

Organisational Change

Interview with Dr. Peter Szabó, MCC Coach
Co-Founder of SolutionSurfers – Switzerland

As an executive coach Peter is specialized in brief coaching processes for leaders who seek sustainable results with minimal intervention. He works with top executives of international corporations and supports change projects all over the world. He currently consults projects for Lufthansa Systems in Budapest, Petronas in Kuala Lumpur, SAP in Heidelberg and for Andritz Hydro in New Delhi. He draws on 15 years corporate experience as lawyer, manager and organization developer.

What is organisational change? How do you see it?

Organisational change is something which is constantly happening anyway regardless or even despite of managerial change initiatives. The challenge is to identify and support existing change which already leads towards the desired direction.

If for example one department is all of a sudden outperforming other departments, it is highly useful to take note of such a positive deviant and elaborate the details of how it became possible so it can happen more often.

From your experience, what are the biggest mistakes that managers/CEOs make in times of changes?

From my experience the question asked above is not a useful question. In order to support change effectively learning from mistakes is a slow and less effective pathway than learning from and reinforcing what works well.

Effectively working solutions are highly individual and often unique to each organization and environment. Instead of

relying on general industry best practice I suggest to carefully observe in-house outperformers who hold valuable and fitting keys to specific successful organizational change.

You are a Master in Solution Focused Change. Can you explain what this concept/method is all about? Why is different from any other approach?



Allow me to use the metaphor of surfing. Surfers (waveriders) out in the ocean make highly elegant and effective use of powerful forward moving forces in ocean waves. They watch out for fitting waves, they spot the most promising one and then they speed up to catch that wave to ride along with it. It is an extremely simple process which by the way is also a lot of fun. Their way of moving forward is dramatically different from the continued effort of swimming towards a preset goal and also different from diving deep into discovering what may lie below the surface.

Likewise many other concepts dive deep into the problem, emphasize the gap of what is missing, and then come up with long and strenuous lists of necessary change.



Solutionsurfers stay at the surface, they elegantly utilize existing forward moving change towards the desired direction and they enjoy the speed and making progress.

What's the best advice that you can give managers to create and maintain a positive attitude for them and for their team during the change process?

1. Start your meetings with a round of "what worked well since our last meeting?".
 2. Collect success stories among your team members and curiously ask "how did you do that?".
 3. In your performance appraisals towards others take special note of moments of excellence and carefully inquire factors which made them more likely to happen.
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Give me 5 reasons why any manager should attend on 5th of June at your workshop, please. What benefits they would have?

First allow me to give one very good reason for managers why not to attend:

If what you do works well, please do not attend but instead just simply continue to do more of what works.

Despite this word of warning my workshops are mostly attended by managers who do a lot of what works well. They even come back several times although they already exactly know what the workshop has to offer.

What you can expect to walk away with is

- being reinforced to continue specific actions you take that work well
 - being eager to do more of specific details that seem particularly crucial to your success
 - and being curious to try out specific new things with a very clear idea of when and how you will start right the next day.
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Here you can find out details and registrate in Peter's Organisational Development Workshop – Bucharest, June 5th 2014