<table>
<thead>
<tr>
<th>No</th>
<th>Icon</th>
<th>Time</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>🌟</td>
<td>Noon : Lunch</td>
<td>Noon : Lunch, Lunch</td>
</tr>
<tr>
<td>2</td>
<td>🌋</td>
<td></td>
<td>Impromptu Networking</td>
</tr>
<tr>
<td>3</td>
<td>♂♀♀♀</td>
<td></td>
<td>TRIZ</td>
</tr>
<tr>
<td>4</td>
<td>🌒</td>
<td></td>
<td>1-2-4-All</td>
</tr>
<tr>
<td>5</td>
<td>🖤</td>
<td></td>
<td>What</td>
</tr>
<tr>
<td>6</td>
<td>📒</td>
<td></td>
<td>DAD Dialogue</td>
</tr>
<tr>
<td>7</td>
<td>🌁</td>
<td></td>
<td>25/10 Crowdsourcing</td>
</tr>
<tr>
<td>8</td>
<td>🌞</td>
<td></td>
<td>Celebrity Interview</td>
</tr>
<tr>
<td>9</td>
<td>🌠</td>
<td></td>
<td>Shift and Share</td>
</tr>
<tr>
<td>10</td>
<td>🌱</td>
<td></td>
<td>Purpose To Practice</td>
</tr>
<tr>
<td>11</td>
<td>🍎</td>
<td></td>
<td>Design Team Fishbowl * bonus</td>
</tr>
<tr>
<td>12</td>
<td>🧴</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td>Title/Role</td>
<td>Contact Information</td>
<td>Description</td>
</tr>
<tr>
<td>-----------------------</td>
<td>---------------------------------------------------------------------------</td>
<td>--------------------------------------</td>
<td>----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Liz Rykert</td>
<td>Founder, Meta Strategies (Toronto, Canada)</td>
<td><a href="mailto:liz@metastrategies.com">liz@metastrategies.com</a></td>
<td>Change-agent, facilitator, mentor</td>
</tr>
<tr>
<td>Tim Jaasko-Fisher</td>
<td>Co-Director, Court Improvement Training Academy, UW School of Law &amp;</td>
<td><a href="mailto:jaaskofish@gmail.com">jaaskofish@gmail.com</a></td>
<td>Evolving leadership for complex social issues</td>
</tr>
<tr>
<td>Molly Angel</td>
<td>Director, Clinical Solution Implementation at MultiScale Health Networks</td>
<td><a href="mailto:mangel322@gmail.com">mangel322@gmail.com</a></td>
<td>Change management &amp; facilitation leader with over 20 years of experience in</td>
</tr>
<tr>
<td>Julie Jones O’Leary</td>
<td>Leadership &amp; Org Capability/Coach, T-Mobile</td>
<td><a href="mailto:juliejonesoleary@hotmail.com">juliejonesoleary@hotmail.com</a></td>
<td>Building human capabilities in organizations; helping people own their</td>
</tr>
<tr>
<td>Nancy White</td>
<td>Chocoqueen, Full Circle Associates (Seattle)</td>
<td><a href="mailto:nancyw@fullcirc.com">nancyw@fullcirc.com</a></td>
<td>Edge-learner, facilitator, community technology steward, gramma</td>
</tr>
<tr>
<td>Fisher Qua</td>
<td>(Seattle)</td>
<td><a href="mailto:sfq.work@gmail.com">sfq.work@gmail.com</a></td>
<td>We can be certain something unexpected will happen</td>
</tr>
<tr>
<td>Kevin Buck</td>
<td>Principal of Emergent Success Inc. (Los Angeles)</td>
<td><a href="mailto:Kbuck@emergentsuccess.com">Kbuck@emergentsuccess.com</a></td>
<td>Reflective collaborator transforming c-suite teams for emergent success</td>
</tr>
<tr>
<td>Jeremy Lightsmith</td>
<td>Coach/Developer, Outpace Systems (Seattle)</td>
<td><a href="mailto:jeremy.lightsmith@gmail.com">jeremy.lightsmith@gmail.com</a></td>
<td>Helping Software Teams Get More Productive with tools like Agile, Lean, &amp;</td>
</tr>
</tbody>
</table>
Impromptu Networking
Rapidly share challenges and expectations, building new connections
What is a challenge you are facing that you would like to work on today?

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

Find a partner... 4 minutes sharing...
Then find another partner... then find another.
Liberating Structures
Introducing tiny shifts in how we meet, plan, decide and relate to one another

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

Liberating Structures introduce tiny shifts in how we meet, plan, decide and relate to each other. They put the innovative power once reserved for experts only in the hands of everyone.
Liberating with Micro Structures

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

Micro-organizing Design Elements
This Is Not A Certification Course!

• First experience is enough to get started using Liberating Structures
• YOU will decide how to achieve mastery personally
• LS are simple, powerful & subtle
• LS are easy to copy and spread person-to-person
• Practice makes perfect
1. First alone, then in your small group, compile a list of to-do’s in answer to:

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

   - 10 minutes
   - Go wild!

