Lifecycle
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Design Thinking + Liberating Structures
Facilitated Workshop Design Example

Design Thinking Workshop

3 Hour Session Sample Outline

13:00 Opening, introduction, **objective setting** (by senior leader, e.g. "[insert challenge statement]" This will be the "workshop challenge.")

13:10 **Fishbowl** interview (for shared understanding of [customer/stakeholder])

13:40 **1-2-4-All** (for agreeing on what problem to solve)

14:00 **Crazy 8** (for ideation of solutions)

14:15 **Art Gallery**, **Speed Critique** and **Dot Voting** for agreeing on a solution (one solution per team)

14:45 **Improv Prototyping** (script a play for final solution presentation)

15:15 **Shark Tank** (final solution presentation – as a play)

15:45 **What, So What, Now What** (retrospective and action item shared commitment)

15:55 Closing remarks by senior leader

16:00 End of Session, group photo

What

What is the issue?

- [Insert the workshop challenge]

So what

So what is important about this issue?

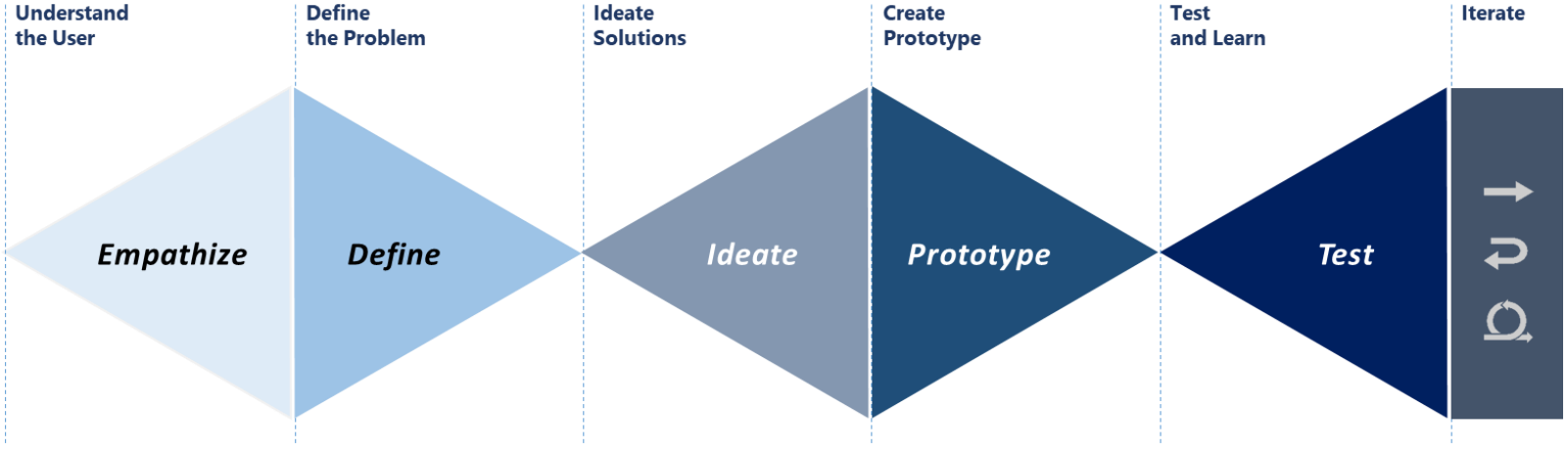
- [Insert why this workshop is high stakes, mission critical, etc.]

Now what

Now what actions can we take to address this issue?

- Run an experiment.
- Today we're going to experiment with a **facilitated Design Thinking workshop**:
  - Duration: 3 hours
  - Participants: 5 teams of 5 people each, plus one or two senior leaders (mandatory), total 25~27 participants
  - Facilitation: 1 facilitator/coach

Why Design Thinking?

