LIFT

**Learning
In
Facilitated
Teams**
(Poland)

LIFT Method

Wrocław, 2019

ABOUT THE MODEL AND LIFT METHOD

The LIFT model is a **comprehensive approach** to the topic of mutual learning of adults using methods of **team learning**. It is a shift from group training towards learning through cooperation – with the support of a facilitator – as part of a specific organisation, while **solving real problems appearing in a given workplace with the whole team**. The solution consists of 6 parts:

[1] The concept of methodical and organizational assumptions of interactive learning methods in teams,

[2] LIFT method guide,

[3] Guide for facilitators,

[4] Materials for sessions using the LIFT method,

[5] Guide for employers on the implementation of the LIFT method,

[6] Set of implementation procedures.

The LIFT method – what is it?
The LIFT method is a method of solving real problems that appear in organizations, using the synergy effect caused by the mutual learning of members of a heterogeneous project team. **It is a method of team learning while working on a specific challenge with the support of a facilitator**.
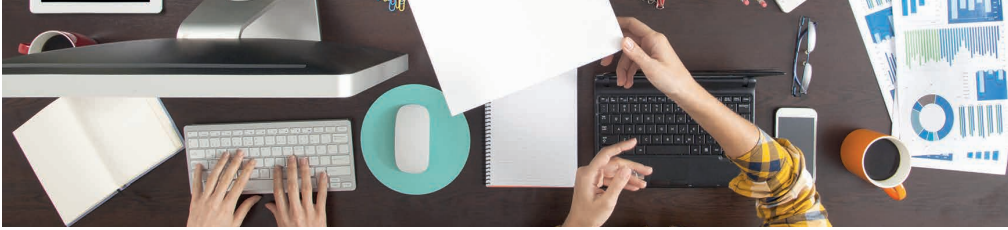
The LIFT method – what is it for?
The LIFT method is used **to solve problems** that appear in a given workplace, **implement** necessary **changes and introduce innovations**.

The LIFT method – who is it for?
The LIFT method is intended for organizations with at least 5 employees (*minimum size of the project team*).
A project team – with the support of a facilitator – using the synergy effect caused by the phenomenon of mutual learning, **develops solutions to problems which meet specific needs of a given entity**.

The LIFT method – what does it offer?

The LIFT method is based on the potential of the project team consisting of employees of a given entity which the solution is developed for. Owing to cooperation and sharing knowledge, it is possible to create favourable conditions for **designing innovative solutions** and **improving competences of employees** participating in this process.

As a result, the LIFT method:

- gives the opportunity to develop bold and innovative solutions,
- launches processes of knowledge sharing among employees,
- improves competences and procedural knowledge of employees,
- reduces resources of knowledge hidden in the organization,
- assists in building knowledge bases and their effective management,
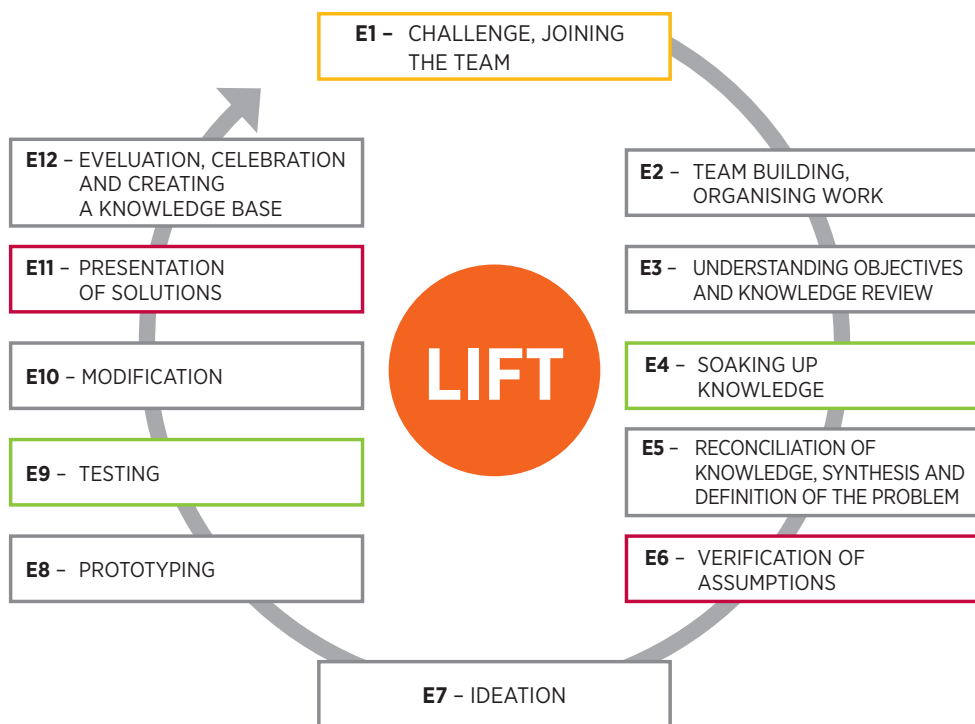- fosters the creation of learning organisation culture.

