

Advanced Cat Herding



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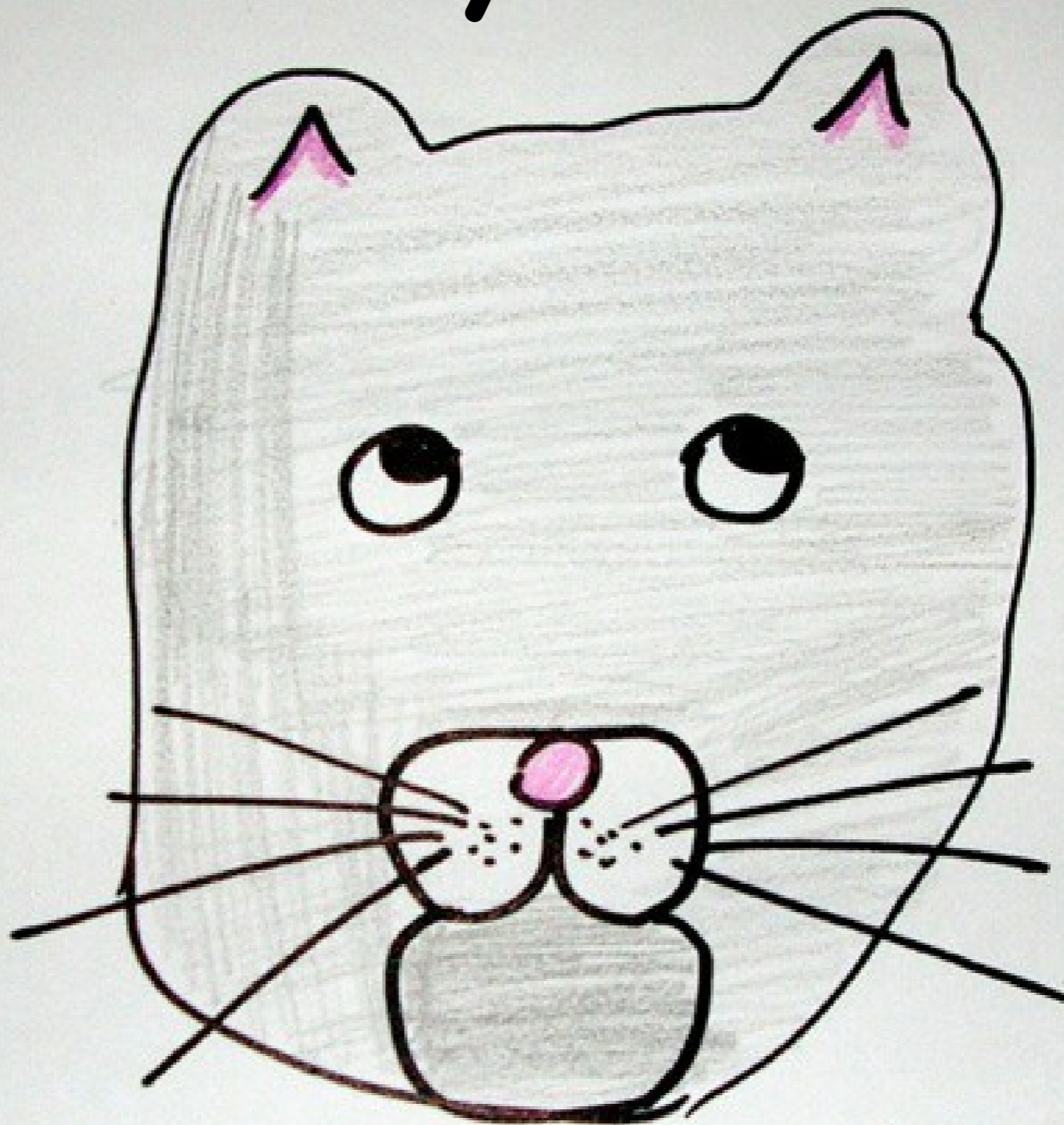
David Poteet



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Draw your cats.



