

The background features a series of concentric circles drawn on a light-colored tiled floor. The tiles are arranged in a grid pattern, and the circles are centered in the upper-middle part of the image, creating a sense of depth and focus.

Unleashing A Culture of Innovation

Liberating Structures Immersion Workshop

Quality Summit 2016

Purpose: What We Hope & Believe Will Happen

We will stop waiting for permission

Across silos, we will find new ways to tackle complex problems

We will recognize and stop practices that unwittingly exclude voices & waste ideas

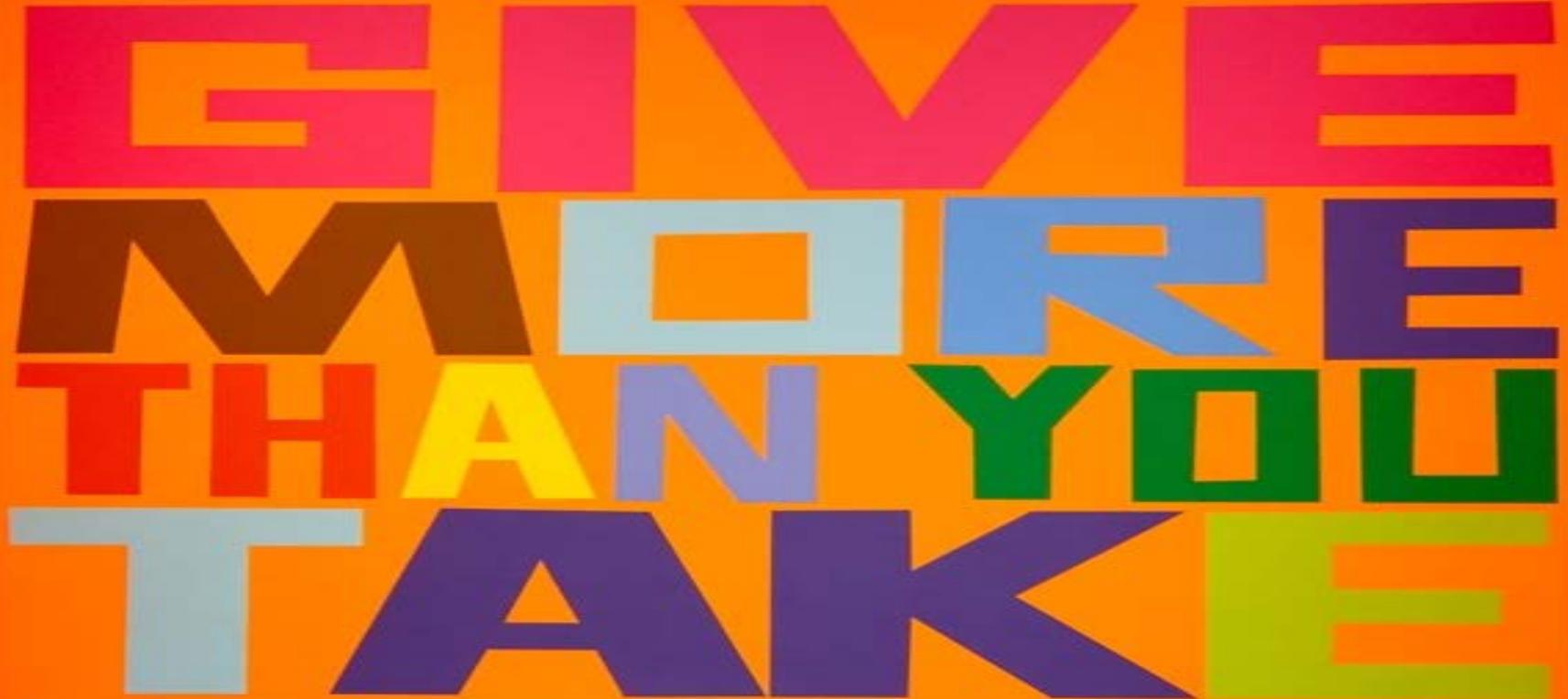
We will recognize unproductive patterns and match LS to challenges-at-hand

We will safely take bigger innovative risks that improve patient outcomes



Impromptu Networking

Rapidly share challenges and expectations, building new connections



**GIVE
MORE
THAN
YOU
TAKE**

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

What is a big challenge you face?

(something you would like to make progress on during the workshop)

**What do you hope to get from
and give to this group?**

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

What did you notice?



What was liberated?

What was structured?

Conventional Structures

Managed Discussion underway



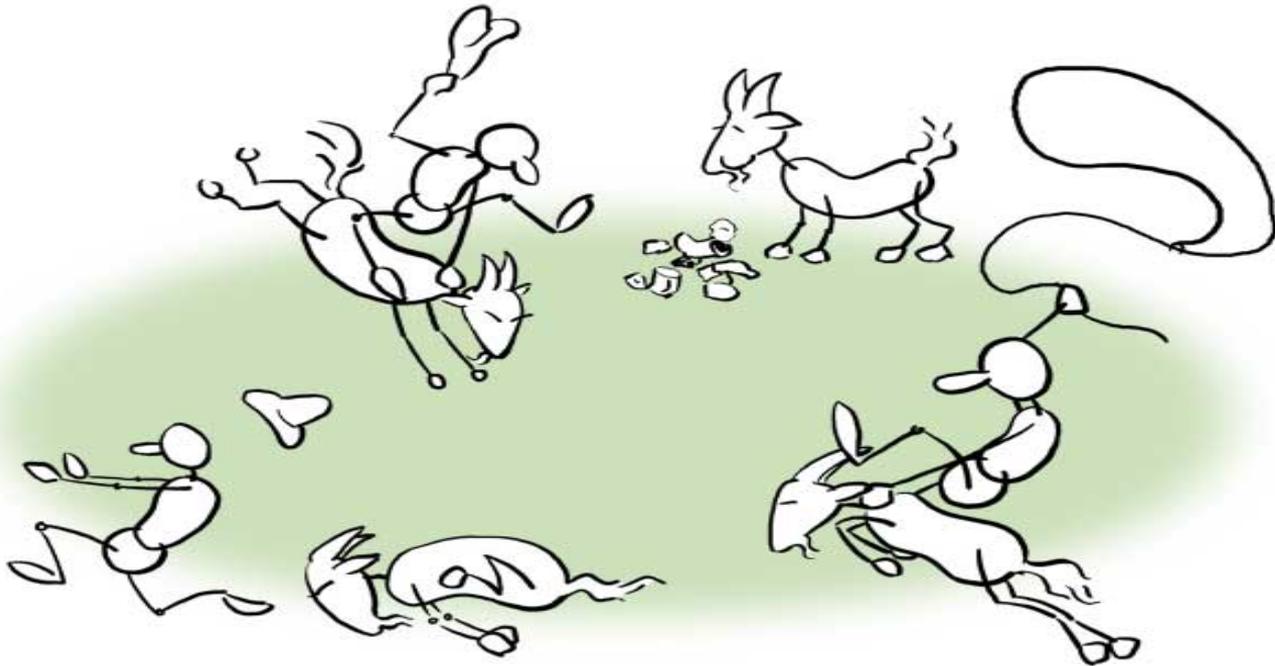
Ubiquitous, Often Unnoticed

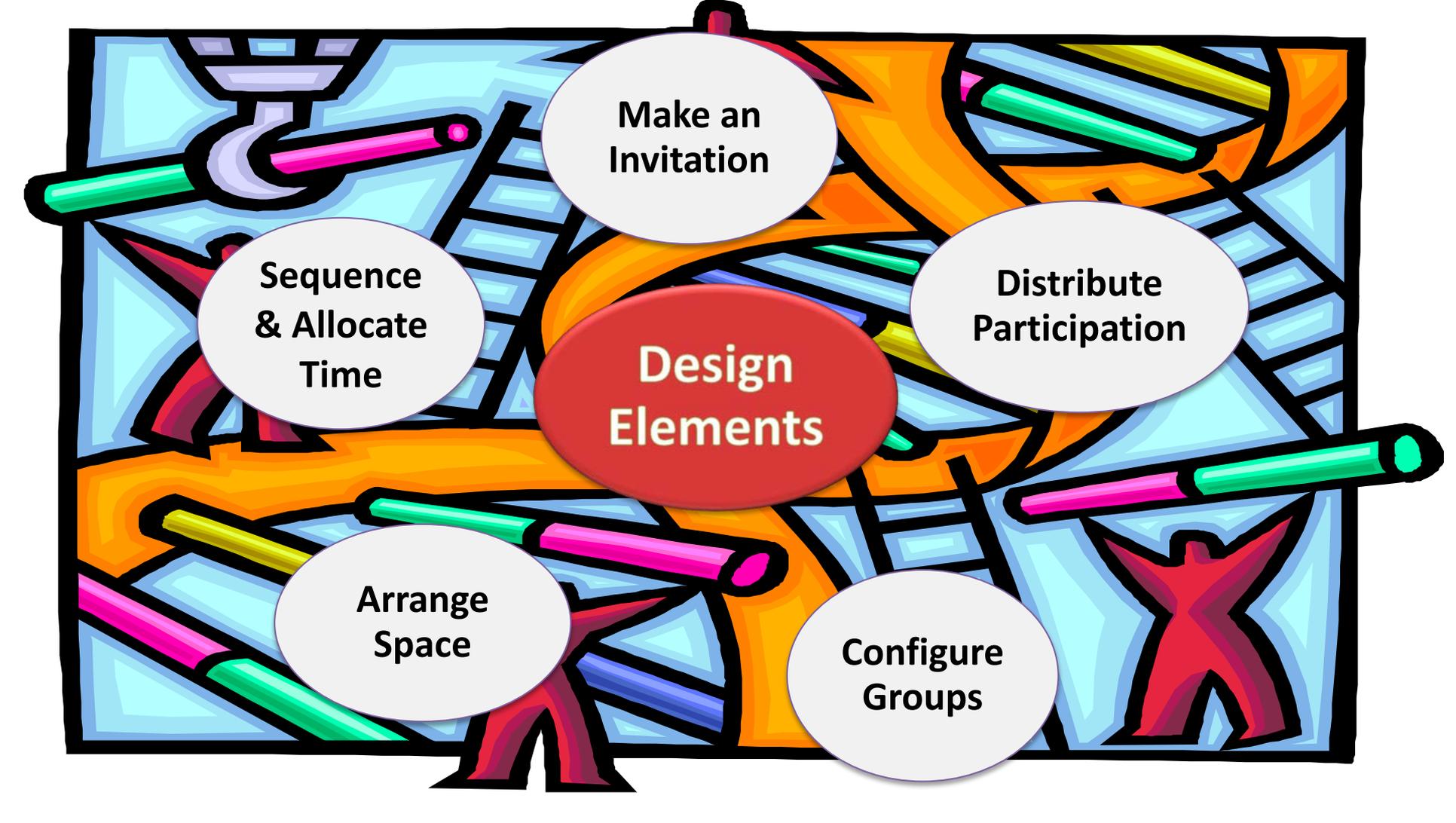
Presentation underway



Open Discussion

“The Goat Rodeo”





Make an Invitation

**Sequence
& Allocate
Time**

**Distribute
Participation**

**Design
Elements**

**Arrange
Space**

**Configure
Groups**

**Listen to me
from start to
finish**

**Intro, then 99%
presentation,
then “any
questions?”**

Presentation

**Everyone can hear &
see the same
information
simultaneously**

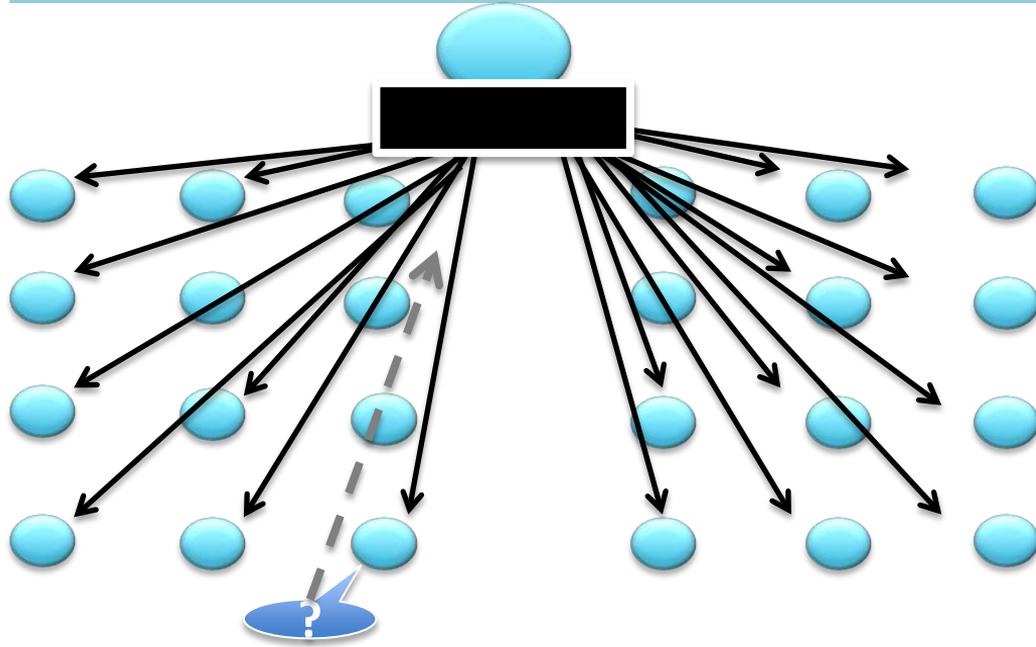
**One presenter
speaks,
everyone else
listens**

**Presenter in
front, audience
facing same
direction**

**One person
and a large
group**



Over-Controlled *Presentation/Lecture*



- Uniform relationships
- Engaging only one person or a select few in shaping direction
- Flow in one direction

