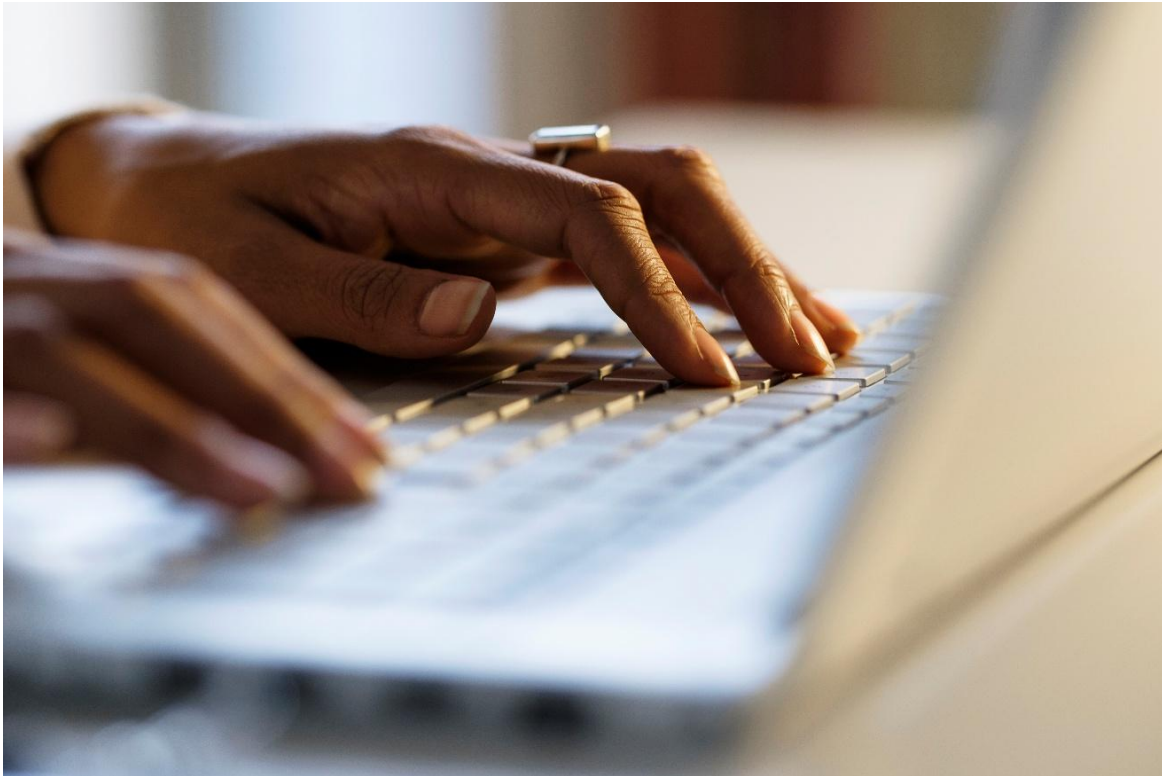


SAFE FOR THE OFFICE™



FACILITATOR GUIDE

FACILITATOR FOLLOW-UP GUIDE

What happens after the workshop is just as important as the workshop itself

Overview

When the last participant walks out the door, most facilitators feel one thing above all else: relief. The preparation, the nerves, the moment-to-moment decisions — it's done. That feeling is completely understandable. But here's the truth that every experienced facilitator eventually learns: **the workshop itself is only half the work.**

The follow-up phase — the 24 hours, 48 hours, and two weeks that come after — is where workshop outcomes either take root in the real world or quietly fade away. Without intentional follow-up, even the most energising workshop becomes a memory, not a change. Participants drift back to old habits. Action items go unassigned. Momentum stalls.

This guide covers everything you need to do after a workshop: how to debrief effectively, what to capture and why, how to share results with the right people in the right format, how to build and communicate an action plan, how to sustain accountability, and when and how to run a follow-up session. Each section is practical, specific, and designed to build your confidence — not add to your to-do list.

Follow-up done well is what separates a good workshop from a lasting one. This guide will show you exactly how to do it.

