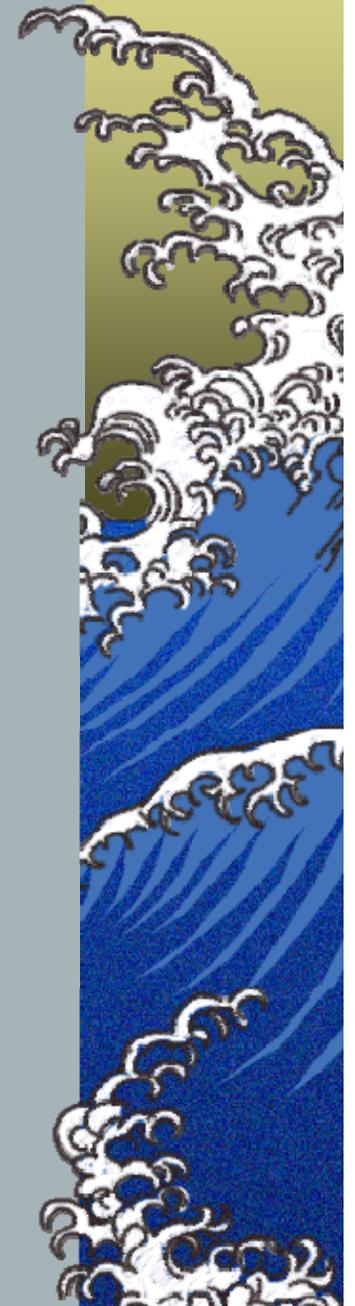


AN APPRECIATIVE INQUIRY APPROACH TO COLLABORATION

By Doug Davis

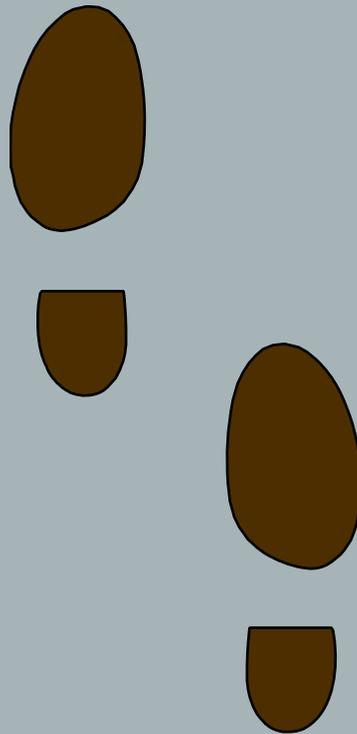


What is Appreciative Inquiry?

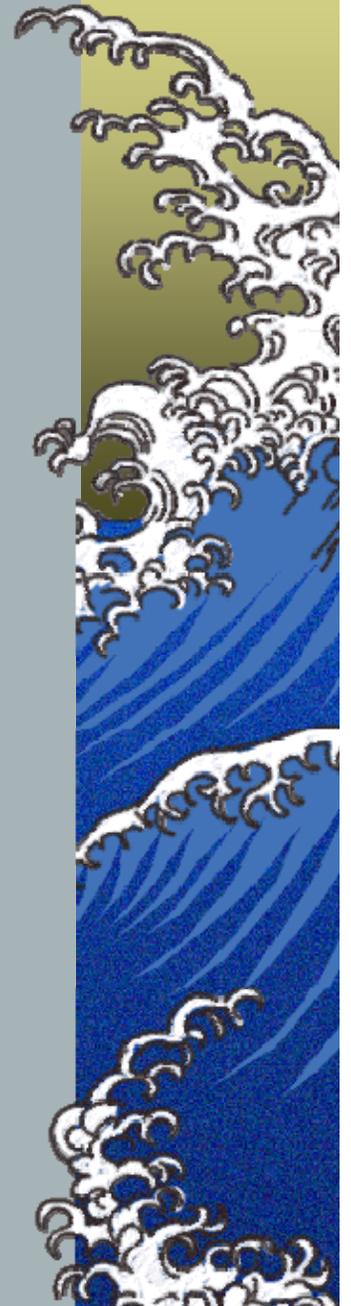
Appreciative Inquiry is a co-evolutionary search for the best in people, their organizations, and the relevant world around them. It involves a systematic discovery of what gives “life” to a living system when it is most alive, most effective, and most constructively capable in economic, ecological, and human terms.



