

# Scaling SF Coaching Tools to a Company Level



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***solutionsurfers®***

## SOLWorld 2025 CONFERENCE

15 - 17 May in Mechelen  
- Belgium -



[www.solworld2025.org](http://www.solworld2025.org)

# ACCREDITED SF ODD COURSES



## NATIVE IN CHANGE

10-DAY  
COURSE



ACCREDITED ORGANIZATION  
DESIGN PROGRAM  
ORGANIZATIONAL DESIGN COMMUNITY

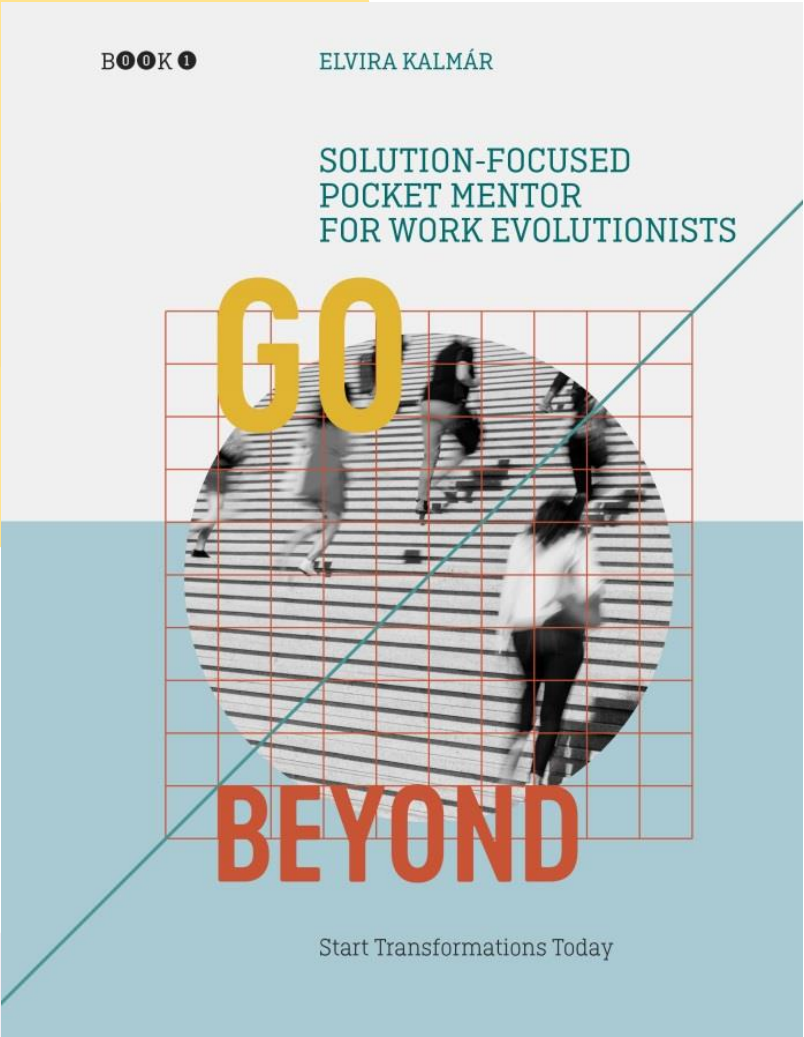
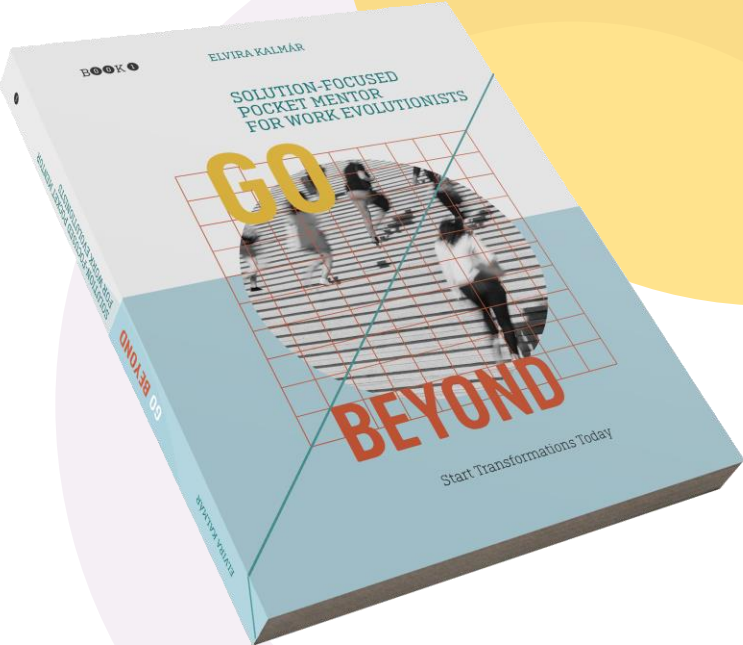
## MASTER IN CHANGE

