

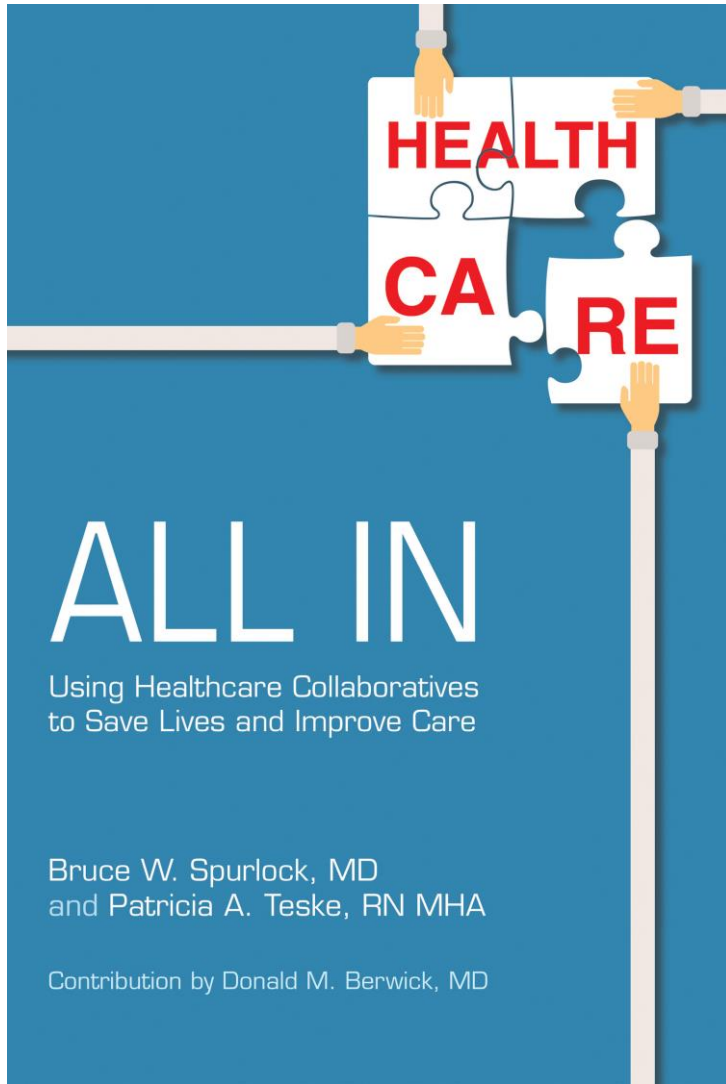
# Moving Participants from Learning to Action

**Bruce Spurlock, M.D.**

Executive Director, Cynosure Health

**Sarah Stout**

Managing Consultant, The Lewin Group



# Objectives

- At the conclusion of this presentation, the participant shall:
  - Construct a meeting framework that supports learning & action.
  - Describe the value of utilizing "short talks".
  - Integrate facilitation as an engagement and learning tool.



# Today's Webinar Facilitators



**Bruce Spurlock, M.D.**  
Executive Director  
Cynosure Health



**Sarah Stout**  
Managing Consultant  
The Lewin Group



Brent James,  
M.D.

# Tacit Knowledge

Knowledge comes in 2 flavors – “knowledge that” and “knowledge how.” Knowing that a bicycle has 2 wheels, a seat, handlebars, and a foot-pedal crank, for example, stands in sharp contrast to the practical knowledge of how to ride a bike.





# Death by PowerPoint



# Concepts to Review

- How collaboratives differ from a traditional conference
- Making meetings action oriented
- Facilitation to activate participants
- Using “net forward energy” in the room
- Thinking differently about panels

The Signature Style:  
Running Meetings with Extraordinary Results

Sarah Stout, Managing Consultant  
The Lewin Group



Why do we have  
meetings?

**Informing**

**Telling**

**Problem Solving**

**Leading**

**Informing** —————→ **Information**

**Telling** —————→ **Assignment**

**Problem Solving** —————→ **Solutions**

**Leading** —————→ **Commitments**

**Informing** —————→ **Information**

**Telling** —————→ **Assignment**

**Problem Solving** —————→ **Solutions**

**Leading** —————→ **Commitments**

**Extraordinary Results**

## **Extraordinary Results**

- 1. Intent**
- 2. Intentionally frame**
- 3. Share stories of success**
- 4. Process for insight**
- 5. Generate commitments**
- 6. Be in action**



## Extraordinary Results

1. Intent

“The compelling future I stand for is \_\_\_\_\_”

2. Intentionally frame

Question to run on: “what can I do tomorrow to improve our enrollment process”

3. Share stories of success

Bring in speakers.  
Generate it in the moment.

4. Process for insight

Ask:  
What did you hear?  
What most excited you?  
What is your biggest insight?

5. Generate commitments

6. Be in action

Request: “What action will I take by Tuesday and what outcome do I expect?”

All stand and commit!

