



Liberating Structures

Leading & Innovating

by Including and Unleashing Everyone



Keith McCandless
Henri Lipmanowicz

Social Invention Group

HOW RAVEN STOLE THE SUN

The sun figures prominently in Native American mythology.

AGENDA

Strategy + Design Workshop # 3

Today's Menu

- 1-2-4-All *Strategy*
- Shift and Share 2 X 6
- 3X Celebrity Interview
- Ecocycle
- Panarchy
- Critical Uncertainties
- Min Specs
- Purpose-To-Practice
- Strategy Safari MT
- Storytelling (Arvind)
- Social Network
Webbing

1 [15]



2 [50]



3 [25]



4 [45]



5 [25]



6 [30]



7 [15]



8 [25]



9 [20]



10 [15]

Story by
Arvind Singhal

11 [15]



1-2-4-All

What is *Strategy*?



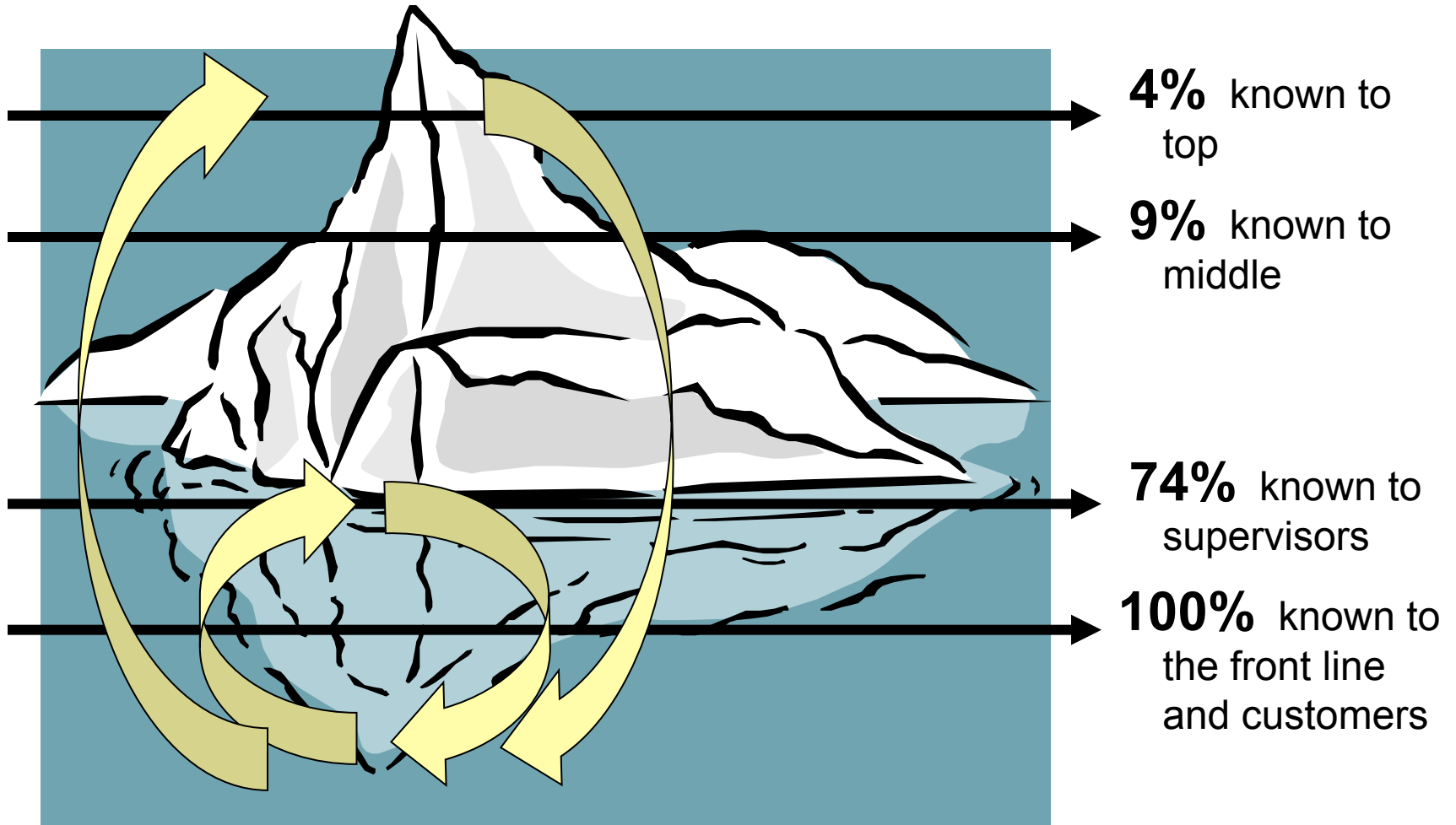
- What differentiates strategy work from other activities?

Generate pithy statements or examples that illuminate the difference as unambiguously as possible



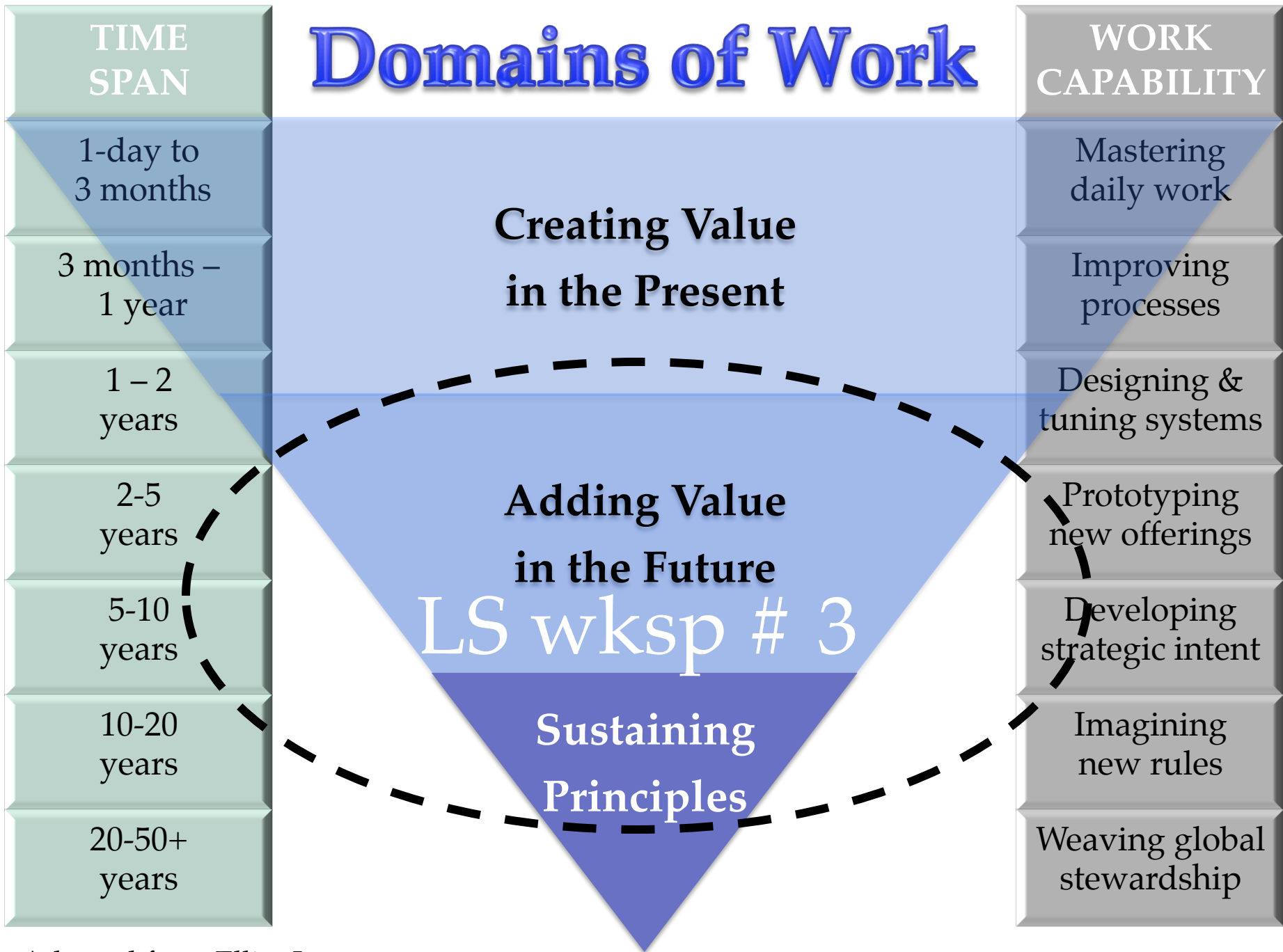
Problems & Opportunities

Awareness Iceberg



Internationally acclaimed study conducted by Sidney Yoshida,
initially presented at the International Quality Symposium

