

Retooling

how to design
positive-oriented tools
for companies and
consultants



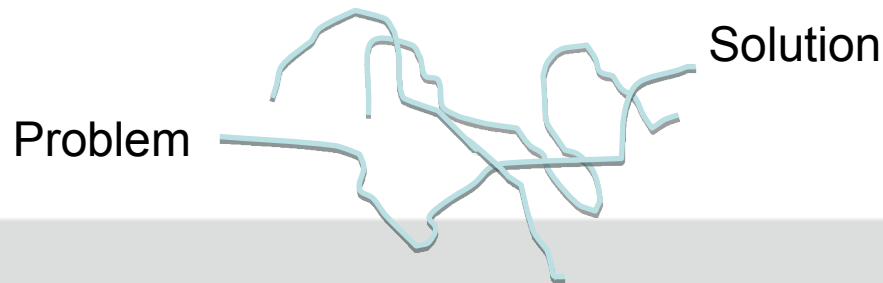
Dr. Günter Lueger
Solution Management Center, Vienna

www.solutionmanagement.at

Science of Solutions and Retooling

Deals with the questions:

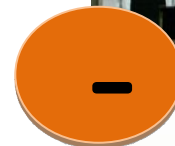
- What are the principles of the „logic of solutions“ in contrast to the „principles of the logic of problems“?
- Which differences can be observed when individuals find briefer ways of building solutions
- How can people learn and be trained to change their solution-orientation? **Focus on POSITIVE DIFFERENCES**
- What can be done to integrate these „principles of the logic of solutions“ into instruments and tools.



Perception as selection in the space of possibilities

Perception at the workplace is ALWAYS a SELECTION

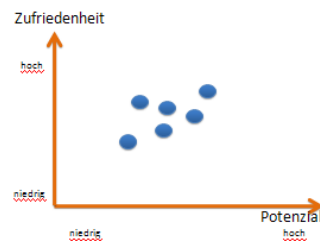
Employees and managers can perceive more positive and/or more negative oriented aspects at the workplace



The inner Logic of Instruments structures the perception

The perception of Performance (and the potential for solutions) is strongly influenced by the inner logic of management-instruments

To perceive more positive facts a different potential-driven inner logic of instruments ist necessary – Retooling of existing instruments (new instruments are not necessary)



Produkt "XY"	Jänner	Februar	März	April	Mai	Juni	YTD	Tot. 07-12	TOTAL
Budget	25,4	26,5	27,1	28,2	30,6	31,0	168,8	204,0	372,8
Actual	11,7	12,0	17,4	22,8	20,1	20,6	104,6	204,0	308,6
Delta Actual / Budget	-13,7	-14,5	-9,7	-5,4	-10,5	-10,4	-64,2	0,0	-64,2



Warning!!

Managementtools can damage your positivity



The inner logic of instruments like appraisal, evaluation, quality reports,... make the FINDING and RECOGNISING of positivity MORE DIFFICULT! In many cases IMPOSSIBLE!

Zufriedenheit



Produkt "XY"	Jänner	Februar	März	April	Mai	Juni	YTD	Tot. 07-12	TOTAL
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Delta Actual / Budget	-13,7	-14,5	-9,7	-5,4	-10,5	-10,4	-64,2	0,0	-64,2



1	VIA Survey of Character Strengths Results	#1	
2	dates	10-Sep-2007	
3		Rank	Score
/ / / / /			
4	Appreciation of beauty and excellence	14	3.6
5	Bravery and valor	17	3.5
6	Capacity to love and be loved*	20	3.3
7	Caution, prudence, and discretion	23	2.9
8	Citizenship, teamwork, and loyalty	8	4.2
9	Creativity, ingenuity, and originality	1	5
10	Curiosity and interest in the world*	12	3.7
11	Fairness, equity, and justice	10	4.1
12	Forgiveness and mercy	11	4
13	Gratitude*	21	3.3
14	Honesty, authenticity, and genuineness	2	5
15	Hope, optimism, and future-mindedness*	15	3.6
16	Humor and playfulness	13	3.7
17	Industry, diligence, and perseverance	4	4.6
18	Judgement, critical thinking, and open-mindedness	18	3.5
19	Kindness and generosity	22	3.2
20	Leadership	5	4.6
21	Love of learning	24	2.2

	Below Average	Average	Satisfactory	Excellent
Overall job performance		X		
Knowledge of job			X	
Sense of responsibility	X			
Work methodology		X		
Commitment level	X			
Team work spirit			X	
Improvements made during appraisal period		X		
Potential growth areas		X		
Recommendations.		X		

Principles of „stabilising problems“ and „building solutions“

Principles of stabilising problems

Principles of building Solutions

1A: Either/nor:
Seeing things as stable

1B: As well as:
Perceiving differences

2A: Focus on negative differences (what is wrong)

2B: Focus on positive differences (what works)

