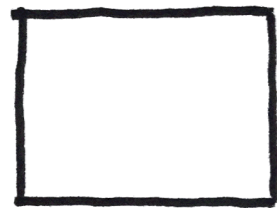


KEYS TO COLLABORATION

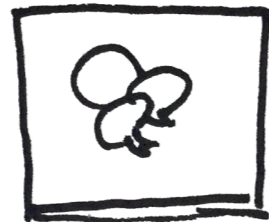
Designers facilitate because design requires collaboration.

Collaboration is intimate and personal and that makes it scary.

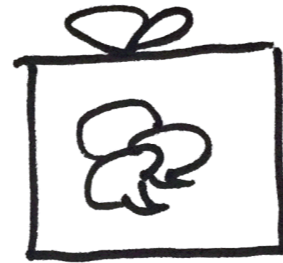
Learn Two Things Today



①
FRAME
THE
QUESTION

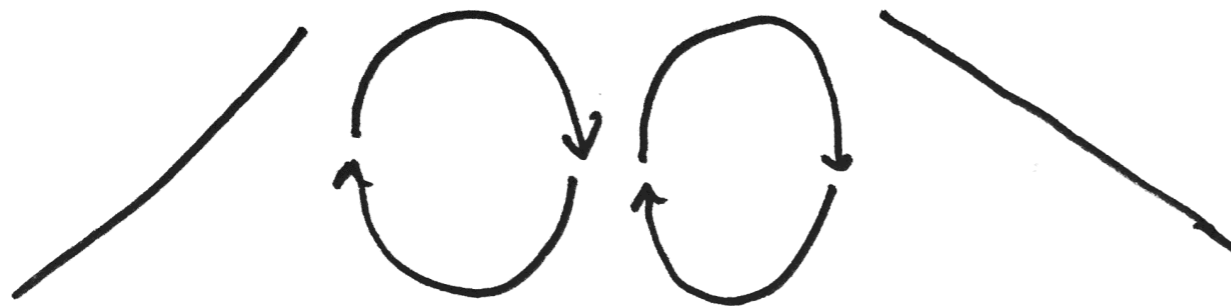


②
FACILITATE
THE
DISCUSSION



③
FINISH
W/A
DECISION

Collaboration
has a repeatable
structure



OPEN +
GENERATE

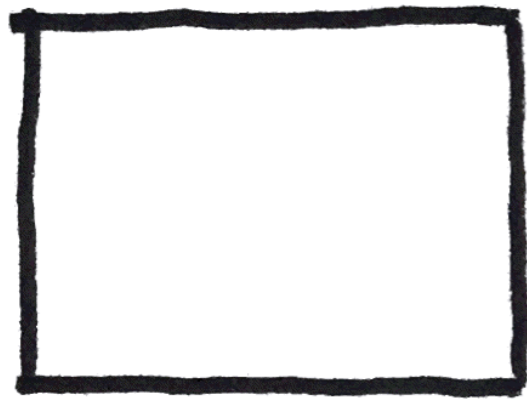
ANALYZE
+
SOLVE
PROBE

SYNTHESIZE
+
PROBE

CLOSE
+
DECIDE

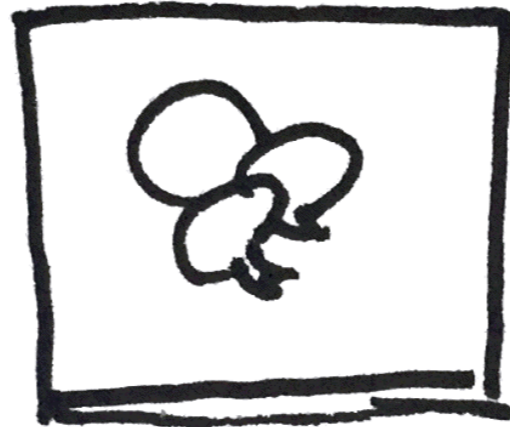
Magic,
facilitation
glasses

Collaboration Has A Structure



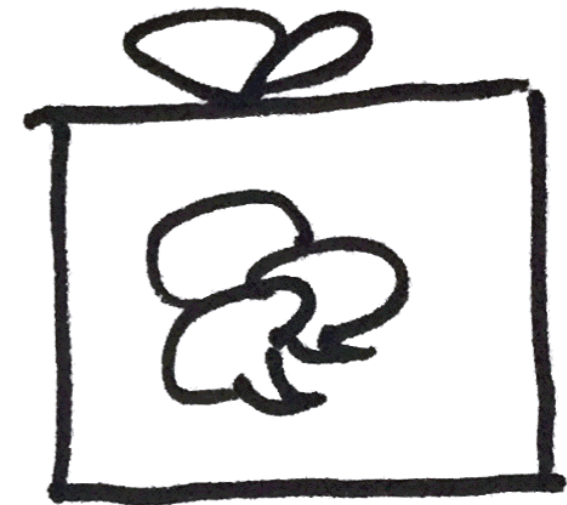
①

FRAME
THE
QUESTION



②

FACILITATE
THE
DISCUSSION

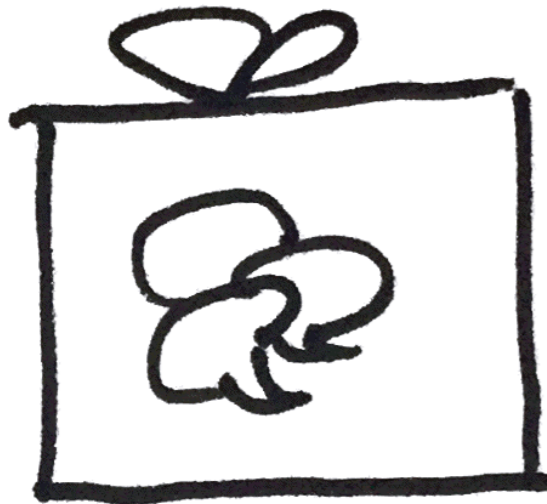


③

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?

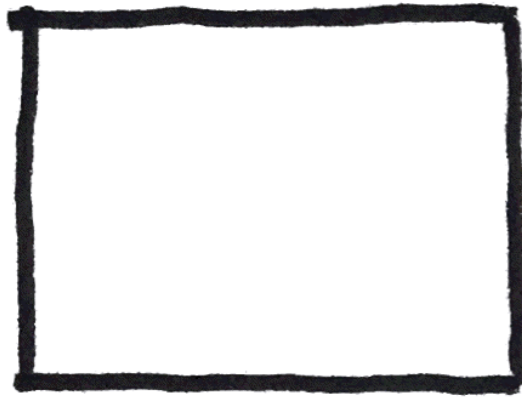
Is it words or a diagram?

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

Generate goals: instructions

