

Welcome to Our Workshop

„Solution-Focused Micro-Skills in a Macro-World”



„SF Micro-Skills in a Macro-World“

What are you curious about?

Warm-up mix-and-mingle:

Walk around and chat with a colleague (or two or three) about the questions above.

Why did we start the Macro-Analysis Study Group? Susanne

What do SF practitioners do to foster “macro-change”?

„**macro-change**“? – large-scale change, involving

- large groups of people (definitely beyond the Dunbar# of 150)
- High diversity & complexity
- Deep change: transformations rather than small adaptations
- Organisations & their ecosystems – looking beyond organisations

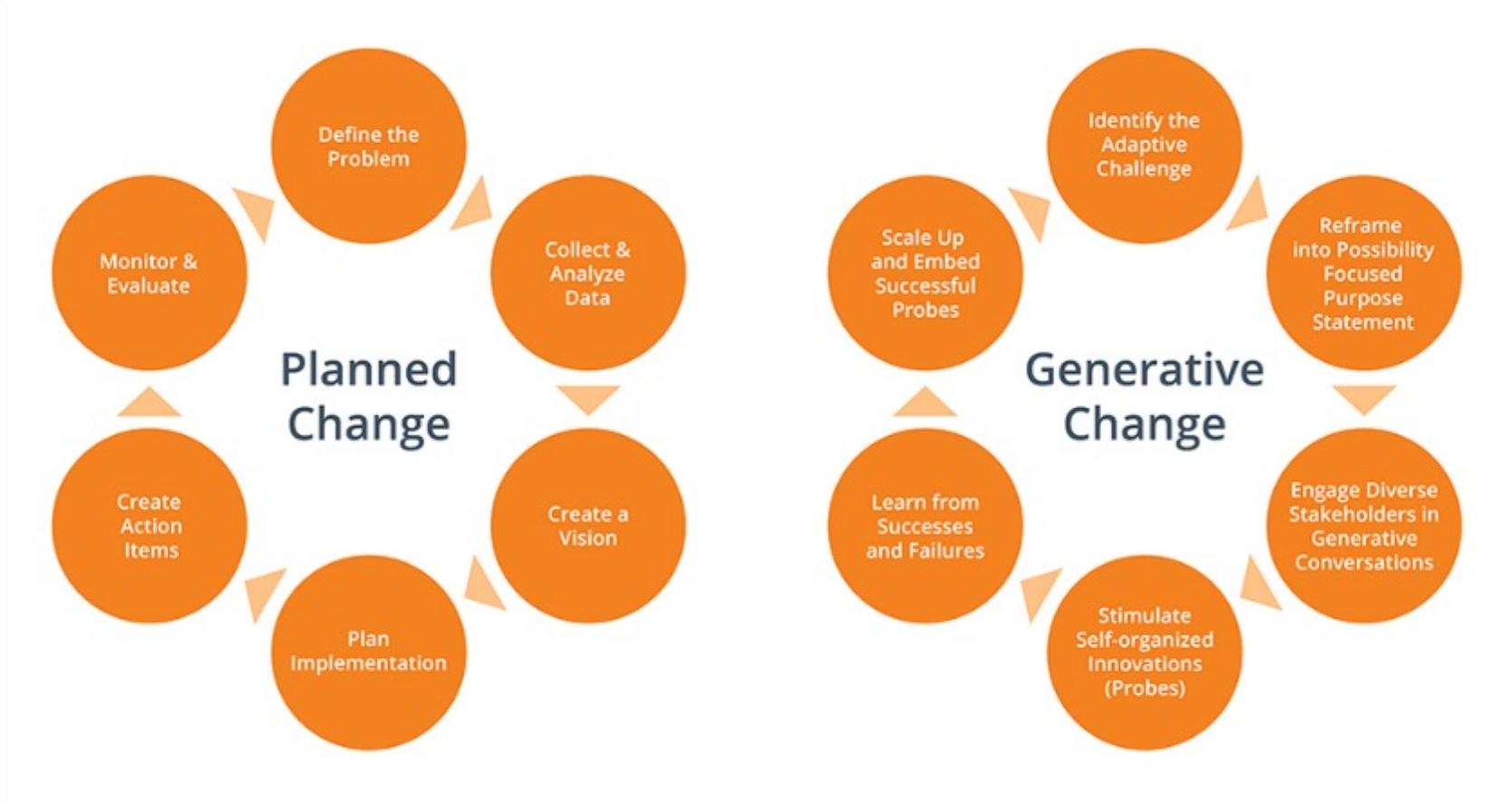
What **impactful practices** – things we do that work – can we identify?