Grumpy Cat





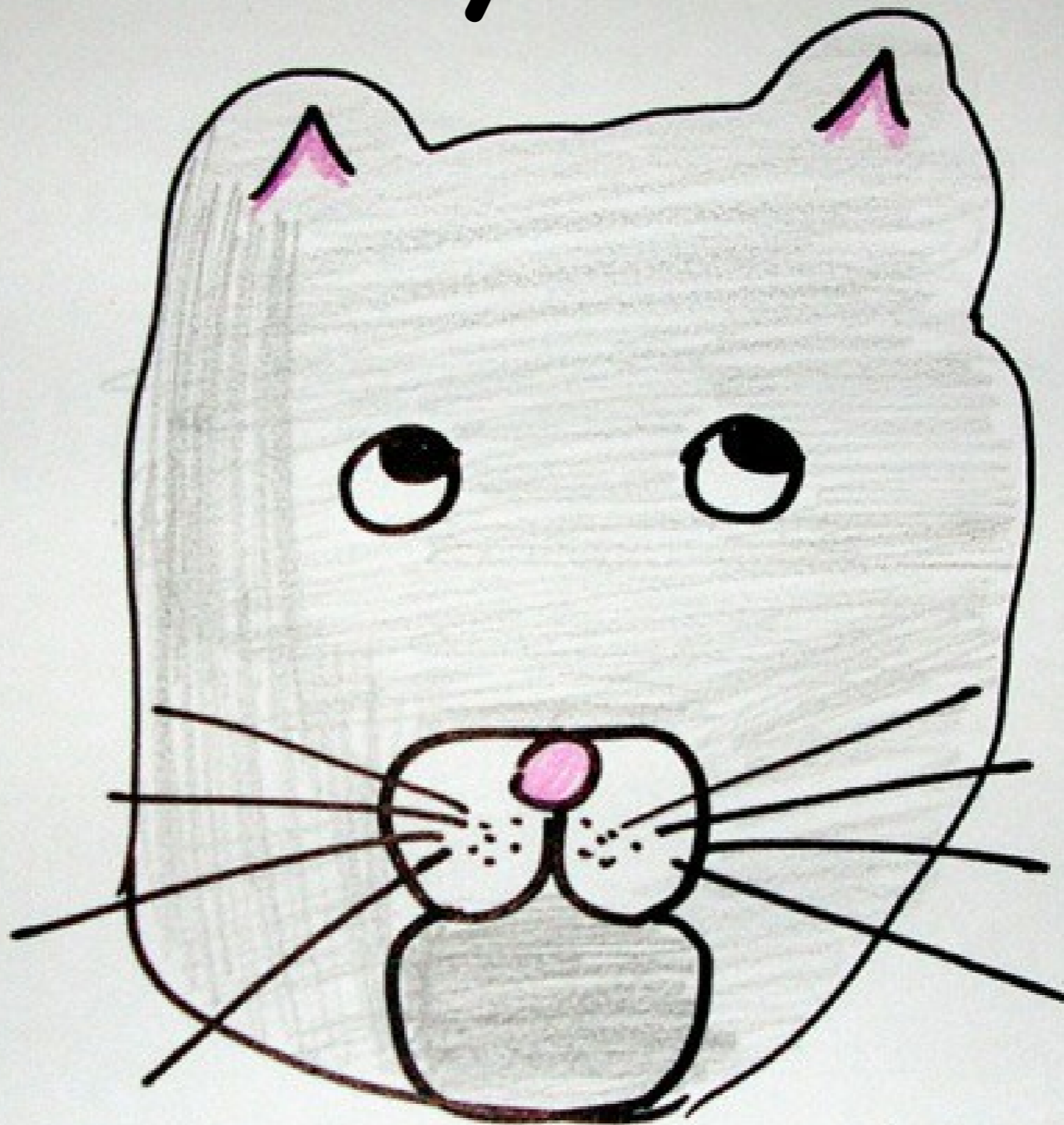


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Draw your cats.





Cats are awesome.

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Cats do what they want.



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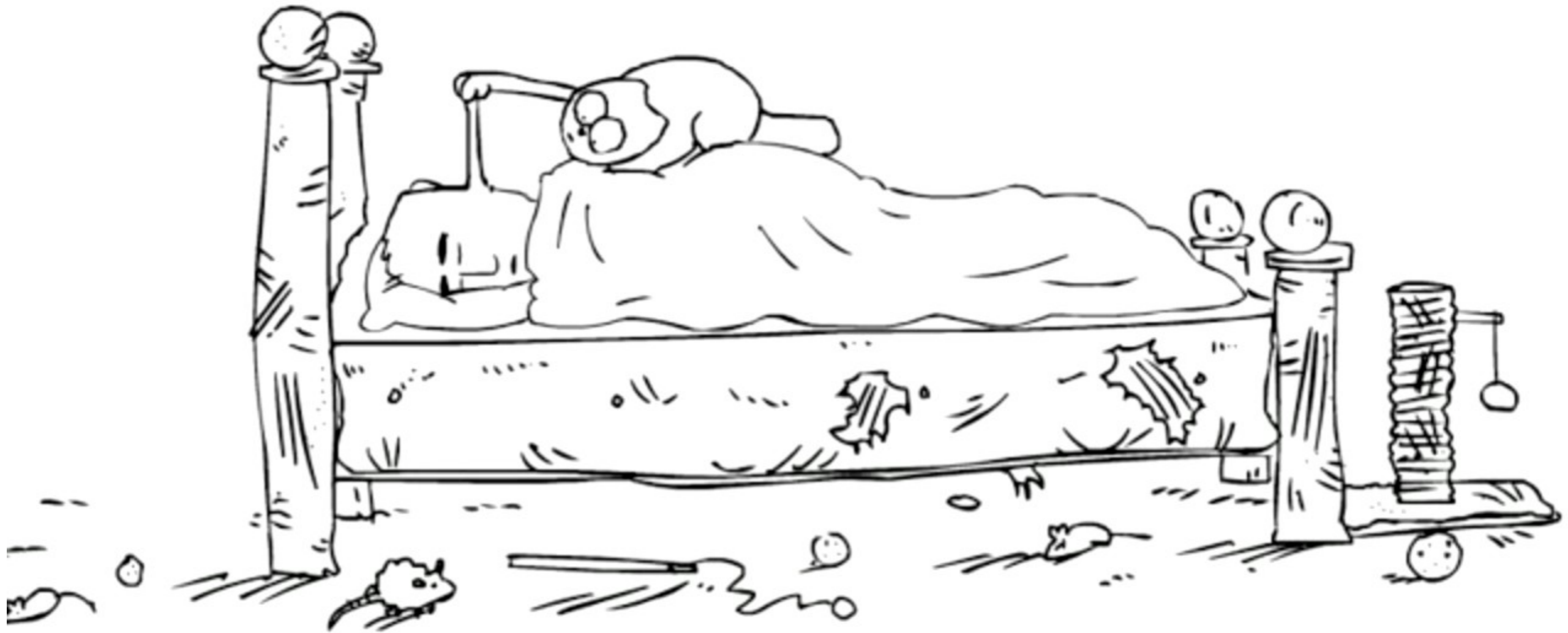