3-DAY  
COURSE



ACCREDITED ORGANIZATION  
DESIGN PROGRAM  
ORGANIZATIONAL DESIGN COMMUNITY

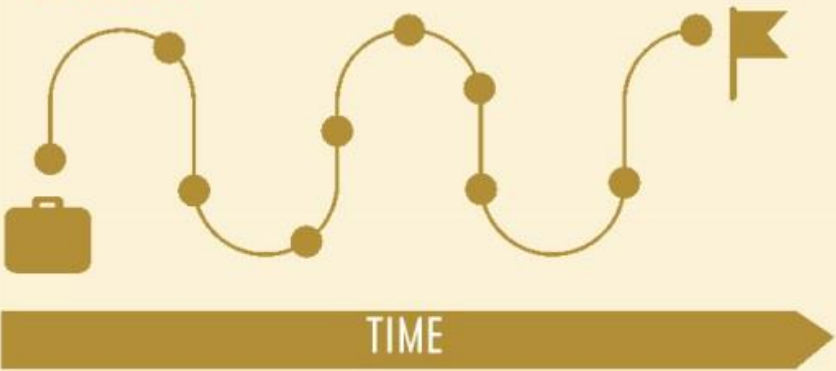




LET'S DREAM BIG:  
YOUR PERSONAL PROFESSIONAL  
PREFERRED FUTURE



LIFE PATH



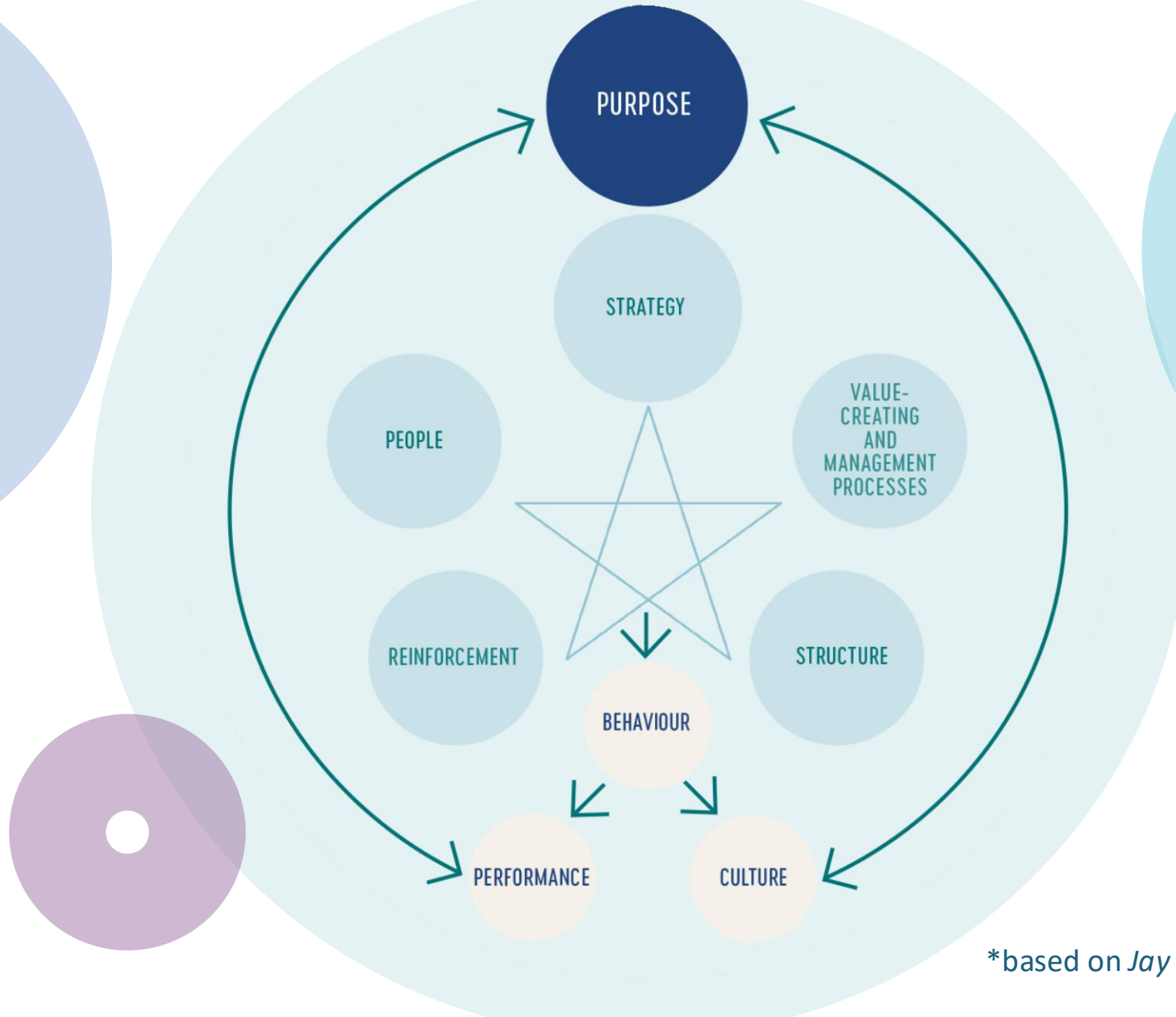
RESOURCES YOU HAVE COLLECTED ON  
THE WAY:

# ORGANISATION DEVELOPMENT AND DESIGN

The design of any organisation is the set of our valid (explicit and implicit) agreements about what work we need to do now and how are we going to do it.

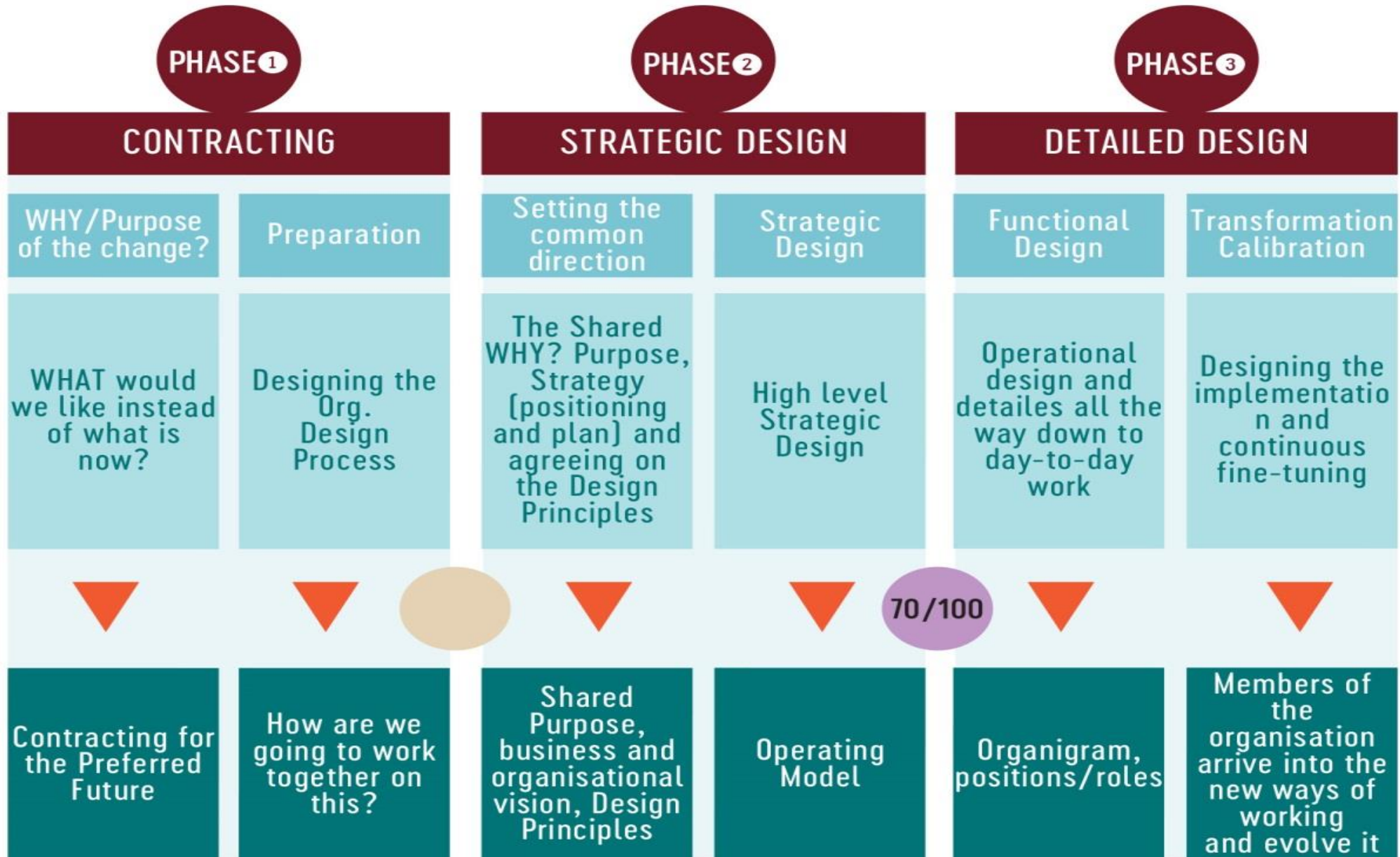
When we make new agreements, that is organisation development.

