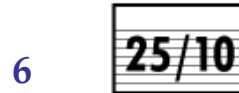
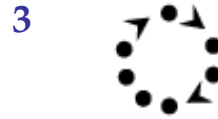
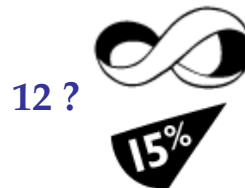


AGENDA



Noon : Lunch



1. Impromptu Networking
2. TRIZ
3. 1-2-4-All
4. What³
5. DAD Dialogue
6. 25/10 Crowdsourcing
7. Celebrity Interview
8. Shift and Share
9. Purpose To Practice
10. Troika Consult
11. Design Team Fishbowl * bonus

**Workshop
Design Team
Duets**

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helping people own their behaviors and behave
in ways they'd like to own*



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*Edge-learner, facilitator, community
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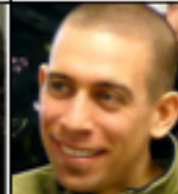


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*We can be certain something
unexpected will happen*



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*Helping Software Teams Get
More Productive with tools like
Agile, Lean, & Rails*



Impromptu Networking

Rapidly share challenges and expectations,
building new connections



An aerial photograph of a winding river or stream flowing through a dense forest. The water is a light, silty brown color, contrasting with the dark green of the surrounding trees. The river meanders from the top center towards the bottom left of the frame.

**What is a challenge
you are facing that you
would like to work
on today?**

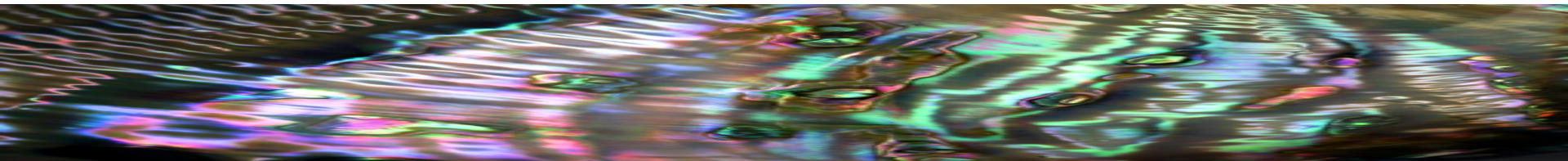
**What do you
hope to get from
and contribute to
this gathering?**

Find a partner...4 minutes sharing...
Then find another partner... then find another.

Liberating Structures

Introducing tiny shifts in how we meet, plan,
decide and relate to one another

- **Simple:** requires only a few minutes to introduce
- **Expert-less:** beginners can succeed after a first experience
- **Results-focused:** likely to generate better-than-expected, innovative results
- **Rapid cycling:** fast iterative rounds are very productive
- **Inclusive:** together, everyone is invited to shape next steps
- **Multi-scale:** works for everyday solutions, big projects, strategy, and transforming movements
- **Seriously fun:** boosts joy, freedom & responsibility
- **Self-spreading:** easy to copy without formal training



