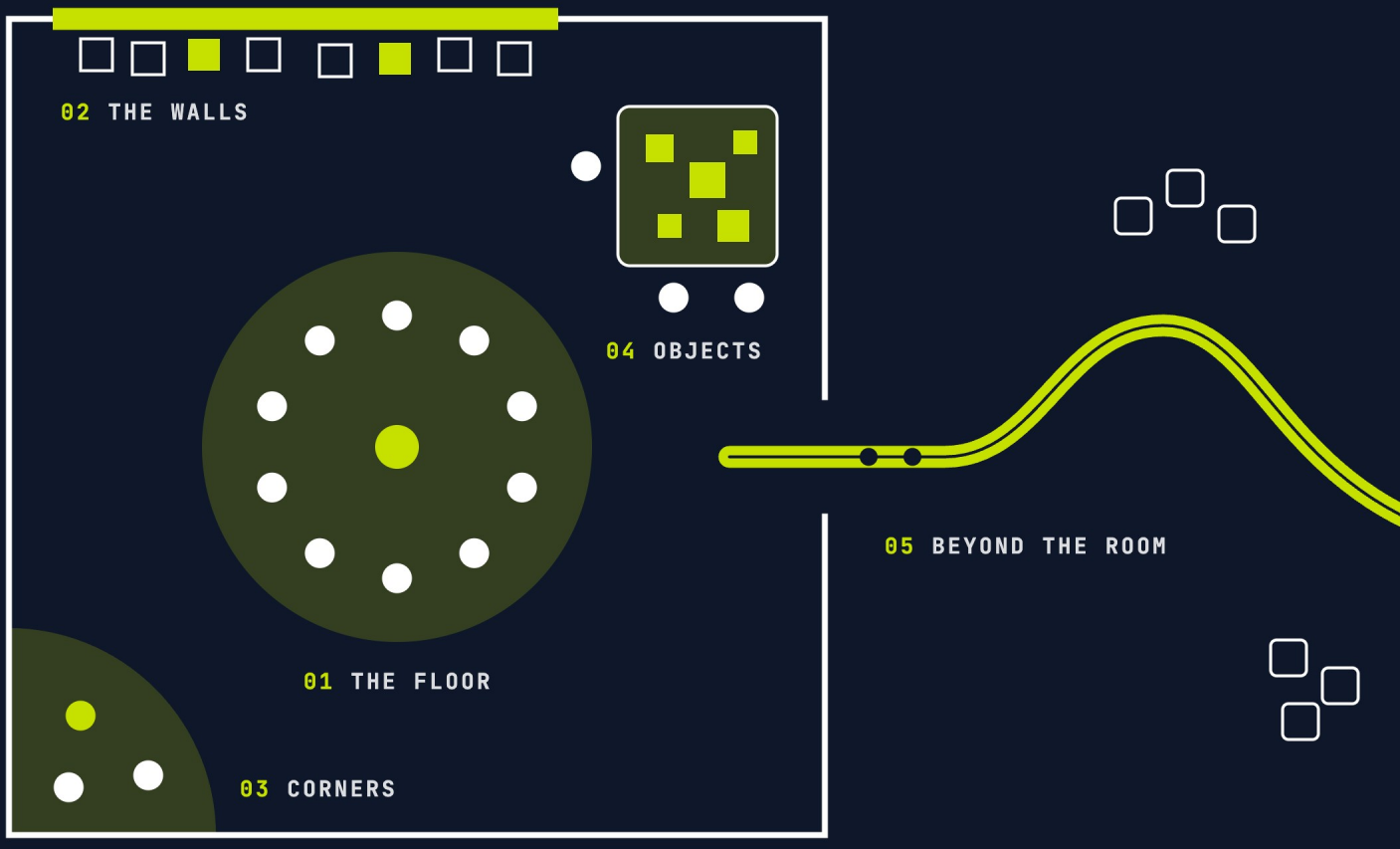
Practicum

20 spatial facilitation tools for systems, foresight and innovation



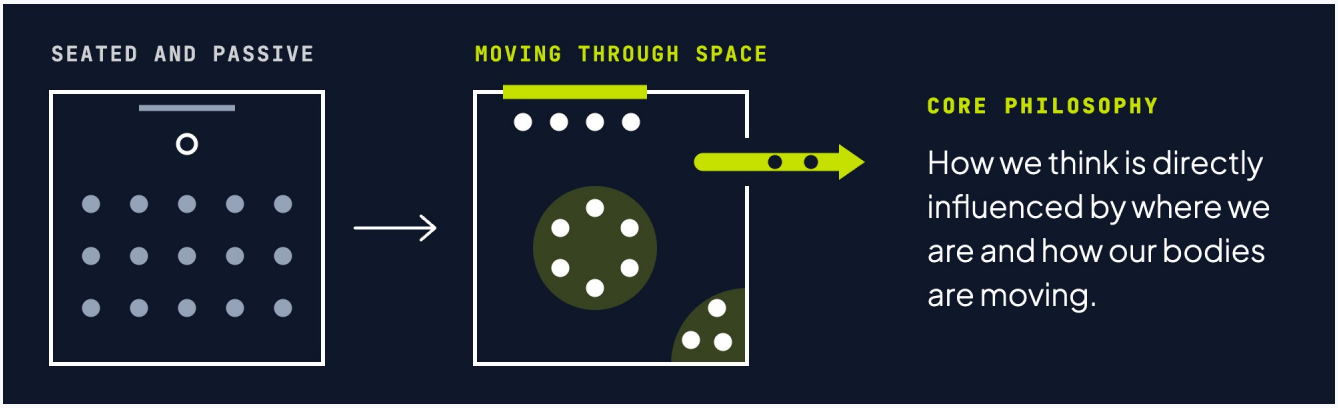
GBOX

AUTHORED BY EHSAN GUL

INTRODUCTION

Cognition is spatial. Building the imagination muscle through space.

BY EHSAN GUL



If you have ever stood at the front of a room, marker in hand, trying to coax systemic change out of a group of seated, passive participants, you know that traditional facilitation has a ceiling. Complex development challenges, sustainability initiatives and strategic foresight cannot be tackled while sitting still.

To move from the messy present to a preferable future, participants must build their **"imagination muscle"**. Like any muscle, it needs resistance, movement and different ranges of motion to grow.

At Green Box, our approach to capability building relies on breaking down traditional hierarchies of learning. This practicum is built on one core philosophy: **cognition is spatial.** How we think is directly influenced by where we are and how our bodies are moving.

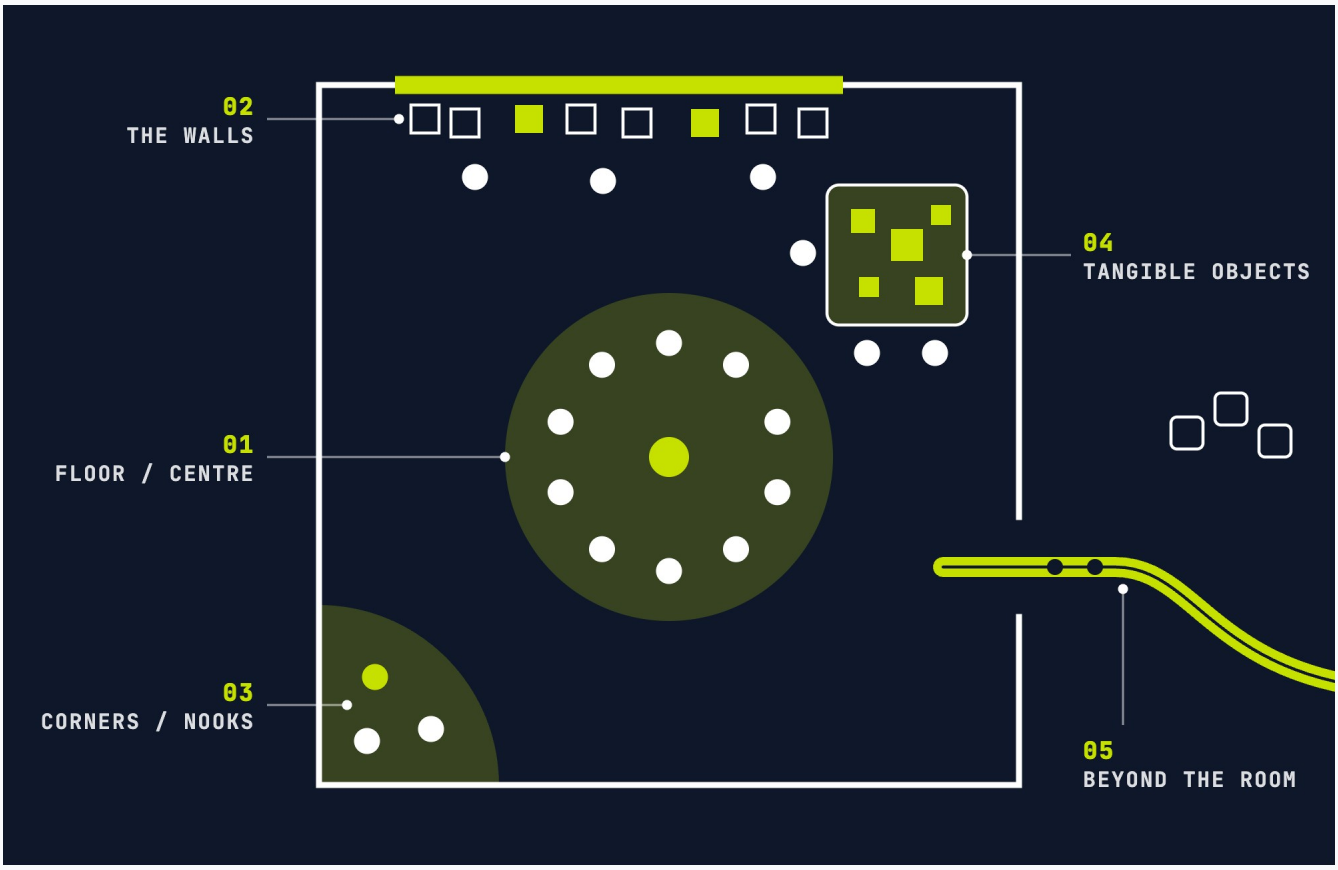
When we want a group to ground themselves in empathy and equity, we strip away the tables and move to the **floor**. When we need them to see the cascading, big-picture implications of a future trend, we stand them up to map it across the **walls**. When we need them to understand marginalised perspectives, we tuck them into intimate **corners**. And when we need to break them out of institutional blindness, we take them **beyond the room**.

