

Workshop How To

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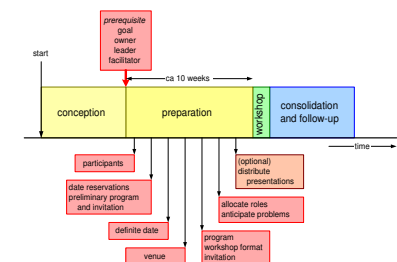
Abstract

Workshops can be an effective means to share and accelerate team activities such as product specification, design or business strategy.

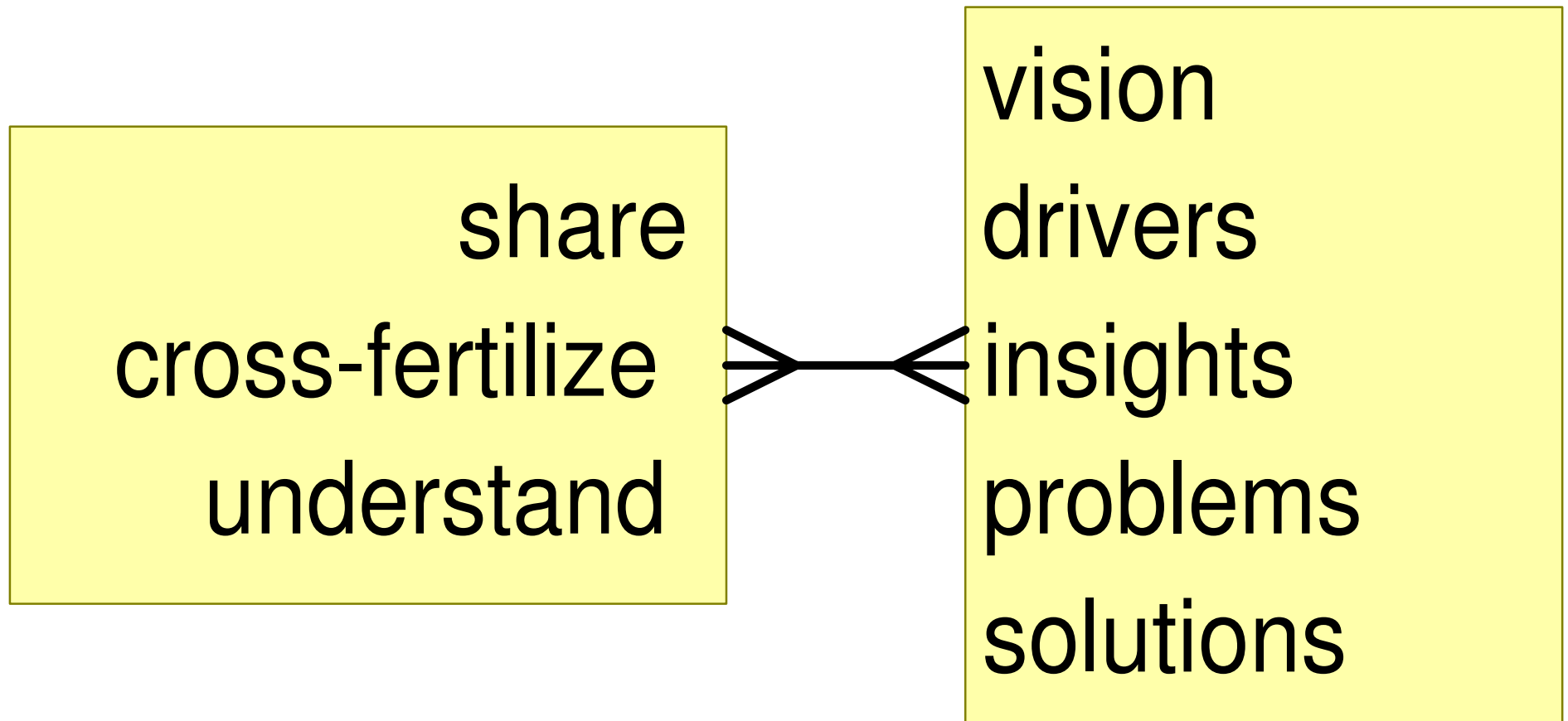
Distribution

This article or presentation is written as part of the Gaudí project. The Gaudí project philosophy is to improve by obtaining frequent feedback. Frequent feedback is pursued by an open creation process. This document is published as intermediate or nearly mature version to get feedback. Further distribution is allowed as long as the document remains complete and unchanged.

