

# Innovating with Facilitation

## What & Why



@kevinmhoffman



kevinmhoffman.com  
sevenheadsdesign.com





What? Why?





Stegoceratops!





Innovation?





Novelty.



# 2003

## PHARK METHOD #

```
h3.phark {  
  width: 300px;  
  height: 75px;  
  background: url(test.png);  
  text-indent: -9999px;  
}
```

```
<h3 class="phark">  
  CSS-Tricks  
</h3>
```

This is an image.  
It's slightly transparent on purpose.

### NOTES

- Very likely the most widely used method.
- Requires browser to render a very large box (likely an insignificant performance problem, but possibly on older devices like iPad 1).
- Problematic in RTL situations (or anywhere text-align isn't left).
- Original website is offline ([http://phark.typepad.com/phark/2003/08/accessible\\_imag.html](http://phark.typepad.com/phark/2003/08/accessible_imag.html)) – but the technique is credit to Mike Rundle.

# Novelty.



Search Typekit...

Full Library Limited Library Purchased Fonts

Choose sample text... edit A A [Grid Icon] [List Icon] Sort By Featured

<b>Ag</b> Aktiv Grotesk Std Dalton Maag	<b>Ag</b> Expo Sans Pro TypeCulture	<i>Ag</i> Grafolita Script Rui Abreu	<b>Ag</b> Brandon Grotesque HVD Fonts
<b>Ag</b> Adobe Text Pro Adobe	<i>Ag</i> Lust Script Positype	<b>Ag</b> Adriane Text Typefolio	<b>Ag</b> Futura PT ParaType
<b>Ag</b> Chaparral Pro Adobe	<b>Ag</b> Jubilat Darden Studio	<b>Ag</b> Proxima Nova Mark Simonson Studio	<b>Ag</b> Museo Slab exljbris Font Foundry

**Classification ?**

M	M	M	M
Sans Serif	Serif	Slab Serif	Script
m	M	M	M
Blackletter	Mono	Hand	Decorative

**Availability ?**

<>	☁
Web	Sync

**Recommendations ?**

≡	=
Paragraphs	Headings

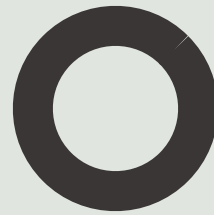
**Properties ?**

G	G	G	A	A	A
Weight			Width		
h	h	h	○	○	○
x-height			Contrast		
Ab	AB	246	246		
Standard Or Caps Only		Default Figure Style			

Innovation.



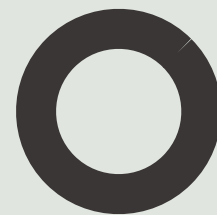
# THE ORIGINAL TYPEKIT TEAM



Jeffrey Veen



Greg Veen



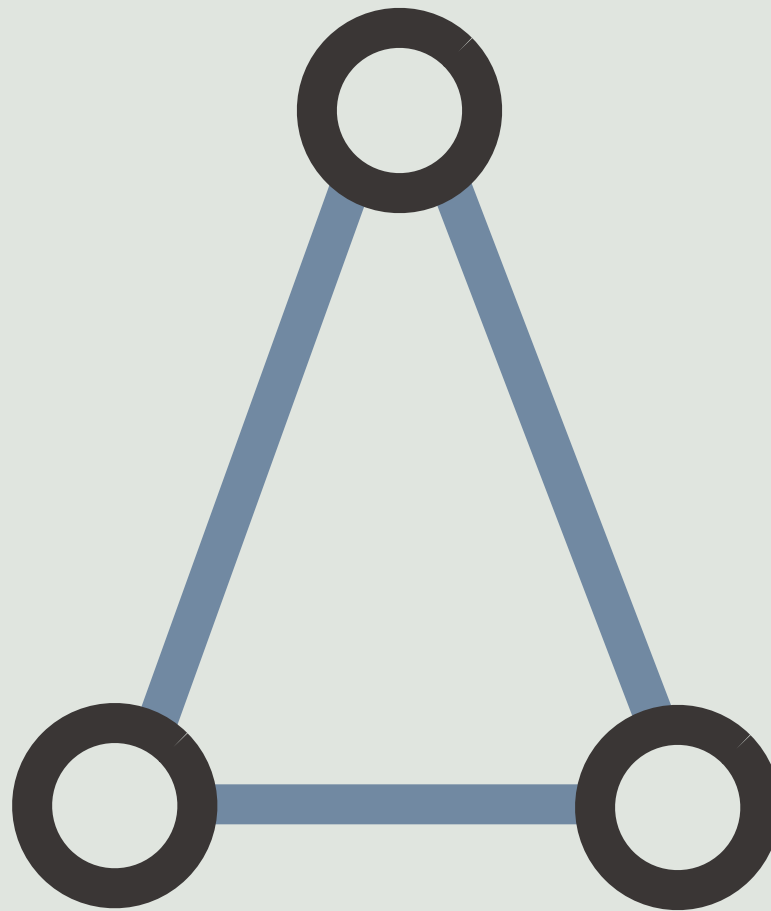
Jason Santa Maria



# THE ORIGINAL TYPEKIT TEAM

Core team size?

3



Points of agreement?

3

# Adaptive Path is a **ground-breaking** consultancy. And a passionate community.



When you work with Adaptive Path, you become part of the community we've championed since 2001:

people who started with the goal of building a better web, and are now building a better future.



## Innovation.



# ADAPTIVE PATH, THEN



Jesse James Garrett



Peter Merholz



Indi Young



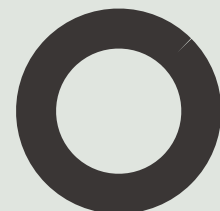
Janice Fraser



Jeffrey Veen



Lane Becker

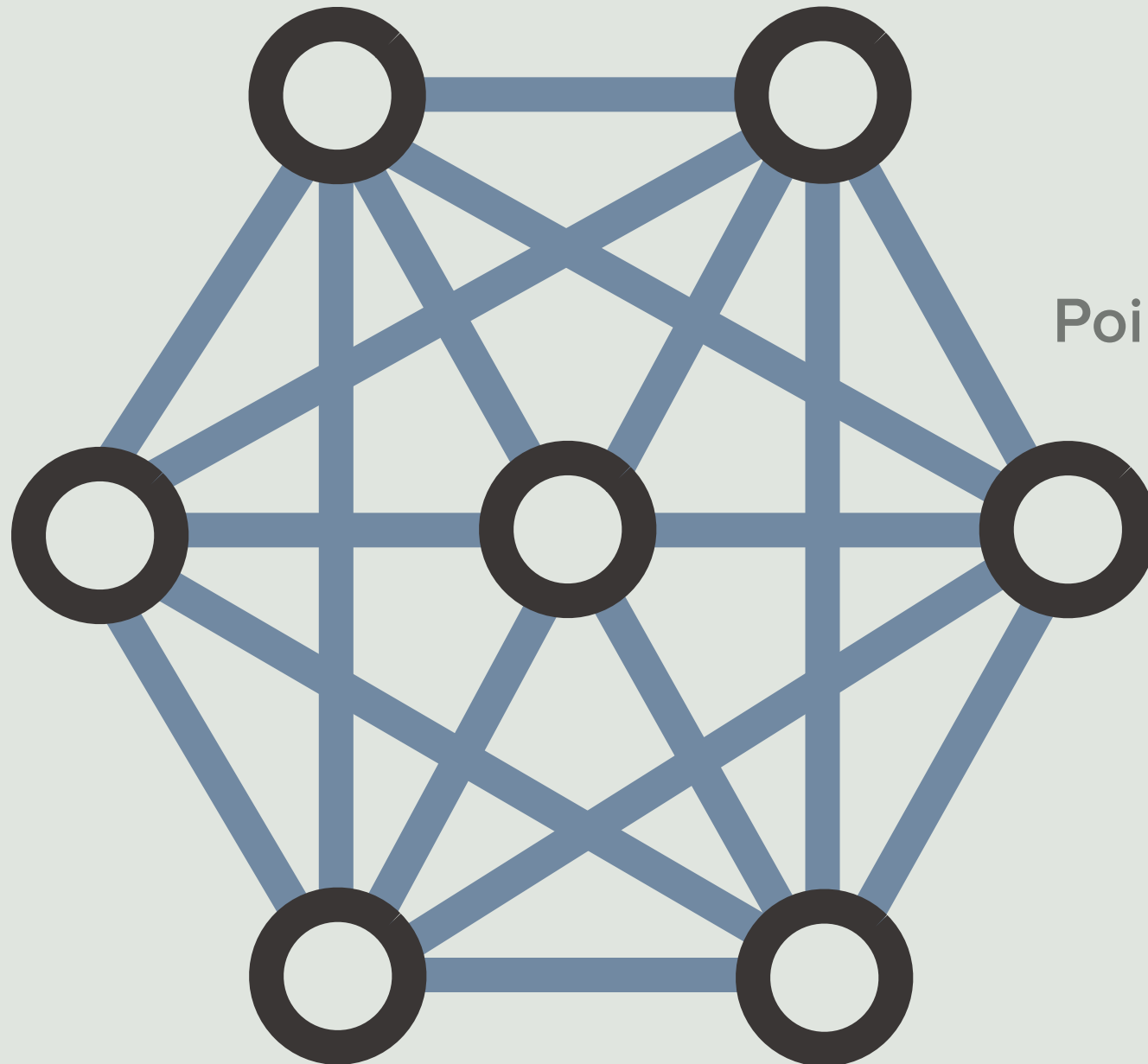


Mike Kuniavsky

# ADAPTIVE PATH, THEN

Core team size?