This practicum provides 20 actionable facilitation methods drawn from systems thinking, foresight, portfolio design and grassroots experimentation. Whether you are an educator training the next generation of changemakers or a workshop facilitator navigating public sector complexity, this guide will help you choreograph the physical and mental energy of your room.

THE MOVEMENT MAPPING MATRIX

How to choreograph your workshop.
Five spaces, five kinds of thinking.

Before diving into the tools, it is crucial to understand the spatial flow of your workshop. You are not just moving through an agenda. You are moving through the physical environment.



01

The floor / centre

For grounding, breaking down hierarchies and equalising power dynamics.

02

The walls

For making the invisible visible, capturing weak signals and seeing the big picture.

03

Corners and nooks

For deep listening, intimacy and building empathy.

04

Tangible objects

For thinking with the hands and expressing complex mental models.

05

Beyond the room

For field immersion, serendipity and connecting with grassroots realities.

CONTENTS

20 tools on one page.
Four modules, five spaces.

Read across a row to run a module in sequence. Read down a column to stay in one space.

MODULES ↓	SPACES →  THE FLOOR / CENTRE	 THE WALLS	 CORNERS / NOOKS	 TANGIBLE OBJECTS	 BEYOND THE ROOM
MODULE 1 **Systems thinking** P.05	01 **Fireplace discussion** 60 to 90 min P.06	02 **Flow mappings** 45 to 60 min P.07	03 **The Human Library** 60 min P.08	04 **3D ecosystem modelling** 45 min P.09	05 **Innovation caravans** Half day to full day P.10
MODULE 2 **Foresight and future mapping** P.11	06 **Rich pictures** 45 min P.12	07 **Futures cone and signal mapping** 60 min P.13	08 **The World Café** 90 min P.14	09 **The futures wheel** 60 min P.15	10 **Scenario immersions** 2 to 3 hours P.16
MODULE 3 **Innovation and initiative design** P.17	11 **Crazy 8s** 15 min P.18	12 **How might we clusters** 45 min P.19	13 **SCAMPER stations** 60 min P.20	14 **Scraps prototyping** 90 min P.21	15 **SalikLakbay** Half day P.22
MODULE 4 **Strategy and portfolio development** P.23	16 **Initiative triage** 45 min P.24	17 **The living Lean Canvas** 90 min P.25	18 **Value proposition nooks** 45 min P.26	19 **The pre-mortem** 60 min P.27	20 **Solution fairs** 2 hours to half day P.28

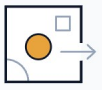
01

MODULE 1

Systems thinking
Understanding the present.

Moving conversations from surface-level symptoms to structural root causes.

FIVE TOOLS, FIVE SPACES



01 **The traditional fireplace discussion**
The floor / centre · 60 to 90 min · 8 to 15 people
P.06



02 **Flow mappings**
The walls · 45 to 60 min · Up to 20 people
P.07



03 **The Human Library**
Corners / nooks · 60 min · 10 to 30 people
P.08



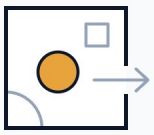
04 **3D ecosystem modelling**
Tangible objects · 45 min · Teams of 4 to 5
P.09



05 **Innovation caravans**
Beyond the room · Half day to full day · Up to 15 people
P.10

TOOL 01

The traditional fireplace discussion
Same floor. No titles.



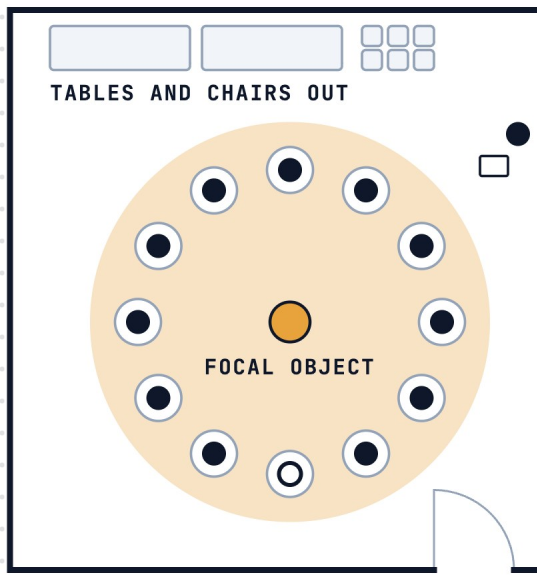
SPATIAL MEDIUM
The floor / centre

TIME
60 to 90 min

GROUP SIZE
8 to 15 people

Hierarchies are the enemy of systemic truth. When participants sit at boardroom tables, power dynamics stay intact. Rooted in communal sensemaking, this tool brings unusual suspects, such as policymakers and marginalised community members, to the same physical elevation to uncover the hidden drivers of a complex issue.

FIG. 01 · PLAN VIEW



- Participant on a cushion or mat
- Facilitator, seated in the circle
- Co-facilitator notes from outside

STEP BY STEP

1. **Clear the space.** Remove all tables and chairs from the centre of the room. Place cushions or mats in a tight circle.

2. **Set the centre.** Place a focal object in the middle. It gives participants somewhere to rest their eyes when sharing vulnerable truths, easing the pressure of direct eye contact.

3. **Set the rules of the fire.** In this space, titles are left at the door. Whoever is speaking holds the floor.

4. **Give the guiding prompt.** Open with a systems prompt: “We are here to talk about rising dropout rates. Tell us a story about a barrier you see that others might not.”

5. **Listen for connections.** Do not stand. Sit in the circle with them. Your job is to gently guide the conversation to reveal how different elements interact.

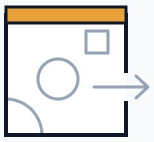
EHSAN’S EXPERIMENTER TIP

If you sit in the circle holding a clipboard and a pen, you remain “the assessor”. Use a mental map, or have a co-facilitator outside the circle capture the data. If a high-power individual dominates, use physical space to intervene: lean your body forward into the centre to gently disrupt their momentum.

TOOL 02

Flow mappings
Make hidden flows visible.

To make invisible connections, resource flows and power dynamics visible.

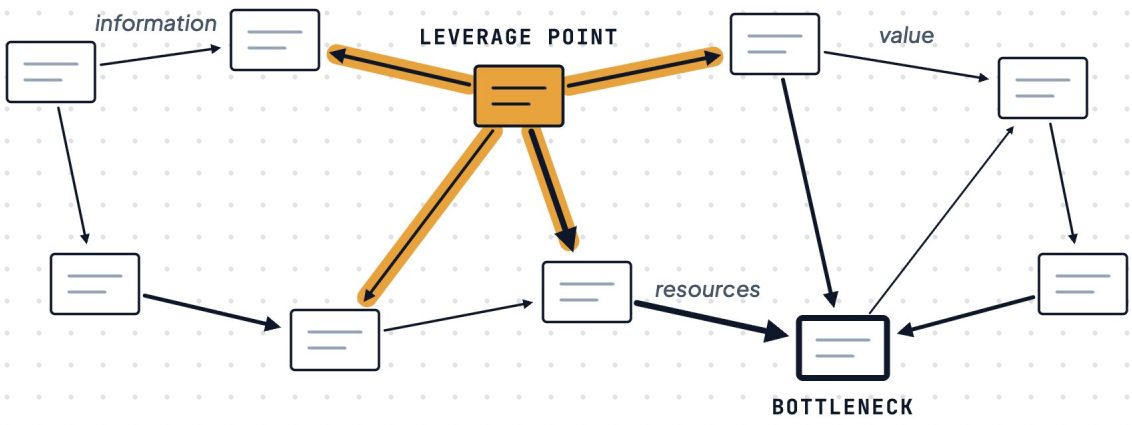


SPATIAL MEDIUM
The walls

TIME
45 to 60 min

GROUP SIZE
Up to 20 people

FIG. 02 · WALL ELEVATION



STEP BY STEP

1 **The blank canvas.** Dedicate a large, blank wall. Provide sticky notes, string, tape and markers.

2 **Actor mapping.** Ask participants to write the key actors or resources in the system on sticky notes and place them on the wall.

3 **Drawing the flows.** Use string or drawn arrows to track how resources, information and value move between them.

4 **Finding the cracks.** Step back as a group to analyse the web. Identify bottlenecks, dependencies and leverage points where a small change could trigger system-wide shifts.

EHSAN'S EXPERIMENTER TIP

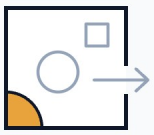
Act as the "weaver". Constantly ask the group, "Where does this go next?" Do not strive for a neat diagram. The messier the wall gets, the more accurately it reflects the true complexity of the system.

TOOL 03

The Human Library

Sit close enough to listen.

To build deep empathy and challenge assumptions by tucking participants away into quiet, intimate spaces to listen to lived experiences.

