Increase Collaboration, Productivity, and Innovation

Scott Reed October 29, 2021







01 Business Value

Creative Facilitation HCD Community of Practice



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



of meetings are considered unproductive and a waste of time.

Creative Facilitation Business Value

Atlassian



of projects are successful.

Creative Facilitation Business Value

Chaos Report, Standish Group, 2019.



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

Creative Facilitation Business Value

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.

High-Impacts Tools for Teams, Stefano Mastrogiacomo

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.

High-Impacts Tools for Teams, Stefano Mastrogiacomo

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.

High-Impacts Tools for Teams, Stefano Mastrogiacomo

Unsafe Team Climate and Misalignment

Undermines Innovation and Success



- Internal competition
- Disengagement
- Lack of recognition
- Over-collaboration
- Lost joy of working together

Photo by Mateusz Wacławek on Unsplash

Signs of Poor Team Climate

Lack of trust between colleagues and teams

• Fear: difficult to speak up



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

Photo by <u>Justin Lim</u> on <u>Unsplash</u>

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

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

Austin Center for Design

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

Austin Center for Design







265 Miles Range

- Vehicle



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

Austin Center for Design



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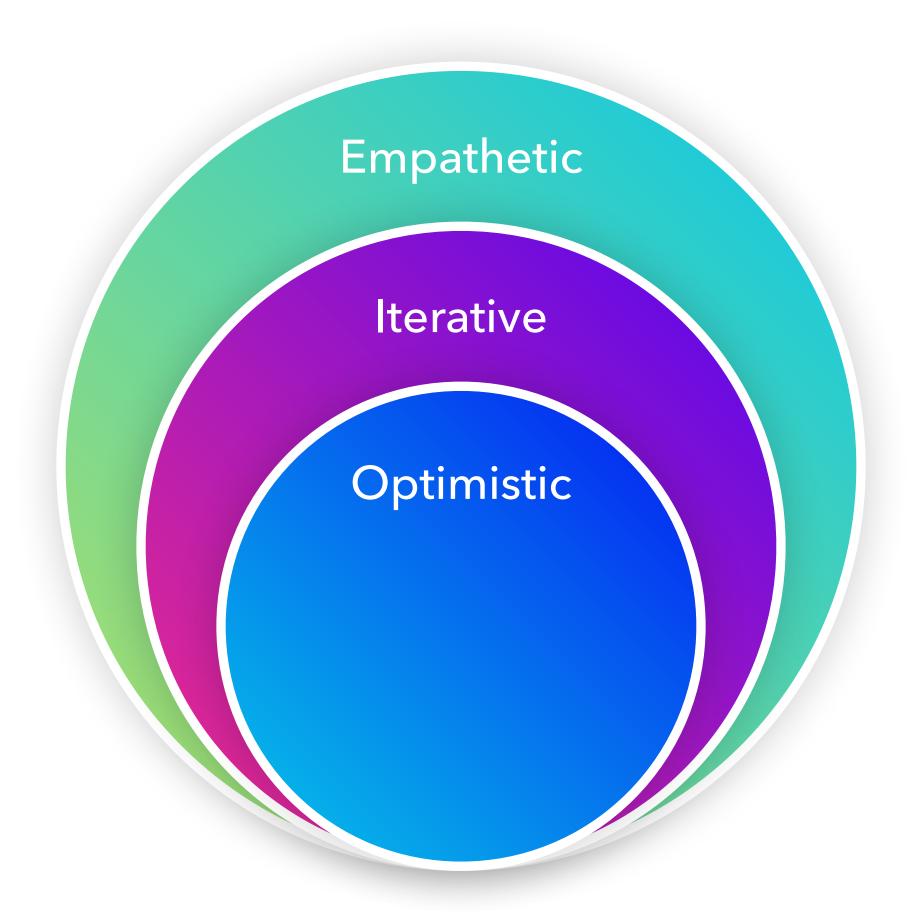
Austin Center for Design

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

Austin Center for Design



Grounded in Design



Austin Center for Design

Creative Facilitation Definition

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?

