Drawing Monsters –
15% Solutions –
Troika Consulting -
Improv Prototyping –
Discovery and Action Dialog
What, So What, Now What?

A Liberating Structures String

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"Um, I'm not so sure about …"
Drawing Monsters (a punctuation)

From Lynda Barry
https://www.drawnandquarterly.com/syllabus and
http://thenearsightedmonkey.tumblr.com/search/syllabus

What do we fear? How can we use that fear as a way to discover what to do next? To engage the ideas/skills/energy of those around us in those next steps? This Liberating Structure string riffs on Lynda Barry's fabulous Drawing Monsters, turning it into a "punctuation" for other LS. In LS terminology, a punctuation is something that creates a moment of reflection or connection between two or more Liberating Structures.

Drawing Monsters

Take an 8 1/2 x 11 inch piece of paper. It's better if it's a piece of paper you were planning to throw away. Use the blank back side!
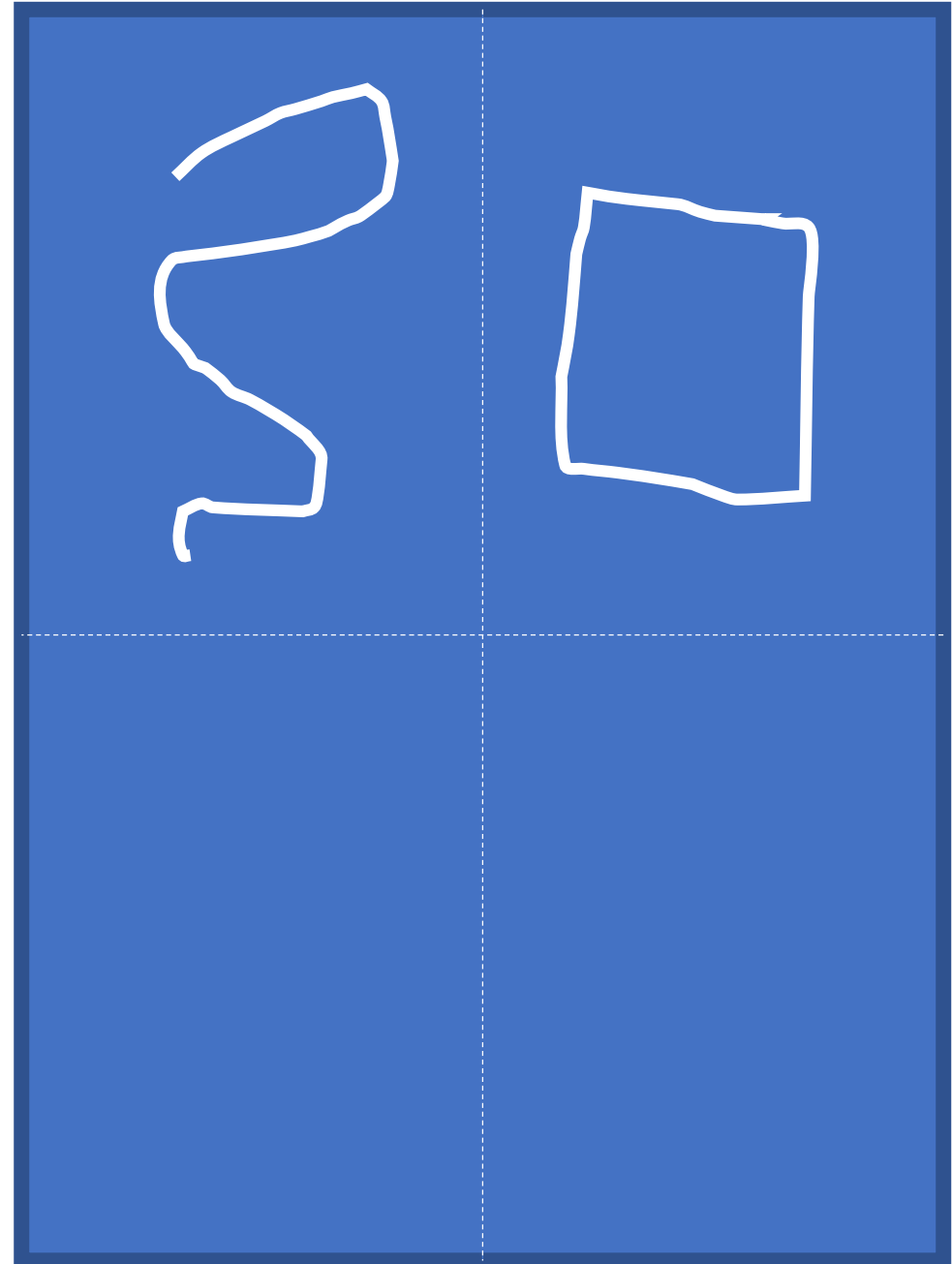
Fold it into four quarters, so it's divided into four chambers.
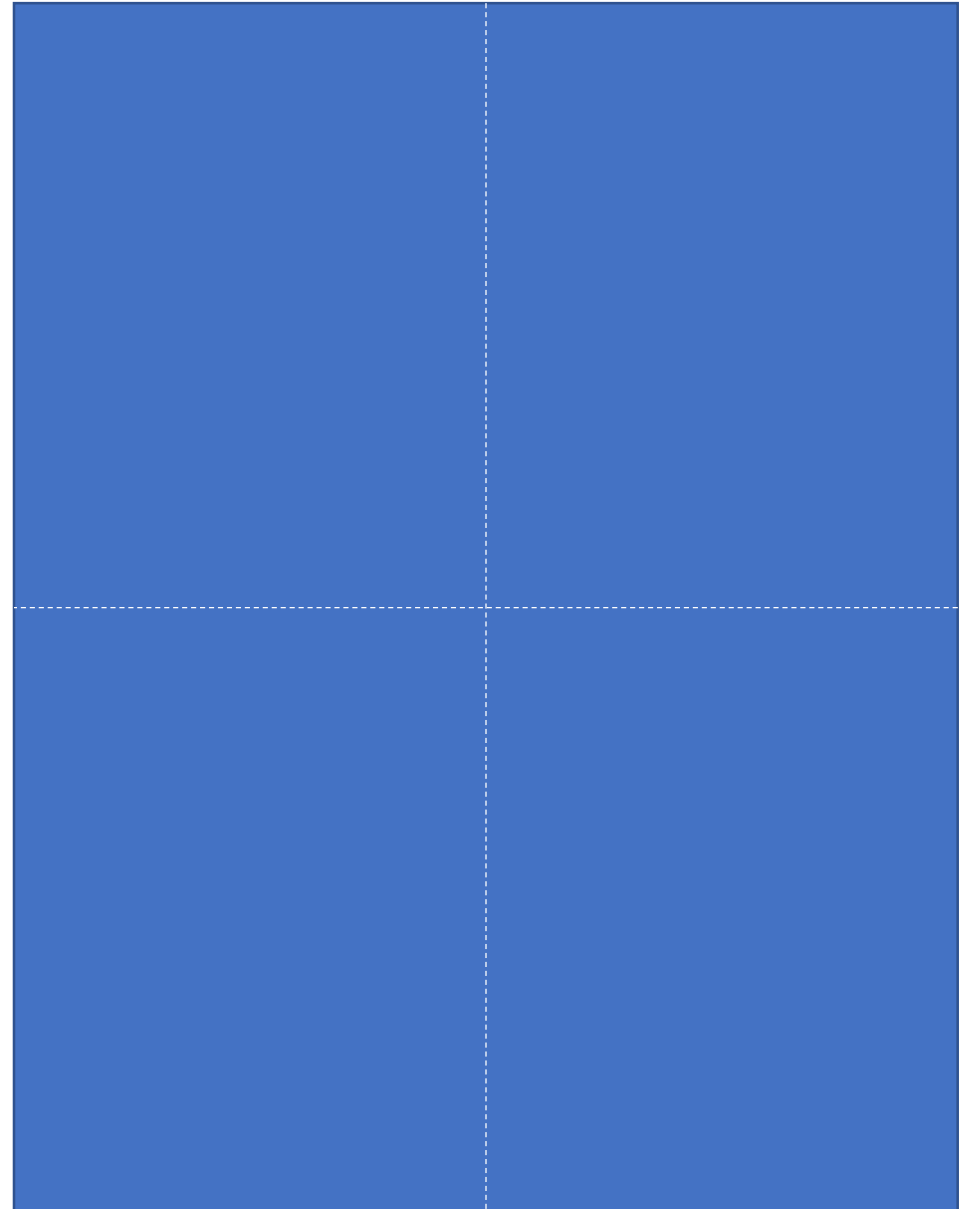
Drawing Monsters