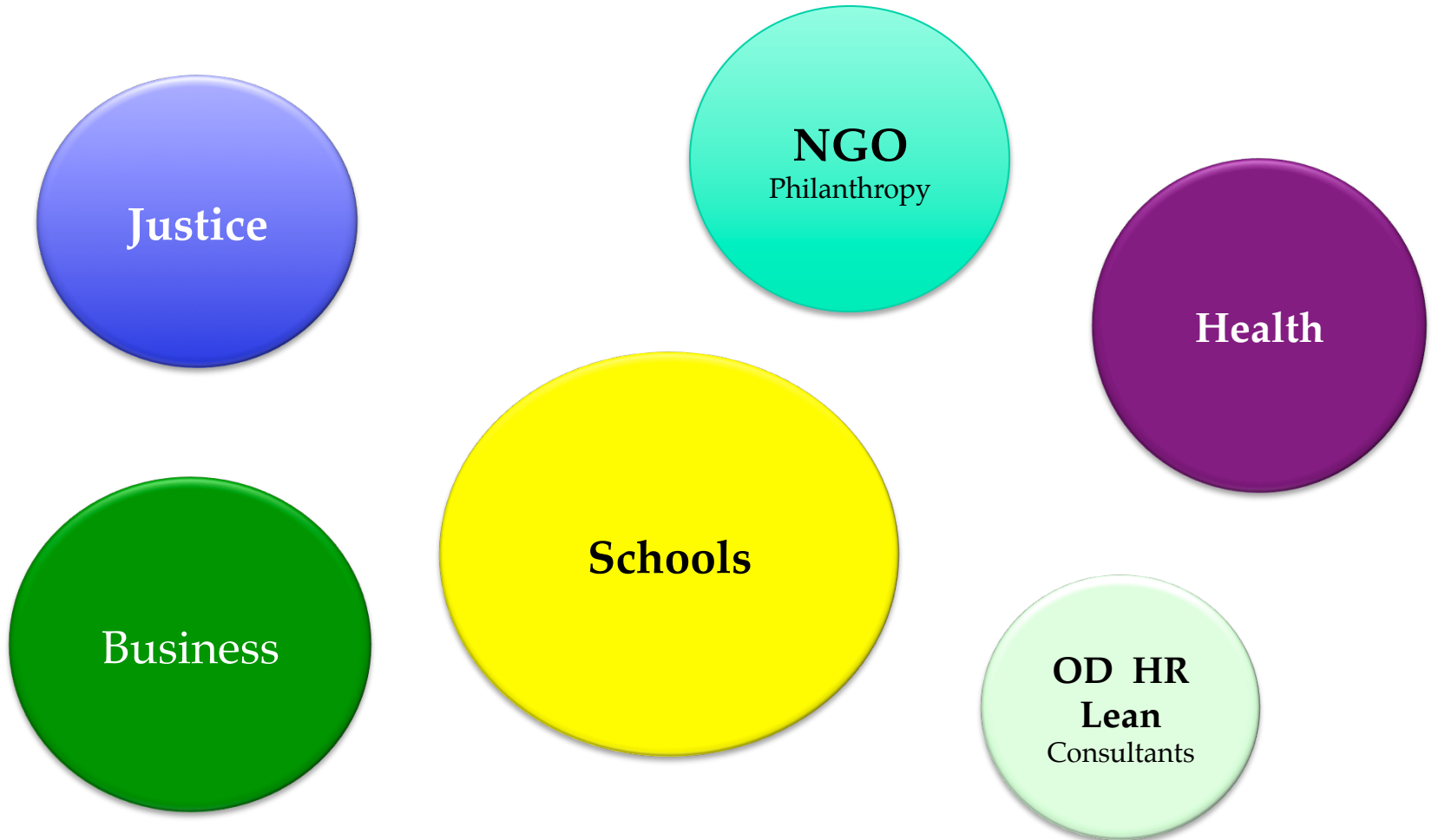
Domains of Work



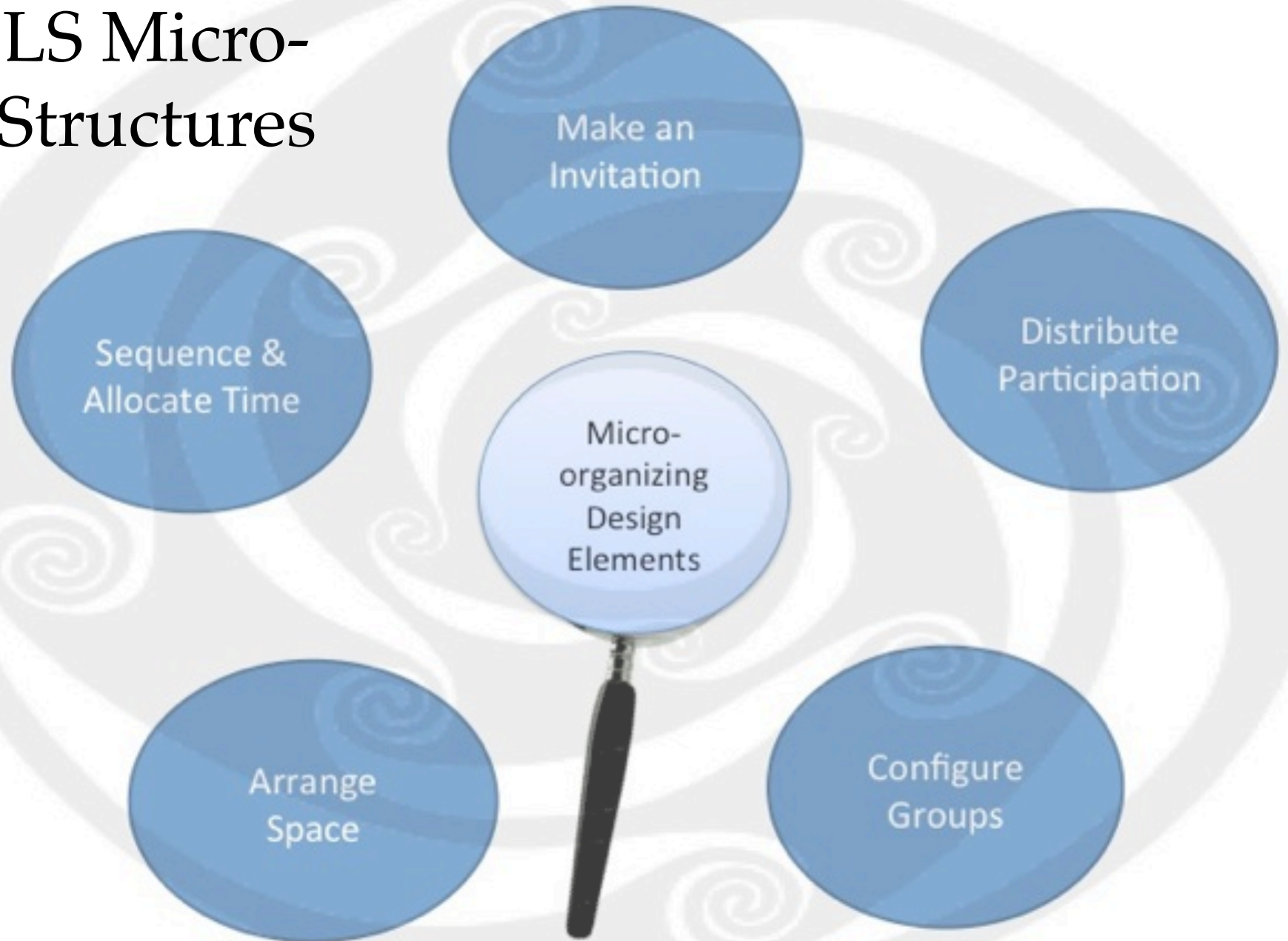
Adapted from Elliot Jacques

Group Possibilities

LS work best when there is a shared challenge with a local context—
when including more people will help you make progress.



LS Micro-Structures





Design Storyboard

Strategy Planning and Diffusion

Topic or Phase	Goal	LS Micro-Structure	Why this LS?	Steps / Timing	Facilitator / Participants



Special Guests

People with experience you can ask for a little help

- **Tim Jassko-Fisher**, Court Improvement Training Academy, UW School of Law + [network](#)
- **Joelle Everett**, Sound Resources, Plexus Institute
- **Molly Angel**, Providence Health System
- **Ted Lord**, poet & philanthropy sherpa
- **Neil McCarthy**, McCarthy Consulting Group (leadership development and business)
- **Dr. Arvind Singhal** + [changemakers network](#)
- **Michael Gardam** + [infection prevention crew](#)
- **Liz Rykert**
- **Alison Joslyn**
- **Larry McEvoy**
- **Jeff Cohn**
- **Henri Lipmanowicz**



Shift and Share

Preparation

- Invite individuals to share 7 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 as needed) for a station in the room
- Each presenter repeats their presentation to each group

Start Round I

- Presenters have 7 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 3 rounds.

Start Round 2...



Shift and Share

2 Rounds of 6 Presenters (3 X)

Round 1

- a. Alison Joslyn
- b. Larry McEvoy
- c. Jeremy Lightsmith
- d. Neil McCarthy, Glauco Ferrari
- e. Fisher Qua
- f. Paige Reason, Leah Gitterman

Round 2

- a. Michael Gardam
- b. Kirsten Johnson
- c. Liz Rykert
- d. Arvind Singhal
- e. Jeff Cohn
- f. Henri Lipmanowicz (GDL)

Celebrity Interview

with

Alison,

Larry, and

Michael



Celebrity Interviews

In Charge But Not In Control

Alison, Michael, Larry

- When you first got started, what was going on for you to look for something different?
- Leaders are usually enthralled with **Macro** structures, what caught your attention about LS **micro**structures?
- What made/makes working with LS it a challenge?
- How did you make LS more than flavor of the moment?
- What was a first mistake you made with LS?
- What was big successes early on in you work?
- What did you hope could happen for you and your followers?
- What is your next move? Is there another level? How do you *level up*?

Ecocycle



Henri Lipmanowicz & Keith McCandless

Activity & Relationship List

Where are you spending time? (key strategies)

What are your top strategic relationships?

- Current Activities

- ...

- ...

- ...

- ...

- ...

- Top Relationships

- ...

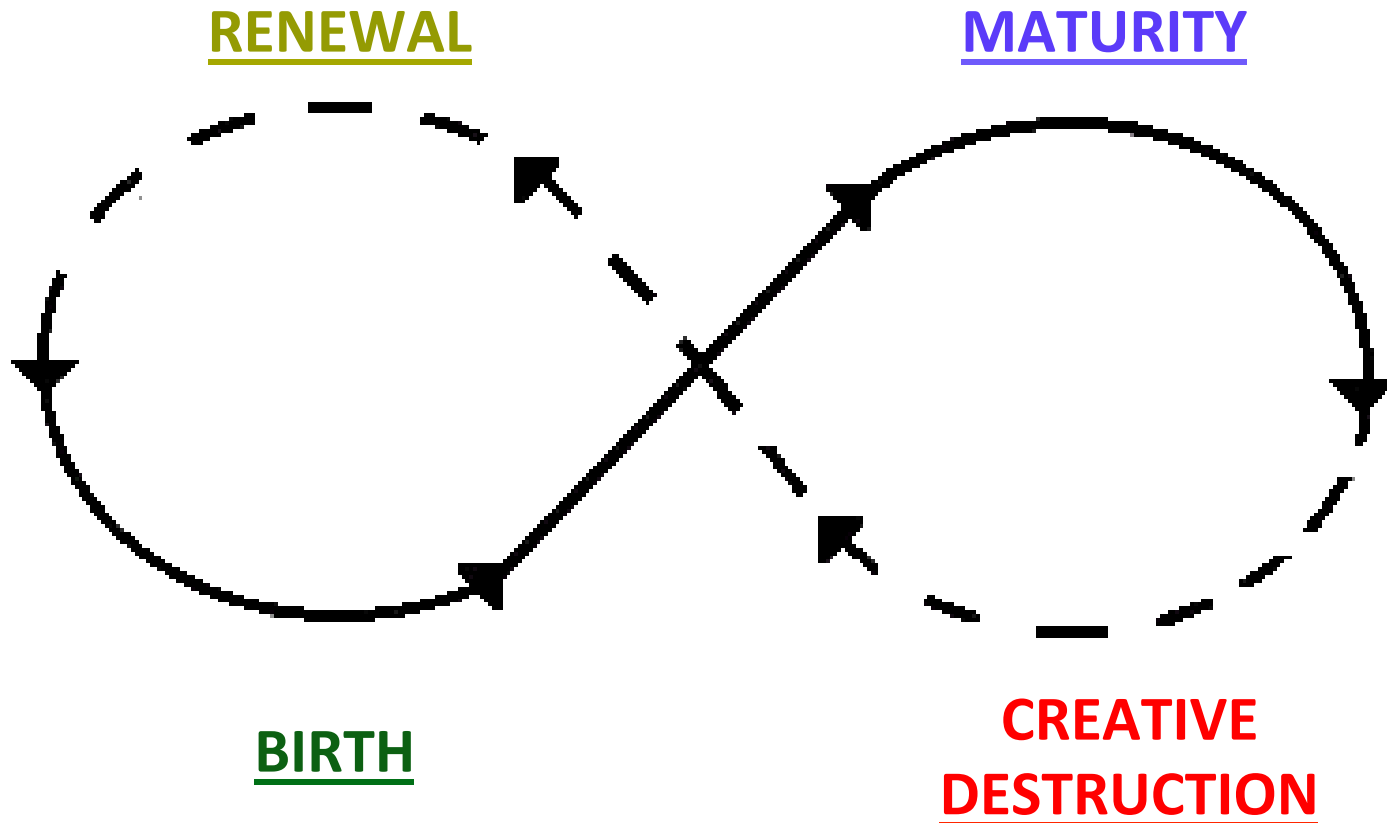
- ...

- ...

