in the network
- Cross-pollinators: allowing knowledge sharing across disciplines and sectors
- Inspirers: creating opportunities and possibilities
- Supporters: offering belief, trust and confidence
- Community librarian/cybrarian: documenting and making knowledge visible
- Connectors: allowing matching of skills
- Challengers: encouraging the re-framing of projects and ideas

‘The Hub needs...great, great, great facilitators and curators. Really it’s the most important thing, the personality of the people involved and the personality is not about good or bad, it’s just if they are appropriate to facilitate. As a facilitator actually you have to be able to smile and engage with people and then get back to work. I think that is the most non-negotiable thing the Hub needs to have.’

- Hub Member

‘The magical element lies in what I would call “engineered serendipity”. The Hub team cultivate and hold a space that brings creative people together who can’t help but spark off one another. Joe has benefited from expert advice from other members of the Hub who have specialist software, engineering, communications and organisational experience, whilst also holding a shared commitment to sustainability and social benefit. In turn, he has reciprocated to many Hub colleagues with his own unique mix of computer, electronics, scientific and design expertise. Having observed this process over several months, I have no doubt that this fluid and easy exchange has been cultivated by the design of the Hub space, and by the people who run it.’

- Hub Member
Once a Hub is open, the hosting role can be so varied that we’ve come up with some typologies to describe the different aspects better.

Core roles:

- **Space Hosting**

  Hosts dedicated to Hub spaces. They hold the space, this means they dedicate constant attention to the flow of people, events and things in the space, and the experience members get. Space hosts set the culture, the rhythm of community activities and gatherings. They set the right space conditions and model how members use the space, and relate to each other to create and maintain an inspiring and supportive environment. They welcome members and visitors and make them feel at home. Space hosts connect members to other people, tools and services.

- **Programming & Member Services**

  The Hub provides sources of inspiration and support through its programming. Hosts who are in charge of programming are very connected to members and put together a series of planned and emergent activities and programmes to support the development of their initiatives. Programming involves anything from setting up a peer mentoring framework, a legal support clinic to organizing Hub Lectures and Hub Lunches about topics members request.

- **Attraction & Communication**

  Hosts dedicated to mapping the community and identifying how, and which, new members are invited into the Hub. This role may vary according to the stage the Hub is in but it’s one that has to be present permanently. This role could be played by attending events regularly to meet potential...
members and partners, but could also be about the preparation of the right strategies and material to attract the right balance of members.

- **Tech**

The tech hosts are in constant communication with the Hub Tech team that coordinates the online Hub offering worldwide. Hosts of the online Hub spaces have the role of introducing members to the online offering, moderating online conversations, linking people to each other and to where knowledge is stored. They also collect/harvest knowledge generated from online discussions. Hub+ hosts coordinate the members’ knowledge-sharing space, they organize data, guide people and support them in doing what they are trying to do with the tool.

- **Operations & Finance**

A key part of growing a self-sustainable social enterprise like the Hub is the implementation of systems to ensure that the finances are healthy and the local legal requirements are met. A host taking care of finances requires a good relationship with members, needs to know about their situation to make sure that the Hub remains a space where the personal identity and relationship with members matters. Finance hosts need to ensure they have enough time away from hosting the space and members so that they can concentrate into the design and implementation of a finance cycle; the issuing of invoices and credit control, payment of invoices and tax.

- **Impact**

- **Futures**

**Additional Operational Roles:**

- **Pool of Hosts**

Getting members fired up about the design and delivery of the activities at a Hub is one of the most gratifying experiences for hosts. It is very likely that some of the members of a Hub will feel very passionate about what the Hub is trying to do and want to be part of the hosting team in some way. Some members are looking for part time work while they develop their projects, others might just be amazing hosts. There are different mechanisms are are being tried out at different Hubs, including offering members a day rate for hosting once a week, or offering them training opportunities, a discounted membership rate, etc.

- **Bookkeepers, Cleaners, Gardeners, Maintenance, ICT Support...**

**Additional Programming Roles:**

- **Knowledge Hosts**

People who have a particular expertise in an area and who could host a 'community of practice' around that area, within the context of the Hub. They have a special role because they can support others in this area while making sure that the latest in this field is shared. Members could take on this role, as they will benefit from exposure of their expertise/business/services and from co-ordinating projects with a group of amazing people based at the Hub. They are a nexus point to key emerging issues and themes, and are keen on advancing a practice.

- **Hub Angels**

We see Hub Angels as people in each Hub who play the role of 'business angels', but in the context of the Hub. They are special because of the connections and resources they have. They are not part of the core Hosting Team, but are available on a regular basis. For example, if a recognized
entrepreneur is a Hub Angel at Hub Islington, members can book a maximum of an hour of his or her time each week or month for advice.

### 3.2 Qualities in Hosts

Because of the nature and importance of the hosts’ role within the Hub, certain qualities are required by anyone hosting a Hub, alongside specific skills according to the role within the hosting team a person is taking on.

Some of the general qualities we admire in hosts:

- Exceptional enthusiasm and determination
- Initiative and entrepreneurial drive
- Inspires and 'sees' the potential in members and in the connections between them
- Exceptional people skills and welcoming, approachable and easy to get on with
- Authentic interest in people's projects, success and challenges
- Ability to listen in
- Can multi-task and yet be relaxed
- Enjoys hosting conversations, meetings and events
- Streetwise pragmatism
- Grounded attention to detail; names, likes, dislikes, projects
- Hands-on approach
- Imagination and flair
- Values and impact-driven
- Strength and agility in the face of complexity (ok with chaos & uncertainty, and lack of control)
• Courage and self-confidence, 'all is possible' attitude
• Exceptional off-line and online communication skills
• Enjoys ongoing experimentation and learning
• Is playful
• Has fantastic common sense!
• Is ok with the servicing aspects of the role

Specific qualities and skills according to the specific roles within the hosting team are:

■ Space Hosting

• Spatial awareness: Ability to overview the space and the environment being cultivated. It’s about taking care of the aesthetics of the space to make it fresh and inspiring, clean and functional so that it can cater for the flow between space and people
• Awareness of big picture and patterns: Ability to notice patterns in the membership; what members are talking about, what they are excited about or seem to need. It’s also about being in tune with the vibe, that is, up to date with the development of members projects, the conversations that happen during social interactions at the Hub
• Event & space management: Ability to plan, and organise speakers, venue and participants for simple events, suppliers for a space
• Basic ICT management skills: Ability to support members basic IT and systems queries

■ Programming & Member Services

• Events: Ability to plan a series of events, organise speakers and venue, and to host events. Events can be member events or Hub produced events
• Party Host: Ability to build community and relationships through events
• Harvester: Ability to document, codify and gather data: stories and knowledge generated to share back to the network
• Producer: Ability to make connections, spot opportunities for collaboration and the birth of new initiatives

■ Attraction & Communication

• Openness and bridge-building: Ability to relate to diverse sectors. A person who is located ideologically or too radically might not be good at attracting the 'unlikely allies' we need
• Local or foreign: Sometimes good conveners would need to belong to the local context but if the Hub is less community-based or is in a small and very fragmented society, then outsiders can actually be good at bridging local worlds and generating a new space for dialogue and action
• All about relationships: Ability to create emotional 'attachment'. It helps to be good at inviting people into commitment, 'converting' interested people into full members, inviting people with ideas to commit to making them happen
• Being in ‘the loop’: Ability to be up to date and informed about what is going on. If a host is up to date with what's going on in the sector, and what's relevant to members, it will be easier to engage them in conversations and invite them in

■ Operations & Finance

• Basic finance skills: Ability to pay detailed attention to invoicing, credit control, payments and simple budgeting
• Legal: Ability to understand and comply with legal requirements within the Hub

■ Tech
3.3 Building a Hosting Team

According to the model of the Hub, the size of the team, space and the membership offering provided, a Hosting Team could have different configurations to comply with the different tasks areas described in the roles above.

