

Why

A lot of things are decided for people (roles, rules, processes, solutions, approaches etc.). In general, the message that comes across in an organization is we decide for you, you wait for a decision and then you execute it. It is crucial to give people as much influence and autonomy as possible to encourage entrepreneurship.

What

A 7-step plan to get support for a solution by giving people a say in the way in which the solution is implemented.

How

Scheme B: from a fixed solution to ownership and identification

Example:

Step 1.

Formulate the solution very succinctly: within a few months we are going to implement a new management performance system.

Step 2.

Make an inventory of concerns and make sure that they are clear and specific: do you have any concerns? What are they?

Please tell me, I'll make a list and later on we will have a look at them to see if we can find answers or solutions. What do you mean exactly? So, if I understand you correctly your concern is...

Step 3.

Add one concern yourself and/or acknowledge other concerns: I share a lot of these concerns. Me, I am especially concerned about the time it will take for all of us to get to know the new system.

Step 4.

Explain why, despite the concerns, you really think this solution is a good thing: there are concerns we have to look at, but I believe in this system because it is very simple, clear and really focuses on people's development.

Step 5.

Ask your team if they see something positive in the solution.

Step 6.

Have a look at people's concerns and together discuss if you can:

- Resolve them.
- Minimize them.
- Compensate for them.
- Accept them.

Looking at the list of concerns ask: do you see how we can deal with them?

Step 7.

Decide on actions and make a plan: so, what are we going to do, let's make an action plan.

When

When a solution has been formulated that could provoke a lot of resistance. Implementing plan B reduces resistance.

Skills and necessary training

Plan B is part of Tigo leadership essentials training.

Possible workshop exercise

Practice plan B on a particular situation.

Critical success factors

The willingness to allow some degree of freedom in relation to the implementation of a solution to give people the opportunity to find some answers to perceived difficulties.