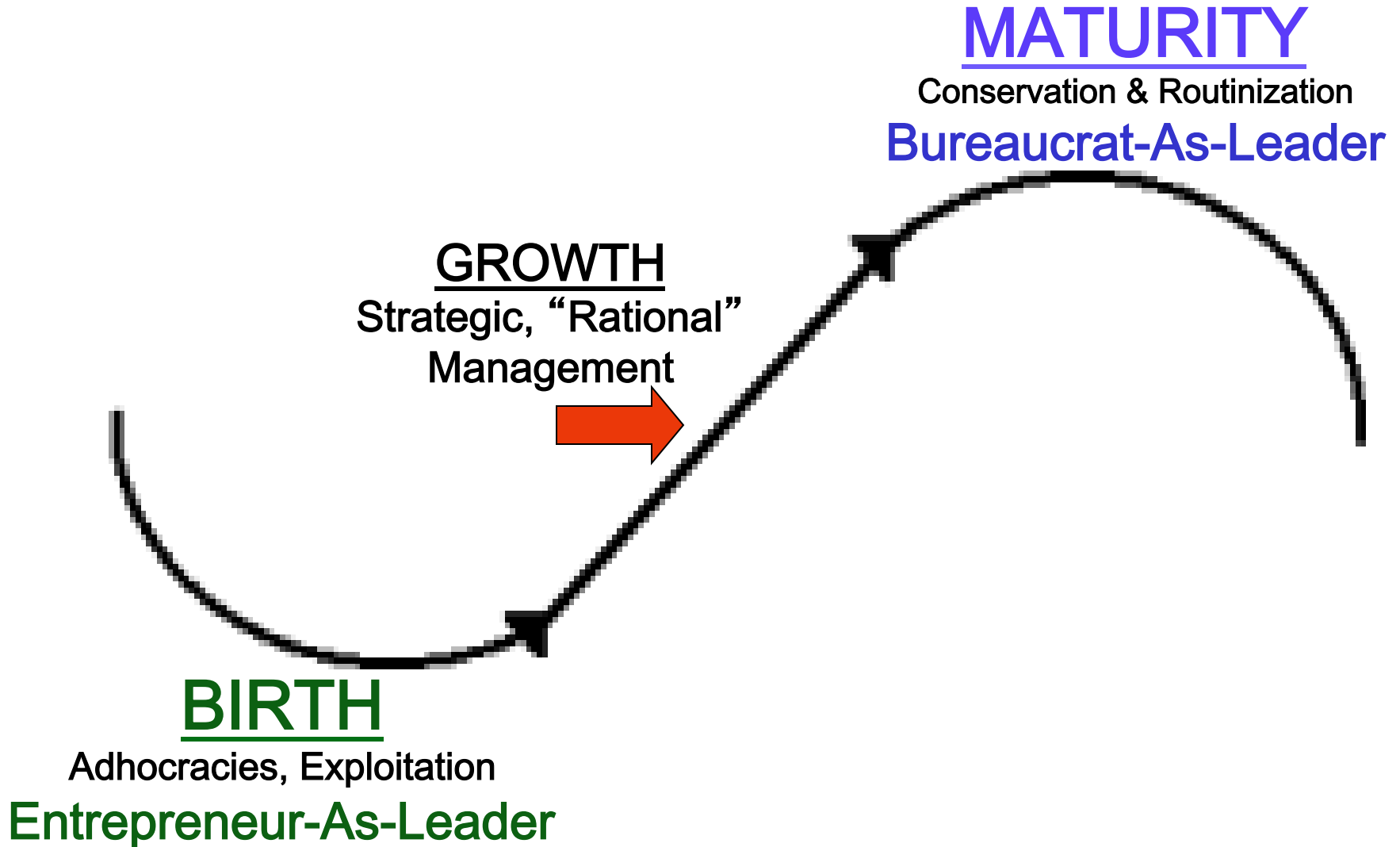
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- ...

Exploring the Ecocycle



Conventional Lifecycle



The “Neglected” Back Loop

RENEWAL

Exploration/Invention/Reorganization

Network Weaver-As-Leader



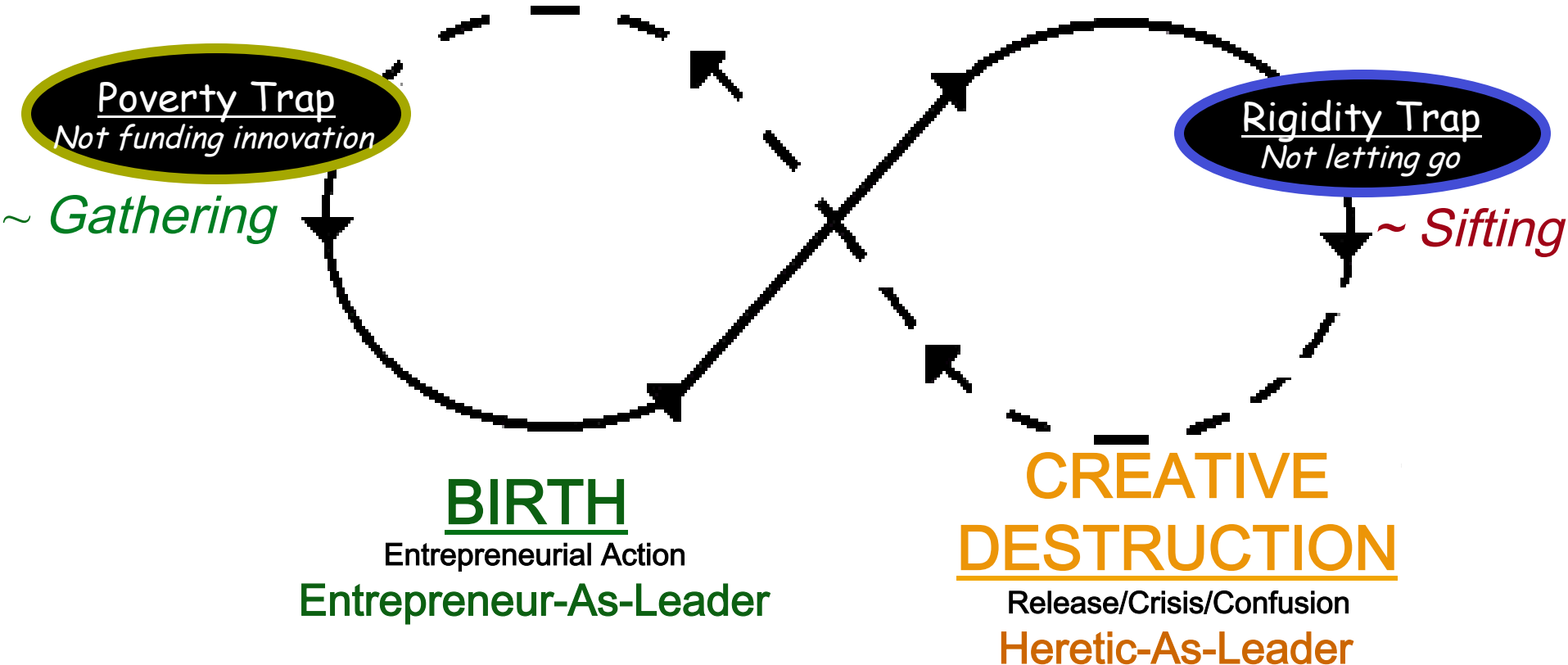
Ecocycle

RENEWAL

Exploration/Invention /Reorganization
Network Weaver-As-Leader

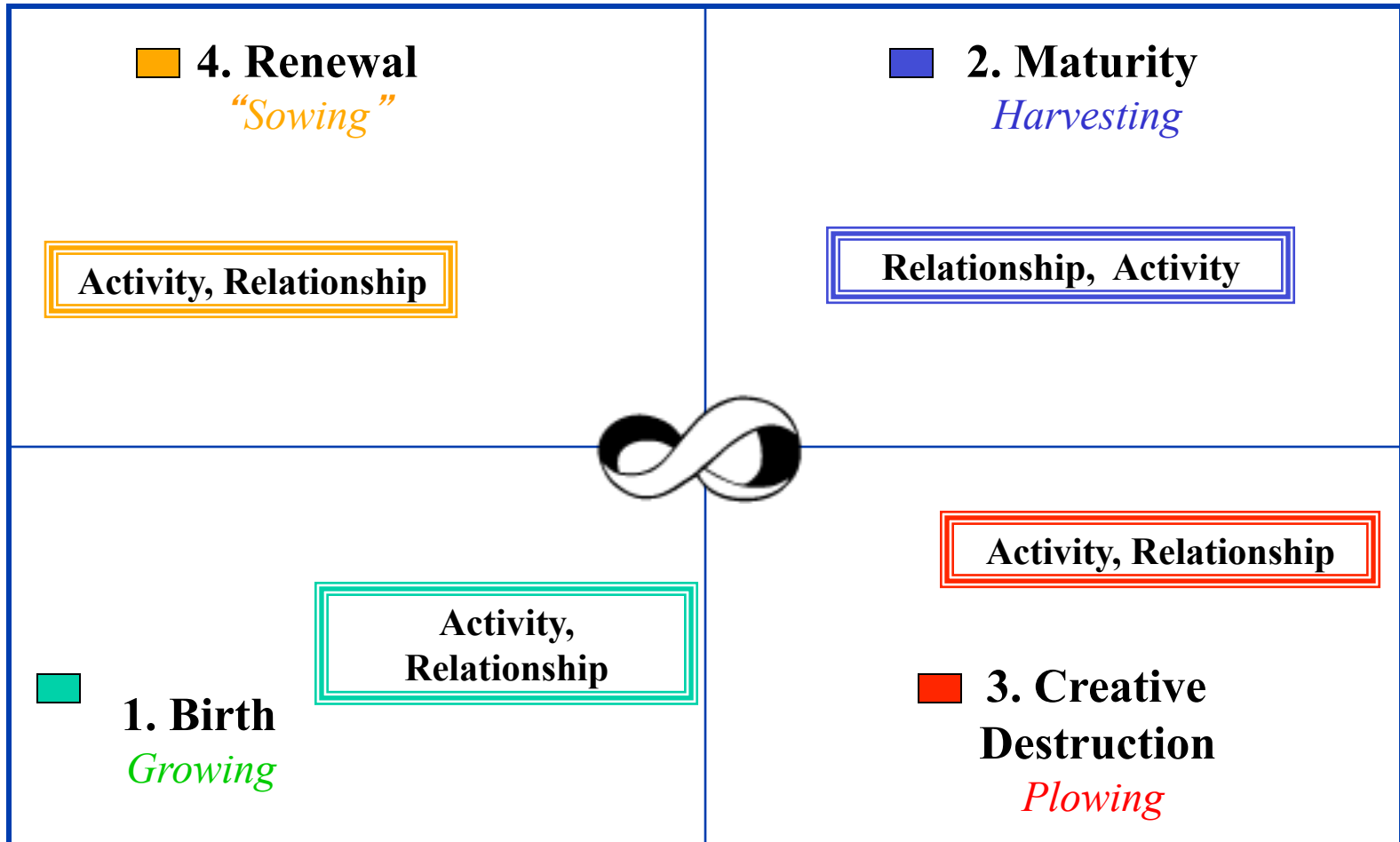
MATURITY

Conservation & Routinization
Bureaucrat-As-Leader



Ecocycle Worksheet Sample

Group: _____



STEPS

- Use the list of activities and/or relationships, reflect on your own, generating a first draft
- 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

Ecocycle Insights & Next Steps

- **Change is continuous along the cycle**
- **Renewal requires destruction**
- **Need for crisis -- root word "to sift"**
- **Need for firebreaks, don't burn the whole forest**
- **Patch dynamics or balance in your activities are key to long term survival and adaptability**
- **Create conditions for renewal and more births**

Next Steps

- **Move into action with TRIZ, 25/10, Design Storyboard and Open Space**

Panarchy Defined

- Panarchy is a framework of nature's rules.
- Pan, the Greek god of nature, evokes an image of unpredictable & whimsical change.
- Systems are embedded in systems and their interdependency matters!



