

# THE DEEPER, FUNNER FACILITATION COOKBOOK



*Keep them on the edge of their  
seats and propel real change*

**Julie Sheldon Huffaker**

**Illustrated by Gary Hirsch**

“I feel like I was just given the secret recipes! This is a true gold mine of information for training professionals looking to design and deliver engaging sessions that drive results. The innovative and creative approach is a masterful blend of art, science and going with the flow.

It is an invaluable resource I will refer back to again and again.”

**—Kathy Simpson, Manager, U.S. Sales & Global Business Unit  
Learning + Development, Nike**

“What makes this so successful is that Julie knows how to connect at an emotional, visceral level with anyone who has ever facilitated—including those who have felt terrified by it. Unlike many books taking a mechanical approach to facilitation, here you learn from the years of experience Julie and her colleagues have amassed using non-traditional sensibilities—improv, story telling, images, bent paperclips, metaphor—to harness the full energies of a group of participants. Like any great cookbook in your kitchen, this will soon be heavily marked up, crumpled and ragged from use by anyone serious about improving as a facilitator.”

**—Scott Dawson, Dean, School of Business Administration,  
Portland State University**

“Warning: Don’t be fooled by how fast and easy a read this is (a 3-hour plane ride was sufficient). Whether you are an aspiring facilitator, a CEO or just make a lot of presentations, Julie’s insightful observations make these recipes extremely effective. Her knowledge of what makes us tick is astounding and acutely accurate.

Having experienced these techniques first-hand, I know the recipes activate an audience, improve the outcome, are fun to be part of and more fun to practice (even for a control freak like me).”

**—Mike Doherty, President, Cole & Weber United**

“I read this brimming-with-insights book and said, ‘Wow.’ It lets you see facilitation as an art form—an accessible, practice-able, playful and change-producing art form. Wow.”

**—Karen Dawson, facilitator, executive coach, and Banff  
Centre Leadership Development faculty member**

“This certainly beats Julie’s first cooking project: when she was six,  
roasting marshmallows on a lightbulb.”

**—Susan MacKinnon, Julie’s mother**



# COOKING DEEPER, FUNNER MEETINGS

*At the evening cocktail party launching the event, we worked our way around the bar overlooking Monterey Bay. What we found was a group of forty CIOs drinking Maker's Mark over the kind of small talk that characterizes so many business gatherings—about the flight in, the weather, the golf courses nearby. These information technology leaders were from large U.S. organizations spanning industries as varied as healthcare, retail, real estate, defense, and even the U.S. military.*

**O**ur client, the sponsor of the gathering, clinked on his glass and introduced us as the facilitation team. He highlighted Tobey's experience at Apple, mine at Starbucks, and the fact that our consulting clients were companies just like—and including—theirs. Then he passed the baton to us.

We'd been asked to facilitate a session with these leaders to create a shared vision for online technology in the future. Our client was nervous, because he'd invited CIOs from competing companies and because he knew the future-casting would be a stretch for any creative team, let alone the linear thinkers in this room. He'd originally imagined a safe, round-table-discussions-between-drinks-and-golf sort of gathering. But we had a different idea.

"We know one of the reasons you're here is to network and learn from each other," we said, "And we also know learning happens through relationship. We'll start by giving you a different way to get to know each other. We want you to tell the stories of your names." I began with my own high school nickname, Crusher, from the infamous soccer game when, with a single kick, I scored the winning goal for the opposing team and broke our star forward's femur. They looked at us unbelievably for a moment, then divided awkwardly into pairs to tell their own stories. They began to lean in, listening intently to each other. There was laughter, and the noise level grew. We looked at each other and breathed a sigh of relief.

“To set the stage, we’re going to break you into teams and give you an impossible task,” we told them next. We gave each team a question about current technology trends and concerns. Their task: to design a research strategy that would get an answer to their question from every other person in the room, implement the strategy, analyze the results, and plan a short and memorable presentation communicating what they learned. Then we told them the impossible part: for each stage, they would have exactly three minutes. They groaned.

But they attacked the task with vigor, and this time the noise level skyrocketed. Just before the presentations, we called for attention. “How much do you think audience members remember of what they hear?” we asked. They guessed about 15%. “What they hear and see?” we asked. 50%. “How much of what they hear, see, and do?” A whopping 75%. “Your job is to make sure everyone remembers your presentation,” we told them. “Take a few extra minutes to make it a hear-see-do presentation.”

