Return to On-Site Operations

Tips for Engaging Meeting Participants
Return to On-Site Operations

As mentioned in the Return to On-Site Meeting Facilitation Best Practices resource, now is the time for decision-makers to determine a phased approach to a return to on-site operations for your specific area(s), which includes:

- Assessment of your area’s current status
- Review and implementation of university and CDC guidelines
- Facilitation of planning meetings with key decision-makers in your area
- Communication of information to your entire team
Tips for Engaging Meeting Participants

As the meeting facilitator, your role is to:

- Manage the decision-making process
- Establish a **positive** climate that fosters team success
- Focus group efforts in problem-solving and creativity
- Encourage movement toward attaining goals

It is crucial that everyone’s ideas are **heard**.

The following pages introduce the concept of **Liberating Structures**: Meeting facilitation techniques to help you and the other decision-makers on your team **collectively** make important decisions for your area(s).
Liberating Structures

Liberating Structures are easy-to-learn microstructures that enhance relational coordination and trust. They quickly foster lively participation in groups of any size, making it possible to truly include and unleash everyone. Liberating Structures are a disruptive innovation that can replace more controlling or constraining approaches.
1-2-4-ALL

Engage everyone in generating ideas, questions or suggestions

1. Alone, generate a response to the question
2. In pairs, share what you came up with and mutually shape the ideas
3. In quartets, try to synthesize a contribution
4. All, hear from any groups with something everyone needs to hear
5. Repeat in rapid cycles to add clarity, depth or diversity
1-2-4-ALL in Action

1-2-4-All serves as a fundamental pattern in many of the other Liberating Structures.

Multiple short cycles are more productive than one longer session.

- **1 minute** alone
- **2 minutes** in pairs to sharpen & shape
- **4 minutes** in foursomes to synthesize
- **3-10 minutes** in the whole group

Question (aka invitation)
Purpose-to-Practice

• By using **P2P** at the start of an initiative, the stakeholders can shape together all the elements that will determine the success of their initiative.

• The group begins by generating a *shared purpose* (i.e., why the work is important to each participant and the larger community).

• All additional elements—principles, participants, structure and practices—are designed to help achieve the purpose.

• By shaping these five elements together, participants clarify how they can organize themselves to adapt creatively and scale up for success.
P2P in Action

• Invite everyone to participate in specifying the five essential elements
  – Purpose
  – Principles
  – Participants
  – Structure
  – Practices

• How Groups Are Configured
  – 1-2-4-All
  – Whole group for finalizing each element
1. Purpose
Why is the work important to you and the community?

2. Principles
What rules or guidelines must we keep in mind in pursuit of our purpose?

3. Participants
Who must be included to achieve our purpose?

4. Structure
How will we organize and distribute control?

5. Practice
What are we going to do? What will we offer our clients?

Purpose: Your group's question is important because...

*Must Dos & Must NOT Dos

Participants:
1.
2.
3.
4.

Structure:
1.
2.
3.
4.

Practices:
1.
2.
3.
4.

*see Min Specs
Min Specs

• By specifying only the minimum number of simple rules, the Min Specs that must ABSOLUTELY be respected, you can unleash innovation

• Min Specs are enabling constraints:
  – They detail only must dos and must not dos

• Participants shape and adapt Min Specs together, working as one
Min Specs in Action

• **Individually (1-2 mins)**
  – Participants generate a list of all the do’s and don’ts that they should pay attention to in order to achieve a successful outcome
  – Ask the participants to reduce their list to the absolute minimum needed to achieve the purpose
  – Invite them to sift through the list one item at a time and eliminate every rule that gets a positive answer to the question, “If we broke or ignored this rule, could we still achieve our purpose?”

• **Small groups (15-20 mins)**
  – Consolidate and expand lists
  – Make list as complete as possible
  – Test each spec against the purpose statement. If the spec can be violated and the purpose is still achieved, the spec is dropped from the list.

• **Whole group for sharing (15 min)**
  – Compare across small groups and consolidate to the shortest list
What, So What, Now What? $W^3$

Look back on progress to date and decide what adjustments are needed

• Help groups reflect on a shared experience in a way that builds understanding and spurs coordinated action while avoiding unproductive conflict

• Progressing in stages makes this practical—from collecting facts about *What Happened*, to making sense of these facts with *So What* and finally to what actions logically follow with *Now What*

• The shared progression eliminates most of the misunderstandings that otherwise fuel disagreements about what to do
**W³: Ladder of Inference**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Actions</td>
<td>I take based on beliefs</td>
</tr>
<tr>
<td>Beliefs</td>
<td>I adopt about the world</td>
</tr>
<tr>
<td>Conclusions</td>
<td>I draw from assumptions</td>
</tr>
<tr>
<td>Assumptions</td>
<td>I make based on meanings</td>
</tr>
<tr>
<td>Meanings</td>
<td>I add (cultural &amp; personal)</td>
</tr>
<tr>
<td>Data</td>
<td>I select from observations</td>
</tr>
</tbody>
</table>

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.

Observable data and experiences
W³ in Action

WHAT?
• People work alone on “What happened? What did you notice, what stood out?”
• Then share in small groups
• Salient facts from small groups are shared with the whole group and collected

SO WHAT?
• People work alone on “Why is that important? What patterns or conclusions are emerging? What hypotheses can I/we make?”
• Then share in small groups
• Salient patterns, hypotheses, and conclusions from small groups are shared with the whole group and collected

NOW WHAT?
• People work alone on “Now what? What actions make sense?”
• Then share in small groups
• Actions are shared with the whole group, discussed, and collected.