To play such a wide diversity of roles, hosts need an enormous set of qualities. Since hosts are normal human beings, they cannot all have all the perfect traits. And that’s why they have hosting teams that embody all the features, talents, priorities, backgrounds and attitudes. The list of qualities is endless, but what is important is that the team has the right balance when put together. Here some of the qualities in the hosting team, as described by hosts in 2008:

Supportive AND Creative
Fresh/New AND Experienced
Protect Others AND Themselves
Pro-active AND Laissez-faire
All-rounder AND Focused
Sensitive/Empathetic AND Hands-on

There are more tasks and other expertise outside the hosting team which are needed to run a Hub. External expertise that can support the work of the hosting teams includes accountancy, bookkeeping, ICT technical support etc.
3.4 Hosting Team Culture

At the recent Hosts Gathering in Rotterdam in December 2008 quite a lot of space was given to understanding the needs of hosts - at both a personal and organisational level. As a facilitation role, the quality of hosts’ work and intervention depends on the state of mind of the intervenor, and this puts the hosts’ well-being in a central place in the organisation. Here are a few emerging themes which will be developed further in the coming months and years.

- **Hosts as social innovators**

  ‘An interesting aspect of running a small business that is world changing is that hosts are an example, and a standard, of the social innovators we seek to attract. Some questions that will guide the development of the hosts’ role and profession within the Hub are: What is the life cycle of the host through the engagement with the Hub? How do we develop our talent in the Hub? How do I bring myself as a social innovator into the host role? How does the Hub host the entrepreneur within the host? How do we attract social innovator hosts, people who are interested in putting out into the world what the Hub is?’

- **Hosting ourselves**

  ‘We can’t host others if we haven’t hosted ourselves. We need to stay connected to ourselves to be able to host. Hosting requires the ability to bringing all of yourself out, and for this to happen hosts need to be ‘happy’ with who they are and what they do. Hosting our own peers and teams is also something that is key and should be shared inside the team as a desired quality.’

- **Good communication channels and support**

  ‘Transparency and open communication, resources and systems that work to follow up initiatives. We need visibility of who is hosting too, and have regular calls. We need praise and good visibility of what the rest of the Hub team is up to around the world. We would like to be more equal and get support from ‘above’, we would like clarity in the voice of the host in larger business decisions.’

- **Knowing when we are doing well**

  ‘Within the Hub Team we will develop performance indicators we can hold on to and enough sharing forums to review what’s working/not working and what we are learning. We need a rhythm of reviews with host peers as well as a host peer mentoring system. We also want to offer transparency of how we gather information and how we feed it back to members.’

- **Good time management**

  Some advice shared by hosts who attended the gathering: ‘It’s about the quality of time and achieving the right balance between the time spent in members’ initiatives and our to-do list. Don’t be afraid to ask for help. Hosts tend to be perfectionists, but much accept being imperfect, accept not being able to do everything. Be gentle to yourself. Be honest about how much time you want to put into your own activities to be able to a host. Make clear decisions and set your priorities clearly. Set a rhythm of checking in and out and sharing to-do lists with peer hosts.’
3.5 Recruiting & Inducting Hosts

A chapter about the process of hiring and inducting new hosts is very relevant because it’s a very special role for people with particular qualities. Hosts can no longer be referred to as having one type of role with a set of skills and qualities. There are types of roles within the Hosting Team that most people could take on, while others need particular skills to deliver a specific aspect of the offering.

The right approach to hiring hosts will depend on the development stage a Hub is in, the availability of finance and the nature of the project. Some Hubs have started by working with big hosting teams doing voluntary work for the first couple of months, until a stable income has been secured. Others have hired 1 or 2 hosts right from the beginning. Each Hub will determine the right strategy, but here are some basic guidelines to the process of recruiting, selecting and inducting new hosts.

**Recruiting Hosts**

- **DEFINE.** It’s important to reflect on which of the hosting roles the new person is going to take on, as they require different skills and qualities. Some roles are best done part-time but some require a full-time position. An exercise mapping the existing roles and gaps is of great help. See the previous sections for details.

- **JOB DESCRIPTION.** Being as clear as possible on what is needed for this role. Again, think about the possibilities of advertising a full-time or part-time job. Space hosting requires job sharing because it’s very tiring, so this could be dealt with by having two people sharing the role; i.e. hiring a full-time person doing 3 days space hosting and 2 days financial tasks.

- **ADVERTISE.** Communicate it on the Hub Network and usual communication channels, local papers. Write a short summary of what the Hub is about to be sent with the job description. Set deadline and interview dates. If necessary, work with a recruitment agency. Some agencies charge only if you choose one of their candidates. There is no right way of doing this, Hubs have found amazing hosts through different channels.

- **SELECTION.** If you decide to use interviews to select people, prepare questions and processes. Involving interested people in an activity with members in some way could be interesting to do in order to spot the talent that they have.

- **ANNOUNCE.** Communicate results to rest of the team and also members once the new host starts.

- **INDUCT.**

**Selecting Hosts**

In general terms the selection of new hosts lies in their presence, attitude and their social skills. The aim of the selection process to see how they relate to people, space and the Hub model, so something that provides that context could work. Besides a normal interview process, here are some ideas shared in the Hosts Mailing List:

- Invite the group of interested people to create the space together for a party or an event, planning all details from the beginning: the conditions for a good meeting, the space, the people, the agenda. Observe how they organize themselves to prepare everything, how they relate to people attending the session and to the space. Do they have a natural inclination to overview what’s happening and intervene where it’s needed? Have a debrief of the experience and spot the elements that created the space, how others were involved and ownership created.
• Host a conversation with them about social initiatives members are driving and about the Hub's vision and approach, to see how they relate to the projects and world members are in.

• Maybe involve your members or future members at some point, for an informal chat to see if they are interested and passionate about their work.

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**Case Study**

**Job Interview for a Space Hosting and Programming Position**

**Process**

A. Conversation with the hosting team (20/30 min.)
B. Conversation with a member (10 min.)
C. Written assignment (20 min.)

**A. Conversation with the Hosting Team**

1. Your story? How did you get here? What attracts you to The Hub?
2. Members. Our intent is to inspire and support members to realize their ideas. What’s your approach? Who (members) would inspire you?
3. Flow of people and things. Pellets, coffee, event, visitors, unforeseen circumstances. Juggling flow of people and things...how would you manage a morning with people visiting the space, booking space on the phone, receiving deliveries and the toilets get blocked?
4. IT. Would you be able to offer basic IT support? The internet is down and people have deadlines to meet, what do you do?
5. How would you feel in a job that it’s about keeping the conditions for a space to be inspirational, with not much appreciation/reward shown on a daily basis (not much a goal oriented job), where missing something is spotted/noted right there?
6. Life project?
7. What do you most want to do in the world? Where do you see yourself in 3 to 5 years time? How do you see this job helping you to achieve that?

