

**Solution Focused**  
**Abbreviated Sustainability Dossier**  
from the  
SOLWorld Unconference 2024

How might Solution Focus contribute to Sustainable Organisations?

Held 14 - 16 April 2024 at Land aan Zee Centre, Netherlands



Sponsored by Solution

Focus in Organisations



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# Land aan Zee - an exemplary venue for a Sustainability Unconference.

Annie Bordeleau, John Brooker and Marika Tammeaid - organisers

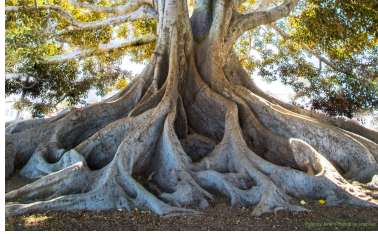
We selected the "Land aan Zee" venue for our sustainability Unconference because it exemplifies the essential principles necessary for nurturing balance and regeneration within individuals and the wider environment. This site actively supports personal growth and self-care, encouraging participants to be their best selves. It also emphasises the importance of community and mutual respect, providing a space where sustainable living practices are discussed and integrated into daily interactions. This holistic approach is vital for any initiative to rectify today's global imbalances.

Land aan Zee encourages sustainable practices through comprehensive community guidelines that promote environmental responsibility and social ethics. The venue emphasises the importance of mutual respect and care for the community and the environment, notably through its dietary choices. It offers only vegan and vegetarian options to raise awareness about the ecosystem's fragility.



Participants are involved in daily communal tasks like meal preparation and cleanup, fostering a collaborative and mindful living space. Land aan Zee also encourages using biodegradable substances to protect its independent waste treatment system, further ensuring that every aspect of a stay has sustainable living principles. This venue, therefore, acts as a catalyst, inspiring continued commitment to sustainability and care for our planet.

# Table of Contents



Exploring how SF Creates Sustainable Organisations is a broad topic. In our Unconference, we explored the following topics and have included them in this Dossier. SFiO published a synopsis and session output weekly through the summer in the InterAction Collection 2024.

<b><i>Land aan Zee - an exemplary venue for a Sustainability Unconference.</i></b>	<b>3</b>
<b><i>Reflections on the Sustainability Unconference - Bodil Mickels</i></b>	<b>6</b>
<b><i>Sustainable Solution-Focused Organisations to Change the World - Paul Z Jackson</i></b>	<b>8</b>
<b><i>Embracing Sustainability: How SF Can Revolutionise Leadership - Paul Z Jackson</i></b>	<b>9</b>
<b><i>The Loving Organisation - Haesun Moon</i></b>	<b>11</b>
<b><i>The interconnections between First Peoples Principles, SF and Sustainability - Annie Bordeleau</i></b>	<b>13</b>
<b><i>How might a sustainable Leadership programme look? - Ania Smolka</i></b>	<b>19</b>
<b><i>'The Power of 5' - Wendy van Den Bulck</i></b>	<b>26</b>
<b><i>Stealth Solution Focus Practice - Andrew Gibson</i></b>	<b>28</b>
<b><i>Talk with your children - Peter Röhrig</i></b>	<b>30</b>
<b><i>Seeing the connections - Netta Jakola</i></b>	<b>31</b>
<b><i>Good practices in the public sector - Lien Tettelin</i></b>	<b>32</b>
<b><i>The Mindsetter Game - unpacking - Annette Gray and Paut Struik</i></b>	<b>36</b>
<b><i>Antarctica and the Mindsetter Game - Annette Gray</i></b>	<b>37</b>
<b><i>Learning from frameworks - Sustainability and Change - Cathy Macharis and John Brooker</i></b>	<b>39</b>
<b><i>Best Year Ever - a process to improve sustainable organisations - Andrew Gibson</i></b>	<b>43</b>
<b><i>Actions from the Unconference</i></b>	<b>50</b>
• <i>Actions for Individuals</i>	<i>52</i>
• <i>Actions for Teams</i>	<i>53</i>
• <i>Actions for Organisations</i>	<i>54</i>
• <i>Actions for Networks/Ecosystems</i>	<i>55</i>
• <i>Actions for Society</i>	<i>57</i>
<b><i>Overall conclusions from the Unconference</i></b>	<b>59</b>

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# Reflections on the Sustainability Unconference

Bodil Mickels



How can a solution-focused approach help create sustainable organisations? This was the topic at the "unconference" jointly organised by SOL World and SFiO in Land aan Zee, Netherlands, in mid-April. Over thirty solution-focused coaches, organisational consultants, and trainers from various parts of Europe, as well as from Australia and Canada, pondered this question in a nature-rich environment, where the forces of weather also participated in the experience, offering both sunshine and warmth, as well as torrential rain, thunder, and storms.

The 'Unconference' programme is a collaborative effort created by the participants. The work is primarily done in 'open space' discussion forums, as proposed by the participants. This inclusive approach fostered particularly interesting discussions where solution-focused experts met with sustainability researchers and professionals. The focus was on finding a common language and way of working across theoretical frameworks and different practices, and above all: "How do we learn to listen to each other and build future organisations together?"

Representatives from various countries' public and local administrations, academia, private companies, and the third sector were present, making it a truly diverse and enriching experience.

The discussions started with a quest for a balance between social responsibility, environmental protection, and economic viability. The potential of a solution-focused approach to contribute to the sustainable development of our society, both in discussion and practical measures, was a key focus. The group's discussions strongly reflected the topics of a future orientation, 'one small step' thinking, creating a common language, and sparking and maintaining hope.

Many solution-focused methods offer excellent ideas to facilitate and create space for various events, training, and meetings considering sustainable development. However, this approach is not just about methods; it is a way of thinking, which strongly includes the skill of sufficiently listening to a variety of thoughts and languages when discussing sustainable organisations. It is, therefore, essential to honestly believe in people's agency and ability to find solutions, listen appreciatively to different perspectives, and together create support networks of social responsibility. Thus, 'solution-focused' rather than 'solution-forced' comes first, inspiring a new way of approaching sustainability.

SFiO's team of John Brooker [UK], Annie Bordeleau [Canada], and Marika Tammeaid [Finland] created inspiring and safe frameworks for the discussions.

I fell in love with this Unconference working method even before the COVID-19 pandemic, when SFiO held its first experiment in Belgium. A slightly smaller number of participants and a jointly created programme allows for tailored personal learning and experience. Plans now include more "Unconferences" and continued collaboration between SOL World and SFiO — I highly recommend it!

Bodil Mickels, work supervisor, mediator, trainer

Taitoba Network

[Link to author profile](#)

[Link to the event page on the SFiO website](#)

# Sustainable Solution-Focused Organisations to Change the World

Paul Z Jackson

## Synopsis

Paul Z Jackson led a session to explore what SF distinctively offers for treating organisations as sustainable entities that aim to persist and evolve. The outcomes of this exploration add to the more familiar idea of SF Projects, which merely conclude.

We discussed organisations as living systems that adapt continuously to survive, challenging business paradigms that often prioritise quick profits and short-term political gains. The dialogue pointed out the dangers of such shortsightedness, suggesting that sustainability and adaptability are essential for long-term success and stability within the broader ecological and societal contexts.

The session also delved into the potential of Solution Focus (SF) approaches in addressing organisational and societal challenges. By championing a focus on desirable futures and what is already working, SF encourages taking small, manageable steps towards progress, thus avoiding the pitfalls of oppositional attitudes or doom-laden predictions.

SF empowers individuals as experts in their own lives, which prompts a recognition of agency, which may lead them to engage actively in broader political and social contexts.

Seeing human activities as part of a larger natural ecosystem advocates for a holistic approach that draws on historical precedents from long-lasting institutions like religions, empires, and ecological circles to foster sustainable practices in modern organisational settings.

## Follow up article

*We are delighted that the Unconference kick started further developments in the form of a blog article that Paul wrote on Embracing Sustainability. We have reproduced this overleaf, adding the workshop output 'map' at the end of the article.*



# Embracing Sustainability: How Solution Focus (SF) Can Revolutionise Organisational Leadership

Paul Z Jackson

## Introduction

Suppose you are a leader with an interest in sustainability. In that case, you've probably wondered how we can treat organisations not just as projects with an end date but as living, breathing entities that evolve and thrive over time. This topic was exactly what we explored in an exciting session I led during the SOLWorld Unconference. Our insights may spark some fresh thinking about the future of your organisation. We analysed the distinctive ways Solution Focus (SF) can help us treat organisations not just as projects that wrap up and fade away, but as sustainable, evolving entities.

## Organisations: Living Systems, Not Just Projects

First, we turned the traditional business model on its head. Instead of seeing organisations as project machines, we considered them living systems that must adapt continuously to survive. This approach challenges the typical approach that often prioritises quick profits and short-term political gains.

By focusing on sustainability and adaptability, we aim for long-term success that benefits the organisation and the broader ecological and societal contexts.

## Solution Focus: A Game-Changer

Enter SF. This approach shifts the narrative towards the desirable futures we can create. Instead of getting bogged down by what's wrong or what could go wrong, SF encourages us to take small, manageable steps towards progress. This positive, action-oriented stance - based on solid evidence of what's already working - helps avoid the trap of oppositional attitudes or doom-laden predictions.

SF also empowers individuals by recognising them as experts in their own lives. This recognition can lead to greater engagement in broader political and social contexts, fostering a sense of agency and involvement. Imagine the potential for change when people feel truly capable and connected to the bigger picture.

# Human Activities and Natural Ecosystems

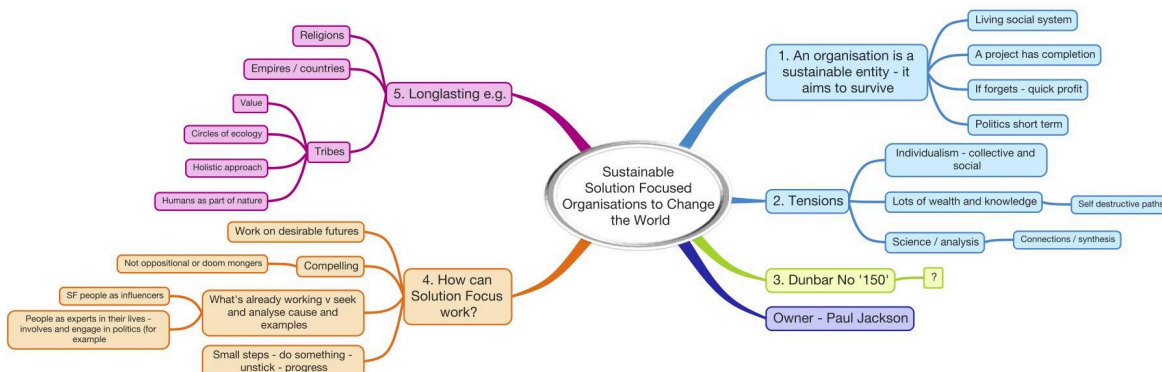
We also discussed the importance of viewing human activities as part of a larger natural ecosystem. By adopting a holistic approach, we can draw on historical precedents from long-lasting institutions like religions, empires, and tribes. These entities have thrived through adaptability and sustainable practices, and there's a lot we can learn from them.

## Key Takeaways from the Workshop

Here's a quick rundown of what we covered:

- 1. Treat Organisations as Sustainable Entities**
  - a. Think of them as living social systems.
  - b. Unlike projects, they shouldn't focus solely on quick profits or short-term politics.
- 2. Balance Tensions**
  - a. Individualism vs. collective and social needs.
  - b. Harnessing wealth and knowledge without self-destruction.
  - c. Balancing scientific analysis with human connections and synthesis.
- 3. Recognise the Importance of Dunbar's Number**
  - a. How many meaningful connections can we realistically maintain? The magic number is around 150.
- 4. Apply Solution Focus for Sustainability**
  - a. Aim for compelling, desirable futures.
  - b. Focus on what's already working rather than just analysing problems.
  - c. Empower individuals as influencers and experts in their own lives.
  - d. Take small steps to unstick and make progress.
- 5. Learn from Long-Lasting Entities**
  - a. Look at what has worked for religions, empires, and tribes.
  - b. Value holistic approaches and the integration of humans as part of nature.

So, if you're passionate about making your organisation a beacon of sustainability and adaptability, embracing SF is the key. Let's continue the conversation and explore how we can all contribute to a more sustainable future.



# The Loving Organisation

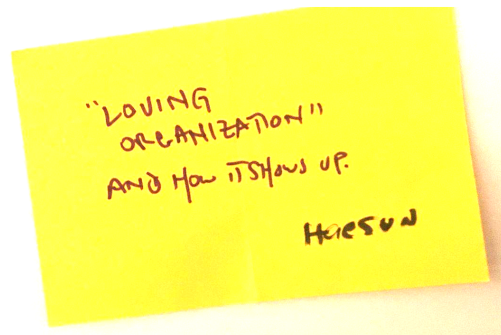
Haesun Moon

## Synopsis

Haesun Moon's "The Loving Organisation" session explored the profound impact of integrating love, expressed as empathy, compassion, and care, into the workplace.

This session, inspired by the work of Apruv Gupta, MD, and Kristin Bodiford, and grounded in Khalil Gibran's quote, "Work is love made visible," aimed to elucidate how such emotions can be a driving force in organisational settings, particularly in healthcare but applicable to other sectors as well.