Planning Steps



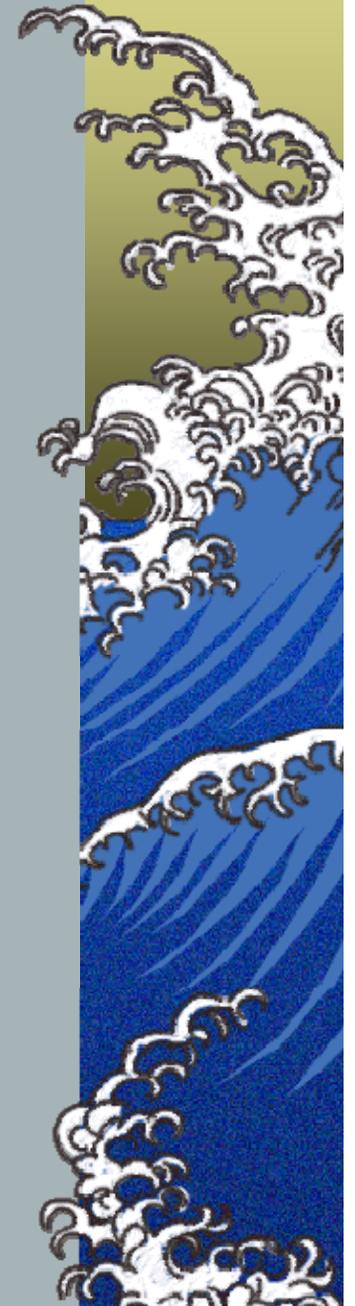
By Doug Davis



Create Shared Vision



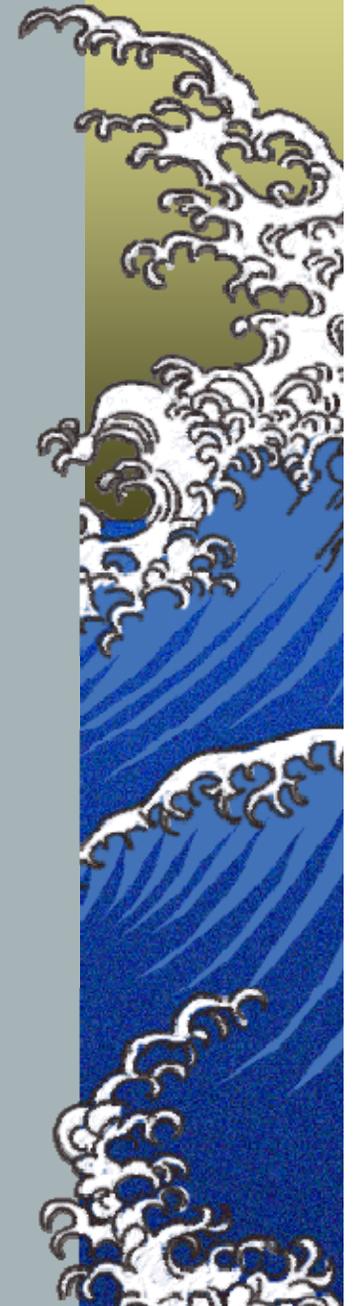
By Doug Davis



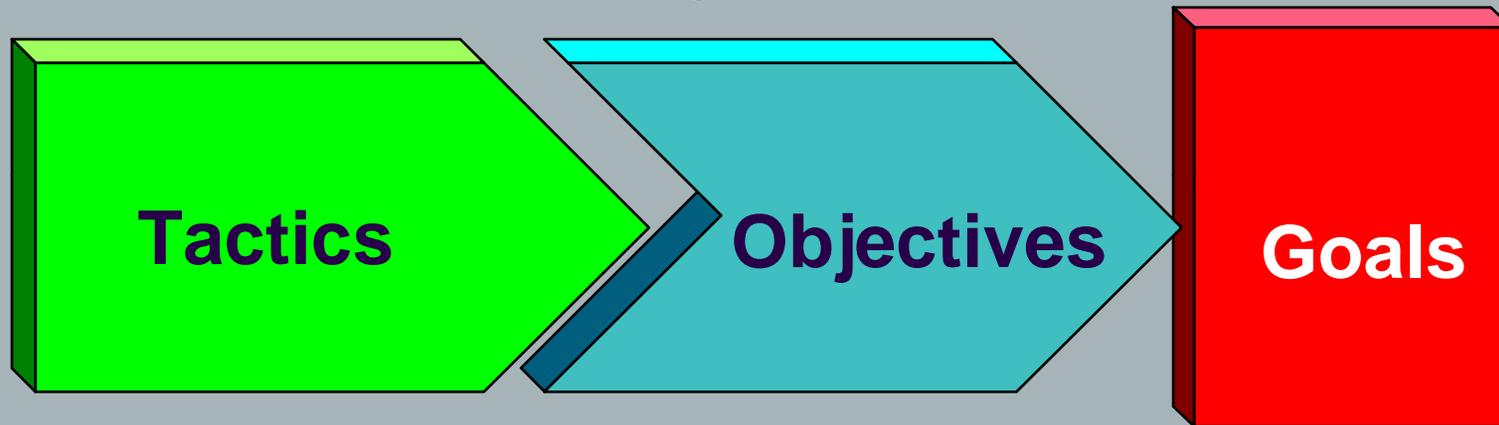
Set And Prioritize Goals



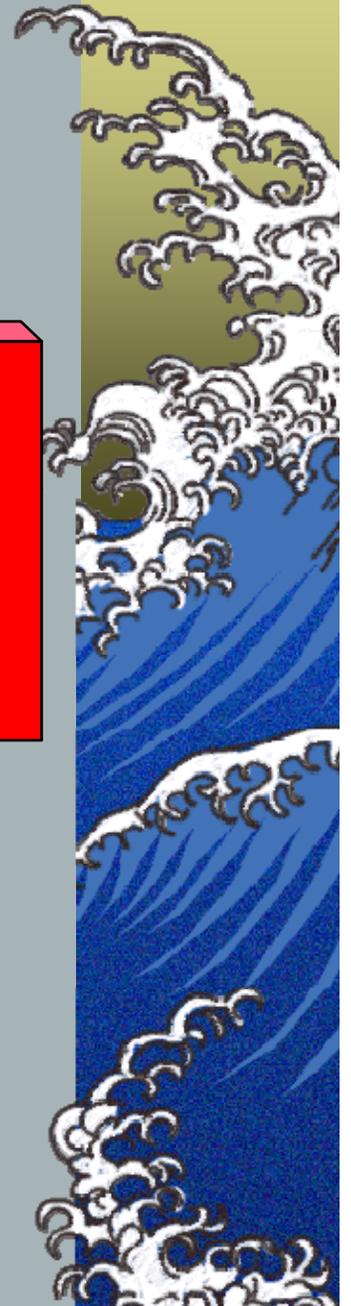
By Doug Davis



Determine Tactics For Accomplishing Each Objective



By Doug Davis



What is an Appreciative Inquiry Approach to Collaboration?

A process which:

- ▶ **Builds “Shared Vision”**
- ▶ **Focuses on positive qualities**
- ▶ **Leverages those qualities to enhance performance**

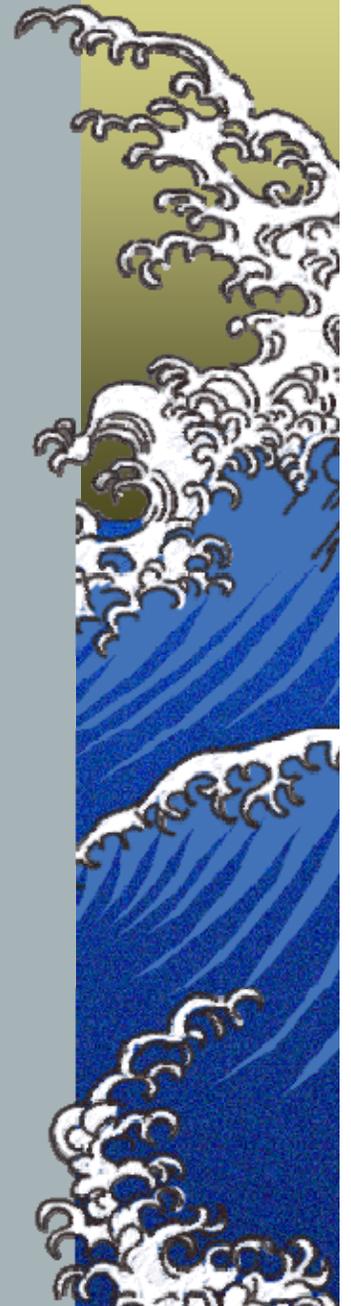
By Doug Davis



What is an Appreciative Inquiry Approach to Collaboration?

- ▶ **Purposefully positive**
- ▶ **Reaches every level**
- ▶ **Highly participative**
- ▶ **Stimulates vision and creativity**
- ▶ **People learn by “doing”**

By Doug Davis



What is an Appreciative Inquiry Approach to Collaboration?

