



# RELATE: LEARNING AS IF CONNECTION MATTERS

Musings from Nancy White  
<http://www.fullcirc.com> for the  
<http://www.issinstitute.org.au/>  
fellowship in Victoria State,  
Australia  
Hosted by Chisholm Institute

# SPECIAL THANKS TO MY FELLOWSHIP HOSTS

The Chisholm Professional Educator College.

- *The Professional Educator College "values educators who value learners" and was established to assist all educators within the VET sector to improve their skills and knowledge to be the best educators they can while maintaining their "Professional Currency".*

The Institute for Specialised Skills Fellowship <http://www.issinstitute.org.au/>

Knowledge Management Leadership Forum <http://www.meetup.com/Melbourne-KMLF/>

eWorks <http://eworks.edu.au/>

Special thanks to my "home" hosts:

- *Brad Beach and Family, Arthur Shelley and Family, Patricia Rogers and Family*

**PROFESSIONAL  
EDUCATOR  
COLLEGE**

VALUING EDUCATORS, WHO VALUE LEARNERS

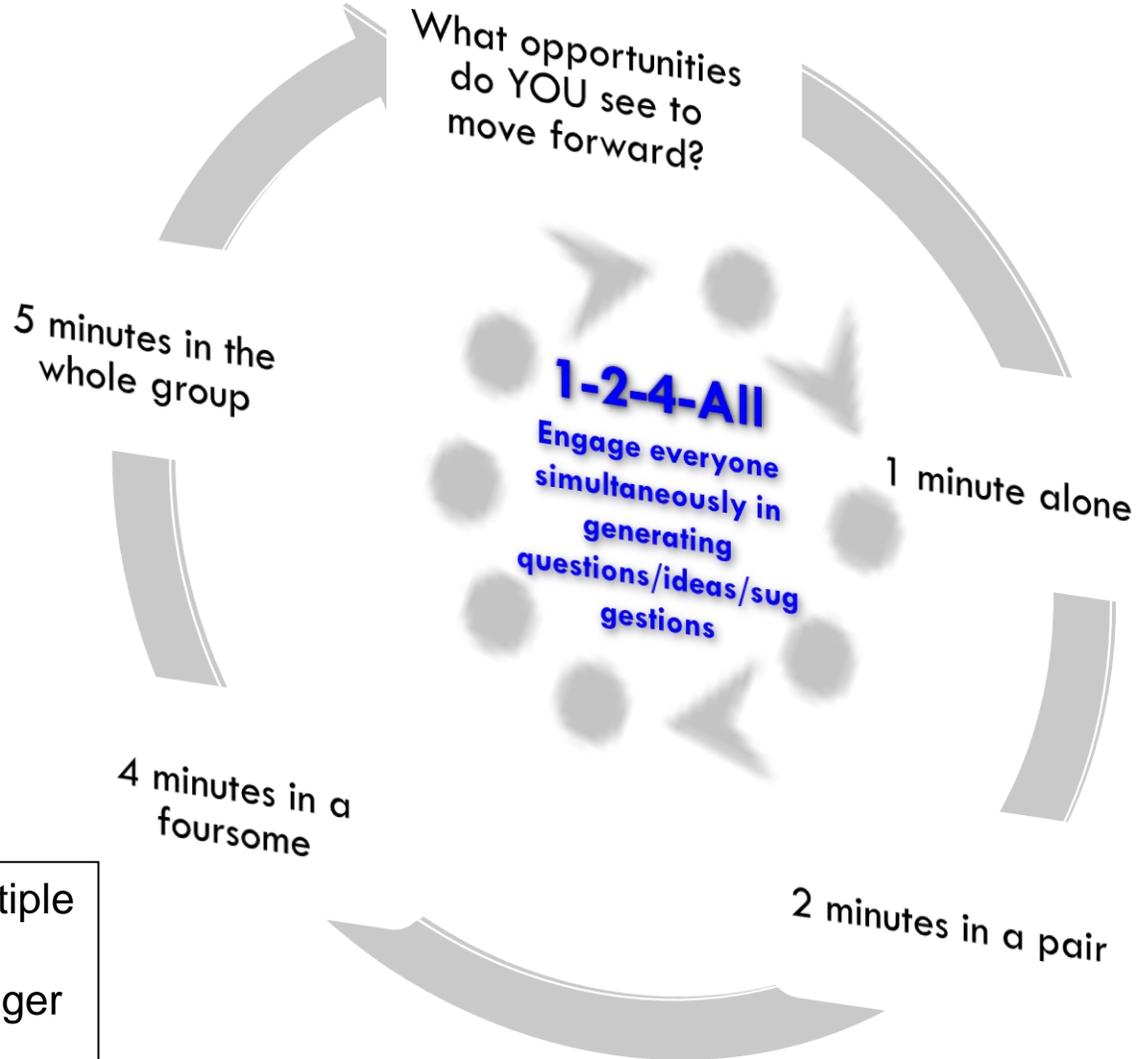
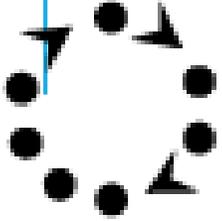




# IMPROMPTU NETWORKING: WHAT IS A CURRENT CHALLENGE YOU FACE IN YOUR TEACHING?

Share your challenge with your partner. Move on to a new partner when signaled.

Exercise in the room: 1-2-4-All. Think about and then share a meaningful teaching moment that was NOT about or FAR BEYOND the content. What happened?



1-2-4-All in motion. Multiple short cycles are more productive than one longer session.





# LEARNING IS LIBERATION

“If you have come here to help me, you are wasting your time. But if you have come because your liberation is bound up with mine, then let us work together.” Lilla Watson

Found via <http://interactioninstitute.org/moving-from-inclusion-to-collaborative-solidarity/>

[https://en.wikipedia.org/wiki/Lilla\\_Watson](https://en.wikipedia.org/wiki/Lilla_Watson)



**IF IT IS JUST ABOUT CONTENT, JUST  
SEND ME THE LINK...**

Content matters, but there is  
more...



