Agile Journey discussion series:
("Sharing is Learning"):

Workshopping By P-Model

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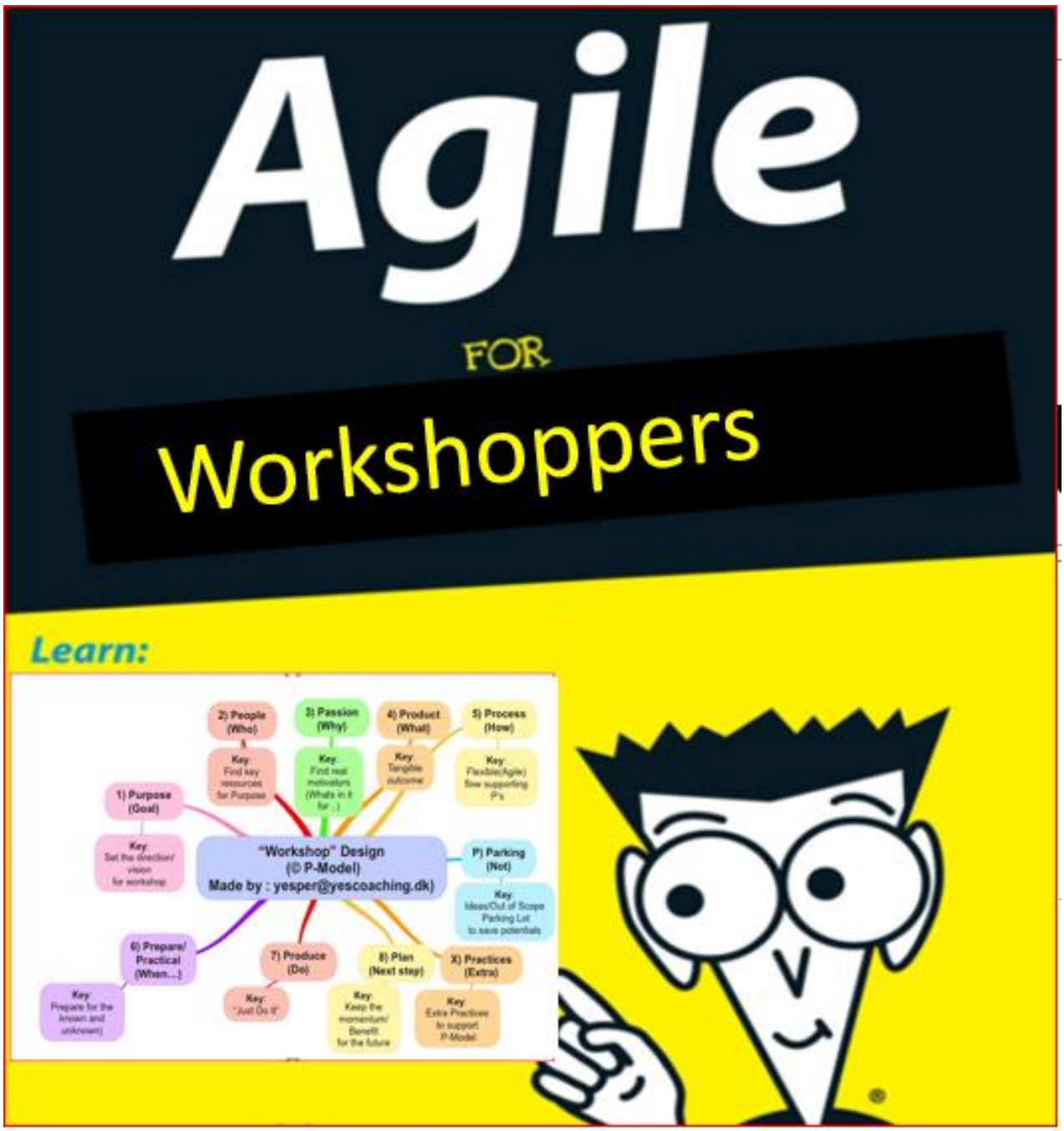

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01 Introduction:

Welcome to my free work**shop,** where I hope you "buy" my P-Model idea.

In this article I'll share a very simple model for creation effective workshops - no matter if this should by used in an agile or traditional delivery model.

The model is inspired by my journey as Agile Coach, but primely inspired by my daily experience of doing and joining workshops.