# Traditional Meetings compared to Learning Collaborative Meetings

	Traditional Meetings	Collaborative Meetings
Goal	To inform	To generate action commitments
Who Presents Content	Content delivered by 'experts'	Participants are the SMEs – “the answer is in the room”
Format	30-45 minute presentations followed by Q&A	7-10 minute presentations followed by organized time for individual and group reflection (the 'powerful cycle')

*What do we have when we bring people together  
in one room -- physical or virtual -- for a meeting?*

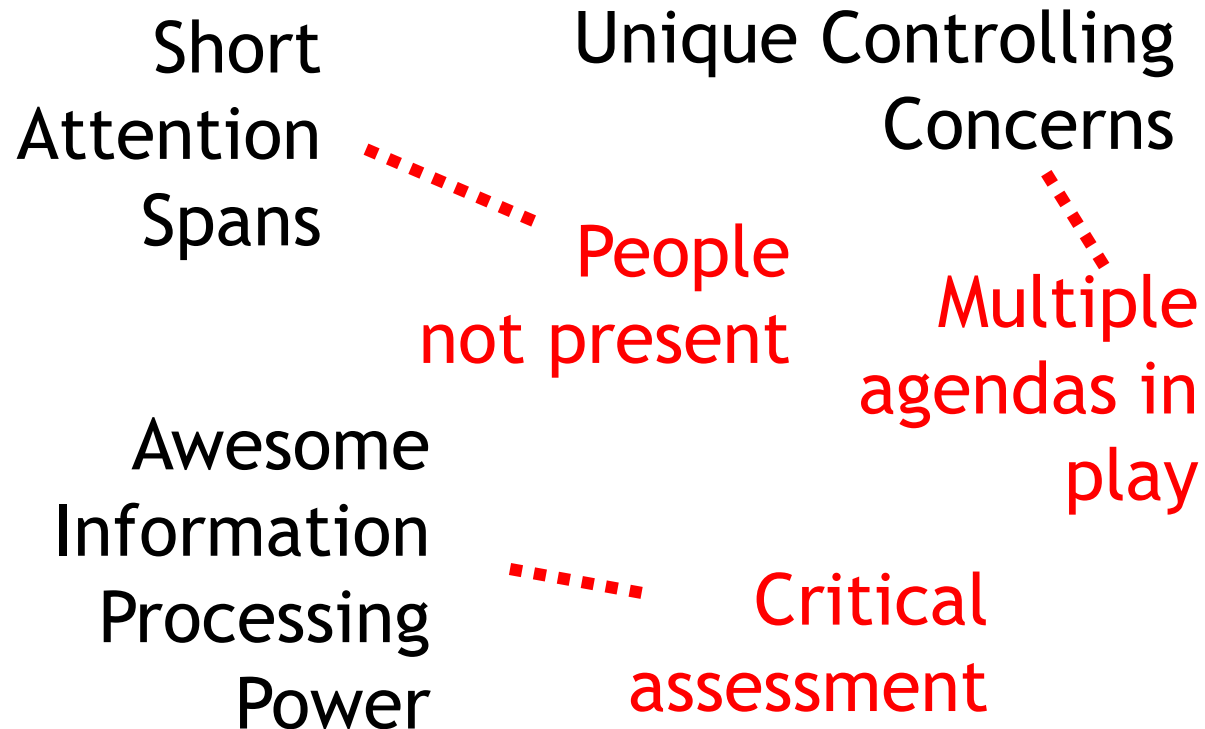
# The Room Is Full Of

Short  
