


**UNLEASHING CREATIVE ACTION AT THE FRONT LINE!**

February 7 & 8, 2011  
The Coast Capri Hotel • Kelowna, BC



**Katie Procter, BCPSQC**

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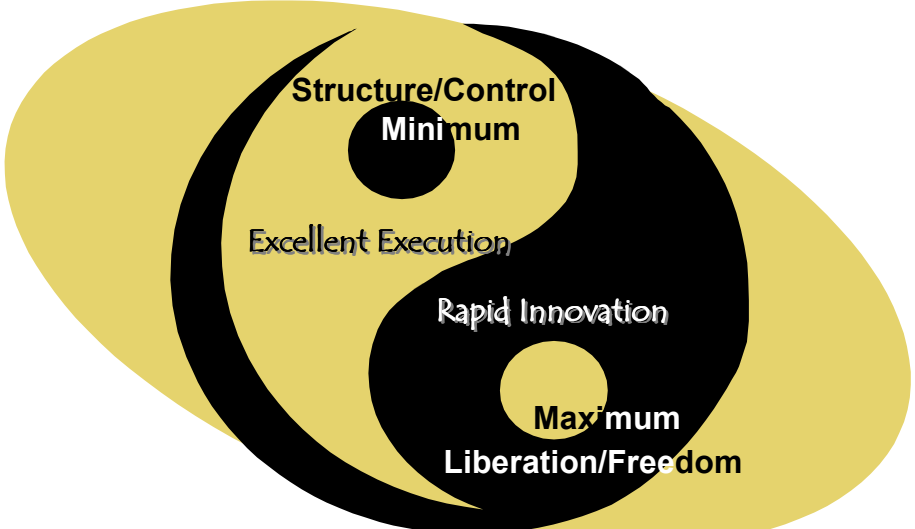
**Keith McCandless,  
Social Invention Group**



+ KGH & VGH Players  
from the Canada PD Project

# Liberating Structures

Know the Rules, Before You Break the Rules



Lipmanowicz, McCandless

# Workshop Purpose

- Jump start a unit-based clinical transformation project
- Start solving a seemingly impossible problem in a new way
- Learn > 10 practical methods to stimulate creative solutions among frontline staff and leaders
- Discover and spread approaches that help you solve problems together, including and unleashing everyone

WHAT ELSE CAME UP IN YOUR IMPROMPTU NETWORKING CONVERSATIONS?

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Designer: Lesley Jacobs

**PALETTE OF LIBERATING STRUCTURES**







|                        |                          |                           |                        |                         |                               |                       |
|------------------------|--------------------------|---------------------------|------------------------|-------------------------|-------------------------------|-----------------------|
| Impromptu networking   | TRIZ                     | What <sup>3</sup> debrief | Conversation café      | Appreciative interviews | 1-2-4 rapid conversation      | 5-whys                |
| Ecocycle planning      | Shift & share            | 25 > 10 crowdsourcing     | Min - specs            | Wise crowds             | Wicked Q's                    | Purpose to practice   |
| Agree/certainty matrix | What I need from you     | User experience fishbowl  | Heard, seen, respected | Smart network webbing   | Design with storyboards       | Open space technology |
| Integrated autonomy    | Generative relationships | Critical uncertainties    | Graphic recording      | Panarchy                | Troika consulting             | Helping heuristics    |
| Celebrity interview    | Stories To Patterns      | 15% solutions             | LS                     | Improv prototyping      | Discovery and action dialogue | Simple ethnography    |

# AGENDA Day 1

| Time        | Theme   | LS  | Agenda Item                                      |
|-------------|---|---|--|
| 0830 - 0855 |   |    | Speed Networking and Welcome                     |
| 0855 - 1015 | Clarifying Purpose & Attracting Participation |    | 5 Whys, Awareness Iceberg, PD & LS Principles    |
| 1015 - 1045 |   |   | Break  |
| 1045 - 1215 |   |   | 1-2-4 Whole Group + TRIZ                         |
| 1215 - 1.15 |   |   | Lunch  |
| 1.15 - 2.45 | Unleashing Simultaneous Discovery-and-Action  |   | Improv Prototyping, Discovery & Action Dialogues |
| 2.45 - 3.15 |   |   | Break  |
| 3.15 - 4.45 |   |   | 15% Solutions + Troika Consult                   |
| 4.45 - 5 pm |   |    | Day Closure 25/10                                |

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# AGENDA Day 2

| Time        | Theme                               | LS  | Agenda Item                            |
|-------------|-------------------------------------|---|--|
| 0830 - 0850 |                                     |    | Day Opener<br>What, So What, Now What? |
| 0850 - 1015 | Diagnosing Patterns Together        |    | Wise Crowds Consultation               |
| 1015 - 1045 |                                     |   | break                                  |
| 1045 - 1215 |                                     |    | Users' Experience Fishbowl             |
| 1215 - 1.15 |                                     |   | lunch                                  |
| 1.15 - 2.45 | Scaling Up and Spreading Strategies |    | Social Network Mapping & Webbing       |
| 2.45 - 3.15 |                                     |   | break                                  |
| 3.15 - 4.45 |                                     |   | Design Storyboards, Simple Ethnography |
| 4.45 - 5 pm |                                     |   | Day Closure                            |

