



# **BUSINESS ANALYSIS CONFERENCE EUROPE**

16 - 18 September 2024 • London, UK

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the event mobile app\***



# MASTERING WORKSHOP CUSTOMISATION

# WHO AM I?

**BRONIA ANDERSON-KELLY**

CONSULTANT BUSINESS ANALYST

**18 YEARS IN IT CHANGE WITH 11 YEARS  
AS A BA**

FACILITATION & WORKSHOPS - GUIDE &  
MENTOR

TRAINER - PERSUASION & GAMIFICATION

TODAY'S MATERIAL:

- DAVE GRAY'S GAMESTORMING
- PENNY PULLAN'S MAKING WORKSHOPS WORK
- CIALDINI'S SOCIAL PSYCHOLOGY
- OWN 'MEANDERING EXPERIENCE'



# OUTLINE

- WHY WORKSHOPS MATTER
- WORKSHOP SHAPE
- TAILORING WORKSHOPS BEFORE THEY START
- EVOLVING WORKSHOPS DURING FACILITATION



# WHY WORKSHOPS MATTER!

Why use them and why make them good?



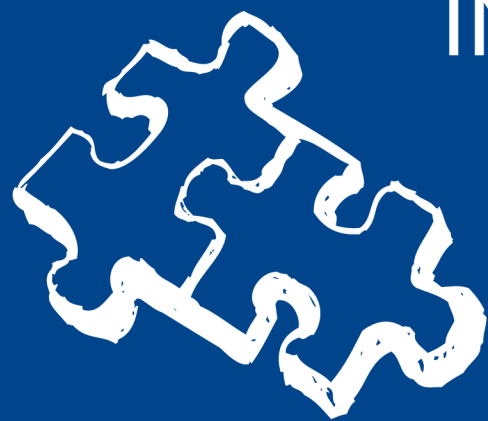
CATALYST FOR  
INNOVATION &  
CREATIVITY



PROMOTES  
COLLABORATION  
AND DEEPER  
ENGAGEMENT



ENJOYMENT  
AND  
ATTENDANCE



INTERACTIVE  
NATURE  
BUILDS  
GREATER  
BUY-IN



CONSENSUS  
AND  
ACTIONABLE  
OUTCOMES

# WORKSHOP SHAPE

## OPENING

Not an introduction. Not an unrelated “ice-breaker”. Important for managing energy and flow. Establishing context, frame of reference and generation of ideas.

## EXPLORING/EXAMINING

This is the main body where we dig-deeper, expand, verify, test out etc. It may involve periods of discussion but usually we work this around a game or technique.

## CLOSING

The final part where we agree actions, make decisions, determine priorities. A convergent part of the meeting.