Creative Facilitation Example Activities

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Team Contract

Creative Facilitation Example Activities

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Team Contract

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



Makes values explicit



Sets clear expectations

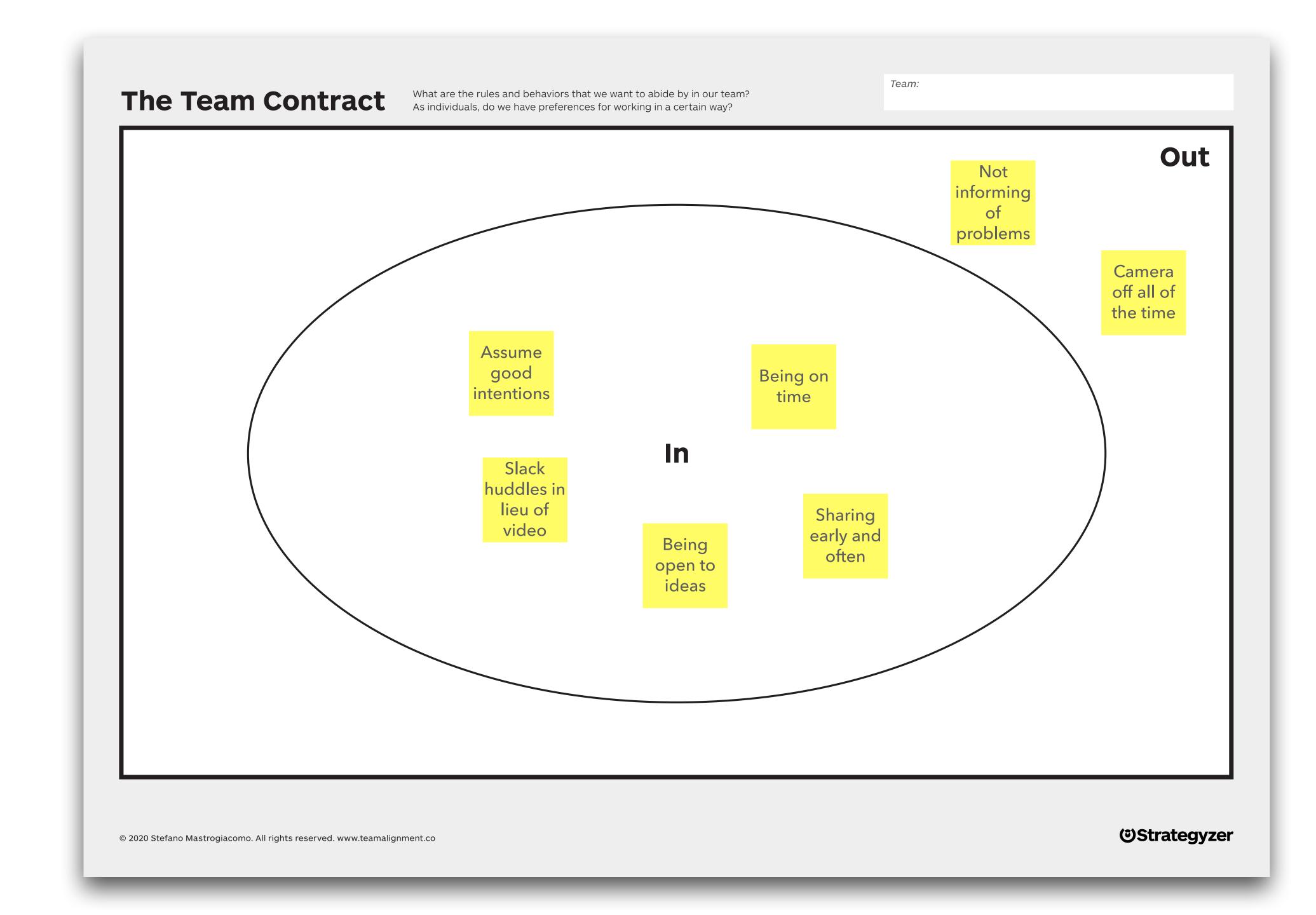


Minimizes unnecessary conflict

High Impact Tools for Teams







How to Get Started

Team Contract

Framing

Announce the project or team changes

Prep and Share

1

- Ask every team
 member to respond
 individually to the
 two trigger
 questions (5 min)
- Allow each
 participant 3 minutes
 to share their
 answers

2

Consolidate

Team discussion to react, adapt, and consolidate (20 min)