**Respond as
you see fit**

**Intro topic,
then 99% free-
for-all
discussion**

Open Discussion

**Many people can
express their opinions
one at a time**

**Anyone can try
to *jump in* at
any time**

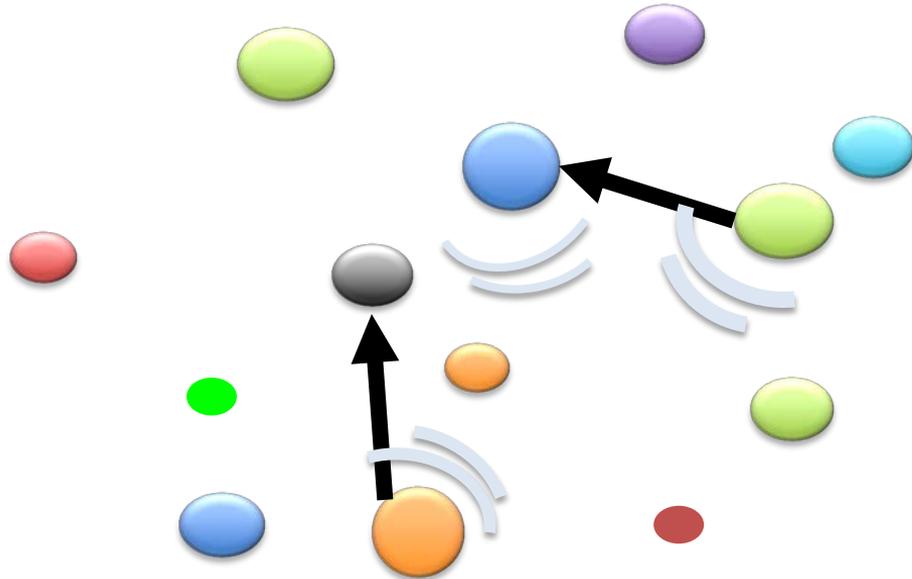
**Within a room
or a virtual
environment**

**One undivided
group**



Under-Controlled

Open Discussion



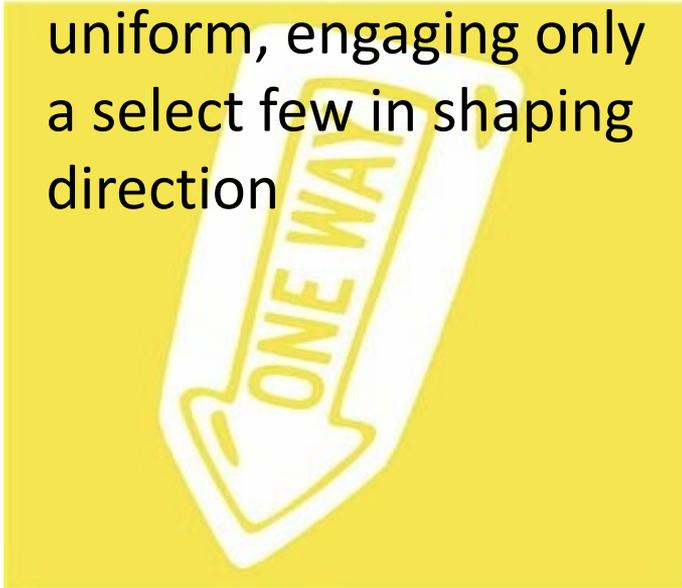
- Unstable relationships
- Anyone can jump in
- A false promise of consensus
- Flow too random to shape direction

Conventional Structures

Too Tight or Too Loose

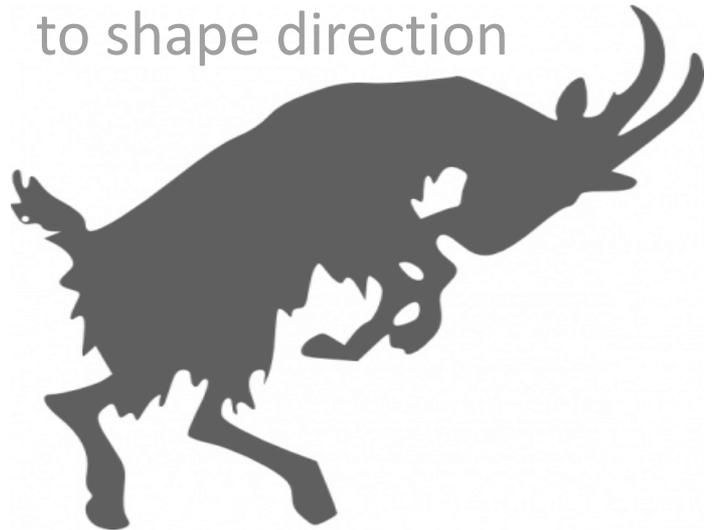
Presentation

Over-controlled, too uniform, engaging only a select few in shaping direction



Open Discussion

Under-controlled, too unstable and too random to shape direction



Conventional micro-structures



PRESENTATION



**MANAGED
DISCUSSION**



STATUS UPDATE



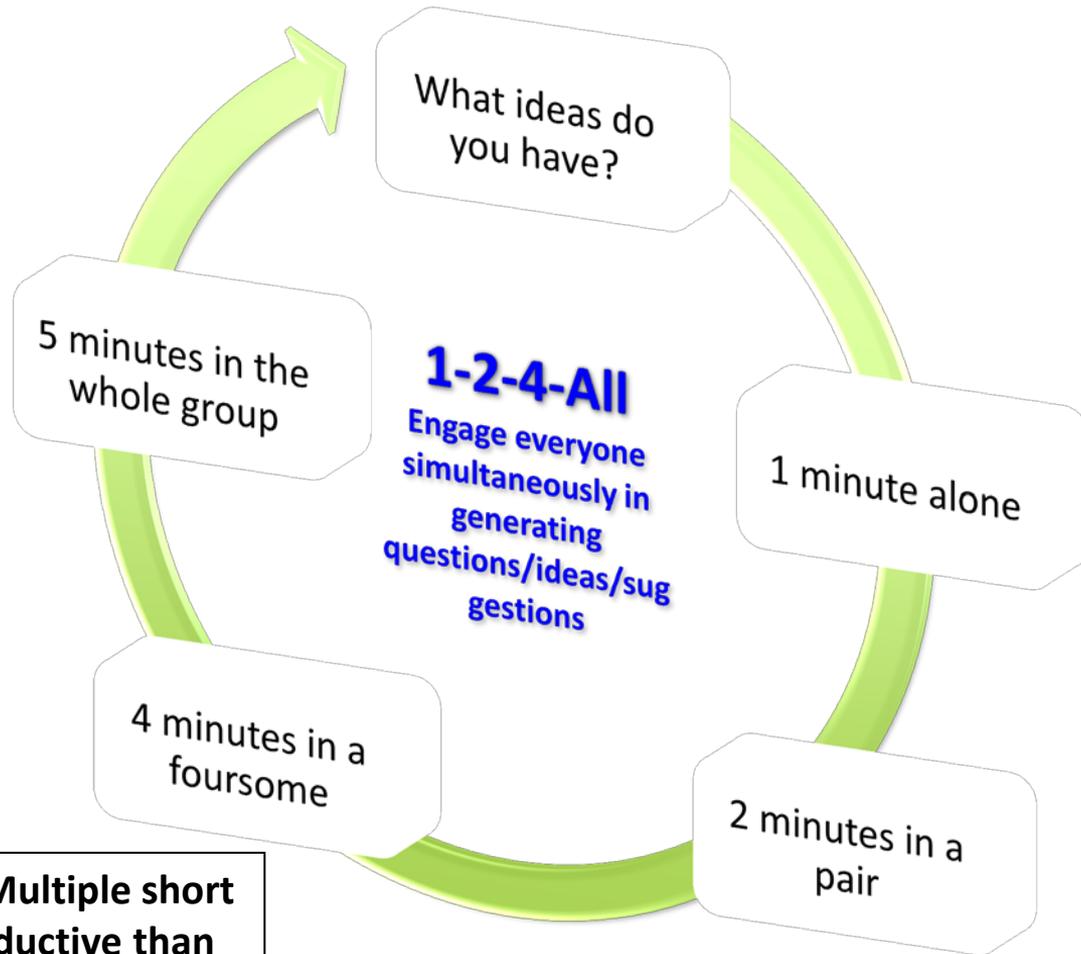
BRAINSTORMING



**OPEN
DISCUSSION**

OVER-controlled

under-CONTROLLED



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

Distributed (tight & loose)

Liberating Structures



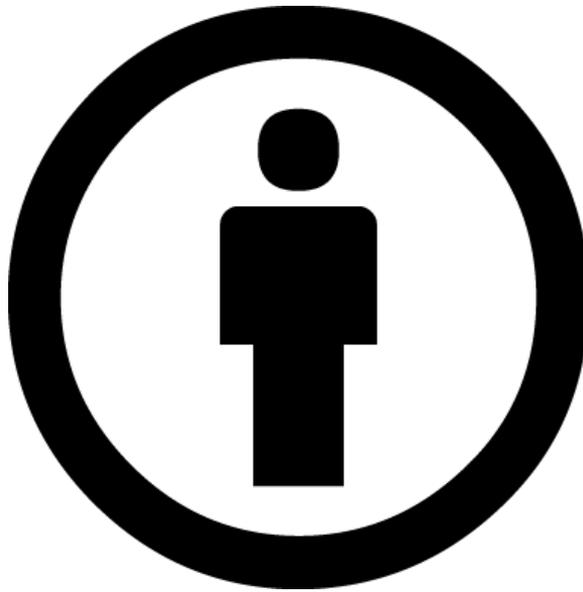
- Diverse yet interdependent relationships
- Distributed control, flow from any point, any direction
- As the action unfolds, direction is shaped by participants themselves out of local interaction



Attributes of Liberating Structures

- 1. Expert-less:** requires only a few minutes to introduce; novices can succeed after a first experience
- 2. Results-focused:** likely to generate better-than-expected purposeful results
- 3. Rapid cycling:** fast iterative rounds are very productive
- 4. Seriously fun:** boosts joy, freedom & responsibility
- 5. Inclusive:** together, everyone is invited to shape next steps
- 6. Multi-scale:** works for everyday solutions, projects, strategy, movements
- 7. Self-spreading:** simple to copy without formal training
- 8. Modular:** the parts can be combined & recombined endlessly

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You can use 'em, share 'em but you can't sell 'em



Simple Rules to Unleash A Culture of Innovation

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

LS make it possible *for everybody* with a stake to have a voice, *for everybody* to have freedom to act and seize opportunities, and *for everybody* to take into account other peoples voices, mutually shaping next steps together.



Diverse LS Users

Adoption Across Domains & Geography

4-H Youth

AARP

AAMC

Amazon

AHA

American Express

American Red Cross

Banff Centre

Billings Clinic

British Columbia Safety Council

Buddhist Peace Fellowship

Capital One

Catholic Health Initiatives

Center for Ethical Leadership

Chaordic Alliance

CHEF

Children's Hospital & Health Center

Choice

Clinton School of Public Service

CPM/Elsevier

Dental Health Foundation

Drexel College of Medicine

Empire Health Foundation

Executive Alliance

Foundation for Community Vitality

Gates Foundation

George Washington University

Group Health Cooperative

HRET

Indiana University

Intuit

IDM

Kaiser Permanente

Kelowna General Hospital

King County Library System

Longmont Justice Partnership

Mayo Clinic

McGill University

Memorial Health System

Merck

Miami-Dade County Alliance

Microsoft

Molina Healthcare

NASA

NW Regional Primary Care

One45

Ontario Agency for Health

PATH

Pioneer Network

Plexus Institute

Providence Health System

Purdue University

Regence

Rural Hospital Network

Rutgers University

RWJF

Sacred Heart Medical Center

Scripps Health

Seattle Public Utilities

Serono

Smithsonian Institution

Social Venture Partners

The Seattle Center

TESC

Tulane University

UBC

United Nations (ITC-ILO)

University Health Network

University of California Davis

University of California Berkeley

University of Colorado

University of Michigan

University of Texas EL, MB, & Austin

University of Utah

University of Washington

University of Wisconsin

US Health & Human Services

US Whitehouse

US State Department

Veterans Health Administration

VHA Health Foundation

Via Hope

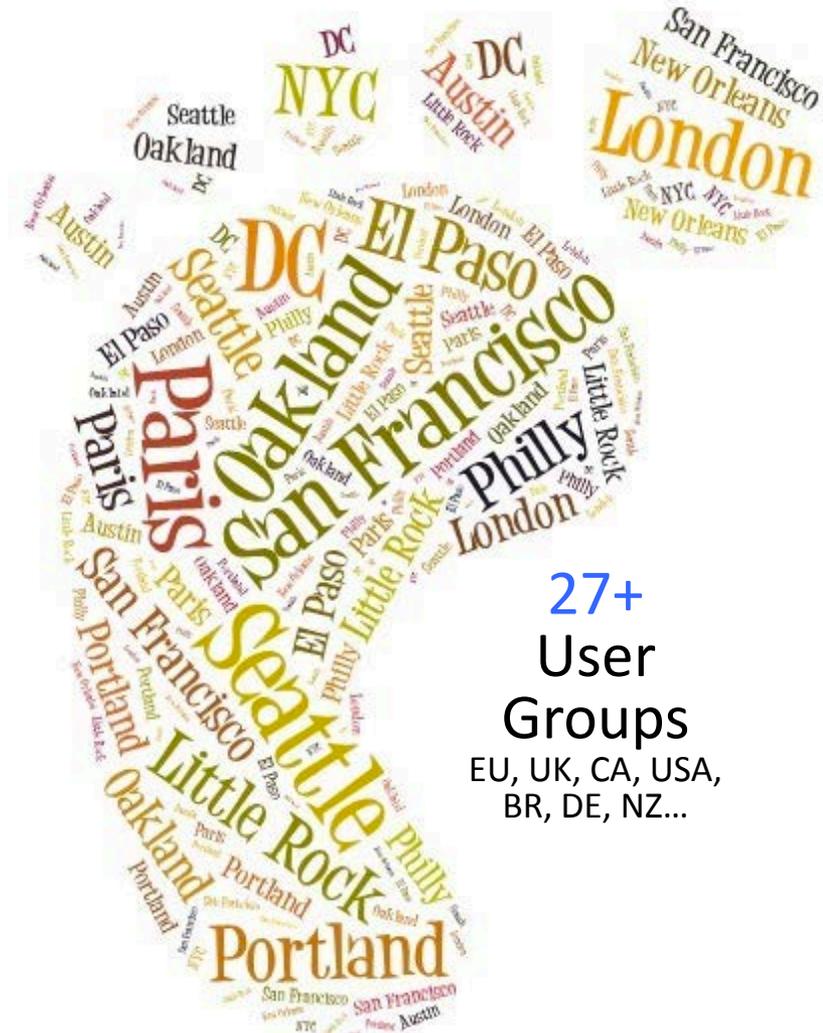
Whole Foods Market

World Affairs Council

World Bank

World Technology Network

Yukon Government



Playful title

IMPROMPTU NETWORKING

Clear purpose

Rapidly share challenges and expectations
while building new connections

Icon

By Lesley Jacobs



Steps & Timing

Sequence of Steps & Timing

1. Find someone you don't know well. Each person responds to the question. (4 mins total to share)
2. Bells *DING*
3. Switch partners and respond to the same question. (4 mins total to share)
4. Bells *DING*
5. Switch and repeat. (4 mins total to share)

Design Group Principles!

