

AT YOUR BEST

Transformational Change with Appreciative Inquiry



MEDICINE HAT
COLLEGE

CITE

The Centre for
Integrated Teaching
Experiences

OBJECTIVES

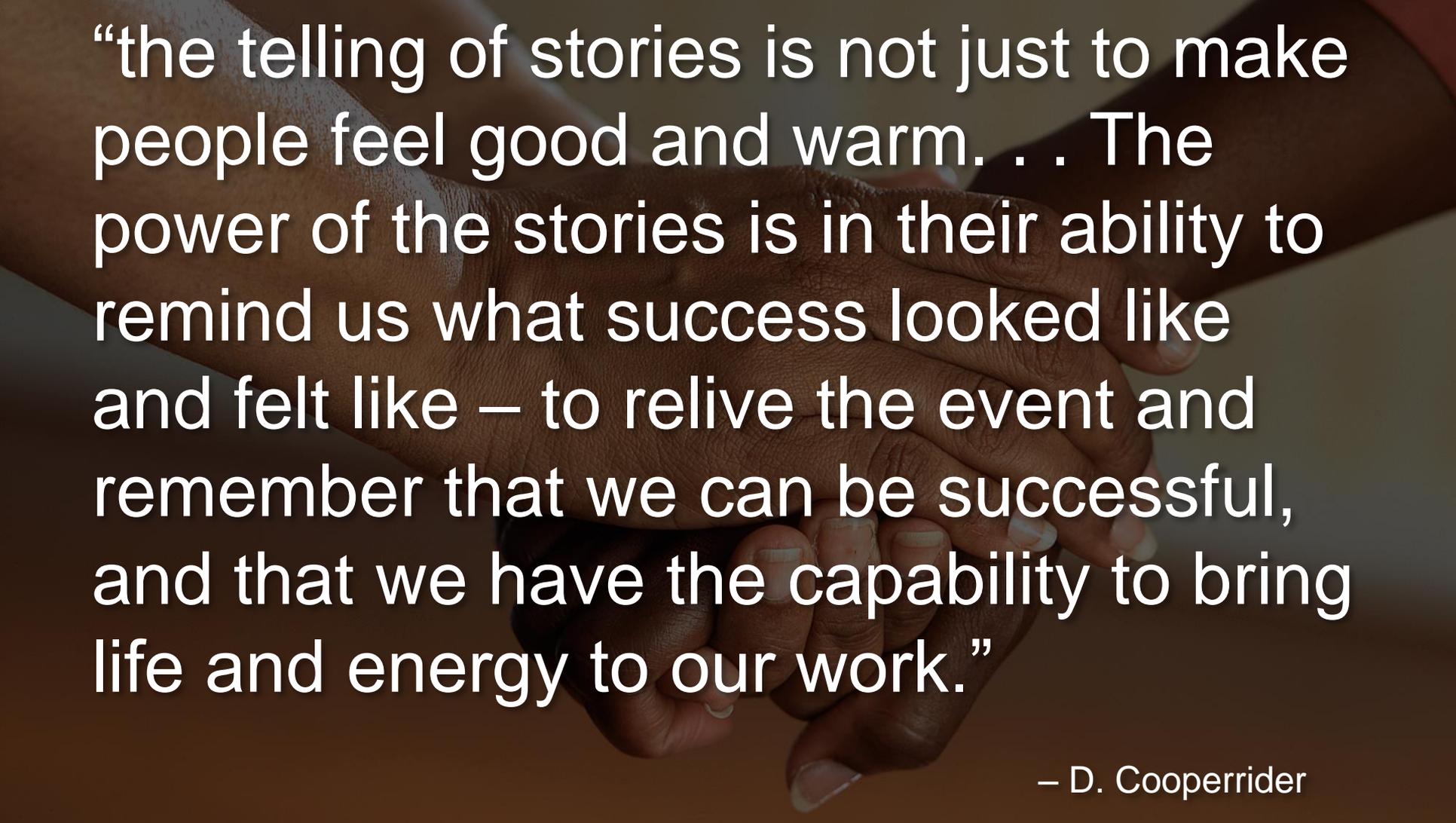
1. Explain the “essence” of Appreciative Inquiry
2. Employ some AI processes and techniques with your teams

The Appreciative Interview

- *Values:* Without being humble, what do you value most about yourself?
- *Peak experience:* When did you feel most successful in terms of your contributions to your organization?
- *Wishes:* If you could wave a magic wand, what one thing would you transform about your organization?