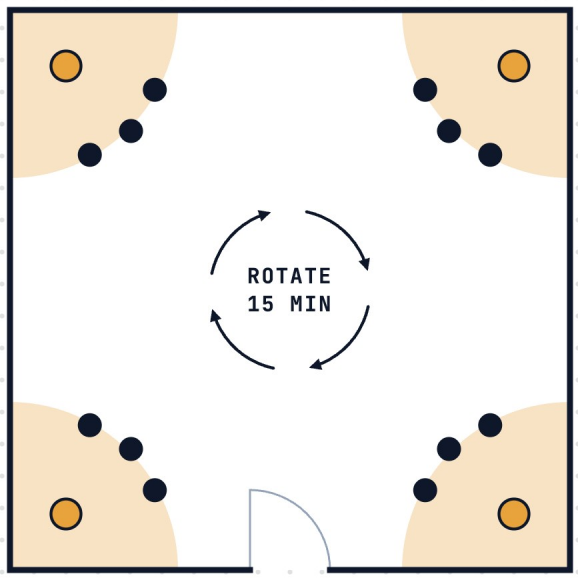


SPATIAL MEDIUM
Corners / nooks

TIME
60 min

GROUP SIZE
10 to 30 people

FIG. 03 · PLAN VIEW



Living book, stays in the nook
Reader, moves with the group
Quiet corner or separate space

STEP BY STEP

1 **The set-up.** Set up small, intimate seating areas in the corners of the room or in separate quiet spaces.

2 **The "books".** Identify individuals willing to share their lived experience of the challenge. They are the living books.

3 **The "readers".** Divide participants into small groups.

4 **The rotations.** Rotate the groups through the corners. Each group "reads" a living book, listening and asking questions, for 15 minutes at a time.

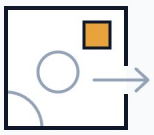
EHSAN'S EXPERIMENTER TIP

Manage the transitions softly. Make sure the physical space feels protective of the storytellers. The power of this tool lies in proximity: sitting close together in a nook prevents participants from retreating into academic detachment.

TOOL 04

3D ecosystem modelling
Think with the hands.

To demonstrate complex environmental or systemic relationships using physical metaphors and "thinking with the hands".

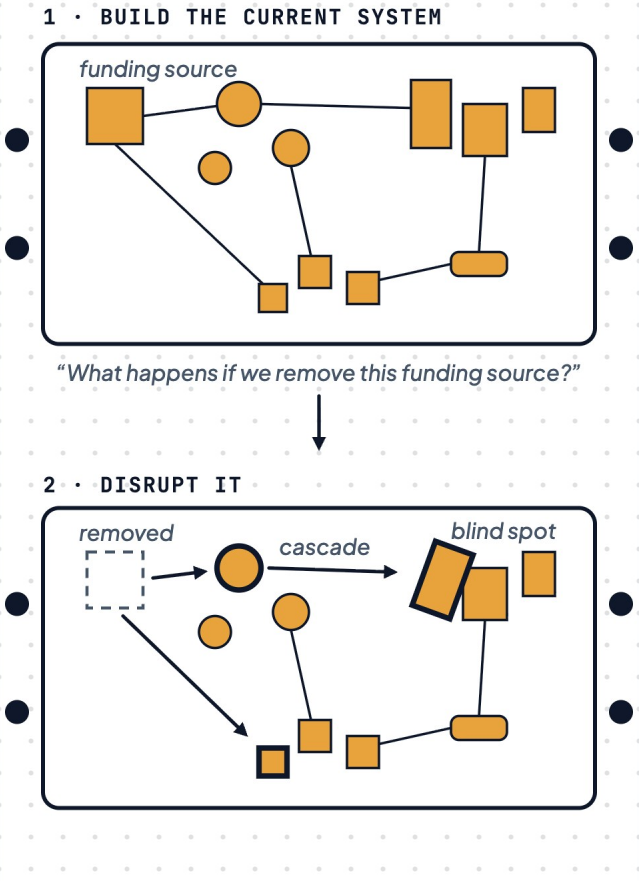


SPATIAL MEDIUM
Tangible objects

TIME
45 min

GROUP SIZE
Teams of 4 to 5

FIG. 04 · TABLE TOP, TWO STATES



STEP BY STEP

1 **The materials.** Provide wooden blocks, string, clay or specific 3D models such as trees, buildings and vehicles.

2 **The build.** Ask participants to build a physical representation of the current system.

3 **The disruption.** Introduce a disruption: "What happens if we remove this funding source?" or "What if a flood hits this supply chain?"

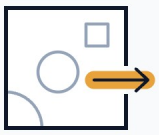
4 **The cascade.** Have participants physically manipulate the model to show the cascading effects, revealing blind spots.

EHSAN'S EXPERIMENTER TIP

Make participants build, not just talk. When someone proposes a change, have them physically move the objects to demonstrate it. This embodied cognition bypasses intellectual roadblocks.

TOOL 05

Innovation caravans
Go where the solutions are.



SPATIAL MEDIUM
Beyond the room

TIME
Half day to full day

GROUP SIZE
Up to 15 people

To break institutional blindness by physically moving the cohort into the field to discover and document local, grassroots innovations in their actual context.

FIG. 05 · ROUTE MAP



STEP BY STEP

1 **The route.** Arrange transport to move the cohort out of the workshop space and into the communities facing the challenge.

2 **The observation.** Conduct deep field ethnography: observe, listen and document without interrupting.

3 **The discovery.** Identify "positive deviants" or frugal solutions that the community has already developed to solve the problem.

4 **The debrief.** Regroup immediately after the caravan to capture insights while the physical memory of the space is still fresh.

EHSAN'S EXPERIMENTER TIP

Shift your posture from "expert" to "student". Let the community guide the exploration. The goal is not to bring solutions to the field, but to recognise that the field already has solutions we need to learn from.

02

MODULE 2

Foresight and future mapping
Exploring what could be.

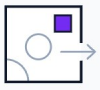
Shifting the mindset from present-day constraints to long-term possibilities.

FIVE TOOLS, FIVE SPACES


06 **Rich pictures** P.12
The floor / centre · 45 min


07 **The futures cone and signal mapping** P.13
The walls · 60 min


08 **The World Café (Art of Hosting)** P.14
Corners / nooks · 90 min

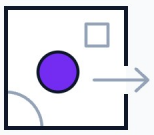

09 **The futures wheel** P.15
Tangible objects · 60 min


10 **Scenario immersions** P.16
Beyond the room · 2 to 3 hours

TOOL 06

Rich pictures
No words. Only symbols.

To build a shared, non-linear understanding of plausible scenarios through messy, unstructured sketching on a shared horizontal plane.



SPATIAL MEDIUM
The floor / centre

TIME
45 min

FIG. 06 · PLAN VIEW



"Draw this city in 2040 if our current interventions fail."

Butcher paper rolled out on the floor
A line that connects one sketch to another
Words: none on the paper

STEP BY STEP

1 **The canvas.** Roll out large sheets of butcher paper on the floor in the centre of the room.

2 **The prompt.** Ask participants to get on the floor and sketch a specific future scenario: "Draw this city in 2040 if our current interventions fail."

3 **The rule.** No words allowed. Only symbols, images and connecting lines.

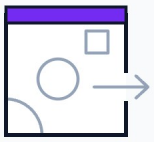
EHSAN'S EXPERIMENTER TIP

Embrace the mess. Encourage participants to draw over or connect to each other's sketches. The act of crawling around a shared piece of paper breaks down professional posturing.

TOOL 07

The futures cone and signal mapping

Push past the probable.

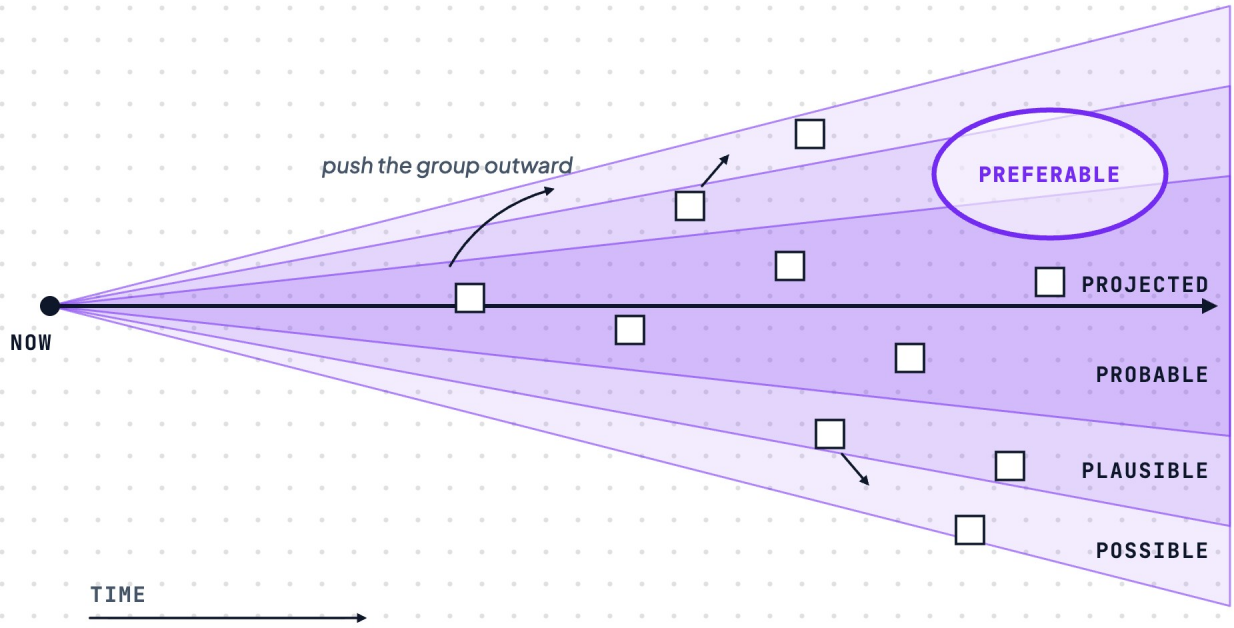


SPATIAL MEDIUM
The walls

TIME
60 min

To categorise futures and prevent groups from anchoring only on the most obvious, "business as usual" future.