7

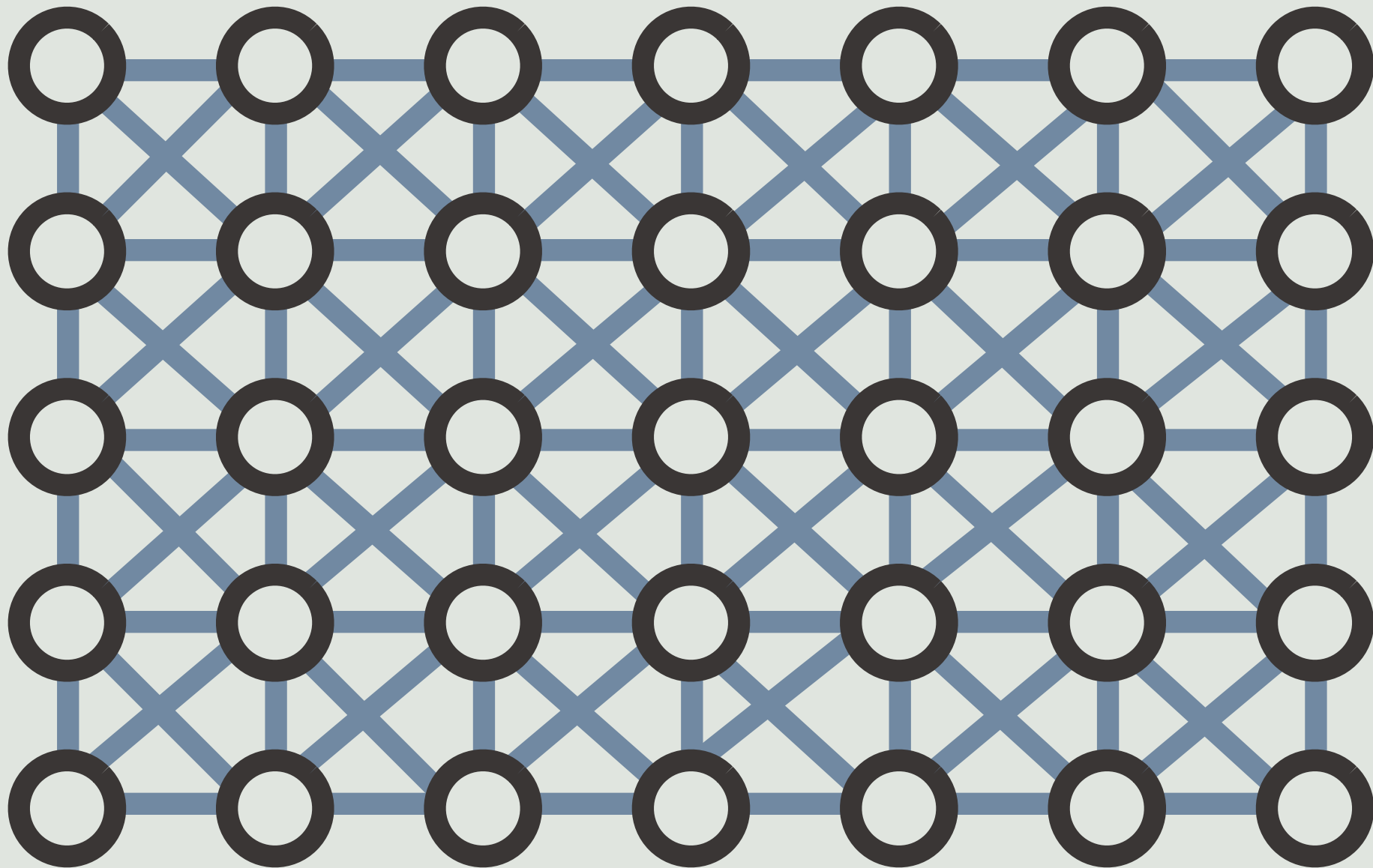


Points of agreement?

21



# ADAPTIVE PATH, NOW



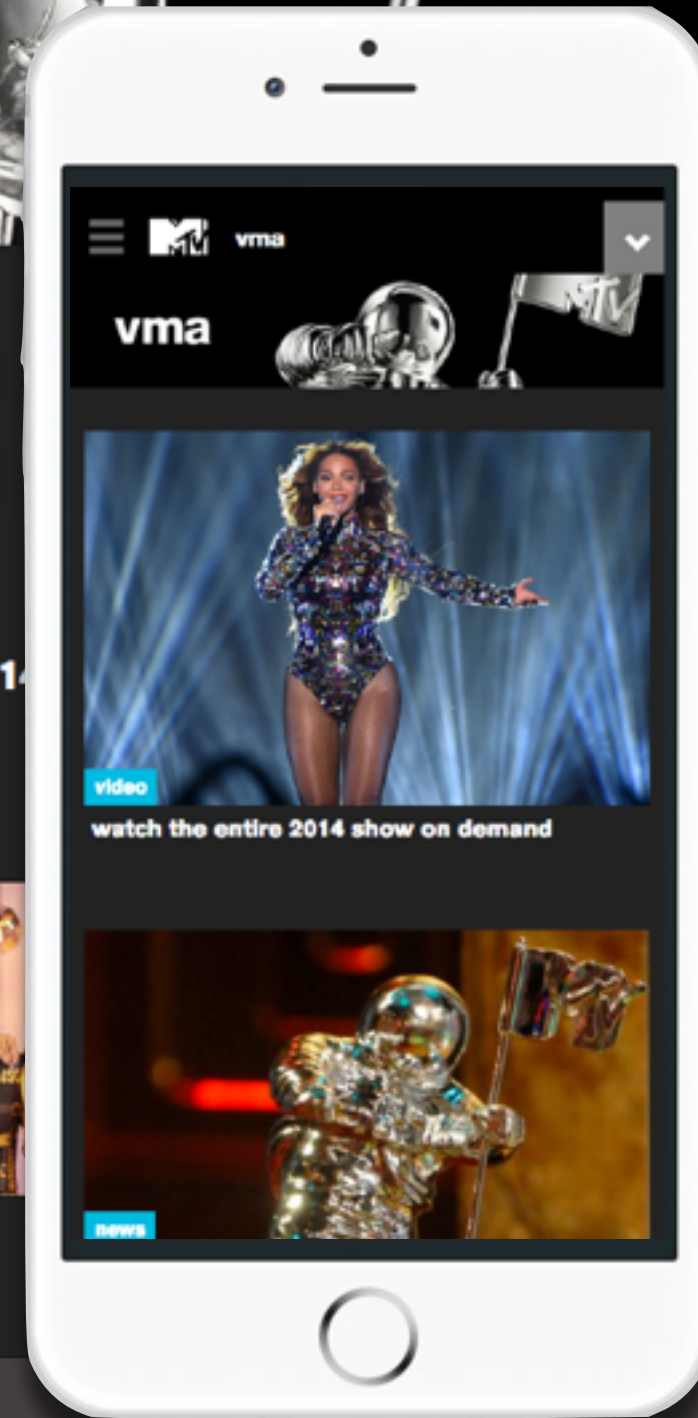
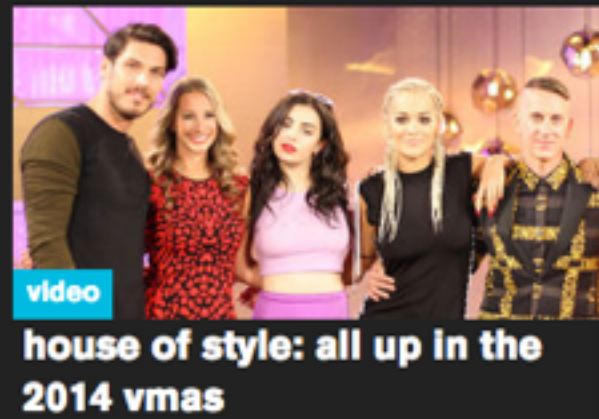
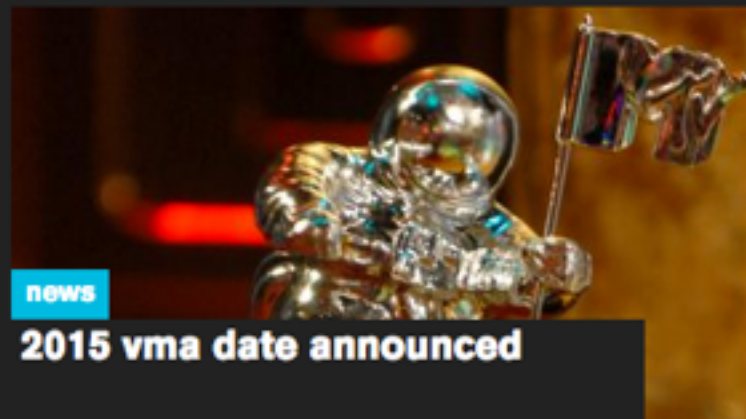
Core team size?