During the workshop, Haesun guided participants through various prompts to reflect on their experiences and expressions of love in their work environments. They discussed how love has manifested in their actions, whether through small gestures or more significant acts of passion and advocacy for what they believe is right.



The session also focused on how organisational structures can facilitate or hinder the expression and experience of love at work. For example, participants considered how they might organise or re-organise workplace policies, priorities, and relationships to foster a loving and supportive environment.

The discussion then extended to the sustainability of organisations, where Haesun encouraged participants to connect the concept of love with the three pillars of sustainability: economic value, social impact, and environmental responsibility.

Participants explored how fostering a culture of love could lead to enhanced employee engagement and well-being, which in turn could boost productivity and economic performance. Socially, a loving organisation could improve job satisfaction, reduce turnover, and enhance the organisation's reputation as a desirable workplace.

Environmentally, a culture of care and respect could extend to more conscientious practices regarding resource use and sustainability initiatives.

By the session's conclusion, there was a shared recognition that embedding love into the fabric of an organisation could transform typical work dynamics and contribute to a more sustainable business model. The participants left with reflective questions about the root causes of their care and passion and how they could harness these to infect others with this "love," potentially leading to broader organisational and societal changes.

The session underscored the idea that when love organises work, it enhances the immediate work environment and aligns with broader sustainable development goals.

## How the workshop relates to the Solution Focus Approach

The Solution Focus approach, centred on identifying and leveraging strengths and positive outcomes, aligns seamlessly with Haesun Moon's "The Loving Organisation" session.

This session emphasised the transformative power of integrating love—embodied as empathy, compassion, and care—into workplace dynamics, echoing the core solution-focused principle of focusing on solutions rather than problems.

In the workshop, participants engaged in reflective exercises to identify how love manifests in their work, whether through small gestures or significant advocacy, similar to the solution-focused technique of exploring past successes and positive behaviours. This reflection on existing expressions of love helps participants recognise and amplify their strengths, fostering a more supportive and productive work environment.

The session's exploration of how organisational structures can either facilitate or hinder the expression of love parallels the solution-focused practice of identifying and building on what works well. By considering how to reorganise workplace policies to foster a loving and supportive environment, participants can implement practical changes that enhance positive interactions and outcomes.

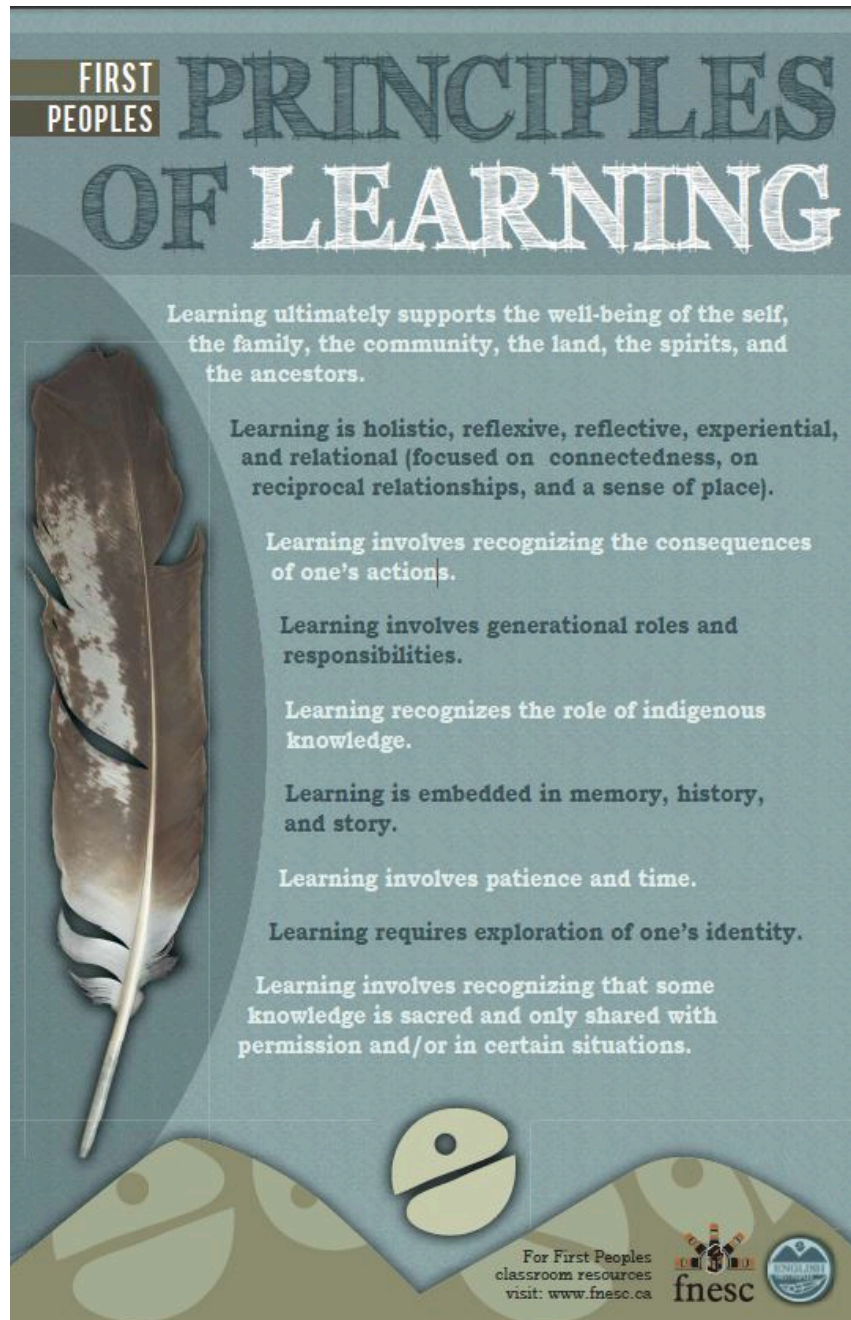
Connecting love with the three pillars of sustainability—economic value, social impact, and environmental responsibility—reflects the solution-focused emphasis on the broader impact of positive changes.

Participants discussed how a loving culture could enhance employee engagement, productivity, and well-being, demonstrating the approach's focus on leveraging strengths for systemic improvements. Socially, this leads to higher job satisfaction and retention, while environmentally, it promotes conscientious practices.

Ultimately, the session concluded that embedding love into organisational practices can transform work dynamics and contribute to a sustainable business model, resonating with the solution-focused belief that positive change in one area can ripple to broader systemic benefits. Participants left the workshop with actionable insights and reflective questions to harness their care and passion, aiming to infect others with this "love" and drive organisational and societal changes, embodying the solution-focused principle of envisioning and working towards a desired future.

# The interconnections between First Peoples Principles of Learning, Solution Focus and Sustainability

Annie Bordeleau



**FIRST PEOPLES PRINCIPLES OF LEARNING**

Learning ultimately supports the well-being of the self, the family, the community, the land, the spirits, and the ancestors.

Learning is holistic, reflexive, reflective, experiential, and relational (focused on connectedness, on reciprocal relationships, and a sense of place).

Learning involves recognizing the consequences of one's actions.

Learning involves generational roles and responsibilities.

Learning recognizes the role of indigenous knowledge.

Learning is embedded in memory, history, and story.


Learning involves patience and time.

Learning requires exploration of one's identity.

Learning involves recognizing that some knowledge is sacred and only shared with permission and/or in certain situations.

For First Peoples classroom resources visit: [www.fnesc.ca](http://www.fnesc.ca)

fnesc



# Synopsis

In this Open Space session, the group explored the British Columbia First Nations Principles of Learning to discover just how deeply intertwined they are with the Solution Focus (SF) approach and our efforts to create a more sustainable world.

## First Nations Principles of Learning

- Learning ultimately supports the well-being of the self, the family, the community, the land, the spirits and the ancestors
- Learning is holistic, reflexive, reflective, experiential and relational, focused on connectedness, reciprocal relationships and a sense of place
- Learning involves recognising the consequences of one's actions
- Learning involves generational roles and responsibilities
- Learning is embedded in memory, history, and story
- Learning involves patience and time
- Learning requires the exploration of one's identity.
- Learning involves recognising that some knowledge is Sacred and only shared with permission, and/or in certain situations,

The principles promote a comprehensive understanding of the interconnectedness of individual, societal, and environmental health.

One topic discussed in this session was how learning is creation, not consumption. How do we create healthy learning spaces connected to our local realities that have a positive global impact?

## Exploring the Principles

Here we explore the Principles in more depth from two perspectives - sustainability and Solution Focus. We also suggest example challenges the SF practitioner might ask.

### ***1. Learning ultimately supports the well-being of the self, the family, the community, the land, the spirits, and the ancestors.***

**Sustainable perspective:** By emphasising the well-being of self, family, community, land, spirits, and ancestors, learning fosters a multi-dimensional perspective that values not just economic growth but environmental stewardship and social welfare. This holistic view encourages practices that benefit all aspects of life and supports sustainable development goals, including social equity, economic stability, and environmental preservation.

**SF perspective:** SF emphasises the importance of seeing individuals in the context of their relationships and environments, aligning with the principle that learning is holistic, reflexive, reflective, experiential, and relational. This view reflects the SF belief that solutions are found through individual effort and within a network of relationships and community contexts.

**SF challenge:** How can we broaden the context we explore with our clients? Can we explore more multi-generational questions?

## ***2. Learning is holistic, reflexive, reflective, experiential, and relational (focused on connectedness, reciprocal relationships, and a sense of place).***

**Sustainable perspective:** Learning that is holistic, reflexive, reflective, experiential, and relational places a strong emphasis on connectedness and reciprocal relationships. This approach nurtures a sense of belonging and responsibility towards one's community and environment, fostering sustainable behaviors that consider the impacts of actions on current and future generations.

**SF perspective:** This reflects the SF belief that solutions are found not just through individual effort but within a network of relationships and community contexts.

**SF challenge:** How can we continue refining our interconnected way of exploring interactions and what happens between the noses?

### **Example:**

Q: What is different? A: "My colleague calls me when he has a question."

Q: How does he start the call? A: "He connects with me in a friendly way."

Q: And how do you respond? A: "With an enthusiastic, 'Hello, so happy you called!'"

Q: And how does your colleague respond to your enthusiasm? A: "He probably feels a little surprised and says something like: "Yes, I have a few questions regarding the project. Do you have any time for me?" -

Q: And you say?...

## ***3. Learning involves recognising the consequences of one's actions***

**Sustainable perspective:** recognising the consequences of one's actions is fundamental to sustainability. This principle teaches that each decision can have far-reaching effects on the environment and society, thus encouraging more thoughtful and responsible choices that aim to minimise negative impacts.

**SF perspective:** SF practices focus on the future implications of present actions, similar to the principle that learning involves recognising the consequences of one's actions.

**SF challenge:** How can we explore 'preferred futures' or use scaling questions to assess the potential outcomes of different choices?

#### ***4. Learning involves generational roles and responsibilities.***

**Sustainable perspective:** Understanding generational roles and responsibilities helps to pass on traditional knowledge and sustainable practices. This understanding ensures that each generation contributes to the conservation and improvement of resources, preserving them for future use.

**SF perspective:** Solution Focus (SF) involves generational roles and responsibilities by acknowledging different generations' unique contributions and insights to problem-solving contexts. By doing so, SF supports the transmission of knowledge and roles across generations, ensuring that interventions are relevant and grounded in the lived experiences of all participants.

**SF challenge:** How do we weave our learning into our experience? How do we tap into our generational wisdom to create better futures?

#### ***5. Learning recognises the role of indigenous knowledge.***

**Sustainable perspective:** Indigenous knowledge systems often encompass sustainable practices honed over centuries and tailored to local environments and communities. Recognising the role of this knowledge not only helps preserve biodiversity and cultural diversity but also allows us to learn from proven sustainable practices.

**SF perspective:** SF recognises the value of diverse perspectives and knowledge systems, which correlates with the principles acknowledging the role of indigenous knowledge and generational roles. This recognition is particularly relevant in contexts where traditional knowledge systems provide a rich source of solutions and understanding.

**SF challenge:** How can we tune into our client's traditional knowledge and wisdom?

#### ***6. Learning is embedded in memory, history, and story***



**Sustainable perspective:** Embedding learning in memory, history, and story allows for the preservation and transmission of lessons learned from the past, including successes and failures in managing natural resources. This embedding can guide present and future actions towards more sustainable outcomes.

**SF perspective:** SF often uses the client's narrative to shape solutions, which dovetails with the principle that learning is embedded in memory, history, and story. Stories are pivotal in SF practices as they help individuals and groups construct meaning and identify pathways to their goals.

**SF challenge:** We do this a lot already. How can we unlock more of our resourceful memories and stories that illuminate the path forward?

## ***7. Learning involves patience and time***

**Sustainable perspective:** Sustainability is a long-term goal that requires patience and time. Learning that embraces these elements is likely to support gradual changes and improvements, avoiding the pitfalls of quick fixes that may lead to unsustainable outcomes.