Everybody wants to feel smart.



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Everybody wants to be heard.



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Everybody wants their work to matter.



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Thank you Simon!

<https://www.youtube.com/user/simonscat>

*Simon's
Cat*



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Cat Herding
Over the life of a
project or team



***Build trust, communication before
moving to the harder stuff***



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Involve people in creation



Learn to fight well





unnamed



unnamed

Use a process that supports ongoing communication, sustains energy



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How to do it wrong



- Solve a problem before you really understand it.
- Do all of the planning up front, tell people to execute.
- Write a detailed strategy document that everyone is expected to read, understand and follow.
- Go dark for several weeks while you do clever stuff.

How to do it wrong



- Deliver important outcomes by email.
- Ask people to email you their feedback.
- Ask for feedback without showing the sort of feedback you need.
- Present your work to stakeholders without giving them some sense of the thinking or steps that led to this solution.



Cat Herding
Preparing a
Workshop

Know Your Job Description



- Master of Ceremonies
- Manage the clock
- Manage the energy of the room
- Make sure listening is happening
- Keep end goal in view, adapt if needed
- Be curious and learn
- Consider a partner to help with logistics

Learn about the participants



- Interview stakeholders 1-1 beforehand
- Get to real goals
- Use those to shape workshops



Example Questions for a Project



- Describe your role, and how it relates to this project.
- Why does this project matter?
- Who are our audiences, and what does successful engagement look like for each of them?
- How does this project fit into your overall mission?
- What's the one thing we must get right to make this project worthwhile?
- What puts this project at risk of failure?
- How will your life be different if it's a success?
- How will the organization know if it's a success?

“My favorite thing is pain. I try to get my stakeholders to selfish as quickly as possible. I'm going to try to ease stakeholders' pain with design solutions. I'm going to try to overlap my solution with easing their pain as much as I can.”

Dan Willis @uxcrank

***Not everyone may
agree yet on the real
problem you're
trying to solve.***



Know how you want to end.

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Choose the tools most likely to get you there.

Plan the Time



1. Set the stage
2. Warm up, build trust
3. Scope the challenge for the day
4. Explore the problem
5. Break (Either here or after generating solutions)
6. Generate possible solutions
7. Run solutions through a filter
8. Assign next steps

Can you participate and facilitate?

Planning for Large Groups



- I like sub-groups of 3-4.
 - May want to assign ahead of time.
- Break up the problem into subsets for each group, OR
- Have each group tackle the same problem and present solutions to each other.
- You'll probably want co-facilitators.

Help Participants Prepare



- Purpose
- High level agenda
- Need to attend ENTIRE TIME or don't bother coming?
- Anything to read or review beforehand?
- One or two questions to think about.

Facilitating a Workshop

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Set the Stage



- Lay out the process, but don't give away too much.
- Connect today's workshop with big picture strategic goals – WHY we're here.
- Frame the problem we've got to solve.
- Describe the end goal for today's workshop. What will we leave with?
- Ground rules?

Warm Up



- Introduce everyone.
- Some sort of icebreaker can be helpful, even if you work together every day.
- Example from my toolbox:
 - Pair up and share a story related to the purpose of the workshop.
 - Share something from your partner's story with the larger group.