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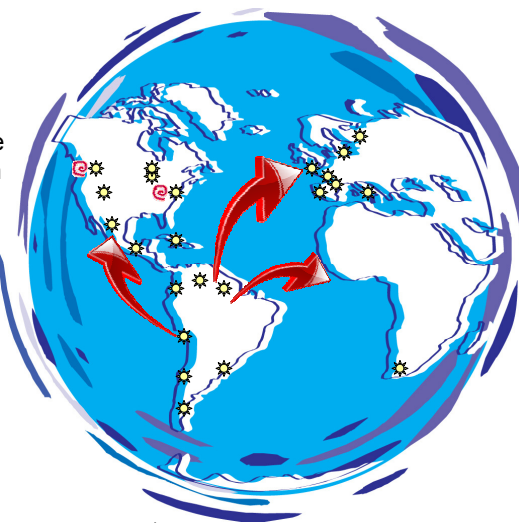


## Learning Approach

- Experiential learning with a minimal amount of “telling” and a maximum of self-discovery
- Ten + methods introduced and woven into interactions
- Application to a your own complex challenge
- We will draw out and build on the direct experience of you and everyone in the room
- We will search for the minimum **structure to liberate** the maximum innovation

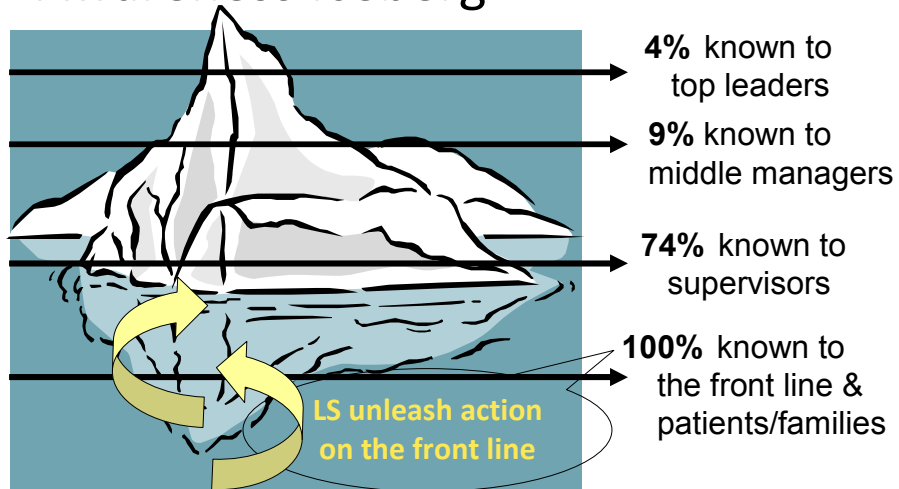
## Liberating Structures in Practice

© Inspired by pioneering work with Plexus in the US. Launched in 2004 across Latin America and then Europe. Co-developed w/ Henri Lipmanowicz, Plexus Institute chair.



## Problems & Opportunities

### Awareness Iceberg



Adapted from study conducted by Sidney Yoshida, initially presented at the International Quality Symposium

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## Power in Relationships

Not *Fixing* the Parts, the System, or the People

Performance as an emergent property...

arising from **local interactions**

and **patterns of relating**

on the front line.



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**New Option for Leaders**

- Same people
- Same incentives
- Same organizational structure
- **Change patterns of relating**

**Liberating Structures**

*Culture eats strategy for lunch*

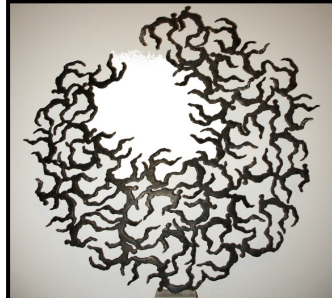
**PD/LS & Other Improvement Methods**

| <b>SIMILARITIES</b>  | <b>DIFFERENCES</b>   |
|--|--|
| <ul style="list-style-type: none"> <li>• Leadership support is vital</li> <li>• Clear goal is required</li> <li>• Metrics and data necessary</li> <li>• Front-line engagement is required</li> <li>• Multidisciplinary team involvement is important</li> <li>• Teamwork, communication are key elements</li> <li>• Small tests of change are helpful</li> </ul> | <ul style="list-style-type: none"> <li>• Fits entangled &amp; everyday problems with behavioural components</li> <li>• Leaders must believe solutions already exist among those whose behaviours need to change</li> <li>• Facilitators guide “unleashing” of tacit and latent solutions</li> <li>• Extensive participation &amp; measurement by front-line staff</li> <li>• As solutions surface, efforts expand beyond initial expectations</li> <li>• By invitation, not assignment</li> <li>• Many improvement discoveries are acted on immediately because there is local-social proof they “work”</li> </ul> |



## Learning Resources

- **Positive Deviance**  
[www.positivedeviance.org](http://www.positivedeviance.org)
- **Plexus:** complexity science and healthcare  
[www.plexusinstitute.org](http://www.plexusinstitute.org)
- **Liberating Structures**  
Keith McCandless, Henri Lipmanowicz  
(206.324.9332) Keith's web site  
[www.socialinvention.net](http://www.socialinvention.net)



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THANK YOU FOR COMING!

This workshop has been sponsored by the  
BC Patient Safety and Quality Council

- Our website is [www.bcpsqc.ca](http://www.bcpsqc.ca)

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