**B. Conversation with a Member**

On behalf of other Hub members, please tell the candidate you meet:

a. what are the best qualities in a host
b. what are the possible challenges they might face in the job

Feel free to ask any relevant question about his/her experience?

**C. Written Assignment**

1. Respond to this email expressing interested in the activities at The Hub.

   Dear,
   Can you please add me to The Hub mailing list? I heard of you through a friend who attended one of your events.
   Happy to provide detail on me if necessary, but I work with business & charity and have interest in innovation and macro thinking.
   Best regards,
   James

2. Write how you imagine a community event at The Hub aimed at bringing members together to find out what they do and what they are most passionate about.

3. What’s your vision for a space like this Hub?
Inducting Hosts

Particularly important is that the new hosts get to know the members and the space well. Anything else can be learned and perfected, but it’s almost impossible for new hosts to ‘host’ a space and its members without knowing it. One needs to feel at home to be able to host others. It’s important to allow enough time for this ‘immersion’ to take place.

The more structured part of the induction can be mapped in sessions which address the Hub model and specific systems, a project, participation in team meetings and suggested readings.

Sessions

Formal training sessions are hosted by people holding the expertise in each specific area. We encourage other members of the hosting team to also take part so that these opportunities serve to assist the whole team in reflecting together on their practice, updating it and developing it further. Some of the sessions that complement the informal parts of the induction include:

- Vision: Vision, Mission & Strategic Priorities
- Hub Member Experience: Principles, Hosts Roles, Visits & First Impressions
- Joining: Membership & Contracts, Engaging, Leaving & Taking the Experience Away
- Hub Rhythms: Operations, Member Engagement, Programming
- Attraction: Membership Criteria, Community Design, Member Archetypes, Responding to People’s Interests
- Hub Staff & Management: Organisational Design, Hosting Team Roles & Responsibilities, Culture
- Hub Finance: Principles, Invoicing & Credit Control
- ICT & Systems: Hub software for profiles, bookings and invoicing, Email groups, Website, Hub Wiki

Project

A very good way of learning about the host’s approach when creating interventions for members is through a project. A project that is initiated and co-hosted with someone from the current hosting team is a great opportunity to learn about the life-cycle of a Hub Initiative: Principles for the Planning, Designing, Prototyping, Implementing and Evaluation of a Hub intervention, e.g. introducing a weekly ‘ritual’ like Pizza Tuesday or planning a series of Hub Lunches.

Suggested Readings for New Hosts

Articles & Books

- Hub Vision Document
- Hub Blueprint

Key pages on Hub Wiki

- Stimulus Notes: http://the-hub.pbwiki.com/bibliography
- All about Hosting the Hub: http://the-hub.pbwiki.com/hosting
When trying to find a job after I finished university last year, I knew I needed to be in an environment that inspired me, and encouraged me to live the way I knew I should. For me this meant being surrounded by people doing amazing things and hoping some of it would rub off on me(!) The Hub seemed to be a great place for me to soak up information from the people in the space, and Hosting was the best way to do this. I wasn't initially aware of what hosting meant beyond being friendly and welcoming, but I was excited by the potential of these basics and what could come from them - Holly Lambert, Hub Islington

I love working with people and the idea of being the facilitator of a space for bringing people together newly excited me. Additionally, the general type of work that we do is amazing because you're breaking down the traditional silos between organisations and areas of the social mission sector, to truly strengthen it and help propel forward all of the different causes of the world with such a different perspective - Yumi Hotta, Centre for Social Innovation, Toronto

Fascinated by the subtlety and how details can change someone's life for a day or longer - Frederike Vos, Hub Amsterdam

The variety of work, meeting new inspiring people, organising events, the freedom to instigate changes and ideas. The ideals and objects of the Hub really inspired me, I wanted to work in a place where I cared and the values corresponded with my own. I didn't want to work for a large corporate company. The Hub also came across as a really exciting, fun place to work - Helen Ripper, Hub Bristol

I joined Hub Islington as a member a few months after it started and felt naturally inclined to support the hosting with what I felt could be done to create community and a nice environment to work and meet - Maria Glauser, Hub Islington
2. What do you wish you'd known in your first few weeks as a host?

That hosting does not depend on mood or social skills but rather something you can learn and practice - Pablo Handl, Hub Sao Paulo

That 1 day Hosting actually means 2, maybe even 3 days. That cleaning a whole Hub takes a week, instead of one day. Implementing daily, weekly, monthly 'rhythms' from the beginning on, with everybody responsible also genuinely feeling responsible for it... and also really doing it like in nature, without questioning - Natalia Rogalski, Hub Rotterdam

That you don't have to be perfect all the time and sometimes members can be really annoying, but that's OK - Holly Lambert, Hub Islington

You know I really don’t think there is anything I wish I had known in the first few weeks, because those first few weeks were the most fantastic learning experience. And I think it’s part of being a host that you really learn as you go. Even now, after three months of being a host, there is so much that I still don’t know or understand, but it doesn’t take away from my experience at all, but encourages me to keep being curious and never stop learning - Yumi Hotta, Centre for Social Innovation, Toronto

How to let go of control - Frederike Vos, Hub Amsterdam

What the Hub is all about, what is a host, a more clearly defined idea of what a host does, what is expected from a host and who the other hosts are in other cities and countries. I think peer mentoring is a great idea, talking to another host, hearing their story, shadowing another host - Helen Ripper, Hub Bristol

That I actually had more power to do things! - Maria Glauser, Hub Islington
Signing up new members, especially when it's someone that you personally have been in contact with from the first email/phone call to signing them up as a fully fledged member. When someone comes into The Hub for the first time and tells us what an amazing space we have, and what a fantastic concept the Hub is, always makes me smile. Having random conversations with members, having a funny five minutes (in Bristol this generally consists of a chair race). Acknowledgment and appreciation of a piece of work, in my case putting together an events calendar which has proven to be successful - Helen Ripper, Hub Bristol

Introducing people to somebody that's going to have a great impact in their project, hosting an event that people enjoy, feeling the vibrancy and the energy of a community working and making things happen. Also learning something new in a conversation and seeing how something I want to learn also benefits others in the community - Maria Glauser, Hub Islington

4. What would your advice be to another host?

Ask many questions. When you know the story and needs of others you are better able to host. Invite, invite, invite. Don't sell the Hub as a concept, share your story of the Hub, share your challenges and needs as an entrepreneur/host. Talk to people you don't know - Pablo Handl, Hub Sao Paulo

Learn skills on how to be more efficient. Even if you think that you are quite efficient, when becoming a Host you'll notice that the very important social part of hosting consumes quite a lot of time; the regular work (regarding space, administration, programming, etc.) then needs to be done in less time. I would recommend Hosts to be trained in the "Getting Things Done" method by David Allen, for example. My experience now, is that often great ideas get lost because there's no following up on them, because of the daily routine that is already quite intensive - Natalia Rogalski, Hub Rotterdam

You have to host yourself first before you can effectively host others. Also, you will never please all of the members all of the time. And that's OK - Holly Lambert, Hub Islington

You really need to brace yourself to have more patience than you've most likely ever had to exercise, but never forget to smile and just have a good time doing your job - Yumi Hotta, Centre for Social Innovation, Toronto

Be yourself! And don't worry when things go wrong. And don't try to be too perfect - Frederike Vos, Hub Amsterdam

