

# Possibility Thinking Scenario Responses

OCTOBER 11, 2016 KITSAP BUSINESS FORUM (KBF)

## Scenario 1

You are a small business owner and one of your employees, Anne, is often negative, tired, stressed, and critical and tends to drag morale down. She often seems to be in a brain fog by about 3p daily, complains of headaches, and often needs to leave early from work. In addition, she often is quick to react to the slightest situation where you, her boss or another employee ask her to do something differently from how she thinks it should be done.

What might be going on for Anne?

What are the possibilities of how you might deal with this dynamic? Be specific.

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Flex time – start earlier in the day, eliminate afternoon fatigue. Direct conversation, offering help. Compassionate/supportive team assistance. Coaching and developing people. What, as a company, can we offer? Training needs – What are your work/life goals? How can we support you? Training resources. Right environment? Share space with someone else. Culture. Goal planning/training.

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Possibility Thinking – What might be going on for Anne?

- Ripple effect
- Why 3 o'clock – something going on
- Food – hungry
- Unbalanced work routine
- Used up energy
- Personal life mode/not at work
- Automatic thinking
- Unhappy
- What is she not looking forward to at 3:00?
- Stress

Solution

- Include her in decision making
- Huddle in the morning – set the day
- What drives her?
- Ask what's wrong or going on?
- Look at work schedule/end the day at 3:00
- Help her – she's valued in the company
- Ask more questions and why

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#### Auto-pilot

- Sleep – nap
- Health

#### Solutions

- Check in with Anne – by herself
  - Is she aware of what she is doing?
  - Change work hours – flex time
  - Health professional? Does she need help?
  - Coaching
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Health issues – offer time off for medical checks. Flex time – start earlier/leave earlier. Counseling – mental health issues. Exercise breaks for office – get blood and brain moving. Possible different job duties.

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Automatic behavior – think outside of her box. Health issues. Family situation – adjust sleep habits. Open up dialog – what’s wrong? Blood sugar issues. Coaching – pull Anne aside. Keep both eyes on the situation. Flextime – come in earlier if possible. Health issue – address and get needed assistance.

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Anne’s behavior is automatic. One-on-one initially – group setting to address how others are affected.

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No idea. Automatic – not checking in with self – think outside her box. Sleep – stressed, tired, not engaged, biorhythmic clock. Health issues – surrounding dynamic situation/family. 3:00 wind down time – what’s in her work? Health relations, honest with self/employer – positive consult. External – communicate. Flextime – early arrival. Coaching. Awareness – all her attention to situation.

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Have open discussion (build relationship) – encourage open communication. Be supportive – you seem stressed; offer to discuss; what can we do to help you? Focus on her positive behavior (not just what’s wrong) – positive rewards to encourage better behavior. Be sensitive – bud reminding what’s going on for team. Small business 5-10 VS 30-40. Too hard with 30 employees. Pick office team to befriend and support. Advise support available (support services). Bring in personality trait testing for office morale as a whole. Peer/team discussion to share how it affects them. Implement a walking break outside/fresh air.

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Replace her!!

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- Have a conversation with them

- Ask how to support them
  - Give little gifts and positive reinforcement
  - Be sensitive yet honest (accountability)
  - Team support / supervisor support
  - Bring in a wellness/coach/counselor
  - Employee assistance program
  - Let know support available to them
  - Listen in conversation
  - Personality assessments for groups – encourage group conversations – open up communications
  - Take breaks – permission to take time to reset – get outside
  - Peer conference – share and connect
  - As a leader – ask – how can I support or better help you?
  - Direct yet authentic, sensitive conversation
  - Companywide wellness initiative – helps with everything
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Maybe she doesn't like her job. Monica's Bakery team vision. Relationship building. Organizational theory.

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## Scenario 2

You are the CEO of your organization. You have rolled out your 1-3-year vision for your company. The response from your senior staff is lackluster. You can't find one person who seems to climb on board with your vision moving forward.

What are the possibilities of why your team was unimpressed? What are the possibilities of where you go from here? Be specific.

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1. Leave your idea and focus on a collaborative vision
  2. Get others input
  3. Interview the team and get their vision
  4. Ask are we on the same page
  5. Be open without ego and receive your team's ideas
  6. Understand the team's vision
  7. Create an environment of possibility thinking
  8. Find what fits.
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1. Call a group meeting to discuss

2. Get input from each individual
  3. Discuss ideas with each individual
  4. Compile ideas and discuss again as group
  5. Agree to common ground
  6. Discuss the eventual outcome for company
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Ask team for input. Excitement with change. Acknowledge your error. Ask for their vision. Identify common ground. Open to other's visions – non-judgmental. Collective vision. Purpose of vision.

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Find common ground. See it as a reason to deepen the conversation – one on one and give them an opportunity to contribute. Pull in 1 or 2 advocates. Remind of the mission and vision. Asking the team what they see. Include in the vision. Show flexibility in thinking. Getting outside the box. Question how I am interacting with my staff. And embrace continuity and communication with the team. Be a lot humble. Recognize that I have lost connection and use this as an opportunity to re-connect. And energy.

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Difference of opinions. Recap mission and vision. Find common ground. Confuse vision – long range goal. Mission – procedure, focus. Impact profitability and performance. Common interest.

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What if you want to talk to the junior staff instead? Ask the senior staff what their vision would be! Participative process. Get buy-in from senior staff. Go to coffee with them one at a time. Fire all the senior staff and replace them with positive thinkers. Ask the lackluster staff what they like, why and what they don't like and why. Have senior staff meet with their team to develop a vision. Looking for what it is that's shared among the groups.

