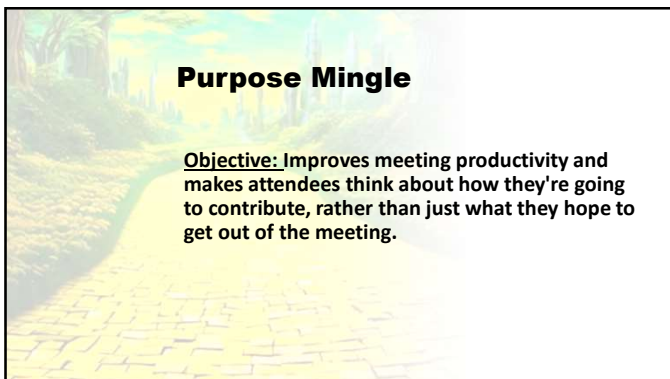




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How do people/organizations tend to respond to challenges?

4

How good is your organization at problem solving?

- Study of 106 C-suite executives
- Representing 91 private and public-sector organization in 17 countries
- 85% strongly agreed/agreed - bad at problem diagnosis
- 87% strongly agreed/agreed – this flaw carried significant cost
- Fewer than 1 in 10 were unaffected by the issue

Study by Thomas Wedell-Wedellsborg


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So, what's the problem?

- Move too quickly to solution mode without checking to see if the problem is truly understood
- Focused too much on the deficits that led to the problem

Good news!
Today we are going to learn an alternative.

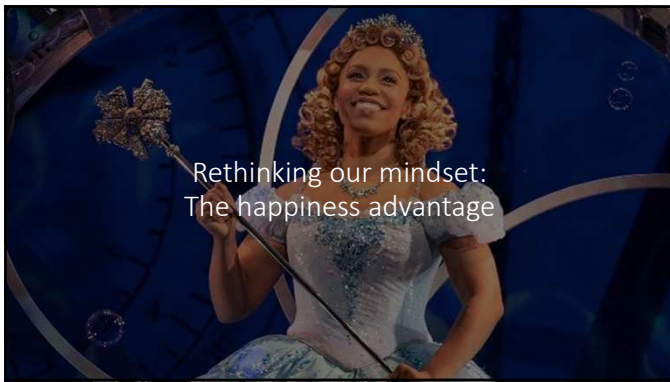
- Rethinking our mindset
- Reframing the issue



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And the survey says...

- A recent Gallup survey found only 13% of employees are engaged at work, meaning most working adults don't enjoy their work.
- By one recent measure, this costs US companies roughly \$450–\$550 billion annually.
- By having a positive outlook, you are nearly 10 times more engaged at work.



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More research results

- People who cultivate a positive mind-set perform better in the face of challenge.
- In a meta-analysis of 225 academic studies, researchers Sonja Lyubomirsky, Laura King, and Ed Diener found strong evidence of directional causality between life satisfaction and successful business outcomes.



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That outcome shouldn't surprise us.

- Research shows that when people work with a positive mind-set, performance on nearly every level—productivity, creativity, engagement—improves.
- Yet happiness is perhaps the most misunderstood driver of performance.



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If we want to increase happiness we need to make both mindset and behavior shifts

- The three greatest predictors of happiness are
 - optimism (the belief your behavior will eventually matter)
 - social connection
 - how we perceive stress (as a challenge or as a threat)



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Train your brain to be positive

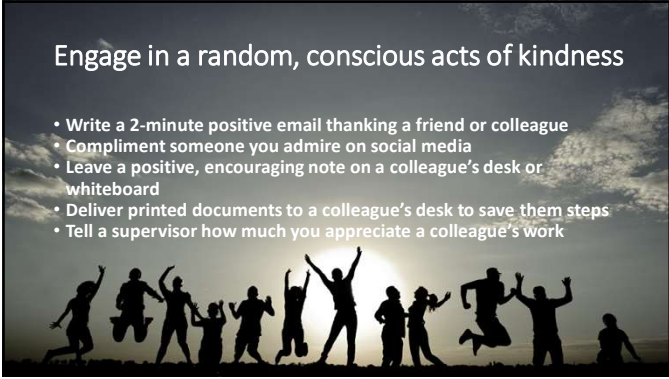
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Focus on Gratitude