- Reflect individual practices, tell case stories, compare notes
- Distil our learnings, share, ask for feedback

We are curious about your ideas and practices!!

**What do we associate with
“SF Micro-Skills in a Macro-World”?**

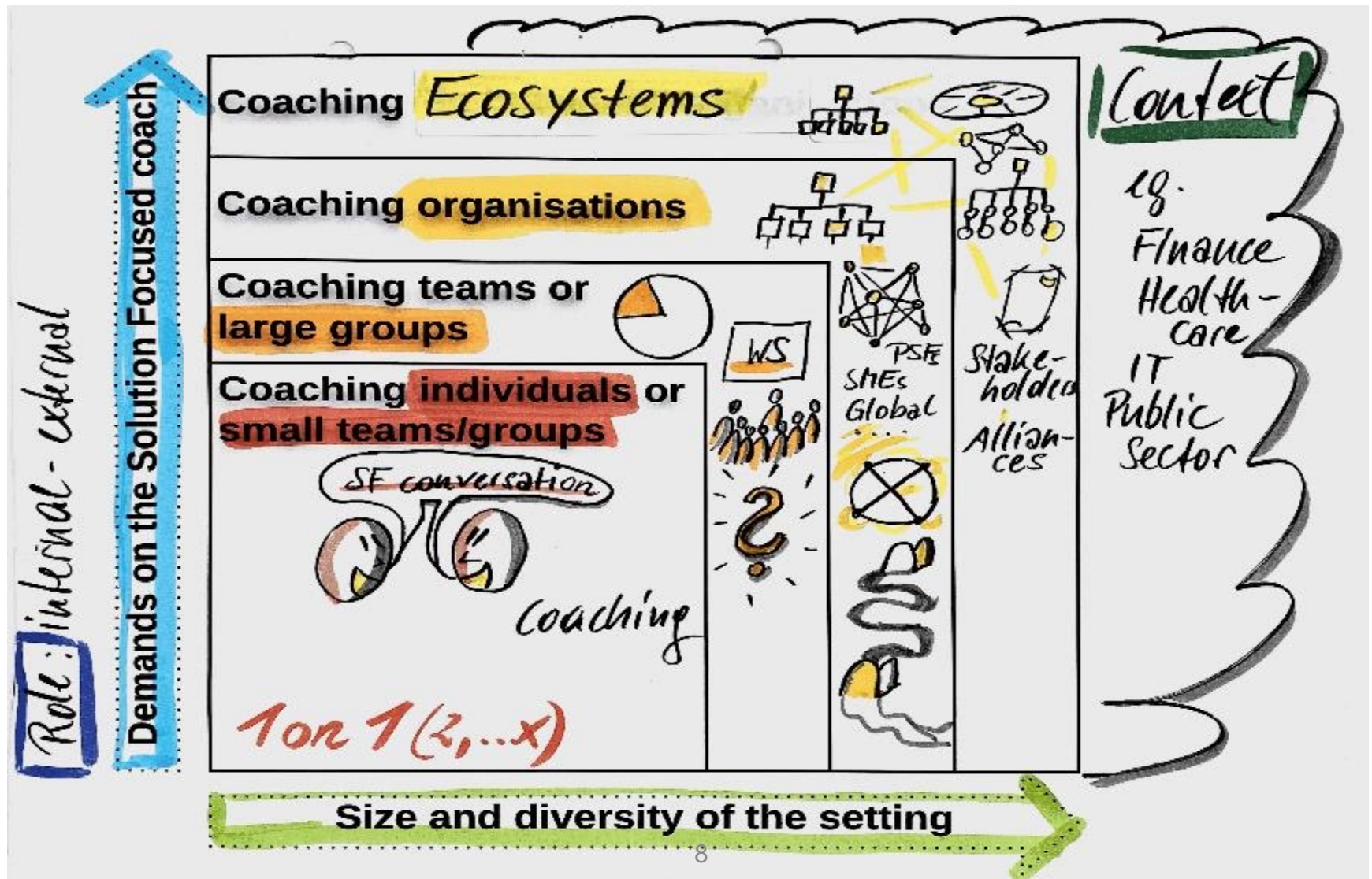
Mark: Diagnostic (Planned) vs Dialogic (Generative) OD



