

YOUR ORG IS AN
~~THE~~ EXPERIENCE MACHINE:
STUFF GOES IN, EXPERIENCES COME OUT



WINNING WORKSHOPS

The designer is a facilitator because design is an inherently collaborative activity. Collaboration is an intimate, personal activity. That makes it scary.

About Austin

Austin Govella is an Experience Director with Avanade Digital where he helps enterprises reinvent how they connect with employees and customers. Austin has designed successful user experiences for the web and mobile since 1998.

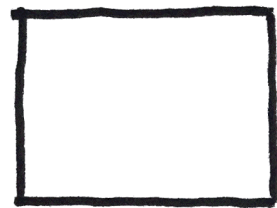
He's almost done with his new book, [Hacking Product Design](#).

ag@agux.co • [@austingovella](https://twitter.com/austingovella) • <https://agux.co>

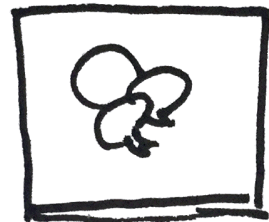


[@austingovella](https://twitter.com/austingovella)

Learn Two Things Today



①
FRAME
THE
QUESTION

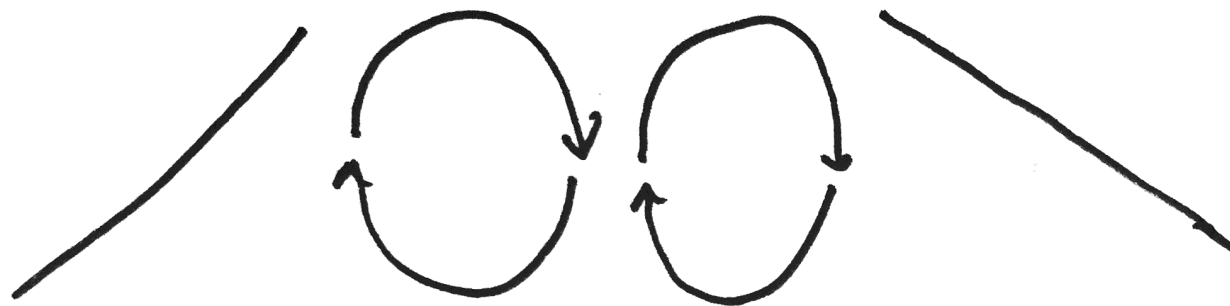


②
FACILITATE
THE
DISCUSSION



③
FINISH
W/A
DECISION

Collaboration
has a repeatable
structure



OPEN +
GENERATE

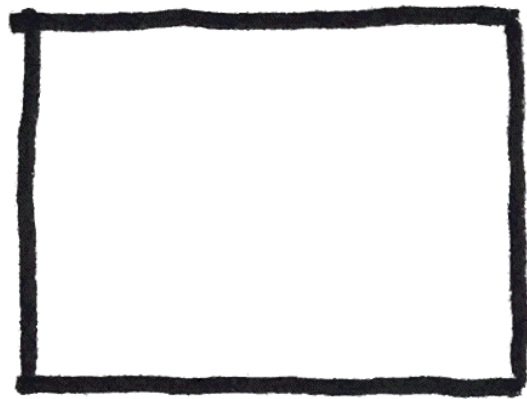
ANALYZE
+
SOLVE
PROBE

SYNTHESIZE
+
PROBE

CLOSE
+
DECIDE

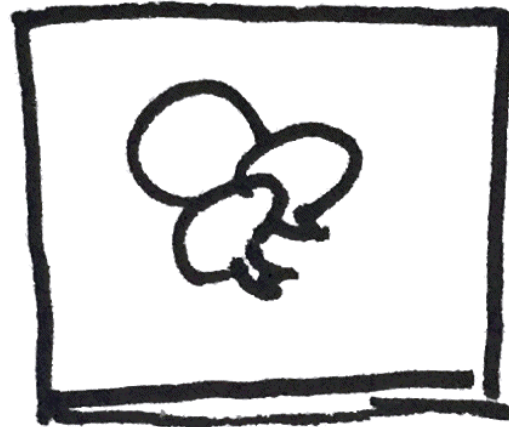
Magic,
facilitation
glasses

Collaboration Has A Structure



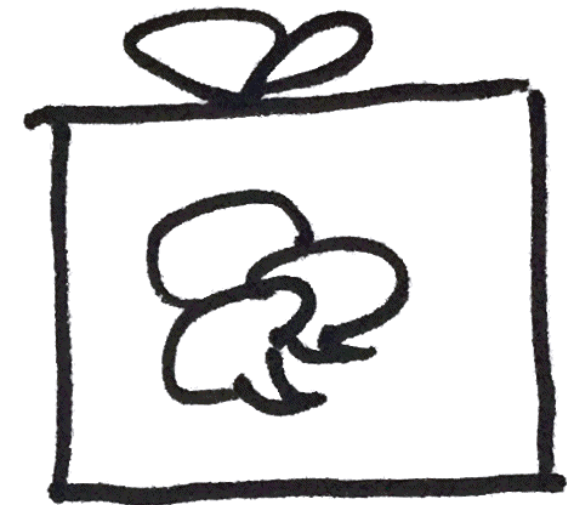
①

FRAME
THE
QUESTION



②

FACILITATE
THE
DISCUSSION

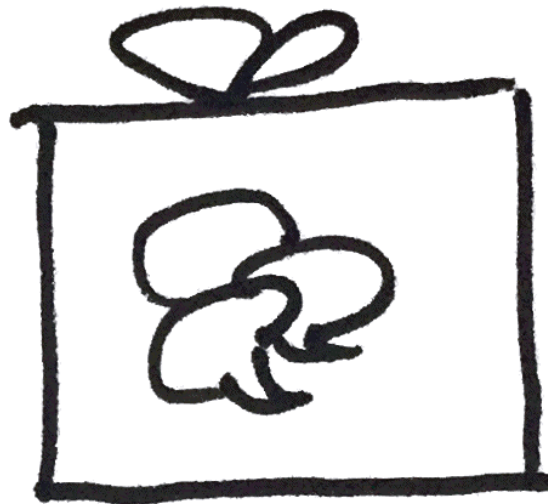


③

FINISH
W/A
DECISION

3. Start At The Finish

TO CREATE A VISION



③
FINISH
w/A
DECISION

Every discussion produces one of two outcomes:

1. A single thing
2. A list of things

If you sketch with your team, collaboration may end with a single sketch. If you identify users, you may end with a list of users.

You capture outcomes in several formats:

1. Words
2. Diagrams
3. Sketches
4. Worksheets or canvases

Workshops Begin At The End

Focus on outcomes to plan your workshops.

What specific document do you want to walk out with?

Is it a thing or list of things?

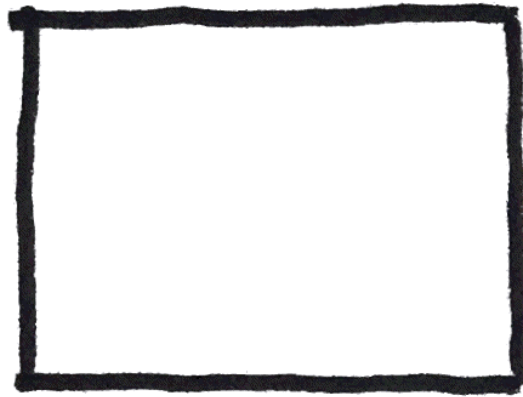
Is it words or a diagram?

Then, frame the question for each outcome.



1. Frame The Question

TO SHARE THE VISION



①

FRAME
THE
QUESTION

Say four things to frame collaboration:

1. What you're doing
