

# Hold-Up

Problem-solving workshop // Creativity workshop



November 2015  
Adapted by SIC  
July, 2017

## How to facilitate a Hold-Up?

Co-funded by the  
Erasmus+ Programme  
of the European Union



Adapted for distribution in youth organizations in scopes of project «Development and promotion of social business within youth sector» under the Erasmus+ program and co-financed by the European Union. *Responsible for the content solely publisher/owner; it does not reflect the views of the European Commission or any related financial body.*

## Meet your social entrepreneur 3 weeks before to understand the project and the context and formulate the challenge

Questions to ask to formulate the question for Hold-up!

1. What is your current most pressing challenge? Why?
2. Why is this problem important? What are you expecting after the solution of the problem? What would change?
3. What have you already tried to do to solve it? What worked and didn't and why? What is the solution that seems obvious maybe but you know it is not really that good. To make sure to avoid to get to this solution during the holdup.
4. What tools/knowledge does your team have to solve this challenge?
5. What are 3 specific objectives that wants to achieve if the challenge is solved. (To increase Y in X amount of time. To reduce B, to impact YX amount of people). and 3 restrictions to solve his challenge. (Time, money, resources, lack of experience, etc.)

**BONUS** : ask a question about how he/she is going to use the solution afterwards. This helps understand better what he/she expect and the template to use.

## Advices to conduct the interview :

1. During the interview, try to reformulate the problem and say it out loud to the entrepreneur to assure you both understand the challenge. At the end, try also to reformulate the objectives & constraints.
2. After the interview, identify the most urgent solution needed and reformulate the challenge into one very specific question.
3. Stay focused with your questions during the interview.
4. Be aware of the time you have with the entrepreneur.
5. Select only one challenge. It's better to do 2 holdups than having one with a broad/unclear problem.

## Define:

CHALLENGE: How to.....?

RESULT expected from Hold-up!

## Prepare 10 questions for brainstorming, concentrate on challenge, question and solution you need!

### FOR INSPIRATION:

#### About the project

- What are the **key assets / main added value / strong values** of the project or organisation?
- What **object / picture / symbol** could represent the project or organisation? What name and specific vocabulary / themes could be associated with the project?
- What **stereotypes / preconceived ideas / clichés / conventions** (rules, principles...) do you have (or others can have) about the sector / the project / the people involved?

#### Target and mobilization:

- What is **appealing to the target users** in general? What would they like about this project?
- What are the **key messages** that are relevant to them? How could you create a really unique relationship with them?
- If you were the target user, **what could convince you** to use the solution? to spread the word about the solution?
- How could you **reward people** for using the solution / participating in the project? How could you increase their engagement?
- What could **make people stop using** the solution / participating in the project? How could you overcome these barriers?

## FOR INSPIRATION: Resources

What **additional resources** (knowledge, expertise / materials, equipment, money / work-force, network) would you really need to answer the challenge? How could you find those resources (acquisition, partnership...)?

## Utopia - No limit

If you were a **prime minister/president/king**, Bill Gates, Nelson Mandela, Mother Theresa, Steve Jobs...

If you were a **super-hero** or you had magic powers...

If you had **1 Million €**...

If you had **200 volunteers** to help you implement a solution...

**... what would you do to solve the challenge?**

## FOR INSPIRATION: Maximum constraints

### *Time > Emergency*

- What actions would you take **tomorrow morning** to start implementing the solution?
- How could someone **contribute in only 10 minutes** / in only 1 hour?

### *Knowledge > Simplicity*

- What could a **6-year-old child / your grandmother** do to solve the challenge?