**TEACH LIKE A HUMAN BEING. BE A  
HUMAN BEING.**

It starts with us as teachers and  
educators



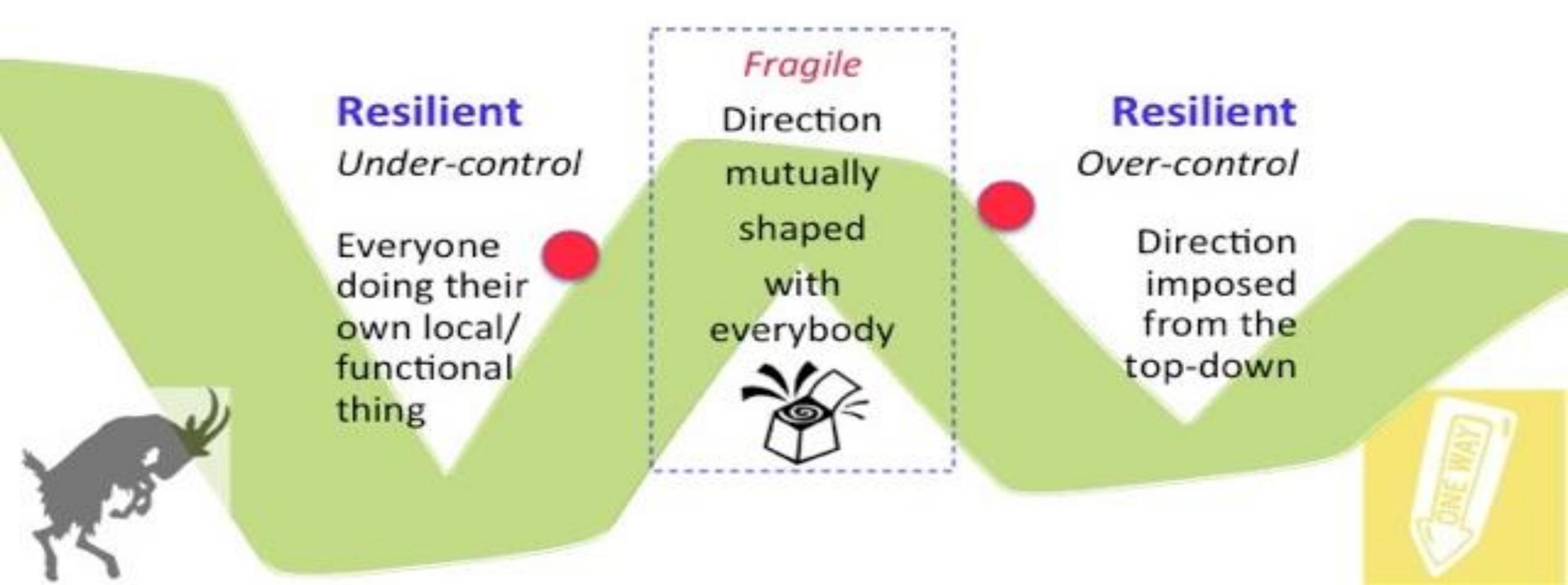
# UNLEASH SOCIAL LEARNING

Relational aspects of learning:  
social architecture, identity, and  
showing up...



# CONVERSATIONAL FACILITATION AS AN ESSENTIAL PRACTICE

Art of Hosting- 4 fold practice  
Liberating Structures



# SOCIAL LEARNING FINDS ITS GROOVE IN THE SPACE BETWEEN OVER AND UNDER CONTROL

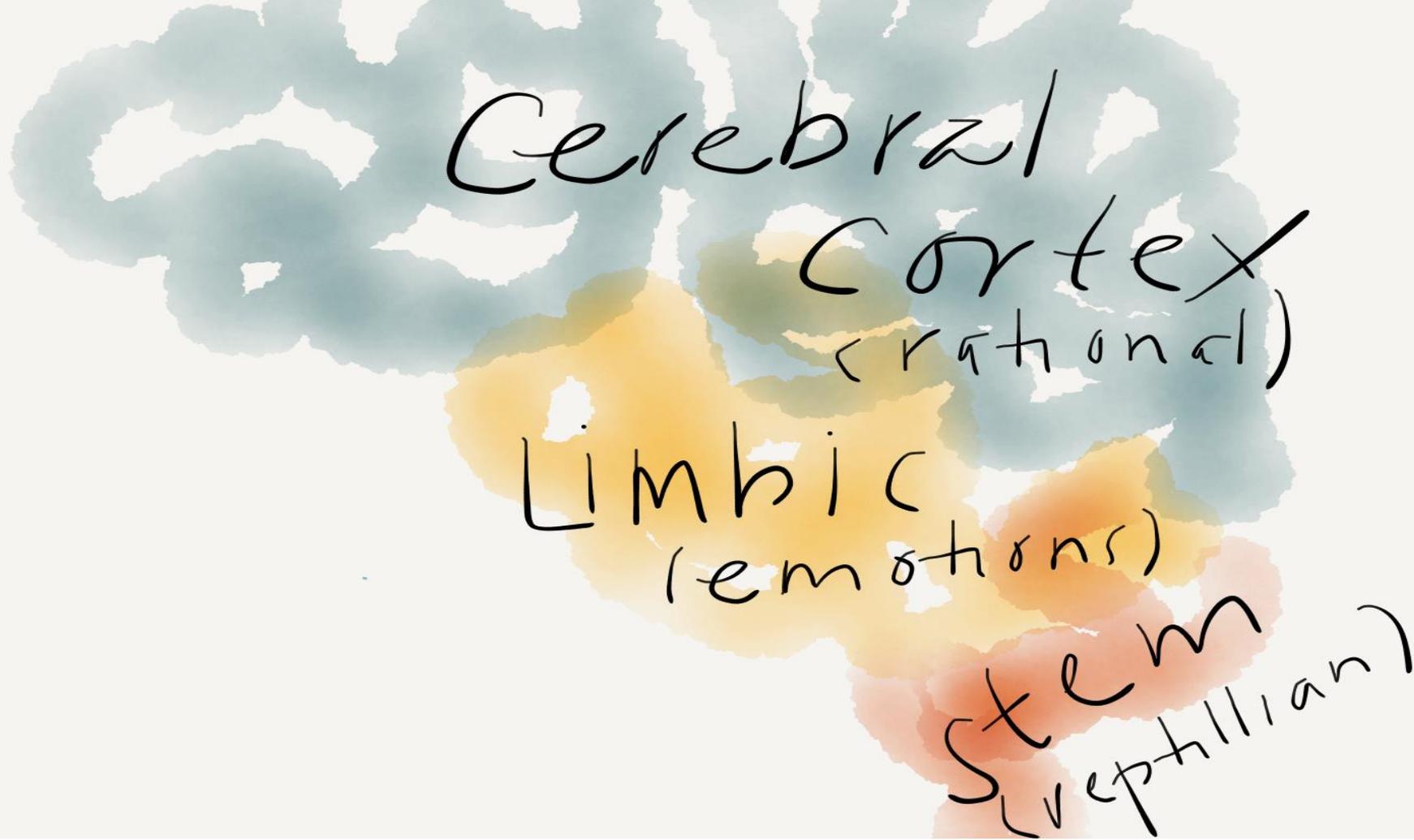
This is the space where we as teachers and facilitators must be self-aware and watch for falling into old, unhelpful habits.



# “WHAT FIRES TOGETHER, WIRES TOGETHER.”

<http://www.theatlantic.com/education/archive/2014/12/times-up-for-timeout/383897/>

Dan Siegel, Neurobiologist  
Talking about mirror neurons,  
interpersonal neurobiology, and  
“envisioning the brain as a social  
organ.”