Alignment

End the meeting when team mutually agrees on the contract

3

4

Problem Tree Analysis



Problem Tree Analysis

Explore the Causes and Effects of an Issue



Helps you untangle complex problems

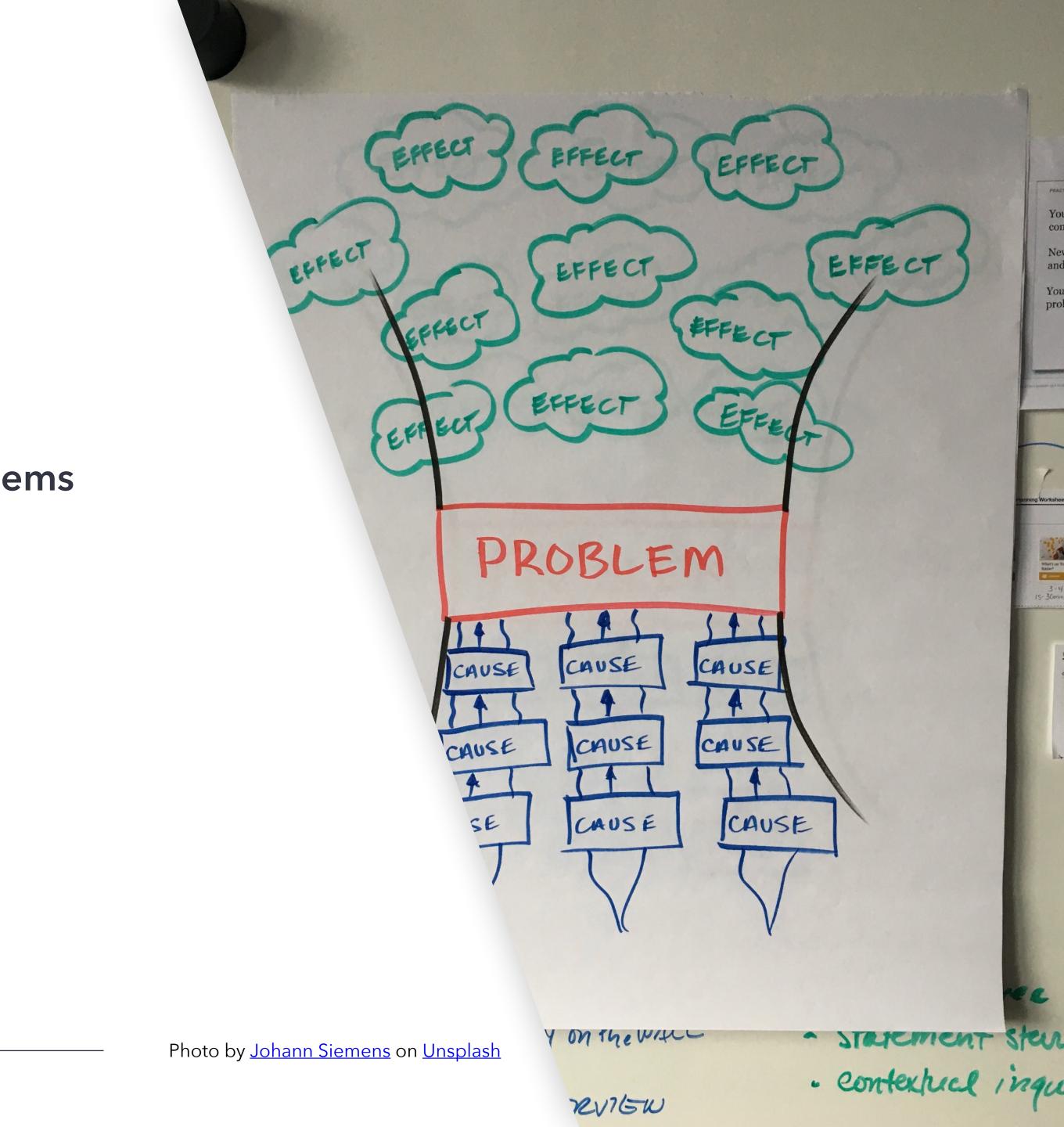


Reveals causes and effects



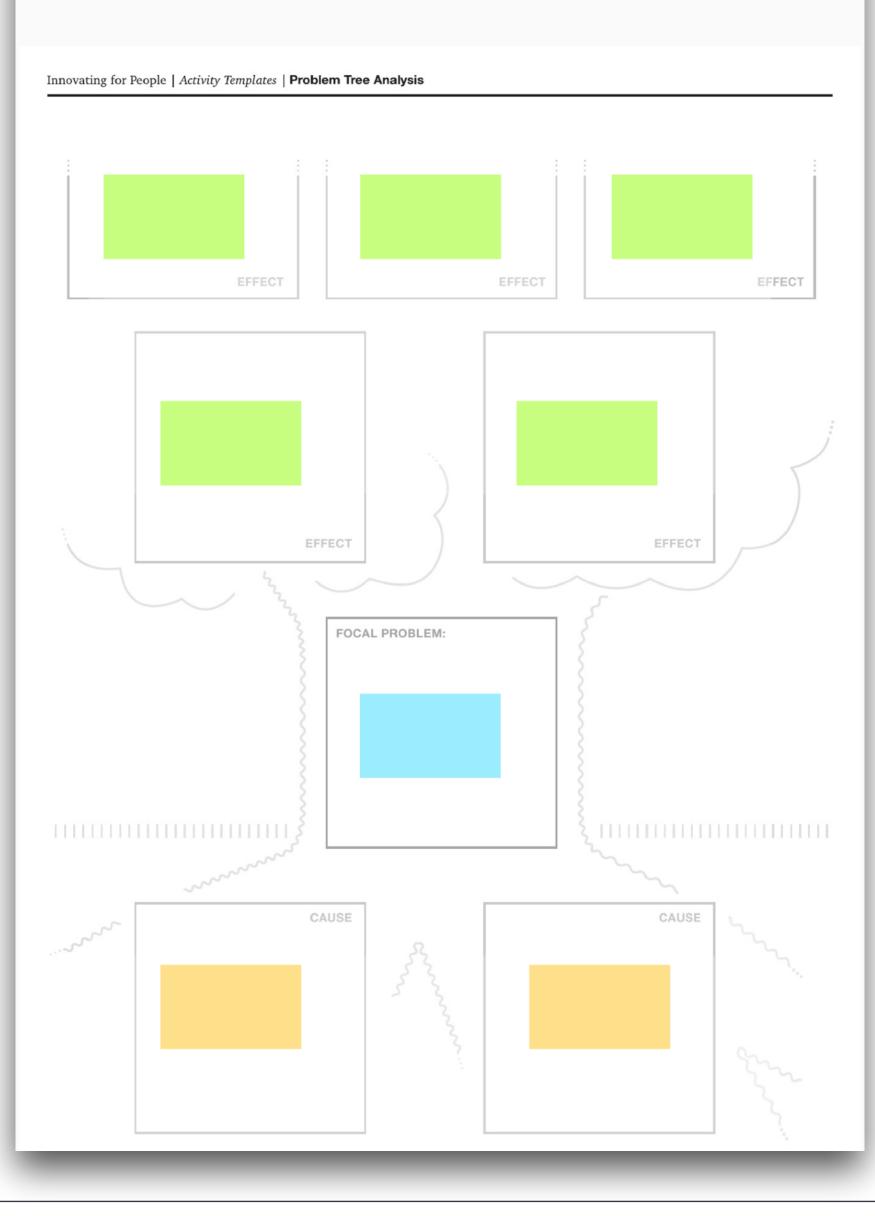
Builds a shared understanding

Luma Workplace



Problem Tree Analysis

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



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.

Planning

- Identify problem to focus on
- Assemble diverse group of stakeholders or a team
- Gather around a whiteboard (physical or virtual)

Consider Effects

1

- Write problem in the middle (trunk)
- Ask team to **consider** the effects; write on post-it notes and then affix them to the tree
- Cluster by branches or group like foliage

Creative Facilitation Example Activities

Consider Causes

2

- Instruct the team to now consider the causes
 - write it down on post it notes and then affix them to the tree.
- Cluster by root
 - structures.

Alignment

• Discuss and decide which cause or effect to focus on.

3

• Use a poll to help decide where to focus.

4

Statement Starters

Creative Facilitation Example Activities

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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 <u>Edu Lauton</u> on <u>Unsplash</u>

