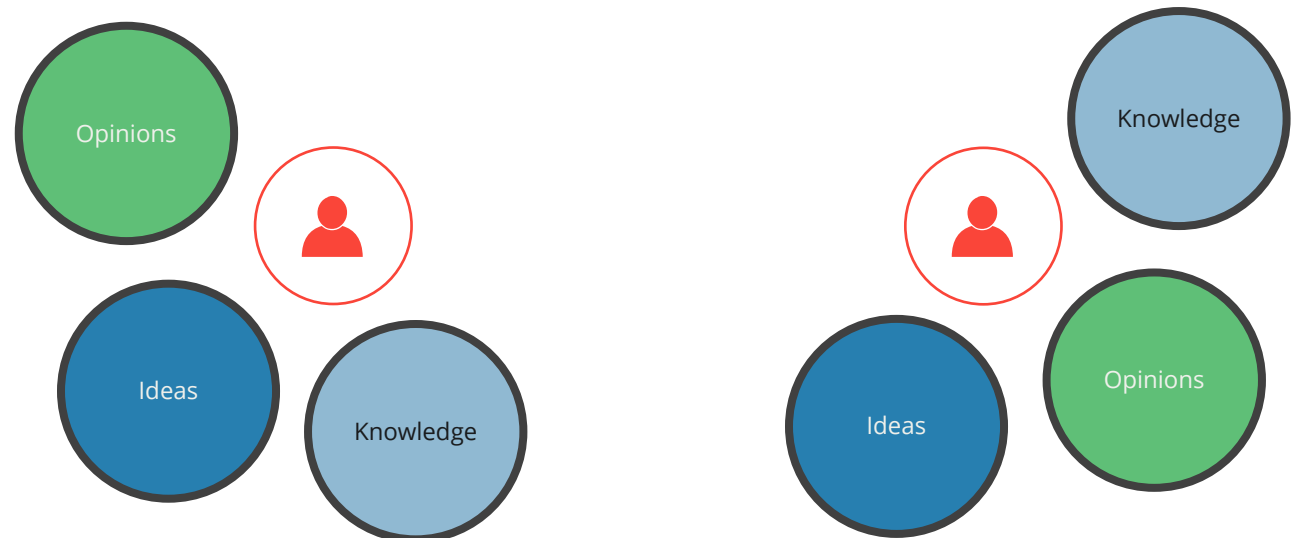
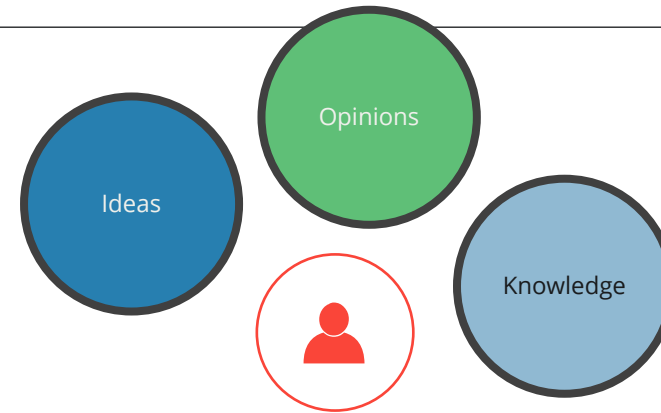


Moderating and Facilitating Groups: The Fundamentals

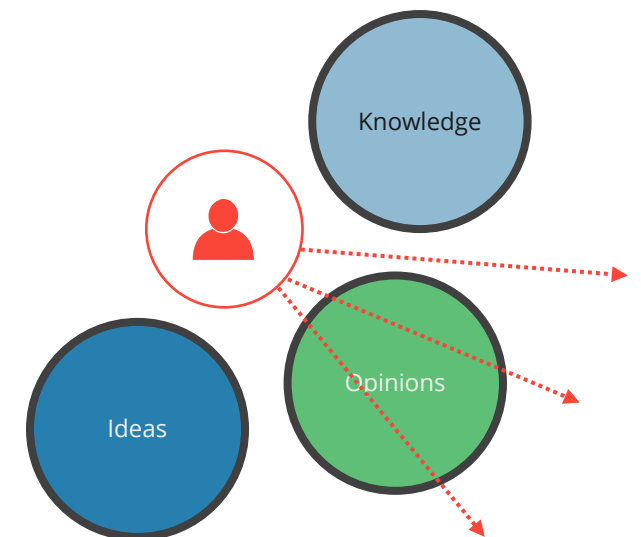
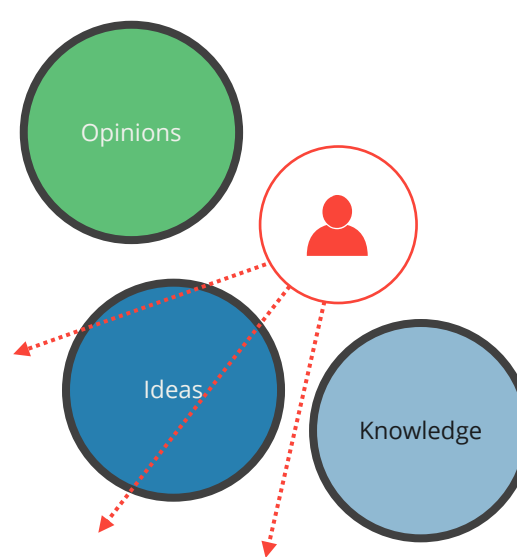
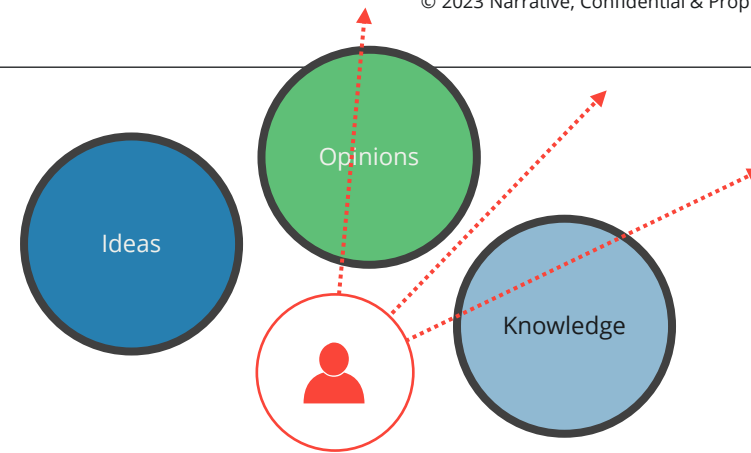
Group knowing

In any meeting context, each participant is presented with the same ideas, opinions, and knowledge.