So this should be considered as Simple Best Practices Checklist and the intention is not to teach theory, but simply to share my P-model with the hope this could also be useful for you.

This article is divided into 4 chapters:

- 01 Introduction – This chapter
- 02 The P-Model - Overall description of the P-Model
- 03 Source/References – Inspiration for future reading
- 04 Appendix – Supplementary material

02 The P-Model

Generally, the P-Model is a structure/checklist to help your design of workshop and to help you to not miss important areas.

This can be used for any size of workshop and for other events like for example important meetings.
But this model is primarily created for bigger and critical workshops that demands proper planning.

In principle, this is quite a simple and obvious model, but my experience is that important steps/areas are often forgotten or don't get the necessary attention.

The P-Model has 8 focus areas which – in my experience - are necessary and quite mandatory for at successful workshop.

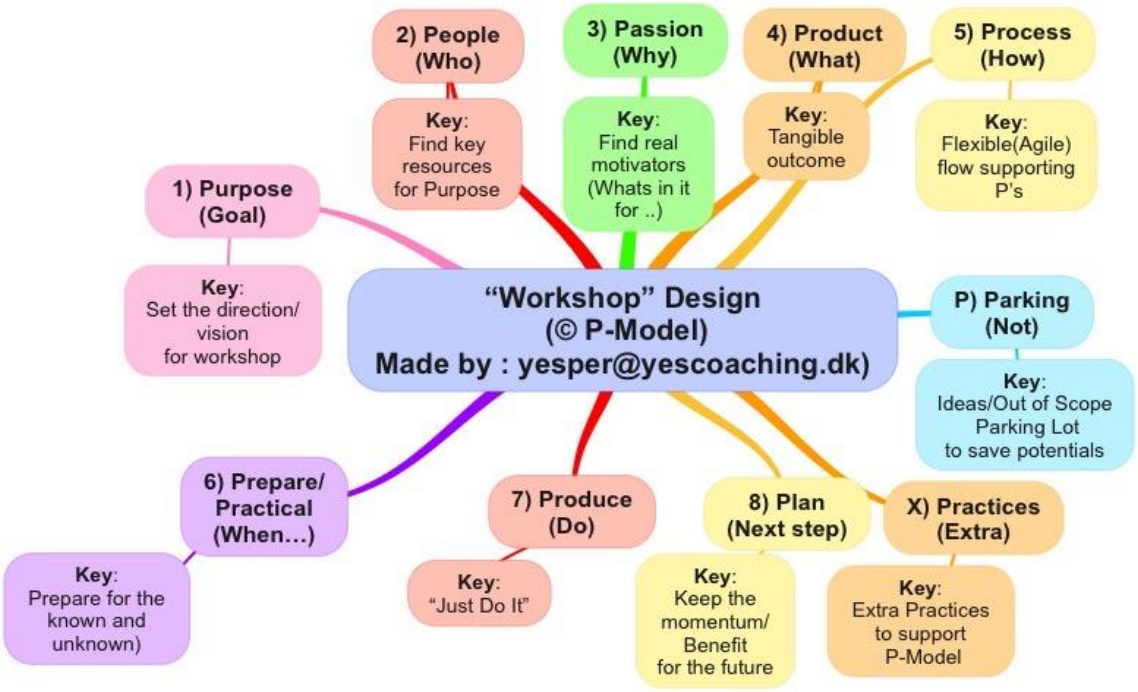
There is a logical order of steps/focus areas (marked with step numbers). But this order should not be considered as a mandatory step order.

It is quite the opposite, since an iterative approach with small steps - and jumping between steps – is often the most effective.

The key is to make sure all focus areas are addressed at the necessary level and logically linked together.

Personally, I often use and prefer a mind-map alike approach by a tool (See Ref.03) or just done at a white-/Notes board.

Talking about mind-map - now it's time to visualise the model:



As you can see, for each focus areas there is a Key description and below (and in appendix) you will find more inspirational notes and tips.

The idea is to use this mind-map structure as starting point and then just add your own content for the steps.
(Free templates - See Ref04).

Find a very simple example of use of P-Model in Appendix09.

Next sections will address more details/tips/tricks for all steps and should only be considered as inspirational for a pragmatic and simple model for your workshop design.

