



HR

Fresh Facilitation

How To Increase Engagement, Involve Everyone, & Make Meetings More Fun

Bob Luton

Impromptu Networking

The power of loose connections
Small things can make a big difference

What excites you most about facilitating?

What do I hope to get out of and contribute to this session today?

Find a partner and take 2 minutes to introduce yourselves and answer the questions above... then find another partner... then find another.

Quick debrief

- What did you hear?
- What DO you want to get out of today's session?
- When (and why) would you use Impromptu Networking?



A bit of context...

Liberating Structures: Simple Rules to Engage Everyone and Unleash a Culture of Innovation

Keith McCandless



**Co-Founder,
Social Invention
Group**

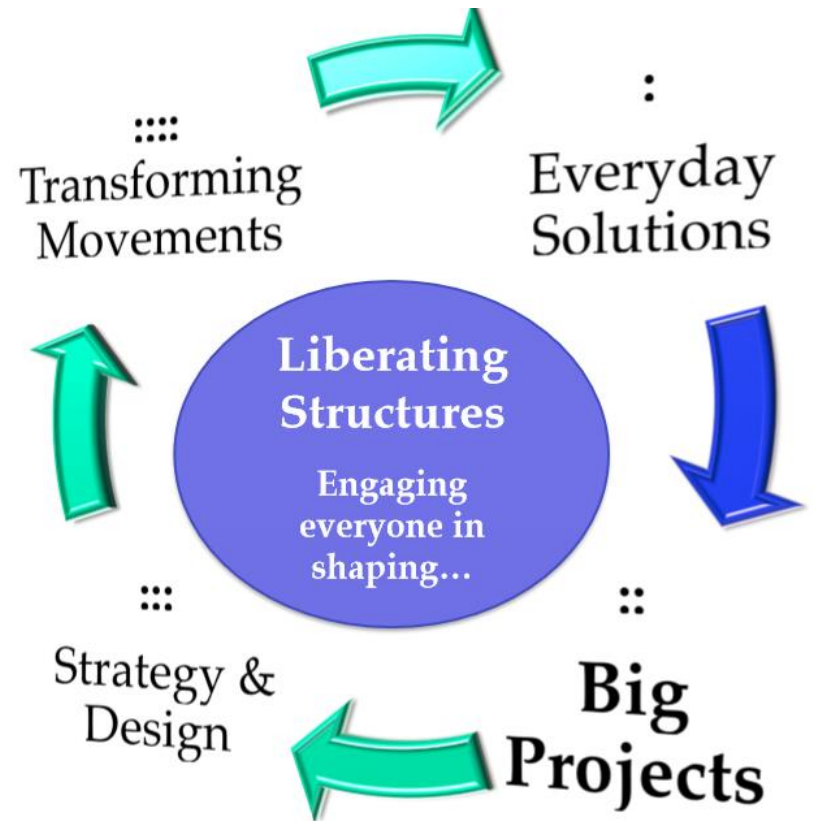
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Henri Lipmanowicz