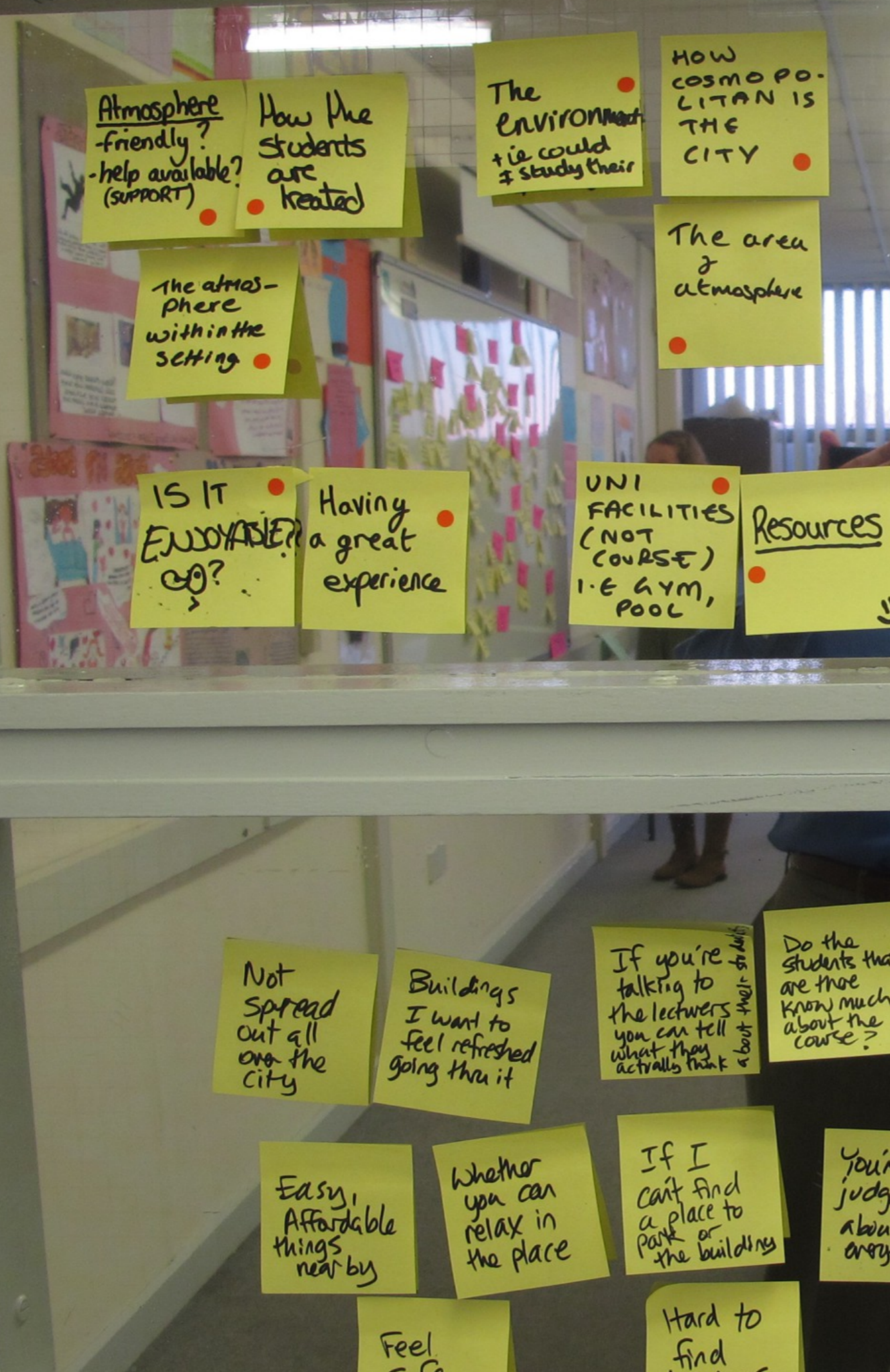
Explore the Problem





Mix Individual and Group Work

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"KJ" Method



1. Gather 6-10 people
2. Ask a focus question
3. Put answers on Post-it[®] notes
4. Put Post-it[®] notes on the wall
5. Group similar items
6. Discuss & Name the groups
7. Vote on priorities

Step 4 of 9 10:36 Next X

4 College #2: Go to [Oxford College of Emory's website \[click here\]](#). Same questions as before: Have you heard of this school before? If so, what's your impression (good or bad) of this school?

oxford.emory.edu

EMORY | OXFORD COLLEGE

OXFORD RESOURCES SCHOOLS LI

OXford Direct Previous Remember: Tell us what you're thinking Help

OXford College SEARCH

A DISTINCTIVE PLACE ADMISSION ACADEMICS FINANCIAL AID LIFE AT OXFORD ATHLETICS GIVE TO OXFORD

Prospective Students

Current Students

Faculty & Staff

Alumni & Friends

Parents & Families

Orientation

OXFORD NEWS

Postcards to Oxford: Hello from two continents and an island

Kevin Quarmby, assistant professor of English, has spent the summer immersed in endeavors surrounding Shakespearean studies, his chief focus of scholarship. Here he sends postcards from London, UK; Pforzheim Germany; Vermillion, South Dakota; Hamilton