2.

3.
1. First alone, then in your small group, compile a list of to-do’s in answer to:

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

   • 10 minutes
   • Go wild!

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

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

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

3. TRIZ Steps and Schedule

   Stop counterproductive activities and behaviors to make space for innovation
# TRIZ Steps and Schedule

Stop counterproductive activities and behaviors to make space for innovation

<table>
<thead>
<tr>
<th>Steps</th>
<th>Description</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>First alone, then in your small group, compile a list of to-do’s in answer to:</td>
<td>10 min</td>
</tr>
<tr>
<td></td>
<td><em>How can I/we reliably create...</em></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• 10 minutes</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Go wild!</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>First alone, then in your group, go down your list and ask:</td>
<td>10 min</td>
</tr>
<tr>
<td></td>
<td><em>Is there anything we are doing that resembles in any shape or form to-do’s on our list?</em></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Be unforgiving</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• 10 minutes</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>First alone, then in your group, compile the list of what needs to be stopped</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Take one item at a time &amp; ask:</td>
<td></td>
</tr>
<tr>
<td></td>
<td><em>How am I and how are we going to stop it?</em></td>
<td></td>
</tr>
<tr>
<td></td>
<td><em>What is your first move?</em></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Be as concrete as you can</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Identify who else is needed to stop the activity</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• 10 minutes</td>
<td></td>
</tr>
</tbody>
</table>
1-2-4-All
Engage everyone simultaneously in generating questions/ideas/suggestions

1-2-4-All in action.
Multiple pairs are *parallel processing* a shared challenge.
1-2-4-All in motion. Multiple short cycles are more productive than one longer session.
What³ Debrief
Together, look back on progress and decide what adjustments are needed

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

• SO WHAT?
  • How do you explain those facts? Assumptions? Patterns? What is important?

• NOW WHAT?
  • What action may help you move forward? Who else should be here?
Ladder of Inference

Emphasizes the value of a step-by-step progression in debriefing or after-action conversations. The value of staying LOW on the ladder is visually reinforced. Misunderstandings and arguments can be avoided.

<table>
<thead>
<tr>
<th>1. What?</th>
<th>Data</th>
<th>I select from observations</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. So What?</td>
<td>Assumptions</td>
<td>I make based on meanings</td>
</tr>
<tr>
<td>3. Now What?</td>
<td>Actions</td>
<td>I take based on beliefs</td>
</tr>
<tr>
<td></td>
<td>Beliefs</td>
<td>I adopt about the world</td>
</tr>
<tr>
<td></td>
<td>Conclusions</td>
<td>I draw from assumptions</td>
</tr>
<tr>
<td></td>
<td>Meanings</td>
<td>I add (cultural &amp; personal)</td>
</tr>
</tbody>
</table>
Seven Powerful Questions:

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

Steps
1. Form a group of 6-8
2. Select a facilitator and recorder
3. Clarify purpose of the dialogue
4. Start asking the questions in order
5. Debrief what happens…
<table>
<thead>
<tr>
<th>Core Questions &amp; Their Purpose</th>
</tr>
</thead>
</table>
| **How do you know when ____ *the problem* is present?** | ~ Affirm the participant’s existing knowledge of the problem  
~ Provide opportunities to get questions on the table |
| **How do YOU contribute effectively to ______ solving the problem?** | ~ Focus on personal practices, NOT on what other people don’t do  
~ Amplify/confirm the participant’s knowledge of effective practices |
| **What prevents you from doing this or taking these actions all the time?** | ~ Identify real barriers and constraints to the effective behavior  
~ *What prevents you?* identifies barriers rather than *Why don’t you?* which sounds judgmental |
| **Is there anyone you know who is able to frequently _____ solve the problem, overcoming barriers? How?** | ~ Establish that getting around barriers is possible  
~ Identify the existing-but-uncommon successful strategies  
~ Spark curiosity and inventiveness |
| **Do you have any ideas?** | ~ Identify the supports that make the desired behavior more likely  
~ Provide an opportunity for participants to generate and share new ideas for enabling the desired behavior |
| **What needs to be done to make it happen? Any volunteers?** | ~ Identify action steps, target dates & feedback loops for metrics  
~ Invite volunteers for each action step (capture ideas that don’t yet have an identified action plan or volunteer in your “butterfly” net. |
| **Who else needs to be involved?** | ~ Widen the circle of people involved in discovering and inventing solutions, drawing in *unusual suspects* |
Tips for Facilitating

Do not:

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

Do:

• Start with the purpose, We are here to stop/start __________!
• “Give” questions back to the group, wait at least 20 seconds for a response (looking at your shoes can help!)
• Encourage quiet people to talk
• Flip cynical assertions by asking, “If I understand you correctly, no one has ever done this successfully or well!”
• Work through all the questions without worrying about the order: the dialogue WILL be non-linear
• Maintain humility, you “sit at the feet” of people with solutions
**25/10 Crowd Sourcing**

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

On index cards, each participant writes:

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

No names

Write legibly
25/10 Crowdsourcing
Rapidly generate and sift a group’s most powerful actionable ideas

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

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

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

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

* If you have more than 5 scores, add them together, divide by the total number of scores, then multiply by 5
Celebrity Interview
Reconnect the experience of leaders and experts with the people closest to the challenges at hand

Celebrity
Keith McCandless

With Host
Molly Angel
Celebrity Interview Questions (hidden)

1. **Appreciating Celebrity accomplishments**…
   – You have been able to… [major accomplishments in work / life ]
   – Why is this gathering and this work important to you?