The presentations were informative. They were also hilarious. After the last one, the group leapt to their feet to give each other a roaring ovation. “What do you want us to do next?” they asked. Tobey and I laughed. “Drink!” we told them.

The next morning, we got them back on their feet. We knew the key to keeping them engaged was to give real-world value immediately. We also knew these hard-core technology experts often struggled to get their organizations to see technology as a competitive advantage, and worth investing in. Their ability to influence back at the office impacted their success adopting the kinds of innovations we were here to work on.

“Now we’ll do something to help you get more from your time here,” we told them. We put them in pairs again, designating one tapper and one listener. The tapper tapped out the beats of a well-known song for his listener, who had to guess what it was. (This exercise, based on research done by Elizabeth Newton at Stanford, is described by Chip and Dan Heath in their magnificently useful book, *Made to Stick*.) The exercise highlights the gap between tappers’ belief that their tapping is easily understandable (they estimate the chance their listener will get the song at about 50%) and the actual ability of the listeners to guess accurately with such limited information (~2.5%). As one CIO put it, “What is it about Jingle Bells you don’t understand?!?”



“You’re experts in your field and industries,” we explained. “When you’re humming the song in your head, you tap and assume everyone else is getting the full picture. To get the most value from these two days, your job is to hum out loud, and ask others to hum out loud, to get as much of your expertise and perspective on the table as possible.” They nodded thoughtfully as



they took their seats. “I think I do a hell of a lot of tapping back at the office,” someone commented ruefully. The group laughed with recognition.

Tobey and I walked through the agenda and then pulled on black-and-white striped referee shirts and whistles. “Don’t get too comfortable in your chairs,” we cautioned. “Our job is to keep things moving.” We launched into a sequence of mixed-industry breakouts with reflection and discussion in between. As the rounds progressed, we used a variety of techniques to name external trends, identify strategic 3- to 5-year corporate goals and priorities, and capture the CIO’s top needs and considerations pursuing those goals.

Over lunch, a series of speakers gave short teaching pieces on five cutting-edge technologies and how early adopters were inventively using them. The day ended with CIOs rotating through a station for each online technology, working with the experts and each other to envision possible applications.

At the bar that evening, three CIOs waved us over. They insisted on buying us drinks, sharing their appreciation for the day. Then, they pointed out something we missed: using cross-industry groups in the very first exercise, looking at external trends, had diluted the outcome. “It would help us to see those trends by industry, so we can compare what we’re experiencing with our peers and competitors.” They were right. The next morning, we announced an agenda change and began with their version of the exercise, which produced rich and satisfying discussion.

The day progressed. The CIOs developed possible technologies further. Voting with their feet, they self-organized around the one they believed had the most potential to create competitive advantage for their enterprise. In these final teams, we gave them their most ambitious assignment yet: to develop and “show” a short, live-action documentary from the future (read: they had to act everything out, with props they made themselves). Their “footage” had to show how the future technology worked, chronicle three giant steps needed to deploy it at their company, and show how they overcame a significant obstacle. The final take was of the technology being used in a way that created significant competitive advantage for their organization.

As they worked to physically bring their film segments to life, their excitement and their idea generation accelerated: “What if it had special functionality that . . .” “One thing we haven’t thought about is . . .” “Try this—wouldn’t it really help that user there if . . .”

When they finally screened their documentaries, the CIOs had fleshed out features, functionality and usage scenarios far beyond expectations. Their vignettes brought these to life in a no-holds-barred kind of way: they programmed their cell phones to mimic new functionality, built things out of cardboard, climbed on chairs, and dove under tables.

Frankly, we were blown away. All of us—the client, CIOs, Tobey, and me. Sure, we designed the session, but we didn't expect the CIOs to do so much with it.

"What surprised me," offered one CIO in the final debriefing, "was that I could work so comfortably and creatively with my peers—and competitors—in such a short time." He paused. "Imagine what would happen if we got together like this more often."

### *Cooking deeper, funner meetings*

**A**fterwards, driving north through the avocado fields on the way to the airport, Tobey turned to me. "You have a real point of view about how to design sessions so they really work. You should write this down," he said. "Call it the 'Deeper, Funnier Meeting Cookbook' or something."

I thought back to a terrifying evening years ago—the night between the two days of the very first strategic planning session I ever facilitated. It wasn't my first session; I'd trained front-line coffee employees and moderated numerous focus groups as a market researcher. But this was my first paid gig as an independent consultant working with a leadership team. And at the end of the first day, all we had were some clay lumps decorated with pipe cleaners and glitter to represent where the company wanted to go. The client was off getting drunk in the bar. I had no idea how to pull this thing off.



