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#SALESOLVEEVERYTHING

## How To Deliver
## A Kick Ass Strategy Day

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# 10 SIMPLE RULES FOR DESIGNING AND RUNNING OBJECTIVE-DRIVEN STRATEGY SESSIONS THAT KEEP PEOPLE MOTIVATED AND ENGAGED LONG AFTER THEY LEAVE THE ROOM

Most modern strat days look and feel the same as they did 50 years ago - except Powerpoint, and not the overhead projector, is today's stultification tool of choice. The key to changing the way people feel about strategy sessions is to change the way you deliver them.

**“You can’t use up creativity.**
**The more you use, the more you have.”**

**Maya Angelou**

Convergent thinking is the default setting in most strategy sessions, and the preference for those who thrive on minutiae.

**It must be resisted.**

At least until the divergent thinkers have been given enough time and freedom to come up with ideas, and let their creativity run wild.

Divergent thinking is relevant to every strategy session - and essential to most. When no idea is off limits, multiple potential options will likely present themselves.

The best facilitators are open to, and welcome, the possibility of something wonderful appearing at the last moment. They may even reach back to an idea from the initial brainstorming and unravel an entire session.

**My colleagues and I were recently involved in choosing a strapline for an already-designed conference stand. We had left little time to choose the all-important half a dozen words but got there right on deadline.**

**However, despite initially approving it, and in spite of all the WhatsApp messages, putting it put to the BD team, and consulting with the office cat, when I saw the finished phrase, “Impactful training driving change since 1999,” I didn’t like it.**

**There were many ethereal reasons for my unease, but the only specific one was my aversion to the words “training driving” sitting together.**

**We amended it to “Results driven training since 1999.”**

**Then “Results-driven training”.**

**(Happily for my team, I resisted suggesting that, with an hour to go until the printing deadline, we should relook the colours of the stand. I’m saving those particular thoughts for another day).**

**I have no idea whose words they are. It took the hive minds of five to suggest draft phrases, misunderstand instructions, and an impossible-to-ignore deadline to get us there.**

> **“The trouble with referees is that they just don’t care which side wins.”**
>
> **Tom Canterbury**

# THE ROLE OF THE FACILITATOR

Think of a facilitator as the love child of a sports referee and an orchestral conductor. Neither an unbending enforcer of the rules nor a mere interpreter of someone else’s work, a great facilitator cherry picks the best facets of both characters and combines them into one powerful and captivating role.

There will undoubtedly be times when you’ll need to take back control of an aggressive and hard-fought match, and others when keeping everyone focused and on track is what’s required. But behind both behaviours should always be the desire for everyone to express themselves as fully and freely as the situation allows.

Preparation well before the day is critical to getting this balance right. An effective referee knows the context of the match, the players, and the history between the teams; a good conductor knows the music intimately, has a sense of all sections in all areas of the room, and understands the musicians.

**An effective facilitator will:**

- Be confident. Let participants use their individual skills and abilities to express their opinions
- Be inclusive. Ensure everyone is encouraged to express their views in their own communication style
- Be flexible. Allow unfettered creative and productive discussion
- Be assertive. Keep the process on track, especially in the face of strong-willed participants with strongly-held views
- Be attentive. Listen to the room and respond to situations in ways that ensure positive, vibrant discussion
- Be early and stay late. Organisation is everything, starting with the pre-joining info and then again when everyone arrives at the venue. Get on top of all the details (refreshments, cloakroom location etc) before participants arrive, and provide a warm welcome. Once everyone has left, make a note of and/or action any follow-up needed.

# GET IT RIGHT ON THE NIGHT (OR THE DAY)

> **"A great strategy alone won't win a game or a battle; the win comes from basic blocking and tackling."**
>
> **Naveen Jain**

**So much happens in the room and it starts at the beginning.**

Getting the basics right is an often underrated and overlooked game plan.

Everyone wants the gold medal, no one wants to put the time in at the gym.

You owe it to your attendees to deliver a great session, and that starts with, well, a great start.

You've got about 10 seconds in which to do it. **(Or an initial 10 seconds, then a few minutes to set the scene).**

That's how long people will give you to wow them, woo them and win them over. They've taken (expensive) time out of their working day to be there. Some may have travelled the night before and stayed in a local hotel, others rose at 4 am to get on the red-eye. Even those who live locally have other things they could be doing.