NAVIGATION

Table of Contents

A Workshop Without Follow-Up Is a Conversation Without a Conclusion	3
Running a Debrief	4
Capturing Outcomes.....	7
Sharing Results.....	10
Action Planning.....	13
Next Steps and Accountability	16
Running Follow-Up Sessions	18
Key Takeaways.....	20
Quick Reference	21

A Workshop Without Follow-Up Is a Conversation Without a Conclusion

Think about the last great conversation you had — one where ideas sparked, people leaned in, and something felt like it shifted. Now imagine that conversation just... ended. No next steps. No follow-through. No one checking back in. Within a week, the energy would be gone. Within a month, it might as well not have happened.

That's what a workshop without follow-up looks like from the inside.

If you're reading this as a first-time or early-career facilitator, here's something important to know: the post-workshop phase is the part that most facilitators underinvest in — not because they don't care, but because they're exhausted. You've done the prep, managed the room, kept people engaged, handled the unexpected moments, and wrapped up on time. Of course, you want to celebrate that and move on. That instinct is human. But the follow-up is where the actual value gets delivered.

Workshops create **potential energy**. Ideas get named. Problems get surfaced. Commitments get made — or at least gestured at. The follow-up process is what converts that potential into actual momentum. Without it, participants return to their desks, get swallowed by their inboxes, and the workshop slowly becomes a pleasant memory rather than a turning point.

This guide will walk you through every stage of the post-workshop period in practical, manageable terms. You don't need to do all of this perfectly. You don't need elaborate systems. What you need is intention — a clear sense of what matters, why it matters, and what to do about it, in the right order.

The sections that follow cover six key areas: debriefing, capturing outcomes, sharing results, action planning, accountability, and follow-up sessions. Each one builds on the last. Taken together, they form a complete post-workshop practice that you can adapt to your context, your team, and your style.

You've already done the hard part. Now let's make sure it counts.

Running a Debrief

What a Debrief Is (and Isn't)

A **debrief** is a structured reflection on how the workshop went — not just what happened, but what you learned from it as a facilitator. It is not a performance review. It is not a place to catastrophize about every moment that felt awkward. It is not optional, even when you're tired.

A good debrief is honest, specific, and forward-looking. It asks: what worked, what didn't, and what would I do differently next time? Done well, it takes fifteen minutes and leaves you meaningfully smarter about your own practice. Done poorly — or skipped — the same mistakes tend to repeat themselves quietly across future sessions.

There are two kinds of debriefs worth distinguishing: the **facilitator self-debrief**, which you do on your own or with a co-facilitator immediately after the session, and the **team or stakeholder debrief**, which involves the people who commissioned or participated in the workshop. Both have value. Both serve different purposes. This section covers how to run both effectively.

When to Debrief — and With Whom

Timing matters more than most facilitators realise. The longer you wait to debrief, the more your memories of the session compress and flatten — the vivid details that would actually be useful to reflect on start to blur. Aim to do your personal debrief **within two hours** of the workshop ending, while the experience is still fresh.

For a stakeholder debrief — a conversation with the workshop sponsor, HR lead, or team manager — the sweet spot is usually **24 to 48 hours after** the session. This gives participants a chance to process, and gives you time to pull your notes together, without so much time passing that the session feels distant.

As for who should be in the room: keep the stakeholder debrief tight. You, the sponsor, and ideally one or two participant representatives if the group is large. More voices can be valuable, but only if the conversation stays focused. Avoid making it an open forum where everyone relitigates the workshop content — that's a different conversation.

The Three Questions Every Debrief Should Answer

🔑 Core Debrief Questions

1. What worked?

What moments, activities, or facilitation choices produced genuine engagement, clarity, or movement? Be specific — "the group exercise worked" is less useful than "the paired reflection in the second hour helped surface assumptions that hadn't been named yet."

2. What didn't land?

Where did energy drop? Where did the group seem confused, disengaged, or resistant? What did you wish you had done differently in the moment? Naming these without self-judgment is a skill worth developing.

3. What should change next time?

Based on what you observed and heard, what would you adjust — in the design, the timing, the framing, the activities, or the facilitation approach — if you were running this session again tomorrow?