Attention  
Spans

Unique Controlling  
Concerns

Awesome  
Information  
Processing  
Power

## Default Setting





## For Action/Learning

Short  
Attention  
Spans

Everyone  
present

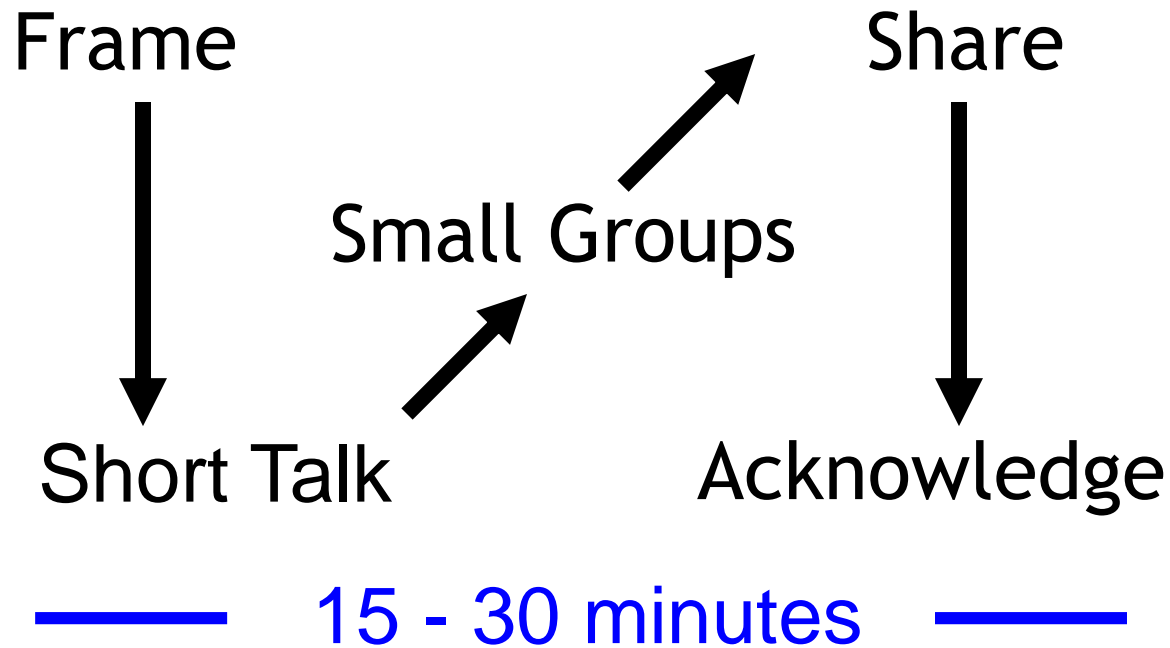
Unique Controlling  
Concerns

Common  
agenda in  
play

Awesome  
Information  
Processing  
Power

Open, generative,  
positive energy

# The powerful cycle

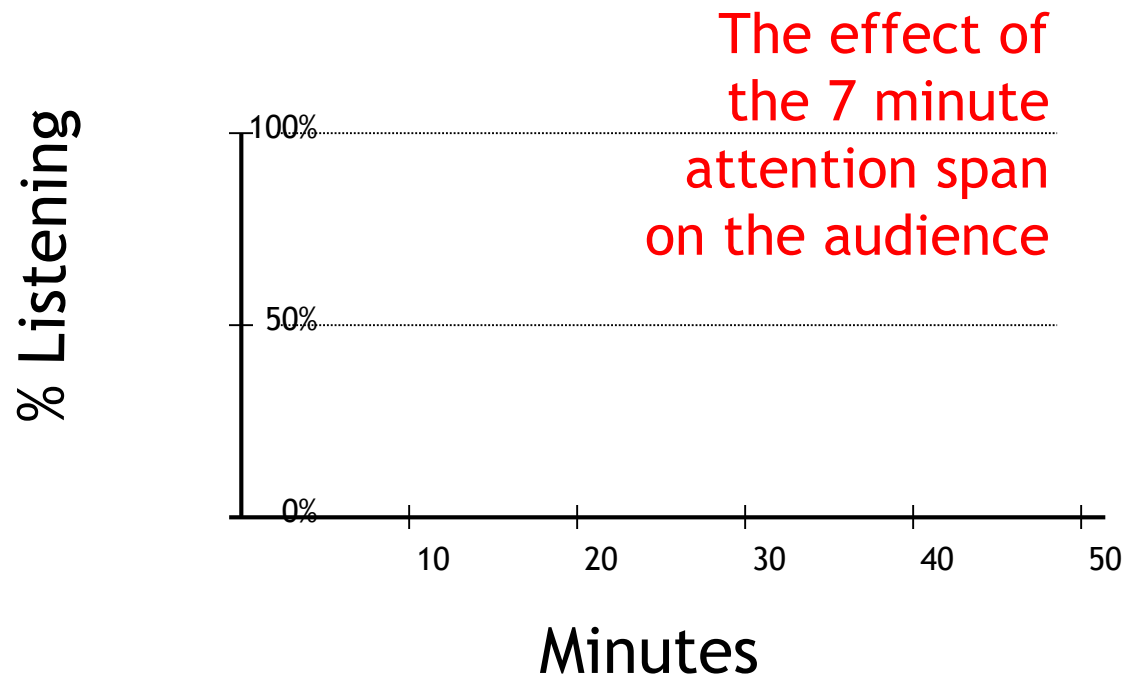


# Why Short Talks?

# Why Short Talks?

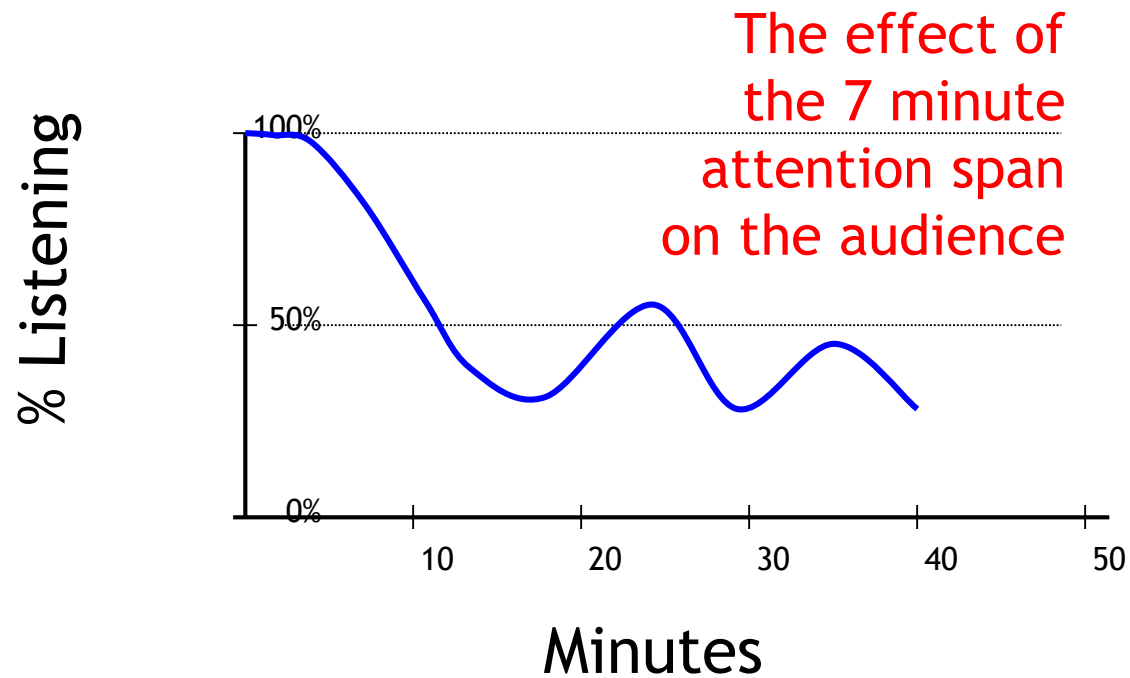
The effect of the  
7 minute  
attention span  
on the audience