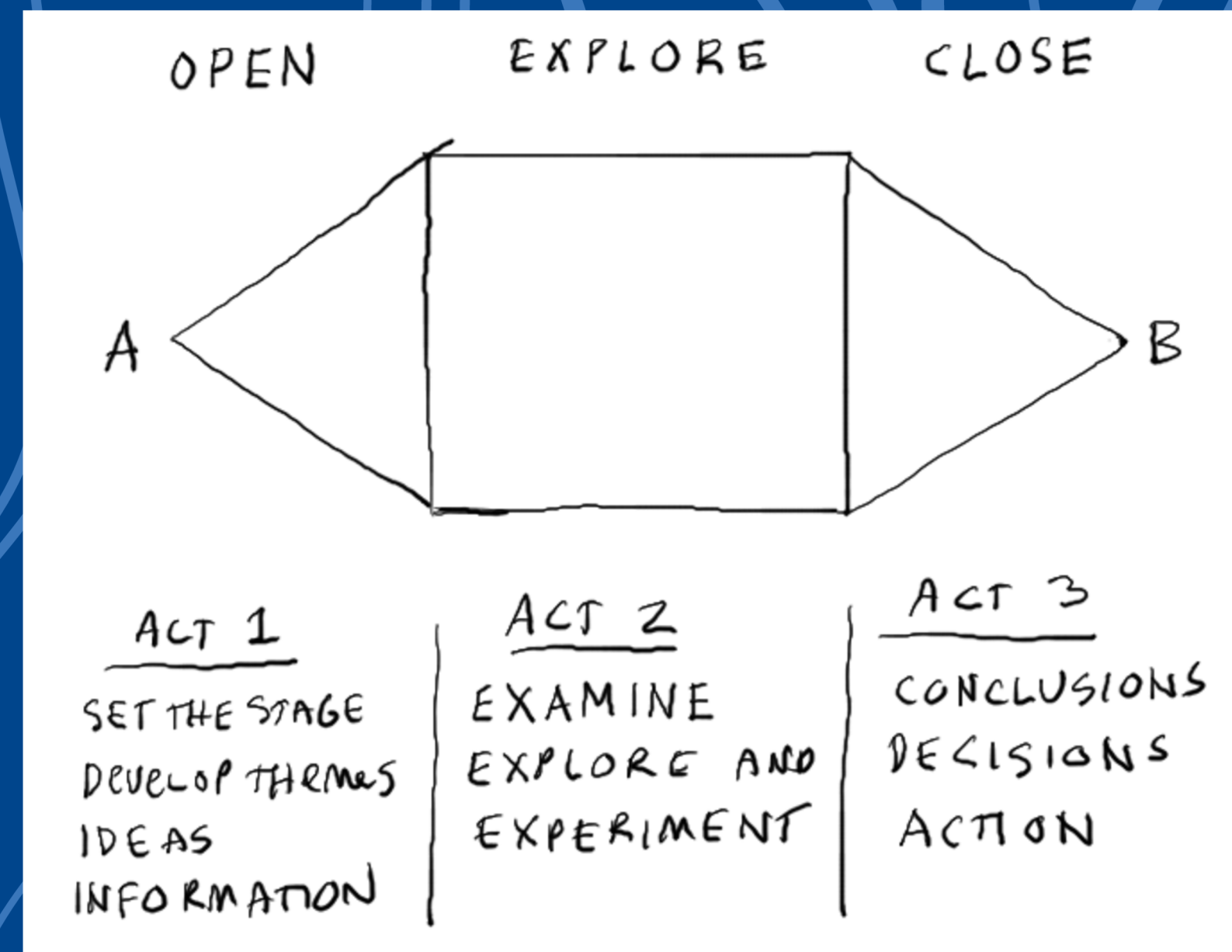


Image: Dave Gray O'Reilly.com -  
applied from one game shape to workshop shape

# WORKSHOP SHAPE

## OPENING - AIMS & GAMES

### AIM (DIVERGENCE):

**Start the Fire:** Set the challenge, pose a question, state the problem.