Appreciative Interviews: The “Heart & Soul” of AI

- 1. Begin inquiry in an interesting, non-threatening way**
- 2. Ground success in real experience**
- 3. Make the values of the speaker explicit**



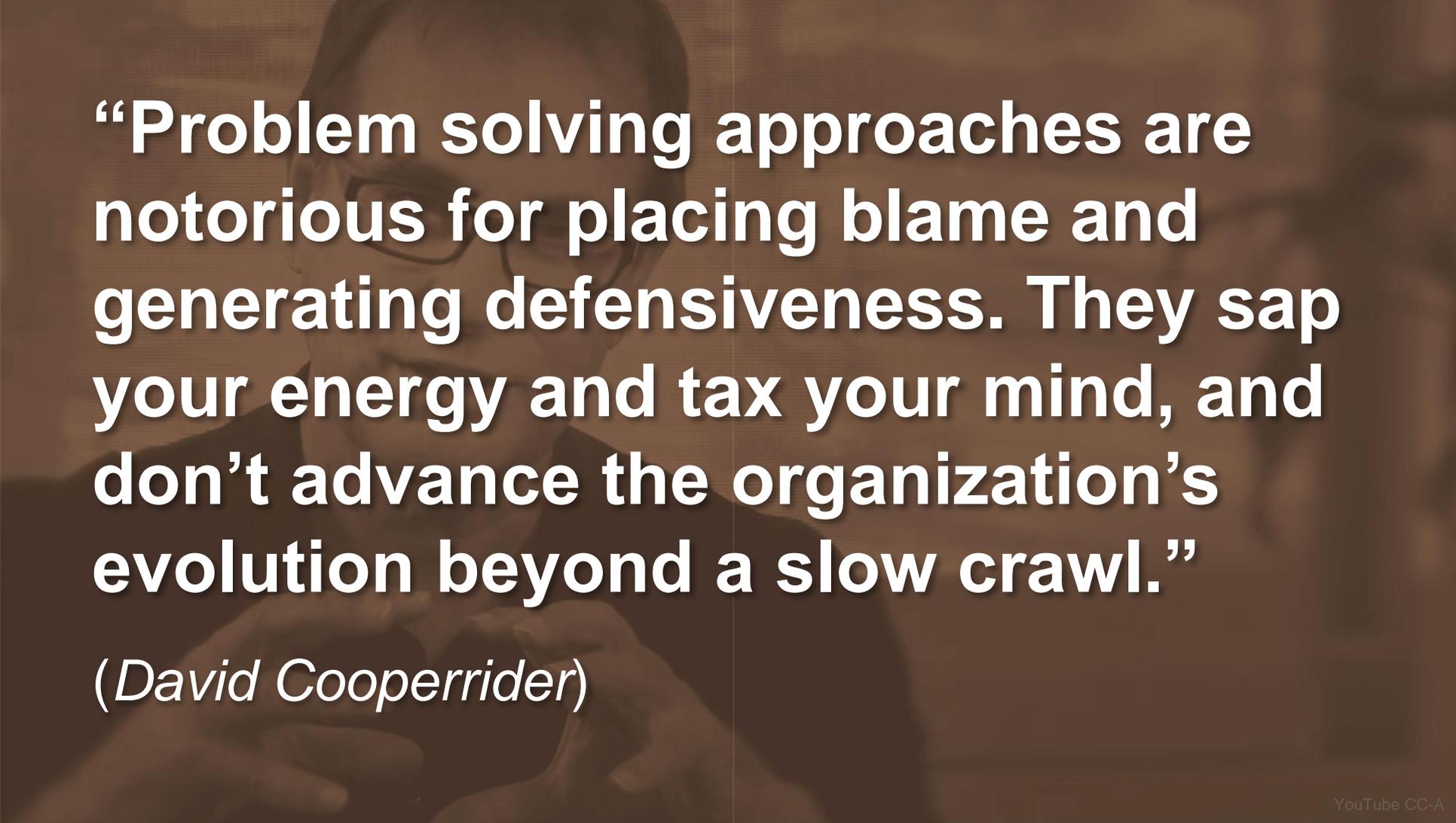
“the telling of stories is not just to make people feel good and warm. . . The power of the stories is in their ability to remind us what success looked like and felt like – to relive the event and remember that we can be successful, and that we have the capability to bring life and energy to our work.”