How to Run a 10-Minute Facilitator Self-Debrief

You don't need a structured form or a long meeting with yourself. You need ten quiet minutes and something to write with. Here's a simple, repeatable process:

1. **Find a quiet space** immediately after the session — before you check messages, before you debrief with anyone else. This is your time to think first.
2. **Write the high points** — three to five moments where the group was genuinely engaged or something clicked. Describe them in a sentence each.
3. **Write the low points** — three to five moments where you felt uncertain, where energy dropped, or where something didn't go as planned. Again, one sentence each. No editorialising.
4. **Write one thing you would change** about the session design and one thing you would change about your facilitation approach. Keep these specific and actionable.
5. **Rate your own energy and confidence** on a simple 1–5 scale. This helps you track patterns over time — especially as you build your facilitation practice.
6. **Note one thing you're proud of.** This is not optional. Growth requires acknowledging what's working, not just what isn't.

Using Participant Feedback Effectively

If you collected **participant feedback** — through a post-session survey, a quick exit card, or an informal show-of-hands — now is the time to review it. Resist the temptation to only read the positive comments or to fixate on the most critical one. Look for patterns. One person finding an activity too long might be personal preference. Four people finding it too long is signal worth acting on.

Qualitative feedback — written comments or open-ended responses — is particularly valuable because it tells you not just what people thought, but how they talk about the experience. Pay attention to the language participants use. It often reveals what the group valued, what felt missing, and where the next conversation should begin.

Feed your observations from participant feedback directly into your notes from the self-debrief. Together, they give you a more complete picture than either source alone.

Capturing Outcomes

Why Capturing Matters — and Who It's For

Capturing outcomes means creating a clear, usable record of what happened in the workshop — the themes that emerged, the decisions that were reached, the questions that are still open, and the actions that were committed to. It sounds administrative. It isn't. It's the foundation everything else is built on.

Without a record, the workshop exists only in the individual memories of the people who attended — and those memories will diverge faster than you'd expect. Within a week, participants will remember different versions of what was agreed. Within a month, the most important moments will have blurred into general impressions. Within a quarter, the workshop may feel like it never happened.

Capturing isn't just for the participants. It's for the sponsor who needs to report upward. It's for the team member who was absent. It's for future you, planning the next workshop in this series. And it's for the organisation, which needs to see that investing in a workshop actually produced something tangible.

What to Capture During the Workshop (and Right After)

The best time to capture is during — and immediately after. Waiting until the next day means you're working from memory rather than from live data. If you're solo facilitating, designate a simple capture method in advance: a notebook, a whiteboard photo, a shared doc. If you have a co-facilitator or support person, assign capturing explicitly to one of them so it's not happening by accident.

During the workshop, focus on capturing:

- Key themes or insights that emerge from discussion
- Specific decisions that are reached — especially if they are unanimous or contested
- Action items named by the group (who said they would do what)
- Questions that came up but weren't resolved
- Quotes or framings that resonated — the exact words participants used to describe something important

Right after the workshop — within the first 30 to 60 minutes — take photos of any whiteboards or flip charts, add any context to your notes while memory is fresh, and flag anything that felt ambiguous or incomplete.

Tools and Methods for Documentation

There is no single right tool. The best tool is the one you'll actually use consistently. Here are the most common options, with a note on each:

- **Shared document (Word / Google Docs):** Flexible and collaborative. Easy to share with stakeholders. Best for written summaries and action logs.
- **Whiteboard photos:** Fast and visual. Not searchable, but excellent as a supplement to written notes. Always take these before the room is cleaned up.
- **Digital sticky note tools (e.g., Miro, Mural):** Useful for virtual workshops where notes were already being captured digitally. Export or screenshot before the session closes.
- **Voice memo or audio recording:** Useful if you need to capture nuance or exact quotes. Requires transcription or review time afterwards — plan for that.
- **Structured capture form:** A pre-built template (like the one below) that you fill in immediately after the session. Fastest and most consistent for regular facilitators.

