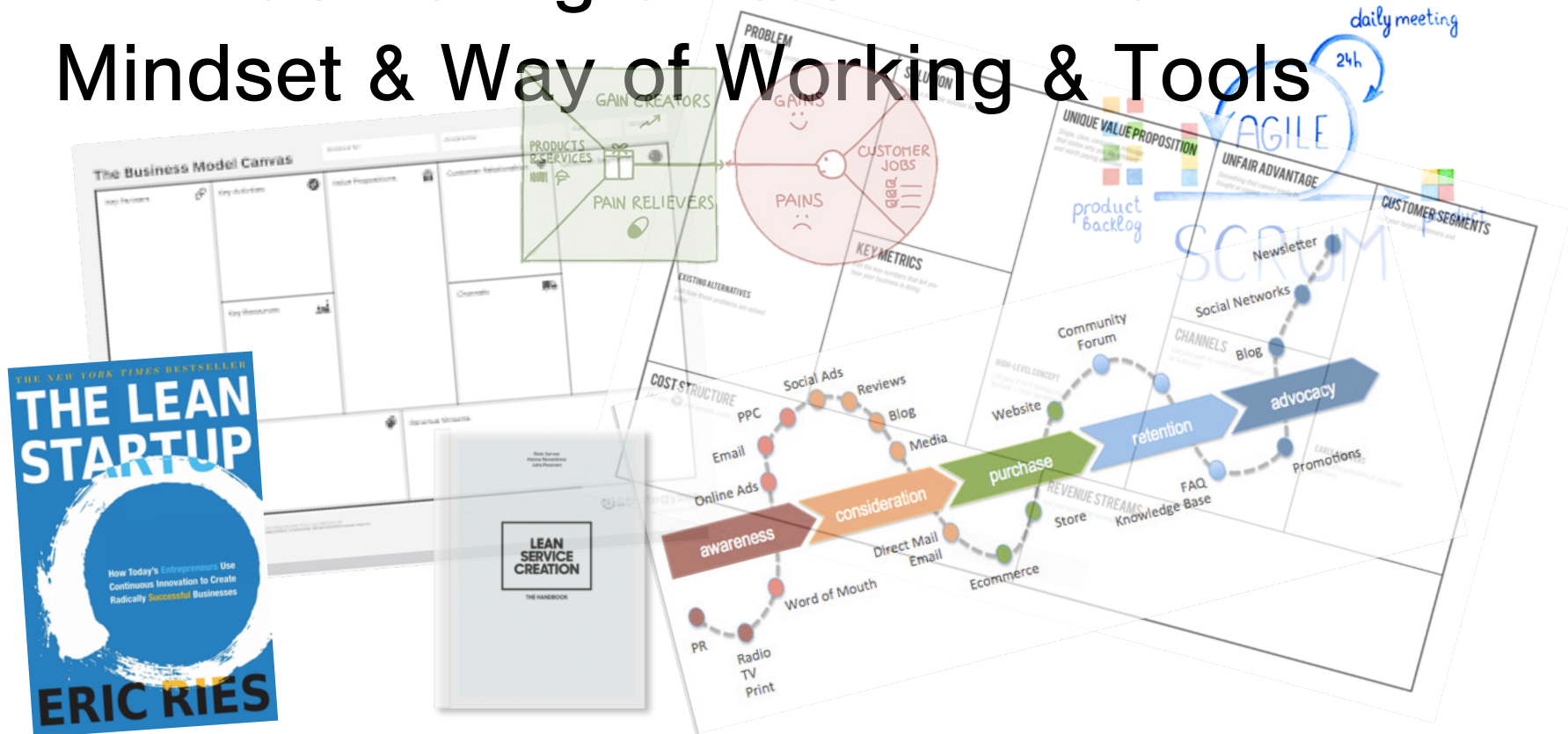


**So what about
face-to-face and
group work facilitation
with tools?**


**Note! Facilitation!
Not as a participant.**

Facilitating others with the Mindset & Way of Working & Tools



Business Model Canvas, Lean Canvas, Value Proposition Canvas, ARRRR, Customer Journey Canvas, Kanban Board, Lean S

Call the midwife!

A photograph of a midwife in blue scrubs with a yellow trim, smiling and holding a newborn baby. The baby is wrapped in a light pink blanket and looking towards the camera. In the background, another person wearing glasses and blue scrubs is partially visible, looking down at some papers. The scene is set in a clinical or hospital environment.

