

DAY I

Get comfortable with
individual microstructures

DAY II

Get comfortable with
stringing them together

LS users are invited to *kick their practice up a notch* by

- Connecting with and sharing know-how with other users
- Getting and giving help with LS design
- Experimenting with and advancing nascent Liberating Structures

Day 2 A G E N D A

1st 90 minutes

- *Shift & Share* (feature a wide range of applications)
- *Design Challenge* (boost design capability, mix experience)

2nd 90 minutes

- *Falling Off the Horse Fishbowl*
- *Debut Caravan* (get help with a challenge)
- *What³⁺ Troika Consult* to clarify next steps and 15% Solutions

3rd 90 minutes

- *Open Space (2 40-min rounds)*
 - How to develop new LS
 - Ecocycle meets Kan Ban
 - More ways to clarify purpose
 - Developmental Evaluation w/ LS
 - LS +++ Web conferencing (Liz, Keith)
- *Flocking + Min Specs*

4th 90 minutes

- *Spread Up and Out w/Panarchy*
- *Debut Positive Gossip*
- *Social Network Webbing*



Shift & Share Steps

Spread good ideas and make informal connections with innovators

Preparation

- Invite individuals to share 8 minute presentations of prototypes or innovations
- Divide the community into 6 learning groups. Count off: 1,2,3,4,5,6
- Assign each presenter a letter (A, B, C, D as needed) for a station in the room
- Each presenter repeats their presentation to each group

Start Round I

- Presenters have 8 minutes with each group. This includes any questions and comments... so “cut to the chase.”
- Ding. Time to shift.
- Group 1, go to Station B.
Group 2, go to Station C...
Group 7, go to Station A.
- And so on for 7 rounds.



Shift and Share

1st Round with 7 Presenters

- | | |
|---------------------|-------------------------------------------------|
| 1. Karin Butler | 1. Seattle Center Uplifting Service |
| 2. Fisher Qua | 2. Design <i>Storyboarding</i> is a verb |
| 3. Nancy White | 3. From liberating meetings to everyday culture |
| 4. Julie O'Leary | 4. Finding Common Ground w/ Design & Build Comm |
| 5. Keith McCandless | 5. Design via web conferencing (tricks & traps) |
| 6. Kevin Buck | 6. Liberating Innovation |
| 7. ... | 7. ... |



Shift and Share

2nd Round with 7 Presenters

- | | |
|----------------------------------------|-----------------------------------------------|
| 1. Jeremy Lighthsmith | 1. Planning session via simple ethnography |
| 2. Tim Jaasko-Fisher | 2. Miami CBC + LS: transforming child welfare |
| 3. Liz Rykert | 3. Safety + culture change in hospitals |
| 4. Fariba Fuller, Boeing | 4. Simulating a new manufacturing line |
| 5. Molly Angel | 5. Clinical applications |
| 6. Jeanne Semura, UW Maureen Noonan | 6. Design storyboard + wicked questions |
| 7. Alex Rohrig | 7. Mad Tea |

MISSION: IMPOSSIBLE

Your Mission:

Should You Decide to Accept It

Design Challenge


- You are invited to own a design challenge
- Small groups are formed to develop productive strings for unleashing creative-adaptive change
- Localize the challenge with your small group
- Use LS Matching Matrix and Design Cards
- Each group displays a poster of their strings
- Gallery Walk... then debrief in your group

LS Matching Matrix



Design Challenge

What strings of LS will generate positive movement for the challenges detailed below?