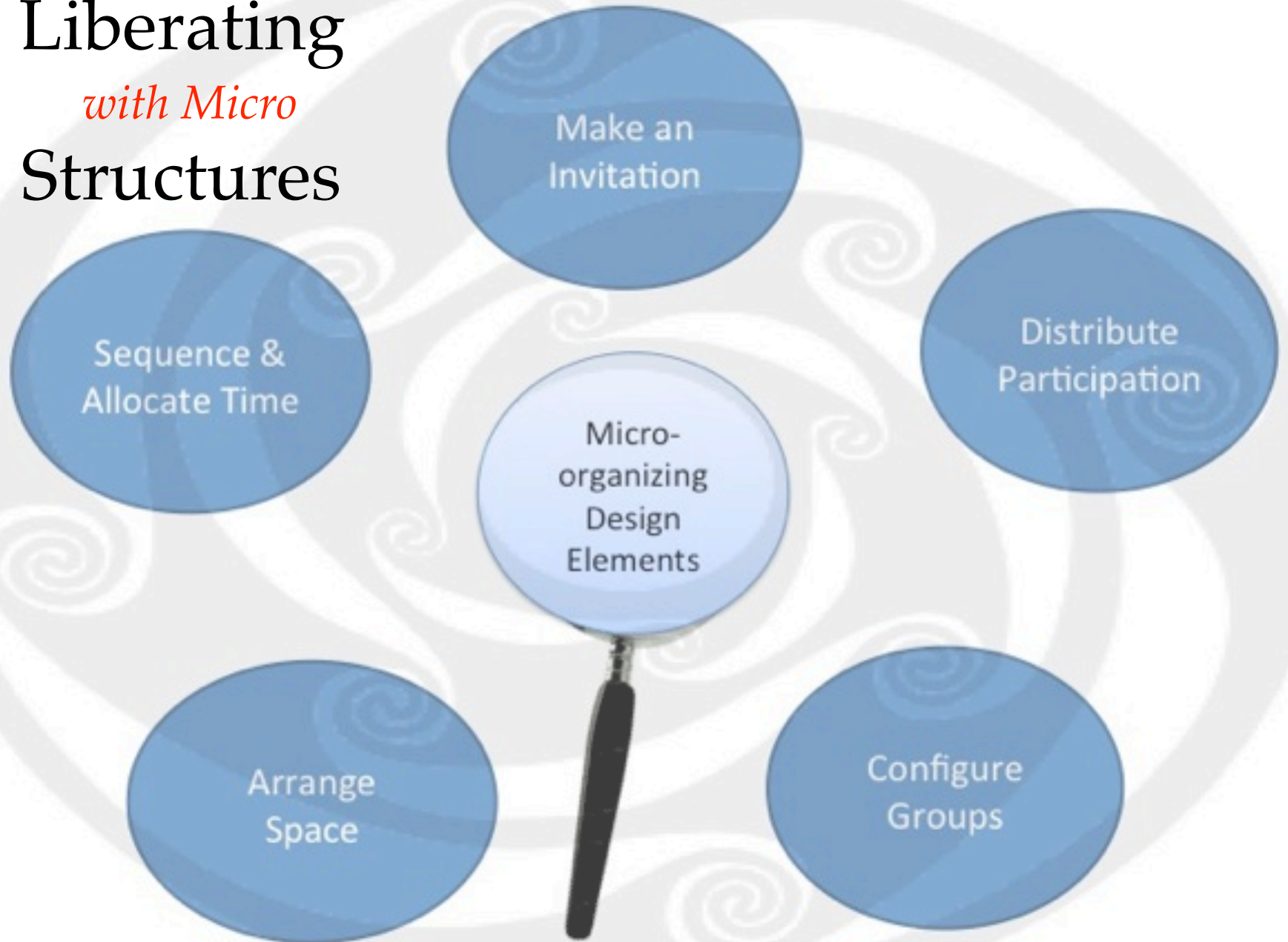


Simple Rules to Unleash A Culture of Innovation

**Liberating Structures introduce
tiny shifts in how we meet, plan,
decide and relate to each other.**

**They put the innovative power
once reserved for experts only in
the hands of everyone.**

Liberating *with Micro* Structures



This Is Not A Certification Course!

- **First experience is enough to get started using Liberating Structures**
- **YOU will decide how to achieve mastery personally**
- **LS are simple, powerful & subtle**
- **LS are easy to copy and spread person-to-person**
- **Practice makes perfect**



TRIZ Steps and Schedule

Stop counterproductive activities and behaviors
to make space for innovation

1. First alone, then in your small group, compile a list of **to-do's** in answer to:

How can I / we reliably design a system to innovate and transform our organization that reliably fails at great cost?

- 10 minutes
- Go wild!

2.

3.





TRIZ Steps and Schedule

Stop counterproductive activities and behaviors to make space for innovation

- 1.** First alone, then in your small group, compile a list of to-do's in answer to:

How can I / we reliably design a system to innovate and transform our organization that reliably fails at great cost?

- 10 minutes
- Go wild!



- 2.** First alone, then in your group, go down your list and ask:

Is there anything we are doing that resembles in any shape or form the to-do's on our list?

- Make a second list of those activities & talk about their impact
- Be unforgiving
- 10 minutes



3.



TRIZ Steps and Schedule

Stop counterproductive activities and behaviors
to make space for innovation

- 1.** First alone, then in your small group, compile a list of to-do's in answer to:

How can I/we reliably create...

- 10 minutes
- Go wild!

- 2.** First alone, then in your group, go down your list and ask:

Is there anything we are doing that resembles in any shape or form to-do's on our list?

- Be unforgiving
- 10 minutes

- 3.** First alone, then in your group, compile the list of what needs to be stopped

- Take one item at a time & ask:

***How am I and how are we going to stop it?
What is your first move?***

- Be as concrete as you can
- Identify who else is needed to stop the activity
- 10 minutes