- Take a pencil or a pen. On one chamber, make a squiggle.
- On another chamber, make a closed shape, like a square or a rhombus.
- On the third quarter, make another squiggle.
- On the fourth quarter, go crazy… just make a mark to start!

Drawing Monsters

- Turn your squiggles and shapes into monsters. You know, eyeballs, teeth, claws, etc. Repeat for all four chambers.
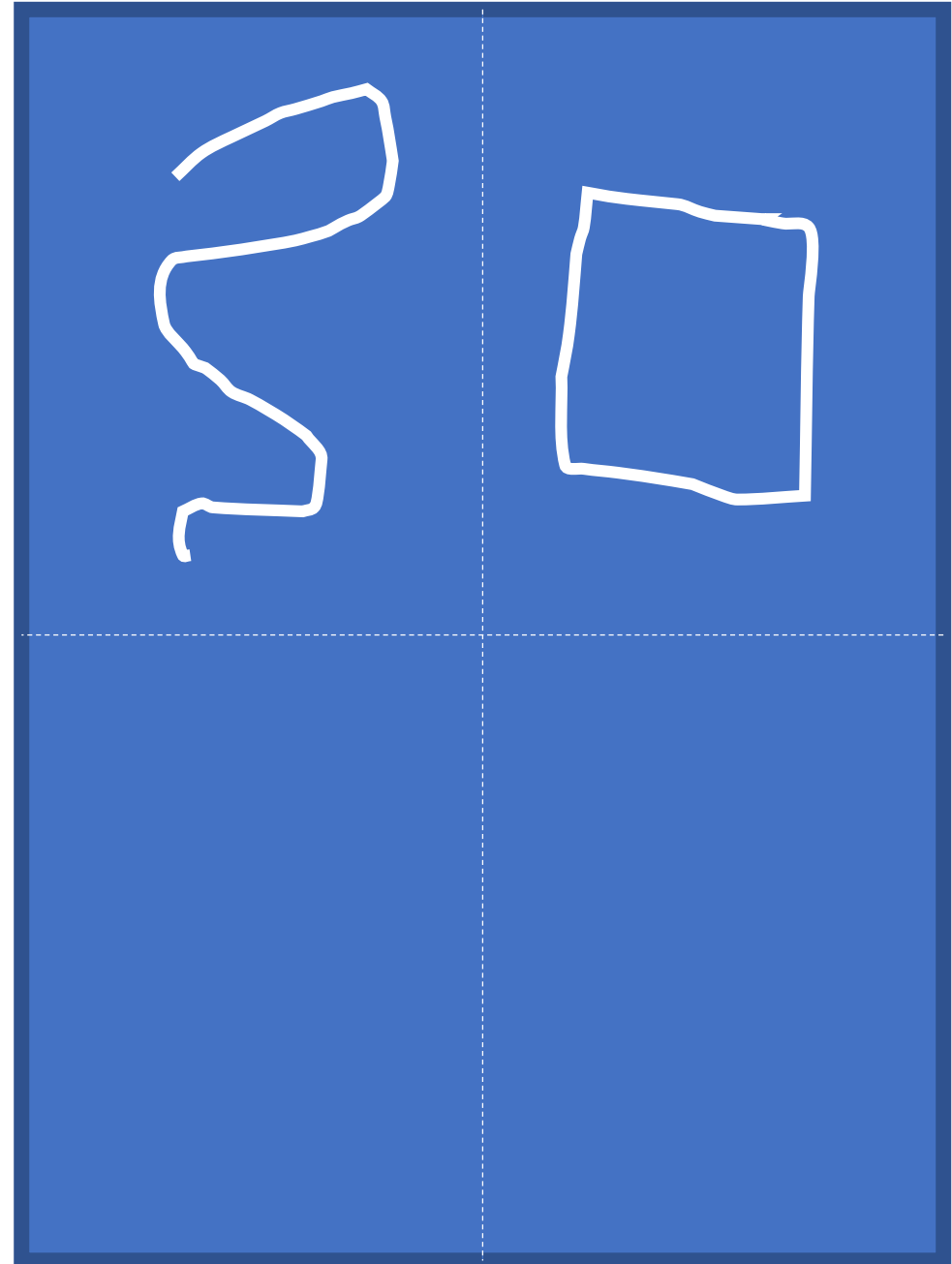
Name Your Monsters:

*Is this the horse you fell off of
(or are afraid of?)*

- Make a list of things that most worry you about the challenge at hand. (For example, when teaching others about LS, there are many initial fears, like being afraid to ask for permission to use LS, if something goes really wrong, offered a weak invitation, have a strong impulse to keep "presenting", fear of stringing).

- Prioritize the 4 most scariest, awfullest, most intimidating things.

- Look at that list. Figure out which monster represents each fear.

- Write those fears above those monsters. It's an instant comic and the results are often hilarious.
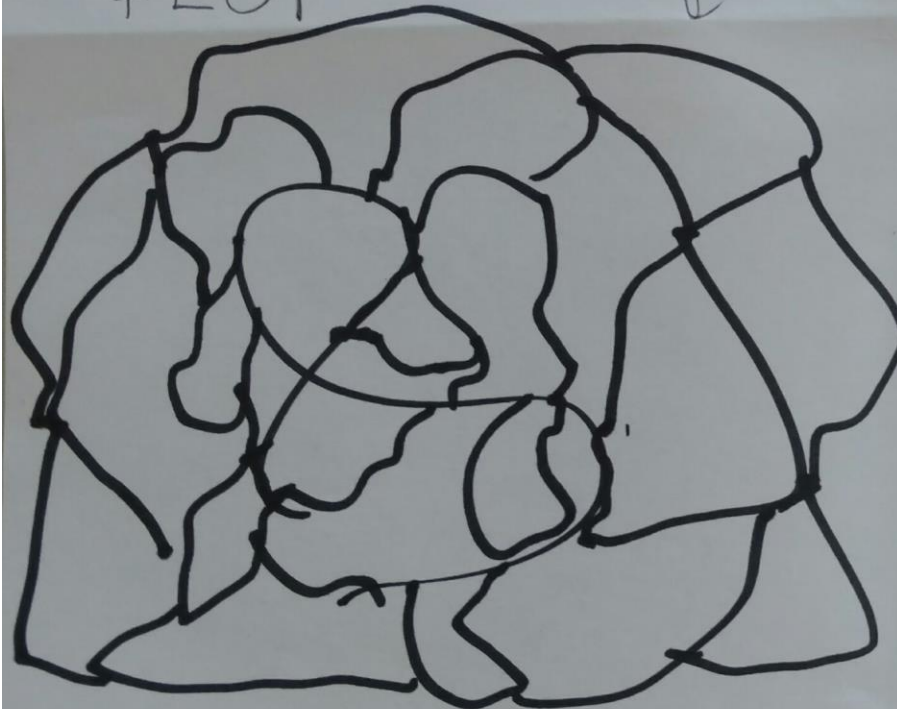
Address Your Monsters: Options

