

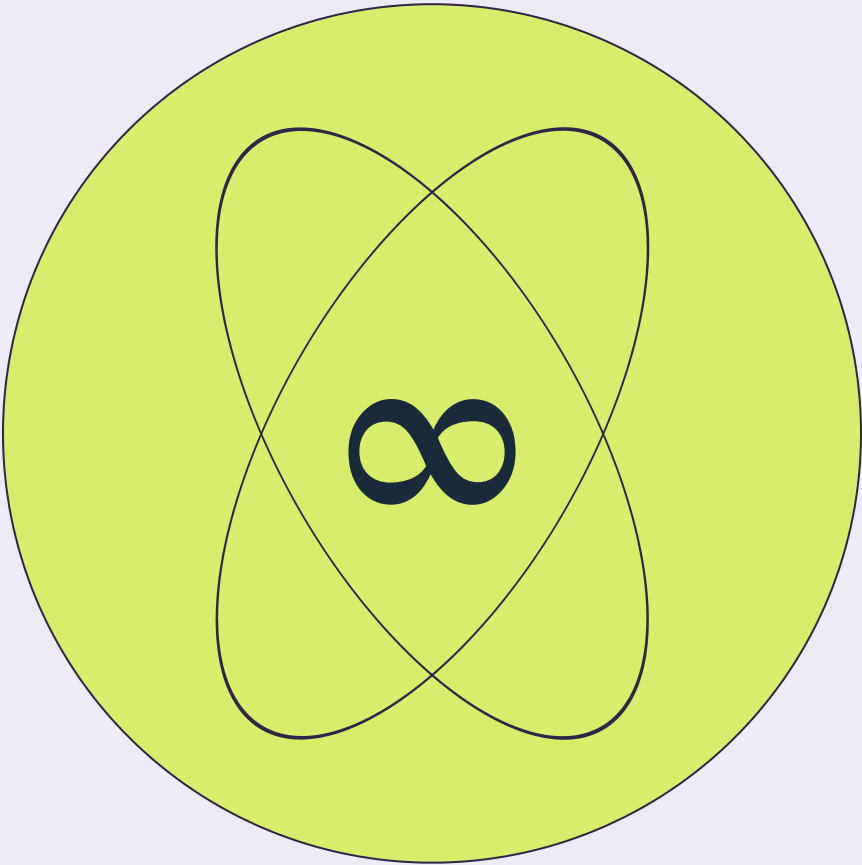
A FACILITATED WORKING SESSION

Make room for better questions.

Leave with a sharper problem statement and one small experiment the team can actually try.

60 MINUTES

6–12 people • mixed roles



Every minute has a purpose.

Bring paper, a pen, a visible timer and a shared place to collect notes. Durations include transitions.

0–18_{min}

Notice before solving.

Individual → pairs

18–40_{min}

Ask a more useful question.

Small groups

40–60_{min}

Design a small experiment.

Whole group

Leave with something useful.

01

A grounded observation

Describe one specific moment of friction without diagnosing motives or inventing customer evidence.

02

A useful question

Frame a question that admits multiple answers and makes the uncertainty visible.

03

A small learning plan

Name a reversible experiment, a willing owner, a review checkpoint and a reason to stop.

Make participation possible.

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- 01 Participation may be spoken, written or passed. No one must disclose a personal experience.
 - 02 Challenge assumptions and ideas, not the person offering them. Keep observations distinct from interpretations.
 - 03 Ask before quoting or sharing someone's contribution outside this group.
 - 04 Treat role names as placeholders until a real person willingly accepts the responsibility.
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These are proposed agreements. Check them with the group before the first activity.

INDIVIDUAL → PAIRS

Notice before solving.



WHAT TO DO

Spend four minutes writing moments of friction. Pair up, compare notes, and select one pattern worth exploring.

A QUESTION TO WORK WITH

Where did the work feel harder than it needed to be?

CAPTURE

One specific observation per note. Separate what happened from your explanation.

Separate seeing from explaining.

WHAT WAS OBSERVED

Example: a teammate asked where to find the handoff note twice during one practice task.

A POSSIBLE INTERPRETATION

Possible explanation: the note may be hard to locate. This is a hypothesis, not proof of the cause.

A QUESTION WORTH INVESTIGATING

How might we learn what makes the handoff note easier or harder to find?

SMALL GROUPS

Ask a more useful question.



WHAT TO DO

Choose one pattern. Rewrite it as a question that leaves room for several possible answers. Share it with another group.

A QUESTION TO WORK WITH

What are we assuming about the person experiencing this problem?

CAPTURE

A problem question, the assumption behind it, and one thing you still need to learn.

Choose a question, not a winner.

01

Specific enough to investigate with the time and access available.

02

Important to the participants without assuming everyone has the same experience.

03

Open to more than one explanation and a reversible next step.

SELECTION METHOD

Compare candidate questions against all three criteria. Each participant may state a preference or pass; use the discussion to choose one bounded learning question.

WHEN WE DISAGREE

Record dissent and unresolved assumptions. If a key concern remains, narrow the question or defer commitment.

WHOLE GROUP

Design a small experiment.



WHAT TO DO

Choose one question. Propose a low-cost way to learn something useful, and agree on a stopping point.

A QUESTION TO WORK WITH

What observation would change our mind?

CAPTURE

Experiment, willing owner, review date, and a visible sign that it is time to stop.

Turn an idea into a learning card.

EXPERIMENT TO EXPLORE

Draft a small change to a fictional handoff note and observe a willing participant using it.

WILLING OWNER

A willing participant — not yet assigned

REVIEW CHECKPOINT

Agree a specific checkpoint before leaving

STOP OR RETHINK WHEN

Stop if consent is withdrawn, access is unavailable, or the test would disrupt essential work.

Notice what shifted.

01

What became clearer during this session?

02

Which assumption still needs evidence?

03

What should we change about the way we worked?

Start with silent reflection. Sharing is optional; retain only contributions participants agree to capture. This page stays inside the final activity timebox.

Take one thing forward.

What is the smallest useful thing we can try next?

Record one experiment, a willing owner, and a review date. Share the notes only with participants unless they consent to wider distribution.

Before you leave

Confirm what was learned, what remains open, and who owns the next step.