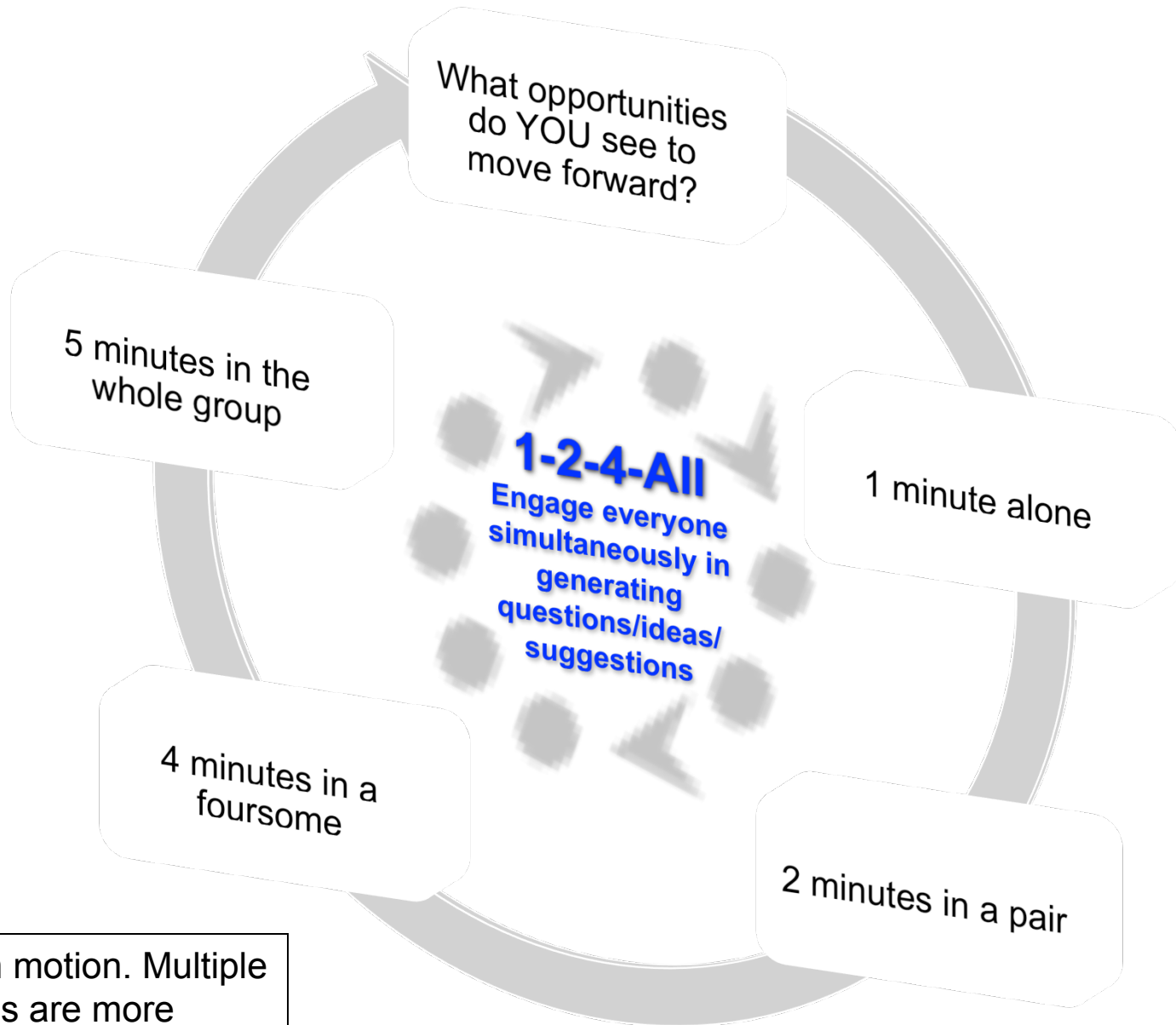
1-2-4-All

Engage everyone simultaneously in generating questions/
ideas/suggestions



1-2-4-All in action.

Multiple pairs are *parallel processing* a shared challenge.



1-2-4-All in motion. Multiple short cycles are more productive than one longer session.

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?**

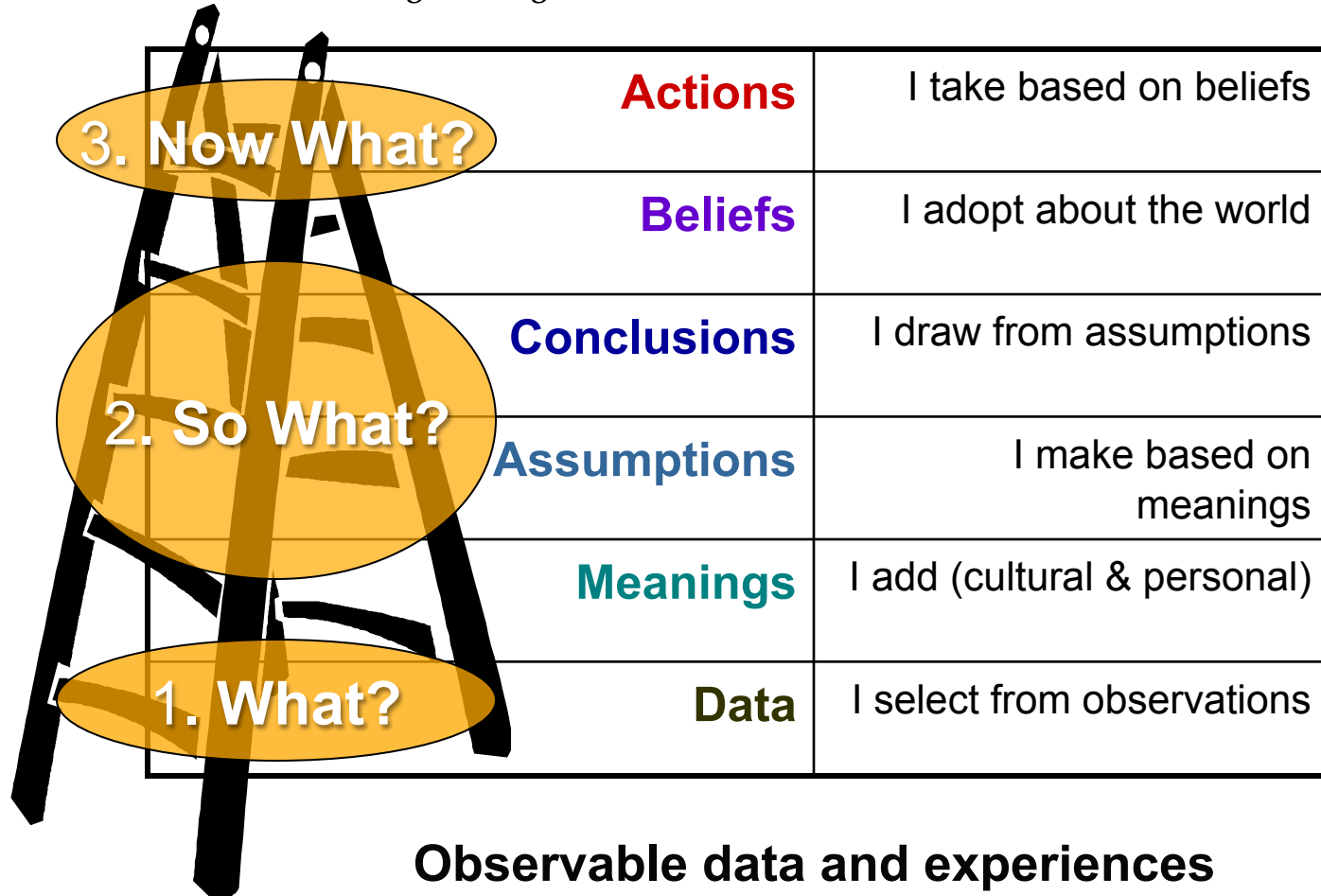
- What action may help you move forward? Who else should be here?