Expectations are high.

Of course, you can recover from a poor start, but it's best not to be in that position. Before you start the session **let everyone know everything is under control and you have their backs.** Take a few minutes to set the stage - **spend some time on this...don't be an amateur.**

# HERE ARE SOME HELPFUL DO'S AND DON'TS:

**DO:**

- Introduce yourself by sharing something appropriate, flattering and brief.
- Give an overview of the objectives of the day and outline the plan for achieving them.
- Give a nod to the participants, especially those who have travelled far, or who deserve a name-check.

**DON'T:**

- Read everything verbatim from paper notes.
- Recite your entire CV or make self-deprecating jokes.
- Make everyone feel like they're in school by speaking about behaviour and rules *
- Bemoan late arrivals or a later-than-anticipated start
- Start with mobile phone rules and fire regulations*
- Make jokes at someone else's expense.

**Health & Safety regs may require you to do some of No. 3 and No. 5 at the start, and there may be other essential components of the opening minutes (an engineering company may want to do a Safety Moment, for example). But don't turn it into a three-ring circus.*




One of the biggest mistakes you can make is for the sessions to simply tail off and come to a halt with an unsettling similarity to a car running out of fuel (or electricity).

However you close, make it count. The way you finish is every bit as important as how you start, perhaps more so. It's the lasting memory you leave people with... one they'll perhaps take with them to dinner, or on the train home.

People need to leave with a clear idea of what has been achieved, what they must do, what happens next, and - not least - a favourable impression of you as the facilitator.

Always leave yourself enough time to deliver your prepared close – five minutes is ideal, 10 if you really need them. But remember, it's the end of a long and intense day.

Spend most of the time summarising what has been achieved in an insightful, articulate and enduring way.

Remember to also thank everyone for their time and participation, but don't be too effusive. It's a good idea to get someone else to do the thanks, ideally the most senior person in the room.

(Bear in mind your closing can't be 100% prepared, as it depends on what is said during the day. Prepare what you can in advance and make notes through the session).

It was 4pm and the partners in a boutique law firm were thinking of beating the traffic. The day had been a success. Challenges identified, problems shared, key areas flip-charted, groups formed, presentations made, and questions taken. Everyone was ready to pack up. I told them they were paying me until 5pm, which was just as well as we had one key thing left to do:

Decide on who would be actioning the key areas they'd agreed would need taking forward.

I suggested that, since everyone who is anyone was in the room, individuals and groups should be identified to take things forward, be assigned to the tasks now at hand, and agree a date on which they would report back.

And that's what we did.

**Key Learnings:**

- Have key strategic outcomes - even if you know they'll be left in a dark corner of the cloud. Decide on a number of themes and go as far as you can in getting the group ready to take them on to the next stage.
- Assign specific individuals and/or groups to these tasks. Ask the delegates who they feel is best to take on a task (then don't be the next person to speak).
- Follow up. Deliver a short report, then have ways and means to engage with the group later on. If you won't be the one following up, make sure you know who will.




Just as white space adds impact to a page of writing, pauses add drama to public speaking. But while pauses are good, flat spots are bad.

And yet, they are also an inevitable part of any presentation lasting longer than an hour.

No matter how interesting your strategy session is, participants' minds will wander. It's your responsibility to keep interest levels high and re-engage people when required.

**Try these on for size:**

- Schedule coffee and comfort breaks instead of waiting until people are visibly fidgety
- **Be flexible about these. Go longer if it's going well, call time if it's falling flat.**
- Ask delegates to do something, either as individuals or part of the group. Perhaps they could come up with a different take on the issue you're discussing. Or write a short summary on another issue. A well-crafted few minutes is all it takes to change the pace, ambience or direction.

If you have some plans thought out before hand, you'll be well-prepared for any attention malfunctions.

With 60 in the room, the purpose of our day was to create ideas to form a storyline for a 20 billion pitch the following year.

We were talking to different nationalities, different interests and different roles – from scientists to salespeople, and many others. Keeping them all engaged and "in the room" was part of the brief.

My colleague, Richard, and I had both prepared two, 10-minute skills sessions that could be delivered during each of the four, 90-minute sessions, to stop minds wandering. We agreed the day would culminate in teams delivering a story that would make the final pitch.