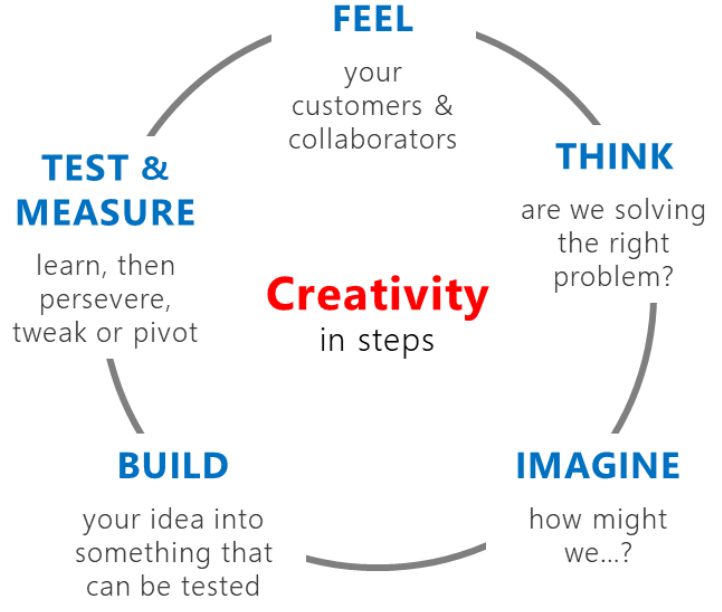


Design Thinking, Tom Kelly et al.
Image created by Takeshi Yoshida, 2018

Design Thinking fosters:

- **Self organization**
- **Shared discovery and understanding**
- **Build, measure, learn, repeat**

We are all creative. It just takes a little bit of getting used to being creative, again.



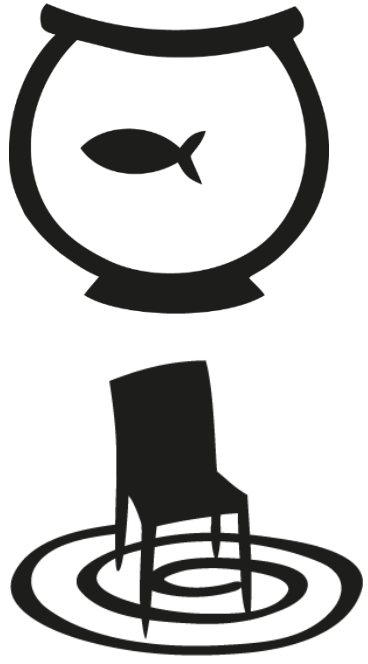
Workshop designer's note: this is a sample case for a workshop where the objective was cross-team collaboration. Hence the choice of fishbowl interviews with each other.

[30 min]

Fishbowl Interview

Empathize with customers, collaborators (and comrades!)

- 5 chairs inside the fishbowl.
- 1 chair (interviewee) facing 4 chairs (interviewers).
- A representative from one department will be the interviewee.
- Representatives from the other departments will be the interviewers.
- 5 minutes for each interview.
- **Interviewers may ask any question in relation to the workshop challenge.**
- After 5 minutes, next representative takes the interviewee seat, and previous interviewee joins the interviewers.
- The rest of the participants quietly observe and take notes of the interview from outside of the fishball.
- If there are burning questions and comments from the audience, they may pass notes to their respective representatives, but cannot enter the fishball.



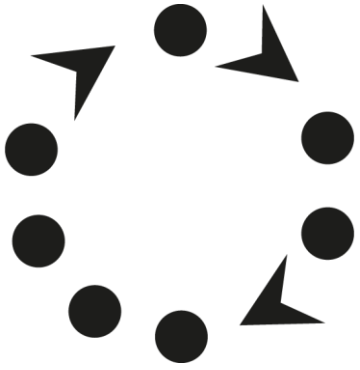
A quick and efficient way to find out and share how customers and collaborators (in this case other department colleagues) see things.