**Set the scene:** context to the discussion, get people thinking on the right lines

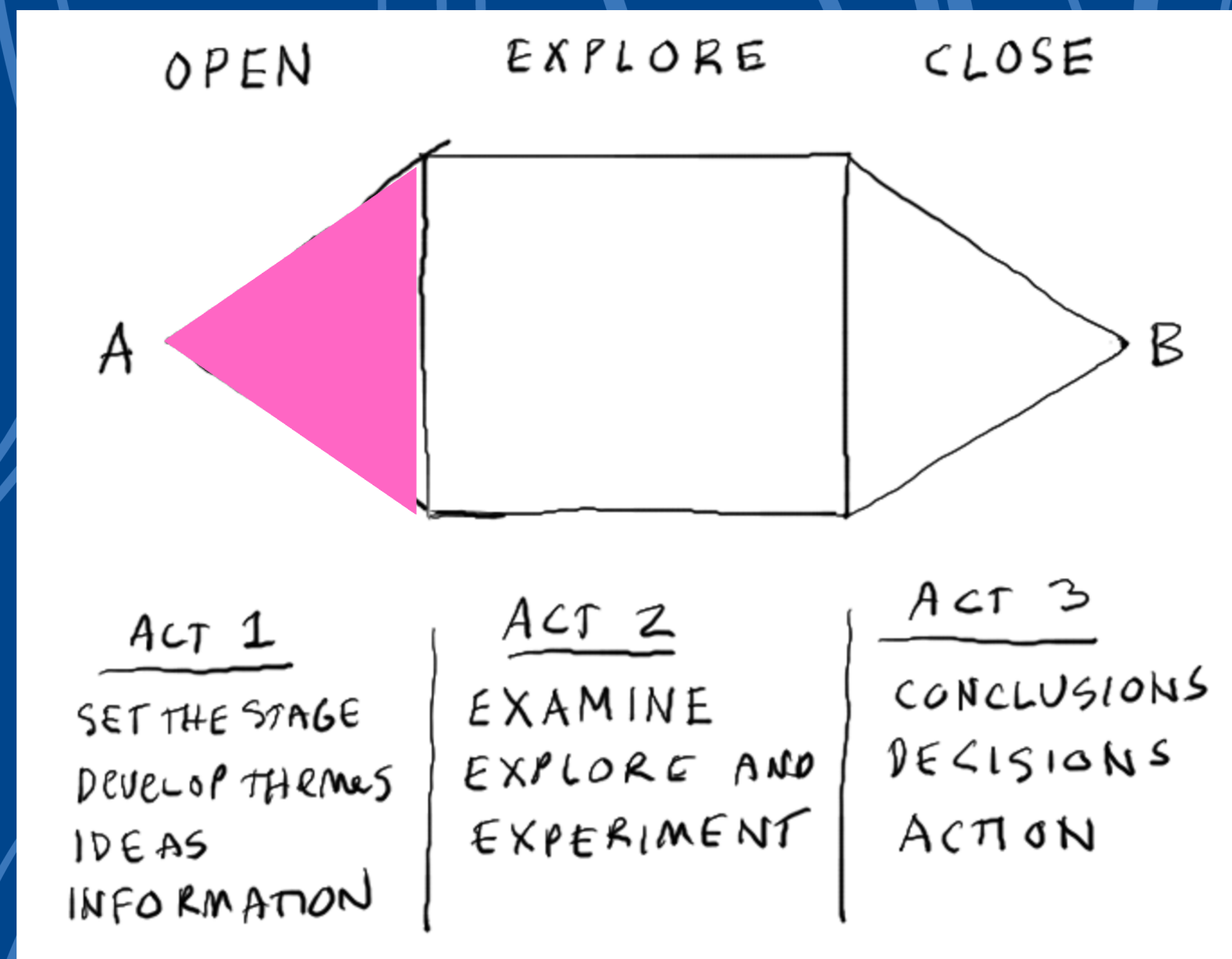
**Node generation:** getting a diverse set of ideas/answers without exploring them in details

