Impromptu Networking

Power of loose connections,
small things can make a big difference
What is a challenge you brought to this workshop?

What do you hope to get from and contribute to this group?

Find a partner... 3-5 minutes sharing...
Then find another partner... then find another.
Liberating Structures
Engaging everyone in shaping...

Transforming Movements

Everyday Solutions

Strategy & Design

Big Projects
LS Palette
Wicked Q's
What³ debrief
Min specs
Heard, seen, respected
What I need from you
Integrated autonomy

1-2-4-All
Appreciative interviews
Discovery and action dialogue
Improv prototyping
Drawing together
Open space
Critical uncertainties

Impromptu networking
TRIZ
Shift & share
Helping heuristics
Design storyboards
Generative relationships
Ecocycle

9-whys
15% solutions
25 : 10 crowdsourcing
Conversation café
Celebrity interview
Agree/certainty matrix
Panarchy

9 whys
15%
25/10
Troika consulting
Wise crowds
User experience fishbowl
Smart network webbing
Simple ethnography
Purpose to practice
LS Design Elements

- Make an Invitation
- Distribute Participation
- Sequence & Allocate Time
- Arrange Space
- Configure Groups

Micro-organizing Design Elements
Culture Eats
Strategy for Lunch
What is your ground game?
This Is Not A Certification Course!

• First experience is enough to get started using Liberating Structures
• YOU will decide how to achieve mastery personally
• LS are simple, powerful & subtle
• LS are easy to copy and spread by word of mouth
• Practice makes perfect
Attributes Of Complex Systems

Adaptable Elements

Min Specs / Microstructures

Natural Emergence & Creativity

Order w/o Central Control

Not Predictable in Detail

Non-Linearity

Co-Evolution

Embedded Systems or Panarchy

You don’t see something until you have the right metaphor to let you perceive it.

Thomas Kuhn
Redux Workshop  A G E N D A

1. Impromptu Networking
2. Liberating Workflow
3. 1-2-4 All
4. 15% Solutions
5. Troika Consulting
6. Nine Whys
7. TRIZ
8. What³ Debrief
9. Design StoryBoards
10. Social Network Webbing
Group Possibilities

LS work best when there is a shared challenge with a local context

Justice

Business

Health Care

NGO Philanthropy

Lean / OD HR Internal Consultants

Schools
What opportunities do you see for including and unleashing more people in addressing your challenge?

1-2-4-All

Progressive, Rapid Cycle Conversation

- Self-Reflection (no talking, jot down notes)
- Pairs
- Small groups of four
- Whole group
# Design Storyboarding

<table>
<thead>
<tr>
<th>Topic</th>
<th>Goal</th>
<th>LS Micro-Structure</th>
<th>Why this LS?</th>
<th>Steps / Timing</th>
<th>Facilitator / Participants</th>
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[Image: LS Micro-Structure]
15% Solutions
Noticing and Using the Influence, Discretion and Power Individuals Have Right Now

What can YOU do now to address your challenge?
Troika Consulting

- Groups of three
- 5 minutes per person
- 1 minute reflection
- Share your 15% Solutions—no long explanations!
- Invite feedback and advice from your consultants... then turn your back on them
- Switch to next person...
Brainstorm

When, where and how can you apply these Liberating Structures?
Fit your answers into the Design Storyboard.
Flocking, Schooling, Learning
Min Specs and Self-Organized Patterning
Flocking & Min Specs Questions

- Did patterns form without a leader or detailed instructions? How?
- Do you know the people that picked you?
- What enabled AND constrained movement?
- What differences did you notice with and without a “boss”?
- What factors influenced the adoption and spread of innovations?
- Were the innovations predictable? Why did some succeed and others fail?
9 Whys
Becoming Clear on Purpose

Ask, when working on _____, what do you do?
- Why is it 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 today?

Keep asking, “Why... why... why... until you make a discovery about your partner’s bedrock purpose. Then switch roles.

Move to a group of four. Discuss similarities and differences. A community Purpose may materialize!