# Why Short Talks?

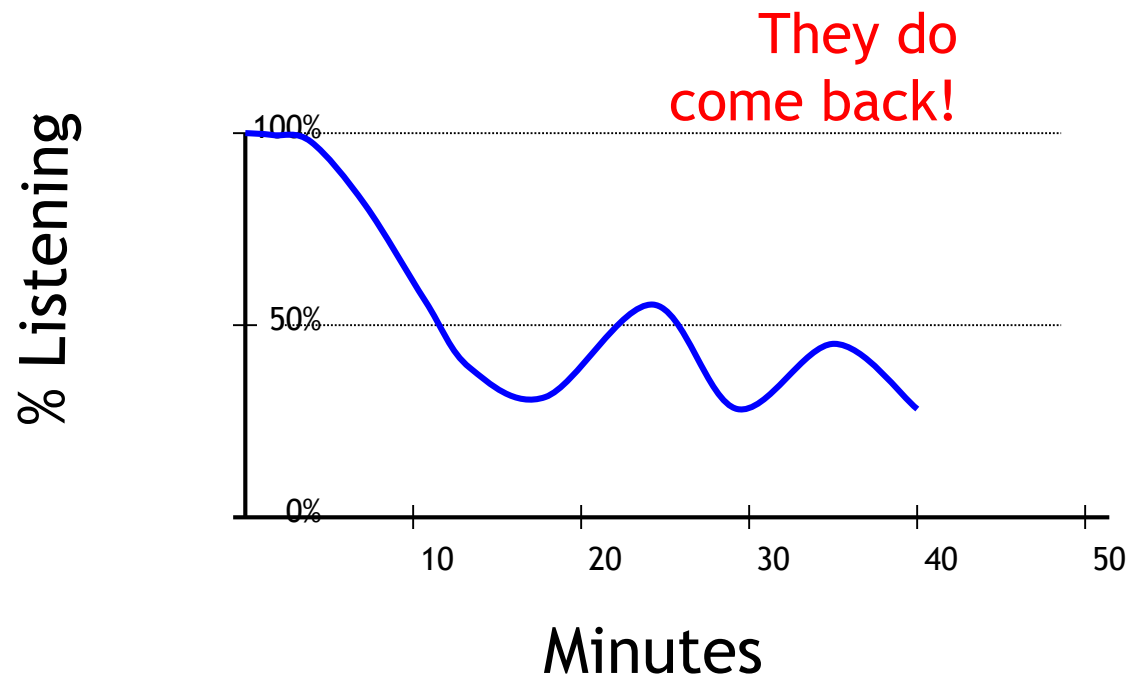




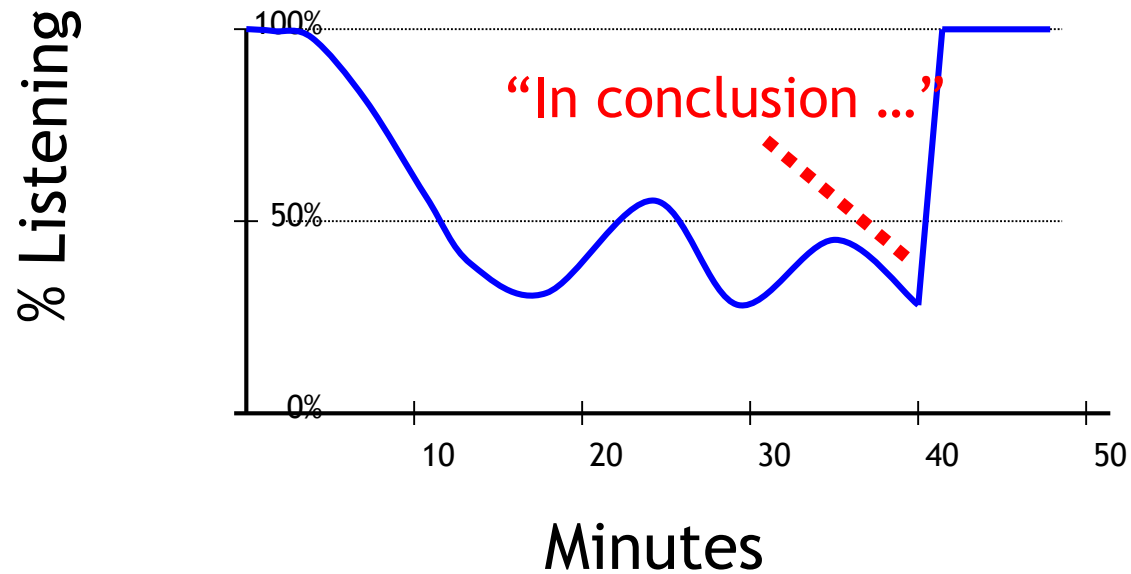
# Why Short Talks?



# Why Short Talks?



# Why Short Talks?



Keep them guessing!

What happens when the audience figures out the pattern of the meeting?

# They start multi-tasking







# Virtual Meetings Can Be Engaging Too

- Request people to be present (put phones away, close e-mail)
- Keep it engaging
  - Short talks
  - Different voices
  - Avoid reading
  - Visual slides (speaker photos, charts)
- Keep it interactive
  - Polling
  - Chat
- Keep time for processing
  - Build in one minute for individual reflection (use a slide to give space for that)

# The Magic of Facilitation



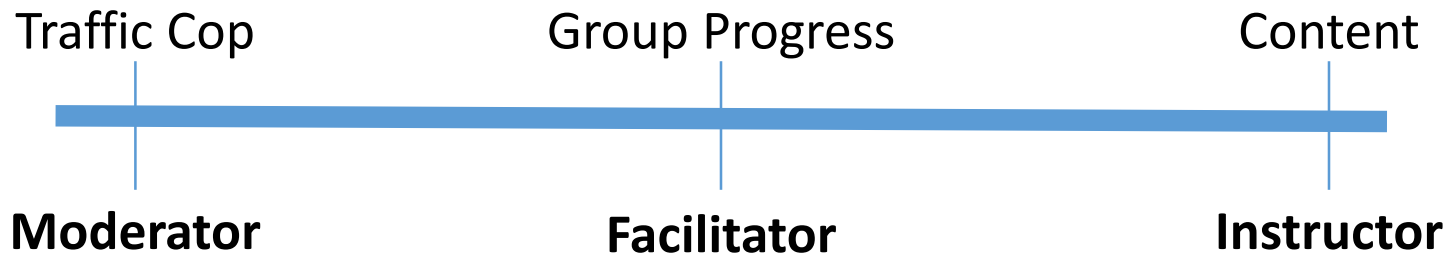
# COMMON SENSE

Just because you can, doesn't mean you should. [funnysite.com](http://funnysite.com)