OXFORD EVENTS

Orientation for incoming international students
Mon., August 17 - Thu., August 20

New Student Orientation
Fri., August 21 - Tue., August 25

Classes Begin
Wed., August 26

User Testing

11:22 25:30

1.0x Send Video

- 0:16 "I don't know what I want to go into, but I did really well on my ACT, so I want to make sure that I am going somewhere that is really going to challenge me and will give me the opportunity to look at a lot of options and look at what I want to do."
- 0:42 "I've never actually heard of Davidson College before, I'm from Michigan so I am not familiar with this one."
- 0:53 College #1: Davidson
- 1:02 "This is a weird thing, but I love that it just says Davidson up at the top, I think its very modern and interesting."
- 1:24 "I'm really interested in leadership opportunities, any sort of student government, anything that sort of fits in the realm is interesting to me, and also doing service projects is interesting to me."
- 1:44 "Small classes is nice."
- 1:49 "Fast Facts, there we go. This is really handy right here on the side, just all the information I want, o great, leadership is right here."
- 1:56 "Charlotte North Carolina, oh my gosh, I love charlotte north carolina, I've been there before. I think its beautiful, that's a great location."
- 2:48 "90% of kids live on campus which is good because I want to live on campus."
- 2:57 "15 class size, oh my gosh."
- 3:09 "Major options are going to be smaller, but that's okay."
- 3:24 "The stuff on the side here is very helpful, oh I want to study abroad too, that's great."
- 3:35 "I want to look at some sort of Biology or English, one or the other. But I am also interested in anthropology and potentially some sort of art."
- 4:11 "Classics? I'm not sure what that is but that's alright."
- 4:12 "Dance Minor, oh that's good. I want to dance too, that's really helpful actually."

Watch Audiences in the Wild

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Ad-Hoc Personas

- * PA
- * RESEARCH
- * BIO MAJOR
- * "OUTDOORSH"
- * CAREER PATH?

"COLEEN"

35 Y.O.

MOTHER OF 2

INTERESTED IN EDP →

ALREADY ATTENDED 4 COLLEGES
OPTIONS

* FINANCIAL STRAIN \$\$\$?

* TIME CONSTRAINT.

MAY NOT HAVE

"LIFE EXPERIENCE"



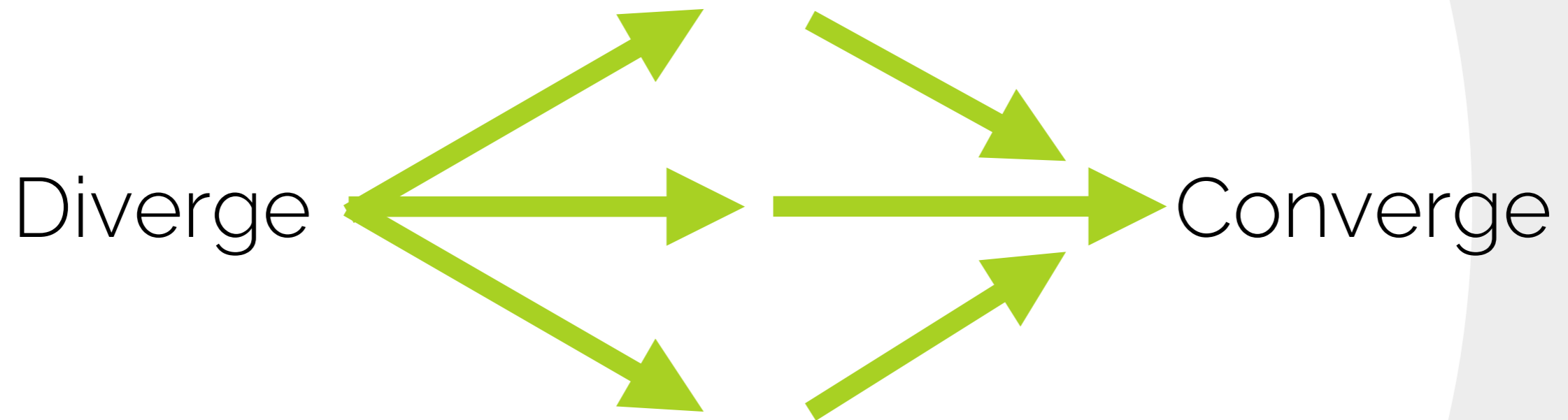
Generate Solutions



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Generate Solutions



It can be anything,
but at the end of the day
it has to be something.

Better Brainstorming



- I'm sorry but there are bad ideas.
I have them all the time.
- Create comfortable distance.
- Person \neq Idea.
- You have to get through the less good ideas to get to the better ideas.