The method specifically **develops competences and characteristics of employees** such as critical thinking and problem solving, creativity, communication, cooperation, curiosity, willingness to learn, initiative/entrepreneurship, perseverance, flexibility and adaptability, leadership and social and cultural awareness.

The LIFT method – what is so special about it?

The uniqueness of the LIFT method is that **organization employees**, thanks to their knowledge and skills, **develop a new solution on their own**, which is a response to the challenge defined at the beginning of the process. The method is **universal** and its application is not dependent on a specific topic, type of problem, industry or organization. It is successfully used with regard to employees of various institutions and enterprises, who share a common challenge leading to the learning process in a heterogeneous team.

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THE LEARNING PROCESS BASED ON THE LIFT METHOD

E1 – CHALLENGE, JOINING THE TEAM

E12 – EVELUATION, CELEBRATION AND CREATING A KNOWLEDGE BASE

E11 – PRESENTATION OF SOLUTIONS

E10 – MODIFICATION

E9 – TESTING

E8 – PROTOTYPING

LIFT

E2 – TEAM BUILDING, ORGANISING WORK

E3 – UNDERSTANDING OBJECTIVES AND KNOWLEDGE REVIEW

E4 – SOAKING UP KNOWLEDGE

E5 – RECONCILIATION OF KNOWLEDGE, SYNTHESIS AND DEFINITION OF THE PROBLEM

E6 – VERIFICATION OF ASSUMPTIONS

E7 – IDEATION

start

fieldwork

meeting with the owner of the challenge

The main actors in the LIFT method include the owner of the challenge the team is working on, members of the interdisciplinary project team and a facilitator.

Challenge - a specific task to be performed by the team (e.g. problem solving, introducing changes or innovative working methods, creating new products/ services);

Team – a group of people who, in addition to their common social identity (typical of the group), have a common goal; these people know that they need each other to achieve this goal and they cooperate in an organized manner.

Facilitator - a "guard" of the process whose key responsibility is to control and conduct it so that the team can achieve the goal; a methodical expert who cares about the process and the course of work, that is, *how the team works*, but remains neutral towards the content of the process, that is, *what the team works on* (does not engage in the substantive aspects of solved problem issues).

E1.
DEFINING THE PROJECT CHALLENGE AND JOINING THE TEAM

1. Formulating the challenge
2. Identification of the framework and project constraints (preparation of a brief)
3. Choosing the facilitator
4. Deciding on the list of project team members
5. Arranging a briefing meeting
6. Discussion on the brief and the specificity of the project
7. Joining the team
8. Launching work on the project
9. Targeted reflection

E2.
BUILDING THE TEAM AND ORGANISING ITS WORK

1. Meeting and integration of team members (and the facilitator)
2. Diagnosis of competence potential of the team
3. Defining and assigning roles in the team
4. Explaining the essence of facilitation
5. Agreeing on the principles of cooperation and communication in the team (concluding a contract)
6. Defining methodical and organisational framework of meetings
7. Creating a project plan
8. Performing ex-ante evaluation
9. Targeted reflection

TECHNIQUES AND TOOLS

– Project brief (project guidelines)
– Choosing the facilitator
– Choosing team members
– Questions initiating a discussion on the project brief
– Facilitator's logbook

TECHNIQUES AND TOOLS

– Information cards
– A starter document/contract
– Project plan (schedule)
– Evaluation of the results obtained by the team
– Evaluation of the process of team learning

E3.
UNDERSTANDING OBJECTIVES AND KNOWLEDGE REVIEW

1. Breaking the project brief (working out team understanding of the challenge)
2. Unification of the goal (setting team goals)
3. Identification of the contexts in which the challenge may be settled
4. Knowledge inventory (review)
5. Defining information gaps
6. Developing a research plan
7. Targeted reflection

TECHNIQUES AND TOOLS

– Breaking the project brief
– Unification of the goal
– Context map
– Research brief

E4.
SOAKING UP KNOWLEDGE (DATA COLLECTION)

1. Division of research tasks
2. Development and verification of measuring instruments
3. Recruitment of research participants
4. Arrangement of research sessions
5. Research implementation (collecting empirical material and filling information gaps)
6. Targeted reflection

TECHNIQUES AND TOOLS

– User shadowing
– Service safari
– Contextual interview
– Critical Incident Technique (CIT)
– Graffiti Wall
– Concept transfer mapping (benchmarks)
– Trend mapping
– Interview card
– AEIOU framework

E5.