# THE TRIUNE BRAIN: STEM, LIMBIC SYSTEM AND CEREBRAL CORTEX

Dan Siegel, Neurobiologist  
"The emotional system that develops in relationship."

SIGNALS

Content

Relate

**MY WORKING HYPOTHESIS: THREE LEGS**

# STUFF WE MIGHT DO TOGETHER

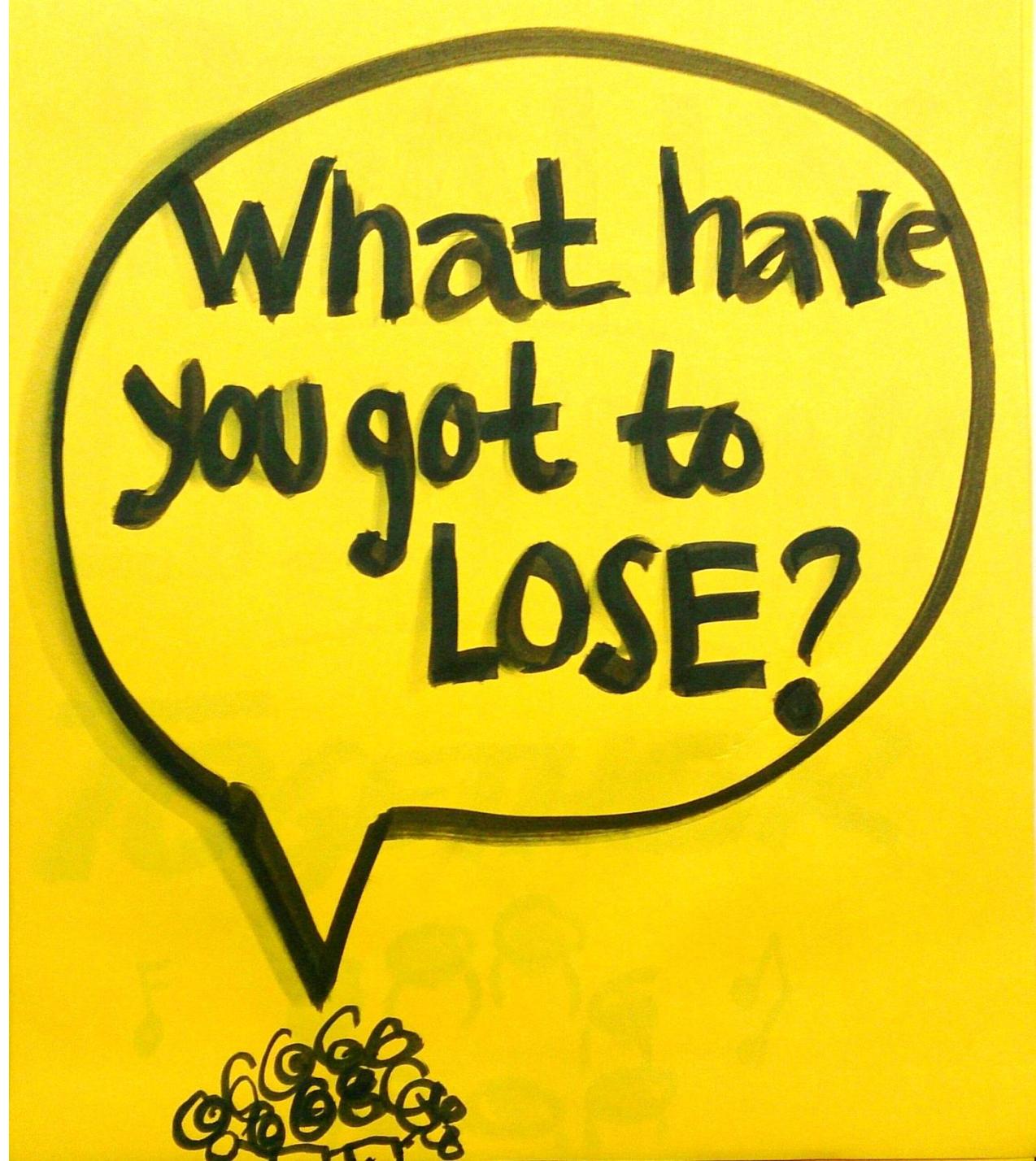
Discovery and Action Dialog

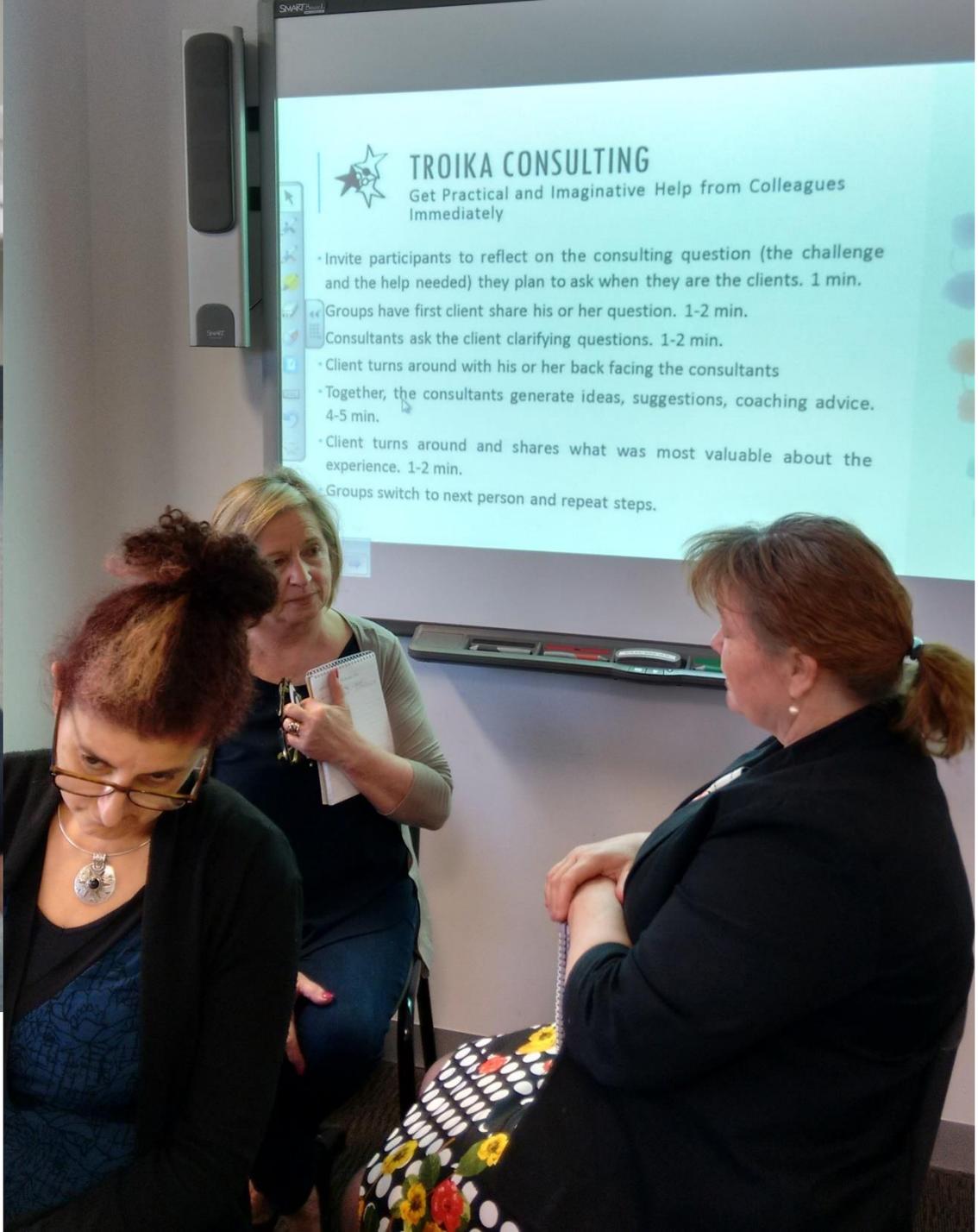
Troika Consulting

25/10 Crowdsourcing

(All from

<http://www.liberatingstructures.com>)







# TROIKA CONSULTING

Get Practical and Imaginative Help from Colleagues Immediately

- Invite participants to reflect on the consulting question (the challenge and the help needed) they plan to ask when they are the clients. 1 min.
- Groups have first client share his or her question. 1-2 min.
- Consultants ask the client clarifying questions. 1-2 min.
- Client turns around with his or her back facing the consultants
- Together, the consultants generate ideas, suggestions, coaching advice. 4-5 min.