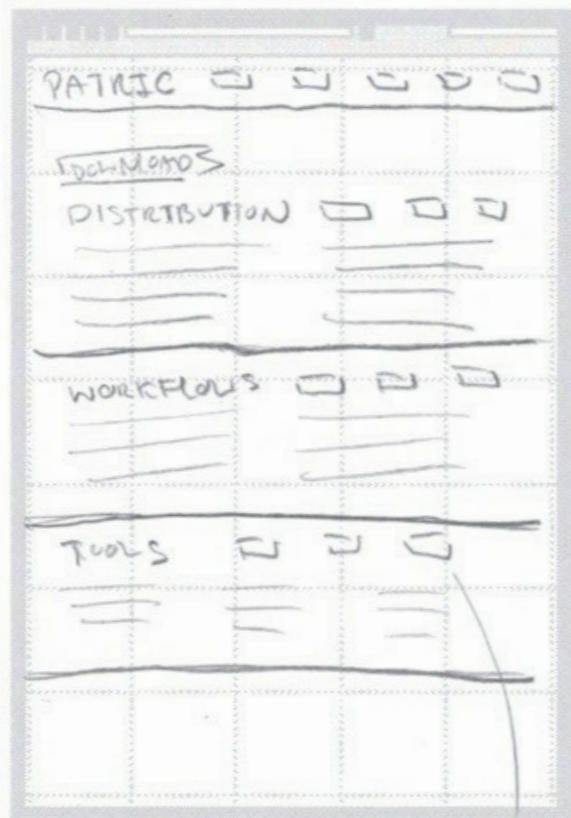
Better Brainstorming



- Brainstorm individually first.
 - Write answers on sticky notes.
 - Sketch or storyboard.
 - Generate several ideas quickly.
 - Short timeframe (3-7 minutes)
- Create distance
 - Put them on the wall
 - Explain to a partner, have partner describe
 - Partner builds on what you sketched, creating next step

***Don't stop at the
first good idea.***

Connecting biology to the data



Most important:

1. download this data ^{Sample}
2. Distribution breakdown!
(we have 3,000 breakdown)
3. Workflows and/or tools
(what can I do with it?)
- tool, how you can use it
- making comparisons
- description
4. related FAQs