Don't be afraid to ask questions, share your knowledge, triumphs and worries with other hosts, it's a unique role and a lot of the time only another host can understand what you are talking about! Observe other hosts, see how they do things e.g. talking to potential members, and then make the role your own, find your own way of doing things. What works for one person, may not work for you...don't be afraid to experiment. Don't work crazy long hours... it makes you less effective! - Helen Ripper, Hub Bristol

Be confident about the importance of your role in the Hub, realize how important you are in delivering the experience we create for members, and how this experience depends on how you are more than on the things you do - Maria Glauser, Hub Islington

5. What are the biggest challenges?

Identifying what hosting is and introducing hosting to others. Forming a hosting team and setting up rituals, processes and reflection points - Pablo Handl, Hub Sao Paulo
While getting to know the community and organizing and interesting programme for them, to keep the Hub running on a daily basis. To keep in touch with future visions for 'your' Hub & the members, and also to keep in touch with the outside world and interesting innovations and processes out there. All that combined of course with a private life at home and family members that don't have a clue of what you're exactly doing at The Hub, and what kind of people you're meeting there - Natalia Rogalski, Hub Rotterdam

Taking care of everyone and meeting everyone’s needs. Also, achieving your dreams within your available budget and resources - Holly Lambert, Hub Islington

The biggest challenge is that people don’t always understand what you do in the organization. I’ve never really had this issue with the tenants, but some of the external clients I’ve met have been difficult, because they assume that your job is to cater to their every need. I think it’s just a new concept for some that they have to get their own coffee or clean up after themselves when they’re done. But it does create quite a tension at times when you feel like some people just don’t understand what you’re for. The other big challenge is trying to get people to interact with each other if they're, for example, really shy or not as social - Yumi Hotta, Centre for Social Innovation, Toronto

Hosting is sometimes seen as doing the dirty jobs (cleaning, maintenance...) when it concerns hosting the space. How that can be shifted is a challenge to me. Cleaning cups is not always exciting. I have heard from different voices that hosting people and groups is great, the human connection. How can the relation to hosting space become a relation that is as inspiring as hosting people? - Frederike Vos, Hub Amsterdam

Fitting everything in, sometimes it can be really daunting and there are not enough hours in the day to get everything done! I sometimes struggle being a host 5 days a week, it can feel as though you have to be smiley, chatty, happy all the time when all you want to do is hide or get something done! Switching off at the end of the day! Challenging conversations with members e.g. tariffs, clear desk policies, storage, credit control. It can be very difficult, especially when you have developed a friendship with members. Creating the community spirit... inspiring members to get involved with events can sometimes be a struggle - Helen Ripper, Hub Bristol
Coping with a full role, coping with the everyday interruptions to your conversations and work, because the role is responding to new things that come up all the time. A challenge is helping members realize many of their amazing ideas and initiatives inside The Hub - Maria Glauser, Hub Islington

6. What inspires your work?

Seeing unlikely connections happen, supporting the realization of ideas, members taking risks - Pablo Handl, Hub Sao Paulo

All of my seemingly 'unimportant' activities on the side (that have nothing to do with my official profession), find a purpose in The Hub. There is fertile ground for my thoughts, ideas and connections. Something that would be considered a time-loss before, now is actually worth doing, because The Hub or the members benefit from it, and from that the world benefits as well. My drive comes from the deep knowledge that we are never doing enough for the world because we are entangled in systems that are not sustainable by their design. Replacing those systems with...? Well that is to be found, maybe contributing to it, while working as a Host - Natalia Rogalski, Hub Rotterdam

Sexy Salad Club. Each Thursday at 1pm all the members bring salad, vegetables, bread, cheese and meat. We pile it all together and share the results. Then we eat, we talk, we laugh and we eat some more. Every week I am amazed by both the conversations that take place and the wonderful food that ends up in my belly - Holly Lambert, Hub Islington

I really think it’s the people you get to speak to on an everyday basis that inspires my work. I just love being able to speak with so many people who are doing such exciting work all the time and I feel so at home here at the Centre. The work is meaningful, because you realize that you’re helping in so many small ways that make up the bigger impact - Yumi Hotta, Centre for Social Innovation, Toronto

The bigger vision - Frederike Vos, Hub Amsterdam

The amazing members at The Hub, meeting new people on a daily basis. You never quite know who is going to be in and having amazing, inspiring conversations. Being part of the wider Hub network. Knowing that I've had a large part in creating The Bristol Hub. It’s all about the people...hearing about all the projects - I wouldn't have heard about them if I wasn't involved in The Hub - Helen Ripper, Hub Bristol

Members! - Maria Glauser, Hub Islington
4 Hub Space
Physical infrastructure is the Hub’s main infrastructure and offering to members. The Hub pays particular attention to the quality and the design of the space. Hub spaces are designed to ‘host’; the size, shape, colour of space and furniture have all purposely been made to allow people to meet, work and make things happen. Hub spaces are transformative, and borrow the best from offices, clubs and cafes to create a new kind of social space where people are invited to be open, creative and daring. Hosts are cultivators of these qualities and serve as an interface between the space and its members. The Space Design Handbook contains a lot of details on how the Hub creates space.

### 3.1 Cultivating the Right Environment

Creating the right atmosphere is a central part of hosting a Hub. The right atmosphere, environment or culture is one of interest, contagious positivity, respect, excitement and vibe, possibility and creativity. Hosts cultivate these conditions through the creation of an inspiring space and through role-modelling the behaviour they would like to see, and providing tools and opportunities for members to engage with the space and other members. Here are some important aspects of doing this:

- **Enabling Ownership**

  Hubs may vary in their nature and intent, but it’s always key to enable members to feel part of the space, to feel ownership. The space design and the hosting culture will determine how much members are invited to make the space, and to use it independently from the hosts’ constant assistance. This can be done through good induction to new members, good signage and labelling of the space, and regular invitations to members to inform new services and offering.

- **Managing Peoples’ Presence**

  The different tariffs allow a very fluid space and culture at the Hub. Full-time members will have a permanent presence and bigger impact in the space and culture, whereas members on lower tariffs will have less of a presence and impact, and will seek to adapt. For hosts it’s also important to understand that members on different tariffs have different needs. See the Attraction Handbook for more on the right mix of people.

- **The Subtle Culture**

  Creating and nurturing the right culture at the Hub for its members to realize initiatives for a better world requires vision, passion and ongoing attention from hosts. To create a space where people feel naturally called to interact and collaborate without the hosts having to push that, requires hosts to invite, encourage and support members to do so. Permanent members who share the vision and passion help a lot to spread the culture amongst new members. Sharing stories of possibilities and success from other members is also of great help.
3.2 A Day/Week/Year in the Life of the Hub

Probably one of the most important success factors to an exciting space and community of members is a set heartbeat. Regular activities, events and projects all are embedded in a rhythm that can be mapped out daily, weekly, monthly and yearly for hosts to get a good sense of where their actions fit into the big picture. This will vary from Hub to Hub of course, but here is a rough guide on how this could look like, based on experiences so far. We’ve organized this flow dividing Space, Community and Hosting Team for better visibility.