|  Goal | Discovering Everyday Solutions | Noticing Patterns Together | Unleashing Local Action | Drawing Out Prototypes | Spreading Innovation |
|-----------------------------------------------------------------------------------------------|--------------------------------|----------------------------|-------------------------|------------------------|----------------------|
| Microstructure | | | | | |
| 1-2-4-All | ✓ | ✓ | ✓ | ✓ | |
| Impromptu Networking | ✓ | ✓ | | | |
| Nine Whys | ✓ | ✓ | | ✓ | ✓ |
| Wicked Questions | ✓ | | | ✓ | |
| Appreciative Interview | ✓ | ✓ | ✓ | ✓ | |
| TRIZ | ✓ | ✓ | ✓ | | ✓ |
| 15% Solutions | ✓ | ✓ | ✓ | ✓ | ✓ |
| Troika Consulting | ✓ | | ✓ | ✓ | |
| What, So What, Now What? | ✓ | ✓ | ✓ | ✓ | |
| DAD Dialogue | ✓ | ✓ | ✓ | ✓ | ✓ |
| 25/10 Crowd Sourcing | ✓ | ✓ | ✓ | ✓ | |
| Shift & Share | ✓ | ✓ | | ✓ | ✓ |
| Wise Crowds | ✓ | ✓ | | ✓ | ✓ |
| Conversation Café | ✓ | ✓ | | | |
| Min Specs | ✓ | ✓ | | ✓ | ✓ |
| Improv Prototyping | ✓ | ✓ | ✓ | ✓ | ✓ |
| Helping Heuristics | ✓ | ✓ | | | |
| User Exp Fishbowl | ✓ | ✓ | ✓ | ✓ | ✓ |
| Heard, Seen, Respected | ✓ | ✓ | | | |
| Drawing Together | ✓ | ✓ | | ✓ | |
| Design StoryBoards | ✓ | | | ✓ | ✓ |
| Celebrity Interview | ✓ | ✓ | | | ✓ |
| Social Network Webbing | | ✓ | ✓ | | ✓ |
| What I Need From You | ✓ | ✓ | ✓ | | |
| Open Space | | ✓ | ✓ | ✓ | ✓ |
| Generative Relationships | | ✓ | ✓ | | |
| Agreement-Certainty | | ✓ | | | |
| Simple Ethnography | | ✓ | | ✓ | ✓ |
| Integrated ~Autonomy | | | ✓ | | ✓ |
| Critical Uncertainties | | ✓ | ✓ | | |
| Ecocycle Planning | | ✓ | ✓ | | ✓ |
| Panarchy | | ✓ | ✓ | | ✓ |
| Purpose-To-Practice | | ✓ | | | ✓ |

Challenge 1:

Design the team's next weekly meeting (90 minutes) with a focus on **Discovering Everyday Solutions**. You are leading a 12 person team.

Ideas for starting conditions:

- Your team meetings have become rote and uninspired.
- Imported best practices are **not** spreading.
- Top down initiatives are floundering and buy-in strategies are not working to motivate creative adaptation.
- There is no link between this weekly meeting and efforts to shape direction or formulate strategy.

Challenge 2:

Design a rapid launch of “action research” over the next month inviting the group members to creatively respond to the market disruption with a focus on **Noticing Patterns Together**. Twenty participants are spread over 5 countries (four in each). The meeting and the team are **virtual**.

Ideas for starting conditions:

- Some members no longer see opportunities for positive change and quietly resent being over-controlled by headquarters.
- Group members feel stuck in a rut and some want to disband.
- A surprising event has disrupted the market and conventional assumptions about customer need.
- A fresh approach is needed.

Challenge 3

Design a ½ day retreat in which a mix of managers and front line team members engage in prioritizing & selecting innovative ideas to be developed with a focus on **Drawing Out Prototypes**.

Ideas for starting conditions:

- Current offerings are not performing well.
- There is no clear path for new and nascent ideas to attract investment.
- Deeper client needs are often ignored and *patches* to current offerings are expensive.
- Creative individuals are frustrated or isolated but looking for a hopeful sign and opening.

Challenge 4

Design a face-to-face business unit meeting to invite all group members (200) to shape a plan *and* immediately take small actions to develop innovations together with top customers. The focus is on **Unleashing Local Action**.

Ideas for starting conditions:

- Group members are not taking risks.
- Most people are waiting for permission. Layers of red tape stifle creativity and action.
- “Analysis paralysis” has stifled imagination.
- Trust among leaders-managers-and-doers is at a low point.
- Leaders want to productively *shake the shack!*

Challenge 5

Design a “launch meeting” to plan how you your business unit will spread and sustain an innovative practice *without* buy in strategies or top-down mandates. Attracting support from other units and clients is needed. Focus on **Spreading Innovation Out & Up.**

Ideas for starting conditions:

- Innovations and good ideas do not spread to other groups.
- Specifications for adopting an innovation do not fit your diverse operating realities.
- Solutions at a local level do not scale up to a more global level.
- Formal efforts to standardize innovative practice are “gamed” or ignored by local units.
- Your customers are loyal and want to help you succeed.



Design Challenge: Steps

1. Composing Strings

- Form or find a group
- Select challenge very familiar to you or use a real life challenge of a group member
- In 10 minutes, specify the status quo and context for your design challenge
- Use 1-2-4-All to generate individual LS that fit... and then a string that might fit
- Use [Design Cards](#) to compose strings with timing and a logical rationale

2. Gallery Walk

- Title your string and put them on a poster
- What patterns do you see in the strings?
- Debrief: What are the surprises you can expect as you implement your design?