**You are the
midwife:**

**Helping other
people to
succeed.**

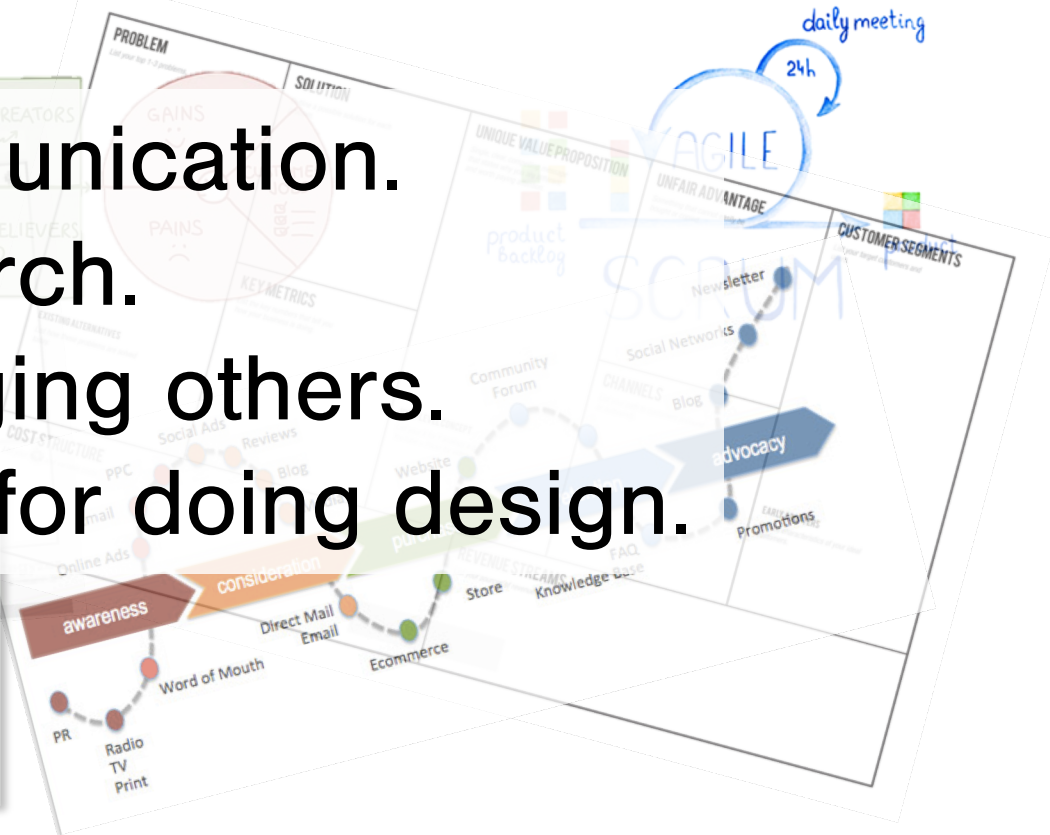
Tools are not just for *doing*.

...for communication.


...for research.

...for engaging others.

...and yes, for doing design.



Communicating

A woman with long, wavy brown hair is shown in profile, speaking into a red megaphone. The megaphone is decorated with various stickers, including one that says 'KILLS!', another with '1732 384848 www.animalaid.org.uk', and others with animal images and text like 'FOR ANIMALS' and 'HOW MANY MORE OF THE'. The background is a clear blue sky.

To sell ideas.
To argue for decisions.
To clarify complex things.
To bring order into chaos.

E.g., customer journey, service blueprint, BMC, personas, business goals mapping, videos, HMWs...

Anti question:
(to help you see the communication value)
“If I was alone, would I use this tool?”

To gather data and knowledge.
To analyze data and knowledge.
To grasp the current situation and context.
To elicit information that is not explicit (emotions, thinking...)

E.g., interviewing techniques, shadowing, data analysis, competition analysis, literature studies, reading reports...

Researching

Anti question:

“If I knew enough, would I use this?”



Engaging

A group of about ten people, mostly young adults, are sitting on wooden stools around a campfire made of stones. They are in a desert canyon setting with red rock walls in the background. The group is diverse in age and appearance, and they appear to be engaged in conversation. One man in the center is wearing a blue t-shirt with the word "EPIC" on it. Another man on the right is wearing a blue quilted jacket and a grey cap. The campfire is burning brightly, and the scene is lit with warm, golden light, suggesting late afternoon or early evening.