FIG. 07 · WALL ELEVATION



Weak signal on a sticky note · Projected: business as usual · The future the group prefers

STEP BY STEP

1

The cone. Draw a massive expanding cone on the wall. Label the sections: projected, probable, plausible, possible, preferable.

2

The signals. Have participants write "weak signals" on sticky notes: emerging trends or disruptions they have noticed.

3

The mapping. Map the signals along the wall, plotting how they push the system into different areas of the futures cone.

EHSAN'S EXPERIMENTER TIP

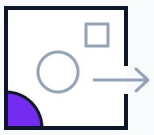
Constantly push the group outward on the wall. When they anchor heavily on the "probable" centre line, challenge them to stretch their arms and populate the wider "plausible" and "possible" spaces.

TOOL 08

The World Café (Art of Hosting)

Ideas cross in round three.

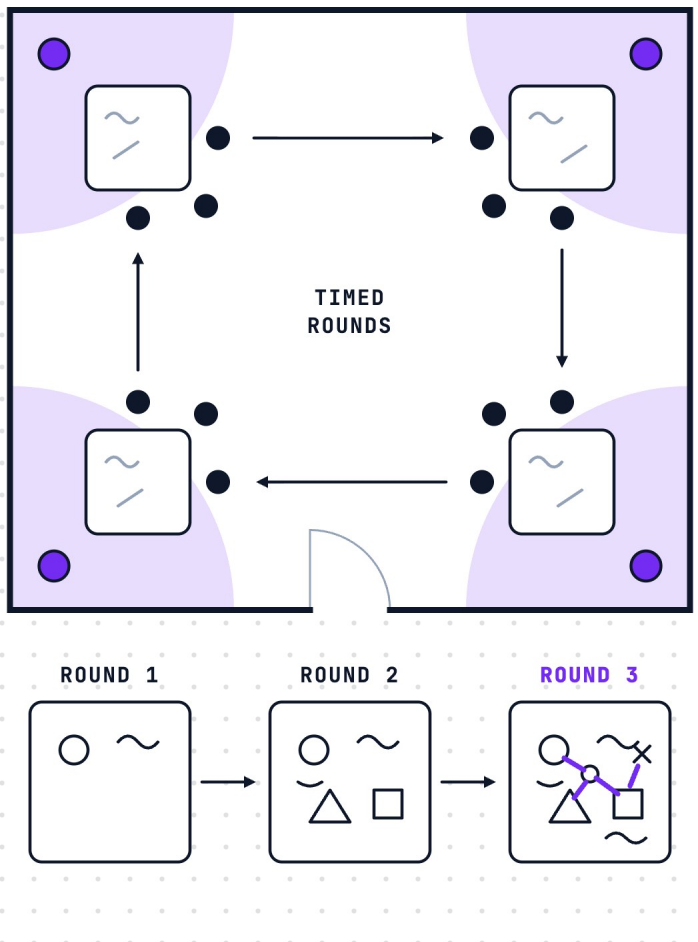
To surface collective wisdom about specific future scenarios through rotating, intimate dialogues.



SPATIAL MEDIUM
Corners / nooks

TIME
90 min

FIG. 08 · PLAN VIEW AND ONE TABLECLOTH



STEP BY STEP

1 **The stations.** Set up small tables or floor seating in different zones and corners. Place a specific future scenario or provocation at each station on a paper tablecloth.

2 **The hosts.** Assign a host to each station to remain there and capture insights.

3 **The rotations.** Rotate participants through the stations in timed rounds. Encourage them to doodle and build on the ideas the previous group left on the tablecloths.

EHSAN'S EXPERIMENTER TIP

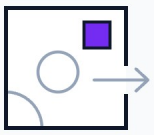
Act as the timekeeper and energy manager, keeping the rotations moving without rushing the dialogue. The magic happens in round three, when ideas start cross-pollinating across the corners.

TOOL 09

The futures wheel

Follow the consequences out.

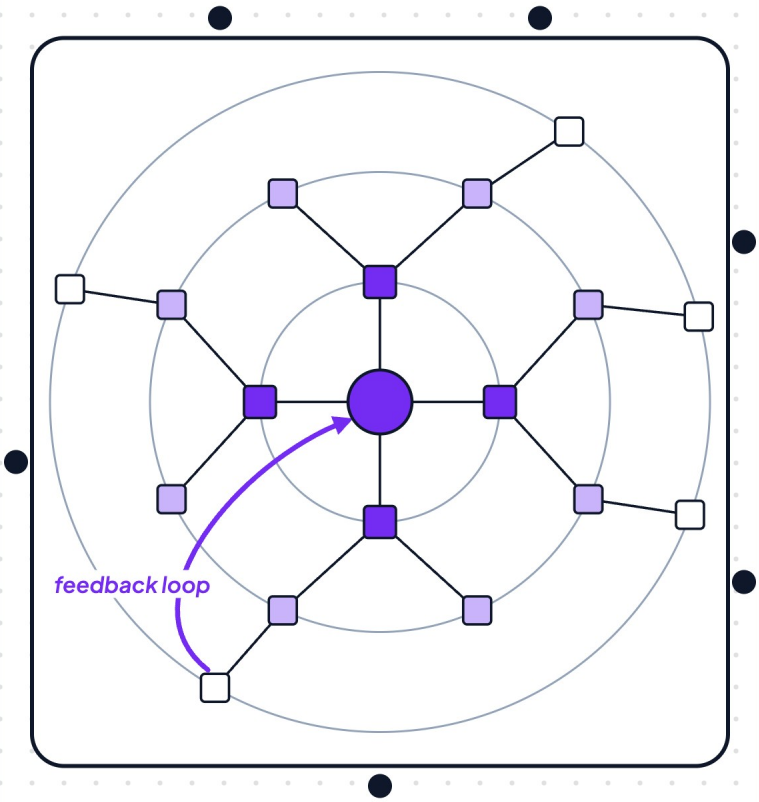
To map the direct, indirect and cascading consequences of a specific trend or event using a physical web.



SPATIAL MEDIUM
Tangible objects

TIME
60 min

FIG. 09 · TABLE TOP



Central object: the trend or event

Consequences: first, second and third order

Feedback loop, strung back to the centre

STEP BY STEP

1 **The centre.** On a large table, provide a central object to represent the trend, with smaller tokens or cards connected by string or sticks.

2 **First order.** Identify the direct consequences and connect them physically to the centre.

3 **The cascade.** Identify second-order and third-order consequences, expanding the physical web outward.

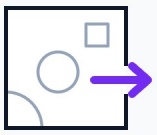
EHSAN'S EXPERIMENTER TIP

Challenge the group to look for feedback loops within the physical web they are building. If a third-order consequence affects the centre, string it back to show the reinforcing loop.

TOOL 10

Scenario immersions
Stand inside the scenario.

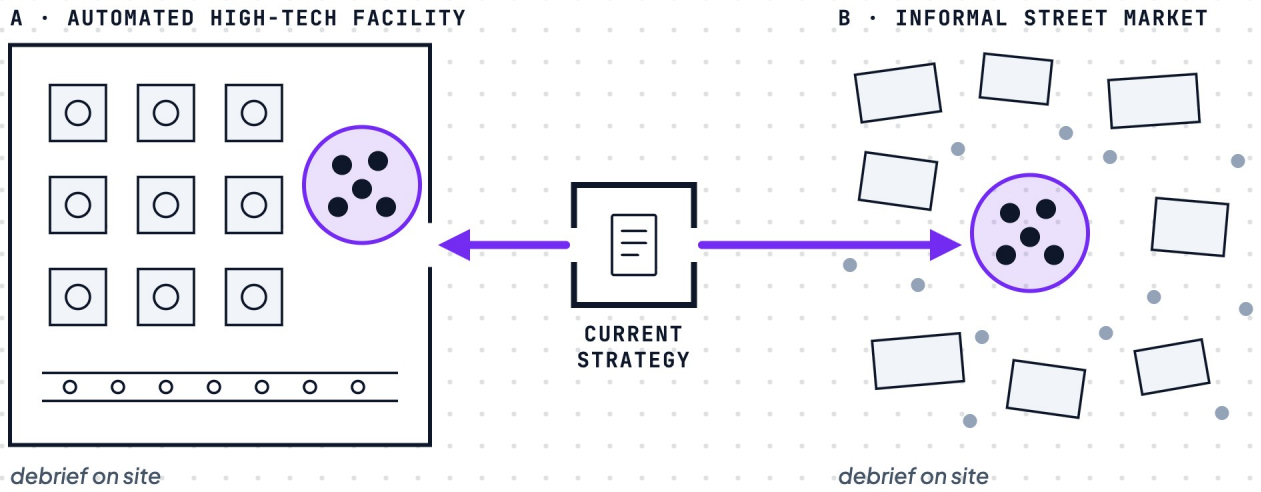
To test how current strategies would hold up in distinctly different, plausible real-world environments.



SPATIAL MEDIUM
Beyond the room

TIME
2 to 3 hours

FIG. 10 · ROUTE MAP, TWO LOCATIONS



"If this environment became the dominant reality, how would our current initiatives survive?"

Route to a contrasting location · The cohort tests the strategy here · People already there

STEP BY STEP

1

The locations. Take the cohort to specific, contrasting locations that represent different "futures", such as a highly automated high-tech facility and a thriving informal street market.

2

The test. Immerse the group in the environment. Ask: "If this environment became the dominant reality, how would our current initiatives survive?"

3

The synthesis. Debrief the experience immediately on site, discussing vulnerabilities and adaptive strategies.

EHSAN'S EXPERIMENTER TIP

Use the physical environment as a provocation. Point to specific elements in the field and ask, "How does our strategy handle that exact thing right there?"