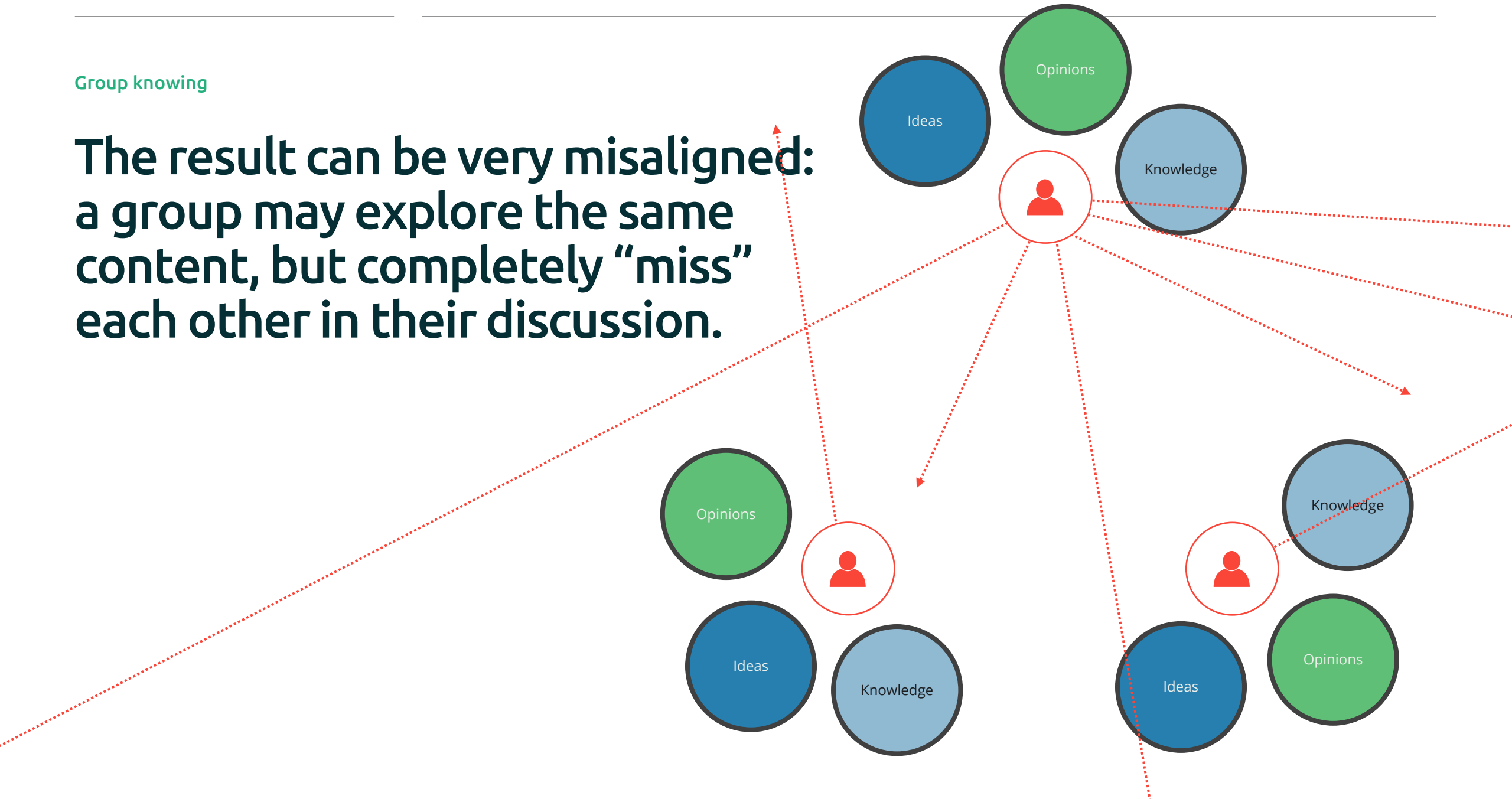
Group knowing

But the participant views these ideas, opinions and knowledge through a lens of their lived experience.