**SF perspective:** SF acknowledges that change does not happen instantaneously but requires time and persistence, mirroring the principle that learning involves patience and time. Practitioners design SF interventions to foster gradual, sustainable change and development.

**SF challenge:** How do we bring patience and time to our conversations? What role does silence play in our interactions?

## ***8. Learning requires exploration of one's identity***

**Sustainable perspective:** By exploring one's identity, individuals can develop a deeper understanding of their place within the community and the natural world, enhancing their commitment to sustainable practices that respect cultural and environmental contexts.

**SF perspective:** The principle that learning requires exploration of one's identity is central to SF, which often involves exploring personal strengths and identities to leverage these to achieve goals.

**SF challenge:** How do we encourage individuals to envision their best selves and identify actions that align with this ideal? How do we best redefine their narratives in ways that highlight capabilities and resilience, fostering a more positive and dynamic identity?

**9. Learning involves recognising that some knowledge is sacred and only shared with permission and/or in certain situations**

**Sustainable perspective:** Sacred Knowledge: Recognising that some knowledge is sacred and shared only under specific conditions helps protect sensitive information and cultural values. This respect for boundaries and contexts can prevent exploitation and promote sustainability through careful stewardship.

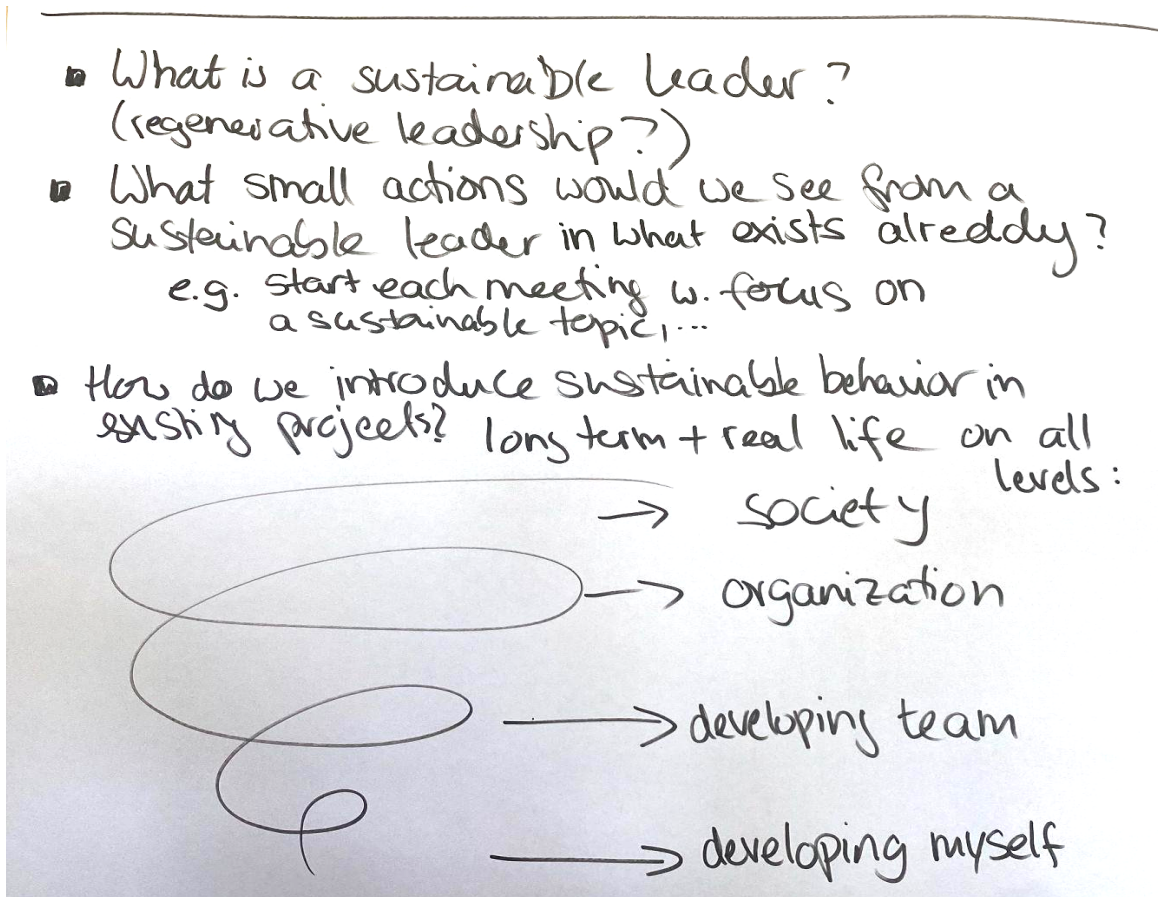
**SF perspective:** SF practices are sensitive to the contexts and cultures within which they operate, similar to the principle recognising that some knowledge is sacred and shared only with permission. This respect for the boundaries and ethics of knowledge sharing is integral to SF methods.

**SF challenge:** How do we recognise cultural differences and boundaries? How do we invite knowledge to be shared with permission and respect?

These connections highlight how SF complements and enriches these learning principles by providing a respectful, client-centred framework that aligns with the values embedded in these principles. This framework makes SF particularly useful in diverse and multicultural settings where honouring community wisdom, relational learning, and ethical considerations are paramount.

# How might a sustainable Leadership programme look?

Ania Smolka



The open space session facilitated by Ania Smolka on designing sustainable leadership programmes was an intensive exploration of ideas on integrating sustainability into leadership practices across various organisational layers.

Overleaf is a synopsis of the key themes and discussions held by different teams during the session.

As Regenerative Leadership was a topic of conversation, we have added an Appendix on this topic.

# Synopsis

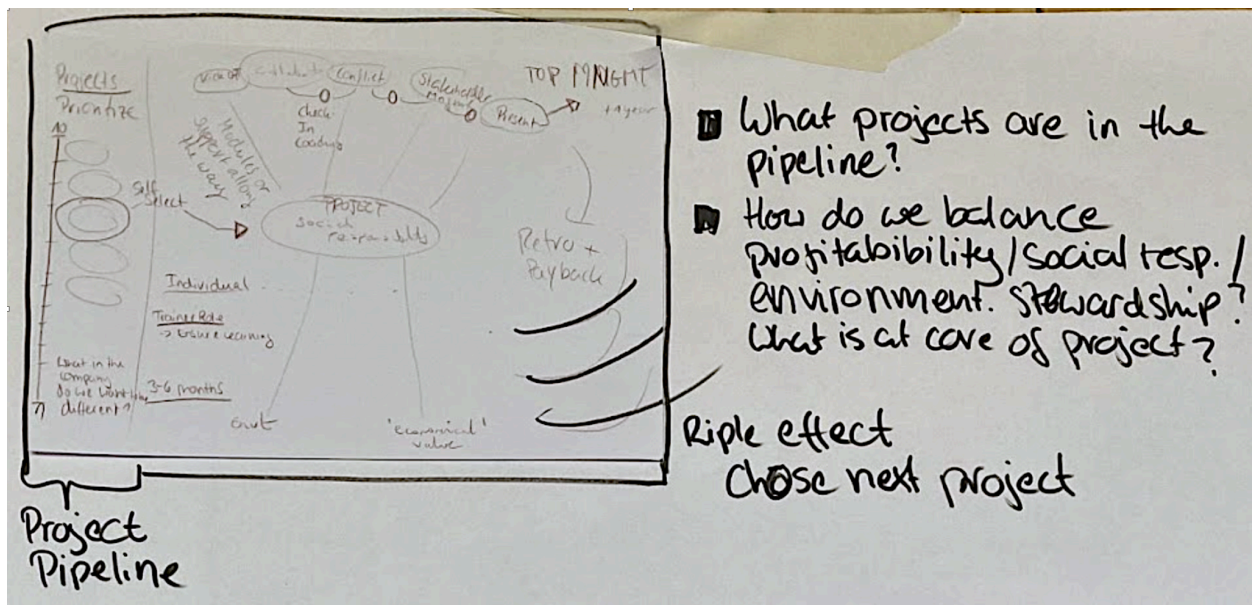
**Team 1** focused on ideas for implementing sustainability through live projects within the organisation.

Participants would be encouraged to select projects they feel can bring about meaningful change within the company.

Throughout a development period of 3 to 6 months, leaders would receive educational modules, coaching support, and regular check-ins to facilitate learning and application of sustainability principles.

At the project's conclusion, participants would present their outcomes to higher-level management, demonstrating their initiatives' economic, environmental and social value.

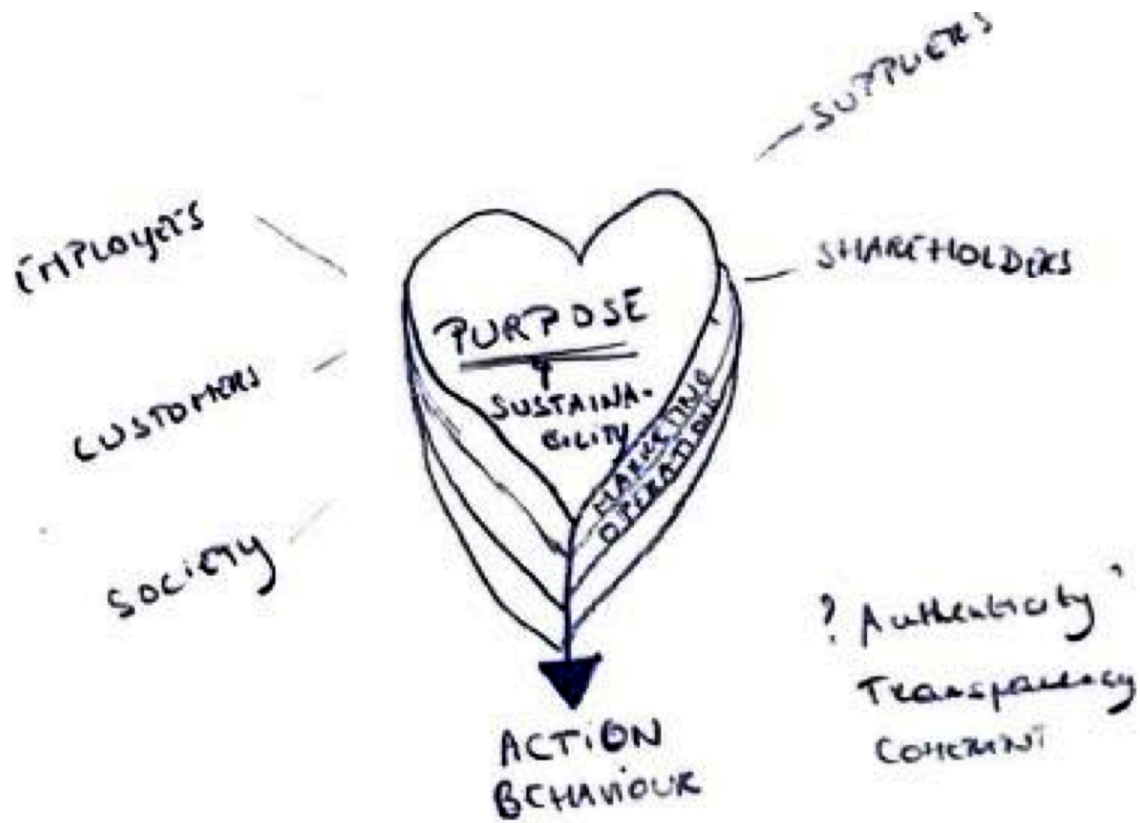
The discussions also explored the crucial role of trainers in ensuring that sustainability principles were not only taught in leadership programmes but effectively integrated into these projects.



**Team 2** took a more conceptual approach, discussing the broader role of leadership in fostering a sustainable future by considering historical and contemporary contexts.