We want to identify the top three project goals from each workshop participant.

Instructions

- Work individually.
- Write the top three goals wish for this project.
- Don't worry about the "right" goals. We want to generate options.
- When everyone is done, take turns sharing your goals with the group.



GENERATE

What do you want the project to accomplish?



SHARE

What three goals did you choose?

Wrongs and rights

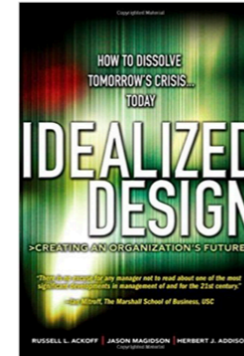
We want to understand what's wrong and right with the current intranet, so we can envision a better intranet that keeps what works and fixes what doesn't.

Based on systems thinking

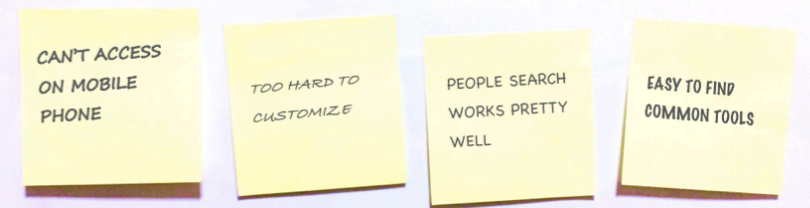
Systems thinker, Russell Ackoff, developed an approach he named, "Idealized Design".

Idealized design leverages three basic structures:

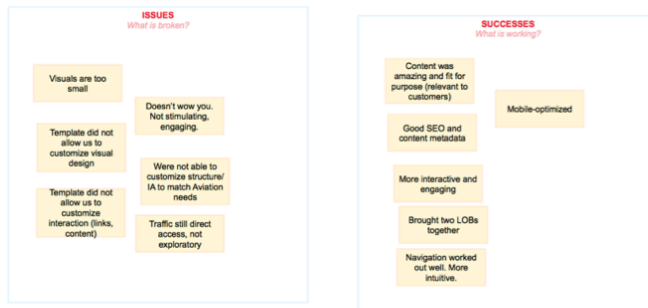
1. Brainstorm problems with current system
2. Brainstorm successes in current system
3. Design idealized system that is possible today with current technology.