[20 min]

1-2-4-All (for this workshop 1-2/3-5-All)

Define and reach shared agreement of what problem to solve

- Each team gather back to their respective tables.
- 1: Each person quietly thinks of what problem they would like to solve in relation to the workshop challenge.
- 2/3: In a pair and a group of 3 (since there are 5 people), share your thoughts and see what similarities and differences are seen.
- 5: As a team, agree on what problem you would like to work on a solution for this workshop – write it out as a problem statement. (e.g *As an organization, we need to find a way to [something], because [insight]*.)
- All: Each team shares to the whole group their problem statement.



Group thinking is notoriously inefficient. 1-2-4-All takes quick steps to generate shared understanding and agreement.

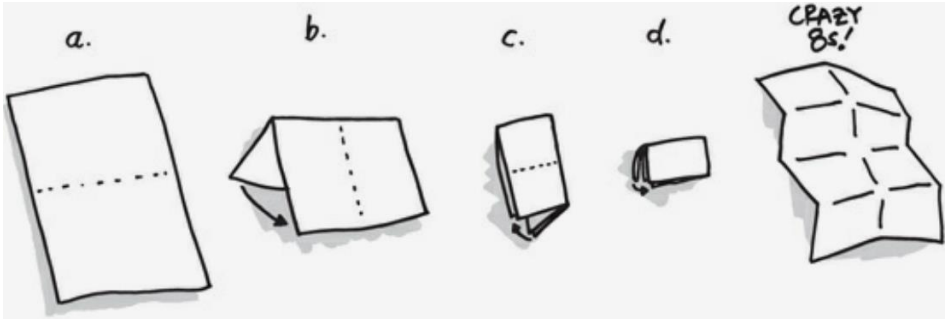
[15 min]

Crazy 8

Ideate in 8 min! Quantity over quality for solutions generation.

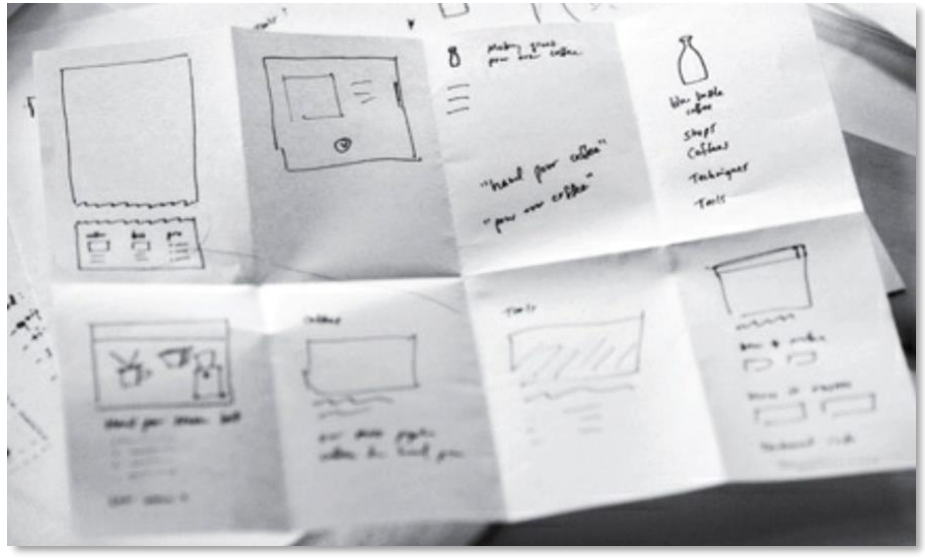
1. **Prepare**: Take a single sheet of letter-size paper.

   Fold the paper in half three times, so you have eight panels.



2. **Go**: **60 seconds per section**, **total of 8 minutes, create 8 miniature sketches**.

   - Go **fast** and be **messy**.
   - **Sketch several variations of the same idea.**
   - Keep going until you can't think of any more variations, then **choose a new idea**, and start riffing.