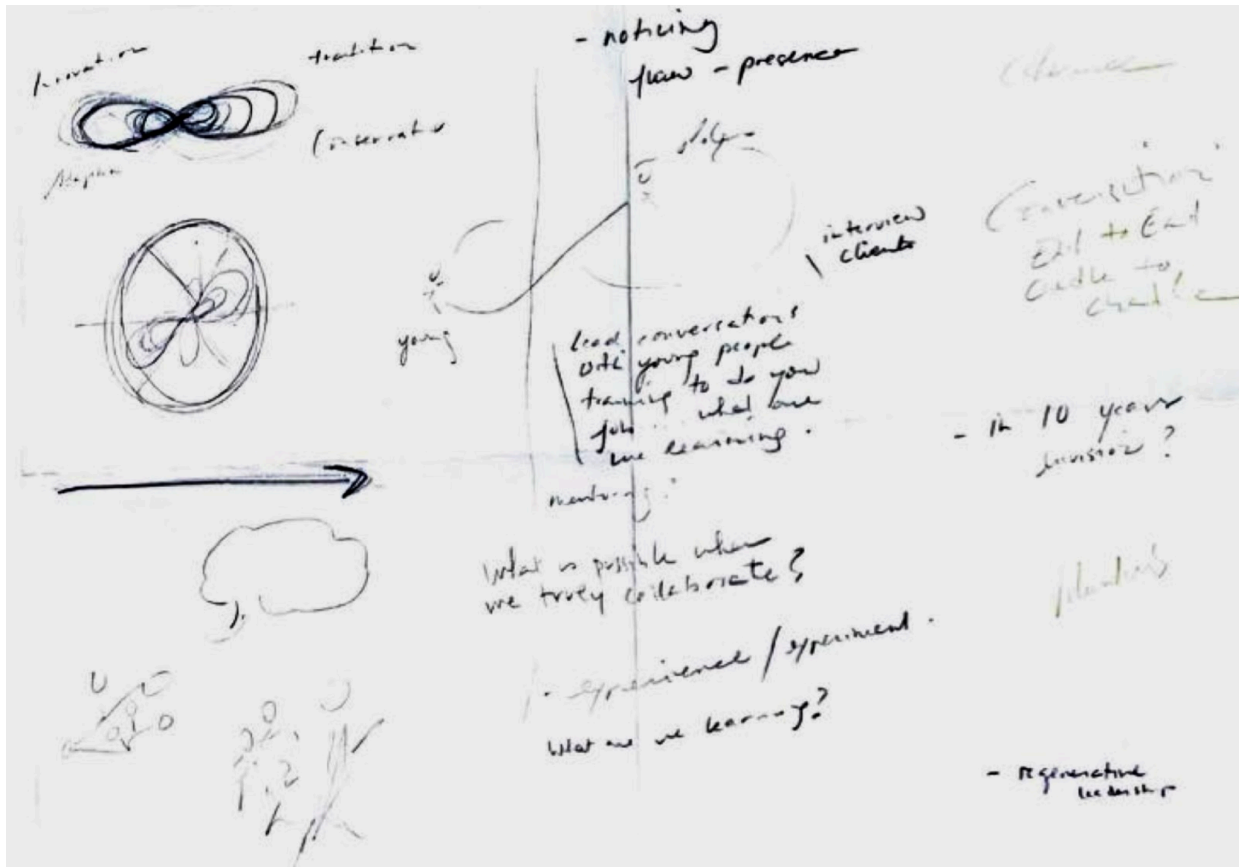
They highlighted the importance of engaging younger members of the organisation, using interviews to gather fresh perspectives on sustainable practices and the importance of cyclic sustainability models (cradle to cradle).

The team advocated for a balance between innovation and tradition and promoted an experimental approach, where leaders are encouraged to test new ideas and share their experiences.



**Team 3** delved into the characteristics and actions of a sustainable leader, identifying them with the concept of “regenerative leadership” (see *Appendix below*).

The team pondered practical actions that sustainable leaders could adopt, such as initiating each meeting with a sustainability-focused discussion. They discussed strategies for embedding sustainable behaviour into existing projects and the broader organisational culture, emphasising the need for sustainability to be a core aspect of every decision and operation within the company. The team also considered how sustainability education could be structured, recommending in-house courses that reflect and reinforce the company's mission without altering its core objectives.



### Overall Theme and Conclusion:

This session underscored the necessity for leadership programmes to deeply integrate sustainability into all aspects of their curricula, leadership roles, and project management. Ania Smolka facilitated discussions that led each team to identify actionable steps and theoretical frameworks that could help embed sustainability at multiple levels of an organisation. The overarching message was clear - for organisations to truly embody sustainability within leadership programmes, it must be woven into the fabric of their operational and strategic frameworks, guided by informed and committed leadership.

## Appendix: Regenerative Leadership and the Solution-Focused Approach - Creating Sustainable and Innovative Organisations

The Solution-Focused (SF) approach and Regenerative Leadership are two paradigms that, when combined, offer a robust framework for creating resilient, innovative, and sustainable organisations. Both methodologies emphasise positive change, strengths, and long-term thinking, making them highly complementary. This article explores how the SF approach relates to Regenerative Leadership and how their integration can transform organisational practices.

### Core Principles of Regenerative Leadership

**Systems Thinking:** Regenerative leaders view organisations as interconnected systems, recognising the interdependencies within these systems. They make decisions considering the broader impact on the environment, society, and the economy.

**Sustainability and Resilience:** This leadership style prioritises sustainability and resilience, aiming to build organisations that can adapt and thrive amidst challenges. Regenerative leaders focus on long-term solutions, enhancing the system's capacity to sustain itself over time.

**Holistic Approach:** Regenerative Leadership involves a holistic approach to problem-solving and decision-making. Leaders consider their teams and the broader community's physical, emotional, intellectual, and spiritual dimensions.

**Collaboration and Inclusion:** Regenerative leaders foster a culture of collaboration and inclusivity, encouraging diverse perspectives and actively engaging all stakeholders in decision-making.

**Purpose-driven:** Regenerative leaders are driven by a sense of purpose that goes beyond profit, seeking to create value for all stakeholders, including employees, customers, communities, and the environment.

**Ethical and Values-Based:** Grounded in strong ethical principles, regenerative leaders act with integrity and strive to impact society and the planet positively.

**Adaptive and Innovative:** Regenerative leaders embrace change and are open to new ideas and approaches. They encourage innovation and are willing to experiment and learn from failures to improve and adapt continuously.

**Stewardship:** Regenerative leaders see themselves as caretakers of the resources and people entrusted to them, aiming to leave the organisation and the world better for future generations.

## How the Solution-Focused Approach Can Enable Regenerative Leadership

The SF approach, which centres on identifying and leveraging existing strengths to foster positive change, aligns seamlessly with the principles of Regenerative Leadership. Here's how they relate:

**Focus on Strengths:** The SF approach and Regenerative Leadership prioritise identifying and building on what works well. SF practitioners concentrate on strengths and successes, fostering a positive and proactive organisational culture. Regenerative leaders adopt a similar mindset, creating environments where the potential within individuals and teams is recognised and nurtured. This focus on strengths boosts morale and enhances overall organisational effectiveness and sustainability.

**Future-Oriented Vision:** The SF approach encourages envisioning a preferred future and working towards it. This forward-thinking mindset is a key aspect of Regenerative Leadership, which emphasises long-term goals and sustainable outcomes. Regenerative leaders understand that today's actions must contribute to a thriving future. By focusing on positive outcomes and practical steps to achieve them, both approaches help organisations navigate uncertainty and build resilience.

**Collaborative Problem-Solving:** Collaboration and inclusive participation are core to both methodologies. The SF approach involves stakeholders in co-creating solutions, leveraging their unique insights and experiences. Regenerative Leadership similarly values diverse perspectives, fostering a culture of collaboration and inclusivity. Leaders can harness collective intelligence by engaging all stakeholders in decision-making processes, leading to more innovative and effective solutions.

**Iterative Progress and Continuous Improvement:** The SF approach's emphasis on small steps and continuous feedback resonates with Regenerative Leadership's focus on ongoing improvement and learning. Both methodologies celebrate incremental achievements, building momentum for sustained positive change. This iterative process ensures that organisations remain agile and responsive, adapting to new challenges and opportunities as they arise.

**Systems Perspective:** Regenerative Leadership's systems thinking is complemented by the SF approach's holistic view of challenges and solutions. Both perspectives recognise the interconnectedness of various elements within an organisation and its external environment. By considering the broader impact of their decisions, leaders can create strategies that promote the health and sustainability of the entire system.

**Ethical and Purpose-Driven:** Ethical behaviour and a sense of purpose are central to both approaches. Regenerative leaders and solution-focused practitioners strive to create value and positive impact, prioritising the well-being of people and the planet over short-term gains. This ethical foundation builds trust and respect, fostering a positive organisational culture and enhancing the organisation's reputation.



## Conclusion

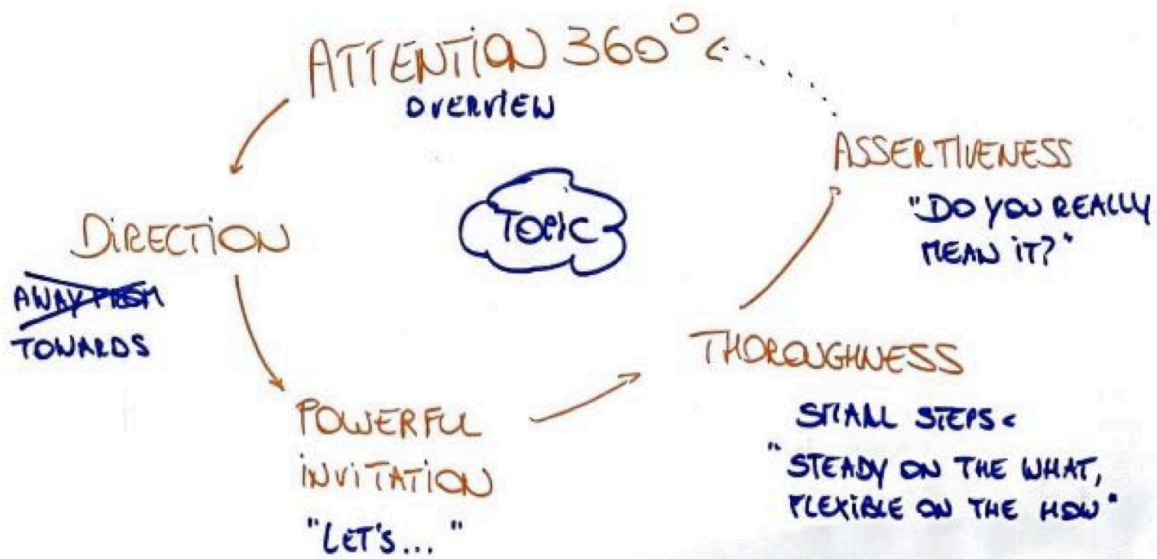
The Solution-Focused approach and Regenerative Leadership are complementary frameworks that enhance organisational health, resilience, and sustainability. By focusing on strengths, fostering collaboration, and promoting continuous improvement, these approaches offer a synergistic pathway for leaders to navigate complex challenges and create lasting positive impacts. Embracing the SF approach and Regenerative Leadership can transform organisations into dynamic, resilient entities capable of thriving in an ever-changing world, ultimately contributing to the well-being of people and the planet.

In a world increasingly characterised by rapid change and uncertainty, integrating the principles of the Solution-Focused approach with Regenerative Leadership provides a robust framework for building organisations that are successful today and prepared to face tomorrow's challenges. By prioritising long-term goals, engaging stakeholders, and leveraging existing strengths, leaders can create resilient, innovative, and sustainable organisations that contribute positively to society and the environment.

# 'The Power of 5'

A Solution Focus tool to foster reflection and enhance communication in the light of sustainability

Wendy van Den Bulck



## Synopsis

The game, 'The Power of 5,' consists of a playground and reflection questions. We have based it on working interactions in nature, more specifically on five core elements of natural horse behaviour and how they can help human interactions become more sustainable on the different levels of interaction:

- Intrapersonal (interaction within team 'Me, Myself & I')
- Interpersonal (interaction between individuals)
- Intragroup (interaction within teams, associations, groups, ...)
- Intergroup (interaction between teams, associations, groups, ...)

Using "The Power of 5" tool within networks and ecosystems can significantly contribute to creating more sustainable organisations and societies. Let's explore how we can apply each of the core elements within this context:

### 1. Keep Your Attention 360 Degrees:

Awareness of various options and opportunities within networks and ecosystems is crucial for making informed decisions. This awareness can involve considering the diverse perspectives and resources within the network or ecosystem and actively seeking novel solutions to sustainability challenges.

**2. Choose a Direction:**

Instead of reacting to problems or moving away from undesirable outcomes, organisations and societies can benefit from adopting a proactive approach focused on moving towards positive goals and outcomes. By setting clear sustainability objectives and taking intentional steps towards achieving them, networks and ecosystems can drive meaningful change.

**3. Powerfully Invite:**

Effective communication and collaboration are essential for fostering sustainable interactions within networks and ecosystems. By embracing a mindset of empowerment and inclusion, organisations and societies can create an environment where individuals feel valued and motivated to contribute towards shared sustainability goals.

**4. Act with Thoroughness:**

Sustainable change often requires a systematic and thorough approach that acknowledges the complexity of ecological and social systems. By taking small, incremental steps grounded in reality and responsive to feedback, organisations and societies can avoid the pitfalls of inaction and the risks of hasty decision-making.

**5. Genuine Assertiveness:**

Overcoming obstacles and challenges is inherent in pursuing sustainability within networks and ecosystems. By viewing obstacles as opportunities for learning and growth, individuals and groups can cultivate resilience and persistence in adversity. Embracing a mindset of curiosity and openness can also foster innovation and creativity in finding solutions to sustainability challenges.

## Conclusion

The 'Power of 5' tool, developed from horse behaviour, directly responds to the challenges organisations and societies face in navigating sustainability's complexities. By promoting mindful attention, proactive decision-making, effective communication, systematic action, and resilient problem-solving, it addresses the needs and interests of our audience.

By embracing these core elements, networks and ecosystems can create a more sustainable future for all stakeholders.

# Stealth Solution Focus Practice

Andrew Gibson



## Synopsis

Andrew Gibson's open space session delved into innovative methods for integrating solution-focused approaches discreetly within various organisational contexts. Participants shared various strategies tailored to subtly foster positive change without overtly disrupting existing structures or workflows.

For example, Roy introduced the concept of "Guerrilla solution-focused practice," which involves being solution-focused in meetings even if one is the only proponent of such methodologies. This approach includes thinking aloud in a solution-focused manner and maintaining a structured review process in meetings to ensure constructive outcomes.