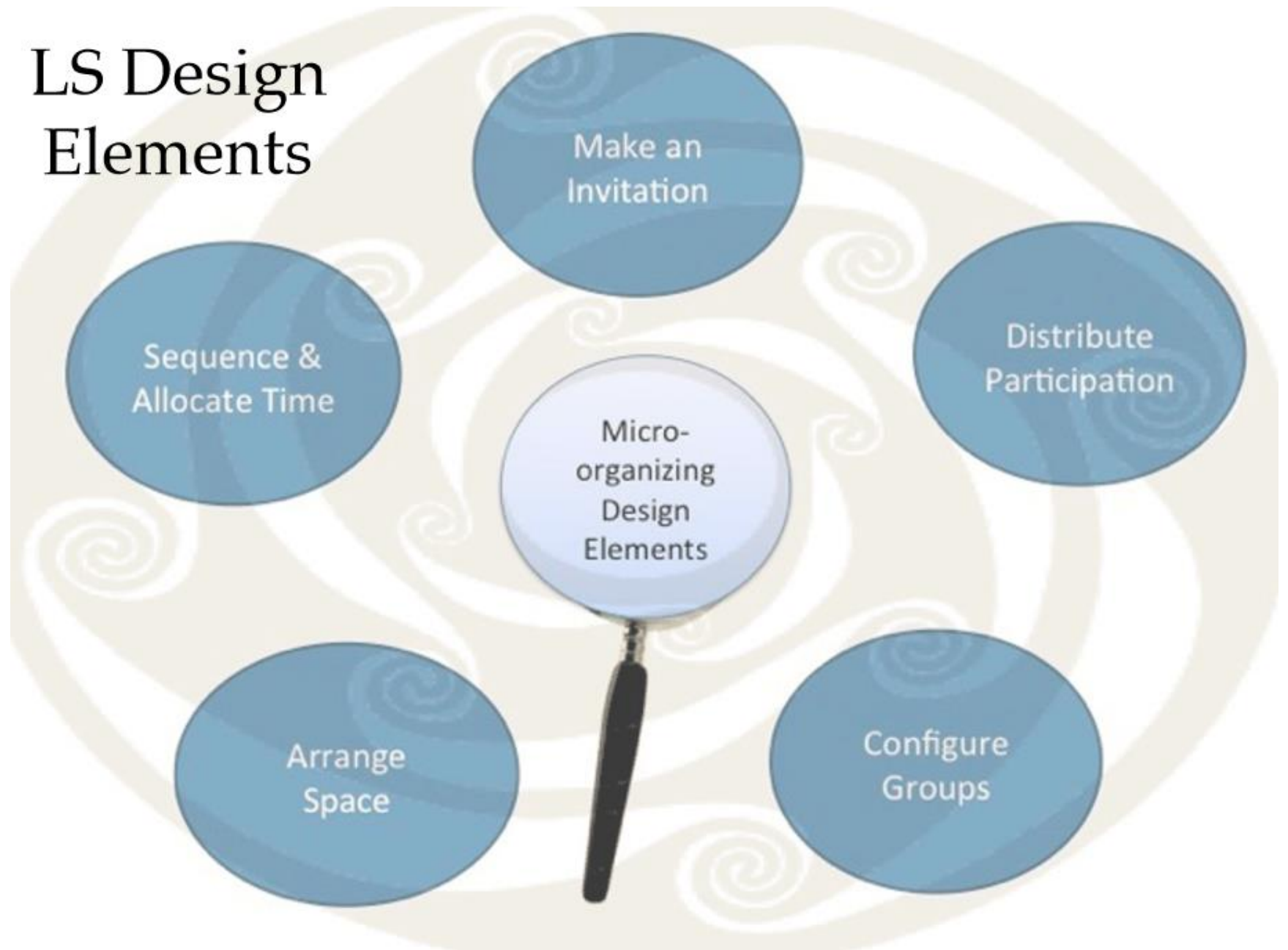

























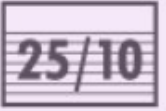











**Former President Merck
Intercontinental and Japan
Co-founder Plexus Institute**

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LS Design Elements



LS Menu 	Wicked questions 	What³ debrief 	Min specs 	Heard, seen respected 	What I need from you 	Integrated autonomy 
Design elements 	Appreciative interviews 	Discovery and action dialog 	Improv prototyping 	Drawing together 	Open space 	Critical uncertainties 
1-2-4-All 	TRIZ 	Shift & share 	Helping heuristics 	Design storyboards 	Generative relationships 	Ecocycle 
Impromptu networking 	15% solutions 	25 : 10 crowdsourcing 	Conversation café 	Celebrity interview 	Agree/certainty matrix 	Panarchy 
9-whys 	Troika consulting 	Wise crowds 	User experience fishbowl 	Social network webbing 	Simple ethnography 	Purpose to practice 

+ one more!

TRIZ

(Teoriya Resheniya Izobretatelskikh Zadatch)

**Designing a perfectly adverse system
to make space for innovation**

CREATIVE DESTRUCTION

**Begin by defining a VERY unwanted
result of your work...**

Making Space for Innovation

Think of your next facilitation opportunity. What could you do to reliably guarantee you facilitate the worst session imaginable?

Individually: Take one minute to write down everything you can think of that would ensure the most terrible results—dare to be wild and crazy!

Partner up: Take two minutes to discuss your list with a partner

Group of four: Take four minutes to share the “best” ideas that would guarantee failure and capture those on a flip chart

That cannot be reality... can it?

Be brutally honest. How does the list you created compare to what you do today?

Individually: Take one minute to identify the actions or behaviors on your original list that could compare to what you (or we) do today

Partner up: Take two minutes to discuss what you uncovered with a partner

Group of four: Take four minutes to discuss revelations with your small group

Getting out of your own way

What first steps can you take that will help you stop doing what you know creates terrible results?