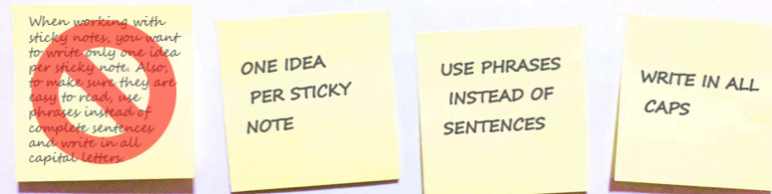
Wrongs and rights: examples



Wrongs and rights: examples



Rules for writing on sticky notes



Wrongs and rights: instructions

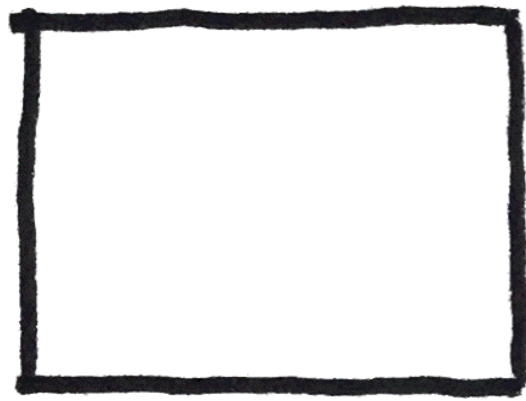
We want to identify a comprehensive list of what's wrong with the current system, as well as a list of what's right.

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.

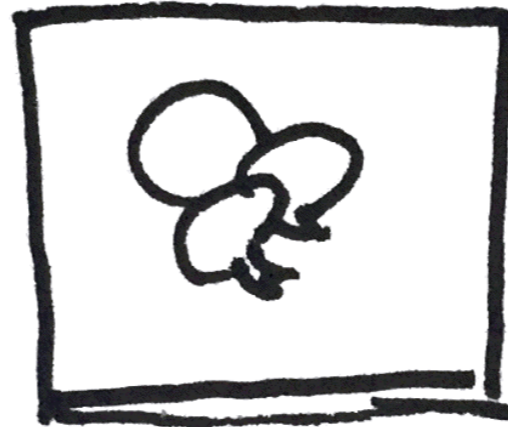
- GENERATE What is annoying? Broken?
- GENERATE What is missing?
- GENERATE What works well?
- GENERATE What would you not change?