- ▶ A process that leads to stories, which are the foundation on which the future is built.
- ▶ Recognizes that inquiry and change are simultaneous.
- ▶ Maintains that the more positive our image of the future, the more capable we will be of positive and effective action

By Doug Davis



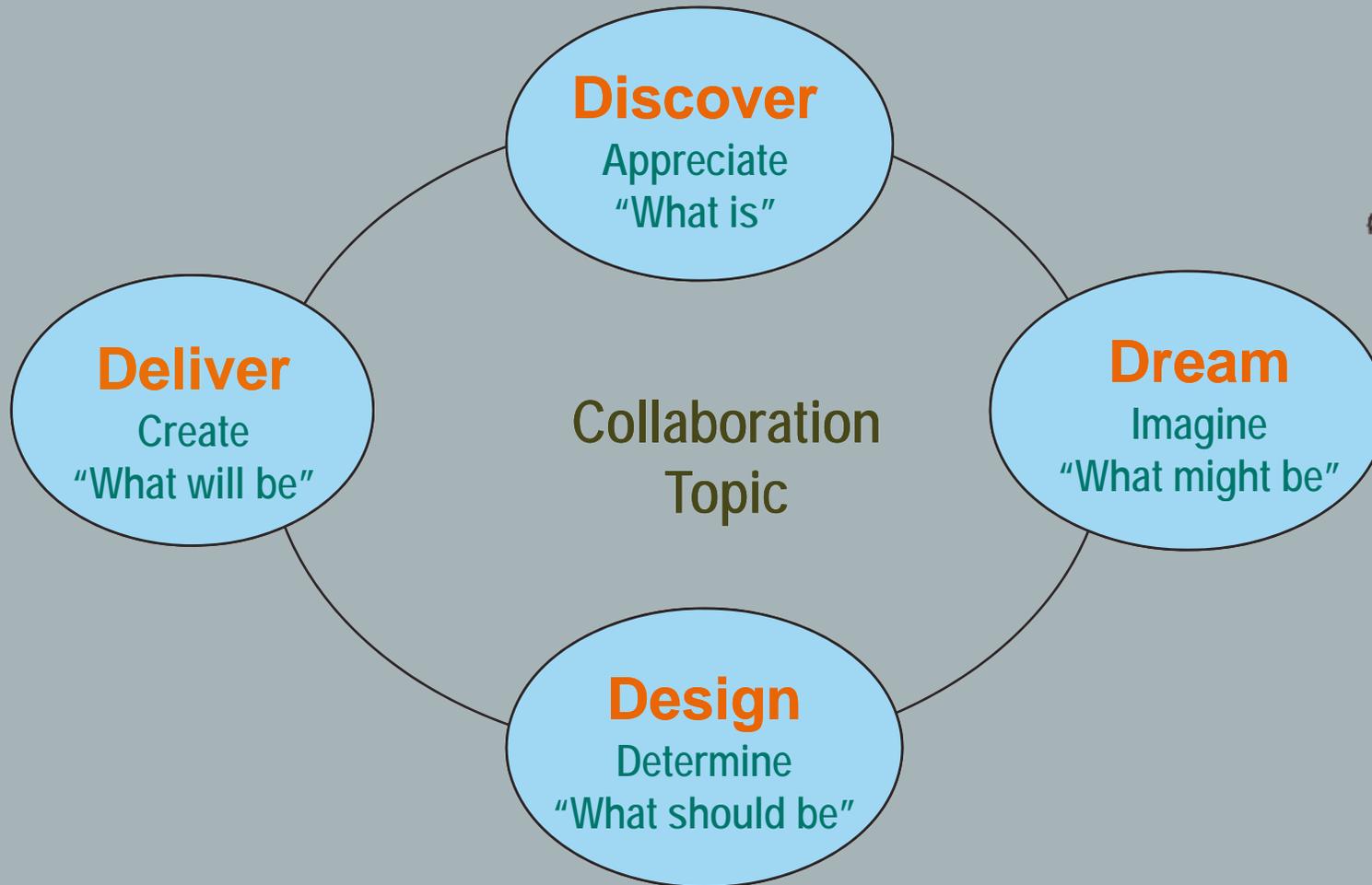
The Essence of an Appreciative Inquiry Approach to Collaboration

- Based on two broad aspects:
 - “What individuals and organizations have done well in the past, what they are doing well in the present?” and
 - “What the possibilities are for a more vital, successful and effective future”
- An appreciative approach to a collaboration is actually framed by the essence of the **4-D Model**

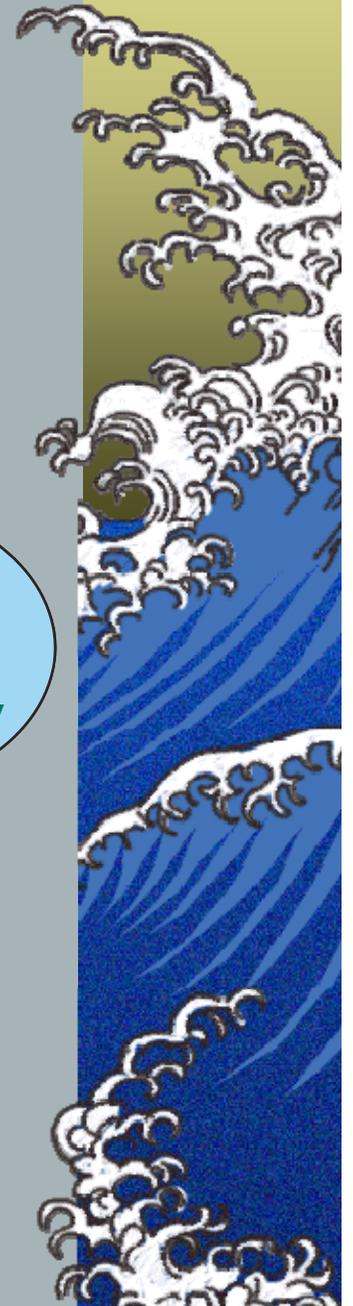
By Doug Davis



The 4 D Model



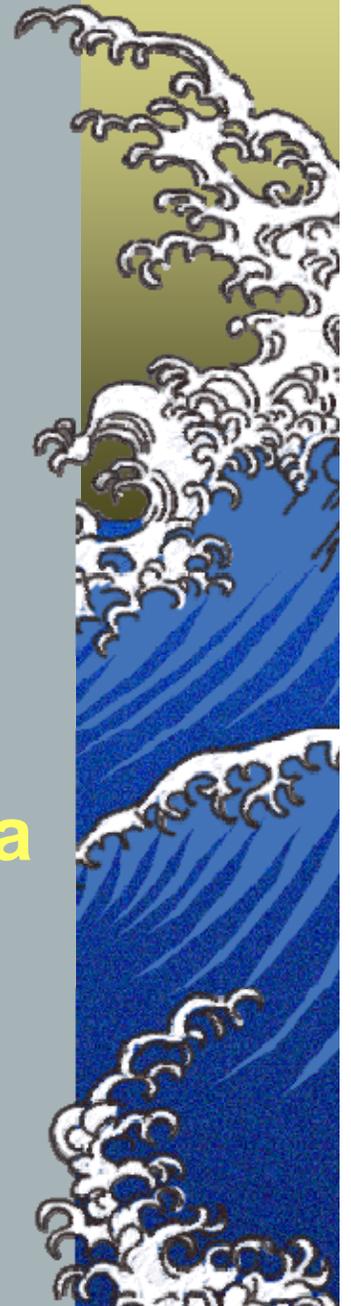
By Doug Davis



What makes an Appreciative Inquiry Approach to Collaboration effective?