- 15% Solution/Troika Consulting
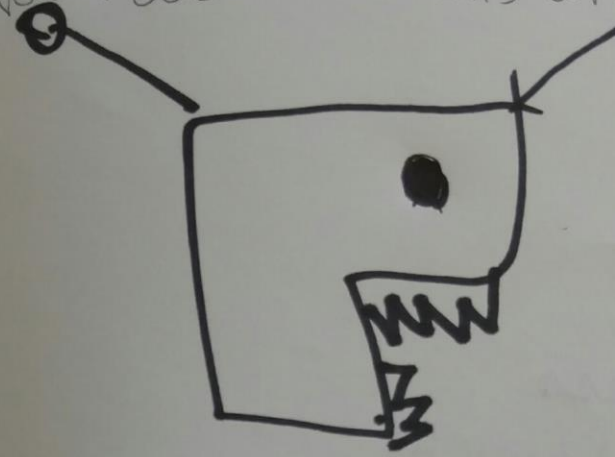- Improv Prototyping
- Discovery and Action Dialog
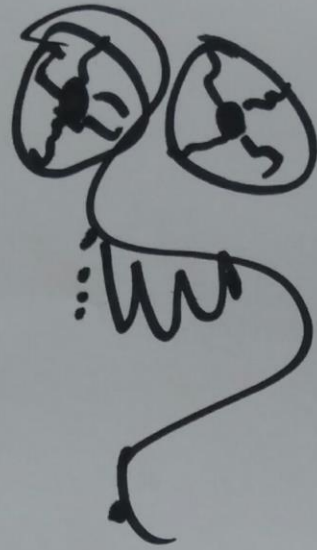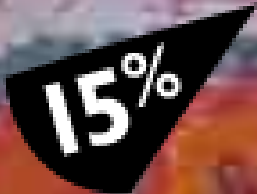
The 15% solution

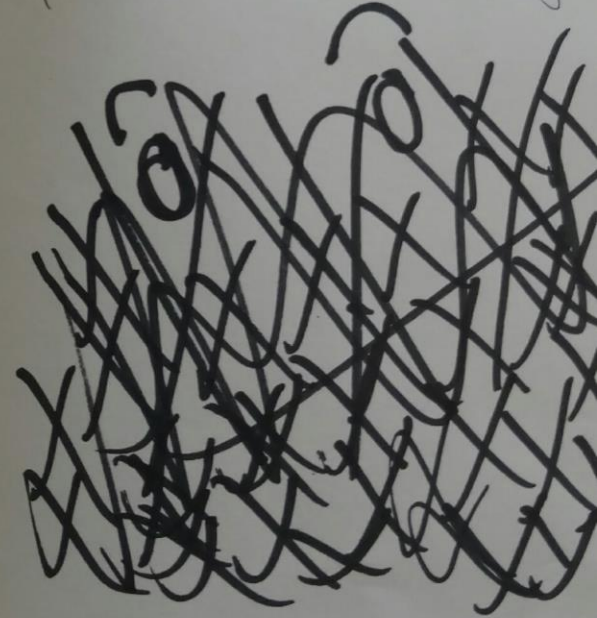**Noticing and using the influence, discretion and power individuals have right now.**

– Keith McCandless
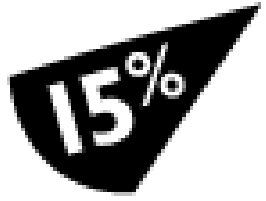
15% Insights on Our Monsters

- Always there for the asking (and taking)
- Most unused or unnoticed source of influence
- BIG things may emerge via Butterfly effect
- Reinventing the wheel is OK
- Each 15% solution adds to your understanding of what is possible
- Clear, common purpose and boundaries generate coherence among many solutions
- Energizing, motivating and liberating

15% Solutions
(With Troika)

Invitation

What is your 15% solution for your monster

Space, Materials

Chairs for (unlimited number of) groups of 3

Step Sequence

Generate 15% solution alone then address via Troika Consulting

15% Solutions

Discover and focus on what you have freedom/resources to do now

Participation Distributed

Everyone included with equal opportunity to contribute

Groups Configured

1-3 (plus many options)

Troika Consulting

Troika Consulting

Get practical and imaginative help from colleagues immediately

- Client share your monster picture + 15% solution idea and any challenges or questions you have about it.