Similarly, Wendy's input revolved around identifying existing signs of solution-focused practice and amplifying them. Her tactics, such as asking "What do you want instead?" when facing complaints, aimed to shift conversations from problem-centric to solution-oriented.

The session also explored the broader implications of stealth solution-focused techniques on sustainable organisational development, aligning with the economic, social, and environmental aspects.

For instance, Ania's approach to teaching hard conversations through solution-focused strategies highlighted the potential for saving time and enhancing meeting efficacy, thus contributing to economic efficiency.

Robert's method of engaging participants in role plays without explicitly labelling them as such encouraged more authentic interactions and learning experiences, potentially leading to better social cohesion within teams.

Furthermore, Bodil and Fania's contributions exemplified how leaders could integrate solution-focused approaches seamlessly into ongoing projects and transformations, emphasising adaptability and continuous learning as key to environmental sustainability in a business context.

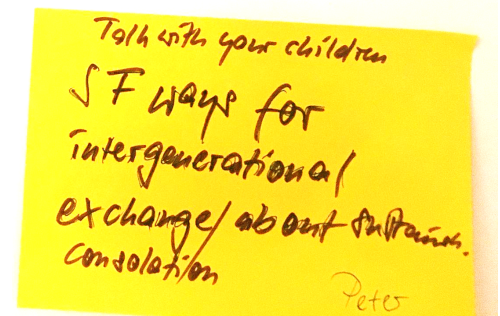
Overall, the session underscored the utility of solution-focused practices as tools for immediate problem-solving and long-term, sustainable organisational development strategies.

# Talk with your children

Peter Röhrig

## Synopsis

Peter Röhrig's "Talking with your children" session centred on employing solution-focused (SF) techniques to enhance intergenerational communication about sustainability. This informal conversation illuminated the importance of SF values in nurturing constructive dialogues between different age groups within families.



Key concepts discussed included 'holding space' for open conversations, actively listening to each other's perspectives, and appreciating each other's contributions. These practices help to build a shared understanding and co-construct a family reality that includes all voices.

Moreover, the session delved into practical SF methods practitioners can apply to help families articulate and align around a shared vision for the future, focusing on sustainability and reconciliation.

There was talk of taking small, manageable steps when engaging in conversations with children and highlighted how SF techniques, e.g. constructing conversations that focus on envisioning a desired future, can be powerful in bridging generational divides. By focusing on what has worked well so far and exploring how to expand on these successes, families are better equipped to navigate challenges and work together towards lasting reconciliation. These strategies underscore SF's adaptive and beneficial nature in creating meaningful and impactful intergenerational exchanges.

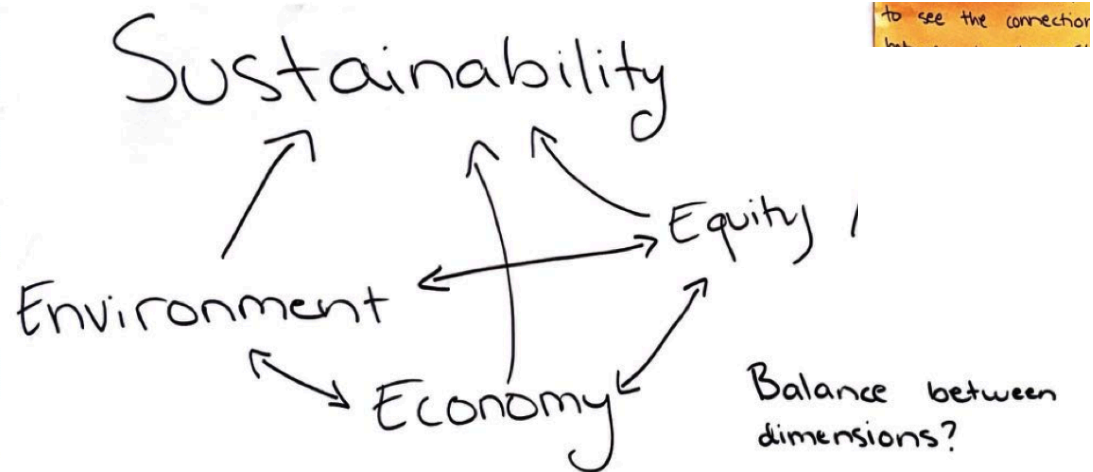
## Resources

Denise Baden: Climate fiction article ([article temporary link](#))  
Green Stories Southampton University site [is worth viewing](#).  
[Hope without optimism - Terry Eagleton](#)  
[Robert Fritz - Creative Tension](#)  
[Senge - The Necessary Revolution](#)

# Seeing the connections

Netta Jakola

How can SF help us to see the connections between the three Es (Environment, Economy, Equity Social) / P (People, Planet, Profit) rather than seeing them as separate pillars?



## Synopsis

The diagram illustrates the interconnected relationship between three key aspects of sustainability: Environment, Economy, and Equity (or Social dimension).

Here's a breakdown of the visual elements and their meanings:

1. Environment: This represents the natural world and is fundamental to sustainability. It emphasises the importance of preserving natural resources and minimising environmental impact.
2. Economy: This aspect focuses on the financial and economic factors that must be sustainable to support long-term prosperity and stability.
3. Equity/Social: This refers to social justice and fairness, ensuring that benefits and responsibilities are distributed equitably among all members of society.
4. Arrows: The arrows between each component indicate a two-way relationship, suggesting that each dimension influences and is influenced by the others.
5. Central Question: "Balance between dimensions?" This question at the centre of the diagram raises the critical point of how organisations can balance these three dimensions to achieve overall sustainability.

This diagram encapsulates the complex interplay between environmental integrity, economic health, and social equity, which organisations must harmonise to foster a sustainable future.

# Good practices in the public sector

How to help and motivate people to make their organisation more sustainable

Lien Tettelin



## Synopsis

Lien Tettelin's open space session on "Good practices in the public sector" focused on strategies for enhancing organisational sustainability. The session explored how public sector entities can integrate sustainability into their decision-making processes, develop relevant strategies and **Netta Jakola** KPIs, and redefine notions of profit to encompass social benefits.

Critical strategies discussed included starting conversations around the environmental impacts of decisions, such as carbon footprints, and developing targeted strategies for sectors with the most significant potential impact.

Participants examined the economic advantages of sustainability, such as awards recognition, easier recruitment due to an enhanced sense of purpose, and operational improvements like wastewater treatment and inclusive employment practices.



The session also highlighted the importance of adopting independent energy sources, implementing transparent reporting systems to create benchmarks, and using retrospectives to learn and plan for the future.

On a more individual level, the discussions emphasised cultivating a culture of servant leadership and supporting innovative ideas from employees to drive sustainable changes.

It stressed the importance of reorganising public sector operations to be more sustainable through facilitated discussions on stretch thinking, challenging existing assumptions, and envisioning impactful changes.

Attendees also discussed the role of management in fostering a curious and supportive environment, encouraging the sharing of success stories and small, actionable steps toward sustainability.

The workshop advocated for transforming the narrative from focusing on problems to highlighting gains and employing solution-focused conversations and mindsets to effect and recognise positive changes already occurring within the organisation. This approach aims to create a more hopeful and cooperative atmosphere conducive to sustainable development.

# The Mindsetter Game - unpacking

Annette Gray and Paut Struik

Introducing SF through the Mindsetter as the basis for discussions about sustainability, with examples from Annette's Antarctic experience. An article on this experience is included.



## Synopsis

Annette Gray and Paut Struik's session on the Mindsetter Game at the Unconference was designed as a dynamic and engaging way to introduce and apply solution-focused (SF) thinking in the context of sustainability. They chose to use the Mindsetter Game to facilitate discussions on how SF practitioners can integrate strategies for sustainable organisational practices. They drew particularly on Annette's experiences in Antarctica to provide real-world examples of environmental sustainability.

The Mindsetter Game, developed initially by Gesa Doring, serves as both a teaching tool and a therapeutic intervention, promoting solution-focused approaches in various settings.

In this session, Annette and Paut used the game to open discussions around the core principles of SF, such as identifying what is already working, envisioning desired changes, and understanding the concept of "leading from one step behind" within diverse professional environments. This interactive format encourages participants to reflect collaboratively on these tenets, fostering a deeper understanding and application of SF principles.

Annette and Paut focused on demonstrating how SF approaches can contribute to the sustainability of organisations across three critical areas: economic value, social impact, and environmental responsibility.

Using the game to facilitate discussion and reflection, they aimed to show that sustainability initiatives, when approached through a solution-focused lens, can lead to innovative solutions that align with organisational goals while enhancing economic and social value.

The session concluded with participants identifying actionable steps towards sustainability, tailored to their specific contexts, thereby illustrating the game's effectiveness in generating practical outcomes. The feedback highlighted the game's flexibility and the enriching, deep conversations it spurred, proving it is a valuable method for introducing and exploring SF in various settings, including sustainability-focused discussions.

### About Mindsetter ([Taken from SFiO InterAction](#))

The Mindsetter Game© is an innovative solution-focused intervention Gesa Doring has developed to apply the SF approach in therapy or coaching and teach it in workshops and training. Due to its size of 2x2m and being played on the floor, The Mindsetter holds space for clients and their desired future. It has also proven effective in setting the stage for new ideas and first steps towards the client's desired outcome.

There are two versions of The Mindsetter available. The FIRST version is for teaching SF. This version facilitates active knowledge acquisition by students or practitioners learning SF or under team supervision.

Practitioners invite participants to reflect on four of the basic tenets of this approach and discuss the implications of these tenets in the context of their professional environment. They do this in an SF manner:

- *“What is already working?”*
- *“What would they like to see or do differently, and what difference would that make?”*
- *“What does ‘leading from one step behind’ look like in their diverse work settings?”*
- *“What to do if something isn't broken, but people feel they should fix it anyway?”*

Instead of a lecture, the game facilitates a collaborative and creative stance. By discussing and reflecting on the questions in small groups, players gain new insights, share sparkling moments, co-create metaphors and formulate their take-home message. And they decide on a first step towards their professional goal. So far, the training version has been applied and is well received in diverse settings, e.g., with peer-support workers, university students, workshops, training participants, and teams in various healthcare settings.

Gesa developed the SECOND version of The Mindsetter for therapy and coaching; practitioners can use it in group therapy or team settings and with individual clients. In this version, each

participant starts by formulating a personal goal and defining their best hopes for how the session with The Mindsetter will help achieve that goal.

The game creates a safe space for new ideas, hope and self-confidence to flourish. In a group setting it stimulates collaboration and peer support. During the game process, each player focuses on their personal goal while moving in spirals around the four quadrants of The Mindsetter. They move through the four quadrants individually, witnessing each other's process and progress.

Answering the SF questions in each quadrant guides them to look at their goal and resources from different angles to gain new perspectives. They amplify these insights by answering aloud, sharing with and listening to each other. Quote from a participant: "The discovery of your personal and each other's Recovery Universe." The questions of the quadrants invite the participants to:

- Define their best hopes (Quadrant 1)
- Become aware of what's already working (Quadrant 2)
- Re-tune their behaviour (Quadrant 3)
- Identify helpers and resources (Quadrant 4).

How can game elements enhance therapy and the teaching of Solution Focus? Play.

## Workshop Feedback on the Game

- I liked "no rules"; cheating is encouraged!
- Invitations to tell stories
- In-depth conversations
- Freedom of thinking
- On the floor - online - at a table: flexible and different effects
- Self-explanatory
- Different perspectives- meta level because we had different desired outcomes -
- Deeper learning
- Future use
- It turned into a group thing - co-creating a community
- Introduces people to SF while you don't even have to call it that
- A shared goal, different goals
- Introduction to "What is this solution-focused approach?"
- Builds relationships and trust
- Reflective team

## Resources

<https://www.sfio.org/interaction/2023-1/the-mindsetter-game>

[The Mindsetter | Listo Amsterdam \(listo-amsterdam.com\)](https://www.listo-amsterdam.com/)

[Wordwall.net](https://www.wordwall.net/)

[Kahoot.com](https://www.kahoot.com/)

# Article - Antarctica and the Mindsetter Game

Annette Gray



In November 2023, I went on a 19-day voyage to Antarctica with 88 other women and non-binary people from STEMM backgrounds with the Homeward Bound Projects leadership initiative. This was the last part of a year-long leadership program focused on developing women in leadership, visibility, well-being, and the ability to have a voice around climate change across the world. I have been a leadership coach in this programme for the last eight years.

During this voyage, I had the opportunity to introduce these 88 women to Solution

Focus. I intended to do it subtly. Fortuitously, only one week before going to Antarctica, on a Solution Focus in Organisations Fika session, I met Gesa Döringer from Amsterdam, who had developed the clever Mindsetter Game.

This provided a perfect way to do what I intended: introduce Solution Focus subtly!

On the ship (plus on return via Zoom), 66 of the women in total played the game. I so enjoyed seeing the impact on these women of understanding the concepts of Solution Focus by experiencing it. Some of their insights from playing the game and my observations during the game were:

- “We went deep really quickly”.
- “We focused on what we wanted, not what we didn’t want.”
- “Change does not need to be hard.”
- “Creating a clear preferred future makes me realise I already have some of these things.”
- A few enjoyed the game so much that they purchased it to use in their work contexts.
- In less than 50 minutes, people can have a real taste of Solution Focus principles.