Sample, what's new/hot

- genomes, experiments

- 3,800 genomes

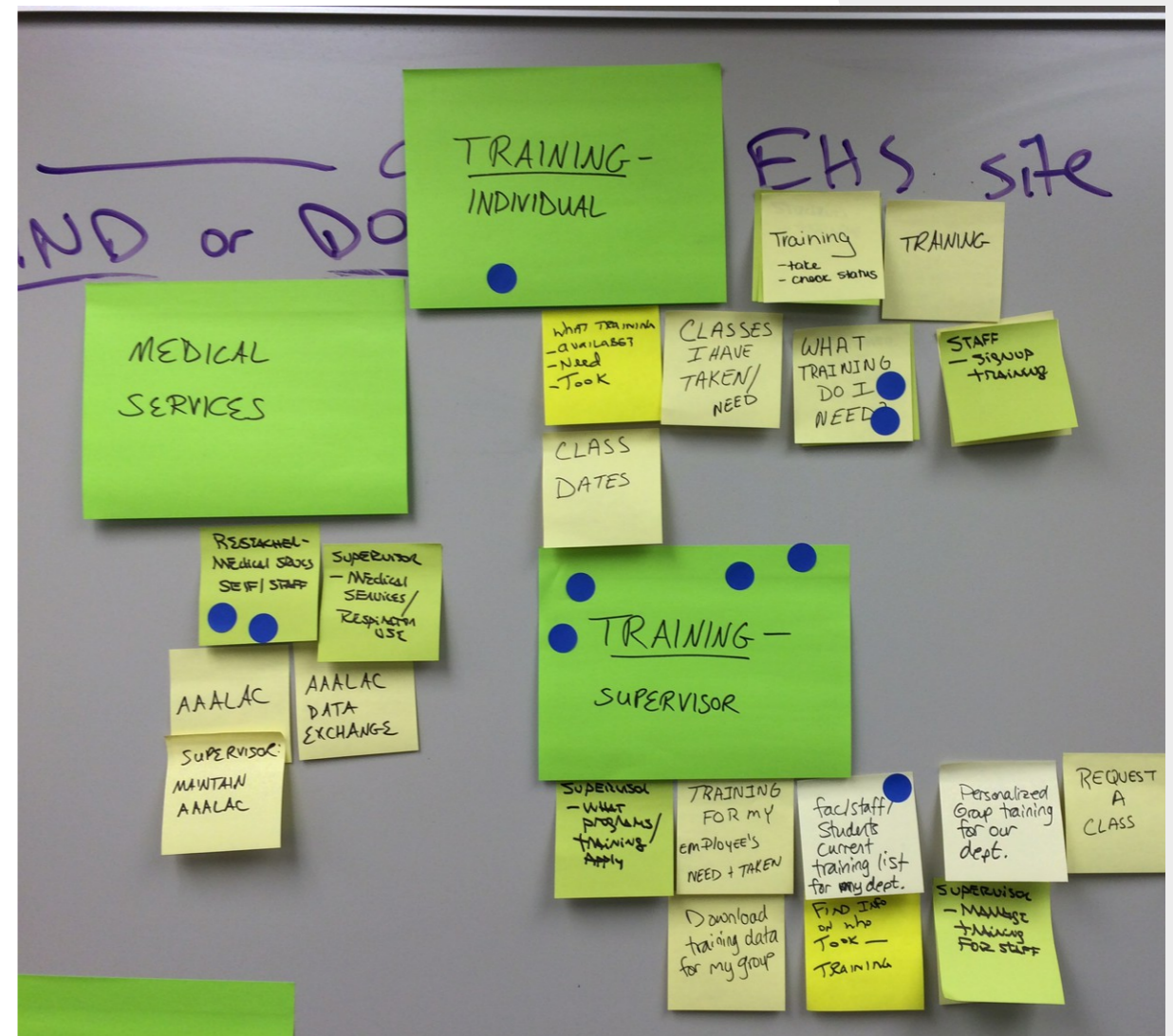
would shift
horizontally like
Biola

Filter first, then discuss.



Give the group some way to prioritize, like

- Voting in KJ sessions
- Sub-group selects one idea to present to rest of the group
- Whole group selects ideas to move forward to next stage





curio ~~Comm~~ active lifestyle

HEADING

around margins

For other heading

Prospective Students

Current Students

Alumni, Parents

Two alumni talking for an hour about race fruit trees. (now)

Benji

FALCONS
TPHP
CROSS COUNTRY

***NOT you in front of
a flipchart writing
down everything
people blurt out.***



Facilitating
Discussion

Facilitating Discussion



- Remember your job as listener #1
- Use artifacts to focus discussion
- Don't let the HIPPO or extroverts control the discussion
- Help your team argue well
- Time is your commodity
- Parking lot for things you need to dig into at another time

Next Steps



- Reconnect today's work to strategic goals.
- Describe how you'll use today's results, and when they'll see something next.
- Describe next actions clearly, with a time when you will regroup.
- Assign an individual owner to every action.

Not all cats are like you.



The Four Temperaments



Guardian (SJ) [M 43%, F 50%]	Idealist (NF) [M 14%, F 17%]
Artisan (SP) [M 21%, F 22%]	Rational (NT) [M 22%, F 11%]

The Four Temperaments



The Four Temperaments



<p>Scotty(SJ)</p> <p>Outline the game plan. Remind where you are in the process.</p>	<p>Bones (NF)</p> <p>Help them get comfortable with disagreement. Enlist their help.</p>
<p>Kirk (SP)</p> <p>Keep it moving, bias to action – let's make something!</p>	<p>Spock (NT)</p> <p>Connect what you're doing to the big picture.</p>

Extroverts & Introverts



■ Quiet cats (Introverts)

- Send some “think about these ahead of time” questions beforehand.
- Individual brainstorming during workshop.

■ Noisy cats (Extroverts)

- Let them talk out their ideas with a partner or sub-group.
- Structure who gets to talk when.

Communication Skills

E	I	S	N
<p>Need a good verbal presentation</p> <p>Want to engage you to learn about the project; allow for questions, interruptions, dialogue</p> <p>May decide quickly and verbally; watch for this and do not "oversell"</p> <p>Cover the major points at a fast pace; do not go into too much detail</p> <p>Do not presume that an E will remember you next week; use reminders like phone calls, mailings, updates; this feeds the E need for variety, contact, action</p> <p>E's want to do something now about an external need or a crisis; be ready to deliver</p>	<p>Need a good written proposal to review</p> <p>Need time to reflect about detail or implications of a project</p> <p>Do not usually decide quickly unless they have thought it through beforehand</p> <p>Should not be bothered too much with phone calls, literature, updates; tell him/her in advance about next planned contact</p> <p>Even in crisis or urgent needs, I's will take time to do the right thing after deliberating; do not rush</p>	<p>Begin with facts, build to "big picture"</p> <p>Use simple, practical examples</p> <p>Emphasize implementation, the next step</p> <p>See systems as a number of facts, projects</p> <p>Stay in here-and-now</p>	<p>Begin with "big picture", fill in facts</p> <p>Make connections between facts and ideas</p> <p>Comment on unseen implications, future projections</p> <p>Discuss project as part of system</p> <p>Show interest in creative ideas or enthusiasms</p>
T	F	J	P
<p>What you say counts more than how you say it</p>	<p>How you say it counts more than what you say</p>	<p>Justify project through precedent</p>	<p>Allow for last-minute adjustments</p>