Every cell in my body, however, knew what I wanted to do. Pack up, get in the rental car, and drive.

So as Tobey sped down that California highway and suggested I write down some of what we had done, I thought how helpful it would have been to have a handbook for cooking a great facilitated session 10 years ago, before I sat staring down those pipe cleaners.

At On Your Feet, the consulting group with which I do my facilitating and learning, we use highly experiential methods—including the unlikely resource of improvisational theater—to help teams and leaders with communication, creativity, and change. We are constantly experimenting all over the world with new ways to create learning experiences that nail the business result, propel individual self-awareness, and are ridiculously fun and inspiring. Beyond the ways we've used improv tools explicitly to address a specific client need, we've also used them invisibly, as our own working method for facilitating. Over time, we realized what an enormous difference that made for the groups we worked with (and for us as facilitators). Our clients asked us to teach them, so we began offering 1- to 3-day improv-based facilitation and presentation courses. That allowed us to learn even more, because it forced us to sit down and really understand what we were already doing instinctively.

This is not to say the job is easy. Human beings and groups are messy. Objectives can be slippery. You try things and they fail, and you're not even sure why. As a facilitator, you may be working with an energized, creative team or unfairly made the object of their lost faith. You may be collaborating with a wise, development-minded leader, or unconsciously brought in to fill the leadership gap in a group of people who just can't seem to find a way to be nice to each other. You may be asked to address business issues, while the real barriers are the deeper fears and needs of the human beings around the table. For me, there are few things more satisfying than the breakthrough moments when everyone walks out changed.

My own learning itch around this work comes honestly. I am the daughter of a psychiatrist who worked with the criminally insane, and I was trained as a cultural anthropologist. I am endlessly curious about human and organizational dynamics (sometimes annoyingly so—just ask my partner). These dynamics all come together in the room when you're facilitating. And people can be pretty amazing. They surprise me constantly.

So this cookbook is my offering for team leaders, business line managers, internal human resources and learning & development professionals, external management, marketing and organizational development consultants. If you plan and facilitate standing staff meetings, offsites, or ad hoc problem-solving or brainstorming sessions that last from 90 minutes to two days, this book is designed to make your life easier and your sessions deeper, more fun, and even more successful.

You might be reading this because you want sessions to be even more engaging and impactful. You might be looking for ways to dial up real attitude and behavior change (instead of having the exact same meeting every 6 months). Or you might simply be a learning junkie like me. Regardless, if you have an inkling there's more to facilitation than scented markers and sticky notes, we, your fellow revolutionaries, have a few ideas. (Throughout the cookbook, I'll shift fluidly between "I" and "we" depending on whether I'm speaking from collective On Your Feet experience or my own exploration. Note: Nothing is in here that we haven't tried ourselves and found to be especially satisfying.)

You'll get the most from this cookbook if you have some basic facilitation experience. It helps if you've been a participant in facilitated group gatherings like strategic planning or training sessions, too, so you can identify with what it's like to be on the receiving end. Those of you who are very comfortable facilitating will be able to grab tidbits that fit with questions you've been noodling on and use them immediately. If you're newer, remember that this is a practice. There's no substitute for learning firsthand from your own experimentation in the kitchen.



## *Not granny's gentle pie*

If it sounds like this cookbook might be all sugar and sprinkles, Betty Crocker aprons, and spatula metaphors, don't be fooled.

This is more like a cross between *Cook's Illustrated* and *The Anarchist's Cookbook*, with a good mixture of pancake batter and acetone stuck to the pages. My goal is to blow up a few assumptions about how far people will go outside their typical comfort zone in a business meeting, and what's possible when you help them go there. At *On Your Feet*, we are interested in experimenting with co-creation and learning through what's happening in the moment, and we're not afraid to break a few rules to discover a better way of doing things. Deeper, more fun meetings are delicious and deeply satisfying, for your audience and for you.

A cookbook based on improvisation may seem like a contradiction. One of the most interesting aspects of improv is that, like truly great cooking, it's spontaneous but not random. A short set of simple guidelines enables extraordinary freedom and creativity. Facilitating in this way does take a little chutzpah now and then. But we suspect you wouldn't be reading this if you didn't already have that.

## *A seven-course meal*

Our experimenting over the years has evolved into a structure—a series of seven basic courses, if you will—that we find creates deeper, more impactful experiences. We use these in virtually all of our facilitated sessions.