[30 min]

Art Gallery, Speed Critique, Dot Vote

Share your best idea and quickly reach team decision

- Take a look at your Crazy 8, and chose your one best idea. Take another sheet of paper and sketch out your solution.
- Post it on a wall (or put it on the table) side by side with your team mates' best idea.
- Quietly look and admire your team mates' work.
- When everybody is done with the viewing, each person briefly presents their idea. The rest of the team asks questions and provides comments.
- When that's all done, time to vote and decide on the one best solution the team will work on prototyping. Each person will get 10 dot stickers. They may distribute it in any way they want among the five ideas (including their own).
- Stickers are placed, votes are tallied up, and final discussion takes place to decide on the winner.

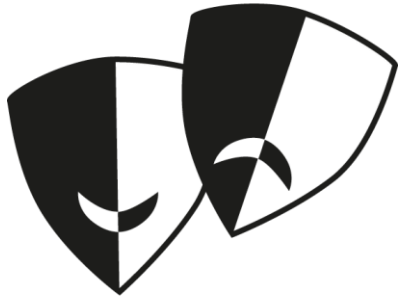
Visualize, verbalize, quantify. Quick ways to share competing ideas and reach team decision in a fair and informed manner.

[30 min]

Improv Prototyping

Build your solution as a play

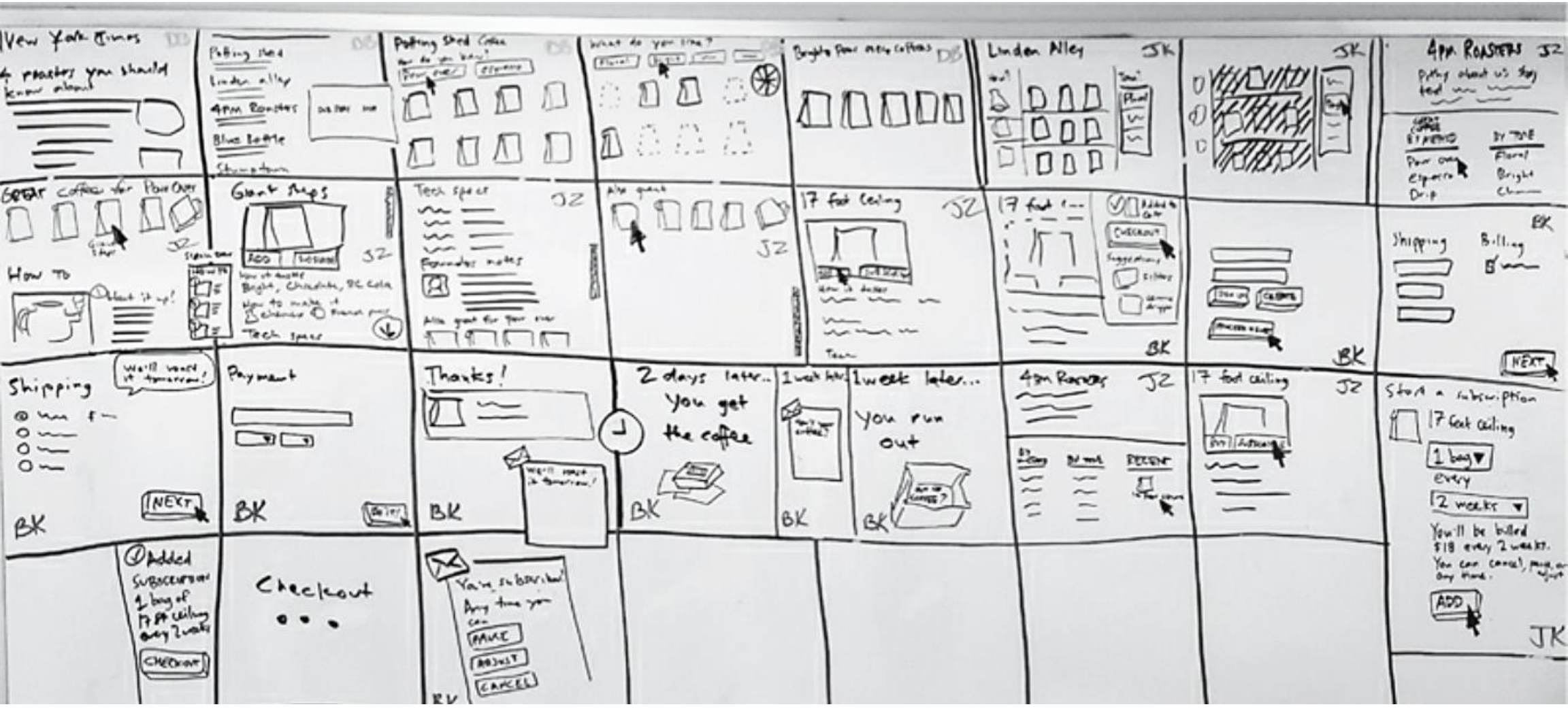
- This exercise forces teams to build a solution prototype with usage situation in mind. In the final demo, teams will present the solution as a play, with at least one team member acting as a user.
- Quickly assemble a prototype of the solution – use it in the play. Prototypes can be made in many ways (see following slides); again quick and dirty but to the point is important.
- Script the play, assign roles, practice.
- Given the time constraint, most likely division of labor and multi-tasking will be required. Builder, script writer, director, actor(s) etc.



