# Articulating Your Outcomes

It’s really hard to articulate good workshop outcomes as they are rarely obvious. Here’s a worksheet with an example to help you.

## Step 1: Think widely around your ideal outcomes

Imagine you are working on getting two teams together to improve a ropey process, which is causing friction between everyone.

You might generate a bullet list that looks like the following table when youstart from the question ‘What would we like to have achieved by the end of our workshop if we had an ideal situation and open-ended amount of time together?’

By the end of this workshop, we would have

|  |  |
| --- | --- |
| Number | Outcome |
| 1 | Checked we have understood the root causes of all inter-team misunderstandings  |
| 2 | Worked through the entire process to see exactly what goes wrong, when and how; tried to fix it |
| 3 | Worked together effectively as a group and had some downtime together |
| 4 | Got to constructive rather than destructive conflict (Michal and Dave) |
| 5 | Got to know each other in a less pressured way |
| 6 | Discussed the good things about the current process (what we like about it) |
| 7 | Redesigned the current process or designed a new one as a group\* |

\*This is the workshop’s main deliverable, and it’s what any sponsor or key stakeholder would want to get done.

<Tip>

Note that there are action words at the start of each outcome. That’s what you need to use, as talking about actions is much more likely to lead to them.

Now have a go at generating your own list.

By the end of this workshop, we would have

|  |  |
| --- | --- |
| Number | Outcome |
| 1 |  |
| 2 |  |
| 3 |  |
| 4 |  |
| 5 |  |
| 6 |  |
| 7 |  |

## Step 2: Narrow the scope

You narrow the scope by asking,‘What specifically must we get done in this particular workshop?’ Now you can take the list created in Step 1 and start to prioritize it. Simply

 1. **Rank order list of the statements you have already generated.**

 **2. Throw out the ones that don’t answer this question to reduce the list.**

<Warning>

 Three to five outcomes is enough, or you simply won’t achieve them all.

 **3. Write them up so they won’t offend anyone, and they are as positive as possible.**

 No-one wants to come to a doom-laden workshop.

In the case, you might then get to a list that looks like this:

|  |  |
| --- | --- |
| Number | Outcome |
| 1 | Discussed the good things about the current process (what we like about it) |
| 2 | Worked through the entire process to see exactly what goes wrong, why, when and how |
| 3 | Redesigned the current process or designed a new one as a group |
| 4 | Worked together effectively as a group and had some downtime together |

Now work through your own example:

|  |  |
| --- | --- |
| Number | Outcome |
| 1 |  |
| 2 |  |
| 3 |  |
| 4 |  |
| 5 |  |

## Step 3: Think about the wider context

You do this by answering the question ‘Why is it important to get this done right now by this group?’ This helps you tie what you’re doing to the participants’ context and will help you position what you’re doing with key stakeholders and your participants. Plus, answering this question will help you write your Joining Instructions.

<Tip>

If you can, you should try and find three positive reasons that link what you’re doing to the wider context. So, continuing with the earlier example:

It’s important to get this done right now by this group because we will

|  |  |
| --- | --- |
| Number | Outcome |
| 1 | Use our time more efficiently and effectively  |
| 2 | Experience increased harmony in our inter teamwork along with fewer process escalations |
| 3 | Increase our overall productivity |

Now work through your own example:

It’s important to get this done right now by this group because we will

|  |  |
| --- | --- |
| Number | Outcome |
| 1 |  |
| 2 |  |
| 3 |  |

## Step 4: Review what success would look like

When possible,use metrics to help you determine what success is and add them to an additional column on the right. You can do this before the workshop with your stakeholders, during it with your participants or both before and after your workshop.

It’s important to get this done because resolving the situation will mean that we will all

|  |  |  |
| --- | --- | --- |
| Number | Outcome | Success Criteria/Metrics |
| 1 | Use our time more efficiently and effectively  | 7% more orders completed |
| 2 | Experience increased harmony in our team work along with fewer process escalations | Reduced escalations by 50% over 3 months |
| 3 | Increase our productivity | By 2.5% over 3 months (time to fully implement |

Now work through your own example:

It’s important to get this done right now by this group because we will

|  |  |  |
| --- | --- | --- |
| Number | Outcome | Success criteria/metrics |
| 1 |  |  |
| 2 |  |  |
| 3 |  |  |

Congratulations!

You now have a fabulous consulting document, and you’re ready to talk to your key stakeholders.