



Designing a Process Worthy of Your Team

Messing around with [Nancy](#) & Elise...

Land Acknowledgement

We invite you to write in chat
your own tribal
acknowledgment, or say it
before you speak or hold it in
your heart.



Image Courtesy from the Duwamish website: <https://www.duwamishtribe.org/>

Calm Tea/Chatterfall

I'll give you a prompt.

Type your answer in the chat box,
BUT DON'T HIT ENTER until I
signal.

At my signal, press **enter**, then
scroll back and read a few entries.



Calm Tea/Chatterfall Questions

- What is the first word that comes to mind when someone says “process”?
- How (if at all) does process add value to your meetings?
- Where does process trip you up and generate negative or unintended outcomes?
- What is the first word that comes to mind when you hear the word “practice?”
- If there was one aspect of your team’s behavior/work that would benefit from a useful practice, it would be....



Practice vs. Process

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👁 Views: 406

Practice (noun)

Repetition of an activity to improve a skill.

"rehearsal|drill|dry run|exercise|training|trial|workout"

"He will need lots of practice with the lines before he performs them."

Practice (noun)

An organized event for the purpose of performing such repetition.

"Being on a team is hard: you're always having to go to practice while everyone else is taking it easy."

"I have choir practice every Sunday after church."

Practice (noun)

The ongoing pursuit of a craft or profession, particularly in medicine or the fine arts.

Process (noun)

A series of events which produce a result, especially as contrasted to product.

"This product of last month's quality standards committee is quite good, even though the process was flawed."

Process (noun)

A set of procedures used to produce a product, most commonly in the food and chemical industries.

Process (noun)

A path of succession of states through which a system passes.

Process (noun)

Successive physiological responses to keep or restore health.

Today...Using Liberating Structures

What? So what? Now What?



1. Start by exploring the What? around team process – observations & facts ([Fishbowl](#) and [TRIZ](#))
2. Move into So What? – making sense of what's important ([15% Solutions](#), [1-3- All](#))
3. Shift to Now What? – actions or follow-on steps (Nancy and Elise reflect with you)



What³

Step Sequence

Sequentially
work through 3
questions

Groups Configured

Individuals,
small groups,
whole

Invitation

What
happened? So
What? Now
What?

Space, Materials

Unlimited
number of
groups, chairs,
paper, flip
chart

***Participation
Distributed***

Everyone included.
Small groups give
voice to all. Facilitate
to focus on 1
question at a time.

WWW

Together, Look
Back on Progress to
Date and Decide
What Adjustments
Are Needed



WHAT: Users Experience Fishbowl

10 Minutes

Baseline: What IS a commitment to process?

What DOES science tell us (or not...)?



A breath...

Teoriya Resheniya Izobretatelskikh Zadach (TRIZ)

Theory of Solving Ingenious Problems



What? TRIZ

First alone, think about how we could reliably design our team processes so that nothing got done, everyone had a TERRIBLE time and our leadership and credibility is seriously damaged. Make a list of all the things you would have to do to make this happen. Go wild!





TRIZ Pick the absolute worst things and put them in chat. List all the things that will ensure a perfectly horrible, failed meeting. Go Wild!



The worst of the worst...

				No record of the decisions	Ask to use email as chat for the meeting	Make only one person speak through the entire duration
	Pack way too much in	No chocolate	Allow tangents	Not listening to other ideas	No agreed-upon way to communicate outside of meetings	Leave everything ambiguous at all times - no clarity
The "Hard stop" we have to end at 2	Overcontrolled	Leaders ignore input and recommendations	No summary	Running way over time	No agreed-upon actions, deliverables, timelines	Not allowing space for thinking when flexibility is necessary
Call people out and put them on the spot (constantly)	No purpose/no expected outcome ??	Unclear purpose	Leader doesn't show	Not asking others their roles/steps and assuming you know	Too many unnecessary steps	Not recording results
No attendance	Unwilling to evolve meeting structure	Unclear roles	Stay on your phone	Unclear decision making	Start late, take personal calls, leave without giving any guidance	Ignore feedback or explain why it isn't useful

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Unclear purpose

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No attendance

Unwilling to evolve meeting structure

Unclear roles

Stay on your phone

Unclear decision making

Start late, take personal calls, leave without giving any guidance

Ignore feedback or explain why it isn't useful



TRIZ/ So What?