What better way than doing a play to tell a story! Improvise to show how great your solution is!

Different types of prototypes

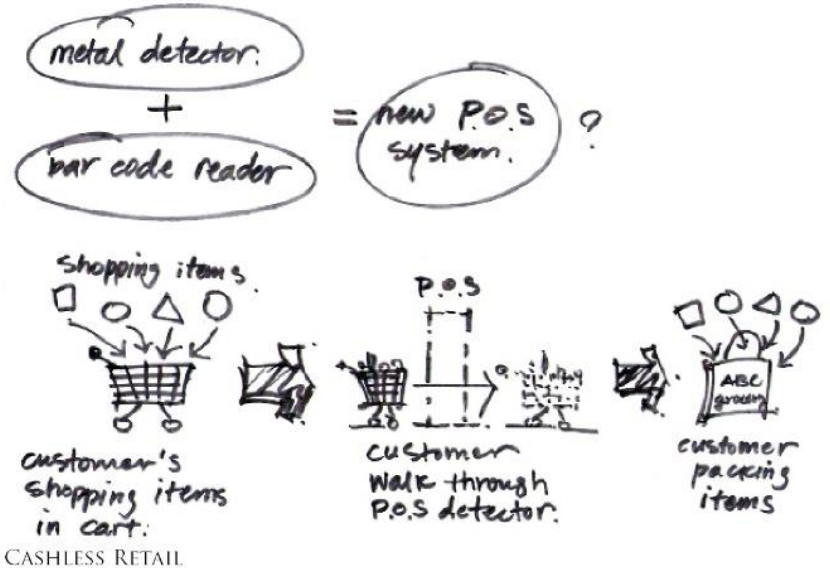
Service model (example: Bluebottle Coffee)



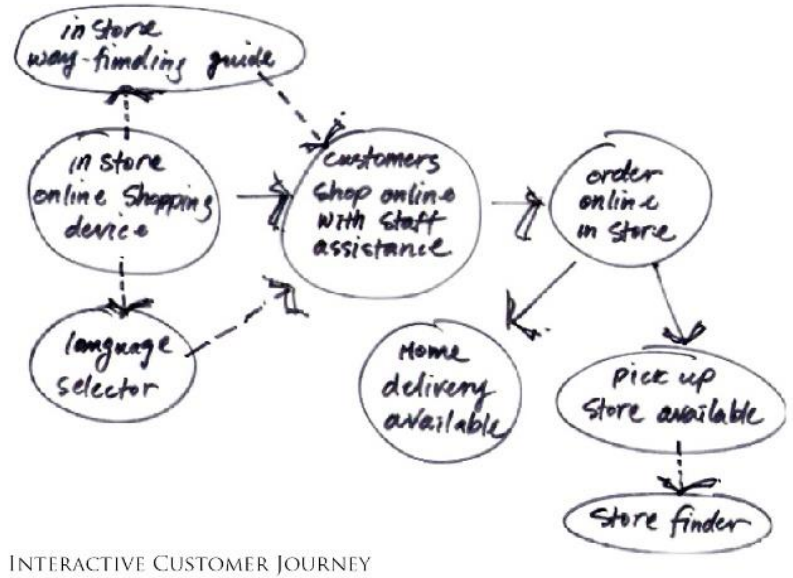
Jake Knapp, Sprint, 2016, www.thesprintbook.com