### EXAMPLE GAMES:

Friend of Foe: Stakeholder Mapping

Altitude: Setting the depth of the discussion

Carousel: Ideas generation on any topic



# WORKSHOP SHAPE

## EXPLORING & EXAMINING - DEVELOPMENT BY DESIGN

### AIM (ELABORATION):

Examine - deepdive into points raised in the opening

Explore - search for surrounding points or related issues

Experiment - invoke imaginative solutions

### EXAMPLE TECHNIQUES/ GAMES:

Business Model Canvas

SQUID

4 Cs

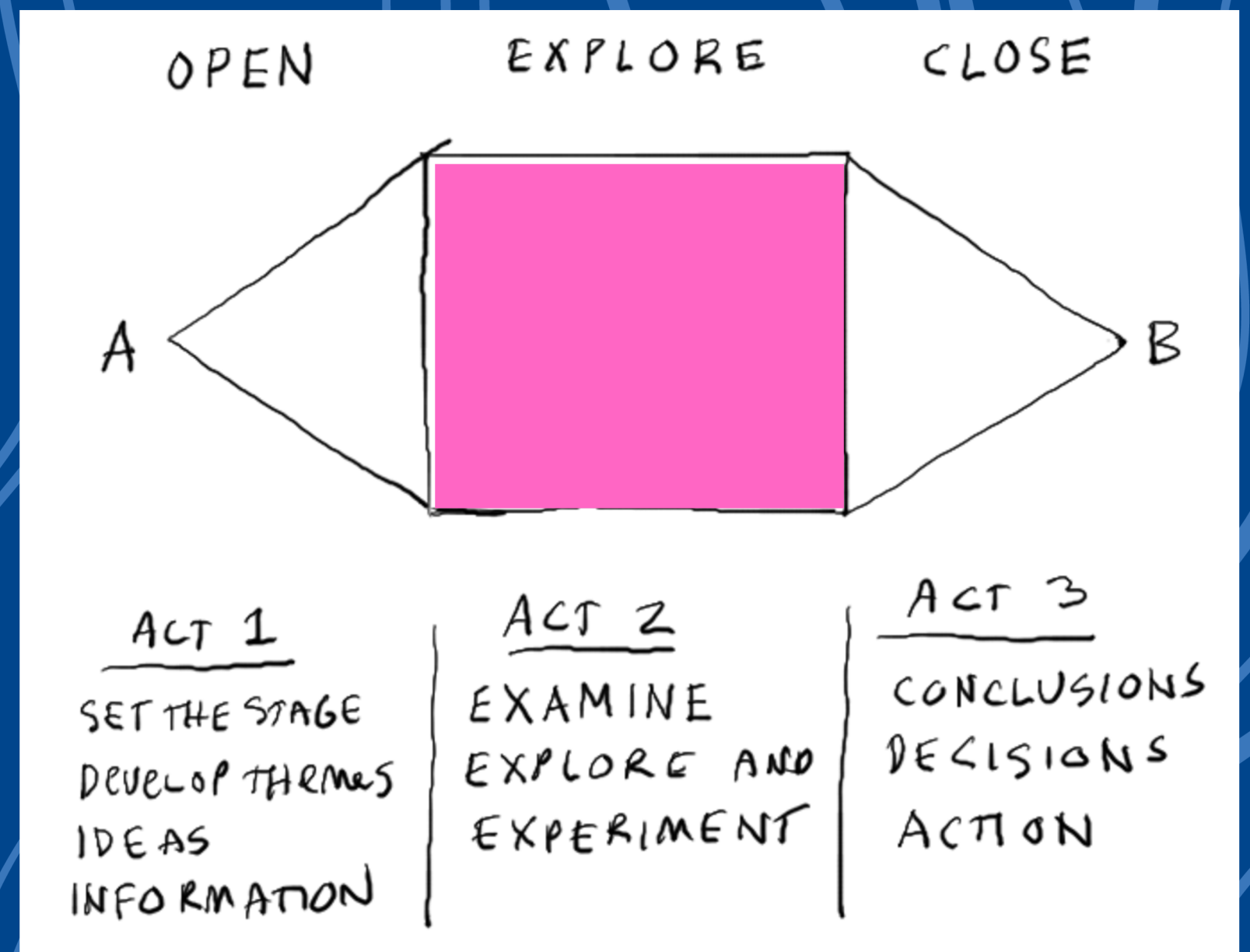
Porters 5 Forces

5 Why's

Atomise

Wireframing

Power-Interest Grid



# WORKSHOP SHAPE

## CLOSING - CONSENSUS & ACTIONS

### AIM (CONVERGENCE):

**Convergence:** Narrow down/agree/decide - on any options or ideas which have been explored

**Set Actions** - decide next steps or activities and get buy-in

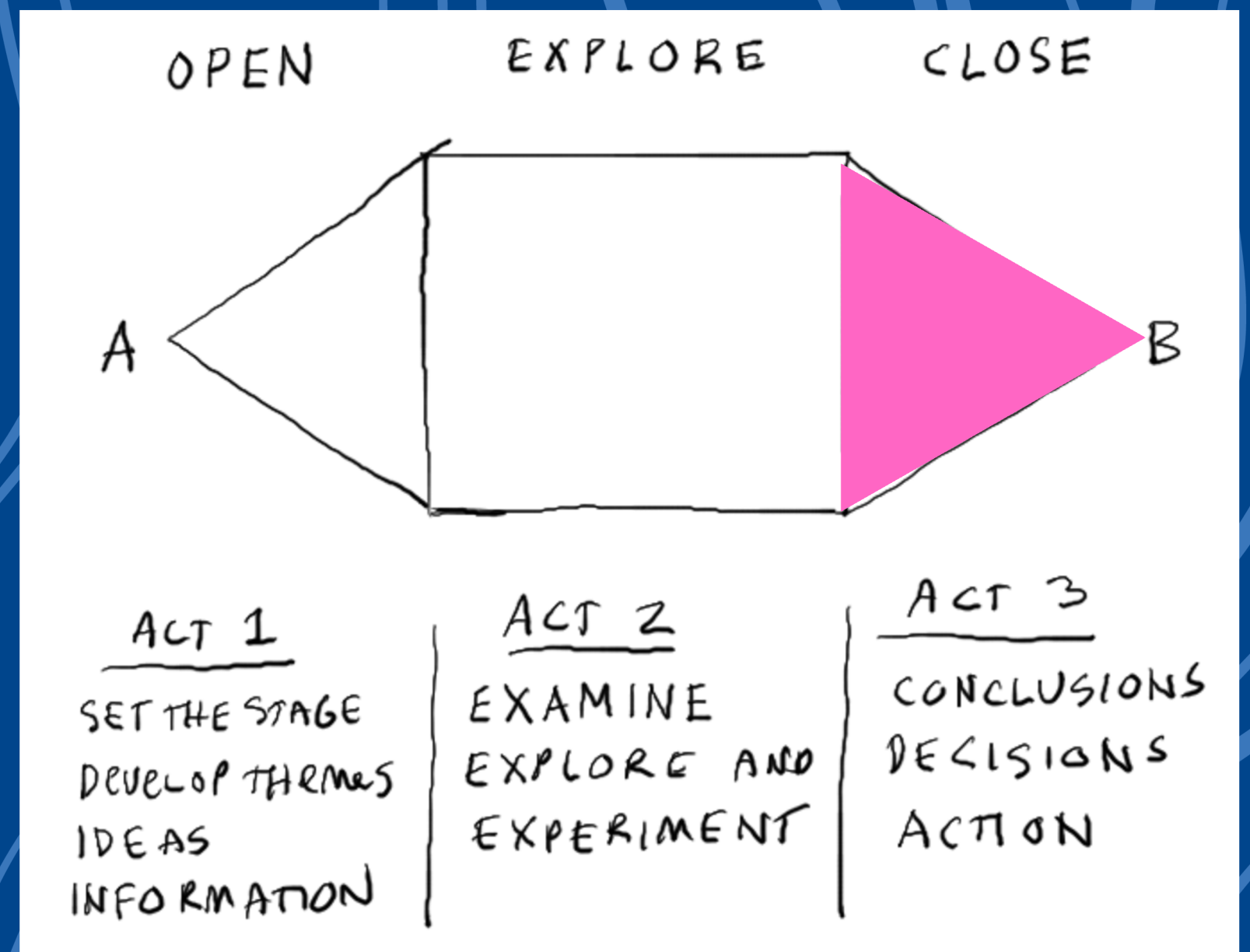
**Review/Recap/Consolidate** - on what was discussed or learned