Caravan



Shift & Share~Wise Crowds

Spread good ideas, make informal connections, & tap the wisdom of the crowd

Preparation

- Invite individuals (aka *clients*) to ask for a consultation on a challenge they face
- Divide the community into 7 learning groups. Count off: 1,2,3,4,5,6,7
- Assign each *client* a letter (A, B, C, D as needed) for a station in the room
- Each client repeats their request to each group

Start Round I

- Clients has 2 minutes to share their challenge. Consultants have 1 minute to ask clarifying questions and then 5 minutes to offer help.
- Client turns their back while help is offered.
- Ding. Consultants shift.
- Group 1, go to Station B. Group 2, go to Station C... Group 7, go to Station A.
- Repeat for 3-7 rounds.

Caravan Consultation Sign Up

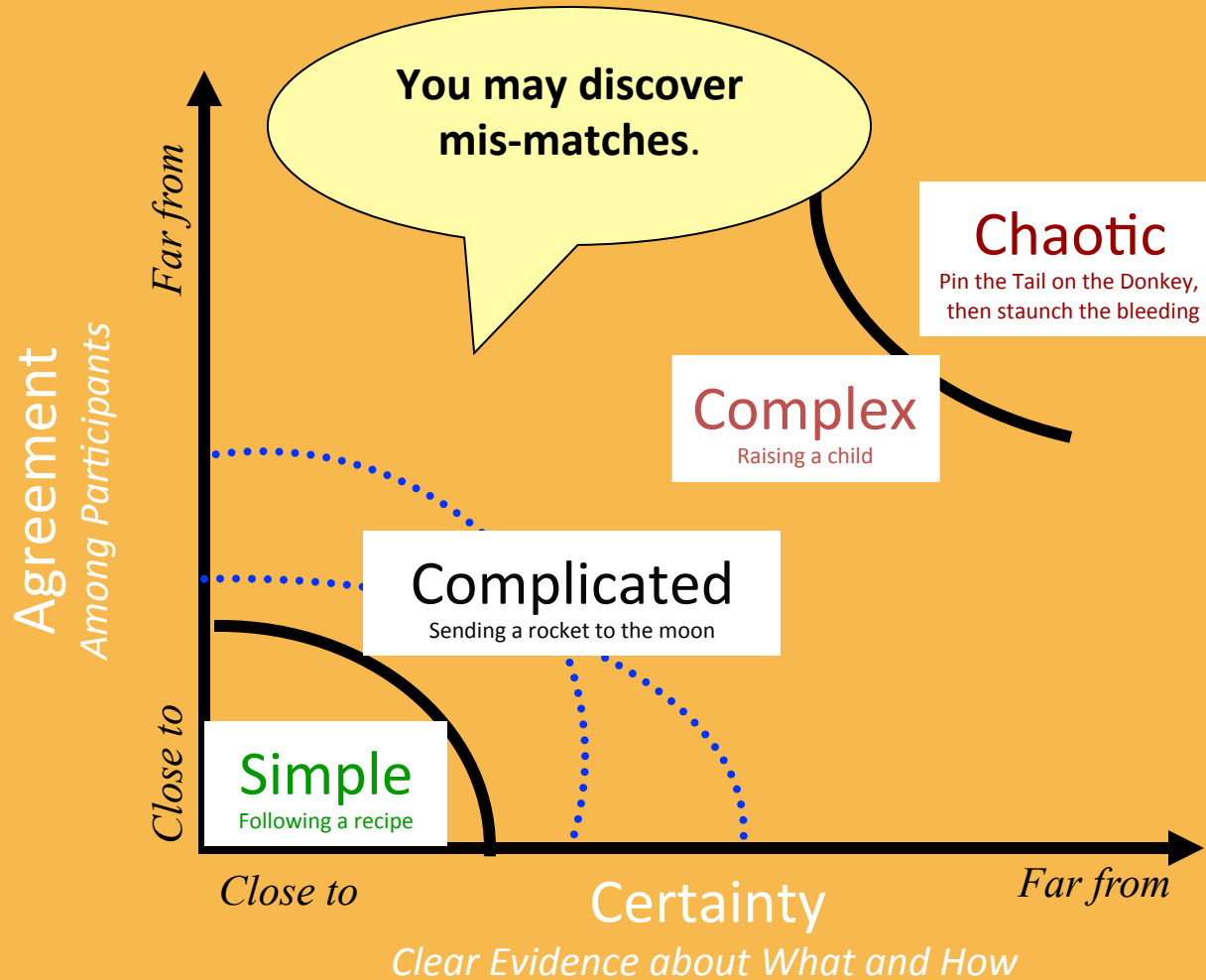
1. **Liz Rykert:** How do we create a structure that distributes power more evenly in a nursing school transformation effort?
2. **Keith McCandless:** How would you prioritize LS spread strategies and investments (e.g., web site, book promotion, user group, etc)
3. ...
4. ...
5. ...
6. ...