**Key learnings:**

- Keeping a big group engaged is a challenge. We delivered all the skills sessions to stop delegates becoming semi-detached from the task at hand.
- You can never have too many visuals. We ended up with flipcharts around all the walls of our 10m x 10m room. It was an awe-inspiring visual spectacle, inspiring discussion and debate throughout the day.
- Build to a good finish. The presentations at the end were a success because they were emceed, planned, stand-out-the-front-formal, and timed.

# TALK SO THEY DON'T WALK

> **"I think being clear and assertive about what you're comfortable with is vital. It can be a scary thing to do because we want people to like us."**
>
> **Aimee Lou Wood**

Talk might be cheap (although the jury is still out on that – a topic for another time, perhaps), but ineffective communication skills can prove extremely costly.

Salesforce tells us 86% of managers and employers blame failed projects on a lack of communication. McKinsey says good communication increases productivity by up to 25%. There are statistics like these everywhere you look, but the bottom line is this:

Effective communication is essential for managing relationships with your employees, colleagues, customers and stakeholders – and it's critical for delivering a memorable strategy session.

Here's how to be better at it:

**Create empathy and rapport**

Never underestimate the human dimension of business; rarely does anything come down solely to the financial or technical aspects. Listening, and creating and maintaining rapport, are key.

Empathy is crucial to building rapport, which is a cornerstone of effective communication. It's about listening with the purpose of understanding others, rather than listening with the intent to merely reply.

But here's the kicker:

It's important to make others feel their thoughts, feelings and opinions matter **even if we don't share their opinions and beliefs.**

**Be assertive**

Assertiveness helps you communicate openly, directly and clearly.
It is very different from being aggressive.

Aggression is characterised by very blunt language and harsh tones.
It's used to bully people into your way of thinking.

Assertiveness is being direct and confident without being blunt or rude.
Conversation is two-way and mutually respectful.

**Be willing to be unpopular**

**I was in central Europe for two days, first prepping with the CEO and his lead consultant, and afterwards with a dozen people in a room working on a pitch. The first session was a storyboarding half-day, delivered on Zoom because of time and logistics.**

**It turned out there wasn't a storyboard, only a 30-slide deck with 10 diagrams. I binned the lot. This would have been better done face-to-face in a real room, but this wasn't possible. It needed to be addressed then and there, or the in-room session would have been a disaster, and a week lost to ineffective preparation.**

**The marketing director was very unhappy, but at the end of the day, the CEO needed results.**

**Key Learnings:**

- **Build the foundations first. There will always be pressure, often from the most powerful people in the room, to move on too quickly, but be sure not to run before you can walk.**
- **Review, even if some think it's a waste of time (it's not). Getting everyone onside is your first task, and some get up to speed quicker than others. Context is important: here's where we are, let's get some good stuff on the walls. Don't miss this step out; remind your client that some people need to feel secure before they open up.**
- **Creativity always matters. Some of the work in the room a week later was easier because of the hard session online. And the client had material and a process that helped them in later pitches.**

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**Be willing to be unpopular**

> **"Your body language shapes who you are."**
>
> **Amy Cuddy**

**Anyone who says** 93% of communication is non-verbal is barking up the wrong tree, or just barking. I bust the Mehrabian myth here. But your body language and voice matter as much as your words.

Our confidence and self-assurance, the way we dress, our posture, the gestures we use, the amount of eye contact we make...it all speaks volumes without our saying a word.

Your body language affects how you communicate, and how well your message is received.

***Be energetic, spontaneous, flexible and creative***

These are the three essentials to a good delivery.

1. When you radiate energy to your audience, they'll give it back to you many times over.
2. Spontaneity, weirdly, comes from knowing exactly where you are going and how you are going to get there. (NOTE: this does not mean under-rehearsing - in fact, it means the reverse).
3. Find stories, analogies and other angles in your presentation that paint pictures for your audience. Be flexible enough to include a story from the morning's newspaper or extend a question into a new analogy.