# Thinking on your feet

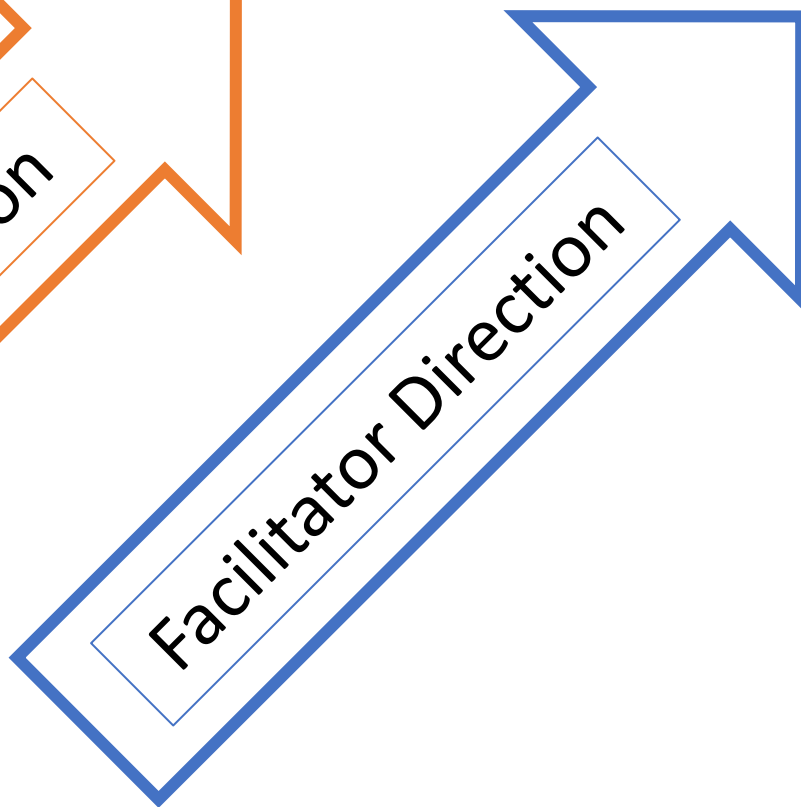
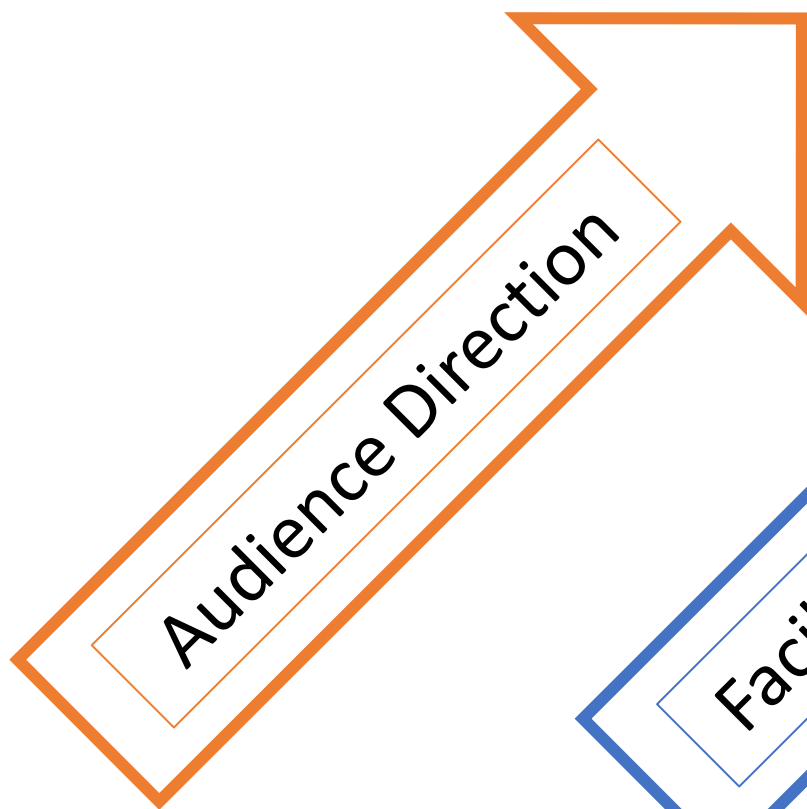


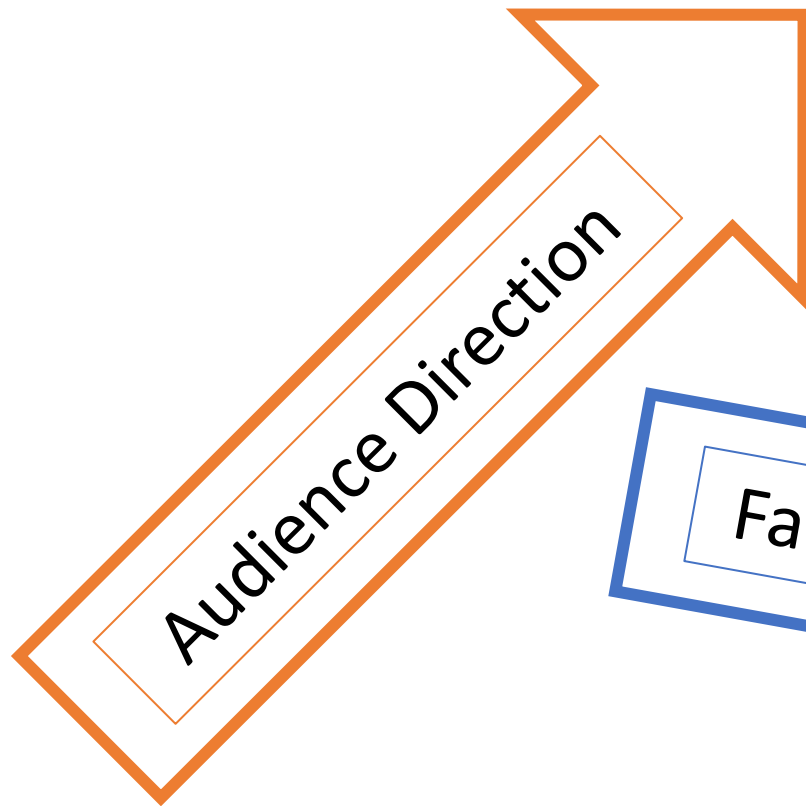
# Audience Leadership Spectrum



# Facilitators ....

- Create a **safe** environment
  - All teach, all learn – vulnerability is accepted
- Promote **discovery** of new thinking/perspectives
- Manage the group **process**
  - Expectations, fairness, pacing, staying on task
- Promote **consensus** where possible and identify **differences** where necessary























**Make a request: ask the audience  
to be “in the room” in a certain  
way**

# Two Kinds of Energy from Different Thoughts, Statements...

## **Positive (+)**

- Take Responsibility .....
- Opportunities .....
- What We Can Do .....
- Acting .....
- Being Proactive .....
- Good Stories .....
- Open .....
- Testing ideas .....