Different types of prototypes

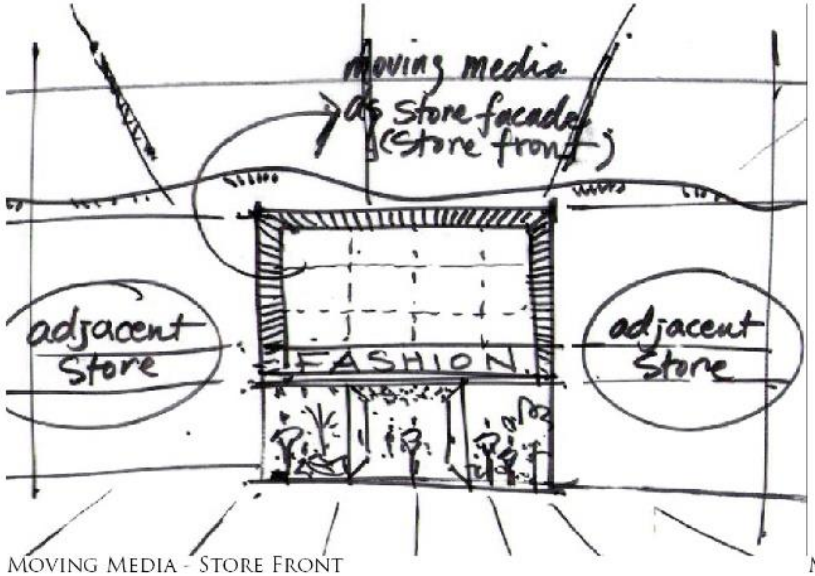
Store concept



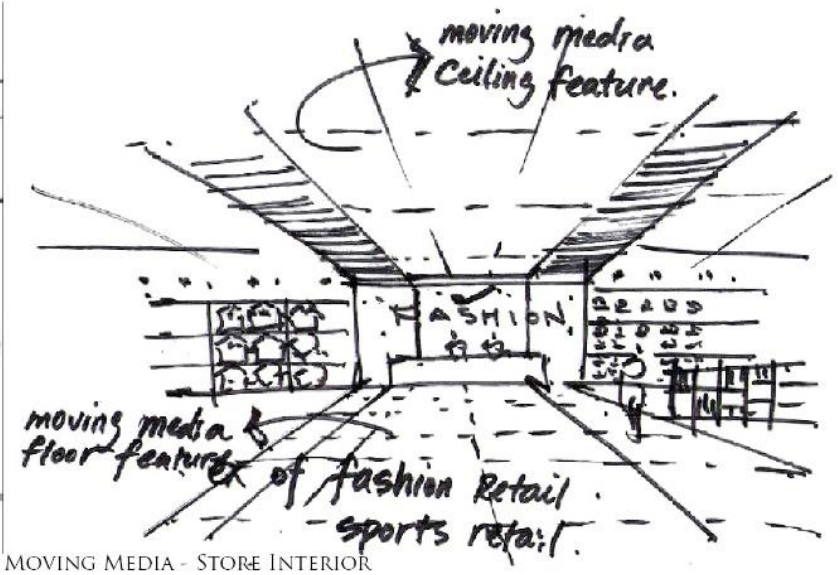
Cashless Retail



Interactive Customer Journey



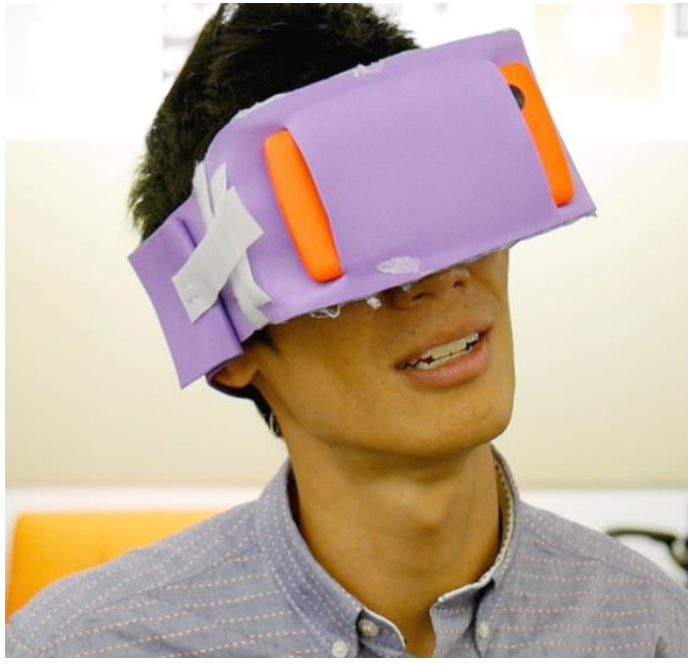
Moving Media - Store Front



Moving Media - Store Interior

Different types of prototypes

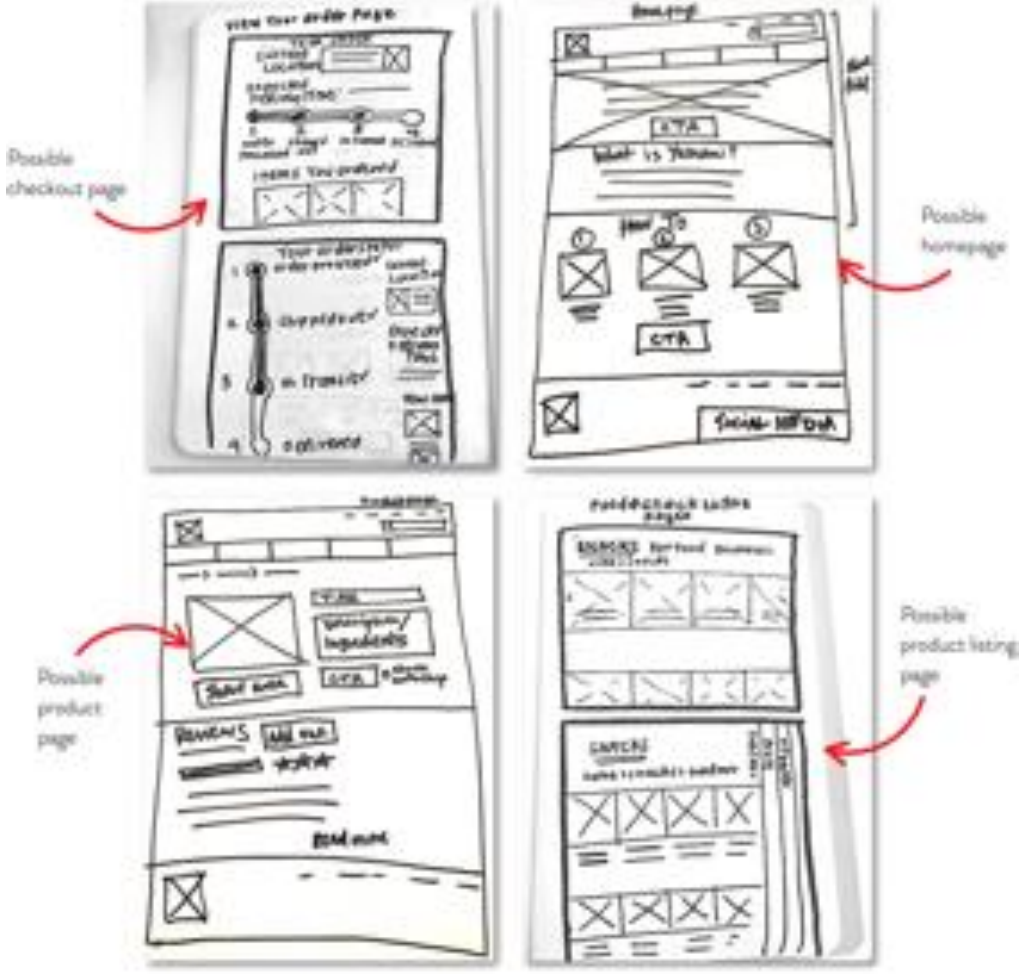
Paper mockups



Different types of prototypes

App wireframe

LO-FI



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HI-FI

Prototyping a Walking Skeleton

Remember who you are prototyping for.

Customer (stakeholder) wants to see the whole idea, not quality parts.

[30 min]

Shark Tank

Test your solution with the audience and get their support!

- The audience (colleagues and the leader(s)) are the judges.
- The teams will need to garner support if they want to continue experimenting their solutions beyond the workshop. So, all out performance!
- Each team will have 3~4 minutes to perform the play.
- After the play, the audience will judge with claps whether or not the team should experiment the solution for real.
- 2~3 minutes for quick feedback from the audience to the team.
