

24TH ANNUAL



24TH LCI CONGRESS
OCTOBER 18-21

Rev Up Your Teams by Unleashing Their Potential (Liberating Structures)

Julie A Dolan, SSOE Group & Brian M Winningham, Field Driven Lean

LEAN GUMBO: THE RIGHT INGREDIENTS FOR PROJECT SUCCESS

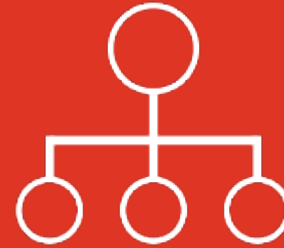
October 18, 2022



Course Description

Are you looking to unlock the creative and innovative problem-solving power of your team? Best solutions are the ones developed collaboratively by teasing out the ideas from team members. In the Rev Up Your Team By Unleashing Their Potential course, participants will learn about Liberating Structures (LS) as easy to use facilitation methods. These *structures inject tiny shifts in the protocols of how we meet, plan, decide and relate to each other* that put the facilitative power once reserved for experts only in the hands of everyone. You will *experience and learn to use several Liberating Structures (LS)*. During the session, participants will progress through a string of Liberating Structures to work through some of the biggest challenges facing this industry today. This is an important course if you want to be able to immediately start using LS to unleash innovation and collaboration in your teams. This will be an *experiential learning session and very interactive*.

Learning Objectives



01.

Participants will gain an overview understanding of Liberating Structures and the **benefits and value** obtained by implementing them as a facilitation method.

02.

Participants will learn about different formats of Liberating Structures and the outcomes that will **unleash collaboration and innovation** within your teams.

03.

Participants will **learn how to identify which Liberating Structures are best** for various situations through direct experience of the LS Selection Matchmaker.

04.

Participants will gain the knowledge needed to design and **implement your first LS Design String** to support your team in addressing issues in deep and actionable ways.

PSA

We are going to talk about mental health in the Construction Industry today. Sometimes this topic can be quite upsetting, especially if you have been personally affected. If at any point the topics or conversation becomes upsetting, please call a time-out for yourself and take the necessary steps to make sure you are okay. If it means you need to step outside the room for a breather, please don't hesitate to do so.

Please maintain respect for others during our conversation – if you think it and feel it, find a kind way to say it. We want to spread the message after our time together because the topic is so urgently important, but the content of our specific conversations are private and not to be shared outside this space in the interest of creating a place that is physically, mentally and spiritually safe for everyone here.



Facilitators



Lean Practice Leader & Client Success Manager at SSOE Group

Julie Dolan is an LCI approved instructor / facilitator and has led several industry events with owners, trade, and construction partners since 2019. She is passionate about the built environment, and loves engaging others in lean thinking, both professionally and personally, in all her endeavors.

She is a core team member of LCI's Ohio Valley Chapter (co-leader) and the National Lean Champions (secretary) Communities of Practice. Julie also serves as executive sponsor for SSOE's Sustainable Design Committee and co-creates and facilitates industry roundtable discussions on digital transformation with several of SSOE's key clients.

In addition to these roles, Julie also serves as the Board President of Our Daily Bread Soup Kitchen and sits on the regional board for the Children's Hunger Alliance, both in Lima, Ohio where she lives and works.

Facilitators

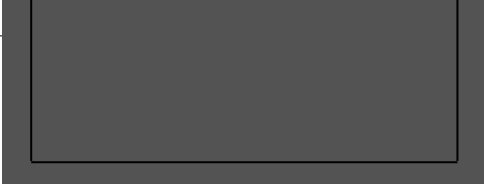


FIELD DRIVEN LEAN
Better. Easier.

Lean Construction Coach and Owner at Field Driven Lean

Brian Winningham spent more than 20 years leading construction projects with PCL, Turner, Skanska, and SpawGlass. He is passionate about sharing the many ways Lean can improve your work and also your life. He is a Lean Construction Institute (LCI) Approved Instructor and active in supporting LCI Communities of Practice all over the United States. Brian is an Army Combat Veteran of 3/75 Ranger Battalion. He actively encourages Veterans to join the Construction Industry and still mentors several former co-workers who are Veterans. Brian, his wife, and their two daughters happily share their home and RV with Gus the Schnoodle, and Lulu and Tobey, Miniature Poodles.

RangerWinnie.com



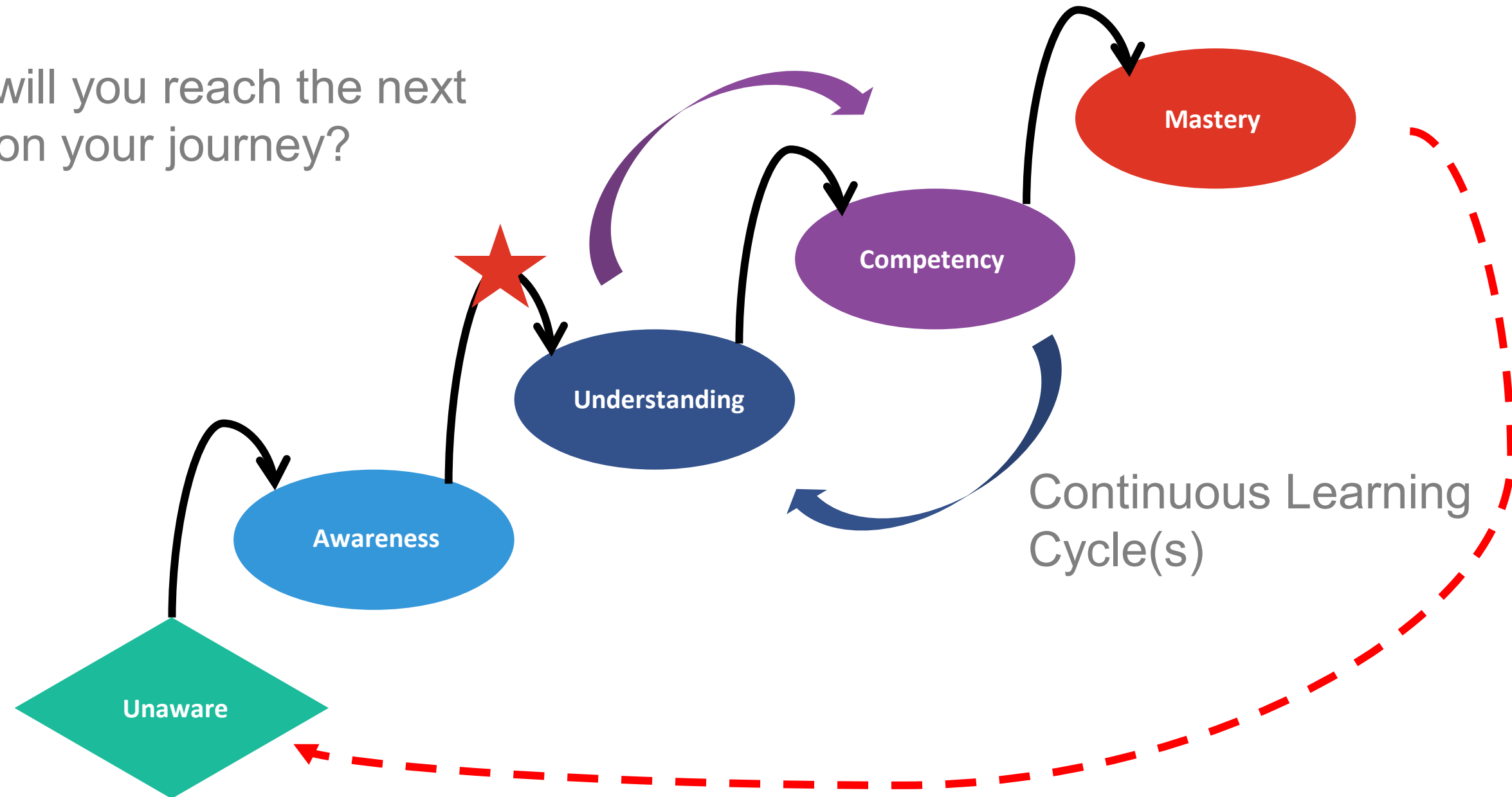
WHAT DOES THIS HAVE
TO DO WITH LEAN OR
CONSTRUCTION?



Liberating Structures

Lean Journey to Mastery

How will you reach the next level on your journey?



Six Tenets of Lean

- 1 Respect for people
- 2 Optimize the Whole
- 3 Generate Value
- 4 Eliminate Waste
- 5 Focus on Flow
- 6 Continuous Improvement



Mental Health Crisis in Construction



Construction Statistics:

- 7.5M US Construction Workers
- About 4.8% of US Workforce
- About 4.3% of US GDP
- US Market size is about \$1.36 Trillion
- Average annual turnover rate is 68%
- Women account for about 15% of all construction workers in the US

All data from <https://www.zippia.com/advice/us-construction-industry-statistics/>