- ▶ The fact that **you engage people in new ways.**
- ▶ It is a little like being in the Peace Corps...you think you are going to have this great affect on people, then **you realize you change the world one person at a time**
- ▶ It moves the collaboration participants in **a positive direction**
- ▶ It works toward building strong, positive outcomes **built on best practices**

By Doug Davis



What is best about using a Appreciative Inquiry Approach to Collaboration?

- ▶ It's **a win-win proposition**--everyone learns, feels honored and appreciated
- ▶ It encourages us to meet people and get to know them in new ways and it creates **a more positive working environment**
- ▶ It appeals to us even if we don't see an immediate outcome, **people are an important part of the process**

By Doug Davis



Will an Appreciative Inquiry Approach to Collaboration create more effective outcomes?

- ▶ Yes, it instills a sense of excitement and engagement
- ▶ People will be more positive and respond in more positive ways
- ▶ It will tie into the other important efforts

By Doug Davis



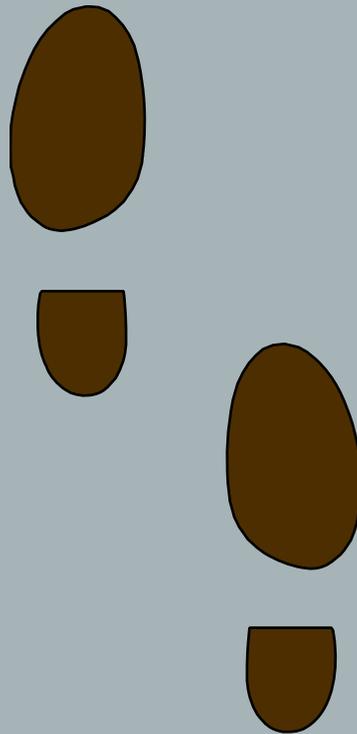
ASSUMPTIONS

- A participatory process is desired
- Cohesiveness is a primary goal
- A “Shared Vision” for the future is a primary objective
- Success will depend on everyone being fully engaged
- Time is a major factor
- Planning must be accomplished while the system is in motion

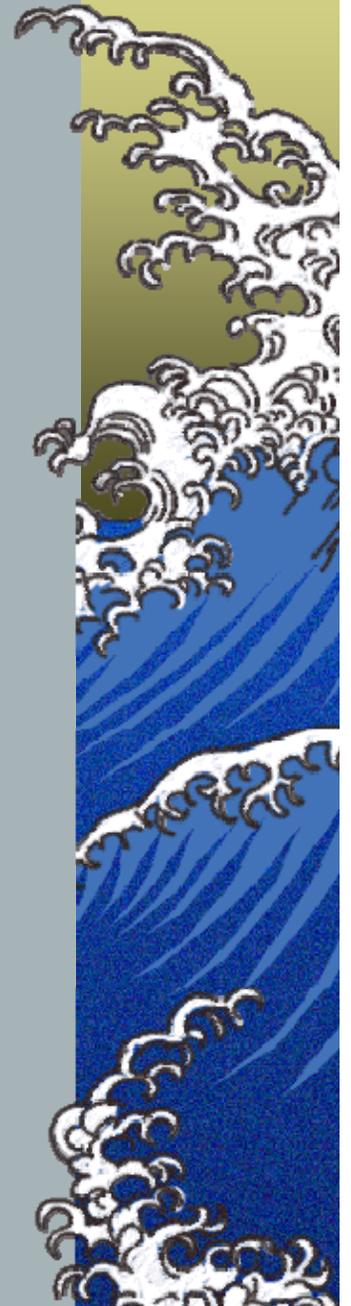
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Planning Steps



By Doug Davis



SAMPLE PURPOSE & AGENDA

The purpose of our time together is to develop a clear vision, and directional focus that will guide the operation of _____ for many years into the future.

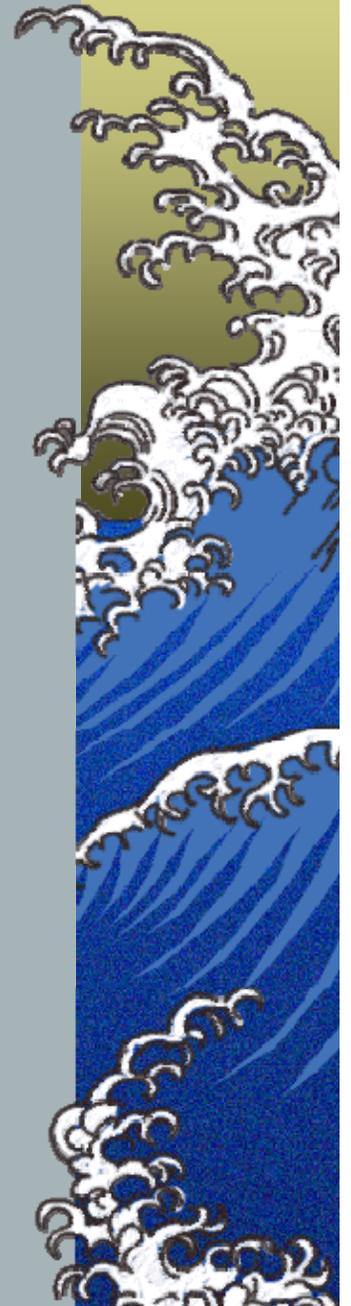
7:00	AM	Registration, Lunch and Social Interaction
8:00	AM	Welcome, Introductions
8:30	AM	Opening Reflection
9:00	AM	Overview of Purpose and Agenda

By Doug Davis



SAMPLE PURPOSE & AGENDA

9:30	AM	Overview of Core Values
10:00	AM	Discovering the Best of _____
11:30	AM	Lunch
12:30	PM	Mapping _____'s Positive Core
2:00	PM	Envisioning the Future of _____
3:30	PM	Defining The Way Ahead (Seven "S" Model)
4:30	PM	Closing Reflections & Adjourn