Min Specs we will obey as we move toward our purpose

- 1. Must not make LS a top-down program or compel anyone to use it**
- 2. Must connect minds and bodies as we are learning—no sleep-inducing PPT**
- 3. Rather than telling people what they are learning or how they should practice, we must invite self-discovery**
- 4. Must talk less and do more**
- 5. Must stop waiting for “permission”**
- 6. Must clarify purpose before starting a new activity**

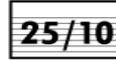
- Simona
- Shannon
- Richard
- Marcia
- Marlies
- Keith K
- Keith Mc



AGENDA

LS Immersion Workshop



<p>1 Impromptu Networking</p>  <p><i>Microstructure DNA</i></p>	<p>2 Appreciative Interview</p> 	<p>3 Nine Whys</p>  <p><i>+ 9 word purpose statement</i></p>
<p>4 1-2-4-All + Wicked Questions</p> 	<p>5 Min Specs 15% Solutions</p> 	<p>6 Network Webbing + Pattern Cards</p>  <p><i>Stop Doing lunch option</i></p>
<p>7 25/10 Crowdsourcing</p> 	<p>8 Ecocycle & Panarchy</p> 	<p>9 Improv Prototyping + Helping Heuristics</p> 
<p>10 Troika Consulting + LS Matchmaker</p> 	<p>11 What, So What, Now What?</p> 	<p><i>Design Group Debrief Option</i></p> 

- a) Features the most versatile LS, suitable for routine meetings, projects, and strategy
- b) Four 90-minute blocks with 3-5 microstructures featured in each segment
- c) Reflection, design, and theory *bursts* are included in each segment
- d) These LS are *building blocks* for other LS





Appreciative Interviews

Discover & Build on the Root Causes of Success

- Appreciative *Critical Incident* Interview
 - When have you made progress **or nearly been stopped cold** when working on a safety challenge (or any important challenge you face)?
 - Is a story coming to mind?



Appreciative Interviews

Discover and build on the root causes of success

Find a partner, someone you don't know well.

- Tell a story about time when you made progress with others in handling a difficult safety or quality challenge.

Give the story you collect a name if you are inspired



Appreciative Interviewing Tips

Discover and build on the root causes of success

- Sit face-to-face and knee-to-knee for the interview
- Ask about the context
 - When, Where, Who, How
- **DO NOT** share your own experience
- Collect details of the journey:
 - Status quo, barriers, action, reversals, powerful discoveries
- Try to find a moment that sums up the drama and the deeper meaning
- Take time to explore what nearly stopped you cold and conditions or assets made the success possible.

3. Practice Deep Respect for People and Local Solutions

Must Do's (start and amplify)

- Engage people *doing the work* & familiar with the local context.
- Trust and unleash their collective expertise and inventiveness to solve complex challenges.
- Let go of the compulsion to control.

Must Not Do's (stop and reduce)

- Import *best practices*, drive *buy-in*, or assume people need more training.
- Privilege experts and computer systems over local people and know-how.



9 Whys

Make the purpose of your work clear

A powerful purpose attracts participation and has two essential attributes:

1. A personal touchstone for you as an individual

2. Fundamental justification for the existence of your work to the larger community



9 Whys

Make the purpose of your work clear

Why is the work you are doing important?

Why are the people you serve important to you?

*You may refer back to the
Appreciative Interview*



9 Whys

Make the purpose of your work clear

- Make a legible list of tangible things you do in your everyday core work. (1 min)
- Your partner will ask why your work and why the people you serve are important to you.
- Now, get into *fresh* pairs.



9 Whys (aka the toddler)

Make the purpose of your work clear

- **Partner 1:** Briefly share your activity list.
- **Partner 2:** Start asking Why... (4 min.)
 - Why is this work important to **YOU**?
 - **First answer,** “_____....” Hmmm, why is *that* important to you?
 - **Second answer,** “_____....” OK, if your dream came true last night, **what would be different for the people you are serving?**
- Keep asking, “*Why... why... why...*” until you make a discovery about your partner’s *bedrock* purpose. Actively listen, digging deeper and deeper...
- **Then switch roles, repeat.** (4 min)



9 Whys

Make the purpose of your work clear

- Join with another pair
- Share your experience & insights by trying your hand at an 9 word purpose statement via 1-2-4-All (10 minutes)

Strong & Weak Purposes

Strong

- Speaks of an abiding and important activity within a healthy society
- Is a purpose for every individual and for the community as a whole
- Is never exhausted, even as participants' understanding evolves
- Gives meaning to every step along the way

Weak

- A platitude, full of sentiment but without real power
- A conventional mission statement, marketing slogan or tag line
- Can be achieved or made irrelevant. Meaningful to only a subset of all parties
- Requires a lot of explanation

Examples

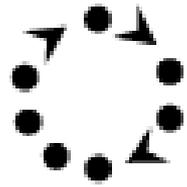
- ***American Heart Association*** exists to build healthier lives, free of cardiovascular diseases and stroke.
- ***Nordstrom*** works relentlessly to give the customer the most compelling experience possible.
- ***The Smithsonian*** exists to increase and diffuse knowledge.
- ***PBS*** exists to create content that educates, informs, and inspires.
- ***Liberating Structures*** exist to unleash everyone to work at the top of their intelligence.
- ***IKEA*** exists to create a better everyday life by offering a wide range of well-designed home furnishing products at prices so low that as many people as possible will be able to afford them.

9 Word Purpose

Name	LS exists to
Verb	unleash
Outcome	everyone
Focus	to work at the top of their intelligence

Your team/unit/AHS exists to:

1. Verb
2. Outcome
3. Focus



What is your idea for an 9 word purpose?

5 minutes in the whole group

1 minute alone

1-2-4-All
Engage everyone simultaneously in generating questions/ideas/suggestions

4 minutes in a foursome

2 minutes in a pair

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

9 Word Purpose

Name	LS exists to
Verb	unleash
Outcome	everyone
Focus	to work at the top of their intelligence

Your team/unit/AHS exists to:

1. Verb
2. Outcome
3. Focus

What did you notice?

What was structured? What was liberated?



What opportunities do you have to use these LS?

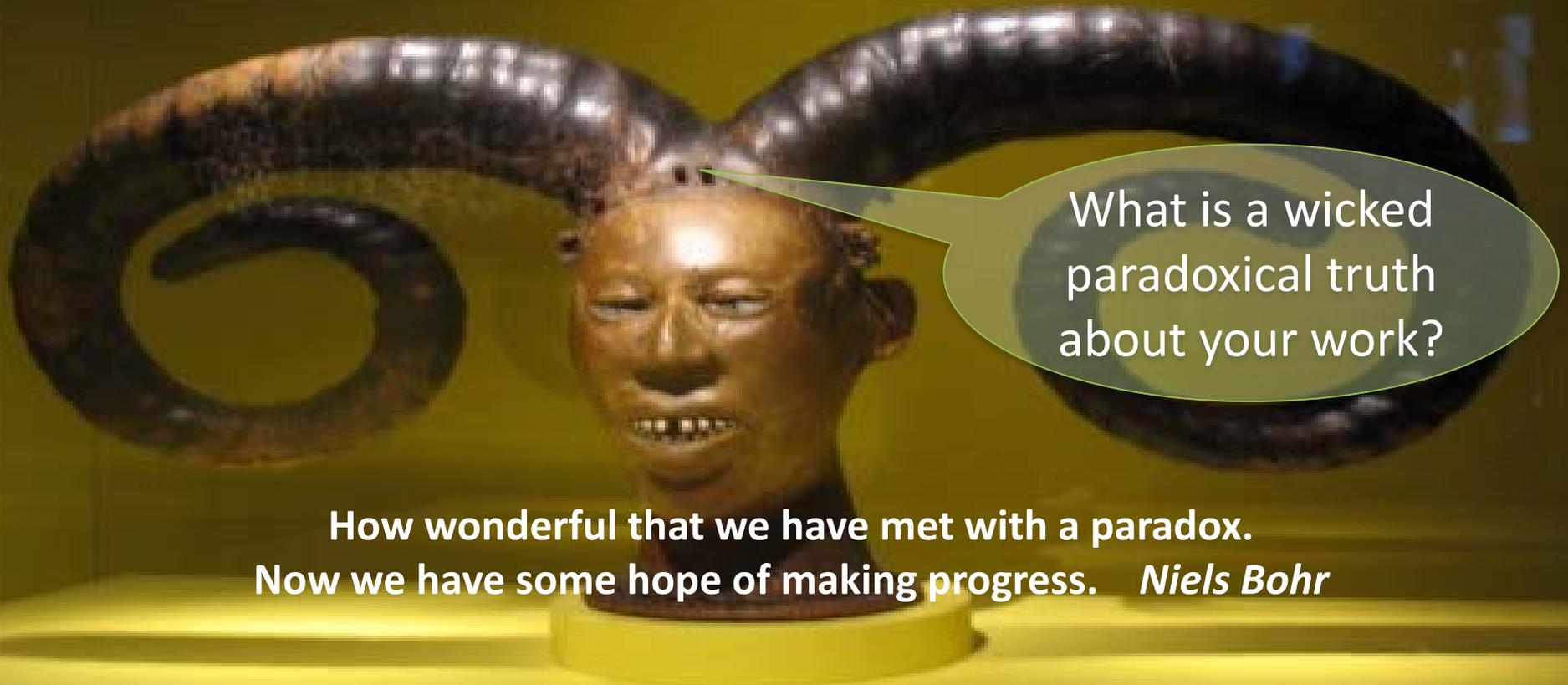
What invitation would you make?



Wicked Questions

Marcia

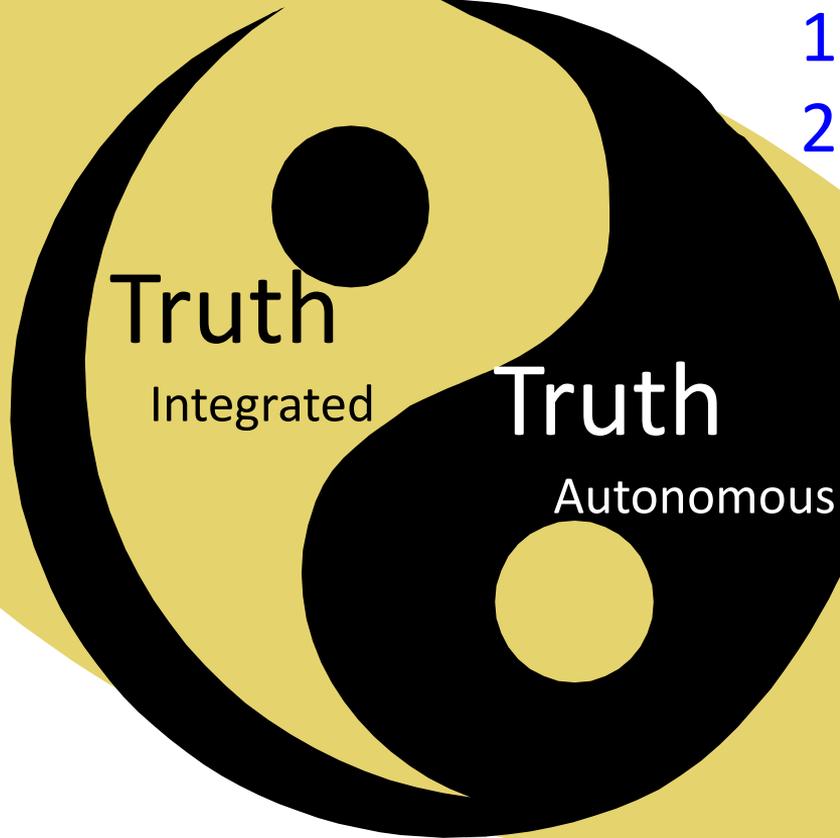
Articulate the Paradoxical Challenges a Group Must Confront to Succeed



What is a wicked paradoxical truth about your work?

How wonderful that we have met with a paradox.
Now we have some hope of making progress. *Niels Bohr*

Paradoxical-Yet-Complementary Truths



1. List the truths you face.
2. Pick the two most opposite and assign them a single word.

- Structure ~ Liberation
- Chaos ~ Order
- Surprise ~ Intention
- Individual ~ Group
- Confidence ~ Humility
- Rationality ~ Intuition
- Precision ~ Ambiguity
- Loyalty ~ Independence

Impossible Truths



As a LS user

- Precision ~ Ambiguity

Operating globally

- Autonomy ~ Integrated

Raising children

- Loyalty ~ Independence

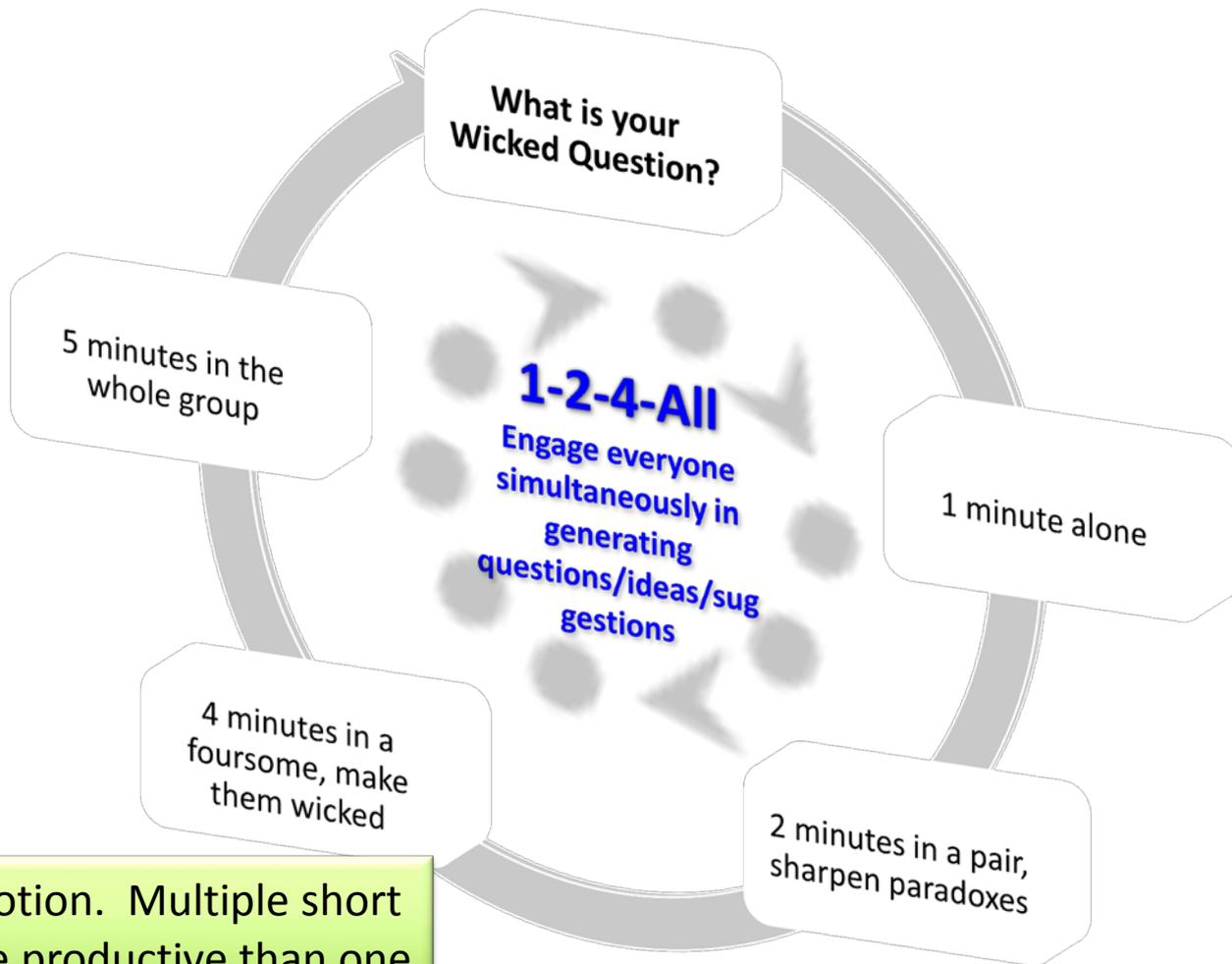
3. Compose a sentence

How is it that I/we raise children

[first truth] to be loyal & respect
the family rules

while [second truth]

independently taking risks, testing
boundaries, and authoring their
own lives?