Mental Health Crisis in Construction

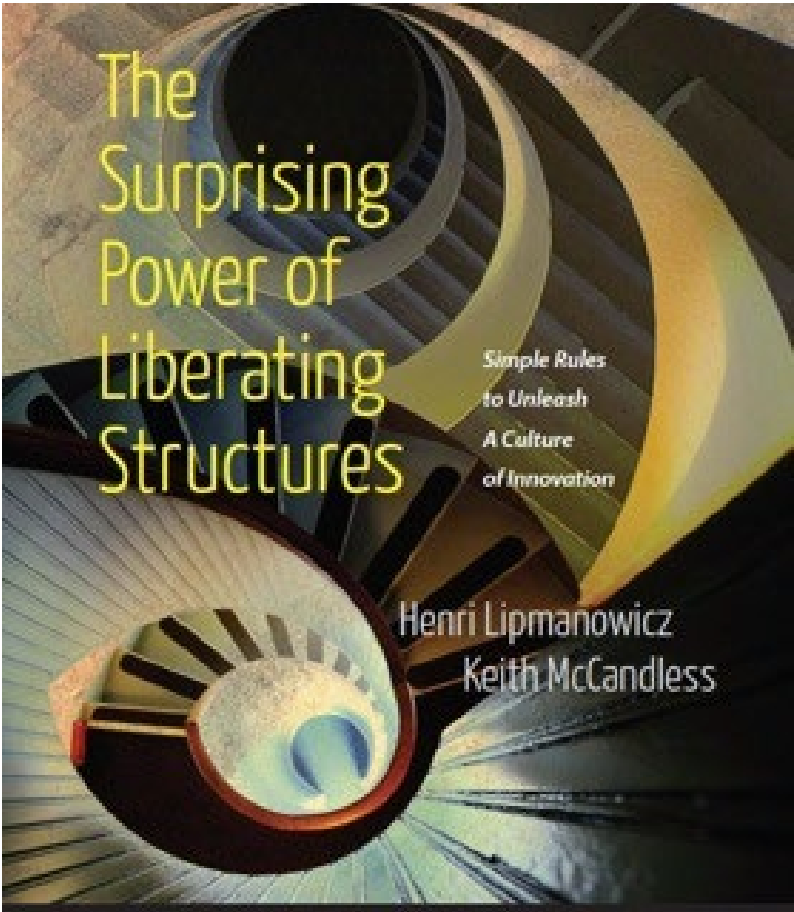
Suicide Statistics:

- US Adult suicide rate is 16.8 per 100,000 people
- Veteran suicide rate is 31.6 per 100,000 Veterans
- Construction suicide rate is 53.4 per 100,000 workers!





Liberating Structures



Liberating Structures introduce tiny shifts in the way we meet, plan, decide and relate to one another. They put the innovative power once reserved for experts only in hands of everyone.

LS Menu 	Wicked questions 	What³ debrief 	Min specs 	Heard, seen respected 	What I need from you 	Integrated autonomy
Design elements 	Appreciative interviews 	Discovery and action dialog 	Improv prototyping 	Drawing together 	Open space 	Critical uncertainties
1-2-4-All 	TRIZ 	Shift & share 	Helping heuristics 	Design storyboards 	Generative relationships 	Ecocycle
Impromptu networking 	15% solutions 	25 : 10 crowdsourcing 	Conversation café 	Celebrity interview 	Agree/certainty matrix 	Panarchy
9-whys 	Troika consulting 	Wise crowds 	User experience fishbowl 	Social network webbing 	Simple ethnography 	Purpose to practice



Liberating Structures

Liberating Principles

What is Possible When Liberating Structures
Are Part of Everyday Interactions

How we behave when we decide that we belong together

Learn-by-Failing-Forward
Invite-Creative-Destruction-To-Enable-Innovation
Include-and-Unleash-Everyone
Practice-Self-Discovery-Within-A-Group
Amplify-Freedom-AND-Responsibility
Build-Trust-As-You-Go
Emphasize-Possibilities-Before-You-See
Practice-Deep-Respect-for-People-and-Local-Solutions
Engage-In-Seriously-Playful-Curiosity
Never-Start-Without-a-Clear-Purpose

2. Never Start Without A Clear Purpose

- Must Do's (start and amplify)**
- Dig deep for what is important and meaningful to you and to others.
 - Take time to include everyone in crafting an unambiguous statement of the deepest need for your work.
- Must Not Do's (stop and reduce)**
- Maintain ambiguity by using jargon.
 - Substitute a safe short-term goal or means-to-an-end for a bold reason to exist or deep need.
 - Impose your purpose on others.

3. Practice Deep Respect for People and Local Solutions

- Must Do's (start and amplify)**
- Engage people doing the work & familiar with the local context.
 - Trust and unleash their collective expertise and inventiveness to solve complex challenges.
 - Let go of the compulsion to control.
- Must Not Do's (stop and reduce)**
- Import best practices, drive buy-in, or assume people need more training.
 - Privilege experts and computer systems over local people and know-how.

1. Include and Unleash Everyone

- Must Do's (start and amplify)**
- Invite everyone touched by a challenge to share possible solutions or invent new approaches together.
 - Actively reach across levels, beyond the usual suspects.
- Must Not Do's (stop and reduce)**
- Appoint a few to design an "elegant solution" and then tell all others to implement it after the fact.
 - Confront resistance with hours of PPT presentations. Force buy-in. Separate deciders from doers.

4. Build Trust As You Go

- Must Do's (start and amplify)**
- Cultivate a trusting group climate where speaking the truth is valued and shared ownership is the goal.
 - Sift ideas & make decisions using input from everyone.
 - Practice "nothing about me without me."
 - Be a leader and a follower.
- Must Not Do's (stop and reduce)**
- Over-help or over-control the work of others.
 - Praise and pretend to follow the ideas of colleagues.
 - Indirectly, respond to ideas from others with cynicism, ridicule, criticism, or punishment.

7. Amplify Freedom AND Responsibility

- Must Do's (start and amplify)**
- Specify minimum constraints and let go of over-control.
 - Use the power of invitation.
 - Privilege fast experiments over playing it safe.
 - Track progress rigorously and feed back results to all.
 - Invite the frontline to create local performance metrics.
 - Celebrate mistakes as sources of progress.
- Must Not Do's (stop and reduce)**
- Unleash people without structure such as a clear purpose or minimum specifications.
 - Let rules and procedures stifle initiative.
 - Ignore the value of people understanding how their work affects one another.
 - Keep frontline staff in the dark about performance data.

10. Engage In Seriously-Playful Curiosity

- Must Do's (start and amplify)**
- Stir things up – with levity, paradoxical questions, and improv – to spark a deep exploration of current practices and latent innovations.
 - Make working together both demanding and inviting.
- Must Not Do's (stop and reduce)**
- Keep it simple by deciding in advance what the solutions should be.
 - Control all conversations.
 - Ask only closed yes or no questions.
 - Make working together feel like drudgery.

5. Learn by Failing Forward

- Must Do's (start and amplify)**
- Debrief every step.
 - Make it safe to speak up.
 - Discover positive variation.
 - Include and unleash clients as you innovate.
 - Take small risks quickly, reducing time between iterations.
- Must Not Do's (stop and reduce)**
- Focus on doing and deciding.
 - Avoid difficult conversations and gloss over failures.
 - Punish risk-takers when unknowable surprises pop-up.

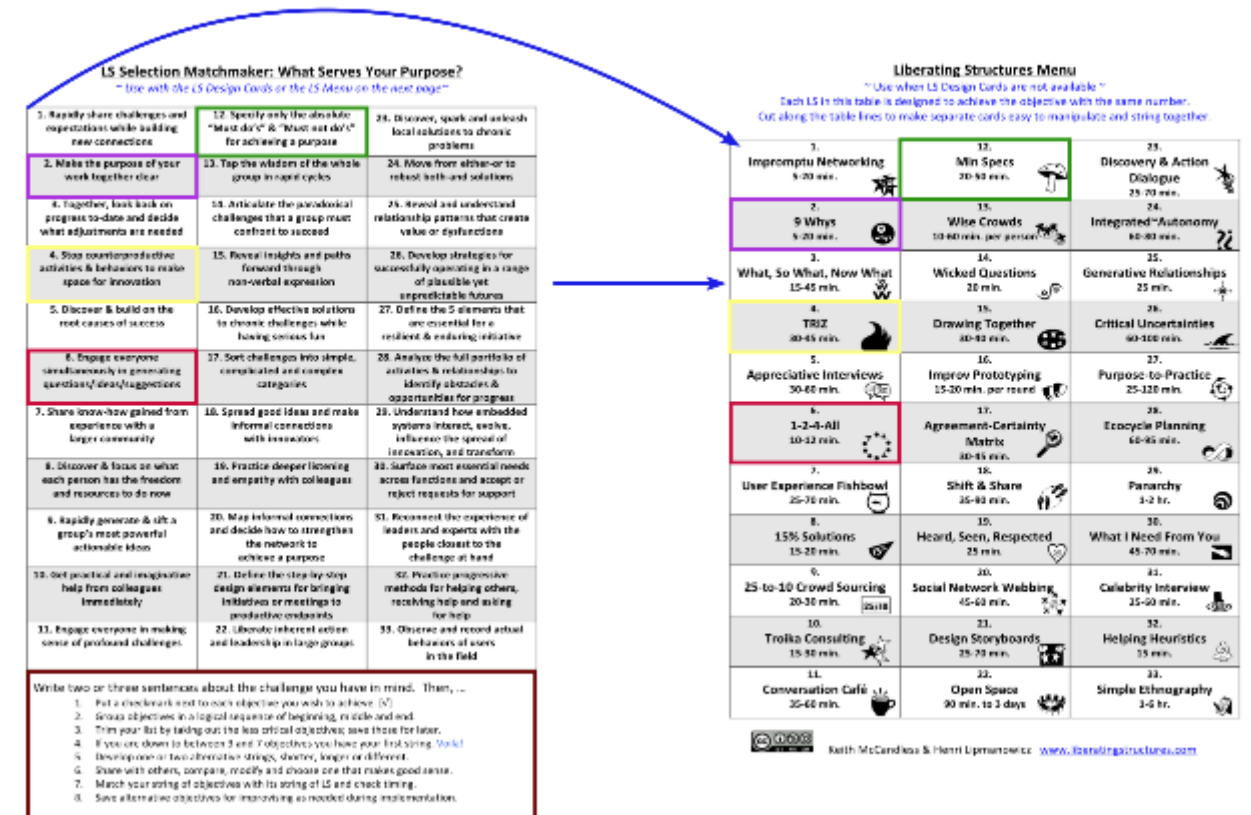
8. Emphasize Possibilities: Believe Before You See

- Must Do's (start and amplify)**
- Expose what is working well.
 - Focus on what can be accomplished now with the imagination and materials at hand.
 - Take the next steps that lead to the edge of creativity and renewal.
- Must Not Do's (stop and reduce)**
- Focus on what's wrong. Wait for all the barriers to come down or ideal conditions to emerge.
 - Work on changing the whole system all at once.