Anton: Dream work makes the team work



Susanne: Nudging change at all levels - „SF Fractal“ – „Way of Being“



Groups – Micro-skills in a macro-context - Anton

- In groups of 3. 10 min.
- Imagine yourself working in a macro-context:
 - What do you hope to keep on doing that has been working well for you (in a micro-context)?
 - What would you be doing differently?
 - What else do you think could work well?

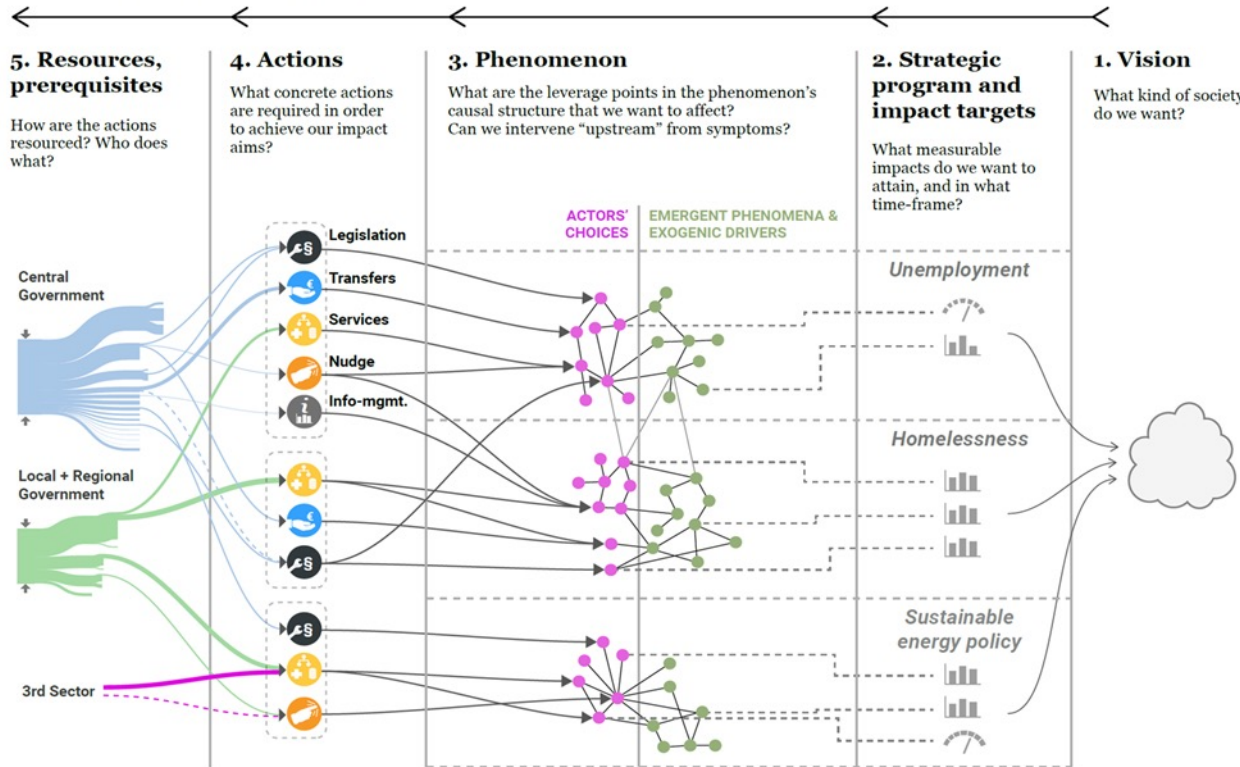
Video Jonas

Jesper

Marika: Who completes your thinking?