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



Minimum Specs

Specify Only the Absolute Must-do's & Must-not-do's for achieving a purpose

Max Specs

Complex rules and regulations
give rise to simple and stupid
behavior.



Min Specs

Simple, clear purpose and principles
give rise to complex, intelligent
behavior.



Your “To Do” List

For a meeting or class that arrives at a productive endpoint

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

Often this is a long list of Max Specs



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

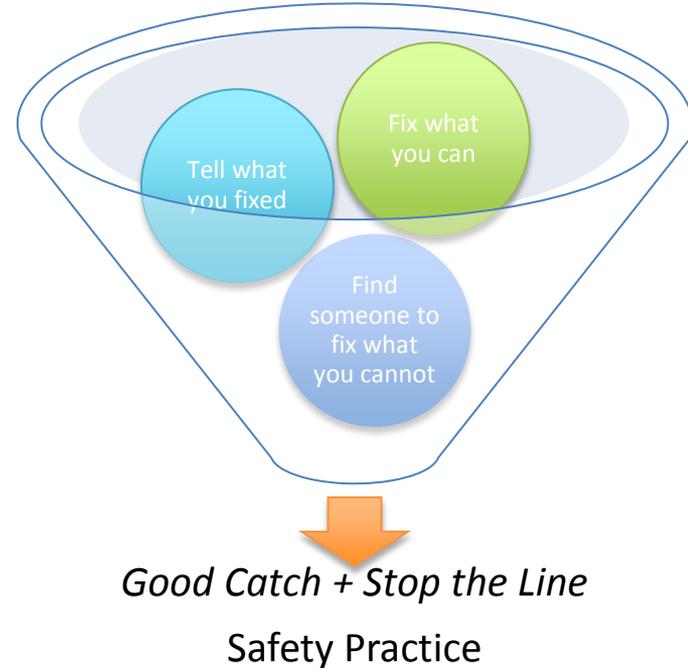
Specify only the absolute “Must do’s” & “Must not do’s” for achieving a purpose

<p>List of requirements to have</p> <p> A Successful Meeting or Class</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	
2. Recruit an expert speaker or give expert lecture	
3. Prepare a detailed agenda	
4. Project PowerPoint slides	
5. Articulate a compelling purpose	

Checklists and Min Specs

Simple—Complicated))) :: (((Complex—Anti-Fragile

done	CHECKLIST
[✓]	1. Review isolation precautions
[✓]	2. Wash hands with Purell
[✓]	3. Glove and gown when ____
[✓]	4. Clean surfaces with ____
[✓]	5. ...
[✓]	6.
[✓]	7.
[✓]	8.
[✓]	9.



'I am very brave generally,' he went on in a low voice: 'only today I happen to have a headache.' Tweedledum

Simple Rules for Strategy Making

What is made possible?

- By specifying only the minimum number of simple rules, the **Min Specs** that must **ABSOLUTELY** be respected, you can unleash a group to innovate freely while cultivating more ownership
- Often two to five **Min Specs** are sufficient to boost performance

- Helps focus and redirect resources to the core of your success and growth
- Eliminates clutter of non-essential rules or Max Specs
- Guides local adaptation and decision-making while moving toward global goals

A designer knows perfection is achieved not when there is nothing more to add but when there is nothing more that can be taken away. **Antoine de Saint-Exupery**



15%

15% Solutions

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



What can YOU do now to **stop**
a counterproductive meeting behavior?

Where do you have freedom and discretion to act?



TRIZ Micro-Design

Invitation:

- What can you do to to be sure _____ ?
[to reliably generate a *worst result* together]

Space: standing or in chairs

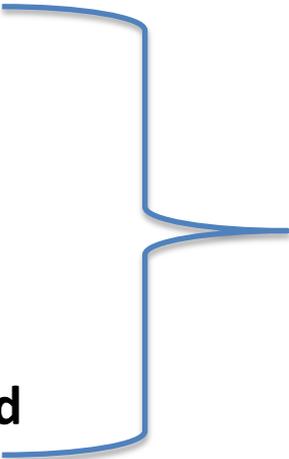
Time: 3 phases, 5-7 minutes each

Groups: 1-2-4-All

Participation: Everyone is invited & involved



Changes



Stays the same

Different Structures, Different Purposes

Conventional

Same micro-organizing elements & DNA

Liberating

Menu of 33+ alternate ways of organizing that make it possible to include & engage more people

- Presentation
- Managed Discussion
- Status Update
- Brainstorming
- Open Discussion

Inherited

Invented

Predictably Dull

Seriously Playful

Expected Results

Novel Results

LS Menu	Wicked questions	What? debris	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	TBRZ	Shift & share	Helping heuristics	Design storyboards	Generative relationships	Ecocycle
Impromptu networking	15% solutions	25:10 crowdsourcing	Conversation cafe	Celebrity interview	Agree/certainty matrix	Panarchy
9-whys	Troika consulting	Wise crowds	User experience fishbowl	Social network webbing	Simple ethnography	Purpose to practice



Social Network Webbing

Map informal connections and decide how to strengthen the network to achieve a purpose





Social Network Webbing

Map informal connections & decide how to strengthen the network to achieve a purpose

Informed by Four Questions

Think about the activities you are involved in now that relate to Liberating Structures.

- 1. Go to the primary person with whom you have collaborated prior to this workshop?**
- 2. So far, from whom did you get new ideas and inspiration during the workshop?**
- 3. Who would you like to get involved in taking next steps with LS? Perhaps someone you just met here.**
- 1. Who would you like to see at a follow-on user group meeting?**

Network Patterning Cards

Identify and shape more productive network patterns

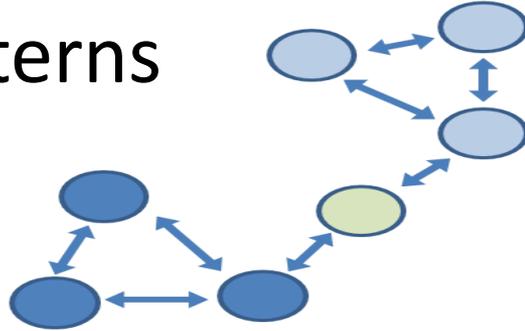


1. Pick a group or team in your work life [1]
2. Select three pattern-cards which describe *how you work together*, then label them A-B-C [5]
 - a. Represents the “official” pattern (*what you say*)
 - b. Represents your on-the-ground experience of working in this group (*what you do*)
 - c. Represents a pattern that might generate more productive interaction
3. Share your selections & get imaginative help via 1-2-4-All
 - Every pattern carries challenges and opportunities. There is no one perfect solution but rather an individual and collective choice about how to organize effectively to achieve productive endpoints. Ask your colleagues for help.

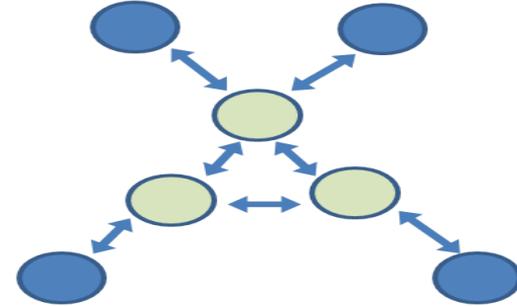
A Bridge to the Outside World:
Boundary Spanner

Network Patterns

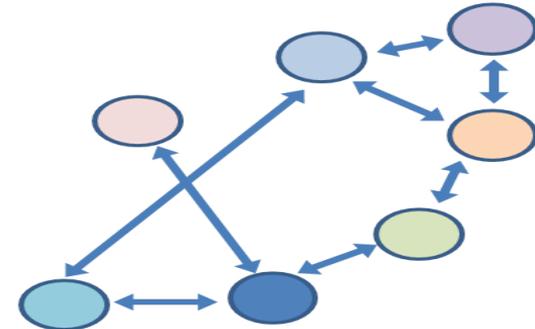
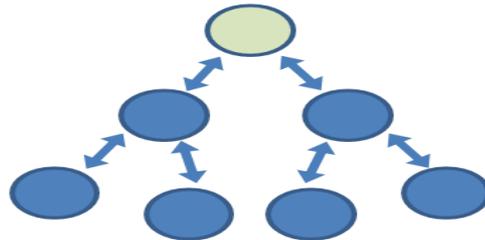
Legend



The Inner Circle:
Core-Periphery Network



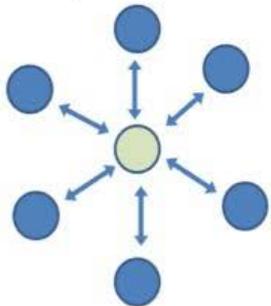
Color = differentiated or unique role
Spacing = relative coordination (tight or loose)
Arrows = flow of power, information or know-how



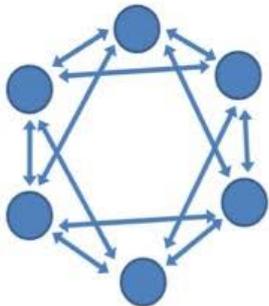
Ten Network Patterns

Source: Eva Schiffer, Net-Map

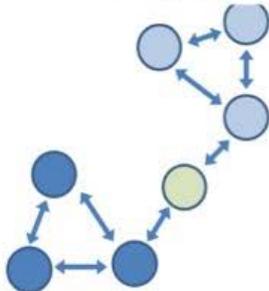
It's All About You: *Hub & Spoke Network*



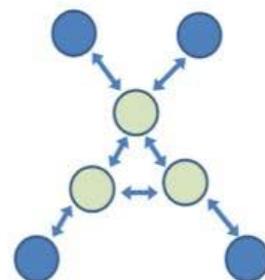
Everybody Holding Hands: *Cohesive Clique*



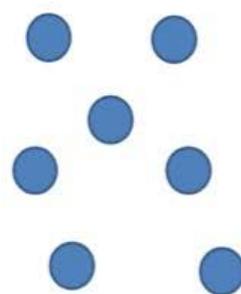
Bridge to Outside Worlds: *Boundary Spanner*



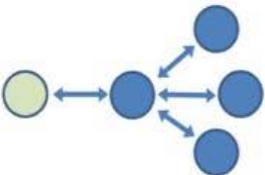
The Inner Circle: *Core-Periphery Network*



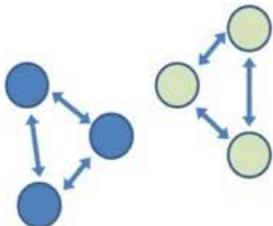
Going Solo: *Autonomous Individuals*



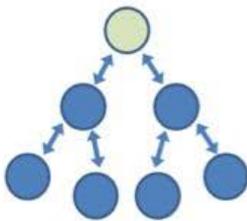
Get Past the Dragon: *Gate-Keeper*



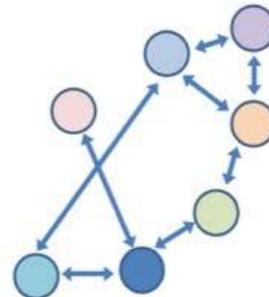
Birds of a Feather: *Homogeneous Coalitions*



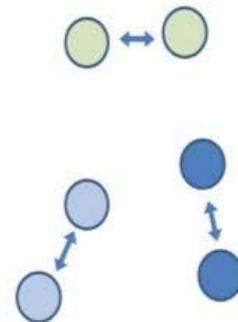
The Boss Is the Boss: *Strict Hierarchy*



Celebrating Diversity: *Heterogeneous Network*



Twosomes: *Homogeneous Pairs*



LUNCH

- OPTIONAL SESSION

Keith's **Stop Doing** List: **when leading and facilitating, what I have stopped doing**

- WHAT have you noticed that anything is missing from this workshop? What would you expect but it not present here?
- Make a short list. Compare with your neighbor.
- SO WHAT? How do you explain your learning experience without these elements?

Keith's Stop Doing List

for Leading and Facilitating

What I have **stopped doing** :

- i. Generating visions
- ii. Inviting detailed report outs
- iii. Over-helping via summarizing
- iv. Inviting *Open Discussions*
- v. Controlling or re-directing flow
- vi. Rendering definitive judgments
- vii. Documenting data exhaustively
- viii. Using flip charts
- ix. Making ground rules
- x. Seeking consensus on *A solution*
- xi. Answering questions *first*
- xii. Avoiding differences
- xiii. Inviting experts only
- xiv. Over-explaining invitations
- xv. Using "Parking Lots"



What I have **started** or substituted:

- i. Focus on making purpose clear
- ii. Invite fabulous insights only
- iii. Focus on self-discovery in groups
- iv. 1-2-4-All or What³
- v. Participatory *out-loud whispering*
- vi. Adapt creatively as new evidence arrives
- vii. Reliance on social proof & storytelling
- viii. Graphic templates for proceedings
- ix. Tight microstructure via *min specs*
- x. Launch multiple action experiments
- xi. Give questions back to group
- xii. Productively work *with* difference
- xiii. Include unusual suspects
- xiv. Precisely ambiguous questions
- xv. Sorting & sifting via 1-2-4-All + 9 Whys

25/10

25/10 Crowd Sourcing

Simona

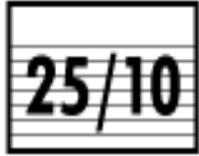
Rapidly generate and sift a group's most powerful actionable ideas

On index cards, each participant writes:

- If you were 10 times bolder, what would you do to safely take a bigger risk to improve patient outcomes?
- What is your first move?