2. What you'll end up with when you're done
3. How you will do it
4. Why it's important

If you're sketching interfaces, set the foundation by saying:

1. We will sketch the screen together
2. When we're done, we'll have a wireframe we've all agreed on
3. Sketching together will make sure we agree on what we're building and why
4. We'll sketch individually and then share

Framing Plants Collaboration In Participant's Minds

Well-framed discussions activate the principles of collaboration. Telling your team what you're doing, why, and how creates a shared vision for the conversation.

1. Plants the seed that they will participate and shifts thinking from observer to collaborator.
2. When you tell them *what they'll end up with* and *why it's important*, they understand why they should care and encourages them to invest in the discussion and pay attention.
3. When you explain *how you will do it*, they know what to expect, so team knows they can trust you while you work toward the end goal.

Why it's
important

“While we work on the new system, we want to make sure we don't end up with the same problems we have today, so let's make a list of all the things we would like to change.”

How you will
do it

The outcome

Vision: instructions

When we describe vision in terms of what people do, it's easier to make sure we build the right thing and move the right numbers.

Instructions:

- Working all together, generate use cases and scenarios that describe what employees will do with the system.
- Any ideas must be feasible with existing technology. No teleporters.
- Any ideas must be legal.



GENERATE

What will employees start doing?



GENERATE

What will employees stop doing?



GENERATE

What will employees continue doing?



GENERATE

What will employees do less or more?

Wrongs and rights

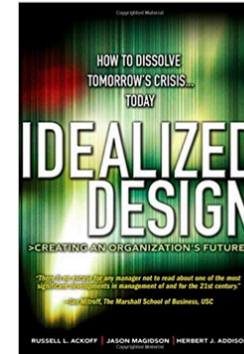
We want to understand what's wrong and right with the current intranet, so we can envision a better intranet that keeps what works and fixes what doesn't.

Based on systems thinking

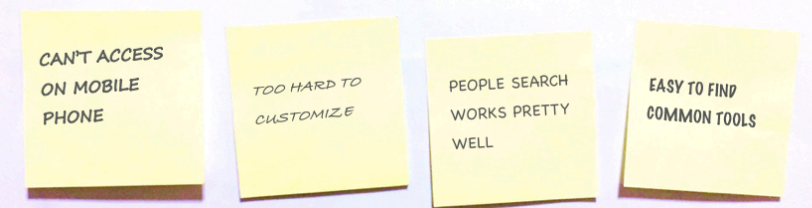
Systems thinker, Russell Ackoff, developed an approach he named, "Idealized Design".