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draft
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Purpose of a Workshop



Example Subjects

strategy

customer
needs

integration

review

strategy

business

specification

design

architecture

roadmap

specifi-
cations

logistics

synergy

design

life-cycle

alignment

organization

suppliers

research
needs

research
potential

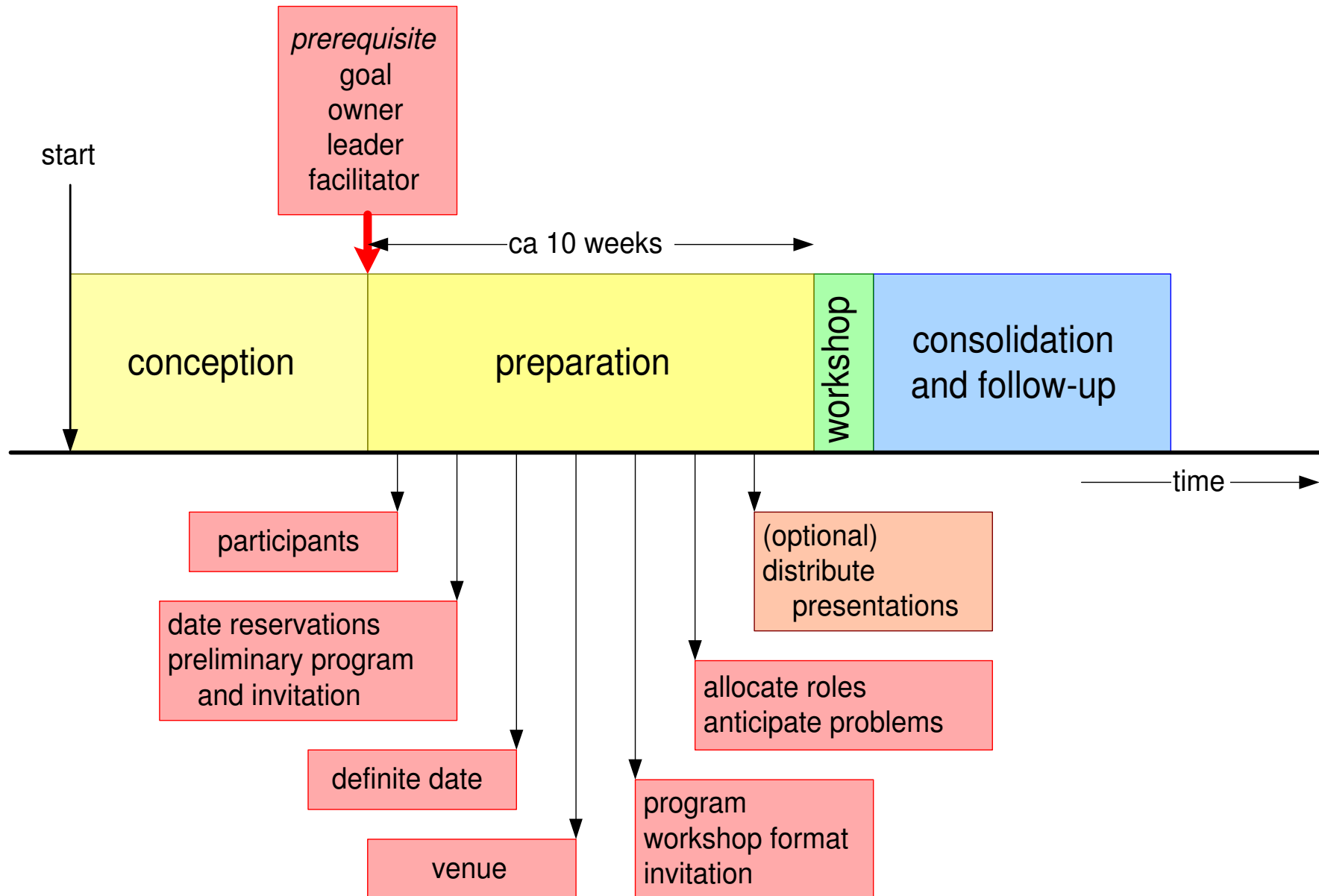
application
prototyping

sites

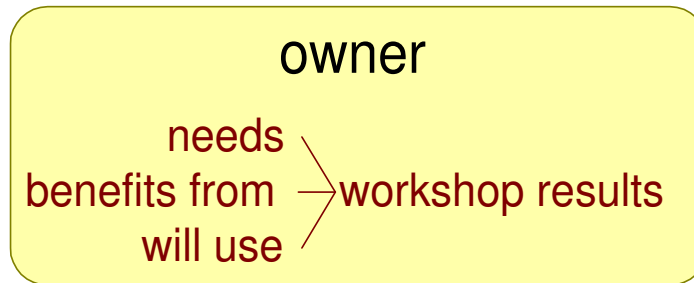
disciplines

partners

Workshop timeline



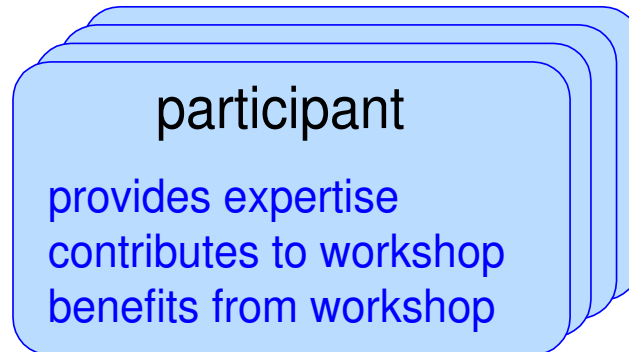
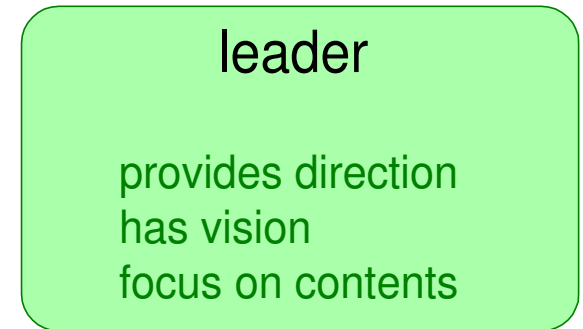
Roles



