

Creative Facilitation

Increase Collaboration, Productivity, and Innovation

Scott Reed

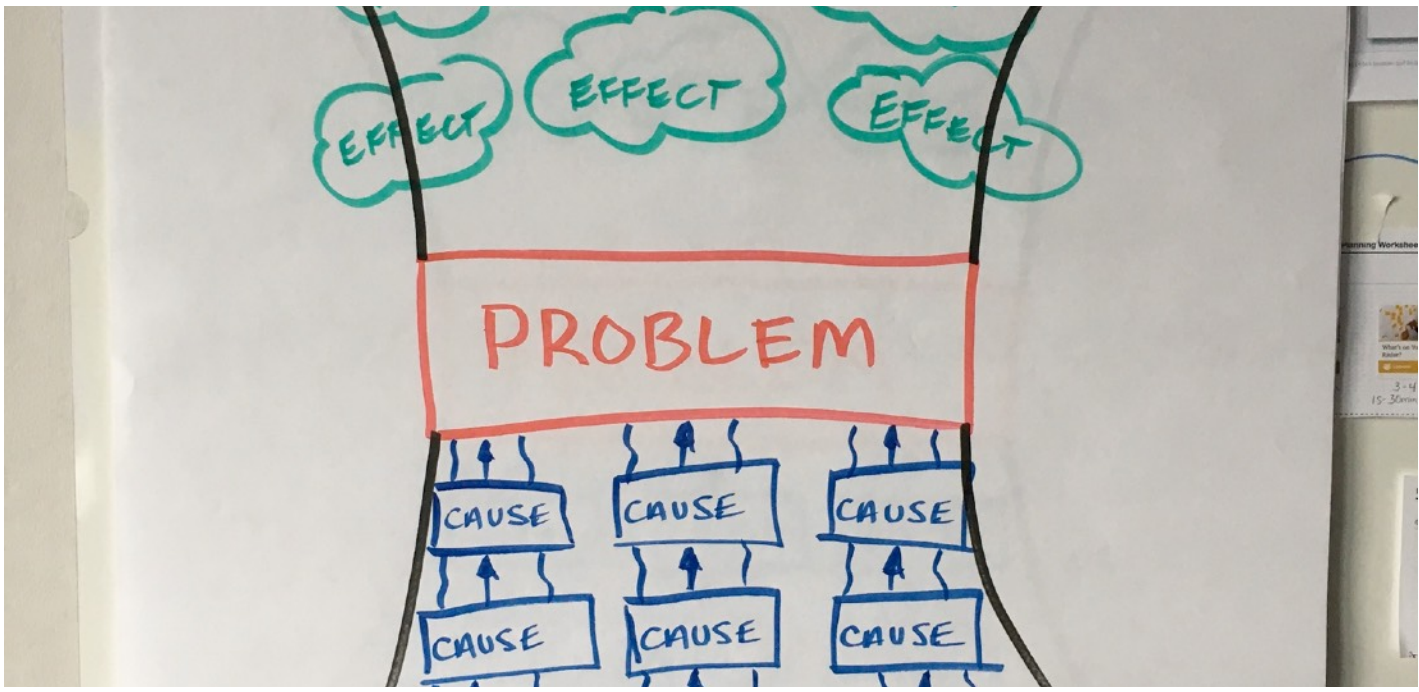
October 29, 2021

Agenda

Creative Facilitation



02
Definition



01
Business Value



03
Example Activities

**When was the last time you
enjoyed contributing to a team?**

50%

of meetings are considered unproductive and a waste of time.

19%

of projects are successful.

Chaos Report, Standish Group, 2019.

66%

of U.S. workers are not engaged or are actively disengaged at work

Gallup, 2018.

Why do teams underperform?

Teams underperform when members work around each other and not with each other, something that happens when the team climate is unsafe and the team activities are poorly aligned.

Psychological Safety

Team members are not afraid to speak up when the climate is psychologically safe. Team members engage in a productive dialogue that fosters the proactive learning behaviors required to understand the environment and the clients and solve problems together efficiently.

Alignment

Alignment is the process of making individual contributions converge to achieve a shared goal for mutual benefit. It transforms individuals going about their business into successful team contributors.

Unsafe Team Climate and Misalignment

Undermines Innovation and Success



Signs of Poor Team Climate

- Lack of trust between colleagues and teams
- Internal competition
- Disengagement
- Lack of recognition
- Fear: difficult to speak up
- Over-collaboration
- Lost joy of working together



Signs of Poor Alignment of Team Activities

- Unclear who does what
- Invaluable time is lost in endless meetings
- Work is delivered too slowly
- Priorities keep changing and no one knows why
- Duplicate projects and projects overlap
- Team members working silos
- A lot of work is done but with poor results and little impact

**How might we create shifts
in the way we work together?**

Creative Facilitation

Brings stakeholders together in a collaborative environment, where they use designed tools to visualize their goals, express solutions, and creates alignment.

