

# **Solution Focused Questionnaires (Coachulting)**

**SOL Session 21.05.2005**

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A very warm WELCOME to everybody!

COACHULTING – the success insurance!

Whenever a venture is critical or strategic for a company, minimizing risks and optimising the return on investment are vital. In any such case COACHULTING can be relied upon to set client and consultant on the road to success.

Many of the failures in the consulting field in the past have shown that the solutions implemented were nowhere near what the customer really envisaged. Often, they were in fact simply the pre-packaged solutions of a particular consulting company. Such solutions often therefore lead to many costly, additional and time-consuming efforts on the part of the customer to teach and show to the external consultant what the solution should actually look like – still often with disappointing results at the end.

To avoid just such disappointments, COACHULTING, by means of a three-phase approach, offers an effective and efficient way to lead a venture safely towards the success client and consultant both desire.

We are going to find out how, when and with which generic structure we are able to build a questionnaire in a SF way.

- **What?**
- **Introduction: „COACHULTING”**
- **When to use Questionnaires?**
- **What makes the difference?**
- **A generic type of SF-Questionnaire**
- **Conclusions / Discussion**

#### History:

In a training seminar on coaching with Peter Szabo and Louis Cauffman in Basel in 2002, a brainstorming session gave rise to the composite term COACHULTING. Louis encouraged me to use this term for situations where coaching and consulting go hand in glove and distinguishing between the two gets difficult.

After this I elaborated a lot on how I can generate value for my customers by combining my ability to provide coaching, consulting and training. So I gradually started to design the coachulting cube. I brought one element after the other into this final format, expressed in the coachulting cube.

#### Today:

I see Coachulting as a starting point for improving on the results of the only relatively "successful" project, which have a large part of ICT involved, of the past. The Coachulting Process leads to a steadily evolving, customer-centred and customer enabling process, leading the company to sound and sustainable solutions.

#### Aims of this workshop:

After the introduction the COACHULTING process, we will discuss, position and challenge the idea of building of SF-questionnaires which then results in a description of a generic questionnaire to be used for any body who wants to build a SF-Questionnaire.

# Project-Processes according PMI\*

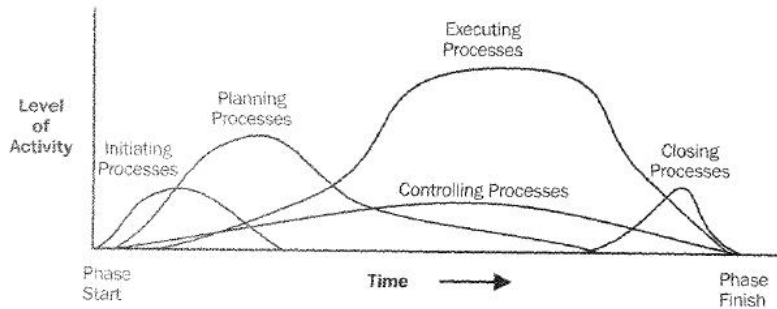


Figure 3-2. Overlap of Process Groups in a Phase

## ➔ What is the success-rate of change-projects?

\*) See [www.pmi.org](http://www.pmi.org)

How many Projects involving changes end in success?

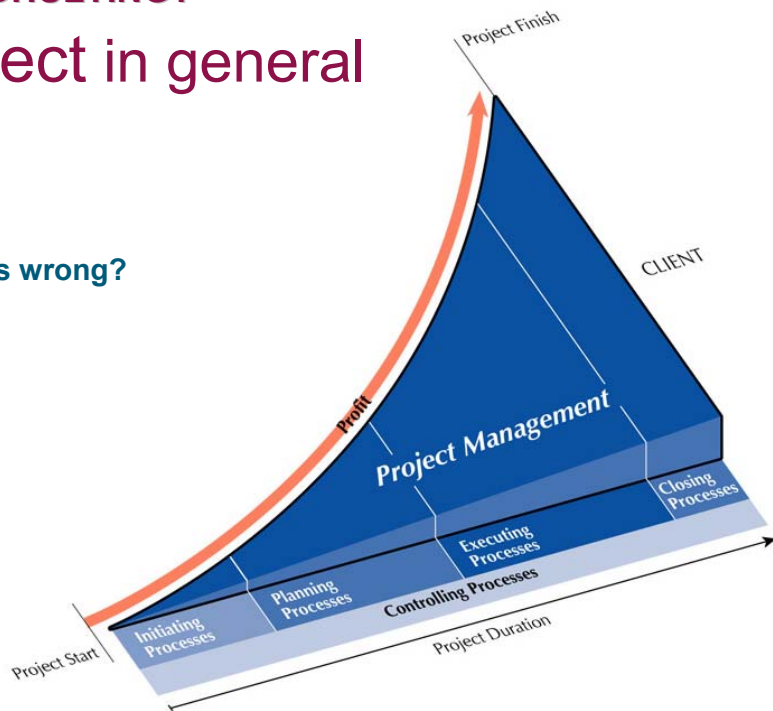
- 30% are successful (➔ > 80% of scope, on time, on budget)
- 40% need further improvements (➔ > 60% of scope, max. 30% behind schedule, max. 25% over budget)
- 30% complete failure (➔ <60% of scope, project failed or was stopped)