Henri Lipmanowicz & Keith McCandless



Panarchy example from an infection prevention research project conducted in the US. Each dot represents a “current reality” assessment by experts at that level. Note that both MRSA bacteria and the societal myth of inevitability can be framed with the same “lens.” Project organizers used the Panarchy to diffuse insights and spread innovations from their work. Opportunities for spread were easier to see with a multi-scale perspective.

Public Perception “Myth”
MRSA is **(NOT)** an inevitable part of modern healthcare (Rigidity Trap?)



Medicare Policy
shifting to non payment & transparency for HAIs



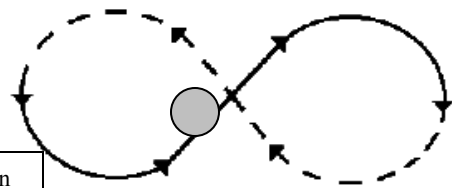
Industry or Sector
Prevention Practices
still trying & wasting \$ to educate, bribe or punish (Rigidity Trap?)



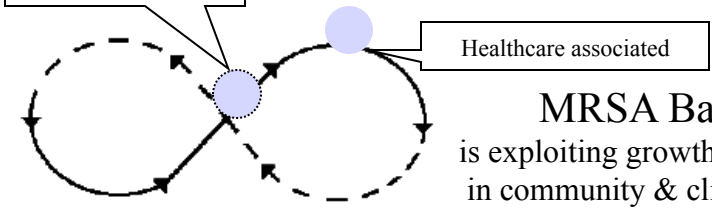
Hospital Beta Sites’
Prevention Practice
trying to invest more in spreading PD/safe practices to others (Poverty Trap?)



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



MRSA Bacteria
is exploiting growth opportunities in community & clinical settings





Social, Mythical level



Policy



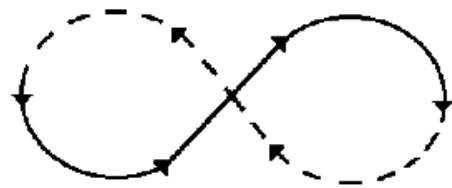
Region, Industry,
Sector



Unit, Organization,
Network, Community



Individuals, Group



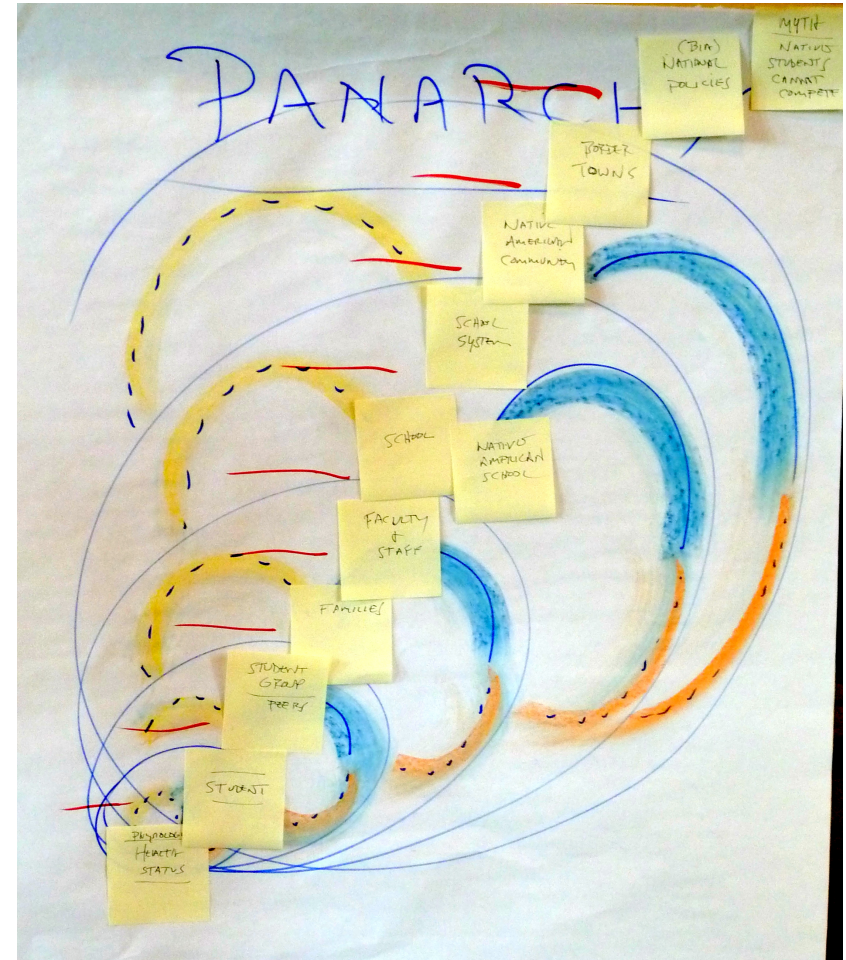
Micro level





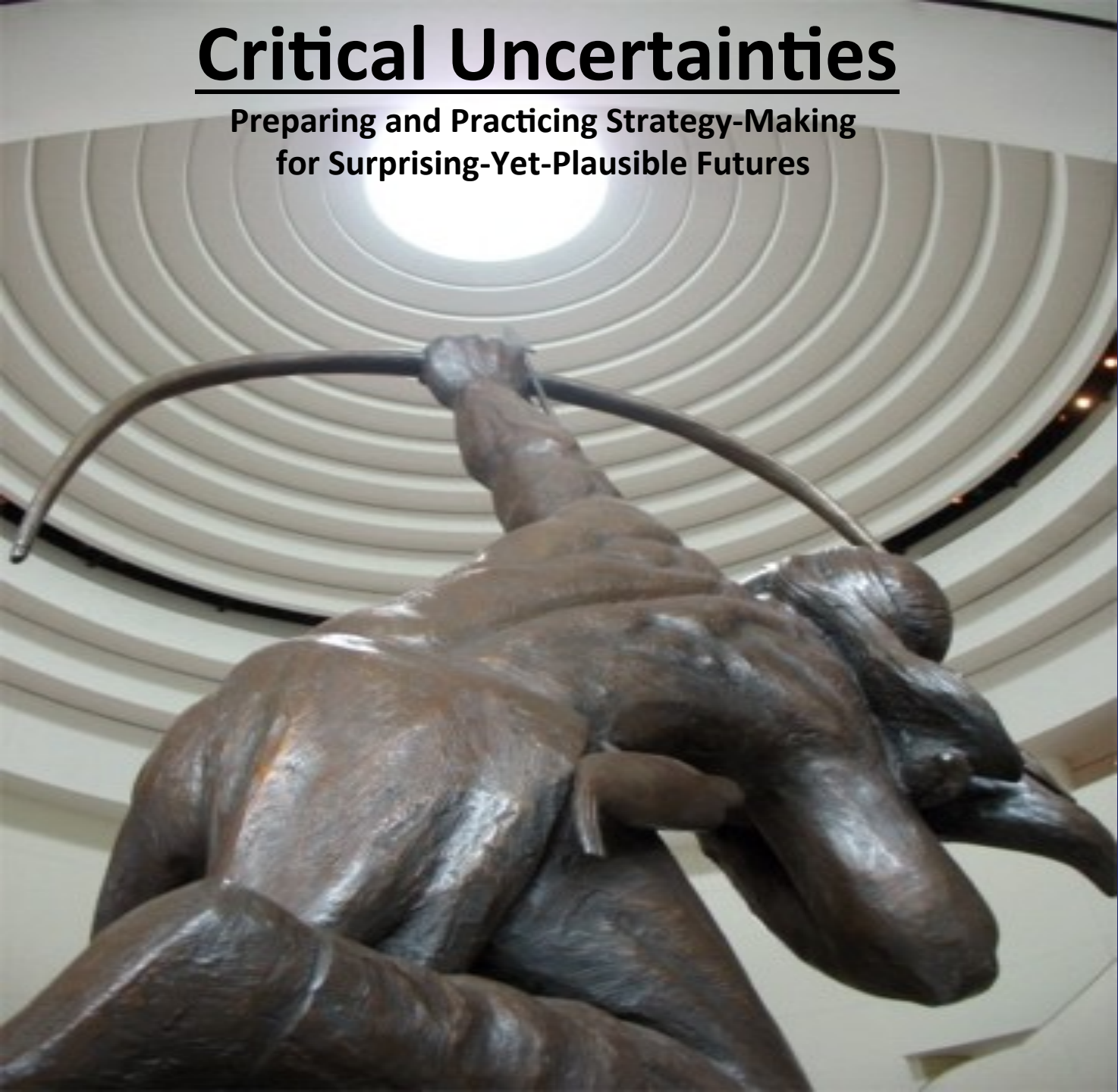
Below right, a Panarchy chart developed during a leadership network meeting.

A Native American school serving Crow and Cheyenne reservations in Montana is a system-within-systems, fast at the bottom and slow at the top. This Panarchy includes (from lower left to the upper right): the health status of students... within student groups... in a single school... within the community school system... to Bureau of Indian Affairs national policies... to myths about native students ability to compete academically. When planning for the future, interdependencies among levels matter.