This cookbook contains a “recipe,” complete with cooking tips and examples, for each course.

- #1 **Start with the ending**—Learn how and why to get very clear about what you want to walk out with, and let the rest flow from there.
- #2 **Start with the beginning**—Get tips for using the first 5 to 15 minutes to get the group leaning forward and engaged, willing to go with you, and collaborating productively with each other.
- #3 **Get the head nod**—Make your audience feel seen and understood by mapping out their needs and issues. Get them to fill in any gaps.
- #4 **Show the value (not tell it or sell it)**—Show your audience the value they will get from a session with something visual, vivid, and/or story-based. This recipe can provoke emotional reactions and increase their motivation.

- #5 **Create a roomful of co-facilitators**—Early on, engage the group in sharing responsibility for their experience and their learning by giving them a task and connecting the work to their real stuff. But beware: this is not your mama’s agenda-setting.
- #6 **Make real change**—We would call this the entrée, but unlike some main courses, this never works as a one-dish meal. For the change to stick, the previous steps are just as important even if they don’t take up as much time. We’ll provide ideas and methods to facilitate both the practical work—like information-sharing, brainstorming, and decision making—and the emotional ahas that drive real understanding, commitment and new action. Included are tips for handling picky eaters that resist, interrupt, and throw food at the table, and dealing with them skillfully in a way that maintains connection and serves the needs of the group.
- #7 **End with something sticky**—Make it a meal they’ll rave about with a clear, engaging recap, interactive ahas and takeaways, accountable follow-through, and something delicious in the final moments.

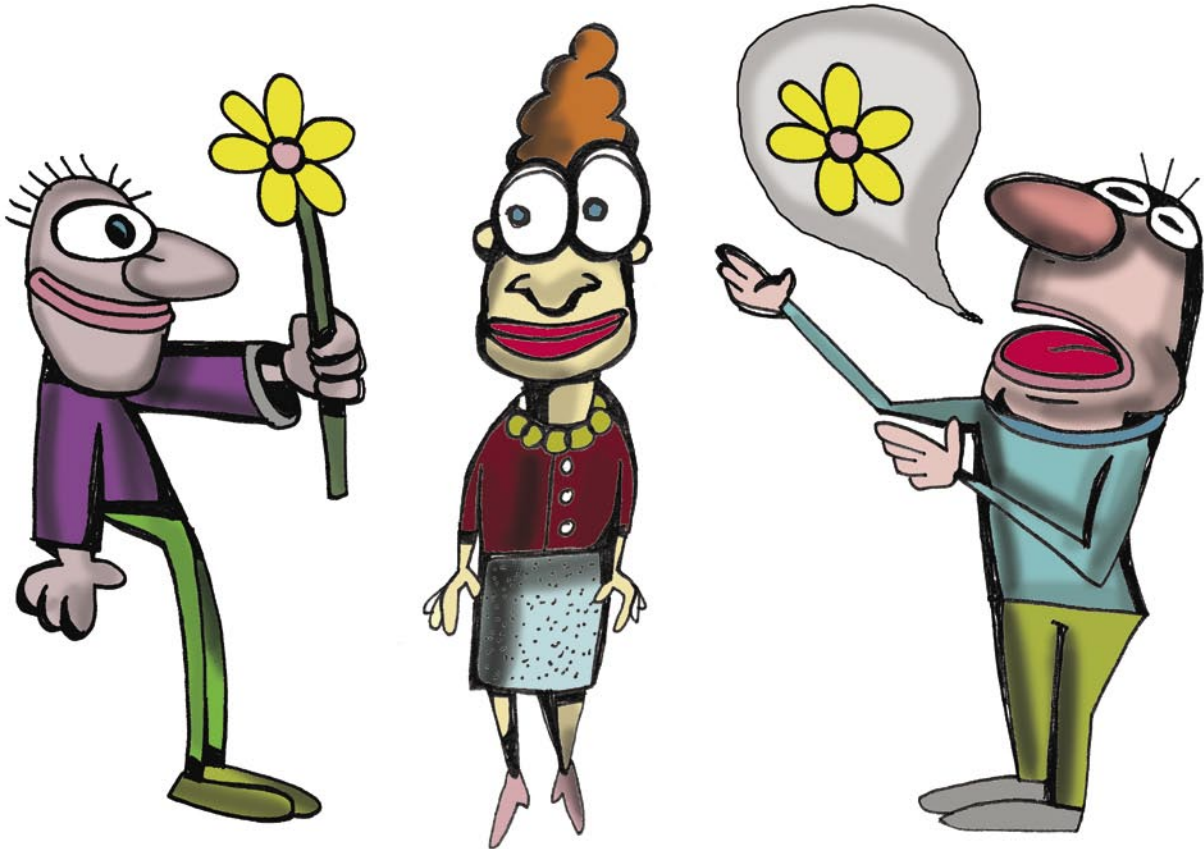
Some of these dishes you’ll cook in advance, store in the freezer and pull out the day of. Others you’ll assemble real-time while your guests are hanging out in the kitchen. Most are simple, with just a few ingredients, while others are like bread—easy to learn but they take time and practice to truly master. You don’t have to include all of these dishes all of the time to make a balanced meal (although it’s worth saying we usually do.)