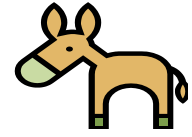
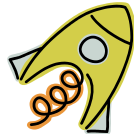




Agreement-Certainty Matrix

Sort challenges into Simple, Complicated, Complex & Chaotic Domains





| <p><u>SIMPLE</u> <i>Following a Recipe</i></p> | <p><u>COMPLICATED</u> <i>Sending a Rocket to the Moon</i></p> | <p><u>COMPLEX</u> <i>Raising a Child</i></p> | <p><u>CHAOTIC</u> <i>“Pinning the Tail On The Donkey,” then Staunch the Bleeding</i></p> |
|----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| The recipe is essential | Rigid protocols or formulas are necessary | Protocols have a limited application | Rigid protocols may be counter-productive or misdirect responses |
| Recipes are tested to assure easy replication of success | Sending one rocket increases assurance of future success; key elements are identical | Raising one child provides experience but no assurance of future success | Experience may help or hinder finding what works to diagnose & abate the crisis |
| No particular expertise is required (cooking skill can improve the success rate) | High levels of expertise in a variety of fields are necessary for success | Expertise can contribute but is neither necessary nor sufficient to assure success | Rapid action & improvising skills, plus unleashing a network of local on-the-ground know-how can help |
| Recipes produce standardized, predictable results every time | Rockets are similar and there is a high degree of outcome predictability | Every child is a unique individual with unpredictable “outcomes” | As unknowables recede & blood is staunched, novel patterns may emerge |





Where Do Your Projects and Strategies Fit?

- Sketch an Agreement/Certainty Matrix on a sheet of paper
- Brainstorm a list of your top 3 to 7 projects or initiatives
- Fit them into your Matrix
- Compare with your neighbor
- Transfer your project headlines to post-its
- Place your post-its on the wall chart
- Stand back... what do you notice?



What?

What did you notice about using this Liberating Structure?

So What?

What difference does it make?

Now What?

Can you use this in another setting for a similar purpose? How, when, where?

Simple Ethnography

- The City of Seattle is exploring **citizen experience walking and navigating in busy sections of the city**. They want a fresh view of human-centered needs with an eye toward a safe AND vibrant neighborhood.
- As a group, YOU have been hired to collect a series of observations on the way to and from lunch. Take photos and notes.
- Observe and record actual behaviors of citizens “in the field.”



Aesthetics To Guide You

Observe and record actual behaviors of users in the field



- [] Chris, KP medications
- [] Walt, MRSA rounding
- [] Jasper, art w/ gowns
- [] Misha, attending to spiritual needs

- Insight comes from inconspicuous often overlooked details *
- Beauty can be coaxed out of messiness
- Focus on the intrinsic qualities; ignore material or technological hierarchy
- Look for what is irregular, intimate, unpretentious
- Look for comfort with ambiguity
- Don't ignore what is imperfect, crude or impermanent

* Paradoxically, you may be able to enhance your “aesthetic noticing” by cutting off one or more of your senses (e.g., earplugs, closing your eyes).



Open Space Technology

Liberating Inherent Creativity & Leadership
In Large Groups with an Action-Oriented

How can we build our community of practice in a way that will benefit each of us individually?