Like participatory design, creative facilitation includes a series of structured activities where users externalize ideas and reflect upon them



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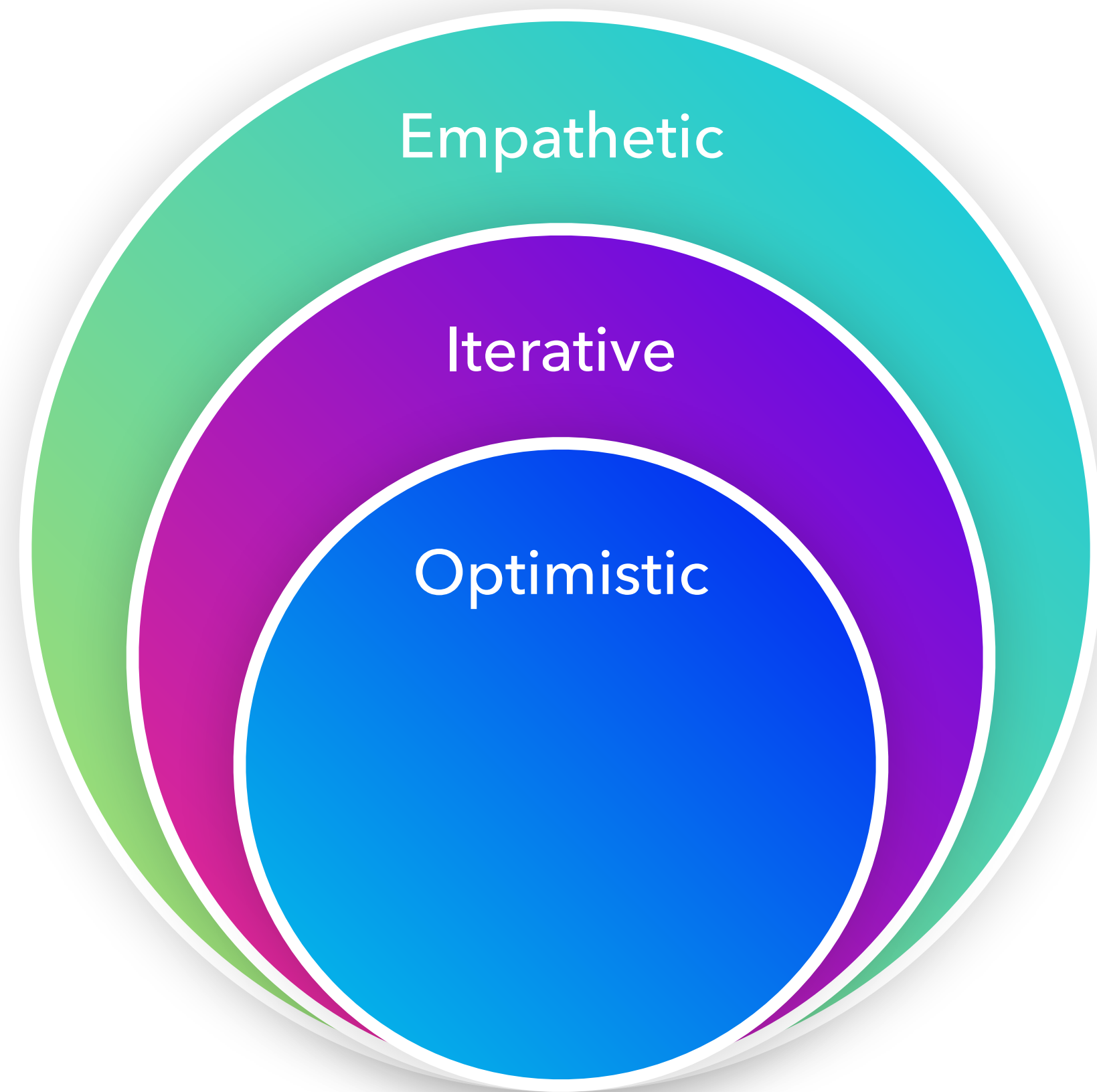
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Creative Facilitation

Grounded in Design



- **Empathetic**
Headspace that allows team to table constraints—and to focus on the right thing to do for the users of the product, system, or services.
- **Iterative**
Externalization of ideas—even in rough format—through visualization techniques. Tangible things can be debated and explored.
- **Optimistic**
Considers how things could be. Being optimistic is to dream—to think of alternate possibilities. Often embodied as yes, and...

**What if we apply
creative facilitation
to team meetings?**

Team Contract

Team Contract

What are the Rules and Behaviors
We Want to Live With for Our Team?



