



Changing approaches to leadership and management – strengths and solutions

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www.oneworldconsulting.com

Overview

- Different management approaches and their influence on leaders
- Kaizen – Continuous Improvement
- Solutions Focus
- Strengths based management and development
- Appreciative Inquiry
- The OSKAR model

Who am I?

OneWorld Consulting Services

- **Retained Executive Search**
- **Leadership & Development**
 - Executive Coaching
 - Mentoring Programs
 - Leadership Team Development & Facilitation
 - Coaching Skills Programmes
- **Career Transition**
 - Onboarding Coaching
 - Career Coaching
 - Outplacement
- **People Consulting**
 - Salary Benchmark Surveys, Talent Surveys
 - Management Audits / Assessments
 - Cross-cultural Coaching / Training

Some of our Clients



Continuous Improvement Process

- Kaizen (the translation of kai (“change”) zen (“good”) is “improvement”). This method became famous by the book of Masaaki Imai *Kaizen: The Key to Japan's Competitive Success*.
- The core principle of Continuous Improvement Process CIP is the (self) reflection of processes. (Feedback)
- The purpose of CIP is the **identification, reduction, and elimination of suboptimal processes**. (Efficiency)
- The emphasis of CIP is on incremental, continuous steps rather than giant leaps. (Evolution)

http://en.wikipedia.org/wiki/Continuous_improvement_process

Classic ‘engineering’ approach

- Identify what is not working – weaknesses and problems (root cause)
- What is the least efficient part of the process?
- What’s the bottleneck?
- What’s the weakest link?
- Remove it, and you will improve performance.
- This works brilliantly – production lines, machinery, etc.
- What about when trying to improve people and organisations?

Instead of focusing on Problems,
focus on Solutions

The Solutions Focus Approach

Why Solutions Focus?

- What you focus on is what you get
- People are experts on their life/work
- Future talk is hopeful – detailed future talk is more helpful and useful
- Find out what has worked already – amplify this
- Find out when the problem didn't happen
- Start with a small change

Berg IK & Szabó P 2005 *Brief coaching for lasting solutions*. Norton, New York

Solutions Focus approach

- Change a negative into a positive possibility
- Clarify what a solution would look like.
- How will you know that... ?
- What's the first small change... ?
- On a scale of 0-10 where are you now?
- What have you done already?
- What is working well now?

Visit www.thesolutionsfocus.com for more info

Gallup research results

- Focus on strengths increase engagement by **33 %**
- Feedback on strengths increase the performance of sales representatives by **11 %**.
- Feedback on development improves productivity by **15%**
- The contribution of those managers (who can use their strengths) to profitability is **20%** more
 - They have **13% less** turnover
 - They have **20% less** absenteeism in their teams

Focusing on Strengths

“ You can be anything you
want to be
if you just
try hard enough!”



(Slides based on a presentation by Ozge Koca www.cct.com.tr)

Strengths

“the definition of a strength is quite
specific:

the ability to provide consistent near
perfect performance in a given activity.”

- Marcus Buckingham, in the book *Now, Discover your Strengths*

Also the author of the excellent *First, Break all the Rules*

For listings see <http://www.oneworldconsulting.com/kitaplar.asp>

Strengths

Talent : a natural way of thinking, feeling or behaving

X

Investment: time spent practising, developing your skills, and building your knowledge base

=

Strength: the ability to consistently provide near- perfect performance

Rath, *Strengthsfinder*, 2007

Reflection

- In the past 6 months to 1 year, when were the times that you had a superior performance?
- Which of your strengths played a part in these instances?
- How far back can you trace these strengths?
- Any memories of your strengths acting itself out as a talent or a strength?
- Currently, where and how do you use these strengths?

“You cannot be anything
you want to be-
but you can be a lot
more of who you
already are.”

Tom Rath, Strengthsfinder 2.0;2007

Strengths based development dialogue

- When have you been at your best in the last year?
- What strengths did you use when you were at your best?
- How are you going to build on your strengths in the coming year?
- What will you be doing when you are at your best next year?
- *How can I support you to be at your best?*

Why consider strength based development?