35

Points of agreement?


595

# vma



## Responsive is innovation.



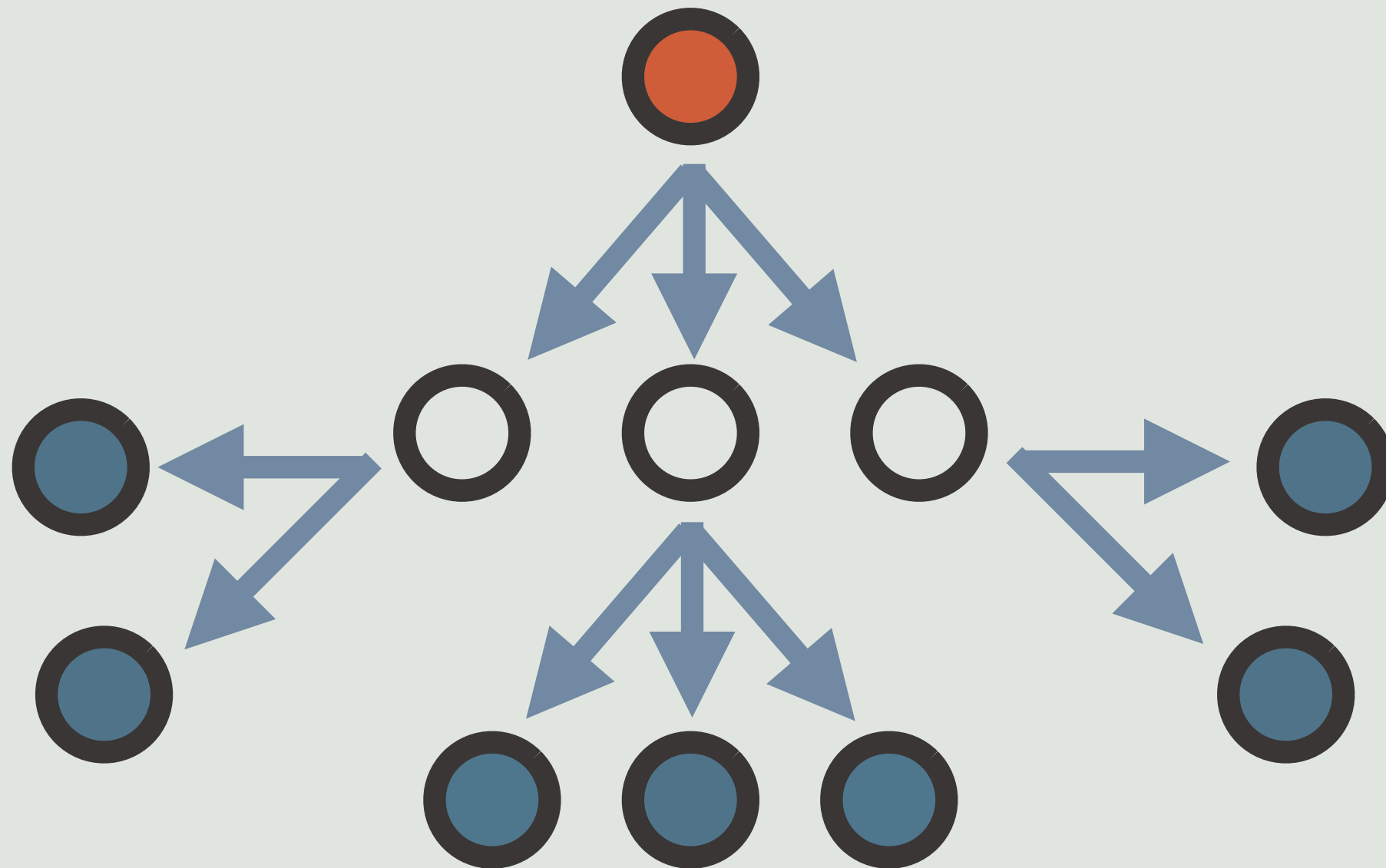


“ When I first started, it was very siloed. Product would work alone. Design would add color and typography. That would go through a chain of approval. Then it would get added to development's (queue). Two or three months later, it would actually go live.

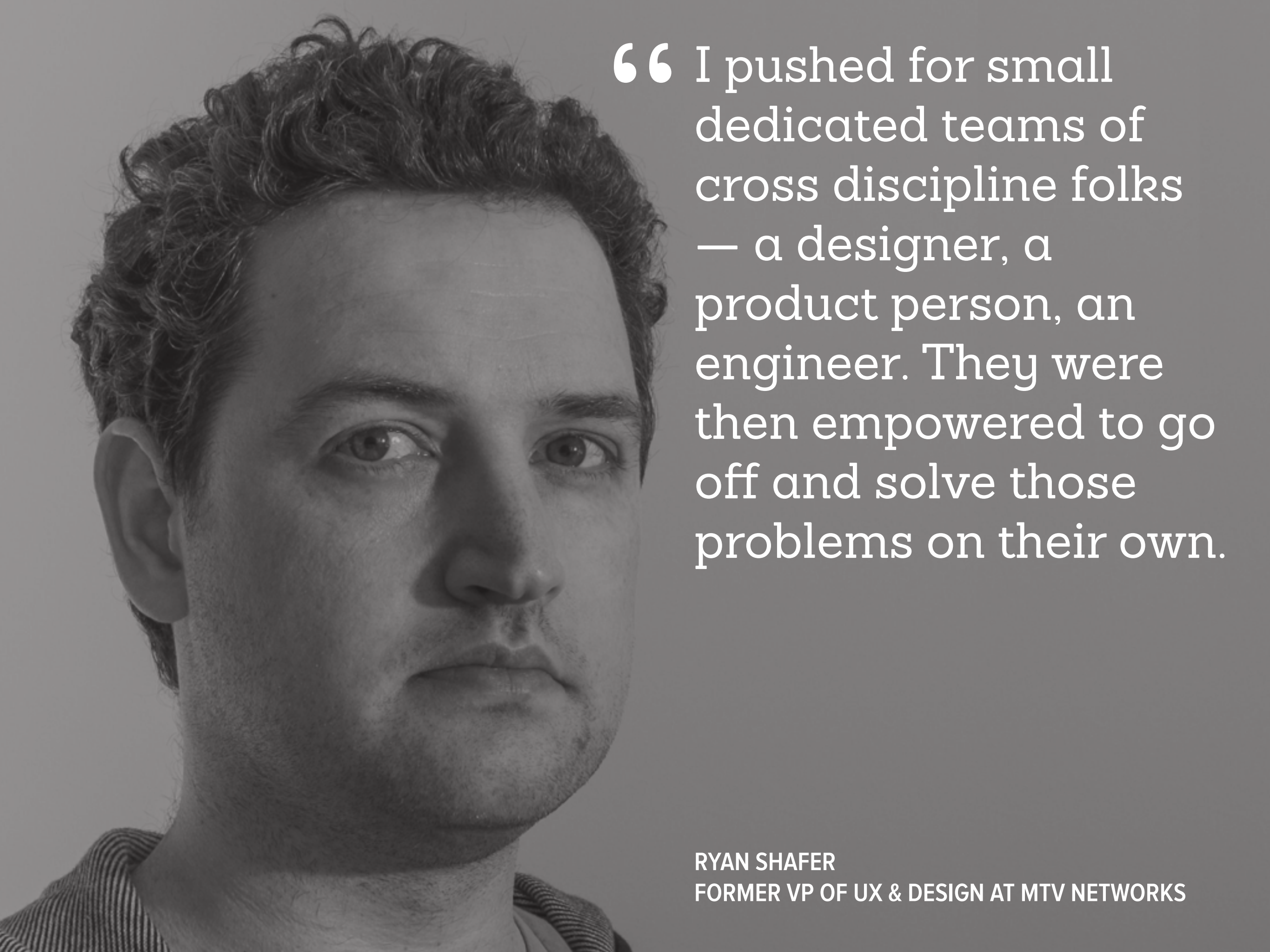
RYAN SHAFER

FORMER VP OF UX & DESIGN AT MTV NETWORKS

# TRADITIONAL ORG STRUCTURE







“ I pushed for small dedicated teams of cross discipline folks — a designer, a product person, an engineer. They were then empowered to go off and solve those problems on their own.