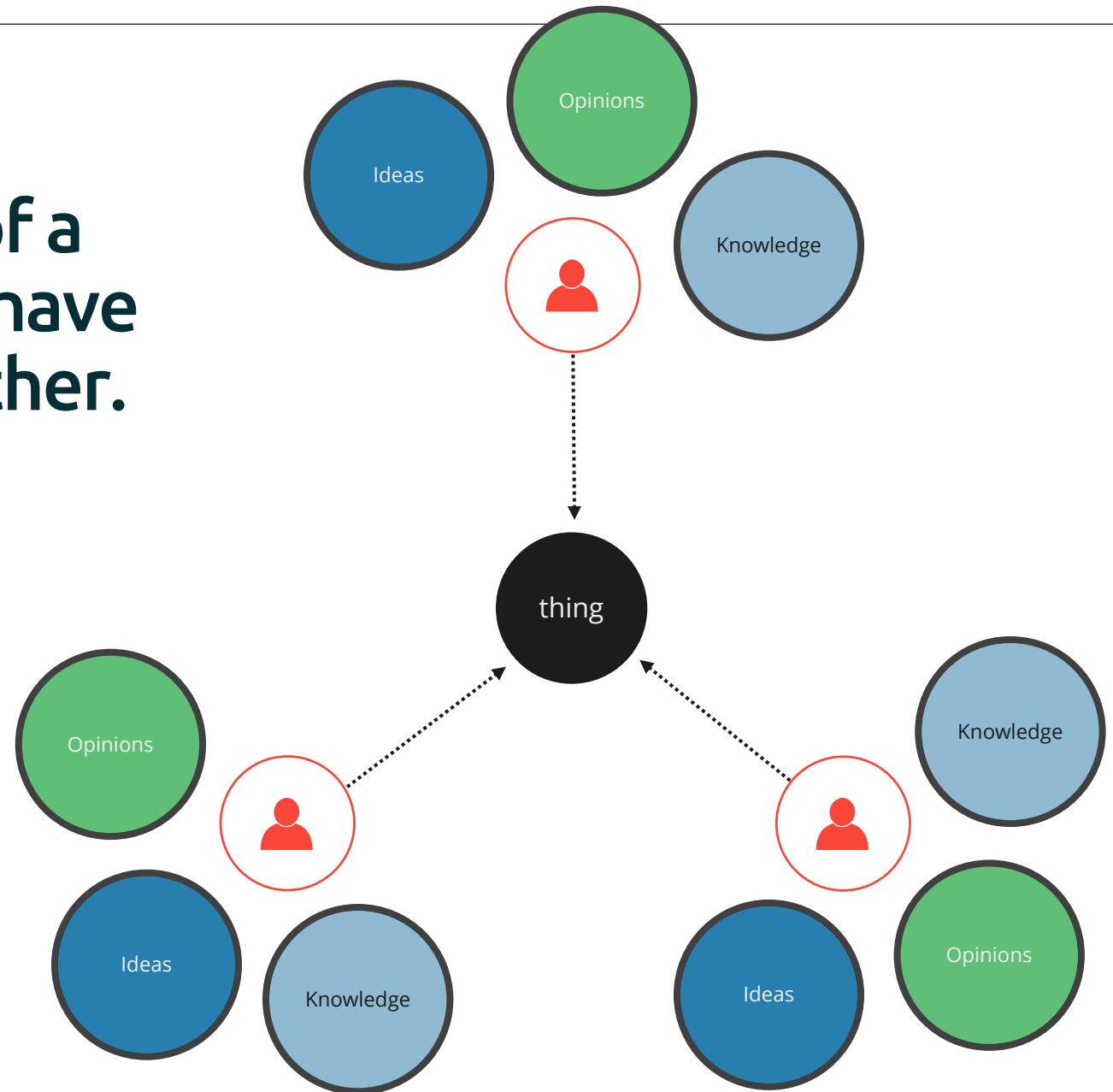
Group knowing

The result can be very misaligned: a group may explore the same content, but completely “miss” each other in their discussion.



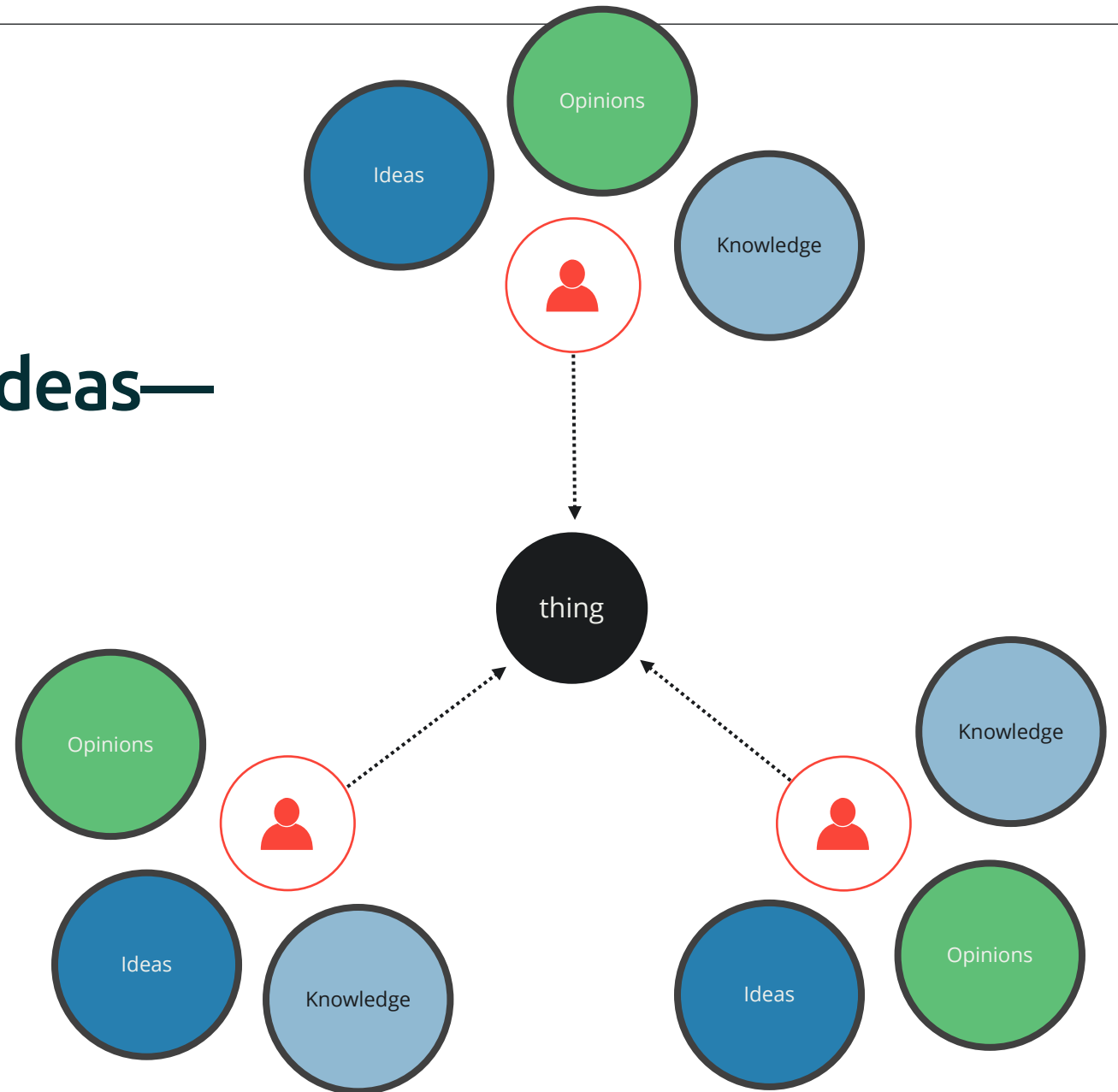
Group knowing

The most important part of a facilitated workshop is to have people make things, together.