9. Invite Creative Destruction To Enable Innovation

- Must Do's (start and amplify)**
- Convene conversations about what is keeping people from working on the essence of their work.
 - Remove the barriers even when it feels like heresy.
 - Make it easy for people to deal with their fears.
- Must Not Do's (stop and reduce)**
- Avoid or delay stopping the behaviors, practices and policies that are revealed as barriers.
 - Assume obstacles don't matter or can't be removed.

Liberating Structures Matchmaker - Matching Purpose to Tool



Liberating Structures introduce tiny shifts in the way we meet, plan, decide and relate to one another. They put the innovative power once reserved for experts only in hands of everyone.



LS Design String



Impromptu Networking:

tap a deep well of curiosity and talent by helping a group focus attention on problems they want to solve.



Spiral Journal:

find focus in the present moment, sharpen observational skills and capture insights as action is unfolding.



Heard, Seen, Respected:

Practice Deeper listening and empathy with colleagues.



Wicked Questions:

articulate the paradoxical challenges that a group must confront to succeed.



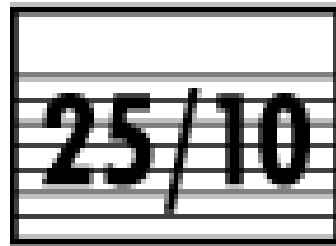
Conversation Cafe:

engage everyone in making sense of profound challenges.



Design Elements:

you design the string to include and unleash everyone!



25/10 Crowd Sourcing:

rapidly generate and sift a group's most powerful actionable ideas.



Mad Tea Party:

rearrange the context for taking action.

**HI! IT'S REALLY
GREAT TO MEET
YOU!**

Impromptu Networking





Impromptu Networking:

What is Made Possible?

- Tap a deep well of curiosity and talent by helping a group focus attention on problems they want to solve
- A productive pattern of engagement is established if used at the beginning of a work session (like today!)
- Loose yet powerful connections are formed quickly by asking engaging questions.
- Everyone contributes to shaping the work, noticing patterns together, and discovering local solutions.





Impromptu Networking:

Sequence of Steps

- 3 Rounds
- Each round will involve you introducing yourself and answering one question in groups of 2
- After 3 minutes, we'll ask you to move and meet a new person
- Repeat the process 2 more times with new people and new questions





Impromptu Networking:

Tips & Traps

- Use one challenge question and one give-and-take question
- Ask questions that invite participants to shape the direction of their work together
- Use [Impromptu Networking](#) before you begin meetings and conferences
- Use bells (e.g., tingsha) to help you shift participants from first, to second, to third rounds
- Ask questions that are open-ended but not too broad
- Invite serious play
- Have three rounds, not one or two
- If you choose to share output, do it carefully and preserve confidentiality – **DON'T** in most instances!

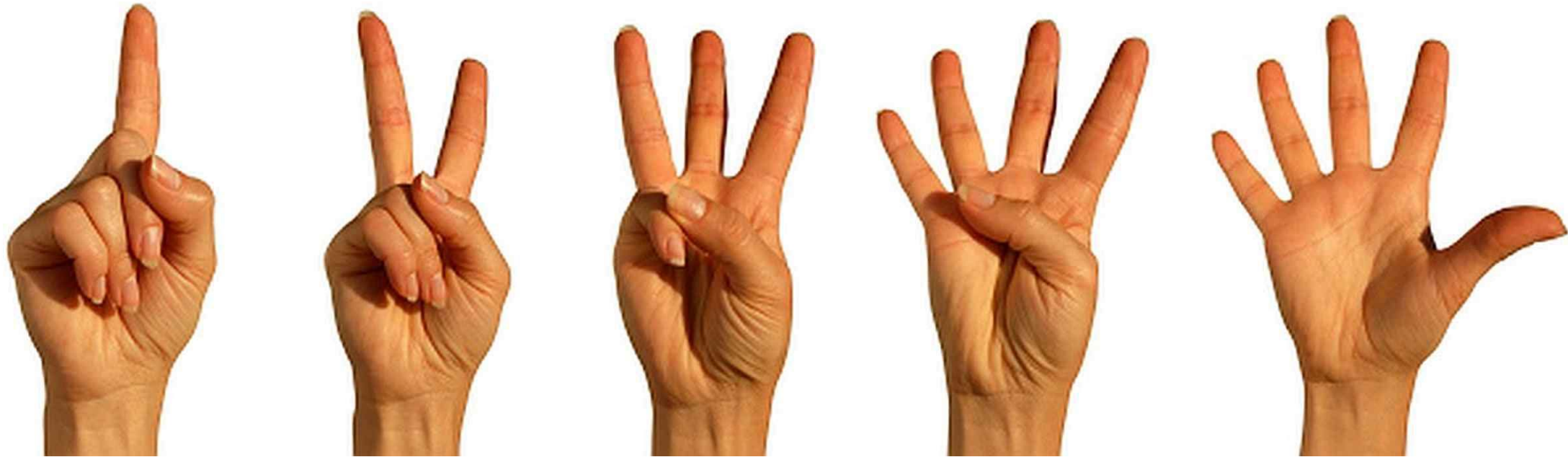




Impromptu Networking:

Rapidly share challenges and expectations while building new connections.

Learn 5 things that both of you have in common.





Impromptu Networking:

Rapidly share challenges and expectations while building new connections.



Share something about
yourself others would
never guess just by
looking at you.



Impromptu Networking:

Rapidly share challenges and expectations while building new connections.

“In this moment, I am most grateful for _____.”





Spiral Journal

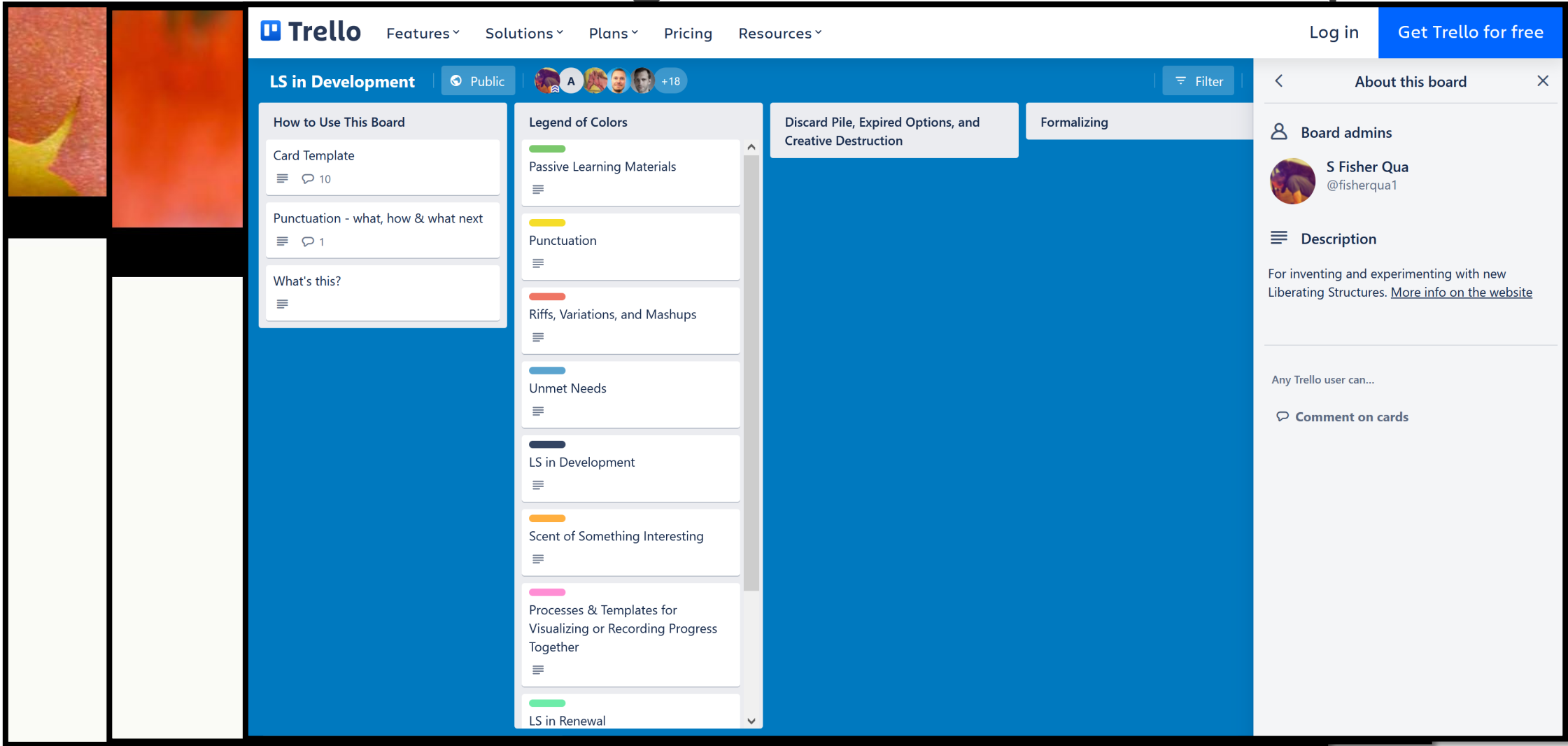
Calmly prepare for the work ahead while sharpening observational precision.
Inspired by Lynda Barry



Spiral Journal

Liberating Structure in Development

What is a Liberating Structure in Development?