Phenomena-based Government

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What can we do, looking at others?

- Who is solving/interested in the same problem/change/issue you are?
~ Inside organisation/team, outside, networks, other?
- Who completes your thinking?

**Susanne´s Case:
Transformation & Strategy
in an international Financial Services Group
operating in CEE, SEE and CIS**

Cast of Characters

- **Karl King:** Board Member for „Big Business Clients“ in an international financial services group active in 16 countries
 - **Nico North:** his executive assistant and my co-coach
- **Division Heads in Austria:**
 - Ingrid: Head of Payment systems, very hard-working
 - Harald: Head of Finance 1 – “eminence gris”
 - Johann: Head of Finance 2 – a very polite Gentleman,
 - Martin: Strategy head for the „Big business“-division
- **Board Members in 16 countries:** all responsible for „Big Business“ in their different countries
- **45 Middle managers** in Austria
- **500+ Staff members** in Austria, (approx 5.500 staff affected in the region, out of 17.000 staff overall)

„Really quiz him!“

“I know you can't give me a solution either.
But maybe you know a way forward how we
can at least make a start sorting out all these
problems.”

From an 8-Page Problem Map To...

The Intention In a Nutshell

To **optimize our business model in an evolutionary way** in order to even more effectively **serve our customers** both at a local and **jointly at a groupwide level** and in this way deliver sustained business results year after year.

A Joint Process

In order to achieve this, I would like **to start a process together with you** to shape up our **organisation** where needed so that it can be **at it's best**. I invite you all **into a dialogue** about how we can seriously tackle the issues that may hinder us today, and explore some potentially unknown opportunities for our successful future.

From ... to...

**Brilliant soloists serving
separate local markets**



**Playing together to make use of
group-wide business
opportunities**



Preparing a home for solutions to arise.

Step 1: Workshop with Division Heads – April 2018

- What to keep as is?
- What to change?
- How to structure the process?
- Are you ready to be a host?



BMM Plenary with Division Heads and local BMs:

Individual work

- Q1. **What is working** in our current business model that creates most value for our customers and that we should therefore **keep as is**? (KEEP)
- Q2: What in our current business model **needs revision** and what should we therefore **tackle**? (The 3 priority topics for coordinated action in my opinion are...) (TACKLE)
- Q3: How should **a joint process** be structured to ensure maximum engagement and output? How would you like to contribute to topics that are of key importance to you? (CONTRIBUTE)
- Q4: Do you have any best-in-class initiatives **to share**? (SHARE)

Step 2: BMM – May 2018: Motto „Enjoy Shaping Our Successful Future Together”

- **Enjoy:** What did you enjoy most yesterday / this morning? (2’)
- **Shaping:** When did you last shape something really successfully? What was your part in it? What conspired to make it happen? (4’)
- **Our Successful Future Together:** What are your best hopes from this session? - Suppose we could make these three hours really matter for our joint future – what good outcomes are you hoping for? (4’, plus sharing in plenary)

