GONG GÅNG
Ledarutveckling

6.30 PM Thursday
13th of August

Members: FREE
Non-Members: $15

SACC
YOUNG
PROFESSIONALS

Think of something that you're good at doing?

Why is it good to talk/think about these things?

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Everything you
focus on seem to…

GROW
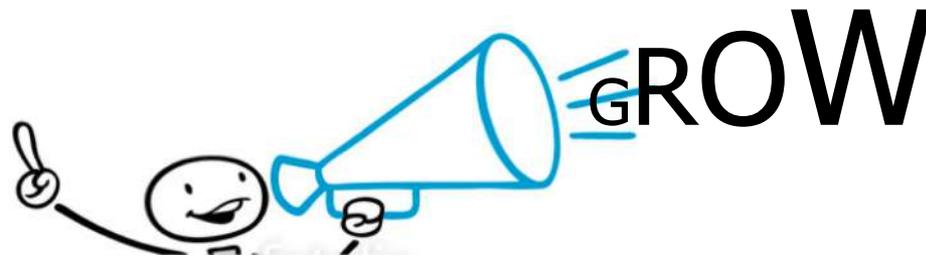
Why is it good to
talk/think about
these things?
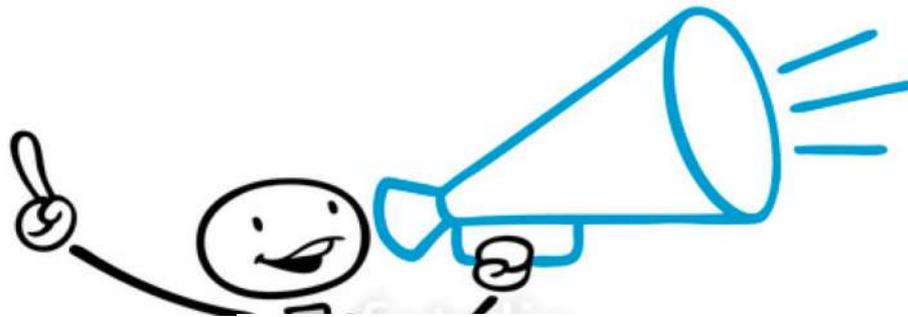
*"Problem talk creates problems
solutions talk creates
solutions"*
Steve de Shazer

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You:

1 Role:
  What's your role in the company/organization?

2 Familiarity with Solutions focus
On a scale from 0-10…
where 10 stands for that you are very familiar, know a whole lot and
actually work on a daily basis with Solutions Focus
and 0 for the opposite,
where are you today?
… please write a number in the chat!

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In order to move one (1) step up on the scale, what are your best hopes for today?

Presentation…

Me:

Swimmer, swim coach
kayaking, hiking ,
teacher, headmaster,
UN officer
US, NZ and AUS
Owner/marketing director professional magazine,
trainer, facilitator, coach, carreer coach, consultant
author/writer of a book about Solutions focus

Jan Marklund

My focus nowadays:

Developing
leaders and management teams
Expertise: training program for leaders in new roles – new or experienced
Also planning a new book about
Solutions focus and "Swedish leadership"

Why isn't it necessary to understand theproblem in order to find a solution?

Solutions focus
- Work and theory
- research
- from practise – examples
- Your reality - some experiments

Today a little on the "surface"!

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Me:

Tips, tools, background
Solutions Focus

You:

Listen
Reflect –
in silence , via chat, pen&paper and in groups

How about Q&A's?
- Afterwards in the AW mingle +
you're welcome to contact me any time,
just write to me personally in the chat

To improve performance…

What doesn't work?
What is the problem?

A common way to think when solving a probem

•What does the person do wrong?

•What´s the reason?

•Why is it so difficult?

•How long has there been a problem?

•Are there more problems relating to this?

•What does the person himself say about it?

•Co-workers, and others what's their view on the problem?

To improve performance…

What other questions could be asked?

How can we solve problems without even talk about them?

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One of my specialities
- Giving leadership support to leaders starting a new job/role

complicated or **complex?**

What kind of leaders would they like to be?

interesting or **interested?**

telling or **asking?**

What should they focus on?

What's not working or **what's working?**

What's worse or **what's better?**

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What is the highest motivational factor in working life?

Making progress... in meaningful stuff!

The Power of Small Wins

Teresa Amabile, Harvard Business Review

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Speaking of progress
and better

1 Who wants to become a better leader (or better in their role)?

2 What does it take to become a better leader (or better in your role)?
Please guess what have I written on next slide…
(*I would love some refelction in the chat*)

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Speaking of progress and better

In order to become a better leader (or role)…

…you need to do something different, that will gain your business/organisation!
- different could be
  - more/less of
  - stop/begin doing something

Better is better than good!