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



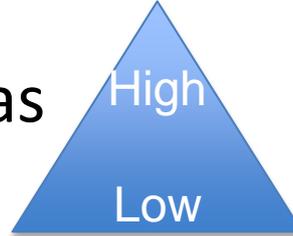
25/10

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

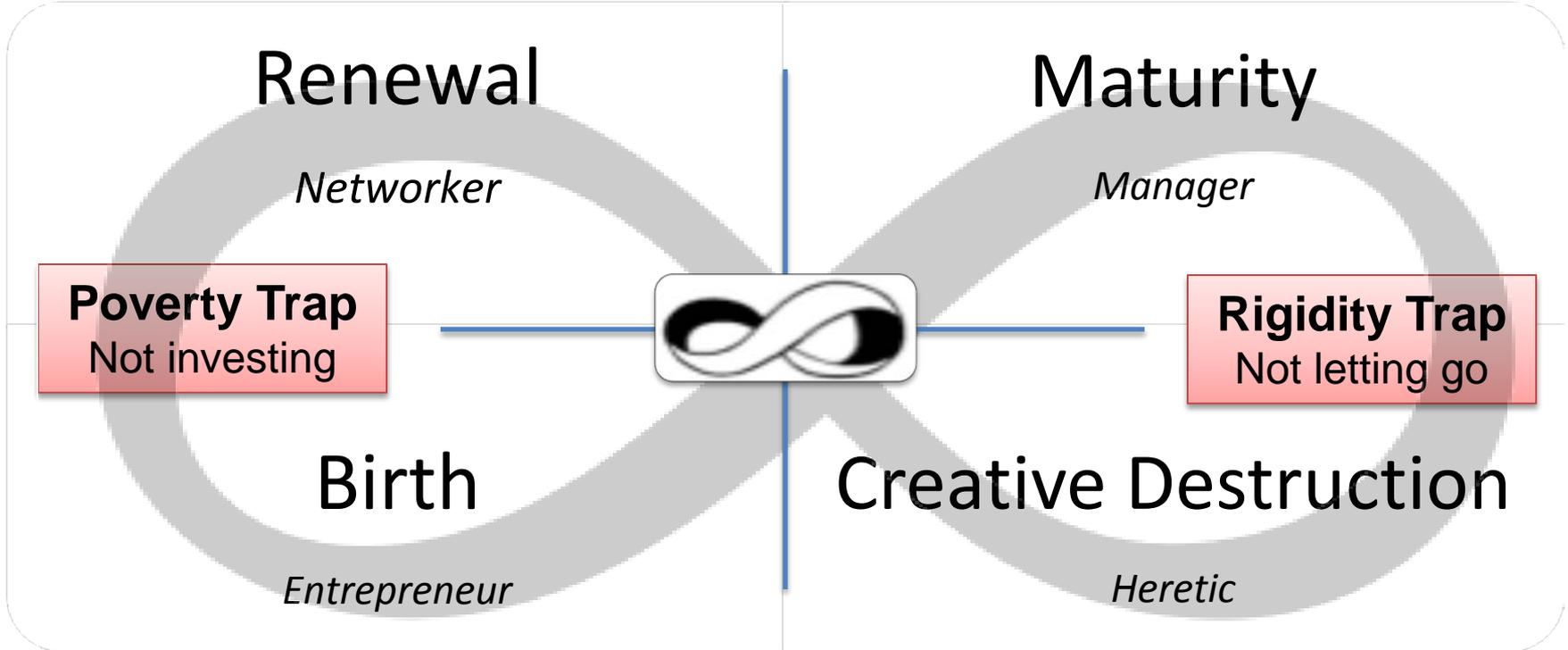
If you have more than 5 scores, add them together, divide by the total number of scores, then multiply by 5





Ecocycle Planning

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





Personal Adaptive Practices

activities you spend time and \$ **doing**... or planning to do
to adapt productively within and across AHS

1. ...

2. ...

3. ...

4. ...

5. ...

6. ...

7. ...

8. ...

9. ...

10. Join in Change Day

11. Explore Design Lab

12. Try Liberating Structures

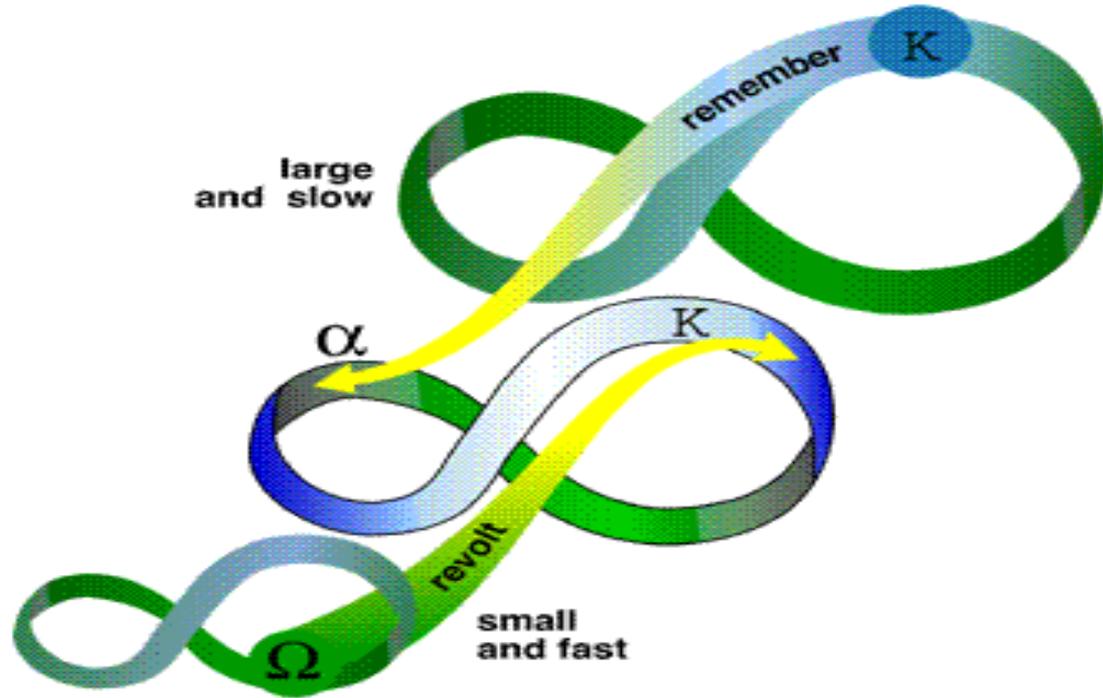
Panarchy

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



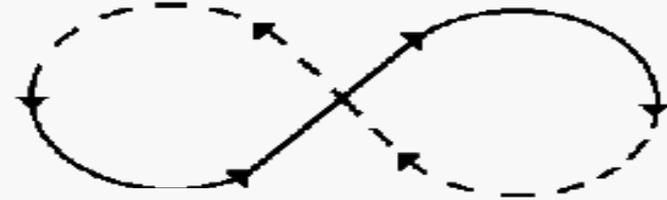


Public Perception or "Myth"

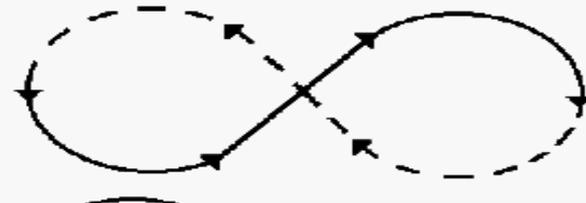
...

A Panarchy Lens

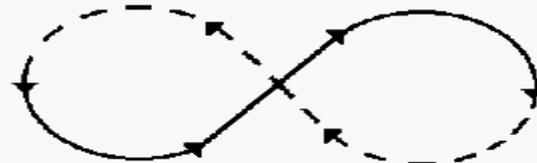
Theme: your challenge in spreading
LS or any innovation



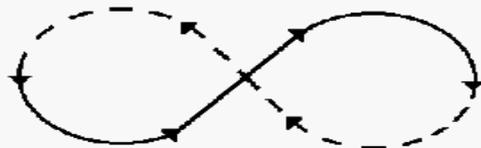
Policy



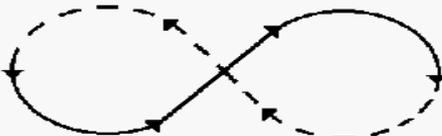
Industry or Sector



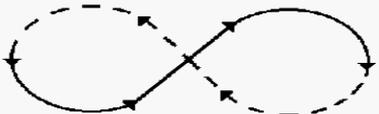
Organization



Individual Leaders
or Teams



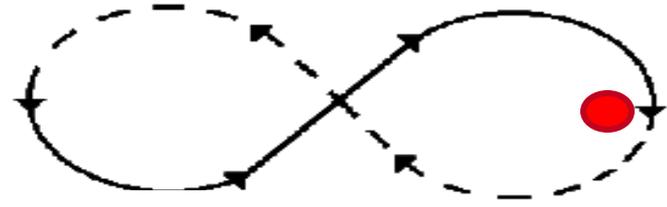
Micro Scale or
Environmental Context



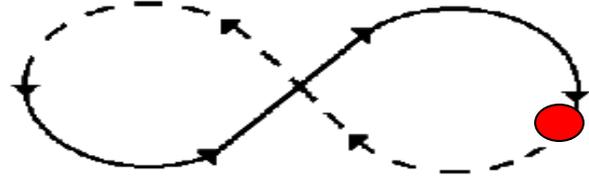
At each level, how do you
assess your challenge at this
moment in time?
What "cascades down"
& "revolts up" are flowing?

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.”

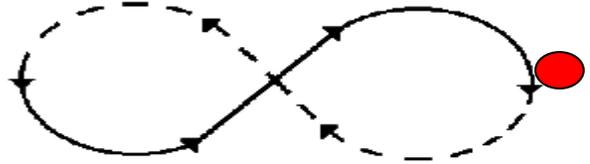
Public Perception “Myth” MRSA is an inevitable part of modern healthcare (Rigidity Trap?)



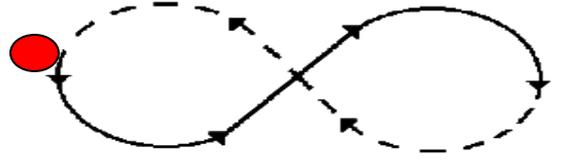
Medicare Policy shifting to non payment & transparency for HAIs



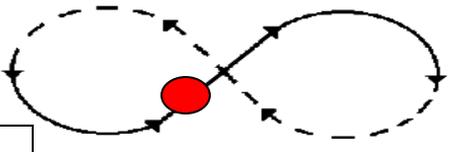
Industry or Sector Prevention Practices still trying & wasting \$ to educate, bribe or punish (Rigidity Trap?)



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



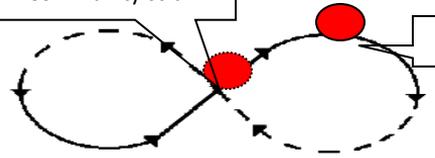
Individual Project Leader stops over-controlling, unleashing more unit-based self-organization



MRSA Bacteria is exploiting growth opportunities in community & clinical settings

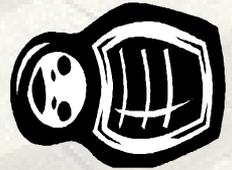
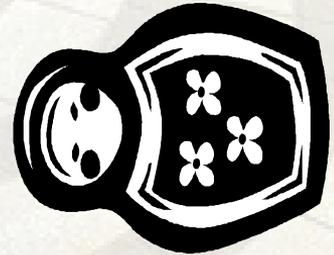
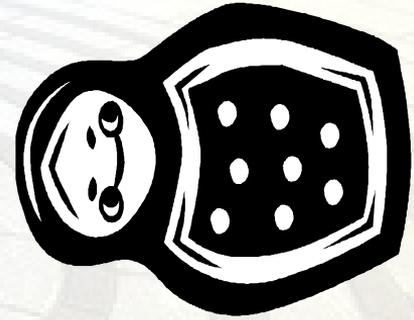
Community strain

Healthcare associated



Draw Out Your Panarchy

- Pick a complex multi-level transformation challenge you care about
- Name the levels first by yourself, then with one other person, then with your posse if they are here.
 1. Create a drawing with all the levels
 2. How many levels you are working on now?
 3. What is cascading down & what is rising up?
 4. Generate strategies for noticing or influencing what is unfolding a levels above and below you



:: Improv Prototyping (IP)

Develop effective solutions to chronic problems while having serious fun



- Why improv?
 - In improv, all interactions are “offers” which are accepted or blocked by others
- We will practice improvising the five **Helping Heuristics** to hone skills and explore how they do or do not help us move forward
- We will invent innovative patterns & solutions together!

:: :: Quiet Presence



After the topic is broached, the **most** you can say is:

Topic:
What are the challenges & opportunities you see for: using LS; or, improving staff engagement?

***What else?
Tell me more...***

TIPS: **Do not interrupt** their narrative.



Inquire only to get to the root cause:

***Do you have a story about a
time when you made progress
or were stopped cold?***

TIPS: Use all your curiosity! Find out about the conditions and assets under the surface.

:: :: Kind Provocation



Share ideas your partner may not see.

***Would it be possible for
you to try _____?***

TIPS: Gain commitment to your idea.



Inquire to deepen awareness of the pattern.

***Talking this way, are we
getting anywhere
together?***

TIPS: Listen carefully and make adjustments

:: :: Generative Shaping



Probe & inquire. Shape a pattern that elevates ideas with mutual appeal.

YES, and... !
If this, then _____!

TIPS: Build on top of bold ideas. Go wild!

Improv Prototyping



Keith /
Shannon

Develop effective solutions to chronic problems while having serious fun

You notice:

- That **new ideas get shut down and dismissed** at your meetings. You feel brave today and decide to bring it up with one of the leaders.