Idealized design leverages three basic structures:

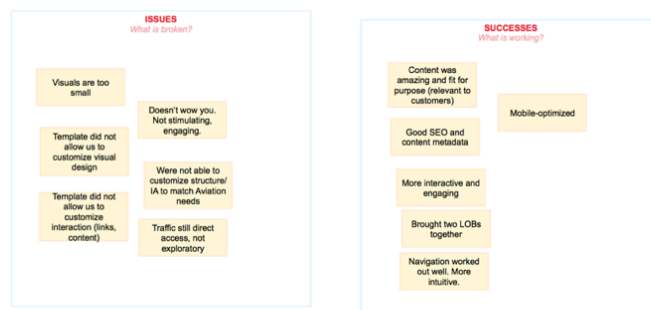
1. Brainstorm problems with current system
2. Brainstorm successes in current system
3. Design idealized system that is possible today with current technology.



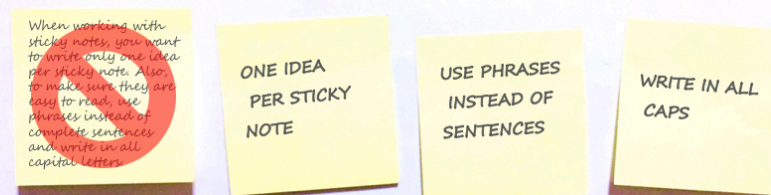
Wrongs and rights: examples



Wrongs and rights: examples



Rules for writing on sticky notes



Wrongs and rights: instructions

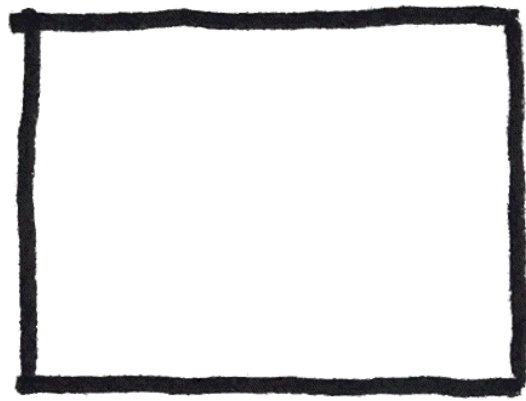
We want to identify a comprehensive list of what's wrong with the current system, as well as a list of what's right.

Instructions:

- Working all together, generate a list of what's wrong with the current intranet.
- Working all together, generate a list of what's right with the current intranet.

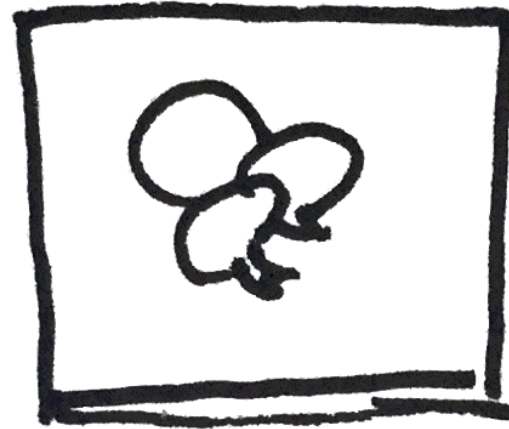
- GENERATE What is annoying? Broken?
- GENERATE What is missing?
- GENERATE What works well?
- GENERATE What would you not change?