### *Try it!*

**T**he best way to learn new stuff is to practice on something real. So before you go any further, take a moment. Think of a meeting or session you’re facilitating soon or have recently done.

At the end of each of the seven courses, we’ll give you prompts to help you try the recipe on your real stuff. You know your own facilitation style and needs best; your job is to discover what’s most useful to you, and experiment to make it your own. If you do this for each course, when you finish the cookbook you should have a near-complete, really good design ready to use.

Now. Pull out your mini blow torch.



**#4 SHOW THE VALUE  
(DON'T TELL IT OR SELL IT)**

***Viewership was down. The new marketing director of a large national television station had gathered a cynical group of advertising sales reps to find new program promotion approaches that would really get people's attention. He stood at the front of the conference room.***

**W**e need to find new ways to promote our programs. I want to start our discussion today by telling you some things I'm sure you'll want to know," he said, clearing his throat and pulling a piece of paper out from his portfolio.

"The average crocodile has 60 to 80 teeth," he began reading from his script. "Adult crocodiles range from 8 up to 20 feet in length, and may weigh 2,000 pounds," he continued reading statistics, while the sales reps looked at each other in confusion, then disbelief, and not a little irritation. What did he think he was doing, wasting their time talking about crocodiles? What the hell?

The director droned on, then appeared to notice he was losing their attention. He faltered, "Um . . . lifespan of about 70 years . . .," then stopped completely.

Suddenly, the door to the conference room flew open. Four wranglers with a 12-foot crocodile burst in. The huge croc thrashed and snapped, his muscular tail sending conference room chairs rolling askew as his handlers worked to keep him at the end of the room.

"I guess if you really want to know about crocodiles, you should ask these guys," the marketing director said to the gasping group, who by now stood teetering precariously on chairs pressed against the back wall. The director smiled and walked over to shake hands with one of the wranglers.

Recovering from their shock, someone started clapping. The rest joined. "We get your point," a sales rep called out. "No more talking heads!"

## Showing really makes a difference—but why?

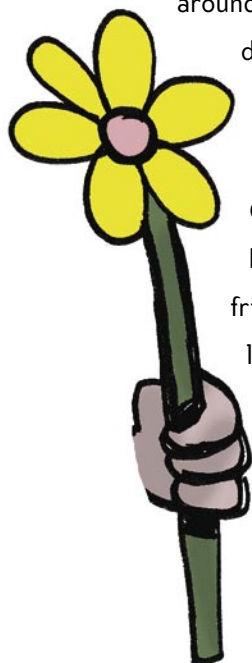
Using something visual, story-based, or experiential engages the brain in a completely different way than bullet points on a slide. Building this in early on—even before the agenda—intrigues people and creates buy-in.

John Kotter, in his practical book *The Heart of Change*, describes this process as “see-feel-change.” He tells a great story: An executive, convinced he could drive down purchasing costs by \$1 billion over 5 years, also knew it would require a huge change in processes and behavior by many people. To spark motivation, the executive collected samples of one item—rubber gloves—from across all company sites, each with its price attached. He piled the gloves (all 424 of them, prices ranging from \$5 to \$17) on a gleaming boardroom table, and invited the division presidents in. They immediately started picking through the pile. They compared price tags, first with curiosity, then astonishment, and finally outrage. In a few short minutes, they were raring to solve the problem of \$17 gloves.

Kotter describes see-feel-change as a critical step in creating the urgency needed to drive change. What we know from working sessions is that when we give people a glove—when we show them something instead of telling them about it, especially if there’s a story or physical experience around it—it makes them feel something, which compels them to roll up their sleeves and dive right in.

