

Contents

PART ONE The Knowledge: planning and facilitating	5
Where Did They Come From?	6
What Are the Characteristics of a Workshop?	6
Drawbacks of Workshops	9
WORKSHOPS ONLINE: Software options	10
AI Enhanced tools	12
What you need to consider when planning an online workshop	12
Suggested Uses for workshops	13
How Do Workshops Work?	14
2 Facilitation Skills	15
Common Anxieties about Facilitation and How to Manage Them	18
3. The Briefing and Initial Plan	23
3.1 Set Clear Goals, Define Problems and Address Relevant Issues	23
3.2 Tools to Help in Goal Setting and Problem Clarification	24
4. Planning the Workshop	29
4.1 Define Tasks, Roles and Responsibilities	29
4.2 Venue, Support Staff, Refreshments Etc.	29
4.3 Invitations	31
4.4 Pre-Workshop Tasks	31
4.5 Ground Rules	32
4.6 Nature of Outputs	32
4.7 Making a Day Plan	33
4.8 Checklist Summary of the Planning Process	36
PART TWO	38
1 Basic Tools	38
2. Specific Tools for Managing People	41
2.1 Parking Space	41
2.2 Facilitating Position	41
2.3 Digression Directors	41
2.4 Just a Minute	41
2.5 Active Listening and Reflection	41
2.6 Flip Chart Voting	42
2.7 Meta-comment	42
2.8 Consult the Group	42
2.9 Meet Challenges Head On	42

2.10	Negatives into Positives	43
3. Tools for Activating Research Findings /Presenting Information		44
3.1.	Inputting the Findings	44
3.2	Facilitating the Processing of the Information	45
3.3	Facilitating the Decision-making	45
4. Icebreakers		46
4.1	Autographs	48
4.2	A Non-verbal Introduction	49
4.3	Pocket Piece	49
4.4	Objectives, Questions and Challenges	50
4.5	Fear /Anxiety in a Hat, or Hopes in a Hat	50
4.6	Sharing	51
4.7	Leaving Your Baggage Behind	51
4.8	Name Tags/ Labels	52
4.9	How Others See You / Stick Figures	53
4.10	Name Games and Variations	54
4.11	The Magic Wand	55
4.12	Marooned	55
4.13	Learning from Experience	55
4.14	Role Models	56
4.15	Acceptance Speech	56
4.16	Dinner Plans	56
4.17	My Slogan /My coat of arms	56
4.18	Guess Who	57
4.19	Analogies /Metaphors	57
4.20	Up a Bit, Down a Bit	57
Icebreakers for remote workshops		58
4.21	To set up a personal sharing dynamic in the group	58
4.22	Guess the Desk	58
4.23	Online scavenger hunt	60
4.24	Warm-up/energiser: Looking Around	60
4.25	Small talk/informal chat	61
4.26	AI Creative Challenge	61
4.27	Mini Superpower	62
4.28	Google yourself / others	62
5. Energisers/Mood Changers		63
5.1	Mirroring	64
5.2	Physical Energisers /Brain Gym	64
5.3	Team Sorting	65
5.4	Is the Horse Dead Yet?	66
5.5	Boston Lap Game	67
5.6	Speed dating / Impromptu Networking	67
5.7	Flip the Frisbee / Pass the Balloon	68

5.8 Listening Test: Riddles	69
5.9 Don't make me laugh	71
5.10 Knots	71
6. Enabling Techniques for Thinking Differently	72
6.1 FLY and Hidden Squares Puzzles	73
6.2 Creative Combinations	75
6.3 Role Plays	75
6.4 The golf-ball shaker	75
6.5 Money Exchange	76
6.6 Co-creation experience	77
6.7 What's the Problem?	77
6.8 Consult your Consultant /the Creativity Consultant	78
6.9 Breaking the Rules	80
6.10 Drawing on the Right Side of the Brain	81
7. Creative Thinking and Idea Generation	83
A reminder of the theory underpinning what you do.	83
General Instructions	84
7.1 Free Association	85
7.2 Classic Brainstorming	85
7.3 Brain writing	86
7.4 Brain Circling	87
7.5 The Lotus Blossom Technique	87
7.6 Two Random Words	88
7.7 Games	88
7.8 Routes to Opportunities	88
7.9 Bug Listing	89
7.10 Assumption Surfacing	89
7.11 Reframing	90
7.12 Not-ing	90
7.13 Double reversing	90
7.14 de Bono's Six Hats	91
7.15 Random Associations	92
7.16 The Get Fired Technique	92
7.17 Gaming Design	92
7.18 Visualisation, Projective and Enabling Techniques	94
7.19 Card Sets	95
7.20 Generative AI	96
8. Tools and Techniques for Process Planning, Problem Analysis and Solving	96
8.1 Acronyms	98
8.2 Action Plans	98
8.3 Force Field Analysis - Understanding the Pressures For and Against Change	99
8.4 P – D – C – A Cycle	101
8.5 The Crawford Slip Method and the Delphi Technique	102

8.6 Fishbone or Ishikawa Diagram _____	104
8.7 SWOT Analysis _____	105
8.8 PEST Analysis _____	106
8.9 Competitive Issues – the Porter Matrix _____	108
8.10 The Prochaska and DiClemente Model for Intentional Change _____	109
8.11 The 5 Whys – getting to the root cause of a problem _____	110
9. Evaluating the Usefulness of Ideas _____	112
9.1 Pass the Buck _____	113
9.2 I Could Live with It _____	113
9.3 Show Me the Money _____	114
9.4 The 7x7 Technique _____	114
9.5 NUF Test – New, Useful, Feasible (insert own criteria) _____	115
9.6 The A – D – D Method _____	116
9.7 Five ‘L’ Straw Poll _____	117
9.8 Pain or Gain _____	117
9.9 Multi-voting Technique _____	118
9.10 Morphological Analysis _____	118
9.11 Critical Uncertainties (Liberating Structures) _____	119
10. Tools for ending _____	120
10.1 Action Prompts (tailor your own version) _____	120
10.2 Learning Contract/Action contract _____	120
10.3 Closing Ritual: Gifts and Prizes _____	120
10.4 Transfer of Learning – Letter to my Boss _____	121
10.5 Frame Game – Review of Learning Points from the Day _____	121
10.6 Wish You Were Here (follow up) _____	122
10.7 Group Mural or Group Photo _____	122
10.8 Action Steps _____	122
10.9 Personal Feedback – how you were as a facilitator _____	122
References and reading _____	123

PART ONE The Knowledge: planning and facilitating

Introduction to this Manual

Workshop sessions form an important part of our work – as agencies, clients, in combination with consumers, employees and stakeholders.. These workshops may seek to generate ideas, disseminate information, form part of forward planning exercises or change management programmes, build teams etc.

Successful workshops need to be carefully planned, well-facilitated and properly followed up.