3A: Defining the next steps from the failures of the past

3B Approaching the next steps from the future +

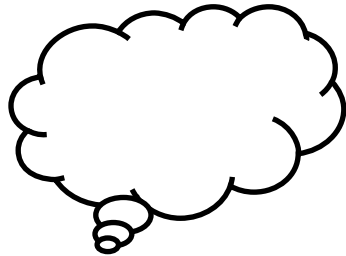
4A Single causes

4B Relationships between different factors

5A Language is abstract

5B Language is concrete, detailed

Principle 1A: the Art of Stabilising Problems

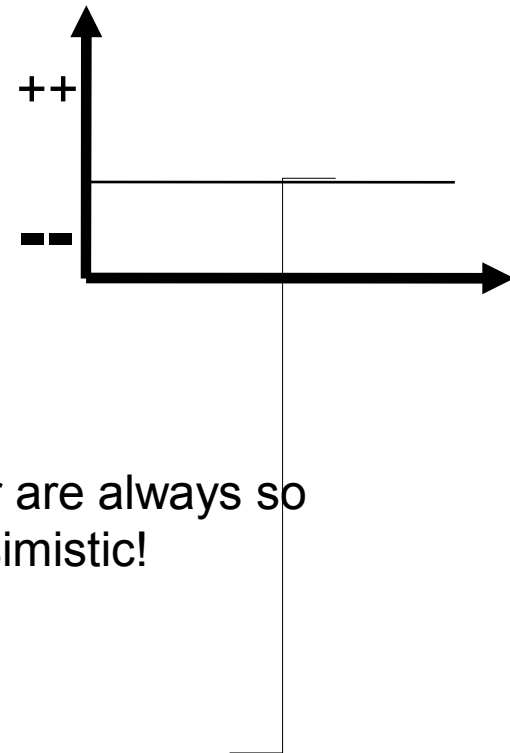


The colleague is not cooperative

The Turnover is a problem!

That does not work in our company!

You are not a teamplayer, Mr X!



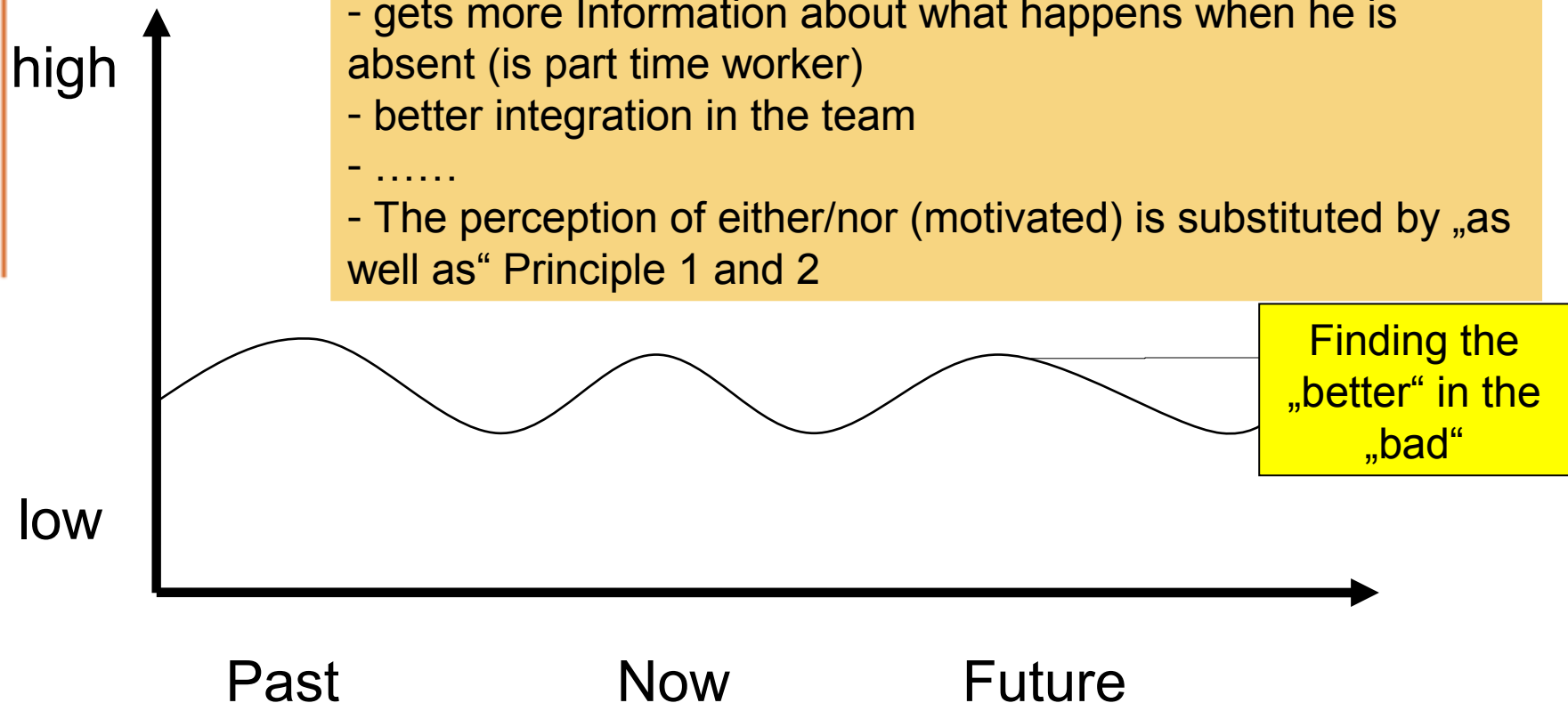
Your are always so pessimistic!

