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

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

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

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

We will safely take bigger innovative risks that improve patient outcomes
Impromptu Networking
Rapidly share challenges and expectations, building new connections
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
Distribute Participation
Configure Groups
Sequence & Allocate Time
Arrange Space

Design Elements
Presentation

Everyone can hear & see the same information simultaneously

Listen to me from start to finish

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

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
Open Discussion

Many people can express their opinions one at a time

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

Respond as you see fit

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 \textit{for everybody} with a stake to have a voice, \textit{for everybody} to have freedom to act and seize opportunities, and \textit{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
Billing 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

27+ User Groups
EU, UK, CA, USA, BR, DE, NZ...
IMPROMPTU NETWORKING
Rapidly share challenges and expectations while building new connections

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
## A G E N D A

**LS Immersion Workshop**

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<td>1-2-4-All + Wicked Questions</td>
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<td>What, So What, Now What?</td>
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<td>Design Group Debrief Option</td>
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### Librering Structures

- 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.
Partner 1: Briefly share your activity list.

Partner 2: Start asking Why... (4 min.)
- Why is this work important to YOU?
  - First answer, “________.” Hmm, 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

Your team/unit/AHS exists to:

1. Verb
2. Outcome
3. Focus

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

Verb

Outcome

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

What is your idea for an 9 word purpose?

1 minute alone

4 minutes in a foursome

What is your idea for an 9 word purpose?

2 minutes in a pair

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

5 minutes in the whole group
9 Word Purpose

Your team/unit/AHS exists to:

1. Verb
2. Outcome
3. Focus

LS exists to unleash everyone to work at the top of their intelligence
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
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

Henri Lipmanowicz & Keith McCandless
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*

<table>
<thead>
<tr>
<th>1. To do item...</th>
<th>Can you violate this requirement and still achieve your purpose?</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. To do item...</td>
<td>If &quot;yes,&quot; cross it off your list. It is NOT a Min Spec.</td>
</tr>
<tr>
<td>3.</td>
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<td>4.</td>
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Min Specs
Specify only the absolute “Must do’s” & “Must not do’s” for achieving a purpose

<table>
<thead>
<tr>
<th>List of requirements to have</th>
<th>Can you violate this requirement and still achieve your purpose? If “yes,” cross it off your list.</th>
</tr>
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<tbody>
<tr>
<td><strong>A Successful Meeting or Class</strong></td>
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<tr>
<td>1. Announce a time and location</td>
<td></td>
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<tr>
<td>2. Recruit an expert speaker or give expert lecture</td>
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<tr>
<td>3. Prepare a detailed agenda</td>
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<td>4. Project PowerPoint slides</td>
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<tr>
<td>5. Articulate a compelling purpose</td>
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### Checklists and Min Specs

**Simple—Complicated :: Complex—Anti-Fragile**

<table>
<thead>
<tr>
<th>done</th>
<th>CHECKLIST</th>
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<tbody>
<tr>
<td>[✓ ]</td>
<td>1. Review isolation precautions</td>
</tr>
<tr>
<td>[✓ ]</td>
<td>2. Wash hands with Purell</td>
</tr>
<tr>
<td>[✓ ]</td>
<td>3. Glove and gown when ___</td>
</tr>
<tr>
<td>[✓ ]</td>
<td>4. Clean surfaces with ___</td>
</tr>
<tr>
<td>[✓ ]</td>
<td>5. ...</td>
</tr>
<tr>
<td>[✓ ]</td>
<td>6. ....</td>
</tr>
<tr>
<td>[✓ ]</td>
<td>7.</td>
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<tr>
<td>[✓ ]</td>
<td>8.</td>
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<tr>
<td>[✓ ]</td>
<td>9.</td>
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**Good Catch + Stop the Line**

Safety Practice

‘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% 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 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
Different Structures, Different Purposes

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

Same micro-organizing elements & DNA

Inherited

Invented

Predictably Dull

Seriously Playful

Expected Results

Novel Results

Liberating

Menu of 33+ alternate ways of organizing that make it possible to include & engage more people
Social Network Webbing
Map informal connections and decide how to strengthen the network to achieve a purpose

Who should I be talking to?
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.
4. 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.

Source: Eva Schiffer, Net-Map
Network Patterns

Legend

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

- **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
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 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 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
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.

Renewal

Networker

Poverty Trap
Not investing

Maturity

Manager

Rigidity Trap
Not letting go

Birth

Entrepreneur

Creative Destruction

Heretic
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

Adapted from http://www.resalliance.org/593.php
A Panarchy Lens

Theme: your challenge in spreading LS or any innovation

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 shifiting 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

Community strain

Healthcare associated

MRSA Bacteria is exploiting growth opportunities in community & clinical settings
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!
After the topic is broached, the most you can say is:

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.
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
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
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.
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

- Impromptu Networking - Clarify challenges and purpose
- Troika Consulting - Get imaginative help immediately from colleagues
- Improv Prototyping - Rehearse a seriously fun way to tackle a chronic challenge....
- Design Storyboard - Invite staff members to design the next 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

Discovery & Action Dialogue (DAD) – Discovering & sparking local solutions w/ field research