RYAN SHAFER

FORMER VP OF UX & DESIGN AT MTV NETWORKS

# Responsive Web Design

IN-HOUSE  
WORKSHOPS

PUBLIC  
WORKSHOPS

PODCAST

NEWSLETTER

ABOUT

EPISODE

32

Apr 6, 2015

MTV



Download MP3

“

It's not just the user experience designer's role to care about the user but it's a team effort. That, as a basis, was key to making a responsive design process work because there are a lot of different devices that you're trying to support.

A responsive redesign of MTV News resulted in a 570 percent increase in referrals from social, nearly tripling their traffic. Ryan Shafer tells us how it changed their process at [MTV.com](#).

If you're interested, you can [listen to the episode](#) now, [read the transcript below](#), or [subscribe to the podcast](#).



FILED UNDER:

[media and publishing](#)

## THIS WEEK'S GUEST



### Ryan Shafer

Vice President of Design & User Experience

Ryan Shafer is an award-winning designer that most recently led the Design and User Experience team at MTV. He enjoys exploring the interplay between people, design and technology. He is currently loving life in Italy with his family. Follow his tweets [@ryanshafer](#).

This is a **Responsive Web Design Podcast**, co-hosted by **Karen McGrane** and **Ethan Marcotte**. In each episode, Karen and Ethan interview the people who make responsive redesigns happen.



## SUBSCRIBE NOW

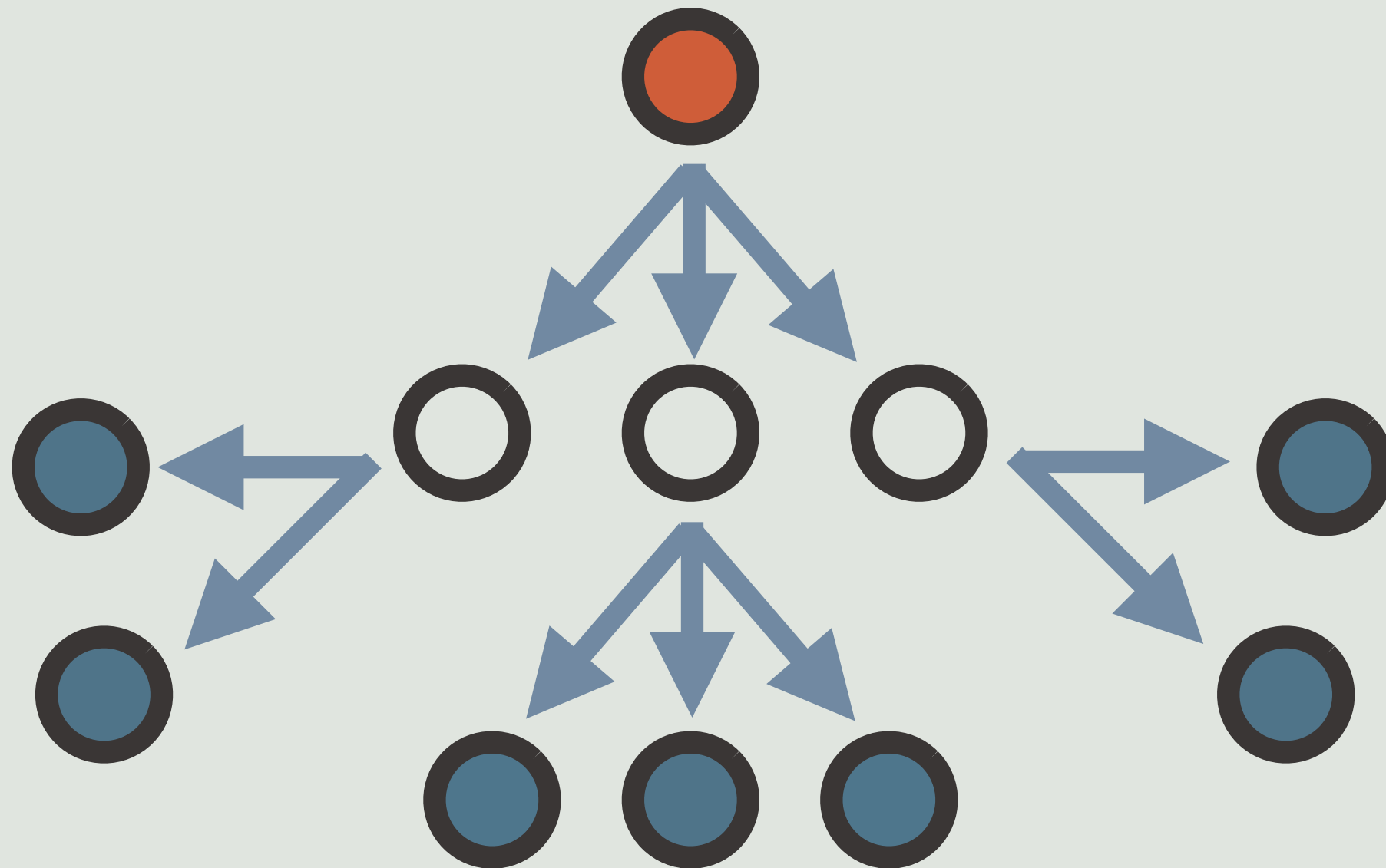
Want the latest episodes? Fire up your favorite podcasting app, and subscribe to the podcast [via RSS](#) or [on iTunes](#).

## WORK WITH US

If you're grappling with some of the responsive design challenges discussed on the show, Karen and Ethan offer [a workshop on responsive design](#). Why not bring it to your company?

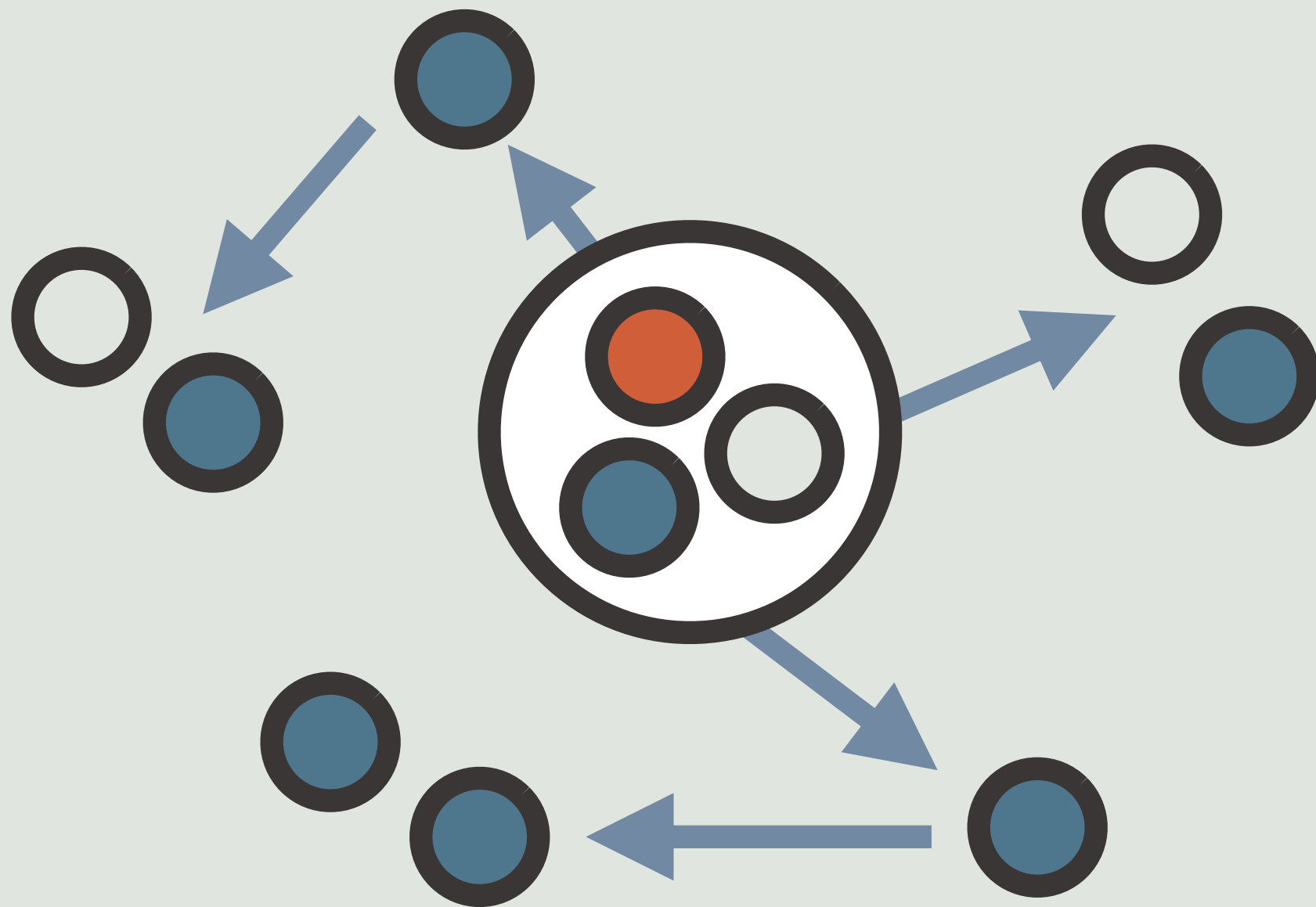
CONTACT US!