\*) Source: MoC-Study by ILOI in cooperation with IfB, Hochschule St. Gallen, 1998

## Why COACHULTING?

# A Project in general

→ What goes wrong?



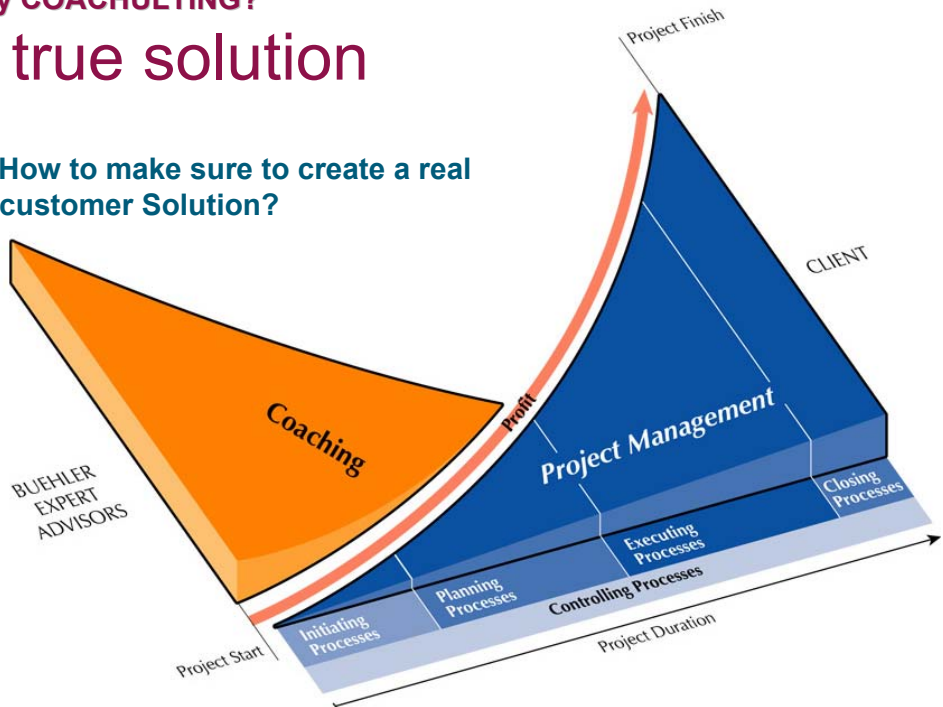
### What is often the case, even within very success critical projects:

- ▼ Unclear what the benefit of the project is and/or an unclear start of the project
- ▼ Success of the venture turns out to be at risk, but now risk management
- ▼ Missing support from Top-Mgmt. (political reasons)
- ▼ Missing Sparring Partner
- ▼ Potentials of teams and members are not taken into account
- ▼ In difficult situation solutions were hardly found
- ▼ Structured approach is missing
- ▼ Moving targets
- ▼ Dependency on key-resources which are constrained
- ▼ Project Mgmt.-job is perceived as a punishment additionally to the existing workload
- ▼ ....

## Why COACHULTING?

# A true solution

→ How to make sure to create a real customer Solution?