– D. Cooperrider

RE-FRAMING

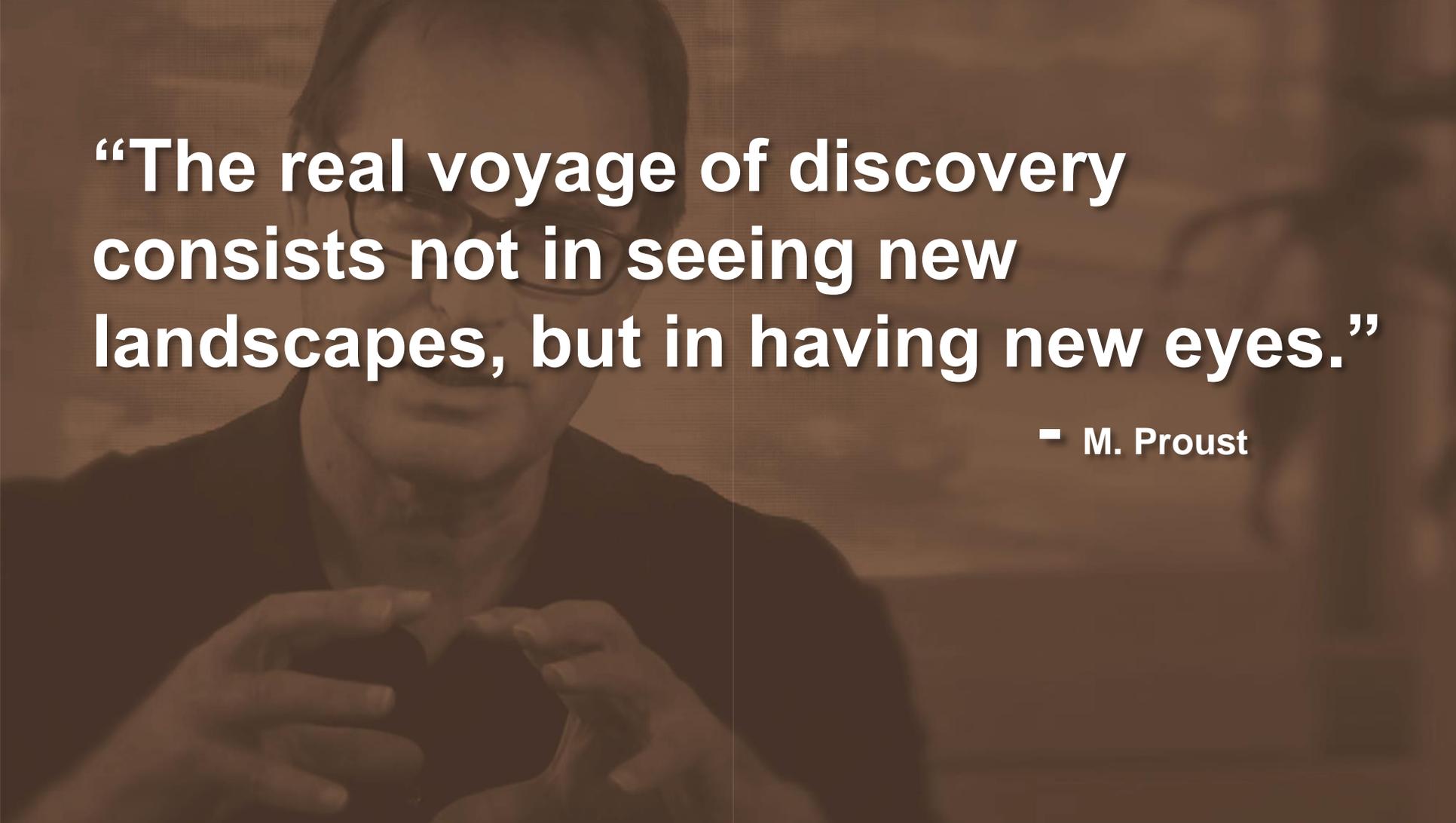
Individually, list the most pressing problems facing your organization right now.