RECONCILIATION OF KNOWLEDGE, SYNTHESIS AND DEFINITION OF THE PROBLEM

1. Sharing obtained information (unifying the knowledge of the team)
2. Grouping information
3. Modelling based on the research
4. Problem identification
5. Selection of the key problem
6. Problem mapping (understanding its essence)
7. Possible problem reformulation
8. Verification of the problem with the project challenge
9. Agreeing on the team's viewpoint and preparing a problem definition which will be the subject of further work
10. Targeted reflection

TECHNIQUES AND TOOLS

- Affinity diagramming
- Persona
- Empathy map
- User journey map
- Insight card
- Problem map
- 5 Why's
- POV/ HMW – How might we do that?

E6.
VERIFICATION OF PROJECT ASSUMPTIONS WITH THE OWNER OF THE CHALLENGE

1. Establishing meeting organisational framework with the owner of the challenge
2. Selection of content to present
3. Defining presentation structure
4. Choosing the form and developing the presentation
5. Presentation of the team's viewpoint to the owner of the challenge
6. Verification of team's assumptions with the viewpoint of the challenge owner
7. Possible correction and confirmation of the problem to be solved
8. Identifying key stakeholders
9. Updating the project schedule and verifying evaluation criteria
10. Targeted reflection

TECHNIQUES AND TOOLS

- Presentation structure
- Feedback card
- Stakeholder map

E7.
IDEATION (GENERATION OF THE CONCEPT, PREPARATION, EVALUATION AND SELECTION)

1. Generating ideas (searching for solutions to a defined problem)
2. Grouping ideas and their initial selection
3. Evaluation and selection of ideas for prototyping
4. Description of ideas selected for prototyping
5. Targeted reflection

TECHNIQUES AND TOOLS

- Brainstorm
- The Crazy 8
- Affinity diagramming
- Dot voting
- Decision matrix
- MOSCOW
- Idea card

E8-10.

PROTOTYPING, TESTING AND MODIFICATION OF SELECTED CONCEPTS

1. Preparing prototypes (development of ideas and giving them a physical form enabling evaluation of different aspects of the designed solutions)
2. Solution testing (obtaining feedback from users of the designed solutions and key stakeholders)
3. Modification of prototypes based on the feedback received
4. If necessary, going through the testing and modification process again (iterative process of improving solutions)
5. Targeted reflection

TECHNIQUES AND TOOLS

- Creative set
- Storyboard matrix
- Moodboard
- Roleplay with drama elements
- Business origami
- RITE (Rapid Iterative Testing & Evaluation)
- A/B tests
- Feedback card
- Scamper

E11.
PRESENTATION OF SOLUTIONS FOR THE OWNER OF THE CHALLENGE

1. Preparation of description of the designed solutions (their essence)
2. Preparation of implementation recommendations
3. Establishing meeting organisational framework with the owner of the challenge
4. Selection of content to present
5. Defining presentation structure
6. Choosing the form and developing the presentation
7. Presentation of designed solutions and their implementation plan
8. Presentation of the results of the team learning process
9. Obtaining feedback
10. Targeted reflection

E12.
VALUATION OF EFFECTS, CELEBRATION AND DEVELOPMENT OF A KNOWLEDGE BASE

1. Description and securing the results obtained by the team
2. Dissemination of results
3. Performing ex-post evaluation
4. Finishing work and closing the project
5. Agreeing on a plan for continuing team learning
6. Presentation of the implementation leader
7. Celebrating achievements
8. Targeted reflection

TECHNIQUES AND TOOLS

- Elevator pitch
- Implementation plan
- Presentation storyboard
- Pitch desk
- Storytelling
- Feedback card

TECHNIQUES AND TOOLS

- Preparing result documentation (case study / solution card)
- Evaluation of results obtained by the team
- Evaluation of the team learning process
- Continuation scenario
- Diploma / certificate of participation

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