2. Facilitation Needs A Frame And A Finish



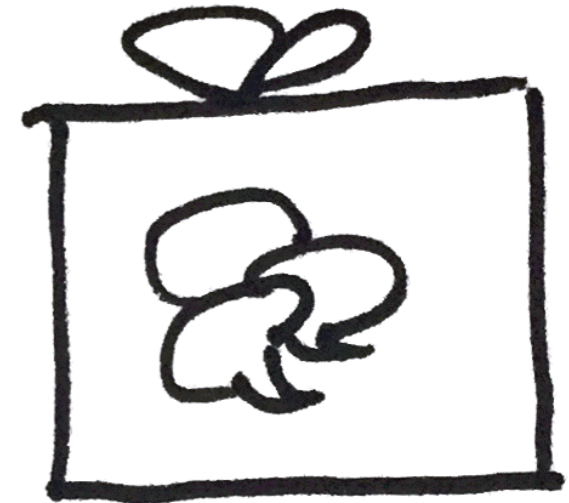
①

FRAME
THE
QUESTION



②

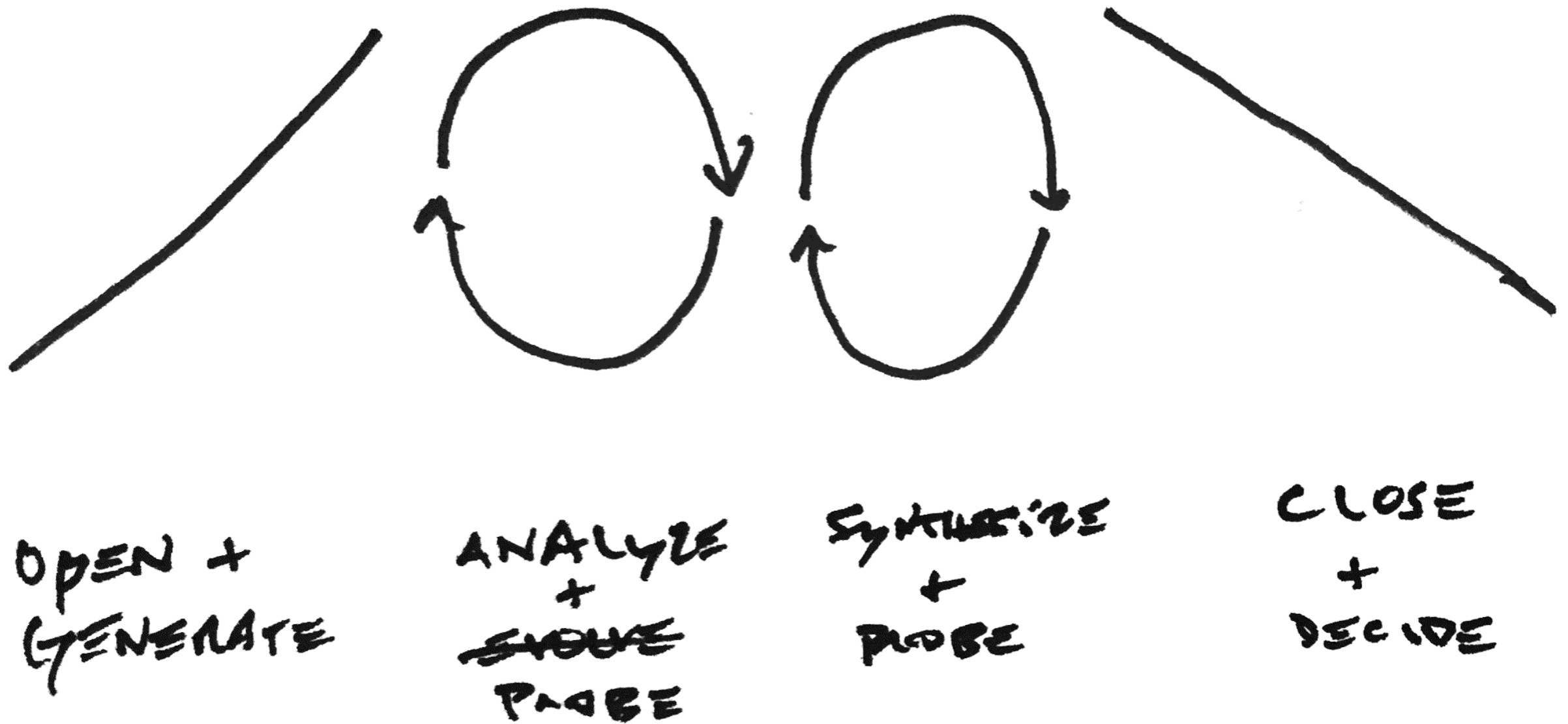
FACILITATE
THE
DISCUSSION



③

FINISH
W/A
DECISION

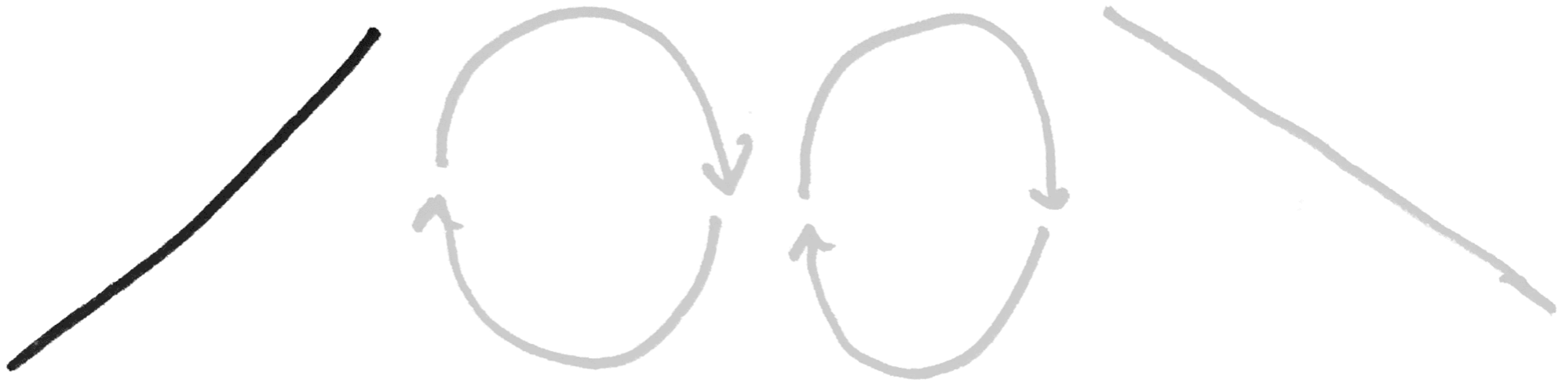
2. Facilitation Has Four Stages



Facilitation Glasses



Open + Generate



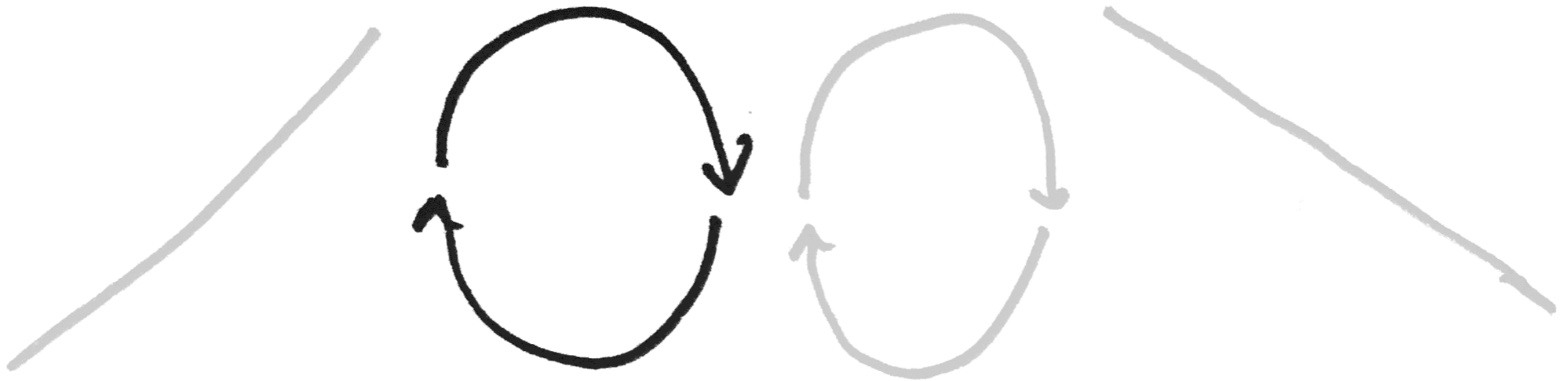
In the open, the team generates options. Open stages start with open-ended questions:

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



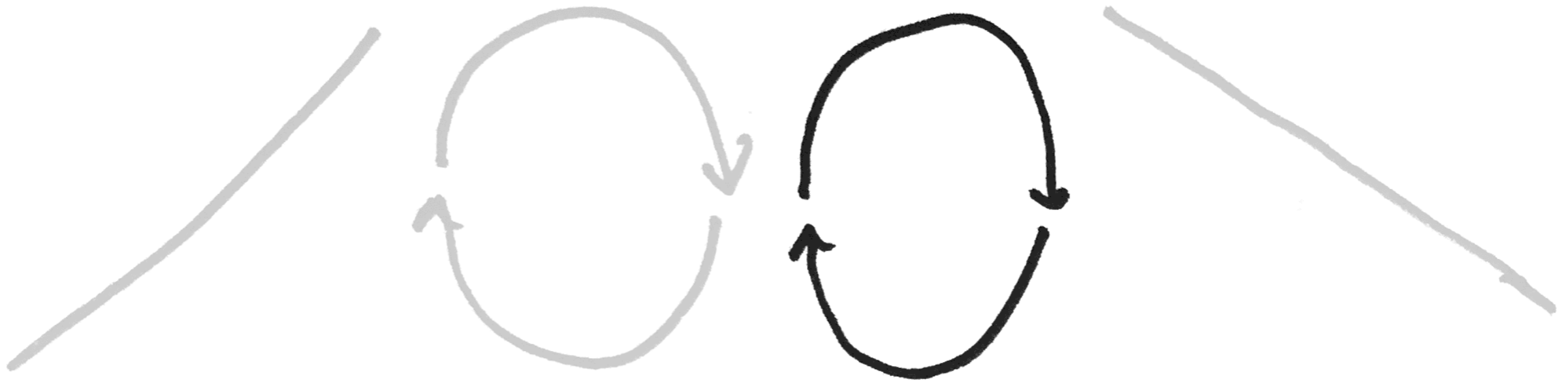
Once the team generates inputs, sift through to make sense of and learn more about the various options.

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



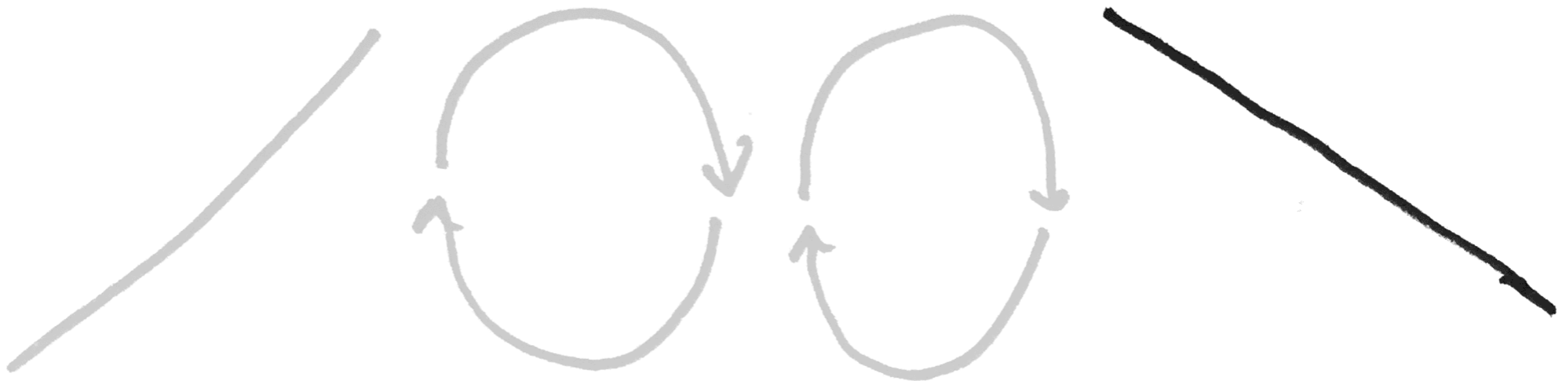
When you probe, you push the team to think differently.