Makes values explicit



Sets clear expectations



Minimizes unnecessary conflict

High Impact Tools for Teams

Creative Facilitation Example Activities

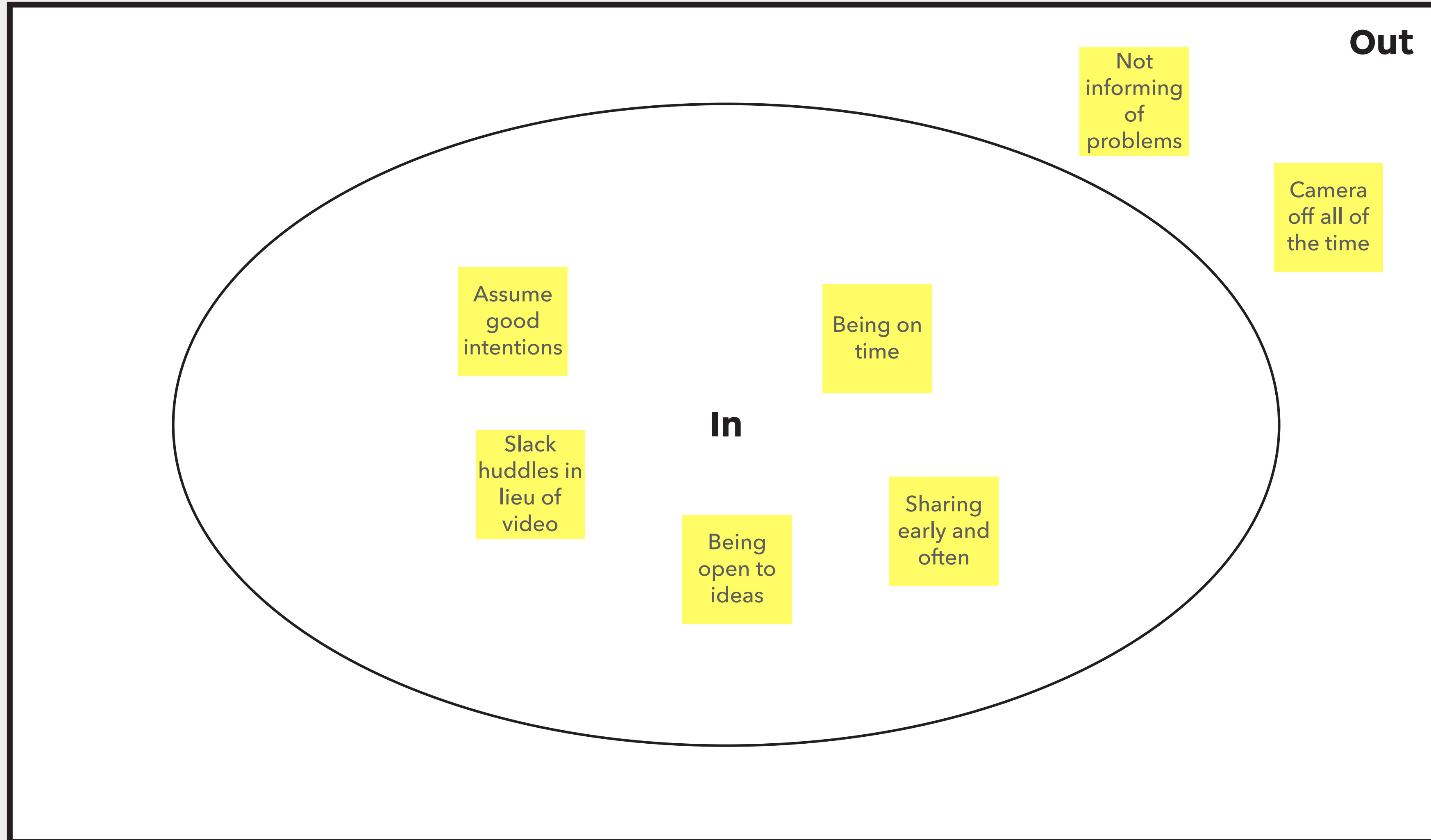
Photo by [Chris Hardy](#) on [Unsplash](#)



The Team Contract

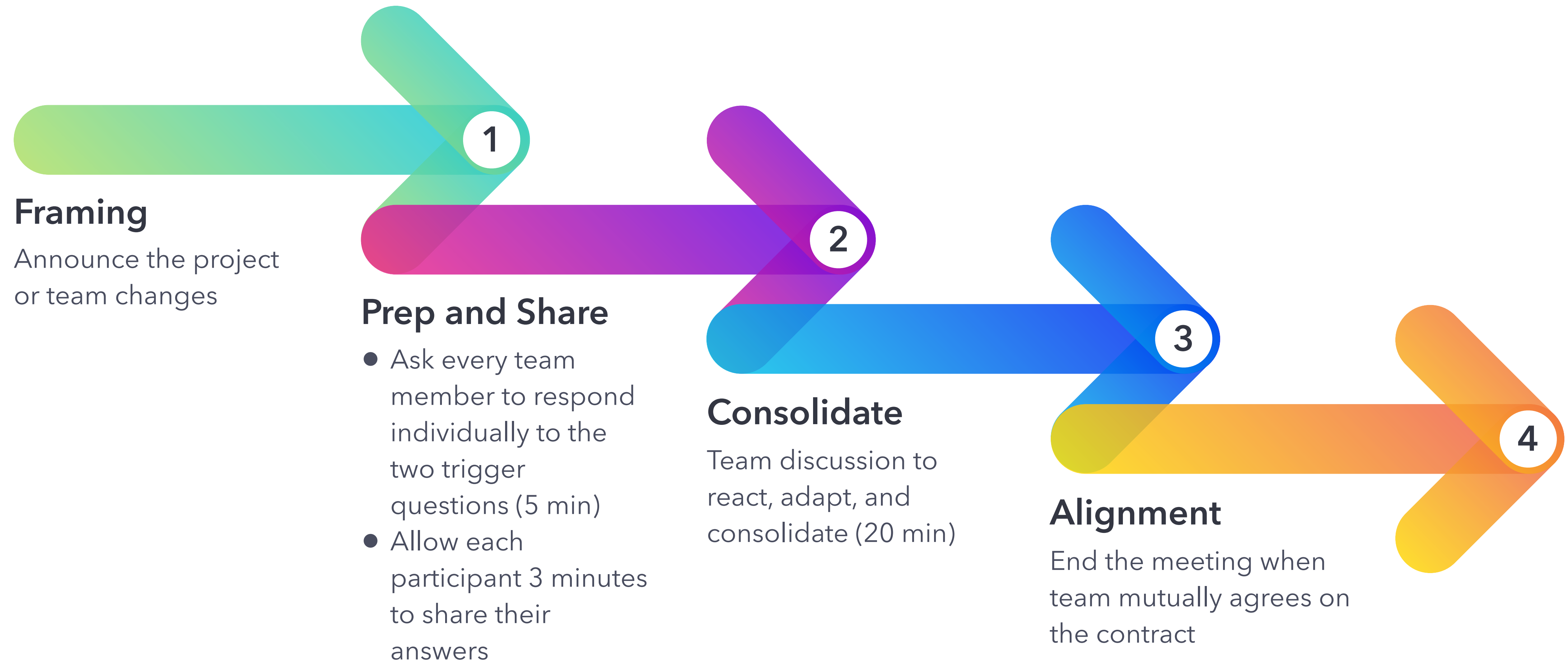
What are the rules and behaviors that we want to abide by in our team?
As individuals, do we have preferences for working in a certain way?