**It is vital to create the solution which fits to the customer and nothing else!**

→ **Solution Focused Coaching is doing it**

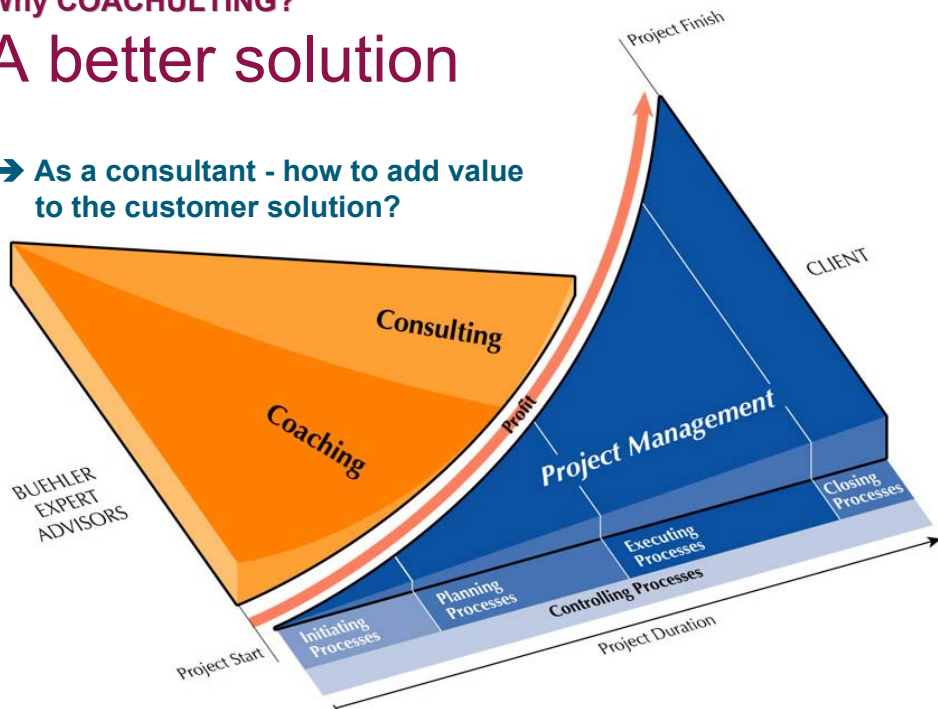
The customer is the expert. As this remains true, SF coaching is used throughout the whole process over and over again. But it is especially true in the very first phase of a venture which we call "vision & concept" and spans over the initiating and planning processes. Here it is a must to have the attention directed to the true values and needs of the company, so that the venture gets off to a well defined and healthy start. The challenge is to create the right vision, to be very precise in goal setting and to keep focus on the essentials during the conceptual planning phase.

In many cases, a very good process to achieve this goal is the **reteaming concept** of Ben Furman and Tapani Ahola from the Helsinki Brief Therapy Institute.

## Why COACHULTING?

# A better solution

→ As a consultant - how to add value to the customer solution?



## The consultant has to add remarkable and sustainable value to the solution!

→ Talents, know-how and skills of each consultant are adding value to the project

The Consultant is the expert. This is also true in certain situations which occur throughout the whole process. But it is especially true during the realization phase of a venture, when things are executed. The know-how to manage or implement things is often not available within an existing organisation. The chance to build up know-how to a deadline is sometimes unrealistic. So external consultants with specific know-how and dedication to the venture should enable the team to lead the venture towards success. Depending on whether the know-how can be used further, in any case where there is enough time to build up the know-how inside the company, an internal solution is to be preferred instead of using external personnel. In critical and strategic projects the availability of key know-how within the company is a prerequisite for sustainable success.

## Why COACHULTING?

# A sustainable solution

→ Does the Solution live up to its promise?