Mr Hunt is not motivated

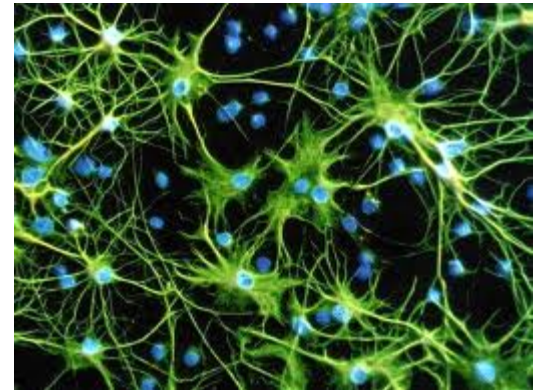
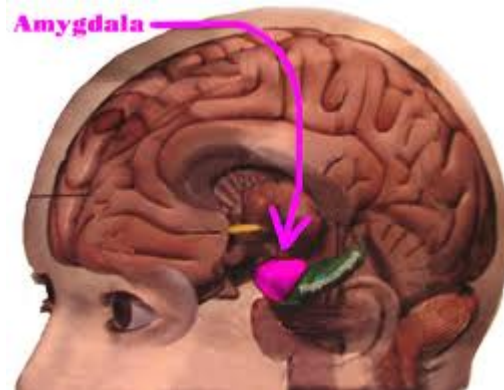
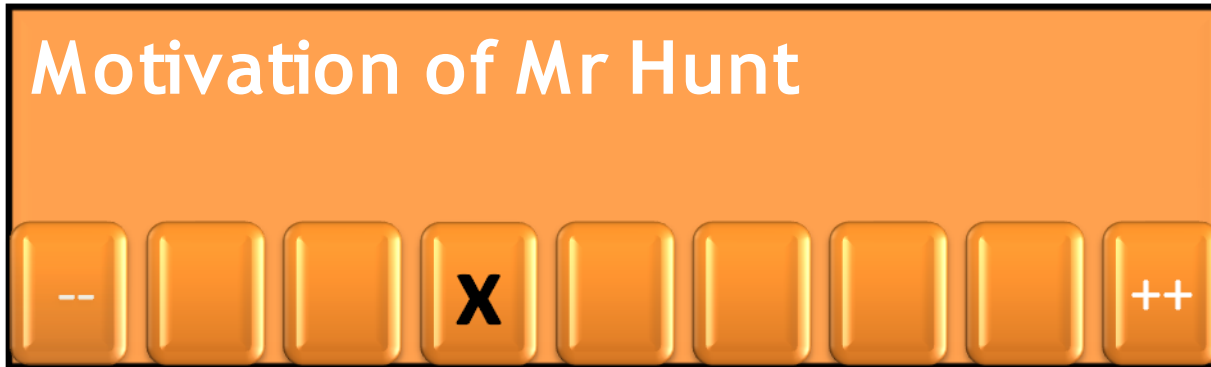
Principle 1B: Perceiving Positive Differences - Demotivated Employee

WHAT IS DIFFERENT WHEN IT IS BETTER?

- Employee has more clarity about priorities
- gets more Information about what happens when he is absent (is part time worker)
- better integration in the team
-
- The perception of either/nor (motivated) is substituted by „as well as“ Principle 1 and 2



Micro-elements like scales and graphs stabilise reality and so do not consider differences



	Below Average	Average	Satisfactory	Excellent
Overall job performance		X		
Knowledge of job			X	
Sense of responsibility	X			
Work methodology		X		
Commitment level	X			
Team work spirit			X	
Improvements made during appraisal period		X		
Potential growth areas		X		
Recommendations.		X		