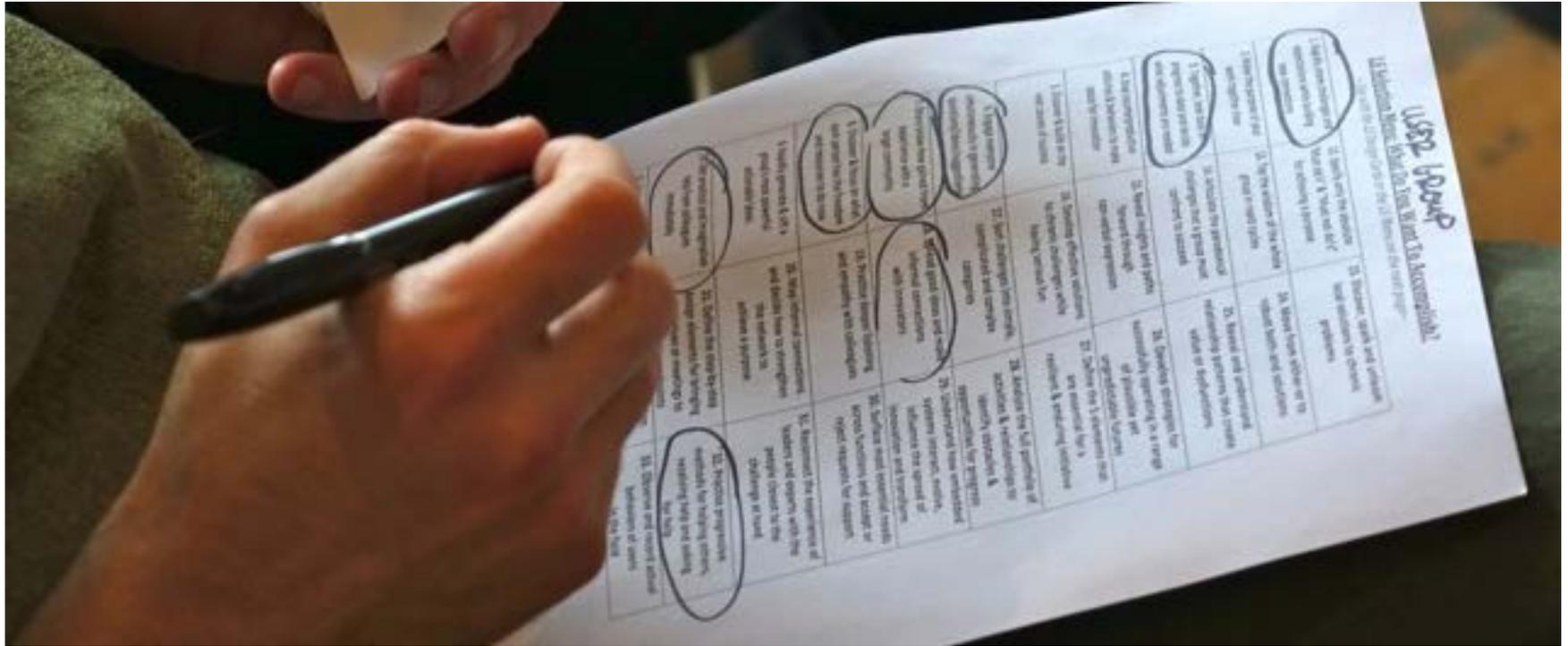
Troika Consulting + *LS Matchmaker*

Get practical and imaginative help from colleagues immediately

- You are invited to match specific LS to a current challenge you face [see handout]
- You are invited to ask for imaginative help with
 - Your just recently formed string, or
 - any challenge you face

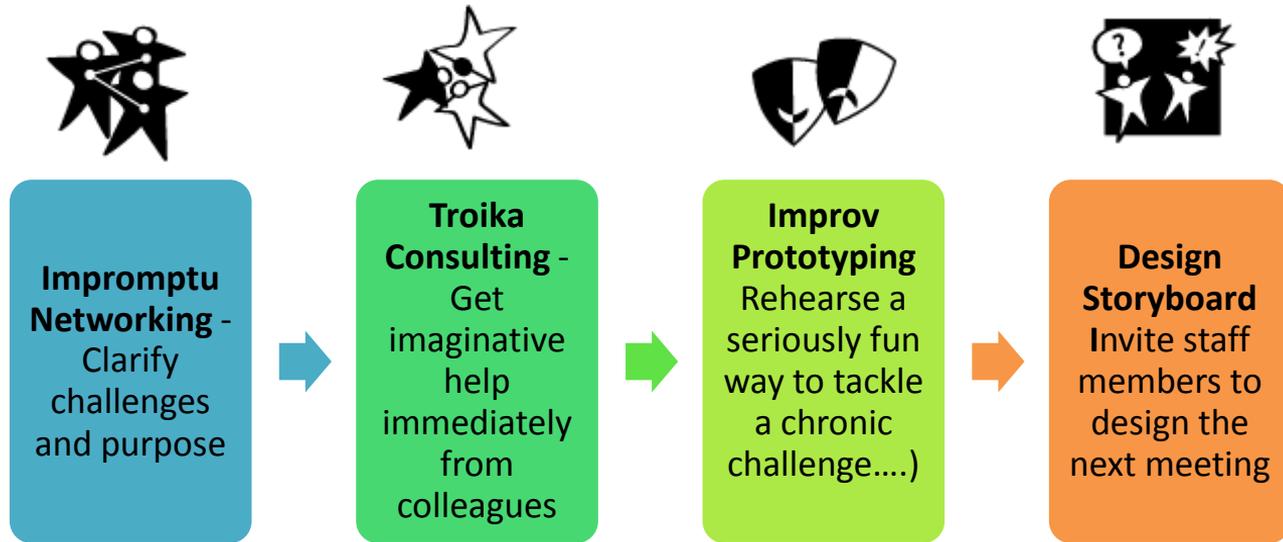
LS Selection Matchmaker

What objectives serve your purpose?



<http://www.liberatingstructures.com/matching-matrix/>

Reinvent Your Staff Meeting



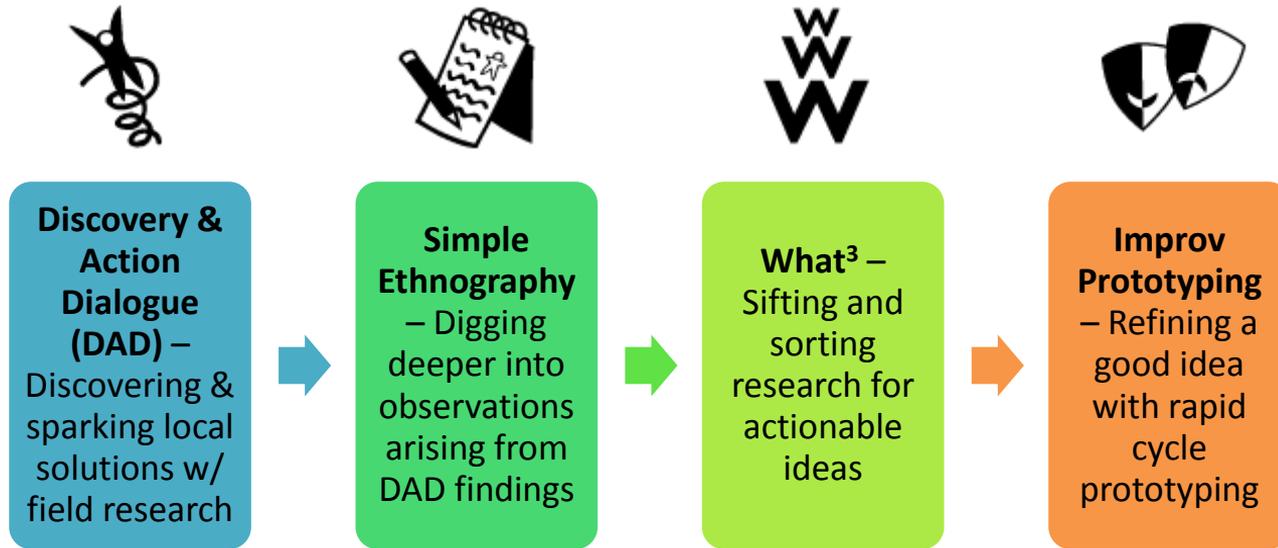
<http://www.liberatingstructures.com/2-impromptu-networking/>

<http://www.liberatingstructures.com/8-troika-consulting/>

<http://www.liberatingstructures.com/15-improv-prototyping/>

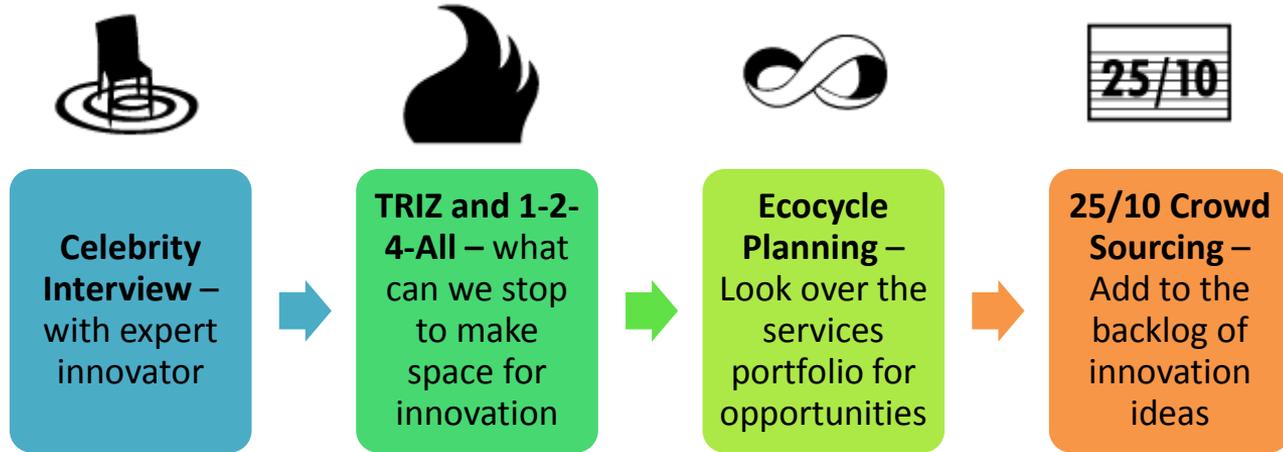
<http://www.liberatingstructures.com/21-design-storyboards/>

Action Research



<http://www.liberatingstructures.com/10-discovery-action-dialogue/>
<http://www.liberatingstructures.com/28-simple-ethnography/>
<http://www.liberatingstructures.com/9-what-so-what-now-what-w/>
<http://www.liberatingstructures.com/15-improv-prototyping/>

Launch Party With Your Leadership



<http://www.liberatingstructures.com/22-celebrity-interview/>

<http://www.liberatingstructures.com/6-making-space-with-triz/>

<http://www.liberatingstructures.com/31-ecocycle-planning/>

<http://www.liberatingstructures.com/12-2510-crowd-sourcing/>

Strategy-Making with Your Group, Unit or Business



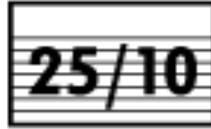
9 Whys

Get very clear on the purpose of and the deepest need for your work together



Critical Uncertainties

Generate robust+hedging strategies to operate in surprise-filled future markets



25/10 Crowd Sourcing

Generate bold Ideas for matching internal operations to market dynamics



Ecocycle

Look over the entire product portfolio for big opportunities and bottlenecks + dip into workflow tactics



WINFY

Make commitments across functions to work out the knots—no holds barred

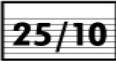
* 1.5 or 2 day period recommended to complete and integrate this *very productive* string!



Design Storyboard

Global Operations Innovation Meeting

Define step-by-step elements for bringing projects & meetings to productive endpoints

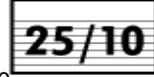
Agenda Item	Goal	LS Micro-Structure	Why this LS?	Steps / Timing Invitations	Facilitator Notes
Welcome	Clarify purpose together & introduce LS microstructure	Impromptu Networking 	Quickly connects participants and generates purposefulness	3 rounds in pairs, 2 mins each. 10 total. <i>What is an innovation challenge you bring to this gathering?</i>	Anna, Keith (intro LS after Impromptu Networking)
Unleashing A More Innovative Culture	Make space for innovation with creative destruction	  TRIZ; 1-2-4-All	Identifies & helps people stop counter-productive behavior and activities	3 steps, 10 minutes each. <i>What can you do to be sure people don't speak up or share their innovative ideas?</i>	Keith, Anna debriefs. Sponsor links insights to meeting themes & records insights
Safely Taking More Risks	Generate and sift bolds ideas from the crowd	 25/10 Crowdsourcing	Includes and unleashes every person in shaping next steps	5 rounds, 20 minutes. <i>If you were 10 times bolder, what would YOU do to spur more innovation?</i>	Keith or Anna Record on tapestry
Action Planning	Identify action steps and get imaginative help from peers	 Troika Consulting; 15% Solutions	Helps people move rapidly from good ideas into action and prototyping	20 minutes. <i>Each participant gets help with their action idea or challenge from two other participants.</i>	Anna invites and Keith debriefs.
Debrief	Identify take-away practices from the session to everyday work challenges	What, So What, Now What? 	Look back on progress & make adjustments together	15 minutes, 3 rounds. <i>What stands out? So what difference does it make? Now what action will you take?</i>	Anna, Keith and Sponsor debriefs Record on tapestry



Design Storyboards

Launching a New Product

Define step-by-step elements for bringing projects & meetings to productive endpoints

Agenda Item	Goal	LS Micro-Structure	Why this LS?	Steps / Timing	Facilitator Notes
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



Troika Consulting

Get practical and imaginative help from colleagues immediately

1. Form groups of three
2. 5-7 minutes per person
3. Spend 1-2 minutes sharing your challenge
4. Spend 3-4 minutes receiving feedback and advice from your consultants—*turn your back on your consultants*
5. For 1 minute, thank your consultants
6. Switch to the next person...



What³ Debrief

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



- **WHAT?** [5 minutes]
Looking back, what facts & observations stand out?
- **SO WHAT?** [5 minutes]
What do you conclude from those observations? What is important?
- **NOW WHAT?** [5 minutes]
What is your first move?