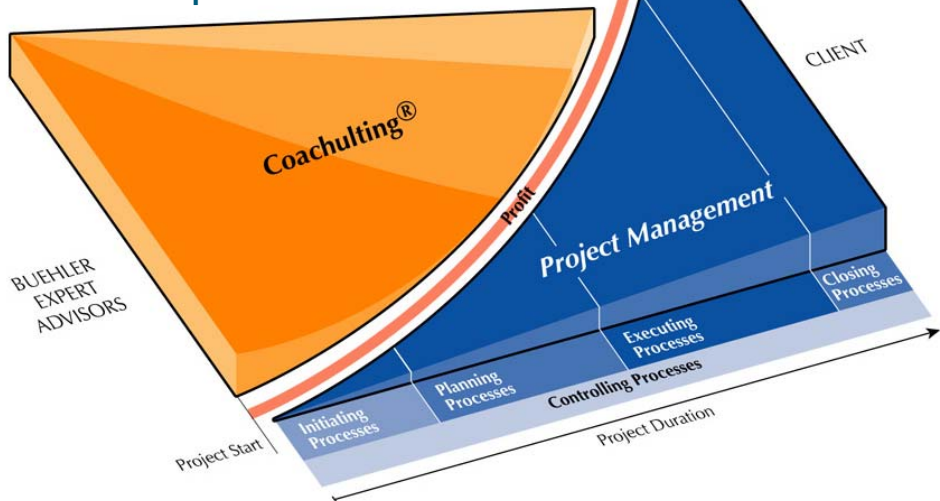
## The final end-user of the solution has to get things done!

→ A careful introduction and teaching phase to the end-user plus the post-calculation of the success means a successful closing of the project

On the job training: It is often the case that after a venture has officially finished a whole bunch of problems arise on the end-users side. It needs utmost attention from a specific person or a team to manage and solve these problems in due time. Users are in the "learning by doing" or "on-the-job training" mode and still need a lot of attention to master the implemented change. Of course on-the-job training situations are very common during all phases of the venture, but during the "Closing Processes" end-users need to adopt the new working practices, to achieve the efficiency promised at the beginning of the venture. It is also the time where the post calculation shows the value which was or was not generated with the project. This allows in addition to "sell" the success of a project to the management and sponsor not only when the new solution is first place up and running, but also after the final introduction throughout the company is established.

# Why COACHULTING? The Method

→ Three words packed in one!

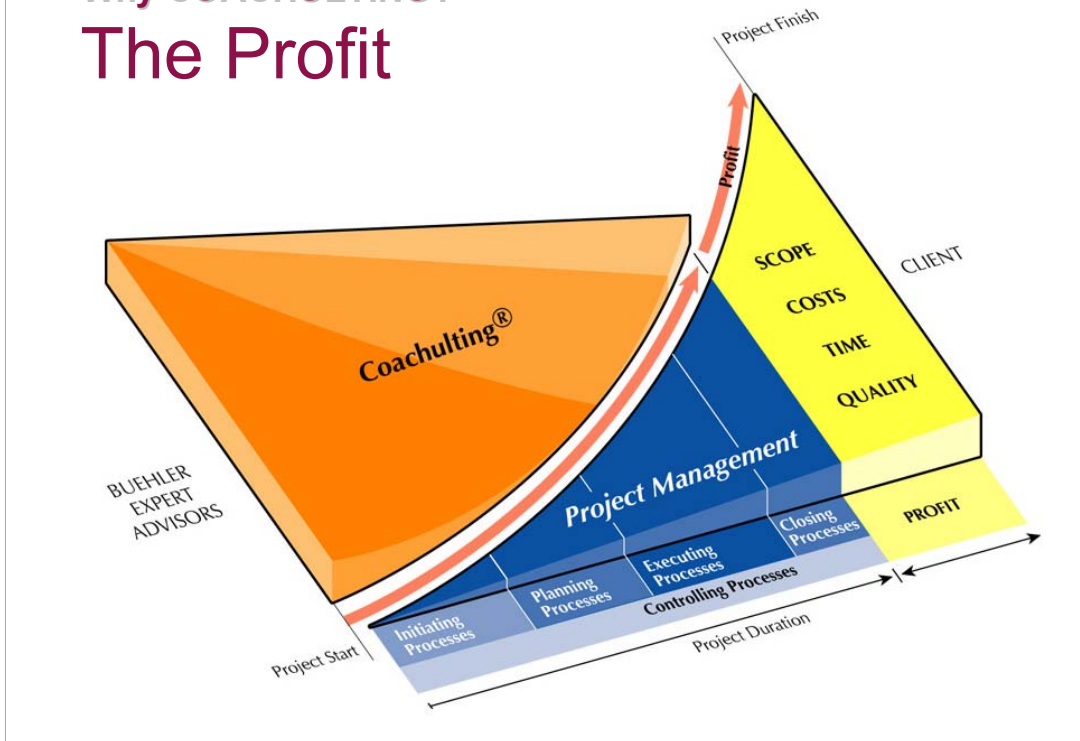


## In combining the words Coaching, Consulting and Training the new buzzword Coachulting is born!

- The term is already used in the organizational Coaching space in Switzerland and got some recognition. It is fun to explain it every time I use it. The name was brought in the first time to me from Louis Cauffman during my education in SF-Coaching-practice at the FHBB.