The Outcome Summary Template

■ Outcome Summary Template — Safe for the Office™

Workshop Title:

Date & Location:

Participants (Number & Roles):

Key Themes (3–5 bullet points):

Decisions Made:

Action Items (What / Who / By When):

Open Questions (Not Yet Resolved):

Facilitator Notes / Observations:

Keeping It Simple: Notes Over Perfection

One of the most common mistakes new facilitators make is waiting to document until they have time to write something polished. The result is that they never write anything at all. A rough, honest, timely set of notes is worth infinitely more than a beautifully formatted document that gets written three weeks later from memory.

Give yourself permission to be messy. Use bullet points. Use abbreviations. Write "TBC" next to things that aren't clear yet. The goal is to capture what happened, not to produce a publishable report. You can tidy it up before you share it — but capture it first, while it's real.

Sharing Results

Who Needs to Know What

Not everyone needs the same information, and sending everyone everything is one of the most reliable ways to ensure nobody reads anything. Audience-matched communication is the principle here: think about who each person is, what decision they're responsible for, and what information they need to do their job well.

Typically, your post-workshop audience falls into three groups. Participants need a summary of what was discussed, what was decided, and what they're accountable for next. Sponsors and leaders need a higher-level view: were the objectives met, what were the key outcomes, and what support is needed to move things forward. Absent stakeholders — people who were invited but couldn't attend, or people whose work will be affected by what was decided — need enough context to understand the decisions without having been in the room.

Timing: When to Share Results

The window for sharing post-workshop results is shorter than most facilitators assume. Send too late, and participants have already moved on — or started making up their own version of what was decided. A general rule of thumb: participants should receive a summary within 48 hours of the workshop. Sponsors typically want a brief verbal or written update within 24 hours, even if a fuller written summary follows later.

Absent stakeholders can usually wait until the full summary is ready but shouldn't be waiting more than a week. If decisions were made that directly affect someone who wasn't in the room, flag those proactively and early.

Format Options

Audience	Format	Timing	Notes
Workshop participants	Email summary with bullet points and action list	Within 48 hours	Keep it scannable. Participants want to see their name next to their actions.
Workshop sponsor / senior leader	Brief verbal update, followed by written summary	Verbal: within 24 hours. Written: within 48 hours	Lead with outcomes and decisions, not process. One page maximum.

Audience	Format	Timing	Notes
Absent team members	Email with summary document attached	Within 1 week	Include context about why the session was held. Don't assume they know the background.
Wider organisation	Internal newsletter item or team meeting update	Within 2 weeks	High-level only. Focus on what's changing and what's next — not the details of who said what.

Writing a Post-Workshop Summary

A good post-workshop summary is not a transcript. It is not minutes. It is a purposeful, readable account of what was decided and what happens next. Most participants will spend less than two minutes reading it — so structure matters.

Practical tips: lead with the most important information (decisions and actions), not background. Use bullet points over paragraphs wherever possible. Keep the document to one or two pages. Use a clear subject line that includes the workshop name and date. If you're attaching a longer outcome document, summarise the key points in the body of the email so people don't have to open the attachment to get the headlines.

■ Sample Post-Workshop Summary Structure

Subject: [Workshop Name] — Summary & Next Steps | [Date]

Opening line: Thank you for participating in [Workshop Name] on [Date]. Here's a brief summary of what we covered and what comes next.

What we discussed: 3–5 bullet points on the main themes or topics

What we decided: Numbered list of specific decisions reached

Action items: Table or list: Who | What | By When

Open questions: 1–3 items still to be resolved, with owner named if applicable

Closing: Note of thanks, confirmation of any follow-up sessions, and an invitation to reach out with questions.

What Not to Share (and Why)

What you leave out of a post-workshop summary is just as important as what you include. Do not share **verbatim attributions** unless you had explicit permission to quote participants by name. Workshops work best when people feel they can speak candidly — and knowing their words will be attributed publicly can cause people to self-censor in future sessions.

Do not share **raw facilitation notes** — those are for your own reflection, not for distribution. Do not share **minority or dissenting views** in a way that could identify individuals without their consent. And do not share anything that was explicitly flagged as confidential during the session. When in doubt, err on the side of discretion. You can always share more later; you can't un-share something once it's out.

Action Planning

Actions Without Owners Don't Happen

This is the single most important thing to understand about post-workshop action planning. It doesn't matter how energetically an action item was named during the workshop — if no one person is responsible for it, it will not happen. Groups are very good at collectively agreeing that something should be done. They are considerably less reliable at collectively doing it.