How to visualise performance aspects differently

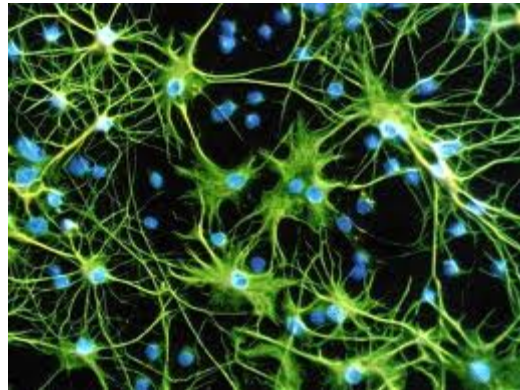
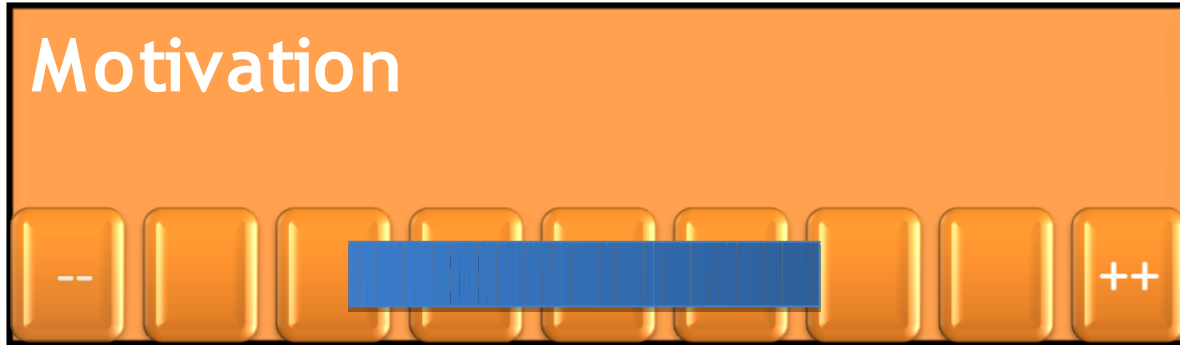
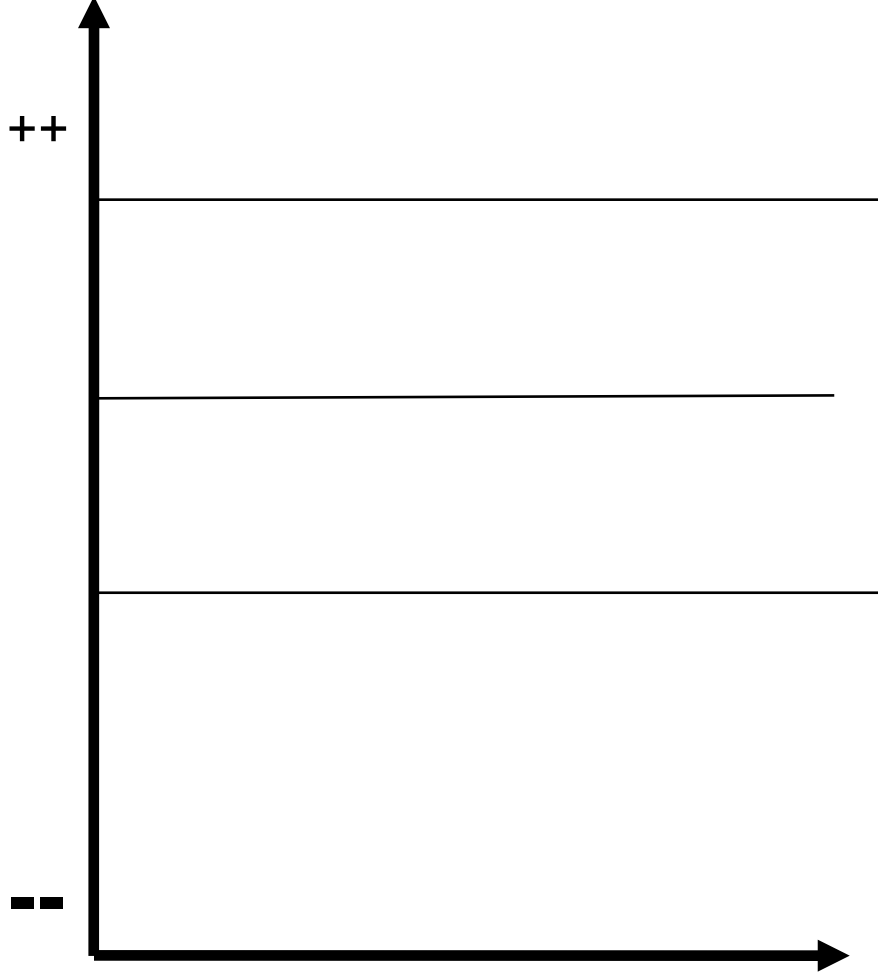




Abbildung 1: Klassisch und retrofled mit Streubreite



	Below Average	Average	Satisfactory	Excellent
Overall job performance		x →		
Knowledge of job			x →	
Sense of responsibility	x →			
Work methodology		x		
Commitment level	x →			
Team work spirit			x →	
Improvements made during appraisal period		x →		
Potential growth areas		x →		
Recommendations.		x →		

Focus on and chat about positive Differences

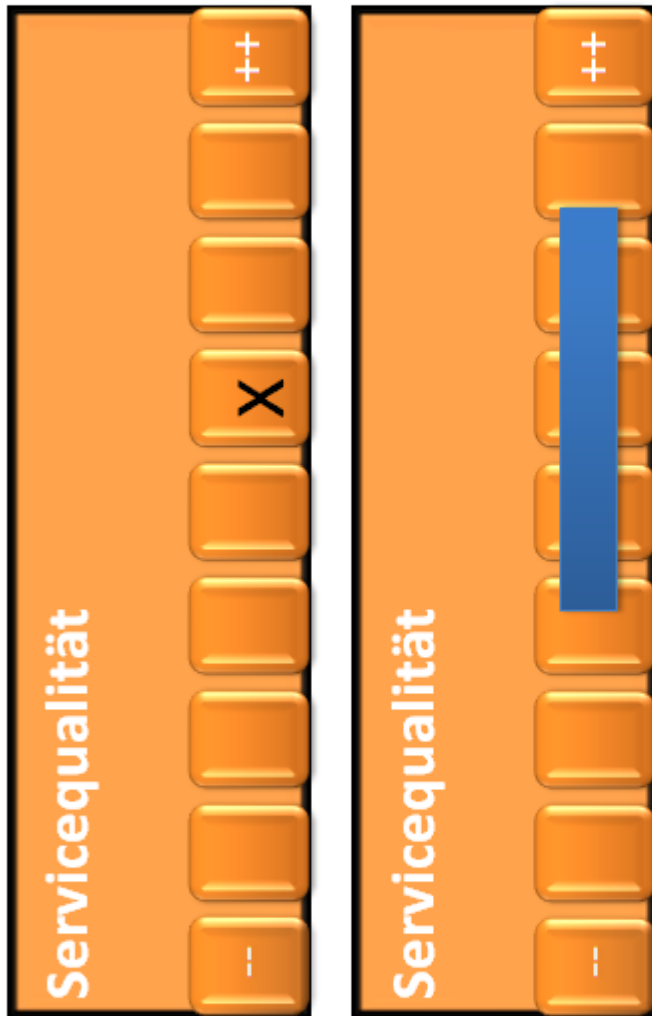


Abbildung 1: Klassisch und retooled mit Streubreite

What is different when it is better?