- Client turns around and shares what was most valuable about the experience. 1-2 min.
- Groups switch to next person and repeat steps.





# DISCOVERY AND ACTION DIALOGUE

Discover, spark and unleash local solutions to chronic problems

## 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 ___ <i>the problem</i> 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 _____ <i>solving the problem</i> ?	~ 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 ~ <i>What prevents you?</i> identifies barriers rather than <i>Why don't you?</i> which sounds judgmental
Is there anyone you know who is able to frequently _____ <i>solve the problem, overcoming barriers</i> ? 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 <i>unusual suspects</i>



# 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 \_\_\_\_\_!

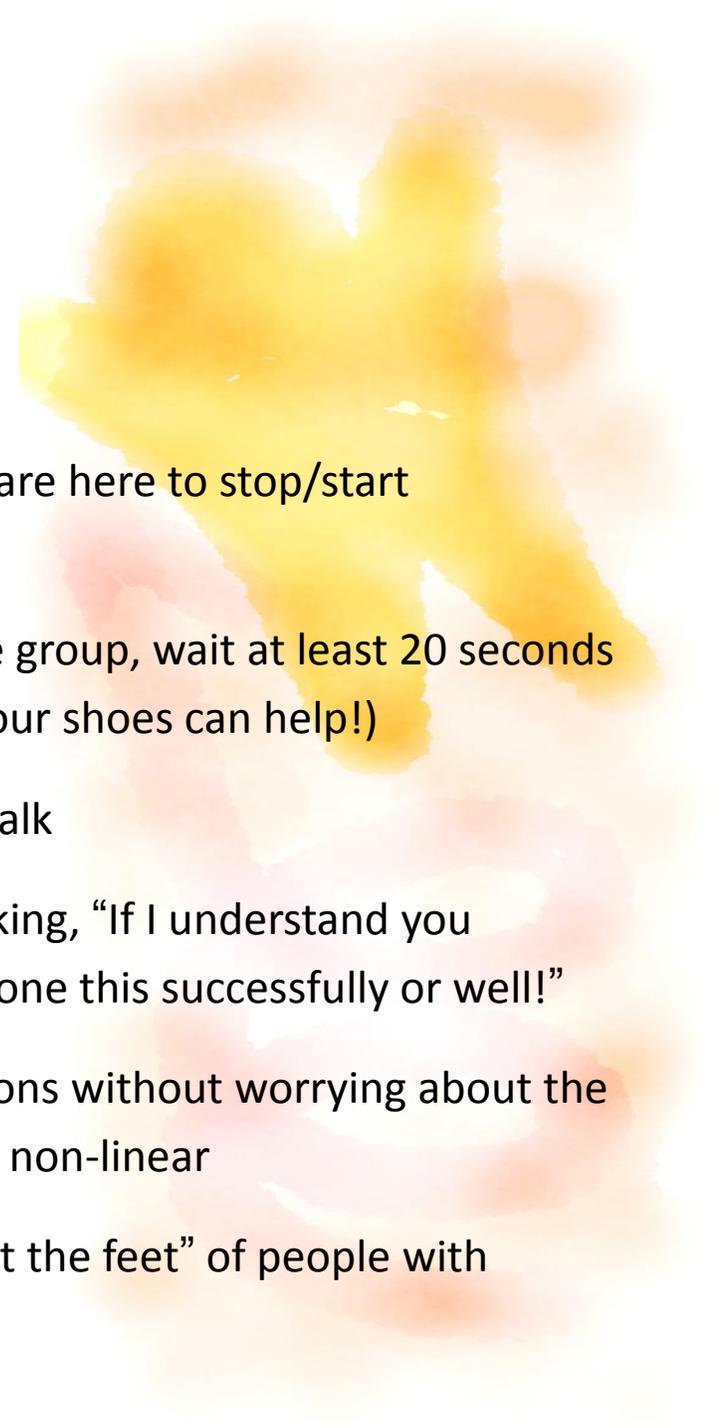
“Give” questions back to the group, wait at least 20 seconds for a response (looking at your shoes can help!)