03

MODULE 3

Innovation and initiative design
Creating solutions.

Rapidly translating systemic insights and future visions into localised, testable interventions.

FIVE TOOLS, FIVE SPACES


11 **Crazy 8s (floor sprawl)** P.18
The floor / centre · 15 min · Any size


12 **How might we (HMW) clusters** P.19
The walls · 45 min · 10 to 20 people


13 **SCAMPER stations** P.20
Corners / nooks · 60 min · Small groups of 3 to 4


14 **Scraps prototyping and LEGO Serious Play** P.21
Tangible objects · 90 min · Teams of 4 to 5

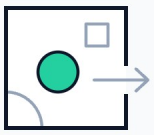

15 **SalikLakbay (solution walks)** P.22
Beyond the room · Half day · Groups of 3 to 5

TOOL 11

Crazy 8s (floor sprawl)

Eight sketches, eight minutes.

Perfectionism is a cognitive block. Sitting at a desk invites overthinking. Moving participants to the floor for this rapid ideation exercise induces a sense of play and urgency, pushing them past cliché solutions to access raw creativity.

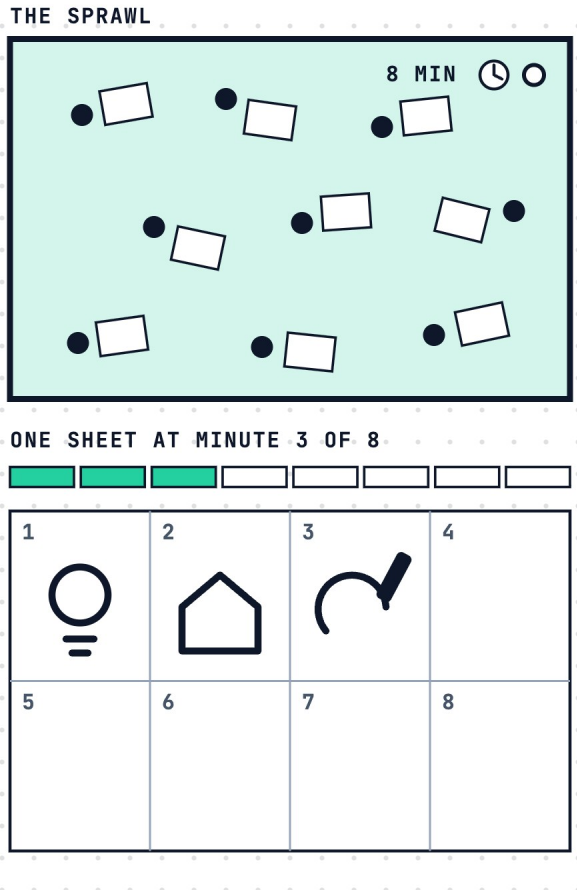


SPATIAL MEDIUM
The floor / centre

TIME
15 min

GROUP SIZE
Any size

FIG. 11 · PLAN VIEW AND ONE SHEET



STEP BY STEP

1 **The sprawl.** Have participants find a spot on the floor. Give each person a large sheet of paper folded into eight rectangles, and a thick marker.

2 **The constraint.** Set a timer. They have exactly 8 minutes to sketch 8 distinct solutions to the challenge. One minute per sketch.

3 **The pace.** Call the time out loud: “One minute down. Move to square two.”

4 **The gallery.** When time is up, participants leave their papers on the floor. The group walks the room looking down at the “floor gallery” to spot recurring themes.

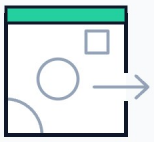
EHSAN’S EXPERIMENTER TIP

Provide thick markers, not fine-tip pens. Fine pens invite people to write text and get lost in details. Thick markers force bold, imperfect, conceptual shapes.

TOOL 12

How might we (HMW) clusters
Sort in silence.

To reframe daunting, immovable systemic problems as open-ended design challenges. Using the walls turns private thoughts into a shared, physical taxonomy of opportunity.

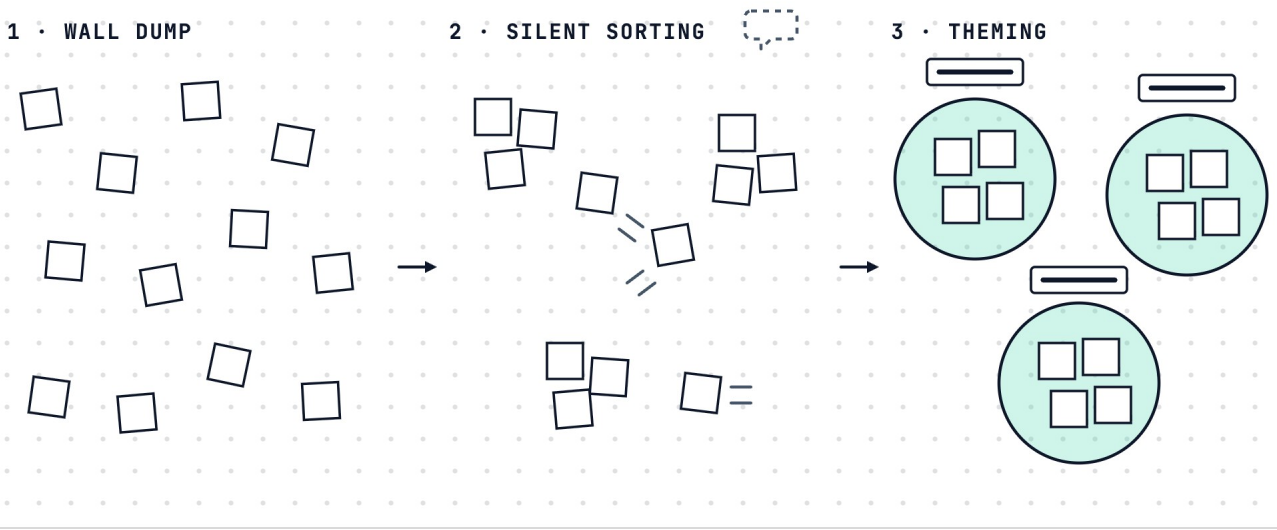


SPATIAL MEDIUM
The walls

TIME
45 min

GROUP SIZE
10 to 20 people

FIG. 12 · WALL ELEVATION, THREE STAGES



STEP BY STEP

1 **The brainstorm.** Based on prior research, participants write "How might we..." questions on sticky notes. Instead of "Schools have no electricity", write "HMW use kinetic energy from students to power classrooms?"

2 **The wall dump.** Everyone approaches the blank wall at once and places their sticky notes at random.

3 **Silent sorting.** Without speaking, the group physically moves the notes, clustering similar HMW questions together.

4 **Theming.** Once clusters form, draw circles around them on the wall and give each cluster a thematic title.

EHSAN'S EXPERIMENTER TIP

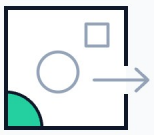
The silent sorting rule is non-negotiable. If people speak, the loudest voice dictates the categories. Silence makes the group read, interpret and negotiate physical space democratically.

TOOL 13

SCAMPER stations

Seven corners, seven prompts.

Instead of inventing something entirely new from scratch, this tool makes participants systematically iterate on existing solutions. Moving between corners acts as a physical reset for the brain.

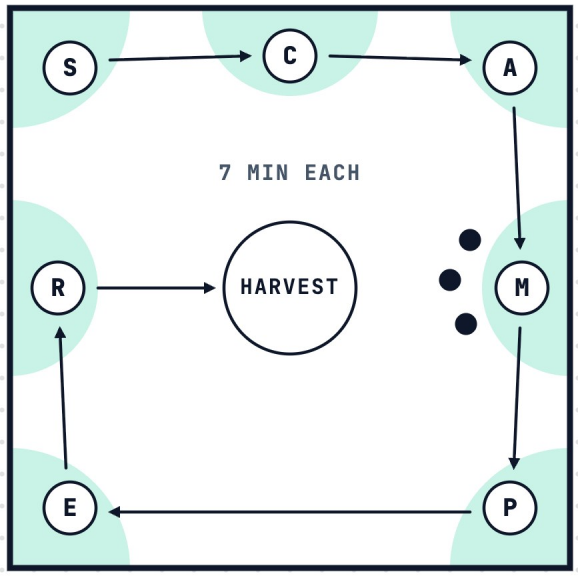


SPATIAL MEDIUM
Corners / nooks

TIME
60 min

GROUP SIZE
Small groups of 3 to 4

FIG. 13 · PLAN VIEW



S Substitute
C Combine
A Adapt
M Modify
P Put to another use
E Eliminate
R Reverse

STEP BY STEP

1 **The set-up.** Create 7 small stations in the corners and nooks of the room. Label them with the SCAMPER prompts: substitute, combine, adapt, modify, put to another use, eliminate, reverse.

2 **The anchor.** Assign an existing programme, tool or initiative to iterate on.

3 **The rotation.** Small teams spend 7 minutes at each corner, applying that constraint to the idea. At "eliminate": what happens if we remove teachers entirely from this education model?

4 **The harvest.** Bring the mutated ideas back to the centre to see which viable innovations survived the gauntlet.

EHSAN'S EXPERIMENTER TIP

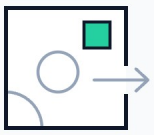
Make the physical nooks distinct. If the "reverse" station is under a table or facing a window, the change in physical posture will literally change how the group approaches the prompt.

TOOL 14

Scraps prototyping and LEGO Serious Play

Build it rough. Let it break.

Thinking with the hands. Stakeholders often do not know what they need until they see it. Building a low-fidelity, frugal prototype lowers the cost of failure and makes tacit assumptions explicit.