Now scan each of these elements. Which are currently present in your work practices. Mark them with the annotation tool.

Why are these things so harmful? What compels us to recommit to process and practice?





15% Solutions

Discover And Focus On What Each Person Has The Freedom And Responsibility To Do Now



Now What? 15% Solutions and 1-3 All

Next pick one of those things to STOP doing -- like TOMORROW. What is the first step you need to do to STOP it? Jot down a plan to make it happen. Be as concrete as you can. Identify who has to be involved to make it happen.

How can stopping one of these useless things drive your commitment to process improve your work as a leader, etc?

Jot down some notes -- next you will be in a group of three to share and reflect...



Now what? 1-3-All

10 minutes in a group of 3

5 minutes in new group

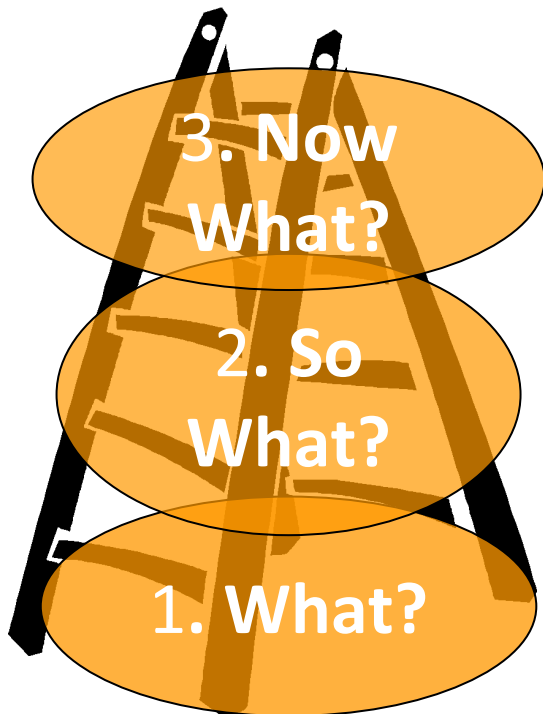
8 minutes in plenary



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.



Actions	I take based on beliefs
Beliefs	I adopt about the world
Conclusions	I draw from assumptions
Assumptions	I make based on meanings
Meanings	I add (cultural & personal)
Data	I select from observations