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*.

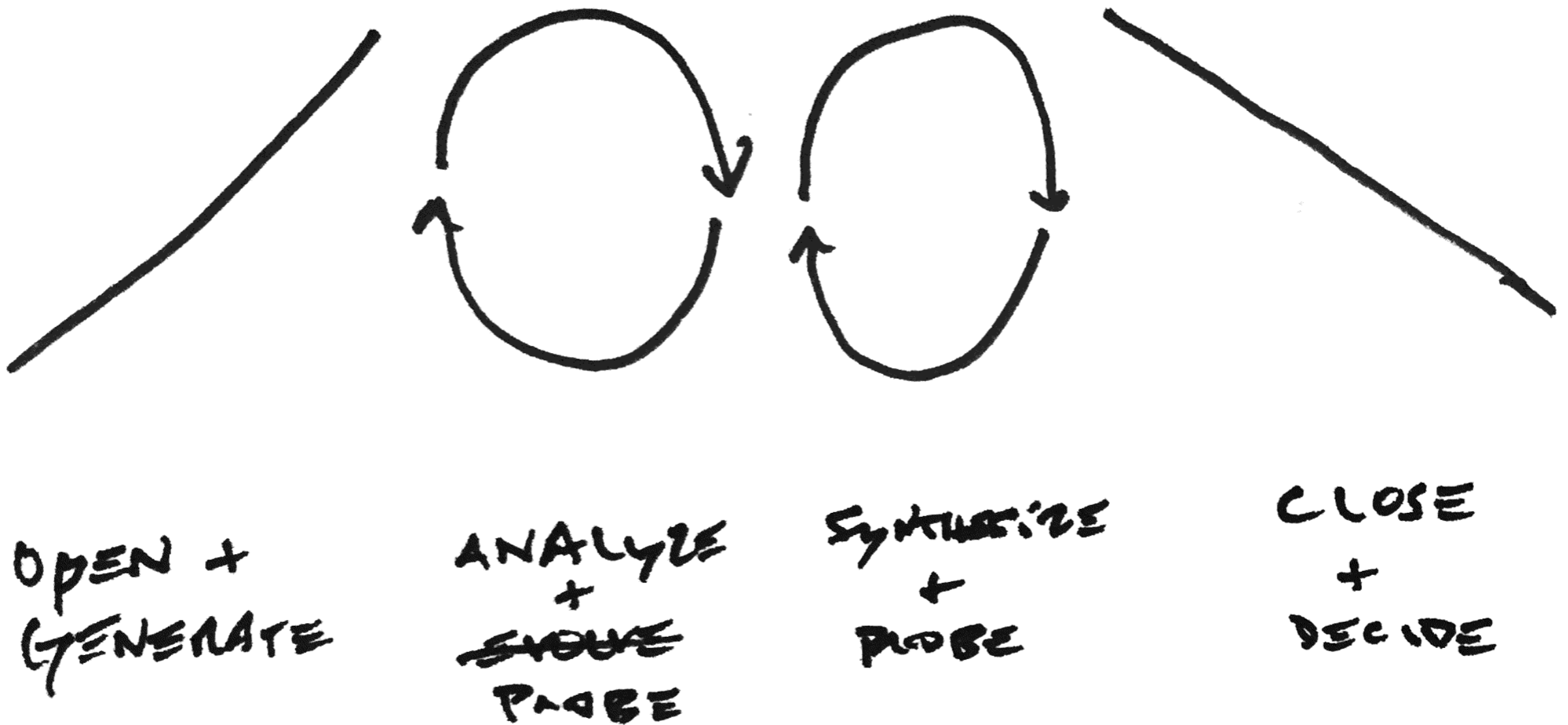
During the close, you ask deciding questions:

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

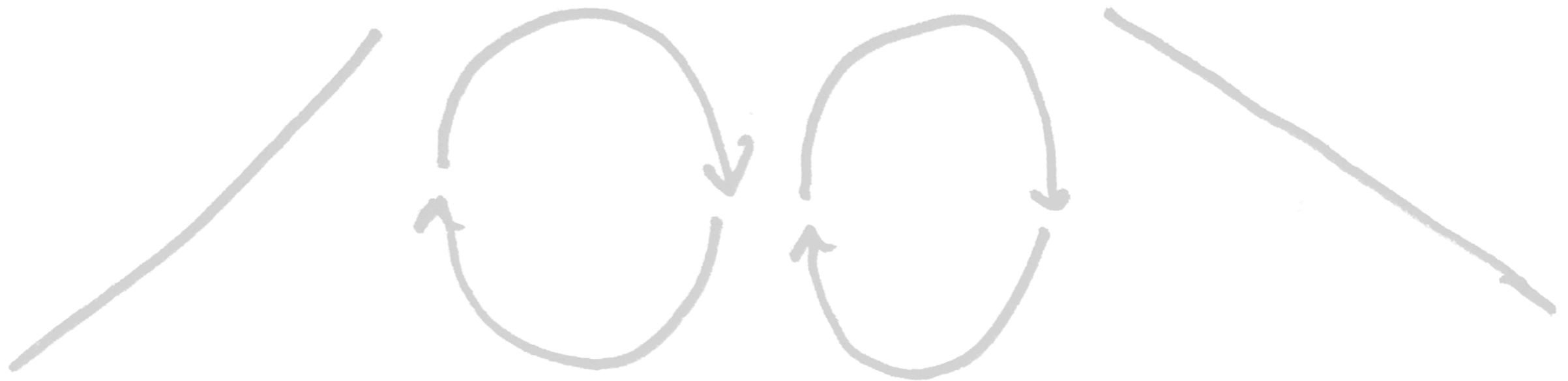
During close, facilitate activities like prioritization and voting.

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”



**OPEN +
GENERATE**

Brainstorm a list of issues with the current system.

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

Discuss any unclear issues.

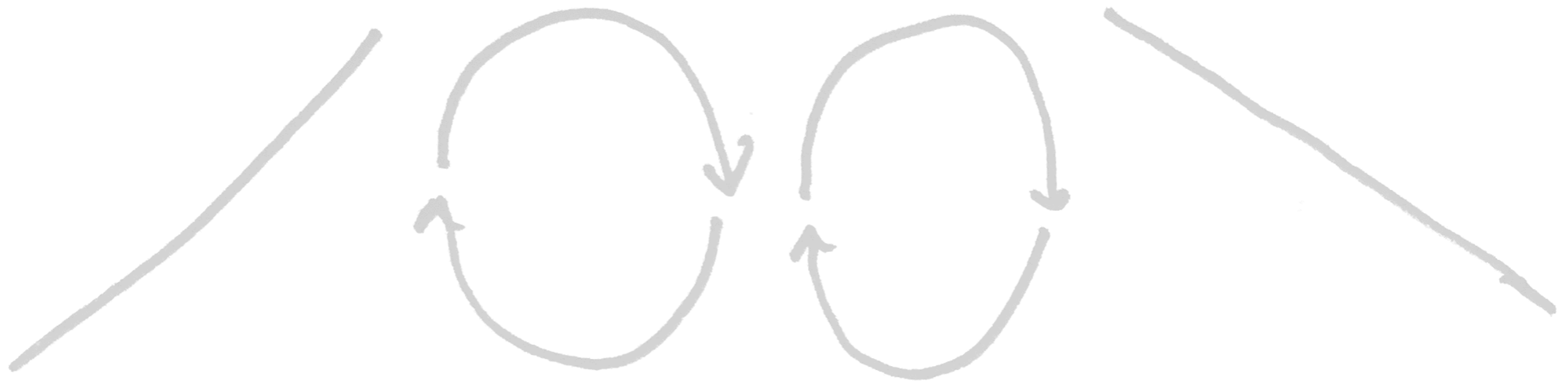
**SYNTHESIZE
+
PROBE**

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

**CLOSE
+
DECIDE**

Prioritize issues from most to least important.

Example: A “Goals”



**OPEN +
GENERATE**

Generate and discuss your goals for the project.