Overview of **P-Model**:

1) **P**urpose (Goal)
2) **P**eople (Who)
3) **P**assion (Why)
4) **P**roduct (What)
5) **P**rocess (How)
6) **P**repare/Practical (When…)
7) **P**roduce (Do)
8) **P**lan (Next step)
P) **P**arking (Not)
X) **P**ractices (Extra)

1) **P**urpose (Goal)

Key:

1. Identify the vision, direction, goal and subgoal for the workshop. This is critical for the design and the success.

Tips:

1. Often there are different goals for different participants and sometimes even hidden agendas.
2. It's critical to find the right goal and its good practices to validate this by models like SMART (See Appendix01)
3. If possible, link the Goal logical for strategy themes or even better company OKR's (See Appendix04)
4. Go for Lagging indicators, but leading indicators could show you the right direction (See Appendix05)

2) People (Who)

Key:

1. Find key resources for Purpose

Tips:

1. The Gasoline for any event starts and ends with people and by missing the right people you also miss the right result.
2. The right people is not just the obvious (Sponsors, owners, Do'ers..) .
3. The key for success is often to include informal managers, change agents or even people that are against the change.
4. To include people that are going to use the "Product" afterwards is often also very beneficial.

3) Passion (Why)

<Picture>

Key:

1. Find real motivators (What's in it for ..)

Tips:

1. There is real energy in a workshop if people can see real personal benefit with a successful workshop.
2. Understand and investigate how the changes influence different stakeholders.
3. Add this dimension in you interest analysis
4. Understand the nature of motivation (E.g., Hertzberg motivation theory – See Appendix06)
5. Use proven change management frameworks (E.g., Fair process – See Appendix07)

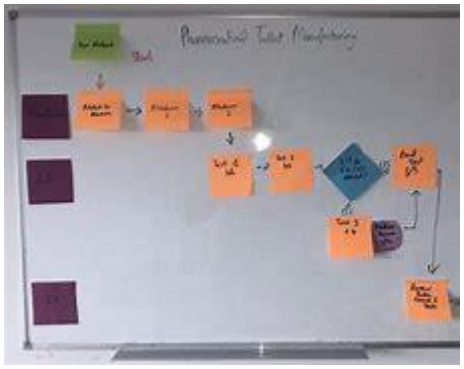
4) Product (What)

Key:

1. Tangible outcome and products (N.B. Product should not just be considered literally as a Product , but like result of workshop)

Tips:

1. At the end of the day the actual result and benefit realisation is the sponsors' expectations and acceptance.
2. Remember: "Product" could iteratively be smaller sub-product and if aligned with Goal/sub-goals this could motivate the Process keep going.
3. Link for "product strategy" and OKR could also be logical, and a motivation factor.
4. Make and consider plan for maintenance of product as part of the Process/Product.



5) Process (How)

Key:

1. Flexible (Agile) flow supporting P's

Tips:

1. Process is the key P in the P model because this "glue" that connects the dots.
2. There are a lot of different options (See Appendix08) and design templates, but the key is to keep it as simple and flexible as possible. Because even with the best planning the real execution will be different.
3. So, consider both "must have" and "nice to have" as part of the process design.
4. And a Plan A, B. etc. would be good to consider.

6) Prepare/Practical (When…)

Key:

1. Prepare for the known and unknown

Tips:

1. Logistic and timing are key
2. Select and adjust process and facilitation tool for the actual facilities
3. Consider necessary capabilities, skills and competencies needed for success
4. Research Data, Preparation and prerequisite for the P elements of P-Model.
5. Consider how to boost workshop by ask participants to prepare and be in very good time
6. Consider Plan A and B .. to handle the unknown and impediments.

7) Produce (Do)

Key:

1. “Just Do It” and enjoy it

Tips:

1. Your passion is key for the “Room”
2. So BE the workshop
3. With enough work and attention on other P’s you should be able to just relax and enjoy.
4. Feel (Inspect) the room and adjust/adapt accordingly.
5. Get help from participants to adjust and adapt (For example by help from a facilitator assistant)

8) Plan (Next step)

Key:

1. Keep the momentum/benefit realisation in real "production" and plan for it

Tips:

1. The planning for this is done in other P's but only execution counts.
2. The real outcome is when result is used after the workshop has ended.
3. Keep the maintenance plan updated and used.
4. Revisit the Parking Lot to consider next step.