Individually: Take one minute to write down everything you will commit to *stop* doing

Partner up: Take two minutes to discuss your list with a partner

Group of four: Take four minutes to share what you all came up with and believe you (or we) need to stop doing

Quick debrief

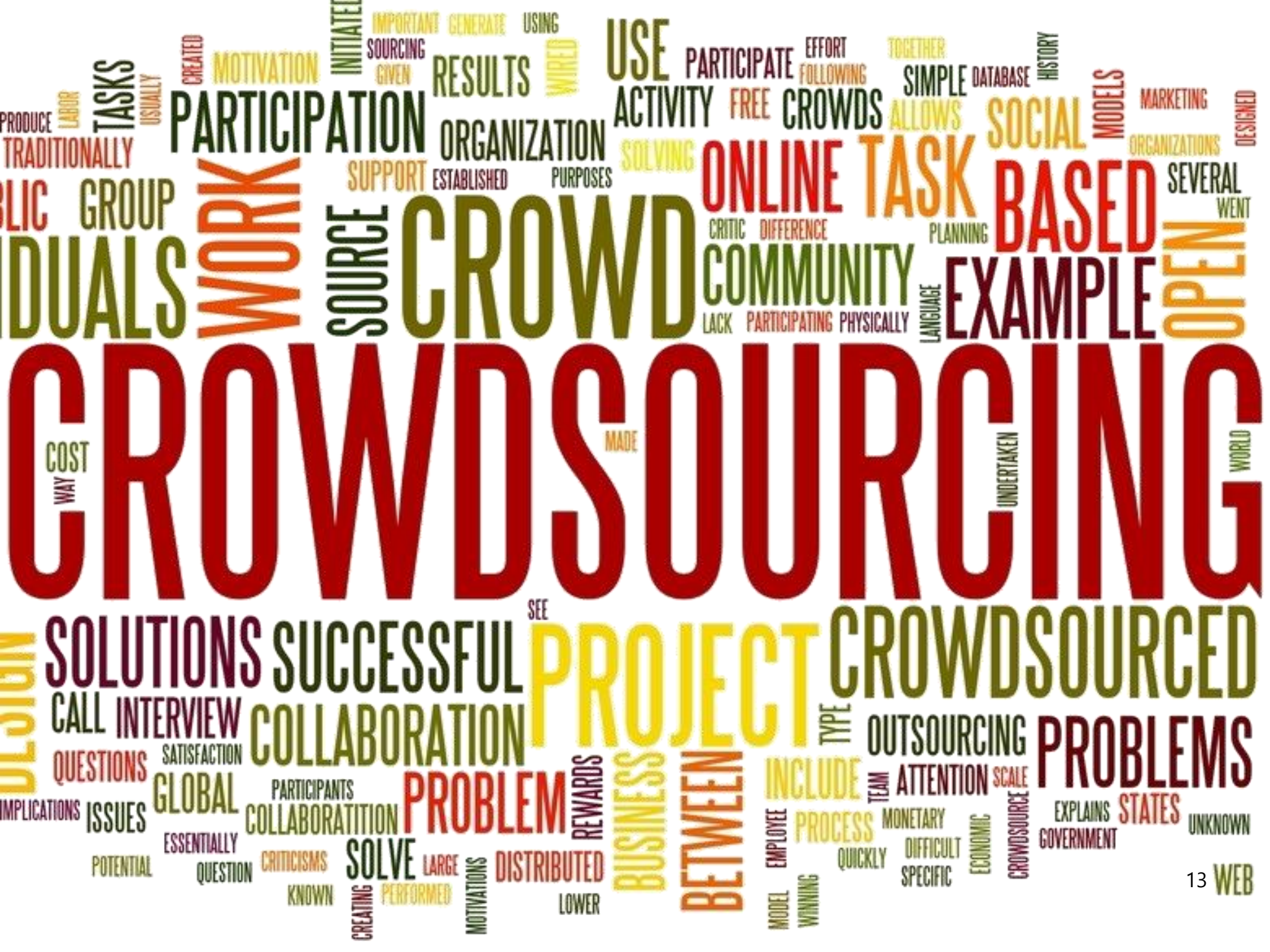
- What insights did you gain?
- Why is this a powerful activity?
- When (and why) would you use TRIZ?



But wait!
We almost missed one...