Speaking of better

Better for

- The 6-year old
- The teenager
- Me as a swimmer
- The 86-year old

- **The leader**

Pioneers of Solutions focus
U.S.A. 1960's
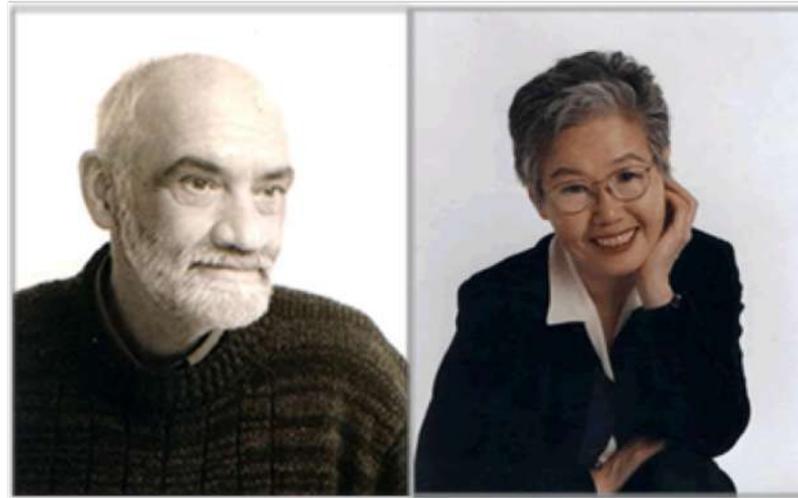
Steve de Shazer   Insoo Kim Berg

My best tool?

That's a good question!

?

The best leader

Earlier days:

The best was the one who had the best answer!

Future/now:

The best is the one asking the best questions!

Ask with your whole hand!

Conversation with two different approches

Problem focus – what is the problem?	… with solutions focus
Description and analyze the problem	Description of the solution - what it is like when the problem is gone
Analyzing av mistakes	Analysing success
Describing shortages	Acknowledging strengths and resources
Searching for who failed and with what	Searching for whom has been contributing to the success
Blame those who might be responsible for the problems	Appreciation to those who seem to cntribute to the sucess
Learning from earlier mistakes	Learning from earlier success
The boss/leader is an "expert"	The boss/leader is a speaking partner och the employee is the "expert"

Suppose that……
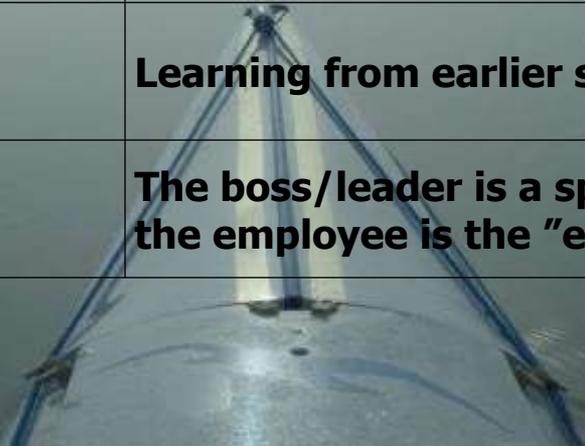
Three SF ground rules – simple but not always easy

Agent 00+

If something works – do more of it!

If it doesn't work - stop doing it and…
do something different!

If it ain't broken - don't try to fix it!

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The one and single question – in a yearly employe talk – could be:

Looking back, a year from now:

So… what are YOU better at?

What are you better at?

Identify progress

How do you notice…
- on yourself?
- on others?

What are the benefits of being better at this
- for your organisation?
- for your customers?
- for yourself?

Identify benefits

What and *who* has helped you to become better?

Identify resources

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Suppose we meet again, in the future
a year from now, what would you like to answer
to the same question:

What are you better at?

How would you notice…
- on yourself?
- on others?

Identify progress
"in future"

What would be the benefits of being better
at this
- for your organisation?
- for customers
- for yourself?

What and *who* would be of help to become better?

Identify benefits
"in future"

Identify resources
"in future"

Vad hindrar er
från att samarbeta?

="Why can't you cooperate, whats impeding you?"

In pairs experiment:
Pretend you are two colleagues that can't work together
You really can't cooperate and you don't get along at all?

Discuss the question on the board!
IMPROVISE!

"Conflict resolution"

Vad hindrar er från att samarbeta?

="Why can't you cooperate, whats impeding you?"

VAD BEHÖVER HÄNDA FÖR ATT NI SKA SAMARBETA?

="What needs to happen for you to cooperate?"

In same pairs:
Try this new question!

"Conflict resolution"

Vad hindrar er
från att samarbeta?

VAD BEHÖVER HÄNDA
FÖR ATT NI SKA SAMARBETA?

"Differences you noticed?

Case; Industrial company

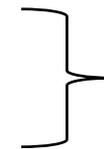## Problem: Management group performed poorly

I did **NOT** ask :
What doesn't work?
What is the problem, more precisely?

But **I asked**:
1) When your mg meetings occasionally have been good or at least ok, what has it been like then?

Identify exceptions

2) Suppose ALL of you put some REAL EFFORT into improving, and also suppose that things turn into exactly the way you would like things to be – What would be different?
How would you notice that?

Target picture/ "future perfect"

Case; Industrial company

Problem: Management group performed poorly

- Good **communication**
- Less **workload**
- fewer **time thiefs**
- Effective **meetings**
    clearer information
    clearer guidlines
    cover more
    shorter

- better prepared
- listening to each other
    quiet when someone talks
  nodding, confirming
    follow up-questions

- etc…

Part of
target picture/
"future perfect"

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Work with a problem/challenge or yours –

without talking about/describing the problem

Think of a problem or a challenge that you're

Now use pen&paper

On a scale 0-10, where 10 stands for that the problem is gone and it's exactly the way you want it to be and 0 is where the problem is at its worst.
Where would you say you are today?
What number do you choose today – write it down!

0   1   2   3   4   5   6   7   8   9   10

1. What are you most satisfied with, having chosen that number?
2. What else?
3. What is it, making you so pleased?
4. What else?
5. Suppose that you in a months time would say; "Now I've taken a small step up the scale!"
6. How would you notice? What is different?
7. What have you done to make it happen?