P) Parking (Not/Out of Scope)

Key:

1. Idea/Out Scope parking lot – To save potentials and keep real focus in planned workshop

Tips:

1. Use this wisely and based on goals
2. "Read the Room" to time when a discussion should be interrupted and parked.
3. Potential: get a content expert or other participants to help you with the timing.
4. Create trust that the parking lot is not forgotten in and after workshop (See Plan)

X) Practices (Extra)

Key:

1. Extra Practices to support P-Model

Tips:

1. See “Sources/References and Appendix

03 Source/References:

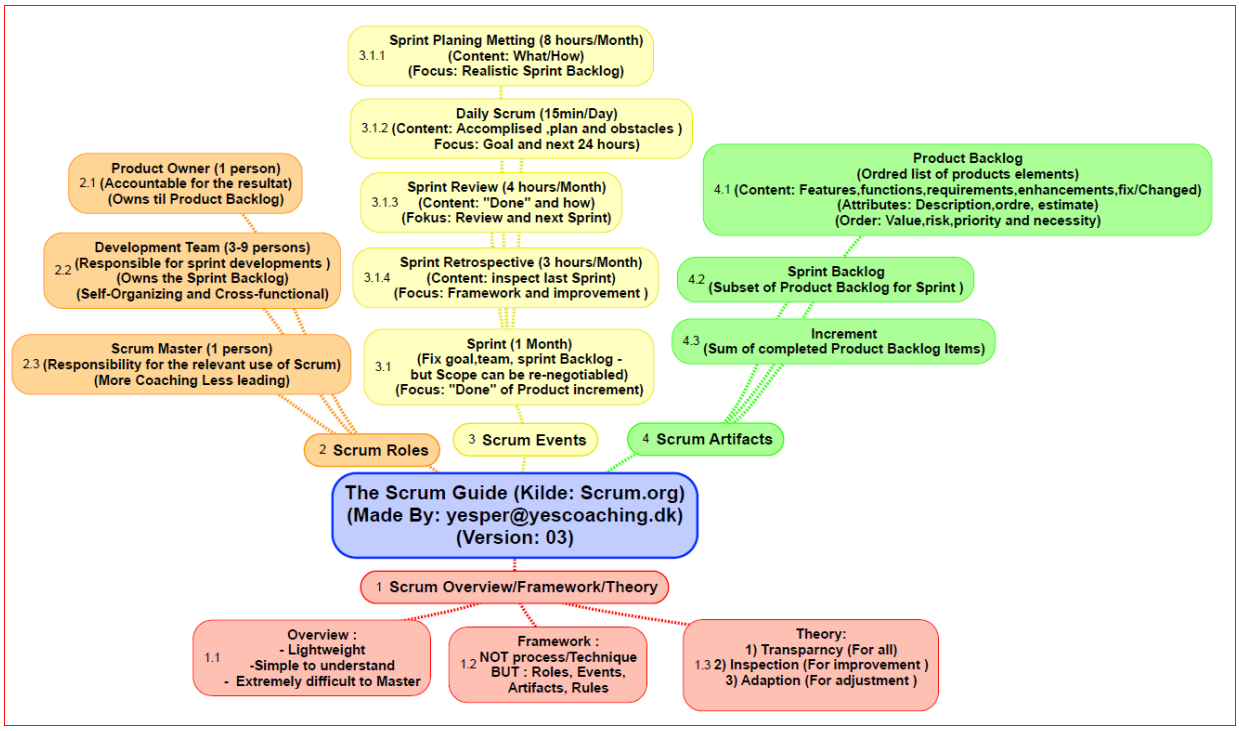
Ref. 01: My Linkedin profile: https://www.linkedin.com/in/jesperbergerolsen/
Ref. 02: Link for my Own coaching company www.yescoaching.dk
Ref. 03: Link for my Mind Map tool: https://simplemind.eu/
Ref. 04: P-Model templates: Mail me or look here https://yescoaching.dk/agile-coaching/

04 Appendix:

(Request pdf versions at yesper@yescoaching.dk)

