



What?














- Five conventional ‘microstructures’ guide and constrain how groups usually work together:
 - presentations,
 - managed discussions,
 - open discussions,
 - status reports,
 - brainstorm sessions.
- Liberating Structures add 33 additional options that spark inventiveness by minimally structuring the way we interact while liberating content or subject matter.


Why?
























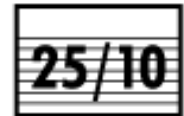











- Fun:
 - Build fun organizations people want to be part of
- Productive:
 - increase productivity and innovation in your organization
- Inclusive:
 - get everyone fully engaged, in groups of any size
- Easy:
 - no lengthy training or briefing required – just do it

How? Today's workshop.

- 3 structures – reflection – general debrief.
- Engage with seriously playful curiosity.
- Try to notice the intimate, imperfect, and intricate details of what you experience.
- Take advantage to contribute AND continuously make space for others to do so.





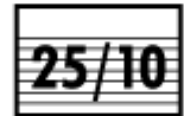


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<p>1-2-4-All</p> 	<p>TRIZ</p> 	<p>Shift & share</p> 	<p>Helping heuristics</p> 	<p>Design storyboards</p> 	<p>Generative relationships</p> 	<p>Ecocycle</p> 
<p>Impromptu networking</p> 	<p>15% solutions</p> 	<p>25 : 10 crowdsourcing</p> 	<p>Conversation café</p> 	<p>Celebrity interview</p> 	<p>Agree/certainty matrix</p> 	<p>Panarchy</p> 
<p>9-whys</p> 	<p>Troika consulting</p> 	<p>Wise crowds</p> 	<p>User experience fishbowl</p> 	<p>Social network webbing</p> 	<p>Simple ethnography</p> 	<p>Purpose to practice</p> 




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1-2-4-all














- Think about the most important objective pro-europeans should achieve over the next 5 years.
 - Silent self-reflection. 1 min.
 - Generate ideas in pairs, building on ideas from self-reflection. 2 min.
 - Share and develop ideas from your pair in foursomes (notice similarities and differences). 4 min.
 - Each group shares one important idea that stood out in your conversation with all. 5 min.

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TRIZ

- Gather around a poster (max 7 people per poster).
- In the first column, make a list of all you can do actively sabotage your objective. 5 min.
- Go down your list of sabotage actions list item by item and ask yourselves, ‘what are pro-europeans currently doing that in any way, shape, or form resembles this item?’ write these items in a second column. 5 min.
- Go through the items in the second column and decide which first steps you will take to help STOP these actions. 5 min.

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25/10 crowdsourcing

- If you were 10x bolder, what big idea would you recommend to help achieve our objectives? What first step would you take?
- Give this some thought, then write your idea on back of post card. (1 min).
- Walk and pass cards around until signal. No reading yet!
- Upon signal: read idea and write a score (1-5) underneath the post-it.
- Add the 5 scores on the card you are holding
- Countdown of the best ideas.

After action debrief

- What caught your attention?
- What was structured?
- What was liberating?

Debrief 1-2-4-all

- Goal: Engage Everyone Simultaneously in Generating Questions, Ideas, and Suggestions (12 min.)
- Enables:
 - Include everyone regardless of how large the group is.
 - Generate more and better ideas, faster.
 - Open, generative conversation unfolds.
 - Ideas and solutions are sifted in rapid fashion.
 - Creates safe space for expression while stimulating ‘think before you speak’.
 - Participants own ideas, so buy-in and implementation is simplified.
 - Build naturally toward consensus.

Debrief TRIZ

- Goal: Stop Counterproductive Activities and Behaviors to Make Space for Innovation
- Enables:
 - Clear space for innovation by inviting creative destruction of what limits a group's success and .
 - Challenge sacred cows safely and encourage heretical thinking.
 - Induce serious fun yet courageous conversations.
 - Since laughter often erupts, issues that are otherwise taboo get a chance to be aired and confronted.
 - With creative destruction come opportunities for renewal as local action and innovation rush in to fill the vacuum.