Team:



How to Get Started

Team Contract



Problem Tree Analysis

Problem Tree Analysis

Explore the Causes and Effects of an Issue



Helps you untangle complex problems



Reveals causes and effects



Builds a shared understanding

Luma Workplace

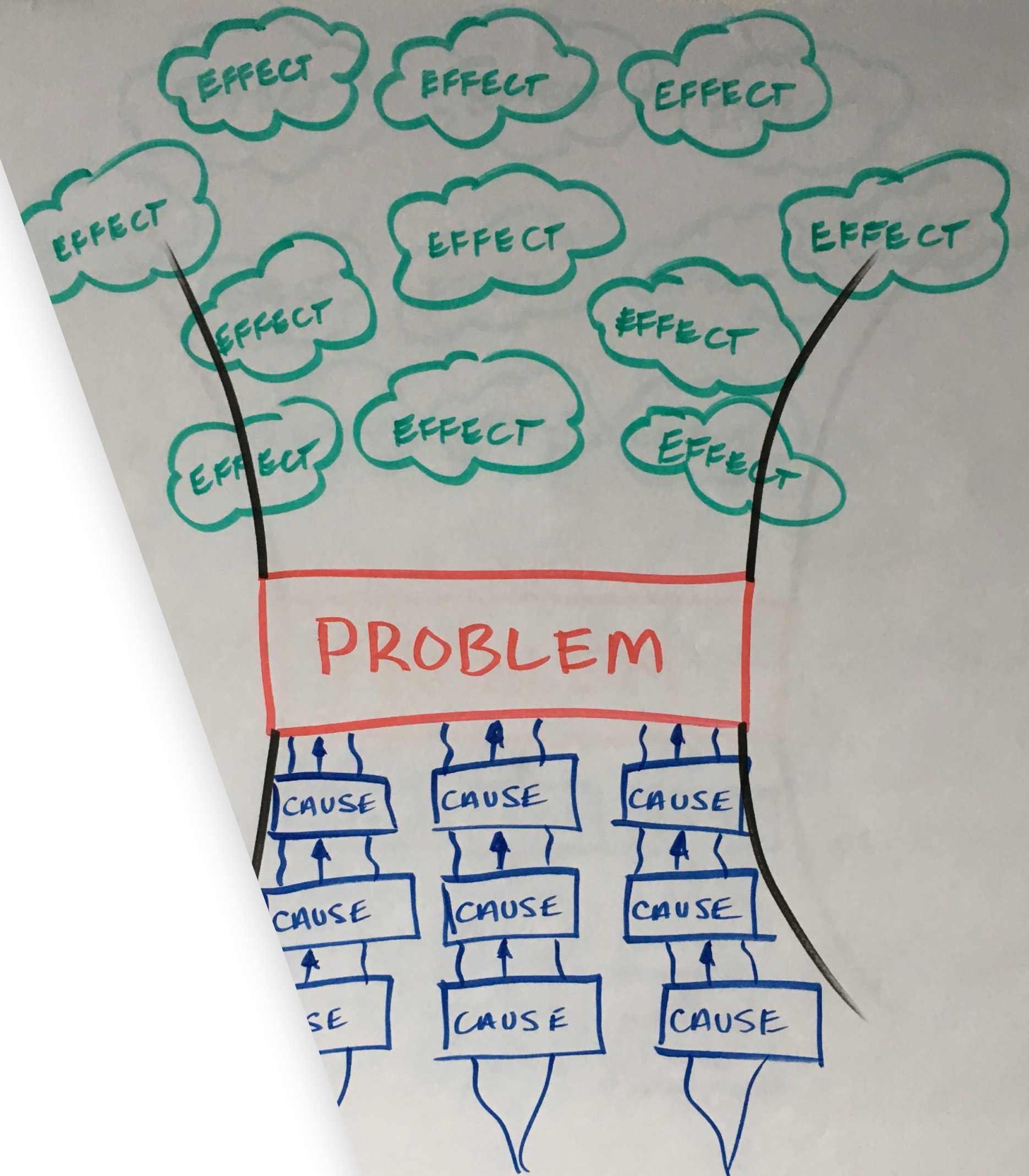


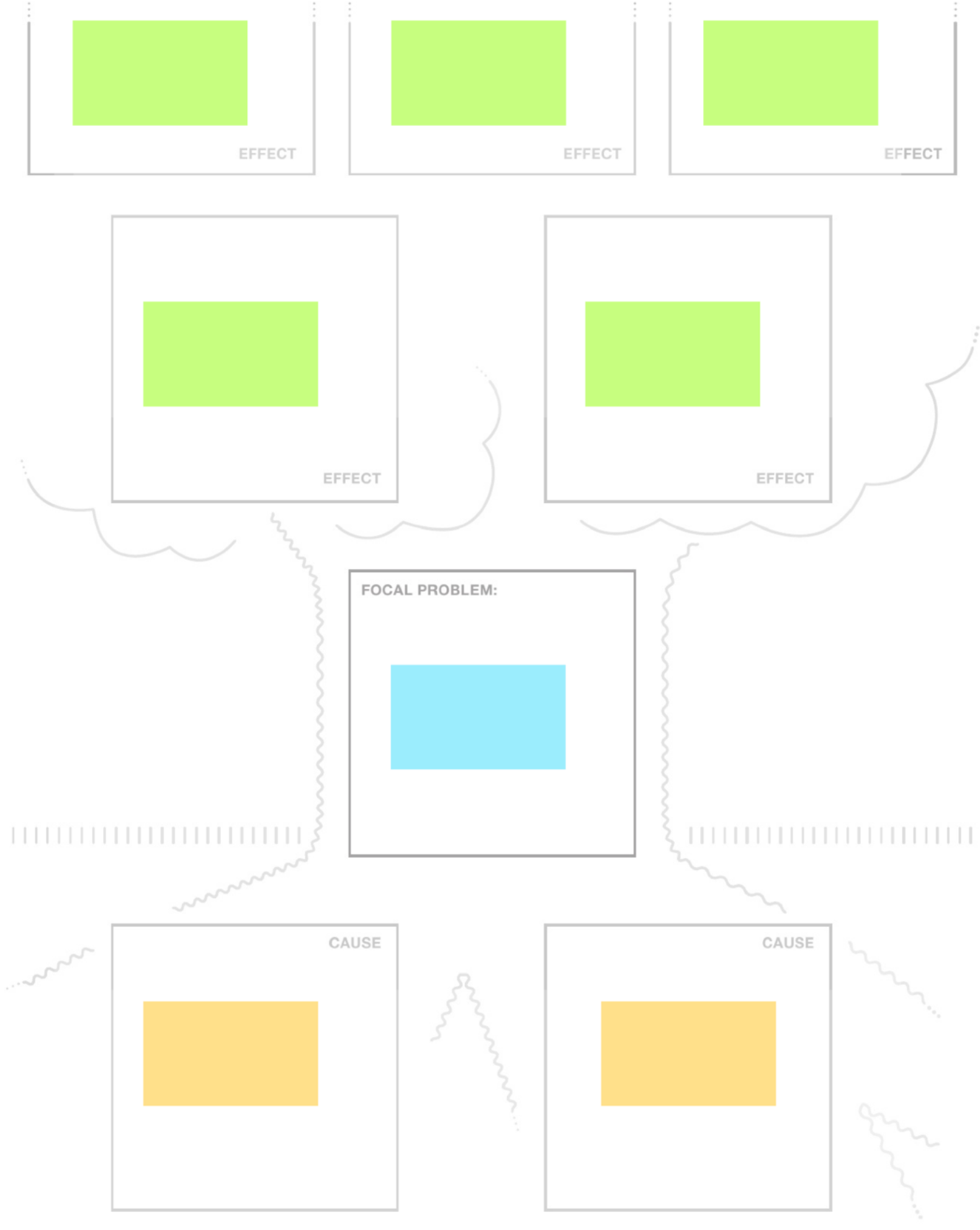
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ON the WALL