What else?

Can you tell me more about this positive development (Details)?

What will say your colleagues, costumers happens when it is better?

TRAINING is helpful to learn the use of a language of Positive Differences?

Quality of Service



Attribution-Theory

1. Negative events are attributed to the situation reduces self-responsibility

Brain-Research

1. Activates frustration (Amygdala) und narrows perception

Positive Psychology & POS

1. Positivity increases Performance
2. Job satisfaction
3. Engagement
4. Decreases turnover

Attribution-Theory

1. Positive events are attributed to the person strengthens self-responsibility

Brain-Research

1. Activates frustration (Amygdala) und broadens perception

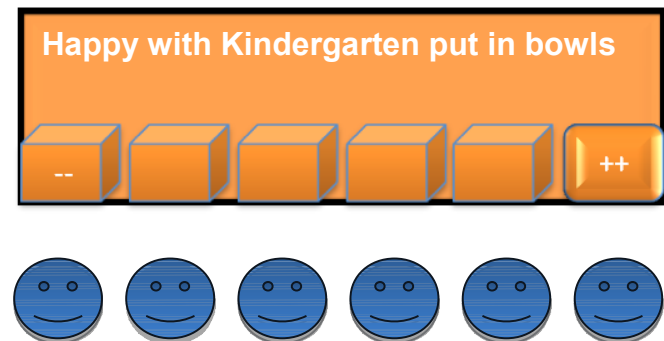
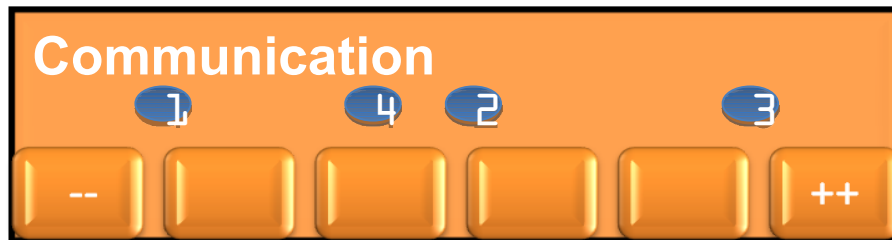
Positive Psychology & POS

1. Negativity decreases Performance
2. Job satisfaction
3. Engagement
4. Increases turnover

Different formats of retooled scales



Retooled Scales

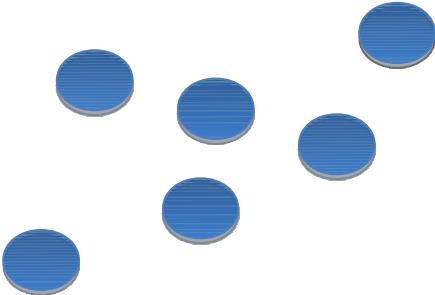


Mitarbeiter	
Abteilung MM ATB	
Stelle (Jobprofil) Human Resources Manager(in) (80%), Security EHS (20%)	
Geführt am 11.12.2008	
Allgemeine Fähigkeiten	
ehrzeigiges Streben	2,00
<input checked="" type="checkbox"/> eigene Ziele mit betrieblichen Zielen koordiniert	30%
<input checked="" type="checkbox"/> Entwicklung nach eigenen Zielen	40%
<input checked="" type="checkbox"/> Entwicklung nur teilweise strukturiert	30%
<input checked="" type="checkbox"/> Ehrgeiz ohne Ziel	0%
<input checked="" type="checkbox"/> Entwicklung auf Kosten anderer	0%
Fähigkeit zur analytischen genauen Arbeit	2,20
<input checked="" type="checkbox"/> Analyse wird immer umgesetzt	50%
<input checked="" type="checkbox"/> Analyse wird umgesetzt	0%
<input checked="" type="checkbox"/> Analysen umfassend und schlüssig	30%
<input checked="" type="checkbox"/> Analysen teilweise umfassend	20%

Team-Tools

Team-
Climate

high



low

Performance

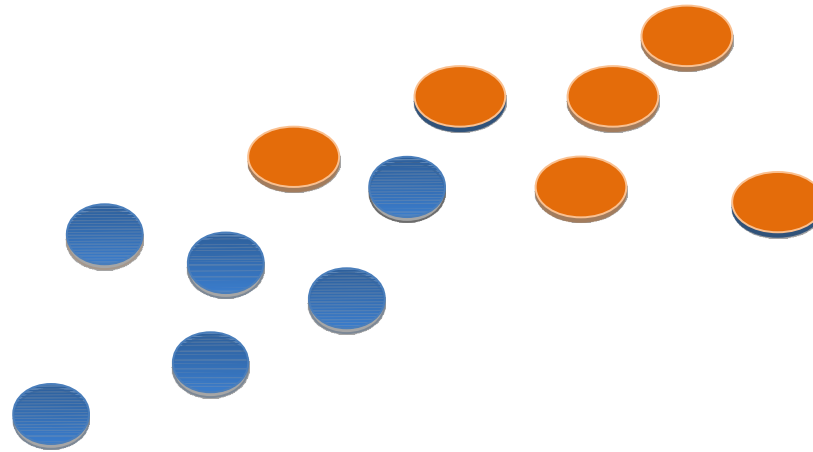
low

high

The integration of positive differences allows focusing on “patterns when it works better”