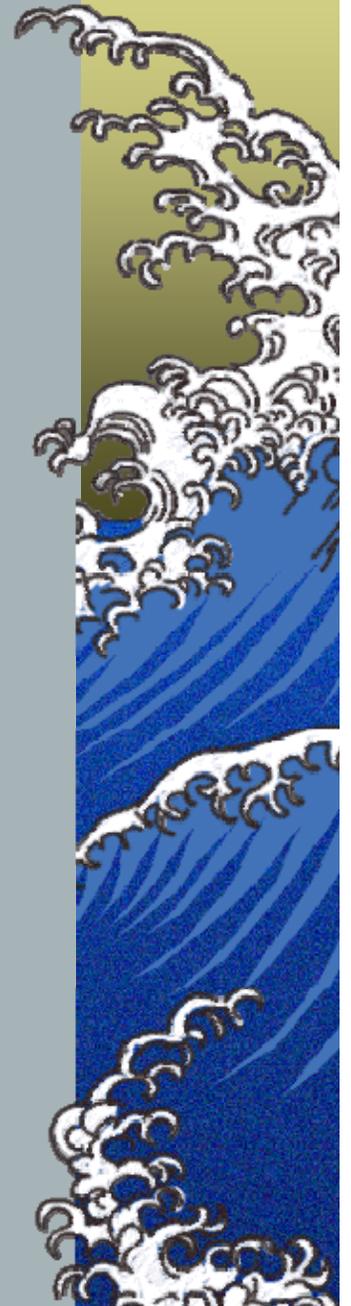
Activity #1: Task Brief

Discovering the Best of _____ *One-on-One Interviews*

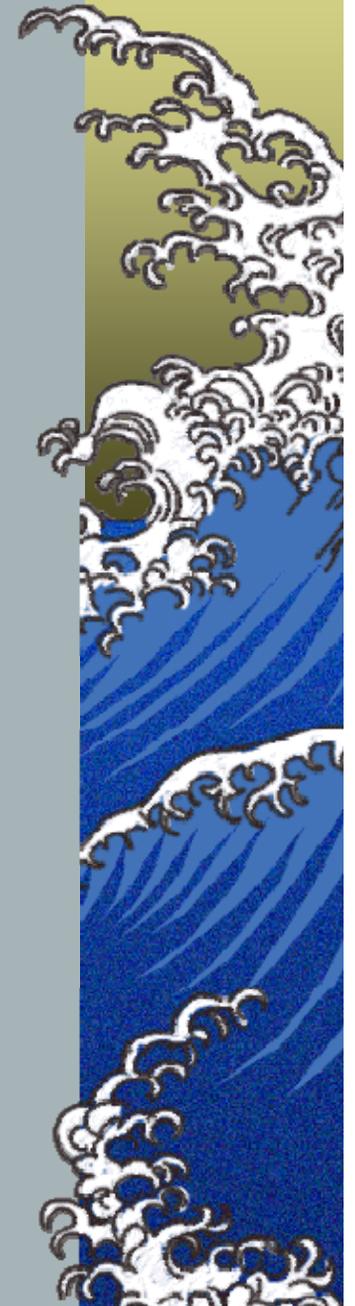
Purpose: To explore the forces and factors that “give life” to _____ when it is at its best

Guidelines:

- Select an interview partner from your table group.
- Interview your partner using the interview guide. Each person will have 30 minutes to interview his or her partner.



- Encourage your partner to tell his/her story, draw them out with your positive energy and excitement.
- Take good notes and be listening for great quotes and stories. You will share the results of your interview in the next session.
- The information you collect in this interview will be used to shape the future of _____



Sample Opening Interview Guide

•What Attracted You?

Think back to when you first got involved with _____, what attracted you? What were your initial excitements and impressions?

•High Point Experience

During your relationship with _____, I'm sure you've had some ups and downs, some peaks and valleys, some high points and low points. I'd like you to reflect for a moment on a high point experience, a time when you felt most alive, most engaged, most proud of your involvement...tell the story. What happened? What made the experience exceptional?

•Root Causes of Success

As you reflect on your high point, I'd like to you identify some of the "root causes" that contributed to making it a peak experience.

By Doug Davis



1. First, what was it about *you* that made it a great experience? If we had a conversation with the people who know you best and asked them, "What are the 3 best leadership qualities they value in you, qualities or capabilities that you bring to _____ and the building of its future—what would they say?"

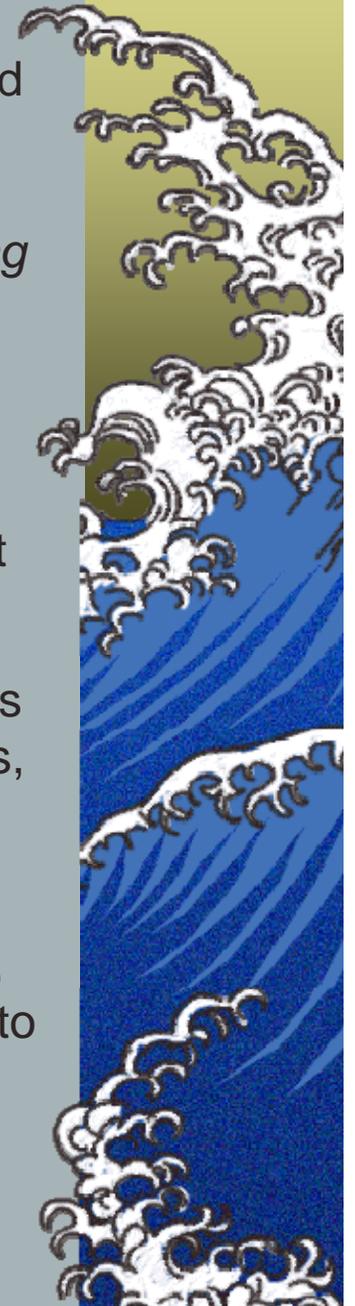
2. Second, who were significant others and what was it about *them* that made it a high point?

3. Third, what was it about the nature of your work...the things you most value...that made it a great experience?

4. Finally, what was it about _____ as an organization (e.g., culture, values, relationships, leadership, systems, ways of working, etc.) that made it a high point for you?

• **Core Life-Giving Factor**

Based on the last three questions, if you could boil it down to one thing, what would you say is *the* core factor that gives life, health, and vitality to _____?



•Leadership in _____

As you think today about the larger *context and purpose* of _____, there are many trends, events, and developments that will call on _____ to change, develop, and play an even more significant role in the future.

1. In your view, what are the two or three most important **events, trends, and developments** affecting _____ today (e.g., world events; market trends; advances in science or your profession; new products, services, or business strategies; shifting needs and expectations of your customers or other core constituencies)?