REVIEW
• Statement steu
• contextual inqu

Problem Tree Analysis

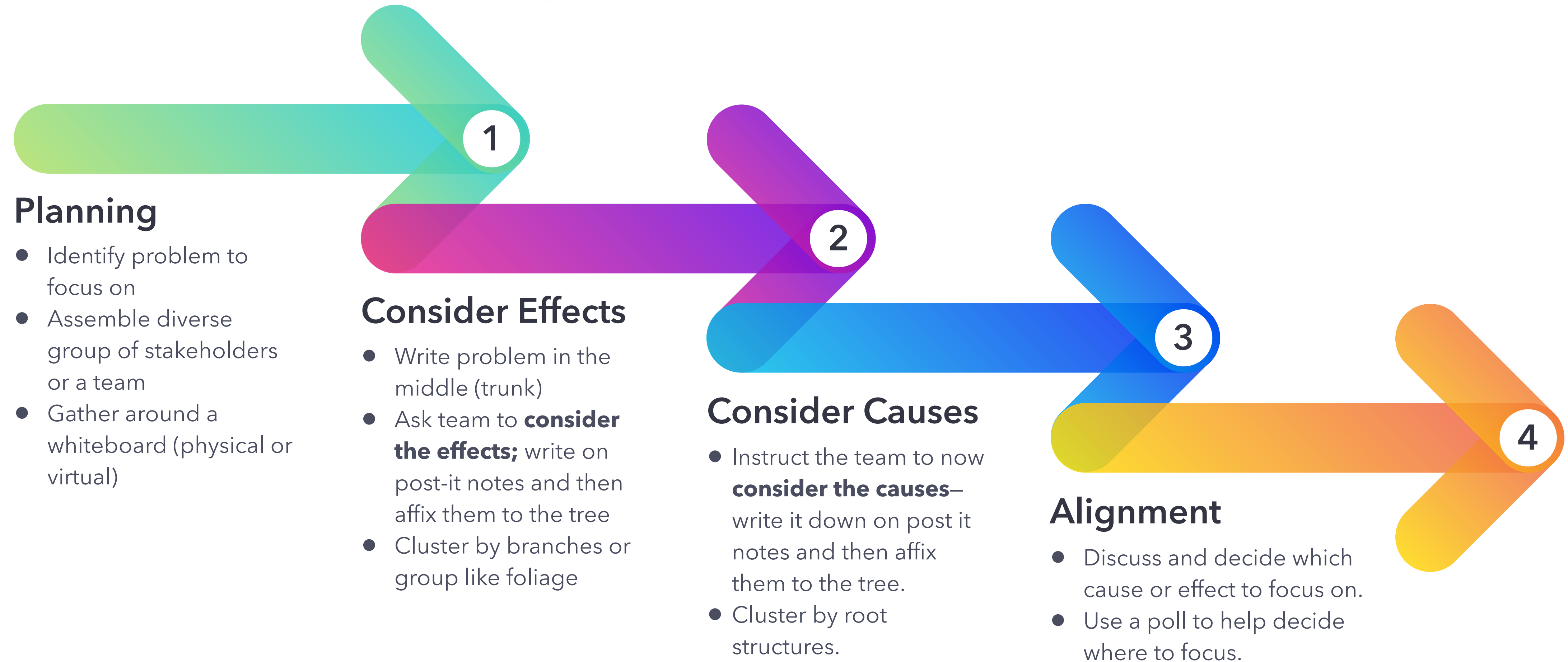
A way of exploring the causes and effects of a particular issue

Innovating for People | Activity Templates | Problem Tree Analysis



How to Get Started

Use a Tree as a Metaphor to Map Causes and Effects to Better Understand the Circumstances that Led to the Current Situation.