Getting / helping people to contribute.
Ensuring different perspectives and viewpoints (every voice is heard).
Generating richness of knowledge and ideas.
Generating commitment and ownership.

E.g., brainstorming, voting methods, role playing, bodystorming...

Anti question:
"If the all my co-workers were machines,
would I use this?"



Doing

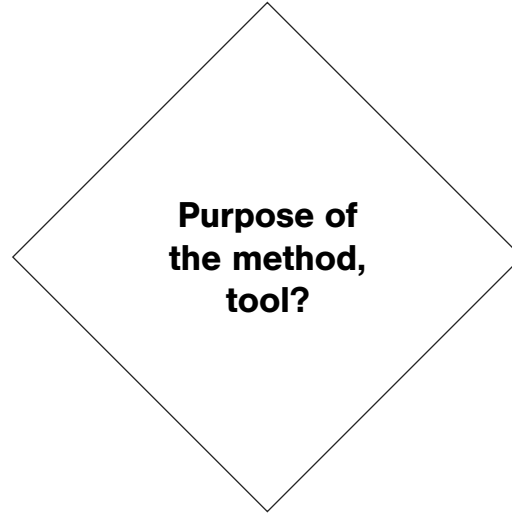
**Taking the design further towards the goal.
Helping to work piecemeal towards the result.
A checklist for quality & different viewpoints.**

E.g., prototypes & prototyping, experiments, customer journey, BMC, mood boards...

**Anti question:
"If I had to give a presentation, would I use this?"**

Communicating

Doing
(getting s*it done)



Researching

Engaging

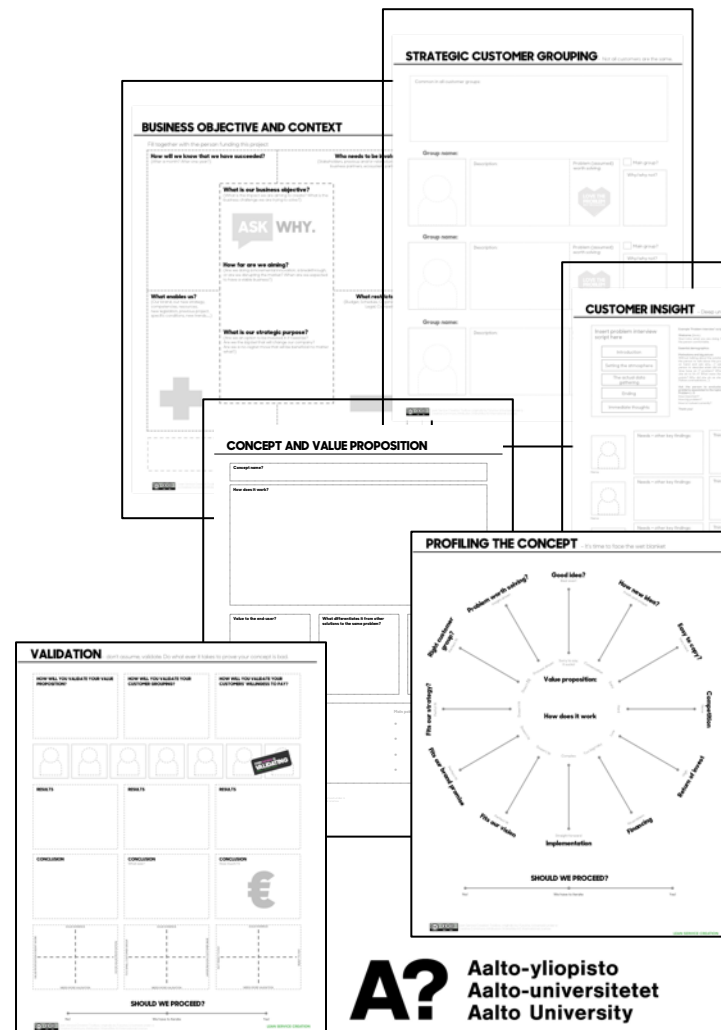
Facilitation in practice, Part 1

You have the tools and canvases...

but how to help others use them?



www.leanservicecreation.com




A? Aalto-yliopisto
Aalto-universitetet
Aalto University

A top-down view of a wooden table with a piece of brown cardboard on it. On the cardboard are three Sharpie markers: one with a light green cap, one with an orange cap, and one with a black cap. A hand is holding the black marker, ready to write. A metal ruler is also on the table.