Critical Uncertainties

Preparing and Practicing Strategy-Making
for Surprising-Yet-Plausible Futures

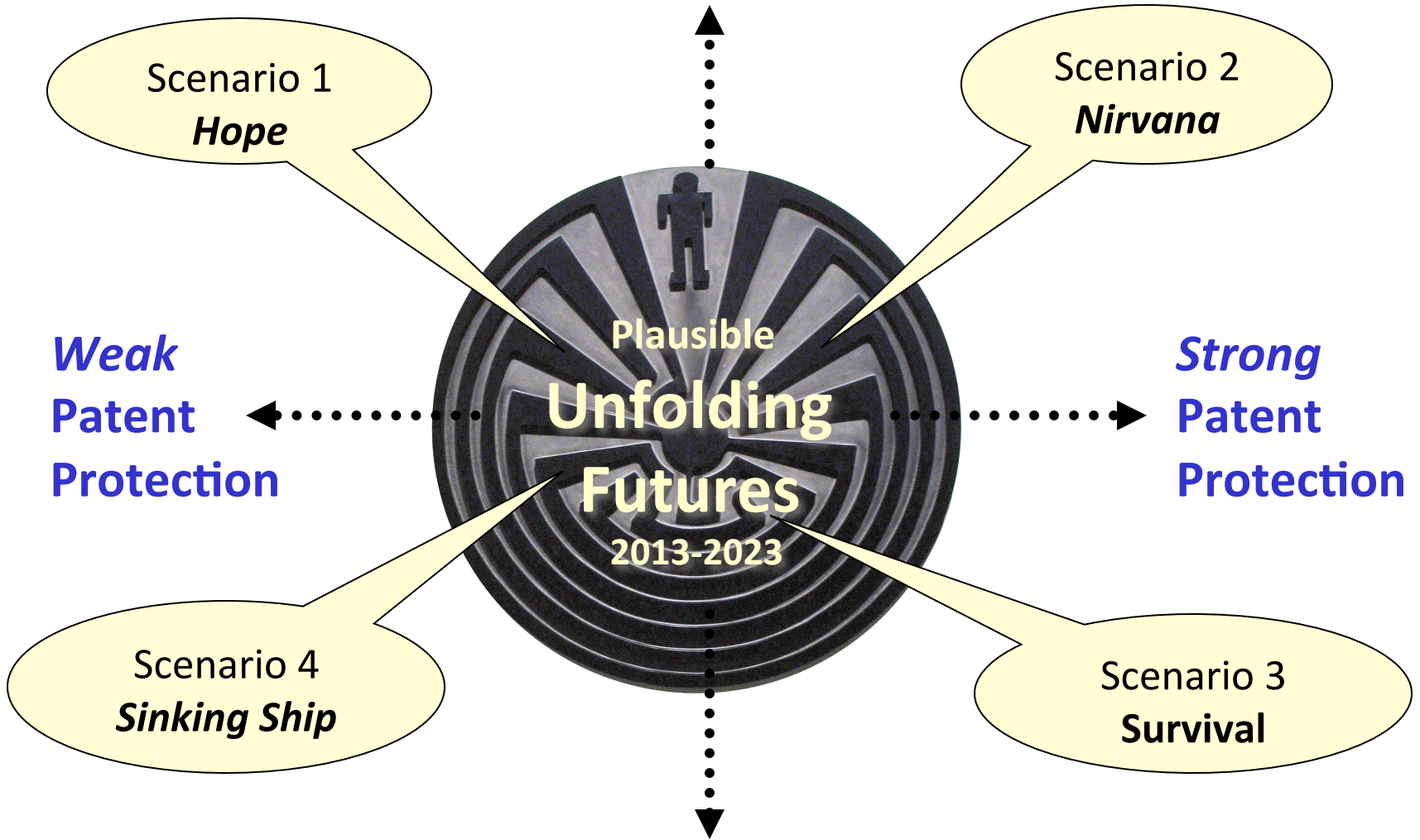


Critical Uncertainties



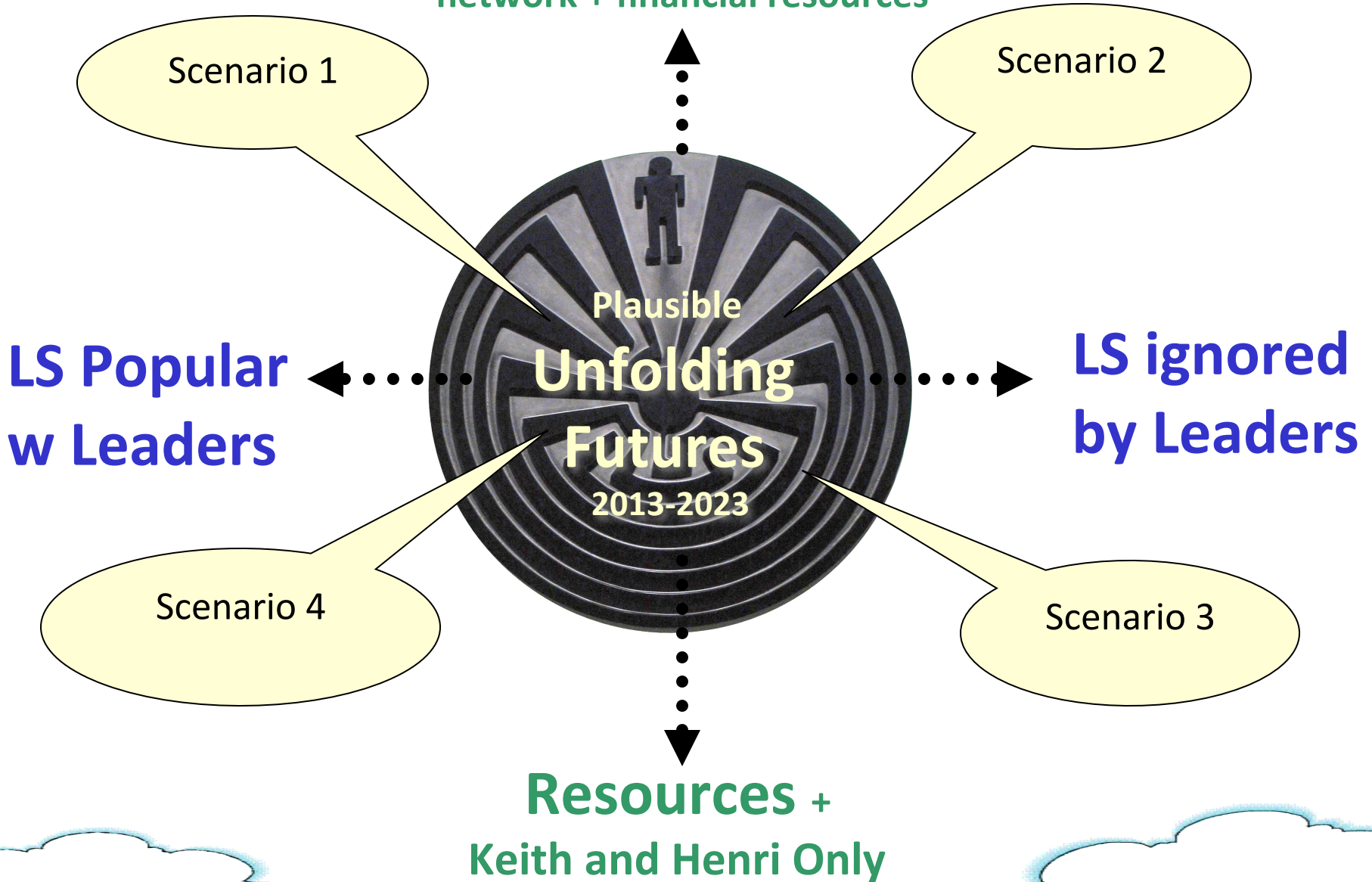
- What elements of your business are both critical and uncertain?
 - Think about events and driving forces that make you vulnerable.
- Use 1-2-4-All to generate and sift ideas

Gushing New Product Pipeline



Resources +++

Large active organizations, social network + financial resources



Critical Uncertainties



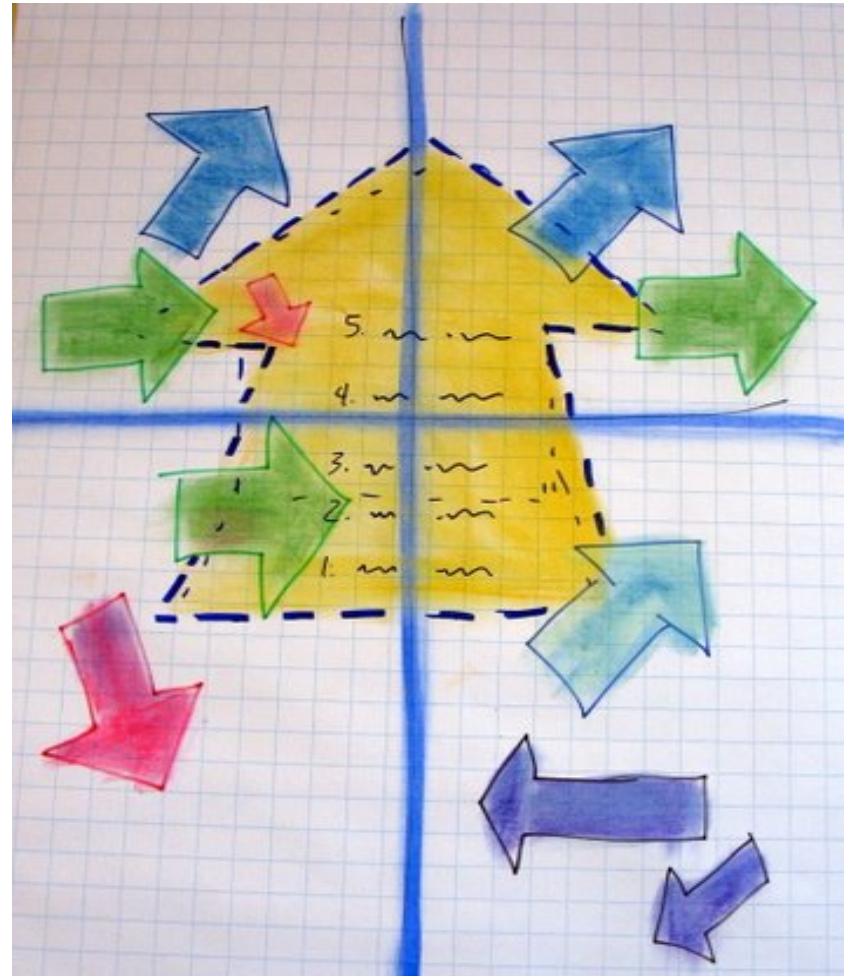
Brainstorm a list of top contenders

Narrow the list to the top two

1. Create a continuum for each critical uncertainty with extremes on each end
2. Use the matrix to plot your selections
3. Create dramatic titles for each quadrant
4. Describe the operating reality of this quadrant
5. Imagine strategies for how you would successfully operate in each quadrant
6. Discern which strategies are robust and hedging

Strategy and Action

- Robust
 - Make sense in multiple scenarios
- Hedging
 - Make sense in one or two scenarios
 - Worthy just-in-case investments



P2P Worksheet

Purpose: ____ exists
to...

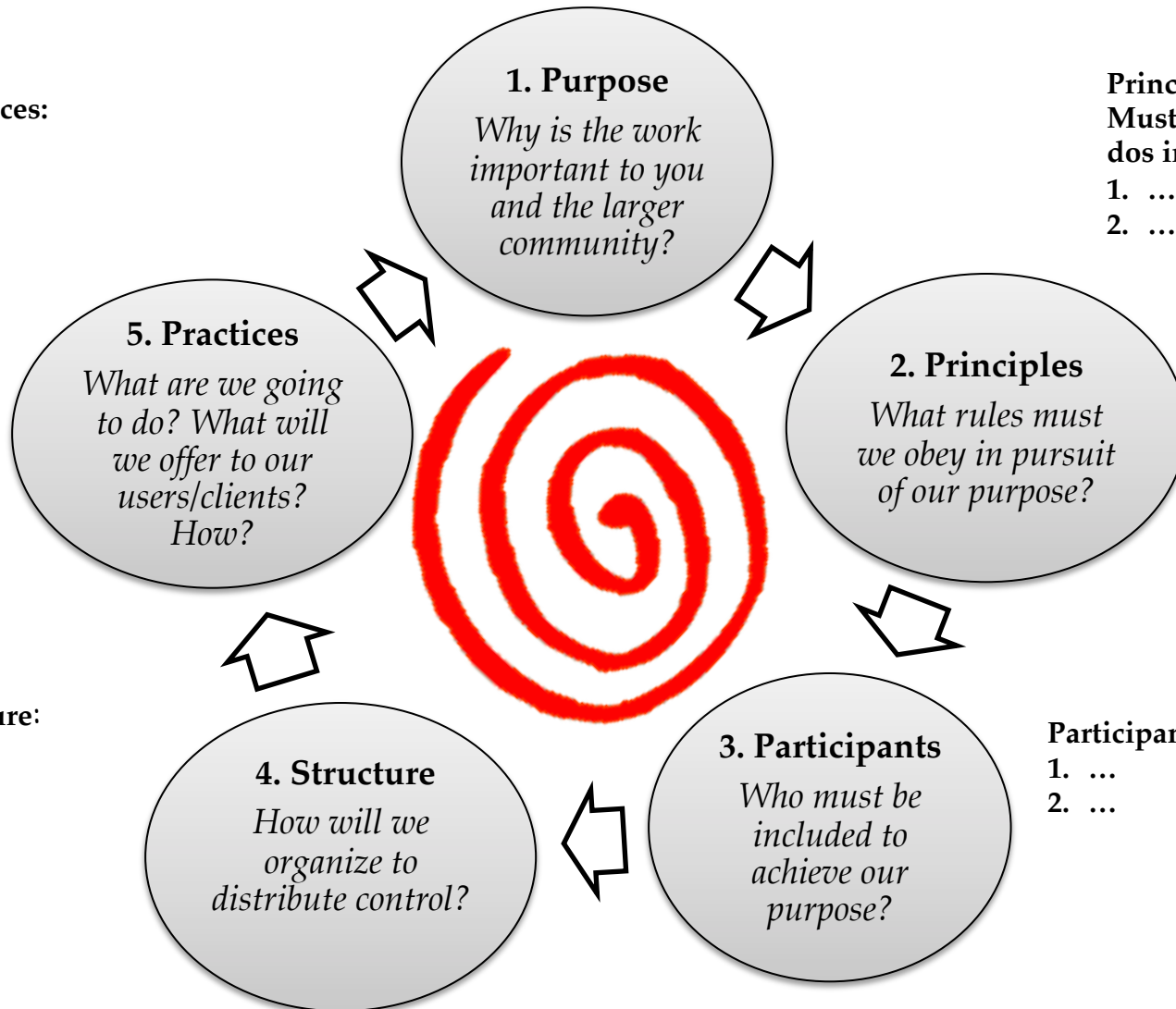
Practices:

1. ...
2. ...
3. ...