### EXAMPLE GAMES:

Who, What, When Matrix: Actions

35: Prioritisation game

Here, There, Everywhere: Review and consolidate learning





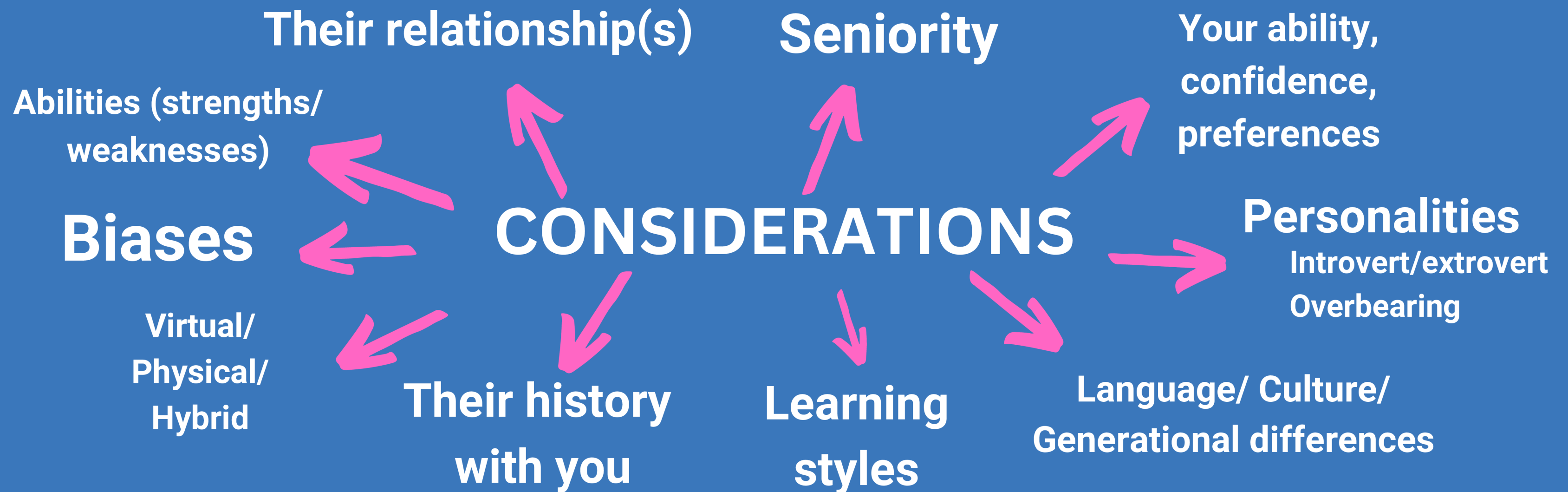
**Menti.com**

**XXXX XXXX**

**What do we  
need to  
consider when  
planning  
workshop  
content?**

# PRE-WORKSHOP

## TAILORING WORKSHOPS BEFORE THEY START



# PRE-WORKSHOP

## EXAMPLE I

Expecting domination and/or expect to be sidetracked with one subject

### Structure/ Game Choice

- Open discussion in the whole group to be avoided
- Smaller groups that feed back to main group
- Specific goals and deliverables with narrow timescales

### Tips

Set “ground rules” or “ways of interacting” at the start. Eg.

- 1 conversation at a time
- Having a ‘parking lot’ for off-topic but important ideas



# PRE-WORKSHOP

## EXAMPLE 2

Expecting introverted or junior/inexperienced members of staff

### Structure/ Game Choice

- Silent brainwriting
- Small groups
- Anonymous feedback

### Tips

At outset share expectations: giving permission for silly/wrong answers. Recognise that some have more/less experience but it all has value as perspectives.

Use consistency principle to build up involvement (smaller game followed by more participation)



# PRE-WORKSHOP

## EXAMPLE 3

Expecting low involvement from online participants in a hybrid meeting

### Structure/ Game Choice

Ensure activities aren't physical (in the room), all online.  
Assign roles

### Tips

Penny Pullan - buddying system

All online

Online whiteboards and collaboration tooling



# MID-WORKSHOP

## CONFLICT

### Task/subject conflict

Eg. ideas, opinions viewpoints centered on content and objectives of task

Can be very constructive to the activity if debate is healthy

Focus on respectful communication, "issues not people", model active listening



May not always spot conflict - can ask the room.

### Process conflict

Eg. how to allocate resources, how to organise, roles

Questions, root cause analysis, clarification

### Relationship conflict

Usually pre-existing

Eg. can be value or status related

Divide to conquer

# MID-WORKSHOP

## DOMINATING PERSON/PEOPLE

Based on what  
you've already  
learned - what  
would you do?



# MID-WORKSHOP

## BOREDOM/DISENGAGEMENT



This is usually because of decreasing energy levels

What would you do?

# MID-WORKSHOP

## BOREDOM/DISENGAGEMENT



**This is usually because of decreasing energy levels**

- Take a break (physical or mental)
- Story telling
- Use models / visuals
- Introduce a new game
- SNACKS!

# SUMMARY

- WORKSHOPS ARE A GAME OF 3 PARTS - DESIGN ACCORDINGLY
- ANALYSE YOUR PARTICIPANTS AND THE SUBJECT - GENERATE EXPECTATIONS
- BE READY TO EDIT YOUR WORKSHOP AS ISSUES ARISE