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.**





Discovery and Action Dialogue

Discover, spark and unleash local solutions to chronic problems

Seven Powerful Questions:

1. How do you know when **your civility while commuting is compromised** or undermined?
2. How do YOU contribute effectively to maintaining or restoring your own and others' civility?
3. What prevents you from doing this or taking these actions all the time?
4. Is there anyone you know who is able to frequently foster civility while commuting? How?
5. Do you have any ideas?
6. What needs to be done to make it happen? Any volunteers?
7. Who else needs to be involved?





Discovery and Action Dialogue

Discover, spark and unleash local solutions to chronic problems

Steps

1. Form a group of 6-8
2. Select a facilitator and recorder
3. Clarify purpose of the dialogue
4. Start asking the questions in order
5. Debrief what happens...





Core Questions & Their Purpose

How do you know when _____ <i>the problem</i> is present?	<ul style="list-style-type: none">~ Affirm the participant's existing knowledge of the problem~ Provide opportunities to get questions on the table
How do YOU contribute effectively to _____ <i>solving the problem</i> ?	<ul style="list-style-type: none">~ Focus on personal practices, NOT on what other people don't do~ Amplify / confirm the participant's knowledge of effective practices
What prevents you from doing this or taking these actions all the time?	<ul style="list-style-type: none">~ Identify real barriers and constraints to the effective behavior~ <i>What prevents you?</i> identifies barriers rather than <i>Why don't you?</i> which sounds judgmental
Is there anyone you know who is able to frequently _____ <i>solve the problem, overcoming barriers</i> ? How?	<ul style="list-style-type: none">~ Establish that getting around barriers is possible~ Identify the existing-but-uncommon successful strategies~ Spark curiosity and inventiveness
Do you have any ideas?	<ul style="list-style-type: none">~ Identify the supports that make the desired behavior more likely~ Provide an opportunity for participants to generate and share new ideas for enabling the desired behavior
What needs to be done to make it happen? Any volunteers?	<ul style="list-style-type: none">~ Identify action steps, target dates & feedback loops for metrics~ Invite volunteers for each action step (capture ideas that don't yet have an identified action plan or volunteer in your "butterfly" net.
Who else needs to be involved?	<ul style="list-style-type: none">~ Widen the circle of people involved in discovering and inventing solutions, drawing in <i>unusual suspects</i>



Tips for Facilitating

Do not:

- Answer questions that have not been asked directly to you
- Miss opportunities to “catch butterflies” – record actions to be taken by participants (NOT YOU) as they pop up
- Come away with a to-do list for yourself
- *Decide about me without me...* instead invite “them” into the next dialogue
- Respond positively or negatively to contributions, instead the group sift through their own assessments (e.g., ask, “How do others think or feel about this suggestion?”)