Appendix01: SMART Goals

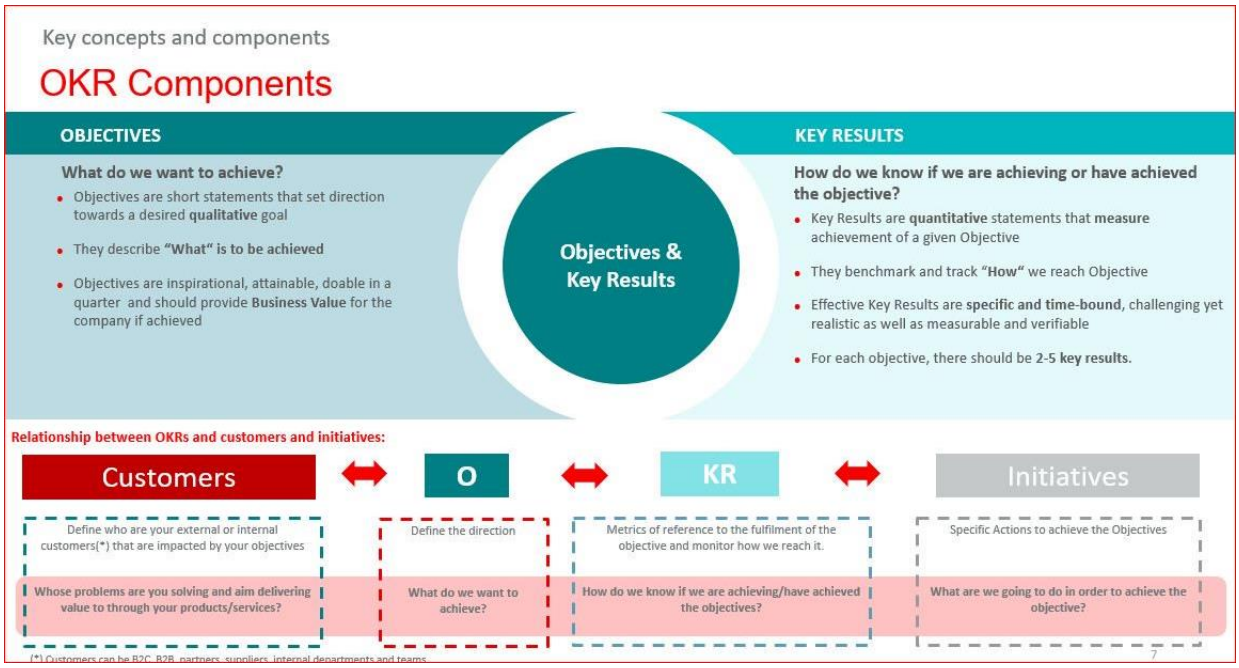
Appendix02: One-page of “SCRUM (2017)



Appendix03: Inspiration of other Agile Articles

1. "**Are you a real Agile coach?"**
    1. https://www.linkedin.com/posts/jesperbergerolsen_real-agile-coach-activity-6744575035144495104-tHJQ
2. "**Agile – Out of Control?"**
    1. **https://www.**linkedin.com/posts/jesperbergerolsen_agile-out-of-control-new-version-20200108-activity-6753309571168686080-LrWj
3. "**Agile introduction made simple":**
    1. https://www.linkedin.com/posts/jesperbergerolsen_agile-introduction-made-simple-version-02-activity-6695996989156454400-pZL9
4. **"Does Agile Framework actual work ?":**
    1. https://www.linkedin.com/posts/jesperbergerolsen_does-agile-frame-actual-work-activity-6680542323400564736-ilpc
5. "**Product Owner – What do you Own ?"**
    1. https://www.linkedin.com/posts/jesperbergerolsen_**agile-product-owner-own-what-activity-6764517389682950144-0bOr**
6. **"Agile Party for NewCommers"**
    1. https://www.linkedin.com/feed/update/urn:li:activity:6747087224568901632/?commentUrn=urn%3Ali%3Acomment%3A(ugcPost%3A6747087223474200576%2C6750021231346536449)