Simple Ethnography – Digging deeper into observations arising from DAD findings

What³ – Sifting and sorting research for actionable ideas

Improv Prototyping – Refining a good idea with rapid cycle prototyping

http://www.liberatingstructures.com/10-discovery-action-dialogue/
http://www.liberatingstructures.com/28-simple-ethnography/
http://www.liberatingstructures.com/15-improv-prototyping/
Launch Party With Your Leadership

- **Celebrity Interview** – with expert innovator
- **TRIZ and 1-2-4-All** – what can we stop to make space for innovation
- **Ecocycle Planning** – Look over the services portfolio for opportunities
- **25/10 Crowd Sourcing** – Add to the backlog of innovation ideas

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!
<table>
<thead>
<tr>
<th>Agenda Item</th>
<th>Goal</th>
<th>LS Micro-Structure</th>
<th>Why this LS?</th>
<th>Steps / Timing Invitations</th>
<th>Facilitator Notes</th>
</tr>
</thead>
</table>
| Welcome                     | Clarify purpose together & introduce LS microstructure | Impromptu Networking | Quickly connects participants and generates purposefulness                   | 3 rounds in pairs, 2 mins each. 10 total.  
*What is an innovation challenge you bring to this gathering?*                                | Anna, Keith (intro LS after Impromptu Networking)                                                    |
| Unleashing A More Innovation 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.  
*What can you do to be sure people don’t speak up or share their innovative ideas?*           | 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.  
*If you were 10 times bolder, what would YOU do to spur more innovation?*                      | 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. Each participant gets help with their action idea or challenge from two other participants. | 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.  
*What stands out? So what difference does it make? Now what action will you take?*            | 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

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Welcome</td>
<td>Form working group, get acquainted</td>
<td><img src="image" alt="Impromptu Networking" /></td>
<td>Demonstrates respect for each person &amp; discipline included</td>
<td>3 rounds in pairs, 5 minutes each</td>
<td>Carlos, all</td>
</tr>
<tr>
<td>Preparing to Launch Project</td>
<td>Make space for innovation</td>
<td><img src="image" alt="TRIZ, 1-2-4-All" /></td>
<td>Some of our successful practices have become overly mature (rigid) over time</td>
<td>3 steps, 10 minutes each</td>
<td>Jenny, groups of 4 then whole group</td>
</tr>
<tr>
<td>Attracting Broad Participation</td>
<td>Define and sharpen purpose</td>
<td><img src="image" alt="Nine Whys" /></td>
<td>We want to attract broad participation, innovating in many settings without formal controls</td>
<td>One rounds of 1-2-4, 30 minutes total</td>
<td>Katie, then groups of four</td>
</tr>
<tr>
<td>Action Planning</td>
<td>Identify action, get started now</td>
<td><img src="image" alt="25-to-10 Crowdsourcing" /></td>
<td>We have a do-er culture that benefits from self-discovery in a group</td>
<td>25 minutes for 5 rounds + action group formation</td>
<td>Carlos, all</td>
</tr>
</tbody>
</table>
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.**

<table>
<thead>
<tr>
<th>Actions</th>
<th>I take based on beliefs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beliefs</td>
<td>I adopt about the world</td>
</tr>
<tr>
<td>Conclusions</td>
<td>I draw from assumptions</td>
</tr>
<tr>
<td>Assumptions</td>
<td>I make based on meanings</td>
</tr>
<tr>
<td>Meanings</td>
<td>I add (cultural &amp; personal)</td>
</tr>
<tr>
<td>Data</td>
<td>I select from observations</td>
</tr>
</tbody>
</table>

Observable data and experiences
Bonus Materials

• These may come into play
Building Our Kanban Backlog
when everyone is included and unleashed

Backlog
All the LS, punctuation, and riffs

Doing
How many can we work on now? 90 minute strings!

Done
Completed (or not relevant now)

Adapted from Jim Benson, Personal Kanban
Exploring Culture
Beliefs, Values, and Habits

What we say,
what we do, and
doing what we say!
Culture can be defined as the interaction of habits, values, and beliefs co-evolving over time. Adapted from Professor Edgar Schein, MIT.
1. Where do you notice an inconsistency between Values (what we say) and Habits (what we do).

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

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

Brainstorm

Presentation

Status Report

Managed Discussion

33 Liberating Structures

Self Organizing & Managing

Number of People Included in Shaping Next Steps

One Person

Centralized control

Distributed control

Everybody

Control of Content
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.
**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

**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

**Anti-fragility:** You gain from disorder

**Clockwork:** You gain from control
LS Links to Complexity Science

1. Beyond Merely Adapting, We Simultaneously Shape & Are Being Shaped by the Environment
2. Being Holistic AND Specialized Helps Us Navigate Paradoxical Waters
3. Common Generative Patterns Give Rise to Our Small Local and Large Global Events
4. Our Outcomes Are Not Predicable in Detail, We Can Expect Surprise
5. Our Interactions Generate More Than the Sum of the Parts (unlike a machine)
6. Interdependencies Across Embedded Systems Influence Our Efforts to Transform
7. Redundancy Enables Parallel Processing & Rapid Learning
8. Non-Linearity: Tiny Changes & Deviations Can Make a BIG Difference
9. Order Unfolds Out of Our Independent Action w/o Much Central Control or Shared Intention
10. Chunking: Our Robust Innovations Are Shaped from Pieces that Work Independently
Yes, And...

Waves

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