Group knowing

Making a thing serves to highlight where we share knowledge, opinions and ideas—and where we differ.



Making things

But people are scared to make things. When you make a thing...

You have to commit to something.

You have to think of details.

Your craftsmanship impacts the way your idea is perceived and judged.

You feel dumb.

You feel exposed.

Making things

Creative frameworks help people make things; activities leverage frameworks.

A creative framework is an incomplete canvas that people can add to.

A framework constrains what needs to be made; limitations feel comforting.

A framework is a starting point; it's easier to paint on a canvas when there's already a mark on it.

A framework adds a sense of objectivity to an otherwise highly subjective activity.

Activities provide “rules” to give participants a feeling of right and wrong.

Activities act as a script for what's appropriate and inappropriate in the context of a framework.

Activities create organization to a meeting so it stays under control.

Activities put an artificial end to something that can theoretically continue forever.

Activities comfort people who are nervous of ambiguity.

Making things

There are many types of frameworks.

Generating ideas

Selecting ideas

Making a plan

Understanding Data

Evaluating Actions

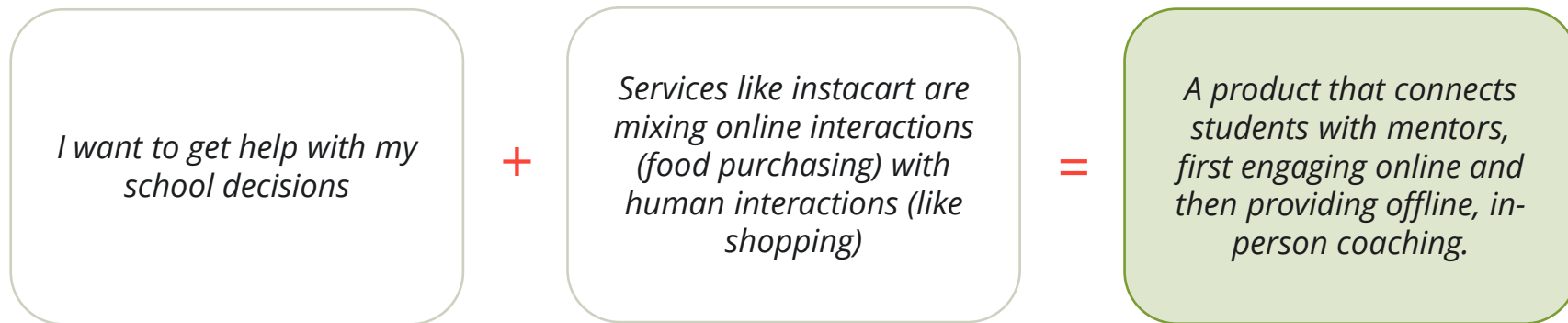
Frameworks for [generating ideas](#)

Framework: Goal and Pattern Combination



Frameworks for generating ideas

Framework: Goal and Pattern Combination



A dense grid of approximately 1000 sticky notes covering the entire page. Each note contains handwritten text, often including dates (e.g., 10/11, 11/12, 12/13), acronyms (e.g., LMS, RFP, LMS, LMS), and short descriptions of ideas or actions. The notes are organized into a grid-like structure, with some larger notes spanning multiple cells. The handwriting is in various colors, including black, blue, and red. The overall appearance is that of a highly organized and detailed brainstorming or project management board.

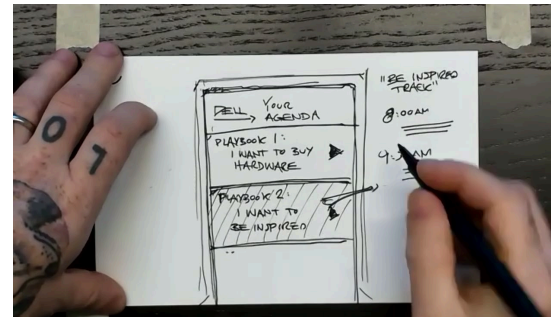
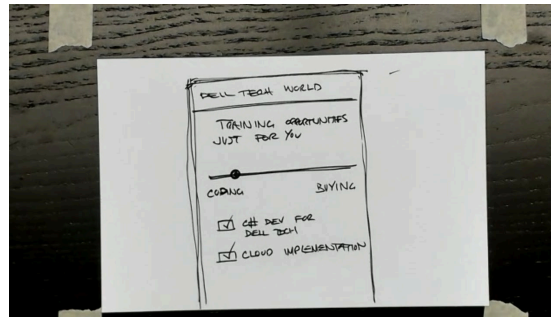
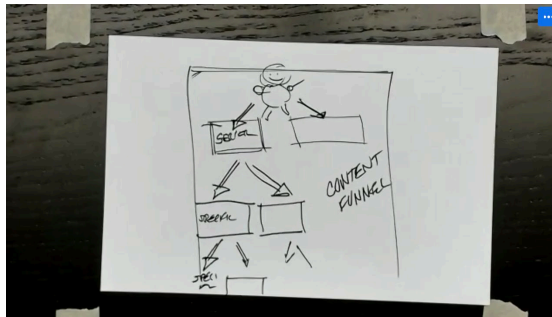
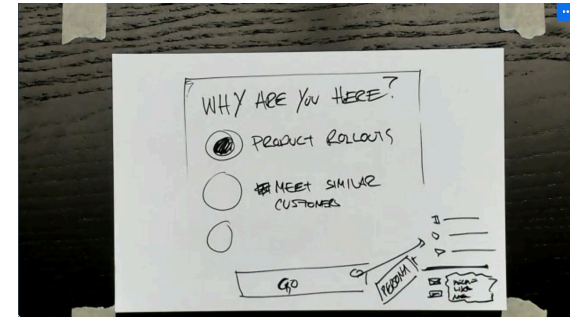
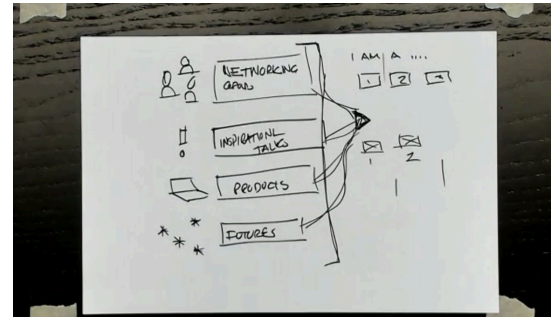
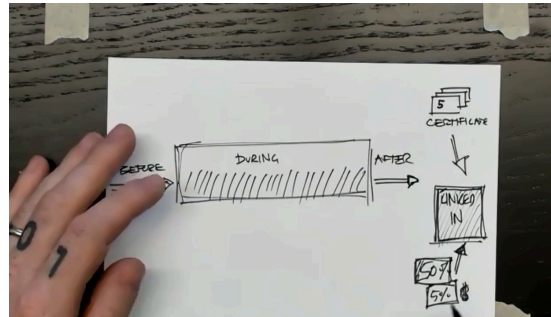
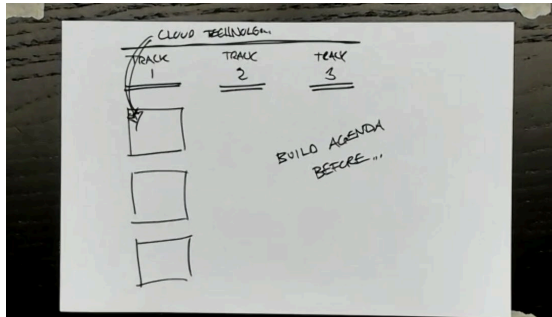
Frameworks for [generating ideas](#)