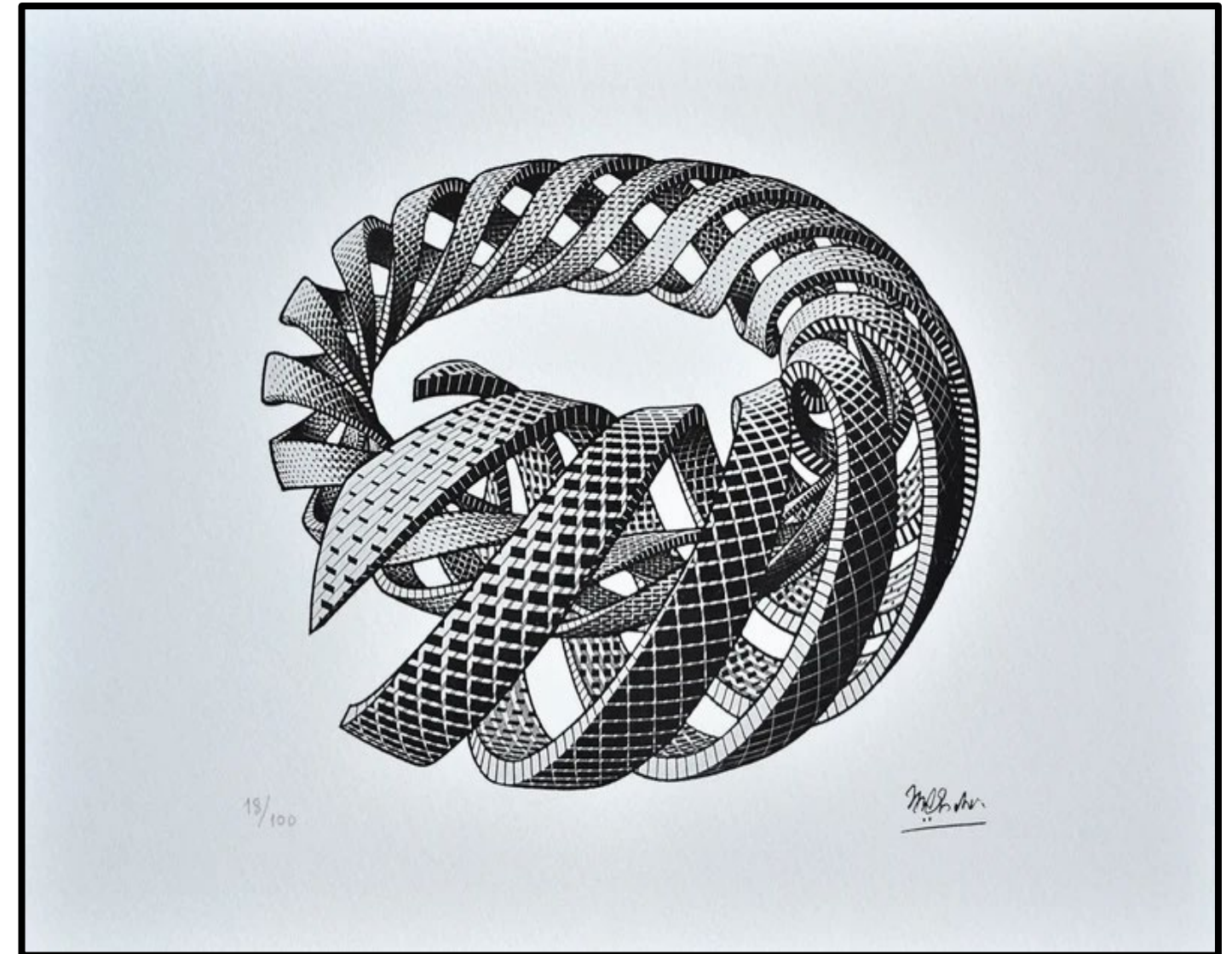
Spiral Journal

Calmly preparing for the work ahead while sharpening observational precision.

Instructions & Steps

- Find the Spiral Journal exercise on the provided placemat.
- When we tell you to begin choose any spot on the page and start drawing the slowest, tightest spiral that you can **(2 mins)**
- When directed, respond to the prompt in the first quadrant. List as many items for each question or statement as possible. **(1 min)**
- Repeat with every subsequent quadrant **(4 mins total)**

Note: this journal is meant to invite you to reflect alone before going into a group discussion. You won't be asked to share your writing with anyone, but if you would like to share what you wrote down, you can use your discretion to do that.





Spiral Journal

Calmly preparing for the work ahead while sharpening observational precision.

What does good mental health mean
to YOU?





Spiral Journal

Calmly preparing for the work ahead while sharpening observational precision.

How can Owners, Designers,
Contractors, Trade Partners, and
Suppliers help create a culture of good
mental health?





Spiral Journal

Calmly preparing for the work ahead while sharpening observational precision.

What roadblocks do YOU encounter
when YOU try to create a culture of
good mental health?





Spiral Journal

Calmly preparing for the work ahead while sharpening observational precision.

What do YOU long for in YOUR
work environment that would make
an immediate impact on YOUR
good mental health?





PRACTICE DEEPER LISTENING AND EMPATHY WITH COLLEAGUES

Heard, Seen, Respected (HSR)



Heard, Seen, Respected

Practice deeper listening and empathy with colleagues

The purpose of **HSR** is to practice empathetic listening without trying to fix anything or make any judgments.





Heard, Seen, Respected

Practice deeper listening and empathy with colleagues.

HEARD



SEEN



RESPECTED





Heard, Seen, Respected

Practice deeper listening and empathy with colleagues

- Say, “Your partner may be ready before you. The first story that pops into mind is often the best.”
- Make it safe by saying, “You may not want to pick the most painful story that comes to mind.”
- Make it safe by saying, “Protect carefully the privacy of the storyteller. Ask what parts, if any, you can share with others.”
- Suggest, “When you are the listener, notice when you form a judgment (about what is right or wrong) or when you get an idea about how you can help, then *let it go.*”





Heard, Seen, Respected

Sequence of Steps

Instructions & Steps

- Divide into groups of two, each person has 7 minutes to share a story about NOT being heard, seen, or respected. **(15 min)**
- Partners share with one another the experiences of listening and storytelling: “What did it feel like to tell my story; what did it feel like to listen to your story?” **(5 min)**
- In a foursome, participants share reflections using 1-2-4, asking, “What patterns are revealed in the stories? What importance do you assign to the pattern?” **(5 min)**



Heard, Seen, Respected

Practice deeper listening and empathy with colleagues.

Reflection

What's holding us back personally, in our jobs and in society at large, from honoring good mental health?



Break





ARTICULATE THE PARADOXICAL CHALLENGES THAT A GROUP MUST CONFRONT TO SUCCEED

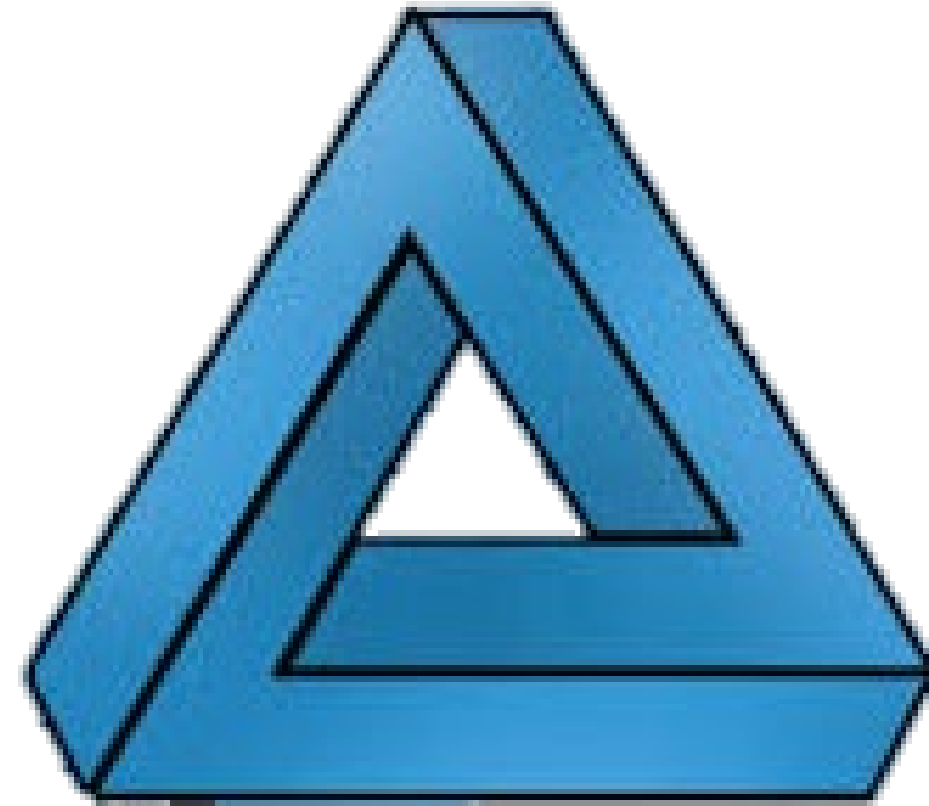
Wicked Questions



Wicked Questions

What is made possible?

The purpose of
Wicked Questions is
to spark innovative
action while
diminishing “yes,
but...” and “either-or”
thinking.





Wicked Questions

Articulate the paradoxical challenges that a group must confront to succeed.

How can we create a culture of good mental health in Construction while also honoring the need to meet schedule and budget?

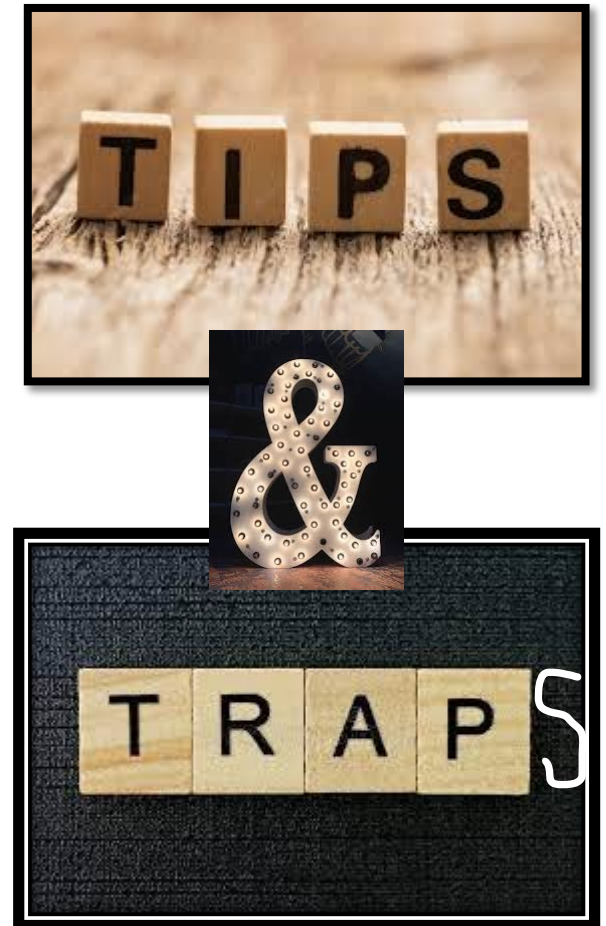




Wicked Questions

Articulate the paradoxical challenges that a group must confront to succeed.