- Consultants ask clarifying questions (*not discussions or feedback!*)

- Client turns back with pen/paper in hand. Listen. No participating!

- Consultants discuss challenge...reframe, generate ideas, expand solutions...

- Client thanks consultants, and if applicable, shares the most important insight or next step (i.e. what they are going to do with their monster!)

- Switch Client. Repeat. Switch Client. Repeat third time.

Troika Consulting
(building off of 15% Solutions)

Invitation

What's your challenge? What kind of help do you need?

Space, Materials

Groups of three chairs, no tables!

Step Sequence

Share challenge, clarifying questions, turn back and listen.
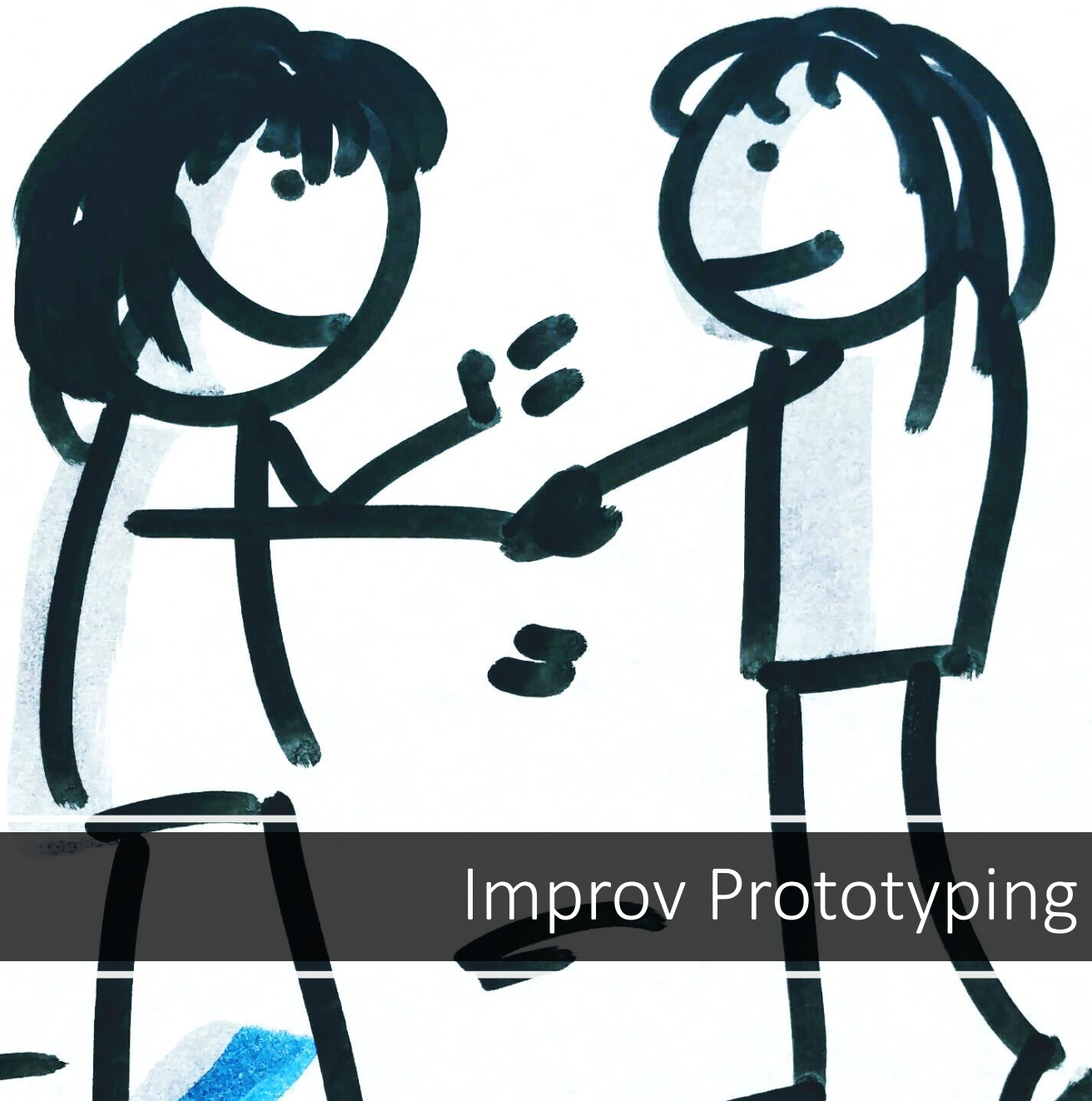
Troika Consulting

Get immediate help w/ your challenge

Participation Distributed

In each round 1 is client, 2 are consultants. All equal oppty. to receive/give consulting

Groups Configured

Groups of 3 Diversity is great!