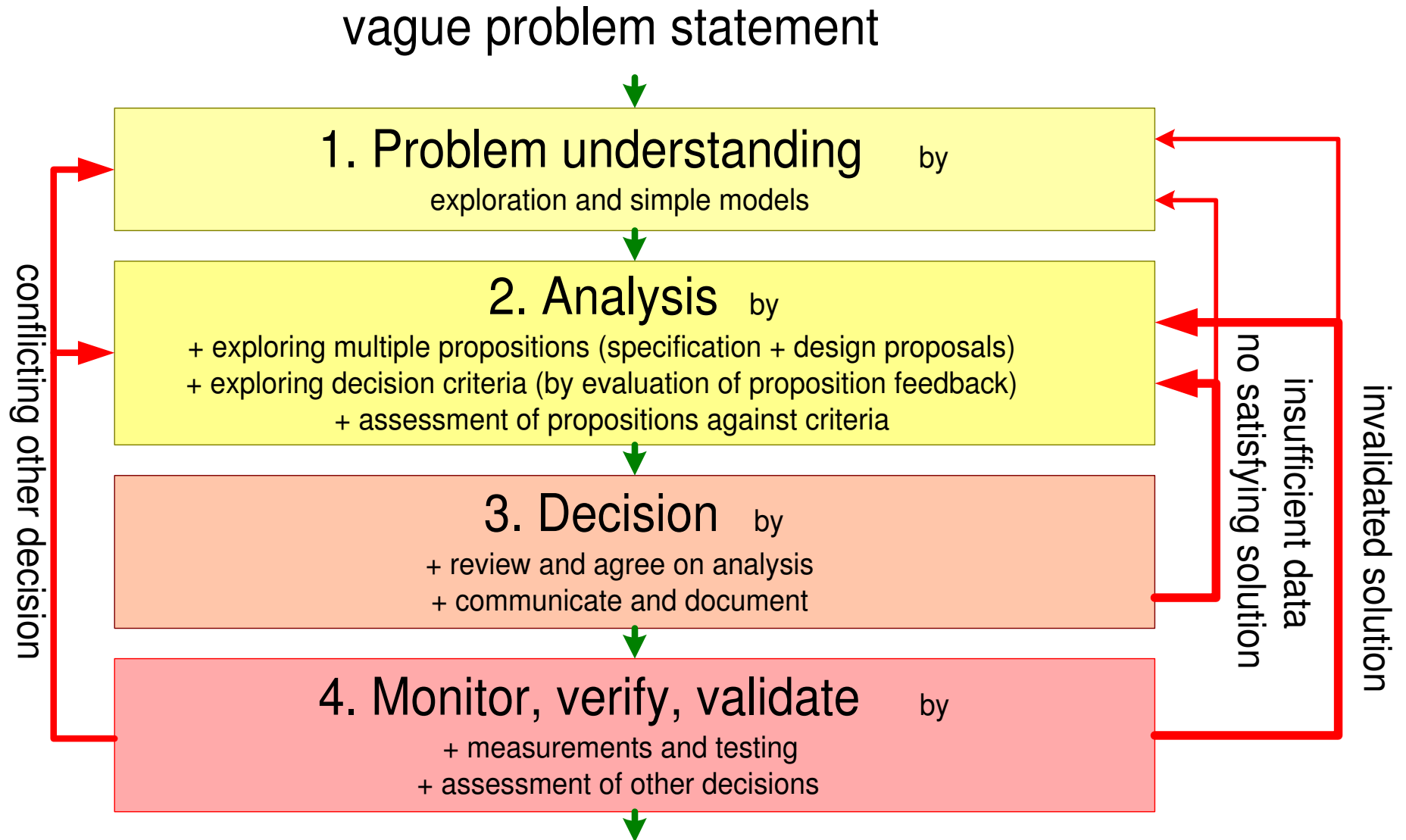
why
what
how
who
when
where



invitations
reservations
orders catering
flip over handling
minutes



Different Workshop Types



Sequence of Workshops

ratio of effort/time

1 : 4 : 1

ca 2 weeks

ca 2 weeks