# TRADITIONAL ORG STRUCTURE

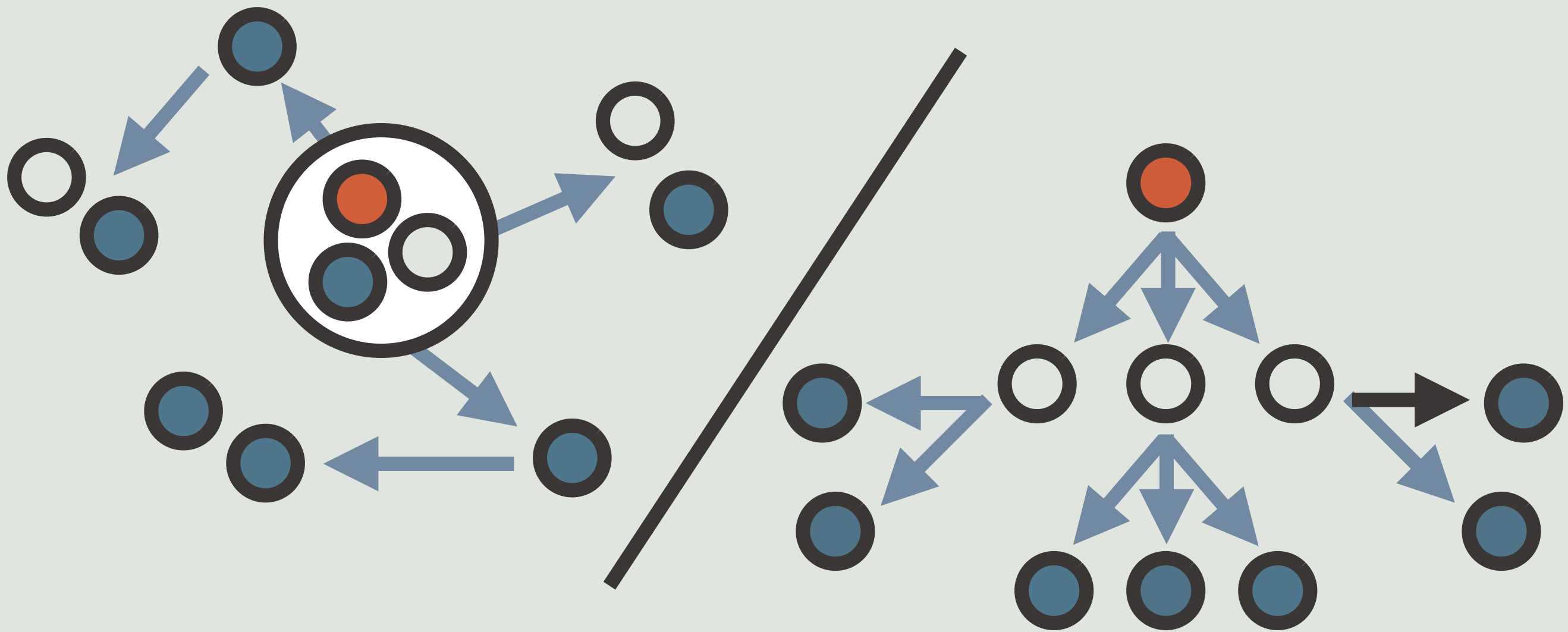




# ORGANIC ORG STRUCTURE



# “DUAL OPERATING SYSTEM”



# INNOVATION in ORGANIZATIONS

- Real innovation, not just novelty, is possible in organizations, groups, & companies
- Agreement becomes more complex as an organization grows
- Larger organizations innovate using “dual” structures, including organic structures



FACILITATION  
makes this possible.

# Small & Large FACILITATION

- Better question design for one-on-one and small group discussion
- Large workshops where we turn a “Stegoceratops” into a Typekit

# Small FACILITATION

Designing better questions.



Humble inquiry.

“Proud” Inquiry







# Basic humility





Optional humility.

*Active humility.*



Conscious dependence.

Imagine a circumstance where  
success depends on the answer.  
What question would you ask?

I think you did a bad job on this layout.

How do you feel about this layout?



These wireframes aren't done yet.

Where are you in your process?

1. “Feeling” questions.

1. How did it make you feel?



1. “Feeling” questions.
2. “Motivation” questions.

1. How did it make you feel?
2. Why did you do that?

1. “Feeling” questions.
2. “Motivation” questions.
3. “Action” questions.

1. How did it make you feel?
2. Why did you do that?
3. What did you do next?



1. “Feeling” questions.
2. “Motivation” questions.
3. “Action” questions.
4. “System” questions.

1. How did it make you feel?
2. Why did you do that?
3. What did you do next?
4. What happened when you did that?

When you accidentally include  
an answer in your question?

That's *proud* inquiry.

1. Did it make you feel **angry**?
2. Did you do that to **prevent scope creep**?
3. Did you send them a **timely response**?
4. Did the group get **excited**?

Humble inquiry is successful when  
your success depends on a  
good answer.

This comes from occupying a  
space of active humility  
characterized by  
conscious dependence.







LEAN IN





**LEAN BACK**

What kinds of actions  
can people take...  
**before** an event?  
**during** an event?  
**after** an event?

When people are seeking out this information or performing these actions, what else are they doing in their lives?





LEAN IN  LEAN BACK

# Small FACILITATION

- “Feeling” questions.
- “Motivation” questions.
- “Action” questions.
- “System” questions.
- Don’t put your answer in the question.



BUILDING POSITIVE RELATIONSHIPS AND BETTER ORGANIZATIONS

EDGAR H. SCHEIN

# HUMBLE INQUIRY

THE GENTLE  
ART OF ASKING  
INSTEAD  
OF TELLING



# Large FACILITATION

Scaling up to bigger groups.

URGENCY

COMPLEXITY

① How did we get here?

5

1

② What is “responsive?”

4

2

③ When will the project  
be done?

5

5

④ How will the  
business model work?