Debrief 25/10 crowdsourcing

- Goal: Rapidly Generate and Sift a Group's Most Powerful Actionable Ideas
- Enables:
 - Help a large crowd generate and sort their bold ideas for action in 30 minutes or less!
 - Spread innovations “out and up” as everyone notices the patterns in what emerges.
 - Though it is fun, fast, and casual, it is a serious and valid way to generate an uncensored set of bold ideas and then to tap the wisdom of the whole group to identify the top ten. Surprises are frequent!

Try it

- <http://www.liberatingstructures.com>
- [LS matchmaker](#)
- Liberating Structures app for IOS / Android.
- Practice with your sections and train your members.
- Some tips:
 - Serious fun is key factor for succes.
 - Stimulate trust in the process.
 - Form follows function.
 - Build LS strings by using LS as building blocks.
 - Always keep in mind your 5 structural elements:
 - Invitation.
 - Arrangement of space.
 - Distribution of participation.
 - Group configuration.
 - Sequence and allocation of time.



Impromptu Networking

Rapidly share challenges and expectations, building new connections



9 Whys

Make the purpose of your work together clear



What, So What, Now What?

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



TRIZ

Stop counterproductive activities & behaviors to make space for innovation



Appreciative Interviews

Discover & build on the root causes of success



1-2-4-All

Engage everyone simultaneously in generating questions/ideas/suggestions



User Experience Fishbowl

Share know-how gained from experience with a larger community



15% Solutions

Discover & focus on what each person has the freedom and resources to do now



25-To-10 Crowd Sourcing

Rapidly generate & sift a group's most powerful actionable ideas



Troika Consulting

Get practical and imaginative help from colleagues immediately



Conversation Café

Engage everyone in making sense of profound challenges



Min Specs

Specify only the absolute "Must do's" & "Must not do's" for achieving a purpose



Wise Crowds

Tap the wisdom of the whole group in rapid cycles



Wicked Questions

Articulate the paradoxical challenges that a group must confront to succeed



Drawing Together

Reveal insights & paths forward through non-verbal expression



Improv Prototyping

Develop effective solutions to chronic challenges while having serious fun



Agreement-Certainty Matrix

Sort challenges into simple, complicated, complex and chaotic domains



Shift & Share

Spread good ideas and make informal connections with innovators



Heard, Seen, Respected

Practice deeper listening and empathy with colleagues



Social Network Webbing

Map informal connections & decide how to strengthen the network to achieve a purpose



Design StoryBoards

Define step-by-step elements for bringing projects to productive endpoints



Open Space

Liberate inherent action and leadership in large groups



Discovery & Action Dialogue

Discover, spark & unleash local solutions to chronic problems



Integrated~Autonomy

Move from either-or to robust both-and solutions



Generative Relationships

Reveal relationship patterns that create surprising value or dysfunctions



Critical Uncertainties

Develop strategies for operating in a range of plausible yet unpredictable futures



Purpose-To-Practice

Define the five elements that are essential for a resilient & enduring initiative



Ecocycle Planning

Analyze the full portfolio of activities & relationships to identify obstacles and opportunities for progress



Panarchy

Understand how embedded systems interact, evolve, spread innovation, and transform



What I Need From You

Surface essential needs across functions and accept or reject requests for support



Celebrity Interview

Reconnect the experience of leaders and experts with people closest to the challenges at hand



Helping Heuristics

Practice progressive methods for helping others, receiving help, and asking for help



Simple Ethnography

Observe & record actual behavior of users in the field



LS Selection Matchmaker: What Serves Your Purpose?