2. **What makes this work challenging?**
   – What is happening around us that demands adaptation or transformation?
   – What is at stake if we do not change?
   – Where are we starting, really?

3. **What do you hope can happen for us in this work?**
   – Given our purpose and our time together now, what kind of progress seems possible now?

4. **What actions will move our work forward?**
   – How are you and how are we breaking away from current reality toward a transformed future?
   – What small concrete changes or stories from the field give you confidence we can do it?
**What** did you notice about using this Liberating Structure?

**So What?**

**Now What?**

Can you use this in another setting for a similar purpose? How, when, where?
Shift & Share Steps
Spread good ideas and make informal connections with innovators

Preparation

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

Start Round I

- Presenters have 8-10 minutes with each group. This includes any questions and comments… so “cut to the chase.”
- Ding. Time to shift.
- Group 1, go to Station B. Group 2, go to Station C...
- Group 5, go to Station A.
- And so on for 5 rounds.
Shift and Share
4 Rounds with 5 Presenters

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

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

- Illustrated with a project or design effort underway
- Focus on what you are doing to improve and how that may help others around you
15% Solutions

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

If you were feeling very bold, where else could you apply Liberating Structures?
Troika Consulting
Get practical and imaginative help from colleagues immediately

- **1 minute reflection to prepare your challenge & 15% Solutions**
- Groups of three
- 5 minutes per person
- Share your 15% Solutions—no long explanations!
- Invite feedback and advice from your consultants... then turn your back on them (get ready to take notes)
- Switch to next person...
1. Form groups of three
2. 7-10 minutes per person
3. Spend 1-2 minutes sharing your action ideas (including 15% Solutions)
4. Spend 5-7 minutes receiving feedback and advice from your consultants—*turn your back on your consultants*
5. For 1-2 minutes, thank your consultants
6. Switch to the next person…
Ecocycle Planning
Analyze the full portfolio of activities and relationships to identify obstacles and opportunities for progress

Renewal

- Networker

Maturity

- Manager

Birth

- Entrepreneur

Creative Destruction

- Heretic

Poverty Trap

- Not investing

Rigidity Trap

- Not letting go
Ecocycle Planning

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

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

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

- Precursor to setting priorities
- Identify a mix of strategies to move the whole portfolio forward
- Identify waste
- Find opportunities to free up resources
- Include all and hear all perspectives at once
- To expose differences
- To see the whole picture (forest and the trees)
User Experience Fishbowl
Share Know How Gained from Experience in the Field with the Larger Community

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

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

So What? Now What?
Purpose to Practice
LS Workshop Day 1

Practices:
1. See design storyboards to be developed via Google docs
2. https://docs.google.com/spreadsheet/ccc?key=0AkkrWkgiQWR2UdHhaZ0R5OHF0T0dxLUXlеЪIDNY
RTSHc&usp=sharing + Meet #2

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

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

Principles:
Participants must...
• have the confidence to practice LS with their people in local settings
• discover ways of including others UP-and-down the hierarchy
• be ready to spread LS in a way that it attracts others
• Participants must not practice alone
Design team must:
• believe that there is vast talent and awesomeness in the crowd
• start with fun experiences and progress to more seriously playful LS
• offer a heuristic for LS familiarity
• Not overstate the theory or treat LS as a specialized skill

Participants:
1. Mix of people in the LS familiarity funnel
2. Doers & facilitators
3. Small groups of confederales
4. Participants @ many levels
<table>
<thead>
<tr>
<th>Agenda Item</th>
<th>Goal</th>
<th>LS Micro-Structure</th>
<th>Why this LS?</th>
<th>Steps / Timing</th>
<th>Facilitator / Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome</td>
<td>Form working group, get acquainted</td>
<td>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>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>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>25-to-10 Crowdsourcing</td>
<td>We have a <em>do-er</em> 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>
**Min Specs**

Specify only the absolute “Must do’s” and “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>
</thead>
<tbody>
<tr>
<td><strong>A Successful Meeting</strong></td>
<td></td>
</tr>
<tr>
<td>1. Announce a time and location</td>
<td>Min Spec</td>
</tr>
<tr>
<td>2. Recruit an expert speaker</td>
<td>NOT a Min Spec</td>
</tr>
<tr>
<td>3. Prepare a detailed agenda</td>
<td>NOT a Min Spec</td>
</tr>
<tr>
<td>4. Project PowerPoint slides</td>
<td>NOT a Min Spec</td>
</tr>
<tr>
<td>5. Articulate a compelling purpose</td>
<td>Min Spec</td>
</tr>
</tbody>
</table>