(e.g. lack of resources - staffing, funding, etc.)

A man in a dark suit and glasses is shown from the chest up, looking slightly to the right with a thoughtful expression. His hands are clasped in front of him. The background is a blurred, warm-toned setting.

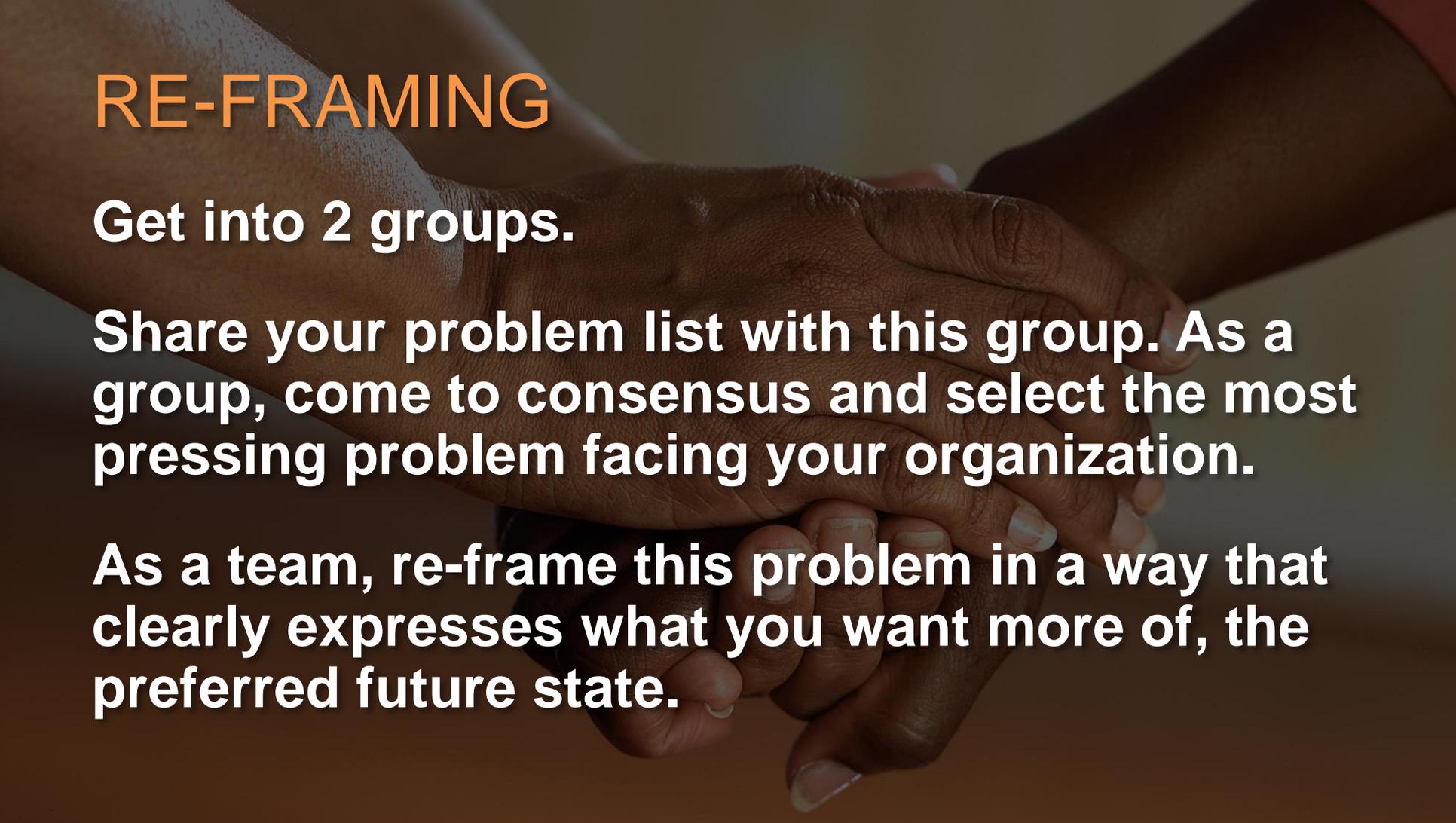
“Problem solving approaches are notorious for placing blame and generating defensiveness. They sap your energy and tax your mind, and don’t advance the organization’s evolution beyond a slow crawl.”

