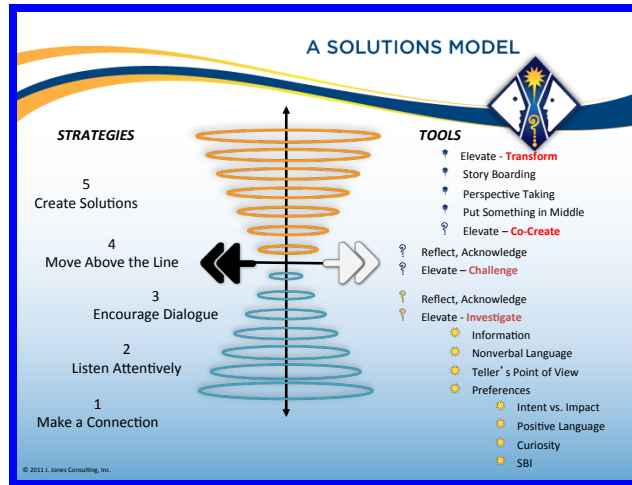


A Solutions Model (ASM) represents 3 zones in which leaders, teams or organizations operate. We spend most of our time in the middle zone, On-the-Line. The Line represents two positions, people, roles, work units, etc. Each has its goals at opposite ends of the line. We're able to spend most of our time focusing on our separate goals. Often, we cooperate and sometimes need to compromise. For example, "I have my projects, you have yours and sometimes we're on cross-functional teams working on joint projects that combine our talents."

When resources get tight, new leaders enter an established team, emotions rise, others disappoint us or stress mounts in an environment – it becomes more difficult to stay On-the-Line. Unfortunately, we typically drop to Below-the-Line where we start to criticize. Instead of focusing on our goals, we start looking at what's wrong, limitations, who's wrong. We blame others or the system and take on a philosophy of scarcity. When we address issues from this place, we tend to look for quick fixes that will make the pain (or the other party) go away and change the situation. Our desire is to get back to status quo. If that doesn't work, the conflict escalates along with negative emotions and destructive behaviors. We recruit others to join "our side." We step into a drama triangle by taking on roles of bully and victim – seeking a rescuer. Our intentions are good - achieve our goals – and the impact is negative on teams, the organization and ourselves.

The Solutions Model is a philosophy, a process and tool kit that enables leaders to move themselves and their teams from dysfunctional to functional. The ASM tools help teams and individuals build trust, have healthy conflict, commit to team and organizational goals, be accountable and produce consistent results. The outcome of the ASM process is greater than an individual could create on his/her own, has greater buy-in of stakeholders and is sustainable in the long-term.



Leaders will help their teams step off the drama triangle, move above the line to the Solutions Zone and learn to work collaboratively with others to co-create solutions. This zone is where the team looks at possibilities and options that will create sustainable solutions. They focus on what's right and explore multiple opportunities. In the Solution zone, they look to combine what opposing parties need in a new way to serve the greater good of the organization.

ELEVATE QUESTIONS

Investigate

What have you tried?
 What has worked or not?
 What kind of relationship/situation do you want?
 Could it be that . . . ?
 What parts do you agree with?
 What else happened? or Go on . . . or So then . . . ?
 Tell me more . . .

Challenge

What might work?
 What else might you try? What are pros and cons of those options?
 Is there another way to look at the situation/issue?
 What would happen if ...?
 What might be standing in your way?
 What's your part in this?
 What can you do?

Co-Creat – to generate solutions

What might some options be?
 What would success look like?
 What do you want to create?
 If you/we were to write a new, positive story, what would it be?
 What resources do you/we have to solve this?
 What possibilities do you/we see/have?
 What's the greater good?
 Where do we start?
 Who will do what, when?

Transform – build a new future