**Our group of Big 4 partners and directors had three days off site to shift their mindset from projects of up to £2 million to £5m and £15m deals. It needed both a strategic plan and skills development on the new conversations they would have with prospects.**

**The event was a combination of short, sharp Rainmaker sessions, designed to relieve the intensity of moving through a process that would end with teams picked to enact a strategy that would transform the business.**

**Despite fear and resistance, big outcomes were achieved, and the last session comprised four teams homing in on what would come next, presenting their next steps.**

**Key Learnings**

- **Flexibility: Fewer than half of the 15 minutes seminars I agreed to deliver happened. Events in the room quickly moved towards more strategy and less training – and stayed there.**
- **Fierce debate: At the end of day two, a team of six senior partners arrived from another part of the business. They had an important role: Between 5pm and dinner, five ideas were presented to them and tested to destruction. It was combative, destructive but ultimately creative.**

# ASK BETTER QUESTIONS AND PROVIDE BETTER ANSWERS

Asking and answering questions appropriately in strategy sessions is crucial to help you achieve your goals.

Remember: reading the signs from your audience to gauge how they feel about your questions is almost more important than their answers. The quality of your questions defines the outcome.

**Try this:**

Work backwards from your ultimate objective and envisage your audience giving you your desired answers. Then construct the questions that are most likely to prompt those answers.

# TOP TECHNIQUES TO INSPIRE LIVELY DISCUSSIONS

### Structured discussion

Put a specific question or statement to the group (you can write it up on a flipchart or issue it on a piece of paper). If there are a number of groups, it may be easier to give them each an issue to look at. Allow an appropriate amount of time for thoughts and ideas before starting a structured discussion.

### Mini presentations

Short, sharp presentations are useful for regular updates or more detailed feedback after groups have been away discussing issues. Ensure each group appoints a spokesperson (and a separate scribe if necessary) early on to deliver the summary. Be strict about time - five minutes is a long time if there is a lot of waffle. Two minutes is often enough unless it is a complex issue, or the group has been away for the bulk of the afternoon and has much to discuss.

### A poster campaign

Use this either alongside presentations or on its own. Encourage participants to produce a poster (one flipchart sheet) recording their group's position on the topic at hand. Encourage creativity - you may be surprised at what you get. This is far from frivolous and can provide welcome light relief and humour.

### The Good, the Bad and the Ugly

Participants will hold various and differing views on issues, so have three tables: the good, the bad and the ugly. Either give groups the chance to look at one of the issues and report back, or better yet, give them time at all three tables. They can write down everything that is good, bad and ugly about the topic under discussion. Collate this information and either vote or discuss further to narrow down your options.

# HOW TO BE ON POINT WHEN FACILITATING ONLINE

Many visitors to Barcelona head straight to the Big Cathedral. Those in the know choose instead to stand in front of Casa Batlló and marvel at its iridescent beauty. As a UNESCO World Heritage site, it is a must see for those who want to discover Gaudí's work and modernism at its finest.

The interesting thing is that while many come to Barcelona for Gaudi, they often end up also being seduced by Joan Miró, a Catalan Spanish painter, sculptor and ceramist.

There is an interesting parallel here between the world of Spanish art and the world of online facilitation.