- Make sure that participants express both sides of the paradox in an appreciative form: “How is it that we are ____ and we are ____ simultaneously?” and not in opposition of each other.
- Use a variety of examples to make the paradoxical attributes accessible.
- Work in quick cycles, failing forward as you make the questions perfectly wicked.
- Avoid nasty questions that appoint blame or are unbalanced on one side. Here is an example of a nasty question: “How can we focus on our customers when we are forced to spend more and more time on the headquarters’ bureaucracy?”
- Avoid data questions that can be answered with more analysis
- Invite participants to include others in making their questions more wicked
- Draw on field experience; ask, “When have you noticed these two things to be true at the same time?”
- There are no quick fixes to Wicked Questions and you may need to return to the challenge periodically with additional rounds of Wicked Questions
- Often a handful of people are very skilled at generating Wicked Questions: let them shine and inspire the rest of the group!





ENGAGE EVERYONE IN MAKING SENSE OF PROFOUND CHALLENGES.

Conversation Cafe



Conversation Cafe

Engage everyone in making sense of profound challenges.

Conversation Café Agreements

- Suspend judgment as best you can
- Respect one another
- Seek to understand rather than persuade
- Invite and honor diverse opinions
- Speak what has personal heart & meaning
- Go for honesty and depth without going on and on



Conversation Cafe

Engage everyone in making sense of profound challenges.

- Always use the talking object: they make the difference.
- Have the host or participants reread the six agreements before starting the first round.
- Do not assign tasks: there should be no intention that the dialogue will directly lead to action.
- Host the dialogue like a dinner party, encouraging everyone to contribute while keeping the conversation open-ended and spontaneous
- Use Wicked Questions to deepen conversation
- If there is a problem, ask, “Are we following our agreements?”
- Encourage people to speak their mind
- Encourage quiet people to talk
- Select talking objects that may have symbolic meaning for participants
- Encourage participants to draw or record insights on the flip-chart “tablecloth”
- Learn more from Vicki Robin and friends, who created the Conversation Café for use in communities @ www.conversationcafe.org





Wicked Questions / Conversation Cafe

Articulate the paradoxical challenges that a group must confront to succeed by engaging everyone in making sense of profound challenges.

How can we create a culture of good mental health in Construction while also honoring the need to meet schedule and budget?

Instructions & Steps

- There will be four rounds of conversation for each group of 4, the first two rounds using a talking object, the third one as open conversation, and a final round with the talking object.
- Ask for someone at each table to volunteer as the host.
- First round with the talking object: each person shares what he or she is thinking, feeling, or doing. **(1 min each person)**
- Second round with the talking object: each person shares thoughts and feelings after having listened to everybody at the table. **(1 min each person)**
- Third round: open conversation **(5 min total)**
- Fourth round with the talking object: each member shares and records takeaways on sticky notes. **(1 min each person)**



Wicked Questions

Articulate the paradoxical challenges that a group must confront to succeed.

Reflection

What other “Wicked Questions” do we often face in Design and Construction?





CREATE YOUR OWN DESIGN STRING

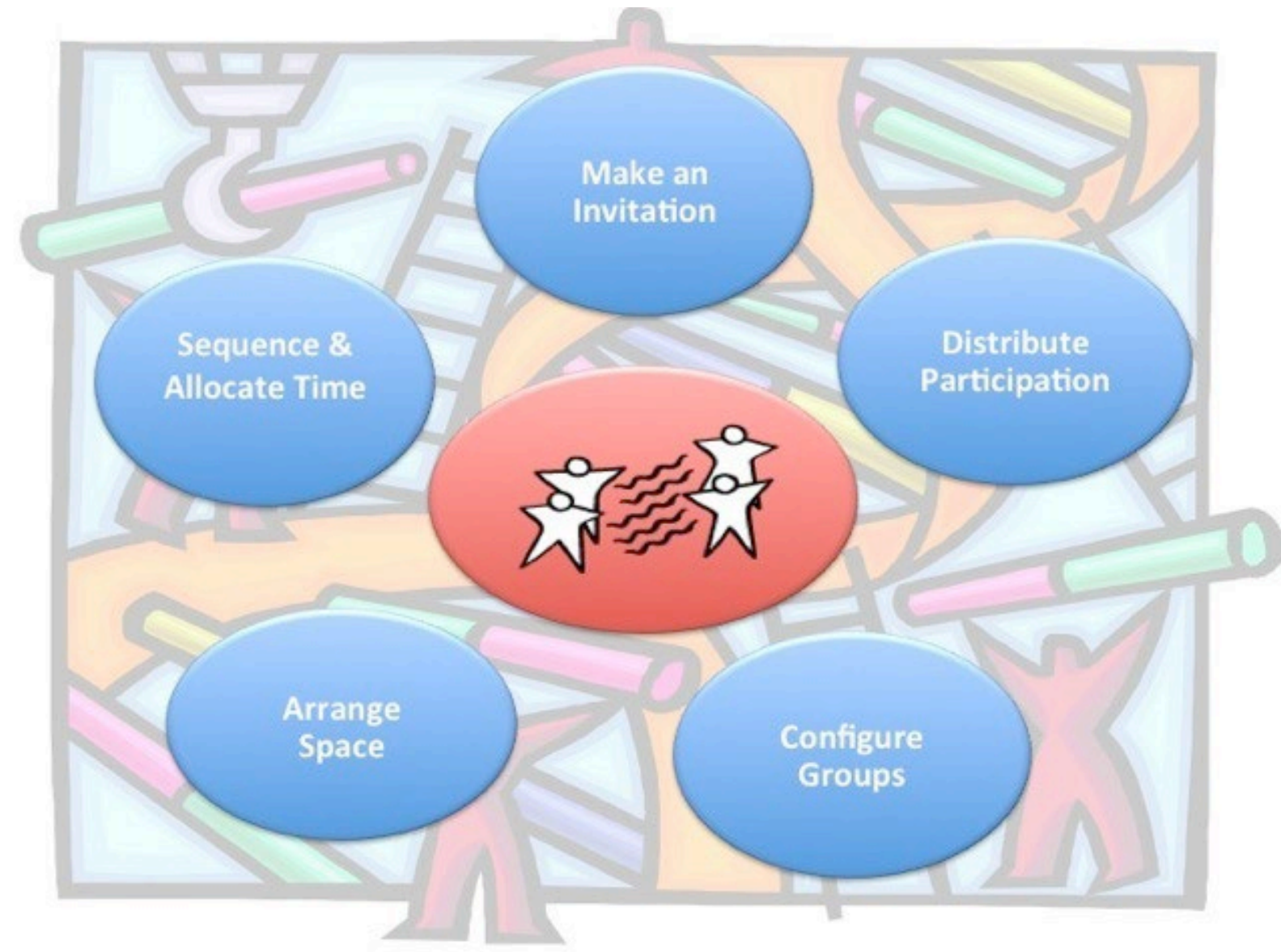
Liberating Structures Design Elements



Liberating Structures Design Elements

YOU create the string!

You have no choice. Every time you have a conversation or a meeting you are using microstructures.





Liberating Structures Design Elements

YOU create the string!

Liberating Structures

Simple Rules to Unleash A Culture of Innovation

- **Simple:** requires only a few minutes to introduce
- **Expert-less:** beginners can succeed after a first experience
- **Results-focused:** likely to generate better-than-expected, innovative results
- **Rapid cycling:** fast iterative rounds are very productive
- **Innovative:** sparks creative relationships with clients or customers
- **Inclusive:** together, everyone is invited to shape next steps
- **Multi-scale:** works for everyday solutions, big projects, strategy, and transforming movements
- **Seriously fun:** boosts freedom & responsibility
- **Self-spreading:** easy to copy without formal training
- **Adaptable:** spreads with fidelity and adapts to local conditions via Min Specs





Our Design String Process

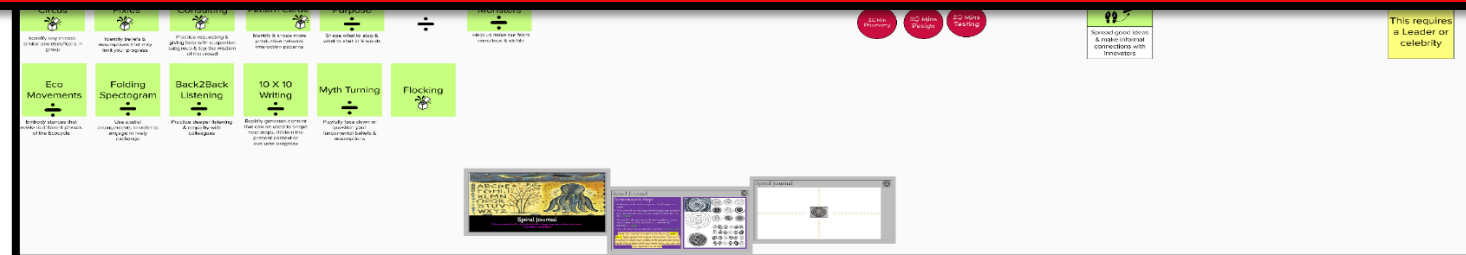
Images are from Mural where we collaborated

LIBERATING STRUCTURES ELEMENTS

Conditions of Satisfaction

- Strive for meaning and depth w/o it being a whirlwind
- Experience at least 5 LS
- High-level understanding on what each LS is, app, website, matching document and how to create a design string (look at last year's build)
- Highly engaging: multi-media, moving around, high crowd participation
- Easy to create take-away for attendees (aka no work after the event,) maybe a placemat (11x17) with LS stuff on it and our design string, we could include a space for spiral journal and a place to take notes on it also.

would also add to CoS - different string from last year for repeat attendees





Liberating Structures Design Elements

YOU create the string!