Team-Climate

good



bad

Performance

low

high

Team-Evaluation: Excel-Sheets

IT-Company 160 employees

2													
3	Workload/Optimizing Capacities												
4		1	2	3	4	5	6	7	8	9	10		
5		Does not fit								fits very well			
6	Rating						X					6,7	
7													
8	Content of Work												
9		1	2	3	4	5	6	7	8	9	10		
10		Does not fit								fits very well			
11	Rating								X			8,4	
12													
13	Training												
14		1	2	3	4	5	6	7	8	9	10		
15		Does not fit								fits very well			
16	Rating							x				6,8	
17													
18	Perspective to develop												
19		1	2	3	4	5	6	7	8	9	10		
20		Does not fit								fits very well			
21	Rating								x			7,8	
22													
23	Work/Life Balance												
24		1	2	3	4	5	6	7	8	9	10		
25		Does not fit								fits very well			
26	Rating						x					6,1	

Team Performance Evaluation "IT-Company" Teams

Workload/Optimizing Capacities

	1	2	3	4	5	6	7	8	9	10
	Does not fit					fits very well				
Rating						X				
best value (last 6 months)									X	

Delta Plus: better coordination
coordination sooner

6,7

To do: start earlier with planning

9,1

Content of Work

	1	2	3	4	5	6	7	8	9	10
	Does not fit					fits very well				
Rating								X		
best value (last 6 months)									X	

Delta Plus: projects with more....

8,4

To do: better goal clarification

9,6

Training

	1	2	3	4	5	6	7	8	9	10
	Does not fit					fits very well				
Rating							x			
best value (last 6 months)								x		