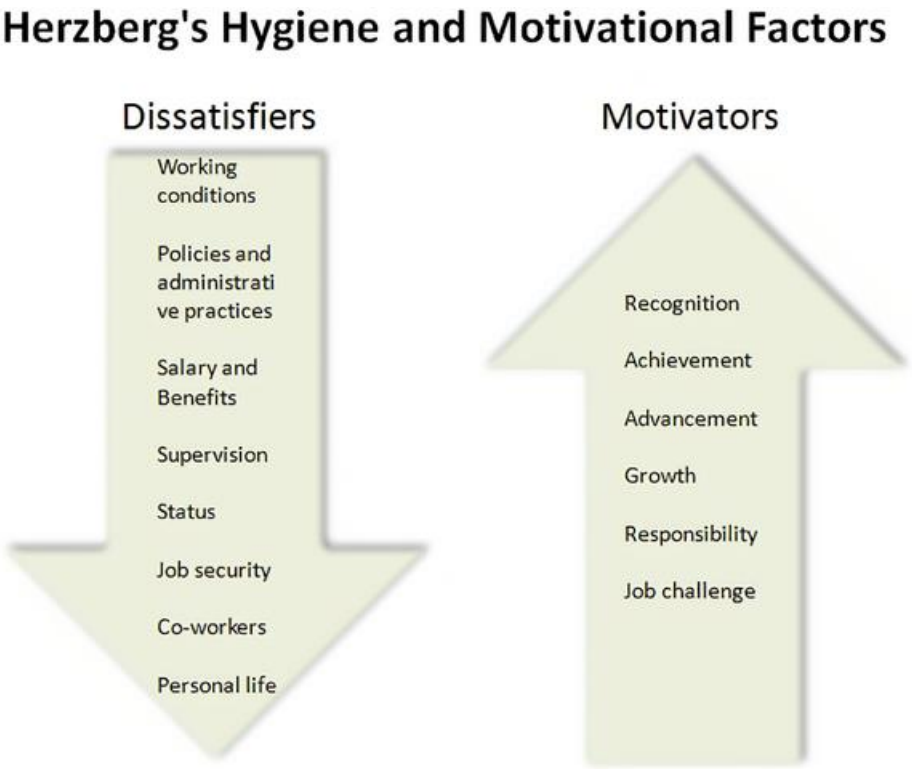
Appendix04: Objective Key Results (OKR) Goal setings



Appendix05: Lagging and leading indicators

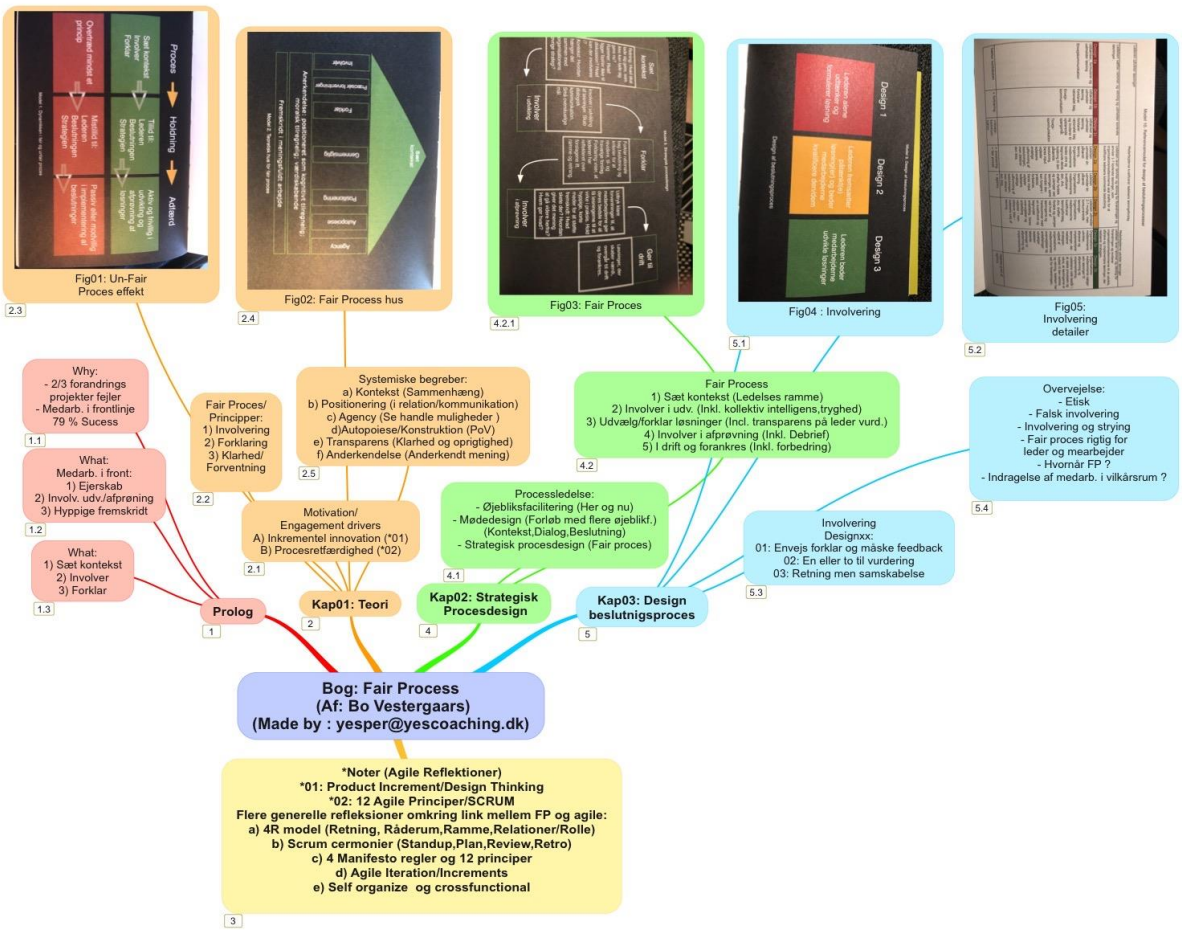
https://www.bmc.com/blogs/leading-vs-lagging-indicators/