# THE FIVE-STAR MODEL



*\*based on Jay Galbraith's model*

# THE PROCESS OF THE SOLUTION FOCUSED ORGANISATION DESIGN



# OUR BELIEFS

## THEORY X

## THEORY Y

### ATTITUDE

PEOPLE DISLIKE WORK, FIND IT BORING,  
AND WILL AVOID IT IF THEY CAN

PEOPLE NEED TO WORK AND WANT  
TO TAKE AN INTEREST IN IT.  
UNDER RIGHT CONDITIONS, THEY ENJOY IT

### DIRECTION

PEOPLE MUST BE FORCED OR BRIBED TO MAKE  
THE RIGHT EFFORT

PEOPLE WILL DIRECT THEMSELVES TOWARDS  
A TARGET THAT THEY ACCEPT

### RESPONSIBILITY

PEOPLE WOULD RATHER BE DIRECTED THAN  
ACCEPT RESPONSIBILITY (WHICH THEY AVOID)

PEOPLE WILL SEEK AND ACCEPT RESPONSIBILITY,  
UNDER THE RIGHT CONDITIONS

### MOTIVATION

PEOPLE ARE MOTIVATED MAINLY BY MONEY  
AND FEARS ABOUT THEIR JOB SECURITY

UNDER THE RIGHT CONDITIONS,  
PEOPLE ARE MOTIVATED BY THE DESIRE  
TO REALIZE THEIR OWN POTENTIAL

### CREATIVITY

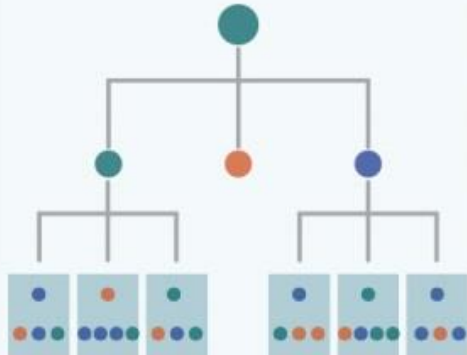
MOST PEOPLE HAVE LITTLE CREATIVITY—EXCEPT  
WHEN IT COMES TO GETTING ROUND RULES