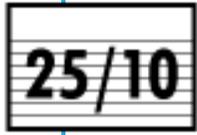
Encourage quiet people to talk

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





## 25/10 CROWD SOURCING

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

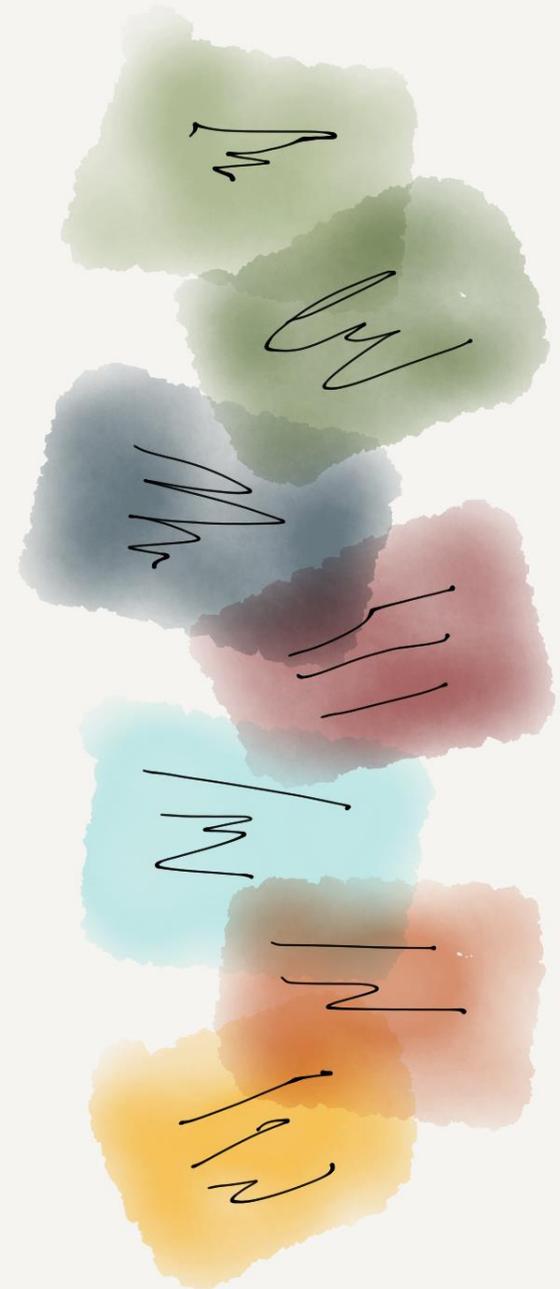
(We did not do this one – FYI)

On index cards, each participant writes:

- If you were 10 times bolder, what would you do to advance your work and unleash more innovation?
- What is your first move to get started?

No names

Write legibly



25/10

# 25/10 CROWDSOURCING

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

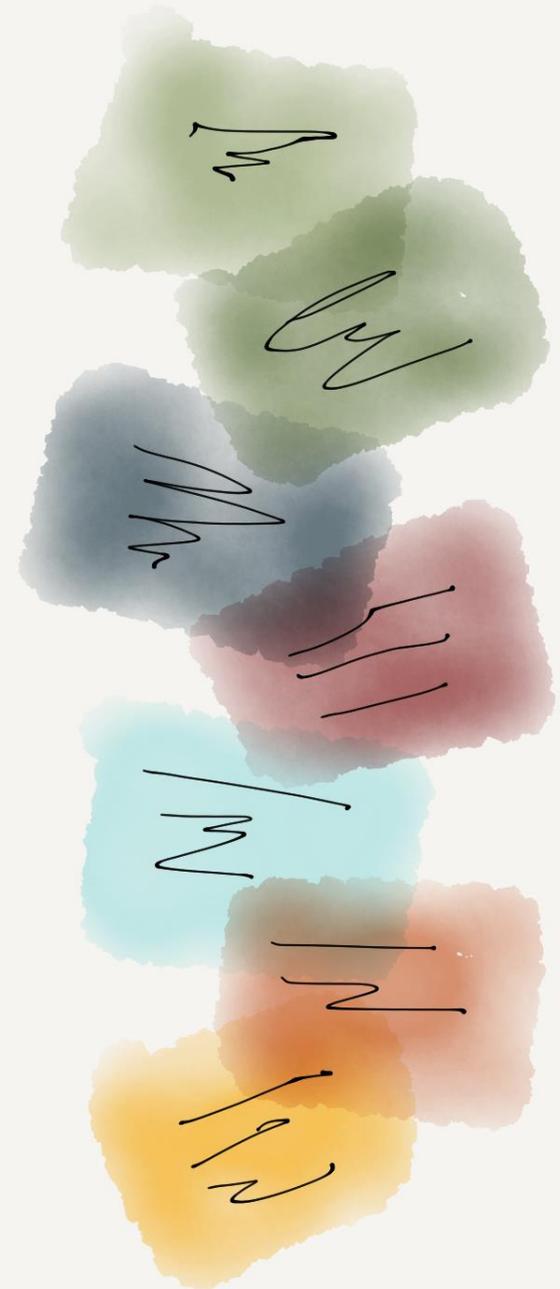
Pass cards around while milling

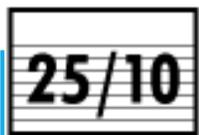
5 rounds

Rate each card: 1 = ho-hum to 5 = fabulous, "I'm in!" [adjust scale to the challenge]

Decide\* before looking at other scores Put rating on the back of the card

\* Option: before you score your card, confer with one other person for 2 minutes





## FINAL STEPS

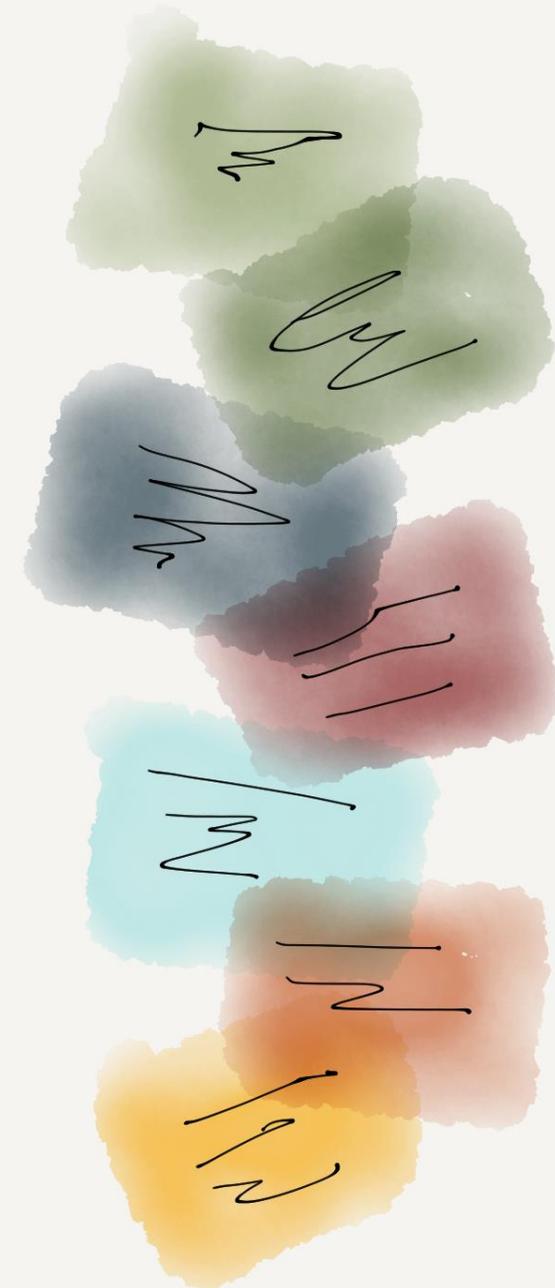
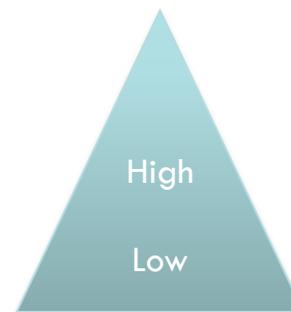
Rapidly generate and sift a group's most powerful actionable ideas

Add all the scores\* after the last round

Call out the score on your card (max score 25)

Post high-to-low scoring ideas on a wall tapestry

\* If you have more than 5 scores, add them together, divide by the total number of scores, then multiply by 5





# WHAT<sup>3</sup> DEBRIEF

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

- **WHAT?** [5 minutes]



Looking back, what facts, data, & observations stand out?