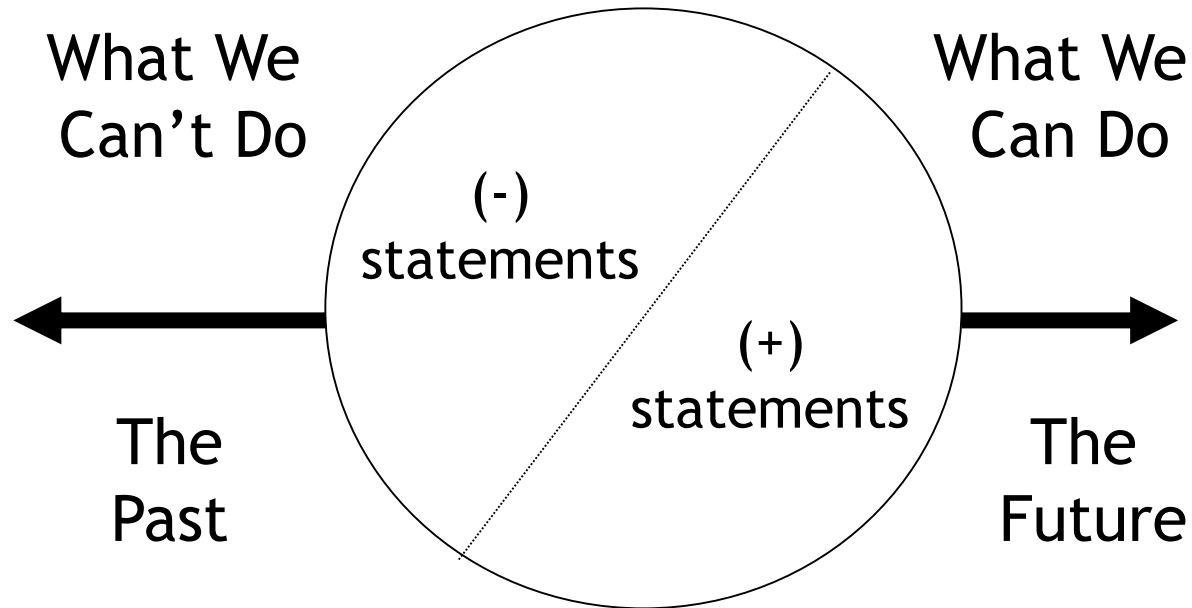
## **Negative (-)**

- Blame, Complain
- Problems
- What We Can't Do
- Waiting, Wishing
- Being Reactive
- Bad Stories
- Judgmental
- Arguing Opinions