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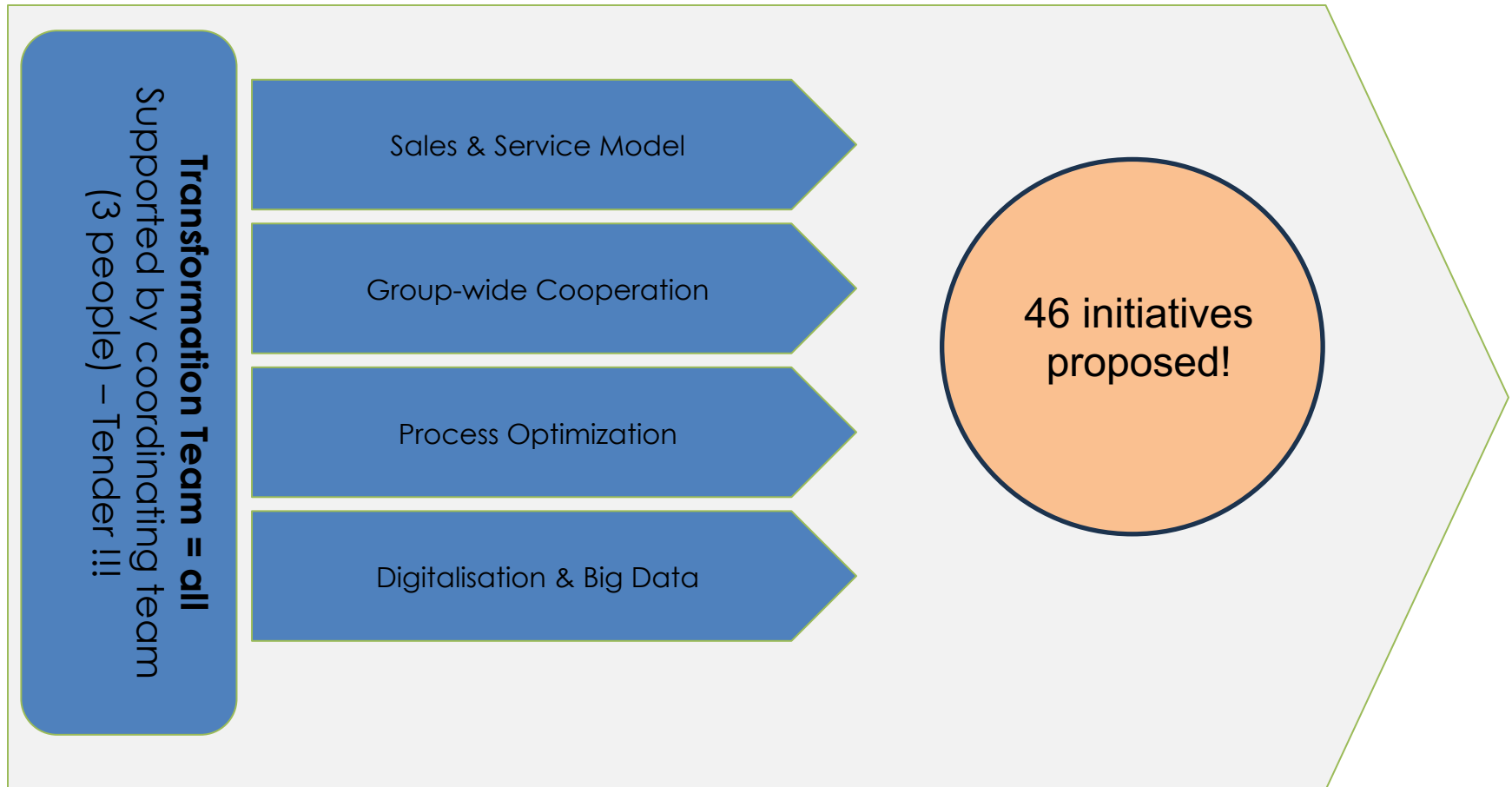
World Café: Looking Back From a Successful Future...

Suppose by May 2020 we had jointly managed to optimize our business model with regard to this topic in a brilliantly successful way:

- A) What would be different and better then?
- B) What small steps did we take in 2018 to get the ball rolling?



Summer 2018: Formation of four workstreams with 1 Div Head + 3-4 BMs each, involvement of local staff



From... to...