Facilitating

- Strategic answers
- Customer Perspective
- Ideas and Specific Tools
- MVP & Evidence mindset



Facilitating Strategic Thinking

...by giving birth to clear objectives.

Answering strategic questions is difficult.

Writing them down is even more difficult.

What is our objective?

How does it link to strategy?

How do we know we are done?

D.U.M.B.?

As a facilitator:

- **Balancing their answers:**
Not too broad, not too specific
- **Give examples of answers.**
- **Listening and summarizing back:**
“So what you are saying is?”
- **Turning the tables:**
Let’s imagine I’m the CFO, how would you convince me?

**Often the decision maker
is not there.**


No one can move forward?

- Get the decision maker! Schedule a meeting. Move on with other parts.
- Have decision maker answer the questions before the workshop/sprint!
- Encourage the team to answer the questions from their perspective and best knowledge. Force them to “exercise the muscle”.

How to get accountability?

“This is just an exercise / a silly canvas.”

- Sprint /workshop must be real and part of something important: real people, real cases, real customers.
- Make people sign the canvas and underline their accountability.
- Make them present the results to others (social pressure).

A top-down view of a wooden table surface. A hand is holding a black Sharpie marker, poised to draw on a large sheet of brown cardboard. To the left of the hand, two other Sharpie markers, one green and one orange, lie on the cardboard. Above the markers, a metal ruler is placed diagonally. The ruler is marked in inches and centimeters, with the brand name 'WESTCOTT' and 'STAINLESS STEEL' visible. The background shows the natural grain of the wood.

Facilitating the Customer Perspective

...by empathy and diversity.

Seeing the other persons worldview is difficult. Empathy is difficult.

Facilitating empathy in others:

- Make them write down customer needs and problems, then there is room for customers' emotions and aspirations.
- Two perspectives: Daily & Operative vs. Long-term & Strategic.
- Are your participants willing to put their own worldview aside?

“That’s B2C... we are B2B.”

- B2B is can be even more about F2F and personal connection.
- The underlying business model makes probably a bigger difference than whether B2C or B2B.
- Ask how does the sales/purchase process happen? Who are the stakeholders? Who are the decision-makers for the customers?

NOT talking to customers is too easy.

Six powerful excuses NOT to engage with customers:

- Fear of facing new people.
- Fear of being wrong.
- "Not my job".
- Not seeing the value of qualitative data.
- "So difficult to get them."
- Getting out of the (mental) office.

Show that customer p.o.v. = “business, quantitative data stuff” (and vice versa)

- Talk business concepts such as
 - Customer lifetime value (CLTV)
 - Customer acquisition cost (CAC), user acquisition cost (UAC)
 - Average revenue per daily active user (ARPDau)
 - Conversion, retention, growth...

Customer grouping = strategy

- Group customers into subgroups by strategic choices
- ”Some customers are more strategic than others!”

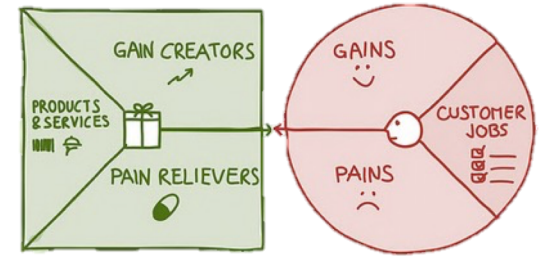


Facilitating Ideation & Concepting

Few notes about the most popular tools / canvases.