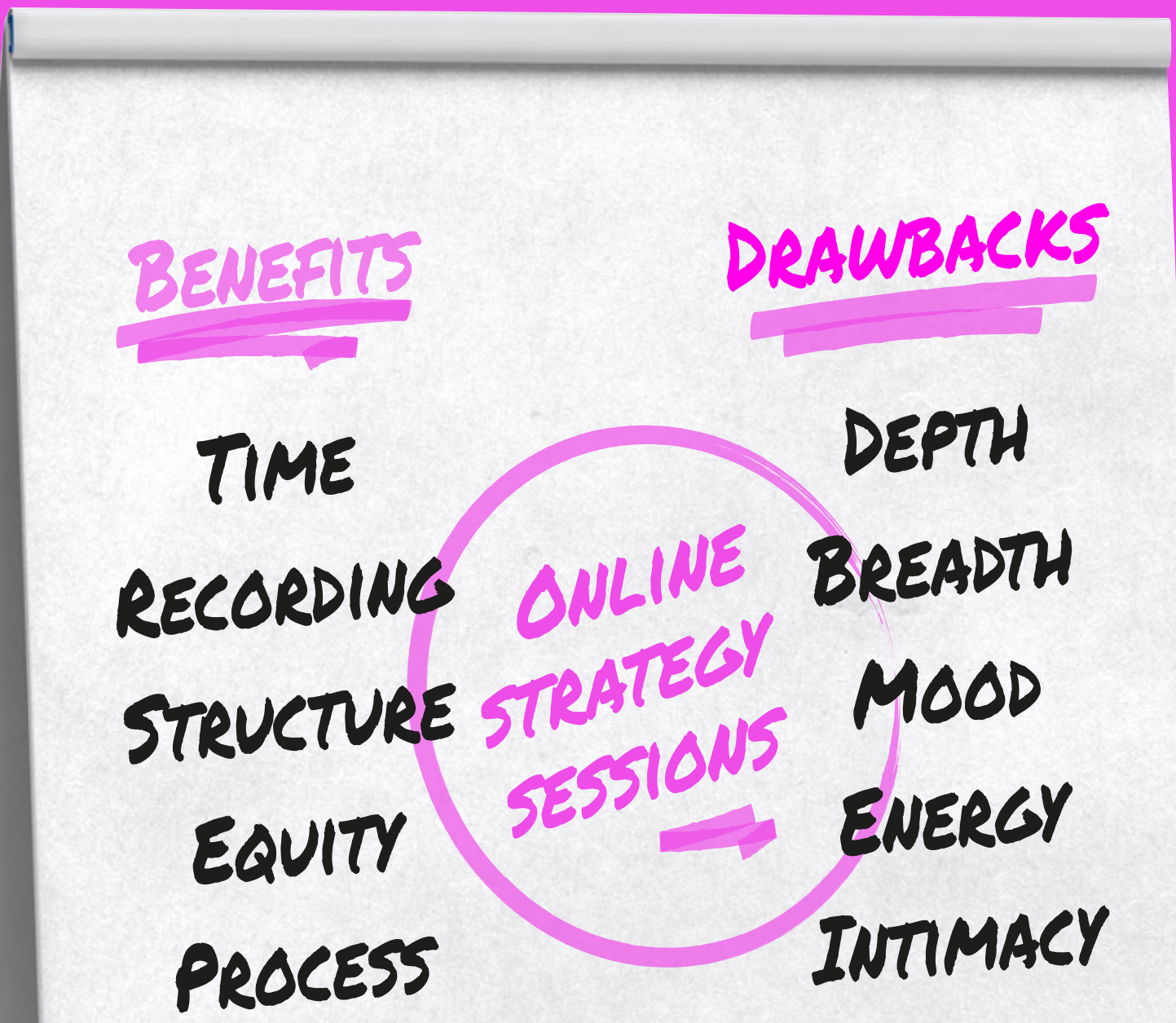
My daughter, Hannah, is unequivocal about the benefits of online facilitation. Her team of internationally-diverse developers much prefer it to a real room. They find it more efficient and effective, and better at giving everyone a chance to engage (you can clip or even mute the prolific talkers!)

You can achieve everything you can in a real room and more: Polling, private feedback, templates, note-taking and recording to name a few.

And, because life imitates art in so many ways, Hannah sings the praises of an AI-powered workspace called Miro, which lets you bring teams together to collaborate and make faster decisions.

I realised that, much as you can admire the many different but equally impressive qualities of Gaudi and Miro, you can also not fail to notice that when it comes to business in general, and facilitation in particular, online or in the room isn't a binary choice. You must like both. Hybrid is the future.

# THE BENEFITS AND DRAWBACKS OF ONLINE STRATEGY SESSIONS:



# BENEFITS

**Time**

Efficiency is important. Online facilitations save on accommodation and travel and have little in the way of a carbon footprint.

**Recording**

Flipcharts can be photographed, notes taken, and many other methods used record your session, but when you're online, everything is recorded, filed and made available with a few simple clicks.

**Structure**

Every good facilitator has a structure, albeit loose, that allows the day to flow yet ensures everyone know what's happening when. The structure suggested by online tools is useful, especially for less experienced facilitators.

**Equality**

Online facilitation is a great leveller - it's difficult for the loudest or most senior person in the room to dominate. This helps to encourage engagement from quieter delegates, who may be less motivated to speak in a real room.

**Process**

Tech helps the process before, during and after. And, in the hands of a skilled facilitator, the clarity from the outset will please the more analytic minds, who may not be looking forward to an open-ended strategy session.

# DRAWBACKS

**Depth**

The real work happens where themes are chosen and deep, deep thinking occurs. Sometimes it takes messy, sweaty, tired and angry people in a room together to create magic.