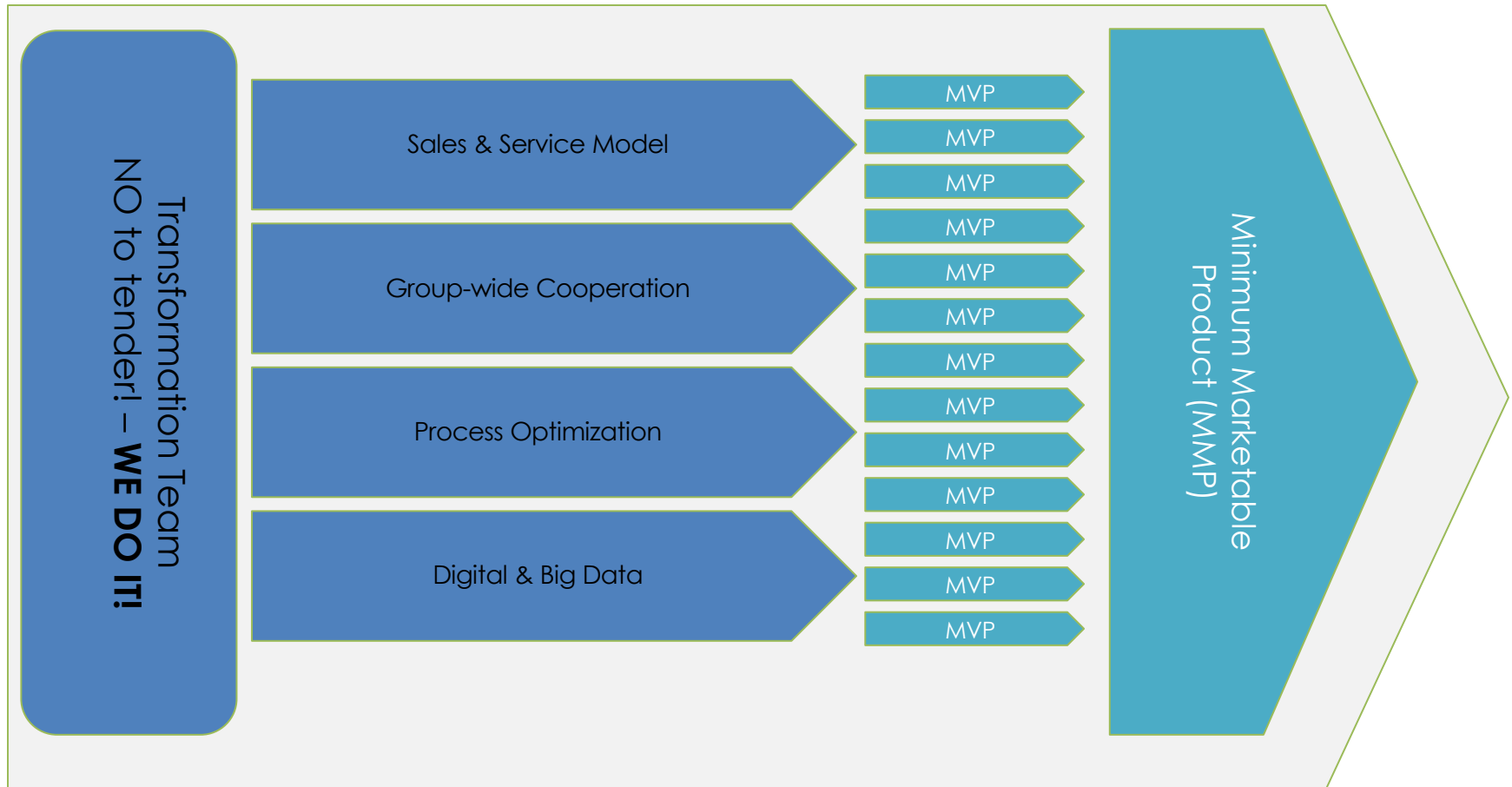
Big project-approach



Experiments



Autumn 2018: Defining experiments focused on group-wide priorities with strong impact



Summer to Autumn 2018

- Becoming friends with Rupert, an internal agile coach; Introduction of Agile concepts (MVP/MMP concept & Impact Map)
- **Oct: BMM**
 - „Speedboat challenge“: What „speedboats“ do we wish to send off? – out of 46 proposals 12 selected for joint and focused action
 - meeting in part jointly with Risk Division
- **Nov: BMM**
 - Workstreams report on progress so far, Impact Maps completed
 - **We will rock this!!!**
- *End of year: New Div Head Finance 2 (Lukas) comes on board and turns his division on it´s head*

Reflecting Teams: What did we notice? – Mark

Affirmation phase: for
example...

Feedback, dialogue and questions in the plenary: hosted by Marika

**How has your idea of “Micro-skills in a Macro-world”
been changed or challenged in the last hour?**

Cool-down mix-and-mingle:
Walk around and chat with a colleague (or two or
three) about the question above.