### Space

#### Daily

<table>
<thead>
<tr>
<th>Time</th>
<th>Tasks</th>
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| 8.30 to 9.30 | • Check all systems are on; i.e. phone calls processors, printers  
• Check what meeting spaces have been booked and, if necessary, sign spaces to avoid moving members around during the day  
• Check if any of the bookings require refreshments, projector or anything else  
• If there’s a welcome board, add what events are on that day/week  
• Check temperature  
• Water the plants (get new plants and flowers from time to time)  
• Ensure desks and chairs are tidy and functional  
• Update communication boards and keep them organised and interesting  
• If necessary, wipe out desks, meeting room and kitchen area  
• Check supplies; toilet paper and paper towels in the loos, enough milk, tea and coffee for the day and enough paper in printer, photocopying and fax machine  
• Check mail and distribute to members present in the space |
| 1 to 2 pm | • Maintenance round; if necessary empty bin in the kitchen, wash up and put cups away to make space for members to wash theirs  
• Check general aspect of loos and tidy if necessary |
| 5.30 – 6 pm | • Invoice for any bookings made that day  
• If people stay late, make sure someone with keys is left in charge of closing The Hub  
• Take the outgoing mail |

#### Weekly

- Mondays: Milk is delivered. Cleaner is in early. Back up phone system. Hosts check events and bookings for that week to coordinate hosting of events and evenings, lunches, hosting shifts
- Wednesday: Milk is delivered, including a litre of soya milk. Cleaner is in early
- Friday: Cleaner is in early. Clear fridge in the afternoon. Take compost to the community garden. Finance day: identify who the payments are from on bank statements received, pay invoices, archive invoices and register paid invoices and cheques received during the week, pay cheques in

#### Monthly

- Check supplies: toilet paper, tea (normal & herbal), coffee (fresh & instant), A4 & A3 paper, flipchart paper, envelopes, franking machine labels, organic wine, cleaning products
- Take kitchen and toilet towels to wash and check if seat covers in the meeting room are clean

#### Yearly

- Spring Clean: inviting members to take home all they don’t use or need to have in the space
**Community**

**Weekly**

- Tuesdays: Pizza Day; put menu in the kitchen with an order form.
- Wednesdays: Hub Lunches, peer-to-peer learning lunch every second week
- Thursdays: Sexy Salad Club (or Samba Salad Club in Hub Sao Paulo), members participating meet in the kitchen at 1pm to share salad ingredients
- Fridays: Wine @ 5pm. The Hub opens 4 bottles to celebrate the end of the week!

**Monthly**

- Last Tuesday: Hub Breakfast, session with external inspiration and expertise invited in by members

**Quarterly**


**Yearly**

- Members AGM: Annual General Meeting to provide visibility to the network about what The Hub is all about, what the team is up to, what we’ve achieved so far, what we are planning, to provide visibility of spaces and channels for members to engage with The Hub’s mission, the different projects - hub+, hub space, programming and to provide a space for members to engage with each other.

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**Hosting Team**

**Weekly**

- Hosting Team Meeting. A typical agenda usually includes: a `check-in`, a finance health check, a space health-check, programming, new opportunities and particular projects coming up.

**Quarterly**

- Team Review. Time to analyse and evaluate roles, impact and quality of the experience delivered. Also important is to collect learnings to share with other Hubs.

**Yearly**

- Hosting Team Strategy Days/Away Days. Leave the city to spend some quality time together to reconnect to the vision and to develop strategies for moving forward.
Sexy Salad Club is on every Thursday at different Hubs. It started in Hub Toronto, spread to Hub Islington through a Canadian visitor and then across Hub Bristol, Amsterdam and Hub Sao Paulo through visiting hosts. Every participant brings something green and something salty to share.
Libraries are a key part of Hub spaces as they inspire and make visible what members are passionate about. Hub Sao Paulo, 2009

3.3 The Members Experience

The Hosting Teams use a user-led approach to designing what it offers to its members, so that all activities are thought and 'seen' from the members' perspective and benefit. See Chapter 1 for overarching principles that guide the design of the Hub experience.

3.3.1 Visits & First Impressions

What happens

- Taster: The invitation email with the brochure gives people a sense of what to expect when they come to visit the Hub for the first time. This visit is a taster session for the person visiting and will determine what they think of it. When possible try to make it that they get a feeling of the Hub experience from the first minute. Make them tea, invite them to see all spaces, explain what the Hub is about, ask questions about their work, tell them who they might be interested in meeting, introduce them to someone.

- Mutual Discovery/Interest: To create the conditions for a platform where both Hosting Team and members are peers, it's important to create this from the first moment of contact. Hosts show interest and respect for members' work, and share about the Hub's mission. Members tell about themselves and enquire all about the Hub.

- Self-Selection: Self-selection means that given enough of the right information about the Hub and the membership criteria,
people interested in joining either see themselves as members or realize that the Hub might not be for them for logistical or ethical reasons. This realization is always better than having to tell somebody that they actually don't belong in the Hub. To enable self-selection members need to be given enough information and asked a couple of questions (see Tools).

- Membership Criteria: The target population of the Hub is social innovators, those with the courage and critique of an activist yet the resolve and ingenuity of an entrepreneur. Given this description, we can add that there is an enormous diversity of people in this group; innovators can be dedicated part-time or full-time to their projects, they can run for-profit or not-for-profit organisations, they can be working in social, environmental or creative industries.

How members experience it

1. How I find out about the Hub

- I hear about the Hub from my friends and colleagues - word of mouth
- I read about the Hub on the internet - from links, Facebook, blogs, Delicious
- I come in to meet someone based here
- I come to an event taking place at the Hub
- I am hired by a member who’s already based at the Hub
- I am invited to join by the hosting team because of the work I do

2. Contacting for more information

- I log on to the Hub’s website, have a look at the vision and offering and email the hosts asking for further information
- I am sent an email with an invitation to come in for a chat and to look at the space, and a brochure with membership offering details

3. Visiting the Hub

- I come in and I am welcomed by a host who invites me for tea or water, and shows me around the space
- I hear about the Hub and the people who are members here
- I am even introduced to a member in my area of practice and invited to an event next week
- I am asked about my work and the way I work
- I get invited to join the Hub straight away/I get invited to join in a couple of weeks/I realise I couldn't work here
- Visitors book

4. Booking a Meeting Space
• I find the process of booking the room very smooth
• I find the room prepared
• I am told about the Hub concept and story
• I am given a feedback form

**Tools**

• Brochure with membership offering and vision

• Information Hosts share:
  
  What The Hub is and does - see Vision Document

  How it works and what to expect - quick guide to how different members use The Hub

  Who else is there - give people an overview of which areas members are working on; the communities of practices helps visualize this

• Informal Questions Hosts can Ask to find out if they fit the Membership Criteria:

  Ethics/values
  
  How did you hear about the Hub? - this question tells you if they were recommended by a member or if they found out about it online
  
  What work do you do? What are you trying to achieve?
  
  Who would you like to meet at the Hub?
  
  Who do you work with/for?
  
  What community of practice do you identify yourself with?

  Logistics/facilities
  
  Where do you work at the moment?
  
  How to do you work? Who do you work with?
  
  How much time do you think you will spend here?
  
  How much storage/quiet/phone usage would you need to work here?

Sometimes the work members do isn’t directly connected to the Hub Membership Criteria but their attitude and their motivations are good indicators to invite someone to join:

• They bring diversity needed at the Hub at that specific time, they bring new ideas and talent, they see the potential for collaboration with other members

• Hub Attraction Handbook. For full details about membership criteria and community design

### 3.3.2 Joining and First Days

**What happens**
• Hospitality: Remember that being new to a place and a group of people who all know each other is not easy. Hosts need to pay special attention and invest the necessary time to ensure a new member feels truly welcomed and at home. Feeling at home means new members can be themselves in this new context, it means others are aware of him or her and what he/she is doing. It also means that they know how to 'use' the Hub, understand how things work and who the others are. True hospitality even extends to being able to host the others.

