

Parameters and configurations

One of the driving ideas behind Organismo is research in and experimentation with processes, and with configurations of agents in processes organized towards the exploration of reformulations for specific ecological entanglements. Organismo explores hybrid structures that incorporate diverse types of knowledge and actors, to pursue non-hegemonic, decentralized and plural forms of organization. To this aim, Organismo proposes to operate with dynamics that enable to blur and overcome dichotomies of theory and practice, conceptualization and execution, or interior and exterior of a given web by questioning preconfigured design protocols, and posing provocations to normalized systems of actors.

This approach is translated into two aspects of the program's design. The first is in Organismo's organizational structure, which is conceived as a weaver entity that knits relationships at different levels of involvement or belonging. Secondly, in the assemblages of agents working on each case study, which with a common starting schema will evolve through reacting to the specificities of their particular environment or context. Each case will evolve its own methodological process from the combination of collective intelligence and the design of specific systems to shape and inform the work.

01. MORPHOLOGY

Organismo seeks to avoid any singular, homogenous methodology, and to instead provide the conditions for each case to explore the most adequate ones for its particular context. This intertwined clustered approach is one of collaborative, mutually respectful, and evolving models of organization. Some voices fluctuate among all and some others are specific to each. Rather than structuring the content or direction of a group's research, Organismo provides the necessary starting parameters and conditions—the site itself, the team's supporting roles, and a range of operational resources—to enable and sustain each assemblage to explore and perform its own dynamics, mediating between the parts involved.

During Year Zero of the study program we learned about and reflected on the relationship between the different bodies constituting Organismo, and came to understand the importance of regulating the ever-changing balance between interdependence and autonomy. Organismo thereby functions as a porous system, providing a set of minimum parameters for each case to self-organize within, experimenting with tailored approaches and methodologies and bonding each case to its particular local conditions and the situated knowledge that shapes it.

In this way, Organismo aims to enhance autonomy and self organization capacities of the group cases by establishing an adaptive framework that allows participants, for example, to arrange their weekly meetings according to their availability. Setting up a soft structure is vital for transformation and evolution to be possible, especially when it aims to be nourished by hybridisation with remote forms of experiential knowledge.

02. AGENTS

In searching for ways to overcome traditionally defined roles, address potential power imbalances, and prioritize diversity as one of the driving stimuli of the program, Organismo examines alternative distributions of actors attending to levels of implication, frequency of appearance, type of force, or associative conditions. The core of the group for each case study will consist of five to six participants selected from the open call, whose work will then be assisted, guided, and inspired by different kinds of agents, as detailed below.

Organismo proposes an initial protocol of bonds among these roles that will accompany each case until a virtual emancipation. This way, each case study starts with a structure composed by a series of figures who will work collaboratively to design their own protocols and dynamics. Each agent's responsibilities will form in response to internal agreements made between the parts constituting the group case, and to the logics established in the design workshops proposed in October and February.

Each case study group will therefore be formed of agents within the following categories:

- **Artist or creative voice: *Pulso*.**

An artistic or creative agent who proposes the dynamics and points of view for the case study. They are the voice that sets the pulse of the process. Their appearance is regular, but on a more spaced-out frequency, joining the case study group in specific sessions to present exercises, protocols, methods or tools to introduce their perspective and way of doing. They offer guidance and inspiration, and accompany the group in the search of their proposal. They function as a force that brings stimulus to the process, influencing the direction that the perspective takes.

- **Case promoter: *Válvula*.**

The entity— organization, platform or institution—that proposes, triggers, or facilitates the case. It will be represented for the interlocution by one or several members of their structures. The very diverse nature of these entities, from public organizations to private initiatives, constitutes one of the most important wealths in Organismo, a body made of plural bodies. Their appearance in the conversation is dependent on the form of the group's work as this develops and takes two forms: first as a series of preset working sessions throughout the program, and secondly as an organic response to any demands, questions, or calls from the members of the case. As agents experienced in the site of work, they provide practical support and guidance, and advice on the nature of the challenge. Listening to *válvulas* is fundamental to understanding what is needed or what can be expected, and to working towards a proposal that best responds to each group's claims.

- **Participants: *Flujos*.**

Members who will be selected through an open call. Their work is central to the group throughout. They constitute the muscle, the continued force shaping the proposal feeding from what the *pulso* brings, and reacting to the responses from *válvulas*. They will create a case study-specific proposal, and articulate their work in progress as a public gesture. They work as a unity made of voices of different backgrounds, operating with different knowledges and skills. Their task is not to articulate single, atomized responses by each of the members, but a choral response that integrates everything the rest of the actors are bringing to the conversation.

- ***Sustrato* grantee.**

A participant in a specific case study who has received the *Sustrato* scholarship, and who will be responsible for the documentation and evaluation of their particular case. They should respond to the needs and agreements established among the members of the case in order to develop a piece that can function as a sample of the process, as well as a device for future reference and consulting for other teams or projects with similar interests. Organismo wants to pay attention to ways of narrating, measuring, and evaluating the processes that will be developed. This is why *Sustratos* grantees will be asked to explore parameters, indexes, forms of narration, elements, and other tools that may serve this purpose. The guide for this task will be the critical review of evaluation indexes that are normally used in implementation processes, in order to find others that may incorporate sensibilities and values that are often not represented.

- **Case coordinator: *Membrana*.**

An agent in charge of coordinating, accompanying, and articulating the bonds and dependencies for the development of the case. They are a permanent force within the case group, and they function as connectors and facilitators of the different voices comprising the group. They take care that every voice is being listened to, and that the path taken explores the challenge that the *válvula* has initially communicated. They are attentive listeners, in charge of perceiving context and condition changes in order to be able to react swiftly whenever there is a need to reconfigure the plan.

- **Guest experts: *Canal*.**

Experts or inspirational voices who can contribute to the conversation bringing knowledge on an occasional basis over different durations. They are proposed by collaborating organizations and communities associated with the different case promoters, as well as with TBA21–Academy and Museo Nacional Thyssen-Bornemisza, whose practice is related to the topics explored. Once the case group has configured their way, they have the opportunity to propose two profiles that they consider of relevance to the conversations pursued.

03. GROUP CREATION

Organismo aims to explore an approach to knowledge as a commons, experimenting with how knowledge is transmitted and enabling its collective formulation and continuity. Thus, the program proposes to work with plural and choral authorships as a way to activate the inherent potential of collective processes, accumulating plural voices through time.

To this aim, Organismo proposes to capture every edition's case study distillation of the knowledge accumulated during the process in an online platform hosted by TBA21. The research carried out collectively by the participants of the different case studies will be accessible to anyone interested in knowing more about the site, the themes explored, or the proposal formulated. It will act as an online archive that grows through time and builds up collectively iteration after iteration in an exploration of a shared authorship.

Any work, material, or content conceived, produced, or created within the framework of the Organismo project will be subject to the **Creative Commons CC BY-NC-SA 4.0 license**.

04. GOVERNANCE

Organismo's structure is an exercise in exploring forms of governance that can overcome the hierarchical systems normally applied in programs aimed at research, study, and implementation of collective processes.

Thus, the design, development, and management of Organismo is guided by an organizational chart led by TBA21–Academy and Museo Nacional Thyssen-Bornemisza, which intends to have a mutable, receptive, and adaptable condition that allows linking to other actors in order to form the configurations needed for each case study.

This variable anatomy is organized as a polycephalic structure that expands like tentacles to connect different areas of activity and responsibility, as well as different levels of commitment and belonging. The body is thus made up of several figures that function as connectors or *liaisons* between the different areas and agents involved.