Improv Prototyping

Improv Prototyping: Setting the Stage

You have identified your (whatever topic) monster. You feel brave today and decide to bring it up with .... *You are feeling brave today. ;-)*

- The fear you are facing is a chronic problem

- You have tried everything

- You have decided, "I will NOT give up! Instead, I will try something new."

- Players: ... volunteers embraced!

Henri Lipmanowicz & Keith McCandless

Rules for the Players/Directors

Players

- Trust & accept all offers ("Yes, and…")
- Make action-filled choices, giving and taking
- Engage in one conversation at a time
- Listen, watch, concentrate (Look, don't think!)
- Work to the top of your intelligence
- **Tap out option**

Creative Director

- Start/stop the scene to reply or revise the action
- Give feedback on verbal and non verbal responses
- Consider the Four Helping Heuristics:
  - Quiet presence
  - Guided discovery
  - Kind provocation
  - Generative shaping

Improv Prototyping

Invitation

Invite participants to identify a frustrating chronic challenge in their work, then to playfully experiment, invent, and discover better ways to address the challenge by acting out the situation and possible solutions.

Space, Materials

An open space or stage at the front or in the middle of a room
If needed, props for the scene or scenes to be offered
Small clusters of chairs to accommodate all participants

Step Sequence

- Set the stage/describe scenario
- Players enact scene
- Small observer groups debrief +/-
- Groups piece successful "chunks" into new prototype
- Volunteers act out the new
- Continue rounds to arrive 1+ prototypes good enough to put into practice.

Improv Prototyping
Key value

Participation Distributed

Everyone is included either as players or observers
A few volunteers to be "players"
Everyone else acts as observers and evaluators, then co-creative players

Groups Configured

One small group of players on "the stage"
All others, the observers, in small groups in front or around the stage

Discovery & Action Dialog

Designing our future(s) with Discovery and action dialog

- Purpose: Identify potential actions and next steps

- With options surfaced in our crowdsourcing (and any additional ideas) form groups to work on one idea.

- Return to plenary by __ with a one page summary and someone who will 'person' your 'stand'

- Gallery walk to consider ideas

- Plenary discussion

Discovery and Action Dialogue

Discover, spark and unleash local solutions to chronic problems

Seven Powerful Questions:

1. **How do you know when people are not speaking up and differences are swept under the rug?**

2. **How do YOU contribute effectively to working productively with differences?**

3. **What prevents you from doing this or taking these actions all the time?**

4. **Is there anyone you know who is able to frequently draw out every voice and productively work with differences? How?**

5. **Do you have any ideas?**

6. **What needs to be done to make it happen? Any volunteers?**

7. **Who else needs to be involved?**

DISCOVERY AND ACTION DIALOGUE

Discover, spark and unleash local solutions to chronic proble

Steps
1. Form a group of 6-8
2. Select a facilitator and recorder
3. Clarify purpose of the dialogue
4. Start asking the questions in order
5. Debrief what happens…

Core Questions & Their Purpose

How do you know when _____ _the problem_ is present?	~ Affirm the participant's existing knowledge of the problem ~ Provide opportunities to get questions on the table
How do YOU contribute effectively to _____ _solving the problem_?	~ Focus on personal practices, NOT on what other people don't do ~ Amplify/confirm the participant's knowledge of effective practices
What prevents you from doing this or taking these actions all the time?	~ Identify real barriers and constraints to the effective behavior ~ _What prevents you?_ identifies barriers rather than _Why **don't** you?_ which sounds judgmental
Is there anyone you know who is able to frequently _____ _solve the problem, overcoming barriers_? How?	~ Establish that getting around barriers is possible ~ Identify the existing-but-uncommon successful strategies ~ Spark curiosity and inventiveness
Do you have any ideas?	~ Identify the supports that make the desired behavior more likely ~ Provide an opportunity for participants to generate and share new ideas for enabling the desired behavior
What needs to be done to make it happen? Any volunteers?	~ Identify action steps, target dates & feedback loops for metrics ~ Invite volunteers for each action step (capture ideas that don't yet have an identified action plan or volunteer in your "butterfly" net.
Who else needs to be involved?	~ Widen the circle of people involved in discovering and inventing solutions, drawing in _**unusual suspects**_

Facilitation Tips

Do not:

Answer questions that have not been asked directly to you

Miss opportunities to "catch butterflies" – record actions to be taken by participants (NOT YOU) as they pop up

Come away with a to-do list for yourself

Decide about me without me… instead invite "them" into the next dialogue

Respond positively or negatively to contributions, instead the group sift through their own assessments (e.g., ask, "How do others think or feel about this suggestion?"

Do:

Start with the purpose, We are here to stop/start _____!