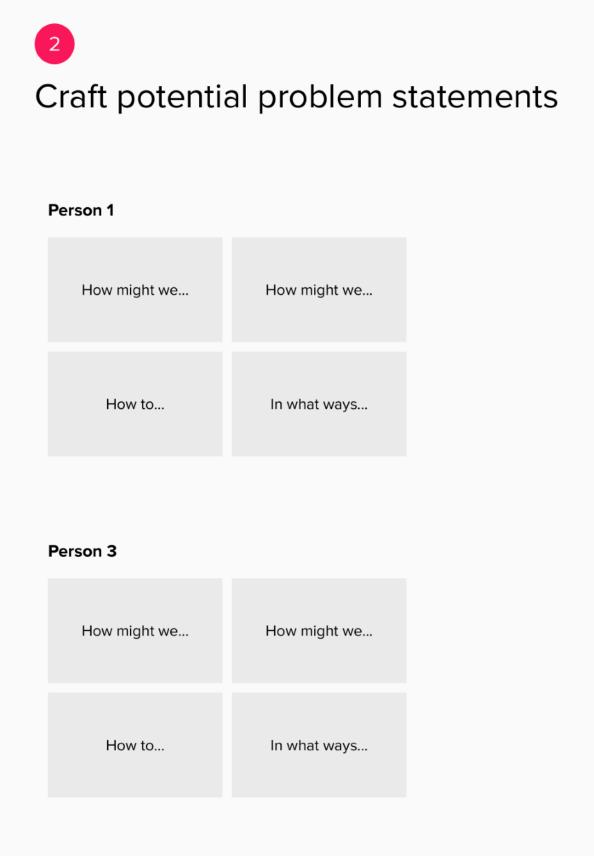


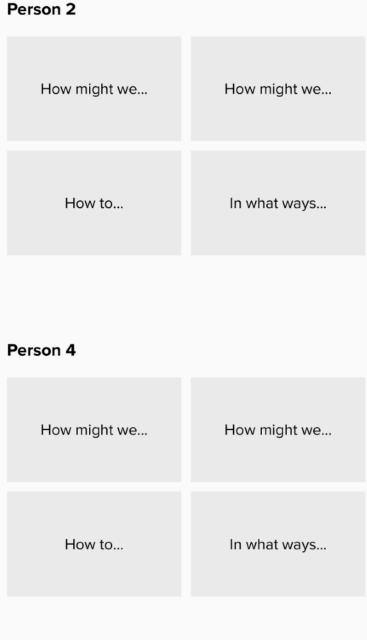
Statement Starters

An approach to phrasing problem statements that invites broad exploration

1 Identify the problem or opportunity







How to Get Started

Statement Starters

Summarize

What is the problem being faced; plainly summarize

Reflection

Reframe in a positive manner working individually and then as a group

1

Creative Facilitation Example Activities

Group

Share them out along the way; iterative group activity

2

Alignment

Review the statements as a team; select one (or mashup) to focus on

3

4

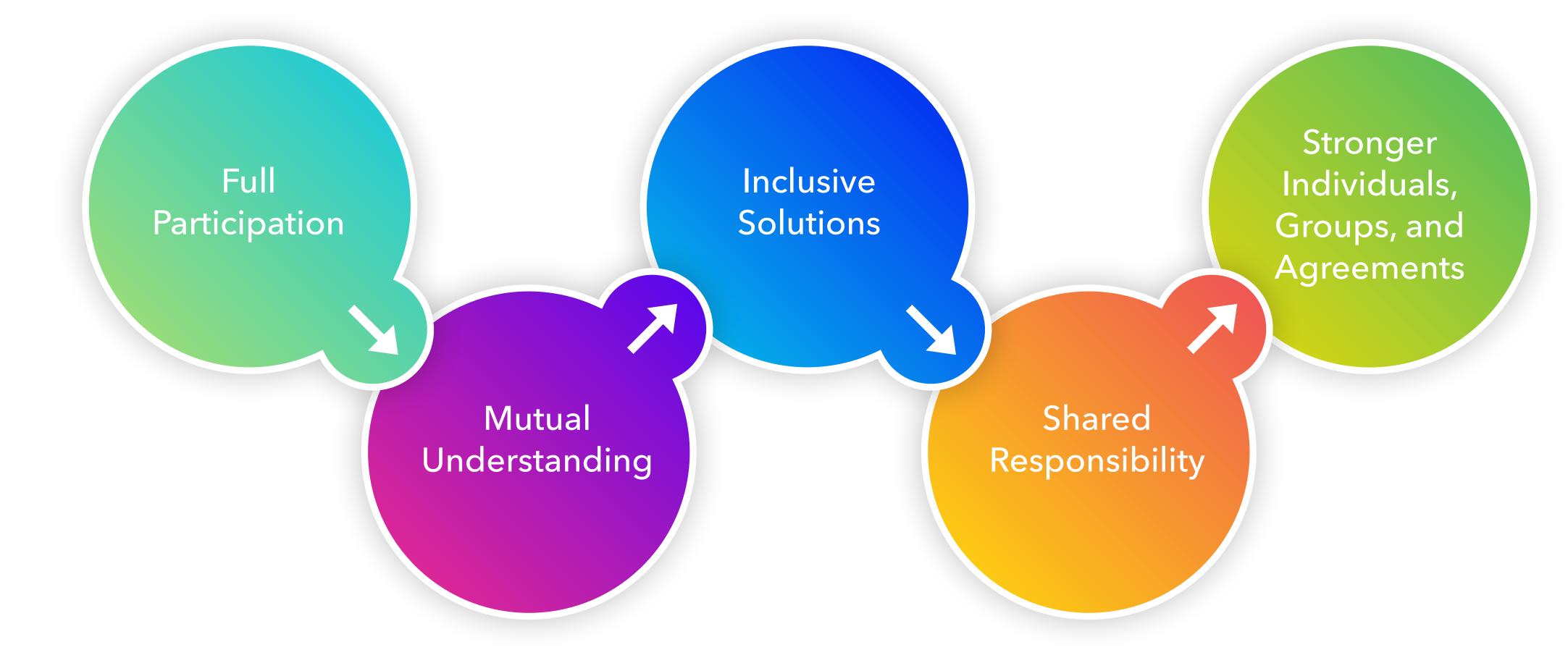
Wrap Up

Creative Facilitation Wrap Up

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Facilitation Core Values

Strengthens Individuals, Develops Groups, and Fosters Sustainable Agreements



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

Creative Facilitation Wrap Up



Resources

Creative Facilitation Wrap Up

Surprising Power of

Liberatin