2. Facilitation Needs A Frame And A Finish



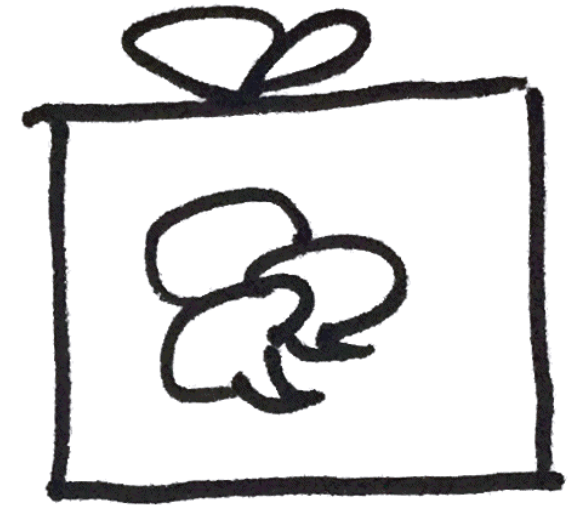
①

FRAME
THE
QUESTION



②

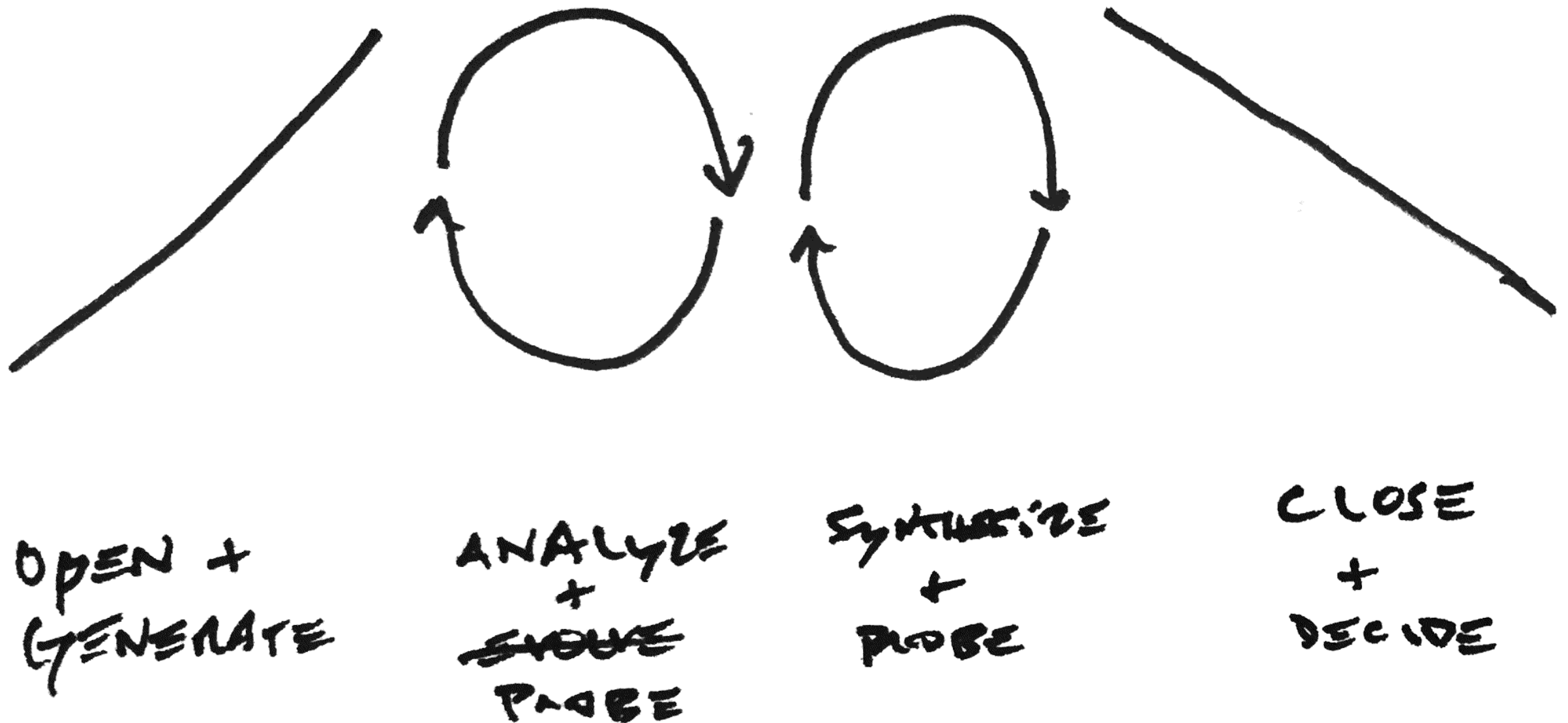
FACILITATE
THE
DISCUSSION



③

FINISH
W/A
DECISION

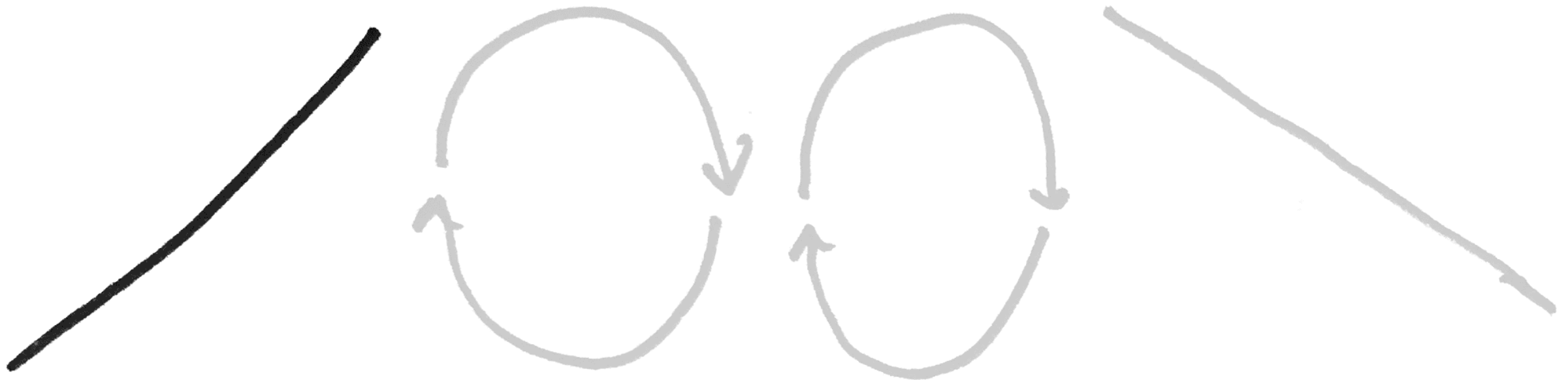
2. Facilitation Has Four Stages



Facilitation Glasses



Open + Generate



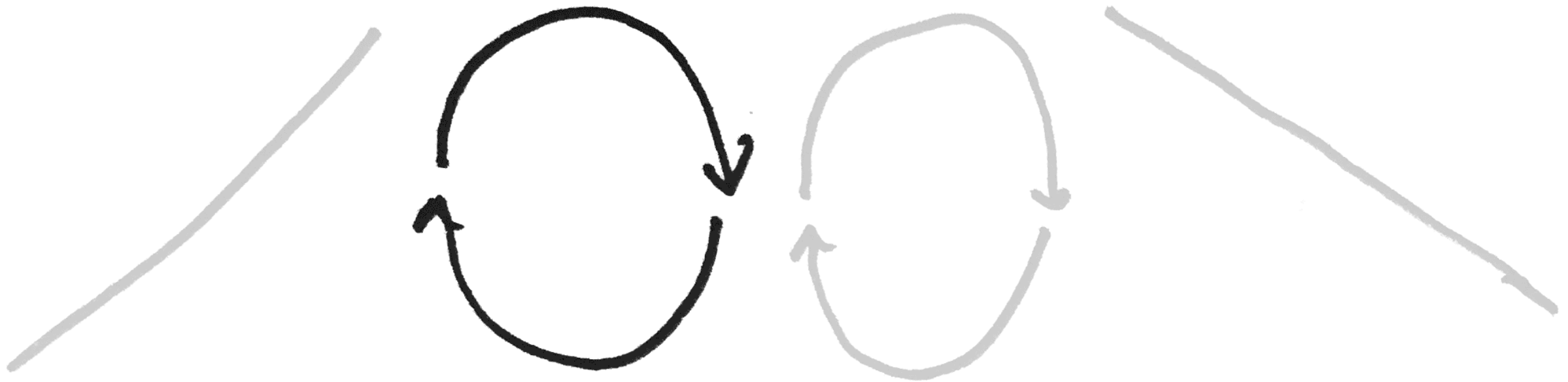
In the open, the team generates options. Open stages start with open-ended questions:

1. What different kinds of users might use this app?
2. What kinds of content can we include in this interface?

During the open stage, anything goes. You want to create lots of inputs to fuel the later stages. The more options the team generates, the better the outcomes.

During the open, you facilitate activities like brainstorming.

Analyze + Probe



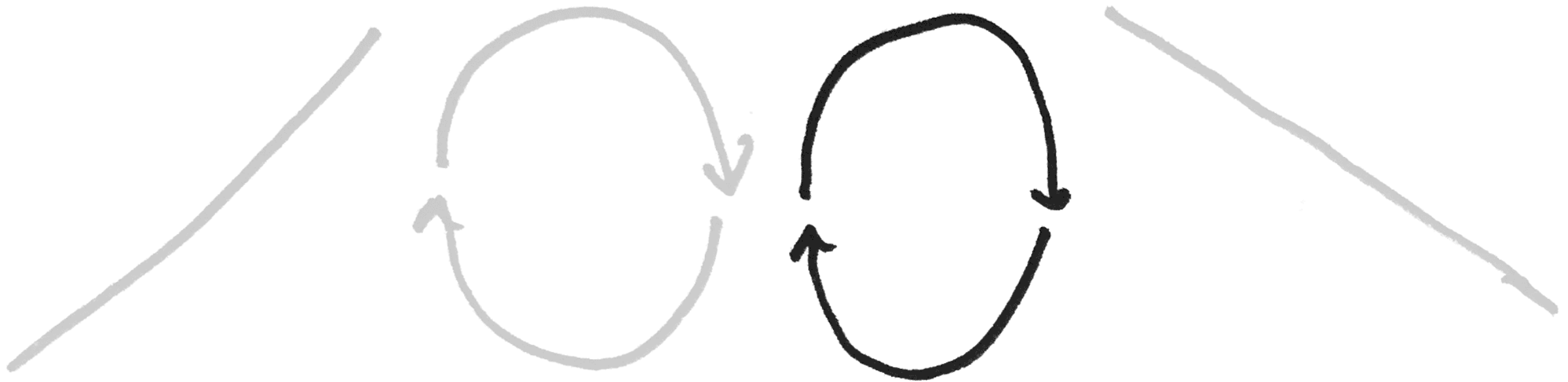
Once the team generates inputs, sift through to make sense of and learn more about the various options.

Analyze is like looking through a lens to better understand the inputs generated in the open stage. Take every input in turn, and learn more about each of them.

Ask questions that explore each option in more detail:

1. What is this made of?
2. How does this work?
3. Where does this come from?
4. Can you provide an example?

Synthesize + Probe



In the synthesize stage, you learn how various options relate to one another.

During synthesize, ask comparison questions:

1. How are these options similar?
2. How are they different?
3. How are they related?

Synthesize is the second lens to understand the inputs and explore how the inputs are connected to one another.

During synthesize, you create affinity maps and diagrams. Are the inputs related by time? Does one evolve to become another?