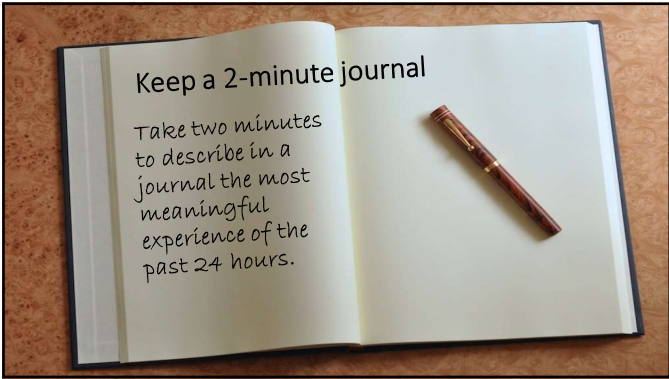
- Reflect on three things to be grateful for at work
- Write them down.



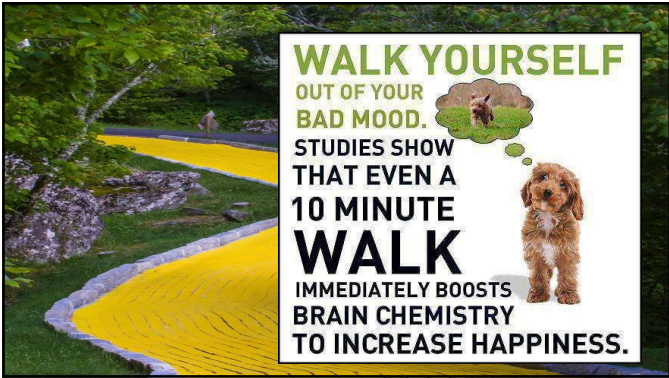
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Reframe the problem

Appreciative Inquiry
Asset Based Look at what we've got!!
Deficit Focused Look at what we're missing!!
© J. Logans 2012

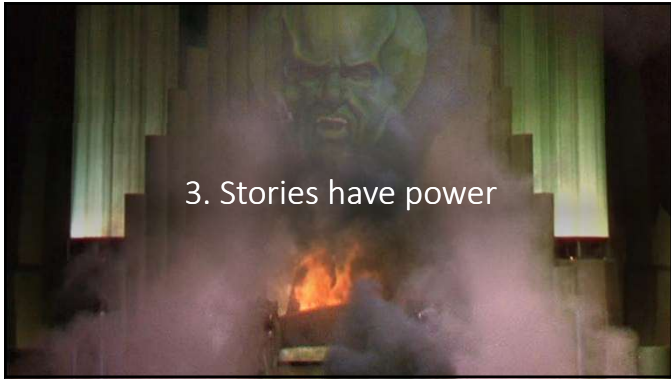
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1. We create our world through the language we use.

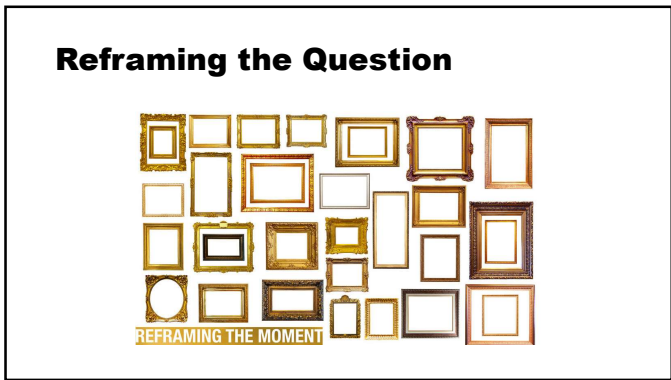
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2. Questions guide us – they are not neutral

