

The background is a solid teal color. It is decorated with several square frames. Each frame consists of a white outer border and a black inner border, creating a double-line effect. The frames are arranged in a staggered, overlapping pattern across the page. A white rectangular box is positioned in the center-right area, containing the title and subtitle.

POPUP

Facilitator's guide



INTRO

By the time you have your first Popup session, you'll probably have started to conquer your fears about feedback within the team. Now it's time to start looking outwards. The purpose of a Popup is to share what you've been working on with people outside the team, and to get feedback that will help you take a step back, get some new perspectives, and start to build your way forward. But on a deeper level, Popup sessions also serve, in a small way, to shape organisational culture: building knowledge-sharing, breaking down barriers, and cultivating a culture of feedback that isn't just top-down.

When you run a Popup, it's important to keep things comfortable but still structured enough that the invited guests really feel you're respecting their time. Choose a space that's welcoming and prepare them in advance with what they will be asked to do. If you want them to arrive as total blank slates, make sure they know this is your intent, or they might feel as if they haven't done their homework.

It's important to prep this session with a bit of extra conscientiousness, to get the most out of the time and energy everyone puts in.


STEPS IN THIS SESSION

Time estimated:

3-5 participants = 1 hour
(The larger the group, the more
time you need for each task.)

- 1 Invite Your Guests**
10 min. Make sure you invite the people who can give you the kind of feedback you need for your problems or the phase your project is in. [\(74\)](#)
- 2 Set Guidelines and Expectations**
10 min. What kind of feedback is encouraged and discouraged? What will be asked of participants? [\(76\)](#)
- 3 Projects and Challenge**
10 min. Show your invited participants what you've been working on, and introduce the specific challenges you need to address. [\(77\)](#)
- 4 Feedback and Discussion**
30 min. Get the participants to share their thoughts, perspectives and experiences, and have a discussion. [\(79\)](#)

1. Invite Your Guests

 **Time:** 10 min.

 **Material:** A4 papers, colourful pens

When you're preparing for the session, make sure you invite the right people. If you need last-mile feedback, you might need a different set of participants than if you're having a specific problem. If the team has been flagging or feeling unsure of themselves, try to invite someone you already know to be good at giving motivating feedback. Even if what you need is the cold, hard truth about the work that needs doing, it's good to have someone in the room who can help the team build the confidence to go out and do that work.

What to do

- ⌚ Invite the guests. Modify the email template provided, or use your own. Just make sure they know what's expected of them in terms of time and effort, and why they're specifically being asked. Do you just need an outside perspective, or do you need their perspective? If so, why?
- ⌚ Brief the team about who will be there. Let them know if anyone who is coming has any special experience or insights that will be extra helpful to the team. And remind them that they don't have to take all the feedback on – it's feedback, not a list of demands.

INVITATION TO YOUR GUESTS

Dear [colleague/friend/peer],

Our team is working on a project called [name of project]. We're at [point in project] and we're ready for some mid-project insights from people outside the team. We'd like to invite you to a short Popup feedback session designed to gather feedback on some specific challenges. The session will be [length of time between 30 and 60 minutes) and take place at [location and time].

We'll give a short overview of our project, and then introduce one or two challenges that we're having. We think your experience with [thing you specifically want to draw on] can help us to [specific thing you want to overcome in the project, or tell them that it's open]. You don't need to prepare anything.

If you can attend, please let us know if you have any access needs that we should consider.

Best regards,

[Your name and role]



You can copy and paste this email template

2. Set Guidelines and Expectations

 **Time:** 10 min.  **Material:** A4 papers, colourful pens

Some of your participants might not be familiar with the process you're using, so Popups might be new to them. There's no need to explain what The Teamwork Kit is, but it's good to let them know what's about to happen and what the guidelines are for the session. Tell them that you're looking for particular types of feedback, but remind them this isn't as formal as a test.

What to do

- ▶ Give each participant a pen and a few sticky notes. thoughts and feedback on the stickynotes quietly while the team is presenting.
- ▶ Tell them that the team will present the background of the project and outline the challenge they're having, and that they should write their ▶ Invite them to write questions on the stickynotes, rather than interrupt during the presentation.

3. Project and Challenge

 **Time:** 10 min.  **Material:** A4 papers, colourful pens

Now the team presents the project overview and the challenge they're having. Depending on where you are in the work, this might be a close-to-done project, it could be a series of concept ideas you need to choose between, or a specific problem that needs outside help. The presentation can be a slideshow, a video, a demonstration of something, a physical model, or some other creative format you come up with yourselves. Just make sure it's compelling for the audience and provides enough context for the participants to give the feedback you need.

What to do

- ▶ Tell the participants that you're going to present the project and challenge, and that they will be invited to share what's on their sticky notes (and on their minds) afterward, as part of a discussion.
- ▶ If you want to get specific types of feedback, it's good to ask them to consider a one or a few key questions while you're presenting. Consider writing them on a poster or somewhere where they can see them during

the presentation (but not be distracted). You could create a poster with columns under it for the participants to stick their comments on during the next part of the session.

⌚ Make sure participants have enough context about what you're working on — what the brief was, who it's for, the purpose and goals of what you're doing, the approach you're taking and how far

along you are — so they can understand what this is feeding into.

⌚ Unless you want general feedback, once you've given the context, keep the presentation focused on the challenge you're having. Especially in creative organisations, you want to help people resist getting caught up in trying to reinvent the whole project. Eagerness is great, but the wrong kind can sometimes derail you.

4. Feedback and Discussion

🕒 **Time:** 30 min. 📄 **Material:** A4 papers, colourful pens

The one thing that's probably not a danger here is that people will have too *little* to say, so your priority as facilitator is to make sure the team gets the right feedback for the right problem. And you may have to decide in the moment how to run the discussion part, depending on how many comments or individual pieces of feedback there are.

What to do

⌚ Open the discussion by reminding the group of the challenge questions.

⌚ You can run the discussion in whatever way works for you. You can call on people individually. Or you can go one-by-one. Or, you can ask people to stick their stickynotes on the wall, or on a poster, if you've created one. If it seems like people have written a lot of notes, you might want to go around the room by topic.

⌚ Decide if you want to have a discussion about each piece of feedback or have the participants present it all, and then discuss it at the end. If there seem to have been a lot of comments, it might be a good idea to let the sharing happen first and to time-box it (if you can), so you won't end up running out of time before all the ideas are shared.