Probes



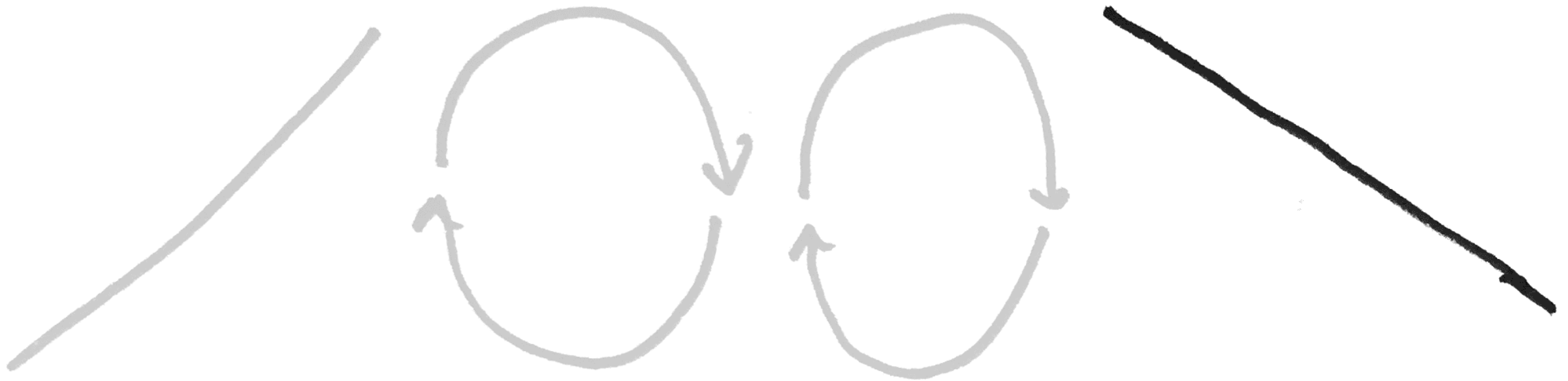
When you probe, you push the team to think differently.

Like the open, probe is a period of divergent thinking to improve the team's understanding of the problem space.

In probe ask questions to think of new possibilities.

1. What have we missed?
2. Are there other ways to think about this?
3. Can we apply similar things from a different context?

Close + Decide



Close is the opposite of open. where the team decides on the outcome to document during the *Finish*.

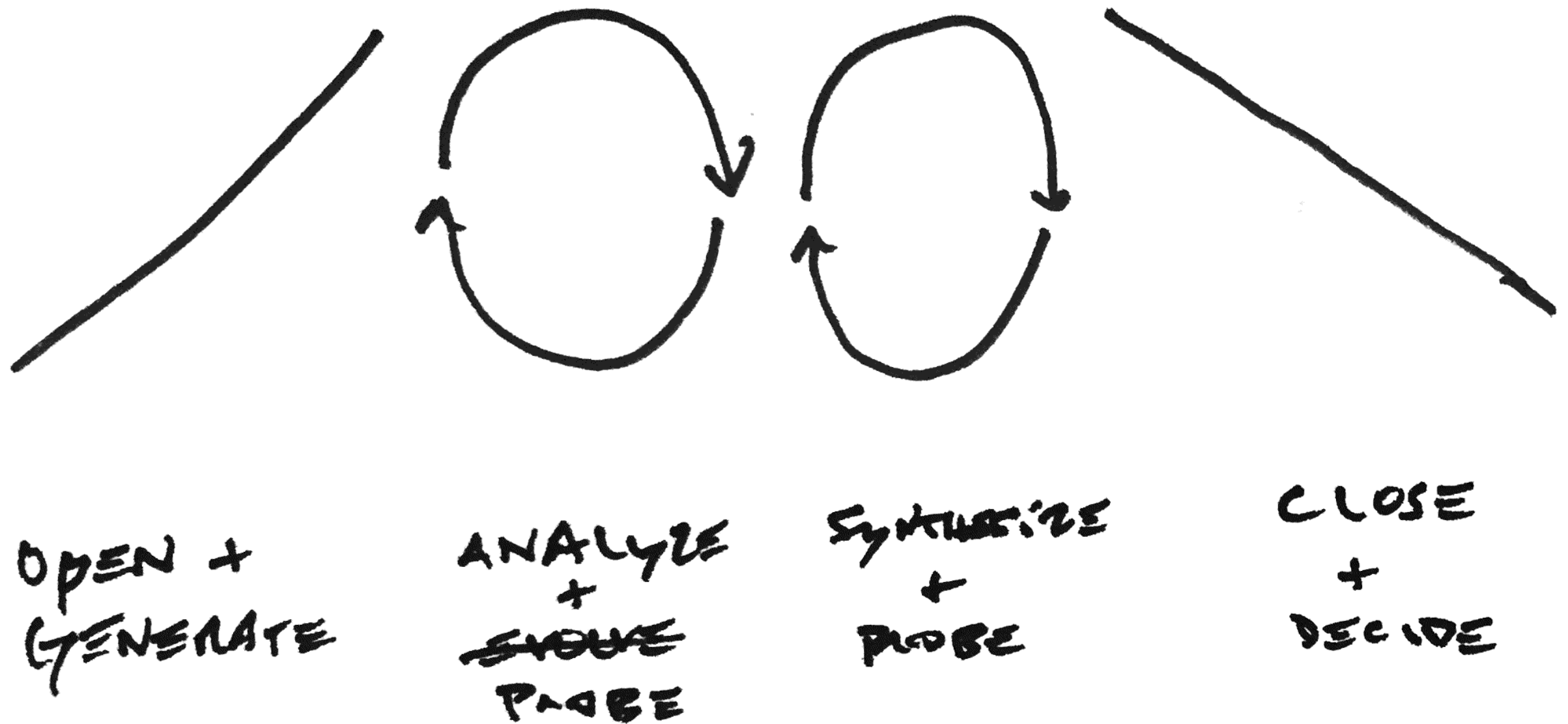
During the close, you ask deciding questions:

1. What ideas are more important?
2. What ideas are more feasible?
3. What ideas do we like the most?

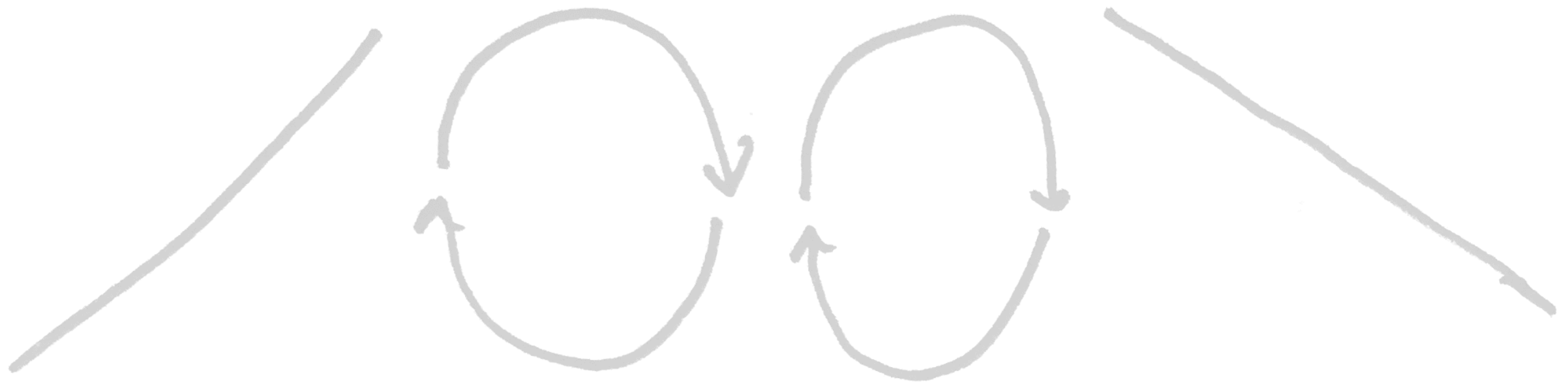
During close, facilitate activities like prioritization and voting.

The close creates the team's shared vision about what is important, what was decided, and what to carry forward.

Open, Analyze, Synthesize, Close



Example: A “Wrongs” Activity



**OPEN +
GENERATE**

Brainstorm a list of issues with the current system.

**ANALYZE
+
~~SHOW~~
PROBE**

Discuss any unclear issues.