*Enlightened Leadership, Doug Krug*

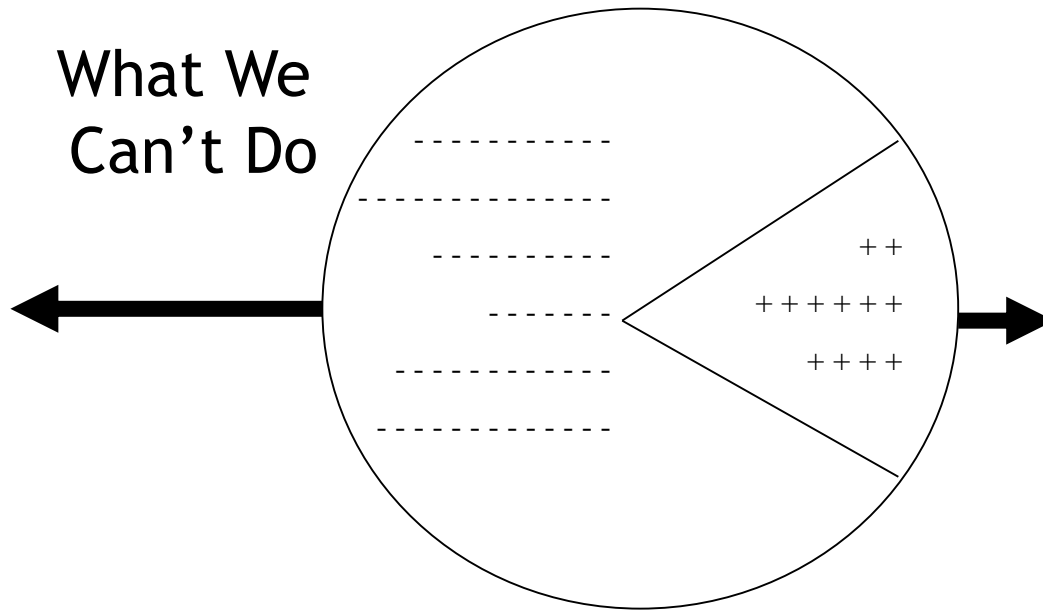


# What Is The Energy In The Room?



*Enlightened Leadership, Doug Krug*

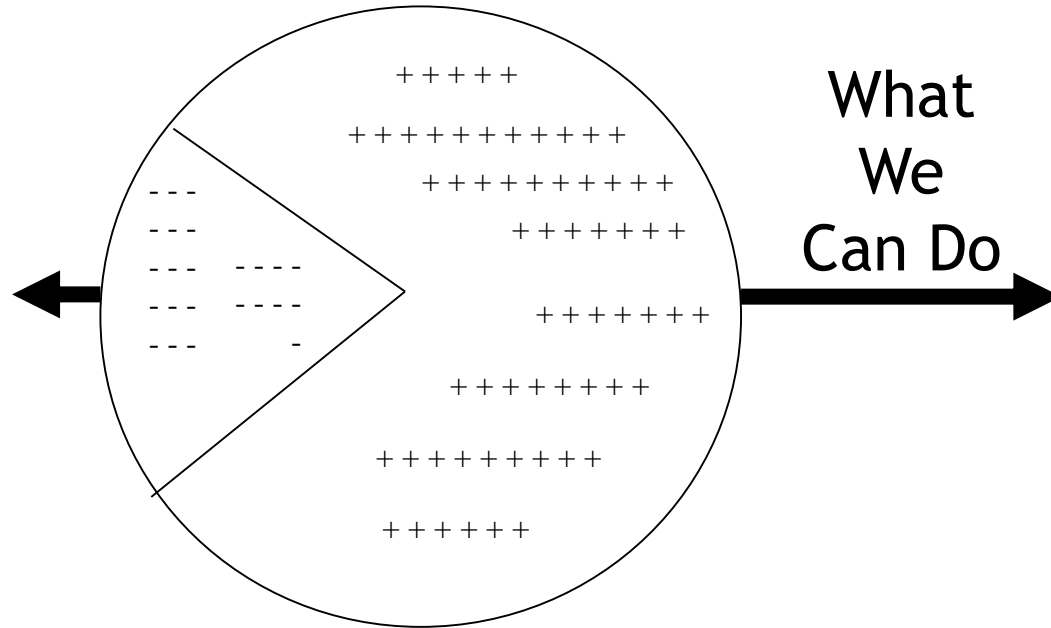
# Net Backward Energy



*More Negatives Than Positives*

*Enlightened Leadership, Doug Krug*

# Net Forward Energy



*More Positives Than Negatives*

*Enlightened Leadership, Doug Krug*



# Thinking Differently About “Panels”



# Content Dominant vs. Pragmatics Dominant

## **Information Oriented**

- Panelists are experts
- Audience mostly novices
- Panelists address all questions
- Questions scripted/predictable
- Pacing is comfortable
- Moderated lightly