- **SO WHAT?** [5 minutes]



How do you explain those facts? Assumptions? Patterns? What is important?

- **NOW WHAT?** [5 minutes]



What action may help you move forward? Who else should be here?





# 15% Solutions

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

- **What can YOU do now?**
- **Where do you have freedom and discretion to act?**

*If I have your email, I'll send you a note in a month asking what you really did!*

# MORE ABOUT LIBERATING STRUCTURES — POST EVENT NOTES

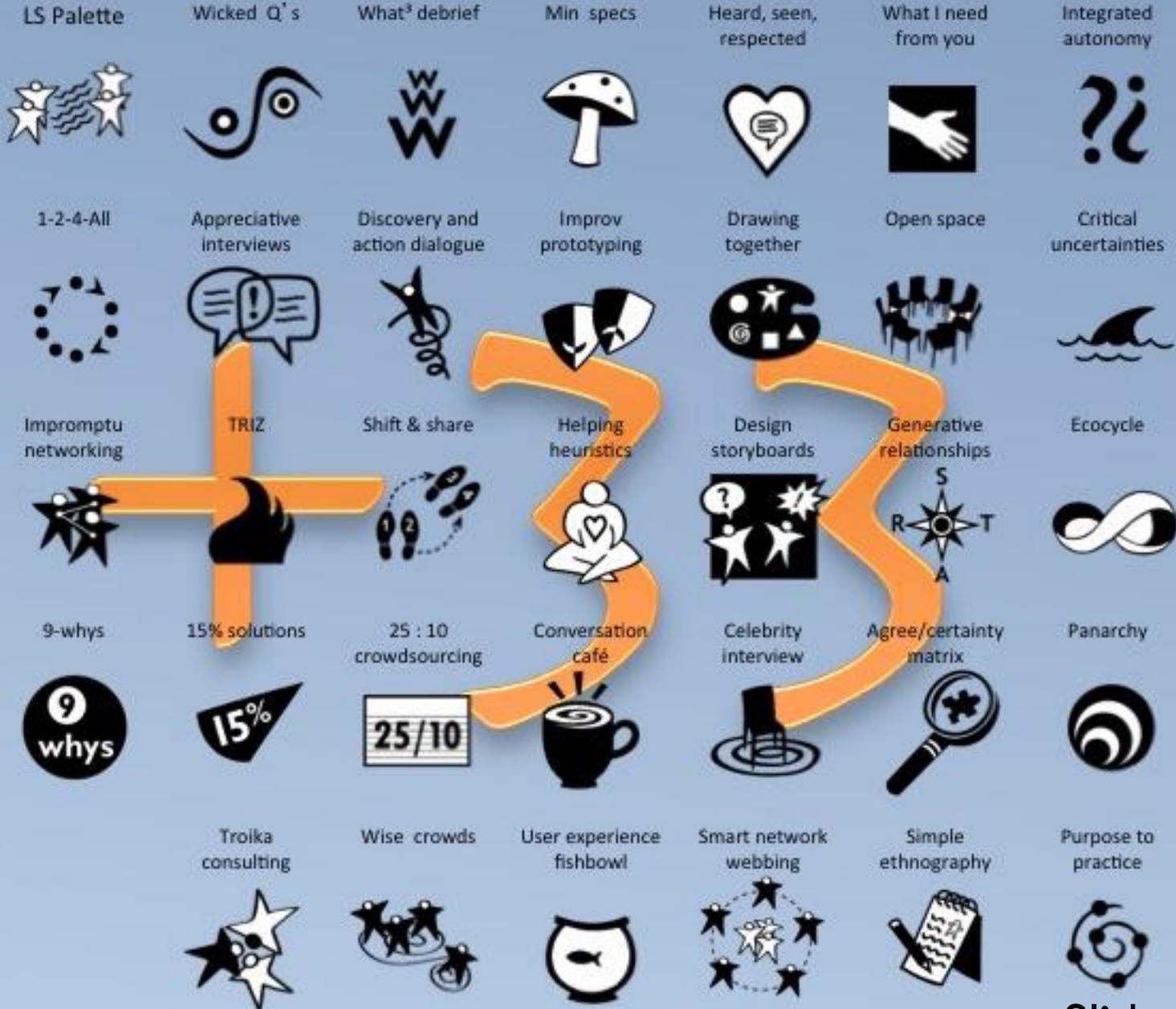
The following slides are materials we did not talk about, but which I mentioned or you may find useful.

