

Facilitation – fresh ideas - Re-envisageIT methodology

Guiding Principles

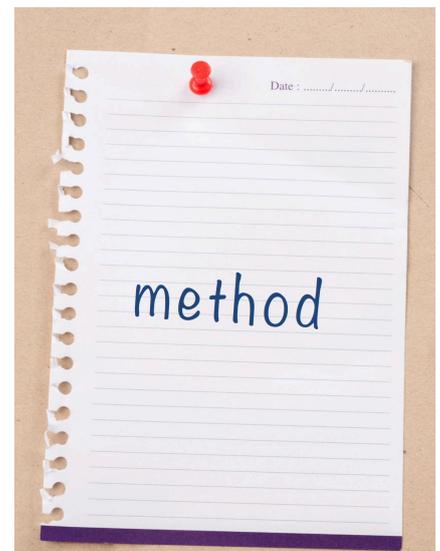
1. Be clear about what broad outcome is sought, and the general drivers to change the current context.
2. Get a mixed cross-section of folk together. These participants will have quite different viewpoints – perhaps strongly held – and may not see eye-to-eye. The whole point is to encourage different perspectives.
3. Where possible seek some external participants (and not just the facilitator, selected from clients or customers, suppliers/supply chain, different industry sectors) as this can be very helpful for ensuring external perspectives and approaches – particularly useful for challenging pre-conceived constraints or assumptions.
4. Create an environment where the participants can operate outside of their day-to-day context. Encourage openness and looking at things through different 'lenses'.
5. Be clear on who are the decision makers who will opine/support/reject new ideas. What is their worldview?



Workshop elements

The agenda for the facilitation session is built around the following components:

1. **Re-expression** – finding an alternative way of describing or experiencing an issue or a problem
 - Re-express with alternative words.
 - Re-express with different senses and communication methods – e.g. draw the now and future or act it out – do not just verbalise it.
 - Re-express using someone else's perspective – e.g. client, customer, supplier.



2. **Related worlds** – looking at other areas where a similar issue or benefit can be seen:
 - Other business – which may share some common features (e.g. regulation) or have the total absence of our viewed constraints.
 - Other people with related experience ('naïve-experts').
 - The wider world of science and nature (e.g. history of Velcro or the many inventions driven from Archimedes Principle).
3. **Re-visit** previous failures:
 - Ideas that did not work in a previous but different context might have some relevance to the current area of focus – e.g. Post-it Notes came from a failed project at 3M to create super strong adhesives for use in the aerospace industry in building planes
4. **Revolution** – Identifying and then challenging the rules and/or assumptions that are being used:
 - Deliberately breaking with pre-conceptions:
 - e.g. Loans without banks – peer-to-peer lending
 - List the rules – then:
 - Examine each rule to see how they can be broken
 - Play around with the rule – exaggerate, reduce, oppose, reverse
 - Key example questions:
 - What if we did nothing – turn the rule into a virtue (particularly from a marketing perspective)
 - What if we did it / made it (or something like it) for half the cost (e.g. mars bars)
 - What is people bought twice as much - e.g. supermarket baskets on wheels = trolleys
 - What is we reverse the process?
 - What if we got rid of the rule (e.g. separation of pedestrians and traffic? - an example from road safety – A town in NL removed road markings and kerbs, and letting pedestrians and cars co-share the common space – the result was less accidents.)
5. **Random Links** – making connections and links between the issue and random ideas found in the world - The purpose here is to encourage and almost force freethinking:
 - An example is selecting a piece of stimulus and then deliberately forcing the connection, with two rules:
 - The random must be truly random
 - You must find a connection

Delivery Approach - Template engagement model

- 1 Half day discussion / planning session with sponsor
- 2 Short pre-workshop session 'warm-up' interviews / discussions with participants; generally 1:1 or in smaller groups
- 3 2 day workshop session



This can be tailored to the specific needs of the organisation.