It is all about performance-

It doesn't work to ask people to be something they're not,
instead ask them to do more of what they do best- naturally.

Strengths based management (others)

	TOP PERFORMER	LOW PERFORMER
When was he/she at his/her best?		
What is unique about him/her? What is his/her strength?		
How does this person look, act, talk like when he/she is doing her best?		
What does he/she bring to the branch/ team/organisation?		
How do I encourage him/her to be at his/her best?		

Strengths based development (self)

MY STRENGTHS

Strengths based action plan

What am I going to do <u>tomorrow</u> to encourage Strengths Based Development?	
What am I going to do <u>next month</u> to encourage Strengths Based Development?	
What am I going to do over the <u>next year</u> to encourage Strengths Based Development?	

A related approach –
Appreciative Inquiry

Appreciative Inquiry

David Cooperrider
Case Western University

Appreciative Inquiry

- **DISCOVER:** The identification of organizational processes that work well.
- **DREAM:** The envisioning of processes that would work well in the future.
- **DESIGN:** Planning and prioritizing processes that would work well.
- **DESTINY (or DELIVER):** The implementation (execution) of the proposed design.
- Focus on strengths, raise awareness of them.

David Cooperrider. See the Appreciative Inquiry Commons website.
<http://appreciativeinquiry.case.edu/>

A solutions & strengths based
technique you can use to coach
your teams

(from Paul Z Jackson and Mark McKergow,
www.thesolutionsfocus.com)

The solutions approach – OSKAR

Meet OSKAR

1. **OUTCOME**
2. **SCALING**
3. **KNOW-HOW & RESOURCES**
4. **AFFIRM AND ACTION**
5. **REVIEW**

The solutions approach – OSKAR

OUTCOME

- What is the objective of this conversation?
- What do you want to achieve today?
- What do you want to achieve in the long term?
- How will you know this discussion has been of use to you?

(Outcome may come from employee or manager)

The solutions approach – OSKAR

SCALING

- On a scale of 0 to 10, with 10 representing the Future Perfect, and 0 the worst it has ever been, where are you on that scale today?
- You are at that number now; what did you do to get this far?

The solutions approach – OSKAR

KNOW-HOW AND RESOURCES

- What helps you perform at that number on the scale, rather than 0?
- When does the desired outcome already happen for you - even a little bit?
- What did you do to make that happen? How did you do that?
- What did you do differently?

The solutions approach – OSKAR

AFFIRMATION AND ACTION

- What's already going well?
- What is the next small step? What would you like to do personally - straight away?
- You are at that number now, what would it take to get you to the next number?

The solutions approach – OSKAR

REVIEW (later)

- What's better?
- What did you do that made the change happen?

OSKAR – questions you can use

OUTCOME	What would you like to develop? What will the improvement look like? What will be the outcome? What would you like to achieve in the short run/in the long run? What will be the outcome?
SCALING	Where do you see yourself on a scale of 0 to 10? How did you get to this point?
KNOW-HOW & RESOURCES	What helps you to be here rather than at 0? Remember a time when you improved even a bit in this area. What did you do differently then?
AFFIRM & ACTION	What do you do best in this area? What can be a small step to improve? What will you do to move one point up from where you are now?
REVIEW (later)	What is better now? What did you do to achieve this?

The solutions approach – OSKAR

OSKAR

1. **OUTCOME**
2. **SCALING**
3. **KNOW-HOW & RESOURCES**
4. **AFFIRM AND ACTION**
5. **REVIEW**

In summary

- Learn from Kaizen, but for people and teams focus on **solutions** and **strengths**.
- Look for what's working and do more of it
- Help your teams identify and develop their strengths.
- Look at what you are good at, and do more of it, as well as fixing critical weaknesses.
- Try strengths based development questions and the OSKAR model
- What are your strengths and how can you use them more?

