

1-2-4-All

Engage everyone simultaneously in generating ideas.

1. Structuring Invitation

- Ask a question in response to the presentation of an issue, or about a problem to resolve or a proposal put forward (e.g., what ideas or actions do you recommend?)

2. How Space Is Arranged and Materials Needed

- Unlimited number of groups
- Space for participants to work face-to-face in pairs and foursomes - chairs and tables optional
- Paper for participants to record observations and insights

3. How Participation Is Distributed

Everyone in the group is included (often not the facilitator) and has an equal opportunity to contribute

4. Sequence of Steps

- a. Silent self-reflection by individuals on the question, jotting down their ideas
- b. Generate ideas in pairs, building on ideas from self-reflection
- c. Share and develop ideas from your pair in foursomes (notice similarities and differences)
- d. Ask, "What is one idea that stood out in your conversation?"
- e. Each group shares one important idea with all (repeat cycle as needed)
- f. Do a second round if you did not go deep enough

Starting in smaller groups allows safer spaces to express ideas and the ability to refine ideas before sharing with the larger group, while building to consensus.

Note: 1-2-4-All is a technique within Henri Lipmanowicz and Keith McCandless' Liberating Structures, techniques for driving a culture of innovation. To learn more about 1-2-4-All and other Liberating Structures please visit <http://www.liberatingstructures.com/>. The description of 1-2-4-All above has been adapted from this website.

25/10 Crowd Sourcing

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

1. Structuring Invitation

- Invite participants to think big by asking, "If you were ten times bolder, what big idea would you recommend? What first step would you take to get started?"

2. How Space Is Arranged and Materials Needed

- Open space without chairs or tables; participants will be standing and milling about
- Index cards, one for each participant

3. How Participation Is Distributed

- Everyone is included, participates at the same time, and has an equal opportunity to contribute

4. Sequence of Steps

- a. Explain the process.
- b. First, every participant writes on an index card his or her bold idea and first step.
- c. Then people mill around and cards are passed from person to person. "Mill and Pass only. No reading."
- d. When the bell rings, people stop passing cards and pair up to exchange thoughts on the cards in their hands. Another good option is to read the card with no talking.
- e. Then participants individually rate the idea/step on their card with a score of 1 to 5 (1 for low and 5 for high) and write it on the back of the card. This is called "Read and Score."
- f. When the bell rings, cards are passed around a second time "Mill and Pass" until the bell rings and the "Read and Score" scoring cycle repeats. This is done for a total of five scoring rounds.
- g. At the end of cycle five, participants add the five scores on the back of the last card they are holding. Finally, the ideas with the top ten scores are identified and shared with the whole group.

Tips for Success:

Demonstrate one exchange-and-scoring interaction using a sample index card to clarify what is expected during the milling, namely no reading of the cards, only passing the cards from person to person so that each person has one and only one card in hand. The process can be confusing for some people.

Find the best-scoring ideas with the whole group by conducting a countdown. Ask, "Who has a 25?" Invite each participant, if any, holding a card scored 25 to read out the idea and action step. Continue with "Who has a 24?" "Who has a 23".... Stop when the top ten ideas have been identified and shared.

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.

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.

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