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1. Don't come up with a vision without the team
  2. Tell me your opinions on what I'm lacking on getting to this point
  3. How to phrase the vision differently, ensure communicating clearly.
  4. Recognizing staff's feelings – ask staff what their vision is. Collaboration.
  5. Anonymous survey
  6. "Why is this vision not working for you?" (depends on your relationship with these people)
  7. Your relational collateral would affect their response
  8. Paraphrase what the staff are saying
  9. Breaking your vision down into smaller pieces. For you this would be the new now in the vision
  10. Steps to overcome obstacles along the way
  11. 1<sup>st</sup> year this goal, 2<sup>nd</sup> year this goal, 3<sup>rd</sup> year final goal.
  12. Be flexible to alter your vision for the unexpected
  13. Team engagement
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### Scenario 3

You are a partner in a successful widget production company. Your partner wants to expand to other locations at a significant cost to the firm. You are more conservative and don't want to over extend the company financially. Your partner is adamant about wanting to grow and will do so at any cost.

What are the possibilities given the significant differences in desire, tolerance for risk, and expansion? Be specific.

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- SWOT analysis
  - Outside consultants
  - Dissolve partnership
  - Partner with other widget managers
  - Strategic compromise
  - Community needs (+ and -)

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- Capture the moment
  - Lost opportunity for the community
  - St-up a model for other locations
  - Outside collaboration with third party and teaming
  - Understanding of each other's motivation and relationship building

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- Negotiate a rate of expansion
  - Develop a plan to see the outcomes
  - Pay cash from 1<sup>st</sup> location to open 2<sup>nd</sup> location, then 2<sup>nd</sup> pays for 3<sup>rd</sup>, and so on
  - Target new markets – repurpose widgets
  - Consider acquiring another division location, leasing space, and equipment in another location
  - Find out where there is common
  - Bring in another partner with money
  - Mitigate the cost risk to maintain the partnership to where both are comfortable
  - One person buys out the other

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Negotiate rate/locations. Develop detailed plan – success level. Cash for next one. Market study for demand/analysis. Diversify product. Target new markets – expand solutions for widget. Acquire existing entity. Leasing space/equipment – balance risk. What are common ground? Unequal partners. Dissolve. Discuss fears. Separate entity.

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## Scenario 4

You are the newest member on a committee. It does not take you long to notice that the President, the VP, and the Secretary regularly bicker. You had heard that this committee had lost several members recently and you are beginning to see why. The meetings are often tension filled and rarely productive. You really love the organization and what it stands for, however you notice your frustration level growing. You think: I either have to stay on this committee and endure this, or quit like the others did.

What are your other possibilities? Be specific.

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- Personal VS business problems
  - Aware of tensions being produced – one being a mediator
  - Find each ones desires and passions and find their commonalties
  - Setting goals, finding one thing that all can agree on
  - Bring in professional facilitator – learning to participate and healthy boundaries
  - Mindset of patience and that it is a process
  - Changing roles within the committee
  - 1<sup>st</sup> talk to people smaller than you
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Find the point of breakdown – determine the root of the tension. Encourage conversation. Help define the roles of president, secretary, and vice president. Define an agenda and purpose for each meeting. Have clearly defined goals for the meeting. Focus on the greater good – why is everyone there? Provisional leadership for a season. Abolish hierarchy – make everyone a team. Intervention with a third party. Be bold – in the meetings share their observations. Present solutions once root of issues is identified. Outside activities to learn to work together. Have the courage to address the issues.

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- Hire (illegible)
  - Outdoor (illegible)
  - Mediator
  - Fire 3 members
  - Figure out commitment
  - Film them
  - Collaborate with another group
  - Send them to school
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- Try to understand why there is tension
- Talk with them to find the underlying issue

- Be a mediator and hold a meeting to address the issues
  - Once the issue is found, present several solutions
  - Re-instate why they are all here/passion
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Talk to members in conflict privately and then as a group. Bring in a mediator. Restructure the committee – no hierarchy. Create a provisional leadership team.

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Intervention with 3<sup>rd</sup> party to determine issue. Talk with each about their goals and find common goals.

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- Team building activities to better know each other outside of the committee
  - Mediate the situation by having a group discussion about what causes the tension and arguments between the committee members
  - Find root of the tension – decipher roles in the committee
  - Defined agenda for meeting and goals to get out of the meeting
  - Present solutions for when you find the underlying issues
  - Coach or mediator can talk privately and then collectively
  - No hierarchy – everyone is equal – set new ground rules
  - New team if needed
  - Share what you notice about the meetings with them
  - Share the vision – 1 common goal
  - Outside activities to learn to work together – adventure
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Ask to meet with the pres., VP, and secretary individually and ask open ended questions. Ask permission to bring them all back together to share insight and observations. Be bold – share what you notice while in meeting and ask their perspective of your point of view. Set context ahead for curiosity without judgement. Focus on the mission first before any of the scenarios.

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- Get them together; why are you here? Harness the passion
- 3<sup>rd</sup> party to be there and make observations
- What's going on? Meet individually to ask why the tension. Don't assume what's what. Take time to hear every person's story. Open up communication lines.
- Share my appreciation for their leadership and time commitment
- Why me? What do you need from me? Do you want me to do something to relieve tension and become more productive?