

## Why

Using the knowledge and experience of co-workers to find solutions sends a clear message that entrepreneurship is valued.

## What

A 7-step plan starting with some disturbing or shocking facts and taking people along with you on the search for adequate and realistic solutions.

## How

Plan A: from problem to a supported and owned solution

Example:

### Step 1:

Analyze your vision/problem in terms of indisputable facts to show the situation cannot continue: last year we lost 6% of our customers when the objective was to increase customer numbers by 10%.

### Step 2:

STOP and check that you see this situation as a problem, do you? If not, why not? If you don't see it as a problem yourself, can you understand that it is a problem for the company as a whole?

### Step 3:

Formulate an output goal: the goal for next year is to increase customer numbers by 12%.

### Step 4:

STOP and check if this is a goal you really want to reach. Do you at least see the importance/necessity of achieving this goal for the company?

### Step 5:

Formulate the criteria that solutions must meet: we must work within our budget, values of respect, integrity and passion have to be respected, we have to see a growth of a minimum of 4% during the first quarter.

### Step 6:

STOP and check to make sure these criteria are suitable: are the criteria clear? Do you see the importance of finding a solution using these criteria?

### Step 7:

Create an overview of possible solutions, make a decision and make further agreements: let's brainstorm, what solutions can you think of?

## When

Whenever there is the time and space to allow people to find solutions themselves.

## Skills and necessary training

Plan A is part of Tigo leadership essentials training.

## Possible workshop exercise

Practice plan A by applying it to a particular problem.

## Critical success factors

A solution has not been decided on.

The time and space for co-workers to find solutions.