Every action item that comes out of a workshop needs three things: a clear description of **what** is to be done, the name of a single **owner** who is responsible (not "the team" — one person), and a specific **deadline**. These three elements are non-negotiable. If any one of them is missing, the action item is incomplete and will most likely not be completed.

The Action Planning Framework

WHAT	WHO	BY WHEN	STATUS
Specific, observable task or deliverable. One action per row — avoid bundling.	Single named individual. Not "the team," not "HR," not "management." One person.	Specific date, not a relative timeframe. "Friday, October 9" not "next week."	Not started / In progress / Complete / Blocked
[Action description here]	[Name]	[Date]	
[Action description here]	[Name]	[Date]	
[Action description here]	[Name]	[Date]	

How to Set Realistic Timelines

Workshop energy has a habit of making everything feel urgent and possible. In the moment, people readily commit to deadlines that look impossible from their desk on Monday morning. As a facilitator, part of your job is to help the group set timelines that are ambitious enough to create movement but realistic enough to be honoured.

A useful question to ask before finalising any deadline: "Does this timeline account for your existing workload, or does it assume everything else pauses?" If the answer is the latter, push back gently and invite the group to adjust. A deadline that gets missed damages accountability culture. A slightly longer but kept deadline builds it.

Also consider **sequencing**: some actions can only happen once others are complete. Map any dependencies before the group disperses. Knowing what unlocks what will save a lot of confusion later.

Communicating Actions to the Group

Before the workshop ends — or immediately after, in your follow-up summary — share the full action list with everyone. Don't just send each person their own items. Shared visibility creates shared accountability. When people can see what their colleagues have committed to, they're more likely to honour their own commitments. It also makes it easy to spot gaps or overlaps before they become problems.

When communicating actions, be precise. Vague language is the enemy of follow-through. "Look into the onboarding process" is not an action. "Review the current onboarding checklist and identify three gaps by October 15" is an action. Train yourself to write action items in the format: **verb + specific deliverable + deadline.**

Sample Action Plan Email

■ Action Plan Email Template

Subject: [Workshop Name] — Action Plan | [Date]

Hi [Team Name / First Names],

Thank you for a productive session on [Date]. As promised, here is the action plan we agreed on. Please review your items and reach out if anything is unclear or if you need support getting started.

Action

Owner

Deadline

[Action 1]

[Name]

[Date]

[Action 2]

[Name]

[Date]

[Action 3]

[Name]

[Date]

I'll follow up with the group on [check-in date] to see how things are progressing. If anything comes up in the meantime — blockers, questions, or updates — please don't wait until then to let me know.

Thanks again for your engagement and energy in the session. Looking forward to seeing these move forward.

[Your Name]

[Title / Role]

[Contact Information]

Next Steps and Accountability

Keeping Momentum Going

The biggest risk in the post-workshop period isn't resistance — it's inertia. People genuinely intend to follow through. They just get busy. Momentum fades not because people changed their minds, but because the urgency of the workshop got absorbed by the urgency of everything else. Your job in the follow-up period is to be a gentle, consistent presence that keeps the commitments alive without becoming a source of pressure or noise.

The most effective way to keep momentum going is also the simplest: **make it easy for people to report progress**. Reduce friction wherever you can. Don't require elaborate status updates. Don't create processes that take more effort than the action itself. A simple reply to an email, a thumbs-up in a messaging app, or a two-minute check-in call is often all it takes to confirm that things are moving.

Check-In Methods

There are three practical approaches to staying connected with action owners in the weeks after a workshop:

7. **The Weekly Pulse Email:** A brief, friendly email sent to the group every week, listing the outstanding actions and inviting people to reply with a quick status update. Works well for distributed teams. Keeps accountability visible without requiring a meeting.
8. **The One-on-One Check-In:** A five-minute conversation with each action owner individually — by phone, video, or in person. More personal and more likely to surface blockers that wouldn't come up in a group setting. Takes more of your time but produces richer information.
9. **The Shared Tracker:** A simple shared document or project board where action owners update their own status. Works best when the group is self-motivated and the culture supports self-management. Requires some initial setup and a norm of actually using it.