Statement Starters

Statement Starters

How Might We



Challenges your assumptions



Provides a direction for problem solving



Invites divergent thinking

Luma Workplace

Creative Facilitation Example Activities

Photo by [Edu Lauton](#) on [Unsplash](#)

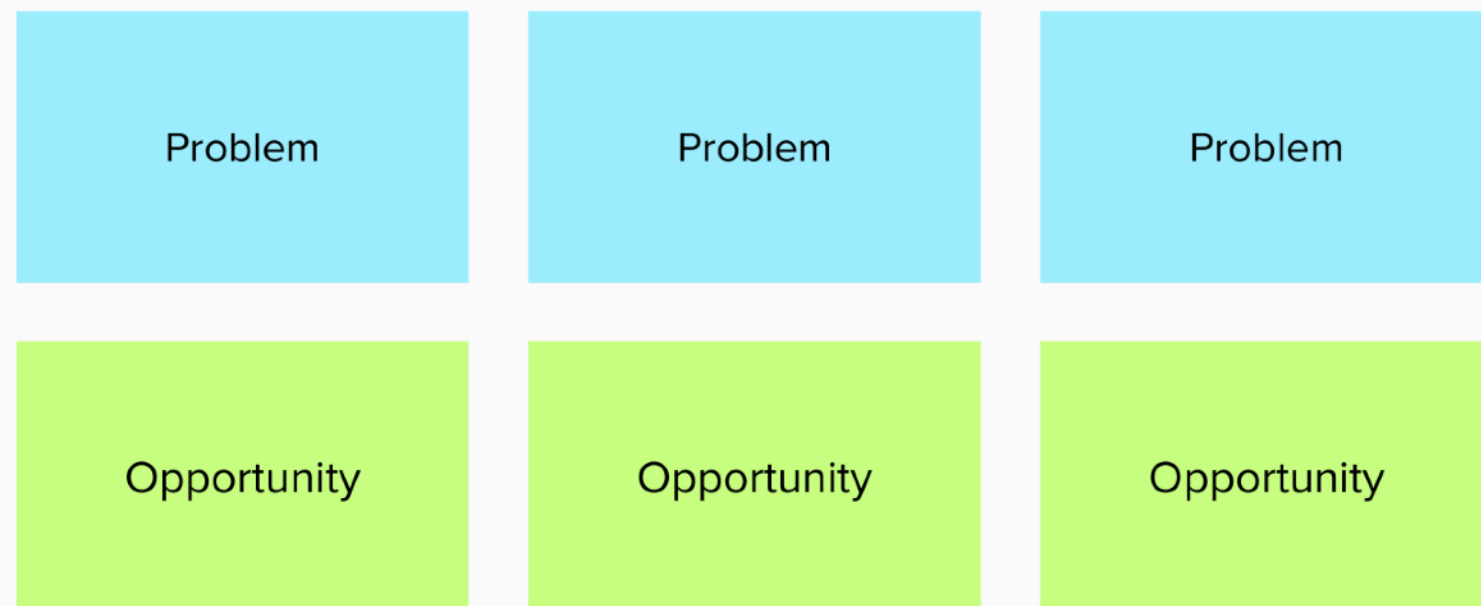


Statement Starters

An approach to phrasing problem statements that invites broad exploration

1