Do:

- Start with the purpose, *We are here to stop/start _____!*
- “Give” questions back to the group, wait at least 20 seconds for a response (looking at your shoes can help!)
- Encourage quiet people to talk
- Flip cynical assertions by asking, “If I understand you correctly, no one has ever done this successfully or well!”
- Work through all the questions without worrying about the order: the dialogue WILL be non-linear
- Maintain humility, you “sit at the feet” of people with solutions

25/10

25/10 Crowd Sourcing

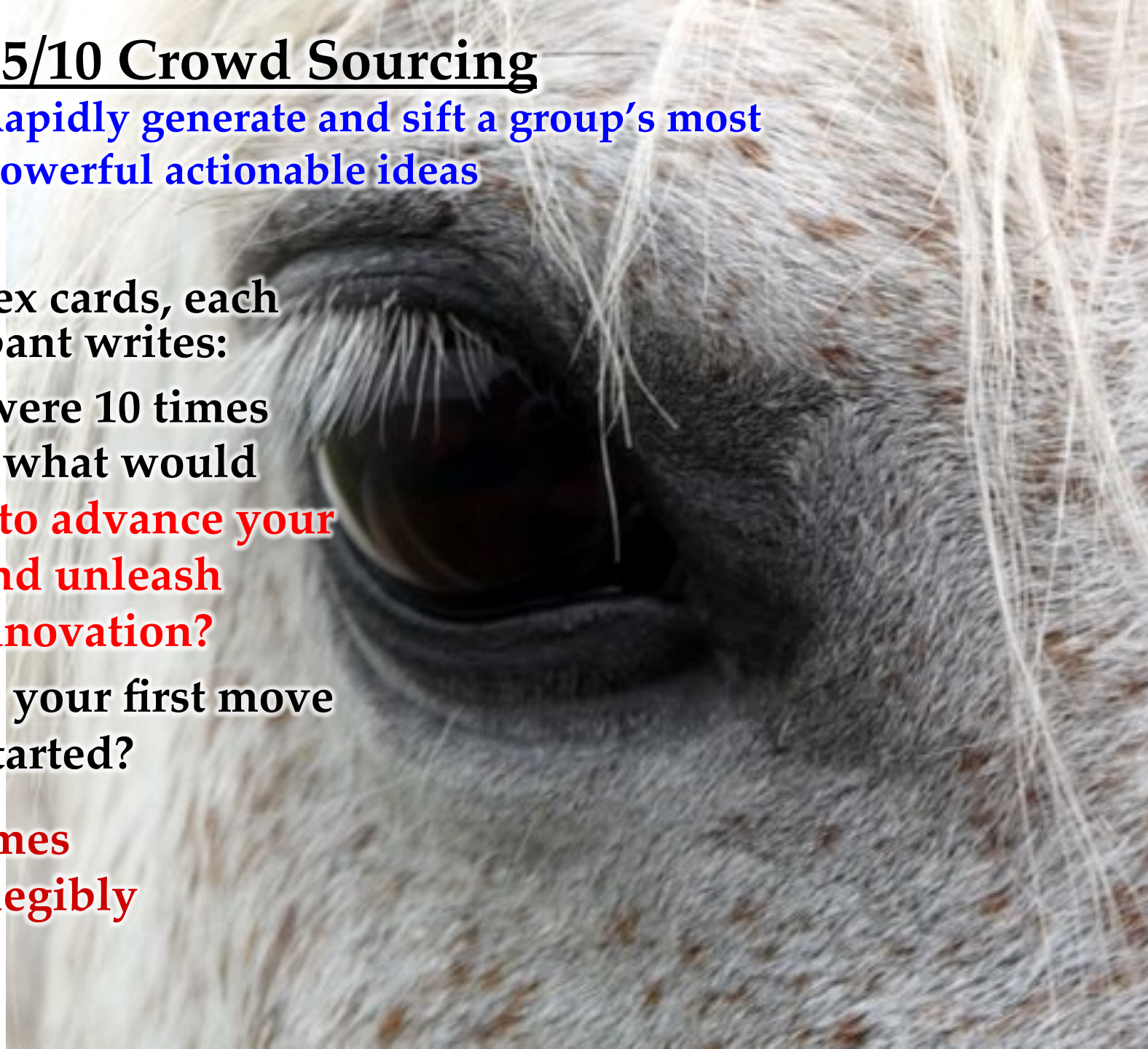
Rapidly generate and sift a group's most powerful actionable ideas

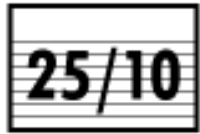
On index cards, each participant writes:

- If you were 10 times bolder, what would you do **to advance your work and unleash more innovation?**
- What is your first move to get started?

No names

Write legibly





25/10 Crowdsourcing

Rapidly generate and sift a group's most powerful actionable ideas

- Pass cards around while milling
- 5 rounds
- Rate each card: 1 = ho-hum to 5 = fabulous, "I'm in!" [adjust scale to the challenge]
- **Decide* before looking at other scores**
Put rating on the back of the card

* Option: before you score your card, confer with one other person for 2 minutes

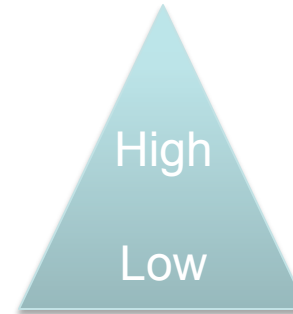


25/10

Final Steps

Rapidly generate and sift a group's most powerful actionable ideas

- Add all the scores* after the last round
- Call out the score on your card (max score 25)
- Post high-to-low scoring ideas on a wall tapestry



* If you have more than 5 scores, add them together, divide by the total number of scores, then multiply by 5





Celebrity Interview

Reconnect the experience
of leaders and experts with
the people closest to the
challenges at hand

Celebrity

**Keith
McCandless**

With Host

Molly Angel



Celebrity Interview Questions (hidden)

1. Appreciating Celebrity accomplishments...

- You have been able to... [major accomplishments in work / life]
- Why is this gathering and this work important to you?