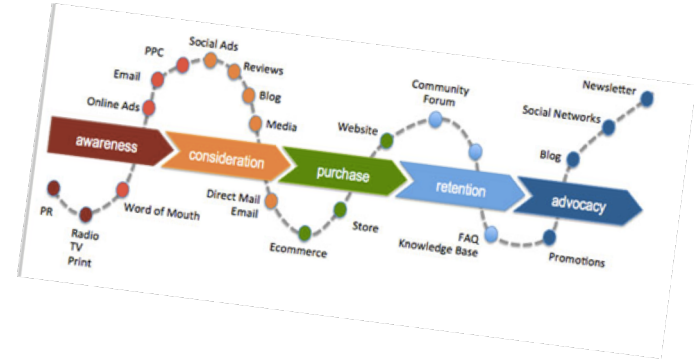
Ideas vs Value Props

- Idea is anything... value prop is focused and actionable.
- Idea is only a vehicle:
it can take things forward, but actually not that relevant in the end.
- Idea is a communication object, not a design element.
- Value prop emphasizes the relationship, not the implementation.
- Value prop communicates to many stakeholders the core of the service/product/campaign.
- Value Prop Canvas's way of communicating is powerful.



Customer Journey (conversion funnel)

- Rich and powerful tool! It has it all in one:
 - Communication
 - Engagement
 - Research
 - Actual design



- 20 min or 20 days?
- The key is in the borders: how to get the customer from one box to another?
- Be ready to adjust and tailor it (e.g., free of charge, or heavy deployment)
- Combine the key activities, resources, and partners with the journey.
- Use storytelling to as a creative version of the Customer Journey

Business Model Canvas



- Asking "who will pay and what?" is always very powerful
- In large corporations the service is not a stand-alone business, but part of a larger system for generating revenue.
- Getting realistic numbers takes time... but making people do the estimates is critical (flex the muscle).
 - $\text{Price} \times \text{potential market} = \text{revenue}.$
 - $\text{Revenue} - \text{cost structure} = \text{profit}.$
 - Tweak: price, market size, cost structure... This is service design!!
- Understand that business model IS NOT the same as business case.

Facilitating Experimentation

Unlearning some bad habits.



MVP / Experiment Mindset

- "Delivering crap" is the right thing!
- Think big... in small steps
(next week, 1 month, 1 year)
- A prototype (or experiment) is seldom technical.
- Get **realistic**... with minimal effort.
- "There are 5 end-user coming tomorrow... what do you do?"
- Learning is the value... does everyone accept that?



Evidence Mindset (after MVP mindset)


- Everything is an assumption!
 - Proving wrong... bending one's brain around it.
 - Use analogies:
"Courtroom evidence", myth busting...
 - How convince others? Evidence!
- ~~• Data-driven decisions~~
Evidence-driven decisions!



Facilitation in practice, part 2

***It is easy to convince fellow
believers...***

***How to facilitate new thinking &
behavior in others?***




It is ok not to join
the breakout!
Just don't break
out of the lecture.

D.C.

INMATE

HOPE



**What is design
thinking,
if you can't use the
word 'design'?**

10 min
in
BREAK
OUT
rooms.
Write
3-5
bullets
is the
chat.

Example:

Introducing (service) design thinking to non-designers* in a single sprint / workshop.