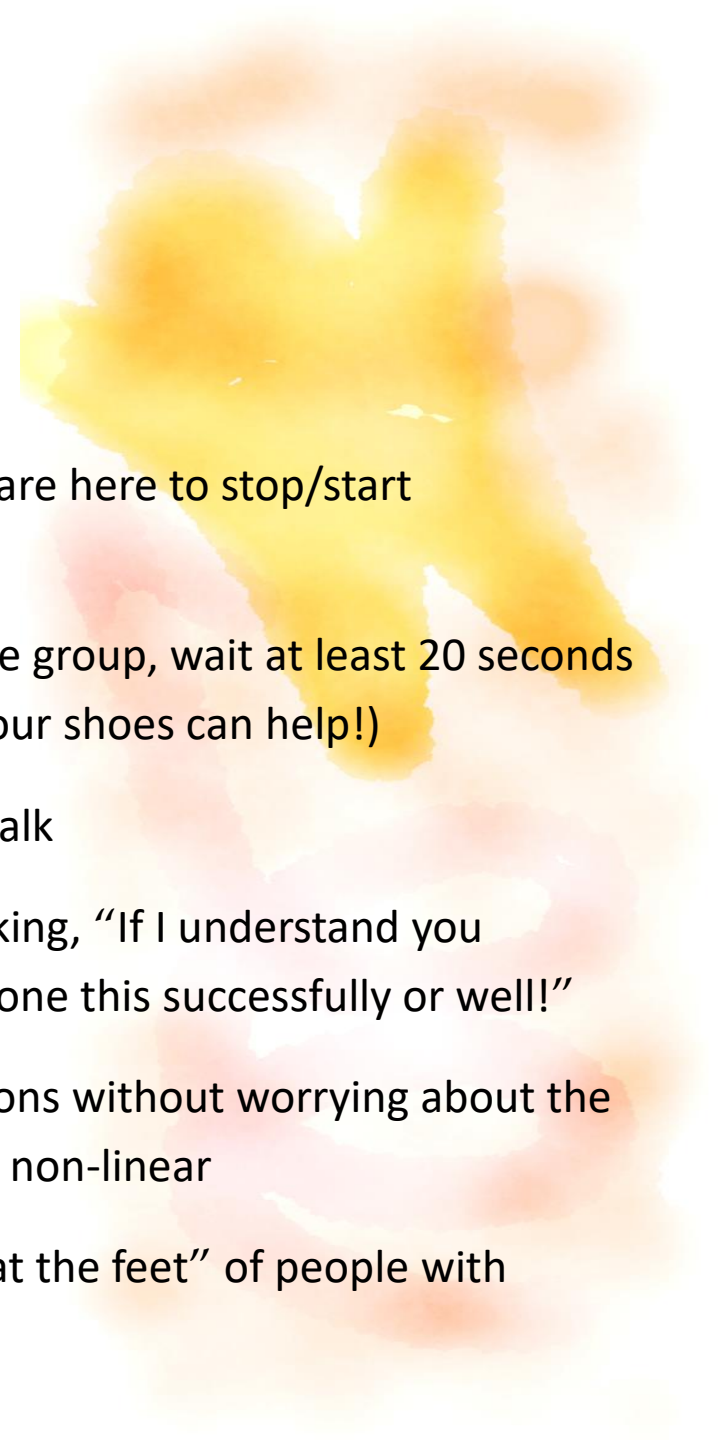"Give" questions back to the group, wait at least 20 seconds for a response (looking at your shoes can help!)

Encourage quiet people to talk

Flip cynical assertions by asking, "If I understand you correctly, no one has ever done this successfully or well!"

Work through all the questions without worrying about the order: the dialogue WILL be non-linear

Maintain humility, you "sit at the feet" of people with solutions

DaD

Invitation
Uncover tacit or latent solutions to shared challenges

Space, Materials
Unlimited number of groups, chairs, paper, flip chart

Step Sequence
State purpose of initiative, introductions. Ask 7 questions in order. Recap.

DaD
Discover, Invent, and Unleash Local Solutions to Chronic Problems

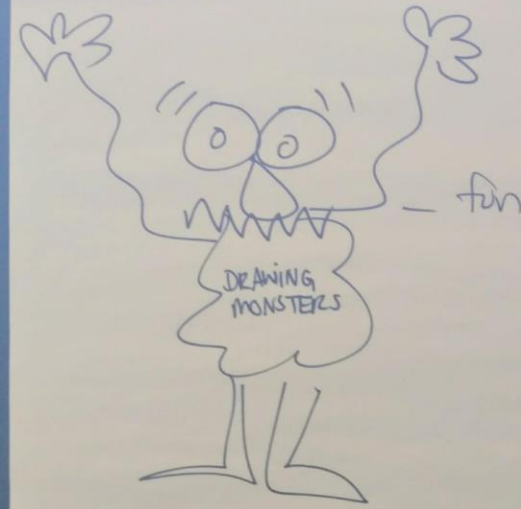**Groups Configured**
Facilitator, groups 5-15, diversity of roles

Participation Distributed
Facilitator intro's question, everyone is included and can contribute

Debrief

- What, So What, Now What?