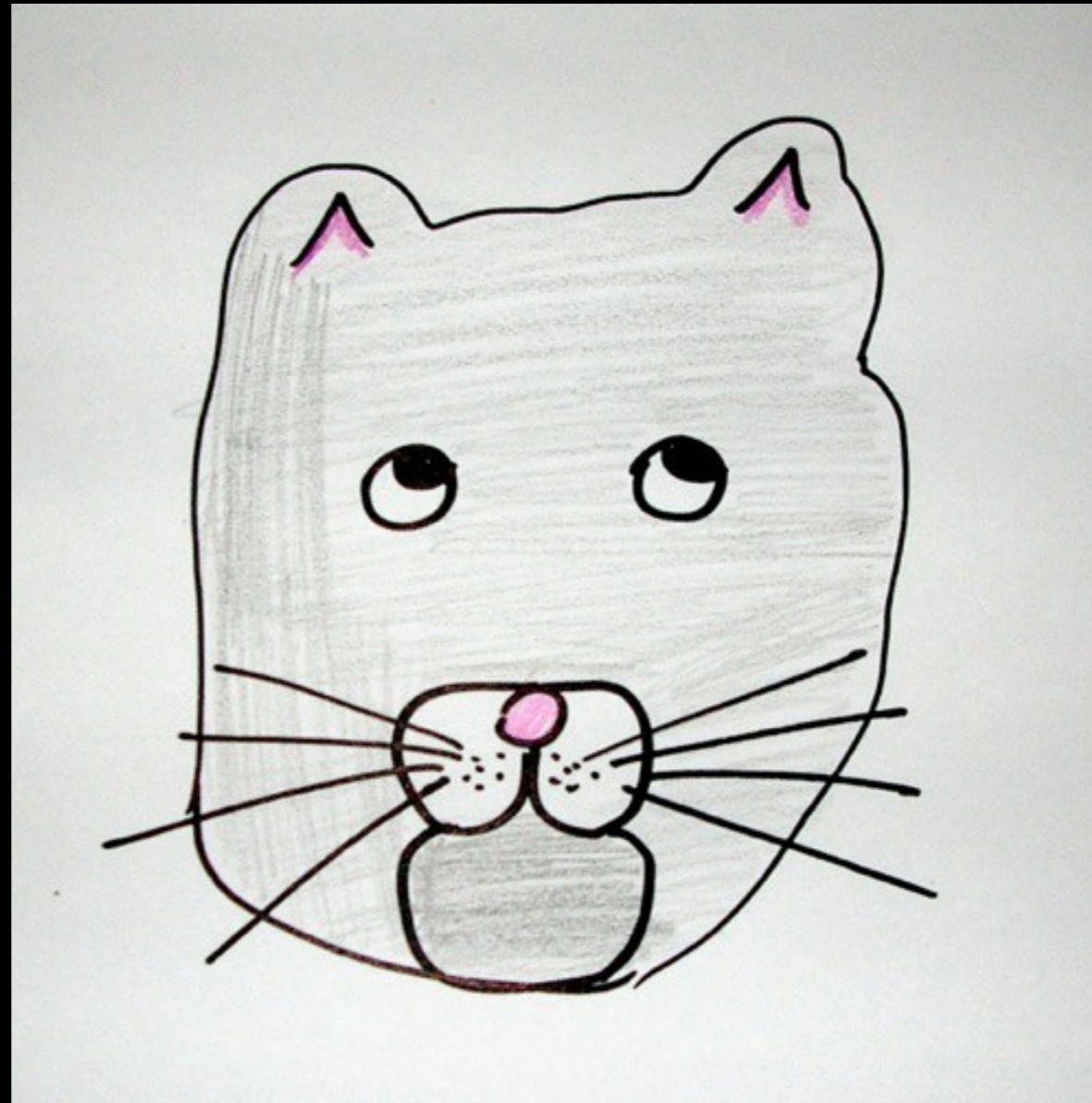
<p>action</p> <p>E's want to do something now about an external need or a crisis; be ready to deliver</p>			
T	F	J	P
<p>What you say counts more than how you say it</p> <p>Be logical, researched</p> <p>Be low-key, conservative, businesslike</p> <p>Emphasize soundness, reliability, statistics</p> <p>Avoid generalizations, repetition, incoherence</p>	<p>How you say it counts more than what you say</p> <p>Emphasize human benefits</p> <p>Use eye contact, smile, be warm and personal</p> <p>Support service or project with first-hand testimonials, personal feedback</p> <p>Show genuine interest in the client as a person</p>	<p>Justify project through precedent</p> <p>No surprises</p> <p>Find out the schedules, priorities, criteria, goals of the client and stick to them</p> <p>Stay organized</p> <p>Give feedback so the J "stays on track" towards goals</p>	<p>Allow for last-minute adjustments</p> <p>Concentrate on keeping P's present adaptability, options</p> <p>Diplomaticcally remind P that a decision must be made within certain time constraints</p> <p>Allow time for enjoyment</p>

Practice with friends.



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What about
your cats?



Thanks!



- David Poteet
- dpoteet@insidenewcity.com
- @davidpoteet
- Bring the half-day Cat Herding workshop to your team or conference!

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