• Series of introductions: In the first hours and days there are a series of introductions to come; to space and its resources, to other members and members of the Hub Hosting Team, to the culture, rhythm and basic housekeeping principles. It feels important to stress the importance of these introductions; spending time explaining all details at the beginning will save hosts enormous time dealing with interruptions or misunderstandings in the future due to a member not being aware of this or that.

• Being Aware of What's Possible: A member who understands the potential of belonging to the Hub Network is what we should strive for. Nothing better than a network of members aware of the expertise, resources and services, and the support frameworks available for making their projects happen. Give newcomers a sense of what's possible and tell stories about what has already happened since the Hub opened.

• Following up: Some people find it harder than others to say if something isn't working for them. Hosts can anticipate this through asking new members how they are finding working at the Hub in the first weeks since they've joined.

Induction - the Hub Space

• Show members where facilities, resources and tools are and how they work (meeting spaces, printer, fax, photocopier, franking machine, phones, hot desk computer, envelopes)
• Explain opening hours, door code, alarm and fire escape
• Explain kitchen area: personal & shared food, public tea/coffee/milk and recycling system
• Take a digital picture and hang it on the Members Wall, encouraging them to write what they want other members to know about them
• Explain culture in relation to use of space: people sit where they want, and are flexible in terms of the space available

Induction - ICT

• Email: Add their email to the ‘hosts to members’ members list, (location).announce@lists.the-hub.net and ask them if they want to be on any other optional lists such as: (location).members@lists.the-hub.net (member-to-member email list) and (location).locals@lists.the-hub.net (for members who regularly use the space 3-5 days/week).
• Profile and Hub Space: Take a digital picture of them and upload it to their profile on the Hub online space, while encouraging them to upload their profile. Show them how to update their profile, book meeting rooms and how to see invoices
• Printer and Scanner Drivers: Install software members are going to need.

Induction - Services

• Storage: Assign storage space (box or shelf), according to membership, for members on Hub 25 and above
• Mailbox: Assign a pigeonhole with a label with his/her name for members on Hub 25 and above
• Phones: Assign dedicated landline (number and phones) to Hub Unlimited members who request it, and set up new account on the phone call processor system. Explain use of Hot Phones
• Complementary Services: Explain My PA offering and the different roles in the Hosting Team, as well as courier services, VPN - remote access to server, phone diversion, mail forwarding
• Member Support: Explain Hub events and support framework (peer mentoring, Hub Lunches) and have a (formal) chat to understand their projects and gather the relevant data for business support, portfolio management, social impact

Induction - Culture

• Gradually introduce new members to others, beginning with those sharing space and those in the same area of practice
• Explain culture, programming rhythm, and tell stories of what’s possible. Invitation to participate, tell stories about ways of getting the most out of an experience at the Hub.
• Explain when to expect a party or gathering, and who to talk to if they need/want to get admin support or organize a Hub Lunch, start a collective project or to propose an idea for the Hub.

How members experience it

• I decide to join one of the Hub’s memberships
• I go through the membership contract with the host who signed me up and hear what’s included and what’s not in the monthly membership, and the cancellation policy

Through hosting we create ways members can engage with each other, making skills and opportunities visible in the network. This collaborative community map shows what areas of practice members at Hub Islington are working in.
and a photocopy of the signed contract to the new member
• The host explains the invoicing and payment process to me; when to expect an invoice and how to pay them
• I am part of the Hub Network!
• I receive a Welcome Letter/Pack with all details the host will now go through with me
• The host introduces me to other members in the space, my photo is taken and put up on the members wall, I get noticed and welcomed
• The host introduces me to all facilities and tools available at the Hub
• I meet a host for chat about what I am trying to achieve and who I should meet at the Hub, I get support and encouragement straight away
• In the next days I hear about other projects, about what happens at the Hub and how to engage with it and other members
• In the next days the hosts make sure I am welcomed and feel at home, and that I have all I need to work well here
• It’s exciting, everything is new, there is hardly time to talk to everyone and follow up on the new leads and connections made
• I get hosted

Tools
• Template Contracts
• Template to set up payment instruction
• Hub Online Spaces:
  Hub Space: http://members.the-hub.net
  Hub Email Groups: https://mailman.the-hub.net/mailman/admindb
• Welcome Letter/Pack

3.3.3 Engaging as a Member

What happens

• Rhythm of engagement. Through good communication, members participate in the activities over the months and years and are aware of the patterns. Being aware of these patterns and channels to organize an event or to initiate a collective project, members can be more proactive in using what The Hub offers to develop their skills and projects.
• Rhythm of health-checks. Hosts hold a regular rhythm of conversations with members to ensure they know about their changing needs and ambitions. Hosts also set channels for members to offer feedback and support.

Tools

• Member Experience Quality Check – template for regular meetings between a host and members
• Hub support offering (Hub Breakfasts and Lunches, Peer Mentoring, Members Wiki)
- Rhythms of community engagement: social events, events made by the Hub, events hosted by the Hub, events held at the Hub, weekly 'rituals'
- Communication and Participation Channels: Members Wiki and Member-to-Member Email Groups

**How members experience it**

- I am a regular/sporadic user of the spaces offered by the Hub (physical & virtual)
- I continually get invited by hosts and other members to engage with ideas and projects and to ask for help and support to make my projects happen
- I use the Hub as a platform for my projects and ideas, counting on other members, and the space and resources available, to make my projects happen
- I can use the Hub's support framework to give/get support from other members and the Hub
- I collaborate with other members at different levels
- I make friends - some of them for life - and am part of a community

### 3.4 Leaving the Space

**What happens**

- Change of Relationship: Leaving the Hub workspace is not experienced as 'leaving the Hub' but as a change in the relationship. Most people moving to other workspaces leave because of their space needs but would love to keep connected to their local Hubs. There are growing opportunities for staying connected and active in the network (members wiki, events, Hub Foundation support, offering support in the network etc.).
- Potential of Relationships: The Hub would love to keep relationships made with all members. As new members join, others grow their projects so much that they sometimes need to move on to other workspaces. The potential of having members who have the experience of having started up a social business/project grows exponentially with the growing numbers of people in the network, and what makes it even better is that they have experienced the Hub and know how to best support current start-ups.
- Taking the Experience Away: Members who have worked at The Hub for months and years will always carry a lot of The Hub culture with them. The Hub could develop ways so that members who leave can host other members in their new spaces, adding value to The Hub’s offering. For example, for architecture books and advice you go to Indy's office, for an arty studio you go to Jennifer's. The Hub could offer some basic advice on hosting.

**How members experience it**

- I decided to leave for different reasons: grew my projects and teams, or, the Hub doesn't work for me in terms of privacy/noise/cost
- I cancel my membership two weeks before the beginning of the month
- A host has a conversation with me to understand why I took the decision to leave and to explore how to stay in touch with the Hub
- I return an Exit Survey sent by the hosts where I give feedback to improve the experience, and for the social impact report, and say how I would like to be connected in the future
- I get a final invoice to make sure there are no outstanding payments
- I get advice to cancel SO with my bank
- I participate in the community and other public events hosted by and held at the Hub
- I participate through the online collaboration space and email groups (with a Hub Connection membership or not)

**Tools**

- The Hub Exit Survey, to be sent by email to members leaving the space.