Antarctica has had a lasting impact on me and these 88 women, each committing to local sustainability and environmental change projects. In fact, the project I am a part of is supporting more Women in STEMM to progress into leadership.

Everything we do now has Solution Focus tools infused in all our conversations.

- We have developed a Solution Focus Strategy Canvas to clarify our Future Perfect. We use scales to determine where we are at each meeting and what progress has been made.

- We determine the signs we will notice when we move 1 point up the scale
- And each meeting is about taking very small steps, as all of us are very busy!

Many of us left Antarctica with a huge appreciation for our planet. Antarctica is fragile, and its weather systems are linked to those systems of the rest of the world. If it melts just the slightest way, it will have a devastating impact on many countries.

Being connected to these amazing women who are incredibly diverse, intelligent and creative as well as doing incredible work around environmental change, has impacted me to change the way I live, such as the way I eat (more plant-based), made me more mindful on my purchasing of clothes and furniture (I make do now or buy second hand) and I use fewer one-use plastics. I even run a Recycle Clothing Sale for my local community to donate their used clothes, which we sell and donate the profit to Cancer Research. These may be small changes, but they would have a significant impact if we all made them.



**Annette Gray**  
**Solution Focus Leadership Coach, Facilitator and Coach Supervisor**  
**Annette Gray Consulting**  
**Sydney Australia**

# Learning from frameworks for creating sustainability and change

Cathy Macharis and John Brooker

## Synopsis

Cathy Macharis and John Brooker co-hosted an open space session at the Unconference titled "Frameworks for creating sustainability and change - what can we learn." The session was a collaborative effort to explore how Solution-Focused (SF) practices could enhance sustainability frameworks within organisations. While they had originally planned separate sessions, Cathy and John combined their sessions, reviewing the two frameworks together to see what they and the attendees could learn.

Cathy introduced the Factor 8 change process, which she developed based on the 'iceberg' model. It is based on '8As' Awareness, Avoidance, Act and Shift, Anticipation, Acceleration, Actor involvement, Alteration and All in love! She was curious to establish how to integrate SF techniques into this framework.

John brought his SF Sustainability Model, designed to counteract the often problem-focused mindset prevalent in sustainability efforts, which he co-developed with David Picton a former Head of Sustainability for a major British company.

The SF Sustainability Model outlines a seven-step roadmap to enhance a business's sustainability efforts, starting from reaffirming the business's purpose to communicating achievements effectively.

Participants reviewed both frameworks during the session to understand their structures and underlying principles. The potential for incorporating SF methods into various stages of the Factor 8 process was explored, such as using SF questioning techniques to accelerate progress and enhance awareness.

Most of the conversation centred on how these frameworks could influence systemic behaviour and lead to meaningful changes in organisational sustainability practices.

The discussion revealed that while Factor 8 delves deep into underlying structures and dynamics (akin to the deeper parts of an iceberg), SF Sustainability focuses on actionable and visible change aspects.

The participants also explored how the two frameworks might be reconciled or integrated. There was an agreement that practitioners could adjust some steps of the Factor 8 framework to

reflect a more solution-focused perspective, such as moving 'Actors involvement' to earlier stages to emphasise engagement and participation.

The discussions further highlighted the importance of 'noticing' within the SF approach—acknowledging and building on what already works well.

In conclusion, participants considered both frameworks valuable for further exploration and adaptation. They agreed that integrating solution-focused language and techniques could transform the Factor 8 steps, such as changing 'Avoidance' to concepts like 'Already Happening,' to foster a more positive and proactive approach to sustainability challenges.

The session ended with a commitment to continue refining these models to better support sustainable change in organisational contexts, emphasising the synergy between deep structural understanding and surface-level actionable strategies.

## Factor 8 framework

Cathy talked the group through the framework with this diagram.

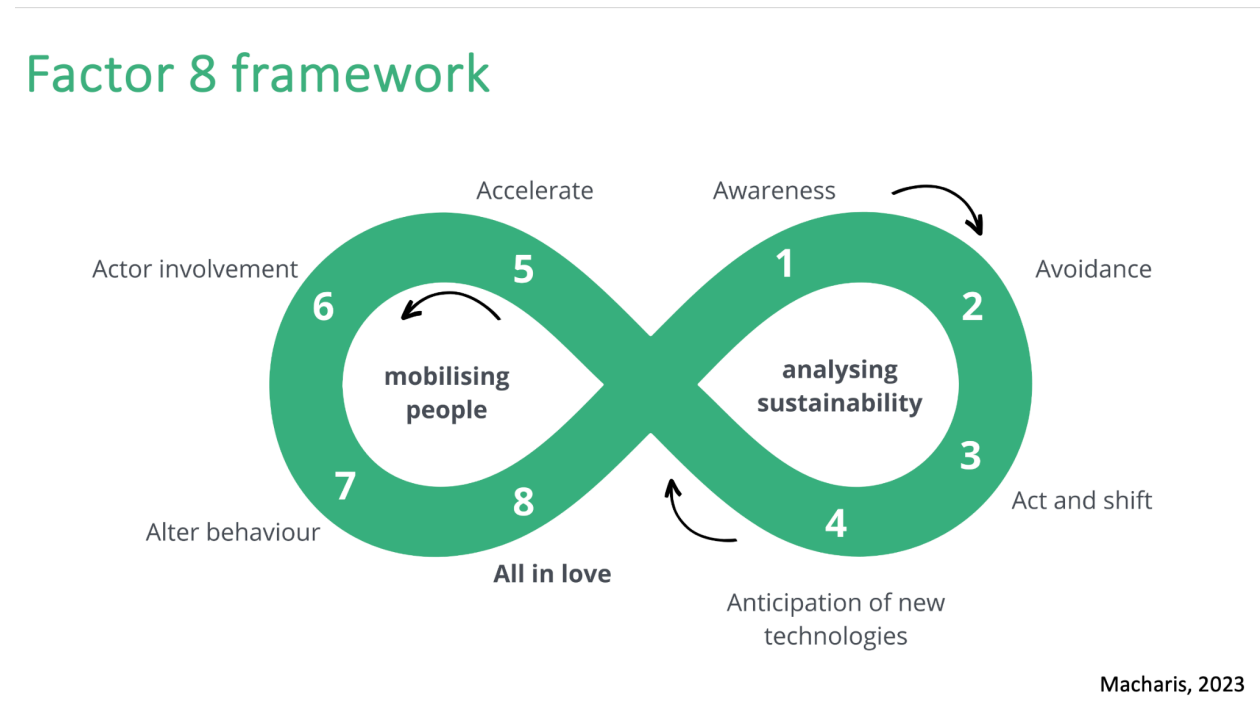
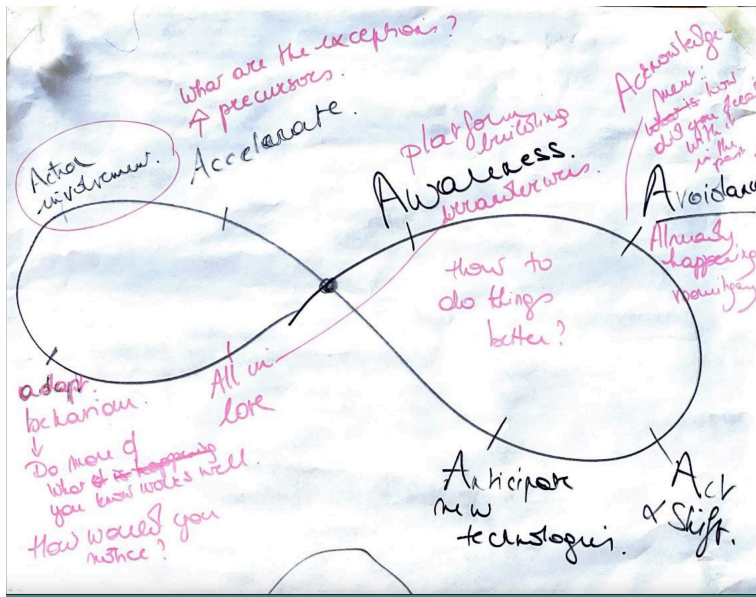


Diagram showing the 8 As of the Factor 8 Framework



## Potential uses of SF within Factor 8 stages



Sketch showing the potential application of SF within the Factor 8 Framework

- a. Awareness: Platform building
- b. Avoidance: Already happening; acknowledgement: how did you deal with it in the past?
- c. Act and shift: Small steps: How do things get done better? Anticipate new technologies
- d. Actor involvement: Bring all actors together. What can they do, and how will they be affected? Suggestion to bring this stage nearer the beginning.
- e. Accelerate: What are the exceptions? And pre-cursors?
- f. Acknowledgement rather than Avoidance: What is already happening. How did you deal with this in the past?
- g. All in love: What is your new world view? How can we long, all together, for what we want to achieve together? Is there another wish that comes out of this?
- h. Adapt behaviour: Do more of what you know works well. How would you notice?

The book, "With a Factor 8 to the Mobility System of the Future" is available through VUB here: <https://vubgadgets.ccvshop.be/boek-factor-8?Product=851966391&Lng=en>

# The Solution-Focused Sustainability Framework

SF Sustainability guides you to take Seven Steps in a roadmap towards clear, actionable targets – steps that build a more responsible and inspiring growth business.

**Step One:** Spell out (or reaffirm) the purpose of your business.

**Step Two:** Consult and run SFS workshops to learn what matters most to the people connected to your business

**Step Three:** Define (or re-define) how sustainability serves, supports and strengthens your business purpose, and decide your ambitions for sustainability

**Step Four:** Spell out your aim, decide how you will measure your achievements and prove those measures are credible

**Step Five:** Develop a Progress Canvas of your progress to date and the small steps to take to achieve success - if you're at '5' now on 'carbon footprint' (but want '8'), what will move you initially to '6'? Identify, assess and combine the actions necessary to achieve your sustainability objectives; this will also help to engage your people.

**Step Six:** Review the resources you need to progress, support those actions and paths, and assess what you need to learn.

**Step Seven:** The final step is to tell your story, using 'communication planning' to bring your achievements to life. This communication may be a stand-alone story, an annual report section or a fully integrated report explaining the essence of your business purpose. Your sustainability evidence will help win work, support growth, and enhance investor relations.

[Listen to the designers explaining the SF framework on Soundcloud](#)

<https://www.sfo.org/interaction/2024-1/sustainability-frameworks/#listen-on-soundcloud-to-a-conversation-on-the-sf-sustainability>

# Best Year Ever - a process to improve sustainable organisations

Andrew Gibson

## Synopsis

The "Best Year Ever" process is a structured Solution Focus (SF) workshop methodology designed to help teams and organisations develop actionable improvement plans, thereby fostering sustainability. This method utilises the SF Numberless Scaling technique, which encourages participants to envision celebrating their most successful year as if it had already happened, then looking to see how much of this is happening now or has happened recently, and then to work out their next small steps in the form of an Action Plan.

## Workshop Structure and Preparation:

1. **Participants:** Workshops are best conducted with 6-12 participants from diverse stakeholder groups, ensuring a variety of perspectives.
2. **Number of Workshops:** Run as many sessions as needed to include all stakeholders, ensuring comprehensive input.
3. **Format Consistency:** Each workshop follows the same structure, allowing participants to attend only once while ensuring consistency across sessions.

## Stages of the Workshop

1. **Welcome and Ice Breaker:** Start with an introductory activity to help participants get to know each other. I recommend people introduce their neighbours to the room.
  - They should spend a few minutes chatting to each other first, and find out their name, their connection to the organisation, and 'one thing that has pleased them in the last seven days'.
  - This helps the facilitator learn names (as by introducing someone, the name is mentioned more frequently than if we introduce ourselves), and also enables the facilitator to point out strengths and resources in the stories told.
  - Stories can be about any aspect of life, not just work or the organisation under discussion.
2. **The Miracle Question:** Ask the participants to imagine they are 12 months in the future, having had their 'Best Year Ever'. They identify noticeable changes that signify this success.
  - The facilitator must use 'noticing' questions and record noticeable differences when recording contributions. Detail will also help here. For example, if a

- o delegate said, 'we would have lots of funding', ask what they would notice that told them they had had lots of funding, and make liberal use of 'what else?'
- o Also, having exhausted the perspective of the people in the room, expand the conversation to other stakeholders - e.g. clients, suppliers, customers, funders, and ask what they would notice.

This stage involves extensive brainstorming and flipchart documentation of all ideas.

3. **Review Noticeable Differences:** After a short break, participants review the noticeable differences on the chart and identify which ones are currently or recently observed. These are marked to highlight progress already made.
4. **Next Steps Action Plan:** Finally, participants select the differences they want to see in the near future (e.g., six months). These are marked to create a focused action plan.