1-2-4-All





PRODUCE LABOR TASKS USUALLY CREATED MOTIVATION INITIATE SOURCING GIVEN RESULTS WIRED USE PARTICIPATE EFFORT TOGETHER SIMPLE DATABASE HISTORY MARKETING DESIGNED
TRADITIONALLY GROUP WORK SOURCE CROWD ONLINE TASK BASED SOCIAL MODELS ORGANIZATIONS SEVERAL WENT
INDIVIDUALS COMMUNITY EXAMPLE OPEN
LACK PARTICIPATING PHYSICALLY LANGUAGE PLANNING

COST WAY UNDERTAKEN WORLD
SOLUTIONS SUCCESSFUL PROJECT CROWDSOURCED
CALL INTERVIEW COLLABORATION TYPE OUTSOURCING PROBLEMS
QUESTIONS SATISFACTION GLOBAL PARTICIPANTS COLLABORATION PROBLEM REWARDS BUSINESS BETWEEN INCLUDE TEAM ATTENTION SCALE EXPLAINS STATES UNKNOWN
IMPLICATIONS ISSUES ESSENTIALLY COLLABORATION SOLVE LARGE DISTRIBUTED BUSINESS BETWEEN INCLUDE TEAM ATTENTION SCALE EXPLAINS STATES UNKNOWN
POTENTIAL QUESTION CRITICISMS KNOWN CREATING PERFORMED MOTIVATIONS LOWER MODEL EMPLOYEE PROCESS QUICKLY MONETARY DIFFICULT ECONOMIC CROWDSOURCE GOVERNMENT

25/10 Crowdsourcing: 10x – Big Ideas

If you were 10 times bolder, what big idea would you recommend to deliver the best development experiences to HR?
What first step would you take to get started?

Write your idea and first step on an index card – ***Clear & Compelling!***

No names

Rate the big ideas using 1-5 scale

- 1: *not my cup of tea*
- 5: *sends me over the moon*

Five rounds with the group

Countdown of scores

Quick debrief

- What ideas floated to the top?
- Are there actions to take as a result?
- When (and why) would you use 25/10 Crowdsourcing?





Break time



Minimum Specs

Unleashing innovation & action by specifying only “must-do’s” and “must-not-do’s”

Must & Must-Not-Do List

For a successful learning week...

- ...
- ...
- ...
- ...

This is often a long list
of Max Specs



- LEADER Buy-in +1
- VARIABLE FORMAT +1
 - ↳ online ↳ resources
 - ↳ classroom ↳ V-ILT
- NON-REDMOND CENTRIC
- CLARITY ON BIZ DIRECTION & HOW HR SNAPS TO THAT +1+1
- CONSISTENT STORY/THEMES THROUGH OUR OFFERINGS (CONTS, STRUCTURE)
- UNIQUE AREA NEEDS WITHIN A CONSISTENT SET OF MATERIALS
- CLEAR AUDIENCE NEEDS
 - ↳ GAPS
 - ↳ FUTURE... KNOWING ROLE & HOW BIZ IMPACTS IT
- FEWER THINGS FOR BIGGER IMPACT
- SCALABLE VS ONE TIME
- TIE INTO LISA'S COMMITMENTS, 5 ATTRIBUTES
- LEARN FROM REAL PEOPLE
- EXPLICIT PATH TO APPLICATION +1

- METRICS & FORMATS
- MULTIPLE CHANNELS TO REACH AUDIENCE
- MGR SUPPORT / INVOLVEMENT
- NIMBLE DEV/DEL. CYCLE

CURRENT STATE

- ① NEEDS ANALYSIS → HR LF
- ② LEARNING WEEKS
 - 3 BS
 - 7 INTL
- ② HDPS 2 & 4 / YEAR
- ② ONBOARDING WBT / WELCOME EVENT
- ② EU PRIVACY WBT
- ② HRM ONE NOTE / ELG/ERT SESSIONS
- ② HR ENGAGEMENT
- ③ MGT MCLS - REINFORCEMENT