**Breadth**

Going off piste is never welcome at the Monday morning scrum where updates are agreed, three things debated, and everyone is off to do what they do by 10.30am.

Strategy sessions, on the other hand, are best when that kind of thing happens (as long as the facilitator knows how to deal with it: dismiss, park, give it five, or suggest an additional hour on it).

In a virtual session, they may never come up, and if they do, are more difficult to explore.

**Mood**

Communication is a two-way process and so much feedback (some intentional, some not) comes back to a facilitator that needs to be processed, banked, assessed and eventually acted upon in some way.

When you're online, it's not as easy to pick up cues, creating a fertile breeding ground for your mind's gremlins to convince you that "they're hating this."

**Energy**

Kinetic energy is important for creating momentum, and it's easier when all the senses are in play. It's not impossible to achieve virtually, but even if the facilitator is skilled at rallying everyone, the group may simply not have the skills to create energy into a camera (that's if they even have it on, which is a whole other issue).

**Intimacy**

Disagreements can fester and become bigger than they need to be. Nuances are often lost or not noticed in the first place, and basic "humanness" is compromised when compared to being in a room.

# 5 KEY POINTS FOR EFFECTIVE ONLINE FACILITATION

A truly effective facilitator is good both in the room and on Zoom. But there are five key areas that need specific attention if you are going to sustain everyone's interest over an entire day.

### Team Practise

If you are co-facilitating, rehearsal is always essential, but especially if you're not as familiar with a virtual environment as you are a real room.

It can be hard to find time to practise; try early morning or evening. Miss this step and it's amateur hour.

### Know the technology

Teams and Zoom seem to be most people's preferred choice.
Personal experience is that Zoom is better, or at least more user friendly, for strategy sessions.

**In the depths of lockdown there were two instances involving tech platforms - one we had control of, one not. The first was Blue Jeans, which we needed to get used to as there was a pitch online. We did and we won it. The second was a keynote to 300 people where, as the Chair was introducing me, I was not in the virtual room. A mysterious technical glitch was stopping me appearing. This is hugely stressful, something you don't need when you are about to perform.**

### Team dynamics

There are fewer visual and aural clues online, so appearing to work as a team and actually being a team comes more to the fore. This applies to both the facilitators and the team in the room.

### Intensity

> **At our first review of how online facilitation was working in late 2020, we agreed that longer breaks and shorter sessions were needed. Many delegates were (and still are) working from home, which comes with its unique set of distractions - needing to find the cat or hang the washing out being just two.**

There is a greater intensity online when it is done well, perhaps because others are literally "in your face."

### Intimacy and self-disclosure

There are many opportunities for your personality to come through online. When coming back after lunch, I like to ask delegates two important questions: what's one thing they took out of the morning session...and what did they have for lunch.

Look for opportunities online to keep the mood good by doing some of the same things you would if you were in a real room.

### Impact and first impressions

Your dress, body language (especially eye contact), background and opening remarks carry more weight in the virtual environment.



# THE TOOLS AND TECHNIQUES EVERY FACILITATOR NEEDS

## 1. Formatting the day

The most important question to ask here is: Do you really need to start before 9am? It's one thing starting a one-to-one meeting early when you have agreement from the other party, but quite another insisting a dozen or so individuals turn up at 8am. Remember that some people are likely to be coming from a fair distance away.

## Half-day session

| | |
|---|---|
| 9.00am to 9.30am: | Arrival, registration and coffee. |
| 9.30am to 9.45am: | Workshop scene-setting and introductions. |
| 9.45am to 10.00am: | Consideration of the main issues. Initially in groups of two (ideally two who don't know each other). |
| 10.00am to 10.15am: | Listing the main issues likely to be under discussion by facilitator. Flipchart. |
| 10.15am to 10.30am: | Groups of four - look at the issues at hand, then select one or two main issues and discuss. |
| 10.30am to 11.00am: | Groups choose, or are allocated, a few issues each and break out to discuss. (They'll report back after coffee). Flipcharts and break out spaces. |
| 11.00am to 11.15am: | Coffee Break (As the facilitator, the is the ideal time for information gathering!) |
| 11.15am to 11.30am: | Representatives from each team deliver their thoughts (5 minutes per team). |
| 11.30am to 12.00pm: | Facilitator draws together main themes, challenges, viewpoints and notes them on a flipchart. Interactive discussion on where everyone is. |
| 12.00pm to 12.30pm: | If necessary, facilitator re-forms groups or chooses new groups for more focussed discussion based on discussions. |
| 12.30pm to 12.45pm: | Groups reconvene with spokesperson summarising position. |
| 12.45pm to 1.00pm: | Facilitator briefly (you shouldn't need the whole 15 mins) and clearly gives an objective summary of group position, what has been agreed/what is still under discussion/what happens next. Keep interruptions to a minimum. |
| 1.00pm: | Close (ideally lunch and some chat). |