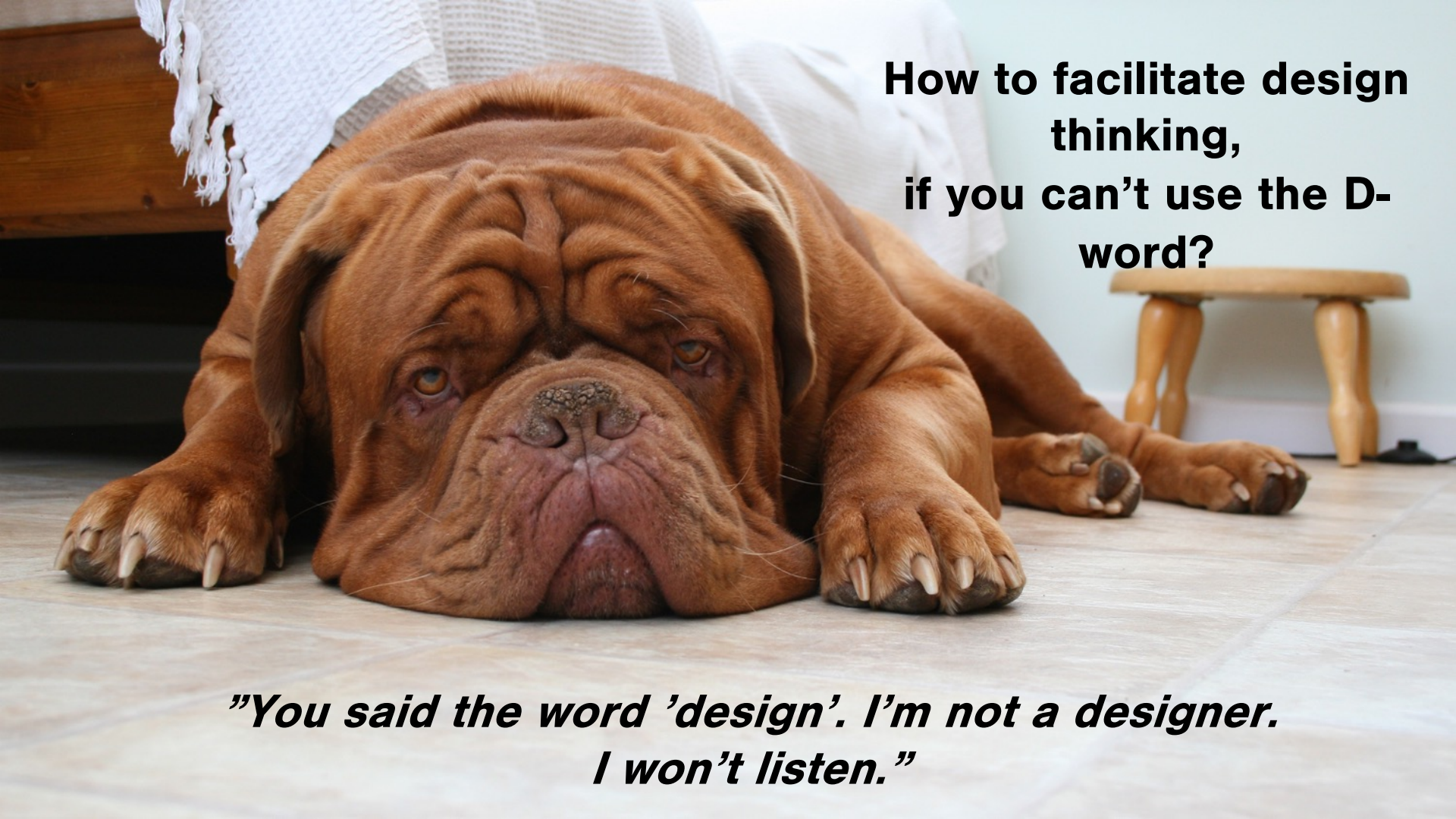
***in my experience, much easier than introducing to designers ;)**

**What is design thinking,
if you can't use the D-word?**

**Customer centric... business...
technology... creative, playful...
visual... co-creation...
solution/problem driven...
cross-disciplinary... iterative...**



***"You said the word 'design'. I'm not a designer.
I won't listen."***



**How to facilitate design
thinking,
if you can't use the D-
word?**

***"You said the word 'design'. I'm not a designer.
I won't listen."***



Don't start with design thinking.

**Let them find the thinking
on their own terms.**

A large wooden-framed sign is mounted on a white brick wall. Above the wall, there is a dark wooden structure with green vines hanging down. The sign has a white background with black text. The text is centered and reads: "Ask yourself: Why would 'design thinking' help them?"

Ask yourself: Why would 'design thinking' help them?

If design thinking is the solution, what is their problem worth solving?

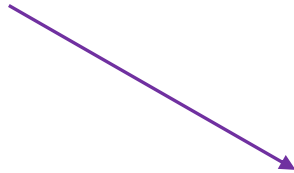


Step 1.
Clarify their own objectives.

**”What is the problem
we are solving for
ourselves?”**

“NOT just an exercise”

- Accountability!
- It must be real and part of something important.
- Make people really understand the business challenge. It will make “girlie soft design bla bla bla” legitimate afterwards.





Step 2.
Introduce customers & users.

**Literally. Get a real customer
into the room, and help them
listen to him/her.**

**Empathy: seeing the other persons
worldview**

“That’s B2C... we are B2B.”

NOT doing customer interviews is too easy



Step 3.
**Once the customers & business
goals are clear...**

**Let them loose and
let them taste creativity.**
Do not give a real objective yet.
**Role play, mock-up, draw, paint,
write stories...**

Mindset issues...