1-2-4-All schedule:
- 1 minute quiet reflection, generating an activities list
- 10 minutes in a pair (asking why-why-why questions), 5 minutes each
- 5 minutes in a small group (4), then,
- 4 minutes debriefing, “What happened?” Did a community purpose emerge in your conversation?

Becoming Clear on Purpose!
Two Attributes of a Common Powerful Purpose

- A personal touchstone for you as an individual
- Fundamental justification for the existence of your work to the larger community

A powerful purpose attracts participation, including and unleashing everyone
Questions Hierarchy

WHY?
- Why is this important to you?
- Why is this important to the organization?

WHAT?
- What happened?
  - What else?
- What seems possible now?
- What do we need to stop doing?
- Where do you have freedom to act?
- Who needs to be included?
- What made your success possible?
- What first steps can you take now?
- What is taking shape?
- Do you see a pattern?
- Does it make a difference?

HOW?
- Can you give me an example or tell me a story?
- Where do you have freedom to act?
- Who needs to be included?
- What do you hope can happen for us in this work?

Small Questions: Many, Distributed Answers

Big Questions: Few, Tight Answers
Begin by defining a VERY unwanted result of your work together.
TRIZ – First Step

• First alone, then in your small group, compile a list of todo’s in answer to:

  How can I/we reliably create a very unwanted result...?

You never do anything with what you have learned here?

• 10 minutes
• Go wild!

Adapted in part from Randy Benson, Benson Consulting
TRIZ - Second Step

• First alone, then in your group, go down your list and ask:
  “Is there anything we are doing that resembles in any shape or form todo’s on our list?”

• Make a second list of those activities & talk about their impact

• Be unforgiving

• 10 minutes
TRIZ – Third Step

• First alone, then in your group, compile the list of what needs to be stopped or changed
• Take one item at a time & ask:
  
  How am I and how are we going to stop it?
  
  What is your first move?

• Be as concrete as you can
• Identify who else is needed to stop the activity
• 10 minutes
## The Ladder of Inference

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

1. **What?**
2. **So What?**
3. **Now What?**

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Adapted from Chris Argyris, Harvard

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Observable data and experiences
What³ Debrief

• WHAT?
  • What facts, data, & observations stand out?

• SO WHAT?
  • How do you explain what you see? What patterns do you see? Why is it important?

• NOW WHAT?
  • What action may help you move forward? Who else should be here?
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</thead>
<tbody>
<tr>
<td>Welcome, Introductions</td>
<td>Form working group, get acquainted</td>
<td>Share icon</td>
<td>3 rounds in pairs, 5 minutes each</td>
<td>Carlos, all</td>
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<tr>
<td>Preparing to Launch Project</td>
<td>Make space for innovation</td>
<td>Fire icon</td>
<td>3 steps, 20 minutes each</td>
<td>Ginny, groups of 4 then whole group</td>
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<tr>
<td>Attracting Participation</td>
<td>Define and sharpen purpose</td>
<td>9 whys</td>
<td>Two rounds of 1-2-4, 15 minutes each</td>
<td>Katie, then groups of four</td>
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<tr>
<td>Action Planning</td>
<td>Identify action, get started now</td>
<td>25/10</td>
<td>25 minutes for 5 rounds + action group formation</td>
<td>Carlos, all</td>
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<tr>
<td>Explicit</td>
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<td><strong>ASK</strong></td>
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<td>What your clients tell you they need when you ask (e.g., focus groups)</td>
<td><strong>OBSERVE</strong></td>
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<td><strong>OBSERVE</strong></td>
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<td>What behaviors you see in their local context (e.g., ethnographic studies)</td>
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<td><strong>CREATE EXPERIENCE</strong></td>
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<td>What you jointly develop with your clients (e.g., rapid prototyping efforts)</td>
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</table>

Henri Lipmanowicz & Keith McCandless

Adapted from Alan Duncan, MD (Mayo Clinic)
Liberating Structures

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