Problem
understanding

individual
digesting
and
processing

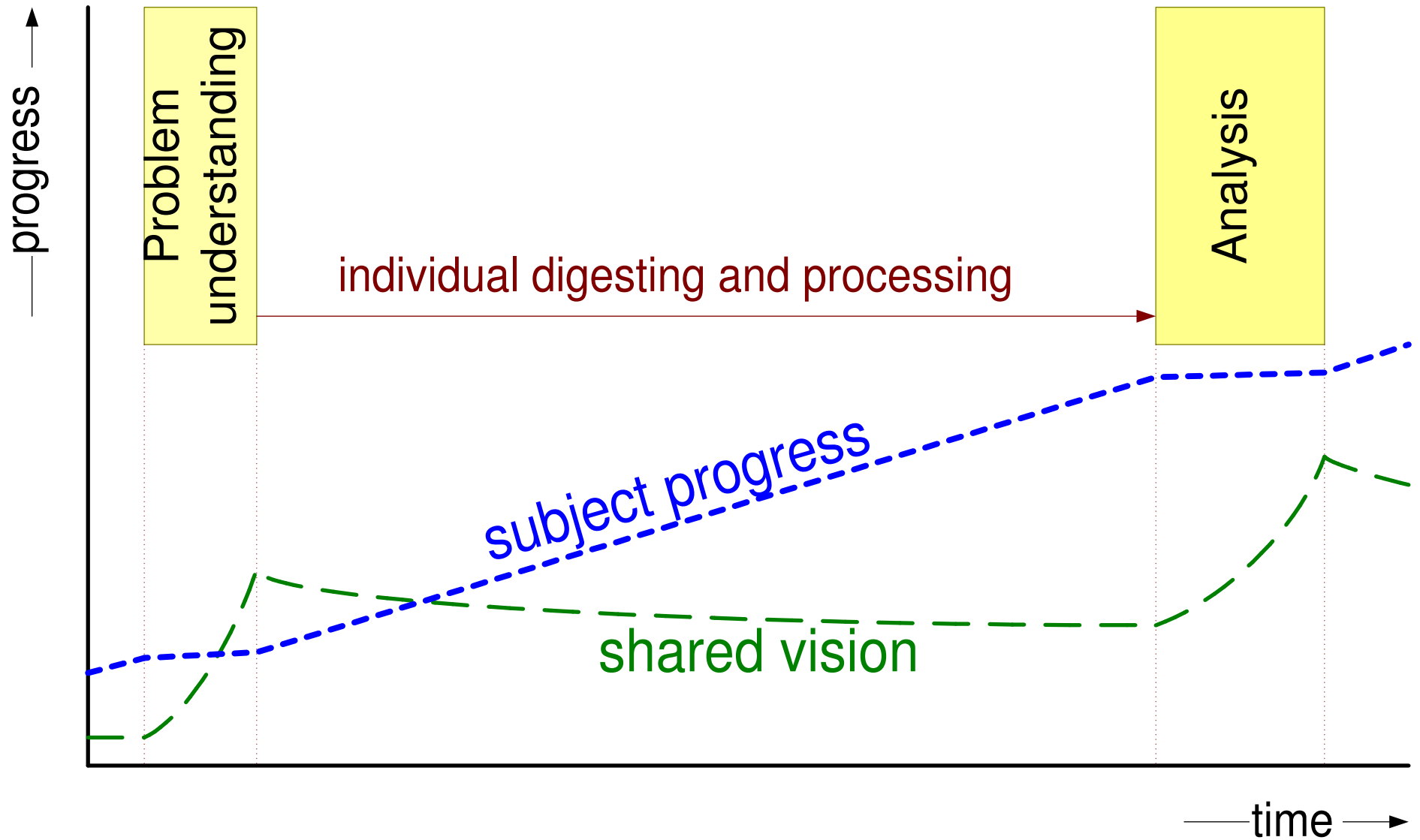
Analysis

individual
digesting
and
processing

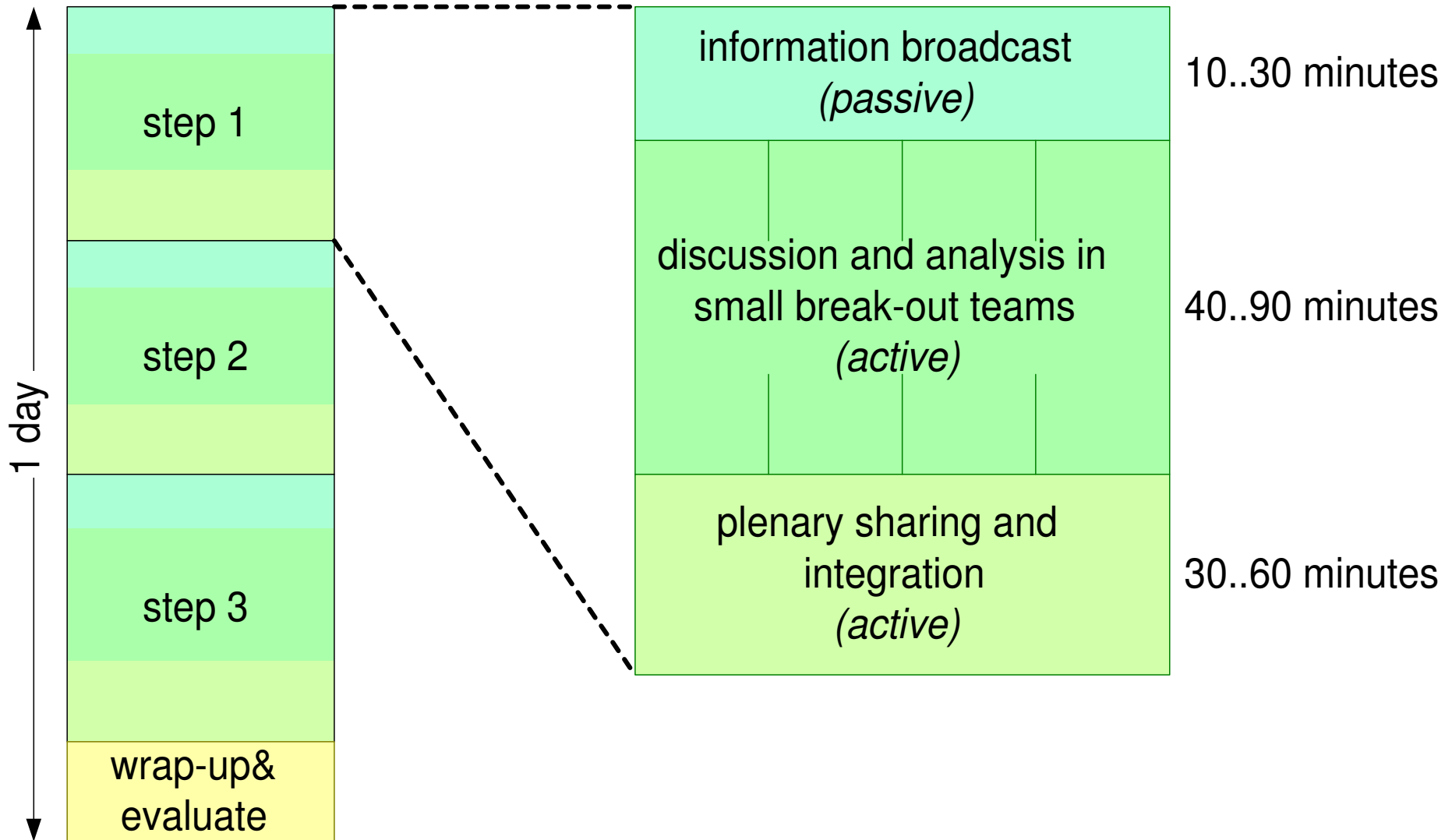
Decision

time

Most Subject Progress Outside Workshop



Example of Active Workshop Format



Formulate Seed Question(s)

pose compact and open question(s)
avoid bias by question formulation

What are the top five design issues?

provide focus

Illustrate every design issue with 2 specific examples.