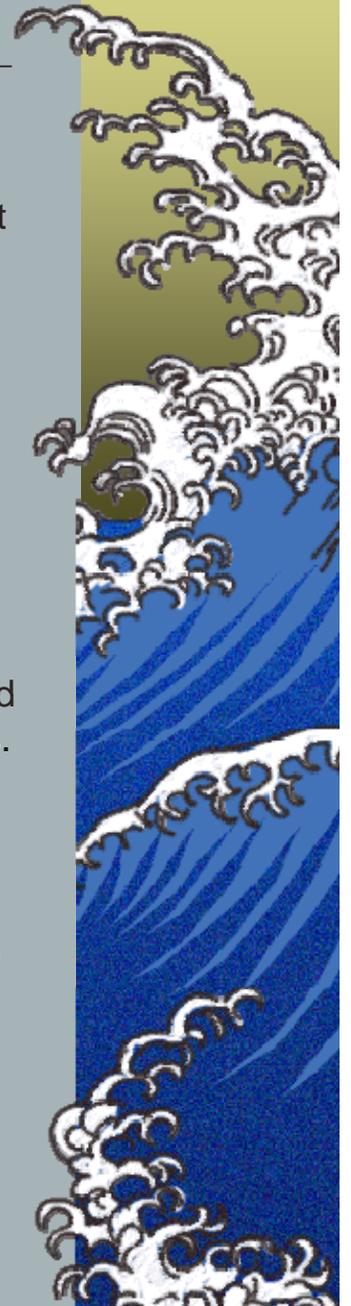
•What do these trends imply for the future of _____ – its larger purpose and future opportunities to grow, change, aim higher, and **lead in new ways**?

•Images of the Future

Imagine that tonight you fall into a deep relaxing sleep, and you don't wake up until the year 2020. When you awake, you see that a miracle has occurred. Major changes have taken place, and _____ has become everything you hoped it could be. You can truly say, without reservation, that *this is the* _____ of your dreams. What do you see? What does it look like? What's going on at _____? What's happening that's new and different? What are _____ culture and distinguishing characteristics? What is its reputation in the broader community? In what ways is it leading? What do you see in terms of purpose, values, systems, people, ways of working, fiscal performance, others?

•How Do We Get From Here to There?

If you could develop or transform _____ in any way, what three wishes, in order of priority, would you make to heighten its overall health and vitality?



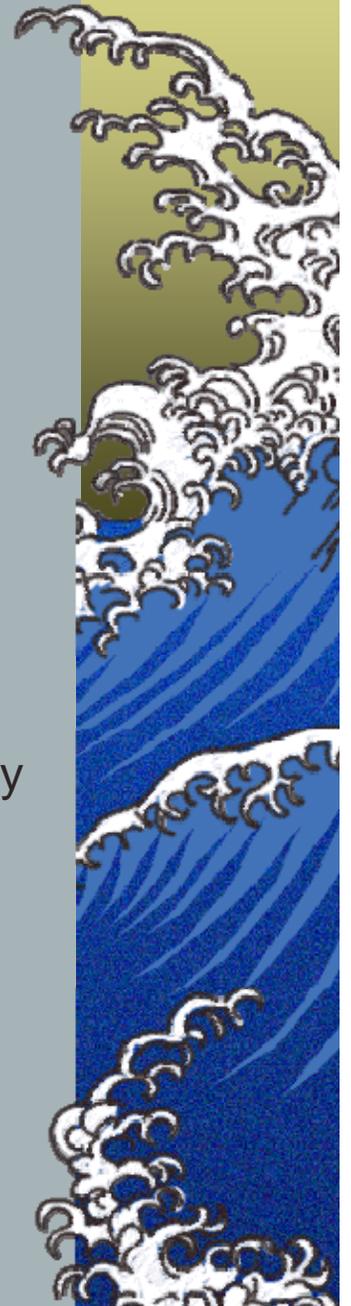
Activity #2: Task Brief

Mapping the _____ “Positive Core”

Purpose: To develop a shared understanding of the “positive core of strengths” that gives life and vitality to _____ when it’s at its best.

Guidelines:

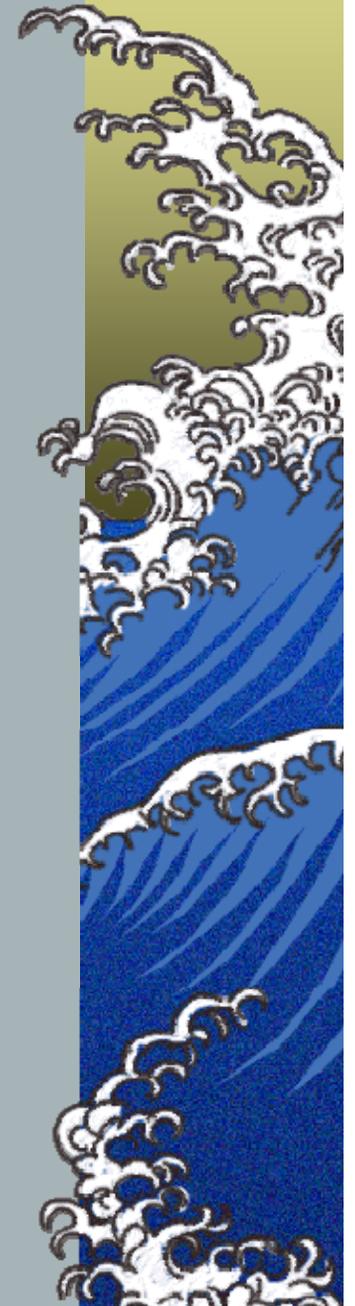
- Assign a discussion leader, timekeeper, recorder, and reporter
- Go around the table. Have each person introduce his or her partner by sharing a story and brief highlights from **questions 1 & 6**.
- Next, go around the table and have each person share stories and highlights from interview **questions 2-4**. Focus especially on the high point experience stories and their “root causes of success.” Recorder: try the “narrative analysis” approach.
- As a group, talk about what these stories and responses tell you about _____ at its best? What are the elements of _____ “positive core of strengths”?
- Prepare a graphic illustrations of the 3-5 most important elements of _____’s positive core of strengths.



Create Shared Vision



By Doug Davis



Activity #3: Task Brief

Crafting Vision Statements

Purpose: *To create a vision statement that offers an inspiring image of what _____ aspires to become*

A Word About Vision Statements:

A vision statement is a short, compelling. It should lift up an inspirational image of what you want _____ to become in the near and long-term future. Well-stated vision statements should be:

- Brief
- Catchy and easy to remember
- Inspiring and a challenge to future achievement
- Consistent with your core values and mission
- Clearly states the essence of what _____ must become
- Allows for flexibility and creativity in execution



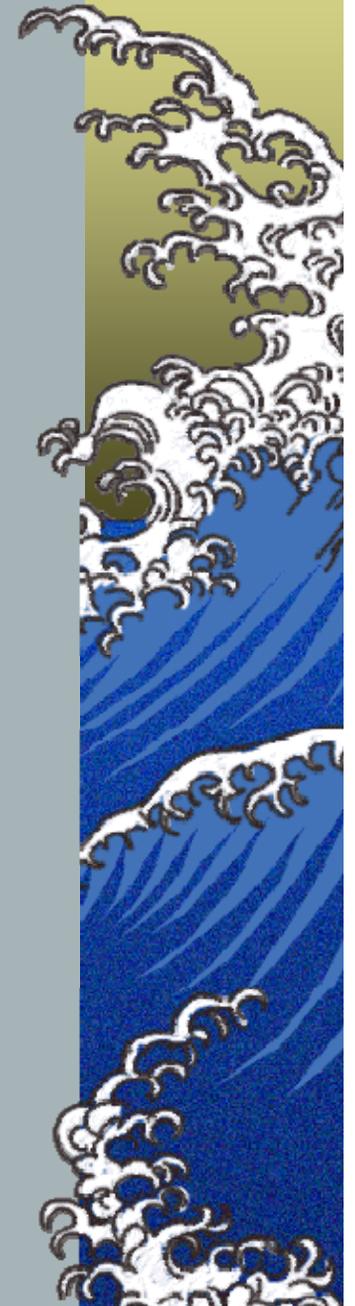
The principal purpose of a vision statement is to inspire and motivate those with a vested interest in the _____ future.