When Things Stall — and What to Do

Stalls happen. An action owner gets pulled onto another priority. A dependency turns out to be more complex than expected. Someone quietly decides the action isn't really their responsibility after all. When you notice a stall, the first move is always to **ask before assuming**. A quick "I noticed [action] hasn't moved — is there something getting in the way?" is almost always more productive than silence or escalation.

If a stall is due to a workload conflict, help the owner think through reprioritisation or find someone who can share the load. If it's due to confusion about what the action actually requires, clarify and simplify. If it's due to a lack of authority or resources, that's a signal that the action may need to be escalated or redesigned. What rarely works is simply sending a reminder and hoping the stall resolves itself.

The Facilitator's Role After the Workshop Ends

Your role shifts after the workshop. During the session, you were the architect of the conversation — managing time, process, and energy. Afterwards, you become more of a **connector and catalyst**: the person who keeps the thread of the workshop alive, follows up on commitments, and helps the group see its own progress.

This does not mean you are responsible for delivering the actions yourself. You're not. The participants own the outcomes — your job is to help them stay accountable to what they committed to. There is an important distinction between being supportive and being a substitute. If you find yourself doing the work that others committed to, something has gone wrong in the ownership model.

Knowing When to Escalate

Escalation is not failure — it's information. If key actions are consistently stalling, if the sponsor isn't providing necessary support, or if the group's capacity to follow through is genuinely constrained by organisational factors outside their control, naming that clearly is the most useful thing you can do. Escalate to the right person — typically the workshop sponsor or a senior leader — with a clear description of what's stalled, why you believe it's stalled, and what you're asking for. Keep it factual and solution-oriented. Escalation done well accelerates progress; escalation done as complaint just creates noise.

Running Follow-Up Sessions

When a Follow-Up Session Makes Sense

Not every workshop needs a follow-up session — but many benefit from one. A **follow-up session** makes sense when the original workshop produced commitments that need to be reviewed together, when the group identified work that would benefit from a second collaborative conversation, or when momentum has stalled and the group needs a reset. It also makes sense when the original workshop was the first in a planned series — where a second gathering was always part of the design.

A follow-up session is probably not necessary if the original workshop produced clear, independently executable actions that are progressing well, or if the main value of the original session was information-sharing rather than collaborative decision-making. Trust your read of the group. If people felt energised and are moving forward, celebrate that. If the thread is fraying, a follow-up session may be exactly what's needed to re-tie it.

Designing a Follow-Up Session

A follow-up session is **not the same** as a repeat of the original workshop. The group has history now. They've had experiences since the last session — things that went well, things that didn't, questions that have sharpened, and maybe positions that have shifted. A follow-up session needs to honour that history while moving the conversation forward.

Start your design by asking: what has changed since the original session? What do we know now that we didn't know then? What questions are still open? These answers should drive the agenda. The follow-up session should feel like a continuation, not a reset. If you open by recapping everything from the previous session as if the group has forgotten it all, you'll immediately signal that nothing has moved — which is demoralising even when it isn't true.

Keep follow-up sessions shorter than the original — typically 60 to 90 minutes is sufficient. They don't need elaborate design. They need focus, honesty, and enough structure to make the time productive without making it feel like a performance review.

Suggested Follow-Up Formats

- **Progress Review and Pivot:** Spend the first third of the session reviewing what's happened since the workshop (actions taken, results seen, blockers encountered). Spend the remaining two-thirds on what needs to change, be clarified, or be re-committed to. Best used when significant work has happened and the group needs to recalibrate.

- **Problem-Solving Session:** Structured around one or two specific challenges that emerged post-workshop. Come in with a clear problem statement and use the group's collective intelligence to find solutions. Best used when a particular action or decision has stalled and needs fresh thinking.
- **Celebration and Next Phase:** Open by recognising what has been accomplished since the original workshop — genuinely and specifically. Then use the remaining time to plan the next phase of work. Best used when the group has made real progress and needs motivation and direction to sustain it.
- **Retrospective Format:** A structured reflection on what went well, what didn't, and what the group wants to do differently going forward. Borrowed from agile practice but highly adaptable. Best used after a defined period of action (e.g., four weeks of implementation) where the group has concrete experience to reflect on.