avoid generic motherhood statements
stimulate specific discussions via examples

Start with 5 minutes individual preparation

enable every individual
prevent too early narrowness

Media

low-tech
means can be
very effective

brown
paper

yellow
notes

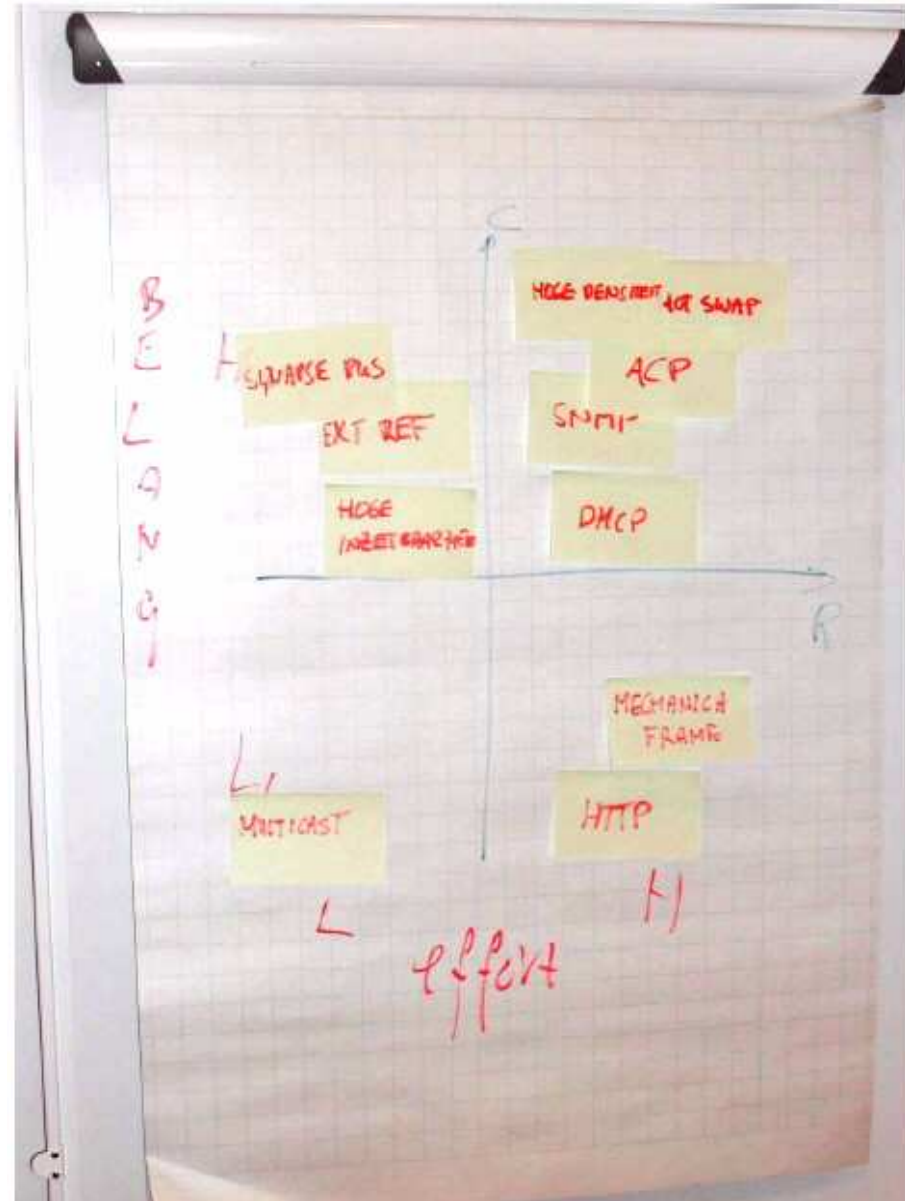
flip
over

tape

use high-tech
when
appropriate

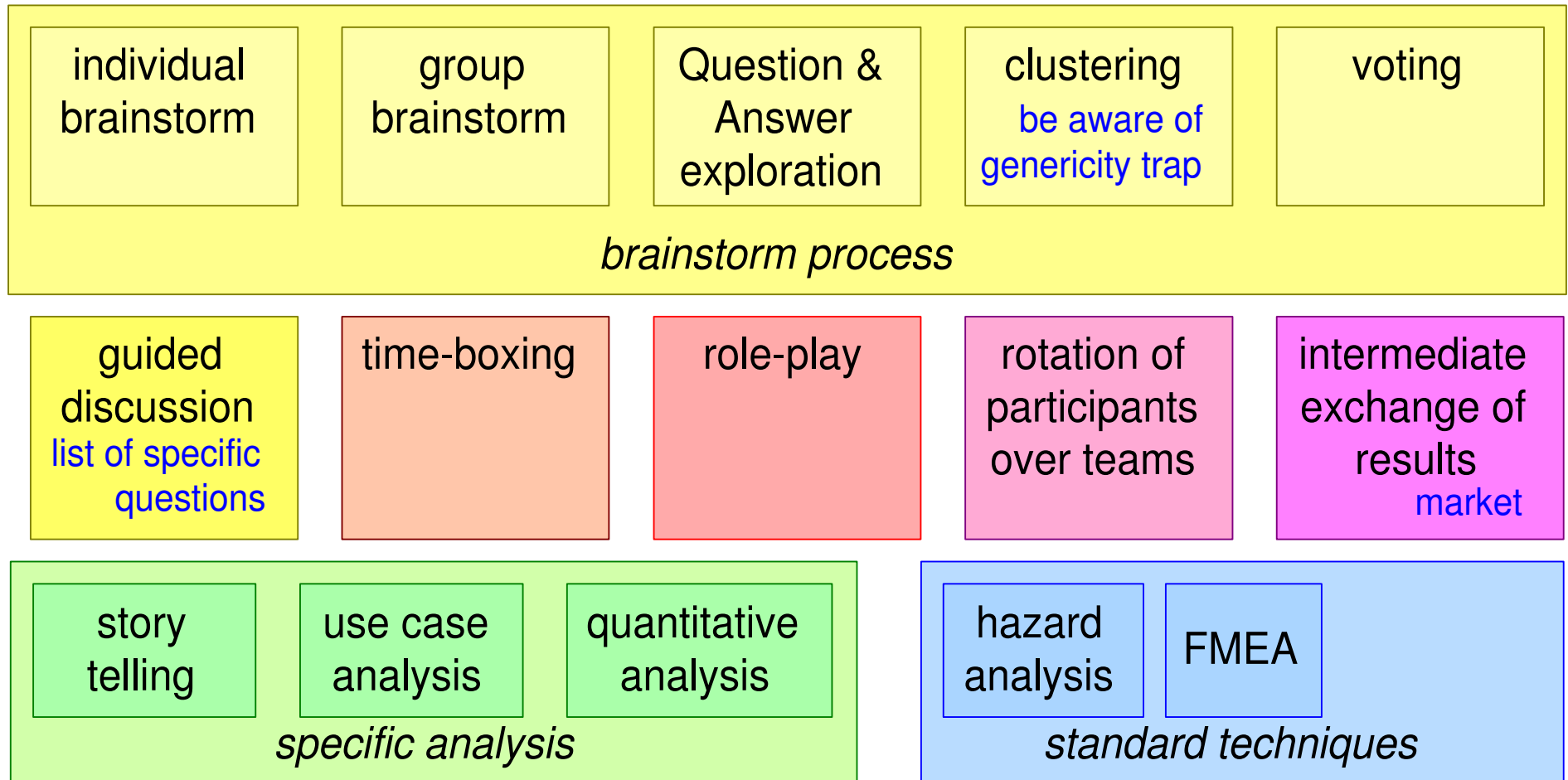
excel

power
point



Use Techniques in a Creative Way

mix and match of techniques is possible



N.B. the value is in the discussion and the interaction, not in the outcome

Wrap up

short summary and conclusions (leader or facilitator)