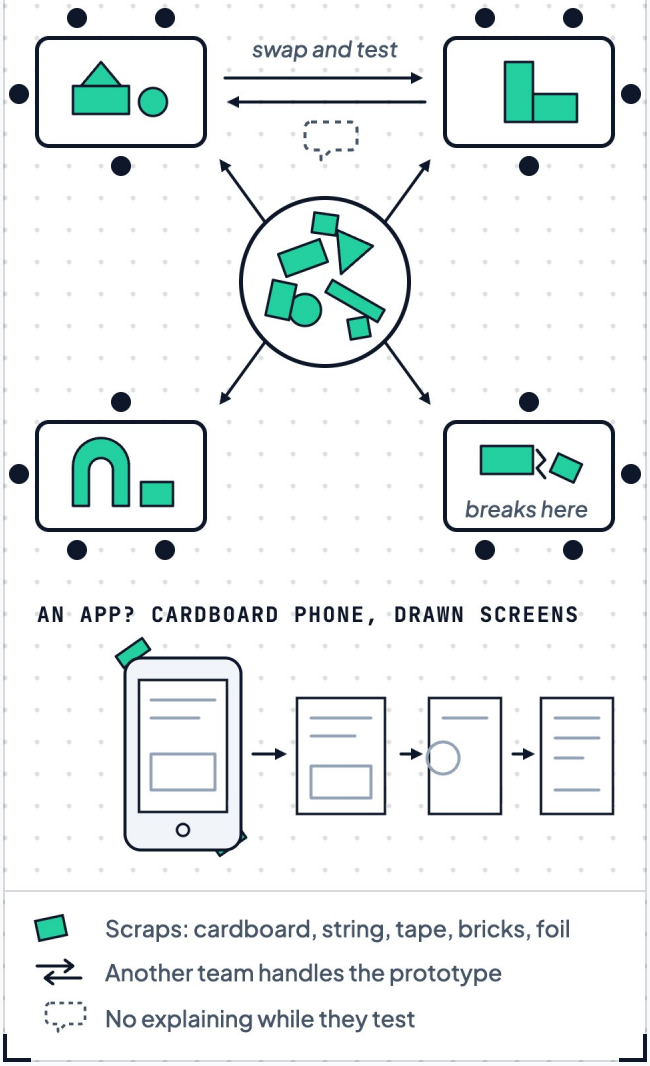


SPATIAL MEDIUM
Tangible objects

TIME
90 min

GROUP SIZE
Teams of 4 to 5

FIG. 14 · TABLE TOPS, ONE PROTOTYPE



STEP BY STEP

1 **The pile.** Dump a massive pile of random materials on a central table: cardboard, string, tape, Lego bricks, foil and scissors.

2 **The build.** Give teams 30 minutes to build a physical, 3D version of their proposed solution or service. If it is a digital app, they build a cardboard phone and draw the screens.

3 **The interaction.** Teams present their models but cannot explain them. They must have another team physically interact with the prototype.

4 **The break.** Identify where the prototype breaks or confuses the user.

EHSAN'S EXPERIMENTER TIP

Frugality is a feature, not a bug. Do not provide high-end materials. When participants build with trash, they do not get emotionally attached to the prototype, so they are far more willing to tear it apart and pivot on feedback.

TOOL 15

SalikLakbay (solution walks)
Look for the duct tape.

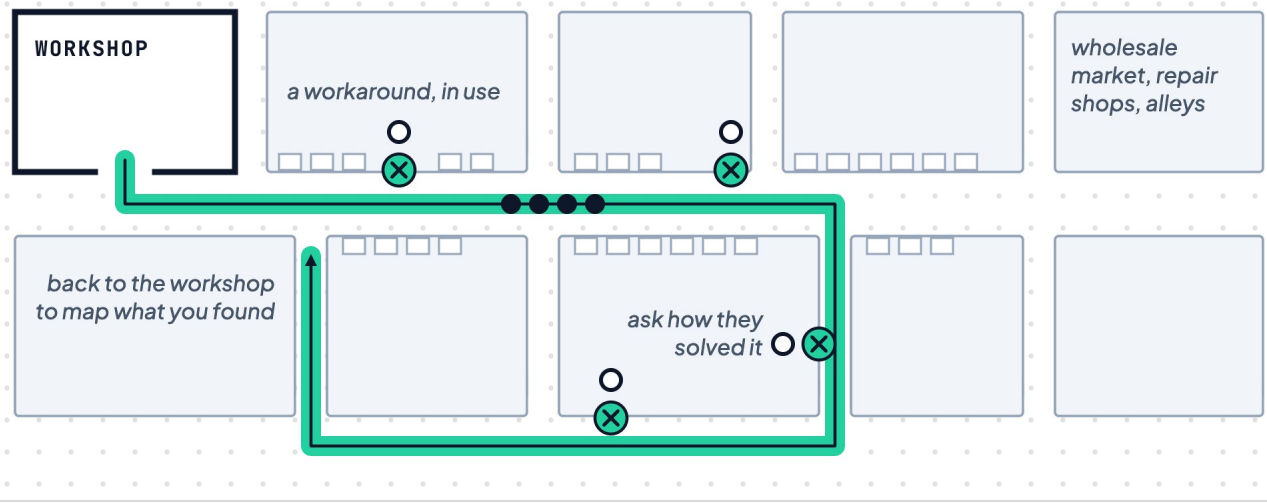
Pioneered by the UNDP Philippines Accelerator Lab, SalikLakbay (a blend of the Filipino words for research and journey) takes participants into the streets. It shows that innovation is not exclusive to tech hubs. It happens in markets, repair shops and alleys where people solve problems with what they have.

SPATIAL MEDIUM
Beyond the room

TIME
Half day

GROUP SIZE
Groups of 3 to 5

FIG. 15 · STREET MAP



STEP BY STEP

1 **The briefing.** Equip teams with a field guide. Their mission is not to invent but to observe and document the workarounds and hacks locals use.

2 **The walk.** Send teams walking through a bustling, informal district, such as a wholesale market or transport hub.

3 **The engagement.** Speak to the "mutants": the unconventional local technicians, vendors and fixers. Ask them how they solved a specific problem.

4 **The mapping.** Return to the workshop and map these grassroots innovations. How can institutional resources scale what the community is already doing well?

EHSAN'S EXPERIMENTER TIP

Tell participants to look for the "duct tape". Wherever a system is broken, locals will have created a frugal, informal workaround. That workaround is your roadmap for systemic innovation.

04

MODULE 4

Strategy and portfolio development
Making it real.

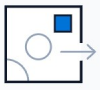
Translating imaginative concepts and wild prototypes into structured, governed and actionable portfolios.

FIVE TOOLS, FIVE SPACES


16 **Initiative triage (physical sorting)** P.24
The floor / centre · 45 min · Core decision-makers


17 **The living Lean Canvas (impact variant)** P.25
The walls · 90 min · Project teams


18 **Value proposition nooks** P.26
Corners / nooks · 45 min · Pairs or small groups

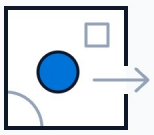

19 **The pre-mortem (artefact autopsy)** P.27
Tangible objects · 60 min · Project teams


20 **Solution fairs and exhibitions** P.28
Beyond the room · 2 hours to half day · Entire cohort plus external ecosystem

TOOL 16

Initiative triage (physical sorting)
Stand on the card and argue.

Faced with dozens of generated ideas, organisations often freeze. This tool uses physical space to ruthlessly prioritise projects by their ability to act as levers for broader systemic change.

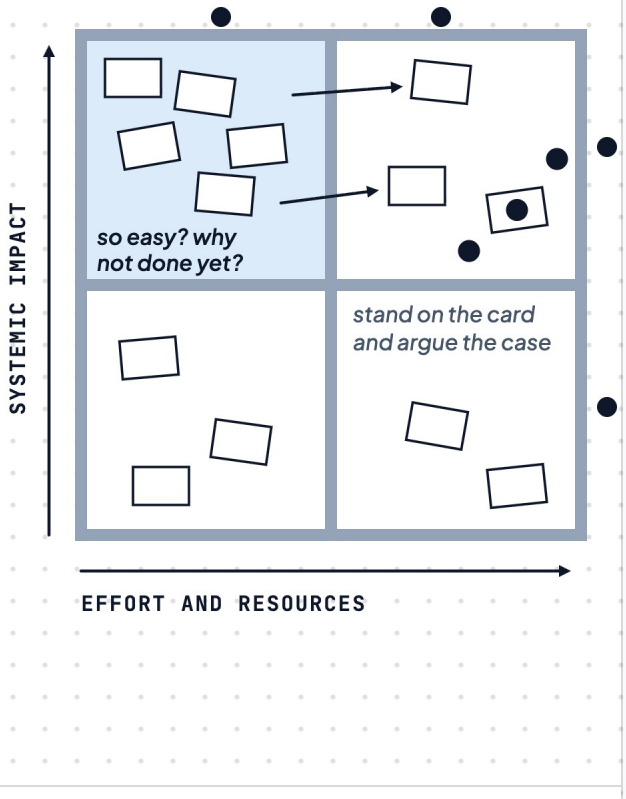


SPATIAL MEDIUM
The floor / centre

TIME
45 min

GROUP SIZE
Core decision-makers

FIG. 16 · PLAN VIEW



STEP BY STEP

1 **The matrix.** Use masking tape to create a massive 2×2 grid on the floor. The x-axis is effort and resources. The y-axis is systemic impact.

2 **The cards.** Write every generated idea or proposed initiative on a large index card.

3 **The sorting.** Hand the cards to participants. They physically walk onto the grid and place each card where they believe it belongs.

4 **The debate.** When disagreements occur, participants stand on the card and argue their case until the group reaches consensus on its placement.

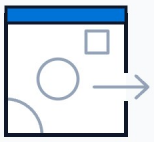
EHSAN'S EXPERIMENTER TIP

Watch out for the "magic quadrant": high impact, low effort. Participants love putting cards there. Challenge them relentlessly: "If it is so easy and impactful, why has it not been done yet?" Make them move cards into more realistic zones.