  What made you decide to leave the Hub?
  What impact did the Hub make on you and your project?
  What could have been better?
  How would you like to keep in touch with the Hub?
    a. Hub Connection membership to stay in members’ email lists and participate in community events
    b. Public Events
    c. Other

- Social Impact Page: page on the Hub Wiki where comments, stories and quotes from members success and Hub social impact get recorded
- Feedback Page: page on the Hub Wiki where constructive feedback from members and visitors get recorded. This is to be followed up by hosts to improve the quality of service we provide
‘In a learning society the facilitators are people who help people find the path to reach their own objectives faster, they facilitate encounters between people and with models putting ourselves and other people out of the way if we are not needed. They create services, they advise on methods for peer learning sources, places, people, books, access. They support people’s initiatives and initiate some themselves.’ - Ivan Illich
4 Programming & Services

4.1 Principles

- **Light Touch & Strategic**

The Hub differentiates itself from conventional business incubators for having a lighter and more strategic intervention when supporting members. Nothing is compulsory, and each member participates according to their needs and will. We know people starting social businesses need access, over time, to a wide range of ‘just-in-time’ resources to thrive: money, creativity, leading-edge IT, management advice – so we seek to provide channels for such resources, without crushing the entrepreneur’s initial spark and ingenuity.

- **Nurturing Environments**

Our core offering is the provision of nurturing and safe work environments for entrepreneurs to learn by doing and grow their ideas and projects into sustainable businesses. These environments are called ‘experience environments’ because they provide people with the elements they need to create the experience and the value themselves.

- **Balance between Peer-to-Peer & Professional Support**

Peer support happens horizontally. Everyone in the network is welcome and encouraged to exchange skills and services with each other. The Hub offers the international platform, local spaces, communication channels and host support so that members can create value for themselves. Hosts enable this support by cultivating the conditions and framework for this to happen. The potential for members getting value from the network is much higher if you tap into the knowledge and experience of a collective of people, rather than trying to provide all the content and value from the hosting team.

Access to professional support is key at certain moments in the development of a sustainable project, and complements the peer support available in the network. Within The Hub’s context there are different ways hosts can enable this support; members can offer their professional services to other members, or pro-bono or paid support can be organised by the hosting team (legal, accountancy, etc.). At Hub Islington we have two professionals, an accountant and a bookkeeper, that work with many of our members, not as ‘Hub Accountant’ or ‘Bookkeeper’ but as trusted members of the community. In a trust-based network like the Hub, if some members work with a particular professional, the rest will follow and everyone benefits as the quality is related to the trust in the community.

‘Sometimes attending a workshop or learning lunch is the last thing I feel like doing because of an already hectic calendar... But every time I’ve attended a Hub hosted event, something completely unexpected yet surprisingly useful has happened which has led to a positive outcome for Anti-Apathy. The learning lunch with Ashoka led to an offer for a loan for £15k which we were having problems securing.’ – Hub Member
- **Balance Between Formal and Informal**

Our approach combines formal and informal interventions to support our members in getting access to the right mix of support, knowledge and investment.

- **Community Design and Attraction**

Our strategy around ‘community design’ has attracted together an inter-disciplinary mix of social entrepreneurs. Our members and wider network represent diverse backgrounds, talents and skills. This diversity is also reflected in the programming; events represent the different areas of practice, different backgrounds and approaches that might require different business support.

- **Open Programming**

Members co-design the programming offering; the events they want and the support they need. Hosts enable this to happen by providing channels and incentives for members to propose events that will help them develop their practice and projects.

- **Core Offering & Value-Added Offering**

The Hub's core offering is flexible and time-based membership to resourced spaces in order to work, meet, learn and connect. Included is all you need to run a project or a business; wireless internet connection and access to meeting rooms, printers, phones, fax, physical and virtual storage space and admin support priced according to each tariff. The Hub's value-added offering includes framing opportunities, connecting allies, leveraging resources, cultivating collaboration and prototyping innovation. Programming is part of the value-added offering.
4.2 Interventions

Hub Breakfast: external expertise – inspiration
Connects members to external parties that inspire their practice. Example: In October 2006, Jonathon Porritt joined members for breakfast. Members came with questions they always wanted to ask him about climate change and renewable energy.

Hub Lunch: peer learning – knowledge sharing
Connects members to each other and supports peer-learning. Example: In April 2007, member Charlie O’Malley from P3 Capital gave financial advice. In May 2007, Neil Tierney shared his expertise on project management tools. Collective intelligence is tapped and member case study is used.

Hub Dinner: interdisciplinary innovation
Promotes multidisciplinary innovation around a single question. Example: the government, technology entrepreneurs, bankers are invited to dinner to help answer a particular question or challenge they are facing around the financial crisis and its impact for the third sector.

Peer to Peer Mentoring
Framework for people to build a mentoring partnership with other members to develop their businesses and projects. A mentoring partnership offers benevolent and wise questions, advice and constructive feedback through listening, encouraging, recommending and sharing experiences and challenges. The Hub serves as co-ordinator and matchmaker to help set

‘I read Tom Greco’s book a couple of years ago and it inspired me to work on creating new currency systems. I have wanted to meet him since then, having been in email contact at a few points in the past. The Hub Breakfast with Michael Bauwens provided an opportunity for me to meet him in person, and get first hand advice on developing a currency for the Hub.’ – Hub Member

‘The lunch was a great benefit to me for 3 main reasons. Firstly, I gained a great opportunity to present my business in a very informal way to Nigel Kershaw from Big Invest. This was very useful and I gained so much from this conversation. Secondly, I gained excellent feedback from the members of The Hub. I had some great discussions with the members who raised some interesting points. I also benefited from these members in terms of arranging future meetings for pieces of work my business could undertake. Last but by no means least, I found the lunch useful because I got to meet the other members in a way that would be difficult in a normal work environment.’ – Hub Member
up the right relationships and guide the process. This is possible through events for meeting other people looking for peer mentors, through invitations and introductions among members. Hosts meet with the member looking for mentoring in order to understand the nature of the project, needs and stage they are at. They look for someone with that expertise in the network, find and arrange a meeting to agree objectives, expectations and ground rules.

Members Wiki

Collaboration space for members to be aware of who else is in the network, doing similar work in their geographic and practice area. Space to gather and generate resources to support members’ projects (member to member).

Other interventions include Business Clinics, Professional Network (Menu of member Services).

4.4 Designing the Programming

What makes a good Hub Event or Service

• Substance
• Interactivity
• Enjoyment
• Nowness
• Knowledgeable presenter
• Just enough structure
• Interesting people attending

Before the event

Invite members to give ideas and to propose their own events

Use a variety of techniques to involve members in the design and planning of the support framework. This will respond directly to members’ needs and will give them a sense of ownership. Some ideas for this include: posters in the space that not only communicate but help members inform the design, show them how to participate, request and ask for what they need, participate in the member-to-member email group to see what questions would benefit from a Hub Lunch, or what members are interested in, talk to members about their projects to understand where they are at, point them to the members wiki and invite them to contribute to the generation of content there. Some questions that might guide someone thinking of starting their framework of events:

Hub Breakfasts
1. Who do your members admire?
2. Who inspires their practice?
3. Who’s back from an interesting experience or trip and would like to share?
4. Is anyone important/interesting visiting Bristol?

Hub Lunches
1. What do they want to learn?
2. What would they like to offer advice on?
3. What are they struggling with?