CONVENTIONAL MICROSTRUCTURES

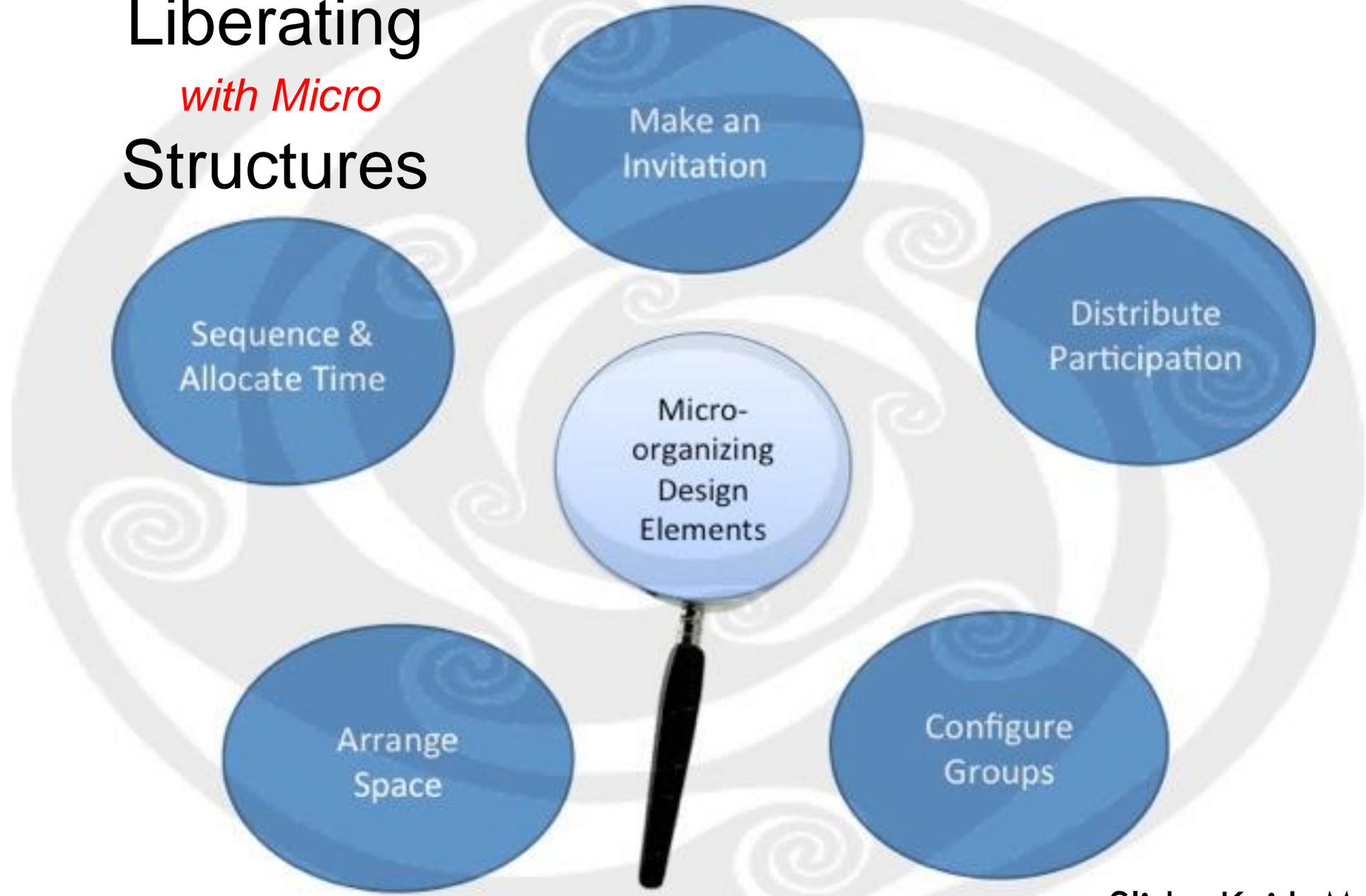
Designer: Lesley Jacobs

LIBERATING STRUCTURES

V 2.1



# Liberating *with Micro* Structures





# Attributes of Liberating Structures

- 1. Expert-less:** requires only a few minutes to introduce; novices can succeed after a first experience
- 2. Results-focused:** likely to generate better-than-expected purposeful results
- 3. Rapid cycling:** fast iterative rounds are very productive
- 4. Seriously fun:** boosts joy, freedom & responsibility
- 5. Inclusive:** together, everyone is invited to shape next steps
- 6. Multi-scale:** works for everyday solutions, projects, strategy, movements
- 7. Self-spreading:** simple to copy without formal training
- 8. Modular:** the parts can be combined & recombined endlessly

## What Serves Your Purpose?

Take a few minutes to think about a chronic challenge you face.

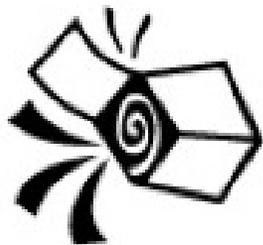
Then circle 3-4 objectives from this list that may help you move forward toward your purpose.

*Your selections help you pick and string structures together...*

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

**Liberating  
Structures +  
Timing  
Requirements**

**LIBERATING  
STRUCTURES**



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



# EXAMPLE LIBERATING STRUCTURE “STRINGS”

The following slides are examples of strings, some of which I've used, some of which are examples we've used with other groups.

# AGENDA

## Session 2 – Crossing Boundaries

### 1. Human Spectrogram/ Intro



### 2. Appreciative Interviews



### 3. 15% Solution



### 4. User Experience Fishbowl



### 5. Stringing Structures

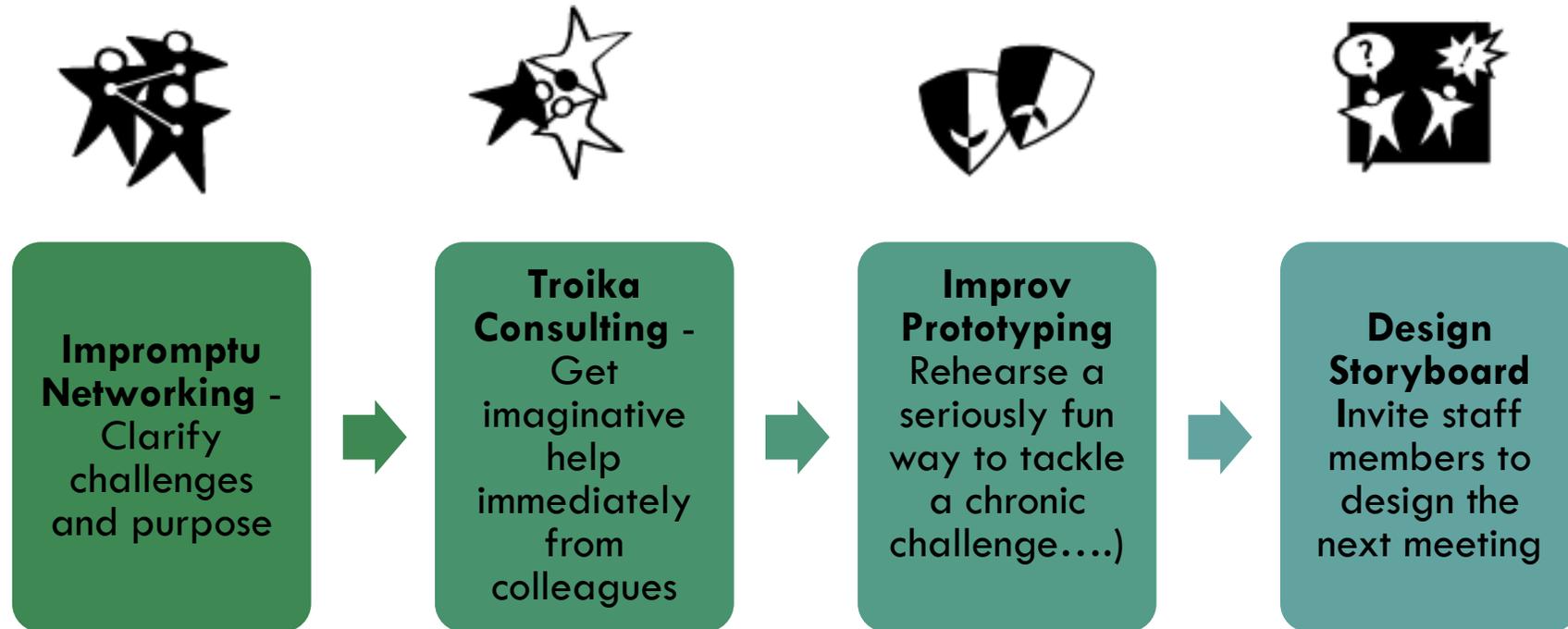


6 What, So What, Now  
What? – How did things  
go this time. What for  
next time?



- a) Learn lessons from our first gathering
- b) Play with a LS that focus on paired conversations in an online environment (this may have technical risks!) to discern how we have reached across boundaries in the past.
- c) Identify one thing to do next
- d) Share experiences via a Fishbowl or Celebrity Interview.
- e) Explore some simple LS strings.