TOOL 17

The living Lean Canvas (impact variant)

Put the model on the wall.



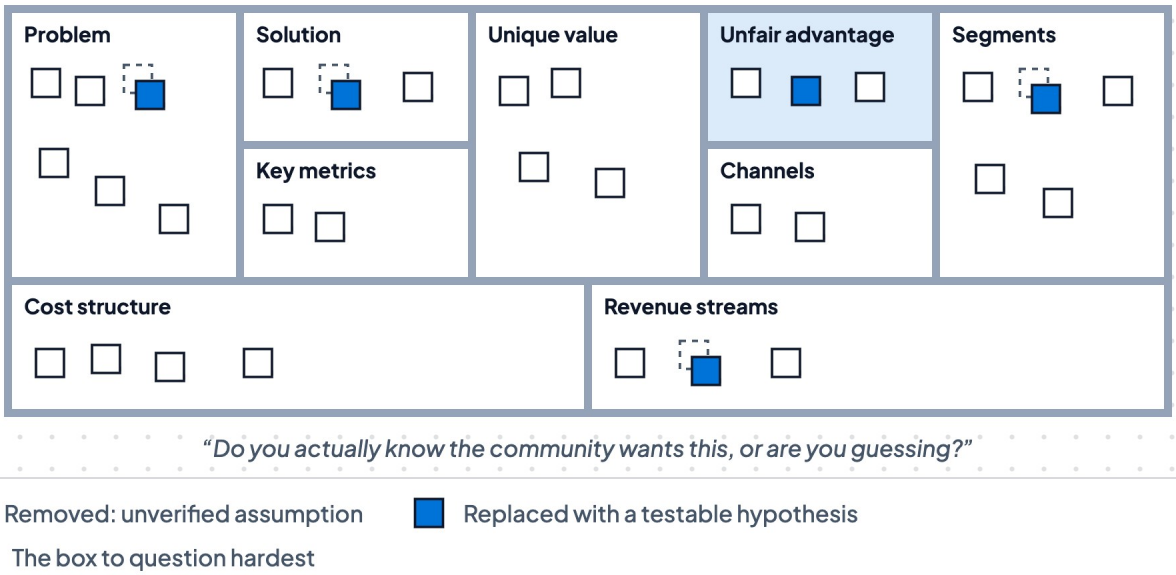
SPATIAL MEDIUM
The walls

TIME
90 min

GROUP SIZE
Project teams

Business plans hidden in PDFs go to die. The Lean Canvas brings the business model to the wall as a living artefact that makes teams confront the viability of their innovation.

FIG. 17 · WALL ELEVATION



STEP BY STEP

1 **The canvas.** Recreate the Lean Canvas (problem, solution, key metrics, unfair advantage, cost structure and the rest) at massive scale on the wall using tape.

2 **The population.** Teams populate the boxes using sticky notes.

3 **The stress test.** The facilitator plays devil's advocate, physically removing sticky notes that rest on unverified assumptions: "Do you actually know the community wants this, or are you guessing?"

4 **The pivot.** Teams replace the removed notes with testable hypotheses.

EHSAN'S EXPERIMENTER TIP

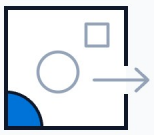
Pay close attention to the "unfair advantage" box. In sustainable development this is usually not proprietary tech. It is trust, community access or existing networks. Make sure it is rooted in reality.

TOOL 18

Value proposition nooks

Every feature answers a pain.

To make sure the proposed initiative actually serves the end user, not just the ego of the organisation. Intimate space forces deep, focused alignment between the product and the person.

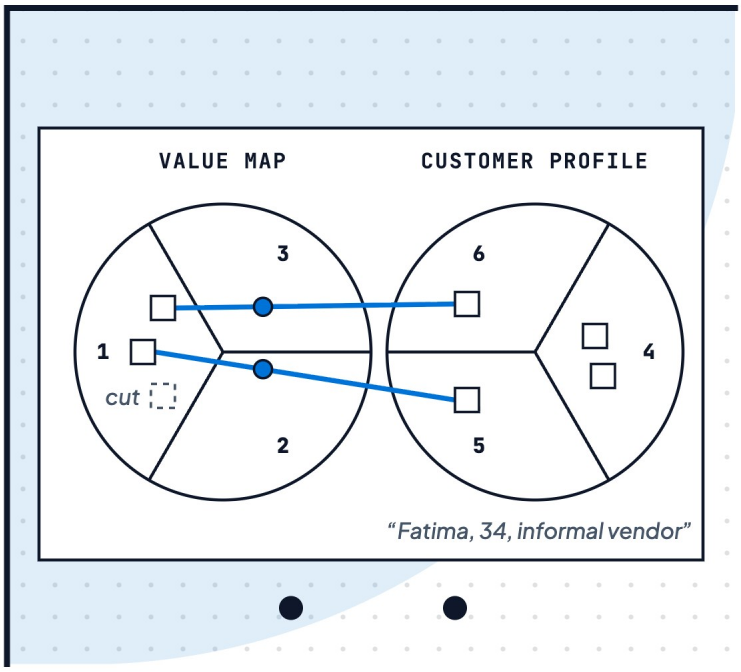


SPATIAL MEDIUM
Corners / nooks

TIME
45 min

GROUP SIZE
Pairs or small groups

FIG. 18 · PLAN VIEW OF ONE NOOK



1 Products and services
2 Pain relievers
3 Gain creators
Line: the feature fits
4 Jobs to be done
5 Pains
6 Gains
No line: the feature is cut

STEP BY STEP

1 **The nook.** Teams isolate themselves in a corner with two large circles drawn on paper: the customer profile (pains, gains, jobs to be done) and the value map (pain relievers, gain creators, products and services).

2 **The persona.** Teams deeply profile their exact target user.

3 **The fit.** Teams draw physical lines connecting specific project features to specific pains of the user. If a feature does not connect to a pain or gain, it gets cut.

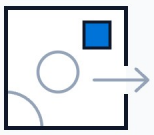
EHSAN'S EXPERIMENTER TIP

Do not let teams use generic terms like "the public" or "students". Make them name the persona: "This is for Fatima, a 34-year-old informal vendor who relies on solar lanterns." Specificity breeds scalability.

TOOL 19

The pre-mortem (artefact autopsy)

Declare it dead. Find out why.



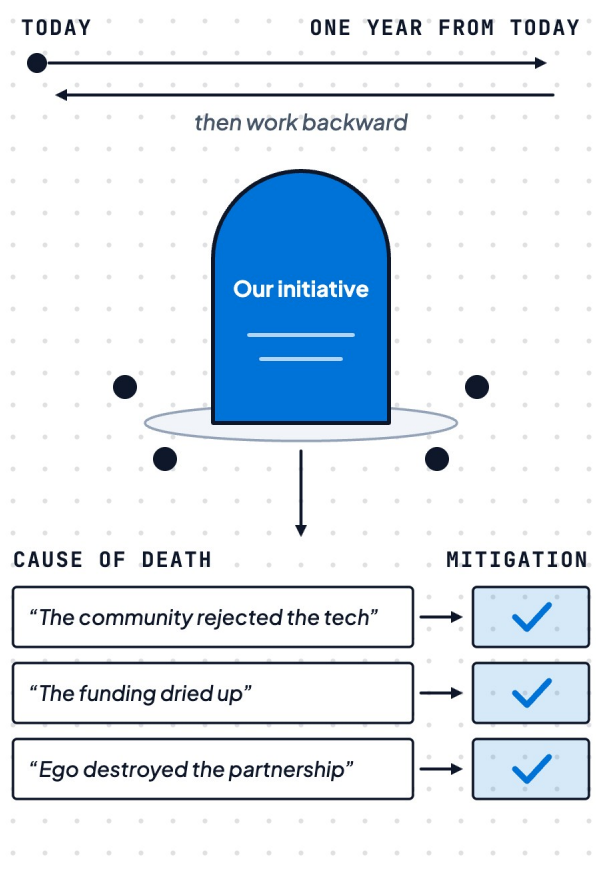
SPATIAL MEDIUM
Tangible objects

TIME
60 min

GROUP SIZE
Project teams

Standard risk management is boring and often ignores human error. The pre-mortem uses physical artefacts to simulate catastrophic failure, giving the team the psychological safety to point out fatal flaws in the plan before a single dollar is spent.

FIG. 19 · ARTEFACT AND AUTOPSY



Tombstone built from craft materials
What killed the project, written down
Mitigation built into the plan today

STEP BY STEP

1 **The time travel.** Announce to the room: "It is exactly one year from today. Your initiative has been a spectacular, embarrassing failure."

2 **The tombstone.** Have teams use craft materials to build a physical tombstone or autopsy report for their project.

3 **The cause of death.** Teams write down exactly what killed the project: "The community rejected the tech", "The funding dried up", "Ego destroyed the partnership".

4 **The resurrection.** Teams work backward to build mitigations into their current portfolio plan to prevent those exact causes of death.

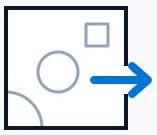
EHSAN'S EXPERIMENTER TIP

Give a prize for the most brutal, honest cause of death. You want to reward the team members brave enough to point out the political or structural elephants in the room.

TOOL 20

Solution fairs and exhibitions
Engineer the collisions.

As the UNDP Sudan Accelerator Lab demonstrated, scaling does not happen in a vacuum. It takes an ecosystem. This tool brings the finished portfolios out of the workshop and into a public, physical marketplace to engineer serendipity and network effects.