3

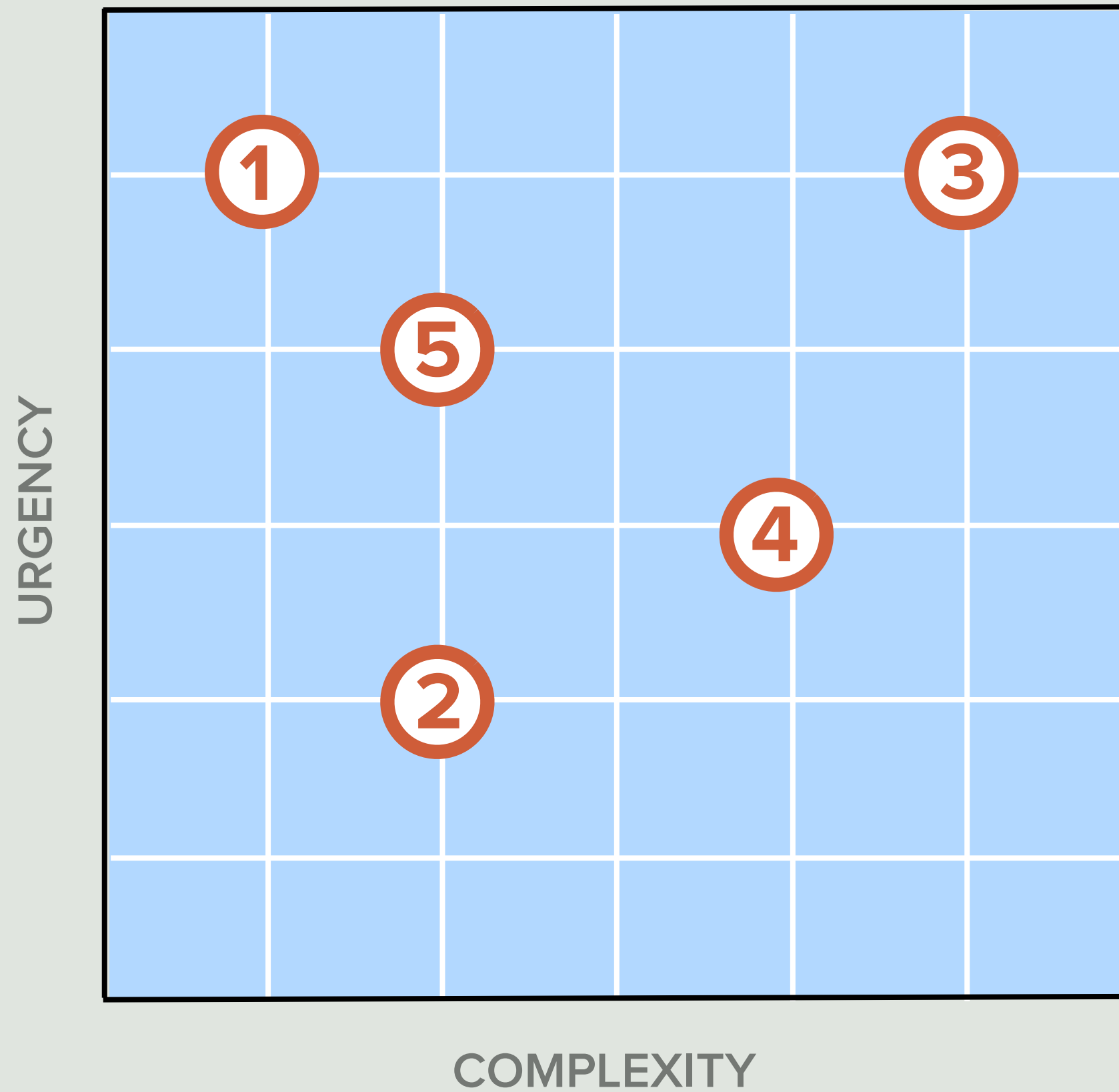
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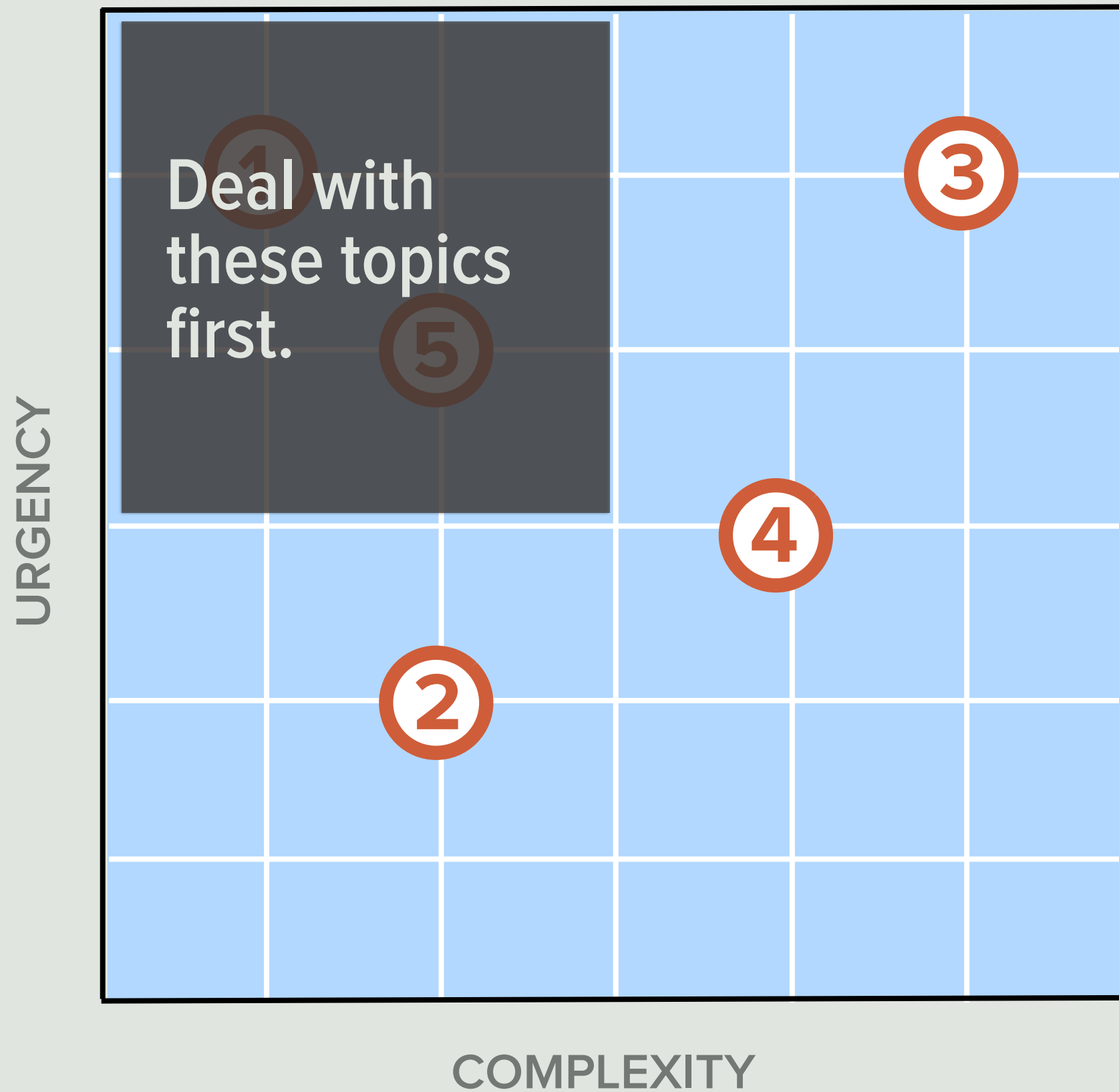
⑤ Who is on the team?

2

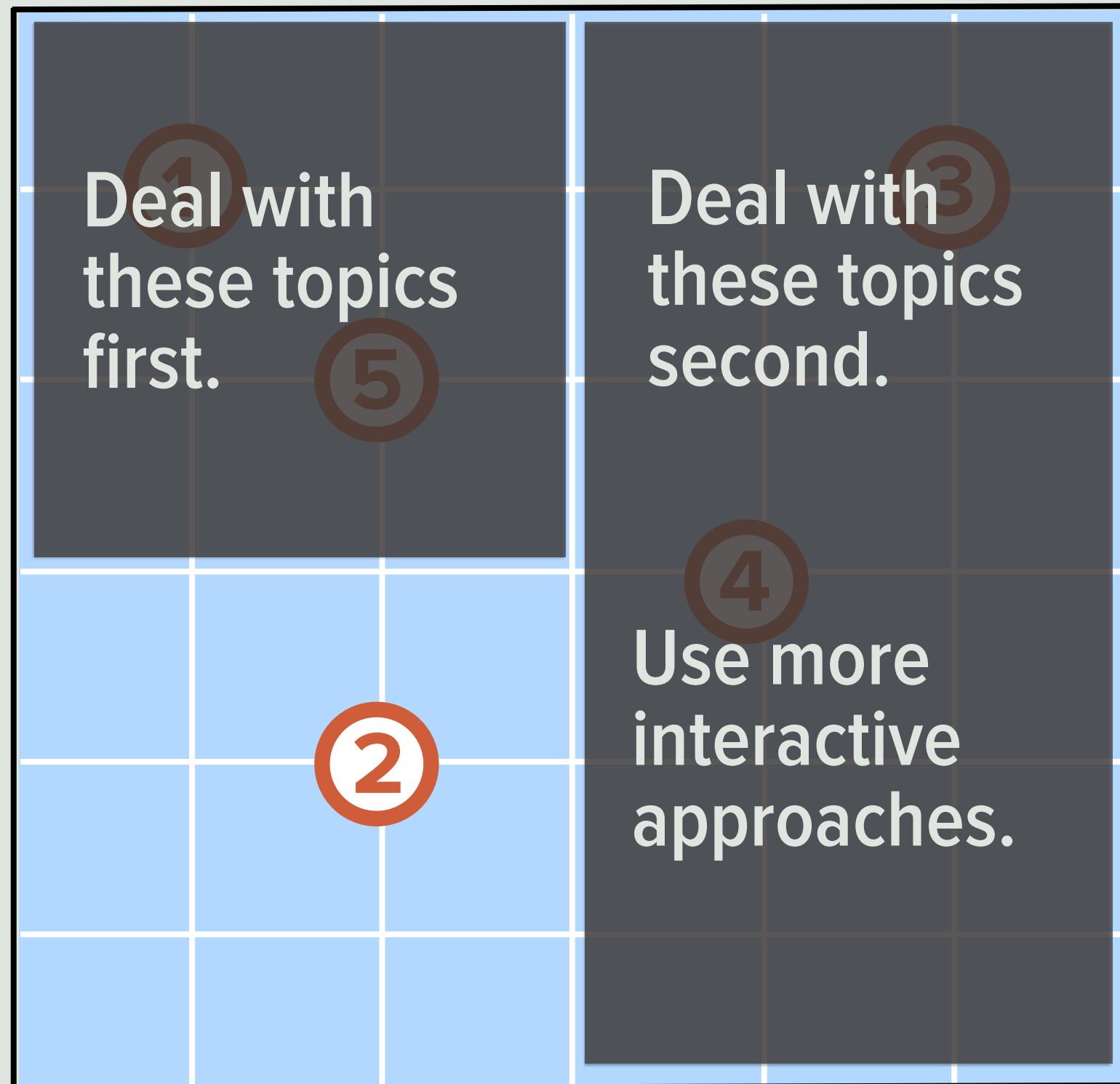
2







URGENCY



COMPLEXITY

URGENCY

① Deal with these topics first.