M

① *
② *
③ * R

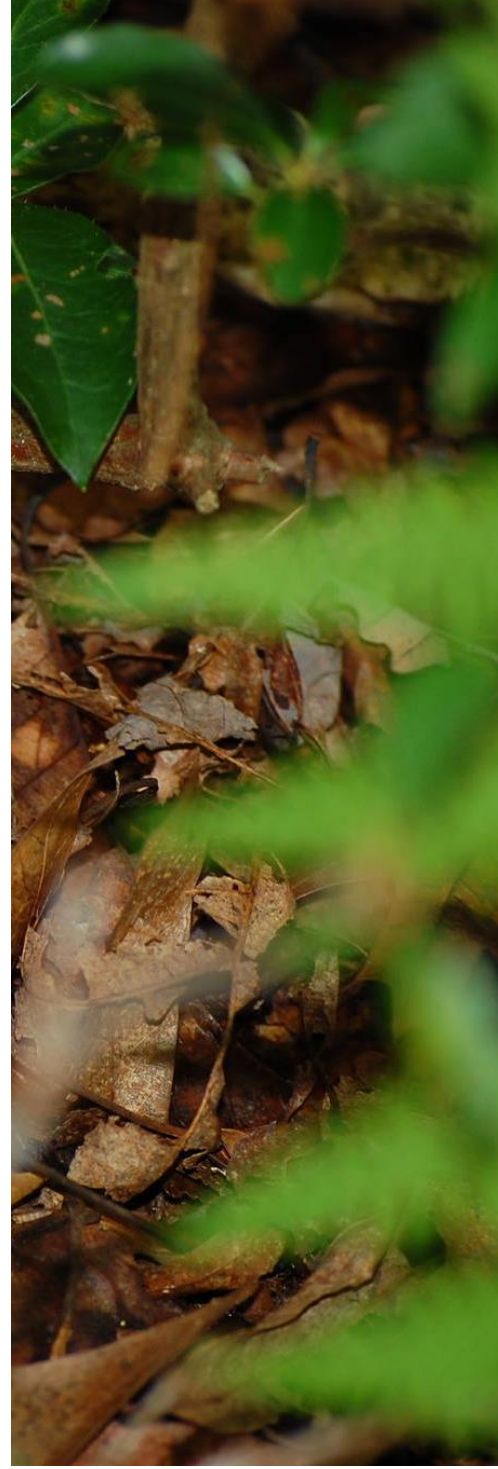
Min Specs: your current project

1. Create a quick list of things you must/must-not do to reach a successful outcome.
2. For each item on your list, ask this question:

1. To do item...	Can you violate this requirement and still achieve your purpose?
2. To do item...	If yes, cross it off your list. It is <u>NOT</u> a Min Spec.
3. To do item...	
4. To do item...	

Tips for creating Min Specs

- **Boundary:** clarify which opportunities/situations fit the work focus or purpose
- **Connectivity:** specify people and information that must be connected (or excluded!)
- **Process:** identify key features that must be part of the process
- **Prioritization:** Determine how to rank or sort opportunities
- **Timing:** Fit the pace of work to the requirements for speed or turnaround time
- **Exit:** Decide when to drop, end, or creatively destroy an activity



Quick debrief

- What was challenging in this process?
- How many Min Specs did you end up with?
- When (and why) would you use Min Specs?



Mad Tea Party



Mad Tea Party

Form two circles, one inside the other. You will find yourself directly across from one other person.

Finish the sentence that appears on the screen

The rules: Stay curious & dig deep – ask questions of the other person to learn more!!

- “Tell me more about...”
- “I am curious about...”

One Ding: Switch roles to have the other person answer

Two Dings: Move two spaces to the right

An idea or practice
I really like is...





What first inspired me
in this work is...

What I find challenging
in this work is...