Observable data and experiences



Reflections

One takeaway for people not here

Resources

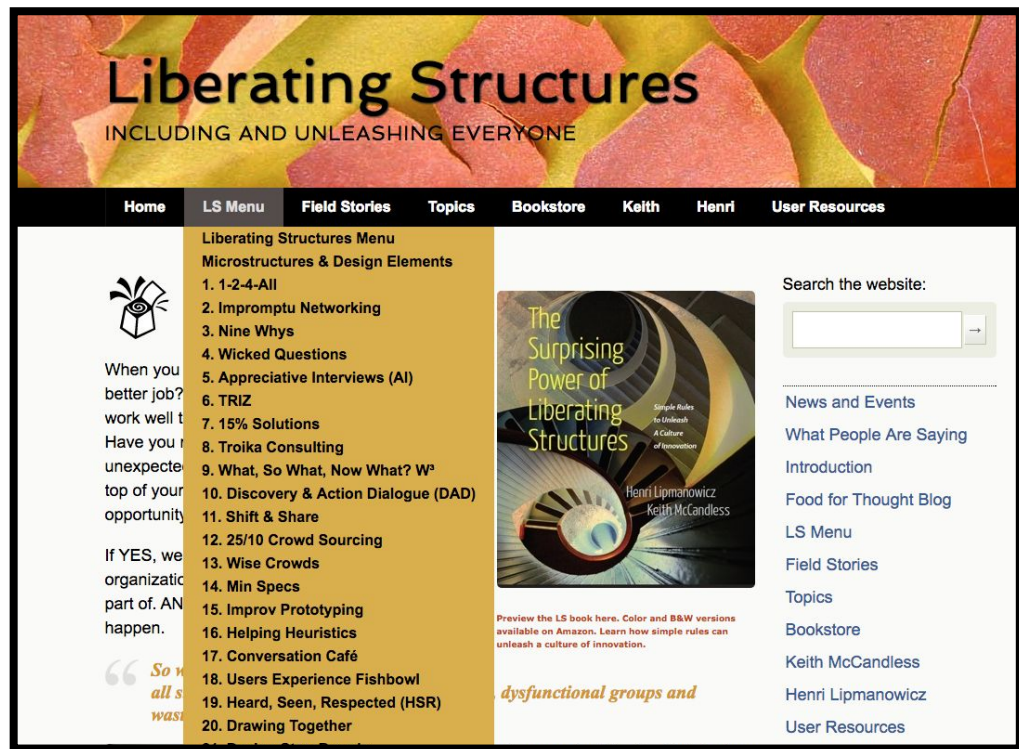
The following slides give some background to Liberating Structures

Resource Tour:
























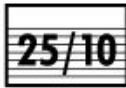











Remember, Liberating Structures are...

- “Serious Fun”
- Purpose-full
- Flexible
- Familiar?
- FREE!?
- Tour the Website