don't repeat discussions

follow-up (leader or facilitator)

who, what, when

evaluation; ask for balanced feedback (facilitator)

for instance benefits & concerns
plenary or individual on yellow notes

Carefully select Participants

minimize the number of participants

time needed ~ # participants

individual contribution

knowledge
skills, experience
function or role

interpersonal relations

political, social
psychological

availability

full-time during workshop
vs workshop timing
vs workshop effectiveness

Rules During the Workshop

constructive attitude (no head seeking missiles)

allow contribution by all (also the more quiet persons)

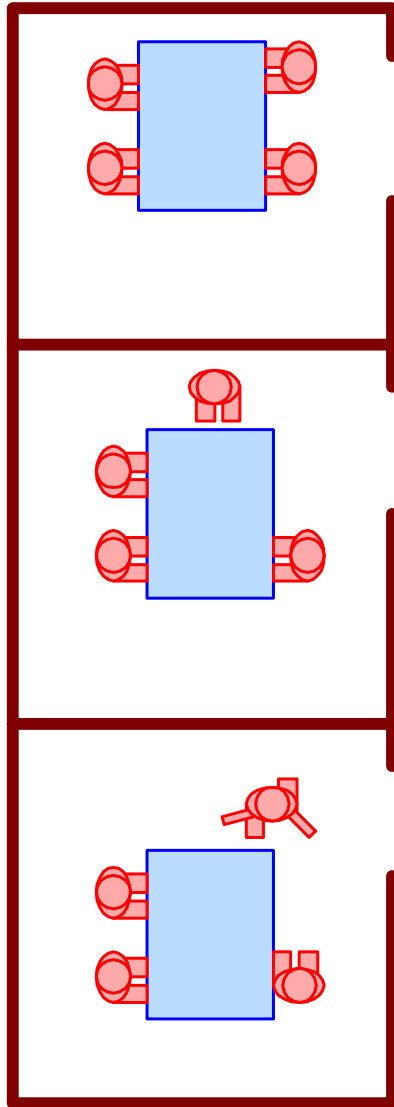
no cellphones

no laptop (except for workshop related application)

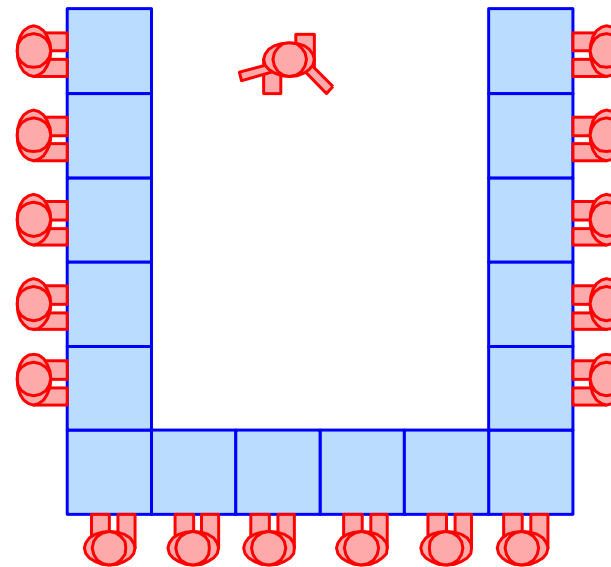
full-time presence

Venue Requirements

break-out rooms



open seating formation
sufficient walking space
ask for a room for $2^* \text{ #participants}$



plenary area

Secret Workshop Success Factors

active

>70% of the time active
short intro, short broadcasts

focused

clear scope and goal
format

well-prepared

timely invitation
seed presentations
seed questions

involved participants

full-time present
no cellphone
no e-mail