# TEST YOURSELF

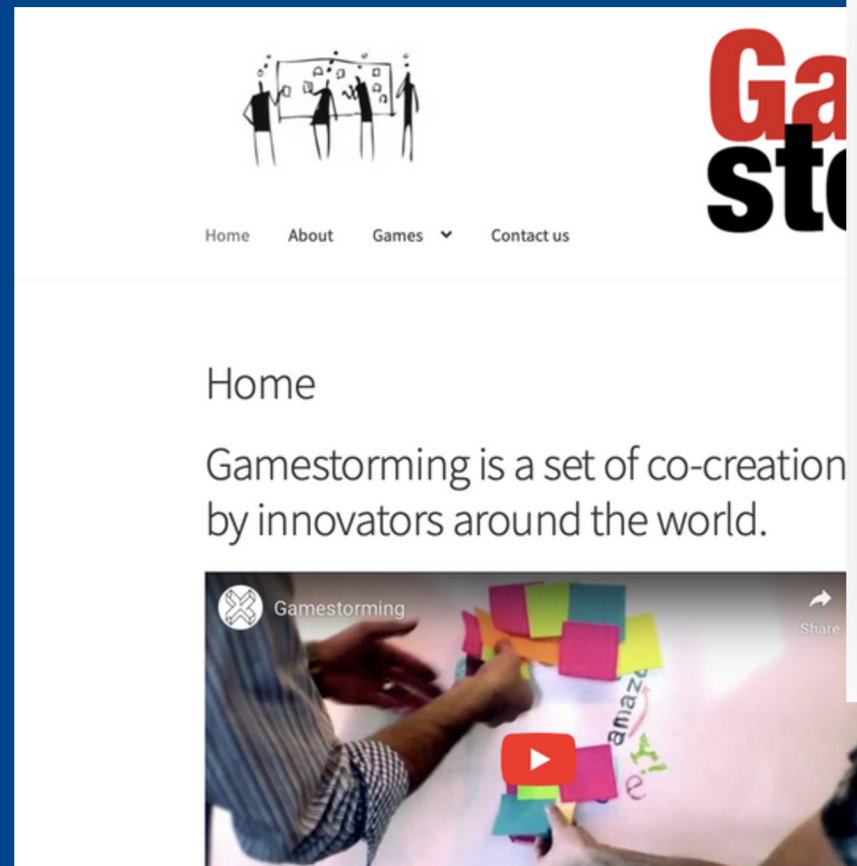
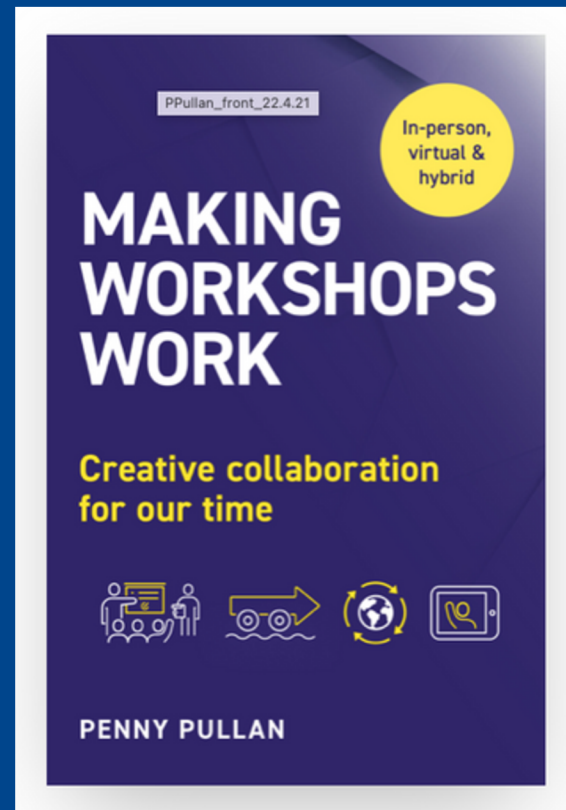
- WHAT HAPPENS IN THE 'CLOSING' PART OF A WORKSHOP?
- IF THERE ARE PARTICIPANTS WITH DIFFERING LEVELS OF SENIORITY, WHAT CAN YOU DO TO ENCOURAGE PARTICIPATION FROM ALL?
- WHAT TYPES OF CONFLICT COULD YOU GET?