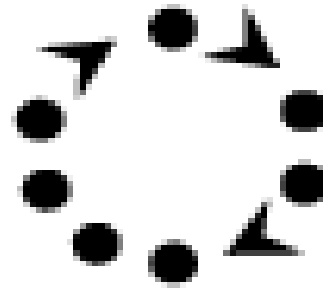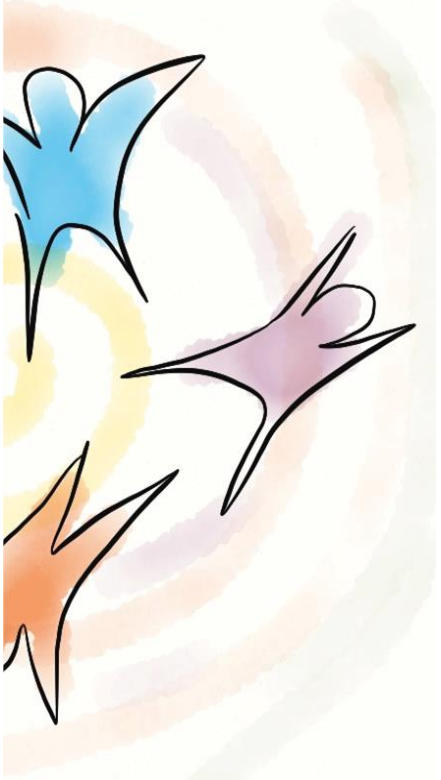http://www.liberatingstructures.com/9-what-so-what-now-what-w/

What³ Debrief

Together, look back on progress and decide what adjustments are needed

Reflect on (the LS Activities you have experienced so far...)

- **WHAT?**
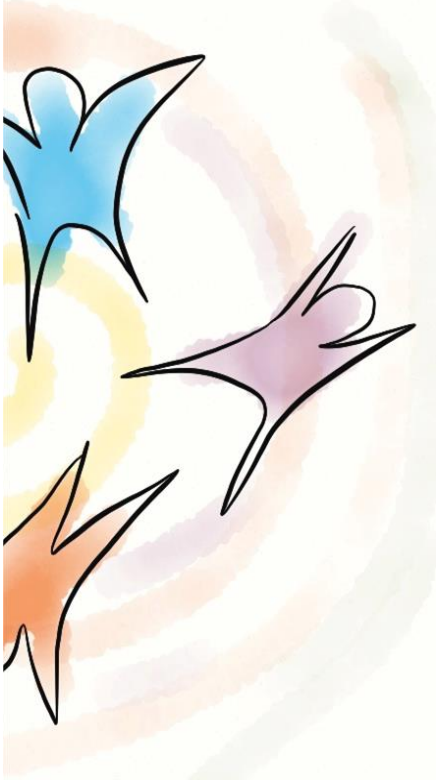 - What facts, data, & observations stand out?

What³ Debrief

Reflect on the LS Activities you have experienced so far...

- **WHAT?**
  - What facts, data, & observations stand out?

- **SO WHAT?**
  - How do you explain those facts? Assumptions? Patterns? What is important?

What³ Debrief

Reflect on the LS Activities you have experienced so far...

- **WHAT?**
  - What facts, data, & observations stand out?

- **SO WHAT?**
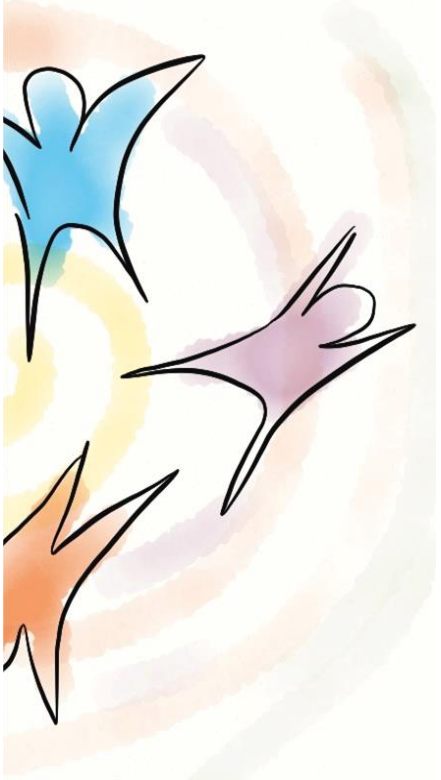 - How do you explain those facts? Assumptions? Patterns? What is important?

- **NOW WHAT?**
  - What action may help you move forward? Who else should be here?

What³

Invitation

What happened? So What? Now What?

Space, Materials

Unlimited number of groups, chairs, paper, flip chart

Step Sequence

Sequentially work through 3 questions

WWW

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

Groups Configured

Individuals, small groups, whole

Participation Distributed

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

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.

3. Now What?	**Actions**	I take based on beliefs
	Beliefs	I adopt about the world
	Conclusions	I draw from assumptions
2. So What?	**Assumptions**	I make based on meanings
	Meanings	I add (cultural & personal)
1. What?	**Data**	I select from observations

Observable data and experiences