Guidelines:

- Select a discussion leader, timekeeper, recorder, and reporter.
- At your table, create a shared sense of what your _____ might look like.
- Discuss/brainstorm the “ingredients” you would like to see presented in the ideal version of _____ vision statement.

Recorder: make sure to put these up on the flip chart for everyone to see.

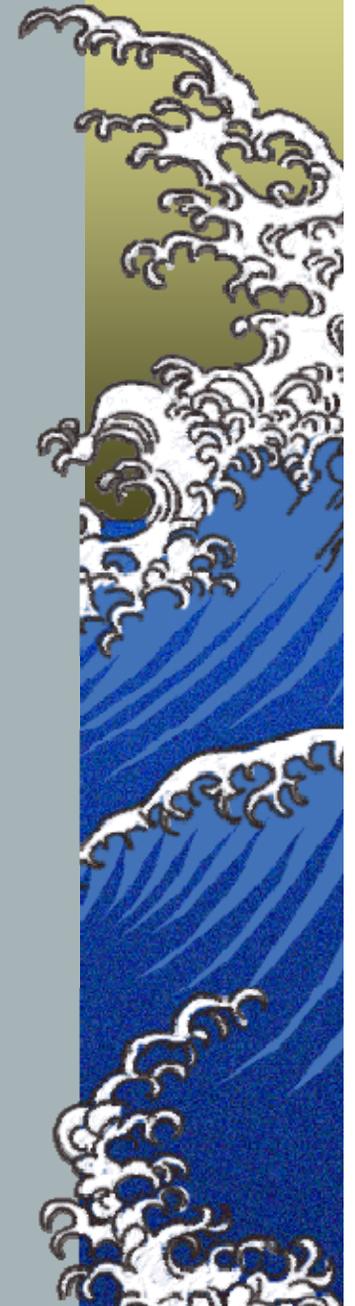
- As a group, create on your flipchart a “messy” and inclusive first-draft vision statement. Discuss and refine it (remember the “agreement principle”).
- Finalize your vision statement by printing a neat version on a single flipchart page.
- Be prepared to report out (**three minutes max.**).



Set And Prioritize Goals



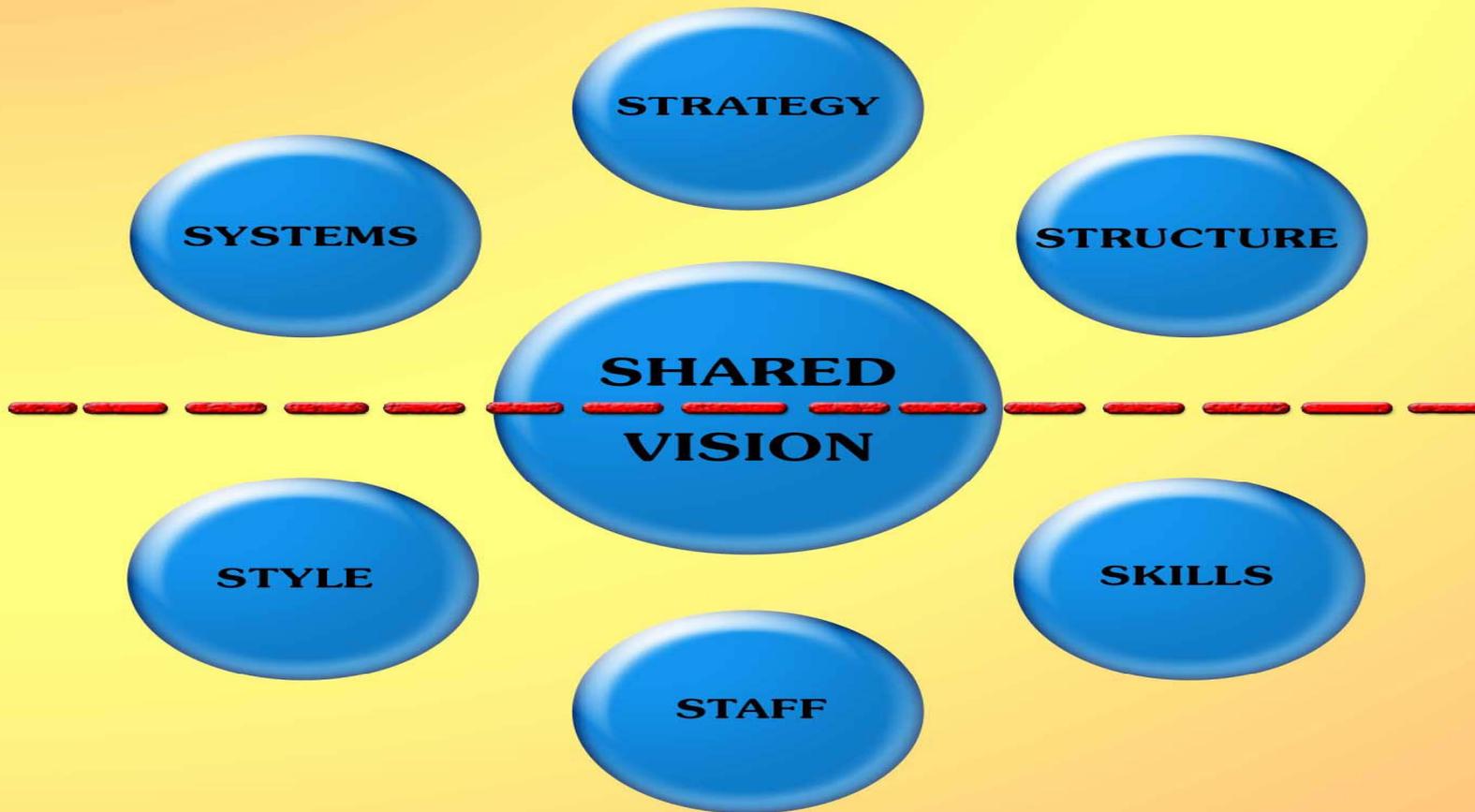
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THE SEVEN “S” MODEL

THE “HARD STUFF”