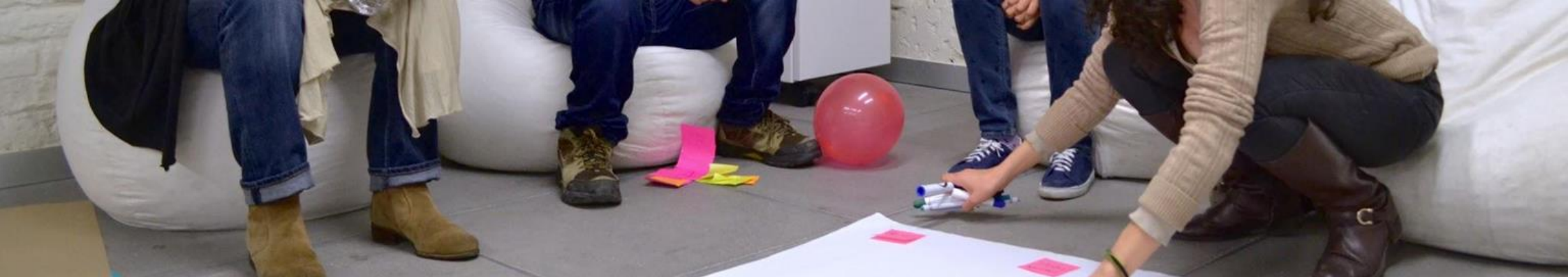
### *Money/Equipment > Frugality*

- How could you solve the challenge if you had **zero budget**?
- If everyone was **living in a desert**, how would you solve the challenge?

## Last word?

[You can finish this first part with the question below to make sure everyone expressed their ideas.]

Is there any important aspect of the challenge that we haven't talked about yet?



## D-day has come!

On your to-do list don't forget to think about the furniture needed:

- A table + chairs
- Around 400 post-its and 15 pencils or markers (you can ask the entrepreneur to bring those)
- Write on paperboards
  - ◆ The challenge, its objective and constraints, the expected output
  - ◆ The security frame and rules for brainstorming
  - ◆ The agenda and practical information (Wifi, toilets etc.)

You're ready to facilitate your Hold-Up; arrive earlier to set-up the room and get in the mood.

Put a table in the center of the space with some chairs around and some post-its and pens.

## Proceedings

Welcoming participants

### 1- Introduction - 20 min

Presentation of Makesense

Pitch of the social entrepreneur

Presentation of the challenge, objectives and constraints

Questions & Answers related to the challenge

Icebreaker

### 2- Inspiration wall - 15 min

### 3- Brainstorming - 30 min

Don't forget to remind the participants the IDEAL rules :)

### 4- Building solutions - 45 min

### 5- Presenting Solutions - 10 min

Thank you and explanations on the opportunity to build a mini-gang



## Welcoming

Welcome the first participants with a big smile and tell them to introduce themselves while you wait for the others to start.

### 1 Introduction - 20 min

#### Presentation of Makesense (5 min)

“MakeSense helps social entrepreneurs accelerate their impact by mobilizing people to help them! We sensitize people to social business and train them on how to facilitate creativity workshops to bring solutions to the social entrepreneurs’ challenges. Any one can participate and join the movement!”

#### Presentation of the socent + their challenge (with objectives and constraints) (5min)

#### Question / Answer (5 min)

#### Presentation of the workshop - 2 main parts (post-it phase + solution phase) (5 min)

#### Icebreaker to launch the creative dynamic and make participants feel comfortable (5 min)

## Tell the IDEAL rules:

- **I**deas only. Express your idea in a few words, not in a story.
- **D**evelop on other's ideas (Listening others ideas can inspire new ones)
- **E**quality of ideas (no self-censorship or judgment, there is no good or bad idea for you and others.)
- **A**chieve 100 ideas. Focus on quantity vs quality on this phase.
- **L**iberate yourselves, express all ideas out loud and have fun!

## And POST-IT rules:

- Every idea should be said out loud and written on a post-it;
- 1 idea per post-it
- Write in capital letter (so we can read the post-it from a distance)

## 2 **Inspiration wall (10 minutes: 5 minutes preparation + 10 minutes presentation)**

This phase is designed to collect existing or obvious ideas and push participants to go further. It can also be used to build a story line or better understand a context.

Depending on the challenge you can choose between one of these 4 exercises:

## A - Inspirations from existing projects

Ask the participants to individually think about one idea of solutions brought by a company to a similar challenge than the one of the entrepreneur.

Each participant will then have 15 seconds to present it to the others.

Example: Give one example of communication campaign and tell us why it was a success?

Answer: I like the Coca-Cola communication campaign with names of their bottles because it was a good way to make people feel connected to the brand and push them to make a purchase as they will be willing to find their own name.