~ Use with the LS Design Cards or the LS Menu on the next page~

1. Rapidly share challenges and expectations while building new connections	12. Specify only the absolute “Must do’s” & “Must not do’s” for achieving a purpose	23. Discover, spark and unleash local solutions to chronic problems
2. Make the purpose of your work together clear	13. Tap the wisdom of the whole group in rapid cycles	24. Move from either-or to robust both-and solutions
3. Together, look back on progress to-date and decide what adjustments are needed	14. Articulate the paradoxical challenges that a group must confront to succeed	25. Reveal and understand relationship patterns that create value or dysfunctions
4. Stop counterproductive activities & behaviors to make space for innovation	15. Reveal insights and paths forward through non-verbal expression	26. Develop strategies for successfully operating in a range of plausible yet unpredictable futures
5. Discover & build on the root causes of success	16. Develop effective solutions to chronic challenges while having serious fun	27. Define the 5 elements that are essential for a resilient & enduring initiative
6. Engage everyone simultaneously in generating questions/ideas/suggestions	17. Sort challenges into simple, complicated and complex categories	28. Analyze the full portfolio of activities & relationships to identify obstacles & opportunities for progress
7. Share know-how gained from experience with a larger community	18. Spread good ideas and make informal connections with innovators	29. Understand how embedded systems interact, evolve, influence the spread of innovation, and transform
8. Discover & focus on what each person has the freedom and resources to do now	19. Practice deeper listening and empathy with colleagues	30. Surface most essential needs across functions and accept or reject requests for support
9. Rapidly generate & sift a group’s most powerful actionable ideas	20. Map informal connections and decide how to strengthen the network to achieve a purpose	31. Reconnect the experience of leaders and experts with the people closest to the challenge at hand
10. Get practical and imaginative help from colleagues immediately	21. Define the step-by-step design elements for bringing initiatives or meetings to productive endpoints	32. Practice progressive methods for helping others, receiving help and asking for help
11. Engage everyone in making sense of profound challenges	22. Liberate inherent action and leadership in large groups	33. Observe and record actual behaviors of users in the field

Write two or three sentences about the challenge you have in mind. Then, ...

































1. Put a checkmark next to each objective you wish to achieve. [√]
2. Group objectives in a logical sequence of beginning, middle and end.
3. Trim your list by taking out the less critical objectives; save those for later.
4. If you are down to between 3 and 7 objectives you have your first string. **Voila!**
5. Develop one or two alternative strings, shorter, longer or different.
6. Share with others, compare, modify and choose one that makes good sense.
7. Match your string of objectives with its string of LS and check timing.
8. Save alternative objectives for improvising as needed during implementation.

Liberating Structures Menu

~ Use when LS Design Cards are not available ~

Each LS in this table is designed to achieve the objective with the same number.

Cut along the table lines to make separate cards easy to manipulate and string together.

1. Impromptu Networking 5-20 min. 	12. Min Specs 20-50 min. 	23. Discovery & Action Dialogue 25-70 min. 
2. 9 Whys 5-20 min. 	13. Wise Crowds 10-60 min. per person 	24. Integrated~Autonomy 60-80 min. 
3. What, So What, Now What 15-45 min. 	14. Wicked Questions 20 min. 	25. Generative Relationships 25 min. 
4. TRIZ 30-45 min. 	15. Drawing Together 30-40 min. 	26. Critical Uncertainties 60-100 min. 
5. Appreciative Interviews 30-60 min. 	16. Improv Prototyping 15-20 min. per round 	27. Purpose-to-Practice 25-120 min. 
6. 1-2-4-All 10-12 min. 	17. Agreement-Certainty Matrix 30-45 min. 	28. Ecocycle Planning 60-95 min. 
7. User Experience Fishbowl 25-70 min. 	18. Shift & Share 35-90 min. 	29. Panarchy 1-2 hr. 
8. 15% Solutions 15-20 min. 	19. Heard, Seen, Respected 25 min. 	30. What I Need From You 45-70 min. 
9. 25-to-10 Crowd Sourcing 20-30 min. 	20. Social Network Webbing 45-60 min. 	31. Celebrity Interview 25-60 min. 
10. Troika Consulting 15-30 min. 	21. Design Storyboards 25-70 min. 	32. Helping Heuristics 15 min. 
11. Conversation Café 35-60 min. 	22. Open Space 90 min. to 3 days 	33. Simple Ethnography 1-6 hr. 