In their book, *Made to Stick*, Chip and Dan Heath also describe a similar experiential approach to making ideas sticky. They cite a brilliant press conference given by the Center for Science and the Public Interest in 1992. A spokesperson placed a medium bag of “battered” movie popcorn on the table next to a bacon-and-eggs breakfast, fries and a Big Mac, and a full steak dinner. He made his point in an instant, and compellingly: Movie popcorn has more fat than a day’s worth of artery-clogging eating. (Somehow knowing that only makes it more delicious.)

A facilitated session often functions as a mini-change effort. Including a “show” can help people absorb the value of the change quickly and remember it long afterwards.



## INGREDIENTS

### The value proposition

What's in it for them if they pay attention during the session or adopt the new technology?

### A way to "show" it

An object, a story with vivid imagery, an experience, a video clip . . .

### Connective tissue

Makes the point of your "show" crystal clear.

### Chutzpah

Also known as courage, cojones, grit, or guts, it will help you do something different and unexpected.



## HOW TO COOK IT

### The value proposition: What's in it for them?

Begin by asking yourself that question. Thinking about the session itself, the technology you're focusing on, or the idea or approach being discussed or proposed—what's the real value for your audience?

What's in it for them if they influence the customer to adopt this new technology or take on a company-wide strategic planning effort? You need to hit on one that really resonates to turn it into a high-impact "show."

Think back: What was it for the marketing director's team?

Moving away from the typical, boring "talking head" way of promoting TV programming creates possibilities for more effective—and more exciting—ways to get viewers' attention.

### Choose your show

Get 10 ideas down. Don't self-censor—go for some terrible ideas. (If you can't think of any, call us. We've always got extra.) Try quick sketches instead of writing them out. It also helps to



### Go deeper than money

*Especially talking to sales people, it's tempting to say the big get is money. But money is always a proxy for something else. Dig past money for the value that makes their lives better, easier or more satisfying. It could be anything from customers that are raving fans to recognition from peers to more time to go to a daughter's soccer games.*

## Skip the fog machine



*Your show doesn't have to be elaborate. In fact, the simpler and more elegant, the better.*

invoke the “more heads” principle, and enlist a buddy or two with outside perspectives as brainstorm partners. They don’t have as much clutter in their heads about this topic as you do, which means they will see things you won’t. Of course, there’s no right answer.

Now pick one with promise and develop it. How could you make it visual, simple, with a clear take-home?

Again, take our marketing director. He contrasted the talking head method of promoting educational programming about crocodiles with something he thought would really get his team’s attention: a live one.

### Finally, add connective tissue

Just plop a glove (or a crocodile) down and you’ll confuse people; make both setup and take-home message crystal clear.

“We need to find new ways to promote our programs. I want to start our discussion today by telling you some things I’m sure you’ll want to know,” is what how the marketing director began.

Once his team was safely in their chairs, he drove the point home about which approach was more magnetic, and credible: “I guess if you really want to know about crocodiles, you should ask these guys.”

He didn’t have to provide the final punchline; his team took care of that for him: “We get your point. No more talking heads!”

Not long or cumbersome. Crisp and clear.

Here are some other crisp, smart shows:

- **Traffic vs. advice**—A group of sales reps came together for a course on creating engaging relationships with customers. We had them pair up and talk for:
  - 60 seconds about the weather
  - 60 seconds about something they had mixed feelings about
  - 60 seconds on traffic

– A final 60 seconds to get advice about something they were struggling with

“What was the difference in your conversations?” we asked. Then we confirmed what they experienced: some topics create emotional connection, others emotional distance. At the end of the session, they’d walk out with a number of engagement tools like this—common sense, but easy to miss if you’re not paying attention. (This delightful exercise, by the way, comes from Roger Fisher and Daniel Shapiro’s thoughtful book, *Beyond Reason*.)