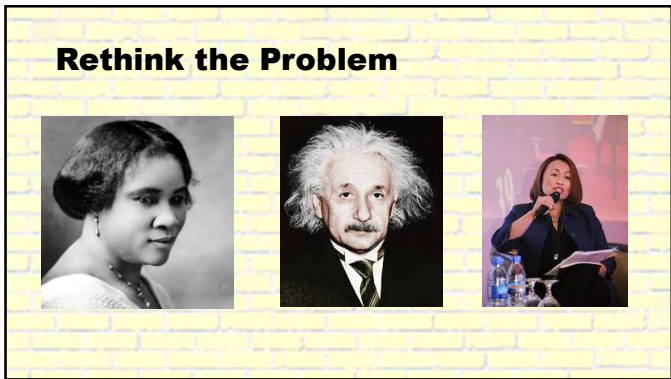
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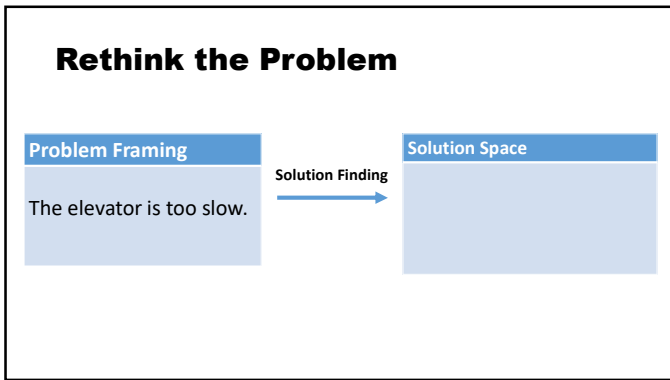
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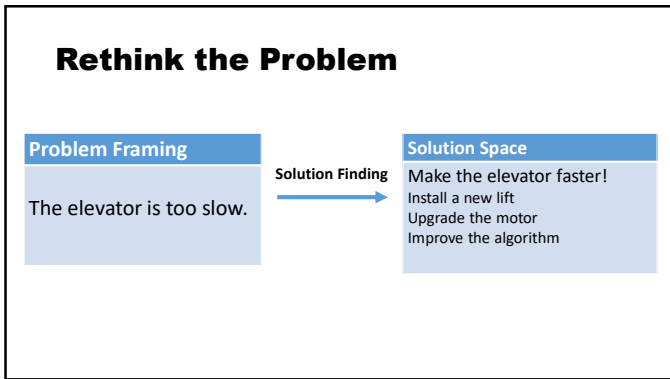
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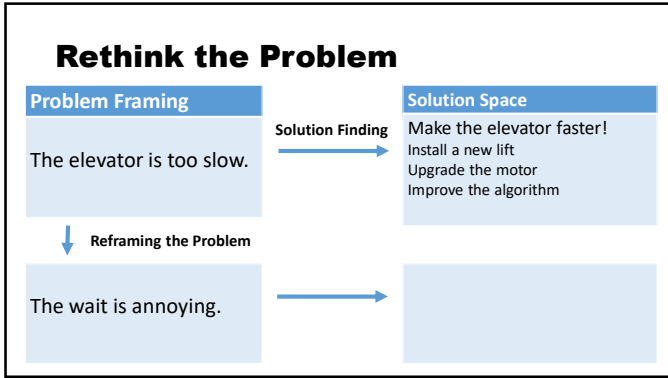
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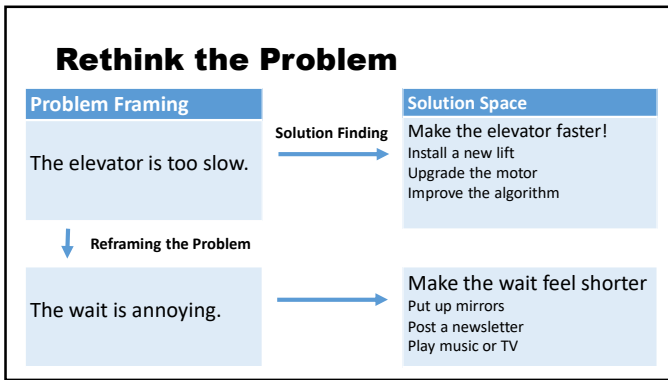
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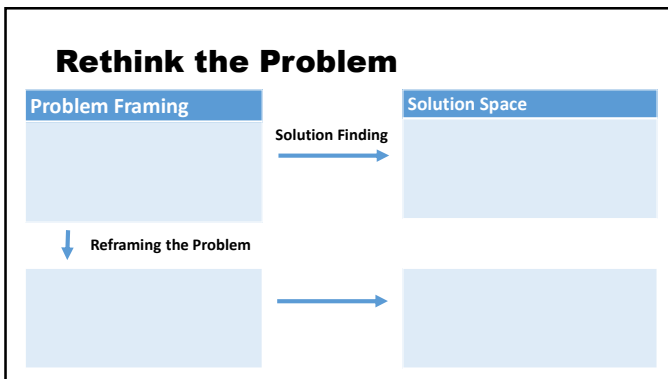
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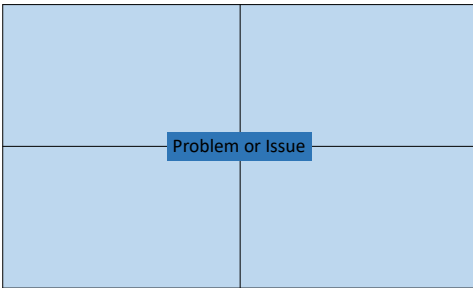
The Reframing Matrix Tool