## B- Kill your darlings

The aim of this step is to go beyond the most obvious ideas.

1. First, ask participants to write, as a pair, their best idea to solve the challenge.

They write their common idea on a post-it.

2. On another post-it, ask them to write their worst idea.

3. And now... ask participants to take their best ideas and...bin them!

Explain to participants that great ideas can't come as easily and that we have to dig more and explore the challenge further.

Ask them to transform the worst idea of their neighbor into a great idea!

## C- Magazine cover

In group of 3 people, ask the participants to imagine the cover of a newspaper or magazine that will tell about the social enterprise years after the solution to today's challenge has been implemented. The covers imagined can be used as storyline / editorial for the ideas and solutions.

## D- Imagine a personae

If the challenge relates to a specific context ask participants to imagine, in group of 3 people, a portrait of the beneficiaries of the project.

If the project is around refugees for instance, you can ask participants to imagine what is the profile and life of a refugee.

Participants will have to keep these profiles in mind during the workshop and use them during solution.

## 3

## Brainstorming (35 minutes - 30 minutes for questions / 5 minutes for choices)

This phase is the brainstorming part of the Hold-Up, when people have to give as many ideas as possible. To help them, use the 10 questions you prepared! Make sure you don't use more than 35 minutes as a minimum of 40 minutes is needed for the next step.

- Ask your questions one by one and participants should say their ideas out loud and write them down on a post-it and stick them on the table.
- They don't have to take turns to answer, anyone can answer anytime they have an idea.
- Ask participants to give at least 10 answers for each question asked (you don't have to wait for the 10 answers it's just to push them to go for quantity!)
- Be reactive, improvise: if people like/laugh to some answers, dig deeper and ask new questions.
- Stand up and walk around to keep people awake!
- Repeat the answers people give to prevent yourself from judging answers and to make sure everyone heard the answers.

Once you're done with the questions and the brainstorming, give 5 minutes to the participants to go through all the post-its on the table.

Ask participants to write down individually the 5 ideas they liked the most, or thought were the most creative on a piece of paper.

You can play soft music on the background.

4

## **Buildings solutions - 45min**

Once people selected their favorite ideas, separate them in small groups of 3 to 5 people.

Tell them to forget about the IDEAL rules and remind them the challenge, objectives and constraints.

They now have to share about the ideas they selected and build a solution together while making sure it corresponds to the challenge, objectives and constraints.

To help them formalize their solutions, explain them the output of the Hold-Up you agreed on with the entrepreneur.

Explain the templates and how to use them:

- for instance, you can ask participants to build a basic scenario template. The idea is to draw an image to represent the solution, write a sentence to explain it and give it a title.
- Depending on the challenge, you can use one template per solution or more to make one template for each step of the solutions.
- You can create new templates according to the challenges and share them with the Gang.

Once people start working in groups, pay attention to what's happening.

- Go in each group to see if they understood the guidelines;
- If you see one person giving new ideas like in the post-it phase, tell him this phase is over and that he has to concentrate on the ideas already given. He can share his new ideas with the entrepreneur at the end.
- If a participant is being negative and challenging the methodology or blocking everyone, tell him that the methodology has been tested and that we should continue and make suggestions at the end of the hold up. Or participate as an observer instead.



## 5 Presenting solutions - 10 minutes

After the 45 minutes of the template phase is over ask each group to briefly present their solution.

Ask the Social Entrepreneur to give some feedback and if there is time left, allow to add some details and check if the handwriting is clear enough to be read by anyone.

Take pictures of the solutions and write down a sentence to explain it in order to fill the solutions template that you can send to the social entrepreneurs, participants and community developer you were in touch with.

Soon, you will be able to upload the solutions directly on the website :)



## Thank you and MiniGang

Congratulate participants for their work and ask the social entrepreneur to give his/her feedback on how he/she can use the solutions offered.

Take a picture of the teams to send it with the solutions or post it on facebook in the gang group.

After this, explain participants that if they want to further help the entrepreneur, different ways are possible, they just need to tell you so you can tell our community developers and the entrepreneur!

Ask participants to share their email address to update them later and tell them to share how they felt about their experience 😊