## Full-day session

| | |
|---|---|
| 9.00am to 9.30am: | Arrival, registration and coffee |
| 9.30am to 10.00am: | Facilitator sets the scene and makes brief introductions, followed by short, pre-prepared presentations by selected individuals, who will be "facilitators" within groups. This is where you air the key questions for the day |
| 10.00am to 10.15am: | Facilitator delivers five-minute summary on where everyone is (prepared!) and selects/organises groups. |
| 10.15am to 10.45am: | Groups take an individual key area, as highlighted, and brainstorm. |
| 10.45am to 11.00am: | Facilitator asks every group to take a new flipchart sheet and note their top five issues |
| 11.00am to 11.15am: | Coffee |
| 11.15am to 11.45am | Encourage groups to visit the other stations, look at the main areas for discussion, and chat about them. |
| 11.45am to 12.15pm: | Entire group convenes for facilitated discussion on the issues that have come out of the morning session |
| 12.15pm to 12.30pm: | Every individual votes for their top one / two / three issues. This then gives you, the facilitator, time over lunch to collate the votes and have the main points ready for discussion. |
| 12.30pm to 1.30pm: | Lunch |
| 1.30pm to 2.00pm | Time to summarise the morning sessions and lists the themes for the afternoon. Reform groups from the morning, or form new ones. |
| 2.00pm to 3.00pm: | Each group receives an issue to discuss, and given time to design and poster and presentation around it. |
| 3.00pm to 3.15pm: | Coffee |
| 3.15pm to 4.00pm: | Presentations |
| 4.00pm to 5.00pm: | Close (ideally drinks and some chat) |

## 2. Brainstorming

Brainstorming is the throwing down of any ideas that come into the minds of those in the room, no matter how bizarre or tangential, with no discussion at the time.

It can be a very powerful way to generate discussion, ideas and eventually solutions that might otherwise never have seen the light of day.

**BUT**

Not everyone is comfortable brainstorming, and not everyone is good at it. This is why a good facilitator is essential for keeping the pace appropriately fast, listening effectively, ensure everyone has the chance to contribute and stop those want to drill down to the detail at this point.

*Try these tips on for size:*

1. **Outline exactly what a brainstorming session, why you're doing it and what you're going to do with the ideas you collect.**
2. **Have a defined time for brainstorming – 15 minutes should be enough, but try not to go over 30.**
3. **Go round everyone in turn, and if someone goes blank, move on and come back to them later.**
4. **If some people seem intimidated, give them a few minutes to write down their ideas.**
5. **After a few rounds, open up the discussion to the entire group, rather than individuals in turn.**
6. **Stop when it starts stalling and going flat.**
7. **Quickly stop anyone who starts going into explanation/ discussion/disagreement mode – and don't do it yourself!**
8. **Kickstart a slowdown with your own (pre-planned) ideas.**
9. **Have an effective mechanism for collecting the ideas (flipchart and pen is fine; have someone to assist if required).**



## 3. The devil's in the details

What do you do with all the data kicked up by the brainstorming session?

*Here are some ideas:*

1. **Spread the ideas out on the floor, or pin them to the wall, and give everyone five minutes to look at them and see if they find anything that interests them. (This is also a good way of getting everyone up and about for a bit after sitting for a while).**
2. **Reconvene and distil what areas might warrant a closer look.**
3. **Divide participants into groups and lead a feedback session, asking them to come up with their top one, two or three ideas for further discussion**
4. **Finishing this session immediately before a break, and spending some time during the break to organise your thoughts on the outcome of the brainstorming, can be very useful.**




To enquire about booking Russell for your event or to find out more about KWC Global and the services we offer, please get in touch:

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