(David Cooperrider)

A man with glasses is shown from the chest up, looking down at his hands which are positioned in front of him. The background is a soft, out-of-focus landscape. The entire image has a warm, brownish tint. Overlaid on the left side of the image is a large, white, bold quote.

**“The real voyage of discovery
consists not in seeing new
landscapes, but in having new eyes.”**

— M. Proust



RE-FRAMING

Get into 2 groups.

Share your problem list with this group. As a group, come to consensus and select the most pressing problem facing your organization.

As a team, re-frame this problem in a way that clearly expresses what you want more of, the preferred future state.

1. Definition
Choose a positive as the focus of inquiry

2. Discovery
Inquire into exceptionally positive moments

3. Dream
Create shared images of a preferred future

4. Design
Create a plan to build that preferred future

5. Delivery
(a.k.a. Destiny)
Innovate and improvise ways to create that future

A.I.

Inquire
Appreciate
the best of
“what is”

Implement
Implement
the
innovation

Topic

Imagine
What might
be?

Innovate
What
should be?

Now SOAR!

INQUIRY
into
Strengths
S

IMAGINE
the
Opportunities
O

INNOVATE
to meet
Aspirations
A

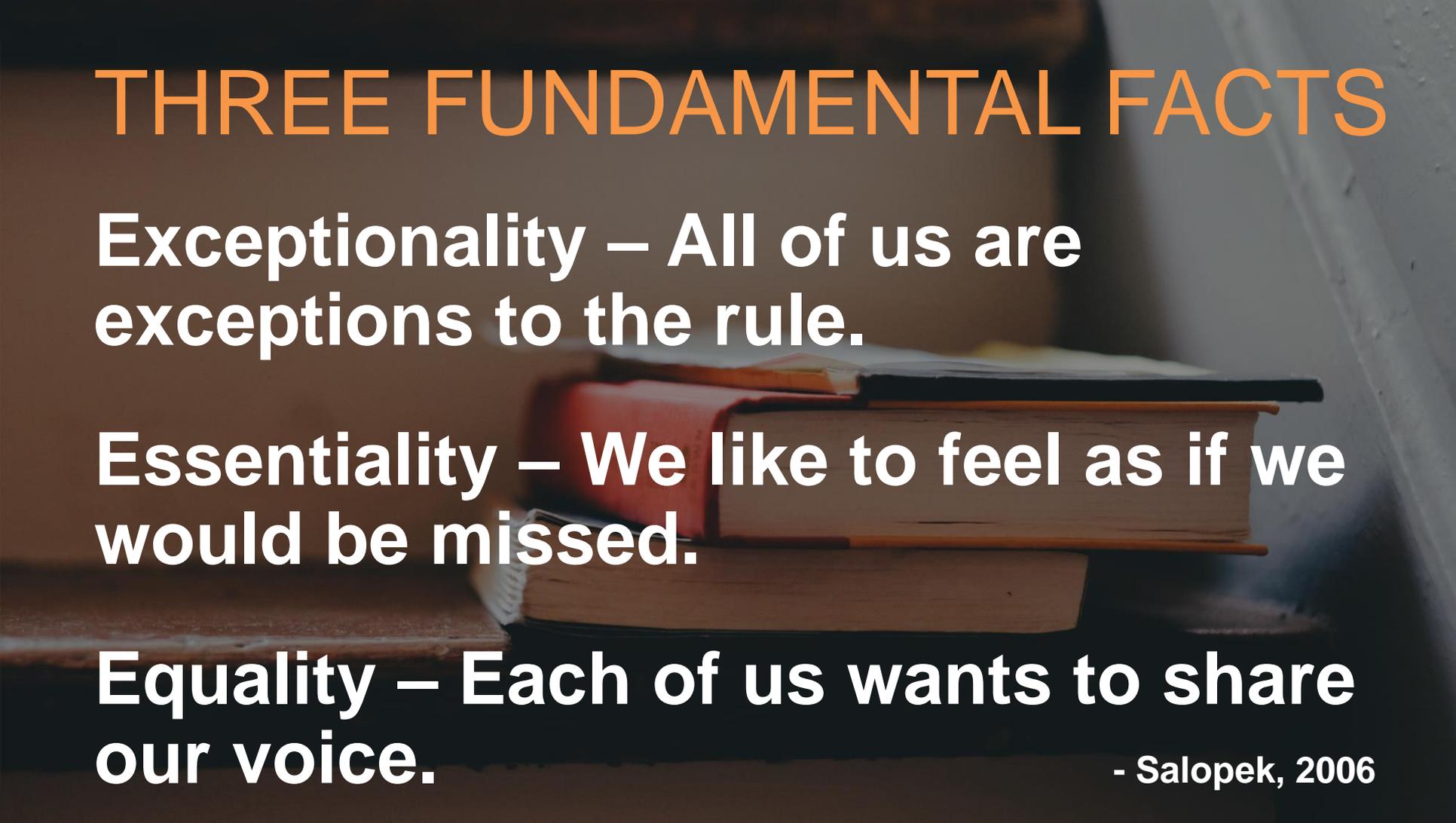
INSPIRE
to achieve
Results
R

THE POWER OF QUESTIONS

“Asking questions is fundamental to organizational learning, growth, change, renewal and success. The kinds of questions that matter most are those that are learning oriented.”

- Preskill & Catsambas

THREE FUNDAMENTAL FACTS

A stack of three books is positioned in the center of the image. The top book has a red cover, the middle one has a dark cover, and the bottom one has a light-colored cover. They are resting on a wooden surface. To the right, a white, curved object, possibly a piece of furniture or a wall, is visible. The background is dark and out of focus.

Exceptionality – All of us are exceptions to the rule.

Essentiality – We like to feel as if we would be missed.

Equality – Each of us wants to share our voice.

- Salopek, 2006

Evidence-Based

“Appreciative Inquiry brings to light the importance of ideas and of creating a social science that aids in the formation of new ideas. The forms of engagement that have evolved in AI practice may not, in the end, turn out to be best way to engage collective ideation, but these cases demonstrate that doing so appears to be central to transformational change.”

- Bushe & Kassam, 2005

Conclusion

“if we can create a collective sense of what needs to be achieved, create new models or theories of how to achieve that, and align those with the inherent motivation people have in relation to their organizational life, then a great deal of change leading to increased organizational performance can occur if people are allowed and encouraged to take initiative and make it happen.”

- Bushe & Kassam, 2005

Questions?