- Next team up on stage.

What better way than doing a play to tell a story! Improvise to show how great your solution is!

[30 min]

What, So What, Now What?

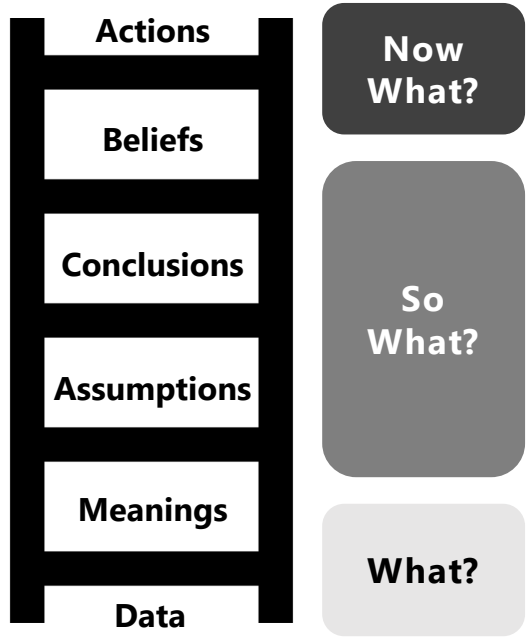
Retrospection and shared commitment for action

- Teams will gather back at their tables and have a quick talk on:
  1. What did we learn / discover?
  2. So what was important about it and what did we do?
  3. Now what actions make sense? What are we going to do next?
- The teams will summarize that and put down onto a sheet of paper a "*What, So What, Now What*" statement.

What?	
So what?	
Now what?	

- This will be the shared commitment for action by the teams, and a **visible artifact** of the workshop which teams can refer back to.

Ladder of Inference



The role of the senior leader(s)

Visible senior sponsorship is key

- Without visible, physical participation by a senior member of the organization, this workshop will lose its effectiveness significantly.
- The facilitator's measurement of success for the workshop is "real impact and real learning." Therefore, the facilitator recommends the organization. to consider senior leadership engagement for the workshop.
- During the workshop, the facilitator will ask the senior leader(s) to actively participate as a "coach," circulating among the teams throughout the workshop. The facilitator will arrange a call with the senior leader(s) prior to workshop to provide what and how to coach in the particular context of the workshop.

HR and other people management and learning and development function team members may join the workshop too, however, the facilitator discourages participation as an "observer." The experience is that "observers" are often felt as a distraction by participants as they feel they are being evaluated. Therefore, to maintain the psychologically safe environment of the workshop and also to provide active learning experiences for such HR and other members, the facilitator will invite the members to participate as facilitating and coaching support to the facilitator. The facilitator will help those interested prepare for such role.

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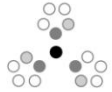

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