Identify the problem or opportunity



2

Craft potential problem statements

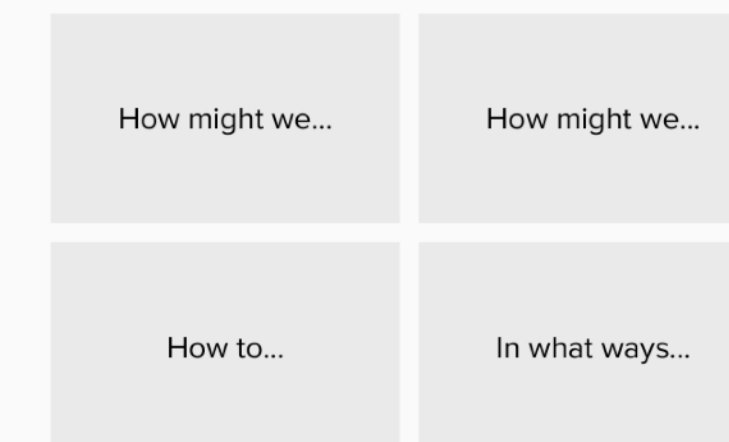
Person 1



Person 2



Person 3



Person 4



How to Get Started

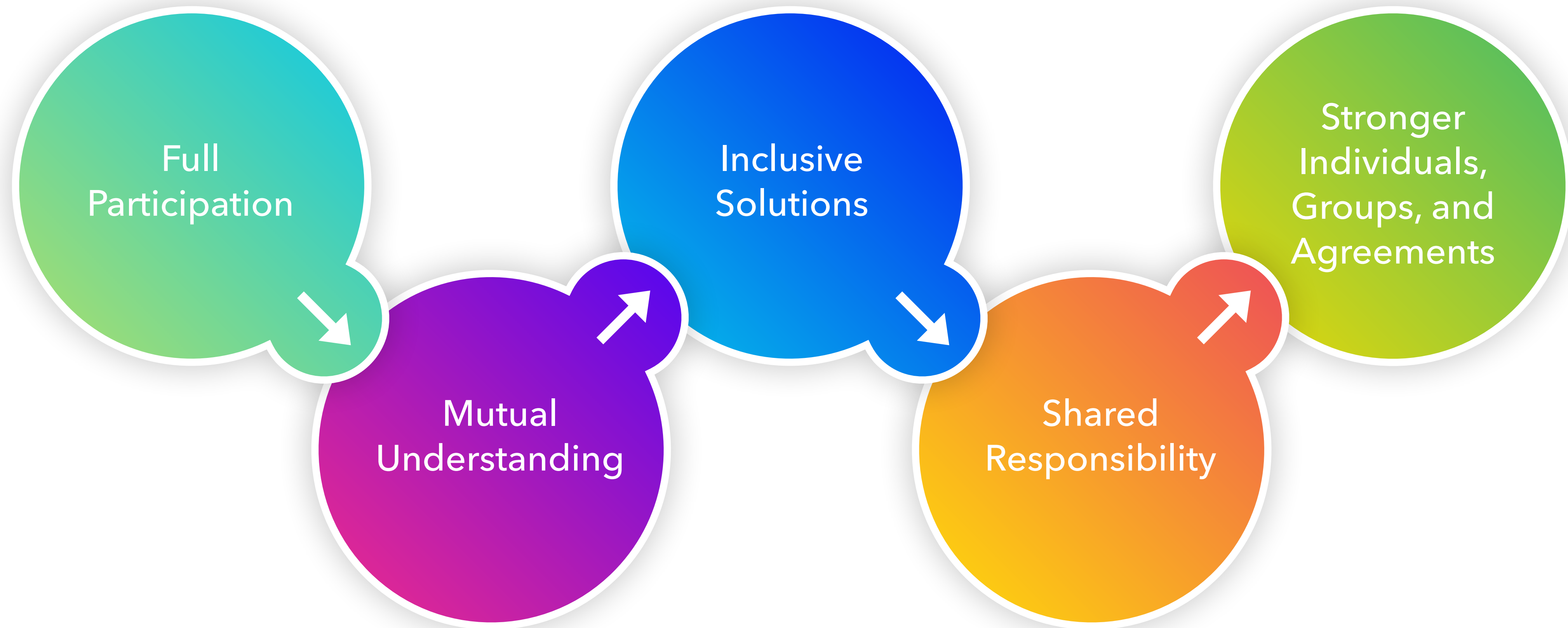
Statement Starters



Wrap Up

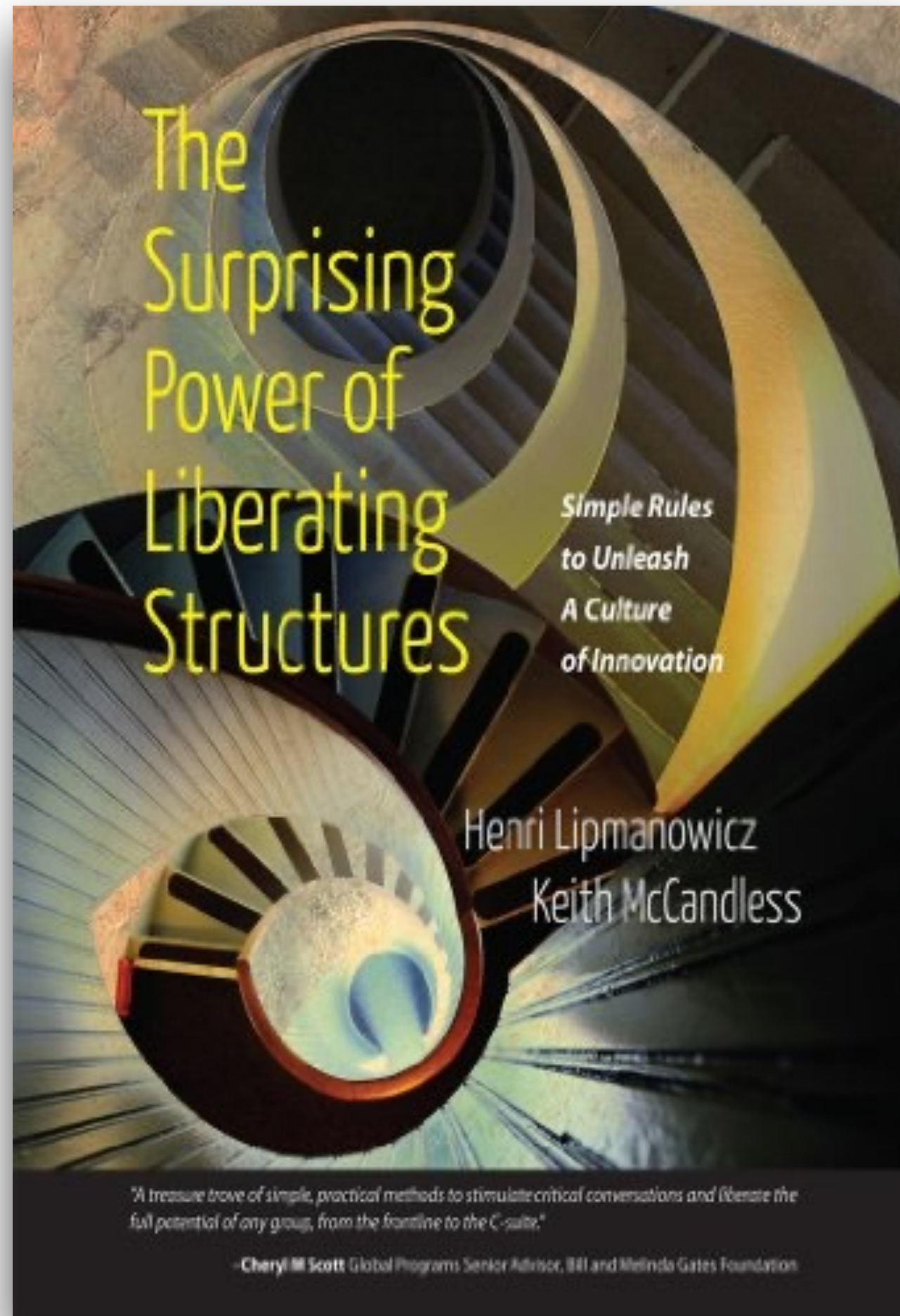
Facilitation Core Values

Strengthens Individuals, Develops Groups, and Fosters Sustainable Agreements