Henri Lipmanowicz & Keith McCandless

Four Principles and One Law



Be prepared to be surprised; and,
let your passion guide you



Law of Two Feet

- go to where you are learning or contributing



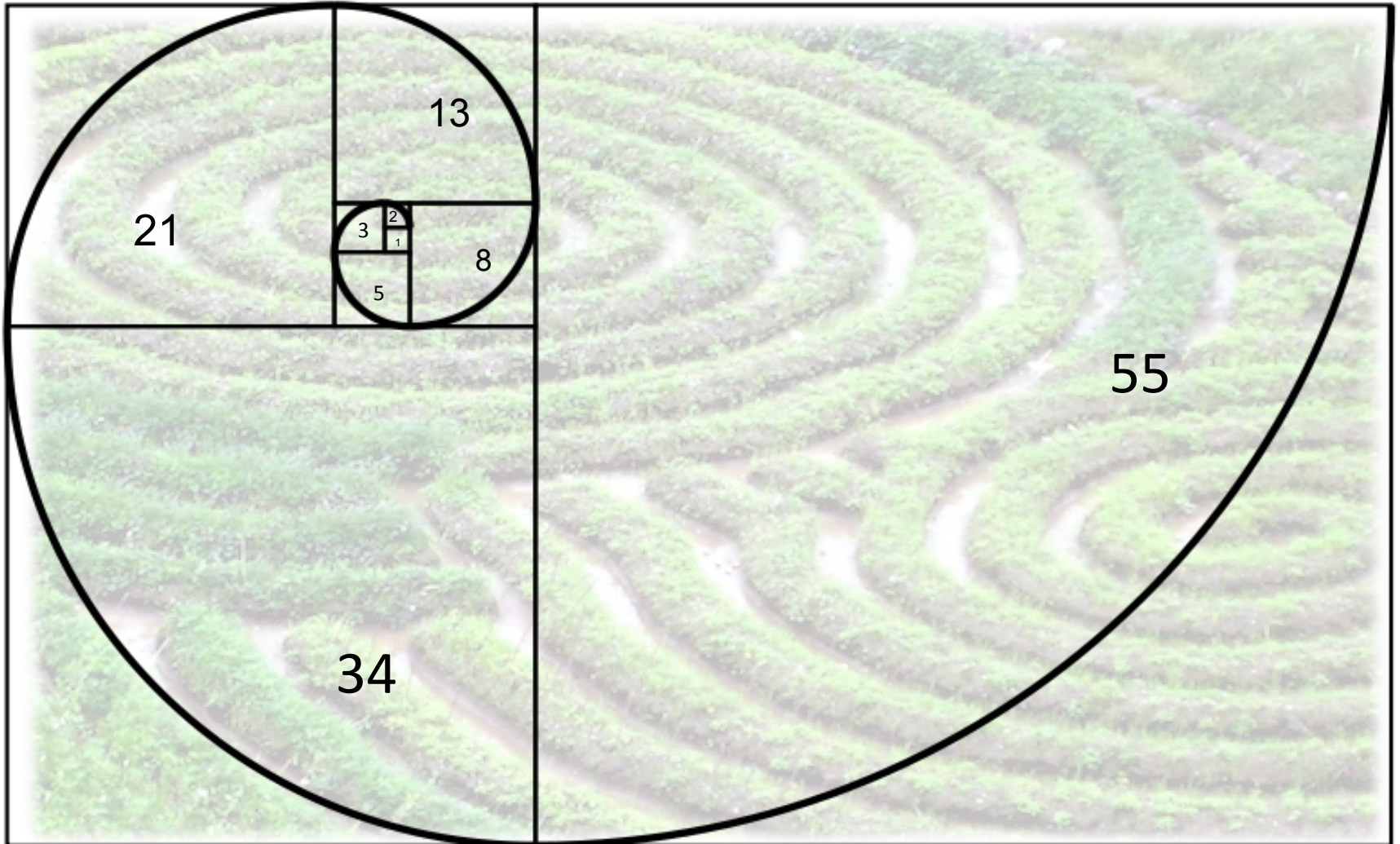
Principles of Open Space

- Whoever comes is the right people
- Whatever happens is the only thing that could have
- Whenever it starts is the right time
- When it is over it is over