Getting the mindset right

- actually solving or
 - just doing what is told or
 - doing what is expected?
-
- Hippo vs decider vs consensus
 - Team spirit & psychological safety
 - The courage to pivot? The possibility to pivot?
-
- Energy levels & creativity
 - thinking outside the box...
 - number of ideas, craziness of ideas.
 - one night of sleep.
 - "Yes, and..." and staying positive & constructive



**Step 4.
Bring them back
without losing the inspiration.**

”That was the warmup!

**And now let’s solve the
original problem we had, eh?”**

Reflect in the end: Hold on to initiative, create accountability

- Make everything in the sprint beneficial -> motivation to keep going on.
- Make it a reality show: they need to present the final results.
- Celebrate the hard work: diploma, stickers, badges, rewards.
- A follow-up 1-2 weeks after.
- Handout of tools to easily take into use.
- Make participants promise one thing, and follow up on that.

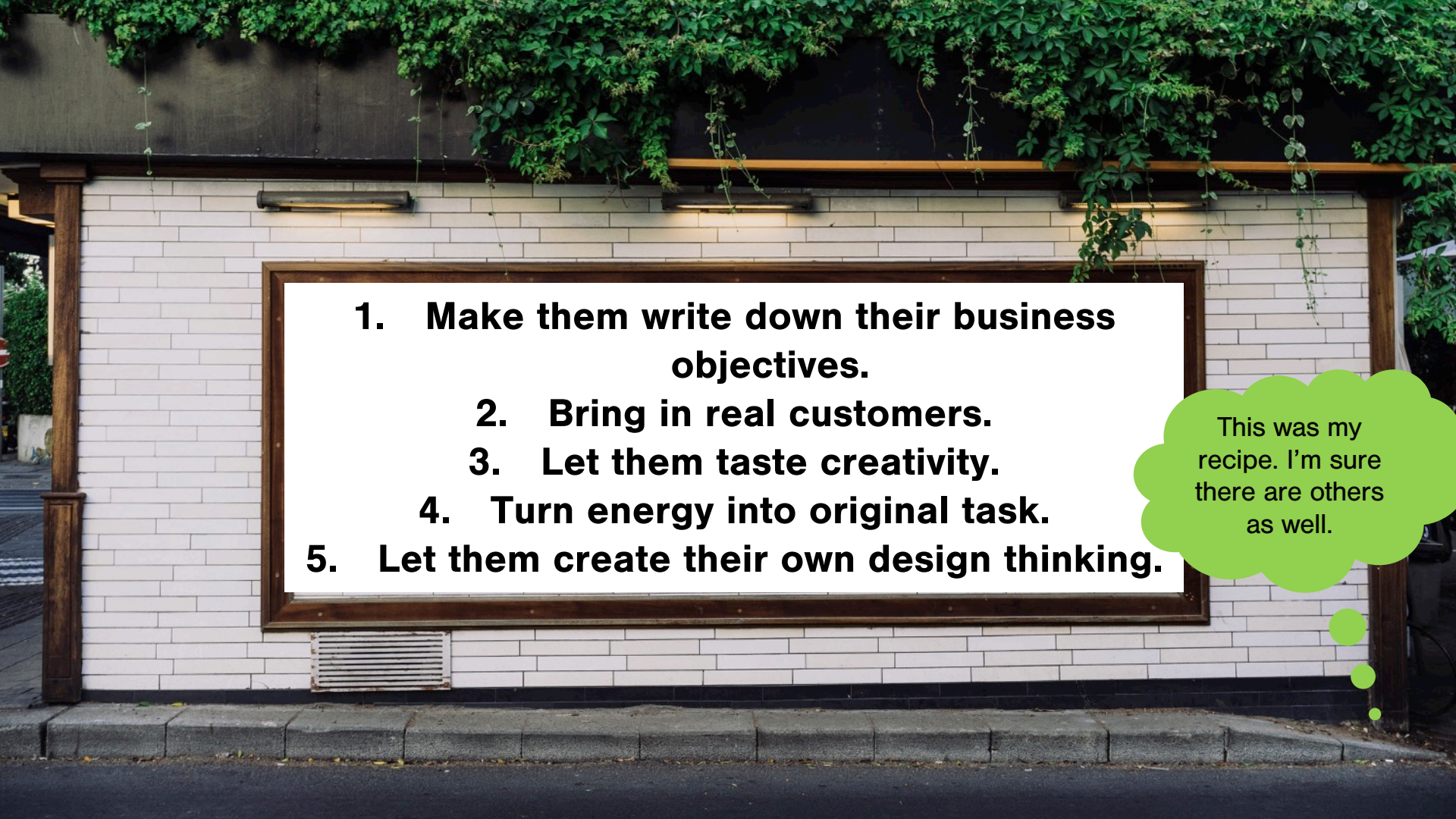


Final step.