⑤

③ Deal with these topics second.

② Consider dropping these topics from the meeting.

④ Use more interactive approaches.

COMPLEXITY

**WHYY**

The logo for WHYY is displayed in a bold, blue, sans-serif font. The letters 'W', 'H', and 'Y' are positioned to the left of a solid blue circle. The final 'Y' is contained within the circle, rendered in white. The entire logo is centered horizontally on a light gray background.



## 'World War Z' set but not filmed in Philly. Why?

June 21, 2013

By Elizabeth Fiedler, @EAFiedler

rp repost



Like

1

Rate This: ★★★★★ (5 votes)

Ask a question



Actor Brad Pitt stars in the film "World War Z," opening this weekend worldwide. (© 2013, Paramount Pictures)

### Download Audio File »

A much-hyped new film, *World War Z*, opens today. It's set in Philadelphia. But it wasn't made here.

Just imagine what it could have been like: You're walking down the street in Philly, maybe on South Street or near Rittenhouse Square, only to look up and see Brad Pitt. Hair flowing, cameras rolling, filming the movie, right here in town, providing work for actors, techs, caterers, designers, and so on.

### Also from NewsWorks Tonight - June 21, 2013

- **Snubbed: Glasgow doubles for Philly in new Pitt flick**
- **Newsworks Tonight, June 21, 2013 - Full Show**
- SLEUTH  
**'Jawn' is one Philly thing New York can't lay claim to**
- ONWARD  
**Why QR code poems cause conflict in Philly's Old City**
- WHAT ARE WE THINKING?  
**'Good economic news' but what do**



# Devereux

Inspiring hope. Empowering lives.



YOUTH  
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Turn your teen into a video producer.

**REGISTER TODAY!**

**WHY?**

**SIGN UP FOR OUR DAILY NEWSLETTER**

BLOGS

STORY TITLE

STORY BYLINE

SILLY SOCIAL MEDIA LOGOS

PHOTO, CREDIT, CAPTION

STORY

RELATED/RECIRCULATED STORIES

ADVERTISING

MAILING LIST

STORY TITLE

STORY BYLINE

SILLY SOCIAL MEDIA  
LOGOS

PHOTO, CREDIT,  
CAPTION

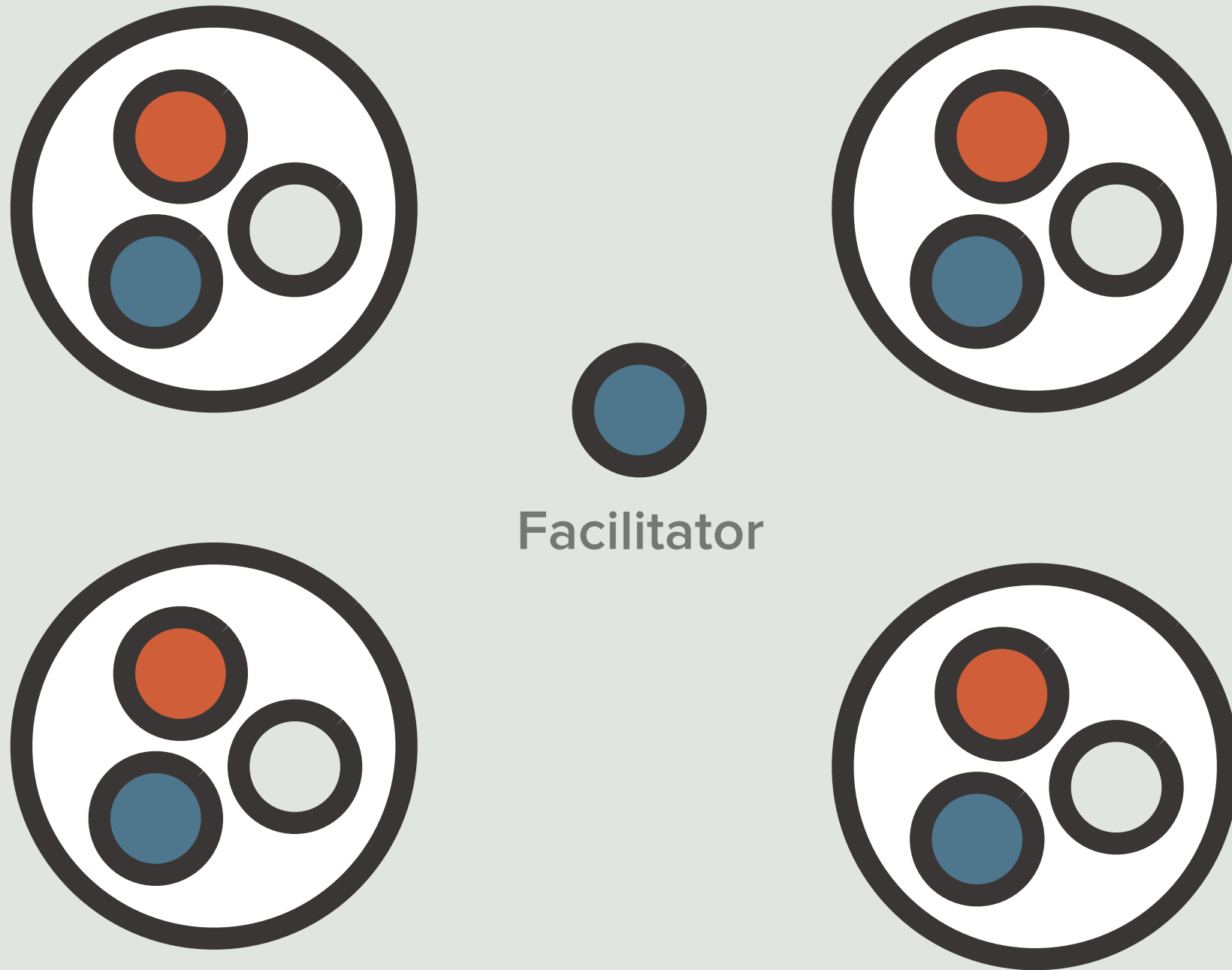
ADVERTISING

STORY

RELATED/  
RECIRCULATED  
STORIES

MAILING LIST

# SMALL, CROSS-DISCIPLINARY TEAMS





Author Profile and  
Metadata (e.g. Twitter  
handle, etc.)

Commenting

Underwriting (Ads)

Sharing Interface  
(E-mail, Facebook,  
Twitter)

Call to Action to  
Support WNYC,  
Become a Member

Ask  
a Question

Related Stories  
(List)

Section Headings  
(Online)

Audio Version  
of Story  
(Audio Player)

Most Recent  
Blog Posts  
(Listing)

Respond to  
a Poll

Map Showing  
Location of Story

Inline Media  
(Photographs, Video,  
etc)

Current Top Stories  
(Listing)

Pull Quotes or Text  
Call Outs

Poll Results





**MORE  
IMPORTANT**



**LESS  
IMPORTANT**

Story Headline  
and  
Article Content  
(Freebie)

Story Subhead,  
Including Date

Author Byline and  
Metadata (e.g. Twitter  
Handle, aka Overline)

Sharing Interface  
(E-mail, Facebook,  
Twitter)



WHO?

2

DO?

Story Headline and Article Content (Freebie)

Inline Media (Photographs, Video, Illustrations)

reader news-seeker

Story Subhead, Including Date

reader visual ppl date ppl

keep also deeper dive

reconcil relevance credibility

Call(s) to Action to Support WHY?, Become a Member

news-seekers

Author Byline and Metadata (e.g. Twitter Handle, aka Overline)

reader

visual ease quick scan

credibility personality trust openness to feedback

Respond to a Poll

friends & fan networks US!

Sharing Interface (E-mail, Facebook, Twitter)

sharing advertising marketing conversation

users who us keeps us honest

Commenting

conversation responsiveness feedback interaction

news junkie promotion stickiness

Related Stories (List)

broader scope depth context would ppl

WHO NEEDS IT?

WHAT WILL THEY DO WITH IT?





4 different variations.



