

## Når løsninger og begejstring skaber resultater i dialogen

*It is not about the brilliance of the coach – it is about the brilliance about the client.*

*Aldrig før har nogen gjort så stort et indtryk på så kort tid.*

*Det er svært ikke at blive begejstret i Peter Szabós selskab. Nej, faktisk umuligt. Hele hans kropssprog, ord, intonation og mindste giver mig indtrykket af, at lige nu er jeg den vigtigste og mest kompetente i hele verden. På den måde er Peter en troværdig kapacitet inden for den Løsningsfokuserede coaching, hvor ressourcer, løsninger og optimisme er nøgleord. Læs med her, hvor Dialogisk Design fik en snak om, hvor LØFT er i dag samt få konkret inspiration til din egen dialogiske praksis*

## Noget om pauser

Stilhed har optaget praktikere i især nyere tid; muligheden for at dvæle i dialogen, give vores fokusperson plads og ikke skynde på eller være bange for stilhedens sårbare feedback. Peter Szabó har imidlertid fundet en særlig kvalitet i stilheden – men ikke blot den, vi tillader os efter at have stillet et spørgsmål, men snarere den, der opstår efter fokuspersonens svar:

*I watched a video by myself and I noticed, that I was genuinely very eager, finding the next question to ask. Maybe because I wanted to show that I took him seriously (by creating momentum by asking questions). But instead of being busy finding the next question, I realized that a lot of good stuff can really happen after the first answer. More valuable stuff will often come, so it is important, that we do not try and fill the void with new questions. Listen to the clients' pause before you begin to utter the next sentence. The longer you pause, the more likely that your client will have afterthoughts and continue and perhaps go deeper yet.*

Peter uddyber, at det er ganske naturligt som nybegynder at skynde på med det næste spørgsmål. Det umiddelbare råd er imidlertid at give plads til pauser *efter* fokuspersonen har svaret, og det første svar er ikke altid det, der er det mest værdifulde:

- Prøv i din næste professionelle dialog at give ekstra plads til din fokusperson *efter* vedkommende har svaret. Der kan typisk komme yderligere værdifulde refleksioner

Det er samtidig ikke ligemeget, *hvordan* vi giver plads til stilheden. Peter fortsætter;

*If you could see a video of me, I would treat the silence with a warm, appreciative look and with eyes focused softly on the client (and not like an inquisition). I am quietly waiting. A lot of magic can happen in those pauses.*

Hermed refererer Peter til en klassisk løsningsfokuseret dyd: Vi tror på vores fokuspersoners ressourcer og vi bakker dem op. Det kan så samtidig gøres nonverbalt og ved hjælp af pauser.

## Beskrivelsen af fremtiden

*It's always important to pay attention to and give space for detail*

Et klassisk greb i den løsningsfokuserede tilgang er ”mirakelspørgsmålet”, hvor vi beder fokuspersonen forestille sig og beskrive et ønskværdigt fremtidsscenario. Hvorfor gør vi det imidlertid? Og hvorfor er det ikke ligemeget, hvordan vi gør det? Peter uddyber, at når vi med mirakelspørgsmål leger med tiden, er det vigtigt

In solutions focused dialogues we play with the illusion of a timeline. And when we imagine a future, it will always be a theoretical concept in his mind, and it will potentially go lost very fast. I would like to propose a very relaxed and slow approach to those types of questions. I propose that we sloooooow down. Get our clients to relax into the imagination, putting it to live through as many words and detail as possible. This can create a real experience of a timeshift, where the client truly connects to the effect of the preferred and desired scenario. One central point in asking questions like this is to keep asking to the effect: If a client says "And then I'm in my car, driving home from work", I ask "Then what happens?" And I sometimes keep asking the same question 25 times. "Then what?". Because if he answers 25 simple questions about a desirable future, he has already built a rich scenario, hereby making it more real and concrete to him, building on what he already is

Mirakelspørgsmål handler således ikke om at forføre en fokuspersion i sine egne fantasier. Det handler om at gøre fremtiden så virkelighedsnær som muligt igennem fokuspersionens eget sprog.

Det kan ofte være svært at aflæse, hvornår det er tid til et mirakelspørgsmål, og fra tid til anden kan det endog virke fjollet og påtaget. Her introducerer Peter sjældent et mirakelspørgsmål, men venter på at fokuspersionen selv introducerer tanker om fremtiden:

As soon as they refer to the future we go there. We go there immediately, and we stay there, building on and asking curious questions. As soon as they make the reference.

- Lad (helst) fokuspersionen selv tage initiativ til at tale om fremtiden og tag så fat
- Fasthold og brug tiden på at opbygge et detaljerigt billede af fremtiden, for ellers bliver det aldrig levende
- Spørg uddybende ind: Og hvad sker der så? Og hvad sker der så? Gerne 25 gange

## Kontrakter

*Never just ask "what would you like to talk about". No way!*

"Kontrakten", hvor vi med vores fokuspersion skaber et fælles billede af samtalens rammer og formål, er et af de mest centrale greb i coaching og professionelle dialoger. Vi skal dog ikke bare lave en kontrakt – vi skal bruge kontrakten aktivt til at fokusere på udbyttet *efter* samtalen. Samtidig fremhæver Peter, at jo længere tid en fokuspersion bruger med os ikke nødvendigvis gør vedkommende mere kompetent til at handle selvstændigt.