Principles:

Must dos & must not
dos include:

1. ...
2. ...



Structure:

1. ...
2. ...
3. ...

Participants:

1. ...
2. ...




Minimum Specs

Unleashing Innovation & Action by Specifying
Only “Must-do’s” & “Must-not-do’s”

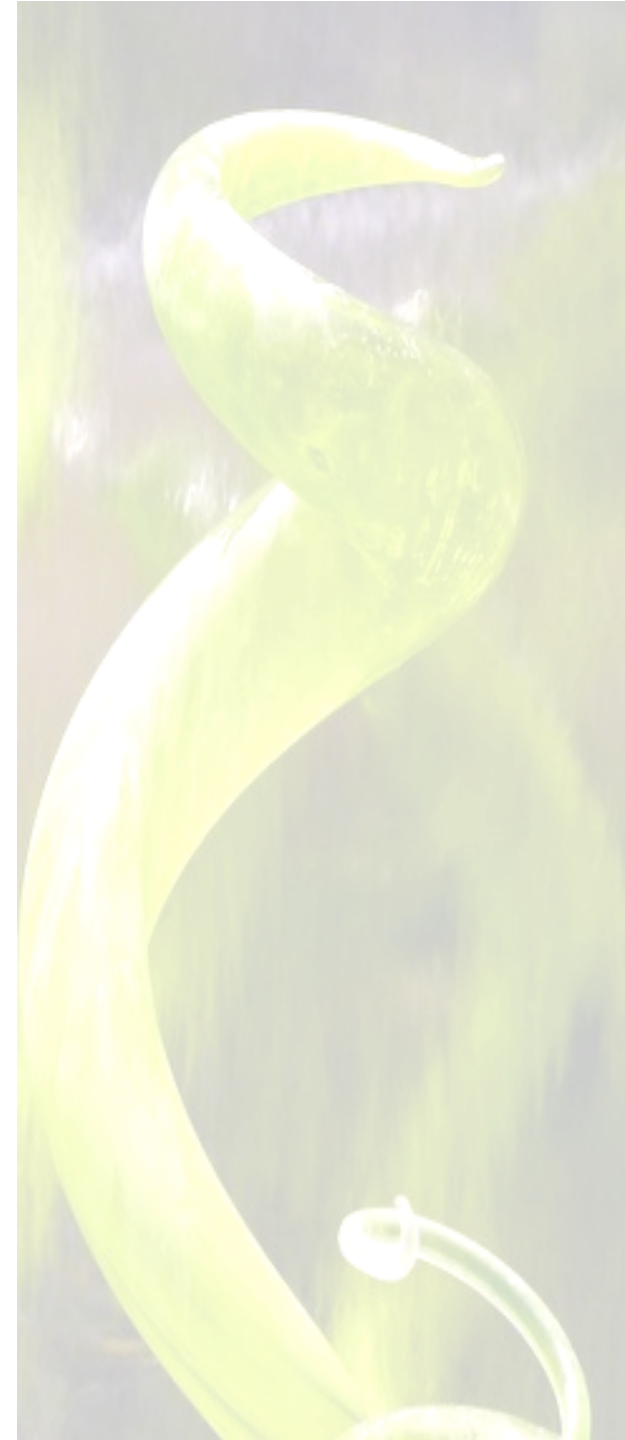
Min Specs

With 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 NOT a Min Spec.
3.	
4.	
5.	

Min Specs

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



Your “To Do” List for your challenge (often a long list of Max Specs)

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

Min Specs

With Your Max Spec List, Ask These Questions

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 NOT a Min Spec.
3.	
4.	
5.	

P2P Worksheet

Purpose: ____ exists
to...

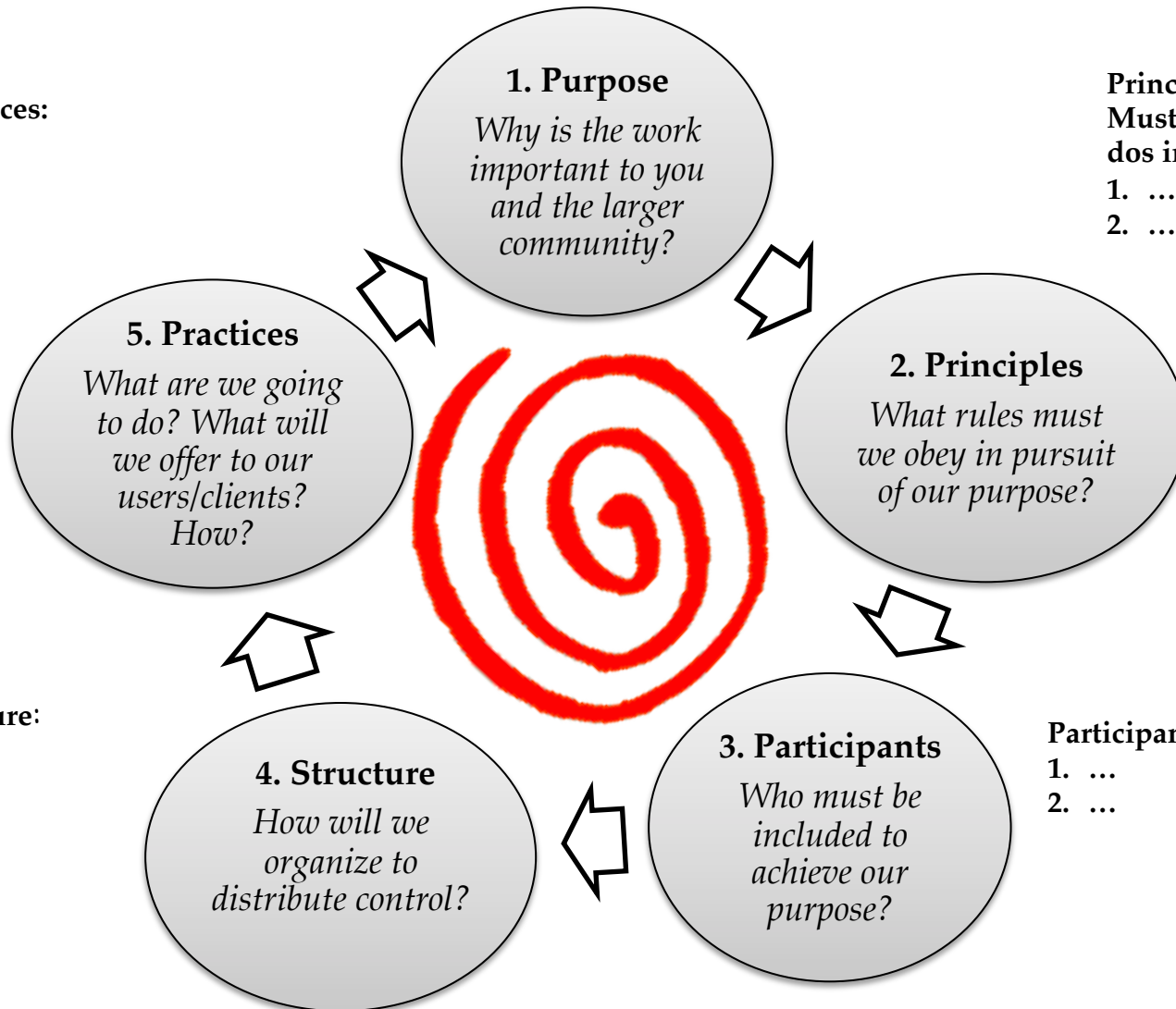
Practices:

1. ...
2. ...
3. ...

Principles:

Must dos & must not
dos include:

1. ...
2. ...



Structure:

1. ...
2. ...
3. ...

Participants:

1. ...
2. ...

Questions Hierarchy

What did you notice?

What happened?
What else?

Can you give me an
example or tell
me a story?

Small Questions:
Many,
Distributed
Answers

What seems possible
now?

WHAT?

What do we need
to stop doing?

Do you see a pattern?
Does it make a difference?

What is taking shape?

What first steps can
you take now?

Where do you have
freedom to act?

What made your
success possible?

HOW?

Who needs
to be included?

Is there anyone you know
who is able to overcome
these challenges? How?

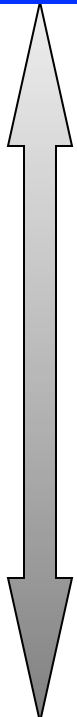
What do you
hope can happen
for us in this work?

WHY?

Why is this
important to you?

Why is this
important to
the organization?

Big Questions:
Few, Tight
Answers



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April 18-20, 2013 - Silver Spring, MD

[Silver Spring Civic Building](#)

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action·ary [ak-shuhn- er-ee] adjective

1. given to or characterized by proactivity
2. a visionary who moves from idea to application
3. tendency to take on big challenges


This is a conference for people who want to take ideas off the white board and into the world.