Structures

Simple Rules to Unleash A Culture of Innovation

Henri Lipmanowicz Keith McCandless

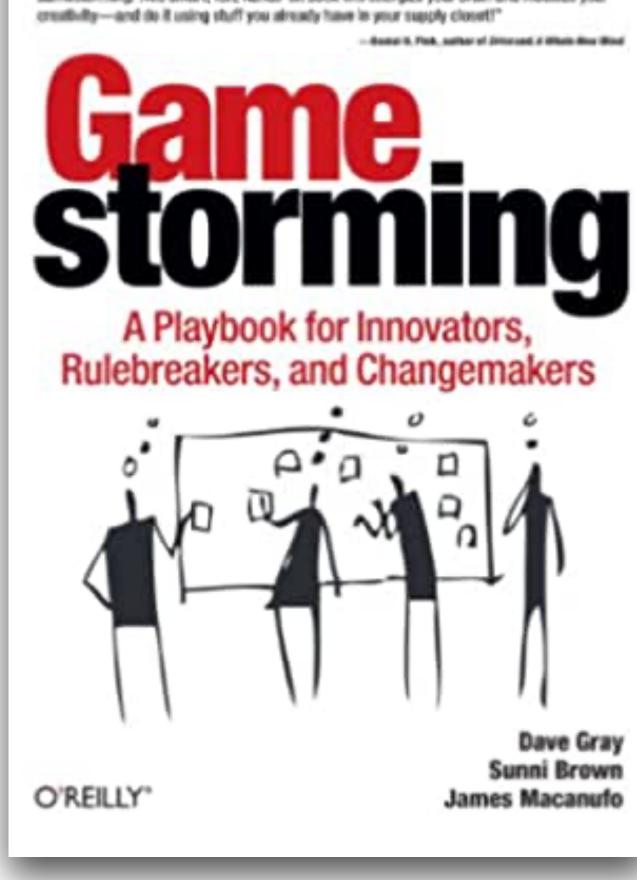
"A treasure trove of simple, practical methods to stimulate critical conversations and liberate the full patential of any group, from the frantine to the C-suite."

-Cheryl M Scott Global Programs Senior Advisor, Bill and Melinda Gates Foundation

Creative Facilitation Wrap Up

The Surprising Power of Liberating Structures

Henri Lipmanowicz and Keith McCandless



"Everybody knows the problem: We need to be more innovative. Now we've get the solution: Gamesterming. This smart, fun, hands-on book will energize your brain and mebilize your creativity---and do it using stuff you already have in your supply closet?"

Creative Facilitation Wrap Up

Game Storming

Dave Gray, Sunni Brown, and James Macanufo



Creative Facilitation Wrap Up

High-Impact Tools for Teams

Stefano Mastrogiacomo and Alex Osterwalder

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