2. What makes this work challenging?

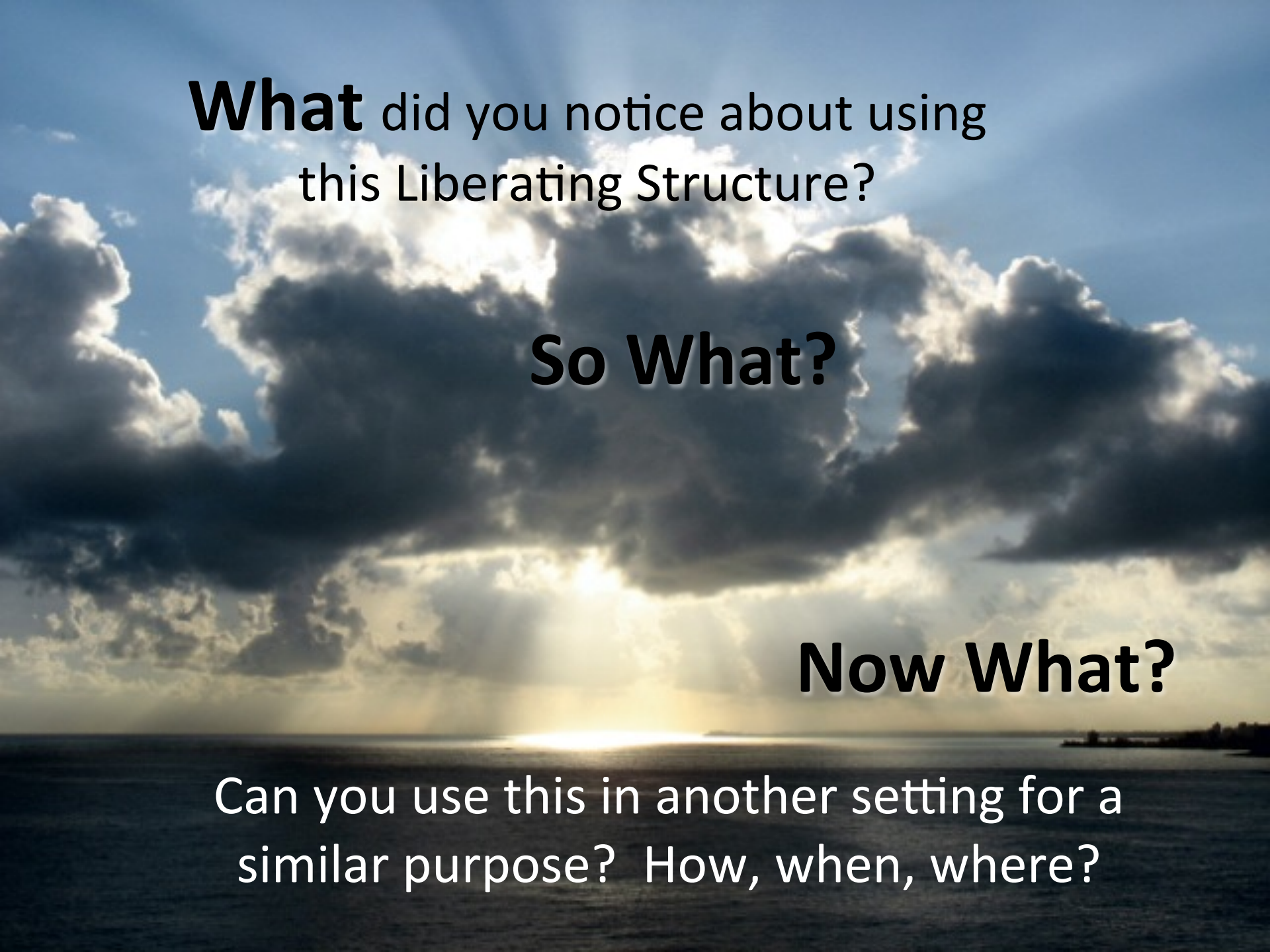
- What is happening around us that demands adaptation or transformation?
- What is at stake if we do not change?
- Where are we starting, really?

3. What do you hope can happen for us in this work?

- Given our purpose and our time together now, what kind of progress seems possible now?

4. What actions will move our work forward?

- How are you and how are we breaking away from current reality toward a transformed future?
- What small concrete changes or stories from the field give you confidence we can do it?