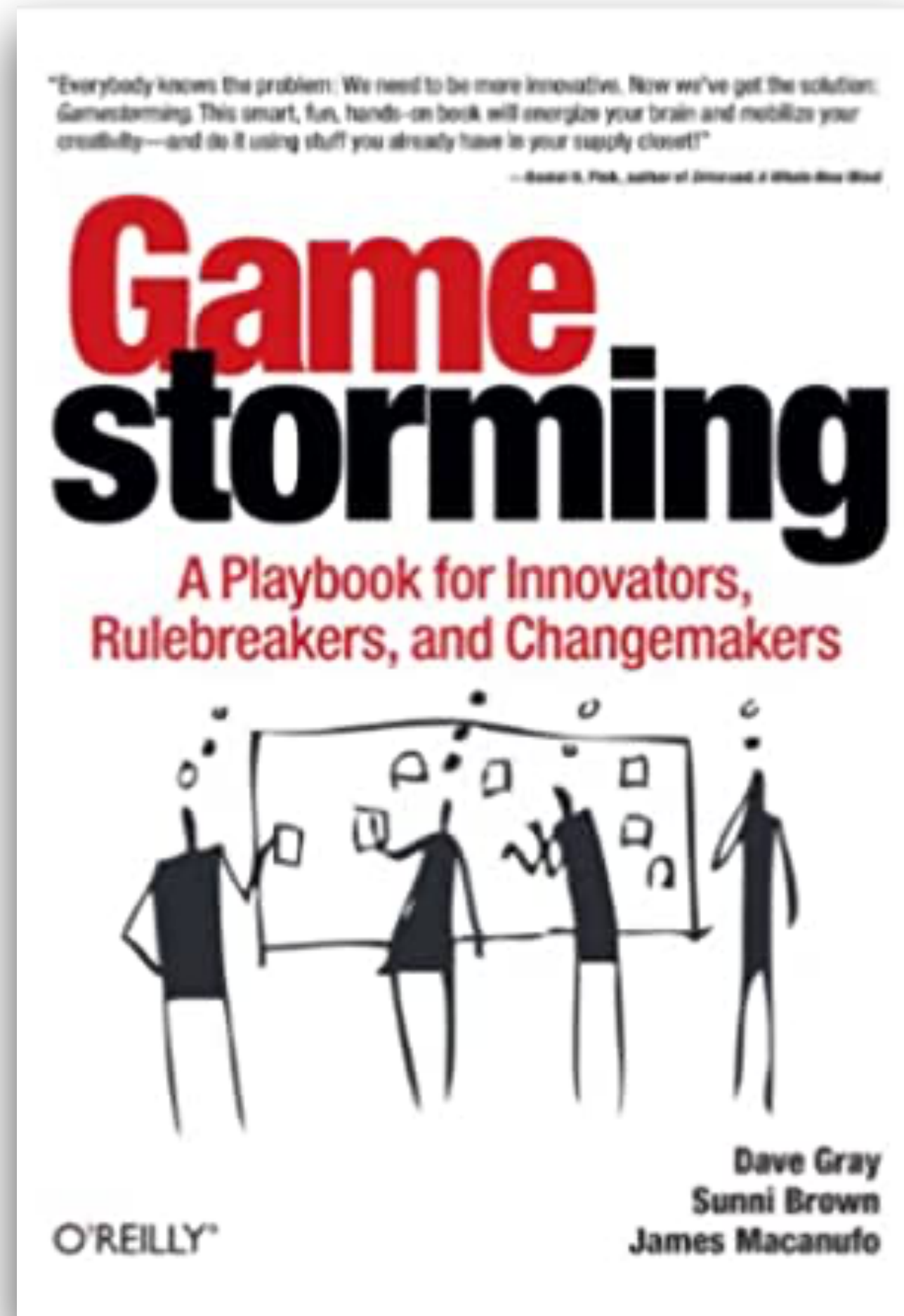
Facilitator's Guide to Participatory Decision-Making, Sam Kaner.

Resources



The Surprising Power of Liberating Structures

Henri Lipmanowicz and Keith McCandless



Game Storming

Dave Gray, Sunni Brown, and James Macanufo



High-Impact Tools for Teams
Stefano Mastrogiacomo and Alex Osterwalder

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