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1/9/2013

U.S. Biofuels and food prices in

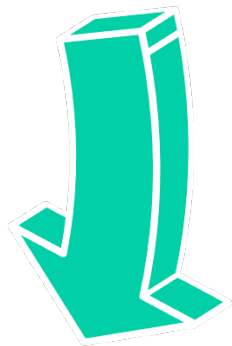
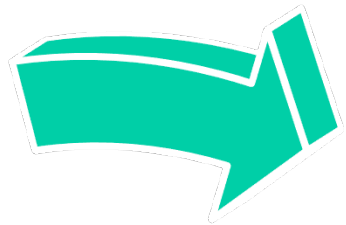
Transforming
Movements

Everyday
Solutions

LS Wksp # 4
April 3-4

Strategy +
Design

Big
Projects

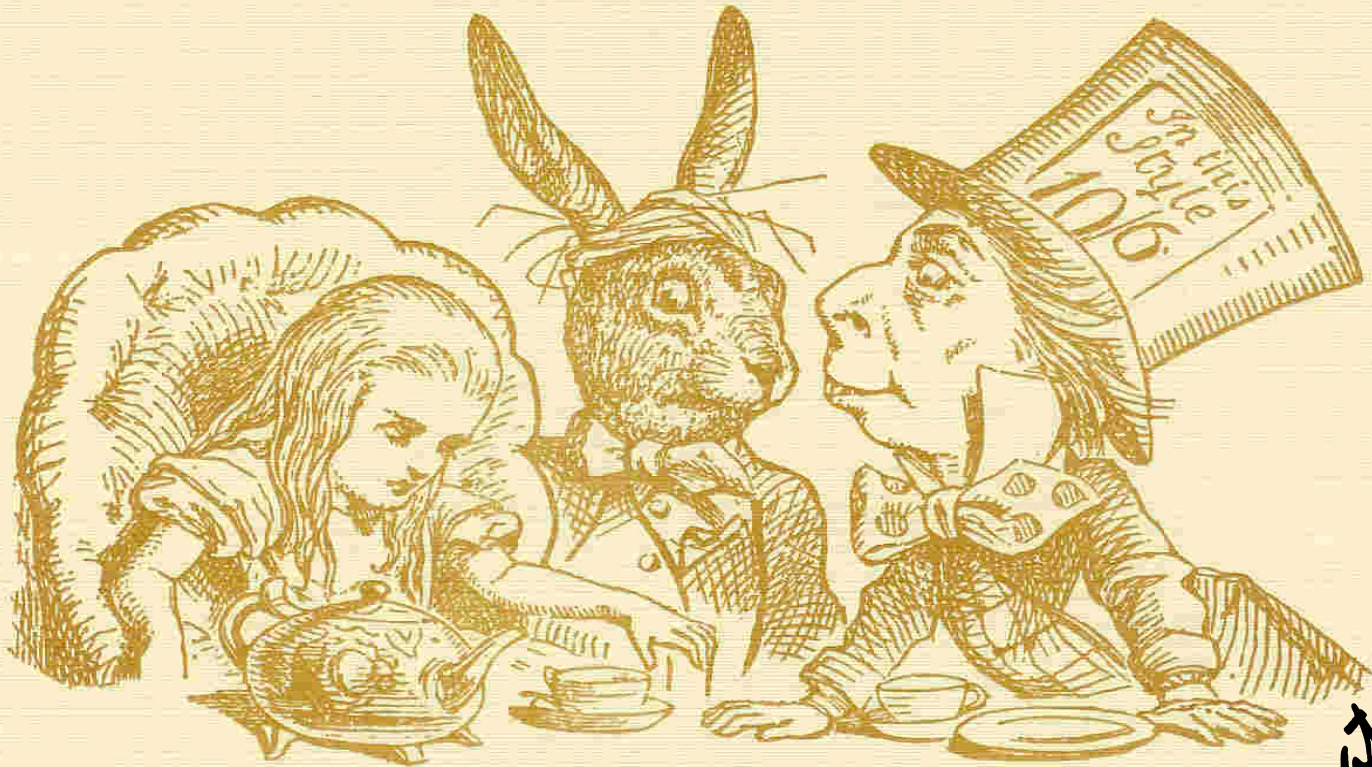




Liberating Structures

- LS website www.liberatingstructures.com
- Book: Liberating Structures: Including and Unleashing Everyone (in progress)
- keith@liberatingstructures.com
henri@liberatingstructures.com





Strategy Safari

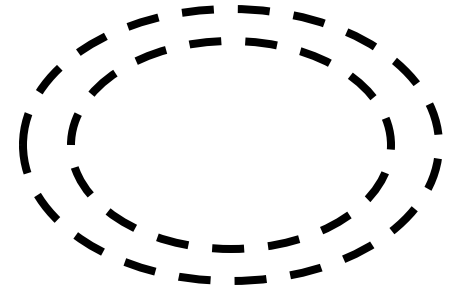
✘

A MAD TEA-PARTY

Mad Tea Strategy Safari Rules

Form two circles.

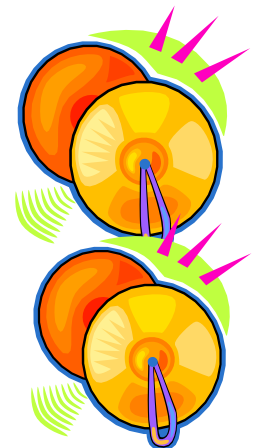
You will find yourself directly across from one other person. One person facing “out” and the other “in.” Finish the sentence that appears on the screen.



1) Stay curious & dig deep



2) Switch roles ~ one ding



3) Move two spaces to the right ~ two dings

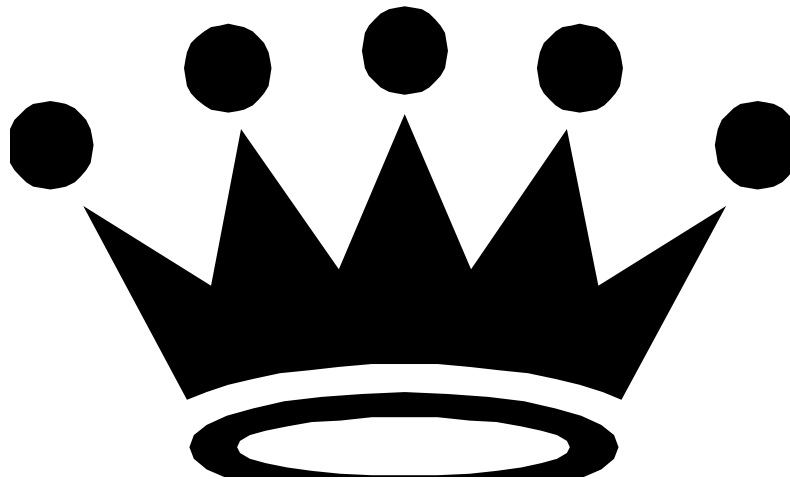
What first inspired me in
this work is...



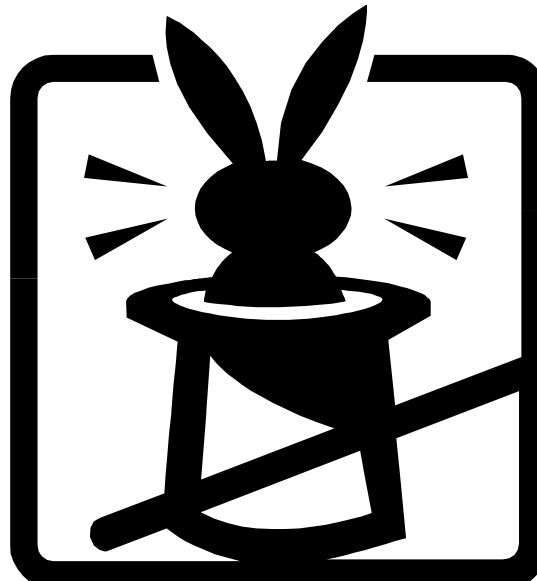
An *uncertainty* we must
creatively adapt to is...



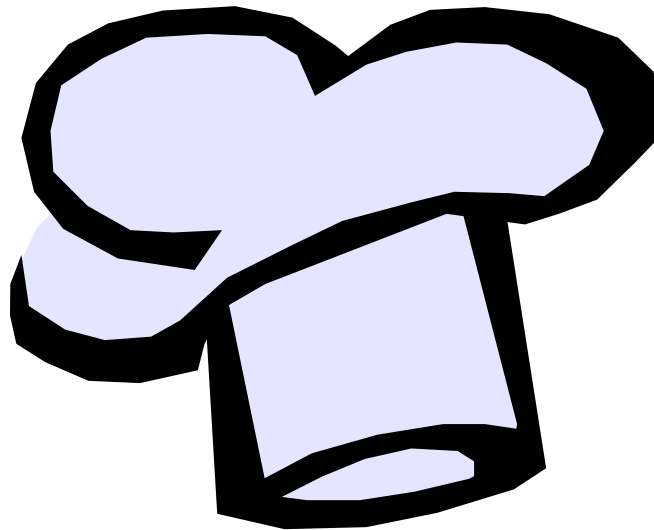
What I find challenging in
our current situation is...



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



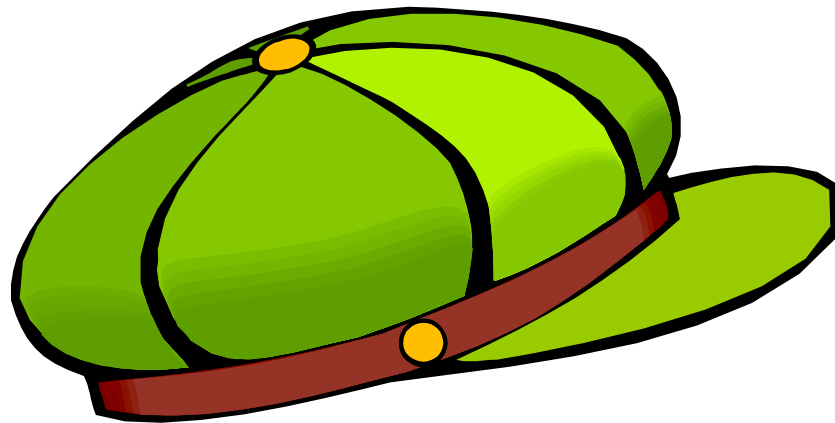
In our operating environment,
something we are learning to
live with is...



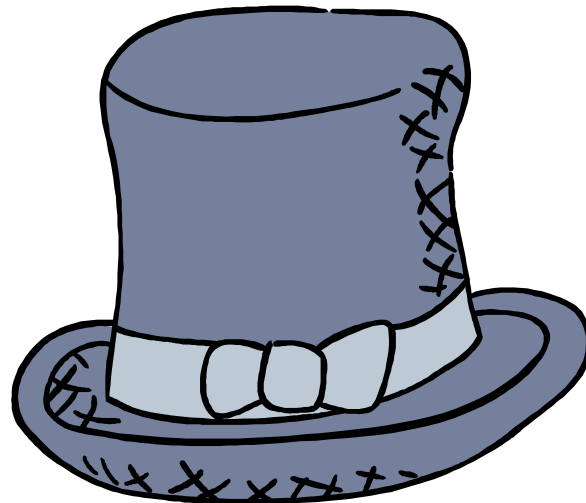
A courageous conversation
we are not having is...



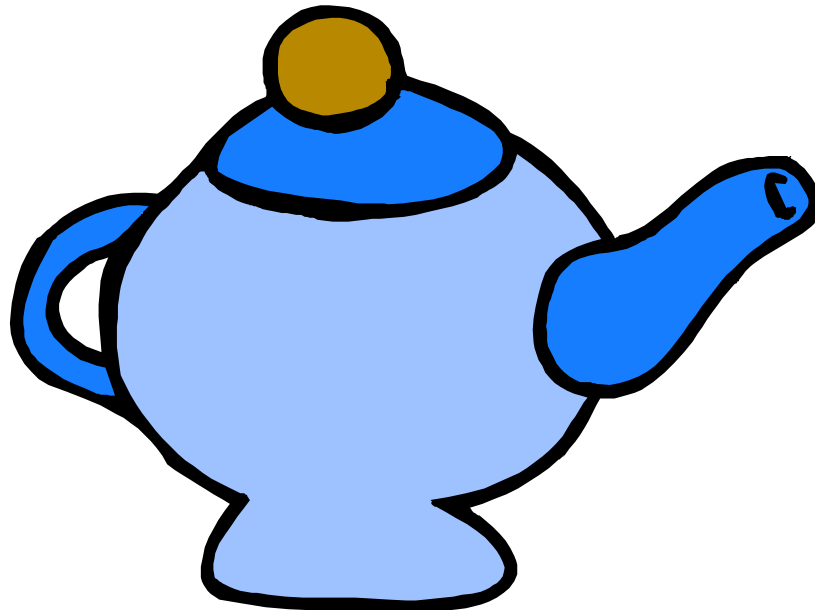
A big innovation
opportunity I see for
us is...