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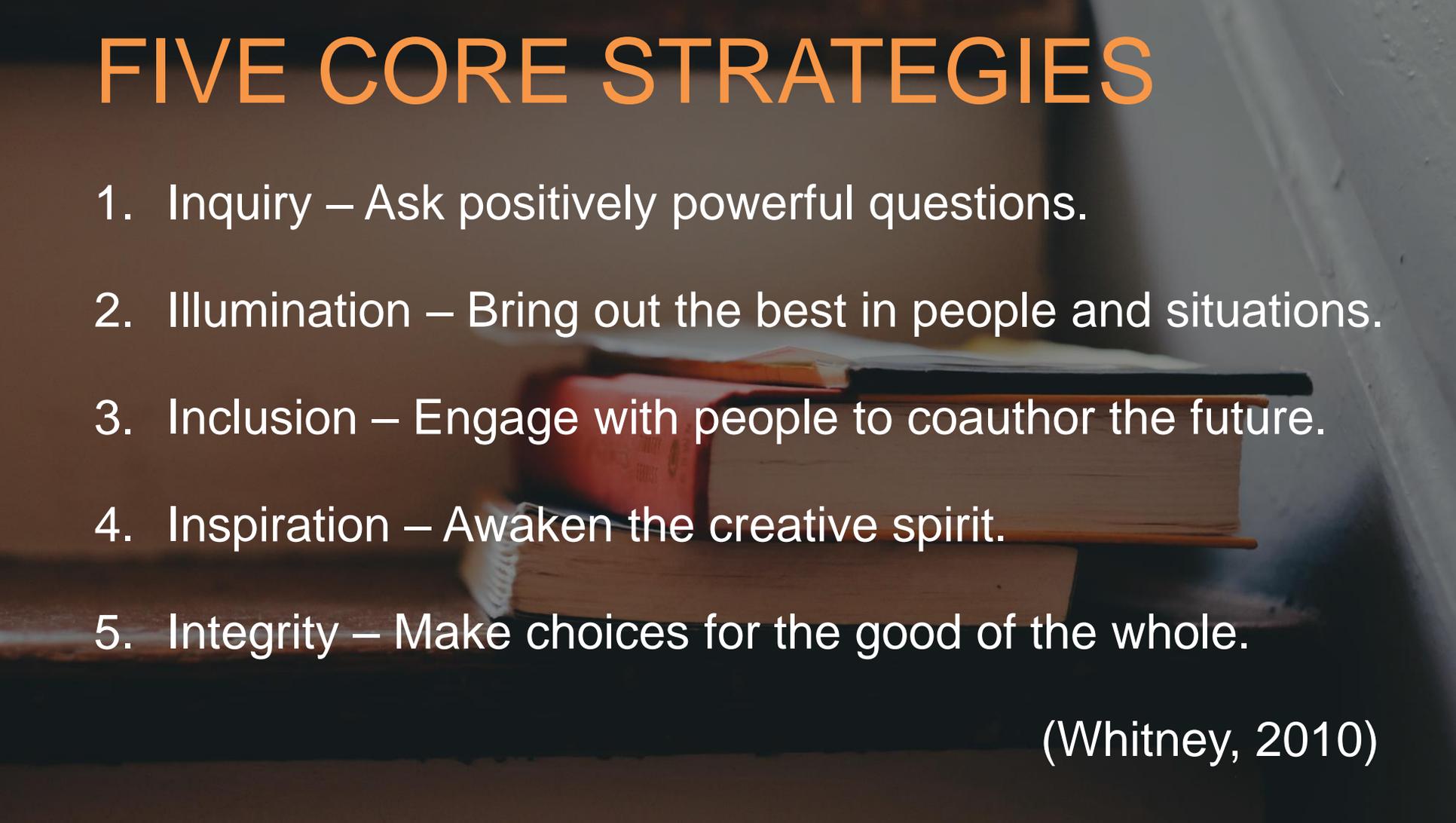
Provocative Propositions

- constructed by everyone affected
- the confident and assertive statements of what the organization hopes to achieve
- statements that bridge the best of 'what is' with 'what might be'
- a clear, shared vision for the organization's destiny
- written in the present tense
- statements that provoke action.

Provocative Propositions

- Is it provocative? Does it stretch, challenge, or interrupt?
- Is it grounded? Does this illustrate the ideal as a real possibility?
- Is it desired? Do *you* really want it as a preferred future?
- Is it stated in affirmative and bold terms? Does it inspire you?

FIVE CORE STRATEGIES



1. Inquiry – Ask positively powerful questions.
2. Illumination – Bring out the best in people and situations.
3. Inclusion – Engage with people to coauthor the future.
4. Inspiration – Awaken the creative spirit.
5. Integrity – Make choices for the good of the whole.

(Whitney, 2010)