Framework: Anything Combination



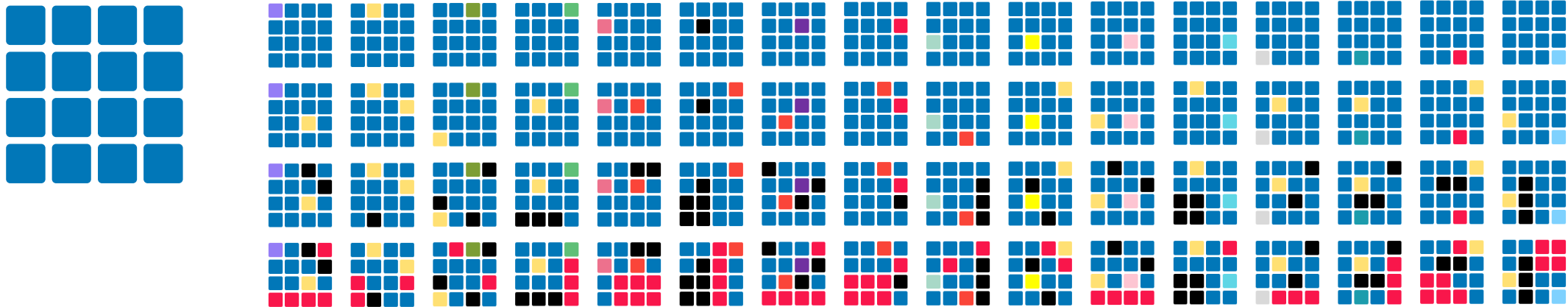
Frameworks for generating ideas

Framework: I Will Be Your Hands



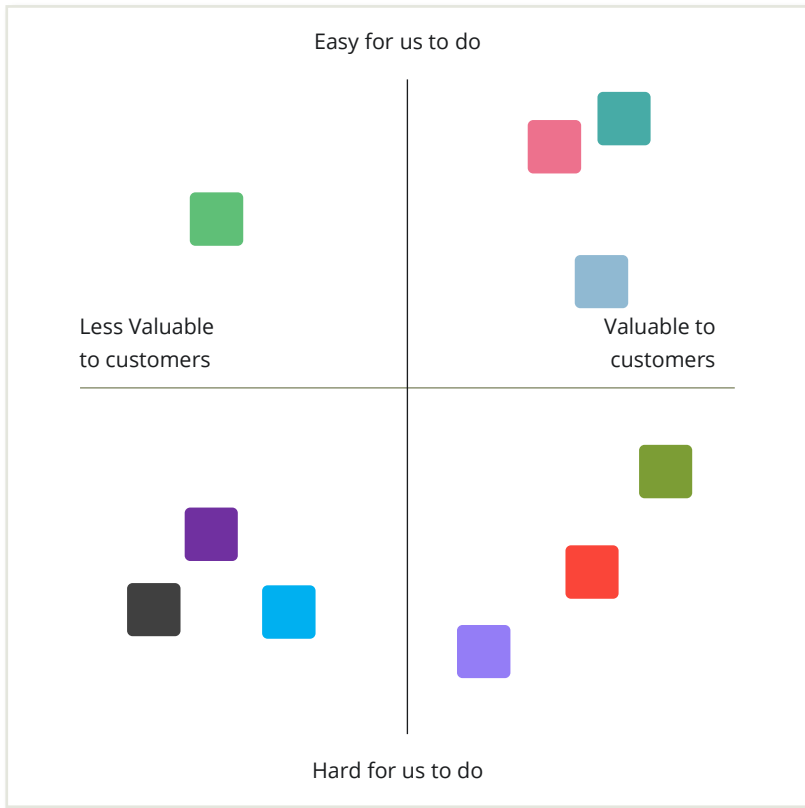
Frameworks for generating ideas

Framework: Idea Extension (change one thing)