Round 1 - Instructions & Steps

- Consider the Wicked Questions we discussed last round and think about what you could do to further clarify and even begin to answer some of those questions.
- Create your OWN BIG question that addresses these issues in a way that invites others to participate. **(5 min)**
- Using the LS Selection Matchmaker on your placemats, please assemble a LS Design String to address your BIG question. Each Design String must include at least 3 LS. Record your question and Design String as directed. **(15 min)**

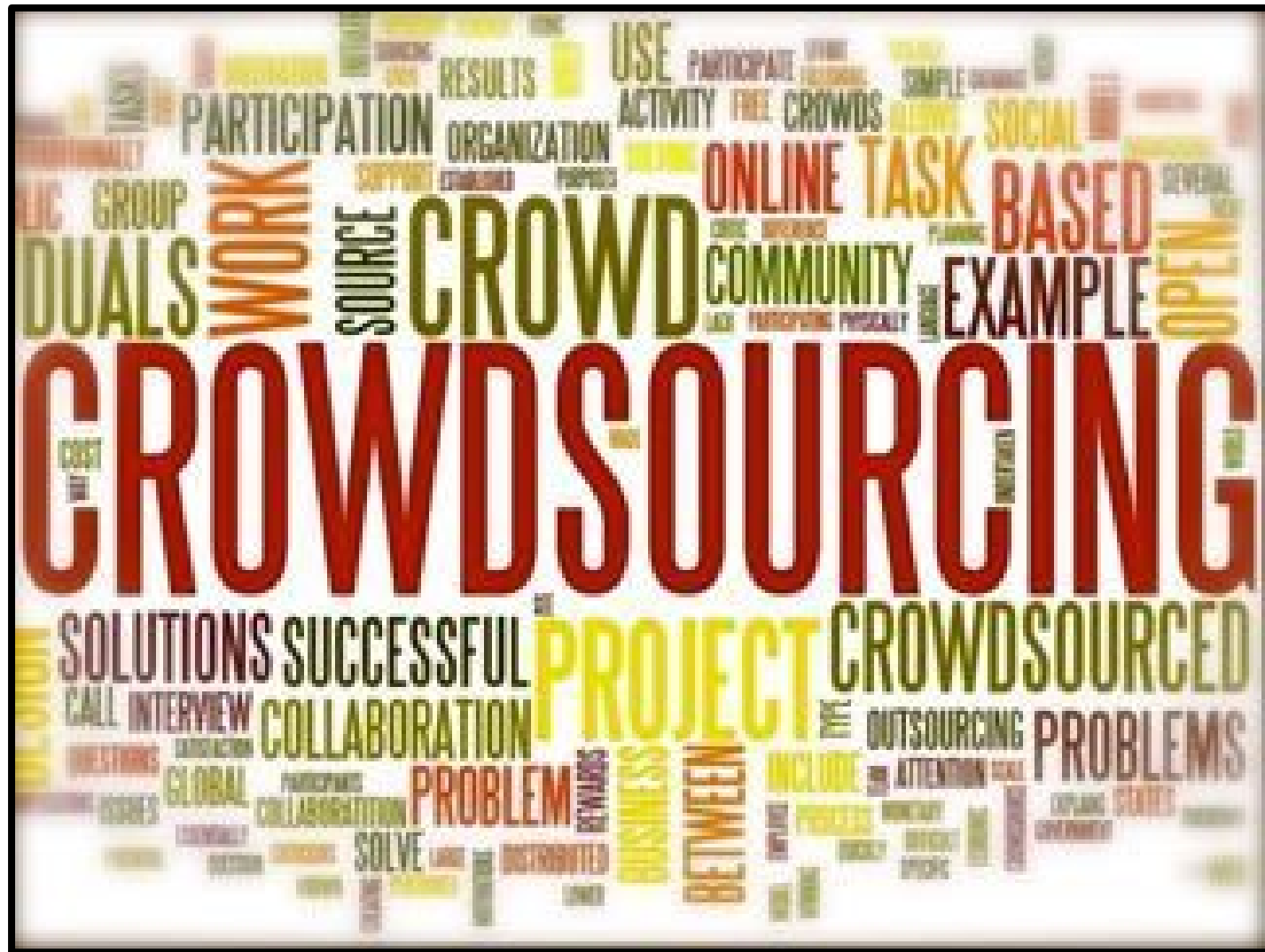


RAPIDLY GENERATE AND SIFT A GROUP'S MOST POWERFUL ACTIONABLE IDEAS

25/10 Crowdsourcing

25/10 Crowdsourcing

Rapidly Generate and Sift a Group's Most Powerful Actionable Ideas.

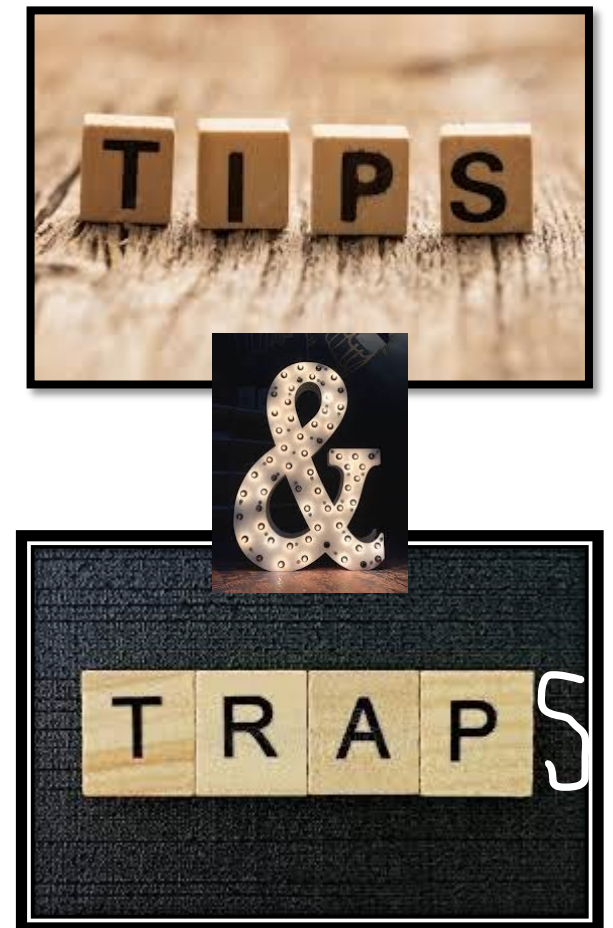


You can help a large crowd generate and sort their bold ideas for action in 30 minutes or less!

25/10 Crowdsourcing

Rapidly Generate and Sift a Group's Most Powerful Actionable Ideas.

- Some of the scoring may be erratic. If a participant at the end of round five has a card with more or less than five scores, ask the participant to calculate the average of the scores and multiply this average by 5.
- Invite the group to choose one big idea and first-action step and revise it so that it is expressed even more clearly and compellingly
- Suggest a seriously fun but clear rating scale, for example: 1 = not your cup of tea to 5 = sends me over the moon. The crowd needs to understand and agree with the rating system if it is to be used for decisions.
- As you start and demonstrate one exchange-and-scoring interaction, take your time and ask for feedback, particularly if it is a large group.
- To make it hard to peek at scoring from earlier rounds, cover the back of the card with a Post-it note.
- Post all the cards on a wall or on tapestry paper, with the highest-scoring cards on the top



25/10 Crowdsourcing

Rapidly Generate and Sift a Group's Most Powerful Actionable Ideas.

Instructions & Steps

- We have created our bold ideas with the Create Your Own Design String exercise. Now we will decide which ideas to use to move forward with our group work using 25/10 Crowdsourcing.
- Using a tally system, everyone will exchange and rate as many Design Strings as possible. Ratings go from 1 to 5 (1 is low & 5 is high). Only one person per Design String at a time. **(5 min)**
- Rate new Design Strings in each round. We will briefly score between each round. **(5 rounds and about 30 mins total)**



Break





CREATE YOUR OWN DESIGN STRING

Liberating Structures Design Elements



Liberating Structures Design Elements

YOU create the string!



Round 2 - Instructions & Steps

- Now that we have identified the top ideas in 25/10 Crowdsourcing, we will form groups of 4 to build on these great ideas. Further develop your Design Strings and add or embed additional Liberating Structures to add additional depth and meaning. Fully develop all the questions for each of the structures. Create and understand the flow. (40 min)



Liberating Structures Design Elements

YOU create the string!

Reflection

Explain and share the thought process behind your Design String.





REARRANGE THE CONTEXT
FOR TAKING ACTION WHILE
HAVING SERIOUS FUN.

Mad Tea Party



Mad Tea Party

Rearrange the context for taking action while having serious fun.

Etiquette



1. Stay curious dig deep, have fun
2. Don't over think your answers
3. Using post-its and sharpie, finish each of the open sentences with a word or short phrase! One thought per post-it please!
4. Put your post-its underneath the pertinent question.
5. Repeat until the bell rings to switch stations.
6. Please don't forget to leave your feedback about our session in the conference app.



Mad Tea Party

Rearrange the context for taking action while having serious fun.

The Desirable Behaviors
required to help us
address the mental
health crisis in
Construction are

_____.

Cajun Seafood Boil

This **Seafood Boil** recipe has an amazing assortment of your favorite seafood and veggies tossed in a flavorful and aromatic **Cajun sauce**. It's buttery and garlicky with a hint of tanginess and can be as spicy as you want it to be! It's the perfect dish to serve on your next boodle fight with family and friends.