What did you notice about using
this Liberating Structure?

So What?

Now What?

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



Shift & Share Steps

Spread good ideas and make informal connections
with innovators

Preparation

- Invite individuals to share 8-10 minute presentations of prototypes or innovations
- Divide the community into 7 learning groups. Count off: 1,2,3,4,5,6,7
- Assign each presenter a letter (A, B, C, D,E as needed) for a station in the room
- Each presenter repeats their presentation to each group

Start Round I

- Presenters have 8-10 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 5, go to Station A.
- And so on for 5 rounds.



Shift and Share

4 Rounds with 5 Presenters

1. Jeff Carter
2. Dan Pesut
3. Liz Rykert
4. Karin Butler
5. Marjean Bafus
6. Kevin Buck

What are you doing to *level up* your Liberating Structures practice?

- Illustrated with a project or design effort underway
- Focus on what you are doing to improve and how that may help others around you

15% Solutions

Discover and focus on what each person has the freedom and resources to do now



If you were feeling very bold, where else could you apply Liberating Structures?



Troika Consulting

Get practical and imaginative help from colleagues immediately

- **1 minute reflection to prepare your challenge & 15% Solutions**
- **Groups of three**
- **5 minutes per person**
- **Share your 15% Solutions—no long explanations!**
- **Invite feedback and advice from your consultants... then turn your back on them (get ready to take notes)**
- **Switch to next person...**





Troika Consulting

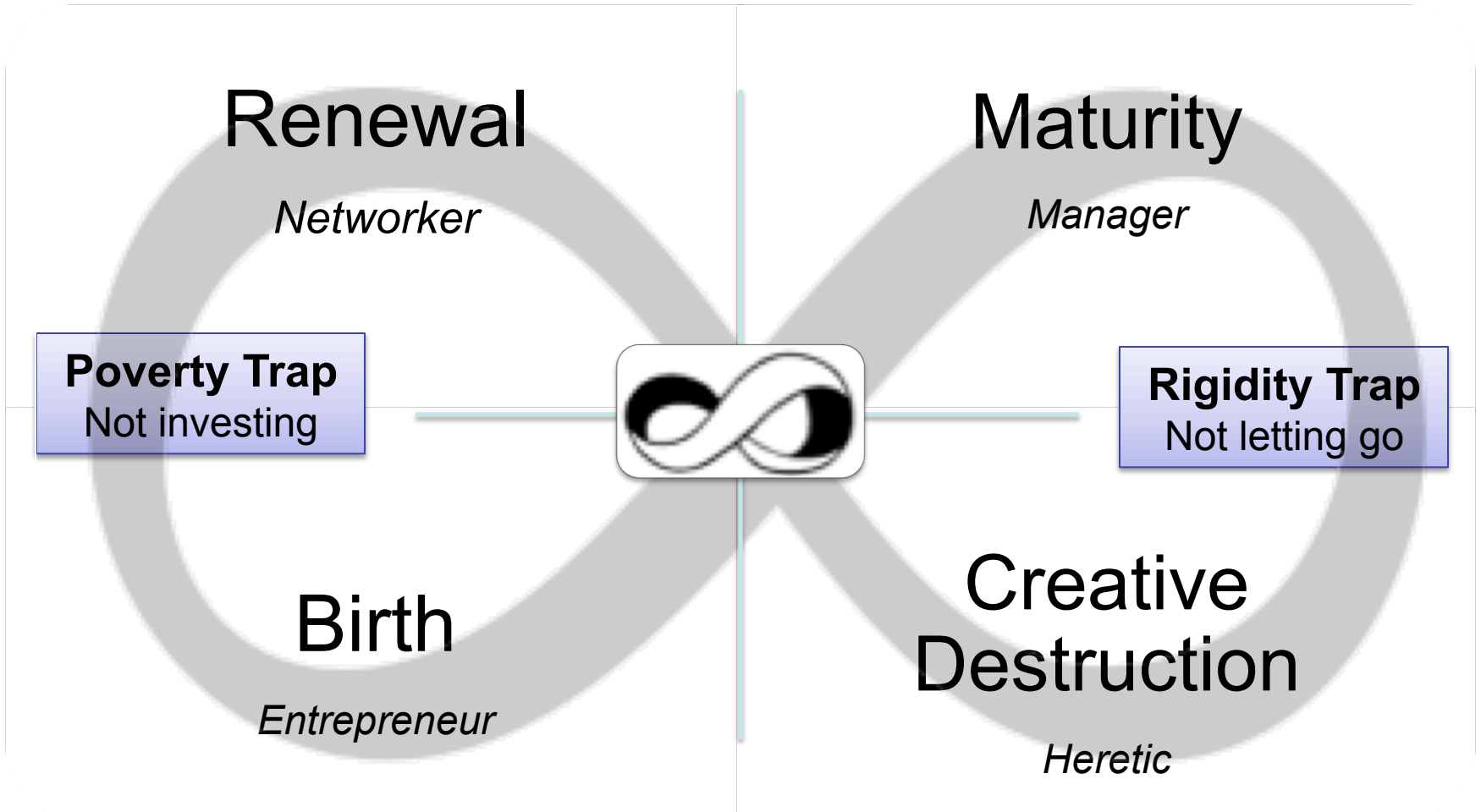
Get practical and imaginative help from colleagues immediately

1. Form groups of three
2. 7-10 minutes per person
3. Spend 1-2 minutes sharing your action ideas (including 15% Solutions)
4. Spend 5-7 minutes receiving feedback and advice from your consultants—*turn your back on your consultants*
5. For 1-2 minutes, thank your consultants
6. Switch to the next person...