# Reinvent Your Staff Meeting



<http://www.liberatingstructures.com/2-impromptu-networking/>

<http://www.liberatingstructures.com/8-troika-consulting/>

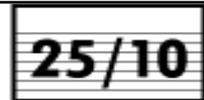
<http://www.liberatingstructures.com/15-improv-prototyping/>

<http://www.liberatingstructures.com/21-design-storyboards/>

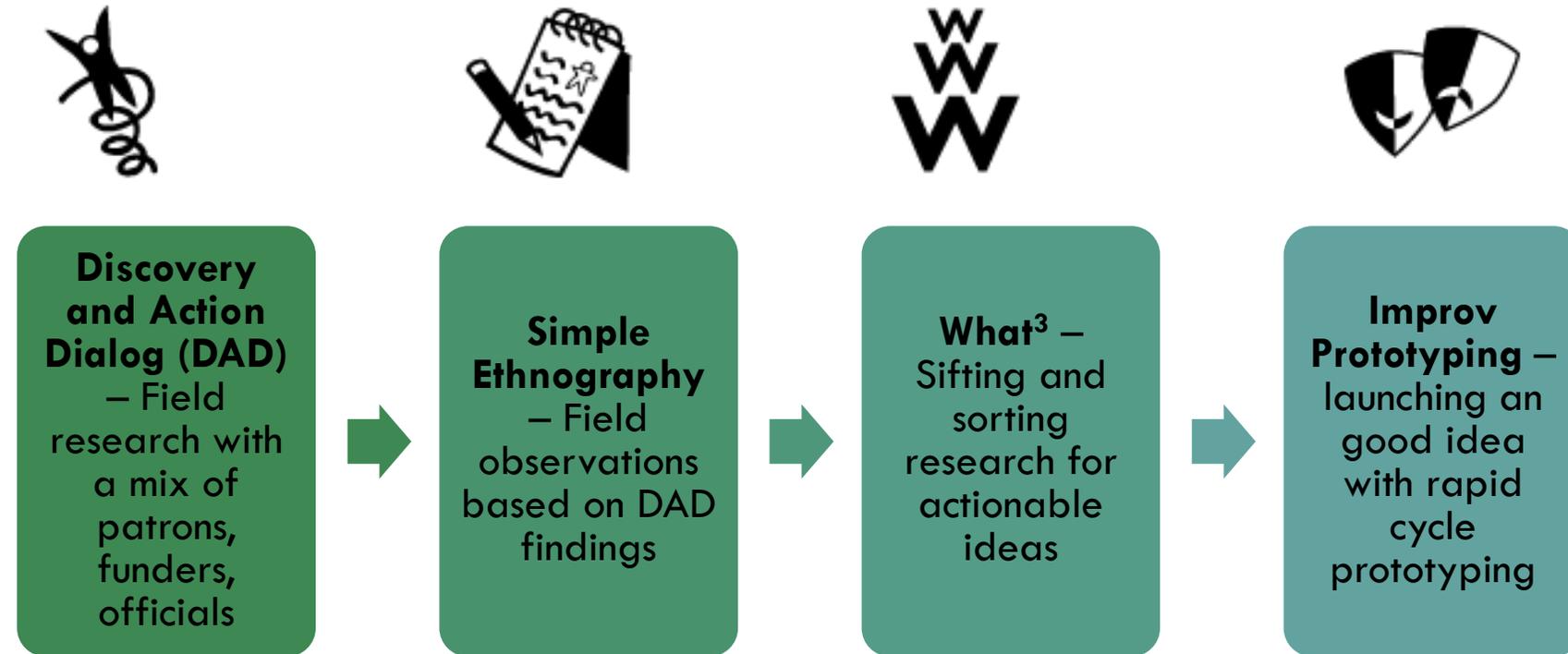


# DESIGN STORYBOARDS

DEFINE STEP-BY-STEP ELEMENTS FOR BRINGING PROJECTS & MEETING TO PRODUCTIVE ENDPOINTS

Agenda Item	Goal	LS Micro-Structure	Why this LS?	Steps / Timing	Facilitator / Participants
Welcome	Form working group, get acquainted	 Impromptu Networking	Demonstrates respect for each person & discipline included	3 rounds in pairs, 5 minutes each	Carlos, all
Preparing to Launch Project	Make space for innovation	 TRIZ, 1-2-4-All	Some of our successful practices have become overly mature (rigid) over time	3 steps, 10 minutes each	Jenny, groups of 4 then whole group
Attracting Broad Participation	Define and sharpen purpose	 Nine Whys	We want to attract broad participation, innovating in many settings without formal controls	One rounds of 1-2-4, 30 minutes total	Katie, then groups of four
Action Planning	Identify action, get started now	 25-to-10 Crowdsourcing	We have a <i>do-er</i> culture that benefits from self-discovery in a group	25 minutes for 5 rounds + action group formation	Carlos, all

# Action Research



<http://www.liberatingstructures.com/10-discovery-action-dialogue/>

<http://www.liberatingstructures.com/28-simple-ethnography/>

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

<http://www.liberatingstructures.com/15-improv-prototyping/>

# Launch Party With Your Community of Practice



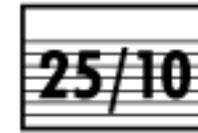
**Celebrity Interview** –  
with expert  
innovator



**TRIZ and 1-2-4-All** – what  
can we stop to  
make space  
for innovation



**Ecocycle Planning** –  
Look over the  
services  
portfolio for  
opportunities



**25/10 Crowd Sourcing** –  
Add to the  
backlog of  
innovation  
ideas

# RESOURCES

Full Circle Associates <http://www.fullcirc.com>

Liberating Structures <http://www.liberatingstructures.com>

The Art of Hosting <http://www.artofhosting.org/> and <https://www.youtube.com/watch?v=FWodPL9CTUI>

Clay Shirky “The Digital Revolution Has Already Happened” <https://medium.com/@cshirky/the-digital-revolution-in-higher-education-has-already-happened-no-one-noticed-78ec0fec16c7>

UdG Agora Project <http://udg.theagoraonline.net/> and a presentation online about the project from OpenEd15 <http://udg.theagoraonline.net/opened15/>

[Wenger- Trayner et. al. Value Creation Framework](http://wenger-trayner.com/tag/value-creation/) - <http://wenger-trayner.com/tag/value-creation/>