Prep Time
20 mins

Cook Time
15 mins

Total Time
35 mins

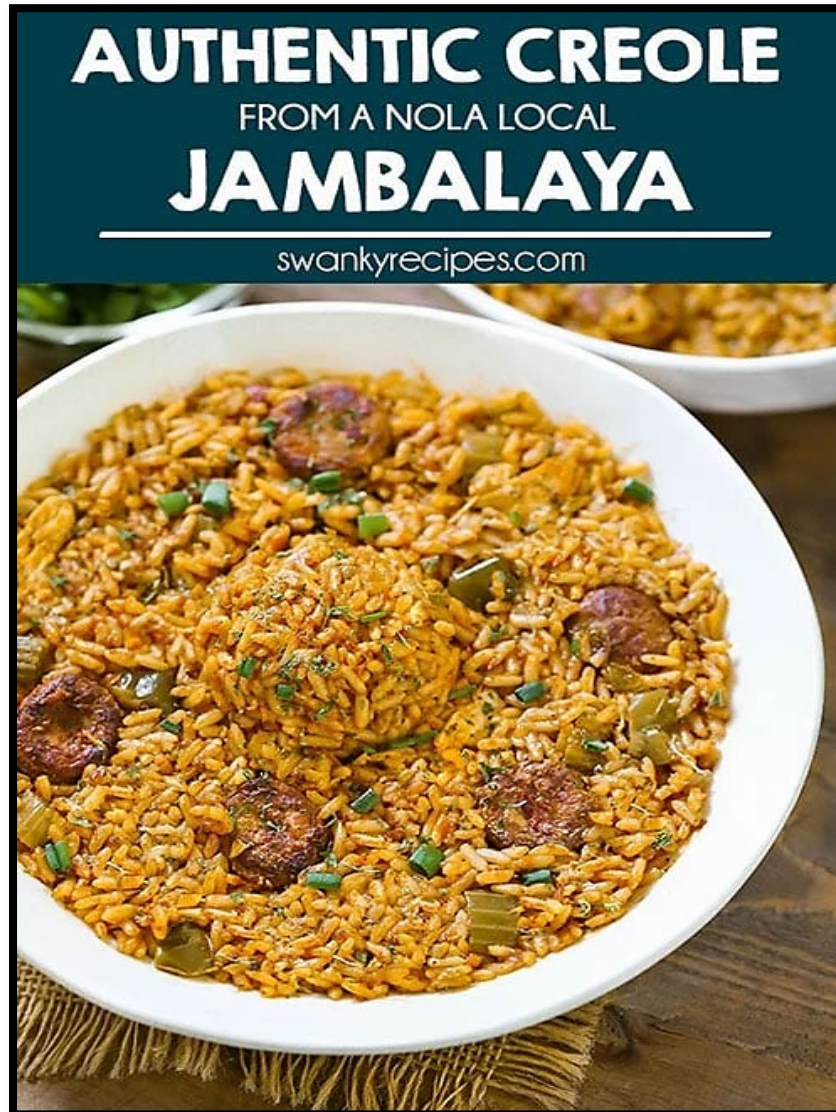
★★★★★
5 from 5 votes





Mad Tea Party

Rearrange the context for taking action while having serious fun.



What is one small thing you have learned today that you can apply immediately to begin to change the culture in the Construction Industry?



Mad Tea Party

Rearrange the context for taking action while having serious fun.

What role could
Liberating Structures
play in helping your
organization with other
persistent industry
issues?

...

gracefullittlehoneybee.com

New Orleans Red Beans & Rice

30 minutes · Serves 6 · New Orleans Red Beans & Rice

B Barbara
35 followers Follow

12 ingredients

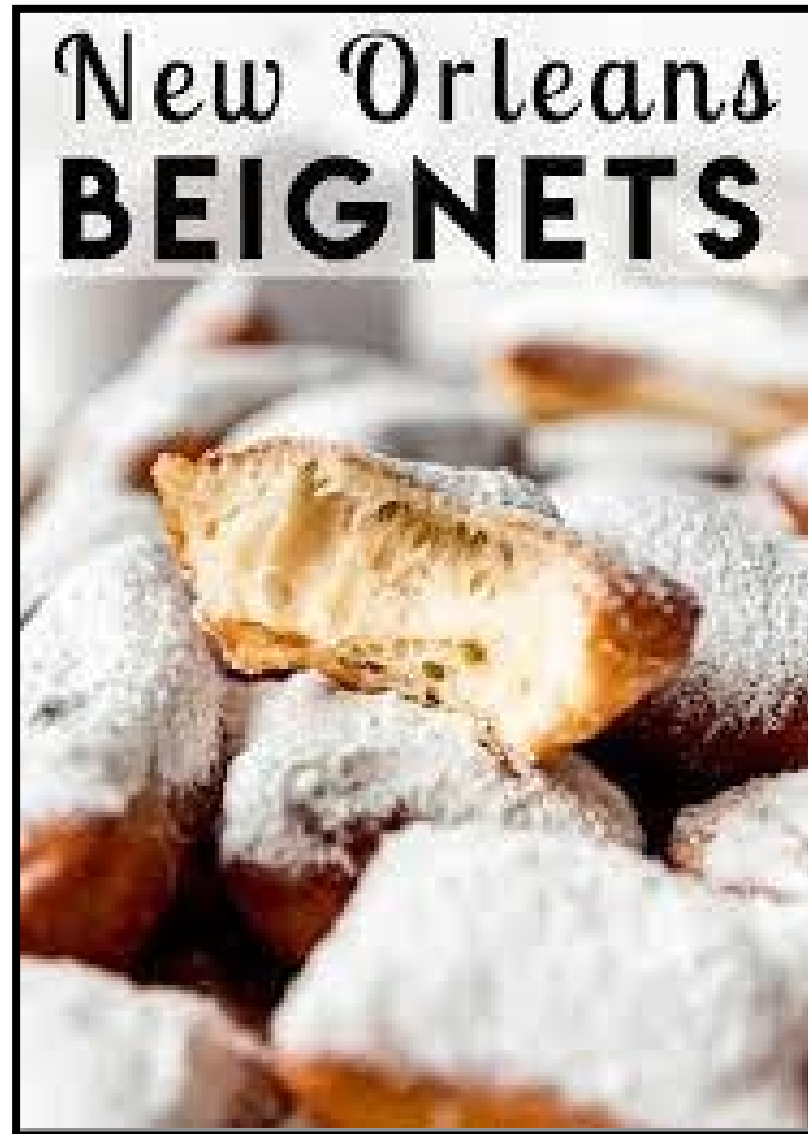
Meat	Pasta & Grains
1 lb Kielbasa sausage	3 cups Rice, cooked
Produce	Baking & Spices
2 cans Beans, red	2 tsp Creole seasoning
1 Bell pepper, orange	1/4 cup Flour
2 Celery, ribs	1/2 tsp Garlic salt
2 cloves Garlic	Dairy
1 Onion	4 tbsp Butter
Canned Goods	
1 cup Beef broth	

Comments



Mad Tea Party

Rearrange the context for taking action while having serious fun.



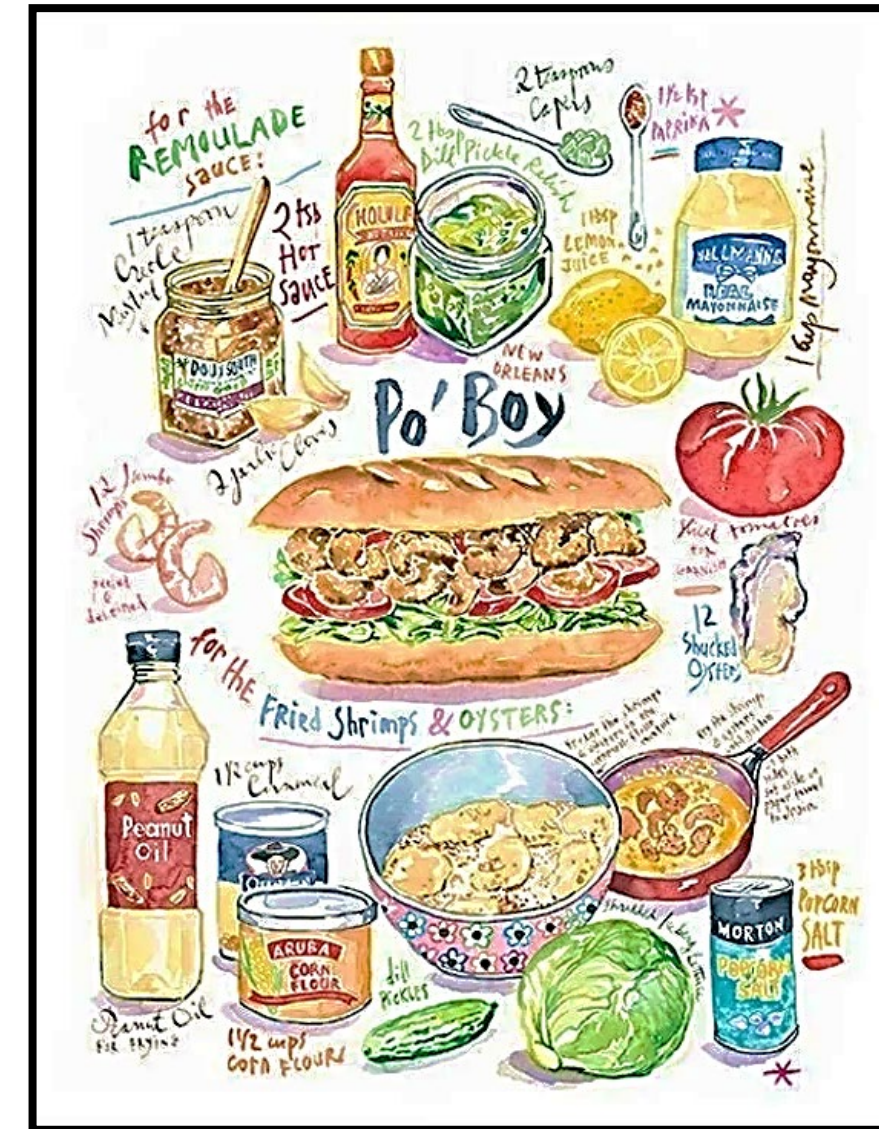
Something I heard
today that will stick with
me is _____.