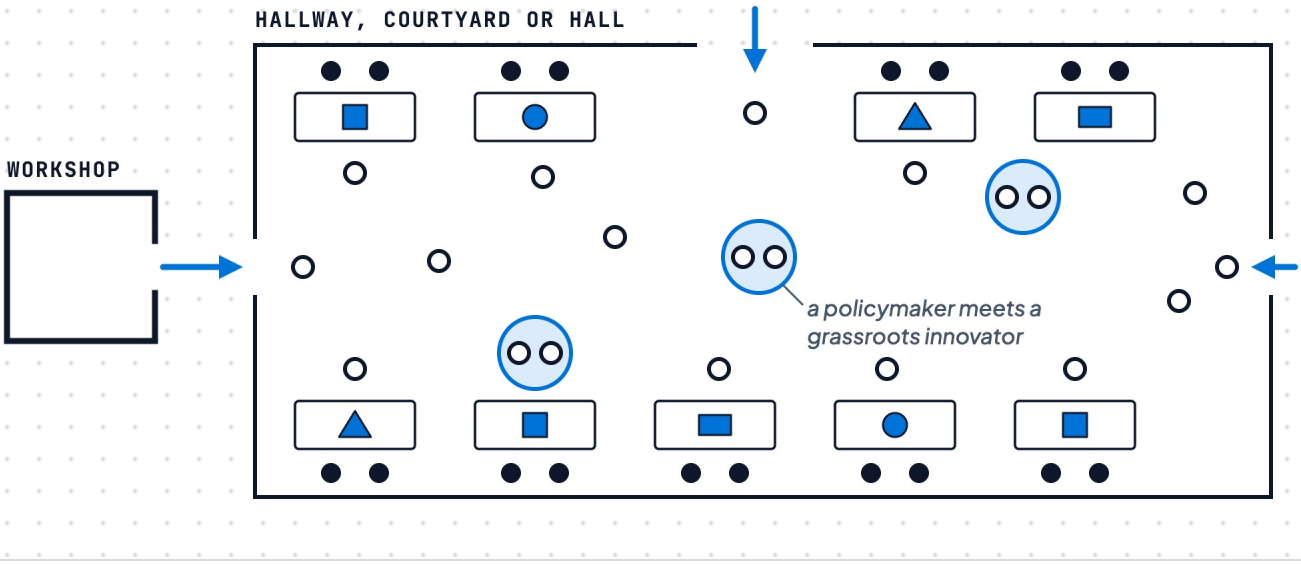


SPATIAL MEDIUM
Beyond the room

TIME
2 hours to half day

GROUP SIZE
Entire cohort plus external ecosystem

FIG. 20 · PLAN VIEW



STEP BY STEP

1 **The marketplace.** Transform a public hallway, courtyard or rented hall into a bustling exhibition space.

2 **The booths.** Teams set up physical booths showcasing their prototypes, Lean Canvases and theory of change mappings.

3 **The invitees.** Bring in the external ecosystem: funders, policymakers, grassroots innovators and community members.

4 **The exchange.** Teams pitch their portfolios. External actors give feedback, offer funding or spot projects worth combining.

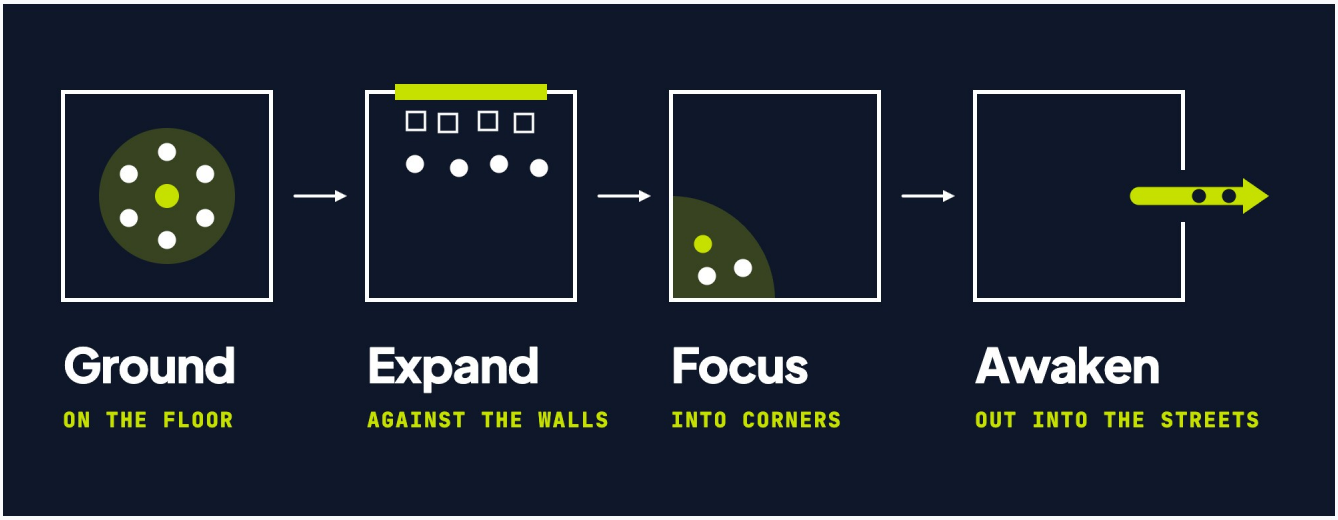
EHSAN'S EXPERIMENTER TIP

The real magic of the solution fair is not the presentations. It is the collisions. Stand back and watch who talks to whom. When a policymaker connects directly with a grassroots innovator over a cardboard prototype, you have catalysed systemic R&D.

CONCLUSION

The space is the framework.

When you treat physical space as a passive container, your workshops will yield passive results. But when you put the environment to work, when you put people on the floor to ground them, against the walls to expand them, into corners to focus them and out into the streets to awaken them, you stop facilitating meetings and start engineering transformation.



The 20 tools in this practicum are not just methods. They are environmental interventions. Build your imagination muscle, trust the messiness of the process, and always remember:

If you want to move minds, **you must first move bodies.**

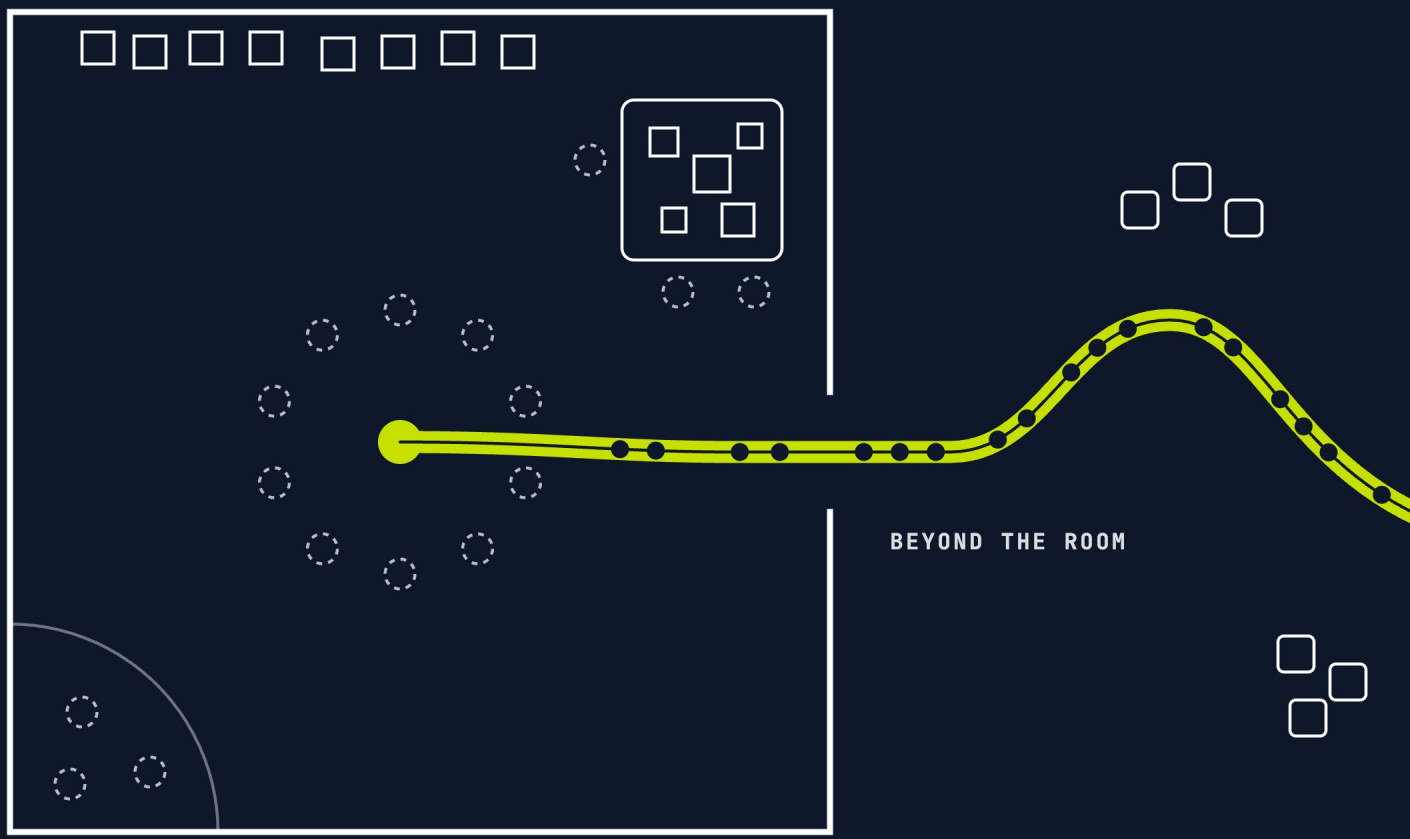
EHSAN GUL AND THE GREEN BOX TEAM

THE GREEN BOX PRACTICUM

Complex development challenges, sustainability initiatives and strategic foresight

cannot be tackled while sitting still.

EHSAN GUL, FROM THE INTRODUCTION



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