”...and by the way. This what you did today is often referred to as 'design thinking'.”

Then open up the whole richness of methods, processes, frameworks, tools etc.

Now it is their design thinking 😊

- 
- 1. Make them write down their business objectives.**
 - 2. Bring in real customers.**
 - 3. Let them taste creativity.**
 - 4. Turn energy into original task.**
 - 5. Let them create their own design thinking.**

This was my
recipe. I'm sure
there are others
as well.

Call the midwife!

A photograph of three midwives in traditional uniforms (blue dresses, white aprons, and white head coverings) smiling and holding newborn babies. The midwife on the left is a young woman, the one in the center is an older woman, and the one on the right is a woman with short curly hair. They are in a room with wooden cabinets and a desk in the background.

Skills and traits needed to make a good midwife*

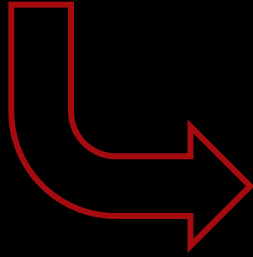
Be a people person
Good listening skills are essential
Be a problem solver
The ability to teach is important
Stay calm and carry on

* GapMedics Blog, 2014.

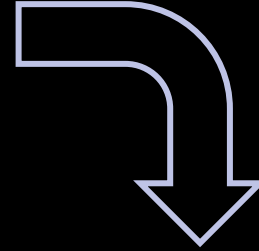
Exercise 5: Facilitate the Design of a Workshop

Deadline 20.5.

Preparation & Context



Workshop



Desired impact

BEFORE

DURING

AFTER

**What's the illness if a workshop is the remedy?
Why the investment?**

**How does fit in with innovation, project, and decision making processes?
What is this part of?**

**What does a successful workshop look like?
What is the impact after one week, one month, one year?**

**Who are taking part and why?
Enough brass?
Enough expertise?
Enough cross-silo & variety?
Enough customer knowledge?**

**Who will take the initiative after the workshop?
Do they know this and agree?**

“Life is too short to be facilitating work that has nowhere to go.”

Principles are important, but fundamentals are as well:

This many hours...
This many participants...

This is the objective...
This is what they expect...

This is what they know...
This is probably what they need to learn...

Lecturing vs. workshopping?
Doing vs. sharing?
Pulling vs. pushing?



Schedule, breaks, space, catering, tools, methods, materials, pre-work,
pre-email, follow-up...

What about sensitivity during the workshop

(Jari's checklist)

Keeping up the rhythm – action vs. pauses

Involving and including people in an appreciative way

Being sensitive with concerns and issues of interest

Redirecting or interrupting unfruitful/unconstructive debate or interventions

Helping the participants to move forward if getting stuck

Channeling emotional energy to serve the purpose – frustration
and agony as well as enthusiasm and joy

Supporting the leadership in place

Maintaining the feeling of competency among the participants.

Reserving time for closing

Assessing the outcomes – comparing to the expectations

Reflecting on the experience - personally and collectively

Agreeing on the next steps – next workshop, next actions, who and when

Did the workshop help achieve the bigger objective/impact?

In short term?

In long term?

Did the participants change their way of working and how?

Any tangible evidence?

How did the concept/idea change after the workshop?

The objectives?

The customer insight?

The value prop?

The business model?

What type of a working model (ways of working) was adopted after the workshop?

“At the end of the day, the sprint serves a bigger cause.”

Facilitate your pair's work.

Role A

You are in charge of planning a one-day (design) workshop in your organization.

Describe the context and desired impact.

Sketch the workshop: Contents, objectives, time schedule, tools, materials, desired impact, follow-up metrics... *before, during, after.*

Switch roles.

Role B

Your job is to facilitate / coach / mentor the other person in designing the workshop.

Ask them to tell what they are doing and why. Use the checklist in previous slides.

Is there a connection? What meanings you perhaps co-create? What kind of an atmosphere?

Observe yourself as a facilitator. What kind of a role you take and why?

Switch roles.