Mad Tea Party

Rearrange the context for taking action while having serious fun.

The small pleasures I'm
discovering right now
include _____.





Mad Tea Party

Rearrange the context for taking action while having serious fun.

What might we have
done more of, to
enrich our time
together?



New Orleans
GUMBO

...

↑

🔗

Save

wenthere8this.com

New Orleans Gumbo

66 reviews · 60 minutes · Serves 10 · This New Orleans Gumbo recipe is made with spicy smoked andouille sausage, crab, shrimp, oysters, okra and vegetables, all served over steamed white rice. Learn how to make seafood gumbo in just a few... [More](#)

Went Here 8 This | Easy International Recipes
18.3k followers

Follow

17 ingredients

Meat	Condiments
1/2 lb Andouille sausage	1 cup Roux, dark
Seafood	2 tsp Worcestershire sauce
1/2 lb Crab claws or small whole crabs	Pasta & Grains
1 lb Crawfish or shrimp	1 White rice
8 oz Oysters, fresh	Baking & Spices
4 cups Seafood broth	1 tbsp Cajun seasoning
Produce	2 tsp Sugar
1 Bay leaf	
1 Green onions	
1 Green pepper	
16 oz Okra	
1/2 Onion	
1 can Tomatoes	
Canned Goods	
1 tbsp Gumbo file	



Mad Tea Party

Rearrange the context for taking action while having serious fun.



Conversely, what might we have done less of, to enrich our time together?



Mad Tea Party

Rearrange the context for taking action while having serious fun.

I really loved

I would do

about this session.



Please include a PLUS/+ in front of your response.

differently next session.



Please include a DELTA/- in front of your response.



**THANK YOU FOR SPENDING
THIS MORNING WITH US! WE
REALLY APPRECIATE OUR
TIME TOGETHER!**

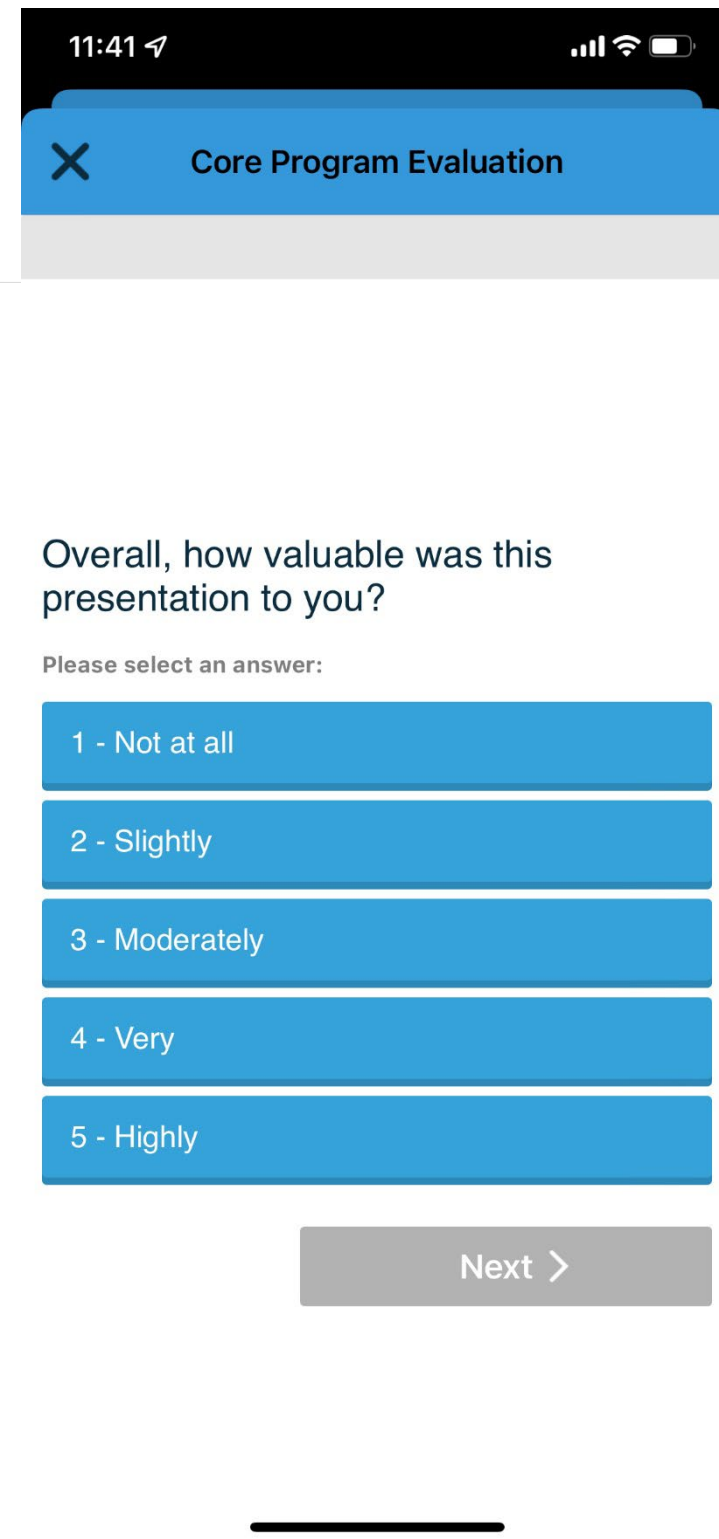
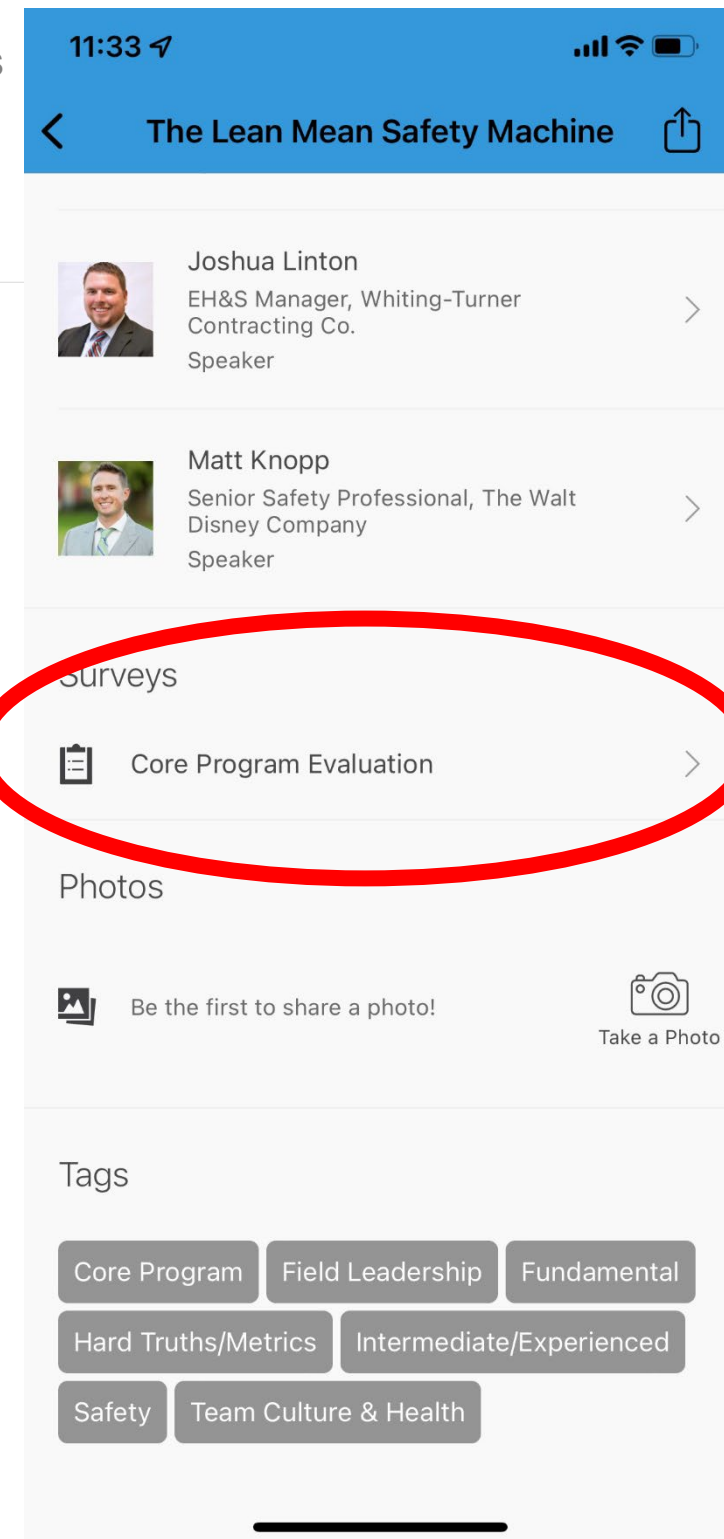
Until we meet again...

Rate Presentations in the App

Continuous improvement: give presenters your feedback by taking the session evaluation!

1. Find the session under “schedule”
2. Click on it then scroll down
3. Click “core program evaluation”
4. Complete the 5-question evaluation

This information will determine the top 5 presentation teams and the top Live Lab





24TH LCI CONGRESS
OCTOBER 18-21



In the spirit of continuous improvement, we would like to remind you to complete this session's survey! We look forward to receiving your feedback.



Questions?

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24TH LCI CONGRESS
OCTOBER 18-21

Thank you for attending this presentation. Enjoy the rest of the 24th Annual LCI Congress!