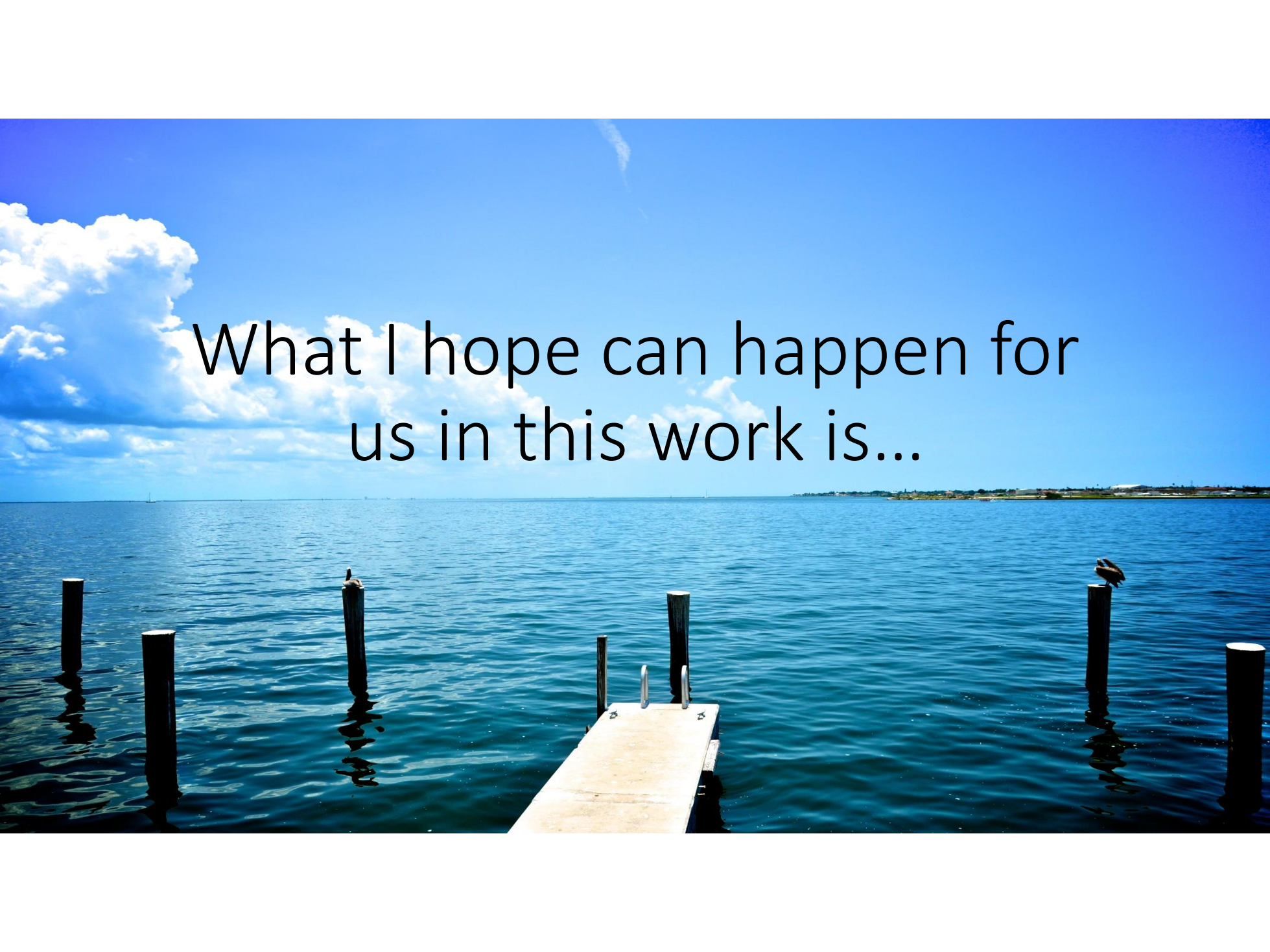
What keeps me going
in this work is...

A big innovation
opportunity
I see for us is...





A courageous conversation
we are not having is...



What I hope can happen for
us in this work is...



I like a Mad
Tea Party
because...

Quick debrief

- What did you learn that was new?
- What themes emerged?
- When (and why) would you use Mad Tea Party?



What³ debrief of today's session

WHAT?

What facts, data, and observations stand out?

**SO
WHAT?**

How do you explain what you see?
Based on your observations, do you see a pattern? Is it important?

**NOW
WHAT?**

What actions make sense to move forward? Who else should be here?

Quick debrief

- What resonated with you today?
- What actions do you plan to take?
- When (and why) would you use What³? Liberating Structures?



Using Liberating Structures

Example: An MBS HiPo workshop

Day 1

- Impromptu networking
- Shift and share
- 1-2-4-all
- Celebrity interview

Day 2

- What³
- Fishbowl
- Wicked questions
- 9 Whys
- TRIZ
- Appreciative interviews
- Conversation café

Day 3

- 15% solution and Troika consulting
- 25/10 crowdsourcing
- Social networking webbing

A background image showing three people in business attire riding a bicycle, a scooter, and roller skates on a city street. The text is overlaid on this image.

Keep the learning going

Practice the structures we covered today

Impromptu Networking

TRIZ

1-2-4-All

25/10 Crowd Sourcing

Min Specs

Mad Hatter's Tea Party

What³ Debrief

Explore other Liberating Structures

Learn about the 33+ Liberating Structures: <http://liberatingstructures.com>

Engage with external experts through different meet-ups

Liberate Microsoft with us!

Join "**Liberators at Microsoft**" on Yammer and celebrate successes, share resources, ask questions, and connect with others



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