# QUESTIONS

**BRONIA ANDERSON-KELLY**

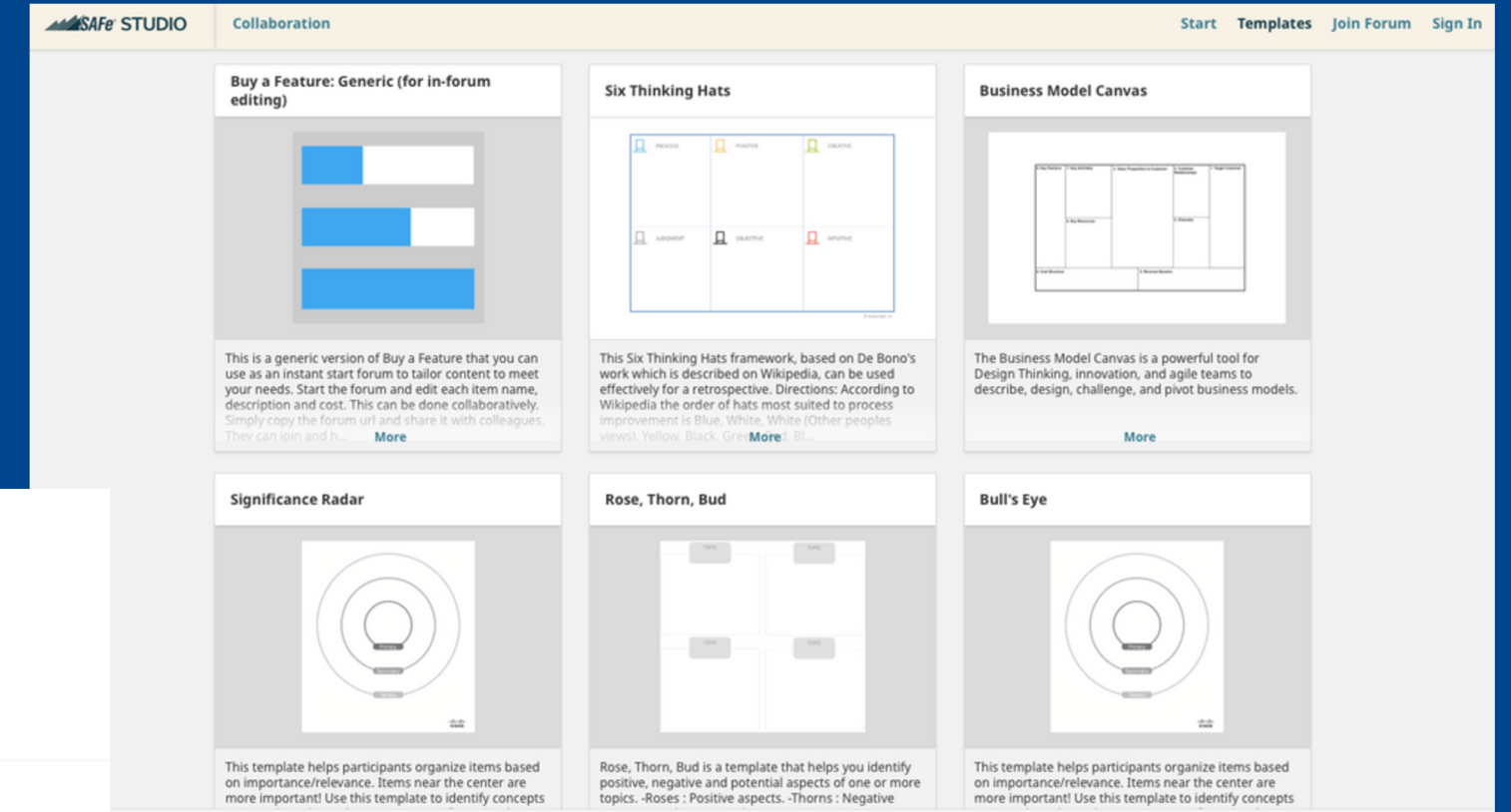
# RESOURCES

Penny Pullan's  
book and  
resources on  
makingprojects  
work.co.uk

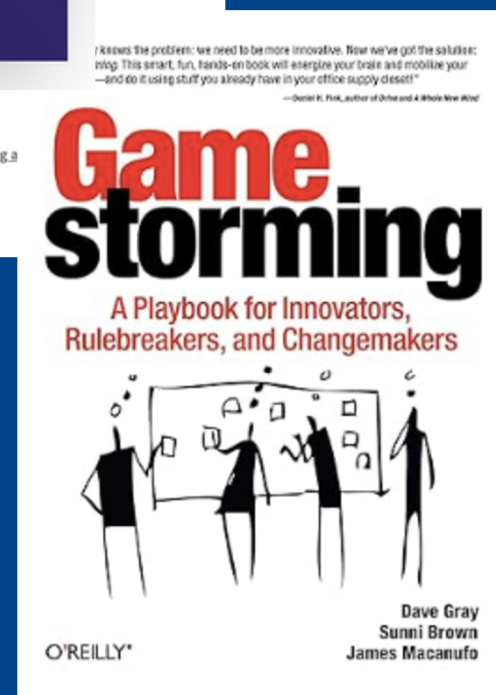


- Games for design
- Games for fresh thinking
- Games for innovating
- Games for opening

gamestorming.com  
and the Gamestorming  
Playbook



templates:  
innovationgames.com  
(redirects to actual site)





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