Opening a Follow-Up Session Well

How you open a follow-up session sets the tone for everything that follows. Resist the urge to dive straight into a status review — that signals that the session is about accountability, not collaboration. Instead, open with something that reconnects people to the purpose of the original workshop and acknowledges the time that has passed. A simple question works well: "Since our last session, what's one thing you've noticed — in yourself, your team, or the work — that feels relevant to what we discussed?"

This kind of opening accomplishes several things at once. It surfaces information you might not otherwise hear. It signals that reflection is valued. And it reminds participants that the workshop wasn't a one-time event — it's part of an ongoing conversation they're all in together. From there, you can move into whatever structure the session requires, with the group already warmed up and present.

Measuring Progress Without Making It a Report Card

One of the biggest risks in a follow-up session is that it starts to feel like an audit. People become defensive. They highlight what they did accomplish and downplay or explain away what they didn't. The honest, productive conversation you need gets replaced by managed impressions. Avoid this by framing progress review as **learning, not grading**.

Focus your questions on what the experience of implementation has taught the group, rather than on whether targets were hit. "What did you learn from trying to move this forward?" is a more productive question than "Did you complete this on time?" The first question invites honesty and generates insight. The second invites defensiveness and closes things down. You can always get to the status of the action — but get to it through a conversation, not an interrogation.

Key Takeaways

- **Debrief within two hours.** The quality of your self-reflection drops sharply the longer you wait — capture your observations while the session is still fresh and vivid.
- **Separate the facilitator debrief from the stakeholder debrief.** Both matter, but they serve different purposes and need different conversations.
- **Capture everything immediately, tidy it later.** A rough, timely set of notes is always more valuable than a polished document written from memory a week later.
- **Match your communication to your audience.** Participants need action lists; sponsors need outcomes; absent stakeholders need context — don't send everyone the same thing.
- **Send your post-workshop summary within 48 hours.** After that window, the connection between the workshop and the communication weakens, and momentum starts to slip.
- **Every action item needs a single named owner, a specific deliverable, and a real deadline.** All three. No exceptions. Anything less is a wish, not an action.
- **Keep momentum alive by reducing friction.** The easier it is for people to report progress, the more likely they are to do it — and to keep moving.
- **Ask before assuming when things stall.** Most stalls have solvable causes — but you have to ask what they are before you can address them.
- **Design follow-up sessions as continuations, not repetitions.** The group has history — acknowledge it, build on it, and move the conversation forward from where it actually is.
- **Frame progress review as learning, not grading.** Curiosity opens conversations; accountability pressure closes them — and you need honesty more than you need compliance.

Quick Reference

Post Workshop Quick Reference

Five Self-Reflection Questions

- What three moments produced the most genuine engagement — and what made them work?
- Where did energy drop, and what was happening just before it did?
- What would I change about the session design if I ran it tomorrow?
- What would I change about my own facilitation approach?
- What is one thing I did well that I want to remember for next time?

Five Key Output Types

- Key themes — the 3–5 main ideas or patterns that emerged
- Decisions made — specific agreements reached by the group
- Action items — what, who, and by when
- Open questions — things raised but not resolved
- Participant quotes — exact language that captures something important

Five Reminders

- Every action needs one named owner — not "the team."
- Write actions as: verb + specific deliverable + deadline.
- Use real dates, not relative ones ("Oct 15," not "next week").
- Share the full action list with everyone — visibility drives accountability.
- Check for dependencies before the group leaves the room.

Five Time-Stamped Actions

- Within 24 hrs: Complete self-debrief. Brief sponsor update. Tidy and file your notes.
- Within 48 hrs: Send post-workshop summary and action plan to all participants.
- Within 1 week: First action check-in with owners. Address any stalls early.
- Within 2 weeks: Full stakeholder debrief. Review progress against action list.
- Within 1 month: Follow-up session (if needed). Celebrate wins. Plan next phase.

The workshop got the conversation started. The follow-up is where it becomes real.

You've done the hard part. Now finish what you started.