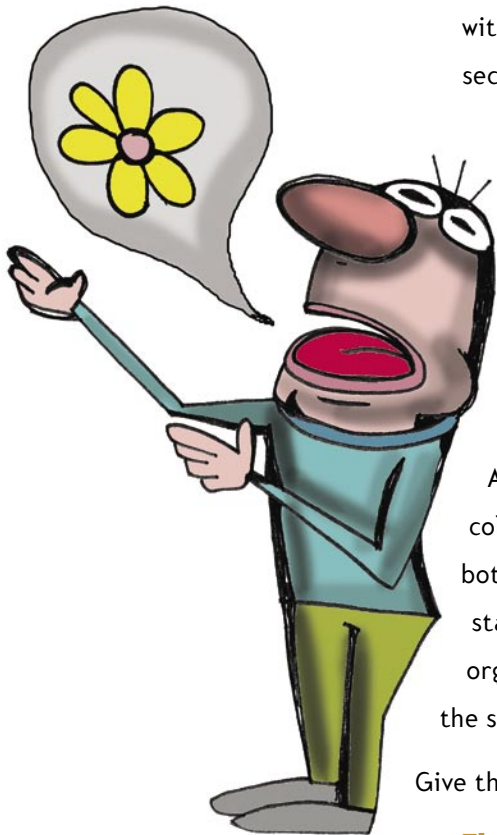
- **Let go of agendas**—During pastries before a strategic planning session, we posted a big poster by the coffee pot. “Agenda: What do YOU think we should do in 2009?”, it said. The team filled it quickly. A bit later, we had the group play Swedish Story (you’ll remember this from the second recipe, Start with the Beginning: playing in pairs, the story teller has to immediately use words from the word giver in their story). Afterwards, the team described what it took to play Swedish Story: They needed to be flexible, let go of their agendas, and incorporate words given to them by others—which actually made their jobs easier, and took them to new places they never would have come to alone. We pointed to the graffiti page. “Your job today is not to convince others about the strength of your ideas. Your job is to let go of your agenda, and let yourself be changed by the perspectives of others. This is what you have to do to discover the best way forward for the company overall.”
- **Don’t get caught with your shorts down**—In a stuffy conference room in Las Vegas, a senior technical engineer told 30 global sales reps, “Here’s what I think you’ll get from the next 70 minutes.” He reached behind a table and pulled out a 15-inch-high pile of paper. With a loud THUNK, he dropped it on the floor. “What you’ll get,” he said, “is that you won’t have to read these. These are all the white papers about Internet security from the past 6 months. Your



## A note about chutzpah

*You need to feel comfortable and confident standing up there, doing this. If you're forcing, they'll feel it. It can take some time to get the hang of coming up with a good "show," but take heart: With practice, it gets quite easy.*





customers have read them, and they want to know how the technology they have—or are considering—addresses the issues raised in these papers. If you pay attention, you won't have to slog through this stack, and you won't get caught with your shorts down when your customers ask smart security questions."

### Now, imagine

You're running a 1-day meeting to help a nursing organization—a mix of union floor nurses and non-union managers—develop a model for shared leadership. Your session will take place several months before the next round of negotiations.

A key desired outcome is to walk out with a working list of collective values that can be used as guiding principles for both groups. They also want to walk out with a new understanding of how they could use these values throughout the organization to create meaningful new action that improves the standard of care.

Give these three steps a whirl:

- **The value proposition: *What's in it for them?*** Thinking about the session itself, or the idea or approach being discussed or proposed—what's the real value for your audience?
- **Choose your show.** Get 10 ideas down. Don't self-censor.
- **Finally, add connective tissue.** Make both setup and take-home message crystal clear.

As we've said, there's no right answer. Here's what we came up with:

Before the day began, we'd placed a bottle of Extra-Strength Tylenol or a bottle of Excedrin pain reliever in the middle of each table. (Due to group size—100—we had to use tables.) After the Head Nod step, we told the group we wanted to do something to show what we thought they'd get from this process.

We reminded them about the tampering tragedy of the early 1980s: someone outside the company tainted bottles of pain reliever with cyanide on retail shelves and put cyanide-tainted capsules inside, resulting seven consumer deaths.

Then, we gave them 10 minutes to discuss at the table: How did the company represented by their bottle respond to the crisis?

We began the debrief by asking the Tylenol tables what they came up with. Most remembered Johnson & Johnson's expensive recall and elaborate response, including removing all similar bottles from the shelves. They engineered a revolutionary new tamper-proof bottle, which became a standard for the industry, and enlisted 2500 people in a massive education effort.

Then, we queried the Excedrin tables. With some embarrassment, no one could remember anything about what the company had done.

We let them off the hook, confirming there was a good reason for that: Bristol-Myers (who owned Excedrin) had not, in fact, done much. They pulled product in one market that was affected. That was it.

We returned the group to the example of Tylenol, whose CEO later said he spent the majority of his time that year walking between employee desks and reminding people to let their decisions be guided by their number one value: "Our first responsibility is to . . . all who use our products." Today, Tylenol is the brand most trusted by healthcare workers—and has the sales and marketshare to prove it.