Frameworks for selecting ideas


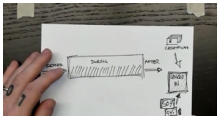


Framework: 2x2



Frameworks for selecting ideas

Framework: Stack Ranking

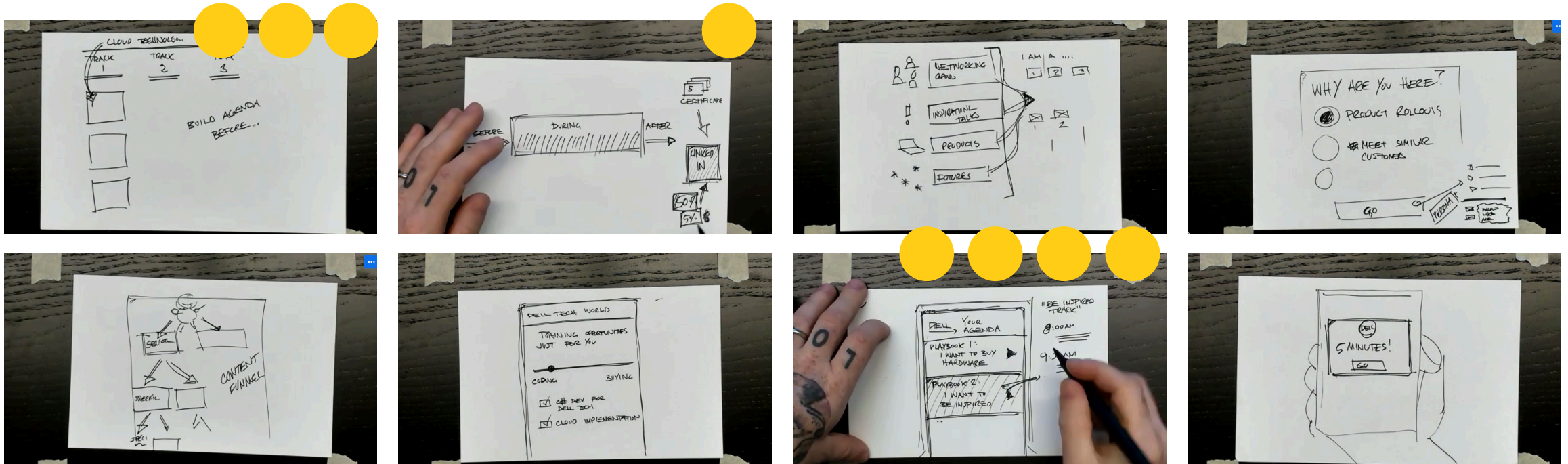
Best Idea

- 
- 
- 
- 

Worst Idea

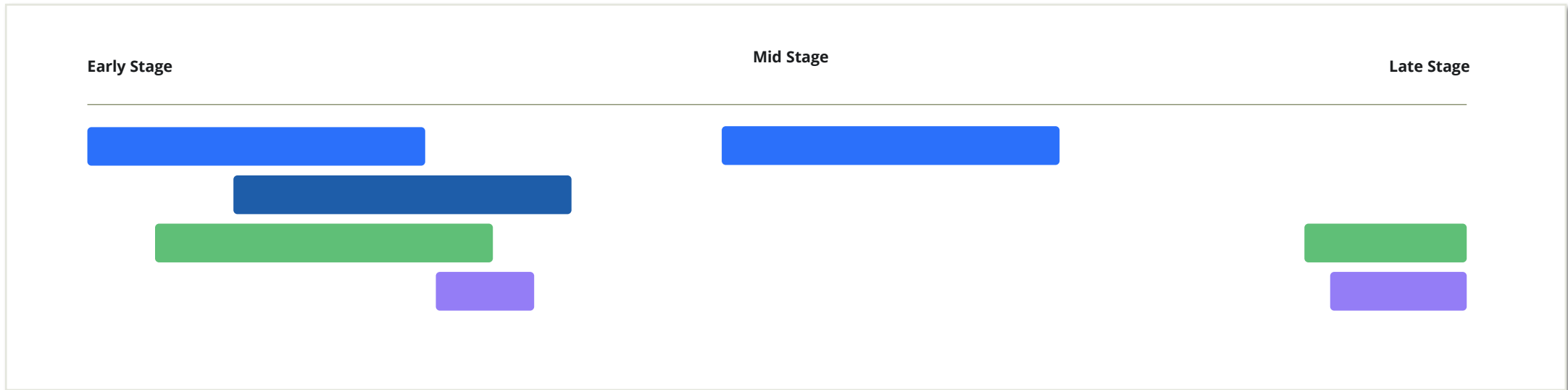
Frameworks for selecting ideas

Framework: Dot Voting



Frameworks for [making a plan](#)

Framework: Timeline



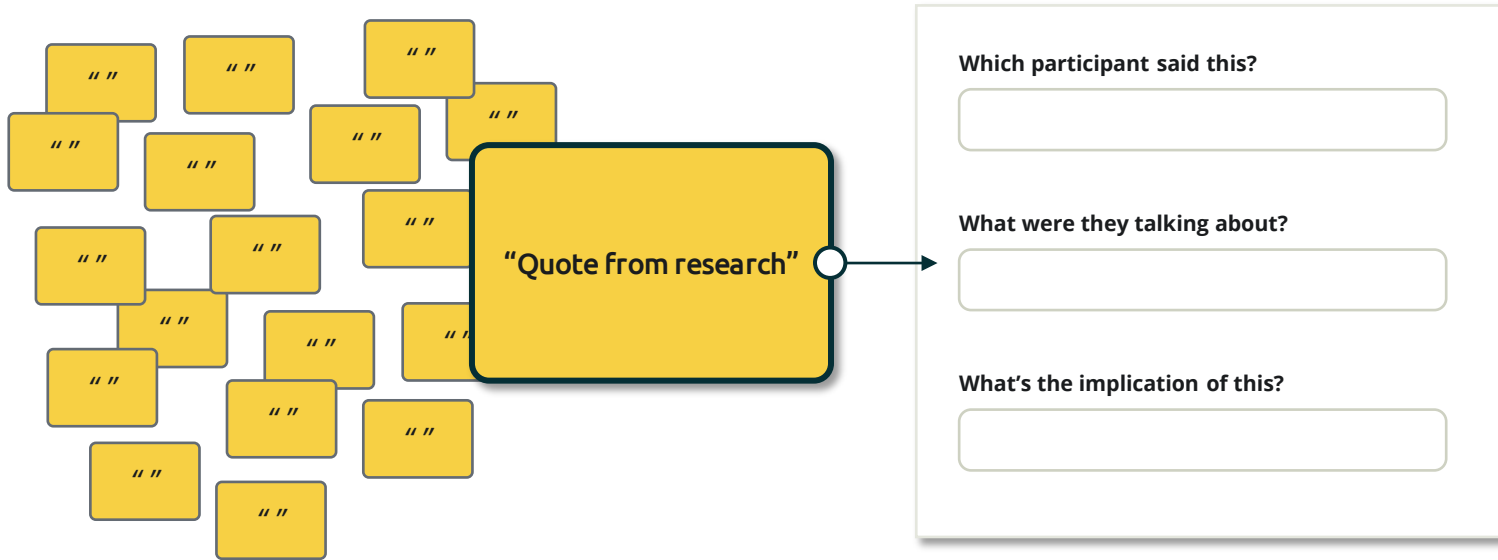
Frameworks for [making a plan](#)