## Content

The feature story includes

### [Details](#)

- A large, possibly full-bleed, image which links to the feature
- Long Title (200 characters), which links to the feature (treated as primary copy)
- Author FirstName LastName, which links to Contributor landing page for that author
- Date/Time of Post, which follows a "plain English" approach:
  - If today, it should read "XX hours ago"
  - If yesterday, it should read "Yesterday at h:mm TT"
  - If older, but from the last week, it should read "Dayofweek at h:mm TT"
  - Older should follow "m/d/yy at h:mm TT"
- Primary Topic of post, which links to a tag landing page
- Up to three related stories, which should be manually curated. Logical relationships to story element should include
  - Thumbnail image (optional)
  - Short Title (60 to 100 characters), which links to feature/post

## Rationale

### 1, Grouped by Topic

[Details](#)

### 2, Grouped by Topic

[Details](#)

### 3, Grouped by Topic

[Details](#)

CLOSE

## Feature Story

[Details](#)

## Recent Blog Posts by Section, Triangle

[Details](#)

## Recent Blog Posts by Section, Prospectus

[Details](#)

SUPPORT PROVIDED BY



FEBRUARY 18, 2015

# SRC hearing from applicants, opponents in prelude to vote on 39 charter school proposals



Charter school applicants and protesters crowd the School Reform Commission meeting Wednesday. (Kimberly Paynter/WHYY)

BY NEWSWORKS STAFF

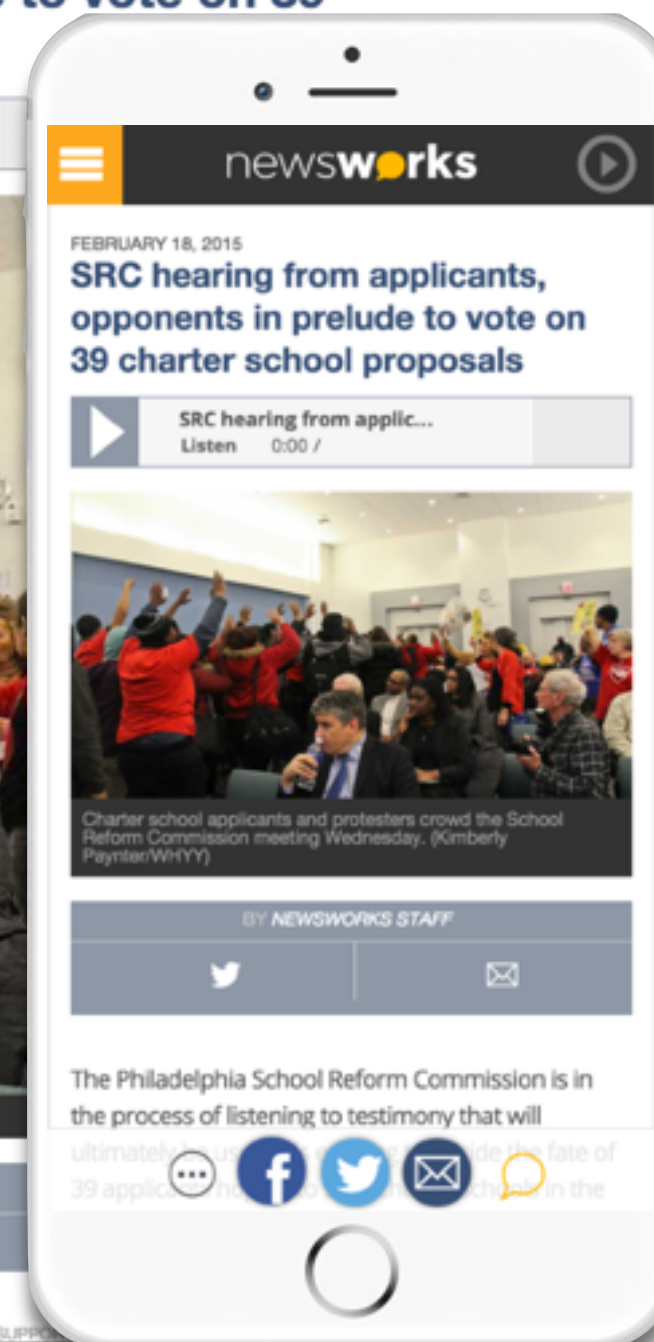
FOLLOW

CONTACT

The Philadelphia School Reform Commission is in the process of listening to testimony that will ultimately be used this evening to decide the fate of 39 applicants hoping to start charter schools in the city.

WHYY's Kevin McCorry took a break from the action to join NewsWorks Tonight live and give host Dave Heller an update.

When McCorry visited Newsworks Tonight, the SRC was about halfway through





# Large FACILITATION

- Evaluate desired outcomes on urgency & complexity
- Lead with urgent, simple issues.
- Spend the most time collaborating on urgent, more complex issues.



This is *not* an innovation recipe.

Book coming soon:

# Meeting Design

For Makers, Managers, and Everyone

[rosenfeldmedia.com/books/meeting-design](http://rosenfeldmedia.com/books/meeting-design)



Rosenfeld



@kevinmhoffman



kevinmhoffman.com  
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# Thank you!

Have a great day.

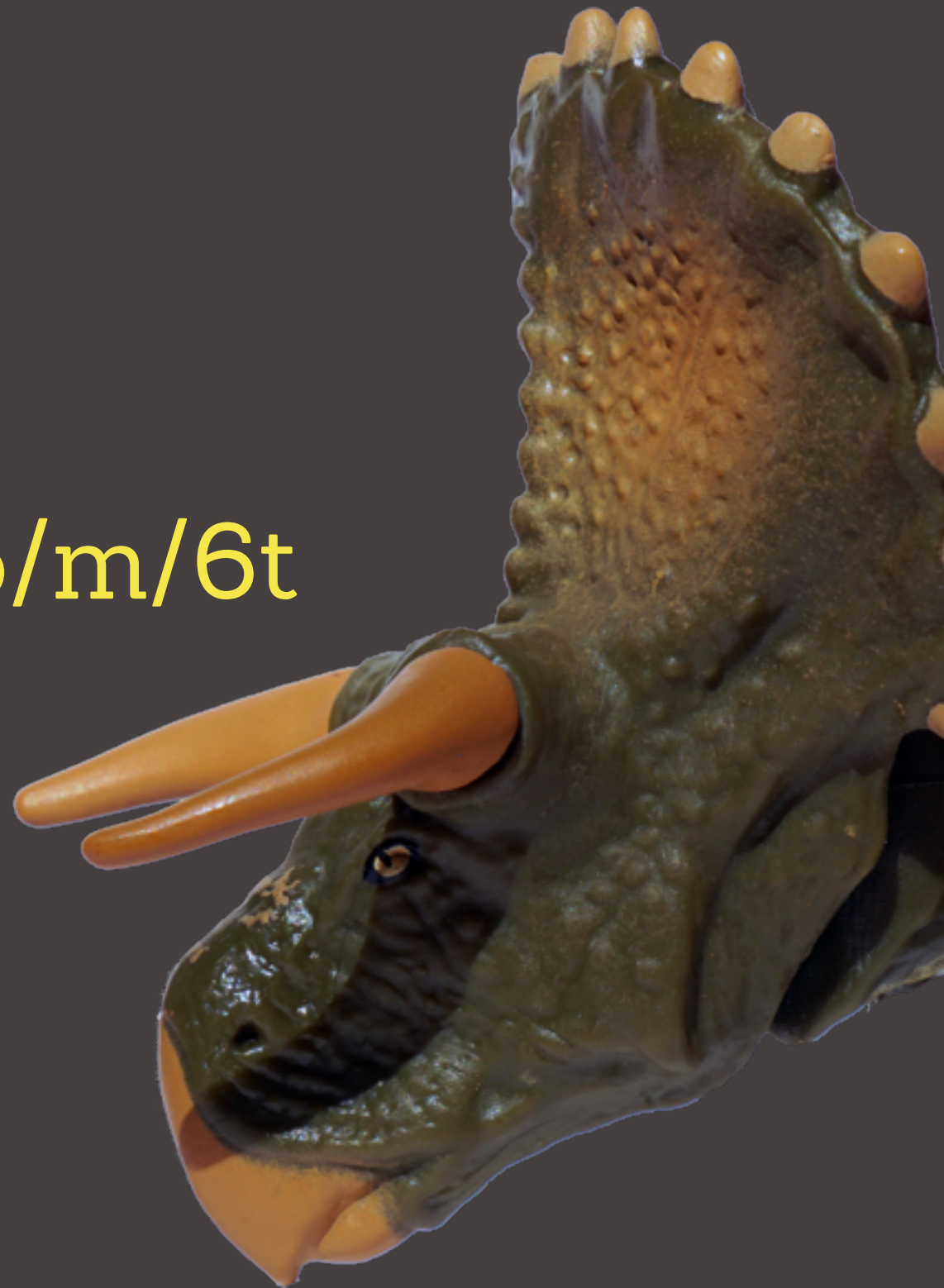
Slides: <http://kevinmh.co/m/6t>



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David  
Sibbet



@davidsibbet



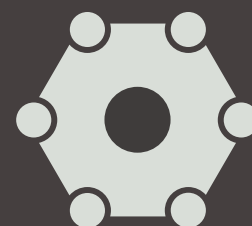
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