<http://www.liberatingstructures.com>

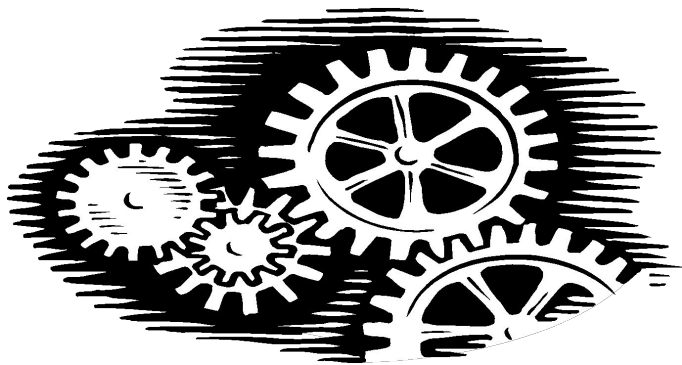


Simple rules that include everyone in shaping the future

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

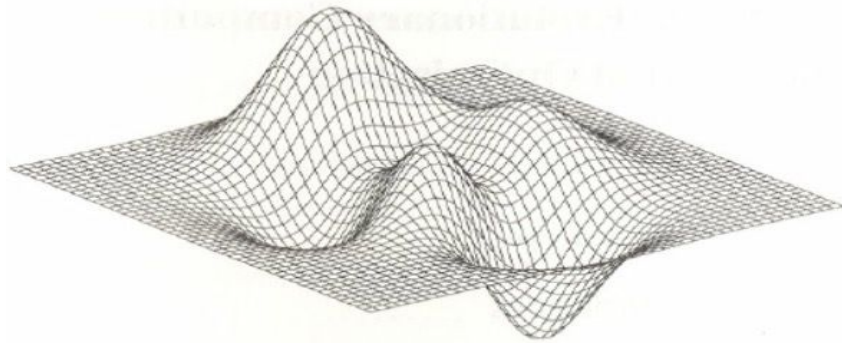


Attribution:
Nadia von Holzen of
Learning Moments



YOU GAIN FROM
CENTRALIZING CONTROL

CALM THINGS DOWN TO PROMOTE
PREDICTABILITY



YOU GAIN FROM
DISTRIBUTING CONTROL

STIR THINGS UP TO PROMOTE
CREATIVE ADAPTABILITY



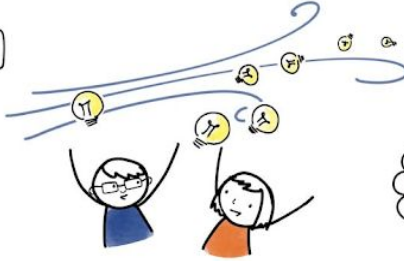
presentation



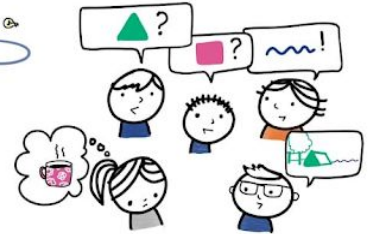
managed discussion



status update



brainstorm



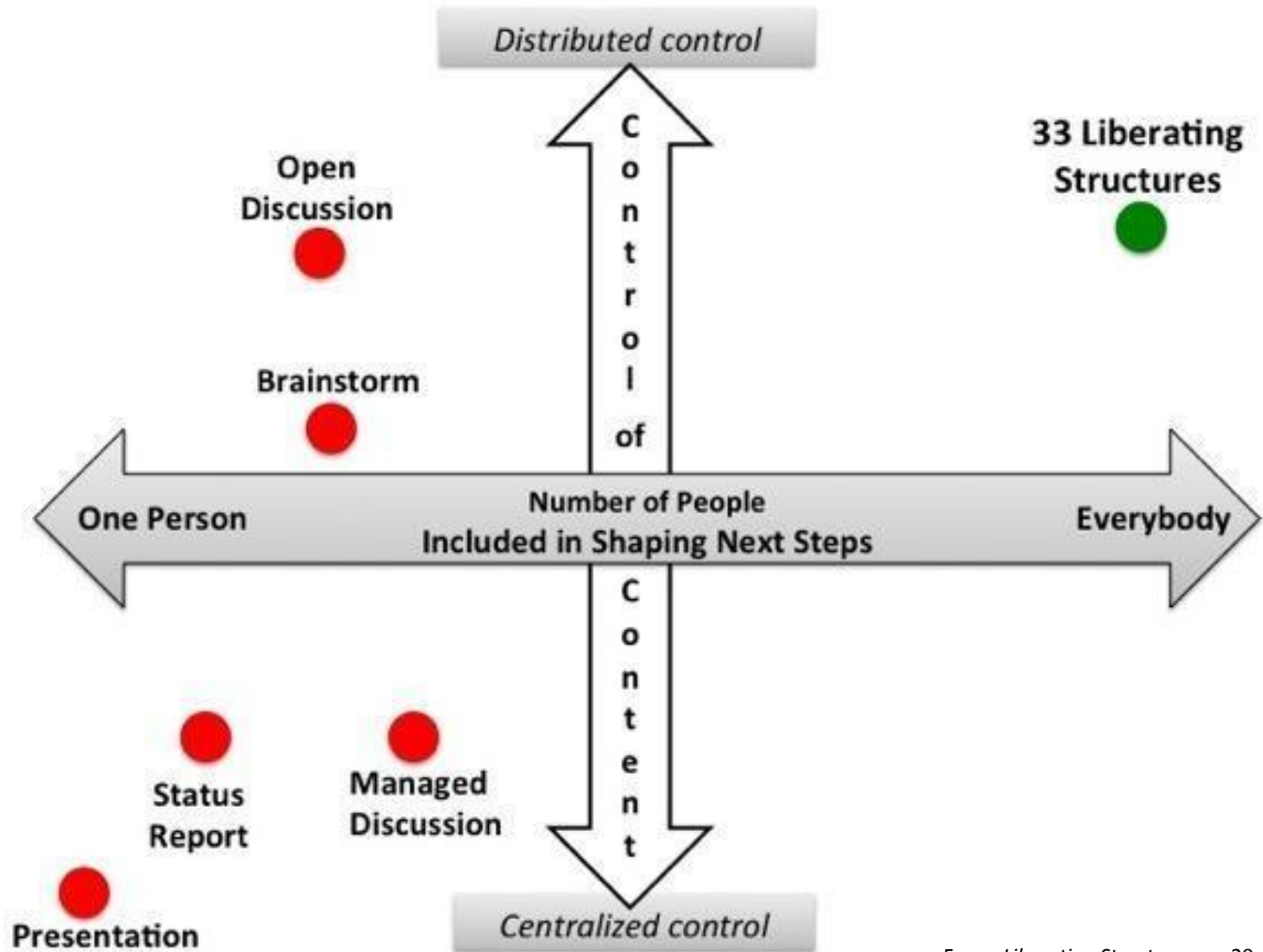
open discussion

tightly controlled



go wild!

Differences in control and structure between conventional interaction and Liberating Structures



Attributes of Liberating Structures



Expert-less



Results-focused



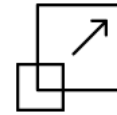
Rapid cycling



Seriously fun



Inclusive



Multi-scale



Self-spreading



Modular



Micro-Organizing Design Elements



Make an Invitation



Distribute Participation



Configure Groups (Breakout Rooms)

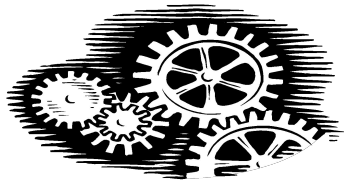


Arrange (Virtual) Space & (Digital) Materials



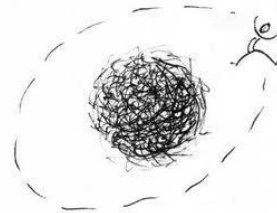
Sequence & Allocate Time

*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



*Adaptability: You gain
from disorder and
distributed control*