- Leave with awareness and knowledge

## **Implementation Oriented**

- Panelists are peers
- Audience also has expertise
- Unique perspectives identified
- Topic domains without scripting
- High-energy, short answers(<60")
- Active facilitation
- Leave ready to test ideas, share with colleagues



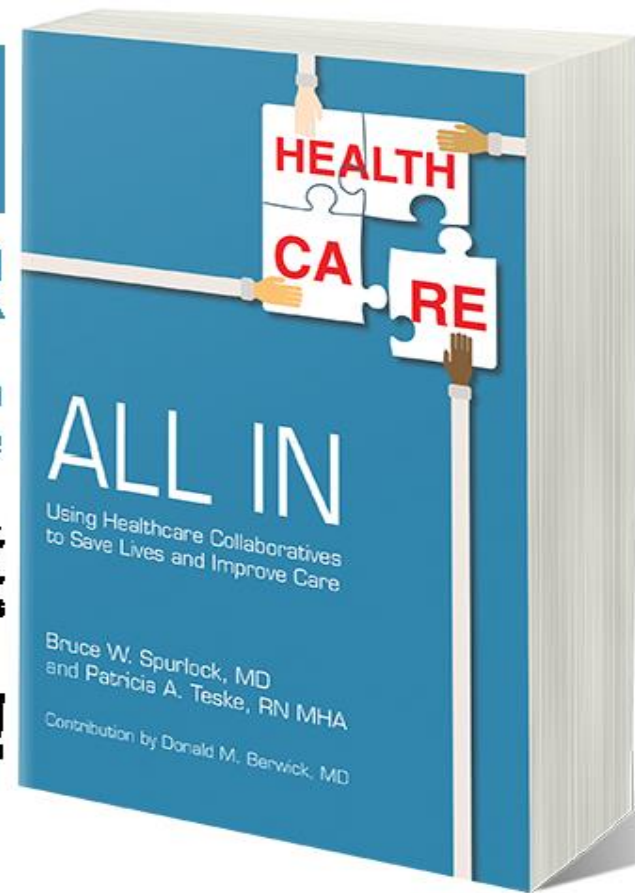
# ALL IN WEBINAR

Using a Communication  
Framework to Improve Care

Led by Andrew Cooper,  
Interim Director of Communications,  
Public Health Wales

**FREE!**

WEDNESDAY  
**MAY 4**  
9AM PST



Wednesday, May 4<sup>th</sup>

9 am Pacific / 10 Mountain / 11 Central / noon Eastern / 5 pm UK

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