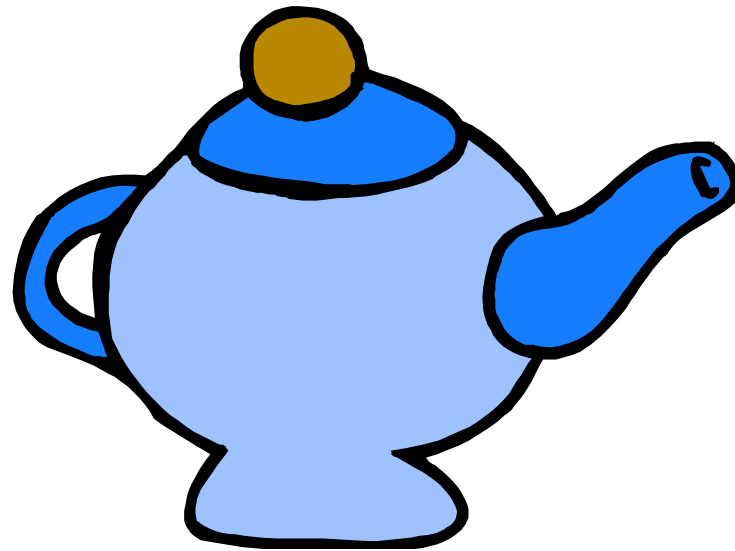
In our operating
environment, an uncertainty
we are learning to live with
is...



A concept or practice
helping us adapt
creatively is...



Something I will never
go back to is...



If we do nothing, the
worst thing that can
happen for us is...



An innovative project that
gives me confidence we are
transforming is...



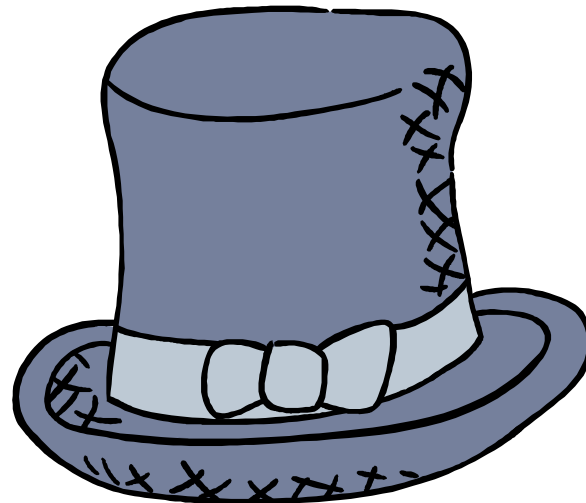
Something we should
stop doing (or divest) is...



A question that
is emerging for
me is...



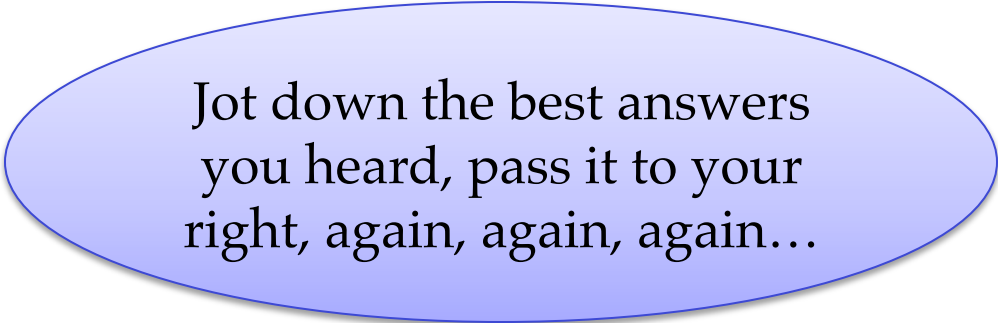
I like a Mad
Tea Party
because...





1. Operating Environment

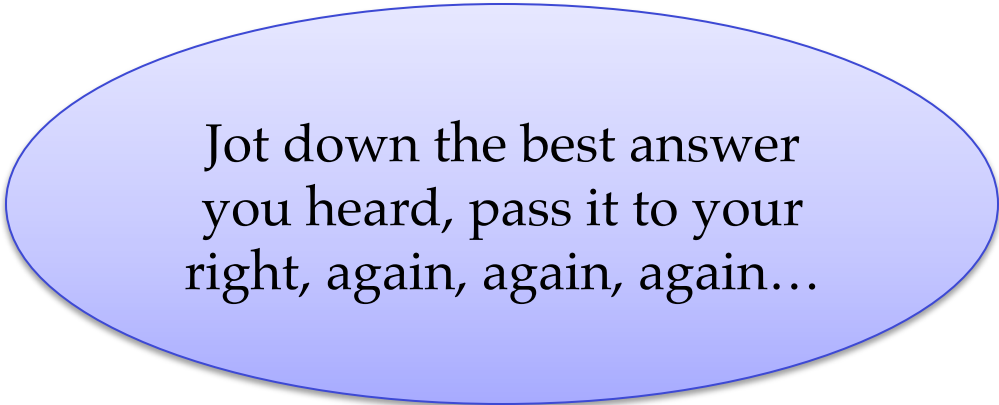
- What is happening around us that demands adaptation?
 - In our operating environment, something we are learning to live with is...
 - An *uncertainty* we must creatively adapt to is...



Jot down the best answers
you heard, pass it to your
right, again, again, again...

2. Current State

- Where are we starting, really?
 - What I find challenging in our current situation is...
 - A courageous conversation we are not having about where we are now is...



Jot down the best answer
you heard, pass it to your
right, again, again, again...

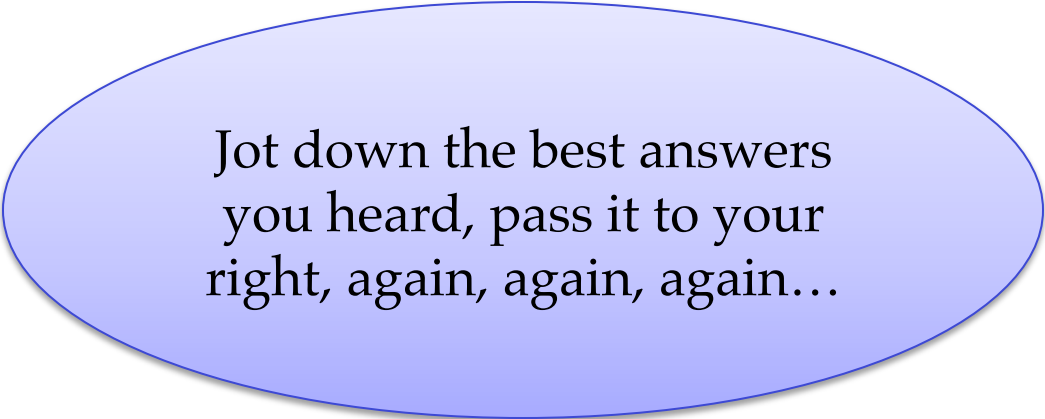
3. Vision

- Given our purpose, what seems possible now?
 - What first inspired me in this work is...
 - What I hope can happen for us in this work is...
 - A big innovation opportunity I see for us is...

Jot down the best answers
you heard, pass it to your
right, again, again, again...

4. Stake

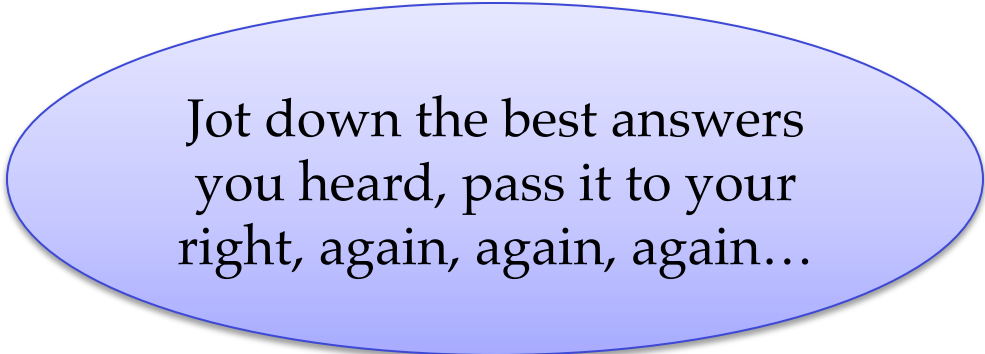
- What is at stake if we do not change?
 - If we do nothing, the worst thing that can happen for us is...
 - Something I will never go back to is...



Jot down the best answers
you heard, pass it to your
right, again, again, again...

5. Strategic Action

- How are we breaking away from the current state toward the future?
 - Something we must stop doing (divest) is...
 - Something we should start doing (invest in) is...
 - One innovative project that gives me confidence we are transforming now is...



Jot down the best answers
you heard, pass it to your
right, again, again, again...

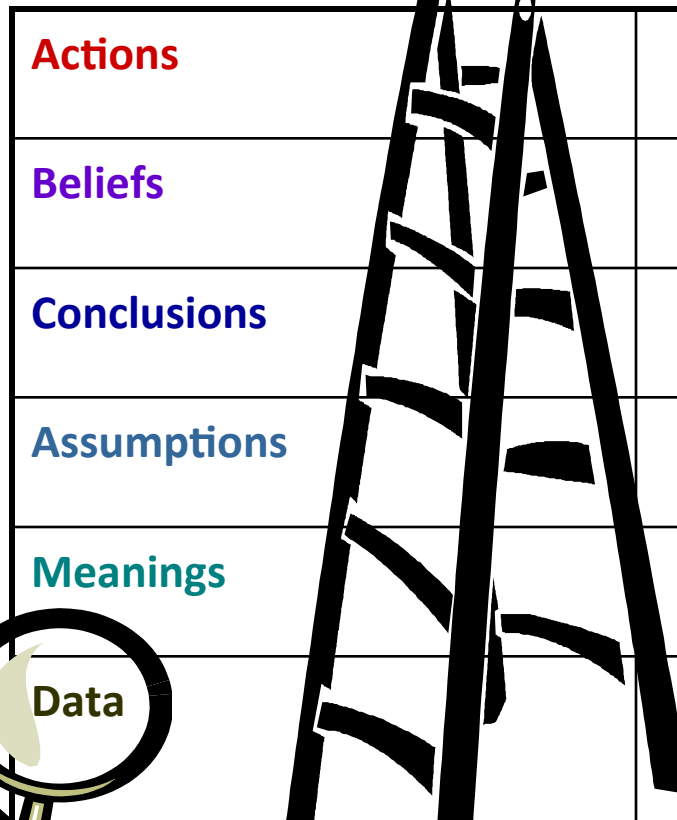
What³ Debrief

- WHAT?
 - What facts, data, & 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 action may help you move forward? Who else should be here?



Climbing Up & Down

The Ladder of Inference



Actions	I take based on beliefs 3. Now What?
Beliefs	I adopt about the world
Conclusions	I draw 2. So What?
Assumptions	I make based on meanings
Meanings	I add (cultural & personal) 1. What?
Data	I select from observations

**Reflexive
Loop**



Observable data and experiences

Adapted from
Chris Argyris, Harvard



Liberating Structures

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- Book: Liberating Structures: Including and Unleashing Everyone (in progress)
- keith@liberatingstructures.com
henri@liberatingstructures.com