Hub Evenings/Film Nights/Lectures
1. What films are people talking about?
2. What lectures are people interested in?
3. What networking event would they go to?

**Go through all details!**
Spend enough time co-ordinating the event with the person hosting, presenting, talking. Underestimating what people may know about hosting a collaborative session or the 'Hub' way of hosting events could lead to a bad experience. Try to get a sense of the quality of the content and the facilitation skills to assess how much time you should spend going through all details with the presenter.

**Invite, invite, invite**
- Communicate events and other offerings through channels and means members use; posters, email, Facebook, Members Wiki, Hub Website, etc. While doing this, always invite them to RSVP and to suggest ideas for new events and to give you feedback
- Develop partnerships with other organisations who support social innovators and your local community so that they advertise your events through their networks
- Talk to members about it
- Email particular members who might benefit from this or that event, they really don’t read the events list every month!

**During the Event**
- Depending on number invite members to introduce each other (shortly!)
- Be the time keeper, protect members’ time
- Back up presenters where needed to ensure members have a good experience
- Use feedback forms

**After the Event**

**Evaluate and debrief**
Use feedback forms and conversations with participants to gather their impression on the event. They can be invaluable tools to fundraise for further services as well as for improving the design and facilitation of each programme or service. Debriefing as a team will enable the sharing of perceptions but also of responsibilities for future interventions.

**Share the outcomes with all members**
It’s very important to 'harvest' the knowledge generated through events and other initiatives, sending the results and collated responses back to the centre for public benefit. Outcomes and learning can be organised in the Support section of the Members Wiki to serve new members coming up with the same questions posted and answered previously, as well as people who missed an event they were interested in. Paulo Freire, Brazilian thinker, would say 'it’s returning to the community codified learning and experiences they generated in an unorganised way'.

**Taking the Initiatives Forward**
Every great event will lead to initiatives and some will even lead to action plans, and here is where the richness is. Many of them might not lead anywhere, but if people really have energy for an initiative born in an event it will always be important to be supported by the Hub. Speak to event hosts and participants after the events, or other intervention, to see how these initiatives could be further cultivated by the Hub.
Case Study:

These initiatives don't appear from day 1 and take quite a long time of reflection and trials to see what really works and to frame them well. As this is not part of the basic core offering, it turned out that we didn't have time/capacity to really make all of them happen and make sure the quality remained very high, and we gave priority to other burning issues. It took 1 or 2 Hub Lunches to get the 'formula' right and get a rhythm established. The co-designing element is very inspiring and satisfying from the hosts' point of view as we create participation spaces for them to step forward and create value for themselves and others.

The Hosting Team gets inspired to organise all events from talking to members about their work and from Post-its they leave on a communication board where they request their events. They rarely come up with events alone unless they know it fits 100% with what members would need/want. They gather content and ideas and put them here: http://the-hub.pbwiki.com/Hub+Breakfast,+Lunch +and+Dinners+. That way they always know what to organize next and who suggested it so that they can host it or we co-host it as it's more fun to do it with members.

Hub Islington
Hub Amsterdam has launched a Business Clinic to support the business side of many world-changing initiatives.
Resources
## 6 Resources

### 6.1 Hosts Community of Practice

The purpose of this community, formed by everyone hosting a Hub, is to share knowledge, develop our practice, ensure quality of Hub experience and to put forward recommendations and input to the Hub decision making channels. See the sections below to see how this community works together.

### 6.2 Hosts Calls

This resource for hosts around the world consists of monthly conference calls among Hub hosts interested in sharing experiences and deepening an area of their practice and profession. These calls provide a forum for hosts to find and give support and review how other Hub Hosting Teams are doing. All hosts can suggest and vote for what theme is most relevant for them.

### 6.3 Hosts Gatherings

At the first gathering of Hub Hosts in Rotterdam in December 2008, a rhythm of meetings has been set so that hosts meet regionally once a year and globally every second year.

### 6.4 Hosts Online Tools

#### Hosts Mailing List

This email group ([hosts@lists.the-hub.net](mailto:hosts@lists.the-hub.net)) is for hosts of all Hubs to:

- Share new initiatives (events, ways of supporting members, new services) that would inspire and give ideas to other hosts
- Ask questions about hosting
- Get support from other hosts to find a solution to challenges faced by one Hub
- Contribute with resources (articles or links) that are useful in this practice
- Celebrate when projects have good impact

We invite new hosts to send an introduction to the list when they start working at a Hub.

#### Hub Wiki

An online resource space for hosting teams to collect and share information about the running of their Hubs.

The Hosts Space on the Wiki is here: [http://the-hub.pbwiki.com/Hosts +Space](http://the-hub.pbwiki.com/Hosts +Space). This wiki page is a resource page for all hosts to share ideas for projects and is where all the knowledge from the [hosts@lists.the-hub.net](mailto:hosts@lists.the-hub.net) and the monthly Hosts Connect Calls gets stored.

#### Images & Ideas Bank
Pictures of different Hub spaces and teams, images to tell the Hub story and an Ideas Bank for inspiration and support.

6.5 Hosts Training Opportunities

Hosts Training Week

This week-long action learning programme is designed to offer hosts of new Hubs the opportunity to be part of an up & running Hub’s Hosting Team and learn all the bits about running a Hub. It is intended to give hosts the ‘feel’ of hosting a fully operating Hub as well as the key guidelines to principles, and approach to hosting.

Hosts Exchange Programme

A programme for more established hosts to learn about the Hub model and systems while contributing to experiences in other locations. This programme has yet to be developed.

Other Training Opportunities

There are a series of training opportunities outside the Hub that hosts have recommended as part of the key experiences that makes someone a great host. Some of them include:

- Deep Democracy: Facilitation method as well as the necessary skills required to improve group functioning and decision making. [http://www.deep-democracy.net](http://www.deep-democracy.net)
- Getting Things Done. Method developed by David Allen. [http://www.davidco.com](http://www.davidco.com)
6.6 Bibliography

Our growing bibliography includes the following items. Please continue contributing to our pool of knowledge on the Hub Wiki.

**Articles available on the Hub Wiki**

- Rheingold (2004). *Culture: The Battle for the Commons*. Institute for the Future
- Weathley (2002). *Supporting Pioneering Leaders as Communities of Practice*. Berkana Institute

**Books**

- Bentley (1998). *Learning Beyond the Classroom*. Demos

**External Links**

- The Art of Hosting Conversations Online - Howard Rheingold
- The Art of Hosting - International community of hosts of conversations that matter
- Peer 2 Peer Foundation
- Peer to 2 Peer Facilitation - Resources, links
- Peer Assist - Video about methodology for peer support
- Peer Assist Tools
- What Is Web 2.0 (Rich User Experiences - Design Patters) - Tim O'Reilly
- The Rise of Collaboration - TED videos
- Who wants to be? - TV show hosting style
This Hub Handbook is aimed at helping Hub Hosting Teams use and develop principles, tools and systems in the art of hosting – inspiring and supporting - values driven multi-disciplinary initiatives for a radically better world.

Thanks to all hosts who participated at the Hosts Gathering in Rotterdam in 2008 and Stockholm in 2009 for the contributions to this handbook, and to all hosts who asked so many valuable questions when learning about what hosting is all about. This handbook will be reviewed and updated regularly. Further contributions such as case studies, reflections and feedback can be sent to maria.glauser@the-hub.net to include in future editions.