Scaling Innovation Up and Out

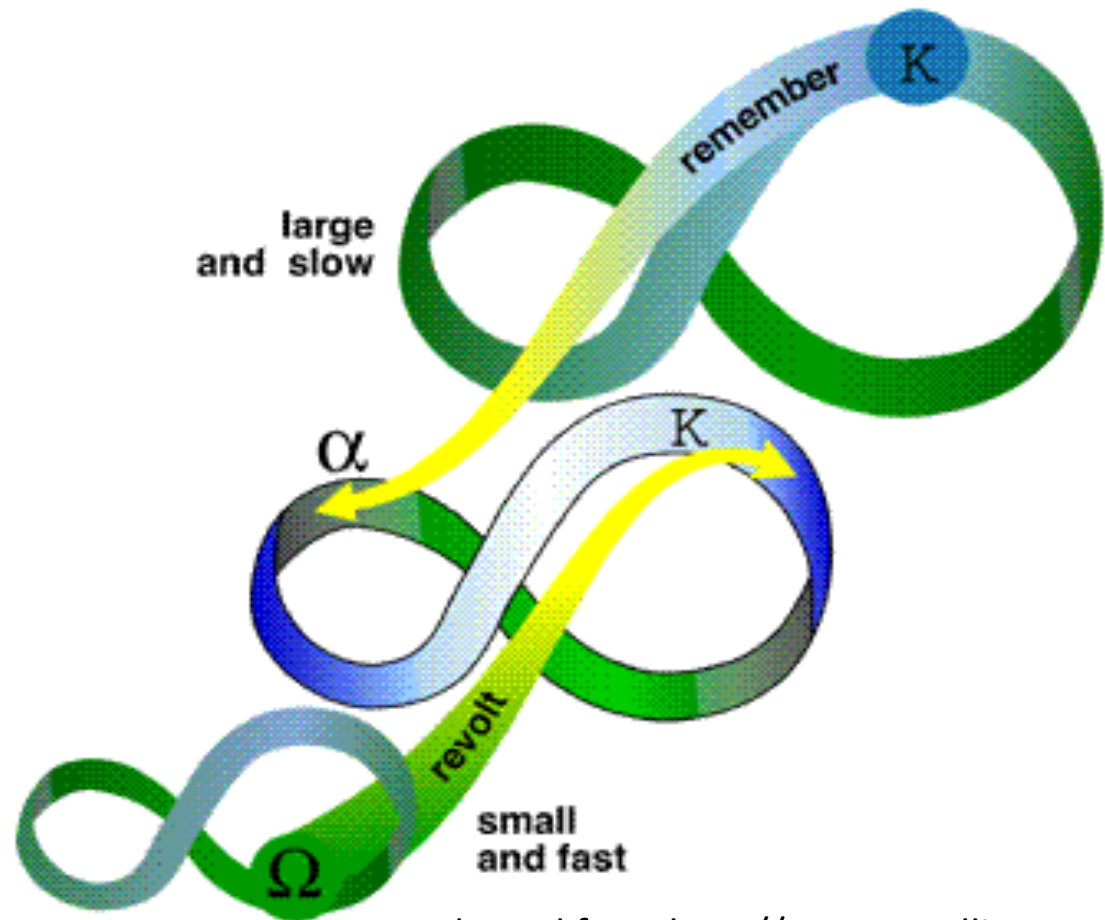
Including and Unleashing Everyone with [Liberating Structures](#)





Panarchy

Understand how embedded systems interact, evolve, spread innovation, and transform



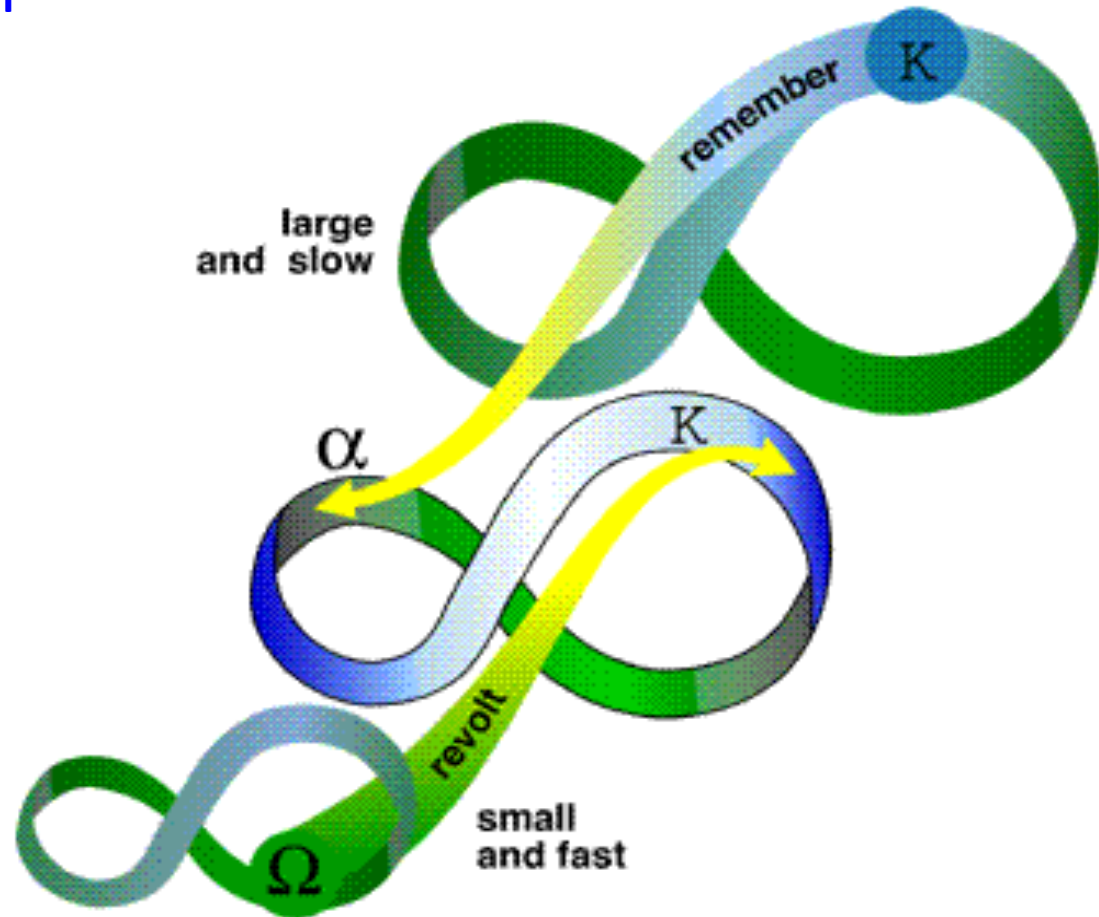


Panarchy

Understand how embedded systems interact, evolve, spread innovation, and transform