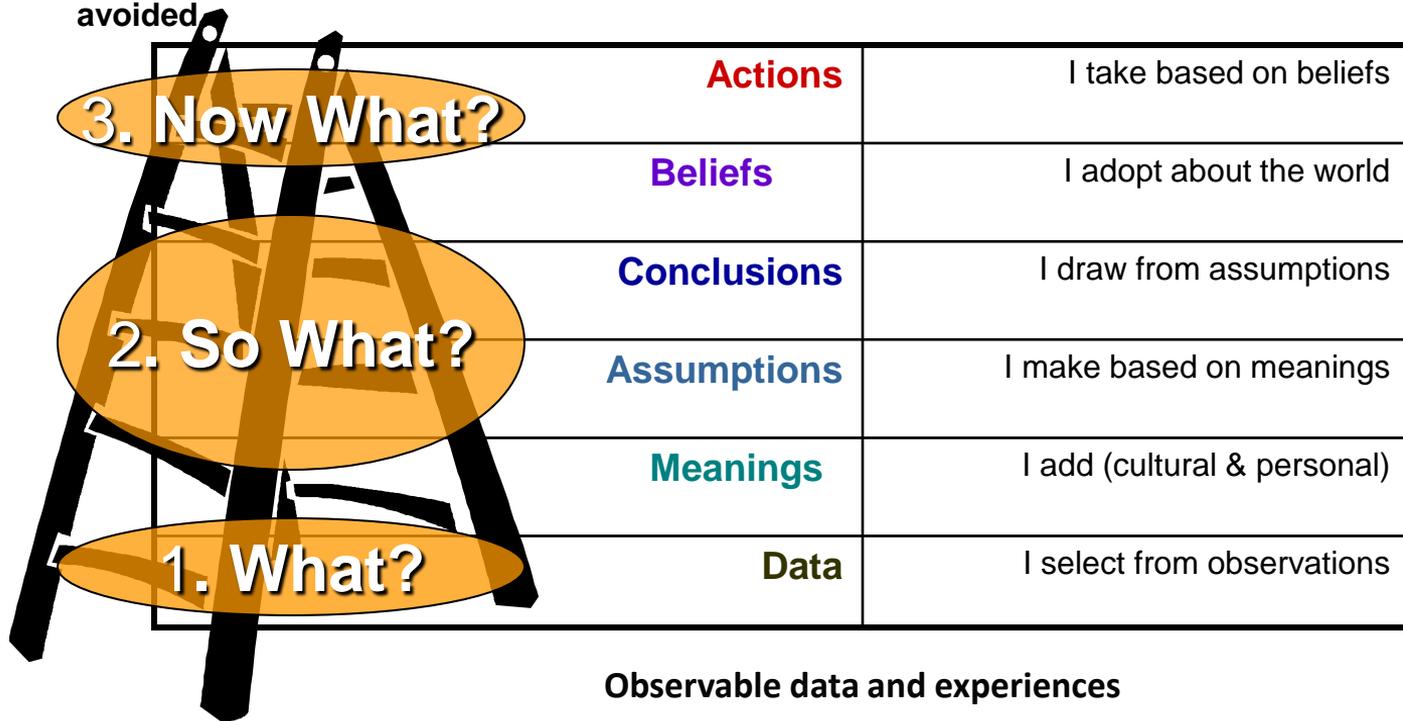
* Twist: With use of talking objects





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.**

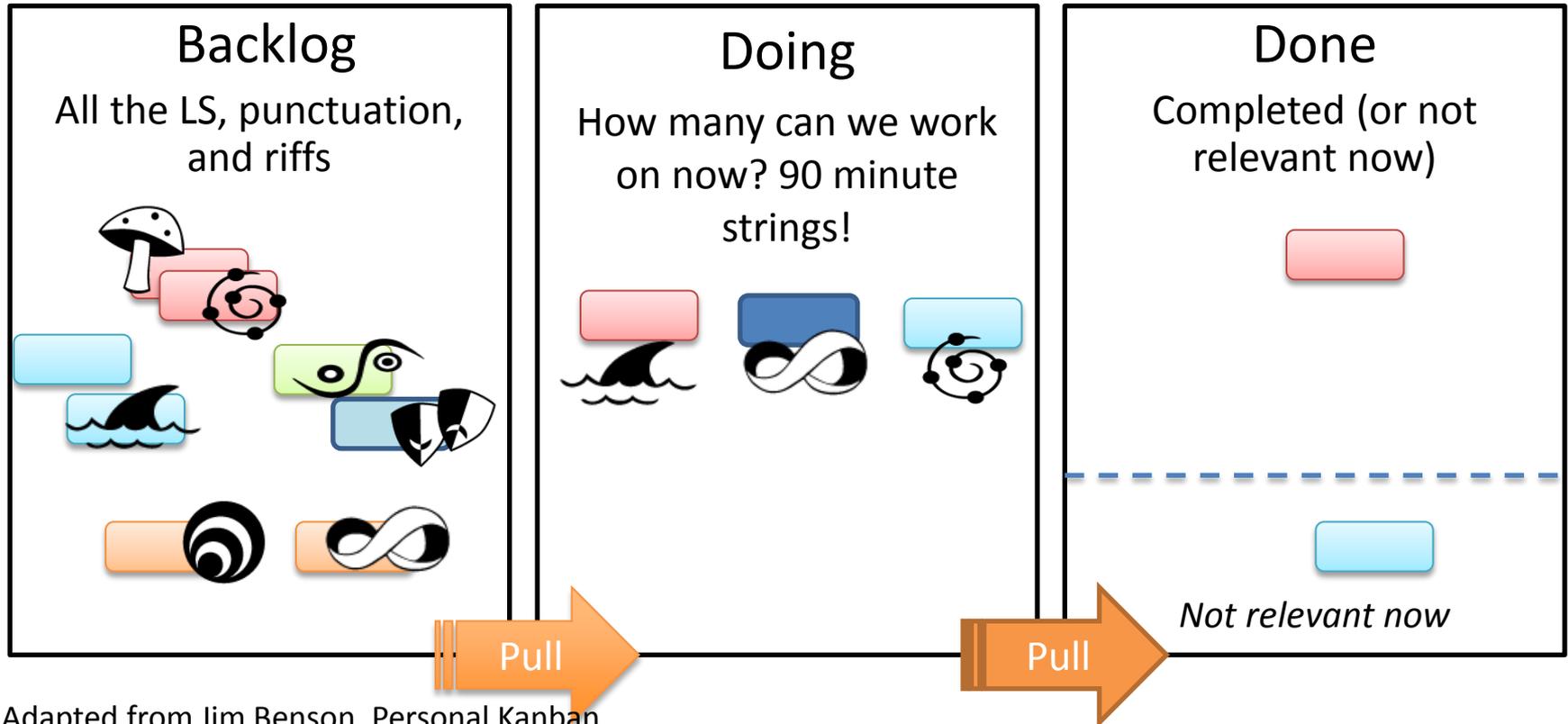


Bonus Materials

- These may come into play

Building Our Kanban Backlog

when everyone is included and unleashed



Exploring Culture

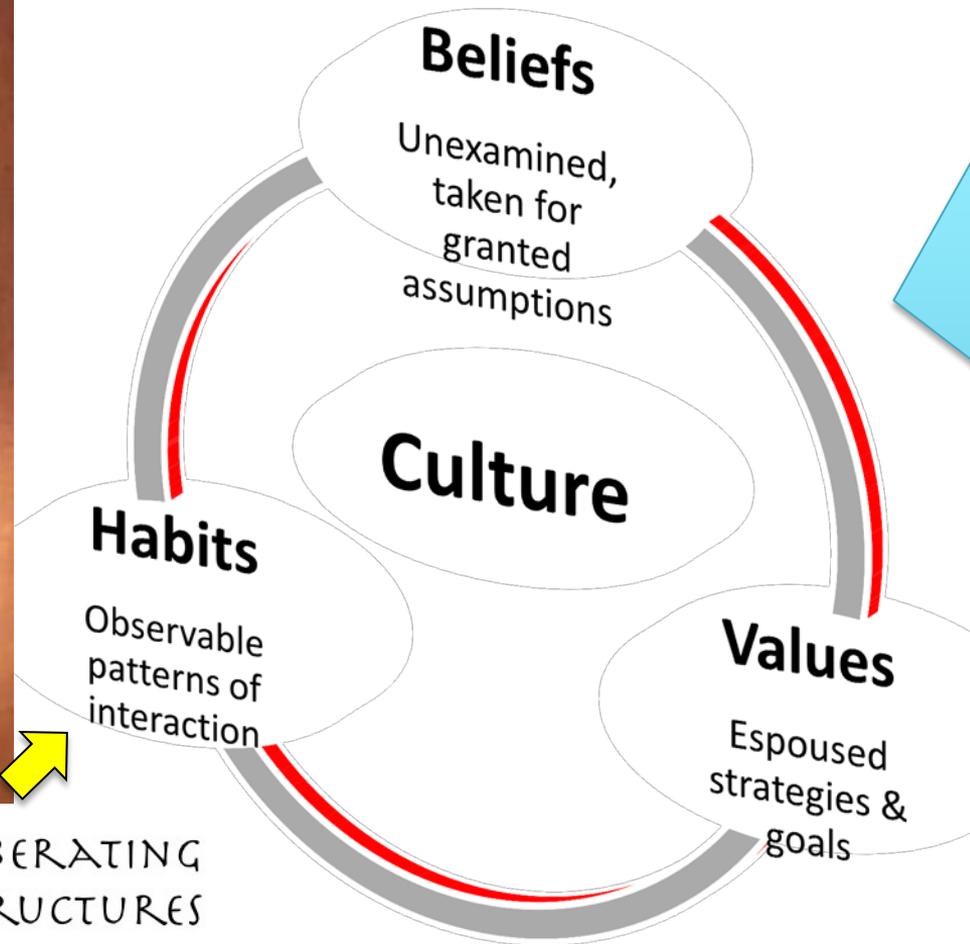
Beliefs, Values, and Habits

*What we say,
what we do, and
doing what we say!*

LS and Culture

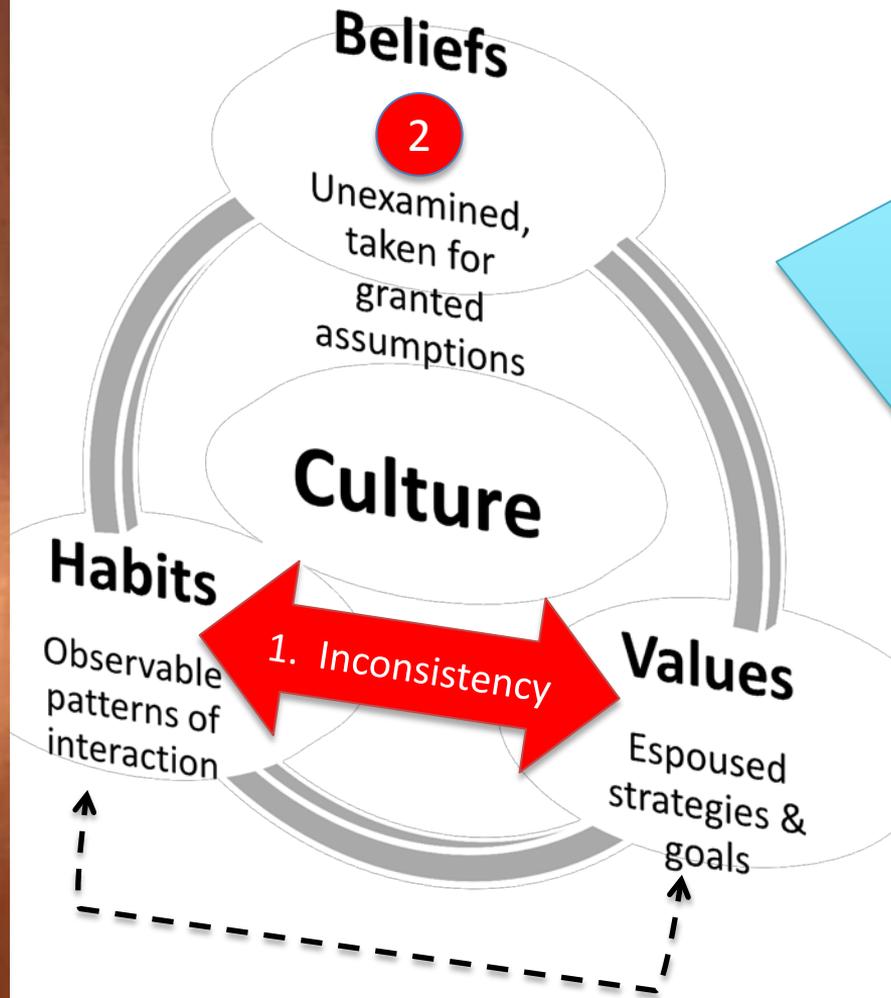
Culture can be defined as the

*interaction of
habits,
values,
and
beliefs
co-evolving
over time*



LIBERATING
STRUCTURES

Adapted from Professor Edgar Schein, MIT



Your Culture

1. Where do you notice an inconsistency between **Values** (what we say) and **Habits** (what we do).

1-2-4-All



2. What unexamined assumption may be at work under the surface?

1-2-4-All

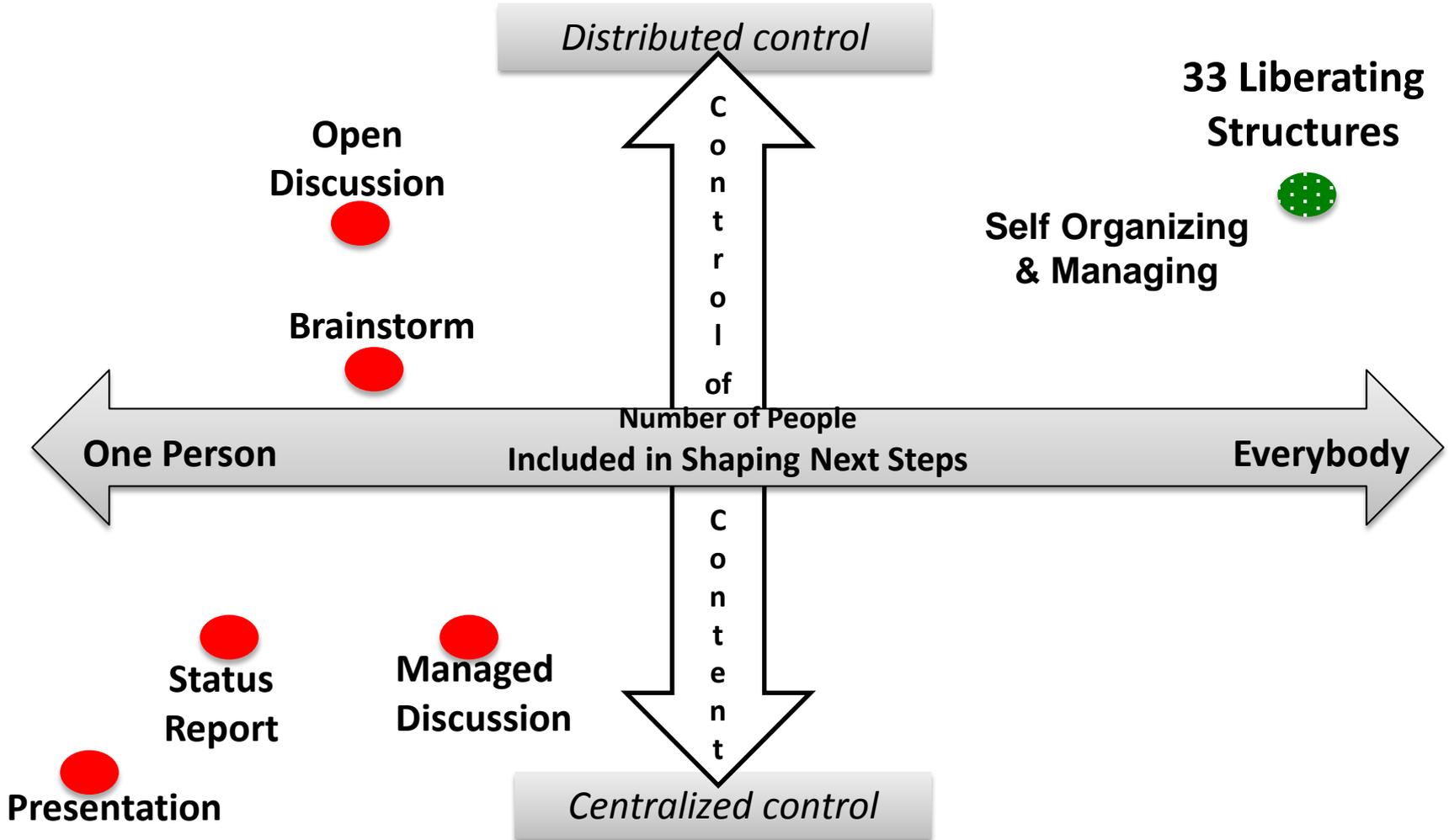


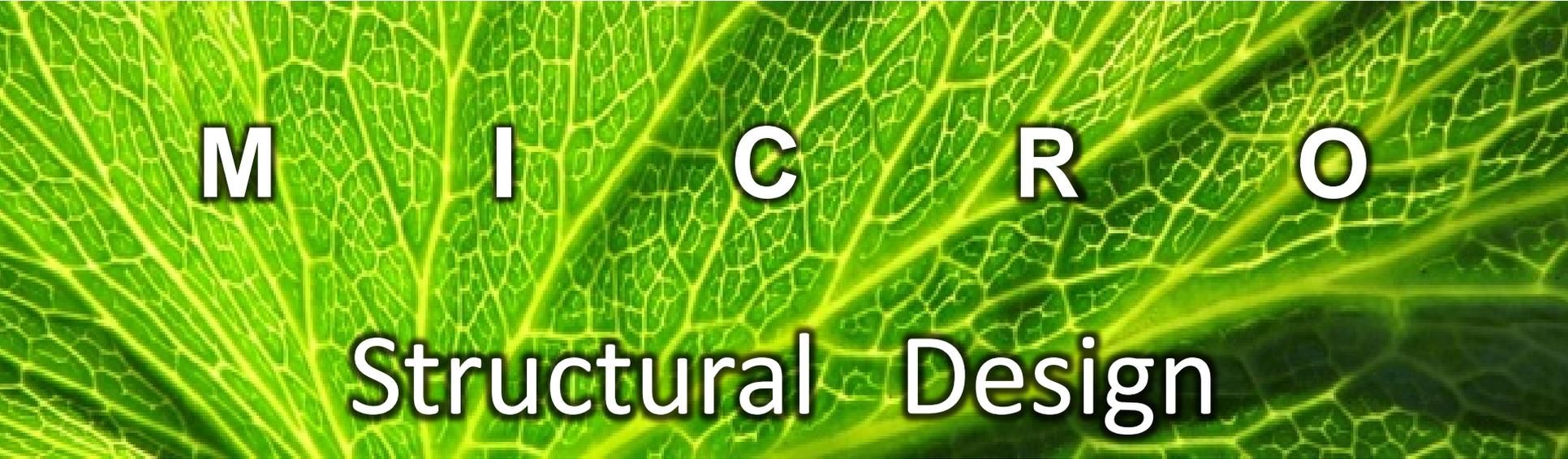
3. *What is one idea for doing what we say?*

LS Development Phases



# LS In use	USER		MAESTRO	GROWTH FOCUS	TIPS & FEARS
0	Despairing Cynic <i>Unconscious Incompetence</i>		Authority, Expert	Guide exploration & self-discovery toward practical results. <i>LS as tools that play well with other change efforts.</i>	Focus on noticing what how structure liberates & confident first steps. Fear: <i>will I look foolish or unprepared?</i>
5	Cautious Optimist <i>Conscious Novice</i>		Facilitator, Teacher	Focus on clarifying purpose, including unusual suspects, and design skills (stringing & inviting). <i>LS as inclusive & engaging alternatives to conventional methods in use.</i>	Design effective meetings + find LS co-leaders. Fear: <i>can we generate better-than-expected results w/o pre-cooked goals/agendas/visions?</i>
15+	Rapturous Super-User <i>Conscious Competence</i>		Coach, Co-Designer	Focus on expanding your repertoire & use in diverse settings + messy challenges. <i>LS as generating innovative results while shifting relational patterns & habits.</i>	Focus on spreading LS & 5 micro-design elements. Expand to action research & strategy. Fear: <i>is it possible to prevent snapback to old habits?</i>
33...	Maestro Minimalist <i>Unconscious Competence</i>		Self-Authoring Participant	Transfer design expertise to the group. Enter new domains & reach across multiple scales. <i>LS as pattern for simultaneously & mutually shaping next steps and the future.</i>	Connect users & challenges across domains. Invent new LS. Fear: <i>as LS becomes the routine way we work together, have I designed my own obsolescence?</i>





M I C R O

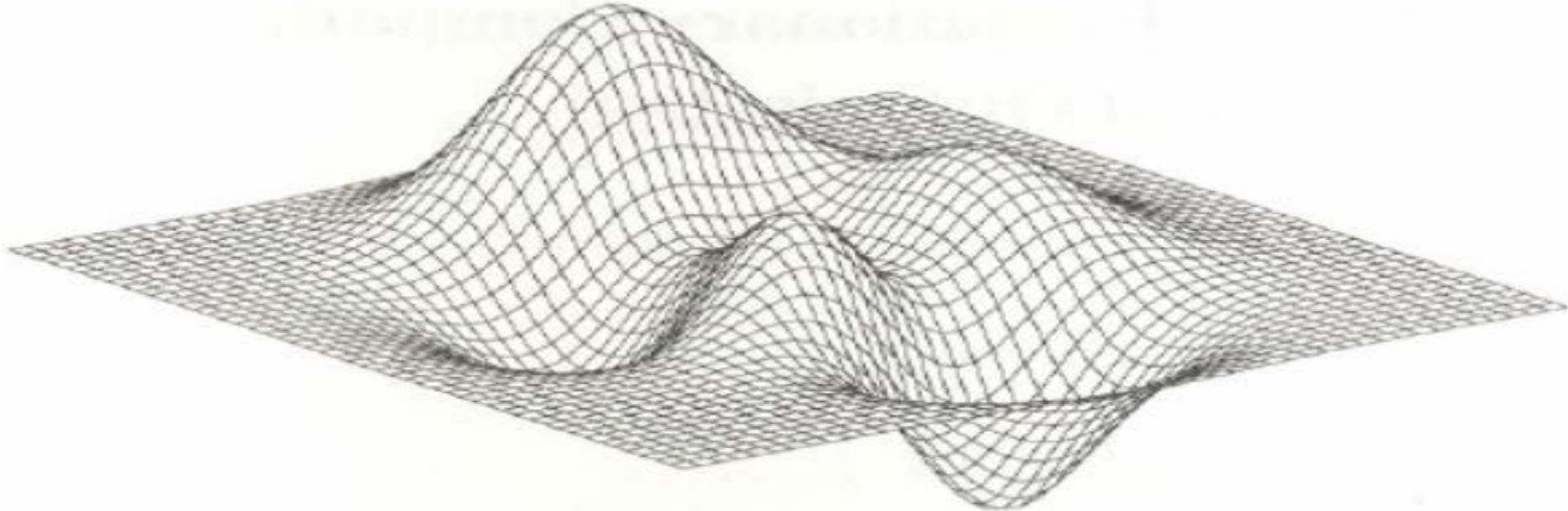
Structural Design

liberates

high velocity
shared ownership
productivity gains
ceaseless creativity
innovative leaps