- Created by Michael Morgan in "Creating Workforce Innovation"
- Helps you view challenges from multiple perspectives
- People with different experiences will approach problems in different ways
- Explore possible solutions they might suggest.



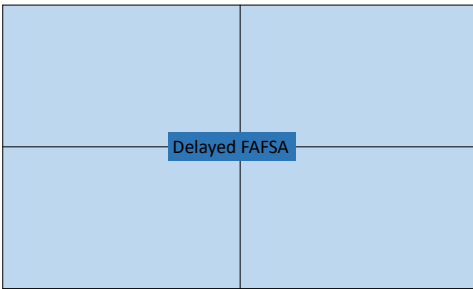
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Start with the problem



35

Start with the problem



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Decide on Perspectives



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Brainstorm factors

- Fill in the quadrants using the perspectives you select
- Involve others on your team
- Focus on one perspective at a time
- What is the problem from the point of view of that quadrant? How might that quadrant reframe it?



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Reframe

Student Perspective	Parent/Family Perspective
Administrator Perspective	Public Perspective

Delayed FAFSA

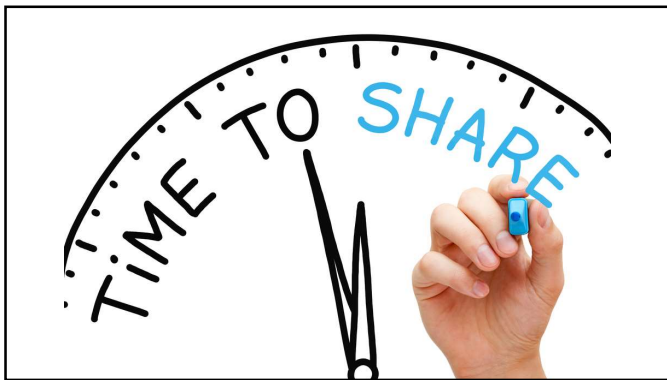
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Brainstorm bad ideas

- Intentionally brainstorm BAD ideas
- Gets the creativity flowing
- Easier to find new ideas
- Now... how would each stakeholder propose solving the challenge



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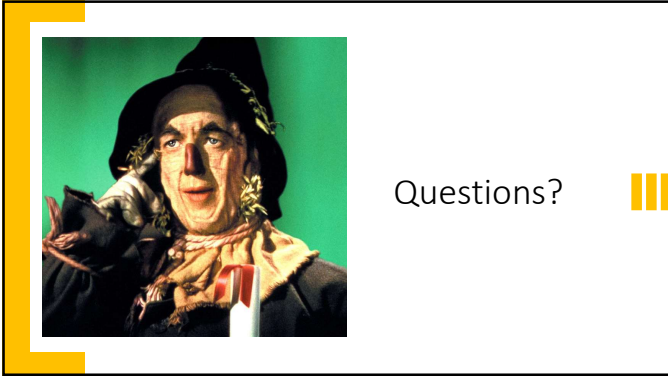
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Rethinking and Reframing

- Rethink your mindset
 - 2-min exercises
- Reframe the problem
 - Use an asset-based approach
 - Reframe the question
 - Tackle the problem from multiple points of view
 - Intentionally brainstorm bad ideas



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