Cross scale interactions fuel transformations:

- The fast levels invent, experiment and test;
- The slower levels stabilize & conserve accumulated memory of past successful, surviving experiments.
- The whole Panarchy is both creative and conserving, fast at the bottom, slow at the top.



Panarchy example from an infection prevention project conducted in the US. Each dot represents a “current status” assessment by experts at that level. Note that both MRSA bacteria and the societal myth of inevitability can be framed with the same “lens.”

Public Perception “Myth”
 MRSA is an inevitable part of modern healthcare (Rigidity Trap?)



Medicare Policy
 shifting to non payment & transparency for HAIs



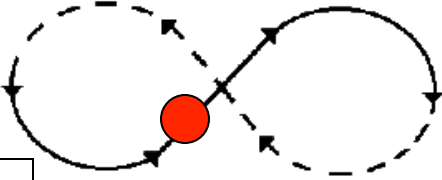
Industry or Sector Prevention Practices
 still trying & wasting \$ to educate, bribe or punish (Rigidity Trap?)



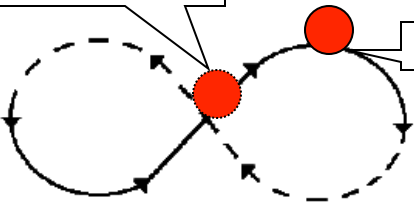
Hospital Beta Sites' Prevention Practice
 trying to invest more in spreading safe practices to others (Poverty Trap?)



Individual Project Leader
 stops over-controlling, unleashing more unit-based self-organization



MRSA Bacteria
 is exploiting growth opportunities in community & clinical settings



Community strain

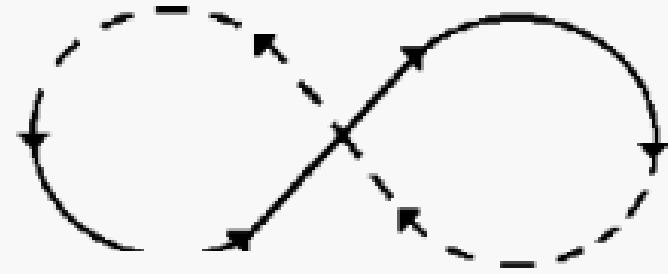
Healthcare associated



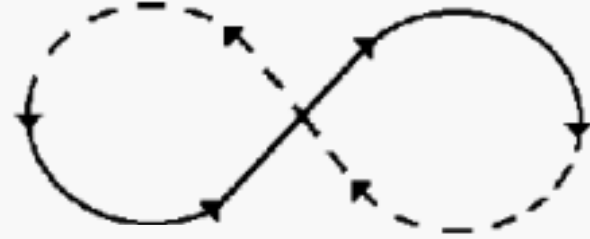
Public Perception or
“Myth” ...

Panarchy Theme

Develop a plan to spread
Liberating Structures in
your organization or with
your client



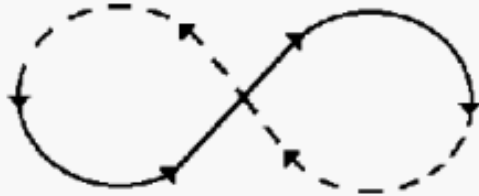
Policy



Industry or Sector



Organization



Individual Leaders
or Teams



Micro Scale or
Environmental Context



At each level, how do you assess your challenge at this moment in time? What “cascades down” & “revolts up” are flowing?



Positive Gossip 1 2 3

Start turning around a destructive pattern of negative gossip



Positive Gossip 1 2 3

Start turning around a destructive pattern of negative gossip

1. Find one other person and stand directly across from them, face to face

Share something positive about any other person in the group based on their recent behavior or contributions

- 2 minutes total
- 1 minute each
- Wait for the ding to switch roles

2. Find another person....

Share something positive about a person that has guided or supported you personally or professionally (they may not be present)

- 2 minutes total
- 1 minute each
- Wait for the ding to switch roles

3. Find another person...

Share something positive about the behavior or contribution of *your* partner (the person in front of you).