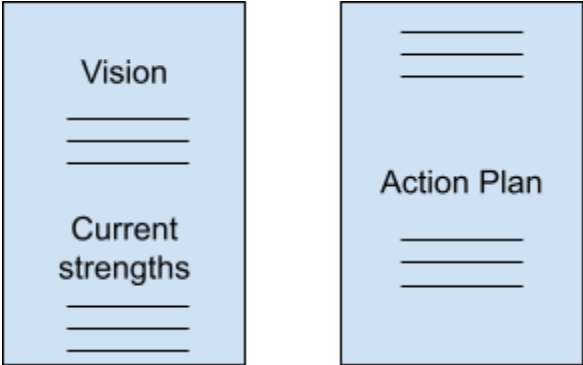
## Post-Workshop Analysis

1. **Review and Theming:** A small team reviews the outputs from all workshops to identify significant themes, which the team compile into a Vision statement.
2. **Strengths Identification:** Current strengths are recognised from the themes and marked differences.
3. **Action Plan:** The next steps, derived from marked future goals, form the actionable plan for the coming months. This plan is concise (2-3 pages) and presented to all stakeholders to ensure engagement and commitment.

## Benefits for Sustainable Organisations

1. **Engagement and Buy-in:** The inclusive and participatory nature of the workshops ensures that all stakeholders feel involved and committed to the action plan.
2. **Vision and Strength-Based Approach:** Focusing on a positive future and leveraging current strengths aligns with sustainability principles, promoting resilience and continuous improvement.
3. **Actionable Steps:** The clear, short-term action plan helps organisations prioritise resources and activities effectively, driving sustainable progress.

By following this structured workshop process, organisations can foster a collaborative environment that supports sustainable development and continuous improvement, ultimately leading to their 'Best Year Ever'.



# Best Year Ever! - A Guide to the Process

## Introduction

Andrew Gibson provided a practical workshop on his Best Year Ever! Methodology at the Unconference.

This guide explains how to run the Best Year Ever! as a workshop-based process that helps teams and organisations co-create an action plan for the next steps. The SF tool used is Numberless Scaling – see Appendix.

Best Year Ever has been used successfully to develop business plans, income streams and memorably to help improve a team that self-described as the worst in their organisation! One client has had their 'Best Year Ever' for each of the last four years and credits this workshop as contributing to their success.

## Preparing for your workshop

Your workshop groups should be 6-12 people, with delegates drawn from all stakeholder groups. Mix up teams, board members, etc., so the workshop includes many perspectives.

Run as many workshops as your client needs (and as their budget allows!) to involve all the stakeholders on their list.

All workshops follow the same format, so individuals only need to attend once.

After you have completed the workshops, meet with your client and their choice of colleagues in a small review meeting. Themes will emerge from your workshops that can be converted into a short, 2-3 page document with the following format:

- Vision
- Current Strengths
- Next Steps Action Plan

For the purposes of this demonstration workshop, we will consider us all having our 'Best Year Ever'. It is vital that everyone in the room is asked a question with which they will all agree!

## Equipment

You will need flipchart paper, an easel, three pen colours, and blu-tak or similar for in-person workshops. Delegates need no preparation in advance. I ask them to sit in a circle where all can see the flipchart. No desks or tables are required, though client preference will prevail if they want them.

You can also deliver the Best Year Ever! workshop online via Zoom/Teams. I use a Blank Word document as the flipchart and create a bulleted list.

## Workshop Format

You need 1.5 to 2 hours to run this in full, though the time taken may vary.

## Welcome and icebreaker

Example - 'In pairs, find out your partner's name, role and one thing that pleased them in the last seven days. I will give you two minutes each and then ask you to introduce your neighbour.'

## Workshop Stages

### **Stage 1 – The Miracle Question – [1h to 1h15m].**

*"Imagine we were 12 months from now. We have had our Best Year Ever! We walk into this room next year. What do you notice that tells you we have had our best year ever?"*

### **Facilitator Notes**

- Discuss the needs with the client beforehand when working with a team or an organisation. This discussion would help prepare the opening question. For a client seeking a five-year business plan, one example would be:
  - *"Imagine we were five years' from now. We are celebrating the brilliant implementation of our brilliant five-year business plan. What do we notice that tells us we have implemented our business plan brilliantly?"*
- We flip-chart the responses.
- Start with the perspective of the people in the room;
  - If they say, "We would be doing XYZ", or "We would have more staff", ask them what they would notice that would tell them that more 'doing XYZ' or 'having more staff' was working well;
  - Keep asking them 'what else' and keep focusing on noticeable differences.
    - Try not to write 'actions' on the flipcharts – just noticeable difference statements;
- When the perspective of the people in the room is flagging, ask, *"Who else is involved in this, e.g. 'Best Year Ever'?"* *"What would they notice?"* ;
  - Repeat *"What else?"* until the group starts to struggle, then ask for another *"Who else?"*;
  - Explore what this person/these people would notice, and so on and so on;
  - Keep repeating the 'who else' until all perspectives have been considered.

You should have many pages of flipcharts full of noticeable differences by running and keeping this process going.

### ***Stage 2 – Review the list of noticeable differences – usually takes around 15-20 minutes***

It usually takes over an hour to complete Stage 1, so delegates will welcome a five-minute comfort break. At this time, blu-tak the flipchart pages to the walls and number them. Ensure everyone can see them comfortably if possible.

Once everyone is back in the room, we review the flipcharts by asking, *“Looking at these flipcharts, please tell me which of these noticeable differences you are noticing now or have noticed in the recent past, even just a little.”*

As the delegates identify the items they have noticed now or recently, draw a ring around them in a different coloured pen. Keep going until they have identified as many as they wish to.

Once you have completed this stage, be sure to compliment them like this:

- “Thank you for identifying these. So, we spent the first hour identifying how everything would be in our <Best Year Ever>. Every one of these items you have noticed is a part of how you would like things to be. Congratulations – you are much nearer to your <Best Year Ever> than you perhaps thought.”

### ***Stage 3 – Identify the next steps action plan – usually takes 15-20 minutes***

The final stage of this workshop is to review the flipcharts again. This time, ask the delegates to *“Consider the flipcharts again. Let’s imagine we were a little closer to our long-term <future perfect>”*. (I usually stand in the middle of the room and take a deliberate step.)

- “Which of these would you like to notice in (for example) six months?”
  - With a third colour of pen, mark these with an asterisk at each end.

These are the next steps for noticeable differences. These steps finish the workshop.

You can run as many of these workshops as needed. If you follow this format, delegates will produce a broadly similar output, with some interesting differences depending on who is in the room.

### **Post Workshop Analysis**

- Once all the workshops are complete, arrange to meet with your client and any others they choose. Note that this stage is best done with a very small team.
- Go through the workshop outputs and identify the major themes. The noticeable differences can be themed and turned into a description of their perfect future – The Vision.



- Then, look at the themes and the noticeable differences with rings around them. These can be captured as Current Strengths.
- And then, finally, look at those marked with asterisks and, again, the emergent themes. The team can turn these into activities that already or will deliver the noticeable differences described. This plan helps prioritise resources and activity in the next six months. These are the client's Next Steps Actions.

The final document can be written as a two-page plan and presented to all stakeholders. They will recognise the outcomes as coming from their work, be engaged with the plan and see the logic in the next steps. The client can get on with delivering the plan, knowing everyone has bought into it.

## Appendix

### **Solution-Focused Numberless Scaling – Training Notes**

This workshop follows the familiar solution-focused process. It is a time-related numberless scaling process.

When I facilitate one of these workshops, I do not spend time explaining to participants that this is the process we are using. It is vital that they trust the process as the answers are clear by the very end.

After the icebreaker, the first stage is to use the Miracle Question to establish a rich description of the Future Perfect; the longer spent on this, the more interactional perspectives there are, the better the workshop outcomes.

The second stage is to review 'what is contributing to what we want', i.e. to review the current strengths. We don't need to explain scaling as a process or the scale (what zero or one looks like), nor establish where people are on their scale. This workshop technique assumes that they have made some progress. If the Miracle Question Stage has produced a detailed description, then this stage always finds some examples of noticeable progress.

The final stage of the workshop is to imagine the group is one small step closer to their Future Perfect. This stage replicates the final part of the scaling process, where we ask the client where they would like to be and what they and others would notice next. Again, we presume that the group would like to progress, so we present them with the 'next step' when we ask the question. We use a shorter time frame to ensure that the emerging Action Plan is deliverable.

# Actions from the Unconference



Created by teams of attendees during the workshop and the report editors post-workshop

## Actions Background

A group of solution focused organisational practitioners collected together for an Unconference on How the Solution Focus approach might contribute to Sustainable Organisations.

A strong theme arising from the Unconference was the need for SF practitioners to make Sustainability achievable for individuals and teams; that it should empower them to act and provide hope that they could make a meaningful difference at an organisational, network and societal level. Therefore, we split into teams, based on interest, to look at what people could do at different levels:

- Me (Individuals)
- Teams
- Organisations / Organising
- Network and Ecosystems
- Society

We collected the output of each session and the Unconference Dossier editors created a set of actions for each level having leveraged AI technology to ensure a comprehensive and unbiased analysis of the participants' input.

# Synopsis

The path to sustainability, whether for individuals, teams, organisations, eco systems or society is about embracing positive change and taking purposeful action. Here's how you can make a real difference:

**For individuals**, start by defining your vision—what's your best hope for a more sustainable world? Whether it's cutting waste, conserving resources, or advocating for eco-friendly choices, small steps add up. Practice mindfulness, enjoy the process, and foster a sense of gratitude as you take action. By sharing stories and working within your community, you inspire others to join the movement. Prioritize self-care to stay energized and accountable—your impact matters!

**For teams**, sustainability starts with conversations. Ask the right questions: how do our actions today align with a better tomorrow? Use long-term thinking, like the Seven Generations principle, to guide decisions that benefit future generations. Reuse, repurpose, and reduce waste at every opportunity, and celebrate progress, no matter how small. Simplicity is key—make sustainability accessible, and leverage your network to amplify your team's impact.

**For organisations**, it's about creating a culture where sustainability thrives. Design collaborative spaces, both physical and digital, that spark innovation and collective action. Make sustainability the easy choice; visible recycling bins, energy-efficient technologies, and eco-friendly practices can have a powerful ripple effect. Embed sustainability into the heart of your organization's mission, and show how environmental stewardship is not just necessary but exciting and inspiring. Reorder priorities to focus on people, planet, and purpose over profit.

**People in ecosystems and networks** can make a difference by connecting with existing initiatives, fostering collaboration, and integrating sustainability into their communities. By sharing knowledge, telling success stories, and advocating for positive change, they create a ripple effect of action. Using resources wisely and encouraging collective efforts ensures meaningful, long-term impact towards sustainability goals.

**To foster a sustainable society** using the Solution Focus Approach, individuals and communities can take key actions. Establishing local climate councils focuses on small, impactful steps and collaboration, while supporting events that spread positive actions, creates a ripple effect. By honoring ancestral wisdom, advocating for systemic change, and guiding stakeholders toward win-win solutions, we drive collective sustainability. Building "Islands of Sanity" promotes long-term thinking, while personal agency encourages practical steps toward change. Role modeling values of love and empathy inspires others, and fostering inclusive sustainability councils between experts, policymakers, and citizens ensures holistic, impactful decision-making for the future.

By embracing these actions, we can collectively drive meaningful change, create resilient communities, and build a future that's both sustainable and fulfilling. Every action counts—and together, we can make a lasting impact for generations to come.

## Actions for Individuals

Here is a rich tapestry of action for applying the principles of Solution Focus within sustainable organisations and your personal life. Here, we break down some of the actions and explore how you might implement them:

1. **Clarify your Best Hope:** Understanding your best hope is foundational. This involves clarifying your goals and aspirations, personally and within the context of your organisation's sustainability efforts. This clarity can guide decision-making and actions.
2. **Identify the difference you want to make:** Identifying the difference you want to make provides direction and motivation. This could involve contributing to environmental sustainability, fostering community engagement, or promoting social justice within your organisation and beyond.
3. **Consciously Enjoy:** Being mindful and present allows you to appreciate and learn from each experience, fostering a sense of gratitude and fulfilment. This mindset can enhance your overall well-being and resilience.
4. **Take Simple Actions:** Small, consistent actions can lead to significant changes over time. Whether it's reducing consumption, adopting eco-friendly habits, or advocating for sustainable practices, every action counts.
5. **Start from what is:** Acknowledging the current reality without judgment allows for a more realistic assessment of challenges and opportunities. From this starting point, you can identify incremental steps towards desired outcomes.
6. **Foster community thinking:** Embracing openness and collaboration fosters a sense of community and collective responsibility. Sharing experiences, stories, and successes can inspire others and create a ripple effect of positive change.
7. **Practice self-care:** Prioritising self-care ensures you have the energy and resilience to contribute to sustainable initiatives effectively. Self-care includes physical, emotional, and mental well-being.
8. **Tell stories and co-create:** Sharing personal stories and inviting others to do the same can build empathy, connection, and collective vision. Co-creation allows for diverse perspectives and creative solutions to emerge.
9. **Shift your mindset:** Shifting from a crisis-oriented mindset to one focused on change and opportunity reframes challenges as potential catalysts for growth and innovation.
10. **Accept ownership and accountability:** Owning your actions and their impact empowers you to drive meaningful change. Accountability ensures that people monitor that commitments are honoured and progress.
11. **Learn and grow:** Integrating learning into daily work practices cultivates a culture of continuous improvement and innovation. The latter involves embracing feedback, experimenting with new approaches, and adapting to evolving circumstances.