*The important stuff is not happening right here and now in the conversation. It will happen afterwards, and our contracting should reflect that, and by keeping that in mind it is also much easier to remember that one hour is typically more than enough time. Therefore I immediately ask, and often before even sitting down, "What are your best hopes from this session?"*

På den måde fremkommer to centrale pointer: Vi ønsker med kontrakten altid at fokusere på, hvordan samtalen skal sætte fokuspersionen i stand til at handle videre på egen hånd. Samtidig er det absolut muligt at hjælpe en fokuspersion på blot én enkelt samtale. Peter fortæller grinende, at det selvfølgelig er skidt for forretningen, når fokuspersionen kun får lov at booke en enkelt samtale. Til gengæld er det et spørgsmål om, hvordan man hjælper fokuspersionen bedst muligt, og det gør vi ikke ved at gøre dem afhængige af vores hjælp. De skal hurtigst muligt handle selvstændigt på baggrund af egne ressourcer, og en samtale kan

hjælpe dem med at tænde den gnist, få øje på de iboende ressourcer og ved egen hjælp blive mindet på egen motivation.

- *What I know about the space, is the fact that I ... .. that I prefer and expect to spend only one hour, and that makes a big difference. The mindset is to together we are only making a beginning, so the task is to help the client make a helpful beginning, for their own work. "You know your topic better than I do, so you decide ... half an hour?!"*

Èt spørgsmål er ifølge Peter forbudt i kontrakten: "Hvad vil du gerne tale om?"

NOOOOO! [What would you like to talk about] is an invitation to talk about what you talk about with your friends, family and colleagues. I am more interested in their best hopes from this session and NOT the content of what they want to talk about but the outcomes afterwards.

Opfordringen lyder altså, at vi ikke skal lade vores fokuspersoner gentage, hvad de har sagt mange gange før. Brok og tilbageskuende forklaringer hjælper ikke fokuspersonen videre. Det fastholder fortællinger, der ikke hjælper fokuspersonen videre. Derfor vil vi hellere tale om, hvordan vi kommer videre, end hvad der bragte os her.

## At skabe refleksion og bevægelse uden spørgsmål

First I thought it was all about my smart questions, all about framework and technique. Then somewhat 10 years ago a client took me off guard, and he shifted my attention from asking those "brilliant" questions to the quality of my listening instead. And that's powerful stuff. Being great at listening in the right ways empowers the client equally as much as great questions. For example "Ohh wonderful" is not a question, but a powerful reinforcing feedback. However insignificant it may sound to listen and respond like that, it helps the client to unfold and explore his own words. So what can you focus on? The quality of your listening-words are probably more important than you sometimes realise:

- Ah, uhh, ohh
- Aha, aha, aha, OH
- Ohh, wonderful
- Wauw, that's such a smart thing to say
- I'm impressed by your enthusiasm
- Yes. Yes. YES!

Prøv at sig ovenstående lyde højt for dig selv (Eller vent til, du stiger af bussen).

Det skal tilføjes, at Peter er af en særlig støbning, når det kommer til at lytte. Aldrig har jeg som deltager i en samtale følt mig så komplet involveret, værdsat og lyttet til. Alt jeg sagde og gjorde blev mødt af en opslugende, engagerende interesse fra Peter. Det er i det billede, jeg anbefaler at tolke hans forslag til lyttelyde.

Ligesom spørgsmål aldrig er uskyldige, giver lyttelyde også klare indikationer af, hvad vi er interesserede i at høre mere om (og hermed også, hvad vi ikke ønsker at forfølge).

- The quality of the listening; gives a picture of what you are interested in. There is always something more going on, and seeing and hearing it is important and something you can train. Eventually it

comes naturally. Paying attention, appreciating the clients own work by the words of my way of listening. When I listen, I listen extremely carefully, cause I know that I am influencing. Basically I always want to them to experience my enthusiasm, devotion and joy on their behalf to remind them of that they can succeed. They can do it, and I am just reminding them of exactly that.

## Fremtiden for coaching?

*Is a world that consists of better conversations. Not in coaching, but in the social worlds as a whole; kids in school learn to better appreciate each other and pay attention to resources, and the quality of listening.*

*10 days ago I spend two days with the social workers in Westeroos in Sweden. They are talking with clients about their basic life-needs. The agency is among the 10 agencies where the citizens are most satisfied with the service provided. The task is not easy – If you would like to have a first-hand insight (→ remind that I want Maria as well).*

### **Is there something that you would like to become better at?**

Easy part; moving beyond coaching in direction of the girl in the park and that kind of conversation. This kind of conversation is very interesting. I still do coaching sessions and behave as a coach. But I prefer to have conversations like that and leave coaching to coaching.

I can easily switch those to. I would never recommend the beginner to play with this

It is not “anything goes”.

**It is not about the brilliance of the coach – it is about the brilliance about the client.** To find ways to readjust to new and present futures, and by writing this book.

My lifelong dream would have been that coaching is not a professional service provided by professionals, but something anyone can do with anyone, and will do with anyone. So kids learn to have conversations in a different way. That the paradigm change from the classical, science-driven problemsolving perspective in to normal people curiously asking normal people, colleagues at work etc. The new impulse will be to focus on what works and to presuppose competence and reasons to believe in others instead of judging.