CREATIVITY AND INGENUITY ARE WIDELY  
DISTRIBUTED AND GROSSLY UNDERUSED

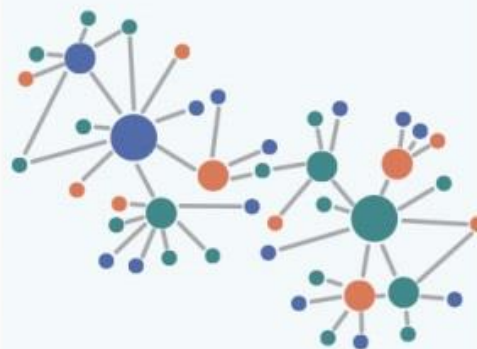
# PARALELL REALITIES

X

COMPLIANCE, POWER  
FORMAL STRUCTURE



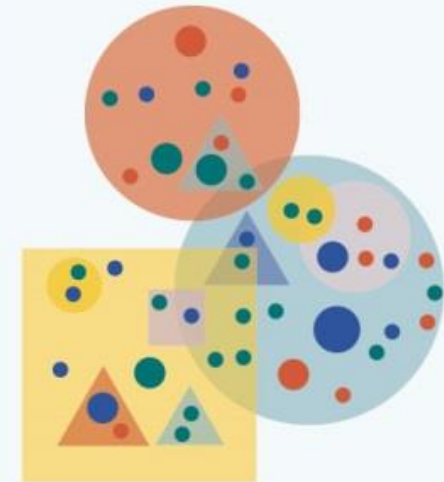
SOCIAL  
INFORMAL STRUCTURE



WORK / VALUE CREATION  
VALUE-CREATION  
STRUCTURE

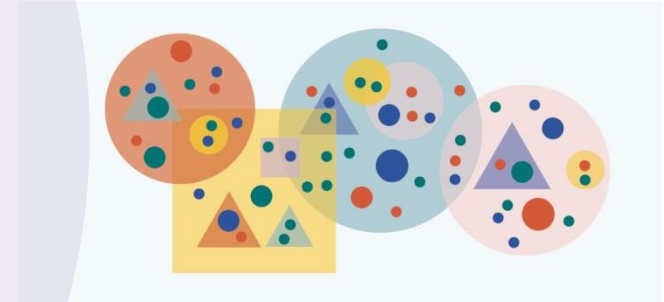
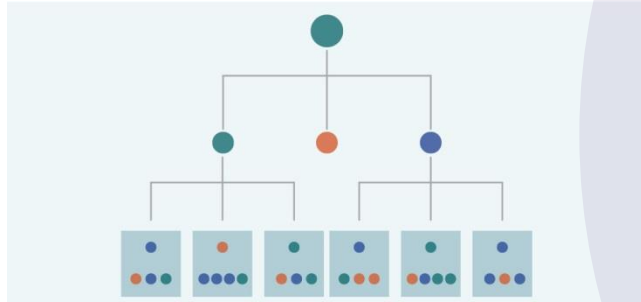


LEGAL STRUCTURE  
BUSINESS ECOSYSTEM



Y

# WHAT KIND OF PROCESS WE CAN IMAGINE



## TOP-DOWN DESIGN

## HIGH INVOLVEMENT DESIGN

Experts Decide and present to management who must then execute it

Management decides and then "sells" decision

Management seeks input from key others, makes the decision

Management defines boundaries and asks group to make a recommendation.

Management defines boundaries and asks a group to make the decision [often a microcosm of whole]. This group must then convince others

Management defines boundaries and asks those impacted to make the decision. Engages the Whole System in deciding.

System defines in calibrations way to do it- purpose and central coordinating mechanism harmonises the efforts.

EXPERT-DRIVEN

MANAGEMENT-DRIVEN

INVOLVING INTERNAL EXPERTS

LARGE-GROUP METHODOLOGIES

CONTINUOUS EVOLUTION

# THE FUTURE IS NOW!

What can we build on? What is already here from the Preferred Future? What have we done already?

DESIGNING a process that reflects and constantly stretches the mindset and represents the Preferred Future.

Supporting the evolution of a system is not a one-time act, but a (constant) process!

# Thank You !



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