Framework: Success Criteria

To be successful, we must...	A challenge will be...	We'll know if it worked because...
Achieve feature parity by Q1 of next year	We don't have enough development resources	All level 1 items on our feature roadmap are complete
Double the team's size without sacrificing quality	We underpay	Our NPS won't go down, but our size will be 2x
...

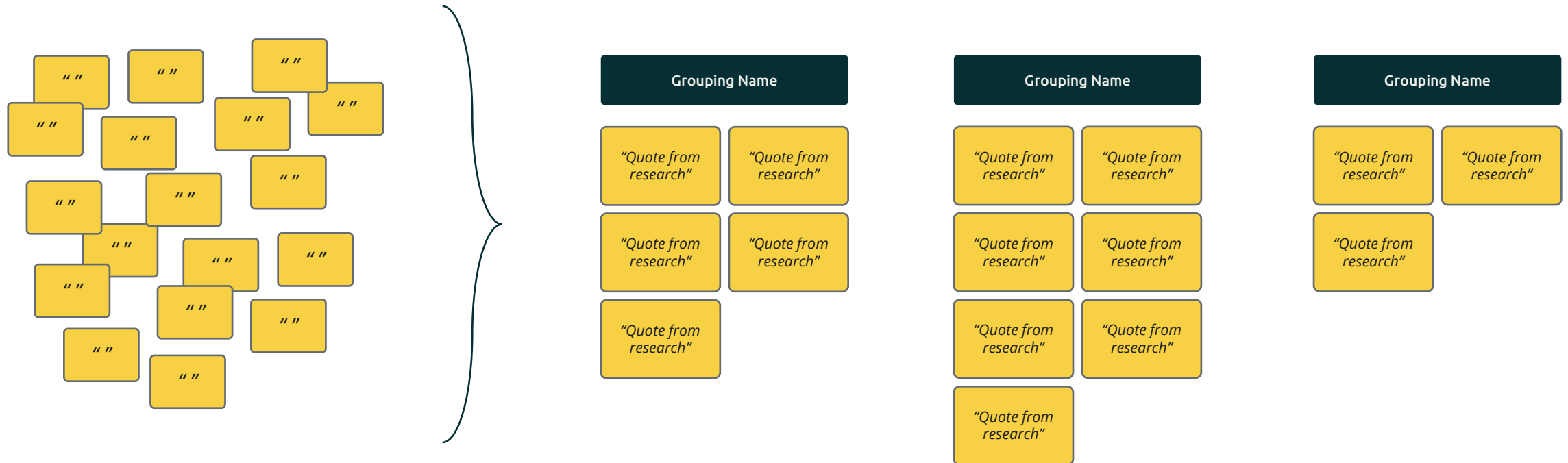
Frameworks for understanding and making sense of data

Framework: Meaning & Implications



Frameworks for understanding and making sense of data

Framework: Affinity Diagramming & Theme Grouping



Frameworks for evaluating actions

Framework: Scenario & Situation Planning

Proposed Action

Launch the new product without a core capability

What's the best result of this action? <input type="text"/>	What's the likelihood of this happening? <input type="text"/>
What's the worst result of this action? <input type="text"/>	What's the likelihood of this happening? <input type="text"/>
What's the competitive response to this action? <input type="text"/>	What's the likelihood of this happening? <input type="text"/>
...	

Selecting a framework

Framework selection is based on your specific project goals, as well as the participants who will be in the workshop.

What are you trying to accomplish with the workshop?

- Help people feel included
- Build alignment and consensus
- Give people an opportunity to be heard
- Take action
- Explore options

Consider...

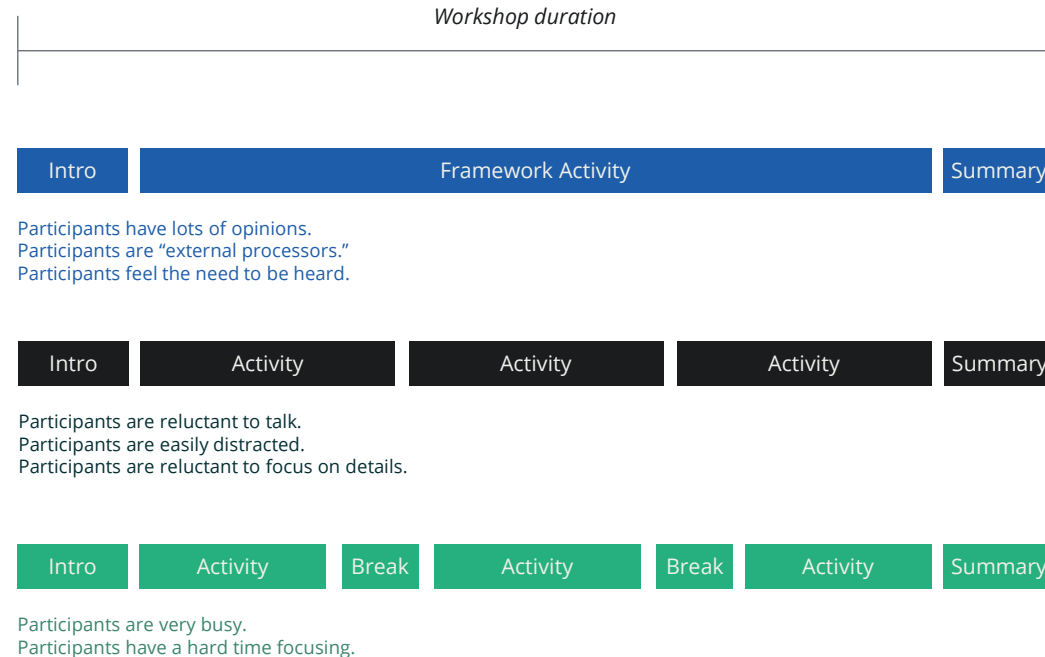
- What framework(s) and activities(s) will help you achieve your goals?
- How many people will be present?
- What types of people will be present?
- How much will the people in workshop know?