6,8

8,1

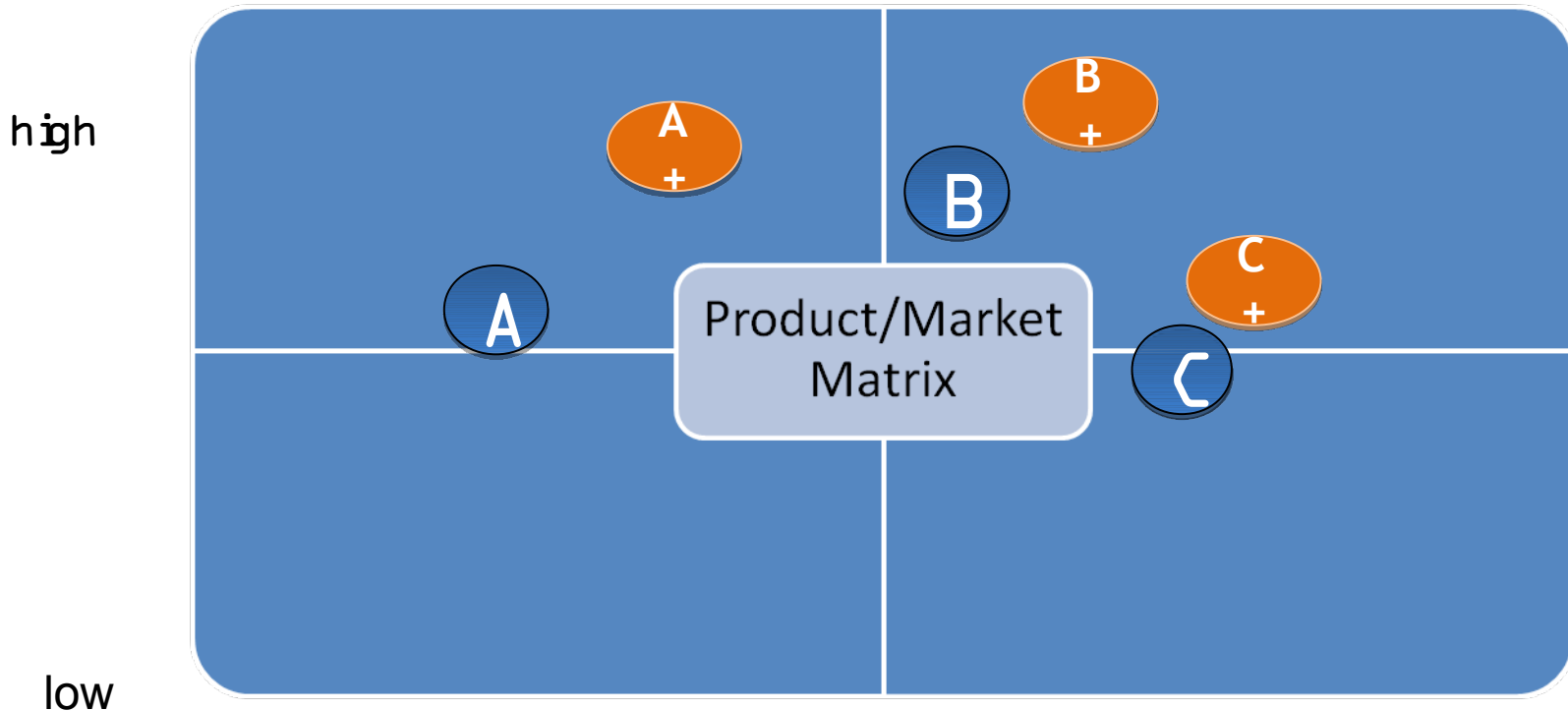
Perspective to develop

	1	2	3	4	5	6	7	8	9	10
	Does not fit					fits very well				
Rating							x			

7,8

Strategic Management: Portfolio Analysis

Profitability, ...



Market

Share...
Abbildung 2

high

LF-Analysen von Unternehmensergebnisse

And what about „Identifying Positive Aspects“ in the area of Hard-Data Management dealing with hard facts and figures (like a reduction of turnover)?

Product	Budget Juni	Actual Juni	+/- abs.	+/- in %	Budget YTD	Actual YTD	+/- abs.	+/- in %
"XY"	31,0	20,6	-10,4	-33,5	168,8	104,6	-64,2	-38,0

Retooled-Analysis

- Visualise difference and focus on the details what is different when it is better

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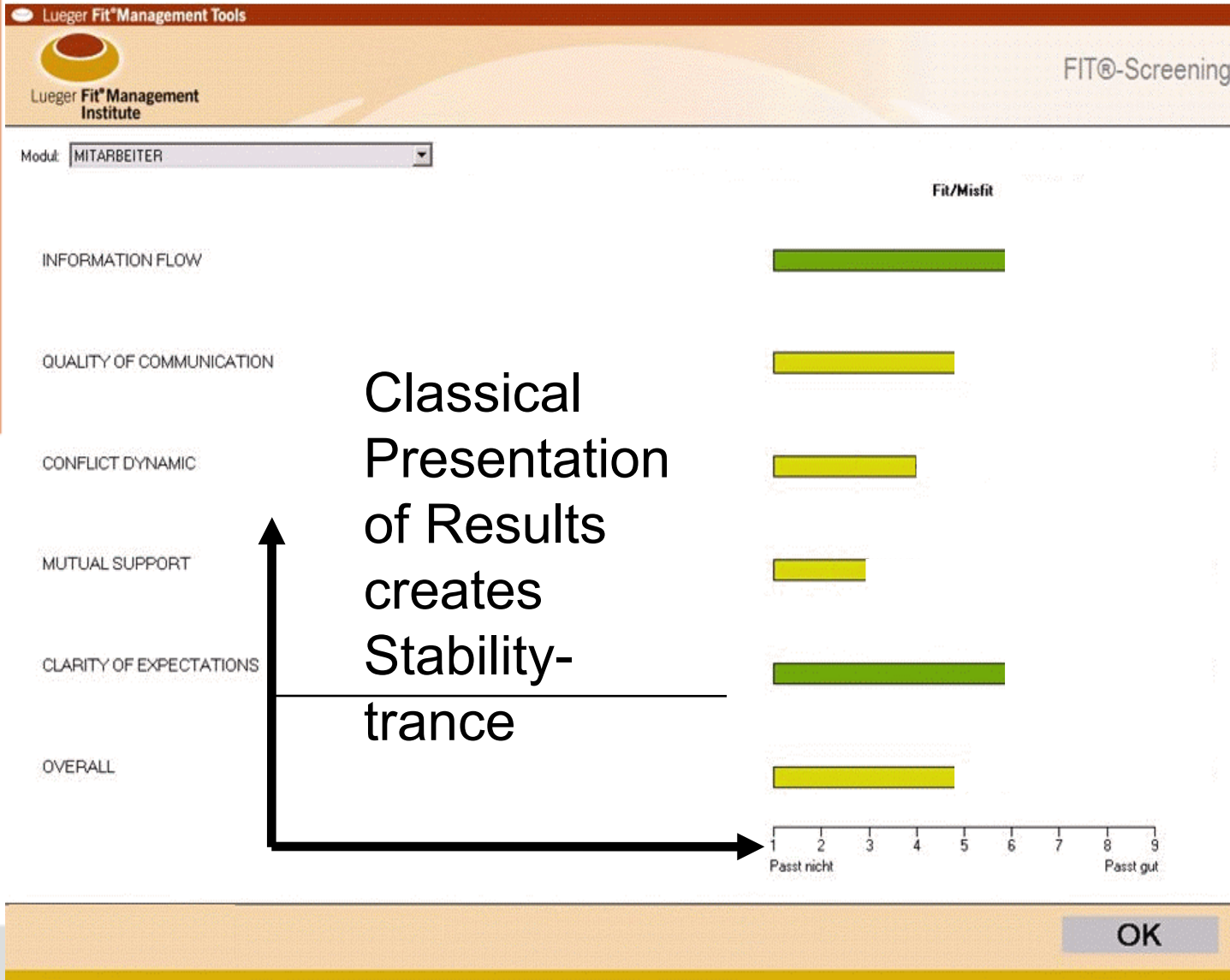
- Reframe information by not focusing what is absent but
- Focusing what is already there (little success)