Ecocycle Planning

Analyze the full portfolio of activities and relationships to identify obstacles and opportunities for progress





Ecocycle Planning

Analyze the full portfolio of activities and relationships to identify obstacles and opportunities for progress



Above: a portfolio of market strategies arrayed around the Ecocycle by members of a senior management team. Each number represents a strategy in play or under consideration.

STEPS

- Use or generate a list of your key activities and/or relationships for your work on this topic
- With one partner, coach each other to construct an Ecocycle map – 5 minutes each (10 minutes total)
- In your group of four, decide where to place the activities on the large wall Ecocycle map or flip chart page (5 minutes)
- Make sticky notes and put them on the map

Purposes: Ecocycle

- Precursor to setting priorities
- Identify a mix of strategies to move the whole portfolio forward
- Identify waste
- Find opportunities to free up resources
- Include all and hear all perspectives at once
- To expose differences
- To see the whole picture (forest and the trees)



User Experience Fishbowl

Share Know How Gained from Experience in the Field with the Larger Community

- Facilitators
 - Kevin Buck
 - Jeremy Lightsmith
- Workshop participants
- Design Team

What did you notice about today? What questions are lingering?

**So What?
Now What?**



Purpose to Practice

LS Workshop Day 1

Practices:

1. See design storyboards to be developed via Google docs
2. <https://docs.google.com/spreadsheets/d/1ZOR5OHF0T0dxLUxleUIDNzRTSHc&usp=sharing> + Meet #2

Structure:

1. Design-in-pairs with small strings for each 90 minute segment
2. Three themes:
 - Getting started (discovery + connection) :: String of easy and fun LS (Tim + Liz)
 - Engaging everyone (moving to action) :: String of LS that can easily be substituted for convention structures (Jeremy + Kav // Fisher + Nancy)
 - Prototype scaling (LS maturity-in-a-day) :: String of favorite LS that demand more "discipline" (Molly + Julie)

Purpose:

The Day 1 workshop exists to *bring people together with the challenges they face and engage them in immediately practicing LS so that they leave prepared to use them in any context.*



Principles:

Participants must...

- *have the confidence to practice LS with their people in local settings*
- *discover ways of including others UP-and-down the hierarchy*
- *be ready to spread LS in a way that it attracts others*
- Participants must not practice alone

Design team must:

- *believe that there is vast talent and awesomeness in the crowd*
- *start with fun experiences and progress to more seriously playful LS*
- *offer a heuristic for LS familiarity*
- *Not overstate the theory or treat LS as a specialized skill*




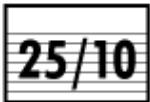
Participants:

1. Mix of people in the LS familiarity funnel
2. Doers & facilitators
3. Small groups of confederates
4. Participants @ many levels



Design Storyboards

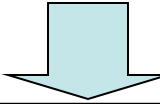
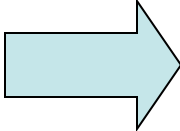
Define step-by-step elements for bringing projects and meeting to productive endpoints

Agenda Item	Goal	LS Micro-Structure	Why this LS?	Steps / Timing	Facilitator / Participants
Welcome	Form working group, get acquainted	 Impromptu Networking	Demonstrates respect for each person & discipline included	3 rounds in pairs, 5 minutes each	Carlos, all
Preparing to Launch Project	Make space for innovation	 TRIZ, 1-2-4-All	Some of our successful practices have become overly mature (rigid) over time	3 steps, 10 minutes each	Jenny, groups of 4 then whole group
Attracting Broad Participation	Define and sharpen purpose	 Nine Whys	We want to attract broad participation, innovating in many settings without formal controls	One rounds of 1-2-4, 30 minutes total	Katie, then groups of four
Action Planning	Identify action, get started now	 25-to-10 Crowdsourcing	We have a <i>do-er</i> culture that benefits from self-discovery in a group	25 minutes for 5 rounds + action group formation	Carlos, all



Min Specs

Specify only the absolute “Must do’s” and “Must not do’s” for achieving a purpose

<p>List of requirements to have</p> <p> A Successful Meeting</p>	<p> <i>Can you violate this requirement and still achieve your purpose? If “yes,” cross it off your list.</i></p>
1. Announce a time and location	Min Spec
2. Recruit an expert speaker	NOT a Min Spec
3. Prepare a detailed agenda	NOT a Min Spec
4. Project PowerPoint slides	NOT a Min Spec
5. Articulate a compelling purpose	Min Spec