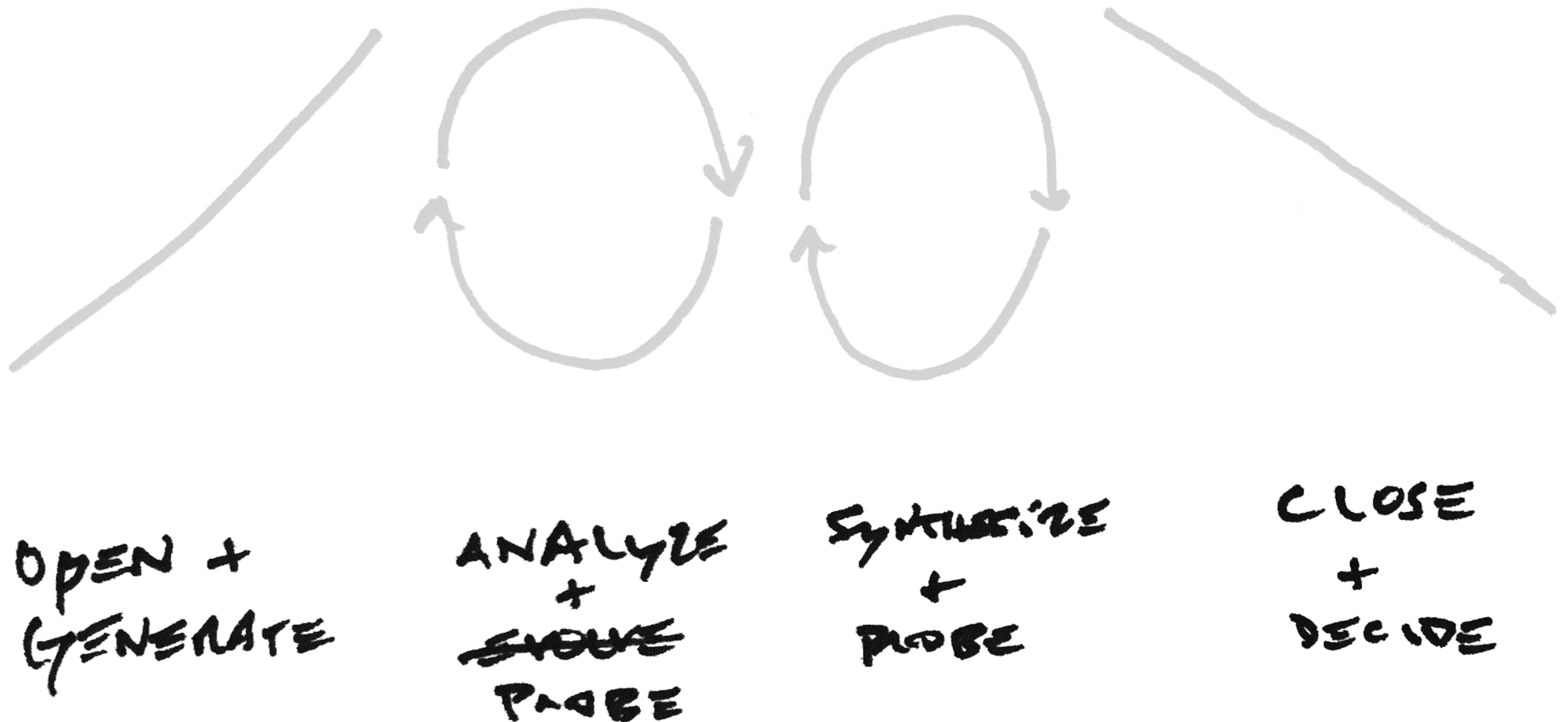
**SYNTHESIZE
+
PROBE**

Organize issues into groups by similarity, and name each group.

**CLOSE
+
DECIDE**

Prioritize issues from most to least important.

Example: A “Goals” Activity



Generate and discuss your goals for the project.

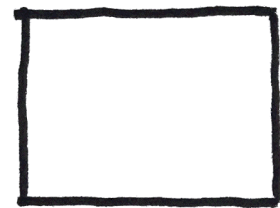
Organize goals into groups by similarity, and name each group.

Prioritize goals from most to least important.

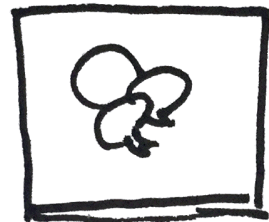
Move From “Me” To “We”

Defensive learners fous on “me”	Offensive learners focus on “we”
Keep control	Share control with the team
Maximize “winning”	Focus on learning
Reduce negative feelings	Trust your team

Two Frameworks For Successful Collaboration



①
FRAME
THE
QUESTION

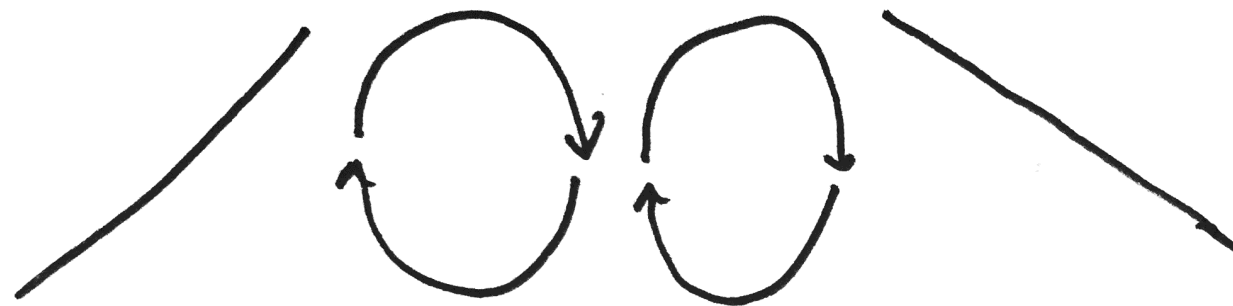


②
FACILITATE
THE
DISCUSSION



③
FINISH
W/A
DECISION

Collaboration
has a repeatable
structure



OPEN +
GENERATE

ANALYZE
+
SOLVE
PROBE

SYNTHESIZE
+
PROBE

CLOSE
+
DECIDE

Magic,
facilitation
glasses

Workshop Resources

Additional information about workshops available on my website:

- [Why run UX Workshops?](#)
- [How to plan and schedule workshops](#)
- [Books to help you improve your workshops](#)
- [Digital walls for remote workshops](#)

If you have any questions, please reach out:

- [@austingovella](#)
- ag@agux.co

Email me for a copy of the first three chapters from my where I dive into collaboration and facilitation.



Hacking Product Design

Practical tools and activities for collaborative design

Product designers today can piece together several frameworks and have a new website or app up and running in a matter of days—as long as everyone on the project has the same vision. Implementation isn't the problem, but shared vision is.

Help your team build better products

Author and Experience Design Director, **Austin Govella**, introduces structured activities that help teams build better together. Along with soft skills, your team learns how to hack their design process to create better products and experiences..

Email me for a copy of the first section on collaboration and facilitation.

Available at
amazon

merci