Building the plan

A creative workshop has a pacing that supports the use of your selected frameworks.

Consider...

- How much time do you have?
- How many participants are there?
- How talkative and opinionated are the participants?
- How much is “multitasking” engrained in your culture (will you hold their attention?)
- Will executives be in the room? Do people defer to them?



Building the plan

A workshop plan should include these sections:

Overview

What is this workshop and why are you running it?

Goals

What do you hope to accomplish? How will you know if you've accomplished these goals?

Participants

Who will be included?

Timing & Scheduling

What is the cadence of the workshop? When is it?

Activities & Frameworks

What will you do? Why? How? How long?

Tools

What materials and tools will you need to prepare?

Write this workshop plan with enough detail that someone else can run this workshop without you there.

Building the plan

Create your blank creative frameworks.

If you are using a digital tool...

How big (or small) does the framework need to be so people can see it on a small screen?

Do you need to lock the framework, so it isn't mistakenly moved during the activity?

If you are running the workshop in person...

What will the room be like? How big is it, and how close will people be able to get to you, the framework, and one-another?

Is it better to put the framework on the wall (painters tape, large) or on individual sheets?

How formal does the framework need to be? Hand-drawn, created in a digital tool and printed, color, black and white...

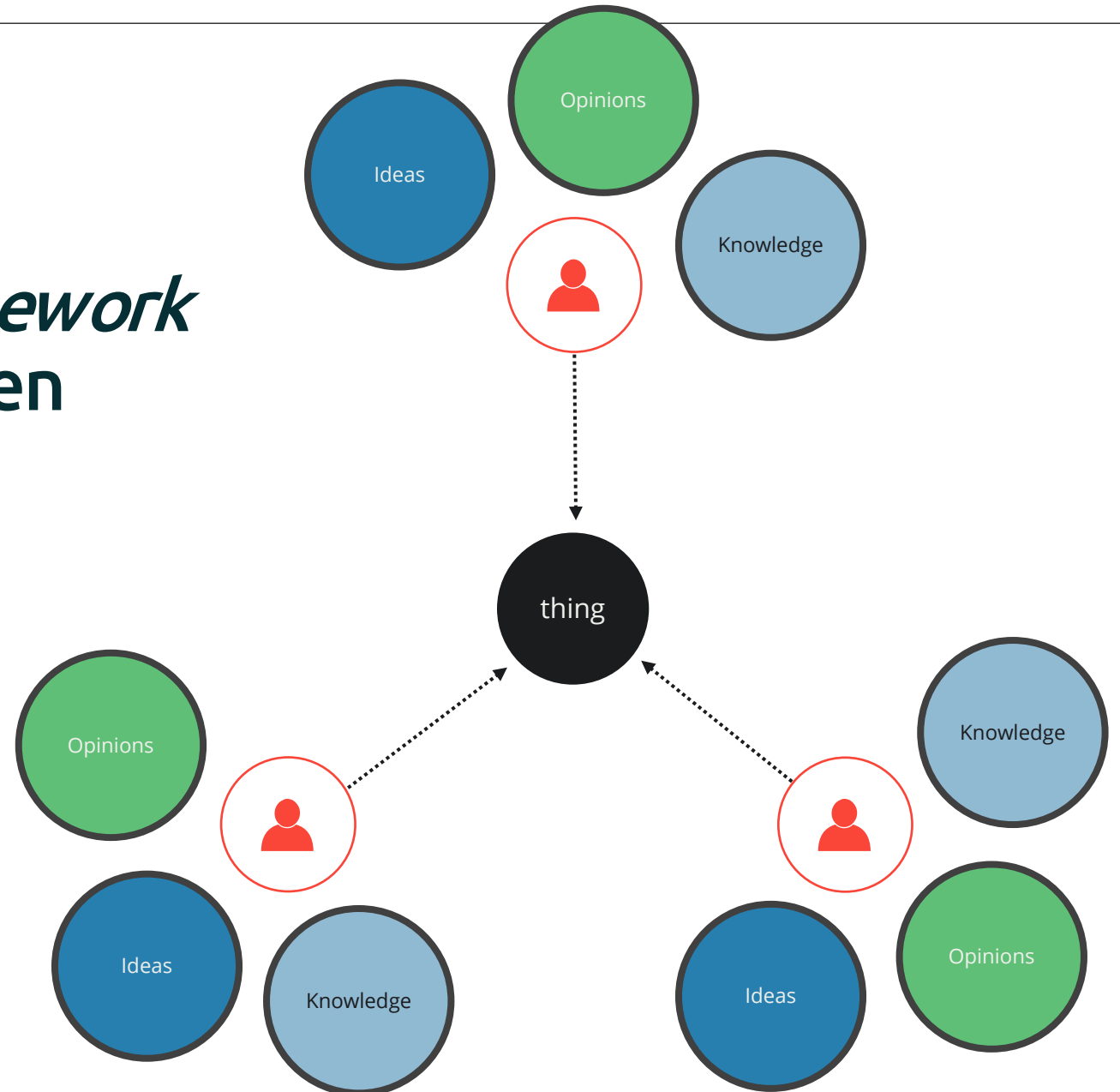
Try it.

Run a pilot test, and refine based on the outcomes.

Record yourself, and critique yourself.

Summary

When you run a creative workshop, develop a *framework for making things*—and then make things, together.



Thank you!

jkolko@wonderfulnarrative.com