**ANALYZE
+
SHOW
PAGES**

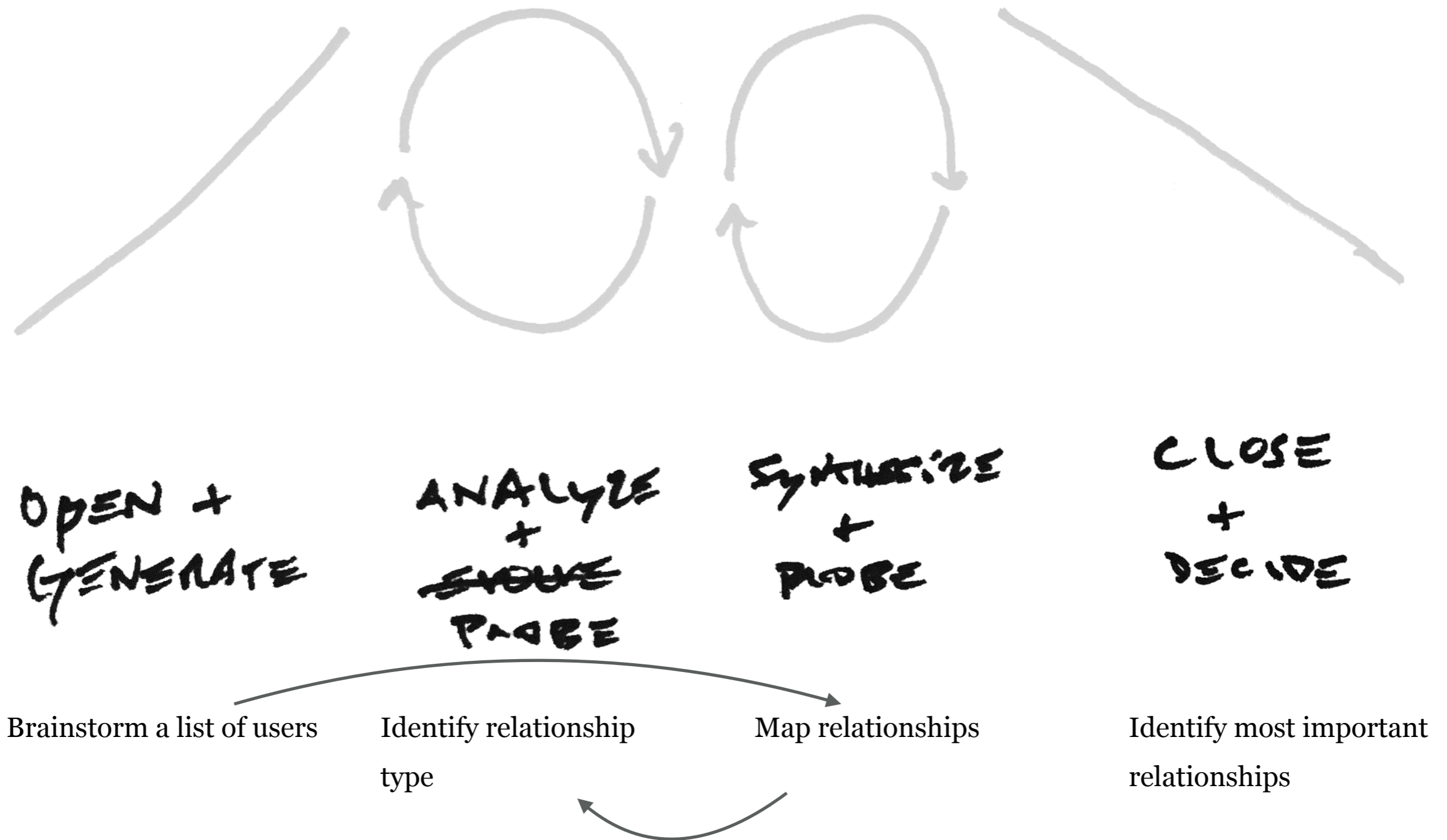
**SYNTHESIZE
+
PROBE**

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

**CLOSE
+
DECIDE**

Prioritize goals from most to least important.

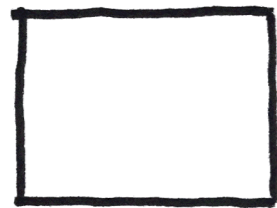
Example: Stakeholder Mapping



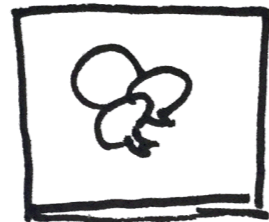
Move From “Me” To “We”

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

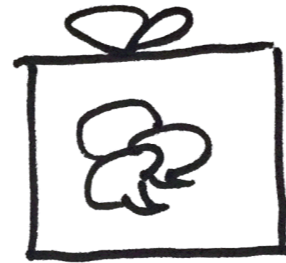
Two Frameworks For Successful Collaboration



①
FRAME
THE
QUESTION

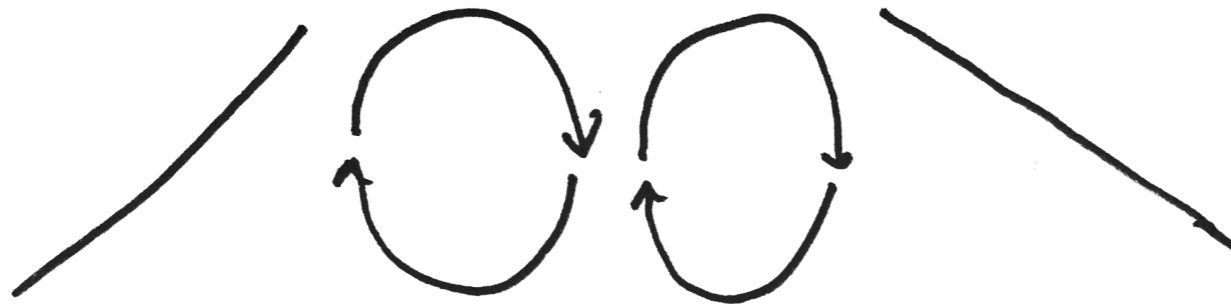


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