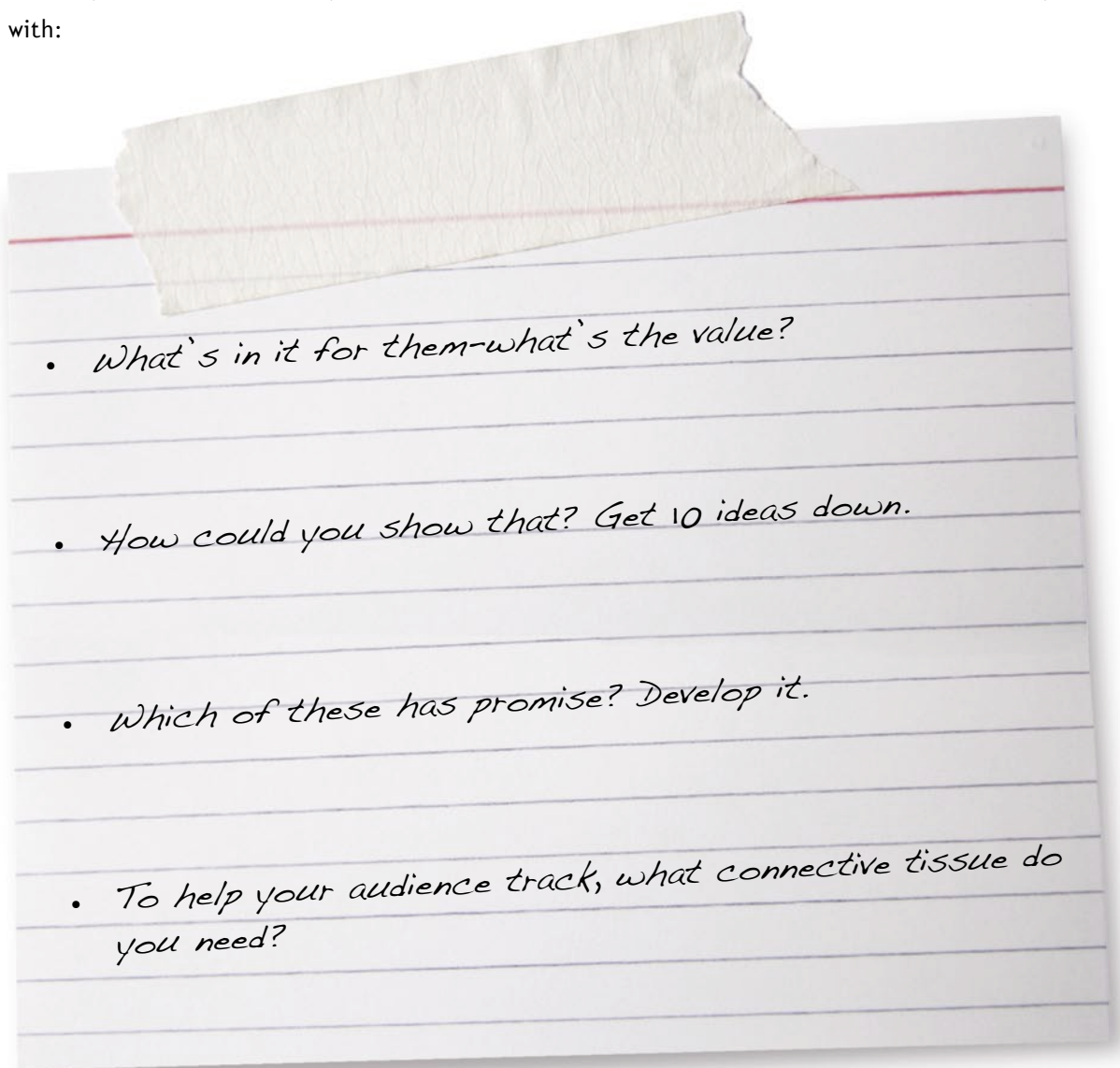
"Values shouldn't just sit in big binders on dusty office shelves," we finished. "Effective organizations use them to spur innovation, test priorities, and guide response during crises."



*Don't cheerlead or coax. Teach by delivering new perspectives, information, and adding value.*



Thinking about your upcoming session, or the product, process, idea, or solution you're working with:



- *What's in it for them-what's the value?*
- *How could you show that? Get 10 ideas down.*
- *Which of these has promise? Develop it.*
- *To help your audience track, what connective tissue do you need?*

**Remember:**

- Make it visual, use unexpected media.
- Keep it crisp and simple.
- Make it smart: Ideally, they'll learn something new that's of value.