- 2 minutes total
- 1 minute each
- Wait for the ding to switch roles

What³ Debrief

Together, look back on progress and decide what adjustments are needed

- **WHAT?**

- What facts, data, & observations stand out?

- **SO WHAT?**

- How do you explain those facts? Assumptions? Patterns? What is important?

- **NOW WHAT?**

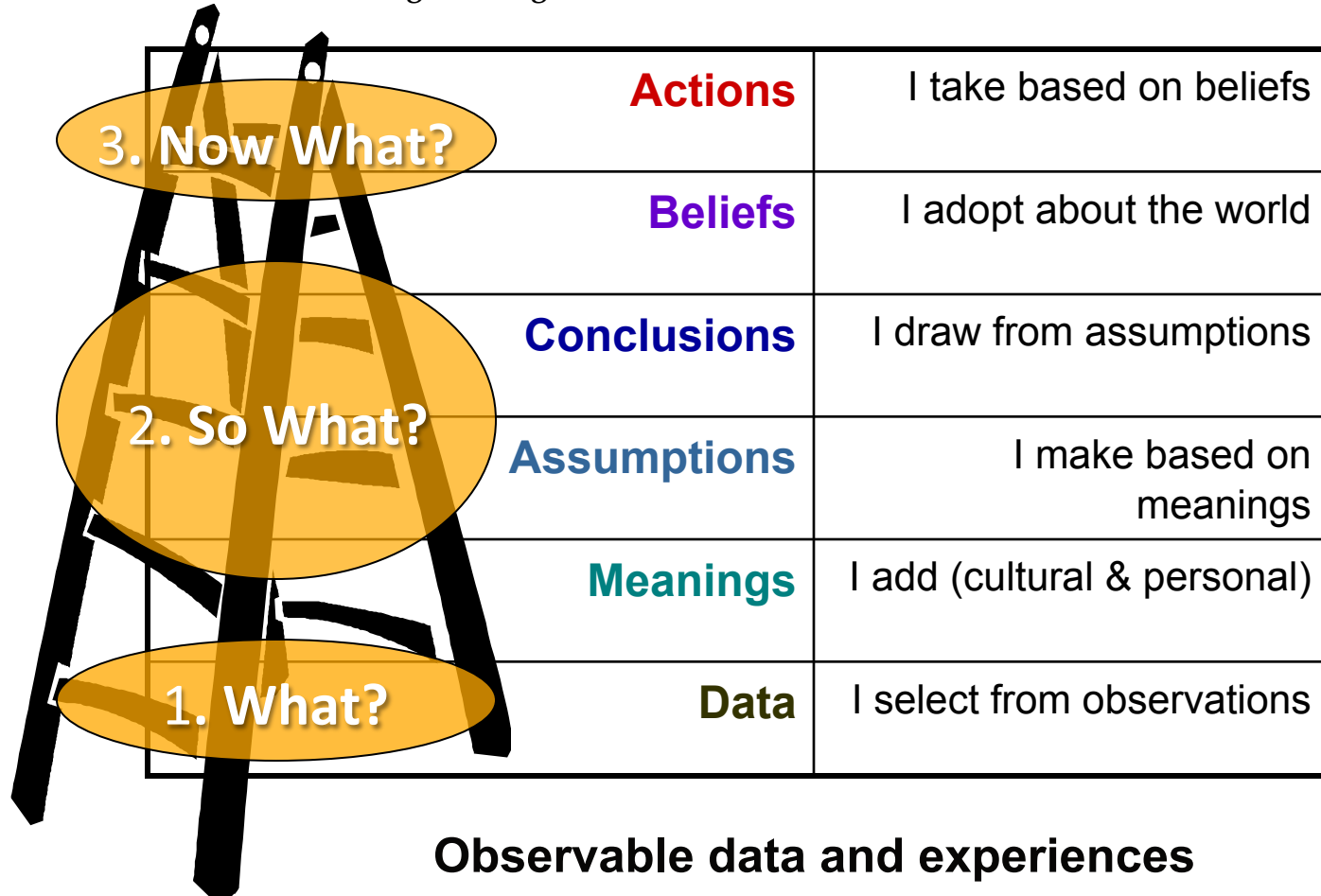
- What action may help you move forward? Who else should be here?





Ladder of Inference

Emphasizes the value of a step-by-step progression in debriefing or after-action conversations. The value of staying LOW on the ladder is visually reinforced. **Misunderstandings and arguments can be avoided.**



More LS Learning & Networking

Users Map

Seattle User Group

- Seriously fun monthly confabs
- 90 mins in downtown Seattle





Liberating Structures

The Book

in Color, B&W, & e-book
coming soon... available on
Amazon!

