

---

## QuickTip – 15 Percent Solutions

This facilitation technique helps a group shift their focus away from feeling powerless, fearful, or stagnant. It jump starts possibility thinking and gives individuals permission to take action on their own without waiting for others.

### When to Use

- You want to start a small snowball of action that will gain momentum and turn into something later.
- You want participants to break a big, daunting challenge into doable small first steps rather than waiting for someone else to clear the path forward.
- You want people to focus on what is within their discretion and resources instead of what they cannot change.
- You want to close the knowing-doing gap.

### Procedure

1. Give the group a challenge question that focuses on what they can do without external help, such as “Where do you have discretion and freedom to act?” or “What can you do without more resources or authority?” These are 15% solutions.
2. For 5 minutes, each person silently generates his or her own list of 15% solutions.
3. Gather individuals into small groups of 2 to 4 people. Round robin style, each person takes three minutes to describe their list to the rest of their small group. The rest of the group listens and can ask clarifying questions but does not evaluate the ideas.
4. The same small groups do a second round, this time consulting to each other, and offering insights, ideas, and support. Allow slightly more time per person than the first round.

### Considerations

1. If you use this technique regularly with a group, you can ask at a following meeting, “What have you done with your 15% lately?”

### Acknowledgement

This QuickTip describes the 15% Solutions technique originally developed by Henri Lipmanowicz and Keith McCandless and inspired by Gareth Morgan. It is part of the Liberating Structures toolkit and is licensed under a creative commons license CC BY-NC 3.0. See [www.liberatingstructures.com/7-15-solutions](http://www.liberatingstructures.com/7-15-solutions) for more tips and examples.