Appendix06: Hertzberg motivation theory



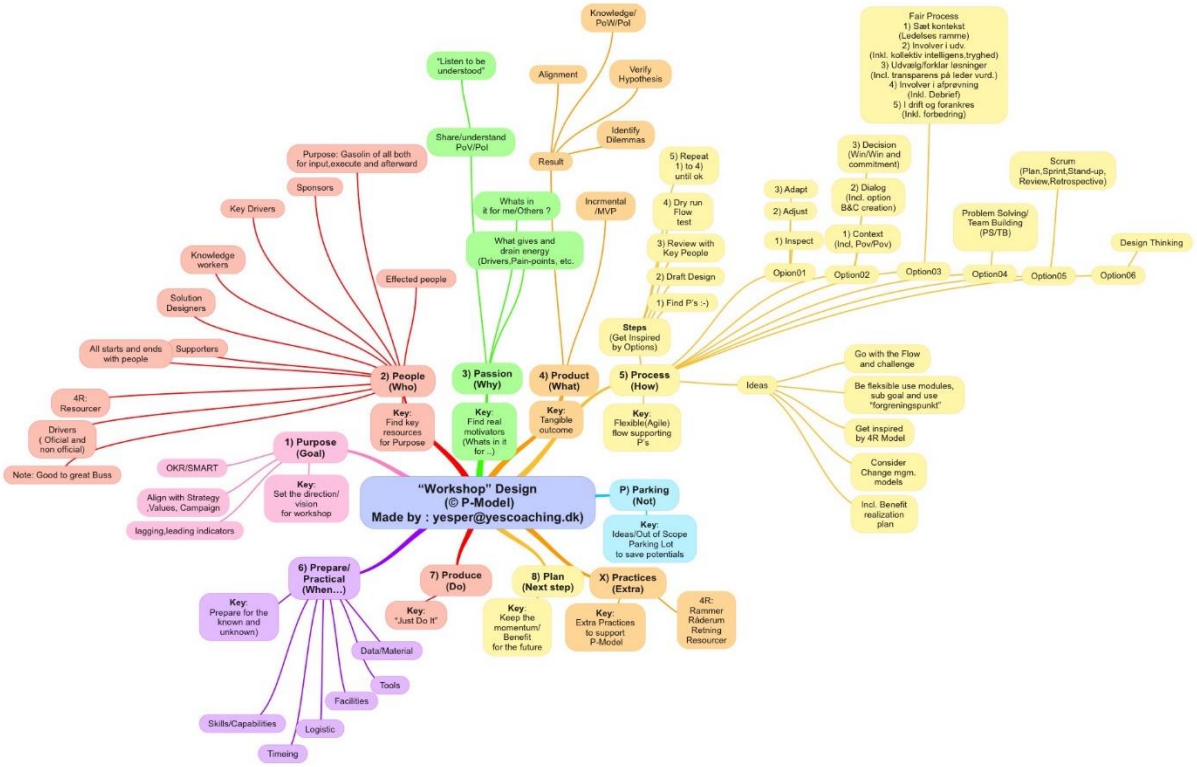
https://gitmind.com/motivational-theory.html

Appendix07: Change Management Process: Fair process



https://www.fairproces.dk/fair-process-video/

Appendix08: Detailed mind map incl. Notes and process ideas



Appendix09: Simple example of use of P-Model