## Why COACHULTING?

# The Profit



### The final result.

In all four dimensions of a project we are improving with coachulding:

Scope: with the coaching approach we are sure to get the scope of the customer (right dimensions and priorities)

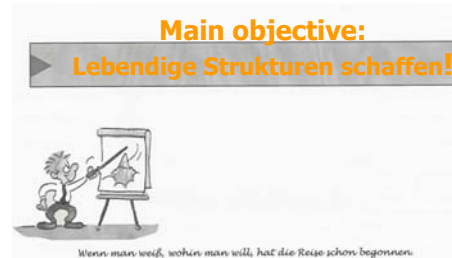
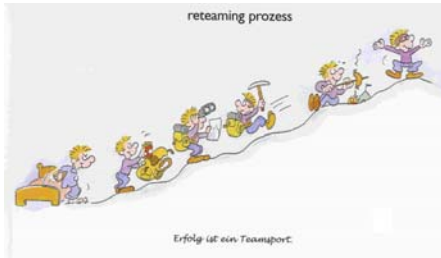
Cost: shorter duration of the project and less risk through coaching keeps costs lower

Time: more efficiency with a team which is committed, focused and the potential of each and the team is released – that means shorter time of delivery

Quality: higher quality through less errors, wrong decisions and time consuming Umwege

This is a measurable commitment of Coachulding!

# Why COACHULTING? Some elements



## Name - Symbol

**MIKADO**



Change the name of the game, and you change the game.

- NE Neuerer/Erfinder
- WW Wegbereiter/Weichensteller
- KI Koordinator/Integrator
- MA Macher
- BO Beobachter
- TM Teamarbeiter/Mitspieler
- UM Umsetzer
- PF Perfektionist
- SP Spezialist



Bei jedem Balkenpaar, repräsentiert der linke Balken die höchste individuelle Punktzahl einer vorhandenen Teamrolle. Der rechte Balken repräsentiert die Durchschnittspunkte des Teams

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An example shows some of the elements used within coachulting on a real life case, like re-Teaming of Ben Furman, Team-Assessment of Belbin etc..

# When to use questionnaires?

- **Acquisition phase**
  - Who is the right customer for me?
- **Initiating and planning phase**
  - Strategy definition, project setup, project assessment, gathering of requirements (work breakdown structure) ...
- **Execution phase**
  - Definition of progress, quality assurance
- **Closing phase**
  - Satisfaction survey, comparison requirements – results, lessons learned

# What makes the difference?

- **Elements used different in SF-Questionnaires:**
  - **Opening phrase**
  - **Acknowledging the problem but moving on with solutions**
  - **Visioning at the beginning**
  - **Including much more the use of resources**
  - **Open and future oriented**
  - **Scaling at any level**
  - **Quality and soft factors oriented**

Result of the exercise at the workshop

# A generic type of questionnaire

- **What has to happen ...?**
  - requirements, pressure points, obstacles, problems
- **What makes the difference ...?**
  - resources, strength?
- **Who else ...?**
  - Different views of stakeholders
- **Ready for change?**
  - achievements, what is already working, opportunities
- **Future achievements – results, abilities, actions?**
  - what would be different, how would it be, what would be needed, small steps and actions
- **How valuable was this session?**
  - Scale 0..10

Imagine we must prepare a questionnaire with SF Coaching questions:

-How would you start the session in a solution-focused way?

-What kind of questions help to build up, to strengthen the customer at a first place?

-How can we broaden the picture of the situation?

-What is needed to make progress?

-How can we find out about the readiness of change?

-How can we find out about the ability of change?

-How can we direct the customer to a design of his future and make it real for him

-How do you make sure, the customer has made progress and is

# Conclusions / Discussion

- **The SF way is very very powerful for all kinds of questionnaires!**