Complex Biologic Metaphor

- Relationship building** – work with patterns of interaction
- Uncover paradox** – draw out difference as a 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
- Plan to improvise**: acting in an instant w/minimum specs
- Co-evolving** as a surprising future unfolds
- Noticing emergent direction** – build on what works

Searching for Wisdom and Beauty

Creative Adaptability

Not just to survive but to respond to challenges in a way that increases vitality and cultivates relationships that act as enduring sources of inventiveness

Simultaneous Mutual Shaping

similar to a highly creative individual [flow state](#) but is shared among participants in a group... a collective state in which adaptive actions are simultaneously and mutually shaped



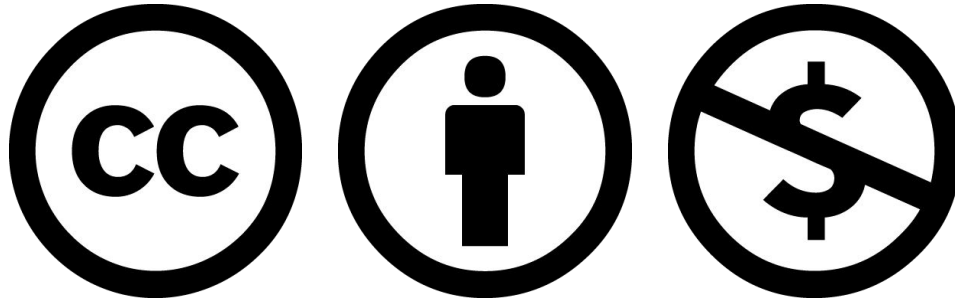
LS Aesthetics

Beauty can be coaxed out of messiness, inconspicuous details, and positive deviance hidden in plain sight

Confusiasm

a state of euphoric uncertainty that something better is possible even if it is a bit fuzzy at the moment

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**You can use ‘em, you can share ‘em,
but you can’t sell ‘em**

Slide content adapted from materials developed by Keith McCandless and others

App: The development team at Holisticon is happy to offer **the Liberating Structures App** which is now released and available in the Google Play and Apple App Stores.