Produkt "XY"	Jänner	Februar	März	April	Mai	Juni	YTD	Tot. 07-12	TOTAL
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Actual	11,7	12,0	17,4	22,8	20,1	20,6	104,6	204,0	308,6
Realisierung in %	46%	45%	64%	81%	66%	66%	62%		83%
Delta Actual / Budget	-13,7	-14,5	-9,7	-5,4	-10,5	-10,4	-64,2	0,0	-64,2

You get a different starting point for talking about problems without training people by the different logic of information

Product	Budget Juni	Actual Juni	+/- abs.	+/- in %	Budget YTD	Actual YTD	+/- abs.	+/- in %
"XY"	31,0	20,6	-10,4	-33,5	168,8	104,6	-64,2	-38,0

Classical Results of surveys



Modul: MITARBEITER

Fit/Misfit

INFORMATION FLOW

QUALITY OF COMMUNICATION

CONFLICT DYNAMIC

MUTUAL SUPPORT

CLARITY OF EXPECTATIONS

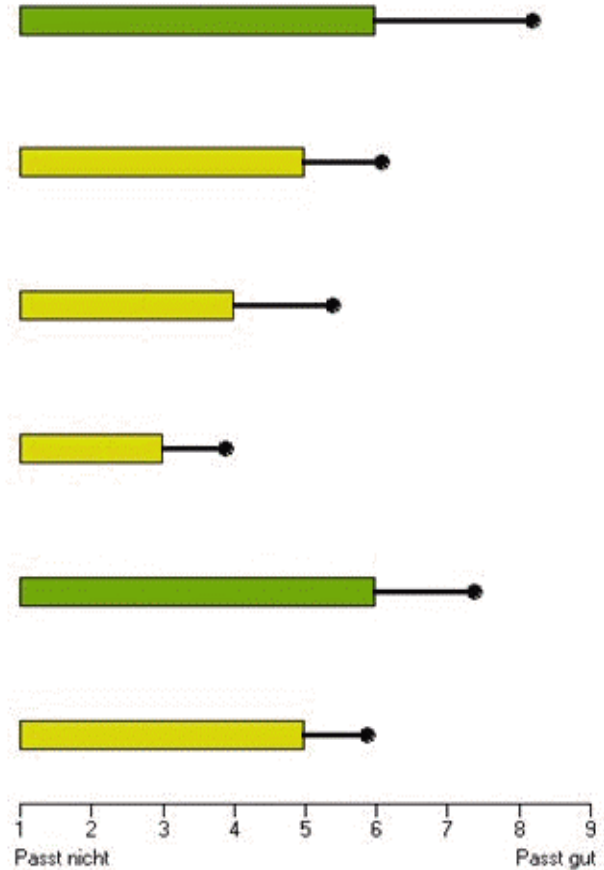
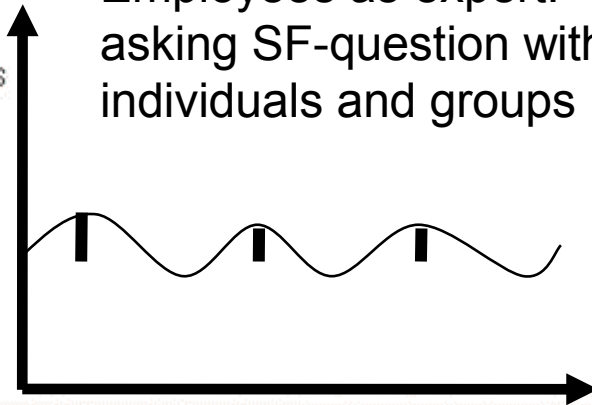
OVERALL

Principles of SFA-Survey:

Visualising and Focusing on positive. Differences

Focusing on Interaction by using interactive language

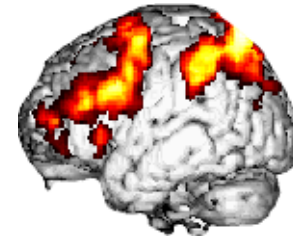
Employees as expert: asking SF-question with individuals and groups



Background of Retooling



RETOOLING



We cannot see,
what we can't
see

The enourmous **loss**
of positive aspects and
potential

The **Positive** is that
there is ALWAYS a
positive Difference

Publications

- Lueger, G. / Korn, H.-P.(ed): Solution-Focused Management, Rainer Hampp Verlag 2006, info: <http://www.korn.ch/sol2006/remainings/bookinfo.pdf>
- Lueger, G.: Solution-Focused Assessment: New Ways of Developing HR-Instruments, in: Lueger, G. / Korn, H.P. (eds.): Solution-Focused Management, Rainer Hampp Verlag, p. 203-212
- Lueger, G.: Solution Focused Rating (SFR) - New Ways in Performance Appraisal, in: McKergow, M. (ed.): Organisations and People 2003, Vol. 10, Number 4, p. 34-41
- Lueger, G. / Steinkellner, P.: Solution-Preventing Tools and Solution-Supporting Tools, AoM-Conference in Vienna
http://www.iff.ac.at/oe/full_papers/Lueger%20Guenter_Steinkellner%20Peter.pdf

Publication List and answers for further questions

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