THE TALK



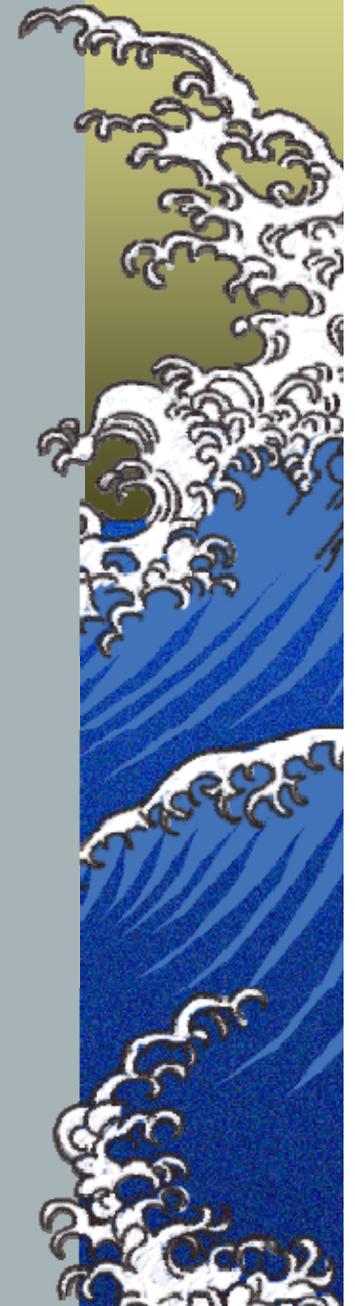
THE WALK

THE “SOFT STUFF”



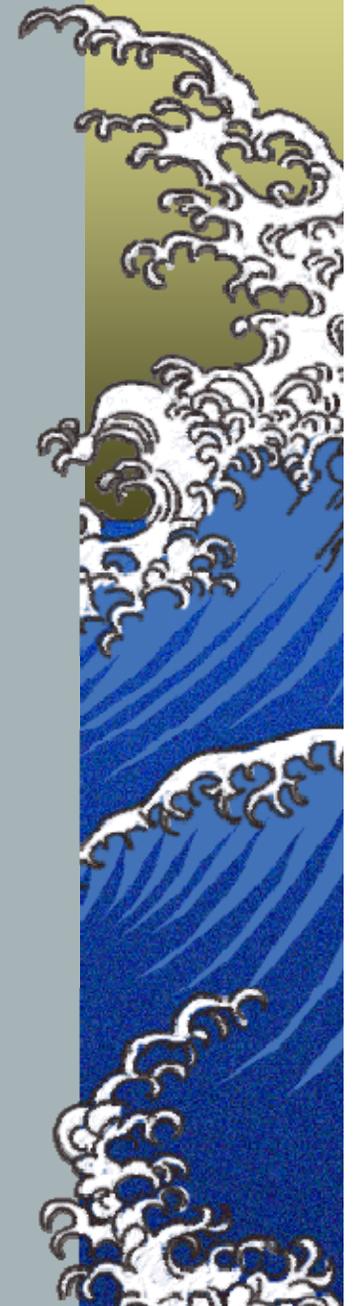
**SEVEN “S” MODEL QUESTION SET
“THE HARD STUFF”
“THE TALK”**

- **Do all the parties having a stake in or who will be involved in the successful implementation of the program or project have a “shared vision?” Do they know who will be impacted, what the impact means for them in terms of change, why it is important to do it, and what benefit there is in it for them? If not, what must change?**
- **Has a comprehensive strategy, complete with SMART Goals and actionable operational objectives been developed in a collaborative environment with the process owners and individuals required to implement the strategy to achieve the shared vision? Does it define what they will actually have to do? Has the strategy been communicated in the language and terms that those individuals required to actually implement (do something different) the actions for the future are able to understand and that they are willing to support? If not, what must change?**



“THE WALK”

- Are the required systems, processes, methods, tools and techniques in place? Are they well understood by the individuals that will have to use them and are they aligned with the shared vision and strategy? If not, what must change?
- Are the organizational structures (rules, policies, standards, directives, cultural assumptions, rewards systems, etc.,) aligned with the systems, strategies, structure and shared vision? If not, what must change?

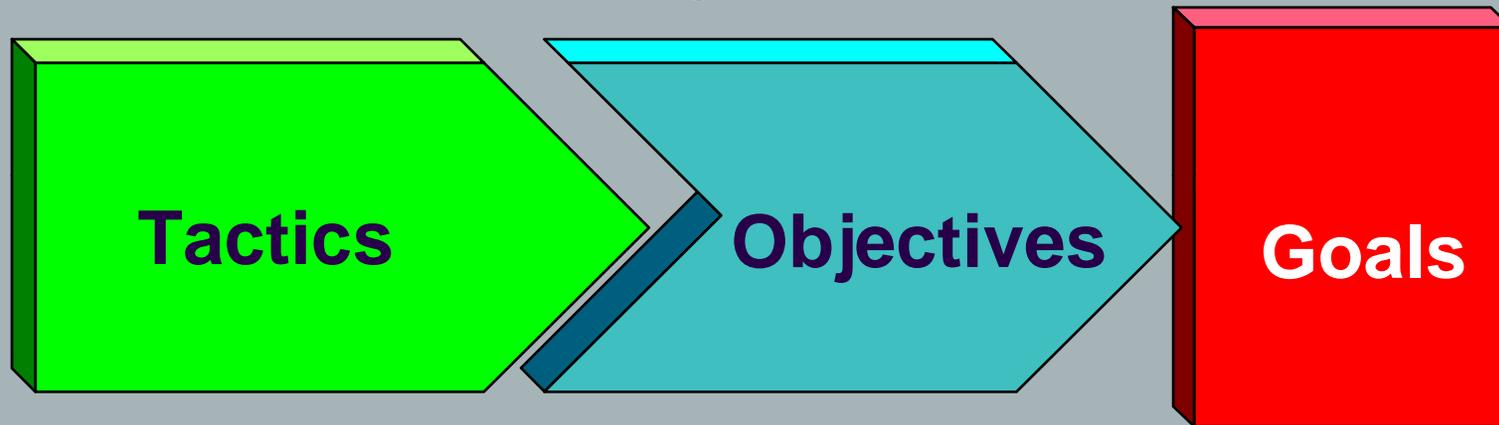


“THE WALK”

- Are the individuals that will be required to implement adequately prepared to apply the necessary knowledge, skills, and abilities to use the systems, follow the structure and pursue the strategy to achieve the shared vision? Are the right people with the right skills available at the right time and place? If not, what must change?
- Do the leaders have the ability to exercise the required management competencies and “interpersonal style” needed to empower those individuals who will need to apply their knowledge, skills, and abilities to use the systems, within the structure to achieve the objectives of the strategy and realize the shared vision? If not, what must change?



Determine Tactics For Accomplishing Each Objective



By Doug Davis