Sure, It Works In Practice

But Does It Work In Theory?



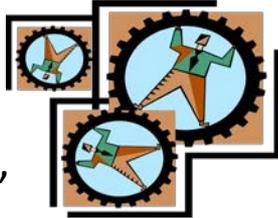
Bold Hypothesis

1. Small changes in your pattern of interaction can make a BIG difference in your innovativeness
2. The capability to notice your pattern and match a microstructure to the challenge at hand will boost your innovation productivity
3. Shifting the pattern at any one level can spread quickly to other levels—patterns can be fractal (i.e., self-similar at multiple scales)



Complexity Science & Perpetual Novelty

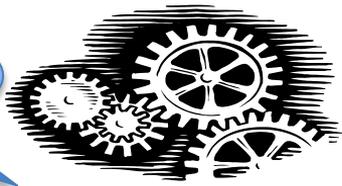
- Conventional science puts things under a finer & finer reductionist microscope.
- Classifying organisms to functions of organisms, then organs, then cells, & then right down to genes, proteins, and enzymes.
- In organizations, people are implicitly viewed as interchangeable “machine parts.”
- Suggests we can gain from control & prediction.



- Complexity science explores:
 - How do things assemble themselves?
 - How do patterns emerge from interacting elements?
 - How does order emerge for free?
- The patterns are open-ended.
- People should expect surprise and perpetual novelty.
- Suggests we can gain from disorder.



Clockwork: *You gain from control*



Simple/Complicated Machine Metaphor

Role defining – specify job and task descriptions

Conflict management – restore order in each part

Tight structuring – use formal chain of command

Simplifying – prioritize or limit simple actions

Socializing – seek homogeneous values & ideas

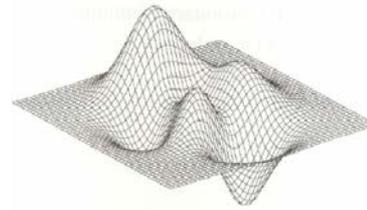
Decision making – find the “best” choice

Knowing – decide & tell others what to do

Controlling – tightly managed execution w/max specs

Planning via forecasting – plan & then roll out

Staying the course – align & maintain focus



Anti-fragility: *You gain from disorder*

Complex Biologic Metaphor

Relationship building – work with patterns of interaction

Uncover paradox – draw out difference as source of creativity

Loose coupling – work with informal communities of practice

Complicating – add more degrees of freedom & multiple actions

Diversifying – draw out & exploit difference

Sense making – many right answers in different local contexts

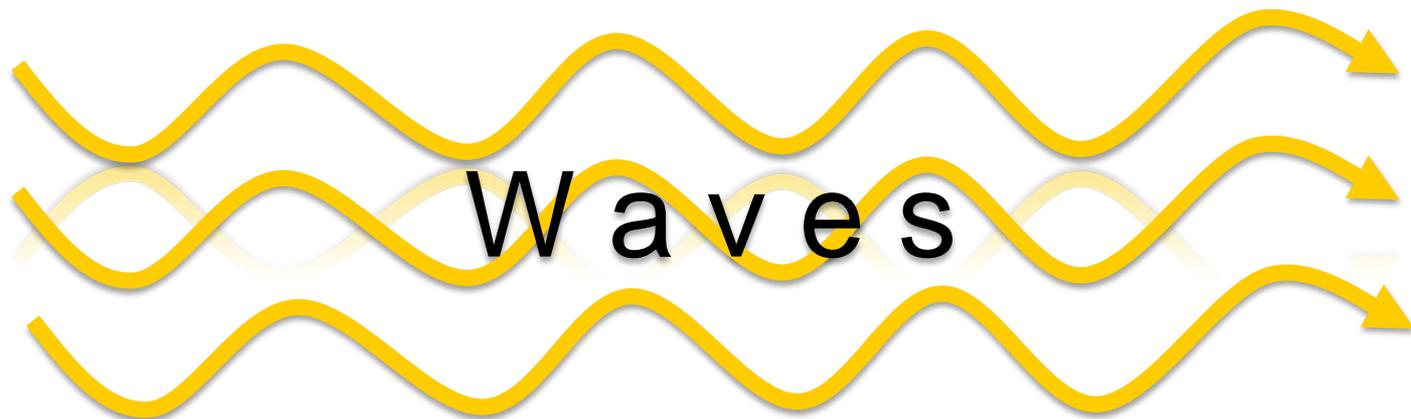
Learning – act/learn/plan at the same time

Improvising – acting in an instant w/minimum specs

Shaping adaptive strategies – co-evolve & hedge strategies

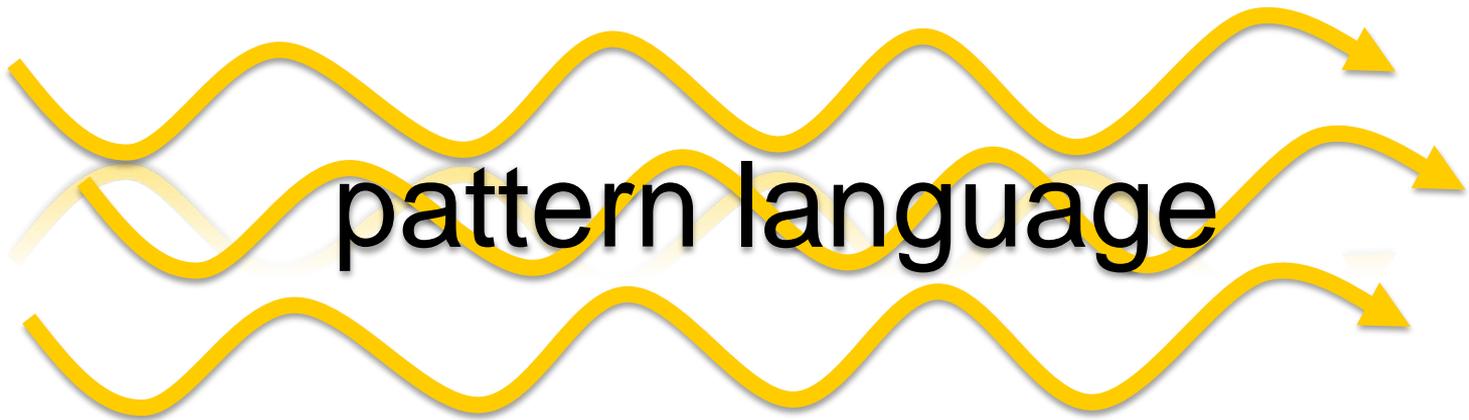
Noticing emergent direction – build on what works

Yes, And...



particles

Yes, And...



pattern language



tools



Celebrity Interview

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

Celebrity

Alex Ryan

Senior Systems Design Advisor,
Government of Alberta

With Host

Keith McCandless