12. **Adopt environmental consciousness:** Adopting sustainable habits, such as reducing waste, conserving resources, and supporting local initiatives, demonstrates a commitment to environmental stewardship.
13. **Engage with the next generations:** Fostering dialogue and collaboration with younger generations ensures the continuity of sustainable practices and values. Engaging involves mentoring, listening to their perspectives, and empowering them to lead.

These actions encompass a holistic approach to integrating Solution-Focused practices into sustainable organisations, focusing on personal growth, community engagement, and environmental stewardship.

Incorporating them into your personal and organisational practices can build more sustainable and resilient communities while nurturing your growth and well-being.

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## Actions for Teams

The Unconference Dossier editors developed these actions from the workshop output.

### SF challenge

Over the next month, integrate sustainability into your conversations and decision-making processes using a solution-focused approach. Here's how you can do it:

1. **Ask questions to bring sustainability into conversations:** Start by asking questions that prompt discussions about sustainability in your interactions with colleagues, friends, and family. Focus on how current actions align with long-term environmental and social goals.
2. **Utilise the Seven Generations exercise:** Incorporate the Seven Generations principle into your problem-solving and decision-making processes. Whenever faced with a choice or challenge, consider its potential impact on future generations and seek solutions that prioritise sustainability and long-term well-being.
3. **Practice the flow of reusability:** Whenever assessing resources or materials, ask yourself and your team: "Can we reuse this?" Emphasise the importance of reusability and explore creative ways to repurpose items or resources to minimise waste and environmental impact.
4. **Evaluate societal and environmental impact:** Before implementing any action or strategy, consider its broader impact on society and the environment. Encourage discussions around the potential consequences of your actions and strive to find solutions that promote positive outcomes for both people and the planet.

5. **Observe progress in small steps:** Continually emphasise the importance of noticing progress in your sustainability efforts, no matter how small. Celebrate achievements and milestones to keep morale high and motivation strong.
6. **Emphasise simplicity in solution-focused practice:** Keep the solution-focused approach simple and accessible. Encourage team members to apply it immediately to their daily work, emphasising its transformative power in changing perspectives and reducing complexity in problem-solving.
7. **Leverage your network:** Use your network to connect teams with relevant resources and expertise in sustainability. Foster collaboration and knowledge-sharing to amplify your collective impact and accelerate progress towards sustainable goals.

By embracing these actions and challenges, you can foster a culture of sustainability and solution-focused thinking within your team or community, driving positive change for the present and future generations.

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## Actions for Organisations

The Unconference Dossier editors developed these actions from the workshop output.

Incorporating Solution Focus into sustainable organisations can significantly enhance their impact on society, particularly regarding environmental sustainability. Let's explore how you can develop each of the actions you identified in the workshop:

1. **Create Collaborative Settings:** Sustainable organisations can foster environments where collaboration thrives. Collaborative environments involve designing physical spaces that encourage interaction and idea exchange and implementing digital platforms for remote collaboration. Organisations can harness their members' collective intelligence and creativity by facilitating collaboration to address environmental challenges effectively.
2. **Make Tangible Changes:** Sustainable organisations should prioritise concrete actions that lead to measurable environmental improvements. Such actions could involve implementing energy-efficient technologies, reducing waste and carbon emissions, or investing in renewable energy sources. Tangible changes demonstrate a commitment to sustainability and inspire others to follow suit.
3. **Design Affordance and Ease of Action:** Designing for "affordance" means creating environments or systems with easy and intuitive sustainable choices. Sustainable choices could include making recycling bins more visible and accessible, providing incentives for eco-friendly behaviours, or designing products with minimal environmental impact. Organisations can encourage widespread adoption by making sustainability the default option without imposing additional burdens on individuals.

4. **Embed Sustainability in programmes/organisations:** Organisations must integrate Sustainable practices into their core purpose and operations. Integration involves aligning mission statements, goals, and incentives with sustainability objectives and incorporating environmental considerations into decision-making processes at all levels. Embedding sustainability into the organisational culture becomes a natural and integral part of how the organisation does things.
5. **Make Sustainability Attractive:** Organisations should emphasise the benefits and appeal of eco-friendly behaviours to promote the widespread adoption of sustainable practices. Promotion involves showcasing success stories, highlighting the positive impact of sustainable initiatives, or leveraging social norms and peer influence to encourage participation. Organisations can motivate individuals to embrace change by making sustainability attractive and aspirational.
6. **Design with Sustainability in Mind:** When designing products, services, or spaces, organisations should prioritise sustainability from the outset. Sustainable design could involve using eco-friendly materials, minimising resource consumption, or considering the long-term environmental impact of design choices. Organisations can create practical and environmentally responsible solutions by incorporating sustainability principles into the design process.
7. **Change the Order of Priorities:** Reordering priorities from finance to planet/nature/animals, economy to people, and vice versa reflects a fundamental change in values and goals. Reprioritising requires leaders to rethink traditional business models and economic paradigms to prioritise environmental conservation, social equity, and long-term sustainability over short-term profits. By reordering priorities, organisations can realign their focus with broader societal and ecological imperatives, driving meaningful change at scale.

In summary, integrating Solution Focus into sustainable organisations involves creating collaborative environments, making tangible changes, designing for affordance, embedding sustainability into the organisational culture, making it attractive, prioritising sustainability in design and decision-making, and reordering priorities to reflect environmental and social values. By adopting these strategies, organisations can be crucial in promoting sustainability and contributing to a more resilient and equitable society.

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## Actions for Networks/Ecosystems

The Unconference Dossier editors developed these actions from the workshop output.

These actions are potent for fostering sustainability within ecosystems, and they align well with the principles of the Solution Focus Approach.

Let's break down how each action contributes to creating more sustainable networks and ecosystems:

- 1. Find people, places, organisations, and communities where something is already happening and connect; offer help, contribute:** This action leverages existing initiatives and efforts, fostering collaboration and synergy rather than reinventing the wheel. By connecting with ongoing activities, you're tapping into existing networks and resources, making the process more efficient and effective.
- 2. Connect with researchers - Open Space, invite people and action:** Engaging with researchers opens the door to evidence-based insights and innovative solutions. Open Space invites diverse perspectives and encourages collective action, fostering collaboration between researchers and practitioners to address sustainability challenges effectively.
- 3. Offer Solution Focus (kindly) to well-meaning, passionate, active people, organisations, and communities to make change easier:** Solution Focus provides a positive and empowering approach to problem-solving, focusing on strengths and solutions rather than dwelling on problems. By offering this approach to individuals and groups, you facilitate a mindset shift towards constructive action, making change more accessible and sustainable.
- 4. Bring sustainability to the ecosystems you're in, make connections, and open conversations:** Integrating sustainability into various ecosystems creates a ripple effect, influencing attitudes and behaviours across different contexts. Opening conversations fosters awareness and engagement, driving collective action towards sustainability goals within diverse communities and organisations.
- 5. Offer my learnings here and to, e.g., the SF Association at home (spread the word):** Sharing your learnings with relevant communities, such as the Solution Focus Association, amplifies the impact of your experiences. By spreading the word, you inspire others to adopt the principles of Solution Focus and contribute to building more sustainable organisations and societies.
- 6. Enter my neighbourhood, e.g., "Let's clean the streets," as a door opener for more conversation and action:** Local initiatives like neighbourhood clean-ups serve as catalysts for broader community engagement. They provide tangible opportunities for people to unite, spark conversations about sustainability, and inspire further collaborative efforts to improve the local environment and build social cohesion.
- 7. Tell all the good stories you hear. Tell them everywhere, constantly; bring them up again and ask, "What's the alternative here?":** Sharing success stories highlights positive examples of sustainability in action, inspiring others and reinforcing the importance of ongoing efforts. By prompting reflection on alternatives, you encourage critical thinking and innovation, driving continuous improvement in sustainability practices.
- 8. Be an advocate and tell your story:** As an advocate for sustainability, sharing your experiences and stories can be incredibly impactful. Personal narratives resonate with



others on a deeper level, fostering empathy and motivation for change. Sharing your journey inspires others to take action and contribute to a more sustainable future.

- 9. Be mindful to use and invest our personal resources well (people who respond, act, are receptive):** Being strategic and selective in allocating personal resources ensures maximum impact and sustainability. Prioritising engagement with individuals and groups who are responsive and receptive allows you to leverage resources effectively, fostering meaningful connections and driving positive change more efficiently.

These actions reflect a holistic and collaborative approach to sustainability, leveraging the principles of Solution Focus to create positive change within organisations, communities, and society. By fostering connections, promoting dialogue, and amplifying success stories, you contribute to building more sustainable and resilient ecosystems for the future.

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## Actions for Society

The Unconference Dossier editors developed these actions from the workshop output.

To explore the actions further in terms of society using Solution Focus to create a more sustainable society, let's break down each action and consider how we might apply Solution Focus principles:

- 1. Build local “climate councils” in cities > “climate atelier” for specific small actions to make first steps:** Focus on small, achievable steps and celebrate successes. Encourage collaboration and inclusivity in decision-making within these councils. Rather than dwelling on problems, emphasise and build upon what is already working. Highlight the positive impact of small actions and their cumulative effect on the climate.
- 2. Support events at LaZ (e.g. invite the management team of TAD) and create a ripple effect (they invite the next non-profit organisation):** Encourage the spread of positive actions through a ripple effect. Highlight the success stories of organisations like TAD and their impact on sustainability. Encourage others to follow suit by showcasing the benefits and outcomes of their actions. Focus on the potential for exponential growth in sustainable practices through networking and collaboration.
- 3. Honour and translate ancestral and spiritual wisdom in one's own daily life and walk the talk:** Emphasise personal values and connections to inspire action. Highlight how ancestral and spiritual wisdom aligns with sustainable living principles. Encourage individuals to integrate these values into their daily lives and lead by example. Focus on the intrinsic motivation and fulfilment gained from living in alignment with one's values.
- 4. Advocate to policymakers that a rethinking of the system is necessary:** Focus on constructive dialogue and finding common ground. Emphasise the benefits of a systemic shift towards sustainability for all stakeholders. Highlight success stories and evidence

from other communities or regions with similar shifts. Encourage policymakers to envision a better future and identify achievable steps to move towards that future.

5. **Find the win-win and guide stakeholders in the transition:** Facilitate collaborative problem-solving and negotiation. Identify common interests and goals among stakeholders. Encourage creative solutions that benefit all parties involved. Focus on building trust and fostering cooperation to successfully navigate the transition towards sustainability.
6. **Create “Islands of Sanity”: a balanced ecosystem that thinks long-term and strives for sustainability:** Highlight examples of communities or organisations already embodying this concept. Encourage the replication and scaling of successful models. Focus on creating environments that support long-term thinking and sustainability. Celebrate the achievements of these "Islands of Sanity" and inspire others to follow suit.
7. **“Do what you can, where you are, with what you have”:** Empower individuals to take action within their means and circumstances. Emphasise the importance of personal agency and initiative in driving change. Focus on practical, achievable steps individuals can take in their immediate environment. Celebrate every effort, no matter how small, towards creating a more sustainable society.
8. **Love and be an example:** Emphasise the power of positive role modelling. Encourage individuals to embody values of love, empathy, and compassion in their interactions with others and the environment. Focus on the ripple effect of individual actions and the potential for inspiring others through personal example.
9. **Create a sustainable society of the future: Sustainability councils with experts, policymakers and citizens:** Foster inclusive decision-making processes that value diverse perspectives. Emphasise the importance of collaboration between experts, policymakers, and citizens in shaping sustainable policies and practices. Focus on creating environments that encourage innovation, transparency, and accountability in pursuit of sustainability goals.

By applying Solution Focus principles to these actions, we can create a more sustainable society by focusing on strengths, collaboration, and positive change.

# Overall conclusions from the Unconference



The SOLWorld Unconference 2024, held at the Land aan Zee Centre in the Netherlands, showcased the profound potential of the Solution Focus (SF) approach for fostering sustainable organisations. Attendees from diverse backgrounds collaborated to explore how SF can drive sustainability through practical actions, positive change, and inclusive dialogue.

The Land aan Zee venue exemplified sustainability principles, encouraging participants to engage in eco-friendly practices and community-building activities. This holistic environment underscored the importance of balance and regeneration in personal and

organisational contexts, emphasising vegan and vegetarian options, biodegradable materials, and collaborative tasks.

Discussions during the Unconference delved into various facets of sustainability. Topics ranged from integrating SF principles into leadership programmes and organisational strategies for creating intergenerational communication about sustainability.

Key themes included the need to develop each person's awareness of their capacity to enact sustainable change, create collaborative settings and embed sustainability into the core purpose of each organisation. Attendees also highlighted the importance of recognising ancestral and spiritual wisdom and advocating for systemic change at the policy level.

The Unconference concluded with actionable insights and a commitment to publish each session output in the SFiO InterAction Collection.

By focusing on strengths, collaboration, and small, manageable steps, participants left the Unconference equipped to implement SF practices that support long-term sustainability. This event underscored the transformative power of SF in creating sustainable, adaptive organisations that benefit society and the environment.